

# **CENTRAL KAROO DISTRICT MUNICIPALITY**

## **SUMMARY OF THE**



## **INTEGRATED DEVELOPMENT PLAN**

*Review of 2014/15 IDP*

*For Implementation 2015/2016*

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## Foreword by the Executive Mayor



The Central Karoo District Municipality 2015/16 IDP Budget develop seek and ensure to fulfill its mandate in implementing the BACK to BASICS principles which is:

1. Putting people first
2. Basic services
3. Good governance
4. Sound financial management
5. Capacity building

Council to provide effective, honest and ethical business practices and good governance.

E.Z. Njadu

EXECUTIVE MAYOR

## Acknowledgement from the Municipal Manager



The Central Karoo District Municipality as part of the local government sphere closest to the people focuses on supporting local municipalities in delivering sustainable basic services to all communities. The District has been very vocal on various platforms including the provincial Joint Planning Initiative to raise the issue around the replacement of existing old /ageing infrastructure to address the issue of unaccounted for water losses.

Collaborations between the locals and the provincial Department of Local Government have to a great extent assisted us to implement the shared services model which is an answer to many institutional and systemic challenges.

The Key Performance Areas in the IDP driven by committed and skilled officials have placed the municipality in a position conducive to respond to our challenges.

We have worked and continue to work towards a Clean Audit as we have been receiving unqualified Audit opinions with findings that we continuously work to improve upon. We are a municipality ranked amongst the low capacity municipalities, but continue to do well irrespective.

In spite of our BTO collapsing we have managed to restore it and currently do its best despite our capacity challenges.

We have managed to deliver:

- Sound financial management including timeously submitting financial reports
- Functional, with some challenges, public participation through the IDP Forum
- Workable Agreements on Shared Services with Province and our constituent local municipalities.
- Implementation of Organizational Performance Management System, strengthened by political, administrative and public oversight through internal Audit committees.

Let me reassure our constituent municipalities and all the inhabitants of the Central Karoo District about this administration's commitment to ensuring that the strategic objectives and priorities contained in this IDP will be efficiently and cost effectively implemented.

Let me further extend my greatest appreciation and profound gratitude to the Executive Mayor, Council, the IDP office and general staff component of the municipality for their commitment to building a better life and future for the people of the Central Karoo.

Lastly, this is the last IDP review of this administration let us leave no stone unturned in accelerating the creation of good partnerships in changing the lives of our people for the better as we give effect and meaning to our **Vision of 'Working Together in Development and Growth'**.

## Chapter 1: MUNICIPAL OVERVIEW

The Central Karoo District Municipal (CKDM) council approved its 5year Integrated Development Plan (IDP) in May 2012. The IDP is the council’s most strategic document and is supposed to guide and direct council activities. This IDP document is drafted as per the directive by the Municipal Systems Act (Act 32 of 2000).

Section 34 of this act states that: “A municipal council must review

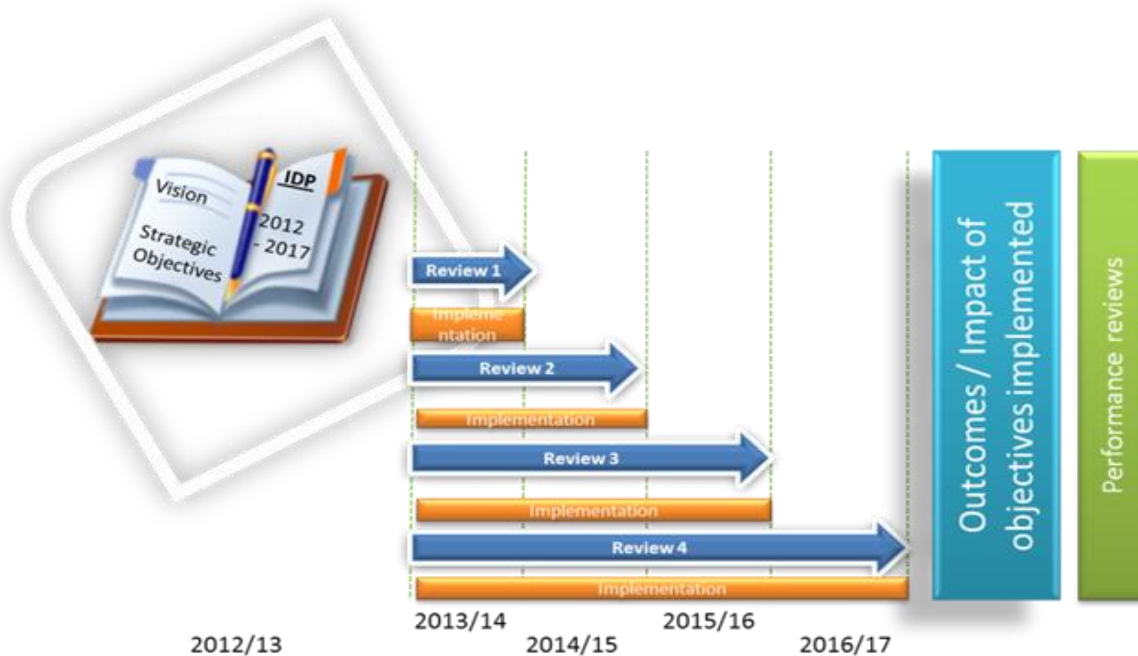
- (i) Annually in accordance with an assessment of its performance measurements in terms of section 4 I ; and
- (ii) To the extent that changing circumstances so demand; and

May amend its integrated development plan in accordance with a prescribed process”.

The municipality hence therefore approved a Time Schedule which speaks to the municipal process plan in order to review the IDP as prescribed by legislation. The 5 year (2012-2017) IDP is therefore reviewed and amended as circumstances change.

2015/2016 is the third review of the 5 year IDP. An overview of the municipality is given in order to understand who we are and how the document was developed.

As per the table below we have one year remaining to assess the final performance of the municipality and the last review of the five (5) year IDP document.



The development of this document is done within the legal context as prescribed by various pieces of legislation. The municipal Systems Act outlines the core components of the IDP.

A stakeholder engagement process was followed with internal and external stakeholders through the district steering committee and the representative forum meetings respectively. Below find indication of these engagements:-

MEETING HELD	DATE	PLACE	NUMBER ATTENDED
CKDM STEERING COMMITTEE	18 Sept 2014	CKDM CHAMBERS	2
IDP REPRESENTATIVE FORUM	19 Sept 2014	CKDM CHAMBERS	20
COUNCIL PORTFOLIO COMMITTEE	21 Sept 2014	CKDM CHAMBERS	9
CKDM STEERING COMMITTEE	05 Nov 2014	CKDM CHAMBERS	11
DISTRICT IDP MANAGERS FORUM MEETING	30 Jan 2015	B/WEST THUSONG CENTRE	5
DISTRICT IDP REPRESENTATIVE FORUM	30 Jan 2015	B/WEST THUSONG CENTRE	24
DISTRICT IDP REPRESENTATIVE FORUM	15 May 2015	DEPARTMENT OF SOCIAL DEVELOPMENT	12

The above table outlines some of the engagements held with stakeholders on the review and how to deal with the challenges faced by the municipality on implementing its IDP. Some of the meetings held with were held with different stakeholders on the various platforms as indicated below:

- ✓ District Co-ordinating Forum (DCF), a forum of all Executive Mayors in the district
- ✓ DCF Technical Forum
- ✓ District IDP/Budget Steering committee
- ✓ District Municipal Managers Forum
- ✓ District IDP Managers Forum
- ✓ District IDP Representative Forum
- ✓ Internal Audit committee

These are some of the forums where the IDP and the budget of the municipality is being discussed in the district

This chapter in the IDP outlines which processes were followed and legislation together with policy directives that influenced the drafting of the IDP document. The development and content of the IDP has to conform to the Constitution of the Republic and other legislation. Key documents that the IDP is aligned to are:

- National Development Plan (NDP)
- Medium Term Strategic Framework
- Provincial Spatial Development Framework
- Provincial Strategic Goals

These documents in the main ensures that the IDP is not a standalone document but is seeking to address National and Provincial priorities and challenges. The process that was followed in the development of the IDP document is outlined below through the various IDP phases:

- Phase:0 Preparations / Desk top exercise
- Phase:1 Analysis / Status Quo
- Phase:2 Strategies / Tactics
- Phase:3 Projects / Actions
- Phase:4 Integration / Cooperation
- Phase:5 Approval / Endorsement

The above process also assist you with the Annual Review of the IDP as you will be able to see the progress made the short comings and which strategies (Tactics) and projects (Actions) will have to be changed and/or improved to ensure your success in the next / coming year.

Each and every stakeholder (Concillors, Officials, Sector departments and the Community) has a specific role to play and this is outlined in the 5 year document. If the roles will change then the review will then consider those.

It is critical that community participation be seriously looked at and improved.

This chapter deals with the general profile of the district. The Central Karoo is said to be the largest district amongst all five (5) districts within the Western Cape Province geographically speaking. The Central Karoo approximately occupies about 38 853 square kilometres of land. Currently this reality is to the detriment of the majority of the people of the district as they have to travel far distances to access services and consequently have to pay huge sums of money.

The breakdown of the population is as follows:

POPULATION	2001		2011		2013
<b>TOTAL NUMBER</b>	60 483		71 011		
<b>Percentage share</b>	No.	%	No.	%	
<b>African</b>	7 621	12,0	9 045	12,7	
<b>Coloureds</b>	46 497	76,6	54 076	76,2	
<b>Indian /Asian</b>	65	0,1	300	0,4	
<b>Whites</b>	6 660	11,0	7 197	10,1	

This chapter further outlines the Health situation in the district both in terms of Health care services, facilities and the general health well- being of the people of the district.

It further speaks to the type of households and the level of access to basic services. The shocking revelation is the percentage of indigent households in comparison to the rest of the households (45,6%).See below:

Municipality	Households	Indigent Households	%
Laingsburg	1 221	647	52,9
Prince Albert	2 195	782	35,9
Beaufort West	10 535	4 938	46,9

As per the outline above it is evident that most of the municipalities have serious challenges with revenue collections as most of their inhabitants are falling in the indigent category of users. Despite the above bleak picture painted above the level of services provision by our local municipalities is absolutely outstanding. This at the very same time poses huge challenges to our municipalities to seriously focus on local economic development.



ACCESS TO HOUSES AND MUNICIPAL SERVICES (Percentage share of household with access)	2011	2013
Formal Dwellings	97,0 %	97,3%
Informal dwellings	3,0%	2,7%
Electricity / Energy	89,7%	89,4%
Sanitation	78,4%	88,9%
Water	97,1%	98,1%
Refuse Removal	79,0%	78,6%

Education is also discussed and indicate the growing trend in learners writing the matric examinations. There has been a huge decline in the 2014 Matric results and this seem to have been a National trend or occurrence.

The education attainment for the years 2001 and 2011

Education Attainment	2001	2011
Primary	8 115	19 072
Complete Primary	3 117	4 778
Secondary / High school	10 611	19 395
Grade 12 / Std 10	5 046	9 630
Higher Education	2 061	3 005

TOWN	2013 Wrote	2013 Pass	2013 Pass rate	2013 Bachelors	2014 Wrote	2014 Pass	2014 Pass %	2014 Bachelors
BEAUFORT WEST	430	337	78,4%	125	503	340	67,6%	115
PRINCE ALBERT	41	41	100%	10	55	47	85,5%	9
LAINGSBURG	36	32	88,9%	10	36	27	75,0%	6

Detailed information is given on the economy of the district with specific reference to the historical growth and the employment trends. The economic drivers of the district economy and their contribution to employment is also discussed.

## Chapter 4: INSTITUTIONAL DEVELOPMENT

This chapter deals with the financial performance of the municipality for the financial year 2013/2014. This is based on the recent audited financial statements. The Employment Equity Targets are also in detail discussed. The issue around the current workforce profile is outlined with the district municipality currently having 128 labour force. New recruitments, promotions and job terminations is also discussed. The number of permanent staff who received training is outlined. The district municipality further in its IDP outlines its numerical goals that it seeks to achieve in its various occupational levels. The numerical targets as outlined in its Employment Equity Plan is also outlined.

The following table outlines a Capital and Operational Expenditure on Key Priorities

Vote Description	Capital Expenditure-Standard					Operating Expenditure-Standard					Total Expenditure-Standard				
	Budget year 2014/15	Budget year 2015/16	Budget year 2016/17	Budget year 2017/18	MTRE F Total	Budget year 2014/15	Budget year 2015/16	Budget year 2016/17	Budget year 2017/18	MTREF Total	Budget year 2014/15	Budget year 2015/16	Budget year 2016/17	Budget year 2017/18	MTREF Total
<b>Governance and administration</b>	500	295	295	295	885	39 825	36 794	24 074	24 082	84 950	40 325	37 089	24 369	24 377	85 835
Executive and council	-	-	-	-	-	7 767	9 798	10 037	10 123	29 958	7 767	9 798	10 037	10 123	29 958
Budget and treasury office	-	-	-	-	-	25 595	8 608	7 588	7 697	2 3892	25 595	8 608	7 588	7 697	23 892
Corporate services	500	295	295	295	885	6 463	18 388	6 449	6 262	31 099	6 963	18 683	6 744	6 557	31 984
<b>Community and public safety</b>	-	-	-	-	-	3 119	3 738	3 911	4 089	11 738	3 119	3 738	3 911	4 089	11 738
Community and social services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sport and recreation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public safety	-	-	-	-	-	748	863	466	862	2 591	748	863	806	862	2 591
Housing-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health	-	-	-	-	-	2 371	2 875	3 045	3 227	9 147	2 371	2 875	3 045	3 227	9 147
<b>Economic and environmental services</b>	-	-	-	-	-	39 212	37 450	40 066	42 864	120 380	39 212	37 450	40 066	42 864	120 380
Planning and development	-	-	-	-	-	1 886	1 950	2 081	2 220	6 251	1 886	1 950	2 081	2 220	6 251
Road transport	-	-	-	-	-	37 325	35 500	37 995	40 644	114 129	37 325	35 500	37 985	40 544	114 129
Environmental protection	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Other</b>	-	-	-	-	-	646	821	861	903	2 585	646	821	861	903	2 585
<b>Total Expenditure-Standard</b>	500	295	295	295	885	82 802	78 804	68 911	71 938	219 653	83 302	79 099	69 206	72 233	220 538

## Chapter 5: STRATEGIC AGENDA

The district municipality here outlines its Vision, Mission and Values that it seeks to ensure and follow respectively.

**Vision:** “Working Together in Development and Growth”. The district has a **Mission** outlined in six bullet points on how it will achieve its Vision. There are values that we believe we should subscribe to in the execution of our plans. These are the values that bind us as a municipality.

The district has further developed eight (8) strategic objectives that are the pillars that underpin our development agenda. These strategic objectives are aligned to the provincial strategic goals and the national development plan.

The alignment between the three spheres of government’s Key Performance Areas (KPA) is outlined as follows:

**Strategic Objective 1:** Improve and maintain district roads and effective and safe public transport

National KPA: Basic service delivery and infrastructure investment

District KPA: Bulk services roads and public transport

**Strategic Objective 2:** Deliver sound administrative and financial services to ensure viability

National KPA: Municipal financial viability and management

District KPA: Municipal financial viability

**Strategic Objective 3:** Plan to minimise the impact the impact of disasters on communities and public safety in the region

National KPA: Basic service delivery and infrastructure infrastructure

District KPA: Environment sustainability and public safety

**Strategic Objective 4:** Promote safe, healthy and socially stable communities in an environment conducive to sustainable development

National KPA: Basic service delivery infrastructure investment

District KPA: Infrastructure development and service delivery

**Strategic Objective 5:** Build a capacitated workforce and skilled employable youth and communities

National KPA: Municipal transformation and institutional development

District KPA: Institutional development and transformation

**Strategic Objective 6:** To establish an inclusive tourism industry through sustainable development and marketing which is public sector led, private sector driven and community based.

National KPA: Local Economic Development

District KPA: Local Economic Development

**Strategic Objective 7:** To pursue economic opportunities that will create descent work

National KPA: Local Economic Development

District KPA: Local Economic Development

**Strategic Objective 8:** Ensure Good Governance and Stakeholder Participation

National KPA: Good Governance and Participation

District KPA: Governance and Communication

This alignment with the province will be further practicalised in what is called the Joint Planning Initiative (JPI) the then IDP Indaba !.

This chapter further outlines the financial resources allocated to the previous IDP Indaba Agreements by all sector departments.

A section under this chapter speaks to the need for going “Back to Basics”. This is a Presidential project that seeks to connect the government especially Local government to the people. This document speaks about “Getting the Basics Right”. This in essence means:

- Putting People first: Let`s listen and communicate
- Adequate and community oriented service provision
- Good Governance and transparent administration
- Sound financial management and accounting
- Robust institutions with skilled and capable staff

It is when we all succeed in the above that we can make Local Government work better.

The Expanded Public Works Programme (EPWP) as a national government programme to address the challenges of poverty is discussed. The EPWP has now entered its third phase.

The IDP further on talks about Youth development especially in the context of sport and recreation. The district has employed eleven (11) unemployed youth, called Schools Sports Community Liason Officers (SSCLOs) to activate the youth hub built in Beaufort-West. This is to ensure that the youth hub benefits the entire district area.

A sports academy is soon to be established with its administrator already appointed. This academy will focus on a variety of sport codes starting with: Soccer, Hockey, Rugby, Netball, Tennis, Athletics, Bowls, Valley ball, and others soon to follow.

## Chapter 6: INSTITUTIONAL ARRANGEMENTS

The political institutional set up of the municipality consists of thirteen (13) councillors. The political party spread is as follows: ANC (6) DA (6) and KGP (1).

The Mayoral committee is constituted as follows:

- Executive Mayor - Cllr Edward Njadu
- Dep.Exec Mayor - Cllr Elsabe Maans
- Full-Time Councillor - Cllr Isak Windvogel

The Speaker of the council –Cllr Jan Bostander is a full time councillor.

The rest of the councillors are part time. There are three (3) female councillors in the council.

There are also other district Inter-Governmental Relations (IGR) structures whereby vertical and horizontal consultations and engagements happen.

The Organogram of the municipality is also attached to the adopted IDP document.

The Macro structure of the municipality consists of the following officials:

- Municipal Manager: Mr Stefanus Jooste
- Director Finance and CFO: Mr Nicla Nortje
- Director Technical Services: Mr Kobus Theron

There is currently a process underway led by a council task team to deal with key vacancies within the municipality

## Chapter 7: FUNCTIONAL PERSPECTIVE

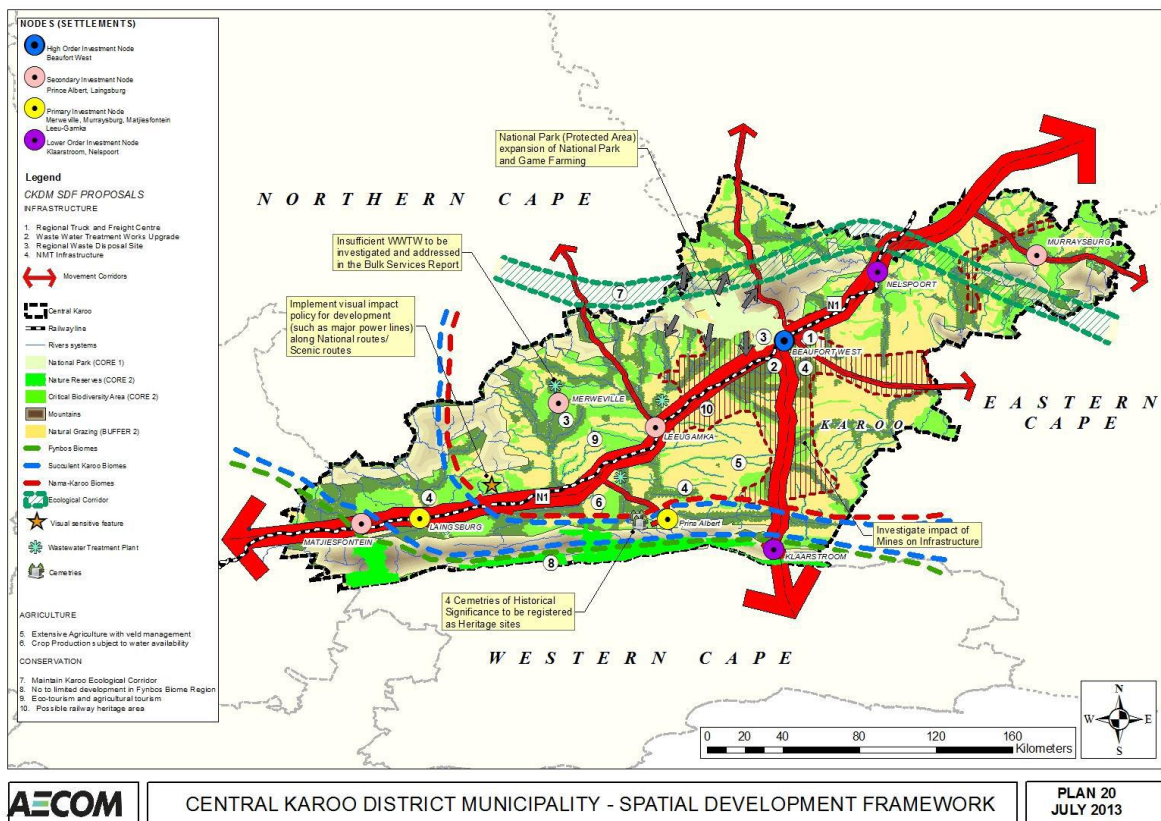
This chapter deals with various sector plans. These are plans that are set to outline the long term development of the municipality. Serious focus needs to be given to these plans with strong and effective public and stakeholder participation.

This chapter reflects on the plans as previously or recently developed. The various plans referred to are:

- Spatial Development Framework (SDF).
- Local Economic Development (LED)
- Integrated Transport Plan (ITP)
- Air Quality Management (AQM)
- Disaster Management (DM)
- Financial Plan
- Water Services Development Plan (WSDP) and others.

These plans are required through legislation and that municipalities have to develop them and review them as part of the IDP review process.

## SPATIAL MAPPING OF DEVELOPMENT PROJECT / INITIATIVES



## Chapter 8: FINANCIAL / BUDGET ALIGNMENT

This chapter seeks to ensure that the municipality achieves and remain financially viable as this is one of our key performance areas as a municipality. This chapter therefore highlights the status of our financial policies. The date when the policy was approved and whether it was reviewed or not. Below is a summary list of grants allocated to the municipality from National and Provincial Treasury. These are allocated in terms of the Division of Revenue Act (DORA).

GRANT ALLOCATED 2015/2016	AMOUNT ALLOCATED
EQUITABLE SHARE	19 324 000
<b>SUBTOTAL</b>	<b>19 324 000</b>
Expanded Public Works Programme (EPWP)	1 038 000
Finance Management Grant (FMG)	1 250 000
Municipal Systems Improvement Grant	930 000
Rural Roads Asset Management Grant	1 794 000
Finance Management Grant Western Cape	2 100 000
<b>TOTAL</b>	<b>26 436 000</b>

## Financial Alignment

The following table illustrates the alignment of the municipal budget with the IDP Strategic Objectives:

Strategic Objective	2014/15 Medium Term Revenue & Expenditure Framework			
R thousand	Cost Centre	Budget year 2013/14	Budget year 2014/15	Budget year 2015/16
Strategic Objective 2 & 8	Executive & Council	6 662 000	7 767 380	9 798 127
Strategic Objective 2 & 8	Budget and treasury	6 581 000	9 595 151	8 607 887
Strategic Objective 2 & 3	Corporate Services	7 468 000	11 262 500	19 088 145
Strategic Objective 6	Civil Defence	708 000	748 000	863 000
Strategic Objective 4	Health	2 546 000	2 371 024	2 875 052
Strategic Objective 7	Economic Dev / Planning	2 151 000	1 886 404	2 875 052
Strategic Objective 1	Roads	30 031 000	35 828 463	35 500 000
Strategic Objective 5	Tourism	742 000	645 900	821 453
Total Expenditure		56 889 000	71 601 852	79 504 014

Table....Financial Alignment

### Chapter 9: STAKEHOLDER INVESTMENT

The various sector departments made some important investments in terms of the promotion of service delivery through infrastructure development investment. A lot of infrastructure development and maintenance will happen in the 2015/2016 financial year.

#### **BEAUFORT WEST MUNICIPALITY**

TOWN	PROJECT	AMOUNT
Beaufort west	Constitution street clinic: Interim maintenance	R200 000
Nelspoort	Hospital Office accommodation: Extension to Nelspoort contract	R 500 000
Beaufort west	Beaufort west hospital: Fire compliance	R 260 000
Beaufort west	Beaufort west Hospital; Electrical and water softener	R 700 000
Beaufort west	Beaufort west Hospital: Extension for X ray	R 2,355 080
Beaufort west	Beaufort west hospital: Repair Tar roads	R 3,456 931

Beaufort west	Beaufort west Hospital: Repair and repaint hospital outside	R 1,230 151
Kwa-Mandlenkosi	Kwa-Mandlenkosi clinic: roof repairs and internal Maintenance	R 187 457
Kwa-Mandlenkosi	Kwa-Mandlenkosi clinic: Maintenance	R 400 000
Nieuveld park	Nieuveld clinic: Upgrade bathroom and internal painting ( Extension to clinic to be minor capital with BC)	R 400 000
Merweville	Merweville Satellite Clinic	R 300 000
Nelspoort	Nelspoort: Nelspoort TB Hospital: Fencing	R 1,000 000
Nelspoort	Nelspoort: Nelspoort TB Hospital: Balance of work	R 7,500 000
Nelspoort	Nelspoort: Nelspoort TB Hospital: Ward therapy and possible extension to BWH admin	R 7,596 384
Murraysburg	Murraysburg Hospital: R,R and R( Business case required)	R 2,000 000
<b>TOWN</b>	<b>PROJECT</b>	<b>AMOUNT</b>
Ou Dorp	Ou Dorp: New water pipeline	R 500 000
Matjiesfontein	New water treatment package plant	R 450 000
Matjiesfontein	New high mast lighting	R 200 000
Laingsburg	Laingsburg PMU	R 328 900
Matjiesfontein	Matjiesfontein: Rehabilitate sports field	R 429 405
Bergsig	Bergsig,Goldnerville, new community lighting	R 145 134
Bergsig	New water supply system	R 736 000
Bergsig	Bergsig,Goldnerville, new water supply and electrification	R 585 000
Bergsig	Bergsig, Goldnerville,new water supply and electrification	R 175 000
Bergsig	New water supply system	R 596 182
Bergsig	Bergsig, Ou Dorp, Uitbreiding: Rehabilitate reservoirs	R 300 000
Goldnerville	Goldnerville,Bergsig,Dorp,Uitbreiding: Rehabilitate sports field	R 142 430



Goldnerville	( 180 houses) : New sidewalks and open public spaces	R 938 938
Goldnerville	Rehabilitate and Expand cemetery	R 821 249
Goldnerville	Rehabilitate storm water channels	R 311 965
Goldnerville	Goldnerville:School and 8 <sup>th</sup> avenue: New Gabions	R 950 000
Goldnerville	Goldnerville: New Gabions	R 400 000
Goldnerville	New water supply pipeline	R 902 726
Goldnerville	Rehabilitate Water pipes	R 248 993
Goldnerville	New Bulk sewer lines	R 208 919
Goldnerville	Rehabilitate Gabions	R 400 000
Goldnerville	New High mast lighting	R 400 000
Goldnerville	Stormwater Channels	R 400 000

**PRINCE ALBERT MUNICIPALITY**

<b>TOWN</b>	<b>PROJECT</b>	<b>AMOUNT</b>
Prince Albert	Prince albert Erf 743 ( 451 services and 391 units) IRDP:	R679 000
Prince Albert	Prince Albert Erf 743 ( 451 services IRDP:	R 12 500 000
Prince Albert	Prince Albert: Rehabilitate Solid Waste Disposal Site:	R 588 060
Prince Albert	Prince Albert: Upgrade WWTP	R 1 677 206
Prince Albert	Prince Albert: Noord End: New Swimming Pool:	R 2 878 750
Klaarstroom	Klaarstroom: New Borehole and Pipeline	R 709 518
Klaarstroom	Klaarstroom: New Waste Water Treatment Works	R 735 750
Klaarstroom	Klaarstroom: Upgrade Sports Field: Ablution, Drainage and Turf	R506 560

10.1 PERFORMANCE MANAGEMENT POLICY FRAMEWORK

The policy framework approved by Council prescribes the methodology that the municipality implemented to measure the overall performance of the municipality.

Action Planning / Performance Plan

This chapter identifies the key actions for each of the seven Strategic Objectives as the municipality wants to ensure that each objective is implemented during the 2014 – 2019 IDP period

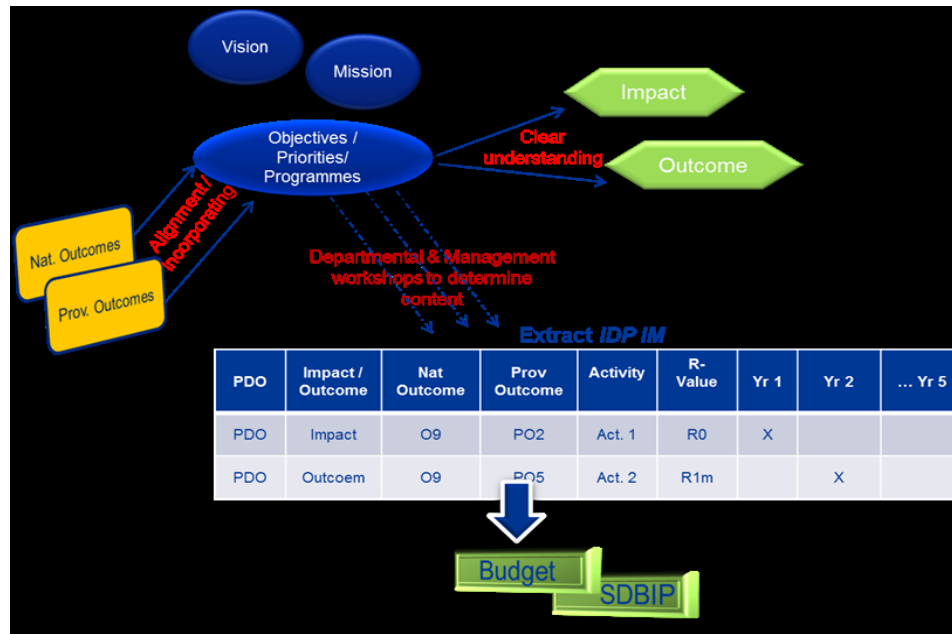
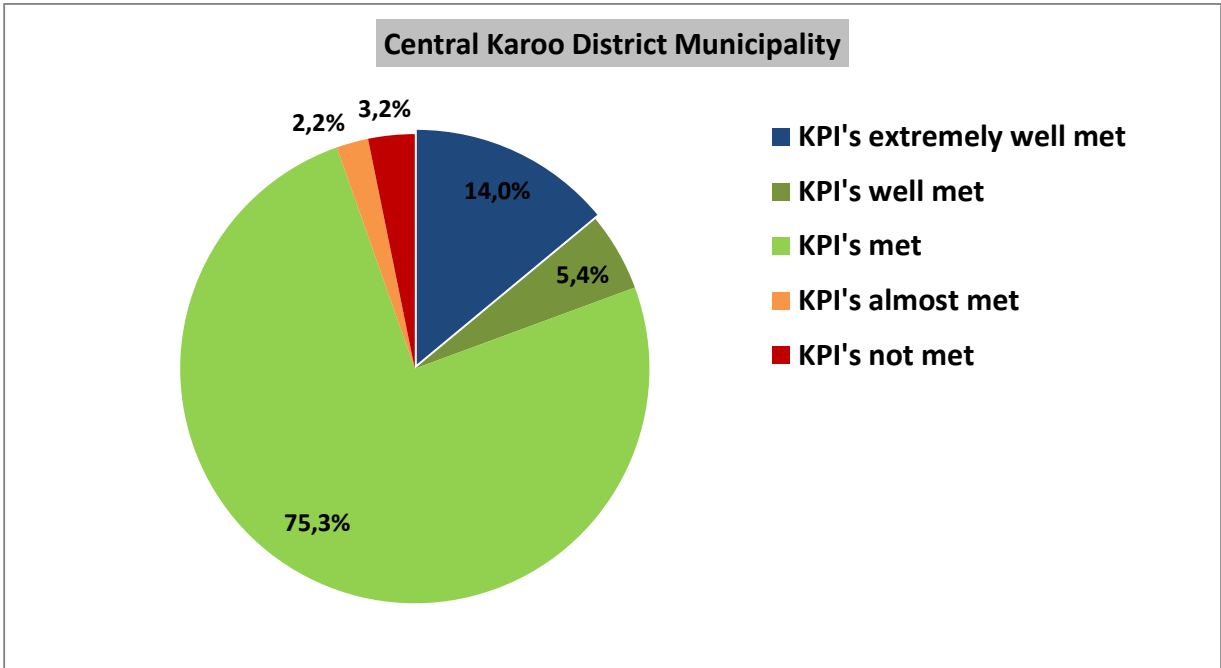
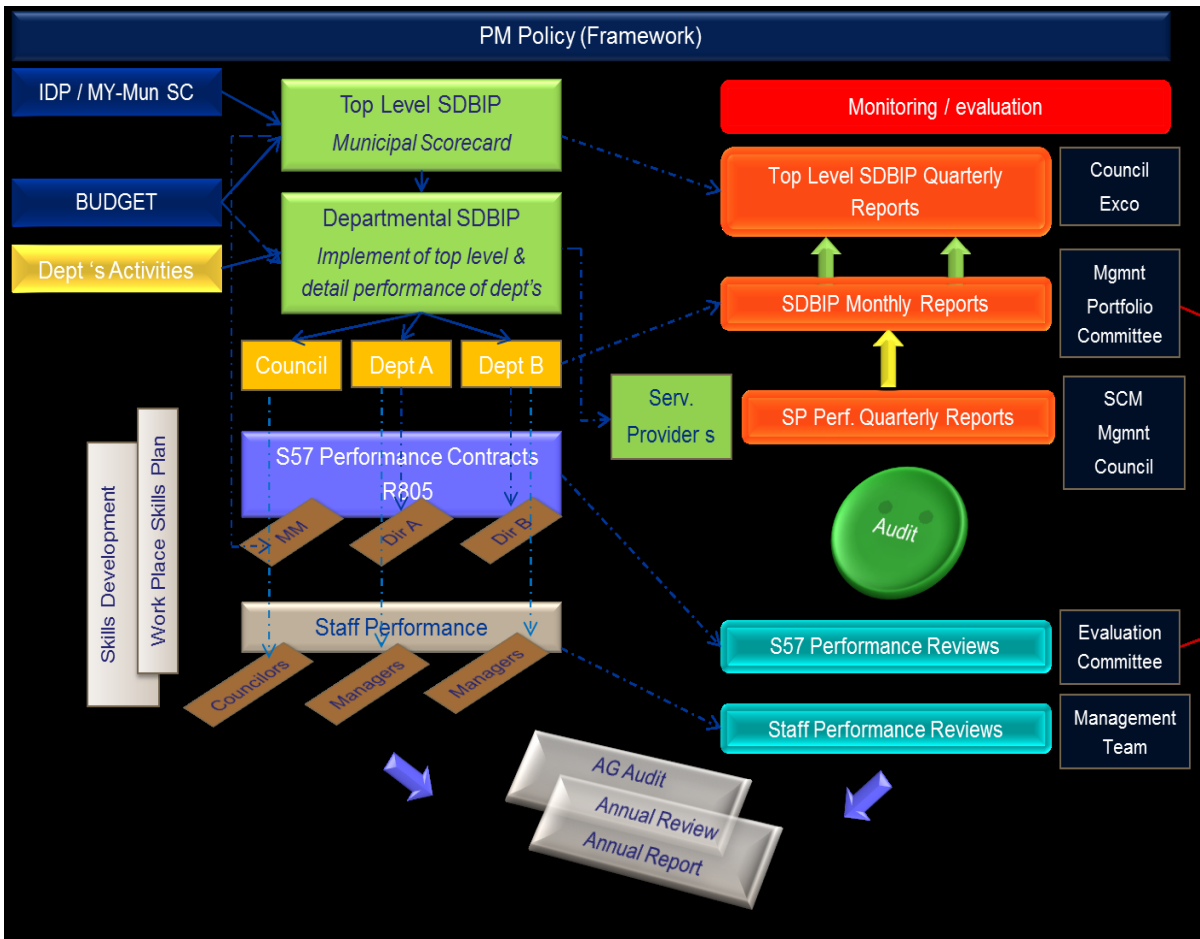


Figure 8.1: Translation of strategies into actions

The following graph indicates the overall results of all the KPI's measured of the various directorates in terms of the municipal SDBIP performance management system:



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



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

## Chapter 11: ANNEXURES

The following annexures that have a direct bearing on the IDP have been attached to the IDP final document. Some are found on the Municipal website for general public consumption.

These documents are:

1. Municipal Budget
2. Municipal Service Delivery Budget Implementation Plan (SDBIP)
3. iMAP
4. IDP Process Plan / Time Schedule
5. Municipal Turn Around Strategy / Back to Basics document

## LIST OF ACCRONYMS

ABBREVIATION	MEANING / INTERPRETATION
CKDM	Central Karoo District Municipality
CBP	Community Based Planning
DCF	District Co-ordinating Forum
DEA	Department of Environmental Affairs
DEDAT	Department of Economic Affairs and Tourism
DGDS	District Growth and Development Strategy
DMP	Disaster Management Plan
DOH	Department of Health
DTPW	Department of Transport and Public Works
EDA	Economic Development Agency
EPWP	Expanded Public Works Programme
IDP	Integrated Development Planning
iMAP	Implementation MAP
JPI	Joint Planning Initiative
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
LCPS	Local Crime Prevention Strategy
LGMTEC	Local Government Medium Term Expenditure Committee
LM	Local Municipality
MSA	Municipal Systems Act
MERO	Municipal Economic Review and Outlook
MIG	Municipal Infrastructure Grant
MFMA	Municipal Finance Management Act
MSIG	Municipal Systems Improvement Grant
MTEF	Medium Term Expenditure Framework
NGO	Non-Governmental Organisation
NT	National Treasury
PACA	Participatory Appraisal of Competitive Advantage
PCF	Premiers Coordinating Forum
PDOs	Pre-Determined Objectives
PT	Provincial Treasury
SDBIP	Service Delivery Budget Implementation Plan
SoNA	State of the Nation Address