CHAPTER THREE: STRATEGIC FRAMEWORK

Development Objectives and Strategies

The purpose of this chapter is to craft a comprehensive strategy that promotes development in the Matatiele municipal area, in support of the vision and mission statement below. The vision and mission for the town and its people remain relevant to the period under review (2009/10) as it is both informed by the situational analysis and realities on the ground.

Matatiele Vision

Matatiele Local Municipality has adopted the following vision;

> *"a unified municipality which is sustainable, result driven, service oriented and community centered".*

Matatiele Mission

The mission of the Matatiele Local Municipality is to be:

> *"Committed to provide the Best Services that meet the needs of the community in an equitable and responsive manner in line with the Batho Pele Principles"*

Core Values

The values of Matatiele Local Municipality are:

> ⇨ **"Good Communication**
>
> ⇨ **Mutual Respect for Each Other's Functions**
>
> ⇨ **Roles Classifications to Avoid Tensions**
>
> ⇨ **Clear Accountability Lines**
>
> ⇨ **Transparency**
>
> ⇨ **Integrity**
>
> ⇨ **Collaborative Spirit in Partnership**
>
> ⇨ **Tolerance of Different Perspectives"**

Goals and Objectives

The Municipality's objectives are:

> ⇨ **"To provide democratic and accountable government for our local communities**
>
> ⇨ **To ensure the provision of services to our communities in a sustainable manner**
>
> ⇨ **To promote Socio-Economic Development**
>
> ⇨ **To promote a Safe & Healthy Environment**
>
> ⇨ **To encourage the involvement of communities and**

> **community-organizations in the matters of our municipality"**

Strategic Alignment with other Spheres of Government

The National Spatial Development Perspective (NSDP) contains the following principles:

- Principle 1:   Rapid Economic growth that is sustained and inclusive is a pre-requisite for the achievement of poverty alleviation.

- Principle 2:   Government spending on fixed investment should be focused on localities of economic growth and / or economic potential in order to gear up private sector investment, stimulate sustainable economic activities and create long-term employment opportunities.

- Principle 3:   Where low economic potential exists investments should be directed at projects and programmes to address poverty and the provision of basic services in order to address past and current social inequalities.

- Principle 4:   In order to overcome the spatial distortions of Apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres in order for them to become regional gateways to the global economy.

The National Spatial Development Vision reads as follows:

‰South Africa will become a Nation in which investment in infrastructure and development programmes support Government growth and development objectives:

> By focusing economic growth and employment creation in areas where this is most effective and sustainable
> By supporting restructuring, where feasible, to ensure greater competitiveness
> By fostering development on the basis of local potential
> By ensuring that development institutions are able to provide basic needs throughout the country.+

Accelerated and Shared Growth Initiative (ASGI-SA)

The following principles and broad national goals are set in ASGI-SA, and are brought through into the Policy Framework of the Provincial Spatial Economic Development Strategy:

• Accelerated growth in the economy to more than 4, 5 % in the period 2009, and more than 6 % from 2010 to 2014.
• Reduce the gap between the first and second economies, and halve poverty and unemployment by 2014.
• Ensure that social security reaches all who are eligible.

At the Provincial Growth and Development Strategy (PGDS) summit held in 2004 the following Provincial Priorities were set:

1. Strengthening governance and service delivery

2. Integrating investments in community infrastructure

3. Sustainable economic development and job creation

4. Developing human capacity

5. Developing a comprehensive response to HIV/AIDS

6. Fighting poverty and protecting vulnerable groups in society

  • Systematic poverty eradication
  • Agrarian transformation and household food security
  • Development and diversification of the manufacturing base and tourism potential
  • Human resource development
  • Infrastructure development
  • Public sector and institutional transformation

Provincial Spatial Economic Development Strategy (PSEDS)

The Provincial Spatial Economic Development Strategy guides and informs the following:

- Spatial principles that will direct growth and development in the Province, such as inter alia, principles of sustainability, the need to address historic spatial imbalances, curbing urban sprawl and differentiated levels of infrastructure provision;
- Identification of priority development areas, focusing on areas in which specific types of development should be encouraged or discouraged;
- Strengthening or development of major movement routes or corridors;
- Identification of areas that have to be protected for biodiversity and conservation purposes;
- The preparation of Municipal Spatial Development Frameworks, to ensure full alignment of national, provincial and municipal spatial visions;
- Budgeting processes of all spheres of government to ensure that government creates an environment conducive for development in the prioritised areas; and
- The investment decisions of the private sector, not only in pursuance of optimal returns, but also in support of a shared spatial vision for the Province.

In terms of the PSEDS, the Sectors of the provincial economy which will drive the growth of the province and address unemployment and poverty are the following sectors:

- Agriculture, including agri-industry (with opportunities to impact considerably on the economic needs of the poor through Land Reform)
- Industry, including heavy and light industry and manufacturing
- Tourism, including domestic and foreign tourism
- Service sector including financial, social, transport, retail and government.

Nodes and Activity Corridors are identified in the PSEDS. These are to serve the following functions:

- To facilitate the increased growth of existing centres and corridors of economic development in the Province; and
- To ensure that the potential for economic development within areas of high poverty is realized.

The following critical threats are identified in the PSEDS:

(a) **Agriculture and Land Reform**

- Loss of productive commercial agricultural land to residential development

- Loss of land with agricultural potential in poor rural areas
- Land reform resulting in a loss of productive commercial agriculture
- Municipal rates on agricultural land
- Provision of adequate water supplies

(b) **Tourism**
- Safety and Security
- Land invasion and illegal activities affecting tourism assets

(c) **Industry**
- Reliability of services
- Social support services
- Destructive Inter-Municipal competition
- Municipal rates on Industrial and commercial development

The PSEDS identifies tourism as being second in importance to industrial development, while agriculture and agri-business are seen as:

- Being the largest existing and potential employer in rural areas, and
- Being able to make the greatest impact on reducing poverty levels in rural areas

High agricultural potential zones and tourism priority areas are identified in the PSEDS.

3.3 Strategic Framework

For Local Government to become more "outcomes-based" and to achieve successful development planning, three things need to happen:

- Local Government needs to adopt a more entrepreneurial approach and undertake a mind-shift from being merely a service provider;
- Stronger networks need to be established between the municipality, donors, and funding sources; and
- A set of implementable and measurable projects needs to be identified, each with specific outcomes and outputs.

The Strategic Framework sets the context for these to be realised.

Chapter 1 consisted of the Status Quo Report which provides a background taking into account when determining community needs, projects and priorities. In this Chapter:

"The municipality will have to arrive at the crucial decisions on its destination and on the most appropriate ways to arrive there. It is the chapter in which the basic decisions on the future direction of the municipality have to be made".

The following will be developed during this chapter:

- a *Long-Term Vision* for the Matatiele Municipality;
- *Mid-term Objectives* for each Priority Issue;
- *Development Strategies* for each Priority Issue;
- the Identification of *Projects*.

The identified Key Performance Areas (KPA's) are upheld for purposes of structuring the formulation of the Development Vision to inform the Strategic Framework Matrix, these include:

- **Basic Service Delivery and Infrastructure Investment**
- **Local Economic Development**
- **Financial Viability and Financial Management**
- **Municipal Transformation and Institutional Development**
- **Good Governance and Community Participation**

- **Spatial Development Framework and Land Use Management System**

Strategies will be informed, in terms of content by the uniqueness of the local conditions (see strategic objective hereunder) while however the overall national and provincial growth and development strategic framework and policy vision, as well as those of the Alfred Nzo District Municipality will be considered.

The Matatiele Local Municipality has set a vision and mission to provide strategic direction for all planning and service delivery in the Municipality. The Municipalities strategic objectives are:

To ensure the provision of services to our communities in a sustainable manner by focusing on-

the provision and maintenance of access roads to villages and to maintain the road infrastructing in the 3 urban centres; in 2009/10 the target for road maintenance in the rural areas will be 150km in the urban towns to maintain 30km surfaces roads including the laying of 3km of curbing.

the improve the electricity network by upgrading the supply cable between ESKOM sub-station and the Sydfred sub-station as well as implementing an audit of 3,500 electrical connections.

The municipality's facilitation role to lobby donor and sector departments (DME, DBSA, DEDEA, Health, DoR&T and DSRAC) for additional funding.

- ‰To provide democratic and accountable government in 2009/10 for our local communities through effective ward committees and the creation of 24 support ward structures and earmarked funding.

- To promote Socio-Economic Development mainly through LED initiatives and the development of a LED strategy and implementation of a Poverty alleviation programme to create at least 20 jobs per ward;

- To promote a Safe & Healthy Environment by engaging SAPS to establish at least 5 satellite police stations and Department of Health to ensure provision of adequate medical supplies to 17 clinics.

- To encourage the involvement of communities and community-organizations in the matters of our municipality by conducting at least 2 outreaches per ward to raise awareness campaigns around local government issues.
  For Local Government to become more "outcomes-based" and to achieve successful development planning, three things need to happen:

- Local Government needs to adopt a more entrepreneurial approach and undertake a mind-shift from being merely a service provider;
- Stronger networks need to be established between the municipality, donors, and funding sources; and
- A set of implementable and measurable projects needs to be identified, each with specific outcomes and outputs.

The following SWOT analysis was completed:-

An interactive SWOT analysis session was facilitated where all members were given an opportunity to participate. The outcomes of this session were as follows:-

S	STRENGTHS	- Financial Viability - Human Resources - Security - Stability
W	WEAKNESSES	- Accountability - Communication - Not popularising what we have done - Follow ups - Monitoring - Poor/minimal participation of designated groups - Poor integration
O	OPPORTUNITIES	- Training- to improve skills - Opportunity to improve our communication - Rainbow nation cooperation - Diversity - Proximity to Lesotho (Economic Hub) - Infrastructure and Tourism - Water abundance
T	THREATS	- Stock theft - Storms (climate change) - HIV/AIDS - Illegal Immigrant - Land claims - Crime escalation

The following Strategic Framework was developed.   The following Strategic Framework was developed in line with Six Key Performance Areas of MLM.:-

Goal 1:   **Service Delivery and Infrastructure Investment**

Sustainable municipal services and infrastructure

Goal 2:   **Local Economic Development, SDF and LUMS**

Properly planned built environment for sustainable economic development by 2015

Goal 3:   **Financial Viability and Management**

Sound and Fraud free Financial Services

Goal 4:   **Municipal Transformation and Institutional Development**

Ensuring Capacity for Quality Service Delivery

Goal 5:   **Good Governance and Community Participation**

Administration that functions optimally

Goal 6:   **Community Services**

Vision to be resolved at Commission stage

The following Key Issues, Objectives and strategies were formulated in the identified clusters as part of the IDP Review process:-

Financial Viability and Financial Management

PRIORITY AREA	OBJECTIVES	STRATEGIES
Municipal Transformation and Organisational Development	To ensure a fully capacitated organisational structure to address powers and functions, roles and responsibilities	• Review powers and functions, roles and responsibilities • Draft revised organisational structure to address key recommendations • Table for consideration and approval a draft establishment plan
	Initiate priority skills acquisition in line with JIPSA	• Undertake a study aimed at identifying and address critical gaps in line with JIPSA and Competency levels of Financial Officers/ SCM • To launch a program aimed at accrediting Financial/ non-technical officials/councillors with IMFO • Launch program aimed at accrediting Financial officials as CA/CPAs
	To accommodate customer care functioning within office space requirements	• Develop a comprehensive office requirement plan informed through needs analysis • Communicate needs through to applicable department.
Financial Viability and Management	To ensure that the Matatiele LM remains financially viable through: • All properties on the General Valuation roll and receiving Municipal services are properly recorded on Billing Database • Tariffs are modelled on cost recovery • Reduce outstanding debts • Improve debt collection rate in line with National Norms • Reduce debt turnaround period in line with National Norms • Enhance revenue base	• Launch on-going data cleansing programme(in-house) • Undertake tariff setting during budget preparation process • Implement full blown credit control in accordance with Council Policy • Procure debt management and credit control operating system • Identify economic opportunities and liaise with internal structures

	To enhance financial management practices within Matatiele to sustain the institution as a going concern	To improve key financial viability and liquidity indicators: • Acid Test Ratio • Cost Coverage Ratio • Debt Coverage Ratio
	To ensure that the Service Delivery Model is premised on a credible cash backed Budget Framework	Budget framework is balanced and modelled on actual revenue collected.
	Ensure 100% receipt of funds registered in the DoRA	Implement Division of Revenue Act (DORA
Maximising internal governance systems	Address all matters associated with audit report	Ensure compliance with prescribed accounting standards(Compliance with AFS preparation framework)
	To ensure that the municipality maintains its unqualified audit report status	Ensure compliance with prescribed accounting standards(Compliance with AFS preparation framework)and Council policies
	Present Annual Financial Statements to Auditor-General in compliance with section 126 of MFMA	Compile AFS in line with AFS preparation framework(GRAP)
	Strengthen oversight functioning . performance of SDBIP	Preparation of section 52, 71(DORA) & 72 reports
	Develop an appropriate system of delegations to maximise administrative and operational efficiencies, providing adequate checks and balances in the LMos financial administration	Review written delegations in line with delegations policy
	To maximise and streamline IT functioning	Develop and implement an IT Strategy
	To ensure that the Matatiele LM has an effective system of risk and performance Management	• Undertake a strategic review of all risks • Develop a comprehensive risk register • Develop a comprehensive risk and performance reporting system

Good Governance and Community Participation

PRIORITY AREA	OBJECTIVES	STRATEGIES

Openness and transparency	Maximize community participation	Make a concerted effort to invite the public to Council and committee meetings
Accountability	Maximize the Municipal performance by implementing the PMS	Have regular reporting
Participation	Comply with the statutes and ensure that communities are informed	Media: both print and electronic. Regular meetings and Mayoral outreaches To utilize CDWs, Ward Clerks and Committees, Traditional Leaders
Compliance	Fully statutory compliant	Subscribe to Government Gazette and attend workshops and training Regular reporting on compliance matters
Code of Conduct	Have disciplined staff members and Public representatives	Train and workshop staff members
Interference	To have clear roles	Train and workshop staff To have Leaders playing their roles of leadership
Ethics	To generate moral responsibility	To workshop and train
Communication	To keep people informed	Develop a clear communication strategy

Public Office Bearers

PRIORITY AREA	OBJECTIVES	STRATEGIES
Openness and transparency	Maximising information sharing	To have accountable ward committees and

		ward clerks
Accountability	To get value for money	Regular meetings and monthly reporting to the Speaker, EXCO and Standing Committees to meet monthly
Participation	Community orientated	Regular meetings and lead Municipal Programmes in the wards, i.e. IDP, Budget Outreaches and Imbizos
Compliance	Ensure that the Municipality follows statutes	Empowerment of the Public Office Bearers
Code of Conduct	Public Office Bearers to have integrity and hold a moral high ground	Empowerment of the Public Office Bearers
Protocol	To have clearly defined roles and prevent interference	Empowerment of the Public Office Bearers
Communication	To keep Public Office Bearers informed	To use regular circulars, news letters
Interaction with Traditional Leaders	To establish a working relationship with Traditional Leaders	To hold quarterly meetings with Traditional Leaders/Ward Councillors to be actively involved in Head Men Imbizos
Intergovernmental Relations (IGR)	To interact with Sector Departments	To standing Quarterly meetings

Municipal Manager's Office

Special Programmes Unit

PRIORITY AREA	OBJECTIVES	STRATEGIES
1. DISABILITY		
Mainstream disability issues	To highlight Disability as a Human Rights Issue	To Educate communities and institutions to be accommodating towards People with Disabilities

Disability friendly infrastructure	To transform infrastructure to accommodate all kinds of disability	To liaise with the Technical Services to modify buildings
Job creation	To comply with the Employment Equity Act and the Municipality's Employment Plan	To liaise with all other Departments within the Municipality and other Government Departments and Stakeholders
Capacity	To make them self reliant	Learnership, Dept of Labour
2. ELDERLY		
Health	To keep them in a healthy condition	To initiate games in all the wards
Security	Ensure safety	To liaise with Depart of Safety and Social Development
Food security	To alleviate poverty	To liaise with SASSA, Home Affairs and Social Development
Social wellbeing	To restore the dignity	To organise social gatherings, motivational speeches and allow participation
3. YOUTH		
Organised youth structures	Accountable Youth Representatives	ESTABLISH Youth Councils in every ward
Youth unemployment	Job creation	Involve all the other Departments in the Municipality and have Employment Quota Issue tenders to young people
Capacity building	Training / Skills development	Learnership, SEDA, Public Works, Dept of Labour
4. HIV/AIDS		
5. WOMEN		

Basic Service Delivery and Infrastructure Investment

PRIORITY AREA	ISSUES	OBJECTIVES	STRATEGIES
Water	ˮ Backlog of water provision to rural areas. ˮ Municipality has old	To liaise with ANDM for the expansion of the existing bulk water supply schemes. To also liaise with DWA and Public Works for	

		/ageing infrastructure. ˝ No regular supply of water.	the expansion of water schemes. A Level Service Agreement between ANDM and Matatiele Local Municipality. Facilitate the upgrade of Matatiele, Cedarville, Maluti Water Purification Works and Networks	
Sanitation	˝ No toilets in rural areas. ˝ Ageing infrastructure. ˝ Insufficient capacity in urban areas.	All rural areas to be serviced with toilets and infrastructure upgraded in urban areas by 2014	To liaise with ANDM for the expansion of the existing bulk water supply schemes. To also liaise with DWA and Public Works for the expansion of water schemes. A Level Service Agreement between ANDM and Matatiele Local Municipality.	
Electricity	˝ No electricity in the majority of rural areas. ˝ Ageing infrastructure in urban areas. ˝ Insufficient capacity ˝ No personnel in the department.	To ensure 50% of rural areas are electrified by 2011 and 100% by 2012. To upgrade the capacity in urban areas by 2012.	MLM to apply for upgrade of the license to rest of the municipality. Delegation to liaise with ESKOM and Department of Energy before the end of March in line with IDP. The upgrade of the municipal plant and equipment by the end of 2012. **PROJECTS:-** Facilitate upgrading of existing supply to Matatiele Facilitate non-grid access to solar power with DME Upgrade of electricity main Eskom substation to town substation	
Roads	˝ Rural areas are inaccessible. ˝ Maintenance of the existing access roads.	All access roads to be upgraded by 2014.	The implementation of identified and budgeted projects. Implementation of the EPWP maintenance programme. A maintenance plan needs to be developed for the all the roads under the municipality$ jurisdiction.	
Community Facilities	˝ Inadequate community facilities. ˝ Maintenance of the existing	Creation of Multi Purpose Centers in strategic locations by 2014	Liaise with DPW for funding; Liaise with GCIS; Additional funding required for	

PRIORITY AREA		OBJECTIVES	STRATEGIES	INDICATOR
				maintenance of community facilities. Liaise with Dept of Agriculture to create partnerships with community / LED projects.
Institutional Capacity	″ Shortage of staff. ″ Job levels to be refined. ″ Lack of management information systems		To ensure that all the critical posts in the organogram are filled by March 2010. To secure funding for management information systems	Refinement of job description in for the various posts in the organogram. Development of master plan for roads, storm water and electricity. Development of asset management systems.

LED, SDF and LUMS

Local Economic Development

PRIORITY AREA	OBJECTIVES	STRATEGIES	INDICATOR
Agriculture	Create Economic Opportunities for sustainable livelihoods	Establishment of a regional milling and grain storage facility	• Identify suitable land for the location of the milling plant Establishment of institutional structures for ownership and management of the plant • Source funding and undertake feasibility study

			• Construction of the plant • Draw up a maintenance plan for the plant
		Massive grain production	• Identify and establish sites in conjunction with ASGISA, Agriculture and ANDM • Establish supply relationships between producers and the milling plant
		Vegetable Production: Establish at least one economically viable enterprise in each ward	• Identify suitable land in each ward. • Identify and establish ownership structures for each enterprise. • Establish and operate gardens. • Establish production mechanisms that allow all-year production
		Poultry: To have at least one poultry enterprise per ward	• Identify suitable enterprise site in each ward. • Identify and establish ownership structures for each enterprise. • Establish and operate poultries. • Establish poultry abattoir at a central area
		Livestock: To encourage livestock improvement and protection in conjunction with Dept of Agriculture	• Creation of grazing camps Stock • Theft interventions: Construction and blocking off of 4 main exit points into Lesotho • Engage National Public Works, Agriculture, Foreign Affairs on the construction programme • Continue with the Border Liaison Forum
		Piggeries: Encourage establishment of 4 commercial piggeries at the most suitable locations	• Identify wards and stakeholders most interested in pig farming • Facilitate preparation of funding applications, business plans, feasibility studies, EIAs, etc • Facilitate establishment
	Access to Markets	To establish Market facilities for all commodities produced within Matatiele Local Municipality area	• Identify people currently seeking assistance and exposure to markets. • Create linkages to buyers. • Establish Market Facilities for: Vegetables, Stock and Crafts.
	Assessments of existing ±EDqprojects	Conduct assessment of existing enterprises with the intention of promoting most viable ones.	• Schedule and conduct visits to all projects. • Compile assessment report. • Conduct mentorships for viable developing

			enterprises	
Forestry	To encourage tree planting and processing of all forms as vehicles of LED	Establish commercial forests and fruit production at suitable locations	• Conduct Research and feasibility studies for fruit production. • Identify suitable areas for community based forestry and fruit tree enterprises. • Identify strategic partners for implementation. • Create linkages between producers and buyers	
		Use of Wattle & Other Alien plants removal to create jobs	• Identify infested areas. • Set up charcoal production wood sales sites • Mobilise community structures for ownership of enterprise	
SMME Development	To create an environment suitable for SMMEs development	Promotion and proper management of SMMEs	Update Municipal data of all SMMEs. Identify sites and develop trading facilities. Implement Operation Lekhethoq(Trading licenses acquisition). Conduct a feasibility study for establishment of trading and taxi rank facilities at the Balloonq Source funding for conversion of Stores into SMMEs trading facilities and possible Municipal office Update informal trade by-laws	Manager: LED
	To ensure compliance with statutes and by-laws of all formal traders	To achieve controlled trading with appropriate facilities	Establish a forum with DTI, DEDEA, DOL, and Chamber of Commerce for regulation of formal trade. Lobby for taking over of formal trade licensing. Formulate formal trade by-laws	
	Multi-purpose / business development centres	To create facilities through which Municipal and other government depts. Services can be accessed by the communities	Source funding for establishment of these centres in Wards 16, 23 and 24. Secure land for establishment	

Environmental Management and Tourism	Nature Reserve	To protect and market Nature Reserves as tourist attraction	Finalize fencing of the Reserves. Source and stock up wild animals for both Reserves. Creation of recreation facilities at Wilfred Baur Nature Reserves. Upgrading of road through the Reserve. Re-establishment of the Vulture Restaurant Development of 10 chalets and picnic area at Mountain lake.
	Nature Reserve By-laws	Proper management of the Reserves and law enforcement	To develop by-laws for management of protected areas. To have by-laws adopted by Council.
	The Gateway Complex	To develop facilities for ecotourism promotion	Source funding. Construction of the Complex.
	Promotion of Eco-cultural tourism	To protect and promote publicity on all eco-cultural tourism sites. Protection of natural springs	To collect data on all rock art Natural springs sites. To develop a Protection Plans. Collect data on and identify all Heritage sites.
	To create capacity for implementation of all Tourism and Environmental Management objectives.	To appoint LED tourism officer and Environment Conservation Officer	Recruitment and appointment of personnel
	To ensure proper and effective Environmental management	Ensure proper management of the environment in conjunction with Working on Fire	Undertake environmental awareness campaigns throughout MLM. Train communities in veld fire management.

Development Planning

PRIORITY AREA	OBJECTIVES	STRATEGIES	INDICATOR
Development Planning	To proactively plan for the future land use needs of the	Compilation of the Spatial Development Framework	• Monitor the preparation of the SDF. • Facilitate the adoption thereof.

	entire Matatiele Local Municipal area (urban and rural) and ensure speedy release of land for residential, commercial, agriculture and other uses.		• Identify quick win projects emanating from the SDF • Source funding and implement.
		Finalization and adoption of Master Plan	• Obtain Council Resolution. • Prioritize projects for implementation. • Identify sources of funding and prepare business plans for such. • Engage ANDM for upgrading of existing services infrastructure.
		Formalization of the R293 towns	• Monitor the preparation of the upgrading of Maluti land tenure Rights/ Deed of Grant to Free Hold Title. • Source funding and implement. • Facilitate Handing over of Title Deeds to beneficiaries • Prepare Maluti LUMS • Facilitate adoption of LUMS. • Assess properties for collection of applicable rates
		Undertake a Development Land Release project (Township development)	• Identify suitable land for residential development • Undertake the establishment process • Facilitate implementation of services • Assist with the sale of erven
	To protect the land use rights of each landowner through the effective implementation of the Matatiele Town Planning Scheme and relevant Legislation for the rural areas.	Formulation of functional development control systems (Town Planning Scheme)	• Recruit suitably qualified personnel for the Unit • Amendment and enforcement of LUMS and Bylaws • Compile database of all illegal land uses in the CBD and Cedarville • Send out notices and ensure compliance with LUMS
	To ensure that all building practices comply with the National Building Act and Regulations read with SABS	Consider submitted building plans for approval and ensure empowerment of builders takes place	• Do thorough inspection of the CBDs and document all illegal buildings • Follow up on rectification of all contravention • Facilitate training and registration of local

Solid Waste Management	To ensure safe and hygienic surroundings throughout Matatiele Local Municipality	0400/1990.	building contractors (NHBRC)
		Implement integrated Waste management In Matatiele through: Retaining the refuse collection function	• Align with Integrated Waste Management Plan of ANDM • Recruitment and appointment of Solid Waste Personnel • Enforce Bylaws
		Out-sourcing the sweeping and cleaning services	Enforce terms of the agreement to manage the site
		Creation of buy back/ Recycling centers	Identify business opportunities for SMMEs

Community Services

PRIORITY AREA	ISSUES	OBJECTIVES	STRATEGIES
Waste Management	Provision of basic service in areas outside the main urban centres.	To ensure that all communities within the municipal area are serviced in terms of the minimum levels agreed to at national, provincial, and district level. To ensure the provision of a healthy and clean environment in public places, densely populated	Identify areas to which the municipal waste disposal service needs to be extended. Compile and implement a

		areas, and areas of economic activity as standards in terms of Waste management	solid waste management strategy.
		To promote waste recycling.	Initiate an anti-litter and litter awareness education campaign.
		To become the cleanest municipality in the region	
		Job and entrepreneurial creation through waste management	Investigate the possibility of outsourcing the service.
		Development of policies and by laws.	Implement a zero tolerance anti-littering campaign.
			Implement a recycling campaign
Primary Health Care	Inadequate level of health care facilities and services.	To ensure that all communities within the municipal area have access to basic health care facilities and services.	Determine need for additional facilities and services through consultation.
			Formulate integrated programme for provision of health facilities, including clinics, mobile clinics, HIV/AIDS support centres.
HIV/AIDS Effects	HIV/AIDS prevalence.	Encourage volunteerism within the municipality to provide home-based care for people living with HIV/AIDS.	To institute a comprehensive and integrated HIV/AIDS treatment programme.
		Investigate the possibility of foster grants being extended to cover grandparents.	To ensure an increased community awareness on HIV/AIDS.
		Establish an HIV/AIDS Forum with all stakeholders.	To provide appropriate

		Encourage the use of free HIV/AIDS testing. Provide counseling to affected individuals and their families. In partnership with the private sector investigate possible sources of finance for the provision of shelters and facilities for orphans.	facilities and programmes for the care of AIDS orphans.
Sports and Recreation	Improve/provide facilities	Identify communities without recreational facilities and prioritise. Regularly maintain existing facilities to avoid deterioration.	Upgrade and increase sports and recreation. To avoid deterioration of existing infrastructure.
Safety and Security	Crime control and improvement of security measures.	To create a crime free environment. To provide and ensure adequate law enforcement and adequately safeguard Council assets.	Enhance and expand security and policing in public places. Prepare and implement a strategy and business plan on crime prevention. Create effective and visible policing in all areas. Pursue the establishment of satellite police stations.
Education Facilities	The provision of educational facilities in certain areas of the municipality.	All members of the community to have access to education facilities.	To promote access to education facilities.

	Low skills levels in communities, particularly in the rural areas.	Communities to have required skills in order to be competitive in the job market.	To identify areas where additional or upgrading of facilities is required. Identify communities lacking the necessary skills.
Land Tenure/Ownership	Land tenure/security and land reform. Land ownership in the rural areas.	To promote land ownership as a means to social and economic development. To promote land ownership in the rural areas for housing development.	Formulate a co-ordinated land reform programme indicating priority projects, in consultation with the Department of Land Affairs Ensure integration of land reform and housing projects. Undertake an audit of State owned land. Undertake study to establish ownership and acquisition of land for housing development in the rural areas.
Housing	Lack of adequate housing, particularly in the rural areas.	To actively pursue the provision of housing to all communities within the municipality, within the context of overall community development.	Actively embark on a slums clearance project as proposed in the Department of Housing's Program. Upgrading of informal housing. Audit and review all existing housing projects.

| | | | Consolidate and review housing waiting lists and review existing and projected housing demands.

Develop and implement a housing delivery strategy.

Identify sites for housing as part of the spatial development framework.

Optimise economic development spin-offs from housing projects.

Investigate the possibility of housing upgrading schemes in rural areas aimed at the physically challenged and the aged. |
|---|---|---|---|
| **Transport** | Public Transport | Facilitate the provision of adequate public transport facilities especially for the disabled

Create and update information in respect of the taxi register

Improve cooperation between transport operators and the municipal authorities | |
| | Airstrip | Resolve the land usage obstacle and approach DR&T to prioritise the airstrip at Matatiele and Cedarville for the 2010/11 financial year | |

PRIORITY AREA	ISSUES	OBJECTIVES	STRATEGIES	PROJECTS
Education and Library	Shortage (scarce skills) of skills within the municipality	Increase scarce skills within our communities	Target high performing Matriculants to serve the municipality	Bursaries for . Engineering, Medicine, Business and Commercial Notice letter to the municipality
	Insufficient space for study at the Library Expensive photocopies	To utilize all the space that is available for the Library (i.e. boardroom)	Municipality to get their own space to book for their functions and meetings	Photocopying
	The Library requires new books, audio visual material and magazines Internet is required for research purposes	To reduce pricing to a market related price	Inform the municipality of the price ceiling	Books exchange
	The roof of the Library building was recently repaired but the leaks are still there			LM Official to liaise with DSRAC on this issue and report back
	Schools from rural areas cannot be members of the Library because they do not have Municipal rates accounts	To give access to all communities in our wards	Proof of residence from the ward councilor, principal and chief	Mobile library (DSRAC) Stakeholder Forum Develop a well resourced Library
Cemetery	Cemetery rates too high	Reduce and monitor the rates charged	Cemetery services to be in-house and not controlled by Service Providers	Develop TOR on pricing of cemeteries Cemetery caretakers
Traffic	No driver licensing testing - due to the test yard not being resurfaced	To upgrade out testing centre - to accommodate up to code 14	Identify land and available budget	Issuing of drivers license code EB to EC

	High number of accidents - congestion is a problem in the town	To reduce number of accidents	Promote road safety education to road user groups	Pedestrian crossing and humps Scholar patrol and Traffic wardens (DORT will fund traffic wardens) Develop a program to identify all affected areas Multimedia Educators workshops (secondary phase) Create and upgrade parking areas Introduce meter parkings Centralize taxi ranks (to be in a limited number of areas)
Sportsfield	Seating condition of the sport field is not well maintained. 2010 World Cup	To do a thorough investigation of all Wards Sport fields Conditions. PVA in our District	Engaging Ward Clerks & CDWₒs on Establishment of Ward Sports Forums. To make Awareness Campaigns to	A meeting must be held to identify needs Stakeholder forum (Education and DSRAC)
Housing	Very High Housing Demand Illegal occupants of low cost houses	Low cost Housing Audit	Eviction of illegal Occupants and to Establish Housing Beneficiary Policy	Housing Forum, Housing Projects Steering Committees Liaison with the Provincial Human Settlement Department Conversion of hostels into rental stock
Swimming Pool	Overcrowding and the use of alcohol	Reduce overcrowding	Close monitoring of ticket Sales; Introduction of Security Services	Have a limit on the number of tickets sold per day Hire security to check alcohol and other illegal substance

Commonage	Overgrazing - The Northern part of the Matatiele Commonage is under landₛ claim and is the area where the illegal grazing occurs	The Commonage should be vacated by end of February 2010 in order to recover	Application for new lease agreements	Commonage be made available for an Agricultural Training Centre catering for mainly emerging famers
Department Organogram	Shortage of staff in the Community Services Department	To make this Department a recognized Community Services and also to win the next Provincial Greenest Town Competition	Establishment of Cleaning Campaigns	Develop Housing Unit Clerk-AARTO Administration Management Rep. Drivers Licenses Licensing Clerk x 2 1x Pound Assistant Library Assistant 6x Professional Nurses (Specialty) 4x Professional Nurses (General) 2x Enrolled Nursing Assistants 1x Pharmacy Assistant 1x Admin. Clerk 2x Property Caretakers
Social Development/ SASSA	Bank migration	To reduce the cost to the state and to improve the quality of service	Migration of beneficiaries to the banks. Motivate for additional ATMs in the rural areas	Mass Communication drive to all wards Prioritization of groups of people (elderly) Stagger payments Banks to prioritize clients in terms of their own policy.

Municipal Transformation and Institutional Development

PRIORITY AREA	OBJECTIVES	STRATEGIES	INDICATOR
Municipal Transformation and organisational development	To ensure that the revised organogram meets the departments HR requirements.	To ensure that the revised Organogram is approved by Council	
Skills Development	To capacitate the Municipality to perform in terms of the powers and functions as defined in MSA	To capacitate staff to render functioning in line with Organisational requirements	Training programmes
Employment Equity	To promote employment equity within the workplace	To implement the Employment Equity Plan	
Bylaws & Policies	To ensure that all By-laws and policies are developed, reviewed, implemented and complied with	To review by-laws to ensure that gaps relating to • abuse of business premises & trading areas • Effective management of commonage • Any other gaps identified by other departments are addressed	By-laws reviewed, consultation with community Adopted by Council & promulgated Implemented
Executive & Council Support	To provide efficient Executive and Council Support	Ensuring; • appropriate capacitating of committee support personnel • production of the record of proceedings within two (2) days after the meeting • Implementation of Council Resolutions	
Admin Support	To provide support and administrative services	˝ Development of Admin Policies and Procedures ˝ Good record management	
Information Technology	To provide appropriate information technology requirements	˝ acquisition of appropriate hard and software requirements in terms of the needs analysis outcome ˝ appropriate training as per individual needs	
Legal Services	To provide legal services as per institutional	˝ provision of legal opinion ˝ Development and Review of Bylaws	

		and Policies ″ Interpretation of legal documents ″ Ensuring proper contract management	
HR Management	″ To ensure recruitment and selection of appropriately qualified personnel ″ To ensure proper record management ″ To ensure sound labour relations	″ Ensuring existence of personnel files ″ To implement policies, procedures and collective agreements	
HR Management		Human resource records kept and maintained in line with the best practice model and legislation	Easy retrieval of human resource paper and electronic . based records Human Resource (paper and electronically maintained)recordsqintegrity improved HR record keeping and management system in place but requires reviewal

Good Governance and Public Participation	To comply with the following legislation, regulations and collective agreements:		
	Municipal Systems Act	Salary scales and benefits applicable to posts of municipal manager and senior managers directly accountable to municipal manager published in the media.	Salary scales for section 57 Managers. Municipal Systems Act
	Employment Equity Act	″ Drawing up of Employment Equity plan ″ Timeous Submission of Employment Equity report to Department of Labour	
	Skills Development Act.	″ Conducting Skills Audit ″ Compiling Skills Development Plan ″ Compiling Skills Development Plan Implementation Plan	