

Integrated Development Plan (IDP)

Review 2015/16

Planning 2016/17

DRAFT



FRANCES BAARD

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

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FOREWORD

It is now five years since the present Council came into office. We were a third generation of democratically elected councilors since the first local government election in December 2000. I look back at our term of office with pride and dignity. We were mandated by our respective constituencies to ensure a better life for all. A mandate we gladly accepted and committed ourselves to throughout our term of office.

As we prepare to leave office it's appropriate that I highlight some of our achievements. Firstly, the majority of our community now have access to essential basic services. It is estimated that about 96% and 92% of the population in Frances Baard District Municipality have access to clean water and appropriate sanitation facilities respectively. Furthermore 84% of the households in the district have access to electricity. These are remarkable milestones.

However the socio-economic conditions of the majority of the people in FBDM remain bleak. For example the rate of unemployment in the FBDM region is about 27.9% when compared to 24.5% and 27.9% for the nation and the province respectively. The majority of the labour force in the district is unskilled or semi-skilled; e.g.: (Dikgatlong 57.2%; Magareng 41.7%; Phokwane 54.7%). Furthermore FBDM has the second highest HIV/AIDS prevalence rate (19.8%) in the province. These are very negative socio-economic indicators.

But it's not all bleak and gloom!! The establishment of the Sol Plaatje University has potential catalytic effect on the economy and may reverse the fortunes of the district. The university will promote and enhance knowledge and skill base which in turn will have a knock-on-effect on unemployment.

On hindsight therefore the last five years have been both challenging and rewarding. The basic service delivery protests that took place during this period were an eye opener. But we prevailed and ensured that all our municipalities in the district remained sustainable and governable. One of our greatest achievements during our term of office was "good governance". As Ambassadors of Clean Audit; in the last five years, we received unqualified audit of opinion in the last four consecutive years – i.e.: 2011/12, 2012/13, 2013/14 and 2014/15. This is no mean feat! It was only achieved through the hard work, dedication, passion and commitment of the officials and councilors of FBDM. I congratulate you all!!

Therefore as we pack our bags and prepare ourselves for the next battle ahead – (the next local government election), I have no doubt that we leave FBDM administratively competent and financially sound.

Allow me therefore to part with these words; "I have fought a good fight, I have finished the race, I have kept the faith" – Timothy 4:7

Thank you.



Councillor MM Moloi
Executive Mayor

CHAPTER 1: BACKGROUND

1.0 INTRODUCTION

Frances Baard District Municipality is the smallest district of the five district municipalities located in the Northern Cape Province. However, it accommodates the largest proportion of the population of the province, giving it the largest population density (30.85 persons/sq km). The total geographical area of the municipality is 12, 384 square kilometers (km) and accounts for 3, 4% of the total area of the Northern Cape Province. It is located in the western interior of South Africa in the far western portion of the province. FBDM shares its northern border with the North West Province and its eastern border with the Free State. FBDM consists of four local municipalities (LMs), namely Sol Plaatje, Dikgatlong, Magareng and Phokwane.

Vision

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

Mission:

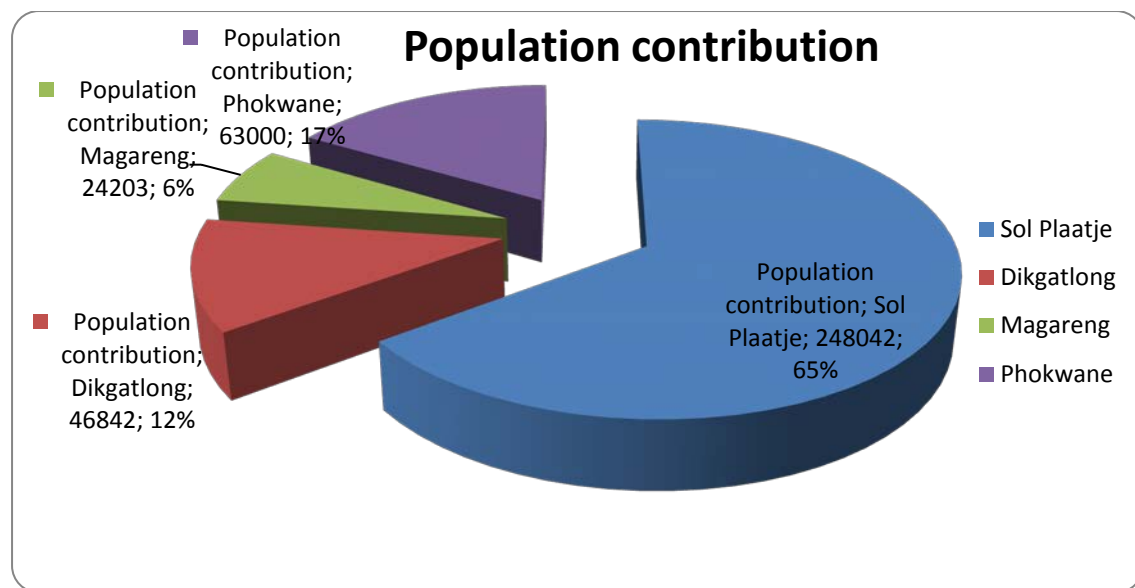
“To promote the quality of services and thereby improving the standard of living of all its communities by:

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

1.1 DEMOGRAPHIC PROFILE OF THE MUNICIPALITY

Frances Baard District Municipality has a population of 382 087 people with Sol Plaatje municipality being the most populous municipality with a population of 248 042 people; followed by Phokwane 63 000, Dikgatlong 46 842 and Magareng 24 203 people.

Figure 1: Population Distribution

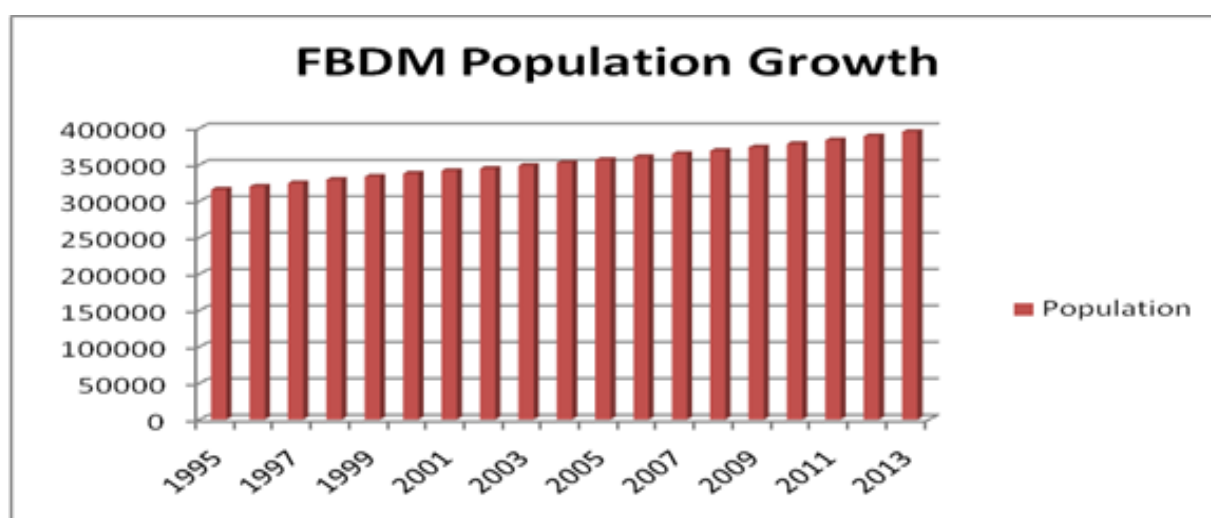


1.1.1 Population growth

The FBDM population decreased slightly from 324 678 in 1996 to 323 523 in 2001 and then increased over the next ten years at an average annual growth rate of 1,35% to 382 086 in 2011.

Overall, the population therefore increased by 58563 persons between 2001 and 2011 or on average approximately by 5856 persons per year. The population growth rate in Frances Baard district was slightly higher than in the Northern Cape Province where the average annual growth rate was about 0,83% for the same period. (Note that the base year is taken as 1996).

Figure 2: Population Growth



Source: (STATSSA, Census 2011)

The 2011 Census Municipal Report for the Northern Cape indicates an average growth rate of 1.35% for the FBDM area between 2001 and 2011. Sol Plaatje and Dikgatlong Local Municipalities had the highest population growth rate within the district at 2.0%, and Phokwane Local Municipality at 0.30%.

The district population has grown from 315 853 in 2005 to 395 148 in 2013; this means that between 2005 and 2013 the district population has grown by an annual growth rate of 1.19%.

These growth rates are simply an extrapolation of those for the last ten years and do not take factors that could influence population growth into account.

- Growth statistics can be seen as a key indicator for possible demand within the economic as well as infrastructure
- Growth statistics can also be an indication of migration patterns which will have a direct impact on LED.

1.2 Household distribution

As could be expected Sol Plaatje is the most densely populated municipality in the district followed by Phokwane, Dikgatlong and Magareng as the least densely populated municipality.

TABLE 1: HOUSEHOLD SIZE

LM	Household size (Percentage)										Total
	1	2	3	4	5	6	7	8	9	10+	
Sol Plaatje	19	19	17	18	11	7	4	2	1	2	100
Dikgatlong	22	19	16	16	10	7	4	3	1	2	100
Magareng	24	20	15	14	9	7	4	3	2	3	101
Phokwane	25	20	15	14	10	6	4	2	2	2	100

Source: (StatsSA Census 2011)

The household size table above indicates that FBDM has fairly small household sizes with 21% of households occupied by one person, 19% (2 people), 16% (3 people), 17% (4 people) and households with more than five people, 27% .

It is important to note that 85% of Frances Baard District Municipality consists of formal residential area, 8% informal, 1% tradition, 4 % farms, 1% commercial, 1% small holding and 1% collective living quarters (FBDMSDF 2013).

1.3 Location

The Frances Baard District Municipality (FBDM) is the one of the five district municipalities in the Northern Cape Province (Figure 2), it covers an area of 12,384 km² or (3.4%) of the Northern Cape Province and has a total population of 382 087 people; majority of whom 60% live in the Sol Plaatje Municipality.

Frances Baard DM shares its northern boundary with the North West Province and its eastern boundary with the Free State province. FBDM comprises of four local municipalities; Dikgatlong, Magareng, Phokwane and Sol Plaatje municipality, which is the most populous as it is the heart of economic activities of the area. The capital city of the Northern Cape, Kimberley, is located less than 500km from Johannesburg and approximately 1,000km from Cape Town.

1.4 Economic overview of Frances Baard District Municipality

Frances Baard District municipality has the strongest economic potential in the Northern Cape, accounting for 36% of the provincial GDP. The economy of the district consists of the primary sector (14%) (Agriculture and mining), secondary sector (9%) (Manufacturing, electricity and construction) and tertiary sector (77%) (Trade, transport, financial and social services)

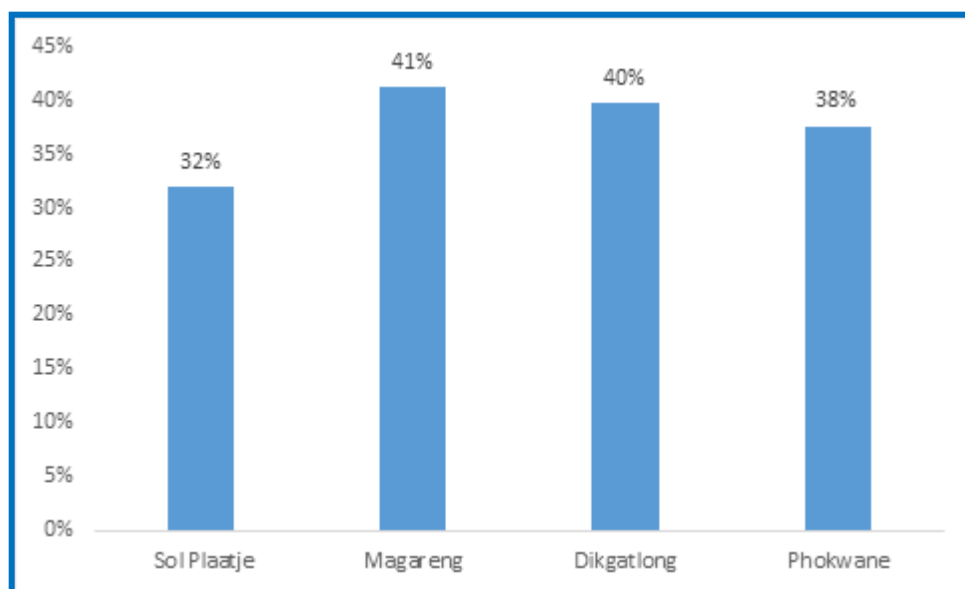


Figure 6: Unemployment Levels in the Local Municipalities of the Frances Baard District Municipality

Source: <http://francesbaard.gov.za/our-regions/>

Unemployment within Frances Baard District Municipality is high, with Magareng being over 40%. The high unemployment levels are due to low levels of education. Over 80% of the population of each local municipality, either has no education or have less than Grade 12.

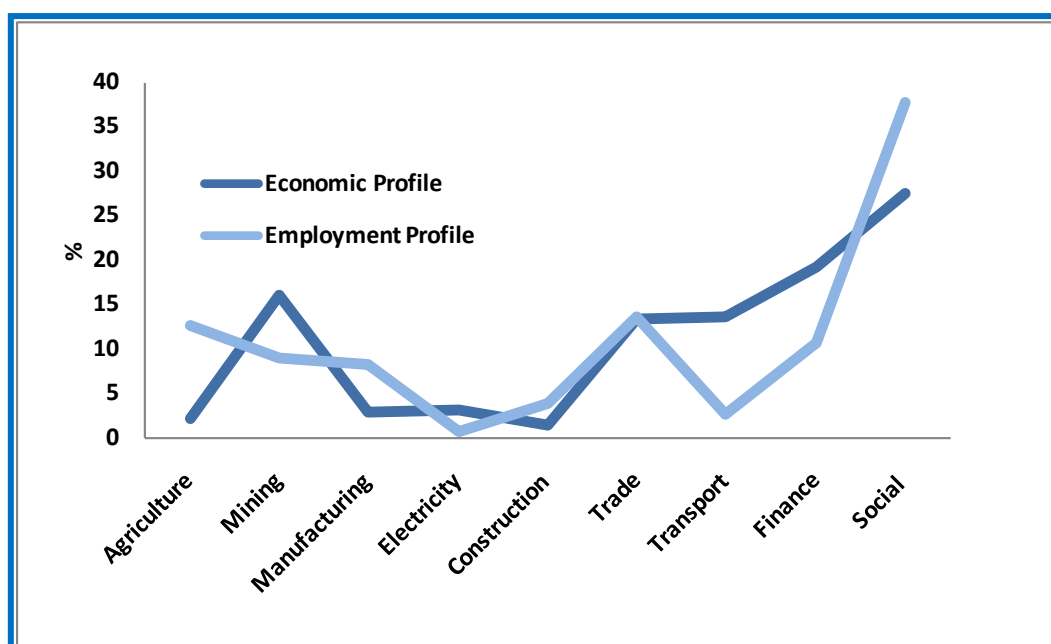


Figure 7: Market Segmentation of the Frances Baard District Municipality

1.4.1 Sol Plaatje Local Municipality

Sol Plaatje Municipality has the urban node of Kimberley located within it. It covers an area of 3,145km² and has a population of 248,041 people (2011). The population density of the municipality is 79 people/km². About 66.2% of the population is economically active and 31.9% is unemployed. The number of households with no income accounts for 11.7%. The main economic activities in Sol Plaatje are mining and farming. Farming is generally game (sheep and cattle farming) and crops (Lucerne, grapes, cotton and soybeans).

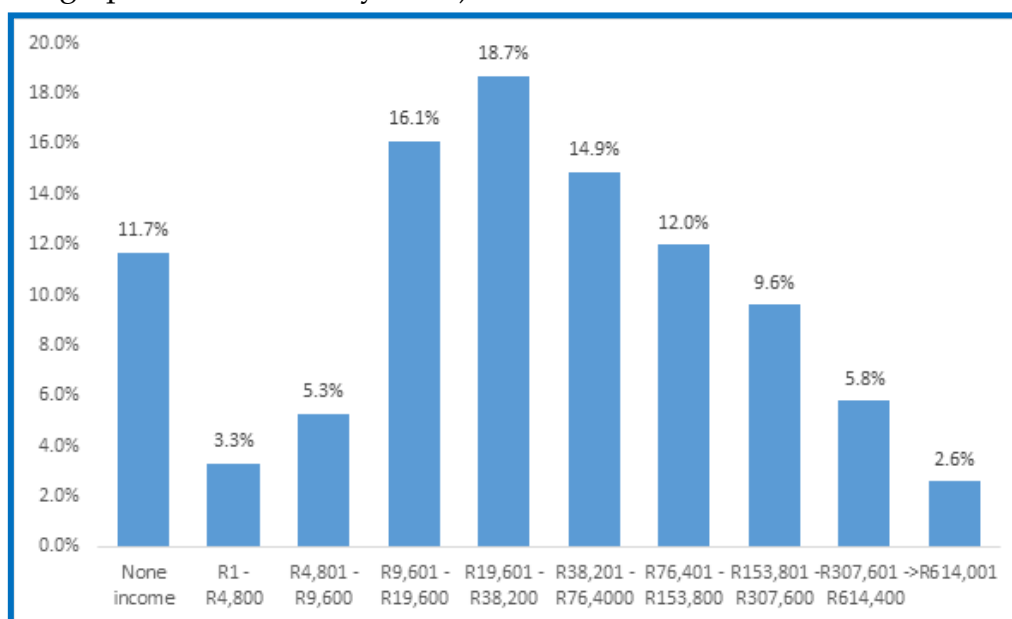


Figure 8: Household Income within Sol Plaatje Local Municipality

1.4.2 Dikgatlong Local Municipality

Dikgatlong local municipality is situated 30km northwest of Kimberley. It covers an area of 7,315km² and has a population of 46,841 people (2011) giving it a population density of 6 people/km².

The economically active population accounts for 63.1% of the population while 39.7% are unemployed. The municipality's main economic activities are mining and agriculture. Over 15% of the households in the municipality receive no income.

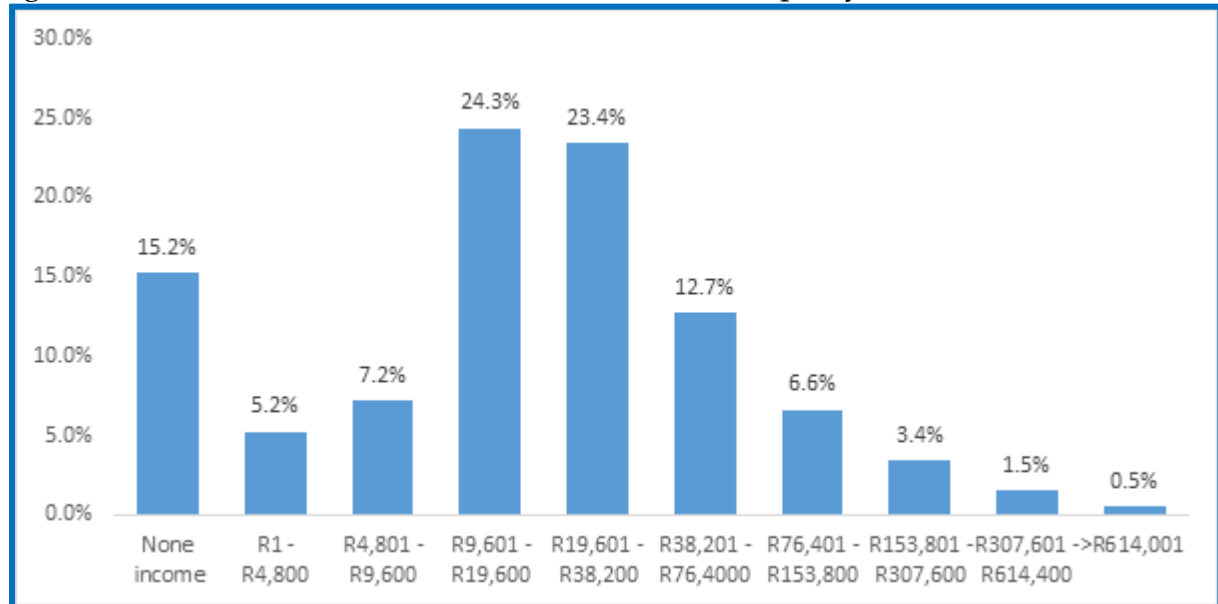


Figure 9: Household Income within Dikgatlong Local Municipality

1.4.3 Magareng Local Municipality

Magareng local municipality is situated 75km north of Kimberley and covers an area of 1,542km². It has a population of 24,202 people (2011) giving it a population density of 16 people/km².

The economically active population accounts for 62.2% of the population while 41.2% are unemployed.

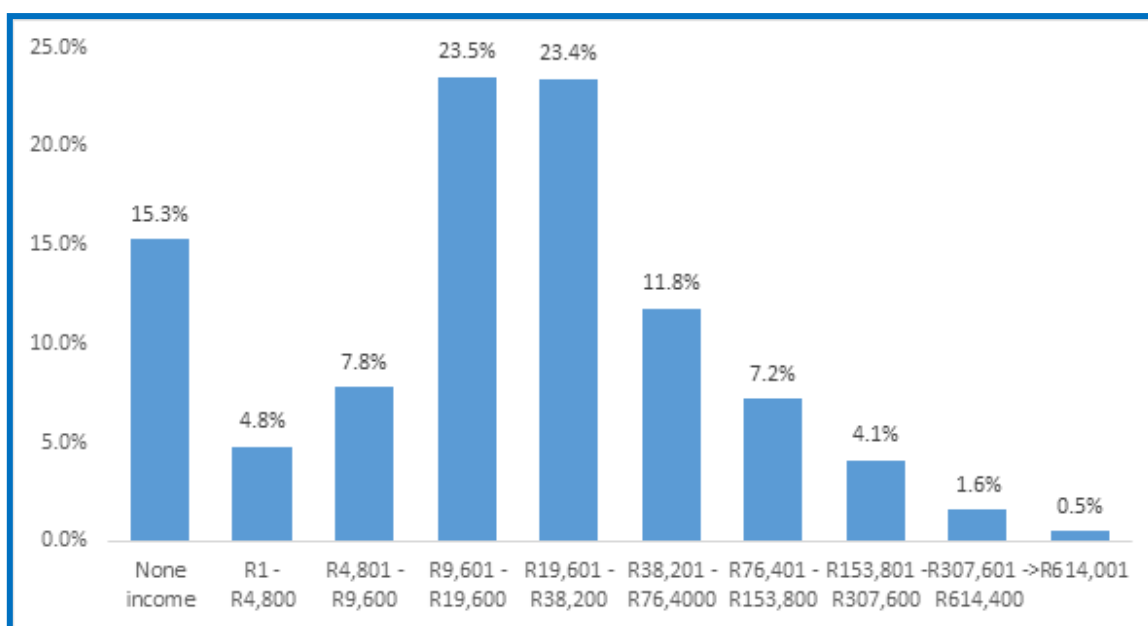


Figure 10: Household Income within Magareng Local Municipality

2.4 Phokwane Local Municipality

Phokwane local municipality covers an area of 834km² and has a population of 63,000 people (2011), giving it a population density of 76 people/km². The Vaalharts Irrigation Scheme, the second largest irrigation scheme in the Southern Hemisphere is located in this municipality.

The economically active population accounts for 61.9% of the population while 37.6% are unemployed. Phokwane local municipality is an exporter of grape, citrus, nuts and olive products.

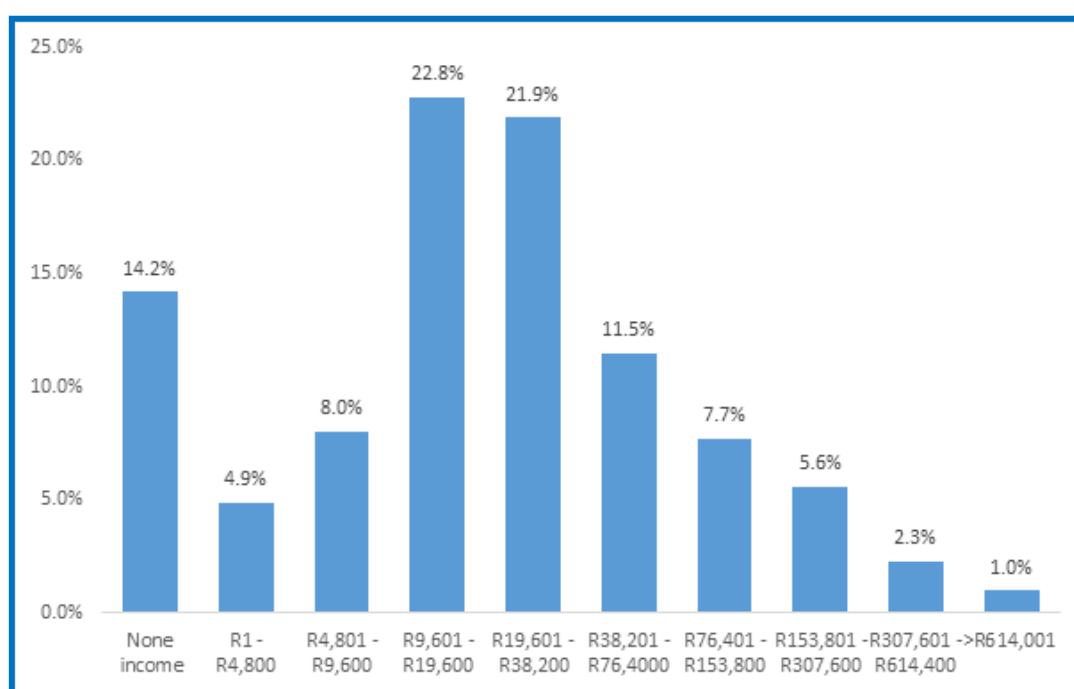


Figure 11: Household Income within Phokwane Local Municipality

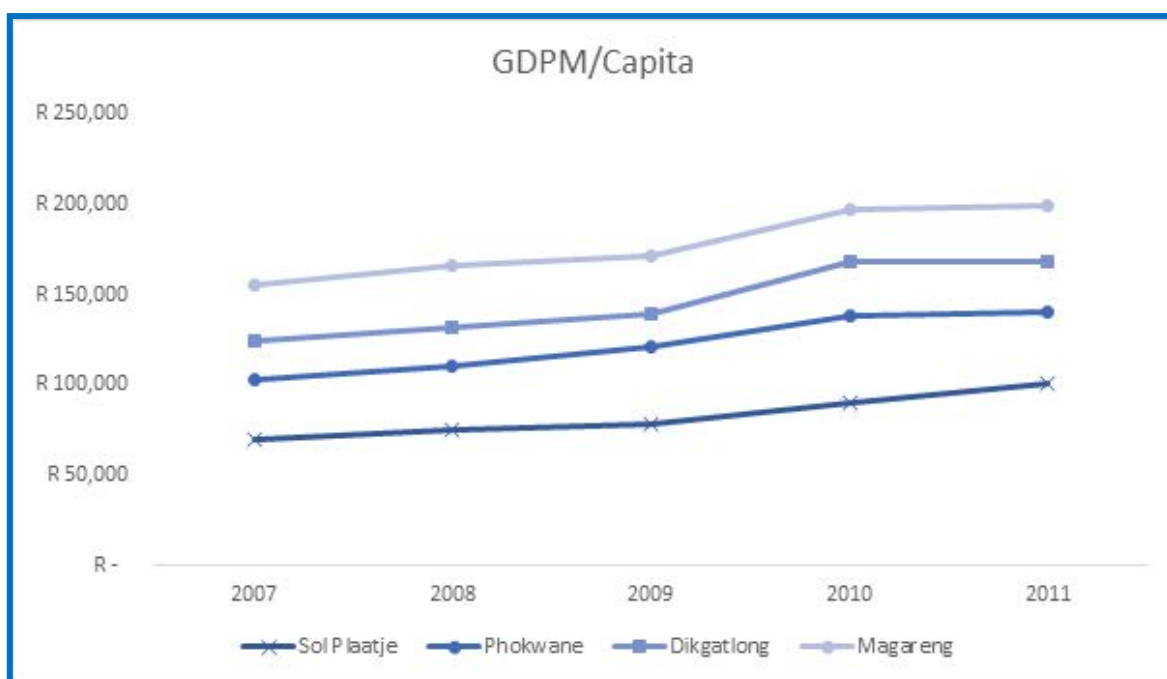


Figure 12: Municipal GDP/Capita for the FBDM -Source: Stats SA (2013)

Table 2: GDPM contribution to the FBDM

	2007	2008	2009	2010	2011
Sol Plaatje	84%	85%	85%	84%	85%
Phokwane	8%	8%	9%	9%	8%
Dikgatlong	5%	4%	3%	5%	4%
Magareng	3%	3%	3%	2%	3%
FBDM	100%	100%	100%	100%	100%

The municipal GDP of the FBDM ranges from R50, 000 M to just under R200; 000 M. Sol Plaatje has the lowest GDP per capita even though the total GDP contribution to the FBDM is 85%. The income in Sol Plaatje is the highest but due to uneven population distribution this lowers the income per person

1.5 Education

Table 3 below indicates that the education standards of individuals aged 20yrs or older has improved over the last 10 years. The rate of no schooling has decreased and the number of people completing Grade 12 and proceeding to higher education has increased. Thus as the skills level increases so has the number of jobs.

Table 3: Education

Education Level	Northern Cape	FBDM	Sol Plaatje	Dikgatlong	Magareng	Phokwane	South Africa
No schooling	90 248	29 178	13 737	5 521	2 608	7 315	3 158 657
Some primary	306 582	91 202	52 810	13 565	6 880	17 947	11 759 186
Completed primary	68 249	19 286	11 975	3 020	1 203	3 088	2 460 775
Some secondary	323 404	111 282	76 060	12 412	6 584	16 226	14 575 181
Grade 12	164 511	65 793	47 578	6 011	3 693	8 511	9 405 809
Unspecified	1 797	638	500	51	21	66	117 019
Not applicable	139 819	45 074	29 410	4 594	2 718	7 452	6 477 256
Total	1 145 874	382 087	248 042	46 842	24 203	63 000	51 770 565

Source: STATISTICS SA, 2011

1.6 POWERS AND FUNCTIONS OF THE MUNICIPALITY

The powers and functions of the municipalities are elaborated by part B of Schedule 4 and Part B of Schedule 5 of the Constitution of South Africa 1996. However the powers and functions of the District municipality are specifically clearly spelt out by:

- a) Section 83(a),(b),(c) and (d) of the Municipal Structures Act 1998 and

- b) Section 84 (1) (a),(b),(c),(d),(e),(f),(g),(h),(i),(j),(k),(l),(m),(n),(o)and (p) of the Municipal Structures Amendment Act 2000

1.7 PROCESS FOLLOWED TO DEVELOP THE IDP

Section 25(1) of the Municipal Systems Act of 2000 requires all municipalities to prepare, adopt and implement Integrated Development Plans for areas under their jurisdiction. Section 28(1) of the Municipal Systems Act 2000 requires each municipality to adopt a process set out in writing that guides the planning, drafting, adoption and review of the IDP.

The IDP process plan is a detailed outline of the steps followed and milestones achieved when preparing an integrated development plan. Furthermore section 21(1)(b)(ii)(aa) of the Municipal Finance Management Act 2003 requires that 10 months before the start of the budget year, the mayor must table in the Municipal Council a time schedule outlining key deadlines for the annual review of the IDP. In order to ensure alignment and coordination with local municipalities, the district IDP Process Plan and Framework are discussed with all Local Municipalities before being table in council.

The IDP Process Plan for the IDP Review 2015/2016; Planning 2016/2017 was adopted by Council on the 22nd July 2015 and may be summarised as follows:-

PROCESS PLAN FOR THE DISTRICT IDP REVIEW 2015-2016 AND PLANNING
2016-2017

MONTH	PHASE	PLANNED ACTIVITIES	TARGET DATE	LEGISLATIVE REQUIREMENTS
July-Sept	Preparation (Analysis Phase)	<ul style="list-style-type: none"> Assessment of the implementation of 2014-2015 IDP projects 	July 2015	
		<ul style="list-style-type: none"> Identify the limitations and shortcomings of the 2014-2015 IDP's 	July 2015	
		<ul style="list-style-type: none"> Undertake an assessment of the implementation of all Sector Plans and Integrated Programmes 	July 2015	
		<ul style="list-style-type: none"> Prepare and present for discussion a draft IDP Process Plan to the District IDP Steering Committee 	July 2015	
		<ul style="list-style-type: none"> Submit the draft IDP Process Plan to Council for adoption 	23 July 2015	Section 28 (1) Municipal Systems Act 2000
		<ul style="list-style-type: none"> Identify all updated and available information for Statistics SA and other stakeholders for all municipalities 	August 2015	
		<ul style="list-style-type: none"> Identify, discuss and adopt proposals from IDP Analysis report, IDP Engagements and Guidelines for preparation of IDP's. 	August 2015	
July-Sept	Consultation (Strategy)	<ul style="list-style-type: none"> Identify all sector plans and Integrated Programmes to be reviewed 	August 2015	
		<ul style="list-style-type: none"> Facilitate and organise local municipalities IDP Rep Forum workshops to discuss priority issues for the financial year (2015/2016) 	September 2015	Section 29(1)(b)-Municipal System Act 2000
		<ul style="list-style-type: none"> Undertake strategic planning workshop for the district municipality 	September 2015	IDP Guidelines
Oct-Dec	Consultation (Projects)	<ul style="list-style-type: none"> Consolidate municipal issues and develop district-wide priority issues and strategies 	October 2015	
		<ul style="list-style-type: none"> Undertake consultation with Sector Departments and other stakeholders 	October 2015	
		<ul style="list-style-type: none"> Formulate IDP projects for 2015-2016 financial year 	October 2015	
		<ul style="list-style-type: none"> Align local municipal IDP 	October 2015	IDP Guidelines

		projects with Sector Strategic plans/budgets		
		<ul style="list-style-type: none"> • Convene District IDP Steering Committee meeting to discuss potential funded IDP projects for 2015-2016 financial year 	November 2015	
		<ul style="list-style-type: none"> • Identify and consolidate district-wide IDP projects 	December 2015	
January	Drafting (Integration)	<ul style="list-style-type: none"> • Prepare and finalise Draft District Integrated Development Plan 	January 2016/February 2016	
		<ul style="list-style-type: none"> • Present Draft District IDP to IDP Steering Committee 	February 2016	
February-June	Approval	<ul style="list-style-type: none"> • Present Draft District IDP to Council for adoption 	March 2016	Section 17 (3)(d) Municipal Finance Management Act 2003
		<ul style="list-style-type: none"> • Present the Draft District Integrated Development Plan to the District IDP Representative Forum 	March 2016/April 2016	Section 29(1)(b)(ii) Municipal Systems Act 2000
		<ul style="list-style-type: none"> • Advertise Draft District IDP in local newspaper for scrutiny and comments 	March 2016/April 2016	Section 21A Municipal Systems Amendment Act 2003 Section 15(3)-Municipal Planning and Performance Management Regulation 2001
		<ul style="list-style-type: none"> • Present final Draft District IDP to Council for adoption 	May 2016	Section 24(2)(iv) of the Municipal Finance Management Act 2003
		<ul style="list-style-type: none"> • Submit copies of approved District IDP to MEC for Local Government 	May 2016/June 2016	Section 32(1)(a) Municipal Systems Act 2000
		<ul style="list-style-type: none"> • Submit copies of approved District IDP to Provincial Sector Departments, COGHSTA and other stakeholders 	May 2016/ May 2016	
		<ul style="list-style-type: none"> • Post the approved District IDP on the website of the municipality and advertise summary in the newspaper 	May 2016/June 2016	Section 21A- Municipal Systems Amendment Act 2003- Section 25 (4)(a-b) Municipal Systems Act 2000.

1.7.1 THE IDP FRAMEWORK

Section 27(1) requires each district municipality to consult all local municipalities in the district before developing and adopting the IDP framework for the district.

In accordance with the provision of section 27(2) of the Municipal Systems Act 2000 the IDP framework binds both the district and the local municipalities. The IDP framework outlines the parameters within which Integrated Development Plan is prepared.

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

The concept of Integrated Development Planning has its roots from the United Nation Conference on Environment and Development held in Rio de Janeiro in 1992. The Rio-Conference adopted Agenda 21 as a blue print for sustainable development. All member states were called upon to implement Agenda 21 by developing locally tailored-Agenda 21 called Local Agenda 21. South Africa embraced the principles of Agenda 21 in developing Integrated Development Plans; thus rendering IDP's - 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.

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

COGTA has introduced a new IDP framework for municipalities outside metros and secondary cities. The framework requires that municipalities prepares or reviews IDPs that are sector oriented. There are two main categories of Sector Plans, namely:-

- Developmental Vision Sector Plans
- Service Oriented Sector Plans

A. Developmental Vision Sector Plans are:-

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

B. Service Oriented Sector Plans are:-

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

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

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

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

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

1.7.2 BINDING PLANS AND PLANNING REQUIREMENTS AT PROVINCIAL AND NATIONAL LEVEL:

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

NATIONAL LEGALISATIONS

- The Constitution of the Republic of South Africa (108) of 1996
- Municipal Systems Act (32) of 2000
- Municipal Structures Act (117) of 1998
- Municipal Demarcation Act (28) of 1998
- National Environmental Management Act (107) of 1998
- EIA-Regulations-2006
- National Land Transport Act (5) of 2009
- Municipal Planning and Performance Management Regulation -2001
- Municipal Finance Management Act (56) of 2003
- Intergovernmental Relations Framework Act (13) of 2005
- The National Housing Act (107) of 1997
- Municipal Property Rates Act (6) of 2004
- Disaster Management Act (57) of 2002
- Water Services Act (108) of 1997
- Public Finance Management Act (1) of 1999
- National Environmental Management: Waste Act (59) of 2008
- Spatial Planning and Land Use Management Act (16) of 2013
- Northern Cape Planning and Development Act (7) of 1998

WHITE PAPER:

These include, but not limited to the following:

- White Paper on Local Government

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

Furthermore there are other national government policies and guidelines which provides an overarching framework namely:-

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

PROVINCIAL LEGISLATION AND POLICES

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

INTERNATIONAL POLICIES

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

1.7.3 ALIGNMENT OF PLANS AND PLANNING PROCESSES OF DIFFERENT SPHERES OF GOVERNMENT

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

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

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

1.7.4 MECHANISM AND PROCEDURES FOR PUBLIC PARTICIPATION

Public participation is a fundamental ingredient of the Integrated Development Planning process. This is articulated clearly in Chapter 4 of the Municipal Systems Act (32) 2000. Section 16 (a) states that municipalities must encourage, and create conditions for, the local community to participate in the affairs of the municipality.

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

STAKEHOLDERS	ROLES AND RESPONSIBILITIES
LOCAL MUNICIPALITY MUNICIPAL GOVERNMENT	<ol style="list-style-type: none"> 1. To prepare, decide and adopt a Process Plan. 2. Undertake the overall management and coordination of the planning process which includes that : <ol style="list-style-type: none"> i. All relevant actors are properly involved ii. Appropriated mechanisms and procedures for public connection and participation are applied. iii. The planning events are undertaken in accordance with the time schedule. iv. Planning process is related to the real burning issues in the municipality that it is strategic and implementation orientated process, and v. The sector planning requirements are satisfied. 3. Adopt and approve the IDP. 4. Adjust the IDP in accordance with the MEC for Local Government proposals.

	5. Ensure that the annual business plans, budget and land use management decisions are linked to and based on the IDP.
RESIDENTS, COMMUNITIES AND INTEREST GROUPS (CIVIL SOCIETY INCLUDING TRADITIONAL LEADERS)	6. To represent interest groups and contribute knowledge and ideas in the planning process by: 7. Participating in the IDP Representative Forum to:- vi. Inform interest groups, communities and organisations on relevant planning activities and their outcomes. vii. Analyse issues, determine priorities, negotiate and reach consensus. viii. Participate in the designing of project proposals and/or assess them. ix. Discuss and comment on the draft IDP. x. Ensure that annual business plans and budgets are based on and linked to the IDP and, xi. Monitor performance and implementation of the IDP. 8. Conduct meetings or workshops with groups, communities or organisation to prepare for and follow-up on relevant planning activities.

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

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

The objectives of the Integrated Development Plan may therefore be summarised as follows:

- To facilitate the effective use of resources
- To speed up service delivery
- To facilitate the attraction of additional funds to municipalities
- To strengthen and deepen democracy

- To speed up the process of overcoming the legacy of apartheid
- To promote and enhance coordination between local, provincial and national government

1.7.6 Integrated Development Plan's stakeholders:

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

1. IDP Steering Committee:

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

Functions:

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

- Assesses and comments on inputs from study teams, consultants and sub-committees.
- Assesses and comments on inputs from provincial sector departments.
- Makes content recommendations.
- Prepares and facilitates meetings.

2. IDP Representative Forum:

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

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

1.7.7 SUMMARIES OF IDP's OF LOCAL MUNICIPALITIES

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

1.7.7.1 Dikgatlong Municipality

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

PRIORITY ISSUES 2015-2016	PRIORITY ISSUES 2016-2017
1.Land 2. Water 3. Storm Water and Streets 4. Waste Management 5. Youth Development and Sports 6. Safety(High Mast Lights and Street Naming 7. LED and Job Creation 8. Disaster Management 9. ECD and Education 10. Community Hall 11. Communication 12. Health	1. Housing and land 2. Storm water drainage and streets 3. Water 4. Sports and recreational facilities 5. Youth development 6. Highmast and street lighting 7. Sanitation 8. Refuse removal 9. Electricity 10.Education 11.Local Economic Development 12.Health 13.Agriculture and grazing land 14.Disaster management 15.Institutional development

The priority issues for Dikgatlong municipality for 2016-2017 are summarized as follows:

1.7.7.2 Magareng Municipality

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

The area of jurisdiction is approximately 1 542 km² and accommodates approximately 24 204 people (Census 2011).

The priority issues for Magareng municipality for 2016-2017 are summarized as follows:

PRIORITY ISSUES 2015-2016	PRIORITY ISSUES 2016-2017
1. Water 2. Electricity and street Lights 3. Unemployment 4. Housing 5. Roads and Storm Water 6. Social Development Issues and safety 7. Dumping Sites/area 8. Sanitation 9. Development of effective, responsive and effective administration 10. Special Programmes	1. Water and sanitation 2. Housing 3. Health/Environment 4. Education /Youth development 5. Electricity 6. Effective and efficient administration 7. Sports and recreational facilities 8. Unemployment 9. Social development and safety 10. Infrastructure development

1.7.7.3 Phokwane Municipality

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

The priority issues for Phokwane municipality for 2016-2017 are summarized as follows:

PRIORITY ISSUES 2015-2016	PRIORITY ISSUES 2016-2017
<ol style="list-style-type: none"> 1. Land & Housing 2. Roads & Stormwater 3. Water and Sanitation 4. Electricity 5. Health Services 6. Education 7. Youth Development 8. Unemployment 9. Recreational Facilities 10. Environmental Management 11. Maintenance and Security 12. Disaster Management 	<ol style="list-style-type: none"> 1. Land and housing 2. Roads and stormwater 3. Water and sanitation 4. Health facilities 5. Education 6. Recreational facilities 7. Youth development 8. Unemployment 9. Electricity 10. Environmental management 11. Maintenance and security 12. Disaster management

1.7.7.4 Sol Plaatje Municipality

Sol Plaatje local municipality has a geographical area of 1877.1km² and comprises of the urban areas of Kimberley, Ritchie and surrounding villages and farms. Kimberley is the administrative centre of the FBDM and the seat of the Northern Cape Provincial Administration. The main economic activities consist of retailers, industries as well as mining and farming. It accommodates about 247 000 people and contributes 82.1% to the GDP of FBDM.

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

1.7.7.5 District-wide priority issues

The district-wide priority issues are a summation of the priority issues of the local municipalities. The combination of local municipalities priority issues to produce district priority issues strengthens the process of alignment between the district integrated development plan and the IDP's of local municipalities.

On this basis the district-wide priority issues for 2016-2017 are summarized as follows:

PRIORITY ISSUES 2015-2016	PRIORITY ISSUES 2016-2017
<ol style="list-style-type: none">1. Water2. Electricity and Street Lighting3. Land4. Housing5. Stormwater and Streets6. LED and Job Creation7. Sanitation8. Waste Management9. Health services10. Education11. Youth Development12. Disaster Management	<ol style="list-style-type: none">1. Housing and land2. Sanitation3. Storm water drainage and streets4. Youth development5. Sports and recreational facilities6. Health7. Education8. Electricity9. Water10. High mast and street lighting11. Refuse removal12. Institutional development13. Social development and safety14. Agriculture and grazing land15. Disaster management16. Local economic development17. Environmental management18. Infrastructure development

1.5 SPATIAL ECONOMY AND DEVELOPMENT RATIONALE

1.5.1 SDF REVIEW

The Spatial Development Framework (SDF) for Frances Baard Municipality was prepared and adopted by Council in 2008. The SDF was prepared in compliance with the provisions of Section 26(e) of the Municipal Systems Act 2000 and the Northern Cape Planning and Development Act 1998 as part of sector plan of the District Integrated Development Plan. The current SDF is being reviewed and the “Reviewed” SDF complies with the provisions of the Spatial Planning and Land Use Management Act 2013 and the SDF Guidelines

The Spatial Planning and Land Use Management Act 2013 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.

Prior to the promulgation of the SPLUMA-2013, SDF’s were prepared under the provisions of the following pieces of legislation:-

- The Northern Cape Planning and Development Act 1998 which required each municipality to submit a Land Development Plan (LDP)/Spatial Development Framework (SDF) to the MEC for Cooperative Governance, Human Settlement and Traditional Affairs for approval.
- Section 26(e) of the Municipal Systems Act 2000 (Act 32 of 2000) requires all municipalities to prepare Spatial Development Framework (SDF) as part of the Integrated Development Plan (IDP). Sustainable human settlement development will be greatly enhanced if there is holistic approach towards social, economic and environmental development.

In order 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/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.

1.5.2 THE RELATIONSHIP BETWEEN THE SDFs AND THE IDP

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.

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 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. The SDF gives effect to the followings:

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

1.5.3 SPATIAL LOCATION OF IDP PROJECTS

FBDM and the Local Municipalities have IDP projects that are continuously prioritised and implemented each and every year. The projects indicated in Table 4 below are projects that are currently (2015/2016 F/Y)

Table 4: Projects currently Implemented in the Local municipalities -2015/2016

SOL PLAATJE LOCAL MUNICIPALITY						
PROJECT NAME	BUDGET ®	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
Civil Services Diamond Park, GP 15/16	10,000,000.00	✓			100%	Retention work in progress. The contractor plans to complete retention work by end of January 2016.
Electrification Colville (120)	1,000,000.00			✓	0%	There is an electrical supply constraint in Colville. The existing substations cannot feed the additional 130 connections required. An electrical supply from Ashburnham must be installed at a cost of about R4 m. We are

						looking at the possibility
Electrification Colville (120)	500,000.00			✓	0%	There is an electrical supply constraint in Colville. The existing substations cannot feed the additional 130 connections required. An electrical supply from Ashburnham must be installed at a cost of about R4 m. We are looking at the possibility
Electrification Jacksonville 15/16	3,000,000.00		✓		64%	195 Connections achieved for October 2015. Project delays: Illegal shanties being erected on erven allocated for other beneficiaries, not resolved yet."
Electrification Jacksonville 15/16	1,000,000.00		✓		64%	195 Connections achieved for October 2015. Project delays: Illegal shanties being erected on erven allocated for other

						beneficiaries, not resolved yet."
Electrification Phomolong Extension 15/16	500,000.00			✓	0%	The project has commenced. A Bid Specification Committee meeting was held on 28 Oct 2015. Bid advertised 30/10/15. Site clarification meeting held on 10/11/15. Bid closing on 23/11/15."
Fleet Replacement 2015/16 (inc Tracking fees)	7,556,446.00			✓	0%	All orders placed with successful service providers on 27 November 2015."
Geotech Assessment Witdam Inf Settlement	2,000,000.00			✓	0%	A public participation meeting unfolded on 17/11/15 with community of Witdam to brief and outline the scope of the project. A site hand over was also done to the service provider. The first draft report is to be handed in

						by the service provider"
Greenpoint/Beaconsfield S/w Management	0.00		✓		90%	The canal on the Greenpoint side has been completed. The earthworks on Greenside canal are 70% complete and the project is expected to be completed by mid-December 2015."
High Mast Lights 15/16	1,500,000.00			✓	0%	
Homevale 15MI upgrade 15/16	25,986,744.00		✓		50%	The main civil contract still not completed with mainly finishing-off, testing of a water line, screw pump station, floor screeds to PST's and other repair work outstanding. E&M work on main contract in progress and main supply cable activated. Ci"

Homevale upgrade 15/16	15MI 5,550,000.00		✓		50%	The main civil contract still not completed with mainly finishing-off, testing of a water line, screw pump station, floor screeds to PST's and other repair work outstanding. E&M work on main contract in progress and main supply cable activated. Ci"
Homevale upgrade 15/16	15MI 11,515,904.00		✓		50%	The main civil contract still not completed with mainly finishing-off, testing of a water line, screw pump station, floor screeds to PST's and other repair work outstanding. E&M work on main contract in progress and main supply cable activated. Ci"
"Implement Electronic Content Management	4,500,000.00			✓	0%	SPM is having a meeting with BCX on

System IT Hardware renewal"						<p>14/12/15 to discuss the way forward for this project. As said meeting Unit Manager will be tabling an action plan to get the project on track again. CFO will be attending as well.</p> <p>Procure and install work a station, An UPS was procured with the savings from negotiating a better price on the PC's. SPM might have to change targets to fund the storage hardware if the solar implementation goes ahead."</p>
Landfill Site Upgrade 15/16	8,468,235.00			✓	0%	<p>The designs have been completed and the project is out on tender. During the months of June and July 2015 the project was at Bid specification process</p>

						where changes were made to the tender document. The tender is due to close on the 7th of September"
Landfill Site Upgrade 15/16	1,417,190.00			✓	0%	The designs have been completed and the project is out on tender. During the months of June and July 2015 the project was at Bid specification process where changes were made to the tender document. The tender is due to close on the 7th of September"
Lerato Park Bulk Sewer Mains	1,000,000.00			✓	0%	
Lindane roads and SW	169,724.00		✓		92%	The main road towards the graveyard has been completed. The taxi route is 60% complete and the project is expected to be

						completed by mid-December."
Paving of Platfontein access Rd Ph 1	2,211,476.00			✓	0%	Masiqhome Trading 1223 was appointed on 11/11/15 through the supply chain bi-annual appointment contract. Site handover was conducted on 16/11/15."
Prepaid meter replacement 15/16	3,000,000.00			✓	0%	
Refurbishment /Repairs Kby Bulk Water 15/16	9,091,000.00		✓		71%	Second and last shut down completed. Project to be terminated after completion of valve chambers."
Replacement of water meters Ph 5	4,000,000.00		✓		24%	Additional funding has been approved for 2015/2016 financial year. This will form Phase 5 of the project. (2446 done). VO in the amount of R 3 200 00

						approved for payment to Boffin & Fundi. 70 Meters repaired by supplier and ready to be fitted."
Ritchie Water & Sanitation (640)	6,459,596.00		✓		94%	Delays have been experienced during the construction of the office and completion is expected to be achieved by the 15th of September 2015. The rest of the items have been completed."
Riverton Resort Entrance Road Paving	1,224,810.00			✓	0%	MASIQHAME TRADING 1223 was appointed on the 11/11/2015 through the Supply Chain Bi annual appointment contract. Site handover was conducted on the 16/11/2015."
Riverton WPP High Lift pumps 15/16	1,000,000.00				23%	Funding has been secured to purchase 2 pumps and to proceed

			✓			with pump station. Letter of award has to be handed to successful supplier as matter of urgency. Proposed contractor willing to negotiate. Tender for pump station has to be advertised and"
Satellite Fire Station Homevale	1,000,000.00			✓	0%	
Security of plants and infrastructure	4,291,654.00			✓	0%	
Servicing of 29 erven Retswelele	2,000,000.00			✓	0%	The project is in the design phase and designs will be completed by 15 December 2015."

Upgrade & Renovation Florianville SP	1,552,178.00			✓	0%	The designs are finalised. Administration of the project is being undertaken, to confirm appointment of the Consultant. Final implementation of project is planned to take place off-season 2016."
Upgrade Carters Glen P/S 15/16	1,000,000.00			✓	0%	
Upgrade of Community Halls	263,714.00			✓	0%	Project implementation will only commence once CFO advise URP of budget availability"
Upgrade Tommy Morebudi 15/16	2,324,750.00		✓		43%	The cleave fence is 95% completed the only outstanding activities is the installation of the gates and the spikes. The next phase will be the installation of the

						gym equipment."
Water Man Zones & Zone Metering 15/16	4,230,000.00		✓		82%	Second and last large shut-down has been completed. Construction of valve chambers in progress."
P-CNIEUA- BUILDINGS-TAXI RANK INDIAN CEN	2,500,000.00					
P-CNIEUA- BUILDINGS-TAXI RANK INDIAN CEN	1,210,932.00					
P-CNIEUA- BUILDINGS- TRANSPORT LINKS	2,500,000.00					
P-CNIEUA- BUILDINGS-NDPG PROJECT	100,000.00					
P-CNIEUA-FURN/OFF EQUIP-COUNCIL	3,000,000.00					
PPE CO: INF ELECTRCITY - ACQUISITIONS	3,000,000.00		✓			

MAGARENG LOCAL MUNICIPALITY

PROJECT NAME	BUDGET ®	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
Upgrading of MV line in Warrenton	R 3 000 000		✓		80	
Upgrading of Internal Roads in Ikhutseng (Phase 2)	R10 939 000			✓	0	
Upgrading and refurbishment of water supply in Warrenton (Phase 1)	R 10 000 000			✓	0	
Construction of Vacuum Sewer Reticulation in	R 8.100 000		✓		60	

Warrenvale (Phase 3)						
Purchasing of TLB for Magareng	R 900 000	✓			100	The project is completed
Purchasing of Sanitation Truck	R 1 000 000		✓		0	

PHOKWANE LOCAL MUNICIPALITY

PROJECT NAME	BUDGET ®	PROGRESS				
		COMPLETED	IN PROGRES	NOT STARTED	%	COMMENTS
Refurbishment of Jan Kempdorp WWTW	1 100 000		✓		0	Service provider is busy with site investigation
Upgrading of Outflow line at Jan Kempdorp WWTW	1 300 000		✓		0	Contractor is busy with site establishment
Replacement of Fence at Hartswater WTW	1 500 000		✓		0	Contractor is busy with clearing and grubbing.
Provision for Water & Sanitation for 608 stands Guldens Kat phase1	4 000 000		✓		0	The project is in inception phase

Master Plan Road & Maintenance Plan	800 000		✓		50%	Service provider is busy with the last report and the GIS model
Master Plan for Bulk Water & Sanitation & Maintenance Plan	1 100 000		✓		30%	Service provider is busy preparing an asset model of existing infrastructure
Water Conservation and Water Demand Management Strategy	1 000 000		✓		0	Service provider is busy with Field investigation
Resealing of Raw Water Dam	200 000		✓		100%	The project is complete

DIKGATLONG LOCAL MUNICIPALITY

PROJECT NAME	BUDGET®	PROGRESS				
		COMPLETE D	IN PROGRESS	NOT STARTED	%	COMMENTS
Procurement of Refuse Truck	2 200 000		✓			Service provider appointed 23 October 2015. Inspections on truck to take place in February 2016. Expected delivery is May 2016.
Water reticulation in town - replacement of steel/asbestos pipes	2 800 000		✓			Service provider appointed 1 December 2015. Inception meeting was held in January 2016.
Electricity Master Plan (roll over)	320 000	✓				Project completed on 18 December 2015. Saving.
Barkly West/Proteahof Roads & stormwater	14 102 991,98		✓			Construction

Provision of water and sewer reticulation for 600 sites in Windsorton	12 633 480,00		✓			Construction
Upgrading of Roads and Stormwater in Still Water	18 161 437,58		✓			Construction
MIG 1029:Windsorton Feasibility Study for Sewer Plant	1 400 000,00		✓			Registered

2. CHAPTER 2: STATUS QUO ASSESSMENT (SITUATIONAL ANALYSIS)

The Northern Cape Province is the largest province geographically with a total area of 372,889 square kilometers. The population of the province is 1,145,874 people or 2.2% of the population; giving it the smallest share of the South African population (*Statistics SA, 2011*).

Frances Baard is situated in the north-eastern corner of the Northern Cape Province. The district is the most densely populated district with approximately 382, 087 people. It is bordered by the Free State in the east, the North West to the north and by two district namely Z F Mgcawu to the west and Pixley ka Seme to south.

The district comprises of four local municipalities with a population distribution estimated as follows: Magareng (24 203), Dikgatlong (46 842), Phokwane (63 000) and Sol Plaatje (248 042) (*Statistics SA, 2011*).

2.1 BASIC SERVICE DELIVERY

2.1.1 Infrastructure Services

Considerable spending on eradicating backlogs in infrastructure services has taken place. Despite these efforts the backlogs are not eradicated as expected. The main contributing factor is the continuing influx of people into urban areas, and the decline in household sizes.

2.1.1.1 Water and Sanitation

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

The district does not provide basic services but supports local municipalities in eradicating backlogs.

According to the Statistics SA Census 2011 survey, it is estimated that about 5 493 households in the district have no access to water and about 16 317 households lack access to proper sanitation.

Issues:

- The cost to eradicate backlogs is high and increases annually.

- Municipalities in the district depend mainly on grant funding for infrastructure provision.
- Although the district provides assistance with O&M funding, management of the O&M still needs to improve. The Blue and Green Drop percentages have generally improved.

2.1.1.2 Electricity and Energy

The availability of energy remains a serious resource challenge. In the last ten years the communities' access to electricity has significantly improved. In accordance with the Census 2011 survey over 85% of the households in the district have access to electricity for lighting. This leaves 14 743 households without electricity. However with the completion of electricity master plans: future provision of electricity should improve planning should improve.

Issues:

- ESKOM struggle to generate enough power to meet national demand.
- Some renewable energy projects have been implemented (Droogfontein Solar).
- In the very rural areas the availability of bulk electricity makes connecting households difficult.

2.1.1.3 Roads and Storm Water

Frances Baard District has about 606 km of gravel roads within the municipal areas. The district has purchased a grader and appointed a grader operating team to assist with maintenance of gravel streets in the category B municipalities. An amount of R2 153 000 has been allocated to the District Municipality to implement the Rural Road Asset Management System (RRAMS). A service provider has been appointed. This system will provide information about the roads assets in local municipalities as well as conditional assessments. This will become an important tool to lobby for funding of future roads' projects.

Issues:

There are no road master plans for the different municipalities. Municipalities also do not have sufficient funds to budget adequately for maintenance of streets and storm water.

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

- Insufficient funds are allocated for road maintenance.
- Increased traffic volume – has a negative influence on gravel roads.

2.1.2 Waste Management

Local municipalities still grapple with poor waste management. The Integrated Waste Management Plan (IWMP) of FBDM addresses the waste challenges faced by the local municipalities and suggested solutions for these challenges. Local municipalities do not budget adequately for waste management and little attention is given to the operation of landfill sites.

2.1.3 Housing

The year 2015 – 2016 was yet another successful year for the district municipality in terms of delivery of human settlements and provision of basic services. The Frances Baard District Municipality through the Infrastructure Services: Housing Unit continues to work towards accelerating the delivery of sustainable human settlements within the district.

Service Level Agreements

The Service Level Agreements (SLAs) with the three local municipalities i.e. Dikgatlong, Magarend and Phokwane are still in place. The SLAs put the onus on the district municipality to facilitate the development of sustainable human settlements within the local municipalities.

Consumer Education

The district municipality as part of the sustainable human settlements development process will continue to conduct consumer awareness and education workshops. Housing Consumer Education is a national housing programme aimed at educating housing beneficiaries on the role of government in the provision of housing as well as the responsibilities of the beneficiary towards their house. For 2016 – 2017 financial year, eight (8) Housing Consumer Education Workshops are planned.

Local Municipalities

Frances Baard District Municipality will continue to support the three local municipalities in the development of sustainable human settlements. Both the district and local municipalities continues to work collectively to ensure that the projects are completed within the specified timeframes.

Dikgatlong Local Municipality

It is envisaged that the Buffer Zone 220 housing project will be completed in March 2016. Phase 1 of 60 houses was planned for 2014/15 f/y, and the remainder of 160 houses for 2015/16 f/y. The Delpoortshoop 217 project will start in 2016 and it is envisaged that the first phase will be for 50 houses only.

Magareng Local Municipality

The district facilitates the Ikhutseng 1000 housing project in the Magareng local municipality. Whereas the project has in the previous year completed 100 houses, the emphasis in the 2015/16 financial year is on completing 81 of the outstanding houses of phases 2 and 3. This process will most likely continue during the 2016/17 financial year.

Phokwane Local Municipality

The district will continue to facilitate the Kingston 685 housing project in the Phokwane local municipality. The Kingston project has been hampered by slow construction progress. The project is entering the final phase of 385 houses.

2.2 LOCAL ECONOMIC DEVELOPEMT (LED)

2.2.1 Local Economic Development (LED)

Local Economic Development is the creation of a platform and environment in order to engage stakeholders to implement municipal strategies and programmes for economic development. It's the process whereby all economic forces in a municipality are brought on board to identify resources, understand needs and plan the best way of making the local economy fully functional, investor friendly and competitively productive.

Municipalities are mandated by the provisions of section 152 (c) of the Constitution of South Africa 1996 to ensure the socio-economic development of local communities.

The district economy is mainly primary based and skewed towards the Sol Plaatje local municipality's economy. Sol Plaatje local municipality alone is responsible for over 80% (rand value) of the value addition in the district while the secondary sector contributes well under 10%.

There are LED priority issues planned to diversify and strengthen the district economy. Some of these initiatives are:

- Establishment of a manufacturing incubation
- Expose and training of graduates on local economic development and entrepreneurship,
- Support and strengthening of SMMEs (Small Business Week, direct support with machinery, training and exhibitions for SMMEs)
- Establishment of business support centres
- Trade and Investment promotion
- Support to Ritchie incubation hub
- The establishment of an oil processing plant
- Formalization of the Pebbles trading in Dikgatlong
- Development of Incentive policies for local municipalities

- Strengthening of coordinating structures (LED forum, SLP Committee, Agriculture Committee)
- Introduction of more indigenous products to the formal market;
- Focus on maximizing value addition to the current farming activities
- Support of barley farming and Malt plant
- Sustainable Small scale mining
- Support and strengthening of alternative energy sector and social investment of the said sector

Issues:

- The district continues to have a high unemployment rate with Dikgatlong and Magareng local municipalities exceeding 40% while in total there are over 13 000 discouraged job seekers in the district.
- Sol Plaatje accounts for over 70% of the employed people in the district while it accounts for just under 65% of the district population.
- Inability to identify and market bankable investment opportunities.

2.2.2 Tourism

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

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

Issues:

a) Lack of functional tourist information provision

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

b) Lack of brand awareness

The marketing of the FBDM tourism brand is an essential component of the success of the industry. Brand marketing has the ability to grow the visitor number, increase

their length of stay for the benefit of the destination. Currently the FBDM Tourism brand and its associated products are being marketed through exhibitions, travel guide, tourism website, placement of advertorials in renowned tourism publications and promotional material.

c) Limited Tourism capacity

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

d) Community Involvement

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

e) Local Tourism associations

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

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

f) Packaged Tourism experiences (Route development)

Route development represents a significant opportunity for the region. Routes play a strategic role in linking different regions and products and can facilitate movement of tourists through a region. Frances Baard District municipality has a shortage of packaged products and experiences due to unformalized tourist routes. The Frances Baard District Municipality has identified N18 to be developed as a tourism route.

2.3 MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

2.3.1 Environmental Management

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

Food safety

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

Water quality monitoring

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

Air quality management

The municipality is responsible for the issuing of atmospheric emissions licenses (AELs) and ensures that emissions from industries must comply with standards. The District Air Quality Management Plan was developed, adopted and is being implemented by the district in the local municipalities.

Waste management

The Integrated Waste Management Plan (IWMP) was developed for the district and local municipalities to address the waste challenges. The main concern is that local municipalities do not budget adequately for waste management and little attention is given to the operation of landfill sites.

Issues:

- The landfill sites in the district are unlicensed and do not comply with the minimum requirements for landfill sites.
- Local municipalities do not budget adequately for the operation and management of landfill sites.
- Illegal dumping of waste in open spaces in residential areas remains a problem as it attracts rodents which could spread diseases.
- FBDM collects water samples from various sample points in Magareng and Dikgatlong. Water quality is not up to standard at some of the sampling points. These failures are caused by inadequate maintenance of treatment equipment by local municipalities or insufficient dosing of the water.
- The municipality is the atmospheric emissions licensing authority and is responsible for the issuing of atmospheric emissions licenses to industries which comply with the requirements of the National Environmental Management Air Quality Act, 2004. FBDM is awaiting the finalisation of the licensing fee calculator from the National Department of Environmental Affairs to implement the system.
- Many of the food premises are owned by foreign owners and do not comply with legislative requirements and do not have Certificates of Acceptability. Stricter enforcement of legislation will be implemented to ensure compliance. Section 54 of the Foodstuffs, Cosmetics and Disinfectants Act, 1977 was repealed and inspection of government premises became the responsibility of FBDM and the municipality will build capacity in the environmental health unit to address the issue.

2.3.2 Disaster Management

The Disaster Management Act (Act 57 of 2002) places the responsibility of disaster management on metropolitan and district municipalities. The disaster management unit is also responsible for the firefighting function in Magareng, Dikgatlong and Phokwane Local municipalities to build institutional capacity at a local level. Frances Baard District Municipality (FBDM) has appointed three (3) Disaster Management Practitioners. One practitioner is allocated per municipality except for Sol Plaatje LM.

Local municipalities do not budget for disasters or incidents occurring within their jurisdiction; and solely depend on the support and assistance from the FDBM. However clause 7.7.1.4 of The National Disaster Management Framework (2005) provides that municipalities' budget for rehabilitation and reconstruction of post disaster.

The district municipality has reviewed the District Disaster Management Plan and similar plans have also been developed for Magareng, Phokwane and Dikgatlong local municipalities. A Response and Recovery Strategy has also been developed to assist the district municipality and all other disaster management stakeholders to respond uniformly to disastrous incidents/events. FBDM is currently utilising the National Emergency Alarm Radio (NEAR) system which is maintained by the South

African National Defence Force. The system will be decommissioned soon and it is incumbent upon the district municipality to procure and maintain its own new communication system. A final decision to transfer the assets to district municipalities has not yet been finalised by the SANDF.

Issues:

- Frances Baard district municipality lacks firefighting facilities, equipment and human capital. There is an increase in shack and dwelling fires in the Dikgatlong, Magareng and the Phokwane local municipalities because of the lack of fire and emergency services in these areas. To combat veldfires FBDM utilises the services of Fire Prevention Associations and Working on Fire.
- FBDM does not have a district disaster management Centre. It is a requirement as per the Disaster Management Act (Act 57 of 2002) for a district municipality to establish a disaster management centre to serve all its municipalities. FBDM recently concluded the planning stages for the establishment of the District Disaster Management Centre and an architect was appointed to design and cost the centre.
- Conditional grants for NEAR and Fire are received from Province. The Fire Grant must be shared between Sol Plaatje, Phokwane, Dikgatlong and Magareng local municipalities. These funds are insufficient due to the high cost of firefighting equipment.

2.3.3 Human Resources Development

There is continuous investment in employees and councillors through training and development. This initiative is done jointly with other training and development institutions e.g. LGseta, SALGA and accredited institutions of higher learning. This is an attempt to enable both councillors and employees to deliver to the expectation of the communities. The objective of Skills Development is to create a workforce empowered with the necessary and continuously upgraded skills, knowledge and recognized qualifications in order to increase productivity and competency levels of employees. It is also essential to identify developmental opportunities and address challenges to meet new demands of changing technologies and labour market demands.

a) Labour Relations

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

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

The LLF, as a conflict resolution and consultative forum, has in the instance of FBDM been clearly established and put in place, and is fully functional.

With a stable, active and properly functional LLF in place, the focus is to be directed at the maintenance of its active and functional status for the sustainability of its operations. To ensure that this objective is attained, a medium to long term plan and strategy is to be developed and implemented to ensure that the momentum of operational efficiency is maintained.

b) Skills Development

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

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

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

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

c) Recruitment, selection and placement

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

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

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

d) Employment Equity

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

primary beneficiaries of EE are intended to be designated groups, particularly women and people living with disabilities.

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

To redress this anomaly, a plan is to be established and implemented. The plan will, amongst other remedial actions, contain initiatives intended to ensure that all recruitment adverts are understandable, user-friendly, and have an appeal towards women and people living with disabilities, including having a wide reach and coverage of the entire district.

e) Health and Safety

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

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

f) Employee assistance and wellness

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

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

Despite the utmost professionalism with which the function is being handled, EAP is still regarded with skepticism and beset with credibility challenges and afflicted by negative stigma by the workforce of FBDM.

In the endeavor to deal and reverse the challenge of negative perception and debilitating stigma, a well thought-out plan will be put in place to positively market EAP and internally brand FBDM as a caring institution which has the welfare of its employees at heart.

g) Performance management and administration of performance information

Performance management is a holistic process that is based on performance against the strategic plan. It involves the development and execution of an action plan, and regular reporting on the implementation of business operations against the existing operational performance plans. The performance management system has been extended to include managers below the level of section 54 and 54A managers.

The responsibility of the Human Resource Unit is about rendering support for performance evaluations, safe keeping of performance records, and the general management of performance information.

Though the performance information of the majority of middle managers is on record, the challenge is with regard to unclear channels of communication and the blurred line of responsibility pertaining to the follow-up of outstanding performance information. However, a plan will be developed intended to resolve and remove the challenge of overlapping responsibility.

h) Human resource administration and personnel maintenance

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

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

The first and initial phase of the training of employees on the use of the system has already been effected. The rollout of further training will depend on the outcome of the afore-mentioned preceding action.

Issues:

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

2.3.4 Records Management and Office Support Services

The quality of the service the Frances Baard District Municipality delivers to the local municipalities and stakeholders depends on how well the municipality can create, store, retrieve, use and manage relevant information to make decisions to act in pursuit of accountability, good governance and to achieve the business objectives of the municipality. Therefore; sound records management is fundamental for good governance, effective and efficient administration. Records Management forms the basis for policy formulation in local government; managing resources of the municipality, delivering services to the public and protecting the rights of individuals and the institution.

The absence of a permanent records centre for Frances Baard District Municipality; creates a huge challenge when the office embarks on records management activities to achieve its objects of executing disposal and appraisal activities. These activities enable the municipality to distinguish which records should be disposed when no longer required for administrative, legal or other functional purposes and which records should be transferred to the Khotso Flatela Archives Repository for permanent preservation. However, the Frances Baard District Municipality is in the process of extending the current administration block to facilitate alternative storage facilities for these activities.

Frances Baard District Municipality provides records management services and support to Dikgatlong, Magareng and Phokwane municipality. However, the current on-going assistance per request process do not seem to be successful in narrowing the gap for the local municipalities to comply with the legislation governing records management and to implement a compliant records management strategy. A structured approach with a clear action plan will be considered per municipality as to improve the current records management challenges in the local municipalities.

The introduction of new sections and focuses within Frances Baard District Municipality to strengthen the current processes and procedures; required the section to perform regular revisions and additions (amendments) to the current approved file plan of the municipality:

- Compliance and Legal services
- Risk Management
- Air quality management

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

Issues:

- Frances Baard District Municipality staff does not frequent the electronic records management systems on daily basis and at some instances don't access the system for a period of time; this action may cause a delay in responding to incoming communication and affecting service delivery.
- The absence of a permanent records centre for the Frances Baard District Municipality; creates a huge challenge when the office embarks on records management activities to achieve its objectives of executing disposal and appraisal activities. These activities enables the municipality to distinguish which records should be disposed, when no longer required for administrative, legal or other functional purposes and which records to be transferred to the Khotso Flatela Archives Repository for permanent preservation.
- The vetting of registry officials are being delayed by the State Security Agency and feedback on the matter is hindered.
- The Records Control Schedule, which is a schedule for paper-based records other than correspondence is in a draft format and the document needs to be finalized in order to manage paper-based records other than correspondence and to determine retention periods for these records.
- All the local municipalities are having major challenges with regard to records management compliance; this can be detected through the auditor's reports during the annual auditing process. Frances Baard District Municipality has no structured approach in addressing the challenges in the local municipalities; than assisting the local municipalities per request; due to the absence of a Memorandum of Understanding.
- Frances Baard District Municipality is experiencing delays in the approval of submitted revisions and additions to the Northern Cape: Provincial Archives and Records Services; due to staff shortage.

2.3.5 Information, Communication Technology

The lack of stable internet backbone, due to high cost of internet technologies has a huge impact on implementing recent technologies within the district. In the next coming years the district would start the implementation of the Satellite internet solution in a phase approach and apply for additional funding to assist the process of implementing a stable internet backbone across the district.

The Frances Baard District Municipality is compelled to revised its ICT Master Plan objectives every five (5) years to be able to meet the demands and requirements of all stakeholders, this will position the district municipality to able to provide a structured ICT support to the local municipalities.

ICT Governance has been described as the effective and efficient management of ICT resources and processes to facilitate the achievement of Municipal goals and objectives. The district municipality is in the process of reviewing its ICT Governance Framework and assisting the three local municipalities through the ICT District Forum.

The district municipality's intervention through the ICT District Forum will ensure that the ICT internal controls within the three local municipalities (Magareng, Dikgatlong and Phokwane local municipalities) receive the necessary attention. The ICT District Forum will use the Information System Audit (ISA) report as a base to fully look into weak internal controls and ICT Governance principles.

2.3.6 Spatial Planning

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

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

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

- Preparation and adoption of the spatial development frameworks;
- Financial assistance and capacity building;
- Establishment of the Municipal Planning Tribunal (Joint/single/District);
- Preparation and Approval of Delegations;
- Preparation, adoption and gazetting of the Municipal Planning By-laws;
- Preparation and adoption of the new Tariffs;
- Categorisation of the land development applications; and
- Establishment of the Appeal Authority

Frances Baard District Municipality, Phokwane Municipality, Dikgatlong Municipality and Magareng Municipality have agreed to establish a District Municipal Planning Tribunal (DMPT) in order to receive and dispose of land development applications and land use applications. The DMPT is not yet operational, because the municipalities are currently finalising the process of adopting, gazetting bylaws and appointing the external official member of the DMPT.

Spatial Development Frameworks

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

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

Integrated Zoning Schemes/ Land Use Schemes

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

Frances Baard District Municipality has facilitated the preparations of the Land use schemes of Phokwane, Dikgatlong and Magareng Municipalities. The schemes have been adopted by the respective council.

Issues:

- The District Municipal Planning Tribunal is not yet operation because of the delay with regard to the gazetting of the municipal Bylaw.
- The authorized officials at the Local Municipalities to approve certain categorised land use applications still require training as they lacks knowledge and understanding on the land use management and land development process.
- Local Municipalities as the authorities of the first instances on land development matters, they do not have system ready to receive and process land use applications.
- Local Municipalities have not yet approved new tariffs in line with the SPLUMA and they are still using old tariffs.
- Local Municipalities have not yet established Appeal Authority as required by the SPLUMA.
- The members of the Executive authority that will form part of the Appeal Authority will require training and Institutional support for effective and efficient appeals process on land use applications.
- Local Municipalities lacks resources and are embedded with weak institutional capacity to implement and enforce the approve plans such as Land Use Scheme and Spatial Development Frameworks (SDFs).
- Local Municipalities gradually update the change in the land use rights or zones, which lead to the mismatch of the deeds information and land use on the ground.

2.3.8 Geographic Information System

GIS (Geographic Information Systems) is an essential tool used by the district and local municipalities for monitoring and planning for improvements with the service delivery. The unit maintains an environment for geographic data sets from and off the shelf inventory that serves the district and municipalities with support in the planning and decision making.

Frances Baard District Municipality and Sol Plaatje local municipality utilize GIS, to maximize the benefits of GIS. An integrated enterprise GIS solution is implemented to encompass FBDM and local municipalities, namely Sol Plaatje Municipality, Phokwane Municipality, Dikgatlong Municipality and Magareng Municipality.

Currently the technical GIS environment for FBDM consist of two GIS workstations, GIS server, A0 plotter, A3 printer and five Trimble Juno GPS handheld units to facilitate data capture and update. The district is running Esri Suite platform for operational, support to in and outside stakeholders. Frances Baard District Municipality has registered web portal that serves as a data deliverable to all users through web service (internet).

Issues:

- GIS Server – the repository storage for data sets and licenses for operation and support requires intensive upgrade.
- Frances Baard DM GIS website service is deployed and hosted, maintained and updated externally. The unit hones the skills of the GIS Officer to acquire and increase the knowledge necessary; to in the future see the services rendered locally.
- Staffing – local municipalities has a huge struggle to cope with GIS operations as a result of lack of capacity. The initiative to institute services of GIS champion in the three municipalities (Magareng, Phokwane and Dikgatlong) is met with skills shortage. Retention of people for the posts in the municipality remains a challenge.
- Magareng local municipality –is currently with a vacant position, and plans to institute relief are in the process.
- Phokwane local municipality – the champions has a need to be capacitated with GIS training to enhance knowledge of serving in the municipality.
- Dikgatlong local municipality – there is planned upskilling for more candidates to increase capacity in the municipality.
- Esri software and licensing – the current software running the mapping need an upgrade to fulfill functional GIS for efficiency and effective system.

2.4 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

2.4.1 Communication

The role of communication in supporting democratic development is increasingly being recognised. Communication is still under-prioritised in the district in terms of

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

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 focused on the needs of stakeholders. The district municipality will be assisting with the development of communication strategies at local municipalities to improve coordination of communication activities.

c) Communication Forum

The District Communications Forum creates a platform for communicators within the district to share best practices that will ensure good communication within the district. The main objectives of the forum are to:

- Facilitate communications amongst three spheres of government;
- Gather and compile relevant information for distribution amongst members;
- To encourage professionalism and collaboration of programmes between spheres of government;
- 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.

Issues:

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

2.4.2 Internal Audit

Frances Baard is currently providing internal audit support services with all its resources to the two local municipalities, Magareng and Dikgatlong.

The audit, risk and performance committee is also extended to the two local municipalities. Despite this support to the two local municipalities there has not been improvement on the audit opinion because of inadequacy in internal controls and insufficient risk management.

Issues:

- Internal audit cannot comply with the requirements of section 45 of the MSA due to the local municipalities that does not have an effective performance management system in place.
- The annual audit plans are not fully executed due to prevailing situations in the two local municipalities.
- The local municipalities do not fully implement the audit action plan to address the issues raised by the Auditor General.
- The audit committee meetings are not held regularly as required by MFMA due to the prevailing situations in the two local municipalities, and therefore inadequately discharging its duties in terms of section 166 of the MFMA.

2.4.3 Legal and Compliance

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

2.4.4 Risk Management Services

The Frances Baard District Municipality established a dedicated risk management functions in the 2013/14 financial year. FBDM and Sol Plaatje local municipality are

the only municipalities which have functional structures consisting of risk management units in the district.

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

A long way in reducing all identified risks to acceptable levels and to create an environment that is free from maladministration and fraud.

The following are the district transversal risks that we have to ensure that they are reduced to acceptable levels:

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

2.4.5 Performance Management System and Committee Services

2.4.5.1 Performance Management System (PMS)

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

Frances Baard District Municipality approved its first performance management framework on 17 September 2003 which laid the foundation for the development of a PMS policy containing the following components:

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

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

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

The individual PMS, vested in the Human Resources unit, measures the performance of all middle managers who in turn are responsible for the performance of all other levels of staff in the service of the municipality.

Frances Baard District Municipality as part of its mandate of providing assistance to the local municipality makes its PMS unit available to provide support as and when required by the local municipalities of Phokwane, Magareng and Dikgatlong. The performance management system of these three local municipalities has not reached the level equal to the one of FBDM. It is the endeavor of the municipality to help bring the level of PMS of these three local municipalities to the same level as FBDM.

2.4.5.2 Committee Services

Section 79 of the municipal structures act no 117 of 1998 (as amended) stipulates that a municipal council may establish one or more committees necessary for the effective and efficient performance of any of its functions or exercise of any of its powers. Additionally the municipal council must appoint a chairperson and determine the functions of a committee it has established.

The following committees have been established by the Frances Baard District Municipality's council to ensure effective and efficient performance of Council delegated functions:

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

Council also established three more committee in accordance with local government legislation:

- **Audit; Performance and Risk Committee** – this committee is established in line with the provisions of section 166(1) of the municipal finance management act (MFMA) no 56 of 2003 (as amended) and consists of three members with one being the chairperson.
- **Oversight Committee** – this committee is established in line with the provisions of section 33 and 79 of the municipal structures act no 117 of 1998 (as amended)

and it consists of two independent specialists and four councillors from the finance committee.

- **Municipal Public Accounts Committee (MPAC)**, which consists of 9 (nine) members who are all councillors. The main purpose of the MPAC is to exercise oversight over the executive functionaries of council and to ensure good governance in the municipality.

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

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

Issues:

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

2.5 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

2.5.1 Financial Management:

The financial management of the municipality is discharged in accordance with the requirements of the Constitution of South Africa 1996, the Municipal Finance Management Act (MFMA) 2003, and other related pieces of legislation. The core function of the department is to provide an effective and efficient financial management service in respect of the municipal assets, liabilities, revenue and expenditure in a sustained manner to maximise the district municipality's developmental role.

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

- Full compliance to the requirements of the MFMA;
- Credible financial reporting;
- Unqualified audit reports with no findings;
- Designed and implemented internal controls;
- Internal audit and risk management;
- Transparent, equitable and fair supply chain management; and
- Management of internship programme.

The district municipality has a responsibility to ensure compliance to the municipal Standard Chart of Accounts (mSCOA) as well as assists in supporting its local municipalities to comply by 01 July 2017.

2.6 SOCIAL DEVELOPMENT

2.6.1 HIV/AIDS

HIV/Aids

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

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

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

Research shows high levels of knowledge about the means of transmission of HIV and understanding of methods of prevention. However, this does not translate into HIV-preventive behaviour. Behaviour change and social change are long-term processes, and the factors that predispose people to infection – such as poverty and inequality, patriarchy and illiteracy – cannot be addressed in the short term. Vulnerability to, and the impact of, the epidemic are proving to be most catastrophic at community and household level.

Women aged between 30 and 34 and males aged 35 to 39 had the highest infection rates: 36% of females and 28.8% of males in these respective age groups contracted HIV. But the rate at which new HIV infections are acquired, or the HIV incidence

rate, is a concern, with the HIV incidence rate among females aged 15 to 24 being more than four times higher than the incidence rate found in males in this group. Among the teenage population, the difference between the HIV prevalence between girls and boys is even higher: girls have eight times the infection rate of their male counterparts.

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

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

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

2.6.2 Social Grants:

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

TABLE 3: ACTIVE GRANTS FOR DECEMBER 2015 (SASSA 2015)

December 2015							
	OAG	WV	DG	FCG	CDG	CSG	GIA
Kimberly Central	6 852	1	3 355	128	388	12 375	189
Roodepan	4 788	0	3 301	1 103	526	18 604	165
Floors	1 635	0	1 851	264	232	6 780	138
Beaconsfield	914	3	756	117	126	2 295	59
Tlhokomelo	971	0	995	190	132	3 259	72
Corless Road	2 290	0	1 786	416	294	7 760	91
Ritchie	910	0	673	221	63	4 610	38
Barkly West	1 790	0	1 739	387	161	6 938	105
Delpoortshoop	1 141	0	1 831	150	135	4 207	84
Hartswater	881	0	792	216	100	3 940	29
Warrenton	1 563	0	1 439	317	84	5 106	76
Pampierstad	1 554	1	1 191	374	129	6 107	122
Jan Kempdorp	1 570	0	1 285	198	153	7 965	51
	26 859	5	20 994	4 081	2 523	89 946	1 219

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

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

Old age grant (OAG):

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

War Veterans (WVG):

Special grants have been introduced for war veterans who fought in the liberation struggle. Any person who qualifies is advised to contact their respective political parties.

There were about 6 beneficiaries of the War Veterans grant in the district in December 2015. These are war veterans who served with the South African army either in the Zulu Uprising in 1906; First World War 1914-1918; Second World War 1939-1945 or the Korean War 1950-1953.

Disability Grant (DG):

A disability grant is a social grant intended to provide for the basic needs of adults (people who are over 18 years) who are unfit to work due to mental or physical disability. The applicant should not have refused to do work that they are capable of doing and should not have refused treatment. The disability must be confirmed by a valid medical report of a medical officer stating whether the disability is temporary or permanent.

A person can apply for a temporary disability grant where it is believed the disability will last between six months and a year, or a permanent disability grant where it is believed the disability will last for more than a year. There were 20,592 recipients of the disability grant in the district in December 2015.

Foster Care (FCG):

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

Care dependency grant (CDG):

It is a grant dedicated to those children between the ages of 1 and 18 years old who are either mentally or physically disabled and need permanent home care. There were about 2,355 recipients of this grant in the district by December 2015.

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. It had about 49,500 recipients in the district by December 2015.

2.7 LAND

The president of the republic of South Africa on the 12th of February 2015 in his state of nation address speech said, Land has become one of the most critical factors in achieving redress for the wrongs of the past.

2.7.1 Land reform and land restitution

With South Africa set to mark the centenary of the notorious 1913 Land Act this year, the government is taking a number of steps to speed up land reform. This

include a shift from the "willing buyer, willing seller" to the "just and equitable" principle for compensation for land acquired by the state.

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

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

The above section may be summarized as follows:

1. The principles underlying Land Reform are:

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

2. The current challenges and weakness are:

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

3. The improved trajectory for Land Reform aim to:

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

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

Land reform and land restitution cases are extremely sensitive and divisive issues that the government has to deal with. The legal and policy framework to facilitate

land reform and the process of restoring rights in land to individuals or communities dispossessed of such rights have been adopted by government (Restitution of Land Rights Act-1994).

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

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

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

2.7.2 AGRI-PARK

President Jacob Zuma in his 2015 State of the Nation Address (SONA) stated that, “Government will provide comprehensive support to smallholder farmers by speeding up land reform and providing technical, infrastructural and financial support.” He further stated that government has identified agriculture as the key job driver, with a target for the agricultural sector to create a million jobs by 2030. The President also highlighted the significant of establishing the agro-parks or cooperatives and clusters in each of the 27 poorest district municipalities to transform rural economies. He further indicated that the government allocated an initial funding of R2 billion for the agri-park initiative.

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

The Policy Discussion Paper Series – Agriculture Parks Models for the Capital Region CR-FAIR 2013, stated that “an Agricultural Park is a park that is accessible to the public providing recreational and wildlife habitat at the same time as providing space and opportunity for a range of food growing and educational opportunities” whereas, DRDLR 2015; defined Agri-park as a networked innovation system of

agro-production, processing, logistics, marketing and training and extension services, located in district municipalities. As a network it enables a market-driven combination and integration of various agricultural activities and rural transformation services.

The Agripark is comprised of three basic units:-

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

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

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

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

Ritchie in Sol Plaatje. The Department appointed the service provider to assess the viability of the proposed site and develop the Master business plan, which promotes the following objectives within FBDM:-

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

The commissioned study is set to be completed in the 2015/16 financial year. The service provider has completed the concept report and situational analysis.

Issues:

- 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 engage with the community.
- The Agri-hub/park is a new concept and the district is still identifying which commodities will best suit the agripark.

CHAPTER 3: OBJECTIVES AND STRATEGIES

3.1 BASIC SERVICE DELIVERY

3.1.1 Infrastructure Services

Goal	Objective	Outcome	
		Indicator	Target
Improved access to sustainable basic services in the District	1. To Assist LM's with Projects Identification, Review and Prioritisation in IDP's annually	<ul style="list-style-type: none"> Improved Planning 	<ul style="list-style-type: none"> BP's submitted on time 100% Project completion within time frames Updated Infrastructure Asset Registers
	2. To support the provision of potable water, sanitation facilities, electricity and streets and stormwater to all households in the district by 2016/2017.	<ul style="list-style-type: none"> Access to improved basic services 	<ul style="list-style-type: none"> 90% of allocated funds spent
	3. To support Operation and Maintenance of infrastructure in the LM's annually	<ul style="list-style-type: none"> Sustainable service provision 	<ul style="list-style-type: none"> Sustainable service delivery

Goal	Objective	Outcome	
		Indicator	Target
Improved access to sustainable basic services in the District	4. To promote Transport Planning in the LM's in the district by 2016/2017.	<ul style="list-style-type: none"> Municipal Roads Asset Management System 	<ul style="list-style-type: none"> 1 Road Asses Management System for the district
	5. To create job opportunities for unemployed through the promotion of EPWP principles in the district and LMs by 2016/2017	<ul style="list-style-type: none"> EPWP targets achieved as per the annual EPWP incentive agreements 	<ul style="list-style-type: none"> Annual EPWP target set as per incentive agreement
		<ul style="list-style-type: none"> Number of Jobs created through projects other than the EPWP incentive agreement 	<ul style="list-style-type: none"> 25 work opportunities

3.1.2 Housing

Goal	Objective	Outcome	
		Indicator	Target
Facilitate the creation of sustainable human settlements	Facilitate the reduction of the Housing backlog by 2016/2017	Reduction in the housing backlog	435 Hsholds
	Capacitate the consumers of human settlements in the district by 2016/2017	Number of consumer education workshops conducted	8

3.2 LOCAL ECONOMIC DEVELOPMENT

3.2.1 Local Economic Development

Goal	Objective	Outcome	
		Indicator	Target
Facilitate growth and diversification of the district economy by optimizing all available resources	To support the diversification of the District economy by 2016/2017	Sector development Increased direct investment	4 Fundable projects related to sector development
	To support SMME development through the implementation of the FBDM SMME support policy by 2016/2017	Sustained and growing SMMEs.	Implementation of SMME Development Policy <ul style="list-style-type: none"> • Direct support • Promotion of SMMEs • Skills development
	To assist LMs with the implementation of incentive policies for LMs 2016/2017	Packaged incentives for sector and SMME development	4 LMs policies

Goal	Objective	Outcome	
		Indicator	Target
	To coordinate and support LED structures by 2016/2017	Coordination of support and per sector	Coordination of all economic intervention and support in the District.

3.2.2 Tourism

Goal	Objective	Outcome	
		Indicator	Target
Ensure the development of a vibrant tourism sector that facilitates sustainable economic, environmental and social benefits in the district.	Support and promote the development of tourism in the local municipalities by 2016/2017	<ul style="list-style-type: none"> • Flourishing tourism destination • Enhanced tourism products • Functional tourist information centres • Newly Developed tourism products 	(4) all locals
	Establish and expand a vibrant and sought after destination brand for FBDM by 2016/ 2017	<ul style="list-style-type: none"> • Vibrant destination brand • Increased Market share • Increased visitor numbers and spending 	2016-2017
	Facilitate strategic partnerships and participation of all FBDM tourism role players by 2016/2017	<ul style="list-style-type: none"> • Increased Participation • Number of capacity building /support interventions • Signed Agreements with stakeholders 	2016-2017

3.3 MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

3.3.1 Environmental Management

Goal	Objective	Outcome	
		Indicator	Target
To promote and support sustainable municipal health and environmental planning and management in the District	To render effective and sustainable municipal health services in the District by 2016/2017	Improved drinking water quality	100% implementation of water standards
		Compliant food and non-food premises	100% compliance to legislation
		Trained food handlers	150 trained food handlers
	To render effective and sustainable environmental planning and management in the District by 2016/2017	Implemented Environmental awareness programmes	100%implementation of awareness campaigns
		Compliant atmospheric emissions industries	100% complaint industries
		Implemented air quality strategies	100% implementation of strategies
		Implemented waste management strategies	100% implementation of strategies

3.3.2 Disaster Management

Goal	Objective	Outcome	
		Indicator	Target
Promotion and implementation of an effective and efficient Disaster Management and Fire-fighting service in the Frances Baard District.	To develop integrated institutional capacity for Disaster Management at three Local Municipalities by 2016/2017	Capacitated local municipalities in disaster management	(3)Magareng, Dikgatlong and Phokwane
	To implement Response and Recovery mechanisms as per DDMF to four Local Municipalities by 2016/2017	Improved Response and recovery to incident in Local municipalities	(3)Magareng, Dikgatlong and Phokwane
	To develop Institutional capacity and acquire resources for fire-fighting services for 3 local municipalities in the district by 2016/17	Increased fire-fighting capacity at 3 Local municipalities	Magareng Dikgatlong Phokwane
	To safeguard council's assets by continuously enhancing and upgrading physical security systems and accessibility by 2016/2017	Improved, upgraded and well maintained security systems	FBDM

3.3.3 Human Resource Development

Goal	Objectives	Outcome	
		Indicator	Target
To provide a fully effective Human Resources Management function to the District and support to local municipalities	To ensure Human Resources Management support to all departments at Frances Baard District Municipality by 2016/2017	Each department managing independently with minimal hands on support	2016/2017 100%
	To provide assistance and support on Human Resources Management to three local Municipalities (Magareng, Phokwane and Dikgatlong) by 2016/2017	Each local municipality managing independently and with minimal hands on support	2016/2017 100%

3.3.4 Records Management

Goal	Objective	Outcome	
		Indicator	Target
Provide sound records, archives and office support services	To ensure compliance to the Provincial Archives Act and related legislation by 2016/2017	Improve records management in the district	3 LM on request
	To render an effective and cost-efficient office support function by 2016/2017	Efficient and effective office support function	100%
	To ensure 100% maintenance of the building and the management of contractors by 2016/2017	Maintenance of buildings and the management of contractors	100%

3.3.5 Information, Communication Technology

Goal	Objectives	Outcome	
		Indicator	Target
Render an effective and efficient Information Technology support in the District	To provide an effective ICT support within the Frances Baard District Municipality by 2016/2017	Improved ICT support within the Frances Baard District Municipality	100%
	To provide ICT a structured support to the three(3) local municipalities by 2016/2017	A well-structured support to three(3) local; municipalities	100%
	To optimize the ITC infrastructure to accommodate the MSCOA by 2016/2017	An improved ICT systems	100%

3.3.6 Integrated Development Plan

Goal	Objective	Outcome	
		Indicator	Target
Attain credible and implementable IDPs in the District	To facilitate the preparation and review of IDP in compliance with relevant legislation and policies by 2016/2017	Aligned, Implementable and credible IDP	As per the IDP Process plan 5 IDP

3.3.7 Town and Regional Planning

Goal	Objectives	Outcome	
		Indicator	Target
Facilitate the development of sustainable human settlements through effective town and regional planning	To facilitate the development of urban areas in accordance with approved spatial plans by 2016/2017	<ul style="list-style-type: none"> • Implemented SPLUMA at the district and local municipalities • Scheduled sittings of the DMPT undertaken • Land development applications processed • Approved CBD renewal 	District and Three (3) Local Municipalities (Magareng, Dikgatlong, & Phokwane).
	To facilitate the preparation of township establishment and Informal settlement upgrading in Local Municipalities by 2016/2017	<ul style="list-style-type: none"> • Established townships 	Three (3) Local Municipalities (Magareng, Dikgatlong, & Phokwane).

3.3.8 GIS

GOAL	Objective	Outcome	
		Indicator	Target
Provision of reliable spatial information as a planning and management tool in order to enhance service delivery in the District	To ensure the creation of integrated GIS services in the District by 2016/2017	Integrated District GIS system	3 Municipalities (Magareng, Dikgatlong, & Phokwane)
	To Enhance GIS as a planning tool in the District by 2016/2017	Implementation of GIS in decision-making	3 Municipalities (Magareng, Dikgatlong, & Phokwane)

3.4 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

3.4.1 Communication

Goal	Objectives	Outcome	
		Indicator	Target
Create, strengthen and preserve favourable opinion of the district through effective channels of communication	To promote and a positive public opinion on service delivery in the district by 2016/2017	Improved relations between communities and local government in the District	100% implementation of external communication plan
	To facilitate the collaboration of government activities and programmes through effective communication networks by 2016/2017	Collaborated government activities / programmes	<ul style="list-style-type: none"> • 8 PPP meetings • 4 DCF meetings
	To support the improvement and maintenance of morale and staff engagement to successfully implement the goals of the district municipality by 2016/2017	Enhanced staff engagement	100% implementation of internal communication plan

3.4.2 Internal Audit

Goal	Objectives	Outcome	
		Indicator	Target
Facilitate the provision of internal audit services in the district	To evaluate and contribute to the establishment and improvement of governance, risk management and control processes in the district and local municipalities by 2016/2017	Providing reasonable assurance on: <ul style="list-style-type: none"> • Compliance with laws and regulations. • Reliability and integrity of financial and operational information. • Effectiveness and efficiency of operations. • Safeguarding of assets. 	Quarterly Assessment
	To build internal audit capacity in local municipalities intended for the establishment of Internal Audit units in 2 other LM by 2015/16	Established Internal Audit units in all municipalities within the district	2 Internal Audit functions

3.4.3 Legal and Compliance

Goal	Objectives	Outcome	
		Indicator	Target
Provision of a comprehensive, efficient and effective legal advisory and contract oversight services to the municipality.	To Implement procedures for a comprehensive legal services by 2016/2017	<ul style="list-style-type: none"> • 100% provision of legal services to FBDM • Assist local municipalities upon request with the provision of legal services 	<ul style="list-style-type: none"> • 100% legal services to FBDM • 100% legal services assistance to Magareng, Dikgatlong and Phokwane local municipalities
To safeguard the interest of the municipality in all legally related matters and to ensure that the operations of the municipality are conducted within the parameters of law.	To Ensure sound legal binding contracts by 2016/2017	<ul style="list-style-type: none"> • Vetted contracts 	<ul style="list-style-type: none"> • 100% vetting and drafting of FBDM contracts
		<ul style="list-style-type: none"> • Vetted contracts for local municipalities 	<ul style="list-style-type: none"> • 100% assistance of drafting and vetting of contracts upon request from Magareng, Dikgatlong and Phokwane local municipalities

3.4.4 Risk Management Services

Goal	Objectives	Outcome	
		Indicator	Target
Facilitate the provision of fraud and risk management in the district	To provide advisory services to the design and implementation of risk management processes in the district	<p>Reduced risk to 0%</p> <p>- To have effective and efficient risk management processes designed to reduce identified risks to be within acceptable levels</p>	<p>Development of policies and Risk registers with 100% monitoring of identified risks for:</p> <ul style="list-style-type: none"> • FBDM • Magareng & Dikgatlong

	Provisioning of fraud management services that will ensure that there is an effective systems in place to manage, detect and report fraud/corruption activities	To raise the level of fraud and corruption awareness and to implement early warning detection/prevention systems including encouragement of reporting fraudulent /corrupt activities via proper reporting channels	100 % fraud management for: <ul style="list-style-type: none"> • FBDM • Magareng & Dikgatlong
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3.4.5 Performance Management system and Committee Services

Objective	Outcome	
	Indicator	Target
To establish functional and sustainable performance management systems in compliance with legislation in FBDM district by end of 2016/2017.	Improved performance management systems	Dikgatlong Magareng Phokwane
To maintain a functional and compliant institutional performance management system in FBDM up to 2016/2017.	Improved PMS in FBDM	100% Functional PMS in FBDM
To support FBDM management in complying with local government legislation and initiatives by 2016/2017	Required support in compliance	100% support in compliance with legislation

To ensure timely, efficient and effective implementation of Council resolutions by 2016/2017.	Adequate implementation of a resolution tracking system	Quarterly reports
To ensure an efficient and effective coordination of DIGF meetings by 2016/2017	Documented annual schedule of meetings. Timely distribution of agendas and minutes of the meetings.	Quarterly meetings.
To ensure an effective and efficient coordination of the back to basics programme for FBDM by 2016/2017	Regular information dissemination of information and workshops on back to basics to staff.	Quarterly reports

3.4.6 Youth Services

	Objective	Outcome	
Goal		Indicator	Target
Create conducive environment for the promotion of youth socio-economic empowerment and provide skills and training.	To ensure proper coordination and monitoring of youth development policies and programmes by 2016/2017	Local youth forums across the district Informed youth Developed policies	4 local municipalities
	To create good relations and partnership with youth organization and non-governmental organizations in district by 2016/2017	Co-ordinated programmes on youth development.	NYDA, NGO's and provincial departments.
	To ensure that there is a link on governmental programmes for young people by 2016/2017	Youth structures about governmental programme	4 local municipalities

3.5 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

3.5.1 Budget & Treasury, Revenue & Expenditure and Supply management

Goal	Objectives	Outcome	
		Indicator	Target
Provide an effective and efficient financial management service in respect of municipal assets, liabilities, revenue and expenditure in a sustained manner to maximise the district municipality's developmental role.	To ensure long-term financial sustainability by 2016/2017	Sound financial management according to best practices	100% Compliance
	To ensure full compliance with all accounting statutory and legislative requirements by 2016/2017	Compliance with legislation and related guidelines from NT	100% Compliance
	To ensure proper systems of supply chain management by 2016/2017	Compliance with legislation and related guidelines from NT	100% Compliance
	To ensure effective debt collection and implementation of revenue generating strategies by 2016/2017	Maximise debt collection and revenue generating strategies	100% Collection rate on grants & other sundry

Goal	Objectives	Outcome	
		Indicator	Target
	To ensure the proper management of cash resources to meet financial liabilities by 2016/2017	Efficient and effective management of council's available resources	100% Effectiveness
	To provide financial management support to four local municipalities by 2016/2017	Financially sound and self-sustained local municipalities	100% as per need requirement
	To implement municipal SCOAs by 2016/2017	Uniform and effective reporting to Provincial and National Treasury	100% compliance to mSCoA

CHAPTER 4: SECTOR PLANS AND INTEGRATED PROGRAMMES

COGTA has introduced a new IDP framework for municipalities outside metros and secondary cities in June 2012. At the core of the new system of local government is the ability of municipalities to coordinate and integrate programmes of other spheres and sectors operating in their space. This role is very critical given that all government programmes and services are delivered in municipal spaces. In this regard, the integrated development planning process becomes 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 group the sector plans into two (2) main categories of sector plans, namely:-

- Developmental Vision Sector Plans
- Service Oriented Sector Plans

Developmental Vision Sector Plans are:

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

- Institutional Plan;
- Financial Plan

Service Oriented Sector Plans are:

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

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

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

Important principles to guide the review of existing Sector Plans during IDP Review are:

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

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

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 its own WSDP which include these areas. The Department of Water and Sanitation therefore advised us that it was no longer necessary to compile a WSDP for the District Municipality. The District however is part of the processes which category B municipalities follow to compile their WSDP's.

2. Integrated Transport Plan

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

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

The Integrated Transport Plan was originally prepared in 2003, was review and adopted by council in 2012. The District Integrated Transport Plan addressed the mode, status and challenges of rail, road and freight and non-motorized transport in the district. Amongst other transport related matter addressed where the implementation of Local Integrated Transport Plans (LITP) for the 3 local

municipalities namely Dikgatlong, Magareng and Phokwane local municipalities and the rationalization of bus and taxi services.

3. Human Resource Strategy

The Human Resource Strategy was prepared in 2005 and it will be reviewed in the next financial year (2016/2017). The Strategy applies to the whole organization. It supports a general approach to the strategic management of human resources which is concerned with longer term people issues and macro concerns about structure, quality, professional ethics and values, commitment and matching resource to future needs. It sets out the general direction the Municipality will follow to secure and develop its human resources to deliver a sustainable and successful Municipality.

4. Performance Management System

The Performance Management System was prepared in 2006 and was then reviewed in the financial year 2015/2016. The system describes and represents how the municipal cycle and processes of performance planning, monitoring, measurement review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different role-players. The PMS facilitates accountability, capacity building, alertness of potential risks and awards outstanding performance. The system forms the basis for monitoring, evaluating and improving the implementation of the Integrated Development Plan.

5. Disaster Management Plan

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 in the 2005/2006 financial year and adopted by Council April 2006. It was then reviewed in the 12/13 financial year and was adopted by Council in January 2013.

The district disaster management plan also incorporated the Magareng, Phokwane and Dikgatlong local municipality.

Issues covered in the DDMP are as follows:

- Flooding
- Fires – Structural Fires
Veld fires
- Health e.g HIV and TB
- Motor vehicle accident N12 Magareng and N18 (Phokwane)

6. Spatial Development Framework (SDF)

The Spatial Development Framework (SDF) for Frances Baard District Municipality has been in operation since October 2007. The document was approved by the council and effectively utilized to manage spatial development.

The introduction of the SPLUMA and approval of the following two documents however necessitated the review of the SDF in order to acknowledge new approved approaches:

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

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

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

7. District Growth and Development Strategy

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

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

The Frances Baard District Municipality also acknowledges that the vision for growth and development will be achieved using the strategic development drivers, namely:

- Provision of basic services and infrastructure

- Sectoral Development and Support
- Good Governance
- Strengthening Institutions
- Human Capital Development
- Empowering Communities & Stakeholder Mobilisation

8. LED Strategy

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

LED is characterised by the following objectives:

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

9. Tourism Strategy

Tourism Strategy was reviewed in 2014/2015 financial year and was approved by Council on 24 February 2016.

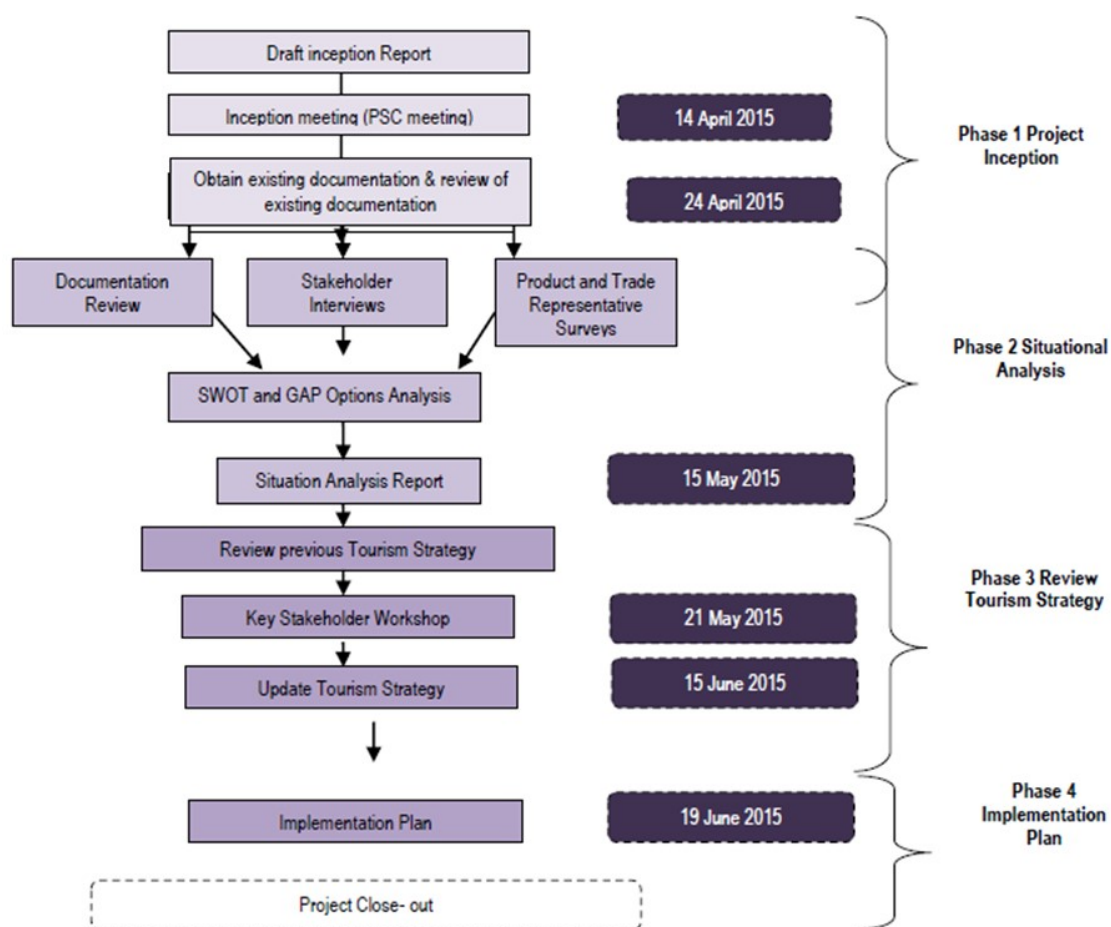
Executive Summary:

The Frances Baard District Municipality (“**FBDM**”) has identified tourism as a sector with great potential for economic growth in the district. In order to create an enabling environment by utilising the wealth of cultural, historic and natural resources found in the district, a review of the 2009 Tourism Strategy was completed. The Updated Tourism Strategy was finalised in June 2015.

The Updated Tourism Strategy study process comprised of four phases, namely (**Figure 1**):

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

Figure 1: Flowchart depicting the approach to the study



Vision for Tourism

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

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

Mission Elements for Tourism

The following mission will assist in achieving the above vision – **Figure 2**.

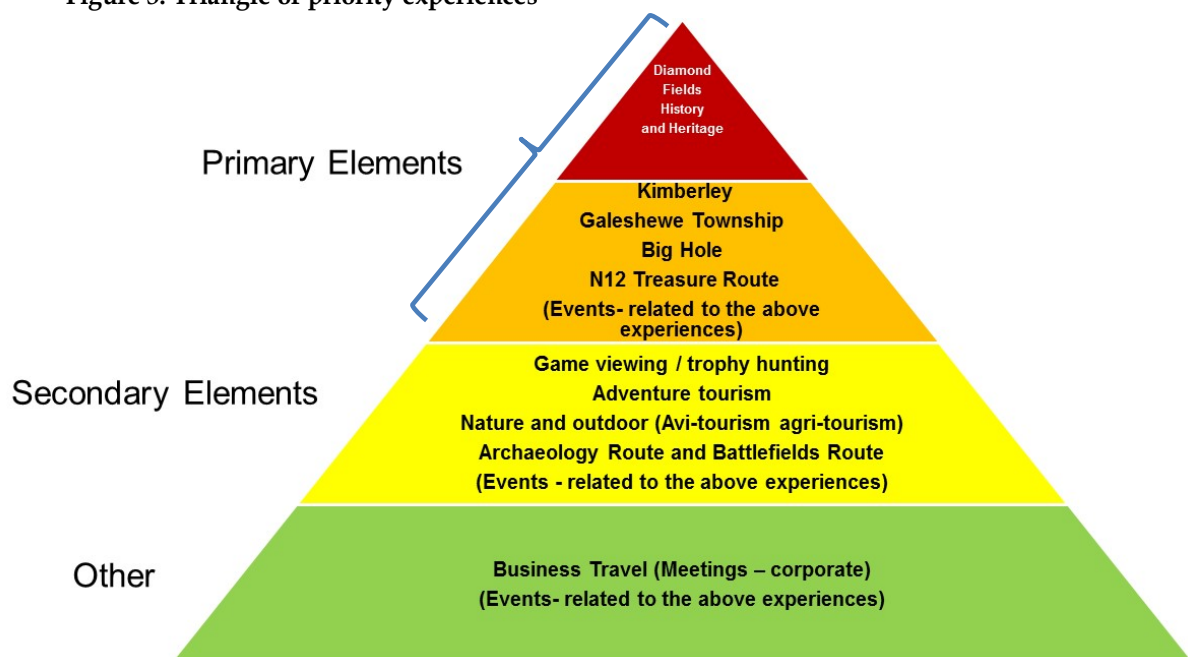
Figure 2: Tourism Mission Elements



Core Tourism Experiences and Resources Available

Based on Phase 2 (i.e. the Situational Analysis) of this study including research, observations and stakeholders' specifications, **Figure 3** shows the core tourism experiences in the district. It is important to note that when examining the priority elements identified below, it is not intended to reflect all tourism offerings for FBDM but rather the most distinctive elements.

Figure 3: Triangle of priority experiences



- Primary elements (i.e. principal theme considered unique – even iconic - not only in the district but in the greater destination it forms part of, i.e. Northern Cape and South Africa):
- Diamond Fields history and heritage associated with the district, relating primarily to the:
 - i) Mining, migration of people, packaged and unpackaged heritage tourism offerings available as well as the history thereof.
 - ii) Emphasis on the Big Hole (including the surrounding diamond fields) as a unique tourism asset (even icon) for the country and the history thereof.
 - iii) Galeshewe Township associated with mining, history of the migrants and growth of the township.
- Kimberley as the capital city of the Province and gateway to the Kalahari linking to Upington and Bloemfontein. Established node and internationally recognised city.
- Integral part of the N12 Treasure Route.
- Events related to the above experiences.
- Secondary elements (not considered unique but still of significance particularly in a provincial context):
- Game viewing / trophy hunting considered an important niche market.
- Adventure tourism considered an important niche market.
- Nature and outdoor (including agri-tourism and avi-tourism) based on the natural environment offering rural flat open plains of veld and farm scenery providing a pleasant landscape.
- Archaeology Route and Battlefields Route.
- Events related to the above experiences.
- Other
- Business travellers.
- Events related to the above experience.

Targets for Tourism

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

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

Table 1 below summaries all the priority 1 objectives identified for tourism.

Table 1: Summary of priority 1 targets

Order of importance	FBDM Updated (2020) Tourism objectives	FBDM 2020 Targets
Priority 1	Increase number of overnight foreign arrivals	111 697 visitors (same target as the NCTMP at an 8% annual increase)

Priority 1	Increase number of overnight domestic arrivals	238 672 visitors (same target as the NCTMP at an 2% annual increase)
Priority 1	Increase in public sector / government investment in tourism infrastructure	Specify budget and provide financial as well as other forms of support to at least 5 tourism related projects
Priority 1	Increase in private sector investment in tourism (for new and existing products)	Track private sector investment (specify a target of number of new projects pa; specify size of project to track).
Priority 1	Increase the marketing of the district tourism experiences	Increase the % of the tourism budget spent on marketing activities, particularly experience marketing.
Priority 1	Ensure that all stakeholders in the area (government and private sector, different races) work together for the overall good of the area	Increase the attendance at tourism stakeholder forums. Ensure balanced representation by private and public sector as well as local area.

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

Table 2: Summary of priority 2 targets

Order of importance	FBDM Updated (2020) Tourism objectives	FBDM 2020 Targets
Priority 2	Increase number of people employed in the sector	Determine the number of people employed in the sector. A % increase in the number of jobs.
Priority 2	Increase direct investment by investors based outside of the district	Gauge level of FDI. 50% of tourism investments from new investors not already based in the District.
Priority 2	Increase and maintain visitor satisfaction levels	Achieve at least a 80% satisfaction index.
Priority 2	Encourage transformation in the tourism sector	60% with a scorecard 40% reaching target (BEE) Increase by 30% (Black ownership)
Priority 2	Increase spread of tourism activity / benefits by focusing on core experience improvement and marketing throughout the district	Increase overnight visitor levels in all local municipal areas of the district. Increase events in all local municipal areas.
Priority 2	Decrease seasonality by encouraging events throughout the year	Increase number of events in of-season period
Priority 2	Promote responsible tourism practices	Increase number of tourism businesses in FBDM that are accredited by Fair Trade & Tourism and are graded.
Priority 2	Increase number of people employed in the sector	Determine the number of people employed in the sector. A % increase in the number of jobs.
Priority 2	Increase direct investment by investors based outside of the district	Gauge level of FDI. 50% of tourism investments from new investors not already based in the District.

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

Table 3: Summary of priority 3 targets

Order of importance	FBDM Updated (2020) Tourism objectives	FBDM 2020 Targets
Priority 3	Improve awareness on the existence and significance of tourism	Increase the number of awareness activities on an annual basis
Priority 3	Encourage more community participation	Encourage more community participation in tourism

Priority Projects

Prioritised investment projects for tourism product development are:

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

10. Crisis Communication Plan

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

11. HIV/Aids Strategic Plan

The District HIV/Aids Programme was prepared in 2010 and will be review in 2017/2018 financial year. The programme prepared in 2010 was prepared to support Frances Baard District municipality through a consultative process of defining local needs and vulnerabilities and channeling resources and energies through the development and implementation of an evidence-based HIV prevention programming at district level. The plan presents a useful opportunity to review existing HIV strategies, including strategies for resource allocation, mobilization and tracking, to ensure that essential HIV preventing measures are funded and implemented where they are most needed in order to slow down the transmission of new HIV-infections and to minimize the drivers of the epidemic in the Frances Baard District.

12. Integrated Waste Management Plan

The Integrated Waste Management Plan prepared in 2011 will be reviewed in 2016/2017 financial year. The reviewed IWMP reflects on previous status quo and objectives set, as well as current conditions, limitation and challenges currently experienced by the local municipalities. Furthermore the document reflects on the current legislation, policies and statements that could affect waste management in Frances Baard District Municipality. The purpose of the IWMP is to optimize waste management in order to maximize efficiency and minimize the associated environmental impacts of waste generation and financial costs of waste disposal and to improve the quality of life of inhabitants of the district. Integrated Waste Management Plan is prepared in terms of Section 4 of the NEM: Waste Management

Act of 2008. The IWMP presents the strategic planning options that can be taken to address the shortfalls in each of the local municipalities in the district.

13. Environmental Management Framework

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

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

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

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

The EMF was prepared to identify areas of natural resource importance, ecological sensitivity and other biophysical environments within the district as well as revealing where specific land uses may best be practiced and to offer performance standards for maintaining appropriate use of such land. The Framework intends to proactively identify areas of potential conflict between development proposals and critical/sensitive environments and to bridge the divide between development planning and environmental considerations by integrating environmental opportunities, constraints and critical resource management issues into land use and development endeavours.

14. Air Quality Management Plan

Air quality management plan (AQMP) was Prepared in terms of section 15 of the National Environmental Management: Air Quality Act, 2004 (Act no. 39 of 2004).

The main goals of the FBDM AQMP are to:

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

The Air Quality Management Plan prepared in 2011 will be reviewed in 2016/2017 financial year. The focus of the plan is to ensure the management and operation of

ambient monitoring networks (if required), the licensing of listed activities, and the development of emission reduction strategies to ensure air quality. The plan intends to protect the environment and human health through reasonable measures of air pollution control.

15. Communication Strategy

The Communication Strategy was prepared in 2011, to articulate the district vision, priorities, challenges and programme of action over the next five (5) years. The strategy will be reviewed in the 2016/2017 financial year. The aim of the strategy is to provide awareness about policies and programmes in the district, unlock accessible and clear communication methods in order for the public to empower themselves with the information to actively participate in the decision making process.

16. Public Participation Plan

The Public Participation Plan was prepared in 2011, with the aim to create opportunities for the political principals to be actively involved in the sharing of information about what government and in particular the district municipality is doing to improve and add to the betterment of the lives of the community. The plan will be reviewed on the last quarter of the 2015/2016 financial year ready for implementation in the 2016/2017 financial year. Integrated Development Planning (IDP), Budget Consultation meetings and Ward meetings are forms of public participation that allow greater access to the decision-making processes of the municipality to all its stakeholders. It implies that members of the general public or representatives of the affected community or the role players are actively involved in the planning process of the district municipality.

CHAPTER 5: ALIGNMENT WITH NATIONAL AND PROVINCIAL OBJECTIVES AND PROGRAMMES

Through a crucial assessment of the objectives, strategies and projects of the district municipality it can be deduced that most of the international conventions, Regional commitments, national and provincial policies and Framework find expression in the district integrated development plan.

5.1 Why alignment?

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

Alignment is built upon the following:

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

Each of the three spheres of government has planning tools used in the execution of its mandate. At the national level there are: the National Development Plan (NDP) 2030, the Medium Term Strategic Framework (MTSF) 2014-2019, the National Spatial Development Perspective (NSDP) , the New Growth Path (NGP) and Service Delivery Agreement e.g.: Outcome 9 to mention only a few.

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

5.2 The New Growth Path

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

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

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

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

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

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

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

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

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

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

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

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

5.3 National Development Plan 2030

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

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

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

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

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

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

5.4 The Medium Term Strategic Framework (2014-2019)

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

The MTSF highlights Government's support for a competitive economy, creation of decent work opportunities and encouragement of investment. This is the first MTSF to follow the adoption of the NDP in September 2012. The introduction of a long-term plan brings greater coherence and continuity to the planning system and means that the MTSF now becomes a five year building block towards the achievement of the vision and goals of the country's long term plan.

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

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

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

Key targets include:

Enhanced institutional capabilities for effective coordination of spatial investment-with a target of 49 municipalities assigned or accredited with the housing function. Responsive, accountable, effective and efficient local government.

Key targets are:

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

- Increase in the percentage of households with access to a functional sanitation service from 84% in 2013 to 90% by 2019, including elimination of bucket situation in the formal areas.
- 1.4million additional households to be connected to the grid between 2014 and 2019.
- Income support to the unemployed through expansion of Community Work Programme to reach 1million participants in 2019.

- An improvement in the overall municipal audit outcomes, with at least 75% of municipalities receiving unqualified audits by 2019.
- Protect and enhance our environmental assets and natural resources.
- Create a better South Africa and contribute to a better Africa and a better world.
- An efficient, effective and development-oriented public service.
- A comprehensive responsive and sustainable social protection system.
- A diverse, socially cohesive society with a common national identity

5.5 National Spatial Development Perspective (NSDP):

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

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

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

1. Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives-among which poverty alleviation is key.
2. Government has a constitutional obligation to provide basic services to all citizens wherever they are.
3. Beyond the constitutional obligation-government spending on fixed investments should be focused on localities of economic growth or economic potential.
4. Efforts to address past and current social inequalities should focus on people NOT places.
5. In order to overcome the spatial distortions of apartheid future settlement and economic development opportunities should be channeled into activity corridors or nodes that are adjacent to or link the main growth centres.

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

5.6 Provincial Growth and Development Strategy (PGDS):

The core purpose of the NCPGDS is to enable stakeholders from public, private and parastatal sectors together with labour and civil society to determine a plan for sustainable growth and development of the Northern Cape. The NCPGDS sets the

tone for development planning and outlines the strategic planning direction in the province. The main objectives set by the NCPGDS for development planning in the province are:

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

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

5.7 Provincial Spatial Development Framework:

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

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

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

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

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

- a) Supporting the district and local municipalities in the preparation of their SDFs prepared in terms of the northern cape planning and development Act 1998, the Local Government Municipal Systems Act 32 of 2000, and the spatial planning and land use management Act (2013) . specific reference is made to:
 - Facilitating the land use classification of the entire land surface of the province in a standard format in accordance with a set of dedicated Spatial Planning Categories
 - Describing the existing and desired future spatial patterns that provide for integrated, efficient and sustainable settlement throughout the province.
- b) Guiding the investment of public resources through the following
 - Providing a credible context for public investments in the coming years
 - Promoting rational and equitable development of areas that have lagged behind
 - Providing certainty to all stakeholders regarding spatial and socio-economic implications of future development in the Northern Cape
 - Providing a basis for coordinated decision-making and policy formulation regarding future land-use
 - Facilitating cross-boundary co-operation and co-ordination between district and local municipalities, adjoining provinces, and bordering countries as it relates to issues that are of mutual interest for their respective areas of jurisdiction

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

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

This was undertaken in response to the call from the Presidency that all district and metropolitan municipalities prepare and adopt Growth and Development strategies. A DGDS is not a comprehensive plan, but a strategy that concentrates on a limited range of “intervention areas”. Ideally, local municipalities should align their IDP’s to these strategic focus areas.

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

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