

# **FRANCES BAARD**

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



## **DRAFT INTEGRATED DEVELOPMENT PLAN**

**Review: 2022/2023      Planning: 2023/2024**

# **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.

## MAYOR'S FOREWORD



**By: Councilor U Buda  
The Executive Mayor**

In the previous financial year, we committed ourselves to deliver services to the community of Frances Baard District Municipality (FBDM) in collaboration with our local municipalities. Regardless of the economic challenges faced in the district such as unemployment, high repo rate, low economic growth and covid 19 pandemic; FBDM continues to provide services to the community with the available limited resources.

To ensure that the mandates enshrined in section 152 of the Constitution of Republic of South Africa are fulfilled the provision of services to communities in a sustainable manner, on the 10th of March 2023 during our strategic planning session, the Council, administration, and local municipalities reviewed the progress of the previous financial year set targets to apply as base in planning for 2023/24 IDP. We continue to channel our efforts towards implementation of our planned projects for the 2023/24 financial year.

For Frances Baard District Municipality to execute its mandate of integrated planning, budgeting and service delivery, the district municipality will incorporate the District Development Model (DDM) one plan approach. The district will enhance the collective planning approach to ensure sustainable service delivery to the communities. Although FBDM did not complete some of its planned projects for the previous IDP cycle due to the unfavorable economic environment, we managed to maintain clean audit opinion for financial year (2021/22 FY).

South Africa is engulfed with the plight of the gender-based violence and femicide (GBVF) and FBDM is no exception to this challenge. Council will continue to combat the GBVF in the district to ensure that the vulnerable group i.e., women and children are residing at the safe environment.

I would like to encourage Council and administration to excel in serving the community and maintain clean audit through good governance. Indeed, the teamwork makes the dream work. Through persistence and hard work the Council's vision will be realized. While reviewing 2022/23 IDP and planning for 2023/24 IDP to implement the council vision, I urge the new Council to work together and put the community first and continue to provide exceptional services in fulfilling our constitutional mandate.



## **MESSAGE FROM THE MUNICIPAL MANAGER**

**By: Ms. Z M Bogatsu  
Municipal Manager**

We have entered the second year of the fourth generation IDP, and we have made some breakthroughs and experienced shortcomings along the process. As we operate in the changing environment, we must review our IDP to respond to the latest changes. Some of the changes require that we reprioritise our plans in order to improve our constitutional mandate of assisting and supporting our local municipalities to provide basic services.

We have to ensure that we utilise the district development model to align planning and co-ordinate all government resources to benefit the entire district community. We appreciate that all spheres of government must work together to promote intergovernmental relations and reduce the cost of providing services by

Our plans for the 2023/24, amongst others, aim to:

- Provide both technical and financial support to local municipalities on operation and maintenance of infrastructure and implementation of infrastructure project;
- Improve our disaster management, fire- fighting and environment health functions;
- Optimize local economic development to our SMMEs especially on youth and women;
- Assist our municipalities with spatial data for decision making on billing and preparations for township establishment;

- Prioritise programmes on youth development; special programmes and gender based violence.

We remain hopeful that our integrated planning will yield positive results to our efforts in developing the district. We present the 2022/2023 IDP review.

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## **ACRONYMS**

BBBEE – Broad Based Black Economic Empowerment

BPs -Business Plans

CDW – Community Development Workers

CGICT- Corporate Governance of Information and Communication Technology

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

COGTA- Cooperative Governance and Traditional Affairs

CWP – Community Work Programme

DDM – District Development Model

DGDS- District Growth and Development Strategy

DITP – District Integrated Transport Plan

DMPT- District Municipal Planning Tribunal

EAP – Employee Assistance Programme

EHP- Environmental Health Practitioner

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

HIV- Human immunodeficiency Virus

HOD- Head of Department

HSP – Housing Sector Plans

ICRM - Ideal Clinic Realization and Maintenance

ICSM - Integrated Clinical Service Management

ICT – Information Communication Technology

IDP – Integrated Development Plan

IHS – Integrated Human Settlement Plan

IHSP- Integrated Human Settlement Plan

ITP – Integrated Transport Plan

IUDF-Integrated Urban Development Framework

IWMP – Integrated Waste Management Plan

LDP – Land Development Plan

LED – Local Economic Development

LM('s) – Local Municipality (ies)

LUMS – Land Use Management System

LUS–Land Use Scheme

MEC- Member of the Executive Council

MFMA – Municipal Finance Management Act

MHS- Municipal Health Services

MTS – Municipal Health System

MSA – Municipal Systems Act

MSCOA – Municipal Standard Chart of Accounts

MTSF – Medium Term Strategic Framework

NC – Northern Cape

NCTMP- Northern Cape Tourism Master Plan

NDoH – National Department of Health

NDP – National Development Plan

NSDF – National Spatial Development Framework

O&M- Operations and Maintenance

PHC- Primary Health Care

PMS – Performance Management System

RM – Risk Management

RRAMS -Rural Road Asset Management System

SALGA- South African Local Government Association

SANS- South African National Standard

SDF – Spatial Development Framework

SMME – Small Medium and micro-enterprises

SONA – State of the Nation Address

SPLUMA- Spatial Planning and Land Use Management Act

UN- United Nations

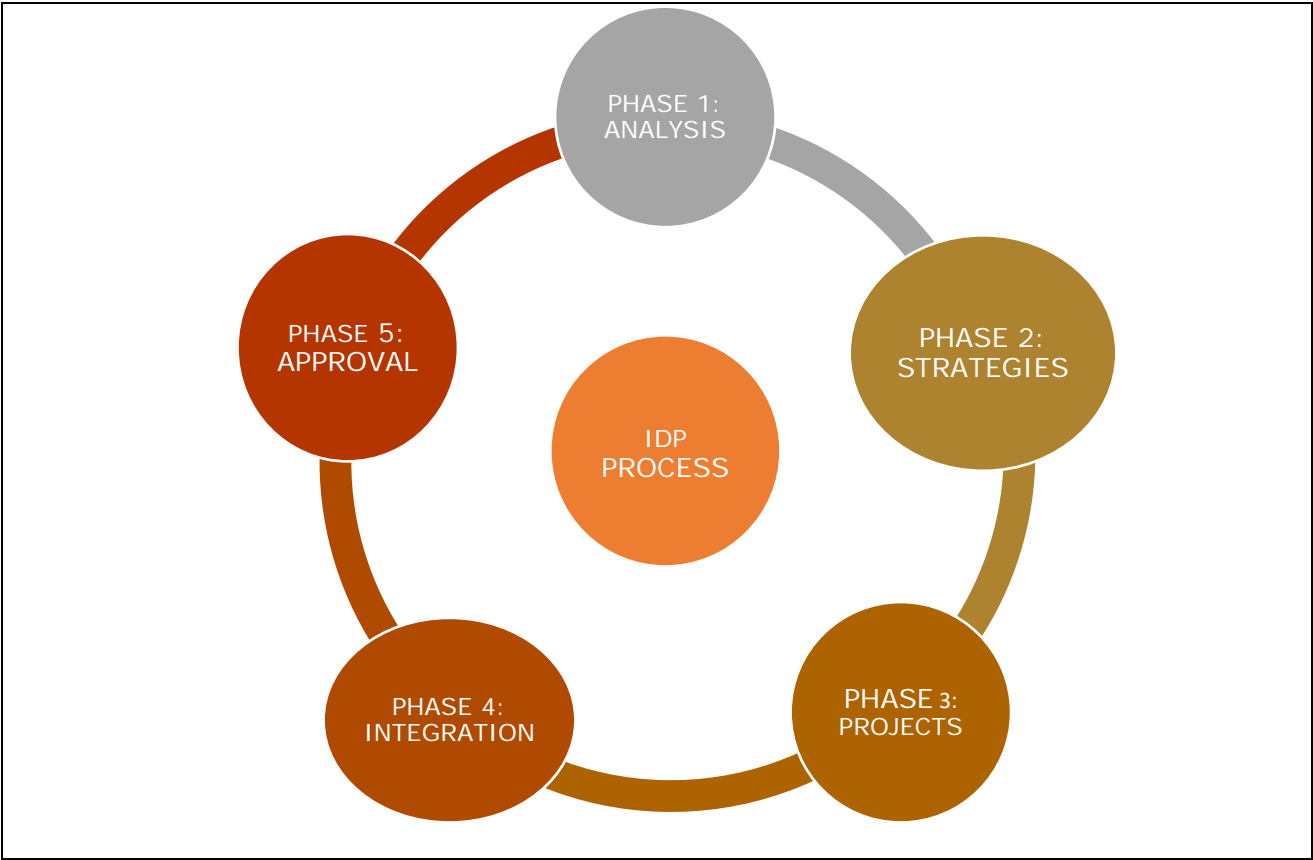
WSDP – Water Services Development Plan

1. CHAPTER 1: THE PLANNING PROCESS

1.1 BACKGROUND OF THE INTEGRATED DEVELOPMENT PLAN (IDP)

The IDP is a legislative requirement, with a legal status and it supersedes all other plans that guide development at local government level. It may be described as five year “super plan” for an area that gives an overall framework for planning and development. It also forms a base for the municipality’s medium term expenditure framework, annual budget and performance management system. The IDP also 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 a particular area. In preparation of this document, it is imperative to consider the existing conditions, problems, and resources available for development. The plan should look at economic and social development for the area. It must set a framework for how land should be used; what infrastructure and services are needed and how the environment should be protected (see figure 1 below IDP process).

Figure 1: IDP PROCESS



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 IDPs – 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 National Sphere of government provided five (5) Key Performance Areas (KPAs) that local government must adhere to, to implement the National vision. These KPAs 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; strategies; and budget are therefore guided and are in line with the above mentioned KPAs.

## **1.2 BINDING PLANS AND PLANNING REQUIREMENTS**

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

### **INTERNATIONAL POLICIES**

- Agenda 21-UN Conference on Environment and Development (Earth Summit).
- Habitat Agenda-UN Conference on Human Settlement (Habitat III).
- World Summit on Sustainable Development (WSSD) 2002.
- Cop 27-World Summit on Climate Change 2022.

- African Union Agenda 2063.

## **NATIONAL LEGALISATION**

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

## **WHITE PAPER:**

These include, but not limited to the following:

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

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

- National Development Plan 2030
- National Spatial Development Framework (NSDF)
- National Growth and Development Strategy (NGDS)
- Revised IDP Format Guide (Framework)
- Integrated Urban Development Framework (IUDF)
- SALGA Guidelines for Credible IDPs
- 5-year Strategic Agenda for Local Government
- Medium Term Strategic Framework 2019-2024
- Delivery agreement: Outcome 8: Sustainable Human Settlements and Improved Quality of Household Life.
- Delivery agreement: Outcome 9: A Responsive, accountable, effective and efficient local government system
- The Northern Cape Provincial Growth and Development Plan (NCPGDP)
- The Northern Cape Spatial Development Framework (NCSDF)
- The Frances Baard District Municipal Growth and Development Strategy (FBDMGDS)

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

- Developmental Vision Sector Plans and Service Oriented Sector Plans

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

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

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

- Water Services Development Plan (WSDP)
- Integrated Waste Management Plan (IWMP)



- Integrated Transport Plan (ITP)
- Environmental Management Plan (EMP)
- Integrated Human Settlement Plan (IHS)
- Housing Sector Plan (HSP)
- Integrated Energy Plan (IEP)
- Sports and Recreation Plan, 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, 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. The principles below are critical to guide the development and review of existing sector plans during the IDP preparation and review:

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

### **1.3 DISTRICT IDP FRAMEWORK AND PROCESS PLAN**

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

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

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

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

FBDM in consultation with its local municipalities adopted the district framework and the following process plan in July of 2022.

MONTH	PHASE	PLANNED ACTIVITIES	TARGET DATE	LEGISLATIVE REQUIREMENTS
July-Sept	Preparation (Analysis Phase)	<ul style="list-style-type: none"> <li>• Review district process plan</li> <li>• Consultative meeting with the LM's regarding the process plan and district framework</li> <li>• Submit process plan to council for approval.</li> <li>• Publicize the Process plan</li> </ul>	July / August 2022	Section 28 (1) Municipal Systems Act 2000
Oct-Dec	Consultation (Projects)	• District IDP Steering Committee Meeting	Oct 2022	
		• Undertake strategic planning workshop for the district municipality (Dry -run)	Nov 2022	IDP guidelines
		• Host final FBDM strategic planning session	December 2022	

		<ul style="list-style-type: none"> <li>• Compile strategic planning document</li> </ul>	<b>December 2022</b>	
<b>January - March</b>	<b>Drafting (Integration)</b>	<ul style="list-style-type: none"> <li>• Consolidate municipal priority issues and develop district-wide priority issues and strategies</li> </ul>	<b>Feb 2023</b>	
		<ul style="list-style-type: none"> <li>• Host the district IDP steering Committee meeting</li> </ul>	<b>Feb/March 2023</b>	
		<ul style="list-style-type: none"> <li>• Prepare and finalise Draft District Integrated Development Plan</li> </ul>	<b>March 2023</b>	
		<ul style="list-style-type: none"> <li>• Submit Draft District IDP to Council for adoption</li> </ul>	<b>March 2023</b>	<b>Section 17 (3)(d) Municipal Finance Management Act 2003</b>
<b>April -June</b>	<b>Approval</b>	<ul style="list-style-type: none"> <li>• Advertise Draft District IDP in local newspaper for scrutiny and comments</li> </ul>	<b>April 2023</b>	<b>Section 21A Municipal Systems Amendment Act 2003 Section 15(3)- Municipal Planning and Performance Management Regulation 2001</b>
		<ul style="list-style-type: none"> <li>• Host the District IDP Representative Forum</li> </ul>	<b>May 2023</b>	
		<ul style="list-style-type: none"> <li>• Present Draft District IDP to IDP Rep Forum</li> </ul>	<b>May 2023</b>	
		<ul style="list-style-type: none"> <li>• Submit final Draft District IDP to Council for adoption</li> </ul>	<b>May 2023</b>	<b>Section 24(2)(iv) of the Municipal Finance Management Act 2003</b>
		<ul style="list-style-type: none"> <li>• Submit copies of approved District IDP to MEC for Local Government</li> </ul>	<b>June 2023</b>	<b>Section 32(1)(a) Municipal Systems Act 2000</b>
		<ul style="list-style-type: none"> <li>• Submit copies of approved District IDP to Provincial Sector Departments, COGHSTA and other stakeholders</li> </ul>	<b>June 2023</b>	
		<ul style="list-style-type: none"> <li>• Post the approved District IDP on the website of the municipality and advertise summary in the newspaper</li> </ul>	<b>June 2023</b>	<b>Section 21A- Municipal Systems Amendment Act 2003- Section 25 (4)(a-b) Municipal Systems Act 2000.</b>

#### **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 in July 2022 as prescribed by Section 27 of the Municipal Systems Act of 2000.

The municipality's strategic planning process started in 2022 in preparation for the Integrated Development plan review 2022/2023 and planning 2023/2024. 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.

Section 25 of the Municipal System Act (MSA) of 2000, requires each Municipal Council, within a prescribed period after the start of its elected term to adopt a single, inclusive, and strategic plan for the development of the municipality. The plan must:

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

In compliance with the above stated requirements, FBDM conducted its strategic planning process for the review of the 2022/23 and planning for 2023/24 IDP as follows:

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

**Step 2-** Preparatory strategic planning (All the local municipalities were invited to ensure proper participation, consultation with the stakeholders and an integrated

approach to planning within the district (interactive planning with the stakeholders as a form of consultation and integrated planning).

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

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

**1.5 ROLES AND RESPONSIBILITIES**

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

	<ul style="list-style-type: none"><li>• Preparing draft project proposals.</li></ul>
<b>Civil society (Stakeholders/Communities)</b>	<ul style="list-style-type: none"><li>• Representing interests and contributing knowledge and ideas (Public participation).</li></ul>

**1.6 IDP STEERING COMMITTEE**

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

**1.7 IDP REPRESENTATIVE FORUM**

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

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

The draft IDP will be submitted to Council for approval in March 2023. A notice will be placed on the local newspapers to inform the public on where to access the document and make comments and inputs. The Draft IDP will also distributed to all sector departments, local municipalities, public libraries and on the municipal website for comments and inputs for a period of 21 days (in compliance with the municipal planning and performance regulations of 2006). The FBDM IDP and budget Representative Forum is held in May annually, where all local municipalities, sector departments, organized groups, and the private sector will be invited for further engagements.

## **2. CHAPTER 2: SITUATIONAL ANALYSIS**

### **2.1 DISTRICT OVERVIEW**

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

The Frances Baard district is predominantly driven by the mining and agricultural sectors, with a lot of potential yet unlocked. The climate is favourable for outdoor living with a great number of “sunny” days throughout the year. Two of the largest rivers, the Orange and the Vaal, flow through our district. The region produces quality export fruits and vegetables. The Vaalharts scheme is the largest irrigation scheme in Southern hemisphere, with approximately 32,000ha of land under irrigation. The scheme sees water from a diversion weir in the Vaal River flowing through an 812km long network of canals to water approximately 1250 farming units within the scheme. In the Phokwane municipal area there is scope for secondary industry, like the processing of prime agricultural products. Although predominantly a mining and agricultural region, Frances Baard District Municipality also offers rich experiences in terms of culture and history. The population has been estimated at 387 742 in Census 2016.

The National Spatial Development Framework of 2021 (NSDF) identify the Frances Baard District as a National Transformation Corridor Priority (Northwestern Transformation Corridor) area focussing on a production transition area and rail corridor from Mahikeng via Vryburg and Taung to Kuruman, Postmansburg and Kimberley. Kimberley has also been identified as an urban node under stress. The district is also located in the Arid-Agri innovation area with extensive agricultural activities with pockets of intensive irrigation farming, mining clusters, renewable energy farms and small compact settlements. Some portions of the district are also located within the National Spatial Development Priority region with the focus on mining. Although the district is well known for its agriculture and rich history in mining, it is also the capital of the Northern Cape Province and host to various provincial departments and private sector companies.

. 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%; and
- Electricity 2%.

The district was previously known as Diamantveld district municipality, and it was then renamed in honor of Frances Baard in 2001. Geographically the district covers 12,384 square kilometers and account for a total of 3.4% area of the province. FBDM shares its northern boundary with the North West Province and its eastern boundary with the Free State province as illustrated in the map below.



Figure 2: FBDM District Map

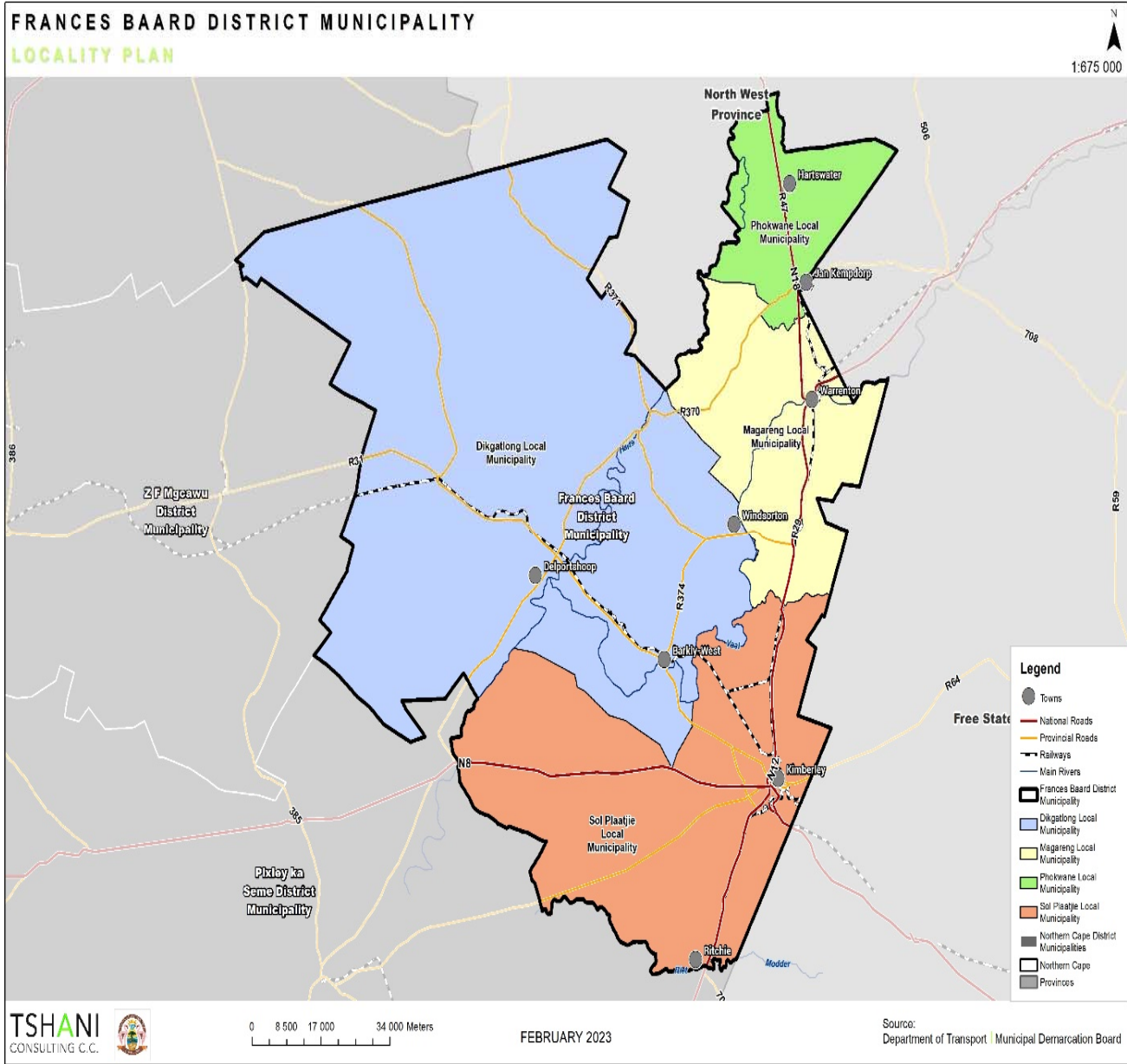
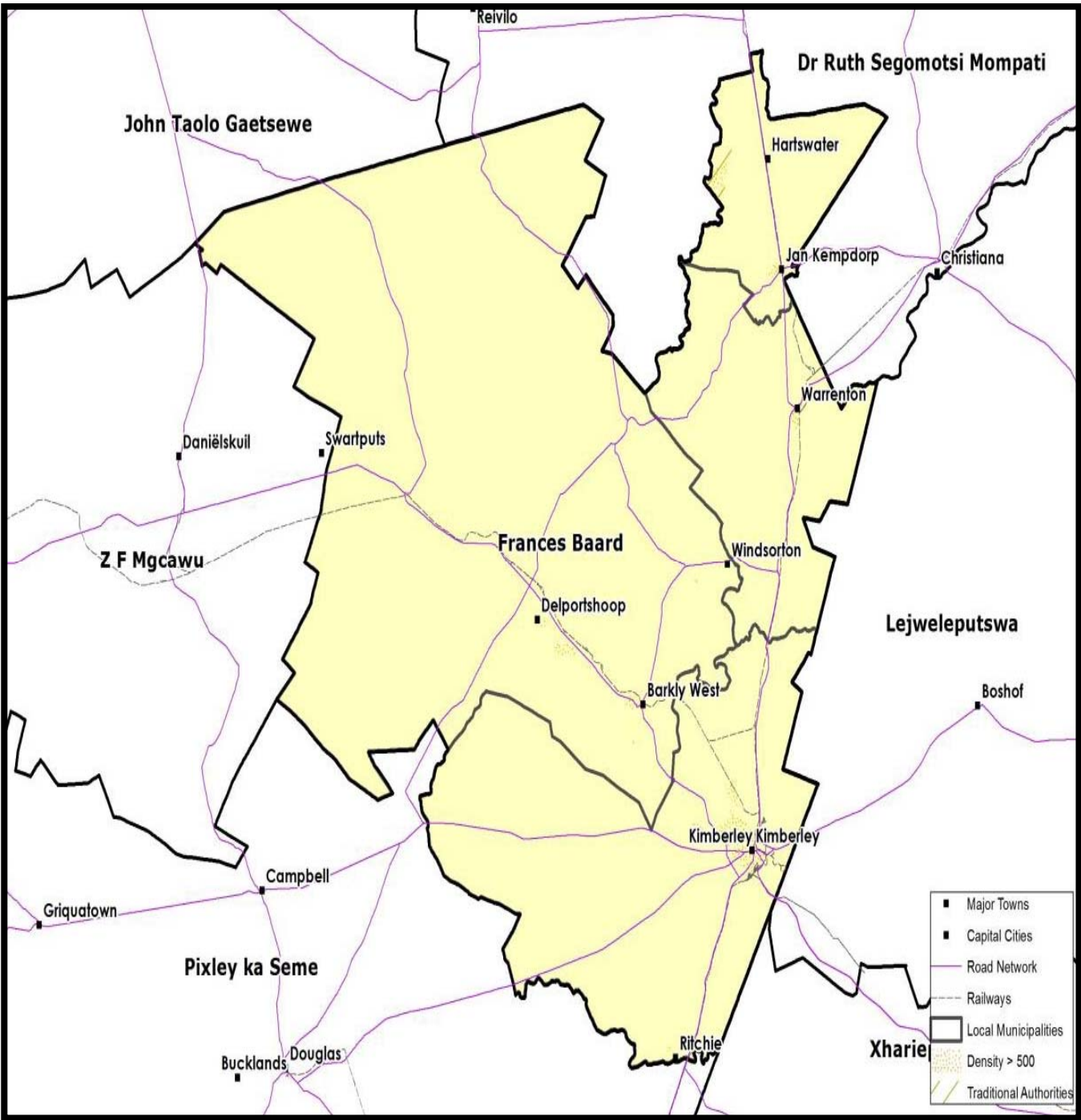


Figure 3: FBDM District Map 2



2.2 DEMOGRAPHIC COMPOSITION

The district has an estimated total population of 438 000, of which 223, 340 (52.24%) are females and 204, 205 (47.76%) are males. Frances Baard District housed 0.7% of South Africa's total population in 2021. Between 2011 and 2021 the population growth averaged 1.80% per annum which is slightly higher than the growth rate of South Africa as a whole (1.50%). Compared to Northern Cape's average annual growth rate (1.63%), the growth rate in Frances Baard's population at 1.80% was very similar than that of the province.

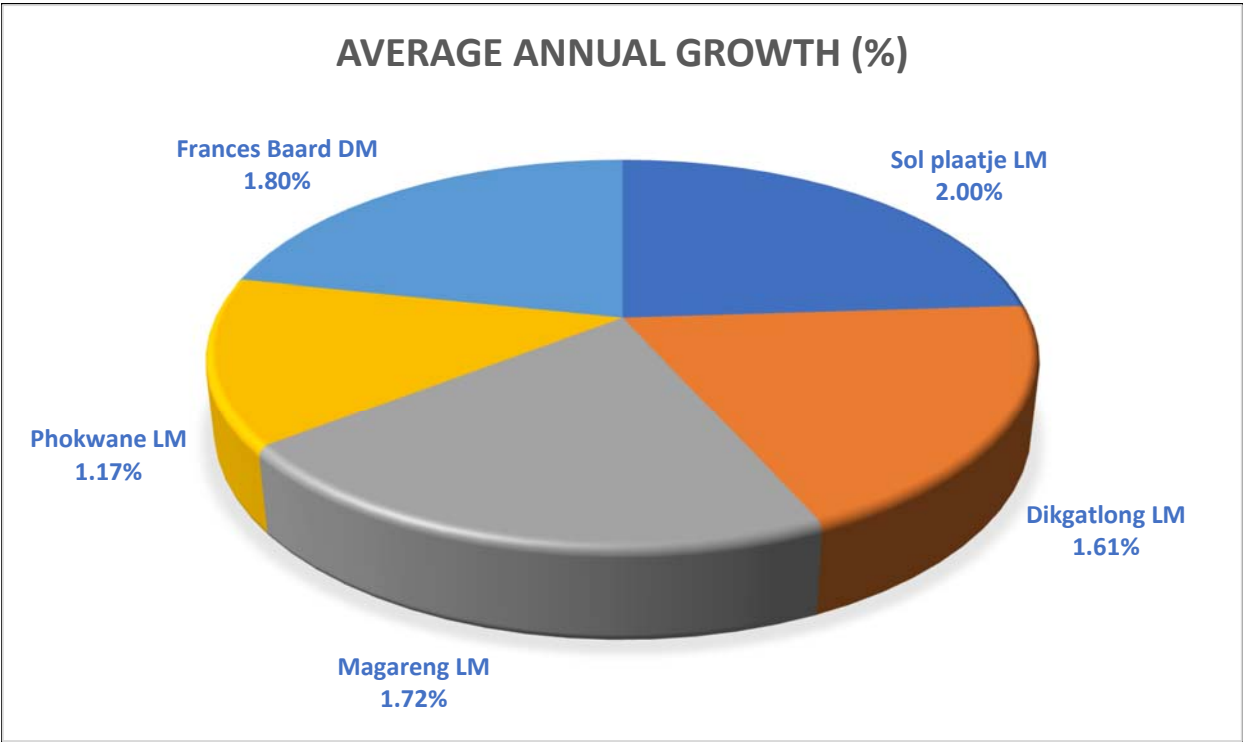
(see table 1 and figure 4 below).

Table 1: Frances Baard District's total population growth since 2011

Municipalities	2011	2016	2021
Sol Plaatje	235,000	261,000	286,000
Dikgatlong	41,300	44,800	48,400
Magareng	22,600	24,600	26,800
Phokwane	58, 800	61,800	66,000
Frances Baard	357,556	392,582	427,545

Source: IHS Markit Regional explorer version 2257

Figure 4: Frances Baard district average annual growth%



The Sol Plaatje Local Municipality increased the most, in terms of population, with an average annual growth rate of 2.0%, the Magareng Local Municipality had the second highest growth in terms of its population, with an average annual growth

rate of 1.7%. The Phokwane Local Municipality had the lowest average annual growth rate of 1.17% relative to the other within the Frances Baard District Municipality.

**2.2.1 POPULATION BY POPULATION GROUP, GENDER AND AGE**

The total population of a region is the total number of people within that region measured in the middle of the year. Total population can be categorised according to the population group, as well as the sub- categories of age and gender. The population groups include African, White, Coloured and Asian, where the Asian group includes all people originating from Asia, India and China. The age subcategory divides the population into 5-year cohorts.

Frances Baard District Municipality's male/female split in population was 91.4 males per 100 females in 2021. The Frances Baard District Municipality has significantly more females (52.24%) than males, when compared to a typical stable population. This is most probably an area with high male out migration to look for work elsewhere. In total there were 223 000 (52.24%) females and 204 000 (47.76%) males. This is different from the Northern Cape Province as a whole where the female population counted 676 000 which constitutes 51.18% of the total population of 1.32 million (see table 2 below).

**Table 2: Population by gender (Northern Cape)**

District Municipalities	Male	Female	Total
Frances Baard	204,205	223,340	427,545
Namakwa	69,557	70,402	139,959
Pixley ka Seme	107,260	111,799	219,059
ZF Mgcawu	142,537	139,901	282,438
John Taolo Gaetsewe	121,855	131,064	252,920
<b>Northern Cape</b>	<b>645,413</b>	<b>676,507</b>	<b>1,321,920</b>

Source: IHS Markit Regional eXplorer version 2257

In 2021, the Frances Baard District Municipality's population consisted of 67.70% African (289 000), 6.23% White (26 600), 25.29% Coloured (108 000) and 0.78% Asian (3 330) people.

The largest share of population is within the young working age (25-44 years) age category with a total number of 132 000 or 30.8% of the total population. The age category with the second largest number of people is the babies and kids (0-14 years) age category with a total share of 29.7%, followed by the older working age

(45-64 years) age category with 69 600 people. The age category with the least number of people is the retired / old age (65 years and older) age category with only 29 900 people (refer to table 3 below).

In 2019, the Frances Baard District Municipality's population consisted of 68.39% African (300 000), 6.34% White (27 800), 24.42% Coloured (107 000) and 0.85% Asian (3 720) people.

**Table 3: Frances Baard District Population by group, gender and age (2021)**

Age Group	African		White		Coloured		Asian	
	Female	Male	Female	Male	Female	Male	Female	Male
00-04	15,900	16,400	683	743	5,080	4,980	163	211
05-09	15,400	15,900	662	640	4,540	4,590	168	123
10-14	15,600	15,000	597	586	4,400	4,540	68	54
15-19	12,900	12,400	718	601	4,570	4,480	90	94
20-24	11,400	10,700	684	697	5,000	4,820	106	88
25-29	12,700	10,900	831	678	4,960	5,010	74	168
30-34	13,300	11,200	982	936	4,500	4,190	192	209
35-39	12,600	10,600	1,010	1,020	4,130	3,860	154	280
40-44	9,740	8,840	908	726	3,390	3,240	73	194
45-49	6,860	6,990	767	741	3,090	2,760	65	148
50-54	5,400	5,230	795	788	3,040	2,650	81	91
55-59	4,930	3,890	1,110	809	2,650	2,280	40	75
60-64	4,960	3,460	1,000	847	2,180	1,820	45	47
65-69	4,400	2,500	984	822	1,750	1,210	37	29
70-74	2,710	1,960	918	681	1,260	982	49	19
75+	2,930	1,680	1,660	1,020	1,340	831	56	36
<b>Total</b>	<b>152,000</b>	<b>138,000</b>	<b>14,300</b>	<b>12,300</b>	<b>55,900</b>	<b>52,200</b>	<b>1,460</b>	<b>1,870</b>

Source: IHS Markit Regional eXplorer version 2257

Although the statistics in table 3 depict that a large percentage of the district’s population comprises of young people, the education levels in the district do not tell a pleasant story. According to community survey 2016, the district comprises of large numbers of low levels of education. Table 4 and figure 4 exemplifies the state of education in the district.

It is alarming to note that only 5.04% of the population have Higher/National/Advanced certificates with Grade 12/Occupational certificate NQ or higher in the district, considering that education is one of the government’s key priorities, to ensure economic growth and stability and combat poverty in South Africa.

**Table 4: Level of education in the district**

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.

In addition to the recent statistics issued by (HIS, 2021) it has been highlighted the number of people without any schooling in Frances Baard District Municipality accounts for 28.90% of the number of people without schooling in the province and a total share of 0.90% of the national. In 2021, the number of people in Frances Baard District Municipality with a matric only was 92,100 which is a share of 35.84% of the province's total number of people that has obtained a matric. The number of people with a matric and a Postgrad degree constitutes 40.67% of the province and 0.45% of the national (refer to table 5 below).



**Table 5: Highest Level of education in the Frances Baard, Northern Cape and National Total, 2021**

Highest Level of Education	Frances Baard	Northern Cape	National Total	Frances Baard as % of province	Frances Baard as % of national
No schooling	13,000	44,800	1,440,000	28.9%	0.90%
Grade 0-2	2,340	9,160	433,000	25.6%	0.54%
Grade 3-6	20,300	75,600	2,600,000	26.9%	0.78%
Grade 7-9	46,300	168,000	5,780,000	27.5%	0.80%
Grade 10-11	66,800	200,000	9,790,000	33.3%	0.68%
Certificate / diploma without matric	1,020	3,260	169,000	31.5%	0.61%
Matric only	92,100	257,000	13,000,000	35.8%	0.71%
Matric certificate / diploma	17,100	49,400	2,710,000	34.6%	0.63%
Matric Bachelors degree	6,990	17,200	1,560,000	40.7%	0.45%
Matric Postgrad degree	5,020	11,700	957,000	42.8%	0.52%

Source: IHS Markit Regional eXplorer version 2257

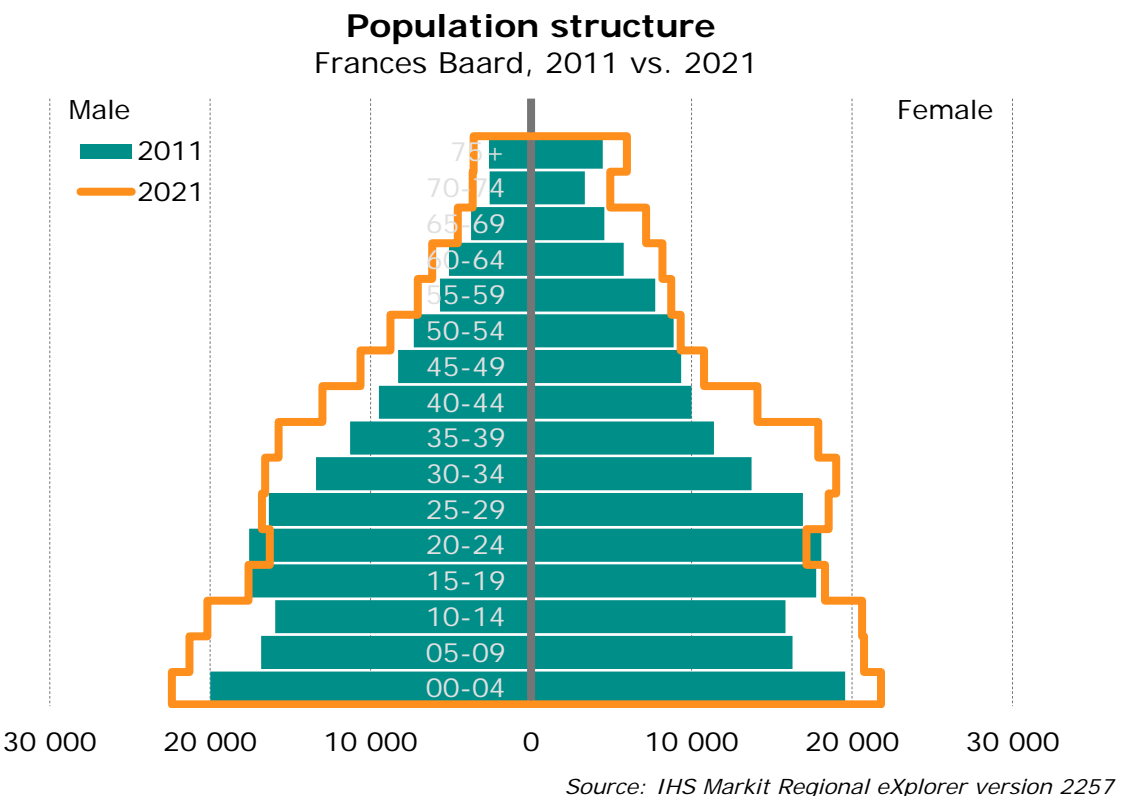
**2.2.2 CURRENT POPULATION GROWTH TREND**

According (IHS Markit, 2021). The population pyramid in figure 5 reflects a projected change in the structure of the population from 2011 and 2021. The differences can be explained as follows:

- In 2011, there were a significantly larger share of young working age people - aged 20 to 34 (26.9%) - compared to 2021 (24.4%).
- Fertility in 2011 was slightly higher compared to that of 2021.
- The share of children between the ages of 0 to 14 years is slightly smaller in 2011 (29.2%) compared to 2021 (29.7%).
- Life expectancy is increasing.

In 2021, the female population for the 20 to 34 years age group amounted to 13.6% of the total female population while the male population group for the same age amounted to 13.2% of the total male population. In 2011 the male working age population at 11.6% did not exceeds that of the female population working age population at 12.8%.

**Figure 5: Population pyramid -Frances Baard District, 2011 vs 2021:**





2.2.3 PROJECTED POPULATION SIZE AND MAKE-UP BY 2030 AND 2050

In maintaining the constant annual population rate of 2.31(see table 6 below), Frances Baard total population in 2030 will be 459 412 compared to total population in 2040. The Frances Baard District will witness a sharp increase with a total of 503, 356 in 2050.

Table 6: Frances Baard District projected population size by 2030 and 2050

Municipalities	Years									Average Annual Growth
	2009	2014	2019	2024	2030	2034	2040	2044	2050	
Sol Plaatje	228000	262000	293000	300501	308194	316083	324175	332474	340985	2.56
Dikgatlong	40400	45100	49600	50627	51675	52744	53836	54951	56088	2.07
Magareng	22200	24800	27700	28323	28961	29612	30278	30960	31656	2.25
Phokwane	59000	63200	68500	69521	70557	71608	72675	73758	74857	1.49
Frances Baard District Municipality	349329	394594	438901	449040	459412	470025	480882	491991	503356	2.31

Source: IHS Markit Regional eXplorer version 1990

2.3 ECONOMIC ANALYSIS

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

With a GDP of R 44.5 billion in 2021 (up from R 22.8 billion in 2011), the Frances Baard District Municipality contributed 34.32% to the Northern Cape Province GDP of R 130 billion in 2021 increasing in the share of the Northern Cape from

34.27% in 2011. The Frances Baard District Municipality contributes 0.71% to the GDP of South Africa which had a total GDP of R 6.23 trillion in 2021 (as measured in nominal or current prices). It’s contribution to the national economy stayed similar in importance from 2011 when it contributed 0.69% to South Africa, but it is lower than the peak of 0.74% in 2014 (see table 7).

**Table 7: GDP- Frances Baard District, Northern Cape and National Total 2011-2021**

	Frances Baard	Northern Cape	National Total	Frances Baard as % of province	Frances Baard as % of national
2011	22.8	66.6	3,327.0	34.3%	0.69%
2012	24.5	70.9	3,566.4	34.5%	0.69%
2013	26.1	74.8	3,868.6	34.9%	0.67%
2014	30.6	87.0	4,133.9	35.2%	0.74%
2015	32.3	90.9	4,420.8	35.6%	0.73%
2016	34.1	95.2	4,759.6	35.8%	0.72%
2017	36.0	101.0	5,078.2	35.7%	0.71%
2018	37.8	105.5	5,348.6	35.9%	0.71%
2019	39.4	109.8	5,613.7	35.9%	0.70%
2020	39.0	110.6	5,556.9	35.2%	0.70%
2021	44.5	129.6	6,225.4	34.3%	0.71%

Source: IHS Markit Regional eXplorer version 2257

In 2021, the Frances Baard District Municipality achieved an annual growth rate of 7.94% which is a significantly higher GDP growth than the Northern Cape Province's 6.89%, and is higher than that of South Africa, where the 2021 GDP growth rate was 4.91%. Contrary to the short-term growth rate of 2021, the longer-term average growth rate for Frances Baard (1.44%) is slightly higher than that of South Africa (0.95%). The economic growth in Frances Baard peaked in 2013 at 3.7% (see table 8 below).

**Table 8: GDP - Frances Baard District, NC and National total, 2011-2021 (annual percentage change)**

	Frances Baard	Northern Cape	National Total
2011	1.9%	2.2%	3.2%
2012	2.5%	3.2%	2.4%
2013	3.7%	2.1%	2.5%
2014	-0.8%	2.2%	1.4%
2015	0.6%	1.8%	1.3%
2016	0.9%	-0.5%	0.7%
2017	1.6%	2.0%	1.2%
2018	2.0%	1.4%	1.5%
2019	0.4%	-0.2%	0.3%
2020	-4.0%	-6.8%	-6.3%
2021	7.9%	6.9%	4.9%
Average Annual growth 2011-2021	1.44%	1.15%	0.95%

Source: IHS Markit Regional eXplorer version 2257

Phokwane had the highest average annual economic growth, averaging 2.07% between 2011 and 2021, when compared to the rest of the regions within the Frances Baard District Municipality. The Sol Plaatje Local Municipality had the second highest average annual growth rate of 1.39%. Dikgatlong Local Municipality had the lowest average annual growth rate of 1.12% between 2011 and 2021 (see table 9 below).

**Table 9: GDP Frances Baard District local municipalities 2011 -2021, share and growth.**

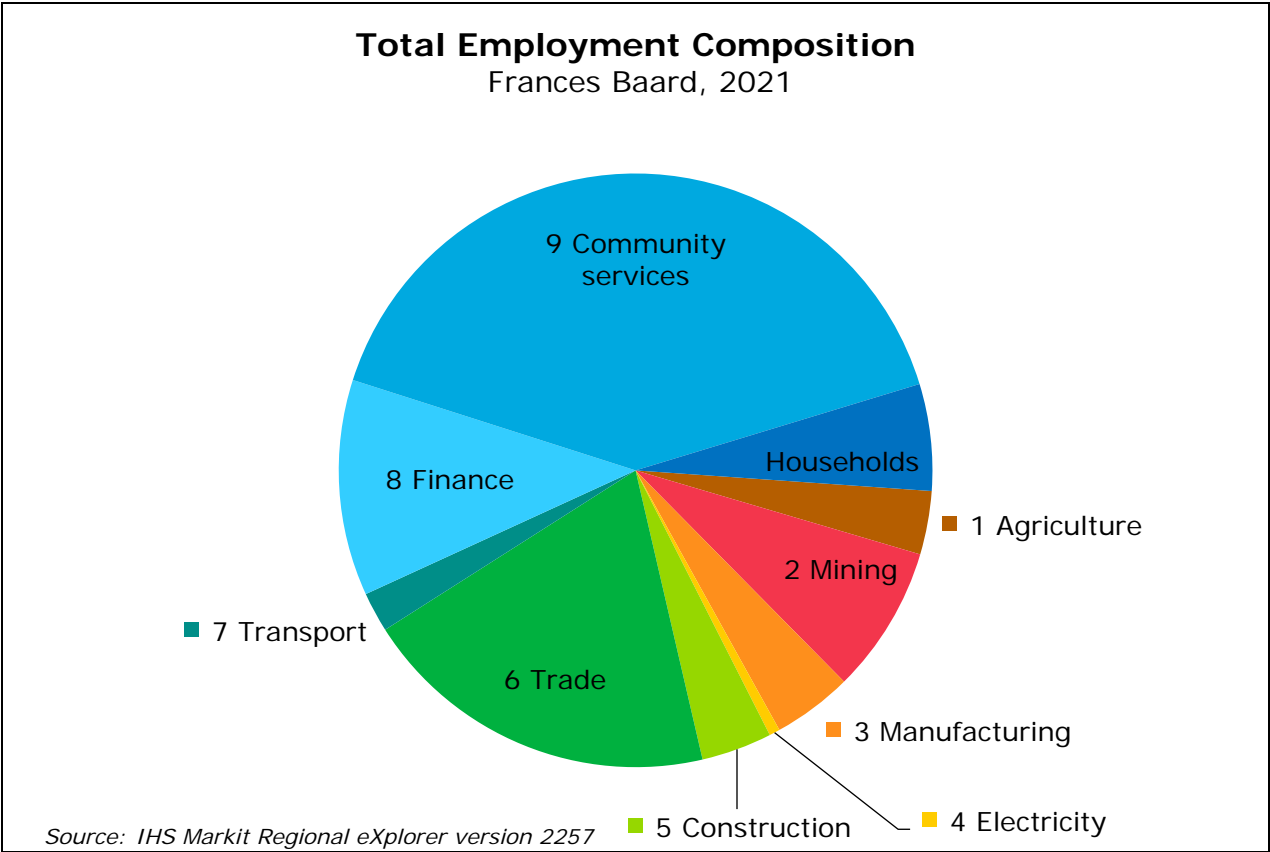
Municipalities	2021 (Current prices)	Share of district municipality	2011 (Constant prices)	2021 (Constant prices)	Average Annual growth
Sol Plaatje	34.70	78.05%	22.81	26.19	1.39%
Dikgatlong	3.34	7.52%	2.40	2.68	1.12%
Magareng	1.52	3.42%	1.01	1.15	1.29%
Phokwane	4.90	11.01%	3.02	3.71	2.07%
Frances Baard	44.46		29.24	33.73	

Source: IHS Markit Regional eXplorer version 2257

In Frances Baard District Municipality the economic sectors that recorded the largest number of employment in 2021 were the community services sector with a total of 41 400 employed people or 40.4% of total employment in the district municipality. The trade sector with a total of 20 100 (19.6%) employs the second

highest number of people relative to the rest of the sectors. The electricity sector with 599 (0.6%) is the sector that employs the least number of people in Frances Baard District Municipality, followed by the transport sector with 2 230 (2.2%) people employed (see figure 6 below).

**Figure 6: Total Employment Composition**



The number of formally employed people in Frances Baard District Municipality counted 94 900 in 2021, which is about 92.63% of total employment, while the number of people employed in the informal sector counted 7 550 or 7.37% of the total employment. Informal employment in Frances Baard decreased from 7 850 in 2011 to an estimated 7 550 in 2021 (see table 10 and figure 7 below).

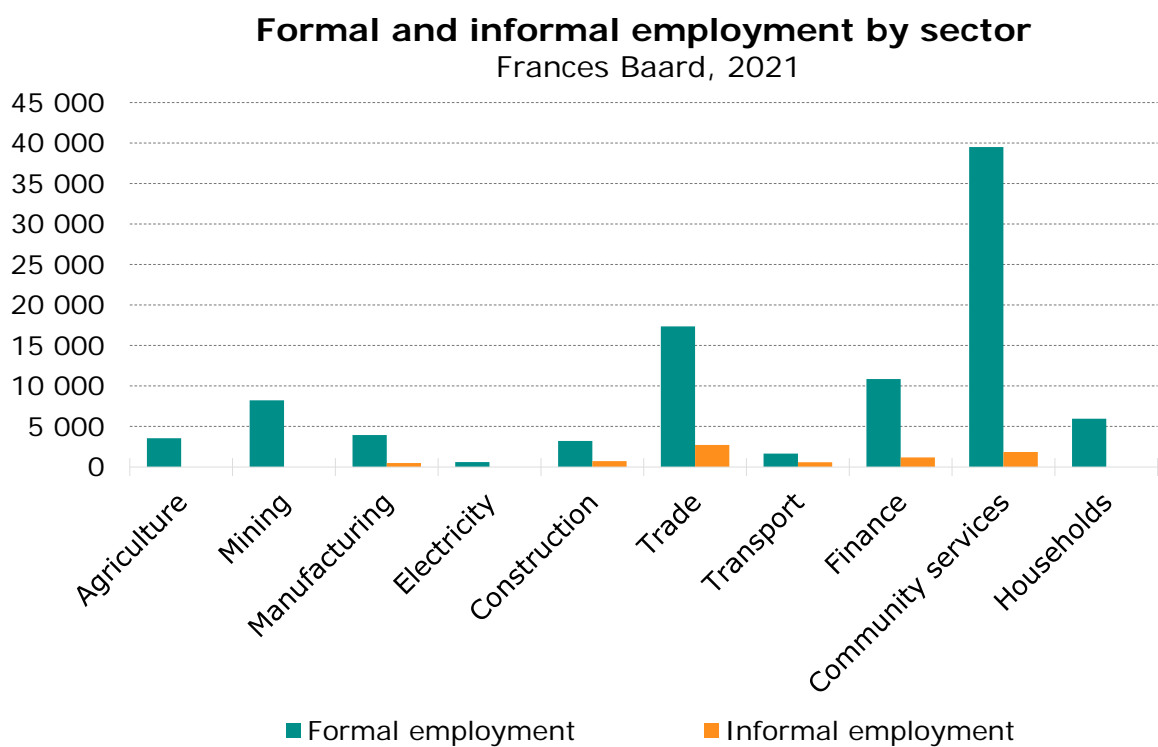
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**Table 10: Formal and informal employment by economic sector - Frances Baard District Municipality, 2021**

Economic sector	Formal employment	Informal employment
Agriculture	3,540	N/A
Mining	8,240	N/A
Manufacturing	3,950	493
Electricity	599	N/A
Construction	3,210	728
Trade	17,400	2,720
Transport	1,650	576
Finance	10,900	1,190
Community services	39,500	1,850
Households	5,950	N/A

Source: IHS Markit Regional eXplorer version 2257

**Figure 7: Formal and informal employment by broad economic sector - Frances Baard District Municipality, 2021**



Source: IHS Markit Regional eXplorer version 2257

In 2021, there were a total number of 36 000 people unemployed in Frances Baard, which is a decrease of -5 770 from 41 800 in 2011. The total number of unemployed people within Frances Baard constitutes 31.91% of the total number of unemployed people in Northern Cape Province. The Frances Baard District Municipality experienced an average annual decrease of -1.47% in the number of unemployed people, which is better than that of the Northern Cape Province which had an average annual increase in unemployment of 0.51% (see table 11 below).

Table 11: Unemployment in Frances Baard, Northern Cape and National Total, 2011-2021

	Frances Baard	Northern Cape	National Total	Frances Baard as % of province	Frances Baard as % of national
2011	41,800	107,000	4,580,000	39.0%	0.91%
2012	43,900	113,000	4,700,000	38.8%	0.93%
2013	45,900	122,000	4,850,000	37.7%	0.94%
2014	49,000	130,000	5,060,000	37.8%	0.97%
2015	51,200	134,000	5,300,000	38.3%	0.97%
2016	50,700	134,000	5,670,000	37.8%	0.89%
2017	49,700	132,000	5,990,000	37.6%	0.83%
2018	47,000	127,000	6,100,000	37.0%	0.77%
2019	44,700	124,000	6,450,000	36.2%	0.69%
2020	39,200	114,000	6,710,000	34.2%	0.58%
2021	36,000	113,000	7,450,000	31.9%	0.48%
<b>Average Annual growth</b>					
2011-2021	-1.47%	0.51%	4.98%		

Source: IHS Markit Regional eXplorer version 2257

When comparing unemployment rates among regions within Frances Baard District Municipality, Dikgatlong Local Municipality has indicated the highest unemployment rate of 35.0%, which has decreased from 39.1% in 2011. Sol Plaatje Local Municipality had the lowest unemployment rate of 25.3% in 2021, which decreased from 32.0% in 2011(see figure 8 and figure 9 below).

Figure 8: Unemployment rate local municipalities and the rest of Frances Baard District Municipality, 2011, 2016 and 2021

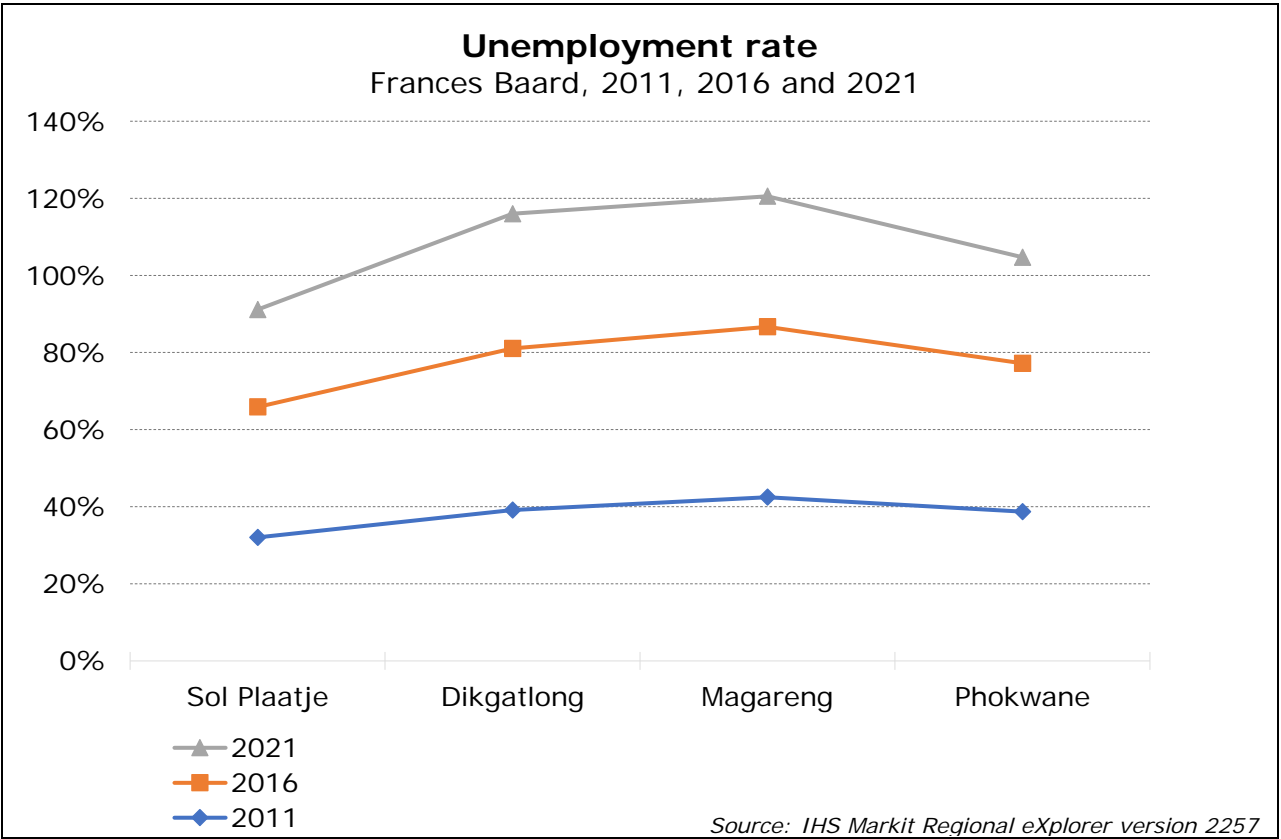
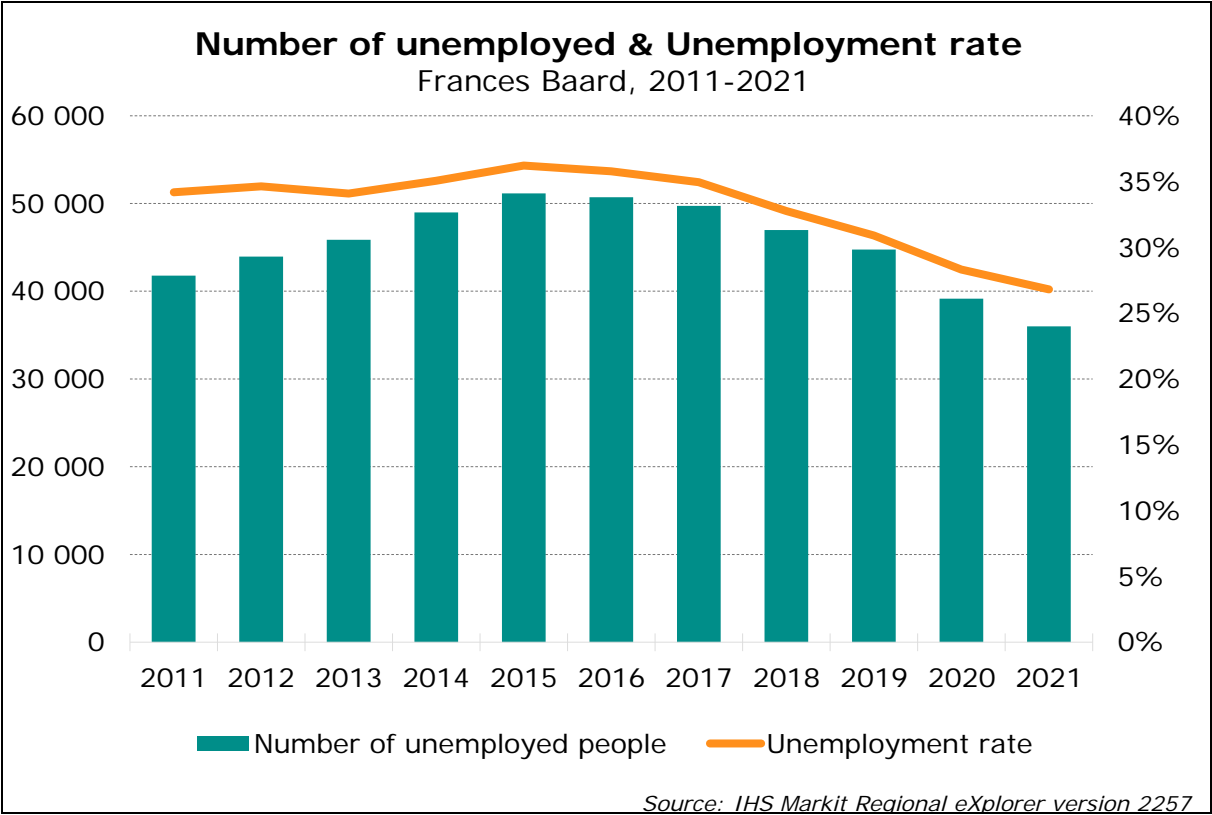


Figure 9: Number of unemployed and unemployment rate



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

The table 12 below shows that 10.91% of all the households in the district were living on R30,000 or less per annum (2021). The 192000-360000 income category has the highest number of households, with a total number of 13,600, followed by the 54000-72000 income category with 12,800 households. Only 8.6 households fall within the 0–2400 income category. Income levels are related to purchasing power. In this regard, as observed above, the increasing levels of income among households is an indicator of reducing levels of poverty and the residents' ability to spend on goods and services.

**Table 12: Households by income category Frances Baard, Northern Cape and National, 2021**

Income category	Frances Baard	Northern Cape	National Total	Frances Baard as % of province	Frances Baard as % of national
0-2400	9	22	1,260	39.1%	0.69%
2400-6000	165	486	22,200	33.9%	0.74%
6000-12000	1,280	3,370	197,000	37.8%	0.65%
12000-18000	2,320	6,070	361,000	38.1%	0.64%
18000-30000	8,610	24,000	1,350,000	35.9%	0.64%
30000-42000	9,900	28,200	1,480,000	35.1%	0.67%
42000-54000	9,840	28,500	1,440,000	34.6%	0.69%
54000-72000	12,800	39,700	1,910,000	32.1%	0.67%
72000-96000	11,300	38,300	1,730,000	29.5%	0.65%
96000-132000	12,100	40,800	1,770,000	29.8%	0.69%
132000-192000	10,800	37,600	1,520,000	28.7%	0.71%
192000-360000	13,600	47,400	1,870,000	28.6%	0.72%
360000-600000	9,280	31,600	1,310,000	29.4%	0.71%
600000-1200000	7,400	25,800	1,100,000	28.7%	0.67%
1200000-2400000	3,530	12,700	567,000	27.9%	0.62%
2400000+	547	1,950	102,000	28.0%	0.54%
Total	113,000	366,000	16,700,000	31.0%	0.68%

Source: IHS Markit Regional eXplorer version 2236

It was estimated that in 2019 15.10% of all the households in the Frances Baard District Municipality, were living on R30,000 or less per annum. In comparison with 2009's 28.33%, the number is close to half. The 192000-360000 income category has the highest number of households with a total number of 14 200, followed by the 30000-42000 income category with 12 200 households. Only 11 households fall within the 0-2400 income category.

**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:

- ▶ Unemployment rate;
- ▶ Percentage of population living below the poverty line per month;
- ▶ Number of households with access to portable water;
- ▶ Number of households in informal dwellings;



- ▶ Number of households in traditional structures;
- ▶ Number of households with access to electricity; and
- ▶ Adult literacy rate.

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 2020/2021 was HIV/AIDS, currently TB has taken precedence. 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.

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 13 below shows the number of PHC facilities in the district.

**Table 13: Primary health care 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 14 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 14: Primary health care service volumes**

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

Source: DHIS Pivot Tables

### 2.4.2 Disaster Analysis

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

**Table 15: Areas for potential disasters in the district**

MAGARENG	DIKGATLONG	SOL PLAATJE	PHOKWANE
Drought	Drought	Drought	Floods
Floods	Floods	Flash Floods	Veld Fires
Veld Fires	Veld Fire	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

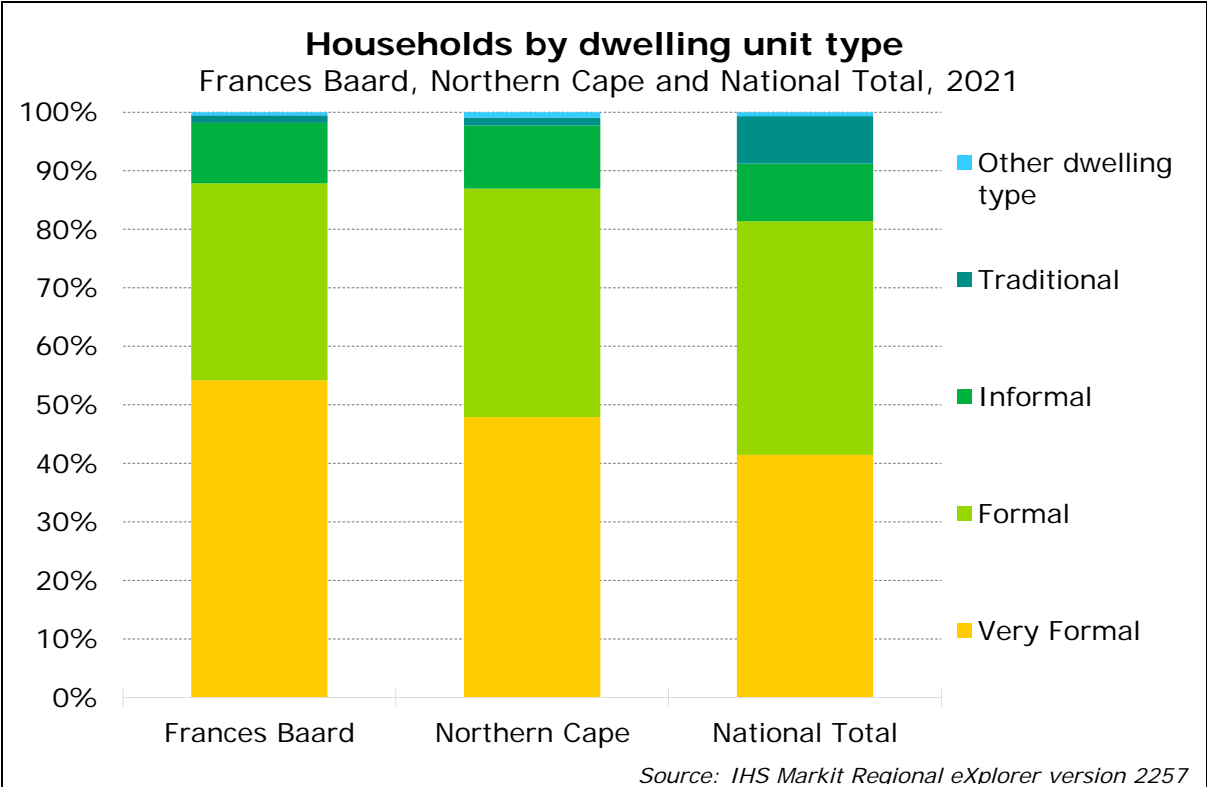
2.4.3 Spatial Analysis: Patterns and Trends

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

A. Housing

The demand for housing has increased significantly and to address the housing backlogs Frances Baard District Municipality should promote development principles which are spatial justice, spatial sustainability, efficiency, spatial resilience, and good administration of the district and local municipalities. The distribution of land uses in a municipality clearly outlines the spatial configuration of the municipality. As per the figure 10 below, Frances Baard District Municipality had a total number of 62 500 (54.19% of total households) very formal dwelling units, a total of 38 800 (33.65% of total households) formal dwelling units and a total number of 11 900 (10.33% of total households) informal dwelling units.

Figure 10: Households by dwelling units



## **B. Agriculture.**

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

## **C. Mining Activities**

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

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

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

## **D. Urban Settlements**

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

## **E. Rural Settlements**

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

- ▶ Poor land and property ownership;
- ▶ Lack of and poor access to 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 Local 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 Local Municipality**

Phokwane local Municipality is situated  $\pm$  80km to the north of Kimberley with the N18 route to Vryburg running through the area. This municipal area accommodates the following settlement areas. Hartswater, Pampierstad, Jan Kempdorp and Ganspan. Hartswater is the administrative centre of Phokwane and is situated in the centre of the service area. The town is also the commercial hub of the Vaalharts area. A large variety of agri-orientated industries have been

established over a period of time while service and smaller maintenance services have been developed. Pampierstad is situated  $\pm$  15km to the west of Hartswater and acts as a dormitory town to Hartswater.

Space available for the horizontal expansion of the settlement is limited because tribal land ownership and the river system to the east. Infill planning and densification on existing vacant land is recommended. Development of transport orientated business and activities alongside the N18. There is need for land availability for future development i.e. 25ha privately owned land to the west of Andalusia Park; approximately 154 ha vacant land (municipal owned) to the west of Valspan; and approximately 143 ha Gasman. Sufficient land is available for future development within the agricultural settlement (FBDM SDF, 2021).

### **Dikgatlong Local Municipality**

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

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

### **Sol Plaatje Local Municipality**

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

accommodation. Most of the land is privately owned which calls for optimum use of the resources and innovation.

## **2.5 STATUS QUO ASSESSMENT**

### **2.5.1 BASIC SERVICE DELIVERY**

The District Municipality (DM) through the Programme Management and Advisory and the Housing services continues to support the local municipalities, i.e. Sol Plaatje, Dikgatlong, Magareng and Phokwane in infrastructure services and developing human settlements and working towards accelerating the delivery of sustainable human settlements within the district. The DM does not have any functions in direct service delivery but provides support and capacity through the above-mentioned units.

#### **► Water and Sanitation**

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

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



## ► **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. According IHS (2021) Frances Baard District Municipality had a total number of 1 710 (1.48%) households with electricity for lighting only, a total of 106 000 (91.85%) households had electricity for lighting and other purposes and a total number of 7 690 (6.67%) households did not use electricity.

## **Roads and Storm Water**

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

Through the RRAMS programme the ownership, extent, and condition of the roads in the district has already been established that there are about 616 km of unpaved roads and about 822 km of paved roads as part of the municipalities' street networks. The Frances Baard District Municipality assists local municipalities with maintenance of roads and storm water through allocation of O & M funding.

### **2.5.1.1 HOUSING**

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

## ► **Service Level Agreements**

The district continues to support municipalities with administrative activities of human settlements. Assistance to the Dikgatlong, Magareng and Phokwane municipalities was sustained to enable them to perform various functions towards the facilitation of provision of human settlements. The services provided to the three municipalities continued as per the signed service level agreements between

the district municipality and local municipalities. The SLA's put the onus on the district municipality as a municipality accredited at level 2 to facilitate the development of sustainable human settlements within the local municipalities.

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

The preparation and packaging of projects and business plans is part of the services provided to municipalities. In terms of technical assistance, we continue to provide quality control to LM's in terms of housing projects, those that do have. The unit has expanded its focus to include the evaluation of building plans and the recommendation for approval or non-approval of building plans and building activities, as well as the enforcement of the National building regulations, norms, and standards in respect of all buildings. Support is also given to the LM's on properties which are owned by LM's which were vandalized or require remedial work or improvements.

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

### ► **Local Municipalities**

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

**Overall Challenges:**

- The cost to eradicate backlogs is high and increasing annually.
- Municipalities in the district depend mainly on grant funding for infrastructure provision.
- The number of capacitated and skilled personnel in municipalities must be increased.
- FBDM also provides assistance with O&M funding, management of the O&M of electricity services in some municipalities still needs to improve.
- Some municipalities struggle to pay their ESKOM accounts which leads to disconnections and disruption of services.
- The lack of bulk electricity networks in the rural areas makes it difficult for new electrical connections to households.
- Except for Phokwane LM, there are no road master plans for different municipalities.
- Municipalities do not have sufficient funds for maintenance of street and storm water.
- Municipalities do not have sufficient resources for road maintenance and spends large amounts on hiring road works machinery.
- The conditions of provincial gravel roads within the district have deteriorated over the years due to the following reasons: -
  - ∞ Insufficient funds allocated for road maintenance by the provincial departments.
  - ∞ Continuous breakdowns of road works machinery.
  - ∞ Increased traffic volume has a negative influence on gravel roads.

**2.5.2 LOCAL ECONOMIC DEVELOPMENT**

Local Economic Development (LED) is an approach towards economic development which allows and encourages local people to work together to achieve sustainable economic growth and development thereby bringing economic benefits and improved quality of life for all residents in a local municipal area (COGTA, 2023).

The National LED Framework provides a vision for the planning and implementation of LED in South Africa. It delivers a guide to various sectors about the role they can play in driving innovation-led Local Economic Development.

The 2018-2028 National Framework for LED reveal how Science, Technology, and Innovation (STI) and other forms of innovation will be used to achieve better development outcomes and identify systemic interventions, which can improve the performance of LED. It emphasizes that LED is a territorial approach to development, an inclusive and innovative process, and should result in stronger local economies.

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

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

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

LED encourages public, private and civil society sectors to establish partnerships and collaboratively find local solutions to common economic challenges. The LED process seeks to empower local participants to effectively utilize business enterprise, labour, capital and other local resources to achieve local priorities (e.g. to promote quality jobs, reduce poverty, generate municipal taxes etc). For LED to be successful, participants and practitioners should have knowledge of these actions and be committed to a process to achieve sustainable results.

The Frances Baard District Municipality had a total GDP of R 44.5 billion and in terms of total contribution towards Northern Cape Province the Frances Baard

District Municipality ranked highest relative to all the regional economies to total Northern Cape Province GDP (HIS, 2021).

The district economy is still primary based and skewed towards the Sol Plaatje municipality economy. The greatest contributor to the Frances Baard District Municipality economy is the Sol Plaatje Local Municipality with a share of 78.05% or R 34.7 billion, increasing from R 17.9 billion in 2011 (IHS Markit, 2021). In 2021, the community services sector is the largest within Frances Baard District Municipality accounting for R 13.8 billion or 34.8% of the total GVA in the district municipality's economy (IHS Markit, 2021). The sector that contributes the second most to the GVA of the Frances Baard District Municipality is the finance sector at 22.5%, followed by the trade sector with 12.5% (IHS, 2021).

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

- Establishment of economic clusters;
- Establishment of incubation hubs in all local municipalities;
- Establishment of an Agri-park inclusive of the Farmer Production Support Units (FPSU) and the Rural Urban Market Centre (Sol Plaatje fresh produce market);
- Establishment of Business Support centres (SMMEs support one stop centres) in Magareng and Dikgatlong local municipalities (Phokwane one is completed);
- Support and development of SMMEs;
- Local Trade and investment promotion;
- Product development and marketing of locally produced products;
- Entrepreneurship promotion and development;
- Promotion and support of township economies; and
- Informal economy support program

### **Overall Challenges:**

- **Diversification of the District economy**

A diversified economy creates a sustainable cycle of economic activity where businesses continually feed off one another and grow larger as the economy grows.

One of the top benefits of a diversified economy is that it is flexible and not fixed. A community's economic health is not tied to a single industry or market sector. In Frances Baard District Municipality the economic sectors that recorded the largest number of employment in 2021 were the community services sector with a total of 41 400 employed people or 40.4% of total employment in the district municipality (IHS, 2021). The trade sector with a total of 20 100 (19.6%) employs the second highest number of people relative to the rest of the sectors. The electricity sector with 599 (0.6%) is the sector that employs the least number of people in Frances Baard District Municipality, followed by the transport sector with 2 230 (2.2%) people employed (IHS, 2021).

Fixed capital investment in manufacturing and mining has stagnated, indicating that FBDM and its surroundings 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 economic shock(s).

- **Low Skills Levels**

The lack of appropriately skilled people is one of South Africa's principal drivers of the high unemployment rate. The district is characterised by a high rate of unemployment (31.91% %); Phokwane (28.0%), Magareng (33.0%), Dikgatlong (35.0%) and Sol Plaatje (25.3%). 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 (IHS,2021).

The number of formally employed people in Frances Baard District Municipality counted 94 900 in 2021, which is about 92.63% of total employment, while the number of people employed in the informal sector counted 7 550 or 7.37% of the total employment. Informal employment in Frances Baard decreased from 7 850 in 2011 to an estimated 7 550 in 2021 (IHS,2021).

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(IHS,2021).

Skills development is very critical if we are to grow at levels we desire and can 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, skills development is identified in the LED strategy as one the most important areas that the district must improve.

- **Low Economies of scale**

FBDM has small household sizes with 21% of household living one person, 19% two 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 Km<sup>2</sup> 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.

- **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 can reduce the costs of doing business. To create 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 etc.

- **Poor coordination and support for LED**

All the LMs are currently implementing LED strategies that they adopted. All LMs in the FBDM have functional but not effective LED fora structures. The participation of private sector is lacking, and this renders the LED fora ineffective. 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 Government and development agencies is diluted.

#### **2.5.2.1 TOURISM**

Tourism is one of the world's largest growing industries and one of its fastest growing economic sectors. The tourism industry contributes largely towards regional development as it aids in diversifying economies and promotes the development of new economic activities. Tourism has significant impacts that are generated when tourism spending flows into the non-tourism sectors of the local economy, it can stimulate demand and production in other sectors of the economy and generate significant multiplier effects.

Tourism is not only regarded as an important economic activity but is also recognised as an essential tool to promote mutual understanding and tolerance through the interactions between tourists and host communities which enable participants to learn about each other's culture. Domestic tourism has the potential to foster social cohesion, as citizens travel to explore their own country and interact with their fellow citizens in the process. Furthermore, tourism has the potential to foster regional interaction. (National Tourism Sector Strategy, 2017).

A functional and vibrant tourism sector can facilitate socio-economic growth through job creation, investment attraction, social development and small enterprise development.

The Frances Baard District Municipality (FBDM) has identified tourism as a sector with great potential for economic growth in the region. The district offers exceptional natural, cultural and historical attributes which offers potential for the development of tourism. Unfortunately, these tourism assets have not been optimally utilised to generate a significant impact on economic growth and development in the region.

The District has identified the following priority projects for tourism development:

- Develop and improve potential and current historical and heritage products;
- Water / river based multi-use visitor facilities/ soft adventure experiences;
- Avi-tourism; and



- Development and promotion of tourism routes in the district.

### **Overall challenges:**

#### **a) Lack of functional tourist information centres**

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. Currently there are fully functional tourism information centres in two of the local municipalities in the district.

As the internet has become an important source of information for travellers providing them with the opportunity to obtain information both directly from destinations and tourism businesses, the FBDM has developed a tourism website to assist with the provision of information on smaller towns in the district.

#### **b) Lack of brand awareness**

The marketing of the FBDM tourism brand is the essential component of the success of the industry. Brand Awareness and marketing can grow the visitor numbers, increase their length of stay, increase spending, for the benefit of the destination and local communities. The FBDM Tourism brand and its associated products are being marketed through tourism and trade exhibitions, travel guide, tourism website, local events, advertorials in renowned tourism publications and the distribution of branded promotional material at various platforms.

#### **c) Community Involvement**

Tourism must involve the local communities and other stakeholders; through ownership and participation of tourism businesses for the economic benefits and job creation. To meaningfully increase local benefits, particularly within host communities living in areas where tourism potential exists, effective business and enterprise development is required.

FBDM conducts annual community awareness campaigns to provide information on the benefits of the sector and avenues, incentive grants and financial support which are available to new tourism entrepreneurs entering the market.

#### **d) Local Tourism associations**

Tourism development, marketing and management within the local municipalities currently take place in a largely uncoordinated manner. There are several 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. The establishment of associations and forums at local municipalities and at district and provincial level aims to address these challenges and raise awareness of the benefits of the sector.

#### **e) 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. The Frances Baard District benefits from the N12 Treasure Route which stretches from the Western Cape to Mpumalanga and runs through Kimberley and Warrenton, however there is still a need for further routes to be established in the region to address the shortage of packaged products and experiences.

#### **f) Sustainable tourism**

Sustainable Tourism are an effort to reach a common understanding and represent the minimum sustainability principle that a tourism company should aspire to, we must encourage tourism activities that are respectful of natural, cultural and social environment and that align with the values of the community and permit a positive exchange of experiences between residents and visitors.

## **G) Tourism infrastructure**

Infrastructure in many locations is outdated and underdeveloped. Governments, **tourism** boards, and destination marketing organizations must work towards improving the current infrastructure with foresight. Future **challenges** must also be addressed in this area.

## **H) Impact of Covid on tourism**

On 11 March 2020, the World Health Organisation (WHO) declared the Corona virus (COVID19) outbreak a pandemic (WHO, 2020). To limit the spread of COVID-19, many countries had started to introduce lockdown measures, which prevented people from leaving their countries. On 1 May 2020, the South African government adopted the risk-adjusted strategy, which aimed to increase economic activity while putting measures in place to reduce the transmission of the virus. As part of this approach, five (5) Coronavirus alert levels were introduced, mainly indicating the different sectors that can operate under these levels. The national state of disaster was lifted as of 05 June 2022 which resulted in most of the COVID19 regulations being removed. The performance of the tourism-related industries was therefore affected by this COVID-19 lockdown regulations.

## **2.5.3 INSTITUTIONAL DEVELOPMENT & TRANSFORMATION**

### **2.5.3.1 ENVIRONMENTAL HEALTH MANAGEMENT**

According to the Municipal Structures Act 117 of 1998 and section 32 of the National Health Act 61 of 2003 mandates district and metropolitan municipalities to provide municipal health services. Municipal health refers to the practice of assessing, correcting, controlling and preventing those factors in the environment that can potentially adversely impact on human health.

The municipality is currently rendering municipal health services in Dikgatlong, Magareng and Phokwane local municipality. Sol Plaatje Municipality is rendering MHS in its jurisdiction on behalf of FBDM through a service level agreement.

The following pieces of legislation govern municipal health services.

- The Constitution of the Republic of South Africa 1996
- The Municipal Systems Act, 2000 (Act 32 of 2000)
- The Municipal Structures Act, 1998 (Act 117 of 1998)
- The Municipal Finance Management Act, 2000 (Act 56 of 2000)
- The National Health Act, 2003 (Act 63 of 2003) and promulgated Regulations.
- Health Professions Act, 1974 (Act 56 of 1974): Regulation 123 of 8 Feb 2008  
Regulations defining the scope of the profession of Environmental Health:  
Amendment
- Tobacco Products Control Act, 1993 (Act 83 of 1993)
- The Foodstuffs, Cosmetics and Disinfectants Act and Regulations, 1972 (Act 54 of 1972) and promulgated Regulations.
- The National Building Regulations and Building Standards Act, 1977 (Act 103 of 1977)
- Hazardous Substances Act, 15 of 1973
- Frances Baard District Municipality Municipal Health By-Laws
- National Environmental Management Act, 1998 (Act 107 of 1998)
- Disaster Management Act, 2002 (Act 57 of 2002)
- The Meat Safety Act, 2000 (Act 40 of 2000)
- Fertilizers, Farm Feeds, Agricultural and Stock Remedies Act, 1947 (Act 36 of 1947)
- Water Services Act, 1997 (Act 108 of 1997): SANS 241
- National Water Act, 1998 (Act 36 of 1998)
- Children's Act and Regulations Act, 2005 (Act 36 of 2005)
- National Environmental Health Norms and Standards for premises and  
Acceptable Monitoring Standards for Environmental Health Practitioners,  
Notice 1229 of 2015.

#### ► **Alignment with provincial and National Objectives/Goals**

Section 24 of the Constitution of the Republic of South Africa, 1996 (No. 108 of 1996) guarantees every citizen the right to an environment that is not harmful to their health and well-being.

According to the Constitution of the Republic of South Africa 1996, the Local Government: Municipal Structures Act No. 117 of 1998 and the National Health Act, No. 61 of 2003 it is the statutory responsibility of the District Municipality to render Municipal Health Services, which include:

1. Water Quality Monitoring
2. Food Control
3. Waste Management
4. Health Surveillance of premises
5. Surveillance and prevention of communicable diseases
6. Vector Control
7. Environmental Pollution Control
8. Disposal of the dead and
9. Chemical Safety

The objectives of the environmental health management functions include the promotion of healthy communities by assisting to reduce child mortality, increase life expectancy and improve hygienic conditions in the district through identification, evaluation and control of environmental conditions that can have a detrimental effect on the health and well-being of communities and the provision of health and hygiene education and awareness activities to promote a healthy lifestyle in communities.

## ► **Projects and Programs**

### **A. Food safety**

The objective of this program is to promote the safe handling, preparation, storage and selling of foodstuffs by all food handlers (formal and informal) in accordance with R638 of 2018. Swabs from food handling surfaces and hands of food handlers are also taken to determine hygiene standards at these premises. Training of food handlers are done regularly to ensure that they comply with hygiene standards. Enforcement of the food related provisions of the Foodstuffs, Cosmetics and Disinfectants Act, 1972 (Act no. 54 of 1972). EHPs were trained as law enforcement/ peace officers and will be designate when the vetting process are completed. They will be able to issue spot-fines to owners not adhering to requirements.

**B. Water quality monitoring**

The monitoring of drinking water quality through the collection of water samples monthly from communities, schools and clinics in Dikgatlong, Magareng and Phokwane local municipalities to ensure compliance with the South African National Norms and Standards for Drinking Water, 2016. The samples are analysed at an accredited laboratory and the results are forwarded to the local municipalities and relevant stakeholders.

**C. Environmental calendar days**

Environmental calendar days are celebrated to sensitise communities and learners on all the physical, chemical and biological factors external to a person and all the related factors impacting behaviours. It also encompasses the assessment and control of those environmental factors that can potentially affect health and is targeted towards preventing disease and creating health-supportive environments.

**D. Air quality management**

The District Municipality have an air quality management plan (AQMP) in place which was developed in 2010 which is currently under review with the assistance with the Department of Environment, Forestry and Fisheries (DEFF). There is a designated air quality officer who is responsible for the air quality management in the district. The municipality has procured a low-cost monitoring sensor which is stationed on the municipal premises. This sensor monitors the following pollutants, namely: Total particulate matter, Sulphur dioxide, Nitrogen oxides, Carbon monoxide and Carbon dioxide.

The EHPs must do an Environmental management inspectors (EMI) course to enforce the district air quality by-law and regulations. The air quality officer is overburdened as she also has to execute MHS activities. A tariff schedule must be developed to ensure that the municipality can generate income from the Atmospheric emissions licenses that are issued.

E. Climate Change

The district is more often exposed to severe flooding and veld fires which can be attributed to climate change. The Frances Baard district’s biological diversity and natural resources are under threat from climate change, pollution, overexploitation of natural resources, invasion by alien species and escalating development. It is therefore imperative for FBDM to address these threats and their impacts through implementation of the Frances Baard Climate Change Vulnerability Assessment and Climate Change Response Plan which was developed with the assistance of the Deutsche Gesellschaft fur Internationale (GIZ) organization.

The municipality has no designated Climate Change Officer to manage climate change activities in the district. The municipality is currently busy to develop a climate change policy for the district. There is a lack of funding for projects on mitigation and adaptation as most of them require co-funding to ascertain the seriousness of the municipality that is applying.

Table 16: Key vulnerable indicators for the Frances Baard District

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 Environment	Loss of Soil Fertility	Yes	High	Low
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

No	Sector	Indicator Title	Exposure Answer	Sensitivity Answer	Adaptive Capacity Answer
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

**F. Waste Management**

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

The over-arching intention is to ensure that waste management planning within the local municipalities is sustainable, practical, implementable, and acceptable to all key role players and parties expected to implement the plan. The current IWMP is due for review and will be reviewed during the next financial year.

The Municipality has procured a universal trailer and skips for Dikgatlong Municipality which will be placed at illegal dumping “hot-spots” in communities. This strategy as contemplated in the IWMP, was implemented in order to curb illegal dumping. Continuous awareness campaigns are also conducted to get the communities involve with the cleaning of their immediate environment and to sensitise them on the importance of a clean environment. Local municipalities do



not operate and manage their landfill sites in accordance with acceptable waste management principles.

### **G. Environmental Management Framework**

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

### **Overall Challenges:**

Shortage of EHPs as required by the Municipal Health Services is a personnel driven function due to the fact that monitoring, according to the scope of practice of environmental health, form the basis of performing this function. With the additional functions of inspections at government premises, it is of critical importance to ensure that Frances Baard DM complies with the South African National Norms & Standards and World Health Organisation (WHO) ratio of one Environmental Health Practitioner for every 10 000 of the population within the region. The municipality has a Service Level Agreement with Sol Plaatje Municipality whereby they render municipal health services their municipal area on behalf of the district municipality. This is to ensure that municipal health services are rendered to all communities in the district.

### **2.5.3.2 DISASTER MANAGEMENT**

The Disaster Management Act, and National Disaster Management Framework place the responsibility on that all municipalities should provide to: “An integrated and co-ordinated disaster management policy that focuses on preventing or reducing the risk of disasters, mitigating the severity of disasters, emergency preparedness, rapid and effective response to disasters and post disaster recovery”. The National Disaster Management Framework also give guidance on how to implement the Disaster management function as per identified key performance areas and enablers, which aims to reduce, or avoid, the potential losses from hazards, assure prompt and appropriate assistance to victims of disaster, and achieve rapid and effective recovery.

The Frances Baard District Municipality (FBDM) support three local municipalities in its jurisdiction, namely Phokwane, Magareng and Dikgatlong to implement the Disaster Management Act. In addition, volunteers are trained on an annual basis to be deployed during any disaster. The FBDM adopted a contingency fund policy to assist destitute families within its jurisdiction which was affected by any disastrous event. The District Disaster Management Advisory Forum and the Local Municipal Disaster Management Advisory Forums are operational in the above-mentioned local municipalities.

The lack of firefighting capacity (human and capital) in the district remains a challenge. Six Fire Protection Associations are established within the district and operates under the Veld and Forest Fires Act (Act 101 of 1998) to assist with combatting veldfires. The Frances Baard District Umbrella Fire Protection Association was also established. FBDM has a maintenance programme in place to assist farmers with the maintenance of veldfire equipment. The Frances Baard District were adversely affected by Covid-19, drought, veldfires and floods.

### ➤ **Establishment of firefighting facilities within the FBDM jurisdiction**

The possibilities of establishing firefighting facilities at local municipal level has been investigated. It was found that the best way to address the issue was through the establishment of the services at the municipality with the highest risk and highest population. The identified local municipality is Phokwane for the current period. The following were completed for the Phokwane fire station:

- Planning Stage which included the location of the site and architectural designs.
- Supply chain processes to appoint a contractor to do the construction of the fire station.
- The construction of the fire station.

### ➤ **Establishment of the District Disaster Management Centre**

It is a requirement as per the Disaster Management Act (Act 57 of 2002) to establish a disaster management centre which must serve all its municipalities. The district municipality concluded the planning stages for the establishment of the District Disaster Management Centre, however funding for this project remains a challenge. FBDM continues to explore different avenues towards realisation of a District Disaster Management Centre.

## **Overall Challenges**

### **Disaster Management**

- The establishment of the District Disaster Management Centre.
- Local municipalities do not budget for contingencies.
- Climate change is causing an increase in weather-related incidents and damages to properties and livelihoods.
- Dissemination of early warnings to rural areas (communication).

## **Fire Fighting**

- The establishment of fire stations in Phokwane, Magareng and Dikgatlong.
- Assistance to emerging farmers with regards to veldfires.
- Local municipalities not belonging to a Fire Protection Associations.
- The increasing number of veldfires within the jurisdiction of the district.

## **Security**

- Continuous improvement of security measures.

## **Funding sources**

No Conditional grants were received from Province such as:

- Disaster Grant (conditional grant from province).

District funding was used for the following:

- Response and recovery during incidents at local municipal level.
- Assistance to communities when affected by any incident.
- The training of volunteers, at local municipal level; and
- Awareness programmes.
- Training of emerging farmers in veldfire fighting techniques.
- Training of Fire Protection Associations members on Incident Command Systems for veldfires.

### **2.5.3.3 HUMAN RESOURCES MANAGEMENT**

The District Municipality structure consists of one hundred and sixty six (157) employees including 28 councillors (14 females and 14 males). Eight (6) females and fourteen (14) males occupy management positions. Currently, 33 posts are vacant. Figure 11 consists of the municipality's organogram.

## ► **Human Resource Development**

The objective of Skills Development is to create a workforce empowered with the necessary and continuously upgraded skills, knowledge and qualifications in order to increase productivity and competency levels of employees. One of the strategies employed to become a peer leader in this category of employers, is amongst others, creating an environment conducive to learning and development by allocation of adequate resources for purposes of employee education, training, and development, as well as retention of critical and scarce skills. FBDM has accommodated at least 1% in its budget for continuous investment in employees, councillors as well as the unemployed communities, particularly youth, through training development initiatives.

## ► **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 representation between the employer representatives and serves as a dispute resolution and consultative structure.

The LLF, as a conflict resolution and consultative forum, of FBDM been clearly established 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.

## ► **Employment Equity**

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 levelling 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.

### ► **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.

### ► **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 always maintained, the services of externally based trained specialists and professionals are utilized.

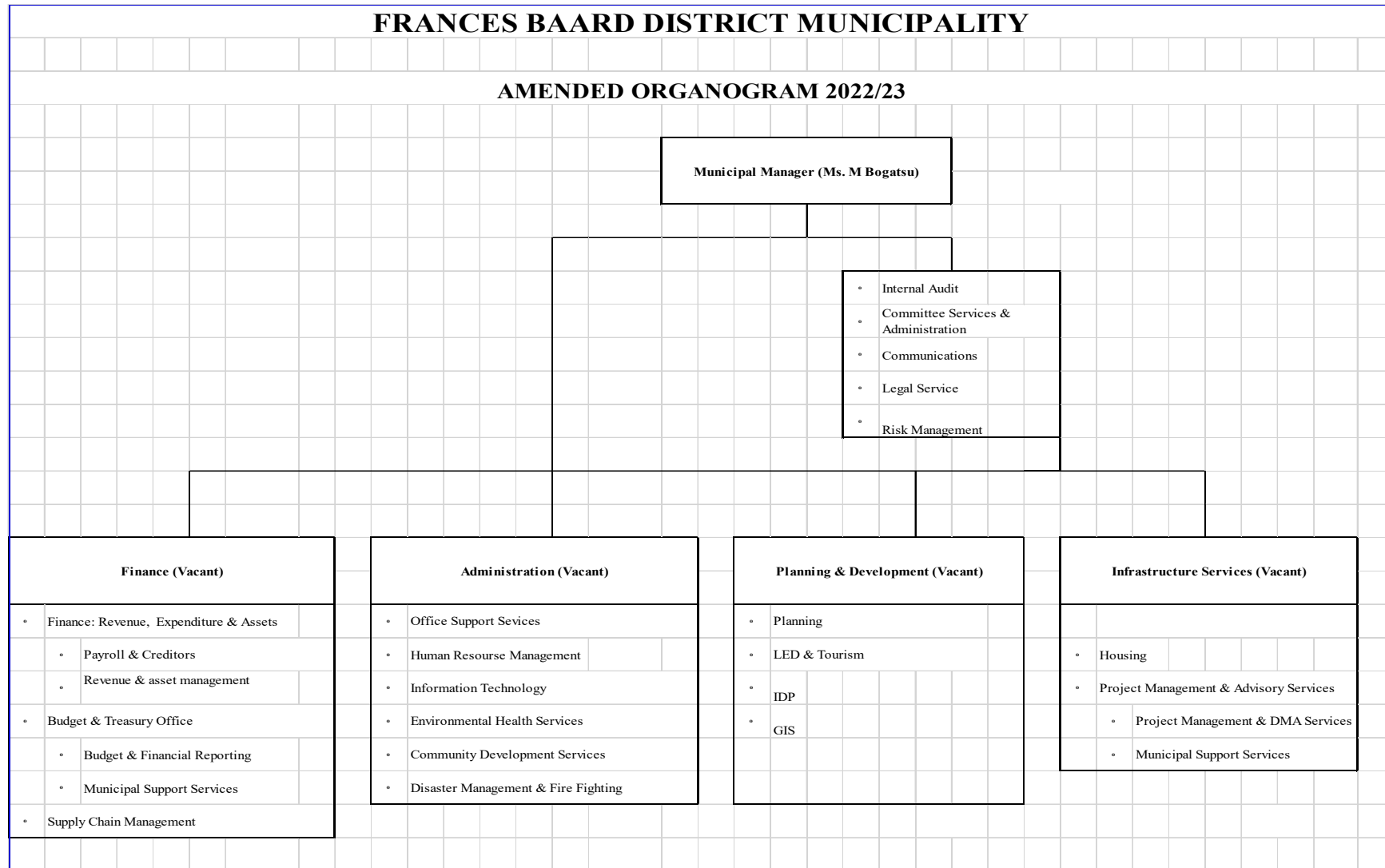
### ► **Recruitment and Selection**

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). FBDM remains attentive to an effective recruitment and selection process. These processes include matching up the right person with the right job skills. Intensive interviews and background checks assist in identifying candidates who are most suitable to ensure that vacancies are filled with individuals who shares and endorses the company values and will fit in well within the company culture.

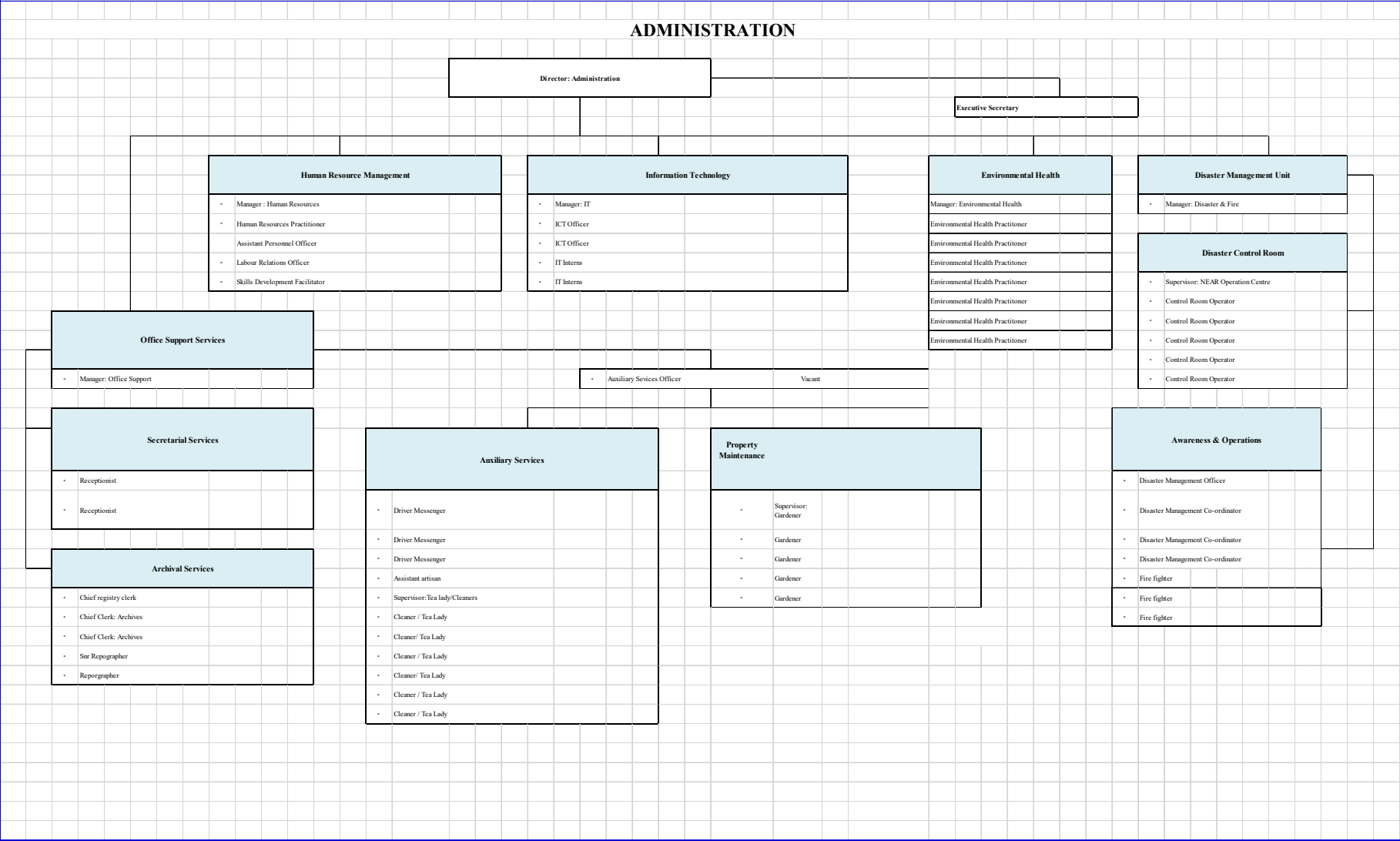
**Overall Challenges:**

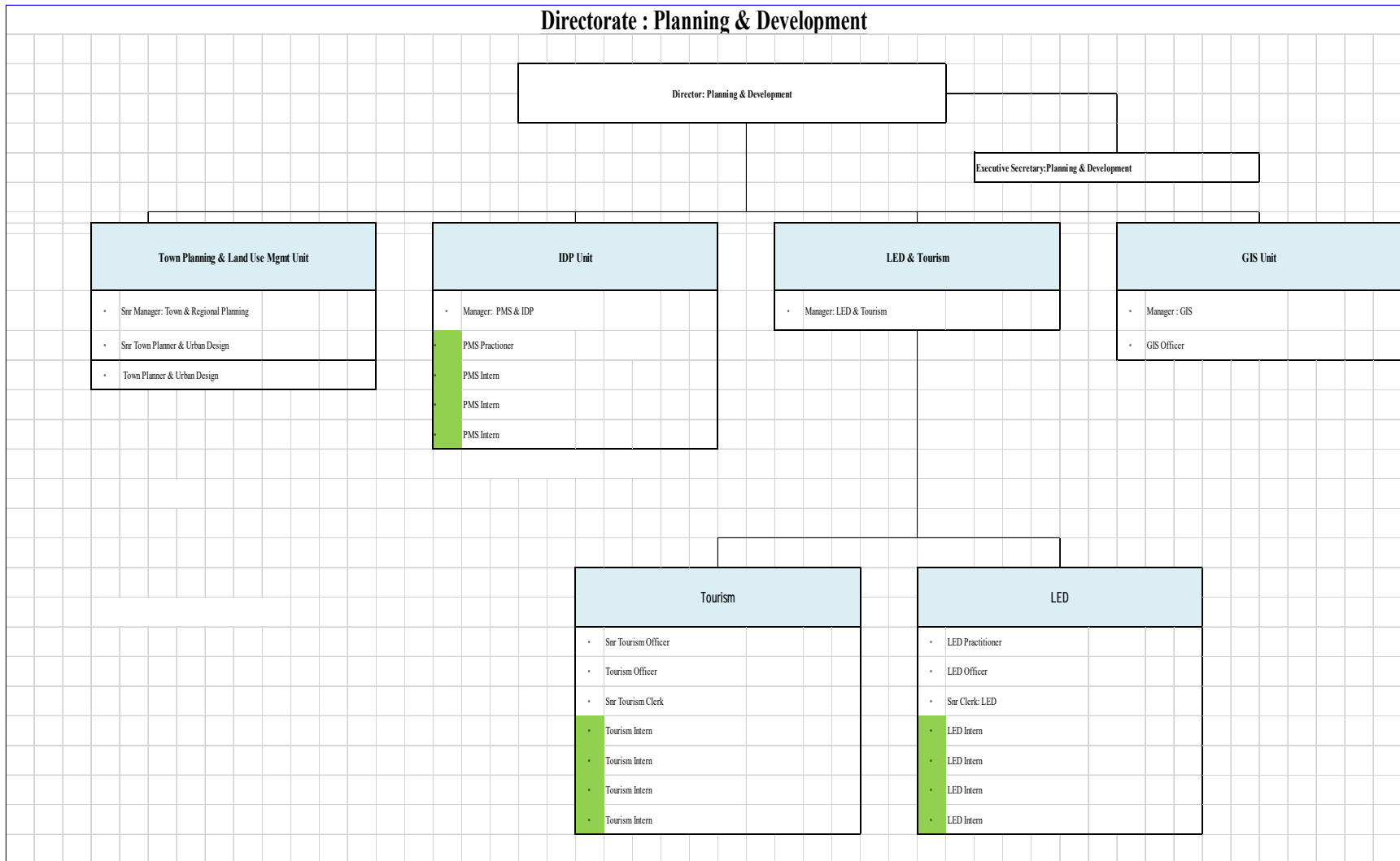
- The recruitment and retention of scarce and critical skills remain a challenge for FBDM. To deal with this challenge with a view to stabilizing the workforce and stem the loss of talent, a policy on the retention of scarce and critical skills had been developed and approved. However, the policy is the identification and classification of scarce and critical skills remains a challenge.
- Despite the utmost professionalism with which the function is being handled, EAP is still regarded with scepticism and beset with credibility challenges and afflicted by negative stigma by the workforce of FBDM. In the endeavour to deal and reverse the challenge of negative perception and debilitating stigma, a well 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. The need for elevating levels of awareness about EAP, including the development of wholesale consciousness about workplace health and safety.
- 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 not be 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.

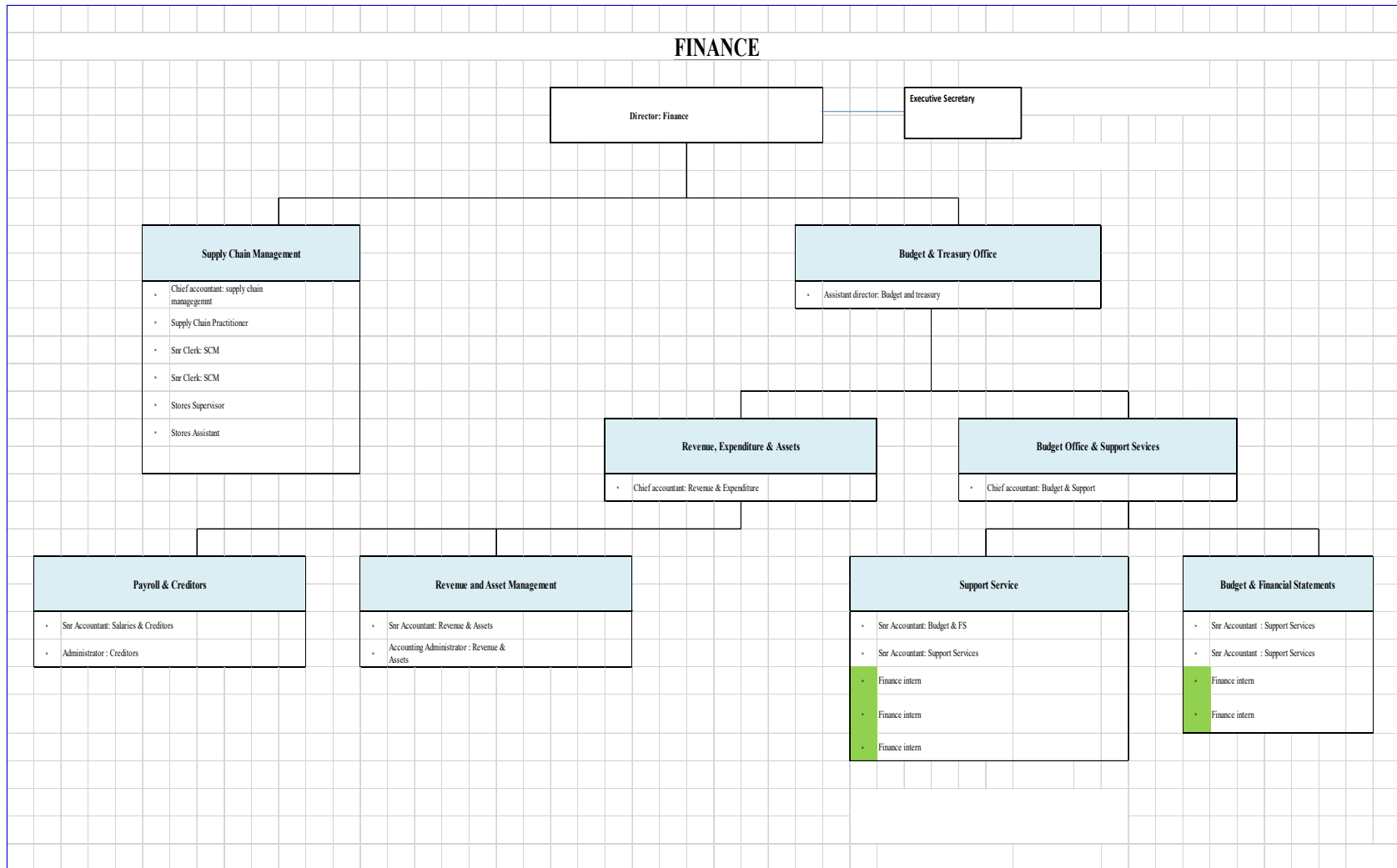
**Figure 11: FBDM Organogram**



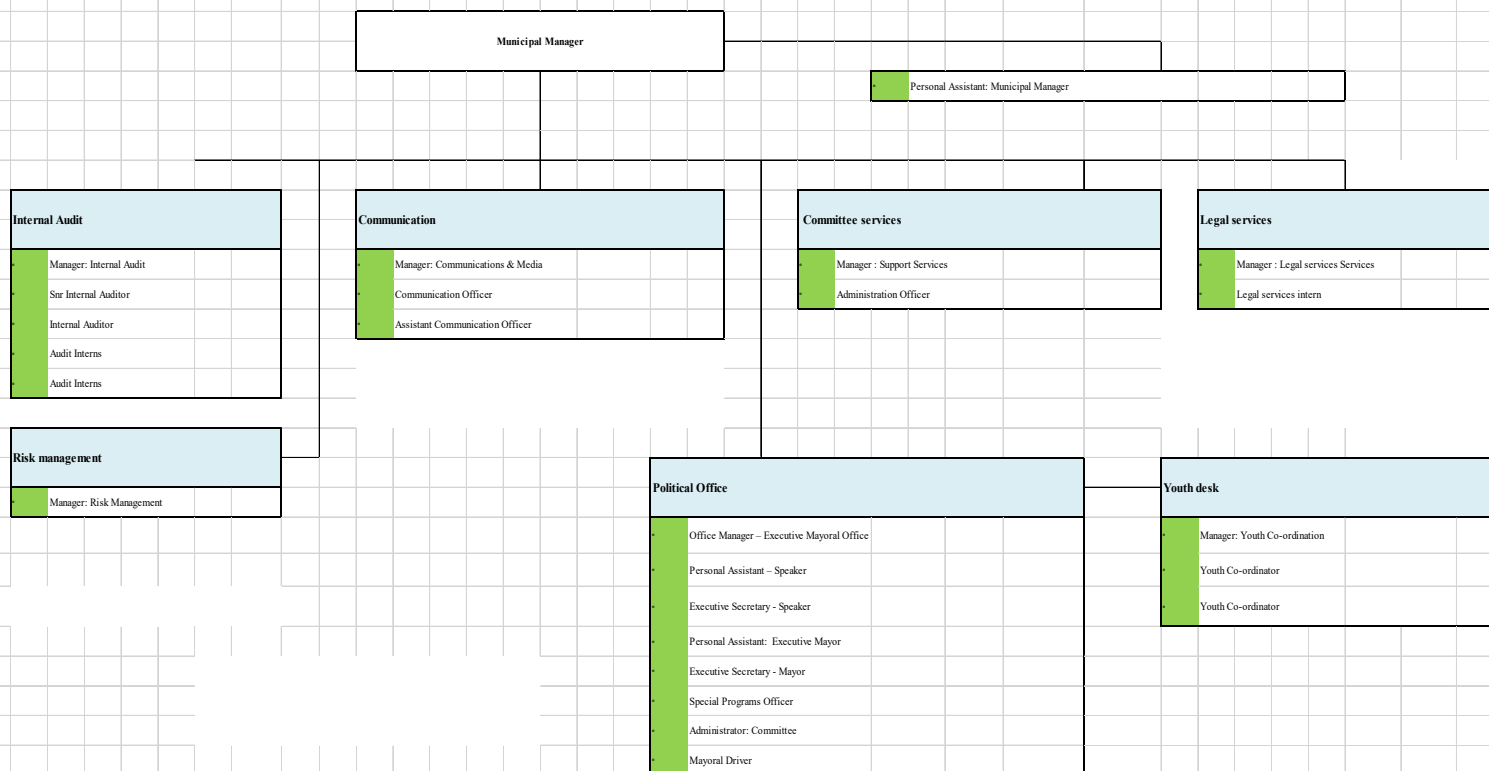




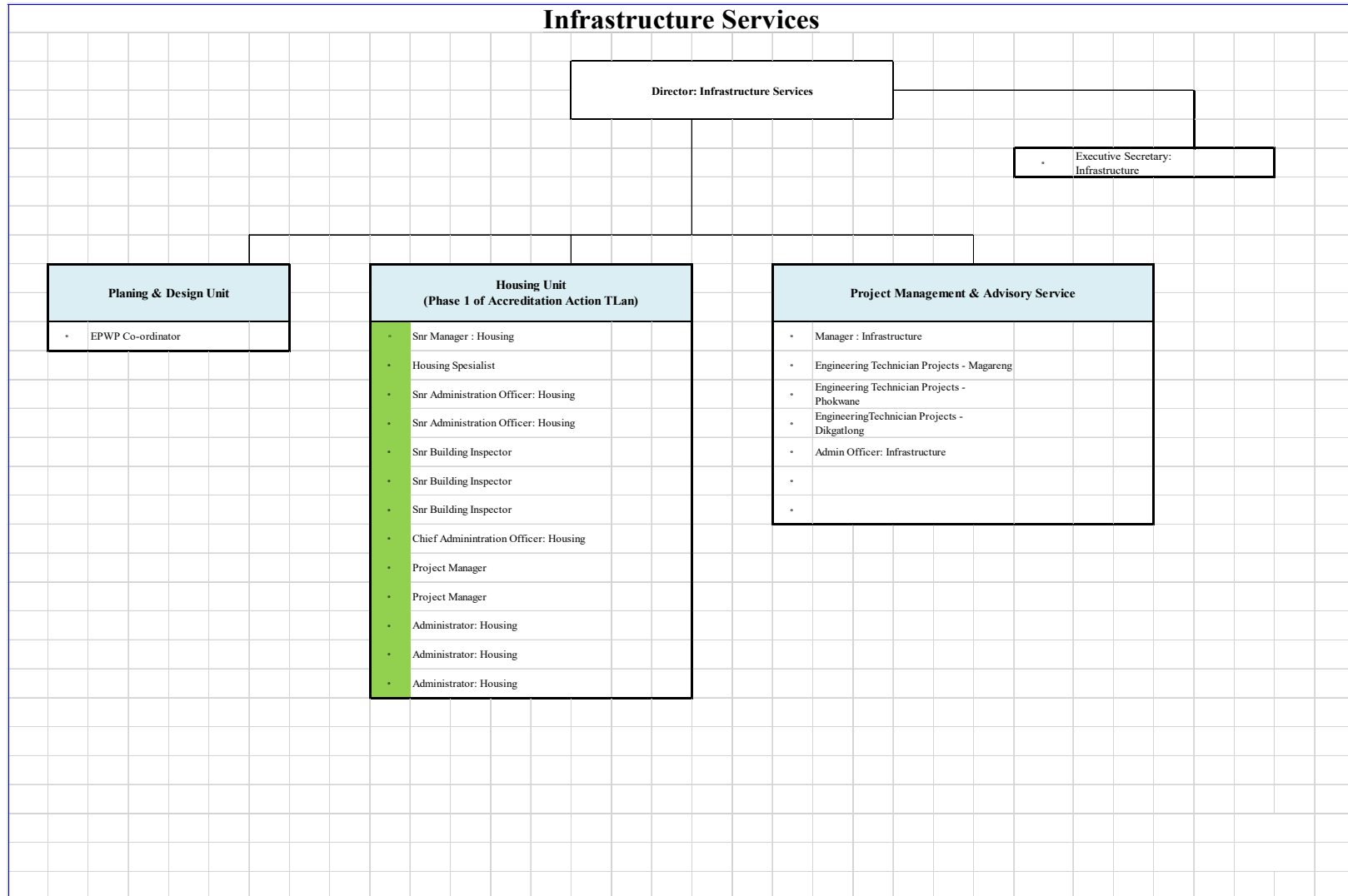




## OFFICE OF THE MUNICIPAL MANAGER



## Infrastructure Services



#### **2.5.3.4 RECORDS MANAGEMENT & OFFICE SUPPORT**

The district is continuing to be compliant with the records related legislation with minimal challenges. Such challenges emanate from the fact that there are no we appointed Records Managers at our three local municipalities: Dikgatlong, Magareng and Phokwane. Frances Baard District municipality is steadily moving towards a full electronic records management system, to achieve the following benefits:

- Address the management of committee and council meeting items and the placing of such items on various portfolio committee meeting agendas and council meeting agendas.
- A computerized environment which enables the creation, capture, organization, storage, and retrieval of records.

Frances Baard District municipality is vested with the responsibility to render records management support to Sol Plaatje, Magareng, Dikgatlong and Phokwane local municipalities, as well as building capacity at the local municipalities and at Frances Baard District Municipality. It is in response to this call that the Records management unit developed a records management support plan on how best to support the local municipalities. This entails processes of status quo assessment, challenges, remedial and recommendations of actions to be taken by the municipality in addressing the challenges they face.

Magareng, Dikgatlong and Phokwane local municipalities do not have appointed Records Managers to oversee the management of the corporate records; hence, most records management operations are not being addressed accordingly. The status quo of the three local municipalities have not changed yet since the last inspections in 2022. Therefore, there are still records management breaches within those municipalities in terms of compliance with the Northern Cape Provincial Archives Act, Act 7 of 2013.

### ► **Building Maintenance and Office Support**

The administration and support unit are vested with the responsibility to continuously maintain the infrastructure of the municipality and ensure the facility is conducive for human capacity and structural longevity. It is in response to this call that the administration and support unit have developed an annual maintenance plan to maintain the current conditions on the building and satellite offices. This entails processes of needs assessments, regular inspections of the building, and addressing immediate structural challenges.

However, with staff that do not possess the necessary technical experience and qualifications to address major infrastructure challenges, the process to attend to such major projects are delayed. The unit have been operating without this technical expertise for the last ten years and get assistance from the infrastructure department when their services are requested.

#### **Overall Challenges:**

- Lack of staff in the local municipalities for purposes of records management.
- Low budget allocations in the LMs for records management functions.

#### **2.5.3.5 INFORMATION COMMUNICATION TECHNOLOGY (ICT)**

In today's world, Information technology (IT) is regarded as a business enabler for organizations, it enables organizations to achieve their goals and objectives. However, for this to be achieved, there should be alignment between business (municipal) needs and technology.

Frances Baard district municipality has over the years invested capital in improving its IT infrastructure by implementing new and agile solutions, strengthening its internal controls and governance structures. The municipality aims to share those solutions with local municipalities within its jurisdiction, as this will significantly reduce costs within the district, avoiding duplicate efforts, and enabling a more standardized environment within the district, particularly with the introduction of District developmental model which aims to standardize the environment.

The covid pandemic has highlighted the importance of investing in good and agile technologies that enables organizations to continue to operate amidst challenges. There should be active governance structures within the local municipalities to oversee the alignment of municipality needs, technology, budget and regulatory requirement.

With that said, the local municipalities continue to face challenges with their IT infrastructure, as most of the IT infrastructure within the district being old and needing to be replaced. The following continues to be challenges within the district:

- Old infrastructure is utilized, which results in high downtime for system;
- No governance structures to oversee and align ICT operations;
- Inadequate budget to implement new systems; and
- Lack of business continuity strategies.

FBDM continues to work with local municipalities to assist them with their IT environment, which in most cases are managed by external service providers. Local municipalities should accelerate the process of taking ownership of their IT environment and implementation of active governance structures to provide oversight to IT operations.



#### **2.5.3.6 SPATIAL PLANNING**

We provide support to its 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 local municipalities within the district are faced with challenges of the dilapidated infrastructure and budget shortfall on capital investment are impeding on acceleration of the service delivery to the community.

The Spatial Planning & Land Use Management Act, 2013 (SPLUMA) 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 assisting the Local Municipalities within its area of jurisdiction to implement and comply to the Spatial Planning and Land Use Management Act, by providing the following:

- Reviewing and gazetting of the spatial development frameworks;
- Financial assistance and capacity building on spatial planning.
- Hosting of the District Municipal Planning Tribunal; and
- Establishment of the Appeal Authority.
- Develop precinct plans.
- Nodal development plans

#### **► District Municipal Planning Tribunal (DMPT)**

On the 7<sup>th</sup> of November 2016, the respective Councils of Dikgatlong Local Municipality, Phokwane Local Municipality, Magareng Local Municipality and Frances Baard District Municipality resolved to establish a District Municipal Planning Tribunal (DMPT) which became effective on the 7<sup>th</sup> of November 2016 for a period of five years from the commencement date. The five-year period of

appointments of the members ended on the 15<sup>th</sup> of November 2021. FBDM appointed new members to serve in the DMPT for a period of five years, which is a statutory requirements. The new operation date of the DMPT has been gazetted on the 6<sup>th</sup> of June 2023.

The DMPT has been for the last past six years operating effectively and efficiently with no challenges. DMPT received and decided upon a total of 110 applications. The committee convenes monthly depending on the availability of the applications received from local municipalities. The type of the applications received include township establishments, consent applications, closure of the public open space, rezoning, subdivisions, consolidations, infill developments, relaxation of building lines and the removal of the title deeds conditions.

### ► **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. The SDFs for Magareng, Dikgatlong, Phokwane and Frances Baard District Municipalities have been approved in 2014 apart from the Sol Plaatje SDF which is currently under review. The 2014 SDF of the Frances Baard District Municipality (FBDM) has been reviewed and adopted by council in the 2020/2021 financial year. The FBDM assisted Sol Plaatje and Dikgatlong Municipalities to review their 2008 and 2014 SDFs and have been completed and adopted by council in the 2020/21 and 2021/22 financial year respectively. The Magareng Municipality 2014 SDF is being reviewed by FBDM and is anticipated to be completed in 2023/24 financial year. The Department of Cooperative Government, Human Settlements and Traditional Affairs (COGHSTA) committed funds to assist with the review of the Phokwane Municipality 2014 SDF and anticipated to be completed in 2023/24 financial year.

## ► Land Use Schemes

The land use scheme is used as the tool by the municipality to guide and manage development according to the vision, strategies, and policies of the Integrated Development Plan (IDP) and to promote sustainable development and quality of life. In a nutshell, the general purpose of the scheme is to create coordinated, harmonious and sustainable development of a municipal area in such a way that is efficiently promotes health, safety, order, amenity, convenience, and general welfare, as well as efficiency and economy in the process of development.

A Land use scheme is also defined as the planning tool that allows or restricts certain types of land uses to a certain geographic area. Typically, one can find spatial depiction of these geographical areas (called “zones” or zoning”) as well as scheme regulations that sets out all procedures and conditions associated with the use of land in any of these zones (Department of Rural Development and Land Reform, Land use scheme guidelines, March 2017).

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 (SPLUMA), 2013 (Act No. 16 of 2013) “A municipality must, after public consultation, adopt and approve a single land use scheme for its entire area within five years from the commencement of SPLUMA”.

Frances Baard District Municipality has facilitated the preparations of the Land use schemes of Phokwane, Dikgatlong and Magareng Municipalities. The 2013 Dikgatlong and Phokwane municipalities land use schemes have been reviewed, adopted by councils, and gazetted during the 2017/2018 financial year to ensure that they comply with SPLUMA. The 2015 Magareng land use scheme was planned to be reviewed in the 2021/2022 financial year, upon through scrutiny the landuse patterns have not yet changed drastically that warrant the review. The Sol Plaatje Land Use Management Scheme was developed in 2008 and has been reviewed and adopted by council in the 2022/23 financial year.

**Overall challenges:**

- Local Municipalities as the authorities of the first instances on land development matters, they do not have system ready to receive and process land use applications.
- Local Municipalities have not yet established Appeal Authority as required by the SPLUMA.
- Local Municipalities lacks resources to implement and enforce the approve plans such as Land Use Scheme and Spatial Development Frameworks (SDFs).
- Local Municipalities gradually or no updates regarding the land use rights or zones, which lead to the mismatch of the deed's information and land use on the ground.

**2.5.3.7 GEOGRAPHIC INFORMATION SYSTEMS (GIS)**

GIS is used as a tool to gather, manage, and analyze spatial data set of various form for decision making purpose in the organization. It has a capability of analyzing the spatial locations, organize information in layers which can be presented in digital and analog format. Frances Baard District Municipality has maintained a database of spatial data sets which is in the form of information on the land audit, billing data analysis, asset management and land use surveys that get conducted within the local municipalities.

The district inventory data is updated regularly with data sourced from various departments and industry vendors, which serves as base information for overlays in themes for use in analytical scenarios. The district municipality support three local municipalities (Phokwane, Magareng and Dikgatlong).

**► Infrastructure:**

The district spatial information is stored on a server and deployed to the computers, a plotter, A4 printer and four Trimble Juno GPS handheld units to capture data and do update to spatial information of need. The software applied in our operations is ArcGIS platform by ESRI, SA and open source (Quantum GIS) for analytical and mapping services. We, furthermore, as a district municipality has a registered web portal ([www.francesbaardgis.co.za](http://www.francesbaardgis.co.za)); that runs on Silverlight for

older version and have implemented a new GeoCortex feature that allows viewing on mobile devices, e.g., phone, tablet, or on a computer.

Procurement of a UAV drone in the new financial year, this will serve in planning and for surveying of sites in the municipalities. This will enhance our mapping and deployment of services as GIS Unit in the district.

### **Local Municipalities:**

- I.** Sol Plaatje municipality has the capacity to carry out the services independently, is fully equipped with all the relevant infrastructure of computer systems and GPS devices required to deploy services in the municipality. It has a staff component of GIS Officer, and three GIS interns managed under the ICT Unit.
- II.** Phokwane municipality has a champion from the housing unit who carries out the responsibilities of serving locally with GIS needs backed by support from the district. The municipality is equipped with hardware and software for mapping services for users.
- III.** Magareng municipality has no current GIS service direct to user. All matters are referred to the district for assistance and support.
- IV.** Dikgatlong municipality there is no current GIS service direct to user. All matters are referred to the district for assistance and support.

### **► Support function:**

The district municipality deploy resources to support local municipalities in terms of spatial analysis and mapping for that serve in their planning and decision-making. Projects conducted at local municipalities are directed for effective and efficient service delivery. Additionally, we attend to and provide clarity to queries coming from private and public on issues of the land. To date the unit have embarked on projects forming elements to land administration which includes:

**Previous project:**

- Data cleansing on billing database,
- Land audit and cadastral maintenance,
- Land use survey for Phokwane, Dikgatlong and Magareng Municipality,
- Asset verification Magareng Municipality, and
- other projects for management of municipal assets.

**Future projects:**

- Evaluation of billing databases for the local municipalities,
- Property transfers and registration; rectification in their registration inaccuracies and errors, and
- Identifying existing personnel to take on a basic GIS training in local municipalities.

**Overall challenges:**

These status analysis in three local municipalities:

- The maintenance of the GIS Software maintenance software packages costly due annual escalating and municipal budget deficit.
- GIS operations in the local municipalities is impeded by lack of capacity.
- Magareng local municipality does not have a dedicated incumbent for GIS and plans to institute relieve has not been successful.

**2.5.3.8 PERFORMANCE MANAGEMENT SYSTEMS**

FBDM has an established performance management system which is in line with chapter 6 of the Municipal Systems Act no 32 of 2000, as amended, and the performance management regulations of August 2006. The municipality also ensures that it implements and maintains a performance management system 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.

Performance Management can help organisations identify whether they are making a difference or not. With an effective performance management system, organisations can review progress; identify problems in planning or

implementation; and adjust when necessary. An effective system is not a quick fix mechanism”, it is a valuable tool that can assist an organisation identify problems and their causes; suggest possible solutions to problems; raise questions about assumptions and strategy; push organisations to reflect on where they are going, and how they will get there; provide relevant information and insight; and increase the likelihood of a positive development difference.

Other components of the performance management system are the following:

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

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

- The **Institutional performance management system** forms the first level of the systems which includes measurement and reporting of municipal performance an entity and;
- The **individual performance management system** forms the second layer of the performance management system and covers all units in the various departments of the municipality to link up with the upper layer of management (Municipal manager and Senior managers).

FBDM also has a statutory mandate to support and assist local municipalities within its area of jurisdiction to strengthen its PMS function. The assistance and support by FBDM is intended to facilitate that local municipalities, have functional and compliant performance management systems. FBDM has since appointed three interns to assist local municipalities with IDP &PMS functions.

#### **Overall Challenges:**

- Misalignment of the IDP and SDBIP and operational plans, which makes it difficult to monitor the implementation of the plans (local municipalities);
- The system of reporting is only at executive management level at local municipalities.

- Lack of human capacity at local municipalities.
- Submission of flawed and unreliable information.

## **2.5.4 GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

### **2.5.4.1 COMMUNICATION AND MEDIA**

Communication is still under-prioritised in the district in terms of recognition that service delivery issues go together with effective communication and participation programmes. Except for the Sol Plaatje local municipality, all local municipalities have insufficient staff for communication in the district and there is still poor planning and budgeting practices for communication activities.

The introduction of the District Development Model puts more emphasis on the fact that collaboration among the three spheres of government is crucial. It will necessitate the alignment of messages to ensure proper communication of the single plan that will be derived from the district model. Communicators must also include Covid-19 information sharing and awareness programmes into their operations, as the pandemic will be with us for the foreseeable future.

#### **► External Communication**

##### **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 focussed on the needs of stakeholders. Social media users are growing rapidly year-on-year, thus



making the inclusion of social media into the media plans that much more important. The 2021 - 2026 communication strategy will be tabled to council in the current financial year (2021/22), so as to ensure that the plans and programmes of the district municipality are effectively articulated.

### **c) Communication Forum**

The District Communication 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.

### **► 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.

### **► Support to local municipalities**

- Information on best practices is shared with the local municipalities through the district communication forum;
- General assistance with communication activities and development of reporting documents, when requested by local municipalities
- Publicise local stories on projects and activities in the district newsletter
- Collaboration with local municipalities and sector departments on public participation events

**Overall challenges:**

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

**2.5.4.2 INTERNAL AUDIT**

The mandatory responsibilities of internal audit are set out in section 165 of the MFMA and section 45 of the Municipal Systems Act of 2000. Internal audit unit form part of the internal control and governance structures of the municipality and play an important role in monitoring activities of the municipality.

The objective of internal audit in discharging its duties is providing the reasonable assurance and advisory services to FBDM. Risk-based audit plans are prepared annually to execute audits. The audits conducted places management in a position to assess whether the controls of the municipality are sufficient and effective; and to implement recommended actions where there is a need for improvement.

FBDM is still providing shared services to Magareng and Dikgatlong local municipalities on internal audit services with all its resources. The work of the Audit, Performance and Risk Committee (APRC) has also been extended to support the two local municipalities. Meetings of the APRC are held on a regular basis to report on internal audit activities performed for FBDM and the two local municipalities.

Although there are performance management systems in local municipalities for Internal audit to fulfil the requirements of section 45 of the Municipal Systems Act, this still needs to be improved and prioritised by the local municipalities in adherence to applicable laws.

The municipality utilises other assurance providers in assisting internal audit to implement the audit plans.

**Overall challenges:**

- Although the work of other assurance providers in complementing the audit work is pivotal; implementation of the annual audit plans remains a challenge due to the amount of work that must be completed annually.
- Lack of co-operation in the local municipalities and in divisions where key positions are either vacant or unavailable causes delay in internal audit efforts which may result in poor performance by internal audit.

**2.5.4.3 RISK MANAGEMENT SERVICES**

The Frances Baard District Municipality and Sol Plaatje Local Municipality have a dedicated risk management function in terms of the MFMA Act of 1999, Section 62(1)(c)(i). The risk management units are positioned under the office of the Municipal Manager and therefore are providing strategic direction on the management of organisation's risks. FBDM is currently providing shared and support services to both Dikgatlong and Magareng local municipalities through a memorandum of agreement due to limited capacity. Phokwane Local Municipality is not part of this agreement.

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

The committee has assessed the risk assessment reports and expressed themselves over management of identified risk including action plans to mitigate the risks. This journey has led towards improvement in reaching maximum risk management maturity level.

The strategic and operational risk registers were updated quarterly and allowed unit managers to take control of action plans to mitigate identified risks. The unit managers are continuously monitoring the actions plans to reduce the impact and

likelihood of residual risks. The level of risk maturity for the municipality has increased significantly as evidenced by the senior managers taking control and being proactive in embedding mitigating action plans to address the identified risks.

### **Fraud and Corruption Management**

The risk management unit has performed its advisory role to Municipal Public Accounts Committee (MPAC) in respect of investigating Section 32 expenditure (MFMA Act of 1999). Upon receipt of allegations unauthorised, irregular, fruitless and wasteful expenditure or any malpractices that took place internally, the Chief Risk Officer obtains a mandate from the Municipal Manager to investigate these matters. After finalisation of the investigation report, the reports are submitted to the Municipal Manager and MPAC for discussion and providing recommendations to Council for approval. Fraud and corruption are detected by analysing fraud surveys, audit reports, reported incidents via national anti-fraud hotline, media reports, investigation reports, submission of annual declarations, gift register, complaints, and incident register. Material transgressions that are beyond risk management investigation capacity, are reported to SAPS via the Office of the Municipal Manager or can be referred to any state-owned investigation entities (e.g., SIU, HAWKS, etc.) for assistance.

Fraud awareness campaigns were completed through issuing of posters and flyers but most importantly through an anti-corruption training workshop which targeted the political office bearers and management within Frances Baard District. There were no cases of alleged incidents of fraud or corruption reported to the risk management unit during the year under review.

### **Overall Challenges:**

- Cancellation of meetings by unit managers at local municipalities, which had a negative impact on finalising scheduled risk assessments.
- Lack of capacity at local municipality level to execute responsibilities of risk management function; and
- Lack of capacity within FBDM to rollout the risk implementation plan for local municipalities.

#### **2.5.4.4 LEGAL AND COMPLIANCE**

The legal and compliance services in FBDM was established in 2014 and comprises of a manager and a legal intern. The unit occupies a strategic position in that it provides professional legal and compliance in the district.

The unit has been successful in dealing with all legal matters as received from all departments of the FBDM and has assisted local municipalities with legal advice and the drafting of contracts and legal opinions. Furthermore, the unit help shape major transactions, while providing support to the executive management in making sound legally related decisions as may be required.

#### **The responsibilities of the Unit are:**

- To provide vibrant, effective, and professional legal service in the district.
- To co-operate with other spheres of government in developing sound working relations and minimise areas of dispute or potential dispute in the legal context.
- Provide advice on labour related matters.
- Provide Contract Management.
- Prepare general legal opinions and researching legislation that has relevance to the municipality in order to keep abreast of developments through the use of applicable legislative and related instruments/tools.
- Reviewing and assisting in the drafting of contracts.
- Monitoring ongoing litigation by and against the municipality and coordinating interaction between directorates and external legal practitioners engaged by municipality.
- Performing administrative and managerial tasks relating to the section and coordinating the activities of the section.

**Some of the topical issues that have been deliberated upon are as follows:**

► **Intentions**

FBDM intends to have a closer working relationship with local municipalities within the district.

► **Progress**

There has been notable legal assistance provided to Dikgatlong and Magareng Local Municipalities, some of which were initiated by the municipal managers of the said local municipalities, others by FBDM respectively. We have double our efforts to lobby for a continuous working relationship across our local municipalities that sought our legal assistance.

► **Achievements**

The municipality has achieved a better legal service for all stakeholders within the district.

**Overall Challenges:**

- It is generally agreed that much more needs to be done to improve communication between stakeholders using the services of the unit.
- The most ostensible identified challenges were mainly on the lack of internal protocol in seeking legal and contractual services, in addition, there appears to be lack of legal capacity in local municipalities.

## **2.5.5 MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT**

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

The core functions of the department are to provide an effective and efficient financial management service in respect of the municipal assets, liabilities,

revenue, and expenditure in a sustained manner to maximize the district municipality's developmental role. The municipality is implementing approved internal controls ensuring the effective functioning budget, revenue & expenditure and fair & transparent supply chain management processes.

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

The municipality obtained an unqualified audit opinion with no findings during the 2020/21 financial year, with the financial viability of the municipality assessed to be sound. The internal policies and controls are reviewed when necessary to incorporate changes made with updated laws and regulations.

## **2.6 SOCIAL DEVELOPMENT**

### **► HIV/AIDS**

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

In 2019, 31 700 people in the Frances Baard District Municipality were infected with HIV. This reflects an increase at an average annual rate of 4.04% since 2009, and in 2019 represented 7.23% of the district municipality's total population. The Northern Cape Province had an average annual growth rate of 4.12% from 2009 to 2019 in the number of people infected with HIV, which is higher than that of the Frances Baard District Municipality. When looking at the South Africa as a whole

it can be seen that the number of people that are infected increased from 2009 to 2019 with an average annual growth rate of 2.32%.

Presenting the number of HIV+ people against the number of people living with AIDS, the people with AIDS added up to 807 in 2009 and 434 for 2019. This number denotes a decrease from 2009 to 2019 with a high average annual rate of -6.03% (or -374 people). For the year 2019, they represented 0.10% of the total population of the entire district municipality.

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.

### ► **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 17: Active grants for February 2022

February 2022							
	OAG	WV	DG	FCG	CDG	CSG	GIA
Kimberly Central	3570		1601	107	164	4638	102
Roodepan	2187		1526	212	275	8136	150
Floors	1317	1	674	91	99	2865	96
Beaconsfield	1299		611	104	118	3776	54
Tlhokomelo	6196		2715	736	530	22234	259
Corless Road	2853		1551	341	291	9610	195
Ritchie	1199		705	122	82	5459	89
Barkly West	2257		1582	271	235	8845	241
Delpoortshoop	1616		1474	107	182	4895	122
Hartswater	1385		701	223	97	5058	68
Warrenton	1969		1383	181	90	6355	147
Pampierstad	2259		1012	282	171	8741	284
Jan Kempdorp	2201		1158	101	145	9322	115
	30308	1	16693	2878	2479	99934	1922

Source: SASSA,2022

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

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

► **Old age grant (OAG)**

Old age grant is for the women and men who are 60 years and above. About 30,308 people in Frances Baard District Municipality received old age grant in February 2022.

► **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 is only 1 beneficiaries of the War Veterans grant in the district in February 2022. 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.

#### ► **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 16,693 recipients of the disability grant in the district in February 2022.

#### ► **Foster Care (FCG)**

It is a grant for children who are looked after by foster parents. About 2,878 people in Frances Baard District Municipality were receiving Foster Grant in February 2022.

#### ► **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 2,479 recipients of this grant in the district by February 2022.

#### ► **Child support grant**

It is grant designed for poor children and is usually given to the children's primary care givers. This is one of the grants with the highest number of recipients in the district. There were about 99,934 recipients of this grant in the district by February 2022.

## **2.7 YOUTH DEVELOPMENT**

This Frances Baard District Municipality reflects, political and strategic intentions on the mainstreaming of youth development in all policies, programmes, and Plans. This provides the framework against which Frances Baard District Municipality, as well as other sectors of society in the district, can develop and implement programmes and Projects that will facilitate the inclusion of youth in mainstream socio-economic life.

This was developed within a national and provincial context, dating back to 1994, when youth development was placed high on the transformation agenda of the country's democratic government. At the same time the policy acknowledges that, despite the positive youth development interventions implemented to date, persistent levels of poverty and unemployment; social inequalities and ills and an inadequate or lack of access to development opportunities continue to impede the progress of the youth sector. It builds on all positive youth interventions implemented from 1994 and addresses policy gaps and persistent challenges that hamper full realisation of the rights of young people.

The purpose is to strategically guide the mainstreaming of youth development by all sectors of society in Frances Baard District municipality and in line with the National Youth Policy (NYP) 2015-2020. The beneficiaries or target group of the Policy are young people, falling within the age group of 14 to 35 years, who live in Phokwane, Sol Plaatjie, Magareng and Dikgatlong local municipality that makes up to the Frances Baard District Municipality. The Policy adopts principles contained in the NYP 2015-2020 which speak to the approach to mainstreaming youth development, i.e. accessibility, responsiveness, holistic, integration, diversity, non-discriminatory, sustainable development, transparency, participation and inclusion, social cohesion, social protection and youth service.

FBDM in the past years has delivered various youth services like career guidance (700 young people), job search (250 young people) and work-related life skills (280) by targeting youth in and out of school, as a means of providing career choice, enhancing their employability, and familiarizing them with work. We have also created platforms by developing structure programmes in places to encourage young people to gain work experience at an early stage for example, internships programme, part time work while ta school for youth in grade 11 and above, work

during weekends and holidays, encouraging participation in all youth related issues.

Most of our young people are living with HIV and there are challenges of caring for those who are infected and affected. Young people in across the district are demoralised as the unemployment rate is going up and high every day. Most of them are frustrating in such a way that they resort in using drugs and alcohol. This makes most young people to conflict with the law as most of them are involved in criminal activity the population of youth that are in prison is around 50%.

### **3. CHAPTER 3: DEVELOPMENT STRATEGIES**

#### **3.1 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.

## STRATEGIC OBJECTIVES

### A 1 – BASIC SERVICES

#### Programme Management and Advisory Services

##### Improved access to sustainable basic services in the district

###### Interventions:

- Project facilitation
- Implementation Assistance
- Operation & Maintenance Assistance
- Implementation & Assistance
- Roads Asset Management System
- Monitoring & Evaluation

	Key Performance Indicator	Unit of measurement	Key Performance Target			
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26
Work with infrastructure operations and	Prioritised project lists to guide the upgrading, operations, and maintenance of infrastructure in the district	Number of municipalities assisted with the finalization of prioritized project lists	4	4	4	4
	Spending of allocated funds to support infrastructure operations and maintenance in the LMs	Percentage of allocated budget spent annually	100%	100%	100%	100%
	Quarterly submission of monitoring reports developed to support infrastructure operations and maintenance in the LMs	Number of monitoring reports submitted to council	4	4	4	4
Opportunities for the through the promotion of	Number of Full-time equivalents (FTEs) created as per DORA and EPWP Incentive Agreement	Number of FTEs created	14	37	14	14

	Key Performance Indicator	Unit of measurement	Key Performance Target			
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26
Improved infrastructure in the district	Percentage progress on the implementation of the RRAMS project to support improved infrastructure planning in the LMs as per the approved annual business plan	Percentage implementation of the annual approved business plan	100%	100%	100%	100%
Provision of potable water, sewerage, storm water, electricity and storm water facilities in the district	Prioritised project lists for capital infrastructure projects in the district	Number of municipalities assisted with the finalization of prioritized project lists	4	4	4	4
	Spending of allocated funds to support capital infrastructure projects in the LMs	Percentage of allocated budget spent annually	100%	100%	100%	100%
	Quarterly submission of project monitoring reports developed to support capital infrastructure projects in the LMs	Number of monitoring reports submitted to council	4	4	4	4

## Housing

### Facilitate the creation of sustainable human settlements in the district

#### Objectives:

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

	Key Performance Indicator	Unit of measurement	Key Performance Target			
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26
Reduction of the backlog	Developed and reviewed Human Settlements Sector Plans	Number of Human Settlement sector-plans developed and reviewed	4x sector plans developed	4x sector plans reviewed	4x sector plans reviewed	4x sector plans reviewed
	Facilitate the subsidy application process	Number of progress reports submitted	12	12	12	12
Human settlements in 3 LMs	Reporting on the accreditation programme	Number of accreditation reports to COGHSTA	12	37	12	12
		Number of accreditation reports to National Department of Human Settlements	4	4	4	4

## Annex 2: Local Economic Development

### Local Economic Development

to stimulate growth, development, and diversification of the district economy by optimising all available resources and opportunities.

to promote economic development in the district

	Key Performance Indicator	Unit of measurement	Key Performance Target			
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26
Completion of programmes aimed at the diversification of the district economy	Percentage completion of planned diversification programmes	100%	100%	100%	100%	100%
Completion of programmes aimed at developing learning and skilful economies	Percentage completion of planned programmes	100%	100%	100%	100%	100%
Completion of programmes aimed at developing enterprises	Percentage completion of planned programmes	100%	100%	100%	100%	100%
Completion of programmes aimed at developing inclusive economies	Percentage completion of planned programmes	100%	100%	100%	100%	100%



**Tourism**

**are the development of a vibrant tourism sector that facilitates sustainable economic, environmental and social benefits**

**ion:** Tourism development, promotion and marketing

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

### A 3 - MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

#### Environmental Health Management

Under and support sustainable municipal health, environmental planning and management in the district

ion:

ing of municipal health services in the district

ing of environmental health planning and management in the district

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

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

## Disaster Management

promotion and implementation of an effective and efficient disaster management and fire-fighting service in the Frances

ions:

Management

nting

rding of assets

	Key Performance Indicator	Unit of measurement	Key Performance Target			
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26
Local municipalities Institutional capacity Management	Training of volunteers in Disaster risk Management	Number of volunteers trained	20	20	20	20
	Review of disaster management plans	Number of disaster management plans reviewed	-	-	-	4
	Training of emerging farmers in the disaster risk management		-	100%	-	-
Build and build all communities district	Conduct disaster management awareness programmes within the district	Number of awareness programmes conducted	4	4	4	4
1 municipalities by ing Response and mechanisms as per aster Management	Assist communities after disastrous events	Percentage response to requests on disastrous incidents in the local municipalities	100%	100%	100%	100%
Institutional acquire resources g services for 3 alities in the	Secure facilities and maintain firefighting. equipment for 3x LMs	Percentage securing and maintenance of firefighting equipment for 3x LMs	100%	100%	100%	100%

	Key Performance Indicator	Unit of measurement	Key Performance Target			
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26
Effective internal security measures	Secure and maintain council's security systems	Number of security systems maintained	3	3	3	3

## Human Resource Management

Provide a fully effective Human Resources Management & Development function in FBDM and offer support to local municipalities

**Functions:**  
Human Resource Management and Development

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

## Records Management

### Sound records management and office support services

#### Functions:

Records Management services

Office support services

Maintenance of buildings

	Key Performance Indicator	Unit of measurement	Key Performance Target			
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26
Cooperation with the Provincial Government at Frances Baard Municipality and towards other municipalities	Provision of records management and advisory services in the district	Percentage implementation of the annual records management and advisory plan	100%	100%	100%	100%
	Provision of records management and advisory support provided to local municipalities	Percentage implementation of the annual records management and advisory support plan	100%	100%	100%	100%
Effective and efficient office support	Effective and efficient office support services	Number of progress reports on office support services	12	12	12	12
Effective and cost-efficient support	Maintenance of municipal building	Percentage maintenance of the municipal building	100%	100%	100%	100%

## Information Communication Technology

Provide an agile, effective and reliable ICT support and environment within the district  
Mission:

Services Management

Strategic support to local municipalities

	Key Performance Indicator	Unit of measurement	Key Performance Target			
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26
Complete ICT infrastructure and implement solutions within the district	Upgrading of ICT infrastructure and implementation of ICT solutions within the district	Percentage upgrading and implementation	100%	100%	100%	100%
Provide technical support to local municipalities.	Provision of technical support to local municipalities	Percentage implementation of the annual support plan	100%	100%	100%	100%

## Integrated Development Planning

tain credible and implementable IDPs in the district

ion:

ed Development Planning

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



## Spatial Planning

**State the development of sustainable human settlements through effective town and regional planning**

Provide spatial planning support to the local municipalities

Key Performance Indicator	Unit of measurement	Key Performance Target				
		Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	
Processed land development applications received.	Percentage of land development applications received from LMs processed	100%	100%	100%	100%	
Development of precinct plans	Percentage progress on the development of precinct plans for 2x LMs	100% Development of a precinct plan for Dikgatlong LM	100% Development of a precinct plan for Magareng LM	-	-	
Development of nodal plans	Percentage development of nodal plans for 2x LMs	-	-	-	100% Development of a nodal plan for Phokwane LM	
Township revitalisation and urbanisation plan developed	Percentage progress on township revitalisation and urbanisation plan developed for Magareng LM	-	-	100%	-	

## Geographic Information System

Provide reliable spatial information as a planning and management tool to enhance service delivery

ion:

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

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

## Performance Management System

Maintain and improve Performance Management System within the district

ion:

entation of a Performance Management System

	Key Performance Indicator	Unit of measurement	Key Performance Target			
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26
Functional Performance System in FBDM	Maintain a functional PMS for FBDM	Percentage compliance on PMS in FBDM	100%	100%	100%	100%
Support local with performance the district	Support provided to local municipalities on PMS	Percentage implementation of the annual support plan	100%	100%	100%	100%

## 14: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

### Communication and Media

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

**Objective:** Provide communication and media services

	Key Performance Indicator	Unit of measurement	Key Performance Target			
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26
Public informed and active participation in district activities in	Communication strategy to regulate external communication in the district	Percentage implementation of an annual action plan	100%	100%	100%	100%
	Development of media policies for 2x local municipalities	Percentage development of media policies	100%	-	-	-
	Development of communication policies for 3x local municipalities	Percentage development of communication policies	-	100%	-	-
Internal communication through the implementation of the communication plan	Successfully implemented internal communication plan	Percentage implementation of the internal communication plan	100%	100%	100%	100%

## Legal and Compliance

Provide an effective legal and compliance service in the district

ion:

n of legal services

	Key Performance Indicator	Unit of measurement	Key Performance Target			
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26
Legal and compliance services in the district	Legal advisory and compliance services in the district	Percentage provision of legal advisory and compliance services	100%	100%	100%	100%
Sound legal contracts in the district	Provision of legal contract services in the district	Percentage provision of legal contract services	100%	100%	100%	100%

## Internal Auditing

### Assessment of internal audit services in the FBDM and the two local municipalities

#### Objectives:

Assessing Internal Auditing

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

## Risk Management

### Assessment of risks, prevention and management of fraud and corruption in the district.

#### Objectives:

Assessing the prevention and management of risk activities in the district.

Assessing the prevention and management of fraud and corruption activities in the district.

	Key Performance Indicator	Unit of measurement	Key Performance Target			
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26
Assessing the prevention and management of risk activities in the district.	Implementation of risk management plans for FBDM, Magareng and Dikgatlong Local Municipalities	Percentage Implementation of RM plans for FBDM, Magareng and Dikgatlong Local Municipalities	100%	100%	100%	100%
	Development of risk management policies and strategies for Magareng and Dikgatlong Local Municipalities	Percentage development and implementation of risk management policies	100%	100%	100%	100%

	Key Performance Indicator	Unit of measurement	Key Performance Target			
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26
	Dikgatlong Local Municipalities	and strategies for Magareng and Dikgatlong Local Municipalities				
manage ption in g and 1	Implementation of a fraud management plan for FBDM	Percentage implementation of the Fraud management plan for FBDM	100%	100%	100%	100%
	Development of fraud prevention policies and strategies for Magareng and Dikgatlong Local Municipalities	Percentage development and implementation of fraud prevention policies and strategies for Magareng and Dikgatlong Local Municipalities	100%	100%	100%	100%

## Youth Development

**stream youth development, promote the advancement of youth economic empowerment and the provision of skills and**

**ion:**  
development

	Key Performance Indicator	Unit of measurement	Key Performance Target			
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26
and coordinate youth in the district	Coordination of stakeholders	Number of engagement platforms facilitated	4	4	4	

	Youth Development Programmes coordinated within the district	Percentage coordination of youth development programmes	100%	100%	100%	1
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## Special Programmes

**Ensuring special programmes among the marginalized community groups in the district.**

**Location:**

the special programmes and commemorative days in the district

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

## Committee Services

**Provide efficient and effective coordination and support for council and its committees**

**Location:**

& Committee Services

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

## Annex 5: Financial Viability and Management

Establish an effective and efficient system of budgeting and reporting, in compliance with applicable legislation.  
Establish an effective system of sound financial management in revenue and expenditure in compliance with applicable legislation.  
Establish an effective and efficient supply chain management system for the district municipality

**Key Performance Indicators:**

1. Compliance and reporting in FBDM

2. Financial management support to LMs

3. Management of assets and liabilities

4. Supply Chain Management

	Key Performance Indicator	Unit of measurement	Key Performance Target			
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26
Compliance to all legislative requirements	Compliance to budgeting and reporting requirements	Percentage compliance to legislation	100%	100%	100%	100%
Financial management support to Local Municipalities in	Provide financial management support to local municipalities	Percentage implementation of the annual support plan	100%	100%	100%	100%
Implementation of management policies and procedures	Compliance with Treasury's supply chain management system	Percentage compliance	100%	100%	100%	100%
Sound financial practices according to Treasury guidelines	To implement sound financial management (revenue & expenditure) practices in accordance with National Treasury guidelines	Percentage compliance	100%	100%	100%	100%



### 3.3 BUDGET PROJECTION

DC9 Frances Baard - Table A1 Budget Summary

Description	2019/20	2020/21	2021/22	Current Year 2022/23				2023/24 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
<b>R thousands</b>										
<b>Financial Performance</b>										
Property rates	-	-	-	-	-	-	-	-	-	-
Service charges	-	-	-	-	-	-	-	-	-	-
Investment revenue	-	5,067	5,069	7,150	7,150	7,150	5,589	6,530	6,530	6,530
Transfer and subsidies - Operational	-	128,874	133,164	139,841	140,341	140,341	97,579	144,317	148,448	154,894
Other own revenue	-	866	492	320	320	320	131	370	370	370
<b>Total Revenue (excluding capital transfers and contributions)</b>	-	134,807	139,525	147,311	147,811	147,811	103,299	151,217	155,348	161,794
Employee costs	-	73,823	72,813	91,585	88,507	88,507	45,479	92,739	97,764	101,858
Remuneration of councillors	-	7,000	6,948	10,287	10,287	10,287	5,565	10,221	10,733	11,428
Depreciation and amortisation	-	3,381	4,622	3,591	5,017	5,017	-	5,282	5,541	5,813
Finance charges	-	-	-	-	-	-	-	-	-	-
Inventory consumed and bulk purchases	-	-	(227)	(1,493)	(1,904)	(1,904)	(237)	(1,624)	(1,674)	(1,725)
Transfers and subsidies	-	-	-	-	-	-	-	-	-	-
Other expenditure	-	22,141	26,051	40,392	40,731	40,731	17,335	44,212	40,115	40,285
<b>Total Expenditure</b>	-	106,345	110,208	144,362	142,637	142,637	68,142	150,830	152,479	157,659
<b>Surplus/(Deficit)</b>	-	28,462	29,317	2,949	5,174	5,174	35,157	387	2,869	4,135
Transfers and subsidies - capital (monetary allocations)	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind)	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	-	28,462	29,317	2,949	5,174	5,174	35,157	387	2,869	4,135
Share of Surplus/Deficit attributable to Associate	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) for the year</b>	-	28,462	29,317	2,949	5,174	5,174	35,157	387	2,869	4,135
<b>Capital expenditure &amp; funds sources</b>										
<b>Capital expenditure</b>	-	-	8,154	11,984	13,135	13,135	10,301	5,500	190	-
Transfers recognised - capital	750	-	750	75	99	99	750	5	-	-
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	7,403	-	7,403	11,909	13,037	13,037	9,550	5,495	190	-
<b>Total sources of capital funds</b>	8,154	-	8,154	11,984	13,135	13,135	10,301	5,500	190	-
<b>Financial position</b>										
Total current assets	-	190,194	268,844	290,584	299,032	299,032	320,890	367,317	442,060	501,882
Total non current assets	-	154,106	140,439	176,120	152,136	152,136	142,586	144,421	139,353	139,384
Total current liabilities	-	40,768	44,753	(24,834)	(31,390)	(31,390)	(12,783)	(23,143)	(25,437)	(22,562)
Total non current liabilities	-	26,874	27,839	(29,874)	(30,839)	(30,839)	26,852	(28,252)	(27,952)	(27,952)
Community wealth/Equity	-	120,651	139,216	(145,038)	(150,175)	(150,175)	139,216	(152,698)	(152,698)	(152,698)
<b>Cash flows</b>										
Net cash from (used) operating	-	-	(75,967)	(20,265)	(20,265)	(20,265)	120,643	8,969	11,997	17,174
Net cash from (used) investing	-	-	-	-	-	-	-	(4,900)	(190)	-
Net cash from (used) financing	-	-	-	-	-	-	-	-	-	-
<b>Cash/cash equivalents at the year end</b>	-	-	(75,967)	(20,265)	(20,265)	(20,265)	120,643	4,069	15,876	33,049
<b>Cash backing/surplus reconciliation</b>										
Cash and investments available	-	260,484	248,284	258,989	240,366	240,366	251,894	233,963	242,709	241,463
Application of cash and investments	-	6,345	6,651	(235,605)	(252,405)	(252,405)	(8,090)	(307,762)	(379,906)	(446,625)
<b>Balance - surplus (shortfall)</b>	-	254,139	241,633	494,594	492,771	492,771	259,984	541,725	622,615	688,089
<b>Asset management</b>										
Asset register summary (WDV)	-	49,852	72,092	65,841	74,243	74,243	66,646	61,126	60,683	-
Depreciation	-	3,381	4,622	3,591	5,017	5,017	5,282	5,541	5,813	-
Renewal and Upgrading of Existing Assets	-	-	6,275	3,437	4,452	4,452	3,778	-	-	-
Repairs and Maintenance	-	3,602	5,193	5,819	6,155	6,155	5,872	4,432	4,536	-
<b>Free services</b>										
Cost of Free Basic Services provided	-	-	-	-	-	-	-	-	-	-
Revenue cost of free services provided	-	-	-	-	-	-	-	-	-	-
<b>Households below minimum service level</b>										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:	-	-	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-	-

### 3.4 PROJECTS FOR 2023/24

<b>PROGRAMME MANAGEMENT AND ADVISORY SERVICES</b>	
<b>IDP Objective</b>	<b>Planned Projects</b>
<b>To assist LMs with infrastructure upgrading, operations and maintenance. (O&amp;M Projects)</b>	<ul style="list-style-type: none"> <li>• Operations and maintenance of water &amp; sanitation infrastructure, roads &amp; stormwater, electricity and waste management (landfill sites)</li> </ul>
<b>To support the provision of potable water, sanitation facilities, electricity, and streets &amp; stormwater households in the district (Capital projects)</b>	<ul style="list-style-type: none"> <li>• Provision of funding and technical support to local municipalities on the IDP approved projects.</li> </ul>
<b>To create job opportunities for the unemployed through the promotion of EPWP principles</b>	<ul style="list-style-type: none"> <li>• Maintenance of municipal amenities in Magareng LM</li> <li>• Brick production project in Dikgatlong LM</li> <li>• Youth entrepreneurship development programme in FBDM</li> </ul>
<b>To support improved infrastructure planning in the district - RRAMS</b>	<ul style="list-style-type: none"> <li>• Update information on the system.</li> <li>• Project Management</li> <li>• Road geospatial data assessment</li> <li>• Road visual condition assessment</li> <li>• Road inventory data assessment</li> <li>• Traffic count</li> </ul>
<b>HOUSING UNIT</b>	
<b>To facilitate the reduction of the Housing backlog</b>	<ul style="list-style-type: none"> <li>• Development of 4 HSSP &amp; 4 Chapters for IDP</li> </ul>

<b>GIS &amp; SPATIAL PLANNING</b>	
<b>IDP Objective</b>	<b>Planned Projects</b>
<b>To promote the use of GIS as a tool in the district</b>	<ul style="list-style-type: none"> <li>• Re-evaluate the Billing Database for Phokwane Municipality</li> <li>• Gap analysis and capture/update of infrastructure data for Dikgatlong municipality</li> <li>• Support to LM e.g., Requests spatial information.</li> </ul>
<b>To facilitate the development of urban and rural areas in accordance with the relevant legislation</b>	<ul style="list-style-type: none"> <li>• Quarterly sitting of the DMPT to process land development applications for Magareng, Dikgatlong and Phokwane</li> </ul>
	<ul style="list-style-type: none"> <li>• Development of precinct plans for Magareng</li> </ul>

<b>LED AND TOURISM</b>	
<b>IDP Objective</b>	<b>Planned Projects</b>
<b>To support the development of a diverse economy</b>	<ul style="list-style-type: none"> <li>• Promotion of Trade and investment opportunities (LED Expo's).</li> <li>• Participate at local LED Expo's.</li> </ul>
<b>To support the development of a learning and skilful economies</b>	<ul style="list-style-type: none"> <li>• To host Global Entrepreneur Week (GEW)</li> <li>• YEDP training programme</li> </ul>
<b>To facilitate the development of enterprises</b>	<ul style="list-style-type: none"> <li>• SMME support through machinery and equipment Grant</li> </ul>
<b>To facilitate the development of inclusive economies</b>	<ul style="list-style-type: none"> <li>• Women empowerment programme</li> <li>• Development of informal traders' stalls</li> </ul>
<b>To promote tourism in Frances Baard District</b>	<ul style="list-style-type: none"> <li>• Tourism awareness campaigns</li> <li>• Tourism promotions</li> <li>• N12 promotion</li> <li>• Indaba trade expo</li> <li>• World travel market (WTM) Expo</li> <li>• Tourism and business studies school business plan competition</li> <li>• Tourism associations</li> <li>• Events and festival.</li> </ul>

<b>ENVIRONMENTAL HEALTH MANAGEMENT</b>	
<b>IDP Objective</b>	<b>Planned Projects</b>
<b>To monitor and enforce national environmental health norms and standards in the Frances Baard District</b>	<ul style="list-style-type: none"> <li>• Law enforcement</li> <li>• Municipal Health Services by-laws review</li> <li>• Water samples collected &amp; analysed</li> <li>• Inspections of food premises</li> <li>• Surface swabs collected &amp; analysed</li> <li>• Food handlers trained on health requirements.</li> <li>• Inspections of non-food premises to determine health safety.</li> <li>• Development of environmental health tariff policy</li> </ul>
<b>To implement and monitor environmental planning and management in the Frances Baard District</b>	<ul style="list-style-type: none"> <li>• Implementation of awareness campaigns</li> <li>• Celebration of environmental calendar days</li> <li>• Updating atmospheric emissions inventory</li> <li>• Generate Air quality monitoring reports.</li> </ul>

<b>INFORMATION COMMUNICATION TECHNOLOGY</b>	
<b>IDP Objective</b>	<b>Planned Projects</b>
<b>To upgrade obsolete ICT infrastructure and implement agile ICT solutions within the district</b>	<ul style="list-style-type: none"> <li>• Implement IT Service Management Solution</li> <li>• Implement cloud-based disaster recovery solution.</li> <li>• Replacement of UPS batteries</li> <li>• Installation of video conferencing system</li> <li>• Implementation of cyber security awareness measures</li> </ul>

<b>To provide technical support to three local municipalities</b>	<ul style="list-style-type: none"> <li>• Refurbish server room for Magareng LM</li> <li>• Re-cabling internal network at Magareng</li> <li>• Assist with the implementation of new unified internet solution, to enable sharing of resources.</li> </ul>
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## **DISASTER MANAGEMENT**

<b>IDP Objective</b>	<b>Planned Projects</b>
<b>To support local 3 municipalities by creating institutional capacity for disaster management</b>	<ul style="list-style-type: none"> <li>• Training of Volunteers.</li> <li>• Training of emerging farmers in Disaster Risk Management</li> </ul>
<b>To reduce risks and build resilience for all communities in the district.</b>	<ul style="list-style-type: none"> <li>• 4 Awareness programmes</li> </ul>
<b>To assist local municipalities by implementing response and recovery mechanisms as per national disaster management framework</b>	<ul style="list-style-type: none"> <li>• Assist destitute communities during disastrous incidents.</li> <li>•</li> </ul>
<b>To develop institutional capacity and acquire resources for firefighting services for 3 local municipalities in the district.</b>	<ul style="list-style-type: none"> <li>• Maintenance of SKID Units</li> <li>• Firefighting facilities in Dikgatlong and Magareng Local Municipalities</li> <li>• Support Umbrella Fire Protection Associations.</li> </ul>
<b>To ensure effective internal security measures</b>	<ul style="list-style-type: none"> <li>• Maintenance of security systems</li> </ul>

## **SPECIAL PROGRAMMES**

<b>IDP Objective</b>	<b>Planned Projects</b>
<b>To coordinate and facilitate special program in the district</b>	<ul style="list-style-type: none"> <li>• Back-to-school program</li> <li>• Capacity training for differentiable needs</li> <li>• Celebration of commemorative days</li> <li>• Public Participation Program</li> <li>• Moral Regeneration Movement</li> <li>• HIV/AIDS Program</li> <li>• Gender Based Violence program</li> </ul>

## **YOUTH DEVELOPMENT**

<b>IDP Objective</b>	<b>Planned Projects</b>
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<b>To facilitate and coordinate youth development in the district</b>	<ul style="list-style-type: none"> <li>• Youth career exhibition</li> <li>• Youth skills development and capacity building</li> <li>• Learners SOPA debate</li> <li>• June 16 Mayoral Programme</li> </ul>
	<ul style="list-style-type: none"> <li>• Youth Learners and drivers license project</li> <li>• Youth health, drug and HIV awareness programme</li> </ul>

<b>COMMUNICATION AND MEDIA</b>	
<b>IDP Objective</b>	<b>Planned Projects</b>
<b>To keep the public informed on government activities in the district</b>	<ul style="list-style-type: none"> <li>• Collaboration of activities through DDM</li> <li>• Development of communication policies for 3 local municipalities</li> </ul>
<b>To improve internal communication through the implementation of the internal communication plan</b>	<ul style="list-style-type: none"> <li>• Annual review of internal communication plan of FBDM</li> </ul>

#### **4. CHAPTER 4: SUMMARY OF THE LOCAL MUNICIPALITIES**

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

- Infrastructure maintenance and development
- Unemployment.
- Development and enforcement of by-laws.
- Revenue collection.
- Preparation for the District Development Model.
- Gender-Based Violence (GBV) and women empowerment.
- Business development.
- Disaster management.
- Spatial planning and development
- Improved ICT systems and support
- Filled vacancies of key positions.

##### **4.1 DIKGATLONG LOCAL MUNICIPALITY**

Dikgatlong local municipality is a Category B municipality with seven wards situated approximately 35 km north-west of Kimberley on the northern bank of the Vaal River. The municipal area covers approximately 7 315 km<sup>2</sup> and borders with the Magareng Municipality in the north-east and Sol Plaatje in the south-east. Agriculture and mining form the economic activities of the area.



The priority issues for Dikgatlong Local Municipality for 2023/24 are summarized as follows:

**PRIORITY ISSUES – 2023/2024**

- |   |
|---|
| <ol style="list-style-type: none"><li>1. Water and sanitation</li><li>2. Roads &amp; Storm Water</li><li>3. Housing and land</li><li>4. Electricity</li><li>5. LED</li><li>6. Social and community services</li></ol> |
|---|

**4.2 MAGARENG LOCAL 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 Local Municipality for 2023/24 are summarized as follows:

**PRIORITY ISSUES – 2023/2024**

- |   |
|---|
| <ul style="list-style-type: none"><li>• Water and Sanitation</li><li>• Job Creation</li><li>• Land Development and audit</li><li>• Education</li><li>• Roads</li><li>• Health</li><li>• Safety</li><li>• Housing</li><li>• High mast lights</li><li>• Fibre network</li><li>• Library</li><li>• Stormwater</li><li>• Renewable energy</li></ul> |
|---|

- Recreational facility
- Refuse removal
- Electricity
- Title deeds

**4.3 PHOKWANE LOCAL MUNICIPALITY**

Phokwane Local Municipality has a geographical area of approximately 833.9 km<sup>2</sup> 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 2023/24 summarized as follows:

**PRIORITY ISSUES -2023/2024**

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- Roads
- Sewer &water
- Electricity
- Land
- Housing
- Formalisation of informal settlements
- Education (infrastructure)
- Recreational facilities
- Unemployment
- Public lighting
- Crime
- Health (Clinics)

**4.4 SOL PLAATJE LOCAL MUNICIPALITY**

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

The priority issues for Sol Plaatje Local Municipality for 2023/24 summarized as follows:

**PRIORITY ISSUES – 2023/2024**

- Roads
- Housing
- Sanitation
- Recreation
- Service delivery
- Water
- Lighting
- Electricity
- Education
- Social facilities
- Local Economic development
- Health
- Cleaning
- Safety
- Storm water

**4.5 DISTRICT-WIDE PRIORITY ISSUES**

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

On this basis the district-wide priority issues for 2023/24 are summarized as follows (these are not in any order):

**PRIORITY ISSUES – 2023/2024**

- Water and Sanitation
- Roads and storm water
- Housing & Land Development
- Electricity
- Spatial transformation
- Disaster Management
- Environmental Health Management
- Health (clinics)
- Local Economic Development & Youth Development
- Unemployment
- Social and community services
- Education
- Lighting
- Recreational facilities

**5. CHAPTER 5: SECTOR PLANS AND INTEGRATED PROGRAMMES**

COGTA introduced an IDP framework for municipalities outside metros and secondary cities in June 2012. At the core of the new system of local government, is the ability of municipalities to coordinate and integrate programmes of other spheres and sectors operating in their space. This role is critical given that all government programmes and services are delivered in municipal spaces. In this

regard, the integrated development planning process serves as a vehicle to facilitate integrated development to ensure the realisation of local government outcomes contained in the White Paper on Local Government.

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

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

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

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

Developmental vision sector plans consist of the following:

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

**Service Oriented Sector Plans consist of the following:**

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

These two categories of sector plans provide strategies, programmes and projects that form the basis for the IDP and Budget of municipalities. Sector Plans therefore ought to be prepared in a coordinated manner 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 and are accessible on the municipal website ([www.francesbaard.gov.za](http://www.francesbaard.gov.za)). Hereunder is a summary of all the sector plans, the complete documents are placed on the website.

## **5.1 WATER SERVICES DEVELOPMENT PLAN**

The Water Services Development Plan (WSDP) was prepared in 2003 to ensure a holistic approach to water sector planning at municipal level. At that stage the rural areas including the Koopmansfontein settlement were still under the jurisdiction of Frances Baard District municipality. In the 2010/11 financial year however all rural areas as part of a demarcation process were allocated as part of the category B municipalities. All the category B municipalities therefore prepare their own WSDP which include these areas.

The Department of Water and Sanitation therefore advised FBDM that it was no longer necessary to compile a WSDP for the District Municipality. However, The District continues to form part of the processes which category B municipalities follow to compile WSDPs.

## **5.2 INTEGRATED TRANSPORT PLAN (ITP)**

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

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

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

## **5.3 PERFORMANCE MANAGEMENT SYSTEM**

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

## **5.4 DISASTER MANAGEMENT PLAN**

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

2006. The 2013 Disaster Management Plan was then reviewed and adopted by Council in April 2021.

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

## **5.5 SPATIAL DEVELOPMENT FRAMEWORK (SDF)**

The Spatial Development Framework (SDF) for Frances Baard Municipality was reviewed and adopted by Council in 2021. The SDF was prepared in compliance with the provisions of Section 26(e) of the Municipal Systems Act (MSA) 2000 and the Spatial Planning and Land Use Management Act 2013 as part of sector plan of the District Integrated Development Plan. The Spatial Development framework is a five-year plan or policy framework that guides the desired spatial form, spatial direction for the development and land use management within the district area of jurisdiction. It is also enabling the municipality to plan, budget and manage the affairs of the municipality effectively.

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

The district developed as per the SDF's priority the district housing sector plan, small scale miner strategy, tourism strategy and agriculture sector strategy. The preparation of the SDF is in compliant with SPLUMA and the SDF guidelines.



Thus, the Frances Baard District Municipal Spatial Development Framework is therefore mandatory.

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

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

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

Section 12 of the Spatial Planning and Land Use Management Act 2013 (SPLUMA) requires that all three spheres of the government to prepare the SDFs with clear vision based on national spatial planning principles and long-term development goals and plans. The SPLUMA sets out the following general provisions which are ought to be adhered to when preparing the SDF:

- Represent the integration and trade-off of all relevant sector policies and plans;
- Guide planning and development decisions across all sectors of government;
- Guide a provincial department or municipality in taking any decision or exercising any discretion in terms of this Act or any other law relating to spatial planning and land use management systems;
- Contribute to a coherent, planned approach to spatial development in the national, provincial and municipal spheres;

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

The Sustainable human settlement development will be greatly enhanced if there is holistic approach towards social, economic, and environmental development. To ensure consistency and enhance the material content and the context of the SDF the Department of Rural Development and Land Reform has developed SDF Guidelines to guide the preparation of SDF's in municipalities.

The overarching goal of the SDF is to prepare a Spatial Development Framework within which, the principles of bioregional planning, sustainable development of the region and its resources can be realised. The SDF guides the orderly and desirable spatial development of the municipality by inter alia developing

development strategies and guidelines. The SDF also provides general direction to guide decision-making on an ongoing basis, aiming at the creation of integrated, sustainable, and habitable regions, cities and towns.

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

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

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

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

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

component of a municipality's economic, spatial, social, institutional, and environmental vision.

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

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

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

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

## **5.6 DISTRICT GROWTH AND DEVELOPMENT STRATEGY**

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

This has also seen a number of interventions and initiatives aimed at boosting the economy, 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 Expanded Public Works Programme and a number of sector specific interventions to mention but a few.

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

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

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

revived: align the future settlement pattern of the district with economic potential and the location of environmental resources.

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

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

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

## **5.7 LED STRATEGY**

Frances Baard Local Economic Development (LED) strategy has been reviewed in 2021/22 financial year is completed. The aim of LED is to create enterprise development and job opportunities for residence and alleviate poverty and redistribution of resources and opportunities to the benefits of all residents.

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

As a result, LED addresses the following.

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

## **5.8 TOURISM STRATEGY**

Frances Baard Tourism strategy could not be reviewed in 2022/23, due to financial constraints. FBDM has identified tourism as a sector with great potential for economic growth in the district. Tourism ensures the development of a vibrant tourism sector that facilitate sustainable economic, environment and social benefits in the district. There are variety of tourism attractions within the district such as:

- Big hole
- Barkley west
- Good hope nature reserve cultural activities
- Galeshewe township
- San cultural village in Kimberley
- AVI tourism
- McGregor Museum

## **5.9 INTEGRATED WASTE MANAGEMENT PLAN**

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

The over-arching intention is to ensure that waste management planning within the local municipalities is sustainable, practical, implementable, and acceptable to all key role players and parties expected to implement the plan. The current IWMP is due for review and will be reviewed during the next financial year.

The Municipality has procured a universal trailer and skips for Dikgatlong Municipality which will be placed at illegal dumping “hot-spots” in communities. This strategy as contemplated in the IWMP, was implemented in order to curb illegal dumping. Continuous awareness campaigns are also conducted to get the



communities involve with the cleaning of their immediate environment and to sensitise them on the importance of a clean environment.

#### **5.10 ENVIRONMENTAL MANAGEMENT FRAMEWORK**

An Environmental Management Framework (EMF) includes a framework of spatially represented information connected to significant environmental (i.e. ecological, social and economic) parameters. It is one of the key instruments used in strategic environmental planning. The EMF was reviewed in 2019/2020 financial year according to the requirements stipulated in the National Environmental Management Act (Act No. 107 of 1998) and the Environmental Management Framework Regulations (Government Notice No. R547 of 18 June 2010).

The updated Strategic Environmental Management Plan provides direction with regards to overcoming the current constraints and how to ensure that the Environmental Management Framework is appropriately applied to facilitate strategic planning and decision-making in the district.

#### **5.11 AIR QUALITY MANAGEMENT PLAN**

The focus of the Air Quality Management Plan is to ensure the management and operation of ambient monitoring networks; the licensing of listed activities, and the development of emission reduction strategies to ensure good air quality. The plan intends to protect the environment and human health through reasonable measures of air pollution control.

The AQMP is due for review and the Municipality will review the plan during the new financial year. The Municipality has procured a mobile low-cost air quality monitor for the real-time monitoring of certain criteria priority pollutants. The Mobile Air Quality Monitors are also recommended by the National Norms and Standards developed by Department of Environmental Affairs. The monitor was set-up on the municipal premises in Kimberley and the data retrieved from the monitor are used to compile quarterly reports.

Awareness campaigns are held in the communities and at schools to sensitise the community and learners on the causes and effects of air pollution and measures to mitigate the effects of air pollution.

### **5.12 COMMUNICATION STRATEGY**

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

### **5.13 PUBLIC PARTICIPATION PLAN**

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

The implementation of a public participation programme initiated solely by the district municipality has shown implementation gaps. The reason for this is two-fold; firstly, the fact that the district municipality does not have wards and any issues raised by the communities cannot be addressed directly but must be referred to the local municipalities. Secondly, the local municipalities are autonomous, and the district municipality cannot not enforce their participation in community meetings.

To address the above, there is a need to have an annual joint plan developed for public participation in the district. This will allow for the district municipality to

then participate and give input on the role it plays in supporting the local municipalities to implement their mandate.

#### **5.14 HUMAN SETTLEMENTS SECTOR PLANS**

The IDP planning process compels the Municipalities to compile sector plans for various development sectors. These plans are then summarized into a chapter for the IDP. The Housing Act 107 of 1997 stipulates that municipalities should compile housing strategies and targets. The plan will serve as a guiding framework for the strategic engagement of the municipality in human settlements development. The need for Human Settlements Plans arises from a concern that, in most municipalities, the Integrated Development Planning (IDP) process inadequately addresses issues related to the provision of housing. The Human Settlements Sector Plan must be reviewed annually.

FBDM continues to assist and develop the sector plans and chapters of the 3 local municipalities, i.e. Dikgatlong, Magareng and Phokwane.

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

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

#### **5.15 EXTENDED PUBLIC WORKS PROGRAMME**

The EPWP programme is one element within the broader government strategy in the alleviation and reduction of unemployment. The programme involves creating temporary work opportunities for unemployed persons. The EPWP is a nationwide

programme covering all spheres of government and SOEs. The programme provides an important avenue for labour absorption and income and skills transfer to poor households, in the short to medium-term.

EPWP projects employ workers on a temporary or ongoing basis with government, contractors, or other non-governmental organisations under the Ministerial Conditions of Employment for the EPWP or learnership employment conditions. FBDM initiated a brick production programme in Dikgatlong Local Municipality in 2020 to promote for infrastructural development within the district through the EPWP incentives. The programme is intended to be expanded to Magareng Local Municipality in the future.

The EPWP creates work opportunities in four sectors, namely infrastructure, non-State, social, environment and culture and, by:

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

#### **5.16 RURAL ROADS ASSET MANAGEMENT SYSTEM**

The National Department of Transport (DoT), as part of the S'Hambe Sonke Programme, has allocated grant funding for the implementation of the Road Asset Management Systems (RAMS) as set out in the framework for the Rural Road Asset Management System grant (RRAMS) in the Division of Revenue Act.

The strategic goal of the RRAMS grant is to ensure efficient and effective investment in municipal streets through the development of a RRAMS and the collection of

associated road and bridge inventory data, condition assessment and traffic information.

A service provider was appointed in December 2021 for the provision of Professional Services for the Implementation and Management of the Rural Roads Asset System in the Frances Baard District. The contract is for three (3) years, ending June 2024.

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

## **5.17 CHAPTER 6: ALIGNMENT WITH NATIONAL AND PROVINCIAL OBJECTIVES AND PROGRAMMES**

### **5.18 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 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.

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) 2019-2024, the National Spatial Development Framework (NSDF), 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 (PGDP), Provincial Spatial Development Framework and Strategic Plans of individual departments, and at the municipal level it is the Integrated Development Plans (IDP's) and DGDP.

### **5.19 THE NEW GROWTH PATH**

The under the leadership of Minister Ebrahim Patel, on 23 November 2010 released the New Growth Path Framework aimed at enhancing growth, employment creation and equity. The policy's principal target is to create five million jobs over the next 10 years. This framework reflects government's commitment to prioritising employment creation in all economic policies. It identifies strategies that will enable South Africa to grow in a more equitable and inclusive manner while attaining South Africa's developmental agenda. Central to the New Growth Path is a massive investment in infrastructure as a critical driver of jobs across the economy.

The framework identifies investments in five key areas namely: energy, transport, communication, water, and housing. Sustaining high levels of public investment in these areas will create jobs in construction, operation, and maintenance of infrastructure. The new growth path sees the infrastructure programme as a trigger to build a local supplier industry for the manufacture of the components

for the build-programme. Specific measures, particularly changes to procurement policy and regulations, are identified to ensure that this is achieved. Risks include the still fragile global recovery; competition and collaboration with the new fast-growing economies; and competing interests domestically.

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.



## **5.20 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 by 2030:

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

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

The National Development Plan makes a firm commitment in achieving a minimum standard of living which can be progressively realised through a multi-pronged strategy. The Plan does not define the minimum standard of living but provides a framework for the adoption of a minimum standard of living by society. In an effort

foster for the implementation of the NDP 2030 it is key to consider the external drivers of change which are:

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

### **5.21 THE MEDIUM-TERM STRATEGIC FRAMEWORK (2019-2024)**

This Medium-Term Strategic Framework (MTSF) is Government's strategic plan for the 2019-2024 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 which 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. The second MTSF has been developed followed 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. "All three spheres of government conduct development planning: the MTSF 2019-2024 at a national level, the Provincial Growth and Development Strategies (PGDS) at a provincial level, and the Integrated Development Plans (IDP), set by each municipality to ensure effective service delivery. The Development planning framework is now supported by the Spatial Development Frameworks (SDFs) at National, Provincial and Local Government levels, which further guide development and facilitate land use prioritisation and sustainable development" (MTSF, 2019-2024).

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) 2019-2024 aims to address the challenges of unemployment, inequality and poverty through three pillars. The MTSF three pillars set out above underpin the seven priorities of this strategic framework which are summarized as follows:

- A capable, ethical and developmental state.
- Economic transformation and job creation.
- Education, skills and health.
- Consolidating the social wage through reliable and quality basic services.
- Spatial integration, human settlements and local government.
- Social cohesion and safe communities.
- A better Africa and world.

Few of the key targets to be achieved by 2024 are as follows:

- Government plans to facilitate reduction of unemployment to 20 to 24 percent with the creation of at least 2 million jobs.
- Targets 2 to 3 % inclusive and economic growth in levels of investment to 23% of GDP.
- Industrialisation, localisation, and exports: National priority sectors grow contribution to GDP growth of 3% and exports increase by 4%.
- Improve competitiveness through ICT adoption: 80% of population have access to the internet and South Africa will be the cheapest in Africa for 1G data.
- Reduced concentration and monopolies and expanded small business sector:
  - At least 50% of national and provincial DFI financing to SMMEs and cooperatives
  - 200 000 competitive small businesses and cooperatives to be supported.
  - 100 000 youth business start-ups per annum.
- Increased economic participation, ownership, access to resources, opportunities and wage equality for women, youth and persons with

disabilities: targets a minimum 40% target for Women, 30% for Youth and 7% for persons with disabilities.

- Early childhood development: ECD Education Management Information System operational.
- Universal health coverage for all South Africans.

## **5.22 NATIONAL SPATIAL DEVELOPMENT FRAMEWORK (NSDF):**

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

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

- The stranglehold that the unjust national spatial development paradigms, logics, and patterns of the past have placed on our many attempts at breaking the back of poverty, unemployment, and inequality.
- Pursuit of national reconstruction, inclusive economic growth, and spatial transformation; and

- The necessity for collaborative and targeted state action in national space, to drive our country towards the shared, inclusive, and sustainable future we desire and require.

“The NSDF is a critical tool for ensuring coordinated government action and alignment to meet social, economic and environmental goals. It is the basis for maximizing the overall social and economic impact of government development spending by interpreting the strategic direction, promoting policy coordination, and incorporating government actions into a coherent spatial term of reference.”

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

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

1. Give effect to the development principles and norms and standards set out in the Act.
2. 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.
3. Government has a constitutional obligation to provide basic services to all citizens wherever they are.
4. Beyond the constitutional obligation-government spending on fixed investments should be focused on localities of economic growth or economic potential.
5. Efforts to address past and current social inequalities should focus on people NOT places.
6. 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.
7. Target and direct all infrastructure investment and development spending decisions by national sector departments and StateOwned Entities (SOEs).

8. Guide and align plan preparation, budgeting, and implementation across spheres and between sectors of government; and
9. Frame and coordinate provincial, regional, and municipal spatial development frameworks.
10. Identify the long-term risks of spatial patterns of growth and development and the policies and strategies necessary to mitigate those risks.
11. Provide direction for strategic developments and infrastructure investment, promote efficient, sustainable, and planned investments by all sectors, and indicate priority areas for investment in land development.
12. Promote a rational and predictable land development environment to create trust and stimulate investment.
13. Give effect to national legislation and policies on mineral resources, and the sustainable utilisation and protection of agricultural resources; and
14. Consider, and where necessary, incorporate the outcomes of substantial public engagement in the framework.

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

### **5.23 PROVINCIAL GROWTH AND DEVELOPMENT PLAN:**

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

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

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

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

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

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

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

#### **5.24 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’. The Northern Cape Spatial Development Framework (PSDF) 2012 was reviewed and adopted in 2018. The PSDF puts forward comprehensive plans and strategies, which collectively indicate which type of land-use, should be promoted in the province, where such land-use should take place, and how it should be implemented and managed.

Planning Land Use Management Bill seeks to:

- Provide spatial land-use directive which aims to promote environmental, economic, and social sustainability through sustainable development;
- To give effect to the Principles of SPLUMA;
- To elaborate on any national or international initiatives which may impact development in the Northern Cape Province;
- To set development standards towards public and private sector investment;
- A guide towards reducing business risk (by providing clarity and certainty on where public infrastructure investment will be targeted) thereby opening-up new economic opportunities in these areas;
- Guide towards the location and form of public investment in the Northern Cape’s urban and rural areas;



- Basis for prioritising, aligning and integrating governmental programmes and projects;
- Premise for governmental performance management; and
- Manual for integrated land-use planning.

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

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

- a) Supporting the district and local municipalities in the preparation of their SDFs prepared in terms of the Local Government Municipal Systems Act 32 of 2000, and the spatial planning and land use management Act (2013).

Specific reference is made to:

- Facilitating the land use classification of the entire land surface of the province in a standard format in accordance with a set of dedicated Spatial Planning Categories
- Describing the existing and desired future spatial patterns that provide for integrated, efficient, and sustainable settlement throughout the province.

- b) Guiding the investment of public resources through the following

- Providing a credible context for public investments in the coming years.
- Promoting rational and equitable development of areas that have lagged.
- Providing certainty to all stakeholders regarding spatial and socio-economic implications of future development in the Northern Cape.
- Providing a basis for coordinated decision-making and policy formulation regarding future land-use.
- Facilitating cross-boundary co-operation and co-ordination between district and local municipalities, adjoining provinces, and bordering

countries as it relates to issues that are of mutual interest for their respective areas of jurisdiction.

The PSDF must also ensure the following:

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

### **5.25 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 of expansion.

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

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

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

To leverage urbanisation, the following reports are required:

- Invest in urban infrastructure in order to keep up with rapid urban growth;
- Provide affordable housing;

- Improve urban connectivity, as cities' sprawl and current public mass transport systems have offset the economics of agglomeration; and
- Focus urban planning and governance on informal settlements.

It is important to note that FBDM is not immune to urban growth as it has the highest population in the Northern Cape. The IUDF is a response to urbanisation trends and a directive by the National Development Plan (NDP) to develop an urban development policy that will ensure proper planning and necessary infrastructure to support growth and development. The district needs to address the inefficient structure of urban and rural areas which are entrenched by fragmented residential settlements' patterns, underdeveloped business areas in townships and long travel times between home and work (IUDF, 2016).

The 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).

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

## **5.26 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.

Rural Development in Frances Baard: “refers to actions which aim at improving rural peoples living conditions by providing basic social and economic services and by creating a political, legal, economic and social environment which empower them to take charge of their development”. In Frances Baard’s case, the following key assets need to support improved rural development:

- Vaal and Orange River Corridors and the Riet and Modder River Corridors in terms of Agriculture Development (Intensive Irrigation Schemes)
- Protection and maintenance of the Vaalharts Irrigation Scheme
- Cultural and Heritage Tourism Development
- Mining Development and Mineral beneficiation
- Agro-processing development (FPSU), Agricultural Value Adding
- Eco-Tourism Development
- Nature Conservation (National Parks, Private Nature Reserves, Hunting areas)

There are three (3) pillars which have been identified to unlock the rural status quo. The focus areas are elaborated on hereafter:

#### ❖ **Security of tenure**

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

- Tenure reform.
- Restitution.
- Redistribution.

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

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

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

In order for Frances Baard to reach its full economic potential, the youth of the region should be economically empowered. Generally, most of the youth are missing in action in particular reference to primary agriculture and agro processing despite the efforts being made by Government. Farmers will be more likely to make medium- to long-term land improvements if their tenure is secure because they will be more likely to benefit from the investment. CPAs have not been able to advance women's interests in the context of prevailing power dynamics among land-claiming households (Draft Rural development sector plan, 2023).

Key issues:

- The many land reform and tenure upgrading programs and initiatives do confuse terms of ownership, management, political power and social frustrations as many projects and initiatives are on hold due to governance challenges. Capacity within government to understand and grapple with these dynamics causes delays with the execution and delivering of services and other programs.
- Key to the less successful implementation of land reform is mostly due to a lack of agricultural skills; poor infrastructure; and a lack of access to credit.
- Regarding land tenure reform, a major challenge found is that men are still the main beneficiaries of land reform, and this state of affairs does not help address the power dynamics within households and to improve woman empowerment in rural areas.
- The land reform process is overly bureaucratic and slow.

## ❖ **Sustainable human settlements**

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

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

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

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

of the poor and marginalised communities of Frances Baard (Draft Rural development sector plan, 2023).

Integral to this approach is a focus on geographic and spatial interventions that will link the region's main nodes and small towns to facilitate an integrated economic development process (Rural-Urban Linkages). Ultimately, this will provide a significant opportunity for redevelopment and infrastructure investment within the region. The long-term effect of this is likely to encourage higher density land-uses in specific nodes and corridors, which will incorporate a mix of retail, employment, and residential uses. The region's nodes such as Kimberley and Jan Kempdorp and smaller ones which include Warrenton, Barkley West, Hartswater and Delporthoop, represent the largest concentration of both public and private investment. As such, linkages towards these nodes need to be prioritised as strategic areas for further development and investment (Draft Rural development sector plan, 2023).

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

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



### ❖ **Resource-based economic activity**

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

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

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

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

Growth in agriculture, particularly in high-value supply chains results in improved wages. Furthermore, through the forward linkages that agriculture has with the manufacturing industries, more employment is generated for urban and rural dwellers. However, agricultural production with crops that need little handling and transformation weakens this link. The indirect income effect undoubtedly pulls a lot of rural and or urban households out of poverty through increased farm incomes. Also, poverty reduction can be done through the direct multiplier effects of increased incomes which consequently results in a robust rural or urban economy(Draft Rural development sector plan, 2023).

Growth in agriculture also results in reduced food prices which makes it possible for poor urban or rural households to afford food at reasonably low prices. **Food Security:** Agriculture plays a crucial role in the local economy. Its contribution to employment and food security plays an important role in averting the socio-economic ills of the area. Agriculture also supplies raw materials for other industries in the upstream supply chain. Through this, secondary and tertiary employment is generated in urban areas. Furthermore, through exports to other regions, agriculture generates much-needed currency(Draft Rural development sector plan, 2023).

With the demand for manufactured goods such as tractors, vehicles, etc., in the agricultural sector, agriculture help in driving the economy, especially the manufacturing sector. To achieve the strategic agricultural goals, set by the province, certain interventions have been developed. Interventions through the Agri park initiative include the following: improving compositeness in agricultural products which in turn results in agricultural growth, improving market development for all agricultural produce, increasing value addition, increasing market research, crafting policies that are an inclusive and increasing investment from both the public and the private sector in the agricultural sector. All these if well implemented will create a conducive environment in which agriculture will flourish and grow (Draft Rural development sector plan, 2023).

**5.27 LAND REFORM AND LAND RESTITUTION**

A land claim is a request for the restoration of a right in land, lodged with the Commission on Restitution of Land Rights. Anyone who was dispossessed of a right in land after 19 June 1913 because of past racially discriminatory laws or practices, and who did not receive just and equitable compensation at the time of dispossession, can lodge a claim for the restoration of such a right, or equitable redress. The table 18 below highlights the total area of the municipality under a land claim process.

**Table 18: FBDM Land claims**

	Sum of Land Claims
DC9	593,103
NC total	5006,433
SA total	20617,156

President Cyril Ramaphosa in his 2021 State of the Nation Address reiterated the need for public-private partnership in agriculture to promote transformation and ensure sustainable growth. This provides an opportunity to accelerate land redistribution through a variety of instruments such as land restitution and expropriation of land to boost agricultural output. It was further stated that “To date, government has redistributed over five million hectares (ha) of land, totalling around 5 500 farms, to more than 300 000 beneficiaries. This is in addition to the land restitution process, which has benefited over two million land claimants and resulted in the transfer of around 2,7 million ha. We are also pursuing programmes to assist smallholder and emerging farmers with market access, to develop skills across the entire agricultural value chain and increase the number of commercial black farmers. During the next financial year, we will establish a land and agrarian reform agency to fast-track land reform”.

The president also once stated on the 12<sup>th</sup> 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 Proactive Land Acquisition Strategy (PLAS) was implemented by the Department of Rural Development and Land Reform (DRDLR) to accelerate the land distribution process (2003). The PLAS approach is primarily pro-poor and is based on purchasing advantageous land i.e., either because of the property's location, because of the high agricultural potential, because it is suitable for particular agricultural activities that government would like to promote vis- a-vis redistribution, and/or because it is an especially good bargain. The department would then select suitable beneficiaries who can lease the land with the option to purchase the land. The provision of Land and Assistance Act, Act No. 126 of 1993 section 10 (1) (a) gives legal effect to the proactive acquisition of land. This gives

the department an option to purchase land without first identifying beneficiaries. The overall aim of PLAS is to ensure maximum productive use of the land acquire.

Key issues:

- The lack of access to lucrative and sustainable markets due barriers of entry, whilst they have access to agricultural resources such as land and water.
- Major challenges include insecure land rights, limited access to factors of production, finance and information, limited government support, investment, working capital, insufficient farm size, inadequate or damaged infrastructure, poor farm management, high competition in the industry, knowledge, and education about farming.
- For emerging farmers optimum production is very difficult, as there is lack of infrastructure which results in low productivity. Most emerging farmers do not have access to on-farm infrastructure such as storerooms and cold-rooms to keep their products in condition after harvesting information.
- It could be argued that inadequate business plans make it difficult for emerging farmers to obtain the necessary funding for their businesses.
- The inability of government to provide post-settlement support to beneficiaries of land reform could lead to the failure of land reform projects.
- A serious deficiency in the current support system is that the training for land reform beneficiaries only starts after the land has already been transferred. This means that beneficiaries must play catch-up while being embroiled in the day-to-day challenges of farming activities.

## **5.28 SPATIAL PLANNING AND LAND USE MANAGEMENT ACT (SPLUMA)**

Pre-1994 spatial planning was based on racial segregation and racial injustice, which led to inefficient and distorted planning system. In 1995 the Development Facilitation Act (DFA) was put in place to address spatial planning imbalances. In 2001, the White Paper on Spatial Planning and Land Use Management was published, proposing a uniform set of procedures for land development approvals. The SPLUMA was introduced in 2013 to dissolve all these other legislations that were contradicting one another and create uniform spatial planning and land use management systems.

The objectives of SPLUMA are as follows:

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

**SPLUMA focuses on the following principles:**

► **Spatial justice**

This principle aims at redressing past spatial imbalances that were caused by the previous apartheid era. The SDF and the IDP of the municipality must address inclusion of the previously excluded. The land development procedures must include provisions that accommodate access to secure tenure and upgrading of informal areas.

► **Spatial sustainability**

This principle aims to promote land development within fiscal, institutional and administrative means of republic. It ensures that special consideration is given to protection of prime agricultural land, it promotes upholding consistency of land use measures in accordance with environmental management instruments. It considers all cost (future and present) to all parties for the provision of infrastructure and social services in land developments.

### ► **Principle of efficiency**

The principle aims at optimizing the use of existing resources and infrastructure, minimizing negative financial, social, economic and environmental impacts. The principle aims to promote development application procedures are efficient and timeframes are adhered to by all parties. The timeframes should be reasonable to ensure that adequate consideration is given to any proposal.

### ► **Spatial resilience**

This principle promotes flexibility in spatial plans, policies and land use management systems are accommodated-ensuring sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks.

Environmental shocks-natural disasters such as floods and earthquakes

Natural shocks-occurs incrementally resulting from climate change, which normally goes unnoticed due to the delay in the effects of their impacts.

### ► **Good administration**

This principle promotes the integrated approach for all the spheres of government on their land use and land development guided by SPLUMA. It states that all government departments must provide their sector inputs and comply with other prescribed requirements during the preparation or amendment of the SDFs.

### ► **Alignment**

Spatial Planning, Land Management & Development (e.g. Municipal SDF and IDPs) must be grounded on the above principles. The Frances Baard District Municipality IDP is in alignment with the principles of SPLUMA considering the principle of good administration, as all the policy and legislative requirements were adhered to during the review period. Municipal SDF and IDP are the instruments for all of governments delivery and achievement of sectoral goals and objectives.

## 5.29 DISTRICT DEVELOPMENT MODEL

The District Development Plan (DDM) was adopted by cabinet on the 21<sup>st</sup> of August 2019. Subsequently, the DDM was extended to all 44 districts and 8 Metropolitan Municipalities for implementation through one plan which synchronized with Integrated Development Plans (IDPs) of municipalities. The District Development Model approach is aimed at streamlining all the plans to facilitate the implementation of programmes and plans at local municipal level. The district development model is an integrated approach by which the three spheres of government and state entities work jointly to ensure higher performance and accountability for coherent service delivery and development outcomes.

The vision for the district model has been articulated through the slogan: *“One District, One Budget and One Plan”*. Ideally, the programmes and plans in both provincial and local spheres need to find expression in the District Development Model and One Plan to ensure alignment within all the relevant plans starting from the Provincial Growth and Development Plan (PGDP), Provincial Spatial Development Framework (PSDF) through to the Local Spatial Development Framework (Municipal SDF) and Integrated Development Plan (IDP).

In the absence of the district coordination hub, Frances Baard District Municipality (FBDM) was tasked with facilitation of technical and political meetings, secretariat, assist with the compilation of the one plan, progress reporting, and collating information on catalytic projects. The stakeholders are required to fully participate in developing and reviewing of the one plan. FBDM must ensure that the all-role players are consulted and informed of the DDM process.

The Frances Baard District development model profile, one plan, catalytic projects and Infrastructure plans have been compiled and submitted to COGTA. The technical and political coordination forums have been established and it coordinates and monitors the development and implementation of the plans within the ambit of the district model. FBDM developed and consolidated the DDM one plan. It is based on this background that the district will continue to engage with

all the relevant stakeholders to ensure that the development of one plan and the implementation thereof. The successful implementation of the one plan is solely dependent on buy-in from all three spheres of the Government and Private Sectors.

### **5.30 AGRI-PARK**

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

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

Agri-Park comprises of three basic units: -

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

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

- Establish Agri-Parks in all 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 most Agri-Parks equity (70%), with the state and commercial interests holding minority shares (30%);
- Allow smallholder producers to take full control of Agri-Parks by steadily decreasing state support over a period of ten years;
- Bring under-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.



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