

**SECTION C:
STRATEGIC FRAMEWORK**

4. STRATEGIC FRAMEWORK

4.1 INTRODUCTION

The strategic framework presents a long-term development vision, the associated strategic objectives and action plans. It outlines specific actions that the municipality should undertake to move progressively towards the attainment of the vision. Performance indicators are formulated on the basis of action plans identified in this strategy.

4.2 ALIGNMENT WITH NATIONAL AND PROVINCIAL POLICY

The development strategy for Matatiele Municipality seeks to respond to the development issues facing the municipal area as outlined in the preceding sections of this document. It aligns with and seeks to contribute to the attainment of the National and Provincial development imperatives as outlined in the relevant policy documents.

4.2.1 NEW GROWTH PATH

The National Government has set a target of halving the rate of poverty by 2014. This includes creation of employment opportunities, improving the living standards and increasing access to basic services. However, the government realizes that this objective cannot be achieved unless there is concerted effort across the spheres of government to grow the economy. The Accelerated and Shared Growth Initiative for South Africa (AsgiSA) brings the social development and economic development and growth commitments together in a systemic manner. It identifies infrastructure development and local economic development programs which are both focused as a local government level, as one of the critical initiatives that can facilitate investment and improve growth prospects.

4.2.2 NATIONAL SPATIAL DEVELOPMENT PLAN

The vision and principles of the National Spatial Development Perspective (NSDP) serve as a guide for meeting national government's objectives of economic growth, employment creation, sustainable service delivery, poverty alleviation and the eradication of historic inequities including spatial distortions. The Presidency has made it clear (in a statement issued in October 2004) that the NSDP principles should play an important role in the

respective development plans of local and provincial government, namely: Integrated Development Plans (IDPs) and Provincial Development Strategies. Investment in infrastructure and other development programs in Matatiele support the government's growth and development objectives as follows:

Focusing economic growth and employment creation in areas where this is most effective and sustainable;

Supporting restructuring where feasible to ensure greater competitiveness; and

Fostering development on the basis of local potential.

The NSDP provides a concrete mechanism in terms of which integrated development planning in Matatiele can be formally linked in support of national priorities and objectives. The principles of the NSDP find concrete expression in the IDP, including the Spatial Development Framework (SDF) and IDP programs.

4.3 PROVINCIAL CONTEXT

4.3.1 PROVINCIAL PLANNING – GROWTH AND DEVELOPMENT

The Eastern Cape Provincial Growth and Development Plan 2004 -2014 provides a strategic framework, sectoral strategies and programmes aimed at rapid improvement in the quality of life for the poorest people of the province. It sets out a vision with sequenced and quantified targets in areas of poverty eradication, agrarian transformation, economic growth (diversification manufacturing and tourism potential), infrastructure development, human resource development and public sector institutional transformation.

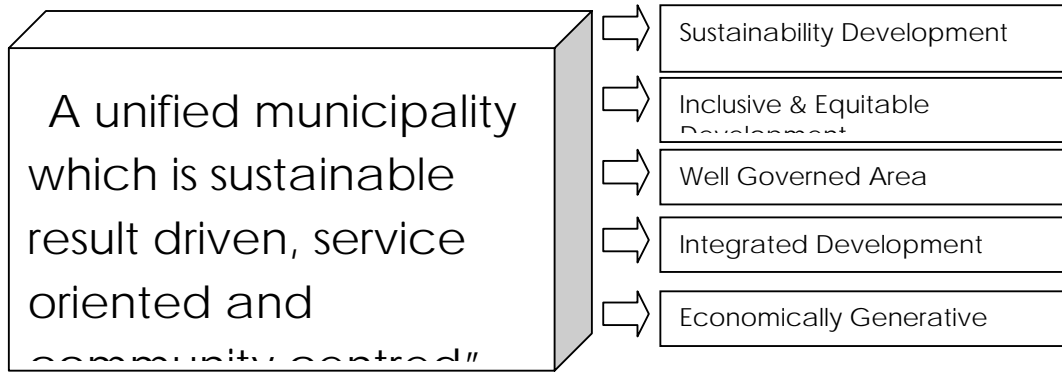
It is thus critically important to ensure that spatial transformation and development in Matatiele Municipality is pursued within the context of the PDGP, and itself advances the aims and objectives of this overarching strategy and provincial development vision.

4.4 DEVELOPMENT STRATEGY

4.4.1 DEVELOPMENT VISION

Figure 1: Municipal Development Vision

Matatiele Local Municipality has adopted the following vision;



4.4.2 MISSION STATEMENT

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”

4.4.3 CORE VALUES

The values of Matatiele Local Municipality are:

Respect: observing the Batho Pele principles

Accountability: Taking responsibility for decisions and actions taken.

Transparency: openness and public involvement in municipal affairs.

Integrity: professionalism, a commitment to ethics, and focus on justice and fairness and accountability.

Commitment: persevere as we seek to fulfill our duties and responsibilities.

Efficiency: results orientation, cost effectiveness, superior performance, customer satisfaction.

4.4.4 DEVELOPMENT GOALS

Development strategy for Matatiele Municipality is based on the notion of developmental local government as introduced in the Constitution, and given effect in terms of various pieces of legislation establishing local government structures. This mandate could be summarised as follows:

Social development, which includes promoting access to social services, addressing vulnerability, discrimination and poverty, and broadening access to the assets base for the poor.

Economic development geared towards creating opportunities for employment and sustainable livelihoods.

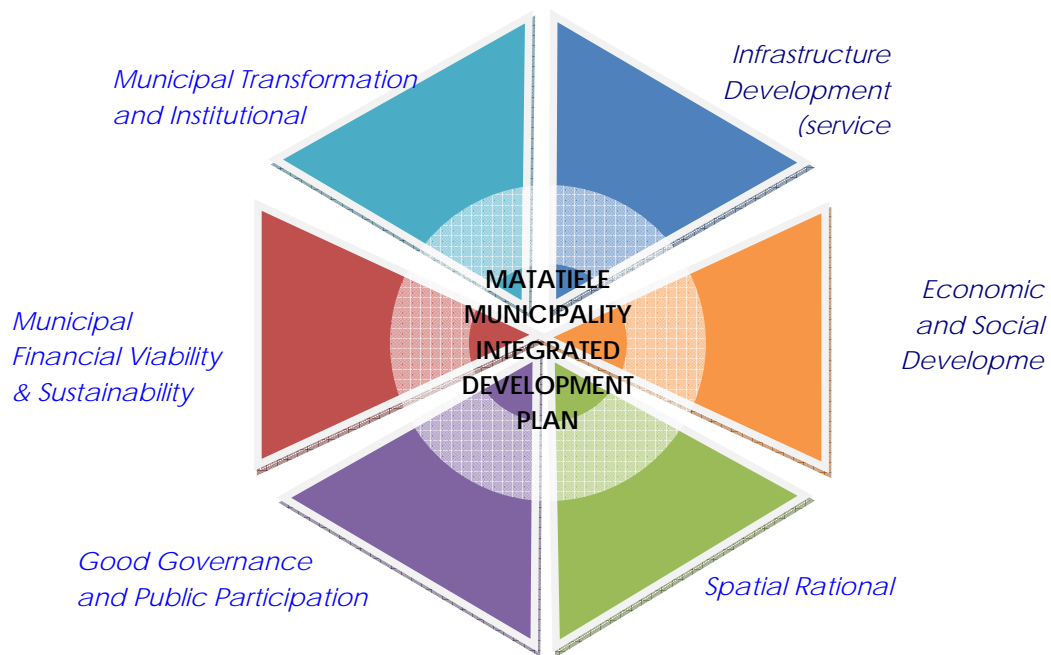
Infrastructure development as a means to address service backlogs and create opportunities for economic development.

Institutional transformation focusing mainly on democratization, shift from control to governance, etc

Establishment of legal and financial management systems as a means to enable efficient allocation of scarce resources.

Integrated development and concern with sustainability issues serves as supporting and guiding principles for the implementation of the development strategy and the IDP generally.

4.4.5 KEY PERFORMANCE AREAS



4.5 STRATEGIES AND ACTION PLANS

4.5.1 SPATIAL RATIONALE

STRATEGIC OBJECTIVE	FOCUS AREA	ACTION PLANS	INTENDED OUTCOME	RESPONSIBILITY
To facilitate the development of an efficient spatial structure and harmonious land use pattern.	Strategic/forward planning.	<ul style="list-style-type: none"> • Urban renewal program for Matatiele, Maluti and Cedarville. • Preparation of Area Based Plans for clusters of settlements. • Preparation of Development Framework Plans for each of the development nodes. • Upgrading of land tenure rights in Maluti Township. • Township establishment and formalisation of Areas J and M. • Identification and packaging of land for the development of sustainable human settlements. 	Equitable access to opportunities.	EDP: Development Planning Business Unit
	Land Use management.	<ul style="list-style-type: none"> • Preparation of a consolidated town planning scheme for Matatiele, Maluti and 	Harmonious development.	EDP: Development

STRATEGIC OBJECTIVE	FOCUS AREA	ACTION PLANS	INTENDED OUTCOME	RESPONSIBILITY
		<p>Cedarville.</p> <ul style="list-style-type: none"> • Establishment of a wall-to-wall land use management system – rural focus. • Introduction of a Land Use/Town Planning Scheme in Maluti. • Consideration of development applications within the statutory timeframes. • Ensure compliance with by-laws relating to the use of land, signage, etc. 	Compliance with municipal by-laws.	Planning Business Unit
	Building regulation and control.	<ul style="list-style-type: none"> • Processing of building plans within regulated timeframe. • Conducting an audit of illegal and unauthorised buildings. • Conducting community workshops on MHBRC requirement and national building regulations. 	100% compliance with building regulations.	EDP: Development Planning Business Unit
	Environmental Management.	<ul style="list-style-type: none"> • Preparation of an Environmental Management Framework. 	Sustainable use and harvesting of natural	EDP: Development Planning

STRATEGIC OBJECTIVE	FOCUS AREA	ACTION PLANS	INTENDED OUTCOME	RESPONSIBILITY
		<ul style="list-style-type: none"> • Community based natural resource management program. • Environmental Education. • Making comments on all EIA applications on time. • Working with relevant government departments to remove alien plants. • Enhancing the understanding and protection of wetlands and other eco-systems. • Enhance the understanding of Protected Areas. 	resources.	Business Unit Community Services: Environment Business Unit

4.5.2 LOCAL ECONOMIC DEVELOPMENT

STRATEGIC OBJECTIVE	FOCUS AREA	ACTION PLANS	INTENDED OUTCOME	RESPONSIBILITY
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STRATEGIC OBJECTIVE	FOCUS AREA	ACTION PLANS	INTENDED OUTCOME	RESPONSIBILITY
To create an environment conducive to economic development and growth.	SMME Development.	<ul style="list-style-type: none"> • Revision of trading by-laws and implementation of business licenses for both formal and informal businesses • Establish a regional milling plant and grain storage facility • Carry out flea markets and create other produce marketing opportunities. 	Sustainable small businesses	EDP: Local Economic Development Business Unit
	Agriculture	<ul style="list-style-type: none"> • Assist establish a commercial poultry enterprise in each ward • Establish commercial Piggery enterprises around Matatiele • Establish livestock sale yards, fresh produce and craft markets. 	Increased agricultural productivity and food security.	EDP: Local Economic Development Business Unit
	Forestry	<ul style="list-style-type: none"> • Establishment of forestry plantations in line with the provincial economic development vision. • Use wattle removal as an opportunity for charcoal production. 	Forestry plantations with minimal impact on the environment.	EDP: Local Economic Development Business Unit

STRATEGIC OBJECTIVE	FOCUS AREA	ACTION PLANS	INTENDED OUTCOME	RESPONSIBILITY
		<ul style="list-style-type: none"> • Establish stone fruit enterprises along the Drakensberg foothills 		
	Mining and sand winning	<ul style="list-style-type: none"> • Identification of mining opportunities. • Strategic support to existing mining operations. • Commercialisation of sand winning and sandstone block making operations. 	Mining and sand winning operations with minimal impact on the environment.	EDP: Local Economic Development Business Unit
	Tourism	<ul style="list-style-type: none"> • Development and implementation of a tourism marketing strategy. • Development of tourism brochures. • Establishment and support of CTOs and LTOs. • Establishment of a tourism information centre. • Development of a tourism web-page on the municipal website. • Training and registration of tourism businesses. 	Increase in the number of tourists.	EDP: Local Economic Development Business Unit

4.5.3 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

STRATEGIC OBJECTIVE	FOCUS AREA	ACTION PLANS	INTENDED OUTCOME	RESPONSIBILITY
To develop and retain efficient staff complement for effective service delivery	Human Resource Management	<ul style="list-style-type: none"> • Development and implementation of municipal organogram. • Formulation of Workplace Skills Plan in preparation for coordinated staff training and capacity building. • Formulation and implementation of Employment Equity Plan. • Preparation and submission of Employment Equity Plan report within statutory timeframes. • Preparation and implementation of Human Resource Development Plan. 	Sufficient, efficient and motivated work force.	Corporate Services
	Labour relations	<ul style="list-style-type: none"> • Establishment and participation in all statutory labour relations establishments. • Developing and maintaining systems for 	Decent working environment.	Corporate Services

STRATEGIC OBJECTIVE	FOCUS AREA	ACTION PLANS	INTENDED OUTCOME	RESPONSIBILITY
		good labour relations.		
	Performance management	<ul style="list-style-type: none"> • Review of performance management policy. • Introduction of performance management throughout the staff complement of the organisation. • Undertaking performance appraisals as provided for in the policy document. • Providing input onto the annual report on organisational performance in relation to the KPAs. 	Service excellence.	Corporate Services Office of the MM: Monitoring and evaluation
To develop an efficient and effective municipal administration system	Administration	<ul style="list-style-type: none"> • Ensuring that all municipal departments are properly accommodated. • Formulation and review of all administration policies and procedures. • Implementation of the Electronic Archiving System. • Introduction of a document management system. • Maintenance of the local area network. • Investigate and advice management and council on information technology options and solutions. 	Efficient Administration	Corporate Services
	Council support	<ul style="list-style-type: none"> • Administration of council and committee meetings. • Development of standing rules, delegation framework and municipal by-laws. 	Efficient governance	Corporate Services

STRATEGIC OBJECTIVE	FOCUS AREA	ACTION PLANS	INTENDED OUTCOME	RESPONSIBILITY
		<ul style="list-style-type: none"> • Induction and orientation of new councillors. • Establishment and implementation of a councillor development programme. 		
	Legal services	<ul style="list-style-type: none"> • Ensuring compliance with all pieces of legislation. • Drafting of contracts for all service providers. • Providing legal advice to council. • Drafting and implementation of municipal by-laws. 	Legislative compliance	Corporate Services Office of the MM: Risk Services

4.5.4 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

STRATEGIC OBJECTIVE	FOCUS AREA	ACTION PLANS	INTENDED OUTCOME	RESPONSIBILITY
To strengthen governance structures in line with municipal mandate.	Reporting	<ul style="list-style-type: none"> • Preparation and publication of an annual report on time. • Ensure that all financial reports are prepared and submitted accordingly (prescripts and content). • Ensure that performance reports are prepared and submitted as provided in the policy. 	Full compliance with municipal reporting requirements	Office of the MM: Communications
	Auditing	<ul style="list-style-type: none"> • Ensure that internal auditing structures 	Full compliance	CFO

STRATEGIC OBJECTIVE	FOCUS AREA	ACTION PLANS	INTENDED OUTCOME	RESPONSIBILITY
		and systems are developed. <ul style="list-style-type: none"> • Ensure compliance with requirements for external auditing. 	with treasury auditing requirements	Office of the MM: Internal Audit
	Intergovernmental relations and cooperative governance	<ul style="list-style-type: none"> • Full participation in district intergovernmental relations forum. • Implementation of a record of understanding with the traditional leaders. • Facilitate establishment of strategic partnerships with relevant stakeholders for an effective implementation of the IDP. 	Strategic partnerships	Office of the MM
	Integrated Development Planning	<ul style="list-style-type: none"> • Prepare a new Integrated Development Plan to guide development for the next five years. • Undertake annual review of the IDP. • Participate in district and provincial IDP coordinating forums. • Ensure IDP and budget alignment. 	Credible IDP	Office of the MM: Monitoring and Evaluation and IDP
	Public participation	<ul style="list-style-type: none"> • Strengthen IDP forum and ensure that it represents all stakeholders. • Organise and conduct mayoral izimbizo. • Organise and undertake budget and IDP road shows. • Capacitate ward committees through training to participate effectively in municipal affairs. 	Effective public participation in municipal affairs.	Office of the MM: Communications Corporate Services
	Public communication and marketing	<ul style="list-style-type: none"> • Ensure efficient maintenance of municipal website. • Establish clear media liaison procedures. 	Effective communication and	Office of the MM: Communications

STRATEGIC OBJECTIVE	FOCUS AREA	ACTION PLANS	INTENDED OUTCOME	RESPONSIBILITY
		<ul style="list-style-type: none"> • Establish internal electronic communication system (Intranet). • Publish a newsletter at least once a quarter. • Information leaflets. 	dissemination of information.	
	Customer care	<ul style="list-style-type: none"> • Undertake a quality of life and client satisfaction survey. • Establishment of a computerized customer query resolution system • Establishment of a Customer Care Centre. • Establish one-stop customer service centers 	Improved client satisfaction rate.	Office of the MM: Monitoring and Evaluation and IDP
	Monitoring and evaluation	<ul style="list-style-type: none"> • Establish a monitoring and evaluation unit. • Introduce monitoring and evaluation systems and procedures. 	Operational monitoring and evaluation unit	Office of the MM: Monitoring and Evaluation and IDP

4.5.5 FINANCIAL MANAGEMENT AND SUSTAINABILITY

STRATEGIC OBJECTIVE	FOCUS AREA	ACTION PLANS	INTENDED OUTCOME	RESPONSIBILITY
To develop and maintain systems and procedures for effective and sound management of municipal finances.	Financial management systems and procedures	<ul style="list-style-type: none"> • Submission of financial statements to the office of the AG • Development of a Policy on Financial Management Principles. • Review of the financial plan • Building capacity with the community and Councilors in municipal finances 	Compliance with treasury instructions	Budget & Treasury
	Budget management	<ul style="list-style-type: none"> • Strategies and plans to achieve unqualified audit reports developed • Development of budget deviation policy, delegated authorities and procedures. 	Expenditure according to budget	Budget & Treasury
	Revenue generation	<ul style="list-style-type: none"> • Investigate and apply mechanisms to improve income generation • Completion of the investigation and recommendations into the enhancement of the Billing System 	Increased own revenue ratio to grant funding	Revenue, Debt and Expenditure
	Supply chain management	<ul style="list-style-type: none"> • Review of the Supply Chain Management Policy. • Existence of a strategy to share and procure services jointly with other Municipalities 	Compliance with MFMA	SCM and Asset Management
	Municipal property rating system	<ul style="list-style-type: none"> • Completion of the roll-out of the Property Rates System 	Compliance with MPRA	Revenue, Debt and Expenditure

4.5.6 SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

STRATEGIC OBJECTIVE	FOCUS AREA	ACTION PLANS	INTENDED OUTCOME	RESPONSIBILITY
To deliver sustainable municipal infrastructure	Infrastructure Development	<ul style="list-style-type: none"> • Management and reporting on municipal infrastructure projects. • Participate in and inform Alfred Nzo infrastructure planning processes. • Monitor and provide support to the implementation of bulk infrastructure projects being implemented by other service delivery agencies. • Development and improvement of new access roads. 	Reduction of service backlogs	Technical Services
	Development of community facilities	<ul style="list-style-type: none"> • Development of community facilities in strategic areas. • Providing support to government departments responsible for the development of public facilities. 	Improved access to public facilities	Technical Services
	Operations and maintenance	<ul style="list-style-type: none"> • Road maintenance which includes re-gravelling, storm water drainage, bridges, pothole patching, paving, road signs, road markings and foot paths. • Provision of warning signs to road users of hazard potential hazards. • Regulatory signs to be visible and legible. • Purchase, operation and maintenance of plant. • Promoting and implementing labour Intensive maintenance programme 	Improved quality of infrastructure	Technical Services

STRATEGIC OBJECTIVE	FOCUS AREA	ACTION PLANS	INTENDED OUTCOME	RESPONSIBILITY
		(Khoesa Mofokeng Programme) and Length-Man Programme.		
	Electrification programme	<ul style="list-style-type: none"> • House connections. • High and low voltage reticulation maintenance and repairs. • Streetlights maintenance and repairs. • Smart metering. 	Reduced service backlogs	Technical Services
	Solid waste management	<ul style="list-style-type: none"> • Management and maintenance of waste sites/land fill sites. • Enforcement of waste management by-laws. • Awareness and information sharing campaigns. • Establishment of buy-back centres. 	Recognition as a clean environment	Technical Services
To improve the quality of life and living standard for the local communities	Management of Public Amenities	<ul style="list-style-type: none"> • Management of existing libraries and facilitating development of new ones. • Management and improvement of the museum. • Management and maintenance of community halls. • Management of existing and development of new cemeteries and burial facilities. 		Community Services: Housing and Public Amenities Business Unit
	Disaster Management	<ul style="list-style-type: none"> • Preparation of a disaster management plan. • Participation in disaster management forums at a district level. • Disaster management station. 	Capacity to respond to disaster situations	Community Services

STRATEGIC OBJECTIVE	FOCUS AREA	ACTION PLANS	INTENDED OUTCOME	RESPONSIBILITY
	Public facilities	<ul style="list-style-type: none"> • Development and maintenance of sports fields. • Management and maintenance of swimming pools. • Operation of the pound system. • Development, management and maintenance of public parks. 		Community Services: HET Services Business Unit
	Housing	<ul style="list-style-type: none"> • Administration of the housing forum. • Establishment and administration of project steering committees. • Liaison with the provincial Department of Human Settlements. • Preparation of a Housing Sector Plan. • Identification and packaging of housing projects. • Management of housing projects. 		Community Services Technical Services