

**Integrated
Development Plan
(IDP)
Review 2024/2025
Planning 2025/2026**



FRANCES
District Municipality / Dist
Masepala Wa Sedika / U M

Vision

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

Mission

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

MAYOR'S FOREWORD

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



The reviewed Integrated Development Plan reflects our continued commitment to improving the quality of life for all residents in the district through inclusive, integrated, and sustainable development.

In collaboration with our local municipalities and all stakeholders, the municipality remains focused on driving development through cooperative governance and strategic alignment. While we have made progress in many areas, we are also aware of the significant challenges that persist. These include high unemployment rate, aging infrastructure, gender-based violence and femicide (GBVF), water scarcity, reliance on equitable share allocations, ineffective revenue collection mechanisms, and limited economic growth. Addressing these complex issues requires coordinated and community-based planning that prioritizes the needs of our people.

The municipality held its strategic planning in February 2025 to review performance over the 2024/2025 financial year and to set priorities for 2025/2026. The key focus areas was on how to support the provision of basic services, local economic development, disaster management, financial sustainability, and environmental health functions district-wide. These priorities are central in our IDP, which remains our guiding framework for development and governance.

To ensure alignment with national and provincial goals, we fully embrace the District Development Model as the most progressive model for integration and cooperative governance, it enables all spheres of government to work together towards a common vision of a capable, developmental and responsive state.

As we move ahead, we are challenged to continue demonstrating dedication, transparency, and accountability in serving our people and delivering on our local government mandate. We remain united in our efforts to build a district that is inclusive, economically vibrant, and resilient in the face of adversity.

MESSAGE FROM THE MUNICIPAL MANAGER

By: Ms. Z M Bogatsu
Municipal Manager



We have made significant progress in implementing the goals and objectives set for the 2024/25 financial year. We are fully aware of both the service delivery challenges and success which shapes our resolve to work differently to achieve the mandate bestowed on us by our district community.

This plan is our strategic compass to navigate the challenging landscape of development and growth within the district. It has provided us with the framework to address the socio-economic challenges that continue to affect our communities, particularly in the face of evolving environmental, economic, and infrastructural pressures. In compiling this plan, we undertook an inclusive consultation process, engaging stakeholders from local municipalities and the public. Our goal has been to ensure that this plan reflects the lived realities and developmental hopes of the people we serve. Our focus has been to optimise the available infrastructure through operation and maintenance programme to ease the interruption of service which are needed district wide. Through co-operative governance we are looking forward to finally improving our bulk infrastructure. This require mobilisation and co-ordination of all available resources for a better outcome.

The 2025/2026 IDP outlines targeted interventions that are aimed at accelerating service delivery, deepening good governance, and fostering an inclusive economy that leaves no one behind.

We are also committed to leveraging partnerships and innovation to unlock new opportunities for growth and development. We have put an emphasis on SMME development to create an environment for their businesses to thrive in the current economic outlook. We intend to expand this programme to reach a majority of youth and women.

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ACRONYMS

BBBEE - Broad Based Black Economic Empowerment

BPs - Business Plans

CDW - Community Development Workers

CGICT - Corporate Governance of Information and Communication Technology

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

COGTA - Cooperative Governance and Traditional Affairs

CWP - Community Work Programme

DDM - District Development Model

DGDS - District Growth and Development Strategy

DITP - District Integrated Transport Plan

DMPT - District Municipal Planning Tribunal

EAP - Employee Assistance Programme

EEDSM - Energy Efficiency and Demand Side Management

EHP - Environmental Health Practitioner

EMP - Environmental Management Plan

EPWP - Expanded Public Works Programme

FBDM - Frances Baard District Municipality

GDP - Growth Domestic Product

GIS - Geographic Information System

HIV - Human immunodeficiency Virus

HOD - Head of Department

HSP - Housing Sector Plans

ICRM - Ideal Clinic Realization and Maintenance

ICSM - Integrated Clinical Service Management

ICT - Information Communication Technology

IDP - Integrated Development Plan

IHS - Integrated Human Settlement Plan

ITP - Integrated Transport Plan

IUDF - Integrated Urban Development Framework

IWMP - Integrated Waste Management Plan

LDP - Land Development Plan

LED - Local Economic Development

LM('s) - Local Municipality (ies)

LUMS - Land Use Management System

LUS - Land Use Scheme

MEC - Member of the Executive Council

MFMA - Municipal Finance Management Act

MHS - Municipal Health Services

MITS - Municipal Health System

MSA - Municipal Systems Act

MSCOA - Municipal Standard Chart of Accounts

MTSF - Medium Term Strategic Framework

NC - Northern Cape

NCTMP- Northern Cape Tourism Master Plan

NDoH - National Department of Health

NDP - National Development Plan

NSDF - National Spatial Development Framework

O&M - Operations and Maintenance

PHC - Primary Health Care

PMS – Performance Management System

RM - Risk Management

RRAMS - Rural Road Asset Management System

SALGA - South African Local Government Association

SANS - South African National Standard

SDF - Spatial Development Framework

SMME - Small Medium and micro-enterprises

SONA - State of the Nation Address

SOPA - State of the Province Address

SPLUMA - Spatial Planning and Land Use Management Act

UN - United Nations

WSDP - Water Services Development Plan

1. CHAPTER 1: THE PLANNING PROCESS

1.1 BACKGROUND OF THE INTEGRATED DEVELOPMENT PLAN (IDP)

The Integrated Development Plan (IDP) is a legislatively mandated plan with legal authority that takes precedence over all other development plans at the local government level. It serves as a five-year “super plan” that provides a comprehensive framework for planning and development within a specific area. The IDP forms a base for the municipality’s medium-term expenditure framework, annual budget and performance management system. Additionally, it seeks to align and coordinate the efforts of local, provincial, and national government entities to create a unified strategy aimed at enhancing the quality of life for all residents in the district.

In developing this document, it is essential to consider the current conditions, existing challenges, and available resources for development. The plan should address both the economic and social development needs of the area. It must establish a framework for land use, identify the necessary infrastructure and services, and outline measures for environmental protection and conservation. (see figure 1 below IDP process).

Figure 1: IDP Process



The concept of Integrated Development Planning (IDP) originated from the United Nations Conference on Environment and Development held in Rio de Janeiro in 1992. This conference resulted in the adoption of Agenda 21, a global blueprint for sustainable development. Member states were urged to implement Agenda 21 by formulating locally specific versions, known as Local Agenda 21.

South Africa adopted the principles of Agenda 21 in shaping its Integrated Development Plans, effectively positioning IDPs as the country's version of Local Agenda 21. As a result, the principles of Agenda 21 are reflected in South Africa's Constitution and are integrated into various pieces of national legislation. Moreover, IDPs are aligned not only with international conventions but also with regional commitments, as well as national and provincial development priorities

The National Sphere of government provided five (5) Key Performance Areas (KPAs) that local government must comply with to effectively implement the national vision. These KPAs are:

- Basic Service Delivery and Infrastructure Development;
- Local Economic Development;
- Municipal Transformation and Institutional Development;
- Good Governance and Public Participation; and
- Financial Viability and Management.

The FBDM objectives; projects; strategies; and budget are therefore guided and are in line with the above mentioned KPAs.

1.2 BINDING PLANS AND PLANNING REQUIREMENTS

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

INTERNATIONAL POLICIES

- Agenda 21-UN Conference on Environment and Development (Earth Summit).
- Habitat Agenda-UN Conference on Human Settlement (Habitat III).
- World Summit on Sustainable Development (WSSD) 2002.
- Cop 29-World Summit on Climate Change 2024.

- African Union Agenda 2063.

NATIONAL LEGALISATION

- The Constitution of the Republic of South Africa (108) of 1996
- Municipal Systems Act (32) of 2000
- Municipal Structures Act (117) of 1998
- Municipal Demarcation Act (27) of 1998
- National Environmental Management Act (107) of 1998
- EIA-Regulations-2006
- National Land Transport Act (5) of 2009
- Municipal Planning and Performance Management Regulations -2001
- Municipal Finance Management Act (56) of 2003
- Intergovernmental Relations Framework Act (13) of 2005
- The National Housing Act (107) of 1997
- National Health Act (63) of 2003
- Municipal Property Rates Act (6) of 2004
- Disaster Management Act (57) of 2002
- Water Services Act (108) of 1997
- Public Finance Management Act (1) of 1999
- National Environmental Management: Waste Act (59) of 2008
- Spatial Planning and Land Use Management Act (16) of 2013

WHITE PAPER:

These include, but not limited to the following:

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

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

- National Development Plan 2030
- Medium-Term Development Plan 2024 - 2029
- National Spatial Development Framework (NSDF)
- National Growth and Development Strategy (NGDS)
- Revised IDP Format Guide (Framework)
- Integrated Urban Development Framework (IUDF)
- SALGA Guidelines for Credible IDPs
- 5-year Strategic Agenda for Local Government
- Delivery agreement: Outcome 8: Sustainable Human Settlements and Improved Quality of Household Life.
- Delivery agreement: Outcome 9: A Responsive, accountable, effective and efficient local government system
- The Northern Cape Provincial Growth and Development Plan (NCPGDP)
- The Northern Cape Spatial Development Framework (NCSDF)
- The Frances Baard District Municipal Growth and Development Strategy (FBDMGDS)

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

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

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

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

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

- Integrated Human Settlement Plan (IHS)
- Housing Sector Plan (HSP)
- Integrated Energy Plan (IEP)
- Sports and Recreation Plan.

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

The sector-plans or service-oriented plans should be developed to support the vision and strategic intent of the developmental vision sector plans. The principles below are critical to guide the development and review of existing sector plans during the IDP preparation and review:

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

1.3 DISTRICT IDP FRAMEWORK AND PROCESS PLAN

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

- The plans and planning requirements binding in terms of national and provincial legislation on the district municipality and the local municipalities.
- Identify the matters to be included in the integrated development plans of the district municipality and the local municipalities that require alignment.
- Specify the principles to be applied and co-ordinate the approach to be adopted in respect of those matters; and

- Determine procedures for consultation between the district municipality and the local municipalities during the process of drafting their respective IDPs and to effect essential amendments to the framework.

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

FBDM in consultation with its local municipalities adopted the district framework and the following process plan in July of 2024.

MONTH	PHASE	PLANNED ACTIVITIES	TARGET DATE	LEGISLATIVE REQUIREMENTS
July-Sept	Preparation (Analysis Phase)	<ul style="list-style-type: none"> • Review district process plan • Consultative meeting with the LM's regarding the process plan and district framework • Submit process plan to council for approval. • Publicize the Process plan 	July/ August 2024	Section 28 (1) Municipal Systems Act 2000
Oct-Dec	Consultation (Projects)	• District IDP Steering Committee Meeting	Oct 2024	IDP guidelines
		• Undertake strategic planning workshop for the district municipality (Dry-run)	Nov 2024	
		• Host final FBDM strategic planning session	December 2024	
		• Compile strategic planning document	December 2024	
Jan - March	Drafting (Integration)	• Consolidate municipal priority issues and develop district-wide priority issues and strategies	Feb 2025	Section 17 (3)(d) Municipal Finance

MONTH	PHASE	PLANNED ACTIVITIES	TARGET DATE	LEGISLATIVE REQUIREMENTS
		<ul style="list-style-type: none"> • Host the district IDP steering Committee meeting 	Feb/March 2025	Management Act 2003
		<ul style="list-style-type: none"> • Prepare and finalise Draft District Integrated Development Plan 	March 2025	
		<ul style="list-style-type: none"> • Submit Draft District IDP to Council for adoption 	March 2025	
April - June	Approval	<ul style="list-style-type: none"> • Advertise Draft District IDP in local newspaper for scrutiny and comments 	April 2025	Section 21A Municipal Systems Amendment Act 2003 Section 15(3)-Municipal Planning and Performance Management Regulation 2001
		<ul style="list-style-type: none"> • Host the District IDP Representative Forum 	May 2025	
		<ul style="list-style-type: none"> • Present Draft District IDP to IDP Rep Forum 	May 2025	
		<ul style="list-style-type: none"> • Submit final Draft District IDP to Council for adoption 	May 2025	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 	June 2025	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 	June 2025	
		<ul style="list-style-type: none"> • Post the approved District IDP on the website of the municipality and advertise summary in the newspaper 	June 2025	Section 21A-Municipal Systems Amendment Act 2003-Section 25 (4) (a-b) Municipal Systems Act 2000.

1.4 DESCRIPTION OF THE PLANNING PROCESS

In compliance with Section 27 of the Municipal Systems Act (MSA) of 2000, the district municipality, in close consultation with the local municipalities within its jurisdiction, adopted the framework and process plan in July 2024. The municipality commenced its strategic planning process in 2024 in preparation for the Integrated Development Plan (IDP) review 2024/2025 and planning 2025/2026. This process was informed by the needs and priority issues of communities across the district. These priorities were identified through various consultative platforms, including steering committees and forums involving local municipal officials and councils, sector departments, and representatives from the private sector.

Furthermore, in accordance with Section 25 of the Municipal Systems Act of 2000, each Municipal Council is required to adopt a single, inclusive and strategic plan for the development of the municipality within a prescribed period after the start of its elected term. The plan must:

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

In compliance with the above stated requirements, FBDM conducted its strategic planning process for the planning for 2025/26 IDP as follows:

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

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

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

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

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

1.5 ROLES AND RESPONSIBILITIES

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

**Civil society
(Stakeholders/Communities)**

- Representing interests and contributing knowledge and ideas (Public participation).

1.6 IDP STEERING COMMITTEE

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

1.7 IDP REPRESENTATIVE FORUM

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

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

The draft IDP was submitted to Council for approval on the 26th of March 2025. A notice was placed in the local newspapers to inform the public on where to access the document and make comments and inputs. The Draft IDP was also distributed to sector departments, local municipalities, public libraries and placed on the municipal website for comments and inputs for a period of 21 days (in compliance with the municipal planning and performance regulations of 2006).

2. CHAPTER 2: SITUATIONAL ANALYSIS

2.1 DISTRICT OVERVIEW

The Frances Baard District Municipality is a Category C1 municipality located in the far eastern portion of the Northern Cape Province. It shares its northern borders with the Northwest Province and its eastern border with the Free State Province. The municipality is the smallest district in the Northern Cape, making up only 3% of its geographical area. However, it accommodates the largest proportion of the province's population. The district municipality comprises of four local municipalities namely: Dikgatlong, Magareng, Phokwane and Sol Plaatje. The administration seat of the district is in Kimberley and the capital way of the Northern Cape and hosts various provincial departments and sector companies. Kimberley, which is where the district municipality is located, is less than 500km away from Johannesburg in the north, less than 1 000km away from Cape Town in the south, and less than 800km away from the Port of Durban in the east. Various commuters pass through the district en-route to Cape Town or Johannesburg via the N12. Being the government and business hub, combined with the constant flow of travellers between Johannesburg and Cape Town, the district and Kimberley holds enormous potential for internal and external investment in the district.

Frances Baard district is known for its rich history, culture diversity and natural landscape. It is a hub of economic activity in the province., witch sectors such as culture, tourism and mining. These sectors play a significant role in the local economic development. The climate is favorable for outdoor living with a great number of “sunny” days throughout the year. Two of the largest rivers, the Orange and the Vaal, flow through our district. The region produces quality fruits and vegetables. The Vaalharts scheme is the largest irrigation scheme in Southern hemisphere, with approximately 32,000ha of land under irrigation. The scheme sees water from a diversion weir in the Vaal River flowing through an 812km long network of canals to water approximately 1250 farming units within the scheme. In the Phokwane municipal area there is scope for secondary industry, like the processing of prime agricultural products. Frances Baard District Municipality also offers rich experiences in terms of culture and history. The population has been estimated at 434 343 in Census 2022.

The National Spatial Development Framework of 2021 (NSDF) identify the Frances Baard District as a National Transformation Corridor Priority (Northwestern Transformation Corridor) area focusing on a production transition area and rail corridor from Mahikeng via Vryburg and Taung to Kuruman, Postmasburg and Kimberley. Kimberley has also been identified as an urban node under stress. The district is also located in the Arid-Agri innovation area with extensive agricultural activities with pockets of intensive irrigation farming, mining clusters, renewable energy farms and small compact settlements. Some portions of the district are also located within the National Spatial Development Priority region with the focus on mining.

The main economic sectors of the District are as follows:

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

Geographically the district covers 12,384 square kilometers and account for a total of 3.4% area of the province. FBDM shares its northern boundary with the North West Province and its eastern boundary with the Free State province as illustrated in the maps below.

Figure 2a: FBDM District Map

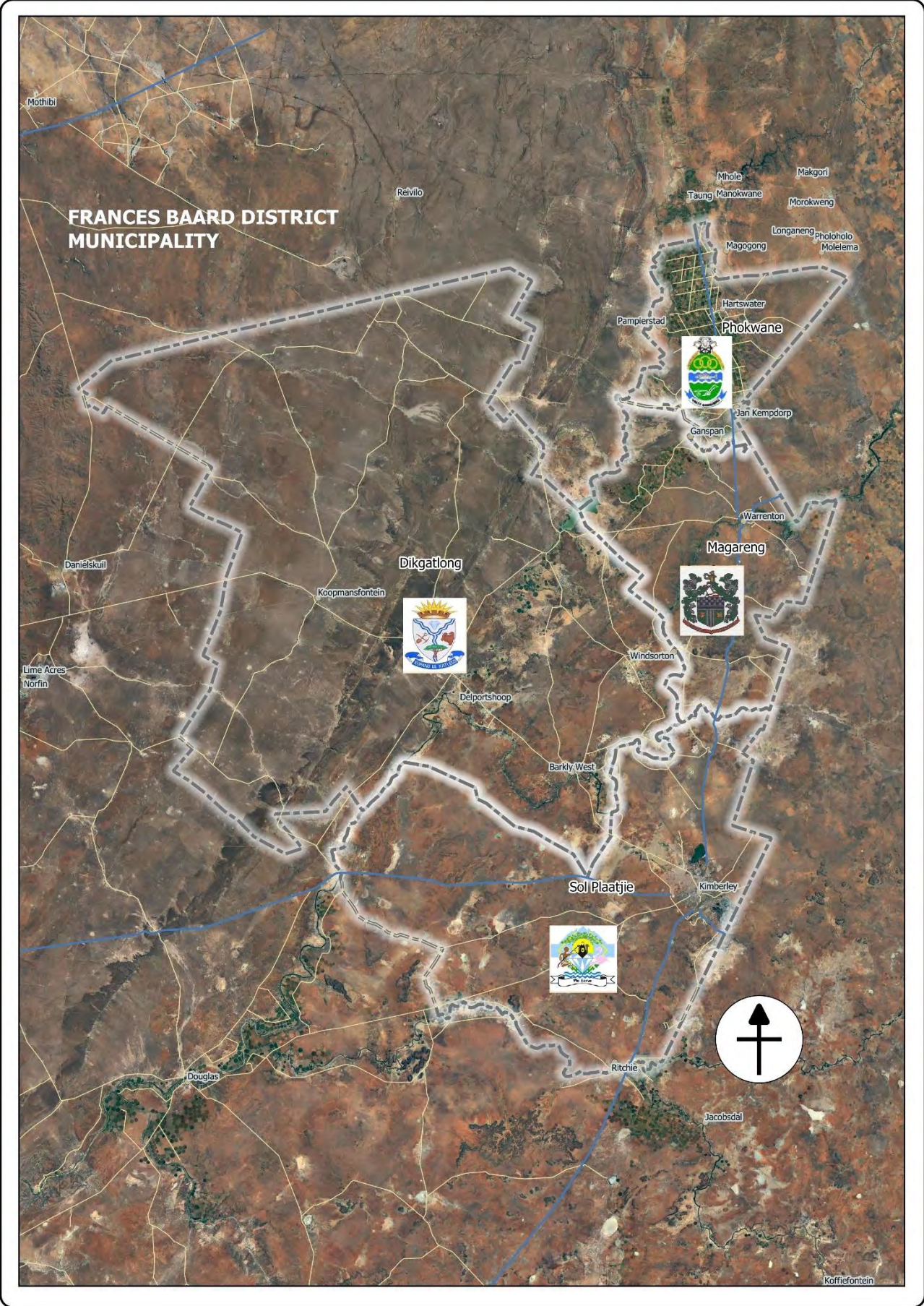
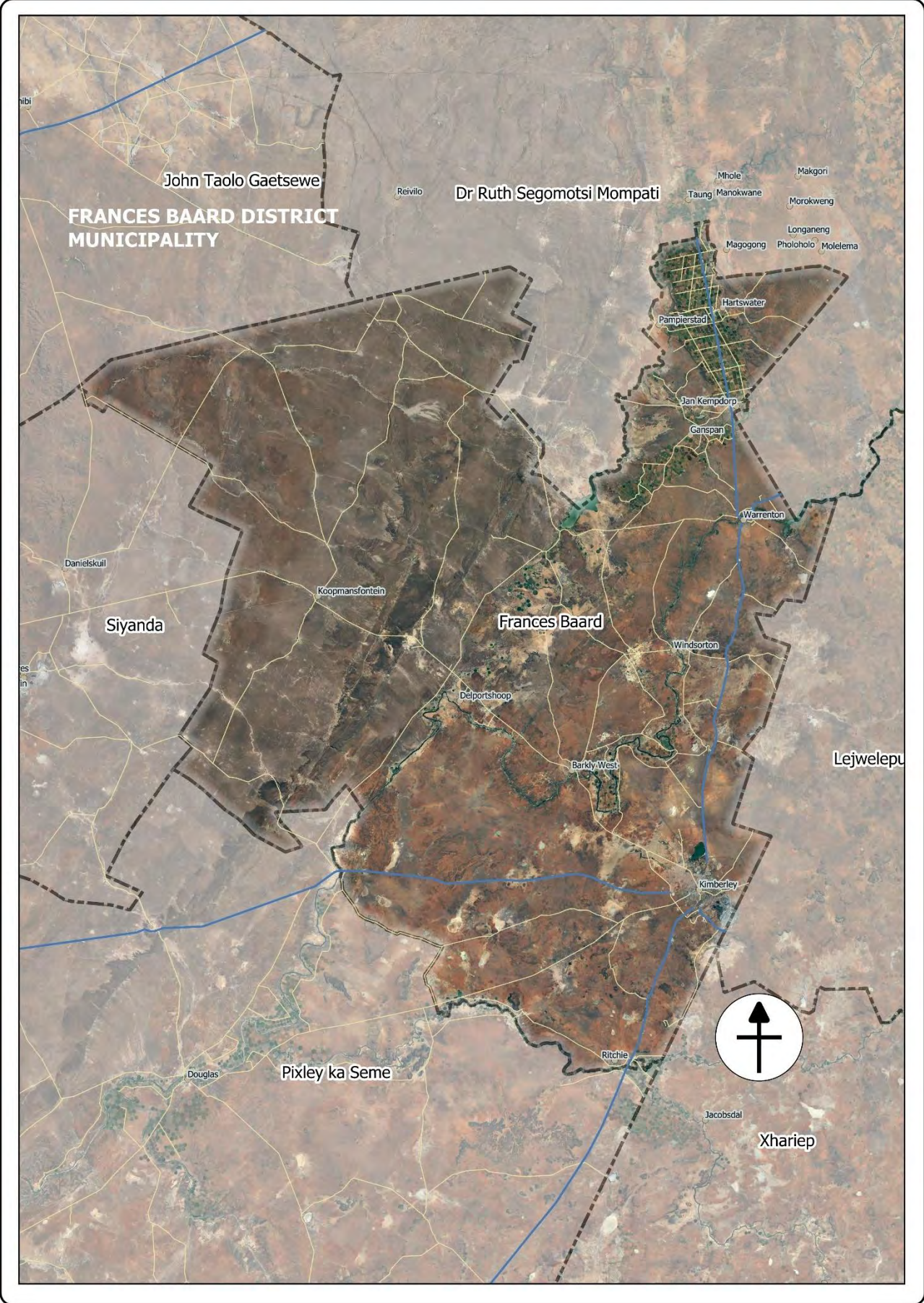


Figure 2 b : FBDM District Map 2



2.2 DEMOGRAPHIC COMPOSITION

The district has a total population of 434,343 of which 226,239 (52%) are females and 208,104 (48%) are males. Frances Baard District housed 0.7% of South Africa's total population in 2022. Between 2012 and 2022 the population growth averaged 1.77% per annum which is slightly higher than the growth rate of South Africa as a whole (1.47%). Compared to Northern Cape's average annual growth rate (1.59%), the growth rate in Frances Baard's population at 1.77% was very similar than that of the province. (see table 1 and figure 4 below).

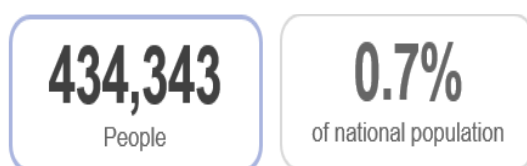
Table 1: Frances Baard District's total population growth since 2012-2022

	2012	2017	2022	Average Annual growth
Sol Plaatje	240,000	267,000	291,000	1.93%
Dikgatlong	41,900	45,500	49,100	1.59%
Magareng	23,000	25,100	27,300	1.72%
Phokwane	59,300	62,600	67,000	1.22%
Frances Baard	364,510	399,826	434,343	1.77%

Source: South Africa Regional eXplorer v2443.

With 434 000 people, the Frances Baard District Municipality housed 0.7% of South Africa's total population in 2022. Between 2012 and 2022 the population growth averaged 1.77% per annum which is slightly higher than the growth rate of South Africa as a whole (1.47%). Compared to Northern Cape's average annual growth rate (1.59%), the growth rate in Frances Baard's population at 1.77% was very similar than that of the province.

Figure 3: Frances Baard population

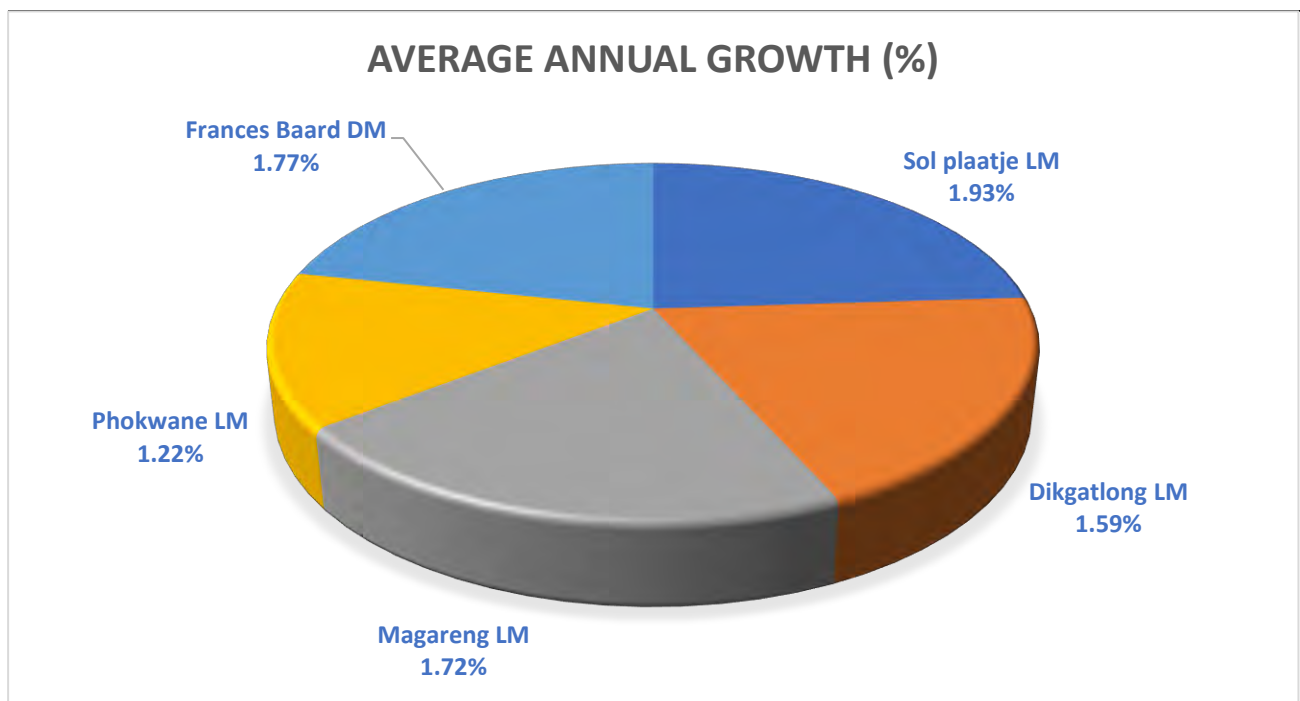


Growth in population annual % change

	2022	10 year avg.
Frances Baard	1.6%	1.8%
National Total	1.3%	1.5%

Source: South Africa Regional eXplorer v2443.

Figure 4: Frances Baard district average annual growth%



The Sol Plaatje Local Municipality increased the most, in terms of population, with an average annual growth rate of 1.9%, Magareng Local Municipality had the second highest growth in terms of its population, with an average annual growth rate of 1.7%. Phokwane Local Municipality had the lowest average annual growth rate of 1.22% relative to the other within the Frances Baard District.

2.2.1 POPULATION BY GENDER AND AGE

The total population of a region is the total number of people within that region measured in the middle of the year.

Frances Baard District Municipality's male/female split in population was 92 males per 100 females in 2022. The Frances Baard District Municipality appears to be a stable population with the share of female population (52%) being similar to the national average of (51.81%). In total there were 226 239 (52%) females and 208 104 (48%) males. This is different from the Northern Cape Province, where the female population counted 702 626 which constitutes 51.81% of the total population of 1.35 million (see table 2 below).

Table 2: Population by gender (Northern Cape)

District Municipalities	Male	Female	Total
Frances Baard	208,104	226,239	434,343
Namakwa	73,084	75,852	148,935
Pixley ka Seme	104,538	112,051	216,589
ZF Mgcawu	138,428	145,196	283,624
John Taolo Gaetsewe	129,166	143,288	272,454
Northern Cape	653,320	702,626	1,355,945

Source : StatsSA Census 2022 – Province at a glance

The largest share of population is within the (15-34 years) age category with a total number of 145 174 or 33.4% of the total population. The age category with the second largest number of people is the late middle age (35-59 years) age category with a total number of 125 225, the middle young age (5-14 years) age category with 78 255 people, followed by the Senior/retired age (60+ years) age category with 44 315 people. The age category with the least number of people is the young age (0-4 years) age category with only 41 323 people (refer to table 3 below).

Table 3: Frances Baard District Population by age group (2022)

Local Municipality	0-4	5-14	15-34	35-59	60+
Sol Plaatje	24,340	47,189	90,316	80,931	27,826
Dikgatlong	5,804	10,838	19,357	15,673	5,263
Magareng	2,599	4,720	8,656	7,653	3,187
Phokwane	8,581	15,508	26,845	21,508	8,039
Total	41,232	78,255	145,174	125,225	44,315

Source : StatsSA Census 2022 – Province at a glance

Education is crucial towards the economic growth in a country and the development of its industries, providing a trained workforce and skilled professionals required.

Within the Frances Baard District, the number of people without any schooling decreased from 2012 to 2022 with an average annual rate of -4.96%, while the number of people within the 'matric only' category, increased from 59,900 to 91,200. The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 4.90%, with the number of people with a 'matric

and a Bachelor's' degree increasing with an average annual rate of 2.46%. Overall improvement in the level of education is visible with an increase in the number of people with 'matric' or higher education (refer to table 4 below).

TABLE 4: HIGHEST LEVEL OF EDUCATION: AGE 15+ - FRANCES BAARD DISTRICT, 2012-2022

	Frances Baard	Northern Cape	National Total	Frances Baard as % of province	Frances Baard as % of national
No schooling	12,200	43,300	1,400,000	28.3%	0.87%
Grade 0-2	3,210	13,000	420,000	24.7%	0.76%
Grade 3-6	19,500	74,800	2,480,000	26.1%	0.79%
Grade 7-9	45,500	169,000	5,760,000	26.9%	0.79%
Grade 10-11	69,900	208,000	9,810,000	33.6%	0.71%
Certificate / diploma without matric	771	2,450	140,000	31.5%	0.55%
Matric only	91,200	253,000	13,400,000	36.1%	0.68%
Matric certificate / diploma	19,000	53,500	2,740,000	35.6%	0.70%
Matric Bachelors degree	8,960	20,800	1,710,000	43.1%	0.52%
Matric Postgrad degree	5,060	11,600	1,060,000	43.5%	0.48%

Source: South Africa Regional eXplorer v2443

In addition to the recent statistics issued by StatsSA (Census 2022, Municipal Factsheet) it has highlighted the percentage of access to some form of Early Childhood Development (ECD) programme in the Frances Baard District. No access to any form of a ECD programme accounts for 50.1%, creche/educare centres comes in second with access of 33.6%. The percentage of children with access to home/community playgroup is 6.3%, day mother's is 5.9% and pre-school is at 3.0% in 2022. Lastly the percentage of children with access to other forms of the ECD programme constitutes 0.6% within the district. (refer to table 5 below).

Table 5: Percentage access to some form of (ECD) Programme

Form of ECD Programme	Percentage
Creche/Educare centre	33.6%
Pre-School/Nursery school/Grade 00/Grade 000/Grade R	3.0%
Day Mother/Childminder	5.9%
Home/Community playgroup	6.3%
Other	0.6%
No access	50.1%

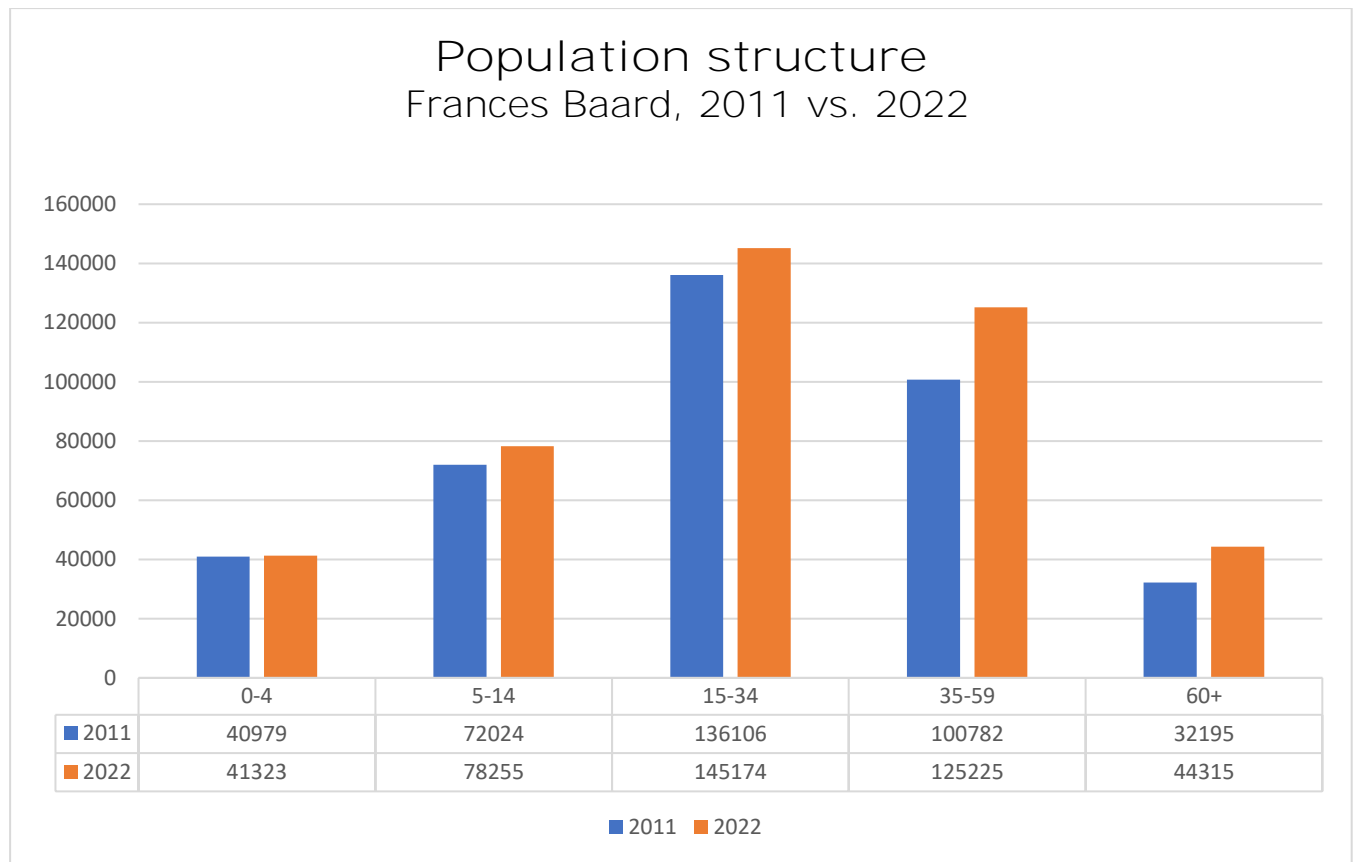
Source : StatsSA Census 2022 – Municipal Factsheet

2.2.2 CURRENT POPULATION GROWTH TREND

The population chart in figure 5 reflects a change in the structure of the population from 2011 and 2022. The differences can be explained as follows:

- In 2022, there were a significantly larger share of the 35-59 year age group compared to 2011.
- Fertility in 2022 was slightly higher compared to that of 2011.
- The share of children between the ages of 0 to 14 years is slightly smaller in 2011 compared to 2022.
- Life expectancy is increasing.

Figure 5: Distribution of Population -Frances Baard District, 2011 vs 2022:



Source : StatsSA Census 2022 – Province at a glance

2.2.3 PROJECTED POPULATION SIZE AND MAKE-UP

Based on the present age-gender structure, fertility, mortality and migration rates, Frances Baard's population is projected to grow at an average annual rate of 1.5% from 434 343 in 2022 to 468 000 in 2027.

Table 6: Population projections - Frances Baard, Northern Cape and National Total, 2022-2027

	Frances Baard	Northern Cape	National Total	Frances Baard as % of province	Frances Baard as % of national
2022	434,000	1,340,000	61,100,000	32.4%	0.71%
2023	441,000	1,360,000	61,900,000	32.5%	0.71%
2024	448,000	1,380,000	62,700,000	32.5%	0.71%
2025	455,000	1,400,000	63,500,000	32.6%	0.72%
2026	462,000	1,410,000	64,300,000	32.7%	0.72%
2027	469,000	1,430,000	65,100,000	32.7%	0.72%
Average Annual growth					
2022-2027	1.53%	1.33%	1.27%		

Source: South Africa Regional eXplorer v2443.

The population projection of Frances Baard District shows an estimated average annual growth rate of 1.5% between 2022 and 2027. The average annual growth rate in the population over the forecasted period for Northern Cape Province and South Africa is 1.3% and 1.3% respectively and is lower than that the average annual growth in the Frances Baard District.

2.3 ECONOMIC ANALYSIS

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



Source: South Africa Regional eXplorer v2443.

With a GDP of R 52.1 billion in 2022 (up from R 27.5 billion in 2012), the Frances Baard District contributed 35.21% to the Northern Cape Province GDP of R 148 billion in 2022 increasing in the share of the Northern Cape from 34.75% in 2012. The Frances Baard District contributes 0.79% to the GDP of South Africa

which had a total GDP of R 6.63 trillion in 2022 (as measured in nominal or current prices). It's contribution to the national economy stayed similar in importance from 2012 when it contributed 0.77% to South Africa, but it is lower than the peak of 0.79% in 2021 (see table 7).

Table 7: Gross domestic product (GDP) - Frances Baard, Northern Cape and National Total, 2012-2022

	Frances Baard	Northern Cape	National Total	Frances Baard as % of province	Frances Baard as % of national
2012	27.5	79.1	3,566.4	34.7%	0.77%
2013	29.1	83.1	3,868.6	35.0%	0.75%
2014	31.7	90.4	4,133.9	35.1%	0.77%
2015	33.6	94.9	4,420.8	35.4%	0.76%
2016	36.0	100.9	4,759.6	35.7%	0.76%
2017	37.9	106.4	5,078.2	35.6%	0.75%
2018	40.4	112.9	5,363.2	35.8%	0.75%
2019	42.7	119.3	5,625.2	35.8%	0.76%
2020	43.5	122.9	5,568.0	35.4%	0.78%
2021	48.9	140.7	6,208.8	34.7%	0.79%
2022	52.1	147.9	6,628.6	35.2%	0.79%

Source: South Africa Regional eXplorer v2443.

In 2022, the Frances Baard District achieved an annual growth rate of 2.7% which is a significantly higher GDP growth than the Northern Cape Province's 0.69%, and is higher than that of South Africa, where the 2022 GDP growth rate was 1.91%. Similar to the short-term growth rate of 2022, the longer-term average growth rate for Frances Baard (1.68%) is also significantly higher than that of South Africa (0.92%). The economic growth in Frances Baard peaked in 2021 at 6.2% (see table 8 below).

Table 8: Gross domestic product (GDP) - Frances Baard, Northern Cape and National Total, 2012-2022

	Frances Baard	Northern Cape	National Total
2012	2.5%	3.2%	2.4%
2013	3.5%	2.1%	2.5%
2014	1.2%	2.4%	1.4%
2015	1.5%	2.0%	1.3%
2016	1.2%	-0.3%	0.7%
2017	0.8%	1.9%	1.2%
2018	1.7%	1.2%	1.6%
2019	0.6%	-0.2%	0.3%
2020	-2.4%	-5.1%	-6.0%
2021	6.2%	5.4%	4.7%
2022	2.7%	0.7%	1.9%

Average Annual growth 2012-2022	1.68%	0.97%	0.92%
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Source: South Africa Regional eXplorer v2443.

Phokwane had the highest average annual economic growth, averaging 2.07% between 2012 and 2022, when compared to the rest of the regions within the Frances Baard District. Sol Plaatje Local Municipality had the second highest average annual growth rate of 1.67%. Magareng Local Municipality had the lowest average annual growth rate of 1.25% between 2012 and 2022 (see table 9 below).

Table 9: Gross domestic product (GDP) - local municipalities of Frances Baard District, 2012 to 2022, share and growth.

	2022 (Current prices)	Share of district municipality	2012 (Constant prices)	2022 (Constant prices)	Average Annual growth
Sol Plaatje	40.13	77.03%	24.55	28.98	1.67%
Dikgatlong	3.79	7.28%	2.41	2.76	1.36%
Magareng	1.96	3.76%	1.19	1.35	1.25%
Phokwane	6.21	11.93%	3.45	4.23	2.07%
Frances Baard	52.09		31.60	37.32	

Source: South Africa Regional eXplorer v2443.

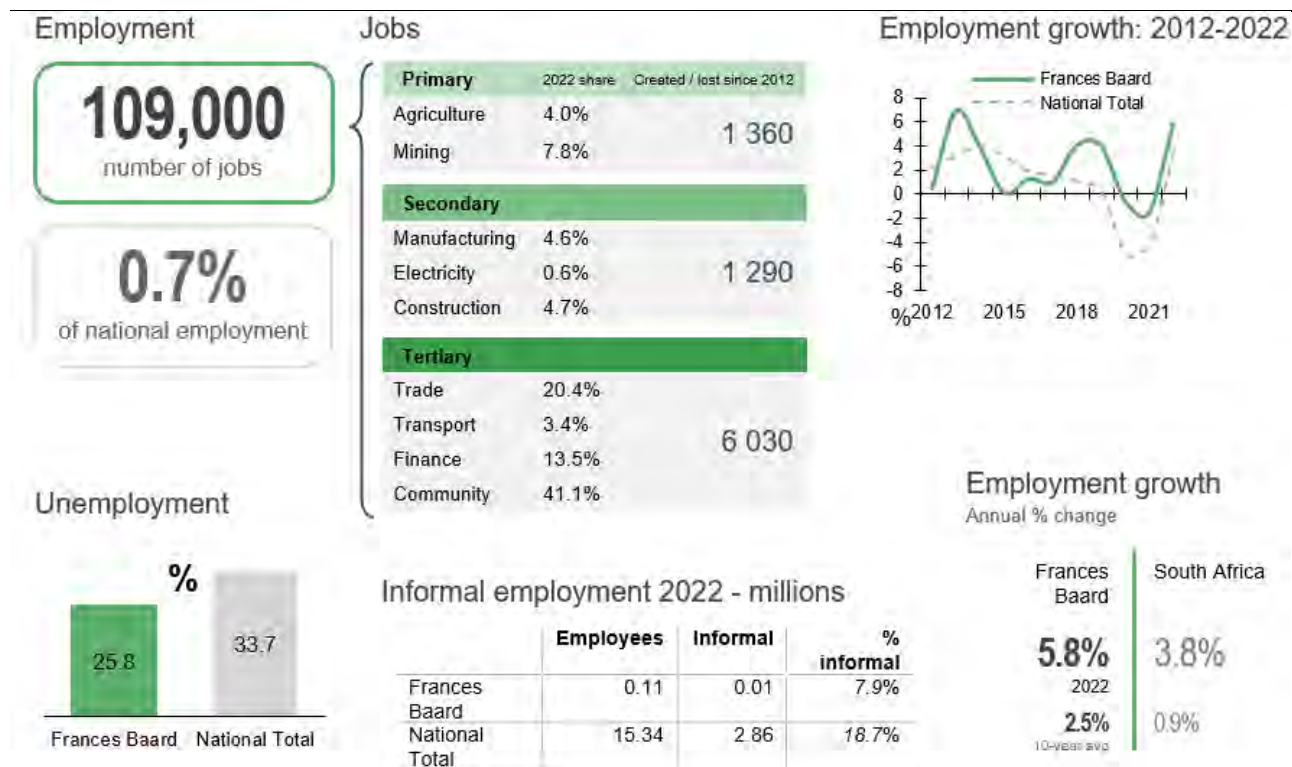
The Frances Baard District employs a total number of 109 000 people within its district. Frances Baard District also employs the highest number of people within the Northern Cape Province. The district that employs the lowest number of people relative to the other regions within the Northern Cape Province is the Namakwa district with a total number of 34 800 employed people.

In the Frances Baard District, the economic sectors that recorded the largest number of employment in 2022 were the community services sector with a total of 41 900 employed people or 38.4% of total employment in the district. The trade sector with a total of 20 800 (19.1%) employs the second highest number of people relative to the rest of the sectors. The electricity sector with 620 (0.6%) is the sector that employs the least number of people in Frances Baard District, followed by the transport sector with 3 430 (3.1%) people employed (see figure 6 below).

Frances Baard District Municipality's economically active population (EAP) was 142 000 in 2022, which is 32.60% of its total population of 434 000, and roughly 32.56% of the total EAP of the Northern Cape Province. From 2012 to 2022, the

average annual increase in the EAP in the Frances Baard District Municipality was 1.10%, which is 0.205 percentage points higher than the growth in the EAP of Northern Cape's for the same period.

Figure 6: Total employment per broad economic sector



Source: South Africa Regional eXplorer v2443.

The number of formally employed people in Frances Baard District counted 100 000 in 2022, which is about 92.10% of total employment, while the number of people employed in the informal sector counted 8 620 or 7.90% of the total employment. Informal employment in Frances Baard increased from 7 810 in 2012 to an estimated 8 620 in 2022 (see table 10 below).

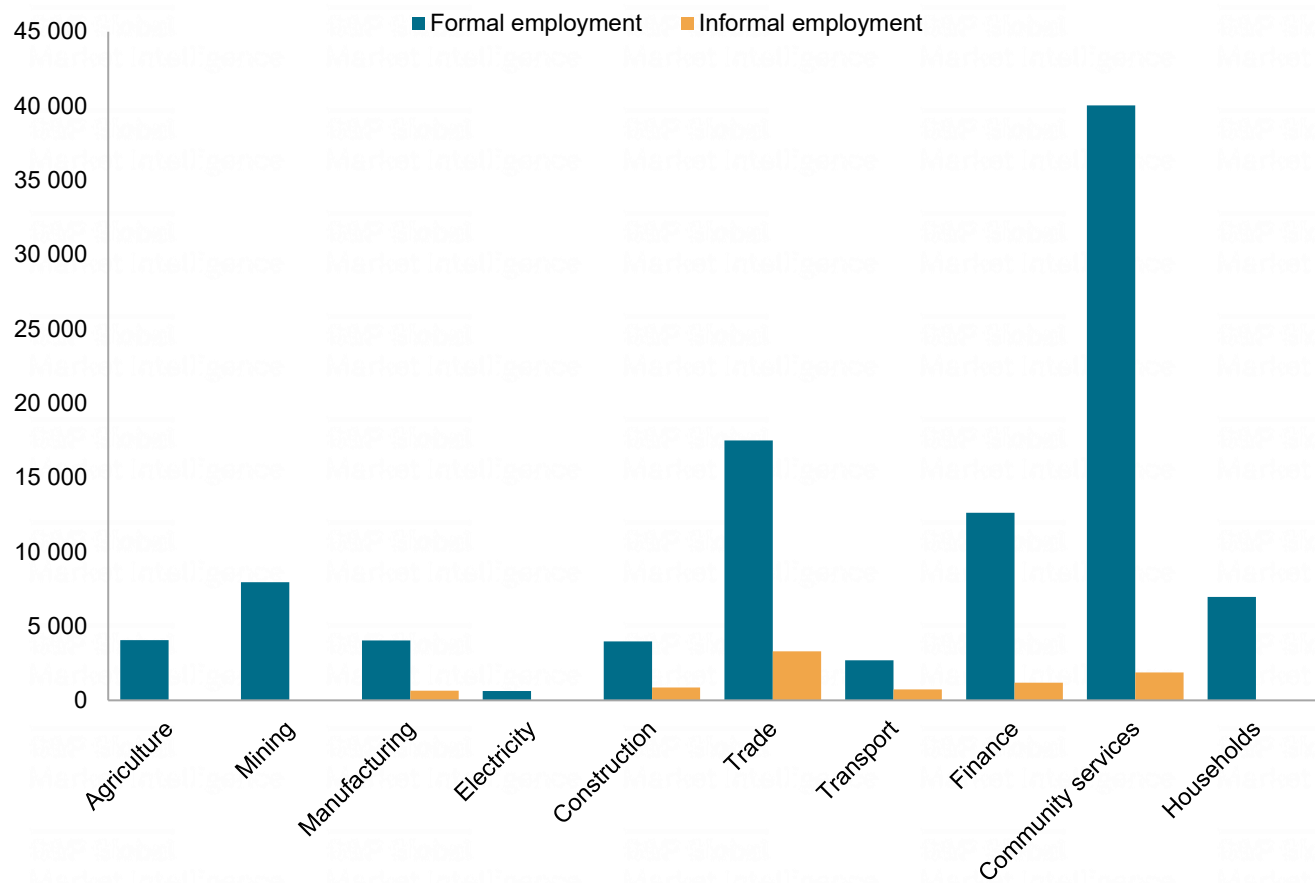
**Table 10: FORMAL AND INFORMAL EMPLOYMENT BY BROAD ECONOMIC SECTOR -
FRANCES BAARD DISTRICT, 2022**

	Formal employment	Informal employment
Agriculture	4,050	N/A
Mining	7,960	N/A
Manufacturing	4,030	658
Electricity	620	N/A
Construction	3,970	867
Trade	17,500	3,290
Transport	2,690	741
Finance	12,600	1,190
Community services	40,000	1,880
Households	6,970	N/A

Source: South Africa Regional eXplorer v2443.

In 2022 the Trade sector recorded the highest number of informally employed, with a total of 3 290 employees or 38.17% of the total informal employment. This can be expected as the barriers to enter the Trade sector in terms of capital and skills required is less than with most of the other sectors. The Manufacturing sector has the lowest informal employment with 658 and only contributes 7.63% to total informal employment (see figure 7 below).

Figure 7: Formal and informal employment by broad economic sector - Frances Baard District, 2022



Source: South Africa Regional eXplorer v2443.

In 2022, there were a total number of 36 500 people unemployed in Frances Baard, which is a decrease of -7480 from 44 000 in 2012. The total number of unemployed people within Frances Baard constitutes 32.64% of the total number of unemployed people in Northern Cape Province. The district experienced an average annual decrease of -1.85% in the number of unemployed people, which is better than that of the Northern Cape Province which had an average annual decrease in unemployment of -0.12%. (see table 11 below).

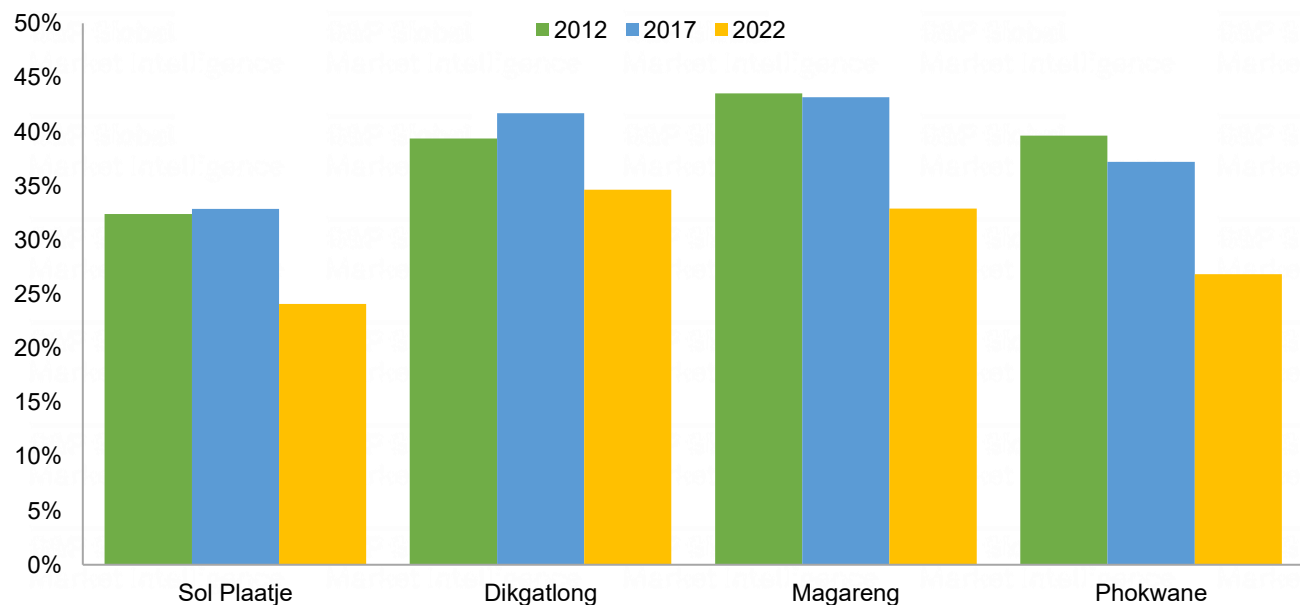
Table 11: Unemployment in Frances Baard, Northern Cape and National Total, 2012-2022

	Frances Baard	Northern Cape	National Total	Frances Baard as % of province	Frances Baard as % of national
2012	44,000	113,000	4,700,000	38.9%	0.94%
2013	46,000	122,000	4,850,000	37.8%	0.95%
2014	48,700	130,000	5,060,000	37.6%	0.96%
2015	50,700	134,000	5,300,000	37.9%	0.96%
2016	50,200	134,000	5,670,000	37.5%	0.89%
2017	49,700	132,000	5,990,000	37.6%	0.83%
2018	47,000	127,000	6,100,000	37.1%	0.77%
2019	44,700	124,000	6,450,000	36.1%	0.69%
2020	38,700	114,000	6,710,000	34.0%	0.58%
2021	36,700	112,000	7,470,000	32.8%	0.49%
2022	36,500	112,000	7,810,000	32.6%	0.47%
Average Annual growth					
2012-2022	-1.85%	-0.12%	5.20%		

Source: South Africa Regional eXplorer v2443.

When comparing unemployment rates among regions within Frances Baard District, Dikgatlong Local Municipality has indicated the highest unemployment rate of 34.6%, which has decreased from 39.4% in 2012. The Sol Plaatje Local Municipality had the lowest unemployment rate of 24.1% in 2022, which decreased from 32.4% in 2012. (see figure 8 below).

Figure 8: Unemployment rate - local municipalities and the rest of Frances Baard District, 2012, 2017 and 2022



Source: South Africa Regional eXplorer v2443.

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

Income categories start at R0 - R2,400 per annum and go up to R2,400,000+ per annum. A household is either a group of people who live together and provide themselves jointly with food and/or other essentials for living, or it is a single person living on his/her own. These income brackets do not take into account inflation creep: over time, movement of households "up" the brackets is natural, even if they are not earning any more in real terms.

Table 12: Households by income category - Frances Baard, Northern Cape and National Total, 2022

	Frances Baard	Northern Cape	National Total	Frances Baard as % of province	Frances Baard as % of national
0-2400	9	22	1,260	39.0%	0.69%
2400-6000	105	311	14,500	33.9%	0.73%
6000-12000	692	1,870	107,000	37.0%	0.64%
12000-18000	1,510	3,880	242,000	38.9%	0.62%
18000-30000	5,840	15,800	914,000	37.0%	0.64%
30000-42000	8,460	24,100	1,290,000	35.2%	0.66%
42000-54000	8,510	24,500	1,270,000	34.8%	0.67%
54000-72000	12,300	36,200	1,820,000	34.0%	0.68%
72000-96000	12,600	40,700	1,860,000	31.0%	0.68%
96000-132000	12,600	42,600	1,860,000	29.6%	0.68%
132000-192000	13,400	45,400	1,930,000	29.5%	0.69%
192000-360000	16,400	56,600	2,350,000	29.0%	0.70%
360000-600000	11,000	37,500	1,630,000	29.4%	0.68%
600000-1200000	7,720	27,000	1,240,000	28.6%	0.62%
1200000-2400000	3,500	12,900	565,000	27.1%	0.62%
2400000+	680	2,500	111,000	27.2%	0.61%
Total	115,000	372,000	17,200,000	31.0%	0.67%

Source: South Africa Regional eXplorer v2443.

It was estimated that in 2022 7.06% of all the households in the Frances Baard District, were living on R30,000 or less per annum. In comparison with 2012's 18.58%, the number is about half. The 192000-360000 income category has the highest number of households with a total number of 16 400, followed by the

132000-192000 income category with 13 400 households. Only 8.7 households fall within the 0-2400 income category.

2.4 DISTRICT ENVIRONMENTAL ANALYSIS

2.4.1 Health Analysis

The analysis of social determinants of health is a crucial component of district health planning, as it highlights the impact of non-health factors on the delivery and effectiveness of health services. While migrant labourers, as previously mentioned, do not appear to significantly influence the overall disease profile of the district, several other factors continue to affect community health outcomes. These include unhealthy lifestyle and behavioural patterns such as substance abuse, physical inactivity, and poor dietary habits as well as adverse environmental conditions.

Key factors that are considered consists of, but not limited, to the following:

- Unemployment rate;
- Percentage of population living below the poverty line per month;
- Number of households with access to portable water;
- Number of households in informal dwellings;
- Number of households in traditional structures;
- Number of households with access to electricity; and
- Adult literacy rate.

A. The Epidemiological (disease) Profile of the District

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

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

- Other natural causes.

In 2022, 30 200 people in the Frances Baard District were infected with HIV. This reflects an increase at an average annual rate of 2.88% since 2012, and in 2022 represented 6.96% of the district municipality's total population. The Northern Cape Province had an average annual growth rate of 2.98% from 2012 to 2022 in the number of people infected with HIV, which is higher than that of the Frances Baard District Municipality. When looking at the South Africa as a whole it can be seen that the number of people that are infected increased from 2012 to 2022 with an average annual growth rate of 2.27% (see table 13 below).

Table 13: Number of HIV+ people - Frances Baard, Northern Cape and National Total, 2012-2022

	Frances Baard	Northern Cape	National Total	Frances Baard as % of province	Frances Baard as % of national
2012	22,800	61,600	6,630,000	37.0%	0.34%
2013	23,500	63,600	6,770,000	36.9%	0.35%
2014	24,100	65,500	6,910,000	36.8%	0.35%
2015	24,800	67,500	7,050,000	36.7%	0.35%
2016	25,500	69,400	7,200,000	36.7%	0.35%
2017	26,200	71,500	7,360,000	36.7%	0.36%
2018	27,000	73,600	7,530,000	36.6%	0.36%
2019	27,800	75,800	7,710,000	36.6%	0.36%
2020	28,500	78,000	7,900,000	36.6%	0.36%
2021	29,300	80,200	8,090,000	36.6%	0.36%
2022	30,200	82,700	8,300,000	36.6%	0.36%
Average Annual growth					
2012-2022	2.88%	2.98%	2.27%		

Source: South Africa Regional eXplorer v2443.

B. The District Health Service Delivery Environment

The Sol Plaatje Local Municipality remains the only municipality within the district that retains ownership of its health facilities. However, most healthcare personnel, medical and non-medical equipment, as well as pharmaceutical supplies are provided by the Northern Cape Department of Health.

Currently, the Frances Baard District has only two district hospitals, Connie Vorster Memorial Hospital in Phokwane and Prof. Z.K. Matthews Hospital in Dikgatlong. This limited hospital coverage places significant pressure on Kimberley

Hospital, a tertiary facility, which is increasingly burdened with cases that ideally should be managed at the district level. This misalignment compromises the principles of an effective and efficient health system.

A proportional analysis of health services delivered across the district reveals that the two existing district hospitals serve less than half of the district’s population. For effective healthcare planning, this highlights the urgent need for long-term infrastructure solutions, including the establishment of a district hospital within Sol Plaatje Local Municipality. In the interim, it is critical that the Department of Health expedites the full operationalization of Galeshewe Day Hospital as a 24-hour service centre, while also ensuring that other Primary Health Care (PHC) facilities in the district are adequately resourced and capacitated. Table 14 below shows the number of PHC facilities in the district.

Table 14: Primary health care facilities

Local Municipality	No of Hospitals	No of Clinics	No of Community Health Centres (CHCs)	No of Satellite Clinics	No of Mobile Clinics
Sol Plaatje	1	12	1	1	1
Dikgatlong	1	5	0	4	0
Phokwane	1	6	2	0	2
Magareng	0	3	1	0	0
Total	3z	26	4	5	3

Source: Northern Cape Department of Health, 2023.

C. Trends in Key District Health Service Volumes

The decline in the Primary Health Care total headcounts in all the Local Municipalities as illustrated in table 15 is a positive indication of the success in the implementation of the ICSM Strategy. This is a positive trend, which can be perceived as effectiveness of the Ideal Clinic (ICRM) initiative and it can be expected that the patients’ experience of care is also improving. We should expect the continuity in the decline trend as the district intensifies its ICRM strategies.

Table 15: Primary health care service volumes

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

Source: DHIS Pivot Tables

2.4.2 Disaster Analysis

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

Table 16: Areas for potential disasters in the district

MAGARENG	DIKGATLONG	SOL PLAATJE	PHOKWANE
Drought	Drought	Drought	Floods
Floods	Floods	Flash Floods	Veld Fires
Veld Fires	Veld Fire	Veld Fire	Transportation Hazardous materials Ammunition Depo
Dam failure	Dam Failure	Dam Failure	Dam Failure
Weather Related	Weather Related	Weather Related	Weather Related
Accidents N12/R374	Accidents R31	Accidents N12/N8	Accidents N18
Transportation Hazardous materials	Transportation Hazardous materials	Aircraft Accidents	Aircraft Accidents

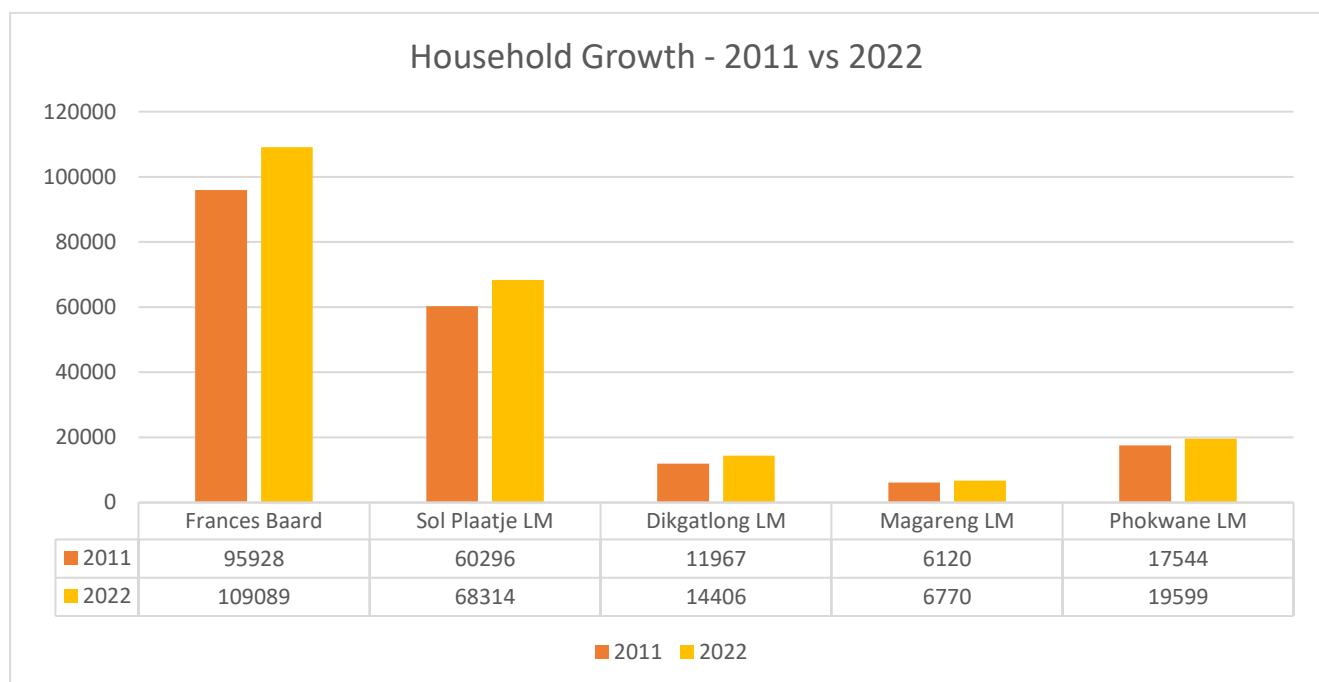
2.4.3 Spatial Analysis: Patterns and Trends

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

A. Housing

The demand for housing has increased significantly and to address the housing backlogs Frances Baard District Municipality should promote development principles which are spatial justice, spatial sustainability, efficiency, spatial resilience, and good administration of the district and local municipalities. The distribution of land uses in a municipality clearly outlines the spatial configuration of the municipality. As per the figure 9 below, Frances Baard District Municipality has a total of 94 696 which is formal dwelling units, 13 452 is informal dwelling units and 483 is traditional dwelling units

Figure 9: Household growth table – Frances Baard District, 2011 vs 2022:



Source : StatsSA Census 2022 – Province at a glance

Furthermore, table 17 below presents data on the Housing Needs Register for the Frances Baard District, which includes the Sol Plaatje, Dikgatlong, Magareng, and Phokwane LM's. The table provides the number of migrants, migrants from outside South Africa, persons with special needs, unemployed individuals, and pensioners in each municipality.

A significant number of people are migrating to the district, with 9,203 migrants in total. This indicates a growing demand for housing, infrastructure, and services. The municipalities must address the housing needs of these migrants to avoid

overcrowding and the growth of informal settlements. The table shows 4,645 migrants from outside South Africa. While this number is relatively small compared to the total population, it's crucial to ensure that these migrants have access to affordable housing and support services. There are 3,518 persons with special needs in the district. High unemployment may lead to an increased demand for affordable housing options, such as rental housing or government-subsidized housing. There are 8,521 pensioners in the district in need of housing. Human settlements development should consider the needs of this population, such as affordable and accessible housing options, access to healthcare facilities, and the availability of social support services.

Table 17: District Housing Needs

Municipality Name	Migration	Migrations from Outside S.A	Persons with special needs	Unemployed	Pensioners	Total
Sol Plaatje LM	1594	4181	490	12405	1056	19726
Dikgatlong LM	2456	85	921	8650	1946	14058
Magareng LM	1020	41	404	3701	927	6093
Phokwane LM	4133	338	1703	17631	4592	28397
Total	9203	4645	3518	42387	8521	68274

Source: National Housing Needs Register (NHNR), 2023

B. Agriculture.

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

C. Mining Activities

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

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

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

D. Urban Settlements

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

E. Rural Settlements

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

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

Magareng Local Municipality

Magareng Local Municipality is situated on the N12 approximately 74 km north of Kimberley. The railway line to Gauteng and the N18 National Road to Vryburg also run through the only urban settlement area, Warrenton. To capitalize on the location of Warrenton on the N12 as well as on the N18.

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

Phokwane Local Municipality

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

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

Dikgatlong Local Municipality

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

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

Sol Plaatje Local Municipality

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

2.5 STATUS QUO ASSESSMENT

2.5.1 BASIC SERVICE DELIVERY

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

Below is a **SWOT** analysis for service delivery and infrastructure within the district.

Table 18: Service Delivery and Infrastructure District SWOT Analysis

STRENGTHS	WEAKNESS
<ul style="list-style-type: none"> • Technical capacity • Improved spending on the annual FBDM grants allocations for LMs. • Resources (vehicles and equipment) • Regular inspection conducted at food premises in collaboration with SAPS and other sector departments. • Monitoring of drinking water quality in 3 local municipalities. • Speedy response to environmental risks/emergencies (cholera outbreak) • Conducting seasonal disaster risk management awareness in communities within the district. 	<ul style="list-style-type: none"> • Not implementing own projects • Lack of grant funding to implement infrastructure projects. • Lack of firefighting capacity for structural and veldfires in local municipalities. • Dissemination of early warnings to rural areas (communication). • Lack of participation of local municipalities in responding to disastrous events.
OPPORTUNITY	THREAT
<ul style="list-style-type: none"> • New technologies for infrastructure maintenance. • Smart metering on water and electricity. • Renewable energy (solar) • Finalisation and gazetting of Municipal Health By-laws. • Implementation of shared services in the district. • The adoption of cloud solution to reduce the need for internal skill to manage services. • The implementation of automation to enable rapid service delivery to communities. 	<ul style="list-style-type: none"> • Insufficient funding to cater for infrastructure needs. • Ageing infrastructure • Climate change causing damages to properties and livelihoods. • Contaminated food products sold at Tuckshops. • The increased number of veld/structural fires within the jurisdiction of the district. • Climate change may lead to an increase of waterborne, vector-borne and respiratory.

► **Water and Sanitation**

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

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

According to the South Africa Regional eXplorer (2024), Frances Baard District Municipality had a total number of 65 600 (or 55.40%) households with piped water inside the dwelling, a total of 37 800 (31.91%) households had piped water inside the yard and a total number of 306 (0.26%) households had no formal piped water. The local municipalities within the district with the highest number of households with piped water inside the dwelling is Sol Plaatje Local Municipality with 51 300 or a share of 78.25% of the households with piped water inside the dwelling within Frances Baard District Municipality. The local municipality with the lowest number of households with piped water inside the dwelling is Magareng Local Municipality with a total of 2 780 or a share of 4.24% of the total households with piped water inside the dwelling within the district.

► **Electricity and Energy**

The availability of energy remains a serious resource challenge. In the last ten years communities' access to electricity has significantly improved. According to the Stats SA Census 2022 (Province at a glance), Frances Baard District Municipality had a total number of 1 640 (1.39%) households with electricity for lighting only, a total of 109 000 (92.06%) households had electricity for lighting

and other purposes and a total number of 7 750 (6.55%) households did not use electricity.

Roads and Storm Water

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

Through the RRAMS programme the ownership, extent, and condition of the roads in the district has already been established that there are about 516 km of unpaved roads and about 860 km of paved roads as part of the municipalities' street networks. The Frances Baard District Municipality assists local municipalities with maintenance of roads and storm water through allocation of O & M funding.

2.5.1.1 HOUSING

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

► Service Level Agreements

The district continues to support municipalities with administrative activities of human settlements. Assistance to Dikgatlong, Magareng and Phokwane municipalities was sustained to enable them to perform various functions towards the facilitation of provision of human settlements. The services provided to the three municipalities continued as per the signed service level agreements between the district municipality and local municipalities. The SLA's put the onus on the district municipality as a municipality accredited at level 2 to facilitate the development of sustainable human settlements within the local municipalities.

Through the National Housing Needs Register (NHNR), municipalities are able to determine the housing need, type of tenure needed, as well as the socio-economic

status of those targeted. This programme is focused on gathering data by completing questionnaires, which is then captured on the NHNR.

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

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

► **Local Municipalities**

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

Overall Challenges:

- The cost to eradicate backlogs is high and increasing annually.
- Municipalities in the district depend mainly on grant funding for infrastructure provision.
- The number of capacitated and skilled personnel in municipalities must be increased.
- FBDM provides assistance with O&M funding, however management of the O&M of electricity services in some municipalities still needs to improve.

- Local municipalities struggle to pay their ESKOM accounts which leads to disconnections and disruption of services.
- The lack of bulk electricity networks in the rural areas makes it difficult for new electrical connections to households.
- Except for Phokwane LM, there are no road master plans for different municipalities.
- Municipalities do not have sufficient funds for maintenance of street and storm water.
- Municipalities do not have sufficient resources for road maintenance and spends large amounts on hiring road works machinery.
- The conditions of provincial gravel roads within the district have deteriorated over the years due to the following reasons: -
 - Insufficient funds allocated for road maintenance by the provincial departments.
 - Continuous breakdowns of road works machinery.
 - Increased traffic volume has a negative influence on gravel roads.

2.5.2 LOCAL ECONOMIC DEVELOPMENT

Local Economic Development is an inclusive approach to economic development that empowers local communities to collaborate in driving sustainable economic growth. This, in turn, contributes to improved livelihoods and enhanced quality of life for all residents within a municipality (COGTA, 2023). The National Framework provides a strategic vision for the planning and implementation of LED across South Africa. It serves as a guide for various sectors, outlining their roles in encouraging innovation-driven local development.

The 2018–2028 LED National Framework highlights the importance of Science, Technology, and Innovation, along with other forms of innovation, in achieving improved development outcomes. It also identifies key systemic interventions to strengthen the effectiveness of LED initiatives. The framework emphasizes that LED should be understood as a territorial, inclusive, and innovation-oriented process aimed at building more resilient and dynamic local economies.

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

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

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

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

The Frances Baard District Municipality had a total GDP of R 48 billion and in terms of total contribution towards Northern Cape Province the Frances Baard District Municipality ranked highest relative to all the regional economies to total Northern Cape Province GDP (stats 2023).

Frances Baard District stimulus plan: the Stimulus Plan must be local municipality-based and focus on the challenges that are faced by the municipality and address the economic challenges faced by the economic sectors. The stimulus plan should have a debt relief and economic restructuring strategy that will have long-term economic regional impact.

Strengthening of the tourism sector: to package Frances Baard District as a gateway to other places. To develop a tourism route linking heritage attraction sites within the district with those all over the Province. To explore and develop post-

mining legacies to develop mining heritage route. The development and packaging of the Vaal River bank.

Strengthening of the informal sector: to foster linkages and collaboration with formal sector in maximising participation in all sectoral value chains. Improve measurement data to inform planning and strategies to develop and strengthen informal sector. Demarcate zones and build trade hubs to promote access to economy and markets.

Fourth industrial revolution (4IR): diversify and relook on how to utilise the technology within the digital economy. Development of Information.

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

- Promote investment in the district
- SMME's supported through the machinery and equipment;
- Support the development of SMEs;
- Product development and marketing of locally produced products;
- Entrepreneurship promotion and development;
- Promotion and support of township economies;
- Informal economy support program ;

Overall Challenges:

- Diversification of the district economy; the district is skewed towards trade, transport, finance and community services. More focus should be based on Agriculture, Manufacturing and Construction.
- Low skills levels in the labour market within the district.
- Poor infrastructure needs to be addressed for business
- Access to funding for SME's is still a major challenge in the district.
- Low levels on Innovation and entrepreneurship.
- Lack of investment attraction on the district

2.5.2.1 TOURISM

There is enormous potential to attract significantly more tourists from Frances Baard priority tourist markets as the current percentage share received in South Africa is only about 2% of market size. It is of importance that the Frances Baard tourism economy offers many real opportunities for transformation at various points along the value chain, at a reasonable cost of entry and within a short to medium time frame.

Tourism is outperforming many of the traditional South African sectors in growth terms under current economic conditions and can replace jobs lost with new permanent jobs as well as stimulate enterprise creation, so that the economy can sustain itself under difficult global economic circumstances. Tourism also makes a significant contribution to the country's export earnings and balance of payments, as the destination now offers better value for money to international and regional tourists. Tourism can grow jobs and earnings in Frances Baard District within a very short time, if all stakeholders work together towards a shared goal of inclusive growth, and shared targets and actions for that growth.

Tourism is a complex industry which involves a wide range of businesses working together at different levels to provide a service for individuals or a group of people travelling away from home for purposes of either leisure, business or visiting friends and relatives (VFR). Participants include air, road, sea and rail transporters; accommodation providers such as hotels, backpackers, lodges, homestays, vacation rentals, caravanning and camping, and bed and breakfast establishments; all forms of entertainment, events and attractions (such as parks, and heritage sites); tour guiding services; restaurants and less formal food service companies; travel agents, tour operators and other intermediary services such as meetings professionals; casinos, and shopping centres.

A multitude of "indirect" goods and service providers support the tourism economy, such as those providing food supplies, security, laundry, marketing and other services to the tourism industry. Tourism is misunderstood by many to only mean holiday travel. It is also about business and trade travel, medical and religious travel, and Visiting Friends and Relatives (VFR) (which accounts for most domestic travel). Special interest tourism (niche tourism), accounts for many motivators of

leisure and purpose travel, including birding, food and wine tourism, medical tourism, eco- tourism and cruise tourism.

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

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

- Develop and improve potential and current historical and heritage products;
- Water / river based multi-use visitor facilities/ soft adventure experiences;
- Avi-tourism and Development and promotion of tourism routes in the district.

Overall challenges:

a.) Lack of functional tourist information centres

Tourist information centres provide comprehensive tourist information about the destination, tourism attractions, accommodation, activities and services within the locality. It is essential that tourists have easy access to information on tourism products within the district; in this case tourist should be able to find information from readily available sources such as tourism offices, information boards, maps and brochures. Currently there are fully functional tourism information centres in two of the local municipalities in the district, FBDM is currently developing a tourism website to assist with the provision of information on towns/ municipalities without information centres.

b.) Lack of brand awareness or Promotion

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

c.) Community Involvement

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

d.) Packaged Tourism experiences (Route development)

Route development represents a significant opportunity for the region. Routes play a strategic role in linking different regions and products and can facilitate movement of tourists through a region. Frances Baard District has a shortage of packaged products and experiences due to informal tourist routes.

e.) Sustainable tourism

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

2.5.3 INSTITUTIONAL DEVELOPMENT & TRANSFORMATION

2.5.3.1 ENVIRONMENTAL HEALTH MANAGEMENT

Municipal Health comprises aspects of human health, including the quality of life, determined by physical, chemical, biological, social and psychosocial factors in the environment. It also refers to the identification, evaluation, control, correction and prevention of the factors that can potentially adversely affect the health of present and the future generations.

Identification: Through routine inspections, sampling, or in response to community complaints, we can identify specific public health concerns. For example, regular water sampling has, at times, detected traces of *Escherichia coli*, indicating faecal contamination and potential water pollution.

Evaluation: During the evaluation process we procure samples at a certain interval to determine the extent of the problem

Control: When the problem is being controlled, e.g. when the problem is brought to the attention of the polluter and the polluter is informed about the condition and the rectification process.

Municipal Environmental Health Services

Municipal health services is defined in the National Health Act, 2003 include the following Key Performance Areas:

- Water Quality Monitoring
- Food Control
- Solid Waste Management
- Health Surveillance of Premises
- Supervision and Prevention of Contagious Diseases (excluding Immunization)
- Vector Control
- Environmental Pollution Control
- Disposal of Human Remains
- Safe handling of Chemical Substances

This excludes port health, malaria control and control of hazardous substances. The above-mentioned aspects are mentioned in the Scope of Environmental Health Practitioners. Environmental Health Practitioners have a statutory obligation to protect the health of the present and the future generations as enshrined in the Bill of Rights.

The following pieces of legislation govern municipal health services.

- The Constitution of the Republic of South Africa 1996;
- The Municipal Systems Act, 2000 (Act 32 of 2000);
- The Municipal Structures Act, 1998 (Act 117 of 1998);
- The Municipal Finance Management Act, 2000 (Act 56 of 2000);
- The National Health Act, 2003 (Act 63 2003) and promulgated Regulations;

- Health Professions Act, 1974 (Act 56 of 1974): Regulation 123 of 8 Feb 2008 Regulations defining the scope of the profession of Environmental Health: Amendment;
- The Foodstuffs, Cosmetics and Disinfectants Act and Regulations, 1972 (Act 54 of 1972) and promulgated Regulations;
- National Environmental Management: Waste Act, 2008 (Act 59 of 2008);
- National Environmental Management: Air Quality Act, 2004 (Act 39 of 2004);
- Frances Baard Municipal Health By-Laws.
- National Environmental Management Act, 1998 (Act 107 of 1998); and
- National Environmental Health Norms and Standards for premises and Acceptable Monitoring Standards for Environmental Health Practitioners, Notice 1229 of 2015.

Alignment with provincial and National Objectives/Goals

Section 24 of the Constitution of the Republic of South Africa, 1996 (No. 108 of 1996) guarantees every citizen the right to an environment that is not harmful to their health and well-being. According to the Constitution of the Republic of South Africa 1996, the Local Government: Municipal Structures Act No. 117 of 1998 and the National Health Act, No. 61 of 2003 it is the statutory responsibility of the District Municipality to render Municipal Health Services, which include

- Water Quality Monitoring
- Food Control
- Waste Management
- Health Surveillance of premises
- Surveillance and prevention of communicable diseases
- Vector Control
- Environmental Pollution Control
- Disposal of the dead and
- Chemical Safety

The objectives of Environmental Health Services include promoting healthy communities by contributing to the reduction of child mortality, increasing life expectancy and improving hygienic conditions across the district. This is achieved through the identification, assessment, and control of environmental factors that

may negatively impact public health and well-being. Additionally, the provision of health and hygiene education, along with awareness campaigns, plays a vital role in encouraging healthy lifestyles within communities.

Projects and Programs

A. Food safety

The purpose of programme is to ensure that food sold to the public is fit for human consumption. It encompasses the inspection of food handling premises, sampling and analysis of food and capacitation of food handlers.

- **Food handling premises inspections**

All foodstuffs manufactured, processed or sold in South Africa as well as those imported into the country are governed by the Foodstuffs, Cosmetics and Disinfectants (FCD) Act, 1972. Inspections are conducted strictly in accordance with the Regulations Relating to the powers and duties of Inspectors and Analysts, R328 of 20 April 2007 published in terms of the Foodstuffs, Cosmetics and Disinfectants Act, 1972 (Act No 54 of 1972), as amended. EHP's provide food safety information and/or educational material through various mediums to assist the safe preparation and handling of food-to-food handling premises. Swabs from food handling surfaces and hands of food handlers are also taken to determine hygiene standards at these premises.

- **Capacitation of food handlers**

The primary objective of this programme is to raise awareness about food safety and hygiene practices that must be followed by food handlers to ensure that food served to the public is safe. It aims to empower food handlers with the knowledge and skills necessary to implement and promote food safety standards throughout all stages of food production, handling, storage, and transportation ultimately contributing to the delivery of safe food for all.

B. Water quality monitoring

The purpose of the programme is to ensure that the water supplied to communities is safe for human consumption. The water quality monitoring function is implemented according to SANS 241:2015. Water samples are taken monthly from

fixed sampling points for analysis and monitoring of microbiological and physical parameters. Chemical parameters are assessed annually at an accredited laboratory. Non-compliance due to the detection of E. coli or counts more than 10cfu/100ml can be contributed to low or no chlorine levels, an indication of ineffective disinfection.

C.Environmental calendar days

Environmental calendar days are observed to raise awareness among communities and learners about the various physical, chemical and biological factors in the environment that influence human health and behaviour. These observances also promote understanding of the assessment and control of environmental risks that may pose a threat to health. The goal is to prevent disease and promote environments that support and promote overall well-being.

D. Waste management

Landfill sites are assessed and evaluated to ensure compliance with the National Environmental Management: Waste Act (NEM:WA), relevant Norms and Standards, the Minimum Requirements for Waste Disposal by Landfill (1998) issued by the Department of Water Affairs and Forestry, as well as applicable SANS codes for solid waste management. However, not all municipal landfill sites are permitted and even those that are permitted often fail to operate in accordance with their permit conditions. Littering and illegal dumping remain significant challenges across the district. The effective enforcement of municipal by-laws is essential in addressing and curbing these issues.

E. Health, Hygiene Training & Education

It is evident that Environmental Health Practitioners play an important role disease surveillance, prevention and control associated with meat safety, vectors and vermin, food safety, environmental pollution, and water, sanitation and hygiene. Awareness campaigns in consultation with other stakeholders are planned and implemented in the communities and schools.

F. Air quality management

The Municipality is the Air Quality Management licensing authority for listed activities in the Frances Baard municipal region and operates within the prescribed National: Environmental: Air Quality Act, 2004 (Act 39 of 2004). The Municipality aims to minimize the impact of air pollutant emissions on the population and the natural environment of the Frances Baard District. The following functions can only be done by Districts and Metropolitan municipalities: All aspects of Atmospheric Emission Licensing for Listed Activities, monitoring illegal activities, controlled emitters and monitoring compliance AEL-conditions.

The Municipality also have a Polludrone air quality monitor installed in Kimberley, which measures multiple ambient parameters and feed live data directly to the South African Air Quality Information System (SAAQIS).

Regular air quality awareness campaigns are conducted to sensitise communities on the causes, effects and mitigation of air pollution.

G. Climate Change

The district is committed to preparing for and responding to the impacts of climate change by equipping the public with the necessary tools to identify vulnerable communities and sectors, while also exploring opportunities to enhance resilience. Efforts are underway to integrate climate change considerations into existing planning frameworks, recognising that climate change is a cross-cutting issue affecting multiple sectors.

It is therefore essential to identify and implement targeted adaptation and mitigation strategies, address existing gaps, and ensure sector-specific interventions are effectively developed and applied. Currently, the Municipality is in the process of developing Climate Change Response Strategy Implementation Plans for both the district and its local municipalities.

As part of its mitigation efforts, the Municipality has launched a tree-planting initiative in the Phokwane Local Municipality. This project not only contributes to reducing the effects of climate change but also serves to raise community awareness about the importance of environmental sustainability.

Amendment of Municipal Health Services By-law

Environmental Health by-laws (Air Quality Management By-law; Noise Pollution Control By-law and Municipal Health By-law) were developed and gazette in 2013. The By-law needed to be amended to allow the municipality to streamline processes, clarify ambiguities and to strengthen accountability mechanisms. The amended by-law will be advertised for public inputs and participation whereafter it will be gazette.

Overall Challenges:

- Poor maintenance and operation of landfill sites which increase environmental pollution.
- The newly promulgated National Norms and Standards for Environmental Health stipulates that Municipalities must provide operational staffing in line with the National norm of 1:10 000 Environmental Health Practitioners per population. To adhere to this stipulation, additional Environmental Health Practitioners post must be provided for on the Councils organogram.
- Insufficient budget to implement the function effectively as climate change impacts negatively in environmental health issues.
- Lack of alignment between the LM and DM functions resulting in uncontrolled establishment of businesses (illegal trading).

Interventions

- Integration of business licensing function by LMs with MHS issuing of compliance certificates to business premises to ensure compliance with legislation throughout the district.
- Renew of Service Level Agreement with Sol Plaatje Local Municipality on the rendering of Municipal Health Services in their municipal jurisdiction on behalf of Frances Baard District Municipality.

The provision of quality support services with regards to Environmental Management remains a challenge. The capability of FBDM is limited by the shortage of personnel, skills, tools and finances required for an effective and coordinated Environmental Management Services. Council needs to budget for the appointment of dedicated environmental officials.

Table 19: Key vulnerable indicators for the Frances Baard District

No	Sector	Indicator Title	Exposure Answer	Sensitivity Answer	Adaptive Capacity Answer
7	Agriculture	Change in other crop production areas	Yes	High	Low
10	Agriculture	Increased risks to livestock	Yes	High	Low
12	Biodiversity and Environment	Loss of High Priority Biomes	Yes	High - Nama-Karoo Biome	Low
14	Biodiversity and Environment	Increased impacts on environment due to land-use change	Yes	High	Low
42	Biodiversity and Environment	Loss of Priority Wetlands, River ecosystems, and other threatened ecosystems	Yes	High	Low
43	Biodiversity and Environment	Loss of Soil Fertility	Yes	High	Low
22	Human Health	Increased heat stress	Yes	High	Low
26	Human Health	Increased air pollution	Yes	High	Low
27	Human Health	Increased Occupational health problems	Yes	High	Low
29	Human Settlements	Increased impacts on strategic infrastructure	Yes	High	Low
30	Human Settlements	Increased impacts on informal dwellings	Yes	High	Low
34	Water	Decreased quality of drinking water	Yes	High	Low
35	Water	Decreased water quality in ecosystem due to increased concentrations of effluent and salt concentrations	Yes	High	Low
36	Water	Less water available for irrigation and drinking	Yes	High	Low
40	Water	Less groundwater availability	Yes	High	Low

2.5.3.2 DISASTER MANAGEMENT

Disaster can be defined as a serious disruption of the functioning of a community or society, which involves widespread human, material, economic or environmental impacts that exceed the ability of the affected community or society to cope using its own resources. Disaster management also refers to a systematic process of planning, organizing, and implementing measures to minimize the loss of life and property damage caused by natural or human-made disasters, encompassing phases like mitigation, preparedness, response and recovery, with a focus on identifying potential hazards, reducing vulnerability, and coordinating effective actions before, during and after a disaster occurs.

Disaster management is how we deal with the human, material, economic or environmental impacts of said disaster, it is the process of how we prepare for, respond to, and learn from the effects of major failures. Disaster can also be described as an occurrence when a hazard impacts on vulnerable people. The combination of hazards, vulnerability, and inability to reduce the potential negative consequences of risk results in disaster.

The National Disaster Management Framework also gives guidance on how to implement the Disaster management function as per identified key performance areas and enablers, which aims to reduce, or avoid, the potential losses from hazards, assure prompt and appropriate assistance to victims of disaster, and achieve rapid and effective recovery.

Disaster Risk Reduction programmes focused on addressing the requirements as set out by the Sustainable Development Goals (SDG), as well as achieving the Frances Baard District Municipality's strategic goals. Disaster Risk Reduction interventions implemented, give attention to key vulnerabilities due to climate change, informal settlements, child and female headed households, illiteracy rates, unemployment, households living below the poverty line and high-density areas, thus addressing the transdisciplinary nature of disaster risks identified.

The Frances Baard District Municipality (FBDM) supports three local municipalities in its jurisdiction, namely Phokwane, Magareng and Dikgatlong to implement the Disaster Management legislation and function. To enhance capacity, disaster volunteers in the local municipalities undergo training annually. The FBDM

adopted a contingency fund policy to assist destitute families within its jurisdiction affected by any disaster. Provision is made in the budget to maintain of veldfire equipment placed with registered Fire Protection Associations. Six Fire Protection Associations are established within the district and operates under the Veld and Forest Fires Act (Act 101 of 1998) to assist with combatting veldfires. The Frances Baard District Umbrella Fire Protection Association was also established.

Key aspects of disaster management:

- Mitigation: Taking proactive steps to reduce the impact of a potential disaster, such as building codes, land-use planning and environmental protection measures.
- Preparedness: Developing plans and strategies to respond effectively to a disaster, including public awareness campaigns, emergency kits, designated evacuation routes and training for first responders.
- Response: Immediate actions taken during a disaster to protect lives, including search and rescue operations, medical assistance, shelter provision and resource allocation.
- Recovery: Post-disaster activities aimed at rebuilding and restoring affected communities, including infrastructure repair, economic recovery programs and psychological support.

Establishment of firefighting facilities within the FBDM jurisdiction

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

Establishment of the District Disaster Management Centre

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

Challenges

Disaster Management

- The establishment of the District Disaster Management Centre.
- Climate change – which cause increased weather-related incidents and damages to properties and livelihoods. This affecting RDP houses and informal dwellings mostly
- Dissemination of early warnings to rural areas (communication).

Fire Fighting

- Local municipalities and sector departments not belonging to a Fire Protection Associations.
- The increasing number of veldfires within the jurisdiction of the district.

Security

- Continuous improvement of security measures.

Funding sources

No Conditional grants were received from Province are as follows:

- Disaster Grant (conditional grant from province);

Own funding was used for the following:

- Response and recovery during incidents at local municipal level;
- Assistance to communities when affected by any incident;
- The training of volunteers, at local municipal level;
- Awareness programmes

2.5.3.3 HUMAN RESOURCES MANAGEMENT

The Human Resources Management strategy at FBDM is multifaceted, aiming to cultivate a skilled and diverse workforce while prioritizing employee well-being and compliance with relevant legislation. With a staff complement of 154 employees, including twenty nine elected councilors, and a notable proportion of vacant positions (twenty four including four senior manager positions), the municipality recognizes the importance of continuous skill development.

Labor relations are fostered through transparent consultation processes facilitated by the Local Labour Forum, serving as a platform for dispute resolution and collaboration between employer representatives and organized labor. The establishment of this forum ensures ongoing dialogue to maintain workforce stability and operational sustainability.

In adherence to the Employment Equity Act, FBDM has developed a structured Employment Equity Plan aimed at removing unfair discrimination and promoting opportunities for designated groups, particularly women and people with disabilities. Health and safety standards are upheld in accordance with the Occupational Health and Safety Act, with the establishment of safety committees and the nomination of safety representatives to ensure a secure work environment.

Skills Development

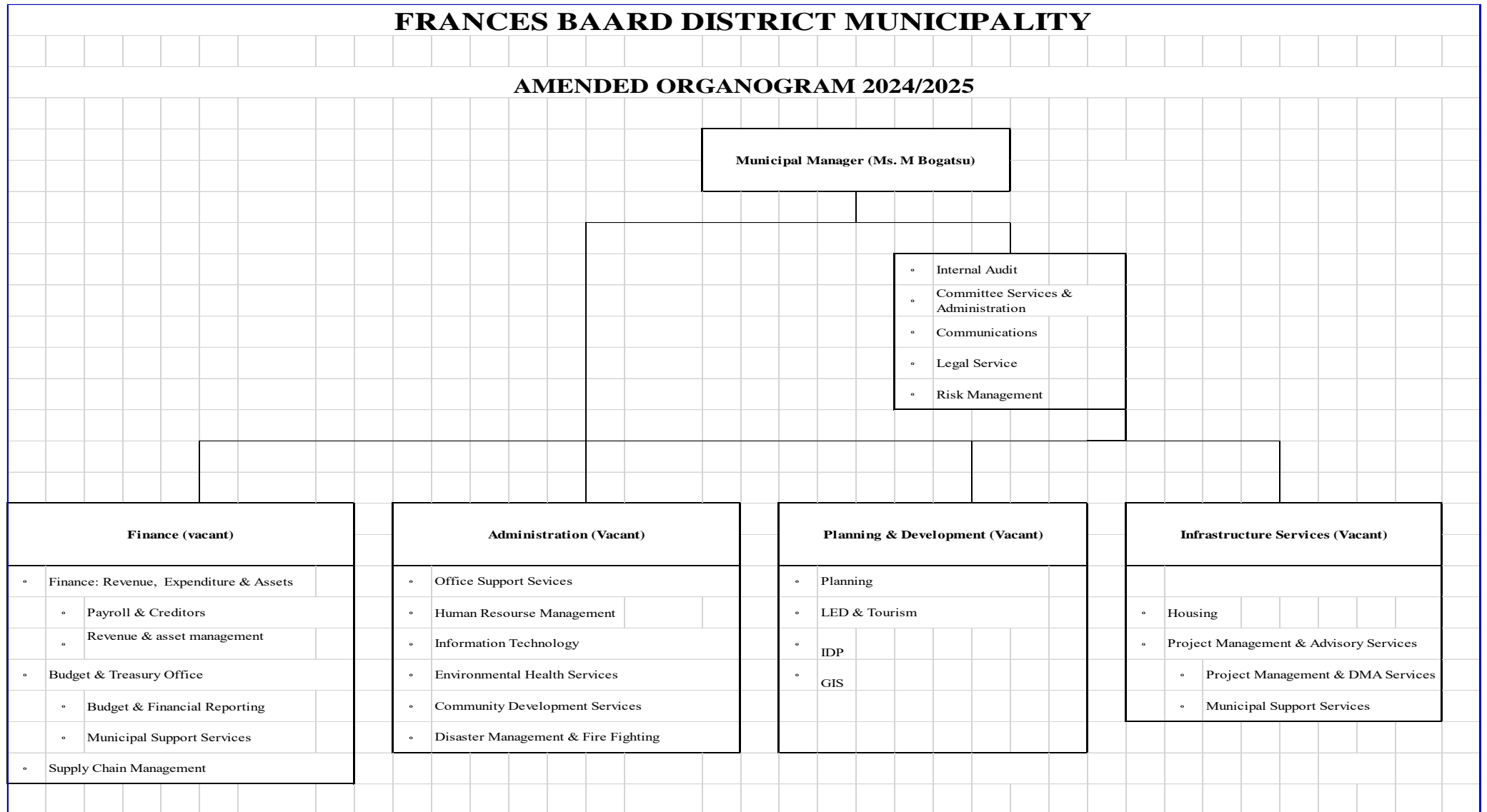
Skills development and the submission of a Workplace Skills Plan (WSP) serve vital roles in fostering individual and organizational growth within our municipality. Skills development initiatives are geared towards enhancing the abilities of employees, empowering them to perform their roles more effectively. By investing in skills development, organizations not only equip their workforce with the necessary competencies to meet job requirements but also cultivate a culture of continuous learning and improvement. Identifying and addressing skill gaps through targeted training ensures that employees remain relevant and adaptable in an ever-evolving business landscape.

Secondly, the submission of a WSP is a strategic exercise that enables organizations to align their skills development efforts with broader business objectives. This document serves as a roadmap for identifying priority areas for training and development, based on a comprehensive needs assessment. Moreover, compliance with regulatory requirements, such as those outlined in labor legislation, is facilitated through the submission of a WSP. By adhering to these regulations, organizations not only avoid potential penalties but also demonstrate their commitment to investing in employee development.

Furthermore, the WSP serves as a tool for monitoring and evaluating the effectiveness of skills development initiatives. By tracking progress and measuring outcomes against predefined objectives, organizations can make informed decisions regarding future training investments. Ultimately, the purpose of skills development and the submission of a WSP is to enhance employee capabilities, drive organizational performance, and ensure alignment between skills development efforts and strategic business goals.

Please refer to our municipal website for our comprehensive WSP.

Figure 10: FBDM Organogram



ADMINISTRATION

Director: Administration Vacant (Sec 56)

Executive Secretary

Human Resource Management

- Manager: Human Resources
- Human Resources Practitioner
- Assistant Personnel Officer
- Labour Relations Officer
- Skills Development Facilitator

Information Technology

- Manager: IT
- ICT Officer
- ICT Officer
- IT Interns ADHOC
- IT Interns ADHOC

Environmental Health

- Manager: Environmental Health
- Environmental Health Practitioner
- Environmental Health Practitioner
- Environmental Health Practitioner
- Environmental Health Practitioner
- Environmental Health Practitioner
- Environmental Health Practitioner

Disaster Management Unit

- Manager: Disaster & Fire

Disaster Control Room

- Supervisor: NEAR Operation Centre
- Control Room Operator
- Control Room Operator
- Control Room Operator
- Control Room Operator
- Control Room Operator

Office Support Services

- Manager: Office Support

Auxiliary Services Officer

Secretarial Services

- Receptionist
- Receptionist

Auxiliary Services

- Driver Messenger
- Driver Messenger
- Driver Messenger
- Assistant artisan
- Supervisor: Tea lady/Cleaners
- Cleaner / Tea Lady
- Cleaner / Tea Lady
- Cleaner / Tea Lady
- Cleaner / Tea Lady
- Cleaner / Tea Lady
- Cleaner / Tea Lady

Property Maintenance

- Supervisor: Gardener
- Gardener
- Gardener
- Gardener
- Gardener

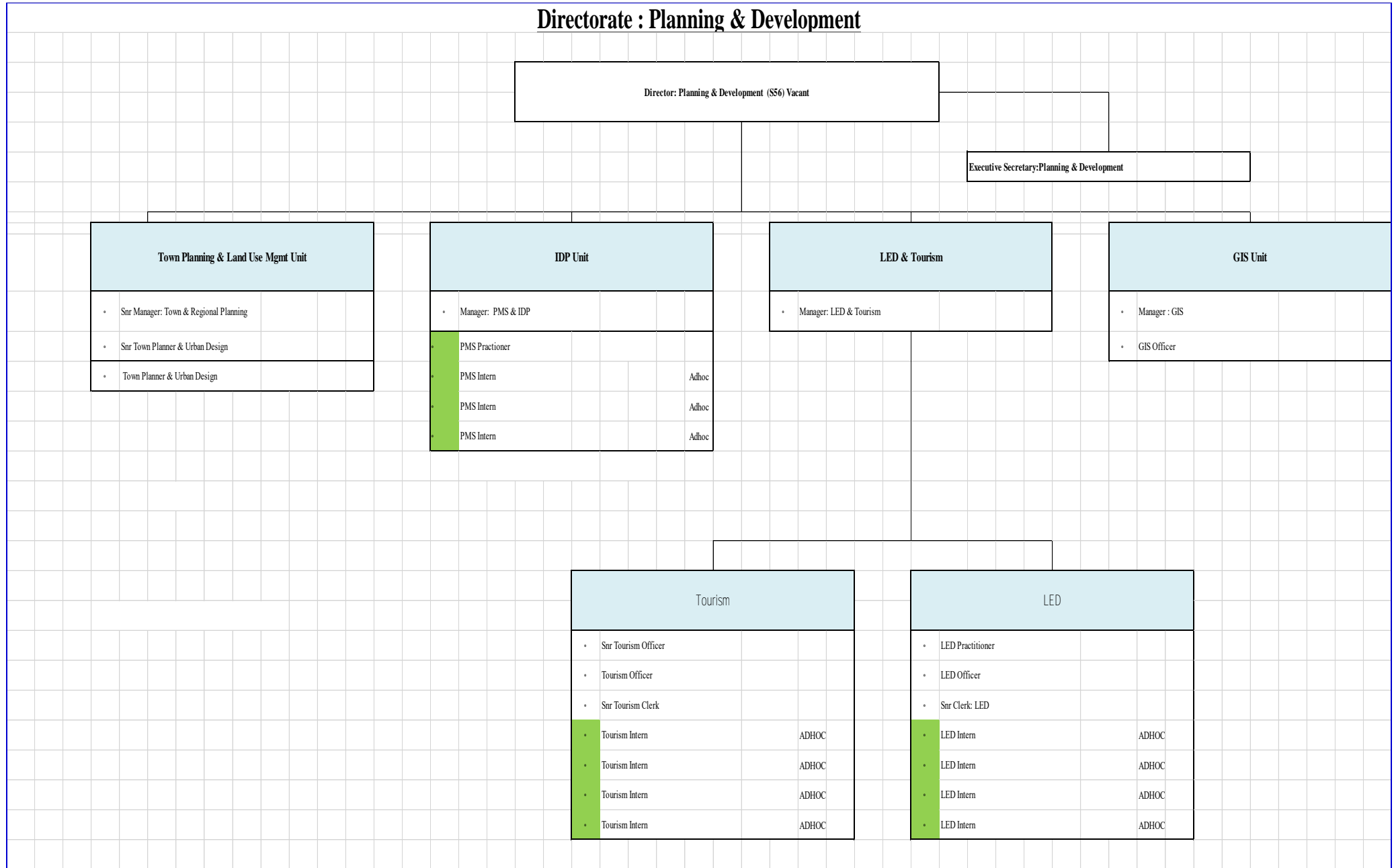
Archival Services

- Registry officer
- Chief Clerk: Archives
- Chief Clerk: Archives
- Sr Repographer
- Repographer

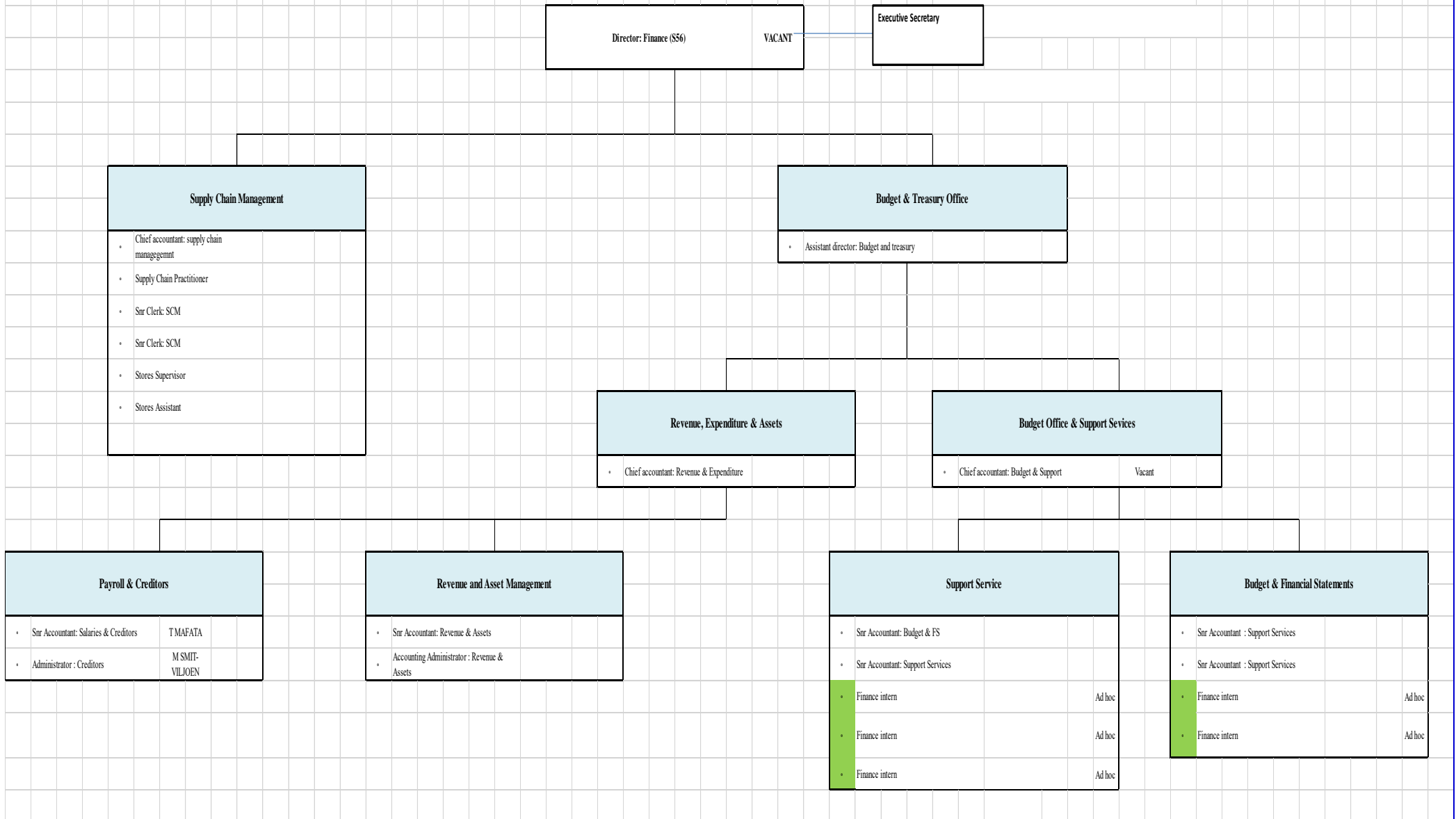
Awareness & Operations

- Disaster Management Officer
- Disaster Management Co-ordinator
- Disaster Management Co-ordinator
- Disaster Management Co-ordinator
- Senior fire fighter
- Fire fighter
- Fire fighter

Directorate : Planning & Development



FINANCE



OFFICE OF THE MUNICIPAL MANAGER

Municipal Manager - M Bogatsu (S56)

Personal Assistant: Municipal Manager

Internal Audit

- Manager: Internal Audit
- Sr Internal Auditor
- Internal Auditor
- Audit Interns ADHOC
- Audit Interns ADHOC

Communication

- Manager: Communications & Media
- Communication Officer
- Assistant Communication Officer

Committee services

- Manager : Support Services
- Administration Officer

Legal services

- Manager : Legal services Services
- Legal services intern Adhoc

Risk management

- Manager: Risk Management

Political Office

- Office Manager – Executive Mayoral Office
- Personal Assistant – Speaker
- Executive Secretary - Speaker
- Personal Assistant: Executive Mayor
- Executive Secretary - Mayor
- Special Programs Officer
- Administrator: Committee
- Mayoral Driver

Youth desk

- Manager: Youth Co-ordination
- Youth Co-ordinator
- Youth Co-ordinator

Infrastructure Services

Director: Infrastructure Services (Sec 56) (Vacant)

• Executive Secretary: Infrastructure

Planing & Design Unit

- EPWP Co-ordinator

Housing Unit (Phase 1 of Accreditation Action Tlan)

- Snr Manager : Housing
- Housing Specialist
- Snr Administration Officer: Housing
- Snr Administration Officer: Housing
- Snr Building Inspector
- Snr Building Inspector
- Snr Building Inspector
- Chief Administration Officer: Housing
- Project Manager
- Project Manager
- Administrator: Housing
- Administrator: Housing
- Administrator: Housing

Project Management & Advisory Service

- Manager : Infrastructure
- Engineering Technician Projects - Magareng
- Engineering Technician Projects - Phokwane
- Engineering Technician Projects - Dikgatlong
- Admin Officer: Infrastructure
-
-

2.5.3.4 RECORDS MANAGEMENT & OFFICE SUPPORT

The district is continuing in its quest for compliance with the records related legislation with minimal challenges. Such challenges emanate from the fact that there are no Records Managers at our three local municipalities, namely, Dikgatlong, Magareng and Phokwane. Records Management practices in these municipalities remain inefficient. Frances Baard District municipality provides support to improve the current state of records management among the three mentioned municipalities. Frances Baard District Municipality will use the financial year, 2024/25 to intensify its efforts towards digital transformation. The benefits in terms of this intensified shift towards digital transformation include:

- Enhanced operational efficiency for all users of our records, information, and data. In the main, this is aimed at the staff members and the members of Council.
- Reduced compliance risks through a well-maintained records management environment.

As envisaged in the relevant local government legislation, Frances Baard District municipality has a responsibility to assist and capacitate its local municipalities, viz., Sol Plaatje, Magareng, Dikgatlong and Phokwane local municipalities. It is in response to this legislative requirement that the Records management unit developed a records management support plan, which is now a standard performance area, and which reviewed annually, on how best to support the local municipalities. This entails processes of status quo assessment, challenges, remedial and recommendations of actions to be taken by the municipality in addressing the challenges they face.

Magareng, Dikgatlong and Phokwane local municipalities do not have appointed Records Managers to oversee the management of the corporate records; hence, most records management operations are not being addressed accordingly. The improvement of the status quo of the three local municipalities is slow as a result of them not yet having appointed their respective Records Managers. This in turn leads to non-compliance with the main Records Management legislation, including, Northern Cape Provincial Archives Act, Act 7 of 2013, Promotion of Access to Information Act, Act 2 of 2000, and the Protection of Personal Information Act, Act 4 of 2013.

► **Building Maintenance and Office Support**

The administration and support unit are vested with the responsibility to continuously maintain the infrastructure of the municipality and ensure the facility is conducive for human capacity and structural longevity. It is in response to this call that the administration and support unit have developed an annual maintenance plan to maintain the current conditions on the building and satellite offices. This entails processes of needs assessments, and regular inspections of the building. For the financial year, 2024/25, the Frances Baard District Municipality will intensify its efforts towards addressing the structural, electrical, and plumbing defects.

There will be collaboration with the relevant departments and units in terms of addressing the pressing challenges as identified.

Overall Challenges:

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

2.5.3.5 INFORMATION COMMUNICATION TECHNOLOGY (ICT)

The Information Technology (IT) unit within a district municipality plays a pivotal role in facilitating efficient governance, enhancing service delivery, and fostering technological advancement within the community. Responsible for managing and implementing various digital initiatives, the IT unit serves as the backbone for modernizing administrative processes, enhancing communication channels, and ensuring data security and privacy. With a focus on leveraging emerging technologies, such as cloud computing, data analytics, and smart solutions, the IT unit strives to empower local municipalities, streamline operations, and improve citizen engagement. As technology continues to evolve, FBDM remains committed to driving innovation and leveraging digital solutions to meet the evolving needs of the municipality and its constituents.

Frances Baard district municipality has over the years invested capital in improving its IT infrastructure by implementing new and agile solutions, strengthening its internal controls and governance structures. The municipality aims to share those solutions with local municipalities within its jurisdiction, as this will significantly reduce costs within the district, avoiding duplicate efforts,

and enabling a more standardized environment within the district, particularly with the introduction of District developmental model which aims to standardize the environment.

The local municipalities continue to face challenges with their IT infrastructure, as most of the IT infrastructure within the district are old. The following continues to be challenges within the district:

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

2.5.3.6 SPATIAL PLANNING

The district provides support to the four local municipalities within its boundaries, with particular focus on Magareng, Phokwane, and Dikgatlong Local Municipalities. These municipalities have limited planning tools and limited institutional planning capacity compared to Sol Plaatje Local Municipality. Consequently, they face significant challenges, including deteriorating infrastructure and budget constraints on capital investments, which hinder effective service delivery to the community.

The Spatial Planning & Land Use Management Act, 2013 (SPLUMA), which became effective on July 1, 2015, serves as a foundational framework for all spatial and land use management legislation in South Africa. This act aims to promote uniformity in procedures and decision-making within this domain. Additionally, SPLUMA seeks to rectify historical spatial injustices and integrate sustainable development principles into land use and planning regulatory frameworks.

The district is dedicated to supporting the local municipalities under its jurisdiction in implementing and complying with the Spatial Planning and Land Use Management Act by offering the following assistance:

- Reviewing and gazetting spatial development frameworks,
- Providing financial aid and capacity building in spatial planning,
- Hosting the District Municipal Planning Tribunal,
- Establishing the Appeal Authority,

- Developing precinct plans, and
- Reviewing Land use schemes
- Develop nodal plans.

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

The Councils of Dikgatlong Local Municipality, Phokwane Local Municipality, Magareng Local Municipality, and Frances Baard District Municipality (FBDM) resolved to establish a District Municipal Planning Tribunal (DMPT), which became operational on the same date for a five-year term. This five-year period for the initial appointments ended on November 15, 2021. In compliance with statutory requirements, FBDM appointed new members to serve another five-year term, with the new operational date of the DMPT officially gazetted on June 6, 2023.

Over the past eight years, the DMPT has functioned effectively and efficiently, encountering no significant challenges. During this period, the tribunal reviewed and made decisions on a total of 275 applications. The committee convenes monthly, depending on the availability of applications from the local municipalities. The types of applications considered include township establishments, consent applications, closure of public open spaces, rezoning, subdivisions, consolidations, infill developments, relaxation of building lines, and the removal of title deed conditions.

► **Spatial Development Frameworks**

The Spatial Development Framework (SDF) serves as a strategic planning tool that directs land development decisions and outlines a framework for spatial growth, indicating where investments are likely to be channeled. The SDFs for Magareng, Dikgatlong, Phokwane, and Frances Baard District Municipalities were approved in 2014, while the Sol Plaatje SDF was recently review.

The Frances Baard District Municipality's 2014 SDF has been reviewed and was adopted by the council in the 2020/2021 financial year. In addition, the FBDM supported Sol Plaatje and Dikgatlong Municipalities in reviewing their 2008 and 2014 SDFs, which were completed and adopted by the council in the 2020/21 and 2021/22 financial years, respectively. The Magareng Municipality's 2014 SDF is

being reviewed by COGHSTA, with an anticipated completion in the 2024/25 financial year. Furthermore, the Department of Cooperative Government, Human Settlements, and Traditional Affairs (COGHSTA) financed the review of the Phokwane Municipality's 2014 SDF, which was completed and adopted by the council on the 12th of December 2023.

► **Land Use Schemes**

The land use scheme serves as a crucial tool for municipalities to guide and manage development in alignment with the vision, strategies, and policies of the Integrated Development Plan (IDP). Its primary objective is to facilitate coordinated, harmonious, and sustainable development within a municipal area, efficiently promoting health, safety, order, amenity, general welfare, as well as efficiency and economy in the development process.

A land use scheme is defined as a planning instrument that regulates specific types of land uses within designated geographic areas, commonly referred to as “zones” or zoning. It includes a spatial representation of these areas and outlines scheme regulations that detail the procedures and conditions governing land use in each zone.

Management of the land use scheme is enforced through adherence to specific guidelines outlined within the scheme. According to Section 24(1) of the Spatial Planning and Land Use Management Act (SPLUMA), 2013 (Act No. 16 of 2013), “A municipality must, after public consultation, adopt and approve a single land use scheme for its entire area within five years from the commencement of SPLUMA.”

The Frances Baard District Municipality has facilitated the preparation of land use schemes for Phokwane, Dikgatlong, and Magareng Municipalities. The land use schemes for Dikgatlong and Phokwane municipalities were developed in 2013, reviewed, adopted by councils, and gazetted during the 2017/2018 financial year to ensure compliance with SPLUMA. While the 2015 Magareng land use scheme was scheduled for review in the 2021/2022 financial year, it was determined that land use patterns had not changed significantly enough to necessitate a review. The Sol Plaatje Land Use Management Scheme, developed in 2008 was reviewed and was adopted by the council in the 2022/23 financial year.

Overall challenges:

- Local municipalities, as the primary authorities for land development matters, lack a system to receive and process land use applications.
- Local municipalities face resource constraints that hinder the implementation and enforcement of approved plans, including Land Use Schemes and Spatial Development Frameworks (SDFs).
- There is a lack of regular updates regarding land use rights or zones within local municipalities, leading to discrepancies between deed information and actual land use on the ground.

2.5.3.7 GEOGRAPHIC INFORMATION SYSTEMS (GIS)

Geographic Information Systems (GIS) serve as a crucial tool for gathering, managing, and analysing spatial datasets in various formats to support decision-making within Frances Baard District Municipality. GIS enables spatial analysis, organizes information into layers, and presents data in both digital and analogue formats. The district municipality maintains an extensive spatial database that supports key functions, including land audits, billing data analysis, infrastructure asset management, and land use surveys. These datasets are sourced from various departments and industry vendors and are regularly updated to ensure accurate and relevant information is available for analysis and planning. Frances Baard District Municipality provides GIS services to three local municipalities: Phokwane, Magareng, and Dikgatlong.

► Infrastructure:

The district's spatial information is securely stored on a central server and deployed over the network to facilitate access and management. The GIS unit is equipped with the necessary hardware and software tools to support efficient data collection, analysis, and visualization.

Hardware:

- A plotter for large-scale map printing
- An A4 printer for general printing needs
- Four Trimble Juno GPS handheld units for field data collection and spatial information updates

- An unmanned aerial vehicle (UAV) to enhance mapping and monitoring services

Software:

- ArcGIS by ESRI, SA – Used for advanced spatial analysis and mapping
- Quantum GIS (QGIS) – An open-source GIS tool for analytical and mapping services

The district will employ the use of unmanned aerial vehicles (UAV) to enhance efficiency in support and services deployed in mapping and monitoring. The district municipality has a registered web portal (www.francesbaardgis.co.za) that serves as an essential platform for GIS-related information.

The platform has been upgraded to improve accessibility for end users, allowing seamless viewing on mobile phones, tablets, and computer systems. The implementation of GIS technology and tools within the Frances Baard District Municipality enhances operational efficiency, supports data-driven decision-making, and strengthens service delivery across the district and its local municipalities.

Local Municipalities:

- Sol Plaatje municipality is capacitated and carry out their own services independently, fully equipped with all relevant infrastructure that includes computer systems and GPS devices to deploy services in the municipality. The unit is managed through ICT unit and with the GIS Officer, and with intend to appoint new GIS interns.
- Phokwane municipality is capacitated with a GIS champion who is in the Housing unit to carry out the responsibilities of housing services coupled with GIS services locally. The district offers support on regular basis, and in the plan is to institute training programs that will assist in deployment of services. There is hardware and software available for mapping services and for enquiries.
- Magareng municipality is currently without GIS services that are direct to users. All matters are referred to the district for support.

- Dikgatlong municipality is currently without GIS services that is direct to user. All matters are referred to the district for support. There is a planned programs to institute training to restore the services locally through the appointment of a champion from the unit for Housing or Spatial planning.

► **Support function:**

The district municipality deploy resources to support local municipalities with spatial analysis and mapping services for planning and decision-making. Projects are conducted annually directed to effective and efficient service delivery. It is our intention to provide clarity to queries coming from the public on issues of the land. To date the unit have embarked on projects that are with regards to land administration that include the following:

Previous project:

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

Future projects:

- Evaluation of billing databases for the local municipalities,
- Property transfers and registration; rectification in their registration inaccuracies and errors,
- Gap analysis and capture/update of electricity infrastructure data for local municipalities and
- Identifying existing personnel to take on a basic GIS training in local municipalities.
- Procurement of UAV drone for Frances Baard district municipality – 2025/26 FY
- Land audit and cadastral update for Frances Baard district municipality – 2025/26 FY

Challenges identified:

Status and analysis in three local municipalities:

- Costly maintenance for software packages annually and municipal budget deficits.
- GIS operations in local municipalities impeded by lack of capacity.
- Cases of posts that are contract and not considered for full time appointment.
- Packages that are not aligned to cost factors of the area, considering the offers that could not attract a long stay in the appointment.

2.5.3.8 PERFORMANCE MANAGEMENT SYSTEMS

FBDM has a well-established performance management system aligned with Chapter 6 of the Municipal Systems Act (MSA) No. 32 of 2000, as amended, and the performance management regulations of August 2006. The municipality ensures the implementation and maintenance of a performance management system that fits its resources, suits its circumstances, and aligns with the priorities, objectives, indicators, and targets outlined in its IDP.

Performance management plays a crucial role in assessing the effectiveness and efficiency of an organisation's performance. A performance management system enables organizations to monitor progress, identify planning or implementation issues, and make necessary adjustments. The system serves as a valuable tool for identifying problems and their underlying causes, proposing potential solutions, questioning assumptions and strategies, encouraging organisations to reflect on their trajectory and methods, providing relevant information and insights, and ultimately increasing the likelihood of positive developmental outcomes.

Other components of the performance management system are the following:

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

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

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

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

Overall Challenges:

- Misalignment of the IDP and SDBIP and operational plans, which makes it difficult to monitor the implementation of the plans (local municipalities)
- The system of reporting is only at executive management level at local municipalities.
- Lack of human capacity at local municipalities.
- Submission of flawed and unreliable information and Portfolio of evidence (POE).

2.5.4 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

2.5.4.1 COMMUNICATION AND MEDIA

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

The introduction of the district development model puts more emphasis on the fact that collaboration among the three spheres of government is crucial. It will necessitate the alignment of messages to ensure proper communication of the single plan that will be derived from the district model.

External Communication

a) Public Participation

Through public participation the community can get the opportunity to actively participate in the actual planning process, including the identification of needs, the identification of solutions and the prioritisation 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. To ensure that opportunities are created for public participation the communications unit must support the political office.

b) Communication Strategy

Effective strategising and planning for communication is still lacking and the alignment of communication strategies across the district is crucial to ensure that communication activities across the district are coordinated and focussed on the needs of stakeholders. Social media users are growing rapidly year-on-year, thus making the inclusion of social media into the media plans that much more important. The 2021 - 2026 communication strategy was adopted by council and guides the effective articulation of the plans and programmes of the district municipality.

c) Communication Forum

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

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

Internal Communication

Good internal communication involves regular and effective two-way communication with all members of staff at all levels and is a critical success factor for any institution. It is important for municipalities to give priority to the development of internal communication plans to ensure a cohesive organisation focused on achieving its goals and objectives.

Communication issues

- Local municipalities do not have a clear framework for communication.
- Inadequate media monitoring which results in unpreparedness for rapid response activities. To address this issue media policies have been developed for Dikgatlong, Magareng and Phokwane local municipalities.
- Poor planning for the use of modes of communication.
- Poor collaboration of public participation programmes.
- Capacity constraints at some local municipalities.

Support to local municipalities

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

Overall challenges:

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

2.5.4.2 INTERNAL AUDIT

The mandatory responsibilities of internal audit are set out in section 165 of the MFMA and section 45 of the Municipal Systems Act of 2000. Internal audit units form part of the internal control and governance structures of the municipality and play an important role in monitoring activities of the municipality. The objective of internal audit in discharging its duties is providing the reasonable assurance and advisory services to FBDM. Risk-based audit plans are prepared annually to execute audits. The audits conducted places management in a position to assess whether the controls of the municipality are sufficient and effective; and to implement recommended actions where there is a need for improvement.

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

Although there are performance management systems in local municipalities for internal audit to fulfil the requirements of section 45 of the Municipal Systems Act, this still needs to be improved and prioritised by the local municipalities in adherence to applicable laws. The municipality utilises other assurance providers in assisting internal audit to implement the audit plans.

Overall challenges:

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

2.5.4.3 RISK MANAGEMENT SERVICES

The municipality plays a significant role in ensuring the provision of services to the communities and the IDP objectives are key in setting the context for an

accelerated provision of services. It is imperative that the municipal resources are utilised adequately to enable provision of effective service delivery to all the stakeholders, this requires that effective measures be put in place by conducting continuous fraud risk assessment to address all threats facing the municipal processes.

The Frances Baard District Municipality and Sol Plaatje Local Municipality established a dedicated risk management function in terms of the MFMA Act 56 of 2003, Section 62(1)(c)(i). The risk management units are positioned under the office of the Municipal Manager and therefore are providing strategic direction on the management of municipal risks. FBDM is providing shared risk management support services to Dikgatlong and Magareng local municipalities, due to capacity constraints. Phokwane Local Municipality is not part of this agreement.

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

FBDM has developed a risk management strategy and policy to address all the operational and strategic risks. A Risk Register is in place, and it is updated quarterly through the Risk Management Committee. Treatment plans for the risks are developed, followed-up, and monitored continuously.

The committee has assessed the risk assessment reports and expressed themselves over management of identified risks including action plans to mitigate the risks. This journey has led towards improvement in reaching maximum risk management maturity level. The level of risk maturity for the municipality has increased significantly as evidenced by the senior managers taking control and being proactive in embedding mitigating action plans to address the identified risks.

Risk Management Maturity and Culture

Provincial Treasury continues to annually monitor the risk maturity assessment of the municipality through Financial Management Capability Maturity Model (FMCMM). To improve the risk maturity levels in the municipality, it is vital to implement a sound risk culture across all the various levels in the Municipality. The risk culture is at varying degrees across the municipal portfolios.

The Risk Management Plan consist of initiatives that are being implemented to promote a positive risk culture throughout the municipality and for the process to form part of daily functions and decision- making. All role players support the promotion of a positive risk culture within operational areas, and when engaging with stakeholders. Risk management practices need to progress into becoming more pro-active rather than responding reactively to risks that are materialising. This will improve as risk owners take responsibility and accountability for managing risks in their respective areas.

Fraud and Corruption Management

The risk management unit has performed its advisory role to the Municipal Public Accounts Committee (MPAC) in respect of investigating Section 32 expenditure (MFMA Act 56 of 2003). Upon receipt of allegations unauthorised, irregular, fruitless and wasteful expenditure or any malpractices that took place internally, the Chief Risk Officer obtains a mandate from the Municipal Manager to investigate these matters. After finalisation of the investigation, the report provided to the Municipal Manager and MPAC for discussion and providing recommendations to Council for approval. Fraud and corruption are detected by analysing fraud surveys, audit reports, reported incidents via national anti-fraud hotline, media reports, investigation reports, submission of annual declarations, tip-offs, gift register, complaints, and incident register.

Material transgressions that are beyond risk management investigation capacity, are reported to SAPS via the Office of the Municipal Manager or can be referred to any state-owned investigation entities (e.g., SIU, HAWKS, etc.) for assistance. Fraud awareness campaigns are continuously embedded through various means including an anti-corruption training workshop which targeted the political office bearers and management within Frances Baard District.

Ethical Culture

The Senior Executives of the municipality set an ethical tone at the top and this influences how FBDM officials respond to identified ethical challenges. The municipality is in a process of establishing a functional Ethics Committee which will ensure that ethical culture is embedded through application of ethical principles and code of conduct. In achieving a culture of integrity, FBDM is currently exploring ways on how to fit a warm body or entrench functions of ethics to an official who can perform such duties. During the year, an ethics workshop was hosted by FBDM in collaboration with COGHSTA, SALGA, Moral Regeneration Movement (MRM) and the Ethics Institute. FBDM and local municipalities' councillors and senior officials were trained on code of conduct and ethical leadership.

Overall Challenges:

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

2.5.4.4 LEGAL AND COMPLIANCE

Legal and compliance occupies a strategic position that provides professional legal and compliance in the district. The District Municipality has been successful in dealing with all legal matters as received from all departments and has assisted local municipalities with legal advice and the drafting of contracts and legal opinions. Furthermore, Legal and compliance help shapes major transactions, while providing support to the executive management in making sound legally related decisions as may be required.

The responsibilities of the Unit are:

- To provide vibrant, effective and professional legal service in the district.
- To co-operate with other spheres of government in developing sound working relations and minimise areas of dispute or potential dispute in the legal context.
- Provide advice on labour related matters.

- Provide Contract Management.
- Prepare general legal opinions and researching legislation that has relevance to the municipality to keep abreast of developments using applicable legislative and related instruments or tools.
- Reviewing and assisting in the drafting of contracts.
- Monitoring ongoing litigation by and against the municipality and coordinating interaction between directorates and external legal practitioners engaged by municipality.
- Performing administrative and managerial tasks relating to the section and coordinating the activities of the section.

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

Intentions

The District Municipality intends to have a closer working relationship with local municipalities.

Progress

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

Achievements

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

Overall Challenges:

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

2.5.5 MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT

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

The core functions of the department are to provide an effective and efficient financial management service in respect of the municipal assets, liabilities, revenue and expenditure in a sustained manner to maximize the district municipality's developmental role. The municipality is implementing approved internal controls ensuring the effective functioning budget, revenue & expenditure and fair & transparent supply chain management processes.

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

The municipality obtained an unqualified audit with no matters during the 2022/23 financial year, with the financial viability of the municipality assessed to be sound. The internal policies and controls are reviewed when necessary to incorporate changes made with updated laws and regulations.

2.6 SOCIAL DEVELOPMENT

► HIV/AIDS

HIV and AIDS can have a substantial impact on the growth of a particular population. However, there are many factors affecting the impact of the HIV virus on population progression: adult HIV prevalence rates; the speed at which the virus progresses; age distribution of the virus; the mother-to-child transmission; child treatment; adult treatment; and the percentage by which the virus decreases total fertility. ARV treatment can also prolong the lifespan of people that are HIV+. In the absence of any treatment, people diagnosed with HIV live for approximately

10 years before reaching the final stage of the disease (called AIDS). When patients reach this stage, recovery is highly unlikely.

In 2019, 31 700 people in the Frances Baard District Municipality were infected with HIV. This reflects an increase at an average annual rate of 4.04% since 2009, and in 2019 represented 7.23% of the district municipality's total population. The Northern Cape Province had an average annual growth rate of 4.12% from 2009 to 2019 in the number of people infected with HIV, which is higher than that of the Frances Baard District Municipality. When looking at the South Africa as a whole it can be seen that the number of people that are infected increased from 2009 to 2019 with an average annual growth rate of 2.32%.

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

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

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

► Social Grants

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

Table 20: Active grants for February 2022

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

Source: SASSA,2022

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

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

► **Old age grant (OAG)**

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

► **War Veterans (WVG)**

Special grants have been introduced for war veterans who fought in the liberation struggle. Any person who qualifies is advised to contact their respective political parties. There is only 1 beneficiaries of the War Veterans grant in the district in February 2022. These are war veterans who served with the South African army either in the Zulu Uprising in 1906; First World War 1914-1918; Second World War 1939-1945 or the Korean War 1950-1953.

► **Disability Grant (DG)**

A disability grant is a social grant intended to provide for the basic needs of adults (people who are over 18 years) who are unfit to work due to mental or physical disability. The applicant should not have refused to do work that they can do and should not have refused treatment. The disability must be confirmed by a valid medical report of a medical officer stating whether the disability is temporary or permanent. A person can apply for a temporary disability grant where it is believed the disability will last between six months and a year, or a permanent disability grant where it is believed the disability will last for more than a year. There were 16,693 recipients of the disability grant in the district in February 2022.

► **Foster Care (FCG)**

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

► **Care dependency grant (CDG)**

It is a grant dedicated to those children between the ages of 1 and 18 years old who are either mentally or physically disabled and need permanent home care. There were about 2,479 recipients of this grant in the district by February 2022.

► **Child support grant**

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

2.7 YOUTH DEVELOPMENT

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

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

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

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

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

3. CHAPTER 3: DEVELOPMENT STRATEGIES

3.1 Vision and mission

Vision

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

Mission

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

3.2 STRATEGIC OBJECTIVES

3.2.1 KPA 1 – BASIC SERVICES

3.2.1.1 Programme Management and Advisory Services

Goal: Improved access to sustainable basic services in the district

Core functions:

- Planning facilitation
- Project Implementation Assistance
- Operation & Maintenance Assistance
- EPWP Implementation & Assistance
- Rural Roads Asset Management System
- Energy Efficiency and Demand Side Management
- Monitoring & Evaluation

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To assist LMs with infrastructure upgrading, operations and maintenance	Number of municipalities assisted with the finalisation of prioritised project lists to guide the upgrading, operations and maintenance of infrastructure in the district	Number of project lists	4	4	4	4	4
	Amount spent on support for operations and maintenance of infrastructure in the LMs (O&M)	Percentage of allocated budget spent annually	100%	100%	100%	100%	100%
	Number of monitoring reports developed to support with infrastructure operations and maintenance in the LMs	Number of monitoring reports	4	4	4	4	4

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To create job opportunities for the unemployed through the promotion of EPWP principles	Number of Full-time equivalents (FTEs) created as per DORA	Number of FTEs created	14	37	17	18	14
To support improved infrastructure planning in the district Rural Roads Asset Management System (RRAMS)	Percentage progress on the implementation of the RRAMS project to support improved infrastructure planning in the LMs as per the annual business plan	Percentage implementation of the annual business plan	100%	100%	100%	100%	100%
To support the provision of potable water, sanitation facilities, electricity and streets and storm water households in the district	Number of municipalities assisted with the finalisation of prioritised project lists for capital infrastructure projects in the district.	Number of project lists	4	4	4	4	4
	Amount spent on support for capital infrastructure projects in the LMs.	Percentage of allocated budget spent annually	100%	100%	100%	100%	100%
	Submission of project monitoring reports developed to support capital infrastructure projects in the LMs	Number of monitoring reports	4	4	4	4	4
To implement Energy Efficiency and Demand Side Management (EEDSM) initiatives within municipal infrastructure in order to reduce electricity consumption and improve energy efficiency	Percentage progress on the implementation of the EEDSM project in the LMs as per the annual business plan	Percentage implementation of the annual EEDSM business plan	-	-	100%	100%	100%

3.2.1.2 Housing

Goal: Facilitate the creation of sustainable human settlements in the district

Core functions:

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

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To facilitate the reduction of the housing backlog	Developed and reviewed Human Settlements Sector Plans	Number of Human Settlement sector-plans developed and reviewed	4x sector plans developed	4x sector plans reviewed	4x sector plans reviewed	4x sector plans reviewed	4x sector plans reviewed
	Facilitate the subsidy application process	Number of progress reports	4	4	4	4	4
Monitoring of human settlements development in 3 LMs	Reporting on the accreditation programme	Number of accreditation reports to COGHSTA	12	12	12	12	12
		Number of accreditation reports to National Department of Human Settlements	4	4	4	4	4

3.2.2 KPA 2: LOCAL ECONOMIC DEVELOPMENT

3.2.2.1 Local Economic Development

Goal: Facilitate growth, development, and diversification of the district economy by optimising all available resources

Core function:

- Promoting economic development in the district

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To support the development of a diverse and innovation driven local economies	Completion of programmes aimed at the diversification of the district economy	Percentage completion of planned diversification programmes	100%	100%	100%	100%	100%
To support the development of a learning and skilful economies	Completion of programmes aimed at developing learning and skilful economies	Percentage completion of planned programmes	100%	100%	100%	100%	100%
To facilitate the development & support of enterprises	Completion of programmes aimed at developing enterprises	Percentage completion of planned programmes	100%	100%	100%	100%	100%
To facilitate the development of inclusive local economies	Completion of programmes aimed at developing inclusive economies	Percentage completion of planned programmes	100%	100%	100%	100%	100%

3.2.2.2 Tourism

Goal: Ensure the development of a vibrant tourism sector that facilitates sustainable economic, environmental and social benefits in the district

Core function: Tourism development, promotion and marketing

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To promote tourism in the Frances Baard District	Upgrading, restoration and promoting of tourist attractions	Percentage upgrading, restoration and promoting of tourist attractions	100%	100%	100%	100%	100%
	Facilitate strategic partnerships and participation of tourism role-players	Percentage implementation of annual action plans to facilitate strategic partnerships and participation of tourism role-players	100%	100%	100%	100%	100%

3.2.3 KPA 3 - MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

3.2.3.1 Environmental Health Management

Goal: To render and support sustainable municipal health, environmental planning and management in the district

Core function:

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

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To monitor and enforce national environmental health norms and standards in the Frances Baard District	Implementation of municipal health by-laws	Percentage Implementation of municipal health by-laws	–	–	100%	100%	100%
	Water samples to monitor water quality	Number of water samples collected and analysed	480	480	480	480	480
	Inspections at food premises to determine food safety	Number of inspections at food premises	700	700	700	756	756
	Surface swabs to analyse for diseases and other health risks	Number of surface swabs collected for analysis	180	180	180	180	180
	Food handlers trained in environmental health requirements	Number of food handlers trained	420	420	420	420	420
	Inspections to determine health safety at non-food premises	Number of inspections conducted at non-food premises to determine health safety	336	364	392	392	392
	Development and implementation of tariffs policy	Percentage progress on the development of the environmental health tariff policy	–	50%	50%	–	–
		Percentage implementation of the approved environmental health tariff policy	–	–	–	100%	100%

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To implement and monitor environmental planning and management in the Frances Baard District	Successful awareness campaigns conducted	Number of awareness campaigns conducted	84	84	84	84	84
	Environmental calendar days successfully celebrated	Number of environmental calendar days celebrated	7	7	7	7	7
	Updating of atmospheric emissions inventory	Number of atmospheric emissions inventory updates performed	4	4	4	4	4
	Air quality ambient monitoring reports to assess air quality in the district	Number of monitoring reports	4	4	4	4	4
	Develop and implementation of the climate change project	Percentage progress on the development of the climate change project	100%	100%	-	-	-
		Percentage implementation of the climate change project	-		100%	100%	100%
	Review of the Air Quality Management Plan	Percentage review of the Air Quality Management Plan	100%	100%	-	-	-
	Review of the Integrated Waste Management Plan	Percentage progress in the review of the Integrated Waste Management Plan	100%	100%	-	-	-

3.2.3.2 Disaster Management

Goals: Promotion and implementation of an effective and efficient disaster management and fire-fighting service in the Frances Baard District

Core functions:

- Disaster Management
- Fire Fighting
- Safeguarding of assets

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To support 3 local municipalities by creating integrated institutional capacity for Disaster Management	Training of volunteers in Disaster risk Management	Number of volunteers trained	20	20	20	20	20
	Review of the disaster management plans for the district and 3x LMs	Number of disaster management plans reviewed	-	-	-	-	4
	Training of emerging farmers in the disaster risk management	Percentage implementation of training for emerging farmers	-	100%	-	-	-
To reduce risks and build resilience for all communities within the district	Conduct disaster management awareness programmes within the district	Number of awareness programmes conducted	4	4	4	4	4
To assist local municipalities by implementing Response and Recovery mechanisms as per National Disaster Management Framework	Assist communities after disastrous events	Percentage response to requests on disastrous incidents in the local municipalities	100%	100%	100%	100%	100%
To develop institutional capacity and acquire resources for firefighting services for 3 local municipalities in the district	Secure facilities and maintain firefighting equipment for 3x LMs	Percentage securing and maintenance of firefighting equipment for 3x LMs	100%	100%	100%	100%	100%
To safeguard Councils assets by continuously maintaining and upgrading physical security systems	Secure and maintain council's security systems	Number of security systems maintained	3	3	3	4	3

3.2.3.3 Human Resource Management

Goal: To provide a fully effective Human Resources Management & Development function in FBDM and offer support to local municipalities

Core functions:

- Human Resource Management and Development

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To comply with legislative requirements relating to human resource management and development	Compliance with human resources management and development reporting requirements	Percentage compliance with HRM &D reporting requirements	100%	100%	100%	100%	100%
To provide human resource management and development support to local municipalities	Providing HR support to local municipalities	Percentage implementation of the annual HR support plan	100%	100%	100%	100%	100%

3.2.3.4 Records Management

Goal: Provide sound records management and office support services

Core functions:

- Records Management services
- Office support services
- Maintenance of buildings

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To comply with the Provincial Archives Act, the Promotion of Access to Information Act, and the Protection of Personal Information Act at Frances Baard District Municipality and support LMs towards compliance	Provision of records management and advisory services in the district	Percentage implementation of the annual records management and advisory plan	100%	100%	100%	100%	100%
	Provision of records management and advisory support provided to local municipalities	Percentage implementation of the annual records management and advisory support plan	100%	100%	100%	100%	100%
To provide effective and efficient office support functions	Effective and efficient office support services	Number of progress reports on office support services	12	12	12	12	12
To provide effective and cost-efficient office support services	Maintenance of municipal building	Percentage maintenance of the municipal building	100%	100%	100%	100%	100%

3.2.3.5 Information Communication Technology

Goal: To provide an agile, effective and reliable ICT support and environment within the district

Core function:

- ICT Services Management
- ICT Strategic support to local municipalities

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To upgrade obsolete ICT infrastructure and implement agile ICT solutions within the district.	Upgrading of ICT infrastructure and implementation of ICT solutions within the district	Percentage upgrading and implementation	100%	100%	100%	100%	100%
To provide technical support to three local municipalities.	Provision of technical support to local municipalities	Percentage implementation of the annual support plan	100%	100%	100%	100%	100%

3.2.3.6 Integrated Development Planning

Goal: To attain credible and implementable IDPs in the district

Core function:

- Integrated Development Planning

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To develop and review the district municipality's IDP in compliance with legislation	Annual development and review of the IDP	Percentage development and review of the district IDP	100%	100%	100%	100%	100%
To support the local municipalities in the preparation and review of their IDPs	Support local municipalities in the development and review of their IDPs	Percentage implementation of the annual support plan	100%	100%	100%	100%	100%

3.2.3.7 Spatial Planning

Goal: Facilitate the development of sustainable human settlements through effective town and regional planning

Core function:

- To provide spatial planning support to the local municipalities

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To facilitate the development of urban and rural areas in accordance with the relevant legislation.	Processed land development applications received.	Percentage of land development applications received from LMs processed	100%	100%	100%	100%	100%
	Development of precinct plans	Percentage progress on the development of precinct plans for 2x LMs	100% Development of a precinct plan for Dikgatlong LM	100% Development of a precinct plan for Magareng LM	100% Development of a precinct plan for Magareng LM	-	-
	Development of nodal plans	Percentage development of nodal plans for 2x LMs	-	-	100% Development of a nodal plan for Phokwane LM	-	100% Development of a nodal plan for Dikgatlong LM
	Township establishment and registration	Percentage progress of Township establishment and registration for the LMs	-	-	-	100%	-

3.2.3.8 Geographic Information System

Goal: To provide reliable spatial information as a planning and management tool to enhance service delivery

Core function:

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

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To promote the use of GIS as a tool in the district	Provision of GIS services in the district	Percentage access and maintenance of GIS in the district	100%	100%	100%	100%	100%

3.2.3.9 Performance Management System

Goal: To maintain and improve Performance Management System within the district

Core function:

- Implementation of a Performance Management System

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To maintain a functional Performance Management System in FBDM	Maintain a functional PMS for FBDM	Percentage compliance on PMS in FBDM	100%	100%	100%	100%	100%
To provide assistance ¹ & support local municipalities with performance management in the district	Support provided to local municipalities on PMS	Percentage implementation of the annual support plan	100%	100%	100%	100%	100%

3.2.4 KPA4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

3.2.4.1 Communication and Media

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

Core function:

- Communication and media services

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To keep the public informed on government activities in the district	Communication strategy to regulate external communication in the district	Percentage implementation of an annual action plan	100%	100%	100%	100%	100%
	Development of media policies for 2x local municipalities	Percentage development of media policies	100%	-	-	-	-
	Development of communication policies for 3x local municipalities	Percentage development of communication policies	-	100%	-	-	-
To improve internal communication through the implementation of the internal communication plan	Successfully implemented internal communication plan	Percentage implementation of the internal communication plan	100%	100%	100%	100%	100%

3.2.4.2 Legal and Compliance

Goal: To provide an effective legal and compliance service in the district

Core function:

- Provision of legal services

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
Provision of legal services to FBDM and assistance to local municipalities upon request	Legal advisory and compliance services in the district	Percentage provision of legal advisory and compliance services	100%	100%	100%	100%	100%
Provision of sound legal binding contracts in the district	Provision of legal contract services in the district	Percentage provision of legal contract services	100%	100%	100%	100%	100%

3.2.4.3 Internal Auditing

Goal: Provision of internal audit services in the FBDM and the two local municipalities

Core functions:

- Internal Auditing

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To evaluate the adequacy and effectiveness of control processes and assessment of compliance with legislation in FBDM and the two local municipalities	Internal audits completed according to Internal Audit plans	Percentage implementation of the annual audit plans	100%	100%	100%	100%	100%

3.2.4.4 Risk Management

Goal: Mitigation of risks, prevention and management of fraud and corruption in the district.

Core Functions:

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

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To manage risk activities in FBDM and two Local Municipalities	Percentage Implementation of the Risk Management Plan for FBDM, Dikgatlong & Magareng LMs	100% Implementation of the Risk Management Plan	100%	100%	100%	100%	100%
To prevent and manage fraud and corruption in FBDM and two Local Municipalities	Percentage Implementation of a fraud management plan for FBDM, Dikgatlong & Magareng LMs	100% Implementation of a fraud management plan	100%	100%	100%	100%	100%

3.2.4.5 Youth Development

Goal: Mainstream youth development, promote the advancement of youth economic empowerment and the provision of skills and training.

Core function:

- Youth Development

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To facilitate and coordinate youth development in the district	Coordination of stakeholders	Number of stakeholder engagement platforms facilitated	4	4	4	4	4
	Youth Development Programmes coordinated within the district	Percentage coordination of youth development programmes	100%	100%	100%	100%	100%

3.2.4.6 Special Programmes

Goal: Advancing special programmes among the marginalized community groups in the district.

Core function:

- Facilitate special programmes and commemorative days in the district

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To facilitate and coordinate special programmes in the district	Percentage facilitation and coordination of special programmes in the district	Percentage completion of planned programmes	100%	100%	100%	100%	100%

3.2.4.7 Committee Services

Goal: To provide efficient and effective coordination and support for council and its committees

Core function:

- Council & Committee Services

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To ensure the effective and efficient functioning of council and its committees	Fully functional council and its committees	Percentage facilitation of council and committee meetings	100%	100%	100%	100%	100%

3.2.5 KPA 5: FINANCIAL VIABILITY AND MANAGEMENT

Goals:

- Facilitation of effective and efficient system of budgeting and reporting, in compliance with applicable legislation.
- To provide an effective system of sound financial management in revenue and expenditure in compliance with applicable legislation.
- Provide an effective an efficient supply chain management system for the district municipality.
- Provide financial management support to LMs.

Core functions:

- Financial Compliance and reporting in FBDM
- Management of assets and liabilities
- Supply Chain Management

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To ensure compliance to all accounting and legislative reporting requirements	Compliance to budgeting and reporting requirements	Percentage compliance to legislation	100%	100%	100%	100%	100%
To ensure sound financial management practices according to National Treasury guidelines	To implement sound financial management (revenue & expenditure) practices in accordance with National Treasury Regulations	Percentage compliance	100%	100%	100%	100%	100%
To ensure implementation of supply chain management policies and related prescripts	Compliance with Treasury’s supply chain management system	Percentage compliance	100%	100%	100%	100%	100%
To provide financial management support to Local Municipalities in the district	Provide financial management support to local municipalities	Percentage analysis of the municipal budgets	100%	100%	100%	100%	100%

3.3 BUDGET PROJECTION

Choose name from list – Table A1 Budget Summar

Description	2021/22	2022/23	2023/24	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year	Budget Year +1	Budget Year +2
Financial Performance										
Property rates	-	-	-	-	-	-	-	-	-	-
Service charges	-	-	-	-	-	-	-	-	-	-
Investment revenue	5 863	9 379	13 418	9 600	9 600	9 600	9 366	10 130	10 637	11 168
Transfer and subsidies - Operational	133 164	137 340	141 488	150 819	150 320	150 320	145 804	153 269	158 617	165 602
Other own revenue	432	254	263	171	171	171	341	230	242	254
Total Revenue (excluding capital transfers and contributions)	139 525	147 573	155 169	160 590	160 691	160 691	155 511	163 629	169 435	177 024
Employee costs	72 813	72 457	72 330	38 526	83 804	83 804	63 729	38 870	102 913	106 653
Remuneration of councillors	6 348	8 190	7 735	8 252	8 723	8 723	7 823	11 771	11 771	11 771
Depreciation and amortisation	4 622	5 304	4 986	6 363	6 363	6 363	-	6 187	5 796	5 837
Interest	-	138	-	-	-	-	-	-	-	-
Inventory consumed and bulk purchases	1 045	1 086	1 117	2 340	2 360	2 360	306	2 202	2 195	1 761
Transfers and subsidies	25 070	30 572	42 970	16 167	27 863	27 863	20 097	17 643	6 573	6 706
Other expenditure	24 495	21 825	22 531	47 147	49 373	49 373	23 592	46 716	46 345	46 654
Total Expenditure	134 993	139 572	152 269	178 734	184 486	184 486	116 148	183 388	176 194	179 381
Surplus/(Deficit)	4 532	8 001	2 901	(18 204)	(23 795)	(23 795)	39 364	(19 759)	(6 639)	(2 357)
Transfers and subsidies - capital (monetary)	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind)	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	4 532	8 001	2 901	(18 204)	(23 795)	(23 795)	39 364	(19 759)	(6 639)	(2 357)
Share of Surplus/Deficit attributable to	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	4 532	8 001	2 901	(18 204)	(23 795)	(23 795)	39 364	(19 759)	(6 639)	(2 357)
Capital expenditure & funds sources										
Capital expenditure	5 153	1 248	4 034	10 717	4 742	4 742	365	4 565	2 530	3 350
Transfers recognised - capital	750	(687)	19	43	43	43	8	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	4 402	1 935	4 075	10 674	4 639	4 639	377	4 565	2 530	3 350
Total sources of capital funds	5 153	1 248	4 034	10 717	4 742	4 742	365	4 565	2 530	3 350
Financial position										
Total current assets	148 863	137 114	135 647	132 846	150 112	150 112	150 133	146 315	151 042	154 470
Total non current assets	78 119	79 215	77 463	80 231	76 620	76 620	78 448	75 619	74 035	74 755
Total current liabilities	44 753	27 026	20 652	42 194	55 776	55 776	(1 390)	47 195	37 277	37 084
Total non current liabilities	29 773	27 199	27 853	31 199	31 853	31 853	24 437	31 853	31 853	31 853
Community wealth/Equity	151 443	159 813	162 926	139 385	139 104	139 104	202 290	142 886	155 946	160 288
Cash flows										
Net cash from (used) operating	75 367	128 800	183 083	(19 512)	(7 220)	(7 220)	(58 525)	(259)	2 453	6 757
Net cash from (used) investing	-	-	-	(12 325)	(5 454)	(5 454)	-	(5 250)	(2 979)	(3 853)
Net cash from (used) financing	-	-	-	-	-	-	-	-	-	-
Cash/cash equivalents at the year end	186 102	241 730	296 012	92 577	110 825	110 825	64 374	117 391	117 466	120 370
Cash backing/surplus reconciliation										
Cash and investments available	112 930	124 437	123 499	110 601	121 363	121 363	136 871	117 976	122 959	126 389
Application of cash and investments	10 230	17 612	10 775	14 887	21 203	21 203	(3 951)	(32 595)	(42 258)	(42 515)
Balance - surplus (shortfall)	102 700	106 826	112 725	95 714	100 760	100 760	146 822	150 571	165 217	168 904
Asset management										
Asset register summary (WDV)	63 092	70 366	72 773	71 382	68 700	68 700	67 700	67 700	66 115	66 835
Depreciation	4 622	5 304	4 986	6 363	6 363	6 363	6 187	6 187	5 796	5 837
Renewal and Upgrading of Existing Assets	3 409	2 678	5 387	3 012	3 012	3 012	3 177	2 255	2 550	2 250
Repairs and Maintenance	5 193	4 523	4 108	6 088	7 387	7 387	3 496	3 496	3 547	3 165
Free services										
Cost of Free Basic Services provided	-	-	-	-	-	-	-	-	-	-
Revenue cost of free services provided	-	-	-	-	-	-	-	-	-	-
Households below minimum service level										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:	-	-	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-	-

3.4 PROJECTS FOR 2025/26

PROGRAMME MANAGEMENT AND ADVISORY SERVICES	
IDP Objective	Planned Projects
To assist LMs with infrastructure upgrading, operations and maintenance. (O&M Projects)	<ul style="list-style-type: none"> • Operations and maintenance of water & sanitation infrastructure, roads & stormwater, electricity and waste management infrastructure.
To support the provision of potable water, sanitation facilities, electricity, and streets & stormwater households in the district (Capital projects)	<ul style="list-style-type: none"> • Provision of funding and technical support to local municipalities on the IDP approved projects.
To create job opportunities for the unemployed through the promotion of EPWP principles	<ul style="list-style-type: none"> • Brick production project in Magareng LM • Brick production project in Dikgatlong LM • Youth entrepreneurship development programme in FBDM
To support improved infrastructure planning in the district - RRAMS	<ul style="list-style-type: none"> • Update information on the system. • Project Management • Road geospatial data assessment • Road visual condition assessment • Road inventory data assessment
To implement Energy Efficiency and Demand Side Management (EEDSM) initiatives within municipal infrastructure in order to reduce electricity consumption and improve energy efficiency	<ul style="list-style-type: none"> • Retrofitting of streetlights and high mast lights in the district
HOUSING UNIT	
To facilitate the reduction of the Housing backlog	<ul style="list-style-type: none"> • Review of 4 HSSP & 4 Chapters for IDP

GIS & SPATIAL PLANNING

IDP Objective	Planned Projects
To promote the use of GIS as a tool in the district	<ul style="list-style-type: none"> • Support to LM e.g., Requests spatial information. • Gap analysis and capture/update of electricity infrastructure data for Magareng LM. • Gap analysis and capture/update of electricity infrastructure data for Dikgatlong LM.
To facilitate the development of urban and rural areas in accordance with the relevant legislation	<ul style="list-style-type: none"> • Quarterly sitting of the DMPT to process land development applications for Magareng, Dikgatlong and Phokwane
	<ul style="list-style-type: none"> • Township Registration Barkly west 687.

LED AND TOURISM

IDP Objective	Planned Projects
To support the development and innovation of local economy	<ul style="list-style-type: none"> • Trade and investment opportunities promoted (LED Expo's). • Organise and hosting local LED Expo's.
To support the development of a learning and skilful economies	<ul style="list-style-type: none"> • To host Global Entrepreneur Week (GEW) • YEDP training programme
To facilitate the development and support of enterprises	<ul style="list-style-type: none"> • SMME support through machinery and equipment Grant
To facilitate the development of inclusive local economies	<ul style="list-style-type: none"> • SMME Evaluations (Machinery and Equipment)
To promote tourism in Frances Baard District	<ul style="list-style-type: none"> • Tourism awareness campaigns • N12 promotion • Participate at trade expo • Tourism and business studies school business plan competition • Tourism associations • Events and festival support. • Tourism Signage

ENVIRONMENTAL HEALTH MANAGEMENT

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

INFORMATION COMMUNICATION TECHNOLOGY

IDP Objective	Planned Projects
To upgrade obsolete ICT infrastructure and implement agile ICT solutions within the district.	<ul style="list-style-type: none">• Replacement of laptops and desktops
To provide technical support to three local municipalities.	<ul style="list-style-type: none">• Support in the review of ICT policies for the local municipalities

DISASTER MANAGEMENT	
IDP Objective	Planned Projects
To support local 3 municipalities by creating institutional capacity for disaster management	<ul style="list-style-type: none"> • Training of Volunteers.
To reduce risks and build resilience for all communities in the district.	<ul style="list-style-type: none"> • 4 Awareness programmes
To assist local municipalities by implementing response and recovery mechanisms as per national disaster management framework	<ul style="list-style-type: none"> • Assist destitute communities during disastrous incidents.
To develop institutional capacity and acquire resources for firefighting services for 3 local municipalities in the district.	<ul style="list-style-type: none"> • Maintenance of SKID Units • Investigating the possibilities of Firefighting facilities in Dikgatlong and Magareng Local Municipalities • Support Umbrella Fire Protection Associations.
To ensure effective internal security measures	<ul style="list-style-type: none"> • Maintenance of security systems
SPECIAL PROGRAMMES	
IDP Objective	Planned Projects
To coordinate and facilitate special program in the district	<ul style="list-style-type: none"> • Back-to-school program • Capacity training for differentiable needs • Celebration of commemorative days • Public Participation Program • Moral Regeneration Movement • Gender Based Violence program

YOUTH DEVELOPMENT	
IDP Objective	Planned Projects
To facilitate and coordinate youth development in the district	<ul style="list-style-type: none"> • Youth career exhibition • Youth skills development and capacity building • Learners SOPA debate • June 16 Mayoral Programme

COMMUNICATION AND MEDIA

IDP Objective	Planned Projects
To keep the public informed on government activities in the district	<ul style="list-style-type: none">• Collaboration of activities through DDM
To improve internal communication through the implementation of the internal communication plan	<ul style="list-style-type: none">• Annual review of internal communication plan of FBDM

4. CHAPTER 4: SUMMARY OF THE LOCAL MUNICIPALITIES

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

- Infrastructure maintenance and development
- Unemployment.
- Revenue collection.
- Limited/Poor economic growth.
- Preparation for the District Development Model.
- Gender-Based Violence (GBV) and women empowerment.
- Business development.
- Capacity
- Disaster management.
- Spatial planning and development
- Improved ICT systems and support
- Filling vacancies of key positions.

4.1 DIKGATLONG LOCAL MUNICIPALITY

Dikgatlong local municipality is a Category B municipality with seven wards situated approximately 35 km north-west of Kimberley on the northern bank of the Vaal River. The municipal area covers approximately 7 315 km² and borders with the Magareng Municipality in the north-east and Sol Plaatje in the south-east. Agriculture and mining form the economic activities of the area. The priority issues for Dikgatlong Local Municipality for 2025/26 are summarized as follows:

PRIORITY ISSUES – 2025/2026

- Land & Housing
- Water & Sanitation
- Electricity
- Roads & Stormwater

- Social & Community Services
- Local Economic Development

4.2 MAGARENG LOCAL MUNICIPALITY

Magareng local municipality is the smallest municipality within Frances Baard District Municipality. Warrenton, the administrative centre of Magareng local municipality is situated approximately 77 km north of Kimberley on the banks of the Vaal River. The area of jurisdiction is approximately 1 542 km². The priority issues for Magareng Local Municipality for 2025/26 are summarized as follows:

PRIORITY ISSUES – 2025/2026

- Water
- Sanitation
- Roads
- Land
- RDP Houses
- Recreational Facility
- Refuse Removal
- Land Audit
- Water Tanks
- Electricity to Prepaid
- Fibre Network
- Health
- High Mast Lights
- Job creation
- Library
- Storm Water
- Renewable Energy
- Safety
- Title Deeds

4.3 PHOKWANE LOCAL MUNICIPALITY

Phokwane Local Municipality has a geographical area of approximately 833.9 km² and consists of Hartswater, Jan Kempdorp, Pampierstad and Ganspan settlements and the adjoining farming areas. The dominant economic activities are mainly agricultural, varying from stock farming in the dry areas to irrigated crops in the Vaalharts irrigation scheme. The municipality has high agricultural potential and the highest potential for economic growth in the district after Sol Plaatje Municipality. The priority issues for Phokwane Local Municipality for 2025/26 summarized as follows:

PRIORITY ISSUES -2025/2026

- Roads and Stormwater
- Water and Sanitation
- Public Lighting
- Maintenance and Security
- Recreational Facilities
- Community Hall
- Education
- Health Service
- Unemployment
- Housing
- Library
- Youth Development
- Disaster Management
- Environmental Management.

4.4 SOL PLAATJE LOCAL MUNICIPALITY

Sol Plaatje Local Municipality has a geographical area of 1877.1km² and comprises of the urban areas of Kimberley, Ritchie and surrounding villages and farms. Kimberley is the administrative centre of the Frances Baard District and the seat of the Northern Cape Provincial Administration. The main economic activities consist of retailers, industries as well as mining and farming. It accommodates

about 286 000 people and contributes 78.85% to the GDP of FBDM. The Premier of the Northern Cape also announced that Kimberley needs to be developed as a smart city to be the flagship city as part of his vision towards a Modern, Growing and Successful Province. The priority issues for Sol Plaatje Local Municipality for 2025/26 summarized as follows:

PRIORITY ISSUES – 2025/2026

- Sanitation
- Streetlights and high-mast lighting
- Roads
- Sport and recreation
- Housing provision, Maintenance and Title deeds
- Illegal dumping
- storm water
- Youth Employment/Employment Opportunities.
- Water
- Formalisation of Informal Settlements
- Education (School and ECD)
- Health and Safety
- Electricity
- Business Development
- Bulk Infrastructure
- Cemeteries
- Provision of Land
- By-Laws Enforcement
- Other (Old age Centre, Naming of streets' Heritage, Cleansing, Tourism Development)
- Substance abuse and GBV
- Satellite Office and Service Centre
- Libraries

4.5 DISTRICT-WIDE PRIORITY ISSUES

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

On this basis the district-wide priority issues for 2025/26 are summarized as follows (these are not in any order):

PRIORITY ISSUES – 2025/2026

- Roads and storm water
- Water and sanitation
- Job creation/Employment opportunities
- Local economic development & Youth development
- Streetlights and high-mast lighting
- Environment health management
- Disaster management
- Renewable energy
- Bulk infrastructure
- Formalisation of informal settlements
- Education
- Housing & land provision
- Land audit
- Libraries
- Health (clinics/Hospitals)
- Sport and recreational facilities
- Title deeds
- Security
- Electricity
- Social and community services
- Water tanks
- Cemeteries.
- Refuse Removal
- By-Laws Enforcement

- Satellite Office and Service Centre

5. CHAPTER 5: SECTOR PLANS AND INTEGRATED PROGRAMMES

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

The purpose of these plans and programmes is to ensure fulfillment of sectoral planning requirements and compliance with sectoral principles, strategies and programmes, thereby providing basis for departmental operational planning and budgeting. The approaches and plans to achieve these outcomes are contained in various national and provincial legislation and policy frameworks. National departments through legislation and policies express government priorities, strategies, plans and programmes. The legislation and policies also require municipalities to develop sector specific plans to guide the rendering of certain services.

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

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

Developmental vision sector plans consist of the following:

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

- **Service Oriented Sector Plans consist of the following:**
- Water Services Development Plan (WSDP);
- Integrated Waste Management Plan (IWMP);
- Integrated Transport Plan (ITP);
- Environmental Management Plan (EMP);
- Integrated Human Settlement Plan (IHS);
- Housing Sector Plan (HSP);
- Integrated Energy Plan (IEP);
- Sports and Recreation Plan, etc.

These two categories of sector plans provide strategies, programmes and projects that form the basis for the IDP and Budget of municipalities. Sector Plans therefore ought to be prepared in a coordinated manner to ensure that the service specific sector plans contribute to the long-term vision of the municipality. The Service Oriented Plans also known as the Input Sector Plans should be developed to support the vision and strategic intent of the Developmental Vision Sector Plans.

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

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

The following integrated plans and sector programmes have been prepared and adopted by Council and are accessible on the municipal website

(www.francesbaard.gov.za). Below is a summary of all the sector plans, the complete documents are placed on the website.

5.1 WATER SERVICES DEVELOPMENT PLAN

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

5.2 INTEGRATED TRANSPORT PLAN (ITP)

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

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

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

5.3 PERFORMANCE MANAGEMENT SYSTEM

The Performance Management System framework in FBDM was prepared in 2006 and was then reviewed during the 2015/16 financial year. Performance Management System forms the basis for monitoring, evaluating, and improving the implementation of the IDP. The system describes and represents how the municipal cycle and processes of performance planning, monitoring, measurement

review, reporting and improvement will be conducted, organized and managed. Furthermore, the framework outlines the distinct roles and responsibilities of all the role players involved in ensuring an effective, functional and sustainable system. PMS facilitates accountability, capacity building, timely identification of potential risks, and promotes the culture of rewarding outstanding performance.

5.4 DISASTER MANAGEMENT PLAN

In terms of section 53 of the Disaster Management Act, FBDM is required to prepare Disaster Management plan for its area of jurisdiction. The 2013 Disaster Management Plan and framework was then reviewed and adopted by Council in April 2021. The reviewed district disaster management plan also incorporated the Magareng, Phokwane and Dikgatlong local municipalities. The District Disaster Management Plan included risks such as drought; flooding; extreme weather conditions; fires (structural fires, veld fires); Health (HIV and TB) and mass accidents (N12 Magareng and N18 Phokwane).

5.5 SPATIAL DEVELOPMENT FRAMEWORK (SDF)

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

However, to accommodate the ongoing spatial development trends, Municipal Systems Act 2000, and Land Use Management Act 16 of 2013 requires municipalities to review their Spatial Development Plans at least once every five years. The main purpose of the revised FBDM SDF is to provide developmental guidelines to SDF's at local level and to align them to the Provincial SDF. Therefore, the core values, principles and strategies of the Provincial SDF would be filtered down to the Local SDF's within the Frances Baard Service area. Since the approval

of the FBDM's SDF, the following plans for Dikgatlong, Phokwane and Magereng Local Municipalities have been developed and reviewed; land use schemes, SDFs, and housing sector plans.

The district developed as per the SDF's priority the district housing sector plan, small scale miner strategy, tourism strategy and agriculture sector strategy. The preparation of the SDF is in compliant with SPLUMA and the SDF guidelines. Thus, the Frances Baard District Municipal Spatial Development Framework is therefore mandatory.

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

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

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

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

- Represent the integration and trade-off of all relevant sector policies and plans;
- Guide planning and development decisions across all sectors of government;

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

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

The overarching goal of the SDF is to prepare a Spatial Development Framework within which, the principles of bioregional planning, sustainable development of the region and its resources can be realised. The SDF guides the orderly and desirable spatial development of the municipality by inter alia developing development strategies and guidelines. The SDF also provides general direction to guide decision-making on an ongoing basis, aiming at the creation of integrated, sustainable, and habitable regions, cities and towns.

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

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

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

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

The impact of the SDF is limited to providing policy framework to guide and inform land development and management. It does not change or confer real rights on land. In contrast to the SDF, LUMS have a binding effect on the development rights attributed to land and confer real rights on properties. The SDF is a core component of a municipality's economic, spatial, social, institutional, and environmental vision.

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

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

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

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

(g) give effect to municipal spatial development frameworks and integrated development plans.

5.6 DISTRICT GROWTH AND DEVELOPMENT STRATEGY

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

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

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

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

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

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

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

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

Sol Plaatje alone is responsible for just over 80% (rand value) of the value addition in the district while the secondary sector contributes a mere 7,2%. The economy

of the district consists of the primary (agriculture and mining), secondary (manufacturing, electricity, and construction) and tertiary (trade, transport, financial and social services) sectors.

5.7 LED STRATEGY

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

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

As a result, LED addresses the following.

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

5.8 TOURISM STRATEGY

The tourism strategy has identified tourism as a sector with great potential for economic growth in the district. Tourism ensures the development of a vibrant tourism sector that facilitate sustainable economic, environment and social benefits in the district. There are variety of tourism attractions within the district such as:

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

5.9 INTEGRATED WASTE MANAGEMENT PLAN

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

The over-arching intention is to ensure that waste management planning within the local municipalities is sustainable, practical, implementable, and acceptable to all key role players and parties expected to implement the plan. The current IWMP is currently under review.

5.10 ENVIRONMENTAL MANAGEMENT FRAMEWORK

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

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

5.11 AIR QUALITY MANAGEMENT PLAN

The National Environmental Management: Air Quality Act 39 of 2004 (AQA) requires Municipalities to introduce Air Quality Management Plans (AQMP) that set out logical descriptions of interventions and required resources aimed at implementing a strategy or strategies to achieve a specific air quality objective(s). This plan is reviewed every five years. The main focus of the Air Quality Management Plan is to ensure the management and operation of ambient monitoring networks; the licensing of listed activities, and the development of emission reduction strategies to ensure good air quality. The plan intends to protect the environment and human health through reasonable measures of air pollution control.

With the increasing industrial and urban development, resources such as monitoring equipment and consultants, additional air quality officers, training and budget is essential to effectively implement the functions of air quality management. This is a challenge that requires attention.

5.12 COMMUNICATION STRATEGY

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

5.13 PUBLIC PARTICIPATION PLAN

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

The implementation of a public participation programme initiated solely by the district municipality has shown implementation gaps. The reason for this is two-fold; firstly, the fact that the district municipality does not have wards and any issues raised by the communities cannot be addressed directly but must be referred to the local municipalities. Secondly, the local municipalities are autonomous, and the district municipality cannot not enforce their participation in community meetings. To address the above, there is a need to have an annual joint plan developed for public participation in the district. This will allow for the district municipality to then participate and give input on the role it plays in supporting the local municipalities to implement their mandate.

5.14 HUMAN SETTLEMENTS SECTOR PLANS

The IDP planning process compel the Municipalities to compile sector plans for various development sectors. These plans are then summarized into a chapter for the I DP. The Housing Act 107 of 1997 stipulates that municipalities should compile housing strategies and targets. The plan will serve as a guiding framework for the strategic engagement of the municipality in human settlements development. The need for Human Settlements Plans arises from a concern that, in most municipalities, the Integrated Development Planning (IDP) process inadequately address issues related to the provision of housing. The Human Settlements Sector Plan must be reviewed annually. FBDM continues to assist and develop the sector plans and chapters of the 3 local municipalities, i.e. Dikgatlong, Magareng and Phokwane.

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

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

5.15 EXTENDED PUBLIC WORKS PROGRAMME

The EPWP programme is one element within the broader government strategy in the alleviation and reduction of unemployment. The programme involves creating temporary work opportunities for unemployed persons. The EPWP is a nationwide programme covering all spheres of government and SOEs. The programme provides an important avenue for labour absorption and income and skills transfer to poor households, in the short to medium-term. EPWP projects employ workers on a temporary or ongoing basis with government, contractors, or other non-governmental organisations under the Ministerial Conditions of Employment for the EPWP or learnership employment conditions. FBDM initiated a brick production programme in Dikgatlong Local Municipality in 2020 and in Magareng Local Municipality in 2024, to promote for infrastructural development within the district through the EPWP incentives. The EPWP creates work opportunities in four sectors, namely infrastructure, non-State, social, environment and culture and, by:

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

5.16 RURAL ROADS ASSET MANAGEMENT SYSTEM

The National Department of Transport (DoT), as part of the S’Hambe Sonke Programme, has allocated grant funding for the implementation of the Road Asset Management Systems (RAMS) as set out in the framework for the Rural Road Asset Management System grant (RRAMS) in the Division of Revenue Act. The strategic goal of the RRAMS grant is to ensure efficient and effective investment in municipal streets through the development of a RRAMS and the collection of associated road and bridge inventory data, condition assessment and traffic information. A service provider was appointed in November 2024 for the provision of Professional Services for the Implementation and Management of the Rural Roads Asset System in the Frances Baard District. The contract is for 36 months ending in October 2027.

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

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

6.1 PURPOSE OF ALIGNMENT

Local government as the “implementation hub” of the government’s vision, it is incumbent that there be synergy across all spheres of government’s plans to achieve maximum impact in resource allocation and project implementation. The prioritization of needs, allocation of resources and the implementation of projects within and between the three spheres of government should be aligned and harmonized. It is through this “concept” that planning at national, provincial, and local level relates and informs one another.

Alignment is built upon the following:

- The shared and common platform critical to alignment is made possible through a coherent set of national spatial guidelines based on the twin concepts of development potential and need.
- The normative principles and guidelines embodied in the National Spatial Development Perspective provide the central organising concept for

facilitating alignment and serve as the concrete mechanisms and basic platform for better coordination and alignment of government programmes.

- The spatial perspective is at the centre of our view of alignment and coordination and is directed at facilitating discussions on the development potential of the space economy and serving as a frame of reference for guiding government actions.

Each of the three spheres of government has planning tools used in the execution of its mandate. At the national level there are: the National Development Plan (NDP) 2030, the Medium-Term Development Plan (MTDP) 2024-2029, the National Spatial Development Framework (NSDF), the New Growth Path (NGP) and Service Delivery Agreement e.g.: Outcome 9 to mention only a few. At the provincial level it is the Provincial Growth and Development Strategy (PGDP), Provincial Spatial Development Framework and Strategic Plans of individual departments, and at the municipal level it is the Integrated Development Plans (IDP's) and DGDP.

6.2 NATIONAL DEVELOPMENT PLAN 2030

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

According to the plan, South Africa can realize these goals by drawing on the energies of its people, growing an inclusive economy, to improve their lives through education and skills development, health care, better access to public transport, jobs, social protection, rising income, housing and basic services, and enhancing the capacity of the state, and promoting leadership and partnerships throughout society (see figure 12 below).

Figure 11: National Development Plan 2023 - Sustainable Development Goals



The National Development Plan is a broad strategic framework. It sets out a coherent and holistic approach. It further proposes the following strategies to address the above goals by 2030:

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

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

The National Development Plan makes a firm commitment in achieving a minimum standard of living which can be progressively realised through a multi-pronged strategy. The Plan does not define the minimum standard of living but provides a framework for the adoption of a minimum standard of living by society. In an effort foster for the implementation of the NDP 2030 it is key to consider the external drivers of change which are:

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

6.3 THE MEDIUM-TERM STRATEGIC FRAMEWORK (204-2029)

The MTDP is a high-level government strategic document that guides the five-year implementation and monitoring of the NDP 2030. The MTDP for 2024 - 2029 emphasises the need for a paradigm shift towards a comprehensive framework inclusive of resourcing and integration of all public sector institutions. FBDM is contributing to the Strategic Priorities of the MTDP namely:

- a. Strategic Priority 1: Inclusive growth and job creation.
- b. Strategic Priority 2: Reduce Poverty and tackle the high cost of living.
- c. Strategic Priority 3: A capable, ethical, and developmental state.

The district Municipality will focus on all priorities by contributing towards economic development and job creation.

6.4 NATIONAL SPATIAL DEVELOPMENT FRAMEWORK (NSDF):

The National Spatial Development Framework of 2022 (NSDF) identify the Frances Baard District as a National Transformation Corridor Priority (North-western Transformation Corridor) area focussing on a production transition area and rail corridor from Mahikeng via Vryburg and Taung to Kuruman, Postmansburg and

Sol Plaatje. Kimberley has also been identified as an urban node under stress. The district is also located in the Arid-Agri innovation area with extensive agricultural activities with pockets of intensive irrigation farming, mining clusters, renewable energy farms and small compact settlements. Some portions of the district are also located within the National Spatial Development Priority region focusing on mining. Although the district is well known for its agriculture and rich history in mining, it is also the capital of the Northern Cape Province and host to various provincial departments and private sector companies.

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

- The stranglehold that the unjust national spatial development paradigms, logics, and patterns of the past have placed on our many attempts at breaking the back of poverty, unemployment, and inequality.
- Pursuit of national reconstruction, inclusive economic growth, and spatial transformation; and
- The necessity for collaborative and targeted state action in national space, to drive our country towards the shared, inclusive, and sustainable future we desire and require.

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

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

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

1. Give effect to the development principles and norms and standards set out in the Act.
2. Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives-among which poverty alleviation is key.
3. Government has a constitutional obligation to provide basic services to all citizens wherever they are.
4. Beyond the constitutional obligation-government spending on fixed investments should be focused on localities of economic growth or economic potential.
5. Efforts to address past and current social inequalities should focus on people NOT places.
6. To overcome the spatial distortions of apartheid future settlement and economic development opportunities should be channeled into activity corridors or nodes that are adjacent to or link the main growth centres.
7. Target and direct all infrastructure investment and development spending decisions by national sector departments and State-Owned Entities (SOEs).
8. Guide and align plan preparation, budgeting, and implementation across spheres and between sectors of government; and
9. Frame and coordinate provincial, regional, and municipal spatial development frameworks.
10. Identify the long-term risks of spatial patterns of growth and development and the policies and strategies necessary to mitigate those risks.
11. Provide direction for strategic developments and infrastructure investment, promote efficient, sustainable, and planned investments by all sectors, and indicate priority areas for investment in land development.
12. Promote a rational and predictable land development environment to create trust and stimulate investment.
13. Give effect to national legislation and policies on mineral resources, and the sustainable utilisation and protection of agricultural resources; and
14. Consider, and where necessary, incorporate the outcomes of substantial public engagement in the framework.

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

6.5 PROVINCIAL GROWTH AND DEVELOPMENT PLAN:

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

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

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

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

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

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

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

6.6 PROVINCIAL SPATIAL DEVELOPMENT FRAMEWORK

The PSDF is a policy document that promotes a ‘developmental state’ in accordance with national and provincial legislation and directives. It aligns with the Northern Cape Provincial Growth and Development Strategy which has committed the Northern Cape to ‘building a prosperous, sustainable and growing provincial economy which reduces poverty and improves social development’. The Northern Cape Spatial Development Framework (PSDF) 2012 was reviewed and adopted in 2018. The PSDF puts forward comprehensive plans and strategies, which collectively indicate which type of land-use, should be promoted in the

province, where such land-use should take place, and how it should be implemented and managed.

Planning Land Use Management Bill seeks to:

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

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

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

- a) Supporting the district and local municipalities in the preparation of their SDFs prepared in terms of the Local Government Municipal Systems Act 32 of 2000, and the spatial planning and land use management Act (2013). Specific reference is made to:
 - Facilitating the land use classification of the entire land surface of the province in a standard format in accordance with a set of dedicated Spatial Planning Categories

- Describing the existing and desired future spatial patterns that provide for integrated, efficient, and sustainable settlement throughout the province.
- b) Guiding the investment of public resources through the following
- Providing a credible context for public investments in the coming years.
 - Promoting rational and equitable development of areas that have lagged.
 - Providing certainty to all stakeholders regarding spatial and socio-economic implications of future development in the Northern Cape.
 - Providing a basis for coordinated decision-making and policy formulation regarding future land-use.
 - Facilitating cross-boundary co-operation and co-ordination between district and local municipalities, adjoining provinces, and bordering countries as it relates to issues that are of mutual interest for their respective areas of jurisdiction.

The PSDF must also ensure the following:

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

6.7 INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)

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

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

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

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

- Integrated urban planning and management;
- Integrated transport and mobility;
- Integrated sustainable human settlements;
- Integrated urban infrastructure;
- Efficient land governance and management;
- Inclusive economic development;
- Empowered active communities;
- Effective urban governance; and
- Sustainable finances.

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

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

inequality; the growth of slums; and disastrous impacts with particular challenges in four areas:

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

To leverage urbanisation, the following reports are required:

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

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

The integrated development plan of FBDM must ensure that the directives of the NDP and IUDF are aligned to the spatial development plans of rural development plan and land use schemes. The policy levers enshrined in the IUDF will be used as a basis to respond to chapter 8 of the NDP which emphasises transformation of human settlements from spatial injustice of the past (NDP, 2011).

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

6.8 RURAL DEVELOPMENT PLAN

The methodology of the Rural Development Plan is anchored in the realization of Outcome 7 and its outputs within the Medium-Term Strategic Framework (MTSF). Outcome 7 serves as the foundation for the approach taken. This plan aims to address the drivers of Rural Development, providing a framework for the anticipated outcomes that will be evaluated through the MTSF. The primary economic focus is on the agricultural sector, where numerous sustainable projects and job opportunities are expected to emerge.

In the context of Frances Baard, Rural Development is defined as efforts aimed at enhancing the living conditions of rural populations by delivering essential social and economic services, as well as fostering a political, legal, economic, and social environment that empowers individuals to take control of their own development.

Key assets that should support improved rural development in Frances Baard include:

- The Vaal and Orange River Corridors, along with the Riet and Modder River corridors, specifically for agricultural development through intensive irrigation schemes.
- The protection and upkeep of the Vaalharts Irrigation Scheme.
- Development of cultural and heritage tourism.
- Mining development and mineral beneficiation.
- Agro-processing development (FPSU) and agricultural value addition.
- Eco-tourism development.
- Nature conservation efforts, including national parks, private nature reserves, and hunting areas.

To transform the current rural conditions, three pillars have been identified, with specific focus areas discussed further below.

❖ Security of tenure

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

- Tenure reform.
- Restitution.
- Redistribution.

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

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

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

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

Key issues:

- The many land reform and tenure upgrading programs and initiatives do confuse terms of ownership, management, political power and social frustrations as many projects and initiatives are on hold due to governance challenges. Capacity within government to understand and grapple with these dynamics causes delays with the execution and delivering of services and other programs.
- Key to the less successful implementation of land reform is mostly due to a lack of agricultural skills; poor infrastructure; and a lack of access to credit.

- Regarding land tenure reform, a major challenge found is that men are still the main beneficiaries of land reform, and this state of affairs does not help address the power dynamics within households and to improve woman empowerment in rural areas.
- The land reform process is overly bureaucratic and slow.

❖ **Sustainable human settlements**

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

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

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

The promotion of nodal and corridor-oriented development has been identified as one of the potential instruments to transform the spatial landscape of the study area. The existing settlements and villages (CPA's) therein have developed over many years and play a fundamental role in the economic space of settlements in Frances Baard. Many Villages (CPA's) is generally not well connected through the

existing road network. The key challenge lies towards the areas with poor linkages to the main economic centres and activities of the region. Linking main nodes and other important areas (even though the development of agri-villages) of activity through corridor development is envisaged to facilitate spatial interconnectedness that will ensure appropriate sustainable development, equity, and empowerment of the poor and marginalised communities of Frances Baard.

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

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

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

and Windsorton. Locality along the R31 promotes the potential mining and agricultural development for the region.

❖ **Resource-based economic activity**

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

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

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

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

Growth in agriculture, particularly in high-value supply chains results in improved wages. Furthermore, through the forward linkages that agriculture has with the manufacturing industries, more employment is generated for urban and rural dwellers. However, agricultural production with crops that need little handling and transformation weakens this link.

The indirect income effect undoubtedly pulls a lot of rural and or urban households out of poverty through increased farm incomes. Also, poverty reduction can be

done through the direct multiplier effects of increased incomes which consequently results in a robust rural or urban economy. Growth in agriculture also results in reduced food prices which makes it possible for poor urban or rural households to afford food at reasonably low prices.

❖ **Food Security:**

Agriculture plays a crucial role in the local economy. Its contribution to employment and food security plays an important role in averting the socio-economic ills of the area. Agriculture also supplies raw materials for other industries in the upstream supply chain. Through this, secondary and tertiary employment is generated in urban areas. Furthermore, through exports to other regions, agriculture generates much-needed currency.

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

6.9 LAND REFORM AND LAND RESTITUTION

A land claim is a formal request for the restoration of land rights, submitted to the Commission on Restitution of Land Rights. Individuals who were dispossessed of their land rights after 19th of June 1913, due to past racially discriminatory laws or practices, and who did not receive fair and equitable compensation at the time of dispossession are eligible to lodge a claim for the restoration of those rights or for equitable redress. As of 24th of July 2024, the committee reported significant advancements in the land restitution program, having resolved over 83,000 claims and restored 3.8 million hectares of land (The Portfolio Committee on Agriculture, Land Reform and Rural Development, 2024).

President Cyril Ramaphosa has recently enacted the Expropriation Bill, which repeals the pre-democratic Expropriation Act of 1975 and outlines the procedures for how state entities may expropriate land for public interest purposes. South Africa's land reform, anchored in the Bill of Rights of the Constitution, aims to rectify historical injustices and promote equitable access to land through redistribution, restitution, and tenure reform. The bill is designed to expedite the land acquisition process within district, contributing to food security efforts.

Furthermore, the committee highlighted the accomplishments of the restitution program since its inception in 1998, noting that it has resolved a total of 83,405 land claims, which includes both land restoration and financial compensation. This effort has benefited 2.3 million individuals and 465,000 households, a significant number of which are led by women or persons with disabilities. It was reported that 3.8 million hectares of land were restored at a cost of R26.4 billion, with an additional R26 billion allocated for financial compensation. Beneficiaries have also received development grants totaling R5.3 billion (The Portfolio Committee on Agriculture, Land Reform and Rural Development, 2024).

In the last five years, the Commission exceeded its annual performance plan targets, settling 1,000 claims against a target of 1,758 and finalizing 2,026 claims versus a target of 2,583. However, as of April 2024, there were still 5,759 outstanding older claims. For the 2024-2025 period, the Commission aims to settle 319 claims and finalize 339 claims, although the current budget of R3 billion is insufficient compared to the estimated R50 billion required to address all outstanding claims. Additionally, it was noted that the Commission is barred from processing new claims submitted between 2014 and 2016 due to a Constitutional Court ruling (The Portfolio Committee on Agriculture, Land Reform and Rural Development, 2024).

The table 20 below highlights the total area of the municipality under a land claim process.

Table 21: Frances Baard District Land claims

	Sum of Land Claims	Claims not settled
Frances Baard District	48	23
Northern Cape Province	426	151
Total	474	174

(DALRRD Restitution data, 2022)

On the 23rd of May 2023, the Portfolio Committee on Agriculture, Land Reform and Rural Development convened to receive a briefing from the Commission on Restitution of Land Rights. The briefing pertained to the progress made towards settlement and finalisation of old order claims in the country. The committee indicted the following:

Cumulative Claims Settled and Finalised from 1995 to 31 March 2023:

- Total number of claims = 82976
- Land cost = R25 537 486 215.16
- Total awards = R53 246 619 048.12

Cumulative Settled Claims since Inception to 30 September 2022

- All claims settled since inception up to 30 September 2022, which totals over 82 000 claims and more than 450 000 households;
- In terms of awards to claimants, which is either financial or land compensation, the ratio is 50:50 between Financial Compensation (totalling R20 billion) and Land compensation (totalling R24 billion), indicating that the Restitution Programme has and is still meeting its objectives.

The Proactive Land Acquisition Strategy (PLAS) was implemented by the Department of Rural Development and Land Reform (DRDLR) to accelerate the land distribution process (2003). The PLAS approach is primarily pro-poor and is based on purchasing advantageous land i.e., either because of the property's location, because of the high agricultural potential, because it is suitable for agricultural activities that government would like to promote vis- a-vis redistribution, and/or because it is an especially good bargain. The department would then select suitable beneficiaries who can lease the land with the option to purchase the land. The provision of Land and Assistance Act, Act No. 126 of 1993 section 10 (1) (a) gives legal effect to the proactive acquisition of land. This gives the department an option to purchase land without first identifying beneficiaries. The overall aim of PLAS is to ensure maximum productive use of the land acquire.

Key issues:

- The shortage of allocation of funding by Treasury remains a challenge, as the predicted budget needed to settle and finalise outstanding claims will not be sufficient. The current allocated budget is insufficient to impact the

goal to accelerate settling of outstanding old land claims. The Commission would need an overall budget estimate at R68 billion over an accelerated period of five years. At the current budget allocation and settlement rate, the Commission will need approximately 30 years to settle claims at a cost of R172 billion (The Portfolio Committee on Agriculture, Land Reform and Rural Development, 2023).

- The rejection of offers on valuations made by the Office of the Valuer-General (OVG) is a serious challenge, with approximately R85 million in offers rejected by landowners and R16m of offers referred to the Land Claims Court for determination (The Portfolio Committee on Agriculture, Land Reform and Rural Development, 2023).
- The lack of access to lucrative and sustainable markets due barriers of entry, whilst they have access to agricultural resources such as land and water.
- Valuations of the claimed land in line with the Property Management Act of 2014 remain challenging for the Commission.
- Major challenges include insecure land rights, limited access to factors of production, finance and information, limited government support, investment, working capital, insufficient farm size, inadequate or damaged infrastructure, poor farm management, high competition in the industry, knowledge, and education about farming.
- For emerging farmers optimum production is very difficult, as there is lack of infrastructure which results in low productivity. Most emerging farmers do not have access to on-farm infrastructure such as storerooms and cold-rooms to keep their products in condition after harvesting information.
- It could be argued that inadequate business plans make it difficult for emerging farmers to obtain the necessary funding for their businesses.
- The inability of government to provide post-settlement support to beneficiaries of land reform could lead to the failure of land reform projects.
- A serious deficiency in the current support system is that the training for land reform beneficiaries only starts after the land has already been transferred. This means that beneficiaries must play catch-up while being embroiled in the day-to-day challenges of farming activities.

6.10 SPATIAL PLANNING AND LAND USE MANAGEMENT ACT (SPLUMA)

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

The objectives of SPLUMA are as follows:

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

SPLUMA Principles

SPLUMA also outlines critical principles to guide spatial planning and land development in the district. These principles ensure that spatial planning promotes equitable, sustainable, and efficient land use while promoting good governance and intergovernmental coordination. The following are SPLUMA principles:

Spatial Justice

This principle aims at redressing past spatial imbalances caused by the previous apartheid era policies. The policies at all spheres of government of must ensures

inclusion of areas and people that were previously excluded e.g. informal settlements and former homelands areas. Land development processes must facilitate access to secure tenure and upgrade informal settlements, aiming for a more equitable spatial distribution.

Spatial sustainability

This principle aims to promote land development within fiscal, institutional and administrative means of republic. It ensures that special consideration is given to protection of prime agricultural land, align development with environmental management instruments, and ensure that land development is in accessible and sustainable locations. The principle also emphasizes limiting urban sprawl and considering the costs of infrastructure and services for both current and future generations.

Principle of efficiency

The principle aims at optimizing the use of existing resources and infrastructure while minimizing negative financial, social, economic and environmental impacts. Development procedures must be efficient, ensuring that reasonable timeframes are adhered to in considering proposals. The efficiency minimizes financial, social, economic, and environmental costs.

Spatial resilience

This principle promotes flexibility in spatial plans, policies and land use management systems are accommodated-ensuring sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks. Environmental shocks-natural disasters such as floods and earthquakes. Natural shocks-occurs incrementally resulting from climate change, which normally goes unnoticed due to the delay in the effects of their impacts. Plans should ensure that vulnerable communities can sustain livelihoods despite these shocks

Good administration

Inter-governmental coordination at all spheres is vital to ensure an integrated approach to spatial planning and land development is guided by SPLUMA. Transparent processes of public participation are required in the preparation and amendment of spatial plans, policies, land use schemes and procedures for

development applications. It states that All levels of government must work together to integrate spatial planning and land development efforts, following SPLUMA's guidelines. Public participation must be transparent and inclusive when preparing or amending spatial plans, policies, or development applications. Government departments must align their inputs with other prescribed requirements.

Alignment

Spatial Planning, Land Management & Development (e.g. Municipal SDF and IDPs) must be grounded on the above principles. Municipal Spatial Development Frameworks (SDFs) and Integrated Development Plans (IDPs) must align with these principles, ensuring that spatial planning and land management contribute effectively to achieving set goals and objectives. For Frances Baard District Municipality, the IDP is aligned with SPLUMA principles, adhering to the legislative and policy requirements during its review process.

Conclusion

SPLUMA provides a framework for ensuring that spatial planning and land use management are conducted in a way that promote justice, sustainability, efficiency, resilience, and good governance. By following these principles, municipalities like Frances Baard District can work toward achieving balanced and fair development that meets the needs of all communities, especially those historically disadvantaged.

6.11 DISTRICT DEVELOPMENT MODEL

The District Development Model (DDM) aims to streamline planning and implementation at the district level across all three spheres of government. It seeks to improve service delivery and development outcomes by encouraging joint planning, coordination, and accountability among all stakeholders, including local municipalities, provincial governments, and state entities.

DDM also promote One Budget and One Plan approach, ensuring alignment between various plans such as the Provincial Growth and Development Plan (PGDP), the Provincial Spatial Development Framework (PSDF), and the Integrated

Development Plans (IDPs) of municipalities. This integrated approach should facilitate better planning and project implementation.

The Key Achievements and Actions:

- The Frances Baard District Municipality (FBDM) has taken on the responsibility of facilitating technical and political meetings, assisting with the compilation of the one plan, and ensuring progress reporting and coordination of catalytic projects.
- Technical and political coordination forums have been established and are regularly convened to monitor and coordinate the development and implementation of the plan.
- The "One Plan" has been gazetted for public input, and the catalytic projects identified in the plan are being implemented.
- Stakeholders are required to participate in developing and reviewing the plan, with FBDM ensuring proper consultation and communication.
- DDM Institutionalisation Road show was conducted after the adoption of the DDM regulations.

Challenges:

- **Poor Integration and Coordination:** Programs and projects are not always well-integrated or coordinated, which can delay implementation and affect outcomes.
- **Lack of Clarity on Rationale:** Some projects lack clear explanations of their purpose, making it difficult to align them with broader development goals.
- **Insufficient Collaboration:** There is a lack of full collaboration and integration among stakeholders, which hinders effective planning.
- **Spatial Mapping Requirements:** Many projects require spatial mapping, which may not always be available or fully developed.
- **Skills Gaps:** There are gaps in the skills required to fully understand and implement the District Development Model effectively.

Overall, while there has been significant progress in adopting and implementing the DDM in the Frances Baard District, addressing these challenges will be key to

achieving the model's full potential. Continuous stakeholder engagement, capacity building, and ensuring better coordination and integration will be essential moving forward.

6.12 AGRI-PARK

The National Department of Rural Development and Land Reform (DRDLR) commissioned a Master Agri-Park Business Plan per district municipality to operationalise the Agri-Park in 44 District Municipalities. The Policy Discussion Paper Series – Agriculture Parks Models for the Capital Region CR-FAIR 2013, stated that “an Agricultural Park is a park that is accessible to the public providing recreational and wildlife habitat at the same time as providing space and opportunity for a range of food growing and educational opportunities” whereas, DRDLR 2015; defined Agri-park as a networked innovation system of agro-production, processing, logistics, marketing and training and extension services, located in district municipalities. As a network it enables a market-driven combination and integration of various agricultural activities and rural transformation services.

Agri-Park comprises of three basic units: -

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

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

- Establish Agri-Parks in all South Africa's District Municipalities that will kick start the rural economic transformation for the rural regions;
- Promote growth of the smallholder sector by contributing to the new small-scale producers, as well as to the new jobs in agro-processing.
- Promote the skills of and support to small-holder farmers through the provision of capacity, mentorship, farm infrastructure, extension services, production inputs and mechanization inputs;

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

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

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

The FPSUs were operationalised as the first leg of the Agri-Parks Programme.

The Department has established 27 FPSUs, with each province having at least two or three FPSUs. The main idea behind the FPSU Model was household mobilisation, profiling, participatory planning services, business planning services for rural farmers and enterprises, and production plans for farmers.

The purpose of profiling was to lead to more effective policy planning and service delivery. It consists of gathering information on living conditions of households and their members in the various communities. The focus is on the most deprived rural areas. Results from profiling allow the Department to understand the make-up of the communities; select businesses and farmers to participate in the economic opportunities; and identify individuals from the communities who have got relevant skills to participate in employment and skills development opportunities.

Challenges:

- Limited understanding amongst stakeholders of the Agri-hub/park business model.
- Limited understanding of the scale of agri-parks in relation to spatial spread of agri-hubs and Farmer Production Support Units (FPSU).
- Lack of the clear directives amongst stakeholders as to the agri-parks ownership and governance.
- Gradual implementation of the Agri-park concept due to limited resources.
- Unclear on the ownership of Agri-Parks Assets (existing and to be developed).
- The implementation team has not yet fully engaged with the community.

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