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1. **INTRODUCTION**

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

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

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

1.1. **PURPOSE**

The core purpose of the project is to:

Review the District Growth and Development Strategy for the Frances Baard District Municipality, so that it becomes a relevant document for at least the next five years.

1.2. **OBJECTIVES**

The main objectives of the project is:

- Review and evaluate implementation of the DGDS and contribution to the NCPGDS targets and objectives.
- To set district targets that will contribute to achieving the New Growth Path, National Development Plan and NCPGDS targets.
- To review shared development objectives across Frances Baard District region.
To review the spatial and non-spatial interlink, inter-relationship and leakage within the region through the economic and social analysis.

To review and improve the institutional arrangements for the implementation of the strategy.

To review M&E systems with clear indicators.

1.3. KEY OUTPUT

The review of the District Growth and Development Strategy inclusive of an implementation plan for the Frances Baard District Municipality that has been through public consultation processes and is adopted by the District Council.

1.4. PROPOSED METHODOLOGY

Critical to the success of the project is the approach and methodology to be used by the appointed consultants. Bopa Lesedi Management Consultants firmly believes in a holistic, participative and integrated approach to planning and development. Whilst this approach is often time consuming and requires advanced communication techniques, it is essential for the success of any project that involves a diverse range of interests and demands.

Prior to implementing the initial stage of the project, it would be essential to undertake a clear briefing with the client, not only to ensure consensus regarding expected outputs, but more importantly to identify priority areas. It is the firm belief of Bopa Lesedi Management Consultants that to ensure the medium to long term sustainability of the project, there is a need for the municipality to commit certain staff members from the inception of the project to work side-by-side with the appointed consultants. The primary reason for this is one of ‘hands on’ capacity building and ensuring that the municipality is involved at all stages of the project.

The underlying philosophy with this methodology is one of integrated planning, capacity building, empowerment, consultation and participation by all role players and stakeholders. This approach implies that all targeted outputs and programmes will be analysed on the basis of belonging to an inter-linked system and not independent of each other. The final outputs will be in the form of an overall integrated package that will not only ensure the delivery of set targets and outputs, but also establish appropriate
institutional structures within the Municipality to ensure on-going support.

The approach and methodology to be used by Bopa Lesedi Management Consultants will entail the following aspects:

1. Consultation with key stakeholders, in particular key government institutions, and private sector and community leadership. This will entail site visits to the various wards within the municipality.
2. Research, to obtain information not already available, particularly on economic development, poverty levels and service delivery standards.
3. Workshops and information sharing with relevant stakeholders in order to provide detailed information necessary for focused decision-making, and to ensure consensus is achieved between all interested parties.
4. The development of models and scenario building in order to provide a number of options for the short and long term implementation of the project.

As such, our understanding of the TORs broadly covers the concepts of integrated planning, capacity building and effective service delivery within a framework of co-operative governance. This implies a clear knowledge not only on legislation, policy and programmes but also the ability to strategically convert legislation, policy and programmes into implementable projects over a specified period.

Specifically we have designed a process aimed at unlocking real practical solutions for Frances Baard District Municipality that has number of distinct but integrated phases will be undertaken.

FIGURE 1: METHODOLOGY
1.5. PHASE I: PROJECT INCEPTION

The main focus of this phase was to get the basics in place in preparation for the project. This will include having to seek agreement on the processes that need to be in place in order for the project to become a success. This will furthermore seek to align with the process plan and the various structures and committees that exist within the municipality.

An Inception Report was drafted based on the project proposal, which was refined where required, to provide a clear and concise description of how the project tasks was undertaken, what deliverables was produced, and in which sequence. It provided detail financial information and a summary project programme.

In light of the hierarchical implementation framework and inter-dependability of the Terms of Reference and Implementation framework, the need for a co-ordinated Project Management effort cannot be over-emphasised, and should thus be seen as a work package or a continuous outcome in its own right.

For the consultant to meet the project management responsibilities outlined above, the project steering committee, chaired by the client is expected to be functional. The committee thus serves as the platform for the approval of work plans and progress reports. Periodic meetings was held with the project steering committee. Provision was made in the budgeting for such support by the consultant team to the Project Steering Committee. These meetings facilitated the financial management and control of the contract including the preparation and processing of invoices.
1.6. PHASE II: SITUATION ANALYSIS

The main purpose of this phase was to understand the current growth and development context within the Frances Baard District. To this extent our team was looking at a number of base documents, policy documents and legislation in an effort to understand the current state of development and growth within the District. Specifically our team will adopt a three step process thus:

A wide range of relevant socio-economic data was gathered and verified in order to ensure that the true status quo is used as base line for all scenario planning. The analysis focused on the following issues:

Assessment of the existing planning documents within the District Municipality such as the IDPs for the District Municipality and the Local Municipalities, the LED, SDF and any other planning document both within the District and Local Municipalities. The main purpose of this exercise was to specifically ensure alignment between the growth and development strategy and the various planning processes.

Also at this point alignment of the Growth and Development Strategy with major pieces of policy and legislation through this assessment phase was ensured. This was particularly useful as it granted us an opportunity to understand the implications of the various pieces of legislation on the Growth and Development Strategy.

1.7. PHASE III: SCENARIO PLANNING

The main purpose of this phase was to seek understanding of the basic situation regarding development within the municipality, identify stakeholders and develop a scenario concept document. It explores the institutional development and transformation issues and the socio demographic issues.

The institutional review sought to understand the way in which the District Municipality and the constituent municipalities are structured for growth and development. A process of research; such as questionnaires on institutional issues and follow up one-on-one interviews arrive at an understanding of the institutional dynamics within the district and further make institutional recommendations for growth and development.

Following the development of the socio-demographic profile of the District, our team spatially reference the outcomes of the analysis. This is such that we are able to spatially reference the areas that need to be developed on the basis of the analysis.
1.8. PHASE IV: SWOT ANALYSIS

This phase was about unleashing the growth and development potential of the district by identifying the strengths, opportunities and an analysis of weaknesses and threats.

Our team shall assess the main economic potential of District, the municipalities and the specific towns within the Frances Baard District. Specifically we explored the following:

- By economic sector
- Spatial perspective of investment locations
- Main economic assets

1.9. PHASE V: STRATEGY REVIEW

During this phase the focus was on the review of proposed intervention and their relevance to ensure that they are linked to the revised scenario planning.

The second part of this phase consisted of the development as well as review of existing strategies to take the district and its local municipalities on the right development and growth trajectory.

Although sustainable development must form the corner stone of all local economic development it cannot be located on of the phases but rather should be the corner stone for all strategies and ultimately all projects. Figure 1 show a generic model for implementation of sustainable approach on the municipal levels. This generic model will be customized in order to ensure that it address the current status quo of Frances Baard Municipality.

1.10. PHASE VI: DGDS 30 YEAR MACRO PROGRAM

A realist but aggressive vision that is in line with resource capacity review and all Provincial and National legislation was formulated.

This was included in the process of determining the spatial principles for development within the district and specifically within the towns. It was in that context chart a spatial path for growth within the district.

The opportunities that emerge from the section above was spatially referenced and as such the possible areas for intervention will also be spatially referenced.
1.11. **PHASE VII: IMPLEMENTATION PLAN**

### 1.11.1. **STEP 1: DEVELOPMENT OF IMPLEMENTATION PLAN**

This is the phase where the final implementation will be developed. Specifically the plan will include inter alia:

- Institutional Recommendations
- Development Trusts, Programmes and Projects
- Roll-out plan
- Roles & Responsibilities
- Database of stakeholders
- Signed MOUs from Stakeholders
- The purpose M & E System

### 1.11.2. **STEP 2: WORKSHOPS WITH STAKEHOLDERS**

The purpose of this workshop will be mainly to discuss the first draft document to obtain the buy-in form the stakeholders and finally for approval thereof.
Local Sustainable Development

Maximise exiting infrastructure, built environment

Resource protection/conservation

Encourage local firms to adopt best practices

Strategic Result – Physical

Redevelopment, adaptive reuse, mixed urban use, etc. add to urban space and form diversity, and lifestyle options

Expanded transit development and use; alternative transportation options

Enhanced appearance, tangible evidence of aggressive facility development

Strategic Result – Socio-Economic

Increase attractiveness for knowledge workers, footloose entrepreneurs, etc.

Attract innovative architects, planners, art in general

Raise profile of community’s global awareness; enhance appeal of community for progressive companies

Increase community’s fiscal performance and overall functionality
2. LEGISLATIVE BACKGROUND

2.1. NATIONAL LEGISLATION AND POLICY REVIEW

2.1.1. THE CONSTITUTION, 1996

The Constitution sets out the rights and duties of the citizens of South Africa and defines the structure and the responsibilities of the spheres of government, including local government: namely,

“to promote social and economic development of the community”

2.1.2. THE WHITE PAPER ON LOCAL GOVERNMENT, 1998

This policy identifies local government’s responsibilities with regard to economic development. This includes promoting their respective localities, SMME’s and providing skills training.

2.1.3. THE MUNICIPAL SYSTEMS AND MUNICIPAL STRUCTURES ACT, ACT 32 OF 2000

The Municipal Structures Act of 1998 defines types and categories of municipalities, division of functions and powers within municipalities, and the regulation of internal systems.

Alternatively, the Municipal Systems Act of 2000 provides municipalities with guidelines which ‘enable municipalities to move progressively towards the social and economic up-liftment of local communities’ so that basic services may be met.

The Municipal Systems Act (Act 32 of 2000) lists the duties of a municipal council, within its financial and administrative capacity, as follows in Section 4(2):

- Exercise the municipality’s executive and legislative authority and use the resources of the municipality in the best interest of the local community.
- Provide, without favour or prejudice, democratic and accountable government.
- Encourage the involvement of the local community
- Strive to ensure that municipal services are provided to the local community in a financially and environmentally sustainable manner.
- Consult the local community about
  - The level, quality, range and impact of municipal services provided by the municipality, either directly or through another service provider; and
The available options for service delivery.

- Give member of the local community equitable access to the municipal services to which they are entitled.
- Promote and undertake development in the municipality.
- Promote gender equity in the exercise of the municipality’s executive and legislative authority.
- Promote a safe and healthy environment in the municipality.
- Contribute, together with other organs of state, to the progressive realisation of the fundamental rights contained in sections 24, 25, 26, 27 and 29 of the Constitution.

2.1.4. THE MUNICIPAL FINANCE MANAGEMENT ACT, ACT 56 OF 2003

The Municipal Finance Management Act (MFMA) aims to modernise budget and financial management practices in municipalities in order to maximise the capacity of municipalities to deliver services to all their residents, customers and users. It also aims to put in place a sound financial governance framework, by clarifying and separating the roles and responsibilities of the executive mayor or committee, non-executive councillors and officials.

The Act empowers the mayor (or executive committee) to provide political leadership by taking responsibility for policy and outcomes, and holds the municipal manager and other senior managers responsible for implementation and outputs. Non-executive councillors are empowered to play a key policy-approval and monitoring role through the municipal council. The Act aims to enable managers to manage, but to make them more accountable.

All these various roles are possible because of the stringent reporting requirements of the Act – the challenge facing all stakeholders is their capacity to use the management information produced in terms of the Act to improve the efficiency and effectiveness of the municipality.

The Act is required by the Constitution, which obligates all three spheres of government to be transparent about their budgets and financial affairs. It also forms an integral part of the broader reform package for local government outlined in the White Paper on Local Government in 1998. The Act must be read together with other local government legislation, particularly the Municipal Systems Act, to ensure alignment of IDPs, budgets, performance systems and governance across municipal entities.
2.1.5. THE INTERGOVERNMENTAL RELATIONS FRAMEWORK ACT, ACT 13 OF 2005

The purpose of this Act, is to establish a framework for the national government, provincial governments and local governments to promote and facilitate intergovernmental relations. It further seeks to provide for mechanisms and procedures to facilitate the settlement of intergovernmental disputes and to provide for matters connected therewith.

2.1.6. BROAD BASED BLACK ECONOMIC EMPOWERMENT ACT, ACT 53 OF 2003

To uproot inherited social imbalances, the Broad-Based Black Economic Empowerment Act of 2004 was passed. Here, systematic measures are in place to uplift the previously disadvantaged community. Designated individuals include Africans, Coloureds, Indians, women, workers, the youth, disabled persons and those that live in rural communities.

2.1.7. THE NATIONAL LED FRAMEWORK FOR RSA, 2006

The Framework is intended to build a shared understanding of LED in South Africa and put into context the role of local economies in the national economy. It seeks to mobilise local people and local resources in an effort to fight poverty. The focus of the Framework is upon:

1. Rendering economic growth compatible with social equity and safeguarding the environment.
2. What the state can do to support and reward citizens who organise locally and operate in local level partnerships to engage in greater economic activity, spreading economic activity in an even manner.
3. How the state can be a platform to facilitate the inclusion of all to participate in the economy.

2.1.8. NATIONAL DEVELOPMENT PLAN, 2010 NATIONAL DEVELOPMENT PLAN

The National Development Plan (NDP) offers a long-term perspective. It defines a desired destination and identifies the role different sectors of society need to play in reaching that goal by 2030. The NDP aims to eliminate poverty and reduce inequality by 2030. According to the plan, South Africa can realise these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the
capacity of the state, and promoting leadership and partnerships throughout society.

The Frances Baard Growth and Development Strategies needs to be particularly mindful of the following targets as it relates to the NDP and as such needs to address its new challenges that would be identified in the current reality assessment according to the following targets:

A. Economy and Employment

- The unemployment rate should fall from 24.9 percent in June 2012 to 14 percent by 2020 and to 6 percent by 2030. This requires an additional 11 million jobs. Total employment should rise from 13 million to 24 million.
- The proportion of adults working should increase from 41 percent to 61 percent.
- The proportion of adults in rural areas working should rise from 29 percent to 40 percent.
- The labour force participation rate should rise from 54 percent to 65 percent.
- Gross Domestic Product (GDP) should increase by 2.7 times in real terms, requiring average annual GDP growth of 5.4 percent over the period.
- GDP per capita should increase from about R50 000 per person in 2010 to R110 000 per person in 2030 in constant prices.
- The proportion of national income earned by the bottom 40 percent should rise from about 6 percent today to 10 percent in 2030.
- Broaden ownership of assets to historically disadvantaged groups.
- Exports (as measured in volume terms) should grow by 6 percent a year to 2030 with non-traditional exports growing by 10 percent a year.
- Increase national savings from 16 percent of GDP to 25 percent.
- The level of gross fixed capital formation should rise from 17 percent to 30 percent with public sector fixed investment rising to 10 percent of GDP by 2030.
- Public employment programmes should reach 1 million by 2015 and 2 million people by 2030.
B.) Economic Infrastructure

- The country would need an additional 29 000MW of electricity by 2030. About 10 900MW of existing capacity is to be retired, implying new build of more than 40 000MW.
- At least 20 000MW of this capacity should come from renewable sources.
- The proportion of people with access to the electricity grid should rise to at least 90 percent by 2030, with non-grid options available for the rest.
- Ensure that all people have access to clean, potable water and that there is enough water for agriculture and industry, recognising the trade-offs in the use of water.
- Reduce water demand in urban areas to 15 percent below the business-as-usual scenario by 2030.
- The proportion of people who use public transport for regular commutes will expand significantly. By 2030, public transport will be user-friendly, less environmentally damaging, cheaper and integrated or seamless.
- Competitively priced and widely available broadband.
- A target for the amount of land and oceans under protection (presently about 7.9 million hectares of land, 848kms of coastline and 4 172 square kilometres of ocean are protected).
- Achieve the peak, plateau and decline trajectory for greenhouse gas emissions, with the peak being reached around 2025.
- By 2030, an economy-wide carbon price should be entrenched.
- Zero emission building standards by 2030.
- Absolute reductions in the total volume of waste disposed to landfill each year.
- At least 20 000MW of renewable energy should be contracted by 2030.
- Improved disaster preparedness for extreme climate events.
- Increased investment in new agricultural technologies, research and the development of adaptation strategies for the protection of rural livelihoods and expansion of commercial agriculture.

C.) Environmental Sustainability and Resilience

- A target for the amount of land and oceans under protection (presently about 7.9 million hectares of land, 848kms of coastline and 4 172 square kilometres of ocean are protected).
Achieve the peak, plateau and decline trajectory for greenhouse gas emissions, with the peak being reached around 2025.

By 2030, an economy-wide carbon price should be entrenched.

Zero emission building standards by 2030.

Absolute reductions in the total volume of waste disposed to landfill each year.

At least 20 000MW of renewable energy should be contracted by 2030.

Improved disaster preparedness for extreme climate events.

Increased investment in new agricultural technologies, research and the development of adaptation strategies for the protection of rural livelihoods and expansion of commercial agriculture.

D.) Inclusive Rural Economy

An additional 643 000 direct jobs and 326 000 indirect jobs in the agriculture, agro- processing and related sectors by 2030.

Maintain a positive trade balance for primary and processed agricultural products.

E.) South Africa in the Region and the World

Intra-regional trade in Southern Africa should increase from 7 percent of trade to 25 percent of trade by 2030.

South Africa's trade with regional neighbours should increase from 15 percent of our trade to 30 percent.

F.) Transforming Human Settlements

Strong and efficient spatial planning system, well integrated across the spheres of government.

Upgrade all informal settlements on suitable, well located land by 2030.

More people living closer to their places of work.

Better quality public transport.

More jobs in or close to dense, urban townships.

G.) Improving Education, Training and Innovation
Make early childhood development a top priority among the measures to improve the quality of education and long-term prospects of future generations. Dedicated resources should be channelled towards ensuring that all children are well cared for from an early age and receive appropriate emotional, cognitive and physical development stimulation.

- All children should have at least 2 years of pre-school education.
- About 90 percent of learners in grades 3, 6 and 9 must achieve 50 percent or more in the annual national assessments in literacy, maths and science.
- Between 80–90 percent of learners should complete 12 years of schooling and or vocational education with at least 80 percent successfully passing the exit exams.
- Eradicate infrastructure backlogs and ensure that all schools meet the minimum standards by 2016.
- Expand the college system with a focus on improving quality. Better quality will build confidence in the college sector and attract more learners.
- The recommended participation rate of 25 percent would accommodate about 1.25 million enrolments.
- Provide 1 million learning opportunities through Community Education and Training Centres.
- Improve the throughput rate to 80 percent by 2030.
- Produce 30 000 artisans per year.
- Increase enrolment at universities by at least 70 percent by 2030 so that enrolments increase to about 1.62 million from 950 000 in 2010.
- Increase the number of students eligible to study towards maths and science based degrees to 450 000 by 2030.
- Increase the percentage of PhD qualified staff in the higher education sector from the current 34 percent to over 75 percent by 2030.
- Produce more than 100 doctoral graduates.

H.) Health Care for All

- Increase average male and female life expectancy at birth to 70 years.
- Progressively improve TB prevention and cure.
- Reduce maternal, infant and child mortality.
- Significantly reduce prevalence of non-communicable chronic diseases.
- Reduce injury, accidents and violence by 50 percent from 2010 levels.
Deploy primary healthcare teams provide care to families and communities.

Everyone must have access to an equal standard of care, regardless of their income.

Fill posts with skilled, committed and competent individuals.

I.) Social Protection

Ensure progressively and through multiple avenues that no one lives below a defined minimum social floor.

All children should enjoy services and benefits aimed at facilitating access to nutrition, health care, education, social care and safety.

Address problems such as hunger, malnutrition and micronutrient deficiencies that affect physical growth and cognitive development, especially among children.

Address the skills deficit in the social welfare sector.

Provide income support to the unemployed through various active labour market initiatives such as public works programmes, training and skills development, and other labour market related incentives.

All working individuals should make adequate provision for retirement through mandated savings. The state should provide measures to make pensions safe and sustainable.

Social protection systems must respond to the growth of temporary and part-time contracts, and the increasing importance of self-employment and establish mechanisms to cover the risks associated with such.

Create an effective social welfare system that delivers better results for vulnerable groups, with the state playing a larger role compared to now.

J.) Building Safer Communities

In 2030 people living in South Africa feel safe and have no fear of crime. They feel safe at home, at school and at work, and they enjoy an active community life free of fear. Women can walk freely in the street and the children can play safely outside. The police service is a well-resourced professional institution staffed by highly skilled officers who value their works, serve the community, safeguard lives and property without discrimination, protect the peaceful against violence, and respect the rights of all to equality and justice.
K.) Building a Capable and Developmental State

- A state that is capable of playing a developmental and transformative role.
- A public service immersed in the development agenda but insulated from undue political interference.
- Staff at all levels have the authority, experience, competence and support they need to do their jobs.
- Relations between national, provincial and local government are improved through a more proactive approach to managing the intergovernmental system.

Clear governance structures and stable leadership enable state-owned enterprises (SOEs) to achieve their developmental potential.

2.1.9. NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP), 2006

The NSDP provides a framework within which to discuss the future development of the National space economy by reflecting the localities of severe deprivation and need, of resource potential, of infrastructure endowment and of current and potential economic activity by describing the key social, economic and natural resource trends and issues shaping the National geography.

2.1.10. INTEGRATED SUSTAINABLE RURAL DEVELOPMENT STRATEGY, 2000

The purpose of the Integrated Sustainable Rural Development Strategy is to enhance the welfare of the poor that inhabit rural areas of South Africa. Municipalities are key players in the implementation of the ISRDS due to their decentralized nature and ability to physically interact with their respective rural communities.

2.1.11. REGIONAL INDUSTRIAL DEVELOPMENT STRATEGY (RIDS),

The RIDS presents a comprehensive framework for industrial development in South Africa and builds on the outcomes of the National Spatial Development Perspective (NSDP). The NSDP acknowledges the fact that the landscape of economic development is not equal across all regions in the country.

Echoing the NSDP, the RIDS calls on all regions to build their industrial economies based on local competitive advantages and opportunities. It
aims to bridge the first-second economy gap in South Africa based on the spatial development principles of the NSDP.

Such a strategy focuses fundamentally on addressing the key obstacles to the functioning of the economy, primarily through infrastructural interventions which will better enable all regions to access markets and resources.

The strategic objectives may be summarised as follows:

- Attempt, as far as possible, to reduce economic disparities between regions, address the needs of both the first and second economies, and narrow the gap between them.
- Pay particular attention to the needs of those regions which are lagging behind the national norms.
- Enhance current regional strengths and lead sectors of the economy.
- Promote sustainable economic growth and employment in provinces and municipalities.
- Build regional competitive capabilities and firm-level support measures.
- Enhance regional performance in attracting foreign direct investment.

2.1.12. TOURISM GROWTH STRATEGY, 2008

The Tourism Growth Strategy provides a three year plan (2008-2010) to boost South Africa’s competitiveness in the global tourism and travel market. Through increasing global competitiveness, the tourism industry aims to contribute significantly to AsgiSA’s growth target of 5%.

2.1.13. NEW GROWTH PATH, 2010

The New Growth Plan (NGP) is government’s action towards targeting mass joblessness, poverty and inequality. The growth plan identifies where employment creation is possible with success indicators being jobs, equity growth and environmental outcomes. The short to medium term outcomes are to support labour absorbing activities especially in infrastructure, agriculture values chain and light manufacturing services. Whilst also promoting Small Micro Enterprises (SMEs), Black Economic Empowerment (BEE), education and skills development.

The NGP aims to create five million jobs by the year 2020 with contributions from various government sectors and private sectors. The job drivers with potential for mass employment creation identified in the growth plan are:

- Infrastructure for employment and development; infrastructure including energy, transport, water, telecommunication infrastructure and housing
Improving job creation in economy sectors; agricultural value chain, agro processing and mining value chain, manufacturing sectors, tourism and certain high level services

Seizing potential of new economies; green economy and growing knowledge in this industry

Investing in social capital and public services

Spatial development, especially in rural development

The identified job drivers will influence provinces and localities in a different manner due to different factors, therefore localities must adopt the broad drivers in the NGP to their circumstance and locality.


The Industrial Policy Action Plan (IPAP) 2013/14 – 2015/16 is Department of Trade and Industry (DTI) efforts to continuously build on industrial development and IPAP is the core contributor. IPAP addresses South Africa’s economic challenges through industrial development, identifying key sectors that can generate employment and government lead by the DTI investment towards the sectors.

The IPAP’s contributes to the NGP through identifying sector clusters that can contribute towards job creation in the country.

The identified sector clusters are:

- Metal fabrication, capital equipment and transport equipment;
- Green and energy saving industries;
- Agro-processing;
- Auto-motives, components and medium and heavy commercial vehicles;
- Plastics, pharmaceuticals and chemicals;
- Clothing, textiles, leather and footwear;
- Bio fuels;
- Forestry, paper, pulp and furniture;
- Cultural industries, crafts and films;
- Aquaculture;
- Business process services;
- Advance manufacturing;
- Sawmilling manufacturing;
- Downstream mineral beneficiation;
- Furniture manufacturing;
- Upstream oil and gas.
2.1.15. **INDUSTRIAL POLICY ACTION PLAN (IPAP2), 2010/11**

IPAP 2 has a direct and sustainable impact on manufacturing productivity in South Africa. The IDC has introduced a funding model for IPAP2 for approximately R50 billion for the next five years for the roll out of plans to support IPAP2. The 2010/2011 Industrial Policy Action Plan or IPAP2, as it has become known, builds on the National Industrial Policy Framework (NIPF) and the 2007/8 IPAP. IPAP2 is a product of extensive collaborative work by the Economic Sectors and Employment Cluster of Ministers.

The 2010/11 – 2012/13 Industrial Policy Action Plan rests on four cornerstones,

1. First, government intends to develop proposals to enhance access to concessional industrial financing for investment in IPAP priorities, and other productive sectors on terms comparable to those of our major trading partners.

2. Government will revise procurement legislation, regulations and practices to enable the designation of large, strategic and repeat or ‘fleet’ procurements in a range of sectors. This will aim to sequentially increase competitive local procurement and supplier development opportunities, minimise ‘leakages’ from the domestic economy, and support meaningful Broad Based Black Economic Empowerment (B-BBEE) in all 3 spheres of government and in SOE’s.

3. Government will deploy its trade policies more strategically. This includes intensifying the campaign led by SARS against practices such as customs fraud, under invoicing, smuggling and illegal imports - all of which profoundly undermine productive capacity and employment in the economy.

4. Anti-competitive practices will be targeted, particularly where these concern intermediate inputs to downstream labour absorbing production as well as consumer goods to low income households.

New areas of focus of industrial policy include:

- Metals fabrication, capital and transport equipment, green and energy saving industries and agro processing, will be qualitatively

IPAP2 will build on and broaden interventions in sectors which were identified in the first Industrial Policy Action Plan, namely:

- Auto-motives and components, medium and heavy vehicles; plastics, pharmaceuticals and chemicals; clothing, textiles, footwear and leather; bio-fuels; forestry, paper, pulp and furniture; cultural
industries and tourism and Business Process Services (or Call Centres.)

The third cluster focuses on sectors with the potential to develop long-term advanced capabilities:

- Nuclear, advanced materials and aerospace.

It is estimated that the IPAP will result in the creation of 2 477 000 direct and indirect decent jobs over the next ten years. It will diversify and grow exports, improve the trade balance, build long term industrial capability, grow our domestic technology and catalyse skills development.

In terms of local government, it is only the changes to public procurement policy and legislation that will have implications and operations responsibilities. These include:

- Identifying the opportunities to improve domestic procurement leveraging across the three spheres? E.g. the $10 mil offset programme.
- The use of public expenditure to support many of the IPAP sectors
- Revising the National Industrial Participation Programme (NIPP) and integrate the Competitive Supplier Development Programme (CSDP).

2.1.16. PREDETERMINED OUTCOMES, 2010

The Parliamentary Committee received a briefing by the Office of the Auditor-General of South Africa (AGSA) on the Audit of Predetermined Objectives, which they explained was important for public reform and improved public reporting. The AGSA explained the oversight structure, the link between the strategic plan and the budget, and the legislative requirements, which included the public service regulations, the Constitution, the Public Audit Act and Treasury regulations.

The presentation showed that suitable indicators needed to be specified to measure performance in relation to inputs, activities, outputs, outcomes and impacts. These indicators had to be accurate, linked to objectives, well-defined, verifiable, cost effective, appropriate and relevant. The overall assessment included a number of focus areas that would ensure that strategic plans conform to the National Treasury Smart Criteria, supply chain management, HR management, IT control and materials amendments to the Audited Financial Statements (AFS).

1) OUTCOME 1: IMPROVED QUALITY OF BASIC EDUCATION

Output 1: Improve the quality of teaching and learning.

Output 2: Undertake regular assessment to track progress.
Output 3: Improve early childhood development.

Output 4: Ensure a credible outcomes-focused planning and accountability system.

2) OUTCOME 2: A LONG AND HEALTHY LIFE FOR ALL SOUTH AFRICANS

Output 1: Increasing life expectancy

Output 2: Decreasing maternal and child mortality rates

Output 3: Combating HIV and AIDS and decreasing the burden of disease from Tuberculosis

Output 4: Strengthening health system effectiveness

3) OUTCOME 3: ALL PEOPLE IN SOUTH AFRICA ARE AND FEEL SAFE

Output 1: Address overall levels of crime and reduce the levels of contact and trio crimes

Output 2: Improve effectiveness and ensure integration of the Criminal Justice System (CJS)

Output 3: Combat corruption within the Justice, Crime Prevention and Security Cluster to enhance its effectiveness and its ability to serve as deterrent against crime

Output 4: Manage perceptions of crime among the population

Output 5: Ensure security at the border environment

Output 6: Secure the identity and status of citizens

Output 7: Integrate ICT systems and combat cyber crime

Output 8: Corruption

4) OUTCOME 4: DECENT EMPLOYMENT THROUGH INCLUSIVE GROWTH

Output 1: Faster and sustainable inclusive growth

Output 2: More labour absorbing growth

Output 3: Multi-pronged strategy to reduce youth unemployment

Output 4: Increased competitiveness, to raise net exports, grow trade as a share of world trade and improve its composition

Output 5: Improved cost structure in the economy

Output 6: Improved support to small business and cooperatives

Output 7: Implementation of the expanded public works programme
5) OUTCOME 5: A SKILLED AND CAPABLE WORKFORCE TO SUPPORT AN INCLUSIVE GROWTH PATH

Output 1: Establish a credible institutional mechanism for skills planning

Output 2: Increase access to programmes leading to intermediate and high level learning

Output 3: Increase access to occupationally-directed programmes in needed areas and thereby expand the availability of intermediate level skills (with a special focus on artisan skills)

- Increase the number of learner-ships to at least 20 000 per annum by 2014.
- Produce at least 10 000 artisans per annum by 2014.
- Put in place measures to improve the trade test pass rate from its 2009 level of 46% to 60% by 2014.
- Increase the placement rate of learners from learner-ship and apprenticeship programmes, as well as learners from NCV programmes, who require workplace experience before being able to take trade tests or other summative assessments. At least 70% of learners should have placement every year.
- By 2011, establish a system to distinguish between learner-ships up to and including level 5, and level 6 and above.
- Increase the proportion of unemployed people, as compared to employed people, entering learner-ships from the current level of 60% to 70%.

Output 4: Increase access to high level occupationally-directed programmes in needed areas

Output 5: Research, development and innovation in human capital for a growing knowledge economy

- Provide increased support to industry-university partnerships
- Increase investment in research and development, especially in the science, engineering and technology sector

6) OUTCOME 6: AN EFFICIENT, COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK

Output 1: Improving Competition and Regulation

Output 2: Ensure reliable generation, distribution and transmission of electricity

Household access to electricity should be 92% by 2014.
Output 3: To ensure the maintenance and strategic expansion of our road and rail network, and the operational efficiency, capacity and competitiveness of our sea ports.

Output 4: Maintenance and supply availability of our bulk water infrastructure

- Reduce unaccounted for water from approximately 30% of supply to 18%.
- Remove backlog in issuing of water licences to mining, agriculture and industrial sectors.
- The establishment of the water economic regulator.

Output 5: Communication and Information technology

Output 6: Develop a set of operational indicators for each segment

7) OUTCOME 7: VIBRANT, EQUITABLE AND SUSTAINABLE RURAL COMMUNITIES AND FOOD SECURITY FOR ALL

Output 1: Sustainable agrarian reform,

Output 2: Improved access to affordable and diverse food

Output 3: Rural services and sustainable livelihoods

- Innovative service models eg paraprofessional and community-based models of services delivery enable agriculture, health, adult literacy, ECD services to be available in 80% of rural municipalities.
- Key provincial departments including Health, Education, Agriculture, Social Development and COGTA are promoting better adapted service delivery models as a result of work with DRDLR on service models, including the use of ICT to improve services.
- 65 E Centres established in the CRDP sites
- Scale up government services to the proportion of households with clean water rises from 74% to 90%. o The proportion of households with access to improved sanitation rises from 45% to 65% o The proportion of households with access to electricity rises from 55% to 70%

Output 4: Rural job creation linked to skills training and promoting economic livelihoods Unemployment falls from 73.4% (in the current poverty nodes) to 60%;

- Jobs created by Community Works Programme and EPWP in rural areas rises to 2m by 2014, and these jobs are largely providing value added services in rural areas ranging from working on fire, working for fisheries, land care, farmer-to-farmer extension, fencing etc.; and
- Increase jobs in agri-processing from 380 000 to 500 000, of which 60% are in rural areas including small towns.
- Establishment of 39 agri-parks and 39 trade agreements linked to agri-parks
- % of small farmers producing for sale rises from 4.07% to 10% (joint target with DAFF).

Output 5: Enabling institutional environment for sustainable and inclusive growth

- One of the challenges of rural areas is the weakness of rural local government, and inadequate social mobilisation to take forward development, as many of the more dynamic people migrate, and the rural economy stagnates, contributing to weak revenues for local government, and rural areas being unattractive for people to live and work. Some key targets for 2014 include:
  - All rural local governments have the top 4 posts (section 57) filled with suitably qualified persons by 2011 (COGTA target);
  - By 2012 20% of rural local governments and by 2014 80% of rural local governments have established coordination structures (such as Councils of Stakeholders, or district development coordinating committees) involving key stakeholders in the area to contribute to development of the IDP, to coordinate and monitor implementation;
  - By 2014 50% of rural wards have developed participatory and community-based ward plans, and have been funded to take forward community action arising from those;
  - At least 30% of small farmers are organized in producer associations or marketing coops to give collective power in negotiating for inputs and marketing;
  - Establishing of community structures to support social cohesion and development (530 enterprises and 1590 cooperatives)
  - 50% of rural municipalities have systems for disaster management and mitigation to facilitate rapid response to rural disasters
  - Levels of alienation and anomie have fallen from 25% (figures from the rural nodes for 2008) to a maximum of 15%.

8) OUTCOME 8: SUSTAINABLE HUMAN SETTLEMENTS AND AN IMPROVED QUALITY OF HOUSEHOLD LIFE

Output 1: Upgrading 400 000 units of accommodation within informal settlements

- Many of the approximately 2 700 informal settlements are in good locations. The key challenge is providing these households with adequate basic services and an improved shelter. Progress with this
Output will be measured by achieving the target of 400 000 households by 2014, the securing of some form of land tenure for these families so they have a real asset and access to universal services.

- A key additional output is the increased provision of well-located and affordably priced rental accommodation. The target is to deliver at least 20 000 units per annum.
- The activities that will be monitored include:
  - An increased allocation to this output from the existing budget,
  - The expansion of the national upgrading support programme in 45 priority municipalities along with the publication of an approved upgrading manual by 30 April 2010, and
  - The extent to which we achieve the target of accrediting the 6 metros and 21 large town municipalities to deliver housing.

Output 2: Improving access to basic services

- This output is the primary responsibility of the Department of Cooperative Governance and Traditional Affairs. Human Settlements will play a supportive role in the achievement of the following targets related to universal access to basic services:
  - Water from 92% to 100%
  - Sanitation from 69% to 100%
  - Refuse removal from 64% to 75%
  - Electricity from 81% to 92%

- To deliver on these basic services, consideration must be given to the establishment of a Bulk Infrastructure Fund to unlock delivery of reticulation services and align the Provincial Infrastructure Grants and Municipal Infrastructure Grants with the housing projects and grants.

Output 3: Facilitate the provision of 600 000 accommodation units within the gap market for people earning between R3 500 and R12 800

- The establishment of a guarantee scheme to provide underwriting and first loss cover to commercial lenders for housing finance and resolving the optimal role of the Housing DFI’s in mobilising efforts to address this target will facilitate delivery.
- A key requirement is a proper functioning land use management system to improve development and zoning processes and systems. In this regard the department will participate in the process currently coordinated by The Presidency to fast-track the development of new comprehensive land use management legislation. The target is to have an advanced draft by 30 June 2010.
Output 4: Mobilisation of well-located public land for low income and affordable housing with increased densities on this land and in general. An agreement with key public landowners to release 6250 ha of land over the next four years and utilise densities of 60 units per ha to deliver 400 000 units must be developed.

9) OUTCOME 9: RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT

Output 1: Implement a differentiated approach to municipal financing, planning and support

- In relation to the 6 metros and top 21 municipalities, they should be granted more autonomy in respect of infrastructure and housing delivery since this is already recognised in the MIG City and Housing Accreditation Programmes. The action here will therefore entail the acceleration of the implementation of the MIG-City programme to the top 21 municipalities and acceleration of the housing accreditation process in the metros and 21 municipalities.
- For smaller municipalities with limited capacity, which we must define clearly,
- We should design a much focused intervention that is limited to producing IDPs that are simplified to focus on planning for the delivery of a set of 10 critical municipal services.
- IDP should also be supported by a simple revenue plan that will better manage costs and enhance the management of revenue.
- Ensure that the critical posts of Municipal Manager, Town planner, Chief Financial Officer and Engineer/technical services are audited and filled by competent and suitably qualified individuals. (We need to work towards a situation where it becomes a key requirement that no elected official of any party should serve in these roles).
- Ensure that the performance contract of the municipal manager should be concise and crisp, based on the 3 items above.

Output 2: Improving access to basic services.

In respect of this output the following targets for improving universal access are set for the period ending 2014:

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

- To deliver on these Basic Services consideration must be given to the establishment of a Bulk Infrastructure Fund to unlock delivery of reticulation services, fund bulk infrastructure, procure well located land, align Provincial Infrastructure Grants and Municipal Infrastructure Grants with housing projects and grants and to upgrade and rehabilitate bulk infrastructure (such as Waste Water Treatment Works).

- A special purpose vehicle for municipal infrastructure should be established in collaboration with other departments to assist in mobilizing private sector infrastructure funding for municipalities and also to support the planning and expenditure of CAPEX and OPEX in municipalities. This special purpose vehicle will go a long way in augmenting public sector funds for municipal infrastructure and in gaining value for money.

Output 3: Implementation of the Community Work Programme

- The CWP is a key initiative to mobilize communities in order to provide regular and predictable work opportunities at the local level. This is a ward-based programme the idea being to identify ‘useful work’ ranging from 1-2 days a week or one week a month initially targeted at the poorest wards. The target is to implement the CWP in at least 2 wards per local municipality. The overall target for CWP job opportunities created by 2014 is 4.5million. By 2014 at least 30% of all job opportunities must be associated with functional cooperatives at the local level.

Output 4: Actions supportive of the human settlement outcome

- Since COGTA has minimal direct control over the issues identified in the human settlement outcome, specific deliverables where COGTA is required to provide support include the following:

- On spatial aspects to overcome the apartheid legacy, actions supportive of the human settlement outcomes need to initiated such as increasing densities in metros and large towns, release of public land for low income and affordable housing to support the delivery of 400 000 housing units on “well located land” with a 30 to 45 minute journey to work and services and using less than 8% of disposable income for transport by 2014.

- Other targets closely related to human settlements is supporting the expansion of the national upgrading support programme in 45 priority municipalities to facilitate the upgrading of informal settlements. In
this regard the grading and rezoning of informal settlements by the priority municipalities is crucial.

- A national coordination grant framework should be developed and monitored by COGTA with the relevant departments to better align the Municipal Infrastructure Grant (MIG), the MIG Cities instrument, the Housing Subsidy Grant, the National Upgrading Support Programme and all other local government grants that impact on local communities.

- The current process facilitated by the Presidency to finalise new national legislation on spatial and land use planning must be completed urgently, with COGTA, Rural Development and Land Reform, Human Settlements, Environment and National Treasury playing an important role. Clear national norms and standards should be developed for different types of municipalities and settlement areas to support our overall objective of creating well-functioning, integrated and balanced urban and rural settlements.

**Output 5: Deepen democracy through a refined Ward Committee model**

Strengthening our people-centred approach to governance and development is a core part of the building the developmental state in this country. Three important, but related, tasks must be undertaken.

Firstly, the legislative framework for Ward Committees and community participation must be reviewed and strengthened to broaden participation of various sectors and to propose revised / new responsibilities and institutional arrangements for Ward Committees. This is a priority for 2010. Secondly, a new approach must be found to better resource and fund the work and activities of Ward Committees. The funding of local democracy and community participation cannot be a discretionary matter. Lastly, various support measures must be put in place to ensure that at least 90% of all Ward Committees are fully functional by 2014.

**Output 6: Administrative and financial capability**

- Municipalities with unqualified audits to increase from 53% to 100%.
- The average monthly collection rate on billings to rise to 90%.
- The percentage of municipalities with debtors more than 50% of own revenue to be reduced from 24% to 12%.
- The percentage of municipalities that are overspending on OPEX to improve from 8% to 4%.
- The percentage of municipalities’ under-spending on CAPEX to be reduced from 63% to 30%.
- The percentage of municipalities spending less than 5% of OPEX on repairs and maintenance to be reduced from 92% to 45%.
Output 7: Single window of coordination

There is a need to ensure that policies and legislation are reviewed and that the various support, monitoring and other interventions by national departments are better coordinated.

In this regard it is important that we review local government legislation, finalise changes in relations to powers and functions and review the intergovernmental fiscal framework before the 2011 local government elections. A report on this should be prepared by June 2010.

10) OUTCOME 10: ENVIRONMENTAL ASSETS AND NATURAL RESOURCES THAT ARE WELL PROTECTED AND CONTINUALLY ENHANCED

Output 1: Enhanced quality and quantity of water resources

Water demand is expected to rise by 52% over the next 30 years while supply of water is likely to decline if current trends due to leakage from old and poorly maintained municipal infrastructure and the loss of wetlands persist. This would make the prospect of water shortage a frightening reality in the near future. To enable more efficient management of our water resources, the following targets are critical:

Reduction of water loss from distribution networks from current levels of approximately 30% to 18% by 2014 coupled with encouraging users to save water.

To preserve groundwater reserves and prevent further loss of wetlands, the number of wetlands rehabilitated should increase from 95 to 150 per year. Furthermore, action needs to be taken to increase the number of wetlands under formal protection from the current level of 19 as well ensuring that the number of rivers with healthy ecosystems increases significantly.

To improve current capacity to treat wastewater, 80% of sewage and wastewater treatment plants should be upgraded by 2015 and the percentage of wastewater treatment plants meeting water quality standards should be increased from 40% to 80% by 2014.

Output 2: Reduced greenhouse gas emissions, climate change impacts and improved air/atmospheric quality

To begin reducing South Africa’s footprint with regard to greenhouse gas emission, the percentage of power generation from renewable sources should increase from 2,000GW/hours to 10,000GW/hours by 2014.

To mitigate the catastrophic impacts of climate change it is imperative that we reduce total CO2 emissions by 34% by 2020 and 42% by 2025.
Reduction of atmospheric pollutants is also critical and targets should be set that comply with Ambient Air Quality Standards.

To better cope with the unpredictable and severe impacts of climate change, adaptation plans for key sectors of the economy must be developed (i.e. Agriculture, water, forestry, tourism, Human Settlements).

**Output 3: Sustainable environmental management**

The proper management of our environment will require that we achieve the following:

- Percentage of land affected by soil degradation to decrease from 70% to 55%.
- Net deforestation to be maintained at not more than 5% by 2020 and protection of indigenous forest assets be transferred to appropriate conservation and relevant agencies by 2014.
- Solid waste management to ensure waste minimization, improved collection and disposal and recycling by ensuring that the percentage of households with basic waste collection and disposal facilities increases from 50% to 80% by 2012; percentage of landfill sites with permits increased to 80% by 2015 and that 25% percent of municipal waste gets diverted from landfill sites for recycling by 2012.
- To ensure integrated planning, a clear plan that will ensure that environmental issues are integrated into land use planning and incorporated into national, provincial and municipal plans.

**Output 4: Protected biodiversity**

Keeping our biodiversity intact is vital for sustainable economic growth and development because it ensures ongoing provision of ecosystem services such as the production of clean air, clean water through good catchment management and prevention of erosion and carbon storage to counteract global warming. Consideration should be therefore be given to limit further loss of natural habitat in threatened ecosystems by more deliberate preservation and conservation of protected areas. In this r

...
number of kilometres of coast, rivers and lakes to be cleaned and rehabilitated

To preserve our biodiversity and protect ecosystems and species the number of species under formal protection should increase and the proportion of species threatened with extinction should decline from current levels of 6.5%

Measures specific to the Department of Agriculture, Forestry and Fisheries:

- The total area (about 1 million square km) of the Exclusive Economic Zone (EEZ) in which fishing and any form of harvesting and extraction is prohibited will be increased from less than 1% to 3% offshore. Clear targets set for the number of kilometres of coast to be cleaned and rehabilitated
- To protect ecosystems and threatened species and rebuild stocks, Ecosystem Approach to Fisheries (EAF) management system and recovery strategies will be implemented to ensure the recoveries of 10% of hake, abalone and rock lobster stocks from the current levels by 2014.

11) OUTCOME 12: AN EFFICIENT, EFFECTIVE AND DEVELOPMENT ORIENTED PUBLIC SERVICE AND AN EMPOWERED, FAIR AND INCLUSIVE CITIZENSHIP

Output 1: Service delivery quality and access

Output 2: Human resource management and development

Output 3: Business processes, systems, decision rights and accountability management

Output 4: Tackling corruption in the public service
2.2. PROVINCIAL POLICY REVIEW

2.2.1. NORTHERN CAPE PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (NCPGDS) 2004-2014

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.

In the context of the Frances Baard District Growth and Development Strategy, the District Municipality, needs to position itself to respond to the following targets where applicable:

- To maintain an average annual economic growth rate of between 4% and 6%
- To halve the unemployment rate by 2014;
- To reduce the number of households living in poverty by 5% per annum;
- To improve the literacy rate by 50% by 2014;
- To reduce infant mortality by two thirds by 2014;
- To reduce maternal mortality by two thirds by 2014;
- To provide shelter for all by 2014;
- To provide clean water to all by 2009;
- To provide access to adequate sanitation to all by 2009;
- To reduce crime by 10% by 2014;
- To stabilize the prevalence rate of HIV and AIDS and begin the reverse by 2014;
- To redistribute 30% of productive agricultural land to PDI’s by 2015.
- To conserve and protect 6.5% of our valuable biodiversity by 2014; and
- To provide adequate infrastructure for economic growth and development by 2014.

### 2.2.2. NORTHERN CAPE PROVINCIAL SPATIAL DEVELOPMENT STRATEGY, 2012

The Northern Cape Province is still in the process of formulating a Spatial Development Strategy, but as part of the NCPGDS there is Section dedicated to this aspect. It states that the Spatial Development Strategy should not only give effect to national spatial development perspectives, but should also make provision for provincial, district and local development priorities for the space economy in the Northern Cape. This will provide a means to guide strategic decisions regarding the location and distribution of resources in time and geographic space.

### 2.2.3. NORTHERN CAPE LOCAL ECONOMIC DEVELOPMENT STRATEGY, 2012

The Northern Cape LED is currently being formulated and is aimed at building a shared understanding of LED in the Province and to put into context the role of local economies in the provincial economy. It seeks to mobilise local people and local resources in an effort to fight poverty.

### 2.2.4. NORTHERN CAPE AGRICULTURE & AGRO-PROCESSING SECTOR DEVELOPMENT STRATEGY,

The NC AAPSDS is one in a series of economic sector development strategies that aims to provide for a more accurate prioritisation of effort
and resource allocation by the public sector generally and provincial
government in particular in its endeavours to deliver on its mandate to
promote the economic development of the Northern Cape province.

The NC’s traditional strength is in the production of a wide range of primary commodities. Adding value to the commodities could make a significant contribution to the transformation of agriculture in the province and, by extension, rural and national development.

Agro-processing can increase the viability, profitability and sustainability of production systems through their impact on increasing incomes of primary producers, create employment and foreign exchange earnings, and address the market risks associated with primary agricultural production.

2.2.5. NORTHERN CAPE PROVINCE MINERAL SECTOR DEVELOPMENT STRATEGY,

The Mineral Sector Development Strategy also forms part of the series of economic sector strategies. The Northern Cape Province has very rich mineral deposits and this strategy aims to align the various initiatives in the Northern Cape regarding the Mining Sector.

It is important to note that although the Mining contributes largely to the GGP of the Northern Cape the sector is in decline and as part of this strategy the Northern Cape Province are looking at better job creation opportunities by diversifying the Mining industry.

The following are Provincial LED initiatives that would have an impact on the FBDM:

A.) Manufacturing Cluster and Centre’s

The Department of Economic Affairs has in an effort to establish manufacturing centres in all 5 districts within the province established a partnership with the Centre for Advanced Manufacturing (CFAM) based at the University of the North West. This is in an effort to facilitate local manufacturing of a range of products (list of 10 products to the value of R100 million) that has been identified. This will give a boost to the economy as this will service the agricultural and mining sector which relies on other provinces for such services.

The project will have four major phases and it is hoped that the project will benefit women, youth and the disabled, approximately 100 jobs will be created from this initiative.
B.) Business Process Outsourcing & Off Shoring

Two main centres have been identified as the centres for business process outsourcing and off-shoring. These centres are Sol Plaatje and Ga-Segonyana Municipalities. It is hoped that a total of 350 jobs will be created over the 08/09 and 09/10 financial years. The Northern Cape was part of a delegation that visited the United States and the Netherlands which aimed to brand South Africa as a destination for BPO & O.

2.3. DISTRICT POLICY REVIEW

2.3.1. INTEGRATED DEVELOPMENT FRAMEWORK OF THE FRANCES BAARD DISTRICT MUNICIPALITY, 2014

The Frances Baard District Integrated Development Plan is a holistic strategic plan that provides an overview of the development strategies envisaged for the whole district. It provides strategic direction; it coordinates and aligns the initiatives of local municipalities in the district with those of the Provincial Sector Departments. The district Integrated Development Plan mainly focuses on the following aspects:

- Socio-economic development – especially economic growth, job creation, and poverty eradication, broad based black economic empowerment and environmental development.
- Service delivery, with emphasis on the provision of basic services.
- Governance, specifically as it relates to deepening democracy, thus through the ward committees system, capacity building, etc.

It is critical that the strategies adopted in the District IDP are aligned with the principles of NSDP and the objectives of the Northern Cape Provincial Growth and Development Strategy (NCPGDS).

2.3.2. FRANCES BAARD GROWTH AND DEVELOPMENT STRATEGY, 2008

The FBDM GDS is envisaged as a process of collective planning to improve alignment between spheres of government and other social partners to impact on poverty and accelerated shared growth. The FBDM GDS provides an action plan to meet the development needs of the community. The GDS aims to achieve this through the further development of leading economic sectors namely:

- Agriculture and Agro-Processing
- Mining and Mineral Processing
- Tourism
- Manufacturing
- Transport
- Services
- SMME Development
- Institutional Capacity Building

In order for Frances Baard District Municipality to achieve any meaningful growth and development, it is important that the FBDM align the initiatives aimed at improving the sectors above, in order to ensure better growth and development within the FBDM.

2.3.3. FRANCES BAARD DISTRICT MUNICIPALITY CONSOLIDATED LOCAL ECONOMIC DEVELOPMENT STRATEGY, 2006

The Consolidated Local Economic Development Strategy was also formulated by Urban-Econ and submitted to the FBDM in 2006. However the strategy was only approved by Council in 2009. In the process of formulating the new LED Strategy Urban-Econ consulted the consolidated document in all processes in order to ensure that the documents are aligned.

2.3.4. FRANCES BAARD SPATIAL DEVELOPMENT FRAMEWORK, 2012

The Spatial Development Framework (SDF) of the FBDM provides the District with development directives regarding Economic Development Nodes and Economic Growth Potential of Towns. The SDF makes provision for agro-processing, mining beneficiation, tourism and tertiary education nodes within the FBDM spatial perspective.
3. THE SITUATIONAL ANALYSIS

The focus of this phase is to collect both social and local economic development focal data (socio-economic research) and as such get an understanding of the status quo within the municipality. This phase shall further begin a process of developing a municipal profile of the current situation within Frances Baard area. To this extent this phase shall include the conducting of institutional and other related assessments.

Furthermore, the situational analysis shall include the assessment of the current LED Initiatives and in this context shall use a multi-disciplinary approach towards this evaluation, where the progress of each project is measured, the impact of these projects in terms of jobs, venture creation, skills development, affirmative procurement etc.

The collation of such data shall be based on the various available methodologies such as the development of questionnaires, one-on-one interviews and desk top studies of the various data bases.

3.1. REGIONAL OVERVIEW

The Northern Cape has a surface area one third the size of SA, yet it is inhabited by only 2, 2% of the country’s population. The Northern Cape Province is the largest province, with an estimated population of 1,096,731 people; which is the smallest share of the South African population (Statistics SA, Midyear population estimates 2011).

Frances Baard District Municipality is one of the five districts in the Northern Cape Province. The District is bordered on the eastern side by the North West and Free State Provinces and accommodates a population of approximately 353, 198 people (Community Survey, 2007). The remaining District Municipalities are:

- Pixley ka Seme
- Namakwa
- Siyanda
- John Taolo Gaetsewe

Frances Baard District Municipality borders to 3 of the 4 other District Municipalities, the exception being Namakwa District Municipality.
The District Municipality was named after Frances Baard, a woman who played an important role in the struggle for democracy in South Africa. Frances Baard District Municipality (DM) is one of five district municipalities located in the Northern Cape Province.

Frances Baard District Municipality is the most populated district in the province with a 33.4% of the province population distribution. The district comprises of four local municipalities with the population distribution estimated as follows: Magareng (22 000), Dikgatlong (42 000), Phokwane (50 000) and Sol Plaatje (244 000) with the highest population (Quan tec Research Data of 2011).

**Frances Baard District Municipality** is the smallest district in the Northern Cape. However, it accommodates the largest proportion of the population of the Province.

The municipality is located in the far eastern portion of the province. It shares its northern borders with the North West province and its eastern border with the Free State province. Kimberley, which is where the district
municipality is located, is less than 500km away from Johannesburg in the north, and less than 1 000km away from Cape Town in the south and the Port of Durban in the east. It comprises the four local municipalities of Dikgatlong, Magareng, Phokwane and Sol Plaatje.

The Frances Baard District Municipality is a place of wide-open spaces, where golden savannahs stretch as far as the eye can see. It is a place of arid natural beauty, where resilient green cactuses and tenacious thorn trees fill the landscape, and bright yellow sunflowers can be seen following the sun’s arc across deep blue skies.

Five gushing rivers divide this landscape: the Vaal, Orange, Modder, Harts and Riet, which give life to the region and its inhabitants.

The history of this region is very much defined by the diamond rush of the 19th century. A shepherd called Swartbooi found a diamond in 1869 that caught the world’s attention. The 83-carat diamond was bought by a collector called Schalk van Niekerk and came to be called The Star of South Africa. Sir Richard Southey, the Colonial Secretary of the Cape declared: “This is the rock upon which the future of South Africa will be built.”

In no time diamond diggers from around the world converged on this region in search of fortune. First the riverbanks of Klipdrift (Barkly West) were scoured and then a new rush of digging began in Kimberley, where the biggest hand-dug excavation in the world was created through sheer determination. Soon Kimberley was the diamond capital of the world, and a bustling metropolis spawned.

To this day, diamonds can still be found near Hopetown, in Kimberley and on the banks of the great rivers that flow through the Diamond Fields. Apart from its mining roots, the Diamond Fields have a great variety of other experiences on offer. There are cultural attractions like the ancient San etchings at Wildebeest Kuil and the Anglo-Boer War Battlefields Route to explore. There are several game farms in the region where you can see the endangered rhino and other game, and birders can spot a wonderful variety of endemic species. The five major rivers are perfect for water activities like fishing, paddling and boating, and explorers can go in search of the rumbling Gong-Gong Waterfall out near Barkly West. Unique experiences include the world-class Maloof Skate Park in Kimberley, agritourism in the lush Vaalharts Valley and a visit to the beautiful old Nazareth House Mission Station near Warrenton.

Afrikaans and Setswana are the principal languages of the District, with English and Xhosa spoken to a much lesser degree. The continental climate is hot in the summer (an average maximum of 320C) with occasional dramatic thunderstorms and mild winters with endless blue skies. The N12
Route runs through the District, which is almost exactly in the middle of South Africa; 500km from Johannesburg to the northeast and 1000km from Cape Town in the southwest. (Diamond Fields Visitors Guide)

**Dikgatlong Local Municipality** was established in 2000 through the Local Government Demarcation process, whereby the towns of Barkly West, Delpoortshoop and Windsorton were amalgamated into one municipality.

The name Dikgatlong is derived from a Setswana word meaning "confluence", as it refers to the place where the Harts and Vaal Rivers flow into each other at Delpoortshoop.

Dikgatlong is one of four local municipalities within the jurisdiction area of Francis Baard District Municipality. Francis Baard is one of five district municipalities within the boundaries of the Northern Cape Province. The municipality lies on the northern bank of the Vaal River, 37km from the city of Kimberley, which is south-east from Dikgatlong.

Dikgatlong is a Setswana name meaning “confluence”, referring to the place where the Harts and the Vaal rivers flow into one another. The name can be traced back some 300 years. Dikgatlong is located in the middle of the Frances Baard District Municipality and the town of Barkly West is its administrative centre. Other towns in the region are Delportshoop, Longlands, Kutlwano, Windsorton, Ulco and Sydney on Vaal.

Dikgatlong is home to the site of the first alluvial diamond digging in the region and is renowned for its excellent fly-fishing spots and luxury game lodges where you can see many of the Big Five. The adventurous are encouraged to go in search of the Gong-Gong Waterfall on the Vaal, where the quiet river suddenly tumbles into a gully and fills out into a tranquil pool.

Today livestock, irrigation farming and commercial mining drive the district’s economy, although a few diggers can still be seen sifting through gravel on the river banks in the tradition of diamond diggers of old! Setswana is the most widely spoken language followens. (Diamond Fields Visitors Guide)

**Magareng Local Municipality** is an administrative area in the Frances Baard District of the Northern Cape Province. Magareng is a Setswana name meaning "in the middle". The name reflects the geographic location of the municipality in relation to other areas.
Warrenton is on the banks of the Vaal River and about 75Km from Kimberley, which was in arid country. Diamonds were found in Kimberley in 1870 soon there was a huge demand for food. In 1880 a syndicate bought the western portion of the farm Grasbult on the Vaal River.

The name ‘Magareng’ is the Setswana word meaning ‘the middle’, and is derived from the fact that this region is literally in the middle of the country. Warrenton, a quiet agricultural town, is the administrative centre of the municipality and other communities include Ikhutse, Darrenvale and Windsorton Road.

The area is largely defined by agriculture, which is sustained by one of the largest irrigation schemes in the southern hemisphere. There are also a number of commercial farms which breed cattle, game, ostrich and goats. There are three historic stone blockhouses from the Anglo- Boer War still standing on the banks of the Vaal River, and an old railway bridge built in the 1920s – a line that still connects the Northern Cape and the North West Province. (Diamond Fields Visitors Guide)

**Phokwane Local Municipality** is named after Queen Phokwane, the wife of Kgosi Galeshewe of the Barolong boycott tribe. Phokwane is nestled in the lush green delta of the Hartswater region and boasts the second-largest irrigation scheme in the Southern Hemisphere, namely the Vaalharts Irrigation Scheme.

The municipality is situated 125km along the N18 to Vryburg. The administrative seat of the municipality is Hartswater. The majority of inhabitants are found in the peri-urban areas of the municipality. In terms of agriculture, Phokwane exports grape, citrus and olive products.

There are two major towns in the area – Hartswater (the administrative centre) and Jan Kempdorp. Smaller towns include Valspan, Pampierstad and Ganspan. Phokwane is defined by the lush Vaalharts Valley and the many activities surrounding the harvesting and production of local produce such as olives, pecan nuts, peanuts, citrus, wine, cotton and stone-fruit. Wheat, mealies (corn) and lucerne are also grown. The Vaalharts Irrigation Scheme that sustains 1280 farms in the area is the second largest irrigation scheme in the southern hemisphere, and covers 36,950ha.

Activities in the area include taking a dip in a canal and exploring the region by 4x4 or even microlight. Nature lovers can explore the wilderness on horseback, spot a variety of endemic birds, go fly-fishing on one of the gushing rivers or visit the serene Ganspan Pan. Hartswater and Jan Kempdorp have all the necessary modern amenities including golf courses,
shopping complexes, restaurants and accommodation to suit every need. (Diamond Fields Visitors Guide)

**Sol Plaatje Local Municipality** is located in the Frances Baard District Municipality in the Northern Cape Province. It includes the diamond mining city of Kimberley.

This municipality is named after Solomon ‘Sol’ Plaatje, a writer, politician and activist renowned for his incredible grasp of languages (fluent in seven). Sol was the first Secretary General of the African National Congress and dedicated much of his life to the struggle and the liberation of African people.

At the heart of Sol Plaatje Municipality is the bright metropolis of Kimberley, the capital city of the Northern Cape, and Galeshewe, the vibrant township on the city’s border. The municipality also includes the towns of Modder River, Ritchie, Riverton, Ronald’s Vlei, Beaconsfield, Kenilworth and Spytfontein.

The municipality has a population of about 250,000, by far the most populated region in the Frances Baard District. Agricultural land is mostly used for game farming, sheep and cattle farming, and cash crops such as lucerne, grapes, cotton and soybeans. Mining is still an integral part of the economy today.

Kimberley receives a significant 3,472 hours of sunshine per annum; this is a major resource with potential for solar power and electricity generation and heating. Projects have already been initiated as part of the municipality’s innovative eco-village housing developments. (Source: http://www.localgovernment.co.za)
3.2. DEMOGRAPHIC PROFILE

3.2.1. POPULATION DISTRIBUTION

The total population of the Frances Baard District, according to the 2011 census data, is 382,086. In terms of the district population breakdown Sol Plaatje is the most populace municipality with 64% of the district population while Magareng is the least population municipality with just over 6% of the district population.

TABLE 1: POPULATION DISTRIBUTION

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Population</th>
<th>%</th>
<th>Households</th>
<th>%</th>
<th>Population density</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sol Plaatje</td>
<td>248043</td>
<td>64.92%</td>
<td>60,297</td>
<td>63%</td>
<td>79.5</td>
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<tr>
<td>Dikgatlong</td>
<td>46842</td>
<td>12.26%</td>
<td>11,967</td>
<td>12%</td>
<td>6.4</td>
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<tr>
<td>Magareng</td>
<td>24204</td>
<td>6.33%</td>
<td>6,120</td>
<td>6%</td>
<td>15.7</td>
</tr>
<tr>
<td>Phokwane</td>
<td>63000</td>
<td>16.49%</td>
<td>17,544</td>
<td>18%</td>
<td>75.3</td>
</tr>
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<td>FBDM</td>
<td>382086</td>
<td>100.00%</td>
<td>95,928</td>
<td>100%</td>
<td>29.9</td>
</tr>
</tbody>
</table>

(StatsSA Census 2011 & Quantec Research Database, 2008)

The same picture continues with the number of households. Sol Plaatje has the highest number of (60,297) household, Phokwane has 17,544, 11,967 in Dikgatlong while (6,120) Magareng has the lowest (StatsSA Census 2011). The population distribution within the Frances Baard District is graphically illustrated in the following graph:
3.2.2. POPULATION GROWTH

When looking at the Frances Baard population growth rate, we see that it decreased slightly from 324 678 in 1996 to 323 523 in 2001 and then
increased over the next ten years at an average annual growth rate of 1.35% to 382,086 in 2011. Overall, the population therefore increased by 58,524 over the period 2001 to 2011 on average approximately by 5,852 persons per year. The population in Frances Baard increased at a slightly higher rate than in the Northern Cape province on average where the average annual growth rate amounted to 0.83% for the same period. (Note that the base year is taken as 1996).

**TABLE 2: POPULATION GROWTH**

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
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<td>2012</td>
<td>389,240</td>
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<tr>
<td>2013</td>
<td>395,148</td>
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</tbody>
</table>

(STATSSA Census, 2011)

Sol Plaatje and Dikgatlong Local Municipalities indicate the highest population growth in die District of 2.0%, with Phokwane Local Municipality at 0.30%
The district population has grown from 315 853 in 2005 to 395 148 in 2013; this means that between 2005 and 2013 the district population has grown by an annual growth rate of 1.19%. For the same period, 2005-2013, the HIV infection annual growth rate was 14.4%, HIV deaths annual growth rate 19.79% and other deaths annual growth was only 1.95% (FBDM IDP 2013 - 2016).

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

3.2.3. ETHNIC GROUP DISTRIBUTION

The FBDM area showed a 53 994 increase in population for the Black African group, 4 344 increase for the Coloured group, 1 814 increase in
population for the Indian/Asian groups and a decrease in population of 12,773 for the White group.
3.2.4. ETHNIC GROUP DISTRIBUTION

When looking at the ethnic distribution according to the 2011 census data, we see that the ethnic composition is predominantly black Africans (67.46%) and the lowest number of people is from the Indian or Asian descent (0.97%).

<table>
<thead>
<tr>
<th>Ethnic Group</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black African</td>
<td>67.46%</td>
</tr>
<tr>
<td>Coloured</td>
<td>24.68%</td>
</tr>
<tr>
<td>Indian or Asian</td>
<td>0.97%</td>
</tr>
<tr>
<td>White</td>
<td>6.89%</td>
</tr>
</tbody>
</table>

(STATSSA Census, 2011)

3.2.4. GENDER DISTRIBUTION

The population of the district and Province are similar when it comes to gender distribution with 49% of the population being male and 51% female.

<table>
<thead>
<tr>
<th>District/Area</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>DC9: Frances Baard</td>
<td>185497</td>
<td>196589</td>
</tr>
<tr>
<td>NC091: Sol Plaatsie</td>
<td>120212</td>
<td>127829</td>
</tr>
<tr>
<td>NC092: Dikagatlhong</td>
<td>23062</td>
<td>23778</td>
</tr>
<tr>
<td>NC093: Magareng</td>
<td>11732</td>
<td>12473</td>
</tr>
<tr>
<td>NC094: Phokwane</td>
<td>30491</td>
<td>32509</td>
</tr>
</tbody>
</table>

(STATSSA Census, 2011)

The graph below indicates the total number of males and females per age group for the Frances Baard District area. A total of 113 003 males and
females are within the ages of 0-14 and forms 29.58% of the population. Within the ages of 15-64, 247,921 males and females are found which forms 64.89% of the population. The age group 65+ forms 5.54% (21,162) of the population. For more detail on the number of males or females within each year see table below.

**GRAPH 4: GENDER DISTRIBUTION**

The population of the district remains fairly young with 30% between 0-14 years, 42% between 15-39 years, 23% between 40-64 years and only 5% above 65 years.

**TABLE 5: COMPARISON OF POPULATION STATISTICS**

<table>
<thead>
<tr>
<th>2007 Community survey (Old LED strategy)</th>
<th>Census 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population fairly equally distributed with 48.3% Males and 51.7% Females.</td>
<td>Males have slightly increase moving to 49% and female totalling 51%</td>
</tr>
<tr>
<td>A large portion of the population (66.4%) falls within the Potentially Economically active (PEA) (Population aged between 15 and 65 years). With 33% of the male population falling within the PEA and 33.4% of the female population. The population is classified as a young population with 70.2% of the population aged</td>
<td>65% of the population falls within the Potential Economically Active Population aged 15 to 65 years. This is a slight drop from 2007 community survey. The population younger than 39 has increased from 70.2% in 2007 to 72% in 2011.</td>
</tr>
</tbody>
</table>

(STATSSA Census, 2011)
younger than 39 years.

### 3.2.5. AGE DISTRIBUTION

The total increase in population of 0-14 for the FBDM area from 2001 – 2011 is indicated as 16.51% (16 015), ages 15-64 increased with 18.48% (38 675). For the population aged 65+ a 22.12% (3 833) increase in population numbers is indicated. The potential labour force (i.e. the economically active population between 15 and 64 years) accounts for 65% of the population of FBDM. The age analysis can be summarized as follows:

**TABLE 6: AGE DISTRIBUTION**

<table>
<thead>
<tr>
<th>Age</th>
<th>Dikgatlong</th>
<th>Maqareng</th>
<th>Phokwane</th>
<th>Sol Plaatjie</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - 4</td>
<td>5234</td>
<td>2690</td>
<td>7278</td>
<td>25777</td>
<td>40979</td>
</tr>
<tr>
<td>5 - 9</td>
<td>4959</td>
<td>2495</td>
<td>6760</td>
<td>22682</td>
<td>36896</td>
</tr>
<tr>
<td>10 - 14</td>
<td>4632</td>
<td>2417</td>
<td>6340</td>
<td>21739</td>
<td>35128</td>
</tr>
<tr>
<td>15 - 19</td>
<td>4299</td>
<td>2307</td>
<td>6134</td>
<td>23095</td>
<td>35835</td>
</tr>
<tr>
<td>20 - 24</td>
<td>4334</td>
<td>2323</td>
<td>5617</td>
<td>23573</td>
<td>35847</td>
</tr>
<tr>
<td>25 - 29</td>
<td>4064</td>
<td>1914</td>
<td>5194</td>
<td>23530</td>
<td>34702</td>
</tr>
<tr>
<td>30 - 34</td>
<td>3543</td>
<td>1706</td>
<td>4440</td>
<td>20033</td>
<td>29722</td>
</tr>
<tr>
<td>35 - 39</td>
<td>3025</td>
<td>1438</td>
<td>3940</td>
<td>17119</td>
<td>25522</td>
</tr>
<tr>
<td>40 - 44</td>
<td>2704</td>
<td>1274</td>
<td>3403</td>
<td>15341</td>
<td>22722</td>
</tr>
<tr>
<td>45 - 49</td>
<td>2425</td>
<td>1262</td>
<td>3194</td>
<td>13375</td>
<td>20256</td>
</tr>
<tr>
<td>50 - 54</td>
<td>2148</td>
<td>1118</td>
<td>2858</td>
<td>11834</td>
<td>17958</td>
</tr>
<tr>
<td>55 - 59</td>
<td>1684</td>
<td>1003</td>
<td>2356</td>
<td>9280</td>
<td>14323</td>
</tr>
<tr>
<td>60 - 64</td>
<td>1328</td>
<td>713</td>
<td>1885</td>
<td>7107</td>
<td>11033</td>
</tr>
<tr>
<td>65 - 120</td>
<td>2461</td>
<td>1544</td>
<td>3601</td>
<td>13555</td>
<td>21161</td>
</tr>
<tr>
<td>Age</td>
<td>Dikgatlong</td>
<td>Magareng</td>
<td>Phokwane</td>
<td>Sol Plaatjie</td>
<td>Total</td>
</tr>
<tr>
<td>------</td>
<td>------------</td>
<td>----------</td>
<td>----------</td>
<td>--------------</td>
<td>---------</td>
</tr>
<tr>
<td>Total</td>
<td>46840</td>
<td>24204</td>
<td>63000</td>
<td>248040</td>
<td>382084</td>
</tr>
</tbody>
</table>

(STATSSA Census, 2011)
3.2.6. HOUSEHOLD DISTRIBUTION

As could be expected Sol Plaatje is by the far the densest municipality in the district followed by Phokwane and Dikgatlong as the least dense municipalities.

**TABLE 7: HOUSEHOLD SIZE**

<table>
<thead>
<tr>
<th>Household size (Percentage)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Sol Plaatje</td>
<td>19</td>
</tr>
<tr>
<td>Dikgatlong</td>
<td>22</td>
</tr>
<tr>
<td>Magareng</td>
<td>24</td>
</tr>
<tr>
<td>Phokwane</td>
<td>25</td>
</tr>
</tbody>
</table>
From the household size table it is evident that Frances Baard has got fairly small household sizes with 21% of household comprising only one person, 19% 2 people, 16% three people, 17% four people and household with five plus sizes making up 27% of households.

From census 2011, it is also worth noting that 84% of Frances Baard District Municipality is formal residential area, 8% informal, 1% tradition, 4% farms, 1% commercial, 1% small holding and 1% collective living quarters (FBDMSDF 2013).

3.2.7. TENURE STATUS

It is encouraging to see that 47% of the 95 931 households in the district own and have paid up their houses while only 16% of households are renting. In terms of tenure the district is doing better than the Province as 25% of provincial households are renting while only 41% of household homes are owned and fully paid up.

TABLE 8: TENURE STATUS

<table>
<thead>
<tr>
<th>Tenure Status</th>
<th>Sol Plaatjie</th>
<th>Maqareng</th>
<th>Phokwane</th>
<th>Dikgatlong</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rented</td>
<td>18%</td>
<td>12.50%</td>
<td>13.90%</td>
<td>10.20%</td>
</tr>
<tr>
<td>Owned and fully paid off</td>
<td>44%</td>
<td>54.70%</td>
<td>56.10%</td>
<td>44.90%</td>
</tr>
<tr>
<td>Owned but not yet paid off</td>
<td>17%</td>
<td>3.90%</td>
<td>2.70%</td>
<td>2.20%</td>
</tr>
<tr>
<td>Occupied rent free</td>
<td>15%</td>
<td>21.30%</td>
<td>23.30%</td>
<td>37.30%</td>
</tr>
<tr>
<td>Other</td>
<td>5%</td>
<td>7.60%</td>
<td>4.10%</td>
<td>5.40%</td>
</tr>
</tbody>
</table>

100% 100% 100% 100%
18 455 people have migrated into the District since 2001 while only 280 people migrated out of the district, this means that the district has had a net inflow migration of 18 175 between 2001 and 2013 (FBDMGDSDF 2013).

TABLE 9: MIGRATION TREND

<table>
<thead>
<tr>
<th>Local Municipalities</th>
<th>In-Migration</th>
<th>Out-migration</th>
<th>Net Migration</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>%</td>
<td>Number</td>
</tr>
<tr>
<td>Sol Plaatjie</td>
<td>11972</td>
<td>64.87</td>
<td>221</td>
</tr>
<tr>
<td>Dikgatlong</td>
<td>1309</td>
<td>7.09</td>
<td>22</td>
</tr>
<tr>
<td>Magareng</td>
<td>845</td>
<td>4.58</td>
<td>21</td>
</tr>
<tr>
<td>Phokwane</td>
<td>4329</td>
<td>23.46</td>
<td>16</td>
</tr>
<tr>
<td>FBDM</td>
<td>18455</td>
<td></td>
<td>280</td>
</tr>
</tbody>
</table>

(Quantec Standardised Regional Data, 2013)
3.3. SOCIAL SERVICES

3.3.1. EDUCATION

Education is a means to expand the range of career options a person may choose from and has a direct influence on a person’s income and ability to meet basic needs. It is thus an important indicator of human development.

In 2011 the majority of the adult population (population aged 20 years and older) living in Frances Baard (88.8%) had some form of schooling; however 11.2% of the district adult population had no form of schooling (Table 6). Only 14% of the Frances Baard adult population had obtained some Primary schooling, and only a limited portion of the District adult population (27%) had obtained Grade 12 (StatsSA Census 2011).

This has led to a large portion of the adult population remaining unskilled. Consequently the labour force of the Frances Baard DM is primarily unskilled; this results in the majority of the population to be employed in semi- and unskilled occupations (not in high income occupations) (FBDM IDP 2012-16).

When looking at the Education analysis it is clear that the highest level of education for most of the District is people with some secondary education. 25% of the population had no schooling or did not complete Primary School.
### TABLE 10: EDUCATION PROFILE

<table>
<thead>
<tr>
<th></th>
<th>No schooling</th>
<th>Some primary</th>
<th>Completed primary</th>
<th>Some secondary</th>
<th>Grade 12/Std 10</th>
<th>Higher</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frances Baard</td>
<td>24411</td>
<td>31469</td>
<td>11290</td>
<td>81626</td>
<td>61456</td>
<td>19408</td>
<td>-</td>
</tr>
<tr>
<td>Sol Plaatjie</td>
<td>10758</td>
<td>16559</td>
<td>7010</td>
<td>57109</td>
<td>44506</td>
<td>15780</td>
<td>-</td>
</tr>
<tr>
<td>Dikgatlong</td>
<td>4864</td>
<td>5441</td>
<td>1871</td>
<td>8920</td>
<td>5567</td>
<td>748</td>
<td>-</td>
</tr>
<tr>
<td>Maqareng</td>
<td>2371</td>
<td>2616</td>
<td>708</td>
<td>4642</td>
<td>3419</td>
<td>493</td>
<td>-</td>
</tr>
<tr>
<td>Phokwane</td>
<td>6418</td>
<td>6853</td>
<td>1700</td>
<td>10955</td>
<td>7963</td>
<td>2386</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>48822</strong></td>
<td><strong>62938</strong></td>
<td><strong>22579</strong></td>
<td><strong>163252</strong></td>
<td><strong>122911</strong></td>
<td><strong>38815</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Total (STATSSA Census, 2011)**

### GRAPH 7: EDUCATION PROFILE

When looking at the individual Local Municipalities it is clear that the same trend is repeated within the LM’s.
The Local Municipalities within the Frances Baard District show the same trend as the District, however, Magareng has the highest percentage of the adult population with no schooling and the Sol Plaatje LM has the highest percentage of the adult population with Grade 12 / complete secondary schooling in the District.

The Sol Plaatje LM and the Phokwane LM have proportionately more adults with a higher degree (tertiary education) compared to Dikgatlong and Magareng. Only 9.9% of adults in Phokwane have completed Grade 12 while 6.7% have obtained a tertiary qualification.

(STATSSA Census, 2011)

**Issue 1**

- A lower level of education will have a direct impact on the potential employability of people within the District.

**Issue 2**

- The fact that only 8% of the population in FBDM has obtained a higher education might be linked to the shortage of institutions for further studies.
3.3.2. HEALTH

The Northern Cape Department of Health’s Annual Report for 2011/12 and their Annual Performance plan for 2012/13-2014/15 indicates the following strategic goals:

- Provision of Strategic Leadership and creation of a social compact for effective health service delivery.
- Improved quality management and patient care across the system through inter alia developing the Department’s human resources.
- Improved health outcomes in managing both communicable and non-communicable diseases.
- Attainment of a positive audit outcome for both financial and non-financial management.
- Improved and accelerated infrastructure development programme.

The Department’s Vision is: “Health Service Excellence for All” with their Mission as: “Working together, we are committed to provide quality health care services. We will promote a healthy society in which we care for one another and take responsibility for our health. Our caring, multi-skilled professionals will integrate comprehensive services using evidence based strategies and partnerships to maximise efficiencies of service delivery for the benefit of all.” (FBDM IDP 2013 -2016). South African Government and civil society have jointly committed to work together to mobilize an enhanced and sustainable effort to contain the effects of various communicable diseases.

This effort includes the development and execution of comprehensive plans to tackle the complex and debilitating challenges associated with HIV and AIDS (HIV & AIDS Strategic Plan: 2010-2014).

HIV and AIDS change the social and demographic makeup of populations, as it is mostly young adults and, especially young women and girls, who are infected with HIV. In turn, HIV and AIDS is leading to, an increase number of single-parented or orphaned children, and changing household dependency ratios. Together this factors result in the emergence of new household profiles, such as child-headed households, grand-parent/grand-children households, and households made up of orphaned youths and young adults who come together to weather the impact of HIV and AIDS (HIV & AIDS Strategic Plan: 2010-2014).

Over the past five years access to HIV treatment in the Frances Baard District Municipality has expanded rapidly. Fortunately, this has decreased the burden of HIV, with District prevalence rates remaining at about 20%.
for the last three years. Currently Frances Baard District has the highest prevalence in the Northern Cape Province (HIV & AIDS Strategic Plan: 2010-2014). It is estimated that South Africa has a population of about 50.6 Million people (STATSA July 2011). About 5.38 million people or 10.6% of the South African population live with HIV.

**TABLE 11: HIV/AIDS**

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>1995</td>
<td>2,686</td>
</tr>
<tr>
<td>1996</td>
<td>4,304</td>
</tr>
<tr>
<td>1997</td>
<td>6,407</td>
</tr>
<tr>
<td>1998</td>
<td>8,868</td>
</tr>
<tr>
<td>1999</td>
<td>11,550</td>
</tr>
<tr>
<td>2000</td>
<td>14,340</td>
</tr>
<tr>
<td>2001</td>
<td>16,851</td>
</tr>
<tr>
<td>2002</td>
<td>19,087</td>
</tr>
<tr>
<td>2003</td>
<td>21,143</td>
</tr>
<tr>
<td>2004</td>
<td>22,833</td>
</tr>
<tr>
<td>2005</td>
<td>24,291</td>
</tr>
<tr>
<td>2006</td>
<td>25,522</td>
</tr>
<tr>
<td>2007</td>
<td>27,480</td>
</tr>
<tr>
<td>2008</td>
<td>28,538</td>
</tr>
<tr>
<td>2009</td>
<td>29,636</td>
</tr>
<tr>
<td>2010</td>
<td>30,610</td>
</tr>
<tr>
<td>2011</td>
<td>31,488</td>
</tr>
<tr>
<td>2012</td>
<td>32,303</td>
</tr>
<tr>
<td>2013</td>
<td>33,130</td>
</tr>
</tbody>
</table>

(STATSSA Census, 2011)

However the prevalence rate for the adult population (15-19 years) is estimated at 16.7%. There has been a significant improvement due to the provision of antiretroviral therapy- which has increased the life expectancy from 50.9 years to 54.9 years for man and from 54.9 years to 59.1 years for woman between 2007 and 2011 respectively. (STATSA Census 2011)
In accordance with the HSRC surveys (South Africa National HIV Prevalence, Incidence, Behaviour and Communication survey 2002, 2005 and 2008) the survey suggests that, the national prevalence (for those aged 2 years or older) in 2002, 2005 and 2008 was 11.4%, 10.8% and 10.9% respectively.

Furthermore the know your epidemic (KYE) report indicate that the epidemic has the following features:

- The estimated number of people with HIV/AIDS shown considerable clustering in the eastern parts of South Africa- with the majority of adult people living with HIV(54%) located in Gauteng and Kwazulu Natal
Level of HIV in informal settlement in urban area are high
- Low socio-economic status is associated with HIV infection
- High levels of localized HIV transmission is found in areas close to national roads and highways (Draft NSP 2012-2016)
- HIV prevalence is significantly higher in the African black population than in other races groups.

However data from antenatal survey indicate that HIV prevalence has plateau, albeit at a high level of about 30%. This varies from district to district with the lowest prevalence in Namaqua District 10% and the highest rates ≥ 40% in UThukela, eThekwini, ILembe and uMgungundlovu district in Kwazulu Natal (FBDM IDP 2013-16).

3.3.3. SAFETY AND SECURITY

The South African Police Services (SAPS) categorises crime into five main categories, namely:

- Violent Crime (murder, attempted murder and robbery with aggravating circumstances);
- Property related crime (all forms of burglary and theft, including stock theft and theft from vehicles);
- Social Fabric crimes (rape, assault causing grievous bodily harm, common assault and indecent assault);
- Vehicle theft (e.g. car hijacking)
- Drug / alcohol related crime (WCPSDF, 2005)

GRAPH 11: CHANGE IN PRIORITY CRIMES WITHIN THE FRANCES BAARD SDF

(FBDM SDF, 2013)
The following list indicates the number of police stations and the locality thereof:

- Sol Plaatje – 4 Facilities
- Dikgatlong – 4 Facilities
- Magareng – 1 Facility
- Phokwane – 2 Facilities

3.4. 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.

Social grants is a constitutional right to all South Africans as spelt out by Section 27 (1)(c) of the Constitution of South Africa which states: "Everyone has the right to have access to social security including if they are unable to support themselves and their dependants, appropriate social assistance" (FBDM IDP 2013 -2016)s.

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

- Old age grant (OAG)
- War veterans grant (WVG)
- Disability grant(DG)
- Foster care grant(FCG)
- Child support grant (CSG)
- Care dependency (CDG)
- GIA

TABLE 12: ACTIVE GRANTS FOR FEBRUARY 2011 UNTIL JANUARY 2012

<table>
<thead>
<tr>
<th></th>
<th>CSG</th>
<th>OAG</th>
<th>WVG</th>
<th>DG</th>
<th>FCG</th>
<th>GIA</th>
<th>CDG</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feb-11</td>
<td>43044</td>
<td>23687</td>
<td>18</td>
<td>21347</td>
<td>3005</td>
<td>276</td>
<td>2132</td>
<td>93509</td>
</tr>
<tr>
<td>Mar-11</td>
<td>43609</td>
<td>23766</td>
<td>18</td>
<td>21316</td>
<td>3026</td>
<td>260</td>
<td>2166</td>
<td>94161</td>
</tr>
<tr>
<td>Apr-11</td>
<td>43848</td>
<td>23760</td>
<td>17</td>
<td>21185</td>
<td>3136</td>
<td>282</td>
<td>2151</td>
<td>94379</td>
</tr>
<tr>
<td>May-11</td>
<td>44225</td>
<td>23731</td>
<td>15</td>
<td>21469</td>
<td>3167</td>
<td>292</td>
<td>2152</td>
<td>95051</td>
</tr>
</tbody>
</table>
3.5. ECONOMIC PROFILE

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

Municipalities are mandated by the provisions of Section 152 (c) of the Constitution of South Africa 1996 to ensure the socio-economic development of local communities. 39.

The district economy is still very much primary based and skewed towards the Sol Plaatje Local Musicality economy. Sol Plaatje alone is responsible for just over 80% (rand value) of the value addition in the District while the secondary sector contributes a mere 7.2% (FBDM IDP 2013 -2016).

<table>
<thead>
<tr>
<th>Month</th>
<th>Value</th>
<th>Value</th>
<th>Value</th>
<th>Value</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jun-11</td>
<td>44544</td>
<td>23698</td>
<td>15</td>
<td>21424</td>
<td>3195</td>
</tr>
<tr>
<td>Jul-11</td>
<td>44853</td>
<td>23662</td>
<td>15</td>
<td>21463</td>
<td>3212</td>
</tr>
<tr>
<td>Aug-11</td>
<td>45122</td>
<td>23701</td>
<td>15</td>
<td>21318</td>
<td>3230</td>
</tr>
<tr>
<td>Sep-11</td>
<td>45342</td>
<td>23738</td>
<td>15</td>
<td>21154</td>
<td>3237</td>
</tr>
<tr>
<td>Oct-11</td>
<td>45267</td>
<td>23641</td>
<td>15</td>
<td>21119</td>
<td>3244</td>
</tr>
<tr>
<td>Nov-11</td>
<td>45643</td>
<td>23954</td>
<td>15</td>
<td>21263</td>
<td>3283</td>
</tr>
<tr>
<td>Dec-11</td>
<td>45822</td>
<td>23983</td>
<td>15</td>
<td>21297</td>
<td>3118</td>
</tr>
<tr>
<td>Jan-12</td>
<td>45302</td>
<td>23915</td>
<td>15</td>
<td>20957</td>
<td>2881</td>
</tr>
</tbody>
</table>

(STATSSA Census 2012)

3.5.1. GROSS DOMESTIC PRODUCT

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

The Gross Domestic Product indicates the value of services and goods produced within the geographic boundaries of an area during a period of one year. Frances Baard District Municipality is the strongest economic region in the province, accounting for 36% of the 28 provincial gross domestic product (GDP). The Major contributor to the regional GDP is Sol Plaatje (74%), followed by Phokwane (15%), Dikgatlong (8%), Magareng (2%) and the District Management Area (1%).

GRAPH 12: GDP OF FRANCES BAARD

(GLOBAL INSIGHT, 2011)

In terms of correlation and trend, we see from Graph 1 that the only lagging economy is Dikgatlong which has been on a worrying decline since 2005. Other than Dikgatlong, there has been a moderate slow-down in the economic growth of other Municipalities.

The economy of the district consists of the primary (agriculture and mining), secondary (manufacturing, electricity and construction) and tertiary (trade, transport, financial and social services) sectors (FBDM IDP 2012-16).
The above graph, on the Sector Growth of the District, provides a picture of the sector performance in the District. It is evident that the tertiary industries have been performing the best followed by primary and lastly the secondary, especially the electricity sector which provides a negative growth rate (FBDM IDP 2012-16).

Clearly, the Frances Baard District economy is characterised as a growing services economy providing, as it were, “soft” services to the wider community. 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 has an impact on employment in the primary sector, amongst others because of declining mining activities and increased mechanisation in both the agricultural and mining sectors. In fact, the Primary sector has shed more than 5 000 jobs over the period 1996 to 2011.

The Secondary sector (Manufacturing, Electricity, gas and water and Construction), has likewise shed a large number of jobs – from 14 339 in 1996 to 7 769 in 2011, a loss of 6 570 jobs over the period. This state of affairs emphasises the fact that manufacturing and construction are not attracting investments and that these sectors have been in decline for a long time.
The Tertiary sector (Wholesale and Retail Trade, Catering and Accommodation; Transport, Storage and Communication; Finance, Insurance, Real Estate and Business Services; Community, Social and Personal Services and General Government) is the only sector that registered real growth over the period 1996 to 2011, increasing its share in the GVA from 69.9% in 1996 to 79.2% in 2011 (FBDM SDF 2013).

3.5.2. LOCATION QUOTIENT GVA

A location quotient (LQ) is an analytical statistic that measures a region’s industrial specialization relative to a larger geographic unit (usually the nation). An LQ is computed as an industry’s share of a regional total for some economic statistic (earnings, GDP by area, employment, etc.) divided by the industry’s share of the national total for the same statistic. For example, an LQ of 1.0 in mining means that the region and the nation are equally specialized in mining; while an LQ of 1.8 means that the region has a higher concentration in mining than the nation.

GRAPH 14: GVA PER SECTOR

Over the same period, employment in this sector increased from 46 141 persons to 72 614, an increase of 26 437 jobs. This represents an overall increase of 14 577 jobs over the 15 year period, or, on average 972 jobs per year.
Indicated in *Table* below is the percentage of households earning less than R3 200. Within Dikgatlong Municipality 60.07% of the households earn less that R3 200, with Magareng Municipalities households at 59.69%. 43.43% of the households in Sol Plaatje Municipality earn less that R3 200.

Within the income brackets indicated in the Graph the number of people earning that amount in FBDM is smaller compared to the number of people in the Northern Cape. The number of people earning nothing or less than R800 per month is larger in the Northern Cape than in Frances Baard (FBDM SDF 2013).

**TABLE 13: GVA**

<table>
<thead>
<tr>
<th></th>
<th>Sol Plaatjie</th>
<th>Dikgatlong LM</th>
<th>Magareng LM</th>
<th>Phokwane</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture</td>
<td>0.3</td>
<td>1.2</td>
<td>1.6</td>
<td>6.2</td>
</tr>
<tr>
<td>Mining</td>
<td>1.1</td>
<td>8.2</td>
<td>1.6</td>
<td>0.8</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>0.9</td>
<td>1.7</td>
<td>0.6</td>
<td>1.8</td>
</tr>
<tr>
<td>Electricity &amp; Water</td>
<td>0.6</td>
<td>0.8</td>
<td>1.9</td>
<td>3.7</td>
</tr>
<tr>
<td>Construction</td>
<td>0.7</td>
<td>1.4</td>
<td>1.1</td>
<td>1.6</td>
</tr>
<tr>
<td>Trade</td>
<td>1.1</td>
<td>0.9</td>
<td>1.1</td>
<td>1.2</td>
</tr>
<tr>
<td>Transport</td>
<td>1.3</td>
<td>0.8</td>
<td>1.5</td>
<td>1.1</td>
</tr>
<tr>
<td>Finance &amp; Business</td>
<td>1.4</td>
<td>0.5</td>
<td>1.5</td>
<td>1.0</td>
</tr>
<tr>
<td>Community Services</td>
<td>1.2</td>
<td>0.5</td>
<td>1.3</td>
<td>1.2</td>
</tr>
<tr>
<td>General Government</td>
<td>1.7</td>
<td>0.4</td>
<td>1.0</td>
<td>1.7</td>
</tr>
</tbody>
</table>

(Quanetc Standardised Regional Data, 2011)

The location quotient table shows the comparative advantage of the District's local municipalities in terms of production. According to this table, the industries in which the Sol Plaatje LM has the highest comparative advantage are Government services, Finance & Business. It is important to note that the LM has a comparative advantage across most industries. Looking at the Dikgatlong LM, the Mining industry has the highest comparative advantage, followed by manufacturing. Both the Magareng and the Phokwane LMs have the highest comparative advantage in agriculture (FBDM IDP 2013 -2016).
3.5.3. HOUSEHOLD INCOME

A total of 12 271 (13%) of the households in the District earn no income with 10% earning less than R800 per month. 20% (19 355) of the households earn between R1 601 – R3 200 and 38% earn more than R3 200 (FBDM IDP 2013-2016).

**TABLE 14: HOUSEHOLD INCOME**

<table>
<thead>
<tr>
<th>Municipalities</th>
<th>No Income</th>
<th>R1 – R 400</th>
<th>R 401 – 801</th>
<th>R 801 – R 1 600</th>
<th>R 1 601 – R 3 200</th>
<th>R 3 201 – Plus</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sol Plaatje</td>
<td>7 032</td>
<td>2 001</td>
<td>3 215</td>
<td>9 683</td>
<td>11 291</td>
<td>27 073</td>
<td>60 295</td>
</tr>
<tr>
<td>Dikgatlong</td>
<td>1 814</td>
<td>618</td>
<td>866</td>
<td>2 905</td>
<td>2 800</td>
<td>2 963</td>
<td>11 966</td>
</tr>
<tr>
<td>Magareng</td>
<td>934</td>
<td>294</td>
<td>477</td>
<td>1 440</td>
<td>1 430</td>
<td>1 543</td>
<td>6 118</td>
</tr>
<tr>
<td>Phokwane</td>
<td>2 491</td>
<td>868</td>
<td>1 403</td>
<td>4 004</td>
<td>3 834</td>
<td>4 944</td>
<td>17 544</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>12 271</td>
<td>3 781</td>
<td>5 961</td>
<td>18 032</td>
<td>19 355</td>
<td>36 523</td>
<td>95 923</td>
</tr>
<tr>
<td><strong>Percentage</strong></td>
<td>13%</td>
<td>4%</td>
<td>6%</td>
<td>19%</td>
<td>20%</td>
<td>38%</td>
<td>100%</td>
</tr>
</tbody>
</table>

(FBDM SDF 2013)

Indicated in Table above is the percentage of households earning less than R3 200. Within Dikgatlong Municipality 60.07% of the households earn less that R3 200, with Magareng Municipalities households at 59.69%. 43.43% of the households in Sol Plaatje Municipality earn less that R3 200 (FBDM SDF 2013).

3.5.4. UNEMPLOYMENT

The unemployment rate indicates the number of people who are without employment as a percentage of the total economically active population. According to Statistics South Africa, the unemployment rate is the proportion of the labour force that is unemployed. Unemployed persons are those aged between 15-64 years, who:

- Not employed during the last 7 days
- Actively looked for work or tried to start a business
- Able to start work within 7 days

The Frances Baard DM has an unemployment rate of 27.9%, similar to that of the Northern Cape. Furthermore the Dikgatlong LM has the highest unemployment rate (39.7%) within the District Municipality as compared to the other local municipalities. The main contributing factor to the low levels
of employment in Dikgatlong LM is the high percentage (86.2%) of labour force that has not obtained a Grade 12 Senior Certificate and Higher Qualification, resulting in a primarily unskilled labour force (Quantec Research, Standardized Regional Data, 2011).

The largest portion of formally employed persons in Frances Baard are skilled (44.7%), followed by semi- and unskilled (41.4%) workers. Only 13.9% of local workers are considered to be highly skilled.

The official unemployment rate in the Frances Baard District Municipality in 2011 rose to 27.2% from 26.9% in 2010 and 26.8% in 2009. Looking at the local municipal level, Dikgatlong LM, Magareng LM and Phokwane LM have the highest unemployment rate in the district (well above that of the District level), with the 2011 rates sitting at 38.5%, 32.6% and 32.5% respectively. However, the unemployment rate in Sol Plaatje LM in 2011 is below that of the District, at 24.6%. This can be attributed to the fact that this local municipality houses the business hub of the Northern Cape Province, the City of Kimberley.

**GRAPH 15: UNEMPLOYMENT RATE**

(Quantec Standardised Regional Data, 2011)
3.5.5. EMPLOYMENT

Despite the high unemployment rate, the District has seen an increase in the level of jobs created post South Africa's democracy. The total number of people employed in the district is registered at 92,668, in 2011, from 77,033 in 1995.

The Tertiary sector has shown a steady increase in the level of employment from 1995 to 2011, while the Primary sector saw a decline in its contribution to employment over the same period. It is important to note that the District was quite resilient in job creation during the 2007/09 recession, where the country saw a number of job cuts. This can be attributable to the local government’s support in keeping the economy afloat.

At the local municipal level, Sol Plaatje recorded the highest number of employment in 2011, at 60,114. In addition, the LM has seen a steady increase in the employment level from 1995 to 2011.

GRAPH 16: EMPLOYMENT STATUS FBDM

The breakdown by sector shows that the Tertiary sector is the biggest driver of employment, led by government at 32.9% of total jobs created, the trade sector at 15.8% community services 14.6% and finance & business at 11.5%.
The tertiary sector is the principal driver of employment in the Sol Plaatje local municipality, driven by general government, community services and trade industries. The majority of the labour force in the Dikgatlong municipality is absorbed by the mining industry, followed by trade and general government. The Magareng municipality labour force is absorbed by government and community services and lastly, in the Phokwane municipality agriculture, community services, government and trade industries are the biggest driver of employment.

**TABLE 15: EMPLOYMENT BY SECTOR (% CONTRIBUTION) FOR LM'S**

<table>
<thead>
<tr>
<th>Sector</th>
<th>Sol Plaatje</th>
<th>Dikgatlong</th>
<th>Maareng</th>
<th>Phokwane</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture</td>
<td>1.7</td>
<td>8.9</td>
<td>9.3</td>
<td>29.3</td>
</tr>
<tr>
<td>Mining</td>
<td>4.0</td>
<td>34.4</td>
<td>6.1</td>
<td>2.5</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>3.7</td>
<td>5.7</td>
<td>2.6</td>
<td>5.3</td>
</tr>
<tr>
<td>Electricity and water</td>
<td>0.3</td>
<td>0.4</td>
<td>0.9</td>
<td>1.7</td>
</tr>
<tr>
<td>Construction</td>
<td>3.7</td>
<td>5.6</td>
<td>3.1</td>
<td>4.6</td>
</tr>
<tr>
<td>Trade</td>
<td>16.4</td>
<td>14.2</td>
<td>15.5</td>
<td>14.5</td>
</tr>
<tr>
<td>Transport</td>
<td>3.5</td>
<td>3.5</td>
<td>5.0</td>
<td>3.2</td>
</tr>
<tr>
<td>Finance and Business</td>
<td>13.0</td>
<td>4.3</td>
<td>11.4</td>
<td>7.6</td>
</tr>
<tr>
<td>Community Services</td>
<td>14.8</td>
<td>10.1</td>
<td>20.0</td>
<td>16.0</td>
</tr>
<tr>
<td>General Government</td>
<td>38.9</td>
<td>12.9</td>
<td>26.0</td>
<td>15.4</td>
</tr>
</tbody>
</table>

(Quantec Standardised Regional Data, 2011)
3.5.6. SKILLS LEVEL

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 will be illustrated 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 under 50% of Sol Plaatjie’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 at within the Dikgatlong, Magareng and Phokwane LMs, at 57.2%, 41.7% and 54.7% respectively.
3.5.7. PRODUCTION PROFILE

In 2011, the total output from the Frances Baard District Municipality was R11 billion, contributing approximately 33.1% to Northern Cape's total output for the year.

TABLE 16: GVA BY SECTOR

<table>
<thead>
<tr>
<th></th>
<th>FBDM</th>
<th>Sol Plaatje LM</th>
<th>Dikgatlong LM</th>
<th>Magareng LM</th>
<th>Phokwane LM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture</td>
<td>2.5</td>
<td>0.7</td>
<td>3.0</td>
<td>3.9</td>
<td>15.3</td>
</tr>
<tr>
<td>Mining</td>
<td>10.6</td>
<td>6.5</td>
<td>48.4</td>
<td>9.2</td>
<td>4.5</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>4.2</td>
<td>3.6</td>
<td>6.9</td>
<td>2.2</td>
<td>7.3</td>
</tr>
<tr>
<td>Electricity &amp; Water</td>
<td>2.0</td>
<td>1.3</td>
<td>1.7</td>
<td>3.9</td>
<td>7.7</td>
</tr>
<tr>
<td>Construction</td>
<td>1.5</td>
<td>1.2</td>
<td>2.4</td>
<td>1.9</td>
<td>2.7</td>
</tr>
<tr>
<td>Trade</td>
<td>12.9</td>
<td>13.1</td>
<td>10.4</td>
<td>12.7</td>
<td>13.9</td>
</tr>
<tr>
<td>Transport</td>
<td>12.5</td>
<td>13.1</td>
<td>8.3</td>
<td>15.5</td>
<td>11.1</td>
</tr>
<tr>
<td>Finance &amp; Community</td>
<td>19.6</td>
<td>21.6</td>
<td>7.0</td>
<td>22.4</td>
<td>14.6</td>
</tr>
<tr>
<td>Community</td>
<td>11.2</td>
<td>11.9</td>
<td>5.3</td>
<td>12.8</td>
<td>12.0</td>
</tr>
<tr>
<td>General</td>
<td>23.0</td>
<td>26.9</td>
<td>6.6</td>
<td>15.5</td>
<td>11.0</td>
</tr>
</tbody>
</table>

(Quintec Standardised Regional Data, 2011)
The largest industries, as measured by their gross value added, is as follows:

- General government services – 23.0%
- Finance & Business - 19.6%
- Trade - 12.9%
- Transport – 12.5%

Looking at sectoral contributions within the local municipal level, economic activity in the Sol Plaatje LM is largely driven by general government, and finance & business, with the two industries contributing just under half of total output.

Economic activity in Sol Plaatje LM is 26.9% driven by General Government and 21.6% by Finance and business, while the lowest driver within the LM is construction with a mere 1.2%. The mining industry is the principal driver of economic activity in the Dikgatlong LM, with gross value added at 48.4%. Other activities are fairly low and closely distributed.

Economic activity in the Magareng LM is driven by Finance & Business (22.4%), Trade (15.5%) and general government (15.5%). Lastly, agriculture is the biggest industry in the Phokwane LM, with gross value added at 15.3% and this is closely followed by finance & business at 14.6%. Phokwane LM is a net exporter of grapes, citrus and olive products.
The District's agricultural production is made up of predominantly field crops followed by animal products, animal and horticulture sub-sectors. The actual products in these sub-sectors are wheat, fruit, peanuts, maize, cotton, olives, cattle, game farming, viticulture, fishing and vegetables (FBDM IDP 2014 – 2016).

Some of the minerals found in the District include diamonds, limestone’s, and cement. Of these, diamonds mining is the dominant contributor to mining production. Limestone and cement deposits are found/located in the Alco area. Small scale miners continue to look for opportunities and thus resulted in a lot of small scale operation in the Dikgatlong and Windsorton areas.

3.5.8. TRADE PROFILE

The Frances Baard District Municipality is a net importer of goods. Total imports amounted to R88mn in 2011, while exports were a mere R474mn for the same period. The District's main import partners are Europe and America, with 86.5% and 10.1% of total imports for 2011. The top three commodities imported are:

- Base metals (78.6%)
- Vehicles, aircraft, vessels & associated transport equipment (6.3%)
- Machinery & mechanical appliances (4.0%)

**GRAPH 21: IMPORT DESTINATIONS AS % OF TOTAL**

![Graph showing import destinations]

(Quantec Standardised Regional Data, 2011)

The FBDM's main export destinations for 2011 were Europe (57.2%), Asia (25.8%) and Africa (15.5%). The District's main export commodities are:
- Precious and semi-precious stones (56.8%)
- Vegetable products (26.9%)
- Base metals (12.4%)
3.5.9. ECONOMIC SECTORS

3.5.9.1. AGRICULTURE

There is no moderate to high land in terms of agricultural production potential in the District which means that what agricultural resources there are must be carefully conserved. There has been an improvement, particularly in Phokwane Municipality, to the agricultural potential due to large scale irrigation schemes, see Map 3.
Although the irrigation schemes, of which the largest is the Vaal Harts scheme, represent a major increase in the arable land resource, they also have negative side effects particularly with regard to long term soil fertility and water quality. The IEMP observed indication of reduced flow in the rivers and signs of nitrification and sedimentation.

However, the relationship between these activities and the impact of upstream activities in the Gauteng province and farmers along the river must also be understood because it would appear that the rivers have poor water quality and quantity when they enter the District.

The pattern of agricultural activity is shown in Map 3 major area of concern is that DWA, in their Review of Water Resources in South Africa, have recommended that no further water be allowed for irrigation use. This implies that any further increases in productivity or employment creation be achieved through vertical integration, i.e. canning, packaging, or improved crops, water demand management and the use of water wise plants and crops (FDBM SDF, 2013). The contribution of the various sub-sectors to agricultural production in the district is shown in Table below.
TABLE 17: AGRICULTURAL PRODUCTION INCOME BY SUB-SECTOR.

<table>
<thead>
<tr>
<th>Segment</th>
<th>Value (R)</th>
<th>GVA %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Field and crops</td>
<td>308 726 000</td>
<td>51.4%</td>
</tr>
<tr>
<td>Animal products</td>
<td>38 554 000</td>
<td>6.4%</td>
</tr>
<tr>
<td>Horticulture</td>
<td>13 318 000</td>
<td>2.2%</td>
</tr>
<tr>
<td>Livestock</td>
<td>240 271 000</td>
<td>40%</td>
</tr>
<tr>
<td>Total</td>
<td>600 869 000</td>
<td>100%</td>
</tr>
</tbody>
</table>

(FDBM SDF, 2013)

Table below indicates the percentage of agricultural land that is being utilised the different crops. Maize is utilising 43.30% of the total area with wheat at 33.65%.

TABLE 18: CROP UTILISATION OF LAND.

<table>
<thead>
<tr>
<th>Type of activity</th>
<th>Area (HA)</th>
<th>% of total area</th>
<th>Production (tons)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maize for grain</td>
<td>18 448</td>
<td>43.3%</td>
<td>5 610</td>
</tr>
<tr>
<td>Wheat</td>
<td>14 336</td>
<td>33.7%</td>
<td>4 878</td>
</tr>
<tr>
<td>Barley</td>
<td>3 277</td>
<td>7.7%</td>
<td>784</td>
</tr>
<tr>
<td>Groundnuts</td>
<td>5 186</td>
<td>12.2%</td>
<td>1 204</td>
</tr>
<tr>
<td>Potatoes</td>
<td>468</td>
<td>1.1%</td>
<td>0</td>
</tr>
<tr>
<td>Onions</td>
<td>436</td>
<td>1.0%</td>
<td>0</td>
</tr>
<tr>
<td>Wine Grapes</td>
<td>358</td>
<td>0.8%</td>
<td>0</td>
</tr>
<tr>
<td>Table Grapes</td>
<td>94</td>
<td>0.2%</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>42 603</td>
<td>100%</td>
<td>12 476</td>
</tr>
</tbody>
</table>

(FDBM SDF, 2013)

Soil and agricultural capacity:

The low rainfall, relatively poor soils and extreme climate in the Frances Baard SDF area result in a low potential for crop production.

There is no moderate to high land potential. Agricultural resources need to be carefully conserved. The Vaalharts Irrigation Scheme is the only exception to this (FBDM SDF 2013).

3.5.9.2. TOURISM

Tourism development in the Northern Cape has faced various challenges during the past decades, including a lack of
tourism financial and human resources, limited private sector partnerships, inadequate involvement of local communities and lack of tourism infrastructure in certain areas.

As a result the province has not featured prominently on the national and international travel map and is the least visited of South Africa’s provinces. In certain overseas markets such Germany, France and the Benelux the province has an above-average market share while it has fared poorly in other markets such as the Far East, Africa (excluding Namibia where it has a large market share) and the Americas. The Northern Cape also has a very limited (less than 2%) share of the domestic market. This means that there is much scope for improvement and expansion in most markets and that there is every opportunity for achieving significant growth (Frances Baard Tourism Strategy, 2009)

Various factors hamper industry growth in the Province and need to be addressed urgently. Some of these factors include the limited and expensive air and railway access to and within the province (particularly air access is very limited), the lack of a winning brand and promotions strategy, inadequate funding and resources for tourism development and promotion, institutional fragmentation, limited cooperation and partnerships between the private and public sectors, a seasonal demand pattern, imbalances in urban and rural tourism development, limited involvement of previously disadvantaged communities, tourism security concerns, lack of product and service quality and infrastructure constraints (particularly in traditionally neglected areas).

On the other side, the Northern Cape boasts a colourful history and a variety of cultural tourist attractions and is particularly well known for its incredible annual floral display that takes place in Namaqualand. An utterly beautiful coastline and a number of unique national parks offer the tourist a very different experience of South Africa.

Mining has always defined the history in this part of South Africa and, when diamonds were discovered in Kimberley, unprecedented growth took place in the province. The last remaining true San (Bushman) people live in the Kalahari area of the Northern Cape. The whole area, especially along the Orange and Vaal Rivers, is rich in San rock engravings. The province is also rich in fossils.
However, the district accommodates the largest proportion of the population of the province, giving it the largest population density (26,2 persons per square km) in the province.

As a destination this region is the most visited regional destination in the Northern Cape. The destination is known for its key attractions such as the Kimberley Big Hole, Wildebeest Kuil Rock Art Centre, Galeshewe Activity Route, Kimberley Ghost Trail, McGregor Museum, Hartswater irrigation system and wine cellar, Anglo-Boer War battlefields and many more.

Current visitation to the Northern Cape from holiday, VFR and business tourists is polarised between Kimberley and Upington with each capturing 40% and 36% of visitors respectively. This shows that that the FBDM in general and Sol Plaatjie Local Municipality in particular is the main beneficiary in tourism.

Other areas in the district that are visited includes the Orange River, the Kalahari Gemsbok National Park, Augrabies Falls and De Aar. Encouraging visitation to other areas of the province remains a primary challenge for tourism authorities in the region. Investment in infrastructure as well as market related products will be critical to encouraging greater levels of geographic spread and as a result spreading the economic benefits of tourism.

a) Destination Marketing:-

Destination Marketing aims to create the strong and recognized tourism destination brand, which will ensure that our destination will be positioned as a preferred tourism destination in South Africa. Engagement in marketing activities influences potential visitors their destination preference.

In terms of marketing tourism in the region, a new brand for tourism destination has been developed and needs to be well promoted within the tourism industry. The destination brand will ensure that tourists are able to associate it with our broad spectrum of tourism offerings.

b) Tourism products and protection of heritage sites:-

The district has vast number of Cultural and Heritage products comprised of Anglo-Boer War sites and graves, South African Liberation struggle heroes,
Diamonds diggings history and Agri-tourism. The diversification of the tourism products in the region also plays a pivotal role in tourism development in the region, as it will give rise to new tourism products and services, which will result in FBDM being the destination of choice.

c) Integration of structures for tourism development and promotion:-

Partnership and information sharing sessions are highly recommended for the development of tourism. The District has an established Tourism Association, which is a forum that deals with issues pertaining to tourism in the region. It’s comprised of members of the tourism industry from the public and private sector. Our local structures in local municipalities are not fully developed and active.

d) Quality Services:-

Service delivery in the tourism industry plays a vital role towards the development of a vibrant destination. Therefore; quality services in the tourism industry requires informed, dedicated and capacitated personnel to be placed at tourism establishments/institutions within the region.

e) Community involvement through tourism awareness and education:

The community involvement in the tourism industry ensures that the community reaps the benefits of tourism and participates in the economic main stream of tourism. In our region there is lack of involvement of the local communities in tourism (FBDM IDP 2013 -2016).

3.5.9.3. MINING

A clear picture of the economic geology of the region is not available at present. This must be coupled to an understanding of global and local demand for minerals and building materials. An effort should also be made to couple these demand requirements to the longevity of the various resources. The main mining activity in the region is diamonds. Diamond mining has been a cornerstone of the District Municipality’s economy for the past century.

It has essentially been the main economic driving factor of Kimberley which, as has been noted, owes its location not to factors such as proximity to arable land or a strategic location on a river crossing but to the presence of Kimberlite pipes in the area which have yielded large quantities of diamonds over the past 140 years.
Mines based on Kimberlite pipes tend to be footloose in their location in relation to river crossings, proximity to agricultural land and other inherent locational factors as they mine directly into the resource. There are also a number of alluvial deposits on the major rivers where surface material from the Kimberlite pipes has washed down the rivers over geological time.

Nineteen mines are currently operating on various farms (IEMP). There is currently a large amount of prospecting being carried out on many of the farms in the District.

However, increasing capital intensification in mining means that the sector provides little in the way of new jobs. This can only really begin to occur with value added beneficiation such as the effort to start a jewellery industry in Kimberley.

There are also other mineral resources in the District, in particular the large deposits of limestone and cement in the Ulco area located around the gap in the Ghaap escarpment. This mine is reputed to still have a 150 years life and is one of South Africa's major suppliers of the material. Its production is expected to double in the next four years (FBDM SDF 2013).

An important issue for settlement growth, which appears to be occurring mostly in Sol Plaatje and Phokwane local municipalities, is the need for building materials, particularly cement, brick clays, sand and gravel for aggregate purposes. The distribution and life span of these resources require further research.

Properly planned and implemented mine rehabilitation plans can ensure that the temporal nature of mining is understood, and that the worked out quarries and pits can be restored using topsoil with its associated seed banks. This should be carefully stockpiled during mining operations so that it can be spread later and the original soil quality of the land restored.

The final gradients of pit terraces should be designed so as to facilitate after use in agriculture, tourism, biodiversity conservation or urban development. If this is not done, the areas under mining represent a net loss to the overall productive capacity of the District manufacturing (FBDM SDF 2013).
3.6.  ACCESS TO SERVICES

Access to services is an important measure of quality of life outside of the general economic variables. No business and or development will happen in an area that lacks behind when it comes to service delivery. The following as a summative status of the district in relation to access to services:

Only about 1.5% of household in the District does not have access to piped water. 1 413 house. Phokwane has the most backlogs with 564 household and Sol Plaatje has the least at 243 households, 4 443 Households in the district still use the bucket toilet, 78% of households use electricity for cooking (FBDM SDF 2013).

3.6.1.  WATER SERVICES

At the 2002 World summit on Sustainable Development held in Johannesburg, Former President Nelson Mandela said, ‘among the many things that I learned as a president was centrality of water in the social, political and economic affairs of the country, the continent and the world.

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 33.

Water Services Act 1997, to provide potable water to households within their areas of jurisdiction. According to the Community Survey 2007 (CS 2007), it is estimated that about 3,399 households (4.1%) in the district have no access to water and about 7,677 households (8.4%) lack access to proper sanitation.

The CS 2007 indicates that about 361 and 433 households in the District Management Area (DMA) have no access to water and proper sanitation respectively. Recent studies indicate that demand for water in South Africa will exceed supply by 2025 if nothing is done to supplement current water resources.

The latest backlogs figures according to the *Northern Cape Water and Sanitation Target Implementation Support Plan (first draft, 27 June 2011)* by the Department of Water Affairs are distributed as follows (FBDM SDF 2013).
### TABLE 19: ACCESS TO WATER

<table>
<thead>
<tr>
<th></th>
<th>Inside dwelling/institution</th>
<th>Inside yard</th>
<th>On community stand: distance less than 200m from dwelling/institution</th>
<th>On community stand: distance between 200m and 500m from dwelling/institution</th>
<th>On community stand: between 500m and 1000m (1km) from dwelling/institution</th>
<th>On community stand: Greater than 1000m (1km) from dwelling/institution</th>
<th>No access</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Frances Baard</strong></td>
<td>49890</td>
<td>31824</td>
<td>9252</td>
<td>2556</td>
<td>657</td>
<td>339</td>
<td>1413</td>
</tr>
<tr>
<td><strong>Sol Plaatje</strong></td>
<td>37299</td>
<td>15840</td>
<td>5214</td>
<td>1086</td>
<td>480</td>
<td>132</td>
<td>243</td>
</tr>
<tr>
<td><strong>Dikgatlong</strong></td>
<td>3669</td>
<td>5934</td>
<td>1563</td>
<td>402</td>
<td>42</td>
<td>30</td>
<td>330</td>
</tr>
<tr>
<td><strong>Maqareng</strong></td>
<td>2268</td>
<td>3015</td>
<td>303</td>
<td>117</td>
<td>12</td>
<td>129</td>
<td>276</td>
</tr>
<tr>
<td><strong>Phokwane</strong></td>
<td>6654</td>
<td>7032</td>
<td>2172</td>
<td>948</td>
<td>123</td>
<td>48</td>
<td>564</td>
</tr>
</tbody>
</table>

(STATSSA Census 2011)
3.6.2. SANITATION

Another constitutional basic need is access to toilets. There has been steady improvement on this front with only 4 443 households using bucket system in the district. Even with this progress is must be noted that by 2014 the bucket system should have been eradicated as per Government targets. Thus Sol Plaatje with a backlog of 3 882 must work very hard to eradicate the buckets (FBDM SDF 2013).
### TABLE 20: SANITATION

<table>
<thead>
<tr>
<th>Township</th>
<th>None</th>
<th>Flush toilet (connected to sewage system)</th>
<th>Flush toilet (with septic tank)</th>
<th>Chemical toilet</th>
<th>Pit toilet with ventilation (VIP)</th>
<th>Pit toilet without ventilation</th>
<th>Bucket toilet</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frances Baard</td>
<td>6282</td>
<td>74013</td>
<td>2700</td>
<td>114</td>
<td>1722</td>
<td>4668</td>
<td>4443</td>
<td>1986</td>
</tr>
<tr>
<td>Sol Plaatje</td>
<td>2739</td>
<td>49902</td>
<td>1053</td>
<td>57</td>
<td>174</td>
<td>1014</td>
<td>3882</td>
<td>1473</td>
</tr>
<tr>
<td>Dikgatlong</td>
<td>1641</td>
<td>7179</td>
<td>1194</td>
<td>21</td>
<td>306</td>
<td>1263</td>
<td>219</td>
<td>144</td>
</tr>
<tr>
<td>Maqareng</td>
<td>264</td>
<td>4968</td>
<td>147</td>
<td>3</td>
<td>390</td>
<td>306</td>
<td>15</td>
<td>24</td>
</tr>
<tr>
<td>Phokwane</td>
<td>1638</td>
<td>11964</td>
<td>306</td>
<td>33</td>
<td>855</td>
<td>2085</td>
<td>324</td>
<td>342</td>
</tr>
</tbody>
</table>

(STATSSA Census 2011)

### GRAPH 24: SANITATION

![Graph showing sanitation statistics (STATSSA Census 2011)](STATSSA Census 2011)
3.6.3. ELECTRICITY

The availability of energy remains a serious resource challenge. ESKOM does not have the generation capacity to meet the rising energy demand resulting from the rapid economic growth in South Africa (DME-2008). In the last ten years community’s access to electricity has significantly improved. In accordance with the Community Survey 2007, over 84.6% of the households in the district have access to electricity and only 10.8% and 3.9% uses candles and paraffin as sources of energy respectively.

Furthermore government policy on indigents has facilitated access to electricity for over 23% of the households in the district. Feasibility studies for different options of renewable energy are underway in the Northern Cape with a feasibility study currently in the Sol Plaatje Municipal area (FBDM SDF 2013).
TABLE 21: ENERGY OR FUEL FOR COOKING

<table>
<thead>
<tr>
<th></th>
<th>Electricity</th>
<th>Gas</th>
<th>Paraffin</th>
<th>Wood</th>
<th>Coal</th>
<th>Animal dung</th>
<th>Solar</th>
<th>Other</th>
<th>None</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frances</td>
<td>74868</td>
<td>5952</td>
<td>10707</td>
<td>3828</td>
<td>96</td>
<td>30</td>
<td>126</td>
<td>39</td>
<td>282</td>
</tr>
<tr>
<td>Sol Plaatje</td>
<td>48246</td>
<td>4539</td>
<td>6150</td>
<td>1023</td>
<td>42</td>
<td>15</td>
<td>72</td>
<td>33</td>
<td>174</td>
</tr>
<tr>
<td>Dikgatlong</td>
<td>8373</td>
<td>720</td>
<td>1662</td>
<td>1119</td>
<td>15</td>
<td>3</td>
<td>18</td>
<td>-</td>
<td>51</td>
</tr>
<tr>
<td>Magareng</td>
<td>4857</td>
<td>258</td>
<td>639</td>
<td>327</td>
<td>3</td>
<td>3</td>
<td>6</td>
<td>3</td>
<td>21</td>
</tr>
<tr>
<td>Phokwane</td>
<td>13389</td>
<td>435</td>
<td>2253</td>
<td>1356</td>
<td>33</td>
<td>9</td>
<td>27</td>
<td>-</td>
<td>33</td>
</tr>
</tbody>
</table>

(STATSSA Census 2011)

GRAPH 25: ENERGY OR FUEL FOR COOKING

(STATSSA Census 2011)
TABLE 22: ENERGY FOR LIGHTING

<table>
<thead>
<tr>
<th></th>
<th>Electricity</th>
<th>Gas</th>
<th>Paraffin</th>
<th>Candles (not a valid option)</th>
<th>Solar</th>
<th>None</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sol Plaatje</td>
<td>51171</td>
<td>168</td>
<td>2514</td>
<td>6081</td>
<td>144</td>
<td>222</td>
<td>60297</td>
</tr>
<tr>
<td>Dikgatlong</td>
<td>9081</td>
<td>48</td>
<td>537</td>
<td>2235</td>
<td>30</td>
<td>39</td>
<td>11967</td>
</tr>
<tr>
<td>Magareng</td>
<td>5202</td>
<td>18</td>
<td>66</td>
<td>807</td>
<td>15</td>
<td>15</td>
<td>6120</td>
</tr>
<tr>
<td>Phokwane</td>
<td>14433</td>
<td>27</td>
<td>243</td>
<td>2778</td>
<td>33</td>
<td>36</td>
<td>17544</td>
</tr>
<tr>
<td>FBDM</td>
<td>79884</td>
<td>258</td>
<td>3360</td>
<td>11898</td>
<td>219</td>
<td>312</td>
<td>95928</td>
</tr>
</tbody>
</table>

(STATSSA Census 2011)

GRAPH 26: ELECTRICITY OR FUEL FOR LIGHTING

STATSSA Census 2011

Most households have some form of access to energy, most electricity. The worrying figures though are the low usage of alternative energy. The local municipalities to improve the uptake and migration to alternative energy like solar energy.
3.6.4. REFUSE REMOVAL

**Sol Plaatje Municipality**

The landfill site is registered and situated to the west of Kimberley. The site is badly managed and for this reason results in environmental pollution. Site positioning in terms of prevailing winds is poor.

**Magareng Municipality**

The Warrenton landfill site is positioned approximately 9 km to the west of Warrenton and is in the process of registration.

**Phokwane Municipality**

Jan Kempdorp: The informal Jan Kempdorp dumping site is situated to the west of the town in close proximity to the golf course. The Ganspan dumping site is illegally used and there is an occurrence of extensive illegal dumping close to the Ganspan residential area.

Hartswater: The existing Hartswater dumping site to the west of the residential area is in the process of closure. A new landfill site has been registered to the east of the town and the opening thereof is expected before the end of 2013.

Pampierstad: The landfill site for this residential area is situated to the south-east thereof. The facilities at the site are well planned but the management needs upgrading.
Dikgatlong Municipality

The primary landfill site for Barkly West is in the process of being registered. Secondary small facilities also serve the Windsorton and Delportshoop residential areas (FBDM SDF2013).

TABLE 23: REFUSE REMOVAL

<table>
<thead>
<tr>
<th>Township</th>
<th>Removed by local authority/private company at least once a week</th>
<th>Removed by local authority/private company less often</th>
<th>Communal refuse dump</th>
<th>Own refuse dump</th>
<th>No rubbish disposal</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sol Plaatjie</td>
<td>50808</td>
<td>855</td>
<td>693</td>
<td>4701</td>
<td>2157</td>
<td></td>
<td>60297</td>
</tr>
<tr>
<td>Dikgatlong</td>
<td>5931</td>
<td>984</td>
<td>114</td>
<td>3234</td>
<td>1410</td>
<td>2</td>
<td>11967</td>
</tr>
<tr>
<td>Magareng</td>
<td>3879</td>
<td>132</td>
<td>39</td>
<td>1635</td>
<td>393</td>
<td>2</td>
<td>6120</td>
</tr>
<tr>
<td>Phokwane</td>
<td>10659</td>
<td>1140</td>
<td>408</td>
<td>4020</td>
<td>1239</td>
<td>8</td>
<td>17544</td>
</tr>
<tr>
<td>Total</td>
<td>71277</td>
<td>3111</td>
<td>1251</td>
<td>1359</td>
<td>5196</td>
<td></td>
<td>95928</td>
</tr>
</tbody>
</table>

(STATSSA Census 2011)

GRAPH 27: REFUSE REMOVAL

(STATSSA Census 2011)
3.6.5. TRANSPORT

Transportation and access to nodal points and places of employment is one of the most important issues in land use planning. A transport system serves to bind the urban and rural fabric together. Traveling issues could be measured in time and distance. The most popular measurement is walking distance which becomes applicable in the planning of urban settlements. Any distance beyond a reasonable walking distance would make the consumer dependant on other forms of transport such as road or railway.

MAP 4: ACCESS ROUTES

The Frances Baard District Municipality has a good network of roads to link major towns with each other or surrounding higher order towns.

National Roads:

The following national roads provide a service to this area;

**N12** – This road runs in a north-south direction from the Modder-River to the south through Kimberley, Warrenton and over the Vaal River to the north.
N18 – The N8 road connects with the N12 at Magareng and runs northwards through Hartswater to link with Bloemfontein and the Free State. This road runs in a western direction to Campbell, Griekwastad and from there to Upington.

N8 – Links Sol Plaatje in a south-eastern direction with Bloemfontein and the Free State. This road runs in a western direction to Campbell, Griekwastad and from there to Upington.

All national roads are supervised, controlled and managed by SANRAL.

R64 – Regional Road R64 links Kimberley eastwards with Bloemfontein via Boshof.

R31 – The route runs from Sol Plaatje through Dikgatlong to Danielskuil.

R370 – from Sol Plaatje to Siyancuma and further to the west.

The R-roads fall under the management and supervision of the Northern Cape Roads Department.

A system of smaller secondary district gravel roads support the local farming communities which is under supervision of Frances Baard District municipality.

**Railway facilities**

The existing railway line is indicated on *Map 4*.

It is a well-known fact that the railway freight volume has been declining over the last 15 years to such an extent that passenger services has completely stopped.

The following lines need to be mentioned:

- The main Gauteng to Cape Town line that moves through Modder-River, Kimberley and Warrenton.
- A main line that runs from Bloemfontein to the east via Kimberley to Postmasburg to the west.
- A smaller lesser active line also inks Kimberley and Prieska.

The above mentioned system shows a well-planned and positioned facility linking various potential development nodes. By the proper management and planning of such infrastructure intra-settlement traffic could be facilitated.
3.6.6. HOUSING

Though there has been a concerted effort to accelerate the delivery of human settlements within the District, there are still a number of challenges, more specifically with regards to the eradication of the housing backlog and informal settlements. Out of the four Municipalities within the District, Sol Plaatje has the highest backlog, and this can be attributed to the size of the area and the population. Other Municipalities also have similar challenges, though at a smaller scale.

The backlog figures for the respective municipalities have been derived from the Community Survey 2007 which reflects the backlog per municipality as at 2007. This number has however been adapted to take into consideration the delivery of housing from that period, to date, thus arriving at the balance of the backlog. No adjustments have been made to take growth or influx and outflow of population into consideration.

It must however be stated that the Community Survey data is somewhat doubtful as the backlog figures as indicated in the data are apparently low, this is however the official data source for statistics in South Africa (FBDM SDF 2013).

3.7. BIO-PHYSICAL ENVIRONMENT

This natural capital base is the primary of foundational layer on which the remaining two sets of layers must feed in a sustainable way. Geology, soils and climate form the basic geomorphologic relationship which gives rise to hydrological, topographical and biodiversity patterns. Agriculture and mining are included in this sub-set due to their close relationship with the natural environment.

3.7.1. CLIMATE

The average monthly temperatures (Minimum and Maximum) as received from Kimberley are indicated in the Graph below.
The figure indicates that:

- The highest maximum temperature is experienced during November, January and February.
- The average maximum goes beyond 33 °C.
- The coldest months of the year are June and July, where the average temperature drops well below 20 °C.

**GRAPH 29: RAINFALL**

(FBDMSDF, WEATHER SA 2013)
The following is determined from the graph:

- The highest rainfall months are February to March with an average of ±75mm;
- November/December has a higher peak with just over 50mm;
- While the dry months are June and July with an average of below 10mm.

Climate change is a phenomenon influencing the country as a whole. Increased summer temperatures and a reduction in rainfall during the rainy season are anticipated. This could result in extreme dry years becoming more frequent.

These issues could impact on the:

- Agricultural sector;
- Severe potential flooding; and
- A change in biodiversity.

It is anticipated that the western portions of the country will become drier with a slight increase in the precipitation intensity. Groundwater capacity will decrease as well as livestock carrying capacity.

The impact of climate change on a regional economy should be noted as well as on urban design and planning. Layouts and design principles will require special attention in order to accommodate changing prevailing winds, water and storm-water as well as higher temperatures (FBDM SDF 2013).

3.7.2. GEOLOGY & SOIL

Natural systems form the basis of the pattern of opportunities on the land. The foundation of this pattern is the geology of the area and the distribution of soils arising from that geology. Map 5, Geology, indicates that the District straddles two major geological formations.
To the west of the Harts and Vaal Valley the geology comprises an uplifted dolomite plateau overlain by large areas of sand. This plateau can be said to comprise the eastern edge of the Kalahari.

To the east, including the major river valleys of the Harts, Vaal and Modder rivers, the major geological formations are sedimentary with scattered patches of shale, dolerite, and andesite found along the eastern boundaries of the District. Eastwards into the Free State Province the patches of shale and dolerite become more extensive. The entire area is overlain with patches of tilite which become more frequent to the east.

This pattern gives rise to the important mining and engineering geology of the area. Historically, this was an important aspect of the District’s economic development although it is now diminishing in importance. Kimberlite pipes surface in the eastern part of the District, particularly around Kimberley and Windsorton, in combinations of Shale and Tilite. In some instances deposits from these pipes have washed down the rivers creating opportunities for alluvial diamond mining.

Large deposits of lime stone are found in the junction between the dolomite and sedimentary systems along the Ghaap Escarpment in the Ulco area. The western part of the study area has soil depths of 450mm and less, while the Vaalharts irrigation scheme and the areas to the south along the
Modder River shows the cleaner soil. These deeper soils consist of sand. These soils are well drained and provide good potential for intensive irrigation (FBDM SDF 2013).

3.7.3. HYDROLOGY

The Frances Baard District Area is located in an area where the usage of water needs to be carefully managed. The District has no control over the management of the upstream management areas of the Vaal River and therefore the quality of water received from Gauteng is under suspicion. This problem to date has not been taken as seriously as it should and urgent intervention from the relevant Government Department is necessary.

The natural topography in the Frances Baard area divides the area into a system east and a system west of the Ghaap Plateau. The water systems are determined by the natural systems such as climate, topography and rainfall.

i. River network

The river system could be identified into the following categories:

Perennial Rivers

These rivers (Vaal-, Harts- and Modder Rivers) are situated to the east of the study area. The higher population density within the FBDM area as well as higher intensity irrigation schemes is situated within this area.

None-Perennial Rivers

Some none-perennial rivers are situated in the western service areas which only flow during severe storms and the rainy season. These smaller streams flow from the Ghaap Plateau and feed the perennial system.
The above Map shows the main catchment areas of the rivers in the FBDM area. The main catchment area is the Vaal River area controlled by the Vaal River Management Board.

**ii. Surface Water**

The surface water in the area is created by:

- Local drainage areas draining into local low lying areas with no outlet, and
- Blind smaller rivers draining into flat areas.

These natural elements are concentrated more to the east of the service area. A flatter topography is present in this area of Kimberley. This system including minor wetlands and streams provide habitats for birds and certain plant species.

**iii. Ground water supplies**

Since the supply of water from rivers is very limited in the FB area, some areas away from the rivers and irrigation schemes have to rely on bore holes. Taping into the underground resources becomes an outcome for the
more isolated areas. Farming communities and smaller settlements depend on underwater supplies (FBDM SDF 2013).

3.7.4. FAUNA AND FLORA

The interaction of climate, hydrology, topography, etc. provides a specific biodiversity to a region. This results in specific biomes or regions.

i. Biomes

The Frances Baard District area is situated in the Savannah biome consisting of thorn- and bush veld. The trees mainly consist of small lower bush and mostly thorn trees. The soil moisture mainly supports the growth of the bush. In this biome the moisture levels are only sufficient to support spread thorn trees and not woody trees.

ii. Summary of regional vegetation

The following regional vegetation units are represented from the existing Frances Baard SDF.

Fauna

The Savannah Biome is well known for the large herds of antelope it supports. Pre 1900 there were large herds of antelope roaming the area, as well as the big five - lion, elephant, buffalo, rhinoceros and leopard. Human intervention and hunting over many years however destroyed this valuable natural heritage. Some of this game, including the buffalo and rhinoceros, can now be viewed in the National Parks.

Species such as Kudu, Springbuck, Gemsbuck and Blesbuck are still running free on game farms and the Ghaap Plateau.
There are 16 red data mammals which occur in the Frances Baard Region namely SA hedgehog, the Reddish grey musk shrew, Lesser redmusk shrew, Sesbe black rhino, Roan antelope, Brown hyena, spotted neck otter, honey badger, Shreibers long fingered bat, African weasel, Jefferies horse shoe bat, dence shoe bat and bushveld gerbil (FBDM SDF 2013).
3.8. ENVIRONMENTAL MANAGEMENT

The Environmental Health Unit renders services to Dikgatlong Local Municipality and Magareng Local Municipality due to the absence of Environmental Health Practitioners. The Unit is faced with several challenges that have a direct impact on effective service delivery.

a) Water Quality

Many communities are dependent on boreholes for drinking water especially on farms.

FBDM is engaging with other role-players to improve the quality of water by installing chlorinators at boreholes and to appoint trained operators at treatment plants.

b) Food Premises

Only 50% of premises comply with requirements (SANS 241). This can be attributed to the absence of Municipal Health By-Laws and foreign owners not understanding and complying with legislation. The situation will be addressed with the development of by-laws, training of owners and stringent actions against perpetrators.

c) Air Quality Management

The focus of air quality management in the District is to ensure the management and operation of ambient monitoring networks, the licensing
of listed activities, and the development of emission reduction strategies. The rationale for developing the Air Quality Management Plan for the FBDM is due to the recognition of the growing severity of air pollution caused by domestic, industrial, agricultural and mining operations in the District.

d) Environmental Management Framework

There is Poor alignment of Environmental planning tools in the IDPs of local municipalities. Environmental planning tools is to ensure that Local municipal development strategies and projects take existing environmental problems and threats into consideration, as well as environmental assets which require protection or controlled management. FBDM, therefore, developed an EMF to bridge the gap between development planning and environmental considerations by integrating environmental opportunities, constraints and critical resource management issues into land use and development endeavours.

e) Waste Management

Poor waste management exist in local municipalities, therefore FBDM needs to identify the waste challenges faced by the local municipalities and assist them with sustainable solutions to address these challenges. According to the DENC, illegal dumping in the DM is widely practiced and waste management in general is badly managed.
4. SPATIAL STRUCTURE OF THE DISTRICT

4.1.1. DEVELOPMENT REGIONS AND CORRIDORS

According to the Provincial Spatial Development Framework the following economic development opportunities are the key determinant in the settlement pattern of the province and ultimately the District. Economic development, in turn, typically responds to the availability of Environmental Capital (e.g. water, suitable agricultural soil, mining resources, etc.) and Infrastructural Capital (e.g. roads, electricity, bulk engineering services, etc.). Over time, this has resulted in the evolution of distinct development regions and corridors.

The development regions and corridors constitute a clustering of nodes and the creation of a system that synergises the capacity of stakeholders and entities within these nodes to ensure institutional and leadership capacity that would lead to regional equity. Map 9 and Table 29 summarise and illustrate the spatial context of the current development regions and corridors of the Northern Cape.

MAP 9: DEVELOPMENT REGIONS AND CORRIDORS

(NCPsDF;p68, 2012)
TABLE 24: DEVELOPMENT CORRIDOR

<table>
<thead>
<tr>
<th>REGION AND CORRIDOR</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>KIMBERLEY FOOD CORRIDOR</td>
<td>This corridor constitutes the food producing area from Hartswater and Jan Kempdorp through to Prieska, Hopetown and Douglas.</td>
</tr>
</tbody>
</table>

4.1.2. NORTHERN CAPE IN A SOUTH AFRICAN CONTEXT

The Northern Cape is not an ‘island’ isolated from its surroundings – it is an integral part of the global biosphere of which the cultural, social and economic functions are uniquely interdependent. The status of the Northern Cape as a unique entity is to be enhanced and maintained through efficient land-use management as provided for in this PSDF.

In particular, effect is to be given to the eight Millennium Development Goals, i.e:

(i) Eradication of extreme poverty and hunger.
(ii) Achievement of universal primary education.
(iii) Promotion of gender equality and empower women.
(iv) Reduction of child mortality.
(v) Improvement of maternal health.
(vi) Combating HIV/AIDS, malaria and other diseases.
(vii) Ensuring environmental sustainability.
(viii) Establishment of a global partnership for development.

The Northern Cape supports and strives to give effect to the protocols, agreements and conventions listed below:

(x) Rio +20 on Sustainable Development.
(xi) Agenda 21.
(xii) Local Agenda 21.
(xiii) NESCO’s World Heritage Convention.
(xiv) Convention on Biological Diversity.
(xv) United Nations Framework Convention on Climate Change.
(xvi) Kyoto Protocol on Climate Change.
(xviii) New Partnership for Africa’s Development (NEPAD).
(xix) Ramsar Convention.
(xx) Orange-Senqu River Commission.
(xxi) SKA agreement.

4.1.2.1. OBJECTIVES

a) Enhance the pivotal functions of the Northern Cape as a vital linkage between the remainder of South Africa, Namibia, and Botswana.
b) Enhance the comparative economic advantages vested in being a linkage between provinces and countries.

4.1.2.2. POLICY

a) Transport linkages within the province must be of a high standard.
b) Tourist amenities and the services presented to tourists must be of a high standard and must reflect the sense of place qualities of the Northern Cape.
c) The Northern Cape must provide high-quality education and training that would attract students from neighbouring countries and provinces and prevent students from migrating from the province.
d) The Northern Cape will give effect to agreements between South Africa and Namibia.

TABLE 25: PRIORITISED STRATEGY

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
<th>Responsible Institution</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>C3.2.3(d)</td>
<td>Establish a university at Kimberley with a satellite campus in Upington to serve the central regions of the Northern Cape, Namibia and southern Botswana.</td>
<td>Department of Education</td>
<td>High</td>
</tr>
</tbody>
</table>
4.1.3. MUNICIPAL AND SETTLEMENT PROFILES

In order to provide a premise for the appropriation of public funds and the investment of private resources this chapter provides a summary of the profiles of the municipalities and settlements as it relates to their economic base (i.e. type of settlement), development potential and human need, and investment type required. The settlements of the Northern Cape fall within one or more of the economic base categories below:

a) Agriculture centre: Related to traditional service centres are those settlements with a substantial component of agricultural activities within the town structure.

b) Diverse centre: Settlements with a well-established and balanced economic base, incorporating a diversified amalgam of economic functions – such settlements do not rely on only one or two sectors as their economic base.

c) Mining centre: Settlements where mining activities provide the resource base for economic development.

d) Recreational centre: Settlements that offer focussed leisure activities, local natural and cultural recreation opportunities for residents and tourists.
e) Regional centre: Settlements serving several lower-order settlements with higher-order services and goods over a relatively extensive spatial sphere of influence.

f) Residential centre: A dormitory town where people live permanently, but work elsewhere, or are jobless.

g) Service centre: Traditional place settlements serving the daily needs of a surrounding farming community, e.g. providing educational, religious, shopping and professional services.

h) Transportation centre: Settlements where road, rail, air or water activities play a dominant role in their economic functioning.

The municipalities and settlements have been categorised in accordance with the latest available primary data (e.g. the 2001 Census data). However, it is recognised that the status of settlements may have changed over time. It is therefore important that the status of settlements as indicated by the table below be verified and updated as new information becomes available. Such a process should form part of the preparation and/or revision of municipal SDF.

**TABLE 26: SETTLEMENT CATEGORY**

<table>
<thead>
<tr>
<th>SETTLEMENT</th>
<th>POPULATION</th>
<th>ECONOMIC BASE</th>
<th>POTENTIAL &amp; NEED</th>
<th>INVESTMENT TYPE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kimberley</td>
<td>Very Large</td>
<td>Regional</td>
<td>High Dev/ Low Need</td>
<td>Infra &amp; Basic</td>
</tr>
<tr>
<td>Warrenton</td>
<td>Large</td>
<td>Agriculture</td>
<td>Transition</td>
<td>Infra &amp; Social</td>
</tr>
<tr>
<td>Barkly West</td>
<td>Large</td>
<td>Mining</td>
<td>High Dev/ High Need</td>
<td>Infra &amp; Social</td>
</tr>
<tr>
<td>Delportshoop</td>
<td>Large</td>
<td>Mining</td>
<td>High Dev/ High Need</td>
<td>Infra &amp; Social</td>
</tr>
<tr>
<td>Hartswater</td>
<td>Medium</td>
<td>Agriculture</td>
<td>High Dev/ Low Need</td>
<td>Infra &amp; Basic</td>
</tr>
<tr>
<td>Jan Kempdorp</td>
<td>Large</td>
<td>Agriculture</td>
<td>High Dev/ High Need</td>
<td>Infra &amp; Social</td>
</tr>
<tr>
<td>Pampierstad</td>
<td>Large</td>
<td>Residential</td>
<td>High Dev/ High Need</td>
<td>Infra &amp; Social</td>
</tr>
<tr>
<td>Ritchie</td>
<td>Large</td>
<td>Agriculture</td>
<td>High Dev/ High Need</td>
<td>Infra &amp; Social</td>
</tr>
<tr>
<td>Ulco</td>
<td>Small</td>
<td>Mining</td>
<td>Low Dev/ Low Need</td>
<td>Basic</td>
</tr>
<tr>
<td>Holdan</td>
<td>Very Small</td>
<td>Agriculture</td>
<td>Low Dev/ High Need</td>
<td>Social</td>
</tr>
<tr>
<td>Windsorton</td>
<td>Medium</td>
<td>Agriculture</td>
<td>Low Dev/ High Need</td>
<td>Social</td>
</tr>
</tbody>
</table>

**TABLE 27: DEFINITION OF DEVELOPMENT POTENTIAL**

<table>
<thead>
<tr>
<th>HIGH &amp; VERY HIGH</th>
<th>Settlement definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Settlements in this category experience sustainable growth above the provincial average. They already have an established and proven track record as &quot;growth engines&quot; at a certain level. They have the potential to grow at a sustainable and powerful rate in</td>
<td></td>
</tr>
</tbody>
</table>
line with the capacity of their resources and to operate as service providers to a relatively extensive gravitational area. The difference between "High" and "Very High" only lies in the diversity and intensity of the town dynamics.

<table>
<thead>
<tr>
<th>MEDIUM</th>
<th>The development indices of settlements in this category are roughly in line with the average value of the provinces' aggregate on the 115 settlements. Consistent and moderate growth prevails in these settlements and certain sectors of the economy show signs of growth, or have the potential to grow.</th>
</tr>
</thead>
<tbody>
<tr>
<td>LOW &amp; VERY LOW</td>
<td>Settlements in this category possess limited economic and human resources, devoid of the potential to stimulate the urban economy in a significant way. The difference between &quot;Low&quot; and &quot;Very Low&quot; is only a degree variation.</td>
</tr>
</tbody>
</table>

### 4.1.4. INDUSTRIAL AREAS

A key challenge is to broaden and unlock the opportunities presented by the availability of natural resources. Industrial activities, whether large- or small-scale, have the potential to stimulate economic diversification and development in the province.

The overall economic impact of industrial projects is highly dependent on the fullness and depth of the ‘cluster’ of activities that form and agglomerate around it. Clustering or linking development generally results as a direct and indirect consequence of the construction and successful operation resource-based projects.

While immediate industrial development opportunities related to mining in the Northern Cape lie in brown-fields expansions and various types of downstream value-added activities (art, jewellery, souvenirs etc.) there are a number of other possibilities in side-stream and indirect activities.

### 4.2. SWOT ANALYSIS:

A SWOT analysis is a commonly used tool used to facilitate a strategic review of a particular organisation. It is a high-level exercise that identifies strengths, weaknesses, opportunities and threats of the organisation. The strengths and weaknesses are internal factors that the organisation may control. Opportunities and threats are those factors external to the
organisation and therefore the organisation has little or no control over these macro environment factors.

The Frances Baard District Municipality has potential for economic development. According to the Northern Cape Business Development’s Economic Overview of the Northern Cape, 2010/2011. Within this overview
a SWOT analysis were compiled in terms of economic development. The analysis is highlighted as follows:

a) Strengths
Less than a tenth of the district is transformed by urbanization, mining or cultivation; more than 80% of land is available for wildlife-related activities, tourism or livestock farming. Possible economic projects are nature-related tourism (Dikgatlong); conservation and related industry (DMA); agricultural-related tourism (Phokwane); small-scale farming and water-related tourism (Magareng); and heritage and mining industries (Sol Plaatje).

b) Weaknesses
The district suffers from low levels of education. It is estimated that about 37.8% of those aged 20 years and above have had no schooling or have only completed primary school and only 22.7% have Grade 12 or higher qualification. This poor education standard has given rise to high levels of unskilled labour. As a result the district suffers from high levels of unemployment and low levels of wages for those who are employed. It is estimated that about 58.8% of those who are employed in the district earn less than R3, 200 per month.
5. INSTITUTIONAL ENVIRONMENT

5.1. A BRIEF OVERVIEW

The current institutional environment within FBDM is complex and its impact on the socio-economic performance of the region is significant. An institutional environment within a locality can be broadly defined as the set of organisations, systems, infrastructure, culture and behaviour, policies and regulations that determine the wider business environment.

Given that the previous sections of this report have addressed issues pertaining to policies, regulations and infrastructure, this section of the report will focus more narrowly on issues related to the organisations, systems, and culture and behaviour within the FBDM business environment.

The public sector consists of one district and four local municipalities, national and provincial government departments and parastatals. Whilst there is some structured interaction amongst these institutions through existing inter-governmental forums, there are serious challenges related to co-ordinated planning and budgeting.

The effectiveness of existing inter-governmental relations (IGR) platforms is limited. The private sector is organised primarily through the business chamber and sector associations. These organisations have provincial, national and even global networks. However, there are weaknesses in the current arrangements, such as limited inter-sectoral co-ordination and weak relationships between formal and informal businesses and large and small businesses.

Many NGOs and CBOs have a perception of being peripheral to government planning and implementation processes. The sector is also weakened through limited collaboration amongst them. Trade Unions are active in certain industry sectors within the district, but battle to prevent the growing informalisation of certain sectors, such as clothing and textiles, tourism, mining and construction-related activities. Workers in the informal activities in the district remain unorganised and in many respects, unprotected. The traditional authority structures still wield significant control in rural communities, particularly through the instrument of land management.

Educational and research institutions generally have very weak linkages within other sectors within the region. FET institutions are perceived to undertake training within the district without adequate engagement with the private sector regarding the real skills needs of the district economy. As
a result, large numbers of trained youths are being pumped into the district economy and are not being absorbed within the formal sector.

In particular, co-ordination across the public, private and civil society sectors is weak. The need for greater collaboration both within and between sectors was highlighted during the GDS consultation process.

Within the current fragmented institutional landscape, it is accepted that organisations that have both a high interest and influence in the district economy need to be proactively engaged and lobbied in terms of strategically defining and leading a shared vision and set of development objectives for the district. These stakeholders can drive a GDS and mobilize other role players. In particular, institutions that have a high interest, but limited influence in the regional economy, could be mobilized for support around a strategy that addresses their interests and needs.

Stakeholders that have high influence in the district economy, but lower levels of interest must be approached strategically around issues that address their specific institutional interests. If they are won over, their support could be very powerful in driving the GDS within the district.

Stakeholders with relatively low levels of influence and interest will require a similar approach – their interests will need to be heightened through active lobbying and selling of the GDS concept. The key issue is that all stakeholders have an impact on the regional economy to different degrees and the ability to mobilize their resources and skills around a single GDS for the region will vastly increase its potential impact and success. Leadership within the regional economy is critical.

5.2. A FRAMEWORK FOR INSTITUTIONAL ASSESSMENT

5.2.1. INSTITUTIONAL ARRANGEMENTS AND GOVERNANCE

5.2.1.1. MUNICIPAL LEVEL

There are varying financial and human resource capacities amongst the FBDM family of municipalities, with the rural municipalities being the most grant dependent and under-resourced. The more urban-based municipality of Sol Plaatje, have higher levels of capacity.

A serious challenge identified is the failure of municipalities to implement their plans. Stakeholders identified a number of plans, such as Spatial Development Frameworks and Environmental Management Plans that had been developed but never implemented. The perception is that they are
simply adopted for compliance as opposed to driving the future development of the region.

The impact of weak municipalities have been felt by businesses and communities alike in terms of deteriorating infrastructure, services and non-responsive government. Failure to adequately perform municipal powers and functions seriously impedes development. Pot-holed roads, uncollected garbage, ineffective water-supply and demand management and slow development approval processes are some of the factors negatively impacting on the economic performance of the district.

The local sphere is required to perform an important role in identifying and attracting appropriate resources from other spheres of government and parastatals. This requires municipalities to be outward-focused, forward-thinking and proactive. The apparent low level of responsiveness of municipalities in the district to national and provincial funding opportunities is a major cause for concern. This is a further indicator of low-capacity municipalities that are inward-focused and fail to understand the broader economic role that they are meant to perform. The failure to mobilize external resources is a major limiting factor on development within the region.

Whilst there are a number of inter-governmental forums in place to promote co-ordination and integration, the performance of these forums are weakened by a lack of clear mandate and focus.

5.2.1.2. OTHER SPHERES OF GOVERNMENT AND PARASTATALS

Concern has been raised by stakeholders across all sectors – private, public and civil – that national and provincial government need to be supportive of development within the FBDM region. The lack of co-ordinated planning amongst spheres of government and parastatals has been identified as a major constraint to integrated and sustainable development within the region. Various reasons for this have been offered.

5.2.1.3. PRIVATE SECTOR

The private sector is relatively well-organised with representative business chambers and sector associations. These institutions link local businesses into provincial, national and global networks. However, there is no single private sector institution that is representative of all businesses within the FBDM district. There are institutions that are seen as relatively weak and requiring support. There are also large numbers of small firms that are currently unorganised and that do not belong to any of these structures. A portion of these firms choose not to participate in formal structures owing
to their informal, or even illegal, nature. Some industries are also more organised than others.

The large firms within the region dominate the district economy, with companies such as De Beers and Kumba and large national retailers and financial institutions exerting significant influence. There are also large numbers of SMMEs operating in sectors such as accommodation, tourism and manufacturing. These firms battle to compete against the large companies in their sectors. There are limited linkages between large and small firms in some sectors resulting in many of the small firms being dependent on government tenders. Large firms located within the district often have stronger supply, market and service linkages to firms based within the FBDM District.

In terms of strengthening public-private relationships, perceptions that private sector institutions are operating in the narrow interests of the elite and not engaging sufficiently on the broader development challenges of the region need to be addressed. The role of corporate social investment in building social capital within the FBDM district should not be underestimated.

Significantly, levels of investment and innovation need to grow in order for the private sector to contribute towards real growth and development in the district. On-going public-private dialogue is required in order to develop innovative responses to development challenges.

5.3. **FINANCIAL AND HUMAN RESOURCES**

Organisations can be utilized to enhance the competitiveness of a region in a number of different ways, such as:

- Creating platforms for collective action to lower costs, improve markets, lobby state institutions and address market failures.
- Sharing knowledge and unlocking economic opportunities.
- Fostering research, innovation and technology.
- Fostering inclusive economic opportunities (e.g. SEDA, NYDA)
- Providing services and infrastructure (e.g. municipalities, government agencies, parastatals, non-governmental organisations)
- Regulation and control (e.g. municipalities, government agencies, parastatals)
5.4. **EMERGING INSTITUTIONAL PROPOSALS**

5.4.1. **PROPOSAL ONE – MAYOR- DISTRICT PLANNING COMMISSION**

The first proposal is for the Frances Baard District Municipality to take the lead for the GDS in terms of its legislative mandate to co-ordinate development planning and inter-governmental relations within the district. **The Executive Mayor of the district will be the political champion of the GDS.** The District Council will be the key political structure to oversee the implementation of the GDS. The portfolio committees of all municipalities within the District should have the GDS as a standing item on their respective agendas. It is proposed that the district municipality’s internal department responsible for Development Planning will be responsible for administrative matters related to the implementation of the GDS with assistance from other relevant departments and the political leadership where necessary. In particular, the district municipality will be responsible for ensuring that local municipalities align their local plans and strategies (such as the IDP) to the GDS. In doing so, the local municipalities can take the lead in specific projects, with support from the district municipality.

It is proposed that the Executive Mayor establishes a **District Planning Commission.** The overarching mandate of the Commission will be to act as an **advisory body** to the Executive Mayor and **guide the growth and development process** in line with the GDS. The DPC must advise in terms of the identification of projects in line with the GDS, and with time, must advise on potential changes to the document where necessary and warranted. The commission’s task will be to monitor progress of the GDS in the light of the 20+ year vision, while the 5 year IDP cycles will monitor the more medium-term progress of the GDS.

It is proposed that the DPC must consist of key technical and influential specialists within the district from the private and public sectors and civil society. Commissioners must be appointed based on functional technical knowledge and expertise, and the commission must be constituted through invitation of the district mayor. Commissioners should be paid a meeting allowance for their participation in the DPC. The following broad representation must form the Commission:

- Social development specialist;
- Economist;
Financial management specialist;
Agricultural specialist;
Environmental specialist;
Infrastructural specialist;
Tourism specialist;
Manufacturing specialist;
Business chamber representative (head);
Educational specialist;
Health specialist;
District municipal manager;
Selection of key business people.

The proposed role of the DPC would be to:

- To advise the district leadership (mayors and leadership forums) on matters concerning growth and development;
- To interrogate or deliberate growth and development issues in order to identify gaps or constraints, and advise on the potential solutions;
- To call on government departments/groupings/state-owned enterprises/etc to present available information in order to develop their knowledge on growth and development issues;
- To facilitate high-level integration between key stakeholders;
- To provide advisory guidance to special projects;

To play an influential role in discussions with provincial and national government (and state-owned enterprises).

Either the District’s department, Development Planning, would be the secretariat for the GDS or a separate secretariat could be established.

In addition to the DPC, the mandate of existing IGR forums (such as the IDP, Planning, LED, Youth and Environment Management) should be reviewed in order to strengthen the structures. It is proposed that both the mandate and level of representation on the forums should be assessed in light of the GDS. The IGR forums are required to perform strong roles in terms of:

- Championing particular strategic objectives of the GDS;
- Overseeing the implementation of projects within these strategic objectives;
- Resource leveraging for the implementation of projects;
- Fostering integration of planning and budgeting of all relevant stakeholders;
- Reviewing the GDS within their current areas of expertise; and
Lobbying stakeholders regarding issues impacting on the outcome of the GDS.

5.4.2. PROPOSAL TWO – DISTRICT PLANNING FORUM

The second option is to establish a District Planning Forum, which focuses itself solely on the planning related to the DGS. It will primarily zoom in on the capacity of the local municipalities to plan for growth and development. The District Planning Forum would be the overarching forum that the other IGR structures (as outlined in the proposal above) would need to report to in terms of the implementation of the GDS.

It would need to ensure that the overall goals and objectives of the GDS are being discussed and debated by key stakeholders. The Forum must therefore:

- Provide key stakeholders with feedback on current projects and GDS progress;
- Ensure that all concerns and/or challenges in the district are identified;
- Assist in the coordination of future GDS projects;
- Identify new potential projects and interventions;
- Identify the responsibilities of stakeholders within various programmes and projects; and
- Build relationships between public and private sector, as well as civil society organisations, and ensure buy-in to the GDS.

The key stakeholders that should form part of the District Planning Forum are:

- District and Local Municipal Leadership (Municipal Managers);
- District and Local Department heads (such as Technical Services and Development Planning);
- Provincial and National Department Representatives (such as DAEA, DSD, DOE, DOH and DOT);
- State-Owned Enterprise Representatives (such as Eskom and Transnet);
- Business Chamber Representatives;
- Traditional Authority Leadership;
- Civil Society Organisations;
- Faith Based Organisations;
- LED Forum and other sectoral structures that exist (Health; Infrastructure, etc); and
- Ratepayers Association.
5.4.3. PROPOSAL THREE – DGDS CHAMPIONS FORUM

The third proposal is similar to a NEDLAC – type structure that should be constituted and meets quarterly. The functions of the DGS Champions Forum, would include:

- To advise the district leadership on matters concerning growth and development;
- To interrogate or deliberate growth and development issues in order to identify gaps or constraints, and advise on the potential solutions;
- To call on government departments/groupings/state-owned enterprises/etc to present available information in order to develop their knowledge on growth and development issues;
- To facilitate high-level integration between key stakeholders;
- To provide advisory guidance to special projects;

The main difference between the DPC and Champions Forum is that the DPC is more expert-led, the DGS Champions Forum is more sector-driven. The DGS Champions Forum will be made up of an equal number of representatives (18) from organised business, organised labour, the State, and civil society. It has an executive council with a management committee and secretariat (which should be the Municipal Manager’s Office).

The full DGS Champions Forum meets quarterly. However, issue/objective-based chambers are established with representation from each of these sectors and they meet at least six times in each financial year. They report to the full DGS Champions Forum. The business of the DGS Champions Forum can conducted under four focus committees; namely Public Finance and Economic Policy; Trade and Industry; Labour Market; and the Development. The Committees that could be constituted for the Frances Baard GDS should relate to the strategic objectives/drivers of the GDS. Each year the district should host a Summit to review progress.

5.5. QUICK EVALUATION OF THE THREE PROPOSALS

A quick evaluation of the two institutional proposals is presented in the table below using four assessment criteria, namely:

- The flexibility and responsiveness of the proposed model
- The level of multi-stakeholder ownership and accountability in the model
- The level of political accountability in the model
- Administrative and consultation burden in the model
The level of influence over resources and mobilisation

A ranking of high, medium and low is used.
### TABLE 28: EVALUATION OF THE THREE PROPOSALS

<table>
<thead>
<tr>
<th></th>
<th>Proposal One</th>
<th>Proposal Two</th>
<th>Proposal Three</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexibility and Responsiveness</td>
<td>Medium</td>
<td>Medium</td>
<td>Medium</td>
</tr>
<tr>
<td>Multi-stakeholder ownership and accountability</td>
<td>Low</td>
<td>Medium</td>
<td>High</td>
</tr>
<tr>
<td>Political Accountability</td>
<td>High</td>
<td>High</td>
<td>Low</td>
</tr>
<tr>
<td>Administrative and consultation burden</td>
<td>Low</td>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td>Influence over Resources</td>
<td>Medium as limited to public resources</td>
<td>Medium</td>
<td>High</td>
</tr>
</tbody>
</table>

It is recommended that proposal three is adopted and implemented. Should proposal three be adopted, it will have the following institutional implications for the municipality.
6. EMERGING GROWTH AND DEVELOPMENT STRATEGY

6.1. INTRODUCTION

As part of the process of charting the way forward for growth and development, the Frances Baard District Municipality has defined growth as "It is an increase in a District's real level of regional output which can be caused by an increase in the quality of resources (by education etc.), increase in the quantity of resources and improvements in technology or in another way an increase in the value of goods and services produced by every sector of the economy and development as "it applies in the context of people's sense progress, in other words it is an increase in living standards, improvement in self-esteem needs and freedom from oppression as well as a greater choice.

In light of the above, any Growth and Development Strategy focused itself on the realization of both growth and development aspects needs to took a longer-term context over more than just 5 (five) years. As a start to that, the Frances Baard District Municipality defined its strategic framework moving forward.

This Section therefore covers a number critical issues related to the Growth and Development Strategy and these include:

i. The Vision for growth the development
ii. The development drivers
iii. The Strategies for growth and development
iv. Possible programmes for growth and development

6.2. ALIGNMENT WITH PROVINCIAL GDS

It is necessary to align the District GDS with the Provincial GDS. The following section is an extract from the Provincial GDS and will look at the development objectives and development targets.

6.2.1. DEVELOPMENT OBJECTIVES OF THE PGDS

In response to the social and economic development imperatives yielded by an analysis of the socio-economic profile of the province, the following two primary development objectives have been identified:

- Promoting the growth, diversification and transformation of the provincial economy; and
Poverty reduction through social development.

The achievement of these primary development objectives depends on the achievement of a number of related objectives that, at a macro-level, describe necessary conditions for growth and development. These are:

- Developing requisite levels of human and social capital;
- Improving the efficiency and effectiveness of governance and other development institutions; and
- Enhancing infrastructure for economic growth and social development. (PGDS)

6.2.1.1. DEVELOPMENT TARGETS OF THE PGDS

To give effect to the Development Vision and Objectives outlined in Chapters 1 and 4 of this document respectively, it is important to set a series of high-level development targets for economic growth and social development in the Northern Cape.

In doing so it was necessary to give consideration to development targets set by national government, the millennium development goals and the World Summit on Sustainable Development (WSSD) resolutions. As a consequence, targets were developed for the province that are quantifiable, measurable and achievable. These are:

- To maintain an average annual economic growth rate of between 4% - 6%;
- To halve the unemployment rate by 2014;
- To reduce the number of households living in absolute poverty by 5% per annum;
- To improve the literacy rate by 50% by 2014;
- To reduce infant mortality by two thirds by 2014;
- To reduce maternal mortality by two thirds by 2014;
- To provide shelter for all by 2014;
- To provide clean water to all in the province by 2009;
- To eliminate sanitation problems by 2009;
- To reduce crime by 10% by 2014;
- To stabilise the prevalence rate of HIV and AIDS and begin the reverse by 2014;
- To redistribute 30% of productive agricultural land to PDI’s by 2015;
- To conserve and protect 6,5% of our valuable biodiversity by 2014; and
- To provide adequate infrastructure for economic growth and development by 2014. (PGDS)
6.2.1.2. ROLE OF PROVINCIAL GOVERNMENT

The Northern Cape provincial government has determined that the role of provincial and local government in the promotion of economic development is essentially one of facilitation or providing the right environment for the private sector and other stakeholders such as the cooperative movement, to take advantage of economic opportunity as and when it arises. In so doing, it therefore positions itself as an enabler of economic growth and development.

However, at the same time, provincial government wishes to take a proactive stance with regard to the promotion of economic development. It proposes to allocate resources to the identification, scoping, appraisal and investment marketing for a suite of flagship projects that can leverage associated investment and economic activity in areas of high relative economic potential. Furthermore, integrally as part of this approach, provincial government will provide resources to remove institutional constraints to project development by financing dedicated limited scope and limited life-span vehicles for specific flagship projects where this is necessary.

Generally speaking, provincial government recognises the need to ensure that the right institutional arrangements are in place to drive economic development forward. The achievement of some degree of “Institutional superiority” must be a priority objective if efforts to facilitate new investment and growth are to succeed. Provincial government also recognises that it is not always the best implementer of economic development projects and that this is principally the domain of the private sector and other stakeholder investors. (PGDS)

6.2.1.3. STRATEGIC ALLIANCES AND PARTNERSHIPS

The Frances Baard District Municipality recognizes that it does not possess all the tools and instruments required to bring about increased economic growth and development alone. It has therefore adopted the stance that collaboration with relevant role-players such as the private sector, the donor community and national level institutions that are mandated to support economic development and labour is essential. Close co-operation between the public and private sectors is also critical if the economic development potential of the district is to be realised.
6.2.1.4. SUPPLY-SIDE MEASURES

The national Department of Trade and Industry (DTI) together with the Industrial Development Corporation (IDC) and Trade and Industry South Africa (TISA) co-ordinates a comprehensive range of industrial support measures designed to enhance the attractiveness of South Africa as an investment destination.

Generally speaking, and particularly in the Northern Cape, most of the schemes are under-subscribed. A key challenge will be to ensure that access to these schemes by businesses contemplating investing in the Northern Cape is improved as in many cases such access can contribute significantly to facilitating investment. The range of support measures is extensive and details of the various programmes can be found on the Department of Trade and Industry Internet site: www.dti.gov.za where information can be found reflecting the objective and description of each scheme, the responsible institution co-ordinating the scheme, access criteria and contact information of those managing the scheme.

Although the nine provinces do not have competency over the creation of such measures or financial incentives, local government does enjoy this authority within its area of jurisdiction. In the Northern Cape a number of municipalities offer an attractive range of local support measures to facilitate the establishment of new businesses in the areas under their control. Details on these measures can be obtained from the various municipalities.
6.3. TOWARDS A STRATEGIC FRAMEWORK - FBDM

6.3.1. VISION FOR GROWTH AND DEVELOPMENT

“The ensuring development and growth in order to improve the lives of all communities in the District”

6.3.2. FBDM DEVELOPMENT DRIVERS

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

i. Provision of basic services and infrastructure

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

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

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

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

iii. Good Governance

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

iv. Strengthening Institutions

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

v. Human Capital Development

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

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

The Sol Plaatje University will be a critical partner in this regard.
vi. Empowering Communities & Stakeholder Mobilisation

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

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

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

6.3.3.1. SCENARIO 1 - INSUFFICIENT GROWTH AND DEVELOPMENT

Scenario 1 assumes that a low growth trajectory continues for the medium to long-term. This scenario is highly unfavourable as it does not create sufficient employment opportunities and does not assist in addressing the social challenges, leading to increased poverty, unemployment and inequality within the District.
6.3.3.2. SCENARIO 2 – UNSUSTAINABLE GROWTH AND DEVELOPMENT

Scenario 2 is another undesirable scenario for the district. It assumes a short-term, un-sustained response to the challenges facing the district by both the public and private sector. Commitment soon diminishes and the growth tapers off.
6.3.3.3. SCENARIO 3 – EXPONENTIAL GROWTH AND DEVELOPMENT

Scenario 3 is the desired scenario in order to achieve the levels of growth and development required to sustain job creation and social development. It is based on all stakeholders committing to a shared vision for the district and underpinning this with increased levels of sustainable investment, cooperation and innovation.

6.3.4. SCENARIO PLANNING

5.2.1.4. ISSUE 1: POPULATION

Current Reality:

According to the Census 2011, the population growth figures for the Frances Baard District is 382 086. This figure dominated by 51% Women and 49% Men. The majority of the Frances Baard District population is between ages 5 and 34, meaning it is a fairly youthful district.

Trend:

The population growth rate decreased slightly from 324 678 in 1996 to 323 523 in 2001 and then increased over the next ten years at an average annual growth rate of 1,35% to 382 086 in 2011. Overall, the population therefore increased by 58 524 over the period 2001 to or on average approximately by 5852 persons per year.
**Assumption: Negative growth over next 30 years:**

If there is a decline in population growth at the same rate of the 10 year growth, then the implication of such decline in 30 years will be a total population of 206 526. A decline of 175 560.

The implication of this decline is needs to be viewed in a serious light as it would mean a decrease in the labour force and a possible over supply of critical social services. In this context infrastructure planning would need to factor such decline and there may be a real possibility that the current schools and hospitals may be underutilised.

**Assumption: Positive growth over next 30 years:**

If there is an increase in population growth at the same rate as the previous 10 years, then the implication of such an increase will be a total increase in population of 175 560 people. This means a new 30 year population figure will be 557 646.

The implication of such growth is that there is a need for all service delivery planning to be responsive to such growth. It is also important that the employment situation be taken into account and that the current employment levels be increased by approximately 40%.

### 5.2.1.5. ISSUE 2: GVA

**Current Reality:**

The FBDM GVA was estimate at 8 350 000 000 in 1996, 10 617 000 000 in 2007 and 11 029 000 000 in 2011 (Quan tec, constant 2005 prices).

**Trend:**

The GDP of the District has been hovering around 2%-2,2% and this trend can be expected to continue unless there is a structural change in the economy of FBDM. The good thing has been that the annual growth rate of the population is less than the economic growth rate. This will over time translate to improved per capita for the population. It is worth though, that the Gini Co-efficient of FBDM is not good thus for general life improvement for all there needs to be an improvement on the income distribution.

**Assumption: Negative growth over next 30 years:**

If the trend between 2007 and 2011, an increase of only 412 Million over 4 years than over 19 years the improvement will even be less as this is over a decreasing growth.
Thus the picture for economic growth rate based on the later years does not look good. The implication for this will be a loss in jobs, declining disposable incomes and general slowdown on economic development.

**Assumption: Positive growth over next 30 years:**

Based on the picture between 1996 and 2011; there was a real growth of R2 679 Million over a period of 15 year. Using the same trend if FBDM grows the same than we can expect to see the same growth to 2030.

To be able to sustain such growth though means that the skills supply need to improve, will have serious implications for infrastructure and services supply. Thus the District will need to sustain the services budget it has in the early 1990’s and 2000’s.

5.2.1.6. ISSUE 3: LABOUR FORCE

**Current Reality:**

The Primary sector has shed more than 5 000 jobs over the period 1996 to 2011.

The Secondary sector (Manufacturing, Electricity, gas and water and Construction), has likewise shed a large number of jobs – from 14 339 in 1996 to 7 769 in 2011, a loss of 6 570 jobs over the period.

Over the same period, employment in the tertiary sector increased from 46 141 persons to 72 614, an increase of 26 437 jobs.

This represents an overall increase of 14 577 jobs over the 15 year period, or, on average 972 jobs per year

**Trend:**

This represents an overall increase of 14 577 jobs over the 15 year period, or, on average 972 jobs per year.

**Assumption: Negative growth over next 30 years:**

If there is a decline in population growth at the same rate of the 10 year growth, then the implication of such decline in 30 years will be a total population of 206 526. A decline of 175 560.

The implication of this decline, needs to be viewed in a serious light as it would mean a decrease in the labour force and a massive loss of jobs, thus leading to all sort of social and economic challenges. In this context sector development needs to be prioritised and pursued in the context of growth and development. It is also important to strategise in favour of the support and expansion of the primary sectors within the FBDM economy.
It is worth noting that such social challenges present a number of possibilities, which include the decline in life expectancy, increase in the rate of disease, increase in the prevalence of crime and a general decline in social cohesion.

**Assumption: Positive growth over next 30 years:**

If the primary sector within the Frances Baard Economic creates at least 5000 jobs per annum, the implication will be that the FBDM economy will create 15 552 jobs in the coming 16 years.

The implication of such jobs is that a great deal of it might be imported skills thus FBDM can expect a positive in migration of labour. This will have an impact on the population growth and services required.

Also as there is already a challenge with available land for development, a solution will be required as the jobs to be created will be dependent on investment in the primary sector and such investment requires serviced land.

**5.2.1.7. ISSUE 4: EDUCATION**

**Current Reality:**

According to the Census in 1996, there were 63 945 persons with no schooling and this dropped to 46 934 in 2001 and was 29 178 in 2011.

This picture is consistent when looking at persons with grade 12. In 1996 there were only 25 849 people with grade 12, 38 106 in 2001 and 75 465 in 2011.

**Trend:**

There has been a steady improvement in relation to the education levels of FBDM population.

While in 1996 19,69% of the population had no education, this declined to 14, 51% in 2001 and in 2011 stood at 7,64%.

Also in 1996 only 7,96% of the populace had grade 12, in 2001 only 11,79% of the population and in 2011 this improved to 19,75% of the population.

**Assumption: Negative growth over next 30 years:**

If this trend continues into a negative growth, this will have a direct impact on all spheres of life as people will not be able to obtain proper jobs. This will cause the poor portion of the population to become even poorer. This will furthermore have a direct impact on the economy as grants for instance, will also have to increase.
Assumption: Positive growth over next 30 years:

If the current trend continues then all persons must have some education by 2030 and thus increase the quality of life in all spheres of the economy. Assumes no structural and or exogenous factors.
6.4. FBDM GROWTH AND DEVELOPMENT STRATEGY

The strategy contains four levels. At the highest level of the strategy, there are 6 strategic drivers; these each have strategic objectives, followed by strategic programmes, and finally, key intervention areas. The 6 strategic drivers that have been identified are:

1. Provision of basic services and Infrastructure
2. Sectoral Development and Support
3. Good Governance
4. Strengthening Institutions
5. Human Capital Development
6. Empowerment of Communities and Stakeholder Mobilisation

These, along with the related objectives, programmes and interventions will be summarised within the section below.
# DRIVER 1: PROVISION OF INFRASTRUCTURE AND BASIC SERVICES

<table>
<thead>
<tr>
<th>Alignment</th>
<th>National Outcome</th>
<th>National Development Plan</th>
<th>Provincial Growth &amp; Development Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>National Outcome 6: An efficient, competitive and responsive economic infrastructure network.</td>
<td>Building Capabilities: Improving Infrastructure</td>
<td>Goal: Strategic Infrastructure</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Objectives:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Development of the Road and Rail Network</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Development of ICT Infrastructure</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Improve Water Resource Management and Supply</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Improve Energy Production and Supply</td>
</tr>
</tbody>
</table>

### Apex Indicators

- % of fixed capital investment in relation to provincial GDP

### Key Partners

- National (DTI; DOT; Eskom; Transnet; Prasa; DWA; Infra Committee);
- Provincial (PPC; DEDT; DOT; DAEA; TINC; COGTA); Local (DM; LMs; Private Sector, Chambers)

### Strategic Objectives

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Strategic Programmes</th>
<th>Key Intervention Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development of Airports</td>
<td>Ensuring an Integrated Passenger and Freight Transport via Air</td>
<td>Kimberly Airport expansion (incl resource mobilisation)</td>
</tr>
<tr>
<td>Develop an Integrated Road &amp; Rail Network to support both Passenger and Cargo Transport</td>
<td>Taking freight off the road onto rail</td>
<td>Investigate options related to getting freight off the road onto rail</td>
</tr>
<tr>
<td></td>
<td>Development and Rehabilitation of Key Primary, Secondary and Tertiary Roads</td>
<td>Upgrade High Priority Roads: National Roads</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Upgrade Medium Priority Roads:</td>
</tr>
</tbody>
</table>
## DRIVER 1: PROVISION OF INFRASTRUCTURE AND BASIC SERVICES

<table>
<thead>
<tr>
<th>Area</th>
<th>Description</th>
</tr>
</thead>
</table>
| **Rural Access Road and Facility Rehabilitation Programme**  | - Rural roads upgrading to unlock agricultural potential  
                                                                            - Rehabilitation of rural access roads  
                                                                            - Establish basic public transport entities in confirmed development nodes |
| **Exploitation of Inter-modal/Integrated Transport Potential** | - Revision of the Integrated Transport Plan (ITP) for the District  
                                                                            - Demand analysis to develop inter-modal public transport hubs/ranks |
| **Development of Passenger Rail Capacity**                  | - Extend passenger and freight rail services from Kimberley through to surrounding Provinces/ markets. |
| **Develop ICT Infrastructure to Support the Knowledge Economy** | - Ensure connectivity to Fibre optic cables to increase band-width availability  
                                                                            - Development of a district-wide broadband roll-out programme |
| **Enhance Innovation & Technology Capacity**                | - Investigate the establishment of an Innovation Centre in Kimberley                         |
| **Strengthening of Energy Infrastructure Capacity and Efficiency** | - Increase the Bulk Supply of Electricity                                                        |
| **Promotion of Energy Efficiency**                          | - Provision of Solar lighting for Scattered Settlements  
                                                                            - Promote National Incentives to ensure efficient use of energy and use of new energy efficient technology by large consumers |
                                                                            - Increase Water Infrastructure Capacity |

FBDM GDS Review 2014/15
## DRIVER 2: SECTORAL DEVELOPMENT AND SUPPORT

<table>
<thead>
<tr>
<th>Alignment</th>
<th>National Outcome</th>
<th>National Development Plan</th>
<th>Provincial Growth &amp; Development Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>National Outcome 4: Decent employment through inclusive economic growth</td>
<td>Faster and more inclusive growth: An economy that will create more jobs; &amp; an inclusive and integrated rural economy</td>
<td>Goal</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Job Creation</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Objectives</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Unleash the Agricultural Sector</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Enhance Industrial Development</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Promote SMME &amp; Entrepreneurial Development</td>
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</tbody>
</table>

### Apex Indicators

<table>
<thead>
<tr>
<th>Apex Indicators</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Total value of output of all sectors</td>
<td></td>
</tr>
<tr>
<td>Percentage change in GDP per capita</td>
<td></td>
</tr>
<tr>
<td>Total employment and percentage change in employment</td>
<td></td>
</tr>
<tr>
<td>Change in number of new businesses established</td>
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</tbody>
</table>

### Key Partners

<table>
<thead>
<tr>
<th>Key Partners</th>
<th>National (DTI; DOT; Eskom; Transnet; Prasa; DWA; Infra Committee);</th>
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<tbody>
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<td></td>
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<td></td>
<td>Local (DM; LMs; Private Sector, Chambers)</td>
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</table>

### Strategic Objectives

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Strategic Programmes</th>
<th>Key Intervention Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand the Key Productive Sectors</td>
<td>Expansion of Agricultural production and Agri-processing</td>
<td>• Focus on Higher-Value Crop Production and Agri-Processing Activities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Increase agricultural extension services throughout the district</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Development of Research Partnerships</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Market agricultural sector jobs to youth</td>
</tr>
</tbody>
</table>
### DRIVER 2: SECTORAL DEVELOPMENT AND SUPPORT

<table>
<thead>
<tr>
<th>Area</th>
<th>Actions and Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Tourism Product development and marketing</td>
<td>• Address slow pace of land reform and facilitate tenure security</td>
</tr>
<tr>
<td></td>
<td>• Feasibility and Implementation of a Tourism Development Zone for FBDM</td>
</tr>
<tr>
<td></td>
<td>• Ensure infrastructure support for establish of game reserve</td>
</tr>
<tr>
<td></td>
<td>• Develop an aggressive marketing strategy to promote year-round tourism &amp; better marketing of existing products &amp; events</td>
</tr>
<tr>
<td></td>
<td>• Develop seasonal event calendar</td>
</tr>
<tr>
<td></td>
<td>• Establish one-stop tourism shop</td>
</tr>
<tr>
<td></td>
<td>• Identify areas for adventure/recreation Nodes (incl walking &amp; cycling routes)</td>
</tr>
<tr>
<td></td>
<td>• Build linkages between rural &amp; urban based tourism products through tourism routes &amp; packages</td>
</tr>
<tr>
<td>Stimulating the manufacturing sector and manufacturing value-chains</td>
<td>• Upgrade of Industrial parks – ensure affordability of land, building &amp; services</td>
</tr>
<tr>
<td></td>
<td>• Establish a Shared Furniture Manufacturing Incubator Facility (resource mobilization &amp; operational budget)</td>
</tr>
<tr>
<td></td>
<td>• Promote competitiveness and provide Support to the Clothing, Textile and Design Sector and local supplier network</td>
</tr>
<tr>
<td></td>
<td>• Development of Linkages between Small and Large Firms within the District</td>
</tr>
<tr>
<td></td>
<td>• Prepare a District Industrial Development Plan</td>
</tr>
<tr>
<td></td>
<td>• Development of FBDM production Hub in Kimberley</td>
</tr>
<tr>
<td>Ensuring effective assistance and support to SMME’s, cooperatives and Informal Traders</td>
<td>• Design &amp; implement a differentiated SMME support programme</td>
</tr>
<tr>
<td></td>
<td>• Facilitate Access to Markets for Small and Medium Sized Manufacturers – e.g: shared FBDM business database &amp; collective marketing to retailers</td>
</tr>
<tr>
<td></td>
<td>• Investigate small scale mining potential in district and provide support</td>
</tr>
<tr>
<td></td>
<td>• FBDM Small-Scale Farmers development programme (market gardening, essential oils, organic farming &amp;</td>
</tr>
</tbody>
</table>
### DRIVER 2: SECTORAL DEVELOPMENT AND SUPPORT

<table>
<thead>
<tr>
<th>Enhance the Business and Investment Environment throughout the District</th>
<th>Enhancing investment promotion &amp; facilitation capacity</th>
<th></th>
</tr>
</thead>
</table>
| poultry)  
- Facilitate comprehensive support to small farmers, including market spaces and linkages with commercial farmers  
- Identification and Development of SMME Incubation Facilities and Supporting Mentorship | Investigate an investment promotion facility across the district  
- Develop an IPFS and promote joint marketing across sectors  
- Promote and provide support to the Creative Industry  
- Market and Facilitate Industrial Development opportunities |  |
| Strengthen District BR&E Programme Capacity | Roll-out of a District Wide BR&E Programme  
- Coordinate Business Support Services |  |
| Ensure a reduction in red-tape and other ‘cost-of-doing-business factors’ | Municipalities to address red-tape & introduce seamless development processes  
- Facilitate the relaxing of stringent banking sector lending criteria  
- Lobby with relevant stakeholder regarding dumping and unfair subsidies in the market place |  |
## DRIVER 3: GOOD GOVERNANCE

<table>
<thead>
<tr>
<th>Alignment</th>
<th>National Outcome</th>
<th>National Development Plan</th>
<th>Provincial Growth &amp; Development Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>National Outcome 9: A responsive, accountable, effective and efficient local government system.</td>
<td>A capable and developmental state: Towards better governance; &amp; fighting corruption Leadership and responsibility throughout society</td>
<td>Goal</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Governance and Policy Objectives</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Strengthen policy, strategy co-ordination and IGR</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Building government capacity</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Eradicating fraud and corruption</td>
</tr>
</tbody>
</table>

### Apex Indicators
- Improvement in the level of client satisfaction
- Improved business and investment environment

### Key Partners
National (All National departments; Banking Sector); Provincial (PPC; all provincial departments); Local (DM, LMs; Chamber, Private Sector NGOs; CBOs)

### Strategic Objectives

<table>
<thead>
<tr>
<th>Strategic Programmes</th>
<th>Key Intervention Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote Shared Services within the District</td>
<td>- Identify potential areas to expand Shared Services and roll-out hared Services within these areas</td>
</tr>
<tr>
<td></td>
<td>- Effective customer care centre to be established in the district, possibly a shared service</td>
</tr>
</tbody>
</table>

### Key Intervention Areas
- Establish a mentoring programme for municipal officials with retired professionals in FBDM
- Municipalities to commit to attracting & appointing quality skills with effective performance management
## DRIVER 3: GOOD GOVERNANCE

| Eradicating Fraud & Corruption | Investigate and Encourage a Reduction in Fraud and Corruption | Ensure efficient & effective financial management by municipalities  
|--------------------------------|---------------------------------------------------------------|---------------------------------------------------------------|
| All municipalities to commit to zero corruption (establish fraud & corruption hotline)  
| Investigate Fraud and Corruption in the Social Grant System | | |
| Fast Track Disciplinary Processes and Effective Criminal Prosecution | Engage with all responsible Departments to identify areas where disciplinary and criminal prosecution processes can be improved | |
| Ensure the preferential procurement system rewards local content, labour and supplies  
| Ensure regulation of business activity (including micro-lenders, unregistered firms etc)  
| Engage with the formal banking sector to extend services to rural areas  
| Organised business & municipalities to lobby national government re negative impact of legislative & policy environment e.g. National Credit Act & Wage Determination Acts  
| Lobby for the finalization of land claims & address issues related to tenure security | |
| Elevate the Importance of Accountability | Ensure constant M&E occurs through the GDS  
| Ensure strong, credible and visible leadership for the GDS | |
### DRIVER 4: STRENGTHENING INSTITUTIONS

<table>
<thead>
<tr>
<th>Alignment</th>
<th>National Outcome</th>
<th>National Development Plan</th>
<th>Provincial Growth &amp; Development Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>National Outcome 9:</strong> A responsive, accountable, effective and efficient local government system.</td>
<td>A capable and developmental state: Towards better governance; &amp; fighting corruption Leadership and responsibility throughout society</td>
<td>Goal</td>
</tr>
<tr>
<td></td>
<td><strong>National Outcome 12:</strong> An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship</td>
<td></td>
<td>• Governance and Policy Objectives</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Strengthen policy, strategy co-ordination and IGR</td>
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<td></td>
<td>• Building government capacity</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Eradicating fraud and corruption</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Promote participative, facilitative and accountable governance</td>
</tr>
</tbody>
</table>

| Apex Indicators | • Improvement in the level of client satisfaction |
|                | • Improved business and investment environment |

| Key Partners | National (All National departments; Banking Sector); Provincial (PPC; all provincial departments); Local (DM, LMs; Chamber, Private Sector NGOs; CBOs) |

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Strategic Programmes</th>
<th>Key Intervention Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhancing Coordinated Planning and Implementation</td>
<td>Enhancing Coordinated District-wide Planning and Implementation</td>
<td>• Implement Institutional Proposal two as per the GDS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Establish an Inter-Governmental District Planning Forum to ensure coordination between all stakeholders in the planning process</td>
</tr>
<tr>
<td>Enhancing the Functionality of Existing Structures and</td>
<td></td>
<td>• Review the structure &amp; role of the Frances Baard Tourism Agency for greater effectiveness &amp; efficiency</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Enhance the functionality of Ward Councils</td>
</tr>
</tbody>
</table>
## DRIVER 4: STRENGTHENING INSTITUTIONS

<table>
<thead>
<tr>
<th>Relationships</th>
<th>4.2) Strengthen Inter-Governmental Relations &amp; Private Sector Partnerships</th>
</tr>
</thead>
</table>
| 4.2.1 Ensure Strong Partnerships and Transparency between all Stakeholders | ▪ Establish a Stakeholders Engagement platform within the Development Planning Office of the District  
▪ Establish business-government co-operation platforms  
▪ Municipalities to ensure transparency in development charges |
| 5.2.2 Ensure Strengthening of Inter-Governmental Relations | ▪ Mechanisms to be put in place to ensure on-going co-operation amongst C & Bs  
▪ Strengthen existing IGR structures in terms of representation, mandate & authority |
## DRIVER 5: HUMAN CAPITAL DEVELOPMENT

<table>
<thead>
<tr>
<th>Alignment</th>
<th>National Outcome</th>
<th>National Development Plan</th>
<th>Provincial Growth &amp; Development Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>National Outcome 1: Improved quality of basic education</td>
<td>Building Capabilities: Improving the quality of education</td>
<td>Goal</td>
</tr>
<tr>
<td></td>
<td>National Outcome 5: A skilled and capable workforce to support an inclusive growth path.</td>
<td></td>
<td>Human Resource Development</td>
</tr>
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<td></td>
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<td></td>
<td>Objectives</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Improve early childhood development, primary and secondary education</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Support skills alignment to economic growth</td>
</tr>
</tbody>
</table>

### Apex Indicators
- Overall participation rate from Grade 1 to 12
- Results of Grade 3, 6 and 9 Annual National Assessments
- Number of learners passing the national senior certificate
- Number of learners qualifying for maths and science university entrance
- Appropriate skills available to priority sectors in NC

### Key Partners
- National (DOE; DHE; DOH; DST; SETA; DOL; DSR; DSD); Provincial (PPC; DOE; DOH; DSR; FET College; OoP); Local (FBDM DM; LMs; NGOs; CBOs; Schools; Private Sector)

### Strategic Objectives

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Strategic Programmes</th>
<th>Key Intervention Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure Early Childhood Development and Primary &amp; Secondary Education</td>
<td>Ensuring effective Early Childhood Development (ECD)</td>
<td>- Develop and implement a quality ECD strategy</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Develop required ECD centres and capacity of caregivers with assistance from DSD and NGOs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Promote the Importance of education amongst parents</td>
</tr>
<tr>
<td>School resources and capacity</td>
<td></td>
<td>- Facilitate links between municipalities &amp; schools re access to libraries, sports facilities &amp; MPCCs</td>
</tr>
</tbody>
</table>
### DRIVER 5: HUMAN CAPITAL DEVELOPMENT

| Support and Promotion of the Education Sector | - Cluster rural schools in key economic nodes in order to provide better quality education  
- Establishment of a Teacher Development Programme  
- Establishment of a Principal Leadership Programme  
- Lobby for minimum standards at all schools – e.g. science kits, laboratories & libraries  
- Introduce quality education standards through curriculum and assessment policy statement |
| - Facilitate career awareness amongst young people  
- Increase number of private sector and mobile education support programmes in the district, especially maths & science programmes  
- Education sector to participate in IDP consultations  
- Roll-out of HIV/AIDS awareness campaigns  
- Development of Exhibitions (Career Exhibitions, Science and Innovation Fairs)  
- Offer learnership in private & public schools for matriculants interested in education  
- Identification and establishment of a Shared Technology Centre with a focus on IT and Science (computer centres, laboratories, etc) |

| Encourage Demand Driven Skills Development & Training linked to Industry | - Establish a Work-Link Centre to assist with job placements & work experience  
- Increase awareness of different modes of learning e.g. distance learning & learnerships  
- Establish an University in Kimberley  
- Establish business education co-operation & planning platforms (FET Boards to have private sector representation) |
| - A Focus on Tertiary Education (satellite Varsity, specialist tertiary training colleges, etc)  
- Expand bursary programme for youth with community service component |

| Creating Partnerships between Secondary and Tertiary Education Institutions & Private Sector (incl.) | - Facilitate joint planning for skills development between FET & business sectors to increase relevance of FET courses & increased artisanal courses  
- Expand bursary programme for youth with community service component |
## DRIVER 5: HUMAN CAPITAL DEVELOPMENT

| Programmes for Shared Training Centres (technical training facilities, etc) and | • Resource retired professionals to mentor educators & learners  
• Businesses to be receptive to learnerships & offer in-service training  
• Facilitate linkages between industry & R&D institutions  
• Ensure placements through linkages between commercial farmers and schools offering agricultural sciences  
• Identification and establishment of Shared Training Centres |
### DRIVER 6: STAKEHOLDER MOBILISATION/ EMPOWER COMMUNITIES

<table>
<thead>
<tr>
<th>Alignment</th>
<th>National Outcome</th>
<th>National Development Plan</th>
<th>Provincial Growth &amp; Development Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>National Outcome 7:</strong></td>
<td>Vibrant, equitable and sustainable rural communities with food security for all.</td>
<td>Building Capabilities: Quality Health Care for all; Social protection; &amp; Building safer communities</td>
<td>Goal</td>
</tr>
<tr>
<td><strong>National Outcome 8:</strong></td>
<td>Sustainable human settlements and improved quality of household life.</td>
<td></td>
<td>Objectives</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Human and Community Development</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Improve stakeholder engagement</td>
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<td></td>
<td>• Poverty alleviation and social welfare</td>
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<td></td>
<td>• Enhancing the health of communities and citizens</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Development of sustainable human settlements</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Safety and Security</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>• Social Capital</td>
</tr>
<tr>
<td>Apex Indicators</td>
<td>Adjusted Human Development Index</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Life Expectancy Rate</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Total number of crimes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Key Partners</td>
<td>National (DSD; DOH; DHS;DAC; DSR; SAPS); Provincial (PPC; DOE; DOH; DSR; DAC; OoP);</td>
<td>Local (FBDM DM; LMs; NGOs, CBOs, Private Sector, Community Policing Forums)</td>
<td></td>
</tr>
<tr>
<td>Strategic Objectives</td>
<td>Strategic Programmes</td>
<td>Key Intervention Areas</td>
<td></td>
</tr>
</tbody>
</table>
| Ensure poverty alleviation through social development and food security | Provide a safety net for the poor and vulnerable within the district | ▪ Facilitate joint planning with Social Sector departments to ensure accessibility and coverage of services throughout the region  
▪ Implement food garden support and work-for-food programmes throughout the district (including linkages between coops and school feeding schemes) |
|---|---|---|
| Encourage Social Development through Youth and Community Involvement | Enhancing relationships between Stakeholders | ▪ Facilitate development & implementation of district youth development strategy  
▪ Development of school and community gardens  
▪ Roll-out EPWP and community works programmes, especially youth beneficiaries  
▪ Encourage youth-business platforms for engagement |
| Provide support to create healthy communities & citizens | Establishment of awareness programmes | ▪ Roll-out of a substance abuse programme  
▪ Roll-out of HIV/AIDS and teenage pregnancy programmes  
▪ Promote financial literacy through banking CSI programmes & promote culture of saving  
▪ roll-out a Community ABET Programme |
| | Encourage expansion of interventions to support disabled persons | ▪ Identification of Current National and Provincial Programmes and Roll-out of Relevant Implementable Initiatives  
▪ Early Identification of Children with Disabilities |
| | Encourage promotion of Arts & Culture and sport and recreation facilities, initiatives and events | ▪ Sustainability Plan for the FB MOSS  
▪ Facilitate support for arts and crafts activities  
▪ Investigate development of a Cultural Village |
<p>| Ensure the Establishment of | Promote human settlement | ▪ Upgrade Dense-Informal Settlements |</p>
<table>
<thead>
<tr>
<th>Sustainable Human Settlements</th>
<th>development and town rehabilitation</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Provide sustainable service delivery mechanisms to scattered settlements e.g. rain water harvesting &amp; solar energy</td>
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<tr>
<td>• Development of affordable and social Housing in areas of demand</td>
<td></td>
</tr>
<tr>
<td>• Maintenance &amp; upgrade of towns in terms of SDF nodal plans</td>
<td></td>
</tr>
</tbody>
</table>
6.5. PROPOSED INSTITUTIONAL ARRANGEMENTS FOR THE GDS

Based on the institutional analysis of the Frances Baard district, two proposals were made (Section 4.4). These proposals have been made to ensure on-going commitment to, and the implementation of, the GDS. An evaluation was undertaken on each proposal, based on the following assessment criteria:

- The flexibility and responsiveness of the proposed model
- The level of multi-stakeholder ownership and accountability in the model
- The level of political accountability in the model
- The level of influence over resources and mobilisation
7. **30 YEAR MACRO PROGRAMME**

7.1. **TOWARDS A SPATIAL VISION FOR THE DISTRICT**

A spatial perspective was provided in Section 3. This involved an assessment of the current SDF in order to identify the spatial challenges faced by the district. The key spatial challenge faced by the district is that the urban nodes has stronger linkages than the rural nodes, which improves access to infrastructure, services and facilities. A higher level of linkage and accessibility is likely to contribute significantly to the necessary improvement of economic and socio-economic conditions in the district, particularly within the largely rural areas. The key linkage proposals are:

- Provision of adequate space for economic development within the relevant
- A north-south linkage for the purposes of local access. It is intended to follow existing roads, and river crossings are to be in the form of minor (single vehicle) structures for local access rather than large bridge structures.
- Strategic east west linkages to promote accessibility throughout the region.
- The revival of rail lines throughout the district, extending the passenger rail line.
- The establishment of inter-modal transport facilities at key nodal points within the district.

Given that a Frances Baard GDS vision has now been developed, and detailed strategies unpacked, a Frances Baard GDS Spatial Vision is now presented. This provides a snapshot of the future growth of the District. The following series of maps form the base from which the long-term spatial perspective for the GDS is constructed. Each map focuses on a specific element that, together with other elements from the other maps, forms a complete long-term spatial perspective for the GDS.

7.2. **BUILT SYSTEMS**

The pattern of settlements and their structure in the District is of fundamental importance to its successful socio-economic development. 71% of the District’s population is urbanised which means that a significant amount of livelihoods are derived from urban activities. Furthermore, wages tend to be higher in urban settlements than rural areas further indicating their importance to the overall economy. The natural systems analysis which described the underlying canvass on which the settlement pattern of the District is laid out revealed three main informants, see Figure 2.
- close links to the distribution of agricultural and mining opportunities along river systems, e.g. Sydney-on-Vaal, Delportshoop, Longlands; at strategic transport crossing points on major rivers, e.g. Warrenton and Barkly West (the latter is also closely linked to agriculture and mining);
- Mineral resources, e.g. Kimberley, Ulco.

**FIGURE 4: SETTLEMENT PATTERNS**

It will be seen on the diagrams of the layouts of each town that one kilometre radius walking distance circles are depicted on each. As mentioned walking distance is considered to be the prime measure of accessibility, therefore, it is important to understand to what extent the structure and layout of the settlements support or undermine this principle. There are four distinct types of settlements:

**First:** The District has a heavily primate settlement pattern in that Kimberley, with a population of approximately 200 000 people, comprises over 60% of the District’s population in a single settlement.

**Second:** Several levels of magnitude below Kimberley are the next largest towns of Barkly West (± 7 000) and Warrenton (8 000) and Jan Kempdorp (17 000), Hartswater (± 5 200) and Pampierstad (21 000).

**Third:** There are a number of smaller villages including Ulco, Delportshoop and Dikgatlong, Riverton and Ritchie in Sol Plaatje.
Fourth: Sprawling very low density peri-urban villages with very undefined centres. These include settlements like Longlands, spread out on the banks of the Vaal River, as well as a number of cross-border settlements abutting Phokwane along the banks of the Harts River.

These low density spread out peri-urban settlements around Phokwane are mainly located in North-west Province but enjoy a very strong economic relationship with the local municipality. Many residents work in Phokwane but live in North-west Province.

7.2.1. KIMBERLEY

Kimberley developed in 1870 in response to the diamonds found initially at the big hole and then in other mines such as de Beers, du Toits Pan, and Bratefontein. The present CBD of Kimberley is based on an informal settlement layout offering an unusual inner city geometry compared to most other South African towns and cities which tend to be formally laid out by either British or Dutch surveyors.

Kimberley follows a typical colonial, apartheid urban structure with low income areas, Galashewe, a low density sprawling African township to the north-west and other working class coloured areas to the abutting the mining areas, see Figure 3.

The south of the town consists of low density upmarket suburbs. Regional shopping centres, one complete and one under application, are currently found in this area.

7.2.2. LARGE FORMALLY PLANNED SETTLEMENT

There are a number of large formally planned settlements where the municipal offices are located in the case of Dikgatlong (Barkly West) and Magareng (Warrenton) Municipalities. However, Phokwane has three such settlements, Jan Kempsdorp, Hartswater and Pampierstad.

Barkly West is located in response to both mining and agricultural activity. It is
located on a crossing point on the Vaal River.

There are a number of major riverine irrigation schemes, for example, River Bend Estate. There are also a number of existing and worked out diamond mines nearby.

**Warrenton** has a similar history to Barkly West and is also located at a strategic crossing point on the Vaal River at the junction of the transport routes to Mafikeng and Botswana to the north and Gauteng to the northeast.

**Jan Kempdorp**, **Pampierstad**, and **Hartswater**, are much more recently planned settlements that began in the 1930s in response to the development of the Vaalharts irrigation scheme. Consequently, their layouts tend to be more motor car orientated and designed according to modernist town planning principles.

This settlement planning promoted the separation of functions within an urban area and the design of the street layouts was based on the assumption that private motor vehicles would become the main mode of travel. Therefore, streets should be designed to facilitate private motor vehicle movement rather than public transport and non-motorised traffic.

### 7.2.3. SMALL FORMALLY PLANNED SETTLEMENTS

These consist of Ritchie, Delportshoop, Ulco, Windsorton, and Riverton. All the settlements discussed in the preceding sections have satellite suburbs arising from the implementation of the Group Areas Act. For example; Barkly West; Mataleng; de Beers Hoogte; Warrenton; Ikhutseng; Jan Kempdorp- Andalusia Park. This pattern is even found with Hartswater and Pampierstad (notwithstanding that Pampierstad is several kilometres away from Hartswater) and with smaller settlements such as; Ritchie Motswedimotsa and Rietvale; and Delportshoop-Longlands. This approach to the separation of communities appears to be continuing even today where it appears that Ulco, has relocated a number of its residents to Longlands approximately 20 kilometres away, see

### 7.3. TRANSPORT

Transport forms the life blood of any urban or rural system. The primary measure of access is considered to be walking distance. While every effort should be made to lay out settlements and activities in such a way as to promote walking distance
there are many freight and passenger trips that will exceed this distance. This creates reliance on road and rail based modes of transport.

The integrated transport plan for the District focuses predominantly on pavement management. However, it is possible to gain some idea of traffic movement in the District from the average annual daily traffic maps. Map 4 shows annual daily traffic (ADT) for 2005 and identifies the two major traffic routes in the district, the **R31** and the **N12**. It can be seen that the R31, via Delportshoop, and the N12, carry in excess of 1000 vehicles per day. The traffic on the N12 is likely to be in excess of this. It will be interesting to compare traffic volumes on the N12 with those on the N1 through Bloemfontein.

**MAP 4 TRANSPORT**

The pattern reveals a number of feeder routes particularly around Kimberley and in Phokwane from Pampierstad and Hartswater and Ganspan where traffic volumes are also in excess of 1000 vehicles.

The pattern of demand is generally dendritic with continuous links into the major routes and into Kimberley. However, there are isolated concentrations of traffic movement, for example, adjacent to the Harts River near the little village on the bottom of the weir on the Harts River as well as around Douglas.
The transport planners have also forecasted the ADT for 2010. There is not much change in the pattern other than an increase in traffic on sections of the road between Schmidtsdrif and Kimberley towards Douglas.

7.4. DEVELOPMENT NODES AND CORRIDORS

No formal development corridor has been indicated in the Northern Cape PSDF for the Frances Baard Service Area. The development corridor has been identified in the SDF as indicated below. The purpose of the proposed corridor is to link:

- An agri-industrial orientated node in Modder River with the capital city of the Northern Cape as main service hub.
- The link is via the N12 that lends itself for tourism and game farming/hunting along the road.
- The proposed extension of the corridor in a western direction along the Ghaap plateau and Ulco is proposed.
- This western extension leads through Barkly West with intensive mining activities, irrigation, and tourism potential adjacent to the road.
- Magareng is situated to the north linked via the N12.
- From Magareng the corridor follows the N18 through Jan Kempdorp and Hartswater.
- The primary economic sector is intensive irrigation. Stimulation of agri-industrial development and associated tourism should be mentioned.
7.4.1. AGRICULTURAL CORRIDORS

Two defined agricultural zones have been established over the years.

- To the west of the Harts- and Vaal River Valley, the geology comprises of an uplifted hard dolomite plateau over laced by sand. In this area extensive grazing, livestock and game farming have developed over the years.
- The area to the east of the service area consists of softer sedimentary areas of the Harts-, Vaal-, and Modder Rivers. The availability of water and the deeper more fertile soil conditions introduced intensive irrigation activities.

7.4.2. MINING CORRIDOR

The location of mining activities in the Frances Baard Area is also dictated by the position thereof in the natural environment. Therefore mining is exploited in the following manners.

- Alluvial diamond exploration is taking place alongside and in close proximity to the Vaal- and Modder River beds.
- Diamond digging is also taking place in Kimberlite pipes spread in the central and eastern section of the service area.
- Lime is produced on a commercial scale at Ulco situated in the Ghaap Plateau.
7.4.3. TOURISM CORRIDOR

The following tourism zones provide excellent opportunities for outdoors and adventurous tourism.

- The Ghaap Mountain and surrounding environment. This area provides pleasant scenic drives and beautiful opportunities for hiking and other outdoor activities.
- The valleys and gorges along the Vaal- and Modder Rivers create opportunities for water sport and river features.

7.4.4. REGIONAL INDUSTRIAL DEVELOPMENT STRATEGY

District's boundaries are highlighted so that the distribution of economic activity within can be seen. Kimberley and particularly Phokwane, including the eastern part of Taung, stand out as being centres of economic activity with the potential of Phokwane possibly even overshadowing Kimberley. A secondary corridor to Barkly West and beyond can also be seen.

Other important nearby sources of economic activity which Frances Baard District Municipality could support include the Danielskuil, Sishen Kuruman complex. However, these settlements straddle the R27 between Namibia, Upington and Johannesburg bringing the district into competition with Gauteng. Map 6 also reveals the potential of the major rivers as generators of economic growth. This can be seen along the Gariep River around Upington, the Vaal near Kimberley, the Harts in Phokwane and the Modder and Orange rivers' confluence near Douglas.

The Department of Trade and Industries (DTI) Regional Industrial Development Strategy (RIDS) seeks to move South Africa's industrial development policy from the apartheid era's top-down localized approach to a bottom-up approach that treats regions as functional entities and builds on locally available skills and resources and relies on external investment. (The DTI, Draft Regional Industrial Development Strategy, June 2006, pg 16)

Therefore, it also seeks to strengthen world-class regions. These are high performance regions that contain companies or networks of companies which need to constantly upgrade so that they do not fall behind in global competition. (The DTI, ibid)

One strategy here is to concentrate a critical mass of firms in a chosen industry sector together with its upstream suppliers and service providers in a specific geographic location. Necessary support infrastructure includes transport, logistics, communications, education and training. Gauteng's Blue IQ is an example of such a regional economic development strategy. National and regional industrial development policy is responsible for the Meta and Macro levels. It is at the Meso
and Micro levels where district and local municipal policies can have the greatest effect.

7.4.5. NATIONAL TRANSPORT ROUTES

7.4.5.1. RELATIONSHIPS WITH GAUTENG AND CAPE TOWN

The extent to which urban settlements are linked to air, rail and road transport routes has an important impact on their economic development potential.

Figure 4 shows the country’s major transport routes and reveals that the route between Gauteng and Cape Town splits in two from Three Sisters, north of Beaufort West, to Gauteng, where the N12 enters Johannesburg from the West Rand and the N1 from the south.

FIGURE 6: NATIONAL TRANSPORT ROUTES

The N12, paralleled by the railway lines between Gauteng and Cape Town for much of its route, used to be the primary route linking the Witwatersrand Gold Fields with the Kimberley Diamond Fields to Cape Town, the country’s primary entrepôt until air travel and OR Tambo airport took over for air passengers in the 1960s and Durban seaport for freight in the 1970s. In the 1980s the upgrading of the national road through Bloemfontein saw this route taking over from the route through Kimberley which was relegated to a lower priority as reflected in its national route ranking, N12 vs N1.
The current situation appears to be:

- Greater air traffic frequency and cheaper fares to Bloemfontein than Kimberley and lower flight costs. As a consequence many visitors often fly to Bloemfontein and hire a car to visit Kimberley and surrounds.
- Most road freight traffic and high speed private motor vehicle between Gauteng and Cape Town takes the N1. This traffic could be viewed as an opportunity lost for FBDM in that its exposure is less than what it might have been but it could also be argued that through truck traffic is socially undesirable and that it and through traffic private motor vehicles provide minimal economic spin-offs compared to destination traffic.
- One approach to enhance FBDM's opportunities derived from the transport system would be to upgrade the N12 to the same standard as the N1 as there is only a 50km difference between Cape Town and Bloemfontein in the two routes. Another view is that the N12 should not seek to compete with the N1 but rather seek to be a specialist route that focuses on destinations and overnight traffic offering a more pleasant and varied experience than the N1.

This approach suggests that the route could be promoted as a tourism service route similar to Route 62 (R62) in the Southern Cape which is modeled on the legendary Route 66 in the United States. For example, a Battlefields / Diamond Fields Route.

### 7.4.5.2. THE SISHEN – KURUMAN AND GAUTENG LINK

There is considerable expansion of mining activity in the Sishen-Kuruman region coupled with significant residential and retail expansion in Kathu and Kuruman. Kimberley is the nearest main centre to this region. However, it doesn’t offer the range of goods and services that Gauteng does and it is not on the main direct route, the R27. Nevertheless, Kimberley airport is of a higher order than Kuruman / Kathu and many visitors to this region fly in to this airport (or Bloemfontein) and drive through. Thus, there may be opportunities for Kimberley to position itself as a major service provider to this region taking advantage of its closer location 250km vs 600km (Gauteng) and that the direct rail link from Gauteng to Sishen passes through Kimberley.
7.4.5.3. RELATIONSHIP WITH GAUTENG

Frances Baard district is situated approximately 300kms from Gauteng – three to four hours travel by road. If Frances Baard District Municipality significantly improves its level of urban services, attractiveness of its settlements and vigorously pursues its comparative advantages in the agriculture, mining and tourism fields, seeking to add value in all of these sectors then it could begin to provide an attractive residential option for "retirees" and "escapees" from Gauteng.

The district offers a location that is not too far away for people with strong social and economic links in Gauteng but who don't wish to live there.

7.4.5.4. GATEWAY TO THE KALAHARI

Kimberley is the largest settlement on the fringes of the Kalahari and the Ghaap Escarpment which forms the edge to this region. The Kalahari is important for minerals especially in the Sishen region as well as cattle ranching, game farming and hunting.

Kimberley has a far larger range of services and tourism attractions than similarly located towns such as Vryburg. It should try to position itself so that it is an essential component of a visit to the Kalahari for both business and holiday travel.

7.4.5.5. RELATIONSHIP WITH BLOEMFONTEIN

Bloemfontein serves as the provincial service centre for the southern Free State, a region that physiographically extends past Kimberley to the Ghaap Escarpment. The western part of this region was claimed for the Griquas by the British when Kimberlite diamond pipes were discovered. The British subsequently annexed this land into the Cape Colony. This gave rise to the absolutely straight boundary that, unlike many other boundaries, does not follow physical features.

Thus, Kimberley owes its origins to diamonds and
does not have the same kind of geographic service centre role that Bloemfontein does. Given Bloemfontein's larger population and therefore larger thresholds as well as its greater range of services and particularly its tertiary education institutions, Kimberley, and therefore to a certain extent Frances Baard District, is vulnerable to competition from this city (FBDM SDF, 2007).

7.4.6. THE GDS SPATIAL VISION

Given the above analysis of the current and expected spatial formation of the District, a GDS Spatial Vision is developed. This is informed by the consolidated map as well as the Strategic Goals, Objectives and Programmes identified in the emerging GDS. The spatial requirements are also aligned to the existing SDF and the Spatial Development Framework as provided in the NCPSDF and Provincial Growth and Development Strategy.

To be a municipality that strives for socio-economic freedom through holistic spatial redress, sustainable development and environmental consideration for all communities in the district.

In order to achieve above vision for the district it is important that all the objectives and strategies as depicted in the SDF be supported. The following two spatial objectives have been revived:

**OBJECTIVE 1:** Align the future settlement pattern of the district with economic potential and the location of environmental resources.

**OBJECTIVE 2:** Strategically invest scarce public sector resources where they will generate the highest socioeconomic returns.

The following section will give a brief summary of the objective and the strategies. It is important that the LED projects be closely linked to support these strategies and objectives.

7.4.7. OBJECTIVE 1: ALIGN THE FUTURE SETTLEMENT PATTERN OF THE DISTRICT WITH ECONOMIC POTENTIAL AND THE LOCATION OF ENVIRONMENTAL RESOURCES

Due to rapid urbanisation and increasing inequality, the distribution of the population across the District must be planned with respect to resource availability, particularly water, and economic opportunity. Efficient and convenient movement of freight and people is essential to maximising economic opportunity.

- Identify existing settlements with sufficient natural and built resources and economic potential to accommodate long term sustainable population growth; and,
- Determine the best share of transport modes (rail and road) for the long term future freight and passenger needs of the District.

**7.4.7.1. DISTRICT URBANISATION STRATEGY**

Optimise the District settlement pattern with regard to where potential to sustain higher levels of economic growth people live, the availability of resources, particularly water and population according to the Urban Restructuring and future economic potential for growth.

This implies that while the current trends of urbanisation out of the district, mainly to the Western Cape but also Gauteng and the elsewhere, and intra-urbanisation towards Kimberley and the main municipal towns are likely to continue, and these settlements should be restructured to facilitate such growth, into areas of the District sufficient resources and economic growth potential. These investigations should focus on the settlements', natural resources and infrastructure in the following areas;

- The Regional City of Kimberley (Sol Plaatje) settlement.
- Sol Plaatje Poly Nodal Settlement of Kimberley, Ritchie and Barkley West Legal
- Dikgatlong Minor Development Corridor of Barkley West, DFA Chapter 1 Gong Gong, Longlands, Delportshoop and Ulco, SDFs and IDPs
- The Phokwane Poly Nodal Settlement of Pampierstad,
- Hartswater and Jan Kempdorp (Phokwane) and Taung (North West Province) Taung Peri-urban Cross-border settlements.
The NSDP requires that fixed investment is strategically guided into self-reinforcing nodes of economic potential these often but not always coincide with areas of high social need. The District has three such concentrations of economic opportunity based primarily on the environmental resources of water, mineral wealth and arable land, namely

- Kimberley - diamonds and increasingly services
- the intensive agricultural areas of the Vaalharts and Bulhill irrigation schemes; and,
- the mixed resources river corridors of alluvial mining and intensive

### 7.4.7.2. COMBINE RAIL AND ROAD TRANSPORT CORRIDORS

The national road / rail corridor between Cape Town and Johannesburg passes through the district which is exceptionally well-endowed with transport infrastructure but much of the traffic passes through with little benefit accruing to settlements on these corridors. Part of this is due to the nature of traffic movement itself which increasingly seeks to minimise stops. Much is also due to the poor local linkages many of the settlements have with transport infrastructure that generally by-passes them.

The current road network experiences maintenance and, occasionally in certain areas, capacity and safety problems at current utilisation levels.

However, the existing rail network has the potential to become an important people mover in the District. By-passes to towns on the major routes should be reviewed so as to enhance their economic opportunities.

### 7.4.7.3. ECONOMIC DEVELOPMENT LOCATIONS

The Local Economic Development Strategy (LED) has identified six main areas of potential economic opportunity of which four have spatial aspects:

- The mining sector
- Manufacturing and industry
- Emerging agriculture and agri-processing
- Tourism development
The other two areas identified are institutional capacity building (Thrust 1) and SMME Development and Business Support (Thrust 5). The CLEDS also identified a wide range of institutions that would be responsible for these development thrusts including relevant national, district and local government departments, DBSA, IDC and corporate business.

FIGURE 7: ECONOMIC DEVELOPMENT CORRIDORS

7.4.8. OBJECTIVE 2: STRATEGICALLY INVEST SCARCE PUBLIC SECTOR RESOURCES WHERE THEY WILL GENERATE THE HIGHEST SOCIOECONOMIC RETURNS.

The country’s scarce financial resources should be spent so that they achieve the greatest socio-economic impact possible. The National Spatial Development Perspective directs that fixed investment involving large amounts of funds should be located where there is the greatest potential for economic growth in order to address poverty effectively.

Strategies

- Identify settlements using the NSDP guidelines to prioritise where fixed investment should be directed; and,
• Align the initiatives from various district, local and national government departments, state owned enterprises, public entities and the private sector to ensure maximum socio-economic return on investment.

7.4.8.1. FIXED INVESTMENT URBAN SETTLEMENTS

In keeping with the NSDP strategic priorities, new infrastructure shall be prioritised in settlements with high economic growth potential. The NSDP requires that a strategic approach to investment be taken and that fixed infrastructure be located in urban settlements likely to experience population and economic growth rather than decline.

Therefore, as a general principle, fixed investment should be directed towards urban settlements that exhibit high economic growth potential in the first instance and high human need in the second. Settlements with low human need and low economic growth potential would have a lower fixed investment priority.

This policy further implies that settlements with large numbers of people would take precedence over those with only a few residents.

A benchmark of 5000 people or 1000 households should be used.

This is the minimum population that could support tertiary community facilities, i.e. a primary school or clinic.
7.4.8.2. SUPPORT LOCAL INITIATIVES

While the NSDP is clear on the strategic approach that should be taken to fixed investment, it is important that such an approach does not stifle initiative that may be present in settlement with low growth potential.

In order to encourage such initiative there should be mechanisms that can support significant community driven efforts that may be forth coming. This can take the form of fundraising support on a leverage basis to be negotiated as well as providing networking contacts.
8. MONITORING AND EVALUATION

8.1. MONITORING AND EVALUATION

The Frances Baard District’s Regional GDS is a strategy for the whole District and therefore requires cooperation, not just in goal setting and prioritisation, but also in the implementation and monitoring of this strategy.

A Growth and Development Strategy’s targets are generic and broad in nature; therefore annual targets will be set through the IDP process. Detailed indicators for each of the focus areas in terms of the Regional GDS will be reflected in the individual strategic plans of the different departments and local municipalities.

As the IDP is the implementation vehicle of the Regional GDS, the indicators formulated will cascade down, through the IDP to various departmental plans and strategies, into performance agreements. Through this process, the individual performance of management can be measured to ensure that the District stays on track in achieving the objectives of the Regional GDS.

The District will ensure that appropriate monitoring and evaluation systems and processes are put in place in order to continuously assess achievements of results, monitor progress and document inadequacies when and if they arise. These will be refined and perfected as informed by the realities and feedbacks from implementation experience.

8.2. STAKEHOLDERS

It is envisaged that a regular review of the Regional GDS be done to engage all stakeholders about progress and acquire their involvement in the growth and development of the District. This will ensure that the Regional GDS is not just a once-off process, but a continuous process to guide planning, manage participation between all stakeholders and to direct the collective capabilities within the Districts communities to create a better life for all.

Commitments and contributions towards the growth and development of the areas must be obtained from all stakeholders, such as:

- National Department of Trade and Industry (DTI)
- National Department of Mineral Resources
- National Department of Energy
- National Department of Water Affairs
- National Department of Health
National Department of Roads and Transport
Northern Cape Department of Economic Development
Northern Cape Department of Health and Social Development
Northern Cape Department of Finance
Northern Cape Department of Rural and Agriculture Development
Northern Cape Department of Infrastructure Development
Northern Cape Department of Roads and Transport
All local municipalities in the region
The Industrial Development Corporation (IDC)
Trade and Investment South Africa (TISA)
Small Enterprise Development Agency (SEDA)
Development Bank of South Africa (DBSA)
National Development Agency (NDA)
Financial institutions
Financing parastatals – such as IDC, NEF, Khula, etc.
NAFCOC
Business Chambers
Youth organisations
Veteran organisations
Embassies, Etc.

8.3. ALIGNMENT

Careful consideration has been taken to ensure that the District Regional Growth and Development Strategy align and support the Northern Cape Province’s Growth and Development Strategy, as well as align with District and Local Municipal strategic documents.
9. CONCLUSION

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

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