

integrated development plan

IDP

**Five year plan for
Sol Plaatje
2007/2008 to 2011/2012**

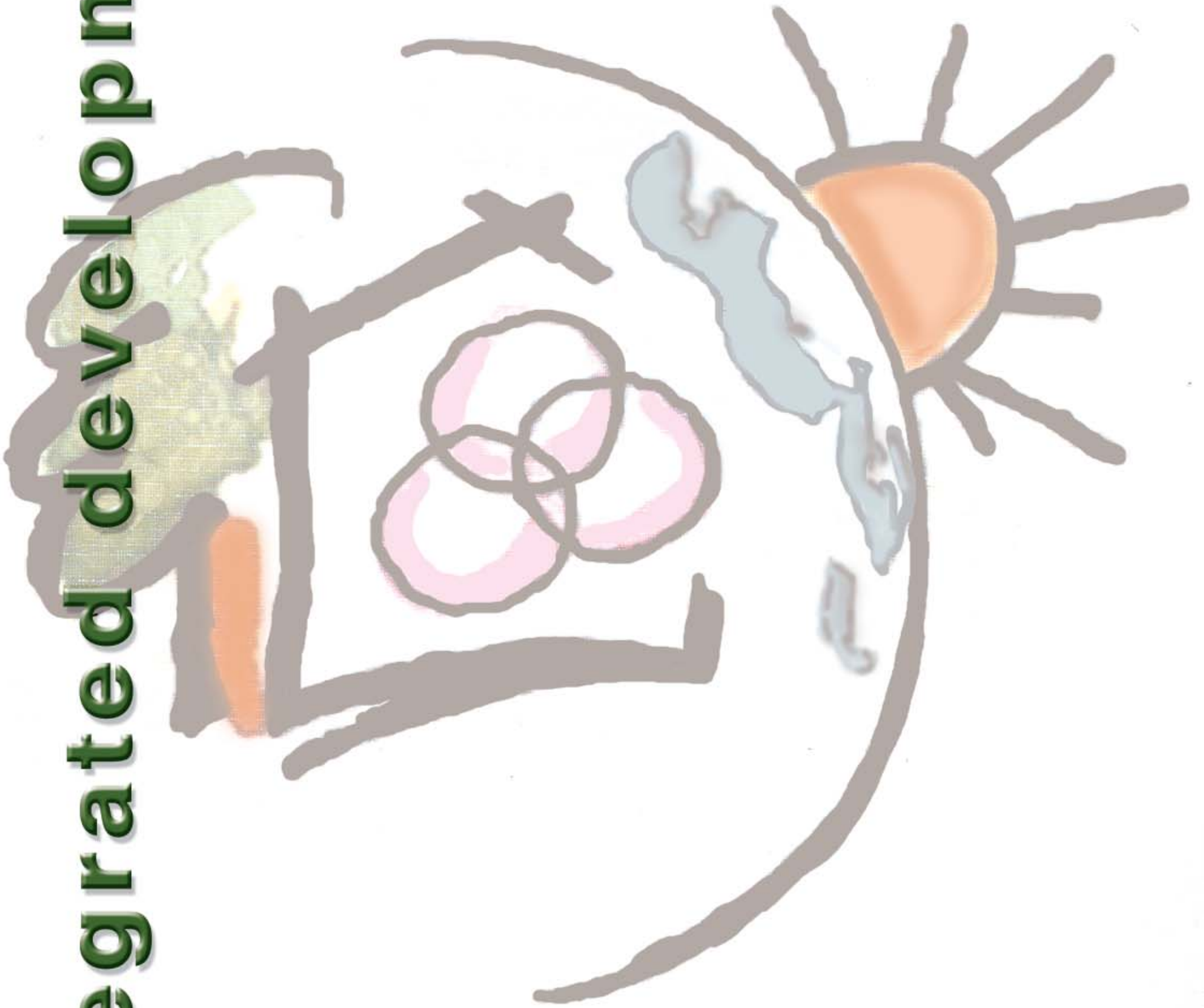


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Glossary of acronyms

ASDF	Alternative Service Delivery Framework
AsgiSA	Accelerated and Shared Growth Initiative, South Africa
BEE	Black Economic Empowerment
CDS	City Development Strategy
DBSA	Development Bank of Southern Africa
DHLG	Department of Housing and Local Government
DME	Department of Minerals and Energy
DMP	Disaster Management Plan
DSRAC	Department of Sport, Recreation, Arts and Culture
FBDM	Frances Baard District Municipality
FBE	Free Basic Electricity
FBW	Free Basic Water
FMG	Financial Management Grant
GAMAP	Generally Accepted Municipal Accounting Practises
GDS	Growth and Development Strategy
GHG	Greenhouse Gases
GRAP	Generally Recognised accounting Practises
GURP	Galeshewe Urban Renewal Programme
HSRF	Human Settlement and Redevelopment Fund
IDP	Integrated Development Plan
IEMP	Integrated Environment Management Programme
ITP	Integrated Transport Plan
KBSC	Kimberley Business Service Centre
KINA	Kimberley Investment Network Association
KIMOSS	Kimberley Open Space System
KPI	Key Performance Indicator
LED	Local Economic Development
LUMS	Land Use Management System
MFMA	Municipal Financial Management Act
MIS	Management Information System
MTEIF	Medium Term Expenditure and Income Framework
MTREF	Medium Term Revenue and Expenditure Framework
NCMAC	Northern Cape Manufacturing Advisory Centre
NCPGDS	Northern Cape Provincial Growth and Development Strategy
NSDP	National Spatial Development Perspective
NER	National Electricity Regulator
PA	Performance Agreement
PHB	Provincial Housing Board
PMS	Performance Management System
PMU	Project and Programme Management Unit
PPP	Public Private Partnership
RG	Restructuring Grant
RGA	Restructuring Grant Application
RPI	Rapid Planning Initiative
SALGA	South African Local Government Association
SCM	Supply Change Management
SDBIP	Service Delivery and Budget Implementation Plan
SECCU	Sustainable Energy and Climate Change Unit
SIDA	Swedish International Development Agency
SMME	Small, Medium and Micro Enterprises
SMT	Senior Management Team
SOE	State owned Enterprises
SPM	Sol Plaatje Municipality
UDZ	Urban Development Zone
UP	Urban Planning
UR	Urban Renewal
WSDP	Water Services Development Plan
WSSD	World Summit on Sustainable Development

Foreword

from the Executive Mayor

"After the local government elections held on 1 March 2004, all three spheres of government will therefore continue working together to ensure that each and every District and Metro municipality is properly positioned to discharge its responsibility to the people. In particular, this will mean that each of these municipalities has a realistic Integrated Development Plan, a credible Local Economic Development Programme, and the material and human resources, as well as the management and operational systems to implement these IDPs and LEDs." – (President Thabo Mbeki: State of the Nation Address, 03 February 2006)

In this the second generation of the Sol Plaatje IDP we are seriously taking up the challenge of the President to take up our responsibility in fulfilling our developmental mandate.

This is a huge challenge and we should not waiver at what lies ahead but unify our resources and strive to make this dear City of ours with its rich historical value a place to be proud of. Post-apartheid cities in our country are all seeking alternative futures to address the all too common problems of urban poverty, disintegrating municipal services and economies lagging behind the aspirations of people - Sol Plaatje is no different. As the capital of the biggest province in South Africa we need to lead the process of sustainable development. If Sol Plaatje, as the economic hub of the Northern Cape Province fails, invariably the province will fail.

Sol Plaatje Municipality initiated a City Development Process during the latter half of 2006; what we hope will become a wider discourse on the future of our City. In the process we want to generate an extraordinary urban agenda for our City. We seek to engage the Northern Cape Province, National Government and state owned enterprises, the banks, business and ordinary residents, because we believe that we all have a shared responsibility to create a sustainable future for Kimberley.

When we promised our people that we have a plan for a better future we implicitly acknowledged that we are not approaching the new term of office with the same mindset as in the previous decade. In moving into the second democratic development decade we are beginning to develop a better understanding of the challenges facing our community. We are realising that, despite our achievements in improving the lives of the poorest of the poor, we cannot sustain a developmental agenda without also starting to address the economy of the City and the City within the region.

We anticipate that the City Development Strategy will generate a 20-30 year agenda. This we can use to shape this IDP and further define the term of office for the next five years as we manage to move some of these CDS initiatives from the drawing board into reality.

We believe that this IDP will contribute towards a better standard of living and a better quality of life for all our residents. Of critical importance in this endeavor will be our collective resolve to implement this integrated approach of development.

In presenting our five-year IDP to you, I wish to thank everybody who involved themselves in the process, especially the Municipal Manager, Mr TF Mashilo and his technical staff and the members of the Mayoral Committee.



P LENYIBI
EXECUTIVE MAYOR
June 2007



Acknowledgements

from the Municipal Manager

On behalf of the Sol Plaatje Municipality, I would like to express my gratitude to the residents who showed their interest in the future of the Municipality by participating in the process of developing this, the second generation Integrated Development Plan, both in the IDP Representative Forum and individually.

To all the Councillors and Ward Committees, many thanks for your support and for sharing your inputs and accepting that not all the needs can be addressed immediately with the limited available resources.

Thank you also to the Municipal staff, who dedicated themselves to driving this process, sometimes in very difficult circumstances. Last but not least I would like to thank André Olivier and Nico McLachlan from Organisation Development Africa, our service providers, for their valuable and expert advice and input into the document. Their contribution in facilitating the different working sessions with different stakeholders and capacitating the internal staff with their vast experience are highly appreciated.

Last, but not least, I would like to commend the Executive Mayor and his Mayoral Committee on their involvement in this process, and would like to ensure them of the dedicated implementation of this Plan by the Municipal Administration.

A big thank you to Steve Johnson from Borlänge, Sweden, for allowing us the continued use of the logo on sustainability for the IDP.



TF MASHILO
MUNICIPAL MANAGER
June 2007

1. Introduction

to the Sol Plaatje IDP

1.1 Why an Integrated Development Plan?

Government has committed itself towards accelerating shared growth to halve poverty and unemployment by 2014 and promote social inclusion. Ultimately growth and development take place in specific regions and cities across South Africa. It is now necessary to develop plans that allow for synergy between the efforts of all spheres of government to improve the combined developmental impact of the state within Sol Plaatje Municipality. The key plan used by Sol Plaatje Municipality towards translating national, provincial and district objectives into practical interventions at the local level is the Integrated Development Plan (IDP).

This Sol Plaatje Municipality IDP is in its second generation, building on the IDP and IDP Reviews since 2002; and forms part of a comprehensive suite of plans used by the Municipality to best utilise available resources for community benefit.

Sol Plaatje Municipality's rolling five-year Integrated Development Plan 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 this impacts on all choices and decisions SPM has to make. Marketing the City and attracting international and regional investment are also key elements in financing the execution of Sol Plaatje's Development Plan. The plan will be 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 City's contribution to the work initiated through the inter-governmental process involving Provincial and National Government.

1.2 The Legal Setting of the IDP

Since the introduction of the IDP as an instrument of local planning and co-ordination through legislation in 1996, this local planning instrument has evolved tremendously through the development of various policies, legislation as well as support and capacity building initiatives by National Government, specifically the Department of Provincial and Local Government.

The White Paper on Local Government in 1998 confirmed the IDP as a crucial instrument of developmental local government and emphasised the links between the IDP and performance management. The Municipal Systems Act, 2000 (Chapter 5), the key legislation for the IDP, as well as the Municipal Planning and Performance Management Regulations, 2001 set out the principles for the process to be followed in preparing an IDP and specify the mini-

mum contents of an IDP. The first "full" IDPs were due in March 2002, although SPM only adopted its IDP in August 2002. As was the case with many other municipalities in South Africa, this first IDP was a daunting task. Although a degree of success was achieved, many challenges remain to comply with the spirit and content of the legislation, even after the first five years of annual reviews of the IDP. This is partly due to continuing evolution of the IDP as an "institutional management process" rather than just a planning instrument.

The IDP, in line with "progressive" discourse on governance and planning internationally, is now centred on integration, performance management and participation. This is evident from the legal requirements set out in the Municipal Systems Act, 2000, in terms of community participation (Chapter 4) and performance management (Chapter 6). Both the content of an IDP and the linkage with performance management were further emphasised in the Municipal Planning and Performance Management Regulations, 2001.

The Municipal Finance Management Act, 2003, aims to modernise budget and financial management practices by placing local government finances on a sustainable footing in order to maximise the capacity of municipalities to deliver on its developmental and service delivery mandate. In order to achieve a closer linkage between the planning and budgeting processes, the Municipal Systems Act was amended in January 2004 to achieve the explicit link between the IDP and budgeting process.

Shifts in policy and practice related to the IDP since 2000 emphasised the fact that the IDP should serve as a basis for aligning policy, planning and budgeting processes across all spheres of government. This resulted in Cabinet and the President, in his State of the Nation Address in May 2006, expressing the need to complete the process of harmonising the National Spatial Development Perspective (NSDP), the Provincial Growth and Development Strategies (PGDS) and the municipal Integrated Development Plans (IDPs).

The responsibility for giving effect to this decision was given to the Policy Unit in The Presidency. In accordance with this brief the Unit set up an intergovernmental project team, comprising of National Treasury and the Departments of Provincial and Local Government, Land Affairs and Trade and Industry to guide and oversee the project. A key activity of the project entailed the hosting of consultative workshops in each province to arrive at a mutual and shared understanding of:

- the role of the NSDP in facilitating alignment; and
- the processes by which the IDPs, PGDS and the NSDP could be linked. This initiative gave rise to the Intergovernmental Relations Framework Act, No.13 of 2005.

1.3 What we want to achieve with the Sol Plaatje IDP

Sol Plaatje Municipality's IDP provides a framework within which the City can plan, budget, programme, implement and monitor its performance. The IDP plan is the result of a process of engagement with local communities, as well as regional, provincial and national stakeholders. In this IDP we aim to:

- Establish a long-term vision encapsulating the priorities of the elected Council;
- Reflect community views and priorities;
- Articulate how Sol Plaatje Municipality aims to address and align with the National objectives of shared growth, reduction of poverty and social inclusion;
- Determine the strategic priorities guiding the actions of the Municipality for the next five years through linking and co-ordination between sectoral strategies;
- Aligning financial and human resources with implementation needs;
- Set out a strategically informed programme of action for the Medium-term Revenue and Expenditure Framework;
- Strengthening the focus on sustainable development;
- Provide the basis for annual and medium-term budgeting;
- Guide Council's development decision-making;
- Enable legislative compliance; and
- Provide a monitoring and evaluation framework of the IDP.

1.4 What makes the Second Generation Sol Plaatje IDP different?

This IDP takes the work of the post-2002 IDP and its reviews forward in the following important ways:

- This IDP is not being prepared in isolation but takes into account the harmonisation initiatives from National and Provincial Government as well as the range of national and provincial development policies and plans.
- There is recognition that the Sol Plaatje strategic approach is sound and requires continuity;
- It follows that this IDP provides strategic continuity that allows existing running projects and programmes to retain its delivery momentum;
- The IDP is informed by a City Development Strategy that puts additional emphasis on specific aspects of the Sol Plaatje strategic priority areas, notably that of infrastructure maintenance and economic development;
- There is acknowledgement of the weakness experienced in implementation, but the City has implemented a best of breed monitoring and evaluation system to improve its institutional capacity to track implementation;

- Important institutional changes have been implemented to improve institutional managerial capacity; and
- Various sectoral plans have been completed and now inform the IDP while others will be completed during this IDP's lifespan.

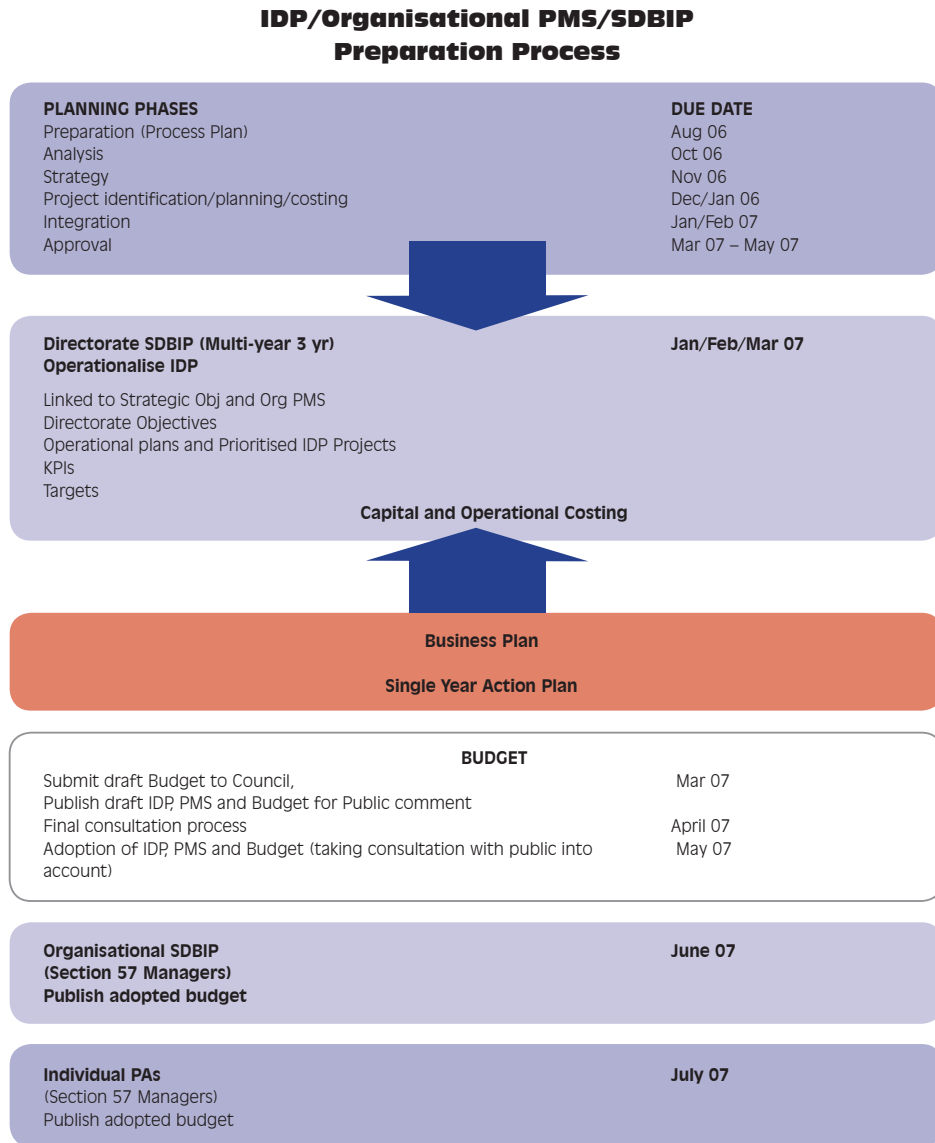
1.5 Developing the IDP: The Process Plan

Section 28 (1) of the Municipal Systems Act 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;
- 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 that requires preparation well in advance. A draft District Framework for the Frances Baard District was prepared in July 2006 and has informed the Sol Plaatje Process Plan.
- The identification of all binding plans and planning requirements binding on the Municipality in terms of national and provincial legislation; and
- 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). The linkage of these three processes is diagrammatically indicated below.

Diagram 1: Preparation process outline



The IDP/Budget preparation process must be completed with the adoption of the organisational SDBIP in June 2007 and the conclusion of the Performance Agreements of Section 57 Managers by July 2007.

The Sol Plaatje Municipality's Process Plan was approved by Council on 30 August 2006 (Resolution C324) and is attached as Annexure A.

The above process indicates the legally prescriptive process. Sol Plaatje has, however, developed a much broader process (see diagram 2) in order for it to include the longer term city development strategy that will inform IDPs over five-year cycles.

Diagram 2: Linking CDS and IDP Processes

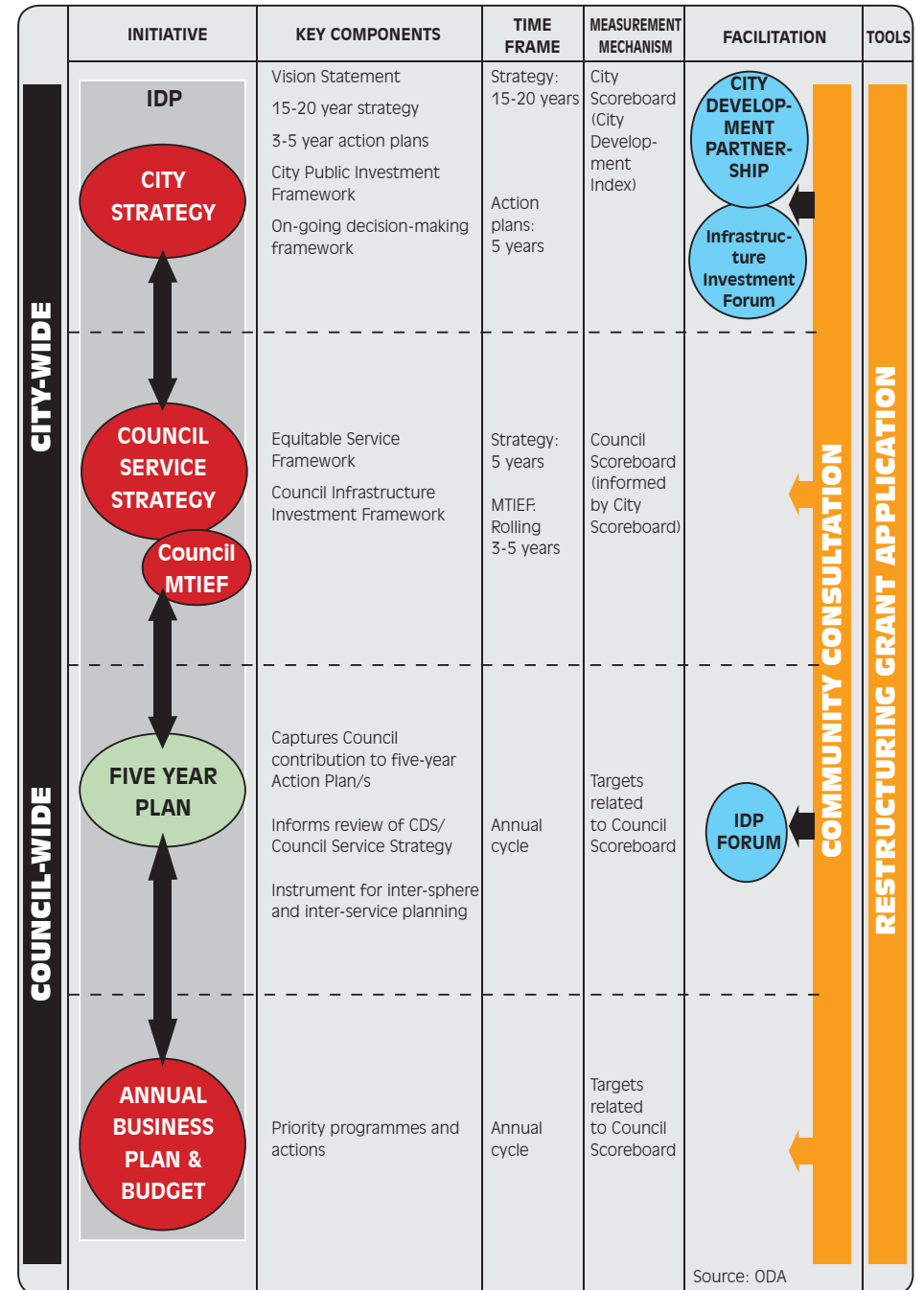


Table 1 below indicates the actual process followed in preparing this IDP

Table 1: Actual process followed in drafting five-year IDP

No	Date	Activity	Org Structure	Comments
1	6/8/07	Advertisement in paper to announce preparation of IDP and to solicit names from organisations to be represented in IDP Forum as well as a memorandum to all ward councilors to nominate representatives from Ward Committees to serve on the IDP Rep Forum.	Community, Ward Committees and Council	
2	31/8/06	Adoption of Process Plan.	Council	Formal approval of Process Plan according to S28(1) MSA
3	8/9/06	Memorandum to all Directors requesting input into analysis, especially Key Priority Issues to be addressed for next five-year period.	Executive Management Team (EMT)	
4	22/9/06	Input template distributed to all Provincial Sector Departments.	Provincial Sector Departments	A template was circulated to all IDP Champions in all Provincial Sector Departments in order for them to submit their strategic planning issues within SPM as well as projects and/or budgets planned for either implementation of these projects or to fund projects.
5	26/9/06	Appointment of service providers.	Municipal Manager	Service providers were appointed after a due procurement process to assist the Municipality in preparing its IDP. These service providers only assisted where the necessary capacity was lacking, to facilitate the different workshops and discussion groups within the Municipality as well as the public participation process
6	1/11/06	Invitations circulated for first Discussion Forums on IDP.	Council, Ward Committees, Stakeholder groupings, EMT, Prov. Sector Depts.	
7	13/11/06	Analysis workshop with EMT and 1st level line managers	Mun. Admin	An in-depth discussion was held with all senior managers with regard to the present state of development of the Municipality and what key priorities, from the Administration's viewpoint should be addressed in the next five-year period.
8	14/11/06 (Morning)	Analysis with Mayoral Committee.	Mayoral Committee	Presentation to Mayco on outcome of workshop on 13/11 with EMT and to solicit the political input in terms of the key priority issues.
9	14/11/06 (Late afternoon)	Analysis workshop with IDP Rep Forum.	IDP Rep Forum	Constitution of IDP Rep Forum, presentation of Municipal Analysis and soliciting community input in terms of the next five-year period.

Table 1: Actual process followed in drafting five-year IDP - cont

No	Date	Activity	Org Structure	Comments
10	18/12/06	A discussion document on the Key Performance Areas, Strategic Objectives and Targets for the next five-year term IDP was circulated to EMT and line managers.	Mun Administration	This document served as the base discussion document to finalise the agreed to key priority issues.
11	22/1/07	Invitation to the second round of IDP Fora discussions.	Council, Ward Committees, Depts	Stakeholder groupings, EMT, Prov Sector Invitations were sent out for the second round of discussions to arrive at the agreed to the Key Performance Areas, Strategic Objectives and Targets and to discuss the strategic framework and prioritisation model for the five-year capital and operational plans.
12	20/2/07	Working session with Mayco/EMT.	Mayco/EMT	Working session on Strategic Focus Areas, Strategic Objectives and Targets, Institutional Scorecard and framework for projects, operational requirements and budget prioritisation.
13	21/2/07 (Morning)	Working session with IDP Business Forum.	Business community	Working session on Strategic Focus Areas, Strategic Objectives and Targets, Institutional Scorecard and framework for projects, operational requirements and budget prioritisation. This session unfortunately did not take place due to poor attendance from business community. Due to a request from NOCCI an informal discussion did take place at NOCCI's offices at 11:00. The rest of the persons (Hawkers Ass, Econ Affairs and Education) were invited to the IDP Rep Forum at 16:00 in the afternoon.
14	21/2/07 (afternoon)	Working session with IDP Rep Forum.	Ward Cllrs, Ward Committees, Stakeholder Groupings, Prov Sector Depts	Working session on Strategic Focus Areas, Strategic Objectives and Targets, Institutional Scorecard and framework for projects, operational requirements and Budget prioritisation.
15	22/2/07	EMT working session on linkage between IDP Priorities and the Budget allocations and linkage with SDBIP and S57 Managers' Performance Agreements.	Executive Management Team	This working session dealt mainly with the linkage of the Budget (both Operational and Capital) to the strategic priorities in the IDP. Directors were provided with their respective vote no's initial budget allocations to ensure that the priority issues are addressed and to ensure that this linkage is continued in the SDBIP
16	29/3/07	Council adopted draft IDP and Budget for public comment.		
17	2/4/07	Publish draft IDP and Budget for public comment as well as programme for public consultation on Budget and Capital Programme.		

Table 1: Actual process followed in drafting five-year IDP - cont

No	Date	Activity	Org Structure	Comments
18	26/4/07	Public consultation on Draft IDP and Budget 2007/2008	Ward 14	These meetings mainly centred around the detailed Budget and how it affects the different wards, as well as to solicit input from the communities in order to finalise the budgeting process linked to the IDP and PMS.
19	2 May 07		Wards 15,16 and 17	
20	3 May 07		Wards 5,6,7,9,10 and 11	
21	7 May 07		Wards 4,12,13 and 19	
22	8 May 07		Ward 28	
23	9 May 07		Ward 26 and 27	
24	10 May 07		Ward 8	
25	14 May 07		Wards 22 and 25	
26	15 May 07		Business Forum	
27	16 May 07		Wards 18 and 20	

The minutes and notes of the different meetings are attached as Annexure B.

During these 27 events 1 645 people were informed about the IDP and budgeting process and had the opportunity to comment and give input into these processes.

1.6 Document Structure

This IDP is structured in 7 sections:

- ▶ Introduction: explaining the background and context to the IDP;
- ▶ Driving forces behind the IDP;
- ▶ Analysis: reflecting our understanding of our Municipality and current development status;
- ▶ Approach: setting out our approach to improve the fortunes of Sol Plaatje Municipality;
- ▶ Establishing a five-year focus for the Municipality; a Strategic Agenda,
- ▶ An Action Plan: from strategic priorities to an Action Plan and the Institutional Scorecard;
- ▶ Legally required sectoral plans;
- ▶ Sustainability and the IDP: the Cross Cutting Issues; and
- ▶ Implementing the IDP: the Capital Programme and Operating Budget.

1.7 Document Status

According to the Municipal Systems Act Section 35, a Council adopted IDP:

- (a) Is the principle strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the Municipality;
- (b) Binds the Municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's IDP and national or provincial legislation, in which case such legislation prevails; and
- (c) Binds all other persons to the extent that those parts of the IDP that impose duties or affect the rights of those persons have been passed as a by-law.

Section 36 stipulates that the Municipality must give effect to its IDP and conduct its affairs in a manner that is consistent with its IDP.



2. Driving forces behind the Sol Plaatje IDP

2.1 Introduction

Sol Plaatje is not developing its IDP in isolation. A range of national and provincial policy documents informs IDP thinking and creates an important context for our own plans and strategies.

Achieving a developmental state is not a responsibility of government alone – let alone local municipalities. In the spirit of the 2003 agreement at the National Growth and Development Summit, stronger social partnerships between government, organised labour, organised business and the community constituency, are needed to address the investment, employment and poverty challenges our country faces.

Over the last three years, Government has developed a range of intervention approaches to support and guide action on growth and development. The most important of these documents are:

- a) The Ten Year Review: Reflecting on the lessons and experience flowing from the first democratic decade;
- b) AsgiSA: A framework setting out how South Africa can achieve shared and accelerated growth;
- c) National Spatial Development Perspective: Outlining a spatial approach to the economic development of South Africa;
- d) Northern Cape Growth and Development Strategy: Identifying the key levers for growth in the Province, and
- e) Frances Baard Growth and Development Plan (In Progress).

It is also worthwhile to note the Intergovernmental Relations Framework Act, Act No 13 of 2005, that provides a tool for co-ordinating and focusing the combined resources of government. The negotiations within and between the spheres of government need to proceed alongside engagements with the community, organised labour, business and state-owned enterprises. The Sol Plaatje IDP will draw extensively on the spirit of this Act in shaping intergovernmental co-operation in moving from strategy to action.

In the sections below we highlight key aspects of the key National and Provincial plans underpinning our IDP:

2.2 National Growth and Development Strategies

Government's targets for 2014 are:

- ▶ Reduce unemployment by half;
- ▶ Reduce poverty by half;
- ▶ Provide skills required by the economy;
- ▶ Ensure that all South Africans are able to fully exercise their constitutional rights and enjoy the full dignity of freedom;
- ▶ Provide a compassionate government service to the people;
- ▶ Improve services to achieve a better national health profile and reduction of preventable causes of death, including violent crime and road accidents;
- ▶ Significantly reduce the number of serious and priority crimes and cases awaiting trial; and
- ▶ Position South Africa strategically as an effective force in global relations.

The key tasks in achieving the above targets are:

- ▶ To grow the economy and balance increased social spending with higher public spending on economic infrastructure and services; and
- ▶ Dedicated focus will be given to government capability, especially that of local government as it operates at the coalface of service delivery, by:
 - Focusing intergovernmental relations on service delivery and development outcomes in the context of the Intergovernmental Relations Framework Bill;
 - Ensuring that Project Consolidate serves as a catalyst to make the Local Government sphere fully functional through an intergovernmental hands-on support approach;
 - Ensuring that the Peoples Contract be realised through active partnerships between government, communities and the public sector at local level; and
 - Ensuring that integrated sustainable human settlements and resilient and vibrant municipal economies are at the centre of government's objectives.

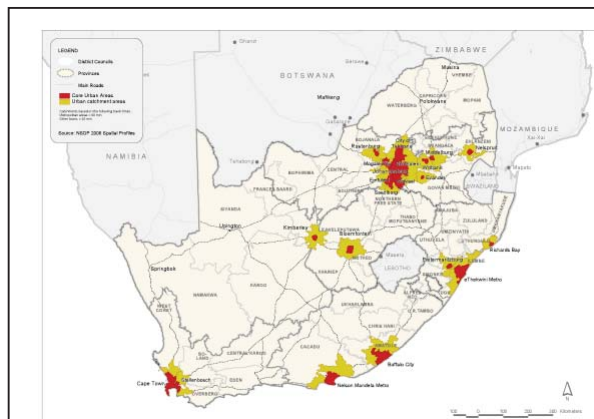
The above issues need to be reflected in Provincial Growth and Development Strategies and Local Government IDPs.

The only real area of potential 'growth' lies in public services and administration. As the provincial centre of government, SPM is able to rely upon the public sector for many jobs and for the employment and income attached to the services in demand from government – to run health, welfare and education.

The NSDP encourages cities to examine their prospects in spatial terms. It is based on observations on how economic development tends to become concentrated and on how growth and opportunity is very unequally spread in the national spatial economy². Inequality and deepening social division also manifest themselves within cities³. Linked to this trend of deepening inequality and reduced access to opportunity, is the growing realisation that entire cities can become isolated and economically irrelevant if they fall outside the geographical areas benefiting from growth. The degree of economic concentration in South African urban areas is significant; the South African Cities Network⁴ indicates that 21 functional urban areas (including Sol Plaatje), covering 2% of the national surface area, generate nearly 70% of the Geographic Value Added (GVA). In the 1990s the area between Tshwane and Johannesburg generated 24% of the Gross Geographic Product growth; on 0.2% of the national footprint⁵. There is a very real risk that the economies of agglomeration driving the trend of spatial concentration can result in many cities, towns and rural regions that used to be thriving centres of commerce, becoming economically marginalised and dependent on state handouts for survival.

The map depicting economic activity from the National Spatial Development Perspective illustrates the uneven distribution of economic activity. Current projections do not suggest major changes in this pattern of economic activity. This reinforces the tendency towards concentrated growth in the major urban regions. This is a trend that surfaces in research on the economic fate of smaller cities internationally⁶. The key challenge for smaller cities would be in finding ways to improve their relative position in the spatial economy through targeted interventions. The manifestation of national urban policies in South Africa impacts heavily on smaller/secondary cities:

Diagram 4: Key urban areas and their catchments⁸



- ▶ The national NSDP categorises smaller cities, with few exceptions, as areas of "medium economic potential". While this assessment is true on the comparative scale of economic activity, it unfortunately becomes negatively reinforced through public investment focusing on areas of high potential. Significantly for Sol Plaatje, Mangaung is classified as an area of high potential, suggesting that state investment decisions will favour Mangaung over Sol Plaatje.
- ▶ International economic trends favour economic agglomeration at a scale beyond smaller city economies. "New" economic activity requires the efficiency of proximity perhaps even more than manufacturing. This reinforces patterns of urban concentration in primary urban centres at the expense of smaller cities.

Cities located in larger regions with high levels of economic activity tend to do better than isolated urban localities. Often, when referring to a city, people talk about an administrative entity and not an economically defined functional area. Until 2000, local government entities in South Africa had very little in common with the functional areas of the urban concentrations they governed. A key international phenomenon is the focus placed on functional regions as the key drivers and locations of economic activity⁷. Urban regions often extend well beyond the border of the municipality and have an environmental and economic footprint that encompasses a much larger area. Many analytical and intervention approaches are beginning to focus on functional regions and place less emphasis on the city itself. The municipal jurisdiction of Sol Plaatje therefore increasingly requires contextualising within the Frances Baard District and a larger functional region that encompass a much larger area. In this context, Sol Plaatje begins to emerge as a potential satellite city within a region dominated by Mangaung.

2.4 AsgiSA

Through AsgiSA, National Government is planning to invest an estimated R372 billion in economic growth.

Key for Sol Plaatje is the specific mega-projects earmarked for its functional region. The Cabinet approved projects currently linked to AsgiSA are:

- ▶ A diamond and gemstone jewellery project in the Northern Cape;
- ▶ A bio-fuels initiative that will cover at least the Northern Cape, Free State, KwaZulu-Natal, Eastern Cape and Mpumalanga;
- ▶ A national livestock project that would particularly focus on the Northern Cape and North West.
- ▶ The proposed Square Kilometre Array and linked projects in the Northern Cape⁹.

While these initiatives are important in that they are set to attract major capital investment, it seems that only the diamond and gemstone jewellery project responds to the Sol Plaatje urban economy directly.

Given the lack of emphasis on Sol Plaatje in the larger national spatial arena, it is imperative for the City to position itself strategically as a transport and service hub, providing alternative access routes from East London, Coega, Port Elizabeth and Cape Town to Gauteng. Projects identified in the Sol Plaatje City Development Strategy process address this through the identification of specific strategic projects that aim to locate the city to benefit from AsgiSA.

AsgiSA Key Principles



It is imperative for SPM to lobby for increased support by the NSDP and AsgiSA in the provision of support and funding to secondary cities in order to position itself within the national spatial agenda. Given the difficult situation of Sol Plaatje as a city in decline, it would be best to do this in concert with other secondary cities. The figure illustrates that AsgiSA allocates 40% of the R320 billion to be spent by State Owned Enterprises (SOEs). SPM has to ensure that a part of these funds are spent on strategically important investments to improve the connectivity of the city in terms of road, rail, air and telecommunications.

Overall government plans for infrastructure spending totals over R320bn over the current MTEF

- Further allocations are envisaged going forward
- Such investment levels have not been seen before since 1994

50%
To be spent by the three spheres of govt
5%
To be spent through Public Private Partnerships
3-5%
To be spent by development finance institutions
40%
To be spent by State Owned Enterprises

2.5 Northern Cape Provincial Growth and Development Strategy 2004 – 2014 (NCPGDS)

The NCPGDS was released in January 2005 and the highlights are captured below as it impacts directly on local government in the province.

The Northern Cape's development vision is:

"Building a prosperous, sustainable, growing provincial economy to reduce poverty and improve social development."

The two primary development objectives have been identified as:

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

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

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

To give effect to the development vision and development objectives, the following series of high-level development targets for economic growth and social development in the Northern Cape were set:

3. City Profile: Background and Analysis

“Ploughing the City Development Strategy (CDS) field in Sol Plaatje is rather like being on a prospecting claim. Everyone hopes that something will turn up – there is an unexpressed belief that there is a new diamond to be found if only we hope hard enough, and look long enough. But in this business, hope and hard work are only rewarded if you are looking in the right place to start with.”

3.1 Introduction

Whilst being the provincial capital of the Northern Cape, Sol Plaatje is one of South Africa’s ‘secondary cities’. The Sol Plaatje Municipality is not large enough to be a metropolitan municipality, nor has sufficient weight to be included within the 9-member cities network. Sol Plaatje, which includes Kimberley, nevertheless occupies a position of significance as the seat of government for the Northern Cape Province, is the largest urban area in the Northern Cape and is the historical site of the first major mineral discoveries in South Africa.

With a population of just over 200,000 people, Sol Plaatje has historically developed sound basic infrastructure, which has accommodated large mines and support industries. It has many pleasant neighbourhoods, a school system that performs above national norms and a relatively compact layout that locates former ‘township’ areas close to the city centre. In addition the City has the highest service levels of South African cities, allowing it to address its backlogs realistically. However, consistent underinvestment in the city’s existing infrastructure threatens the foundations of the local economy.

Synonymous with diamonds and known the world over as the headquarters of De Beers, Kimberley recently gave its name to the “Kimberley Process” a multilateral effort involving governments, companies and international agencies to rid the world of ‘conflict diamonds’, illegally traded gemstones that have been used to fund wars and illicit fortunes, from Angola to Sierra Leone. But De Beers no longer mines diamonds in Kimberley, apart from reworking the old mine dumps. The last operating mine closed in 2005, ending a period of gradual decline that started almost 100 years ago. The most famous mine in Kimberley, the “Big Hole”, closed in 1912. This remarkable feature has recently been totally upgraded as a world-class tourism site. However, without major mining operations within the city, or close by, the mining sector has lost economic ground in Sol Plaatje and no longer creates the much needed jobs.

In a world economy that changes rapidly, many successful cities have sought guidance from City Development Strategies. The best of these assist to position a city to gain maximum benefit from new waves of opportunity, and to allow the city to grow and transform itself into a place

where its citizens can enjoy improvements in lifestyle and prosperity. A CDS may be led by a municipality or by a steering committee that includes players from all sectors of the community. Its aim is to improve the way in which the city meets the problems that are thrown at it, and handles competition. The belief is that collective planning and shared awareness will produce a better result for all in the long term.

A City Development Strategy is useful to a growing city, but can also prove essential to a city, like Sol Plaatje, that is facing a challenging economic future. The CDS helps decision-makers to understand the realities facing the city – not to create an air of fatalism and defeat, but to generate practical and evidence based planning responses that are suitable to meet the challenges.

3.2 Key City Development Strategy (CDS) analytical conclusions

In 2006, the Sol Plaatje Municipality hosted a series of brainstorming sessions on the future of the city. These were called Rapid Planning Initiatives (RPIs) and each sought to include a wide range of experts from the city – officials from all spheres of government, councillors, business people, community representatives, state owned enterprises, consultants and journalists – who together have unrivalled local knowledge. For various reasons, the level of participation was not as wide or as consistent as planned, but the RPIs clearly illustrated the scale of the development challenges faced by Sol Plaatje.

The Sol Plaatje CDS analysis was confronted by four factors:

The real economy is facing major challenges.

The local economy of Sol Plaatje is facing serious problems of decline, and no sustainable alternative source of economic growth is in evidence. The decline is not new – it has a history that goes back decades though it is hidden by intermittent diamond price booms and the lack of an expansion in provincial government employment after 1994. In the last decade, however, several sectors of the economy have lost their critical mass. Businesses contract, close or relocate to Bloemfontein and other major centres. This has dire implications for the attraction of new investment.

Kimberley has suffered defeat in regional competition with Bloemfontein

Bloemfontein is a major source of competition in the centre of the country and it has won this battle of service sector prominence with Kimberley. These two centres are too close together in an area of weak economic potential for both to grow. Sol Plaatje is significantly disadvantaged

by the deteriorating state of the N12 highway as an alternative route between Gauteng and the Eastern Cape and Western Cape. Sol Plaatje is thus trapped in a bi-polar orbit with Bloemfontein whereby both cities compete as regional service centres; a competition that Bloemfontein has won through its ability to achieve larger economies of scale.

The fortuitous location of the new provincial government of the Northern Cape in Kimberley, just as the decline in mining began to bite deep, assisted to stem the rate of economic decline in Sol Plaatje.

The main implication however, has been the growth of Sol Plaatje as a city reliant upon government employment, not productive enterprise, and by an increasing reliance of the population on grants to survive.

Governance

The City has been admittedly slow in facing up to the emerging economic crisis in which it finds itself and this feeds confidence levels. The CBD business community is understandably questioning the City’s commitment after ten years of failed promises for focused intervention. (This was based on excellent plans, many of which were produced with the assistance of Swedish experts.)

In addition the City has not engaged effectively with the Province and the Province’s Growth and Development Strategy. As a result very little of the AsgiSA projects outlined by Cabinet will have any transformative impact on the City. (AsgiSA includes upgrading a diamond-cutting and polishing factory and setting up a gemmology school in the Northern Cape, but these are small-impact projects.)

Political pressure has not been assembled to address the poor state of the N12, probably the most vital issue for the future of the City as it allows interconnectivity with the rest of the country.

Where do the CDS’s analytical conclusions point the IDP? In the absence of a vibrant and expanding business sector, the main responsibility for guiding the IDP must lie with the public authorities. By providing a sound, affordable and predictable environment, government can help business to control its risks and costs. In an uncertain economic situation, this can prove to be a crucial contribution.

QUICK FACTS:
TOTAL POPULATION – 201,465
TOTAL NUMBER OF HOUSEHOLDS – 50,249 (Stats SA 2001)
REGISTERED INDIGENTS – 9,590
Households receiving FBW – 48,500
Households receiving FBE – 9,067 (only indigents)

Note:

Sol Plaatje does not have good recent statistics available. This is an acknowledged weakness that will be addressed in the future. In this document an attempt has been made to only use the most recent official information – inevitably this is based on 2001 census data with some projections. There are indications that the economic conditions may have changed since 2004 – so this discussion document attempts to focus on the trends that we do not think would have changed fundamentally.

While surveys report improved employment, it is not clear if more jobs have been created or simply increased migration has reduced the residual rates of unemployment.

- ◆ First, improve governance.
- ◆ Second, repair, refurbish and maintain city infrastructure – both old infrastructure in Kimberley and new infrastructure in Galeshewe. (Implement the long-standing plans to revitalise the Kimberley CBD.)
- ◆ Third, support the educational institutions and centres for learning to allow young people to prepare themselves well so that when they leave the City they are better equipped to find employment elsewhere. This will require co-ordinated action with the Province, SETA’s and business.
- ◆ Fourth, motivate for more government support:
 - align the city’s economic plans with those of the PGDS to take advantage of support available from Provincial and National Government.
 - lobby for investment by SOEs – particularly in the road and communication infrastructure.
- ◆ Fifth, provide focused and selective support to private sector initiatives and projects. (Support the De Beers initiatives around heritage and tourism, but do not support initiatives that further undermine the integrity of the CBD.)

The aims of the CDS should be to

“Create an environment in which new growth has a chance.”

While growth and expansion are the aims of national policy, the priority in SPM is to first slow down the rate of decline, then to stabilise the situation to create a base for renewed expansion.

The second slogan in this regard is:

“Better, not bigger”

These steps are not necessarily priorities in an area where economic activities are booming (such as in the Southern Cape) or even in an area like Drakenstein – Paarl/Wellington (of similar size to Sol Plaatje) where traditional areas of the economy are in decline, but where new areas are showing signs of development. The situation in Sol Plaatje is different, and more pressing. Political will and leadership is especially important to change the present direction to meet the two slogans quoted above!

3.3 Towards a shared understanding of our City

"Thirty years ago, Kimberley was the same size as Bloemfontein, today its population is less than a third of Mangaung's while the number of jobs in the economy is also under one third of that of Mangaung."

3.3.1 Less people, more houses and state employment

Table 4: Sol Plaatje Municipality: Population by Population Group

Persons	2001	1996	Change over 5 years		Annual ave % change	% Composition 2001
			Number	Percent		
African	109,714	105,838	3,876	4%	0.7%	54%
Coloured	63,918	63,655	263	0%	0.1%	32%
Indian	1,612	1,809	-197	-11%	-2.3%	1%
White	26,220	29,587	-3,367	-11%	-2.4%	13%
Total Population	201,464	204,263	-2,799	-1%	-0.3%	100%

The population of Sol Plaatje shows a declining trend – in common with the Northern Cape Province as a whole. One third of the employed citizens in Sol Plaatje work for the public sector. This compares with a quarter in the provincial capitals of Mangaung, Msunduzi, Polokwane and Buffalo City - and a fifth in Cape Town. Even in the national capital, Tshwane, only a quarter of the citizens are public employees.

While the population of Sol Plaatje is on a declining trend, the number of households has shown a marked tendency to rise. This pattern is common across the nation. In Sol Plaatje, the number of households increased by 12% to 50,249 between 1996 and 2001, although population decreased by 1%.



Table 5: Employment figures

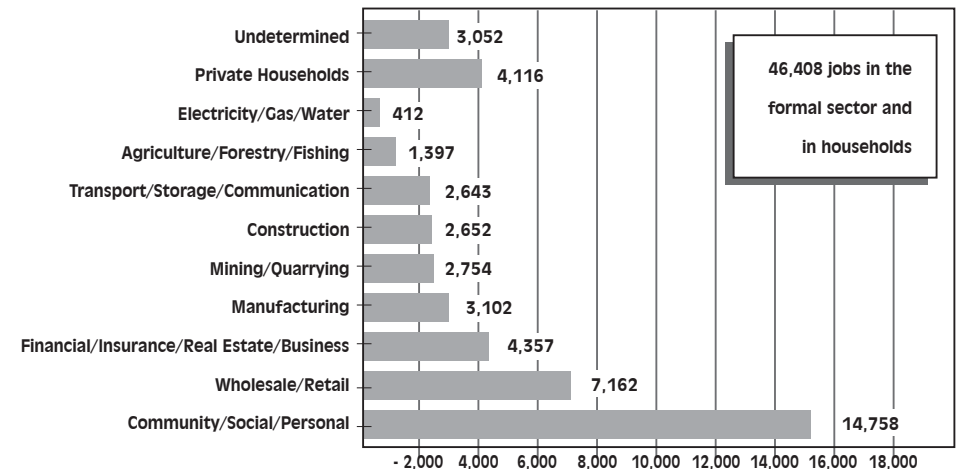
The number of economically active people barely grew between 1996 and 2001. However, the number of people with employment decreased, with the result that the rate of unemployment increased markedly, from 34% to 42%.

Persons	2001	1996	2001	1996	Change over 5 years	
			Percent	Percent	Number	Percent
Employed	46,412	51,643	58.5%	65.7%	- 5,231	- 10%
Unemployed	32,928	26,979	41.5%	34.3%	5,949	22%
Total Labour Force	79,340	78,622	100.0%	100.0%	718	1%
Not Economically Active	54,218	49,889			4,329	9%
Population 15 - 65	133,558	128,511			5,047	4%
Total Population	201,464	204,263			- 2,799	- 1%

3.3.2 The Economy: Change without diversification

In the past, the local economy of Sol Plaatje was heavily dependent on the De Beers Diamond Mines in and near SPM. In addition, the military maintained large bases of men and equipment in and around the region. However, since the major mines have downscaled and closed over the last 15 years and the military establishments have shrunk since 1994, the local economy has changed without diversifying. The public sector is the single largest source of employment, as the City is home to the regional and head offices of three spheres of government. The figure below illustrates that in 2001 the majority of the population were employed in the service sector.

Diagram 5. Employment pattern in Sol Plaatje, 2001 Census Data

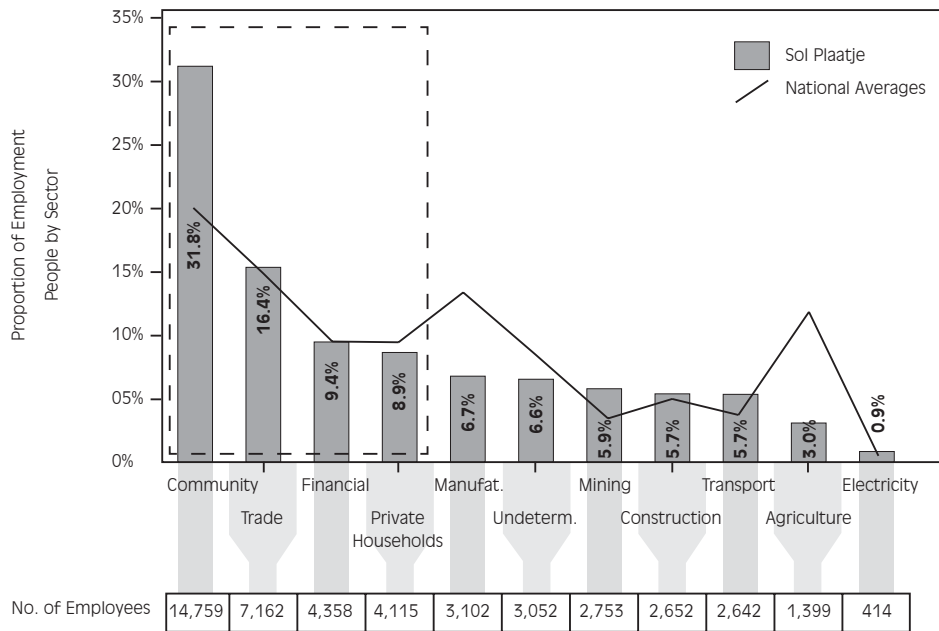


"Northern Cape Manufacturing Strategy Document". Department of Finance and Economic Affairs, Northern Cape, 2004. Compiled by Benchmarking and Manufacturing (B&M) Analysts in Northern Cape Provincial Growth & Development Strategy 2004-2014 (CD ROM).

Other major employment areas are retail distribution and services. Tourism is a useful contributor to the economy, but it is not large enough to be defined as a driver of the economy in its own right.

Employment in the manufacturing sector has experienced slow decline between 2000 and 2003 as the figure below illustrates.

Diagram 6 - Employment by Sector, Sol Plaatje: 2001



Consistent with the statistical trends highlighted above, stakeholder interviews conducted in 2004¹⁰ verified that the manufacturing sector was in decline in the province and that jobs had been lost at a number of firms, along with the closure of entire manufacturing establishments. It was also argued that very few new operations had started, the only exceptions being small scale enterprises, which had a very limited impact on the overall profile of the sector.

Since the manufacturing sector is slowly losing the limited critical mass that it had, it no longer provides a viable economic sector for SPM on which to focus over the longer term within the ambit of a CDS.

With regard to the other economic sectors, the following picture emerges:

- ◆ Mining is in closure mode within the City;
- ◆ Construction depends on government decisions;
- ◆ Retail is a driver of the local economy as the trading centre for the region;
- ◆ Tourism is a supporter of economic growth, but not a driver;
- ◆ Business services deserves investigation, but will rely on improved human capital;
- ◆ Transport depends on major state infrastructural investment in road and rail upgrading.

As a result, traditional productive sectors of the economy are in long-term decline and it does not seem that new productive sectors are emerging. Sol Plaatje faces a future as a city driven by government spending decisions. Apart from the reliance on public sector jobs, many households rely upon state grants.

As a consequence, the City has very little potential for self-sustaining growth – without intervention.

The following table suggests the main drivers and undermining factors of the local economy.

Table 6: Positive and negative forces in the economy

	Positive	Negative
Main Forces	Drivers of the economy Government (Provincial, District and Local) Retail and service economy for the City and the region	Underminers of the economy Decline of the mining and manufacturing sectors. Growing strength of Mangaung as the principal urban centre in the region.
Important supplements	Boosters The Diamond Hub Project The Urban Renewal Projects	Obstacles / Barriers Deteriorating state of the N12
	Complementers Tourism and tourism development Blue Train Appropriate improvers of the retail and recreation environment	Gaps Capacity of the SPM as an institution to drive the strategic agenda Poor state of maintenance on municipal services infrastructure supporting economic activity Loss of municipal tax revenue through decline of CBD
	Supporters De Beers "Big Hole" redevelopment – conference centre, hotel, museum Education institutions	Diversions Decentralised shopping malls
	Sustainers The N12 in its present poor state	
	Defenders Social grants	
Alternatives	Rescuers The new prison and mental facility Regional health facilities The N12 upgraded The military Relocation of a national department to Sol Plaatje	

The implications of economic growth or decline for SPM are set out in the table below.

Table 7: SPM: Contingencies for economic growth and decline

<i>If Sol Plaatje suddenly grows, it will have to:</i>	<i>If Sol Plaatje continues its path of slow decline, it will have to:</i>
Define a sensible plan for spatial development.	Consolidate its boundaries, rethink its housing approach and service extension plans.
Concentrate on skills development for its people, to allow them to migrate successfully or to stay on to work in the expanding economy.	Concentrate on skills development for its people, to allow them to migrate successfully.

Table 7: SPM Contingencies for economic growth and decline - cont

<i>If Sol Plaatje suddenly grows, it will have to:</i>	<i>If Sol Plaatje continues its path of slow decline, it will have to:</i>
The regeneration and social inclusion of deprived communities.	The regeneration and social inclusion of deprived communities.
Control development in the CBD.	Regenerate the CBD as a priority.
Raise additional finance to finance service maintenance.	Balance its budget, as its equitable share falls or stagnates.
Develop reliable systems to monitor economic growth and development and the intentions of business and government in the area.	Develop reliable systems to monitor economic growth and development and the intentions of business and government in the area.
Have a business retention strategy.	Have a business retention strategy.
Have a filter of principles to judge new investment proposals to avoid anti-social investments (toxic waste dumping...).	Have a filter of principles to judge new investment proposals to avoid anti-social investments (toxic waste dumping...).
Have an investment attraction strategy geared for growth.	Have an inward investment strategy geared to retrenchment and consolidation.
Use its own land and resources to support the economy.	Use its own land and resources to support the economy.
Influence the development of land by developers for the purpose of regenerating the City.	Influence the development of land by developers for the purpose of regenerating the City.

3.4 Building a segregated Sol Plaatje:

The impact of current investment approaches: The 2006 report on Galeshewe¹¹

A research report prepared for DPLG and the Presidency in 2006 finds very little that is positive for the future growth of the Sol Plaatje economy. The report focuses on Galeshewe and the Urban Renewal Project initiated by the President in 2001 as part of an effort to stimulate economic growth in a number of nodal areas in urban and rural settings across the country. At its heart the report initiates a critical discussion on how current state-led programmes and subsidy streams impact on the City.

The draft report puts forward strong conclusions that will need to be considered in the CDS – not least because they are even more negative than the issues set out above. At a key point the report states:

“If growth [in Sol Plaatje] is to occur and be sustainable, the economy needs a new *raison d’être*. This is the focus of the new City Development Strategy being developed.”

Galeshewe is a dormitory suburb for Sol Plaatje. It has a weak internal market, because of the poverty of its citizens, and no potential to develop as a node of economic progress on its own. It can sustain a few, limited retail outlets, but the small business enterprises presently being promoted in the area have no chance of establishing themselves as expanding businesses. Galeshewe’s prospects stand or fall with those of Sol Plaatje as a whole – and these prospects are distinctly limited.

- ▶ Apart from retail (largely food and beverage), there is very little economic activity in Galeshewe itself, and the vast majority of residents either work in Kimberley or are unemployed.
- ▶ Galeshewe’s prospects have declined with those of the Kimberley economy, following the decline of diamond mining in the area.
- ▶ Today, the area’s economy is dominated by government services and the servicing of the agricultural and mining sectors in the rest of the Northern Cape. There is very little manufacturing or agricultural activity.

In reviewing the key constraints to economic growth and development, the report concludes that *“apart from government services, Kimberley is in danger of being structurally irrelevant to the rest of the economy.”* ... *“Agricultural and mining industries are shrinking, while the services sectors are not growing fast enough to place the city on a higher growth path.”*

“Kimberley’s decline has multiple, overlapping, self-reinforcing roots not readily amenable to short-term solutions.”

“Unless there is a relatively dramatic repositioning of the local economy, present trends will lead to continued decline in the fortunes of Kimberley/Galeshewe.”

This is exactly the conclusion reached above. But there is no obvious way of repositioning the economy – it has lost its *mojo*.

The report considers government’s plans that seek to achieve two inter-related goals:

- ▶ To foster economic growth, and
- ▶ To redistribute economic opportunity and activity.

However, the 2004 LED Strategy of the SPM is judged as being “unfocused and generic, leading to a lack of implementation and a loss of credibility”. The report criticises the “lack of rigor in the identification and specification of programmes and projects [which] leads to a lack of focus and unevenness in terms of content.” It states that “some key investments that have been implemented were not prioritised by the LED Strategy and were actually warned against in the IDP (e.g. malls in the southern suburbs), while no progress has been made with some priorities that were identified (e.g. tourism incubator).”

The assessment reviews the “Sol Plaatje Plan”, which comprises four elements:

- ▶ The Integrated Development Plan
- ▶ The LED Strategy
- ▶ The Spatial Development Framework
- ▶ The Galeshewe Urban Renewal Programme

Its conclusions are not positive. Apart from the lack of co-ordination between these elements, the two aims of “arresting economic decline” and “delivering services to the poor” are not well-founded:

- ▶ The lack of an agricultural or industrial base in Sol Plaatje means that the economy is over-reliant on public spending;
- ▶ The forces impeding the development of an industrial and commercial base seem overwhelming and will not be reversed through relatively small, unsustainable, management-intensive LED programmes and projects;
- ▶ Redirecting expenditure is not easy, but it is easier than trying to turn an economy around, so this part of the strategy has been more effective – but, the impact of the redirection of public expenditure is not entirely unambiguous as it has come at the expense of maintaining the infrastructure in the CBD.
- ▶ The decay of the CBD has helped justify the creation of the malls, which has accelerated the problems of the CBD.

The intentions of the “Sol Plaatje Plan” are described as being “laudable, but there are doubts about whether the challenge faced by the Kimberley/Galeshewe economy are amenable to this kind of policy intervention. If growth is to occur and be sustainable, the economy needs a new *raison d’être*. This is the focus of the new City Development Strategy being developed.”

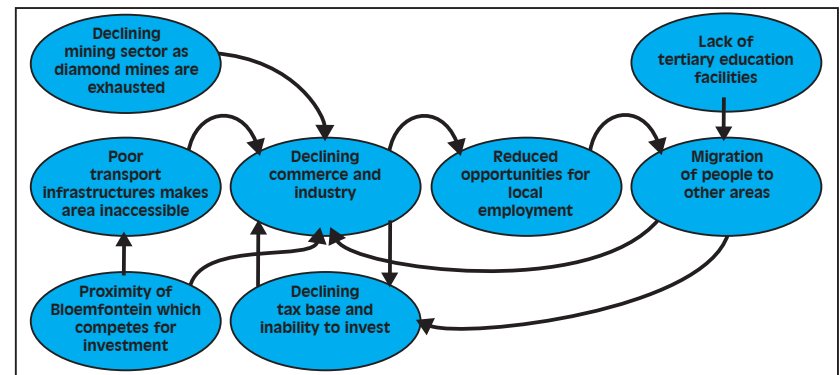
3.4.1 Sol Plaatje’s positioning in the spatial economy: On the edge of North West and Free State

Location and context are always of great importance in framing a city strategy. There are towns and cities that thrive because of their hinterland (like Seattle) or because of their position in an economic chain that appears unlikely (Brussels for diamonds, Rotterdam for flowers).

The fact that Sol Plaatje Municipality is located on the eastern side of the Northern Cape places it closer to Mangaung (175km), Klerksdorp (302km) and even Welkom (329km) than to other major towns in the province such as Upington (402km)¹². SPM should thus not be analysed only in terms of the Northern Cape. It should be positioned strategically in the context of its immediate neighbours, the Free State and the North West Province. This is also emphasised in the Accelerated Shared Growth Initiative of South Africa (AsgiSA) that has identified several projects straddling the three provinces (see section 4.2).

However, the areas that abut upon Sol Plaatje are uniformly more poorly developed than Sol Plaatje itself. Sol Plaatje is not surrounded by a rural hinterland that has the potential to be an important market for its services. In fact Bloemfontein has the potential to displace Sol Plaatje as a preferred service centre – and has already done so to a considerable extent.

Diagram 7: Elements of the declining economy in SPM



3.5 Conclusions

Conclusion: Solutions/opportunities

Long term

- ▶ Any attempt to reposition Kimberley/Galeshewe in the national spatial economy presents a major challenge.
- ▶ The area lacks a local market large enough to generate critical mass, making it difficult to compete against other centres such as Bloemfontein.
- ▶ One possibility is to seek to reconfigure the national transportation network so that traffic flows through Kimberley:
 - This could be either or both north-south traffic (i.e. from Johannesburg to Cape Town) and east-west traffic (between the ports on the east coast and the port-less coast on the west of Southern Africa).
 - This would be extremely ambitious and is beyond the power of local stakeholders to effect. In the absence of such a repositioning of the local economy in this way, the long-term prognosis for the area will remain bleak.
 - If the benefits to Kimberley/Galeshewe and the national economy offset the costs of such a reconfiguration, the efforts would be worthwhile.
- ▶ The most effective course of action would be to up-skill residents so that they can participate more fully in the economy in other parts of the country and facilitate their finding homes/work in other areas.

Short-term

- ▶ Kimberley's short-term opportunities lie in mineral beneficiation, tourism and agro-processing. Given the relatively high quality of the Northern Cape's matric results, it is possible that further opportunities in the services sector, e.g. call centres, exist.

- ▶ In Galeshewe, the opportunities for any meaningful job creation revolve around housing delivery and public sector construction.
- ▶ The suggestion is that key stakeholders should concentrate on:
 - Engagement with National Government, Transnet and SANRAL on the future positioning of Sol Plaatje in relation to the transport network.
 - Maintain and improve basic education and provide opportunities for tertiary education.
 - Engagement with industry institutions and businesses to identify investment opportunities in the tourism, agro-processing, services and beneficiation industries.
 - Developing a plan to address the backlogs in both low-cost and affordable housing.

Better and not bigger economic expansion

The economic reality set out above illustrates that the likely route for Sol Plaatje does not involve growth and expansion. Problems of economic decline require long-term solutions. Interim short- and medium-term economic development strategies are needed in a transitional phase.

Sol Plaatje should therefore accept an alternative focus on development, not expansion. This means that SPM has to accept the need for a different approach to achieve economic sustainability that is based on getting "better" and "not bigger". Current economic realities should be analysed in greater detail and initiatives developed that will boost diversity and self-reliance. These should provide the necessary impetus to propel the City on a sustainable growth path. The key focus here is on economic initiatives that are based on focus, concentration and contraction rather than on economic expansion. Successful initiatives that concentrate on contracting the economy and not expanding the economy will lay the ground for a renewed local economy.

What should a Growth and Development Strategy achieve? According to the World Bank a GDS should provide the framework to achieve the following:

- ▶ **"Livable"** - providing a framework committed to ensuring that the poor achieve a healthy and dignified living standard; that provides systems for adequate housing, secure land tenure, credit, transportation, health care, education, and other services for households; and that addresses environmental degradation, public safety and cultural heritage preservation for the benefit of all residents. And to be livable, cities must also become:
- ▶ **"Competitive"** - providing a supportive framework for productive firms, to promote buoyant, broad-based growth of employment, incomes and investment.
- ▶ **"Well governed and managed"** - with representation and inclusion of all groups in the urban society; with accountability, integrity, and transparency of government actions in pursuit of shared goals; and with strong capacity of local government to fulfill public responsibilities based on knowledge, skills, resources and procedures that draw on partnerships.
- ▶ **"Bankable"** - that is, financially sound and creditworthy. Financial health of municipalities requires the adoption of clear and internally consistent systems of local revenues and expenditures, transparent and predictable intergovernmental transfers, generally accepted financial accounting, asset management, and procurement practices, and prudent conditions for municipal borrowing.

www.unhabitat.org/programmes/ump/cds.asp

4. Shaping our vision for Sol Plaatje

Sol Plaatje's Vision Statement:

SOL PLAATJE A DYNAMIC MUNICIPALITY THAT PROVIDES A COMPREHENSIVE RANGE OF AFFORDABLE SERVICES TO ALL ITS RESIDENTS

Can we generate a fresh vision based on where we want to take Sol Plaatje? Through the Sol Plaatje City Development Strategy (CDS) process work was done to inform a normative outline for what the city has to achieve in order to recover its spatial economic relevance and improve its social impact. The following common principles are shared in our region towards building a 20-year vision of what we want to achieve:

- ▶ **Strong communities:** We need to contribute to building a strong community forged by a common national identity that recognises diversity.
- ▶ **Shared and inclusive economic growth:** Growing the provincial economy by 4-6% per annum; ensuring broad-based black economic empowerment; ensuring that the benefits of growth are shared; supporting SMMEs; building and enhancing skills; creating large numbers of long-term sustainable jobs, reducing unemployment and halving poverty.
- ▶ **Quality of living for all:** Improving the living conditions of all that live and work in the province and building sustainable communities through the provision and maintenance of durable social and economic infrastructure.
- ▶ **Urban efficiency and social integration:** Countering the apartheid geography of separate development resulting in inefficient service provision and social exclusion. This necessitates the curbing of low-density, unplanned urban expansion and the provision of low-income housing on the periphery. It also means finding better solutions to building the urban fabric.
- ▶ **Sustainability:** In the future we have to continue to improve a healthy living and working environment for our people. Extensive measures are required to ensure clean air, water and land.
- ▶ **Governance excellence:** High levels of service delivery, the pursuit of efficient and co-operative governance; the deepening of participatory democracy, meaningful intergovernmental partnerships and citizenship; countering the fragmentation in planning and investment, and ensuring greater synergy in both kinds of action.

How do cities elsewhere achieve high performance in the areas highlighted above? In this section we provide an overview of some best practices in achieving growth and development.

Common traits in cities that have been successful in pulling CDS type initiatives off all share:

- ▶ Sustained commitment to a coherent plan over periods far exceeding electoral cycles;
- ▶ Strong and often charismatic leadership and quality urban governance;
- ▶ An ability to unlock access to significant resources;
- ▶ An emphasis on catalytic investments in public infrastructure that unlocks opportunity and economic competitiveness; and
- ▶ Established institutions capable of implementing bold and often complex initiatives.

Successful cities, according to current evidence, offer competitive advantages in the following important areas:

- ▶ **Successful cities address the needs of the poor** – a city that works for the poor works for all. Deliberately dealing with poverty in an urbanised setting holds obvious advantages for the poor in getting access to services and opportunities, and to the state as custodian of public service provision. The socio-political consequences of not addressing the needs of the urban poor are perhaps even a greater motivation for action. Yet, the ability of cities to address the conditions of poverty depends on urbanisation being combined with economic growth. Achieving sustained economic growth is therefore a precondition for sustained improvements in the lives of people. Sol Plaatje faces a strategic choice on how to deal with the needs of the poor – there is a tension between investment in subsidised basic services and productive investments in the urban economy. The following three bullet points reflect on the competitive advantages of cities in relation to growing the urban economy.
- ▶ **Successful cities provide high quality living experiences** in which people want to settle and invest. A city that works for the poor cannot be a city with a poor living environment. A high quality environment is a reflection of the range of economic opportunities, cultural experiences, sense of safety and a quality physical environment. The availability of a range of effective and efficiently provided public services, transport and amenities are important factors in creating a high quality living experience. A key intervention most commonly utilised in smaller city strategies is to position for lifestyle investment and the creative class, both being dependent on good living experiences and urban quality;

¹⁰ Barnes, J. (2004) "Northern Cape Manufacturing Strategy Document". Department of Finance and Economic Affairs, Northern Cape, 2004. Compiled by Benchmarking and Manufacturing (B&M) Analysts in Northern Cape Provincial Growth & Development Strategy 2004-2014 (CD ROM).
¹¹ Economic Profile Galeshewe, Monitor Group in co-operation with Business Trust for DPLG, 7 July 2006
¹² Distances from <http://www.sa.c2a.co.za/>

- ▶ **Successful cities are home to healthy, tolerant and dynamic communities** in which diverse groups can forge a common identity.
- ▶ **Successful cities are well-connected.** Connectivity relates to availability of quality communications infrastructure, mass transit systems and excellent regional and international transport connections. Connectivity is a prerequisite in establishing a foothold in trade and financial flows within a region and global context. Public investments in transport and communications infrastructure are key factors influencing competitiveness. A key strategic consideration in focussing on connectivity relates to the challenge faced by small cities to remain relevant in the national spatial economy; and
- ▶ **Successful cities provide agglomeration benefits.** Increasing size generates agglomeration advantages since it stimulates a growing range of economic activity. Competitive agglomeration benefits are influenced by dispensable income, the cost of public services, transport, labour and other input costs, as well as the appropriateness of the labour skills to economic requirements. Where cities are unable to maintain a critical mass of economic activity they can experience a quick loss of business and jobs. While agglomeration benefits are important to ensure growth the inverse is also true; inability to maintain agglomeration benefits can result in rapid decline.
- ▶ **Successful cities care about the environment** and sustainability and manage the environmental impact carefully as economic success increasingly becomes linked to environmental quality.

From international experience and our analysis we thus realise that in order to stay on the right track we have to grow our local economy in order to be sustainable.



The SPM needs to dramatically improve the efficiency of its services, the sustainability of its finances and the effectiveness of its administration. This translates into two high level strategic objectives:

- ▶ **A better standard of living for all - which requires a growing economy depending on a municipal strategy driving urban efficiencies; and**
- ▶ **A better quality of life for all - which requires a caring Council concerned at providing universal access to basic municipal services at affordable levels while becoming a place where business would want to locate.**

The delivery of this strategic agenda is linked to five key performance areas that also relates to the national expectations for local government performance. These are:

- ▶ **LOCAL ECONOMIC DEVELOPMENT (LED);** aimed at managing a declining economy and providing a sound fiscal basis;
- ▶ **BASIC AND SUSTAINABLE SERVICE DELIVERY;** aimed at putting initiatives in place to increase the efficiency, effectiveness and economy of the SPM's service portfolio;
- ▶ **MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT;** aimed at putting the SPM on a sustainable financial footing; and
- ▶ **MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION;** designed to lay the foundation of a motivated, skilled and capacitated municipal administration.
- ▶ **GOOD GOVERNANCE AND PUBLIC PARTICIPATION;** ensuring the efficient management of the interface between politicians and the administration, inter-governmental relations and communication/interaction with stakeholders and communities

5. Establishing a five-year focus: Our strategic agenda

5.1 Legal context

In accordance with Section 25 of the Municipal System Act the Council must adopt a single, inclusive and strategic plan for the development of the Municipality, called an Integrated Development Plan (IDP) that:

- ▶ Links, integrates and co-ordinates plans and takes into account proposals for the development of the Municipality,
- ▶ Aligns the resources and capacity of the Municipality with the implementation of the plan,
- ▶ Forms the policy framework and general basis on which annual budgets must be based,
- ▶ Is compatible with national and provincial development plans and planning requirements binding on the Municipality in terms of legislation.

In addition it is a legal requirement that the IDP informs the budgeting process and requires Directorates to prepare Service Delivery and Budget Implementation Plans (SDBIP). These plans which have a three-year horizon, with an annual action plan, actually operationalise the IDP. Directorates' SDBIP's should therefore derive their strategic priorities directly from the IDP and convert these into actions/operations that need to be resourced financially, as well as with the necessary human resources (including the capacity and expertise needed). The IDP thus informs the allocation of resources (human, financial, equipment etc) as well as the budget – **both Operational and Capital Budgets**. These strategic priorities flow from the analysis of the existing state of development in the Municipality and its vision – it also includes the input as received from the communities and stakeholder groupings through the IDP Representative Forum and individual submissions by ward councillors and other stakeholders.

5.2 Assessing performance against our strategic priorities

In this section we assess how well we have been able to address each of our strategic priority areas. The purpose of this overview is to inform our new five-year focus by building on our strengths and addressing our weaknesses.

5.2.1 Development Programme

- a) What has been achieved in the past five years:
 - The Galeshewe Urban Renewal Programme (GURP) was a qualified success in that the GURP programme has been delivered;
 - Some R600 million in new building plans has been approved;

- A Spatial Development Framework is in place;
- A LED Strategy is in place;
- An Integrated Transport Plan is on the table (this plan will require ±R138 million investment in stages of implementation over the next five years);
- A draft long term City Development Strategy is under discussion.
- b) Remaining Gaps
 - Creating multiplier effect for sustainable growth;
 - Establishing clear measures of success from economic development efforts;
 - Inability to use municipal assets as economic development stimulants.

5.2.2 Service Delivery Programme

- a) What has been achieved in the past five years:

Water & Sanitation

- 44 538 (88%) households are connected to water & sanitation as well as gravel roads;
- Water losses down from 34% to 30%.

Electricity

- 42 563 (87%) households have electricity connections;
- 30 high mast lights were installed;
- 200 new streetlights were installed;
- New master load controller installed and electricity losses are down from 28% -14%.

Solid Waste Removal

- 47 670 (92%) households receive a weekly solid waste removal service;

Housing

- 5 255 low cost houses delivered (all fully serviced).

Roads

- 50km of new roads tarred.

- b) Remaining Gaps

- Proper maintenance of existing infrastructure (therefore we are now faced with a threat of critical infrastructure failure over the next five years);
- The impacts we were hoping to make with economic and social development under risk of infrastructure deterioration;
- Adherence to statutory plans such as the SDF... no land use management system in place yet;

- Infrastructure maintenance, replacement and upgrade;
- Water & Sanitation: ±R58,3 million required over next four years plus R4,6 million for bucket eradication (MIG funding of ±R36 million targeted);
- Roads: ±R12 million p/a required over next three years;
- Fleet: ±R4,6 million required in year 1 thereafter a staged replacement programme;
- Electricity: significant upgrade & refurbishment plan (R61 million indicated as immediate requirements);
- Emergency Services: ±R31 million required over next five years;
- A new approach to low cost/social and middle income housing;
- Provision of basic services to address the backlogs but on an affordability principle to ensure sustainable service delivery. The table below indicates the service backlogs in SPM as in January 2007.

Present Service Backlogs

SERVICE BACKLOG	Jan 2007 (Households)
Water	5 645
Sanitation	5 645
Electricity	7 686
Roads	257Km
Solid waste collection	2 249
Bucket eradication	2 616
Housing (Formal)	8 447
Housing (Informal)	6 347

5.2.3 Financial Programme

- a) What has been achieved in the past five years?
- Financial viability;
 - We have built up a R20 million reserve fund;
 - On track towards GAMAP/GRAP compliance;
 - Preparing to install a new financial system;

5.2.5 IDP Content – Achievements and Remaining Gaps

Gaps Filled in IDP 2002	Comments
Spatial Development Framework	Spatial Development Framework for SPM was adopted by Council in 2005 and is in the process of being reviewed.
Integrated Transport Plan	Council adopted its ITP in October 2006.
Water Services Development Plan	Draft Plan completed in August 2003. Under review with DWAF.
LED Strategy	LED Strategy was adopted by Council in June 2004 and needs review in light of the CDS.
Performance Management System	An Organisational PMS Framework was adopted by Council in March 2005. The PMS has not yet been fully implemented. The link between the Org PMS/Dir SDBIP's/S57 Managers to be put in place.

- Preparing to install an electricity meter replacement system;
 - Establishing an asset management unit;
 - Establishing a revenue protection unit;
 - The process to streamline the indigent verification process will commence shortly;
 - All financial governance policies are in place.
- b) Remaining Gaps
- The level of financial viability we were aiming for (unfunded mandates and non-core business activities) were not achieved;
 - The cost of continuing with non-core business activities;
 - Achieving clean audit reports;
 - Establishing a new funding regime;
 - Extending the rates base in line with the Property Rates Act provisions;
 - To increase the collection rates.

5.2.4 Institutional Programme

- a) What has been achieved in the past five years:
- Transformation process ongoing;
 - Employment Equity Plan in place and targets reached for the first time;
 - Macro organisation restructured to deliver on our developmental mandate;
 - Top management team in place.
- b) Remaining Gaps
- Organisational performance and service delivery efficiency remains below expectation;
 - Institutional skills levels require improvement;
 - Management capacity needs to be bolstered, especially at middle and supervisory levels;
 - Behaviour, attitudes and values of staff need to be enhanced;
 - Micro organisational restructuring still outstanding;
 - Systems and processes need improvement;
 - Management systems to be developed;
 - Integrated management Information systems to be put in place..

Gaps Remaining in IDP 2002	Comments
Land Use Management System(LUM) and Integrated Zoning System	Negotiations are ongoing with the Dept of Land Affairs to assist financially and technically to address this issue. An amount of R1 million has been earmarked by the Dept for this project in the 2006/2007 financial year.
Disaster Management Plan	The current status of disaster management and disaster hazard, vulnerability and risk assessment for the Municipality has been completed. The process needs to continue in order to establish an Integrated Disaster Management Plan. Funding still needs to be sourced to complete this work.
Waste Management Plan	This Plan is still outstanding. Listed as a priority project for 2007/2008.
Integrated Environment Management Programme	A document on the potential environment impacts and the strategies to address these has been prepared in co-operation with the FBDM. This document can serve as a basis to prepare an IEMP. The institutional positioning of this responsibility also needs to be addressed.
Five-year Integrated Housing Plan	<p>This plan should be an integrated five-year housing plan based on the new housing policies emanating from national and provincial legislation, policies and strategies. It is important that the financial implications of any future housing plan for the municipality be properly modelled and understood before implementation processes commence. It is anticipated that this plan will be completed during the course of the financial year and that the final plan will be submitted to Council after adoption of the IDP Three major issues within the housing function should however be highlighted, namely the Lerato Park Housing Project, the Conkim support for social housing and a proposed private integrated housing development south of the Kimberley Airport.</p> <ul style="list-style-type: none"> • Lerato Park Housing Development <p>According to a business plan submitted by service providers in September 2006 this development will take place in terms of the National Housing Programme: Informal Settlement Upgrade as approved by MINMEC on 29 June 2004. The business plan also forms the basis of a development agreement between the Municipality and the Department of Housing and Local Government. Funding for the completion of this project is still being negotiated with the Department. According to the business plan Phase 1 of the project will comprise 1 750 housing units, two primary schools, one taxi rank and a Municipal Support Centre. It is estimated that the development cost will amount to R188 848 608 and that it will take approximately 48 months to complete. Phase 2 of the project will comprise 2 083 single residential low cost houses and 800 flats, two primary schools, one secondary school, one taxi rank and a Municipal Support Centre. The cost for Phase 2 is estimated at R197 047 903 also to be completed over a 48 month period. The project management structures have been put in place including the relevant stakeholders from the Municipality. At present 70% of the erven has already been pegged and the General Plan is awaited. Business plans have also been submitted to MIG for the commencement of the installation of the bulk and reticulation of municipal services.</p> <ul style="list-style-type: none"> • Conkim Support <p>In December 2004 Sol Plaatje Municipality and Grave Municipality in the Netherlands established a working relationship. During a conference in the Netherlands in June 2005 CONKIM (The Foundation for Co-operation between the Netherlands and KIMberley) was included in this process specifically to assist Sol Plaatje in the field of social housing.</p> <p>A follow-up conference was held in Kimberley in October 2005 involving Sol Plaatje Municipality (SPM), the Sol Plaatje Housing Company (SPHC), the Department of Housing and Local Government, Northern Cape Province and Conkim. The outcome of the conference was the establishment of a social housing programme and a Memorandum of Understanding (MoU) was signed between the parties on 28 October 2005.</p>

Gaps Remaining in IDP 2002	Comments
Five-year Integrated Housing Plan (cont)	<p>At the end of 2008 the following results should be obtained:</p> <ul style="list-style-type: none"> A social housing policy approved by the council of Sol Plaatje Municipality (SPM). Within this policy the SPM recognises the role of the SPHC in the development of social housing; The approved social housing policy is implemented and social houses are delivered by the SPHC. Sol Plaatje Municipality is fully accredited¹³ by the Department of Housing and Local Government in the field of social housing and uses a performance and compliance monitor; Decisions are made about the future of the SPHC, including transfer of land in designated restructuring areas and transfer of municipal rental stock; A service level agreement with the SPHC is developed and approved by the Council of Sol Plaatje Municipality. The performance is monitored annually on the basis of the agreement; Due to capacity building of councillors, officials, municipal workers and employees of the SPHC, there is more knowledge of social housing in general and of the legal obligations and limitations concerning the role between SPM and SPHC in particular; The performance of the SPHC has improved substantially compared to the results from the diagnostic analysis. <p>After 2008 the first social housing project(s) will be delivered and the performance of the SPHC will be monitored on an annual basis in terms of the performance agreement between the SPM and the SPHC</p> <ul style="list-style-type: none"> Private Integrated Housing South of the Airport. A letter was received from Hendrik Strauss Attorney indicating a proposed integrated housing development on Portion 58 of the Farm Alexandersfontein 123. This property is situated south of the Kimberley Airport and is bisected by the N8 between Kimberley and Bloemfontein. The development will comprise an area of 177 Ha and will include 173 low income houses, 1 082 houses in the R300 000 bracket as well as 462 houses ranging between R300 000 and R500 000. A request was made that this development be included in the IDP. This development is supported in a letter sent to the developers by the Ward Councillor and Ward Committee. The necessary administrative processes still need to be concluded before this development can take place. This development will also have to be assessed in terms of the Municipality's Spatial Development Framework and infrastructure capacity to accommodate such a development.

5.3 Provincial Sector Departments' Input

A template was forwarded to all provincial sector departments in September 2006 requesting their specific sector plans for the MTIEF period starting during the 2007/2008 financial year in order to align the SPM's IDP. No response was received up to the end of May for inclusion in this IDP. This information has been noted and will be dealt with on an ad-hoc basis until the annual review of the IDP, which will commence in August 2007.

Important, however, is the information provided by the Department of Economic Affairs during a presentation to the Municipality on 21 May 2007 regarding the proposed establishment of a Diamond Hub in Kimberley.

According to the Department of Economic Affairs: "President Mbeki has indicated the Northern Cape to be the diamond hub of South Africa. Kimberley is the capital of the Northern Cape and in terms of infrastructure, resources and complementing activities will be the centre for this hub."

Within the context of the implementation of the Diamonds Amendment Act No 29 of 2005 the focus would be to have at least one of the three state diamond bodies in Kimberley, either the State Diamond Regulator, State Diamond Trader or the State Diamond Exporter. The provided focus is the allocation of the State Diamond Trader to the Northern Cape, Kimberley.

With a facility like this to be established one would require a specific area that will facilitate the venture and related activities. This will be complemented by diamond cutting and polishing; jewellery manufacturing; support industries and service providers as well as the provision of knowledge-based training facilities and services.

The Diamonds Amendment Act No 29 of 2005, the Money Bill and AsgISA must be implemented in such a manner that they stimulate local economic development in the Northern Cape Province generally. Kimberley will be serving as the gateway of prosperity to the rest of the province and the way in which to secure this is the Diamond, Semi-precious Stone and Jewellery Hub.

The Northern Cape Provincial Government has adopted a growth and development strategy for the province to intervene and avert the structural long-term decline in growth and employment. The province is constrained in many areas and has a limited number of natural competitive advantages to exploit in order to attract capital and create sustainable, long-term and high value jobs for the benefit of its citizens.

The growth and development plan is centred around five sectors namely mining, agriculture and agro-processing, fishing and mariculture, manufacturing and tourism, all based on exploiting natural resources. The real challenge is to have these benefited to a maximum extent to ensure optimisation of the resources which will ensure the much desired socio-economic spin-offs.

The province has displayed uneven patterns of development incurring dynamic shifts in population from underdeveloped areas to more developed areas within (and outside) the province. The provincial economy remains dependent on its natural resource base as a source of future economic growth, but much of this "portfolio" (minerals, water, land) is controlled by national government departments which limits the province's ability to influence natural resource based growth and development.

Diamonds have been extracted from the region for more or less 140 years placing Kimberley in the forefront of many South African developments. De Beers, a company with its roots firmly in South Africa and still responsible for just under 90 per cent of the country's diamond production by value, retains an inextricable link to Kimberley as it sorts its entire South African production in Harry Oppenheimer House situated in the city.

SADC region countries (Angola, Namibia, Botswana, South Africa) could find common purpose around enhancing their diamond resources and using Kimberley as a hub for this whole region.

The down-stream activities will not be merely advantageous to the Northern Cape but will have definite advantageous effects for the neighbouring provinces like gold, platinum and tourism shared spin-offs.

In terms of centralised location, infrastructure and accessibility, one must state that in the province, Kimberley is the best suited for this purpose.

The hub will create an excellent platform from which to market the Northern Cape and Kimberley. This will be especially advantageous to the tourism sector which will be able to benefit tremendously. The complete value chain in terms of this sector will have to be taken into consideration ranging from traveling, overnight accommodation, spending on amusement and acting as a springboard and gateway to the rest of the province. Tourists will be able to visit the hub and physically purchase products from the businesses.

Diamond beneficiation and jewellery manufacturing is a definite prerequisite for the future existence of Kimberley and the Northern Cape Province. The socio-economic dimensions of Kimberley and the province need the intervention and a critical prerequisite to ensure this interven-

tion is to secure the platform to facilitate these activities. The hub is the platform to facilitate this. The platform will have to be created to handle the trade and manufacturing and especially the State Diamond Trader if it is to be assigned to Kimberley.

This initiative is geared towards the realisation of the following national and provincial imperatives:

- Access to equitable distribution of our natural resources
- Sharing of the country's wealth
- Increasing the economic growth trajectory of our provincial economy
- Job creation and
- Poverty alleviation¹⁴.

A working committee, also comprising politicians and officials of SPM, has been constituted to take this initiative further and as more detailed information becomes available it will be reported in the IDP Progress reports.

5.4 Other Stakeholders Input

A Social and Labour Plan was received from De Beers Consolidated Mines Ltd in January 2007 indicating the following projects to be funded and implemented in the Sol Plaatje Municipal Area:

Project Name	Detail	Period	Amount
Big Hole Project	This project entails the renovation and upgrading of the Big Hole Complex.	2006	R32 000 000
HIV/Aids Programme	This programme is related to the Soul City initiative and is funded by the De Beers Fund.	2007	R1 900 000
Community Upliftment Programme	This project entails the continued support to NGOs in the community and the cost related to the Local Area Committee.	2007-2011	R1 000 000
Growing Our Own Timber	This initiative is aimed at developing previously disadvantaged students from indigent families with tertiary educational support.	2007-2011	R1 900 000
Electrification of Greenpoint	Through this project, 260 houses will be provided with electricity, which will be linked to the main electricity network.	2007	R790 000

5.5 Background to the Key Focus Areas for the next five year cycle

On 1 July 2007 a new five year IDP cycle will commence for the Sol Plaatje Municipality (SPM). The first IDP cycle strongly focused on the extension of infrastructure and services, mainly in Galeshewe due to its status as an urban renewal node. It speaks for itself that funding for these projects was abundant.

A shift in the strategic direction of the Municipality came in 2003 during an application to national Treasury for a Restructuring Grant (RG).

During the work on the RGA a strategy was articulated on how to position the Municipality to achieve increased standards of living and improving the quality of life for all its citizens. It was believed that there is a link between the opportunity to access grant funding and the achievement of the Municipality's strategy.

In exploring that link an attempt was made to become more successful and sustainable and present a coherent strategy on how to overcome short-term difficulties towards achieving long-term success.

Although the SPM initiated important interventions from the RGA since 2003 (R20 million was allocated over two financial years) which was incorporated in the then IDP, it has been recognised that the impact of many interventions were somewhat dissipated due to a lack of co-ordination and direction. A need exists to re-focus and redirect the current municipal transformational programme for the next five years to successfully accomplish this goal.

Foremost in this endeavour is to ensure the recapitalisation, upgrading and refurbishment of the aging and falling infrastructure but also to ensure cost effective and efficient service delivery to all residents.

Sol Plaatje Municipality prioritised the introduction of a service delivery strategy and Alternative Service Delivery Framework (ASDF) as a 2004 priority. The ASDF addresses the following key questions:

- ◆ What services should the municipality be rendering, i.e. what constitutes the service menu of the municipality? (Both from a core, non-core and funded/unfunded mandate perspective.)
- ◆ At what standards i.e. how much and how well?
- ◆ Where (urban, intra-urban and rural differentiation)?
- ◆ Who is to provide the service and how (technology, systems and organisation)?
- ◆ How should cost be recovered and how much should be charged (tariff and rates policy¹⁵)?

It was, however, soon realised that the institution was not structurally geared towards delivering on the ASDF. A transformation initiative was put in place to accelerate the strengthening of the corporate centre as a prerequisite for building adequate and appropriate capacity at

the centre of the organisation, to effectively drive and successfully manage the implementation of the ASDF towards the realisation of the objectives of the Integrated Development Plan.

As was indicated in Section 2 when analysing the position of the Municipality on the strategic development agenda of National Government, it was realised that SPM does not in fact feature on this agenda in terms of the National Spatial Development Perspective (NSDP) and the more recent public spending priorities identified in terms of the AsgiSA initiative. Even the Northern Cape Provincial Growth and Development Strategy do not have specific development strategies and/or investments earmarked for the Municipality.

In developing a City Development Strategy SPM hopes to again be put on the national development agenda and to create a wider discourse on the future of the City of Kimberley.

In the process it wants to generate an extraordinary urban agenda for the City. This strategy seeks to engage the Northern Cape Province, National Government and state owned enterprises, the banks, business and ordinary people because all should have a shared responsibility in creating an alternative future for Kimberley.

In addition, it has to be noted that the analysis pointed starkly to the fact that the municipality, although it performed relatively well in terms of the roll out of low cost housing and services and infrastructure to historically disadvantaged communities during the previous five year cycle, significantly neglected a sustained focus on the replacement, rehabilitation and maintenance of critical infrastructure.

Against this backdrop SPM needs to frame a strategic pathway according to which this IDP and budget prioritisation should be done.

In this context it is anticipated that significant strategic choices, some which may have been ignored or postponed, will have to be made at the outset. Similarly it is anticipated that models, thinking and means of operation that have underpinned SPM's finances and management processes to date, may have to be altered in significant ways early on in the new term of office.

5.6 Key Performance Areas

Table 8 below identifies the critical elements within the five Key Performance Areas (KPA) the SPM has set for itself. It links it to the Directorate mainly responsible for the specific KPA, but it should be recognised that it is a corporate function and responsibility lies with the Corporate Centre – the Executive Management Team.

The table also attaches the proposed strategic objectives within each KPA with targets - including and linked to national and provincial objectives and targets. The table therefore articulates the five-year focus and priority emphasis in each one of the KPAs.

Table 8: Key Performance Area, Functional Responsibility and Strategic Objectives

DEVELOPMENT PROGRAMME (LED) (Objectives linked to 2014 Millennium Development Goals and NCPGDS)		
<p>Implementation of the City Development Strategy linked to the review/ implementation of the following strategic plans:</p> <ul style="list-style-type: none"> ◆ Spatial Development Framework ◆ Local Economic Development Strategy and CBD Revitalisation Strategy ◆ Galeshewe Urban Renewal Business Plan ◆ Integrated Transport Plan ◆ Poverty Alleviation Strategy <p>In this regard it is important to ensure that funds be made available to either create the necessary human resource capacity in-house or to buy the necessary expertise in the open market. It speaks for itself that at the present allocation of funding and available human resource capacity, SPM will not be able to deliver on this KPA. It has also been shown in analysis that without effective management of the declining economy and ensuring that the aging infrastructure is replaced and properly maintained, SPM will not be able to, in a sustainable manner deliver on its service delivery mandate. Issues that need urgent addressing through the Operational Budget (apart from the capital projects listed) are to ensure capacity in the following crucial areas:</p> <ul style="list-style-type: none"> ◆ Urban Planning ◆ LED Unit – strategic planning and negotiation capacity to source outside funding ◆ Property Section ◆ Intergovernmental relations and communication ◆ Investor confidence. 	<p>These issues mainly resort within the responsibility of the Directorate: Strategy, Economic Development and Planning.</p>	<ul style="list-style-type: none"> ◆ To ensure local economic growth of 4% by 2014*. ◆ To halve the present rate of unemployment by 2014* ◆ To ensure that the Municipality spends 60% of its procurement budget with local BEE and SMME enterprises annually ◆ To halve poverty by 2014 <p>NOTES</p> <p>The indicators linked to these objectives and targets are mainly outcome indicators for which SPM has not yet developed the necessary measuring instruments. It will be critical as part of the LED initiatives, to start to develop these tools in order to set benchmarks against which to measure. At present it's not possible to know whether any of the LED initiatives are making any in-roads to create economic development and whether impact has been made to create a better standard of living for all.</p> <p>It is also doubtful whether the Municipality will be able to achieve the first two objectives based on the economic analysis in this document and the present state of economic development in the municipal area. These objectives will therefore be "localised" in order to make them credible and achievable. This will happen during the detailed work on the SDBIP's and will be taken up in the Institutional Scorecard linked to the Organisational SDBIP.</p> <p>The National Framework for Local Economic Development (LED) in South Africa (released in August 2006) promotes a strategic approach to the development of local economies and a shift away from narrow municipal interests focused only on government inputs into ad-hoc projects. The application of the National Spatial Development Perspective (NSDP), Industrial Policy, AsgiSA and the Provincial Growth and Development Strategies (PGDS), through joint action with municipalities institutionalised in IGR forums, is the driving force for local and hence national economic growth and development. SPM cannot achieve LED unilaterally. In this regard the initiatives in the proposed CDS are of utmost importance.</p>

Table 8: Key Performance Area, Functional Responsibility and Strategic Objectives (cont)

BASIC AND SUSTAINABLE SERVICE DELIVERY		
<p>It is critical that priority be given to the implementation of the Alternative Service Delivery Framework. Not only to deal with the non-core functions of the Municipality but also to investigate alternative options of delivering on the core functions/services. The following issues emanating from the ASDF should receive priority attention:</p>	<p>The Directorates Infrastructure and Services and Community Development and Social Services are mainly responsible for this KPA.</p>	<ul style="list-style-type: none"> ▶ To provide 1 700 households with basic electricity by 2011. ▶ To provide 1 215 households in formal areas with a metered water connection by 2009/2010. ▶ To provide 5 645 households in formal settlements with basic sanitation by 2011/2012. ▶ To eradicate the bucket system in all pre-1994 formal residential areas (682) by December 2007. ▶ To provide 2 249 households with a weekly solid waste removal service by 2009/2010. ▶ To ensure that 50km of additional roads are tarred by 2011/2012. ▶ To reduce electricity losses to 10% by 2010/2011. ▶ To reduce water losses to 15% by 2010/2011. ▶ To have a five-year Integrated Infrastructure and Asset Maintenance, Operations and Recapitalisation Plan in place by June 2008 (18 months), Sect 63 MFMA. ▶ To effectively and efficiently manage, operate and maintain SPM's Infrastructure and Resources by 2010/2011. ▶ To ensure that all informal settlement areas are upgraded in accordance with the Human Settlement and Redevelopment Programme by 2010/2011. ▶ To provide shelter for all by 2014 based on current demographic projections.
<ul style="list-style-type: none"> ▶ Alternative option for the Fresh Produce Market ▶ Alternative option for the Resorts ▶ Further investigations in terms of the priorities set out in the ASDF 		
<p>It has become clear from the analysis that the present service delivery framework of SPM is not financially sustainable. A strategic shift needs to be taken from the provision of new infrastructure to a more balanced provision of new infrastructure and the recapitalisation, refurbishment and upgrading of aging infrastructure. In this regard it is crucial to prepare and implement the <i>Long-term Infrastructure Maintenance and Operational Plan</i>.</p>		
<p>New infrastructure, especially related to housing, should be provided in terms of what is financially affordable to the Municipality rather than just purely based on backlogs. It is also imperative to determine the long-term operational cost of providing new infrastructure and services. The provision of new infrastructure and services should also be prioritised and equitably provided according to areas of deprivation.</p>		
<p>A new strategic approach should also be taken in the provision of housing in line with the Human Settlement and Redevelopment Programme.</p>		
<p>Apart from providing low cost housing according to backlogs per the housing subsidy, attention should also be given to other segments of the housing market.</p>		
<p>Attention should be given to rental options as well as social housing in line with the Social Housing Policy for South Africa. In this regard close co-operation should exist between the Sol Plaatje Housing Company and the Municipality as well as the further development of the initiative and partnership between the Municipality, Provincial Government and Conkim (housing support from the Netherlands).</p>		

Table 8: Key Performance Area, Functional Responsibility and Strategic Objectives (cont)

MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT		
<p>Elements in this KPA mainly centre on the sound financial management strategies of the Municipality in line with the MFMA. The financial strategy should define sound financial management and expenditure control as well as a means of increasing revenues and external funding for the Municipality to achieve its development priorities and objectives. It should further address:</p>	<p>This is mainly the responsibility of the Directorate Financial Services, but each Directorate has certain financial management responsibilities ascribed to it by the MFMA.</p>	<ul style="list-style-type: none"> ▶ To increase the payment level to 87% by 2010/2011. ▶ To spend at least 85% of the Capital Budget annually. ▶ To increase the municipal reserves by at least 1% per annum. ▶ To raise the Debt Coverage Ratio to 2:1 by 2010/2011. ▶ Outstanding Service Debtors to Revenue 2:68 by 2010/2011. ▶ Cost Coverage Ratio to 1:1 by 2010. ▶ To ensure the effective management of the Budget by 2010.
<ul style="list-style-type: none"> ▶ Revenue raising strategies; ▶ Asset management strategies; ▶ Financial management strategies; ▶ Capital financing strategies; ▶ Strategies that will enhance cost-effectiveness; ▶ Operational financing strategies. 		
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION		
<p>Elements of this KPA aim at transforming the Municipality for improved performance and service delivery and should deal with the following types of change management:</p>	<p>This KPA is the responsibility of the Directorate Corporate Services</p>	<ul style="list-style-type: none"> ▶ To ensure that Management at all levels is 100% representative and in line with the Employment Equity Plan by 2009. ▶ To ensure that the Job Evaluation System is 100% implemented by 2008. ▶ To ensure 100% implementation of the Skills Development Plan by 2007. ▶ To ensure enhanced service delivery with efficient institutional arrangements by June 2009. ▶ To ensure the development and implementation of an Integrated Information Management System by 2009. ▶ To ensure that efficient business processes and management systems are 100% in place and functional by 2008. ▶ To ensure that the micro organisational restructuring is 100% complete by June 2008. ▶ To ensure the completion of a Human Resource Strategy by 2009. ▶ To fully implement the Institutional Transformation process by 2010/2011.
<ul style="list-style-type: none"> ▶ Strategies for improving work methods; ▶ Strategies for changing structures and organisational design; and ▶ Strategies addressing behaviour, attitudes and values of staff. 		
<p>Developmental programmes cannot efficiently be implemented without having an appropriate organisational vehicle with which to do it. In order to achieve this the following interventions are urgently needed:</p>		
<ul style="list-style-type: none"> ▶ Core business analysis; ▶ System and processes improvement; ▶ Business process engineering; and ▶ Management systems development. 		
<p>The core business analysis has been done within the ASDF. Urgent attention however needs to be given to the last 3 bullets. This is partly addressed in the MIS Strategy (dealing mainly with management information systems) prepared for the Municipality but needs to be consolidated and integrated with a proper business and management processes for implementation.</p>		

Table 8: Key Performance Area, Functional Responsibility and Strategic Objectives (cont)

GOOD GOVERNANCE AND PUBLIC PARTICIPATION		
<p>Elements of this KPA deal with issues such as managing the interface between politicians and the administration, inter-governmental relations and communication/interaction with stakeholders and communities.</p> <p>Issues to be addressed include:</p> <ul style="list-style-type: none"> ▶ External communication strategy; ▶ Inter-governmental relations strategy; ▶ Re-establishing the stakeholder consultative forum. 	<p>This KPA is mainly the responsibility of the Directorate Corporate Services</p>	<ul style="list-style-type: none"> ▶ To ensure democratic and accountable governance by 2010/2011 by ensuring an unqualified audit report. ▶ To establish structured public participation process for the different levels of planning and development processes of the Municipality by 2008. ▶ To ensure that all wards have formally elected and functional ward committees by July 2009. ▶ To ensure that a comprehensive communication system is in place by July 2007. ▶ To ensure 75% satisfaction of residents and Councillors with frontline, face-to-face, telephonic and over-the-counter service of the Municipality by 2010.



¹³ A major issue in the accreditation process is the drafting of a (social) housing policy, using the "generic framework for a municipal social housing policy" (delivered by Saiga). The accreditation process is the responsibility of Sol Plaatje Municipality and will be supported by the Department of Housing and Local Government. The (social) housing policy requires a strategic view on (social) housing, strategic analyses on the rental stock, market research on the beneficiary backlog on (social) housing, a clear view on the availability of land for (social) housing and a clear view on sustainability. Capacity building is important, since social housing is a new issue on the agenda. This requires information-workshops and training in social housing skills for officials and municipal workers and education for councillors in terms of (social) housing.

¹⁴ Diamond, Semi-precious Stone and Jewellery Hub Kimberley, Unpublished document prepared by the Sub-programme, Business Initiative, Department of Economic Affairs, May 2007.

¹⁵ A service delivery policy framework for Sol Plaatje Municipality, June 2004.

6. Action Agenda: From Priorities to an Action Plan

SPM needs to operationalise the strategic agenda outlined above. These priorities need to inform the activities and resource allocation of the Municipality in a way that the strategic objectives and targets will be met. The way to do this is to make sure that the Service Delivery Budget Implementation Plans (SDBIP) of the Directorates, as prescribed by Circular 13 of the MFMA, are informed by these priorities and that it influences the budget allocation to the different Directorates in line with their respective SDBIP's – especially in terms of the Operational Budget. Similarly the capital programme for SPM should be informed by these priorities.

In order to ensure that this actually happens a framework for strategic prioritisation was developed.

6.1 Towards a Framework for Prioritisation

6.1.1 Introduction

The prioritisation of capital projects for the 2007/2008 financial year and those informing the outer years of the IDP cycle in Sol Plaatje Municipality do not start from a zero-base. The current schedule of capital projects that contains SPM's capital programme consists of a mixture of roll-over committed projects, grant funded projects, counter commitments, roll-over funding commitments, and operational expenditure requirements. The key challenge with the current schedule is the need to allow some reprioritisation without disrupting the momentum in delivering the capital programme.

The need for reprioritisation stems from the following lingering concerns:

- ▶ Analysis suggests (see below) that the structure of the existing Capital Budget is problematic. Replacement and refurbishment requirements are underfunded, leading to increased levels of infrastructure deterioration while ad-hoc new infrastructure development projects for low income housing development, creates distortions by crowding out discretionary funding;
- ▶ The discretionary scope on the Capital Budget is extremely limited. By committing to medium-term expenditure priorities principally based on individual projects, the ability to deliver on a priority strategic agenda is undermined;
- ▶ Increasing grant dependency and a trend of declining ability to take up higher levels of own and borrowed funding further reduce discretionary capital availability. For all practical purposes Sol Plaatje Municipality has become almost completely grant dependent to finance its capital projects. It follows that the Municipality has very little discretion to prioritise since

its Capital Budget priorities are largely determined by grant conditionality - that is, what other spheres of government decide should be done;

- ▶ There remain concerns with regards to the strategic merits of some individual projects on the current schedule of capital projects; and
- ▶ Key development priorities highlighted in plans are not prioritised for funding, e.g. CBD, infrastructure maintenance, replacement and upgrading..

The schedule of new projects for the outer years, 2008-2010 needs to be firmed up. It is important to populate the projects schedule for the outer years from the start utilising a consistent prioritisation structure so as to achieve the right structural shifts within the Capital Budget.

6.1.2 Proposed prioritisation steps and methodology outline

The basic tasks required to finalise the Capital Budget process are:

Inform the strategic direction: It is widely acknowledged that the strategic priorities informing resource allocation is not yet sufficiently developed. In effect the current high-level deliverables for the City are mostly determined from outside the control of Council, for example the new prison and new mental health facility. It is critically important for SPM to deepen its term-of-office strategic agenda (See Table 8: Key Performance Areas, Strategic Objectives and Targets) and locate this within a longer-term strategic framework. It is however not practical to expect this work to be totally completed prior to the 2007/2008 discussion budget due to present commitments. It follows that the 2007/2008 budget will have to be prepared based on the current information, but the salient priorities flowing from this knowledge must be extracted and used to shape the future priorities;

Finalise the project schedules: Before new projects can be listed for prioritisation the present Capital Budget schedules have to be finalised. It is assumed that the current capital schedules are reasonably complete, but have to be signed off by Senior Management prior to prioritisation. Once signed off the project schedule should be closed for additions;

Pre-prioritisation scrutiny: It is important to clean up the project schedules prior to prioritisation as it cannot be assumed that all the projects listed are sufficiently motivated, legally permissible, desirable or realistic. Projects listed must be accompanied by a completed "Project Identification Template". It is proposed that this task be delegated to the Budget Integration Cluster;

Determine available capital envelope: Unless there is a clear understanding and common agreement of what capital is available for re-prioritisation; it is impossible to

calibrate the prioritisation criteria appropriately. In order to determine available discretionary capital, the following has to be certified:

- ▶ Committed projects with confirmed funding;
- ▶ Grant funded projects gazetted/confirmed in writing funding;
- ▶ Projects facing unforeseen delays, but that have to remain on the schedule for good reasons;
- ▶ Verification of the correct funding source to each project, as the prioritisation will focus predominantly on Municipal own funding sources;
- ▶ Confirmed counter funding commitments; and
- ▶ Assessment of spending capability and project readiness within the 2007/2008 financial year to spend the allocated amount. The purpose of this exercise is to ascertain if some committed expenditure can be delayed, releasing additional funding for reallocation through the spreading of expenditure over a longer period of time.

Create a strategy/priority linked Capital Budget framework according to which structural changes to the Capital Budget can be informed and monitored. It may be desirable to make guideline allocations of discretionary funding in terms of this framework to inform project prioritisation. A proposed framework for the Capital Budget programme is set out below.

Prioritise Projects: It is fairly common practice to conduct a weighted multi-criteria project prioritisation process in local government. Such processes are however unwieldy and often generate distortions in the budget insofar that it allows projects in different categories to compete inappropriately. It is proposed that:

- ▶ Only a limited number of projects are prioritised – only projects open to decision should be prioritised;
- ▶ Prioritisation be informed by the budget framework guideline allocation and a clear determination of available capital for each framework category;
- ▶ Projects be prioritised within each budget framework category with unique criteria sets for each category;
- ▶ Only projects within a 10th percentile of the cut-off line will be subject to an appeal process in order to speed the process up.

6.2 Proposed budget allocation approach

Overview

Specific tactical adjustments are proposed to the budget structure to deliver a capital programme that is predominantly structured around priority areas rather than individual projects. A simplified prioritisation matrix is suggested that allows the budget to be structured first into categories of expenditure. Once the categories of expenditure are populated and prioritised, individual projects can be aligned to each category of expenditure. In structuring the budget in this manner only projects within each category gets prioritised. All projects no longer compete with each other according to a single set of prioritisation criteria.

	New		Remedial	
	Productive Investments	Basic Needs	Replacement Reinvestment	Crisis
Strategy Leaders				
Strategy Supporters				
Operational Requirements				
Community Needs				

Proposed Budget Prioritisation Matrix

The idea is relatively simple; instead of allowing individual projects to be aligned with a sometimes dubious link with strategic priorities, we now propose to structure the Capital Budget upfront according to all expenditure categories that must receive resources. In this manner the appropriate balance in resource allocation first gets set before individual projects are considered for funding. The Capital Budget thus gets prioritised according to two stages; firstly to determine the proportional allocation in terms of the prioritisation matrix and secondly, to prioritise projects within each matrix expenditure category.

The entire process is thus driven by how the existing available discretionary resources are prioritised. A further advantage of this approach is that it allows close practical links between the SDBIP, organisational performance scorecards and ensuring the delivery of high impact strategic initiatives. Most importantly however, introducing an additional step significantly simplifies the annual prioritisation process and reduces inter-departmental resource competition.

Streaming in longer term City Strategy Initiatives – Strategy Leaders

A core tenet in the resource approach is the creation of a strategy-led top-slice in the Capital Budget. SPM is not yet ready to inform this category of projects decisively. However, in the future it will be advisable to populate this category of projects.

Instead of aligning existing projects to the delivery of the City Strategy Leaders as has been the case with the IDP – very specific projects will be identified as strategic lead – in initiatives. The process of selecting Strategy Leaders will gradually identify and prioritise individual projects that will be streamed into the budget. Specific provision, even if not significant, must however be made from 2008/2009 for this category of projects.

Supporting longer term City Strategy Initiatives: Strategy Supporters

Space has to be left within which to prioritise existing capital projects. In the prioritisation matrix structure space is created for projects that can be aligned with, but do not directly deliver on the strategy lead initiatives. These projects should however be able to illustrate how they support the strategy and IDP.

Ensuring sound service delivery: Operational Requirements

A key category of expenditure is that of ensuring operational requirements are being met. It is a core Constitutional mandate of municipalities to ensure sustainable service delivery. For this reason a portion of capital resources should be specifically earmarked for projects that are neither strategy leaders, nor specifically IDP aligned, but nevertheless crucial to service delivery. This category of projects should however be carefully identified and filtered departmentally according to business plans and the SDBIPs.

A framework for the prioritisation of projects within this category has to also be informed by the Constitutional status of individual services. It is therefore suggested to also analyse this category of projects to reflect non-municipal services, non-essential services and scheduled municipal functions.

Responding to community inputs: Community needs

Due to the manner in which the IDP participation process has worked and budget input has been structured to date, a very large amount of “community needs” scheduled in the IDP have yet to be met. Instead of attempting to meet all these “needs” a process is now required whereby this schedule can be managed. What is proposed is a ‘resources’ rather than needs driven process. It is proposed to provide a specific amount on the Capital Budget for each ward to prioritise to meet community needs. However, in order to deal with the existing list it is suggested that the existing schedule be analysed, re-categorised and reduced to ensure only specific projects remain for funding consideration.

Aligning priorities to funding source

A key tactical shift suggested is to ensure SPM also achieves a fair balance of expenditure between basic needs, funding new productive investments, meeting its obligations to maintaining, upgrading and replacing existing infrastructure, as well as providing for a crisis in the event of catastrophic infrastructure failure.

The top bar (horizontal categories) of the prioritisation matrix thus reflects a different breakdown of priorities. One useful way to categorise projects according to the horizontal breakdown is by source of funding. In this way the direction of discretionary municipal funding can be clearly de-linked from funding streams aimed at delivering specific outcomes; such as basic needs that are funded through national and provincial grants and subsidies.

Prioritising individual projects

An individual project only gets prioritised once it has been assigned to a category in the prioritisation matrix. In essence this allows the prioritisation of individual projects only by category. Not only does this arrangement simplify project prioritisation, but it allows for decentralised decision-making (individual services can prioritise according to resource availability) and differentiation in the prioritisation process (a remedial project does not have to meet the same criteria as a basic need infrastructure project).

The prioritised project schedule for the next five-year period, after application of the prioritisation matrix, is attached as Annexure F

6.2.1 Restructuring the Capital Budget

As mentioned above Sol Plaatje Municipality’s Capital Budget does not yet meet all the strategic priorities of Council. The reasons behind the structural problems in the Capital Budget are complex, but stem largely from the manner in which grant allocations skewed the budget over time, and the way in which past budgets have been compiled.

The graph below gives an overview of the budget allocation according to the MTREF. The graph illustrates the focuses on the creation of new infrastructure and basic needs while neglecting much needed recapitalisation, maintenance and upgrading backlogs of existing infrastructure and services. The municipal internally funded (AFF, loans and working capital) resources increasingly get directed at the financing of operational requirements. The emerging pattern is thus of grants directed at the extension of infrastructure aimed at meeting basic needs while the City plays catch-up on deteriorating municipal services infrastructure.

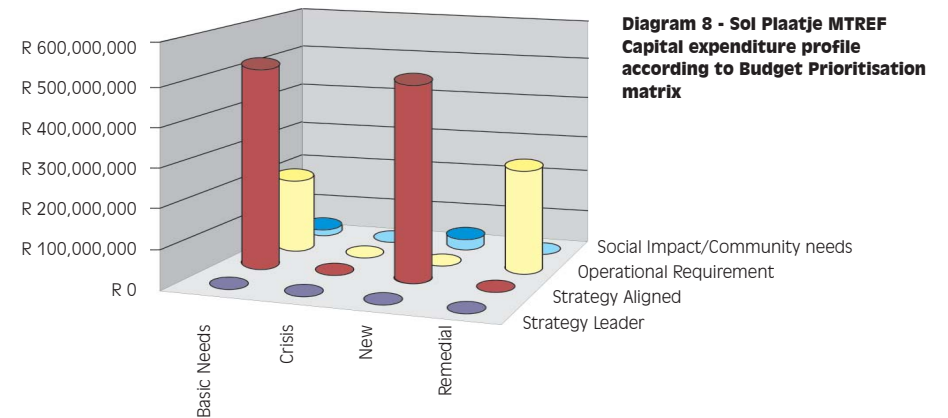


Diagram 8 - Sol Plaatje MTREF Capital expenditure profile according to Budget Prioritisation matrix

Table 9: Summary evaluation of infrastructure financing instruments

Instruments	Evaluation Criteria						
	Efficiency	Current Equity	Inter-generational Equity	Effectiveness	Environmental Sensitivity	Innovation	Housing Affordability
Development Charges	xx	x	x	xx	xx	xx	x
Special district	xx	xx	xx	xx	xx	xx	xx
User Fees							
Marginal cost	xxx	x	xx	xx	xxx	x	xx
Increased block	xxx	xxx	xxx	xxx	xxx	xx	xx
Decreasing Block	x	x	xx	u	x	x	xxx
Two-part tariff	xx	xx	xx	xx	xx	xx	xx
Bond financing							
General bonds	x	xx	xx	xxx	xx	x	xx
Tax-exempt bonds	x	xx	xx	xxx	xx	x	xxx
Revenue Bonds	xx	xx	xx	xxx	xx	xx	xx
Public lease revenue Bonds	xx	xx	xx	xx	xx	xx	xx
Bond banks	x	xx	xx	xx	xx	xx	xx
Funds							
Trust Funds	xx	xx	xx	xxx	xx	xx	xx
Revolving Funds	u	u	u	xx	xxx	xx	u
Privatisation							
Pure Privatisation	xxx	xx	xx	xx	xx	xxx	xx
PPP	xx	xx	xx	xx	xx	xx	xx

x - limited opportunity; xx - moderate opportunity; xxx - good opportunity; u - uncertain.

It is immediately obvious that Sol Plaatje does not have the ability to address strategic priorities, or to deliver its own city development strategy and community needs, as it is focused on delivering a budget virtually exclusively aimed at basic needs and the creation of new infrastructure in support of meeting basic needs requirements. When considering service levels in Sol Plaatje, it is obvious that meeting basic municipal services needs still commands the same prioritisation emphasis, and that a shift in focus to key strategic expenditure areas are required:

- Addressing long-term underinvestment in existing infrastructure now reaching critical levels as low maintenance levels begin to increasingly result in risk of catastrophic failure and continuous deterioration of capital assets; and
- Developing and delivering projects and programmes focusing on growth. Virtually no funding is currently directed at municipal priority projects aimed at meeting economic growth objectives.

While meeting basic needs remains an important municipal priority, there is increasingly an appreciation that this priority cannot be met at the exclusion of almost all other developmental objectives faced by the Municipality. It is therefore anticipated that the MTREF capital programme will be adjusted over time to reflect a more balanced and sustainable capital programme.

6.2.2 Towards expanded funding resources

While Sol Plaatje Municipality has utilised both grants and loans to meet its capital requirements, it is becoming clear that the Municipality has become increasingly grant dependent. As has been shown above the Municipality increasingly does not have sufficient discretionary capital available to meet the diversity of developmental needs. In addition, the ability to pay back loans has introduced a careful approach towards debt extension. In view of the current financial reality the IDP is raising the possibility of exploring alternative financing options.

New approaches to risk allocation approaches and new risk instruments that are emerging include:

- ▶ Greater sponsor (government) participation/reduced developer equity participation;
- ▶ Increased efforts to secure local currency (or expatriate) financing; especially where domestic markets are well developed;
- ▶ Increased demand for risk insurance instruments; local and multilateral (World Bank, ADB, IFC, MIGA, USAID, OPIC, AIG);
- ▶ Private BOT or BOO models do not appear to be as powerful an answer to the infrastructure needs of the developing world as we once thought;
- ▶ New partnership models between the public and private sectors are developing; at the municipal level;

- ▶ Greater role for mobilising domestic investment and public contribution for infrastructure; and
- ▶ Need for the government to increase allocation for infrastructure financing while reducing deficits, require leverage of public funds to attract private financing.

Key options and alternatives that are available include:

- ▶ Long term borrowing (common practice);
- ▶ General obligation municipal bonds (Johannesburg has released several municipal bonds and Cape Town is contemplating the possibility);
- ▶ Revenue bonds (not yet common, although Johannesburg and Tshwane are contemplating finance raised against a special rating district property tax levy to finance inner city redevelopment);
- ▶ Project Finance (not yet widely applied with mixed results);
- ▶ Offset transactions (Land as a source of infrastructure financing "jawboning" – highly successful in Ekurhuleni and the basis of several unsolicited bids registered with larger municipalities); and
- ▶ Tax increment financing (special rating districts, provided for in legislation but not yet applied).



6.3 Sustainability and the IDP – The Cross Cutting Issues

6.3.1 Introduction

Even before the World Summit on Sustainable Development in Johannesburg in 2002, but especially thereafter, there has been a concerted effort from National Government to promote and prioritise sustainable development on a local level and to integrate it into the IDP process.

The concept of sustainable development is contained in the South African Constitution and is an important theme in most of the major policies and legislation that have been promulgated since 1994. The Bill of Rights within the Constitution provides for the right of citizens to "an environment that is not harmful to their health or well being" (Ch 2 S24(a)). The Constitution (Ch 7 S52(1)) further states that:

"(1) The objects of local government are:

- to provide democratic and accountable government for local communities;
- to ensure the provision of services to communities in a sustainable manner;
- to promote social and economic development;
- to promote a safe and healthy environment; and
- to encourage the involvement of communities and community organisations in the matters of local government."

In light of what is contained in the Constitution, sustainable development is defined in the National Environment Management Act (NEMA), 107 of 1998 as "the integration of social, economic and environmental factors into planning, implementation and decision-making so as to ensure that development serves present and future generations". The concept of sustainable development is based on a core set of principles that should be used in local planning, decision-making and implementation. These principles are:

- ▶ Satisfaction of basic human needs such as food, shelter, water, energy;
- ▶ Conservation of biodiversity;
- ▶ Maintaining and enhancing the health and vitality of natural systems;
- ▶ Participation of individuals and communities in activities and decisions affecting them;
- ▶ Support for the development of partnerships: government, community, and private sector;
- ▶ Concern for future generations (futures);
- ▶ Ensuring environmental justice: fair distribution of environmental 'goods' and 'bads';
- ▶ A systemic approach;
- ▶ Assessment of alternatives in decision-making;
- ▶ Accountability;
- ▶ Recognising the links between global and local systems;

- ▶ Use of local knowledge and skills;
- ▶ Commitment to training and capacity building at all levels;
- ▶ Ensuring and supporting monitoring and evaluation;
- ▶ Proceeding with caution if there is uncertainty with regard to environmental impacts (precautionary principle);
- ▶ Adapting human activities to natural cycles and systems;
- ▶ Understanding the world as a complex web of inter-connecting systems and therefore adopting an integrated approach¹⁶.

The Municipal Systems Act of 2002 requires municipalities to provide services to communities in a financially and environmentally sustainable manner.

Thus, at the local level, SPM is obliged to ensure that planning and implementation are consistent with the principles of sustainable development. One means of meeting these obligations is through the Integrated Development Planning process.

International agreements such as those arising from the Earth Summit in 1992, the WSSD in 2002, as well as national legislation and policies advocating sustainability principles and approaches, provide a framework for integrating sustainability principles into the IDP process.

At the local level, environmental quality and development outcomes often depend on the practices and decisions made by local councils. This is because many environmental problems and concerns are found at a local level, and are impacted either positively or negatively by the way local government makes decisions and acts on them.

Many South African laws and policies now also have sustainable development as a guiding principle. Since local government is responsible for developing and aligning local policies and plans with provincial and national policies, there is a duty to include sustainability principles into these activities.

IDPs are a major planning and management tool for local government and a key tool for achieving sustainability in municipalities. By adopting the principles and approaches of sustainability through the IDP process, local authorities can contribute both to the short and long-term success of local government activities, and improve overall levels of sustainable development performance in municipalities¹⁷.

Sustainable development at a local level should be driven by a Local Agenda 21 initiative. Agenda 21 is the document developed at the 1992 Rio Earth Summit. It is a global plan of action to stop environmental degradation and promote equitable development. Chapter 28 of this document deals with local government. Local Agenda 21 is a mechanism or process for promoting sustainable development strategies at municipal level. In other words –

“Think global and act local.”

6.3.2 Sustainable Development - The Sol Plaatje Situation

SPM was introduced to the concept of sustainable development during the Swedish (Sida) Urban Planning and Environmental support programme from 1997 to 1999. During this period a Local Agenda 21(LA21) process was established in Kimberley and a formal position of a LA21 Co-ordinator was created. Various LA21 projects were launched in different communities. This process however came to a standstill in 2001 when the then LA21 Co-ordinator left the service of the Municipality.

The process was again revived in 2003 with the establishment of a Sustainable Development Office: Agenda 21. The Agenda 21 Office consisted of two components, namely:

- **The Sustainable Development Office, with the following objectives:**
 - ▶ to provide a mechanism for SPM to improve its own performance and integrate sustainability principles into its policies and programmes;
 - ▶ to provide a framework for an environmental management policy that will manage and improve SPM's own environmental performance, including saving money for the SPM;
 - ▶ to provide awareness raising and education on sustainable issues;
 - ▶ to serve as a mechanism for consulting and involving the general public in planning and decision making processes;
 - ▶ to assist in developing effective partnerships with communities and other stakeholders in the municipality;
 - ▶ to ensure a local sustainability strategy or action plan for SPM, and
 - ▶ to provide monitoring, reporting and reviewing progress towards sustainability.
- **The Keep Kimberley Clean Office**

Keep Kimberley Clean is an NGO that functions outside Council resolutions. By interlinking this office within the Agenda 21 office there would have been more direct benefits to Council. The sharing of resources and integrating projects would have enabled this unit to function more efficiently.

The above arrangement's specific intention was to integrate the principles of sustainability in all the operations of the Municipality. Unfortunately the Sustainable Development Office ceased to exist in 2005 mainly due to the fact that the LA21 Co-ordinator left the service of SPM.

At present SPM's organogram does not accommodate this important function. Some sustainability issues are located within the different units of some of the existing Directorates, and are dealt with in an ad hoc manner. The following units specifically deal with sustainability issues:

- Social Development Unit in the Directorate: Community and Social Development Services.

This unit deals with issues such as TB/STI/HIV/AIDS programmes and poverty alleviation.

In terms of TB/STI/HIV/AIDS programmes the Unit does voluntary counselling and testing of council employees. At present 33,4% of the municipal staff have been tested for HIV and 8,3% tested HIV positive.

Counselling for these staff members is ongoing. The Unit is also involved in the following activities:

- Provision of responsive reaction to TB/STI/HIV/AIDS prevention and treatment through regular education.
- Provision of support through Peer Educators and EAP members and support group.
- Provision of Anti-Retro-Viral drugs (ARVs) to positive employees.
- Provision of condoms at all times.
- Commemoration of special events like TB Day; STI/Condom Week; 'Candle-light' & World Aids Day.
- Monitoring and evaluation of the programme on an annual basis.

In terms of poverty alleviation the Unit recently, with the assistance of The Centre for Development Support of the University of the Free State, prepared a Poverty Alleviation Strategy that was adopted by Council in February 2007. The objectives of this strategy are to:

- ▶ Ensure that the needs of vulnerable and destitute residents are adequately addressed, recognising the fact that poverty is not only related to personal income;
- ▶ Empower these residents in order to break the dependency syndrome and stimulate individuals to develop their own potential through support from the Municipality to actively contribute to their own well-being;
- ▶ Develop a more comprehensive understanding of the linkage between directed programmatic interventions of the Municipality and poverty alleviation;
- ▶ Define the linkages between poverty alleviation and the LED strategies; and
- ▶ Ensure that poverty alleviation will form an integral part of the Municipality's development programmes.

The Keep Kimberley Clean Office

The main objective of this NGO being subsidised by the Municipality is to promote anti-litter and waste campaigns, mainly at schools.

Environmental Health in the Directorate: Community and Social Development Services

Sol Plaatje provides an environmental health function in terms of the National Health Act that includes non-personal health such as:

- (a) Water quality monitoring;
- (b) Food control;
- (c) Waste management;
- (d) Health surveillance of premises;
- (e) Surveillance and prevention of communicable diseases, excluding immunisations;
- (f) Vector control;
- (g) Environmental pollution control;
- (h) Disposal of the dead; and
- (i) Chemical safety.

Sustainable Energy and Climate Change Unit (SECCU) in the Directorate: Community and Social Development Services

This Unit was established in February 2007 after a two year period of close co-operation with Cities for Climate Protection, sponsored by the International Council for Local Environmental Initiatives (ICLEI). The Unit's main objectives are:

- To stimulate sustainable energy approaches and practices within SPM as well as the integration of energy efficiency objectives into all its functions.
- To complement service delivery and financial sustainability in SPM's operations.
- To improve the air quality, health and safety in communities by introducing and promoting economic and innovative practices.
- To assist SPM to support the national and international commitment to reduce green house gases (GHGs).
- To synergise energy related tasks and initiatives already underway within the City towards a common energy goal. The City is currently applying various energy saving strategies albeit that they are currently unco-ordinated, unrecorded, not evaluated and appraised.
- To initiate steps towards declaring SPM a Solar City. In 2004 the former premier, Mr Manne Dipico, declared the Northern Cape Province the SOLAR PROVINCE of South Africa due to its enormous amount of sunshine. Kimberley is the capital of the Northern Cape Province and it would be appropriate that it becomes directly involved in fulfilling this goal, and drive towards declaring itself a SOLAR CITY.
- To initiate and develop an Integrated Sustainable Energy Strategy for SPM within a framework that provides a clear vision and direction for the City for the future.

LED Unit in the Directorate Strategy, Economic Development and Planning

Due to this Unit's function within the Municipality it should directly contribute towards increasing the standard of living of all residents and therefore contribute towards sustainable development by applying the principles of sustainability in all its operations.

The Galeshewe Urban Renewal Programme (GURP) in the Directorate Strategy, Economic Development and Planning

The Galeshewe Urban Renewal Strategy seeks to build on the assets that make Galeshewe unique. Three strategic themes have been identified to do this:

- **PEOPLE:** The development of the people and community - building on the strength, unity and potential of the people of Galeshewe;
- **PROSPERITY:** The economic development and tourism opportunities - building on the unique 'green' pilot projects and the heritage history of Galeshewe; and
- **PLACE:** The creation of a quality, safe and pleasant place for people to grow - building on the availability of public sector money.

National Government Fiscal Management and Financing is creating a bigger role for Municipalities in driving and implementing developmental programmes. In part this is being achieved through larger direct grants and funds to municipalities. However, National Government is also placing greater emphasis on good planning and financial management at local level, and in particular highlighting the importance of the IDP. The Galeshewe Urban Renewal Business Plan can be viewed as a long-term strategy for Galeshewe.



The projects and proposals flowing out of it can thus be brought into the Municipal IDP on an annual basis.

Whilst the plan provides the means, the ultimate aim is that the projects and programmes should enable and empower the people of Galeshewe to become the 'architects of their own sustained upliftment'.

From the above it is clear that SPM is attempting to address issues of sustainability but these efforts are not integrated and the un-co-ordinated efforts could lose the effectiveness of these initiatives.

Structural deficiencies exist with a lack of a proper integrated strategy on sustainable development. There also exists a lack of properly trained and dedicated officials without sufficient funding being made available to address these issues.

It is therefore clear that during the restructuring of the micro organisation, a special effort should be made to ensure that sustainable development will be addressed within the Municipality's organogram in order to ensure an integrated organisational structure to address sustainable development issues in an efficient manner.

Funding should also be made available in the Municipality's Budget to ensure that this process will be addressed as required by national policies and legislation.



7. An Institutional plan

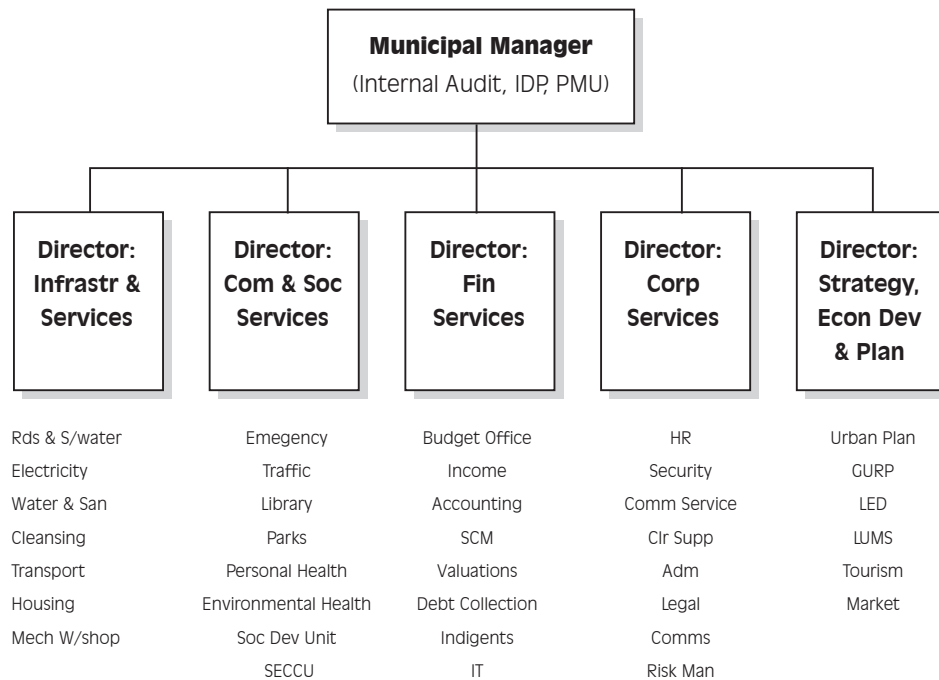
In order to meet the demands of the IDP it is recommended that the following changes at decision-making, (political governance) strategic and operations management levels be effected:

- Establish a cluster-based management system at the level of the Mayoral Executive, based on the following clusters:
 - ▶ An Economic Development and Infrastructure Cluster, encompassing the three main trading services, i.e. Electricity, Water, and Solid Waste, as well as the main developmental services, i.e. Roads and Storm Water, Transport, Economic Development and Planning/Land Use Management
 - ▶ A Safety and Social Services Cluster, encompassing services such as Traffic Services, Fire Services, Disaster Management, Health, Community Development, Parks and Recreation, Library Services and Housing/Human Settlement Management.
 - ▶ A Governance and Integration Cluster, encompassing amongst others, the political governance, strategic planning, service integration, area co-ordination, intra- and intergovernmental relations, regulatory, corporate support, finance, and special project functions of Council.
- Ensure that cluster-based report circulation, presentations and deliberations precede the meetings/decision-making processes of the Council Committees and Council, and focus the cluster management system on the cross functional integration of recommendations and the assessment of intended and unintended consequences of management recommendations. (Note: this could be effected by means of a slightly more sophisticated report routing and sign off protocol.)
- Establish an Operations Integration Model that allows for the categorisation and grouping of Services into the following categories:
 - ▶ Trading Services
 - ▶ Community Services
 - ▶ Developmental Services
 - ▶ Strategic Management and Corporate Support Services,
- Facilitate the establishment of ring fenced Municipal Entities in respect of the three main trading services, the establishment of internal business units in respect of the Community and Developmental Services, the establishment of shared service centres in respect of the Corporate Support Services. It should be noted that these proposals already form part of the Services Strategy adopted by Council some time ago.
- Establish a cluster-based management system at the level of the Executive Management Team that mirrors the proposed political cluster management system, and focus the EMT cluster teams on operations integration and the assessment of the consequences of recommendations and actions. (Note at EMT level it is proposed that actual cluster teams be established.)
- Develop and implement area co-ordination based on an appropriate geographic logic and ensure the ability to generate function specific as well as integrated reports on operational issues, and co-ordinate decentralised services on this basis.
- The Project and Programme Management Unit (PMU), should support the functioning of the (cluster-based) EMT, with the purpose of planning and co-ordinating the delivery of Municipal programmes and initiatives, as well as co-ordinating information flows and reporting from the Area Management System to the corporate levels of management and decision-making
- Consider the creation of a Development Facilitation Unit (reporting to the Executive Director: Economic Development, and by design to the Economic Development and Infrastructure EMT and Council Cluster), to co-ordinate the value chain pertaining to land identification, land release, and land management, and act as promoter of Municipal owned property development.
- Ensure the optimal use of the Municipal MIS infrastructure in the process of operations integration and the enhancement of decision support by;
 - ▶ Resolving efficiency issues pertaining to existing functionalities;
 - ▶ Activating dormant functionalities and enhancing end-user capability with a specific focus on management information and decision support);
 - ▶ Bringing the benefits of the Municipality's investment to the customer and supplier interface in a planned, yet expedited fashion;
- Develop and agree to the introduction of a new intergovernmental model in respect of the ongoing and future performance of unfunded mandates pertaining to specifically Primary Health Care and Library Services;

16 NEMA, 1998, INR, 2002
17 Integrating Sustainability into IDP's, DEAT, 2003

- l) Develop and implement a Service Delivery Strategy in respect of all rates-funded services and set out measures to:
- 1 curtail the growth in the operating and capital expenditure involved in rendering the service
 - 2 enhance the quality, efficiency and effectiveness of the service, and
 - 3 prepare the service for possible transfer to another sphere of government.

This institutional plan will receive ongoing attention starting immediately with the final design of the Micro Organisation to ensure proper alignment with the Macro Organisation indicated below:



8. Sector Plans

and useful supporting documentation underpinning the IDP

8.1 Legally required sector plans

During the first five-year IDP various legally required sector plans were completed of which some are either in the process of being reviewed, or will be reviewed during the 2007/2008 financial year, depending on whether the necessary resources can be secured to complete these plans.

Below is a summary of the status of all legally required sector plans.

The complete documents are available on SPM's web site (www.solplaatje.org.za).

8.1.1 Spatial Development Framework (SDF)

A Spatial Development Framework for SPM was adopted by Council in 2005.

This Framework is presently being reviewed with financial assistance from the Department of Land Affairs.

The issues to be reviewed include the following:

- ◆ The Urban Edge and urban expansion and infrastructure development;
- ◆ Review of Activity Corridors and Nodes and the revitalisation of the CBD due to inconsistent decision-making outside of the adopted SDF;
- ◆ Settlement patterns and densification to align with the Human Settlement and Redevelopment Programme and the Social Housing Policy for South Africa; and
- ◆ A revision of the SDF expenditure framework.

8.1.2 LED Strategy

An LED Strategy was adopted by Council in 2004.

This Strategy is due for a total revision to bring it in line with the City Development Strategy presently under discussion as well as the National Framework for Local Economic Development (LED) in South Africa.

This review will be done during the 2007/2008 financial year.

8.1.3 Integrated Transport Plan (ITP)

Council adopted its ITP in October 2006. Projects emanating from this plan will be prioritised in the present MTEF linked to the IDP.

Crucial in this prioritisation process is the need to construct the preferred option for the N12 through Kimberley, especially the portion that will replace Bultfontein Rd where it is within the collapse perimeter of the De Beers Open Mine (Big Hole).

8.1.4 Water Services Development Plan (WSDP)

A Draft WSDP was completed in August 2003 and submitted to the Department. This draft is still under review with DWAF.

8.1.5 Land Use Management System (LUMS)

The Department of Land Affairs is in the process of assisting SPM to prepare its LUMS. An advertisement for the procurement of service providers to assist in this process was placed during March 2007. It is estimated that the LUMS should be in place by December 2007.

8.1.6 Disaster Management Plan (DMP)

The current status of disaster management and disaster hazard, vulnerability and risk assessment for the Municipality has been completed. The process needs to continue in order to establish an Integrated Disaster Management Plan.

8.1.7 Integrated Waste Management Plan

It is anticipated that if funding can be made available an Integrated Waste Management Plan will be completed by July 2008. This Plan also needs to include a redesign of the present landfill sites in Kimberley and Ritchie as well as Management Plans for both landfill sites.

8.1.8 Integrated Environment Management Programme (IEMP)

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 included the service providers tasked to manage the process. A work document called "Integrated Environment Management Programme: 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.

No institutional responsibility presently exists within the organisational structure of SPM to take responsibility for the IEMP and should, as a matter of urgency, be addressed as part of the micro organisational restructuring.

8.2 Related Policies and Documents

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

Adopted Policies

- Credit Control and Debt Collection
- Indigent
- Asset Management
- Supply Chain Management
- Risk Management
- Tariff
- Internal Audit
- Audit Committee
- Recruitment and Selection
- Standby Allowance
- Sexual Harassment
- Cash Management and Investment
- Property Rates

Draft Policies

- Information Security
- Internet and e-mail
- Policy: Computer Viruses
- Spyware and Adware
- Access Codes and Passwords
- Physical Security
- Business Continuity /Disaster Recovery
- Note-Book Policy Environmental
- Fraud and Anti-Corruption
- HIV/Aids Policy

Resolutions Policy Directives

- Unauthorised / irregular / fruitless / wasteful expenditure
- Impending Shortfalls, Over-Expenditure and Over-drafts
- Expenditure Beyond Budget Year
- Financial Disputes with other Organs of State
- Financial Misconduct
- Forbidden Activities
- Failure to Approve Budget before start of Budget Year

Promulgated By-laws

- Advertising Signs
- Aerial Systems
- Animals, Poultry and Bee Control
- Building Control
- Caravan Park

- Cemeteries
- Electricity Fire Brigade
- Keeping of Dogs and Control
- Fireworks
- Law Enforcement
- Standing Orders
- Street Trading Control
- Swimming Pools
- Taxi Ranks
- Water Supply

Draft By-laws for public comment

- 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: 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, 2003/2004, 2004/2005, 2005/2006
20. Service Delivery and Budget Implementation Plan 2007/2008
21. Budget 2007/2008
22. Workplace Skills Plan – 2007/2008
23. Employment Equity Plan
24. Poverty Alleviation Strategy - 2006
25. Sol Plaatje Municipality: Potential Environmental Impacts and Strategies

9. The Institutional Scorecard

In line with the Key Priority Issues as well as national and provincial strategic issues as encapsulated in various national and provincial plans the following Key Performance Areas have been identified for the Municipality as a continuation since the first cycle of IDPs:

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

The above KPAs also align with the Department of Provincial and Local Government's "Guide for Credible IDPs" where the National IDP Focus Areas are highlighted as well as the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Manager, 2006.

The Institutional Scorecard has been reviewed in light of the previous year's performance and new baseline information that became available.

Community and stakeholder groupings were given ample opportunity to comment on the objectives, indicators and targets set in the scorecard. See "Overview of Process" to prepare the IDP.

This Institutional Scorecard, approved by the Executive Mayor on 18 June 2007 and submitted to Council on 21 June 2007, will also inform the Directorates SDBIP's. The S57 Managers Performance Agreements and contracts will be derived from their Directorate SDBIP.

The Institutional Scorecard is attached as Annexure D. Gaps still exist in the Scorecard in terms of baseline information and targets.

These gaps will be filled as new baseline information is being generated during the implementation year 2007/2008.

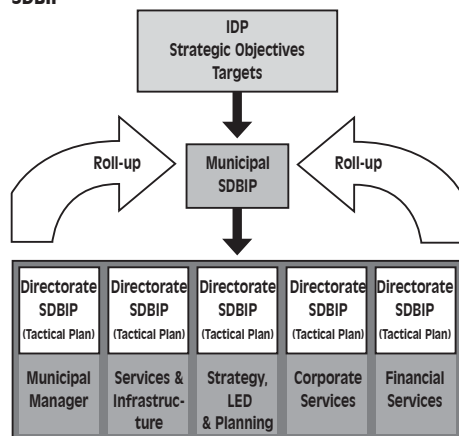


10. Implementation

through the Service Delivery and Budget Implementation Plan (SDBIP): The Capital Programme and Operational Budget

Implementation of the IDP happens through the operationalisation of the IDP in the Service Delivery and Budget Implementation Plans (SDBIP) of the different Directorates. This is illustrated in the diagram below.

Diagram 9: Operationalising the IDP through the SDBIP



Each Directorate needs to implement its "slice" of the IDP. The activities that are needed to implement the strategic objectives of the IDP need to be prioritised according to the Prioritisation Framework, and be resourced by the Budget in the SDBIP. The outcomes of this process are a five-year Financial Plan that resources the prioritised five-year capital programme and operational activities in each Directorate's SDBIP.

MTREF - The five-year Capital Programme

The prioritised five-year Capital Programme is attached as Annexure E.

It should be noted that 90,4% of the SPM's capital programme for 2007/2008 financial year is grant funded. (Also see Section 6.1.4 of this document) Since this funding is mainly for new infrastructure, it is still difficult for the Municipality to address one of its key priority areas, namely the rehabilitation, refurbishment and recapitalisation of its aging infrastructure. Due to the urgency of upgrading and refurbishing the ageing infrastructure to prevent further economic decline, the Municipality had to source a loan of R35 000 000 on the open market to address this critical issue.

The Municipality can, due to its own limited financial resources, only contribute R10 000 000 towards this recapitalisation process. The Municipality is finding it increasingly

difficult to fund these types of projects (see Annexure F) and to address initiatives emanating from the City Development Strategy such as the CBD Revitalisation projects and importantly also to fund projects prioritised by the communities and stakeholder groupings (outside of the GURP) through the public participation process. (see Annexure G). Due to the funding challenges experienced during this budgeting period SPM will be investigating alternative methods of funding its capital programme and will seek the assistance of experts to assist in this process before the next annual budgeting cycle starts.

The MTREF Operational Budget

Sol Plaatje has been classified as a high capacity Municipality and, as such, the compilation and approval of the annual budget for the 2007/2008 to 2009/2010 financial years should, as far as possible, be in line with the MFMA, as well as the Circulars from National Treasury.

Current Financial Situation

Key financial indicators for the priority years are set out in Table 10 below.

Table 10: Financial Indicators

Financial Indicator	2007	2006
Provision for bad debts	56 000 000	40 000,000
Bank	32 000	31 007
Consumer debtors	440 000 000	399 137 638
External loans	54 452 575	57 219 698
Investments	74 950 276	70 707 808
Surplus/(Deficit) for the year	N/A	N/A

* Unaudited figures

From a review of the indicators the following important deductions should be noted:

- Although outstanding debtors have increased, debtor's accounts and all verified indigent outstanding balances must be written off. Approximately R108 million of outstanding debtors appear to be indigents accounts.
- It is quite clear that the collection rate must improve and all dead and irrecoverable accounts must be written off. Through the unbundling of non-cash backed funds and reserves and the increasing of the bad debt provision through the new GAMAP/GRAP accounting process the net debtors will decrease dramatically.
- The importance of effective credit control cannot be over-emphasised. In order to improve the Municipality's cash flow situation, all efforts should be put in place to collect outstanding amounts. Another issue of concern, that goes hand-in-hand with credit control, is the status of the consumers' data on the information system. It stands to reason that proper credit control cannot be instituted effectively, if the data and connections/collection of tariffs on the system are not reliable.
- The current provision for bad debts is considered to be in line with the current payment levels and the provision must be closely monitored each financial year. However, the current provision allows, as far as it could be practicably determined, for addressing the outstanding debt of approved indigent consumers.

In terms of National Treasury Circular no 14 it is important to note the Macro Economic Trends and Growth Rates. The guidelines are set out in Table 11 below.

Table 11: Macro Economic Trends and Growth Rates

CIRCULAR 14 of MFMA	2007/2008	2008/2009	2009/2010
Inflation Forecast (CPIX)	5,1%	4,3%	4,5%
GDP Growth	4,4%	4,8%	5,3%
Guideline growth limits	5,1%	4,3%	4,5%
NERSA: Electricity	5,6%	6,1%	

The tariff increases in the draft budget for 2007/2008 are as follows:

Table 12: Tariff Increases for 2007/2008 Financial Year

Service	2007/2008	2006/2007
Sewerage	6,00%	5,61%
Cleansing	6,00%	5,81%
Electricity	5,60%	5,78%
Water	6,00%	6,01%
Rates and Genera/	6,00%	6,03%
AVERAGE	5,84%	6,03%

Table 13: Revenue by source

REVENUE BY SOURCE	Preceding Year 2005/2006		Current Year 2006/2007		Medium Term Revenue & Expenditure Framework		
	Audited Actual R'000 A	Approved Budget R'000 B	Adjusted Budget R'000 C	Full Year Forecast R'000 D	Budget Year 2007/2008 Budget R'000 E	Budget Year + 1 2008/2009 Budget R'000 F	Budget Year + 2 2009/2010 Budget R'000 G
	Revenue by Source						
Property rates	92,853	98,553	99,503	99,503	105,572	112,817	120,432
Property rates - penalties imposed and collection charges	0	0	0	0	0	0	0
Service charges - electricity revenue from tariff billings	135,823	143,735	163,574	163,574	165,639	176,900	182,714
Service charges - water revenue from tariff billings	73,447	78,768	72,260	72,260	94,177	97,502	99,389
Service charges - sanitation revenue from tariff billings	27,937	31,000	23,741	23,741	32,473	34,769	36,885
Service charges - refuse removal from tariff billings	20,747	24,240	19,720	19,720	24,275	25,558	26,835
Service charges - other	15,169	15,000	7,756	7,756	15,149	14,622	14,407
Rental of facilities and equipment	11,633	10,451	9,440	9,440	11,705	12,013	12,672
Interest earned - external investments	6,041	6,000	6,000	6,000	6,000	6,300	6,615
Interest earned - outstanding debtors	29,270	26,345	26,100	26,100	35,800	37,815	39,830
Fines	3,607	7,021	6,960	6,960	7,032	7,384	7,753
Licenses and permits	4,088	6,590	5,100	5,100	6,200	6,505	6,832
Government grants & subsidies	102,191	52,751	52,751	52,751	63,251	73,473	95,273
Internal transfers	0	0	0	0	0	0	0
Other income	16,544	11,317	10,800	10,800	12,553	13,640	14,033
Total Revenue By Source	539,350	511,771	503,705	503,705	579,826	619,298	663,670
Internal recoveries					30,910	32,446	33,391
Cross Subsidization		35,609			44,549	42,360	37,771
Total	539,350	547,380	503,705	503,705	655,285	694,104	734,832

Note:

Internal recoveries and cross subsidization for 2007/08, 2008/09, 2009/10 are included in the Budget but is not regarded as actual revenue and is countered by the same amount in the expenditure budget

Sources for Funding the Budget:

- An average of 5,84% increase in tariffs has currently been provided for rates, water, sewerage and refuse removal as well as sundry income, excluding cemetery fees.
- Increase in tariffs for electricity has been restricted to 6% as per tentative move up. This is in line with guidelines received from the National Electricity Regulator.
- The proposed budget for the 2007/2008 financial year was determined from projected income and any possible additions. Table 13 indicates the revenue per source of income.

The projected budget expenditure is based on operational plans and IDP priorities submitted for determination of the budget. A summarised discussion of the Operating Budget is set out below:

Table14: Budget Expenditure per Category

Major Category	2007/2008 Final	2006/2007 Current	2005/2006 Actuals
Personnel Remuneration Councillors	222 282 713 9 678 655	199 916 515 10 066 772	179 857 069 5 829 187
General expenses	120 299 641	111 723 664	105 629 749
Maintenance	23 103 043	19 294 144	18 633 501
Bulk purchases	112 000 000	108 500 000	96 789 179
Capital Charges	35 162 915	34 142 487	36 669 404
Contribution	95 609 249	83 469 070	64 840 992
Capital Contributions	3 806 904	1 634 950	1 552 645
TOTAL	543 676 518	557 420 352	*512 570 144

* Audited

The following remarks should be noted relating to Table 14:

- The current expenditure budget shows a growth rate of approximately 5%, in line with the growth rate of 5,5% indicated in Circular 14 from National Treasury.
- In terms of Circular 28 of the MFMA of 2003, the budget processes for high capacity municipalities have to change with immediate effect. One of the major changes are realistic budgeting based on actual revenue collected in prior years, hence a drop in the net operating budget of 2006/2007 as compared with that of 2005/2006, taking into account the expected growth of 5,5% as prescribed by Circular 14 quoted above.
- The significant increase in Salaries and Allowances is mainly due to the budgeted increase of 6% in cur-

rent salaries, which have already been inflated by the 2% additional increase approved by SALGA half-way through the current financial year.

- An allocation of approximately R19,3 million from the Equitable Share Grant shall be utilised for the provision of free basic services and direct subsidy of indigents. The current allocation for free basic services comprises of 6kl water to all households, an additional 6kl of water to indigent households and 50kWh of electricity per month for indigent households.
- An amount of R20 million has currently been provided for accumulated surplus.
- Contributions to Capital Outlay reflect the capital needs requested by the respective Departments as per the IDP priorities.
- Capital projects to be funded from the Municipal Infrastructure Grant (MIG) as per the Division of Revenue.

In reviewing departmental expenditure versus income generated, it should be noted that there are departments that are mainly supportive in nature, providing internal services to other votes and dealing with community services and, as such, do not generate direct income. In order to balance the expenditure for these departments distributions to them take place from income sources such as rates and taxes, equitable share allocation and any surpluses on trading services such as electricity.

Trading and economic services does not have any cross subsidisation. They should strive to at least break even by increasing billing coupled with collection, or a reduction in their expenditure. The only other income to be transferred to economic and trading services will be compensation for free basic services and direct indigent support from the equitable share allocation.

Provision for Bad Debts

A significant attempt has been made to provide adequately for bad debt and working capital.

An extract from Section 18 of the MFMA reads as follows:

- “(1) An annual budget may only be funded from-
- realistically anticipated revenue to be collected;
 - cash-backed accumulated funds from previous year's surpluses not committed for other purposes; and
 - borrowed funds, but only for the Capital Budget referred to in Section 17 (2).
- (2) Revenue projections in the budget must be realistic, taking into account-
- projected revenue for the current year based on collection levels to date; and
 - actual revenue collected in previous financial years.”

It is therefore of utmost importance that credit control be enforced vigorously to avoid potential cash flow problems.

The current provision for bad debt has been made on the basis of the payment levels for the first six months of the current financial year and also concerted efforts of credit control to be enforced in the financial year.

Implementation of GAMAP and the Impact thereof on the Budget

In terms of the new legislation requirements the Municipality should make provision for working capital depreciation in this budget. This required finalisation of the conversion of the asset register to allow for depreciation which was subsequently approved by Council through the Adjustment Budget. Conversion of the asset register has not yet been finalised.

In the current year budget (2006/2007), provision of R10 413 744 was made in respect of anticipated depreciation expenditure, subsequently adjusted to R28,8 mil-

lion. However, it must be noted that this provision has not been calculated scientifically. It is therefore of utmost importance to note that this figure does not take into account that the conversion of the asset register be finalised as a matter of urgency.

General Remarks

It is important to note that a number of the capital items as well as additional personnel included in the annual budget have been identified as critical by the various Directors. Current payment levels are resulting in significant amounts of income being reserved for bad debt provision. This situation will have a definite effect on the amount to be made available for service delivery in the budget for the 2007/2008 to 2009/2010 financial years. It is therefore imperative that measures be put into place to increase current payment to at least 85% as a short to medium term target.



11. 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 prioritised 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 prioritised 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.

In line with its Performance Management Framework (adopted in March 2005 and to be reviewed by July 2007) the Municipality developed, with the assistance of service providers, an integrated electronic management system - Blueprint IDP Management System.

The Blueprint IDP Management 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 organisational SDBIP level.

It is also anticipated to add the individual performance measurement module by July 2008 to also monitor, track, measure and report on Section 57 Managers' performance. This last measurement will still be done manually during the 2007/2008 financial year.



ANNEXURE A

PROCESS PLAN

Adopted by Council on 31 August 2006

1. Introduction

The Municipal Systems 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.

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:

- (1) A municipality's integrated development plan must at least identify:
 - (a) the institutional framework, which must include an organogram, 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
 - (c) 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 will 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 programmes;
 - (f) contain a strategic assessment of the environmental impact of the spatial development framework;

- (h) identify programmes and projects for the development of land within the municipality;
- (i) be aligned with the spatial development frameworks reflected in the integrated development plans of neighbouring municipalities; and
- (j) 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 utilisation 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). See attached diagram.

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:

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

This institutional arrangement needs to be 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

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 accountability are with the municipal council as the elected body answerable to the public on the utilisation of public resources.

The Council's roles and responsibilities are therefore to:

- Consider and adopt a Process Plan.
- Consider, adopt and approve the IDP.

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.

2.2 Mayoral Committee (as members of the IDP Steering Committee)

As the senior governing body of the Municipality they have 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, ensuring that all relevant role-players are involved.

2.3 IDP Steering Committee

The establishment of an integrated system of planning and delivery (or planning and implementation management) requires the full involvement of those in charge of municipal management in the IDP process. This implies that:

- 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, and
- there has to be a special IDP Steering Committee acting as the strategic driver of the IDP process which should include all Directors (inter-sectoral) and Executive Mayor and Mayoral Committee members as the senior governing body.

The IDP Steering Committee has the following responsibilities (with the assistance and technical support provided by the IDP Unit and Technical IDP Working Teams and Service Providers, where applicable):

- Provides 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.
- Makes recommendations to Council on the IDP process and content.
- Is 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 includes 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 Technical IDP Working Teams.
- Provide a secretariat function for IDP Steering Committee.

The Technical IDP Working Teams are inter-departmental and cross-sectoral technical working teams of dedicated senior officials nominated by Directors who need to provide the technical sectoral and issue-based input into the IDP, support the IDP Manager and ensure a smooth planning process by being fully involved in the IDP process. The role and responsibilities of the members of the Technical IDP Working Team include the following:

- Perform various planning activities according to their line function within the Municipality in co-operation with other officials or support providers, 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, summarises and documents 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 finalisation 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 counterparts to service providers/consultants.

Service Providers 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 planning 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 unorganised 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 underlying the Public Participation Strategy are the following:

- Elected councils are the ultimate decision making body on IDPs.
- 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 be consulted, on behalf of whom, on which issue, through which organisational mechanism, to 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 marginalised 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 has 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 interests, 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 IDP Representative Forum and IDP Business Forum. These Fora are the formal link between the municipal government and the public. The public is represented by councillors, 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 has 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 organisational 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 organisations 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.

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 scrutinised by the IDP Steering Committee and 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;
- clearing 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.

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
Analysis	<ul style="list-style-type: none"> • Community meetings with direct involvement of Ward Committees and organised 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 style="text-align: center;">HIGH INTENSITY OF PUBLIC PARTICIPATION</p>
Strategies	<p>District level strategy workshops with representatives of all municipalities in the district, national and provincial sector departments and selected representation of stakeholder organisations and resource persons.</p> <p>Workshop with IDP Representative Forum on specific local strategies.</p> <p>Information flow through press conferences, public hearings etc to stimulate public debate.</p> <p style="text-align: center;">LOW INTENSITY OF DIRECT PUBLIC PARTICIPATION</p>

Project Planning a. Project with municipality wide scale	a. Inter-sectoral Project Teams with selected representatives of stakeholder groupings and resource persons and IDP Representative Forum. LOW INTENSITY OF DIRECT PUBLIC PARTICIPATION
b. Localised community level projects	b. Intensive dialogue between Project Teams and affected communities (Ward Communities and Councillors). HIGH INTENSITY OF DIRECT PARTICIPATION
Integration	IDP Representative Forum. LOW INTENSITY OF DIRECT PUBLIC PARTICIPATION
Approval	<ul style="list-style-type: none"> IDP Representative Forum. Broad public discussion/consultation. Opportunity for comments from residents and stakeholder. HIGH INTENSITY OF PUBLIC PARTICIPATION
Monitoring and Implementation	<ul style="list-style-type: none"> IDP Representative Forum. Ward Committees. LOW INTENSITY OF DIRECT PUBLIC PARTICIPATION

4. Mechanisms and Procedures for Alignment

Alignment is - "A process entailing structured and systematic dialogue within government with a view to bring about co-ordinated 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".

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 principal 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 IDPs 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.
- To increase awareness and commitment of all spheres of Government to co-operate 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.

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;

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 Systems 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
- Intergovernmental Relations Act 2004
- The National Housing Act (107) 1997
- Social Housing Bill
- 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

6. Action Programme with Time Frame and Budget

The Action Plan indicates highlights of the milestones that need to be reached according to the prescriptions of especially the MFMA, but also the MSA and Regulations and directives from DPLG, Northern Cape DHLG as well as the Frances Baard District Municipality's Framework and Process Plan.

The detail activities to reach each milestone need to be finalised once the necessary Technical Working Teams have been formed. Each sectoral/issues based specialist needs to give his/her input with regard to time frames and resources in order to achieve the milestones indicated. The members of the Technical IDP Working Teams need to be committed to these time frames and therefore need to be involved in confirming the time frames and resources.

A budget of R180 000 has been budgeted in the operational budget of the IDP Unit for outsourcing aspects mentioned previously where expertise and/or capacity are needed. A detailed costing of these aspects is not possible at this stage.

Figure 1

Organisational Arrangements

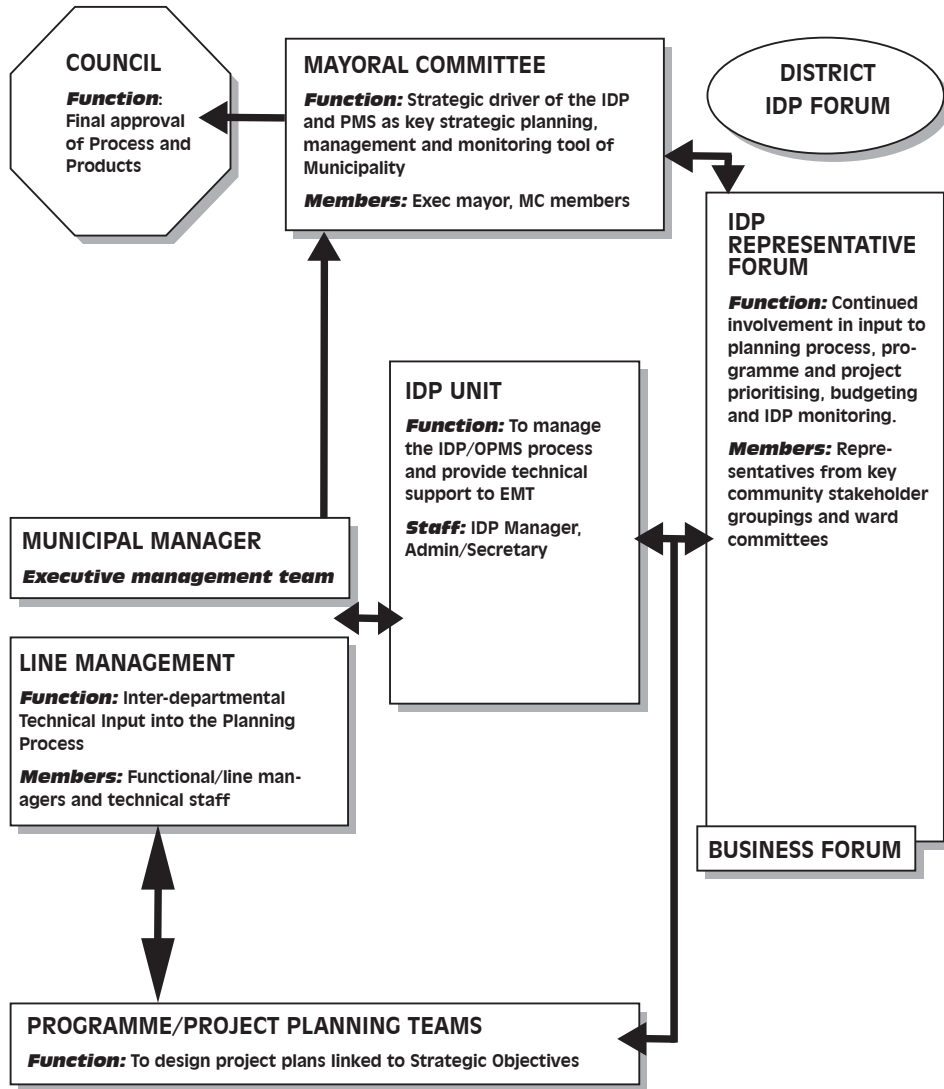


Figure 2

TIME FRAMES FOR PREPARING THE 2007/2008 - 2011/2012 IDP and Budget Approved by Council on 30 August 2006 (Resolution C324)

Planning Activity	Time (WEEKS)											
	Aug	Sep '06	Oct '06	Nov '06	Dec	Jan '07	Feb '07	Mar '07	Apr '07	May '07	Jun '07	
Approval of Process Plan												
Budget process Timetable												
PHASE 1: SITUATION ANALYSIS												
1.1 Baseline data collection												
1.2 Community and Stake holder Analysis												
1.3 Reconciliation												
1.4 Municipal Analysis												
1.5 Priority Issues Identification												
1.6 Consolidation of analysis results												
PHASE 2: STRATEGIES												
2.1 Vision & Strategic Objectives Formulation												
2.2 Develop indicators and targets												
2.3 Defining resource frames												
2.4 Creating strategic alternatives												
2.5 Provincial and district level strategies (alignment)												
2.6 Public participation to strategic issues, indicators and												
2.7 Consolidation of strategic issues												
PHASE 3: PROJECTS												
3.1 Identification of strategically linked projects												
3.2 Identification of financial resources												
3.3 Prioritisation of projects and design project proposals												
3.4 Target group participation and sector department alignment												
3.5 Detail project preparation for year 1 implementation												
PHASE 4: INTEGRATION												
4.1 Draft operational strategy												
4.2 First presentation of integration (IDP Steering Committee)												
4.3 Second presentation (IDP Rep Forum)												
4.4 Complete Draft IDP an submit to Council for consultation												
PHASE 5: APPROVAL												
5.1 Advertise draft for comments												
5.2 Final Public participation on draft IDP and Budget												
5.3 Adoption of Council												
5.4 Submit adopted IDP to MEC												

- Aligned with Budget milestones according to MFMA
- December holiday period
- Time schedule budget process according to Budget Office Programme
- IDP Representative Forum Meetings
- Adjusted IDP Rep Forum Meetings

Annexure B

A Minutes of a Meeting of the Sol Plaatje IDP Representative Forum held on 14 November 2006 in the City Hall, Kimberley

1. Attendance

A total of 88 people (as per attendance register) attended the first meeting of the IDP Representative Forum in the City Hall. The attendees represented the following wards and stakeholder groupings:

Councillors		Ward Comm	Stakeholder Groupings	Province and District Mun	Mun Officials
PR	Ward				
4	17	22	23	16	10

The following wards were represented by the ward councillor and ward committee members:

- Ward 2
- Ward 3
- Ward 4
- Ward 5
- Ward 6
- Ward 7
- Ward 8
- Ward 9
- Ward 11
- Ward 14
- Ward 17
- Ward 18
- Ward 20
- Ward 23
- Ward 27
- Ward 28

The Frances Baard District Municipality and the following government departments were represented:

- Department of Water Affairs and Forestry
- Safety and Liaison
- SAPS, Galeshewe
- Department of Tourism, Economic Development and Conservation
- Land Affairs

2. Opening and Welcome

Clr Martin le Grange acted as master of ceremonies and opened the meeting and welcomed everyone present on behalf of the Executive Mayor, Alderman Patrick Lenyibi who was delayed returning from Johannesburg.

3. Purpose of the Meeting

The purpose of the meeting was to:

- Constitute the IDP Representative Forum for the next five-year term with the view to ensure public involvement in the preparation, implementation, monitoring of and reporting on the Sol Plaatje Integrated Development Plan.
- Provide information to the IDP Representative Forum on the Municipal Analysis and solicit input from the members of the IDP Representative Forum.

3.1 Overview of IDP Process

The Sol Plaatje Municipality's IDP Manager gave an overview of the IDP Process. The detailed presentation is available.

3.2 Constituting the IDP Representative Forum

The following was agreed to in terms of officially constituting the IDP Representative Forum:

Functions of Public Participation

In the context of the IDP, Public Participation has 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 the initiatives and resources of local residents and communities, and encouraging co-operation and partnerships between local government and residents for implementation and maintenance.
- Empowerment: Making IDP a public event and a forum for negotiating conflicting interests, finding compromises and common ground and, thereby, creating the basis for increased transparency and accountability of local government towards local residents.

Public Participation Structures

The formal structures for Public Participation are the IDP Representative Forum and IDP Business Forum. These fora are the formal link between the local government and the public. The public consists of councillors, 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 has 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 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 organisational mechanism for discussion, negotiation and decision-making between all the stakeholders, including provincial and local government.
- To ensure communication between all stakeholders including provincial and local government.
- To monitor the performance of the IDP process, in respect of both planning and implementation.
- Contribute knowledge and ideas in the IDP process by participating in the IDP Representative Forum with the view to:
 - Inform interest groups, communities and organisations on relevant planning activities and their outcomes;
 - Analyse issues, determining priorities, negotiate and reach consensus;
 - Participate in the design 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 respect of 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.

Protocol and Code of Conduct of the IDP Representative Forum

The Mayor and/or his delegated representative will act as the chairperson of the IDP Representative Forum.

At least four quarterly meetings will be held in the municipal financial year. Ad hoc meetings can be arranged in special circumstances where necessary, such as during the preparation and review processes.

Depending on the business of the day, meetings will be arranged during or after working hours on condition that at least 14 days notice be given. Written notice must be given.

Venues for the meeting will be rotated in order to facilitate the use of a fair spread of venues across the Municipality.

Presentations at meetings will be in English and where practically possible, translations will be facilitated by meeting participants.

The Sol Plaatje Municipal Council retains the final decision making authority in respect of all matters discussed/consulted on and also retains the power to resolve disputes emanating from the meetings of the IDP Representative Forum.

The Municipality's IDP Office will act as the secretariat of the IDP Representative Forum.

3.3 Municipal Analysis

After the constitution of the IDP Representative Forum, Mr Nico McLachlan, a facilitator appointed by the Municipality, gave a presentation regarding the Municipal Analysis. The detailed presentation is available.

The purpose of the presentation was to provide an overview of achievements emanating from the first IDP cycle ending in 2006/2007 and to:

- Outline critical issues not achieved,
- Consider the strategic focus areas for the new IDP cycle and
- Provide insight into the key priorities put forward by the management of the Municipality.

After the presentation, members were requested to use this information when meeting with their own constituents regarding their perspectives and priorities and to submit these to the IDP Office. It was emphasised that people should also look at possible solutions to problem areas within their wards and issues raised within stakeholder groupings and not to only concentrate on project wish lists.

4. Plenary Discussion

The following issues were raised during the plenary discussion:

4.1 Basic Service Delivery

- Maintenance of infrastructure should receive priority as it has been neglected for a long period.
- Sport and recreational facilities need to be prioritised in deprived areas, as it will specifically address the needs of the youth.
- Clinics, facilities and service provided by staff are not up to standard.
- Areas without street lighting should be addressed as it also creates safety problems.
- Platfontein – street names, response times of emergency services, state of VIP toilets, and general service delivery are not up to standard.

4.2 Local Economic Development

- CBD: No real investment during the first cycle of IDP Decline continuing, especially Crime and Grime issues increasing – also due to unilateral issuing of liquor licenses by Liquor Board.
- Parking in CBD needs attention.
- State of CBD bad for marketing of the City.
- Job creation. Investigate Public Private Partnership and Public Partnerships to increase local economic development and job creation.
- Commercial investment should be promoted in the deprived areas.
- Sustainable energy programme should be proceeded with.

4.3 Good Governance

- Qualified audit reports not a good record for the City.
- Learn from mistakes of the past. Benchmarking with peers, become a learning City.
- Safety and security – municipality should become involved in the various forums.
- Municipal management and Mayoral Committee – should focus on robust service delivery.
- Inter Governmental relations – spheres of government should work together.
- Ensure public involvement in planning and development processes and adhere to legislation in this regard.

4.4 Financial Viability

- Is investment in new financial system required? Will this provide value for money?

5. Executive Mayor's response to plenary discussion

Ald Lenyibi joined the meeting during the analysis presentation and responded as follows with regard to the plenary discussion:

In terms of basic service delivery the Mayor alluded to infrastructure maintenance and indicated that due to a blunder made during 2003 by appointing the wrong contractor to attend to the roads maintenance contract, it led to a deterioration of the roads. This has now been corrected and a better qualified contractor has been appointed. Proper maintenance work will start soon in line with a long term patching and resealing programme. The performance of this contractor will be closely monitored.

As far as Platfontein was concerned, the Mayor requested that the community should conform to the policy for naming streets. It is policy not to name streets after persons but rather after animals and plants. As soon as the correct names have been submitted, the naming of streets in Platfontein can be addressed. He also mentioned that the present development in Platfontein was not the responsibility of the Municipality. This specifically relates to the toilets in Platfontein as the Municipality's policy is to provide water-borne sewerage.

The Mayor also indicated that a master-plan for electricity is on the cards which will include issues of sustainable energy. A programme to retrofit existing streetlights in co-operation with Eskom is ongoing. The Mayor also referred to the clinics and indicated that serious attention will be given on an intergovernmental level to address these problems. Clinics, which are a provincial function, are heavily subsidised by the Municipality, which puts a huge financial burden on the Municipality. In line with the above the Mayor also indicated the implementation of the Sol Plaatje Alternative Service Delivery Policy Framework and referred to non-core functions that the Municipality is engaged in such as the Fresh Produce Market, Resorts, digging of graves etc. The policy framework adopted by council in 2005 makes provision for alternative options of delivering these services.

Referring to local economic development the Mayor reiterated the fact that the CBD is important for the economic development of the City and will receive the necessary attention. This will coincide with the review of the Spatial Development Framework and Integrated Transport Plan that was adopted recently to, for instance, address the parking problem, crime and grime issues etc. The Mayor also alluded to the work presently being done on a long term City Development Strategy to make sure that Sol Plaatje gets its rightful position on the national and provincial growth and development agenda. In this regard a high-level negotiation team will be set up to start lobbying the proposals in the CDS with relevant stakeholders. The Mayor also announced that a project on City Branding will be launched soon which will concentrate on the entrance routes to the City as well as the CBD and main routes within the City.

Alluding to financial viability, the Mayor indicated that the present financial system is not value for money and was installed in the Municipality with ulterior motives. Since the appointment of the present Chief Financial Officer, compliance with the Municipal Financial Management Act is on track and also necessitates a new financial system that will be GAMAP and Grap compliant. It must also be integrated with the other management information systems of the municipality. He also announced that Sol Plaatje will not receive another disclaimer audit report.

In terms of good governance, the Mayor announced that the Top Structure of the Municipality will be fully in place by 1 December 2006 when the Director: Corporate Services will commence her duties. The core of Administration will then be in place to take the organisation forward in terms of robust service delivery.

6. Next steps

It was agreed that:

- 6.1 Members of the IDP Representative Forum will provide the IDP Manager with written input, after consultation with their constituent bodies, by not later than 5 January 2007.
- 6.2 The municipality will communicate progress with IDP preparation to members of the IDP Representative Forum on an ongoing basis via inter alia, minutes of meetings, web site, the local media, etc.
- 6.3 The IDP Manager will notify members of the IDP Representative Forum 14 days in advance of the next Forum meeting.

Ald Patrick Lenyibi EXECUTIVE MAYOR



B Report of a Working Session on the Sol Plaatje IDP with the Mayoral Committee and Executive Management Team on 20 February 2007

1. Attendance

As per attendance register.

2. Opening and Welcome

The Acting Executive Mayor, Cllr Agnes Nthlangula welcomed everyone present, especially Mr Klaas Steyn from the Development Bank of Southern Africa and Dr Frans Minnaar from the Programme Public Sector Management of the University of Free State who will be assisting the Municipality's Directorates to develop Service Delivery and Budget Implementation Plans. These plans, are prescribed by the MFMA and need to link with the IDP. She also welcomed Mr Nico McLachlan and Mr André Olivier from ODA who are assisting the Municipality in preparing its IDP.

Cllr Nthlangula indicated in her opening remarks that the Municipality is reviewing the IDP which has been in existence for the past five years and that an honest analysis must be done to determine what achievements have been reached, but also what challenges remain that need to be addressed in the next five year cycle. This will lead to the focus areas for the next five years. In this process the Municipality also needs to make sure it complies with all the necessary legislation, especially the Municipal Systems Act and MFMA.

3. Purpose of the Meeting

The IDP Manager reported on the process so far in preparing the next five-year IDP and explained the purpose of the meeting, namely:

- To present an overview of the IDP Process.
- To recap on the Analysis Phase in terms of:
 - the achievements and challenges remaining from the previous five-year IDP
 - the Key Focus Areas for the next five-year period
 - the Strategic IDP Objectives and Targets linked to the Institutional Scorecard and
 - to agree on a framework for prioritising projects and operational requirements in the IDP

4. Presentations

The following presentations were done. The detailed presentations are available.

- The IDP Manager gave a brief overview of the IDP process as it evolved since 1996 as well as the status of the existing process in preparing the IDP for the period 2007/2008 – 2011/2012.
- Mr Nico McLachlan's presentation dealt with the outcomes of the Analysis Phase and the Key Focus Areas of the Municipality for the next five-year term.

- Mr André Olivier presented the Strategic Objectives derived from these Focus Areas as well as a framework for prioritising the projects and operational requirements in the IDP in order to achieve these Strategic Objectives.
- The last presentation was done by the IDP Manager and dealt with the draft Institutional Scorecard linked to the Strategic Objectives and Targets.

The presentations were interactive and all issues raised were discussed during the presentations for clarification. Draft documents were also distributed pertaining to:

- The Key Focus Areas
- The Strategic Objectives and Targets
- Framework for prioritising the projects and operational requirements in the IDP

5. Conclusions

After an in-depth discussion of the issues presented it was agreed that:

- Members of the working session will scrutinise the draft documents and that input must be submitted to the IDP Office for integration into the draft documents.
- The proposed prioritisation matrix be used to prioritise the projects and operational requirements in the IDP and that it be applied immediately. That the Budget Integration Cluster form the technical team to undertake this task in close co-operation with the Directors and line managers within the different Directorates. Programme for finalising the prioritisation process is available.
- Directors to discuss the draft Institutional Scorecard within their Directorates to ensure that correct baseline information is captured on the Scorecard and that targets are realistic (challenging but attainable).
- Members of the Mayoral Committee ensure that the Objectives set for the next five-years aligns with their political mandate.
- Directorates to start work on their SDBIP's aligned with the draft strategic documents indicated above.

Input should be submitted to the IDP Office by no later than 9 March 2007

6. Closing

In her closing remarks Cllr Nthlangula alluded to the fact that the analysis indicated that the teamwork at the top of the organisation is not what it should be, and that there is still a lack of synergy between the Top Management Team and the Mayoral Committee.

She also referred to the following:

- She expressed her appreciation to the CFO and international advisor for putting the Municipality on the road to financial viability and MFMA compliance.
- Challenges exist within the Directorate: Services and Infrastructure:
 - Existing plans must be implemented
 - The aging fleet needs urgent attention
 - Infrastructure maintenance, upgrading, replacement and refurbishment need to be a high priority
 - Housing – creation of sustainable human settlements should be the new approach.
- She expressed her appreciation for the work done by the present Director: Strategy, Economic Development and Planning when she was the Manager: GURP. Challenges however exist to ensure growth in the local economy and to ensure job creation.
- She referred to the newly appointed Director: Corporate Services who will be challenged to ensure that performance contracts are in place for Sec 57 Managers in order to enable Council to monitor and evaluate the work being done in the Municipality.

Cllr Nthlangula finally referred back to the challenge posed by Mr Nico McLachlan when he alluded to the Three C concept of successful cities, and urged members to take up this challenge namely:

- They have a unique **Concept**
- They are **Competent**
- They are **Connected**

Referring to the last **C** the Acting Mayor reminded the members of the partnership with Falun/Borlänge in Sweden and that we should apply what we have gained through this partnership and mentioned the revitalisation of the CBD as an example. Plans are also on the way for partnering with another municipality in Sweden (Vornamo) as well as the Netherlands (Grave). In this vein she mentioned that it is important that the Municipality establish an international desk in order to co-ordinate, monitor and evaluate our international relations and what we can gain from it.

She thanked everyone for their contributions and closed the meeting.

Cllr Agnes Nthlangula
ACTING EXECUTIVE MAYOR



C Minutes of a Meeting of the Sol Plaatje IDP Representative Forum Held on 21 February 2007 in the Galeshewe Centre

1. Attendance

A total of 78 people (as per attendance register) attended the second meeting of the IDP Representative Forum in the Galeshewe Centre. The attendees represented the following wards and stakeholder groupings:

Councillors		Ward Comm	Stakeholder Groupings	Province and District Mun	Mun Officials
PR	Ward				
7	10	37	4	13	10

The following wards were represented by the ward councillor and ward committee members:

- Ward 1
- Ward 2
- Ward 3
- Ward 4
- Ward 5
- Ward 6
- Ward 7
- Ward 8
- Ward 9
- Ward 10
- Ward 11
- Ward 14
- Ward 15
- Ward 18
- Ward 22
- Ward 23
- Ward 28

The Frances Baard District Municipality and the following government departments were represented:

- Department of Education
- SAPS, Galeshewe

2. Opening and Welcome

The Municipal Manager, Mr Frank Mashilo opened the meeting and the Acting Executive Mayor, Cllr Agnes Nthlangula welcomed everyone present.

3. Purpose of the Meeting

The IDP Manager reported on the process to date regarding the preparation of the next five-year IDP and explained the purpose of the meeting, namely to:

- Recap on the Analysis Phase and present state of development in SPM.

- Discuss and agree on the Key Focus Areas and Strategic Objectives and targets for the next five-year IDP.
- Discuss and agree on the framework for prioritising projects and operational requirements in the IDP

He also referred to the draft documents distributed to the members namely:

- The draft Key Priority Issues, Strategic Objectives and targets.
- The draft Institutional Scorecard.
- The draft Framework for Prioritisation of Projects and Operational Requirements in the IDP.

4. Presentation

Mr André Olivier, an expert in local government development issues appointed by the Municipality to assist in the analysis of the present state of development in SPM, gave a presentation of outcomes of this analysis. The detailed presentation is available.

5. Plenary Discussion

Mr Nico McClachlan facilitated the plenary discussion session on the issues presented. The issues that were raised were very similar to those raised during the first IDP Representative Forum meeting held in November 2006. The following issues were however emphasised:

- The fact that projects that were on the previous IDP were never implemented,
- Infrastructure that was built is being neglected,
- Municipality does not attend to cleaning and clearing rubble after implementation of projects,
- Certain areas in the Municipality do not receive equitable attention from the Municipality in terms of service delivery and development,
- The fact that ad hoc projects are put on the budget during the financial year of implementation that this distorts the approved implementation plan,
- The lack of budgeting provision for safety and security.

- What are the Municipality's plans in terms of the 2010 Soccer World Cup?

Specific issues in terms of service delivery in wards were also raised and will be included in the project schedule for the next five-year IDP to be prioritised.

Questions from the floor were addressed by the Acting Executive Mayor and members of the Mayoral Committee present.

It was concluded that the main themes emanating from the plenary discussion were:

- That the Municipality should not build what it cannot maintain.
- That people should not be left behind. A balance must be created of how the resources of the Municipality are allocated in an equitable manner throughout the municipal area.
- A special effort should be made in this IDP to grow the local economy and create jobs.
- Safety and security issues must be addressed in the IDP.

The Municipal Manager concluded the discussion by referring to the 2010 World Cup. He indicated that although Kimberley is not a host city, it has been approached by the Mangaung Local Municipality to assist with accommodation for the overflow of people visiting Mangaung as well

as other facilities such as medical facilities etc. He also mentioned that certain infrastructure upgrading (road transport network) will be necessary. He further indicated that plans are underway to establish a PSL soccer team in Kimberley and that funds will be made available from the Provincial Government to upgrade a stadium in Kimberley.

He made an urgent appeal to especially the ward committees to, in close co-operation with their ward councillors, discuss the issues on the table, and submit their input to the IDP Office as soon as possible.

It was agreed that:

- Members of the IDP Representative Forum will provide the IDP Manager with written input after consultation with their constituent bodies, through their respective councillor, to the IDP Office.
- That the proposed prioritisation matrix be used to prioritise the projects and operational requirements in the IDP.
- That the next meeting will take place within the next four weeks to address the prioritised projects and operational requirements in the IDP.

Cllr Agnes Nthlangula ACTING EXECUTIVE MAYOR



Annexure C

Executive Summary - Spatial Development Framework

SMART GROWTH OBJECTIVES FOR KIMBERLEY

Key objectives in achieving smart growth for Kimberley include:

A CENTRE FOCUSED CITY

- Vibrant CBD
- Mix of activities at accessible sub-centres.
- Addressing inequities.

A COMPACT CITY

- Well located publicly assisted housing.
- Limiting sprawl.

A CITY WHERE URBAN FORM SUPPORTS TRANSPORT OPTIONS

- Integrated network of streets
- Focus on public transport & cycling & pedestrian environments.

A MEMORABLE CITY WITH QUALITY URBAN ENVIRONMENTS

- (Re-) emergence of the heritage and amenity value of the city addressing imbalances.

CONCEPTUAL FRAMEWORK AND STRUCTURING ELEMENTS

To realise the smart growth objectives for Kimberley a long term spatial idea needs to be developed around its desired spatial form. The key spatial elements around which strategies are developed include:

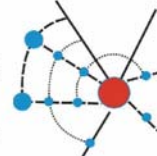
RADIAL SYSTEM OF TRANSPORT ROUTES AND PRIMARY ACTIVITY NODE

This aspect of the framework reflects a strong highly accessible CBD by routes which support a range of modes of transport.



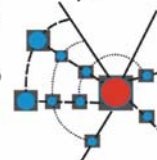
CROSS CUTTING TRANSPORT ROUTES AND A HIERARCHY OF DECENTRALISED ACTIVITY NODES

This reflects accessible local clusters of activity addressing the need to decentralise opportunities especially to disadvantaged areas as well as cross cutting routes improving access not only to the CBD but between nodes forming a web of interconnectivity



INTENSIFICATION OF LAND USE IN AND AROUND NODES

This reflects higher intensity land use (e.g. higher density housing) to support local economic activities and an efficient public transport system.



URBAN EDGE

This reflects the need to protect naturally sensitive areas and the goals of a compact city.



STRATEGIC AND DIFFERENTIATED KIMOSS

This supports access to recreational opportunities, the productive role of open space, and protection of the natural environment.



ACTIONS: REALISING SMART GROWTH IN KIMBERLEY

Realising the smart growth objectives and the form of development represented by the conceptual framework requires a set of coordinated actions both in terms of capital investments and decisions around land use change:

COMPLIMENTARY HIERARCHY OF ACTIVITY NODES

- 1 Public sector investment should focus on supporting development of activity nodes in less advantaged areas as well as the CBD.
- 2 Management interventions should limit commercial development which would threaten the vitality of the CBD in retail oriented nodes in the south.

MOVEMENT

- 3 Key links should be developed to improve levels of integration and support activity nodes.
- 4 New public transport interchanges should be developed supporting easy switching of direction.
- 5 Integrating routes should support public transport and the cycle network.



PUBLIC SPACES AND FACILITIES

- 6 To support pedestrian movement, improved environmental quality, levels of safety, and public space should be prioritised in activity nodes in Galeshewe and the CBD.
- 7 Priority is given to upgrading facilities and constructing strategic new facilities in developing activity nodes.

PUBLICLY ASSISTED HOUSING

- 8 The municipality should support the development of publicly assisted housing on well located strategic land.
- 9 Residential use should be Encouraged in the CBD.



ECONOMIC INFRASTRUCTURE

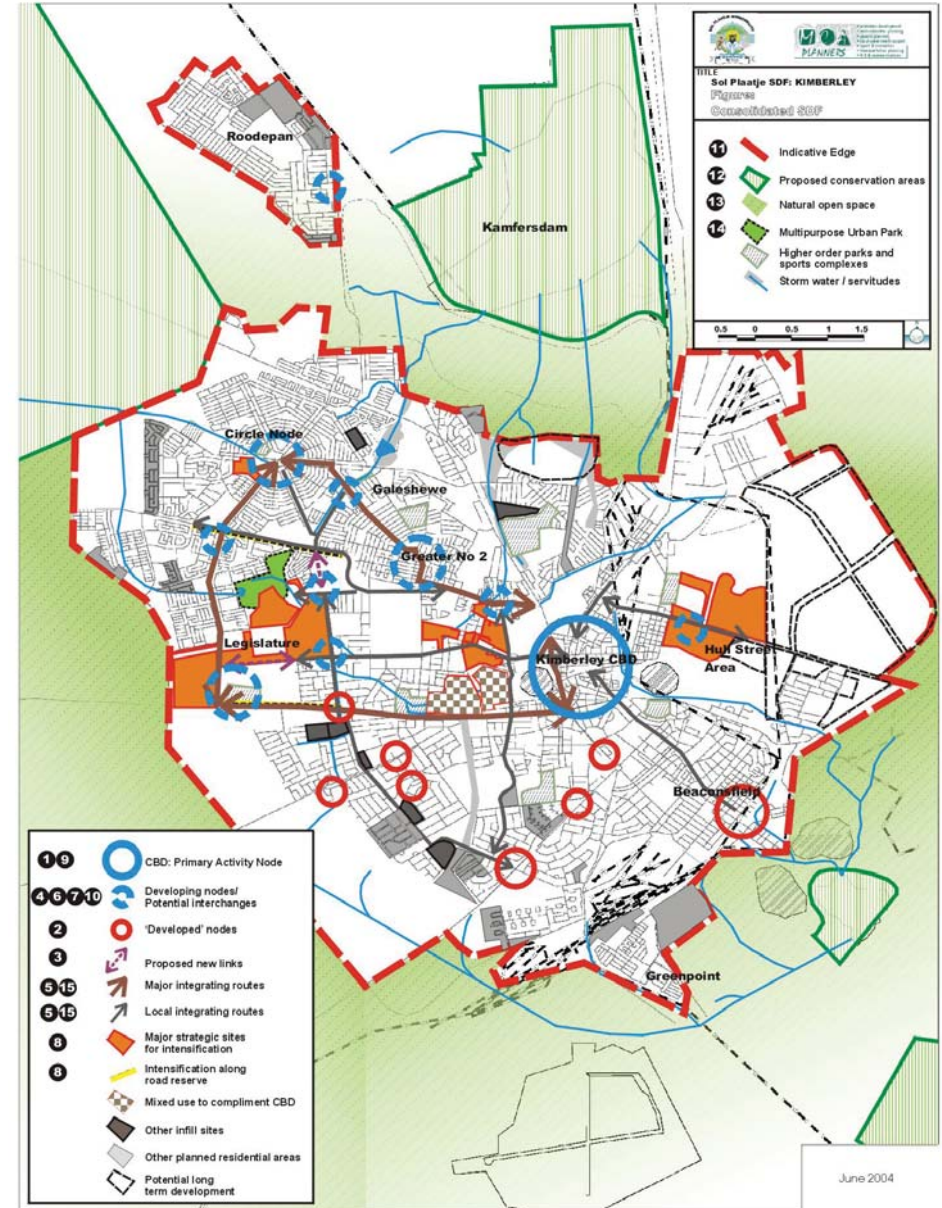
- 10 Linked to investment in public space, economic infrastructure to support business and trading should be developed.

URBAN EDGE

- 11 The urban edge to be demarcated at a local scale and ensure protection of natural/productive areas.

KIMOSS

- 12 Core natural areas are protected by inclusion in the KIMOSS.
- 13 Buffer areas are identified suitable for low impact development.
- 14 New developed open space is prioritised to complete the north south green belt.
- 15 Extensive planting is proposed along activity routes.



Annexure D

A multi-year perspective on Sol Plaatje Local Municipality's service delivery targets & indicators, categorised according to IDP Objectives

Key Performance Area	IDP Goal	Key Performance Indicator	Measurement unit	Baseline Backlog	Performance target				
					2007/2008	2008/2009	2009/2010	2010/2011	2011/2012
Development Programme (LED)	To effectively monitor and manage the declining economy of Sol Plaatje by 2012	% economic growth/decline, as measured in terms of the econo-monitor	% growth	New	0	0	0	0	0
	To maximise the number of jobs created through the municipality's local economic development initiatives, including capital projects by 2010	Number of permanent and temporary jobs created through initiatives of the SPM	Number of jobs	New	0	0	0	0	0
	To ensure that the municipality spends 60% of its procurement budget on goods and services provided by local BEE and SMME enterprises annually	% of procurement budget spent on procuring from local SMMEs and BEEs	% procurement	60%	60%	60%	60%	60%	60%
	To provide 1215 households in formal areas with a metered water connection by 2009/2010	Reduction in the number of households in formal areas without metered water connections	No. of households	1,215					
Basic & Sustainable Service Delivery	To provide 840 households in formal settlements with basic sanitation by 2009/2010 (Total backlog 5,645)	Number of households in formal settlements provided with basic sanitation	No. of households	5,645	0	540	300	0	0
	To eradicate the bucket system in all pre-1994 formal areas by providing 682 households with sanitation by December 2007	Number of buckets in use in pre-1994 formal areas	No. of households	682	0	0	0	0	0
	To provide 8,400 households with water connections in informal areas by 2011/2012	Number of households connected to water in informal areas	No. of households	8,400	0	1,000	2,000	5,400	

Key Performance Area	IDP Goal	Key Performance Indicator	Measurement unit	Baseline Backlog	Performance target				
					2007/2008	2008/2009	2009/2010	2010/2011	2011/2012
Basic & Sustainable Service Delivery	To reduce water losses to 15% by 2010/2011	% reduction in water losses	% reduction	30%	27%	24%	19%	17%	15%
	To provide 8,400 households with sanitation services in informal areas by 2011/2012	Number of households provided with sanitation services in informal areas	No. of households	0	0	1,000	2,000	5,400	0
	To ensure that 50kms of roads are surfaced by 2011/2012. Total backlog 257km.	Additional kms roads surfaced	Kms	257km	10km	20km	30km	40km	50km
	To have a five-year integrated Infrastructure and Assets Maintenance and Operations Plan by June 2008	Availability of a five-year Integrated Infrastructure and Assets Maintenance and Operations Plan	Plan	0	1	0	0	0	0
	To provide shelter for all by 2014 based on current demographic projections	Number of families provided with houses	No. of houses	0	0	0	0	0	0
	To provide 1 500 households with electricity connections in the Sol Plaatje Municipal area by 2010/2011	Number of households provided with electricity connections	No. of households	7 686	300	600	900	1200	15 00
	To reduce electricity losses to 11% by 2009/2010	% reduction in electricity	% reduction	14%	13%	12%	11%		
	To provide 2 249 additional households with a weekly solid waste removal service by 2008/2009	Number of additional households provided with solid waste removal services	No. of additional households	2 249	1,796	22 49	0	0	0
Development of a sustainable energy strategy by June 2008 and annual review thereof	Development and implementation of a sustainable energy strategy	A sustainable energy strategy	0	1	0	0	0	0	
To increase the payment level to 87% by 2009/2010 for current billing	% payment level	Payment levels	65%	75%	80%	87%	87%	87%	

Key Performance Area	IDP Goal	Key Performance Indicator	Measurement unit	Baseline Backlog	Performance target				
					2007/2008	2008/2009	2009/2010	2010/2011	2011/2012
Municipal Financial Viability & Management	To spend at least 85% of the Capital Budget annually	% of the Capital Budget spent annually	% spent	70%	85%	85%	85%	85%	85%
	Maintain the debt coverage ratio at current levels or at least 2:1 against net assets of the municipality	Ratio of debt coverage	Ratio	2:1	2:1	2:1	2:1	2:1	2:1
	To reduce the ratio of outstanding service debtors to revenue to 4:5 by 2010/2011	Ratio of outstanding service debtors to revenue	Ratio	1,14:1	9:10	4:5	4:5	4:5	4:5
	Increase the cost coverage ratio to 1:1 annually or maintain the current status	Ratio of cost coverage	Ratio	1:1, or maintain current status	1:1; or maintain current status	1:1; or maintain current status	1:1; or maintain current status	1:1; or maintain current status	1:1; or maintain current status
Municipal Institutional Development & Transformation	To ensure that all levels of personnel on the organogram of the SPW are 100% representative and in line with the Employment Equity Plan of the Municipality by 2009	Representivity in terms of the SPW's Equity Plan	% representivity	--	25%	50%	75%	100%	100%
	To enhance service delivery with efficient institutional support by June 2009	Improve turnaround time of tender procurement process	Turnaround time	12	8	8	8	8	8
		Improvement on turnaround time on applications for building plan approvals from date of receiving the correct and complete application (excl. appeals, EIAs, Traffic Impact Studies, etc.)	Turnaround time	8	2	2	2	2	2
		Improvement on turnaround time on applications for development applications from date of receiving the correct and complete application (excl. appeals, EIAs, Traffic Impact Studies, etc.)	Turnaround time	27	12	12	12	12	12

Key Performance Area	IDP Goal	Key Performance Indicator	Measurement unit	Baseline Backlog	Performance target				
					2007/2008	2008/2009	2009/2010	2010/2011	2011/2012
Good Governance & Public Participation	To ensure completion of a Human Resource Strategy, aligned with the IDP by 2008	Finalisation and implementation of the HR Strategy	HR Strategy	0	0	0	0	1	1
	To ensure 100% implementation of the Institutional Transformation Initiative by the end of 2010/2011	Progress with the development and implementation of the Institutional Transformation Initiative	% progress	40%	60%	70%	80%	100%	1
	To ensure 100% expenditure of the allocated budget to implement the Workplace Skills Plan annually	% expenditure of budget	% implementation	100%	100%	100%	100%	100%	100%
	To design and populate an organisational structure by 2010/2011	Design and population of the organisational structure	% progress	50%	75% (Progress report)	85% (Progress report)	100% (Progress report)		
	To ensure that the MIS Strategy is fully implemented by July 2008	Implementation of the MIS	% progress	0	100%				
	To establish structured public participation processes for the different levels of planning and development by the Municipality by July 2007	No of ward committees established and functional A formally constituted IDP Rep forum	No. of committees	All wards	All wards	All wards	All wards	All wards	All wards
Good Governance & Public Participation	To ensure that a comprehensive communication strategy is in place by July 2007	Comprehensive communication strategy available	Communication strategy	0	1 finalised				
	To ensure an unqualified audit report by 2010	A qualified audit report; leading up to an unqualified audit opinion	Audit opinion	Disclaimer	Qualified audit report	Qualified audit report	Qualified audit report	Un-qualified report	Un-qualified report
	Improve the satisfaction of residents and councillors with front-line, face-to-face and over-the counter services by 2010	Customer satisfaction as measured according to the Likert scale	New	New					

Annexure E

Capital Budget:

Schedule of Capital Projects for 2007/2008 and indicative years 2008/2009 2009/2010

Org Resp		Projects	MATRIX Funding
MIG			
Electricity	Streetlights (Refurbishment)		MIG
Water and Sanitation	Gogga Sewer Pump Station - Rehabilitation		MIG
Water and Sanitation	Lindane/Promise Land (1000 erven): Sanitation		MIG
Water and Sanitation	Lindane/Promise Land (1000 erven): Water reticulation		MIG
Water and Sanitation	Ritchie: Waste Water Treatment Works		MIG
Water and Sanitation	Ritchie: Upgrade Bulk Services: Water Works		MIG
Roads & Stormwater	Paving of Streets and Stormwater (Proj 105)		MIG
Roads & Stormwater	Soul City : Bus and Taxi Routes (Proj 74)		MIG
Roads & Stormwater	Galeshewe Stormwater (Proj 76)		MIG
Roads & Stormwater	Donkerhoek: Bus and Taxi Routes (Proj 73)		MIG
Roads & Stormwater	Lerato Park: Bus and Taxi Routes (Proj 75)		MIG
Water and Sanitation	20 MI Reservoir: rehabilitate		MIG
Water and Sanitation	Eradication of bucket system (Various Areas)		MIG
Roads & Stormwater	Galeshewe Streets and Taxi Routes (Proj 107)		MIG
Electricity	High Masts (Diamond Park, Greenpoint)		MIG
Electricity	Kimberley: Streetlights (Proj 72)		MIG
Electricity	Kimberley: Streetlights (Proj 55)		MIG
Electricity	High Mast Lighting (Proj 70)		MIG
PMU	MIG PMU		MIG
Water and Sanitation	Beaconsfield: Upgrade Waste Water Treatment Works		MIG
Water and Sanitation	Bulk Services Greenpoint		MIG
Water and Sanitation	Bulk Services Lerato Park		MIG
Water and Sanitation	Homevale Waste Water treatment Works extensions		MIG
TOTAL			
Department of Sport, Arts and Culture			
Library	Library Development Programme		DSAC
GURP	Sports facilities		DSA&C
TOTAL			
Department of Health			
Electricity	Electricity Supply new Hospital		DH
TOTAL			

2007/2008		2008/2009		2009/2010	
Internal	Grant funded	Internal	Grant funding	Internal	Grant funding
0	0	0	500,000	0	0
0	0	0	0	0	0
0	1,260,000	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
0	2,926,280	0	3,000,000	0	0
0	1,065,872	0	0	0	0
0	2,331,828	0	0	0	0
0	0	0	0	0	799,824
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
0	1,000,000	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
0	904,900	0	1,092,950	0	903,350
0	0	0	2,800,000	0	6,363,826
0	0	0	0	0	0
0	6,633,960	0	3,395,940	0	0
0	1,975,160	0	11,070,110	0	10,000,000
0	18,098,000	0	21,859,000	0	18,067,000
0	743,000	0	743,000	0	743,000
0	0	0	0	0	5,000,000
0	743,000	0	743,000	0	5,743,000
0	7,000,000	0	7,000,000	0	0
0	7,000,000	0	7,000,000	0	0

MATRIX

Org Resp	Projects	Funding
Provincial Infrastructure Grant (DHLG)		
Roads & Stormwater	Paving of Streets and Stormwater	SPM
GURP	Business Centres Revival (Tyala, Phajane, Madelane, VIP & Jabulane)	SPM
GURP	RC Elliot Heritage Icon Project	SPM
Parks	Rehabilitation of Existing Parks	Capital
TOTAL		
Mineworkers Development Agency (MDA)		
GURP	Light Industrial Hive	MDA
TOTAL		
Electricity Distributor Industry (EDI)		
Electricity	Section 78 Investigation for REDS	EDI
TOTAL		
Department of Transport (DOT)		
Roads & stormwater	Public Transport Infrastructure and Systems	DoT
TOTAL		
Municipal Systems Improvement Grant (MSIG)		
Finance	Re-engineering and Business Processes	MSIG
TOTAL		
DHLG Housing Projects		
HOUSING	Soul City (960)	DHLG
HOUSING	Roodepan Ext. 42 (subs 216)	DHLG
HOUSING	Dunston (subs 183)	DHLG
HOUSING	Platfontein (subs 1200)	DHLG
HOUSING	Lerato Park (subs 5000)	DHLG
HOUSING	Donkerhoek (subs 540)	DHLG
HOUSING	Greenpoint (262)	DHLG
HOUSING	Shack dwellers (subs 17)	DHLG
TOTAL		
De Beers		
Electricity	Greenpoint - Electrification 260 houses	De Beers
TOTAL		

2007/2008		2008/2009		2009/2010	
Internal	Grant funded	Internal	Grant funding	Internal	Grant funding
0	5,545,000	0	10,000,000	0	14,792,000
0	3,355,000	0			
0	2,500,000				
0	600,000		0		0
0	12,000,000	0	10,000,000	0	14,792,000
0	0	0	4,000,000	0	3,000,000
0	0	0	4,000,000	0	3,000,000
0	250,000	0	0	0	0
0	250,000	0	0	0	0
0	11,000,000				
0	11,000,000	0	0	0	0
0	734,000		735,000		735,000
0	734,000	0	735,000	0	735,000
	800,000	0	0	0	0
0	0	0	3,352,106	0	0
	2,306,742			0	0
	1,800,000		0	0	0
	3,000,000		16,832,088	0	0
	6,342,358		3,739,512	0	0
	1,017,970			0	0
0	765,000	0	714,122	0	0
0	16,032,070	0	24,637,828	0	0
0	790,000				
0	790,000	0	0	0	0

		MATRIX
Org Resp	Projects	Funding
Neighbourhood Development Partnership Grant		
GURP	Nodal Supply & Demand Analysis (Market Potential Study)	NDPG
GURP	Public Investment Plan (GURP)	NDPG
GURP	Nodal Business Plans (Detailed Designs)	NDPG
GURP	Implementation (4 Nodal Business Plans)	NDPG
TOTAL		
Frances Baard District Municipality		
Roads & Stormwater	Stormwater - Magashula and Pembe Streets	FBDM
Parks	Ritchie: Cemetery Fence, Office Block and Ablution Facilities	FBDM
Parks	Development of Parks	FBDM
Roads & Stormwater	Resurfacing of Streets - overlay (tarred roads)	FBDM
TOTAL		
Capital Replacement Reserve (Own Funding)		
Information Management	Replacement programme: IT Hardware	SPM
Information Management	Replace failed 10KVA UPS in server room	SPM
Information Management	Establishment of offsite disaster command centre (Metlife Towers)	SPM
Information Management	Establishment of Microsoft groupware integrateable email platform	SPM
LED	LED Strategy Review	SPM
Roads & Stormwater	Paving of Streets and Stormwater	SPM
Emergency Services	Disaster Management Plan	SPM
LED	Development of EconoMonitor	SPM
Water and Sanitation	Miscellaneous Sewer Reticulation	SPM
Water and Sanitation	Miscellaneous Water Reticulation	SPM
Urban Planning	Big Hole Presinct plan	SPM
Urban Planning	SDF Review	SPM
Urban Planning	Capacity Optimization - CBD	SPM
Housing	Low Cost Housing - Moving Cost	SPM
Emergency Services	Galeshewe Satellite - Extension engine bay	SPM
Emergency Services	Ritchie satellite - Engine bay	SPM
Emergency Services	Replacement of engine bay doors/motors	SPM
TOTAL		
Proposed Long Term Debt		
Electricity	Convert Electrical Diagrams Electronic Format	Loan
Electricity	Replace old Plessey meters	Loan
Electricity	Replace ageing LV (400V) underground cables	Loan
Electricity	Meter Indigents	Loan
Electricity	Fleet replacement Schedule	Loan

2007/2008		2008/2009		2009/2010	
Internal	Grant funded	Internal	Grant funding	Internal	Grant funding
0	1,400,000	0	0	0	0
0	50,000	0	0	0	0
0	15,000,000	0	0	0	0
0	0	0	70,800,000	0	70,800,000
0	16,450,000	0	70,800,000	0	70,800,000
	980,400				
	644,600				
	600,000				
	2,000,000				
0	4,225,000	0	0	0	0
742,000		0		0	
50,000		0		0	
203,000		0		0	
250,000		0		0	
200,000					
5,405,000		0			
450,000		0			
500,000		0		0	
150,000		0		0	
100,000		0		0	
500,000		0		0	
150,000					
200,000					
500,000					
300,000					
150,000		0		0	
150,000	1,100,000	0		0	
10,000,000	1,100,000	0	0	0	0
	50,000				
	500,000				
	500,000				
	800,000				
	12,300,000				

		MATRIX
Org Resp	Projects	Funding
Electricity	Replace s/phase 11kV in South Ridge	Loan
Electricity	Replace old 11kV circuit breakers/ring	Loan
Electricity	Replace 11kV overhead lines in Galeshewe	Loan
Electricity	Replace MV (11kV) underground cables in Area	Loan
Electricity	Replace 66 kV circuit breakers at main substations	Loan
Electricity	Replace ageing Mini-substations in Kimberley Area	Loan
Electricity	Replace hazardous Magnifix switchgear	Loan
Electricity	Replace old metering and distribution kiosks	Loan
Electricity	Upgrade electrical wiring in all Council Buildings	Loan
Electricity	Upgrade old protection relays	Loan
Electricity	Refurbish Riverton S/S (2x transformers)	Loan
Electricity	Upgrade transformers (2) - New development in area	Loan
Electricity	Upgrade Silson road S/S	Loan
LED	CBD Upgrade: CBD Gateways	Loan
LED	Ritchie: New SMME Village Incubator Centre	Loan
LED	CBD Upgrade: DFA Parking and Upgrade	Loan
Parks	Ritchie: New Swimming Pool	Loan
Water and Sanitation	Refurbishing of Riverton Water Purification Plant	Loan
Water and Sanitation	Provision of water standpipes to all informal areas	Loan
Water and Sanitation	Alternative sanitary facil informal settlements	Loan
TOTAL		
Demand Side Management Grant (ESKOM)		
Electricity	Ripple Control in Area Injection Equipm't at Carters Glen	DSM/Escom
TOTAL		
SPM Counter Funding (Own Funding)		
LED	SMME Village (Roll Over)	SPM/CF
Parks	Ritchie: Cemetery Fence, Office Block and Ablution Facilities	SPM/CF
Water and Sanitation	Lindane/Promise Land (1000 erven): Sanitation	SPM/CF
Roads & Stormwater	Soul City : Bus and Taxi Routes (Proj 74)	SPM/CF
Roads & Stormwater	Galeshewe Stormwater (Proj 76)	SPM/CF
TOTAL		
DWAF		
Water and Sanitation	Bucket eradication (additional)	MIG
TOTAL		
	TOTAL FUNDED PROJECTS	

2007/2008		2008/2009		2009/2010	
Internal	Grant funded	Internal	Grant funding	Internal	Grant funding
	500,000				
	1,000,000				
	1,000,000				
	1,000,000				
	500,000				
	1,000,000				
	150,000				
	200,000				
	200,000				
	100,000				
	2,000,000				
	2,000,000				
	500,000				
	400,000				
	1,500,000				
	2,000,000				
	2,000,000				
	3,400,000				
	600,000				
	800,000				
0	35,000,000	0	0	0	0
	10,000,000				
0	10,000,000	0	0	0	0
2,764,380					
155,400					
176,400					
266,467					
1,637,353					
5,000,000	-	0	0	0	0
	8,517,100				
0	8,517,100	0	0	0	0
R 15,000,000	R 140,839,170		R 139,774,828		R 113,137,000

Annexure F

Capital Budget:

Unfunded Projects (Projects to be funded from own discretionary or alternative funding to be prioritised in following financial years)

Org Resp	Project
SECCU	City Energy Support and Pilot Project
Electricity	Replace 11KV switchgear at Herlear Substation
Electricity	Install an electronic workshop management system
Electricity	Install an electronic fleet management tool to capture vehicle history (Tracker)
Electricity	Install surveillance cameras in workshops (Wynand)
Electricity	John Daka Square (reroute electrical services)
Electricity	Upgrade looping system/overhead lines in Galeshewe
Electricity	Upgrade Veld Street S/S (11KV U/G cables)
Electricity	Upgrade Gemdene Area (11KV U/G cables)
Electricity	Test Equipment
Electricity	Xmas decorations
Electricity	SCADA Outstations
Electricity	Reroute Forestdale Overhead Line (new prison)
Housing	Colville: Convert of 2-room Houses (Colville 75 Scheme)
Information Management	Email archiving and management system
Information Management	Process re-engineering
Information Management	Setup Sharepoint portal Services
Information Management	Replace main server infrastructure
Information Management	Establishment of offsite disaster command centre (Metlife Towers)
Information Management	Establishment of a Microsoft groupware integrateable web/intranet portal
Information Management	Upgrade/replace wireless network infrastructure
LED	Additions to LED Offices
LED	CBD Upgrade - Bean Str
LED	Development Centre (Motswedimosa)
LED	Business Incentives Review
LED	UDZ Marketing
LED	Development of EconoMonitor
Parks	Rehabilitation of Existing Parks
Properties	Land Audit
Roads & Stormwater	CBD area: Paving of sidewalks (5000m2)
Roads & Stormwater	Miscellaneous Paving
Urban Planning	Big Hole Presinct plan
Urban Planning	Conservancy model
Urban Planning	Green Point development plan
Urban Planning	Roodepan development plan
Urban Planning	SOLMOSS
Urban Planning	Link Phillip Mpiwa to Silson Road
Urban Planning	Link Green Street to Nobengula Street
Urban Planning	Link Corless Street to Nobengula Street

2007/2008	2008/2009	2009/2010	2010/2011	2011/2012
0	0	0	0	0
2,800,000	0	0	0	0
0	0	0	0	0
0	0	0	0	0
125,000	125,000	0	0	0
150,000	0	0	0	0
1,000,000	1,000,000	1,000,000	0	0
3,000,000	0	0	0	0
3,500,000	0	0	0	0
550,000	0	0	0	0
400,000	0	0	0	0
600,000	0	0	0	0
250,000	0	0	0	0
0	0	0	0	0
50,000	0	0	0	0
150,000	500,000	0	0	0
0	0	0	350 000	0
0	0	0	350 000	0
200,000	0	0	120,000	0
250,000	0	0	287,500	0
0	1,200,000	0	0	0
0	0	0	0	0
0	300,000	250,000	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
400,000	400,000	400,000	400,000	400,000
0	0	0	0	0
300,000	500,000	500,000	0	0
100,000	100,000	100,000	0	0
500,000	0	0	0	0
0	0	0	0	0
600,000	0	0	0	0
0	0	100,000	0	0
0	0	800,000	0	0
0	0	0	0	0
0	3,000,000	0	0	0
0	0	3,000,000	0	0

Org Resp	Project
Urban Planning	Link Aristotle Street with Hull Street and Moghul Prak
Urban Planning	Link Dingaan Street to Silson Street
Urban Planning	Develop parking management plan for Kimberley
Urban Planning	Investigate the capacity optimisation of intersections throughout the CBD
Urban Planning	Develop a cycling/pedestrian facility master plan for the region
Water and Sanitation	Riverton: Recirculation Dam
Water and Sanitation	General Upgrading of Water Network
Water and Sanitation	Ritchie: Ikageng Upgrading of 200VIP's to Water Borne
GURP	Communications & Marketing Strategy
GURP	Crime Prevention & Public Safety Plan
GURP	Detailed Social Impact Analysis
GURP	Social Programme
GURP	Twinning Partnership (GURP, Mdatsane URP & Motherwell URP)
GURP	Project Management Support
GURP	Schools Athletics Competition
GURP	Parks Maintenance
Roads & Stormwater	Galeshewe Streets and Taxi Routes
Emergency Services	Satelite Fire Station - Platfontein
Emergency Services	Satelite Fire Station - Homevale/Roodepan
Emergency Services	Ritchie satelite - Upgrade ablutions
Emergency Services	Training facilities (rescue, firefighting and HAZMAT)
Emergency Services	Forward control vehicle
Emergency Services	Upgrade of kitchen facilities - training
Emergency Services	Sealing roof of engine bay - main station
Emergency Services	Single courter facilities - main station
Emergency Services	Recreation facilities - main station
Emergency Services	Wash bay c/w drainage and separator pit
Emergency Services	Staff parking facilities - main station
Emergency Services	Fully equipped rescue fire fighting vehicle - Platfontein
Emergency Services	Fully equipped rescue fire fighting vehicle - Homevale
Emergency Services	Water tanker - Galeshewe
Emergency Services	Water tanker - Ritchie
Emergency Services	Fire fighting / rescue vehicle - Training (refurbished)
Emergency Services	Sedan vehicles x 2 - Public Safety
Emergency Services	Student transporter - training
Emergency Services	Snorkel Hydraulic platform - replacement
Emergency Services	Fire fighting vehicle - main station - replacement
Emergency Services	Lighting unit - trailer
Emergency Services	Breathing apparatus unit - trailer
Emergency Services	Rescue equipment - Ritchie
Emergency Services	Hazmat equipment - Ritchie
Emergency Services	Rescue equipment - Training
Emergency Services	Hazmat equipment - training
Emergency Services	Training material

2007/2008	2008/2009	2009/2010	2010/2011	2011/2012
0	0	0	5,000,000	0
0	0	2,000,000	0	0
150,000	0	0	0	0
200,000	0	0	0	0
0	400,000	0	0	0
1,200,000	0	0	0	0
1,000,000	1,500,000	1,800,000	0	0
0	0	0	0	0
200000	0	0	0	0
150000	0	0	0	0
200000	0	0	0	0
50000	0	0	0	0
0	0	0	0	0
100000	0	0	0	0
0	50000	70000	80000	90000
600,000	0	0	0	0
0	3,100,000	0	0	0
0	0	1,500,000	0	0
0	0	0	1,500,000	0
0	100,000	0	0	0
800,000	0	0	0	0
0	1,200,000	0	0	0
0	300,000	0	0	0
100,000	0	0	0	0
200,000	0	0	0	0
0	0	100,000	0	0
150,000	0	0	0	0
0	0	75,000	0	0
0	0	2,800,000	0	0
0	0	0	2,800,000	0
0	1,000,000	0	0	0
0	1,000,000	0	0	0
0	500,000	0	0	0
250,000	0	0	0	0
200,000	0	0	0	0
0	0	0	0	6000000
0	0	2,800,000	0	0
0	0	0	0	200000
0	0	0	0	200000
0	0	170,000	0	0
0	100,000	0	0	0
0	0	0	170,000	0
0	100,000	0	0	0
150,000	0	0	0	0

Org Resp	Project
Emergency Services	Computerised network - Public safety
Emergency Services	Computerised software - risk evaluation
Emergency Services	Rescue equipment - main station
Emergency Services	Shoring equipment - main station
Emergency Services	Main station equipment - replacements
Emergency Services	Hazmat equipment - main station
Emergency Services	Security system
Emergency Services	Forward control vehicle
	TOTAL

2007/2008	2008/2009	2009/2010	2010/2011	2011/2012
50,000	0	0	0	0
0	100,000	0	0	0
170,000	0	0	0	0
300,000	0	0	0	0
100,000	100,000	100,000	0	0
0	0	450,000	0	0
200,000	0	0	0	0
0	1,200,000	0	0	0
54,460,000	41,220,000	39,110,000	18,650,500	14,585,000



ANNEXURE G

CAPITAL PROJECT SCHEDULE - Ward priorities submitted

Org Resp	Projects	Ward
Community Services	Community Hall (Modswedimosa)	26
Electricity	Electrification of Soul City (Phase 3)	24
Electricity	Electrification of Lindani (Transit Camp) Phase 2	16
Electricity	Electrification of Donkerhoek	8
Electricity	Electrification of Gregory Park	21
Electricity	Electrification of Jacksonville	1
Electricity	Electrification of Ronaldsvlei	25
Electricity	Install an electronic workshop management system	21
Electricity	Replace old hi-mast lights	1
Electricity	High masts (Diamond Park, Greenpoint)	25
Emergency Services	Upgrade of kitchen facilities - training	20
Emergency Services	Replacement of engine bay doors / motors	25
Emergency Services	Sealing roof of engine bay - Main Station	25
Emergency Services	Single quarter facilities - Main Station	25
Emergency Services	Recreation facilities - Main Station	25
Emergency Services	Wash bay c/w drainage and separator pit	25
Emergency Services	Staff parking facilities - Main Station	25
Housing	1 200 Houses (Zones 6,7,8,B and Lindani)	16
Housing	Colville: Conversion of 2-room houses (Colville 75 Scheme)	4
Housing	Upgrading of one room houses into 4 room houses (Illovo Str, Umtata Str, Lobatsi Str, Maseru Str)	19
LED	Additions to LED Offices	14
LED	Development Centre (Motswedimosa)	26
LED	Entrepreneurial (training skills)	7
LED	Filling station (open space between Seleke/Adam Namakola)	7
LED	Greenpoint: Land (small farmers)	22
LED	Land for Agriculture	26
LED	LED and Social Development	7
LED	Ritchie: Digital village with 30 computers	27
LED	Ritchie: Printing press & copy shop	27
LED	Ritchie: Steel works & poultry	27
Parks	Park and central sportsground	3
Parks	Develop parks (Motswedimosa)	26
Parks	Extension and fencing Ramatshale Cemetery (Retswelele)	7
Parks	Fencing of cemetery	26
Parks	Parks (Kekana Street)	19
Parks	Recreational park (Florianville)	4

Org Resp	Projects	Ward
Parks	Recreational park (Homestead)	4
Parks	Sport stadium (between ward 26 and 27 - Ritchie)	26
Roads & Stormwater	Construction/upgrading/paving of streets Thambo Square	14
Roads & Stormwater	John Daka St through Gr Nr 2	13;14
Roads & Stormwater	Paving (Modiakgotla Str, Malunga, Lekhela, Dinku, North Ave, Central Ave, Molefi Str, Crutze Plein, Bahumi Str)	19
Roads & Stormwater	Paving and stormwater (Gaberone, Melesi, Molefani, Kesebaketse, Boikanyo, Manong, Tlhomelang, Mokgoro, Kelothoko)	7
Roads & Stormwater	Resealing and paint road marks (Floors)	14
Roads & Stormwater	Road maintenance (4-5 Streets)	3
Roads & Stormwater	Smartt Str (tar last 500m)	23
Roads & Stormwater	Speedbumps and pedestrian crossings (Seleki and Adam Namakolo)	7
Roads & Stormwater	Stormwater upgrade (along Phakedi Str)	12
Roads & Stormwater	Street name boards, stop signs, paving of streets, stormwater (Modswedimosa)	26
Roads & Stormwater	Street paving and stormwater Phutanang - M Goniwe, W Jansen, Ellen Khuzwayo, T Modupe, S Nujoma, G Sekota, J Lkhotla, Thandi Klaasen, L Raphodile, N Khumalo, Ierothobi, Lebogang, G Mbeki, T Mbeki, Z Mothopeng, Alan Boesak, Thoothe, B Holomisa. Phomolong - JJ Motlhaoleng, H Peterson, J Selele, Maropeng Chadwick, JB Chworo.	16
Roads & Stormwater	Streets: Greenpoint Area	25
Roads & Stormwater	Upgrade roads Solly Legodi	7
Roads & Stormwater	Upgrade street paving (Lemonwood, Sneezewood, Idytwa, Jack-Mohosh &Thompson str)	22
Roads & Stormwater	Stormwater: Soul City (linked to Prison)	24
Roads & Stormwater	Stormwater: Soul City (linked to Prison)	24
Urban Planning	Planning and survey 655 erven Roodepan	1
Urban Planning	Planning and survey 750 erven Greenpoint	25
Water and Sanitation	Bulk services Greenpoint	22
Water and Sanitation	Bulk services Lerato Park	18
Water and Sanitation	Ritchie: Ikageng upgrading of 200VIP's to water borne	26
Water and Sanitation	Ritchie: Sewer reticulation Chris Hani Park: 75 erven	26
Water and Sanitation	Ritchie: Sewer reticulation Fraser Moloketi Park: 350 erven	27
Water and Sanitation	Ritchie: Sewer reticulation Freedom Park: 150 erven	27
Water and Sanitation	Ritchie: Sewer reticulation Mandela Sq Ext: 200 erven	26
Water and Sanitation	Ritchie: Sewer reticulation Motswedimosa: 150 erven	26
Water and Sanitation	Ritchie: Waste water treatment works	26/26
Water and Sanitation	Ritchie: Upgrade bulk services- water works	26/27
Water and Sanitation	Ritchie: Water reticulation Chris Hani Park: 75 erven	26
Water and Sanitation	Ritchie: Water reticulation Fraser Moloketi Park: 350 erven	27
Water and Sanitation	Ritchie: Water reticulation Freedom Park: 150 erven	27
Water and Sanitation	Ritchie: Water reticulation Mandela Sq Ext: 200 erven	26
Water and Sanitation	Ritchie: Water reticulation Motswedimosa: 150 erven	26
Water and Sanitation	Toilet and Taps (Mokgeledi Str)	19
Electricity	High masts (Modile and cemetery)	11

Org Resp	Projects	Ward
Parks	Agisanang Park fence	11
Roads & Stormwater	Arena tarred roads	11
Parks	Park (Natasha Street)	3
Parks	Park (Main Rd)	3
Electricity	High mast lights (Sardine, Sandshark etc)	3
Roads & Stormwater	Upgrade streets (See list)	3
Community Services	Multi Purpose Centre	3
Health	Clinic	3
Parks	Resort at Witdam	4
Roads & Stormwater	Infrastructure (drainage Tshaka street)	11
Community Services	Hostel /River Rhine/ Elizabeth Manko	11
Health	Agisanang abestosis/ Gwelo /Badumedi	11
Roads & Stormwater	Speed bumps (Police Forum)	11
Roads & Stormwater	Drainage/Thokoza/Mpumelelo Street	11
Electricity	Highmast (Sardine, Sandshark street Homelite, Rhona close Homestead	3
Community Services	Library	3
Roads & Stormwater	Tarring of street (Sixteenth, Twenty first, Twenty second, Twenty fourth streets in Homevale Ext, Porpoise Pilchard, Sardine, Barracuda, Salmon, Anchovy Sole Close, Bass Close, Hake close, Gold fish close, Mackerel, Haddock, Whiting, Garrick Bream street in Homelite, Marthennay,	3
Roads & Stormwater	Cyntrex Proman street in Homevalley	3
Community Services	Multi Purpose Centre	3
Community Services	Clinic	3
Community Services	Recreational centre (open space next to Boikhutsong creche	6
Roads & Stormwater	Bloemanda roads (the whole of ward 6)	6
Community Services	Upgrade (Soccer fields ie Ramora soccer field, Botsang soccer field	6
Community Services	Extend Masakhane clinic	6
Community Services	Build (old age home, Kagisho creche)	6
Roads & Stormwater	Drainage passing through ward 6 (ie sloot)	6
Parks	Play ground (Mathibe Street open space)	6
Housing	Maintenance (all defective houses including Blikkiesdorp houses)	6
Roads & Stormwater	Uplifting (of all remaining flooded houses e.g. Magashula, Sehularo, Seleke, Boikanyo houses	6
Electricity	Street lights(Tshwene & Ramora)	6
Electricity	Flood light (between Solly store and Thutlo street)	6
Finance	Prepaid Vending Machine	6
Cleansing	Cleaning (open space of Phokoje Street Witdam, Ramora open space, Witdam Stoels,	4
Parks	Otto Street Homestead open space, Lynch Street potholes bucket system,	4
Community Services	Build (Hall, shack in the field of Ramora)	4
Electricity	High mast (Phokoje Street field (Witdam roads), Tholo, Phuti, Phokoje, street no name	4
Housing	Build (house -open field -Ramora)	4
Housing	(Build 216, 300 houses in 2007 & 2008	1

Org Resp	Projects	Ward
Housing	(300 houses in 2009, 2010, 2011)	1
Roads & Stormwater	Upgrade: Maintenance in Naborn & Gregory Park	1
Parks	Upgrade: 2 parks to be developed	1
Cleansing	Refuse: 20 people to be employed to keep ward clean on a permanent basis	1
Cleansing	2 dumping sites to be planned and fenced	1
Electricity	High mast lights: Gregory Park (2) Corner Eagle & Begonia (1) Chrysanthemum	1
Community Services	Stadium (Upgrade & maintenance)	1
Community Services	Clinic (Upgrade & equipment)	1
Community Services	Multi purpose centre (ceiling,paving,grass)	1
Housing	Flats (upgrade & ighting)	1
Roads & Stormwater	Street names - labour Intensive: community	1
Parks	Greening - labour Intensive: community	1
Community Services	Swedish Hall: Maintenance	1
Parks	Development & maintenance	1
Parks	Upgrade (Soccer fields)	1
Community Services	Developed (Crèche)	1
Electricity	High mast light(two to be erected)	1
Roads & Stormwater	Gravel roads (job creation)	1
Community Services	Clinic (to operate daily and maintained	1
Cleansing	Cleaning(10 people to be employed to keep the area clean (ongoing)	1
Community Services	Library (Planned and development)	1
Community Services	Riverton Resort: Job creation	1
Cleansing	Refuse Removal: service to be provided for the whole community	1
Housing	216 Scheme, 2007-2008 Jacksonsville Phase 2 survey houses (400)	2
Roads & Stormwater	Maintenance , build and upgrade & Jacksonville	2
Roads & Stormwater	Upgrade (job creation)	2
Water and Sanitation	Sewarage (Fencing of pump station in White City and upgrade)	2
Community Services	Taxi rank (Cnr Tchaikorsky Road)	2
Parks	Establishment	2
Cleansing	Cleaning (20 people permanently employed, refuse sites to be identified and fenced	2
Community Services	Multipurpose (paving, grass & ceiling)	2
Community Services	Clinic (upgrade & equipment)	2
Roads & Stormwater	Street names (upgrade)	2
Parks	Cemetery (cleaning, fencing & taps)	2
Urban Planning	Proposed subdivision & rezoning of Erf 21922; (25 Erfs) zone 9 Vergenoeg ext 2, Galeshewe	5
Urban Planning	Pegging of erven, shifting of shacks to erven areas,	5
Water and Sanitation	Provision of infrastructure (water and sewerage) provision of electricity	5
Water and Sanitation	Bucket eradication for the 25 erven and Thete Street Plot number are as follows 222/225/224/227/228/232/237/236	5
Housing	(Unfinished houses of Thusano) Redirile, 19604 Othniel Gaitsewe Street, 19605 Moshe Kantani Redirile	5

Org Resp	Projects	Ward
Roads & Stormwater	Tshwene Ext Thusano 155126,15136,15227,15211,15305,15312,15257,15200,15259	5
Housing	Unfinished houses only foundation	5
Housing	15145 Tshwene Ext Thusano	5
Housing	15146 Peter Tlhomelang	5
Housing	18806 Stanley Batyashe	5
Housing	Thusano half built houses	5
Housing	15217 Tshwene Ext, 15128 Tshwene Ext, 15287 Tshwene Ext,15173 Tshwene Ext	5
Housing	Unfinished house of Zone 9 Madalane /Mathibe	5
Housing	21933 Deke Street, 21934 Deke Street, 21945 Deke Street	5
Housing	Mathibe: 21972, 21945, 21947, 21952	5
Housing	Stamper: 159,161	5
Housing	Maggie Motebe: no number next to 21928 (zone 9) 21928	5
Housing	Madalane St unfinished (no windows & doors) (builder:Bruce Leeuw: 0822382002	5
Housing	Zone 9 empty plots	5
Housing	163 Mathibe Street	5
Housing	21939 Deke Street	5
Housing	21940 Deke Street	5
Housing	Problems (18775 Gaetsewe Redirile (loose roof)	5
Housing	18789 Stanley Batyashe (foundation flat rain in)	5
Housing	19606 Moshe Kantane (loose roof)	5
Housing	8015 Kabelo Mkaudi (broken roof - one)	5
Housing	Side looses roof of the toilet since the disaster wind in December 2004	5
Roads & Stormwater	Baba Gopane Street Redirile	5
Roads & Stormwater	Tarred roads (50m between Tshwene and Stamper Street; Madiba, Hutshe Segolodi, J.B.Marks, Sarbel Phama, Muntu Meza, PeterTlhomelang, Jerry Mahlomo, Deke Street	5
Roads & Stormwater	Drift in Tshwene Ext. golf course,	5
Roads & Stormwater	Build water canals to forward water from cul de sacs in Thusano to the main storm water Drain in Hutshe Segolodi Street	5
Roads & Stormwater	Speed humps: Tshwene Ext (300 m apart), Matanzima Street Redirile (300 m apart)	5
Roads & Stormwater	Thandiwe Thompson Redirile (300 m apart)	5
Roads & Stormwater	Jeremiah Sebe Redirile (300 m apart)	5
Roads & Stormwater	Stamper Street Redirile (300 m apart)	5
Roads & Stormwater	Adam Namakola Street (300 m apart)	5
Electricity	Streetlights (check new bulbs Stamper , Tshwene, & high mast light corner Tshwene,	5
Community Services	Ibonga Day Care Centre, golf course, Hutshe Segolodi high mast	5
Parks	Upgrade(Golf course, fencing of devil fork, greening)	5
Parks	Build (Club house with showers and toilets & dressing room)	5
Parks	Open space Matanzima & St Peters Church , Zone 9 open space - Mathibe Street	5
Parks	Soccer grounds (Makapane and Mathibe open space)	5
Housing	540 houses (Donkerhoek)	8
Housing	John Daka Phase 1 & Mampe 3	8

Org Resp	Projects	Ward
Electricity	High mast (Donkerhoek northern part for 152 urbans)	8
Electricity	Streetlights (John Daka Phase1 and Mampe 3) The whole of ward 8, first at John Daka Phase 1 & Mampe 3	8
Community Services	Ibonga Day Care Centre Hutshe Segolodi	5 5
Parks	Golf course	5
Electricity	Street lights- Motlhaoleng, H Peterson, Letsholo, Frank Chikane, Sam Nojoma,	15
Roads & Stormwater	Speed humps - OR Tambo and bicycle lane, Letsholo Str and bicycle lane, Motlhaoleng Str and bicycle lane, Thabo Modupi Str and bicycle lane, Khuzwayo & bicycle lane,	15 15
Roads & Stormwater	Sam Nojoma Str and bicycle lane, John Daka Road and bicycle lane	15
Roads & Stormwater	Roads and bicycle lane - H Peterson Str, JB Seleho Str, M Maropong Str, Gwagwa tr,	15
Roads & Stormwater	Daniel Montsho Str, M Goniwe Str, E Khuzwayo Str, T Modupi Str, W Janson Str, S Nojoma tr	15
Roads & Stormwater	Z Mothopeng Str, T Mbeki Str,G Mbeki Str, E Boesak Str, G Sekoto Str, T Claasen Str,	15
Roads & Stormwater	Jay Naidoo Str, F Chikane Str, Thuthuzelane Str, Dithweba Str, N Mandela Str, N Khumalo Str,	15
Roads & Stormwater	L Rapodile Str, T Sexwale Str, S Mashell Str, J Lekhotla Str, B Alexandra Str	15
Roads & Stormwater	Pedestrian lane - Letsholo Str - front of Vuyolwethu School, Thabo Modupi Str - Rainbow Pre-B196	15
Roads & Stormwater	School and John Daka - front of Boitumelo Special School - need scholar patrol.	15
Housing	590 houses to be built	15
Roads & Stormwater	Bridge - At K Mooketsi	15
Community Services	Community halls	15
Parks	Parks (4)	15
Parks	Sports grounds (3)	15
Housing	Development of D Zone : Promise Land	15
Cleansing	Cleaning of open space	15
Roads & Stormwater	Stormwater drainage (Thabo Modupi, Oliver Tambo, Khuzwayo, Mothlaleng, Hector Petersen, Zeph Motupeng, Nujoma, Frank Chikane)	15
Community Services	Clinic - overcrowding, understaffed, stock and equipment, lack of billboards and privacy	22
Speakers Office	Poor communication between stakeholders in community	22
Community Services	Libraries - shortage of books	22
Parks	Sport and recreation - parks upgrade, sport and recreation and cemeteries	22
Community Services	General lack of facilities in our community, funds for developments and maintenance	22
Speakers Office	Community involvement and inter departmental co-operation	22
Community Services	Safety and security - unkempt open spaces hiding criminal activities	22
Community Services	Municipal Police empowering	22
Community Services	Other community facilities - youth centres, community/tourism, paypoints, meeting places	22
Housing	Single rooms	22
Roads & Stormwater	Roads and stormwater - lack of effective stormwater management, upgrading and paving	22

Org Resp	Projects	Ward
Roads & Stormwater	Residential streets	22
Water and Sanitation	Upgrading of old water network, eradication of bucket system in shanties	22
Electricity	Programme for streetlighting as well as area lighting, programme for electrification of residential ervens (400)	22
Housing	Good basic housing for our residents, to reduce the housing backlog, 250 houses are needed	22
Housing	Away with single rooms and council property	22
LED	Local economic development - Activity Nodes and corridors, Tourism Route, car wash project	22
LED	Airport, cycle track, land subdivision for SMME use	22
Parks	Development of soccer fields at St George 13	
Roads & Stormwater	Paving and tar roads- Methodist, Sesing, Masiza etc	13
Roads & Stormwater	Development - roads & paving in Chris Hani	13
Housing	Development- houses in Zone 2 Santa Centre	13
Parks	Development - parks in Zone 2 Santa Centre	13
Housing	Demolishing - Old Santa Centre buildings, currently 29 erven into 54 erven in terms of survey plan	13
Water and Sanitation	Establishment - water drainage system, especially - water always dams up or comes to standstill	13
Housing	Revamping- 20 houses in Chris Hani	13
Cleansing	Cleaning - dumping areas	13
Community Services	Special project - Twaku Street- Chris Hani Park	13
Housing	200 houses	28
Housing	Development of the DBCM dumps site for housing	28
Community Services	Development - multipurpose centre to be built	28
Roads & Stormwater	Changing of old broken water drainage pipes on the roads	28
Roads & Stormwater	Bridge to be built over the water drainage at Alfa Street leading to Santa	28
Roads & Stormwater	Completion of street tarring	28
Electricity	Electricity vending	28
Roads & Stormwater	Repairing of potholes in Colville	28
Parks	Cutting of big trees in the yards	28
Community Services	Extension of Sweden Park hall	28
Electricity	High mast light - Aandblom St, Suiderkruis Str, Fraser Moleketi Park	28
Water and Sanitation	Infrastructure for Freedom Park	27
Water and Sanitation	Infrastructure for Fraser Moleketi Park	27
Parks	Sportsgrounds	27
Community Services	Multipurpose centre	27
Cleansing	Bulk refuse bins	27
Housing	Housing - Freedom Park	27
Roads & Stormwater	Covered bus and taxi facilities	27
Parks	Parks (4)	27
Community Services	Community library	27
Water and Sanitation	Eradication of bucket system	27
Roads & Stormwater	Street names	27

Org Resp	Projects	Ward
Roads & Stormwater	Street names for Fraser Moleketi Park	27
Roads & Stormwater	Paved roads	27
Electricity	High mast lights	27
Water and Sanitation	Infrastructure	27
Community Services	Clinic	27
Community Services	Multipurpose centre	27
Community Services	Satellite Police Station	27
Community Services	Community crèche	27
Parks	Play park - erection open space between Helen Street and Edith Street	14
Cleansing	Rubbish bin - erected at the corner of Natasha and Helen Street	14
Parks	Open space - Barkly Rd and Constance Str - green strip - trees & grass to be planted	14
Roads & Stormwater	Upgrade pavement- Barkly Rd where RDP houses are situated	14
Community Services	Upgrade - clinic in Stockroos ; fountain to be repaired, grass around fountain to be planted	14
Community Services	Hall - to be renovated, the curtains to be renewed, painting to be done - inside the hall	14
Community Services	More facilities like indoor sport centre, parking area, braai stands and trees can be planted	14
Community Services	The Clinic - to be upgraded/renovated	14
Community Services	Fencing - Clinic (Devil fork)	14
Parks	Upgrade - Eddie Williams Oval, Florianville Swimming Pool; mine dumps between Davidson St, Colville	14
Roads & Stormwater	Remove - Extension 16 and St. John's Str-Colville	14
Parks	Upgrade parks	14
Water and Sanitation	Area - Omicron Str - open spaces - swimming pools - houses to be built "Sloot" - Recreation Rd- pipes to the area	14
Cleansing	Open space - Wesdar Mimosa and Mespinto	14
Cleansing	Open space - Cypress Rd and Acacia Rd recreational facilities to be erected	14
Parks	Utility - Stanford Str and Bede Str - playing park to be fenced with devil fork	14
Roads & Stormwater	Sloot - Loop Street to be closed	14
Parks	Indigenous trees to be cut	14
Electricity	Ashburnham - flash light to be erected - Keiapple Rd area next to railway line in Keiapple Rd to be cleaned & sloot	14
Roads & Stormwater	Pipes to be installed	14
Parks	Recreational facilities to be built in area	14
Roads & Stormwater	Siding, Mint Village	14
Parks	Recreational facilities to be erected next to railway line - devil fork's to be erected	14
Roads & Stormwater	St Pauls Road	14
Electricity	The robots - right side - no pavement, the bridge to be repaired - too short - people can't walk	14
Roads & Stormwater	The sloot - College Rd - pipes to be installed and the area to be levelled,	14
Electricity	Area behind Maureen Str and Department of Education - flashing light to be erected	14
Roads & Stormwater	Recreational Road: Repair 3 brigdes	14
Parks	Cut - Indigenous trees	

With thanks to:

1. Photos of Ald Patrick Lenyibi and Frank Mashilo courtesy of Kimco Studios.
2. Map in Diagram 3, Economic Concentration, South Africa, courtesy of The Presidency, contained in the NSDP in May 2006.
3. Map in Diagram 4, National Economic Significance: Percentage of National GVA, South Africa, courtesy of South African Cities Network, contained in a SACN (Cities network) report by the CSIR in 2006. The source data used was the NSDP Spatial Profiles (GAP 1).