

IDP Joint Workshop 6 March 2023: OUTCOMES BASED REPORT

The following report contains only the key outcomes of a Dr Beyers Naude Joint IDP workshop which took place as follows:

When: Date: 6 March 2023

Time: 10:00 – 16:30

Where: Venue: Botanics

Attendance

Who:

- An invitation was extended to all Politicians, The Municipal Manager, All Directors and Managers, within the Dr Beyers Naude municipal area of jurisdiction to attend the workshop on 6 March 2023.
- The invitation was not taken up by all to whom it was extended. Nevertheless, the workshop was well attended.
- Refer to the attached attendance register.

1. Background / Context to the joint IDP Workshop on 6 March 2023

To set the scene for understanding the purpose and outcomes of the workshop that took place on the 6th March 2023 we need to look back at what preceded this workshop.

It will be recalled that several workshops were conducted during the month of February 2023, as a precursor to the Joint workshop on 6 March 2023, as follows:

Level 1: Workshops

1.1 Ward level workshops (conducted individually face- to- face with each ward Cllr and his/her ward committee members)

- Between 6 -10 February 2023: 12 x ward level workshops were conducted in each of the wards respectively. The latter provided insights at a ward level.
The outcome of each of these 12 x ward workshops:
 - ✓ a list of challenges experienced by each ward
 - ✓ a much better understanding of the IDP process

Level 2: Workshops

1.2 Workshop with ALL Councillors (i.e. Mayor, Speaker, Chief Whip, PR councillors, EXCO, ward councillors and a max of 3 ward committee members from each ward)

- On the 23 February 2023: all of the insights that were harvested from the ward level workshops noted in 1.1 above, were aggregated to a municipal level. Councillors were now able to view the big or composite picture of challenges facing the municipal area as a whole.

The outcome of this workshop was as that:

- ✓ Councillors brainstormed and proposed a few possibilities for a new Vision for the Dr Beyers Naude IDP 2023-2027
- ✓ Councillors brainstormed and proposed a new mission for the institution (a mission statement for the municipality as an entity)

Level 3: Workshops

1.3 Workshop with Officials (the municipal manager, all directors and managers within the municipality)

- On the 28 February 2023: a workshop was held with all the directorates of Dr Beyers Naude municipality. All of the information that was harvested from the workshops mentioned in 1.1 and 1.2 above was collated and thoroughly analysed in preparation for the workshop conducted on the 28th February 2023

The outcome of this workshop was that:

- ✓ Officials discussed and added to the existing draft visions that were formulated by the politicians
- ✓ Officials discussed the proposed mission statement proposed by councillors and also has a chance to compare it to the exiting mission statement.
- ✓ Officials discussed the challenges identified by wards as well as the what the development priorities could or should be – but no firm decision what taken.
- ✓ Officials identified the key institutional challenges – institutional and financial realities
- ✓ Time constraints of this workshop did not lend itself to concluding critical decisions that needed to be made. (only 5 hours were allocated to this workshop. The existing time constraints was further compounded by the starting 90 min late, due to an urgent management team meeting that had to be concluded before the workshop could start. The workshop ended at 4:30, by which time many key officials had already left.
- ✓ Given that officials did not have sufficient time nor the authority to make strategic decisions within the 3.5 hours allocated they recommended that an internal strategic planning session be conducted, as soon as possible to develop the institutional plan required by the IDP.
- ✓ (Institutional plan = a human resource plan + accompanying organisational structure + a fully- fledged financial plan that will take into account the newly proposed Development Priority/ies.)

Pic from workshop 28 February 2023

Recommendations

- Reconvene the strat Plan session
- Develop a functional structure before organisational structure
- Focus on + implement more meaningful performance mgmt
- Submit business plan for small town revitalization

Level 4: Workshop

2. JOINT Workshop with Politicians + Officials (everyone together in the same room)

The purpose of the joint workshop, on 6 March 2023, was to provide councillors and officials with an opportunity to jointly deliberate and agree on the new IDP Vision, Mission and Development Priorities of the Dr Beyers Naude Local Municipality.

Key Outcomes

2.1 Outcome 1: Ideas toward a proposed New Vision of the Dr Beyers Naude Local municipality

For context, the table below outlines the current/old IDP vision as well as the ideas for New Proposed Vision

<p>Current Old Dr Beyers Naude IDP Vision</p> <p>“A responsive developmental and unifying local government providing quality services to its citizens in a safe, healthy and well managed environment, with equal opportunities for all.”</p> <p><u>Reasons for revising the old vision above</u></p> <ul style="list-style-type: none"> ○ It is old – was formulated by the 1st generation IDP process ○ It is long – very few people are able to remember it ○ It is not very memorable – it does not leave you with much of a sense or feeling of inspiration and or willpower for action ○ It sounds more like a mission statement – there should be a clear distinction between a vision for the <u>municipal area</u> (the land) versus a vision/mission for the <u>municipality</u> (a vision for the institution or municipal entity) 	
<p>REVISED list of brainstormed Visions</p>	
<p>New Vision/s proposed by <u>Politicians</u> as follows: Date: 23 February 2023 Time: 10:00 – 15:00</p> <p>* <u>The following list is in no order of priority</u></p> <ul style="list-style-type: none"> ● “A place where everyone wants to live” ● “A place that you never want to leave!” ● “A safe, sustainable environment for all to live and thrive in” ● “A piece of heaven on earth” 	<p>New Vision proposed by <u>Officials</u> as follows Date: 28 February 2023 Time: 10:00 – 16:00</p> <p>* <u>The following list is on no order of priority</u></p> <ul style="list-style-type: none"> ● “A safe community where all can live and thrive” ● “A vibrant and inclusive economy attending to the needs of all” ● “To create an educational environment that will facilitate the wellbeing of the impoverished society” ● “A socio – economically transformed society through our natural resources and facilities”
<p>After joint deliberation between councillors and officials on all of the visions proposed above, the following 2 visions received the most votes</p> <ul style="list-style-type: none"> ● “A safe, sustainable environment for all to live and thrive in.” Votes: ***** ● “A place where everyone wants to live.” Votes ***** 	

It is recommended that:

- The 2 Visions that received the most votes, above, be submitted to Council via an item, for further deliberation and final choice.
- That the New Vision decided upon be adopted as the new vision for the Dr Beyers Naude IDP 2023 – 2027

2.2 Outcome 2: Proposed New Mission of the Dr Beyers Naude Local Municipality

For context, below is the new proposed **Mission** statement and the current/Old Mission statement.

<p>Councillors have proposed that the New Mission statement of Dr Beyers Naude reads as follows:</p> <p>✓ “To be proactive and deliver with excellence”</p> <p>Reason</p> <p>➤ It is short, easy to remember and very clear on what is expected from officials in the execution of their tasks</p> <p>NB: This new mission statement does not seek to negate the existing / current mission statement... but rather serves to consolidate and make it easier to remember why we are here and what we are here to do.</p>	<p>The Current / OLD Dr Beyers Naude Mission statement in the IDP reads as follows:</p> <ul style="list-style-type: none"> • Fully institutionalise and apply the Back-to-Basics principles, • Deliver quality services and ensure that all households have access to basic services, • Create an environment that is safe, healthy and conducive to socio- economic growth and development, • Effectively manage and protect our human capital and natural resources, • Manage our finances and administration effectively and transparently, • Keep the public informed and involved through efficient communication and public participation programmes, • Address service backlogs, whilst diligently maintaining Municipal assets and infrastructure, • Be instrumental in improving the quality of life and livelihoods of our people by building cohesive and flourishing societies.
<p>It is recommended:</p> <ul style="list-style-type: none"> • That an item be submitted to Council, wherein Council be granted an opportunity to reflect on both the old and new mission statements and thereafter agree on the Mission statement for the Dr Beyers Naude IDP 2023 – 2027 	

2.3 Outcome 3: Proposed New Development Priorities of Dr Beyers Naude Local Municipality

Based on the 12 x Ward level workshops conducted between 6- 10 February 2023,

- the challenges experienced in each ward respectively are reflected, vertically, in the Table 1 below.
- the challenges experienced by and or affecting more than one ward – i.e. cross – cutting are reflected horizontally within the Table 1 below.

● The red dots indicate those challenges and or issues that fall within the direct powers and functions of the Dr Beyers Naude Municipality. The issues/challenges which do not have red dots, are the power and function of another sphere of government and or sector department, but not that of the Dr Beyers Naude municipality.

● The Yellow dots – are challenges / issues that councillors voted for as critical areas of focus

Table 1

Education

Challenge / Issue in ward	WARDS											
	1	2	3	4	5	6	7	8	9	10	11	12
Water – issue is either one of frequency, quality and or quantity. NB: Not about a lack of water	X	X	?	X	X	X	X	X	X	X	X	X
Sanitation			?	X	X							
Stormwater – issue is about blockages, overflow during rain, damage from overflow. NB: not about lack of stormwater drainage		X	?	X		X	X					X
Internal Roads and Streets – issue is about potholes or surface of road/street. NB: not about no streets/roads		XX		X			X		X			
Roads - issue is about potholes or surface of road/street. NB: not about no streets/roads	X	X		X						X		X
Cemeteries – issue is about capacity constraints. NB: not about no cemetery	X	X						X				X
Refuse removal – issue is about types of refuse not collected. Or frequency of collection. Or distance to tip. NB: not about no refuse collection				X								X

Challenge / Issue in ward	WARDS											
	1	2	3	4	5	6	7	8	9	10	11	12
Sport grounds – issue is about maintenance or access to sport facilities. NB not about lack of sport facilities	X	X		X				X				X
Community halls – issue is about maintenance, availability of equipment and or optimization of the hall/s NB: not about lack of halls		X		X			X					X
Illegal dumping – issue is about dumping dirt that is not collected by municipality. i.e. building rubble. People cannot afford to correctly dispose of it themselves				X	X		X					X
Stray animals – issue if about no bylaw enforcement					X			X				
No by law enforcement				X	X	X	X	X		X		X
Public toilets – issue is about insufficient public toilets or cleanliness / maintenance /safety of those that do exist	X						X					
High mast lighting – Issue is about insufficient lighting in certain areas maybe more about the need for safety							X	X		X		X
Libraries – issue is about what the library has to offer. Is the library conducive . Is the library optimised. What kind of books are in the library?							X		X			
Land - needs to be rehabilitated	X	X			X							
Housing: question is will we ever catch up to housing demand. As fast as we build the more we need?		X		X	X		X	X	X	X		X
Electricity: loadshedding / power outages / vandalism	X				X		X					X
Schools – need clarity		X										
Hospitals												
Clinics		X		X			X	X		X		
Health	X			X								
Ambulance service	X	X						XXX				
Unemployment	X				X	X	X		X			X
Domestic Violence					X				X			
Gender based violence					X							
Alcohol abuse		X			X		X	X	X		X	
Drug abuse	X	X			X		X	X	X		X	
Child abuse							X					

Challenge / Issue in ward	WARDS											
	1	2	3	4	5	6	7	8	9	10	11	12
Teenage pregnancy	X				X			X				
School dropouts												
Dependency on grant					X							
Vandalism				X	X	X	X		X	X	X	X
Theft of electricity cables, illegal connections, municipal property				X	X	X	X		X	X	X	
Police service	X	X		X								
Social services/ service delivery	X			X		X						
visit by senior management – meet and greet	X			X		X						
Bridge to be upgraded to get to craft market		X										
Crime increasing – murder/burglary /bergies in town		X			X							
Lack of youth development				X	X	X						
Lack of skills				X	X	X						
No places of safety NO ID, Birth certific.					X							
Moral decay – need for moral regeneration				X	XX							
Access to funding or private projects												

2.3.1 What are communities asking for?

An analysis of the challenges identified in all 12 wards within Dr Beyers Naude reveals the following:

- Councillors/ communities **are not asking for a lot**. – 90 % of what they asking points to **maintain**. The latter is supported by the facts and figures.
- NB: It is very important to read what was specifically said under each issue identified – it all points to **maintenance**.
- They asking that community halls be **repaired** – painted, **fix** broken toilets/seats, leaking taps, **replace** broken tiles/ **clean** the building – make proper use of the building
- **Optimise** the use of the halls – **use** it for extra mural activities, judo, karate, drama classes, art, volley ball, netball,
- Sport **grounds too far away** – long walking distance

- Investigate the **use of the school grounds and all other “community facilities”** – can we not use them
- Identified plots vacant for more than 70 years – never used? who owns it ? can it not be **used**?
- Need to find a way to get the kids off the streets? – or how do e make the streets safer ?
- **Fix** the potholes
- **Repair** the lights that are fused
- Clinic at Alex Laing hall : no privacy... is their a **way to improve** privacy – can another **building be used**?
- Stormwater: system clogged up with sand: causes blockages during rain .. causes overflow – tractor to **remove the sand - maintenance**
- **Fix the water pumps**: we have water: dams 40 % full – problem is getting the water pumped from the dam to the taps within the houses.
- **WE just want things to WORK**. When we open the tap: water comes out... when we switch on a light – there should be light ... when I drive – let me get to where I am safely.
- **When we speak to officials...** when we ask for help: can they at least show concern.

2.3.2 In conclusion

Based on a thorough assessment of the service delivery challenges experienced within each of the 12 wards

It is strongly recommended

- The Maintenance of all infrastructure / Assets be the Key Development Priority of the municipality.

Reason

- Paying attention to the maintenance of infrastructure: This is not so much of a strategic thought than it is a basic, logical one. It has been a cry from the national government, the public and investors for the longest time.
- It is the most logical thing to do - Failing which the municipality will never be able to position itself favourably, for the growth and development of its local economy.
- The constitutional mandate of the local municipality is “to create and enabling environment” – making sure that the municipal infrastructure works is an imperative.
- This is what will put back meaning into the slogan “Back to Basics”
- What is the point of securing new projects when we are unable to maintain the ones that we have?
- What is the point of trying to attract new investors when we are unable to service the ones that we currently have – by providing the municipal infrastructure that they need to continue to run their businesses.

An in-depth analysis of all of the facts and figures applicable to Dr Beyers Naude Municipal area of jurisdiction, followed up with in depth discussions with councillors and municipal officials, all conclude

with the premise: ***We to the need to maintain our existing infrastructure to secure our current and future position of promise.***

Some concerns...

A few questions arose: If we only have this one development priority “maintenance of infrastructure” **what will happen to everything else?** ... where will we pack the **“rest of the stuff** that we do? ... how **will we be able to align** all of the national KPA’s and KPI’s to this one thing?

A response

What is everything else? – what does “everything else” even matter? when what we have is not working optimally?

What is the real stuff we should be doing? – is the provision of basic infrastructure not it?

What about the National KPA’s and KPIs? – was it not national who coined and continues to promote the slogan “Back to Basics”? ... what does the term **Key performance area** mean? - *It is asking us to Focus.*

Is it not national who tasks and mandates us to formulate an IDP and thereafter measures our performance based on what we set out in the IDP– what is an IDP? It is a strategic planning document. The word strategic forces us to Choose... often to make hard choices... making choices helps us prioritize.... And when we prioritise ... we say to ourselves... of all the things I need to do, or need to be... This is what matters most... This is “my development priority “... Not another’s’ priority.....this is OURS ... this is what we need to do!

How do you get a piece of glass to start a fire? What needs to happen for the ignition to happen? – That’s called FOCUS

The fear of Only having 1 Priority.

To allay the fear of only having “Maintenance of Infrastructure” as a development priority...a couple of thoughts

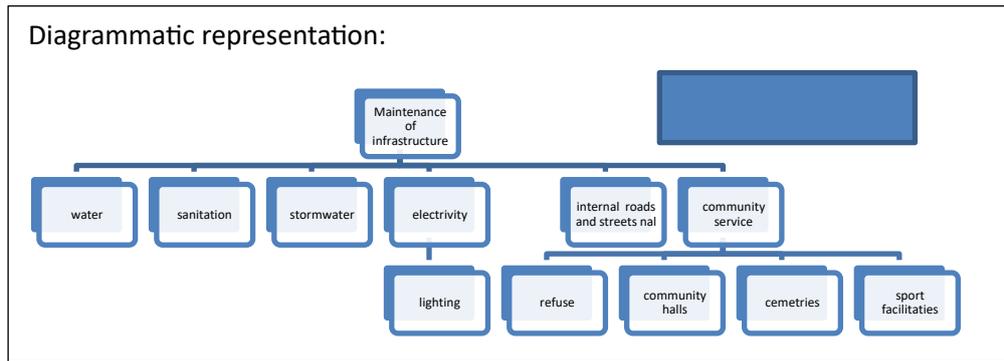
What is really causing the fear? ... reflect... and the answer will become so much clearer.

Choosing “Maintenance of Infrastructure” as “the” development priority does not imply that nothing else can happen. What it does imply is the principle: *“Look after what you already have, before securing more.”* Once you able to look after/ service what you have ... then you can expand. It implies “do the basics first.... get it right and then adopt more endeavours.”

NB: The Development Priority is merely a means to keep you focussed.

2.3.3 It is recommended that

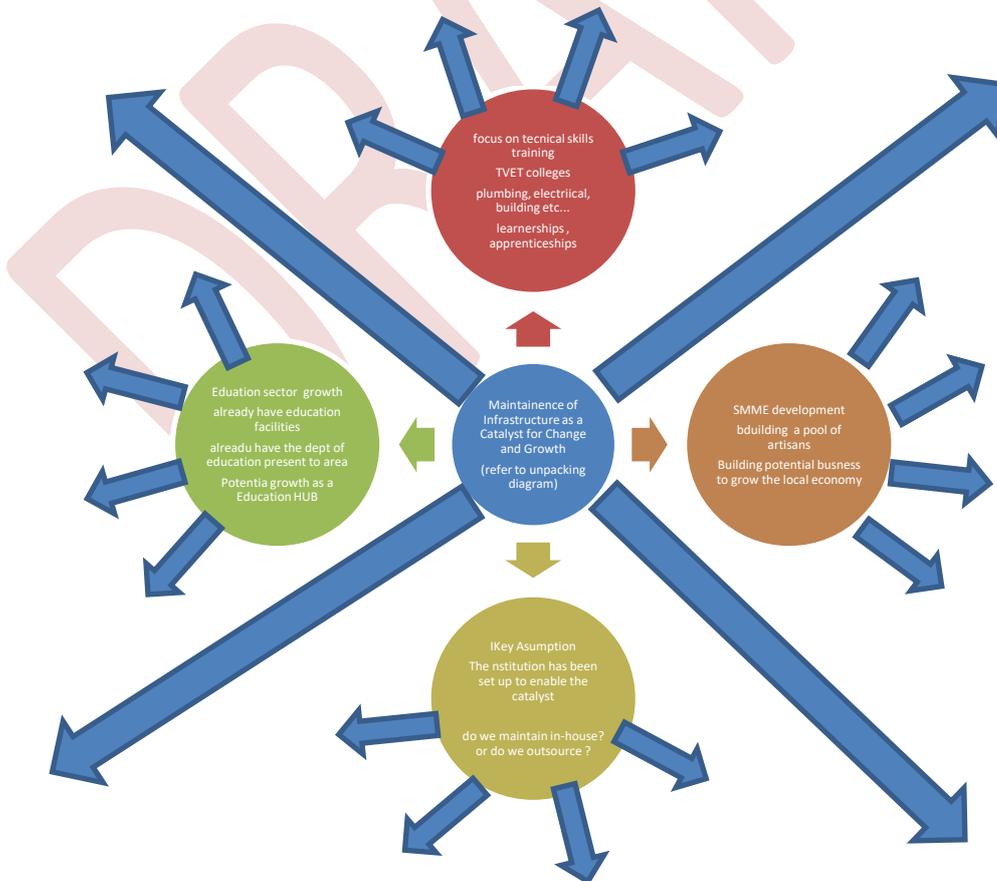
The municipality adopts the **Maintenance of Infrastructure** as its Key Development Priority



Under this main heading will be sub headings for: i.e. water, sanitation, storm water, electricity, lighting, housing, internal street and roads, community facilities. Under community facilities will be sub headings refuse removal, sport grounds, cemeteries, community halls, **by law enforcement**

2.4 Outcome 4: Scenario Planning

Below is a graphic depiction of a scenario or possibility: If the municipality agrees to make the **Maintenance of Infrastructure** a key focus area or Key Development Priority it has the potential to become a CATALYST FOR CHANGE and GROWTH - based on the outcome that EVERYTHING WORKS



As additional support or motivation for the ***Maintenance of Infrastructure*** as the **Key Development Priority**, kindly refer to what participants wrote in response to the **Questions in Section 3: Outcome 5 – 9 below**

3. Outcome 5:

Question: To attract an investor into a town... what must the town feel like? Look like? Be like? ... What attracts or makes someone want to stay and live in a town/ city?

Answers on tablecloth:

- ✓ A clean environment
- ✓ Proper infrastructure
- ✓ Clean and attractive
- ✓ Safe and secure
- ✓ Friendly/ healthy/ tourism friendly
- ✓ Recreational facilities
- ✓ Available basic services and nature + environment
- ✓ Signage
- ✓ Health facilities
- ✓ Crime free environment
- ✓ Job opportunities / economic spin off
- ✓ Peaceful
- ✓ Offer incentives for investment

3.1 Outcome 6:

Question: What will stop/ prevent/ hinder us from achieving our Vision for Dr Beyers Naude?

- ✓ Lack of collaboration / Lack of cooperation
- ✓ Lack of unity
- ✓ Poor moral/ethical behaviour
- ✓ Lack of planning
- ✓ Lack of communication
- ✓ Poor management / Lack of supervision
- ✓ Lack of basic service
- ✓ Political instability XX
- ✓ Eskom – power outages/ interruptions
- ✓ Demotivated staff
- ✓ Lack of resources
- ✓ Unskilled / unqualified workforce
- ✓ Ignoring public outcry's
- ✓ Lack of discipline and respect
- ✓ Poor implementation of policies
- ✓ Redundant labour force
- ✓ Lack of understanding

3.2 Outcome 7:

Question: What will happen to Dr Beyers Naude if the tourists stop coming?

- ✓ Collapse of the economy
- ✓ Lack of investments
- ✓ No development
- ✓ Ghost towns
- ✓ Job losses
- ✓ Negative impact on LED
- ✓ Negative impact on revenue
- ✓ Loss of existing businesses and investors
- ✓ Deteriorating towns
- ✓ Shrinking economy
- ✓ Migration to urban areas
- ✓ Higher crime rate
- ✓ Higher unemployment rate
- ✓ Bad publicity
- ✓ We will be in BIG trouble

3.3 Outcome 8:

Question: What do we offer an investor? What could/should we offer an investor?

- ✓ Investment incentives
- ✓ Available service land
- ✓ Available serviced land
- ✓ Sun and wind alternative energy
- ✓ Gas underground
- ✓ Historical attractions
- ✓ Monument/ architecture/ museums
- ✓ Property investment
- ✓ Preserving nature
- ✓ Good road infrastructure – access
- ✓ Improved public transport
- ✓ Sustainable / affordable services/ infrastructure

What should we offer

- ✓ Excessive marketing – billboards/media social/magazines / radio / tv
- ✓ Incentives for investors Tax exemptions, serviced land (servicing land for free within time frames)
- ✓ Removal of “red tape”
- ✓ Safe environment

3.4 Outcome 9:

Question: What will turn a tourist off? Make them want to leave? Not want to come back? What will disappoint a tourist?

- ✓ Crime (high)
- ✓ A bad product
- ✓ Unfriendly environment
- ✓ Poor refuse removal
- ✓ Bad roads
- ✓ Potholes
- ✓ Water shortage (quality of water)
- ✓ Lack of empathy
- ✓ Ill control of pandemics
- ✓ No electricity – no lights
- ✓ Lack of tour guides
- ✓ Poor traffic control
- ✓ Poor maintenance of tourist attractions
- ✓ Dirty areas
- ✓ Protests in an area
- ✓ Unsafe – ty
- ✓ No clear information
- ✓ Poor infrastructure
- ✓ Unemployment ?? Poverty ???
- ✓ Car guards
- ✓ Bergies sleeping around town... in front of shop entrances: Stop it immediately
- ✓ Not getting what I paid or am paying for
- ✓ Arrogance - spirit / attitude of the town

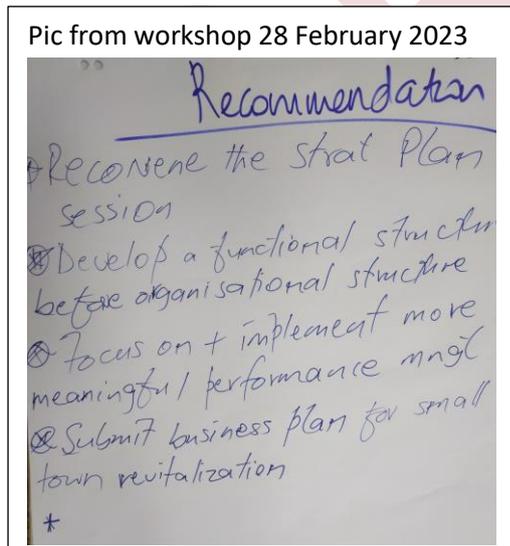
4. Outcome 10

The need for an institutional plan = comprehensive HR Plan + Organisational Structure + fully fledged Financial Plan was highlighted at the workshop on the 28th February 2023 as well as the 6 March 2023.

The following are missing “Pieces of the Puzzle” and without which the Draft cannot be approved.



At the workshop, 28 February 2023, officials recommended that a Strategic Planning Session be conducted as soon as possible.



10.1 Recommendations for a **Revised Institutional Plan**

- That the Directorate Corporate Services reviews the existing Dr Beyers Naude Institutional Plan, HR Plan as well as the organisational structure i.e. organogram based on the strategic deliberations of the IDP workshops conducted 23 February, 28 February and 6 March 2023.
- That the Revised Institutional Plan- HR Plan as well as the organisational structure i.e. organogram be based on the Key Development Priorities agreed to and be costed
- The Revised Institutional Plan, HR Plan and Organisational Structure (costed) be submitted to Council for approval by the 23 March 2023

10.3 Recommendations for the Revised Financial Plan

That the Directorate of Finance reviews the existing Dr Beyers Naude Financial Plan and Financial Recovery Plan based on the outcomes of IDP workshops conducted 23 February, 28 February and 6 March 2023.

That the Revised Financial Plan- takes into account the Key Development Priorities agreed to

The Revised Financial Plan and Financial Recovery Plan be submitted to Council for approval by the 23 March 2023

10.3 Recommendations for the formulation an Infrastructure/Asset Maintenance Plan

That the directorate of infrastructure draft and cost an infrastructure maintenance plan.

That the directorate of community services draft and cost a maintenance plan for all community halls, cemeteries, libraries, sport grounds and facilities.

That the maintenance of all community halls, sport ground, libraries, cemeteries ???? be placed under the director of community services or infrastructure? Based on the correct fit as well as level of capacity (HR and competence)

10.4 Additional Recommendations

- Project: Formulation of SDF
- Project: Conducting of a land audit
- Identify short term / quick win projects that can be implemented within wards.
- Using the information gathered from the ward level workshops 6 – 10 Feb 2023, follow up with additional ward visits and formulate easy to understand and practically implementable ward - based plans
- See what can be done to make the Mayoral outreach smoother – pre- empt questions / challenges: what can be done to enable councillors to take the lead
- Linkage with PMS
- **Ziyanda only coming back on 20 March 2022.**

4. Outcome 10

Question: What have we learnt from doing this workshop

Thinking alike

- There is a contribution for everyone to make
- We will be influenced by our situation
- Assistance with future planning
- Implementation of development possibilities
- Importance of team work and continuous engagements
- Mindset changed; needs vs wants
- Common issues raised
- Inclusive all involved not a one man/woman show - this is our own responsibility
- Team work to consider all inputs

DRAFT