

National Strategic Framework for Comprehensive Municipal Infrastructure Management in South Africa

Document CIP-02

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This Document in Context

This Document is the second of 4 documents:

Document CIP-01:	“Comprehensive Infrastructure Planning Framework for Achieving Sustainable Municipal Service Delivery”, clarifying the role of CIP with respect to other planning instruments (“ <i>CIP as Planning Instruments.doc</i> ”)
Document CIP-02:	“National Strategic Framework for Comprehensive Municipal Infrastructure Management in South Africa” (this document), clarifying the strategy and general approach for the development of CIP’s (“ <i>CIP Apex Rev 4.doc</i> ”)
Document CIP-03:	“Business Plan For Sustainable Municipal Infrastructure in the 52 District and Metropolitan Areas 2008-2014”, providing the project plan for implementing the first order CIP’s (“ <i>CIP Project Plan.doc</i> ”)
Document CIP-04:	“Guidelines for Compiling Comprehensive Infrastructure Plans for Municipalities”, providing guidelines for the collection of data and the preparation of CIP’s (“ <i>Guidelines for CIP Rev 5.doc</i> ”)

0 Executive Summary

0.1 Introduction

0.1.1 Background and Motivation

One of the current emphases of government is on supplying *new* infrastructure to meet the backlog in provision of basic services and broaden the service delivery foot print across the country while keeping abreast of growth and migratory patterns within society. It is also acknowledged that insufficient cognisance is placed on the need to account for and plan for the ongoing consequences of maintaining the integrity of those assets once developed. The outfall of this situation occurs where the assets intended for the upliftment of the citizen of South Africa can rapidly become expensive liabilities at the municipal level and cause extreme frustration and degeneration of confidence in Government.

Primary infrastructure is not build, operated and maintained in a sterile environment or in isolation to other government programmes, nor is such infrastructure isolated or independent of the bigger picture. A plan of action is therefore to be developed that allows for the integration of planning, sector coordination and life cycle sustainability of all infrastructure assets and sustained municipal capability to deliver services.

Therefore in terms of the constitutional responsibility placed on the Department of Provincial and Local Government (dplg) and in partnership with all other sector departments (particularly DWAF, Dept of Housing, and DME) and layers within government, the dplg have developed this strategy collaboratively with the sector departments for comprehensive infrastructure planning and management to ensure sustainable service delivery.

0.1.2 Concept

The proposed approach recognises the statutory development planning framework that exists through the IDP process, the principles of life cycle Infrastructure Asset Management, and the links into the Municipal Infrastructure Investment Framework. It thereby creates a basis for planning interventions to ensure sustainable municipal service delivery by addressing the relevant issues regarding spatial development, infrastructure, financial and institutional issues required for sustainable service delivery¹.

The development of a Comprehensive Infrastructure Plan (CIP) at a municipal level will serve as a clear business model providing strategically focused actions for implementing the key initiatives identified in the IDP, while addressing sustainability. This will be achieved by ensuring that efficient operations and maintenance is performed, that dilapidated assets are refurbished, that the necessary skills are provided, and by ensuring that funding is available.

These plans will be developed by the municipalities (in collaboration with service providers), who will be supported by the different sector departments². The necessary linkages with bulk providers will be identified, while all available funding sources will be explored and developed.

More importantly, it will transform the current focus in service delivery from a project based approach to a programmatic approach that addresses long term sustainability, and that links different sectors towards a focused solution at municipal level.

¹ See Figure 1

² See Figure 2

0.1.3 Benefits

These multi dimensional CIP's will provide an enabling mechanism that will bridge the gap between municipal and sector strategies, and integrate the plans between different sectors. The compilation of these plans will be coordinated by municipalities, and will be supported by sector departments and monitored by dplg. It will therefore create conducive inter-governmental relationships and support a cooperative government environment. Finally, it will create a business model for balancing costs and revenues for sustainable service delivery, taking cognisance of actual costs for services whilst balancing affordability versus appropriateness. As such, the CIP's will form an ideal basis developing the necessary capacity in a municipality for planning and managing infrastructure services.

0.2 Extent of CIP's

0.2.1 Scope

The need for infrastructure services is intimately linked to the spatial development framework of a municipality. The basis for the CIP will therefore be the current and planned spatial development framework of the municipality, as well as its housing plans and LED initiatives. These plans will serve as the point of departure for identifying the anticipated needs for services at community level, taking into consideration the current services provided, the condition of these services, and the potential future demands. The different sector plans would be verified, and projects identified to address these needs. Where necessary, refurbishment projects will be identified, as well as bulk supply into each of the communities.

These inputs will be used in developing a medium term budget for the municipality using the framework of the Infrastructure Investment Plan³, which will model the financial viability, the long term investment needs, and the ability to access loans. Additional plans to bolster the institutional arrangements of the municipality will then be compiled, and linked to step to improve revenue and reduce losses.

0.2.2 Technical Integration

A key objective of compiling a CIP for a municipality is to create a common demographic reference basis for the different sectoral services. This will ensure that every community in a municipality would be considered in planning for service delivery, and that the different sectors would be coordinated. The latest information from each sector will be used for forming the initial planning database, which would then be verified at ground level. The necessary linkages to bulk suppliers would be identified and supported, which would ensure that sufficient bulk capacity would be provided using the available natural resources. Where necessary, the need for loss reduction strategies and refurbishment of assets would also be identified.

A data collection tool/template is being compiled, and the data will be captured in a central database. Projects would be linked to individual communities, which would ensure that impact assessments of investments would be reported spatially via the MIG-MIS.

0.3 Implementation

0.3.1 Programme

It is envisaged that the preparation of CIP's would be responsibility of district municipalities, but support would be provided via current support programmes administered by DBSA and

³ As developed by DBSA

USAID. The preparation of these plans would create a basis for training municipal staff, and for empowering senior municipal staff in participating in municipal planning. It is proposed that the support teams would be briefed and trained during March 2008, and that the first level plans would be compiled during April to August 2008. These plans would then be implemented immediately after that, and updated on an annual basis. Parallel initiatives would be launched to develop support programmes for capacity building, project finance, and infrastructure management.

0.3.2 Funding

It is proposed that funding for this programme be obtained from the Siyenza Manje programme and the USAID support programme.

0.3.3 Management

It is proposed that a national CIP coordination committee be established as a sub-committee of the MIT3. This committee would meet monthly to set policy, monitor progress, and identify challenges. Sub-committees to this steering committee would be responsible for technical development, programme implementation, provincial coordination, and sector support.

1 Introduction

1.1 Point of Departure

One of the current emphases of government is on supplying *new* infrastructure to meet the backlog in provision of basic services and broaden the service delivery foot print across the country while keeping abreast of growth and migratory patterns within society. This was most appropriately referred to again in the recent budget speech of the Minister of Finance when he said:

The economic expansion since 1999 has allowed public spending to rise rapidly in all areas. We have accelerated investment in housing, water, sanitation and economic infrastructure, we have extended education services, health care, welfare programmes social grants, policing and access to the courts, ... Over the period ahead, government's spending plans again allow for a progressive extension of public services, informed by the "apex priorities" outlined by President Mbeki in the State of the Nation Address

This clearly highlights the need to continue with the current investment drive towards eradicating the backlogs in the country, as committed to earlier by the government.

However, it is acknowledged that insufficient cognisance is placed on the need to account for and plan for the ongoing consequences of maintaining the integrity of those assets once developed. The outfall of this situation occurs where the assets intended for the upliftment of the citizen of South Africa can rapidly become expensive liabilities at the municipal level and cause extreme frustration and degeneration of confidence in Government.

Primary infrastructure is not build, operated and maintained in a sterile environment or in isolation to other government programmes, nor is such infrastructure isolated or independent of the bigger picture. A plan of action is therefore to be developed that allows for the integration of planning, sector coordination and life cycle sustainability of all infrastructure assets and sustained municipal capability to deliver services.

Both lateral and vertical layers of government all accept the need for integration, coordination and communication, and speak constantly of the need for such. However, in reality these organs of State often continue to work in isolation and communicate on needs to know basis, a situation that will be addressed through this strategic framework.

Therefore in terms of the constitutional responsibility placed on the Department of Provincial and Local Government (dplg) and in partnership with all other sector departments (particularly DWAF, Dept of Housing, and DME) and layers within government, the dplg have developed this strategy collaboratively with the sector departments for comprehensive infrastructure management and to ensure sustainable service delivery.

The proposed approach recognises the statutory development planning framework that exists through the IDP process and the Municipal Infrastructure Asset Management framework. This strategy is not a parallel process of alternative methodology, but an enabling framework that consolidates the various sub-sets to provide a comprehensive road map to forge such interdependencies and ensure that development is transitioned from a project specific approach to a wide angled programmatic methodology that provides a 360 degree perspective addressing the developmental, infrastructure, financial and institutional issues required for sustainable service delivery.

1.2 Contextual Framework

It is recognized that the intention of integrated development planning is to consolidate different functional planning activities together into a coherent whole. However, the actual emphasis of current integrated development planning clearly remains in a spatially focused

environment. Although some elements of a higher strategic nature are contained, they are seldom explored to become the directional focus of work plans and sector initiatives.

With Developmental Local Government being multi dimensional, it is incumbent on all parties to embrace a more programmatic and synergized approach that will embrace all the individual initiatives and processes and cement them into a wholly integrated and comprehensive infrastructure management plan.

The essence of the IDP is governed by the manner in which it is drafted, implemented and managed, and if the appropriate inputs and synergies are not present at this embryonic stage the document lacks a true strategic value with little significance to a municipal council.

The ability of a municipal council to build off of the IDP into integrated infrastructure management is critical to the sustainability of service delivery and pivotal to the better life for all target of government.

To achieve these targets, and forcibly empower the municipality to uphold their mandates in terms of Section 30 of the Municipal Systems Act, there needs to be an institutional framework developed for this purpose, that is effectively the coagulate between the various elements to enable them to be formed together to form the bigger picture.

Under this departure, the importance of the existing and well define processes are not marginalized, nor is there an intent to duplicate or confuse the process, but merely an overarching framework that will enable better cohesion and integration through and across all levels and sectors of government, involved in infrastructure planning, delivery, operation or management accountability.

The development of a Comprehensive Infrastructure Plan (CIP) at a municipal level will serve as a clear business model providing strategic focus inputs to the IDP that provide a holistic overview of the levels of infrastructure access, demand for services, performance of existing services (functionality), operational factors, revenue and budget implications and a vision for future performance scenarios, the risk profiling and mitigation that covers all aspects of developmental local government aligned to infrastructure service delivery⁴.

More importantly, it will transform the current focus in service delivery from a project based approach to a programmatic approach that addresses long term sustainability, and that links different sectors towards a focused solution at municipal level.

1.3 Strategic Objectives and Outcomes

1.3.1 Outcomes

Several national and provincial departments together with local authorities need to contribute towards service delivery in a municipality. There is therefore a need for an overarching, integrated business model that ensures that municipalities are able to provide sustainable and affordable infrastructure services⁵ in a coordinated manner.

The Comprehensive Infrastructure Plan aims at achieving this, and addresses sustainability in terms of the technical, environmental, institutional, financial and socioeconomic issues involved in service delivery, taking cognizance of the integration and interdependencies between the different sectors, services and layers of government.

The CIP is the proposed mechanism by which this integration, coordination and sustainable business model will be developed and provide a unified direction and framework for

⁴ Ref Guideline: Sustainable Municipal Infrastructure Provision and Service Delivery

⁵ Infrastructure here refers to water, sanitation, and electricity services, linked to solid waste management and roads/access

implementation, that ensures financial and institutionally sustainability and brings the IDP and downstream processes into coagulated alignment and strategic importance.

In view of the fact that the CIP will provide a basis for planning towards sustainable infrastructure management, it therefore also forms an ideal basis for training and capacity development. It is envisaged that officials could be trained using these principles as instruments for change.

1.3.2 Benefits

These multi dimensional CIP's will provide an enabling mechanism that will bridge the gap between municipal and sector strategies, and integrate the plans between different sectors. The compilation of these plans will be coordinated by municipalities, and will be supported by sector departments and monitored by dplg. It will therefore create conducive inter-governmental relationships and support a cooperative government environment. Finally, it will create a business model for balancing costs and revenues for sustainable service delivery, taking cognisance of actual costs for services whilst balancing affordability versus appropriateness.

The CIP provides an enabling framework which ensures that the IDP's, sector plans, municipal SDBIP's etc can be implemented by focusing the efforts of all Government programmes in a consolidated manner towards sustainable service delivery.

In order to achieve this coordinated and integrated approach mechanism that will shape municipal strategy and alignment in an ongoing manner, the specific outputs of CIP are as follows:

- It creates a framework for sustainable service delivery
- It promotes a programmatic solution rather than a project based planning
- It develops infrastructure management beyond the current emphasis on spatial planning and capital investment focus by consolidating all elements and ensuring a continuum of integration, through the comprehensive alignment with the municipal IDP
- It promotes the integrated and coordinated acceleration of service delivery.
- It ensures that funding is available and accessible to achieve targets, while addressing financial modelling to promote sustainability and long term viability.
- It ensures that an M&E framework is available to monitor service delivery (beyond mere project implementation) in a sustainable manner
- It creates process flows that ensure alignment of both projects and funding approvals to match finance to construction.
- It provide a strategic model to identify gaps and challenges faced in infrastructure management and leverage the appropriate intervention mechanisms to ensure both institutional and financial capability throughout all layers of government, but in particular those at the municipal level.

1.3.3 Coordination & Integration

By providing a mechanism for unification of approach from municipal level to National sector departments within the entire infrastructure management scenario, each role-player will be able to use a single template framework to ensure that everyone is "singing from the same sheet" and that the criteria of funding caters for the programmatic scenario rather than the individual life cycle elements in isolation to each other.

The CIP will clearly highlight the different interdependencies and relationships between the various service types and the sectors that have responsibility for them, as well as linkages with the bulk suppliers of water, electricity and other services.

Once the CIP process has been completed and these interdependent linkages properly documented, then the various planning, construction, operation and refurbishment cycles of the various infrastructural elements can be planned to address the critical path in infrastructure service delivery. Sufficient lead times and interfaces between key roles players can then be coordinated to prevent isolated investments in communities and optimise the use of resources.

2 Responsibilities for Infrastructure Service Delivery

2.1 National Perspective

Whilst national and provincial governments are responsible for creating an enabling policy, financial, and institutional (support) environment for municipal infrastructure, **municipalities** are responsible for planning, implementing and maintaining municipal infrastructure. This is reflected in the various policies, which support the devolution of responsibility for municipal infrastructure development to the lowest possible level.

Infrastructure development at a local level is dependent on both programme based and project based activities. Both types of activities are dependent upon adequate resources in terms of skills and funding. Programme based activities refer to those activities which are cyclical in nature, where the processes are repeated periodically.

The **Department of Provincial and Local Government** is the leader of the municipal sector and thus the custodian department of municipal infrastructure. **Dplg** fulfils an overall municipal infrastructure policy making and implementation support role (including administering the MIG programme), which involves all those activities related to policy development, facilitating cross sectoral coordination, and ensuring collaboration across the spheres of government. It is also responsible for putting in place the necessary structures and systems to ensure efficient and effective monitoring, identification of interventions needed, reporting, and auditing.

Whilst it does not get involved in the actual planning and implementation of municipal infrastructure projects, it has an overarching responsibility for co-ordinating municipal infrastructure policy and implementation thereof. It is also responsible for overseeing the municipal infrastructure activities of all sector institutions and municipal service delivery support structures with respect to municipal infrastructure. It leads the collaboration effort to ensure that the delivery of municipal infrastructure is planned and implemented within a sector wide approach.

National sector departments⁶ (and their provincial counterparts) retain their policy making and regulatory functions in terms of municipal infrastructure. They also retain their constitutional rights to intervene directly in the affairs of municipalities where it pertains to their sector mandate. In addition, each department has specific responsibilities in terms of municipal infrastructure. These responsibilities include the following:

- Develop sector policy and set norms and standards for the sector, which addresses infrastructure development;
- Provide a sector planning oversight role, which includes ensuring alignment between regional / provincial sector plans and the municipality's sector development plan within the IDP, and monitor performance against specific KPI's
- Provide support to municipalities for implementing municipal infrastructure projects, and in ensuring sustainability (this includes, feasibility studies, business plans, procurement of service providers, construction, project related capacity building and reporting);
- Initiate remedial interventions where necessary related to sector specific infrastructure issues;
- Ensure that funds allocated for sector infrastructure are budgeted and spent responsibly towards ensuring the provision of sustainable services (for example ensuring correct choice of technology)

⁶ DWAF, DME, Dept of Housing, Dept of Transport, DEAT

- Support municipalities to prepare and implement their sector development plan (for example in the case of DWAF, support should be provided to municipalities with the development of their Water Services Development Plan)

National Treasury is responsible to co-ordinate the overall allocation of government's contribution towards municipal infrastructure through DoRA, and monitor financial reporting on revenue related criteria and spending trends. They also are responsible for ensuring that municipalities and sector departments fully understand and operate within the macro economic framework driven by national government. Furthermore, they provide support to municipalities in terms of all financial matters relating to municipal infrastructure.

3 CIP's in the Municipal Planning Paradigm

3.1 Contextual Framework

Consolidated Infrastructure Plans (CIP's) have been formulated to serve as clear business models providing and where necessary, improving the ability of a municipality to deliver municipal services. They are defined as a strategic input into the IDP that provide a holistic overview of the levels of infrastructure access, demand for services, performance of existing services (functionality), a vision for future performance scenarios, the risks, priorities and tariff implications.⁷

It is intended that CIP's will enhance and support the IDP, ensuring that the different departments and spheres of government are working towards common goals and objectives in developing and sustaining municipal infrastructure.

In compiling these CIP's, particular attention would be given to the following data sets:

- The municipal IDP
- The municipal SDBIP: Service Delivery Budget Implementation Plan
- The Provincial Growth & Development Strategy (PGDS) or PSEDS where it does exist
- The national Housing Development Plan (NHDP)
- The Water Services Development Plans (WSDP), and other sector plans (e.g. the ITP)
- The Water Services Regulatory, Support and Reform Strategies
- Current programmes in consumer needs
- LUMS
- Principles inherent in the policies on Sustainable Human Settlements and Agenda 21
- The Municipal Infrastructure Investment Framework (MIIF) and IIP guidelines

As part of the broader planning framework, sector departments need to develop strategic and other plans. The aim of these plans is to map the specific department's course of action within the broader government strategic framework. These sector plans are important to guide the development of infrastructure plans at municipal level, which in turn will be integrated into the municipal CIP that strategically informs the IDP.⁸

3.2 Inputs from the IDP

Municipal planning is legally governed by the framework prescribed for the IDP: it has created a planning regime that ensures that all projects initiated in a municipality contribute to the medium and long term vision for the municipality. It is envisaged that the CIP will build on the foundation laid in the IDP to formulate a model for growth and development in the municipality. In particular, it should accommodate the following inputs:

- Land Use Management
- Regional & Town Planning
- Human Settlement patterns
- Socio-economic modelling.
- Local Economic Development Strategies

⁷ Ref Guideline: Sustainable Municipal Infrastructure Provision and Service Delivery

⁸ Guidelines : Multi-Dimensional targeted approach to support municipalities on infrastructure services delivery

- Regional, Provincial & National growth strategies
- Financial modelling into MIAM, MIIF, and IIP over the MTEF budgeting cycles.
- Sectoral planning and modelling

All of these would provide inputs into the CIP and serve as sources for more detailed level information to give effect to programmatic development rather than project based planning.

3.3 Inputs to the IDP

It is envisaged that the CIP will provide a prioritised list of initiatives to implement the visions of the IDP. Thus, by using the inputs to shape a more comprehensive IDP, the outputs from the IDP process will be more defined and will generate the base for ongoing monitoring and evaluation towards a programmatic approach for infrastructure management. The key advantage of the CIP will be to ensure that the various sector plans and operational implementation plans are coordinated to improve service delivery that is both sustainable and viable throughout the development cycle of the human habitation.

This methodology will advance the:-

- Phased implementation to address short and medium term goals addressing the differentiated needs per municipality
- Capacity building, stakeholder involvement & mobilisation, coordination and acceleration of government programmes focused on service delivery.
- Capacitating institutional structures and personnel development and core competencies within infrastructure management and service delivery sustainability.
- Aligning these interventions with support and funding programmes initiated by national departments.

3.4 Implementation Methodology

To ensure that both programmatic and project specific sustainability is developed and maintained the model for CIP will achieve the following:-

- Ensure that projects are identified, registered, budgeted for, and initiated to eradicate all backlogs in infrastructure in all communities by 2014, taking into consideration the future development needs of the area to ensure growth and local economic development
- Support municipalities in providing the necessary institutional capacity to provide the different services. This might also include options such as creating regional service delivery teams
- Develop the means to fund the capital and operating budgets for service delivery

4 Comprehensive Infrastructure Planning

4.1 Objectives

In defining the intervention plan (using a programmatic approach), the following objectives need to be achieved:

- Create an integrated framework for sustainable service delivery, aligning developmental, financial and institutional aspects
- Define action plans per sector to accelerate towards achieving these targets
- Ensure that funding is available and accessible to achieve targets through life cycle costing, financing and access to grants
- Ensure that an M&E framework to monitor delivery is available

4.2 Scope of a CIP

The scope of a CIP should encompass the following elements (as depicted in Figure 1 below):

- Development planning to take into consideration the demography of the municipality, addressing the expected changes in the municipalities due to growth & migration. This should address Land Use Management, Regional & Town Planning, Human Settlement patterns, Socio-economic modelling, Local Economic Development Strategies and Regional, Provincial & National growth strategies. This would be used as basis for addressing the potential income sources, the indigent, and investment opportunities by private sector
- The natural **environment**, providing natural resources (e.g. minerals, water, etc)

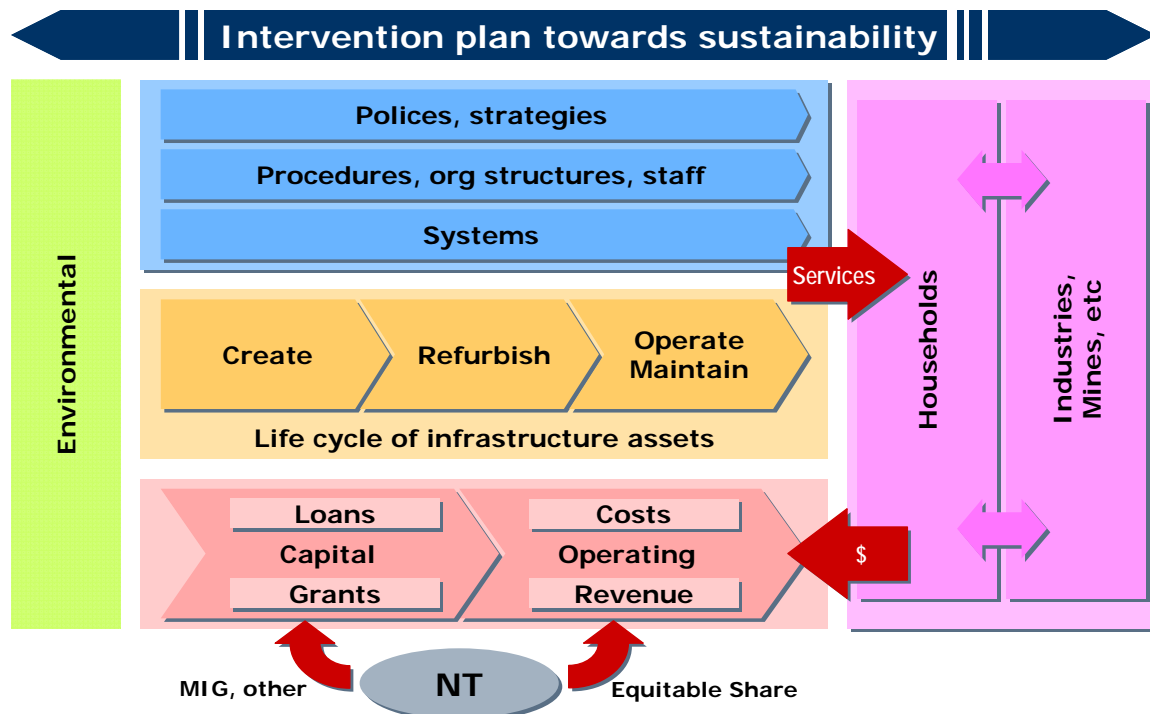


Figure 1: Conceptual Model Service Delivery and Improvement

- **Infrastructure**⁹, considering current initiatives towards life cycle asset management and related government initiatives, including the following areas:
 - Extent of current services
 - State of dilapidation, refurbishment needs
 - O&M needs
 - Project, budgets
- **Institutional** arrangement to support service delivery
- **Financial**
 - Budgets for interventions
 - Grants
 - Financing from commercial & development banks
- An **intervention plan** to develop the above elements towards sustainability and affordability.

A high level overview of these issues is presented below, while a more comprehensive review of data to be collected in provides in the guidelines for the preparation of CIP's (see Annexure B).

4.2.1 Development Planning

The basis for infrastructure planning needs to be based upon a clear understanding the need for infrastructure services in a municipality. This has to be based upon the demographic composition of the municipality, the current economic activities, and the potential future developments in the region. It also needs to account for the spatial distribution of the consumers. It is assumed that such investigations, plans and scenarios have been developed as part of the IDP (reflecting possible Local Economic Development and related plans), and will be used to develop a model of future population distribution in the municipality. Cognisance will be taken of current housing plans in the municipality as a framework for final service provision in areas of rapid growth, or where informal settlements have been established. Income levels would also be obtained from available sources and considered later in assessing the financial viability of the municipality.

By following the CIP process, municipalities would entrench a planning approach based on current and future infrastructure needs to achieve local economic growth, instead of a planning approach based on available funding. The latter approach has resulted in the current piece-meal development experienced in municipalities that seems affordable but is not sustainable in the long run.

The CIP will identify the funding gaps between that which is needed and that which is currently available, providing the opportunity for the municipality, or municipalities to procure additional funding and/or financing through different sources. At municipal level, particular emphasis needs to be placed on water, sanitation, roads, electricity and solid waste (being municipal responsibilities), while proper coordination (with the relevant roleplayers) towards the provision of schools, clinics and other social facilities also needs to be catered for.

4.2.2 Infrastructure Provision

Based upon the specific service needs, and the extent of current services, it is necessary to plan and provide the **infrastructure assets** to be able to deliver services to the consumers. This typically includes bulk and reticulation services distributing it to the end consumers and

⁹ This addresses water, sanitation, electricity, solid waste & municipal roads. Other services (e.g. community halls, etc) can be included once the primary targets have been addressed. Housing is regarded as the driving force in providing shelter to the informal settlements, and will likewise require services

communities (current indications are that in some areas bulk services might not be sufficient to serve all communities, and that significant investments would need to be made here: we see that this planning will be a key deliverable for this programme). Internal bulk services also need to be provided for, including sufficient storage to prevent outages as experienced by numerous communities. Finally, service delivery to the end-consumer provides services to each individual household (where possible). Master plans have in most cases been developed defining how these services are being provided, and how these will be extended in future, and various backlog studies are being conducted at present to assess these needs. These need to be confirmed, and plans developed to eradicate such.

However, the full **life cycle** of the **assets** needs to be planned and managed. The custodians of the assets¹⁰ should therefore develop plans that provide for their proper operations, maintenance and refurbishment to ensure that they function as planned, and do not fail prematurely or catastrophically. These lifecycle strategies should include plans for proper operations and maintenance, as well as refurbishment. Ensure that loss and demand management and the optimal use of resources are addressed.

4.2.3 Institutional Arrangements

Appropriate **institutional arrangements** need to be in place and sustained to support these assets. This typically consists of clearly defined business processes involved in planning, creating, and managing these assets, and allocating these to specific role-players (be they in one single legal entity, or part of different service providers). Specific job descriptions, staff structures, and staff development plans should be in place, while Service Level Agreements should be signed between all relevant service providers. Various recent surveys have shown that significant skill shortages exist, which will require a comprehensive capacity development, support and mentoring programme to create the necessary skills based in this sector (current initiatives fall short and do not address the long term sustainability of the sector). Finally, appropriate information systems should be available to support service delivery.

4.2.4 Financial Resources

Sustainable service delivery is only possible if the necessary **financial means** are available to fund the above processes. This typically includes the funding and financing of the original construction of the assets. This might require the use of external financing to address shortfalls in cash availability, but would require longer term income streams. Note however that although financing provided by commercial banks has all but come to a halt (but could be improved once the payment domain has been addressed). Of crucial importance would be that cost-reflective tariffs be charged for the services provided to the consumers (these costs should reflect the full life-cycle costs of providing the services, i.e. initial construction, maintenance, operation, and refurbishment). This would ensure that municipalities would be in stronger positions to negotiate loans with banks (either through project finance mechanisms, or through ring-fenced municipal entities providing services to communities and/or industry with which fixed off-take agreements can be negotiated). Despite effort to improve revenue collection procedures and processes, much work still needs to be done, be it through the equitable share to support the indigent, or improved enforcement strategies to reduce bad debt. Ensure that free basic services are addressed

4.2.5 Intervention plan

¹⁰ Guidelines for Infrastructure Asset Management in Local Government – Draft January 2007 (DPLG)

A two-step process for improving service delivery in the municipalities should be compiled. This could include the following:

- Programme for improving revenue (improved billing, collection, enforcements, and cost reflective tariffs)
- Programme to provide and/or refurbish the necessary infrastructure
- Programme to develop the internal institutional capacity of the municipality
- Programme to obtain additional short term financing, be it through own revenues, loans, grants, or savings
- Programme to build awareness amongst all consumers

A detailed intervention programme should be developed, funded, and a schedule compiled for implementation.

4.3 Outputs from a CIP

The rationale for compiling CIP's is therefore to provide an integration of all the existing plans to achieve the following:

- Phased implementation to address short and medium term goals addressing the differentiated needs per municipality
- Capacity building, stakeholder involvement & mobilisation, coordination of government programmes focused on service delivery
- Aligning these interventions with support and funding programmes initiated by national departments.

The key outcomes of preparing CIP's are the following:

- Ensure that projects are identified, registered, budgeted for, and initiated to eradicate all backlogs in infrastructure in all communities by 2014, taking into consideration the future development needs of the area to ensure growth and local economic development. This requires the following:
 - Confirming the size, location, and demography of each community in the country
 - Confirming the current status of service delivery in that community, and identifying the need for projects to provide the lacking infrastructure
 - Identify the refurbishment, operating and maintenance needs in a municipality, using a life cycle asset management approach in which cognisance is taken of the fact that many assets are reaching the end of their design life: this implies that significant investments would be needed to prevent the catastrophic failure of infrastructure, or significant losses in water and electricity, and pollution of rivers by untreated waste water
- Support municipalities in providing the necessary institutional capacity to provide the different services. This requires the following:
 - Draw on the assessment of the current business architecture (i.e. processes, staff structure, job description, etc) as measured against a reference architecture as provided for by the provincial MEC for Local Government to be evaluated based on the provincial Performance Management Guidelines for municipalities where it has been developed.
 - Interim measures to provide the services, which could consist of secondment of staff my sector departments, DBSA, or public/private service providers
 - Development of capacity in the municipalities to ensure that they can deliver these services within a set period of time (e.g. 3 to 5 years). This might also include options such as creating regional service delivery teams. Options in this regard need to be investigated (see below)
 - Address the significant losses suffered in especially water and electricity due to technical, institutional and financial reasons, and institute demand and

conservation programmes (including awareness) to sustain this in the long term

- Develop the means to fund the capital and operating budgets for service by the following means:
 - Set cost-reflective tariffs based upon life cycle costing
 - Improve revenue streams through proper enforcement of payments
 - Develop business model plans that would ensure that municipalities are able to access financing from private or development banks
 - Identify opportunities for partnership between public and private enterprises that would be able to benefit from joint investments in infrastructure. A special investigation should be launched to investigate these matters, and to support policy changes where necessary to expedite such investments

4.4 Level of Detail

It is acknowledged that the preparation of the required datasets could entail an investment in data confirmation. Various sector departments have developed datasets for their specific applications. It is proposed that these be consolidated into a single reference map containing all communities, suburbs and informal areas. This map would then serve as the main list of areas to be addressed before the set deadlines, and in planning for sustainability.

It is envisaged that merely sufficient data should be collated to formulate high level budgetary decisions, and that detailed project design be attended to during project rollouts. A preliminary table providing guidelines on the level of detail of data is provided below. Complete data confirmation and collation guidelines and template are being prepared.

Table 1: Summary of Data to be confirmed / collated

Category	Sub-Category	Sub-sub-category	Component	Community	Supply Area	WSA/Munic	
1:Demography	Population			Ideal	Ideal	Compulsory	
2:Infrastructure	1: Service	1: Networks	Optional	Ideal	Ideal	Compulsory	
		2: Works	Optional		Ideal	Compulsory	
		3: FBS		Ideal	Ideal	Compulsory	
		4: Bulk supply			Ideal		
	2: Backlogs			Ideal	Ideal	Compulsory	
	3: Asset management	1: Asset regstrs					Compulsory
		2: Cond assmnt			Ideal	Ideal	Compulsory
	4: Operations	1: Volumes			Optional	Ideal	Compulsory
		2: Losses			Optional	Ideal	Compulsory
		3: Quality				Ideal	Compulsory
		4: Availability				Ideal	Compulsory
		5: Licensed				Ideal	Compulsory
3:Institutional	Reporting					Compulsory	
	Staffing					Compulsory	
	Structure					Compulsory	
4:Financial	Capital					Compulsory	
	Cost		Optional	Optional	Optional	Compulsory	
	Revenue		Optional	Optional	Optional	Compulsory	
	Solvability					Compulsory	

These details need to be expanded to address the following:

- For electricity, roads and solid waste the above original table could be appropriate
- The objective would be to confirm the service levels in every 'community/township/suburb' (planning unit)

The first step would be to collect the crucial details to ensure that we know where to deliver water and what capacity support (whereas normally the focus would have been on project management only, the proposed support should be focused on procurement management where necessary and even construction management if need be) each municipality need to be able to deliver the targets

4.5 Responsibilities for Preparing CIP's

The primary responsibility for preparing CIP's remains that of the municipality, who are ultimately responsible for service delivery planning and implementation. However, in view of the severe commitments of municipal officials, a support programme will be launched to assist municipalities in preparing these plans. This support will be provided by the following institutions (see Figure 2 for more details):

- Municipalities would compile the CIP's
- They would be mentored (and/or assisted) by a team of support staff from the Siyenza Manje programme of DBSA, support staff sponsored by DWAF, and other external support organisations
- They would be supported by dplg with respect to the developmental and institutional issues and general principles by building on the IDP, LED, and other related plans
- They would be supported by sector departments with respect to technical issues related to each specific sector, referring to the different sector plans
- They would be supported by National Treasury with respect to financial issues
- They would be supported by DBSA with respect to the IIP principles

It is envisaged that the District Municipalities would compile district level CIP's, which would be a consolidation of CIP's compiled at Local Municipality level. It is also proposed that an initial set of prototype CIP's be compiled to serve as examples to the other municipalities. Note that a differentiated approach would be used to distinguish between the different categories of municipalities (i.e. categories A, B1 – B4's and C1/C2).

A very high level allocation of responsibilities is provided in Annexure B.

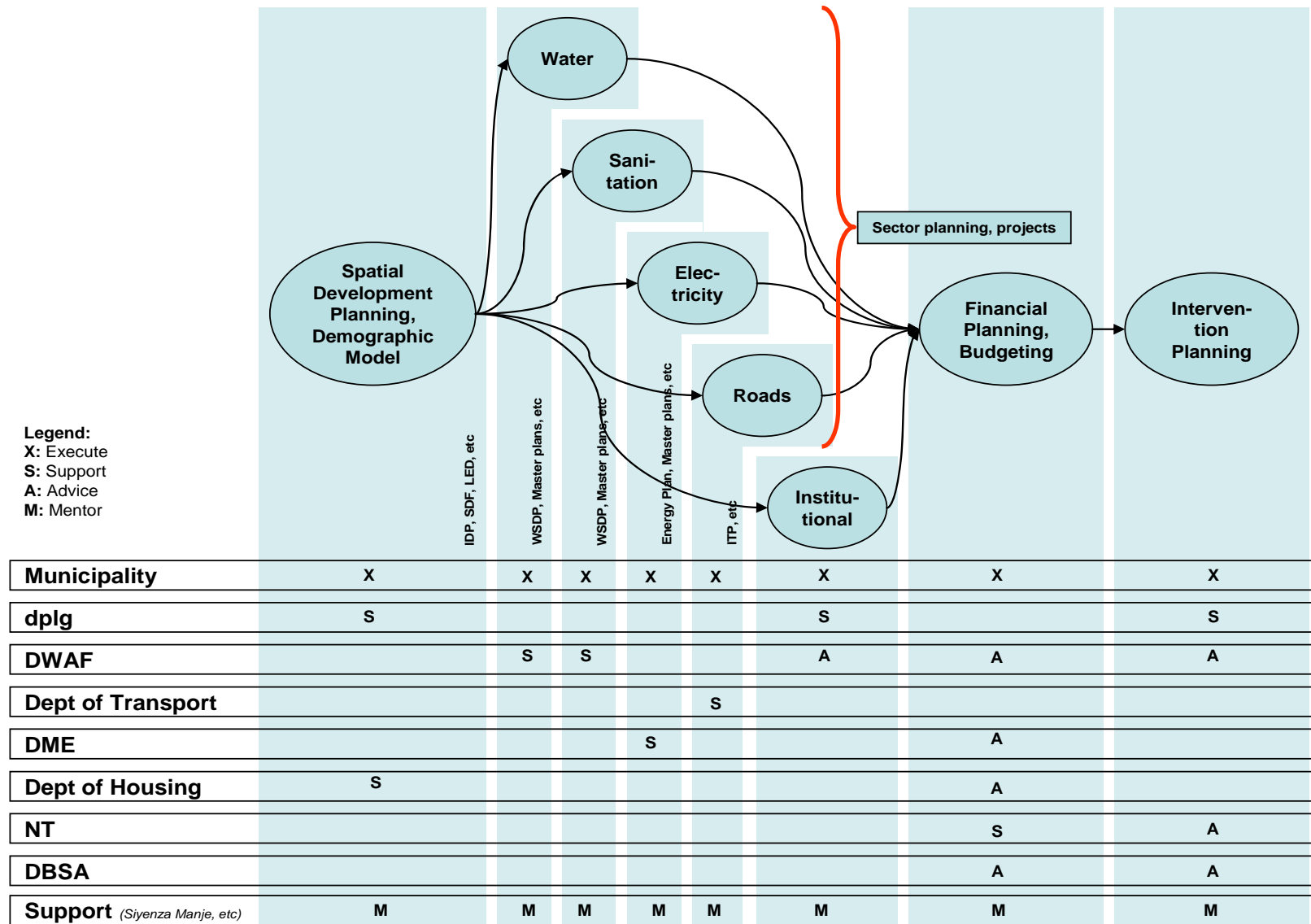


Figure 2: Roles and Responsibilities for Comprehensive Infrastructure Planning

5 Implementation

5.1 Timeline

Four different objectives need to be met in scheduling the preparation of CIP. These are the following:

- Objective 1: Define a format and template for the CIP's that contain the essential elements of all key role-players (being DWAF, DPLG, DBSA, and Dept of Housing, and meeting the budgeting cycles of National Treasury)
- Objective 2: Compile CIP's for all 52 Municipal Spaces (i.e. 46 districts and 6 metro's). Prioritise these to attend as soon as possible to those municipalities where backlogs are small, and where the capacities are severely impacting upon project delivery

These objectives clearly imply that a differentiated approach would be necessary to ensure the best impact at the earliest possible date.

The following four phases for the development and implementation of CIP's are envisaged:

- Phase 1: Confirm extent of areas per municipality to be addressed by sectoral and housing programmes, and assess high level capacity using current backlogs and the ability to spend MIG funds for example as a guideline. Use this and other criteria (such as provincial financial monitoring and evaluation criteria) to initiate immediate intervention plans to support project rollout, and to initiate planning towards sectoral project implementation as a two-pronged approach
- Phase 2: Compile high level CIP's as first indications of capacity constraints, funding needs, and sustainability (complete by end Aug 2008)
- Phase 3: Update the CIP's with more complete information, and defines detailed intervention plans. Define supporting programmes at provincial and national level in parallel (complete by March 2009)
- Phase 4: Launch comprehensive support programmes based upon detailed investigations, considering the most optimal institutional arrangements for service delivery per municipality

The following timeline is proposed:

- Phase 1: Planning (Jan – Mar 2008)
 - Define scope of plans
 - Establish common understanding between all sector departments, NT
 - Establish common vision with Provinces, Municipalities
 - Share with other stakeholders
 - Create common reference framework and define templates for CIP's (by acknowledging the need for a differentiated approach for the different types and sizes of municipalities)
 - Define support programme & negotiate with partners
- Phase 2: Assessment and summative CIP's (Apr – Aug '08)
 - Categorize municipalities per size (backlogs) & ability to spend
 - Confirm split between 'housing' & formal areas to ensure that all critical water targets can be met as early as possible
 - Assess institutional capacity, backlogs, housing programme: categorise municipalities into those with high(er) capacity that do not need significant support, and the small and large municipalities requiring support with project rollout
 - Plan urgent interventions
 - Prepare high level CIP per municipality (Apr – Aug 2008) in selected municipalities

- Support provincial and municipal PMU's, PSP's and PSU's for project delivery and fund small backlogs in small, low capacity municipalities (as based upon the initial assessments)
- Medium Term Interventions (Sep – Dec 2008)
 - In smaller municipalities, support the regional PMU's, build internal capacity in these municipalities, and fund projects to eradicate small backlogs
 - In the larger municipalities, second staff into the PMU's per municipality to ensure project delivery, while refining the CIP
 - In well-performing municipalities, support capacity development, address revenue improvement and loss management, and complete the CIP
- Longer term Interventions (Jan 2009 onwards)
 - For the smaller municipalities, consider regionalization of services (this could form the basis for the shared services concept), while improving the internal processes, training staff, and building capacity
 - Improve the internal processes, build capacity, and where feasible, conduct Sect 78 assessments to decide upon optimal service delivery frameworks
 - In the high capacity municipalities, address resource conservation, arrange financing for project implementation, and act as mentors of other municipalities

5.2 Supporting Partners

The CIP's provides the framework through which the support programmes of different sectors can be coordinated in a collaborative strategy aimed at assisting municipalities in providing sustainable infrastructure services. The following key departments (and where applicable their respective provincial counterparts) play a role in this programme:

- National Treasury
- Department of Water Affairs and Forestry (and via them Catchment Management Agencies & Water Boards)
- Department of Minerals & Energy
- Department of Transport
- Department of Housing

Additional support will be provided by the Department of Public Works, while coordination with the following departments will be fostered:

- Department of Environment and Tourism (addressing solid waste and environmental issues)
- Department of Health (in providing for clinics, etc)
- Department of Education (in providing for schools)
- Department of Land Affairs (in development of farmers, land restitution, etc)

Support for this programme is being provided by the following partners:

- DBSA
- USAID
- SAACE
- Other supporting partners

Close links are being forged with SALGA, and other related organisations active in the field of municipal infrastructure service provision.

5.3 Programme Management

It is proposed that a formal programme management approach be defined that would address the following:

- Provincial coordination for the implementation of the programme
- Development of the necessary technical support tools
- Capacity development programme
- Sector collaboration

It is envisaged that a central coordinating committee will guide the rollout of this programme, and that key sectors would form part of this committee. It would in turn report to the MIT3 and other sector departments. The coordinating committee will formulate the implementation plan, activate individual tasks, monitor progress, and coordinate the different parties. The primary emphasis will be on creating an empowering environment for municipalities to delivery at scale with reduced complexity in processes while addressing the developmental needs of the country. A conceptual programme is provided in Annexure C.

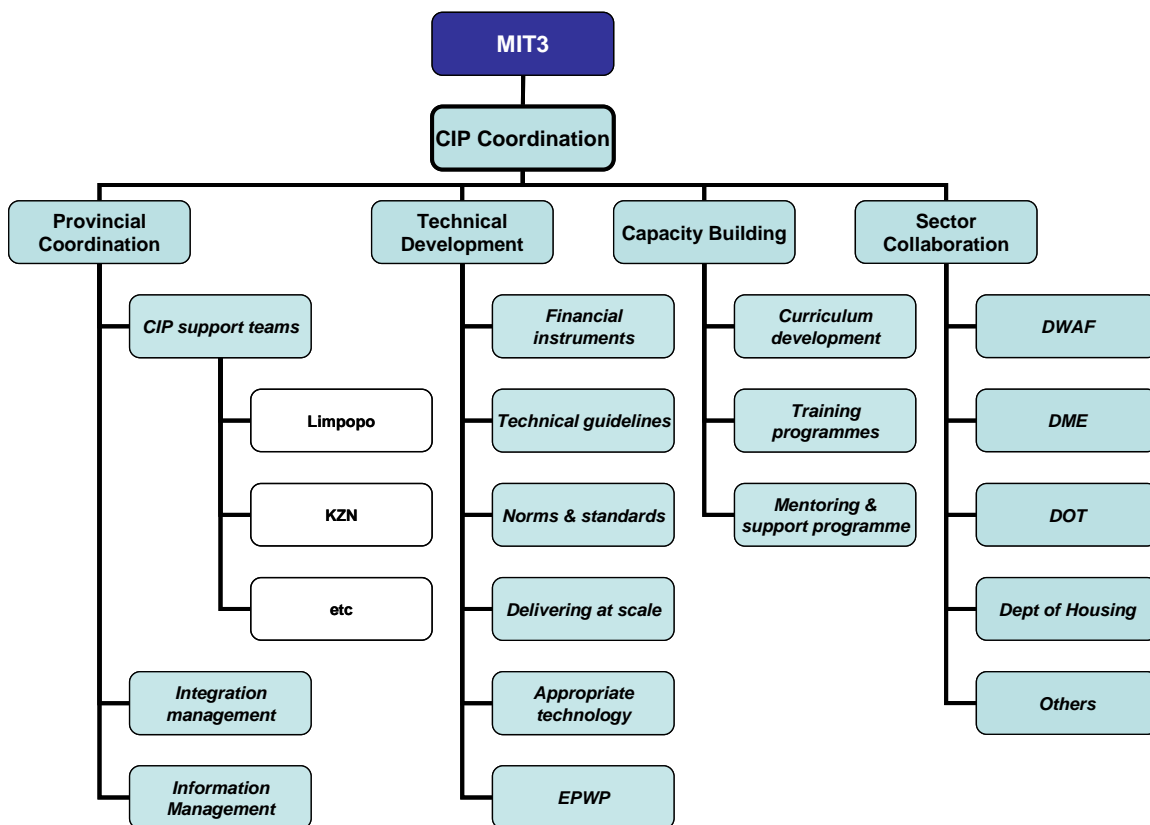


Figure 3: Proposed Organisational Structure

5.4 Parallel Developments

It is envisaged that additional development be done in the following areas:

- The clarification of the principles of project finance and lending instruments for use by municipalities to ensure that they are in a better position to access financing via DBSA and commercial banks. Particular attention needs to be given to improved risk allocation and sharing, the establishment of a project preparation facility, the concepts of a revolving guarantee fund, and an awareness campaign to ensure that municipalities are in a better position use these instruments. Develop selected case studies to serve as examples of collaborative provision of infrastructure that benefit communities and industry while providing higher levels of service
- Development of a programmatic approach towards implementing projects at scale to reduce the transaction costs by launching investment drives at scale (i.e.

reducing the use of small projects), while attending to the need to involve SMME's, the principles of the Expanded Public Works Programme (with labour based construction) and the development of skills in infrastructure creation and maintenance

- Coordination of capacity development programmes, initiatives, tools and guidelines in support of the rollout of the CIP, and in support of municipal infrastructure management in general. This should address the following areas:
 - Development of curricula for training municipal officials in planning, management, operations of infrastructure assets in collaboration with universities and other training institutions
 - Development of a training programme for building the technical and management skills base of incumbent and prospective municipal staff and persons in associated organisations (be they private or public sector)
 - Development of support and mentoring mechanisms for officials using knowledge management principles via web portals, forums, etc capturing best practice for all related focus areas
 - Development of pro forma processes, organisational structures, job descriptions etc to serve as business architecture in municipalities
- Development of KPI's and M&E tools to monitor progress of implementation, to gauge service delivery, and to serve as benchmarking and learning between municipalities
- Compilation of a common database of communities, linked to the sources of data at DWAF, StatsSA, Department of Housing, DME, DOT, etc
- Finalisation of the linkages between the different planning tools (IDP, IIP, CIP, IAM, Backlog models, MIG-MIS, etc)

5.5 Monitoring & Evaluation

It is the understanding of the stakeholders that existing M&E and reporting systems, and even Regulatory Performance Management Systems are in existence which would need to be aligned to address this CIP approach. Further development works would need to be undertaken where gaps do exist especially with a view at incorporating or integrating all three spheres of government

5.6 Funding

A funding programme for this initiative needs to be developed. It is envisaged that this will be provided from the following sources:

- MIG funds
- USAID
- Siyenza Manje

Attention needs to be given to finalising these funding mechanisms.

6 Summary

The provision and management of infrastructure in municipalities are key functions that need urgent attention in municipality in South Africa. The Integrated Development Plans have been developed over the past 5 to 7 years, and defines the development vision for every municipality. More recently, the significance of asset management has been highlighted, and current capacity constraints in the electrical sector has highlighted the need for proper maintenance and operations of assets, as well as the refurbishment of dilapidated assets. The government has furthermore committed to eradicating service backlogs by 2014, and a concerted effort is therefore required to achieve these goals. However, various municipalities are currently under severe pressure to improve their revenues, and need support to increase their institutional capacities.

The Comprehensive Infrastructure Plan has therefore been formulated to provide a high-level framework for developing an intervention strategy for consolidating the above programmes at municipal level. It should then form the basis for further capacity development in the municipality, and can be used as input into the IDP for further implementation.

Annexure A: IDP Process

Step	Purpose	Process	Output
Phase Analysis	1: To ensure that decisions will be based on: <ul style="list-style-type: none"> • people's priority needs and problems • knowledge on available and accessible resources • proper information and on a profound understanding of the dynamics influencing the development in a municipality. 	(1) Data-based analysis of service standards/gaps (<i>including sector-specific data</i>) (2) Participatory problem analysis/issues prioritisation (<i>cross-sectoral</i>) (3) In-depth analysis related to identified priority issues (dynamics, causal factors, resources, etc).	Assessment of the existing level of development <ul style="list-style-type: none"> • Priority issues/problem statements • Understanding of nature/dynamics/causes of these issues • Knowledge on available resources and potentials (including a tentative overall financial frame).
Phase Strategies	2: To ensure that there will be a broad inter-sectoral debate on the most appropriate ways and means of tackling priority issues, under consideration of policy guidelines and principles, available resources, interlinkages, competing requirements and an agreed vision. The strategy debate shall help avoid the usual short cut from identified needs to sectoral projects. It shall help find more appropriate, innovative and cost-effective solutions under due consideration of various options. It is the phase of making choices.	<ul style="list-style-type: none"> • Inter-sectoral workshop process as a forum for open discussions on ways and means of dealing with the priority issues/problems • Workshops (as a rule) at district-level with all affected local municipalities and representatives from relevant provincial and national agencies and corporate service providers in order to ensure: <ul style="list-style-type: none"> ▫ well informed and well facilitated strategic debates ▫ that cross-boundary issues and inter-government/sector alignment issues are taken care of. 	<ul style="list-style-type: none"> • Vision (for the municipality) • Objectives (for each priority issue) • Strategic options and choice of strategy (for each issue) • Tentative financial framework for projects • Identification of projects.
Phase Projects	3: To ensure a smooth planning/delivery link by providing an opportunity for a detailed and concrete project planning	Project Task Teams which include the officers from the agencies in charge of implementation (departments, corporate	<ul style="list-style-type: none"> • Indicators (quantities, qualities) for objectives • Project outputs with targets and

Step	Purpose	Process	Output
	<p>process done by project task teams of professionals and relevant stakeholders who provide proposals with tentative target figures, technical standards, locations, time horizons and cost estimates. This phase will give the sector specialists their appropriate role in the planning process, thereby contributing to a smooth planning – implementation link.</p>	<p>sector agencies) and other domain specialists will be charged with the task of working out project proposals in consultation with specialists from provincial/national agencies and from the communities or stakeholders affected by the project.</p>	<p>location</p> <ul style="list-style-type: none"> • Major activities, timing • Responsible agencies/actors • Costs and budget estimates and sources of finance <ul style="list-style-type: none"> ▫ Consideration of sectoral planning requirements ▫ Sector plans may be elaborated during this phase; IDP will only include a summarising project overview resulting from such sector plans. <p>The degree of specification and exactness of the outcomes will vary, as some projects may need in-depth feasibility studies which may not be manageable within the IDP planning period. At least tentative estimates based on preliminary decisions on the project design (pre-feasibility level) shall be provided.</p>
Phase 4: Integration	<p>To ensure that the results of project planning will be checked for their compliance with vision, objectives, strategies and resources and that they will be harmonised. The harmonisation process will result in a consolidated spatial, financial and institutional framework as a sound basis for smooth implementation.</p>	<ul style="list-style-type: none"> • Presentation of project proposals to the IDP Representative Forum and discussion • Matching, alignment (within municipality) • Revision by Project Task Teams • Compilation of revised proposals. 	<ul style="list-style-type: none"> • Revised project proposals (may be revised strategies) <ul style="list-style-type: none"> ▫ for priority projects ▫ for other projects • 5-year financial plan (all sources of finance) • 5-year capital investment programme (all sources of finance) • 5-year municipal action plan (for municipal management) • Integrated spatial development framework

Step	Purpose	Process	Output
			<ul style="list-style-type: none"> • Integrated programmes for LED, environmental issues, poverty alleviation, gender equity and HIV/AIDS • Institutional plan for implementation management • Consolidated monitoring/performance management system • References to sector plans • <i>(Outcomes of sector plans to be fed back into the IDP process)</i> • Disaster Management Plan.
Phase Approval	5: To ensure that, before being adopted by the Municipal Council, all relevant stakeholders and interested parties, including other spheres of government have been given a chance to comment on the draft plan, thus giving the approved plan a sound basis of legitimacy, support and relevance.	<ul style="list-style-type: none"> • Discussion of Draft IDP in the Municipal Council • Providing opportunity for public comments • Amendments in line with comments • Approval by Municipal Council • District-level alignment: Horizontal coordination • Provincial/national level alignment – legal compliance check <ul style="list-style-type: none"> ▫ sector alignment ▫ feasibility check/professional feedback • Amendments and/or response by local councils • Final adoption by council. 	<ul style="list-style-type: none"> • An amended and adopted Integrated Development Plan • An IDP document which has the support of the municipal administration, the municipal residents, the district council and all relevant agencies in charge of implementation of programmes and projects within the municipal area of jurisdiction and which is approved by the Municipal Council.

Annexure B: Conceptual Responsibility Matrix (Municipal Level)

Discipline	Focus Area	Action Area	Time Horizon	Munic	DPLG	DWAF	DME	NT	W Board	Eskom
Spatial Planning	Demographic	Spatial reference	3-years	Responsible	Support					
		Modeling	3-years	Responsible	Support					
	Planning	SDF	3-years	Responsible	Support					
		LED	3-years	Responsible	Support					
		Scenarios	Annual	Responsible	Support					
Infrastructure	Planning	Integrated planning	3-years	Responsible	Support	Support	Support		Plan	Plan
		Project identification	Annual	Responsible		Support	Support			
		Project prioritisation	Annual	Responsible		Support	Support			
		Project registration	Annual	Responsible	Register					
		Budget approved	Annual	Responsible	Approve			Fund		
	Implementation	Project design	Once per project	Responsible		Support	Support			
		Tenders called	Once per project	Responsible		Support	Support			
		Construction	Once per project	Responsible		Support	Support			
		Final acceptance	Once per project	Responsible		Support	Support			
	O&M	Maintenance	On-going	Responsible		Support	Support			
		Operations	On-going	Responsible		Support	Support			
		Refurbishment	As needed	Responsible		Support	Support			
	Institutional	Structure	Processes	Initial	Responsible	Support				
Structure			Initial	Responsible	Support					
Staffing			On-going	Responsible	Support					
Training			On-going	Responsible	Support					
Reporting		KPI's	Annual	Responsible	Support					
		Benchmarking	Annual	Responsible	Support					
Financial	Capital	Loans	Annual	Responsible				Approve		
		Grants	Annual	Responsible	Administer			Fund		
		Debtors	Monthly	Responsible	Support			Support		
	Operating	Operations	On-going	Responsible		Support	Support			
		Maintenance	On-going	Responsible		Support	Support			
		Bulk Supply	On-going	Responsible		Support	Support		Provide	Provide
		Revenue	On-going	Responsible	Support			Support		
	Audits	Compliance	Annual	Responsible	Support			Audit		

Note: Similar matrices need to be developed for WSA, CMA, and other Bulk Supply areas

Annexure C: Proposed Implementation Programme

ID	Task Name	Outline Number	Duration	Start	Finish	Predecessors	2008											
							Dec	2008 Qtr 1			2008 Qtr 2			2008 Qtr 3			2008 Qtr 4	
							Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct		
1	Planning	1	56 days	Mon 08/01/14	Mon 08/03/31													
2	Define scope of CIP's	1.1	1 mon	Mon 08/01/14	Fri 08/02/08													
3	Scoping and pilot assessment	1.2	46 days	Mon 08/01/28	Mon 08/03/31													
4	Create template for CIP's	1.2.1	3 wks	Mon 08/01/28	Fri 08/02/15	2SS+10 days												
5	Clarify common spatial reference	1.2.2	3 wks	Mon 08/02/11	Fri 08/02/29	4SS+10 days												
6	Conduct 3 pilot assessments/workshops	1.2.3	31 days	Mon 08/02/18	Mon 08/03/31	4												
7	Finalise template, guidelines	1.2.4	5 days	Tue 08/03/25	Mon 08/03/31	6FF												
8	Negotiate with relevant sector depts	1.3	20 days	Mon 08/01/28	Fri 08/02/22													
9	DWAF	1.3.1	1 mon	Mon 08/01/28	Fri 08/02/22	4SS												
10	National Treasury	1.3.2	1 mon	Mon 08/01/28	Fri 08/02/22	9SS												
11	DME	1.3.3	2 wks	Mon 08/02/11	Fri 08/02/22	4SS+10 days												
12	Housing	1.3.4	1 mon	Mon 08/01/28	Fri 08/02/22	4SS												
13	Discuss with provinces	1.3.5	2 wks	Mon 08/02/11	Fri 08/02/22	4SS+10 days												
14	Discuss with other stakeholders	1.3.6	3 wks	Mon 08/02/04	Fri 08/02/22	4SS+5 days												
15	Define support programme	1.4	36 days	Mon 08/02/11	Mon 08/03/31													
16	Negotiate with DBSA, others for support	1.4.1	15 days	Mon 08/02/11	Fri 08/02/29	4SS+10 days												
17	Assess financing options	1.4.2	30 days	Tue 08/02/19	Mon 08/03/31	16SS+6 days												
18	Assess different procurement models	1.4.3	30 days	Tue 08/02/19	Mon 08/03/31	17SS												
19	Coordinate capacity building programmes	1.4.4	30 days	Tue 08/02/19	Mon 08/03/31	17SS												
20	Assessment and summative CIP's	2	25 days	Tue 08/04/01	Mon 08/05/05													
21	Prepare TOR for PSP's	2.1	5 days	Tue 08/04/01	Mon 08/04/07	19												
22	Invite submissions	2.2	10 days	Tue 08/04/08	Mon 08/04/21	21												
23	Brief stakeholders, PSP's, DBSA teams	2.3	10 days	Tue 08/04/22	Mon 08/05/05	22												
24	CIP Preparation	3	80 days	Tue 08/05/06	Mon 08/08/25													
25	Launch in target municipalities	3.1	15 days	Tue 08/05/06	Mon 08/05/26	23												
26	Launch in remainder	3.2	15 days	Tue 08/05/27	Mon 08/06/16	25												
27	Compile draft CIP's	3.3	30 days	Tue 08/06/17	Mon 08/07/28	26												
28	Finalise CIP's	3.4	20 days	Tue 08/07/29	Mon 08/08/25	27												