

# CENTRAL KAROO DISTRICT MUNICIPALITY



**CAPE KAROO**  
OPTIMAL QUALITY OF LIFE FOR ALL



## INTEGRATED DEVELOPMENT PLAN 2007-2011

## **Vision**

*Optimal quality of life for all citizens*



## **Mission**

**We provide quality services for sustainable economic development and social stability through dynamic stakeholder partnerships and democratic involvement**

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## LIST OF ACRONYMS

<b>ACRONYM</b>	<b>MEANING/INTEPRETATION</b>
<b>IDP</b>	<i>Integrated Development Plan</i>
<b>LED</b>	<i>Local Economic Development</i>
<b>DEDT</b>	<i>Department Economic Development and Tourism</i>
<b>DEAT</b>	<i>Department of Environment and Tourism</i>
<b>MIG</b>	<i>Municipal Infrastructure Grant</i>
<b>DPT</b>	<i>Department of Public Works and Transport</i>
<b>LGMTEC</b>	<i>Local Government Medium Term Expenditure Committee</i>
<b>MFMA</b>	<i>Municipal Financial Management Act</i>
<b>SDBIP</b>	<i>Service Delivery and Budget Implementation Plan</i>
<b>GDS</b>	<i>Growth Development Summit</i>
<b>SANRAL</b>	<i>South African National Roads Agency Limited</i>
<b>SMME</b>	<i>Small Medium Micro Enterprises</i>
<b>DMA</b>	<i>District Municipal Area</i>
<b>EPWP</b>	<i>Extended Public Works Programme</i>
<b>ASGISA</b>	<i>Accelerated and Shared Growth Initiative for South Africa</i>
<b>PPP</b>	<i>Public Private Partnership</i>
<b>CPP</b>	<i>Community Public Partnership</i>
<b>CPPP</b>	<i>Community Public Private Partnership</i>
<b>EDA</b>	<i>Economic Development Agency</i>
<b>ABET</b>	<i>Adult Basic Education and Training</i>
<b>DLGH</b>	<i>Department of Local Government and Housing</i>
<b>DOH</b>	<i>Department of Health</i>
<b>ITDF</b>	<i>Integrated Tourism Development Framework</i>
<b>MTEF</b>	<i>Medium Term Expenditure Framework</i>
<b>MSIG</b>	<i>Municipal Systems Improvement Grant</i>
<b>MSA</b>	<i>Municipal Systems Act</i>
<b>PDI</b>	<i>Previous Disadvantaged Individuals</i>
<b>PCF</b>	<i>Premier's Coordinating Forum</i>
<b>CBP</b>	<i>Community Based Planning</i>

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## FOREWORD BY THE EXECUTIVE MAYOR

Municipalities are required to submit their budgets to treasury in terms of the MFMA. The IDP is critical to this process and should therefore for the period 2007 to 2012, be realistic and reliable. We have succeeded in achieving this as our IDP is geared on:

- A medium and long term vision.
- Based on real data and issues as reflected therein.
- Includes clear, prioritised strategies, for which the required resources match the existing implementation capacities (what our money can buy for us).
- Incorporates all projects and programs that are being implemented in the municipalities.
- Reflects and includes government activities and what NGO's and the Private sector can do.
- The understanding of the public.

We have reason to celebrate the committed spirit demonstrated by the people, government, business, and the non-governmental community for realising that the challenges of transforming our community are too huge to be left to government alone. Our IDP focuses therefore on co-ordination, support and economic development in the district-vast area of the Central Karoo. Nonetheless, all of us collectively as citizens of the Central Karoo will rise to the challenge so that we can experience **real growth** within the next five years and be true to our vision of ***“Optimal quality of life for all”***.

Thank you.

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## **FOREWORD BY THE ACTING MUNICIPAL MANAGER**

As one of the smallest District Municipalities in the country, Central Karoo is 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 accepting the challenge of making the Central Karoo one of the leading Districts in compliance to our legislative mandate as well as excelling in our developmental and service delivery mandate.

Council adopted a new strategic approach to the new generation IDP's which is basically an extension of the existing strategic management approach of the region through the District Co-ordinating Forum. This Intergovernmental instrument, in managing the region towards Developmental Local Government, is found to be effective in our extensive region and already contribute to a range of new cost effective tools such as the Shared Service Model developed by the Municipalities within the region.

The IDP for 2006 – 2011 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. This IDP will also enable the District to fulfill its role in the regional, provincial and national context. As a strategic plan for our region the IDP can now meaningfully drive the deepening of the consultative processes with communities, social partners and the private sector as well as facilitate with regard to inter-governmental relations.

As the technical role-players in the development of our region, our IDP is instrumental in guiding us towards an "Optimal Quality of Life for All".

I would like to thank our Mayor and the Council for their guidance, service providers and partners (business, labour and communities) for their inputs, the Local Government and Housing Department of the Western Cape for their support and lastly our PIMS-section, in association with the IDP officials from our three B-Municipalities, for this exceptional long term plan for development in the Central Karoo.

**N W NORTJÉ**  
*24 April 2007*

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# EXECUTIVE SUMMARY

## STRATEGIC CONTEXT

This five-year IDP (2006/2011) is situated in the context of a new formulation of Central Karoo District Municipality's growth strategy. This is called the Central Karoo Growth and Development Strategy or Central Karoo GDS. The subsections below further explore the relationship and integration between the Central Karoo GDS and the choices that are made in this five-year IDP.

Integration between GDS and IDP, and why the GDS and IDP have been developed in parallel. In 2006, the Central Karoo embarked on a process of developing both a GDS and a five-year IDP, with the understanding that the two documents are inextricably linked and must be read together as one coherent strategic plan, covering the long and medium term in an integrated way.

The IDP defines the medium-term path. It spells out where we want to be after five years, and how we intend to get there.

As required by policy and legislation, the Central Karoo's IDP must give attention to a number of things that are best covered by a coherent longer-term strategic framework. As noted above, the Municipal Systems Act says clearly that the IDP must include, "A vision for the long-term development of the municipality". It must also include, "The development strategies which must be aligned with any national or provincial sectoral plans and planning requirements."

In a circular to all municipalities in December 2005, the National Treasury spelt out its expectations of what should be contained in the Budget to be approved by Council at end May 2006. The circular noted that the 'Background Documentation' to the Budget should include and 'Overview' of the IDP. This must "make reference to relevant sections in the IDP and at least contain:

1. Vision for the municipality;
2. Strategic focus areas;
3. Long-term goals or outcomes for the community;
4. Reference to alignment with national, provincial and district plans;
5. Consideration of service delivery and funding of housing, health and transport, etc;
6. Summary of the medium-term objectives or outputs;
7. Reference to measurable performance objectives;
8. Description of prioritisation systems used for allocating resources to objectives;
9. Amendments to the IDP;
10. Reference to the consultative process undertaken to review the IDP; and
11. Tables showing the link between the IDP and budget"

## Challenges and opportunities

The major challenges we face as a district are:

financial constraints – both in communities and within the institution

human capacity – for the municipality to excel in terms of service delivery it is of paramount importance that the issue of scarce skills be addressed

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this IDP creates now an opportunity for real investments in communities in terms of skills development and SMME development to turn the economy around and eradicate poverty. Limited resource-base to appoint professional, technical and skilled personnel

#### Structure of the IDP

The IDP are structured in the following logic way:

Rigorous analysis of the current realities of the district space and time – using a whole range of sources like the Rapid Review (CSIR) 2001; LED Regeneration Study (SetPlan) 2003; SEPLG (Provincial Treasury) 2006 and the Monitor Group (2006/07) as well as numerous other studies, investigations and papers written on the Central Karoo.

Making sure the phases of the IDP remains in tact as well as getting the buy-in of our political heads at a very early stage.

Creating strategic basis for inter-sectoral input and intergovernmental synergy

Ensure that there is critical reflection of capability and capacity in relation to plans ultimately that is implementable.

The District has one of the highest employment levels within the province. Unemployment was estimated at 36,0% in 2001. Without real strategic interventions to stimulate economic activity, the district will find it difficult to survive the economic conditions. There is however still room to explore the possibility of investing in less eco-sensitive manufacturing in the region.

# SECTION ONE: SITUATION ANALYSIS

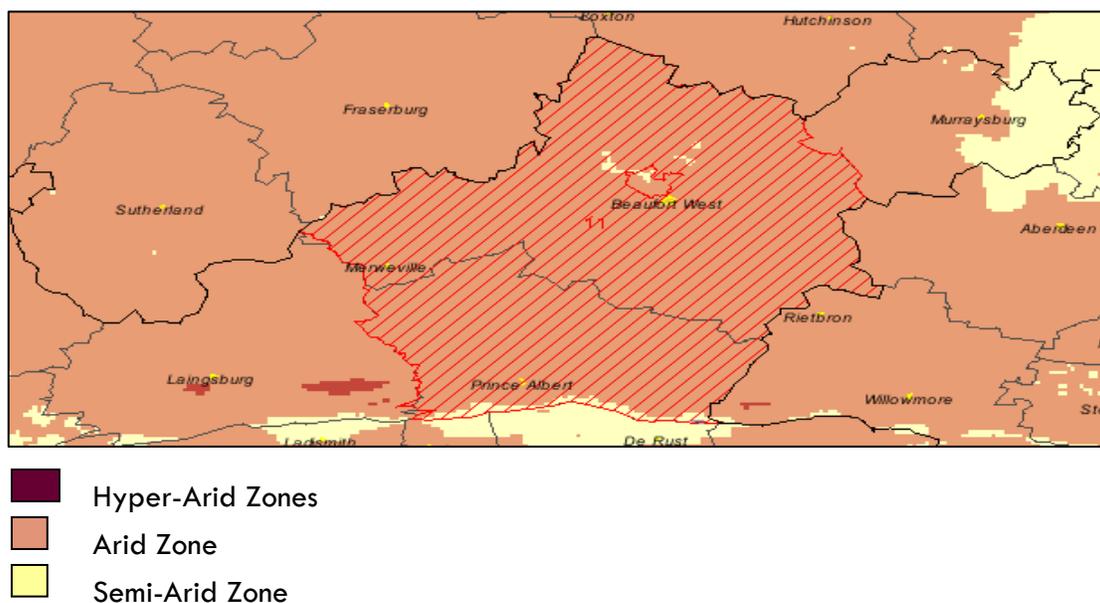
The Central Karoo District is one of the five districts situated within the Western Cape Province. The district comprises of three Local Municipalities namely Beaufort West, Prince Albert, Laingsburg as well as the DMA, Murraysburg. With a population of 62,331, Central Karoo is the smallest district in the Province and possibly nationally, area wise the District is quite vast covering a total of 38,853 square kilometers giving the district a population density of about 1.6 hence the lowest population in the country. Central Karoo is the largest district in the Western Cape Province; invariably this means that distances between settlements within the district are vast. Laingsburg is about 200 km from Beaufort West, while Prince Albert is 170 km.

## 1.1 ENVIRONMENTAL ANALYSIS

### 1.1.1 Geographical Profile

Central Karoo is about 300 km North West of Cape Town and about 1200 Km South West of Johannesburg along the N1 road. The district borders the Eastern Cape to the East and the Northern Cape to the North.

**Map 1: Central Karoo Aridity Zones**



*Source: Agricultural Geo-Referenced Information System.*

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### Terrain and Natural Resources

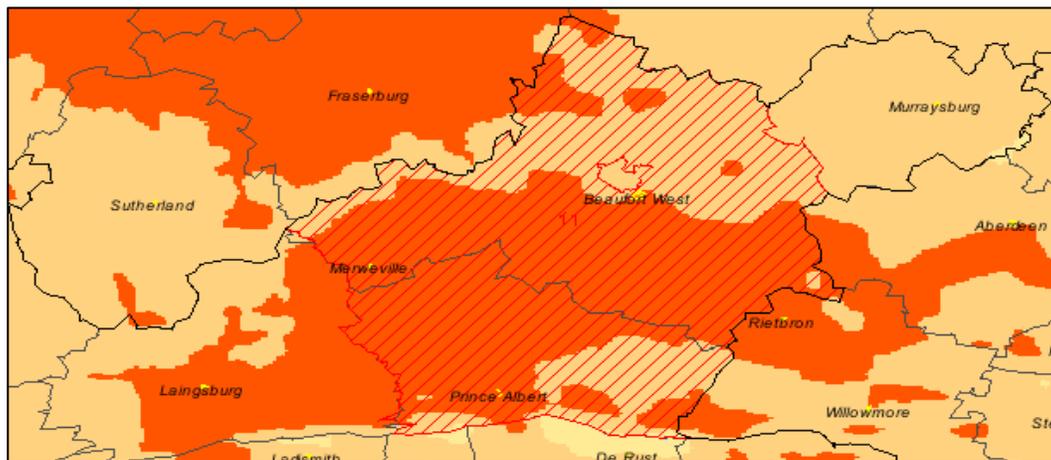
- Central Karoo forms part of the Great Karoo and is classified as a unique arid zone
- The Karoo plateau is the largest of its kind outside Asia
- The land is rich in fossils and houses the largest variety of succulents in the world
- A number of mountain ranges borders the district: Swartberg (near Prince Albert) Nieuveld Mountains (near Beaufort West).
  
- Central Karoo is a semi-desert
- Only the region's southernmost parts (Prince Albert, Klaarstroom and Vleiland) can be classified as semi-arid and can sustain agricultural activities other than sheep farming

### 1.1.2 Climate

#### (i) Rainfall

Central Karoo is a fairly arid region with an average annual rainfall of 260mm per year. Whereas the rainfall is fairly distributed throughout the year, most of the rain is received during summer, mainly between November and May. Laingsburg has a history of floods which took place in 1981 where about 451 mm fell over a span of three days. The mountains in the south receive much more rain and sometimes even snow.

**Map 2: Central Karoo Mean Annual Rainfall**



Rainfall – Mean Annual

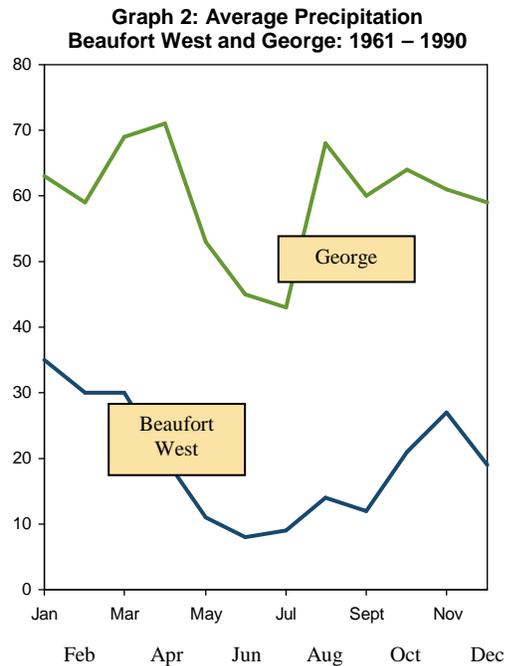
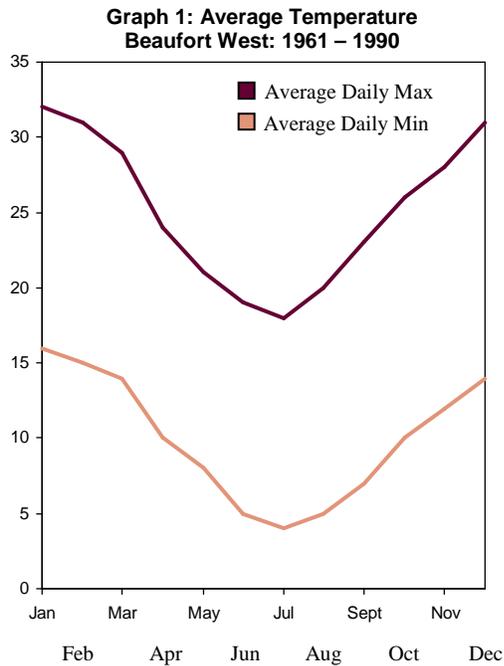
- 0-200mm
- 201-400mm
- 401-600mm

Source: *Agricultural Geo-Referenced Information System.*

Central Karoo has a harsh climate characterised by low rainfall.

#### (ii) Temperatures

Given the high altitude 750m to 1500m, the annual mean temperatures are generally low during winter. The district temperatures go as low as 0 degrees centigrade during winter and goes as high as 37 degrees centigrade during summer.

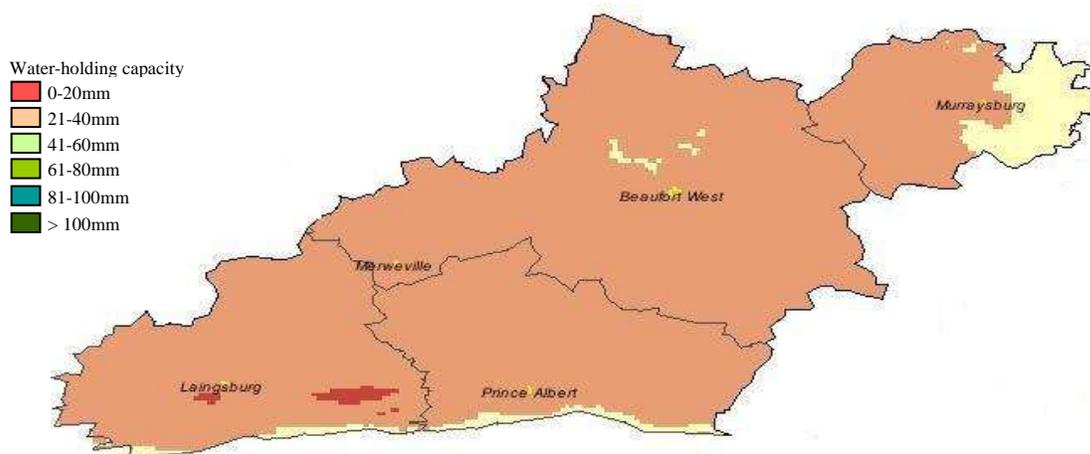


Source: South African Weather Service

**(iii) Soils**

The underlying geology is generally sedimentary rock, giving rise to sandy soils of low fertility. There are some alluvial soils but mainly in the valley bottoms only.

**Map 3: Central Karoo Soil: Water holding capacity**



Source:

**(iv) Vegetation**

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The Central Karoo is a semi-desert region with only a few pockets of semi-arid zones. Land potential is limited, offering only low potential grazing. Individual farms have to be extensive in order to support livestock grazing requirements.

The vegetation is mainly Karoo Veld which is sparse and does not carry much nutrients, hence giving rise to a very low animal carrying capacity. It is estimated that the carrying capacity in the Karoo is about 1 small animal per 7 hectares. The district is famous for the production of lamb, and Karoo Lamb is a kind of quality mark.

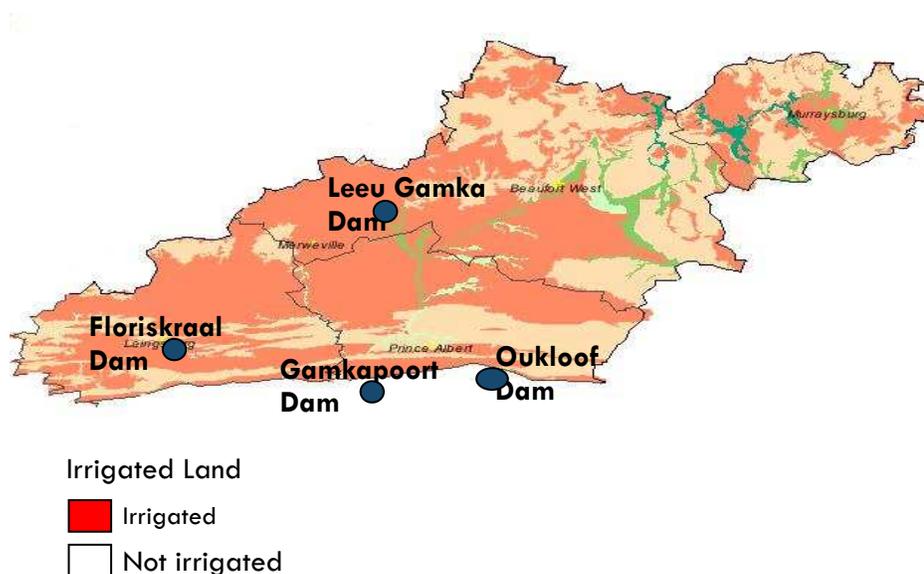
#### (v) Minerals

Uranium was discovered in Central Karoo about 30 years ago, but exploration stopped in the seventies following the drop in world market prices. Given the rise in demand for alternative energy the price of Uranium has increased a lot (from R. 100 /kg in the seventies to R.620/Kg). With the estimates several million tons of Uranium in the Central Karoo, the uranium mining is likely to grow to be one of the economic drivers of the region with a potential of over R. 620 billion worth of business. Definitely this is going to change the economic landscape of this region.

#### (vi) Water

There are four major dams in the node. The Floriskraal Dam is located near Laingsburg but serves predominantly Little Karoo needs. The Leeu Gamka Dam, situated between Beaufort West and Laingsburg, serves local farming needs. The Oukloof Dam serves a limited number of farms in the Prince Albert area, with the balance served by the Gamkapoort Dam. Investigation into a potential additional water source is underway. There is very little land under irrigation, due to the lack of water resources in the node, but also because of the soil's inability to hold water.

**Map 4: Central Karoo Irrigated Land**



Source:

## 1.2 SOCIAL ANALYSIS

### 1.2.1 Demographic Profile

There is a total number of 15 016 households that live in Central Karoo district municipality, of this 74,9 % lives in urban areas with the remaining 25,1 % living in rural areas. 3,5 % of rural households in the Western Cape reside in Central Karoo compared to their urban counterparts which is only 1,06 %. Beaufort West local municipality urban population is 82,2 %, which is above District average. Of the three Local Municipalities, Beaufort West with a population of about 37,600 is greater than all other two local Municipalities plus the DMA combined.

**Table 1: Population per Municipality**

	<b>Total Hectares</b>	<b>Total Population</b>
<b>Beaufort West</b>	1,633,010	37,598
<b>Laingsburg</b>	878,449	6,681
<b>Prince Albert</b>	815,291	10,512
<b>Murraysburg</b>	558,651	6,166
<b>TOTAL</b>	<b>3,885,401</b>	<b>62,331</b>

Source:

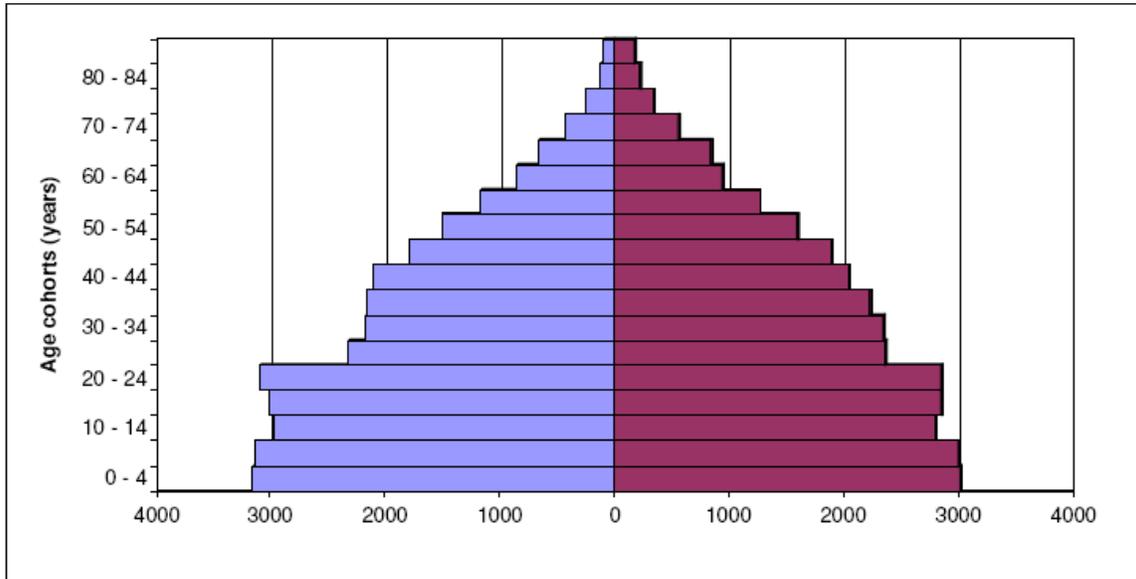
- 35.0% in household earn less than R9, 600 per annum and live bellow the poverty line.
- Central Karoo has 20.5% of unemployment against 36.2 % of employment.
- The predominant language in the node is Afrikaans (89.3%).

#### (i) Age

Central Karoo District municipality's population is relatively young, with median age of 26 years. Between 2001, 2006 and 2010 the dependency ratio has changed slightly dropping from 0.55, 0.54 and 0.53, respectively.

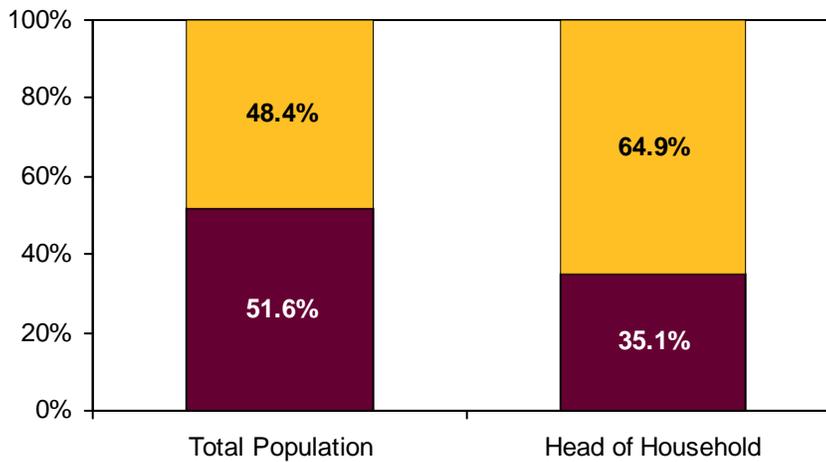
Population projection from the CARE 2005 model as shown in Figure 1 predicts a dramatic slow down in population growth in this district. The base of the pyramid (lower age cohorts) is broad, with a sharp decline from the 25-29 year age cohort, and declining gradually thereafter

**Figure 1: Central Karoo District population pyramid, 2006**



Source: CARE 2005

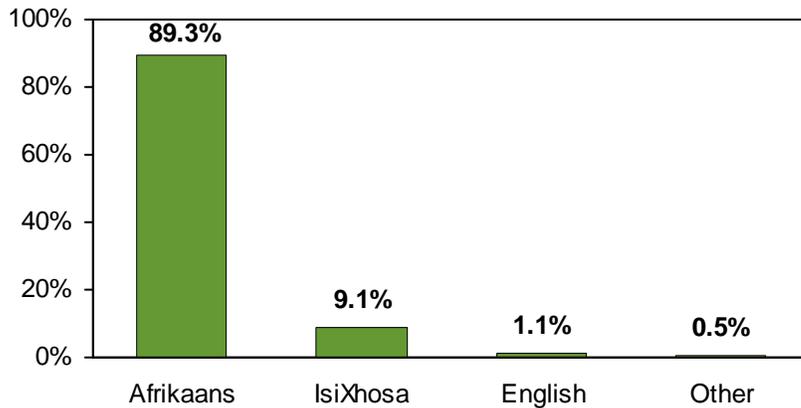
**(ii) Gender**



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### (iii) Language

Figure 3: Predominant Language spoken in the Central Karoo



### (iv) Migration

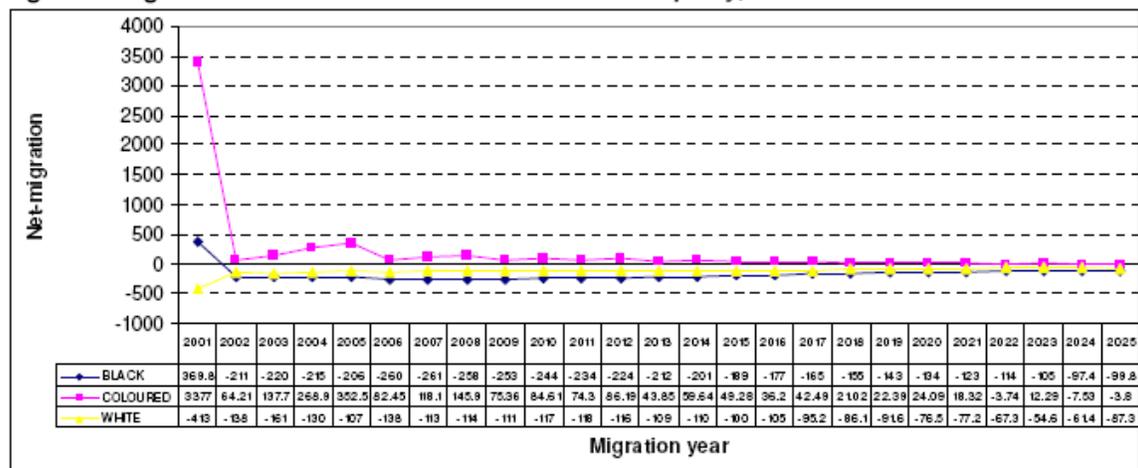
Figure 4 shows the projected migration numbers in the central Karoo District Municipality for the period 2001 -2025. Migration figures from the CARE 2005 model shows net migration into the district of 3 334 in 2001, down to 40 in 2005 (with negative numbers (net out-migration) between 2001 and 2005), and further down to -315 in 2006 (net out-migration). Migration and HIV/AIDS are already taken account of when doing population projections.

2001 was the only year that reflected an in-migration of 370 Africans in the Central Karoo Municipality. From 2002 onwards people were leaving the area and the trend is projected to show that Africans will continue to leave the district until 2025. This is largely due to slim possibilities of job opportunities as the district has limited economic activity.

**Figure 4 shows a significant in-migration of the coloured population grouping (3 377) in 2001. The CARE 2005 model figures also show that there is going to be a continued in-migration of the coloured population grouping to the Central Karoo until 2021. Out-migration of the coloured population projected between 2024 and 2025 will be minimal.**

The CARE 2005 model shows that since 2001 the white population grouping has been out-migrating from Central Karoo District Municipality. It is projected that they will continue to do so until 2025 although the level of out-migration will decline.

**Figure 4: Migration trends– Central Karoo District Municipality, 2001-2025**



Source: CARE 2005

### 1.2.2 Labour Market Profile

The labour market section discusses key trends in the labour market from 1996 to 2001 based on the Census information from 1996 and 2001.

**Table 3: Central Karoo District labour market information, 1996 and 2001**

	Employed	Employed (%)	Unemployed	Unemployed (%)	Labour Force	Labour Force Participation Rate	Not Economically Active	Total Pop 15-65
1996	14020	77.1	4172	22.9	18192	57	13725	31917
2001	13592	64	7653	36	21245	56.7	16214	37 458

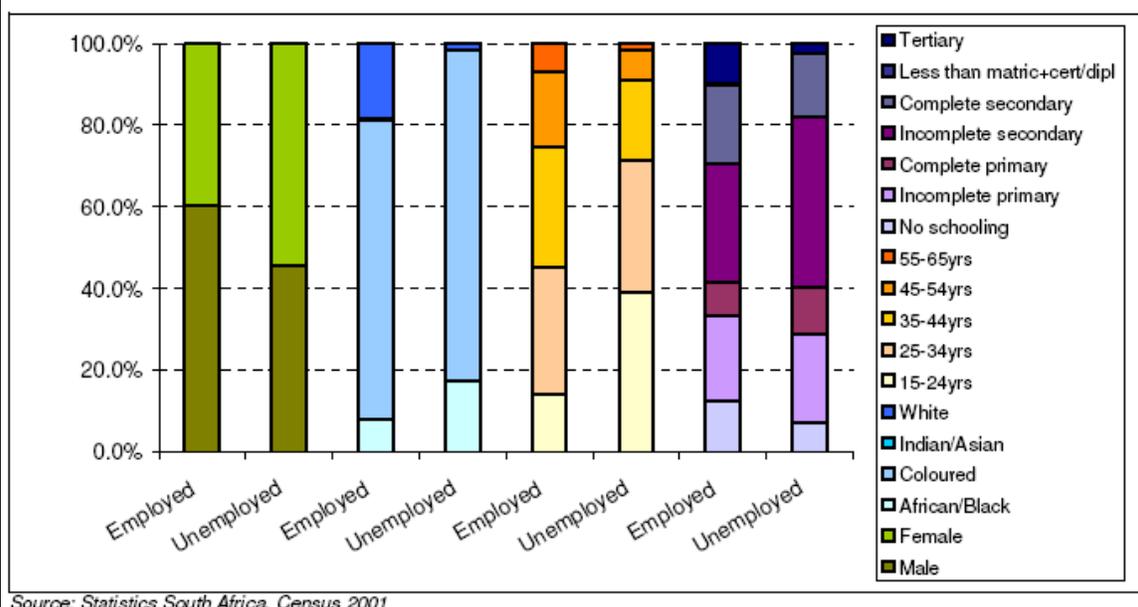
Source: Statistics South Africa, Census 1996, 2001

The labour force participation rate declined slightly from 57,0 to 56,7 % between 1996 and 2001, while the labour force grew at an average annual of 3,2 %, well above that of population growth rate.

The annual average growth in employment was -0,6 %, showing an inability to absorb any new labour market entrants during this time. Unemployment increased by 12,9 % over the same period. The proportions of employed and unemployed, by gender, population group, age and education for 2001 are summarized in the graph below (Figure 5).

Refer to Figure 5. Females, Africans and the youth are more affected by unemployment, while males, whites and those in the older age groups (35–65 years) are more likely to be employed in the region. In the Central Karoo District, 71,1 % of the employed have education levels of incomplete secondary education or less, an indication of the district's economic orientation toward medium to low skilled jobs.

**Figure 5: Characteristics of Central Karoo District's employed and unemployed, 2001**



**Figure 6: Central Karoo District employment by sector, 2001**

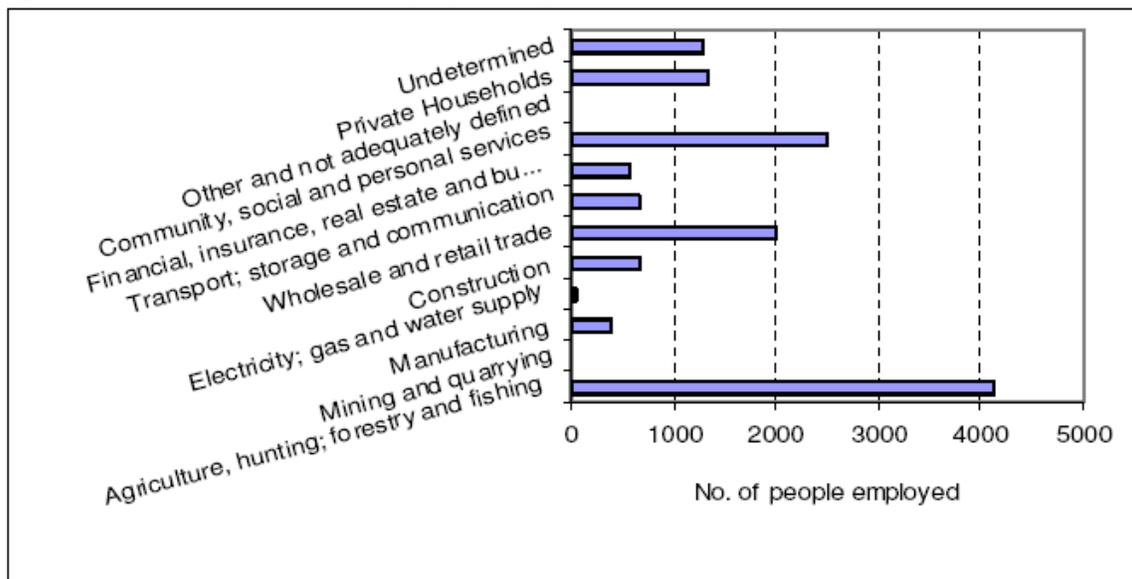


Figure 6 shows the sectoral contribution to employment in 2001. The largest employer was the agriculture, hunting, forestry and fishing sector (30,3%) followed by community, social and personal services (18,3%) and wholesale and retail trade (14,7%). Private households also contributed significantly (9,7%) towards employment in the district.

Table 4 shows skills level of the employed. Central Karoo District Municipality has high skilled occupation of 14,2 % compared to Beaufort West, which has 17,1 per cent which is the highest in Central Karoo District Municipality. However, the Central Karoo District

Municipality has a large number of low skilled unemployed people (43,8%) compared to Western Cape (31.3%).

The leading local municipality in low skilled occupation is Prince Albert with 59,0 %, and Prince Albert is also the one that falls below with less high skilled occupations (10,4%).

**Table 4: Skills level of the unemployed**

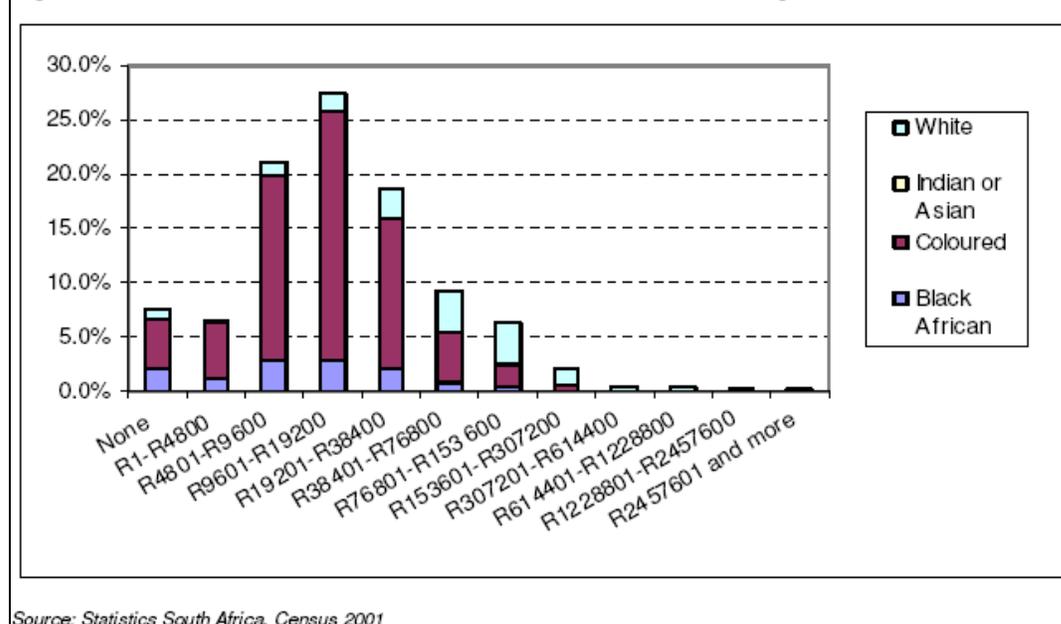
	District	Western Cape (5)
High skilled	14.2	23.8
Skilled	42.0	44.9
Low skilled	43.8	31.3
Total	100.0	100.0

Source: Statistics South Africa, Census 2001

### 1.2.3 Household Income

Household income in the Central Karoo District is concentrated in the lower income categories. Of the total number of households, 35,2 % had a monthly income of R800 or less with 7,6 % of all households having no income. An additional 36,9 % of households earned monthly incomes of between R800 and R3 200. Female-headed households make up 35,0 % of all households while households headed by those aged 15-19 make up 1,2 % of total households.

**Figure 7: Central Karoo District Income Distribution by population group, 2001**



Source: Statistics South Africa, Census 2001

### 1.2.4 Social Grants

The Department of Social Development provides grants to over 5.6 million people per month in South Africa at a cost of more than R2.2 billion monthly. Social grant plays a very important role in alleviating poverty amongst children, women, the elderly and the people with disabilities.

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Benefit transfers include old age grants, war veteran's grants, disability grants, care dependency grants, foster care grants, and grant-in-aid shows number of beneficiaries and the average monthly amount of grant in Central Karoo District.

The well being of local households plays an important role in regional economic development. Factors such as access to household income, and basic and social services and the quality of life are explored in this section drawing for information from the 1996 and 2001 census. Although it is five years on from the last census, it gives an indication of the level and changes in access to services in the inter census period.

The development indices and crime statistics are more up to date (2005) and communicate the health, education and crime challenges that the municipality faces.

### **(i) Over-Dependency on Social Grants**

As previously mentioned, many households are solely dependant on state grants and remittance income from family members working in outside the region. Benefit transfers include old age grants, war veteran's grants, disability grants, care dependency grants, foster grants and grant-in-aid.

According to the Department of Social Services, government spent about **R900 000 per month** in grant funding to beneficiaries in the Node which culminates to about R10, 8 million per annum.

In March 2007, **13 395** people within the District received cash ALLPAY grants. However it can be assumed that this figure is higher as this does not include those people who get paid via financial (i.e. banks) and other institutions such as old age homes.

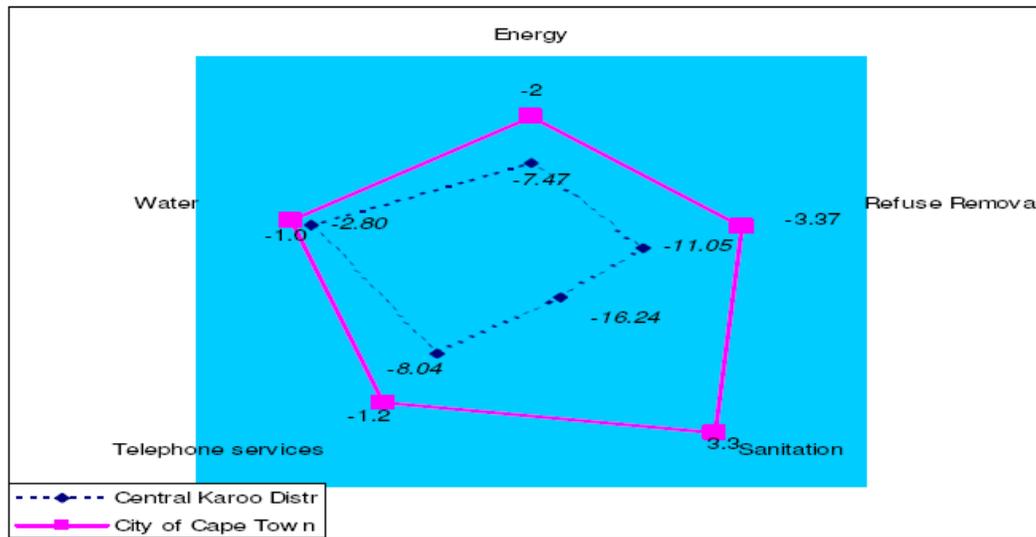
*(Source: Mr Slekiso – Department of Social Services, 30 March 2007)*

### **1.2.5 Access to Basic Services**

Access to basic services has considerable influence on the standards of living and quality of life of people living in the District. The figure below compares the Central Karoo District to the City of Cape Town on five measures of basic services, namely energy, water, refuse removal, telephone services, sanitation; it comprises only of the households with access to less than basic services (as defined in the footnote); the negative sign in numbers indicate an improvement in access to respective services.

The percentage of households with below basic access to refuse removal improved by 11,1 %, energy by 7,5 %, sanitation by 16,2 %, telephone by 8,0 % and water by 2,8 %. There has also been an absolute decline in all areas in the number of households with below basic access to these services. Significant progress was made in sanitation with an additional 1 747 less households with below basic access.

**Figure 8: Percentage change in households with below basic access to services – Central Karoo District versus City of Cape Town, 1996- 2001**



Source: Statistics South Africa: 2001 Census: Community profile database, DBSA

**Table 5: Changes in access to basic services between 1996-2001: Central Karoo District**

Central Karoo District		Energy	Refuse Removal	Sanitation	Telephone services	Water
	Percentage change	-7.47	-11.05	-16.24	-8.04	-2.8
	1996-2001		-833			
	Number of households	-553		-1747	-806	-319

Source: Stats SA 2001 Census: Community profile database, DBSA

### 1.2.6 Access to Housing

The housing backlog for the Central Karoo District, increased from 589 units in 2001 to 2001 units in 2004. Between 1994 and 2004 a total of 1 287 housing units were constructed in the District.

The housing budget for 2004/2005 for the total Central Karoo District was R18.9 million. In the same year, R4.7 million was budgeted for sewerage purification and reticulation, R4.5 million for electricity reticulation, R2.8 million for water reservoirs and reticulation and R140 000 for refuse sites. A district wide housing backlog of 4000 units was reported.

### 1.2.7 Access to Social Services

In this section the focus is on socio-economic analysis of the **education, health crime and development indices**.

#### (i) Development indices

There are two ways of measuring the quality of life that have been used in this document and these are Human Development Index<sup>13</sup> (HDI) and City Development Index<sup>14</sup> (CDI). Both the HDI and CDI are higher (0.72 and 0.81, respectively) for the province compared to

the Central Karoo District municipality (0.68 and 0.72, respectively). Education and income index as part of the HDI and CDI was below the provincial figures.

In addition, the index of multiple deprivation—a measure of multiple deprivation in a small area and is unique with inclusion of a measure of geographic access as an element of deprivation and in its direct measure of poverty—confirms that there is some element of multifaceted deprivation within the Central Karoo district. The index is made up of five distinct dimensions of deprivation called domain indices<sup>15</sup>.

**Table 6: Selected Socio-Economic Indicators, education**

<b>Education</b>			
Percentage of people over 14 illiterate (less than grade 7)	37%		
Educator – learner ratio	36		
<b>HDI</b>	0.68	<b>CDI</b>	0.72
Health	0.66	Infrastructure	0.70
Income	0.72	Waste	0.74
Education	0.65	Health	0.69
		Education	0.75
		Income	0.72

*Source: Department of the Premier (2005)*

### (ii) Multiple Deprivations

All the wards in Central Karoo Municipality fall on the list of the first 50 most deprived PIMD. These are Laingsburg with 333,31 points and a rank of 27, Prince Albert with 352,96 points and a rank of 17 and Beaufort West with 389,62 points with a rank of 5. The Central Karoo wards, however, did not feature in the 50 first lists of the least deprived areas. This again proves that poverty and unemployment is rife in the District.

### (iii) Education

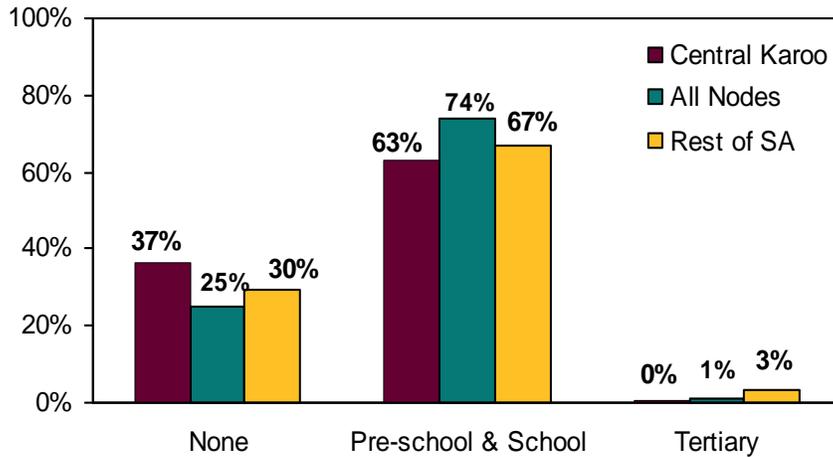
Central Karoo District has 26 secondary and primary schools, representing 1,9 % of schools in the Western Cape. Central Karoo has a proportion of 37,0 % of people over 14 years with less than grade 7, compared to Beaufort West local municipality, which had 32,0 %. Central Karoo DMA has the highest illiteracy (49,0 %) level of people aged 14.

**Table 7: Highest education level grouped for 20+ ages, 2001**

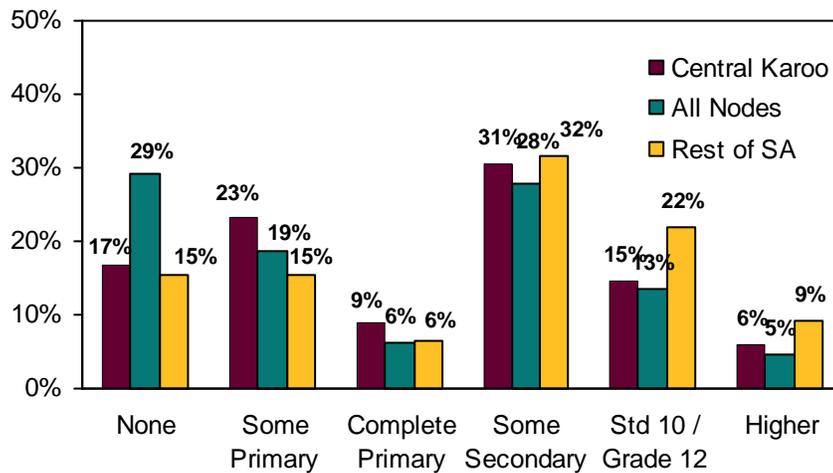
	<b>Beaufort West</b>	<b>Per cent</b>	<b>District</b>	<b>Per cent</b>
No schooling	3109	14.7	5858	16.8
Some primary	4343	20.5	8111	23.3
Completed primary	1839	8.7	3122	9.0
Some secondary	7091	33.4	10604	30.5
Grade 12/Std 12	3712	17.5	5046	14.5
Higher	1122	5.3	2065	5.9

*Source: Statistics South Africa, Census 2001*

**Figure 9: School Attendance (Aged 5 – 24): 2001**



**Figure 10:**



- There seems to be a perception that some high schools in the district experience a lack of funding which negatively affects the schools' competitive position compared to outer nodal secondary schools such as in the South Cape.
- A lack of tertiary facilities provides a barrier to further education – where funds for tertiary education is available, students are forced to leave the district to continue their studies. High level initiatives are however in the pipeline to address this migration
- 1 Tertiary Education institution (South Cape College) was established in Beaufort West in 2005 and currently has approximately 90 students currently enrolled at the institution.

#### (iv) Health

The Central Karoo District expenditure review reported that there are 4 provincial Hospitals, 14 mobile clinics, 9 clinics and 1 Community Health Care centre (CHC) in the Central Karoo District.

**Table 8: Central Karoo Health Facilities**

Location	Facilities			Personnel		
	Type	Number		Doctors	Nurses	Other
Laingsburg	Provincial Hospital		1	1	4	1
	District Municipal	Build	1			
	Clinic	Mobile	2			
Prins Albert	Provincial Hospital		1	3	8	39
	District Municipal	Build	1			
	Clinic	Mobile	1			
	Municipal Clinic	Build	1			
Murraysburg	Provincial Hospital		1	Temporary	13	6
	District Municipal	Build	1			
Merweville	District Municipal	Build	1	None	4	
	Clinic	Mobile	1			
Leeu-Gamka	District Municipal	Build	1	None	1	1
Beaufort Wes	Provincial Hospital		1	Part time 5	37	9
	District Municipal	Mobile	9			
	Clinic	Build	1			
	Municipal Clinic	Build	4			
Nelspoort	Sanatorium		1	None		

Source:

Results from health indicators are mixed with some comparing negatively in relation to national targets. Births under 2,5kg at 26,0 % rise above the national target of less than 10,0 %. For children under 1 year, 80,0 % had first measles immunisation, thus 10,0 % below the national target of 90,0 %.

The TB prevalence was high with 1 014 cases per 100 000 people while the cure rate was low at 71,0 %, which is well below the 85,0 % national target. Meanwhile, HIV prevalence in the district is projected to increase from 1,7 per cent to 2,7 % in 2005 and 3,3 % by 2010 (ASSA2003 Model, CARE 2005).

AIDS related deaths are projected to increase from 35 in 2001, to 66 in 2005 and 106 in 2010. As a proportion of total deaths, it increases from 6,4 to 10,5 to 15,4 % between 2001, 2005 and 2010 respectively.

The workload for nurses in the district is in manageable (at 31 patients per nurse per day), below the target set nationally (34), although individual municipalities vary greatly in this regard. Prince Albert's workload, a patient: nurse ratio of 54 per day is the highest in the district and among the highest in the province.

<b>Table 9: Central Karoo District Health Indicators</b>			
<b>Health measures</b>			
		<i>National health targets</i>	
Proportion under 1 with 1st measles immunisation	80%	90%	
Percentage births under 2,5kg	26%	< 10%	
TB prevalence per 100 000	1014		
TB Cure rate <sup>16</sup>	71%	85%	
Patient – nurse workload per day	31	34	
HIV/AIDS prevalence rate (2005)	2.7%	HIV/AIDS prevalence rate (2010)	3.3 %
Number of HIV/AIDS deaths (2005)	66	Number of HIV/AIDS deaths (2010)	106

*Source: Department of Health (2005)*

### **(v) Crime**

Central Karoo District has 9 police stations which represent 6,0 % of the Western Cape Province (149 police stations). Total number of reported crimes increased from 5911 in 2002/2003 to 6 341 in 2004/2005. This was mainly due to a sharp increase in drug related crimes from 168 in 2002/3 to 609 in 2004/5. The number of murders and rapes remained high over this period.

<b>Table 10: Crime statistics, 2002-2005</b>			
<b>Crime measures (reported crime)</b>	<b>2002/2003</b>	<b>2003/2004</b>	<b>2004/2005</b>
Murder	36	49	46
Rape	109	102	99
Neglect and ill-treatment of children	18	24	19
Drug related crime	168	322	609
<b>Total number of reported crimes</b>	<b>5911</b>	<b>6517</b>	<b>6341</b>

*Source: SAPS (2005)*

### **Crime Prevention Strategy**

In 2005 the CSIR Crime Prevention Centre (CPC) was tasked to develop a Strategy, and to guide the implementation of the Strategy. The aim was to protect current and future investments made by ISRDP partners as well as to address the causes of crime.

### **Main findings**

- **Alcohol Abuse**

Most of those who participated in the research study reported that the abuse of alcohol is a serious concern in the Central Karoo. This combined with the effects of FAS pose a serious threat to the overall well-being of the communities of the node.

- **Illegal Shebeens**

There are approximately hundred and fifty three (153) illegal Shebeens in the node, eighty six (86) in Beaufort West, twenty three (23) in Prince Albert and sixty (60) in Laingsburg.

- **Children Neglected**

There is as reported, high number of neglected children in the node. This because they are often left unsupervised or not left in the care of suitable care takers, exposed to insalubrious

behaviour etc. Further to this a lot of children are not attending school but are visible on the “streets”. There is also the claim that these children go hungry, they beg on the streets, use drugs and hang around shebeens and game shops.

- **Relationship Between the Police and Communities**

There is found to be a low level of trust between the community and the police.

- **Unsafe Environment**

Participants reported that there are various public areas that are not safe for users and which contributes to vulnerability of users. The areas either do not have adequate lights or there are no lights at all or no oversight and/or sight lines (e.g. Beaufort West River, N1 crossing to police station at Leeu Gamka and at the dam in Prince Albert).

- **Lack of Recreational Facilities**

There is overwhelming indication from participants that there are very little recreational facilities (which include leisure and entertainment facilities) available to the youth.

- **Prostitution**

Prostitution in the area is reported to be closely related to N1 activities.

**Table 11: Social Development scorecard**

	Central Karoo	Rural Node Average	All Node Average	National Average	Difference Vs. National Average	Rank Out of Rural Nodes
Poverty Incidence (% of Households Below HSL) <sup>1</sup>	62.5%	84.7%	81.0%	65.3%	2.80%	1
Employment Rate	36.2%	15.4%	19.3%	33.7%	2.50%	1
Households Without Basic Access to Water <sup>2</sup>	3.5%	64.9%	55.1%	27.9%	24.40%	1
Households Without Access to Electricity <sup>3</sup>	16.1%	56.7%	50.3%	30.3%	14.20%	1
% of Adults With Limited Education <sup>4</sup>	49.1%	60.3%	54.1%	40.3%	8.80%	2



Better than National Avg



Worse than National Avg

Note: 1 = highest score, 14 = lowest score; <sup>1</sup>HSL = Household Subsistence Level and is equal to R19,200 per annum (R1,600 per month); <sup>2</sup>Defined as not having piped water within a distance of 200m of dwelling (govt. policy on minimum basic human need); <sup>3</sup>Based on households that do not use electricity as a source for lighting; <sup>4</sup>All adults aged 20+ with no schooling at secondary level or above (Stats SA indicator of educational deprivation)

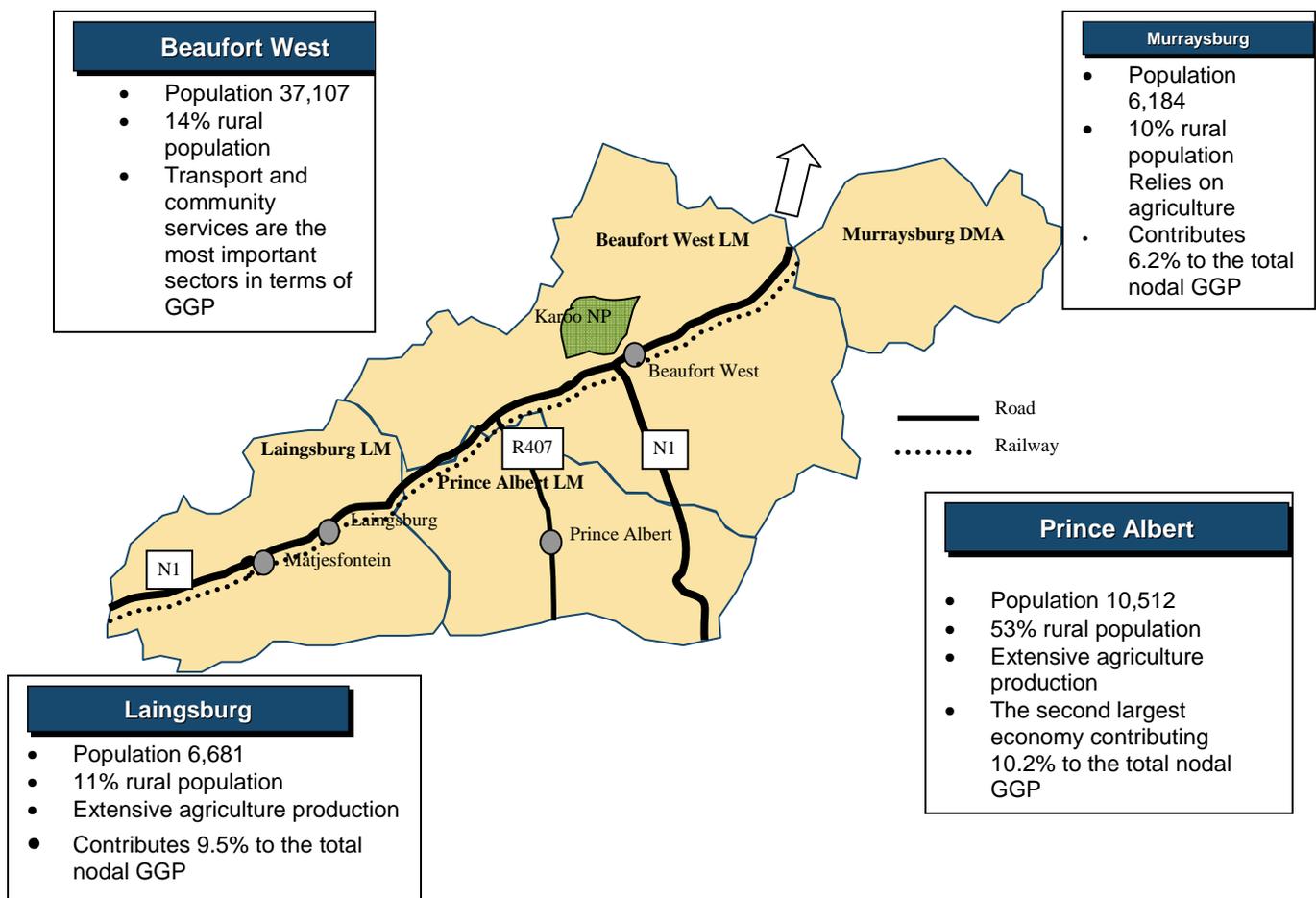
Source: Stats SA Census 2001

## 1.3 ECONOMIC ANALYSIS

This section reviews the economic potential of the Central Karoo, including the contribution of different sectors to economic growth, and in particular, their importance and relevance to the development prospects of the region.

### 1.3.1 Overview

Central Karoo has been recorded amongst the fast growing economies of the Western Cape, though from a small base, recording an annual average growth rate of 4,2 % from 1995 to 2004. In 2004, it increased its regional GDP to 0,5 % 2 largely driven by the fast growing sectors such as financial and business services, manufacturing, transport and communications, wholesale and retail, and construction. Prince Albert, the main growth driver netted an annual average growth rate of 7,8 % over the period 1995 to 2004. Coming second is Laingsburg, which recorded 4,8 % while Beaufort West followed with 3,0 % over the same period. The Central Karoo's Integrated Development Plan (IDP) recognises community-based development as an important driver of shared growth and one example would be through linking community-based tourism to the Karoo National Park. The IDP also recognises the importance of the main key Local Economic Development (LED) 2005 and one example is that of adding value to products through agro-processing.

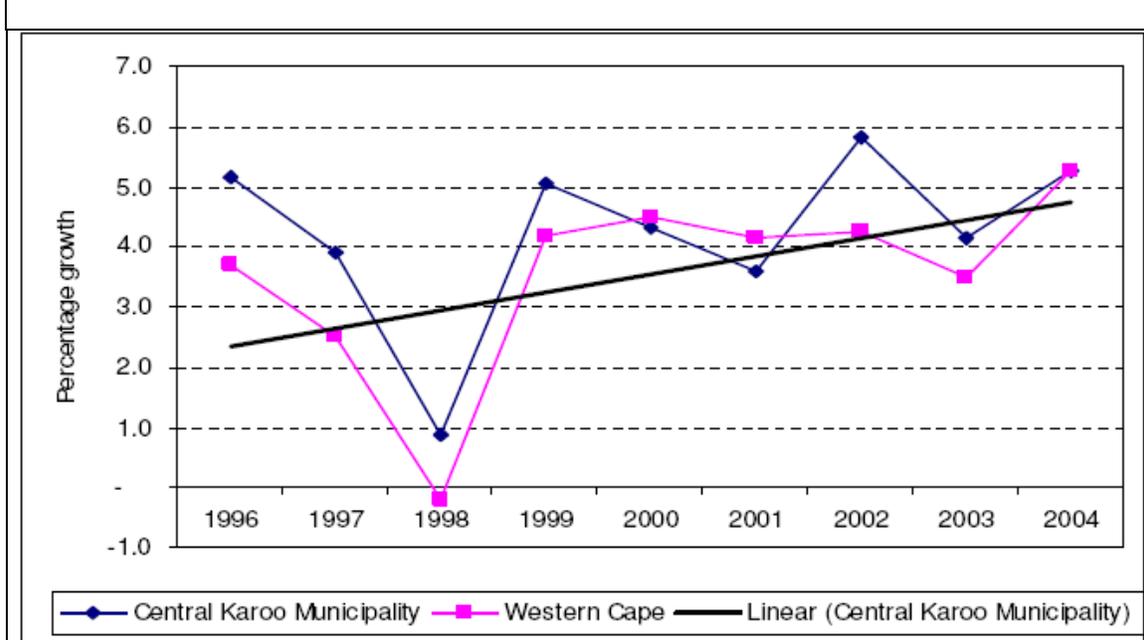


### 1.3.2 Economic Growth

The overall growth trend for the period 1996 to 2004 is positive (see Figure 1). In 1998, there was a sharp decline in growth (0,9%) compared to a growth rate of 3,9 % in 1997. However, growth picked up to 5,1 % in 1999.

The second round of slow growth was seen in 2001 when the economy declined from 4,3 % in 2000 to 3,6 % in 2001. The overall growth in Central Karoo District Municipality has been outperforming the Western Cape Province's growth rate, except in the period 2000 and 2001, where Central Karoo District Municipality recorded 4,3 % in 2000 and 3,6 % in 2001.

Figure 11: GDPR growth trends: Central Karoo District Municipality, 1996-2004



Source: Own calculations, based on Quantec Research data 2006

### Regional gross domestic product (GDPR)

In 2004, Central Karoo District contributed only 0,5 %, or R 705 million) to the Western Cape's (R140.9 billion) GDP.

### 1.3.4 Sectoral Analysis

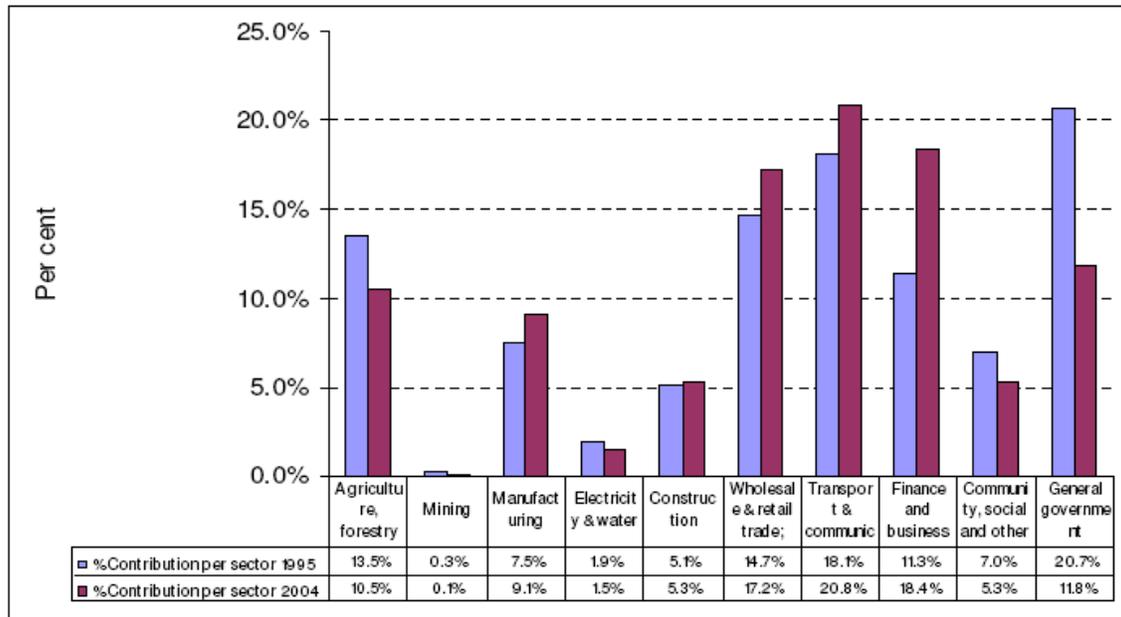
From the ten sectors, only five increased their share of contribution to the region's GDPR between 1995 and 2004. The biggest sectors within the district were:

- Transport & communication (20,8%) of which transport made up approximately two thirds;
- Finance and business services (18,4%); and
- Wholesale and retail trade; catering and accommodation (17,2%) of which the wholesale and retail trade sub-sector was 86,4 %.

In 2004, Agriculture, forestry and fishing sector contributed 10,5 % and manufacturing 9,1 % to the district's GDP.

Manufacturing's largest sub-sectors were metals, metal products, machinery and equipment accounting for 51,1 % of total manufacturing output, while food, beverages and tobacco accounted for 17,4 %.

**Figure 12: Central Karoo District: Sectoral contribution to GDP, 1995 and 2004**



Source: Own Calculations, based on Quantec Research data

In 2004, Central Karoo registered a growth rate of 5,3 %, with about 4 sectors outperforming that year's growth with the following sectors outpacing growth:

- Finance and business services (9,3%);
- Manufacturing (9,6%);
- Wholesale & retail trade; catering and accommodation (10,3%);and
- Construction (5,8%).

All these sectors continued to perform well for nine years, with the exception of transport & communication, which had an average annual growth of 5,9 %, but has seen its growth declining to 3,7 % in 2004. Agriculture, forestry and fishing and Community, social and personal services sectors recorded low growth levels (1,3% and 1,1% respectively). This is a cause for concern as these sectors are labour absorptive, accounting for 58,4 % of all the employed inclusive of private households, in the district.

More depressing is the significant reduction in the share of contribution from general government, shedding almost half of its value of contribution to 11,9 % in 2004. The sector also had a negative growth (-1.2%) in 2004.

Over the more recent 4-year period ended 2004 the average annual growth in the Central Karoo District was the strongest in the finance and business services sector (10,2%), followed by manufacturing (7,2%), and wholesale & retail trade; catering and accommodation.

**Table 13: Central Karoo: Average annual growth per sector**

Industry	GDPR 2004 Rm	Contribution to GDPR per sector 2004 (%)	Average annual growth 1995-2004 (%)	Average annual growth 2000-2004 (%)	Growth 2003 – 2004 (%)
Agriculture, forestry and fishing	74.1	10.5	1.3	0.5	0.9
Mining	0.4	0.1	-11.2	-2.2	2.2
Manufacturing	64.1	9.1	6.6	7.2	9.6
Electricity & water	10.8	1.5	1.6	2.2	4.6
Construction	37.4	5.3	4.7	5.8	5.8
Wholesale & retail trade; catering and accom	121.6	17.2	6.1	6.5	10.3
Transport & communication	147.1	20.8	5.9	5.0	3.7
Finance and business services	129.7	18.4	10.0	10.2	9.3
Community, social and other personal services	37.4	5.3	1.1	0.6	-0.5
General government services	83.0	11.8	-2.1	-0.8	-1.2
Total	705.5	100.0	4.2	4.7	5.3

Source: Own calculations, based on Quantec Research data 2006

#### 1.3.4.1 Transport and communication

In terms of contribution to district's economy the transport and communication sector is the largest, contributing R147.1 million or 20,8 % of the GDPR. During the period 1995-2004 transport and communication grew at an average annual growth rate of 5,9 %. The overall growth trend is positive and the regional GDP has been steadily increasing over the years 1995 -2004. Transport and communication grew at a real growth rate of 3,7 % in 2004. The growth in transport sector can be attributed to benefits of its linkages to the N1, approximately 7000 vehicles drive through the district per day.

#### 1.3.4.2 Finance and business services

The second largest sector in the Central Karoo District Municipal area is the finance and business services sector, contributing R129.7 million or 18,4 % of the total regional GDP. The sector growth has been relatively stable during the period 2000-2004 registering an annual growth rate of 10,2 %, compared to the average annual growth of the period 1995 to 2004 (10,0%). The finance and business service sector is doing well even in the real growth rate of 2004 with 9,3 % growth.

#### 1.3.4.3 Wholesale and retail trade; catering and accommodation

Wholesale & retail trade; catering & accommodation is the third largest sector in the Central Karoo municipality with R121.6 million, which is 17,2 % of the regional GDP. The average annual growth rate for the period 1995-2004 of the wholesale and retail trade; catering and accommodation was 6,1 %. And for the period 2000-2004 it increased marginally to 6,5 %. However, over a one year period the real growth rate for 2004 was 10,3 %. The positive growth trend in this sector is facilitated by the presence of N1 passers through with overnight sleeps and short stops.

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#### 1.3.4.5 Government services

For the period 1995-2004, with the exception of mining (-11,2%) the other declining sectors in the Central Karoo were general government services (-2,1%). The general government services sector was still showing a negative real growth rate in 2004 (-1,2%).

#### 1.3.4.6 Community, social and other personal services

In the 2004 community, social and other personal services showed negative real growth rate (-0,5%). On the 2000-2004 average annual growth rate mining sector (-2,2%) and general government services (-0,8%) were still declining although the rate at which they were declining was decreasing

#### 1.3.4.7 Manufacturing sectors

Manufacturing sector is the sixth largest contributor of the regional GDP (R64.1 million) in the Central Karoo municipality, which is 9,1 % of the contribution. Manufacturing grew at average annual growth of 6,6 % for the period 1995-2004. This trend grew for the period 2000-2004 to 7,2 %. The real growth rate for 2004 was 9,6 % for the manufacturing sector in Central Karoo.

**Table 14: Central Karoo manufacturing sub-sectors, 2004**

<b>Manufacturing Sub-sectors 2004</b>	<b>Rm</b>	<b>Per cent</b>
Food, beverages and tobacco	11.2	17.4
Textiles, clothing and leather goods	0.8	1.2
Wood and paper; publishing and printing	0.5	0.8
Petroleum products, chemicals, rubber and plastic	5.6	8.8
Other non-metal mineral products	2.8	4.4
Metals, metal products, machinery and equipment	32.7	51.1
Electrical machinery and apparatus	0.0	0.0
Radio, TV, instruments, watches and clocks	0.0	0.0
Transport equipment	3.7	5.8
Furniture and other manufacturing	6.7	10.5
<b>Total</b>	<b>64.1</b>	<b>100.0</b>

*Source: Own calculations, based on Quantec Research data 2006*

When looking more closely at the manufacturing sector, it becomes clear that metals and metal products dominate in this sector with 51,1 % contribution, followed by food, beverages and tobacco with 17,4 %. Furniture and other manufacturing is the third contributor (10,5%) to the manufacturing sector. The manufacturing of wood through pallets and fruit processing also contributes to the regional GDP.

## 1.4 Sectoral Contribution to employment

Table 15: Quantitative Prioritization Using Economic Data: Sectoral contribution

Sectors	GDP		Employment		Average Index
	2004 GDP in constant 2000 prices	GDP index	Number of employees (2004)	Employment Index	
<b>Agriculture</b>	70,640,660	47	3258	100	74
<b>Retail</b>	117,785,042	79	1884	58	68
<b>Finance</b>	127,887,977	86	885	27	56
<b>Transport</b>	148,921,391	100	328	10	55
<b>Government</b>	82,537,280	55	1625	50	53
<b>Community</b>	39,027,300	26	1962	60	43
<b>Manufacturing</b>	62,679,502	42	640	20	31
<b>Construction</b>	37,387,379	25	753	23	24
<b>Utilities</b>	9,782,460	6	52	1	4
<b>Mining</b>	437,568	0	5	0	0
		/100		/100	/100

Source: Quantec; Monitor Group, 2006

Refer to Table 15. The average index (from 100, high, to 0, low) represents a quantitative assessment of the potential for economic growth and job creation of the ten different sectors

In particular, the agricultural and tourism sectors present growth opportunities for the region.

Table: Qualitative Prioritisation of the Top 5 Sectors

Sectors	Average Index
Agriculture	74
Retail Trade	68
Finance & business	56
Transport & communication	55
Government services	53

Source: Quantec; Monitor Group, 2006

### Potential for Growth

Agriculture:

- Agriculture is the largest single employer in the district and makes up an important contribution to the nodal GDP
- Several opportunities for agri-processing give the agriculture sector strong potential for further growth

Retail & trade:

- The sector is the third largest employer after Agriculture and Government services
- A large GDP contribution and rapid growth especially for the Wholesale & treatial part gives this sector high potential for further growth.

- 
- The tourism sector currently has a rather small GDP contribution but the location en route between Gauteng and Cape Town offers a good opportunity for further growth

#### Finance & business:

- Average performance in terms of number of employees but substantial GDP contribution and rapid growth over the last decade
- However, this sector is to a large extent dependent on growth on other sectors and the potential for direct growth within this sector is limited.

#### Transport & communication:

- Transport and communication is the single largest GDP contributor
- The growth potential is however limited due to the fact that the sector is very capital intensive

#### Government services:

- The public sector has an average performance in terms of both GDP and number of employees
- Since the public sector is funded by taxation, and therefore is itself dependent on growth in the private sector, the potential for direct growth is very limited.

## 1.4 INFRASTRUCTURE ANALYSIS

### 1.4.1 Overview

The Central Karoo, which is mostly semi-desert area is the largest region of the Western Cape. But, it contributes less than 1,0 % of the provincial economic output. The region has seen out-migration given limited opportunities to earn a living.

The low economic base can be traced from limited industrial base, making it difficult for the export dependant farmers to take advantage of the province's well-developed infrastructure. As a result, economic infrastructure in the Central Karoo is limited, yet it is strategically positioned and poised to be a distribution centre for road freight.

### 1.4.2 Roads and transport

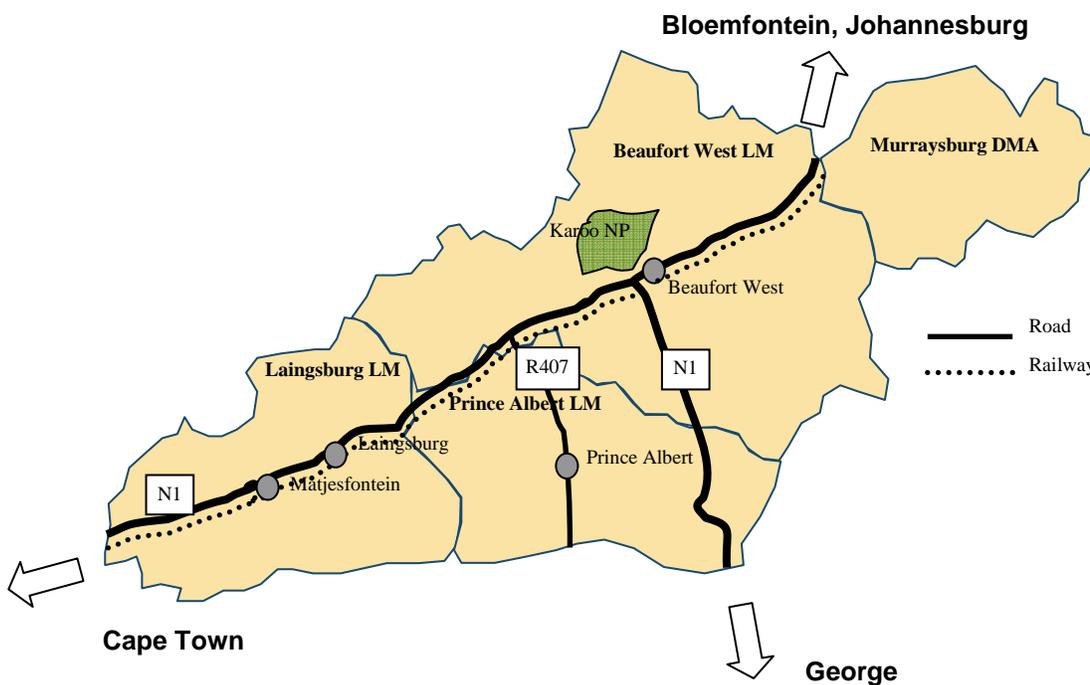
Central Karoo's access to the road network puts it in a strategic position for economic activity. This can be seen in the transport sector's dominance in the region's economic activity — contributing R140 million out of the district's total GDP or R705 million. Mainly, the N1 National road runs through the area, linking the province to the Northern Province, Gauteng, and Free State provinces. Within Central Karoo, the N1 links to Beaufort West, Leeu-Gamka, Laingsburg and Matsijesfontein. The other important routes include the N12 that connects from N1 to Oudtshoorn, George and the rest of the Southern Cape with its important tourist Route 62 along the coast. From the N1 there is also a link to the R61 that connects to Graaff-Reinet and the north of Victoria West in the

Northern Cape. The other important route is the R407 that connects Prince Albert from N1 and this road also connects to commercial farms that are on the N12.

Passing transport remains one of the most important markets for the Central Karoo. As previously mentioned, approximately 7000 vehicles pass through Beaufort West per day during off peak holiday and this figure doubles during peak season. The largest percentage of these is large trucks carrying cargo between the main ports and airports in Johannesburg, Durban, PE and Cape Town.

In addition there is a railway line that runs parallel to the N1 through the district between Cape Town and Johannesburg. According to the District LED strategy 2005, the railway was a primary reason for the establishment of settlements such as Matsjiesfontein, Laingsburg, Prince Albert, Leeu-Gamka, Beaufort West and Nelspoort. The railway is currently used for transporting passengers and goods but at a much lower scale than the N1.

Figure13: Central Karoo nexus



### 1.4.3 Transport-related constraints

Areas such as Prince Albert and Laingsburg produce deciduous fruit, which is key to unlocking the economic fortunes of the rural areas. In addition, transportation of the fresh produce to the ports is adversely affected by a lack of public transport, and if available, it is expensive with the distance cited as the excuse for the price differentials. This threatens the livelihood of some farmers. In 2004 the transportation sector contributed over R140 million, accounting 20,8 per cent of the regional economy.

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#### **1.4.5 Water**

Central Karoo municipality had a water backlog of 1,1 per cent in 2001. According to LG MTEC for the period 2006/07 there is about 21.46 per cent water backlog service mostly on farms and rural areas. This is exacerbated by poor water management and is caused by a leakage of water in the distribution networks.

#### **1.4.6 Housing**

There was a housing backlog of 23,0 per cent in 2001 in Central Karoo District according to the Census data. For the period 2005/06 the housing budget amounted to R7 653 million but no provision was made for 2006/07. IDP states a housing backlog of 4411 houses in the district. One of the priorities of Central Karoo District Municipality is to provide land to the small-scale farmers.

#### **1.4.7 Electricity**

According to LG MTEC for the period 2006/07 there is 28,8 per cent electricity backlog in the Central Karoo District. The electricity budget for 2006/07 amounts to R1.3 million, representing a year-on-year growth rate of 57,4 per cent from the one of 2005/06.

The period from 2005 has seen a sharp increase in the occurrence of electricity blackouts.

#### **1.4.8 Roads, pavements, bridges and storm water**

Budget for roads, pavements, bridges and storm water amounts to R2 968 million for 2005/06 and it amounts to R667 million for the 2006/07 financial period. This represents a decrease of 77,5 per cent, but again it is projected to increase to R11 383 million in 2007/08. Trends in the operating budget show the prioritization roads infrastructure. Most of the capital budget is allocated to water, road transport and waste water management with 92,0 per cent of the budget, and it is stated that water alone accounts for 37,0 per cent of the capital expenditure.

#### **1.4.9 Constraints to rural areas**

In areas of Prince Albert and Laingsburg the production of deciduous fruit holds promising opportunities for the future and yet the transportation of these products to the ports still needs to be improved which could lead to growth in agricultural sector (LED, 2005). The public transport system is not suitable for rural areas and is relatively expensive. This is due to very far distances to be covered and the dispersed population that is characteristic of the region.

#### **1.4.10 Spatial Legacy and impact on poverty**

Coupled with the abovementioned characteristics in the region lay the spatial legacy of apartheid which is very evident in the Karoo. This spatial legacy has left poorer communities being far removed from economic facilities and opportunities. This situation was exasperated by the location of low-income housing on the periphery of towns. In a region where public transport is almost non-existent, it poses an even bigger problem.

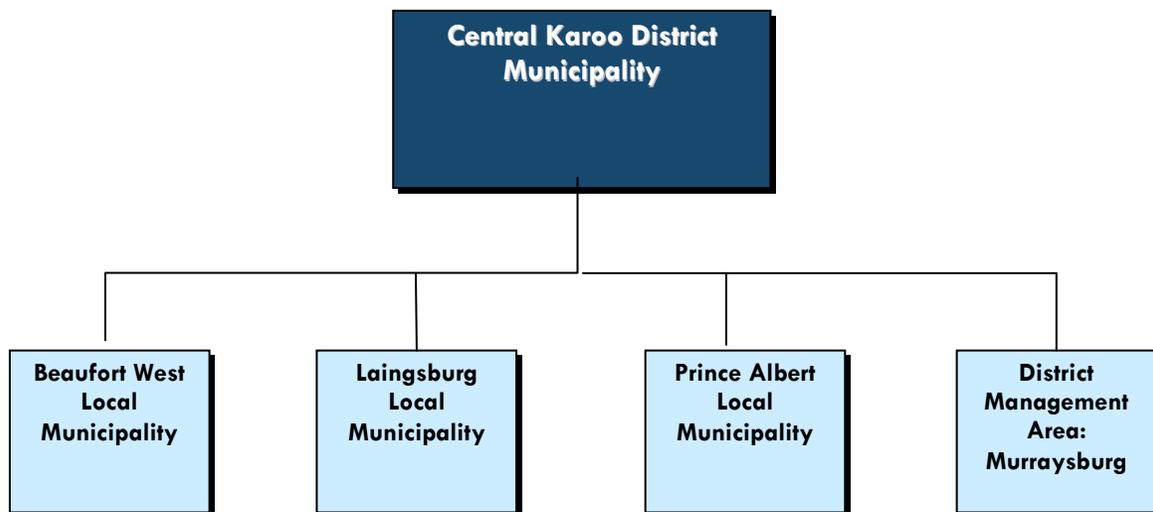
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In essence, the outcome of this scenario creates a situation where it is more expensive for the poor to attain essential goods. Spaza shops in their locality charge much more than normal prices and monthly shopping can sometimes only be done in the nearest town. This can culminate to almost R130 per trip excluding the money for goods.

## 1.5 GOVERNANCE

The following section focuses on the factors contributing to the sustainability of municipality ranging from continuity of the prevailing political environment, revenue generating capability, through effective debt and debtors management, costs containment and the internal capacity of the municipality, particularly in relation to personnel.

### 1.5.1 Role of Local Government



In terms of the Constitution (Section 151(1) (b) and (156 (1)0 municipalities have an executive obligation to deliver municipal services. According to the Constitution that was drafted in 1996 Local Governments are mandated to:

- Provide democratic and accountable government for local communities
- Ensure the provision of services to communities in a sustainable manner
- Promote social and economic development
- Promote a safe and health environment
- Encourage the involvement of communities and community organisations in the matters of local government.

The Central Karoo District Municipality is not unique in its mandate to function according to the guidelines of the Constitution. The role of the district municipality is to make rules for the district that include more than one local municipality.

The role of the district municipality together with local municipalities sharing the responsibility for local government is to ensure that services are delivered to communities, especially the marginalised communities. District municipality help out the

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municipalities that struggle financially by sharing resources with others. The purpose is to ensure that they have equal access to resources and services. Some other duties of district municipality are to work on bulk projects that affect larger proportion of the municipalities in the district.

### **1.5.2 Implementation of Second-generation strategy of MPCC**

- ✓ Beaufort West MPCC is completed and functional
- ✓ Laingsburg MPCC completed to the second phase and functional
- ✓ Prince Albert MPCC budgeted and planned for 2008/09
- ✓ Murraysburg MPCC budgeted for 2007/08

### **1.5.3 Number of Community Development Workers**

- ✓ Beaufort West - 22
- ✓ Laingsburg – 9
- ✓ Prince Albert – 10
- ✓ Murraysburg – 9
- ✓ Of the 50 CDW's 26 are permanent and 24 are still learners.

### **1.5.4 Number, functionality and contribution of established ward committees**

Beaufort West 7 ward committees established  
Laingsburg – 3 Area committees established  
Prince Albert – 3 Area committees established  
Murraysburg – 1 Area committee established

### **1.5.5 Community Based Planning and the IDP Cycle**

Since the start of the new IDP cycle, the Department of Provincial and Local Government has started popularizing the concept of Community Based Planning which is to be instituted and incorporated into this years new 5-year IDP 2007-2011.

On the 8th May 2006 at the follow-up CBP workshop arranged by the PIMS centre for IDP/LED officials within the region which was facilitated by Mr. Fezikile Cotani, City of Cape Town Sub-Council Manager. The outcome of the workshop produced the way forward for the district and local municipalities with regard to the implementation of CBP linking with the Provincial roadmap as provided by DPLG and into the new IDP cycle. (Please see Annexure)

### **1.5.6 ISRDP – Re-instatement of Nodal Delivery Team**

The Post election workshop, attended on 18 and 19 May 2006 by technical and political components within the Node, saw the stock taking of progress and re-instatement of institutional arrangements within the Node as well as an effective way forward.

Some of the conclusions of the technical planning session included the following:

- I. Finding the linkages between MTEC engagements and outcome, Local Government Strategic agenda, LED, LCPS, District Vision 2010, ISRDP, CDW's, Project Consolidate, IDT Impact Assessment and CBP/IDP
- II. Questions that arose included how soon these programmes could be aligned and how soon we could get delivery on strategic, critical issues

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- III. Linkages of the above issues to the 5 Key performance areas as set out by Provincial Treasury

#### **1.5.7 Inter-Governmental Relations (IGR)**

- I. The Nodal Delivery Team consists of the IDT, Central Karoo District PIMS centre, Project Consolidate, DEAT and Local B's IDP/LED Managers. It was decided to collapse all other forums and to expand the NDT meeting with provincial departments such as education, social services, SAPS, etc so as to align more strategically.
- II. Municipal Managers and Mayors in the region meet monthly at the District Intergovernmental Forum (DCF). The District Mayor and Municipal Manager also attended meetings with the Premier at the Provincial Intergovernmental Forum (PIF).

#### **1.5.8 District Communication Strategy Framework**

The District Communications Framework was drafted by the District PIMS centre in association with GCIS in November 2006 and approved by the District Communications Forum in February 2007.

The purpose of the Communication Strategy is to inform the public, educate the youth and uninformed and encourage participation in Local Government through local structures.

The intention for the Communication Strategy is to:

- Fast track service delivery in the nodal area through coordinated planning and development and resource allocation of government programmes
- To draw inward and outward investment to the Node
- To communicate effectively to the public what the District Municipality is about, it's service delivery & development role and how services could be accessed
- For inter-sphere and inter-sector coordination, alignment and integration of development initiatives
- To communicate with communities on an interactive bases

##### **1.5.8 (i) ISAID Initiative**

The ISAID (Information Society and Development Plan Intervention) initiative from the Presidential National Commission on Information Society and Development has approached the Central Karoo District Municipality for the purpose of utilizing the region as a pilot to establish the ISAID initiative.

The main objectives of the initiative are to:

- i) Utilize the Karoo as pilot to establish South Africa as an advanced information-based society in which ICT and information are key drivers of economic and societal development

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ii) Assistance in implementation of the Community Radio Station which was licensed this year but is struggling to get off the ground due to lack of funding for equipment

The ISAID initiative will be presented at a DIF meeting to be scheduled in due course. Council will then decide on the appropriate course of action.

### **1.5.8 (ii) District Website**

The District Website will be one of the main tools/mediums for communication and implementing this Strategy. It will be multi-faceted and address all levels of communication be it governmental focus or investment. The website is currently in its initial phases and Mr Kymdell, Head of the Finance department is spearheading the initiative. The Website will be linked to all local B' municipalities within the region as well as all relevant Sector Departments.

It is envisioned that the objectives for the website will be guided by the District Vision 2010.

## **1.6 INSTITUTIONAL ANALYSIS**

### **1.6.1 Institutional capacity**

Institutional capacity refers to the way in which the organisation is capable of implementing its legal obligations and developmental and service delivery mandate. Institutional capacity therefore depends on the Municipal Managers' interpretation of the Act and the resulting actions in terms of the powers delegated by the Systems Act, Sections 55 and 66 respectively concerning among other things, the establishment of a staffing structure within the Municipality. The latter impacts therefore on the overall ability to perform and therefore reflect on the institutional obligation. Several Acts has an influence on institutional capacity of a municipality. These include:

- The Constitution
- Municipal Structures Act;
- Municipal Systems Act;
- Labour Relations Act;
- Basic Conditions of Employment Act;
- Employment Equity Act;
- Skills Development Act;
- Occupational Health & Safety Act;
- Municipal Finance Management Act;
- Land Use Planning Ordinance
- Property Valuation Act, etc.

The three different "stakeholders" in the execution of Institutional Capacity (human resources, systems and policies/regulations) are all variables and transform continuously. Of the above human resources is by far the most important due to its flexibility, vulnerability and ability to transform, be capacitated and negotiated with.

Looking at the organisation's organogram, provided with the necessary knowledge of the Municipality, it is possible to identify gaps within the organisation which could have a negative influence on institutional capacity.

According to Table 17, Staffing levels within the Central Karoo District municipality, Laingsburg and Prince Albert local municipalities remained stable over the assessment period. Beaufort West local municipality staffing levels on the other hand, have fluctuated each year.

Beaufort West has the highest number of staff employed (283 employees) within the district and Laingsburg has the lowest (37 employees). This trend exists across the assessment period 2002-2005.

**Table 17: Annual staffing levels 2002-2005 (actual levels)**

MDB Code	Municipal name	Employment 2002	Employment 2003	Employment 2004	Employment 2005
DC5	Central Karoo District Municipality	174	175	183	174
WC051	Laingsburg municipality	34	34	37	37
WC052	Prince Albert municipality	40	45	45	45
WC053	Beaufort West municipality	251	270	229	283

*Source: Demarcation Board (Census 2001 data)*

Both Laingsburg and Prince Albert have completely filled their positions. No information is given for Beaufort West in this regard. Central Karoo District municipality has 96,1 per cent of the vacancies filled and has indicated 7 vacant positions in 2005.

Beaufort West municipality currently has the lowest staff per capita ratio (1:131). This has been a consistent pattern since 2002. Central Karoo has the highest staff ratio (1:348) within the district.

This according to the Demarcation Board this is considered high level of staff that needs consideration. Prince Albert with a ratio of 1:234 also has a staff ratio above 200.

**Table 18: Existing staffing levels**

MDB Code	Municipal name	No. of approved positions 2005	Total No. currently employed 2005	No. of vacant positions 2005	Per centage of posts filled 2005
DC5	Central Karoo District Municipality	181	174	7	96.13%
WC051	Laingsburg municipality	37	37		100%
WC052	Prince Albert municipality	45	45		100%
WC053	Beaufort West municipality		283		

*Source: Demarcation Board (Census 2001 data)*

## 1.6.2 Organizational Structure of the Central Karoo District Municipality

The District consists of four major departments, residing under the office of the Municipal manager (currently vacant position), who in turn resides under the office of the District Mayor (Mr J.J van der Linde).

The four departments include:

- Department of Corporate Services: Director: Mr Nicla Nortje (acting Municipal Manager)
- Department of Finance: Director: Mr Kimmie Kymdell
- Department of Health: Director: Mrs Phillips
- Department of Technical Services: Mr K Theron

Please refer to Annexure for organizational structures of the four departments.

## 1.6.3 Political environment

Table 19 shows changes in political governance between 2000 and 2006. The comparison is intended to reflect the extent of continuity within the political makeover between the two election periods. In terms of political makeover, including the newly formed party ICOSA, there is evidence of continuity within the district. In fact, ICOSA is made of defectors from different parties.

In 2006, the African National Congress (ANC) dominated in the Central Karoo District Municipality in 2006 netting 3 seats compared to other parties. The Independent Civic Organisation of South Africa (ICOSA) won 2 seats while the Democratic Alliance (DA) had 1 seat. In Beaufort West ICOSA and the ANC had 5 seats each.

**Table 19: Changes in political governance, 2000 and 2006**

PARTY	Total Seats									
	Prince Albert		Beaufort West		Laingsburg		Central Karoo DMA		Central Karoo District	
	2006	2000	2006	2000	2006	2000	2006	2000	2006	2000
ANC	3	2	5	5	2	3	1	1	3	1
DA	3	4	2	2	2	3	0	0	1	0
ICOSA	0	0	5	0	0	0	0	0	2	0
LGP	0	0	0	0	2	0	0	0	0	0
ID	0	0	1	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>13</b>	<b>7</b>	<b>6</b>	<b>6</b>	<b>1</b>	<b>1</b>	<b>6</b>	<b>1</b>

*Source: Own representation based on IEC data*

### 1.6.3.1 Current political status: November 2006

It must be noted that Table 19 does not reflect the political shift which occurred during November 2007 when the ANC alliance with the DA was dismantled and a new alliance was forged between the DA and ICOSA.

This provided the DA and ICOSA with the majority vote which saw another change in the council seat within local government.

## 1.8 FINANCIAL ANALYSIS

### 1.8.1 Revenue Generation Capacity

The total Central Karoo municipal budget for the financial year 2006/07 is R191,9 million. Main sources of own revenue comprise the larger part of the total with R70,9 million, which is 37,0 % of the total, followed by all other sources of revenue with R57,2 million. For the period 2006/07 growth is expected to be 9,0 %. Revenue growth over the MTIEF is expected to drop an average annual rate by negative 1,5 %.

**Table 20: Overall municipal revenue**

Source	Budget		Medium Term estimate		Growth	
	2005/06	2006/07	2007/08	2008/09	05/06-06/07	MTIEF
<b>R'000</b>						
<b>Transfers</b>	<b>90 511</b>	<b>63 803</b>	<b>60 952</b>	<b>62 109</b>	<b>-29.5%</b>	<b>-11.8%</b>
<i>National transfers</i>	40 146	12 011	9 680	9 266	-70.1%	-38.7%
<i>Provincial transfers</i>	19 564	14 012	7 433	6 830	-28.4%	-29.6%
<i>Municipal transfers</i>		100			N/A	N/A
<i>Unclassified</i>	30 801	37 680	43 839	46 013	22.3%	14.3%
Main sources of own revenue	65 048	70 907	75 334	79 361	9.0%	6.9%
All other sources of revenue	53 766	57 228	56 898	58 361	6.4%	2.8%
<b>Total</b>	<b>209 325</b>	<b>191 938</b>	<b>193 184</b>	<b>199 831</b>	<b>-8.3%</b>	<b>-1.5%</b>

*Source: Calculated by Provincial Treasury, Fiscal Policy Unit based on Central Karoo: Final Budget 2006 MTREF*

The total own revenue generation is expected at an average annual rate of 6,9 % for the MTIEF. The revenue growth is based on the revenue derived from electricity, water and refuse removal. Table 14 states that for the budget period 2005/2006, electricity accounted for 37,0 % of own revenue, property rates (23,1%), and water (15,4%). This scenario continues in the budget period 2006/07 with 38,6 % coming from electricity, 24,6 % coming from property rates and 15,4 % of the revenue generated from water.

**Table 21: Main sources of own revenue**

R'000	Budget		Medium Term estimate		Growth	
	2005/06	2006/07	2007/08	2008/09	05/06-06/07	MTIEF
Property rates	23.1%	24.6%	24.6%	24.4%	16.0%	8.9%
Electricity	37.0%	38.6%	38.4%	38.2%	13.7%	8.0%
Water	15.4%	16.6%	16.7%	17.1%	17.1%	10.5%
Sanitation	12.0%	12.4%	12.3%	12.5%	13.5%	8.4%
Refuse removal	5.8%	6.3%	6.6%	6.5%	19.3%	11.2%
Other	6.7%	1.4%	1.3%	1.3%	-76.9%	-38.6%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>9.0%</b>	<b>6.9%</b>

*Source: Calculated by Provincial Treasury, Fiscal Policy Unit based on Central Karoo: Final Budget 2006 MTREF*

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## SECTION TWO: PROBLEM & POTENTIAL ANALYSES

### 2.1 ECONOMIC SECTOR POTENTIAL ANALYSIS

#### 2.1.1 Problem Analysis

The main problem that local communities face is poverty. This is clearly reflected in the Community Based Planning process and a thorough analysis of existing data. Central Karoo is the poorest district in the Western Cape Province. Poverty in this region manifests itself through low levels of income, poor living conditions of the majority of people and in many instances the poor quality of services provided by institutions.

The district therefore identified the **main problem** affecting its population to be **low individual and household incomes**. The Socio-economic profile (2006) of the Provincial Treasury confirms in that, **“65% of the households earn below the national average minimum income level of R2,400.00 per month as compared to the 26% at provincial level”**

The causes of high poverty levels in the District are multi – faceted: These include:

- lack of employment opportunities within the district,
- low self-employment within the district economy and lack of entrepreneurial skills
- shortage of employment in the cities are the main contributors to the low income in the region
- Given the low educational levels and skills in the districts, the people from Central Karoo are not likely to find high paying jobs in the cities.
- problems in accessing financial resources. Even the existing businesses are failing to expand due to difficulties in acquiring finances through the banking system.

#### 2.1.2 Potential

Potential is described as existing resources, which are under-utilized or unutilized therefore, being potentially available for utilization in the process of solving the particular problem causes or constraints within a sector.

##### (i) SMME's

The economic survey has shown that the SMME sector, particularly the informal sector, contributes significantly to the economy of Central Karoo. It comes next to Agriculture as it employs about 13% of the population. This sector has been neglected in the past and yet it is so important to the economy of the district.

The sector therefore promises to do even better if it is supported. This is the sector that attracts a lot of the young people who have some education, some of whom are

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currently mainly dependent on their pensioner relatives. Some of these youth have the capacity to be self employed as they have certain amount of entrepreneurship skills. This just needs to be enhanced for them to roll on their own. The SMME approach has more potential to absorb these youths as compared to more formal employment

**(ii) Youth and Women**

Central Karoo region has a lot of young unemployed youth and women. With a bit of skills development, some of these can participate in the SMME sector.

**(iii) Tourism**

The hospitality industry is one of the sectors where the majority of the people, particularly the black community have not yet fully taken advantage of. SMME and eco-tourism has great potential for people to participate. Studies in this regard should indicate how many more people can be absorbed in this sector. The Central Karoo National Park alone hosts about 28,000 visitors a year. Assuming that 30% (approximately 9000 visitors) of these visitors would be interested in experiencing the life in safe townships, it would open up a potential market for township tourism. The Most of these being one day or overnight visitors, if these could be made attracted to stay a little bit longer through development of packages that take them to the areas where the black and coloured population live it could offer a lot of potential. This would require the development of the necessary skills in the hospitality industry. The townships Rustdene and Kwa-Mandlenkosi with populations of about 7,000 and 27 000 people respectively, so far have only one Bed and Breakfast with only three rooms accommodating about 5 people at a time. These townships know very little violent crime and car hijacking is unheard of. Some marketing and awareness efforts of township tourism pose a good potential of attracting tourists particularly from the tens of thousands of travelers who pass through Laingsburg and Beaufort West daily. The same can be said for the townships of Laingsburg and Leeu-Gamka.

**(iv) Agriculture**

The agriculture sector has been the most prominent sector with an employment rate of 21% and this will not change drastically in the next five years. Agriculture accounts for about 10.5% of the GDP of the District. However in terms of employment, the agricultural potential lies more in agro-processing and agribusiness. Most of the agricultural products are sold in their raw form hence there is potential in the value adding process.

As such Agriculture has been in the hands of a few large scale commercial farmers, and the same goes for processing. SMME approach is more likely to be the only option for the majority poor whose investment capital is likely to be limited, to gain entry into the market. Processing or value adding to agricultural products will therefore have to start but at small scale to meet the level of skills and investment potentials of the poor.

Given the experience made with hydroponics where the pilot has proven to be viable and are now producing high valued crops for large scale outlets like Woolworth and "Pick and Pay", expansion in scale and diversification of products has great potential for employment (80 semi- to skilled men and women are currently employed).

The production of olives has been on the increase especially in Prince Albert but also in Beaufort West and Laingsburg.

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## 2.2 SOCIAL SECTOR POTENTIAL ANALYSIS

### 2.2.1 Problem Analysis

The main problem of people in the social sector was identified as “**poor living conditions of the majority of the people in the Node**”. Although the region is doing well above the Provincial average in terms of housing provision, current units are still in dire need of upgrading. The District has a housing backlog of about 4500 (measured at RDP standards), with Beaufort West alone contributing to about 3000 of the backlog. The total housing backlog is about 33% of the total households (= houses) in the district.

The main cause for these poor living conditions of the local people, are multifold: These include:

#### (i) Low Educational levels

With only about 0.5% of the population having tertiary education and some Local Municipalities having up to over 60% illiteracy rate, Central Karoo is one of the least educated districts in the region. This is mainly caused by the high rate of drop-outs from schools, most of these being girls. The school performance is also very low, with three out of four high schools in Beaufort West having been classified as having poor achievements. All three schools are located in the black and coloured community. The environment out of school has a lot to do with failure of learners to complete schooling, especially with respect to girls. This is due to a high percentage of teenage pregnancies.

#### (ii) Poor Health services

There is a shortage of medical doctors and professional medical personnel in the Central Karoo as some of them find it difficult to stay in these rural areas. For the same reason and better opportunities in the cities, the District finds it very difficult to attract skilled personnel.

#### (iii) High Crime rate

The Central Karoo boasts with a very low crime rate as theft and house breaking is very low, car hijacking is almost non-existent, however the Node is characterised by a relatively high occurrence of domestic violence. These are caused by high levels of alcohol and drug abuse, which showed an increase from 168 drug related incidents in 2002-2003 to 609 incidents in 2005-2006.

#### (iv) Decay of social fabric

Moral degeneration and the associated socio-economic issues heavily affect the district. High teenage pregnancy rates have been sited before, cases of rape are on the increase within the communities, the break of linkages and respect between the youth and old people hence increasing generational gap are amongst the constraints observed in the society. Drugs and alcohol abuse

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especially amongst under age children is high. These are caused once again by aspects related to poverty and low levels of education.

### 2.2.2 Potential Analysis

The same comments re 'potentials' apply as already said in the 'Economic sector'

- Skills development and SMMEs have already been pointed in the economic sector discussions. These are mentioned here as a way of integrating economic development and its effects in the social sector. The hope is that most of the social ailments will be drastically reduced once there is an upward movement in the employment and economic sector.

#### Health:

- The sector has the infrastructure some of which are not in use in some wards. These only require furnishing with staff and equipment to put them into full utilization.
- Some of the health staff however need to undergo updated courses to increase their motivation and keep them up to date with the procedures and skills. Where there is shortage of staff, a process of attracting skilled staff ought to be applied to attract staff to these areas.
- Supervision of health staff has also a potential to improve the quality of the service.

#### Crime prevention:

- The district's crime prevention strategy aims to curb the rampant domestic violence. Implementation of this strategy will definitely reduce this problem.

## 2.3 INFRASTRUCTURE SECTOR POTENTIAL ANALYSIS

### 2.3.1 Problem Analysis

The infrastructure sector is generally performing at relatively good level. The Central Karoo compares very well with the provincial and national averages. The region is well served by its road infrastructure with a total of 96Km of Trunk roads, 726 Main Roads, 1725Km of Divisional roads and 4256 Km minor roads. The **main problem** however is the lack of financial capacity maintain of the roads, particularly that which fall under the jurisdiction of the District and Local Municipality.

The core problem of this sector is the “**unsatisfactory level of service delivery in the infrastructure sector**”. There is poor distribution and management of water particularly in Prince Albert. The area suffers from poor sanitation facilities in the farm areas where they still use substandard methods like bucket toilets.

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The drainage systems in some residential areas are quite old, with storm water overflowing during the rain season. Most of these areas are well served with storm water drainage but are poorly maintained.

The region is well served with water services, however with the new expansions there is likely to be water problems. Water is also limited in terms of serving large-scale economic undertakings. A number of potential economic activities could not be undertaken because of water limitation. Whereas the region has a lot of hides, there is not any tannery in the area, as a result the sheep and hides are exported raw to other areas for processing.

### **2.3.2 Potential Analysis**

#### **Roads:**

- There have been discussions with the SANRAL about the positioning of Donkin street vis-à-vis the development of towns along N1.
- A new town master plan that uses the sustainable and integrated settlement concept has to be drawn. This will allow development of bigger picture before making smaller decisions.

#### **Water:**

- Recycling the waste water for industrial use and identification of viable water sources
- Water Services development plan

#### **Regular power cuts:**

The area has a lot of wind and sun there is the potential of solar energy which could be used locally and produce surplus to the national power grid.

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## CHAPTER THREE: STRATEGIES

The following section provide a synoptic view on the vision and values for the Central Karoo as well as the objectives and recommendations which should be implemented to address the problems and potential identified and indicated in the previous chapter.

### 3.1 VISION, MISSION AND VALUES

#### Central Karoo District: Vision

*Optimal quality of life for all citizens*

#### Central Karoo District: Mission

*To provide quality services for sustainable economic development and social stability through dynamic stakeholder partnerships and democratic involvement*

#### Central Karoo District: Values

The value system of the Central Karoo District Municipality describes the relationship between people within the municipality as well as the relationship between the Municipality and its customers. This involves a description of all practices applied and the values placed on certain principles.

The values endeavour to reflect the culture that prevails or should prevail in the municipality. These are our beliefs, commitments and principles that guide everyday decision-making whether consciously or subconsciously. In a municipality with a firm set of values that are clearly communicated, well understood and shared, people will be able to make sound decisions that are in line with what the municipality truly believes. In light of the above-mentioned, the following value system has been adopted:

- The district is driven by the aspirations of our people, we will respect and uphold the Constitution of the Republic of South Africa;
- We commit ourselves to the Code of Conduct for councillors and officials in accordance with the Municipal Systems Act, 2000;
- We commit ourselves to the principles of sound financial management;

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- We subscribe to the principles of “ Batho Pele “ which can be summarised as follows:
    - **Consultation:** Citizens should be consulted about service levels and the quality of services to be rendered;
    - **Standard of services:** Citizens must be made aware of what to expect in terms of the level and quality of services that will be rendered;
    - **Accessibility:** All citizens should have equal access to the services that they are entitled to;
  
    - **Courtesy:** All citizens should be treated with courtesy and consideration;
    - **Information:** Citizens must receive full and accurate information about the services that will be rendered;
    - **Transparency:** Citizens should be informed about government departments’ operations, budgets and management structures;
    - **Redressing:** Citizens are entitled to an apology, an explanation and remedial action if the promised standard of service is not delivered;
    - **Value for money:** Public services should be provided economically and effectively;
  
  - We subscribe to co-operative governance: As a partner in governance we will promote and constructively participate in regional, provincial and national programmes; and
  
  - We subscribe to capacity building for all involved in the municipality.

## 3.2 STRATEGIC OBJECTIVES

### 3.2.1 Economic Development Objectives

**Objective:**

***To increase household income (65.5%) in the District from the current estimated average of R1,000,00 to the national average minimum living income of R2400 per household per month by the end of the five years period (2011).***

To realise this objective the following strategies will be implemented. These are characterised as **imperative** and **optional** strategies. The following proposed strategies are seen here as the **imperative strategies** given their centrality in the economy as a whole, presented by their cross cutting function. These strategies do transverse across to even other non-economic sectors and that gives them their primacy in this sector.

**(i) Imperative Strategies**

- **Investing in human capital through skills development strategies** as the majority of people are in the service oriented sector. This strategy will ensure **re-skilling and multi-skilling** of the local people and allow them to take up new opportunities offered by the economic and social developments in the region. This strategy will be the cornerstone of

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developments in other sectors such as SMME, tourism, trade and social development.

- **Promotion of SMMEs and implementation of EPWP and ASGISA in the region:** This is a low skills region, with the majority of the local people having less than secondary education, no technical training, SMME is where people are and hence the entry point if we are to reach the majority of the locals. SMME development will ensure proper integration with the Skills development strategy, and other economic strategies.
- Develop and implement **preferential procurement policies that will favour PDI's from within the region** in tender and other procurement processes to ensure increased velocity circulation of money within the economy. This strategy will bring life to the SMME sector and others. The municipality should take the lead in ensuring preferential procurement to local PDI's.
- **Resource mobilisation and investment promotion through the creation of partnerships** with communities and the private sector through PPP's, CPP's and CPPP's and ensuring inter-linkages in their respective investments.
- **Development of a special vehicle (Economic Development Agency)** to support the Municipalities in the implementation of all the above strategies. Most of these strategies are not new, they come with a long history of discussions over the last five years but they lacked a dedicated driver. This EDA will take on this responsibility. The unit will have to be manned by very experienced managers as the economic sector will be the sector of highest priority in the next five years.
- **Mainstreaming HIV/AIDS into the economic sector whilst focusing on women and youth social and economic empowerment.** Unchecked economic activities may have the potential to increase the spread of HIV in a poverty stricken district already ravaged by the scourge. At the same time the youth and women are a great potential for socio-economic growth of the region.

### 3.2.1 Social Development Objectives

**Objective:**

***Improved general standards of living for the people of the Central Karoo.***

#### **(i) Imperative strategies**

The following are proposed, as imperative strategies for all Municipalities in the Node, as they have a cardinal role in the economy and social development sectors in general.

- **Implement the current Crime Prevention Strategy:** The region already has a crime prevention strategy however this has not yet been put into implementation. This period will see the implementation and improvement of this Strategy where necessary.
- **Promotion of functional literacy through ABET:** The region has a high percentage of population above the age of 14 which has less than secondary school education. If this part of the population is to partake in the various potential development activities in the SMME and other sectors, functional literacy based on their sector of interest has to be implemented more

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effectively. Such initiatives will complement the skills development strategy in the economic sector.

- **Proper maintenance & preventative maintenance of infrastructure:** The region is well served with infrastructure where it stands above the national average. It has however been observed that the region is spending a lot of money on repairs caused by vandalism and misuse of the infrastructure. Awareness creation and education will be necessary as part of preventive maintenance.
- **Seek partnership with DoH and other development organisations to develop and implement a specific HIV and AIDS strategy for the Central Karoo.** This is in recognition that Central Karoo has specific causes that lead to the spread of HIV such as the centrality of the N1 corridor and its impact on the local economy, dependency, poverty, and low education. All these will require concerted efforts to lower and even stop the epidemic from ravaging the district. This will complement the mainstreaming of HIV and AIDS which will have a negative impact the economy.
- Implement the National government's **Moral Regeneration strategy and sports development.**

#### **(ii) Optional Strategies**

- Incentives for quality medical practitioner: Seek for solutions, which will improve the quality of health services in the small towns.
- Preventative health mechanisms: our health services are flooded with patients' causes which may lie far beyond health sector. Over and above improving the quality of health sector services, we should concern ourselves with the prevention of illnesses and pro-active, preventative measures.
- Increasing meaningful participation in primary and secondary education for particularly girls: very few girls complete secondary education and of these even fewer attain exemptions in order to be eligible for tertiary education.

### **3.2.2 Infrastructure Development Objectives**

#### **Objective:**

***Ensure quality, affordable and equitable services in the Central Karoo District.***

#### **(i) Imperative Strategies**

- Regular maintenance of infrastructure using affordable, labour-intensive maintenance approaches (EPWP).
- Maintenance of water and electricity reserves with particular involvement of stakeholders (eg. Eskom)
- Development of Town Master Plans based on the updated District SDF (to be completed in June 2007) and the Integrated Human Settlement approach.
- Better targeting of MIG and other government programs (synchronizing data across the District)
- Exploration of alternative energy and water to benefit the majority of the people (eg. wind-, solar energy and boreholes)

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### 3.3.3 Institutional Development Objectives

**Objective:**

***To create an institution with skilled and informed employees who can provide a professional and effective service to its clientele so that:***

- community development,
- personal growth and
- social mobility are advanced, and
- challenges of poverty and vulnerability,
- inequality and
- social exclusion are fundamentally addressed.

**(i) Imperative Strategies:**

- Leadership development, Institutional Capacity building and training to ensure high quality of leadership and availability of skilled staff in the District.
- Create policies and ordinances to support the implementation of economic and social initiatives that allows the participation of the whole society
- Enhance community participation in the livelihood of the municipality
- Alignment of the District Plans with the Local Municipality, Provincial and National Development Plans to ensure the achievement of developmental government
- Enhance Coordination and Intergovernmental Relationship to ensure seamless government
- Organisational development processes that develops the Municipalities to operate as a cohesive working team.

### 3.3.4 Financial Sustainability Objectives

**Objective**

***To achieve a strong financial position in order to:***

- ***finance affordable and equitable service delivery and development,***
- ***maintain financial stability and sustainability through prudent expenditure, sound financial systems and a range of revenue and funding sources.***

**STRATEGIES**

- Refine and implement Debt Collection Policies in each district and local municipality.
- Lobby political intervention on the MIG allocation for Central Karoo.
- Capacitate municipal officials to understand Municipal Finance Legislation (eg. MFMA).
- Alignment of the budget with the IDP and service delivery and Budget Implementation Plan (SDBIP).
- Develop contextual capacity in financial management.
- Attain political support and agreement on Municipal revenue collection policies

## UDGET ALLOCATION

PRIORITY AREAS	CKDM	MTEF, MSIG & OWN REVENUE BUDGET				Source
		06 / 07	07 / 08	08 / 09	09 / 10	
<b>ECONOMIC</b>	<b>Strategy</b>					
Tourism Plan	Tourism Promotion		104 051.00			DEDT
Tourism ITDF	Tourism Prom.		188 776.00			DEDT
Sustainable Tourism	Tourism Prom.		156 076.00			DEDT
Gateway Development	Tourism Prom.		2 400 000.00			DEAT
Tourism Info Centres (L/Burg & P/Albert)	Tourism Prom.		2 400 000.00			DEAT
Biosphere	Environment		113 000.00			DEDT
<b>SOCIAL</b>						
Multi Purpose Centre	Moral Regeneration		1 500 000.00	1 500 000.00	1 500 000.00	DoS
<b>Health</b>						
Community Base Response (District Wide)	Moral Regeneration/Social Cohesion		1 232 000.00	1 306 000.00	323 000	Global Fund
HIV/AIDS (Councilors)	Implementation of HIV/AIDS		444 000.00	449 000.00	601 000.00	Health
<b>INFRASTRUCTURE</b>						
<b>Water</b>						
Prepaid Water meters	Regular maintenance of infrastructure		1,500 000.00	1 000 000.00	500 000.00	MIG
<b>Sanitation</b>						
Sewerage	Basic Service Delivery		100 000.00	100 000.00	100 000.00	MIG
<b>Electricity</b>			100 000.00	100 000.00	100 000.00	MIG
Roads	Upgrade: storm water			524 000.00	707 000.00	MIG
Maintenance: Bitumen	Regular maintenance of infrastructure	200 000.00	208 000.00	228 800.00	251 680.00	DPT
Maintenance: Gravel	Maintenance of infrastructure	5 900 000.00	6 136 000.00	6 749 600.00	7 424 560.00	DPT
Re-gravelling	Maintenance of infrastructure	9 440 000.00	9 817 600.00	10 799 360.00	11 879 296.00	DPT
Rehabilitation	Maintenance of infrastructure	300 000.00	312 000.00	343 200.00	377 520.00	DPT
Fencing	Maintenance of infrastructure	200 000.00	208 000.00	228 800.00	251 680.00	DPT
Public Safety	Disaster management Centre		1 500 000.00			

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# PROJECTS

## PROJECTS ALIGNED TO STRATEGIES

STRATEGIES	ECONOMIC DEVELOPMENT	Year 06/07	Year 07/08	Year 08/09	Year 09/10	Year 10/11	Year 11/12
	<b>Tourism</b>						
Promotion of Tourism	Tourism Plan		104,051.00				
Promotion of Tourism	Tourism (ITDF)		188,776.00				
Promotion of Tourism	Gateway Development		2,400 000.00				
Promotion of Tourism	Tourism Info Centre (Laingsburg/Prince Albert)		2,400.000.00				
Promotion of Tourism	Sustainable Tourism		156,076.00				
STRATEGIES	SOCIAL DEVELOPMENT	Year 06/07	Year 07/08	Year 08/09	Year 09/10	Year 10/11	Year 11/12
	<b>Health</b>						
Moral Regeneration/Social Cohesion	Community Based Response (District Wide)		123 000.00				
Development and implementation of HIV/AIDS strategy	HIV/AIDS(Councillors)		444 000.00	444 000.00	449 000.00		
Moral Regeneration/Social Cohesion	Integrated Human Rights		70 000.00	70 000.00	70 000.00		
STRATEGIES	INFRASTRUCTURE DEVELOPMENT	Year 06/07	Year 07/08	Year 08/09	Year 09/10	Year 10/11	Year 11/12
	<b>Water</b>						
Regular Maintenance of Infrastructure	Prepaid Water meters		1,1m	600,000.00			
	<b>Sanitation</b>						
Regular Maintenance of Infrastructure	Sewerage		100 000.00	100 000.00			
	<b>Roads</b>						
Regular Maintenance of Infrastructure	Maintenance: Bitumen	200 000.00	208 000.00	228 800.00	251,680.00		
Regular Maintenance of Infrastructure	Maintenance: Gravel	5,900,000.00	6,136,000.00	6,749,600.00	7,424,560.00		

Regular Maintenance of Infrastructure	Re-gravelling	9,440,000.00	9,817,600.00	10,799,360.00	11,879,296.00		
Regular Maintenance of Infrastructure	Rehabilitation	300,000.00	312,000.00	343,200.00	377,520.00		
Regular Maintenance of Infrastructure	Fencing	200 000.00	208 000.00	228 800.00	251,680.00		
Regular Maintenance of Infrastructure	Road Signage	200 000.00	208 000.00	228 800.00	251,680.00		
Regular Maintenance of Infrastructure	Minor Roads	750,000.00	780,000.00	858,000.00	943,800.00		
Regular Maintenance of Infrastructure	Kilometre markers	10,000.00	10,400.00	11,440.00	12,584.00		
Regular Maintenance of Infrastructure	Main Road 582: Upgrading km 61.8 –km 83			10,000,000.00	11,000,000.00		
Regular Maintenance of Infrastructure	Routine Maintenance on AP2037km	381,546.74					
Regular Maintenance of Infrastructure	Routine Maintenance on HP587 en AP2400	492,400.83	500,000.00				
Regular Maintenance of Infrastructure	Flood damages: HP 369-Swartbergpas		1,600,000.00				
Regular Maintenance of Infrastructure	Flood damages: HP 369-Swartbergpas		600,000.00		10,000,000.00		
Regular Maintenance of Infrastructure	Flood damages: AP 1728 km 25		600,000.00		6,000,000.00		
Regular Maintenance of Infrastructure	Flood damages: HP 369-Swartbergpas						
	<b>Public Safety</b>						
Master Plan of Town	Disaster Management Centre		1,590 000.00	1,200,000.00	1,200,000.00		
	Sport and Recreation						
	Community facilities						



## Key Performance Areas and listed projects

### Economic

Key Performance Area:		ECONOMIC											
Overall Goal:		Increased income from the current estimated average of R1,000,00 to the national average minimum living income of R2400 per household per month by the end of the five years period											
Development Strategy	Serie No.	Key Performance Indicator (KPI)	Performance Targets	Project Description	NB	B/N	Year (starting financial year)					Amount	Financing agent
							2007	2008	2009	2010	2011		
Investing in human capital through skills development strategies	EK01D		▪										
To establish a Regional Marketing Forum	EK02D	<ul style="list-style-type: none"> <li>▪ Relevant stakeholder participation</li> <li>▪ Functional regional marketing forum</li> </ul>	<ul style="list-style-type: none"> <li>▪ Stakeholders invited to an establishment meeting.</li> <li>▪ Forum established by November 2007</li> </ul>	REGIONAL ECONOMIC DEVELOPMENT SYSTEM	4	N	Nov						
To implement an economical investment plan for the region	EK03D	<ul style="list-style-type: none"> <li>▪ Relevant stakeholder participation</li> <li>▪ Accepted investment plan.</li> <li>▪ Increased participation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Stakeholders invited to a strategic workshop by August 2007.</li> <li>▪ Approval of strategy by council October 2007.</li> <li>▪ Plan implemented from October 2007</li> <li>▪ % increase</li> </ul>	MARKETING / INVESTMENT PLAN	6	N						10 000	WESGRO, Department Economic Development and Tourism
To institute the extension of regional tourism potential in the district through community empowerment	EK04D	<ul style="list-style-type: none"> <li>▪ Completed Tourism Audit</li> </ul>	<ul style="list-style-type: none"> <li>▪ Audit executed by July 2007</li> </ul>	TOURISM AUDIT	1	N	Oct					50 000 (PART OF EK01D)	Department Economic Development and Tourism

Key Performance Area:		ECONOMIC											
Overall Goal:		Increased income from the current estimated average of R1,000,00 to the national average minimum living income of R2400 per household per month by the end of the five years period											
Development Strategy	Serie No.	Key Performance Indicator (KPI)	Performance Targets	Project Description	NB	B/N	Year (starting financial year)					Amount	Financing agent
							2007	2008	2009	2010	2011		
To institute the extension of regional tourism potential in the district through community empowerment	EK05D	<ul style="list-style-type: none"> <li>Permanent new opportunities for employment within the tourism sector.</li> <li>Establishing township routes.</li> <li>Relevant stakeholder participation.</li> </ul>	<ul style="list-style-type: none"> <li>200 employment opportunities by June 2010.</li> <li>2 x "Township" routes established by July 2008</li> </ul>	ESTABLISH AND SUPPORT REGIONAL TOURISM FORUM (RTF)	7	N		Jul		Jun		60 000	Department Economic Development and Tourism
To launch a tourism marketing campaign for the benefit of the entire region To launch a tourism marketing campaign for the benefit of the entire region	EK06D	<ul style="list-style-type: none"> <li>Approved Regional Tourism Plan</li> <li>Communication with marketing stakeholders</li> <li>Increase in tourism.</li> </ul>	<ul style="list-style-type: none"> <li>Plan reviewed and approved by RTF by August 2007</li> <li>Municipal councils in region approve plan by September 2007</li> <li>Increase of 15% by end of 2008.</li> </ul>	REGIONAL TOURISM PLAN	2	N	Nov					20 000	Department Economic Development and Tourism
	EK07D	<ul style="list-style-type: none"> <li>Communication campaign. (Promotion of regional tourism events)</li> <li>Radio coverage of tourism events.</li> <li>Coverage in daily papers</li> <li>Television coverage</li> </ul>	<ul style="list-style-type: none"> <li>Communication with relevant media and local stakeholders by August 2007.</li> <li>Newsletter and web site established by September. 2007</li> <li>Radio insert about local tourism every six (6) months</li> <li>Monthly web site marketing</li> <li>x Television program inserts by July 2008</li> <li>Appropriate pamphlets developed by March 2008</li> <li>Coverage about tourism events in newspapers.</li> </ul>	REGIONAL PROMOTION CAMPAIGN	8	N	Aug	Sept	Jun	Jun	July	100 000	Department Economic Development and Tourism; CTRU; CKDM





## Social

Key Performance Area:		SOCIAL DEVELOPMENT					DM						
Overall Goal:		Improved general standards of living of the people in Central Karoo District.											
Development Strategy	Serie No.	Key Performance Indicator (KPI)	Performance Targets	Project Description	NB	Year (starting financial year)					Amount	Financing agent	
						B/N	2007	2008	2009	2010			2011
Implement the current crime prevention strategy	SO01D	<ul style="list-style-type: none"> <li>Investigation as to the possibility of a municipal police service</li> </ul>	<ul style="list-style-type: none"> <li>Investigation completed by 31 May 2002</li> </ul>	MUNICIPAL POLICE SERVICE INVESTIGATION	3	B	May					80 000 (Already)	Management Development Funds
	SO02D	<ul style="list-style-type: none"> <li>Regional anti-crime strategy</li> <li>Decrease in levels of crime</li> </ul>	<ul style="list-style-type: none"> <li>Local anti-crime strategy compiled by September 2002</li> <li>20% decrease in crime statistics by 2006</li> </ul>	CRIME STRATEGY	3	N	Des					3 000	District
Promotion of functional literacy through ABET	SO03D												
	SO04D	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>										
Proper maintenance & preventative maintenance of infrastructure	SO05D	<ul style="list-style-type: none"> <li></li> </ul>											
	SO06D	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>										
To establish a preventive program regarding addictive substances	SO07D	<ul style="list-style-type: none"> <li>Levels and nature of addictive substance abuse</li> </ul>	<ul style="list-style-type: none"> <li>Investigation completed by 30 October 2002</li> </ul>	INVESTIGATION: ADDICTIVE SUBSTANCE ABUSE	2		Oct						



## Infrastructure

Key Performance Area:		INFRASTRUCTURE & BASIC SERVICES					DM						
Overall Goal:		Ensure quality, affordable and equitable services in the Central Karoo District.											
Development Strategy	Serie No.	Key Performance Indicator (KPI)	Performance Targets	Project Description	NB	B/N	Year (starting financial year)					Amount	Financing agent
							2007	2008	2009	2010	2011		
Regular maintenance of infrastructure using affordable, labor-intensive maintenance approaches (EPWP).	IB01D	<ul style="list-style-type: none"> <li>▪ Road development and maintenance needs</li> <li>▪ Relevant stakeholder involvement</li> <li>▪ Appropriate equipment</li> <li>▪ Trained personnel</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assessment of maintenance backlog by July 2007</li> <li>▪ Needs assessment concerning equipment completed by December 2007</li> <li>▪ Recruitment/ allocation/ training of personnel by April 2008</li> </ul>	5 YEAR STRATEGIC INFRASTRUCTURE PLAN	4	N	July						
Maintenance of water and electricity reserves with particular involvement of stakeholders (eg. Eskom)	IB02D	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Investigation regarding water and electricity maintenance needs by July 2007</li> <li>▪ Report approved by Council by August 2007</li> </ul>	Water and electricity INVESTIGATION	1	N	Jul						
Development of Town Master Plans based on the Integrated Human Settlement approach.	IB03D	<ul style="list-style-type: none"> <li>▪ Long term town master plan for Murraysburg</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	Town Master PLAN		N	Nov						

Key Performance Area:		INFRASTRUCTURE & BASIC SERVICES					DM						
Overall Goal:		Ensure quality, affordable and equitable services in the Central Karoo District.											
Development Strategy	Serie No.	Key Performance Indicator (KPI)			Year (starting financial year)					Amount	Financing agent		
			Performance Targets	Project Description	NB	B/N	2007	2008	2009			2010	2011
Better targeting of MIG and other government programs (synchronizing data across the District)	IB05D	Assessment of Infrastructure needs	Completion of report for MIG intervention by October 2007	MIG REPORT	2	N	Mar						
Exploration of alternative energy and water to benefit the majority of the people (eg. wind-, solar energy and boreholes)	IB06D	<ul style="list-style-type: none"> <li>▪ Feasibility Study</li> <li>▪ Approval by Council</li> </ul>	Study completed August 2007										
To establish a district wide integrated solid waste disposal management system	IB06D	<ul style="list-style-type: none"> <li>▪ Solid waste management function settled in CKDM</li> <li>▪ Upgrading of existing dumping sites</li> <li>▪ Identification of prospective sites</li> </ul>	<ul style="list-style-type: none"> <li>▪ Function established by March 2008</li> <li>▪ Dumping sites upgraded by Sept.2008</li> <li>▪ Potential dumping sites identified by March 2008</li> </ul>	SOLID WASTE MANAGEMENT SYSTEM	3	N		Mar					
To institute a water services plan for the district	IB07D	<ul style="list-style-type: none"> <li>▪ Status quo report</li> <li>▪ Water services plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Status quo report completed by 31 March 2008</li> <li>▪ Water services plan completed by 31 May 2008</li> </ul>	WATER SERVICES PLAN	5	B	May						



## Institutional

<b>Key Performance Area:</b>		<b>INSTITUTIONAL &amp; GOVERNANCE</b>					<b>DM</b>							
<b>Overall Goal:</b>		<p><b>To create an institution with skilled and inform employees who can provide a professional and effective service to its clientele so that:</b></p> <ul style="list-style-type: none"> <li>• <b>community development,</b></li> <li>• <b>personal growth and</b></li> <li>• <b>social mobility are advanced, and</b></li> <li>• <b>challenges of poverty and vulnerability,</b></li> <li>• <b>inequality and</b></li> <li>• <b>social exclusion are fundamentally addressed.</b></li> </ul>												
<b>Development Goal</b>	<b>Serie No.</b>	<b>Key Performance Indicator (KPI)</b>	<b>Performance Targets</b>	<b>Project Description</b>	<b>NB</b>	<b>B/N</b>	<b>Year (starting financial year)</b>					<b>Amount</b>	<b>Financing agent</b>	
							<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>			
<b>Leadership development, Institutional Capacity building and training to ensure high quality of leadership and availability of skilled staff in the District.</b>	INS01 D	<ul style="list-style-type: none"> <li>▪ Investigating the institutional capacity of all municipalities</li> <li>▪ Capacity and Skills Development Plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Completed Assessment by Aug. 2007</li> <li>▪ Plan approved by October 2007</li> <li>▪ Implementing done by April 2008</li> </ul>	CAPACITY ASSESSMENT	5	B	Aug							DPLG / District Municipality
							Oct							
								April						

Key Performance Area:		INSTITUTIONAL & GOVERNANCE					DM						
Overall Goal:		<p><b>To create an institution with skilled and inform employees who can provide a professional and effective service to its clientele so that:</b></p> <ul style="list-style-type: none"> <li>• <b>community development,</b></li> <li>• <b>personal growth and</b></li> <li>• <b>social mobility are advanced, and</b></li> <li>• <b>challenges of poverty and vulnerability,</b></li> <li>• <b>inequality and</b></li> <li>• <b>social exclusion are fundamentally addressed.</b></li> </ul>											
Development Goal	Serie No.	Key Performance Indicator (KPI)	Performance Targets	Project Description	NB	B/N	Year (starting financial year)					Amount	Financing agent
							2007	2008	2009	2010	2011		
Create policies and ordinances to support the implementation of economic and social initiatives that allows the participation of the whole society	INS02 D	<ul style="list-style-type: none"> <li>▪ Investigating existing gaps in policies/ legislation</li> <li>▪ Development of policy framework in terms of service delivery by CKDM</li> <li>▪ Evaluation/ upgrading of policy procedures</li> </ul>	<ul style="list-style-type: none"> <li>▪ Investigation completed by July 2007</li> <li>▪ Framework approved by July 2007</li> <li>▪ Updated policy and procedures approved by July 2007</li> <li>▪ Quarterly monitoring and documentation of policy amendments</li> <li>▪ Reporting / Feedback during meetings by Council</li> </ul>	IMPLEMENTATION PLAN	1	B	July Aug  Sept						CKDM DPLG
To Enhance community participation in the livelihood of the municipality.	INS03 D	<ul style="list-style-type: none"> <li>▪ List of stakeholders and organisations</li> <li>▪ Public participation policy</li> <li>▪ Participation in training program</li> </ul>	<ul style="list-style-type: none"> <li>▪ Updated list by July 2007</li> <li>▪ Policy approved by Dec 2007</li> <li>▪ Training program implemented by Jan 2008</li> </ul>	PARTICIPATION AND COMMUNICATION POLICY & TRAINING	4	N		Jun					

Key Performance Area:		INSTITUTIONAL & GOVERNANCE					DM						
Overall Goal:		<p><b>To create an institution with skilled and inform employees who can provide a professional and effective service to its clientele so that:</b></p> <ul style="list-style-type: none"> <li>• <b>community development,</b></li> <li>• <b>personal growth and</b></li> <li>• <b>social mobility are advanced, and</b></li> <li>• <b>challenges of poverty and vulnerability,</b></li> <li>• <b>inequality and</b></li> <li>• <b>social exclusion are fundamentally addressed.</b></li> </ul>											
Development Goal	Serie No.	Key Performance Indicator (KPI)	Performance Targets	Project Description	NB	B/N	Year (starting financial year)					Amount	Financing agent
							2007	2008	2009	2010	2011		
Alignment of the District Plans with Provincial and National Development Plans	INS04 D	<ul style="list-style-type: none"> <li>▪ Comprehensive List of plans</li> <li>▪ Annual reviews</li> </ul>	<ul style="list-style-type: none"> <li>▪ Alignment by June 2007</li> <li>▪ Approval of IDP June 2007</li> </ul>	APPROVED AND CREDIBLE IDP	3	N		June					
Enhance coordination and Intergovernmental Relationship to ensure seamless government.	INS05 D	<ul style="list-style-type: none"> <li>▪ Review IGR agreement between Province, District and Local municipalities.</li> <li>▪ Review Communication strategy</li> <li>▪ Regular meetings</li> </ul>	<ul style="list-style-type: none"> <li>▪ June 2007</li> </ul>	IGR FORUM & COMMUNICATION STRATEGY	6	N	Jun						CKDM; Department of Planning, Local Government & Housing
Organisational development processes that develops the Municipalities to operate as a cohesive working team.	INS06 D	<ul style="list-style-type: none"> <li>▪ Needs assessment</li> <li>▪ Implementation of OD processes</li> </ul>	<ul style="list-style-type: none"> <li>▪ June 2007</li> </ul>	CAPACITY BUILDING PROGRAM			Jun						

## Financial

Key Performance Area:		FINANCIAL MANAGEMENT					DM						
Overall Goal:		<p><b>To achieve a strong financial position in order to:</b></p> <ul style="list-style-type: none"> <li><b>finance affordable and equitable service delivery and development,</b></li> <li><b>maintain financial stability and sustainability through prudent expenditure, sound financial systems and a range of revenue and funding sources.</b></li> </ul>											
Development Goal	Serie No.	Key Performance Indicator (KPI)	Performance Targets	Project Description	NB	B/N	Year (starting financial year)					Amount	Financing agent
							2007	2008	2009	2010	2011		
To refine and implement Debt Collection Policies	FB01D	<ul style="list-style-type: none"> <li>Review Debt Collection Policies</li> <li>Council approval</li> </ul>	<ul style="list-style-type: none"> <li>Review document by June 2007</li> </ul>	DEBT COLLECTION POLICIES	1	B	Jun						
To lobby political intervention on the MIG allocation for Central Karoo	FB02D	<ul style="list-style-type: none"> <li>Needs assessment for infrastructure related services</li> </ul>	<ul style="list-style-type: none"> <li>Assessment document completed July 2007</li> </ul>	MIG REVIEW doc	2	N	Jul						
To capacitate municipal officials to understand Municipal Finance Legislation (e.g. MFMA)	FB03D	<ul style="list-style-type: none"> <li>Training and capacity needs assessment</li> <li>Implementation of training program</li> </ul>	<ul style="list-style-type: none"> <li>Investigate needs by 31 October 2007</li> <li>Implement by 15 December 2007</li> </ul>	FINANCIAL CAPACITY BUILDING PROGRAM		N	Oct Dec						



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# ANNEXURES

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## **ANNEXURE 1:**

# **CENTRAL KAROO DISTRICT MUNICIPALITY: IDP PROCESS PLAN 2007-2011**

### **1. Purpose**

This Process Plan sets the tone and purpose of the activities required for the successful completion, as required by law, of an Integrated Development Plan (IDP) for any Municipality in South Africa. The Process Plan also sets the extent and nature of the activities that the Central Karoo District Municipality (CKDM) will engage in (for the next seven months, till March 2007) in order for it to be able to complete its IDP.

The content of a Process Plan requires that attention be given to:

1. the legal framework that has influence over the custodians and implementers of the Plan
2. the context of the developmental area

In terms of the Municipal Systems Act of 2000, the Executive Mayor is responsible for the preparation of the Integrated Development plan (IDP). The co-ordination of this responsibility was assigned to the Municipal Manager, who reports directly to the Executive Mayor and the Mayoral Committee. This IDP process and the drafting of outputs will be co-coordinated internally and mechanisms will be put in place to ensure that all stakeholders contribute to decision-making process.

### **2. Background and Developmental Context of the District IDP**

The Central Karoo district is situated in the most northern part of the Western Cape, bordering the Eastern Cape and the Northern Cape in large. The district has a low population density with large distances between towns and settlements. It is also at some distance from large markets. Its climate is arid and while commercial farming, particularly of livestock, has been a mainstay of local economies for some time, there is only limited potential to expand the sector. There is however potential to make the sector more inclusive by providing more opportunities for poor households through land

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reform and value adding initiatives. The district also finds itself strategically placed on the main transport corridor between the inland provinces and the coastal regions of the Western and Eastern Cape.

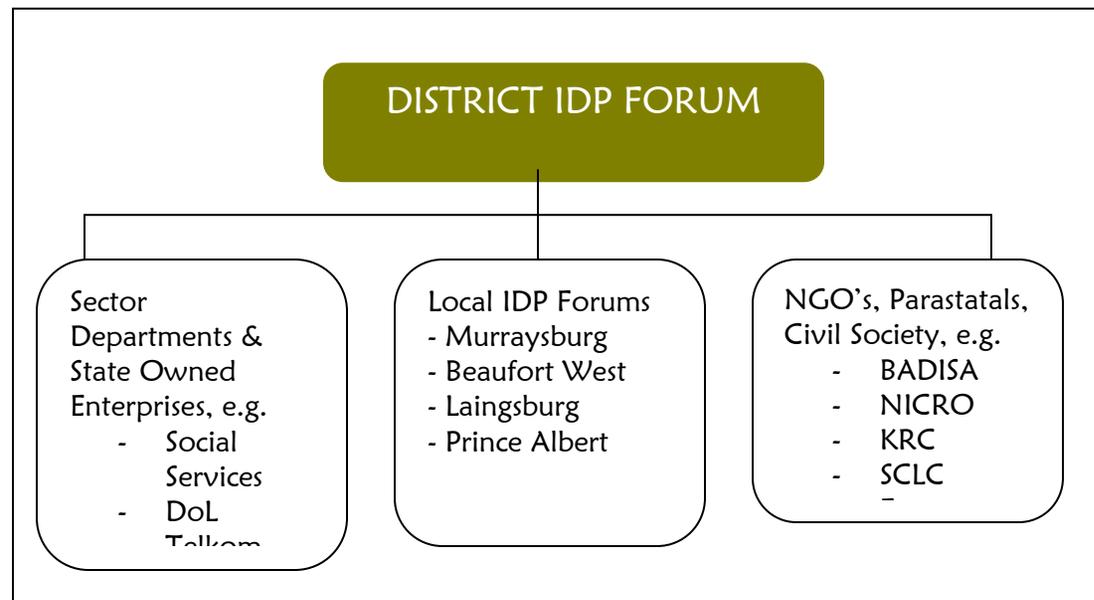
After being declared a Presidential Node in 2001, a significant amount of investment was made into infrastructure development. Although a lot of employment were created in the process, it is essential to say that it was only temporary jobs. Apart from dealing with infrastructure and basic service delivery backlogs, the critical challenge to eradicate poverty and create permanent employment opportunities still prevail. This process plan is therefore a tool to set in motion a process to develop a plan that is credible in terms of its analysis but will then enhance the ability of the district to partner with private investors, sector departments, state owned institutions and the local communities to grow the economy in order to create employment and eradicate poverty.

### 3. Legal Framework of the District IDP - Institutional Arrangements

CKDM will utilize the following structures to plan, review and implement its Integrated Development Plan.

#### 3.1 Structure of the District Forum

The structure of the District IDP Forum is provided in **Diagram 1**.



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### 3.2 Roles and Responsibilities

**Diagram 2** illustrates the District Forum, participants and levels of institutional reporting between structures.

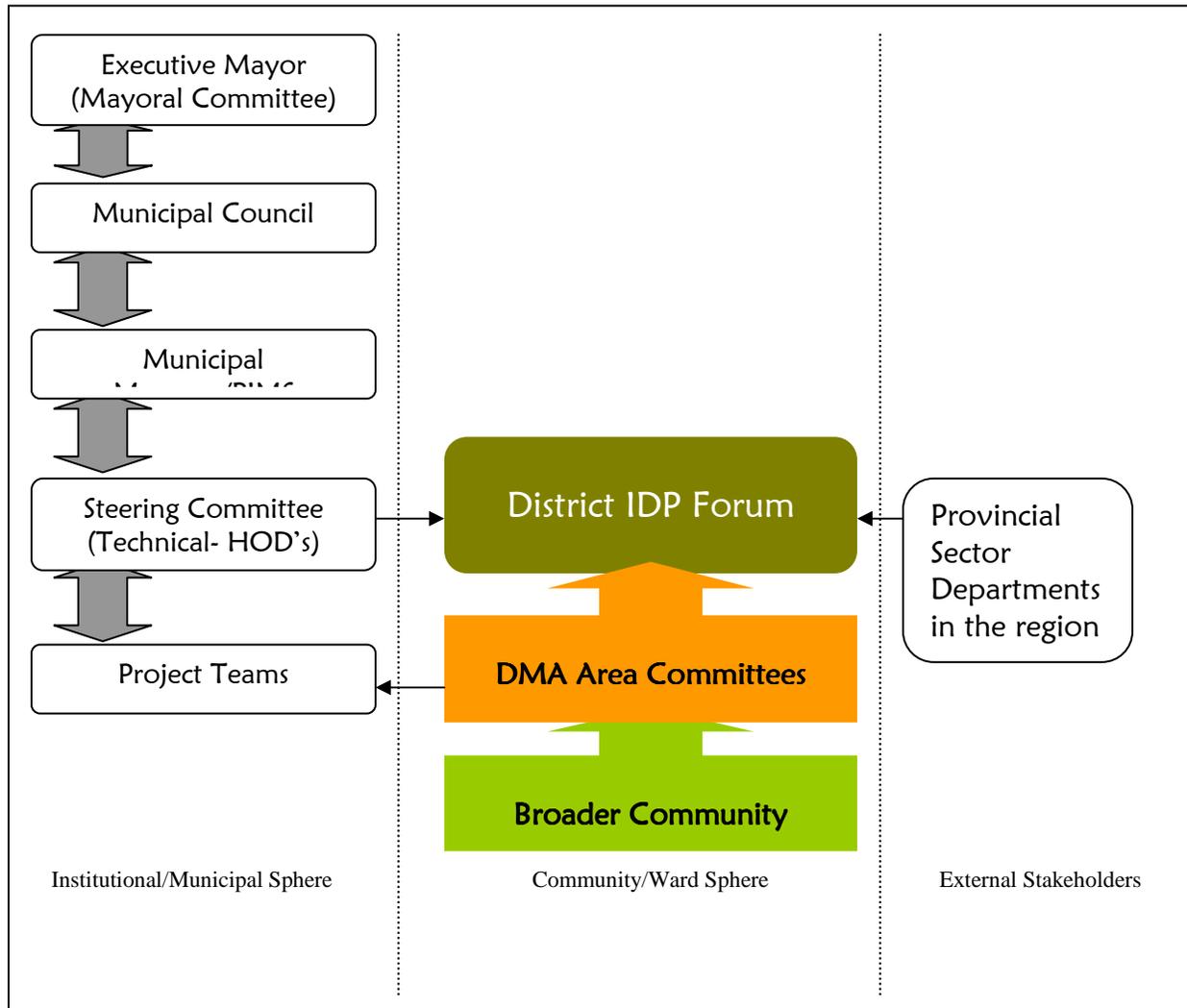
#### **i. Municipal Council**

- Consider and Adopts the Process Plan and the final IDP. Undertake the overall management and coordination of the planning process, which includes ensuring that:
  - all relevant actors are appropriately involved
  - appropriate mechanisms and procedures for public consultation and participation are applied.
  - ensure the establishment of ward committees and IDP forum
  - the planning events are undertaken according to time schedule.
  - planning process is related to the real burning issues in the municipality.
  - the sector planning requirements are satisfied.
- **Adopt** and approve the **IDP**
- Adjust the IDP in accordance with the MEC for local government's proposal.
- Ensure that the annual business plans, budget and land use management decisions are linked to and based on the IDP.
- Ensures that development and management of municipal affairs are in the ambit of the law.

#### **ii. Executive Mayor - Mayoral Committee**

- Chaired by the Executive Mayor
- Give Political Direction
- Make sure that district wide issues are discussed at the district intergovernmental forum (DIF), which comprises mayors of the district and local municipalities as well as provincial departmental representatives
- Assign IDP responsibilities to the Municipal Manager
- Provides terms of reference for various planning activities
- Establish sub-committees (Project Task Teams)

**DIAGRAM 2: DMA Area Committees and levels of reporting**



Roles and responsibilities of each structure as represented in Diagram 1 are further discussed in following paragraphs.

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### **iii. IDP standing committee**

- Coordinate the IDP process
- Coordinate the review process
- Monitor IDP implementation
- Ensures proper implementation of public participation legislation.
  - Establish ward committees
  - Establish the IDP
- Ensures engagement with IDP Forum

### **iv. IDP Steering Committee**

- Provides terms of reference for the various planning activities.
- Commissions research studies.
- Considers and comments on:
  - Inputs from sub-committees, study teams and consultants.
  - Inputs from provincial sector departments and support providers
- Processes summaries and documents outputs
- Makes content recommendations
- Prepares, facilitates and documents meetings.
- Heads project task teams.

### **v. Project Task Teams**

- Chaired by the Municipal Manager or the PIMS Manager
- Considers and comments on inputs from sub-committees, consultants and Sector departments.
- Makes recommendations to the Steering Committee

### **vi. IDP Representative Forum – district wide (See Diagram 1)**

- Comprises of Local IDP Representatives, Sector Department Representatives, NGO's, parastatals and at a district level.
- Represents the interest of their constituencies (local municipality) in the IDP process
- Provides an organisational mechanism for discussions, negotiation, and decision making between the municipal government and stakeholders.

- 
- Ensures communication between stakeholders and the Municipal, Provincial and National government, the many State Owned Enterprises (Escom, Telkom, etc.) as well as the private sector.
  - Participation in designing of project proposals and/or assess them as well as the mobilization of resources
  - Discuss and comment on the draft IDP
  - Ensures that annual business plan and budgets are linked to the IDP
  - Monitor performance on the implementation of the IDP

#### **vii. Broader Community Participation**

The broader community participation in CKDM is achieved through the following structures:

- Ward- and Area Committee Meetings
- Sector meetings
- Community consultation sessions through Road shows
- Monthly Newspaper
  - To enhance participatory democracy at local government in the following ways.
  - Make recommendations on any matter affecting the ward.

#### **a) Integrated Governmental Relations**

The 2007 Integrated development Plan Process started with the Mayoral Committee Strategic Planning Session (“Lekgotla / Bosberaad”) held from 20-21 July 2006 in Beaufort West. This strategic Session provided guidelines for the following action plan, which also took into account the new budgetary process.

#### **b) Central Karoo CBP Roll-put**

Community Based Planning (CBP) will be rolled out as part of the pre-planning and information gathering phase of the 5Year IDP fro 2007-2011. The roll-put as part of a National Initiative under the auspices of the Department of Local Government and Housing is provided in Table 1.

**Table 1: Central Karoo CBP Roll-out**

<b>District Roll-out of CBP into IDP</b>	
<b>Action</b>	<b>Date</b>
Goudini Workshop held with officials	<b>7-8 April 06</b>
1day follow up	<b>8 May 06</b>
Post Election workshop	<b>18-19 May</b>
<b><i>CBP Institutionalization</i></b>	
1. Establishment of New IDP Forum – DMA area	<b>6 June 2006</b>
2. CBP Process to District Mayco	<b>12 June 2006</b>
3. Council Approval	<b>June-July 2006</b>
4. 3 day train the trainer workshop with officials, CDW's, Councillors, IDP Forum, Ward Committees	<b>17-19 July 06</b>
5. 5day Provincial ward based workshop - DPLG	<b>1-5 August 2006</b>
6. DPLG: Training of Ward Committees Province together with District and Local B's	<b>July – August 06</b>
7. CBP Roll out in communities – Information gathering	<b>July – August 06</b>
8. Writing of Ward Plans	<b>End August to September 2006</b>
9. Public Participation Conference - DPLG	<b>September 2006</b>
10. Formulation of 5-Year IDP based on Ward Plans	<b>August. 06 – April 2007</b>
11. Approval of 2007-2012 IDP	<b>May 2007</b>
12. Review of Ward Plans and Review of IDP 2007/2008	<b>June 2007</b>



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# ANNEXURE 3: LEGAL FRAMEWORK

## Legal Framework

### Legislative Overview

- The **Municipal Systems Act (MSA) (2000)** compels municipalities to draw up an IDP as a singular, inclusive and strategic development plan that is aligned with the deliberate efforts of the surrounding municipalities and other spheres of government. In terms of the MSA, the District is required to formulate an IDP made up of the following components:
  - A **vision** of the long-term development of the District;
  - An **assessment** of the existing level of development in the District which must include an identification of the need for basic municipal services;
  - The District's **development priorities** and objectives for its elected term;
  - The District's **development strategies**, which must be aligned with any national, or provincial sectoral plans and planning requirements;
  - A **spatial development framework** which must include the provision which must include the provision of basic guidelines for a land use management system;
  - The District's operational strategies;
  - A Disaster Management Plan;
  - A financial plan, which must include a budget projection for at least the next three years; and
  - The key performance indicators and performance targets.
- **The Municipal Planning and Performance Management Regulations (2001)** set out the following further requirements for an IDP:
  - An institutional framework for implementation of the IDP and to address the municipality's internal transformation;
  - Investment initiatives should be clarified;
  - Development initiatives including infrastructure, physical, social and institutional development and
  - All known projects, plans and programmes to be implemented within the municipality by any organ of state.

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In addition, the **Municipal Finance Management Act (MFMA) (2003)** provides for closer alignment between the Annual Budget and the compilation of the IDP. This can be understood as a response to the critique that IDP formulation took place in isolation from financial planning and IDPs were rarely implemented in full as a result. Specifically, Section 21(1) of the MFMA requires that the City co-ordinates the process of preparing the Annual Budget and the revised IDP to ensure that both the budget and IDP are mutually consistent.

Key to ensuring the co-ordination of the IDP and Annual Budget is the development of the Service Delivery and Budget Implementation Plan (SDBIP).

The SDBIP is a detailed plan approved by the Executive Mayor of the Central Karoo District for the implementation of service delivery and the Annual Budget. The SDBIP should include monthly revenue and expenditure projections, quarterly service delivery targets and performance indicators.

The MSA states that key performance indicators must be part of the IDP. The SDBIP specifies that the performance contracts of senior managers must form part of the approval of the SDBIP. The 2006/11 IDP for the Central Karoo aligns the SDBIP key performance indicators and the key performance indicators of the senior managers with the key programmes in the IDP.

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## **ANNEXURE 4: PREVIOUS IDP' AND IDP ASSESSMENTS**

The very first Central Karoo District Municipality's Integrated Development Plan (here-after referred to as IDP) was compiled by PricewaterhouseCoopers and finalised during 2002. The initial plan set the strategic framework for subsequent planning and review processes. During the initial planning process, eight strategic Key Performance Areas were identified. These Performance Areas encompasses the functioning of the municipality and organises its function in terms thereof.

During the two review cycles following the initial compilation of the plan (2003/04 and 2004/05), institutional and participatory processes were aligned to the planning process, leading to improved cooperation between Local and District Municipalities. One of the main successes was the adoption of a standard set of Key Performance Areas for the whole district. This enables the district to structure its planning in a coherent fashion.

Prior to preparing this five-year IDP (2006-2011), the Central Karoo District looked at how best the five-year IDP can be conceptualised and executed, focusing on the lessons learnt from the previous cycle. The assessment considered different case studies provided recommendations on the best approach for the 2006/11 IDP. The assessment focused on:

- Relationship between the IDP and longer-term strategy formulation and sector planning;
- Co-ordination and integration of various Sector Plans and activities, and services in the District;
- Inter-governmental planning and alignment;
- Public participation in the process of IDP preparation; and
- Nature, content and focus of the IDP review.

In addition, the 2006/11 IDP is informed by provincial IDP assessments, with key issues arising from these outlined in the subsections below:

### **IDP Hearings**

Critical issues that emanated from the report were the following:

- Closing and down scaling of departments in the node should be seriously addressed.
- Skills centre have to be established to address the skills and literacy problem. Department of Education should play a lead role together with Department of Labour
- Clear economic strategies should be developed to have a more focused approached.
- Clusters should be formed amongst departments to ensure that sector departments make a meaningful contribution to the IDP.

- 
- Business opportunities conference should initiate to ensure private sector and state owned entity participation.

The **Local Government Medium Term Expenditure Committee (LGMTEC)** process - as lead by the Provincial Treasury - facilitates the alignment of the deliverables of *iKapa Elihlumayo* (the emerging provincial growth and development strategy) with municipal integrated development plans (IDPs) and associated allocation of resources. The LGMTEC provides the opportunity for provincial departments to engage with metropolitan, district and local municipalities on development priorities and elicit answers to the central question: ***Are provincial departments and local governments cooperating to spend their resources in the areas where the combined effect of the resources will have the greatest impact towards effective service delivery and accelerated and shared economic growth?***

The **goal** of the Local Government Medium Term Executive Committee (LG MTEC) process is thus to assist in moving towards a ***consolidated long-term plan across the three spheres of government***, i.e. one unified government programme of action. This assumes continual engagement between the spheres to enable a shared method of 'prioritisation' within geographical areas. The LGMTEC provides the space for such engagement on priorities and resource allocation. Through the process of engagement the LGMTEC One-on-One process builds on the learning form the previous year in 2005/6. The 2006/7 process of intergovernmental planning alignment in support of improved provincial planning and credible municipal Integrated Development Plans (IDPs) has five basic stages in 2006/7:

- Phase 1: Design a planning process to derive at proper new IDP (and LED) by March 2007;
- Phase 2: Interim progress reporting to the Intergovernmental Forums (including the Premier's Co-ordinating Forum (PCF) during October 2006);
- Phase 3: Completed municipal IDPs with budgets by March 2007;
- Phase 4: Assess IDPs and their alignment with municipal budgets (LG MTEC 3: April/May 2007)
- Phase 5: Implement, monitor, evaluate and refine IDPs (including LED) over the medium term (post June 2007).

The one-on-one engagements are leading the process to establish focused inter-governmental technical teams into the future that are able to engage with priority issues and resourcing thereof per metropolitan and district areas.

The provincial-municipal engagement process (including one-on-one engagement) will in future be driven through the agenda and technical support structures for intergovernmental dialogue as established in terms of the Intergovernmental Relations Framework Act, Act 13 of 2005. This means the Premier's Co-ordinating Forum, the Premier's Metro Co-ordinating Forum and District Co-ordinating Forums.

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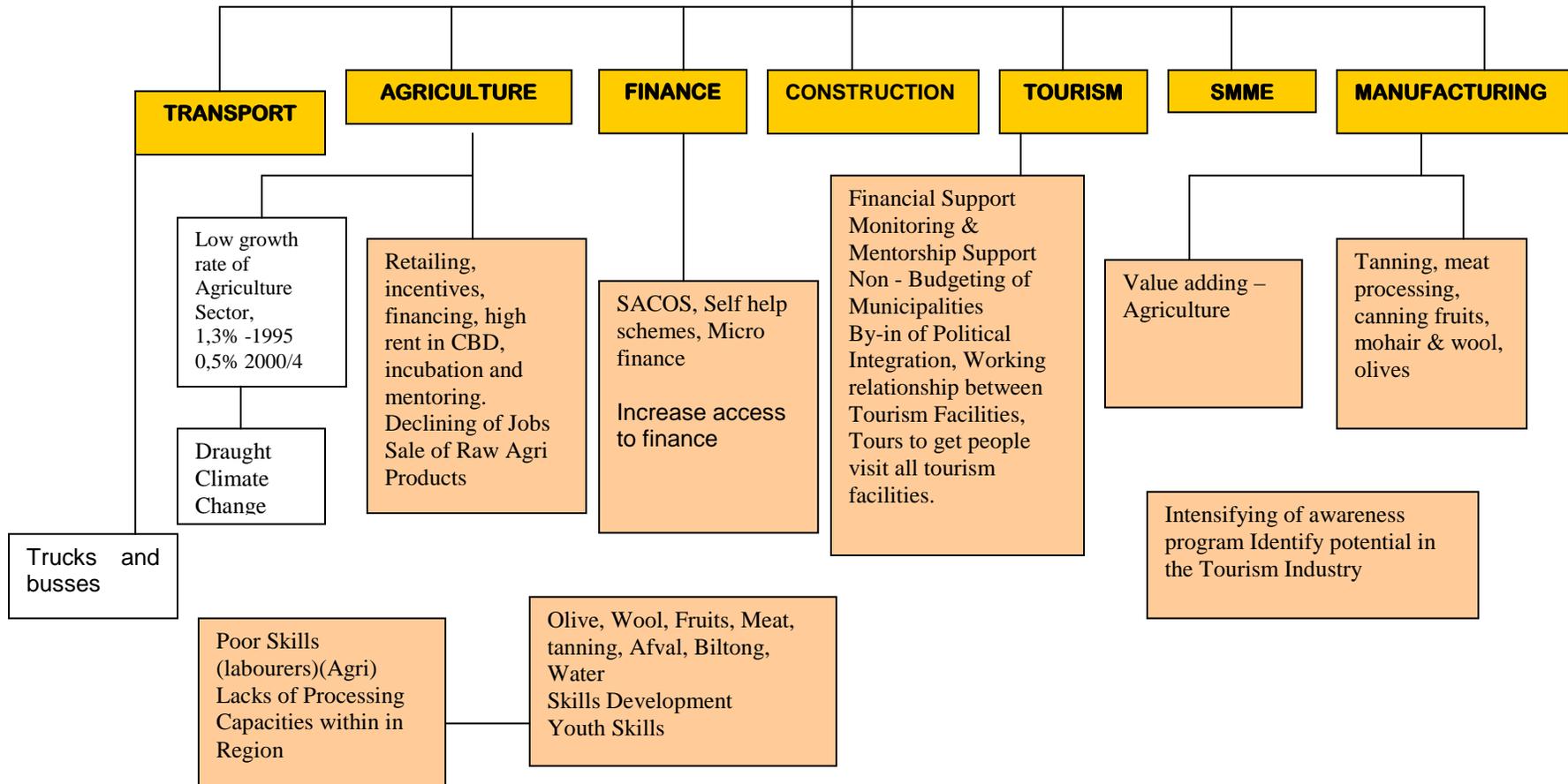
The result of the one-on-one engagements will feed into the inter-governmental discussions on progress in delivery on the shared development agenda at the Premier's Co-ordinating Forum, and the Metropolitan and District Co-ordinating Forums.

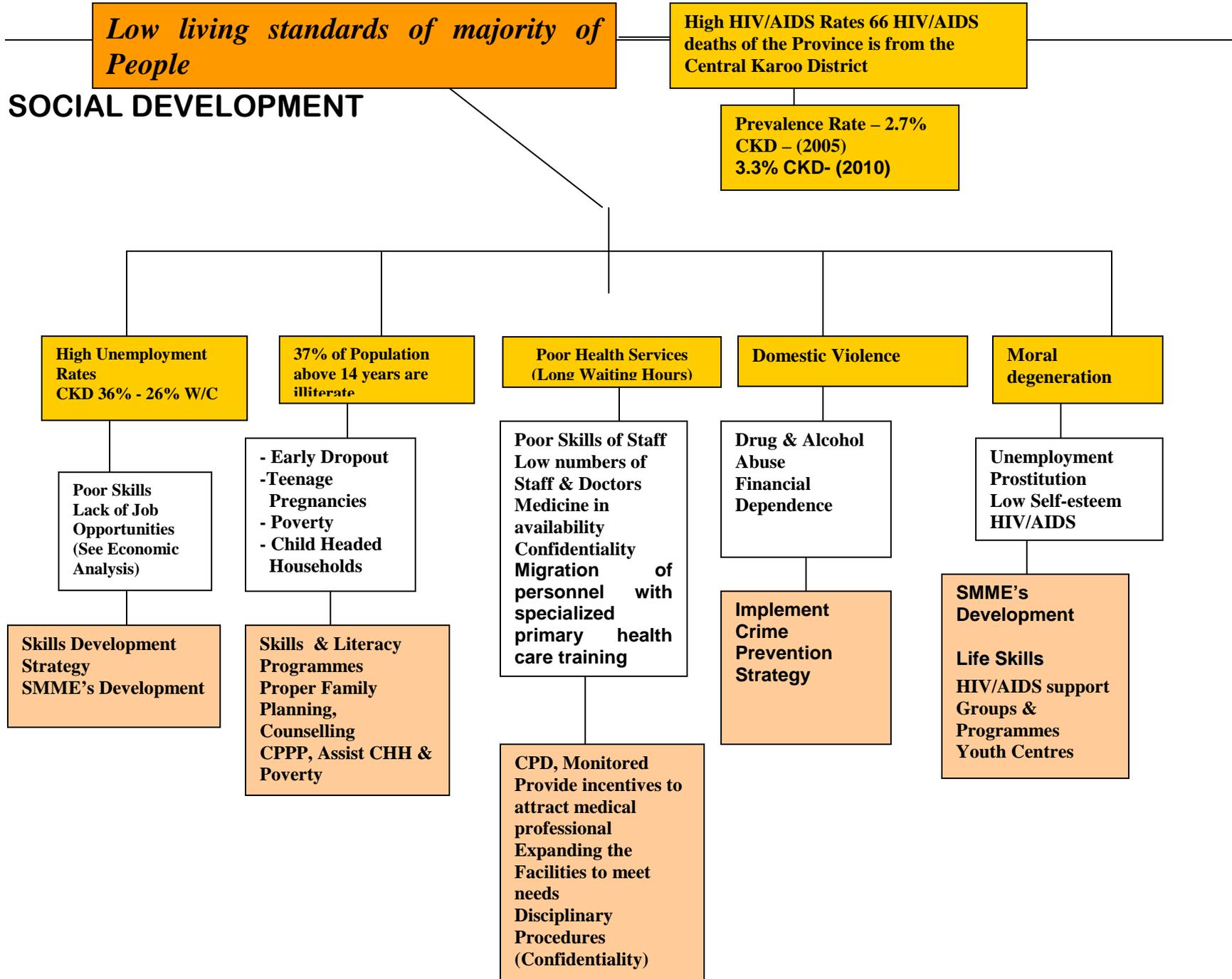
The experiences of existing line function co-operation between provincial departments and municipalities are improved upon and brought in to metro and district based dialogue to report on progress in delivery.

The LGMTEC process and related inter-governmental structures builds upon existing co-operation between provincial departments and municipalities to improve delivery on the shared development agenda and improved alignment between the emerging Provincial Growth and Development Strategy and municipal Integrated Development Plans.

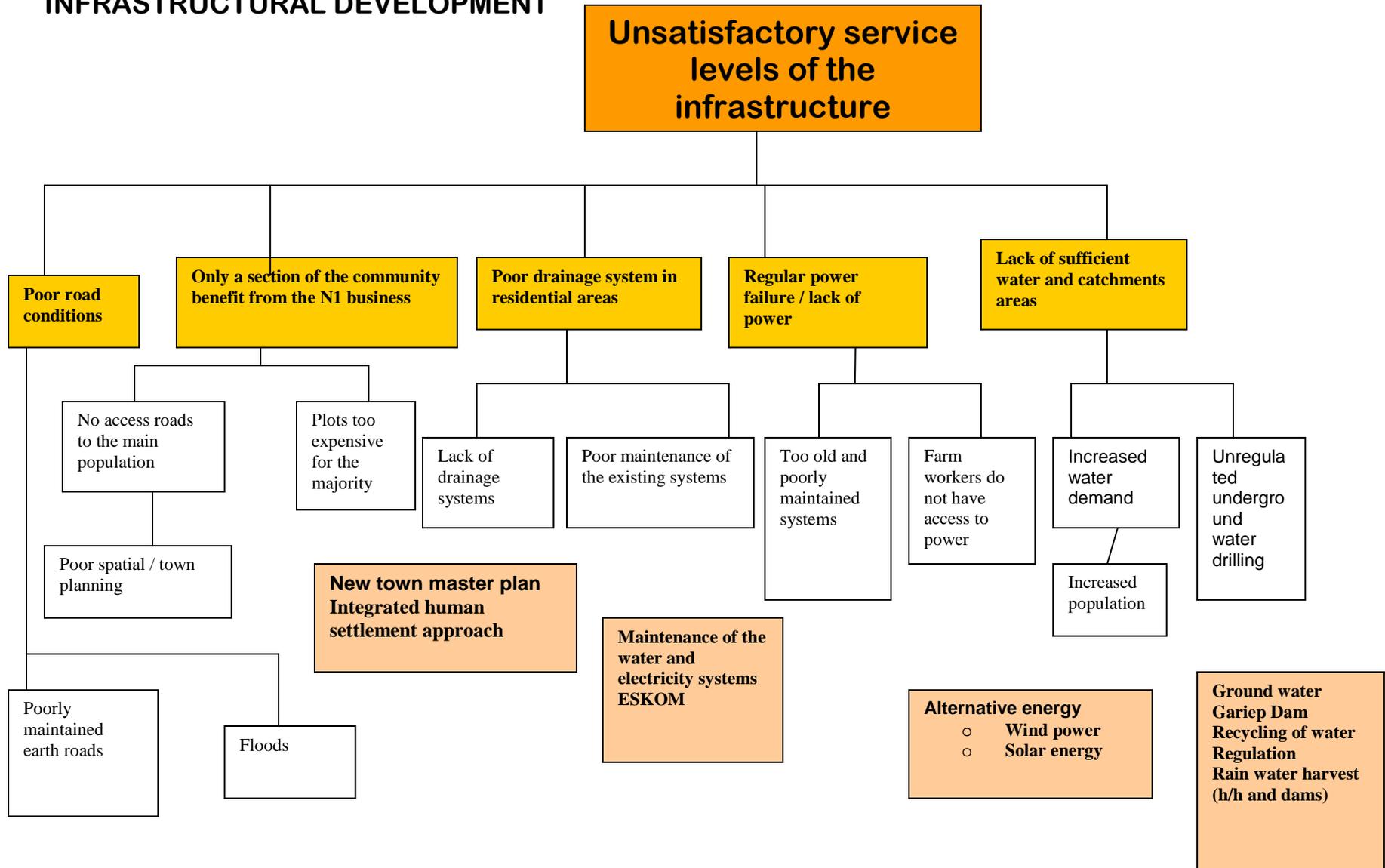
# ANNEXURE 5: ECONOMIC DEVELOPMENT

## Low Income For the Majority of People Central Karoo District

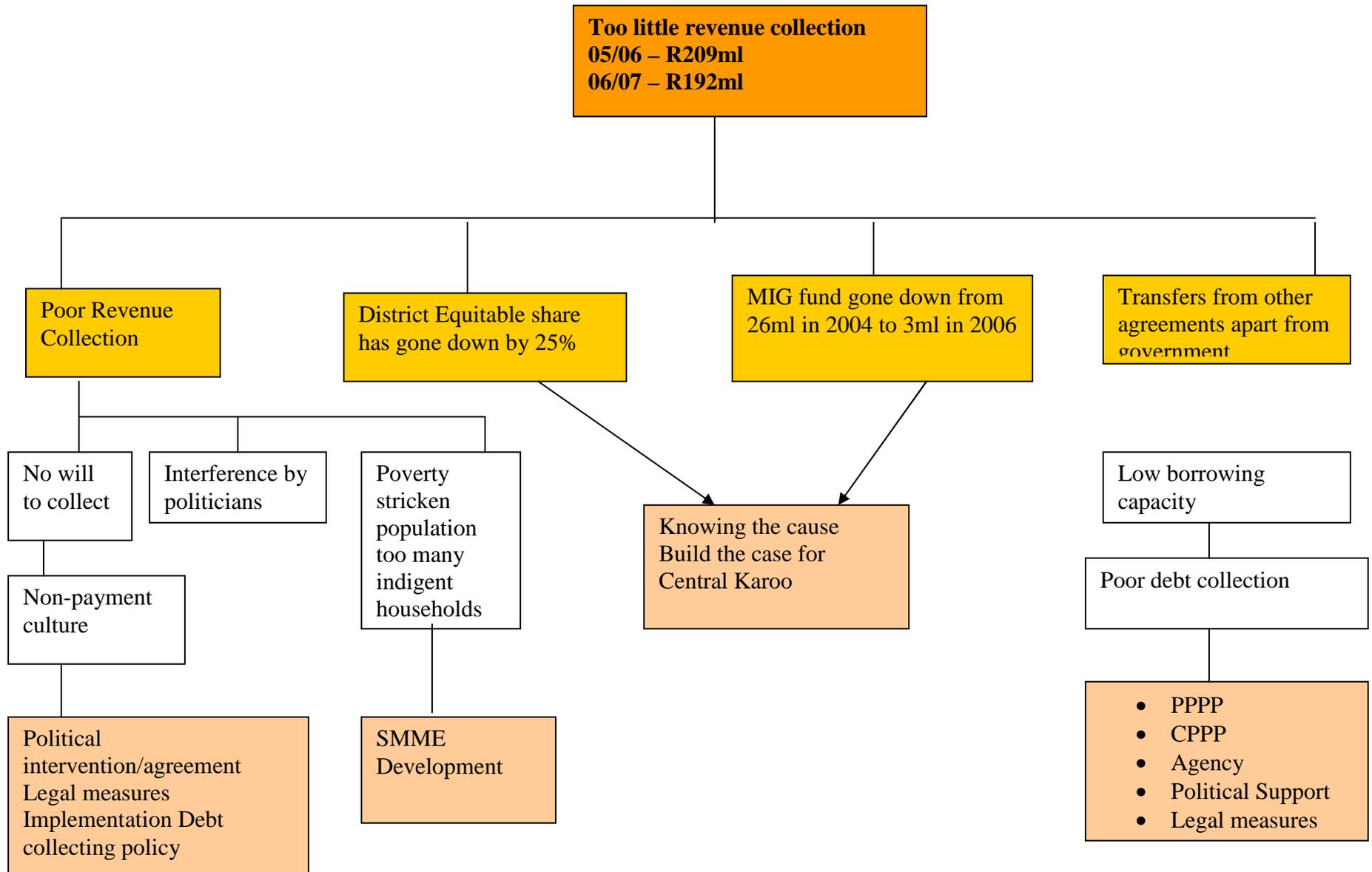




# INFRASTRUCTURAL DEVELOPMENT



# FINANCIAL DEVELOPMENT



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**ANNEXURE 6: CENTRAL KAROO DISTRICT ORGANISATIONAL  
STRUCTURE**

**EXECUTIVE MAYOR: JJ VAN DER LINDE**

**PA**  
Vacant

**MUNICIPAL MANAGER: Vacant**

**SECRETARY TO  
MM./Recording:  
R van Tonder**

**SNR MANAGER PROJECTS**  
W TERBLANCHE

**INTERNAL AUDITOR**  
E Stadler

Art. 57 Directors

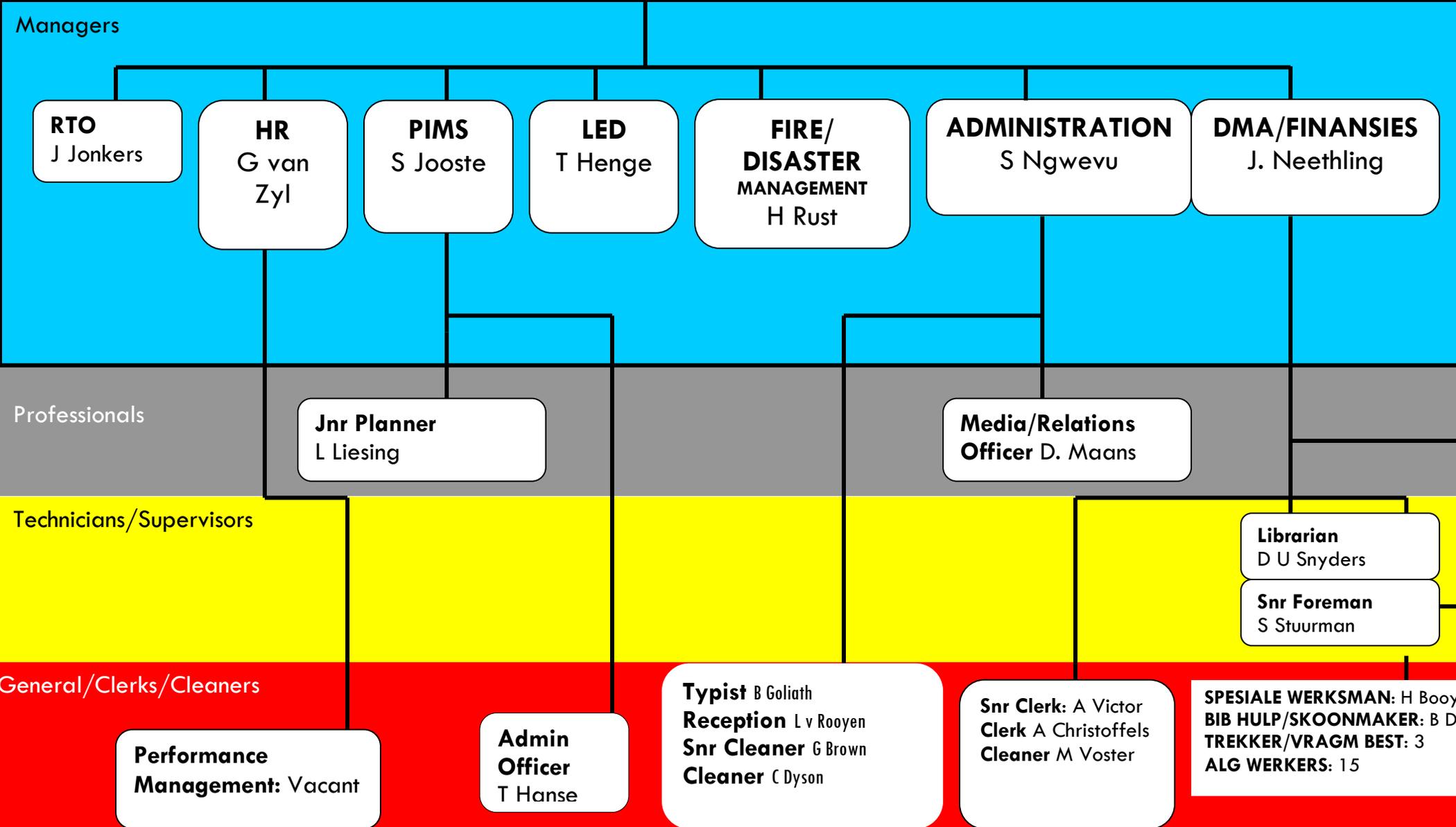
**1.**  
**DIRECTOR**  
**CORPORATE SERVICES**  
N W NORTJE

**2.**  
**DIRECTOR FINANCE**  
C J KYMDELL

**3.**  
**DIRECTOR HEALTH**  
J E PHILLIPS

**4.**  
**DIRECTOR**  
**TECHNICAL SERVICES**  
J H THERON

1.DIRECTOR CORPORATE SERVICES: N W NORTJE



## 2. DIRECTOR HEALTH: J PHILLIPS

Managers

**PHC MANAGER**  
D E Nortie

**DIETITIAN**  
M Lund

**DIV. HEAD ENVIRONMENTAL HEALTH:**  
G E van Zyl

**MANAGER: ENVIRONM. HEALTH**  
P M Nakani

Professionals

**Nurses: 16**  
J Luttig (PA)  
K Nel (PA)  
Viljoen (PA)  
Vacant (PA)  
M J du Plessis (LB)  
S Bothma (LB)  
Le Roes (LB)  
Staff Du Plessis (LB)  
M Ricker (MB)  
S Botha (MB)  
Vacant (MB)  
M Pienaar (LG)  
H M Gouws (Nelspoort)  
Rossouw (MV)  
E v d Lingen (Area 1)  
Staff A H Hargraves (Area 2)

**Snr Nutritionist**  
Vacant

**Envir. Health Pract.**  
L Crafford

**Envir. Health Pract.**  
A M du Toit

**Envir. Health Pract.**  
Vacant/Unfunded

**Envir. Health Officer:**  
D Janse v Rensburg

**DISTRICT COORDINATOR  
COMMUNITY BASED  
RESPONSE : N**  
Appies

Technicians/Supervisors

**Nursing Assistants**  
10

**Nutrition Advisors:**  
Vermeulen  
J Daniels  
B Pretorius

**Secretary**  
A Robertson

General

**HAST Councillors – 9**  
**Adherence Councillors – 2**  
**Cleaners – 6**  
**Clerks – 2**

**Sub-District Coordinators:**  
**CBR**  
B/Wes: S Lawrence  
M/B: J Seekoei  
L/B: J Vyfer

Art. 57 Directors

**3. DIRECTOR FINANCE: C J KYMDELL**

Managers

**ACCOUNTANT**  
L STRÜMPHER

Professionals

FINANCIAL INTERN: P Post

FINANCIAL INTERN: Vacant

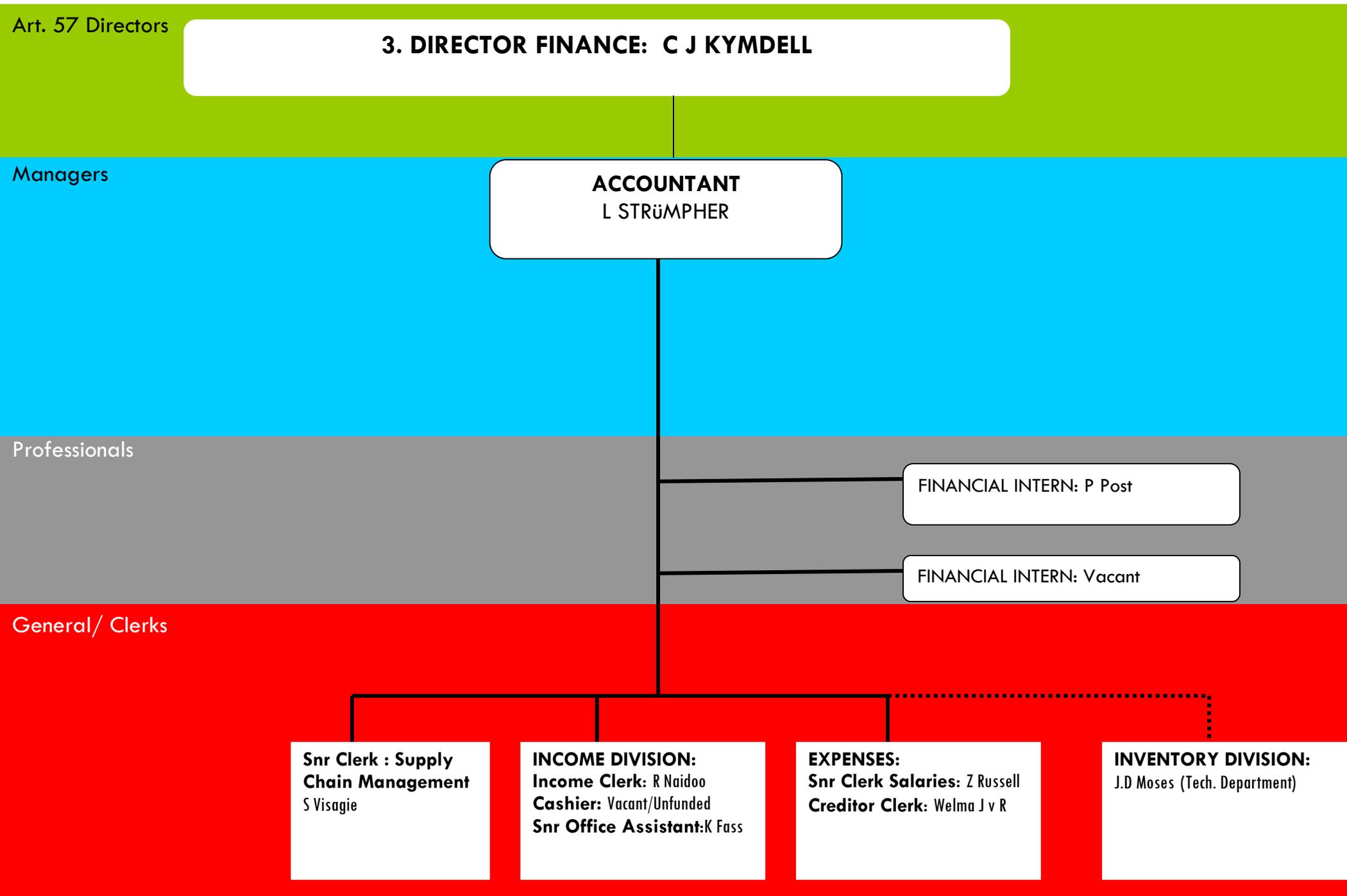
General/ Clerks

**Snr Clerk : Supply Chain Management**  
S Visagie

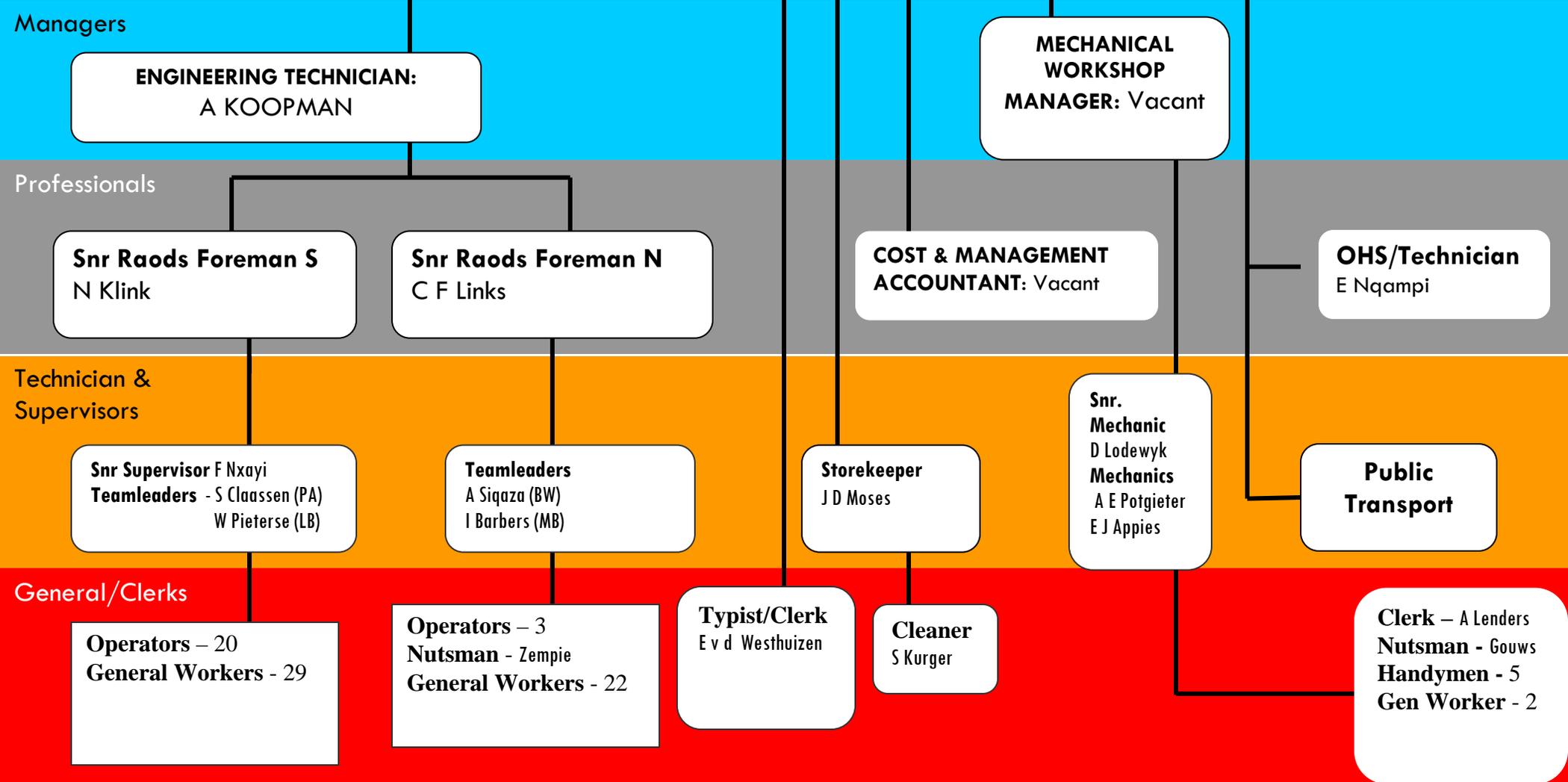
**INCOME DIVISION:**  
Income Clerk: R Naidoo  
Cashier: Vacant/Unfunded  
Snr Office Assistant:K Fass

**EXPENSES:**  
Snr Clerk Salaries: Z Russell  
Creditor Clerk: Welma J v R

**INVENTORY DIVISION:**  
J.D Moses (Tech. Department)



### 4. DIRECTOR TECHNICAL SERVICES: J H THERON



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