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ACRONYMS

BBBEE – Broad Based Black Economic Empowerment

BP('s) -Business Plans

CDW – Community Development Workers

CWP – Community Work Programme

DITP – District Integrated Transport Plan

DMPT- District Municipal Planning Tribunal

EAP – Employee Assistance Programme

EMP – Environmental Management Plan

EPWP – Extended Public Works Programme

FBDM – Frances Baard District Municipality

GDP – Growth Domestic Product

GDPM- Growth Domestic Product

GIS – Geographic Information System

HSP – Housing Sector Plans

ICRM - Ideal Clinic Realization and Maintenance

ICSM - Integrated Clinical Service Management

ICT – Information Communication Technology

IDP – Integrated Development Plan

IUDF-Integrated Urban Development Framework

IHS – Integrated Human Settlement Plan

ITP – Integrated Transport Plan

IWMP – Integrated Waste Management Plan

LDP – Land Development Plan

LED – Local Economic Development

LM('s) – Local Municipality (ies)

LUMS – Land Use Management System
MFMA – Municipal Finance Management Act
MITS – Municipal Health System
MSA – Municipal Systems Act
MSCOA – Municipal Standard Chart of Accounts
MTSF – Medium Term Strategic Framework
NDP – National Development Plan
PMS – Performance Management System
RM – Risk Management
RRAMS -Rural Road Asset Management System
SDF – Spatial Development Plan
SMME – Small Medium and micro-enterprises
SONA – State of the Nation Address
WSDP – Water Services Development Plan

1. CHAPTER 1: THE PLANNING PROCESS

1.1 BACKGROUND OF THE INTEGRATED DEVELOPMENT PLAN (IDP)

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

The concept of Integrated Development Planning has its roots from the United Nation Conference on Environment and Development held in Rio de Janeiro in 1992. The Rio-Conference adopted Agenda 21 as a blue print for sustainable development. All member states were called upon to implement Agenda 21 by developing locally tailored-Agenda 21 called Local Agenda 21. South Africa embraced the principles of Agenda 21 in developing Integrated Development Plans; thus rendering IDP's – a Local Agenda 21 for South Africa. Consequently Agenda 21 principles are embedded in the Constitution of South Africa and in many other pieces of legislation of the land. However Integrated Development Plans are aligned to many other International conventions, Regional commitments, National and Provincial commitments and priorities.

The IDP is a legislative requirement, with a legal status and it supersedes all other plans that guide development at local government level. The National Sphere of government provided five (5) Key Performance Areas (KPAs) that

local government must adhere to, to implement the National vision. These KPAs are:

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

The FBDM objectives, projects and strategies 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 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 21- World Summit on Climate Change 2015.

NATIONAL LEGALISATION

- The Constitution of the Republic of South Africa (108) of 1996
- Municipal Systems Act (32) of 2000
- Municipal Structures Act (117) of 1998
- Municipal Demarcation Act (28) of 1998
- National Environmental Management Act (107) of 1998
- EIA-Regulations-2006

- National Land Transport Act (5) of 2009
- Municipal Planning and Performance Management Regulation -2001
- Municipal Finance Management Act (56) of 2003
- Intergovernmental Relations Framework Act (13) of 2005
- The National Housing Act (107) of 1997
- Municipal Property Rates Act (6) of 2004
- Disaster Management Act (57) of 2002
- Water Services Act (108) of 1997
- Public Finance Management Act (1) of 1999
- National Environmental Management: Waste Act (59) of 2008
- Spatial Planning and Land Use Management Act (16) of 2013
- Northern Cape Planning and Development Act (7) of 1998

WHITE PAPER:

These include, but not limited to the following:

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

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

- National Development Plan 2030
- National Spatial Development Perspective (NSDP)
- National Growth and Development Strategy (NGDS)
- Revised IDP Format Guide (Framework)
- Integrated Urban Development Framework (IUDF)
- SALGA Guidelines for Credible IDPs
- 5-year Strategic Agenda for Local Government

- Medium Term Strategic Framework 2014-2019
- Delivery agreement: Outcome 8
- Delivery agreement: Outcome 9

PROVINCIAL LEGISLATION AND POLICIES

- The Northern Cape Provincial Growth and Development Strategy (NCPGDS)
- 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
- Service Oriented Sector Plans

► Developmental Vision Sector Plans include the following: -

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

► Service Oriented Sector Plans include the following: -

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

- Sports and Recreation Plan, etc.

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

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

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

1.3 DISTRICT IDP FRAMEWORK AND PROCESS PLAN

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

- The plans and planning requirements binding in terms of national and provincial legislation on the district municipality and the local municipalities;
- Identify the matters to be included in the integrated development plans of the district municipality and the local municipalities that require alignment;
- Specify the principles to be applied and co-ordinate the approach to be adopted in respect of those matters; and
- Determine procedures for consultation between the district municipality and the local municipalities during the process of drafting their respective IDPs and to effect essential amendments to the framework.

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

FBDM in consultation with its local municipalities adopted the district framework and the following process plan for the review of the 2018/19 - Planning for 2019/20 financial year.

MONTH	PHASE	PLANNED ACTIVITIES	TARGET DATE	LEGISLATIVE REQUIREMENTS
July-Sept	Preparation (Analysis Phase)	<ul style="list-style-type: none"> Amendment of the district framework and development of the 2018/19 review District process plan Consultative meeting with the LM's regarding the process plan and district framework Submit the amended district framework and process plan to council for approval Publicize the Process plan 	July / August 2018	Section 28 (1) Municipal Systems Act 2000
		<ul style="list-style-type: none"> Assessment of the 2017/18 IDP 	Sept 2018	
Oct-Dec	Consultation (Projects)	<ul style="list-style-type: none"> District IDP Steering Committee Meeting 	Oct 2018	
		<ul style="list-style-type: none"> Undertake strategic planning workshop for the district municipality (Dry - run) 	Nov 2018	IDP guidelines
		<ul style="list-style-type: none"> Host final FBDM strategic planning session 	November 2018	
		<ul style="list-style-type: none"> Compile and disseminate strategic planning document 	December 2018	
January - March	Drafting (Integration)	<ul style="list-style-type: none"> Consolidate municipal priority issues and develop district-wide priority issues and strategies 	Feb 2019	
		<ul style="list-style-type: none"> Host the district IDP steering Committee meeting 	Feb/March 2019	

		<ul style="list-style-type: none"> • Prepare and finalise Draft District Integrated Development Plan 	March 2019	
		<ul style="list-style-type: none"> • Submit Draft District IDP to Council for adoption 	March 2019	Section 17 (3)(d) Municipal Finance Management Act 2003
April - June	Approval	<ul style="list-style-type: none"> • Advertise Draft District IDP in local newspaper for scrutiny and comments 	April 2019	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 2019	
		<ul style="list-style-type: none"> • Present Draft District IDP to IDP Rep Forum 	May 2019	
		<ul style="list-style-type: none"> • Submit final Draft District IDP to Council for adoption 	May 2019	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 2019	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 2019	
		<ul style="list-style-type: none"> • Post the approved District IDP on the website of the municipality and advertise summary in the newspaper 	June 2019	Section 21A- Municipal Systems Amendment Act 2003- Section 25 (4)(a-b) Municipal Systems Act 2000.

1.4 DESCRIPTION OF THE PLANNING PROCESS

The district municipality in close consultation with the local municipalities within the district adopted the framework and process plan in August 2018 as prescribed by Section 27 of the Municipal Systems Act of 2000.

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

As per the Municipal Systems Act (MSA) Of 2000, the IDP must be reviewed annually. To comply with legislation to review the five-year strategic document of the municipality, the district municipality ensured that a strategic planning session is also undertaken annually. The strategic planning session for the review of the 2018/19 financial year and planning for the 2019/20 financial year was conducted as follows:

Step 1- Workshop (IDP analysis on status quo, purpose of planning, structuring of objectives and plans for internal staff) (November 2018).

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) (November 2018).

Step 3- Final strategic planning session (final plans presented at a two-day workshop with all stakeholders present i.e local municipalities; councilors; FBDM staff etc, for further engagements and analysis) (January 2019).

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

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

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

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

Phase 4: Approval – The IDP will be submitted to council for approval of the draft by the end of March and final IDP approval by the end of May 2019.

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

	<ul style="list-style-type: none"> • Discuss inputs from local municipalities • Prepares and facilitates meetings
Municipal Officials	<ul style="list-style-type: none"> • Providing technical/sector expertise and information • Preparing draft project proposals
Civil society (Stakeholders/Communities)	<ul style="list-style-type: none"> • Representing interests and contributing knowledge and ideas (Public participation)

1.6 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 Councillors. 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, following approval by Council, will be distributed to all local municipalities and provincial departments for public comments and views. The FBDM IDP Representative Forum will be held in May 2019, where all local municipalities, sector departments, organized groups, and the private sector will be invited to provide comments and views on the Draft IDP.

2. CHAPTER 2: SITUATIONAL ANALYSIS

2.1 DISTRICT OVERVIEW

The Frances Baard District Municipality (FBDM) is a category C municipality and forms part of the five (5) District Municipalities of the Northern Cape Province. FBDM shares its northern boundary with the North West Province and its eastern boundary with the Free State province as illustrated in the maps below.

Furthermore, FBDM comprises of four local municipalities; Dikgatlong, Magareng, Phokwane and Sol Plaatje local municipalities. The district Municipality is located in Kimberley, which is less than 500 km away from Johannesburg in the North, less than 1000 km away from Cape Town in the South, and less than 800 km away from the port of Duran in the East. Figure 1 & 2 are maps illustrating the boundaries of the Frances Baard district.

The main Economic sectors of the District are as follows:

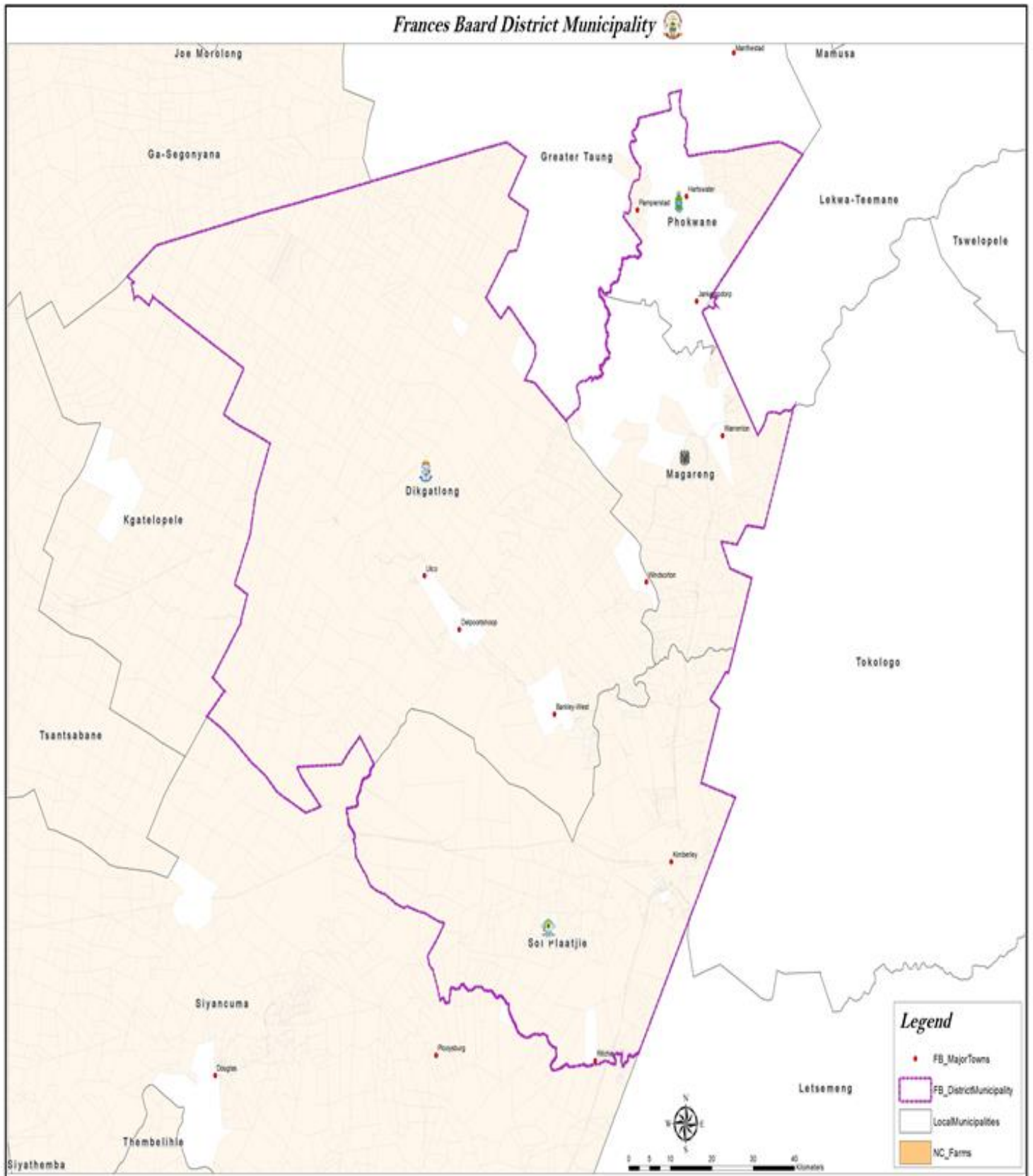
- ❖ Community Services: 28%;
- ❖ Finance: 22%;
- ❖ Trade: 15%;
- ❖ Transport 12%;
- ❖ Mining 10%;
- ❖ Agriculture: 4%;
- ❖ Manufacturing: 4%;
- ❖ Construction 3%; and
- ❖ Electricity 2%.

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

Figure 1: FBDM District Map



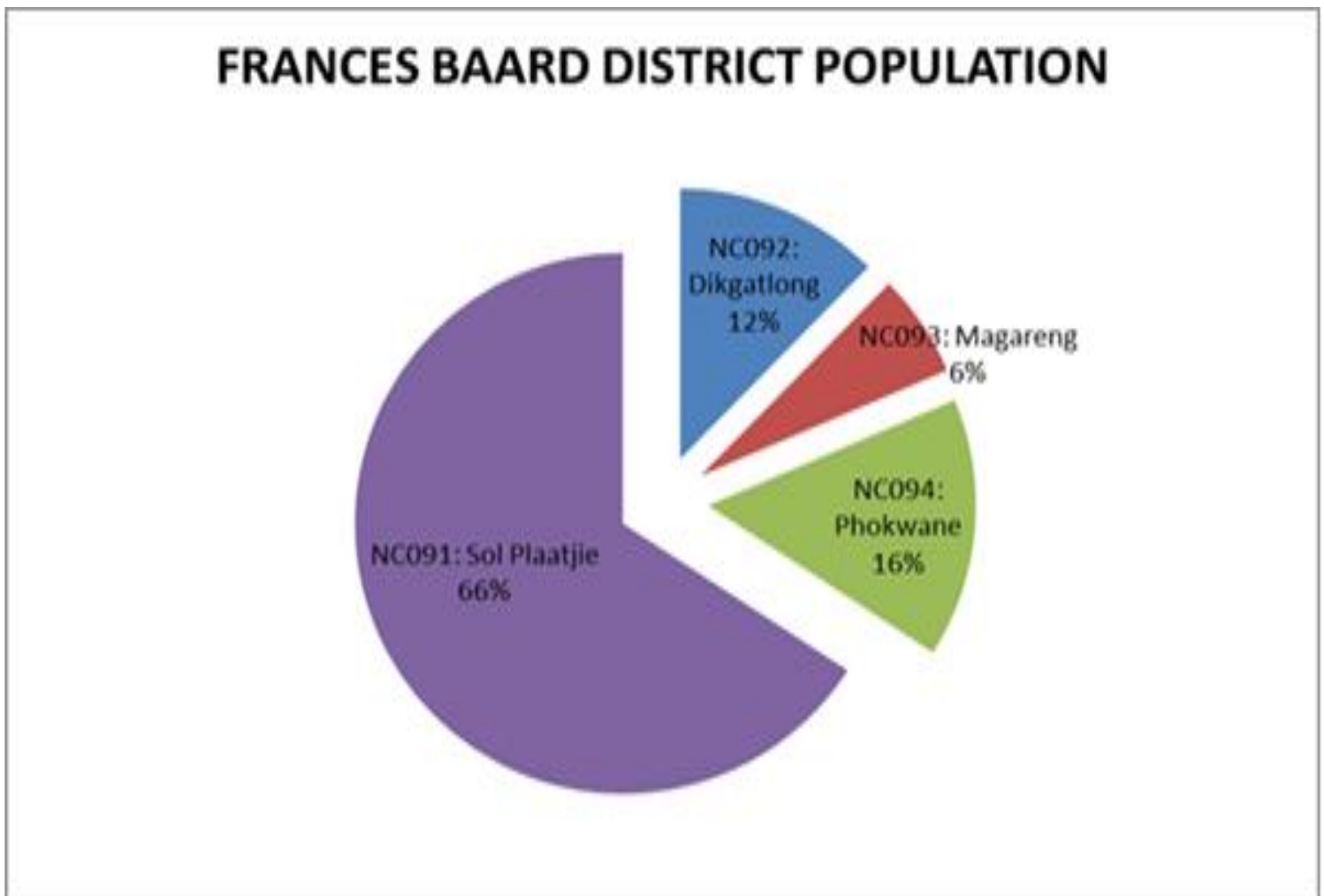
Figure 2: FBDM District Map 2



2.2 DEMOGRAPHIC COMPOSITION

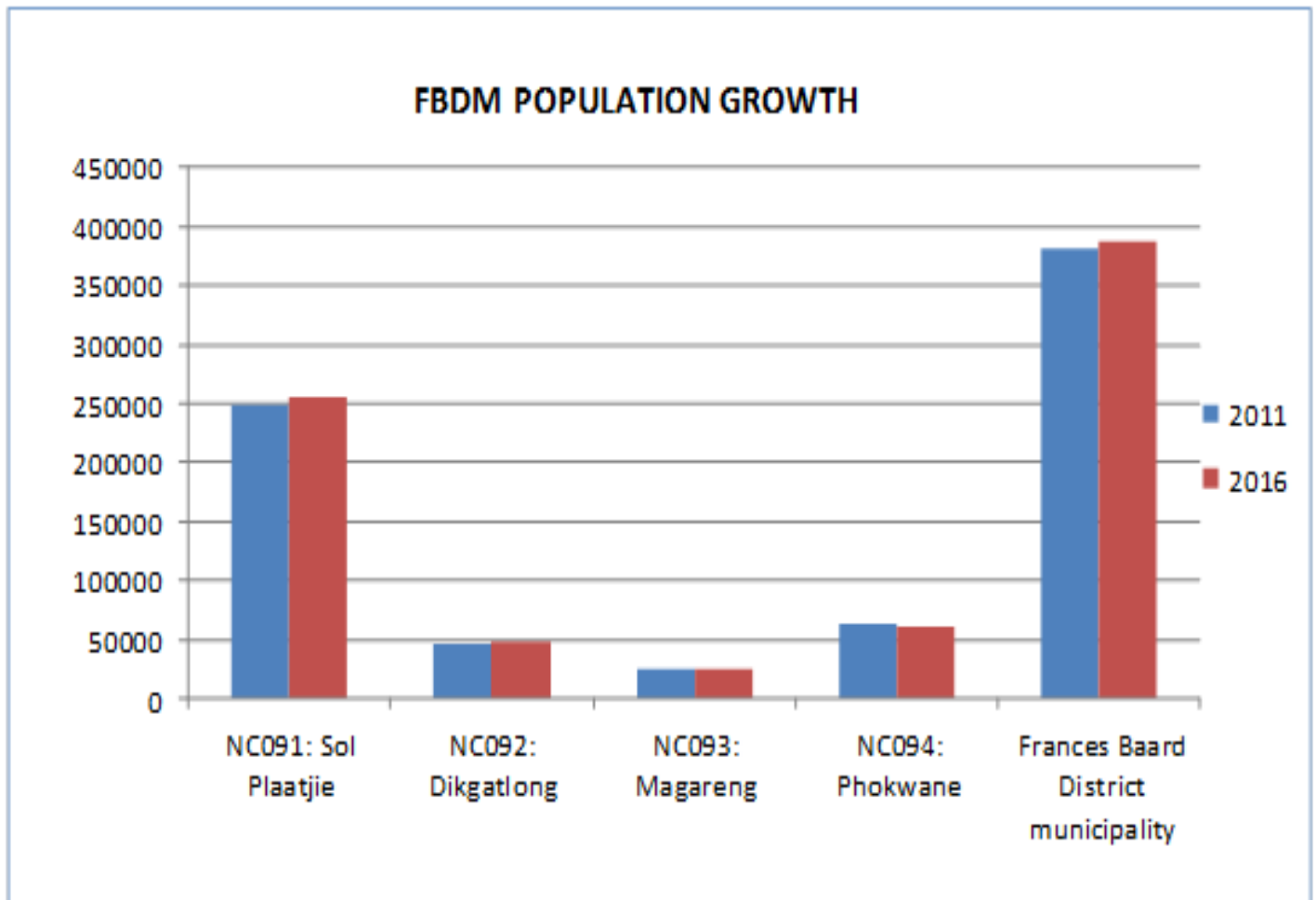
Currently, the Frances Baard District has a total population of 387 741 people, which represents 32.5% of the Northern Cape population. The chart in figure 3 clearly illustrates that Sol Plaatje consists of the largest population in the district of 66%, followed by Phokwane (16%); Dikgatlong (12%); and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

Figure 3: Frances Baard District Population



Source: Community survey, 2016.

Figure 4: District Population Growth



Source: Community survey, 2016.

According to the 2016 community survey, the Frances Baard District growth rate has increased by 1.5% since 2011 (382083 – 387741) (see figure 4 above). A slight growth in Sol Plaatje and Dikgatlong areas respectively (248037 - 255335) and (468339-481641). Followed by a decline in Phokwane and Magareng areas (63000 – 60168) and (24207- 24059). The changes in population growth rate may be due to various reasons such as migration, new births, death tolls, etc.

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

Table 1: Age Distribution

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

Source: Community Survey, 2016.

Although the statistics illustrated in table 1 depict that a large percentage of the district's population comprises of young people, the education levels in the district do not tell a pleasant story. According to the community survey of 2016, the District Comprises of large numbers of low levels of education. Table 2 exemplifies the state of education in the District.

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

Table 2: Level of Education in the District

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

Source: Community Survey, 2016.

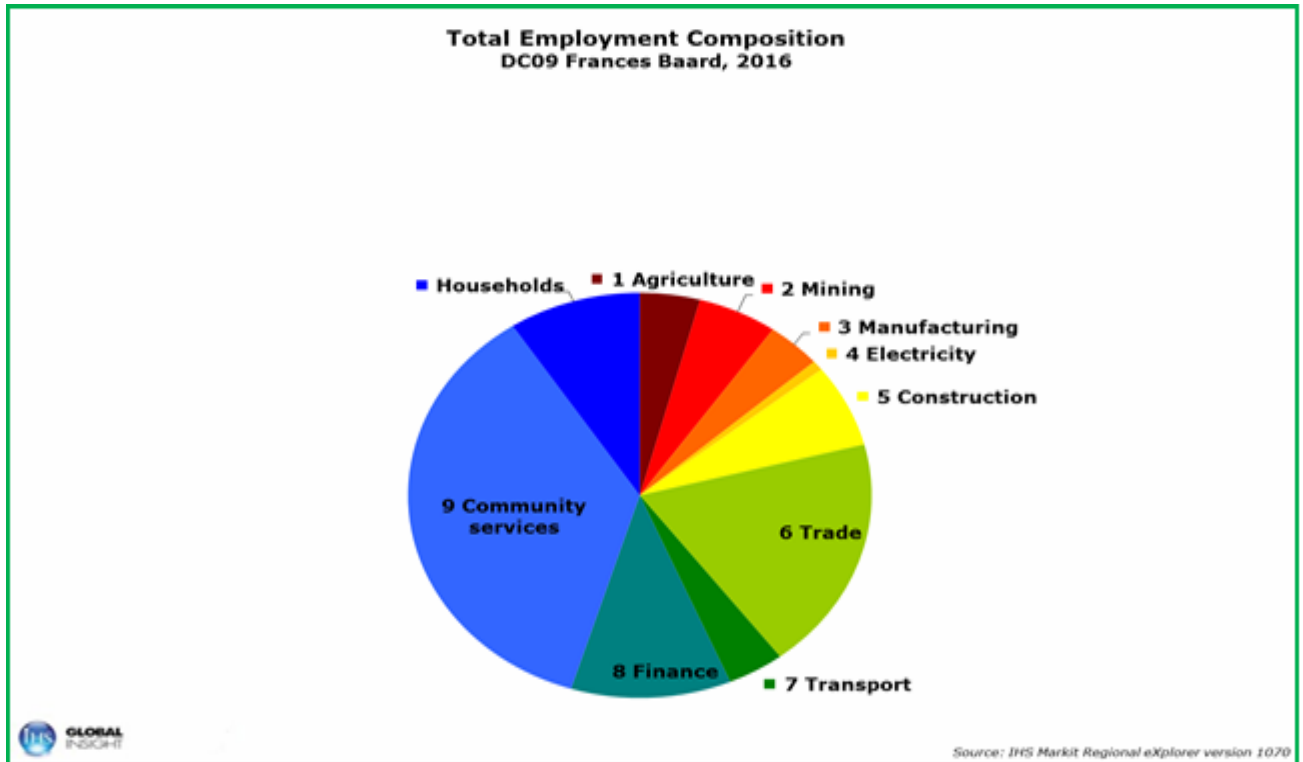
2.3 ECONOMIC ANALYSIS

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

In 2006 the GDP was 3.4% which saw a steady decline in 2009 to -4% due to the global recession. The slow growth from 2010 to 2012 was due to the global recession recovery and slow production in the primary and secondary sectors. Economic growth decreased from 2013 where it was 1.4% and in 2014 and 2015 to 0.4% and 0.3% respectively (see figure 6). This is due to a decline in domestic growth which severely affects the buying power of consumers in Frances Baard District which is a predominantly the services sector.

The District is still characterized by high rate of unemployment (39.4%). Phokwane (47.8%), Magareng (53.9%), Dikgatlong (44%) and Sol Plaatje (36.2%) as illustrated in figure 7. FBDM, through its local economic development initiatives seek to address such issues and improve the state of unemployment levels in the district.

Figure 5: Total Employment Composition



Source: Community Survey, 2016.

Figure 6: Economic Growth

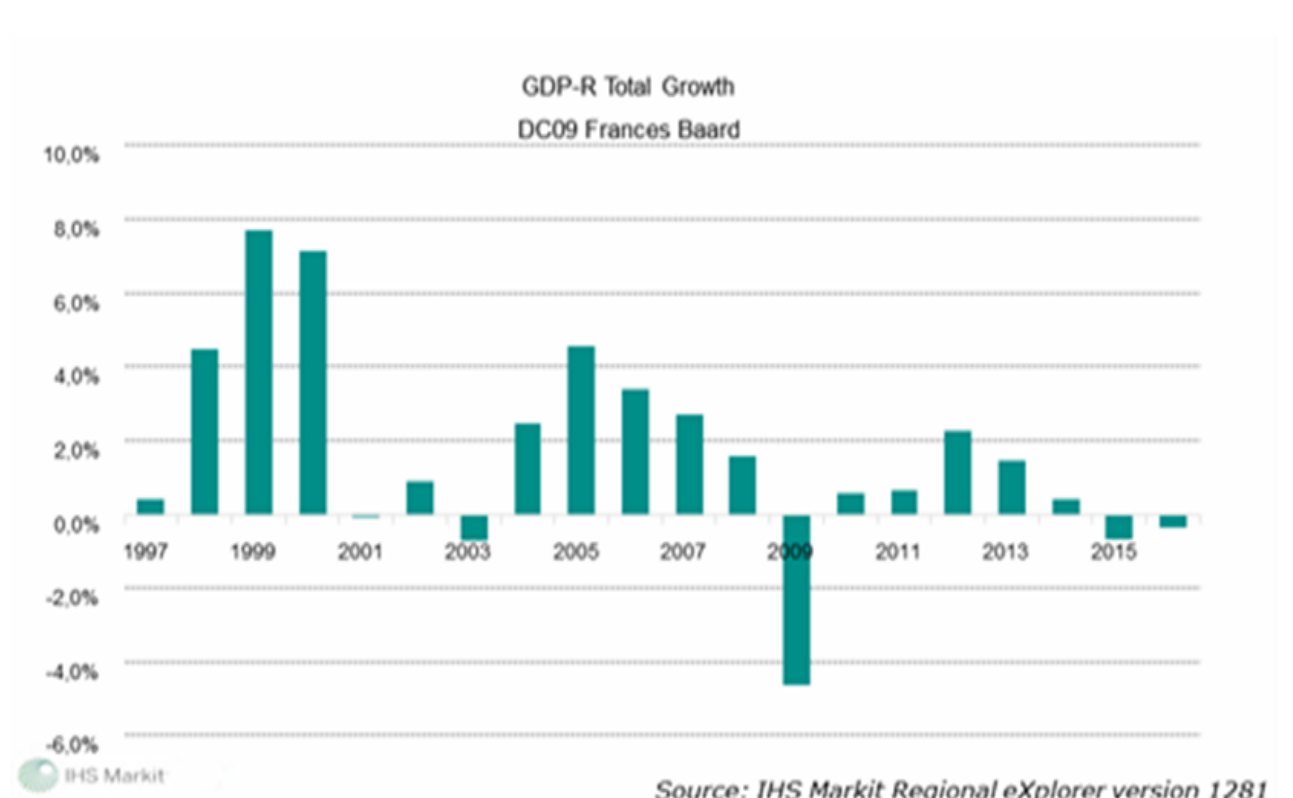
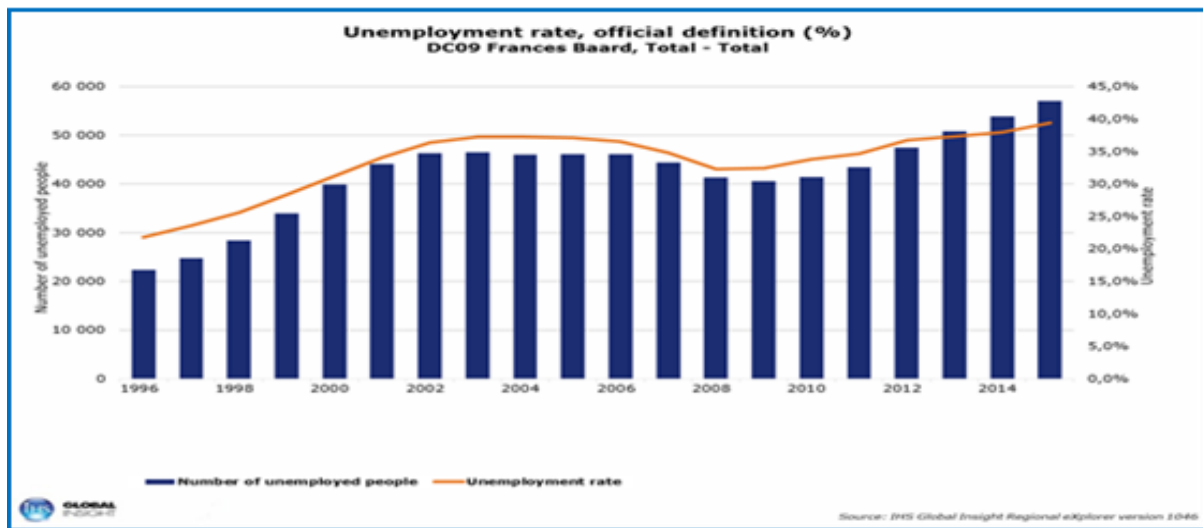


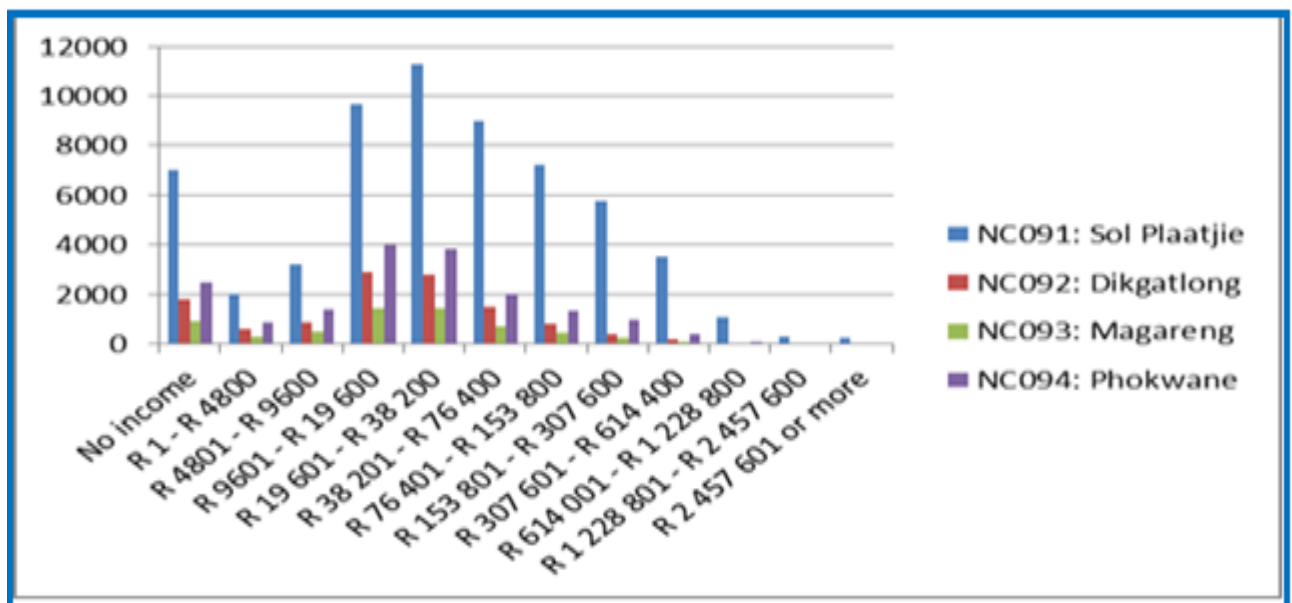
Figure 7: Unemployment Rate



Source: Global Insight, 2016.

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

Figure 8: Household Income



Source: Statistics South Africa, 2016.

2.4 DISTRICT ENVIRONMENTAL ANALYSIS

2.4.1 Health Analysis

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

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

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

A. The Epidemiological (disease) Profile of the District

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

- ✓ Tuberculosis;
- ✓ Human immunodeficiency virus [HIV] disease;
- ✓ Influenza and pneumonia;
- ✓ Cerebrovascular diseases;
- ✓ Hypertensive diseases;
- ✓ Ischaemic heart disease;

- ✓ Other forms of heart diseases;
- ✓ Certain disorders involving the immune mechanism;
- ✓ Chronic lower respiratory diseases; and
- ✓ Other natural causes.

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

An emerging matter of serious concern about the quadruple burden of disease is the rise in the non-communicable diseases which is evident in the district. This requires that different stakeholders implement different interventions that are aimed at reducing the fatalities of non-communicable diseases. Important in this regard will have to be the expansion and strengthening of preventative strategies such as health promotion.

B. The District Health Service Delivery Environment

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

There are only two district hospitals in the Frances Baard District (Connie Vorster Memorial Hospital – Phokwane and Prof. Z.K. Matthews - Dikgatlong), which puts a heavy burden and increased cost to Kimberley Hospital, which is a Tertiary Hospital. The principles of health system effectiveness and efficiency are gravely compromised by this arrangement. Proportional analysis of the services rendered to the broader population of the district means that

the two district hospitals service less than half the size of the district. For health care planning purposes, this implies that whilst looking at a long-term solution of building a district hospital in the Sol Plaatje Local Municipality, the department needs to move with the necessary speed to ensure the full operationalization of Galeshewe Day Hospital as a 24-Hour Centre and the proper capacitation of other PHC facilities in the district. Table 3 below shows the number of PHC facilities in the district.

Table 3: Primary Health Care Facilities

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

C. Trends in Key District Health Service Volumes

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

Table 4: Primary Health Care Service Volumes

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

Source: DHIS Pivot Tables

2.4.2 Disaster Analysis

The following table describes the major risks and disasters that may occur within the district. 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 5: Areas for Potential Disasters in the District

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

2.4.3 Spatial Analysis: Patterns and Trends

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

A. Housing

The demand for housing has increased significantly and to address the housing backlogs Frances Baard District Municipality should promote development principles which are; spatial justice, spatial sustainability, efficiency, spatial resilience, and good administration of the district and local municipalities. The distribution of land uses in a municipality clearly outlines the spatial configuration of the municipality. The ideal outcome is to change

the spatial footprint of the municipality (FBDM Housing Settlement Sector plan, 2017/18).

B. Agriculture.

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

C. Mining Activities

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

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

D. Urban Settlements

- ▶ The population growth will result in an increased demand for housing.
- ▶ Low income levels and high unemployment rate put pressure on housing subsidies, pensions and grants.

- ▶ Urban sprawl and encroachment on surrounding agricultural land is created.
- ▶ Accessibility is limited and becomes a crucial issue because of low density.
- ▶ Poor land and property ownership.
- ▶ Settlements still show spatial fragmentation.
- ▶ Poor provision of basic services

E. Rural Settlements

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

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

Magareng Local Municipality

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

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

- Explore the potential of the location on a development corridor between Phokwane to the north and Sol Plaatje to the south.
- Enhancement of the regional function of Warrenton supporting mining communities.
- Development of Warrenton as a dormitory settlement area to Kimberley.

- Professional development of the urban structure by means of renewal programmes and higher urban densities

Phokwane Local Municipality

Phokwane local authority 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, 2014).

Dikgatlong Local Municipality

Dikgatlong Municipality is situated immediately to the west of Sol Plaatje Municipality. The includes town such as Barkly West is situated on the R31 route to Kimberley, Delpoortshoop, Ulco and Windsotorn. The municipal area accommodates the following settlement areas: Barkly West, Delpoortshoop, 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 Solplaatje 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 Services Unit and the Housing Unit continues to support the three local municipalities, i.e. Dikgatlong, Magareng and Phokwane in infrastructure services and developing human settlements and working towards accelerating the delivery of sustainable human settlements within the district. The DM does not have any functions in direct service delivery but provides support and capacity through the above-mentioned units.

► Water and Sanitation

The DM provides assistance to the local municipalities with operation and maintenance funding for water and sanitation to assist in the eradicating of 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.

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

► Electricity and Energy

The availability of energy remains a serious resource challenge. In the last ten years the communities' access to electricity has significantly improved. Census 2011 survey indicates that over 85% of the households in the district have access to electricity for lighting. This leaves a gap of 14 743 households. FBDM has funded the electricity master plans for Dikgatlong, Magareng and Phokwane to help improve planning.

► **Roads and Storm Water**

The Rural Road Asset Management System (RRAMS) in the district will become partly operational in 2019. FBDM is currently part of this programme initiated by the national Department of Roads. The aim of this system is to provide information about the roads assets in local municipalities as well as conditional assessments. This will become an important tool to lobby for funding of future roads' projects.

Through the RRAMS programme it has already been established that there are about 2 085 km of gravel roads and about 975 km of paved roads as part of the municipalities' street networks. FBDM's grader operating team assist with maintenance of gravel streets in the local municipalities.

2.5.1.1 HOUSING

The Housing Unit continues to support the three local municipalities, i.e. Dikgatlong, Magareng and Phokwane in developing human settlements and work towards accelerating the delivery of sustainable human settlements within the district.

► **Service Level Agreements**

The district continues to assist the three local municipalities with the administration of the subsidy process, the subsidy applications in terms of the Housing Subsidy System and the National Housing Needs Register. This is done in line with the Service Level Agreements (SLA's) with Dikgatlong, Magareng and Phokwane. 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.

► **Consumer Education**

The educating of consumers on the human settlements processes and their responsibilities as home owners continues to be an essential part of the human settlements programme. The district municipality will continue to

plan for and conducted eight (8) Housing Consumer Education Workshops as part of the sustainable human settlements development process.

► **Local Municipalities**

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

► **Dikgatlong Local Municipality**

The Delpoortshoop 217 project is progressing well and several houses are already under construction. The project suffered some setbacks with labour disputes, but this was resolved, and the project is back on track for completion in 2019.

► **Magareng Local Municipality**

The Ikhutseng 1000 housing project continues with the emphasis remaining on the completion of phases 2 and 3 of the project. The process to develop the military veterans' houses is in progress and it is envisaged that construction will start in 2020.

► **Phokwane Local Municipality**

The Kingston 685 project continues to be hampered by slow construction progress. The district will continue to support this project.

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 Blue and Green Drop percentages have also generally improved, but no Blue or Green Drop was achieved.

- The number of capacitated and skilled personnel in municipalities must be increased.
- FBDM also provides assistance with O&M funding, management of the O&M of electricity services in some municipalities still needs to improve.
- Some municipalities struggle to pay their ESKOM accounts which leads to disconnections and disruption of services.
- Some renewable energy projects have been implemented.
- In the very rural areas the availability of bulk electricity makes connecting households difficult.
- Except for Phokwane LM, there are no road master plans for the different municipalities. Municipalities also do not have sufficient funds to budget adequately for maintenance of streets and storm water.
- Municipalities do not have sufficient equipment for road maintenance and spend large amounts on hiring of these needed 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 especially gravel roads.

2.5.2 LOCAL ECONOMIC DEVELOPMENT

2.5.2.1 LOCAL ECONOMIC DEVELOPMENT

Local Economic Development (LED) is an outcome; it is a continuous developmental process based on local initiative and driven by local stakeholders. It involves identifying and using local resources ideas and skills to stimulate economic growth and development.

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 local residents.

The purpose of Local Economic Development is to build up the capacity of a local area to improve its economic future and the quality of life for all. It is a process by which government, the private sector, labour and civil society work collectively to create better conditions for economic growth and employment generation.

Local economic development 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 district economy is still very much primary based and skewed towards the Sol Plaatje municipality economy. Sol Plaatje alone is responsible for just under 80% of the value addition in the district while the secondary sector contributes only around 7%. There are LED Priority issues planned to grow and develop the district economy. Some of these initiatives are:

- Establishment of economic clusters;
- Establishment of incubation hubs in all local municipalities;

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

Overall Challenges:

- **Diversification of the District economy**

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

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

This picture needs to drastically change if the district is to create the needed jobs and have a diversified economy. Diversifying the economy aims to maximize return by investing in different areas that would each react differently to the same economic shock(s).

- **Low Skills Levels**

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

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

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

- **Low Economies of scale**

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

- **Poor infrastructure for businesses**

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

- **Poor coordination and support for LED**

All the LMs are currently implementing LED strategies that they adopted. All LMS and the FBDM have functional but not effective LED forums structures. The participation of private sector is lacking and this renders the LED forums ineffective. There is a lot of working in silos as it relates to sector development and support, as a result the rand value or investment into the different sectors by Government and development agencies is diluted.

2.5.2.2 TOURISM

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

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

Overall Challenges:

- **Lack of functional tourist information provision**

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

- **Lack of brand awareness**

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

- **Limited Tourism capacity building**

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

- **Community Involvement**

Tourism must involve the local communities; through ownership and participation of tourism businesses for the economic benefits and job creation. FBDM need to facilitate the entrance of new tourism entrepreneurs

into the market; currently there are few local entrepreneurs involved in tourism businesses. Education information provision and awareness campaigns are conducted annually to advise communities on avenues, which are open to them on how to enter the market and succeed.

- **Local Tourism associations**

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

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

- **Packaged Tourism experiences (Route development)**

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

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2.5.3 INSTITUTIONAL DEVELOPMENT & TRANSFORMATION

2.5.3.1 ENVIRONMENTAL MANAGEMENT

Section 24 of the Constitution of the Republic of South Africa entrenches the right of all citizens to live in an environment that is not harmful to their health or well-being. Section 83 of the National Health Act, 2003 (Act 61 of 2003), defines municipal health services and clearly stipulates the responsibilities of municipalities in the performance of such services.

Environmental health comprises those aspects of human health, including quality of life, that are determined by physical, chemical, biological, social and psychosocial factors in the environment. It also refers to the theory and practice of assessing, correcting, controlling and preventing factors in the environment that can adversely affect the health of present and future generations.

The identification, evaluation, control as well as prevention through education of all those factors in the total environment which exercise a detrimental effect on individual physical, mental and social well-being and development. It also implies continuous efforts to educate and prevent individuals from affecting the environment in such a way that it becomes detrimental to their well-being and development.

► Municipal Health Services

The municipality started to render MHS on a fulltime basis from 1 July 2018 in Phokwane municipality. A service level agreement was reached with Sol Plaatje municipality to continue rendering MHS on behalf of FBDM for the next 3 years.

► Food safety

During the outbreak of Listeriosis in 2017/18, EHPs assisted with the recall of the indicated products after the source of Listeriosis outbreak had been identified by National Government. The MHS Section in conjunction conducted several raids at food premises to ensure that re-called products

were removed from the shelves. Awareness campaigns and radio-talks were also held to inform the communities about the disease and how to curb it from spreading.

South Africa's new food safety regulation, R638 of 2018 (regulations governing general hygiene requirements for food premises and the transport of food and related matters) was gazetted to replace R962 of 1999. New and existing food premises needs to apply for the renewal of their Certificates of Acceptability.

The EHPs in co-operation with the South African Police Services conducted inspections at various food premises to determine whether they are registered and that they do not sell fake and "expired" foods.

New EHPs will be trained as peace officers to enforce above legislation and to ensure that they comply with requirements. They will also work together with the planning sections from the local municipalities to curb the mushrooming of tuckshops.

► **Water quality monitoring**

Drinking water samples are collected monthly from communities, schools and clinics in Dikgatlong, Magareng and Phokwane local municipalities. Results are communicated to the relevant stakeholders and local municipalities and they are informed of the possible causes for non-compliance and recommendations how to improve the quality thereof. Awareness campaigns on how to render water safe for human consumption, are conducted in affected communities

► **Air quality management**

The MHS Section strives to reduce air pollution and improve the quality of air by identifying, investigating and monitoring pollution sources, and instituting remedial or preventative measures. Various campaigns were conducted in

communities and schools to sensitize the community and learners on air pollution and how to mitigate the effects thereof on human health.

Evaluations were done at industries with atmospheric emissions licenses to ensure compliance the applicable legislation. The District Air Quality Management Plan has been reviewed and adopted by council. Strategies from the Plan will be implemented which will further contribute towards cleaner air quality in the district.

The municipality worked together with The Provincial Department of Environment and Nature Conservation to successfully host the National Air Quality Lekgotla during October 2018 in Kimberley.

► **Waste management**

Illegal dumping of waste on open spaces and littering remains a huge challenge in the district. The EHPs embarked on clean-up campaigns in the various communities, only to see that the same areas are polluted. Local municipalities therefore must appoint peace officers to enforce their waste management by-laws.

Many of the landfill sites do not comply with the minimum requirements for landfill sites or managed effectively by the local municipalities.

Communities will be encouraged to embark on recycling initiatives and assistance will also be provided to the recycling plant in Barkly West to ensure that it utilized to its full capacity.

► **Climate Change**

The Deutsche Gesellschaft für Internationale (GIZ) assisted the municipality to develop a Climate Change Vulnerability Assessment and Climate Change Response Plan for the district. Key climate change vulnerability indicators were identified (see table below) which may be a risk to the impact of climate change. These indicators are important especially for the Environmental

Health and Disaster Management Sections to plan in advance for interventions to mitigate the effects of climate change in the district.

Table 6: Key Vulnerability Indicators For FBDM

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

Overall Challenges:

- Foreign owners of tuckshops have a limited understanding of the legislation and requirements and needs to be workshopped on the requirements;
- New EHPs must be trained as peace officers and Environmental Management Inspectors (EMIs) to enforce environmental health by-laws and legislation;
- Environmental Management Framework are currently reviewed.

2.5.3.2 DISASTER MANAGEMENT

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

The district municipality will review the District Disaster Management Plan. This process will also be used to review the disaster management plans for Magareng, Phokwane and Dikgatlong Local Municipalities. The District Disaster Management Advisory Forum has been established and is operational. Local Municipal Disaster Management Advisory Forums are operational in the above-mentioned local municipalities.

The lack of firefighting facilities and capacity (human and capital) in the district remains a challenge. Four fire protection associations are established within the district. They operate under the Veld and Forest Fires Act (Act 101 of 1998) and assist with combatting veldfires. FBDM has a maintenance programme in place to assist farmers with the maintenance of veldfire equipment

► Establishment of firefighting facilities within the FBDM jurisdiction

FBDM investigated the possibilities of establishing firefighting facilities at local municipal level. The best way to address this issue is to establish the services at the municipality which have been prioritised with the highest risk and with the highest population as identified in the District Disaster Management plan. The identified local municipality is Phokwane for the current period.

► **Establishment of the District Disaster Management Centre**

It is a requirement as per the Disaster Management Act (Act 57 of 2002) to establish a disaster management centre which had to serve all its municipalities.

Frances Baard concluded the planning stages for the establishment of the District Disaster Management Centre. Funding for this project remains a challenge. FBDM continues to explore different avenues towards realisation of a District Disaster management centre.

► **Funding Resources**

The disaster grant is used to implement the following:

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

Overall Challenges:

- The establishment of the District Disaster Management Centre.
- Local municipalities do not budget for contingencies.
- The availability of human capital and equipment to execute firefighting function and to respond as per SANS 10090 (Community Safety).
- The establishment of Fire stations in Phokwane, Magareng and Dikgatlong.
- Assistance to emerging farmers with regards to veldfires.
- Local municipalities not belonging to a Fire Protection Associations.

2.5.3.3 HUMAN RESOURCES MANAGEMENT

The District Municipality consists of one hundred and forty (141) employees excluding 28 councillors. Seven (7) females and fourteen (14) males occupy management positions. Figure 9 consists of the municipality's organogram.

► Human Resource Strategy

Our Human Resources Strategy is an elaborative plan of action which includes detailed pathways to implement Human Resources strategic plans and Human Resources plans. Each of these aspects have its own part within the overall strategic plan of the organization. For the successful implementation of the Human resources strategy we have four vital tasks that must be accomplished:

- Helping employees understand the strategy and comprehend the reason for the strategy.
- Augmenting employee commitment to the strategy.
- Streamlining employee dedication to the strategy.
- Realigning inter-departmental relations within the municipality

► Human Resource Development

One of the strategies employed to become a peer leader in this category of employers, is amongst others, creating an environment conducive to learning and development by allocation of adequate resources for purposes of employee education, training and development, as well as retention of critical and scarce skills.

The objective of Skills Development is to create a workforce empowered with the necessary and continuously upgraded skills, knowledge and qualifications in order to increase productivity and competency levels of employees. It is also essential to identify developmental opportunities and address challenges to meet new demands of changing technologies and labour market demands that will contribute effectively to the economic growth of the District at large. FBDM has accommodated at least 1% in its budget for continuous investment

in employees, councilors as well as the unemployed communities, particularly youth, through training development initiatives.

► **Labour Relations**

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

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

The LLF, as a conflict resolution and consultative forum, of FBDM been clearly established and is fully functional. With a stable, active and properly functional LLF in place, the focus is to be directed at the maintenance of its active and functional status for the sustainability of its operations. A plan, which is to be embedded in the HR strategy, shall be implemented to ensure that the momentum of the current operational efficiency is maintained.

► **Employment Equity**

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

► **Health and Safety**

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

► **Employee assistance and wellness**

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

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

► **Recruitment and Selection**

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

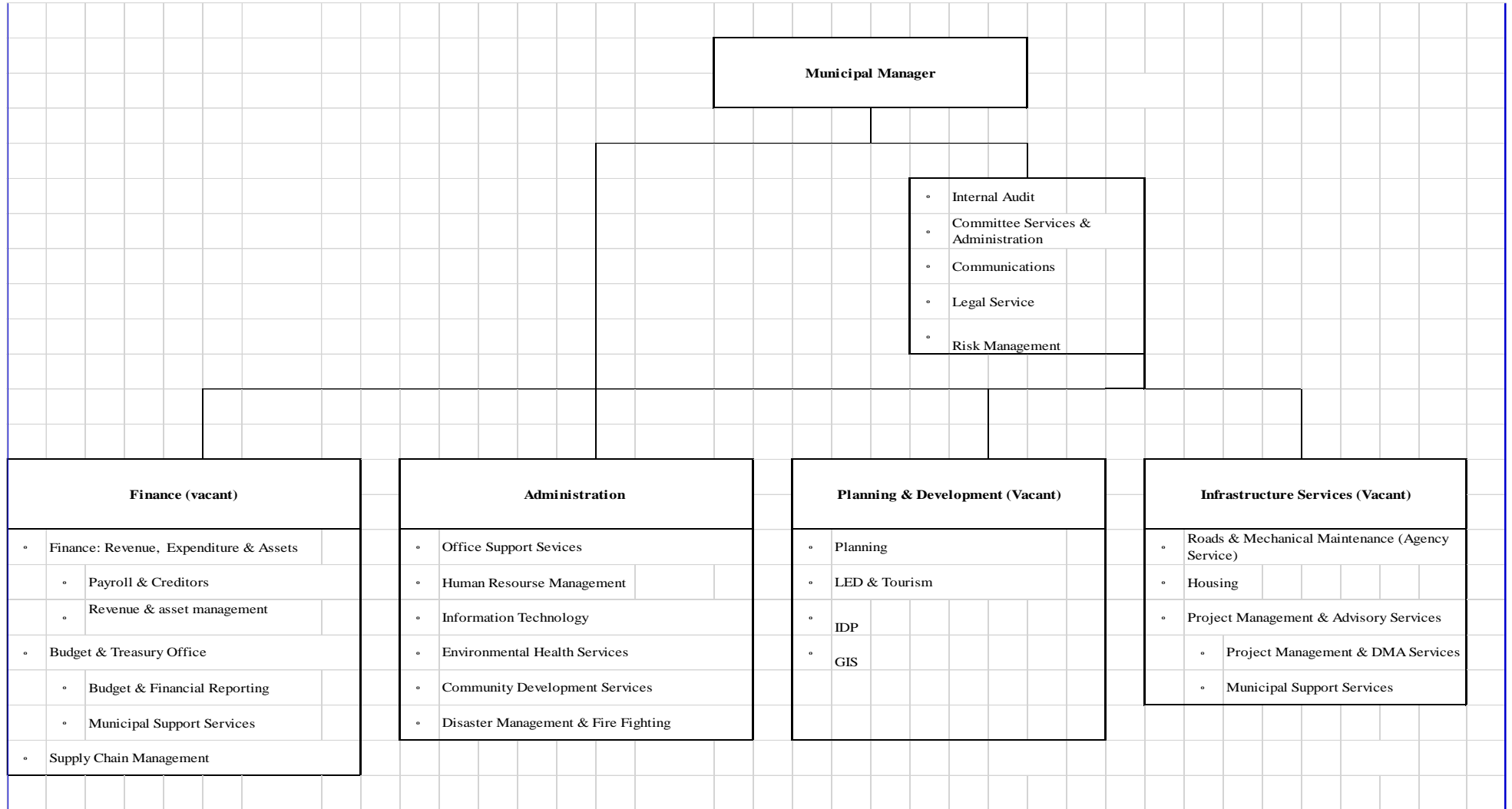
FBDM remains attentive to an effective recruitment and selection process. These processes include matching up the right person with the right job skills. Intensive interviews and background checks assist in identifying candidates who are most suitable to ensure that vacancies are filled with individuals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

Overall Challenges:

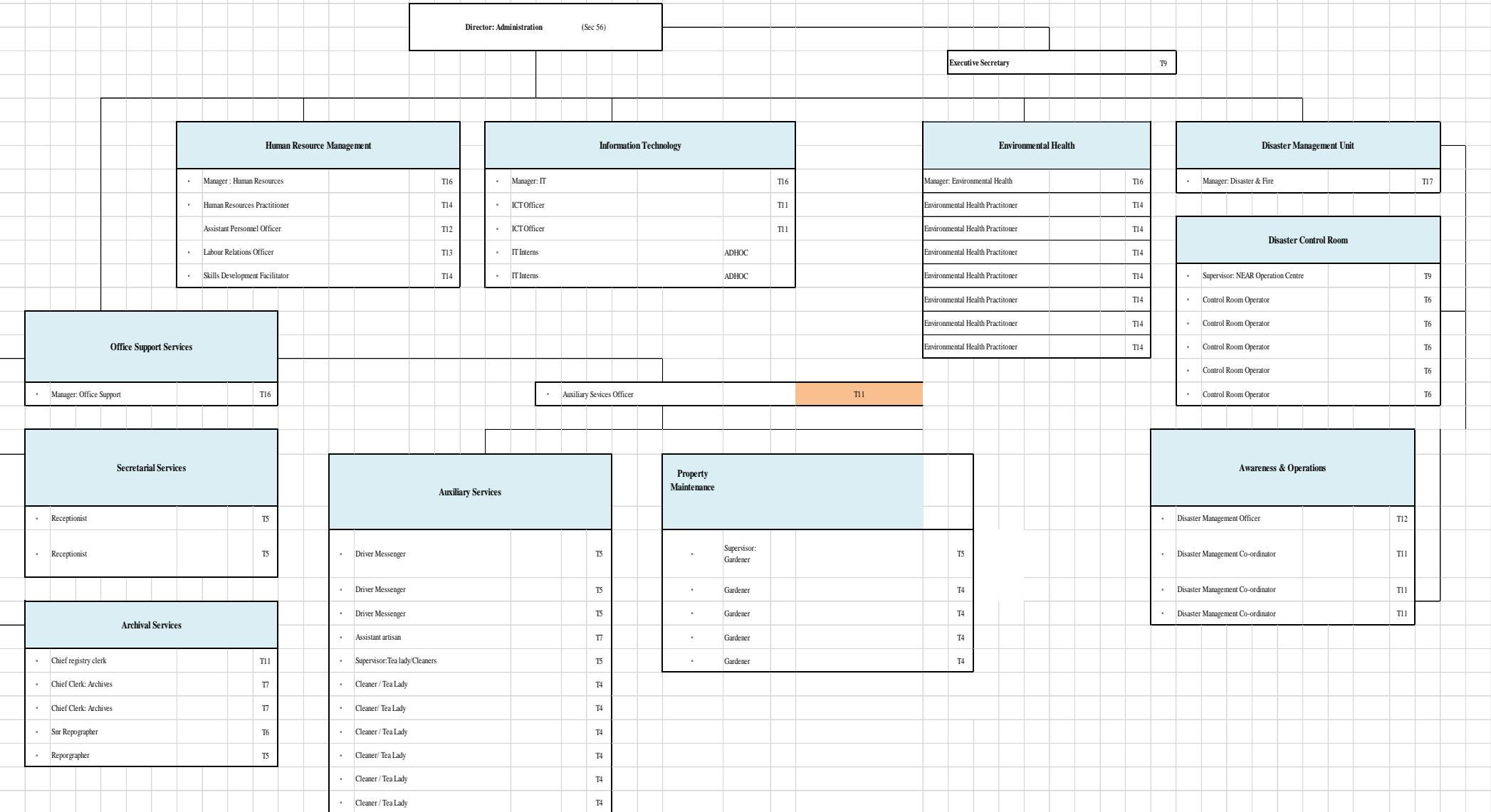
- The recruitment and retention of scarce and critical skills remain a challenge for FBDM. To deal with this challenge with a view to stabilizing the workforce and stem the loss of talent, a policy on the retention of scarce and critical skills had been developed and approved. An implementation plan for the administration of the policy is to be developed.
- Despite the utmost professionalism with which the function is being handled, EAP is still regarded with skepticism and beset with credibility challenges and afflicted by negative stigma by the workforce of FBDM. In the endeavor to deal and reverse the challenge of negative perception and debilitating stigma, a well plan will be put in place to positively market EAP and internally brand FBDM as a caring institution which has the welfare of its employees at heart.
- The challenge experienced currently is the lack of general safety awareness and health consciousness amongst staff. This gap will be addressed through the development and rollout of suitable health and safety awareness programmes and campaigns.
- The looming challenge, however, is in respect of the difficulty of recruiting people living with disabilities. Despite all efforts, people living with disabilities continue to not be responsive to the recruitment advertisements of FBDM. To redress this anomaly, a plan is to be established and implemented. The plan will, amongst other remedial actions, contain initiatives intended to ensure that all recruitment adverts are understandable, user-friendly, and have an appeal towards women and people living with disabilities, including having a wide reach and coverage of the entire district.

Figure 9: FBDM Organogram

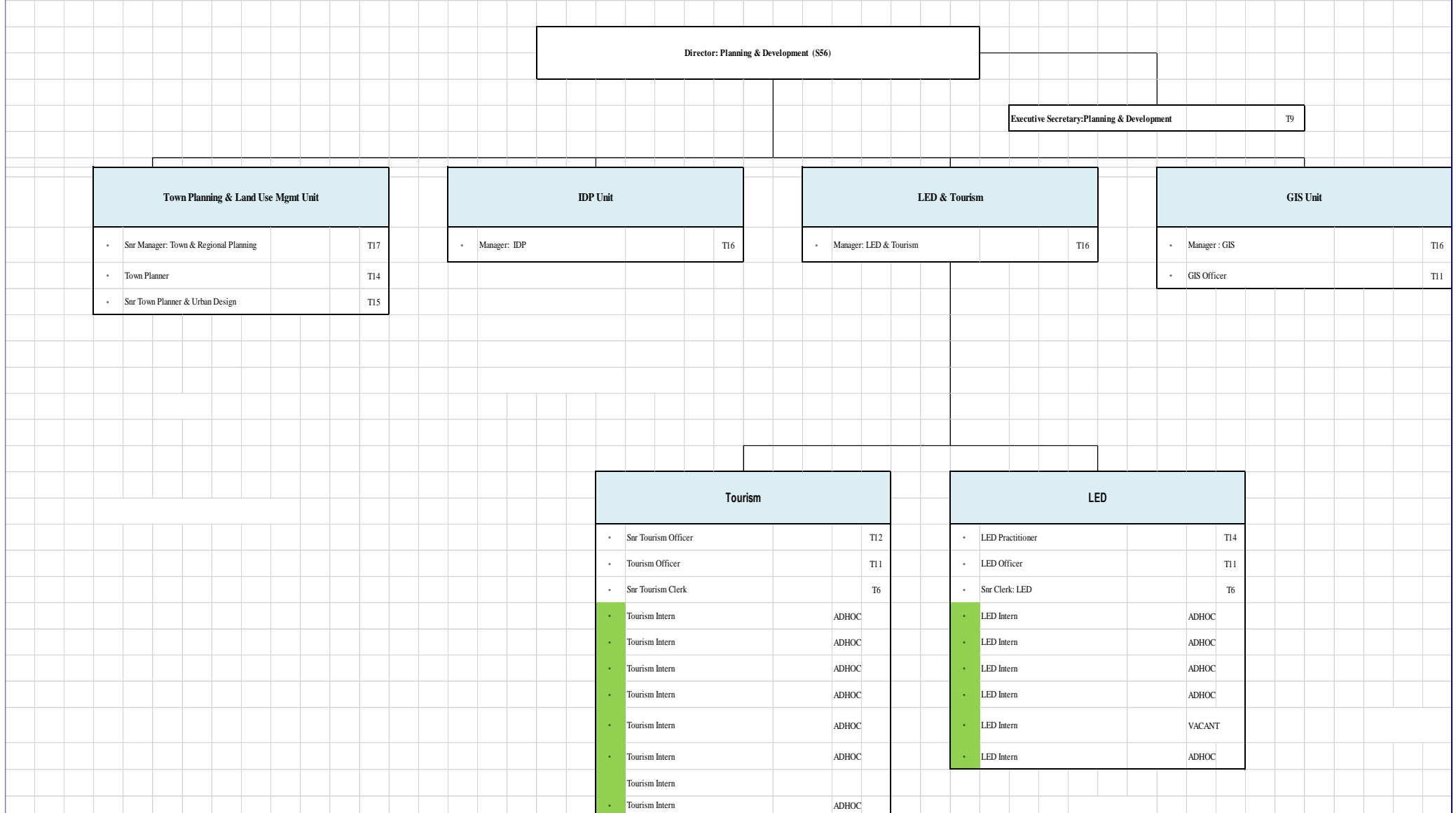
TOP STRUCTURE



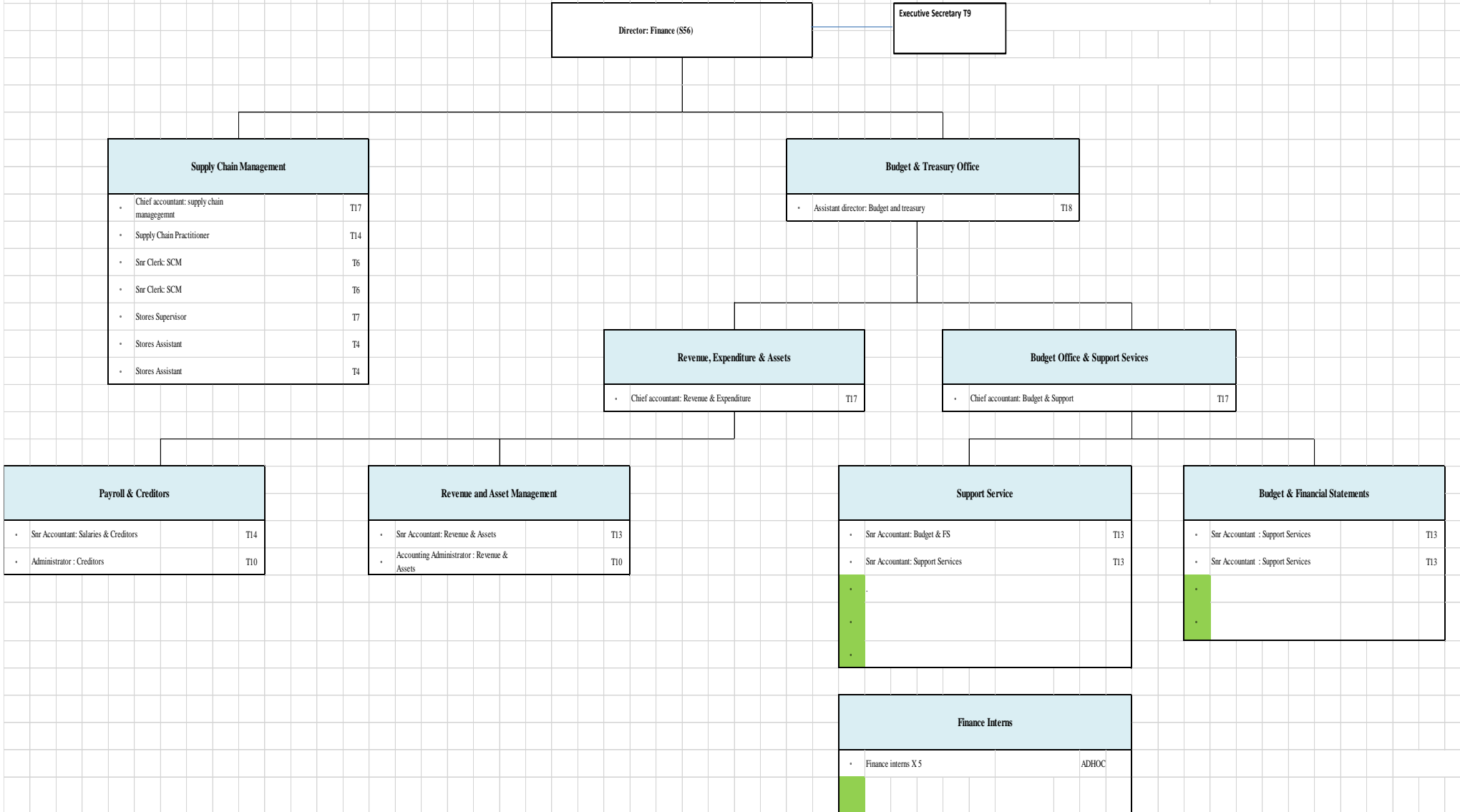
ADMINISTRATION



Directorate : Planning & Development



FINANCE



OFFICE OF THE MUNICIPAL MANAGER

Municipal Manager - S56

Personal Assistant: Municipal Manager T10

Internal Audit		
	Manager: Internal Audit	T17
	Snr Internal Auditor	T14
	Internal Auditor	T11
	Audit Interns	ADHOC
	Audit Interns	ADHOC

Communication		
	Manager: Communications & Media	T16
	Communication Officer	T11
	Assistant Communication Officer	T10

Committee services & PMS Unit		
	Manager : Support Services	T16
	Administration Officer	T11
	PMS Practioner	T11
	PMS Intern	ADHOC
	PMS Intern	ADHOC
	PMS Intern	ADHOC

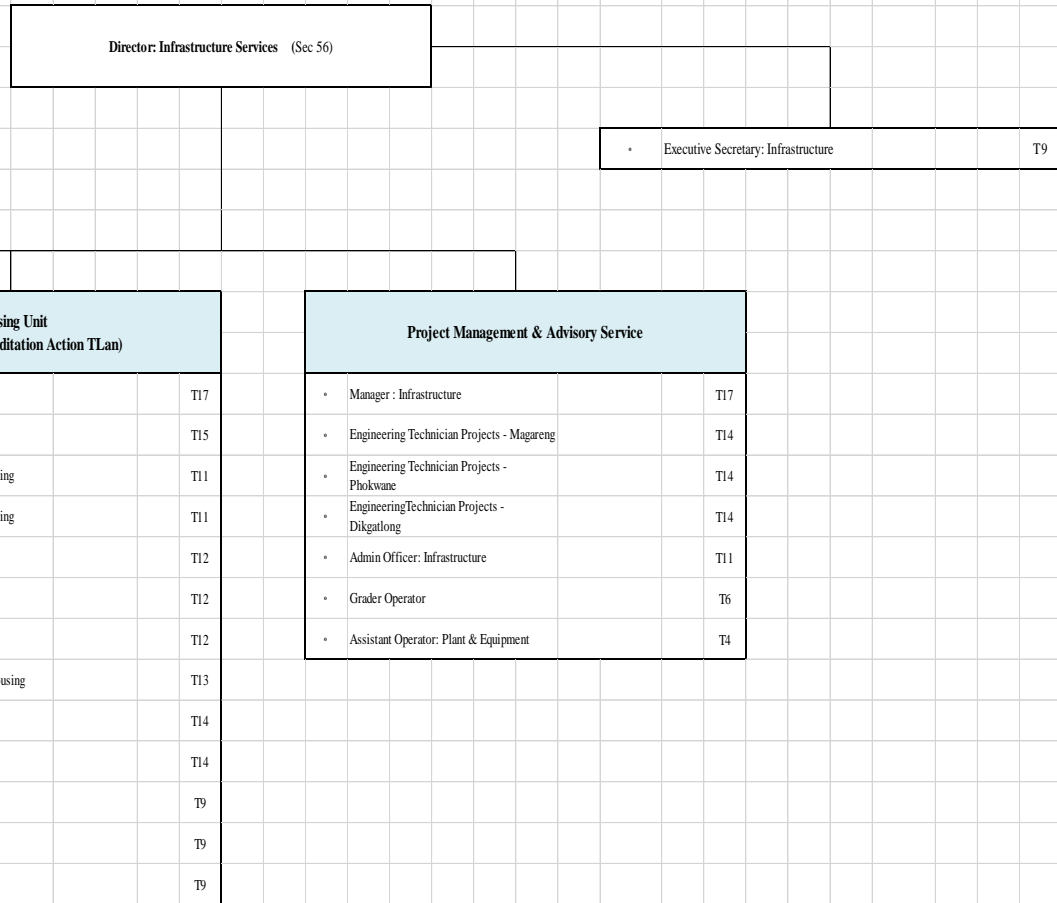
Committee services & PMS Unit		
	Manager : Legal services Services	T17
	Lega services intern	Adhoc

Risk management		
	Manager: Risk Management	T16

Political Office		
	Office Manager – Executive Mayoral Office	T14
	Personal Assistant – Speaker	T9
	Executive Secretary - Speaker	T9
	Personal Assistant: Executive Mayor	T9
	Executive Secretary - Mayor	T9
	Special Programs Officer	T11
	Administrator: Committee	T9
	Mayoral Driver	T7

Youth desk		
	Manager: Youth Co-ordination	T14
	Youth Co-ordinator	T11
	Youth Co-ordinator	T11

Infrastructure Services



2.5.3.4 RECORDS MANAGEMENT /OFFICE SUPPORT

Frances Baard District Municipality continues to be compliant with the records related legislation with minimal challenges. Challenges emanate from the fact that we do not have our own records centre for disposal and appraisal of records, as a result, FBDM depends on external bodies.

FBDM is steadily moving towards a full electronic management records management. The following benefits to be achieved:

- Address the management of committee meeting items and the placing of such items on various portfolio committee meeting agendas and council meeting agendas;
- Address the management of council resolutions on a task-based basis and to do proper reporting to council on concluded and active council resolutions;
- Address records management in a holistic and comprehensive manner as dictated by both Provincial and National Archives;
- Facilitate the automatic creation of agendas and minutes for council meetings;
- A computerized environment which enables the creation, capture, organization, storage, retrieval, manipulation and controlled circulation of documents regardless the specific format;
- An electronic system that contains business rules to manage records to ensure that they are authentic and reliable; as well as user-friendly.
- Enable the sharing of information amongst all officials;
- System collaboration which will enhance productivity
- Integration with different applications; e.g. (e-mails, VIP, GIS, etc.)
- MSCOA (Municipal Standard Chart of Account) compliant, as to align the business processes and our services to meet our requirements.

FBDM is vested with the responsibility to render records management support to Sol Plaatje, Magareng, Dikgatlong and Phokwane local municipalities to build capacity in the local municipalities. It is in response to this call that the

FBDM has developed a records management support plan on how to assist the local municipalities. This entails processes of status quo assessment, challenges, recommendations, and remedial action to be taken by the municipality in addressing the challenges identified.

Magareng, Dikgatlong and Phokwane do not have appointed Records Managers to oversee the management of the corporate records; hence most records management operations are not being addressed accordingly. The status quo of the three local municipalities; Magareng, Dikgatlong and Phokwane have not yet changed as per the inspection conducted in November 2018. Therefore, there are still gaps within those municipalities in terms of compliance with the Provincial Archives Act.

The local municipalities also receive poor budget allocations for records management functions; hence affecting the daily operations at the local municipalities. FBDM continues to make recommendations and advocate to local municipal councils at relevant platforms for issues relating to records management.

Overall Challenges:

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

2.5.3.5 INFORMATION COMMUNICATION TECHNOLOGY (ICT)

Institutions rely on Information Communication and Technology (ICT) to store, process and share information. When ICT is implemented correctly, it can improve the effectiveness of providing basic services to the communities by allowing management to have access to critical information to make informed decisions and for key stakeholders to have access to municipal resources.

The district municipality has identified several challenges facing local municipalities regarding their ICT environment. The following are some of their challenges:

- 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.

To mitigate some of the above identified challenges, FBDM has started a process of increasing internal capacity, which will ensure critical systems of local municipalities will be hosted internally at FBDM. FBDM will be taking advantage of the transversal contracts implemented by National Treasury, to ensure there is uniform environment within the district.

Overall Challenges:

The district is currently experiencing the following challenges, which hampers its ability for fully take advantage of the benefits of ICT:

- Currently there is no direct connectivity within the district; which results in high operational cost within the district due to duplicate efforts and systems;
- Inadequate governing structures within the district to align ICT operations to the overall strategic goals of the district;
- Inadequate resources and human capacity to support the operations of ICT in local municipalities;
- Inadequate business continuity plan within the district to support the district in the event of a disaster; and
- Funding challenges within local municipalities to fund operations of ICT.

2.5.3.6 SPATIAL PLANNING

Frances Baard District Municipality offers spatial planning support to Sol Plaatje, Magareng, Phokwane and Dikgatlong local municipalities. However, more focus is on Magareng, Phokwane and Dikgatlong Local Municipalities. In addition to limited planning tools, these municipalities are characterized by limited institutional planning capacity as compared to Sol Plaatje local municipality.

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

The district is committed to assist the Local Municipalities within its area of jurisdiction to implement the Spatial Planning and Land Use Management Act, 2013. The district will continue to ensure that the Local municipalities are provided with the:

- Review of the spatial development frameworks;
- Review of the land use management schemes;
- Financial assistance and capacity building;
- Preparation and adoption of the new land development applications tariffs;
- Facilitate the District Municipal Planning Tribunal (DMPT) joint sittings;
and
- Establishment of the Appeal Authority.

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

Frances Baard District Municipality, Phokwane Municipality, Dikgatlong Municipality and Magareng Municipality have agreed to establish a District Municipal Planning Tribunal (DMPT) in order to receive and dispose of land development applications and land use applications. The DMPT was established and has been operational since November 2016. The DMPT is currently operating effectively and efficiently with no challenges. The committee convenes monthly depending on the development applications received from local municipalities.

► **Spatial Development Frameworks**

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

The SDFs for Magareng, Dikgatlong, Phokwane and Frances Baard District Municipalities have been approved with an exception of the Sol Plaatje SDF which is currently under review and will be completed within 2018/19 financial year. The FBDM's SDF will be reviewed in the 2019/2020 financial year while the Phokwane and Dikgatlong Municipalities' SDFs will be reviewed in the 2020/21 financial year. Magareng SDF will be reviewed in the 2021/22 financial year.

► **Land Use Schemes**

The purpose of land use scheme is to ensure comprehensive management of all land within the area of jurisdiction of the municipality. The management is enforced by adhering to specific guidelines contained within the scheme. In terms of section 24 (1) of the Spatial Planning and Land use Management Act, 2013 (Act No. 16 of 2013) "*A municipality must, after public consultation, adopt and approve a single land use scheme for its entire area within five years from the commencement of SPLUMA*". The Land use scheme guidelines 2017, defined land use scheme as a planning tool that allows or restricts certain

types of land uses to a certain geographical area (zones or zonings). It is legal instruments that the municipal used to manage and regulate the existing and future developments in accordance to the vision and strategies of the Integrated development plan and Spatial development frameworks.

Frances Baard District Municipality has facilitated the preparations of the Land use schemes of Phokwane, Dikgatlong and Magareng Municipalities. The schemes have been adopted by the respective council. Dikgatlong and Phokwane municipalities land use schemes have been reviewed, adopted by Council and gazetted in the 2017/2018 financial year to ensure that their complying with SPLUMA. Magareng land use scheme will be reviewed and gazette in 2021/22 financial year. The schemes are developed with reference to the Department of the Rural development and land reform land use scheme guidelines of 2017

Overall Challenges:

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

2.5.3.7 GEOGRAPHIC INFORMATION SYSTEMS (GIS)

GIS is a system designed to capture, store, manipulate, analyze, manage, and present all types of geographical data. The technology takes the key word in the study of Geography which means portions of data is spatial.

The unit maintain analytical and technical skills set to effectively and efficiently implement projects that tie to assets of the municipalities and with inclined studies or analysis undertaken to the environment and land administration management, e.g. land audit, billing analysis, asset management, land use surveys, etc.

The district inventory is from data sourced from different sources such as departments and industry vendors, that serve as a base information deployed for planning and decision making.

The technical GIS environment runs on two workstations, GIS server, plotter, A4 printer and four Trimble Juno GPS handheld units to facilitate survey, data capture and updates. The mapping software platform is run from ArcGIS platform of Esri SA. Frances Baard District Municipality has registered web portal (www.francesbaardgis.co.za), which has been running on Silverlight and have implemented a new addition to the features of GeoCortex for viewing on mobile devices, e.g. phone, tablet, computer, etc. FBDM provides support to three local municipalities (Phokwane, Magareng and Dikgatlong) in various operations with spatial representation of the municipal assets and land parcels.

► Areas of application:

- Infrastructure development
- Disaster management
- Environment
- Spatial planning
- Tourism

Overall Challenges:

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

- GIS Server – the repository storage for data sets and licenses for operation and support requires intensive upgrade. Frances Baard DM GIS website service is deployed and hosted, maintained and updated externally. The unit hones the skills of GIS Officer to acquire knowledge necessary; to in the future see the services rendered locally.
- Staffing – GIS operations in local areas is hindered by the lack of capacity in local municipality. The initiative to institute services of GIS champion in the three municipalities (Magareng, Phokwane and Dikgatlong) is a challenge, due to the budgetary constraint the following prevail:
 - Magareng local municipality – currently is vacant and plans to institute relieve has not been successful. It is economically not viable due to budget and space locally, but still going through the process for consideration;
 - Phokwane local municipality – there is a champion with capability and knowledge to serve locally; and
 - Dikgatlong local municipality – there is champion with capability and knowledge to serve locally.

2.5.3.8 PERFORMANCE MANAGEMENT SYSTEMS

Frances Baard District Municipality has an established performance management which is in line with chapter 6 of the Municipal Systems Act no 32 of 2000, as amended, and the performance management regulations of August 2006. The municipality also ensures that it implements and maintains a performance management system (PMS) which is commensurate with its resources; best suited for its circumstances and in line with the priorities, objectives, indicators and targets contained in its IDP.

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 (sections 54A and 56 managers).

FBDM 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 all local municipalities, with emphasis on Dikgatlong, Magareng and Phokwane should have functional performance management systems.

2.5.4 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

2.5.4.1 COMMUNICATION AND MEDIA

More and more the emphasis for communication at local government level has shifted towards participatory communication. It is important to keep the community involved in all stages of development projects and thereby getting their buy-in and understanding. Aligning messages of government is important and closer cooperation between municipalities and the other spheres of government has grown in importance to ensure that one government message is taken to the communities.

However, 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.

► External Communication

a) Public Participation

Through public participation the community is given the opportunity to actively participate in the actual planning process, including the identification of needs, the identification of solutions and the prioritization of projects. The emphasis on public participation has increased and it is crucial that the Frances Baard District Municipality and its local municipalities align their public participation plans to ensure optimal stakeholder engagement.

b) Communication Strategy

Effective strategizing and planning for communication is still lacking and the alignment of communication strategies across the district is crucial to ensure that communication activities across the district are coordinated and focussed on the needs of stakeholders. Social media users are growing rapidly year-on-year, thus making the inclusion of social media into the media plans that much more important. The district municipality will be assisting with the

development of communication strategies at local municipalities to improve coordination of communication activities.

c) Communication Forum

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

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

► Internal Communication

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

► Support to local municipalities

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

Overall Challenges:

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

2.5.4.2 INTERNAL AUDIT

The mandatory responsibilities of internal audit are set out in section 165 of the MFMA and section 45 of the MSA of 2000. Internal audit is an integral component of internal control, risk management and is party to the structures of those charged with governance.

The objective of internal audit in discharging its duties is providing the necessary assurance and advisory services to the municipality including Magareng and Dikgatlong local municipalities. Audit plans are developed annually to carry out audits which are informed by risk assessments in addressing the underlying non-compliance and lack of controls amongst the risk universe.

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 striving to support Magareng and Dikgatlong local municipalities on internal audit services with all its resources.

The audit, performance and risk committee is also extended to support the two local municipalities. Quarterly meetings of the audit committee are held to report on internal audit activities performed for FBDM and the two local municipalities.

There has been improvement regarding performance management system of local municipalities for Internal audit to fulfil the requirements of section 45 of the Municipal Systems Act of 2000 as amended.

The municipality make use of the work of 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 covered annually.
- The ongoing historical decreases in the budget needed for additional assurance services will have a negative impact in future. This will result in failure to provide the internal audit services needed for all three municipalities.

2.5.4.3 RISK MANAGEMENT SERVICES

The FBDM established a dedicated risk management function in terms of rge MFMA Act of 1999, Section 62(1)(c)(i). The risk management unit is positioned under the office of the Municipal Manager and is therefore providing strategic direction on the management of risks.

FBDM and Sol Plaatje local municipality are the only municipalities which have functional risk management units in the district. FBDM is currently providing a shared and support services to both Dikgatlong and Magareng local municipalities excluding Phokwane Local Municipality.

The Municipal Council has adopted the fraud and risk management policies and strategies which has been implemented in 2018/19. Oversight is vested with the APRC at the current moment and the quarterly meetings include feedback on risk assessment. The risk management processes of the FBDM were evaluated by the Audit, Performance and Risk Committee (APRC) to be adequate and the significant progress has been noted in this regard as

opposed to the preceding financial years. The risk registers of the municipality have been completed timeously and allowed business managers to take control of action plans to mitigate identified risks. There was no cases of alleged fraud or corruption reported to the risk management unit during 2018/2019 financial year.

The following are the top Six (6) strategic risks that have been identified, the unit managers are tasked in ensuring that these risks are reduced to be within tolerable levels:

- Poor project management at LMs;
- Non-filing of HOD positions;
- Inadequate monitoring of performance information;
- IT Policies might not be reviewed to address CGCIT policy framework;
- Approved Internal Audit Plan might not be fully implemented; and
- Inadequate capacity to take over health service functions from the Local Municipalities.

2.5.4.4 LEGAL AND COMPLIANCE

FBDM established the legal and compliance unit in 2014. The unit occupies a strategic position and provides professional legal guidance; monitoring compliance with the applicable regulatory framework within which municipalities operate; develops and review contracts and other legal documents. The Legal Services is also responsible for the implementation of the Municipality's Litigation Management Strategy. This strategy recognizes the fact that the role of an in-house municipal Legal Services Unit has evolved. It has changed from being passive into being a proactive and innovative partner with local municipalities within the district.

The unit has been successful in dealing with all legal matters as received from all departments of the FBDM and has assisted local municipalities with legal advice and drafting of legal opinions. There has been notable legal assistance provided to Dikgatlong and Magareng Local Municipalities, some of which

were initiated by the municipal managers of the said local municipalities, others by FBDM respectively. We have double our efforts to lobby for a continuous working relationship across our local municipalities that sought our legal assistance.

Overall Challenges:

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

2.5.5 MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT

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

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

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

The municipality obtained an unqualified audit opinion with findings during the 2017/18 financial year. The audit action plan has been developed and implemented in addressing the audit findings as raised by the Office of the Auditor General. The internal policies and controls are reviewed annually.

The municipality successfully went live with municipal Standard Chart of Accounts (mSCOA) on 01 July 2017. The municipality is currently transacting on the mSCOA version 6.2 and preparing to migrate to version 6.3 as issued by National Treasury.

2.6 SOCIAL DEVELOPMENT

► HIV/AIDS

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

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

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

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

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

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

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

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

► 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 7: Active Grants for December 2015

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

Source: SASSA,2015

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

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

► **Old age grant (OAG)**

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

► **War Veterans (WVG)**

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

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

► **Disability Grant (DG)**

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

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

► **Foster Care (FCG)**

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

► **Care dependency grant (CDG)**

It is a grant dedicated to those children between the ages of 1 and 18 years old who are either mentally or physically disabled and need permanent home care. There were about 2.355 recipients of this grant in the district by December 2015.

► **Child support grant**

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

2.7 YOUTH DEVELOPMENT

FBDM 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.

The Vision “The socio-economic needs of the youth in District are met, thus enabling them to be active and equal participants of society”; and the Goal is to “facilitate and promote the mainstreaming of youth development in all policies, programmes and plans of Frances Baard District Municipality and other sectors of Ekurhuleni’s society that provides socio-economic services to youth”.

The key outcomes inform its four strategic objectives which are:

Objective 1: Enabling Environment for Mainstreaming Youth Development;

Objective 2: Youth & Career Development;

Objective 3: Youth & Social Development; and

Objective 4: Youth & Skills Development.

The impact and effectiveness of a policy lies in its implementation, therefore it explains implementation and support structures as well as role and responsibilities of key role-players such as the Frances Baard District Municipality, Sol Plaatjie, Phokwane, Magareng, Phokwane Youth Unit, and Inter-Departmental Youth Coordinating Committee; Office of the premier, a South African Youth Council, Youth NGOs and other youth structures that are legally formed. Implementation in turn requires enough and appropriate resource allocations, ranging from human capacity to financial support.

FBDM has delivered various services such as career guidance (500 young people), job search (100 young people) and work-related life skills (180) 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 (e.g , internship programmes, part time work while at school for youth in grade 11 and above, work during weekends and school holidays) and encourage participation in all youth related issues.

Many young people are living with HIV and experience challenges of caring for those who are infected and affected. Young people in across the district are demoralised as the unemployment rate increases. Most of them are frustrated with these challenges and resort to the abuse of drugs and alcohol. This in-turn makes them vulnerable to criminal activities.

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
- Monitoring & Evaluation

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2017/2018	Year 2018/19	Year 2019/2020	Year 2020/21	Year 2021/22
To assist LM's with compilation of prioritized project lists annually in respect of infrastructure upgrading, operations and maintenance	Prioritised project lists to guide the upgrading, operation and maintenance of infrastructure in the district	Number of municipalities assisted with the finalization of prioritized project lists	3	3	3	3	3
	Spending of allocated funds to support basic services infrastructure in the district	Percentage of allocated budget spent annually	100%	100%	100%	100%	100%
	Monitoring of projects	Number of monitoring reports	4	4	4	4	4
To create job opportunities for the unemployed through the promotion of EPWP principles and other initiatives in the district annually as per the	Annual EPWP target set as per DORA and EPWP Incentive Agreement.	Number of jobs created through EPWP incentive agreement.	143	102	100	100	100

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2017/2018	Year 2018/19	Year 2019/2020	Year 2020/21	Year 2021/22
annual EPWP incentive agreement							
To support improved infrastructure planning in the district	Establishment of an electronic system to assist RRAMS function in the district	Number of electronic systems developed to assist with RRAMS in the district	--	1	--	--	--

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 2017/2018	Year 2018/19	Year 2019/2020	Year 2020/21	Year 2021/22
To facilitate the reduction of the housing backlog by facilitating integrated human settlement in the district	Reviewed Human Settlements Sector Plans	Number of Human Settlement Plans annually	4	4	4	4	4
	Facilitate the subsidy application process	Number of progress reports submitted	12	12	12	12	12

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
To capacitate human settlements consumers on human settlements requirements, processes and services	Workshops to educate stakeholders about responsibilities and human settlements process	Number of workshops presented annually	8	8	8	8	8

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 2017/2018	Year 2018/19	Year 2019/2020	Year 2020/21	Year 2021/22
To support the development of a diverse economy	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 learning and skillful economies	Completion of programmes aimed at developing learning and skillful economies	Percentage completion of planned programmes	100%	100%	100%	100%	100%

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2017/2018	Year 2018/19	Year 2019/2020	Year 2020/21	Year 2021/22
To facilitate the development 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 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 2017/2018	Year 2018/19	Year 2019/2020	Year 2020/21	Year 2021/22
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 2017/2018	Year 2018/19	Year 2019/2020	Year 2020/21	Year 2021/22
To monitor and enforce national environmental health norms and standards in the Frances Baard District	Water samples to monitor water quality	Number of water samples collected and analysed	420	420	460	480	480
	Inspections at food premises to determine food safety	Number of inspections at food premises	400	400	450	480	500
	Surface swabs to analyze for diseases and other health risks	Number of surface swabs collected	120	120	150	170	170
	Food handlers trained in environmental health requirements	Number of food handlers trained	150	150	180	210	240
	Inspections to determine health safety at non-food premises	Number of inspections at non-food premises	150	150	180	210	240

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2017/2018	Year 2018/19	Year 2019/2020	Year 2020/21	Year 2021/22
To implement and monitor environmental planning and management in the Frances Baard District	Successful awareness campaigns conducted	Number of awareness campaigns	60	60	72	84	84
	Environmental calendar days successfully celebrated	Number of environmental calendar days celebrated	5	5	5	5	5
	Updating of atmospheric emissions inventory	Number of atmospheric emissions inventory updates performed	4	4	4	4	4
	Review and implementation of the Environmental Management Framework complying with prescripts	Percentage completion and implementation of the EMF	--	--	100% completion and implementation	--	--
	Air quality ambient monitoring reports to assess air quality in the district	Number of monitoring reports per LM	4	4	4	4	4

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 2017/2018	Year 2018/19	Year 2019/2020	Year 2020/21	Year 2021/22
To support local municipalities with the implementation of Disaster Management Legislation	Training of volunteers in Disaster Management	Number of volunteers trained	23	20	20	20	20
	Disaster Management Forums established at local municipalities	Number of Disaster Management Forums established at local municipalities	-	3	-	-	-
	Review and implementation of disaster management plans	Number of disaster management plans reviewed and implemented	-	-	4x plans reviewed	4x plans implemented	4x plans implemented
To assist local municipalities by implementing Response and Recovery mechanisms as per National Disaster Management Framework	Assist communities after disastrous events	Number of families provided with response and recovery assistance	100%	100%	100%	100%	100%
To develop institutional capacity and acquire resources for firefighting services for 3 local municipalities in the district by 2022	Secure and maintain firefighting capacity for 3x LMs	Percentage securing and maintenance of firefighting equipment for 3 LMs	100%	100%	100%	100%	100%

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2017/2018	Year 2018/19	Year 2019/2020	Year 2020/21	Year 2021/22
To ensure effective internal security measures	Secure and maintain council's security systems	Number of security systems maintained	4	4	4	4	4

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 2017/2018	Year 2018/19	Year 2019/2020	Year 2020/21	Year 2021/22
To develop the Human Resource Strategy	A developed HR strategy	Number of HR strategies developed	--	1	--	--	--
To comply with legislative requirements relating to human resource management and development	Percentage compliance with human resources management and development policies and prescripts	Percentage compliance with HR policies and prescripts	100%	100%	100%	100%	100%
To provide support on human resource management and development function to local municipalities	Established HR forum	Number of HR forums established	--	1	--	--	--
	Reports on the support provided to local municipalities	Number of reports	4	--	4	4	4

3.2.3.4 Records Management

Goal: Provide sound records, archives 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 2017/2018	Year 2018/19	Year 2019/2020	Year 2020/21	Year 2021/22
To comply with the Provincial Archives Act at Frances Baard District Municipality and support LMs towards compliance by 2022	Compliance with the Provincial Archives Act in the district	Percentage compliance with the Provincial Archives Act	100%	100%	100%	100%	100%
	Implementation of the record management plan: Magareng by 20%	Percentage implementation of the record management plan: Magareng by 20%	100%	100%	100%	100%	100%
	Implementation of the record management plan: Phokwane by 60%	Percentage implementation of the record management plan: Phokwane by 60%	100%	100%	100%	100%	100%
	Implementation of the record management plan: Dikgatlong by 20%	Percentage implementation of the record management plan: Dikgatlong by 20%	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 render an enabling ICT environment and support 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 2017/2018	Year 2018/19	Year 2019/2020	Year 2020/21	Year 2021/22
To implement and maintain a shareable ICT environment within the District	Implementation and maintenance of ICT systems within the district	Percentage implementation and maintenance	100% implementation	100% implementation	100% implementation	100% maintenance	100% maintenance
To support the improvement of ICT in three local municipalities	Reports on support provided to local municipalities towards the establishment of ICT governance structure	Number of reports produced	--	4	4	4	4
	Reports on system migration from local municipalities to FBDM	Number of reports produced on the system migration process	1	4	4	4	4

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 2017/2018	Year 2018/19	Year 2019/2020	Year 2020/21	Year 2021/22
To facilitate the development and review of the district municipality's IDP in compliance	Annual development and review of the IDP	Percentage development and review of the IDP	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 2017/2018	Year 2018/19	Year 2019/2020	Year 2020/21	Year 2021/22
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	100%	100%	100%	100%	100%
	SDFs' Reviewed	Number of SDFs reviewed	--	--	1	2	2
	Land Use Schemes reviewed	Number of Land Use Schemes reviewed	1	--	--	--	1
	Township establishments completed	Number of the township establishments completed	--	--	--	1	1

To facilitate development of Brown & Green field development.	Completed Infill developments	Number of Infill developments completed	--	1	1	1	1
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3.2.3.8 Geographic Information System

Goal: provision of 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 2017/2018	Year 2018/19	Year 2019/2020	Year 2020/21	Year 2021/22
To promote the use of GIS as a tool in the District by 2022	Access and maintenance of GIS in the district	Percentage access and utilization of GIS in the district	100%	100%	100%	100%	100%
	Promote training and awareness of GIS in the district	Number of local municipalities trained and informed on GIS	4	4	4	4	4

3.2.3.9 Performance Management

Goal: To improve PMS in the district

Core function:

- Performance Management System

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2017/2018	Year 2018/19	Year 2019/2020	Year 2020/21	Year 2021/22
To maintain a functional Performance Management System in FBDM	Maintain a PMS for the FBDM	Percentage compliance with PMS in the FBDM	100%	100%	100%	100%	100%

To support performance management in 3 (three) local municipalities in district	Support to LMs with PMS	Percentage assistance with PMS to three local municipalities	100%	100%	100%	100%	100%
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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 services

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2017/2018	Year 2018/19	Year 2019/2020	Year 2020/21	Year 2021/22
To keep the public informed on government activities in the district	Communication strategy to regulate internal and external communication in the district	Percentage implementation of annual action plan	100%	100%	100%	100%	100%
	Communication strategies to regulate internal and external communication in two local municipalities	Number of local municipalities assisted with the development of communication strategies	--	--	--	2	--
To improve internal communication through the implementation of the internal communication strategy	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 and professional legal and compliance service in the district

Core function:

- Provision of legal services

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2017/2018	Year 2018/19	Year 2019/2020	Year 2020/21	Year 2021/22
To provide legal and compliance services in the district	Legal advisory and compliance services to 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 2017/2018	Year 2018/19	Year 2019/2020	Year 2020/21	Year 2021/22
To evaluate the effectiveness of the established control processes, and assessment of compliance with legislation in FBDM and the two LMs	Internal audits completed according to Internal Audit plan	Number of internal audit reports	26	26	26	26	26

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 2017/2018	Year 2018/19	Year 2019/2020	Year 2020/21	Year 2021/22
To manage risk activities in the district	Risk management strategies and policies implemented to identify and mitigate risks	Percentage Implementation of RM policies and strategies for FBDM	100% implementation of the approved annual risk implementation plan	100% implementation of the approved annual risk implementation plan	100% implementation of the approved annual risk implementation plan	100% implementation of the approved annual risk implementation plan	100% implementation of the approved annual risk implementation plan
	Development and implementation of RM policies and strategies for 2LMs	Percentage of RM policies and strategies developed for 2LMs	-	100% development of RM policies and strategies			
		Percentage implementation of the risk management plan in 2LMs	-	-	100% implementation of the approved annual risk implementation plan	100% implementation of the approved annual risk implementation plan	100% implementation of the approved annual risk implementation plan
To prevent and manage fraud and corruption in the district	Implementation of fraud and corruption policies and strategies for the FBDM	Percentage implementation of the Fraud Management Plan	100%	100%	100%	100%	100%

	Development and implementation of Fraud and Corruption policies and strategies for 2LMs	Percentage development of Fraud and Corruption policies and strategies in 2LMs	--	100% development of fraud prevention policies & strategies	-	-	-
		Percentage implementation of the fraud management plan	-	-	100% implementation of the fraud management plan	100% implementation of the fraud management plan	100% implementation of the fraud management plan

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 2017/2018	Year 2018/19	Year 2019/2020	Year 2020/21	Year 2021/22
To facilitate and coordinate youth development in the district	Coordination of stakeholders	Number of engagement platforms facilitated	8	8	8	8	8
	Youth Development Programmes	Number of youth development programmes	5	5	5	5	5

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 2017/2018	Year 2018/19	Year 2019/2020	Year 2020/21	Year 2021/22
To facilitate and coordinate special programmes in the district by 2022	Facilitation of council and committee meetings to ensure a fully functional council and its committee oversight and administrative systems	Percentage facilitation of council and committee meetings to ensure a fully functional council and its committee oversight and administrative systems	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 2017/2018	Year 2018/19	Year 2019/2020	Year 2020/21	Year 2021/22
To ensure the effective and efficient functioning of council, its committees	Fully functional council and its committee oversight and administrative systems	Pntage of annual action plan for special programmes implemented	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

Core functions:

- Financial Compliance and reporting in FBDM
- Financial management support to LMs
- Management of assets and liabilities
- Supply Chain Management

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2017/2018	Year 2018/19	Year 2019/2020	Year 2020/21	Year 2021/22
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 provide financial management support to Local Municipalities in the district	Provide financial management support to local municipalities	Number of local municipalities supported	--	1	2	2	2
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%

3.3 BUDGET PROJECTION

Description	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
	R thousands Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Financial Performance										
Property rates	–	–	–	–	–	–	–	–	–	–
Service charges	–	–	–	–	–	–	–	–	–	–
Investment revenue	7,866	6,805	5,830	4,805	4,805	5,353	–	5,350	5,350	5,350
Transfers recognised - operational	110,413	114,013	117,699	121,311	121,311	121,311	–	125,892	128,460	132,563
Other own revenue	2,779	1,151	1,289	1,503	1,803	1,436	–	1,953	2,135	2,103
Total Revenue (excluding capital transfers and contributions)	121,058	121,968	124,818	127,619	127,919	128,100	–	133,195	135,945	140,016
Employee costs	52,744	59,057	57,917	72,692	72,491	63,403	–	74,595	81,864	87,344
Remuneration of councillors	5,988	5,950	6,567	5,875	7,230	6,917	–	7,311	8,806	8,116
Depreciation & asset impairment	3,961	3,927	3,877	3,551	3,899	3,216	–	3,629	3,016	2,954
Finance charges	2,397	674	451	222	222	222	–	–	–	–
Materials and bulk purchases	3,521	3,936	1,455	1,635	1,612	1,281	–	1,671	1,832	1,760
Transfers and grants	54,621	48,947	24,796	8,873	8,373	8,176	–	12,411	12,065	12,125
Other expenditure	14,323	14,919	22,480	35,669	35,098	31,494	–	36,661	35,606	32,583
Total Expenditure	137,555	137,409	117,544	128,517	128,926	114,710	–	136,279	143,188	144,882
Surplus/(Deficit) capital (monetary allocations) (National / Provincial and District)	(16,497)	(15,441)	7,274	(898)	(1,007)	13,390	–	(3,084)	(7,243)	(4,865)
Contributions recognised - capital & contributed assets	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	(16,497)	(15,441)	7,274	(898)	(1,007)	13,390	–	(3,084)	(7,243)	(4,865)
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	(16,497)	(15,441)	7,274	(898)	(1,007)	13,390	–	(3,084)	(7,243)	(4,865)
Capital expenditure & funds sources										
Capital expenditure	5,582	7,325	3,862	4,586	11,130	10,001	–	3,511	200	–
Transfers recognised - capital	–	–	–	–	–	–	–	–	–	–
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	5,582	7,325	3,862	4,586	11,130	10,001	–	3,511	200	–
Total sources of capital funds	5,582	7,325	3,862	4,586	11,130	10,001	–	3,511	200	–
Financial position										
Total current assets	83,023	66,849	63,833	44,551	60,993	56,440	–	63,748	65,739	71,231
Total non current assets	56,169	58,784	58,161	65,695	60,893	65,039	–	57,268	54,452	51,497
Total current liabilities	22,948	24,889	17,719	24,757	17,719	16,217	–	15,838	21,256	25,658
Total non current liabilities	32,375	32,186	28,490	32,000	28,490	32,000	–	35,000	36,000	39,000
Community wealth/Equity	83,869	68,558	75,785	53,489	75,677	73,262	–	70,178	62,935	58,070
Cash flows										
Net cash from (used) operating	(11,641)	(5,341)	1,952	4,774	5,014	16,292	–	7,251	2,671	5,013
Net cash from (used) investing	(4,782)	(11,847)	1,226	(7,936)	(11,016)	(10,051)	–	(3,511)	(200)	–
Net cash from (used) financing	(1,785)	(1,985)	(2,208)	(2,485)	(2,485)	(2,485)	–	–	–	–
Cash/cash equivalents at the year end	69,275	50,102	51,072	41,401	54,281	54,828	–	58,568	61,039	66,052
Cash backing/surplus reconciliation										
Cash and investments available	74,825	60,552	57,122	41,401	54,281	54,828	–	58,568	61,039	66,052
Application of cash and investments	13,809	(39,012)	7,801	12,267	8,781	(400)	–	1,984	6,372	7,946
Balance - surplus (shortfall)	61,016	99,564	49,321	29,134	45,500	55,228	–	56,584	54,667	58,106
Asset management										
Asset register summary (WDV)	47,571	50,540	50,610	59,795	59,795	59,795	59,795	–	–	–
Depreciation	3,961	3,927	3,877	3,551	3,899	3,216	3,216	3,629	3,016	2,954
Renewal and Upgrading of Expenditure	939	862	285	893	893	1,236	1,236	869	–	–
Repairs and Maintenance	3,521	3,936	3,071	5,145	5,145	4,481	4,481	4,663	5,016	5,041
Free services										
Cost of Free Basic Services provided	–	–	–	–	–	–	–	–	–	–
Revenue cost of free services provided	–	–	–	–	–	–	–	–	–	–
Households below minimum service level										
Water:	–	–	–	–	–	–	–	–	–	–
Sanitation/sewerage:	–	–	–	–	–	–	–	–	–	–
Energy:	–	–	–	–	–	–	–	–	–	–
Refuse:	–	–	–	–	–	–	–	–	–	–

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. The district IDP took cognizance of the priority issues of local municipalities as demonstrated below when preparing the IDP.

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 Municipality for 2019/20 are summarized as follows:

PRIORITY ISSUES - 2019/20

1. Water and sanitation
2. Roads & Storm Water
3. Housing and land
4. Electricity
5. Social and community services
6. LED

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 municipality for 2017/18-2021/22 are summarized as follows:

PRIORITY ISSUES - 2019/20

1. Water and Sanitation
2. Unemployment
3. Land Development
4. Education
5. Roads
6. Health
7. Library
8. Safety
9. Housing
10. Local Economic Development

4.3 PHOKWANE LOCAL MUNICIPALITY

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

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

PRIORITY ISSUES -2019/20

1. Land and Housing
2. Roads and Storm Water
3. Health Services
4. Unemployment

5. LED
6. Electricity
7. Youth Development
8. Water and Sanitation
9. Education
10. Clean Audit
11. Recreational Facilities
12. Environmental Management
13. Maintenance and Security
14. Disaster Management

4.4 SOL PLAATJE MUNICIPALITY

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

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

PRIORITY ISSUES - 2019/20

1. Roads (Paving and resealing)
2. Stormwater channels upgrade (Across the city but specifically in Galeshewe.
3. Electricity- upgrade of substations and electrification of houses
4. Local Economic Development
5. Spatial Transformation
6. Land- Planning and surveying of informal settlements
7. Green Economy promotion

8. Water and Sanitation
9. Unemployment
10. Financial stability & maintaining a funded budget

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 IDP's of local municipalities.

On this basis the district-wide priority issues for 2019/20 are summarized as follows:

PRIORITY ISSUES - 2019/20

1. Water and Sanitation
2. Electricity
3. Housing
4. Roads and storm water
5. Township establishment
6. Disaster Management
7. Environmental Management
8. Local economic Development
9. Youth Development
10. Education
11. Clean Audit

5. CHAPTER 5: SECTOR PLANS AND INTEGRATED PROGRAMMES

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

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

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

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

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

Developmental vision sector plans consist of the following:

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

- Financial Plan.

Service Oriented Sector Plans consist of the following:

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

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

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

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

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

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

5.1 WATER SERVICES DEVELOPMENT PLAN

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

5.2 INTEGRATED TRANSPORT PLAN (ITP)

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

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

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

5.3 HUMAN RESOURCE STRATEGY

The Human Resource Strategy is currently being developed and will be completed during the 2018/19 financial year. The Strategy applies to the

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

5.4 PERFORMANCE MANAGEMENT SYSTEM

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

5.5 DISASTER MANAGEMENT PLAN

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

The district disaster management plan also incorporated the Magareng, Phokwane and Dikgatlong local municipality. The District Disaster Management Plan included matters such as drought; flooding; extreme

weather conditions; fires (structural fires, veld fires); Health (HIV and TB) and motor vehicle accident (N12 Magareng and N18 Phokwane).

5.6 SPATIAL DEVELOPMENT FRAMEWORK (SDF)

“Municipalities are required by the provisions of Chapter V of the Municipal Systems Act 32 of 2000, Spatial Planning and Land Use Management Act (SPLUMA) 16 of 2013 to review, adopt, gazette and implement District Spatial Development Framework. The Spatial Development framework is a five-year plan or policy framework that guides the desired spatial form, spatial direction for the development and land use management within the district area of jurisdiction. It is also enabling the municipality to plan, budget and manage the affairs of the municipality effectively. However, in order to accommodate the ongoing spatial development trends, Municipal Systems Act 2000, and section 18 of Land Use Management Act 16 of 2013 requires municipalities to annually review their Spatial Development Plans. The district 2014 SDF will be reviewed in the 2019/2020 financial year.

The SDF was reviewed and approved by council in 2014. The main purpose of the revised FBDM SDF is to provide developmental guidelines to SDF's at local level and to align them to the Provincial SDF. Therefore, the core values, principles and strategies of the Provincial SDF would be filtered down to the Local SDF's within the Frances Baard Service area. 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 compliance with SPLUMA and the SDF guidelines. Thus, the Frances Baard District Municipal Spatial Development Framework is therefore mandatory. The SDF planning process incorporated

a broad stakeholders' consultation process which provided opportunity for inputs from various levels.

5.7 DISTRICT GROWTH AND DEVELOPMENT STRATEGY

The Frances Baard District Growth and Development Strategy was reviewed in 2014. In recent years there has been a major thrust to establish developmental government through a reform of the local government system. It is by now a norm that local government has a critical role to play in rebuilding 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

5.8 LED STRATEGY

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

LED is characterized by the following objectives:

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

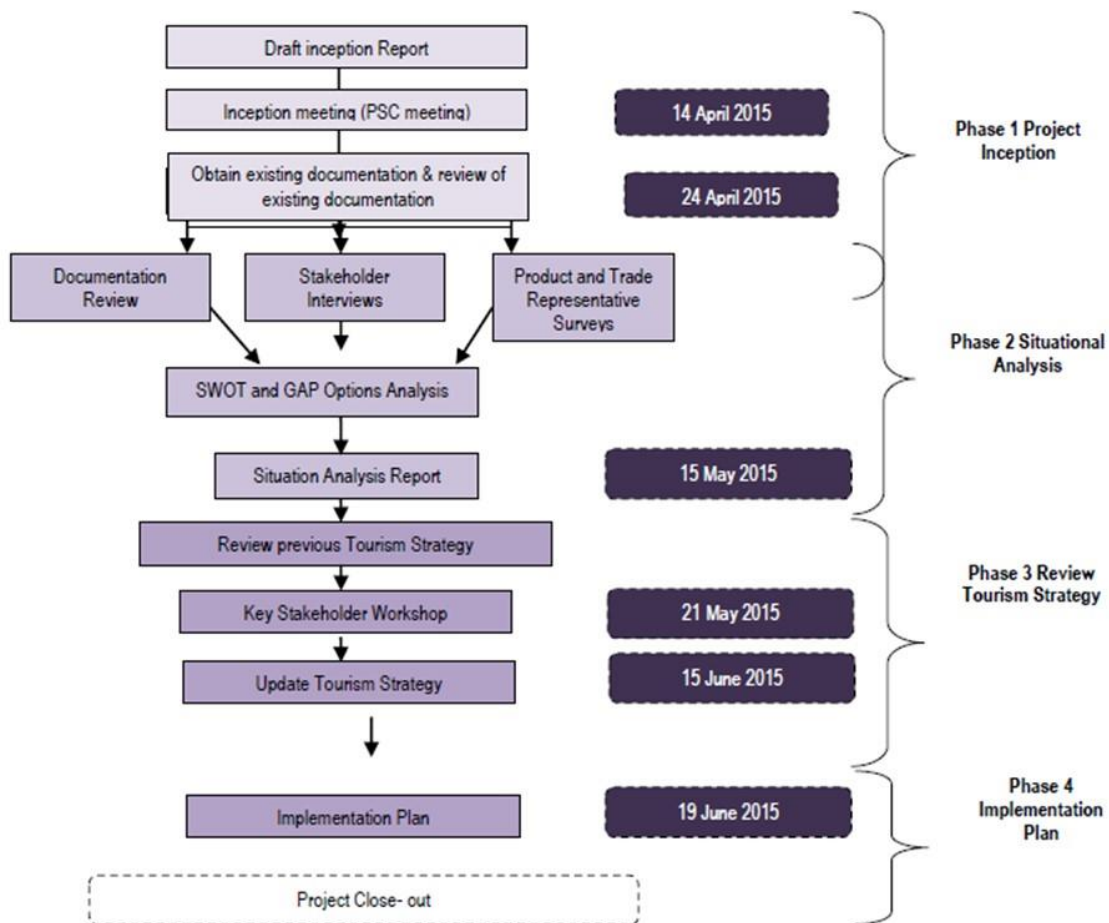
5.9 TOURISM STRATEGY

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

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

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

Figure 10: Flow Chart Depicting the approach to the study



Vision for Tourism

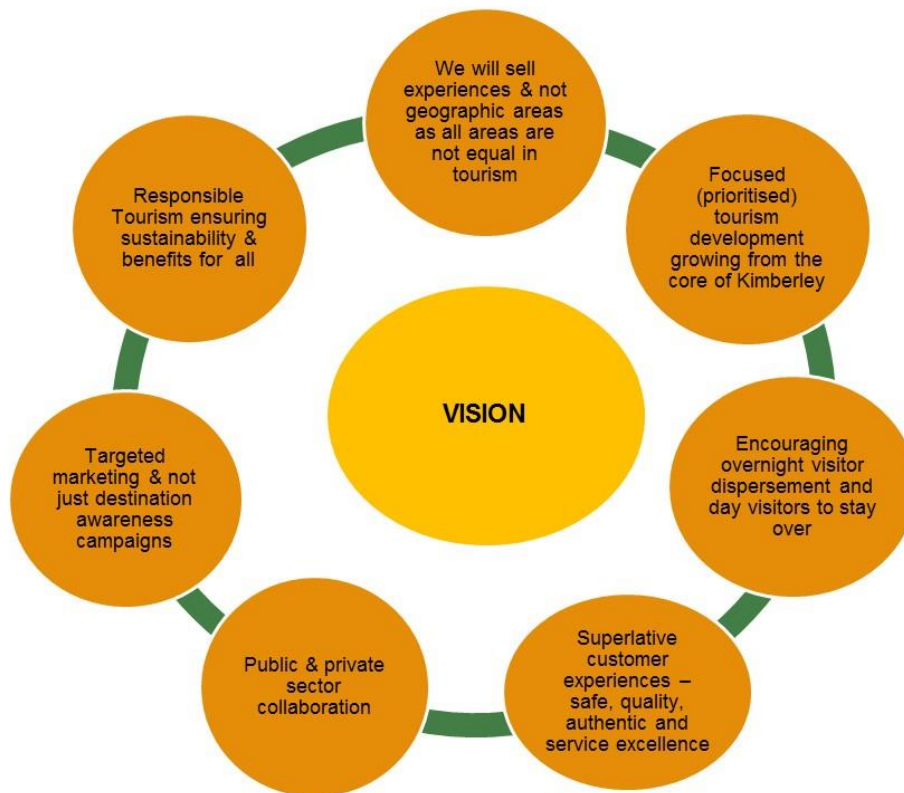
Based on the research, including observations and stakeholder interactions conducted in Phase 2 (i.e. the Situational Analysis), the vision that governs the strategic tourism direction of the district is:

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

Mission Elements for Tourism

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

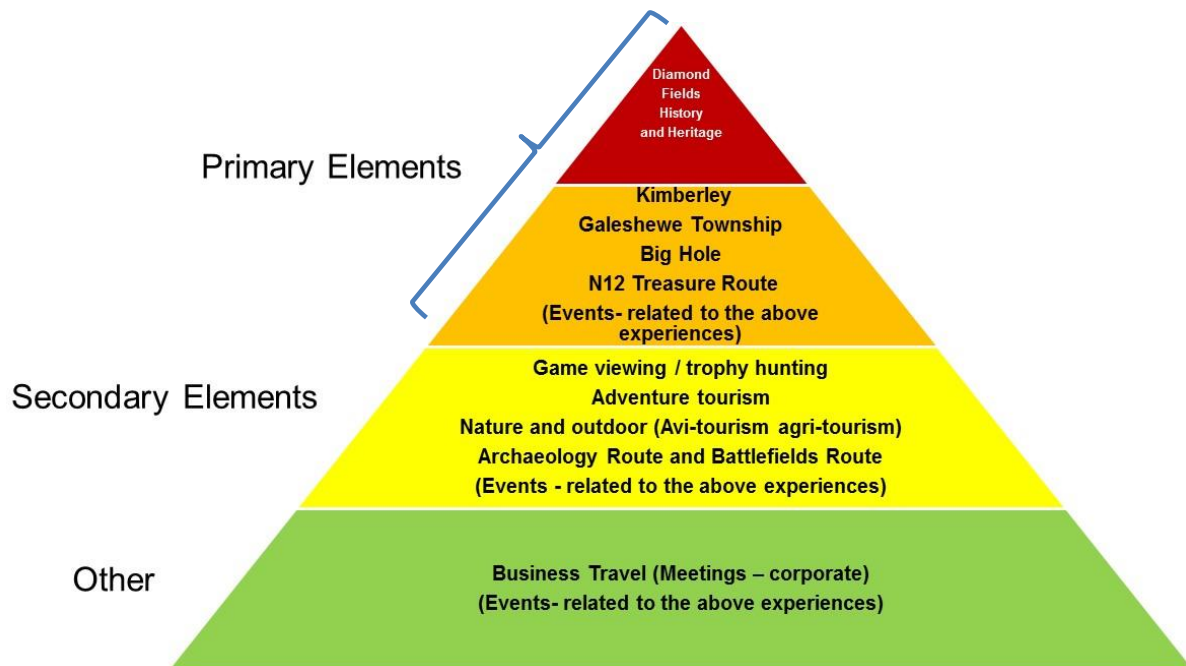
Figure 11: Tourism mission elements



Core Tourism Experiences and Resources Available

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

Figure 12: Triangle of priority experiences



- Primary elements (i.e. principal theme considered unique – even iconic - not only in the district but in the greater destination it forms part of, i.e. Northern Cape and South Africa):
- Diamond Fields history and heritage associated with the district, relating primarily to the:

a) Mining, migration of people, packaged and unpackaged heritage tourism offerings available as well as the history thereof.

ii) Emphasis on the Big Hole (including the surrounding diamond fields) as a unique tourism asset (even icon) for the country and the history thereof.

iii) Galeshewe Township associated with mining, history of the migrants and growth of the township.

- Kimberley as the capital city of the Province and gateway to the Kalahari linking to Upington and Bloemfontein. Established node and internationally recognised city.
- Integral part of the N12 Treasure Route.
- Events related to the above experiences.

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

Targets for Tourism

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

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

Table 8: Summary of priority 1 targets

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

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

Table 9: Summary of priority targets

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

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

Table 10: Summary of priority 3 targets

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

Prioritised investment projects for tourism product development are:

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

5.10 INTEGRATED WASTE MANAGEMENT PLAN

The Integrated Waste Management Plan (IWMP) is currently in the process of being reviewed. The reviewed IWMP will reflect on previous status quo and objectives set, as well as current conditions, limitation and challenges currently experienced by the local municipalities. Furthermore the document reflects on the current legislation, policies and statements that could affect waste management in Frances Baard District Municipality.

The purpose of the IWMP is to optimize waste management in order to maximize efficiency and minimize the associated environmental impacts of waste generation and financial costs of waste disposal and to improve the

quality of life of inhabitants of the district. Integrated Waste Management Plan is prepared in terms of Section 4 of the NEM: Waste Management Act of 2008. The IWMP presents the strategic planning options that can be taken to address the shortfalls in each of the local municipalities in the district.

5.11 ENVIRONMENTAL MANAGEMENT FRAMEWORK

The Environmental Management Framework (EMF) is an essential sector plan of the Integrated Development Plan (IDP) for FBDM, which serves as a practical instrument for the evaluation and alignment of developmental projects with respect to the principles of sustainability. The Integrated EMF for the district was due for review and a service provider was appointed to review FBDM's EMF. When completed, the EMF will be submitted to council for adoption.

5.12 AIR QUALITY MANAGEMENT PLAN

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

The main goals of the FBDM AQMP are to:

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

The Air Quality Management Plan prepared in 2011 will be reviewed in 2017/2018 financial year. The focus of the plan is to ensure the management and operation of ambient monitoring networks (if required), the licensing of listed activities, and the development of emission reduction strategies to ensure air quality. The plan intends to protect the environment and human health through reasonable measures of air pollution control.

5.13 COMMUNICATION STRATEGY

The Communication Strategy 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 (2017/18-2021/22). 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.

5.14 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.

Over the last year or two 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. The matter of developing the plan for 2019/20 will be tabled to the District IGR Forum.

5.15 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 IDP. The Housing Act 107 of 1997 stipulates that municipalities should compile housing strategies and targets. The plan will serve as a guiding framework for the strategic engagement of the municipality in human settlements development. The need for Human Settlements Plans arises from a concern that, in most municipalities, the Integrated Development Planning (IDP) process inadequately 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
- To ensure effective subsidy budgeting and cash flows both at the municipal and provincial levels

5.16 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 transfers 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.

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

- Increasing the labour intensity of government-funded infrastructure projects;
- Creating work opportunities through the Non-Profit Organisation programme and Community Work Programme;
- Creating work opportunities in public environment and culture programmes;
- Creating work opportunities in public social programmes.

In terms of the service level agreement between FBDM and Public Works, the 2018/19 financial target was to create 240 temporary jobs, to date we have been able to create 102 jobs.

5.17 RURAL ROADS ASSET MANAGEMENT SYSTEM

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

The strategic goal of the RRAMS grant is to ensure efficient and effective investment in municipal streets through the development of a RRAMS and the collection of associated road and bridge inventory data, condition assessment and traffic information.

A service provider was appointed in December 2018 for the provision of Professional Services for the Implementation and Management of the Rural Roads Asset System in the Frances Baard District. The contract is for three (3) years, ending 2021. The project handover or kick-off meeting took place in January at the Frances Baard District Municipality.

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

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

Alignment is built upon the following:

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

Each of the three spheres of government has planning tools used in the execution of its mandate. At the national level there are: the National Development Plan (NDP) 2030, the Medium Term Strategic Framework (MTSF) 2014-2019, the National Spatial

Development Perspective (NSDP) , the New Growth Path (NGP) and Service Delivery Agreement e.g.: Outcome 9 to mention only a few.

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

6.2 THE NEW GROWTH PATH

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

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

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

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

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

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

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

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

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

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

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

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

6.3 NATIONAL DEVELOPMENT PLAN 2030

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

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

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

- Creating jobs and improving livelihoods;
- Expanding infrastructure;
- Transition to a low-carbon economy;
- Transforming urban and rural spaces;
- Improving education and training;

- Providing quality health care;
- Fighting corruption and enhancing accountability; and
- Transforming society and uniting the nation.

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

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

6.4 THE MEDIUM-TERM STRATEGIC FRAMEWORK (2014-2019)

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

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

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

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

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

Key targets include:

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

Responsive, accountable, effective and efficient local government.

Key targets are:

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

- Increase in the percentage of households with access to a functional sanitation service from 84% in 2013 to 90% by 2019, including elimination of bucket situation in the formal areas.
- 1.4million additional households to be connected to the grid between 2014 and 2019.

- Income support to the unemployed through expansion of Community Work Programme to reach 1million participants in 2019.
- An improvement in the overall municipal audit outcomes, with at least 75% of municipalities receiving unqualified audits by 2019.
- Protect and enhance our environmental assets and natural resources.
- Create a better South Africa and contribute to a better Africa and a better world.
- An efficient, effective and development-oriented public service.
- A comprehensive responsive and sustainable social protection system.
- A diverse, socially cohesive society with a common national identity

6.5 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP):

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

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

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

1. Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives-among which poverty alleviation is key.
2. Government has a constitutional obligation to provide basic services to all citizens wherever they are.

3. Beyond the constitutional obligation-government spending on fixed investments should be focused on localities of economic growth or economic potential.
4. Efforts to address past and current social inequalities should focus on people NOT places.
5. In order to overcome the spatial distortions of apartheid future settlement and economic development opportunities should be channeled into activity corridors or nodes that are adjacent to or link the main growth centres.

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

6.6 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS):

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

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

The NCPGDS gave consideration to development targets set by national government, the Millennium Development Goals (MDG) and the World Summit on Sustainable

Development (WSSD) resolutions. As a consequence, targets were developed for the Province that is quantifiable, measurable and achievable.

6.7 PROVINCIAL SPATIAL DEVELOPMENT FRAMEWORK

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

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

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

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

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

- a) Supporting the district and local municipalities in the preparation of their SDFs prepared in terms of the northern cape planning and development Act 1998, the Local Government Municipal Systems Act 32 of 2000, and the spatial planning and land use management Act (2013) . specific reference is made to:
 - Facilitating the land use classification of the entire land surface of the province in a standard format in accordance with a set of dedicated Spatial Planning Categories
 - Describing the existing and desired future spatial patterns that provide for integrated, efficient and sustainable settlement throughout the province.

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

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

6.8 INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)

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

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

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

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

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

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

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

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

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

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

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

It is important to note that FBDM is not immune to urban growth as it has the highest population in the Northern Cape. The IUDF is a response to urbanisation trends and

a directive by the National Development Plan (NDP) to develop an urban development policy that will ensure proper planning and necessary infrastructure to support growth and development. The district needs to address the inefficient structure of urban and rural areas which are entrenched by fragmented residential settlements' patterns, underdeveloped business areas in townships and long travel times between home and work (IUDF, 2016). The five (5) year integrated development plan of FBDM must ensure that the directives of the NDP and IUDF are aligned to the spatial development plans of rural development plan and land use schemes. The policy levers enshrined in the IUDF will be used as a basis to respond to chapter 8 of the NDP which emphasises transformation of human settlements from spatial injustice of the past (NDP, 2011).

6.9 FRANCES BAARD DISTRICT GROWTH AND DEVELOPMENT STRATEGY (FBDM-DGDS)

The Frances Baard District Growth and Development Strategy was prepared and finalized in 2014 and adopted by Council on 23 March 2015. This was undertaken in response to the call from the Presidency that all district and metropolitan municipalities prepare and adopt Growth and Development strategies. A DGDS is not a comprehensive plan, but a strategy that concentrates on a limited range of "intervention areas". Ideally, local municipalities should align their IDP's to these strategic focus areas.

6.10 RURAL DEVELOPMENT PLAN

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

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

❖ **Food security**

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

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

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

❖ **Agri-park alignment**

The Agri-park concept is critical towards the successful implementation of the plan and where as far possible assessments were done to prioritize Farming Production Supporting Units (FPSU's) and projects per FPSU. As funds are limited, not all projects could be implemented with immediate effect. This necessitated the prioritization of primary production prior to processing facilities. Many of the

processing facilities proposed can't be viable without optimizing the primary production first.

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

❖ **Agricultural value chains**

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

❖ **Sustainable livelihoods**

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

❖ **Urban rural linkages**

Linkages through GIS optimization have been used to link all Land Reform and Agricultural projects to the nearest urban built up area. This approach was followed to facilitate primary production and some basic processing towards the local towns first which would bring down transportation cost. All surplus produce would then be distributed to either the FPSU or the District Agri-Hub for further processing and

exports to other Districts, Provinces and even National and International markets depending on the product quantity and market needs.

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

❖ **Disaster management**

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

6.11 LAND REFORM AND LAND RESTITUTION

The Government took cognisance that the “willing buyer, willing seller” principle has stalled the land reform process. To fast track land reform as a means of addressing the imbalance of the past, the National Assembly voted for the amendment of the section 25 of the Constitution that deals exclusively with property rights. The section 25 states that “no one may be deprived of property except in terms of law of general application, and no law may permit arbitrary deprivation of property”. On the 21st of December 2018, the Cabinet passed the Draft Expropriation Bill, 2019. The Bill seeks to” to provide for the expropriation of property for a public purpose or in the public interest and to provide for matters connected therewith”.

President Cyril Ramaphosa in the 2019 State of the Nation Address (SONA) stated that “through an accelerated programme of land reform, we will work to expand our agricultural output and promote economic inclusion. Our policy and legislative interventions will ensure that more land is made available for agriculture, industrial development and human settlements. We will support the work of the Constitutional Review Committee tasked with the review of Section 25 of the Constitution to unambiguously set out provisions

for expropriation of land without compensation. As part of accelerating land reform, we have identified land parcels owned by the state for redistribution. Strategically located land will be released to address human settlements needs in urban and peri-urban areas. As part of the stimulus package in agriculture, we have invested significantly in comprehensive farmer development support to ensure that restituted and communal land is productively utilised.”

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

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

The above section may be summarized as follows:

1. The principles underlying Land Reform are:

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

2. The current challenges and weakness are:

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

3. The improved trajectory for Land Reform aim to:

- Improve on the past and current land reform perspectives

- Minimize land redistribution and restitution which do not generate sustainable livelihoods, employment and incomes

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

Land reform and land restitution cases are extremely sensitive and divisive issues that the government has to deal with. The legal and policy framework to facilitate land reform and the process of restoring rights in land to individuals or communities dispossessed of such rights have been adopted by government (Restitution of Land Rights Act-1994).

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

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

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

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

Thus, Department of Rural Development and Land Reform identified Warrenton in Magareng Municipality as the location of the Frances Baard District Municipality (FBDM) Agri-Hub and is ideal to serve as a Rural Urban

Market Centre Unit (RUMC). The three main commodities are Horticulture, Poultry and Livestock produce. The areas identified as a Farmer Production Support Unit (FPSU) are Jan Kempdorp in Phokwane municipality, Barkly West in Dikgatlong municipality and Ritchie in Sol Plaatje. The Department appointed the service provider to assess the viability of the proposed site and develop the Master business plan, which promotes the following objectives within FBDM:-

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

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

Issues:

- Limited understanding amongst stakeholders of the Agri-hub/park business model.
- Limited understanding of the scale of agri-parks in relation to spatial spread of agri-hubs and Farmer Production Support Units (FPSU).
- Lack of the clear directives amongst stakeholders as to the agri-parks ownership and governance.

- Unclear on the ownership of Agri-Parks Assets (existing and to be developed).
- The implementation team has not yet fully engaged with the community.
- The Agri-hub/park is a new concept and the district is still identifying which commodities will best suit the agri-park.