

Kareeberg Municipality



*Integrated Development
Plan
2017 -2022*

Table of Contents

FOREWORD BY THE EXECUTIVE MAYOR		2	3.10	The Organisation	53	
ACKNOWLEDGEMENT FROM THE MUNICIPAL MANAGER		3	3.11	Stakeholder inputs	56	
EXECUTIVE SUMMARY		5	3.12	Sectoral Plans	58	
1	Municipal Powers and Functions	5	CHAPTER 4: DEVELOPMENT STRATEGIES			60
2.	Municipal Area at a Glance	7	4.1	Strategic Vision of the Municipality	60	
3.	Geographical Context	7	4.2	National, Provincial and Municipality’s Strategic Alignment	60	
4	Economic Profile	12	4.3	Municipal Development Strategy per Function	61	
5.	IDP Development Strategy	14	CHAPTER 5: 5 YEAR CORPORATE SCORECARD: DEVELOPMENT AND SERVICE DELIVERY PRIORITIES			68
6.	Municipal Strengths, Weaknesses, Opportunities and Threats (SWOT)	16	CHAPTER 6: SECTORAL CONTRIBUTIONS			78
7.	Municipal Comparative Synopsis	17	6.2	Provincial Sector Projects	78	
8.	Financial Summary	18	CHAPTER 7: FINANCIAL PLAN			80
CHAPTER 1: IDP PROCESS		22	7.1	Capital Budget	80	
1.1	IDP process	22	7.2	Grants	82	
1.2	Roles and Responsibilities	23	7.3	Financial Framework	82	
1.3	Public participation	25	7.4	Unfunded Projects	84	
1.4	Five year cycle of the IDP	25	CHAPTER 8: PERFORMANCE MANAGEMENT			87
1.5	Annual review of the IDP	26	8.1	Performance Management System	87	
1.6	Mechanisms for alignment	27	8.2	Organisational Performance Management Linked to Individual Performance Management	88	
CHAPTER 2: LEGAL REQUIREMENTS		33	8.3	Corporate Performance	89	
CHAPTER 3: SITUATIONAL ANALYSIS		35	8.4	Individual Performance: Senior Managers	89	
3.1	Spatial Analysis	35	8.5	Performance Reporting	90	
3.2	Geographical Context	36	LIST OF TABLES			92
3.3	Ward delineation	37	LIST OF MAPS			92
3.4	Environmental Context	38	LIST OF GRAPHS			92
3.5	Biophysical Context	38				
3.6	Infrastructural Context	39				
3.7	Social Context	41				
3.8	Economical Context	45				
3.9	Strategic Context	49				

FOREWORD BY THE EXECUTIVE MAYOR



In terms of Section 34 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) each municipality is required to develop a five year Integrated Development Plan (IDP) and review it annually to assess its performance against measurable targets and respond to the demands of the changing circumstances.

Through our public participation programmes, the communities have reaffirmed their needs, which include but not limited to the following: water, employment, housing, SMME empowerment and support, sports and recreational facilities and etc. Some of the identified needs do not fall within the functions of the Municipality, but the communities tend not to differentiate between Local, District, Provincial and National Government

functions. To ensure that needs of local communities are met, this therefore demands that planning are better coordinated/ integrated with Local, Provincial and National Government. The IDP should be seen as a central tool for three spheres of Government in achieving the aim of accelerated service delivery to our communities. This IDP is aligned with the National Development Plan 2030 vision, and it is therefore a stepping stone towards advancing the goals of the National Development Plan.

When Council adopts the final IDP in May 2017, the council together with management will translate it into effective service delivery for all. This five year IDP will be a plan that guides the actions and allocations of resources within the District Municipality.

Once again, I would like to acknowledge all the officials, communities, Ward Committees and Councillors involved in preparation this five year IDP. A special word of acknowledgement goes to the Executive Mayor, Executive Mayoral Committee and Council for the commitment to the IDP process.

As a small Municipality we are facing a wide range of challenges with finance being the greatest. We however have a task to fulfill and are therefore committed to serving our people and accepts the challenge of compliance to our legislative mandate as well as excelling in our developmental and service delivery mandate.

This document constitutes the 4th generation Integrated Development Plan (IDP). The IDP for 2017 – 2022 paves the way for transparent ways of creating an effective performance framework based on strategy and output. It also lays the foundation for a monitoring system with indicators, targets and timeframes, which will create an environment for effective management and a high level of service delivery.

I would like to take this opportunity and thank our Mayor and the Council for their guidance, service providers and partners (business, labour and communities) for their inputs.

Willem de Bruin
Municipal Manager

ACKNOWLEDGEMENT FROM THE MUNICIPAL MANAGER



This IDP for 2017 -2022 is a developmental – orientated and politically – driven plan. The plan is drafted to guide municipal service delivery and socio – economic development in the municipal area. This strategic plan must also speak to Radical Socio – Economic Transformation. This integrated development plan must also speak to injustices and how we will bring transformation in our local sphere of government. This must be a plan that articulates the synergy between various priority needs and sector plans to address the needs of the community.

The 2017 - 2022 IDP process focused on the following:

- ◆ To determine community and stakeholder needs;
- ◆ To prioritize developmental objectives and seeking better ways to implement programmes to achieve key objectives; and
- ◆ To measure municipal performance.

Through engagements with community and stakeholders we prioritize and do a need assessment on what is important in the eye of the public and how we can better the lives of the people through these engagements. During the local government elections campaign the ANC led government has promise a lot to the electorates and it is time to implement to our election promises. Through the IDP process the municipality will be, inter alia, reviewing the institutional arrangements of the administrative structures of this Council to enable the municipality to meet the developmental challenges as per its constitutional mandate.

Council is also improving its communication, participatory and decision – making mechanisms to ensure that the IDP remains the only strategic roadmap to the betterment of life for all the residents of Kareeberg. The ANC led local government will ensure that municipalities develop integrated and coordinated planning and development strategies to deal with social exclusion, environmental threats, economic inefficiencies, decaying infrastructure and impact of new technologies. Together we shall build spatially integrated communities by availing state owned land to respond to rapid urbanization, economic development and settlement of communities.

We must make sure that our people have access to social and economic services and opportunities, enhancing capacity of the local state and citizens to work together to promote and achieve spatial and social integration and requiring municipalities to approve developments that integrate communities and bring developmental facilities to communities. Together we shall improve access to municipal services and reduce outsourcing by ensuring that municipal services remain the core function of municipalities and discouraging municipalities from outsourcing the basic services they are able to render themselves.

It is indeed an honor and a privilege to present this plan as a clear development strategy, a plan based on addressing the local needs and its successful implementation and this requires intergovernmental action and alignment. On behalf of this council, I would like to thank the Shared Services of Pixley ka Seme District Municipality, our officials and

committed stakeholders for their contribution during the drafting process of the IDP. The IDP is of great importance to the welfare of our nation and could be the turning point for growth in our area, thus supporting government's vision of a **"BETTER LIFE FOR ALL"**.

We thank you for your support and wish all citizens well.

LOCAL GOVERNMENT IS IN YOUR HANDS!

Let's build a bigger and better Kareeberg.

Cllr Norman Stephen van Wyk

Mayor

EXECUTIVE SUMMARY

Kareeberg Municipality's Integrated Development Plan (IDP) provides the framework to guide the Municipality's planning and budgeting over the course of a set legislative time frame. It is an instrument for making the Municipality more strategic, inclusive, responsive and performance driven. The IDP is therefore the main strategic planning instrument which guides and informs all planning, budgeting and development undertaken by the Municipality in its municipal area.

The Integrated Development Plan (IDP) is guided by the vision of the Municipality:

“A sustainable, affordable and developmental quality service for all”

To achieve the vision, the Municipality has committed to the mission statement:

Mission

We will achieve our vision by ensuring that we:

Provide a continuous and constant service

Provide a better level of service for our basket of services

Provide value for money that will be maintained by the municipality

Improvement of existing infrastructure and the creation of new opportunities for all

Our Strategic objectives to address the vision will be:

Strategic Objectives

- ◆ Compliance with the principles of good governance
- ◆ Deliver basic services with available resources
- ◆ Create integrated human settlements
- ◆ Enhance community participation
- ◆ Promote economic development, tourism and growth opportunities
- ◆ Sound administrative and financial services to achieve and maintain sustainability and viability

1 Municipal Powers and Functions

The table below indicates the functions which the Municipality is responsible for in term of the constitution. It also gives an indication if the Municipality has sufficient capacity to fulfil these functions:

Municipal function	Responsible for Function	Sufficient Capacity in terms of resources
Building regulations	Yes	No
Electricity and gas reticulation	Yes	Yes
Firefighting services	Yes	Yes
Local tourism	Yes	No

Municipal function	Responsible for Function	Sufficient Capacity in terms of resources
Municipal planning	Yes	No
Municipal public transport	Yes	No
Stormwater management systems in built-up areas	Yes	Yes
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	Yes	Yes
Constitution Schedule 5, Part B functions:		
Billboards and the display of advertisements in public places	Yes	Yes
Cemeteries, funeral parlours and crematoria	Yes	No
Cleansing	Yes	Yes
Control of public nuisances	Yes	No
Licensing of dogs	Yes	No
Local amenities	Yes	Yes
Local sport facilities	Yes	Yes
Municipal parks and recreation	Yes	Yes
Municipal roads	Yes	Yes
Pounds	Yes	Yes
Public places	Yes	Yes
Refuse removal, refuse dumps and solid waste disposal	Yes	Yes
Street trading	Yes	No
Street lighting	Yes	Yes
Traffic and parking	Yes	No

Table 1: *Municipal Powers and Functions*

2. Municipal Area at a Glance

Total municipal area		17 702 km²	Demographics				
			Population	11 673	Households (2011)	3 222	Indigent households
Education			Poverty				
Population growth rate (%)	2.07% (2001–2011)	Population density(persons/km²)			1.5/km²		
Matric pass rate 2016 (Northern Cape)	82.2%	Proportion of households earning less than R4800 per annum in 2011			About 7%		
Access to basic services, 2016 – minimum service level							
Water	47%	Sanitation	69%	Electricity	83.4%	Refuse removal	84.3%
Economy				Labour			
GDP growth %	1,3%			Unemployment rate		19%	
Largest sectors							
Community services		Agriculture		Finance and business services		Trade	
Safety and security – actual number of crimes in 2016 for Pixley ka Seme District							
Serious crimes	Driving under the influence		Drug-related crime		Murders		Sexual offences
8 888	117		860		12		107

Table 2: District Municipal Area at a Glance

3. Geographical Context

3.1 Spatial Location

The jurisdiction of the Kareeberg Local Municipality covers an area of 17 702km², which is also 17% of the total area of 102 766km² that constitutes the Pixley ka Seme District Municipality. The Kareeberg Municipality is the western-most local municipality within the district. The main town is Carnarvon which is located in the southern segment of the municipal area. The two other settlements, viz. Vosburg and Vanwyksvlei, are located close to the eastern and north-western segments of the municipal area, respectively.

The Kareeberg municipal area is about equal distance from Upington and Kimberley (as the largest towns in the Northern Cape Province) and a little bit further from Bloemfontein, which is located in the Free State province to the north-east. Calvinia, located to the west of the municipal area, is a town with close social and economic linkages with the people and activities in Kareeberg Municipality. The regional setting of the municipal area is, although 'central' to the Northern Cape, not linked or connected by any major rail or road corridor.

Kareeberg Municipality: Location in the province

Northern Cape Province
 Pixley ka Seme DM
 8 local municipalities

Legend

- Northern Cape
- Provinces
- Pixley ka Seme DM
- Municipal areas

Municipal areas: Siyancuma, Thembelihle, Siyathemba, Kareeberg, Emthanjeni, Renosterberg, Umsobomvu, Ubuntu.

Scale: 0 65 130 260 390 520 650 km

Inset Map: Pixley ka Seme DM

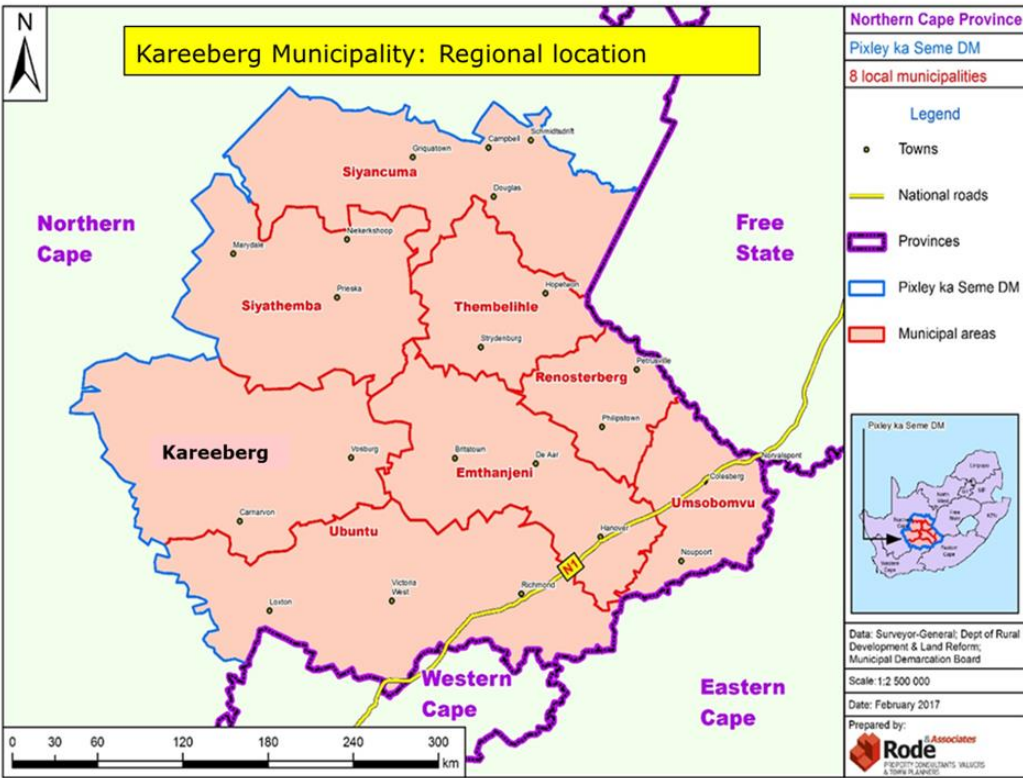
Data: Surveyor-General: Dept of Rural Development & Land Reform; Municipal Demarcation Board

Scale: 1:5 570 000

Date: February 2017

Prepared by: Rode Associates

Map 1.: Location in the Province



Map 2.: Regional Municipal Location

Carnarvon



Carnarvon, situated on the R63, 140km from Williston and 63km from Loxton, is one of the busier centres in the Karoo region. The town, which is set amongst the hills of the Kareeberg range, serves a large sheep and game farming community. The district around Carnarvon is well-known for its unique corbelled houses built by the early trekboers from around 1811 to the latter part of the 19th century.

In recent years the town has become an important centre for space age technology with the construction of the Meerkat radio telescope and SKA (Square Kilometer Array), the biggest radio telescope in the world nearby that will be used to research cosmic radiation.

The Carnarvon Museum, situated in the 1907 church hall, contains over 1 000 items of cultural and historical interest. The corbelled houses alongside the museum, is well-preserved examples of the beehive-shaped stone houses of the early trekboers. Noteworthy architecture can be seen on a walk or drive around town, and of particular interest are homes of South African poets A.G. Visser and D.F. Malherbe, with their mixture of Victorian and Gothic styles.

Vanwyksvlei



Vanwyksvlei is a small town that sits 149km east of Brandvlei and over 100km west of Prieska on untarred roads. It was established in 1880 and was named after a farmer called Van Wyk. The Afrikaans suffix vlei, means 'pond', 'marsh' which is quite ironic since this is one of the driest places in South Africa and the surrounding region is named the Dorsland "thirsty land". The town is a small-sized town close to the first dam that funded by the State and built in 1882. Because of it, the nearby town was a wonderful oasis to live in. For many reasons, the dam no longer holds much water – and life has ebbed from the town. San Rock Engravings can be viewed at Springbokoog. The beautiful Vanwyksvlei dam and local salt pans is also one of the many wonders of Vanwyksvlei.

Vosburg

Vosburg lies 100 km north-north-west of Victoria West, 70 km west of Britstown and 94 km north-east of Carnarvon. Named after the Vos family, who owned the farm on which it was laid out. It is a tranquil oasis set in the wide open spaces of the upper Karoo. The streets are lined with cypress, poplar, carob, beefwood

and pepper trees and there is a very pleasing grove of olive trees in the grounds of the stately Dutch Reformed Church. The tree-lined streets reveals a rich array of Victorian and Edwardian era homes, mixed in together with some more modern buildings. Some 22 of the buildings in the village have been declared national monuments.

Sheep farming is the main source of income in the district and the largely pristine environment ensures that Vosburg is a centre for the production of high quality organic lamb and mutton.

The Vosburg Museum is housed in an old Karoo-style house and features a variety of Khoisan implements and interesting exhibits which showcase the lifestyle and history of the early settlers in the district. Fine examples of San rock art can be viewed on the Keurfontein farm nearby.

3.2 *Demographic Profile*

The table below indicates both an increase in the population size of Kareeberg Municipality and the number of households between 2001 and 2016. However, population growth rate over the period 2011 to 2016 was lower than between 2001 and 2011. Overall, the residents in the Kareeberg municipal area are 'better off' in 2016 than they were in 2011.

Indicator		2001	2011	2016
Population		9 488	11 637	12 772
Population growth rate		n/a	2.07% per annum (2001-2011)	2.04% per annum(2011-2016)
Households		2 365	3 222	3 671
People per household		3.6	3.4	3.5
Urban (population)		-	9 592	-
Rural (population)		-	2 081 (or 18% of total population)	-
Dependency ratio (per 100; 15-64)		-	59.9	45
Sex ratio (males per 100 females)		-	97.2	102.5
Age breakdown	0 - 14	-	29%	23%
	15 - 64	-	62%	69%
	65+	-	8%	7%
Education (aged: 20+)	No schooling	-	18.0%	14.7%
	Matric	-	17.5%	19.7%

Indicator		2001	2011	2016
	Higher education	-	5.7%	1.9%
Household dynamics	Female headed households	-	33.6%	34.5%
	Formal dwellings	-	89.6%	94.2%
	Ownership - owned	-	51.7%	71.4%
Household services	Flush toilet connected to sewerage	-	55.6%	69%
	Weekly refuse removal	-	70.9%	84.3%
	Piped water inside dwelling	-	41.5%	47%
	Electricity for lighting	-	73.6%	83.4%
* www.localgovernment.co.za/locals/view/174/Kareeberg-Local-Municipality#demographic				

Table 3: Demographic Profile

3.3 Municipal Wards

The Kareeberg Municipality consists of 4 electoral wards. In the table below, the 4 wards are listed with the approximate number of persons in each ward, size of the ward and population density:

Ward No	Description	Population	Size	Population density
1	Carnarvon: Carnarvon town plus area around Carnarvon airstrip	2 750	56.3km ²	48.8 persons per km ²
2	Bonteheuwel	3 861	0.52km ²	7 420 persons per km ²
3	Vosburg: Are to the north-east of Carnarvon; includes Vosbrug	2 168	8 367km ²	0.3 persons per km ²
4	Vanwyksvlei: Area to the north-west of Carnarvon; includes Vanwyksvlei	2 892	9 277km ²	0.3 persons per km ²

Table 4: Municipal Wards

4 Economic Profile

The economy in the Kareeberg municipal area and district is characterised by the following:

- ◆ High levels of poverty and low levels of education,
- ◆ It is a small-town sub-region with a low level of development (note the significant economic impact that the establishment of the Square Kilometre Array project will have in the municipal area) ,
- ◆ Sparsely populated towns with Carnarvon serving as “agricultural service centre” (note that there would most probably be a decline in such service owing to the restrictions placed on farming in the area as a result of the SKA project),
- ◆ High rate of unemployment, poverty and social grant dependence,
- ◆ Prone to significant environmental changes owing to long-term structural changes (such as climate change, energy crises and other shifts),
- ◆ Geographic similarity in economic sectors, growth factors and settlement patterns,
- ◆ Economies of scale not easily achieved owing to the relatively small size of towns,
- ◆ A diverse road network with national, trunk, main and divisional roads of varying quality, and
- ◆ Potential in renewable energy resource generation.

4.1 Employment Status

The overall results with regard to the employment status of the workforce / potential economically active group in the Pixley ka Seme municipal area have improved from the 2001 figure of 63,1% employed and 36,9% unemployed. In 2011, the number of unemployed individuals was almost 8% below what it was in 2001. However, any unemployment rate, irrespective of how large, has serious repercussions for the ability of the residents to pay for their daily needs and for municipal services. Owing to the high numbers of unemployed persons, other main sources of income are pension/welfare payments. In Kareeberg, about 39 % of employable persons are employed.

The employment status of the available workforce/economically active group in the Kareeberg and Pixley ka Seme municipal area is listed in the table below:

Description	Number 2001	% 2001	Number 2011	% 2011
Kareeberg				
Employed	-	-	4 538	39%
Unemployed	-	-	2 211	19%
Not economically active	-	-	4 888	42%
Pixley ka Seme				
Employed	36 921	63,1%	43 664	72%
Unemployed	21 632	36,9%	17 203	28%
Not economically active	101 886	42,5%	116 201	48%

Table 5: *Employment Status*

4.2 Economic Sector Contributor

The economic activities in the Kareeberg municipal area are dominated by agriculture, community services (including social and personal services) and financial services. The area is known as an agricultural area dedicated almost entirely too extensive animal grazing. The table below includes four economic sectors in the province (seen from a municipal perspective) that have comparative advantages in relation to the South African economy (in descending order):

Description	Targeted performance within Kareeberg Municipality
Mining	Low priority
Agriculture	High priority
Community, social and personal services	High priority
Transportation and communication	Low priority

Table 6: Economic Growth Targets

4.3 Household Income

A significant proportion of the population earn less than R76 400 per annum, i.e. less than R5 200 per month. In the context of housing delivery, these people will have to be beneficiaries of the 'give-away' housing programmes, i.e. the RDP and BNG programmes with ownership as the tenure type, and the CRU programme with rental as tenure type. In total, almost 67% of all households in the municipal area will qualify for these housing options owing to a monthly household income of less than R3500.

It is accepted that, on average, South African households have an annual income of R138 168, viz. a monthly income of R11 514. Hence, many households living in the Kareeberg municipal area have a monthly income below the average for a South African household.

The monthly household income of all the households residing in the municipal area is listed in the table below:

Income category	Kareeberg rural	Carnarvon	Vanwyksvlei	Vosburg
R 1 - R 4 800	2%	4%	7%	3%
R 4 801 - R 9 600	5%	7%	8%	2%
R 9 601 - R 19 600	37%	21%	27%	12%
R 19 601 - R 38 200	26%	24%	26%	21%
R 38 201 - R 76 400	10%	14%	9%	26%
Total	80%	70%	77%	64%

Table 7: Household Income (Census 2011)

4.4 Investment Typology

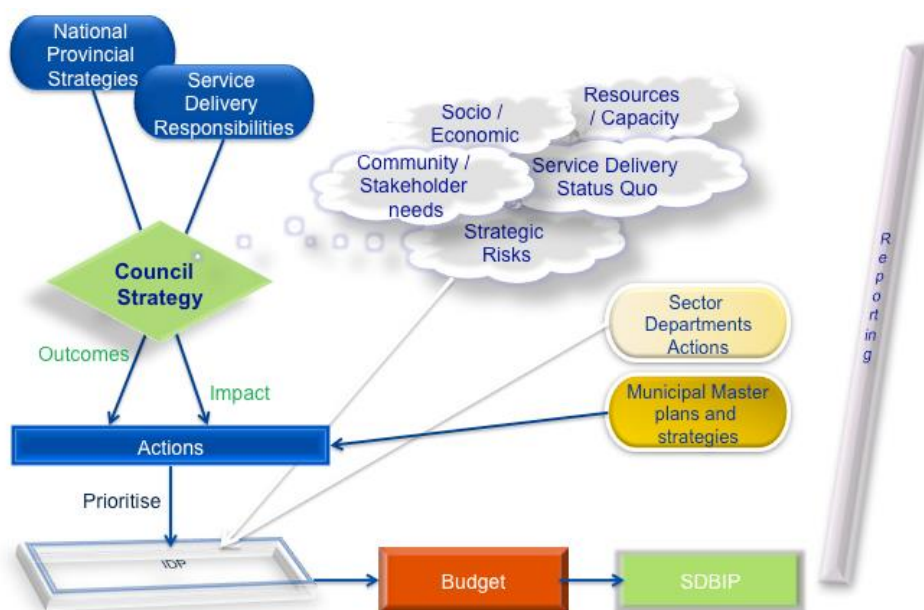
In a 2011 research study called "Development Potential of Urban Settlements in the Northern Cape" by Van der Merwe, I.J., and Zietsman, H.L. regarding the (public) investment potential of municipalities and settlements in the Northern Cape, a set of indicators was developed and used to determine the development/growth potential and human needs at two functional levels, i.e. municipal and town/settlement.

By combining the findings on the development/growth potential and human needs, the preferred type of (public) investment was identified to stimulate economic growth and social advancement. In this regard, a low development potential and a high human need was identified as the appropriate investment category for the Kareeberg Municipality. This implies an investment strategy to stimulate infrastructure (roads, communications, waste disposal, water systems, etc) and social (investments by institutions that help us maintain and develop human capital e.g. families, communities, municipalities, trade unions, hospitals and schools) and human (people's health, education, training, knowledge, skills, spirituality and motivation) capital as best return on investment in these three forms of 'development capital'.

The preferred locations for these investments are in the three towns. However, although Carnarvon is also classified with Vanwyksvlei and Vosburg as 'transitional', the town has a much higher development potential than the other two towns.

5. IDP Development Strategy

The IDP is the overarching strategic tool that guides and informs the planning and development, and decisions taken regarding planning, management and development within the municipality. It is the primary strategic plan that documents the critical development needs of the municipal area (external) and organisation (internal). The following table summarises the IDP process:



5.1 The IDP/Budget Process Plan

Section 28 of the Municipal Systems Act (MSA), 2000 (Act 32 of 2000), requires that each Municipal Council adopts a process plan that would guide the planning, drafting, adoption and review of the IDP. The process plan should have clear and established mechanisms, procedures and process to ensure proper consultation with the communities. It should indicate clearly how the IDP process will work, who will be responsible for what, time frames and milestones will be set and a budget will be aligned to the programme.

The 2017-2022 IDP Process Plan was adopted by Council in [September 2016](#). This process plan include the following:

- ◆ Programme specifying the timeframes for the different planning steps;
- ◆ Structures that will manage the process; and
- ◆ Mechanisms, processes and procedures for consultation and participation of local communities, organs of state and other role players in the IDP review and budget formulation processes.

5.2 *Public Participation*

In order to achieve effective inclusion within the process of developing the IDP and budget, the Municipality utilises the following mechanisms as required in terms of Chapter 4 of the MSA:

- ◆ Roadshows
- ◆ Advertisements
- ◆ Newsletters

Roadshows were held in each local municipal area during March 2017. The Municipality could therefore capture the progress made and the challenges faced by each to have a better understanding of the realities associated with each area (socio-economically and geographically). The table below indicates the detail of the sessions that were held:

Ward	Date	Attendees	Number of people attending
Ward 1:	1 March 2017	Community members, Councillors and officials	7
Ward 2:	2 March 2017	Community members, Councillors and officials	15
Ward 3:	6 March 2017	Community members, Councillors and officials	47
Ward 4:	7 March 2017	Community members, Councillors and officials	40

Table 8: Details of Roadshows Held

5.3 *Intergovernmental Alignment*

The fourth generation IDP 2017-2022 was developed as part of the continuous cycle of planning, implementation and monitoring.

In essence, the process consists out of a situational analysis whereby existing data and annual reports were used as a base to understand the current status of both the Municipality and the environment in which it functions. Based on the analysis of the current situation, the vision was translated into appropriate Strategic Objectives and Key Performance Indicators within the ambit of the available funding to achieve the objectives.

The Strategic Objectives identified have also been aligned with the framework of national and provincial plans, with particular consideration being given as detailed in Chapter 1 (paragraph 1.6).

6. Municipal Strengths, Weaknesses, Opportunities and Threats (SWOT)

Council and the senior managers held a strategic workshop on 16 May 2017. The table below provides detail on the broad SWOT identified:

Strengths	Weaknesses
Good people (Council, Administration and the Community)	Old infrastructure
Current infrastructure	Growing outstanding debtors
Most legislatively required policies and by-laws in place	Old fleet
Motivated staff	Communication
Political stability	Capacity and skill levels of current staff
Effective management of financial obligations	Filling of vacant posts with skilled people
Most systems are in place	Lack of office space
Committed staff	Budget constraints
Opportunities	Threats
SKA/MEERKAT project	Poor payment culture
Tourism	Unemployment, high level of poverty, HIV/Aids
Agriculture	Alcohol and drug abuse
Renewable energy generation	Unfunded mandates
Connection routes	Inadequate public transport
Low crime rate	Availability of land for farming
Availability of labour	Development of available land
Technical school/college	Unrealistic expectations of community with regards to services
Development of available land	Communication

Table 9: SWOT Analysis

7. Municipal Comparative Synopsis

The table below provides a comparison on the status of the Municipality in 2015/16:

Function	Issue	Status - 2015/16/current
Executive and council	Council composition	7 elected councillors
	Attendance at council meetings	100%
	MM appointed	Yes
	CFO	No
Finance and administration - Human Resources	Staff establishment	82
	Vacancies / temporary staff	11
	Critical vacancy on senior management level	1 (CFO)
	Filled positions	60
	Salary % of operating budget	31.76%
	Skills Development Plan	Updated 30 April 2017
	Employment Equity Plan	Yes
	Occupational Health and Safety Plan	Yes
	Approved organogram	Yes
Finance and administration - Finance	Audit opinion	Unqualified audit opinion
	Source of finance% -own	0.1%
	Source of finance% -grants	94.9%
	Source of finance% -other	4.8%
	Annual financial statements	Yes - 2015/16
	GRAP compliant statements	Yes
	Long Term Financial Plan/Strategy	No
	Delegations	Yes
	Communication Strategy	Yes
	Annual report tabled and adopted (2015/2016)	Yes - 31 January 2017
Internal Audit	Status	Shared Service by Pixley ka Seme district municipality
	Audit committees	Yes

Table 10: *Municipal Comparative Synopsis*

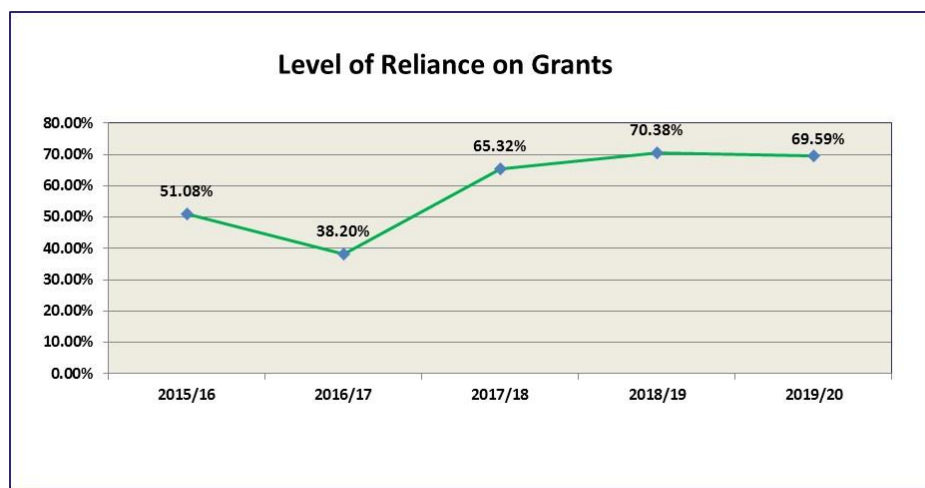
8. Financial Summary

8.1 Level of Reliance on Grants

The table below indicates that the Municipality is reliant to a huge extend on external grants on average 60% per annum. Capital projects are financed 100% by external grants:

Details	Actual 2015/16 R'000	Budget 2016/17 R'000	Budget 2017/18 R'000	Budget 2018/19 R'000	Budget 2019/20 R'000
Government grants and subsidies recognised	29 784	23 669	43 095	48 610	48 610
Total revenue	58 300	61 949	65 971	69 062	69 845
Ratio	51.08%	38.20%	65.32%	70.38%	69.59%

Table 11: Level of Reliance on Grants



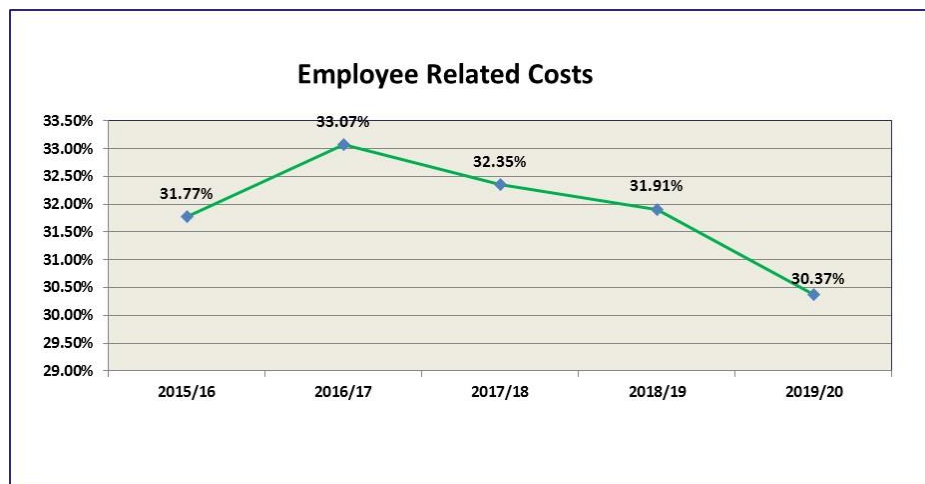
Graph 1.: Reliance on Grants

8.2 Employee Related Costs

The percentage personnel expenditure is essential in the budgeting process as it reflects on current and future efficiency. The table below indicates the total expenditure attributable to personnel costs and that the Municipality is currently within the national norm of between 35 to 40%:

Details	Actual 2015/16 R'000	Budget 2016/17 R'000	Budget 2017/18 R'000	Budget 2018/19 R'000	Budget 2019/20 R'000
Employee related cost	17 101	19 563	21 002	22 482	22 893
Total expenditure	53 830	59 156	64 921	70 453	75 386
Ratio	31.77%	33.07%	32.35%	31.91%	30.37%
Norm	35% to 40%				

Table 12: Employee Related Costs



Graph 2.: Employee Related Costs

8.3 Finance Charges to Total Operating Expenditure

Finance charges is any fee representing the cost of credit or the cost of borrowing. The table below indicates that the Municipality do not currently have any finance charges:

Details	Actual 2015/16 R'000	Budget 2016/17 R'000	Budget 2017/18 R'000	Budget 2018/19 R'000	Budget 2019/20 R'000
Capital charges	0	0	0	0	0
Total expenditure	53 830	59 156	64 921	70 453	75 386
Ratio	0%	0%	0%	0%	0%
Norm	5%				

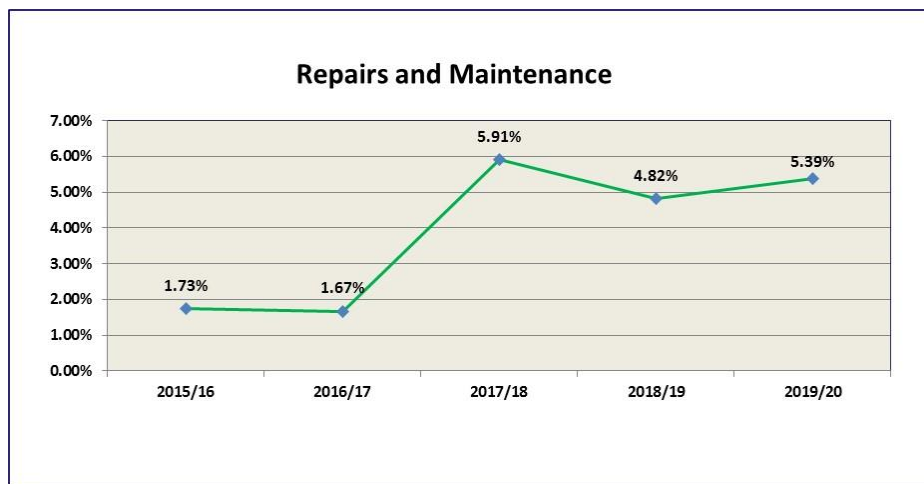
Table 13: Finance Charges to Total Operating Expenditure

8.4 Repairs and Maintenance

The table below indicates that the total expenditure that is attributable to repairs and maintenance is way under the national norm of 10%:

Details	Actual 2015/16 R'000	Budget 2016/17 R'000	Budget 2017/18 R'000	Budget 2018/19 R'000	Budget 2019/20 R'000
Repairs and maintenance	930	985	3 840	3 398	4 065
Total expenditure	53 830	59 156	64 921	70 453	75 386
Ratio	1.73%	1.67%	5.91%	4.82%	5.39%
Norm	10%				

Table 14: Repairs and Maintenance



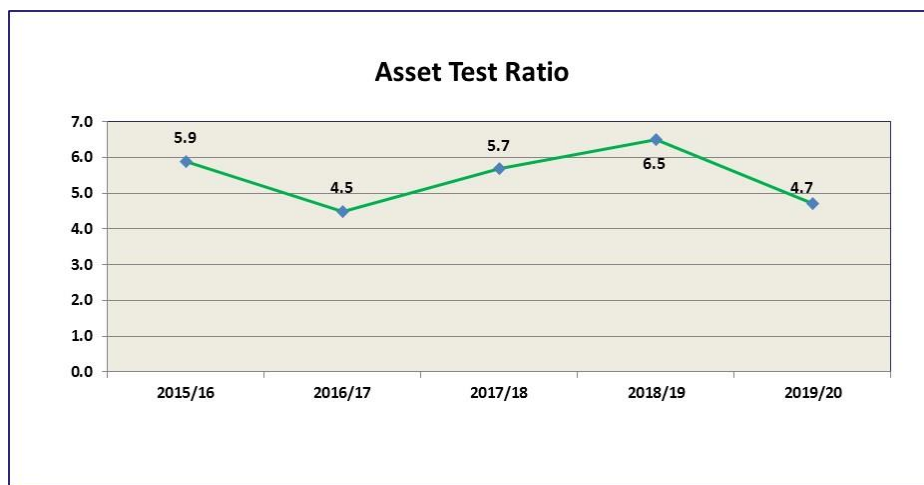
Graph 3.: Repairs and Maintenance

8.5 Acid Test Ratio

A measure of the Municipality's ability to meet its short-term obligations using its most liquid assets. A higher ratio indicates greater financial health. Although the table below indicates that the Municipality ratio is higher than the norm, outstanding debtors are included in the current assets and the current debt recovery rate is only about 55%. This means that a very large % of the current assets will not realize in cash and that the municipality are and will for certain experience cash-flow difficulties in the years to come unless the Credit Control Policy is strictly implemented:

Details	Actual 2015/16 R'000	Budget 2016/17 R'000	Budget 2017/18 R'000	Budget 2018/19 R'000	Budget 2019/20 R'000
Current assets less inventory	26 537	31 320	53 199	78 471	80 131
Current liabilities	4 472	6 885	9 261	12 083	16 954
Ratio	5.9	4.5	5.7	6.5	4.7
Norm	1.5 : 1				

Table 15: Acid Test Ratio

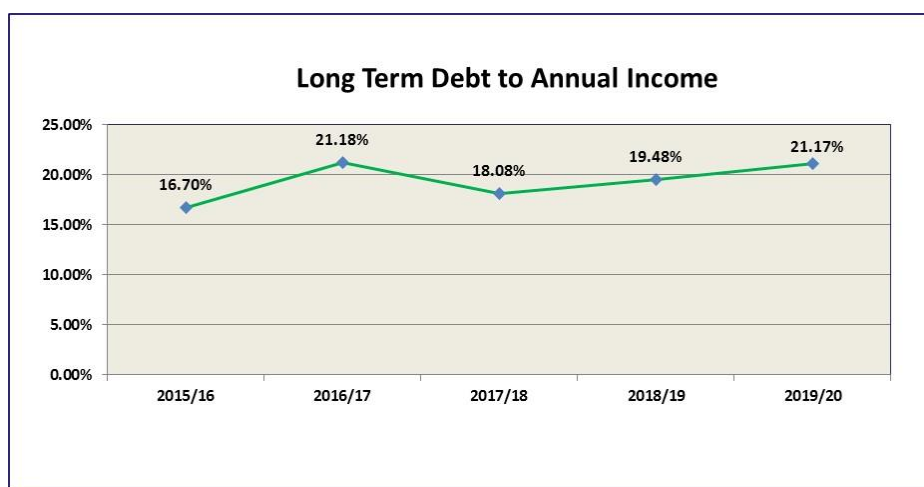


Graph 4.: Asset Test Ratio

8.6 *Long-Term Debt to Annual Income*

The table below indicates the Municipality's long term debt as a % of annual income and that it is under the national norm of 30%, which is a positive:

Detail	Actual 2015/16 R'000	Budget 2016/17 R'000	Budget 2017/18 R'000	Budget 2018/19 R'000	Budget 2019/20 R'000
Long-term liabilities	8 999	12 530	11 738	13 726	15 957
Revenue	53 830	59 156	64 921	70 453	75 386
Ratio	16.7%	21.18%	18.08%	19.48%	21.17%
Norm	30%				

Table 16: *Long-Term Debt to Annual Income*Graph 5.: *Long-Term Debt to Annual Income*

The Municipality is currently experiencing serious financial difficulties to sufficiently fund all their activities. To remain financially sustainable, the Municipality will focus in the next 5 year mainly on revenue generation and will only be able to execute infrastructure capital projects if an external grant was allocated to the Municipality by other spheres of Government.

CHAPTER 1: IDP PROCESS

1.1 IDP process

The table below indicates the various phases in the development, monitoring and reporting of an IDP:

IDP Planning Process	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Preparation Phase (Analysis)												
Assessment of the implementation of the 2016-2017 IDP Projects												
Identify the limitation and shortcomings of the 2016-2017 IDP												
Undertake an assessment of the implementation of all Sector Plans and Integrated Programs												
Submit the IDP Process plan to Council for adoption												
Identify all updated and available information from statistics SA and other stakeholders												
Identify and discuss all analysis completed (Engagement Session)												
Consultation Phase (Strategy)												
Identify all sector plans and Integrated Programmes to be reviewed												
Undertake strategic planning workshop for the Municipality												
Consultation Process (Projects)												
Undertake consultation with Sector Departments												
Formulate IDP Projects for 2017-2022 financial years												
Integration Phase												
Prepare and finalise draft IDP												
Approval Phase												
Present draft IDP to Council for adoption												
Submit the draft IDP to the MEC for CoGTA for assessment												
Incorporate all the comments received												
Present the final IDP to Council for approval												
Submit the final IDP to the MEC for CoGTA												
Submit copies of approved IDP to Provincial Sector Departments, CoGTA and other stakeholders												

IDP Planning Process	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Publish the approved IDP on the website of the Municipality												

Table 17: IDP process

1.2 Roles and Responsibilities

1.2.1 Roles and Responsibilities – Internal

The roles and responsibilities of internal role-players in the compilation of the IDP are indicated in the table below:

Role player	Roles and responsibilities
Mayor/Committee of appointed councillors	<ul style="list-style-type: none"> ◆ Manage the drafting of the IDP ◆ Assign responsibilities in this regard to the Municipal Manager ◆ Submit the draft plan to the municipal council for adoption
Municipality	<ul style="list-style-type: none"> ◆ Prepare, decide and adopt a Process Plan ◆ Undertake the overall management and co-ordination of the planning process, which includes ensuring that: <ul style="list-style-type: none"> • All relevant stakeholders are appropriately involved; • Appropriate mechanisms and procedures for public consultation and participation are applied; • The planning events are undertaken in accordance with the set timeframe; • The planning process is related to the Key Development Priorities in the Municipality; and • National and Provincial sector planning requirements are satisfied ◆ Adopt and approve the IDP ◆ Amend the IDP in accordance with the requirements of the MEC for Local Government ◆ Ensure that the annual operational business plans and budget are linked to and based on the IDP
IDP Manager	<ul style="list-style-type: none"> ◆ Responsible for the preparation of the Process Plan ◆ Responsible for the day-to-day management of the planning process in terms of time resources and people, and ensuring: <ul style="list-style-type: none"> • The involvement of all relevant role players, especially officials; • That the timeframes are being adhered to; • That the planning process is horizontally and vertically aligned and complies with national and provincial requirements; • That conditions for participation are provided; and • That outcomes are being documented. ◆ Chairing the Steering Committee ◆ Management of consultants
IDP Steering Committee	<ul style="list-style-type: none"> ◆ Provide terms of reference for subcommittees and the various planning activities ◆ Commission research studies ◆ Consider and comment on: <ul style="list-style-type: none"> • Inputs from subcommittee(s), study teams and consultants, and • Inputs from provincial sector departments and support providers (PIMS Centres, etc.) ◆ Process, summarise and draft outputs ◆ Make recommendations ◆ Prepare, facilitate and minute meetings. Prepare and submit reports to the IDP Representative Forum

Table 18: Roles and Responsibilities – Internal

1.2.2 Roles and Responsibilities – External

The roles and responsibilities of external role-players in the compilation of the IDP are indicated in the table below:

Role player	Roles and responsibilities
IDP Representative Forum	<ul style="list-style-type: none"> ◆ Represent the interests of their constituents in the IDP process ◆ Provide an organizational mechanism for discussion, negotiation and decision-making between the stakeholders and the Municipality ◆ Ensure communication between all the stakeholder representatives ◆ Monitor the performance of the planning and implementation process
Stakeholder and Community Representatives	<ul style="list-style-type: none"> ◆ Participating in the IDP Representative Forum to: <ul style="list-style-type: none"> • Inform interest groups, communities and organizations on relevant planning activities and their outcomes; • Analyze issues, determine priorities, negotiate and reach consensus; • Participate in the designing of project proposals and/or the evaluation thereof; • Discuss and comment on the draft IDP; • Ensure that annual business plans and budgets are based on and linked to the IDP; and • Monitor implementation performance of the IDP. ◆ Conducting meetings or workshops with groups, communities or organisations to prepare and follow-up on relevant planning activities
Provincial Government	<ul style="list-style-type: none"> ◆ Ensuring horizontal alignment of the Metropolitan and District Municipalities within the province ◆ Ensuring vertical/sector alignment between provincial sector departments/provincial strategic plans and the IDP process at Metropolitan/District/Local level ◆ Efficient financial management of provincial IDP grants ◆ Monitoring the progress of the IDP processes ◆ Facilitation of resolution of disputes related to IDP ◆ Assist municipalities in the IDP drafting process when required ◆ Facilitation of IDP – related training where required ◆ Co-ordinate and manage the MEC's assessment of IDPS ◆ Provide relevant information on the provincial sector departments' plans, programmes, budgets, objectives, strategies and projects in a concise and accessible manner ◆ Provide sector expertise and technical knowledge to the formulation of municipal strategies and projects ◆ Engage in a process of alignment with Metropolitan and District Municipalities
Support providers and planning professionals	<ul style="list-style-type: none"> ◆ Providing methodological/technical guidance to the IDP process ◆ Facilitation of planning workshops ◆ Documentation of outcomes of planning activities ◆ Special studies or other product related contributions ◆ Support to organized and unorganized groups and communities to more effectively engage in and contribute to the planning process ◆ Ensure the IDP is aligned with the budget and planning requirements of provincial and national departments
District Municipality	<ul style="list-style-type: none"> ◆ District Municipality has the same roles and responsibilities as municipalities related to the preparation of a District IDP ◆ Co-ordination roles regarding Local Municipalities: <ul style="list-style-type: none"> • Ensuring horizontal alignment of the IDP's of the local municipalities in the District Council area; • Ensuring vertical alignment between district and local planning; • Facilitation of vertical alignment of IDP's with other spheres of government; and • Preparation of joint strategy workshops with local municipalities, provincial and national role players.

Table 19: Roles and Responsibilities – External

1.3 Public participation

1.3.1 Legislative requirements

In giving effect to Section 16 of the MSA, the municipal manager must ensure that for this purpose –

The Municipality encourages and creates conditions for the local community to participate in the affairs of the Municipality, including in –

- ◆ The preparation, implementation and review of its integrated development plan;
- ◆ The establishment, implementation and review of its performance management plan;
- ◆ Consideration of draft by-laws;
- ◆ The monitoring and review of its performance, including the outcome and impact of such performance;
- ◆ The preparation of its budget; and
- ◆ Strategic decisions relating to the provisioning of municipal services.

The Municipality employs sufficient staff members, other than councillors, who may help in informing and educating the local community about the affairs of the Municipality, particularly in the areas referred to in Section 16(1)(a), taking into account special needs, as defined in Section 17(2) of the Systems Act.

That all staff members, including councillors, are trained in the basic knowledge of the areas referred to in Section 16 of the MSA.

The municipal manager may establish a working group consisting of councillors and previously trained staff members to administer the training of new staff and councillors under Section 16 of the MSA.

1.3.2 Public participation process

Sessions were held in all the wards during March 2017 to determine the needs of the community.

1.4 Five year cycle of the IDP

The first generation IDP's dealt with the period 2002-2007, the second generation IDP's with the period 2007-2012, the third generation IDP's with the period 2012-2017 and municipalities entered the fourth five year IDP cycle with the municipal elections in August 2016. The new council that was constituted after the elections immediately started preparing a new five year IDP. This fourth generation IDP will be effective from **1 July 2017 up to 30 June 2022**.

Municipalities are encouraged and supported by both national and provincial government to develop realistic and credible IDP's that not only comply with relevant legislation but also -

- ◆ are owned by local leadership, municipal management and community as the single strategic plan to direct resources within the Municipality;
- ◆ are driven by the management team and systems within the Municipality with implementation regularly monitored during the year through the performance management system;
- ◆ contain a long term development strategy that can guide investment across the municipal area;

- ◆ provide an investment plan for national, provincial and local government and non-governmental stakeholders to enhance and enable joint planning and resource alignment to improve service delivery to all stakeholders; and
- ◆ include local area plans to localise the strategy and implementation of the IDP.

1.5 Annual review of the IDP

In terms of the MSA, Section 34, a Municipality is required to review its IDP annually. Annual reviews allow the Municipality to expand upon or refine plans and strategies, to include additional issues and to ensure that these plans and strategies inform institutional and financial planning.

The IDP has to be reviewed annually. The review process serves as an institutional learning process where stakeholders can meet to discuss the successes and frustrations of the past year. It is not designed to interfere with the long-term strategic orientation of the Municipality to accommodate new whims and additional demands. It remains a strategic process of ensuring the institution remains in touch with their intentions and the environment within which it functions.

Although the implementation of the IDP is monitored through the performance management system, an annual process is required to check the relevance of the strategic plan within a dynamic environment.

The IDP has to be reviewed annually in order to -

- ◆ ensure its relevance as the Municipality's strategic plan;
- ◆ inform other components of the Municipal business process including institutional and financial planning and budgeting; and
- ◆ inform the inter-governmental planning and budget cycle.

The purpose of a review is to -

- ◆ reflect and report on progress made with respect to the five year strategy (and key outcomes) in the IDP;
- ◆ make adjustments to the strategy in the 5 year IDP because of changing internal and external circumstances that impact on the appropriateness of the IDP;
- ◆ determine annual targets and activities for the next financial year in line with the five year strategy; and
- ◆ inform the Municipality's financial and institutional planning and most importantly, the drafting of the annual budget.

1.6 Mechanisms for alignment

1.6.1 National linkages

National Key Performance Areas

The table below indicates the National Key Performance Areas:

KPA	Description
Basic Service Delivery (BSD)	Water, sanitation, refuse removal, roads, storm water, public transport, electricity, land and housing
Municipal Transformation and Institutional Development (MTID)	Organisational transformation to match IDP requirements, internal policies dealing with national priorities, general management practices and training
Municipal Financial Viability and Management (MFVM)	Financial policies, budget management, assets and liability control, and supporting strategies to fund priorities
Local Economic Development (LED)	LED, food security, social infrastructure, health, environment, education and skills development
Good Governance and Public Participation (GGPP)	Public relations, marketing and communication, empowering wards, public participation structures and mechanisms, and service ethics (Batho Pele)

Table 20: National Key Performance Areas

National Development Plan (NDP)

The President of SA appointed a National Planning Commission in May 2010 to draft a vision and plan for the country. On 9 June 2011 the Commission released a diagnostic document and elements of a vision statement. On 11 November 2011 the vision statement and the plan was released for consideration. The Commission consulted widely on the draft plan. The National Development Plan was handed to President Zuma in August 2012 and was adopted by Cabinet in September 2012.

The plan focuses on the critical capabilities needed to transform the economy and society. In particular, South Africa must find ways to urgently reduce alarming levels of youth unemployment and to provide young people with broader opportunities.

Given the complexity of national development, the plan sets out six interlinked priorities:

- ◆ Uniting all South Africans around a common programme to achieve prosperity and equity.
- ◆ Promoting active citizenry to strengthen development, democracy and accountability.
- ◆ Bringing about faster economic growth, higher investment and greater labour absorption.
- ◆ Focusing on key capabilities of people and the state.
- ◆ Building a capable and developmental state.
- ◆ Encouraging strong leadership throughout society to work together to solve problems.

The plan in brief

By 2030:

- ◆ Eliminate income poverty – Reduce the proportion of households with a monthly income below R419 per person (in 2009 prices) from 39% to zero.
- ◆ Reduce inequality – The Gini coefficient should fall from 0.69 to 0.6.

Enabling milestones

- ◆ Increase employment from 13 million in 2010 to 24 million in 2030.
- ◆ Raise per capita income from R50 000 in 2010 to R120 000 by 2030. ■ Increase the share of national income of the bottom 40% from 6% to 10%.
- ◆ Establish a competitive base of infrastructure, human resources and regulatory frameworks.
- ◆ Ensure that skilled, technical, professional and managerial posts better reflect the country's racial, gender and disability makeup.
- ◆ Broaden ownership of assets to historically disadvantaged groups.
- ◆ Increase the quality of education so that all children have at least two years of preschool education and all children in grade 3 can read and write.
- ◆ Provide affordable access to quality health care while promoting health and wellbeing.
- ◆ Establish effective, safe and affordable public transport.
- ◆ Produce sufficient energy to support industry at competitive prices, ensuring access for poor households, while reducing carbon emissions per unit of power by about one-third.
- ◆ Ensure that all South Africans have access to clean running water in their homes.
- ◆ Make high-speed broadband internet universally available at competitive prices.
- ◆ Realise a food trade surplus, with one-third produced by small-scale farmers or households.
- ◆ Ensure household food and nutrition security.
- ◆ Entrench a social security system covering all working people, with social protection for the poor and other groups in need, such as children and people with disabilities.
- ◆ Realise a developmental, capable and ethical state that treats citizens with dignity.
- ◆ Ensure that all people live safely, with an independent and fair criminal justice system.
- ◆ Broaden social cohesion and unity while redressing the inequities of the past.
- ◆ Play a leading role in continental development, economic integration and human rights.

Critical actions

- ◆ A social compact to reduce poverty and inequality, and raise employment and investment.
- ◆ A strategy to address poverty and its impacts by broadening access to employment, strengthening the social wage, improving public transport and raising rural incomes.
- ◆ Steps by the state to professionalise the public service, strengthen accountability, improve coordination and prosecute corruption.

- ◆ Boost private investment in labour-intensive areas, competitiveness and exports, with adjustments to lower the risk of hiring younger workers.
- ◆ An education accountability chain, with lines of responsibility from state to classroom.
- ◆ Phase in national health insurance, with a focus on upgrading public health facilities, producing more health professionals and reducing the relative cost of private health care.
- ◆ Public infrastructure investment at 10% of gross domestic product (GDP), financed through tariffs, public-private partnerships, taxes and loans and focused on transport, energy and water.
- ◆ Interventions to ensure environmental sustainability and resilience to future shocks.
- ◆ New spatial norms and standards – densifying cities, improving transport, locating jobs where people live, upgrading informal settlements and fixing housing market gaps.
- ◆ Reduce crime by strengthening criminal justice and improving community environments.

Summary of objectives

The table below indicates the objectives and actions under each chapter that impact on local government and to which the Municipality can contribute where possible:

Chapter	Outcome	Objectives impacting on local government and to which can be contributed
3	Economy and employment	Public employment programmes should reach 1 million by 2015 and 2 million people by 2030
4	Economic infrastructure	The proportion of people with access to the electricity grid should rise to at least 90% by 2030, with non-grid options available for the rest
		Ensure that all people have access to clean, potable water and that there is enough water for agriculture and industry, recognising the trade-offs in the use of water
		Reduce water demand in urban areas to 15% below the business-as-usual scenario by 2030
		Competitively priced and widely available broadband
5	Environmental sustainability and resilience	Absolute reductions in the total volume of waste disposed to landfill each year
		At least 20 000MW of renewable energy should be contracted by 2030
6	Inclusive rural economy	No direct impact
7	South Africa in the region and the world	No direct impact
8	Transforming human settlements	Strong and efficient spatial planning system, well integrated across the spheres of government
		Upgrade all informal settlements on suitable, well located land by 2030
		More people living closer to their places of work
		More jobs in or close to dense, urban townships
9	Improving education, training and innovation	Make early childhood development a top priority among the measures to improve the quality of education and long-term prospects of future generations
10	Health care for all	No direct impact

Chapter	Outcome	Objectives impacting on local government and to which can be contributed
11	Social protection	Ensure progressively and through multiple avenues that no one lives below a defined minimum social floor
		All children should enjoy services and benefits aimed at facilitating access to nutrition, health care, education, social care and safety
12	Building safer communities	No specific objective
13	Building a capable and developmental state	Staff at all levels has the authority, experience, competence and support they need to do their jobs
		Relations between national, provincial and local government are improved through a more proactive approach to managing the intergovernmental system
14	Fighting corruption	A corruption-free society, a high adherence to ethics throughout society and a government that is accountable to its people
15	Nation building and social cohesion	Vision is a society where opportunity is not determined by race or birthright; where citizens accept that they have both rights and responsibilities. Most critically, we seek a united, prosperous, non-racial, non-sexist and democratic South Africa

Table 21: Summary of the Objectives of the NDP

Back-to-Basics

The Minister of Cooperative Governance and Traditional Affairs (COGTA) introduced the Back to Basics approach at the Presidential Local Government Summit on 18 September 2014. In presenting the approach the Minister also pronounced the national plan of action to roll-out the programme with the aim of addressing challenges facing municipalities in a sustainable manner. This approach was adopted at the summit as the framework for the implementation of targeted measures towards improving the functioning of municipalities and sustainable provision of services to the citizens.

After the summit the National COGTA stated with the task of preparing for the implementation of the approach in each of the nine provinces. These preparations have culminated in the development of the back to basics conceptual framework and the operationalization plan that provides the foundation for the onward implementation of the approach.

At the most basic level National Government will expect municipalities to:

- ◆ Put people and their concerns first and ensure constant contact with communities through **effective public participation** platforms. The basic measures to be monitored include:
 - Regular ward report backs by councillors
 - Clear engagement platforms with civil society
 - Transparent, responsive and accountable
 - Regular feedback on petitions and complaints
 - The regularity of community satisfaction surveys carried out.

- ◆ Create conditions for decent living by consistently delivering **municipal services to the right quality and standard**. This includes planning for and delivery of infrastructure and amenities, maintenance and upkeep, including the budgeting to do this. Ensure no failures in services and where there are, restore with urgency. Municipalities are expected to perform the following basic activities, and the performance indicators will measure the ability of our municipalities to do so:
 - Develop fundable consolidated infrastructure plans.
 - Ensure Infrastructure development maintenance (7% OPEX) and reduce losses.
 - Ensure the provision of free basic services and the maintenance of indigent register
 - National and Provincial Rapid Response and technical teams will be established and strengthened and service delivery interruptions will be monitored at a national level.
- ◆ Be well governed and demonstrating **good governance** and administration - cutting wastage, spending public funds prudently, hiring competent staff, ensuring transparency and accountability. Municipalities will be constantly monitored and evaluated on the following basics:
 - Clear delineation of roles and responsibilities
 - Functional structures.
 - Transparency, accountability and community engagement
 - Proper system of delegation to ensure functional administration
 - The existence and efficiency of anti-corruption measures.
 - The extent to which there is compliance with legislation and the enforcement of by laws.
 - The rate of service delivery protests and approaches to address them.
- ◆ Ensure **sound financial management** and accounting, and prudently manage resources so as to sustainably deliver services and bring development to communities. Performance against the following basic indicators will be constantly assessed:
 - Proper record keeping and production of annual financial statements.
 - Credit control, internal controls and increased revenue base
 - Wasteful expenditure including monitoring overtime kept to a minimum.
 - Functional Supply Chain Management structures with appropriate oversight
 - The number disclaimers in the last three – five years.
 - Whether the budgets are cash backed.
- ◆ Build and maintain **sound institutional and administrative capabilities**, administered and managed by dedicated and skilled personnel at all levels. The basic requirements to be monitored include:
 - Competent and capable people and performance management.
 - Functional delegations.
 - Regular interactions between management and organised labour.
 - Shared scarce skills services at district level.
 - Realistic organograms aligned to municipal development strategy.
 - Implementable human resources development and management programmes.

1.6.2 *District linkages*

The strategic objectives of the Pixley ka Seme District Municipality are as follow:

- ◆ Compliance with the tenets of good governance as prescribed by legislation and best practice.
- ◆ To provide an independent and objective internal audit assurance and consulting service to add value and to improve the administrative operations of all the municipalities in the district through an approach that is systematic and disciplined.
- ◆ Promote economic growth in the district.
- ◆ To provide a professional, people centered human resources and administrative service to citizens, staff and Council.
- ◆ Administer finances in a sustainable manner and strive to comply with legislative requirements to achieve a favourable audit outcome.
- ◆ To provide disaster management services to the citizens.
- ◆ To provide municipal health services to improve the quality of life of the citizens.
- ◆ Guide local municipalities in the development of their IDP's and in spatial development.
- ◆ Monitor and support local municipalities to enhance service delivery.

1.6.3 *Provincial linkages*

A limited number of provincial policy documents are available to set the planning and development context for local government in the Northern Cape going forward. The only documents available are the spatial development framework and the Growth and Development Strategy.

CHAPTER 2: LEGAL REQUIREMENTS

Municipalities function within an extensive legislative and policy framework that provides prescripts and guidelines for municipal actions according to constitutional obligations. In this regard, all municipalities must align their budget and programmes with national developmental and institutional policy directives that are mainly being guided by the constitution.

The **Constitution of the Republic of South Africa** outlines the type of local government needed. Sections 152 and 153 of the Constitution describe the following objectives of local government:

- ◆ To ensure the sustainable provision of services;
- ◆ To provide democratic and accountable government for all communities;
- ◆ To promote social and economic development;
- ◆ To promote a safe and healthy environment;
- ◆ To give priority to the basic needs of communities, and
- ◆ To encourage involvement of communities and community organisations in matters of local government.

The Constitution supersedes all legislative frameworks and the following legislation has been developed to guide municipalities as to its mandate, function and mechanisms to implement its constitutional mandate:

- a) The **MSA** requires municipalities to develop Integrated Development Plans that will guide the direction and content of potential development within the relevant council's area of jurisdiction, and must be reviewed annually. In addition the Act also stipulates the IDP process and the components of the IDP.
- b) The **Local Government: Municipal Planning and Performance Management Regulations (2001)** sets out the minimum requirements for an Integrated Development Plan. Regulation 2(1) states that the Municipality's IDP must at least identify:
 - ◆ The institutional framework, which must include an organogram required for the implementation of the Integrated Development Plan;
 - ◆ Any investment initiatives in the Municipality;
 - ◆ Any development initiatives in the Municipality, including infrastructure, physical, social and institutional development;
 - ◆ All known projects, plans and programmes to be implemented within the Municipality by any organ of the state, and
 - ◆ The key performance indicators set by the Municipality.

Regulation 2(3) **Local Government: Municipal Planning and Performance Management Regulations (2001)** sets out matters/issues that must be reflected in the financial plan that must form part of the integrated development plan.

Section 21(2) of the **Municipal Finance Management Act (Act 56 of 2003) (MFMA)** states that, when preparing the annual budget, the Mayor of a Municipality must:

- ◆ Take into account the Municipality's Integrated Development Plan.
- ◆ Take all reasonable steps to ensure that the Municipality revises the integrated development plan in terms of section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years.
- ◆ Take into account the national budget, the relevant provincial budget, the national government's fiscal and macroeconomic policy, the annual Division of Revenue Act and any agreements reached in the Budget Forum.
- ◆ Consult with the relevant authorities.

The drafting, implementation and review of the IDP on an annual basis is mandatory for all municipalities in terms of the relevant legislation, and it is therefore important to briefly outline this legal framework.

The Integrated Development Plan, adopted by the Council of the Municipality, is the key strategic planning tool for the Municipality. It is described in the Municipal Systems Act (MSA) as:

35(1) (a) "...the principal strategic planning instrument which guides and informs all planning, development and all decisions with regard to planning, management and development in the municipality";

CHAPTER 3: SITUATIONAL ANALYSIS

This chapter includes details of the current status of the Kareeberg Municipality in order to identify the current position and what needs to be addressed to turn the existing position around.

3.1 Spatial Analysis

The Kareeberg Municipality does have an (outdated) Municipal Spatial Development Framework (MSDF).¹ However, reference is made to the requirement in terms of Section 20(2) of the Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013) (SPLUMA) that an MSDF must be prepared and approved as part of the municipality's Integrated Development Plan (IDP) and in accordance with the Local Government Municipal Systems Act, 2000 (Act 32 of 2000) (MSA).

The contents of an MSDF are listed in Sections 20 and 21 of SPLUMA,² whereas the procedural and content requirements regarding the drafting, amendment and adoption of the IDP, are specified in the MSA. In this regard, the new set of planning legislation does confirm this process as the same process to be used for the drafting, amendment and adoption of the MSDF. This also means that the specifications in Section 34 regarding the annual review by a municipality of its Integrated Development Plan, apply to the municipal spatial development framework. When considering this specification, it is important to note the different timelines in the respective planning and implementation horizons, i.e. 5 years for the IDP and up to 20 years in the MSDF.

It must be noted that the Pixley ka Seme District Municipality and the Northern Cape Government do have Spatial Development Frameworks for their respective areas of jurisdiction. In the interests of brevity, the following section includes only a summary of key spatial elements of the Northern Cape and the district – elements that have relevance to urban and rural development in the Kareeberg Municipality.

The provincial SDF (2012), as a spatial land-use directive, provides the preferred approach to spatial planning and the use and development of land throughout the Northern Cape. This approach is based on bioregional planning and management principles, which basically considers the cultural, social and economic functions as uniquely interdependent within a developmental state agenda. In this regard, a matrix of sustainable land-use zones is provided in an effort to ensure close relationships between these functions. Furthermore, the SDF put forward the following

¹ Rural Spatial Development Framework / Land Development Plan, 2010.

² Also see the SDF Guidelines, September 2014, as commissioned by the national Department of Rural Development and Land Reform.

vision as first presented in the provincial Growth and Development Strategy: *building a prosperous, sustainable growing provincial economy to eradicate poverty and improve social development.*

It is stated in the provincial SDF that it serves as an integrated spatial and policy framework within which the imperatives of institutional integration, integrated development planning and cooperative governance can be achieved. What does this mean with regard to the use and development of land? Basically, it means the introduction of specific ways to consider and measure the use and development of land by all stakeholders.

In the provincial SDF, investment typologies are proposed. In this regard, a medium development potential and a high human need were identified as the appropriate investment category for the Kareeberg Municipality.

Note that the Spatial Development Framework for the Pixley ka Seme district, was prepared in 2007, and hence, does not include the bioregional planning approach, recent private project investments, recent changes to the municipal boundaries within the district, and/or any reference to the Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013).

3.2 Geographical Context

The jurisdiction of the Kareeberg Local Municipality covers an area of 17 702km², which is also 17% of the total area of 102 766km² that constitutes the Pixley ka Seme District Municipality. The Kareeberg Municipality is the western-most local municipality within the district. The main town is Carnarvon which is located in the southern segment of the municipal area. The two other settlements, viz. Vosburg and Vanwyksvlei, are located close to the eastern and north-western segments of the municipal area, respectively.

The Kareeberg municipal area is about equal distance from Upington and Kimberley (as the largest towns in the Northern Cape Province) and a little bit further from Bloemfontein, which is located in the Free State province to the north-east. Calvinia, located to the west of the municipal area, is a town with close social and economic linkages with the people and activities in Kareeberg Municipality. The regional setting of the municipal area is, although 'central' to the Northern Cape, not linked or connected to any major rail or road corridor.

The table below lists some key points as summary of the geographic context within which integrated development planning for the Municipality is performed:

Geographic summary	
Province name	Northern Cape
District name	Pixley ka Seme
Local municipal name	Kareeberg Municipality
Main town	Carnarvon
Location of main town	In the southern segment of the municipal area
Population size of main town (as a % of total population)	About 56%
Major transport routes	None
Extent of the municipal area (km ²)	17 702 km ²

Geographic summary	
Nearest major city and distance between major town/city in the municipality	Kimberley (about 400 km from Carnarvon)
Closest harbour and main airport to the Municipality	Port Elizabeth; Upington
Region specific agglomeration advantages	Agriculture; SKA project
Municipal boundary: Most northerly point:	29°59'36.01" S 21°54'38.33" E
Municipal boundary: Most easterly point:	30°32'16.40" S 23°14'31.00" E
Municipal boundary: Most southerly point:	31°12'47.38" S 22°12'37.93" E
Municipal boundary: Most westerly point:	30°19'41.78" S 21°04'09.15" E

Table 22: *Geographical Context*

3.3 Ward delineation

The Kareeberg Municipality consists of 4 electoral wards. In the table below, the 4 wards are listed with the approximate number of persons in each ward, size of the ward and population density.

Ward No	Description	Population	Size	Population density
1	Carnarvon: Carnarvon town plus area around Carnarvon airstrip	2 750	56.3km ²	48.8 persons per km ²
2	Bonteheuwel	3 861	0.52km ²	7 420 persons per km ²
3	Vosburg: Are to the north-east of Carnarvon; includes Vosbrug	2 168	8 367km ²	0.3 persons per km ²
4	Vanwyksvlei: Area to the north-west of Carnarvon; includes Vanwyksvlei	2 892	9 277km ²	0.3 persons per km ²

Table 23: *Municipal Wards*

3.4 Environmental Context

In this section, insight is gained into the environmental context within which integrated development planning must occur, though a high-level summary of the key elements of the environment.

The Kareeberg municipal area does not include areas that can be classified as being particularly environmentally sensitive due to the very limited (if any) occurrence of Red Date species, wetlands, water sources and terrestrial ecosystems. According to SANBI data, the municipal area does only have one area classified as Critical Biodiversity Area, i.e. a 'lung' stretching from the west (in an east-west orientation) into the western segment of the municipal area.

Environmental summary	
Main environmental regions in the Municipality	Grassland and Nama-Karoo biome: Approximately 250 million years ago the Karoo was an inland lake fringed by cycads and roamed by mammalian reptiles. Today, it is a geological wonderland with fossilised prints of dinosaurs and other fossils. It is one of the largest wool and mutton producing regions in South Africa.
List of conservation areas	None
List of private nature reserves	None
List of government owned nature reserves	None
Biosphere areas	None
Main river within the municipality	None
Wetlands within the Municipality	None
Heritage sites within the Municipality	To be confirmed
Status of the Environmental Management Plan	No plan available

Table 24: *Environmental Context*

3.5 Biophysical Context

In this section, insight is gained into the environmental context, and in particular into the biophysical elements thereof, within which integrated development planning must occur, though a high-level summary of the key elements.

The municipal area can be considered as a homogeneous environmental area, i.e. limited mix of species in ecosystem. The area is a micro bioregion covered by mountains, hills, plains and lowlands with a moderate climate.

The table below provides a summary of the Municipality's biophysical context:

Biophysical context	
Current land transformation status (land transformed from natural habitat to developed areas)	-
List of major river streams	-
Main agricultural land uses within the Municipality	Extensive grazing (mostly sheep farming)
(Possible) demand for development that will influence the transformation of land use	SKA project, Renewable energy

Biophysical context	
Existing pressure from land use impacts on biodiversity	SKA project, Renewable energy, livestock grazing management and veldt management
Current threats on alien flora species and mitigation processes in place	Grassland and Nama-Karoo biome
List of fauna species within the municipal area	Variety of game species, e.g. Springbok and Eland; Riverine Rabbit (<i>Bunolagus monticularis</i>)
List of endangered flora species within the municipal area	-
Any eco-tourism initiatives required to sustain the ecological issues and impacts within the local municipality	-
Any coastal areas within the Municipality	No
Coastal Management status if applicable	-
Any protected mountain areas/ranges within the Municipality	-
Average rainfall for the municipal area	Between 100 mm and 300 mm per annum
Minimum and maximum average temperature for both winter and summer months in the Municipality	Summer average: 40° and Winter average: -10°

Table 25: *Biophysical Context*

3.6 Infrastructural Context

3.6.1 Infrastructural Summary

In this section, insight is gained into the infrastructural context within which integrated development planning must occur, though a high-level summary of the respective infrastructure components that 'serves' the communities.

The Kareeberg Municipality faces a significant human settlement challenge in specifically, Carnarvon. In this regard, the effective and sustainable use and development of land is subject to the availability, standard and quality of service infrastructure. For example, houses cannot be built where water, electricity, sewerage and other municipal services are not available.

The table below provides a summary of the Municipality's infrastructure:

Infrastructural summary	
Current disparity percentage in terms of the provision of services within the Municipality	See Table 3
Major service backlog areas within the Municipality	Electricity, sewerage and water services
Service areas where there are a lack of maintenance according to the priority needs	Electricity, sewerage and water services
Status of Master Plans	See §3.12
Current condition of roads within the Municipality	Tarred roads – good; gravel roads - poor
Current public transport services provided in the Municipality according to modes used often	Minibus/taxi and bus
Current status of the local municipal airport	-
Areas threatened by poor storm water management (areas prone to flooding according to priority)	All urban areas

Infrastructural summary	
Water services conditions (blue drop report)	-
Waste disposal status and condition	Under-resourced staff and infrastructure
Existing landfill registration site status in the Municipal area (EIA's status)	Not compliant
Ways of reducing waste and water loss	-
Condition of Waste Water Treatment Works (green drop report)	-
Major development projects of significance in the Municipality that have an effect on the existing service delivery situation	Housing delivery
Major developments restricted due to a lack of bulk services in the Municipality	Housing delivery
Condition of electrical service provision (reliability, major substations and internal infrastructure)	Good

Table 26: *Infrastructure Summary*

3.6.2 Services and Backlogs

The tables below reflect a challenge to provide the basic services to all households residing within the municipal area.

Town	Services (and remaining backlogs)				
	Electricity (for lighting)	Water (Piped (tap) water inside dwelling/ institution)	Sewerage (Flush toilet (connected to sewerage system))	Roads	Housing (Formal housing (brick/concrete block structure))
Kareeberg	73,6% (26,4%)	41,5% (58,5%)	55,6% (44,4%)	Tarred roads - good	89,6% (10,4%)
Pixley ka Seme	85,1%	47,0%	65,7%	Gravel roads - poor	86,3%

Table 27: *Services and Backlogs (Census 2011)*

Ward	Backlogs according to municipal data					
	Number of households					
	Electricity	Water	Sewerage	Roads	Stormwater	Housing
1 and 2	0	0	0	0	0	650
3	0	0	0	0	0	100
4	0	0	380	0	0	100

Table 28: *Backlogs (Number of Households)*

3.7 Social Context

In this section, insight is gained into the social context within which integrated development planning must occur, though a high-level summary of the key socio-economic and demographic aspects of the communities.

3.7.1 Social Summary

It is evident from the information below that the mobility of individuals is restricted by the absence of a public transport system and long distances between towns. This situation is a huge stumbling block in the development of human and social capital owing to limited access to information and opportunities.

The table below provides a summary of the Municipality's social context:

Social context	
Population size of the Municipality	11 673
Education levels (% of community that has passed Grade 12)	82,2% (Northern Cape – 2016)
Number of pre-primary schools in the municipal area	To be confirmed
Number of primary schools in the municipal area	3
Secondary schools within the municipal area	Only in Carnarvon
Tertiary institutions within the municipal area	Only in Carnarvon
Employment rates within the municipal area	39,0%
Unemployment rates within the municipal area	61,0%
Income levels (typical income within the municipal area)	Between 60% and 80% of all households earn less than R76 400 per annum
HIV and Aids (population segment that is HIV positive - %, average annual growth in HIV)	About 7%
Major travelling modes for the municipal community (by priority usage)	Foot, Car as a passenger, Car as a driver, Minibus/taxi, Bus, Bicycle
Transportation needs to serve the public transport sector	Reliable and cheap short and long distance travel modes
Public transport areas of need and mode type that could link development corridors or development areas	Bus

Table 29: Social summary

3.7.2 *Demographics of the Municipality*

Almost 60% of the total population in the municipal area live in Carnarvon. If one ignores the growth rate from almost a zero base of the Asian population in the Kareeberg municipal area, the Black-African grouping is the only grouping that experienced a positive growth rate between 2001 and 2011. Both the Coloured and White groupings experienced negative growth.

It is important to note the composition of the population with specific reference to the Black-African and Coloured groupings. In this regard, the Black-African grouping was 2.6% of the total population in 2001 and about 4.7% in 2011. The Coloured grouping comprised 90% of the total population in 2001 which decreased to 86.8% in 2011. Together, these groupings comprised more than 90% of the population in 2001 and 2011. Hence, a key question in considering any future growth and development path for Kareeberg Municipality should be the amount of resources used by and allocated to these groupings.

Carnarvon, the largest town in the municipal area, had a 2001 population of 5 135 persons, with about 1 426 households. In contrast, Vanwyksvlei (including the rural area in Ward 4) had about 800 households and Vosburg (including the rural area in Ward 3) about 602. In terms of 2001 numbers, Kareeberg Municipality accounted for about 5.6% of the population within the Pixley Ka Seme District Municipality and about 6.2% in 2011. The dominance of the Coloured population group in numbers is clearly visible in the table above.

The growth rate of the population in the municipal area depends largely on the availability of economic opportunities to especially young adults. A stagnating economy will result in the outflow of work seekers with a resulting impact on the households and society at large.

It is argued that the population growth rate will be above 2% over the next 5-year period, viz. till 2021. It is believed that in-migration will occur as a result of people seeking employment opportunities in the Carnarvon area.³

³ This is as a result of the Square Kilometre Array telescope development project in the western section of the Pixley ka Seme district.

The demographics of the municipal area are indicated in the table below:

Indicators	Black-African		Colored		White		Asian	
	2001	2011	2001	2011	2001	2011	2001	2011
Population size	138	317	4 625	5 741	457	500	15	54
Proportional share of total population	2.6%	4.7%	90%	86.8%	8.8%	7.5%	0.2%	0.8%
Number of households by population group ⁴	38	93	1 284	1 688	126	147	5	16

Table 30: *Demographics of the Municipality*

3.7.3 Education Levels

There is a vast improvement in the number of pupils in the municipal area, or conversely, there is a significant decrease in the number of persons with no schooling. The biggest change in the education levels occurred with the increase in the number of pupils with Grade 12 qualification compared to the number in 2011.

The education levels in the municipal area are indicated in the table below:

Indicator		2001	2011	2016 ⁵
Education (aged: 20+)	No schooling	-	18.0%	14.7%
	Matric	-	17.5%	19.7%
	Higher education	-	5.7%	1.9%

Table 31: *Education Levels*

⁴ Calculated by using a 3.6 household size for 2001 and 3.4 for 2011.

⁵ Source: <http://www.localgovernment.co.za/locals/view/174/Kareeberg-Local-Municipality#demographic>, viewed on 3.4.2017.

3.7.4 Service Delivery Levels

Regarding service provision in Kareeberg Municipality, there has been an improvement in the provision of electricity for lighting from 2011 to 2016 (73.6% of households in 2011 vs 83.4% in 2016). The proportion of households with flush toilets connected to the sewerage system has also greatly improved from 55.6% in 2011 to 69% in 2016. The provision of piped water inside dwellings has increased from 41.5% in 2011 to 47% in 2016, while the provision of refuse removal increased from about 70% of all households receiving the service in 2011 to 84.3% of households in 2016.

The service delivery levels in the municipal area indicated in the table below:

Service (% share of households)	2011	2016
Electricity	73.6%	83.4%
Flush toilets	55.6%	69%
Water (piped water)	41.5%	47%
Refuse removal ⁶ (local authority/private)	70.9%	84.3%

Table 32: Service Delivery Levels

3.7.5 Health

Although the number of people that make use of the health services and infrastructure increased, the number of these facilities did not increase. However, it is estimated that a threshold population of about 40 000 can be served by a primary health clinic, showing that the communities are well served in this respect. It is estimated that a small to medium size clinic could serve about 5 000 persons.

The health care levels in the municipal area are indicated in the table below:

Facility	2001	2011
Fixed facility clinics	2	2
Hospital	1	1

Table 33: Health Care

⁶ Removed by local authority/private company at least once a week.

3.7.6 Social Grants

The table below includes the numbers of social grants by type per province as at 31 January 2017.

Region	Grant type (R'000)							
	OAG	WVG	DG	GIA	CDG	FCG	CSG	Total
Eastern Cape	546 755	30	181 781	20 283	22 268	97 735	1 871 026	2 739 878
Free-State	192 732	1	74 815	3 834	7 757	30 027	673 885	983 051
Gauteng Province	543 209	57	112 035	5 225	18 221	47 691	1 766 210	2 492 648
KwaZulu Natal	660 048	25	246 034	51 663	39 850	89 280	2 790 034	3 876 934
Limpopo	449 810	8	94 737	35 532	14 828	42 832	1 770 979	2 408 726
Mpumalanga	239 970	4	76 580	9 534	10 844	29 220	1 062 112	1 428 264
Northern Cape	83 503	5	51 857	8 548	5 956	12 352	301 992	464 213
North-West	246 358	3	77 907	9 194	9 954	32 378	826 611	1 202 405
Western Cape	320 901	52	154 056	14 146	14 146	29 618	976 595	1 511 070
Total	3 283 286	185	1 069 802	143 824	143 824	411 133	12 039 444	17 107 189

Source: SOCPEN System

OAG: Old Age Grant; WVG: War Veteran's Grant; DG: Disability Grant; GIA: Grant in Aid; CDG: Care Dependency Grant; FCG: Foster Child Grant; CSG: Child Support Grant

Table 34: Social Grants

3.7.7 Housing

One can discern from the table below that the percentage of households living in formal housing (brick or concrete block structures) increased by about 5% between 2011 and 2016, while the proportion of households occupying informal structures decreased by about the same number over the same period.

Dwellings (% share of households)	2011	2016
Formal dwellings	89.6%	94.2%
Informal dwellings	10.4%	5.8%

Table 35: Dwellings

3.8 Economical Context

In a provincial context, the Northern Cape (and Limpopo) recorded the lowest real annual economic growth rate (of 2,2% each) of the nine provinces in South Africa in 2011. Furthermore, did the Northern Cape posted an average economic growth rate of 2,4 per cent over the period 2001 till 2011, whereas the South African economy recorded an average growth rate of 4,0 per cent. In this regard, the Northern Cape Province contributed just more than 2 % of the total value of the South African economy. The two economic sectors with the most significant contributions were agriculture and mining (6,1% and 6,8%, respectively). This value contribution by mining amounts to almost 26,7% of the provincial economy, while the size of the contributions by agriculture is 6% and that of personal services, 8,1%.

3.8.1 Economic Summary

In a local context, the overall results with regard to the employment status of the workforce / potential economically active group in the Kareeberg Municipality have improved in recent years. However, any unemployment rate, irrespective of how large, has serious repercussions for the ability of the residents to pay for their daily needs and for municipal services. Owing to the high numbers of unemployed persons, other main sources of income are pension/welfare payments. In Kareeberg, about 39 % of employable persons are employed.

The table below provides an economic summary of the Municipality's area:

Economic summary	
Percentage economically active within the Municipality	62.5%
Percentage not economically active within the Municipality	37.5%
Number of persons employed within the Municipality (2011)	2 858
Two major economic sectors within the Municipality	Agriculture, Community Services
Existing initiatives to address unemployment within the Municipality	Government-driven work opportunities
Possible competitive advantages for the Municipality	SKA project; Favorable conditions for renewable energy generation
Investment initiatives and incentives	Government-driven work opportunities

Table 36: *Economic Summary*

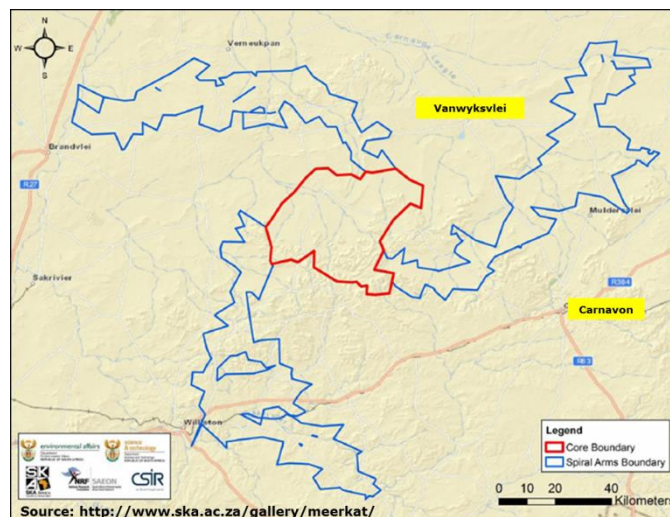
The economy in the Kareeberg Municipality is characterised by the following:

- ◆ High levels of poverty and low levels of education
- ◆ It is a small-town sub-region with a low level of development (note the significant economic impact that the establishment of the Square Kilometre Array project will have in the municipal area)
- ◆ Sparsely populated towns with Carnarvon serving as “agricultural service centre”
- ◆ High rate of unemployment, poverty and social grant dependence
- ◆ Prone to significant environmental changes owing to long-term structural changes (such as climate change, energy crises and other shifts)
- ◆ Geographic similarity in economic sectors, growth factors and settlement patterns
- ◆ Economies of scale not easily achieved owing to the relatively small size of towns
- ◆ A diverse road network with national, trunk, main and divisional roads of varying quality, and
- ◆ Potential in renewable energy resource generation.

The establishment of the Square Kilometre Array project in the western segment of the municipal area is the most significant investment of any kind in recent years. In this regard, it is important for all stakeholders to ensure that the ‘other’ sources of local or regional livelihoods, e.g. agriculture, are not undermined. However, since the introduction of the project the following elements of the local economy has benefited significantly: road infrastructure, local job opportunities created (mainly Black Economic Empowerment driven), purchasing of local supplies and services, e.g. in the hospitality industry and the property market through higher demand and the construction of new houses. Another

key aspect of beneficiation is the introduction of improved high speed broadband connection for previously unconnected communities.

It is important to note that Carnarvon is seen as the main geographic hub of investment in terms of the SKA project (see map opposite). In this regard, and seen in the broader regional context, it is an imperative for all three tiers of government to become involved in the monitoring and evaluating of change in, *inter alia*, the socio-economic status of the directly and indirectly affected communities. For example, to monitor the implementation and results of the human capital development programmes.



The challenge is also to optimise, share and sustain these collateral benefits to the local and regional economy and by implication, to the local communities. For example, the financial sustainability of mainly the Kareeberg Municipality will impact on the standard and availability of certain services and infrastructure and proper land use management will result in a socio-political approach to sharing the tourism-related opportunities.

Kareeberg Local Municipality had a positive growth rate of 2.8% per annum between 1996 and 2008. However, it declined economically by -3.3% p.a. between 2007 and 2009. The economy then picked up to a growth of 2.1% p.a. between 2009 and 2011, and then sank back to -0.7% during 2011-2013. This correlates with the construction periods of SKA, which then declined somewhat after 2011. According to these figures, it has not regained the positive growth rate which it had in the decade before 2008. This fluctuating economic growth emphasizes the need for a more detailed analysis of the situation in this local municipality and the actual economic impacts of SKA. The year 2008 was a year of global financial crisis, and this may have affected the economic performance of these areas. (Source: Socio-economic Assessment of SKA Phase 1 in South Africa).

3.8.2 GDP of the Municipality

The Kareeberg Municipality is a relatively small economy, making up less than 10% of Gross Domestic Product in the Pixley ka Seme District Municipality. This contribution is a fraction of the Northern Cape Province's economy. GDP growth rates average at 1.3% per annum.

The table below provides a summary of the Municipality's GDP:

Industry	1996	2008
Agriculture	25.2%	28.4%
Mining	0.1%	0.1%
Manufacturing	1.5%	1%
Electricity, gas and water supply	0.4%	0.2%
Construction	0.9%	0.7%
Retail trade	10.8%	9.9%
Transport and communication	6.8%	6.5%

Industry	1996	2008
Business services	11%	10.4%
Social and personal services	43.2%	42.9%
Total	100%	100%

Table 37: *GDP of the Municipality*

The social and personal services (including tourism) and the agriculture sectors contribute most to the gross domestic product of the Kareeberg Municipality. In this regard, employment in the agriculture sector underpins the incomes of many households in the municipal area. The possible impact of the SKA project on agriculture in the municipal area, still has to be determined and analysed.

3.8.3 *Investment typology*

In a 2011 research study called “Development Potential of Urban Settlements in the Northern Cape” by Van der Merwe, I.J., and Zietsman, H.L. regarding the investment potential of municipalities and settlements in the Northern Cape, a set of indicators was developed and used to determine the development/growth potential and human needs at two functional levels, i.e. municipal and settlement.

The indicators were grouped as follows with the components of each grouping in brackets:

- ♦ Resource index (natural and human resources),
- ♦ Infrastructure index (transportation, communication and institutional services), and
- ♦ Economic index (economic sectors, commercial services, market and accessibility potential and property market).

The tables below include the findings of the study regarding the development potential combined with the human need factor for the Kareeberg Municipality.

Development index	Investment potential
Resource	Low
Infrastructure	Low
Economic	Low
<i>High (Have the potential to grow at a sustainable and powerful rate in line with the capacity of available resources)</i>	
<i>Medium (Consistent and moderate growth prevails and certain sectors of the economy show signs of growth, or have the potential for it)</i>	

Table 38: *Composite Indices Applied for Municipality*

Not considered together with the development potential, the human development needs index for the municipality is measured as high, owing to, for example, the occurrence of low matriculation pass rates, high proportions under the mean level of living index, high rates of HIV/Aids and high percentages receiving social grants. The table below lists the human development index for each of the three towns.

Human development needs index	Vulnerability need
Carnarvon	High
Vanwyksvlei	High
Vosburg	High

Table 39: *Human Development Needs Index*

By combining the findings on the development/growth potential and human needs, the preferred type of (public) investment was identified to stimulate economic growth and social advancement. In this regard, a low development potential and a high human need was identified in the Kareeberg Municipality. This implies an investment strategy to stimulate infrastructure⁷ and social⁸ and human⁹ capital as best return on investment in these three forms of 'development capital'. The preferred locations for these investments would be Carnarvon.

3.9 Strategic Context

The following section includes a summary of the strategic nature of local resources and the use thereof, as a competitive advantage of the Kareeberg Municipality.

3.9.1 Strategic Summary

In the table below, the strategic nature of the local resources is described as beneficial to serve as the catalyst for investment:

Strategic summary	
Location in terms of major transport nodes (nationally and district wide)	Not good
Comparative advantage towards economic development potential within the direct boundaries of the Municipality	Optimise, share and sustain the collateral benefits of the SKA development
Location in terms of the Provincial Growth and Development Strategy	Sidelined, owing to the 'remoteness' of the municipal area as an economic hub, and a marginal contribution to GDP
Major tourism and development corridors within the municipality and how these corridors are being explored for further development	Tourism can be one of the main economic sectors (note the increase in the number of guesthouses in Carnarvon in recent years)
Existing contribution to the GDP of the Province	Less than 10%
What has been done to create an enabling environment for investors within the Municipality	Promote the development of the tourism sector and optimise investment in the education sector

Table 40: Strategic Summary

⁷ The main components include buildings and infrastructure such as roads, communications, waste disposal, water systems, etc.

⁸ Concerns investments by institutions that help us maintain and develop human capital e.g. families, communities, municipalities, trade unions, hospitals and schools.

⁹ Refers to people's health, education, training, knowledge, skills, religion and motivation.

3.9.2 Possible Opportunities

The following possible opportunities could be utilised:

Corridor/niche/action	Economic sector	Area
Expanding the 'reach' of Carnarvon serving as "hub" for SKA project	Agriculture	Carnarvon
Understanding the impact of significant environmental changes owing to long-term structural changes (such as climate change, energy crises and other shifts)	(Cross-cutting)	Municipal area
Expanding the economy of scale of Carnarvon	(Cross-cutting)	Carnarvon
Keeping the diverse road network in a good condition	Transport	Municipal area
Understanding the potential of partnerships between authorities	(Cross-cutting)	Municipal area
Allowing investment in renewable energy resource generation	Construction; Electricity	Municipal area

Table 41: Possible Opportunities

3.9.3 Developmental Direction for Urban Areas

Carnarvon is a typical Karoo town which consists of a small middle class (including black and/or coloured government officials), a few emerging entrepreneurs and with the majority of the remaining population depending on government grants.

It has been stated that several incremental spin-offs have already been felt in Carnarvon, including:¹⁰

- ◆ Local employment and training,
- ◆ Increased property prices and a trend towards property renovation,
- ◆ An increase in the number of guest houses,
- ◆ More trade for local firms supplying SKA and contractors,
- ◆ The opening of the Lord Carnarvon Boutique hotel and restaurant,
- ◆ The acquisition and revamp of the Carnarvon Hotel,
- ◆ Longer opening hours for shops,
- ◆ The upgrade to the Carnarvon High School Hostel,
- ◆ A new sports field in Carnarvon,
- ◆ The local computer centre funded by SKA and its associate firms,
- ◆ New public housing schemes,
- ◆ An increase in Police resources because SKA is now a National Key Point,

¹⁰ Socio-economic Assessment of SKA Phase 1 in South Africa, January 2017.

- ◆ New maths and science teachers in Carnarvon, and
- ◆ A gradual reversal of the brain drain (i.e. an influx of new skills into the community).
- ◆ In addition, it was recently reported that Square Kilometre Array South Africa has awarded bursaries, for university studies in science and technology, to four learners, who matriculated from Carnarvon High School in 2016.¹¹

3.9.4 *Investment Opportunities*

3.9.4.1 *Square Kilometer Array Project¹²*

The largest footprint of the South African component of the SKA Phase 1 development, is located in the Kareeberg municipal area. In this regard, the project will impact on the growth and development of the entire rural area of the municipality as well as the towns of Carnarvon, Vanwyksvlei and Vosburg. Therefore, careful planning and monitoring of outcomes are required in order to optimise, share and sustain collateral benefits of the investments to the local and regional economy and by implication, to the local communities.

It is stated in a recent study, that infrastructure to a value of R 185 million was delivered by the Northern Cape and SKA SA over the period 2007-2009. All contracts specified 80% local labour, and preference was given to Northern Cape contractors. This created 618 local jobs. The total contribution to jobs (by 2009) was R 8,1 million; the total contribution to BEE was R 4,9 million; local business and hospitality industry has experienced 30-50 % increase in turnover during 2008/09; and the property market increased, with longer-term contractors purchasing houses and short-term contractors leasing houses. The size and timing of this investment correlates with the growth and decline of the local economy since 2007.

The following 'benefits' has been noted in the previous IDP as forthcoming from the SKA investment, i.e. infrastructure, local jobs, hospitality and tourism opportunities, entrepreneurship, business development, education and training. It is in particular, the town of Carnarvon that has benefitted substantially from the investment. In this regard, it is stated that several incremental spin-offs have already been felt in Carnarvon with the most recent being, four learners who matriculated from Carnarvon High School in 2016, receiving bursaries for university studies in science and technology.

Economic growth does, however, require public investment in services and infrastructure and in certain localities to sustain economic activities, and to create long-term employment opportunities. For example, employment opportunities draw workers and workers require housing and other day-to-day services. In this regard, the Kareeberg

¹¹ Source: <http://www.ska.ac.za/gallery/meerkat/>, viewed on 2.4.2017.

¹² Source: Socio-economic Assessment of SKA Phase 1 in South Africa, January 2017.

Municipality must adopt a sector and activity focused approach to understand and manage the current development patterns. Therefore, it is an imperative that the following challenges be addressed:

- ◆ Transparent and reliable communication between stakeholders
- ◆ Long-term structural changes (e.g. climate change)
- ◆ Financial viability (e.g. address low payment culture)
- ◆ Uncertainties around the core agricultural product
- ◆ Enlarged conservation footprint
- ◆ Land and housing demand (e.g. addressing the housing backlog)
- ◆ Ensuring that the quantum of water needed is available and of a good quality
- ◆ Ability to maintain development impulses in the education/training and other subsectors, and
- ◆ Ability to meet rising socio-economic development expectations and aspirations of the local lower-income communities.

The issue of providing housing on- and off-site for SKA staff on suitable land, has to be a consultative process between the relevant stakeholders.

3.9.4.2 *Renewable Energy Generation*

The Northern Cape Growth and Development Strategy (NCGDS) promoted strategies to ensure the availability of inexpensive energy through the development of new sources of energy via the promotion of the adoption of energy applications that display a synergy with the province's natural resource endowments, must be encouraged. The development of energy sources such as solar energy, the natural gas fields, bio-fuels, etc, could be some of the means by which new economic opportunity and activity is generated in the Northern Cape.

In the context of possible changes in the economies of scale and macroeconomic conditions, the threat to the continued viability of agriculture should be investigated. Current economic conditions and investment priorities point to other investment opportunities, i.e. SKA and renewable energy. It is however paramount to ensure compatibility between these land uses. This notwithstanding, the Northern Cape is to be the ideal location for various forms of renewable energy.

3.9.4.3 *Shale Gas Exploration¹³*

South Africa is now exploring the idea of exploiting the field of shale gas in the Karoo in order to derive energy fundamental for development. The proposal is that shale gas could play a critical role in the country's energy mix in order to meet the demand for energy, thus promoting industrialisation for economic growth. Other benefits could

¹³ <http://www.sustainable.co.za/blog/2013/10/karoo-fracking-what-you-need-to-know/>, viewed on 9 April 2017.

include employment creation. There are, however, concerns about the impact that fracking will have on the environment. This situation has been met with strong opposition from environmental bodies which expressed a need for a comprehensive environmental impact assessment (EIA) report addressing water and environmental sector impacts and how they are to be mitigated. Again, it is paramount that all spheres of government address the compatibility between these land uses in an area that has an unique sense of people, place, history, craft, limits and nature.

3.10 The Organisation

3.10.1 Council

The Kareeberg Local Municipal Council comprises of 7 elected councillors, made up from 4 ward councillors and 3 proportional representation councillors. The mayor is Mr N S van Wyk, and forms the council together with the following members: Mr J E Hoorn, Mr B J E Slambee, Mrs G Saal, Mr E Hoorn, Mr G van Louw, and Mr W Horne.

3.10.2 Management structure

The administration arm of Kareeberg Municipality is headed by the Municipal Manager, who has 3 senior managers reporting directly to him. The Municipal Manager, as head of the administration, is responsible and accountable for tasks and functions as provided for in Section 55 of the MSA, other functions/tasks as provided for in legislation as well as functions delegated to him by the Mayor and Council.

3.10.4 Departmental structure

The Municipality has four departments and the functions of each can be summarised as follows:

Departmental Functions	
Department	Core Functions
Office of the Municipal Manager	<ul style="list-style-type: none"> ◆ Internal Audit
Corporate Services	<ul style="list-style-type: none"> ◆ Administration ◆ Human Resources ◆ Performance Management Services ◆ LED ◆ IDP ◆ Libraries ◆ Special Programmes
Finance	<ul style="list-style-type: none"> ◆ Revenue ◆ Expenditure ◆ Supply Chain Management
Operational Services	<ul style="list-style-type: none"> ◆ Water ◆ Sewerage ◆ Refuse ◆ Electricity ◆ Roads ◆ Sport and Recreation

Table 42: Departmental functions

3.10.5 Municipal workforce

Section 68(1) of the MSA states that a municipality must develop its human resource capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way. The organisational structure should be revisited after the approval of the IDP and budget to ensure that the municipality still delivers services in the most productive and sufficient manner. The staff establishment will be developed in line with normative human resource practices, taking cognisance of the transformation targets and requirements as stated in the Basic Conditions of Employment Act. The recruitment of employees is conducted in terms of the municipality's recruitment and selection policy.

Based on the strategic and policy decisions made by Council, the senior management team develops service plans for integration with other sectors within the strategy for the municipality. They must measure performance according to agreed indicators, analyse and report regularly. They inform decision-makers timeously of any risk to service delivery initiatives and conduct the review of service performance against plans before other reviews. The senior management team of Kareeberg Municipality is supported by a municipal workforce of 82 permanent employees and 5 temporary appointees, which is structured in the departments to implement the IDP strategic objectives.

Posts in the Organisation					
Permanent positions filled	Funded vacancies		Unfunded vacancies		Total
82	6		-		88
Representation of employees					
Employees categorised in terms of gender (permanent and temporary employees)	Male		40		82
	Female		42		
Employees categorised in terms of race (permanent and temporary employees)	Coloured	African	Indian	White	82
	72	0	0	10	
Vacancies	6		Temporary staff		5
Total (permanent and temporary employees)					87

Table 43: Staff Establishment

3.10.6 Municipal administrative and institutional capacity

The Municipality has the following policies to support the workforce in delivering on the strategic objectives:

Name of Policy	Date Approved
Recruitment Selection and Appointment	27 October 2016
Leave	9 December 2015
Bonus	9 December 2015
Family Responsibility Leave	9 December 2015
Acting	9 December 2015
Communication Strategy	25 August 2015

Table 44: Approved Policies

3.10.7 Skills development

The Workplace Skills Plan, which is submitted annually on the last day of April, reflects all the training done within the specified period, as well as all the staff trained within the specified year. This plan also sets out the prioritised training for the following financial year. Training is linked to the job description of each employee, which ensures that employees are registered for training which has a direct impact on the performance of their duties. Training is governed by the Skills Development Act, which is very prescriptive in the manner in which training must take place and the targets that must be adhered to, as well as the employment equity targets which should be reached.

During 2015/16 the Kareeberg Municipality did not spend any funds on training.

3.10.8 Institutional performance

An institutional performance review provides critical information pertaining to the current status and critical service needs, highlights and challenges. The information can provide value insight for the management team and guidance to engage in a meaningful planning process to improve service delivery within the municipal area. The highlights of the past IDP period are summarised per directorate in the tables below:

Highlights
<ul style="list-style-type: none"> ◆ Upgrading of Mark Street - Carnarvon ◆ Upgrading of streets in Van Wyksvlei - Hannekam avenue as well as Kokerboom avenue ◆ Development of a walking trail aimed as a tourism attraction in Carnarvon (Planning in final stage and will be developed during 2017) ◆ Development of a Tourism Visitors Centre in Carnarvon to popularise the SKA (Planning in final stage and will be developed during 2017) ◆ Tarring of the gravel road leading to the SKA-site (Near completion) ◆ All communities in the three towns have access to basic municipal services ◆ Saaipoort Project to attend to the water problems faced in the Kareeberg area ◆ Upgrading of the sewerage network in Vosburg ◆ Ward base cleaning projects in all four wards ◆ The municipality has managed all its matters in such a manner that an unqualified audit report was received. ◆ Ward committee meetings are held as prescribed by legislation ◆ Council meets the people meetings were held

Table 45: Main Highlights of the Past IDP period

Challenges
<ul style="list-style-type: none"> ◆ Staff shortages in all divisions ◆ Spatial development framework is outdated ◆ Sectoral plans are outdated and not aligned with all the other sector plans ◆ Communication between local and district municipality ◆ Identification of sustainable economic growth opportunities ◆ Integration of environmental, business and other economic factors ◆ Lack of established partnerships with regards to LED ◆ Technical support, supervision and training of staff ◆ Providing a constant water supply to Vanwyksvlei ◆ Lack of proper sustainable sanitation in Vanwyksvlei due to a shortage of water ◆ High water consumption by indigent households with sewerage system in Carnarvon ◆ Upgrading and maintenance of the electricity network ◆ Limited financial resources ◆ Shortage of skilled labour ◆ Ageing equipment ◆ Lack of district wide poverty alleviation strategy ◆ Various policy documents not approved by Council ◆ Communication not on acceptable standards ◆ Staff structure not aligned with financial challenges and expectations from the community

Table 46: *Main Challenges of the Past IDP period***3.11 Stakeholder inputs**

The public consultation process was rolled out in the 4 wards of the Municipality. These community consultations proved to be very successful and offered an insight to the tremendous challenges which both government and citizens are faced with. The consultation process recorded the following list of needs, all of which do not necessarily constitute or are within the mandate of local government; the needs outside our mandate were communicated to the relevant sphere of government and/or institution responsible for the core service. Some of the identified needs do not fall within the functions of the Municipality, but the communities tend not to differentiate between Local, District, Provincial and National Government functions. To ensure that needs of local communities are met, this therefore demands that planning are better coordinated/ integrated with Local, Provincial and National Government. The needs of the community are indicated in the tables below per town:

Carnarvon
Fencing and ablution facilities at cemetery
Tourism Centre
Community Hall
Water problems
Job creation
Speed humps to town entrances
Traffic lights and signs in CBD
Serviced erven
Housing
Appointments of Health Personnel
Ablution facilities hawkers
Bonteheuwel crèche
Public ablution facilities in town
Embellishment of town entrances
Walking trail
Development of the nature reserve
Advertisement boards in town
Sport development for local people
Agave project
Taxi rank
Upgrading water network
Commonage sites
Fire brigade
Servicing of additional sites for residential use
More business sites in neighbourhoods

Carnarvon
Kareeberg Festivals
Fly-inn
Schietfontein development
Schietfontein access road
Mobile Police station, Bonteheuwel
Containers refuse residential areas
Access control waste site
Tar airstrip
Erection playground
Community development project (grant)
Erection 110 houses
Temporary tourism centre
Wi-Fi hotspots (3)
Solar systems houses

Table 47: *Carnarvon Community Needs*

Vosburg
Grass and spray lights
Housing
Social Worker
Job creation
Pre-paid electricity point
Business sites
Solar energy-electricity and heating (solar geysers)
Additional commonage
Upgrading of sport facilities
Waste recycling
Women farming
Upgrading streets
Upgrading reservoir
Upgrading water network
Service erven
Playground

Table 48: *Vosburg Community Needs*

Vanwyksvlei
Tarring of road between Carnarvon and Vanwyksvlei
Completion of clay structures/housing
Upgrading of sport facilities
Public ablution facilities in town
Job creation
Serviced sites/erven
Additional commonage
Paving of streets
Build/operate guesthouses
Tarring of road between Copperton/Vanwyksvlei
Computer Centre
Playground
Additional office space for departments
Ambulance services

Table 49: *Vanwyksvlei Community Needs*

3.12 Sectoral Plans

Apart from the legislative requirement to compile IDPs, municipalities are also expected to compile sector plans, which should form part of the IDPs. There are national requirements that compel municipalities to formulate the following sector plans. Due to financial constraints, it was and is still not possible to develop and/or to regularly review the required sector plans. Below is a list of the main required sector plans and their current status with regards to the Municipality:

- ◆ Water Services Development Plan (WSDP): Compiled in 2009 (Outdated)
- ◆ Integrated Waste Management Plan (IWMP): Compiled in 2013 (Outdated)
- ◆ Spatial Development Framework (SDF): Compiled in 2012 (Outdated)
- ◆ Disaster Management Plan: Not compiled
- ◆ Integrated Transport Plan (ITP): Compiled in 2012 (Outdated)
- ◆ Capital Investment Framework (CIF): Not compiled
- ◆ Integrated Poverty Reduction and Gender Equity Programme: Not compiled
- ◆ Integrated Environmental Management Plan (IEMP): Not compiled
- ◆ Integrated Local Economic Development Strategy (LED): Compiled in 2007 (Outdated)
- ◆ Integrated HIV/Aids Programme: Not compiled
- ◆ Integrated Institutional Programme: Not compiled
- ◆ Routine Road Maintenance plan: Not compiled
- ◆ Draft Pavement Management System: Not compiled
- ◆ Housing Sector Plan / Human Settlement Plan: Not compiled

- ◆ Integrated energy plans: Not compiled
- ◆ Comprehensive Infrastructure Plan: Integrated infrastructure planning and compliance with guiding principles of the National Environmental Management Act (NEMA): Not compiled

All these legislative requirements are aimed at ensuring that clear, workable and integrated plans are in place. The sole purpose is to achieve meaningful development and improvement of the living conditions of citizens. Certain legislation would require the Municipality to either review or amend some of the 'outdated' plans. In this regard, specific reference is made to the requirement in terms of Section 5 of the Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013) (SPLUMA) that a Council must approve a Municipal Spatial Development Framework in terms of the Local Government Municipal Systems Act, 2000 (Act 32 of 2000) as part of the Municipality's adopted Integrated Development Plan. As mentioned above, due to serious financial constraints, the municipality is currently not in a position to develop and/or review most of these plans.

CHAPTER 4: DEVELOPMENT STRATEGIES

4.1 Strategic Vision of the Municipality

The strategic vision of the Municipality is built around the strategic objectives. A clear linkage between these objectives, the IDP, the budget, all budgetary documentation, as well as performance tools are maintained throughout:

Municipal Strategic Objective	Desired Outcome/s
Compliance with the principles of good governance	<ul style="list-style-type: none"> Enhanced monitoring of performance Compliance with applicable laws and regulations
Deliver basic services with available resources	<ul style="list-style-type: none"> Delivery of basic services Infrastructure development and maintenance
Create integrated human settlements (Depending on receipt of allocations from Provincial Government)	<ul style="list-style-type: none"> Implement housing projects according to the agreed programmes Upgrading of informal housing
Enhance community participation	<ul style="list-style-type: none"> Functional Ward Committees Enhanced external communication Enhanced community participation
Promote economic development, tourism and growth opportunities	<ul style="list-style-type: none"> Enhanced economic environment for investors Labour intensive projects Enhanced job creation
Sound administrative and financial service to achieve and maintain sustainability and viability	<ul style="list-style-type: none"> Unqualified audit opinion Improved revenue generation Compliance with applicable laws and regulations

Table 50: Strategic Vision of the Municipality

4.2 National, Provincial and Municipality's Strategic Alignment

The table below indicates the Municipality's alignment with national government:

National KPA	Municipal Strategic Objective	NDP Outcome
Basic Service Delivery	<ul style="list-style-type: none"> Deliver basic services with available resources Create integrated human settlements 	<ul style="list-style-type: none"> Chapter 8: Transforming human settlements Chapter 10: Health care for all Chapter 11: Social protection Chapter 12: Building safer communities
Good Governance and Public Participation	<ul style="list-style-type: none"> Compliance with the principles of good governance Enhance community participation 	<ul style="list-style-type: none"> Chapter 13: Building a capable and developmental state Chapter 14: Fighting corruption Chapter 15: Nation building and social cohesion
Local Economic Development	Promote economic development, tourism and growth opportunities	<ul style="list-style-type: none"> Chapter 4: Economic infrastructure Chapter 5: Environmental sustainability and resilience Chapter 3: Economy and employment Chapter 6: Inclusive rural economy Chapter 9: Improving education, training and innovation
Municipal Financial Viability and Management	Sound administrative and financial service to achieve and maintain sustainability and viability	<ul style="list-style-type: none"> Chapter 13: Building a capable and developmental state
Municipal Transformation and	Sound administrative and financial service to achieve and maintain sustainability and viability	<ul style="list-style-type: none"> Chapter 9: Improving education, training and innovation

National KPA	Municipal Strategic Objective	NDP Outcome
Institutional Development		<ul style="list-style-type: none"> ◆ Chapter 13: Building a capable and developmental state ◆ Chapter 14: Fighting corruption

Table 51: *National, Provincial and Municipality's Strategic Alignment*

4.3 Municipal Development Strategy per Function

4.3.1 Executive and Council

Strategic objective	<ul style="list-style-type: none"> ◆ Compliance with the principles of good governance ◆ Enhance community participation 						
Action	Responsible Directorate	Key Performance Indicator	Targets				
			2017/18	2018/19	2019/20	2020/21	2021/22
Hold quarterly Ward Committee Meetings	Corporate Services	Hold quarterly Ward Committee Meetings	16	16	16	16	16
Council meets people quarterly	Corporate Services	Council meets people quarterly	16	16	16	16	16

Table 52: *Municipal Development Strategy per Function: Executive and Council*

4.3.2 Finance and Administration

Strategic objective	<ul style="list-style-type: none"> ◆ Sound administrative and financial service to achieve and maintain sustainability and viability ◆ Compliance with the principles of good governance 						
Action	Responsible Directorate	Key Performance Indicator	Targets				
			2017/18	2018/19	2019/20	2020/21	2021/22
Submit the Draft Annual Report to Council by 31 January	Corporate Services	Submit the Draft Annual Report to Council by 31 January	1	1	1	1	1
The percentage of the municipal capital budget actually spent on capital projects by 30 June	Financial Services	The percentage of the municipal capital budget actually spent on capital projects by 30 June	90%	90%	90%	90%	90%
Financial viability measured in terms of the municipality's ability to meet it's service debt obligations as at 30 June	Financial Services	Financial viability measured in terms of the municipality's ability to meet it's service debt obligations as at 30 June Operating Conditional Grant)	45%	45%	45%	45%	45%
Financial viability measured in terms of the outstanding service debtors as at 30 June	Financial Services	Financial viability measured in terms of the outstanding service debtors as at 30 June	10.50%	10.50%	10.50%	10.50%	10.50%

Strategic objective	♦ Sound administrative and financial service to achieve and maintain sustainability and viability ♦ Compliance with the principles of good governance						
Action	Responsible Directorate	Key Performance Indicator	Targets				
			2017/18	2018/19	2019/20	2020/21	2021/22
Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June	Financial Services	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June	3	3	3	3	3
Submit the annual financial statements for to AGSA by 31 August	Financial Services	Submit the annual financial statements to AGSA by 31 August	1	1	1	1	1
Submit the draft main budget to Council by 31 March	Financial Services	Submit the draft main budget to Council by 31 March	1	1	1	1	1
Achieve a debtor payment percentage of 55% by 30 June	Financial Services	Achieve a debtor payment percentage of 55% by 30 June	55%	55%	55%	55%	55%
90% spent of the total amount budgeted to purchase vehicles by 30 June	Operational Services	90% spent of the total amount budgeted to purchase vehicles by 30 June	90%	n/a	n/a	n/a	n/a
The number of people from employment equity target groups employed in the three highest levels of management in compliance with the equity plan as at 30 June	Corporate Services	The number of people from employment equity target groups employed in the three highest levels of management in compliance with the equity plan as at 30 June	1	1	1	1	1
The percentage of the municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June	Corporate Services	The percentage of the municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June	0.10%	0.10%	0.10%	0.10%	0.10%
Limit the vacancy rate to less than 10% of budgeted posts by 30 June	Corporate Services	Limit the vacancy rate to less than 10% of budgeted posts by 30 June	10%	10%	10%	10%	10%
Submit the reviewed	Corporate Services	Submit the reviewed	1	1	1	1	1

Strategic objective	♦ Sound administrative and financial service to achieve and maintain sustainability and viability ♦ Compliance with the principles of good governance						
Action	Responsible Directorate	Key Performance Indicator	Targets				
			2017/18	2018/19	2019/20	2020/21	2021/22
Organogram to Council by 30 June		Organogram to Council by 30 June					
90% spent of the total amount budgeted to tar the air strip by 30 June 2019	Operational Services	90% spent of the total amount budgeted to tar the air strip by 30 June 2019	n/a	90%	n/a	n/a	n/a

Table 53: *Municipal Development Strategy per Function: Finance and Administration*4.3.3 *Internal Audit*

Strategic objective	♦ Compliance with the principles of good governance						
Action	Responsible Directorate	Key Performance Indicator	Targets				
			2017/18	2018/19	2019/20	2020/21	2021/22
Compile and submit the Risk Based Audit Plan (RBAP) to the Audit committee by 30 June	Office of the Municipal Manager	Compile and submit the Risk Based Audit Plan (RBAP) to the Audit committee by 30 June	1	1	1	1	1

Table 54: *Municipal Development Strategy per Function: Internal Audit*4.3.4 *Community and Social Services*

Strategic objective	♦ Deliver basic services with available resources						
Action	Responsible Directorate	Key Performance Indicator	Targets				
			2017/18	2018/19	2019/20	2020/21	2021/22
90% spent of the total amount budgeted to construct ablution facilities in the graveyard in Vanwyksvlei by 30 June 2018	Operational Services	90% spent of the total amount budgeted to construct ablution facilities in the graveyard in Vanwyksvlei by 30 June 2018	90%	n/a	n/a	n/a	n/a
90% spent of the total amount budgeted to construct ablution facilities in the graveyard in Vosburg by 30 June 2018	Operational Services	90% spent of the total amount budgeted to construct ablution facilities in the graveyard in Vosburg by 30 June 2018	90%	n/a	n/a	n/a	n/a
Spend 90% of the library grant by 30 June	Corporate Services	Spend 90% of the library grant by 30 June	90%	90%	90%	90%	90%

Table 55: *Municipal Development Strategy per Function: Community and social services*

4.3.5 Sport and Recreation

Strategic objective	♦ Deliver basic services with available resources						
Action	Responsible Directorate	Key Performance Indicator	Targets				
			2017/18	2018/19	2019/20	2020/21	2021/22
60% of the sport and recreation maintenance budget spent by 30 June	Operational Services	60% of the sport and recreation maintenance budget spent by 30 June	60%	60%	60%	60%	60%

Table 56: Municipal Development Strategy per Function: Sport and Recreation

4.3.6 Planning and Development

Strategic objective	♦ Compliance with the principles of good governance ♦ Promote economic development, tourism and growth opportunities						
Action	Responsible Directorate	Key Performance Indicator	Targets				
			2017/18	2018/19	2019/20	2020/21	2021/22
Submit the Draft IDP to Council by 31 March	Corporate Services	Submit the Draft IDP to Council by 31 March	1	1	1	1	1
Create temporary jobs opportunities in terms of EPWP by 30 June	Operational Services	Create temporary jobs opportunities in terms of EPWP by 30 June	30	30	30	30	30

Table 57: Municipal Development Strategy per Function: Planning and Development

4.3.7 Road Transport

Strategic objective	♦ Deliver basic services with available resources						
Action	Responsible Directorate	Key Performance Indicator	Targets				
			2017/18	2018/19	2019/20	2020/21	2021/22
60% of the roads and stormwater maintenance budget spent by 30 June	Operational Services	60% of the roads and stormwater maintenance budget spent by 30 June	60%	60%	60%	60%	60%
90% spent of the total amount budgeted to pave streets in Bonteheuwel by 30 June 2018	Operational Services	90% spent of the total amount budgeted to pave streets in Bonteheuwel by 30 June 2018	90%	n/a	n/a	n/a	n/a
90% spent of the total amount budgeted to pave streets in Carnarvon town by 30 June 2018	Operational Services	90% spent of the total amount budgeted to pave streets in Carnarvon town by 30 June 2018	90%	n/a	n/a	n/a	n/a

Table 58: Municipal Development Strategy per Function: Road Transport

4.3.8 Electricity

Strategic objective	♦ Deliver basic services with available resources						
Action	Responsible Directorate	Key Performance Indicator	Targets				
			2017/18	2018/19	2019/20	2020/21	2021/22
Limit % electricity unaccounted for to 20% by 30 June	Operational Services	Limit % electricity unaccounted for to 20% by 30 June	20%	20%	20%	20%	20%
60% of the electricity maintenance budget spent by 30 June	Operational Services	60% of the electricity maintenance budget spent by 30 June	60%	60%	60%	60%	60%
90% spent of the total amount budgeted to upgrade the electricity network in Riverside by 30 June 2018	Operational Services	90% spent of the total amount budgeted to upgrade the electricity network in Riverside by 30 June 2018	90%	n/a	n/a	n/a	n/a
90% spent of the total amount budgeted to upgrade the electricity for the administration by 30 June 2019	Operational Services	90% spent of the total amount budgeted to upgrade the electricity for the administration by 30 June 2019	n/a	90%	n/a	n/a	n/a
Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering)(Excluding Eskom areas) and billed for the service as at 30 June	Financial Services	Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering)(Excluding Eskom areas) and billed for the service as at 30 June	650	650	650	650	650
Provide free basic electricity to indigent households as at 30 June	Financial Services	Provide free basic electricity to indigent households as at 30 June	1 150	1 150	1 150	1 150	1 150

Table 59: Municipal Development Strategy per Function: Electricity

4.3.9 Water Management

Strategic objective	♦ Deliver basic services with available resources						
Action	Responsible Directorate	Key Performance Indicator	Targets				
			2017/18	2018/19	2019/20	2020/21	2021/22
Limit % water unaccounted for to 25% by 30 June	Operational Services	Limit % water unaccounted for to 25% by 30 June	25%	25%	25%	25%	25%
60% of the water maintenance budget spent by 30 June	Operational Services	60% of the water maintenance budget spent by 30 June	60%	60%	60%	60%	60%
90% spent of the total amount budgeted to install bulk water supply	Operational Services	90% spent of the total amount budgeted to install bulk water supply	90%	90%	90%	n/a	n/a

Strategic objective	♦ Deliver basic services with available resources						
Action	Responsible Directorate	Key Performance Indicator	Targets				
			2017/18	2018/19	2019/20	2020/21	2021/22
from Saaipoort to Vanwyksvlei by 30 June		from Saaipoort to Vanwyksvlei by 30 June					
90% spent of the total amount budgeted to upgrade the reservoir in Vosburg by 30 June	Operational Services	90% spent of the total amount budgeted to upgrade the reservoir in Vosburg by 30 June	90%	90%	n/a	n/a	n/a
Number of formal residential properties that receive piped water (credit) that is connected to the municipal water infrastructure network and billed for the service as at 30 June	Financial Services	Number of formal residential properties that receive piped water (credit) that is connected to the municipal water infrastructure network and billed for the service as at 30 June	1 950	1 950	1 950	1 950	1 950
Provide free basic water to indigent households as at 30 June	Financial Services	Provide free basic water to indigent households as at 30 June	1 200	1 200	1 200	1 200	1 200
90% of water samples taken comply with SANS241 micro biological indicators	Operational Services	90% of water samples taken comply with SANS241 micro biological indicators	90%	90%	90%	90%	90%

Table 60: Municipal Development Strategy per Function: Water Management

4.3.10 Waste Water Management

Strategic objective	♦ Deliver basic services with available resources						
Action	Responsible Directorate	Key Performance Indicator	Targets				
			2017/18	2018/19	2019/20	2020/21	2021/22
60% of the sewerage maintenance budget spent by 30 June	Operational Services	60% of the sewerage maintenance budget spent by 30 June	60%	60%	60%	60%	60%
90% spent of the total amount budgeted to rehabilitate the VIP toilets in Vanwyksvlei and Schietfontein by 30 June 2018	Operational Services	90% spent of the total amount budgeted to rehabilitate the VIP toilets in Vanwyksvlei and Schietfontein by 30 June 2018	90%	n/a	n/a	n/a	n/a
90% spent of the total amount budgeted to install a sewerage network in Vosburg by 30 June	Operational Services	90% spent of the total amount budgeted to install a sewerage network in Vosburg by 30 June	90%	90%	90%	n/a	n/a

Strategic objective	♦ Deliver basic services with available resources						
Action	Responsible Directorate	Key Performance Indicator	Targets				
			2017/18	2018/19	2019/20	2020/21	2021/22
Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) and billed for the service as at 30 June	Financial Services	Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) and billed for the service as at 30 June	700	700	700	700	700
Provide free basic sanitation to indigent households as at 30 June	Financial Services	Provide free basic sanitation to indigent households as at 30 June	1 200	1 200	1 200	1 200	1 200

Table 61: *Municipal Development Strategy per Function: Waste Water Management*

4.3.11 Waste Management

Strategic objective	♦ Deliver basic services with available resources						
Action	Responsible Directorate	Key Performance Indicator	Targets				
			2017/18	2018/19	2019/20	2020/21	2021/22
Number of formal residential properties for which refuse is removed once per week and billed for the service as at 30 June 2018	Financial Services	Number of formal residential properties for which refuse is removed once per week and billed for the service as at 30 June 2018	1 950	1 950	1 950	1 950	1 950
Provide free basic refuse removal to indigent households as at 30 June 2018	Financial Services	Provide free basic refuse removal to indigent households as at 30 June 2018	1 200	1 200	1 200	1 200	1 200

Table 62: *Municipal Development Strategy per Function: Waste Management*

CHAPTER 5: 5 YEAR CORPORATE SCORECARD: DEVELOPMENT AND SERVICE DELIVERY PRIORITIES

Based on the development strategies included in Chapter 4 the table below includes the 5 Year Corporate Scorecard which is aligned with the budget and will be implemented and monitored in terms of the annual Top Layer SDBIP:

Strategic objective	Function	Key Performance Indicator	Unit of measurement	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22
Compliance with the principles of good governance	Finance and Administration	Submit the Draft Annual Report to Council by 31 January	Draft Annual Report submitted to Council by 31 January	1	1	1	1	1
Compliance with the principles of good governance	Planning and Development	Submit the Draft IDP to Council by 31 March	Draft IDP submitted to Council by 31 March	1	1	1	1	1
Compliance with the principles of good governance	Internal Audit	Compile and submit the Risk Based Audit Plan (RBAP) to the Audit committee by 30 June	Risk Based Audit Plan (RBAP) submitted to the Audit committee by 30 June	1	1	1	1	1
Deliver basic services with available resources	Community and Social Services	Spend 90% of the library grant by 30 June ((Actual expenditure divided by the approved budget)x100)	% of the library grant spent by 30 June ((Actual expenditure divided by the approved budget)x100)	90%	90%	90%	90%	90%
Deliver basic services with available resources	Electricity	Limit % electricity unaccounted for to 20% by 30 June [(Number of Electricity Units Purchased - Number of Electricity Units Sold) / Number of Electricity Units Purchased) × 100]	% Electricity unaccounted for (Number of Electricity Units Purchased - Number of Electricity Units Sold) / Number of Electricity Units Purchased) × 100	20%	20%	20%	20%	20%
Deliver basic services with available resources	Water Management	Limit % water unaccounted for to 25% by 30 June [(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / (Number of Kilolitres	% Water unaccounted for (Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / (Number of Kilolitres	25%	25%	25%	25%	25%

Strategic objective	Function	Key Performance Indicator	Unit of measurement	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22
		Water Purchased or Purified) × 100]	Water Purchased or Purified) × 100					
Deliver basic services with available resources	Electricity	60% of the electricity maintenance budget spent by 30 June {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	% of the electricity maintenance budget spent by 30 June (Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	60%	60%	60%	60%	60%
Deliver basic services with available resources	Road Transport	60% of the roads and stormwater maintenance budget spent by 30 June {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	% of the roads and stormwater maintenance budget spent by 30 June {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	60%	60%	60%	60%	60%
Deliver basic services with available resources	Waste Water Management	60% of the sewerage maintenance budget spent by 30 June {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	% of the sewerage maintenance budget spent by 30 June {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	60%	60%	60%	60%	60%
Deliver basic services with available resources	Water Management	60% of the water maintenance budget spent by 30 June (Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	% of the water maintenance budget spent by 30 June {(Actual expenditure on maintenance divided by the total approved maintenance budget)x100}	60%	60%	60%	60%	60%
Deliver basic services with available resources	Sport and Recreation	60% of the sport and recreation maintenance budget spent by 30 June {(Actual expenditure on maintenance divided by the	% of the sport and recreation maintenance budget spent by 30 June {(Actual expenditure on maintenance divided by the	60%	60%	60%	60%	60%

Strategic objective	Function	Key Performance Indicator	Unit of measurement	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22
		total approved maintenance budget)x100}	total approved maintenance budget)x100}					
Deliver basic services with available resources	Water Management	90% of water samples taken comply with SANS241 micro biological indicators {(Number of water samples that comply with SANS241 indicators/Number of water samples tested)x100}	% of water samples compliant	90%	90%	90%	90%	90%
Deliver basic services with available resources	Water Management	90% spent of the total amount budgeted to install bulk water supply from Saaipoort to Vanwyksvlei by 30 June {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	90%	90%	90%	n/a	n/a
Deliver basic services with available resources	Waste Water Management	90% spent of the total amount budgeted to rehabilitate the VIP toilets in Vanwyksvlei and Schietfontein by 30 June 2018 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	90%	n/a	n/a	n/a	n/a
Deliver basic services with available resources	Community and Social Services	90% spent of the total amount budgeted to construct ablution facilities in the graveyard in Vanwyksvlei by 30 June 2018 {(Total actual expenditure for	% of budget spent {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	90%	n/a	n/a	n/a	n/a

Strategic objective	Function	Key Performance Indicator	Unit of measurement	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22
		the project/Total amount budgeted for the project)x100}						
Deliver basic services with available resources	Road Transport	90% spent of the total amount budgeted to pave streets in Bonteheuwel by 30 June 2018 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	90%	n/a	n/a	n/a	n/a
Deliver basic services with available resources	Electricity	90% spent of the total amount budgeted to upgrade the electricity network in Riverside by 30 June 2018 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	90%	n/a	n/a	n/a	n/a
Deliver basic services with available resources	Electricity	90% spent of the total amount budgeted to upgrade the electricity for the administration by 30 June 2019	% of budget spent {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	n/a	90%	n/a	n/a	n/a
Deliver basic services with available resources	Road Transport	90% spent of the total amount budgeted to pave streets in Carnarvon town by 30 June 2018 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	90%	n/a	n/a	n/a	n/a
Deliver basic services with available resources	Waste Water Management	90% spent of the total amount budgeted to install a	% of budget spent {(Total actual expenditure for	90%	90%	90%	n/a	n/a

Strategic objective	Function	Key Performance Indicator	Unit of measurement	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22
		sewerage network in Vosburg by 30 June {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	the project/Total amount budgeted for the project)x100}					
Deliver basic services with available resources	Community and Social Services	90% spent of the total amount budgeted to construct ablution facilities in the graveyard in Vosburg by 30 June 2018 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	90%	n/a	n/a	n/a	n/a
Deliver basic services with available resources	Water Management	90% spent of the total amount budgeted to upgrade water network and reservoir in Vosburg by 30 June {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	90%	90%	n/a	n/a	n/a
Deliver basic services with available resources	Water Management	Number of formal residential properties that receive piped water (credit) that is connected to the municipal water infrastructure network and billed for the service as at 30 June	Number of residential properties which are billed for water	1 950	1 950	1 950	1 950	1 950
Deliver basic services with	Waste Water Management	Number of formal residential	Number of residential properties which	700	700	700	700	700

Strategic objective	Function	Key Performance Indicator	Unit of measurement	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22
available resources		properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) and billed for the service as at 30 June	are billed for sewerage					
Deliver basic services with available resources	Electricity	Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering)(Excluding Eskom areas) and billed for the service as at 30 June	Number of residential properties which are billed for electricity or have pre paid meters (Excluding Eskom areas) as at 30 June	650	650	650	650	650
Deliver basic services with available resources	Waste Management	Number of formal residential properties for which refuse is removed once per week and billed for the service as at 30 June	Number of residential properties which are billed for refuse removal	1 950	1 950	1 950	1 950	1 950
Deliver basic services with available resources	Water Management	Provide free basic water to indigent households as at 30 June	Number of indigent households receiving free basic water	1 200	1 200	1 200	1 200	1 200
Deliver basic services with available resources	Waste Water Management	Provide free basic sanitation to indigent households as at 30 June	Number of indigent households receiving free basic sanitation services	1 200	1 200	1 200	1 200	1 200
Deliver basic services with	Electricity	Provide free basic electricity to indigent	Number of indigent households	1 150	1 150	1 150	1 150	1 150

Strategic objective	Function	Key Performance Indicator	Unit of measurement	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22
available resources		households as at 30 June	receiving free basic electricity					
Deliver basic services with available resources	Waste Management	Provide free basic refuse removal to indigent households as at 30 June	Number of indigent households receiving free basic refuse removal services	1 200	1 200	1 200	1 200	1 200
Deliver basic services with available resources	Finance and Administration	The percentage of the municipal capital budget actually spent on capital projects by 30 June [(Amount actually spent on capital projects/ Amount budgeted for capital projects)x100]	% of capital budget spent on capital projects by 30 June	90%	90%	90%	90%	90%
Enhance community participation	Executive and Council	Hold quarterly Ward Committee Meetings	Number of meetings	16	16	16	16	16
Enhance community participation	Executive and Council	Council meets people quarterly	Number of meetings	16	16	16	16	16
Promote economic development, tourism and growth opportunities	Planning and Development	Create temporary jobs opportunities in terms of EPWP by 30 June	Number of job opportunities created by 30 June	30	30	30	30	30
Sound administrative and financial services to achieve and maintain sustainability and viability	Finance and Administration	The number of people from employment equity target groups employed in the three highest levels of management in compliance with the equity plan as at 30 June	Number of people employed	1	1	1	1	1
Sound administrative and financial services to achieve and maintain	Finance and Administration	The percentage of the municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June	% of the municipality's personnel budget on training by 30 June (Actual amount spent on training/total	0.10%	0.10%	0.10%	0.10%	0.10%

Strategic objective	Function	Key Performance Indicator	Unit of measurement	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22
sustainability and viability		[(Actual amount spent on training/total operational budget)x100]	personnel budget)x100					
Sound administrative and financial services to achieve and maintain sustainability and viability	Finance and Administration	Limit the vacancy rate to less than 10% of budgeted posts by 30 June ((Number of posts filled/Total number of budgeted posts)x100)	% vacancy rate of budgeted posts by 30 June (Number of posts filled/Total number of budgeted posts)x100	10%	10%	10%	10%	10%
Sound administrative and financial services to achieve and maintain sustainability and viability	Finance and Administration	Submit the reviewed Organogram to Council by 30 June	Organogram submitted to Council by 30 June	1	1	1	1	1
Sound administrative and financial services to achieve and maintain sustainability and viability	Finance and Administration	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June ((Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant)	% debt coverage	45%	45%	45%	45%	45%
Sound administrative and financial services to achieve and maintain sustainability and viability	Finance and Administration	Financial viability measured in terms of the outstanding service debtors as at 30 June ((Total outstanding service debtors/	% of outstanding service debtors to revenue received for services	10.50%	10.50%	10.50%	10.50%	10.50%

Strategic objective	Function	Key Performance Indicator	Unit of measurement	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22
		revenue received for services)X100)						
Sound administrative and financial services to achieve and maintain sustainability and viability	Finance and Administration	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	Number of months it takes to cover fix operating expenditure with available cash	3	3	3	3	3
Sound administrative and financial services to achieve and maintain sustainability and viability	Finance and Administration	Submit the annual financial statements to AGSA by 31 August	Annual financial statements submitted to AGSA by 31 August	1	1	1	1	1
Sound administrative and financial services to achieve and maintain sustainability and viability	Finance and Administration	Submit the draft main budget to Council by 31 March	Draft main budget submitted to Council by 31 March	1	1	1	1	1
Sound administrative and financial services to achieve and	Finance and Administration	Achieve a debtor payment percentage of 55% by 30 June ((Gross Debtors Closing Balance	% debtor payment achieved	55%	55%	55%	55%	55%

Strategic objective	Function	Key Performance Indicator	Unit of measurement	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22
maintain sustainability and viability		+ Billed Revenue - Gross Debtors Opening Balance + Bad Debts Written Off/Billed Revenue) x 100						
Sound administrative and financial services to achieve and maintain sustainability and viability	Finance and Administration	90% spent of the total amount budgeted to purchase vehicles by 30 June 2018 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	90%	n/a	n/a	n/a	n/a
Sound administrative and financial services to achieve and maintain sustainability and viability	Finance and Administration	90% spent of the total amount budgeted to tar the air strip by 30 June 2019 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	n/a	90%	n/a	n/a	n/a

Table 63: 5 Year Corporate Scorecard: Development and Service Delivery Priorities

CHAPTER 6: SECTORAL CONTRIBUTIONS

Chapter 5 of the Municipal Systems Act (Act 32 of 2000) in particular provides instruction on cooperative governance, encouraging municipalities to develop their strategies in line with other organs of state so as to give effect to the five-year strategic plan. It goes further to inform that the IDP must link, integrate and coordinate development plans for the Municipality. Resources and capacity must align with the implementation of the plan, forming the foundation on which the annual budget is based. The plan must also be compatible with national development plans and planning requirements binding on the Municipality in terms of legislation. The IDP should therefore serve as a guideline for where sector departments allocate their resources at local government level. The Municipality should however also take into consideration the sector departments' policies and programmes when developing its own policies and strategies. For this reason is it in the interest of the sector departments to participate in municipal IDP planning processes to ensure alignment between programmes.

Unfortunately very limited inputs were received from national and provincial sector department although numerous requests were made.

The following projects are planned by the provincial Department of Education:

6.2 Provincial Sector Projects

a) Department of Education

Town/Area	Project Description	Purpose	Budget Allocation R'000		
			2017/18	2018/19	2019/20
Carnarvon Primary School (Carel van Zyl Primary School)	Construction of a large ablution block	Ablution block	1 166	0	0
Vanwyksvlei Intermediate School	Construction of a small ablution block	Ablution block	0	900	0
Carnarvon Secondary School	Major repairs and renovations to hostel - phase 2	Repairs & renovations	2 000	500	0
Carnarvon Secondary School	Major repairs and renovations at school	Repairs & renovations	1 500	1 500	0
Carnarvon Secondary School	Repairs & renovations	Repairs & renovations	20	0	0
Delta Primary School	Repairs and renovation to the hostel and ablution facilities	Repairs & renovations	0	500	0
Vanwyksvlei Intermediate School	Major repairs and renovations at school	Repairs & renovations	2 000	0	0

Table 64: Sectoral Contributions: Department of Education

b) *Department of Economic Development and Tourism*

Name of Local municipality	Project description	Budget allocation (R'000)
		2017/18
Kareeberg	SKA Science Visitor Centre Commercial Feasibility	400
All municipalities	Local Government Tourism Policy Makers Training in Uppington	92
Pixley ka Seme	Events management training	80
Kareeberg	Community Tourism awareness outreach programme in Carnarvon	37

Table 65: *Department of Economic Development and Tourism*

CHAPTER 7: FINANCIAL PLAN

7.1 Capital Budget

7.1.1 Capital Budget: Per Department, Division, Function and Ward

Department	Division	Project name	Ward	Strategic objective	Budget R'000					
					2017/18	%	2018/19	%	2019/20	%
Operational Services	Water Services	Water pipeline Vanwyksvlei	4	Deliver basic services with available resources	30 000	59.68	40 300	87.11	48 544	99.86
Operational Services	Airport	Tarring of air strip	1 - 4	Sound administrative and financial services to achieve and maintain sustainability and viability	0	0.00	4 500	9.73	0	0.00
Operational Services	Cemeteries	Upgrading of Vanwyksvlei Cemetery	4	Deliver basic services with available resources	300	0.60%	0	0.00	0	0.00
Operational Services	Cemeteries	Upgrading of Vosburg Cemetery	3	Deliver basic services with available resources	20	0.04	0	0.00	0	0.00
Operational Services	Water Services	Upgrading of water network Vosburg	3	Deliver basic services with available resources	4 000	7.96	1 000	2.16	0	0.00
Operational Services	Electricity	Upgrading of network Carnarvon	1	Deliver basic services with available resources	1 000	1.99	0	0.00	0	0.00
Operational Services	Electricity: Administration	Electricity: Administration	1	Deliver basic services with available resources	0	0.00	400	0.86	0	0.00
Operational Services	Streets and Pavements	Paving of streets in Bonteheuwel	2	Deliver basic services with available resources	6 475	12.88	0	0.00	0	0.00
Operational Services	Waste Water Management	Sewerage network Phase 1 Vosburg	3	Deliver basic services with available resources	4 300	8.55	66	0.14	66	0.14
Operational Services	Waste Water Management	Rehabilitate VIP toilets in Vanwyksvlei and Schietfontein	4	Deliver basic services with available resources	491	0.98	0	0.00	0	0.00
Operational Services	Streets and Pavements	Paving of streets in Carnarvon	1	Deliver basic services with available resources	2 684	5.34	0	0.00	0	0.00

Department	Division	Project name	Ward	Strategic objective	Budget R'000					
					2017/18	%	2018/19	%	2019/20	%
Corporate Services	Fleet Management	Purchase vehicles	All	Sound administrative and financial services to achieve and maintain sustainability and viability	1 000	1.99	0	0.00	0	0.00
Total					50 270	100	46 266	100	48 610	100

Table 66: Capital budget: Per Department, Division, Function and Ward

7.1.2 Capital Budget: Per Function

Description	Budget R'000		
	2017/18	2018/19	2019/20
Community and Social Services	320	0	0
Electricity	1 000	400	0
Environmental Protection	0	0	0
Executive and Council	0	0	0
Finance and Administration	1 0000	4 500	0
Health	0	0	0
Housing	0	0	0
Internal Audit	0	0	0
Other	0	0	0
Planning and Development	0	0	0
Public Safety	0	0	0
Road Transport	9 159	0	0
Sport and Recreation	0	0	0
Waste Management	0	0	0
Waste Water Management	4 791	66	66
Water Management	34 000	41 300	48 544
Total capital expenditure	50 270	46 266	48 610

Table 67: Capital Expenditure: per Function

7.1.3 Capital Budget: Sources of Funding

Budget (R'000)							
Funding Source	Description	2017/18	%	2018/19	%	2019/20	%
Grant	Municipal Infrastructure Grant	11 095	22.07	5 566	18.0	8 310	17.1
Grant	INEP	1 000	1.99	400	0.9	0	0.00
Grant	Water Services Infrastructure	34 000	67.63	40 300	81.1	40 300	82.9
Own funds	Own funds	4 175	8.31	0	0.00	0	0.00
Total		50 270	100	46 266	100	48 610	100

Table 68: Funding for Capital Projects

7.2 Grants

7.2.1 Allocations in terms of the Division of Revenue Bill (DORA)

Budget (R'000)			
Grant	2017/18	2018/19	2019/20
Equitable share	20 397	21 975	23 282
Finance Management Grant	1 900	2 155	2 415
Municipal Infrastructure Grant	11 095	8 287	8 490
Expended Public Works Programme	1 000	0	0
INEP	1 000	0	0
Water Services Infrastructure	4 000	0	0
Regional Bulk Infrastructure	30 000	46 824	0
Total	69 392	79 241	34 187

Table 69: Allocations in terms of the Division of Revenue Bill (DORA)

7.3 Financial Framework

7.3.1 Operating Budget: Revenue and Expenditure

Description	Budget (R'000)		
	2017/18	2018/19	2019/20
Revenue			
Property rates	5 006	5 287	5 588
Property rates - penalties and collection charges	0	0	0
Service charges - electricity revenue	9 249	9 730	10 148
Service charges - water revenue	5 202	5 201	4 834
Service charges - sanitation revenue	2 976	3 248	3 273
Service charges - refuse revenue	4 101	4 506	4 512
Service charges - other	0	0	0
Rentals of facilities and equipment	375	394	413
Interest earned - external investments	1 736	1 780	1 869

Description	Budget (R'000)		
	2017/18	2018/19	2019/20
Interest earned - outstanding debtors	3	3	4
Dividends received	0	0	0
Fines	12	13	13
Licenses and permits	7	5	5
Agency services	237	159	163
Transfers recognised - operational	24 719	22 696	25 566
Other revenue	12 348	16 041	13 457
Total revenue	65 971	69 062	69 845
Expenditure			
Executive and Council	21 313	22 545	23 648
Finance and Administration	13 249	15 868	17 594
Community and Social Services	2 538	2 937	3 104
Sport and Recreation	1 106	569	624
Public Safety	104	59	64
Housing	0	0	0
Road Transport	4 884	4 127	4 680
Electricity	11 772	12 920	13 978
Water Management	1 813	3 019	2 414
Waste Water Management	4 462	4 856	5 431
Waste Management	3 626	3 496	3 788
Other	54	57	61
Total expenditure	64 921	70 453	75 386
Surplus/deficit for the year	1 050	(1 391)	(5 541)

Table 70: *Operating Budget: Revenue and Expenditure*

7.4 Unfunded Projects

As mentioned earlier, some of the unfunded needs do not fall within the functions of the Municipality. The table below indicates the unfunded projects:

7.4.1 Unfunded Projects: Carnarvon

Reference Number	Project/Need	Responsible National/Provincial Department
7.4.1.1	Fencing and ablution facilities at cemetery	Municipality
7.4.1.2	Tourism Centre	Department of Tourism
7.4.1.3	Community Hall	Municipality
7.4.1.4	Water problems	DWAF
7.4.1.5	Job creation	Municipality/Department of Public Works
7.4.1.6	Speed humps to town entrances	Municipality
7.4.1.7	Traffic lights and signs in CBD	Municipality
7.4.1.8	Serviced erven	COGHSTA
7.4.1.9	Housing	COGHSTA
7.4.1.10	Appointments of Health Personnel	Department Health
7.4.1.11	Ablution facilities hawkers	Municipality
7.4.1.12	Bonteheuwel crèche	Department Health
7.4.1.13	Public ablution facilities in town	Municipality
7.4.1.14	Embellishment of town entrances	Municipality
7.4.1.15	Walking trail	Department of Tourism
7.4.1.16	Development of the nature reserve	Municipality
7.4.1.17	Advertisement boards in town	Municipality
7.4.1.18	Sport development for local people	Department of Sport
7.4.1.19	Agave project	Municipality
7.4.1.20	Taxi rank	Municipality
7.4.1.21	Upgrading water network	DWAF
7.4.1.22	Commonage sites	Department of land Affairs
7.4.1.23	Fire brigade	Municipality/district municipality
7.4.1.24	Servicing of additional sites for residential use	Municipality
7.4.1.25	More business sites in neighbourhoods	Municipality
7.4.1.26	Kareeberg Festivals	Department of Tourism
7.4.1.27	Fly-inn	Department of Tourism
7.4.1.28	Schietfontein development	Department of Public Works
7.4.1.29	Schietfontein access road	Department of Public Works
7.4.1.30	Mobile Police station, Bonteheuwel	SAPD
7.4.1.31	Containers refuse residential areas	Municipality
7.4.1.32	Access control waste site	Municipality

Reference Number	Project/Need	Responsible National/Provincial Department
7.4.1.33	Tar airstrip	SKA/Municipality
7.4.1.34	Erection playground	SKA
7.4.1.35	Community development project (grant)	SKA
7.4.1.36	Erection 110 houses	SKA
7.4.1.37	Temporary tourism centre	SKA
7.4.1.38	Wi-Fi hotspots (3)	SKA
7.4.1.39	Solar system houses	Department of Energy

Table 71: *Unfunded Projects: Carnarvon*7.4.2 *Unfunded Projects: Vosburg*

Reference Number	Project/Need	Responsible National/Provincial Department
7.4.2.1	Grass and spray lights	Municipality
7.4.2.2	Housing	COGHSTA
7.4.2.3	Social Worker	Department of Social Services
7.4.2.4	Job creation	Municipality
7.4.2.5	Pre-paid electricity point	Municipality
7.4.2.6	Business sites	Municipality
7.4.2.7	Solar energy-electricity and heating (solar geysers)	Department of Energy
7.4.2.8	Additional commonage	Department of land Affairs
7.4.2.9	Upgrading of sport facilities	Municipality
7.4.2.10	Waste recycling	Municipality
7.4.2.11	Women farming	Department of land Affairs
7.4.2.12	Upgrading streets	Municipality
7.4.2.13	Upgrading reservoir	Department of Water Affairs and Forestry
7.4.2.14	Upgrading water network	Department of Water Affairs and Forestry
7.4.2.15	Service erven	COGHSTA
7.4.2.16	Playground	Municipality

Table 72: *Unfunded Projects: Vosburg*7.4.3 *Unfunded Projects: Vanwyksvlei*

Reference Number	Project/Need	Responsible National/Provincial Department
7.4.3.1	Tarring of road between Carnarvon and Vanwyksvlei	Department of Public Works
7.4.3.2	Completion of clay structures/housing	COGHSTA
7.4.3.3	Upgrading of sport facilities	Municipality
7.4.3.4	Public ablution facilities in town	Municipality
7.4.3.5	Job creation	Municipality/Department of Public Works
7.4.3.6	Serviced sites/erven	COGHSTA

Reference Number	Project/Need	Responsible National/Provincial Department
7.4.3.7	Additional commonage	Department of Land Affairs
7.4.3.8	Paving of streets	Municipality
7.4.3.9	Build/operate guesthouses	Department of Tourism
7.4.3.10	Tarring of road between Copperton/Vanwyksvlei	Department of Public Works
7.4.3.11	Computer Centre	Municipality/SKA
7.4.3.12	Playground	Municipality
7.4.3.13	Additional office space for departments	Municipality/Department of Public Works
7.4.3.14	Ambulance services	Department of Health

Table 73: *Unfunded Projects: Vanwyksvlei*

CHAPTER 8: PERFORMANCE MANAGEMENT

Performance management is a strategic approach to management, which is aimed at equipping leaders, managers, workers and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the organization in terms of indicators and targets for efficiency, effectiveness and impact. It is a requirement for local government in terms of the MSA which requires all municipalities to:

- ◆ Develop a performance management system;
- ◆ Set targets, monitor and review performance based indicators linked to their IDP;
- ◆ Publish an annual report on performance for the councillors, staff, the public and other spheres of government;
- ◆ Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government;
- ◆ Conduct an internal audit on performance before tabling the report;
- ◆ Have their annual performance report audited by the Auditor-General; and,
- ◆ Involve the community in setting indicators and targets and in reviewing municipal performance.

8.1 Performance Management System

Performance information indicates how well a Municipality is meeting its aims and objectives, and which policies and processes are working. Making the best use of available data and knowledge is crucial for improving the execution of its mandate. Performance information is key for effective management, including planning, budgeting, and implementation, monitoring and reporting. Performance information also facilitates effective accountability, enabling councillors, members of the public to track progress, identify the scope for improvement and better understand the issues involved.

The Municipality delivers services essential to the well-being and development of the communities. To ensure that service delivery is as efficient and economical as possible; municipalities are required to formulate strategic plans, allocate resources to the implementation of those plans, and monitor and report the results. Performance information is essential to focus the attention of the public and oversight bodies on whether municipalities are delivering value for money, by comparing their performance against their budgets and service delivery plans, and to alert managers to areas where corrective action is required.

8.1.1 Legislative requirements

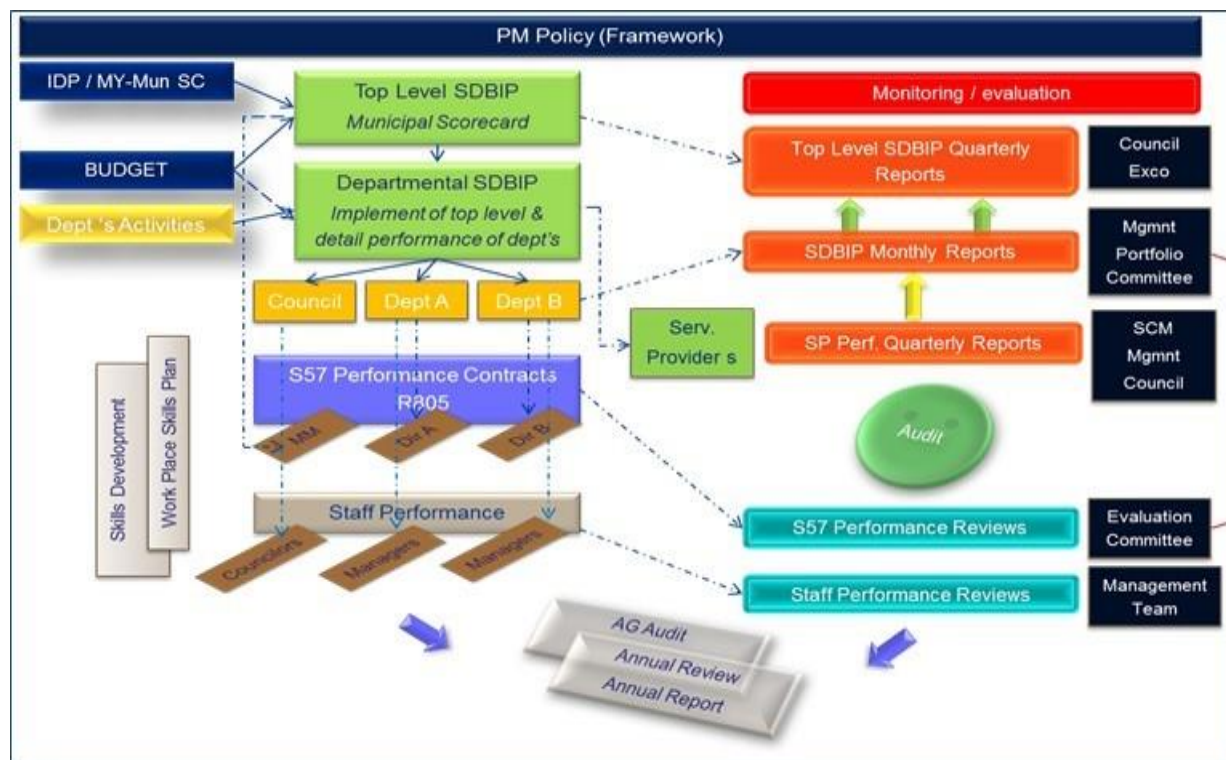
Outlined in Section 40 of the MSA, municipalities must establish mechanisms to monitor and review its performance management system (PMS) to measure, monitor, review, evaluate and improve performance at organisational, departmental and employee levels. Section 34 of the MSA furthermore points out that the IDP has to be reviewed on an annual basis, and that during the IDP review process the Key Performance Areas, Key Performance Indicators and Performance Targets be reviewed and this review will form the basis for the review of the organisational performance management and performance contracts of Section 57 managers.

The Municipal Planning and Performance Management Regulations (2001) stipulates that a “Municipality’s performance management system entails a framework that describes and represents how the Municipality’s cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role-players”.

The Municipality have a Performance Management Framework that was approved by Council on 12 December 2008.

8.1.2 Performance Management Framework

The Performance Management Framework of the Municipality is reflected in the diagram below:



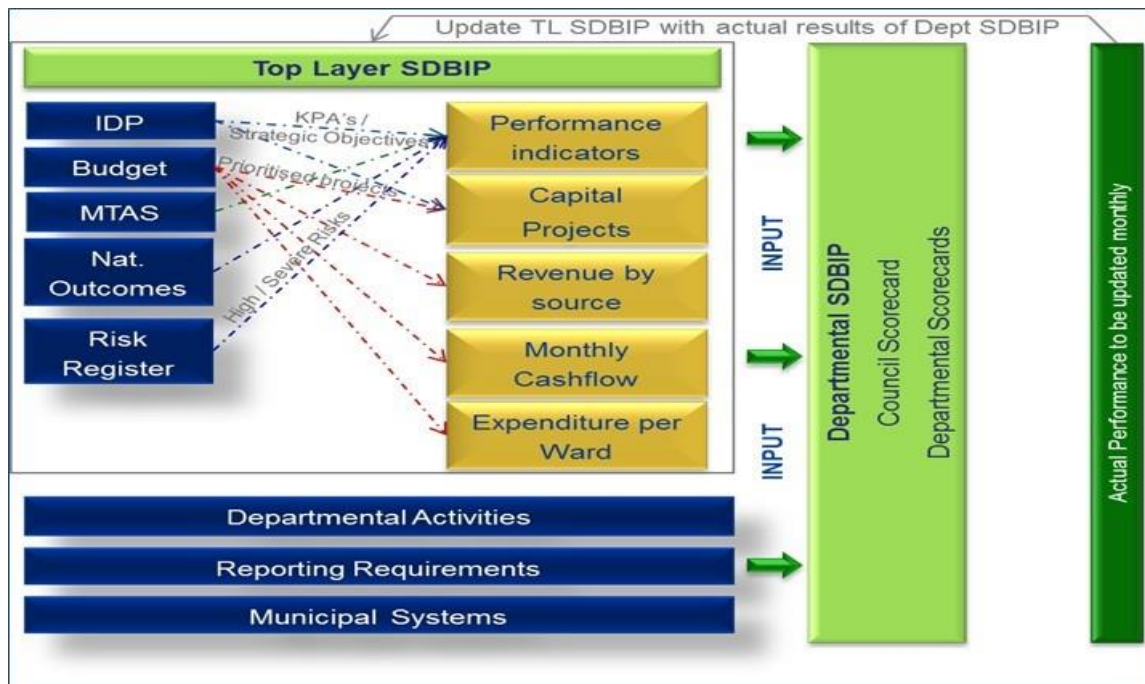
8.2 Organisational Performance Management Linked to Individual Performance Management

The MSA requires the Municipality to establish a PMS that is commensurate with its resources; best suited to its circumstances and in line with the IDP. It is required to create a culture of performance throughout the Municipality.

The PMS should obtain the following core elements:

- ◆ Setting of appropriate performance indicators;
- ◆ Setting of measurable performance targets;
- ◆ Agree on performance measurement;
- ◆ Performance monitoring, reviewing and evaluation;
- ◆ Continuous performance improvement;
- ◆ Regular performance reporting; and
- ◆ Intervention where required.

8.3 Corporate Performance



The performance of the Municipality is evaluated by means of a municipal scorecard (Top Layer SDBIP) at organisational level and through the service delivery budget implementation plan (SDBIP) at directorate and departmental levels. The Top Layer SDBIP set our consolidated service delivery targets and provides an overall picture of performance for the Municipality as a whole, reflecting performance on its strategic priorities.

The departmental SDBIP captures the performance of each defined department which reflects on the strategic priorities of the Municipality. The SDBIP provides the detail of each outcome for which the senior management is responsible for, in other words, a comprehensive picture of the performance of each directorate/sub-directorate.

8.4 Individual Performance: Senior Managers

Performance agreements are concluded with the Municipal Manager and the Section 57 managers annually and includes the following:

- ◆ Key performance indicators of the approved Top Layer SDBIP to ensure seamless integration with the IDP, budget and SDBIP; and
- ◆ Core Competencies in terms of Regulation 21 of 17 January 2014.

In terms of the legislative requirements:

- ◆ Performance evaluations are conducted quarterly, with the first and third quarter only verbal. The second and fourth quarter is formal evaluations
- ◆ The formal assessments are conducted by a panel
- ◆ Record must be kept of formal evaluations
- ◆ The overall evaluation report and results must be submitted to Council

- ◆ Copies of any formal evaluation of the MM is sent to the MEC for Local Government

8.5 Performance Reporting

Performance is reported on a regular basis and it includes the evaluation of performance, the identification of poor performance and corrective actions to improve performance.

Quarterly Reports

Reports on the performance in terms of the Top Level SDBIP are compiled and submitted to Council. This report is published on the municipal website on a quarterly basis.

Mid-Year Assessment

The performance of the first six months of the financial year should be assessed and reported on in terms of Section 72 of the MFMA. This assessment must include the measurement of performance, the identification of corrective actions and recommendations for the adjustment of KPI's, if necessary.

This report is submitted to the Mayor for approval before 25 January of each year and the Mayor submit the report to Council by 31 January of each year. The report is furthermore published on the municipal website.

Annual Assessment

The performance of the financial year should be assessed at year-end in terms of Section 46 of the MSA. The performance in terms of the annual targets set will be documented in the Annual Performance Report and the report will be finalized and submitted to the Office of the Auditor-General by 30 August annually. This report will be included in the Annual Report of the Municipality. The Annual Report is submitted to Council for approval before 25 January of each year and published for comment on the municipal website.

LIST OF ABBREVIATIONS

AG	Auditor-General
AFS	Annual Financial Statements
CAPEX	Capital Expenditure
CFO	Chief Financial Officer
COGHSTA	Department of Cooperative Governance, Human settlements and Traditional Affairs
DWA	Department of Water Affairs
EE	Employment Equity
EPWP	Extended Public Works Programme
DGDS	District Growth and Development Strategy
HR	Human Resources
IDP	Integrated Development Plan
KPI	Key Performance Indicator
LED	Local Economic Development
LGSETA	Local Government Sector Education Training Authority
MFMA	Municipal Finance Management Act (Act No. 56 of 2003)
MIG	Municipal Infrastructure Grant
MM	Municipal Manager
MSA	Municipal Systems Act No. 32 of 2000
NGO	Non-governmental organisation
NT	National Treasury
OPEX	Operating expenditure
PMS	Performance Management System
PT	Provincial Treasury
SALGA	South African Local Government Association
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
WPSP	Workplace Skills Plan

LIST OF TABLES

TABLE 1:	MUNICIPAL POWERS AND FUNCTIONS	6
TABLE 2:	DISTRICT MUNICIPAL AREA AT A GLANCE	7
TABLE 3:	DEMOGRAPHIC PROFILE	11
TABLE 4:	MUNICIPAL WARDS	11
TABLE 5:	EMPLOYMENT STATUS	12
TABLE 6:	ECONOMIC GROWTH TARGETS	13
TABLE 7:	HOUSEHOLD INCOME (CENSUS 2011)	13
TABLE 8:	DETAILS OF ROADSHOWS HELD	15
TABLE 9:	SWOT ANALYSIS	16
TABLE 10:	MUNICIPAL COMPARATIVE SYNOPSIS	17
TABLE 11:	LEVEL OF RELIANCE ON GRANTS	18
TABLE 12:	EMPLOYEE RELATED COSTS	18
TABLE 13:	FINANCE CHARGES TO TOTAL OPERATING EXPENDITURE	19
TABLE 14:	REPAIRS AND MAINTENANCE	19
TABLE 15:	ACID TEST RATIO	20
TABLE 16:	LONG-TERM DEBT TO ANNUAL INCOME	21
TABLE 17:	IDP PROCESS	23
TABLE 18:	ROLES AND RESPONSIBILITIES – INTERNAL	23
TABLE 19:	ROLES AND RESPONSIBILITIES – EXTERNAL	24
TABLE 20:	NATIONAL KEY PERFORMANCE AREAS	27
TABLE 21:	SUMMARY OF THE OBJECTIVES OF THE NDP	30
TABLE 22:	GEOGRAPHICAL CONTEXT	37
TABLE 23:	MUNICIPAL WARDS	37
TABLE 24:	ENVIRONMENTAL CONTEXT	38
TABLE 25:	BIOPHYSICAL CONTEXT	39
TABLE 26:	INFRASTRUCTURE SUMMARY	40
TABLE 27:	SERVICES AND BACKLOGS (CENSUS 2011)	40
TABLE 28:	BACKLOGS (NUMBER OF HOUSEHOLDS	40
TABLE 29:	SOCIAL SUMMARY	41
TABLE 30:	DEMOGRAPHICS OF THE MUNICIPALITY	43
TABLE 31:	EDUCATION LEVELS	43
TABLE 32:	SERVICE DELIVERY LEVELS	44
TABLE 33:	HEALTH CARE	44
TABLE 34:	SOCIAL GRANTS	45
TABLE 35:	DWELLINGS	45
TABLE 36:	ECONOMIC SUMMARY	46
TABLE 37:	GDP OF THE MUNICIPALITY	48
TABLE 38:	COMPOSITE INDICES APPLIED FOR MUNICIPALITY	48
TABLE 39:	HUMAN DEVELOPMENT NEEDS INDEX	48
TABLE 40:	STRATEGIC SUMMARY	49
TABLE 41:	POSSIBLE OPPORTUNITIES	50
TABLE 42:	DEPARTMENTAL FUNCTIONS	53
TABLE 43:	STAFF ESTABLISHMENT	54
TABLE 44:	APPROVED POLICIES	54
TABLE 45:	MAIN HIGHLIGHTS OF THE PAST IDP PERIOD	55
TABLE 46:	MAIN CHALLENGES OF THE PAST IDP PERIOD	56
TABLE 47:	CARNARVON COMMUNITY NEEDS	57
TABLE 48:	VOSBURG COMMUNITY NEEDS	57
TABLE 49:	VANWYKSVLEI COMMUNITY NEEDS	58
TABLE 50:	STRATEGIC VISION OF THE MUNICIPALITY	60
TABLE 51:	NATIONAL, PROVINCIAL AND MUNICIPALITY'S STRATEGIC ALIGNMENT	61
TABLE 52:	MUNICIPAL DEVELOPMENT STRATEGY PER FUNCTION: EXECUTIVE AND COUNCIL	61
TABLE 53:	MUNICIPAL DEVELOPMENT STRATEGY PER FUNCTION: FINANCE AND ADMINISTRATION	63
TABLE 54:	MUNICIPAL DEVELOPMENT STRATEGY PER FUNCTION: INTERNAL AUDIT	63
TABLE 55:	MUNICIPAL DEVELOPMENT STRATEGY PER FUNCTION: COMMUNITY AND SOCIAL SERVICES	63
TABLE 56:	MUNICIPAL DEVELOPMENT STRATEGY PER FUNCTION: SPORT AND RECREATION	64
TABLE 57:	MUNICIPAL DEVELOPMENT STRATEGY PER FUNCTION: PLANNING AND DEVELOPMENT	64
TABLE 58:	MUNICIPAL DEVELOPMENT STRATEGY PER FUNCTION: ROAD TRANSPORT	64
TABLE 59:	MUNICIPAL DEVELOPMENT STRATEGY PER FUNCTION: ELECTRICITY	65

TABLE 60:	MUNICIPAL DEVELOPMENT STRATEGY PER FUNCTION: WATER MANAGEMENT	66
TABLE 61:	MUNICIPAL DEVELOPMENT STRATEGY PER FUNCTION: WASTE WATER MANAGEMENT	67
TABLE 62:	MUNICIPAL DEVELOPMENT STRATEGY PER FUNCTION: WASTE MANAGEMENT	67
TABLE 63:	5 YEAR CORPORATE SCORECARD: DEVELOPMENT AND SERVICE DELIVERY PRIORITIES	77
TABLE 64:	SECTORAL CONTRIBUTIONS: DEPARTMENT OF EDUCATION	78
TABLE 65:	DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM	79
TABLE 66:	CAPITAL BUDGET: PER DEPARTMENT, DIVISION, FUNCTION AND WARD	81
TABLE 67:	CAPITAL EXPENDITURE: PER FUNCTION	81
TABLE 68:	FUNDING FOR CAPITAL PROJECTS	82
TABLE 69:	ALLOCATIONS IN TERMS OF THE DIVISION OF REVENUE BILL (DORA)	82
TABLE 70:	OPERATING BUDGET: REVENUE AND EXPENDITURE	83
TABLE 71:	UNFUNDED PROJECTS: CARNARVON	85
TABLE 72:	UNFUNDED PROJECTS: VOSBURG	85
TABLE 73:	UNFUNDED PROJECTS: VANWYKSVLEI	86

LIST OF MAPS

MAP 1:	LOCATION IN THE PROVINCE	8
MAP 2:	REGIONAL MUNICIPAL LOCATION	8

LIST OF GRAPHS

GRAPH 1:	RELIANCE ON GRANTS	18
GRAPH 2:	EMPLOYEE RELATED COSTS	19
GRAPH 3:	REPAIRS AND MAINTENANCE	20
GRAPH 4:	ASSET TEST RATIO	20
GRAPH 5:	LONG-TERM DEBT TO ANNUAL INCOME	21