

INSIDE THIS ISSUE

Foreword by the
Executive Mayor

1

From the Municipal
Manager's Desk

2

De Beershoogte 552
housing project

3

Annual Tourism Business
Plan Competition

4

District Strategic Planning
for 2012/13 - 2016/17

6

Towards improving the
GIS implementation

8

Sidewalks in urban areas

10

"Know Your Region" Tour

11

National Headlines

12

Message from the Executive Mayor

After undertaking the strategic planning process as a new council I believe that we have listened and explored ideas with the various stakeholders extensively.

Our strategic plan is the culmination of a lengthy process and we are proud of the vision which we must now implement. Consultation was done quite extensively with our major stakeholders, our local municipalities, and it was very well received. It has gone a long way to ensure that these stakeholders feel re-acquainted with and have a new confidence in the district municipality.

I am confident that over time, and during my term as Executive Mayor, we will build on this confidence and create stronger working relationships that will prove more fruitful and widely beneficial.

I truly believe that the legitimacy of local government should always come from and be for the people.

If people do not get to know, feel and be able to trust their elected officials then no one wins. Therefore, it is incumbent upon us to communicate, meet formally and informally and realise that our decisions today will have a deep and enduring impact on the future of our district.

I want to assure you all, you have a diligent Council, supported by a capable and professional administration. Together we have fully assessed, reviewed, planned and committed to our district more than even before.

We want to invite you, the community, to further enable this journey by keeping you fully informed so you can be inspired and motivated to come along with us



**The Executive Mayor
Ms Khadi Moloi**



The excited learners from St. Patricks College, who eventually became the overall winners of the 2011 Tourism School's Business Plan Competition.

Read more on PAGE 4.



From the Municipal Manager's Desk

We are fast approaching the end of what has been a momentous financial year for both the administrative leadership and the Councillors of this great district municipality.

In the haste to meet our constitutional and institutional obligations of enhancing service delivery, infrastructure provision, maintenance and provision of much needed support to local municipalities, we have not even noticed as time took flight as we now stand at the threshold of a new financial year. Our planning initiatives has earnestly started to prepare for the new financial year hoping to add another positive imprint to an institution that boasts phenomenal achievements in the arena of good corporate governance and service delivery.

We have put proper plans in place as we prepare for the audit by the Office of the Auditor General. With the adoption of vision 2014 by the national government, a vision that seeks to ensure that all municipalities receive clean audits by the aforementioned year the gauntlet has been thrown to us given the fact that last year this municipality got a qualification; reversing the backward slide is everybody's business. Clean governance is an institutional effort.

The best measure of the efficient use of resources allocated by Treasury for service delivery is the efficient use of such which is established by the audit outcomes. There is a legitimate expectation by the people that government, all its spheres will deliver particularly on the five priorities stated in the 2011 Manifesto of the ruling party but this must happen within the confines of clean, responsible and accountable government. Despite last year's setback Frances Baard District Municipality has over the years positioned itself as an example of clean governance through diligent

adherence to the prescripts of the law and regulations governing the local sphere of governance.

Such caps on our head as an institution cannot be fortuitously maintained but depends on a team effort between and amongst the administration of the council and the councillors.

Neither should we neglect the community of Frances Baard who are the foundation of the municipality and an essential component of this institution, it is community perceptions and happiness that is the ultimate litmus test for the efficacy and efficiency of public institutions in delivering on their mandate and this remains through for this august institution.

In public governance the line between public perception and reality is so thin that it is better disregarded. Those municipalities that have been the subjects of public protests have very often been defined as weak in managing public expectations and perceptions. It is a reality that those of us who serve in these institutions at the behest of the public can hardly take for granted.

Special thanks goes out to the different stakeholders who toil with us to make our work successful; including the political leadership of the institution for their guidance and support and the colleagues who work so hard behind the scenes at the coal face of service delivery.

Enjoy the read and I thank you.



Acting Municipal Manager
Ms Mamikie Bogatsu

De Beershoogte 552 housing project

Continued from page 3.....

Each house consists of two bedrooms, a combined living area, kitchen with zinc and an electrical ready board installation where electricity supply in the townships is available.

The Dikgatlong Municipality appointed a contractor, Mosegedi and Associates to construct the houses. Local sub-contractors and labourers are utilised on this project.

Construction on the first houses started in June 2008. The project is divided into phases of 100 units respectively in terms of the funding available from the Department of Co-operative Governance Human Settlements and Traditional Affairs.

Service Level Agreement

The Frances Baard District Municipality has signed a service level agreement with the Dikgatlong Local Municipality in order to provide support on project management, technical assistance and subsidy administration.

Challenges/problems

The inconsistency in site gradients/levels and the proper road infrastructure and storm water management systems contributes to rainwater damage especially in the lower level areas.

The numerous industry strikes resulted in a shortage of roof sheeting and a lack of supply of cement bricks from suppliers which delayed progress on this project.

The contractor also suffered many losses on construction materials through theft and vandalism.

Progress

The project is at the completion stage of its fifth phase of construction. There are currently 352 housing units completed and beneficiaries have already taken occupancy of all the completed houses.



De Beershoogte 552 housing project

The Dikgatlong Barkley West De Beershoogte 552 Housing Project was approved by the Department of Cooperative Governance, Human Settlements and Traditional Affairs (COGHSTA) on 18 June 2008.

The project was approved with Dikgatlong Municipality as the developer and is enrolled with the National Home Builders Registration Council (NHBR).

The project was approved for 552 houses and will be developed based on the funds made available per financial year. The breakdown of the budget per year is as follows:

Financial year	Phases	Units (houses)	Budget
2008/09	Phase 1	100	R 5,003,190
2009/10	Phase 2	100	R 5,792,900
2010/11	Phase 3	100	R 12,950,000
2011/12	Phase 4	100	R 6,800,000
2012/13	Phase 5	30	R 1,764,750
Total funding to date		430	R 32,310,840

An Environmental Impact Assessment (EIA) and Geotechnical investigation was conducted in 2003 and the reports on these investigations found the area to be suitable for housing development.

The area in question is situated on the R31 road to Delporthoop, and access to the area is via Spitskop road. The area for development was serviced with water and sewer reticulation.

The Dikgatlong Local Municipality has recently advertised for the construction of the access and internal roads. The electrification of houses is currently in progress.

The average size of the erven is 450m². The 40m² house design was approved by the Dikgatlong Local Municipality according to government's Breaking New Ground Policy.



The Mayor of Dikgatlong Local Municipality, Cllr Mogongwa, handed over the keys to the happy recipients. Pictured left to right with the mayor is Mr Mompoti Maoka, Mrs Elda Selekisho and Mr Boy Bogoto.

The annual Tourism Business Plan Competition

The Tourism Schools Business Plan Competition is one of the "Flagship Projects" of the Frances Baard District Municipality implemented in 2008. The competition focuses on encouraging schools which offers tourism as a subject to enter their grade 10 - 12 learners to compile various tourism business plans.

Since 2008 the project has seen an increase in participation of schools. The 2011 Tourism Schools Business Plan Competition was complimented by a total of 9 Schools from the District who competed in the competition as compared to 5 schools that entered in 2008.

Objective of the competition:

- To afford all schools offering tourism as a subject to participate in the competition.
- To promote tourism development.
- To sensitize learners with regard to tourism promotion
- To promote entrepreneurship and product owners development amongst learners.
- To encourage learners to think creatively about the role of information and communication technologies in tourism development.

The business plan sectors for the 2011 competition were identified in line with what the District / Province has to offer as a tourism destination which includes: agri-tourism, leisure-tourism, tourism-route and extreme-tourism.

A presentation session was held on 23 - 24 August 2011 which afforded the learners the opportunity to present their business plans to an adjudication panel.

In November 2011 a prize giving ceremony was held at the Flamingo Casino to hand out awards to the winning schools. Learners were accompanied by their tourism teachers and their principals to share in their achievements.

Development Grant

The Tourism Unit introduced a development grant for all participating schools to the value of R 5,000 each towards the development and promotion of tourism in classrooms.

This year the grant was used to procure various items / equipment for classrooms ranging from brochure racks, printers, digital camera's, data projectors, projector screens and computers.

The prizes for participating schools and winners of competition items are as follows:

School	Items received
Tshireleco High School	<ul style="list-style-type: none"> • 2 brochure racks • 1 printer
St. Patricks College	<ul style="list-style-type: none"> • 1 printer • 1 computer • 1 digital camera
Adamantia High School	<ul style="list-style-type: none"> • 1 data projector • 1 projector screen
Diamantveld High School	<ul style="list-style-type: none"> • 2 brochure racks
William Pescod High School	<ul style="list-style-type: none"> • 1 data projector • 1 projector screen
Mogomotsi High School	<ul style="list-style-type: none"> • 1 data projector • 1 projector screen
Banksdrift High School	<ul style="list-style-type: none"> • 1 data projector • 1 projector screen
Boresetse High School	<ul style="list-style-type: none"> • 1 data projector • 1 projector screen
Kimberley Girls High School	<ul style="list-style-type: none"> • 1 computer

The participating schools for the 2011 competition were:

Tshireleco High School	Mogomotsi High School
St. Patricks College	Banksdrift High School
Adamantia High School	Boresetse High School
Diamantveld High School	Kimberley Girls High School
William Pescod High School	



The 2011 adjudication panel with the Chairperson of the Finance Committee, Mr W Johnson, (middle back row) and officials from the Frances Baard District Municipality.

Overall Winner



St Patricks College

Sector Winners



Extreme Tourism
Kimberley Girls High



Agri-Tourism
Tshireleco High School



Leisure Tourism
St Patricks College



Tourism Route
Adamantia High School

The sector winners received an additional R 2,500 towards the procurement of the items / equipment needed for the tourism classroom.

As the overall winner St Patricks College received an additional R 5,000 towards the procurement of items / equipment.

All schools offering tourism as a subject will be invited to attend preparatory workshops for the 2012/2013 competition which will be hosted during April 2012.

For more information please contact the FBDM Tourism Unit at Tel.: 053 - 838 0911.

District Strategic Planning for 2012/13 - 2016/17

Strategic planning is the process of identifying what the municipality intends to do in a specific time period and how it plans to achieve what it has set out to do.

The FBDM started with its strategic planning process in September 2011. Intent on making the planning process more strategic and focussed, the services of an expert in the field of strategic planning were employed.

The workshop was held over two days in October 2011 and the local municipalities in the district were invited to be part of this process.

“This document is intended to outline the vision of the FBDM and guide the strategic intent of the municipality towards service delivery for the next five years and beyond”, - Mr Frank Mdee, Director Planning and Development.

The outcome of the workshop was that the district municipality had a more focused approach to identifying its goals and objectives.

More emphasis was placed on the situational analysis to understand what the current situation is and what the challenges were that influence service delivery.

A dry-run was arranged to include all roleplayers in the process, with specific emphasis on the local municipalities in the district.

Councillors from all local municipalities participated fully and a lot of time was spent on areas which created challenges and needed attention.

Councillors placed specific emphasis on areas such as:

- Local Economic Development;
- Infrastructure Services;
- Financial management both internally and in terms of support to local municipalities;

- Internal administration especially human resource management;
- Local municipalities needs support through building capacity;
- Commitment to cooperate with the district municipality; and
- Meaningful support to the local municipalities.

“A different approach is needed for the strategic planning at FBDM. Inputs should be sought from all relevant stakeholders, especially our local municipalities. The document should be owned by all of us and not just by the district municipality”

- Khadi Moloi, Executive Mayor, FBDM



Finalisation of the strategic planning process at Christiana on the 02 - 03 February 2012

Goals and Objectives of the FBDM for the next five years are as follows:

Goals	Objectives
Municipal Infrastructure Development and Basic Service Delivery	Improvement in project planning
	Access to potable water, sanitation, electricity
	Reduction in the housing backlog
	Formalized informal settlements
	Access to basic services in informal settlements
	Completed feasibility studies
	Suitable land for human settlements identified and acquired
Local Economic Development (LED)	Increased direct investment
	Increased employment through EPWP projects
	Packaged incentives for sector and SMME development
	Improved tourism attractions
	Developed tourism products
	Increased market share
Municipal Institutional Development and Transformation	Improved quality of drinking water and waste water
	Improved status of food premises
	Approved Environmental Impact Assessments
	Implemented waste minimization strategies
	Increase in capacity at local municipalities in disaster management
	Improvement in response and recovery to incident in Local municipalities
	Increase in fire fighting capacity at 3 Local municipalities
	Support to local municipalities to implement a effective human resource management function
	Improved ICT Infrastructure accessibility
	Compliance with the IDP Review Process in the District in terms of the adopted IDP Framework and Process Plan
	Sound Performance Management implementation in FBDM and the district
	Facilitation of urban development in terms of approved spatial plans
	Support and assistance with GIS to local municipalities in the district
Good Governance and Public Participation	Improvement in relations between communities and the District through the implementation of the adopted communication strategy
	Implementation of a sound municipal Internal Audit Function
Municipal Financial Viability Management	Compliance in promoting and implementing sound financial management practices in line with the MFMA and other guidelines of National Treasury
	Financially sound and sustained local municipalities

Towards improving the GIS implementation

Due to the sparsely populated nature of the Northern Cape Province and municipal districts, the viability and cost of creating multiple Geographic Information System (GIS) posts in addition to obtaining GIS specialist skills at a municipal level is rather hard to justify. It has become the purpose and objective of the Environmental Systems Research Institute (ESRI) South Africa to assist in the implementation and integration of a workable service model, so as to aid these local authorities, in their need regarding shared specialised GIS knowledge and skills.

During the course of the past two years the FBDM Corporate GIS Unit has been working closely with the local municipalities advising them on the benefits and advantages of GIS systems.

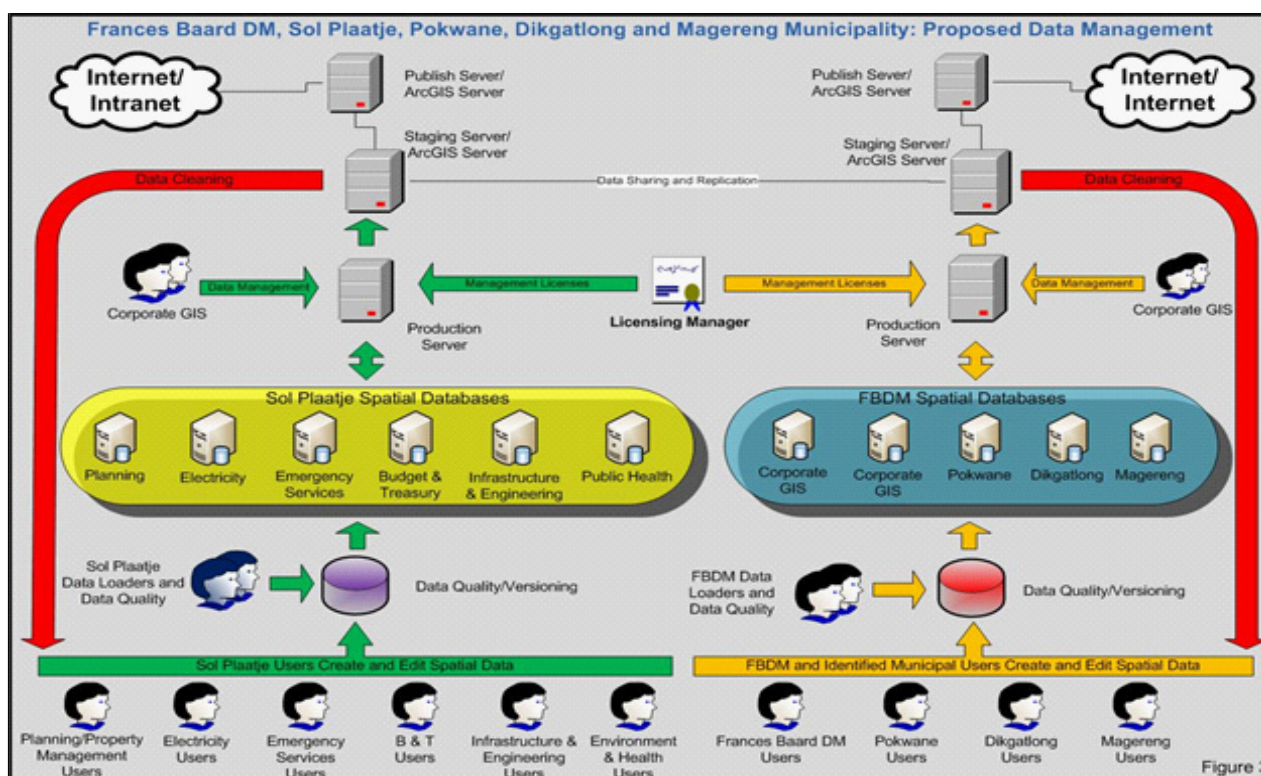
Shared Service Concept

In the past the concept of district municipalities providing shared services has traditionally only applied to health services, disaster management, development planning and the provision of infrastructure. This involves district municipalities providing skills, project management,

project implementation, formulation of policy and strategies as well as funding assistance. The Corporate GIS Unit of FBDM has extended this shared service model to include GIS services and support.

Shared Service Projects

During the User Requirement Analysis (URA), various projects were identified, whilst ESRI GIS technology was acknowledged as being the most suitable technology in order to achieve the desired results.



The diagram depicts the GIS shared services structure in the district.

Objectives of the Corporate GIS

- To raise awareness and use of GIS within the district whilst assessing the status of FBDM GIS. In doing so it/we also recommend a suitable development strategy.
- To perform a URA of the special data required by FBDM and associated local authorities, the documentation of these needs will ensure that the GIS delivers on municipal requirements well into the future.
- To develop and maintain a dataset collection strategy for FBDM as well as the consolidation of all spatial data into a central, well-structured database such as ArcSDE or geodatabase. The data is to be documented in accordance with national as well as international metadata standards.
- To recommend hardware and software enhancements following an audit of FBDM; and
- To document the existing GIS environment. The initiative will also provide a shared GIS service to the local authorities within the FBDM area of jurisdiction, thus ensuring access to spatial information by all municipalities in an economical and cost effective model.

The following three projects have been recognised as being critical to enhancing sustainability and improving service delivery within the local authorities.

FBDM Land Audit and Land Use Project

MHP GeoSpace was appointed by FBDM in January 2011 to undertake a land audit for the local municipalities of Phokwane, Magareng and Dikgatlong. The land audit undertaken was done in order to correct and update the Surveyor-General's approved cadastral dataset, servitudes and leases, in addition to creating a dataset depicting the status quo of all registered and unregistered properties within the above local municipalities.

Facilities Verification Project

This is one of the projects that were identified in the FBDM GIS Strategy (2009-2012). The project was derived from the dire need by both FBDM and its local municipalities to locate and know the status of facilities such as health facilities, schools, police stations, etc.

The preparation involved recruitment and selection of five school leavers from four different local municipalities under FBDM. They were given the relevant GPS training on how to capture the various spatial features.

The main objective of involving local youth in this project was to empower them with the knowledge and skills within the GIS field as it falls under the country's scarce skills group.

The training and coordination of this project was done by the district municipality without any assistance from external service providers. As a result two field capturers became interested in pursuing GIS related studies as well as a group of local youth becoming experienced in GPS data capture, one of the most important methods of data capture in GIS.

Water Infrastructure Verification Project

This component of the Land Audit involves field work to capture water infrastructure in the field. It can then be used to verify that the as-built plans are correct and that the infrastructure actually exists. Currently this relates mainly to bulk water infrastructure but will be extended to cover reticulation infrastructure in future. A service provider has been appointed by FBDM to assist with this component.

Current Status

The local municipalities do not have access to the GIS technology required to visualise the gathered and cleaned spatial information. The FBDM published this data via an ArcGIS Server thereby enabling the associated municipalities to utilise this information for decision-making, specifically when it comes to spatial planning and asset verification.

Through the shared services provided by FBDM the profile of GIS has been raised which has resulted in the respective local authorities identifying people that can be trained to utilise GIS and act as GIS coordinators.

Way Forward

Due to the success of this shared service model the Sol Plaatje Municipality has now endorsed a partnership with FBDM. A similar exercise will be undertaken in Sol Plaatje Local Municipality as was undertaken in the Dikgatlong, Magareng and Phokwane Local Municipalities. The exercise will be expanded to include additional requirements relating to land management and building control. This project commenced in January 2012.

Conclusion

The FBDM has created an environment that has promoted the use of GIS technology within their area of jurisdiction which is now seen as a critical component of monitoring service delivery and verifying assets.

Due to the interest shown by the local municipalities and the proven benefits of GIS there are numerous GIS related projects that have been identified that will further assist these municipalities in achieving their objectives of improved service delivery. The shared service concept developed by FBDM should be considered by other district municipalities in South Africa as a means of assisting under resourced local authorities.

The FBDM GIS web portal can be accessed at <http://www.francesbaardgis.co.za>.

Sidewalks in Urban Areas - Central Business District Renewal Plans

Two years ago Frances Baard District Municipality's Spatial Planning Unit initiated preparation of Central Business District (CBD) Renewal Plans in the major towns of three of its local municipalities, namely Dikgatlong, Magareng and Phokwane. The process is still unfolding and it could take a few years before it is fully realized.

Within each prepared plan there are various important revitalization proposals. Foremost amongst them is the upgrading and continuous maintenance of sidewalks. Owing to the technical nature of the documents and insufficient space, little time is allocated to elaborate on the importance of sidewalks.

This article is therefore intended to educate the reader about the importance of sidewalks in an urban area.

Most of us take sidewalks for granted. An under-valued element of the urban form, this public ground connects points of origin and destination, and very few people go through the day without traversing at least one sidewalk.

Sidewalks are unassuming, standardized pieces of gray concrete between roadways and buildings and their common appearance belies their significance and history as unique but integral parts of the street and urban life.

A commercial terrain for merchants and vendors, a place of leisure, a refuge for homeless residents, a place of day-to-day survival, a space for debate and protest for political activist, an urban forest for environmentalist.

Anastacia Loukaitou-Sideris and Irena Ebranfencht (2009:50) state that sidewalks are where the poor and the rich entrepreneurs set up shop and earn their livelihood. Where tourists and locals sip coffee and contemplate about life. Where, in residential neighborhoods, children play. Only when you visit a pedestrian friendly town you realize the importance of a sidewalk.

At sidewalk cafes, people watch passersby, enjoying fleeting encounters like smile or brief comments. These street encounters are unscripted although some may be anticipated and the breadth of possibilities, even when a few are realized, enhances urban experience.

On urban sidewalks, visitors and residents interact in countless formal and informal ways, which may allow for playfulness. Observers have celebrated the sidewalk as the breathing space of city life, offering opportunities for exploration and discovery, for the unexpected, the unregulated, the spontaneous and the risky.

Benefits of Sidewalks

Sidewalks serve as critical links in the transportation network providing the pedestrian access to commercial districts, schools, businesses, government offices, and recreation areas.

Sidewalks provide fundamental services to the public therefore they should be designed to meet the needs of the maximum number of potential users.

Accessibility improvements to sidewalks can enrich the livability of a community. Sidewalks and trails with pedestrian-friendly elements, such as curb ramps and benches, create inviting strolling and shopping areas while providing access to people with limited transportation options.

People with disabilities will be able to participate more easily in the community if well-placed access improvements are available because they can reach their desired destinations more easily.

Neighbourhoods that are pedestrian friendly encourage people to walk and become safer because there are more people on the street. A broader range of consumer, social, and recreational opportunities are available in areas that are usable by pedestrians.

“Know your Region” Tour



Councillors were joined by officials from the district municipality and local municipalities on the tour who served as guides to the different projects.

Annually the Frances Baard District Municipality undertakes the “Know your Region” Tour to give councillors an understanding of the projects funded by the municipality. It gives them an opportunity to evaluate the impact the municipality has made in the specific projects and towards achieving the broader mandate of government in terms of job creation, black economic empowerment, economic transformation and value addition.

In March 2012 the Mayoral Committee and the LED Portfolio Committee joined by councillors from the four local municipalities visited various projects that were either funded by the district municipality or earmarked for funding.

During the tour beneficiaries were engaged to assess the impact the district municipality is making with the specific projects in terms of the challenges experienced and the opportunities created.

Information Centres

The tour started off in Hartswater where the establishment of a tourism information centre is underway. The centre will enable the Phokwane Local Municipality to disseminate any type of information concerning tourism or municipal affairs to the community.

In Magareng Local Municipality two abandoned buildings has been identified for the planning of a multi-purpose centre which will contain a tourism information centre, a call centre, a radio station and an incubation centre for SMME's.

Vegetable Co-operative

The councillors also visited the very successful Retsanang

Vegetable Co-operative just outside Barkley West. This project was started by a group of elderly people back in 2005. The project has since developed to such an extent that a group of young students from the area who are currently receiving training from the Department of Agriculture is working at the co-operative.

Afrisam has also sponsored the initiative by building a storage facility and a proper irrigation system for the vegetables. A fence will also be erected.

Oom Koos Ncana of the co-operative said “We are now too old to run with this project and we appreciate all the support from the district municipality and the private sector. We have brought in the younger generation to do skills transfer within the industry of farming and this is the only legacy we can leave behind for our children.”

Incubation Centres

Mr. Moss Mathebula from the Sol Plaatje Local Municipality took the councillors to the Motshedimosa Incubation Centre in Ritchie. According to Mr. Mathebula the incubation centre was initiated in 2011 and can accommodate 9 SMME's from the Ritchie area.

The Galeshewe Incubation Centre in Kimberley is in the completion stages of construction and the handing over will be later this year. Other projects that were visited were the Florianville Incubation Centre, also in Kimberley, where Baheso Brick Manufacturers is located. This company is solely owned and run by women.

The group rounded off the tour with a visit to the Kimberley Diamond and Jewellery Academy. This academy provides training to students from around the Northern Cape province, the country and the SADEC Region. The training includes polishing, jewellery manufacturing and sorting of diamonds.

NATIONAL HEADLINES

Africa is ready to host the SKA - Minister Pandor

The process for the allocation of a preferred site to host the Square Kilometre Array (SKA) radio telescope is reaching its conclusion. The anticipated date for a final decision is the 4th April, although this is likely to be delayed as the members of the SKA Organisation consider the final site decision. The recommendations of the independent SKA Site Advisory Committee (SSAC) have been referred to the members by the SKA Board and will be central to their considerations.

The selective leaking of information to the Australian media has been ongoing since March 10th, when The Sydney Morning Herald reported that "Australia's chances of hosting the world's largest radio telescope have been dealt a crippling blow after a scientific panel recommended the \$2.5 billion project be awarded to a rival consortium led by South Africa". The report was also carried by the leading science journal Nature.

Since then, the Australian and world media have reported that senior Australian politicians have engaged in a series of political lobbying visits to various countries which will vote on the site, while attempting to diminish Southern Africa's scientific superiority in the bid and ignoring the reported recommendation of the SSAC based on scientific and technical criteria, insultingly saying that the decision can only go to Africa as a result of "the European view which says we ought to be doing more development in Africa".

While claiming to respect the integrity of the selection process, this is a not very subtle attempt to undermine the scientific and technical rigour of the site adjudication process, by suggesting that the reported superiority of the South African bid was nothing more than a "sympathy" decision. Minister Pandor has refused to engage in a debate with the Australian Minister, but is very clear

that South Africa and its SKA partner countries have a site which is able to demonstrate its scientific, technical, and cost superiority.

Minister Pandor does however agree with the statement attributed to Senator Evans in The Australian of 15th March, that there is "no scope to split the SKA between Africa and Australia". (Presumably he meant Australia/New Zealand). If the leaked reports on the recommendation of the SSAC are indeed accurate and there is no "scientific or economic" basis for a split decision, then it is logical to expect that the Southern African site will be preferred.

Minister Pandor stated that: "We were not surprised at the outcome of the SSAC deliberations as reported in the Australian press, as we have always been confident of the scientific and technical strength of our bid. Nonetheless, we recognise the importance of inclusivity and the imperative of ensuring all members of the SKA Organisation are part of discussions and consultations on how to ensure that all parties contribute to and derive benefit from the ultimate success of the global SKA project.

That, however, should not be interpreted in such a way as to diminish the importance of the reported recommendation made as a result of an extremely exhaustive site evaluation process (involving in our case the submission of about 25 000 pages of documentation) by an independent committee of some of the world's leading scientists and science administrators. Africa is ready to host the SKA and wants to do so. We are entirely committed to the success of the SKA and believe that it is best achieved in Africa."

Issued by the Ministry of Science and Technology

Editorial Note

In this issue we focused on a very important topic, that of the strategic planning process. What makes this process so important is the impact it has on long term planning and day-to-day decision-making.

It provides overall strategic direction to management and gives a specific direction to areas like financial strategy, marketing strategy, organizational development strategy and human resources strategy to achieve success.

For the new council it was especially essential to understand the current position of the municipality in order to map the way forward in the next five years.

We also discussed the growing importance of the GIS as achieving increased efficiency through new technology is becoming crucial.

The tourism business plan competition is growing annually and is set to become a programme of note not only in the district but also in the rest of the Northern Cape province. The competition exposes participants to various career opportunities that exist in the tourism industry.

Lastly, as a build-up to the budget consultation processes, our readers should also take note that the draft budget for the 2012/13 financial year can be viewed on the district municipality's website at www.francesbaard.gov.za.

Gerline Roman
Editor



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