



Integrated Development Plan (IDP) Review for 2014/15 Planning for 2015/16

FRANCES BAARD

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



TABLE OF CONTENTS

CHAPTER 1: EXECUTIVE SUMMARY.....	5
1.1: INTRODUCTION	5
1.2 DEMOGRAPHIC PROFILE OF THE MUNICIPALITY	6
1.3 POWERS AND FUNCTIONS OF THE MUNICIPALITY	10
1.4 PROCESS FOLLOWED TO DEVELOP THE IDP	11
1.4.1 THE IDP FRAMEWORK	14
1.4.2 THE OBJECTIVE OF INTEGRATED DEVELOPMENT PLANS (IDP'S):.....	21
1.4.3 INTEGRATED DEVELOPMENT PLAN'S STAKEHOLDERS:	21
1.4.4 SUMMARIES OF IDP'S OF LOCAL MUNICIPALITIES.....	23
1.4.4.1 DIKGATLONG MUNICIPALITY	23
1.4.4.2 MAGARENG MUNICIPALITY	24
1.4.4.3 PHOKWANE MUNICIPALITY	25
1.4.4.4 SOL PLAATJE MUNICIPALITY.....	25
1.4.4.5 DISTRICT-WIDE PRIORITY ISSUES	26
1.5 SPATIAL ECONOMY AND DEVELOPMENT RATIONALE	27
1.5.1 SDF REVIEW.....	27
1.5.2 THE RELATIONSHIP BETWEEN THE SDFS AND THE IDP	28
1.5.3 SPATIAL LOCATION OF IDP PROJECTS.....	29
CHAPTER 2: STATUS QUO ASSESSMENT	57
2.1 BASIC SERVICE DELIVERY	57
2.1.1 INFRASTRUCTURE SERVICES	57
2.1.1.1 WATER AND SANITATION.....	57
2.1.2 HOUSING	60
2.2 LOCAL ECONOMIC DEVELOPMENT (LED)	62
2.2.1 LOCAL ECONOMIC DEVELOPMENT (LED)	62
2.2.2 TOURISM.....	63
2.3 MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	66
2.3.1 ENVIRONMENTAL MANAGEMENT.....	66
2.3.2 DISASTER MANAGEMENT	67
2.3.3 HUMAN RESOURCES DEVELOPMENT	68
2.3.4 RECORDS MANAGEMENT AND OFFICE SUPPORT	71
2.3.5 INFORMATION, COMMUNICATION TECHNOLOGY	72

2.3.6 PERFORMANCE MANAGEMENT SYSTEM.....	73
2.3.7 SPATIAL PLANNING	74
2.3.8 GEOGRAPHIC INFORMATION SYSTEM	77
2.4 GOOD GOVERNANCE AND PUBLIC PARTICIPATION	79
2.4.1 COMMUNICATION.....	79
2.4.2. INTERNAL AUDIT	80
2.4.2.1 AUDIT COMMITTEE	81
2.4.2.2 OVERSIGHT COMMITTEE.....	81
2.4.2.3 COUNCIL COMMITTEES	81
2.4.3 LEGAL AND COMPLIANCE.....	82
2.5 MUNICIPAL FINANCE VIABILITY AND MANAGEMENT.....	83
2.5.1 FINANCIAL MANAGEMENT:	83
2.6 SOCIAL DEVELOPMENT	84
2.6.1 HIV/AIDS	84
2.6.2 SOCIAL GRANTS:.....	85
2.7 LAND	88
2.7.1 LAND REFORM AND LAND RESTITUTION:.....	89
CHAPTER 3: OBJECTIVES AND STRATEGIES.....	92
3.1 BASIC SERVICE DELIVERY	92
3.1.1 INFRASTRUCTURE SERVICES	92
3.2 LOCAL ECONOMIC DEVELOPMENT	95
3.2.1 LOCAL ECONOMIC DEVELOPMENT.....	95
3.2.2 TOURISM.....	97
3.3 MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	99
3.3.1 ENVIRONMENTAL MANAGEMENT.....	99
3.3.2 DISASTER MANAGEMENT	100
3.3.3 HUMAN RESOURCE DEVELOPMENT	102
3.3.5 INFORMATION, COMMUNICATION TECHNOLOGY	104
3.3.6 INTEGRATED DEVELOPMENT PLAN.....	105
3.3.7 PERFORMANCE MANAGEMENT SYSTEM.....	106
3.3.8 TOWN AND REGIONAL PLANNING	107
3.3.9 GIS.....	108
3.4 GOOD GOVERNANCE AND PUBLIC PARTICIPATION	109
3.4.1 COMMUNICATION.....	109
3.4.2 INTERNAL AUDIT	110

3.4.3 LEGAL AND COMPLIANCE.....	111
3.5 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	112
3.5.1 BUDGET & TREASURY, REVENUE & EXPENDITURE AND SUPPLY MANAGEMENT ...	112
CHAPTER 4: SECTOR PLANS AND INTEGRATED PROGRAMMES	114
CHAPTER 5: ALIGNMENT WITH NATIONAL AND PROVINCIAL OBJECTIVES AND PROGRAMMES	134
5.1 WHY ALIGNMENT?.....	134
5.2 THE NEW GROWTH PATH	135
5.3. NATIONAL DEVELOPMENT PLAN 2030	137
5.4 SERVICE DELIVERY AGREEMENT: OUTCOME 9	138
5.10 THE MEDIUM TERM STRATEGIC FRAMEWORK (2009-2014):.....	140
5.6 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP):	142
5.7 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS):.....	143
5.8 PROVINCIAL SPATIAL DEVELOPMENT FRAMEWORK.....	143
5.9 FRANCES BAARD DISTRICT GROWTH AND DEVELOPMENT STRATEGY (FBDMDs):..	145
6.BACK TO BASICS APPROACH:	146

FOREWORD

The “Back to Basics” concept evolved from the 2nd Presidential Local Government Summit convened on 18th September 2014 at Midrand in Johannesburg. The summit was held at an opportune time when many municipalities throughout the country were facing sporadic service delivery protests. This is mainly a manifestation of communities’ frustrations and dissatisfaction with the level of services rendered by municipalities. Frances Baard District Municipality is no exception as demonstrated by recent protests in some of our local municipalities.

A study undertaken by the Department of Cooperative Governance and Traditional Affairs (COGTA) titled “The State of Local Government” highlights that out of the 278 municipalities, 37% are functional, 32% are almost dysfunctional and 31% are dysfunctional (icu-equivalent). Municipalities within Frances Baard District Municipality need to critically assess individual municipal performance to determine where they fit within the above categories.

As reiterated by President Jacob Zuma in his State of the Nation Address on 12th February 2015; “Local government is everybody’s business. We have to make it work. We have launched the “Back to Basics” programme to promote good governance and effective administration through cutting wastage, spending public funds prudently, hiring competent staff and ensure transparency and accountability in municipalities”. On the same theme the Minister of Finance, Nhlanhla Nene in his budget speech on 25th February 2015 emphasised that; “National allocations to municipalities continue to be equitably allocated and aligned to Minister Gordhan’s ‘Back to Basics’ strategy,...R4.3 billion will be spent over the next three years to build capacity and strengthen systems for financial management and infrastructure delivery.” In a nutshell this provides the framework within which municipalities should plan, budget and manage their affairs for the next three years.

Therefore it is imperative that this IDP is aligned to the “Back to Basics” strategy with emphasis on:-

- Good governance
- Public participation
- Financial management
- Infrastructure service and
- Institutional capacity

We have a legislative mandate to ensure that all municipalities within FBDM embrace the back to basics concept and include the above indicators as part of their municipal Key Performance Areas (KPA).

Last but not least, let me acknowledge that the persistent hard work, dedication, determination and professionalism of FBDM officials and Councillors has paid off, and the Auditor General has awarded FBDM a clean audit report for the 2013/2014 financial year. The district municipality has achieved these accolades for two consecutive years. This is no mean feat!! it could not have been achieved without the relentless effort of the men and women of Frances Baard District Municipality.

Thank you!



**Councillor K Moloi
Executive Mayor**

CHAPTER 1: EXECUTIVE SUMMARY

1.1: 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”.*

1.2 DEMOGRAPHIC PROFILE OF THE MUNICIPALITY

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

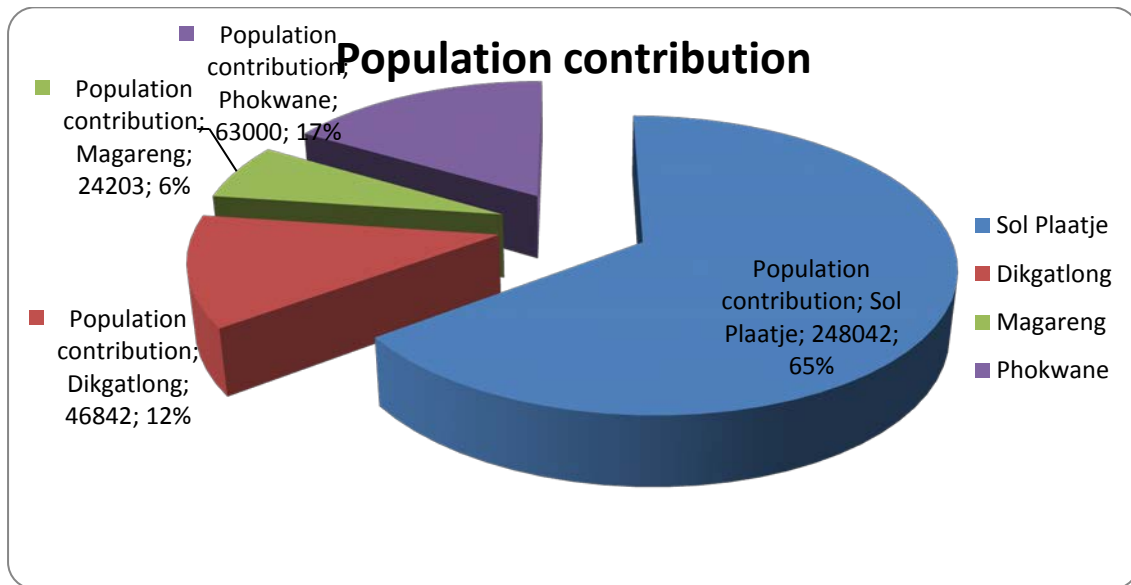


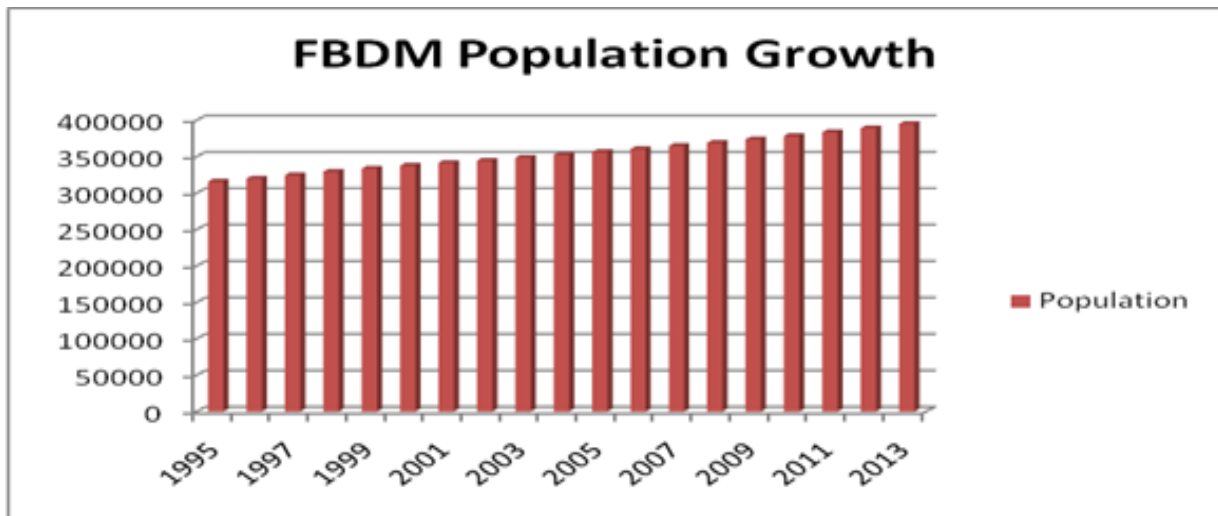
Figure 1: Population Distribution

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 over the period 2001 to 2011 or on average approximately by 5856 persons per year. The population in Frances Baard increased at a slightly higher rate than in the Northern Cape province where the average annual growth rate amounted to 0,83% for the same period. (Note that the base year is taken as 1996).

Graph 1: Population Growth



(STATSSA, Census 2011)

The Census 2011 Municipal Report for the Northern Cape indicated an average growth rate of 1.35% for the FBDM area between 2001 and 2011. Sol Plaatje and Dikgatlong Local Municipalities indicated the highest population growth with the district of 2.0%, with 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%. For the same period, (2005-2013), HIV infection annual growth rate was 14.4%, HIV deaths annual growth rate 19.79% and other deaths annual growth rate was only 1.95%

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 and Dikgatlong is 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

(StatsSA Census 2011)

The household size table above indicate that FBDM has a fairly small household sizes with 21% of household 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 Economic profile

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

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

The district economy is still very much primary based and skewed towards the Sol Plaatje Local municipality economy. Sol Plaatje alone is responsible for over 80% (rand

value) of the value addition in the district while the secondary sector contributes a mere 7, 2%.

Issues

- The district continues to have high unemployment rate with Dikgatlong and Magareng Municipality exceeding 40%. Due to its primacy -Sol Plaatje has about 67,14% of the economically active population
- Inability to identify and market bankable investment opportunities
- Identification and marketing of 'bankable' investment opportunities.

1.3.1 Gross Domestic Product

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

The Gross Domestic Product indicates the value of services and goods produced within the geographic boundaries of an area during a period of one year. Frances Baard District Municipality is the strongest economic region in the province, accounting for 36% of the 28 provincial gross domestic products (GDP). The Major contributor to the regional GDP is Sol Plaatje (75%), followed by Phokwane (15%), Dikgatlong (8%) and Magareng (2%).

1.4 Education

Table 2 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 2: 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

1.3 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

specifically the power and functions of the District municipality are 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

1.4 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 2014/2015; Planning 2015/2016 was adopted by Council on the 23rd of July 2014 and may be summarised as follows:-

PROCESS PLAN FOR THE DISTRICT IDP REVIEW 2014-2015 AND PLANNING
2015-2016

MONTH	PLANNED ACTIVITIES	TARGET DATE	LEGISLATIVE REQUIREMENTS
Preparation (Analysis Phase)			
July-Aug	<ul style="list-style-type: none"> Assessment of the implementation of 2013-2014 IDP projects 	July 2014	
	<ul style="list-style-type: none"> Identify the limitations and shortcomings of the 2013-2014 IDP's 	July 2014	
	<ul style="list-style-type: none"> Undertake an assessment of the implementation of all Sector Plans and Integrated Programmes 	July 2014	Revised IDP Framework
	<ul style="list-style-type: none"> Prepare and present for discussion a draft IDP Process Plan to the District IDP Steering Committee 	July 2014	Revised IDP Framework
	<ul style="list-style-type: none"> Submit the draft IDP Process Plan to Council for adoption 	23 July 2014	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 2014	
	<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 2014	
Consultation phase (Strategy)			
Aug-Sept	<ul style="list-style-type: none"> Identify all sector plans and Integrated Programmes to be reviewed 	August 2014	
	<ul style="list-style-type: none"> Facilitate and organise local municipalities IDP 	September 2014	Section 29(1)(b)-Municipal System

	Rep Forum workshops to discuss priority issues for the financial year (2014/2015)		Act 2000
	<ul style="list-style-type: none"> Undertake strategic planning workshop for the district municipality 	September 2014	IDP Guidelines
Consultation phase (Projects)			
Oct-Dec	<ul style="list-style-type: none"> Consolidate municipal issues and develop district-wide priority issues and strategies 	October 2014	
	<ul style="list-style-type: none"> Undertake consultation with Sector Departments and other stakeholders 	October 2014	
	<ul style="list-style-type: none"> Formulate IDP projects for 2014-2015 financial year 	October 2014	
	<ul style="list-style-type: none"> Align local municipal IDP projects with Sector Strategic plans/budgets 	October 2014	IDP Guidelines
	<ul style="list-style-type: none"> Convene District IDP Steering Committee meeting to discuss potential funded IDP projects for 2014-2015 financial year 	November 2014	
	<ul style="list-style-type: none"> Identify and consolidate district-wide IDP projects 	December 2014	
Integration phase (Drafting)			
January	<ul style="list-style-type: none"> Prepare and finalise Draft District Integrated Development Plan 	January 2015	
	<ul style="list-style-type: none"> Present Draft District IDP to IDP Steering Committee, Municipal Managers, HOD's and Managers 	January 2015	

Approval			
February-June	<ul style="list-style-type: none"> • Present the Draft District Integrated Development Plan to the District IDP Representative Forum 	January/February 2015	Section 29(1)(b)(ii) Municipal Systems Act 2000
	<ul style="list-style-type: none"> • Present Draft District IDP to Council for adoption 	March 2015	Section 17 (3)(d) Municipal Finance Management Act 2003
	<ul style="list-style-type: none"> • Advertise Draft District IDP in local newspaper for scrutiny and comments 	March 2015/April 2015	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 2015	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 2015	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 2015	
	<ul style="list-style-type: none"> • Post the approved District IDP on the website of the municipality 	May 2015/June 2015	Section 21A- Municipal Systems Amendment Act 2003

1.4.1 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) to 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 legislation of the land. However Integrated Development Plans are aligned to many other International conventions, Regional commitments, National and Provincial commitments and priorities as shown below:-

INTEGRATED DEVELOPMENT PLAN FRAMEWORK FOR FRANCES BAARD DISTRICT MUNICIPALITY:

1. INTRODUCTION:

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

However in order to ensure consistency and compliance with legislative requirements, appropriate guidelines for the drafting of integrated development plans need to be adopted. Thus Section 27 (1) of the Municipal Systems Act 2000 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...”. Thus it is on this basis that the following framework has been conceptualised.

1.1 Vision of the district

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

2. MECHANISMS AND PROCEDURES FOR ALIGNMENT

In terms of the Municipal Systems Act section 31(c) municipalities are required to align their IDP. Furthermore, this section provides that the integrated development plan of a municipality must be aligned to national and provincial plans of organs of the state.

District alignment with local municipalities and government department will take place at two levels i.e. horizontal (Local Municipalities) and vertical (sector departments). Therefore district rep forum workshops will be held with all stakeholders and local municipalities to deal with alignment issues. Furthermore, through the process of project planning, alignment will take place. Sector department and other stakeholders will be invited to participate in The IDP Rep forum meeting and will be expected to bring along departmental projects, programmes and budget to improve proper planning and alignment. This will further be enhanced through integrating Sector Plans.

District Steering committee meetings will also provide an opportunity for District Municipality to consult with Local Municipalities and Sector Departments. Frances

Baard District Municipality will furthermore put up adverts in the print media for communities and stakeholders to make inputs into the draft IDP document. Notices will also be placed at the district and local municipal offices, calling people to provide comments on the draft IDP.

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

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

NATIONAL LEGALISATIONS

- The Constitution of the Republic of South Africa (108) of 1996
- Municipal Systems Act (32) of 2000
- Municipal Structures Act (117) of 1998
- Municipal Demarcation Act (28) of 1998
- National Environmental Management Act (107) of 1998
- EIA-Regulations-2006
- Development Facilitation Act (67) of 1995
- National Land Transport Act (5) of 2009
- Municipal Planning and Performance Management Regulation -2001
- Municipal Finance Management Act (56) of 2003
- Intergovernmental Relations Framework Act (13) of 2005
- The National Housing Act (107) of 1997
- Municipal Property Rates Act (6) of 2004
- Disaster Management Act (57) of 2002
- Water Services Act (108) of 1997
- Public Finance Management Act (1) of 1999
- National Environmental Management: Waste Act (59) of 2008
- Land Use Management Bill
- Northern Cape Planning and Development Act (7) of 1998

WHITE PAPER:

These include, but not limited to the following:

- White Paper on Local Government
- White Paper on Spatial Planning and Land Use Management
- White Paper on Disaster Management
- Housing White Paper

- White Paper on Waste Management
- White Paper on Environmental Management
- White Paper on Safety and Security

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

- National Development Plan 2030
- National Spatial Development Perspective (NSDP)
- National Growth and Development Strategy (NGDS)
- Revised IDP Format Guide
- Guidelines for Credible IDP's
- National Vision 2014
- 5 year Strategic Agenda for Local Government
- Medium Term Strategic Framework 2009-2014
- Delivery agreement: Outcomes 8
- Delivery agreement: Outcomes 9

PROVINCIAL LEGISLATION AND POLICES

- The Northern Cape Provincial Growth and Development Strategy (NCPGDS)-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

4. DISTRICT SERVICE DELIVERY PRIORITIES

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 2014-2015 are summarized as follows:

- Housing and Land
- Water

- Unemployment
- Waste Management
- Roads and Storm Water
- Electricity
- Sanitation
- Education
- Health Facilities
- Youth Economic Development
- Disaster Management
- Sports and Recreational Facilities

5. 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

6. 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)	<ol style="list-style-type: none"> 6. To represent interest groups and contribute knowledge and ideas in the planning process by: 7. Participating in the IDP Representative Forum to:- <ol style="list-style-type: none"> vi. Inform interest groups, communities and 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.

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

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

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

1.4.3 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 enumerates a number of objectives of Local Government including establishing representative and participatory democracy, addressing poverty and inequality and promoting local economic development and social development. Furthermore the White Paper on Local Government 1998 and 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.

a) 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.

b) IDP Representative Forum:

It is a democratically elected body of representatives from various interest groups in the municipality. It is chaired by the Executive Mayor or member of the mayoral Committee or a member of the committee appointed by councilor's. 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

1.4.4 SUMMARIES OF IDP's OF LOCAL MUNICIPALITIES

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

1.4.4.1 Dikgatlong Municipality

Dikgatlong Local Municipality is a Category B municipality with seven wards. The head office of the municipality is situated in the town of Barkly West that is approximately 35 km north-west of the city of Kimberley on the northern bank of the Vaal River. Barkly West is situated on the Kimberley-Postmasburg growth corridor. 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 basis of the area.

The priority issues for Dikgatlong municipality for 2015-2016 are summarized as follows:

PRIORITY ISSUES 2014-2015	PRIORITY ISSUES 2015-2016
<ol style="list-style-type: none">1. Housing and Land2. Water3. Sanitation4. Waste Management5. Electricity6. Storm Water and Streets7. Sports and Recreation8. Health and Welfare9. Youth Economic and Development10. Disaster Management11. Safety and Liaison12. Institutional development	<ol style="list-style-type: none">1. Land2. Water3. Storm Water and Streets4. Waste Management5. Youth Development and Sports6. Safety (High Mast Lights and Street Naming)7. LED and Job Creation8. Disaster Management9. ECD and Education10. Community Hall11. Communication12. Health

1.4.4.2 Magareng Municipality

Magareng Local Municipality lies within the boundaries of the Frances Baard District Municipality. The administrative centre (Warrenton) 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 in extent and accommodates approximately 24 204 people (Census 2011).

The priority issues for Magareng municipality for 2015-2016 are summarized as follows:

PRIORITY ISSUES 2014-2015	PRIORITY ISSUES 2015-2016
<ol style="list-style-type: none">1. Housing2. Land3. Water4. Youth Development5. Unemployment6. Sanitation7. Road Infrastructure (Majeng)8. Electricity Provision9. Health10. Schools11. Sports Facilities12. Library Services13. Disaster Management	<ol style="list-style-type: none">1. Water2. Electricity and street Lights3. Unemployment4. Housing5. Roads and Storm Water6. Social Development Issues and safety7. Dumping Sites/ area8. Sanitation9. Development of effective, responsive and effective administration10. Special Programmes

1.4.4.3 Phokwane Municipality

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

The priority issues for Phokwane municipality for 2015-2016 are summarized as follows:

PRIORITY ISSUES 2014-2015	PRIORITY ISSUES 2015-2016
<ol style="list-style-type: none">1. Land and Housing2. Maintenance3. Roads4. Unemployment5. Electricity6. Health7. Waste management8. Youth Development9. Water and Sanitation10. Education11. Recreational Facilities12. Institutional Development13. Youth development	<ol style="list-style-type: none">1. Land & Housing2. Roads & Stormwater3. Water and Sanitation4. Electricity5. Health Services6. Education7. Youth Development8. Unemployment9. Recreational Facilities10. Environmental Management11. Maintenance and Security12. Disaster Management

1.4.4.4 Sol Plaatje Municipality

The Sol Plaatje LM has a geographical area of 1877.1km² and comprises of the urban areas of Kimberley and Ritchie and surrounding villages and farms. Kimberley is the administrative centre of the FBDM and the seat of the Northern Cape Provincial Administration. The economic activities consist of retailers, industries as well as mining and farming. It accommodates approximately 247 000 people. It contributed

82.1% to the GDP of FBDM. Sol Plaatje LM ensures that the Province as a whole reaches its accelerated growth objectives. It is the largest LM in the Frances Baard District Municipality (Global Insight: 2011).

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

1.4.4.5 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 2015-2016 are summarized as follows:

PRIORITY ISSUES 2014-2015	PRIORITY ISSUES 2015-2016
1. Housing and Land	1. Water
2. Water	2. Electricity and Streets Light
3. Unemployment	3. Land
4. Waste Management	4. Housing
5. Roads and Storm Water	5. Stormwater and Streets
6. Electricity	6. LED and Job Creation
7. Sanitation	7. Sanitation
8. Education	8. Waste Management
9. Health Facilities	9. Health services
10. Youth Economic Development	10. Education
11. Disaster Management	11. Youth Development
12. Sports and Recreational Facilities	12. Disaster Management

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 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 content 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 is intended to guide the orderly and desirable spatial development of the municipality by inter alia developing development strategies/guidelines. The SDF should provide 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, plans' 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, the SDF is a sector plan intended to indicate a desired patterns of land uses, directions for future growth and indicate 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 are spatial indicated in Table 4 and Map1-4 below. The projects that are currently implemented can be summarised as follows:

Table 4: IDP PROJECTS -2014/2015

Projects currently Implemented in the Local municipalities

PROJECT NAME	BUDGET (R)	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
SOL PLAATJIE LOCAL MUNICIPALITY						
Artificial Turf King George, Ph2	2 000 000,00		✓		82%	Moedi Consulting Engineers is the appointed professional service provider and Grays Contractors (Poloko Trading620 cc) is the appointed contractor. Water and Sewer Section completed the connections. Electrical Services declined the application for King George as it formed part of the Galeshewe Stadium, erf 5820 thus the contractor must connect from the Galeshewe Stadium supply..

PROJECT NAME	BUDGET (R)	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
Civil services, Diamond Park GP 2014/15	13 134 000,00		✓		79%	15/4/15 School site erven have been pegged and installation of services completed. Recovery of human remains has been completed. Letter to proceed with main sewer through this area has been received. Excavations in progress
Communal Ablution Facilities (Inf Settlements)	6 073 280,00		✓		0	A total of 23 Ablution Blocks have been installed: Green point x4 ; Mandela Square x10 ; Jacksonville x6 ; Riverton x1... Challenges : Slow progress which causes Vandalism, Sites still need to be identified for the remainder of the blocks (32 Ablution Blocks)
Electrification Diamond Park 13/14	4 000 000,00		✓		68%	The Electrical Contractor is on site completing the remaining connections for Phase II. Main challenge is the relocation of houses due to graves & civil construction taking place simultaneously with Electrical installation
Electrification Lindane 13/14	4 236 763,00		✓		93%	Project 95% complete. Ward Councillor requested an additional 12 connections above the agreed

PROJECT NAME	BUDGET (R)	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
						target
Fleet Replacement & fleet tracking 14/15	12 000 000,00			✓	0%	Backhoe loader awarded to Bell Equipment. Balance of bids not awarded were re-advertised. New bid adjustment to be tabled at Bid Evaluation Committee on 8/4/15. Expected delivery date end June 2015.
Greenpoint/Beaconsfield S/w Management	6 000 000,00		✓		86%	Wet work still in progress on Greenpoint side (Ward 22). Clearing of the Beaconsfield side (ward 25) We will start with the final design of the Canal on the Beaconsfield side (Ward 25). Wet Works to start in the next month in ward 25.
Gurp Parks Upgrade 14/15	700 000,00		✓		90%	All Gurp parks are transferred to Parks Section. The Parks upgrade project is implemented internally in all parks along the activity corridors in Galeshewe. This project and its budget is transferred to Parks Section. Parks Section will be responsible for this project as it is an operational

PROJECT NAME	BUDGET (R)	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
						project.
Hall Str s/s Upgrade 13/14	3 000 000,00		✓		77%	All 11kV were reconnected to the panels. The Ashburnham feeder bay and Transformer No 1 has been de-commissioned and transformer removed from its plinth. Existing plinth demolished and new plinths casted. Transformer and associated equipment to be installed as soon as concrete has cured.
Homevale WWTW upgrade 15ML 2014/15	62 774 000,00		✓		37%	Progress on Civil Construction is slow. Slippage on programme has again occurred. Completion is now expected to be at end of April 2015. E&M contractor scheduled to come on site at end of April 2015 - dependent on progress on Civil work.
Installation of 11kV cable Witdam to 5 April Str	3 500 000,00		✓		31%	11kV panels de-commissioned, 2 x new panels and bus section panels to be installed. Cables to be phased and pressure tested as soon as the panels and busbars are connected.
Landfill site	1 000 000,00		✓		5%	Professional engineers have been

PROJECT NAME	BUDGET (R)	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
Upgrade 14/15						appointed in October 2014. Project management was handed over to Infrastructure & Services for implementation in Feb 2015. Project designs are complete and tender documents underway. Based on the preliminary designs there might be a shortfall on the total available budget. It is anticipated that the calling of tenders for construction will take place in mid-May. An additional R1 m was allocated to address the illegal dumping site at Riverton.
Light Industrial Park 14/15	500 000,00			✓	0%	This project was withdrawn by the Bid Committees due to insufficient funding to implement the entire project. This project will not be implemented during this financial year
Lindane roads and SW	7 326 833,00			✓	0%	Consulting Engineer appointed and designs completed. Physical project to start on the 20th April 2015 and the Project will end on the

PROJECT NAME	BUDGET (R)	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
						30 October 2015 (The project will run for a period of approximately 6 months). Plant and material has been procured and ordered through municipal contracts (ie SCM).
New Cemetery Development 14/15	11 994 000,00		✓		100%	Busy with defects of practical completion inspection. Wing walls to be built at inlets to storm water channels. Variation orders 5-7 have been approved.
Planning and Survey of Diamant Park	0,00		✓		94%	Council approved project in June 2013 as per C114/06/2013 for the formalisation of 1150 Erven in Diamant Park. Terra Works Environmental Lodged application with DENC, Awaiting authorisation approval. Phases 1 and 2 have been surveyed (876 erven)- awaiting SG approval and registration. There will be amendment on the layout plan as there are 60 residential sites affected by grave sites. The

PROJECT NAME	BUDGET (R)	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
						amendment of layout plan will be forwarded to the SPELUM Committee in February 2015 for recommendation to council.
Planning and Survey of Lindane Transit Camp	214 993.00		✓		98%	SG Diagram lodged. It is expected that the final registered SG Diagram be received by the 15 June 2015.
Planning and Survey Phomolong (136)	1 017 235,00		✓		63%	Awaiting Council approval. Land Surveying - Promised Land has been pegged and the G.P. has been prepared. - Most of Ivory Park has been pegged. The last 200 erven were pegged on Monday and Tuesday 16 and 17 March, after which the G.P. can be completed. - The area of Santa Centre which can be pegged will be surveyed
Planning and Survey Promised Land			✓			
Planning and Survey Santa Centre (100)				✓		

PROJECT NAME	BUDGET (R)	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
Planning and Survey Kutlwanong (40)				✓		<p>and the G.P will be prepared within the next 4 weeks.</p> <p>- The G.P.'s for Phomolong and Kutlwanong will be completed before the end of the month (March).</p> <p>- All General Plans will be prepared and will be ready for submission to the Surveyor General as soon as final approval of layout plans is received from the Sol Plaatje Municipal Council.</p> <p>*Town Planning and Project Management</p> <p>- The layout plans for Promised Land, Ivory Park, Kutlwanong, Phomolong and Santa Centre have been approved by SPELUM and have been recommended for approval by the Sol Plaatje Municipal Council at the next Council meeting.</p>
Planning and Survey Ivory Park (600)		✓				

PROJECT NAME	BUDGET (R)	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
						Invoice of R1 017 235.28 submitted by Setplan in March 2015. Voucher has been signed and submitted to Finance section for processing thereof.
Playground equipment Gurp	2 000 000,00			✓	0%	On opening five bids were received and Bid Evaluation committee resolved that the lowest priced bidder be appointed. Bid Adjudication Committee sustained the resolution of the Bid Evaluation Committee and appointed the Ramatla. Ramatla signed the acceptance subsequently site handover was facilitated by project manager.
Prepaid Meter Replacement Programme	3 000 000,00	✓			100%	The figures are still the same they will soon change when the invoices for the recent meters replacement have been submitted and payment effected.

PROJECT NAME	BUDGET (R)	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
Refurbishment/Repairs to Kby Bulk Water 14/15	5 000 000,00		✓		11%	Specifications given by the Engineer in the Contract did not meet what was found on the ground. This mean that valves to match the actual situation were not available anywhere. After the construction proposal has been changed suitable valves could be sourced abroad. During this process the contractor could not work full time which resulted in considerable claims for standing time. Due to the delays the summer peak started and shut down of main-lines were not possible due to low reservoir levels and high demand. To limit claims the contractor were instructed to de-establish until such time that material has been delivered to site and shut-downs can be afforded
Replace 11kV	3 500 000,00		✓		13%	Awaiting delivery of 11 kV

PROJECT NAME	BUDGET (R)	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
Circuit Breakers						Switchgear. Funds expended on ordering of switchgear
Replacement of water meters 2014/15	5 000 000,00		✓		76%	Total of 1213 meters have been replaced Phase 3 and 250 Phase 4. This is a project of meter reading of which Water & Sanitation only processes the payment certificates. Complains have been received regarding workmanship which has to be attended to by Water & Sanitation section.
Replacement programme IT Hardware & Software	1 000 000,00		✓		69%	Project on target. Phases 1-3 for the installations of 20 work stations have been completed. Phase 4 - Waiting on delivery of work stations. Server VM in operation. Procurement and installation of SCOA storage was done by a deviation.
Resealing of roads	37 000 000,00	✓			100%	The project is completed.
Riverton Water PP High lift pumps 14/15	12 164 000,00			✓	0%	Financial offers closed on 8/12/14. Financial report received from engineer. Additional risk analyses have been done to be taken back to

PROJECT NAME	BUDGET (R)	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
						Bid Evaluation Com. Draft Tender for new pump station has been received, to be taken to Bid Specification Com before being advertised.
Roads & S/w Bloemanda & Thusano (Ward 5 & 6)	2 163 470,00		✓		93%	The project is completed. We are still attending to the snaglist.
Roads & S/w Sobantu & Thlageng (Ward 13 & 17)	645 674,00	✓			100%	The project is completed.
S/w Infrastructure (Thusano & Tambo Square)	1 019 249,00		✓		95%	The project is expected to complete on 30April 2015. We are still attending to the snaglist.
Upgrade Mayibuye Uprising square	200 000,00		✓		48%	Department of Sports, Art and Culture advised Gurp to stop any further renovation until the issues of security are addressed. 90% of the upgrades were completed.

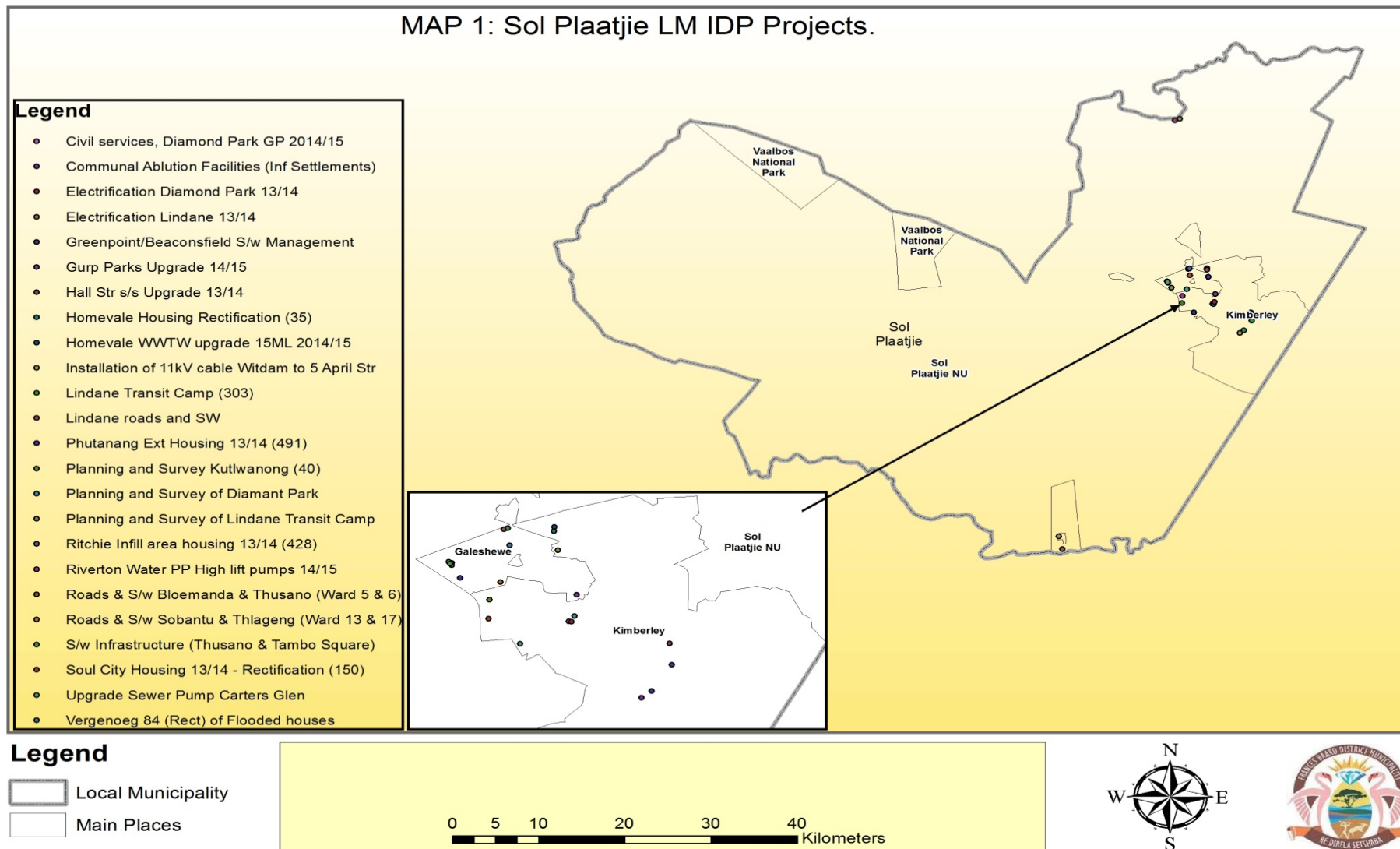
PROJECT NAME	BUDGET (R)	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
Upgrade Sewer Pump Carters Glen	1 000 000,00			✓	0%	Procurement of pump in progress.
Upgrading Tommy Morebodi Sports Complex	1 000 000,00			✓	0%	Bid Evaluation Committee resolved that the service be procured through Deviation process due to the CIDB 6 months tender re-advertisement waiting period. Bid Adjudication declined the decision of BEC and resolved that the bid to be re-advertised provided that the CFO writes a letter to CIDB and request for exemption from CIDB.
Water Man Zones & Zone metering 2014/15	7 000 000,00		✓		18%	Locating and verification of services completed. Consulting Engineer has re- modelled, re-designed and has issued new working drawings to the contractor at end of January 2015. Still awaiting prices to finalize and approve VO's. Actual construction work has started during November

PROJECT NAME	BUDGET (R)	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
						2014 in isolated areas like Cassandra and Roodepan. Contractor has ordered first materials and busy with preparation work. Claim for lost of income received from contractor - still under evaluation.
Electricity Supply New Mental Hospital	2 270 000,00	✓			100%	No physical work - just payments outstanding to service providers and contractors
Galeshewe Infill (370)	9 960 000		✓		100%	From the 370 allocated by COGHSTA currently the balance of 62 was allocated this financial year. Contractor busy completing the houses.
Homevale Housing Rectification (35)	4 913 547	✓			100%	The project consists of demolishing and rebuilding of dilapidated houses identified by ward Councillor, 35 houses are completed.
Jacksonville housing (72)	7 920 000		✓		32%	The contractor has completed 34 foundations and 6 wallplates. Progress is good.

PROJECT NAME	BUDGET (R)	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
Ritchie Infill area housing 13/14 (428)	1 330 000	✓			100%	The allocation for this financial year from COGHSTA. the houses are completed.
Phutanang Ext Housing 13/14 (491)	7 154 078		✓		94%	The contractor is busy constructing the last 10 houses of the allocated 71.
Soul City Housing 13/14 - Rectification (150)	9 306 825	✓			100%	The project has been completed.
Galeshewe CRU Units (Dingaan Hostel)	14 400 000		✓		0%	Professional services have been rendered in terms of Bill of quantities and process documents. Busy with tendering documents.
Individual Housing Programme (incl. Special Programmes)	1 152 000	✓			100%	15 houses out of the 16 allocated have been built to date.
FLISP Housing Programme-	2 905 000		✓		0%	Flisp Manager has been appointed to fast track to programme various challenges have been encountered

PROJECT NAME	BUDGET (R)	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
Secondary Market						with the implementation.
Galeshewe In-fill area housing (62)	6 820 000		✓		100%	62 Foundation, 62 wall plates, 62 roofs and 62 completions. The actual spend shows more than the budgeted amount because VAT is included and are being claimed back by finance section of the Municipality.
Vergenoeg 84 (Rect) of Flooded houses	9 240 000		✓		30%	Work has already commenced, 20 houses already demolished and 12 foundations.
Galeshewe In-fill area housing (81)	5 802 431		✓		100%	81 units completed.
Promised Land (100)	9 240 000		✓		0%	Hundred houses have been allocated in December to contract. Funding was only approved in December by COGHSTA. The Geo-Technical report caused a delay but contractor is currently busy with 40 platforms for foundations.

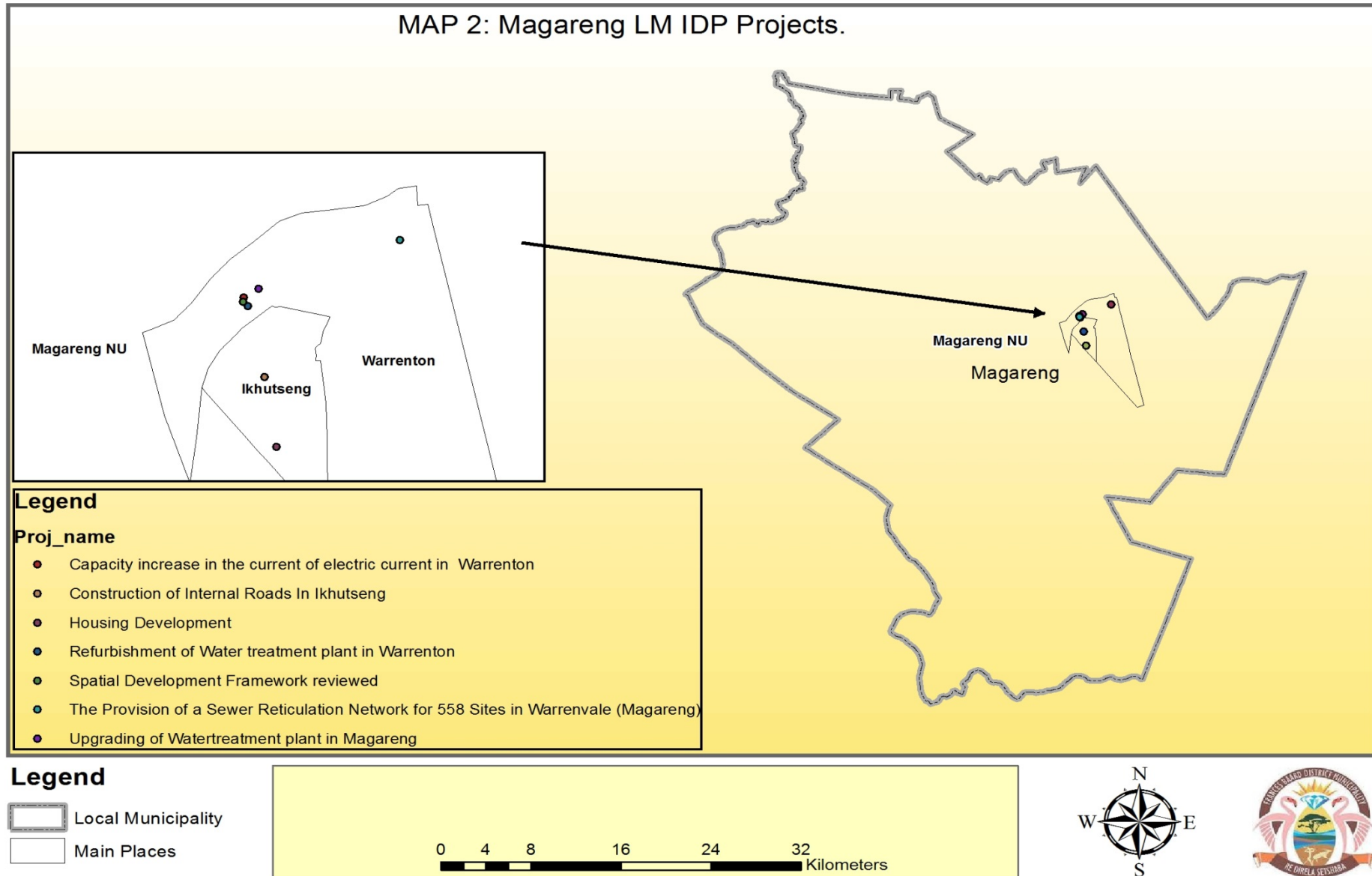
Map 1: Sol Plaatje IDP Projects



MAGARENG LOCAL MUNICIPALITY						
PROJECT NAME	BUDGET ®	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
Construction of Internal Roads in Ikhutseng	10 787 000,00		✓		34%	
Vacuum Sewer for 558 stands in Warrenvale	11 200 000,00			✓	0%	Contractor has been appointed. Contractor started to establish site in the beginning of May 100 % of the specialized vacuum sewer material has been bought and delivered.
Upgrading of Water Treatment Plant in Warrenton	5 700 000,00		✓		Design & Tender	Dept. of Water & Sanitation can only release funds when there is commitment

						from the municipality that they will be a R12 million co-funding available. This is impossible because the financial situation of the municipality
Refurbishment of Water Treatment Plant in Warrenton	5 000 000,00		✓		100%	Practical Completion
Construction of 1000 RDP houses (Phase 4- Construction of 100 houses)	8 834 642,00		✓		100%	Total Units (Phase 1-3) Completed: 360 Incomplete : 250 Failed 76 Phase 4 is complete
Implementation of WCWDM strategies in focus of non-revenue/water losses	5 000 000,00		✓		Design and tender	Consultant is busy with the designs

Map 2: Magareng IDP Projects

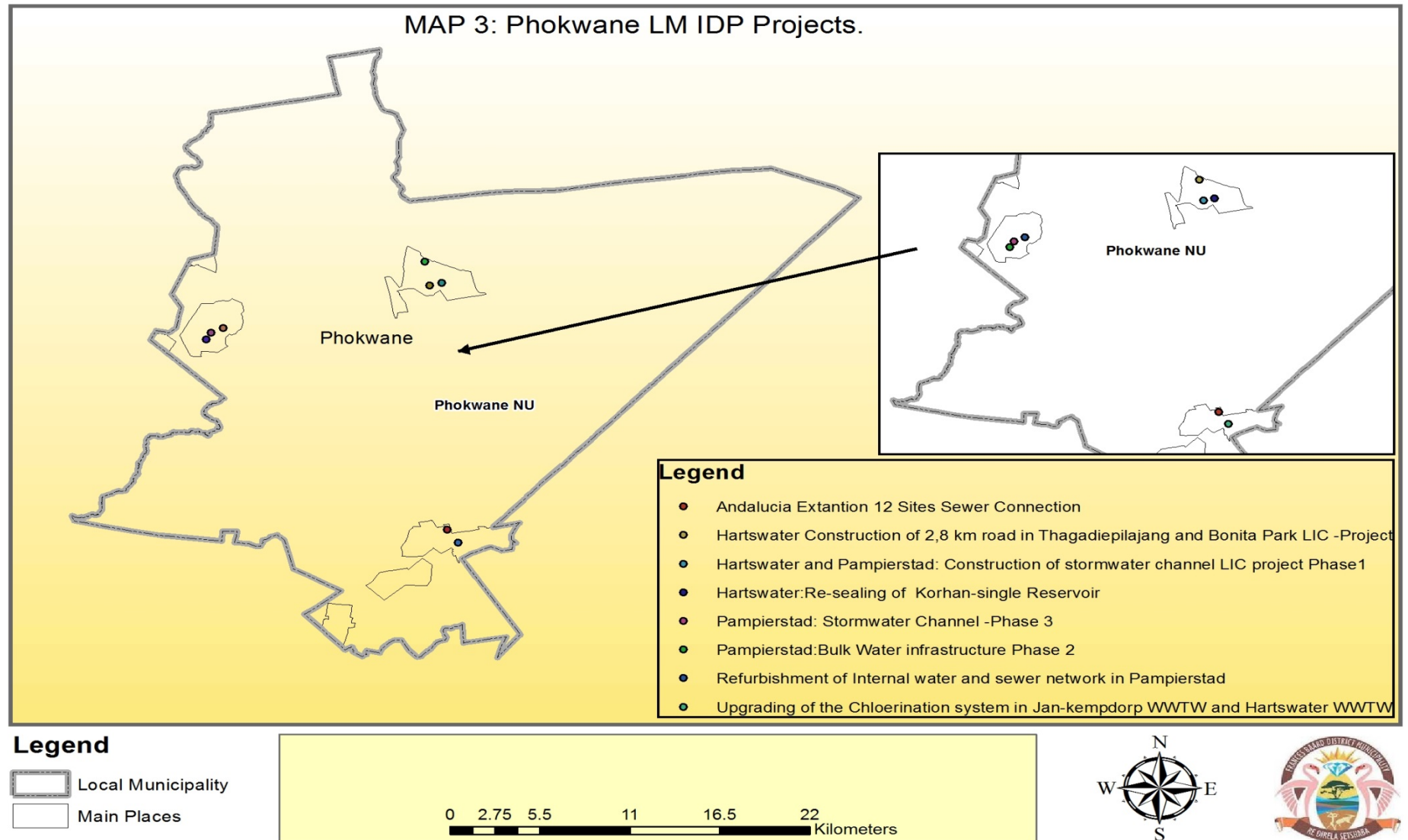


PHOKWANE LOCAL MUNICIPALITY						
PROJECT NAME	BUDGET ®	PROGRESS				
		COMPLETED	IN PROGRES	NOT STARTED	%	COMMENTS
Masakeng 1200 sites sewer reticulation network	R 30 046 128		✓		21 %	The contractor is progressing well; there have been intervention meetings with CoGHSTA, SALGA, Municipal Leadership and the Service provider.
Bulk Water Supply including Sakhile:1450 stands(1089)-phase 1	R 403 765		✓		50,0%	The two duty standby Pumpstation and the 1,5 km(250 dia-meter pipe) Gravity line have been completed that constitute 20% of the project and the reservoir is now 30% Complete
Masakeng: Construction of Roads and Storm water-Phase 1	R 8 904 454,11		✓		100%	The project is complete

Pampierstad: Stormwater Channel - Phase 3	R 5 000 000		✓		15%	Contractor is busy with the construction of a berm and excavation of the trapezoidal trench
Pampierstad: Bulk Water infrastructure Phase 2	R 10 527 781,21		✓		75%	The pumping main 5,5 km 250ø pipe 3,5 km has been completed and the 2,5 km gravity pipe 0 km complete
Refurbishment of Internal water and sewer network in Pampierstad	R 20 000 000,00		✓		98%	working progress
Installation of Sewer Pumpstation at Hospital View	500 000		✓			preparing for specification
Hartswater Construction of 2,8 km road in Thagadiepilajang and Bonita Park LIC - Project	R 4 179 000		✓		90%	Working Progress
Replacement of A Collapsed Bulk sewer Gravity pipe line	R 1 300 000,00	✓			100%	The project is complete
Hartswater: Re- sealing of Korhan-	R 800 000			✓	0,0%	The service provider is appointed

single Reservoir						
Upgrading of the Chloerination system in Jan-Kempdorp WWTW and Hartswater WWTW	R 500 000,00		✓		80%	Working Progress
Master Plan: Roads infrastructure and Roads maintenance plan	R 1 200 000		✓		0.0%	Working Progress
Bulk Infrastructure master plan: Water and waste water	R 400 000,00			✓	0.0	The service provider is appointed for Phase 1
Installation of Water Connection for 64 stands	R 960 000,00		✓		60%	Working Progress
Andalucia Extension 12 Sites Sewer Connection	R 120 000,00			✓		still preparing for specification
Hartswater and Pampierstad: Construction of stormwater channel LIC project Phase1	R 3 000 078,30		✓		72%	Working progress

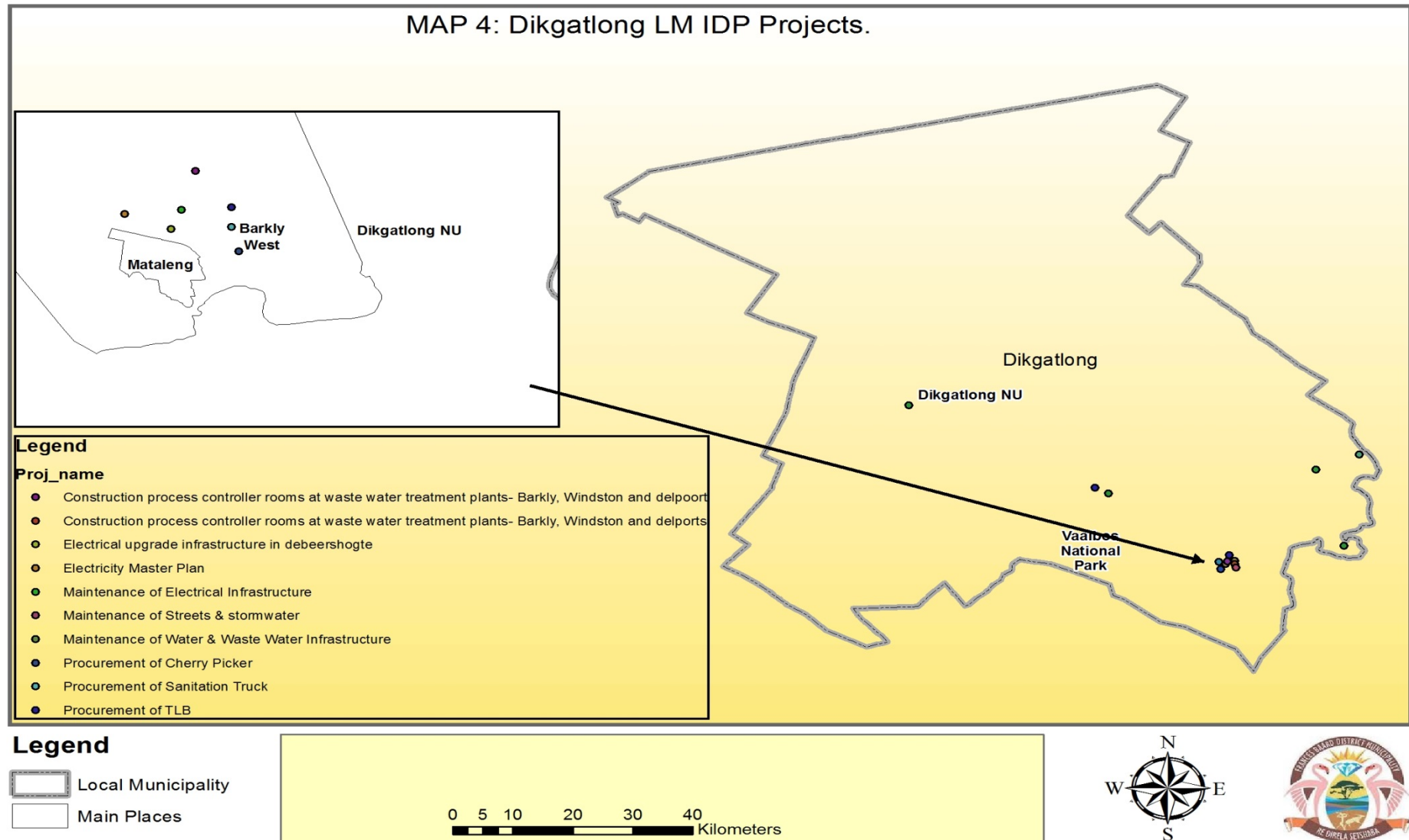
Map 3: Phokwane IDP Projects



DIKGATLONG LOCAL MUNICIPALITY						
PROJECT NAME	BUDGET®	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
Procurement of TLB	800 000.00	✓			100	Delivered on 15 January 2015. Handed over to municipality in April 2015
Procurement of Sanitation Truck	1 000 000.00	✓			100	Delivered on 11 December 2014. Handed over to municipality in April 2015.
Electricity Master Plan	1 000 000.00		✓		50	Consultant appointed. Status Quo Report Complete. Field investigations done
Procurement of Cherry Picker	800 000.00	✓			100	Delivered on 15 April 2015. Handed over to municipality in April 2015
Electrical upgrade infrastructure in	900 000.00		✓		25	Contractor appointed. Inception meeting done. Some materials

debeershogte						delivered to site. Expected Completion June 2015
Construction process controller rooms at waste water treatment plants- Barkly, Windston and delpoortshoop <i>Roll over (R480 000)</i> <i>New (R500 000)</i>	980 000.00			✓	25	Contractor on all 3 sites. Expected Completion June 2015
Maintenance of Water & Waste Water Infrastructure	2 500 000.00		✓			<ul style="list-style-type: none"> • Repairs to clean water pump at Barkly West Water Treatment Plant. • Repairs to sanitation truck • Payments of EPWP workers. • Pump repairs at Mataleng Pumpstation (Awaiting claims)
Maintenance of Electrical Infrastructure			✓			<ul style="list-style-type: none"> • Tools procured for O&M. • Replacement of dilapidated poles and service of transformers (Awaiting claim from municipality) • Servicing of transformers in De Beersshoogte (Awaiting claim from municipality)
Maintenance of Streets & stormwater			✓			<ul style="list-style-type: none"> • Blading of roads Windsorton, Delportshoop, Koopmansfontein, Stilwater & Holpan.

Map 4: Dikgatlong IDP Projects Map



CHAPTER 2:STATUS QUO ASSESSMENT

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 2 provinces namely 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 the 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

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 supports local municipalities in eradicating backlogs. According to the Census 2011 survey by Statistics SA, it is estimated that about 5493 (5%) households in the district have no access to water and about 16317 (16%) households lack access to proper sanitation.

Issues:

- The cost to eradicate backlogs is high and increases annually. Department of Water and Sanitation unit cost for the eradication of water and sanitation backlogs amounts to about R13 000 per household. It is therefore estimated that it will cost about R71 409 000 and R212 121 000 respectively to eradicate the backlogs for water and sanitation. These estimates exclude the provision of Bulk Services.
- 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 also generally improved.

2.1.1.2 Electricity and Energy

The availability of energy remains a serious resource challenge. In the last ten years community's access to electricity has significantly improved. In accordance with the Census 2011 over 85% of the households in the district have access to electricity for lighting. This leaves a gap of 14 743 households.

Issues:

- ESKOM struggle to generate enough power to meet national demand.
- Some renewable energy projects have been implemented (Droogfontein Solar).
- Lack of suitable incentives for energy savings
- 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.

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 especially gravel roads.

2.1.1. 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.

2.1.2 Housing

The Frances Baard District Municipality through the Infrastructure Services: Housing Unit is incessantly working tirelessly towards accelerating the delivery of sustainable human settlements within the confines of the district municipality. The year 2013-2014 marked yet another successful year for the district municipality in terms of delivery of human settlements and provision of basis services. As a result of the success, the district municipality was awarded a Best Accredited Level 2 Municipality Category B in South Africa. The delivery of human settlements was however not without challenges.

The District Municipality covers an area comprising of four (4) local municipalities, namely, Dikgatlong Local Municipality, Magareng Local Municipality, Phokwane Local Municipality and Sol Plaatje Municipality. Of these local municipalities, Sol Plaatje has the highest backlog in the district as a result of geographical area and population size. The Magareng Local Municipality has the lowest backlog in the District.

Service Level Agreements

The Service Level Agreements (SLAs) with three local municipalities are still in place, that is, Dikgatlong, Magareng and Phokwane. The SLAs put the onus on the district municipality to responsively facilitate human settlements development process within the local municipalities, and also more importantly make available services for the creation of sustainable human settlements and provide support whenever necessary. As stipulated in the SLAs, the district therefore facilitates and provides support in the following projects within the three (3) local municipalities:

Consumer Education

The district municipality as part of the consumer awareness and education process plans to conduct Housing Consumer Education Workshops (HCEs) as part of the endeavor to ensure sustainable human settlements. 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 beneficiaries towards their houses. For 2015-2016 financial year, eight (8) Housing Consumer Education Workshops are planned.

Dikgatlong Local Municipality

One project will be supported by the district in the Dikgatlong local municipality, namely, Buffer Zone 220. 60 houses were planned for 2014 – 2015, and the remainder of 160 houses is planned for 2015 -2016. The Buffer Zone 220 project primarily aims to relocate the community of Blikkiesdorp from the flood prone area. Construction progress has however been impeded on several occasions by various factors including administrative issues and community upheavals. Both the district and Dikgatlong municipality continues to work collectively to ensure that the project is completed within the specified timeframe.

Magareng Local Municipality

The district facilitates the Ikhutseng 1000 housing project in the Magareng local municipality. Whereas the project has in the previous year experienced a noticeable number of challenges such as labour strikes and inadequate supply of bulk services. Construction of Phase 5 of the project for 100 human settlement units for the year 2015 – 2016 is expected to be completed early in 2016.

Phokwane Local Municipality

One project will be facilitated by the district in the Phokwane local municipality. The Kingston 685 housing project has been hampered by slow construction progress. An allocation of 50 housing units is planned for 2015 – 2016.

Issues

- Subsidy administration, availability of well-located land, service availability and other related administrative issues continue to impede swift delivery of human settlements.

2.2 LOCAL ECONOMIC DEVELOPEMT (LED)

2.2.1 Local Economic Development (LED)

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

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

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

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

- Establishment of a manufacturing incubation centre
- 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
- Dikgatlong Bio-Mass project
- 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
- Create a more sustained effort towards mining beneficiation in the district
- 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 the district has over 13 000 discouraged job seekers.
- 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 is the smallest district within the Northern Cape, which boasts Kimberley as a major tourist destination within its region. The District remains the most visited destination within the Northern Cape. FBDM has a rich history and natural resources that can promote tourism development in the region. It is well located along the alternative route N12 from Cape Town to Johannesburg, therefore well situated for local and international tourist markets.

Our district is predominantly a mining and agricultural district, but also offers rich experiences in terms of our culture and history. The district comprises 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 a lack of fully functional tourism information centers in the smaller towns

b.) Lack of brand awareness

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

c.) Limited Tourism capacity building

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

d.) Community Involvement

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

e.) Local Tourism associations

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

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

f.) Packaged Tourism experiences (Route development)

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

2.3 MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

2.3.1 Environmental Management

Section 84 (1) (i) of the Local Government Municipal Structures Act, 1998 mention municipal health services as one of functions and powers of the district municipality. FBDM is currently rendering municipal health services in Dikgatlong and Magareng local municipalities while Sol Plaatje and Phokwane municipalities' renders municipal health services in their areas of jurisdiction.

FBDM has a statutory obligation to perform the environmental and municipal health services in the Frances Baard district municipal area and has appointed a service provider to conduct a section 78 assessment to decide whether the statutory responsibility will be exercised by an internal or external mechanism.

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 on open spaces in residential areas remains a problem as it attracts rodents which could spread diseases.
- FBDM also collect 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 industry who complies 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 have to build capacity in the environmental health unit to address the issue.

Municipal health services have not been devolved from the local municipalities to FBDM. As soon as the section 78 assessment has been completed, the devolution process will also be finalised.

2.3.2 Disaster Management

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

The local municipalities do not budget for disasters or incidents occurring within their jurisdiction. They solely depend on the support and assistance from the FBDM. With reference to The National Disaster Management Framework (2005) clause 7.7.1.4., municipalities have to budget for rehabilitation and reconstruction of post-disaster.

The district municipality reviewed the District Disaster Management Plan and similar plans have also been developed for the Magareng, Phokwane and Dikgatlong local municipalities. A response and recovery strategy has also been developed to assist the district municipality and all other disaster management stakeholders to respond uniformly and be prepared for disastrous incidents/events.

FBDM is currently utilising the National Emergency Alarm Radio (NEAR) system which is maintained by the South African National Defence Force (SANDF). The system will be decommissioned soon and it is incumbent upon the district municipality to procure and maintain its own communication system. A final decision to transfer the assets to district municipalities have not been finalised by the SANDF.

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

Issues:

- The Frances Baard district lacks firefighting facilities, equipment and human capital. There was 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.
 - 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 expensiveness 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 our employees. It is also essential to identify developmental opportunities and address challenges to meet new demands of changing technologies and labour market demands.

Human Resources Administration

In the recent past the Human Resources Division introduced integrated Human Resources Management systems called HR Premier Solutions and the Employee Self Service (ESS). Employee Self Service (ESS) provides an employee friendly web interface which offers workflow functionality of leave and the HR premier system offers a logical and integrated extension to the Premier Payroll system. Premier HR follows a position driven design principle which allows for the integration of all related HR processes. Both systems are linked and integrated with the VIP payroll.

Labour Relations

Labour relations promote sound labour relations with employers, employees and their representatives to eliminate labour unrest and promote a peaceful working environment. It provides strategic, operational industrial and specialized Labour law advice within the municipality and the local municipalities. The Local Labour Forum is fully functional within the municipality. The local labour forum is utilized as a platform for collective bargaining and conflict resolution between the employer and employee union representatives.

Recruitment and Selection

Frances Baard District Municipality is attentive to the recruitment and selection of personnel. Such attention is focused primarily on ensuring the fair treatment of applicants through:

- Recruitment and promotion of suitable candidates for vacant positions in the municipality

- The promotion of equitable representation of all population groups, sexes and persons living with disabilities in all post categories and all levels within the municipality. The recruitment and selection of personnel will greatly use Councils Employment Equity Plan as reference.

Recruitment and selection of scarce and critical skills remains a challenge, in particular turn-around time in filling these vacancies. The turn-around time in filling vacancies is three months and as a municipality we are obligated to abide by those time frames.

Employment Equity

The Employment Equity Act, Act (55 of 1998) requires all employers to comply with its prescripts, in particular redressing the imbalances of the past and annual submission of Employment Equity reports. FBDM is also challenged to ensure that it meets its targets as stipulated in the Employment Equity Plan. FBDM is complying with the Act and is in line with the set prescripts through our affirmative action policy. Currently the municipality is faced with a challenge of recruiting and attracting suitably qualified disabled people. However, in addressing the shortfall we are in constant contact with various institutions for disabled people and encourage them to apply when advertising vacancies.

Performance Management

Implementation of Performance Management System remains a challenge to non-section 56 employees. However the district is recruiting additional personnel to address this challenge (Human resources manager and Labour relations practitioner).

Employee Health and Wellness

FBDM is viewed as a centre of excellence, with a healthy workforce. The Employee Assistance Programme is available to employees of the district to assist in handling personal or work related problems that might adversely affect the well-being, health and performance in the workplace. The program is an effective method to promote health and wellness amongst our employees. It encourages awareness of health related issues, improve morale, and often times reduce cost of healthcare throughout the municipality. The benefits of the program include a combination of the following: improved general health and well-being, improved productivity, improved sense of being a part of a team, improved morale & attitude, decrease in absenteeism and reduce turnover rate.

Health and Safety

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

2.3.4 Records Management and Office Support

The Municipality is having a challenge to secure a storage area to execute disposal and appraisal activities. (The process of determining the value and thus the final disposal of records and the decision regarding the preservation requirements of each record or series of records) Hence, the Municipality is in the process to secure an area for this specific and specialized purpose.

To address the issue of compliance to the Provincial Archives and Records Services Act; Act No.7 of 2013; the District Municipality took a resolution to support local municipalities experiencing challenges to implement a compliant Records Management strategy. This act will augment the process of ensuring Local Municipalities in the District receives a clean audit.

SALGA established the District Records Management Forum consisting of COGHSTA, DSAC, the district and all local municipalities as a capacity building

initiative. The main objective of the forum is to create a platform to the district to discuss matters/challenges experienced in the records management environment and to allow the forum to provide guidance on how to overcome those challenges to achieve good effective governance and administrative principles in respect of records management across the local government sector.

Council approved the Records Management Policy; for immediate implementation to ensure compliance with the Provincial Archives and Records Services Act; Act No.7 of 2013.

The Records Control Schedule of FBDM is only in a draft format; the Records Control Schedule is a mechanism for records other than correspondence files, which contains a description, disposal instructions and retention periods of all other records. Therefore; the draft RCS needs to be approved as a matter of urgency.

The FBDM have been elected by Provincial Archives as the 1st Municipality to transfer A20 records to the newly opened Khotso Flatela Archives repository. A20 records consist of records that are of Archival value; meaning those values, administrative, fiscal, legal, evidential and/ or informational, which justify the indefinite or permanent preservation/ retention of records.

FBDM experience a slow implementation of the vetting process; especially among Registry staff, due to the fact that FBDM is awaiting response from the State Security Agency as a new person have been appointed at COGHSTA; to handle new security issues.

2.3.5 Information, Communication Technology

Over the years Frances Baard District Municipality has invested in the ICT Systems and up-to-date technologies.

The obvious next step for Frances Baard District Municipality is to demonstrate a true return of investment within and across the district. The main focus of its District Strategies is both to provide support and build ICT capacity within its three (3) local Municipalities (Magareng, Dikgatlong and Phokwane).

The lack of the ICT plans, documentations and internal controls within the three (3) local municipalities, has a huge impact on the accessibility of the ICT infrastructure. The ICT Governance Framework is the overarching ICT governance principles in

aligning ICT objectives with that of the municipality, by putting the service delivery in the pinnacle of local government today.

It is important to establish a strong understanding of ICT within the district by assisting the locals with the basics, such as the building of its industries acceptable ICT Server Rooms and upgrade their ICT network environment.

Frances Baard District Municipality is committed in assisting its locals by ensuring proper controls are in place as prescribed by the Auditor General.

2.3.6 Performance Management System

Chapter 6 of the Municipal Systems Act of 2000 and the Municipal Performance Regulations of 2006 provides for the establishment, implementation and maintenance of a performance management system (PMS) for each and every municipality in South Africa. Frances Baard District Municipality approved its first performance management framework on 17 September 2003 which laid the foundation for the development of a PMS policy containing the following components:

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

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

“Individual Performance Management” forms the second level of the Performance Management System and covers all sections and units in the various departments to

link up with the upper layer of management (Section 56 & 57 Managers). The Individual PMS, vested in the Human Resource section, measures the performance of all middle managers and supervisors who in turn are responsible for the performance of all other levels of staff in service of the municipality.

Spatial Distribution and Geographical Location

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

Issues

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

2.3.7 Spatial Planning

Frances Baard District Municipality provides spatial planning shared services' support to four local municipalities within the district, namely Sol Plaatje, Magareng, Phokwane and Dikgatlong Municipality. However, main focus is on Magareng, Phokwane and Dikgatlong Local Municipality, which are embedded with limited institutional planning capacity and planning tools.

The Spatial Planning & Land Use Management Act (SPLUMA), (Act no.16 of 2013) was signed and gazetted on the 2nd and 5th of August 2013 respectively. SPLUMA

was scheduled to become operational in September 2014, but it was postponed indefinitely. SPLUMA will repeal all legislation that regulates. Spatial Planning, land development and land use management. It seeks to promote consistency and uniformity in procedures and decision-making in the spatial planning fraternity. 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.

The district is committed to align with spatial planning and land use management tools that gives effect to the development principles contained in the SPLUMA which includes:

- Spatial justice;
- Spatial sustainability;
- Efficiency;
- Spatial resilience and
- Good governance.

The district is determined to ensure that the local municipalities within its area of jurisdiction are ready to Implement SPLUMA when it comes into operation by providing the following assistance:

- Preparation and adoption of the spatial development frameworks;
- Preparation of the land use schemes;
- Establishment of the Municipal tribunals; and
- Financial assistance and capacity building.

Spatial Development Frameworks

Municipalities are required by the provisions of Chapter V of the Municipal Systems Act 32 of 2000, the Northern Cape Planning and Development Act, 7 of 1998 and the Spatial Planning and Land Use Management Act 16 of 2013 to prepare, adopt and implement Spatial Development Framework (SDF). The SDF is a tool to guide the municipalities' desired spatial form and land use management in its area of

jurisdiction. It also enables our local municipalities to plan, budget and manage their affairs effectively.

The purpose of a spatial development framework is to develop a strategic and policy framework that addresses spatial, social, environmental and economic issues faced by the municipalities. The SDF is also used as a policy framework to guide decision making, aimed at the creation of sustainable, integrated and economically viable settlement within municipalities.

The main objectives of a Spatial Development Framework are:-

1. To facilitate socio-economic integration by eliminating the social and economic barriers created by apartheid and promote rural and urban land reforms.
2. To promote urban restructuring by eliminating the physical barriers that separate communities along racial groupings.
3. To support the conservation of resources as an integral component of the local and for sustainable development.

Frances Baard District Municipality has completed the review of the District Spatial Development framework, Magareng and Dikgatlong Municipality, SDF's.

Municipal by-laws

Municipal by-laws are passed by the Executive Council of a municipality to regulate the affairs and the services that the municipality provides within its area of jurisdiction. A municipality derives the powers to pass a by-law from the Constitution of the Republic of South Africa, which gives certain specified powers as set out in Part B of Schedule 4 and Part B of Schedule 5 of the Constitution.

The issues that can be regulated by the by-laws within municipalities are:

- Public order and public amenities or properties of the municipality;
- Childcare services, nursery schools and crèches;
- Street trading;
- Keeping of animals, birds and poultry;

- Outdoor advertising;
- Keeping of bees;
- Home business (offices, hair salons, tuck-shops etc.);
- Taverns/Shebeens;
- Hawking in meals or perishable foodstuffs; and
- Encroachment on property.

Frances Baard District Municipality is currently assisting all four municipalities to develop SPLUMA compliance by laws.

2.3.8 Geographic Information System

GIS (Geographic Information Systems) is essential tool for district and local municipalities to monitor service delivery and improving billing services. The fact that GIS is a database it enable the organization to query services spatially to interrogate its location. This has relevance to the local authorities as the base of property management as core function, thereby providing main source of income to the local authority i.e. billing of services.

France Baard District Municipality and Sol Plaatje local municipality currently utilize GIS, to maximize the benefits of GIS. An integrated enterprise GIS solution is implemented that encompass FBDM and local municipalities falling within the area of jurisdiction, namely Sol Plaatje Municipality, Phokwane Municipality, Dikgatlong Municipality and Magareng Municipality.

Phase One of Frances Baard District Municipality Corporate GIS Implementation commenced September 2009 and was completed in June 2010. Corporate GIS was a term used for strategic enterprise-wide element of GIS implementation at FBDM and were deemed critical to its sustainability and long-term success.

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 and support activities. Frances Baard District Municipality has a registered web portal that serves as a data deliverable to all users through web service (internet).

It is important to note that GIS software is an 'integrator'; various departments to contribute by maintaining and sharing their data which enhance collaboration between institutions and therefore assist in the improvement of service delivery.

Rapid growth in GIS technology is seen locally and internationally with the release of new Esri software annually. The reason for this is to ensure compatibility in software packages to stay abreast with latest in technology trends and best practice.

Issues:

- GIS Server – this is the repository storage for data sets and licenses associated with software applications GIS unit apply in operational and support. Assessment made from current system is that it requires an intensive upgrade.

Frances Baard DM GIS website service is deployed, is hosted externally, maintained and updated by service provider. On a drive between GIS and IT unit saw it imperative in the district to configure the server to sustain hosting high traffic volume in-house, thereby unit will hone the skills of the GIS Officer to acquire skills and knowledge to manage database and to benefit local municipalities more efficiently and effectively.

- Staffing – local municipalities in the district are not able to cope on GIS operations as a result of lack capacity in terms GIS. The initiative to institute services of GIS champion in the three municipalities (Magareng, Phokwane and Dikgatlong) has achieved great results. The challenge that persists is the issue of skills shortage and ensuring skills retention in the municipality. Magareng local municipality - position is vacant

Phokwane local municipality –has two champions to cater local municipality.

Dikgatlong local municipality - has champion that operate the local municipality.

- Esri software and licensing –this is an element that need to be address for a full functional GIS system to operate. Annually subscriptions and license maintenance can be costly, but the district needs this system to be effectively and fully operational. There is an agreement in place between the local municipalities to set up infrastructure and thereby the local municipality should assume the maintenance and upgrade locally.

2.4 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

2.4.1 Communication

Communication

The role of communication in supporting democratic development is increasingly being recognised. However, in practice it 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.

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, planning and budgeting 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.

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, co-operation and supports 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. Council adopted its internal communication strategy to address the improvement of staff engagement in order to successfully implement the goals of the municipality

2.4.2 Internal Audit

In conformity with the provisions of section 165 of the Municipal Finance Management Act the district municipality has a fully capacitated and operational Internal Audit Unit. The unit concentrate in understanding internal audit functions for the district municipality-but also assist Magareng and Dikgatlong municipalities, which have no internal Audit Units in operation

a) Risk Management

Two out of five municipalities, namely Sol Plaatje and Frances Baard District Municipality, have operational Risk Management processes in the district. A shortcoming on the other three municipalities in the district is as a result of limited human capital in this specialty area, however Frances Baard District Municipality will assist with regards to risk management processes in in this three municipalities.

b) Audit Report

Local municipalities have perpetually received qualified audit reports and disclaimers over the years. Frances Baard District Municipality achieved an unqualified audit report for the financial year ended 30 June 2014.

c) Functional In-house Internal Audit units

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

2.4.2.1 Audit Committee

In compliance with the provision of Section 166(1) of the Municipal Finance Management Act 2003, the district municipality has a fully established and operational Audit Committee. The Committee consists of four audit committee members appointed by Council. The Audit Committee meets at least quarterly.

2.4.2.2 Oversight Committee

Council has established an Oversight Committee under the provision of section 33 and 79 of the Municipal Structures Act 1998. The Committee consists of two independent specialists and four councillors who are members of the Finance Committee. Furthermore Council has established the Municipal Public Account Committee (MPAC) whose function is oversight- to ensure that the municipality is held accountable for its activities in order to promote and enhance good governance

2.4.2.3 Council Committees

In order to ensure the effective and efficient performance of Council activities, Council has established the following committees

- Finance Committee
- Infrastructure Development Committee
- Planning and Development Committee
- Social Development Committee

- Policy and Institutional Development Committee
- Municipal Public Accounts Committee (MPAC)

2.4.2.4 Supply Chain Management Policy

In compliance with the provision of the section 217(1) of the constitution of South Africa 1996 and section 112 of the Municipal Finance Management Act 2003, Frances Baard District Municipality has adopted a Supply Chain Management Policy which is fair, equitable, transparent, competitive and cost effective.

Section 26(1)(a) of the Municipal Supply Chain Management Regulations requires that the Supply Chain Management Policy of the Municipality must provide for a committee system for competitive bids. It is on this basis that the municipality has established the following committees:

- Bid Specification Committee
- Bid Evaluation Committee
- Bid Adjudication Committee

2.4.3 Legal and Compliance

Legal and Compliance unit provides a legal, litigation, and contractual service to the Frances Baard District Municipality (FBDM) and local municipalities including advising on relevant legislation and managing the application of case law and legal research.

The main output for the unit is an efficient legal service to support the legal requirements of the municipality. The specific objective of the Legal and Compliance unit is to provide advice either on a formal or semi-formal basis to all departments in the FBDM. The unit has produced numerous legal opinions and has also drafted contracts upon request.

The unit provides the following legal services to various departments of FBDM; as to deliver services with the ambit of the:

1. Providing legal support/advice to Council and administration. This involves sitting at Council meetings.

2. Representing Council in litigation by instituting, as well as defending, the Municipality in civil and labour related litigation. In High profile Court cases, counsel is briefed to represent the interests of the FBDM.
3. Conducting prosecutions on behalf of the FBDM.
4. Providing legislative inputs, this includes contracts, delegations, policies, and by-laws.

The future targets for the unit may be summarised as follows:

To rationalise the functions of the unit throughout the FBDM in order to provide efficiently the above services within the area of responsibility of the FBDM as whole.

To ensure that there is a standardisation of legal services which, amongst other things, includes prosecutions, litigations and standardisation of municipal law, within the whole area of the FBDM.

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

- Maintenance of a high standard of financial reporting.
- Compliance with the provisions of MFMA.
- Support to category B municipalities.
- Management of internship programme.
- Unqualified audit report with no matters.
- Internal controls.

- Risk management – payroll and investments.
- Timeous processing of payments.
- Fleet management.
- Training of Supply Chain Management.
- Credited suppliers' database

2.6 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 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 also active with their 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 we still face 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.

In Payment				
Grant Type	Beneficiaries	Children	Grants	Amount
Child Support (0-1 Years)		4 666		1 493 120
Child Support (1-2 Years)		5 554		1 777 280
Child Support (2-3 Years)		5 834		1 866 880
Child Support (3-4 Years)		5 905		1 889 600
Child Support (4-5 Years)		5 711		1 827 520
Child Support (5-6 Years)		5 994		1 918 080
Child Support (6-7 Years)		5 926		1 896 320
Child Support (Total 0-7)		39 590		12 668 800
0 Child Support (7-8 Years)		5 468		1 749 760
Child Support (8-9 Years)		5 480		1 753 600
Child Support (Total 7-9)		10 948		3 503 360
0 Child Support (9-10 Years)		5 106		1 633 920
Child Support (10-11 Years)		4 832		1 546 240
Child Support (Total 9-11)		9 938		3 180 160
0 Child Support (11-12 Years)		4 498		1 439 360
Child Support (12-13 Years)		4 244		1 358 080
Child Support (13-14 Years)		4 166		1 333 120
Child Support (Total 11-14)		12 908		4 130 560
0 Child Support (14-15 Years)		4 161		1 331 520
Child Support (15-16 Years)		3 906		1 249 920
Child Support (16-17 Years)		3 643		1 165 760
Child Support (17-18 Years)		3 130		1 001 600
Child Support (Total 0-18)	49 500	88 224	88 224	28 231 680

In Payment				
Grant Type	Beneficiaries	Children	Grants	Amount
Old Age	19 931		19 931	26 554 785
Old Age (75 Years & Over)	6 271		6 271	8 492 239
War Veteran	6		6	8 220
Permanent Disability	13 916		13 916	18 736 856
Temporary Disability	6 676		6 676	8 967 864
Foster Care	3 079	4 194	4 194	3 481 020
Care Dependency	2 355	2 443	2 443	3 298 050
Grant in Aid	1 094		1 094	346 880
DISTRICT TOTAL	102 828	256 469	142 755	149 832 154

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

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 woman and man who are 60 Years and above. About 26,202 people in Frances Baard District Municipality were receiving old age grant In January 2015.

War Veterans (WVG):

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

There are about 6 beneficiaries of the War Veterans grant in the district in January 2015. These are war veterans who served South African army either in the Zulu

Uprising in 1906; First World War 1914-1918; Second World War 1939-1945 or the Korean War 1950-1953.

Disability Grant (DG):

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

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

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 frame
	2. To support the provision of potable water, sanitation facilities, electricity and streets and Stormwater to all households in the district by 2016	<ul style="list-style-type: none"> Access to improved basic services 	<ul style="list-style-type: none"> 100% 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

Improved access to sustainable basic services in the District	4. To promote Transport Planning in the LM's in the district by 2016.	<ul style="list-style-type: none"> • Integrated Transport Plans in place 	<ul style="list-style-type: none"> • 3 ITP's in place in Magareng, Dikgatlong & Phokwane
	5. To promote the creation of job opportunities for the unemployed through the EPWP in the LM's in the district.	<ul style="list-style-type: none"> • EPWP policies in place 	<ul style="list-style-type: none"> • 3 EPWP policies in Magareng, Dikgatlong & Phokwane
		<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

3.1.2 Housing

Goal	Objective	Outcome	
		Indicator	Target
Facilitate the creation of sustainable human settlements	Facilitate the reduction of the Housing backlog by 2015/16	Reduction in the housing backlog	457 Hsholds
	Capacitate the consumers of human settlements	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 2015/2016	Sector development Increased direct investment	4 Fundable projects related to sector development <ul style="list-style-type: none"> • Feasibility studies • Business Plan • Letter of intent/proposals from investors
	To support SMME development through the implementation of the FBDM SMME support policy by 2015/2016	Sustained and growing SMMEs.	Implementation of SMME Development Policy <ul style="list-style-type: none"> • Direct support • Promotion of SMMEs • Skills development

	To develop incentive policies for LMs 2015/16	Packaged incentives for sector and SMME development	4 LMs policies
	To support the EPWP concept/initiatives in the District by 2015/2016	Increased employment through EPWP projects	Packaging of 3 projects for 3 LMs Implementation of 1 district project
	To coordinate and support LED structures by 2015/2016	Coordination of support to emerging farmers and mining sector	Functional LED forum and sub-committees

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 2015/ 2016	Improved tourism attractions Developed tourism products Functional tourist information centre Flourishing tourism destination Improvement in graded establishments	(4) all locals
	Establish and expand a vibrant and sought after destination brand for FBDM by 2015/ 2016	Vibrant destination brand Increased Market share Increased visitor numbers and	2015-16

		spending (tourist volume)	
	Facilitate strategic partnerships and participation of all FBDM tourism role players by 2015/2016	Increased Participation Number of capacity building/support interventions Signed Agreements with stakeholders	2015-16

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 2015/16	Improved drinking water quality	Magareng,Dikgatlong
		Compliant food and non-food premises	Magareng, Dikgatlong
		Trained food handlers	Magareng, Dikgatlong
	To render effective and sustainable environmental planning and management in the District by 2015/2016	Environmental awareness programmes	Magareng Dikgatlong
		Updated atmospheric emissions inventory	District
		Implemented air quality strategies	District

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 2015/16	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 2015/16	Improved Response and recovery to incident in Local municipalities	(3) Magareng, Dikgatlong and Phokwane
	To develop Institutional capacity and acquire resources for firefighting services for 3 local municipalities in the district by 2015/16	Increased firefighting capacity at 3 Local municipalities	Magareng Dikgatlong Phokwane

	To safeguard council's assets by continuously enhancing and upgrading physical security systems and accessibility by 2015/16	Improved ,upgraded and well maintained security systems	FBDM over a three year term 2012-2016
--	--	---	---------------------------------------

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 2015/16	Each department managing independently with minimal hands on support	2015/16 100%
	To provide assistance and support on Human Resources Management to three local Municipalities (Magareng, Phokwane and Dikgatlong) by 2015/16	Each local municipality managing independently and with minimal hands on support	2015/16 100%

3.3.4 Records Management

Goal	Objective	Outcome	
		Indicator	Target
Provide sound records, archives and office support services	To ensure compliance to the National Archives Act and related legislation by 2015/16	Improve records management in the district	3 LM on request
	To render an effective and cost-efficient office support function by 2015/16	Efficient and effective office support function	100%
	To ensure 100% maintenance of the building and the management of contractors by 2015/2016	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 increase and improve ICT infrastructure accessibility by 100 % in three (3) Municipalities by 2015/2016	Improved ICT Infrastructure accessibility	100%
	To maintain the Disaster Recovery Plan by ensuring 100% ICT connectivity in three (3) Local Municipalities by 2015/2016	Maintenance and support of the Disaster Recovery Plan	100%
	To align ICT Governance principles with the objectives of the Municipality by 2015/2016	Aligned ICT Governance Framework with the Organizational objectives	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 2015/16	Aligned, Implementable and credible IDP	As per the IDP Process plan 5 IDP
	To facilitate and support the review of implementable IDPs in the District by 2015/2016	Reviewed IDP	5
	To facilitate and support the development and review of sector plans by 2015/2016	Reviewed Sector Plans	100% of funded Sector Plans

3.3.7 Performance Management System

Goal	Objectives	Outcome	
		Indicator	Target
<p>Establish and maintain sustainable and compliant performance management systems in the FBDM district.</p> <p>Support FBDM Management in complying with local government legislation for improved service delivery.</p>	To establish functional and sustainable performance management systems in compliance with legislation in FBDM district by end of 2015/2016.	<ul style="list-style-type: none"> Improved performance management systems 	Dikgatlong Magareng Phokwane
	To maintain a functional and compliant institutional performance management system in FBDM up to 2015/2016.	<ul style="list-style-type: none"> Improved PMS in FBDM 	100% Functional PMS in FBDM
	To support FBDM management in complying with local government legislation and initiatives up to 2015/2016.	<ul style="list-style-type: none"> Required support in compliance 	100% support in compliance with legislation

3.3.8 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 2015/2016	Development applications	Three (3) Local Municipalities (Magareng, Dikgatlong, & Phokwane).
	To support the implementation of Spatial Development Framework by 2015/2016	Approved detailed precinct plans/Urban design framework. Approved CBD renewal plans.	Phokwane Municipality Two (2) Local Municipalities (Magareng and Dikgatlong)
	To facilitate the preparation of township establishment and Informal settlement upgrading in Local Municipalities 2015/2016	Approved layout plans	Two (2) Local Municipalities (Phokwane, Magareng and Dikgatlong)

3.3.9 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 2015/16	Integrated District GIS system	3 Municipalities
	To Enhance GIS as a planning tool in the District by 2015/16	Implementation of GIS in decision-making	3 Municipalities

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 communicate a positive public opinion on service delivery in the District by 2015/2016	Improved relations between communities and local government in the District	2015/2016
	To facilitate the collaboration of government activities and programmes through effective communication networks by 2015/2016	Collaborated government activities / programmes	2015/2016
	To support the improvement and maintenance of morale and staff engagement to successfully implement the goals of the district municipality by 2015/2016	FBDM Ambassadors (Councillors & Officials) Enhanced staff engagement & understanding	162

3.4.2 Internal Audit

Goal	Objectives	Outcome	
		Indicator	Target
Create, strengthen and preserve favourable opinion of the district through effective channels of communication	To provide advisory services to the design and implementation of risk management processes in the district yearly until 2015/16	Effective and efficient risk management processes.	Reduced risk 0 %.
	To evaluate and contribute to the establishment and improvement of governance, risk management and control processes in the district and local municipalities on a quarterly basis until 2015/16.	Compliance with laws and regulations. Reliability and integrity of financial and operational information. Effectiveness and efficiency of operations. Safeguarding of assets	Quarterly assessments 100%
	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 IA functions/100%

3.4.3 Legal and Compliance

Goal	Objectives	Outcome	
		Indicator	Target
<p>Provision of a comprehensive, efficient and effective legal advisory and contract oversight services to the municipality.</p> <p>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.</p>	To Implementation of procedures for a comprehensive legal services by 2015/2016	<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 Ensure sound legal binding contracts by 2015/16.	<ul style="list-style-type: none"> • 100% of vetting and drafting of FBDM contracts 	<ul style="list-style-type: none"> • 100% vetting and drafting of FBDM contracts
		<ul style="list-style-type: none"> • Assist local municipalities upon request with the drafting and vetting of contracts 	<ul style="list-style-type: none"> • 100% assistance of drafting and vetting of contracts upon request from Magareng, Dikgatlong and Phokwane 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.	Ensure long-term financial sustainability by 2015/2016	Sound financial management according to best practices	100% Compliance
	Ensure full compliance with all accounting statutory and legislative requirements by 2015/2016	Compliance with legislation and related guidelines from NT	100% Compliance
	Ensuring proper systems of supply chain management by 2015/2016	Compliance with legislation and related guidelines from NT	100% Compliance
	Ensure effective debt collection and implementation of revenue generating strategies by 2015/2016	Maximise debt collection and revenue generating strategies	100% Collection rate on grants & other sundry
	Ensure the proper management of cash resources to meet financial	Efficient and effective management of council's	100%

	liabilities by 2015/2016	available resources	Effectiveness
	Provide financial management support to four local municipalities by 2015/2016	Financially sound and self-sustained local municipalities	100% as per need requirement

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 development of 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 2003 and 2015.

1. Water Services Development Plan

The Water Services Development Plan (WSDP) was prepared in 2003 and has not yet been reviewed. It was prepared to ensure a holistic approach to water sector planning at the municipal level. The Department of Water and Sanitation is assisting the district to continually review the plan.

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 (2015/2016). The Strategy applies to the whole organization. It supports a general approach to the strategic management of human resources which

is concerned with longer term people issues and macro concerns about structure, quality, professional ethics and values, commitment and matching resource to future needs. It sets out the general direction the Municipality will follow to secure and develop its human resources to deliver a sustainable and successful Municipality.

4. Performance Management System

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

5. Disaster Management Plan

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 reviewed 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)

SDF was reviewed and approved by council in 2014. *(See summary)*

7. District Growth and Development Strategy (DGDS)

DGDS was reviewed and approved by council in 2015. *(See summary)*

8. LED Strategy

Lead Strategy was reviewed and approved by council in 2015. *(See summary)*

9. Tourism Strategy

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

10. The Investment and Marketing Plan

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

11. Crisis Communication Plan

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

12. HIV/Aids Strategic Plan

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

13. Integrated Waste Management Plan

The Integrated Waste Management Plan was prepared in 2011 as a review and update of the IWMP completed and adopted in July 2004. 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 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.

14. 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.

15. 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 was prepared and adopted in 2011. The focus of plan is to ensure the management and operation of ambient monitoring networks (if required), the licensing of listed activities, and the development of emission reduction strategies to ensure air quality. The plan intends to protect the environment and human health through reasonable measures of air pollution control.

16. Communication Strategy

The Communication Strategy was prepared in 2011, to articulate the district vision, priorities, challenges and programme of action over the next five (5) years. The period of the strategy is linked to the electoral cycle, as informed by the Medium Term Strategic Framework (MTSF, 2009 – 2014) as well as the term of office of the district council. The Strategy is informed by the provincial strategic framework for communication, 2009 and the District Integrated Development Plan (IDP), 2010. The

aim of the strategy is to provide awareness about policies and programmes in the district, unlock accessible and clear communication methods in order for the public to empower themselves with the information to actively participate in the decision making process.

17. Public Participation Plan

The Public Participation Plan was prepared in 2011, with the aim to create opportunities for the political principals to be actively involved in the sharing of information about what government and in particular the district municipality is doing to improve and add to the betterment of the lives of the community. Integrated Development Planning (IDP), Budget Consultation meetings and Ward meetings are forms of public participation that 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.

Frances Baard District Municipality-Growth and Development Strategy (FBDMDGDS)

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.

Coupled to this, a significant number of policy and legislative measures have been adopted in order to facilitate the creation of developmental government and an efficient and integrated planning and development systems. These include but not limited The NDP and its proposals will need to be implemented in the right order over the next 17 years. Three phases have been identified.

FBDM Development Drivers

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

Provision of basic services and infrastructure

It is the Frances Baard District Municipality's conviction that the growth and development situation can only improve once the provision of basic service is perfected by the local municipalities, in this regard it is important to focus on the quality of basic services, the reliability of basic services and ensuring the provision of quality basic service infrastructure.

The Frances Baard District Municipality acknowledges that there is a traditional decline infrastructure and in particular bulk infrastructure. Frances Baard further accepts that in order to facilitate growth and development and thereby attract investment, it will be necessary to improve service delivery infrastructure, bulk infrastructure, transport infrastructure and even social infrastructure.

Sectoral Development and Support

This strategic driver refers to sector specific interventions in order to grow the key economic sectors within the district. These sectors include agriculture and agri-processing, tourism, and manufacturing - including manufacturing value chains.

This driver also incorporates interventions necessary to support SMMEs and the informal sector, as well as creating an enabling environment for business.

Good Governance

Good governance is critical in the ensuring of sustained public confidence in the institutions driving development. In this regard, it will be conscious of the need to improve the governance systems and thereby create an environment where there is no corruption, constant consultation and communication and thereby improving business confidence in the District.

Strengthening Institutions

Frances Baard District Municipality is cognisant of the realities of the lack of or limited skills and this is particularly evidenced in the limited and ineffective municipal systems. This is however not just limited to the capacity of municipalities but includes community institutions in an effort to fast track development.

Human Capital Development

The situation with regards, to human capital development needs to take into account the whole population in Frances Baard and at the same time ensure that the education levels within the district improves.

This driver aims to improve the entire education and skills continuum from early childhood development, through schooling, to tertiary and training institutions for adults. It is critical that interventions are levelled at each of these phases in order to achieve the overall aim of a skilled and productive population within the district. This driver is critical to the success of drivers 2 (sectoral development and support) and 6 (empowerment of communities). This is because a productive labour force and larger skills base is necessary to grow key sectors of the economy, and an educated populace is both a healthier and more employable populace. This strategic driver has been split into two sub-objectives: (a) ensure early childhood development and primary and secondary education, and (b) encourage demand driven skills development and training linked to industry.

The Sol Plaatje University will be a critical partner in this regard.

Empowering Communities & Stakeholder Mobilisation

This driver aims to promote the general health and well-being of communities in FBDM. People are an important resource and need to be nurtured in order for growth and development to occur. Furthermore, the current, consistent drain on state resources caused by the many people requiring grants and health care is not sustainable and it is therefore important to empower communities so that they become self-sustainable.

Programmes under this driver will be rolled out at a local level, and community involvement will be prioritised in the implementation of these programmes. Four strategic objectives have been identified in order to ensure the safety and empowerment of communities. (1) Poverty alleviation and food security is critical in creating a sustainable community, (2) creating healthy communities through on the ground interaction, awareness creation and support programmes, (3) ensuring sustainable human settlements through spatial planning and redevelopment, and (4) guaranteeing the safety and security of communities. Each of these objectives is equally important in growing and developing FBDM from the ground up, starting with support for citizens at a community level.

FBDM further acknowledges that they cannot achieve growth and development alone. It is in acknowledging the need for partnerships that there is a need from a development driver perspective to zoom in on stakeholder mobilisation. It will be valuable that stakeholders are mapped and their impact on growth and development be sketched. Below is a schematic representation of the strategic framework:

Figure2: Identified Drivers



The successful implementation of the Growth and Development Strategy depends mainly on the cooperation between government and its social partners. Local government as a sphere of government and the one at the coal face of delivery is critical in the development of integrated development plans with the Provincial Government.

Another important success factor is the commitment and drive within government to see the strategy succeed and the establishment of the necessary institutional, financial and project management support systems to make the plan work. It is finally important to introduce a Management Information System that would enable management and government to monitor and evaluate progress and benchmark performances against the target set.

LOCAL ECONOMIC DEVELOPMENT STRATEGY

1. Introduction

Frances Baard District Municipality embarked on a process of the review of Local Economic Development Strategy.

As part of the process of identifying the development methodology, a thorough policy analysis was proposed. This policy analysis process seeks to ensure that there is a common understanding of all new pieces of legislation that have been introduced and how they impact on the project.

Furthermore the analysis seeks to ensure that the outcomes of the Local Economic Development Strategy are in line with most major economic development initiatives from all spheres of government. .

2. The concept of LED

There are quite a number of definitions that have been adopted globally when it comes to defining what Local Economic Development (LED) is, but in South Africa the World Bank adaptation has been adopted and is as follows:

“Local Economic Development (LED) is the process by which public, business, and nongovernmental sector partners work collectively to create better conditions for economic growth and employment generation with the objective of building up an economic capacity of a local area to improve its economic future and the quality of life for all”

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.

In order for Local Economic Development (LED) to be effective, a community (local, ordinary people, entrepreneurs and local government) with the support of knowledgeable individuals and experts needs to identify and consider its own

economic strengths, weaknesses, opportunities and threats and agree on a shared strategy.

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

CONCLUSION

A critically important aspect for the successful implementation of the LED Strategy is the need to ensure that all stakeholders and parties involved in the LED process take ownership of the programmes and projects identified.

Based on the formulation of the strategy with the numerous potential products and projects, the following is recommended to achieve optimal sustainable local economic development, employment creation, and improvement in living conditions and standards, as well as human resource development:

- ✓ Start focusing on the sectors with the highest development potential, followed by the sectors with less potential. Ensure balanced stimulation of growth and development within all sectors by not focusing solely on one sector
 - Before embarking on the implementation of specific projects, ensure that adequate funding sources and management capacity are in place
 - Start implementing projects with the highest potential for stimulating economic growth and development
 - Make sure that the projects that stimulate economic growth do not adversely affect the environment or human living conditions
 - Set reasonable time frames for implementation and ensure effective and continuous monitoring of project progress and impacts

The role of FBDM should be focused on creating an LED unit to coordinating and integrating all LED initiatives within the district, as well as facilitating stakeholder participation and the formation of public-private partnerships.

The LED department and LED forum need to clarify the segregation of duties. This will prevent duplication of effort and ensure that good outcomes are achieved in spite of limited human and financial resources.

Incentives need to be created to attract the private sector to invest in the region.

The achievement of local economic development will be made easier when there is participation from all sectors within the FBDM.

Spatial Development Framework

1. Introduction

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

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

The main purpose of the revised Frances Baard DM SDF is to provide guidelines to the SDF's on local level 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 approval of this SDF in terms of the Northern Cape Planning and Development Act (Act 7 of 1998) means that the document has statutory status compliance with the Frances Baard District Municipal Spatial Development Framework is therefore mandatory. The planning process incorporated a broad stakeholder's consultation process which provided opportunity for inputs from various levels.

2. Key problem areas

Based on the outcome of the above mentioned analysis phase and stakeholders workshop, the following key problem areas to be addressed were identified:

- Reshaping of the existing urban form and shape of settlement areas;
- Social support to all levels of the society and to address human needs;
- Conservation, protection and management of the natural and cultural heritage;
- Stimulate and support the local economy in a sustainable fashion.

3. Development objectives

Twelve development objectives were set in order to address the above mentioned problem areas:

1. Prepare and review all land use planning legislation and policies;
2. Guideline document to assist with land reform projects;
3. Prepare a FBDM urbanization plan;
4. Upgrading and maintenance of existing bulk and link services;
5. Upgrading, maintenance and provision of recreational, health, social and educational facilities;
6. Address the social security and well-being of communities;
7. Implementation of the FBDM Environmental Management Framework;
8. Guidelines to protect river corridors;
9. Review existing FBDM Local Economic Development strategy;
10. Preparation of an agricultural development strategy;
11. Review the existing FBDM Tourism Plan;
12. Preparation of a FBDM **Mining Development plan**.

4. Spatial Planning Proposals

Desirable future land use patterns and development proposals within the municipal service area are indicated spatially. All future municipal decisions regarding spatial planning shall be informed by this. Desired patterns of land use, directions of growth, urban edges and special development areas shall be indicated.

Spatial planning principles guiding the planning process are indicated. The purpose of such principles is to ensure the realisation of the Vision Statement. The following principles guiding the process are introduced:

- Smart Growth principles
- Macro Spatial principles
- Micro Spatial principles

Structuring elements are set in the document. Structuring elements to a large extent, dictate the location of development, the nature thereof and direction of growth in a municipal area. This mainly refers to the natural environment and certain man-made issues that were established over many years. These structuring elements as well as the Spatial Guiding Principles of this document would generate the future restructuring of the spatial pattern and shape within the service area.

- Natural Environment, including agricultural activities, mining activities, tourism activities and the indication of water bodies;
- Built Environment, including the settlement hierarchy, main road system, airports and railway links, development nodes and corridors.

The term SDF refers to the proposed future spatial development proposals of the municipal area. This plan should ideally be clear enough to be used on its own by a variety of stakeholders.

The SDF develops strategic framework focus areas in Frances Baard District Municipal Area. The areas are categorized as Rural Development areas and Settlement areas. These rural and settlement development proposals refer to the local SDF's to be prepared for the Magareng, Phokwane, Sol Plaatje and Dikgatlong local authorities.

5. Implementation Framework

An implementation framework is introduced in order to guide the implementation of the spatial proposals as indicated above.

The implementation framework consists of the following elements:

- Identification of projects;

Twenty projects have been identified to be implemented. During the strategic planning phase projects were identified in order to implement development principles. All these projects are linked to the priority issues and objectives.

All the projects comply with the following directives:

- Specific indicators should be included with reference to the beneficiaries and geographical location;
- Deliverables of project outputs should be indicated;
- Activities involved in the project should be identified, and who is the responsible agent;
- Costs and budgets estimates should be indicated as well as sources of funding.

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?

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

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

Alignment is built upon the following:

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

space economy and serving as a frame of reference for guiding government actions. (Presidency)

Each of the three spheres of government has 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.

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

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

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 safety building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society.

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

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

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

The National Development Plan makes a firm commitment to achieving a minimum standard of living which can be progressively realised through a multi-pronged strategy. The plan, do not define that minimum standard of living but provide a framework for the adoption of a minimum standard of living by society. It I anticipated that the implementation of the NDP 2030 will commence through the next MTSF in the MTSF2014-2019

5.4 Service Delivery Agreement: Outcome 9

Outcome 9 is one of 12 Outcomes which have been formulated by government in focusing its work between now and 2014. The vision behind Outcome 9 is the development of a **“responsive, accountable, effective and efficient local**

government system” in order to restore the confidence of the people in the local sphere as the primary machine of the development state.

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

a) Improve universal access to basic services by 2014

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

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

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

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

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

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

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

5.5 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:

1. Quality basic education.
2. A long and healthy life for all South Africans.
3. All people in South Africa are and feel safe.
4. Decent employment through inclusive growth.
5. A skilled and capable workforce to support an inclusive growth path.

6. An efficient, competitive and responsive economic infrastructure network.
7. Vibrant, equitable, sustainable rural communities contributing towards food security for all.
8. 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.
9. 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.

10. Protect and enhance our environmental assets and natural resources.
11. Create a better South Africa and contribute to a better Africa and a better world.
12. An efficient, effective and development-oriented public service.

13. A comprehensive responsive and sustainable social protection system.

14. A diverse, socially cohesive society with a common national identity

5.6 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.

5.7 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.

5.8 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
- c) 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

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

The Frances Baard District Growth and Development Strategy was prepared and finalised in 2014 and is awaiting approval by council.

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

6. BACK TO BASICS APPROACH

Local government is a primary point of delivery and is where most citizens interface with government. The vision of a developmental local government system was that it would be the building block on which the reconstruction and development of our country and society was built, a place in which the citizens of our country could engage in a meaningful and direct way with the institutions of the state.

The recent launch of the Back to Basics approach by the Minister of Cooperative Governance and Traditional Affairs is designed to ensure that all municipalities perform their basic responsibilities and functions without compromise. The programme is built on 5 pillars:

- Putting people and their concerns first;
- Demonstrating good governance and administration;
- Delivering municipal services;
- Sound financial management and accountability; and
- Sound institutional and administrative capabilities.

The Back to Basics approach will institutionalise a performance management system that will recognise and reward good performance, and ensure sufficient consequences and appropriate support where there is under performance. The approach will integrate information on municipalities and ensure that the current challenges in the local government sphere, in the short and medium term specifically, are addressed.

Back to Basics approach will also focus on planning and operations of all municipalities on the effective delivery of basic municipal services and regular communication with residents.

“The aim is to move from intent to action. Improvements in the performance of municipalities will improve the living conditions of all South Africans that depend on well-functioning municipalities to lead dignified lives,”

At inception municipalities were required to draft municipal action plans for their respective municipalities in order to indicate the municipal status quo with regards to the five pillars indicated above and the recommended actions to be taken to address problem areas. Frances baard action plan was adopted by council on 20 May 2015.

6.1 FRANCES BAARD DISTRICT MUNICIPALITY BACK TO BASICS MUNICIPAL ACTION PLAN

Frances Baard District Municipality	Diagnostic Assessment	Status Quo	Recommended Actions	Responsible Department or person	Timeframes (by when will the actions be completed)
Putting People first	<ul style="list-style-type: none"> Level of engagement with communities 	Engagement takes place through joint events with local municipalities and sector departments.	Continued collaboration with local municipalities and sector departments in the district	Communications	Ongoing
	<ul style="list-style-type: none"> The number of effective public participation programmes conducted by Councils. 	Public participation plan for 2014/15 was adopted in September 2014. One PPP event was held in November 2014.	Additional public participation events will be held as from February – May 2015	Communications	May 2015
	<ul style="list-style-type: none"> The regularity of community satisfaction surveys carried out 	The last community survey was done in 2013.	The next survey will be done in 2015	Communications	2015
	<ul style="list-style-type: none"> The rate of service delivery protests and approaches to 	Coordination of response teams are done through GCIS, and	Ongoing	Communications	Ongoing

Frances Baard District Municipality	Diagnostic Assessment	Status Quo	Recommended Actions	Responsible Department or person	Timeframes (by when will the actions be completed)
	address them	through assistance given to the local municipalities where it is requested. A crisis communication plan is also in place which has to be implemented in collaboration with the disaster response plan. Crisis communication district team needs to be established.			
	<ul style="list-style-type: none"> The existence, and level of functionality, of a complaints management system 	The district municipality does not have a formal document which deals specifically with handling of complaints. The procedure used to address complaints is partially covered by the draft service charter and the procedures used for handling requests for information through PAIA. The procedure for	Ongoing	Communications	Ongoing

Frances Baard District Municipality	Diagnostic Assessment	Status Quo	Recommended Actions	Responsible Department or person	Timeframes (by when will the actions be completed)
		<p>processing complaints are as follows:</p> <ul style="list-style-type: none"> • Receive and classify • Acknowledge (if it needs research to address the complaint) • Investigate • Resolve • Respond to customer • Follow up 			
	<ul style="list-style-type: none"> • Level of Implementation of Batho Pele Service Standards Framework for Local Government 	<ul style="list-style-type: none"> • Batho Pele Principles applied in all practices of the municipality, from names tags and direction signage, through to the website, public consultation processes, external newsletter, etc. • PAIA manual in four indigenous languages in place 	Ongoing	Communications	Ongoing

Frances Baard District Municipality	Diagnostic Assessment	Status Quo	Recommended Actions	Responsible Department or person	Timeframes (by when will the actions be completed)
		(updated annually) <ul style="list-style-type: none"> Section 32 Report submitted to the SAHRC annually Training on PAIA done annually, SAHRC as facilitator 			
Delivering basic Services	Access to services and quality of services with respect to:				
	<ul style="list-style-type: none"> Water and sanitation. 	FBDM assisting LM financially as well as technically by assigning an engineering technician to each of the three smaller local municipalities.	<ul style="list-style-type: none"> Masterplanning BP's for Funding for bulk services refurbishment & upgrading BP's for Funding for internal services 	<ul style="list-style-type: none"> LM's, FBDM LM's, FBDM, Cog, DWS LM's, HS, DWS 	<ul style="list-style-type: none"> WSDP's annually Masterplans Phokwane: 2015/16 2015/16
	<ul style="list-style-type: none"> Human Settlements. 	The lack of bulk infrastructure is placing definite limitations on the delivery of human settlements. The number of serviced sites available is reaching the end. A considerable	<ul style="list-style-type: none"> Will assist local municipalities according to signed SLA's 	<ul style="list-style-type: none"> LM's, FBDM, Cog, DWS 	<ul style="list-style-type: none"> Dependent on funding

Frances Baard District Municipality	Diagnostic Assessment	Status Quo	Recommended Actions	Responsible Department or person	Timeframes (by when will the actions be completed)
		upgrade of WWTW and WTW will have to be undertaken in line with the servicing of new erven to ensure continued delivery of human settlements.			
	<ul style="list-style-type: none"> Electricity. 	FBDM assisting LM financially as well as technically by assigning an engineering technician in each of the three smaller local municipalities.	<ul style="list-style-type: none"> Electricity Masterplanning BP's for Funding for bulk services refurbishment & upgrading BP's Funding for internal services 	<ul style="list-style-type: none"> LM's, FBDM LM's, Dept of Energy, Eskom LM's, Dept of Energy, Eskom 	<ul style="list-style-type: none"> 2015/16 2015/16 2016/17
	<ul style="list-style-type: none"> Waste Management. 	Assist Dikgatlong and Magareng. Have developed a waste management plan.	<ul style="list-style-type: none"> Assist with the registration of sites in local municipality. 	<ul style="list-style-type: none"> LM's, FBDM 	<ul style="list-style-type: none"> 2016/17
	<ul style="list-style-type: none"> Roads. 	FBDM assisting LM financially as well as technically by assigning an engineering technician in each of the three smaller local municipalities.	<ul style="list-style-type: none"> Roads masterplanning BP's for Funding for streets & Stormwater 	<ul style="list-style-type: none"> LM's, FBDM LM's, Dept Transport, Dept Public Works & Roads, Cog 	<ul style="list-style-type: none"> 2016/17 2016/17
	<ul style="list-style-type: none"> Public Transportation. 	Not applicable	<ul style="list-style-type: none"> ITP's to be compiled 	<ul style="list-style-type: none"> LM's, FBDM & Dept 	<ul style="list-style-type: none"> 2015/16

Frances Baard District Municipality	Diagnostic Assessment	Status Quo	Recommended Actions	Responsible Department or person	Timeframes (by when will the actions be completed)
				Transport, Safety & Liaison	
	<ul style="list-style-type: none"> Provision of Free Basic Services and the maintenance of Indigent register. 	LM's	<ul style="list-style-type: none"> O&M to be done continuously 	<ul style="list-style-type: none"> LM's 	<ul style="list-style-type: none"> LM's responsibility . FBDM assist on request
	<ul style="list-style-type: none"> Water quality 	Supporting local municipalities financially as well as building capacity	<ul style="list-style-type: none"> O&M to be done continuously. Assistance with O&M 	<ul style="list-style-type: none"> LM's, FBDM 	<ul style="list-style-type: none"> LM's responsibility . FBDM assist on request
	<ul style="list-style-type: none"> Water and electricity losses, sewerage spillages and electricity cut offs 	Supporting local municipalities financially as well as building capacity	<ul style="list-style-type: none"> Assistance with O&M 	<ul style="list-style-type: none"> LM's, FBDM 	<ul style="list-style-type: none"> LM's responsibility . FBDM assist on request.
	<ul style="list-style-type: none"> Theft of infrastructure assets 	Supporting local municipalities financially as well as building capacity	<ul style="list-style-type: none"> Safety measures Insurance of assets 	<ul style="list-style-type: none"> LM's LM's 	
	<ul style="list-style-type: none"> Presence of fundable consolidated 	Supporting local municipalities financially as well as	<ul style="list-style-type: none"> Compilation of BP's 	<ul style="list-style-type: none"> LM's, FBDM 	<ul style="list-style-type: none"> LM's responsibility . FBDM

Frances Baard District Municipality	Diagnostic Assessment	Status Quo	Recommended Actions	Responsible Department or person	Timeframes (by when will the actions be completed)
	infrastructure plans.	building capacity			assist on request.
	<ul style="list-style-type: none"> Spending on capital budgets 	Supporting local municipalities financially as well as building capacity	<ul style="list-style-type: none"> Project management assistance 	<ul style="list-style-type: none"> LM's, FBDM 	<ul style="list-style-type: none"> LM's responsibility . FBDM assist on request.
	<ul style="list-style-type: none"> Service delivery value-chain 		<ul style="list-style-type: none"> Ensure procurement processes followed according to policies 	<ul style="list-style-type: none"> LM's 	
Good governance	<ul style="list-style-type: none"> The holding of Council meetings as legislated. 	Council meetings are held once a month (excluding August and October)	Council to sit as per its adopted schedule of council committee meetings	Committee Services Speaker	Monthly
	<ul style="list-style-type: none"> Conduct and discipline among councillors 	Isolated non-attendance of council and/or committee meetings by some councillors. Two councillors have missed more than three consecutive meetings of council.	Non-attendance of council meetings by some councillors to be taken up with the councillors concerned.	Speaker	Ongoing

Frances Baard District Municipality	Diagnostic Assessment	Status Quo	Recommended Actions	Responsible Department or person	Timeframes (by when will the actions be completed)
	<ul style="list-style-type: none"> The functionality of oversight structures, s79 committees, audit committees and District IGR Forums 	All committee have quarterly sittings. There are quarterly district IGR meetings	All committees to adopt a schedule of its quarterly meetings and abide by it.	S79 Committees – Executive Mayor’s office Speaker Audit Committee – Internal Audit unit District IGR Forums – Municipal Manager’s office and Executive Mayor’ office	Quarterly
Good governance	<ul style="list-style-type: none"> The existence and efficiency of anti-Corruption measures, including efficient and responsible action taken against fraud, corruption, maladministration and failure to fulfil 	There are no reported cases of fraud, corruption and maladministration, this due to the measures put in place to prevent such.	None	Municipal manager Risk officer	Ongoing

Frances Baard District Municipality	Diagnostic Assessment	Status Quo	Recommended Actions	Responsible Department or person	Timeframes (by when will the actions be completed)
	statutory obligations.				

Frances Baard District Municipality	Diagnostic assessment	Status quo	Recommended actions	Responsible department or person	Timeframes (by when will the actions be completed)
Good governance	<ul style="list-style-type: none"> The extent to which there is compliance with legislation and the enforcement of by laws 	All laws and legislation are adhered to	Ensure consistency in compliance with legislation to avoid any non-compliance at any point.	Municipal Manager Council	Ongoing
	<ul style="list-style-type: none"> Political stability, in-fighting and factionalism 	The municipality is relatively stable politically The operations of the municipality are not hampered by any acts of in-fighting and factionalism.	Keep the municipality politically stable	Council Executive mayor Municipal manager	
	<ul style="list-style-type: none"> Nature of political-administrative interface. 	The political-administrative interface is facilitated through the office of the municipal manager.	None	Council Executive mayor Speaker Municipal manager	Ongoing
Sound Financial	<ul style="list-style-type: none"> Submission of Annual 	The municipality submitted	Timeous submission of credible AFS	Municipal manager	31 August 2015

Frances Baard District Municipality	Diagnostic assessment	Status quo	Recommended actions	Responsible department or person	Timeframes (by when will the actions be completed)
Management	Financial Statements	2013/14 AFS on the 29 August 2014.	by 31 August 2015 as per the legislative requirements.	Chief financial officer Audit committee Council	
	<ul style="list-style-type: none"> Whether the budgets are realistic and based on cash available. 	Yes, our 2014/15 budget is realistic and based on cash available.	Ensure that the 2015/16 and subsequent financial years' budgets are realistic and cash backed.	Municipal manager Chief financial officer Executive mayor Council	Annually
	<ul style="list-style-type: none"> Percentage of budget spent on personnel. 	Percentage on budget spent on personnel for 2013/14 was 40%.	Keep the employee costs below 46%	Municipal manager Council	Ongoing
	<ul style="list-style-type: none"> Liquidity and cash balances. 	Our liquidity and cash balances are favorable currently and was at 30 June 2014.	Ensure good financial management practices and ethos.	Municipal manager Chief financial officer Council	Ongoing
	<ul style="list-style-type: none"> The efficiency and functionality of supply chain management and political interference with supply chain management processes 	There is 100% compliance on the SCM and the municipality does not experience any political interference on the SCM processes.	None	Finance (SCM)	Ongoing
Building Capacity	<ul style="list-style-type: none"> Vacancy rate. 	<ul style="list-style-type: none"> 26% 	<ul style="list-style-type: none"> All vacant positions below section 56 managers should be 	Municipal manager	<ul style="list-style-type: none"> 30 June 2015

Frances Baard District Municipality	Diagnostic assessment	Status quo	Recommended actions	Responsible department or person	Timeframes (by when will the actions be completed)
			filled.		
	<ul style="list-style-type: none"> Realistic and affordable municipal organograms, underpinned by a service delivery model. 	<p>The MM position is filled; the managers directly accountable to the municipal manager have not been appointed pending the application for waiver on remuneration to the Minister. Application made in August 2014.</p> <ul style="list-style-type: none"> The organogram is phased in for a three year period to ensure affordability of the structure 	<ul style="list-style-type: none"> Follow-up with the office of the Minister for COGTA Review the organogram 	<p>Department of administration</p> <p>Municipal manager</p>	Annually
	<ul style="list-style-type: none"> Competence and qualifications of top management posts (Municipal Manager, Finance, Infrastructure Corporate Services, Community development and Development Planning). 	<p>There is 100% compliance as per the regulations set by National Treasury in terms of the Competence level of Accounting Officer</p>	None		

Frances Baard District Municipality	Diagnostic assessment	Status quo	Recommended actions	Responsible department or person	Timeframes (by when will the actions be completed)
Building Capacity	<ul style="list-style-type: none"> Middle level technical skills 	5 Engineering technicians 2 Town planners 1 GIS practitioner			
	<ul style="list-style-type: none"> Human resources development and management programmes. 	There is 100% compliance in terms of the Workplace Skills Plan submission as per the law governing skills development.	<ul style="list-style-type: none"> Training based on skills personal development plans 	<ul style="list-style-type: none"> Skills development facilitator and senior management 	On-going
	<ul style="list-style-type: none"> Politicisation of labour force, platforms to engage organised labour to minimise disputes and disruptions. 	<ul style="list-style-type: none"> LLF sits on a quarterly basis There are no major disputes currently in the municipality. No disruptions have been experienced so far by the municipality. 	LLF must sit based on its adopted schedule of meetings.	Municipal manager Human resources unit Unions	Quarterly
	<ul style="list-style-type: none"> Levels of experience and institutional memory. 	20% of staff have been in the institution for twenty years	None		

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

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