

## Message from the Executive Mayor

We have entered the last quarter of the 2007/2008 financial year. A quarter that started off with the official launch of the Frances Baard District Growth and Development Strategy in collaboration with sector departments and the participation of the stakeholders at the Mayibuye Cultural Centre on the 03 April 2008.

The Frances Baard District Municipality continued its “war on service backlogs” by further reducing the infrastructural backlogs, such as, sanitation, water, electricity, etc and achieved the total eradication of the bucket sanitation system in established communities by the 2007 deadline.

The strategic responses to the mandate as outlined in the ruling party’s manifesto, ensured the progress we are making, as illustrated in the District IDP.

In the 2006 state of the nation address, President Mbeki eloquently captured our challenge of the moment, when he said

“We have known that it would take considerable time before we could say we have eradicated the legacy of the past. We have expected that the circumstances handed down to us by our history would indeed condemn us to a “petty pace” of progress towards the achievement of the goal of a better life for all”.

We take the opportunity to congratulate and wish our Honourable President Mbeki renewed strength and happiness on his 66<sup>th</sup> birthday in June and many happy returns and to Ubaba President Rolihlahla Mandela on his 90<sup>th</sup> birthday in July, you remain humble and inspiring to most of us. Have a wonderful and blessed birthday.



**The Executive Mayor  
Mr Achmat Florence**



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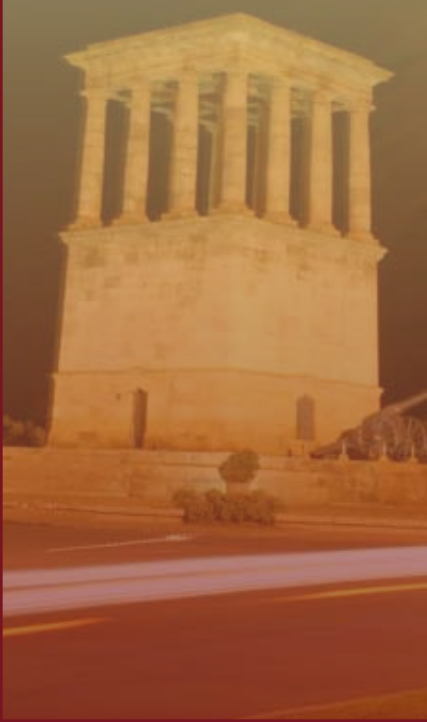
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# From the Municipal Manager's Desk

*"Persistence is the twin sister of excellence. One is a matter of quality, the other a matter of time."*

*- Marabel Morgan*

This quarter focussed on the preparation of the Integrated Development Plan (IDP) and the Budget for 2008-09. The focus was once again on linking, integrating and ensuring these two very critical tools are aligned.

The Integrated Development Plan (IDP) for the District has been aligned to reflect the five year strategic agenda for the development of local government.

Our IDP informs all our planning and budgeting processes which in turn is informed by the needs of the people we serve. This community-driven product will guide us in achieving an ideal developmental and caring society.

Budgeting is a careful balancing act and inputs from all stakeholders must be considered to determine prioritisation. As is outlined by the MFMA the budget must be informed by and aligned to the IDP objectives.

Thus the budgetary allocations for both capital and operating expenditure needs to be undertaken in a manner that will not only ensure that the IDP outcomes are achieved but also leads to the district's vision being realised.

It is a process not an event and requires continuous improvement to the budget and IDP processes to ensure a seamless process eventually.

The very importance of this process was emphasised when the FBDM

arranged a working session with both its officials and Council away from the normal working environment to ensure that the process went smoothly and undisturbed.

An interactive session with external stakeholders also took place where the public could engage Council on the draft IDP and budget.

The Growth and Development Strategy (GDS) for the district was also launched in this quarter and identifies the tremendous task which lies ahead for us to achieve the goal of halving unemployment and poverty in our district.

The GDS confirms that a deliberate focus has to be adopted to ensure that a realistic and practical action plan is established to consolidate the actions of all spheres of government, private sector and civil society.

We have made good progress but we will be the first to acknowledge that we still have a way to go in ensuring full alignment between the budget and the IDP.



**Municipal Manager,  
Mr Thabo Nosi**

The new participative approach to local government has to be developmental and aims to overcome the poor planning of the past. IDP is an approach to planning that involves the entire municipality and its citizens in finding the best solutions to achieve good long-term development.

IDP is the plan for an area that contains an overall framework for development and aims to coordinate the work of local and other spheres of government in a coherent way to improve the quality of life for all the people living in an area.

The IDP should take into account the existing conditions, problems and resources available for development. The plan should look at economic and social development for the area as a whole and must set a framework for how land should be used, what infrastructure and services are needed and how the environment should be protected.

## **Necessity of an IDP**

Through the IDP, the municipality is informed about the problems affecting its municipal area and, being guided by information on available resources, is able to develop and implement appropriate strategies and projects to address the problems.

**Information to be addressed in the IDP for MIG<sup>1</sup> basic infrastructure development should include the following (DPLG, 2004):**

- A five-year infrastructure (capital) plan which illustrates the total amount of capital grant funds including the MIG fund allocation in terms of the Division of Revenue Act (DORA).
- The rate at which the overall infrastructure backlog is to be reduced.
- List of projects to be funded by

<sup>1</sup> *Municipal Infrastructure Grant*

# The IDP in brief

*The Integrated Development Plan (IDP) essentially recognises the complex integrated approach between the various aspects of development, ie political, social, economic, environmental, ethical, infrastructural and spatial. This integrated approach makes it impossible to address only one dimension and still expect to make a developmental impact. The IDP recognises that any sustainable and successful strategy must address all of the elements in a coordinated way, based on an analysis of the underlying structural factors that sustain economic growth, poverty and inequality (DPLG, 2003).*

MIG.

- Details of the level of service that will be provided by the infrastructure.
- An assessment of the operating expenditure of all infrastructures under control of the municipality.
- An assessment of the operating revenue which will be raised to cover the expenditures.

DPLG (2001) warns that in the absence of an IDP, a municipality would act in an ad hoc, uninformed and uncoordinated manner which would lead to duplication and wastage of limited resources.

Furthermore, the lack of the IDP as a municipal tool to guide development would result in other spheres of government imposing their development programmes, which might not be a priority for a municipal area.

## Core components of the IDP

Article 26 (a-i) of the MSA (2000a) explains the core components of an IDP as:

- a. The municipal council's vision for the long-term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;
- b. An assessment of the existing

level of development in the municipality, which must include an identification of communities that do not have access to basic municipal services;

- c. The council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
- d. The council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
- e. A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
- f. The council's operational strategies;
- g. Applicable disaster management plans;
- h. A financial plan, which must include a budget projection for at least the next three years; and
- i. The key performance indicators and performance targets.

DPLG (2001) specifies that the purpose of the IDP is faster and a more

appropriate delivery of services and providing a framework for economic and social development in a municipality.

The IDP can thus be described as a principal strategic document, which guides and informs all planning, budgeting, management and decision-making in a municipality.

Once the IDP is drawn up all municipal planning and projects should be aligned with the IDP. The annual municipal budget should be based on the IDP.

Other government departments working in the area should take cognisance of the IDP when making their own plans.

During the six to nine months it takes to develop an IDP, service delivery and development must continue (DPLG, 2001). The IDP is reviewed annually and necessary updates on progress must be made. The IDP has a lifespan of five years that is linked directly to the term of office for local councillors.

After every local government election, the new council has to decide on the future of the IDP. The council can adopt the existing IDP or develop a new IDP that takes into consideration existing plans (DPLG, 2001).

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## The IDP and public participation

Public participation is important to determine the exact needs that exist in the community in relation to the developmental priorities identified in the election manifesto and the key performance areas of a municipality.

The representative forum may include:

- Members of the executive committee of the council.
- Councillors, including district councillors.
- Ward committee representatives.
- Heads of departments and senior officials from municipal and government departments.
- Representatives from organised stakeholder groups.
- People who fight for the rights of unorganised groups, eg a gender activist.
- Advisors or special IDP skilled human resources.
- Community representatives, Community development workers.

The purpose of the representative forum is that it:

- Provides an opportunity for stakeholders to represent the interests of their constituencies.
- Provides a structure for discussion, negotiations and joint decision-making.
- Ensures proper communication between all stakeholders and the municipality.
- Monitors the planning and implementation process.

The code of conduct to be followed by the members of the representative forum includes the following:

- The frequency and attendance of members to meetings.
- Agenda, facilitation and recording of proceedings.
- Understanding the role of various stakeholders as representatives of their constituencies.
- How feedback to constituencies will take place.
- Required majority for decisions to be taken.
- How disputes will be resolved.

The public participation strategy must decide, amongst other things, on:

- The roles of the different stakeholders during the participation process.
- Ways to encourage the participation of unorganised groups.
- Methods to ensure participation during the different phases of planning.
- Timeframes for public and stakeholder response, inputs and comments.
- Ways to disseminate information.
- Means to collect information on community needs.

### Six main reasons why a municipality should have an IDP:

Effective use of scarce resources	The IDP will help the local municipality to focus on the most important needs of local communities, taking into account the resources available at local level. The local municipality must prioritize its projects; find the most cost-effective ways of providing services and determine how much will be spent to eradicate basic service backlogs during a financial year.
Accelerate delivery	The IDP identifies the least serviced and most impoverished areas (in election ward format) and points to where municipal funds should be spent. Implementation is made easier because the relevant stakeholders have been part of the process. The IDP helps to develop realistic project proposals based on the availability of resources and actual needs. It helps to attract additional funds that government departments and private investors are willing to invest where municipalities have clear development plans. The IDP accelerates the delivery of basic infrastructure through an integrated approach between the three spheres of government. The alignment of needs at local municipalities with the National Spatial Development Perspective is important to attract all the available resources to ensure delivery.
Attract additional funds	Where there is a clear municipal development plan, private investors and sector departments are willing to invest their money, because the IDP indicates the municipality's development direction. The IDP can thus be seen as the municipality's strategic plan and the bridge between the developmental priorities and the actual funding.
Strengthen democracy	Through the active participation of all the important stakeholders, democratic and transparent decisions are made in the consultative process that includes all the stakeholders.
Overcome legacy of apartheid	Municipal resources are used to integrate rural and urban areas and to extend services to the poor.
Promote coordination between the 3 spheres of government.	The national, provincial and local spheres of government are encouraged to work in a coordinated manner to tackle the development needs in a local area.

Article courtesy of Naude Truter (*Government Digest*, January 2008)

# “Unlocking the local economic development potential of the District”

*Metropolitan and district municipalities have been directed to prepare Growth and Development strategies against the backdrop of Asgi-SA and the need to meet ambitious national growth (sustained 6% growth rates) and job creation (halving unemployment by 2014) targets.*

The Frances Baard Growth & Development Strategy (GDS) sets out a framework for achieving growth and development within the district by identifying key focus areas for intervention. The GDS is envisaged as a process of collective planning to improve alignment between spheres of government and other social partners to impact on poverty and accelerating shared growth.

Frances Baard District Municipality had a GDS summit in 2007 and made progress in preparing role players in the district for an ongoing process in deepening and refining collective action to meet the development needs of the community.

## Social and Economic Analysis

Data suggest that Frances Baard District has the characteristics of a “weak” region:

- A slow growing or stagnant population;
- Slow economic growth that has as yet not made the transition from mining to services;
- Dependent to state welfare expenditure and grants to facilitate development; and
- A need to establish connectivity to the national spatial economy.



On the 03rd April 2008 the GDS was officially launched at the Mayibuye Cultural Centre and the FBDM was joined by several MECs and other stakeholders.

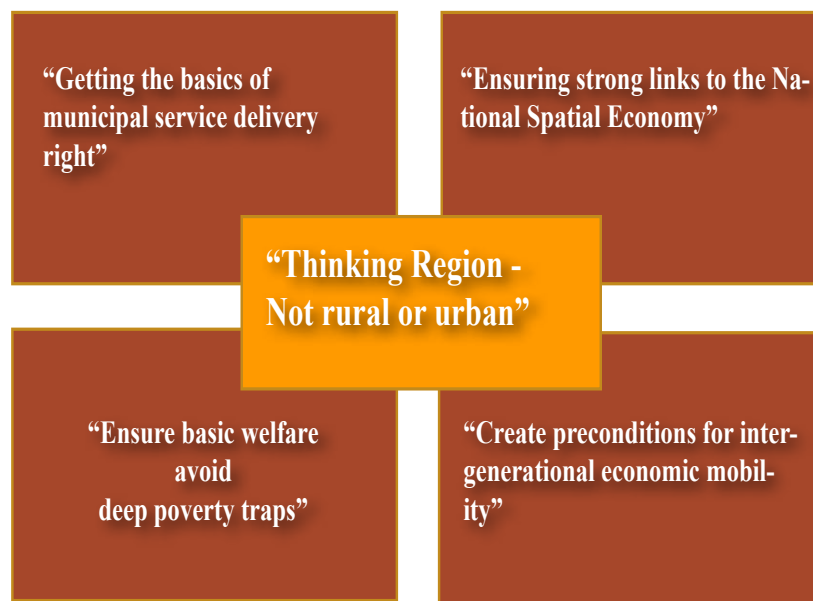
Top: MEC P.W. Saaiman

Middle: MEC D Molusi

Bottom: The official handover of the GDS by Mr N McLachlan to the Executive Mayor, Mr A Florence

Continued on page 6

## The Intervention Package:



Halving unemployment and poverty is a mammoth task. A deliberate focus has to be adopted to ensure that a realistic and practical action plan is established to consolidate the actions of all spheres of government, private sector and civil society.

The FBDM Consolidated LED Strategy seeks to broaden the economic base of the area. Broadening the economic base entail a number of economic development dimensions, which include diversification of the economic base and extending opportunities to communities to be meaningfully involved in the mainstream economic activities.

The four main themes outlined in the Growth and Development Summit Guidelines, are namely:

- More jobs, better jobs, and decent work for all
- Addressing the investment challenges
- Advancing equity, skills development, creation of economic opportunities and extending services
- Local action and development

The action agenda flowing from the Frances Baard GDS is:

- To establish a district-wide housing development and infrastructure monitor, whereby the district can prepare and maintain a clear financial and institutional investment picture to inform planning and prioritise decision-making. Such a monitor will overcome the limitations of onceoff investigations/audits by providing a clear investment decision-making and prioritisation service serving the district on an ongoing basis – shaping IDPs. It will further serve to institutionalise infrastructure investment planning.

- To launch a district-wide infrastructure maintenance and expansion financing strategy towards building a richer range of infrastructure development alternatives in order to speed up delivery.
- To establish and maintain a local economic development support bureau that bolsters existing capacity within the region to do the following:
  - Provide a local economic observatory monitoring, evaluating and refining assistance to the development of the local economy;
  - Expand programme capacity support to key economic development initiatives, such as the SMME programme, Agri-support programme, small farmer support initiatives, tourism development and marketing etc;
  - Facilitate economic development support, information sharing and capacity building through the establishment and support of a local economic development forum, and;
  - Utilise the existing inter-governmental structures and local economic development forums to lobby the responsible authorities to prioritise key logistical infrastructure linkage investment benefiting the Northern Cape and Frances Baard



# Focus On:

## Storm Water Canal in Pampierstad



The canal to be constructed is about 1,1km long and 3m wide with construction joints approximately every 3m. It will flow into a small stream which flows into the Harts River.

**P**ampierstad situated on the west bank of the Harts River, approximately 20km west of Hartswater and 100km north of Kimberley, forms part of the Phokwane Municipality.

The storm water problems in Pampierstad have become prevalent since the development of low-cost housing in 2004, which is located downstream of the catchment area. Problems that existed include the forming of localized pools that attract insects which caused diseases, flooding and soil erosion in the new development.

After investigations, it was decided that an open concrete canal be constructed for the purpose of evacuating surface water from the northern part of the town. The Phokwane Municipality included the construction of a storm water canal in Pampierstad in their IDP.

### Funding

In 2006 FBDM approved an application for funding of the first phase of the project to the amount R 2 500 000-00 for the 2007/08 financial year.

PDNA Consulting Engineers was appointed on a turnkey basis for the construction of the storm water canal with the subcontractor MF Contractors.

Actual construction started in January 2008 and the revised expected completion date is scheduled for middle of June 2008. The project progress is about 50% with 45% of the funds being spent.

### Local employment

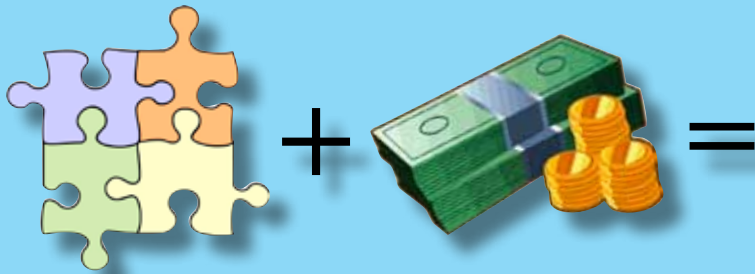
Between October 2007 to February 2008 an average of about 36 persons were employed on the project daily, which include 10 women and 13 youths. In March 2008 a total of 51 persons were working on site, which include 36 youths. Unfortunately no disabled person was identified to work on the project.

### Training

Of the 35 local youths 20 are undergoing on-the-job training on concrete work and formwork. One (1) female youth is also doing her in-service training towards a National Diploma.

It is expected that the project will reduce the impact of flooding and soil erosion and further alleviate the problems with localized water pools which attract insects and therefore diseases. As the storm water canal will run outside of town it will have a minimal impact on traffic.

# Aligning the Budget with the IDP - Is it achievable?



## IDP's - the current realities

Many tend to be "wish lists". They are often not realistically achievable. Many are mainly Capital expenses (yet operating expenses form the major part of the budgets). They are not driving budget decision making as required by legislation. There is weak alignment with Provincial Government Strategic Development plans.

## Budgets - the current realities

Budgets are departmentally focussed and most planning work in silos. Budgets are line-item focussed and input driven (i.e. Costs). Designed for financial accounting rather than management accounting. S.A.L.T (Same as last time – just add a %) = incremental budgeting. They are ad-hoc i.e. one year at a time and not looking at future years financial position; not driven by the IDP.

## Ideally IDP's Should

- Present a picture of the desired future state of the communities (Vision)
- Identify priority action areas

- Direct the efforts of the local government to those priorities
- Be a yard stick by which a Municipality can be judged by its communities
- Focus on outputs and outcomes

## Ideally budgets should:

- Comply with Statutory requirements
- Comply with Accounting Standards
- Provide data required by others eg. NT formats
- Enable good strategic financial decision making

## IDP priorities driving the budget

This involves reformatting the budget to present financial information on the Strategies and Programmes from the IDP rather than on a Departmental (organisation structure) focus. Will result in an outputs and outcomes focus rather than inputs.

## Challenging the status quo

Ideally the overall budget should be targeted at IDP programmes and

priorities therefore status quo should be reviewed to:

- Ensure programmes reflect IDP priorities (if not, should the IDP be changed or the Budget?)
- Assess the level of outputs, impact on outcomes and input costs (cost/benefit analysis) against IDP priorities
- Try to identify savings that can be re-allocated to achieve other IDP priorities
- Eliminate programs and costs that are not achieving the IDP



# Re-determination of Municipal Boundaries

**In preparation for the next national and provincial elections in 2009 and the local elections in 2011, the Municipal Demarcation Board envisages to finalise current outstanding changes to municipal boundaries early next year.**

Changes to municipal boundaries need to be finalised so as to empower the IEC to align the boundaries of voting districts to municipal boundaries in 2008 for the 2009 national and provincial elections, and to empower the Board to delimit wards in 2009/2010 for the 2011 elections. It is the intention of the Board to withdraw the declaration of all district management areas (DMAs).

DMAs are those sparsely populated areas not falling within the boundaries of local municipalities, but that are part of the municipal areas of district municipalities. The intention is to include the current 20 district management areas into the municipal areas of local municipalities.

The necessary legal notice for the inclusion of the district management

area (NCDMA9) in the Frances Baard District Municipality (DC9) into Sol Plaatje (NC091), Dikgatlong (NC092) and Siyancuma (NC078)/Pixley Ka Seme (DC7) will be placed soon.

## Advantages

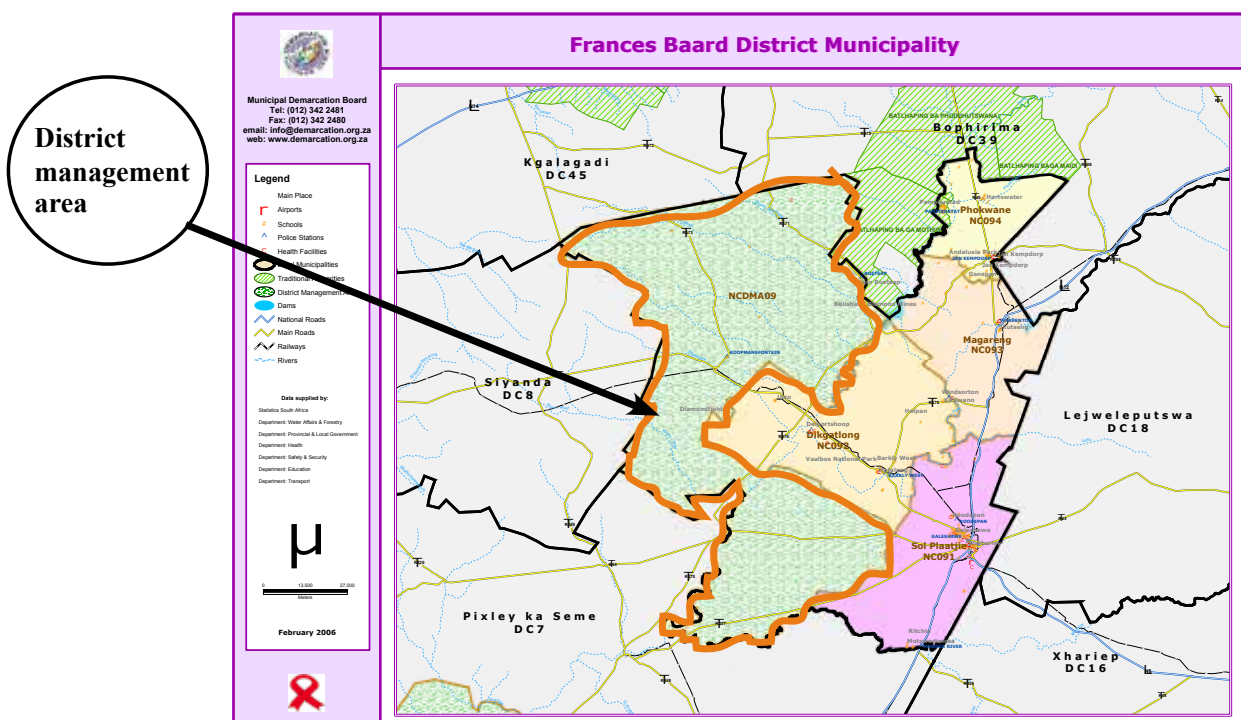
The inclusion of district management areas into the municipal areas of local municipalities will, amongst other, have the following advantages:

- The full territory of the Republic will be covered by local municipalities.
- Thus far the combination of metropolitan and district municipalities ensured compliance with section 151 of the Constitution.
- A separate electoral system will no longer be required for DMAs. Voters will be included into existing or new wards in local

municipalities, where they will be able to vote for a local ward candidate and a PR candidate to represent them on the local councils, and for a PR candidate to represent them on the district council.

- The confusion around service delivery in district management areas, and the division of powers and functions between district and municipalities will be rectified.
- It will result in spatial stability at municipal level which will enhance planning and service delivery by municipalities.
- It will overcome the confusion around the boundaries of conservation/protected areas vis-à-vis the boundaries of district management areas.

[www.demarcation.org.za/Documents/Media/2007DEC14/Press Statement](http://www.demarcation.org.za/Documents/Media/2007DEC14/Press Statement)



# Disaster Preparedness and Response

*Disasters are inevitable although we do not always know when and where they will happen. But their worst effects can be partially or completely prevented by preparation, early warning, and swift, decisive responses.*

Every municipality must have a disaster management plan as part of its Integrated Development Plans, according to the Municipal Systems Act.

The FBDM developed a Disaster Management Plan in 2006. The main aim of the plan is to set up the structure and mechanisms for dealing with disasters and it must anticipate future disasters.

Disasters are events that have a huge impact on humans and/or the environment and require government intervention. They are not always unpredictable. Floods take place in valleys and flood plains, droughts in areas with unstable and low rainfall.

This predictability provides opportunities to plan for, prevent and to lessen the impact of disasters.

## Capacity

When a disaster exceeds the capacity of a local authority, the district, province or national can become involved, coordinating and facilitating the response and efforts of various local authorities.

## Role of organisations and community workers

- Know the emergency numbers. Remember that all municipalities have emergency centers - get these details
- Report incidents - don't take it for granted that someone else has already reported it;
- Do not build houses in unsafe areas - for example close to a river-bed (even if it has been dry for years) or on dolomite invested areas;
- Keep a bucket of sand next to your door so that any small fires can be put out quickly - sand works on paraffin and electric fires, water does not.
- Gain knowledge of basic first aid, fire training and CPR;
- Remember that swimming pools, dams and rivers are a danger to children;
- Always follow the rules when: swimming in rivers, dams, pools and the ocean; camping and making fires;

## Potential Disaster Hazards in the District

Extreme Weather Conditions	Sink holes
Heavy Rain	Veld fires
High Winds	Disease
Floods	Pollution (Air and Water)
Drought	Environmental degradation
Large Industry	Power Plants
Dams	Fuel depots
Gas & Electricity	Bridges
Sewerage Works	Mines

## The Disaster Management Plan for the FBDM identifies the following Key Performance Areas (KPA's) for 2008 - 2011:

- Institutional Capacity Building for Disaster Management
- Pre-Disaster Risk Reduction
- Post-Disaster Recovery
- Public Awareness, Education, Training and Research
- Monitoring, Evaluation and Improvement

# Implementation and monitoring of Disaster Risk Reduction Plans, Projects and Programmes

## Effective implementation

The monitoring processes and evaluations for disaster risk reduction initiatives is specifically targeted at at-risk communities and must include both qualitative and quantitative vulnerability reduction outcomes.

## Measurable reductions in disaster losses

The provincial and municipal disaster management centre must include in their annual reports documented accounts of the disaster risk reduction projects, programmes and initiatives planned and implemented. All centres must report on disasters that occurred within their areas of jurisdiction, e.g. on the frequency and severity of small-, medium- and large-scale disaster events, especially those in communities and areas identified as high risk through disaster risk assessment processes.

## Reduced need for social relief

The disaster management centre must indicate the number of households received social relief assistance. This information must be further differentiated by location, date, disaster type and amount provided.

An important benchmark for monitoring the effectiveness of disaster risk reduction initiatives in the most vulnerable communities will be changing demands for social relief assistance.

## Generation and dissemination of case studies and best-practice guides in disaster risk reduction

The promotion of a “culture of prevention” is practically enabled by access to examples of best practice in disaster risk reduction. Disaster management centres must develop as a component of its education, training and capacity-building strategy, and mechanisms for disseminating information on best practice in disaster risk reduction.

Three levels of implementation of disaster risk reduction strategies, plans and projects

The next diagram (Figure 1) summaries the implementation of appropriate disaster risk reduction strategies at three levels, namely a strategic, tactical and operational level.





STAFF NEWS

Appointments



Marilyne Moseki  
Housing Manager



Cynthia Oliphant  
Internal Auditor



Basil Louw  
LED Manager



Segametsi Mocumi  
HSS Clerk

Long service awards

Name	Appointment Date	Years
B Leeu	28/03/1978	30 yrs
J Seekoei	17/01/1983	25 yrs
J Mokwena	20/01/1983	25 yrs
M Ridgard	01/03/1993	15 yrs
W Langley	15/03/1993	15 yrs
N Thompson	01/12/1997	10 yrs
M Smiles	08/12/1997	10 yrs
G Roman	01/01/1998	10 yrs
A Douw	01/03/1998	10 yrs

Resignations / Terminations

Name	Resignation Date
K Makhale	31/01/2008
N Joseph	31/01/2008
L Meiring	29/02/2008
G Motsage	29/02/2008
T Maropong	29/02/2008



**Neil Joseph**  
Neil has been in the employ of Council since September 1995. He started in the Roads Division as a Clerk and moved to Windsorton where he assisted with their bookkeeping. He finished the remainder of his career with FBDM in the Levies Division as a Levies Inspector until levies was phased out in 2006.  
We wish him well with his future endeavours.

Gridley Motsage

Gridley was employed by Council in June 1997 as a Cashier. He worked in the Finance Department for a number of years firstly as an Administrative Clerk and then Senior Administrative Clerk. He finished his term at the FBDM as a Levies Inspector until levies was phased out in 2006.

We wish him all the best in his future career.

- Congratulations to Moratiemang (Patty) Choche on obtaining her National Diploma in Public Management.
- Congratulations to Clifford (Cliffie) Jones on obtaining his Diploma in Disaster Risk Management

Editorial Note

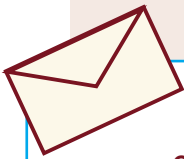
This time of year many hours, days, weeks are spent on the IDP and Budget processes to ensure that ideally these two very important areas are aligned.

The IDP clearly outlines the objectives the district municipality have set and provides the framework that guides us in whatever decision we make that has an implication on the budget and planning. Achieving the programmes as identified in the IDP and keeping them within the allotted budget is what we are striving for.

In this addition we also reflect on the Growth & Development Strategy for the district. Changing the mind-set of how people perceive themselves will go a long way towards self-sufficiency and personal financial growth.

Any comments on the articles carried in this newsletter are welcome. Readers may also suggest topics that can be used for future articles.

Gerline Roman  
Editor



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