

SECTION F: DEVELOPMENT STRATEGIES

Strategic Alignment of National Policy Directives

Applying and using the NSDP **within the operations of other spheres of government** through PGDSs for Provinces and IDPs for Local Government means **undertaking rigorous strategies of the space economy** to achieve areas of economic significance & concentrations of poverty and relative & dynamic comparative advantage of localities and providing a common platform for structured dialogue of Sector Planning and Integration through Intergovernmental Forum as established on 30 October 2010. Kouga municipality's response to the national policies can be measured against the development priorities and its Turn Around Strategy. These priorities make a clear indication of where the municipality wants to go and the contribution towards both national policies and the millennium development goals. Following is a table reflecting how Kouga Broad Focus Strategies are strategically aligned with the National Policy Directives:

NSDP /Principle	Millennium Development Goals	PGDP Targets	MTSF	ASGISA	IDP
Economic growth as the prerequisite for the achievement of other policy objectives such as poverty eradication and equitable development	Eradicate Extreme Poverty And Hunger- to halve , between 1990 and 2015, the proportion of people whose income is less than one dollar a day Target 1.B: Achieve full and productive employment and decent work for all, including women and young people	Economic growth is stimulated in the Kouga region, and sustainable employment has been facilitated by creating a 5% growth in job creation by 2011 • Decrease number of unemployed persons • Increase by 500 number of jobs created via municipal infrastructure projects through public works initiatives		Macro-economy issues – to improve budgeting in government, particularly at a macro level. A further area where macro economic policies or implementation will be improved is in expenditure management, particularly in government capital investment	Facilitate actions that improve service delivery in order to contribute to the reduction of poverty To facilitate the growth of the Kouga economy and increase employment opportunities by creating a conducive economic environment through Agrarian Programmes; SMME; Co-operatives support Investments and Tourism

		<ul style="list-style-type: none"> • Increase by 20 number of investments from existing and new industries 			
<p>Focusing future settlement and economic development opportunities into activity corridors and nodes adjacent to or linked to main growth centres</p> <ul style="list-style-type: none"> • Increase footprint and densification • Not Greenfield Developments 	<p>Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources ; to reduce biodiversity loss, sustainable access to safe drinking water and basic sanitation and by 2020</p>	<p>Breaking new grounds in housing and sustainable human settlement by 2012</p> <ul style="list-style-type: none"> • Provision of two conducive areas/ ervens for the BNG programme 			<p>By strategically focusing on the two running BNG projects in Humansdorp, St Francis Bay and Sea Vista.</p> <p>Densification and Affordable housing</p> <p>Building and forging corridors between the Gamtoos Valley (along the N2) and the economically vibrant Jeffrey's Bay.</p>
<p>Efforts to address inequalities should focus on people and not places</p>	<p>Promote Gender Equality And Empower Women</p> <p>Achieve Universal Primary Education to ensure that, by 2015, children everywhere, boys and girls alike,</p>	<p>Increase investment in human capital skills by 10%</p>	<p>Strengthen the skills and human resource base - focus skills and education systems towards the delivery of quality outcomes.</p>	<p>Education and skills development-to address the skills challenge in the educational sphere will focus on the a) quality of education, b) adult basic education and training (ABET), further education and training (FET) and artisanal skills.</p>	<p>By implementing Skills Development through internal (50%) and external (50%) bursaries, scarce skills programmes and awareness campaigns with primary focus on special groups and previously disadvantages communities</p>

	will be able to complete a full course of primary schooling		Improve the health profile of all South Africans		Strategic Focus on International Relations with Ubatuba in Brazil for skills transfer
Government infrastructure investment, beyond basic service delivery, will be in areas of high development potential or economic growth		Provision of 1 per annum of infrastructure conducive for entrepreneurship practice	Massive program to build economic and social infrastructure - continued infrastructure investment program aimed at expanding and improving social and economic infrastructure, transportation, energy, water, sanitation and information and communication infrastructure	Increased levels of public expenditure - Infrastructure programmes	By allocating more resources for implementing LED strategy and infrastructure plan to areas of high economic activity to attract investments By Strengthening relations international with Ubatuba – Brazil for economic and tourism boost
Areas with high levels of poverty and high development potential should receive investment beyond basic services to exploit this potential		Conducive environment for agriculture through land alienation and access to 100 hectares in Gamtoos Area (the area has high poverty rates but equally high agricultural and tourism potential)	Comprehensive rural development strategy linked to land and agrarian reform and food security		By focusing on support initiatives for agricultural development and related processing activities to ensure sustainable farming and food security

2. Turn Around Strategy Focus Areas

Municipal Strategic Planning workshop held on the 18-21 January 2010 resolved and established a task team to consolidate and formulate the Kouga Municipality's Turn-Around Strategy (TAS). To ensure broad representation the members of the Turnaround Strategy were nominated from each directorate. The Provincial Department of Local Government and Traditional Affairs together with the Representatives from CoCGTA following draft Turnaround Strategy was formulated and incorporated in this draft IDP document.

A final TAS document is anticipated to be complete by end of April 2010 which will form part of the final IDP document for adoption in 25May 2010.

i) IMMEDIATE PRE- 2011 PROIRITY

Development Priority: Economic, Efficient and Effective Land Use and Area Based Planning

<i>TAS Priority Issues</i>	<i>Key Challenges</i>	<i>Strategic Deliverables</i>
Environmental Management	<p>Lack of integrated approach to address environmental related issues</p> <p>Environmental Management Planning</p> <p>Lack of a dedicated skilled environmental management officer</p>	<p>Develop a unit that will attend to environmental related aspects as EIA, SEA, conservation, preservation , ecotourism etc</p> <p>Job purification on how the Environmental Management unit can be aligned with the Environmental Health Management</p> <p>Develop an Environmental Management (PRE) Plan that incorporates, SEA, EIA ect.</p>
Spatial Planning	Land surveys that hinders implementation of projects	Cadastral Information Management System that enable more effective use of state and communal land for socio-economic development
	Land audit not aligned with land use management	An integrated approach in the allocation of land for effective socio-economic development use. E.g. Housing, Cemeteries , Commonage , Business Centers, churches etc
	Infrastructure Planning	Extended edges space analysis for bulk infrastructure and need and EIA requirements

Development priority: accelerate service delivery to support the poor and vulnerable

TAS Priority Issues	Key Challenges	Strategic Deliverables
Audit of Ageing Infrastructure for informed planning	Poor condition of current assets as a result of lack of funding allocation for refurbishment and maintenance of existing infrastructure. Lack of understanding of backlog/ current log / future log for the entire Kouga	Allocation of budget for Organisational Infrastructure diagnostic survey to Audit of ageing infrastructure, 2010 demands , upgrade for housing future demands, increased urban edges and new private developments.
Alternative Energy Development	Inadequate and expensive energy supply	Develop a Memorandum of Agreement with the minister on the quantity of renewable energy to be procured
Office , Tools and Equipment	Inadequate office space	Establish a centralized office space
	Outdated and shortage of equipment and tools of trade	Procure required equipment
Funding and capacity strategy for municipal Infrastructure	Inadequate MIG allocation that does not respond to the demand	Revise MIG policy to accommodate Kouga targets and implementation of Comprehensive Infrastructure Plans
Infrastructure Human Resource	Delays in the filling of old vacancies and shortage of skills capacity and equity	Development and implementation of filling of critical positions and strategically placement
		Audit skills shortage for training planning
Infrastructure Commitment to Local economic Development	Lack of targets to redress the economic infrastructure development	Develop targets for EPWP , BEE, SMME in infrastructure delivery Linkage of infrastructure planning and implementation with Local Economic Planning

Development Priority: To improve economic growth and employment and reduce poverty by maximizing the socio-economic impact of the municipality's actions, through broadening stakeholder participation in aligned and focused socio-economic activities.

<i>TAS Priority Issues</i>	<i>Key Challenges</i>	<i>Strategic Deliverables</i>
<p>Improve Economic Governance capacity of the municipality</p>	<p>Lack of well resourced LED Unit. (No Tourism and research staff)</p> <p>Poor understanding of Local Economic Development within the Municipality.</p> <p>Cumbersome processes and procedures within the municipality.</p> <p>Gloomy understanding internal departmental strategic contribution to LED</p> <p>Poor participation by the public, bus-iness and communities in local eco-nomic actions facilitated through the municipality and evaluation thereof.</p> <p>Well defined partnerships and supports economic governance</p>	<p>Tourism Manager and Tourism Administrator, Appoint Research, Planning and Development Staff</p> <p>Workshops for Officials on Managerial level and Councilors on LED Awareness.</p> <p>Workshops on 'Cutting Red Tape'</p> <p>Establish and Kouga Interdepartmental LED working group to deal with integrated, cross cutting issues that grow the Kouga Economy.</p> <p>Establish a Local Action Group consisting of government and the private sector and community to plan, monitor and evaluate the implementation of the LED Strategy.</p> <p>Joint planning by parent municipalities and Kouga Development Agency to for Development Plans and Risk management plans for the Kouga Development Agency. Defined structures established to link with Kouga Development Agency</p> <p>Finalize Feasibility Studies of Kouga Cultural Centre and implement partnership development as indicated in the Feasibility Studies, i.e. Arts, crafts, tourism science and technology development.</p> <p>Joint planning in implementation of Sarah Baartmann Site Development</p> <p>Partnership Programs with Baviaans Mega Reserve</p>
<p>Facilitate growth of the Kouga economy and increase employment opportunities by creating a conducive environment for LED</p>	<p>Environment to create employment not vigorously addressed</p> <p>Land availability for investors in conjunction with community structures for long term leases</p>	<p>Do a labour force survey within the area to determine job needs in the locality, as well as general job availability in Kouga Municipal Area</p> <p>Approval of Council for long term leases</p> <p>Request for proposals for investments proposals</p> <p>Ensure equitable redistribution of wealth by facilitating a process of municipal</p>

	<p>Lack of a strategy to seize the opportunities disposed of naturally for the benefit of the poor</p> <p>Lack of strategic direction and guidance to the community</p> <p>Access to land for strategic investment</p> <p>Tourism marketing opportunities for the Kouga not supported.</p> <p>Supply chain not conducive to distributing wealth within the Kouga Economy</p>	<p>land by communities in conjunction with investors</p> <p>Facilitate Resource allocation for the Implementation of a Rural Development and Agriculture Strategy</p> <p>Develop township renewal and urban development strategy</p> <p>Billabong International Profession Surfing Championships in Jeffreys Bay to be supported.</p> <p>Review Supply Chain Policy</p>
Pursuing advanced and enhanced International cooperation	Strategic direction on how to benefit from the intended economic spinoffs	Task team to outline Action plans for the outcomes of the MOA between Brazil / Ubatuba Relations
Social Integration and social cohesion	<p>Inequality of opportunity and general absence of communities in common enterprise</p> <p>Skills and Human resource based is not fully structured to a point of enhancing residents to realize lucrative prospects that surround them</p>	<p>Build Cohesive , caring and sustainable communities by :</p> <ul style="list-style-type: none"> - Promoting community independence whilst mainstreaming economic activities - Promote and facilitate the development of community organizations (especial Special Programmes Interest Groups) - Implement programmes that promote unity and inclusiveness e.g. Names changes - Promote Arts and Culture for enjoying cultural diversity and bringing people together through Sarah Bartmann Development - Facilitate provision of facilities to improve learner outcomes by increase support in improving access to better, free education , post secondary band higher education facilities
Increased population	Immigration that increases backlog on infrastructure and housing demand	Increase law enforcement that will monitor & control new migrants trends
Health Condition	Delays in the appointments in vacant positions and need for job purification	<p>Appoint a Manager for Health improved management health services</p> <p>Resolve the location of an HIV/AIDS coordinator and finalise the appointment</p>

Development priority: strengthening development planning, cooperative governance, accountability and a democratic developmental state (ps 1&2)

TAS Priority Issues	Key Challenges	Strategic Deliverables
Relationship between councilor/ Administration/ Community	Interference by councilors in administration	Review and Implement the Delegation Framework
	Poor communication between the institution and the community	Revitalise the operational system of Ward Committees by developing a schedule of meetings for all ward councilors; allocate regular scribes for the meeting. Ensure regular monthly meetings.
	Commitment by chairpersons to coordinate Ward Committee meetings	Consider implementation of the Public Participation Citizens Charter
	Ward Committees operating in a periphery, no sense of democracy, negotiations and accountability.	Strengthen mobilization and accountability by implementing a Public Participation Policy that is aligned with the Public Participation Guidelines after the review
		Align and Integrate the administrative operations of CDWs and Ward Committees <i>Link Ward Committees directly to the Allocation and control of resources for ward based projects (PS)</i>
		Appoint a senior manager in the Office of the Speaker as a critical position
Outdated Access to Information Policy	Review and implement the Communication Strategy	
Inability to reach out to the interest groups because they are organized	Finalise review and implement the Access to Information Policy	
Non adoption and Non implementation of policies	Organise interest groups by launching Children/ Youth/Women/ Disability Groups	
	Develop an SPU unit	
	Adoption of the Communication Policy	
Ineffective Website service	Implementation of the public participation policy	
	To develop a website strategy to ensure that it is efficiently utilized	
Cooperative Governance	Mis-alignment of development planning of National and Provincial - Planning that is not informed by community needs/plans	To relocate the IT unit to Corporate Service
		Implement the policy speech that IDP are the point of coordination of the work of all three spheres of government
		Heighten Intergovernmental maturity by ensuring that there is Institutional commitment to IGR for Design, Planning, Budgeting, Implementation and Monitoring Appoint an IGR officer in the IDP unit

Office Space	Need a bigger Council Chamber due to proposed increase in the number of councillors	Allocate a budget for the extension of the Council Chambers on the first floor
	Serious staff accommodation need	Allocate a budget to extend offices on top of the library
Records Management	Outdated File Plan , No official of Records Classification System Absence of an official records control schedule policy, electronic records policy and registry procedure manual Strong room too small to accommodate all records of the Council	To develop a new File Plan with the assistance of the Provincial Archives Unit To develop a Records Classification System with the assistance of the Provincial Archives Unit To develop a Records Control Schedule, Electronic Records Policy and Registry Procedure Manual. To make provision for a bigger strong room to accommodate Council's records
Legal Services	Non existence of a policy unit and dedicated staff	To set up a policy unit and to appoint competent staff in the legal services section
Property Management	Non-existence of an Asset Management Policy	To develop an Asset Management Policy
Maintenance of buildings	No proper care of council's buildings	Draw up a Maintenance Plan for all municipal buildings in the Kouga.

Development priority: develop capacity of the institution for effective delivery

<i>TAS Priority Issues</i>	<i>Key Challenges</i>	<i>Strategic Deliverables</i>
Lack of career planning	Lack of linkage of skills audit and plan to skills needed to perform functions effectively.	Identification of critical positions and development of succession plan
Lack of Integrated Training Plans	Trainings coordinated adhocly per individual demand not per institutional gap analysis	Strategic Leadership and Management Training
		Commitment by all directorates to plan for strategic training needs
		Relocate services of Supply Chain from Financial Services to Corporate Services. Review the Supply chain Policy that will realistically take into account preference to SMME, local BBEEE, Corporate Social Responsibility
		Establishment of Institutional Training Centre

Frustrated Employees	Low morale due to lack of office space, Unclear job description, misplaced staff and long term contract appointments, subjective staff relocation	Job Purification / optimal utilization of staff Implementation of Staff wellness programme
Transformed Institution	Lack of budget to implementation the adopted Institutional Transformation Plan	Source alternate funding for the implementation of Institutional Plan
Allowances; cell phone, petrol	Lack of consistency /uniformity.	Develop and adopt a policy on administration of staff benefits.
Staff shortages and filling of vacancies	Non adherence to best practices. Staffing and vacancies not informed by a real delivery need and not reflected in the organogram. Appointments not linked to organogram nor to budget plan and dragging restructuring process organogram finalisation.	Turnaround time in terms of filling of vacant positions Expedite adoption of an ideal organogram which response to the strategy and budget. Development of a policy on filling of vacancies
Acting in positions	Lack of clarity in as far as acting appointments is concerned.	Enforcement of the Collective Agreement on Acting Allowances
Compliance with Legislation	There is a general lack of compliance with legislation.	Workshops and training interventions. Continuous dipstick analysis approach and enforcement.
Transformation		Appointment and training of change management agents
Uncertainty about future	Casualization and temporary appointments. Employees are not always informed of what is happening in their surroundings.	Create decent jobs. Implement the communication strategy.
Understanding of institutional vision & mission.	Employees do not know about the vision and there is no buy-in.	Solicit a shared vision by communicating it to the entire workforce and the public. Change Management Agent
Review of outdated policies	Policies remain at draft phase indefinitely.	The Municipal Manager to invoke section 66 of the Systems Act in as far as operational policies are concerned. A team of highly trained employees, councilors to develop, review and monitor policies in conjunction with labour
Control measures and monitoring systems		

Outdated equipment		
Underutilization of IT related equipment	Lack of capacitated personnel.	Establish user groups. Regular training of user groups. Training of data captures to understand the broader picture

Development Priority: Clear Audit Report

<i>TAS Priority Issues</i>	<i>Key Challenges</i>	<i>Strategic Deliverables</i>
Unqualified Audit Report	Clean audit understood to be a function of the Finance directorate	Institutionalize Operational Clean Audit through including it as one of the key performance areas of Section 57 Managers within their performance agreements.
	Develop an independent Audit Committee	Efficient and effective utilization of internal audit and audit committee
	Oversight committee effectiveness	Strengthen the oversight function and institutionalize through section 57 managers
Lack of Funding for IDP projects	IDP projects not implemented	Establishment of a unit that deals with Project Planning , business planning and Budget soliciting
Budget cuts	Unrealistic Budget Planning	Proper Financial planning and Management
Delays in the processing of payments	Council image	Improvement strategy to improve creditors attitude , management and skills

POST 2011 TURN AROUND STRATEGIC PRIORITIES

Development Priority: Economic, Efficient and Effective Land Use and Area Based Planning

<i>TAS Priority Issues</i>	<i>Key Challenges</i>	<i>Strategic Deliverables</i>
Environmental Management	Implementation of an Environmental Management Planning	Create an environment by providing resources for the implementation of Environmental Management Plan
	Beach Erosion in St Francis Bay	Provision of adequate resource for the refurbishment of the St Francis Bay Beach that is eroding

		Study for any similar effects for the Jeffreys Bay Beaches
Spatial cadastral Planning for proper socio economic development land redistribution and land reform	Inadequate land redistribution and land reform Land	Redress, Equitable, Sustainable, transparent approach for effective socio-economic development land redistribution and land reform. E.g. Farming & grazing, private ownership, Housing Development , Cemeteries , Commonage , Business Centers, churches etc
		Proactive Spatial planning that consider for rural development and urban development framework priorities to be introduced by National

DEVELOPMENT PRIORITY: ACCELERATE SERVICE DELIVERY TO SUPPORT THE POOR AND VULNERABLE

<i>TAS Priority Issues</i>	<i>Challenges</i>	<i>Strategy Deliverable</i>
Accelerate Service Delivery to ensure that all citizens have access to affordable basic services	Poor condition of current assets as a result of lack of funding allocation for refurbishment and maintenance of existing infrastructure	Source adequate budget to address required bulk infrastructure upgrade, refurbishing and maintenance and reduce backlog.
	Mounting infrastructure backlog as a result of new developments , increased migrants and urban edges	Provision of Bulk infrastructure responding to the backlog for households , schools, clinics, hospitals , and other public amenities
	Effect of Infrastructure development on human development	Implementation of Community Infrastructure Development Plans considering targets for EPWP, SMME , Community coops , Corporate Social Responsibility as commitment to LED
Office , Tools and Equipment	Depleted Tools & equipment and soaring cost for hire.	100% Provision of budget for the implementation of a Special Purpose Vehicle Infrastructure Development , Office tools and equipment
Infrastructure Human Resource	Absents of a formally appointed Director Infrastructure Services	Appointment of the Director Infrastructure

DEVELOPMENT PRIORITY: SUPPORTING LOCAL ECONOMIC DEVELOPMENT AND RURAL DEVELOPMENT TO CREATE DECENT WORK AND SUSTAINABLE LIVELIHOODS

<i>Key Issues</i>	<i>Challenges</i>	<i>Turn Around Strategy</i>
Pervasive Poverty and unemployment	<p>Lack of Municipal revenue base to breakout the cycle of poverty</p> <p>Economic meltdown crisis that has adverse impact on development , retrenchment , loss of assets ,</p>	<p>Aggressive Implementation of Land Reform policies and Synergically cooperation with sector department</p> <p>Stimulate Agricultural production with the view to contribute to food security through a strong focus on institutional support that create scale economies</p> <p>Promote Public Private Partnership to assist with capacity building resource sharing for emerging farmers and households</p> <p>Ensure maximum exploitation of natural resources as ecosystem and improve benefits from fishing , vegetation</p> <p>Create business market centres that will be accessible to all</p> <p>Ensure provision of infrastructure that will improve eco tourism prioritizing rural areas and feasible areas</p>
Create a conducive environment for LED	<p>Environment to create self employment not vigorously addressed</p> <p>Lack of a strategy to seize the opportunities disposed of naturally for the benefit of the poor</p> <p>Lack of strategic direction and guidance to the community</p> <p>Access to land for strategic investment</p>	<p>Effectively implement an Area Based Plan/ Land Use Management Plan that seeks to address the economic need</p>
Commitment to a shared vision for Local Economic Development by Municipal directorates and Sector Departments	<p>Gloomy understanding of departmental strategic contribution to LED</p>	<p>Institutional Capacity Development Programme and Strategy that will enhance an integrated approach that emphasizes coordinating the interdepartmental and Intersectoral commitment to LED</p> <p>Facilitate LED capacity development Programmes targeted to Municipal Official and Community</p> <p>Achieve better development outcomes in rural areas as Gamtoos by improving alignment of efforts to what the earth can offer e.g. Access to land for agriculture, promote eco-agric-tourism.</p>
Pursuing Advancement and enhanced International cooperation	<p>Strategic direction on how to benefit from the intended economic spinoffs</p>	<p>that will yield a environment conducive for economic growth & development ; ensures creation of political economic and social space through the Brazil twining</p> <p>Develop a structured mechanism to fast track consolidation of an economic relations with the established partners, expanding trade relations , emerging</p>

		markets to enhance local economic development to seize benefits from Kouga/Ubatuba twining prospects
Social Integration and social cohesion	<p>Inequality of opportunity and general absence in communities of being part of a common enterprise</p> <p>Skills and Human resource based is not fully structured to a point of enhancing residents to realize lucrative prospects that surround them</p>	<p>Build Cohesive , caring and sustainable communities by :</p> <ul style="list-style-type: none"> - Creating a shared value system and a greater sense of community solidarity by promoting community independence whilst mainstreaming economic activities - Reduce social and economic vulnerability of the poor by focusing particularly on maintaining social grants and self enhancement programmes - Promote and facilitate the development of community organizations - Implement programmes that promote unity and inclusiveness e.g. Names changes, social integration - Promote Arts and Culture for enjoying cultural diversity and bringing people together - Improve learner outcomes by increase support in improving access to better , free education , post secondary and higher education facilities - Remove bottlenecks that are obstacles in access - Cooperate in school management - Cooperating in the mobilization of people to fight against crime and set up measurable targets - Develop a safe and supporting environment for all children with equipment for learning and play.
Health Condition		<p>Improve health condition by increasing institutional capacity , conduct regular awareness campaigns</p> <p>Strategically Increase clinics that offer VCT / ARV treatments</p>