



# **Sol Plaatje Municipality**

## **Integrated Development Plan (IDP)**

**Review 2009/10**

**Planning 2010/11 to 2012/13**



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## **Background to the IDP Review**

Sol Plaatje Municipality (SPM) adopted its 5-year Integrated Development Plan – 2007/08 to 2011/12 on 31 May 2007. This rolling five-year Integrated Development Plan (IDP) contains key municipal plans and priorities for the current political term of office. Central to the execution of the IDP is the need for economic growth and job creation and the need to maintain, upgrade and extend municipal infrastructure in order to facilitate much needed economic development. These considerations impact on all choices and decisions the SPM have to make. Marketing the City and attracting international and regional investment are also key elements in financing the execution of Sol Plaatje's IDP. The plan is further refined through a prioritisation process within available budget parameters and alternative service delivery mechanisms to reflect an affordable, implementable plan. The IDP also enhances the Municipality's contribution to the work initiated through the Intergovernmental process involving Provincial and National Government.

This IDP aims to:

- a) Refine the overall municipal strategy aligned to National objectives of shared growth, reduction of poverty and social inclusion;
- b) Reflect community needs and priorities;
- c) Determine the strategic priorities guiding the actions of the Municipality for the next 5 years through linking and coordination of sectoral strategies;
- d) Align financial and human resources with implementation needs;
- e) Set out a strategically informed programme of action for the Medium-term Revenue and Expenditure Framework (MTREF);
- f) Provide the basis for annual and medium-term budgeting;
- g) Strengthen the focus on sustainable development;
- h) Guide Council's development decision-making;
- i) Enable legislative compliance; and
- j) Establish a monitoring and evaluation framework for implementing the IDP.

## **Turnaround Strategy for SPM**

This Review has been prepared against the background of the Local Government Turnaround Strategy (LGTAS) approved by Cabinet in December 2009. The LGTAS is a country-wide programme, mobilizing all of government and society to embark upon a concentrated effort to deal with the factors undermining Local Government and to restore good performance in the country's municipalities.

In terms of the analysis presented by the "State of Local Government Report, 2009" (prepared by CoGTA – the Department of Cooperative Governance and Traditional Affairs), Sol Plaatje is a Class 4 municipality, ie a municipality that has "low vulnerability" within the four classes of municipalities derived from spatial, social, municipal capacity and economic indicators.

The IDP and budget of the Municipality has to be consolidated with the priorities of the Municipal Turnaround Strategy (MTAS) for SPM.

In this context, it is appropriate to reflect critically on the content of the Sol Plaatje IDP, which won a Vuna Award in 2008.

Considering what the Department of Traditional Affairs and Cooperative Governance considers being a credible IDP, Sol Plaatje's IDP complies fairly well in certain areas, especially in terms of its alignment with National, Provincial and District Development Plans and Policies. It also complies to a large extent with all legal requirements. But this compliance alone has not given the IDP the substance that it needs to pass the more stringent credibility test that rests on effective implementation

Looking critically at SPM's IDP, taking among others, the IDP Format Guideline as a yardstick, one can identify the following shortcomings that need to be addressed:

- o The SPM *budget is not sufficiently well aligned to the IDP*, not only in terms of the operational budget but particularly the capital component of the budget. For example, the IDP is a *five year strategic plan*, but the budget reflects one year appropriations. Moreover, a *high level financial strategy and plan* has not yet been developed to give effect to the *5-year priorities* in the IDP document – particularly with regard to *infrastructure* refurbishment, replacement and new productive infrastructure (bulk). Such a Financial Plan should not be a costing of the IDP, but a Plan containing funding strategies over the IDP period. Such strategies should show, for example, the preferred Council funding mix of debt to own sources, extent of utilisation of grants, off-balance sheet funding etc.
- o Linked to the above is the lack of an *Integrated Institutional Plan*. This plan should not only address human resource issues but should look holistically at the *corporate governance* issues of the Municipality (raised in the Auditor General's Report) – including *performance management*.
- o The SPM has not yet made in-roads into realising the strategic objective to optimise the "*space-economy*". The "*space-economy*" means the geographic distribution of settlements (large and small), the activities within them (residential, commercial, institutional, recreational, and so on), and the relationship of these settlements and activities to the infrastructure that connects and supports them, and links in turn to surrounding agriculture and nature areas.
- o The SPM has not yet committed to ensure *community empowerment and participation* in the crafting of the IDP, budget choices, implementation of the plan and monitoring performance through sincere communication, participatory and decision making mechanisms.

By addressing each of these issues and by verifying that planning and resource allocation choices are rooted in the current reality – not perceived reality – the present IDP Review will ensure that our plans are credible, realistic and bankable.

## **1. IDP Review Process – 2008/09**

The Sol Plaatje Municipality adopted a Process Plan for the Review of its IDP on 4 September 2009 (see Annexure 1). Due to unforeseen circumstances the Action Plan of the Process Plan could not be adhered to in detail and had to be adjusted. Council therefore approved a revised Action Plan, in order to still achieve legislative milestones, on 3 March 2010 (see Annexure 2).

The table below indicates the actual process followed in relation to the Council-adopted revised Process Plan.

Table 1: Actual Process Followed

ACTIVITY	DATE	OUTCOME
Strategic Planning Session - Management	29 Oct 09	To confirm and refine the SPM's Development Strategy in line with present development situation in SA, Province and Region
Strategic Planning Session - Management	16 Nov 09	Revise IDP Objectives within the Mun KPA's for remainder of IDP cycle
Strategic Planning Session - Management	18 Jan 10	Identify projects and operational activities with cost estimates to achieve IDP Objectives (Including Community priorities)
Strategic Planning Session – informal Council meeting	26 Jan 10	Share Development Strategy, KPA's and Objectives with Councillors and solicit their input
Input from Directorates	Ongoing	The following work is presently being done: <ul style="list-style-type: none"> <li>■ Prioritising projects in line with prioritising Framework and available funding (Including Ward priorities)</li> </ul>
Prepare draft IDP Document with available information to date	23 Mar 10	Draft IDP document to be submitted to Council as well as an indication of outstanding work to be completed before submission of final document for adoption on 31 May 2010
Present draft IDP Document to Council	30 Mar 10	Present the IDP document to Council for discussion during an informal Council meeting before formal submission
Formal submission of draft IDP document to Council for approval and advertising for community input	31 Mar 10	

The Table below indicates the process to be followed to complete the process for the adoption of the IDP by 31 May 2010.

Table 2: Detail action to complete the IDP Review by 31 May 2010 in support of the revised process plan

DETAIL ACTIVITY	DUE DATE	RESPONSIBLE DIRECTORATE	RESPONSIBLE UNIT
1. Confirm and finalise Ward Priorities (also indicate which priorities will be	29/03/10	Municipal Manager	IDP

addressed in Municipal Programme)			
2. Cost Ward Priorities as submitted in consultation with Ward Councillor (spreadsheet attached). Indicate which priorities will be addressed in Municipal Programme (attached)	11/04/10	Infrastructure	Water and Sanitation
			Roads and Stormwater
			Housing
		Electricity	
		Community Services	Parks
		SEDP	Urban Planning
3. Complete detail as requested via Project schedule (especially budget estimates for projects over the three year period, possible funding sources, locality of project – ward no or area)	11/04/10	All Directorates and Units that have submitted projects	
4. Finalise Objectives, Indicators and Targets in line with identified projects and resource availability	11/04/10	All Directorates and Units	
5. Working Session with EMT and Line Managers to finalise Ward Priorities, Project Schedule for next 3-year period (prioritized with estimated budgets) and Objectives, Indicators and Targets	15/04/10	EMT and Line Managers	
6. Informal Council Meeting to solicit final input and agreement on priorities	16/04/10	EMT and Line Managers	
7. Solicit Community input: IDP Rep Forum Meeting IDP Business Forum Meeting	19/04/10	EMT and Line Managers and Councillors	
8. Finalise IDP Document in line with community input	14/05/10	IDP Manager/EMT	
9. Submit final IDP Document to Council for adoption	30/05/10	Executive Mayor/Municipal Manager/IDP Manager	

## 2. Analysing for Improvements to the IDP

### 2.1. Sources of Information

The following major sources of information were used in reviewing the IDP and to improve on the content thereof.

- o Auditor General Report 2008/09

- 2009/10 Mid-year Budget and Service Delivery Performance Assessment Report
- 2009/10 Adjustment Budget and revision of SDBIP Targets
- MEC's Comments on assessment of the IDP Review 2008/09 – June 2009
- Francis Baard District Growth and Development Strategy – Implementation Plan: February 2010
- Integrated Development Planning: 3<sup>RD</sup> Generation Integrated Development Plans: 2011-2016: Department of Local Government and Housing, Western Cape
- Local Government Turnaround Strategy, Nov 2009: Department of Cooperative Government and Traditional Affairs
- Implementation Plan: Local Government Turn-Around Strategy, Jan 2010: Department of Cooperative Government and Traditional Affairs

In addition to these documents the Mid-year Budget and Performance Assessment Visit from National Treasury on 17 March 2010 also informed this review, especially in light of the linkage between the IDP, Budget, SDBIP and the Performance Agreements of the Municipal Manager and managers directly accountable to the Municipal Manager.

## **2.2. Implementation weaknesses outweigh all other considerations in 2010/11**

The 2008/09 IDP Review found that the core strategic direction set in the IDP remains sound and correct and that the main challenge is implementation, not direction.

But the lack of implementation – which proceeds from a variety of reasons - has propelled Sol Plaatje into a desperate situation that needs immediate and determined remedy.

There have been important achievements in dealing with the administration of the Municipality. These include

- A significant improvement in year-on-year capital spending from under 20% to almost 40% at Mid-year.
- Positive improvement in the Municipality's reserve funds in the six month period, from R14 m on 30 June 2009 to R36,2 m at 31 December 2009
- Improvement in debt collection from less than 50% to 77%
- Progress with curtailment of operational costs

But the challenges that remain – many of which are shared by other municipalities in the country – are considerable. The following steps need to be pursued as the main focus areas for the 2010/11 IDP:

### ***1. Infrastructure Led Growth***

- Bring current spending on grant funded capital projects up to above 80%
- Complete plans, funding measures and delivery arrangements for implementation of the large scale infrastructure requirements not covered by current annual grants.

#### **IV. Local Economic Development**

- Align the Galeshewe Urban Renewal Program (GURP) and Neighbourhood Development Partnership Grant (NDPG) initiatives with the main IDP programs
- Give effect to better Inner City and specifically Central Business District (CBD) management and focus attention on Inner City infrastructure, urban design, service rehabilitation and day-to-day management
- Join forces with the Frances Baard District Municipality (FBDM) and Provincial Government on giving effect to a tourism infrastructure rehabilitation program
- Assess the feasibility and catalytic economic development potential of current solar energy initiatives and become a driver of the project if considered viable

#### **V. Institutional development**

- Resolve organizational arrangements and fix the staff establishment
- Curtail growth in staff costs and liabilities
- Address key management and technical skills gaps
- Develop and enact an organization –wide skills development and succession management plan
- Introduce a (positive) culture change plan
- Introduce a community –based planning system that will amongst others enhance the status and funding of ward plans

#### **IV. Financial stability**

- Continue with cost-saving measures , efficiency improvements and the enhancement of metering, billing and cash management systems
- Continue building municipal reserves in order to significantly enhance “own contribution” to capital projects
- Complete the revamp of the Supply Chain Management System
- Continue to drive down variable operating costs
- Introduce stricter capital budget management regime in line with IDP and SDBIP
- Strengthen the alignment between the IDP and the SDBIP and Performance Measurement

The Local Government Turnaround Strategy launched by National Government is of immediate relevance to the SPM IDP Review, because all the key actions need to be reflected in the IDP. The IDP is the leading planning instrument for the municipality, and needs to co-ordinate all of the plans and compliance documents. The specific actions initiated in response to the LGTAS are set out in more detail in Annexure 3.

The spirit of the turnaround strategy, summarised below, is already reflected in the goal and intentions of the municipality. The need, however, is to transform the aspirations into reality. That is the ultimate purpose of the IDP.

**The turnaround framework embodies the following:**

- Provide democratic and accountable government for local communities.
- Be responsive to the needs of the local community.
- Ensure the provision of services to communities in a sustainable manner.
- Promote social and economic development.
- Promote a safe and healthy environment.
- Encourage the involvement of communities and community organisations in the matters of local government.
- Facilitate a culture of public service and accountability amongst its staff.
- Assign clear responsibilities for the management and co-ordination of these administrative units and mechanisms.

**Turnaround outcomes encompass:**

- The provision of household infrastructure and services.
- The creation of liveable, integrated and inclusive cities, towns and rural areas.
- Local economic development.
- Community empowerment and distribution

Table 3: The National Government's Turnaround targets are the following:

<b>Sector</b>	<b>Minimum standard 2014 target</b>
Water	All households to have access to at least clean piped water 200 m from household
Sanitation	All households to have access to at least ventilated pit latrine on site
Electricity	All households to be connected to national grid
Refuse Removal	All households to have access to at least once-a-week refuse removal services
Housing	All existing informal settlements to be formalized with land-use plans for economic and social facilities and with provision of permanent basic services

As stated earlier Sol Plaatje Municipality is graded as a Class 4 Municipality in a new classification of municipalities. (The classification allocates an equal number of municipalities to each class – approximately 58 locals and 12 districts in each case. All the 6 metros are also in Class 4):

- **Class 1:** Very high vulnerability
- **Class 2:** High vulnerability
- **Class 3:** Medium vulnerability
- **Class 4:** Low vulnerability

The turnaround strategy document illustrates that the main problems within local government and their root causes are shared across the country:

- **Service Delivery** – this area refers to the delivery of basic services in municipal areas. These are primarily water, sanitation, refuse removal, electricity and roads.
- **Spatial conditions** – these include geographic considerations such as

- characteristics of urban areas, conditions in former 'Homeland' or 'Bantustan' areas (e.g. Ciskei), location of poverty, and types of economies in the area, such as mining or agriculture.
- **Governance** – this covers elements such as political leadership, institutional organization, administration, capacity and skills, oversight and regulation, monitoring and reporting)
  - **Financial Management** - Municipality budget and income management (e.g. from water, rates, electricity charges. The Intergovernmental Fiscal System distributes grants to municipalities for service delivery. These include the Equitable Share (ES) and the Municipal Infrastructure Grant (MIG).
  - **LED** - Local Economic Development refers to the approach a municipality and region may take to encourage investment by big business, small local business development, tourist industries or large sector economy management in mining, manufacturing or farming.
  - **Labour Relations** – the way the management of municipalities and the workforce of the municipality organize and cooperate together.

The focus of interventions is to

- Ensure that municipalities meet the **basic service needs** of communities
- Build clean, effective, efficient, **responsive and accountable** local government
- Improve performance and **professionalism** in municipalities
- Improve **national and provincial policy, oversight and support**
- Strengthen **partnerships** between local government, communities and civil society.

The roll-out of the LGTAS will proceed in a phased manner, with specific interventions timed until September 2010 and a time-table that, it is anticipated, will extend beyond 2011. The LGTAS thus provides Sol Plaatje with both guidelines for action and resources for support that need to be reflected in the IDP.

#### **Pre 2011 implementation priorities:**

1. Address immediate financial and administrative problems in municipalities
2. Regulations to stem indiscriminate hiring and firing;
3. Ensure and implement a transparent municipal supply chain management system;
4. Strengthen Ward Committee capacity and implement new ward committee governance model;
5. National and provincial commitments in IDP's;
6. Differentiated responsibilities and simplified IDP's (Agreement with each municipality on the ideal scope of functions to be provided and how best the State can support service delivery through intergovernmental agency arrangements);
7. Funding and capacity strategy for municipal infrastructure ;
8. Intergovernmental agreement with metros on informal settlement upgrade including alignment of MIG (Cities) and Housing Subsidy grants;
9. Review and rearrange capacity grants and programmes, including Siyenza Manje support for a more effective support and intervention programme including Rapid Response Teams and Technical Support Units;
10. Upscale Community Works Programme to ensure ward based development systems;
11. Implement the Revenue Enhancement – Public Mobilisation campaign;

12. Launch the "good citizenship" campaign, focusing on governance values to unite the nation and mobilize involvement in local development affairs;
13. Preparations for next term of local government inspire public confidence including commitment by political parties to put up credible candidates for elections.

**Post 2011 priorities:**

1. A single election for national, provincial and local government (benefits: single manifesto, one financial year, single public service, common 5 yr medium term planning, aligned human resource and budgeting frameworks);
2. All citizens must have access to affordable basic services;
3. Eradication of all informal settlements;
4. Clean cities, through the management of waste in such a way that it creates employment and wealth;
5. Infrastructure backlogs should be reduced significantly
6. All schools, clinics and hospitals and other public facilities have access to water, sanitation and electricity
7. Each of the wards has at least one sporting facility;
8. Each municipality has the necessary ICT infrastructure and connectivity
9. All provinces and municipalities should have clean audits;
10. Violent service delivery protests are eliminated;
11. Municipal debt is reduced by half;
12. Empowered and capacitated organs of people's power (Street, Block/Section, Village and Ward Committees);
13. Trained and competent councilors, traditional leaders, officials, Ward Committee members, CDWs and community activists.

**Implementation success factors**

- Political Ownership and stewardship at different levels
- Effective knowledge management
- Effective monitoring and reporting systems
- Effective communication
- Resource allocation
- Preparing for implementation

Table 4: LGTAS Process Going Forward

NO	TASK / EVENTS	RESPONSIBLE	DUE
1	Presentation & Discussion to the Cabinet	Cabinet	2 December 2009
2	Development of individual Municipal Turn-Around Strategies	All municipalities	January-March 2010
3	Government Departments and State Owned Enterprises (SOE's) include their plans in the municipal IDP's	All Departments and SOE's	January-March 2010

4	Finalisation of individual municipal Turn-Around Strategies	All Municipalities	March 2010
5	Consultation with 3 895 wards	CoGTA	April/May 2010
6	Municipal IDP's & budgets are adopted	All Municipalities	June 2010
7	Report back to all wards on adopted programmes and projects	All wards	August/September 2010
8	Adopted programmes and projects of ward implemented	CoGTA national; CoGTA provincial; Local municipalities Civil society formations playing advisory role	July 2010 and beyond

This third review of the Sol Plaatje IDP needs to ensure that the Municipality takes full advantage of the support provided through the LGTAS, going forward.

### 3. Re-asserting the Overall Strategy

The overarching strategy for development of the Sol Plaatje Municipality proposes looking at the IDP through the lens of the geographical "space economy". As noted earlier, the implementation of this strategy has been weak, but it remains the strategic "heart" of the IDP – and a key reference-point in building the credibility of the IDP. (The strategy is outlined in detail in Section 3 of the 2008/2009 IDP Review and has been included as Annexure)

It is important to note that the strategic focus on the space economy was paired with a strong emphasis on institution building. Without a strong, well-managed municipal institution, the Sol Plaatje Municipality will not be able to meet its challenges. This speaks directly to the concerns voiced in the LGTAS.

The focus for the 2009/10 IDP Review can be summarised as follows:

1. Finalise the draft **Integrated Human Settlement Plan** within the context of the "Space-economy"
2. Finalise a long term **Municipal Infrastructure Investment Framework**, including:
  - a. **Bulk** Infrastructure requirements (electricity, water, sanitation, waste disposal and transport network – telecom and IT?)
  - b. Infrastructure network (**reticulation**) requirements (electricity, water, sanitation, roads, waste management – telecom and IT)

- c. Infrastructure (existing and ageing) **replacement and refurbishment** requirements (electricity, water, sanitation, waste disposal and transport network – telecom and IT?)
  - d. Infrastructure **operations and maintenance** requirements (electricity, water, sanitation, waste disposal and exiting network)
3. Attend to **Corporate Governance** issues to ensure a strong, well-managed municipal institution that will be able to address the present challenges facing the institution (**LGTAS**) but will also take the Sol Plaatje Municipality towards a financially sustainable organisation to fulfil its developmental mandate according to the Constitution, including:
- a. A long term **Financial Plan** which will set out sound financial management and expenditure control as well as to increase revenue and external funding for the Municipality to achieve its development priorities and objectives, especially related to the Infrastructure Investment Framework, including amongst others also;
    - i. Revenue raising strategies
    - ii. Capital financing strategies
    - iii. Financial management strategies
    - iv. Asset management strategies
    - v. Strategies that will enhance cost-effectiveness
    - vi. Operational financing strategies
  - b. An **Institutional Plan** aimed at improved performance and service delivery and should address amongst others;
    - i. Review core business of the Municipality
    - ii. Review, validate and adopt the revised macro and micro-organisational structure (organisation chart)
    - iii. Assess skills gaps
    - iv. Preparing a prioritized management and staff deployment, redeployment, and appointment plan
    - v. Review systems, processes and procedures for improved institutional performance (including implementation of an MIS Strategy)
    - vi. Strategies addressing behaviour, attitudes and values of staff;
    - vii. Improve management processes for increased accountability.
    - viii. Improve the management of the political/administrative interface
4. Create a **Community Based Planning System (CBP)** to ensure substantive community empowerment and participation in the IDP and Budgeting processes which will result in better long term planning to inform shorter term plans, resource allocation, trade-offs (community needs vs strategic needs) and the sequencing of implementing plans. It is a prerequisite for a “credible” IDP. The CBP should be guided by the following principles:
- a. The need to ensure that **poor people** are included in planning (and so the tools seek to make sure that poor people are identified and their livelihoods analysed);

- b. The need for systems to be **realistic and practical**, the planning process must be implementable using available resources within the municipality (and so must link in and integrate with existing processes, particularly municipal planning processes);
- c. Planning linked to a **legitimate structure** (the ward and ward committee);
- d. Planning which is not a once off exercise, but part of an **on-going process**, with planning, implementation, M & E, and annual reviews;
- e. Plans that are **people-focused and empowering** (and so the plan is based around the livelihoods of different groups, and the community produces their own plan with support from ward and municipal facilitators);
- f. Need to build on **strengths and opportunities** not problems (which makes us more likely to succeed and not to be paralysed by the problems);
- g. Plans that are **holistic** and cover all sectors (and so address the reality of people's lives, and not the artificial sectoral distinctions of government);
- h. Planning which promotes **mutual accountability** between community and officials (and so upward and downward accountability is critical);
- i. **Commitment** by councillors and officials to both plan and implement, and there must be someone responsible to ensure it gets done (hence the commitments and preconditions the municipality needs to undertake).

#### Action Programme to Complete a Credible IDP

In order to achieve the above a realistic and dedicated Action Programme is needed that will steer the SPM's actions on this Strategic Agenda. KPA's, Objectives, KPI's, Programmes/projects/operations and targets must be aligned to this Strategic Agenda. It is also vitally important that these KPA's, Objectives, KPI's, Programmes/projects/operations and targets address short, medium, and long term issues. The priority issues within the 5 Municipal KPA's are discussed in Section 5

## 4. The Municipality's Vital Statistics

In order to put this Action Programme in place it is necessary to also determine the socio-economic status quo of the Sol Plaatje Municipality. During March 2008 the Municipality procured the services of Global Insight Southern Africa to develop an Economonitor to provide consistent, accurate and timely socio-economic data for planning purposes. A first step in this process was to ensure a consolidated platform of integrated databases that provides accurate and up-to-date economic, socio-economic, demographic and development information. This was augmented with the Community Survey 2007 released by STATSSA in 2008. This process was completed towards the end of 2008 and the following updated information was included in the IDP Review 2007/08:

#### Demographics

- o Development
- o Labour
- o Income and Expenditure
- o Economic
- o International Trade

The Table to the right indicates the vital statistics for the Sol Plaatje Municipality's jurisdiction area at that stage. No new information has been forthcoming since

this information was made available. It is, however, the intention of the administration to conduct its own socio-economic surveys once it has secured the necessary funding. This survey will be done in cooperation with StatsSA.

Certain conclusions can be drawn from this information in terms of the economic, socio-economic and demographic status quo of Sol Plaatje:

- o Sol Plaatje comprises a large 20.3% of the total provincial population in 2006.
- o The Frances Baard District Municipality (DM) has a population that accounts for 33.2% of the Northern Cape's population. Clearly, Sol Plaatje encompasses most of the population in the DM.
- o Over the last ten years, the population in Sol Plaatje has grown slowly at an average pace of 0.92% per annum.
- o In 2006, an estimated 214 161 people resided inside the Sol Plaatje Local Municipality (LM) which is a slight 0.38% higher than the 213 344 in 2005. According to the data, in 2006, 55.1% of households in Sol Plaatje were Black with an average growth rate of 3.63% per annum from 1996 to 2006.
- o Approximately 26.8% of households in Sol Plaatje were Coloured and growing steadily at an average of 2.50% per annum.
- o If one looks at the age of the citizens in Sol Plaatje relative to that of the Northern Cape, 56.7% of the total population in the Municipality is between the ages of 20 and 65, in comparison with 53.9% for the Northern Cape.
- o It is estimated that 74 147 people from Sol Plaatje were living in poverty in 2006. Of this amount, 77.5% were from the black communities. However, these numbers have decreased at an average of 1.7% per annum since 2001.

## VITAL STATISTICS

### Demographic

Total Area	187,300 Ha <sup>1</sup>
Total Population	245,606 <sup>2</sup>
Population growth rate (1996-2007)	0,87% <sup>2</sup>
No of Households	52,120 <sup>2</sup>
Average household income	R6,429 pm <sup>3</sup>
Urbanisation rate	99,2% <sup>3</sup>

### Household Services

Households residing in formal house	83,8% <sup>2</sup>
Households residing in informal structure	11% <sup>2</sup>
Households with electricity connection	89,2% <sup>2</sup>
Households with weekly waste removal	91,8% <sup>2</sup>
Households with flush toilet	84,4% <sup>2</sup>
Households with piped water in dwelling/yard	92,3% <sup>2</sup>

### Economic Indicators

Contribution to NC GDP	32,5% <sup>3</sup>
Economic growth rate	3,9% <sup>3</sup>
People employed	63.335 <sup>3</sup>
People unemployed	31,584 <sup>3</sup>
Unemployment rate	38,8% <sup>3</sup>
Population aged between 20-64	57% <sup>3</sup>
Persons over 20 with higher education	8,1% <sup>3</sup>
Persons over 20 with no schooling	9,1% <sup>3</sup>
Human Development Index	0,67 <sup>3</sup>
HIV Positive	9% <sup>3</sup>

### **1 SPM OWN INFORMATION**

### **2 STATSSA – COMMUNITY SURVEY 2007**

### **3 GLOBAL INSIGHT, AUGUST 2008**

- The poverty gap in Sol Plaatje has increased in recent years meaning that persons or households lack the resources necessary to be able to consume a certain minimum basket of goods.
- Sol Plaatje's GDP accounts for approximately 31.6% of the Northern Cape's GDP.
- The largest economic role-players in Sol Plaatje are those in the tertiary sector i.e. community services, finance, transport and trade. The mining sector also contributes significantly towards the economy of Sol Plaatje.
- In 2006, the annual disposable income in Sol Plaatje grew at an average of 5.65% per annum from 2001.
- The population group that experienced the highest growth in its annual disposable income is the black persons, whom also accounted for 39.9% of total disposable income in 2006.
- In 2006, 25.9% of the people employed in the Northern Cape were employed inside the Sol Plaatje Local Municipality. This equates to 0.6% of the national economy.
- The sectors that employ the most people were transport, finance and manufacturing.
- Total employment in Sol Plaatje consists of employment in both formal and informal sectors. In 2006, there were an estimated 59 332 people employed in Sol Plaatje, which is approximately 25.9% of all people employed in the Northern Cape.
- Between 2001 and 2006, total employment in Sol Plaatje grew at an average of 2.8% per annum.

From these findings, the following is apparent:

- Sol Plaatje is a large economic and socio-economic role-player in the Northern Cape economy;
- The economy of Sol Plaatje is heavily dependent on the tertiary sector which is traditionally not very labour intensive;
- Sol Plaatje must be cautious of an economy that is very narrowly based and reliant on a limited number of sectors; and
- Sol Plaatje needs to ensure that skilled persons have a reason to stay in the region and not be lured to by the "bright lights" in Gauteng and the Cape.

## **5. Reviewing the Key Performance Areas (KPA's) and Strategic Objectives**

The 2008/09 IDP Review endorsed the 5 strategic focus areas that were developed in May 2007. These are the following:

- 1: Local Economic Development
- 2: Basic and Sustainable Service Delivery and Infrastructure Development
- 3: Municipal Financial Viability and Management
- 4: Municipal Institutional Development and Transformation
- 5: Good Governance and Public Participation

The Review confirmed, however, that a number of important "emphasis shifts" were needed in the strategic objectives associated with each of these six Key

Performance Areas (KPA's). The shifts in emphasis were needed both to make the objectives attainable in the specific context of the SPM and to emphasise the overarching objectives related to the space economy.

These shifts, analysed in detail in section 5 of the 2008/09 Review, are set out below:

### **KPA 1: Local Economic Development**

SPM should be an enabler of economic development and is not a creator of economic development. We need to stimulate economic growth from that what we control (budget, policies, land use management, infrastructure and provision of municipal services). Infrastructure is especially important as economic growth must be leverage off infrastructure development. SPM must lobby for more public led infrastructure development (e.g. 2010 infrastructure investment not for stadiums but infrastructure for economic development and growth). We also need to set the development agenda - ie we must understand that what we control can have both negative and positive impacts on the local economy. We need to make sure that the control is positive (what type of development we allow where and when, where we spend the budget, when and where we invest and allow investment in new infrastructure, policies impacting on development must talk to the Strategic Agenda.

#### **Local Economic Development - Infrastructure led and driven**

### **KPA's 2 : Basic and Sustainable Service Delivery and Infrastructure Development**

#### **Services**

Affordable service delivery is crucial for SPM, both for the consumers (especially the poor and vulnerable) as well as the Municipality. To be able to deliver sustainable services SPM need to explore a system of differentiated service delivery based on affordability. "Core" services rather than "non-core" services, must be prioritised and measures to deal with non-core services alternatively (ie off its operating cost structure) should put in place

We need to prioritise service delivery to areas of highest need and not according to grant driven priorities. A system of Community Based Planning must be instituted in order to determine the "real" community needs and priorities and to ensure realistic "trade-offs" between "ward-priorities" and municipal-wide "strategic priorities".

Sustainable service delivery should also consider environmental issues, green service solutions, (climate change issues, alternative sources of energy, water conservation and quality etc), social issues (where people live and receive services, access to community facilities, crime and grime issues) as well as economic issues (access to economic opportunities, transport etc).

#### **Sustainable and affordable service delivery according to areas of greatest need**

#### **Infrastructure**

Without neglecting other activities, infrastructure development must receive the highest priority. Sol Plaatje requires a well developed and maintained

infrastructure system, including an *Integrated Infrastructure Investment Framework* for prioritised new productive infrastructure to ensure economic and social development. Without such a framework it will not be possible to maintain growth and the sustainability of the Municipality as an organization will also be jeopardized.

This KPA must therefore address the demand for new bulk and reticulation infrastructure in all the trading services as well as the replacement, refurbishment and maintenance of its existing ageing infrastructure. This must be done in a planned and phased manner of when, where and at what cost infrastructure must be provided to ensure long term sustainable growth. This needs to include immediate *crisis aversion infrastructure investment, short and medium term demand* as well as *long term planning of new infrastructure*. It also needs to address the *institutional capability and capacity (financial and human resources)* of the Municipality to be able to implement this infrastructure development programme.

### **Planned, Costed, Prioritised, Green and Bankable Infrastructure Development**

#### **KPA 4: Financial Viability and Management**

It is important to stabilise the Municipality in terms of Corporate Governance in order to set it on a sustainable path into the future. A stable Corporate Governance system refers predominantly to financial and institutional stability.

The first step is to ensure that the Municipality stabilises its cash flow by ensuring correct and timeous billing and an increased collection of amount billed. Linked to this are cost curtailment and cost efficient operations. The next step is to reduce the debtor's book.

It is also essential that the Municipality prepares a long term financial strategy in line with the IDP that will address the infrastructure development programme additional to the following financial strategies:

- a. Revenue raising strategies
- b. Debt collection strategies
- c. Capital financing strategies
- d. Financial management strategies
- e. Asset management strategies
- f. Strategies that will enhance cost-effectiveness
- g. Operational financing strategies

### **Municipal Financial Stability, Viability and Sustainability**

#### **KPA 5: Institutional Development and Transformation**

An Institutional Transformation Plan aimed at improved performance and service delivery must be prepared to address basic issues such as leadership, management systems, processes and procedures, good governance, sound human resource management, staff morale, strategic direction, organizational

arrangements, team work and internal communications. Such a Plan should address amongst others;

- o Review core business of the Municipality
- o Review, validate and adopt a macro and micro-organisational structure (organisation chart)
- o Assess skills gaps
- o Prepare a prioritised management and staff deployment, redeployment, retention and appointment plan
- o Review systems, processes and procedures for improved institutional performance (including implementation of a- Management Information / MIS Strategy)
- o Strategies addressing behaviour, attitudes and values of staff;
- o Improve management processes for increased accountability.
- o Improve the management of the political/administrative interface
- o Improve performance management at all levels

#### **Municipal Institutional (capability) Development and (capacity) Transformation**

#### **KPA 6: Good Governance and Public Participation**

Good governance is about achieving a clean audit as priority no 1.

Furthermore, SPM need to regain the trust between officials and councillors and the residents. It is therefore of significant importance to ensure an effective interface between the Administration and the Political Offices – especially with regard to roles and responsibilities as well as a pro-active Communication System – both internally and externally.

Public participation should be mainstreamed and should not be a compliance issue only – there is a serious need to develop a continuous Community Based Planning (and monitoring) System.

#### **Good Governance (Trust and Respect) and Public Participation (Community Based Planning)**

### **6. Mid-year Performance 2009/10 and Remaining Gaps in the IDP**

Before discussing the next cycle of implementation an overview is given of the Mid-year performance of the Municipality, both in terms of the Budget and Service Delivery Targets. The detailed Mid-Year Budget and Service Delivery Performance Assessment Report is available on the Municipality's website – [www.solplaatje.org.za](http://www.solplaatje.org.za).

## 6.1. Capital Programme

An annual target to spend at least 85% of the capital budget was set for the 2009/10 financial year. A Capital Budget of R113,499,216 was approved by Council in May 2009. At 31 December 2009 this Budget amounted to R125,647,924 due to an additional the amount of R125,647,924 received (which was not budgeted for in the original Budget) for the following projects:

Table 5: Additional Funding Received after adoption of the original Budget in May 2009

Project name	Funding Source	Amount
Donkerhoek Services	Provincial	R1,368,205
Erection CCTV Cameras (Gal)	Eq Share	R1,000,000
Water Loss Minimisation Project	DBSA	R 750,000
Prepaid meters and vending	CRR	R5,000,000
Parks Maintenance Equipment	FBDM	R1,000,000
Dunston/Ubuntu Services	Provincial	R3,030,000
<b>TOTAL ADDITIONAL FUNDING RECEIVED</b>		<b>R12,148,712</b>

The Mid-year target was set at 35% instead of 50% in order to compensate for the requirements of the Supply Chain Management process, detail project preparation for implementation as well as the period between mid December to mid January when very little project implementation takes place. Actual performance of 34% (R42,564,212) was achieved by 31 December 2009 which was much higher than the 17% performance the previous year (31 December 2008).

Although this achievement needs to be recognized it needs to be noted that further improvement is possible as the Supply Chain Management system, specifically pertaining to the procurement of service providers and contractors, is still not optimally efficient. In general, project management is still not up to standard and the municipality experiences delays in terms of project preparation, project planning, implementation management, monitoring and reporting on capital projects. Capacity is a further stumbling block as some project managers have to manage too many projects simultaneously worth tens of millions of rand. A concerted effort is necessary to bolster implementation of projects for the remainder of the financial year to achieve the target of 85% plus as this also negatively effects the Municipality's efforts to access more much needed grant funding. This is also a reminder that more attention should be given in preparing the capital budget during the IDP Review process as well as to give more attention to the preparation process for project implementation.

## 6.2. Operational Budget

The operational budget of the municipality takes into account both the revenue and expenditure plans of the municipality to ensure improved performance and service delivery. The municipality approved a balanced budget where revenue projections were sufficient to cover the projected expenditure to run the organization effectively and efficiently.

Table 6: High level summary of the municipality's budgets 2007/8 - 2009/10

SUMMARY OF TOTALS	TOTALS	TOTALS	TOTALS
	2009/10	2008/09	2007/08
Operational budget	R862 576 741	743 095 000	607 749 000
Capital budget	R113,499,216	125 707 000	153 254 000
<b>TOTAL BUDGET</b>	<b>R976 075 957</b>	<b>868 802 000</b>	<b>761 003 000</b>

Table 7: Actual performance of Operational Budget as at 31 December 2009.

BUDGET	31 Dec 2009	31 Dec 2009	Annual budget
	%	R	2009/10
Operational budget – expenditure	43	370,052,635	R862 576 741
Operational budget – billed revenue	58	496,265,291	R862 576 741

It should be noted that the revenue from property rates includes an amount of approximately R70 million attributed to annual rate payers. The average monthly billings on rates are R10.5 million for those who pay their rates monthly. This resulted in revenue to far exceed the spending.

The below 50% spending on operational expenditure is as a result of depreciation that has not been effected for the first six months due to other processes with regards to asset register and asset management system. This is currently being addressed as we are focusing on action plan to address the exceptions raised by the Auditor General. The run will take place retrospectively from 1 July 2009.

The supply chain process might have an impact on the progress made with regards to the performance of the capital budget. Management has resolved to establish a fully fledged supply chain unit and procedures are in the process of being developed ensuring that supply chain becomes an agent for faster implementation of projects, thus ensuring improved spending on capital grants and other allocated funds.

Included in the total operational budget are the following grant related expenditures;

Equitable share .....R93 127 000  
 Libraries.....R1 001 000  
 Resorts.....R544 000  
 Health.....R2 062 000

It should be mentioned that the municipality's operational costs to run and administer the two resorts, Transka and Rekaofella is R1 412 934 whilst the subsidy gazetted was R544 000. No transfers have been made for the current financial period as well as periods preceding this.

The municipality has only received an amount of R344 000 from the R2 062 000 gazetted with regards to health services as at 31 December 2009. The personnel

expenditure at all health personnel at all centres administered by Sol Plaatje Municipality amounts to R3 714 782 per annum.

The municipality has received a grant from Department of Sports, Arts and Culture to the amount of R1 001 000 for the period, and the following are the operational projects that will be completed in this financial year with the allocated funds;

- Shift workers – all libraries
- Library material
- Staff development and training
- Outreach programmes
- Literacy
- Infrastructure
- Magazines and newspapers
- Marketing
- Hire of photocopiers

An amount of R678 110 was spent as at 31 December 2009.

### **6.3. Service Delivery Targets**

In general the performance on the service delivery targets set in the SDBIP for 2009/10 is much better than in the previous year. In analyzing the variance reports where targets were not met the following came to light:

- The planning process during the IDP Review, Budget preparation and SDBIP preparation is not to standard. This results in un-realistic targets being set or targets that cannot be objectively measured. In some instances targets were also set without ensuring that the necessary resources are available – human resource capacity and capability as well as financial resources.
- In terms of municipal services (water, sewer, electricity, roads,) it is mainly ascribed to less than optimal project management and the un-necessary long supply chain management process.
- Management information systems are another shortcoming as performance information is not always accurate and on time. The integrity of information is therefore questionable in some cases.

The root causes identified above need to be systematically addressed in order to ensure that the Municipality's performance improves for the next cycle of implementation. In practical terms, this implies that the following interventions will be applied as a matter of urgency as part of the Local Government Turnaround Strategy (LGTAS). It is now expected of the Sol Plaatje Municipality to prepare and implement its own tailor-made Municipal Turnaround Strategy (MTAS) that must be incorporated into the IDP and Budget (See draft MTAS attached as Annexure 3):

- Establish a system of governance whereby the Executive Mayor on a regular basis meets with the Municipal Manager and the Executive Directors to *assess performance on a regular basis* in order to intervene where under performance is evident, and report this to Council at least quarterly.

- o Manage the Executive Management Team as a *strategic team*, by managing their individual performance, but also binding them into a cohesive team that serves as the *point of integration* in the municipality.
- o Firm up on *management processes*, especially the availability and maintenance of critical management information, the establishment of monitoring and reporting systems that will integrate financial and IDP non-financial reporting.
- o *Stop unchecked growth of the staff establishment, especially in non-core and support functions* and start the process of *building capacity in critical areas* in accordance with a credible skills development plan.
- o *Improve management processes and procedures*, especially in terms of capturing, maintaining and reporting of performance information.
- o *Finalise the organisational structure, staff placement and recruitment process.*

#### 6.4. Remaining Gaps in the IDP

A concerted effort was made to fill the content gaps within the IDP since its inception in 2002. Most gaps have since been addressed although some important issues are still outstanding; both legally required sector plans as well as internally required plans and strategies. The table below indicates the progress made in filling the content gaps as well as the remaining gaps:

Table 8: Remaining Content Gaps in the IDP

<b>Content Gap Filled/Remaining</b>	<b>Achievement/Challenges</b>
<b>Spatial Development Framework (SDF) and Land Use Management System (LUMS)</b>	An SDF was adopted by Council in 2005 and a review was adopted by Council in May 2009. Linked to the review of the SDF is the preparation of a LUMS to ensure the implementation of the SDF through a consolidated legally compliant zoning scheme and land use regulations. The LUMS is scheduled to be adopted by Council by June 2010.
<b>LED Strategy</b>	An LED Strategy was adopted by Council in 2009.
<b>Integrated Transport Plan (ITP)</b>	Council adopted its ITP in October 2006. Some projects emanating from this Plan are presently being implemented, funded from the Department of Transport.
<b>Water Services Development Plan (WSDP)</b>	The existing draft WSDP (2003 edition) needs to be Reviewed. DWAF is assisting both financially and technically to complete this process as a matter of urgency.
<b>Disaster Management Plan (DMP)</b>	The Disaster Management Plan was adopted by Council in August 2008.
<b>Integrated Waste Management Plan (IWMP)</b>	Funding assistance is being sought in order to prepare an IWMP for Sol Plaatje which is still outstanding.
<b>Integrated Environmental Management Plan (IEMP)</b>	During the latter half of 2004 FBDM appointed service providers to prepare an IEMP for the District, including SPM as one of the four local municipalities in the District. SPM was represented on the Project Steering Committee that tasked service providers to manage the process. A work document called "Integrated Environment

Content Gap Filled/Remaining	Achievement/Challenges
	<p>Management Program: Sol Plaatje Municipality: Strategies Report Work Document” was released in July 2004. The status of these documents could not be determined but can serve as a basis to prepare a legally compliant IEMP. Funds will be applied from FBDM to complete this process</p> <p>No institutional responsibility presently exists within the organizational structure of SPM to take responsibility for environmental management issues and should be addressed as a matter of urgency as this is also a legal requirement in terms of the National Environmental Management Act (NEMA).</p>
<p><b>Financial Plan</b></p>	<p>According to the Municipal Systems Act a Financial Plan should be a core component of the IDP.</p> <p>The Financial Plan should define sound financial management and expenditure control as well as means of increasing revenues and external funding for the Municipality to achieve its development priorities and objectives. It should further address:</p> <ul style="list-style-type: none"> <li>• Revenue raising strategies</li> <li>• Asset management strategies</li> <li>• Financial management strategies</li> <li>• Capital financing strategies</li> <li>• Strategies that will enhance cost-effectiveness</li> <li>• Operational financing strategies</li> </ul> <p>A consolidated Financial Plan has not yet been prepared although most of the issues raised above are being addressed as separate entities.</p>
<p><b>Institutional Plan</b></p>	<p>Another component of the IDP that still need attention is an <b>Institutional Plan</b> aiming at improved performance and service delivery which should address amongst others;</p> <ol style="list-style-type: none"> <li>i. Review core business of the Municipality</li> <li>ii. Review, validate and adopt a revised macro and micro-organisational structure (organogramme)</li> <li>iii. Assess skills gap</li> <li>iv. Preparing a prioritized management and staff deployment, redeployment, and appointment plan</li> <li>v. Review systems, processes and procedures for improved institutional performance (including implementation of an MIS Strategy)</li> <li>vi. Strategies addressing behaviour, attitudes and values of staff;</li> </ol>

Content Gap Filled/Remaining	Achievement/Challenges
	<ul style="list-style-type: none"> <li>vii. Improve management processes for increased accountability.</li> <li>viii. Improve the management of the political/administrative interface</li> </ul>
<p><b>Comprehensive Infrastructure Plan (CIP)</b></p>	<p>A CIP Template was submitted to DPLG in October 2008 and will be reviewed as part of this IDP Review</p>
<p><b>Integrated Human Settlement Plan</b></p>	<p>A draft IHSP was completed in December 2009 and is in the process of being adopted after input has been received from all stakeholders. It is anticipated that this Plan will be adopted before 30 June 2010.</p>
<p><b>Community Based Planning System (CBPS)</b></p>	<p>A Community based Planning System needs to be created to ensure substantive community empowerment and participation in the IDP and Budgeting processes which will result in better long term planning to inform shorter term plans, resource allocation, trade-offs (community needs vs strategic needs) and the sequencing of implementing plans. It is a prerequisite for a "credible" IDP. The CBP should be guided by the following principles:</p> <ul style="list-style-type: none"> <li>j. The need to ensure that <b>poor people</b> are included in planning (and so the tools seek to make sure that poor people are identified and their livelihoods analysed);</li> <li>k. The need for systems to be <b>realistic and practical</b>, the planning process must be implementable using available resources within the municipality (and so must link in and integrate with existing processes, particularly municipal planning processes);</li> <li>l. Planning linked to a <b>legitimate structure</b> (the ward and ward committee);</li> <li>m. Planning which is not a once off exercise, but part of an <b>on-going process</b>, with planning, implementation, M &amp; E, and annual reviews;</li> <li>n. Plans that are <b>people-focused and empowering</b> (and so the plan is based around the livelihoods of different groups, and the community produces their own plan with support from ward and municipal facilitators);</li> <li>o. Need to build on <b>strengths and opportunities</b> not problems (which makes us more likely to succeed and not to be paralysed by the problems);</li> <li>p. Plans that are <b>holistic</b> and cover all sectors (and so address the reality of people's lives, and not the artificial sectoral distinctions of government);</li> <li>q. Planning which promotes <b>mutual accountability</b> between community and</li> </ul>

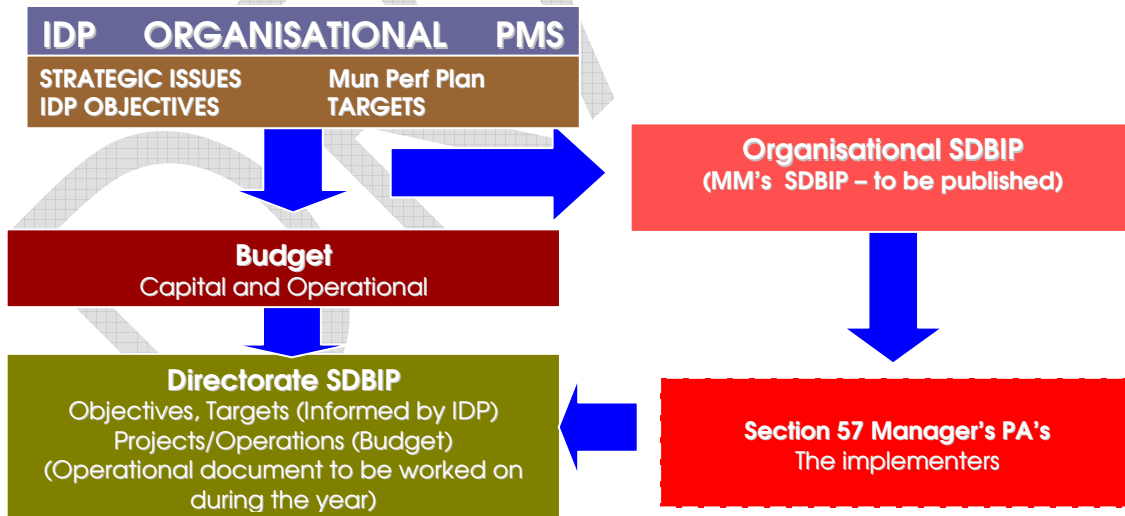
Content Gap Filled/Remaining	Achievement/Challenges
	officials (and so upward and downward accountability is critical); r. <b>Commitment</b> by councillors and officials to both plan and implement, and there must be someone responsible to ensure it gets done (hence the commitments and preconditions the municipality needs to undertake).

Many of the issues not dealt with in the table above also forms an integral part of the “customized” Municipal Turnaround Strategy being finalised at present (see Annexure 3) and will be part of the implementation of the IDP and will be incorporated in the Municipality’s Performance Management System.

## 7. The Multi-Year Performance Plan, 2009/10 – 2011/12

The above analysis informs the key strategic issues the Municipality needs to address in the next MTREF cycle as well as its SDBIP for the 2009/10 financial year. These key priority issues are captured in the Municipality’s Multi-year Performance Plan as quantifiable strategic objectives within each municipal Key Performance Area.

*Linking the IDP Strategic Objectives to Implementation and Budget through the Multi-year Institutional Scorecard*



The Multi-year Performance Plan has been revised in light of the overall Municipal Strategy (see section 3), the review of the KPA’s and IDP Objectives (section 5), the draft MTAS (Annexure) as well as the Mid-year Budget and Service Delivery Performance Assessment Report (section 6). The draft Multi-year Performance Plan is attached as Annexure 4. This Plan is not yet a final version as it needs to be interrogated by all stakeholders (public participation process) and more detail work

still needs to be done to align it properly with available resources to address strategic objectives as well as ward priorities.

## **8. Stakeholder Comments**

This draft IDP will be advertised for input from the public and public meetings (IDP Representative and Business Forum as well as Ward Meetings) will be conducted during April 2010. Once all these inputs have been received the IDP will be finalised, considering these inputs, for adoption by Council by not later than 31 May 2010.

A Provincial IDP Analysis and Engagement Session will also be held in May 2010. This event takes place annually where municipalities' IDP's are assessed to ensure that credible and implementable IDP's are produced. This evaluation takes place through a "Credible IDP Evaluation Framework" developed by the Department of Provincial and Local Government (DPLG).

All municipalities need to complete a template to demonstrate the municipality's strategy, vision and compliance with both policy and legislative intent. This template is then used by the assessors to analyse the IDP for credibility. The assessors consist of senior officials of DPLG, Premier's Office, Northern Cape DHLG as well as all Provincial Sector Departments (e.g. DWAF, DTEC, Safety and Liaison etc). After this event the MEC: Cooperative Government, Human Settlement and Traditional Affairs releases his "IDP Comment" which also needs to be taken into consideration before the IDP is finalised.

## **9. Implementation through the Service Delivery and Budget Implementation Plan**

The SDBIP gives effect to the implementation of the IDP and Budget of the Municipality. The quantifiable strategic objectives within each Key Performance Area for the 2010/11 financial year in the Multi-year Municipal Performance Plan informs the SDBIP for the 2010/11 financial year and breaks it up into quarterly targets.

The Budget should ensure the implementation of the strategic priorities of the Municipality through the allocation of financial and human resources. The Budget is not an implementation or management plan. The SDBIP therefore serves as a "contract" between the administration, council and the communities expressing the strategic objectives (within each KPA) set by Council as quantifiable outputs that can be implemented by the administration in a specific financial year – in this case 2010/11. This provides the basis for measuring performance in service delivery against end-of-year targets and implementing the budget.

The SDBIP is a layered plan with the top layer dealing with consolidated service delivery targets (refer to Multi-year Municipal Performance Plan – Annexure 3) and in-year deadlines and linking such targets to the top management of the Municipality. Once the top-layer targets are set, the top management must then develop the next (lower) layer of detail of the SDBIP, by providing more detail on

each output for which they are responsible for, and breaking up such outputs into smaller outputs and linking these to each middle-level and junior manager. These outputs should also include information per ward, especially key expenditure items on capital projects and service delivery.

### **9.1. The 2010/11 Implementation Plan**

Not all the detail to complete a detailed linkage (implementation plan) between the IDP and Budget - specifically with regard to the Capital Programme and Ward priorities could be completed at the time of preparing the first draft IDP for 2010/11. The detail on all funding sources, specifically related to Provincial Grants, was only available during the 3<sup>rd</sup> week in March 2010 which made it difficult to finally complete the allocation of sources to specific projects – also linked to Ward priorities. This issue as well as the process forward is explained in detail in the sections below.

The main aim is still to ensure that the IDP informs the Budget to ensure implementation of the Overall Strategic Agenda of SPM during the 2010/11 MTREF period and that this is reflected in the 2010/11 SDBIP as well as the Municipal Manager and Managers Reporting Directly to the Municipal Manager's Performance Agreements which are the cascaded downwards to lower levels of management.

### **9.2. Capital Programme**

Previously mention was made of the serious challenges still facing the Municipality with regard to its infrastructure development, both in terms of replacing and refurbishing ageing infrastructure and creating new productive infrastructure. These challenges, which seriously hamper economic growth in the municipal area, need considerable financial and human resource investment. This was demonstrated by a feasibility study done by an independent group of consultants on behalf of ABSA Bank, Provincial Government and Sol Plaatje conducted in late 2009.

This study indicated that SPM would need in the region of R1,6 billion over the next 3-5 years to resolve its infrastructure challenges. As can be seen from the table below, the confirmed funding sources for SPM totals just over R500 million for the 2010/11 MTREF of which mainly the MIG grants (R122,200,400) is earmarked for infrastructure issues. This could be bolstered by a further R230 million should SPM be able to secure borrowings – which is the maximum SPM can afford to borrow at present.

Table 9: Confirmed Funding Sources For 2010/11 - 2012/13

SOURCE	2010/11	2011/12	2012/13	COMMENTS
Municipal Infrastructure Grant (MIG)	33,165,430	40,078,000	48,957,000	Gazetted OPS portion = 1,328570
Expanded Public Works Programme Incentive Grant (EPWPIG)	14,984,000			Gazetted. Ops part to be taken off. Entire amount to be taken off
Neighbourhood Development Partnership Grant (Capital Grant)	19,300,000	20,300,000	20,300,000	Gazetted
Galeshewe Urban Renewal Programme (GURP)	0			
Integrated National Electrification Programme Grant	2,500,000	500,000	1,000,000	Gazetted (electrification)
Electricity DSM Grant	6,000,000	10,000,000		Gazetted (electrification)
Department of Housing and Local Government	23,723,215			Letter from MEC:PDHLG
Borrowings	190,000,000	40,000,000		Loan, if it can be acquired, for Water, Roads/Stormwater and Sewer (R40m per service). R70m for Electricity
GURP COGTA		7,831,000	8,223,000	Gazetted
Capital Replacement Reserve (CRR) and Counter Funding	15,000,000	16,000,000	16,000,000	This is own funding to be contributed to Capital
FBDM				Unable to provide Allocation
<b>TOTAL</b>	<b>R 304,672,645</b>	<b>R 134,709,000</b>	<b>R 94,480,000</b>	
<b>CRR fund</b>	<b>R 15,000,000</b>	<b>R 16,000,000</b>	<b>R 16,000,000</b>	
<b>Borrowings</b>	<b>R 190,000,000</b>	<b>R 40,000,000</b>	<b>R 0</b>	
<b>Total Grants</b>	<b>R 99,672,645</b>	<b>R 70,878,000</b>	<b>R 70,257,000</b>	
		<b>R 533,861,645</b>		

From this it is evident that SPM would need to find ways of funding its infrastructure challenges off its balance sheet as it will be very difficult to source the required funding with its present borrowing capacity and revenue streams.

Prioritising the allocation of secured funding to ensure that at least "crisis issues" in infrastructure are addressed becomes very important. Such a prioritisation process is necessary to ensure growth of the City of Kimberley and the municipal area as a whole but also to ensure that critical services such as water, sanitation and electricity do not collapse. At this stage the order of magnitude of the MTREF Capital Programme is known. Work, however, still needs to be done on the quantum of the capital programme (costed programmes and projects) in order to determine the capital peak and cash flow requirements. Sol Plaatje Municipality has found it useful to distinguish between four different reasons for expenditure:

1. To **address crisis** - either by responding to a disaster or by prevention or mitigation thereof
2. To **maintain the existing assets** - Every asset should have a maintenance plan and this is normally part of operational expenditure. Where major (useful) assets have not been properly maintained in the past, it may prove necessary to rehabilitate or totally rebuild them, bringing 'maintenance' issues into the capital budget.
3. To **provide basic needs** for people (Ward priorities) – from housing and sanitation, to safety in residential areas. In order to do this it is also necessary to have the necessary bulk infrastructure capacity.
4. **Fund Infrastructure led growth** – investment to upgrade or expand existing infrastructure or to provide new, productive infrastructure (Infrastructure led growth).

The Municipality needs to address all four of these categories of expenditure over the long term, but short term demands may require an emphasis on fewer at a particular time. Unfortunately, regular maintenance was deferred in the past in order to divert funds to 'more urgent' uses. This practice meant that assets now have to be replaced or entirely re-built at much greater cost, well before the end of their planned useful life. The failure to expand bulk infrastructure to take account of growth led to infrastructure being tested beyond its planned capacity, with serious consequences for its longevity and effectiveness, which is experienced at present.

There are obviously overlaps between these categories. The upgrading/extension or replacement of the Homevale Waste Water Treatment Plant, as an example is, urgent to avert a crisis. **BUT**, it also satisfies basic needs and some parts of the problem are due to long-delays in maintenance. But it needs to be replaced on a larger scale to allow for growth. So here is a project that covers all of these 'categories'. But if one had to pick one "category", it would be that to address a **crisis**.

By categorising each item of expenditure as above – choosing in each case the predominant reason for the project – the Municipality will create a picture of how it is allocating its resources which can be compared over time and used to question whether the 'balance' is appropriate.

But, apart from the 'crisis' category, which indicates importance and urgency, these categories cannot be used in a useful way to prioritize individual projects<sup>1</sup>.

In the case of the operational budget, the task is to decide how the existing capacity of the Municipality will be divided to give the greatest benefits in terms of addressing the infrastructure issues. In the long term, the municipality should aim to set a minimum proportion of operational expenditure aside that will be allocated for infrastructure maintenance. This could be of the order of 5% in the long term, but a 2010/2011 figure closer to 10% - 12% might be advisable because of the failure to maintain assets in the past and the need to create a new tradition of regular, planned maintenance for new assets. Almost the entire capital budget of Sol Plaatje is provided by grants, but the assets then need to be maintained using revenues from the operating budget (supported in some cases by cash generated by the new assets as they are used).

There are therefore a number of principles that can be identified already to provide a solid framework for making expenditure, investment and resource-allocation decisions.

1. **Address the crisis areas** – these are “**must do**” projects as well as multi-year and roll-over projects.
2. Ensure that **maintenance of assets** make up at least 10% of operational expenditure in the 1<sup>st</sup> year.
3. Identify the most **urgent areas requiring capital expenditure** and raise the grant money available for this. (The municipality does not have a barrel of reserves to choose what to invest in – reserves still need to be replenished. SPM has to convince granting agencies of particular needs and can then only use the funds in this manner. It needs to lobby for additional funds for particular projects – such as was done with the recently upgrading of streets).
4. Apply a “**prioritisation matrix**” to the “**other**” projects – deciding how to allocate the operational resources of the municipality beyond the maintenance tasks and how to ensure **equity in the distribution of funds to ward projects (see Annexure 6A and B)**.

The process of categorising and prioritising is ongoing. The present state of the 2010/11 MTREF Capital Programme is indicated in Annexure 7. Projects to be funded from especially the GURP and Neighbourhood Development Partnership Grant (NDPG) still need to be finalised. It should also be noted that various projects addressing infrastructure issues have been indicated to be funded by borrowings – which is not secured yet.

It has also now been recognised that *ad hoc* and short term responses in addressing infrastructure are inadequate to meet the scale of the infrastructure challenges – as is indicated in the present Capital Programme (Annexure 7). It is also recognised that conventional infrastructure grants and municipal balance sheet borrowing are unable to address the municipal-wide bulk infrastructure

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<sup>1</sup> This is also the conclusion in the SA Cities Network treatment of the same issue, where four imperatives are identified as: the Apartheid backlog (basic needs); the housing backlog; the maintenance backlog and the new infrastructure backlog. See Page 40 et seq in SACN *State of City Finances Report 2007*. The same approach is repeated in DBSA (2008) *Infrastructure Barometer 2008*.

problems in time. It is therefore critically important that an **Integrated Infrastructure Investment Framework** be prepared in response to this that would structure a financial package for an integrated, comprehensive bulk infrastructure investment programme. Such an initiative has started to address this issue when SPM appointed Absa to conduct a project preparation of such a bulk infrastructure investment programme that will inter alia enable the municipality:

- a) To consider an integrated municipal-wide bulk infrastructure technical solution providing a "master plan" for infrastructure creation;
- b) To access a wide ranging mixture of grants and commercial finance that will enable to finance its bulk programme sustainably and affordably; and
- c) To make institutional arrangements for the financial ringfencing of infrastructure and the optimisation of operations.

In order to move this initiative forward, an intergovernmental Memorandum of Understanding (MOU) was concluded between SPM, Northern Cape Province and Absa. This MOU mandated a scoping exercise that has indicated that a municipal-wide bulk infrastructure programme may be viable. On the basis of this conclusion it was agreed to proceed and Absa was appointed to conduct a project preparation report for such a programme.

This report was submitted to the Municipality in October 2009 and is being assessed at present in terms of its relevance and viability to address Sol Plaatje's infrastructure challenges in terms of the following three key broad elements:

- Technical
  - Comprehensive (water, sanitation, electricity, solid waste and roads)
  - City-wide, providing a regional infrastructure systems view
- Financial
  - Structuring and arranging feasible funding package
  - Framing a sustainable revenue solution whereby the funding can be recouped
- Institutional
  - Ensuring statutory compliance and addressing key institutional risks such as capacity and skills gaps

The assessment of this report is ongoing and should be finalised before the start of the 2010/11 financial year.

Due to the fact that almost all of the capital expenditure for the next three years is focussed on crisis aversion it is critical that the "softer grant funding" such as the NDPG and GURP funding be utilised in a manner and in space that fosters urban integration as opposed to urban sprawl and social inclusion as opposed to social exclusion – meaning that it should better address the present strategic agenda of the Municipality. The capital spent as such should also be bolstered – meaning that the capital as a percentage of total budget should be closer to 30%-49% than the present 10,7%. The capacity and skills level of project management must also be enhanced to achieve better capital efficiency.

### 9.3. Operational Budget

The challenges facing SPM in this regard is mainly the dependency on grant funding and the ability to generate own funding. The following issues need to be addressed urgently to put the Municipality on a sustainable financial footing:

- o It needs to find ways to focus capital on strategic needs as opposed to grant-funded priorities and bring cost of capital to manageable levels in other words to improve capital efficiencies.
- o Rebuilding internal reserves.
- o Cut and manage staff costs and associated liabilities.
- o Sort out internal recharges and implement an effective cost management system.
- o Review tariff policies.
- o Align monitoring and reporting systems.
- o Skills retention and skills recruitment strategies should be put in place
- o Effective Debt Collection Policy to be put in place
- o Current collection rate must increase to at least 90% of billing.

A summary of the Operating Budget is attached as Annexure 9.

## 10. Monitoring the Implementation of the IDP

In terms of the Municipal Systems Act 2000, Chapter 5:

*"A Municipality must –*

- a) *Establish a performance management system that is –
  - i. *Commensurate with its resources*
  - ii. *Best suited to its circumstances and*
  - iii. *In line with the priorities, objectives, indicators and targets contained in its integrated plan;**
- b) *Promote a culture of performance management among its political structures, political office bearers and its administration; and*
- c) *Administer its affairs in an economical, effective, efficient and accountable manner"*

The monitoring, evaluating, measuring and reporting through the integrated Performance Management System (PMS) is to ensure that the resources available to the Municipality are directed at the delivery of prioritized projects, programmes and operations that meet the agreed to development priorities of the IDP. Monitoring, evaluating, measuring and reporting performance will also assist the Municipality:

- To make immediate and appropriate changes in the prioritized delivery process and to adjust resources accordingly;
- Identify and overcome major or systemic blockages in the delivery process and
- guide future planning on development objectives and resource use.

Council adopted an Integrated Performance Management System Policy Framework in 2004 and has since been reviewed to align it with the most recent legislation. This Policy Framework will be adopted by Council for implementation from 1 July 2010.

The Municipality also developed, with the assistance of service providers, an integrated electronic management system – the Blueprint IDP Management System. This System is a web based database system accessible to users through the Municipality’s intranet. It monitors, tracks, measures and reports on IDP Projects up to activity level and SDBIP up to divisional level. It also has the ability to generate business intelligence reports for Top Management and Council.

## 11. Important Documents Supporting the IDP

The following documents are available on the SPM’s website ([www.solplaatje.org.za](http://www.solplaatje.org.za)) and are mentioned here due to their relevance to the normal functioning of the Municipality and inter-relationship with the IDP:

### Budget-Related Policies

No	Policy Title	Adoption Date/ Draft Status	Approval/Review Status
1	Credit Control and Debt Collection Policy	17/11/2005	<b>Approved:</b> Due for Review
2	Indigent Policy	17/11/2005	<b>Approved:</b> Due for Review
3	Asset Management Policy	17/11/2005	<b>Approved:</b> Due for Review
4	Risk Management Policy	17/11/2005	<b>Approved:</b> Due for Review
5	Tariff Policy	17/11/2005	<b>Approved:</b> Due for Review
6	Policy on Internal Audit	17/11/2005	<b>Approved:</b> Due for Review
7	Policy on Audit Committee	17/11/2005	<b>Approved:</b> Due for Review
8	Property Rates Policy	28/02/2007 Amended 04/04/2007	<b>Approved:</b> Due for Review
9	Supply Chain Management Policy	17/11/2005 Amended 08-02-2006	Annually Reviewed
10	Supply Chain Management Scorecard Policy	11/10/2006	<b>Approved:</b> Due for Review
11	Policy Directive on Unauthorized, Irregular or Fruit and Wasteful	17/11/2005	<b>Approved:</b> Due for Review

	Expenditure		
12	Policy Directive on Unauthorized, Irregular or Fruit and Wasteful Expenditure	17/11/2005	<b>Approved:</b> Due for Review
13	Policy Directive for Impending Shortfalls, Overspending and Overdrafts	17/11/2005	<b>Approved:</b> Due for Review
14	Policy Directive on Expenditure Beyond Budget Year	17/11/2005	<b>Approved:</b> Due for Review
15	Policy Resolution on Financial Disputes with Other Organs of State	17/11/2005	<b>Approved:</b> Due for Review
16	Policy Directive on Financial Misconduct	17/11/2005	<b>Approved:</b> Due for Review
17	Policy Directive Regarding Forbidden Activities	17/11/2005	<b>Approved:</b> Due for Review
18	Policy Directive on Failure to Approve Budget before the Start of the Budget Year	17/11/2005	<b>Approved:</b> Due for Review
19	Debt Write-Off Policy	28/05/2008	<b>Approved:</b> Amendments: to be tabled in budget process
20	Policy on Contingent Liabilities	Research phase	<b>Not Approved:</b> Draft in process of development

### **Draft Human Resources Policies and Procedures**

The following policy documents are consolidated policy documents of the Municipality and the SALBC.

<b>No</b>	<b>Policy Title</b>	<b>Adoption Date/ Draft Status</b>	<b>Status</b>
1	Recruitment and Selection Policy	Draft	<b>Not Approved</b>
2	Employment Process	Draft	<b>Not Approved</b>
3	Conditions of Service	Approved: 22/01/1992	<b>Reviewed:</b> 01/06/1999 29/11/2001 Due for Review
4	Employee Benefit Medical Aid	Collective Agreement	<b>Approved:</b> by SALBC
5	Standby Allowance Policy	Approved: 12/04/2007	Due for review

6	Cellular Phone Policy	Draft	<b>Not Approved</b>
7	Grievance Procedure	Collective Agreement	<b>Approved:</b> by SALBC
8	Disciplinary Procedure	Collective Agreement	<b>Approved:</b> by SALBC
9	Organisational Rights	Collective Agreement	<b>Approved:</b> by SALBC
10	Learnership/Internship Policy	Draft	<b>Not Approved</b>
11	Employment Equity	Draft: Labour Forum approved draft.	Due for Review: Tabled at Policy Committee
12	Gender Policy	Draft	<b>Not Approved</b>
13	Sexual Harassment	Approved 09/05/2007	<b>Approved:</b> Due for Review
14	HIV/AIDS Policy and Programme	Approved: 21 April 2001	<b>Approved:</b> Due for Review
15	Occupational Health and Safety Policy	Draft	<b>Not Approved</b>
16	Smoking Policy	Draft	<b>Not Approved</b>
17	Employee Assistance Programme (EAP)	Draft	<b>Not Approved</b>
18	Code of Conduct for Employees	Draft: MSA extract/provisions	<b>Not Approved</b>

#### Information Technology (IT) Policies

No	Policy Title	Adoption Date/Draft Status	Status
1	Notebook Security and Allocation Policy	Due for adoption by Policy Comm	Tabled at Policy Committee
2.	Information Systems Security policy:	Due for adoption by Policy Comm	Tabled at Policy Committee
3	Information Systems Back-up Policy	Due for adoption by Policy Comm	Tabled at Policy Committee
4	Disaster Recovery Plan	Due for adoption by Policy Comm	Tabled at Policy Committee

#### Corporate Policies

The following policies are not approved:

No	Policy Title	Adoption Date/ Draft Status	Status
1	Internal Management Control Policy	Draft	<b>Not Approved:</b> To be tabled at Policy Comm
2	Fraud and Anti-Corruption Policy	Due for Adoption by Policy Committee	<b>Not Approved:</b> Tabled at Policy Committee
3	Fraud Prevention Plan	Draft	<b>Not Approved:</b> To be tabled at Policy Comm
4	Language Policy	Draft	<b>Not Approved:</b> To be tabled at Policy Comm
5	Investment Incentives Scheme	Draft	<b>Not Approved:</b> Tabled at Policy Comm
6	Housing Allocation Policy	Due for Review	<b>Not Approved:</b> To be tabled at Policy Comm
7	Social Housing Policy	Draft	<b>Not Approved:</b> To be tabled at Policy Comm
8	Housing Allocation Policy	Draft	<b>Not Approved:</b> To be tabled at Policy Comm
9	Integrated Housing Plan	Draft	<b>Not Approved:</b> To be tabled at Policy Comm
10	Land Policy	Draft	<b>Not Approved:</b> Tabled at Policy Committee
11	Land Use Management Scheme	Draft	<b>Not Approved:</b> To be tabled at Policy Comm
12	Policy Development Framework	Draft	<b>Not Approved:</b> To be tabled at Policy Comm

### Promulgated By-laws

- o Advertising Signs
- o Aerial Systems
- o Animals, Poultry and Bees Control
- o Building Control
- o Caravan Park
- o Cemeteries Bylaw
- o Electricity Fire Brigade
- o Keep Of Dogs Control

- o Fireworks
- o Law Enforcement
- o Standing Orders
- o Street Trading Control
- o Swimming Pools
- o Taxi Ranks
- o Water Supply

**Draft By-laws for public comment:**

- o Property Rates By-law

**Other Supporting Documents**

1. White Paper on Local Government
2. Municipal Systems Act, 2000
3. Municipal Planning and Performance Management Regulations
4. Municipal Finance Management Act (MFMA)
5. National Spatial Development Perspective (NSDP)
6. Northern Cape Provincial Growth and Development Strategy (NCPGDS)
7. Accelerated and Shared Growth Initiative of South Africa (Asgi-SA)
8. Intergovernmental Relations Framework Act
9. City Development Strategy (CDS)
10. Central Business District – Spatial Framework(CBD)
11. Economic Profile of Galeshewe Urban Renewal Node – 2006
12. Sol Plaatje Municipality: Spatial Development Framework
13. The Galeshewe Urban Renewal Programme – Business Plan
14. Sol Plaatje Municipality: LED Strategy
15. Sol Plaatje Municipality: Alternative Service Delivery Policy Framework
16. Sol Plaatje Municipality: Integrated Transport Plan
17. Sol Plaatje Municipality: Poverty Alleviation Strategy
18. Sol Plaatje Municipality: Restructuring Grant Application - 2003
19. Annual Reports, 2003/04, 2004/05, 2005/06
20. Service Delivery and Budget Implementation Plan 2007/08, 2008/09, 2009/10
21. Budget 2007/08
22. Workplace Skills Plan – 2008/09
23. Employment Equity Plan
24. Poverty Alleviation Strategy - 2006
25. Sol Plaatje Municipality: Potential Environmental Impacts and Strategies - 2004
26. Sol Plaatje Municipality: Spatial Development Framework – Reviewed May 2008
27. Draft Economic, Socio-economic and demographic Status Quo of Sol Plaatje Local Municipality – April 2008
28. Frances Baard Growth and Development Strategy – December 2007
29. Mid-year Budget and Performance Assessment Report – January 2008
30. Frances Baard Growth and Development Strategy – Implementation Plan, March 2010

# ANNEXURE 1

## IDP REVIEW PROCESS PLAN

### *LINKING BUDGETING AND SDBIP PROCESSES*

#### 1. INTRODUCTION

The Municipal System Act (Act 32 of 2000), Section 25, compels Municipal Councils to adopt a single, inclusive and strategic plan for the development of the Municipality, called an Integrated Development Plan (IDP). The IDP needs to;

- link, integrate and co-ordinate plans and take into account proposals for the development of the Municipality,
- align the resources and capacity of the Municipality with the implementation of the plan,
- form the policy framework and general basis on which annual budgets must be based,
- be compatible with national and provincial development plans and planning requirements binding on the Municipality in terms of legislation.

According to Section 34, a Municipal Council –

- a) must review its integrated development plan –
  - i. annually in accordance with an assessment of its performance measurements in terms of section 41; and
  - ii. to the extent that changing circumstances so demand; and
- b) may amend its integrated development plan in accordance with a prescribed process.

The detail of an IDP is prescribed in Chapter 2 of the Municipal Planning and Performance Regulations (R796 of 24 August 2001) and states as follows:

“2 (1) A municipality’s integrated development plan must at least identify –

- (a) the institutional framework, which must include an organogramme, required for-
  - (i) the implementation of the integrated development plan; and
  - (ii) addressing the municipality’s internal transformation needs, as informed by the strategies and programmes set out in the integrated development plan;
- (b) any investment initiatives in the municipality;
- (c) any development initiatives in the municipality, including infrastructure, physical, social, economic and institutional development
- (d) all known projects, plans, and programmes to be implemented within the municipality by any organ of state; and
- (e) the key performance indicators set by the municipality.

(2) An integrated development plan may –

- (a) have attached to it maps, statistics and other appropriate documents; or
- (b) refer to maps, statistics and other appropriate documents that are not attached, provided they are open for public inspection at the offices of the municipality in question.

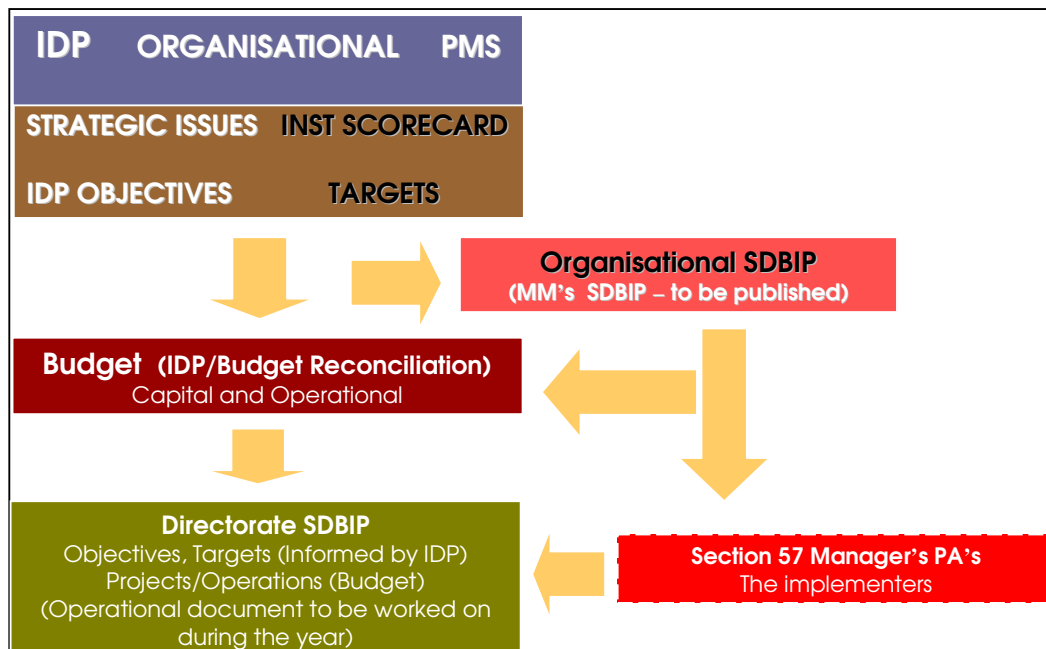
- (3) A financial plan reflected in a municipality's integrated development plan must at least –
  - (a) include the budget projection required by section 26 (h) of the Act
  - (b) indicate the financial resources that are available for capital project developments and operational expenditure; and
  - (b) include a financial strategy that defines sound financial management and expenditure control, as well as ways and means of increasing revenues and external funding for the municipality and its development priorities and objectives, which strategy way address the following:
    - (i) revenue raising strategies;
    - (ii) asset management strategies;
    - (iii) financial management strategies;
    - (iv) capital financing strategies;
    - (v) operational financing strategies; and
    - (vi) strategies that would enhance cost-effectiveness.
  
- (4) A spatial development framework reflected in a municipality's integrated development plan must-
  - (a) give effect to the principles contained in Chapter 1 of the Development Facilitation Act' 1995 (Act No.67 of 1995);
  - (b) set out objectives that reflect the desired-spatial form of the municipality;
  - (c) contain strategies and policies regarding the manner in which to achieve the objectives referred to in paragraph (b), which strategies and policies must-
    - (i) indicate desired patterns of land use within the municipality;
    - (ii) address the spatial reconstruction of the municipality; and
    - (iii) provide strategic guidance in respect of the location and nature of development within the municipality;
  - (d) set out basic guidelines for a land use management system in the municipality;
  - (e) set out a capital investment framework for the municipality's development programs;
  - (f) contain a strategic assessment of the environmental impact of the spatial development framework;
  - (g) identify programs and projects for the development of land within the municipality;
  - (h) be aligned with the spatial development frameworks reflected in the integrated development plans of neighbouring municipalities; and
  - (i) provide a visual representation of the desired spatial form of the municipality, which representation:
    - (i) must indicate where public and private land development and infrastructure investment should take place;
    - (ii) must indicate desired or undesired utilization of space in a particular area;
    - (iii) may delineate the urban edge;
    - (iv) must identify areas where strategic intervention is required; and
    - (v) must indicate areas where priority spending is required."

Section 28 (1) of the Municipal Systems Act further compels a Municipal Council to adopt "a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan" – the Process Plan. The preparation process or drafting of the Process Plan is the responsibility of **municipal**

**management** and needs to include the following issues according to Section 29(1) of the Act:

- Roles and responsibilities of the different role players in the IDP process have to be clarified in advance and internal human resources have to be allocated accordingly.
- Organisational arrangements have to be established and decisions on the membership of teams, committees or forums have to be made.
- A programme needs to be worked out which sets out the envisaged planning activities, a time frame and the resource requirements for the IDP process. Such a detailed programme of the planning process is crucial to keep track of the process and to interact with the different role-players (especially between local and district municipalities).
- Special attention has to be paid to the mechanisms and procedures for community and stakeholder participation during the planning process. This must also be in line with the provisions of Chapter 4 of the Municipal Systems Act, 2000.
- Mechanisms and procedures for alignment with external stakeholders such as other municipalities, District Municipality and other spheres of government also need special attention. These alignment activities have to be decided on a mutual binding basis, through a joint Framework for the interactive planning process which requires preparation well in advance.
- The identification of all binding plans and planning requirements binding on the Municipality in terms of national and provincial legislation
- A cost estimate for the whole planning process.

*Since the promulgation of the Municipal Financial Management Act (Act 56 of 2003) it is vital to align the IDP Process (S28 of MSA) with the Performance Management Process (Municipal Planning and Performance Management Regulations (Ch3, 2(g)) and the Budgeting Process (S 21, 22 and 23 of MFMA). This alignment process should be seen through to include the Municipality's Service Delivery and Budget Implementation Plan (MFMA S53) as well as the Performance Agreements of the Municipal Manager and Managers directly accountable to the Municipal Manager (Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers. This process is diagrammatically indicated below.*



## **2. ORGANISATIONAL ARRANGEMENTS AND ROLES AND RESPONSIBILITIES OF THE DIFFERENT STRUCTURES AND ROLE - PLAYERS**

The organisational structure depicted in Fig.1 (attached) is being created to manage and co-ordinate the IDP process and to;

- institutionalize the participation process,
- effectively manage the drafting process, and
- give affected parties access to contribute to the decision-making process

This institutional arrangement is a permanent structure to ensure the proper implementation of the IDP and to co-ordinate and monitor the implementation process. The distribution of the roles and responsibilities for the different role-players in the IDP process has to be guided by democratic principles on the one hand, and by the guideline of aiming at an integrated system of planning and delivery on the other. These structures are utilized to manage the total process as described above, e.i IDP Review, Budgeting, SDBIP and s57 Managers Performance Agreements.

### **ROLES AND RESPONSIBILITIES OF THE DIFFERENT STRUCTURES AND ROLE-PLAYERS DEPICTED IN FIGURE 1.**

#### **2.1 MUNICIPAL COUNCIL**

The new democracy in South Africa represents a synthesis between the system of a representative democracy, where elected bodies like councils have to decide or to finally approve decisions, and a corporatist, negotiating type of democracy, where decisions are arrived at through public discussion and processes of negotiation. For the IDP process, this understanding of democracy means that:

- the process is not just a planning process within municipal government, but a forum for discussions and negotiations of various municipal stakeholders, and
- the final decision and the accountability are with the municipal council as the elected body answerable to the public on the utilization of public resources.

The Council's roles and responsibilities are therefore to:

- Consider and adopt a Process Plan.
- Consider, and adopt and approve the IDP and subsequent reviews of this Plan as well as the Budget.

Ward Councillors have the responsibility to link the IDP process to their constituencies/wards, especially with regard to ensuring that annual business plans and the municipal budget reflect the key development priorities of their constituencies and that it is based on the IDP. They need therefore to be actively involved in the public participation process through their Ward Committees.

#### **2.2 IDP STEERING COMMITTEE**

The IDP Steering Committee consists of a combined meeting of the Mayoral Committee and Executive Management Team.

The Executive Mayor with the assistance of the Mayoral Committee is the senior governing body of the Municipality and has to:

- Decide on the Process Plan
- Approve the nominated persons to be in charge of the different roles, activities and responsibilities of both the IDP process and drafting of the IDP documents.
- Be responsible for the monitoring of the IDP process and ensuring that all relevant role-players are involved.

The Executive Mayor assisted by the Mayoral Committee in conjunction with the Executive Management Team need to ensure the establishment of an integrated system of planning and delivery (or planning and implementation management) and requires involvement of all those in charge of municipal management in the IDP process. The process has to be managed by an official from within the Municipality, acting on behalf of the Municipal Manager, who has been assigned the powers to get all relevant actors from within the Municipality on board. The Executive Mayor assisted by the Mayoral Committee in conjunction with the Executive Management Team therefore acts as the strategic driver of the IDP process. This implies that they should

- Provide the terms of reference for the various activities.
- Commissions research studies.
- Considers and comments on:
  - inputs from sub-committees, study teams and service providers
  - inputs from provincial sector departments and support providers
- Make recommendations to Council on the IDP process and content.
- Involved in the public participation process on both political and technical issues

The **IDP Unit** is responsible for the management and co-ordination of the IDP process on behalf of the Municipal Manager and provides the necessary technical input to the IDP Steering Committee, which include the following:

- Preparation of the draft Process Plan in consultation with senior management.
- Day-to-day management of the planning process, ensuring;
  - involvement of all different role-players, especially officials,
  - that time frames are being adhered to,
  - that the IDP process is horizontally and vertically aligned and complies with national and provincial requirements
  - that conditions for participation are provided, and
  - that outcomes are properly documented.
- Management of support providers/consultants in close co-operation with the members of the Project managers Cluster.
- Provide a secretariat function for the IDP Steering Committee.

The **Project Managers Cluster** consist of all project managers and/or first line managers to ensure inter-departmental and cross-sectoral planning and implementation processes. This Cluster needs to provide the technical sectoral and issue-based input into the IDP and supports the IDP Manager to ensure a smooth planning and implementation process by being fully involved in the IDP Process. The role and responsibilities of the members of the Project Managers Cluster include the following:

- Perform various planning activities according to their line function within the Municipality in co-operation with other officials or support providers and in line with the Municipal System Act (Act 32 of 2000), other relevant national and provincial sector legislation as well as the IDP Guide Pack.

- Processes, summarizes and document the specific outputs relevant to their specific task.
- Make content recommendations to the **IDP Steering Committee** during the different phases of the IDP process.
- Be involved in the public participation process with regard to their specific sector or issue-based expertise.
- Provide the relevant technical, sector and financial analysis for determining the priority issues.
- Contribute technical expertise in the consideration and finalization of strategies and identification of projects.
- Provide departmental operational and capital budgetary information.
- Responsible for the preparation of project proposals, the integration of projects as well as sector- and issue-based programmes.
- Act as counter parts to service providers/consultants.
- Responsible for the total cycle of project management.

Service Providers and other entities (Government Departments, State Owned Enterprises, Development Bank of Southern Africa etc) will be consulted/contracted for tasks for which internal capacities/expertise (professional and/or human resources) are not available and they could be engaged for:

- providing methodological/technical guidance to the IDP process/products,
- facilitating of strategic planning and other technical workshops,
- facilitating the public participation processes or parts thereof,
- documentation of outcomes of planning activities,
- special studies or other product related contributions,
- support to organised and/or other unorganized groups and communities to more effectively engage in and contribute to the planning process.

**Programme/Project Planning Teams** are ad-hoc inter-sectoral operational teams, headed by a dedicated programme/project manager, responsible for the detail planning and design of programmes and projects emanating from the IDP. These teams will also have the responsibility to manage the implementation of programmes and projects. These teams also include other relevant stakeholders involved in programme/project planning and implementation.

### 3 Mechanisms and Procedures for Public Participation

The legal requirements of Chapter 4 of the Municipal System Act, 2000 need to be complied with at all times when implementing the Public Participation Strategy.

#### 3.1 Principles for Public Participation

The principles underlining the Public Participation Strategy are the following:

- Elected councils are the ultimate decision-making body on IDP's.
- Public participation has to be institutionalised to ensure an equal right to participate.
- Public participation needs to be structured as it is impossible due to population size and area to allow for direct participation in a complex process such as the IDP. Clear rules and procedures are therefore necessary specifying who is to participate or consulted, on behalf of whom, on which issue, through which organizational mechanism, with what effect.

- The Public Participation Strategy must provide sufficient room for diversity, including – different cultures, gender, language, education levels etc.
- Public Participation needs to be promoted both through creating conditions for public participation and by encouraging participation, especially with regard to disadvantaged and marginalized groups and gender equity.
- Public participation is a specialised field of expertise and should not be conducted just for the sake of public participation.

### 3.2 Functions of Public Participation

In the context of the IDP Public Participation have four main functions:

- **Needs orientation:** Ensuring that people’s needs and problems are taken into account.
- **Appropriateness of solutions:** Using the knowledge and experience of local residents and communities in order to arrive at appropriate and sustainable problem solutions and measures.
- **Community ownership:** Mobilising local residents’ and communities’ initiatives and resources, and encouraging co-operation and partnerships between municipal government and residents for implementation and maintenance.
- **Empowerment:** Making IDP a public event and a forum for negotiating conflicting interest, finding compromises and common ground and, thereby, creating the basis for increased transparency and accountability of local government towards local residents.

### 3.3 The Public Participation Strategy

#### Public Participation Structures

The formal structures for Public Participation are also depicted in Fig.1 namely The legally constituted **IDP Representative Forum** (*of which the IDP Business Forum is a sub-form*) and the legally constituted **Ward Committees**. These Fora is the formal link between the municipal government and the public. The public is represented by councilors, key community and stakeholder groupings, the business community and representatives of legally elected ward committees. The IDP Business Forum is not a separate forum but rather a sub-forum of the IDP Representative Forum. This is done for practical reasons as experience have indicated that it is difficult to deal with strategic business and economic issues in the larger forum. All issues discussed in the IDP Business Forum are fed back to the IDP Representative Forum for consideration and inclusion in the IDP process. The Business Forum is also bound by the rules and procedures of the IDP Representative Forum.

The main **Terms of Reference** for members of the IDP Representative Forum are:

- To represent the interest of their constituents in the IDP process.
- To provide an organizational mechanism for discussion, negotiation and decision making between all the stakeholders, including provincial and municipal government.
- To ensure communication between all stakeholders including provincial and municipal government.
- To monitor the performance of the IDP process, both planning and implementation.
- Contribute knowledge and ideas in the IDP process by participating in the IDP Representative Forum to;

- inform interest groups, communities and organizations on relevant planning activities and their outcomes;
  - analyse issues, determining priorities, negotiate and reach consensus;
  - participate in the designing of project proposals and/or assess them;
  - discuss and comment on the draft IDP
  - ensure that annual business plans and budgets are based on and linked to the IDP; and
  - monitor performance in implementation of the IDP.
- Conducting meetings or workshops with their constituents to;
    - prepare for participation in the IDP Representative Forum; and
    - report back to their constituents and to follow-up on relevant planning activities.

*Resource persons refer to officials, service providers/consultants who could be involved in discussions/negotiations or act as facilitators in the IDP Representative Forum and/or Ward Committees.*

### **The Process to establish the IDP Representative Forum**

All interested and affected parties need to be invited to submit names for participation in the IDP Representative Forum. These invitations should be preceded by an information campaign informing communities and stakeholders on the IDP process and the importance of their participation, actively encouraging them to participate. Once the names have been submitted it needs to be scrutinized by the IDP Steering Committee and be submitted to Council for approval. A database needs to be kept of those stakeholders' groupings that will not necessarily participate as members of the IDP Representative Forum but that need to be consulted at various stages of the process. Once the names of the members of the IDP Representative Forum have been approved by Council a first meeting needs to be called to establish the **Code of Conduct** which should include issues such as;

- meeting schedules (frequency) and – procedures, time of meetings and venue;
- agenda, facilitation and documentation of meetings;
- cleaning of roles and responsibilities of members;
- means of eliciting and collecting community needs (including documentation of participation inputs)
- decision making processes and resolution of disputes; and
- language to be used.

***The IDP Representative Forum was constituted on 14 November 2006***

### Participation Mechanisms in Planning Phases

The following public participation mechanisms should be applicable in the different phases of the IDP process, with specific reference to the involvement of the IDP Representative Forum.

PLANNING PHASE	PARTICIPATION MECHANISM
<b>Analysis</b>	<p>Community meetings with direct involvement of Ward Committees and organized by Ward Councillors            Stakeholder meetings            Surveys, opinion polls etc            Intensive communication/information flow to communities informing them of their role and responsibilities in the IDP Process            Workshop with IDP Representative Forum on Key Priority Areas</p> <p><b>HIGH INTENSITY OF PUBLIC PARTICIPATION</b></p>
<b>Strategies</b>	<p>District level strategy workshops with representatives of all municipalities in the district, national and provincial sector departments and selected representation of stakeholder organizations and resource persons.            Workshop with IDP Representative Forum on specific local strategies.            Information flow through press conferences, public hearings etc to stimulate public debate.</p> <p><b>LOW INTENSITY OF DIRECT PUBLIC PARTICIPATION</b></p>
<b>Project Planning</b> <b>(a) Project with municipality wide scale</b> <b>(b) Localised community level projects</b>	<p>(a) Inter-sectoral Project Teams with selected representatives of stakeholder groupings and resource persons and IDP Representative Forum</p> <p><b>LOW INTENSITY OF DIRECT PUBLIC PARTICIPATION</b></p> <p>(b) Intensive dialogue between Project Teams and affected communities (Ward Communities and Councillors)</p> <p><b>HIGH INTENSITY OF DIRECT PARTICIPATION</b></p>
<b>Integration</b>	<p>IDP Representative Forum</p> <p><b>LOW INTENSITY OF DIRECT PUBLIC PARTICIPATION</b></p>
<b>Approval</b>	<p>IDP Representative Forum            Broad public discussion/consultation            Opportunity for comments from residents and stakeholder</p> <p><b>HIGH INTENSITY OF PUBLIC PARTICIPATION</b></p>
<b>Monitoring and Implementation</b>	<p>IDP Representative Forum            Ward Committees</p> <p><b>LOW INTENSITY OF DIRECT PUBLIC PARTICIPATION</b></p>

#### 4. Mechanisms and Procedures for Alignment

Alignment is- *“A process entailing structured and systematic dialogue within government with a view to bring about coordinated and integrated action among the spheres of government and between the spheres and other organs of state to achieve common objectives and maximum development impact”<sup>1</sup>*

Alignment is now regulated by the Intergovernmental Relations Framework Act, Act No. 13 of 2005 (IGR Act) and makes provision for various IGR Structures including a District IGR Forum. This forum will consist of representatives of all three spheres of government represented in the District with both a political and technical component. The political component will be chaired by the Executive Mayor of the District Municipality and the technical component by the Municipal Manager. This forum will be the principle forum for aligning the IDP process with that of the provincial sector department plans as well as the District and Local Municipalities.

The purpose of the District IGR Forum is:

- Efficient co-ordination of and problem solving through the following processes in the District:
  - Alignment between District IDP content and Provincial Growth and Development Strategy
  - Integrating District Municipality priorities with Provincial Prioritised Budgets
  - Aligning Local IDP's and Provincial Sector Department Plans
  - Application of Provincial spatial development framework into detailed District Spatial development plans
  - Sector Department support Action Plans from the Hearings
  - Identifying and sharing of strategic information between provincial sector departments and municipalities
- Increasing awareness and commitment of all spheres of Government to co-operation around the primary planning processes
- Cross sector departmental planning within the District

Although the IDP process is a local process it needs input and support from other spheres of government. Two main reasons for alignment exist:

- Between local municipalities, and district municipalities to ensure that their planning processes and issues are co-ordinated and addressed jointly.
- Between municipalities and national and provincial sector Departments as well as corporative service providers (e.g. Eskom, Telkom) to ensure that the IDP is in line with national and provincial policies and strategies in order that it is considered for the allocation of departmental budgets and conditional grants.

Section 27 of the MSA compels district municipalities to adopt a framework for integrated development planning in their areas after following a consultative process with local municipalities. Section 29 makes provision for the drafting of a Process Plan by both district and local municipalities that must be aligned (S27 (2) (c) and (3) (b) as well as the Framework adopted in terms of S29.

A copy of the Frances Baard District Municipality's Framework and Process Plan (July 2009) is attached for easy reference.

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<sup>1</sup> Policy Coordination and Advisory Services: The Presidency

## 5. National and Provincial Binding Legislation and Planning Requirements

A joint list of national and provincial legislation as well as policies, programmes, strategies and available funds need to be included in the Process Plan to ensure that it is considered in the Municipality's IDP.

Local municipalities need to be informed of the above at the District IGR Forum including the category of requirement, namely;

- Legal requirement for a municipal level plan;
- Legal requirement as part of the IDP;
- Compliance with a normative framework;
- Only for a value added contribution.

Below is a provisional list of national and provincial legislation impacting on the IDP:

### **NATIONAL LEGISLATION:**

- The Constitution of the Republic of South Africa – 1996
- Municipal System Act (No. 32) 2000
- Municipal Structures Act 1998
- Municipal Demarcation Act 1998
- National Environmental Management Act (NEMA) 1998
- Development Facilitation Act 1995
- National Land Transport Transition Act 2000
- Municipal Planning and Performance Management Regulations 2001
- Municipal Finance Management Act 2003
- Municipal performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006
- Intergovernmental Relations Act 2004
- The National Housing Act (107) 1997
- Municipal Property Rates Act 2004
- Disaster Management Act 2002
- Water Services Act
- Public Finance Management Act
- Intergovernmental Relations Framework Act, Act No. 13 of 2005
- Development Facilitation Act 1995, Act No.67 of 1995

### **WHITE PAPER:**

These include, but are not limited to the following:

- White Paper on Local Government 1998
- White Paper on Spatial Planning and Land use Management
- White Paper on Disaster Management
- Housing White Paper
- White Paper on Waste Management

Furthermore there are other government policies and guidelines such as:

- National Spatial Development Perspective (NSDP)
- Accelerated and Shared Growth Initiative – South Africa (AsgiSA)

## **PROVINCIAL LEGISLATION AND POLICIES:**

At the Provincial level the following legislation and policies provides the framework for Integrated Development Planning:

- The Northern Cape Provincial Growth and Development Strategy (PGDS)
- The Northern Cape Planning and Development Act (No.6) 1998
- Frances Baard District Growth and Development Strategy (Dec 2007)

## **6. Action Programme with Time Frame and Budget**

The attached Action Plan details the IDP Review, Budget, SDBIP and Performance Agreements processes and highlights the mile stones that need to be reached according to the prescriptions of the Municipal Systems Act and Municipal Financial Management Act, MFMA Circulars as well as the Regulations and directives from DPLG, Northern Cape DHLG as well as the Frances Baard District Municipality's Framework and Process Plan.

In order to ensure a seamless process from strategic planning to project implementation, performance measure and reporting, the processes for Performance Management, including the preparation and adoption of the 2009/10 Budget, Service Delivery Budget Implementation Plan and Section 57 Managers Performance Agreements as prescribed by the relevant legislation are included. In-year reporting is also included as it impacts on planning and budgeting information





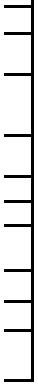


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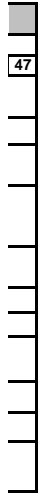






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ANNEXURE 3

DRAFT SOL PLAATJE MUNICIPAL TURNAROUND STRATEGY AND PROGRESS REPORT

FOCUS AREAS	LGTAS INTERVENTION	SOL PLAATJE INTERVENTIONS	Municipal Action for end March 2010	Due Date	% Progress end of March 2010 deliverables	Municipal Action 2011-2014	% Progress	Process Champion	
1. Service Delivery	1. Better Planning and Oversight over Local Service Delivery	Apply 3rd Generation IDP principles to ensure "credible" IDP. IDP to be institutionalised.	1. Approved Turnaround Strategy	2010/03/19	28.00%	Refine the IDP process and products continuously		IDP	
			2. Resources to implement MTAS	2010/03/08	0.00%				
			3. Simplified IDP. Implementing methodology and procedures. Reviewed IDP prepared.	2010/03/31	40.00%				
			4. Facilitate the inclusion of the local level "Social Compact" in the IDP	2010/05/31	5.00%				
		Preparation of a detailed <b>Comprehensive Infrastructure Plan and Implementation Plan</b> (what, when, where, who, with what). Develop a project prioritisation model.	Implement Comprehensive Infrastructure Plans to ensure "Infrastructure led growth" (including upgrades and maintenance potholes, water bursts, electricity transformers, sewer treatment plants etc)				1. Implementation of a Special Purpose Vehicle (SPV) for Infrastructure Development		ED: Infrastructure and Services
							2. Reduce public facility infrastructure backlogs		
		Align IHSP, CIP and Funding Strategy on a multi-year perspective (Housing, Infrastructure and Funding availability - Housing subsidies, MIG/PIG/GURP/NDPG funding etc.) Ensure alignment with Provincial and National Budgets	1. Implement revised MIG policy.				1. Reduce infrastructure backlogs		ED: Infrastructure and Services
							2. Fast-track planning, upgrading and formalisation of informal areas (Approve and Implement the IHSP aligned with CIP)		
		Re-assess <b>Alternative Service Delivery Framework</b> and prioritise actions to be implemented (Core and non-core functions. Service delivery options).	1. Reviewing capacity to deliver and agreeing with National and Provincial Government on ideal scope of functions and arrangements through IGS arrangements for improved service delivery options.				Implement ASDF		MM/ED: CSD/ED: Inf and Ser
		Free Basic Services. Assess policy, ensure effective system/process/data base for identifying and verification of indigents.	Refine policy, processes for effective indigent management				Effective indigent management		CFO

FOCUS AREAS	LGTAS INTERVENTION	SOL PLAATJE INTERVENTIONS	Municipal Action for end March 2010	Due Date	% Progress end of March 2010 deliverables	Municipal Action 2011-2014	% Progress	Process Champion
		Establish effective <b>ICT and integrated Management Information Systems</b> (eVenus, GIS and Blueprint). Strengthen reporting and monitoring processes as per Performance Management Policy Framework and Project Management				Conduct audit of ICT environment		<a href="#">CFO</a>
		Improve short term <b>public consultation</b> process	Conduct proper public participation in terms of completing the IDP/Budget	2010/05/31		Establish a system of Community/Ward Based Planning		<a href="#">IDP/CFO</a>
		Establish a system of <b>Community/Ward Based Planning to ensure proper multi-year plans on ward level</b> and to involve communities in development and monitoring.				1. Establish a Ward Based Planning System		<a href="#">IDP</a>
						2. Implementation of Community Infrastructure Plans		<a href="#">Infrastructure</a>
						3. Provide a sporting facility per ward.		<a href="#">CDS</a>
		Develop a <b>Comprehensive Communication Strategy</b> to communicate with communities/consumers. All modes of communication to cater for all types of consumers.				1. Establish communications and complaint management systems		<a href="#">ED: Corporate Services</a>
						2. Customer care programme developed and implemented		
<b>2. Governance</b>	<b>2.1 Address Constitutional and Legislative Weaknesses in Municipal Governance</b>	Ensure compliance to legislation and policies. <b>Measures to improve administrative problems</b> (re-engineer systems, processes and procedures). Prioritise sequence - eg <b>Indiscriminate hiring and firing, Supply Chain Management, Risk Management, Reporting, Work flow, Complaints, Decision making, Human Resources Management, Budgeting, Communication etc.</b> Institutionalise <b>Integrated Performance Management System</b>	1. Implement new regulations					<a href="#">MM</a>
			2. Implement transparent SCM system					<a href="#">CFO</a>
			3. Implement IPMS					<a href="#">IDP</a>

FOCUS AREAS	LGTAS INTERVENTION	SOL PLAATJE INTERVENTIONS	Municipal Action for end March 2010	Due Date	% Progress end of March 2010 deliverables	Municipal Action 2011-2014	% Progress	Process Champion
	2.2 Professionalisation and Administrative Stabilisation of Local Government	<b>Complete Organisational Structure</b> including changes required in terms of the current service delivery model of the municipality. <b>Human Resource Strategy</b> including staff establishment changes required with specific reference to <b>overstaffing in support functions and critical shortages in areas of service delivery</b> , changes required in respect of human resource management policies and practices. The most critical HR deliverable must be a <b>revised and consolidated organization and staff establishment that reconciles with the payroll</b> (without this proper HR mgt is impossible). The second most critical HR deliverable is a properly <b>structured skills development plan</b> ,	1. Critical posts filled			1. Develop and implement capacity building plans		<a href="#">MM/Corp Services</a>
			2. Ensure support programmes are mainstreamed into the operations of the Municipality					
	2.3. Establish a Single Window of Co-ordination for Local Government	Attend <b>Intergovernmental Structures</b> . Well designed, updated and interactive <b>web site</b> linked to other spheres of Government	Interactive website functional					<a href="#">CFO</a>
			Ensure attendance to IGS's					
	2.4. Deepen People-Centred Government through a Refined Model of Ward Committees	<b>Community/Ward Based Planning, Development and Monitoring System.</b> Ensure a well functioning Ward Committee System in all Wards.	1. Implement new Ward Committee funding model			Ward Committee funding model developed and implemented		<a href="#">Corporate Services/Speaker</a>
			2. Support Ward Committee to identify and implement CWP's					
2. Local Economic Development	5 Dedicated LED focus urgently needed across local government sphere	<b>Infrastructure led growth - ensure enabling environment for private sector investment</b> [Infrastructure (new and upgrade), availability of land for development (moratorium), processing of applications, <b>CBD Revitalisation</b> , Solar power, Connectivity (tourism) and fix the basics. Lobby more Government investment such as new prison and hospital. <b>Community/Ward Based Economic Planning. New approach to GURP/NDPG grants to benefit more communities.</b> Gal should not be seen as a separate entity to Kimberley. If economy of City fail Galeshewe will also suffer.	Infrastructure Upgrade -especially sewer			Long term Infrastructure Plan		
			CBD Revival plans					<a href="#">SEPD</a>
							Focus on methods to improve waste management collection, clean areas and create job opportunities	

FOCUS AREAS	LGTAS INTERVENTION	SOL PLAATJE INTERVENTIONS	Municipal Action for end March 2010	Due Date	% Progress end of March 2010 deliverables	Municipal Action 2011-2014	% Progress	Process Champion
<b>3. Labour Relations</b>	6 Strengthen local Labour Relations to support Developmental Local Government	Well functioning LLF - new approaches? Improved OHS environment	Establish well functioning LLF and ensure effective communication with unions					<a href="#">Corporate Services</a>
<b>4. Intergovernmental Fiscal System</b>	7. Reform the Intergovernmental Fiscal System	Ensure a clean audit report. Address issues in Internal Reports. Prioritise OPCAR, MFMA compliance, enhance revenue protection, curb expenditure. Effective Financial Planning and Management processes to ensure financial sustainability and to address developmental plans (Multi-year Financial Plan informed by IDP strategic plans such as SDF, CIP, IHSP, SECCS, Transport Plan, CBD Revitalisation Plan etc)	1. Plans to achieve clean audits (OPCAR)			1. Achieve clean audit		<a href="#">CFO</a>
			2. Roll-out of Revenue Enhancement - public mobilisation campaign			2. Organised revenue collection and improved billing; credit control policies - "balance the books"		
			3. Financial controls in place (financial stabilisation).					

**MM's Framework for Stabilisation (Sept 09 - June 2010)**

Proper pre-planning of all matters and political priorities. Identify long term needs and plan accordingly. Review budgeting process linked to IDP/SDBIP/Performance Agreements.

Focus on service delivery, issues of concern (e.g potholes)

Infrastructure maintenance issues to be prioritised

Transfer Health services to Province. Transfer resorts or investigate other options.

**MM's Framework for Stabilisation (Sept 09 - June 2010)**

Prioritise internal communication (staff and unions)

Pro-active communication - be honest with citizenry

Review SCM (Zero tolerance on corruption, no deviations, restore culture of competitiveness).

Finalise Fraud Prevention Plan and Risk Management Plan. Focus on crisis risks (water quality - bluebump), infrastructure failure (water, sewer, electricity), disaster management capacity.  
Implement Performance Management

**MM's Framework for Stabilisation (Sept 09 - June 2010)**

Skilled staff (especially finance).

Streamline decision making EMT and line managers). Do job evaluations. Review Organogramme and over-staffing concerns. Foster positive image/frontline staff. Contain abuse of systems - overtime/leave. Effectiveness of Council and Committees.

CBD Revival. Infrastructure led growth. Moratorium on land.

**MM's Framework for Stabilisation (Sept 09 - June 2010)**

Unqualified audit campaign, Focus on AG Report. Effectiveness of Internal Audit. Review Asset Register - unbundling of infrastructure. Finalise Fraud Prevention Plan.

Revenue collection Unit (pilot project on internal collections), Manage cashflow better. Revenue integrity: water/electricity meters verifications. Rebuild reserves R50m by 30 June 2010. Review Budget achievability. Curb wasteful expenditure (expenditure must be authorised).

Commission finance specialists - CFO and Strategist

## ANNEXURE 4

### SOL PLAATJE MUNICIPALITY: STRATEGIC DEVELOPMENT STRATEGY OF THE MUNICIPAL AREA

At the heart of the Refined Strategy is institution building. Without a strong, well-managed municipal institution, the Sol Plaatje Municipality will not be able to meet its challenges.

There are a number of dimensions to this strategy point.

The first relates to financial planning and management. A 2008 assessment by the National Treasury identified serious financial challenges:

- Operating and capital budget estimates are not credible. The operating revenue estimates are based on billable, rather than collectable revenue. The revenue, therefore, appears to be overestimated.
- Increasing reliance on national grants to fund the capital budget is a cause for concern. A rapid decline in borrowing and own source funding for capital over the medium term signals a deteriorating financial position.
- A lack of multi-year budgeting discipline in the municipality, as the spending priorities are highly erratic and inconsistent with the IDP goals. There no financial plan and associated strategies consistent with the IDP spending priorities.

The second dimension relates to human resource management within the Municipality.

The political-administrative interface has inhibited the efficiency and effectiveness of the municipality and its ability to deliver on agreed to priorities.

Inadequate performance management, a lack of team work and individual accountability at executive management level has further contributed to tardy delivery.

A lack of discipline with regard to the management of the expansion of the staff establishment has resulted in a growth in numbers and in cost, but not an increase in capacity and productivity. The municipality therefore remains critically under-capacitated in areas such as project management, engineering, planners, economists as well as middle management and line supervisors.

In view of the overview of critical institutional interventions required in the immediate term, the following actions should be planned and implemented under the guidance of the political leadership of the municipality:

- Attend to the up-skilling of the Municipal Manager's Office with the view to properly fulfill the role of Chief Accounting Officer of the Municipality;

- See to the establishment and maintenance of a proper system of integrated management at the top of the administration;
- Secure the appointment of technically qualified staff at operations management level in the areas of electricity, water and sanitation, and program and project management in the infrastructure and services functional area;
- Review, re-engineer and equip managers and staff with the skills required to maintain and constantly improve the following critical systems; (1) the procurement system, (2) the debt management and revenue enhancement systems of the municipality, (3) the system of political decision-making, and by implication the system of integrated management at the top of the municipal administration, and (4) the planning, monitoring, evaluation and reporting systems of the municipality.

The refined strategy further comprises seven key points, presented below.

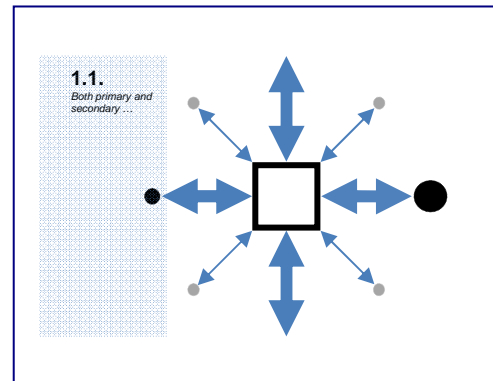
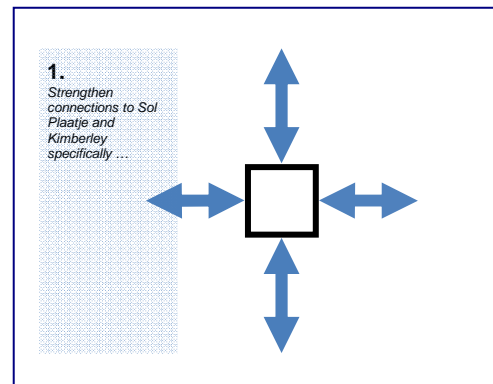
### 1. **Strengthen critical connections**

The first key point is for the Municipality to strengthen critical connections between its broader jurisdictional area and Kimberley specifically. The municipality is part of a broader settlement system, and will not sustain itself without strong connections to other settlements, their needs, or activities within them.

Connections are both of a primary and secondary nature. Primary connections refer to those where Sol Plaatje (or Kimberley as the main settlement within the Municipality) fulfils specific service functions to other settlements. Apart from providing services related to its position as the provincial capital, the city also functions as a prime regional social and commercial services centre to a substantial hinterland, including some eight smaller urban settlement areas.

Secondary connections refer to those where Sol Plaatje needs to define its role in relation to bigger settlements and their activities. For example, the impact of Mangaung on Sol Plaatje's development has raised concern; Sol Plaatje appears to have grown more slowly than Mangaung because it offers less choice and fewer agglomeration opportunities. This is perhaps true, but Sol Plaatje can also benefit from the strength of Mangaung.

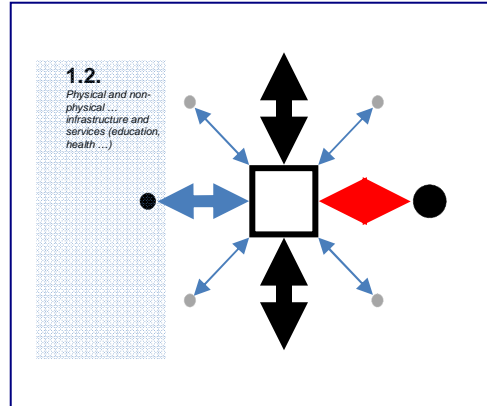
Connections are of a physical and non-physical nature. Physically, it is important to maintain infrastructure connections to and through Sol Plaatje. The state of the



N12 has been a concern for some time, as inter-regional traffic, which supports services at intermediate settlement points, prefers to use the route via Mangaung. Non-physical connections refer to relationships between settlements and institutions and their activities, including the role of Sol Plaatje in a government or non-government service delivery system.

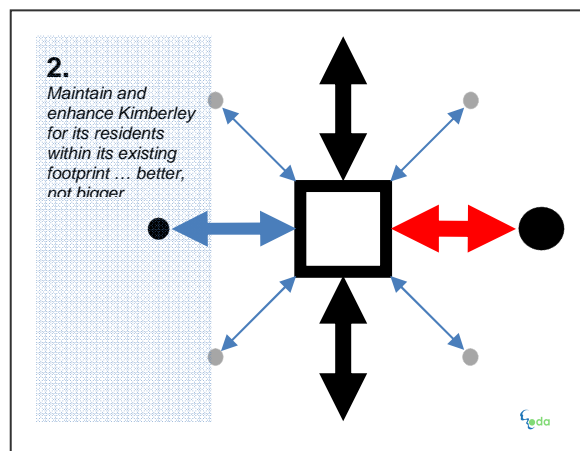
In practical terms, this strategy point implies:

- Maintaining and strengthening Kimberley's role as a centre for social and commercial services to smaller settlements. Specifically, the role of Kimberley as a centre for education, medical care and specialised commercial services should be supported by the municipality and all residents. This could result in special service relationships or agreements between the Municipality and the relevant institutions.
- Actively maintaining and growing the relationship between Sol Plaatje Municipality and provincial government and the role of Kimberley as the seat of provincial government services.
- Strengthening the role of Kimberley to accommodate "satellite" functions to major activities in Mangaung, demanding on-going awareness of Mangaung's growth dynamics and challenges, and carefully positioning Sol Plaatje Municipality to benefit from these.
- Advocacy and investment related to key infrastructure connections between Sol Plaatje Municipality and surrounding settlements, large and small (with the N12 as a priority).



**2. Maintain and enhance Kimberley and existing outlying settlements as sustainable, attractive centres of living, services and work within their existing footprints**

Related to maintaining and strengthening critical connections to the Municipality is managing Kimberley and existing outlying settlements as sustainable, attractive centres of living, services and work. Kimberley will not prosper without critical connections in a broader settlement pattern and it cannot hope to maintain or strengthen these connections unless it is maintained as a place worth living and working in.



This aspect has a number of dimensions. The first relates to service infrastructure, the basis for activity of all kinds in the city. Bulk infrastructure refurbishment, extension and maintenance have been under severe stress in the Municipality for a number of years, limiting opportunity for new investment and the viability of existing places of living, services and work. Creative partnerships will be required to plan, fund and implement the necessary work.

The context for infrastructure management and improvement should be to make Kimberley “better, not bigger”. There has been considerable pressure for further lateral expansion of Kimberley (as land prices on the edges of the city are lower than in established areas). This, however, will have significant implications for the cost of providing municipal services, will draw “energy” and activity from existing areas, will undermine existing investment in infrastructure and facilities, and will detract from convenience as a result of longer travel distances.

The second dimension is therefore to maintain the existing footprint of Kimberley and outlying settlements as far as possible. Within a contained settlement, agglomeration opportunity, service efficiency and ease of movement can be maximised.

The third dimension is to focus on quality social services and facilities. Social facilities – schools, clinics, libraries, public transport interchanges, and so on – are basic building blocks of settlements. Social facilities assist in the personal development of citizens. They are truly productive facilities.

The fourth dimension is to facilitate job creation as far as possible. Jobs come both from the public and the private sector and both will be better able to provide jobs if the municipality attends to its core business – ensuring that everyone has access to efficient, reliable and cost effective services. Where the municipality is not directly responsible for crucial services, for example in education and skills development, telecommunications and national roads, it needs to lobby and cajole other departments and agencies on behalf of the citizens.

The fifth dimension is to provide for the housing needs of residents. In this respect the municipality should make the effort to develop a properly informed and stratified human settlement plan. “Housing needs” in the Sol Plaatje context has become synonymous with the building of RDP houses. The needs may be far more differentiated and the delivery options far more varied than the “one size fits all” approach taken by the municipality to date.

The sixth dimension is to improve the quality of public space in Kimberley. Situated within a harsh, hot environment, Kimberley should be maintained as a caring “oasis”, a place of refuge. As illustrated in earlier township development programmes for Kimberley, extensive planting of trees for shade in public space can significantly assist to promote these qualities.

The seventh dimension is to manage services on a more sustainable basis. While containment in itself provides advantages for sustainability, the Municipality can also enhance energy efficiency in its own facilities and other programmes to use natural resources frugally.

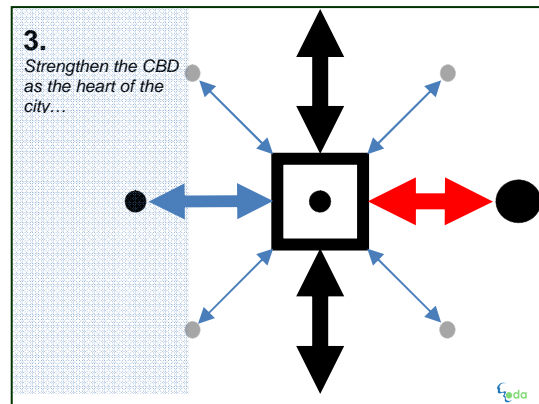
In practical terms, this strategy point implies that the Municipality should:

- Plan and seek funding and implementation partners for a comprehensive infrastructure refurbishment, extension and maintenance plan for the Municipality.
- Favour infill development and use municipally owned land and service provision arrangements (for example, the tariff system) to support this strategy.
- Ensure adequate resourcing for the maintenance and expansion of key social services.
- Maintain and extend earlier work to establish a “green web” of street trees and parks throughout the Kimberley.
- Introduce a suite of “green-building” regulations, applicable to all development in the municipality and lead and show-case the “green-building” practice with immediate effect in all government sector driven development and through retrofitting of existing facilities.
- Establish and maintain excellent relationships with the other public sector departments and agencies based in Kimberley, including the State Owned Enterprises. Together, all the different parts of the public sector are the mainstay of Sol Plaatje’s economic future.

### **3. Strengthen the Kimberley CBD as the heart of the City and Municipality**

The Kimberley CBD remains the economic and institutional heart of the Sol Plaatje Municipality. The viability of the CBD is critical in maintaining the role of Kimberley as a service centre to surrounding settlements, a place worthy of connecting to. The viability of the CBD is also critical to the city’s ability to provide opportunities for new enterprises to emerge.

Decentralised development has harmed the viability of the Kimberley CBD, drawing from its energy and agglomeration benefits. Associated negative perceptions, investor insecurity and a dispersed municipal focus have led to gradual deterioration of the public environment and quality of services, in turn deterring public support.



Considerable planning has been undertaken aimed at increasing the physical attractiveness, user convenience and safety of the CBD. However, very little of this work has been implemented.

In practical terms, strengthening the Kimberley CBD as the heart of the city implies that the Municipality should:

- Implement work to increase the physical attractiveness, user convenience and safety of the CBD.
- Maintain and strengthen key institutions located in the CBD.

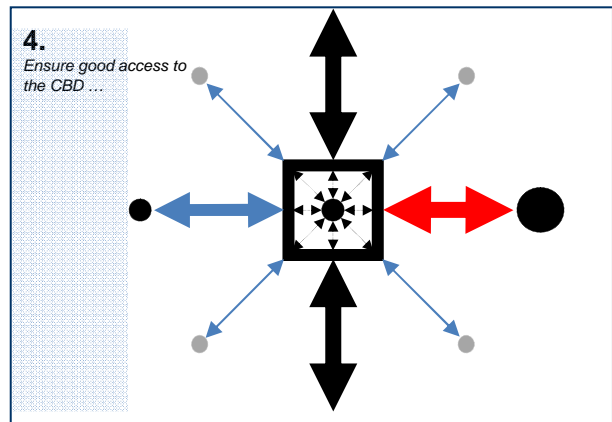
- Explore partnerships in managing the CBD as a special district of the city.

#### 4. **Ensure good access to the CBD and between neighbourhoods**

Critical to maintaining the CBD is ensuring convenient access to it from and between surrounding neighbourhoods. It would be true to say that access to the CBD is currently not convenient. If anything, users are actively encouraged to seek other more convenient locations for commerce and other activities. In many ways, Kimberley’s neighbourhoods are trying to provide for all needs locally rather than establishing a system of interdependent, linked neighbourhoods.

In practical terms, this implies that the Municipality should:

- Rationalise the main motorised and non-motorised access routes to the CBD and between neighbourhoods.

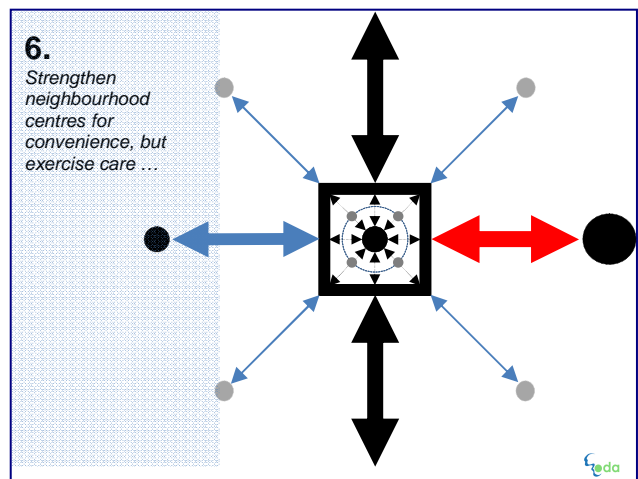


#### 5. **Strengthen neighbourhood centres for convenience**

Neighbourhood centres are needed to provide in the daily needs of residents in defined areas for commercial and social services. However, these centres should not individually or collectively compete with the CBD, in that way harming Sol Plaatje’s overall position as a service centre or the Municipality’s ability to facilitate job creation.

In practical terms, this implies that the Municipality should:

- Carefully manage the establishment of new decentralised neighbourhood centres and decentralised work centres so as to provide for local convenience while not detracting from the CBD.

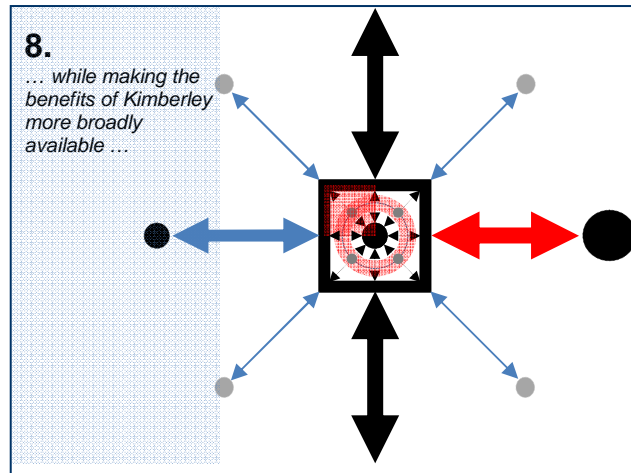
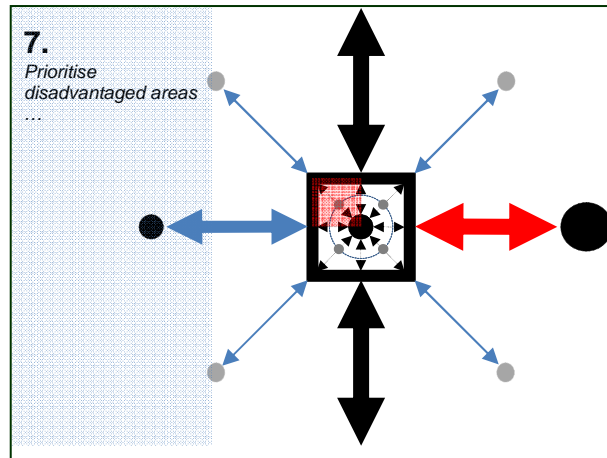


**6. Prioritise improvements to disadvantaged areas while making the benefits of Kimberley more broadly available**

The Municipality has made significant progress in improving living conditions in disadvantaged areas, ranging from the provision of housing to eradicating service backlogs and improving the quality of public space. Nevertheless, it is important to also make the benefits of Kimberley more broadly available to all residents, specifically through the provision of housing in areas well-located in relation to the CBD.

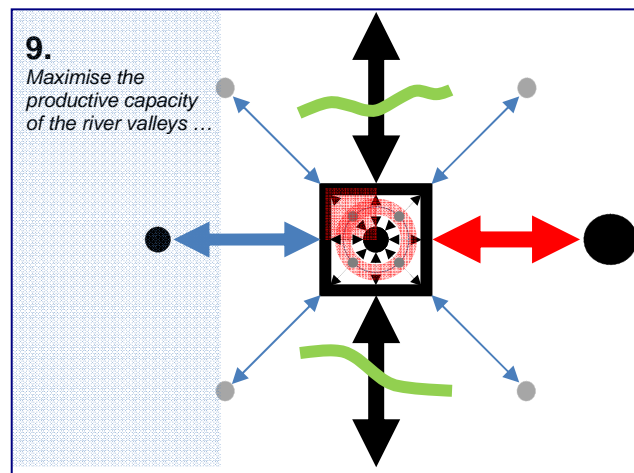
In practical terms, this implies that the Municipality should:

- Continue with service programmes in disadvantaged areas but also actively work towards making the benefits of Kimberley more broadly available to all residents. An example of this could be to undertake a program of de-concentration and clustering of public services and public facilities in targeted outlying disadvantaged settlements.



**7. Maximise the capacity economic potential of the river valleys**

In practical terms, this implies that the Municipality should:



- Adopt a realistic policy with regard to how the new property rating system affects the viability of rural enterprises, and allow for differentiation in rating for specified development zones with the view to stimulate appropriate development in the river valleys and surrounding agricultural areas.

**ANNEXURE 5**

**Draft Multi-year Municipal Performance Plan**

					Annual Performance Target/Funding Needs							
Municipal Key Performance Area	IDP Strategic Objective	Key Performance Indicator	Measurement unit	Backlog/ Demand	Total Fin Need	2010/11		2011/12		2012/13		
					R	Target	R	Target	R	Target	R	
1. LED	1.1 To provide an enabling environment for LED in SPM within the context of National and Provincial Frameworks	Tacit agreements with organised business, labour, civil society and other spheres of government regarding the role and responsibilities of the Municipality vis LED	Signed agreements	6	-	2		4	4	6		
			% of Budget dedicated to undertakings	New					-			
			Tangible implementation successes	4		1		3	3	4%		
		Led programmes and initiatives tangibly demonstrates IDP, SDF and IHSP Objectives	Development approvals, as reflected in Council resolutions, in line with IDP, SDF and IHSP Objectives	New		-				-		
		LED, GURP and NDPG initiatives tangibly enhances densification and equitable access to public amenities	Physical location indicated on maps	Existing locations						-		
	1.2 To initiate, lead and sustain an investment and job creation strategy for the SPM Area	Agreement with external stakeholders on nature and focus of investment and job creation strategy	% Progress in preparing an agreed to Investment and Job Creation Strategy	100%			100%			-		
			% of Budget dedicated to undertakings	New						-		
			Tangible implementation successes	New						-		
		Number of jobs created through initiatives of the SPM (including LED, EPWP, capital, maintenance etc)	Man-days jobs provided: LED initiatives				60 000		70 000	70 000	80 000	
			Man-days jobs provided: Projects				400 000		450 000	450 000	500 000	
	1.3 To leverage municipal assets and the municipal procurement process with the view to stimulate redistribution and growth	% of procurement budget spent on procuring goods and services from local service providers	% budget spent	New			60%		60%	1	60%	
		% of procurement budget spent on procuring goods and services from local BEE and SMME service providers	% budget spent	New						-		
		Improvement on Return on Assets as a result of improved economic utilisation	R value	New						-		
	2.1 To ensure adequate provision and maintenance of bulk infrastructure	A planned, prioritised, costed and environmentally sound municipal infrastructure investment framework (MIIF) completed by 30 June 2010	% progress in preparing and approving the framework	0%			100%		100%	1	100%	
		At least 10% of operational budget spent on O&M of infrastructure	% budget spent	5%			10%		10%	0	10%	
2.2 To ensure sustainable delivery in	Capital spent as % of total Budget in Top Quartile of bench mark Municipalities	Position in annual publication of capital spent of benchmark municipalities (20-25%)	21		-	17		12	12	8		
	An integrated Environmental Management Plan developed and implemented by 30 June 2013	% progress in completing and approval of Plan	1		500 000	100%		100%	1	100%		
	An integrated Waste Management Plan developed and implemented by 30 June 2013	% progress in completing and approval of Plan	1		400 000	100%		100%	1	100%		
	1,215 no of additional households in formal areas with a metered water connection by 30 June 2013	No. of households	1 215							-		
	5,645 no of additional households in formal settlements with sanitation by 30 June 2013	No. of households	5 645							-		
	8,400 no of additional households with water connections in informal areas by 30 June 2013	No. of households	8 400							-		

# Draft Multi-year Municipal Performance Plan

Draft Multi-year Municipal Performance Plan						Annual Performance Target/Funding Needs						
Municipal Key Performance Area	IDP Strategic Objective	Key Performance Indicator	Measurement unit	Backlog/Demand	Total Fin Need	2010/11		2011/12		2012/13		
Infrastructure Development and Sustainable Service Delivery	respect of water and sanitation, electricity, solid waste management and roads and stormwater services to all residents of SPM	8,400 no of additional households with basic sanitation service in informal areas by 30 June 2014	No. of households	8 400						-		
		Water losses reduced to 15% by 30 June 2014	% reduction	27%						-		
		Electricity losses reduced to 12% by 30 June 2014	% reduction	18%		16.00%		14%		0	13.00%	
		50 kms of roads surfaced by 30 June 2013. (Total backlog 250 Km)	No of Km	250 Km		10 Km				-		
		To reduce the carbon footprint of the Municipality to ????								-		
		2,872 no of additional subsidised houses provided in accordance with IHSP by 30 June 2013 (Total backlog 2020 - 11,747)	No. of households	2 879							-	
		1,515 additional households provided with electricity connections by 30 June 2013	No of households	1 515			23 723 215			0		
		All households (formal and informal) provided with once a week solid waste removal collection by 30 September 2010	No of additional households								-	
	All indigent households receiving free basic services by 30 June 2013	No of households receiving FBS	20 000						0			
	2.3 To ensure sustainable delivery of community services to all residents of SPM	A planned, prioritised, affordable and equitable operational plan for each community service (personal health, municipal health, library, parks and recreation, emergency services, traffic services, social development) by 30 September 2010	% progress in completing and approval of Plan		100%	0	100%		100%	1	100%	
Number of intergovernmental and community based delivery agreements (SDA) concluded (revised) and enacted		No of agreements concluded and enacted		4					0			
3. Financial Viability and Management	3.1 To ensure sound financial management and financial viability of SPM by 30 June 2013	To sustain payment level at 90%	%	10%		90%				-		
		To spend at least 100% of the capital budget by 30 June 2013	%	30%		85%		95%		1	100%	
		Maintain the debt coverage ratio at current levels or at least 2:1 against net assets of the municipality	Ratio								-	
		To reduce the ratio of outstanding service debtors to revenue to ? by 30 June 2013	Ratio								-	
		Increase the cost coverage ratio to 1:1 annually or maintain the current status	Ratio								-	
		Implementation of a functional integrated electronic financial management system to efficiently manage the finances of the Municipality compliant to the MFMA by 30 September 2010	100% functional financial system	5%		100%		100%		1	100%	
		Increase the municipal reserves by at least 10% per annum from the previous year's actual balance	% increase								-	
		Maintain at least a 3 month cashflow coverage	R								-	
		To have a complete and compliant Asset Register in place by 30 September 2010	% progress in completing the Asset Register	80%							-	

# Draft Multi-year Municipal Performance Plan

Draft Multi-year Municipal Performance Plan						Annual Performance Target/Funding Needs					
Municipal Key Performance Area	IDP Strategic Objective	Key Performance Indicator	Measurement unit	Backlog/Demand	Total Fin Need	2010/11		2011/12		2012/13	
4. Municipal Institutional Development and Transformation	4.1 To provide an overarching framework for sustainable municipal performance improvement	To ensure that all levels of personnel on the organogram of the SPM is 100% representative and in line with the employment equity plan of the Municipality by June 2012	% representivity								
		Municipal performance plan adopted and implemented by 30 September 2010	% progress in completing and adoption of the Plan	30%		100%					
		To improve the SCM turnaround time to 6 weeks after the close tender by 30 September 2010	Turnaround time (weeks)	10 weeks		6 weeks					
		Turnaround time for building plan approval improved	Turnaround time (weeks)			3 weeks					
		Turnaround time for development applications (zoning) improved	Turnaround time (weeks)			40 weeks					
		To ensure 100% expenditure of the allocated budget to implement the Workplace Skills Plan annually	% expenditure	20%							
	4.2 To provide a framework for Municipal Transformation and Institution development	An approved organisation and staff establishment plan by 30 September 2010	% progress	80%		100%		100%	1	100%	
		An approved human resource management plan with specific reference to staffing (attraction/retention), HRA, HRM and HRD by 30 September 2010	% progress	100%		100%		100%	1	100%	
		An approved culture change programme (ethical conduct, way of work, value system change) by 30 September 2010	% progress	100%		100%		100%	1	100%	
		An approved ICT Management Plan adopted by 30 September 2010	% progress	90%		100%		100%	1	100%	
5. Good Governance and Public Participation	5.1 To institutionalise community based planning at strategic and operational levels	An agreed to model for community based planning by 30 June 2010	% progress	100%		100%		100.0%	100.0%	100.0%	
		Number of community based plans adopted	No of plans	100%					-		
		No of ward committees functional and involved in planning and developmental activities	No of wards	5		25				-	
	5.2 To enhance the public profile, reputation and positioning of the SPM	Council adopted Communication, Marketing and Positioning Strategy (including corporate image) implemented 30 September 2010	% completion of Communication strategy	100%		100%		100%	1	100%	
		5.3 To ensure an unqualified audit report by 30 November 2011	Audits in terms of Intenal Audit Plan completed annually	Number of reports	0				12	12	12
	Develop and roll out an Enterprise Risk Management Framework 30 September 2010		% completion and roll out of ERMF	50%		100%		100%	1	100%	
	Develop and roll out a Fraud Prevention Plan (FPP)		% completion and roll out of FPP	20%		100%		100%	1	100%	
	Fully Compliant with GRAP/IFRS and GAAP by 30 June 2010		% complied with	30%		100%				-	
	5.4 Improve the satisfaction of residents and councillors with front-line, face-to-face and over-the-counter services by 2010	Customer Relations Management Strategy approved and implemented by 30 September 2010	Surveyed level of customer satisfaction	100%		30%		100%	1	100%	
						<b>R 900 000</b>	<b>R 23 723 215</b>		<b>R 0</b>		<b>R 0</b>

**ANNEXURE 6A**

**THREE HIGHEST PRIORITIES PER WARD**

Updated 28 Jan 10

Ward	Clr	Area name	Roads and Stormwater	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning	CAPITAL INVESTMENT			
										2007/08	2008/09	2009/10	TOTAL
1	V Settle	Roodepan (North of Raven Str) Farmlands to Riverton	Tarring/paving of Hamerkop, Eagle, Gregory Park, Freesia, and Riverton Roads.	Building of 500 houses for 216 tenants				600 shacks with only 9 toilets - need for temporary toilets (1 toilet for 2 households)		R 0	R 9 926 128	R 0	R 9 926 128
2	D Fillis	Roodepan (South of Raven Str) Jacksonville	Paving of street in Jacksonville and Old Roodepan					Fencing of pump station in White City and upgrade	Survey of informal settlement (1200 erven both for Wards 1 & 2)	R 157 500	R 200 000	R 1 331 000	R 1 688 500
3	L Williams	Homevale Homelitte Homestead North Open space up to Casino and Kamfersdam	Paving of streets: Porpoise; Sardine; Pilchard; 21st; Proman; Marthinay	Renovation of Houses		Play Equipment Homelitte Park; renew basketball court; Play parks in Homevale & Ext.Upgrade Soccer Fields incl. Soccer Nets	Electricity Vending Facilities;	Upgrade of sanitation Homevale extensions	Survey of 350 sites for informal housing	R 157 500	R 14 612 893	R 0	R 14 770 393
4	K Mohulatsi	Verg Ext 4, 9 Homestead (South)	The roads in the Homestead area		Community Hall next to sports ground	Witdam (fencing 1st phase, filling of holes)				R 4 378 733	R 0	R 0	R 4 378 733
5	R Sello	Thusano Redirile Verg Ext 2		Thusano Foundations only 15146 P Thlomelang, 1886 S Bатыаше, Thusano - Tshwene Ext 15126, 15132, 15227, 15305, 15312; H Segolodi 15248, 15200; O Gaitsewe 19604, M Kantani 19605 & 19608; O Gaitsewe 18776 Verg Ext 2 - 27 erven Mathibe-Madalane shacks, 159 & 161 Stamper Str, 21972 Mathibe			Electricity for 36 houses 27 erven in zone 9 ext 2 (Madalane-Mathibe shacks)		Survey of Erf 69 for low and middle cost housing for 3000 residents. Rezoning, planning & surveying of erf for purposes of erecting one stop centre having the following: Service Centre, Police substation, mobile clinic, creche, soup kitchen, library & clr's office	R 0	R 780 000	R 250 000	R 1 030 000
6	M Modise	Boikhutsong Verg Ext 10 Verg Ext 3 & Ptn of Ext 4	Uplifting of remaining flooding houses, Sehularo, Seleke & Boikanyo Streets Roads to be paved (Tshwene, Pulane, Maputa, & Matebe Str) Street names to be erected	Maintenance of defect houses, houses prior 1994 are falling apart. Slab houses, RDP houses						R 4 378 733	R 0	R 250 000	R 4 628 733
7	R Morwe	Retswelele Solly Legodi Verg Proper Ext 1 & 2 & Ptn of Ext 3	Unit 1 - Ubuntu location all streets Flooding of houses - Mlebe, Magoda, Gaborone, Melesi, Kgopisho, Mojanaga, Maputle Str Unit 3 - Sage Single-Boikanyo Str Unit 6 - All streets				Electrification of Tswelalang			R 7 239 322	R 4 092 481	R 20 244 138	R 31 575 941
8	T Ngoma	John Mampe Ext & Ext 1 Kirstenhof Verwoerd Pk	Roads paving for 540 houses in Donkerhoek Roads paving for John Daka Phase 1 and John Mampe 3 Storm water canal Brennan				Donkerhoek electrification 540 units			R 2 962 358	R 7 363 030	R 17 440 040	R 27 765 428

Ward	Clr	Area name	Roads and Stormwater	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning	2007/08	2008/09	2009/10	TOTAL
		Riviera Donkerhoek Legislature area open space	Way and Armstrong Street										
9	W Mbasia	Retswelele Ipopeng Piece of Tswaragano west of Sediti Str	Recreation/Art/Culture/Tourism Centre - Opposite Kitsong Fablab, Solomon Mekgwe Street Nodoba/Molathwa Str - swimming pool Paving & Sw Mpata Str, January, Tsiane, Maokeng, Boitumelo, Nodoba (Sw) 105 Kagisho (sw) Tumelo, Mokonyama, Choeu, Tellie, Hongwane, Solani, Lillian Mantsane, Jenkins							R 2 398 333	R 200 000	R 10 850 000	R 13 448 333
10	H Legwabe	Tswaragano Verg Ext 5, 7	Upgrading of roads/paving of roads, Mongale, Moagi, Lethaku, Molema, Obakeng, Moretele, Phetolo Streets				High Mast light between Pick'n Pay, Gwele Str	Ablution facility for Mapule Matsepane Clinic		R 3 230 833	R 1 153 595	R 12 650 000	R 17 034 428
11	G Nkomo	Agisanang Gal Ext 2, South of Mzondeki Str Verg Ext 6 & 8	Drainage Arena Chaka/Siwisa intersection, Hostel Carwash/Thokoza/Mpumelelo Streets			Recreational parks, Mondile Str	High mast lights Mondile			R 2 610 833	R 1 153 595	R 9 600 000	R 13 364 428
12	G Morudi	Kwano Bantu & Ext 1 Witdam Gal Proper Gal Ext 2, North of Mzondeki Str	Paving of roads (Mashilo, Magonare, Maile Str and at the vicinity at Peme Offices and car wash) S/w (Phakedi, Phillip Mphiwa Str) Flooded houses (Mpitsang, Mokgautsi, Mocumi, Mkhuli, Judge, Phakedi, Phuthane & Tyala Streets)			Upgrading of Park Area	High mast light in Promised Land	Waterborne system and yard connections		R 1 017 613	R 1 153 595	R 5 050 000	R 7 221 208
13	L Mafooa	Gal Ext 1, 6, 7 (North of Moaketsi Str) Santa Centre Zone 2 China Square Chris Hani Park North	Paving China Square West behind Mzimba Str, paving Ethel to Sinothando Str next to Vuyolwethu, Paving Palweni and Sebenya str (east), Paving ext 6, Maleka, Sewisa, Maji & Methodist Str in White City Sw & drainage system to be improved in China Square to Zone 2 north Cleaning & unblocking of s/w drains	Dev of houses in China Square & Zone 2, demolish Santa Centre & build new houses for indiv households, revamp slab houses in Chris Hani (20 houses); building of flats (about 50 households who do not qualify for subsidies) in Vuyolwethu next to Tshireletso secondary school. Renovations of houses in Greater No 2. Renew houses in Gr Nr: 2 under GURP, renew old structure & infill areas in Gr Nr 2 Provide infrastructure and housing in Lindelani 139 (China Square) next to Reneilwe Primary School						R 3 398 333	R 2 901 842	R 0	R 6 300 175



Ward	Clr	Area name	Roads and Stormwater	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning	2007/08	2008/09	2009/10	TOTAL
21	P Louw	Show grounds Kby North De Beers Kenilworth Turner Rd Indus Area Moghul Park Kimdustria								R 1 770 000	R 740 000	R 1 083 260	R 3 593 260
22	J Pietersen	Fabricia Southridge Greenpoint	Paving of Roads (Smuts Str, Fabricia) Smartt Str, tar surface & S/w, Paving of streets (Lemonwood Str, Thompson Str) S/w next to railway line	250 single rooms, 262 subsidy houses outstanding						R 1 290 000	R 6 650 000	R 3 475 000	R 11 415 000
23	P Vorster	Minerva Gardens El Torro Park Royldene Roylglen Mon Heights Labram New Park Civic Centre Memorial Rd area north West of Memorial Rd	1. Traffic flow problems at intersection Memorial, Kekewich and Uitzich Streets 2. Traffic study - Cronin, Meyer, Waterworks, Carters, Halkett, Long, Tucker and South and West Circular Roads. William Gasson Str 3. Traffic flow problems in Monument Heights 4. Potholes repair - Chamier, Oliver, Bridge, McClintock, Kekewich, Ayliff, McDougal, Halkett at Newton School, Lawson, Meyer, Frances, and all streets in Minerva Gardens 5. Resealing of Constantia Ave 6. Maintenance of street names 7. Maintenance of stormwater channels and inlets Hillcrest subway pump cut out - houses flood with sewerage Paving kerbs to be installed N12 EPWP job creation project	1. Fencing of Mun Flats: Tiffany Court, Newton Court, Holland Court 2. Upgrading of above flats		Maintenance of parks and other open spaces to be fenced off		Upgrade Newton Reservoir including metering and old pipes replace Maintenance of Fire Hydrants		R 0	R 0	R 0	R 0
24	J Smit	Soul City Carters Glen Lindene Rhodesdene Heuwelsig Hadison Park Kestellhof	Pathway to be constructed between Soul City and car depot Fence off s/w channel in Soul City Repair and reseal of tar roads	Repair of houses in Soul City & permanent houses for 70 shacks			Ph 3 of Soul City 20 Amp to be used instead of 60 Amp			R 8 190 914	R 500 000	R 1 083 260	R 9 774 174

Ward	Clr	Area name	Roads and Stormwater	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning	2007/08	2008/09	2009/10	TOTAL
25	F Warner*	Beaconsfield	Stormwater drainage - maintenance and cleaning of channels and inlets	Illegal squatting at Old de Beers garages	Maintenance of road markings		High Mast Lighting: Beaconsfield, Gardner Williams Hall,	Upgrade and replace of old water pipes		R 2 482 912	R 0	R 0	R 2 482 912
		De Beers Mines	Stormwater problem in sub-way - Central Rd	Fencing of Mun Flats: Eugenie Court, Eureka Court, Impala Court, Hercules Court, Jonker Court, Krisant Court	Upgrade Diamond Park Informal Settlement								
		Airport	Upgrade and maintenance of streets										
		Danie Theron	Repairing of potholes										
		Hillcrest	Maintenance of street names					Wires to be replaced at sewer pump in new Ext of Hillcrest					
		Memorial Rd area, east of Memorial Rd											
		Klisserville											
Farmland													
26	L Makopeni	Farmland from Airport	Street names and pave roads	Houses to be developed				Installation of water and sewerage for 640 erven		R 400 000	R 0	R 3 182 169	R 3 582 169
		Magersfontein											
		Heuningneskloof											
		Modderriver											
		Ritche											
Motswedimos	Roads to be repaired												
27	K de Kock	Rietvale	Main roads to be tarred roads, residential roads paving blocks, Street names and numbers	Houses to be developed for Platfontein & Rietvale (300 houses)				Infrastructure for Freedom Park and Fraser Moleketi		R 550 000	R 3 900 000	R 2 182 169	R 6 632 169
		Platfontein	Platfontein street names and fencing of grave site. Roads and Stormwater -	Lerato Park development									
		Leratong Park		Layout plan must be approved to relocate shanties									
		Northview											
		Army Base											
		Farmlands inc Pniel Estates											
28	F Swanepoel	Hull Str area	Finishing of street tarring	200 houses Omega Str	Playground (Stadium) upgrading of stadium, greening and fencing					R 0	R 0	R 0	R 0
		Camelot	Betta, Gamma, Agatha, Cecilia, Absalom										
		Farmlands east of Riverton up to Langleg											
		Colville & Floors North of Deodar & Plane Str											
		Casino & Flamingo Pan											
										<b>R 56 412 703</b>	<b>R 63 783 504</b>	<b>R 122 771 136</b>	<b>R 242 967 343</b>

\* Detail available

## ANNEXURE 6B

### WARD PROJECTS - 2010/11 TO 2012/13

Updated 23 March 2010

Ward	Clr	Areas	Projects	Budget 2010/11	Budget 2011/12	Budget 2012/13
1	V Settley	Roodepan (North of Raven Str) Farmlands to Riverton	Roodepan 50 houses	2 952 400		
2	D Fillis	Roodepan (South of Raven Str) Jacksonville	Paving of street in Jacksonville and Old Roodepan Project to be identified	500 000	600 000	700 000
3	L Williams	Homevale Homelite Homestead North Open space up to Casino and Kamfersdam	Renovation of Houses Project to be identified	500 000	600 000	700 000
4	K Mohulatsi	Verg Ext 4, 9 Homestead (South)	Upgrade Witdam (fencing 1st phase, filling of holes)	500 000	800 000	400 000
5	R Sello	Thusano Redirile Verg Ext 2	Street Lights Electricity for 36 houses 27 erven in zone 9 ext 2 (Madalane-Mathibe shacks)	1 500 000	800 000	
6	M Modise	Boikhutsong Verg Ext 10 Verg Ext 3 & Ptn of Ext 4	Uplifting of remaining flooding houses, Sehularo, Seleke & Boikanyo Streets Maintenance of defect houses, houses prior 1994 are falling apart. Slab houses, RDP houses	500 000	1 000 000	
7	R Morwe	Retswelele Solly Legodi Verg Proper Ext 1 & 2 & Ptn of Ext 3	Tswelelang 45 Electrification of Tswelelang	1 180 960	2 500 000	2 500 000
8	T Ngoma	John Mampe Kirstenhof Verwoerd Pk Riviera Donkerhoek Legislature area open space	Roads paving for 540 houses in Donkerhoek Electrification - Donkerhoek (539)	500 000	2 700 000	2 700 000

Ward	Cir	Areas	Projects	Budget 2010/11	Budget 2011/12	Budget 2012/13
9	W Mbaso	Phomolong	Paving & Sw Mzata Str, January, Tsiane, Maokeng, Boitumelo, Nodoba (Sw) 105 Kagisho (sw) Tumelo, Mokonyama, Choeru, Tollie, Hlongwane, Solani, Lillian Mantsane, Jenkins Mothibedi, & Renelwe Extension Roads paving (streets to be identified)	500 000	800 000	400 000
		Ipopeng				
		Piece of Tswaragano west of Sediti Str				
10	H Legwabe	Tshwaragano	High Mast light between Pick 'n Pay, Gwele Str	200 000		
		Verg Ext 5, 7	Infill areas houses	1 476 200		
11	G Nkomo	Agisanang	SMME Village (Galehewe)	3 300 000		
		Gal Ext 2, South of Mzondeki Str	Infill areas houses	1 476 200		
		Verg Ext 6	Recreational parks, Mondile Str		400 000	
12	G Morudi	Kwano Bantu & Ext 1	Flooded houses (Mpitsang, Mokgautsi, Mocumi, Mkhuli, Judge, Phakedi, Phuthane & Tyala Streets)		600 000	
		Witdam	Higmasts promised land			400 000
		Gal Proper	Upgrading of Park Area			
		Gal Ext 2, North of Mzondeki Str				
13	L Mafooa	Gal Ext 1, 6, 7 (North of Moaketsi Str)	Project to be identified	500 000		
		Santa Centre Zone 2				
		China Square				
		Chris Hani Park North				
14	M Africa	North View		500 000		
		Colville				
		Floors				
		Squarehill Pk				
		Ashburnham				
Utility						
15	W Ngobeza	Phutanang	Phutanang houses	6 637 455		
		Ipeleng (Cell 2)	Three high mast lights	200 000	200 000	200 000
16	M Nhlapo	Ipeleng (Cell 1)	Water Promise Land	6 867 246		
		Kutlwanong West	Sanitation Lindane and Promised Land		12 373 178	12 373 178
		Farmland				
17	M Phitlho	Ipeleng	Higmasts	200 000		
		Tlhageng				
		John Mampe II	Playing facilities in Ipeleng and Kagiso Parks			
		Kagisho				
		Kutlwanong East				

Ward	Cir	Areas	Projects	Budget 2010/11	Budget 2011/12	Budget 2012/13
19	A Jabetla	Galeshewe Ext 7	72 Single rooms to be converted to family units	500 000		
		Tambo Square				
18	E Mathe	Gal Ext 3, 4, 5	Infill areas houses	1 476 200		
		Lathi Mabilo Park				
20	M Sebegu	CBD	LED projects: CBD Stalls and related projects	500 000	1 449 040	1 920 000
		Albertynshof	Priorities still to be determined			
		West End				
		Diamant Park				
		Chris Hanani Park South				
Gemdene						
21	P Louw	Herlear	Uopgrade Flamingo Court	500 000		
		Belgravia				
		Cassandra				
		Ernestville				
		Show grounds				
		Kby North				
		De Beers				
		Kenilworth				
Kimdustrya						
22	J Pietersen	Fabricia	Uograting of single rooms	500 000		
		Southridge	Greenpoint Electrification	2 500 000		
		Greenpoint				
23	P Vorster	Minerva Gardens	Upgrade Mun Flats: Tiffany Court, Newton Court, Holland Court	500 000		
		El Torro Park	Wires to be replaced at sewer pump in new Ext of Hillcrest			
		Royldene				
		Roylglen				
		Mon Heights				
		Labram				
		New Park				
		Civic Centre				
		Memorial Rd area north				
24	J Smit	Soul City	Electrification - Soul City	1 500 000	2 500 000	2 500 000
		Carters Glen				
		Lindene				
		Rhodesdene				
		Heuwelsig				
		Hadison Park				
		Kestellhof				

Ward	Cir	Areas	Projects	Budget 2010/11	Budget 2011/12	Budget 2012/13
25	F Warner	Beaconsfield	Upgrade Mun Flats: Eugenie Court, Eureka Court, Impala Court, Hercules Court, Jonker Court, Krisant Court	500 000		
		Diamant Park				
		De Beers Mines				
		Airport				
		Danie Theron				
		Hillcrest				
		Klisser				
		Greenside				
Farmland						
26	L Makopeni	Farmland from Airport	Ritchie - SMME Incubator	1 300 000		
		Magersfontein	Scraoing of roads	300 000		
		Heuningneskloof				
		Modderriver				
		Ritchie				
Motswedimosa						
27	K de Kock	Rietvale	Development of new cemetery (fencing and infrastructure)	1 807 241		
		Platfontein	Ritchie 428 houses	6 500 000		
			Lerato Park - Moving of shacks in sequence	500 000		
		Farmlands inc Pniel Estates	Satellite Fire station in Platfontein and Homevale			
28	F Swanepoel	Hull Str area	Colville (140) Services	3 500 000		
		Camelot				
		Farmlands east of Riverton up to Langleg				
<b>Total Allocation</b>				<b>R 52 373 902</b>	<b>R 31 356 396</b>	<b>R 30 553 178</b>

**PROJECTS NOT LINKED TO WARDS See Capital projects Annexure 7)**

PROJECT	Budget 2010/11	Budget 2011/12	Budget 2012/13
Update PMS/SWMP and Implement	500 000	500 000	500 000
<b>Extended Public Works Projects (EPWP Incentive Grant)</b>	14 984 000		
Refurbish Homevale Waste Water Treatment Works (Roll-over)	52 990 943		29 777 261
Improvements to Stormwater Network	20 400 000	7 021 580	10 000 000
Refurbish and upgrade Ritchie Waste Water Treatment Works	8 500 000	1 614 000	
Additional Bulk Electricity from Eskom (80 MVA)	65 685 000		
Water Demand Management Devices/Meters	5 500 000	15 000 000	
Water Pipe Replacement Programme	34 500 000	25 000 000	

Ward	Clr	Areas	Projects	Budget 2010/11	Budget 2011/12	Budget 2012/13
<b>Electricity Demand Side (Eskom in kind)</b>				6 000 000	10 000 000	
Upgrade 66/11kV transformer at Southridge substation				4 315 000		
<b>Mayoral Projects</b>				4 100 000.00	2 200 000.00	2 200 000.00
Replace main server infrastructure					525 000	
Replacement programme: IT Hardware				650 000	325 000	325 000
Fleet Replacement Programme				15 000 000	3 700 000	
Furniture, refurbishment of the Committee Room and the Chamber				250 000	250 000	250 000
<b>Capital Grant (NDPG)</b>				19 300 000	20 300 000	20 300 000
<b>TOTAL</b>				<b>252 674 943</b>	<b>86 435 580</b>	<b>63 352 261</b>

## ANNEXURE 7

## Draft Capital Plan 2010/11 - 2012/13 (See Annexure 6B for Ward Detail)

Updated 24 March 2010

Responsible Dir/Div	Projects Description	Linked to KPA Objective	Category	Ward	Funding Source	2010/11		2011/12		2012/13	
						Internal	Grant funding	Internal	Grant funding	Internal	Grant funding
Finance/IT	Replace main server infrastructure	4.2	CR	N/A	CRR			525 000			
Finance/IT	Replacement programme: IT Hardware	4.2	CR	N/A	CRR	650 000		325 000		325 000	
Electricity	Fleet Replacement Programme	2.2	CR	N/A	LOAN/CRR		15 000 000	3 700 000			
Speaker's	Furniture, refurbishment of the Committee Room and the Chamber	5.2		N/A	CRR	250 000		250 000		250 000	
Roads and	Update PMS/SWMP and Implement	2.2	CR	All	CRR	500 000		500 000		500 000	
All/Infrastr	<b>Extended Public Works Projects (EPWP Incentive Grant)</b>	5.4		All	Prov Grant		14 984 000				
Parks	Development of new cemetery (fencing and infrastructure)	2.3	CR	27	MIG		1 807 241	0			
GURP	<b>Capital Grant (NDPG)</b>	2.3	Ward	Gal Wards	NDPG		19 300 000	20 300 000		20 300 000	
Water and	Refurbish Homevale Waste Water Treatment Works (Roll-over)	2.1	CR	All	MIG/CRR/LO	40 000 000	12 990 943			29 777 261	
Water and	Refurbish and upgrade Ritchie Waste Water Treatment Works	2.1		N/A	MIG		8 500 000	1 614 000			
Roads and	Improvements to Stormwater Network	2.1	CR	All	LOAN/MIG/CRR		20 400 000	7 021 580		10 000 000	
Emergency	Satellite Fire station in Platfontein and Homevale	2.3	CR	27	MIG			4 034 178		5 760 000	
LED	LED projects: CBD Stalls and related projects	1.2	CR	20	MIG			1 449 040		1 920 000	
Water and	Refurbish and upgrade Beaconsfield Waste Water Treatment Works	2.1	CR	25,26	MIG		1 500 000	12 085 740			
GURP	SMME Village (Galehewe)	1.2		10,13	Prov Grant		3 300 000				
GURP	Ritchie - SMME Incubator	1.2		25,26	Prov Grant		1 300 000				
Water and	Water Promise Land	2.2	CR	16	MIG		6 867 246				
Water and	Sanitation Lindane and Promised Land	2.2	CR	16	MIG			12 373 178			
Electricity	Additional Bulk Electricity from Eskom (80 MVA)	2.2	NPI	All	LOAN		65 685 000				
Water and	Water Demand Management Devices/Meters	2.1	CR	All	LOAN		5 500 000	15 000 000			
Water and	Water Pipe Replacement Programme	2.1	CR	All	LOAN		34 500 000	25 000 000			
Electricity	Electrification - Soul City	2.1	Ward	24	CRR	1 500 000		2 500 000			
Electricity	Street Lights	2.2	Ward	5	MIG		1 500 000	1 500 000		1 500 000	
Electricity	Greenpoint Electrification	2.2	Ward	All	DME		2 500 000	500 000		1 000 000	
Electricity	<b>Electricity Demand Side (Eskom in kind)</b>	2.2	MNT	All	DME		6 000 000	10 000 000			
Electricity	Upgrade 66/11kV transformer at Southridge substation	2.2	MNT	All	LOAN		4 315 000				
Housing	Roodepan 50	2.3	Ward	2	Prov Grant		2 952 400.00				
Housing	Ritchie 428 (New)	2.3	Ward	27	Prov Grant		6 500 000.00				
Housing	Infill areas 375 (New)	2.3	Ward	10,19	Prov Grant		2 952 400.00				

Responsible Dir/Div	Projects Description	Linked to KPA Objective	Category	Ward	Funding Source	Internal	Grant funding	Internal	Grant funding	Internal	Grant funding
Housing	Tsweleng 45	2.3	Ward	7	Prov Grant		1 180 960.00				
Housing	Phutanang	2.3	Ward	15	Prov Grant		6 637 455.00				
Housing	Colville (140) Services	2.3	Ward	28	Prov Grant		3 500 000.00				
Mayor's Office	<b>Mayoral and Ward Projects</b>	2.3	Ward	All	CRR	6 100 000.00		2 200 000.00		2 200 000.00	
All/Infrastr	<b>Counter Funding MIG</b>	2.2	N/A	All	CRR	3 000 000.00		3 000 000.00		3 000 000.00	
GURP	<b>Gurp Projects</b>	1.2	Ward	Gal wards	CRR	3 000 000.00		3 000 000.00	7 831 000	3 000 000.00	8 223 000
						<b>R 55 000 000</b>	<b>R 249 672 645</b>	<b>R 16 000 000</b>	<b>R 118 708 716</b>	<b>R 9 275 000</b>	<b>R 78 480 261</b>
						<b>R 304 672 645</b>		<b>R 134 708 716</b>		<b>R 87 755 261</b>	

<b>Categorisation Criteria:</b>	<b>More Notes:</b>
CR: Crisis Aversion and Roll-over Projects (Must do projects)	1. In many instances only global amounts were available and projects still need to be designed for these global figures. This will further indicate how ward priorities will be addressed.
MNT: Maintenance/Upgrade	2. Some crises projects can only be funded from the R190m loan. If this loan cannot be secured we will not be able to address these crisis projects
Ward: Ward Allocation/Basic Services	3. Multi-year planning is also not effective which is indicative of the declining budget in outer years
NPI: New Productive Infrastructure	