



IMAGINE KARIBIB 2030

Long Term Strategic Vision and Strategic Plan for
2020 - 2025

Team Karibib

Foreword

Over the last few years Karibib as a town has positively transformed from being debt-ridden to an operational surplus while its public image has changed for the better.

All of this required us councillors to work together hand-in-hand with our management team. We had to be transparent in sharing the town's challenges, display accountability and commitment in order to achieve our shared goal of quality and efficient service delivery. This has restored the trust and confidence of the community and our other stakeholders.

We share a common vision of sustainable socio-economic development and quality service delivery. We have also realised the importance of staff, politicians, stakeholders and the community working together.

That is why during the development of this strategic visioning and planning process we sought the input and ideas from as many people as possible, from the lowest ranked staff to the community, the civil society, the business, regional and national government as well as other stakeholders.

I believe that the plan we have developed is not just a plan for the town council but that it is widely owned by all stakeholders and that we will continue to work together in the implementation of the plan.

Together we can work towards the hope of our beautiful town as a strategic and attractive gateway to the Erongo Region from the main land. We remain committed to serve our people with dedication, create opportunities for socio-economic development and leave a lasting legacy for future generations.

Honourable D. Ipinge
His Worship the Mayor

Acknowledgement

Since taking office, I have been very much humbled by the positive reception that I have received from the council and all the different stakeholders in Karibib. I am particularly encouraged that I have come at a time when the winds of positive change and transformation are blowing in Karibib.

I would like to confirm the commitment of our team to put the strategic plan and vision to work, that is why we are taking time align our operational structure as well as our budgets to the strategic plan. This will ensure that the strategic plan is a real living document that guides our priorities and activities as a council. Furthermore our Balanced Scorecard will help us manage and monitor the implementation of the strategic plan by linking it to both organisational and individual performance.

I am therefore appealing to our strategic stakeholders that they too identify activities and actions in which they can be involved either technically or financially and avail resources at their disposal for this common vision.

We remain deeply thankful to His Worship the Mayor, the Chairperson of the Management Committee and all councillors for the strategic leadership and oversight role. We are all indebted to the staff who played an important role and worked tirelessly during the planning and consultative processes, and to our stakeholders and community who have added value and made significant contributions.

We also owe a debt of gratitude to the Associations of Local Authorities in Namibia (ALAN) and Namibia Association of Local Authority Officers (NALAO) for providing technical assistance through the World Bank funded Cities Alliance Project, making the strategic planning process possible.

I am hopeful that this strategic plan will keep Karibib on the positive trajectory of change and improve the lives of our community and lead to business growth and development.

Lesley Goreseb
Chief Executive Officer

Executive Summary

The Karibib Town Council developed its first strategic plan (2004 – 2008) facilitated by the Urban Trust of Namibia during 2002/3 with the Ministry of Regional Local Government Housing and Local Government’s Capacity Building Project. This strategic plan was however never put in action due to limited implementation and oversight capacity.

The second strategic plan of 2009 – 2014 under the support program of the Office of the Prime Minister was structured in 2008. In both processes, the council did not have internal control of the process and outcomes of the strategic plan. It is on this basis that the council has decided to participate in the *Cities Alliance – Town Development Strategies Project*. The project’s emphasis on building local capacity and participation by all stakeholders in the strategic planning process was particularly appealing to the council.

The theme of the strategic planning retreat “*Imagine Karibib 2030 – Co-Creating the Future of Our Town*” was very appropriate for our town. This theme has also been carried through in consultations with the stakeholders and community members. The plan has been developed through a consultative process involving staff, management, councillors and a broad range of stakeholders including the community.

The strategic retreat focused on the appreciative inquiry approach as the basis for strategic planning and visioning. The approach enabled the participants to look at times when the town was functioning at its best and what the core life giving factors were that made it possible. It was also a challenge in bold dreaming about the future.

Strategic planning process enabled the stakeholders to jointly describe the desired future, determine ways to get to that future and agree on measures of success over time. At the same time it is helping the local authority to ensure the most effective use of its limited resources by focusing the resources on key priorities.

The strategic vision and plan features an overall vision and mission, as well as specific desired outcomes for Finances and Resources Mobilisation, Infrastructure Development and Improvement, Servicing of land for residential and business purposes, Qualified personnel, Induction of political leadership to provide strategic leadership and oversight, Internal controls, Clear rules and Good governance.

These strategic priorities are further undergirded by the shared commitment to the core values of Transparency, Accountability and Commitment, Quality and Efficient service delivery, Sustainable city, Productive City.

The council is continuously integrating and aligning the budget to the strategic planning priorities. The long term structure plan and town planning schemes are also guided by the strategic vision.

1. Introduction and Background

Karibib is one of five pilot local authorities (together with Maltahöhe, Otjiwarongo, Omaruru and Usakos) participating in the Town Development Strategies Project, funded by the World Bank through Cities Alliance implement jointly by the Association of Local Authorities (ALAN) and the Namibian Association of Local Authorities Official (NALAO). It is on this basis that the local facilitation team from ALAN and NALAO provided technical assistance and guidance in the strategic planning process of Karibib.

Karibib is a town in the Erongo Region with about 4000 inhabitants and 97square kilometres of town land. Karibib is also the electoral capital of the Karibib electoral constituency. It is situated on the Khan river halfway between Windhoek and Swakopmund on the B2 (Trans- Kalahari Highway), the main road between Walvis Bay and Johannesburg. The town is known for its aragonite marble quarries and the Navachab gold mine. Karibib was declared a municipality in 1909 and Eduard Hälbich was its first Mayor.

During the strategic planning process the aim was to come up with a long-term strategic vision for Karibib under the theme *“Imagine Karibib 2030 – Positively Transforming Our Town”* and a *Five Year Strategic Plan 2015 – 2019*. The outcome of the initial strategic retreat was followed up with a series of consultative meetings to get feedback from the community and stakeholders.

2. The Value of Learning and Exchange

In the development of this strategic the sharing of experiences and learning from other local authorities both local and international have been vital. These opportunities for learning and exchange have been facilitated by the local associations ALAN and NALAO in partnership with the eThekweni Municipality’s Municipal Institute of Learning and Exchange (MILE), Cities Alliance and United Cities and Local Government (UCLG). The strategic plan serves as a tool for the local political leaders to develop a clear vision in collaboration with other stakeholders. Some of the key lessons and guidelines that informed the strategic planning process was therefore a shared understanding that:

- There is a need for local authorities to focus on outcomes and not just on activities and outputs. This implies that the response and how the people use a particular service or infrastructure shows that the service was responsive.
- Involving a wider range of partners especially community and private sector in the strategic planning process improves communication and commitment of stakeholders to contribute to the achievement of common goals
- Urban strategic planning is an integrated process that builds on all aspects of urban development i.e. technical, environmental, political, social and economic.

- For strategic planning to be successful it needs to be accompanied by strong leadership especially from the political leadership through the office of the mayor. This creates an enabling environment for action by other stakeholders.
- A local authority strategic plan has a better chance of success if it does not only depend on the budget of the council but can draw investment from different sources
- Strategic plans provides an opportunity for multilevel governance where national, regional and local government commit as partners to the same goal
- For a strategic to succeed it requires that the results and changes are tangible and measureable and it is backed by a performance management framework like a balanced score card

3. Key Outcomes: Core Strengths and Challenges

High Point Experience Stories
<p>Restoring Financial Stability: Some years ago Karibib was deep in the red. Its assets were about to be auctioned off by suppliers. But council and staff decided to work together as a team and introduced prudent financial measures and were able not only to pay off all the debts but also bring back the council to good financial health.</p> <p>This was been achieved through a three pronged strategy that involved setting appropriate tariffs that reflect the cost of providing those services, managing spending by focusing spending decisions on core priorities and managing external debt by avoiding new debt and paying off old debt as quickly as possible.</p> <p>Restoring Public Image: Karibib had a situation of always being in the news for the wrong reasons. Barely a month would go by without community demonstrations. The community had no trust in the council. Through a concerted focus on service delivery that made the most impact in the community, trust has been restored. This is also demonstrated by the fact that the community actively participated in meetings that the council calls and other activities. Demonstrations and concerned groups have all but disappeared.</p>
Positive Core of Strengths
<ul style="list-style-type: none"> • Sound and Prudent Financial Management: By getting the basics of financial discipline in place, the council managed to pay off the problematic utility bill for water and has since then maintained a clean bill of health financially. It is now debt free. • Stable political leadership and interface with administrative leadership: With a good working relationship between the political and administrative leadership characterized by clear role demarcation and no interference with each other’s political or administrative mandates. • Qualified personnel: A young dynamic team of committed and competent professionals in strategic positions who works well together as a team. • Community participation: Although this is not ideal yet, significant progress has been made since the days of a clear antagonistic relationship between the council and the community. The community is more open to engage with the council through its public meetings and other stakeholder consultation forums.

- **Stakeholder Engagement:** This is also an area that is busy moving in the right direction although it might not be ideal yet. One of these positive developments is characterised by the stakeholder consultations and feedback on this new strategic visioning and planning. Another example is the establishment of the Technical Steering Committee between the Navachab mine and the council who meets on a monthly basis to identify and jointly work on strategically relevant joint projects.

Challenges and Trends Facing Karibib

- Lack of serviced land and delays in land delivery due to long bureaucratic processes that has implications for opportunity cost for both the council and potential investors.
- Lack of predictable financial subsidy system from government.
- High debt burden from residents with a high probability of not being able to settle their debts due to unemployment or underemployment coupled with the absence of a national indigent policy that might enable the council to recoup the cost of providing services to the indigent from the national government.
- There is a need for continuous capacity building and development of staff.
- The town has to make sure that it is not over reliant on the mine and start to diversify its economic base in order not to be threatened by any future closure of the mine.
- The strategic plan should guide long term structure plan and spatial design of the town in order to avoid uneven development that is being pushed by developers.
- Lack of big machinery for service delivery.
- Unemployment and slow economic growth and infrastructure all but reduces opportunities for home loans in the town.
- Aging infrastructure and equipment.

Areas of Focus for Change and Transformation

- ✓ Maintain and nurture financial discipline to ensure stability and growth
- ✓ Continue to develop and sustain stable political leadership to provide strategic guidance and oversight
- ✓ Recruit, motivate, retain and develop qualified staff
- ✓ Focus on Infrastructure development for social and economic purposes
- ✓ Improve debt collection to get more resources for development purposes
- ✓ Participatory leadership and involvement of stakeholders

4. Mission, Vision and Core Values

Based on the collective dream for Karibib 2030 our mission, vision and core values are:

Mission
<ul style="list-style-type: none">• To deliver equitable, effective and efficient Municipal Services to our residents and visitors to enable prosperity for all
Vision
<ul style="list-style-type: none">• A transforming town at the entry point of the mighty Erongo Region to attract multinational investments towards sustainable development
Core Values
<ul style="list-style-type: none">❖ Transparency-Ensure excess to public information❖ Accountability-Responsible as per our mandate❖ Professionalism-To uphold ethics, fairness and integrity❖ Commitment-To deliver services❖ Inclusivity-To promote community & Stakeholder engagement

5. Strategic Priorities

The strategic priorities identified are:

5.1 Maintain Financial Stability and Mobilise Resources

Goal: To manage the finances of the council in a prudent manner that reflects the strategic priorities and vision of the town.

Expected Outcome:

The Town Council maintains its debt free status, maintains positive cash flow and budget and consistently gets unqualified audit reports from the Office of the Auditor General.

Overview:

Karibib has managed to turn around a negative financial position characterised by high outstanding bills to utility state-owned enterprises like the Namibia Water Corporation (NamWater) and other creditors, including difficulties to service the payroll into a positive one. The financial situation has stabilised as a result of close cooperation and mutual support between the council leadership and staff, prudent spending priorities and sound tariff setting. The council would continue this positive trend and mobilise further resources for investment in infrastructure development and service delivery.

One of the key issues that will also receive due attention is the over N\$ 10 million that residents owe the council. This will be addressed in consultation with the line Ministry.

Strategic Initiatives:

Strategic Initiative 1: financial Stability

In the previous years the strategic plan and the budget was not aligned but the council has now committed itself to align its budgeting and resource allocation to support the strategic vision and priorities in the strategic plan. This will ensure that the strategic plan remains a living document that guides council priorities on spending and ensure that the strategic vision is delivered.

Strategic Initiative 2: To effectively apply the credit control policy

To ensure accurate and timely billing of accounts and create community awareness about how paying for municipal services can improve service delivery that will benefit them. These also include continued lobbying through the local government associations ALAN and NALAO for national policy framework on services to vulnerable and poor communities that does not have the capacity to pay for services at cost.

Strategic Initiative 3: Cost reflective and responsive Tariff

The council is constantly working and reviewing ways to ensure cost reflective tariff increases for all stakeholders to ensure equitable service delivery to all citizens. One of these would include the reviewing and updating of the council tariff policy that would include proactive communication and information on the purpose and uses of tariffs to the wider community and stakeholders.

Strategic Initiative 4: Revenue Mobilization

While the council will use cost reflective tariff setting to strengthen sustainability of service delivery the council will also explore other means to secure funding for capital projects and infrastructure development. Some of this includes government grant funding and subsidies, partnerships with international agencies and public private partnerships.

Strategic Initiative 5: Cost Control

The council has successfully managed to get out of debt and commits itself to continue this trend through effective cost control and targeted measures to increase productivity.

Strategic Initiative 6: Asset Management

5.2 Maintain, Improve and Develop Public Facilities and Infrastructure

Goal: To develop and maintain accessible and safe public infrastructure for both social and economic development

Expected Outcome: Well maintained and accessible infrastructure for all residents and visitors to Karibib.

Overview:

Council has secured funding through the line Ministry to conduct an infrastructure audit that would enable it to assess the quality and life value of the various infrastructure in the town. Sound infrastructure is the backbone of effective service delivery and social and economic development. There are already indications for aging infrastructure and this will enjoy the priority attention of the council.

Some of the key initiatives will include replacing the old asbestos water pipes with the more conventional pipes, as there are clear indications that a significant reason for water loss is the aging asbestos pipes. The plan is also bring key services like the police, economic hubs like SME park, improved road infrastructure etc. close to where the majority of residents live.

Strategic Initiatives:

Strategic Initiative 1: Infrastructure Assessment & Maintenance

The council will conduct an audit of the current infrastructure to develop a more strategic approach to the replacement, servicing and maintenance of existing infrastructure. The audit will also assess the need for investment in new infrastructure as the town is expanding. This will also lead to the development of an integrated asset management plan for water and sanitation, electricity (Erongo RED), roads, parks and leisure facilities, storm water, solid waste and property and building. The plan will consider issues like the life cycle of different assets; determine appropriate maintenance cycles and also when it needs to be replaced.

Strategic Initiative 2: Design and Development of the Recreational Park

Goal: The development of the Recreational Park will provide much needed facilities for leisure and recreation.

Outcome: Recreational Park constructed and operational

Strategic Initiative 3: Create Integrated Disaster and Risk Management Plan

Goal: Identify, assess and prevent Risk associated against natural and man-made disasters.

Expected Outcome:

Development and Implement the Disaster and Risk Management Plan for Karibib Town.

5.3 Spatial Planning and Land Delivery

Goal: To manage the natural and built environment of Karibib in a sustainable manner that considers both the needs of the current and future generations

Expected Outcome:

Implement and Enforce Sustainable long term Structure Plan and Town Planning Scheme-The long - term structure plan will be informed by the strategic vision and will be done in consultation with the broader community and stakeholders. The council is busy implementing our long term Urban Structure Plan.

Strategic Initiative 1: Implement and Enforce sustainable long term structure plan and town planning scheme

The long term structure plan will be informed by the strategic vision and will be done in consultation with the broader community and stakeholders. The council is implementing our long term urban structure plan.

Strategic Initiative 2: Ensure sustainability of the natural resource base of Karibib

Council is committed to ensure the historical identity and long term sustainability of the natural resource and tourism potential of the town.

Strategic Initiative 3: Develop sustainable land use and building control compliance system

Council will continue to align its compliance systems for land use to the strategic vision and other national directives. These include environmental and building controls.

Strategic Initiative 4: Integrated Initiatives for Land Delivery

The demand for housing is increasing as economic opportunities are increasing in town this also includes increase in government services and private sector services and departments that are moving to Karibib. The town will also continue to work with community led housing initiatives to promote low income housing and upgrading of informal settlement. Different range of housing options will be explored including flats, rental housing and public private partnerships for housing development.

5.4 Support and Promote the Local Socio-Economic Development

Goal: To create an enabling environment for all relevant stakeholders of Karibib to participate in the development of the local economy of Karibib and improving their income opportunities

Expected Outcome: Attract Retain investments while creating employment opportunities.

Overview:

Karibib as is the rest of Namibia has to deal with the pervasive challenges of unemployment and poverty. It is clear that only residents that have decent jobs or income opportunities can work together to strengthen the local economy. It is therefore important for the council to review and update its local economic development to exploit the opportunities offered by the strategic location of the town.

The program will focus on stimulating economic growth in key sectors to ensure that the town is not overly dependent on the mining sector for its sustainability. This will enable the town to broaden its economic base and economic potential.

Strategic Initiative 1: Develop a LED Policy and Strategy

Develop a LED strategy which will help with the reviving the Local Authority Development committee (LADC) and identifying emerging opportunities and strategic partnerships within the local authority environment.

Strategic Initiative 2: Support Marketing, Trade and Tourism Hospitality Related Industry

The Karibib Tourism Expo that was held for the first time in 2014 has proved to be a success beyond expectations. It will continue to be a key annual marketing and investment opportunity for the town. Council intends on prioritising the Expo and get more stakeholders on board.

Strategic Initiative 3: Business Attraction, Retention and Development

The initiative will focus on stimulating economic growth and stability in the town in key areas like tourism, logistics, mining and manufacturing. This will increase investment and promote Karibib's competitiveness and improve employment opportunities in the town. This will also help to retain existing business in the town and increase their potential to grow their businesses.

Strategic Initiative 4: Promote Entrepreneurship and SME Development

The program will seek to provide facilities and other strategic support like training and information for access to markets, finance and business linkages amongst business actors and entrepreneurs.

Strategic Initiative 5: Promote Public Health and Environmental Management

Create awareness on Public and Environmental Health, while maintaining overall cleanliness of the town.

Strategic Initiative 6: Community and Youth Development

To develop Public participation and youth development related programmes.

Strategic Initiative 7: Corporate Affairs

To create a corporate communication policy that enables and streamlines stakeholder engagement

5.5 Sustaining Strategic Leadership and Human Resource Capacity

Goal: To provide opportunities for enhancing Tertiary and leadership skills for employees, councillors and residents

Expected Outcome: Enhance skills of town council staff for effective and efficient service delivery, empower political leadership to provide effective strategic leadership and oversight. Strategic partnerships to provide Tertiary skills development and entrepreneurship for residents.

Overview

The council aims to empower local political leaders, council staff and citizens to play a meaningful role in the transformation of the town. Citizens empowered will play a role in creating awareness and a sense of responsibility within communities, for economic and social development as well as job creation.

This initiative will also be key in developing the strategic leadership and oversight skills of the political leaders to provide vision and inspiration for the transformation of the town. It will also focus on continuously developing the skills of the local authority staff to understand their job responsibilities and how it will contribute to the collective vision to create jobs, improve livelihoods and provide effective and efficient services.

Strategic Initiative 1: Develop programs and activities to ensure a collaborative working relationship between the Council, Administration and relevant stakeholders

The purpose of this initiative is to ensure that there is positive working partnership at all levels and that the vision is not just for the council but is shared through the whole town. There will be collective sense of responsibility for the changes that need to take place to make Karibib the positively transforming town that everyone can be proud of.

This will also include creating space and opportunities for interaction and receiving feedback and ideas for improving service delivery from the community and other stakeholders.

Strategic Initiative 2: Capacity Building

Learning opportunities will include in-house joint training, formal supported training, learning and exchange workshops with other local authorities and potential international learning and exchange opportunities.

Strategic Initiative 3: Develop strategic partnerships to increase livelihood and employability of residents.

Work with public, private sector and civil society stakeholders that offer skills development opportunities in mining, tourism and hospitality, IT and other relevant fields that would increase the possibility of young people securing stable employment, start small business enterprises and be self-employed.

Strategic Initiative 4: Develop and Implement Council Information Management System

Develop and update an IMS that serves as the storage tool for Council information data base.

Strategic Initiative 6: Develop a Human Resource Framework

To develop human resource programmes to ensure Human Resource Development and Management

