

Vredendal

Kliprand

Doring Bay

Vanrhynsdorp

Papendorp

Nuwerus

Klawer

Molsvlei



INTEGRATED DEVELOPMENT PLAN 2012 - 2017

M A T Z I K A M A Municipality

**REVISION ONE
2013 - 2014**

Lutzville

Stofkraal

Bitterfontein

Koekenaap

Rietpoort



Strandfontein

Put-se-Kloof

Ebenaeser

Lutzville-
West

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R E V I S I O N 1

01 JULY 2013 - 30 JUNE 2014

PLEASE NOTE: THIS REVISED INTEGRATED DEVELOPMENT PLAN SUPERCEDES ALL PREVIOUS INTEGRATED DEVELOPMENT PLANS.

C H A P T E R O N E

I N T R O D U C T I O N

OVERVIEW OF THE INTEGRATED DEVELOPMENT PLAN

The Integrated Development Plan of the Matzikama Municipality is the over-arching strategic plan of the Municipality. The plan will be used to guide sustainable development for the next four years (2013-2017) in alignment with the budget. ***It is important to note that the ultimate purpose of the IDP is to articulate the vision of the Council of Matzikama and how to accomplish that vision by achieving a series of strategic objectives.***

It is important to note that the IDP comprise two processes one, the compilation of the plan as referred to in section 25 of the Municipal Systems Act (Act 32 of 2000) and two, the annual planning as referred to in section 34 of the Municipal Systems Act (Act 32 of 2000). The first process comprises the compilation of the actual plan and the second process comprises the annual revision or the testing of the validity of the strategies of the plan. Key to strategic planning is that the goals and strategic objectives which form the basis are not annually amended as it is long-term and not operational. However, annual revision of the plan will allow for inputs by all role players as the document is a live one and does make provision for changes especially those that impact on the strategic goals of the Council and its Communities.

On 1 July 2012 the Matzikama Municipality implemented a new five year Integrated Development Plan (IDP) for the period July 2012 - June 2017 to inform council's period of office.

The first and most recent review of the 2012-2017 IDP commenced in September 2012 following the approval of the process plan and time schedule. Implementation of the revised IDP commenced 01 July, 2013 following the adoption of the revised IDP and Budget by Council on 28 May, 2013.

Legal reference

The IDP is compiled according to the Municipal Systems Act (Act 32 of 2000) section 25. In line with the same Act; the Matzikama Municipality adopted the IDP as its principal strategic planning instrument to guide and inform its planning, management and development. It binds the Municipality in the exercise of its executive authority, except in cases where it conflicts with national or provincial legislation, in which case such legislation prevails. Furthermore, it compels all other persons to the extent that those parts of the IDP that impose duties or affect the rights of such people have been passed as a by-law. Section 26 of the Municipal Systems Act (Act 32 of 2000) requires that the IDP reflect the following core components:

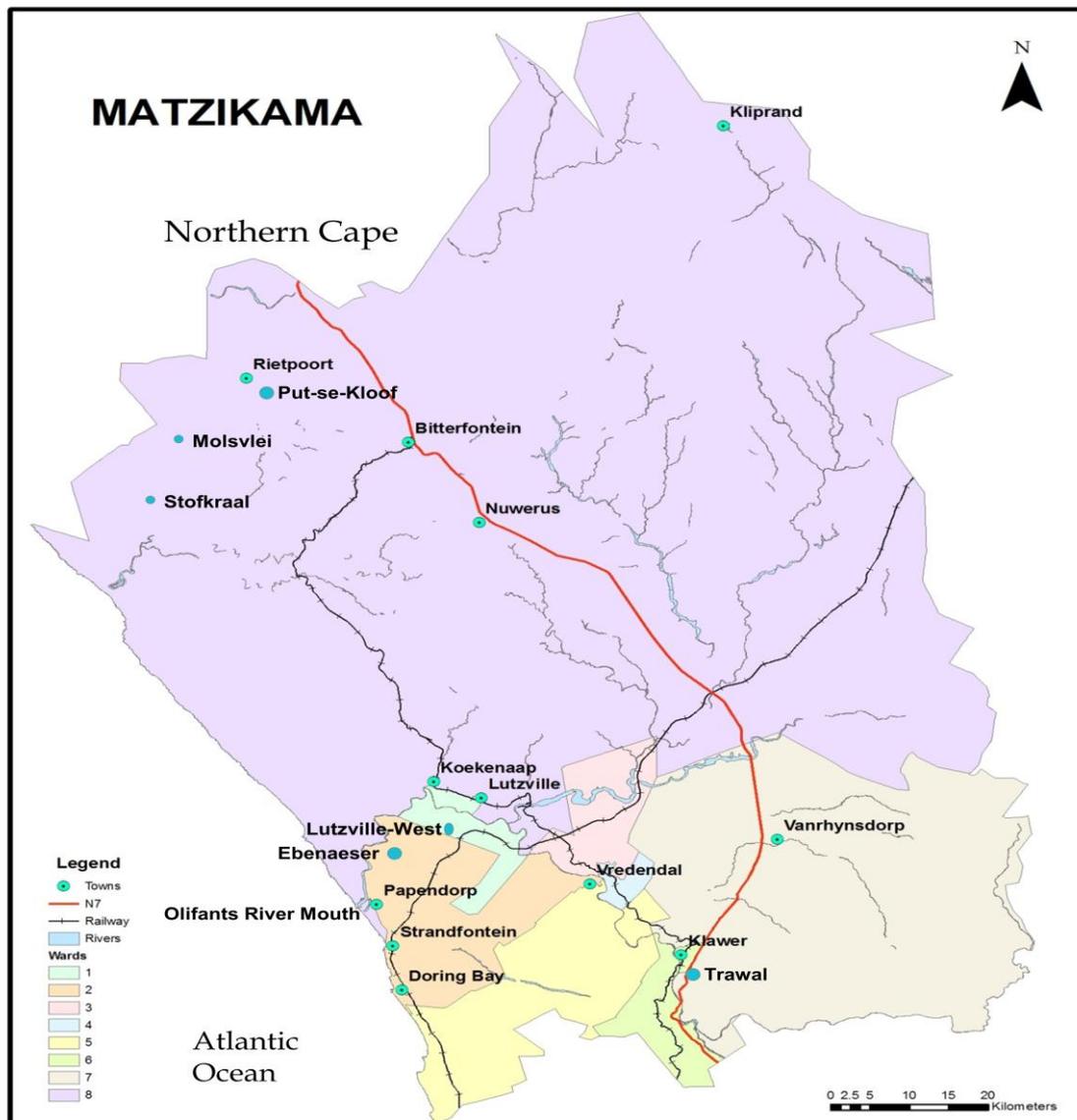
- the municipal council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;
- an assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;
- the council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs
- the council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
- a spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
- the council's operational strategies;
- applicable disaster management plans;
- a financial plan, which must include a budget projection for at least the next three years; and
- Key performance indicators and performance targets.

Integrated development plan intent

Apart from the IDP being a legislative requirement its ultimate purpose is to be an instrument of Council and its social partners to accomplish the vision of Council through the successful implementation of the strategic objectives and strategies. These developmental objectives and strategies of Council are developed by the same Council based on a comprehensive consultation process with all the Communities in the Municipal area. The IDP does a number of things but first and foremost it enables the Municipality to manage the process of fulfilling its strategic objectives followed by a number of other things including but not limited to:

- The IDP through its public participation processes makes provision for Council to be informed of the challenges facing its social partners;
- Through its integrated processes and programs the IDP equip Council to develop strategies and projects to resolve the challenges of its social partners in a manner that is effective and efficient;
- The IDP facilitate the removal of the silo-approach to development practices with the intent to expedite delivering of services amongst other things;
- Because the IDP is the only strategic plan that guide development it is instrumental in guiding other spheres of government, the private sector and aid organizations to allocate funds for projects that is aligned with the developmental objectives and strategies of the Municipality;
- The IDP is a key strategy of the government to strengthen democracy and transform institutions;
- The South African government system comprise three spheres of government that must work together to bring effective and efficient services to the public. The IDP is instrumental in facilitating and coordinating inter-governmental processes between the three spheres of government that is needed to deliver services to the public.

The Matzikama municipal area



The Matzikama Municipality is a category B municipality proclaimed in terms of Provincial Notice No 481/2000 of September 2000. As of the last local government elections in May 2011 the previous district managed area to the north (showing in purple on the map) of the Matzikama has been incorporated as per notice in the Provincial Gazette Extraordinary 6825. As a result the geographical area of the Municipality increased from roughly 8000 km² to 14000 km². The municipal area comprises 18 towns and or villages. These towns and villages include Doringbay, Strandfontein, Papendorp, Ebenhaeser, Lutzville-West, Lutzville, Koekenaap, Vredendal, Klawer, Trawal, Vanrhynsdorp, Nuwerus, Bitterfontein, Kliprand, Putsekloof, Rietpoort, Molsvlei and Stofkraal.

Matzikama is characterized by an arid environment but is served by a life-giving arterial namely the Olifants River. The river with its associated canal systems supports a flourishing agricultural sector that is mainly built on viniculture. Apart from the newly incorporated area to the north as well as the towns of Doringbay, Strandfontein and Vanrhynsdorp the rest of the population is concentrated along the river and canal system. Vredendal is by far the largest town in the area and it is also centrally located rendering it the logical economic and administrative centre of the municipal area.

The content of the integrated development plan

Chapter 2: talks about public participation from a legal perspective whilst the chapter elaborates on the public participation structures used by the Municipality and shares information about the wards and the ward councillors. Furthermore, the chapter reveals information about the public participation processes followed by the Matzikama to develop the strategy for the five year term of Council. The chapter also include information about the processes followed for the first revision of the five year IDP.

Chapter 3: puts Council's strategy into context by sharing with its readers the various components that forms the basis of the IDP. Those components are:

- *Intergovernmental relations that promotes the strategic goals of the Council of the Matzikama Municipality;*
- *Millennium Development Goals;*
- *National Outcomes;*
- *The National Development Plan;*
- *Provincial Strategic Objectives;*
- *State of the Nation Address;*
- *State of the Province Address.*

The rest of the chapter lays the basis for Council's strategy by providing an analysis of the municipal area. It talks in general about factors that influenced the strategy development process followed by council.

Chapter 4: talks about local economic development (LED). A chapter of the IDP is dedicated to local economic development as it surfaced as the most important development aspect that the Council of the Matzikama Municipality need to heed. Local economic development is a key part of the Matzikama Municipality's IDP.

Chapter 5: talks about sector plans and how it is aligned with the development processes of the Matzikama Municipality. It also shares information in relation to the role of sector plans versus the role of the IDP.

Chapter 6: is the heart of the IDP as it reveals the Council's strategy as to how it intends to make a difference in the lives of the citizens of Matzikama Municipality based on the input provided by the same citizens.

Chapter 7: talks elaborate on the financial plan of the Municipality and implementation of the strategy.

Community needs

Community needs in the IDP are often seen as a wish list and that Municipalities are misleading the communities by allowing them to list their needs and or concerns as this according to others create expectations with the communities. Those who are of the opinion that the above is true should note that community needs form the back bone of Council's strategy hence the inclusion in the IDP of the Matzikama Municipality as part of the analysis chapter. Furthermore, it also provide a space where other spheres of government can go, to have a better understanding of what are the burning issues especially with respect to the needs that fit their respective mandate. As South Africa advanced on the path of democracy the needs of communities are doing likewise. Twelve years ago community needs was centred on basic municipal services and housing. Today Matzikama is a living example of how that needs moved on and is overwhelmed by needs centred on services that sits with Provincial and National government.

C H A P T E R T W O
D E M O C R A T I Z E
D E V E L O P M E N T

INTRODUCTION

One of the key challenges facing municipalities is the low levels of community involvement in the development, implementation and monitoring and evaluation processes of municipalities. Unfortunately, these undesirable states of affairs is not supporting the notion of public participation and are in direct conflict with the letter and spirit of government's policies in relations to building a developmental local government. Public participation is intended to build on the commitment of the democratic government to deepen democracy, which is embedded in the Constitution.

According to the White Paper of 1998 on Local Government developmental local government means a local government committed to work with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives. The IDP is a mechanism and instrument that seeks to give meaning to developmental local government, where people themselves are active participants in the identification of needs, priorities and strategies for the reconstruction and development of communities.

PUBLIC PARTICIPATION STRUCTURES

Understanding the need for effective public participation processes the Matzikama Municipality created over the last five years in conjunction with all role players public participation structures with representation from all walks of society. The following structures exist in the Matzikama and are consulted by the Municipality on a scheduled basis to give meaningful effect to public participation.

Public Participation Structures	Composition of Structures
Ward Committees	<p>The following stakeholders are represented on the committee:</p> <ul style="list-style-type: none"> • The youth • Non-governmental organizations • Local business chamber • Sports organizations • Community dev. organizations • The farming communities • Broader community representation • School governing bodies • Safety and Security • CDWs - Ex-official status
IDP Representative Forum	<p>All of the stakeholders in the ward committees in addition to representation from the ward committees and sector departments make up the IDP representative forum.</p>
Local Economic Development (LED) Forum	<p>The following stakeholders are represented on the LED forum:</p> <ul style="list-style-type: none"> • Nominated members from ward committees • Business chambers • Commercial farmers • Emerging farmers • Black business forums • Industrial bodies • Labour • The youth • Non-governmental organizations
Ward Engagements	<p>The wider community in the ward attend these engagements.</p>

The diagrams below provide an elaborated view of the various community structures created by the Matzikama Municipality as the representatives of the public partnership component of the Municipality. These structures are consulted as per the process plan of the municipality.

Ward Committees

Ward committees play a central role in the public participation processes of the Municipality. They are also the most regular consulted public participation structures due to the critical role ward committees are fulfilling in linking and informing the municipalities about the needs, aspirations, potentials and problems of the communities.

WARD COMMITTEE STRUCTURE



Modus Operandi of ward committees

Ward Committees have bi-monthly meetings in addition to special meetings and workshops. Submissions to council are made via the Speaker's office. Responses from Council would form part of the agenda of the ward committee meeting at the following meeting. Ward committee meetings are fully funded by the Municipality. In addition to expenses that are paid to every ward committee member the Municipality provide refreshments at every meeting make all arrangements for the meeting and provide the secretarial function if needed. The Matzikama Municipality comprise 8 wards, see wards make-up below.

MATZIKAMA

Northern Cape



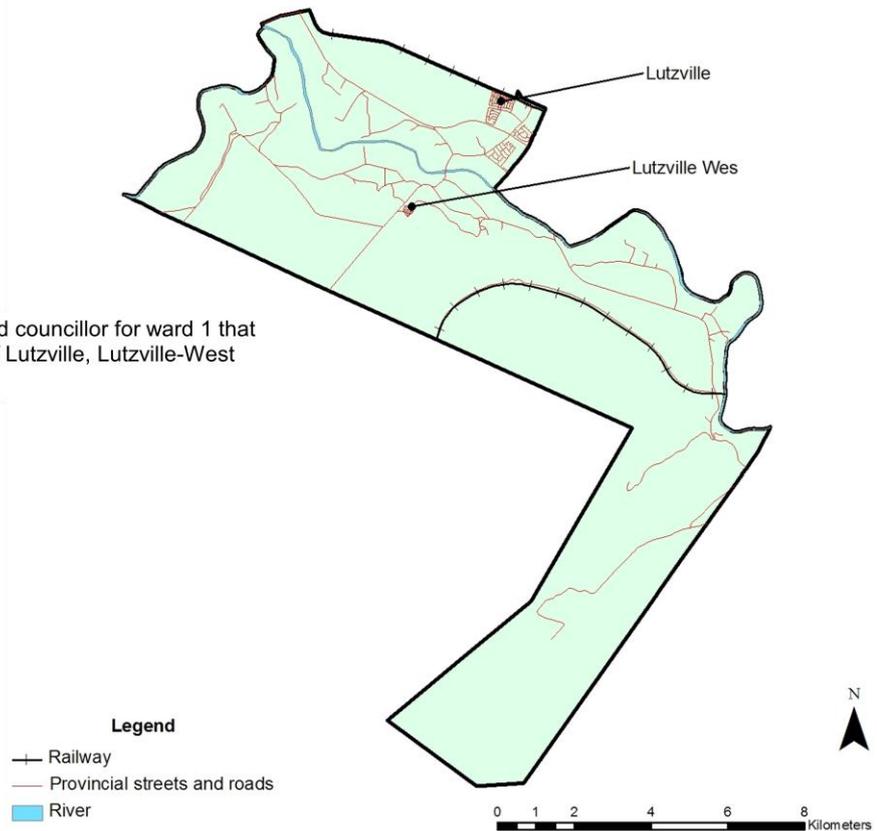
The total geographical area of the Municipality is slightly less than 14 000 km². As can be seen from the map above the municipal area is made up of 8 wards with the largest being ward 8 also, the most scarcely populated and the smallest being ward 4, also the most densely populated.

**WARD
COUNCILLOR**



Frans Bam is the elected ward councillor for ward 1 that comprise the towns/villages of Lutzville, Lutzville-West and surrounding farms

MATZIKAMA - WARD 1

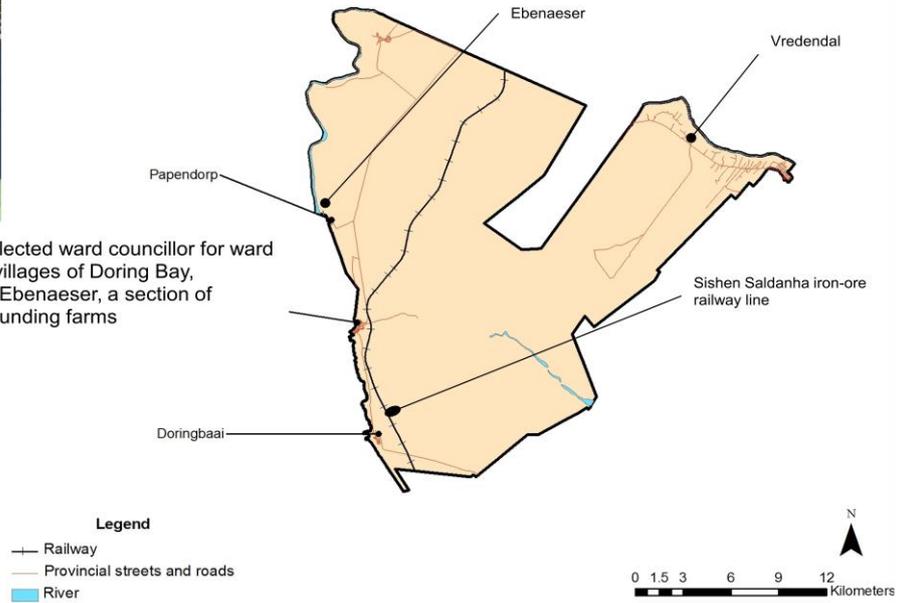


WARD
COUNCILLOR



Delina Goedeman is the elected ward councillor for ward 2 that comprise the towns/villages of Doring Bay, Strandfontein, Papendorp, Ebenaeser, a section of Vredendal-South and surrounding farms

MATZIKAMA - WARD 2

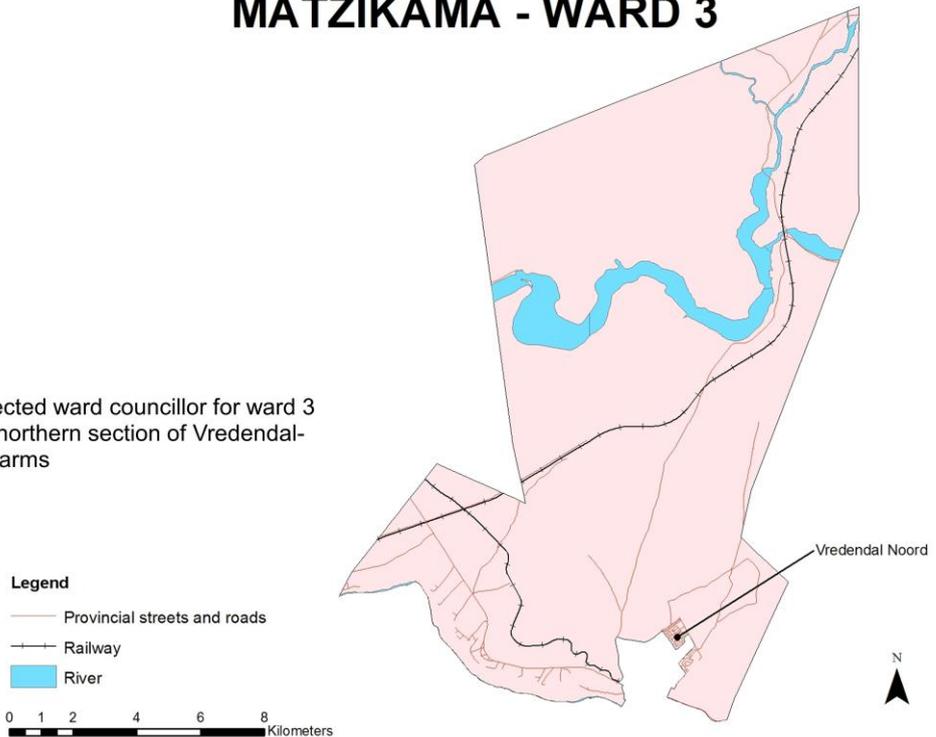


WARD
COUNCILLOR



Elias Mqingqi is the elected ward councillor for ward 3 that comprise the most northern section of Vredendal-North and surrounding farms

MATZIKAMA - WARD 3

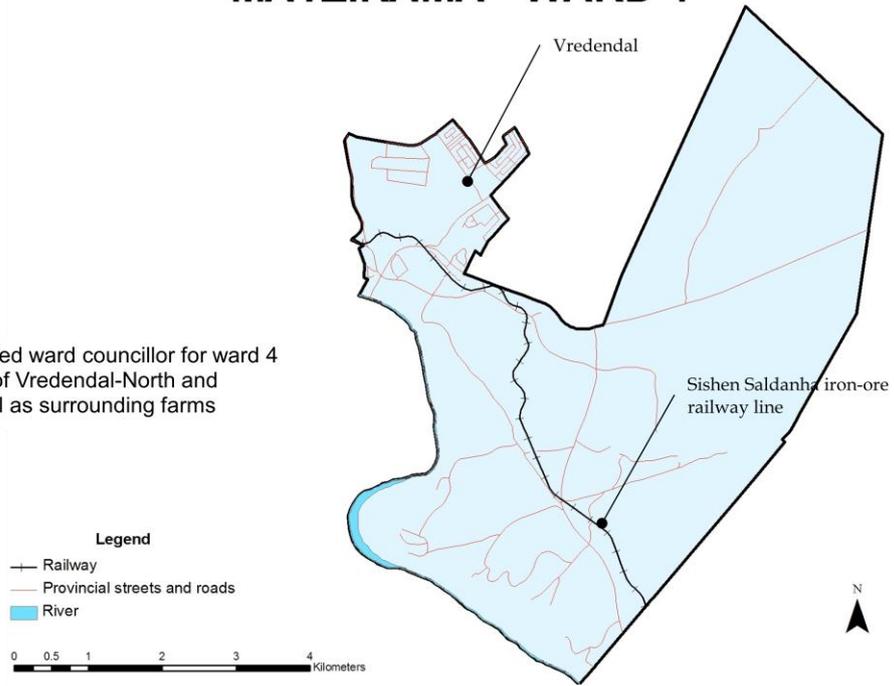


**WARD
COUNCILLOR**



Patrick Bok is the elected ward councillor for ward 4 that comprise sections of Vredendal-North and Vredendal-South as well as surrounding farms

MATZIKAMA - WARD 4

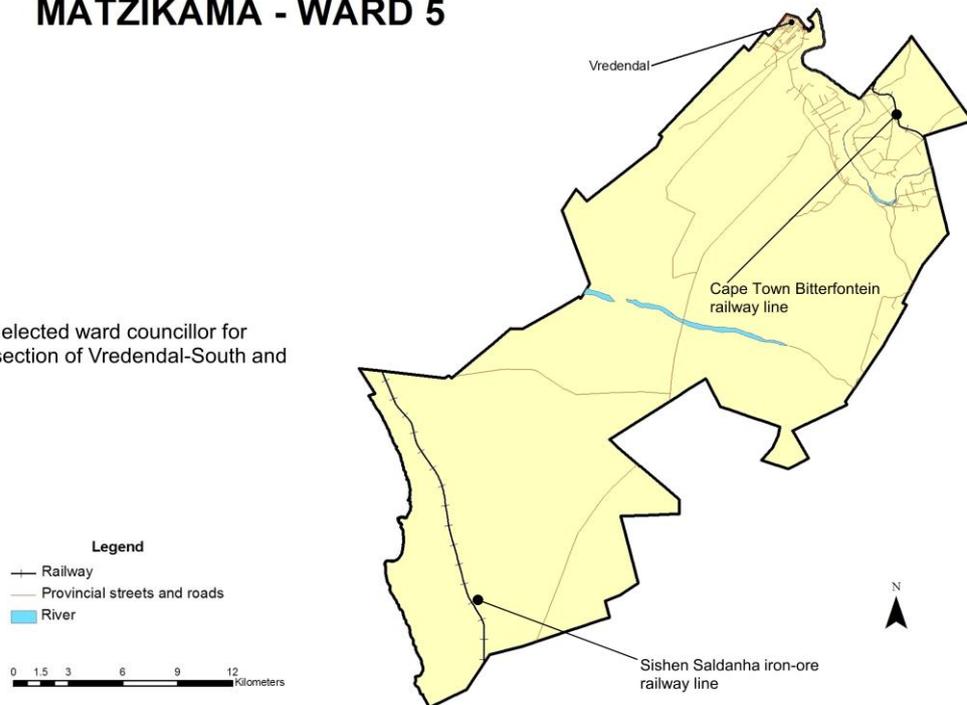


**WARD
COUNCILLOR**



Rhenda Stephan is the elected ward councillor for ward 5 that comprise a section of Vredendal-South and surrounding farms

MATZIKAMA - WARD 5

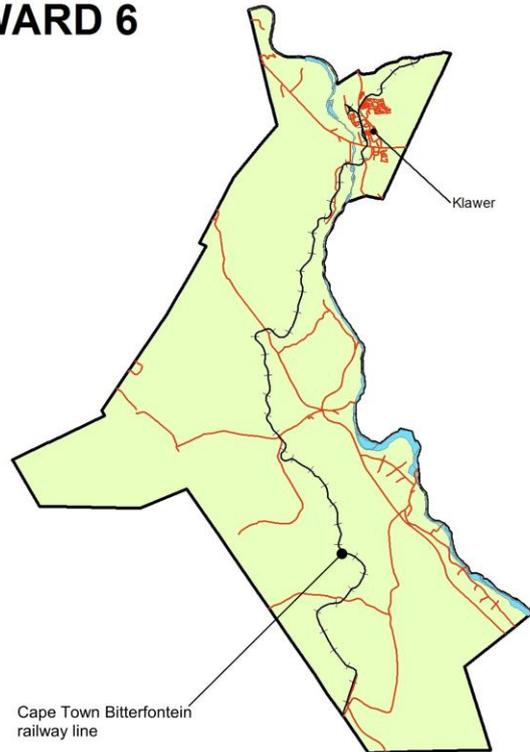
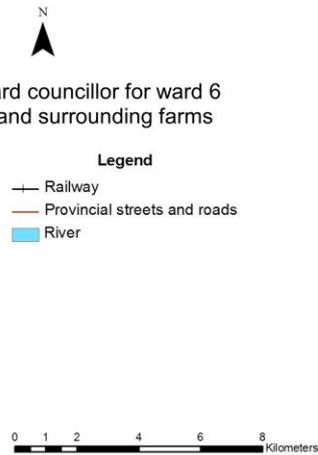


WARD
COUNCILLOR



Isaac Julies is the elected ward councillor for ward 6 that comprise Klaver, Trawal and surrounding farms

MATZIKAMA - WARD 6

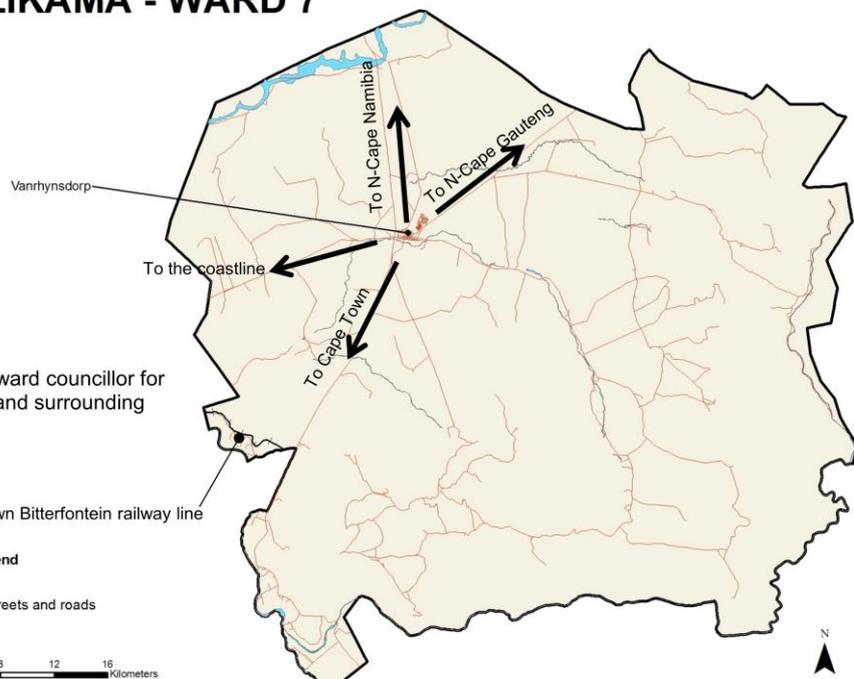


WARD
COUNCILLOR



Andreas Sindyamba is the elected ward councillor for ward 7 that comprise Vanrhynsdorp and surrounding farms

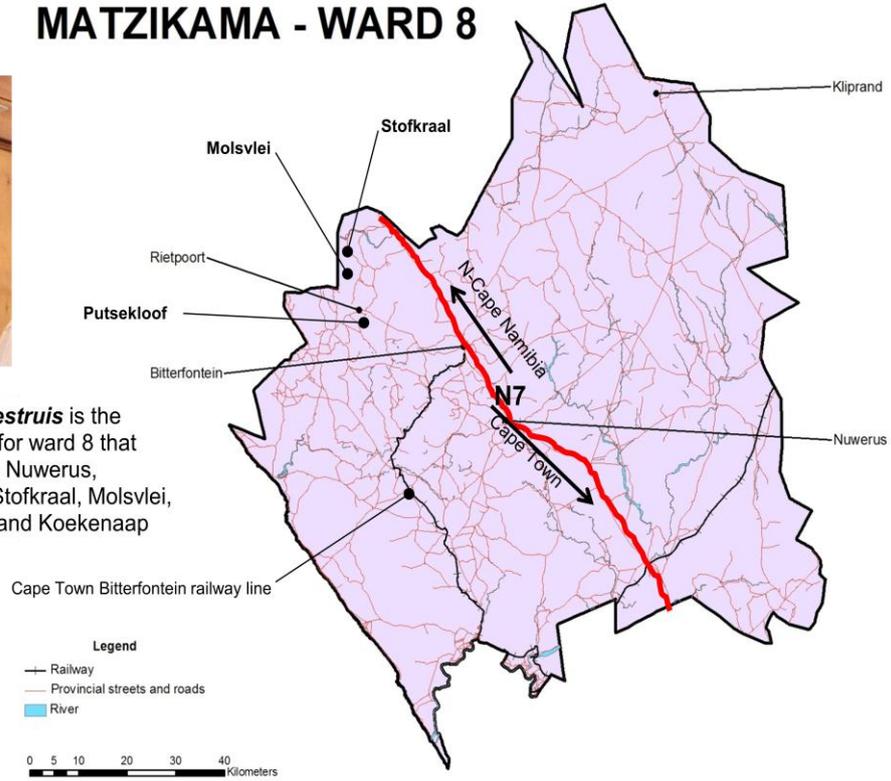
MATZIKAMA - WARD 7



MATZIKAMA - WARD 8



Christoffel Van Der Westruis is the elected ward councillor for ward 8 that comprise towns/villages Nuwerus, Bitterfontein, Kliprand, Stofkraal, Molsvlei, Rietpoort, Put-se-Kloof and Koekenaap



IDP Representative Forum

IDP REPRESENTATIVE FORUM STRUCTURE

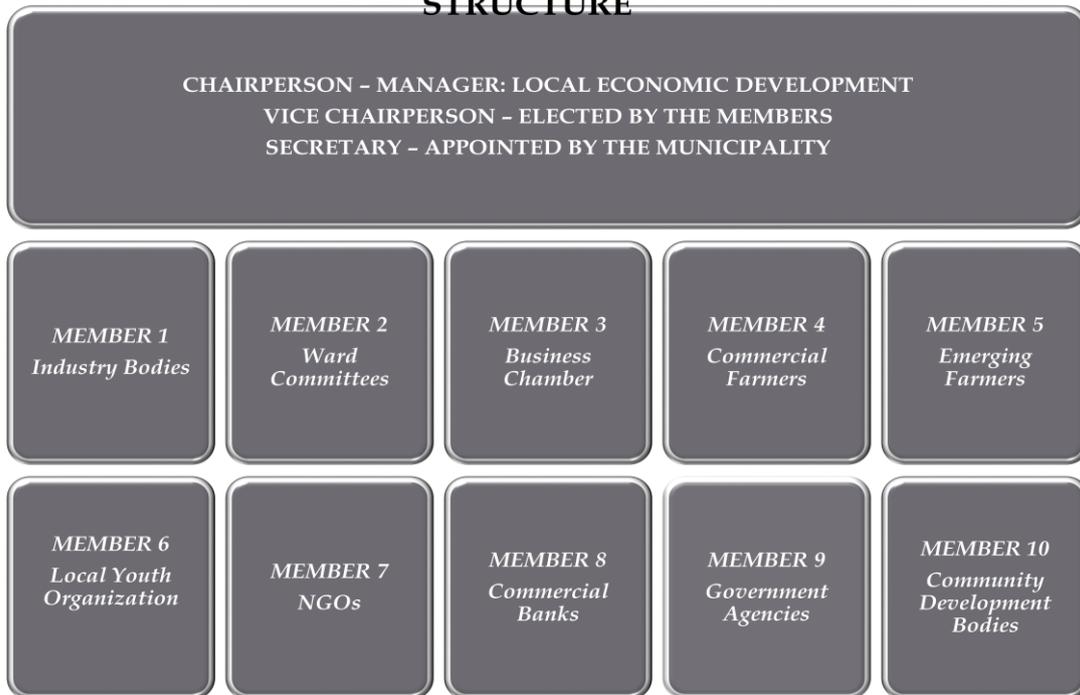


Modus operandi of IDP Representative Forum

This structure meets not more than three times per annum and makes recommendations to Council in relations to issues pertaining to the IDP. The structure also provide a platform where the Municipality can share those challenges and needs of Communities that does not form part of their constitutional mandate with sector departments. The major challenge in relation to the second purpose of the IDP representative forum is the poor attendance by sector departments something that is in direct conflict with the letter and spirit of inter-governmental relations. As this is an opportunity for sector departments to share in the needs analysis of Communities, failing to attend these sessions usually end up in unilateral developments on the part of Provincial Government.

Local Economic Development Forum (LEDF)

LOCAL ECONOMIC DEVELOPMENT FORUM STRUCTURE

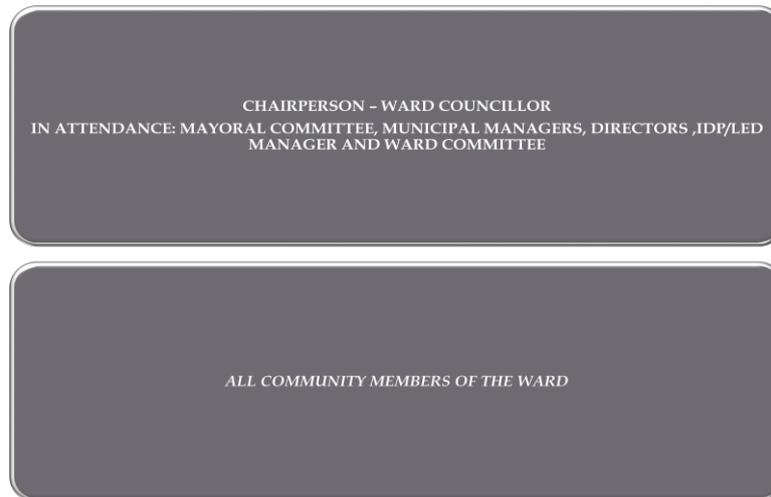


Modus Operandi

The Local Economic Development Forum conducts quarterly meetings apart from special meetings and workshops. The committee deliberates on issues pertaining to economic development and make recommendations to Council. Members are nominated by mother bodies to which they are accountable to. The forum is affiliated to the West Coast District LED Managers Forum which in turn is affiliated to the Provincial LED Manager's Forum.

Wider Community Engagements

WIDER COMMUNITY ENGAGEMENT STRUCTURE



Modus Operandi

This structure conducts meeting at least three times per annum. The structure deliberates on issues pertaining to the IDP, budget, municipal policies, basic services, economic development and services in general. Issues flowing from these meetings are presented to Council for consideration after which it finds a space in the IDP or other relevant documentation and strategies.

PUBLIC PARTICIPATION PROCESS

Matzikama Municipality, in support of the principles of good governance, subscribes to the comprehensive definition of public participation which aims to strengthen democracy through institutions such as ward committees, IDP representative forums, LED forums and the participation of NGO's to inform council decisions. Public participation focuses on sharing responsibility for service delivery with communities, empowering communities and as required by law, moving government to consult and involve communities in the running of its affairs.

Public participation is defined as an open, accountable process through which individuals and groups within selected communities can exchange views and influence decision-making of the Municipality. It is further defined as a democratic process of engaging people, deciding, planning, and playing an active part in the development and operation of services that affect their lives within the municipality.

By definition a municipality in the South African context is a partnership comprising Councillors, administration and the public hence the need for public participation processes that does not only give meaning to the definition but allow the public component of the partnership to actively get involved in the running of the organization. The public participation processes followed by the Matzikama Municipality to develop the five year strategy unfolded over a period of 6 months that commenced in July 2011 after which it culminated in a strategic planning session of the Council in December 2011. A similar process in support of the first revision (2012-2013) of the IDP started in September 2012 in line with the process plan and concluded 03 May, 2013.

Aligning the modus operandi of the Matzikama Municipality with the vision Government has for public participation, linked to our own experience the Matzikama municipality will continue to promote public participation for the following reasons.

- Firstly, public participation is encouraged because it is a legal requirement to consult.
- Secondly, it could be promoted in order to make development plans and services more relevant to local needs and conditions.
- Thirdly, participation may be encouraged in order to hand over responsibility for services and promote community action.
- Lastly, public participation could be encouraged to empower local communities to have control over their own lives and livelihoods.

The legal reference

The Constitution of South Africa of 1996, the Municipal Systems Act 32 of 2000 and the Municipal Structures Act 117 of 1998 all provide protection and guarantee proper community involvement in the affairs of government at its lowest form where the lives of citizens are directly affected by the decisions of such government. Community participation, being a legal requirement for the provision of services to communities sets the tone for direct involvement by communities in the nature and prioritisation of services.

Strategy formulation: public participation process

The Matzikama Municipality conducted a thorough and extensive consultation process with all stakeholders including all sectors of the public, administration and councillors of Matzikama Municipality. The table below provides the reader with information with respect to the meetings and workshops held for the first revision (2013/14) of the five year strategy.

DATE	STAKEHOLDER	ACTIVITY	DESCRIPTION OF ACTIVITY
Sept. Oct. & Nov. 2012			
26 Sept, 1, 2, 3, 4, 5, 8, 9, 10, 12 Oct. & 12, 13 Nov.	Ward meeting meetings - open to all members of the public	Community participation in revising the IDP	Community participation in revising the IDP ward plans in terms of their development needs
15-19 Oct.	LED Forum	Members of the LED forum and Business Chamber received training to enhance LED	5 day training
MAART 2013			
11-15 Mar.	LED forum, business chamber, emerging and commercial farmers, mining companies, ward committee members, officials and Councillors	Participatory Appraisal for Competitive Advantage - Local Economic Development workshops	5 day workshop to enhance local economic development

APRIL 2013			
8, 9, 10, 11, 15, 16, 17, 18, 22, 23, 24, 25 29, 30	Ward Meetings - open to all members of the public	Community participation in revising the IDP - final recommendations	Community participation in revising the IDP
	Ward Committees	Ward plan development workshops	Workshops with individual ward committees to develop ward plans for each of the wards
MAY 2013			
8, 10	Councillors and Directors	2day Workshop	Considered public comment for inclusion in the IDP and budget

Communicating public participation processes to all stakeholders

In order to meet the legal requirements in terms of public participation the Matzikama Municipality use different forms of communication to make sure the public plays an active role in the development process of the Municipality. The following forms of communication were used:

- The local press including the Municipality's newspaper
- On air engagements with the Municipal Manager and the Speaker
- The local radio station announced the events three times per day over the two week period of the public meetings
- Internal communication facilities such as email
- Public notice boards located in the municipal area
- Loud halers
- Door-to-door flyers

Ward information is published in the Municipality's own newspaper; including contact details of the committee members and other relevant information. Community participation is specifically encouraged during the following processes: IDP and annual IDP review, drafting and tabling of the annual report, annual budget, policies and other activities that require community input or involvement.

C H A P T E R T H R E E

C O U N C I L ' S S T R A T E G Y

I N C O N T E X T

INTRODUCTION

This section of the IDP provide and understanding of the underlying factors that influenced the setting of goals, strategic objectives and strategies of the Council of the Matzikama Municipality. Furthermore, this section emphasize the presence of a very important ingredient in the development recipe of local government which if non-existent or of mediocre quality negate the purpose of developing an integrated development plan. ***Unless provincial and national governments effectively meet their constitutional obligation in section 154 of the Constitution of South Africa the role of local government becomes futile.***

If the comments and consultations with and by communities carry any weight some sector departments in Provincial and National Government appeared to have failed in delivering on their constitutional obligation in terms of section 154 of the Constitution.

INTERGOVERNMENTAL RELATIONS

An overview linked to challenges experienced by the Municipality

Section 154 (a) of the Constitution of South Africa oblige provincial and national governments to support local government. The constitution articulates that “The national government and provincial government, by legislation or other measures, must support and strengthen the capacities of municipalities to manage their own affairs, to exercise their powers to perform their functions”. The reality is that this constitutional obligation is neglected to a lesser or larger extent. The poor performance of national and provincial government in terms of section 154 of the constitution is evident in the increasing community needs centred on the constitutional functions allocated to these spheres of government.

Effective intergovernmental relations are the very foundation that the hopes of the communities rest on. The needs of the communities are not confined to the functions of local government hence the need for effective and efficient cooperation between all three spheres of government. Matzikama Municipality is of the opinion that provincial and national government sector departments should be exposed to an M&E process that measures their contribution or failure to meeting the goals and strategic objectives of the council's of local government. Planning and implementation in isolation of these goals end up in unilateral developments that stir the anger in South African citizens evident on our TV screens.

As municipalities and other spheres of government we know how important it is for a good relationship to exist between the three spheres of government and amongst municipalities. So much so that all of our strategic planning processes and ensued documents contain these proposed actions and words which is "good cooperation between spheres of governments". Unfortunately, past practices are evident of our failures to make cooperative government work.

The Policy and Advisory Services of the Presidency defines intergovernmental alignment or harmonising of activities and structures as: "a process entailing structured and systematic dialogue within government with a view to bringing about coordinated and integrated action among the spheres of government and between the spheres and other organs of the state to achieve common objectives and maximise development impact." This calls for a shared approach to planning and alignment between the National Spatial Development Perspective (NSDP), the Economic Development Partnership the West Coast District Integrated Development Plan and the Matzikama Municipality IDP.

As government we have mastered the technique to align goals, outcomes, objectives and strategies between different spheres of governments but we have yet to master the technique to achieve the outcomes associated with those goals and strategies on paper. The lessons learned over the years are indicative of the missing ingredient which is effective and efficient cooperative government. In order to achieve effective and efficient working relations between spheres of government the Matzikama Municipality will strengthen its own foundations for development with the creation of a local intergovernmental dialogue that meet at least bi-monthly with the only

agenda being ‘our contribution and progress toward achieving the objectives of Council” which cuts across the constitutional functions of all three spheres of government.

MILLENNIUM GOALS

In 2000, 189 nations including South Africa made a promise to free people from extreme poverty and multiple deprivations. This pledge became the eight Millennium Development Goals (MDGs) to be achieved by 2015 of which 3.8 years remain. In September 2010, the world recommitted itself to accelerate progress towards these goals. The aim of the MDGs is to encourage development by improving social and economic conditions. It provides a framework for the entire international community to work together towards a common end i.e. making sure that human development reaches everyone, everywhere. The MDGs focus on three main areas of human development viz. bolstering human capital, improving infrastructure and increasing social, economic and political rights. If these goals are achieved, world poverty will be reduced, lives will be saved, and people will have the opportunity to benefit from the global economy. The eight MDGs which have been identified include:

1. Eradicate extreme poverty and hunger;
2. Achieve universal primary education;
3. Promote gender equality and empower women;
4. Reduce child mortality;
5. Improve maternal health;
6. Combat HIV/AIDS, malaria and other diseases;
7. Ensure environmental sustainability;
8. Develop a Global Partnership for Development.

The Matzikama Municipality subscribes fully to these goals as evident by the Council’s vision, strategic objectives and set of strategies. Effective intergovernmental relations have an important role to fulfil in accomplishing these MDGs. In particular the alignment of planning tools between spheres of government provide a solid foundation for further development of these objectives.

NATIONAL OUTCOMES

The twelve national outcomes address collectively the ten strategic priorities of government. These ten strategic priorities that government will pursue in their five year electoral period ending 2014 include:

- *Speeding up growth and transforming the economy to create decent work and sustainable livelihoods;*
- *Massive programme to build economic and social infrastructure;*
- *Comprehensive rural development strategy linked to land and agrarian reform and food security;*
- *Strengthen the skills and human resource base;*
- *Improve the health profile of all South Africans;*
- *Intensify the fight against crime and corruption;*
- *Build cohesive, caring and sustainable communities;*
- *Pursuing African advancement and enhanced international co-operation;*
- *Sustainable Resource Management and use;*
- *Building a developmental state including improvement of public services and strengthening democratic institutions.*

Government continuously over the last 18 years improved access to services and increase its expenditure on service delivery however, we are still not achieving the outcomes necessary to ensure adequate progress to create a better life for all especially to the poorest of the poor and other vulnerable groups. Our communities are still impatient and rightly so as the quality, relevance and adequacy with government's services and delivery are still lacking. In a further attempt by government to improve on the deficiencies, twelve national outcomes linked to the strategic priorities were developed and used to draw up performance agreements for each of the national ministers to amongst others improve the quality and standards of service delivery. These national outcomes include:

- Improved quality of basic education;
- A long and healthy life for all citizens;
- All people in South Africa are and feel safe;
- Decent employment through inclusive economic growth;
- A skills and capable workforce to support an inclusive growth path;

- An efficient, competitive and responsive economic infrastructure network;
- Vibrant, equitable and sustainable rural communities with food security for all;
- Sustainable human settlements and improved quality of households life;
- A responsive, accountable, effective and efficient local government system;
- Environmental assets and natural resources that are well protected and continually enhanced;
- Create a better South Africa and contribute to a better and safer Africa and world;
- An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship.

Matzikama Municipality developed goals, objectives and strategies that are aligned with some of these outcomes however, achieving the outcomes remain a challenge. Effective intergovernmental relations stand in the way of achieving the challenge posed by historical mediocre performance of government departments to achieve outcomes developed on paper.

National outcome 9 in particular provides the space for local government to improve its functioning so as to ensure an accountable, responsive, effective and efficient local government system. Achieving outcome 9 will restore the confidence of citizens in the local government sphere as well as improve performance and professionalism and strengthen partnerships between local government, communities and civil society.



THE NATIONAL DEVELOPMENT PLAN (NDP)

Overview of the NDP

The NDP is a national vision and long-term strategic plan for South Africa aimed at eliminating poverty and reducing inequality by 2030. The vision statement to guide the plan says *“We the people of South Africa have journeyed far since the long lines of our first democratic election on 27 April 1994 when we elected a government for us all. Now in 2030 we live in a country which we have remade”*.

The vision emphasizes the dream to live in a country which we (the people of South Africa) have remade and we have 27 years to do that. The vision adopted by the Government (national, provincial and local) was crafted to conquer the following challenges identified by the National Planning Commission appointed by President Jacob Zuma in 2010. These challenges include:

1. Too few people work;
2. The quality of school education for black people is poor;
3. Infrastructure is poorly located, inadequate and under-maintained;
4. Spatial divides hobble inclusive development;
5. The economy is unsustainably resource intensive;
6. The public health system cannot meet demand or sustain quality;
7. Public services are uneven and often of poor quality;
8. Corruption levels are high;
9. South Africa remains a divided society.

Background in terms of support for the adoption and implementation of the plan

“The Plan has been adopted as a National Plan for the whole country. It is our roadmap for the next 20 years. All the work we do in government is now part of the comprehensive National Development Plan, including all operational plans be they social, economic or political” - President Jacob Zuma, 3 February, 2013.

The plan has been adopted by the National Government in September, 2012 and by the conference of the African National Party in December, 2012. Implementation of the plan has begun in January, 2013.

The Western Cape Government responded to the call by National Government in the words of Premier Helen Zille as follows:

“This is a milestone for our country. We agree that to tackle our many problems and the legacy of the past, we need good leadership at every level of society, a capable state, and an active citizenry. ... the time for discussing the plan is over; the time for implementation has begun” - Premier Helen Zille, 22 February 2013.

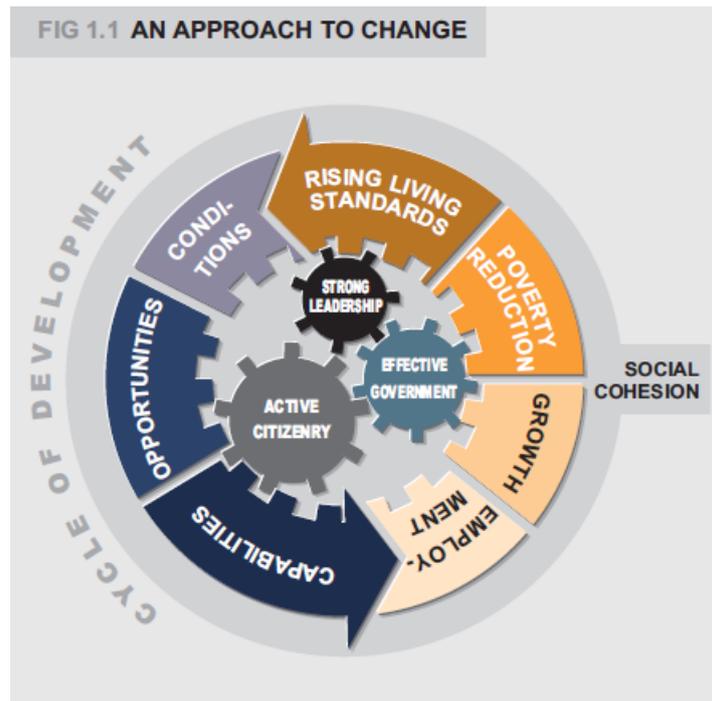
NDP - IDP alignment

FOCUS AREAS IN THE NDP	NDP OBJECTIVES IMPACTING ON LOCAL GOVERNMENT	MATZIKAMA ALIGNMENT WITH THE NDP
Chapter 3: Economy and Development	Reduce unemployment	The Matzikama aligns through its strategic objective No. 1 that seeks to reduce poverty and unemployment.
Chapter 4: Economic Infrastructure	Provision and sustainability of services	The Matzikama aligns through its strategic objective No. 4 that seeks to promote access to adequate, affordable and well-maintained basic service.
Chapter 5: Environmental sustainability and resilience:	Ensuring an environmentally sustainable economy	The Matzikama aligns through its strategic objective No. 7 that seeks to promote a sustainable natural and built environment.
Chapter 6: An integrated and inclusive rural economy	Improve the livelihoods of rural communities	The Matzikama aligns through its strategic objective No. 1, 4, 5 and 6 that seeks to: <ul style="list-style-type: none"> I. Develop the local economy with a major focus on emerging farmers II. Provide good quality and affordable basic services

		<p>III. Promote a socially advanced community and</p> <p>IV. Develop capacitated and informed Communities.</p>
Chapter 7: South Africa in the region and the world	No direct impact on the Matzikama Municipality	
Chapter 8: Transforming human settlements	Promote a better mix of human settlements which will allow people living closer to their places of work and an improved public transport system	The Matzikama Municipality aligns through its human settlement plan.
Chapter 9: Improving education, training and innovation	Early childhood development and facilitating artisans enter the job market	The Matzikama aligns through its strategic objectives No. 5 and 1 that seeks to promote socially advanced communities and promote local economic development respectively.
Chapter 10: Health care for all	Access to primary health care by improving TB prevention and cure, reducing maternal, infant and child mortality and reducing injury, accidents and violence	The Matzikama aligns through its strategic objective No. 5 that seeks to address issues concerning health, social welfare, and safety.
Chapter 11: Social protection	All children have the proper nutrition, employment opportunities be created and everyone, especially women and	Matzikama aligns through its strategic objectives No. 1 and 5 that seeks to promote local economic development and

	children feel safe	socially advanced Communities respectively
Chapter 112: Building safer communities	Everyone, in particularly women and children feel safe at home, at school and at work, and they enjoy an active community life free of fear	Matzikama aligns through its strategic objective No. 5 that seeks to promote a socially advanced community
Chapter 13: Building a capable and developmental state	The state plays a developmental and transformative role, staff at all levels have the competence, experience and authority to perform their jobs and the relationship between the spheres of government improves and is managed more proactively	The Matzikama aligns through its strategic objectives No. 3 and 6 that seeks to promote good governance and municipal transformation and capacitated and informed communities
Chapter 14: fighting corruption	A corruption-free society and a government that is accountable to its people	Matzikama aligns through its strategic objective No. 3 which seeks to promote good governance and municipal transformation
Chapter 15: Nation building and social cohesion	A united, prosperous, non-racial, non-sexist and democratic South Africa.	The Matzikama aligns through its strategic objective No. 4 that seeks to promote a socially advanced community

The NDP emphasizes the fact that unless things are done differently it is not likely that South Africa would have remade the country by 2030 to a place where all of us want to live and live happily. To bring about the change the NDP adopted an approach that will bring the much needed change. The basis for this new way of doing things is strong leadership, effective government and active citizenry. The development cycle below demonstrated how these three pivotal points will accomplish the much needed change in our country.



PROVINCIAL STRATEGIC OBJECTIVES

The Western Cape Government has identified 12 Provincial Strategic Objectives to give effect to Government's development goals. These objectives find expression in departmental strategies. The objectives include:

- Creation of opportunities for growth and jobs;
- Improving education outcomes;
- Increase access to safe and efficient transport;
- Increase wellness;
- Increase safety;
- Develop integrated and sustainable human developments;
- Mainstreaming sustainability and optimising resource-use efficiency;

- Increase social cohesion;
- Reducing poverty;
- Integrating service delivery for maximum impact;
- Creating opportunities for growth and development in rural areas;
- Building the best run regional government in the world.

Aligning the strategic priorities between the three spheres of government is the key if the expected impacts are to be made. However, to convert the theoretical exercise into tangible outcomes effective and efficient cooperative governance is required. Matzikama Municipality is regarding the role of cooperative government as the most important link in the value chains of the three spheres of government hence the decision to create a local intergovernmental dialogue in order to always have a finger on the pulse. This will enable the Council of Matzikama to have regular and up to date information on the progress of developments or lack thereof.

COMMUNITY NEEDS

Community needs form the backbone of the strategies of the Council of Matzikama Municipality. The Municipality has through an extensive public participation process consulted the communities in all of the eight wards. As a result of the consultation processes as well as from experiences of earlier years the Municipality was able to pick up a trend of where the needs of communities in the Matzikama are concentrated. The pie chart below divide the needs into the different competencies shared between Local Government, Provincial Government and National Government. As evident by the pie chart the needs of the communities of the last 10 to 15 years moved on from municipal basic services to functions of provincial and national government. This can be attributed to a number of reasons however, cooperative governance seem to be the prominent one. Poor intergovernmental relations over the years resulted in those needs of communities related to non-municipal functions not being attended to, causing a situation where government services related to provincial and national government functions deteriorated to the extent that they currently are.

The table below elaborate on the needs of communities by dividing it into different groups that is related to the different government functions. Each of these groups comprises specific needs that were identified by the citizens of Matzikama Municipality. The communities have taken it a step further by prioritizing the groups of needs from most to least important.

Overall community needs compared to government functions

PRIORITIZATION OF NEEDS - MATZIKAMA MUNICIPALITY					
WARD	1 st	2 nd	3 rd	4 th	5 th
W1	Basic Services <ul style="list-style-type: none"> Replace septic tanks with sewerage network Expedite delivery of RDP houses Tar and or pave residential streets Install storm water networks in towns where lacking Subsidize electricity cost Make wheelie bins available to households for refuse removal 	Youth & Sports <ul style="list-style-type: none"> Provide a centrally located youth centre Support sports organizations with sports development Provide support with the establishment and maintenance of youth forums Build a centrally located tartan athletic track stadium Upgrade individual sport facilities in the different wards 	Health <ul style="list-style-type: none"> Increase the state doctors Increase personnel at clinics Build clinics in areas where no clinics Increase clinic days Remove language barriers at clinics No Ambulance station Decrease awareness programs 	Social Services <ul style="list-style-type: none"> Reduce poverty Stop drugs & alcohol abuse Support development of vulnerable groups Support programs to discourage teenage pregnancies Insufficient soup kitchens to feed the needy Lack of social capital resulting in poor development 	Economic Dev. <ul style="list-style-type: none"> Create opportunities for jobs Provide support for SMME dev. Diversify the economy Graduate emerging farmers to small scale commercial farmers. Initiate skills dev. projects Promote industrial dev. Support HDIs with tourism development Introduce at least one EPWP in each ward
W2	Economic Dev. <ul style="list-style-type: none"> Initiate skills dev projects Support HDIs with 	Transport <ul style="list-style-type: none"> Develop effective and efficient public transport 	Ecology <ul style="list-style-type: none"> Protect fresh water sources Promote effective 	Basic services <ul style="list-style-type: none"> Expedite delivery of RDP houses Replace septic tanks 	Infrastructure <ul style="list-style-type: none"> Thusong centre Clinic Recreation facilities

PRIORITIZATION OF NEEDS - MATZIKAMA MUNICIPALITY					
WARD	1 st	2 nd	3 rd	4 th	5 th
	tourism development <ul style="list-style-type: none"> ▪ Create opportunities for jobs ▪ Provide support for SMME dev ▪ Introduce at least one EPWP in each ward ▪ Support fishermen development ▪ Market coast as a tourist destination ▪ Provide support with establishing waste recycle businesses ▪ 	<ul style="list-style-type: none"> ▪ Tar gravel road from Lamberts Bay to Doringbay ▪ Provide transport to learners from Doringbay to Vredendal ▪ Reintroduce rail transport for goods and people between Bitterfontein and Cape Town ▪ Provide dedicated transport to and from hospitals 	and efficient management of the coastal zone <ul style="list-style-type: none"> ▪ Encourage separation of solid waste at household level ▪ Improve fire services in the ward 	with sewerage network <ul style="list-style-type: none"> ▪ Make wheelie bins available to households for refuse removal ▪ Install storm water network where lacking ▪ Subsidize electricity cost 	<ul style="list-style-type: none"> ▪ Facilities for the elderly and vulnerable groups ▪ Create an economic enabling environment through the development of infrastructure ▪ Develop a lifesaver facility to promote blue flag status in Strandfontein ▪ Develop Doringbay as a small harbour to promote tourism and the safety of local and incoming fishermen ▪ Ameliorate mediocre health services in ward through the provision better and or new infrastructure

PRIORITIZATION OF NEEDS - MATZIKAMA MUNICIPALITY					
WARD	1 st	2 nd	3 rd	4 th	5 th
W3	<p>Economic Dev.</p> <ul style="list-style-type: none"> Initiate skills development project Create opportunities for job creation Diversify the economy to promote BEE Access to land and water rights Create an enabling environment for economic development in ward Promote tourism development in ward Encourage economic development activities to 	<p>Basic Services</p> <ul style="list-style-type: none"> Expedite delivery of RDP houses Tar and or pave residential streets Install storm water network in informal settlements Make public spaces more safe 	<p>Social Services</p> <ul style="list-style-type: none"> Encourage better use of state grants (All Pay) Remove shebeens and taverns in residential areas Stop drug & alcohol abuse Reduce poverty Insufficient soup kitchens to feed the needy Build social capital in ward to promote relationships and collective development 	<p>Health</p> <ul style="list-style-type: none"> Increase number of state doctors Remove language barriers at clinics and hospital Improve mediocre ambulance service Introduce awareness programs to combat deceases Improve quality of medication at clinics Build an additional clinic or expand existing one in structure and services Provide ambulance service from clinic to hospital 	<p>Safety & Security</p> <ul style="list-style-type: none"> Install more street lights in the ward Increase police personnel at police station at Vredendal Increase police vehicles at police station in Vredendal Introduce a satellite police station in wards 3 & 4 Remove language barriers at police station Introduce CCTV in and around the ward and at the entrances of the municipal area

PRIORITIZATION OF NEEDS - MATZIKAMA MUNICIPALITY					
WARD	1 st	2 nd	3 rd	4 th	5 th
	<ul style="list-style-type: none"> reduce poverty Develop municipal procurement systems to accommodate local HD suppliers 				
W4	<p>Economic. Dev.</p> <ul style="list-style-type: none"> Initiate skills develop. projects Create opportunities for jobs Promote tourism development in ward Provide support for SMME develop. Graduate emerging farmers to small scale commercial farmers 	<p>Health</p> <ul style="list-style-type: none"> Expand clinic to accommodate growing population Increase the number of state Doctors at the clinic Increase the number of personnel at the clinic Improve human relations skills of personnel at clinic and hospital Provide 	<p>Basic Services</p> <ul style="list-style-type: none"> Expedite delivery of RDP houses Make serviced plots available to the public Develop gap-houses Pave residential streets Introduce storm water network in streets where lacking Subsidize electricity cost Introduce wheelie 	<p>Education</p> <ul style="list-style-type: none"> Supply treated sewage water to schools to irrigate sports fields Introduce CCTV at unsafe schools Support reducing and or eliminating school drop-outs Improve learner transport to and from schools Upgrade school libraries to supplement learning 	<p>Social Services</p> <ul style="list-style-type: none"> Reduce Poverty Stop drugs & alcohol abuse Introduce awareness programs to discourage teenage pregnancies Provide development support to vulnerable groups Upgrade and or introduce more kitchens to provide food to the needy

PRIORITIZATION OF NEEDS - MATZIKAMA MUNICIPALITY					
WARD	1 st	2 nd	3 rd	4 th	5 th
	<ul style="list-style-type: none"> Diversify economy Access to land Develop municipal procurement systems to accommodate local HD suppliers Create an enabling environment for economic development in ward Provide support to businesses located in bee hives in the ward 	<ul style="list-style-type: none"> ambulance service from clinic to hospital and back Remove language barriers at hospital and clinic Introduce awareness programs to combat deceases 	<ul style="list-style-type: none"> bins Encourage waste recycling at households 		<ul style="list-style-type: none"> Encourage better use of state grants (All Pay) Remove shebeens and taverns in residential areas Build social capital in ward to promote relationships and collective development
W5	<p>Economic Develop.</p> <ul style="list-style-type: none"> Upgrade Electricity supply to accommodate new developments Diversify 	<p>Safety & Security</p> <ul style="list-style-type: none"> Increase the number of police personnel at Vredendal Increase the number of service 	<p>Social Services</p> <ul style="list-style-type: none"> Stop drugs & Alcohol abuse Introduce awareness programs to discourage teenage pregnancies 	<p>Rural. Dev.</p> <ul style="list-style-type: none"> Provide basic services on farms Upgrade farm schools to non-discriminatory levels Encourage better 	<p>Basic Services</p> <ul style="list-style-type: none"> Upgrade storm water network in streets with challenges Beautify parks and gardens in centre

PRIORITIZATION OF NEEDS - MATZIKAMA MUNICIPALITY					
WARD	1 st	2 nd	3 rd	4 th	5 th
	<p>viniculture exposed economy</p> <ul style="list-style-type: none"> Create opportunities for jobs Provide support for the development of retention and expansion programs 	<p>vehicles at the police station in Vredendal</p> <ul style="list-style-type: none"> Eliminate shebeens on farms Encourage road safety through awareness programs Remove trees and bushes in areas where it poses a threat to human life Provide safe transport to all learners to and from farms 	<ul style="list-style-type: none"> Encourage better use and distribution of state grants (All Pay) 	<p>use and distribution of state grants (All Pay)</p> <ul style="list-style-type: none"> Introduce health service to farm workers on farms 	<p>of town and remove white elephants</p> <ul style="list-style-type: none"> Develop gap-houses Pave streets at Eureka apartments Introduce wheelie bins
W6	<p>Basic Services</p> <ul style="list-style-type: none"> Expedite delivery of houses Subsidize electricity Introduce storm water network in 	<p>Rural development</p> <ul style="list-style-type: none"> Basic services on farms Alcohol & drug abuse School drop-outs Encourage better 	<p>Transport</p> <ul style="list-style-type: none"> Improve public transport in the ward Tar and pave gravel roads in the residential 	<p>Sports & Youth</p> <ul style="list-style-type: none"> Upgrade facilities Support sports development Encourage the introduction of youth forums 	<p>Ecology</p> <ul style="list-style-type: none"> Encourage separation of solid waste at household level Maintain high levels of clean air

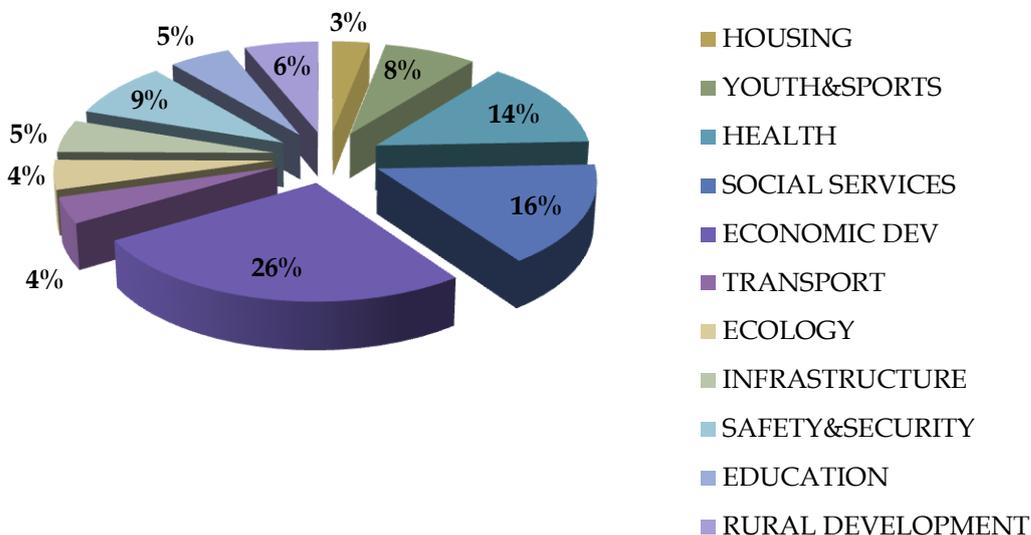
PRIORITIZATION OF NEEDS - MATZIKAMA MUNICIPALITY					
WARD	1 st	2 nd	3 rd	4 th	5 th
	<p>streets where lacking</p> <ul style="list-style-type: none"> Secure fresh water supply throughout the year Introduce wheelie bins Replace septic tanks at houses in town with a sewerage system 	<p>use and distribution of state grants (All Pay)</p> <ul style="list-style-type: none"> Upgrade and develop farm schools Create opportunities for jobs in the rural areas of the municipality Introduce health services to farm workers on farms 	<p>areas of the ward</p> <ul style="list-style-type: none"> Maintain gravel roads that link farms with surfaced roads Reintroduce rail transport between Bitterfontein and Cape Town for goods and people 	<ul style="list-style-type: none"> Facilitate establishment of a centrally located youth centre with access to all Build a centrally located tartan athletic track stadium 	<p>and use it as tool for tourist attraction</p> <ul style="list-style-type: none"> Institute awareness programs to educated communities around climate change and the effects thereof Improve fire services in the ward Introduce awareness programs to educated communities in protestation of fresh water sources
W7	<p>Health</p> <ul style="list-style-type: none"> Increase the number of state doctors to Increase number of clinics and 	<p>Social Services</p> <ul style="list-style-type: none"> Reduce poverty Stop drugs & alcohol abuse Introduce awareness 	<p>Econ. Dev.</p> <ul style="list-style-type: none"> Create opportunities for jobs Introduce skills development programs 	<p>Safety & Security</p> <ul style="list-style-type: none"> Install lights in streets where its lacking Eliminate shebeens and taverns in 	<p>Education</p> <ul style="list-style-type: none"> Reduce and or eliminate school drop-outs Install CCTV at unsafe schools in

PRIORITIZATION OF NEEDS - MATZIKAMA MUNICIPALITY					
WARD	1 st	2 nd	3 rd	4 th	5 th
	<p>improve services at clinics</p> <ul style="list-style-type: none"> Increase number of clinic days Increase number of clinic personnel Ameliorate mediocre ambulance services Institute awareness programs to educate people about the management of deceases 	<p>programs to discourage teenage pregnancies</p> <ul style="list-style-type: none"> Support development of vulnerable groups Increase and improve the quality of service at the nutritional centres in the ward Encourage better use and distribution of monthly state grants 	<ul style="list-style-type: none"> Promote tourism development inward Continue to support Vanrhynsdorp as the tourist gateway to the area Graduate emerging farmers to small scale commercial farmers Provide support for SMME dev. Diversify the economy Promote Industrial development in Vanrhynsdorp 	<p>residential areas</p> <ul style="list-style-type: none"> Close all illegal shops located in residential areas Provide support with the development of a CPF in the ward Increase personnel at police station to improve on police-visibility in public and residential areas 	<p>the ward</p> <ul style="list-style-type: none"> Upgrade school libraries to supplement learning Provide safe learner transport Supply treated sewage water to schools for irrigation purposes
W8	<p>Economic Dev.</p> <ul style="list-style-type: none"> Create opportunities for jobs Initiate projects in support of skills development Create opportunities 	<p>Transport</p> <ul style="list-style-type: none"> Upgrade maintenance services of gravel roads Tar or pave gravel roads that 	<p>Youth & Sports</p> <ul style="list-style-type: none"> Upgrade sports facilities Provide support for the establishment of youth forums Support sports 	<p>Basic Services</p> <ul style="list-style-type: none"> Expedite delivery of RDP houses <ul style="list-style-type: none"> Eradicate bucket/chemical toilets Connect household 	<p>Infrastructure</p> <ul style="list-style-type: none"> Develop Bitterfontein as distribution centre for goods to the Northern Cape and Namibia

PRIORITIZATION OF NEEDS - MATZIKAMA MUNICIPALITY					
WARD	1 st	2 nd	3 rd	4 th	5 th
	<p>for SMME development</p> <ul style="list-style-type: none"> ▪ Support development of farming practices conducive for the area ▪ Promote Industrial development ▪ Resuscitate the railway line between Bitterfontein and Cape Town ▪ Increase freshwater supply as part of the Clanwilliam dam project 	<p>link towns with the N7</p> <ul style="list-style-type: none"> ▪ Improve public transport in the ward 	<p>development in the wards</p> <ul style="list-style-type: none"> ▪ Assist sports clubs to affiliate to Matzikama sports forum 	<p>sewage to a sewerage network</p> <ul style="list-style-type: none"> ▪ Upgrade potable water supply ▪ Install storm water networks in towns where it is lacking ▪ Pave residential streets 	<ul style="list-style-type: none"> ▪ Develop infrastructure to attract renewable energy investment

Community needs divided into government functions

COMMUNITY NEEDS COMPARED TO GOVERNMENT DEPARTMENTS



The pie graph above divides community needs into the competencies of the different government departments. Descriptive lists of the specific needs are attached as annexure 1. This should not be seen as a wish list but rather as challenges faced by the communities in the different wards.

DEMOGRAPHIC PROFILE

This section will focus on core demographic information of the Matzikama Municipality. Please, be reminded that this section is not a comprehensive demographic profile. For those who need to have a comprehensive socio-economic profile you are more than welcome to consult the Economic Development Strategy of the Matzikama Municipality. Readers are reminded that the economic development strategy is currently under review after which a revised strategy with updated information will be available to the public.

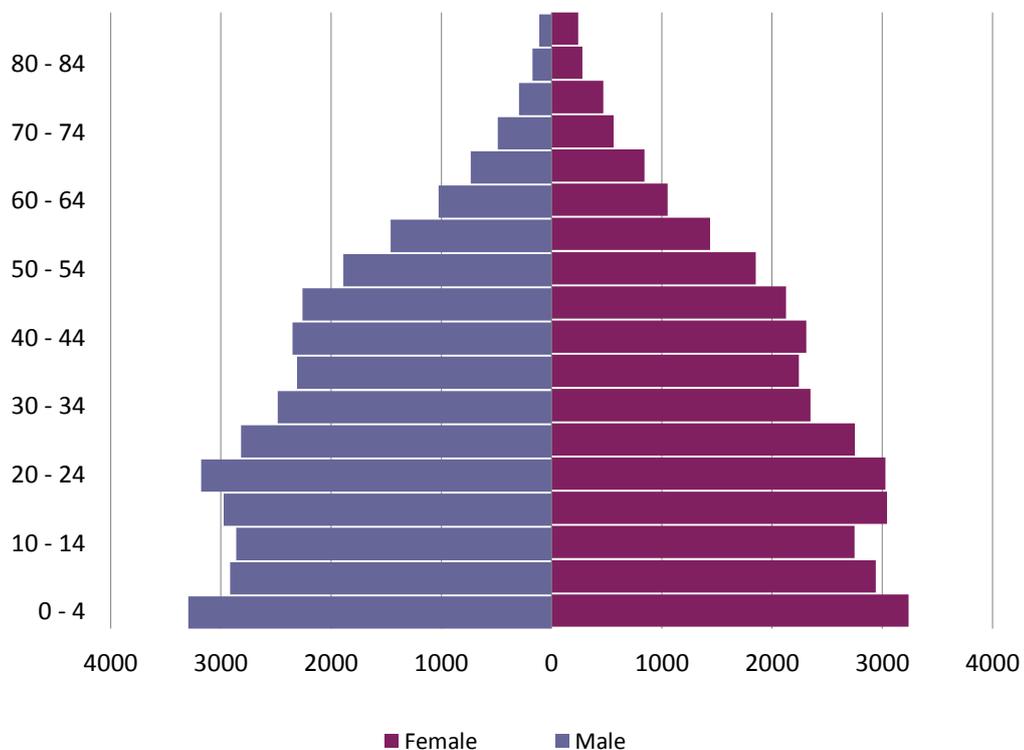
Population

The population of the Matzikama Municipality is estimated at 67000 residents. The population composition is as follows:

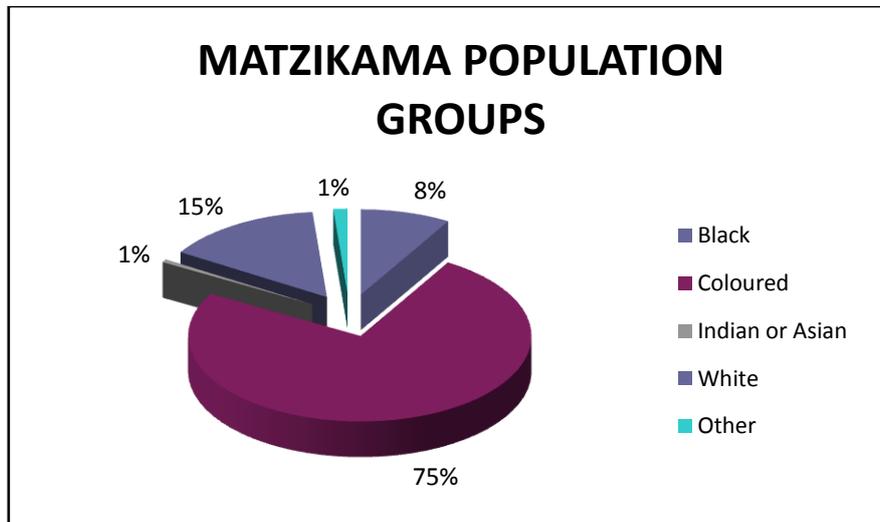
Coloured	-	50 185
Black African	-	9 968

White	-	5 705
Indian or Asian	-	397
Other	-	892

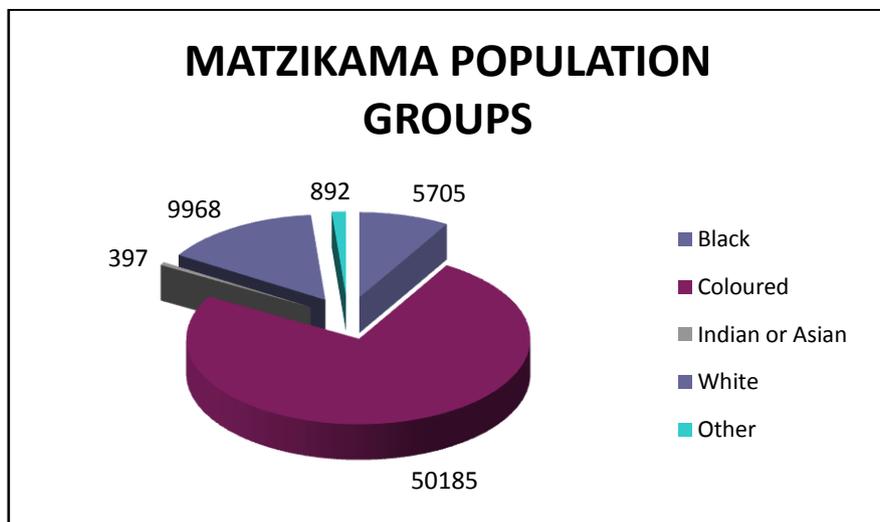
The population in Matzikama is a young population even if the base of the pyramid tends to shrink. 30% of the population, both genders, is younger than 20 years old. 58% of the population is of an active economic age, between 20 and 64 years old, and a remaining 8.5% is aged 65 and over. The shape of this pyramid can be compared to the ones of the developed countries, and shows that this municipality has already gone through the main phases of the demographic transition. The fertility is starting to decline, even if a great portion of the population is in a reproductive age. This fertility decline can be due to a limitation of birth or a postponing of pregnancies. In the first case, the Total Fertility Rate would definitively decline, and bring a slower population growth, as the mortality is still important. In the case of postponing the pregnancies, the Total Fertility Rate would stay stable, the population would be stable or growth slowly, the only change would be in the mean age at maternity. We can foresee that the average age of the population will increase, the population will get older.



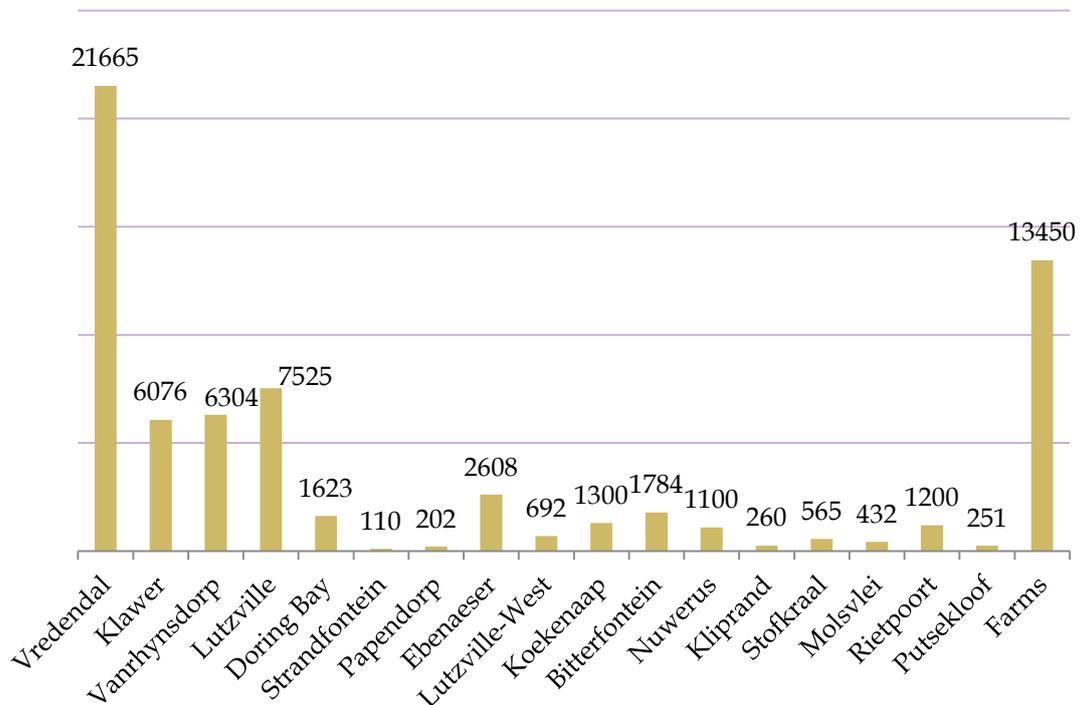
The pie chart below provides the reader with a picture of the different race groups located in the Matzikama municipal area.



The Graph above divide the population of the municipal area into different race groups showing the coloured population is by far the biggest race group in the community. The graph below illustrates the number of people per race group.



The bar graph below illustrates the number of people per town or village. The most densely populated town is by far Vredendal with more than 21 000 people.



Literacy

The table below compares the percentage of people who are 15 years and older and have at least a grade 9 qualification in Matzikama and Western Cape Province.

Literacy 1996 - 2001 (%)

	1996	2001	Average Annual	% change
Western Cape Province	83.46	80.44		-3.02
Matzikama	65.28	55.25	58.29	-6.99

Literacy 1996 -2007 (%)

	1996	2001	2007	% change 1996-2007
Matzikama	65.28	55.25	75	+9.72

Distribution of education status by population groups, per 100 respondents

Population group	University, College	Grade 12 Matric	Grade 8-11	Primary school	Without school	Nd
Black	1.69	6.78	23.31	58.90	8.90	0.42
Coloured	7.83	13.64	35.53	25.60	11.18	6.22
White	29.08	28.19	23.44	10.98	6.82	1.48
Other	16.67	16.67	16.67	16.67	33.33	0.00
Refuse the classification	8.82	41.18	35.29	5.88	8.82	0.00
All population groups	10.37	15.49	32.43	26.56	10.33	4.81

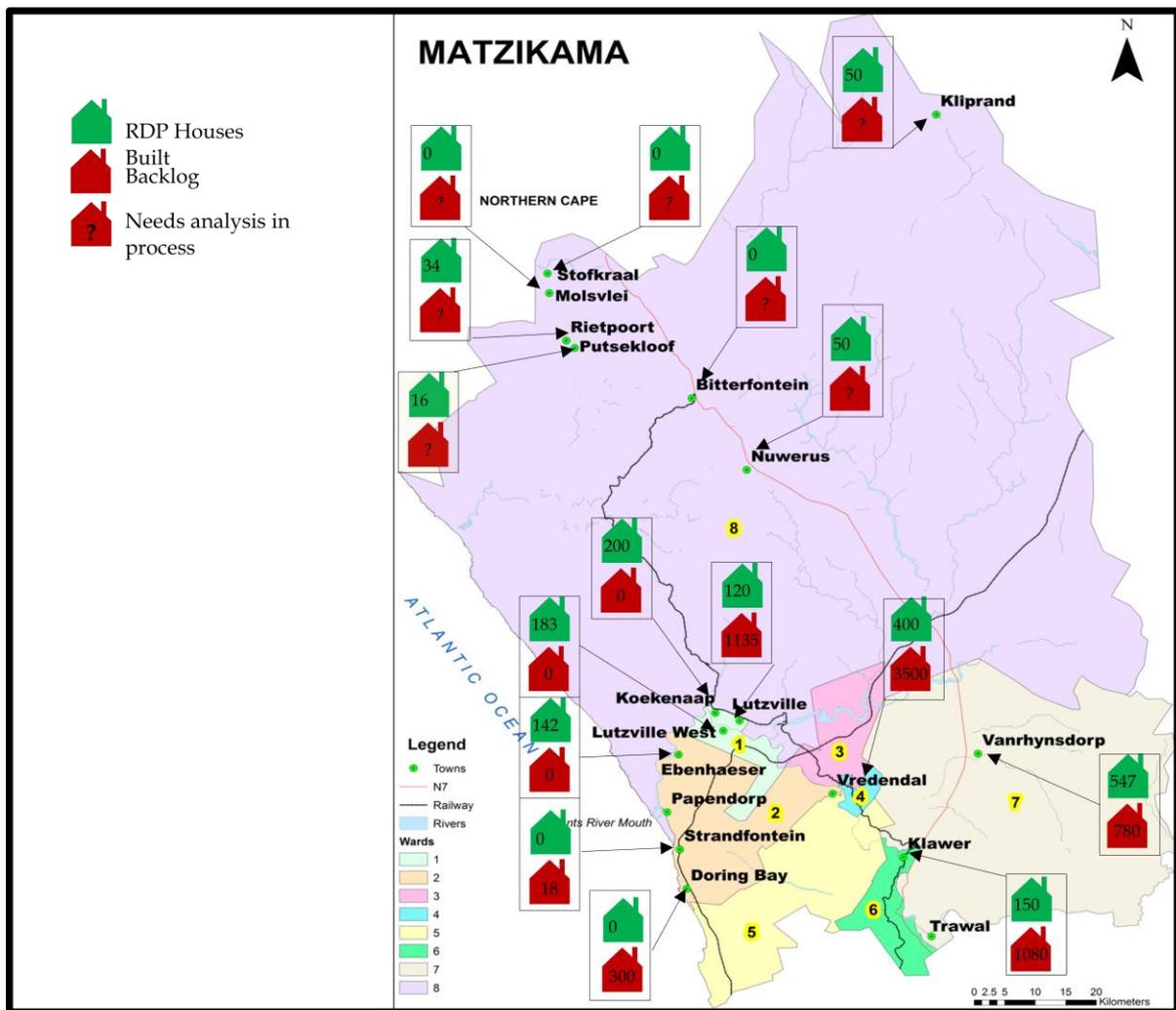
Regardless of the age structure of the population, Black and Coloured people are at a disadvantage compared to Whites regarding education (see table above). The majority of Blacks (59%) have primary school level, and the majority of Coloureds (36%) have a Standard 6-9. 29% of Whites have a university degree, compared to a mere 1.7% of Blacks, and 8% of Coloureds.

HUMAN SETTLEMENT PLAN

RDP-housing

The Matzikama Municipal area has a total housing backlog of approximately 4070 houses excluding the housing needs in the previously district managed area. The needs analysis of this area is currently in process and will form part of the total housing need once completed and verified. The biggest housing backlog is in Vredendal, and more specifically in ward three. Approximately 55% of the total backlog is in Vredendal (see pie chart below). Klawer and Lutzville have the second largest need for subsidized houses. The planned RDP housing projects according to the human settlement development plan of the Matzikama make provision for the total backlog of houses, except for the backlog in ward 8. The total cost excluding ward 8 of eradicating the current backlog is R 350,000,000. However, due to the lack of sufficient funds from the Housing Department of the provincial

government to construct the houses the municipality is currently implementing the housing policy of the provincial government. The policy basically entails that funds forthcoming from the provincial housing department be utilized to provide serviced plots with basic municipal services for backyard dwellers and the homeless on the housing list to construct their own shacks until such time when houses can be delivered by the provincial government. To date no clear indication by the housing department of the provincial government has been given as to when funding will become available to put up the top structures.

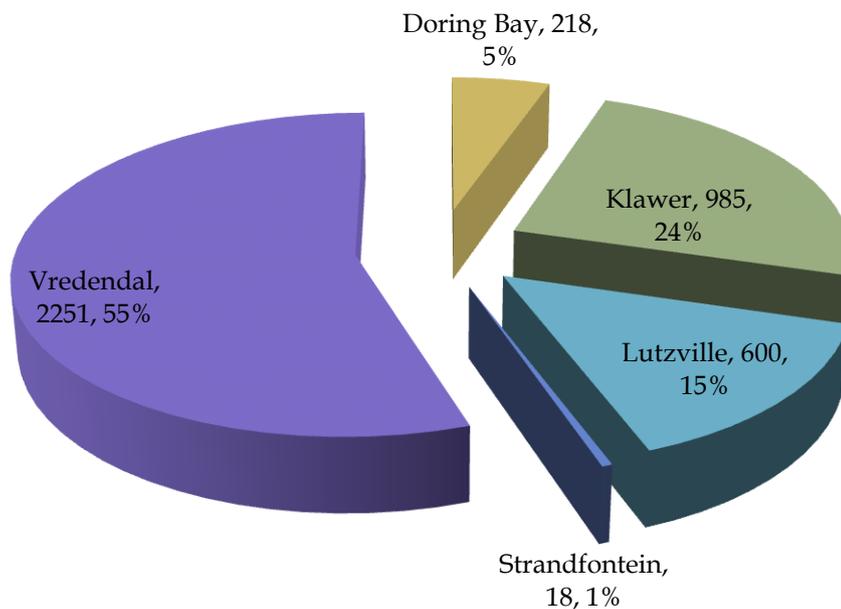


The map above provides a bird's eye view of RDP houses built as well as a backlog of houses in each of the towns/villages.

The map also indicates which of the towns especially those located in ward 8 still to have a needs analysis done. As a result the current human settlement plan needs revision in order to reflect the most recent housing demand in the Matzikama municipal area. The housing

demand along with other developments will also be taken up in the Build Environment Support Program (BESP) currently rolled out by the provincial Department Environmental Affairs and Development Planning (DEA&DP).

The pie chart below provides a clear picture of the housing backlog that exists in the Matzikama Municipality. Please note that the pie chart exclude the seven villages of ward 8.



Matzikama Municipality is currently in the process of reviewing its human settlement plan called “Breaking New Ground”. The IDP and in particular this section should be read in conjunction with the Matzikama human settlement plan.

Gap-housing

Gap-housing is the term used to identify a specific income group in the population. With an income that sits between R3500 - R10000 these residents struggles to enter the housing market due to income being too high to qualify for government subsidized houses and too low to qualify for home loans from the private banks in South Africa. As a result gap-housing has been identified as a solution to fill that gap in the market. In support of the gap-housing project the

Matzikama Municipality commenced the process of starting to identify the need that exists for this type of houses. Below is a bar graph that provides a clear picture as to how the need is spread between the different towns and or villages in the Matzikama municipal area.



The above bar graph is very clear as to where the largest need for gap-housing sits namely Vredendal with Lutzville and Vanrhynsdorp the second largest need for this type of housing.

Whist the housing section is very clear and specific around the housing needs and the constraints to provide for the needs the strategy to address the constraints and challenges does not form part of the IDP as yet. This is mainly so due to the current human settlement plan (HSP) being under review. The revised HSP should become available in the next 4-6 months which should be read in conjunction with this section of the IDP.

The human settlement section of the IDP reveals the core information around the housing needs for RDP-houses and gap-houses as well as some of the constraints faced by the Municipality to deliver on the housing needs. The section is merely an abstract of the housing plan and should not be seen by the readers as the complete housing strategy. The housing strategy is one of the sector plans of the IDP and should be read in conjunction with the IDP.

BASIC MUNICIPAL SERVICES

This section provides the readers with brief information in relation to the availability and backlogs of the different municipal services provided by the Matzikama Municipality. For detailed information about the services please consult the respective departmental sector plans.

Water

All towns and or villages in the eight different wards have access to potable water. The Matzikama Municipality is home to 14000 households. All of the households located in the formal residential areas have access to potable water. Only the newly established informal settlements that are home to less than 1% of the population do not have access to water on site.

The only bulk supply raw-fresh-water source is the Clanwilliam Dam for seven wards. Ward 8 due to its location and distance from the canal system is supplied with brackish water by a number of boreholes. As a result of the scarcity of water in ward eight the cost of water is very high in an area where the majority of the population is dependent on government grants. Bulk provision of water is likely to be a problem from existing sources in the future in ward 8 as future supply cannot be guaranteed.

Electricity

All of the formal and most of the informal settlement areas have access to electricity. The two outstanding informal settlement areas in Klawer and Lutzville will receive electricity in the forthcoming financial year after which all of the households in the Matzikama municipal area will have electricity.

The biggest challenge the majority of electricity consumers experience is the price of electricity especially the poorest of the poor. In some of the poor areas of the municipality households are starting to use firewood as a source of energy due to the ever increasing price of electricity.

Matzikama is nearing its capacity in terms of electricity supply especially to new developments. This might pose a serious challenge to future developments. To overcome the challenge an investment of R10 million is required.

Sanitation

A small percentage of households in the Matzikama are still depending on septic tanks whilst the majority are connected to a sewerage network. All bucket toilets were eradicated until the last local government elections after which the previously district managed area was incorporated into the Matzikama municipal area. The list below indicates the villages with dry bucket system toilets.

- Kliprand - 54
- Stofkraal - 95
- Molsvlei - 79
- Rietpoort - 32
- Putsekloof - 66

It will remain a challenge to replace the dry bucket system toilets with flush toilets due to the scarcity of water in the area. This is also the reason why these toilets were introduced by the West Coast District Municipality in the first place.

All households have either a toilet on site or have access to a toilet.

Cleaning services

All households in the municipal area have 100% access to the service.

Streets and storm water

Matzikama Municipality plans to spend approximately R35 million for the next three years to build surface roads in the residential areas. This is however, not enough as the backlog on roads are big and would require large amounts of money to eradicate. Similar with storm water networks, many towns and villages suffer from floods during the winter months as storm water networks are either obsolete or are lacking.

Alignment of plans of the three spheres of government

Aligning strategic plans of different spheres of government is the first step in working towards effective intergovernmental relations. The table below shows the alignment between the strategies of National, Provincial and Local Government.

National Outcomes	Provincial strategic Objectives	West Coast District Strategic Objectives	Matzikama Strategic Objectives (MSO)
No1: Improved quality of basic education	PSO 2: Improving education outcomes	WCDM SO 3: Promoting Social well-being of the community	MSO 5: Facilitate developing an environment that maximize the social well-being of the citizens of the Matzikama especially the poorest of the poor and other vulnerable groups
No 2: A long and healthy life for all citizens	PSO 4: Increase wellness	WCDM SO 4: Providing essential Bulk services in the region WCDM SO 3: Promoting Social well-being of the community	MSO 5: Facilitate developing an environment that maximize the social well-being of the citizens of the Matzikama especially the poorest of the poor and other vulnerable groups
No 3: All people in South Africa are and feel safe	PSO 5: Increase safety	WCDM SO 2: To pursue Economic Growth and facilitation of job opportunities WCDM SO 3: Promoting Social well-being of the community	MSO 5: Facilitate developing an environment that maximize the social well-being of the citizens of the Matzikama especially the poorest of the poor and other vulnerable groups
No 4: Decent employment through inclusive economic growth	PSO 1: Creation of opportunities for growth and jobs PSO 8: Increase social cohesion	WCDM SO 3: Promoting Social well-being of the community WCDM SO 2: To pursue Economic Growth and facilitation of job opportunities	MSO 1: Facilitating the development of the economic wealth of the Matzikama and the reduction of poverty MSO 6: Capacitate citizens through effective communication and embracing cultural diversities
No 5: A skilled and capable	PSO 1: Creation of opportunities for	WCDM SO 3: Promoting Social	MSO 1: Facilitating the development of

National Outcomes	Provincial strategic Objectives	West Coast District Strategic Objectives	Matzikama Strategic Objectives (MSO)
workforce to support an inclusive growth path	growth and jobs	well-being of the community WCDM SO 2: To pursue Economic Growth and facilitation of job opportunities	the economic wealth of the Matzikama and the reduction of poverty
No 6: An efficient, competitive and responsive economic infrastructure	PSO 1: Creation of opportunities for growth and jobs PSO3: Increase access to safe and efficient transport	WCDM SO 2: To pursue Economic Growth and facilitation of job opportunities	MSO 1: Facilitating the development of the economic wealth of the Matzikama and the reduction of poverty
NO 7: Vibrant, equitable and sustainable rural communities with food security for all	PSO 11: Creating opportunities for growth and development in rural areas PSO 1: Creation of opportunities for growth and jobs PSO 8: Increase social cohesion PSO 9: Reducing poverty	WCDM SO 4: Providing essential Bulk services in the Region	MSO 1: Facilitating the development of the economic wealth of the Matzikama and the reduction of poverty MSO 4: To promote access to adequate, affordable and well maintained municipal basic services MSO 6: Capacitate citizens through effective communication and embracing cultural diversities
NO 8: Sustainable human settlements and improved quality of household life	PSO 6: Developing integrated and sustainable human settlements PSO 9: Reducing poverty	WCDM SO 4: Providing essential Bulk services in the region	MSO 4: To promote access to adequate, affordable and well maintained municipal basic services
NO 9: A responsive, accountable, effective and efficient local government system	PSO 10: Integrating service delivery for maximum impact	WCDM SO 1: Ensuring Environmental Integrity for the West Coast WCDM SO 5: Ensuring Good Governance and Financial viability	MSO 2: Strengthening the Matzikama Municipality's own financial resources to ensure long-term financial sustainability and viability MSO 3: To ensure

National Outcomes	Provincial strategic Objectives	West Coast District Strategic Objectives	Matzikama Strategic Objectives (MSO)
			<p>an effective, transparent and caring Municipality that is accountable to its citizens</p> <p>MSO 4: To promote access to adequate, affordable and well maintained municipal basic services</p>
<p>NO 10: Environmental assets and natural resources that are well protected and continually enhanced</p>	<p>PSO 7: Mainstreaming sustainability and optimizing resource-use efficiency</p>	<p>WCDM SO 1: Ensuring Environmental Integrity for the West Coast</p>	<p>MSO: 7 Promote responsible and accountable usage of the Municipality's spatial environment to sustain the natural and built assets</p>
<p>NO 11: Create a better South Africa and contribute to a better Africa and world</p>	<p>PSO 12: Building the best run regional government in the world</p> <p>PSO 10: Integrating service delivery for maximum impact</p>	<p>WCDM SO 5: Ensuring Good Governance and Financial viability</p>	<p>MSO 3: To ensure an effective, transparent and caring Municipality that is accountable to its citizens</p>
<p>NO 12: An effective, efficient and development orientated public service and an empowered, fair and inclusive citizenship</p>	<p>PSO 12: Building the best run regional government in the world</p>	<p>WCDM SO 5: Ensuring Good Governance and Financial viability</p>	<p>MSO 3: To ensure an effective, transparent and caring Municipality that is accountable to its citizens</p>

C H A P T E R F O U R

L O C A L E C O N O M I C

D E V E L O P M E N T

Introduction

As with all other economies the Matzikama economy does not function in isolation of other economies hence the need to look at it from a more national and global perspective. The next section provides an overview of the global, national and provincial economy as articulated by the Provincial Economic Review and Outlook report as well as the Budget Overview of Provincial Revenue and Expenditure report.

According to the International Monetary Fund (IMF) and despite the rather bleak picture that was painted for especially the Euro Zone Sub-Saharan Africa is the only major region where faster growth is forecast for 2012 than during 2011. The improved African growth prospect is despite the IMF's more subdued outlook for SA and suggests a very robust performance in many of the other countries in the region.

According to the budget overview of provincial revenue and expenditure report (BOPRER) 2012 the SA economy grew by less than expected in the last quarter of 2012. Statistics SA reported that GDP growth for the country in the last quarter of 2012 was at 2.1% down from 4.6% a year ago. The fastest growing sectors during the last quarter of 2012 were manufacturing, financial and business services and agriculture. This was followed by the finance, insurance, real estate and business services sector which recorded growth of 4.5 per cent quarter-on-quarter. The mining and quarrying sector however contracted by a massive 17.4 per cent quarter-on-quarter in the third quarter of 2011 as a result of industrial action and a number of mine closures.

According to the same report food price inflation is expected to accelerate over the short-term and coupled with higher petrol prices (the average petrol price in January and February 2012 was more than 23 per cent higher than during the first two months of 2011) and the potential of widespread inflation pass-through from a sustained weaker

rand, is expected to push consumer price index (CPI) to a peak of around 6.5 per cent by mid-2012. CPI inflation is expected to moderate to 5.8 per cent in 2013.

The Western Cape has over time performed slightly better than the rest of the country in terms of economic growth according to the BOPRER. Between 2001 and 2010 the Western Cape economy grew at an average of 4.2 per cent per annum, 0.7 of a percentage point higher than the average growth of 3.5 per cent per annum recorded for the rest of South Africa over the same period. This growth highlights the relative resilience of the regional economy relative to the rest of the Country according to the Provincial Government. In 2010 the Western Cape economy recorded growth above expectations at 3.0 per cent year-on-year following a contraction of 1.2 per cent during 2009. The national economy recorded growth of 2.9 per cent during the same period.

According to the BOPRER, the fortunes of the Western Cape economy are linked to developments internationally as well as within the broader South African economy. According to Quantec Research calculations, the Western Cape economy grew at an estimated 3.6 per cent during 2011. However, this growth is expected to moderate (in line with forecasts for the national and international economy) to 3.5 per cent during 2012. Overall, average annual growth between 2012 and 2016 is expected to come in just below the average for the previous decade at 4.0 per cent (compared to 4.2 per cent for 2001 - 2010).

The Provincial Economic Review and Outlook (PERO) 2011 confirmed that the key national patterns of labour market disadvantage by race, gender, age and education are generally evident within the provincial labour market. Relative to their shares of the working age population or the labour force in the Western Cape, Africans are overrepresented in unemployment and under-represented in employment. Conversely, Whites are over-represented in employment and under-represented in unemployment. As a result, unemployment rates are highest amongst Africans, followed by Coloureds and then by Whites. The disadvantaged positions of young people and of those with poor education levels within the labour market remain: unemployment amongst 15 to 24 year olds is twice the provincial average, while being a third higher than the provincial average amongst those with primary or incomplete

secondary education. The most recent labour market statistics estimate employment in the Western Cape at 1.8 million in the fourth quarter of 2011, a level marginally higher than a year ago. Critically, however, Provincial employment has now returned to pre-recession levels, while the national employment total remains 3.8 per cent below the fourth quarter 2008 peak of 14.1 million. Nationally, employment has increased by 360 000 since the fourth quarter of 2010, to reach just over 13.5 million. All of this increase occurred during the past two quarters: in the 12-month period to the second quarter of 2011, there had been little employment response to recent expansions in output.

Legal Reference

The Constitution of South Africa in section 152(d) obliges Municipalities to promote economic development. The White Paper on Local Government of 1998 calls for a Local Government that is committed to work with people and groups within the community to fund sustainable ways to meet their social, economic and material needs and to improve the quality of their lives. The same White Paper articulates that local government is not responsible for job creation. This is unfortunately a loophole in the legislation, used legally correct by municipalities to justify why they are not responsible for creating jobs. This rather shaky position in terms of the role of Local Government in local economic development and job creation is exacerbated by the fact that the Constitution does not recognize local economic development as a dedicated competence of Local Government or any sphere of government.

Regardless of what legislation articulates in terms of who is responsible for job creation. Here's the interesting thing observed from an extensive public participation process that is not unique to the Matzikama. It suggests that, regardless of one's opinion of the government, there is a clear expectation that the government is responsible for job creation. Government holds the key to prosperity and growth and the failure to create jobs is a significant result of failed state policies. The corollary is that failed government policies are, also, responsible for job losses. While the private sector is in need of employees to deliver services and produce goods that ultimately create jobs Government need to make it possible and attractive for the private sector to generate employment. Government including Municipalities need to develop and adopt the right combination of

policies for the private sector to participate. Manifested by the above is that no single stakeholder or role-player is responsible for job creation. It is the responsibility of a combination of role players and or stakeholders to create jobs. These role-players comprise all three spheres of government, the private sector, non-governmental organizations and very important a cohesive community. A lack of cooperation from any of these role-players is likely to result in failing to create jobs.

For these reasons and more the Council of the Matzikama Municipality decided to take an active and direct role in economic development.

Situational Analysis

Background



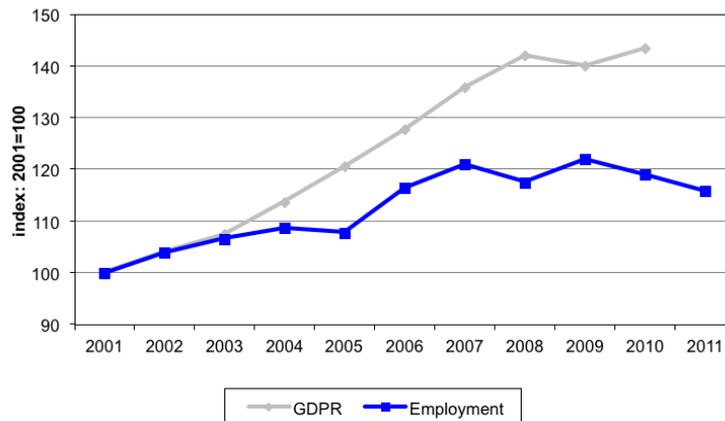
Matzikama is a category B municipality that is located within the boundaries of the West Coast District Municipality. The Municipality has recently been selected by the National Government as a pilot project for economic development.

Matzikama Municipality is characterized by an arid environment, served by a life-giving arterial namely the Olifants River. The river, with its associated canal systems, supports a flourishing agricultural sector that is mainly built on viticulture (the cultivation of grapes for wine production). The majority of the population of Matzikama is concentrated along the river with only the villages of Vanrhynsdorp, Doringbay, Strandfontein and all of the villages in ward 8 not concentrated along the river. Doringbay and Strandfontein are coastal towns, Doringbay largely dependent on fishing (lobster) and Strandfontein a holiday destination respectively. All of the other villages in ward 8 are largely dependent on live stock farming. Vredendal, by far the largest town in the area, is centrally located and also serves as the administrative centre for the municipal area. Vanrhynsdorp, Klawer and Lutzville are secondary towns with established business districts. Smaller villages include Ebenaeser, Koekenaap, Papendorp and Lutzville-West.

Poverty and Inequality

The poverty rate is the percentage of people living in households with an income less than the poverty income. The poverty income is defined as the minimum monthly income needed to sustain a household and varies according to household size, the larger the household the larger the income required to keep its members out of poverty. According to the regional development profile of the West Coast District poverty is a cause for concern at large. However, the Matzikama Municipality is of greater concern as it recorded alarming levels of poverty. The most recent recording is showing that 31.7% of the population is living in poverty. This trend appears to be consistent for the entire assessed period (2007-2011) with no sign of decline. This trend of poverty is consistent with the literacy rate and the education attainment levels achieved in the Municipality. This bleak situation at the Matzikama Municipality can be attributed to the absence of a poverty reduction strategy, the inability to capitalize on government support programs effectively and the inability to implement the economic development strategy. These outstanding actions are part of council's

goals to turn around the rather undesirable situation. The severity of poverty is further exacerbated by the inability of role players to create jobs whilst the economy is growing. The graph below shows that despite the growth in the economy of 45% in the Western Cape Province between 2001 and 2010 the workforce only grew by roughly 16% in the same period.



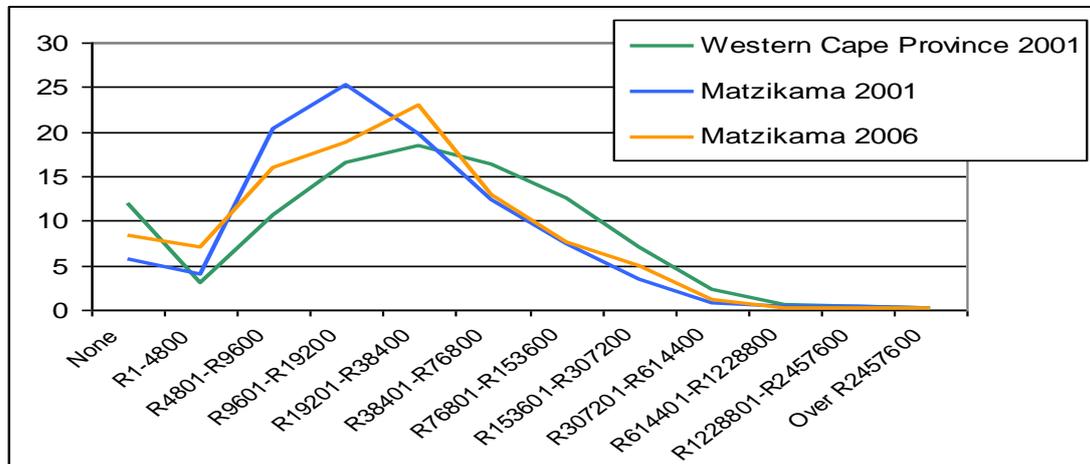
The Gini Coefficient is a summary statistic of income inequality, which varies from 0 (in the case of perfect equality where all households earn equal income) to 1 (in the case where one household earns all the income and other households earn nothing). The same graph above is also a reflection of the widening gap between rich and poor and ultimately an increase in the poverty levels. According to the regional development profile prepared by Provincial Treasury in general, income inequality is rife across the West Coast District. Again, comparisons can be made to the poverty levels across the region as well the disparity in education levels suggesting strong linkages to a productive labour force divided by regional boundaries with associated economic opportunities/benefits. Not surprising is the level of inequality within the Matzikama Municipality; the second highest in the District with a Gini Coefficient of 0.60 meaning that more than half of the households in Matzikama earns low incomes and 40% of houses are in the high income bracket.

It is the opinion of the Council of Matzikama that unless municipalities go down to the coalface in terms of economic development it is highly unlikely that changes will come soon in situations like the ones above. It is not in the interest of the private sector to create additional employment or test the viability or feasibility of new developments unless it is attractive to them which is the value in the job-creation value chain that needs to be created by government.

Income distribution and inequality

The income distribution for Matzikama Municipality and the Western Cape Province is illustrated in the figure below.

Figure 1: Income distribution 1996 - 2007



The graph above illustrates the differences in income distribution between the Matzikama Municipality and the Western Cape Province. The average household in Matzikama earns roughly R2 903 in income per month. The main income sources of income are salaries, community aid and pensions.

Salary	Investment	Rent	Pension	Grant	Familial aid	Community aid	Total
R1664	R562	R60	R546	R54	R17	R635	R2903

According to the South African Institute of Race Relations there has been little rise in inequality in the thirty years before 1995, but a substantial overall rise after 1995. Inequality pose a serious threat on achieving sustainable growth due to the adverse affect it has on it. Recent empirical studies undertaken by the World Bank suggests that high levels of inequality are bad for economic growth. The more equal the distribution of land and assets, the higher economic growth rates tend to be and vice versa.

Another negative aspect of extreme inequality is that poor communities or groups may lead to pursue their political and economic objectives outside of the normal channels. This leads to higher participation of these groups in violent political movements that ultimately affect the level of investment in an economy. In South Africa, high levels of

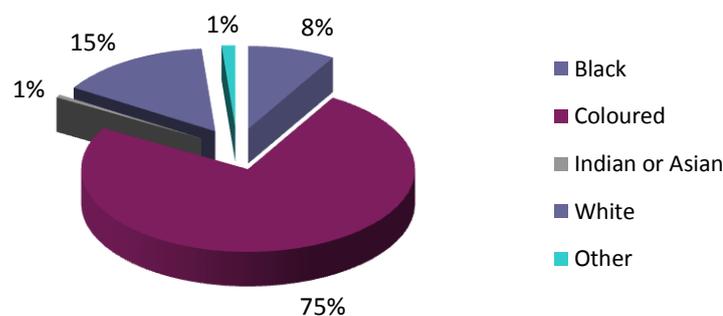
economic inequality between communities often in close proximity of one another contributes to a variety of crimes.

In order to avoid further deterioration of the economic fabric in Matzikama measures will have to be taken to positively impact on the inequality, poverty, unemployment and the lopsided economy in terms of BBEE. For these reasons Matzikama developed a model that crystallizes the role of the Municipality in economic development that will ultimately impact on the issues raised above.

Population

The Matzikama population currently sits at roughly 67 000 and make up about 23 percent of the West Coast District population. The coloured population dominates the municipality share in relation to race with figures in excess of three-quarters of the Municipality's population. The White race group is second with figures hovering around the 10 per cent mark with the biggest concentration in Vredendal. The Black race is the third largest but have shown significant growth over the last 10 years, almost than 200 percent. The Asian race group is sparse or almost non-existent.

MATZIKAMA POPULATION GROUPS

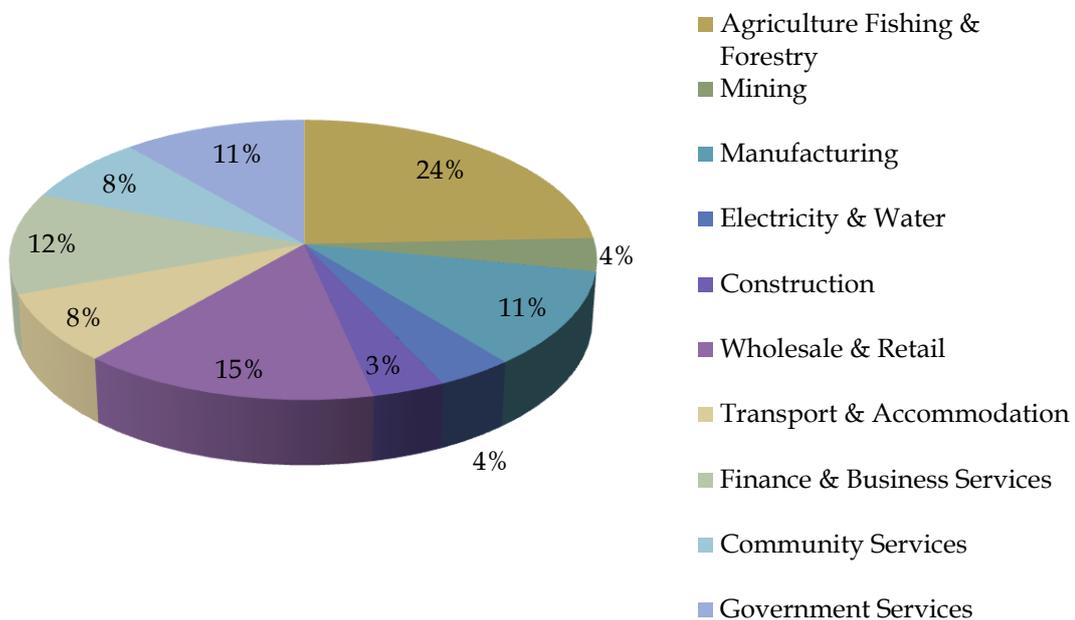


Population growth has been highest for Africans when compared to other racial groups. More than 25% of all African households in the Matzikama have migrated here in the last five to ten years. Of those 60 percent moved from within the Western Cape borders, 27.06 percent from the Eastern Cape and 12.94 percent from other provinces in South Africa. The table below shows the reasons why households have chosen to move to the Matzikama, more than half of the households moved here for personal reasons.

Reason	%
Professional	10.47
Personal	54.65
Financial	29.07
Community	3.49
Security	1.16
Total	100.00

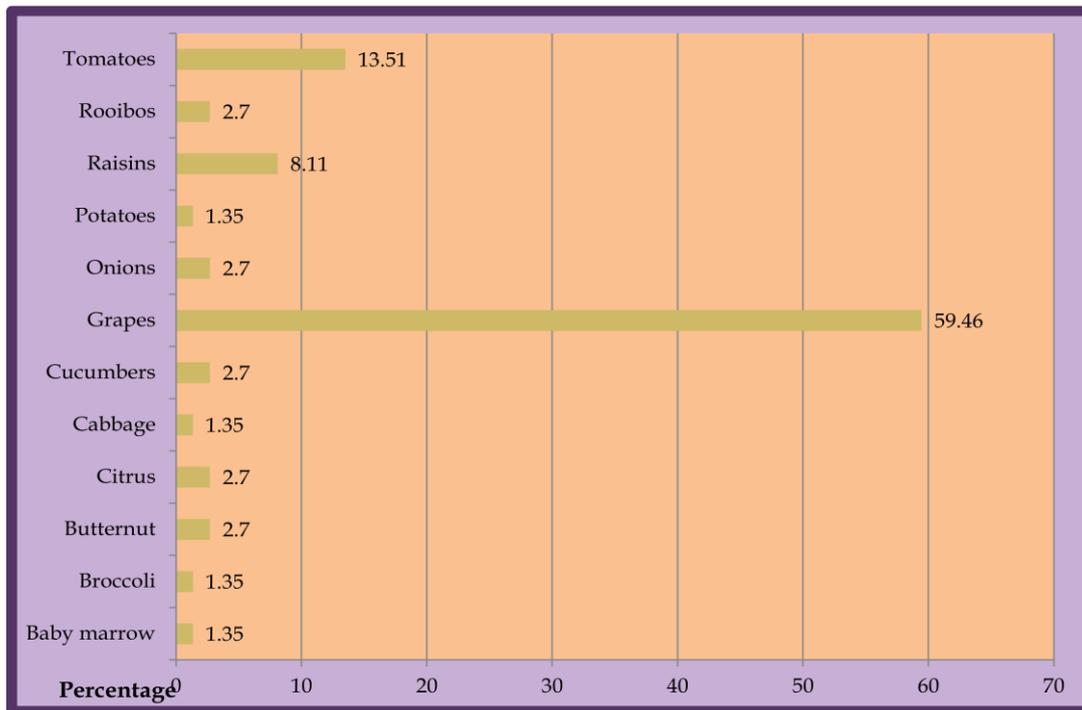
Economic growth

SECTOR VIEW OF MATZIKAMA" LOCAL ECONOMY



The agriculture sector is by far the largest with viniculture or grape farming being the dominant crop. The graph below shows that almost 70 percent of the agricultural economy of the Matzikama municipal area is exposed to grape farming (wine, table grapes and raisins) which pose certain threats should anything happened to the wine or raisins markets worldwide especially in the Europe Zone. This requires urgent actions by all role players to look at ways of how to diversify the economy.

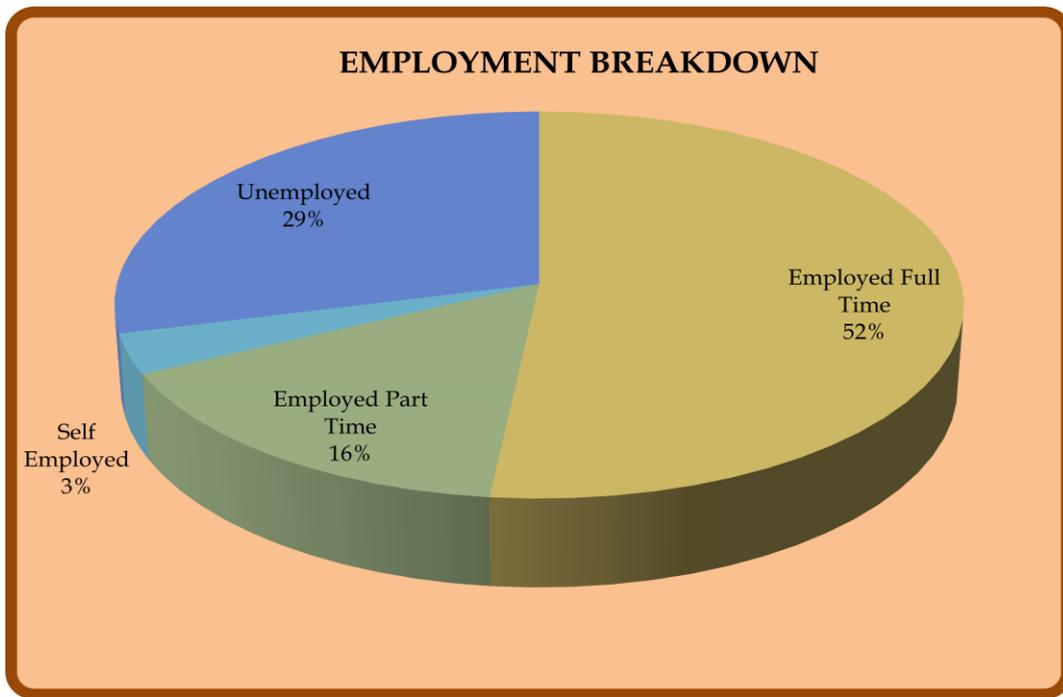
CROP PRODUCTION



The mining sector was until now one of the slow growing sectors. It currently stands at 4 percent but will soon increase its contribution to the local economy. At least three new mining companies will soon open doors. These are RARECO, Pretoria Portland Cement and Tormin Minerals that will extract rare earth minerals near Kliprand, lime near Vanrhynsdorp and heavy minerals at the coast respectively.

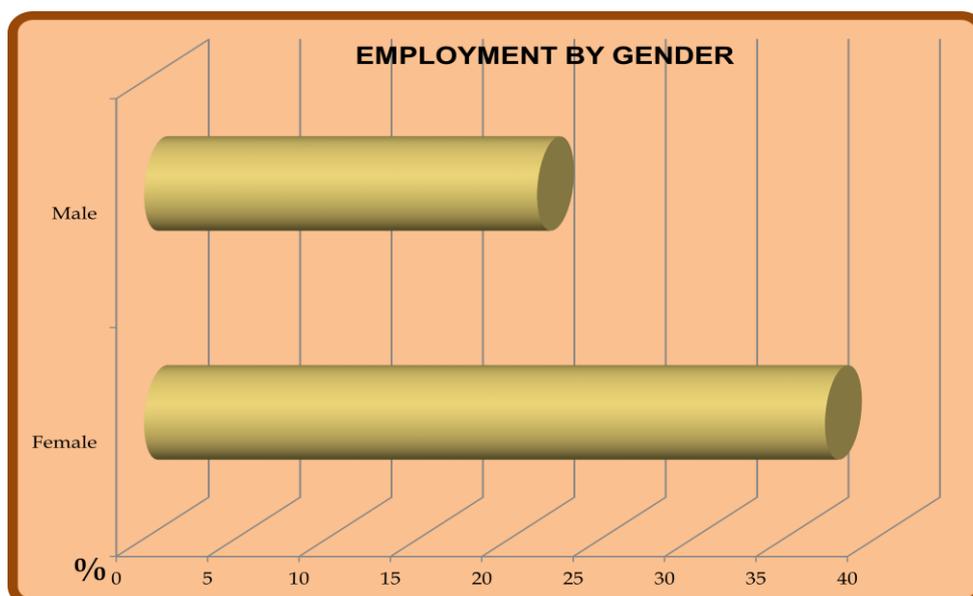
Employment

Employment is a major problem in the municipality. Only 52% of the population is employed on a full time basis. Sixteen percent is employed part time, 3% are self employed and 29% are unemployed. One of the main reasons for the low levels of self employment can be attributed to the low skills base in the municipality especially skills related to entrepreneurship.



The high unemployment problem coupled with the high Gini Coefficient (inequality in household income) poses a serious threat to poverty in the municipal area. Unless something is done the Municipality can expect significant increases in the number of indigent registrations which ultimately have an impact on other social needs such as health, education, safety and security etc.

A gender breakdown of unemployment reveals that unemployment among women is almost twice as that of males. Any skills development and empowerment programme should tackle women's employment as a priority.



Future Growth and Development of the Local Economy

In order for Council to have a better grasp on their role in relation to the growth and development of the local economy it would be appropriate to define growth and development. Economic growth in the Matzikama is advanced when there is an increase in the amount of goods and services produced by local businesses. It can also be seen as an influx of money into the municipal area as a result of an increase in the production of goods and services by local businesses.

Economic growth is not necessarily directed at growing employment numbers or making space for BBBEE as was demonstrated in one of the earlier graphs on GDP versus employment. The graph showed clearly the widening gap between the increase in the production of goods and services whilst employment remained stagnant or decreased.

Whilst economic growth is very important and should continue to enjoy the support it lacks to address the burning issues of the local citizens hence the need to place as much emphasis on economic development.

The development aspect of the economy on the other hand refers to a sustainable increase in the standards of living of citizens in Matzikama municipal area. Standards of living in the Matzikama that need attention according to the needs assessment comprise quality and availability of employment, poverty, quality and availability of housing and income as well as creating an environment that is conducive for BBBEE. Improving the development aspect of the economy of the Matzikama Municipality requires a more direct involvement of the Council. It is required of Council in partnership with the local communities to develop and implement policy that is directed at addressing these obstacles that prevent improved standards of living.

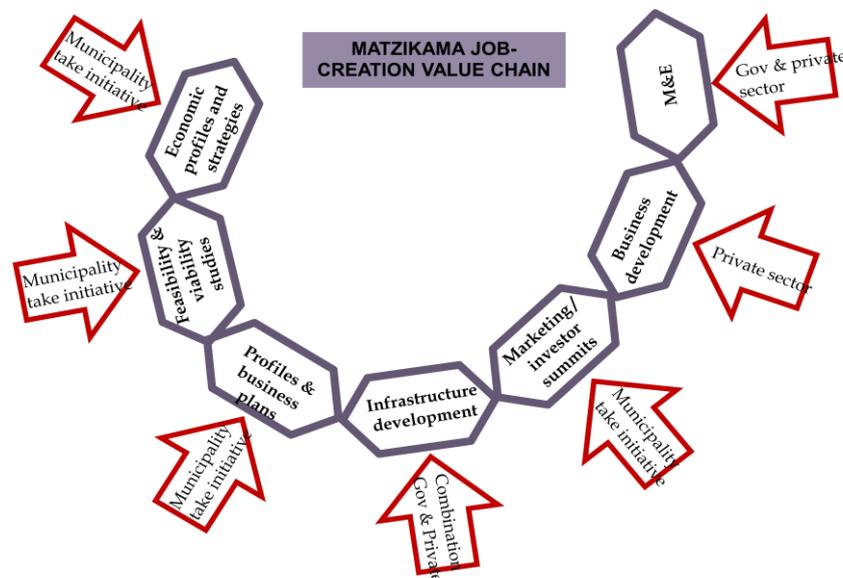
The economic development process supposes that legal and institutional adjustments are made to give incentives for innovation and investment so as to develop an efficient production and distribution system for goods and services.

Matzikama Municipality has realized that unless it is able to advance growth and development of the local economy to a level where it positively impact on the needs of the people and the environment it is highly unlikely that Council's development objectives will be met. The first step in addressing the challenge, the Council developed a strategic

goal which is to have “an inclusive economy with a reduction in poverty”. In order to meet the development mandate the Municipality developed a concept that requires active involvement in developing the economy which will ensure that those aspects threatening improved living standards are taken care of.

The role of Matzikama to improve standards of living

As with many municipalities across the country the communities of Matzikama Municipality suffer high levels of unemployment and poverty and local economies suffering from a lack of BBBEE. This undesirable situation can in part be attributed to failure on the part of municipalities to go down to the coalface level. To ensure that the Matzikama Municipality makes a difference in terms of job creation, reduce poverty and restructure the local economy to make it more accessible for black business we have developed a model to understand our role better to achieve that. The diagram below represents a job creation value chain with a number of interventions that will spearhead if successfully implemented the generation of jobs. This requires that the municipality with the support of its social partners make various interventions along that value chain.



Matzikama Municipality is of the opinion that unless the Municipality get actively involved in the development of the economy the end result is likely to remain where it is today. Being actively involved in economic development means having dedicated outcomes designed to improve undesirable phenomenon in terms of BBBEE, poverty reduction and creating jobs especially for the poorest of the poor and other vulnerable groups.

Priority Areas of Stakeholders

The key stakeholders in the economic development process of the Matzikama comprise the Municipality, private sector, non-governmental organizations and provincial and national government. It should be noted the Municipality is made up of the Council, administration and the community. Priority areas for each of the stakeholders are as follows:

The Municipality

- Developing a land use plan for the municipal area;
- Putting in place an asset register including all natural, infrastructural and human assets in the municipal area with;
- Developing policies to create a conducive environment for economic development;
- Developing the social capital in all communities of the municipalities;
- Developing feasibility studies and project profiles to present to investor summits;
- Developing an infrastructure strategy for the municipal area;
- Creating platforms for stakeholders to engage and deliberate around economic development challenges;
- Providing support to assist with the development of small businesses;
- Putting support mechanisms in place to help with the development of BEE tourism and attraction of tourists;
- Developing a skills plan.

The private sector

- Support development of new business;
- Build partnership with the Municipality and other spheres of government;
- Provide support for the development of a skills plan
- Support local business;
- Participating in local business forums and discussions;
- Helping to develop the skills of BEE tourism business.

Non-governmental organizations

- Helping to build social capital in all communities;

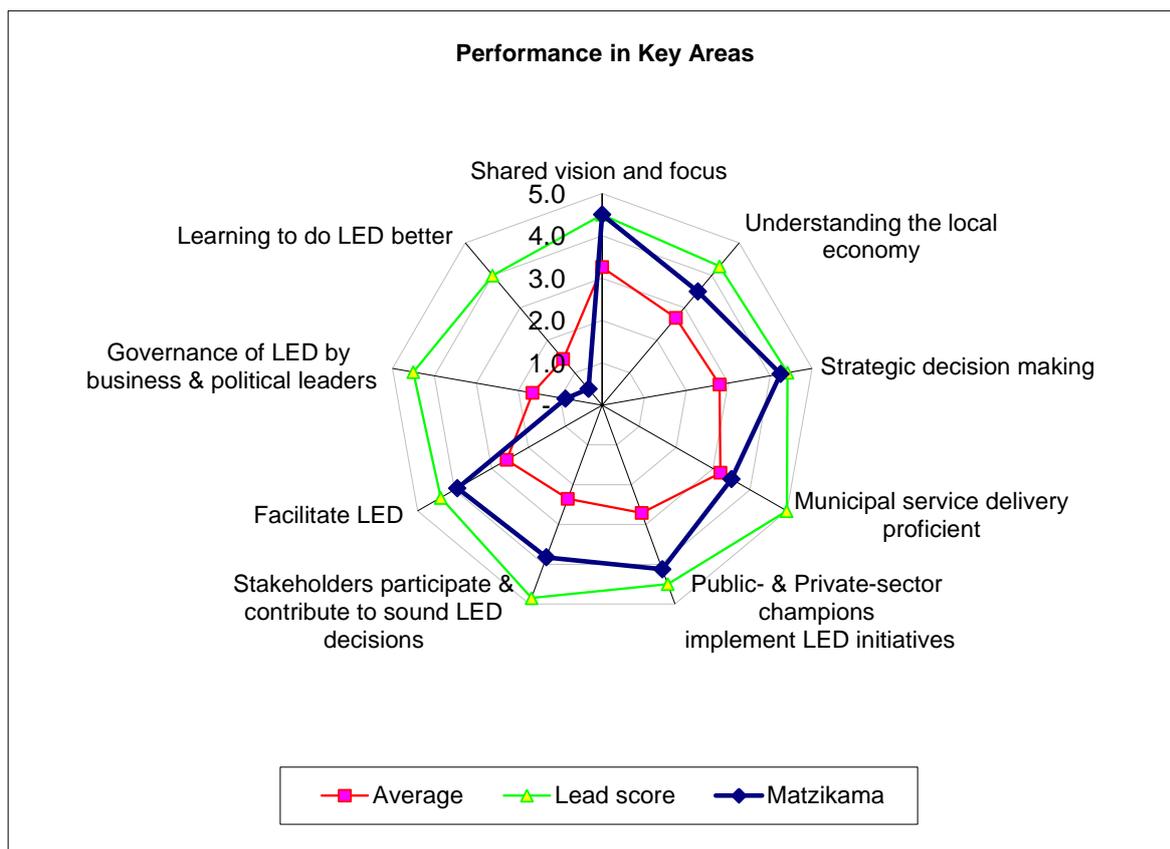
- Provide training needs to new business and community in general;
- Assist with Early Childhood Development (ECD);
- Helping to develop self-esteem of communities.

Provincial and National Governments

- Supporting the municipality through good cooperative governance;
- Making land available for development purposes;
- Making funds available to support project preparation;
- Putting plans in place to eradicate housing backlog;
- Provide infrastructure in support of local economic development.

Proposed Interventions to take Economic Development Forward

To take economic development forward Council need to remove the blockages that prevents it. A full assessment was conducted to assess the maturity of the Municipality in relation to Local Economic Development. The purpose of the assessment was primarily to determine the blockages that prevent economic development from progressing to a level of maturity. The graph below provides a clear picture of where the blockages are. The blue line in the spider web graph represents the assessment of Matzikama Municipality.



Despite much improvement since a year ago Matzikama Municipality now ranked 6th of 29 Municipalities assessed has its work cut out if it wants to improve the current situation. The graph provides a clear picture as to which areas needs improvement. The Municipality will make the following interventions as shown in the table below which if successfully rolled out will propel local economic development to a level of maturity.

No	Intervention	Objective	Delivery Date	Responsible	Budget	Indicator
1	Establish an entrepreneurial development forum	To grow the local economy	2013	Matzikama	External sources	Adopted ToR
2	Compiling an infrastructure	To create an environment that will stimulate LED in the municipal area	2013	Municipality	External sources	Strategy completed and adopted by Council

3	Revising the economic development strategy preceded by an economic profile of the municipal area	To create pragmatic opportunities that will stimulate the local economy, make significant impact on job creation and BBBEE	2013	Municipality	External sources	Completed strategy adopted by Council ensued by progress reports on implementation
4	Compiling feasibility studies, value propositions and business cases	To attract investment to the municipal area in support of business and industrial development	2013	Municipality in partnership with other spheres of government and development agencies	External sources	Final documents adopted by Council
5	Compiling a revenue enhancement strategy	To increase internally generated funds	2013	Municipality	Municipality	Adopted strategy and progress reports on implementation
6	Identifying key projects with project implementation plans to promote tourism development	To create opportunities for BBBEE	2013/2014	Municipality and local tourism organization	Municipality and local tourism organization	Adopted project plans and progress reports on implementation of projects
7	Establishing and maintaining a Local Intergovernmental Dialogue (LID)	To create a platform for effective intergovernmental relations to promote responsible and sustainable development	2013	Municipality	Municipality supported by other spheres of government	Adopted terms of reference of newly established organization as well as minutes of meetings and progress reports

8	Developing a strategy for a green economy	To gain a better understanding of the challenges the area is facing and to produce plans and projects that effectively address the challenges whilst creating opportunities for employment and poverty reduction	2013/14	Municipality	External sources	Adopted strategy and progress reports on implementation of strategy
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The success of the interventions shown in the table above is dependent on the support from Provincial and National Government as well as the private sector. To keep the momentum of this initiative the Municipality will ensure that this item remain a standing one on the agenda of the Local Intergovernmental Dialogue (LID) identified as one of the main strategies of the Council to improve service delivery in general.

High Impact Projects

The Municipality recognized the need for interventions that will earnestly impact the challenges faced by stakeholders in the area of poverty and unemployment. As a result the following projects will receive the necessary attention to develop to a level where it will create large number odd jobs, reduce poverty, provide opportunities for BBBEE, diversify the economy and promote social capital. To help the process of identifying high impact socio-economic development projects the Municipality with the help of the Centre for Local Economic Development (CENLED) used the Participatory Appraisal for Competitive Advantage (PACA) economic development instrument to select the following projects for development.

PROJECTS	SOCIO-ECONOMIC IMPACT
<p><i>Establish an Aquaculture Industry:</i></p> <ul style="list-style-type: none"> • Support the development of the current Doringbay initiative and two private investors to establish Abalone farms • Build a business case to establish critical infrastructure for 15 aquaculture farms • Build a business case to establish a world class aquaculture skills development facility • Support the establishments of pilot projects including dusky cob, other finfish projects (both fresh and marine) and abalone ranching 	<p>This economic development initiative has the potential to create over the next three to ten years more than 12000 jobs, contribute significantly to infrastructure and small business development all of which will ultimately result in reducing poverty and diversify the local economy that is overexposed to grape farming and wine production.</p>
<p><i>Agriculture and Agro-processing</i></p> <ul style="list-style-type: none"> • Support and facilitate the development of a centralized cooling, packing and drying facility to Woolworths standards • Support and facilitate a water rehabilitation project for re-use in agriculture • Secure investment by the state, to upgrade water conveyance system to utilize benefits of raising of the Clanwilliam dam wall • Produce gherkins from waste cucumbers • Support the development of an essentials oil production farm and extraction plant • Support the development of greenhouse production facilities 	<p>This economic development initiative has the potential to create in excess of 3500 jobs, create opportunities for black emerging farmers and small business development and contribute significantly towards infrastructure development all of which will ultimately reduce poverty and diversify the local economy</p>

<p><i>Tourism</i></p> <ul style="list-style-type: none"> • Develop tourism activities for all seasons for niche markets • Rehabilitate the standard of the Hardeveld Coastline • Repair Doringbay slipway • Upgrade old goal and museum in Vanrhynsdorp 	<p>This economic development initiative has the potential to introduce a racial mix of ownership to the industry, develop infrastructure and create significant numbers of jobs all of which will ultimately result in reducing poverty.</p>
<p><i>Recycling</i></p> <ul style="list-style-type: none"> • Support and facilitate the establishment of a business that manufacture plastic projects from waste plastics • Support recyclable waste collection at local household, schools, hospital, business and other levels for 	<p>This initiative has the potential to create 87 jobs immediately and a further 60 jobs in the second phase. The project will also develop new infrastructure, help with the development of a greener environment all of which will ultimately reduce poverty</p>

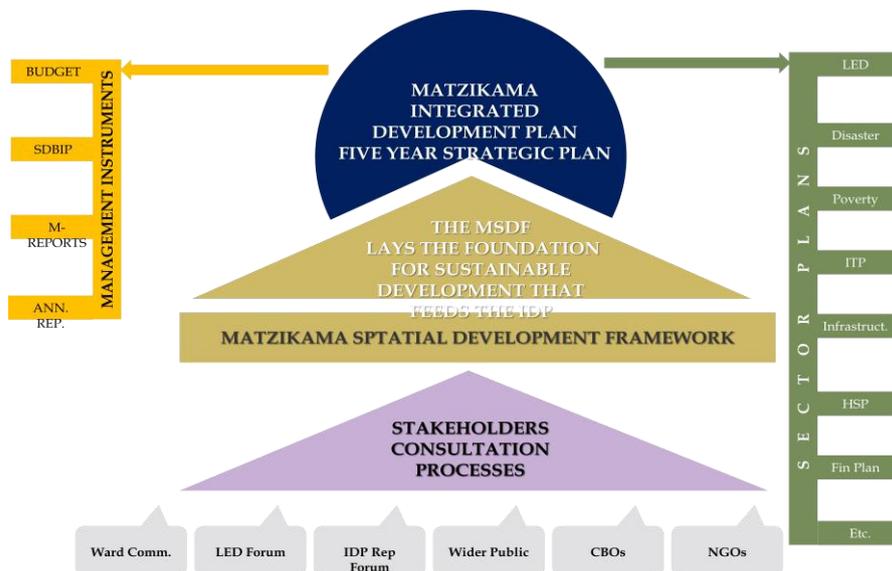
As can be seen from the above table; the Matzikama Municipality with the help of other spheres of government and in partnership with the private sector can create more than 17000 jobs over the next 3 to 10 years and contribute significantly to reducing poverty and ultimately to the vision of the National Development Plan (NDP). However, it needs to be stressed that all of this is only possible with the help of the other two spheres of government.

CHAPTER FIVE

IDP & SECTOR PLANS

Introduction

The sector plans form an integral part of the planning process of the IDP of the Matzikama Municipality. However, it should be noted that the IDP is not a sum of the sector plans mainly due to its nature which is strategic as oppose to the operational nature of the sector plans. Apart from the spatial development framework that forms the basis of the planning process there are two more sector plans including the local economic development strategy and the poverty reduction strategy that are transversal in nature as it cuts across the development spectrum. These will have an elaborative section in the Matzikama IDP whilst other plans will be influenced by the IDP and form an integral part of the operational plans of departments. The diagram below provides a clear picture as to how sector plans are used and how it feeds into the IDP and other planning instruments.



Due to the strategic nature of the IDP and the vast amount of sector and Department plans it is almost impractical to elaborate and or incorporate on all the plans. For this reason Departments must compare its plans strategically against Council's strategy and consider it integrated if aligned with the IDP.

Matzikama Spatial Development Framework (MSDF)

Introduction

The spatial development framework of the Matzikama Municipality is an important policy instrument as it forms the base document to guide development of the Municipality toward a sustainable opportunity-rich-future. Strategies, projects and development plans in the integrated development plan of the Matzikama Municipality are initially informed by the MSDF before any other sector plans are considered in the development process. However, recent developments are indicative of the shortcomings in the MSDF. These include the following:

- The MSDF lacks the impact of mining activities in the area; The MSDF does not give guidance on renewable energies especially wind farms;
- The previous district managed area now ward 8 is excluded from the MSDF;
- The MSDF does not say much about the open spaces in the municipal area;
- The MSDF does not provide guidance on time frames in terms of the long term spatial vision;
- The MSDF does not say much about green technology and developing a green economy;
- The backlog in terms of storm water management is not evident in the MSDF;
- The alignment between the MSDF and other sector plans especially the LED strategy are non existent;
- The MSDF exclude major proposed economic development initiatives for example the development of an aquaculture industry.

As a result of the above a need for an internal spatial planning strategy arose to address some of the shortcomings so as to ensure that the MSDF fully reflect the development needs, opportunities and impacts of the Matzikama municipal area.

Another important role of the spatial development framework is its alignment with population growth. The spatial development framework identifies the areas where growth is taking place and where it should take place in terms of a sustainable paradigm. The state of the population section in the IDP provides a clear description of where population is growing in the municipal area. Since population is one of the drivers of the development, the IDP provides critical information that should inform the MSDF. The section on population in the MSDF is outdated as it still relies on information older than ten years and is in need for a revision.

Matzikama municipal area experienced significant growth over the last 15 to 20 years in terms of its population and land area. In more recent years and months the municipal area experienced unprecedented change; its land area almost trebled between the years 2000 to 2011. The land area expanded by almost 8000 km² following the last local government elections. The population increased over the last 15 to 20 years from 40000 to 65000. All of this growth was not good for the Matzikama. Along with the type of growth experienced by the Matzikama Municipality came negative impacts on the environment and society at large. These affects are evident in the ever increasing numbers of unemployment and poverty. Moreover, negative growth are evident in the housing backlog, too small or non-existent health facilities and services, overcrowded schools and other inefficiencies as a result of the growth in the population and land area. Despite being a sparsely populated area (approximately, 0.22km² per person) the unprecedented change in the land area attributed to pressures on the water resources, waste management sites, roads and careful environmental management is required for the future.

As a result of this rather bleak situation that can materialize if allowed to and the need for responsible development, spatial planning is an accountable and responsible way of ensuring sustainable development. It is about anticipating long-term change including potential pressures and or opportunities that may emerge from it. Ensued by the spatial planning process is a long-term flexible development trajectory heading for a sustainable and equitable future informed by the Matzikama Spatial Development Framework.

The Matzikama Spatial Development Framework has been drafted and approved as a tool to develop policy in support of a sustainable and equitable future for the people of Matzikama. The plan is intended to do the following:

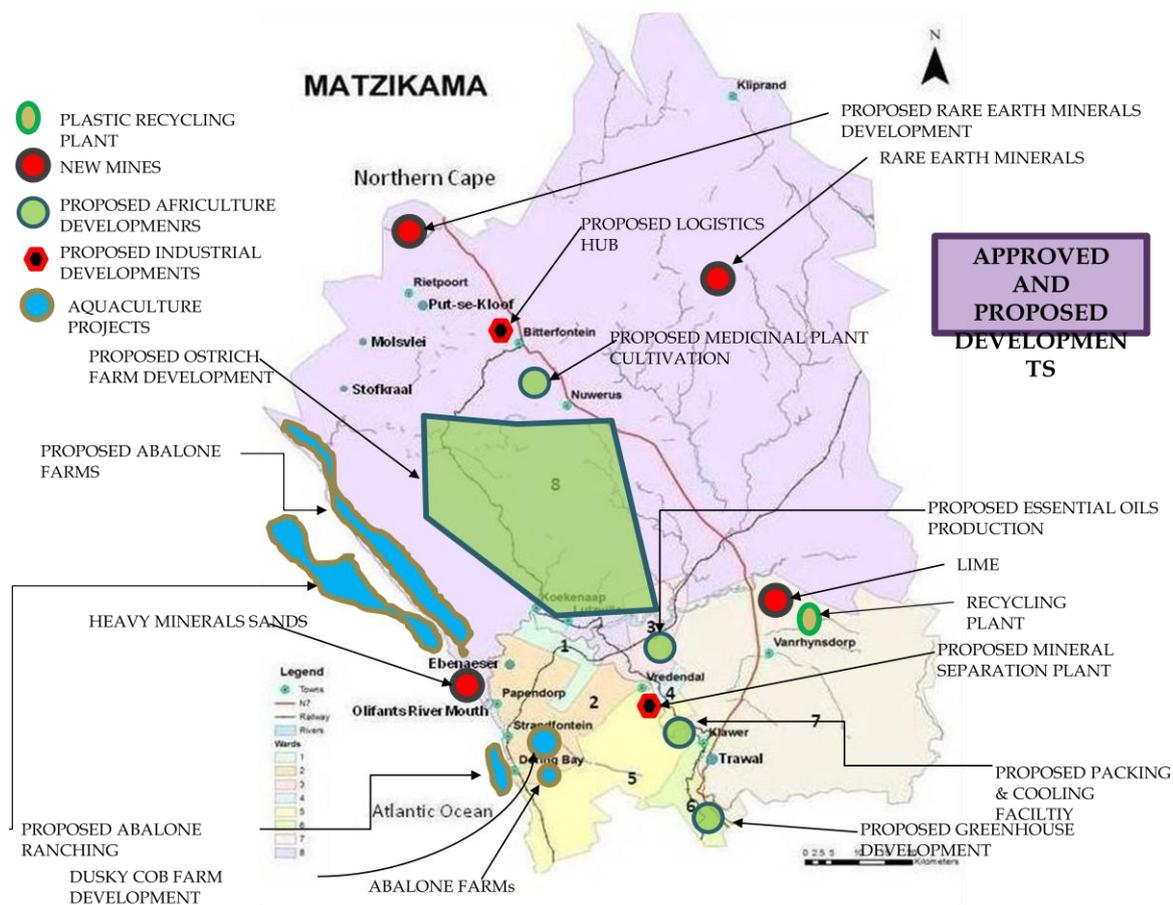
- Align the Municipality's developmental objectives with those of National and Provincial Government;
- To plan and make provision for the spatial needs of the Community of Matzikama as identified in the IDP;
- To promote the general welfare of the Community and legislated planning of the municipal area in a sustainable manner;
- Identify weaknesses in the planning processes and how to mitigate;
- Develop appropriate land use plans for future development to amongst others redress historical development practices;
- Help spatially guide, coordinate, prioritise and align public investment infrastructure in the IDP.

Legal reference of the SDF

The Matzikama Spatial Development Framework has been approved in terms of two different sets of legislation namely, Municipal Systems Act (Act No 32 of 2000, section 34) and Land Use Planning Ordinance (No 15 of 1985, section 4(6)). It, together with the Provincial Spatial Development Framework, is the spatial planning document applicable to the municipal area of Matzikama Municipality. Chapter (2)(4) in the regulations of the Municipal Systems Act (Act 32 of 2000) regulate the contents of what a spatial development framework should reflect in the IDP of a municipality.

Approved and proposed economic development projects

These projects are aligned with the first strategic goal of the Council of Matzikama Municipality and lay the foundation for the initiative Council is taking towards unemployment and poverty.



Apart from the approved and proposed mining developments where Matzikama Municipality provided support with the development processes the rest of the developments shown on the map are the Municipality's own initiatives. These initiatives resulted from a conscious decision by Council to play a more active role in the economic development processes of the Municipality. It is required that the MSDF incorporate these developments to form part of the Matzikama spatial planning.

The table below provide an elaborated view of the various developments

NO	PROJECT NAME	CONCISE DESCRIPTION	STATUS	CHALLENGES
1	RARECO Mine	Steenkampskraal where the mine is located is a monazite mine. There are sufficient reserves for 10 years. The mine has not been in production for forty years and will require a newly	Permission has been granted by the Department Minerals Resources to continue with mining operations.	Getting the EIA approved in time, late approval will have negative effects on the MSP project. Maintenance of

NO	PROJECT NAME	CONCISE DESCRIPTION	STATUS	CHALLENGES
		<p>appointed workforce. There is capacity for 147 employees. Minerals are mined and process on site. Further processing will take place at a Mineral separation plant (MSP) to be located in the industrial area of Vredendal-North</p>	<p>Mining operations are planned to commence January 2014. The EIA approval is awaited before construction of the MSP can begin</p>	<p>the gravel road from the mine to the N7</p>
2	PPC Mine	<p>The project entails the extraction of gypsum from a mining site outside Vanrhynsdorp. Employment for the mine will be sourced from Vanrhynsdorp. Processing of raw materials will take place at the PPC cement factories in Cape Town</p>	<p>The mining right has not been granted by the DMR</p>	<p>Mining right still outstanding</p>
3	TORMIN Minerals	<p>The project entails the extraction of sand that contains heavy minerals from the ocean. Further processing takes place on land after which it is transport by road to Cape Town/Saldanha Bay harbour</p>	<p>Permission has been granted by the DMR to continue with mining operations</p>	<p>Increase in the number of heavy vehicles on the road between the mine and the N7</p>
4	Ostrich Farming	<p>The project entails developing a feasibility study and project profile</p>	<p>The municipality developed a funding proposal to raise the funds required for the feasibility study and project profiles</p>	<p>Funds not available to conduct feasibility study</p>
5	Packing & Cooling and drying facility	<p>The project entails developing a feasibility study and project profile</p>	<p>The municipality developed a funding proposal to raise the</p>	

NO	PROJECT NAME	CONCISE DESCRIPTION	STATUS	CHALLENGES
			funds required for the feasibility study and project profiles	
6	Essential Oils	The project entails cultivating rose geranium on commonage land for the extraction of essential oils from the crop	The Municipality is facilitating a process to produce a business plan to raise the required funds	Apart from the funding water to irrigate may be a challenge
7	Greenhouse Dev.	The project entails the establishment of a 12 hectare greenhouse to produce peppers	In the process to prepare funding proposal	Funding for the project
8	Dusky Cob Fish Farm	The project entails a pilot project to rear dusky cob on land in Doringbay. The duration of the pilot project is 18 to 24 months after which depending on the outcome of the pilot phase after which the project will be commercialized and up scaled to a 2000 tonnes fish farm	Funding to the value of R10 million has been approved by the DAFF for the pilot phase	
9	Abalone Cultivation	The project entails a 25 tonnes abalone farm located in the fish factory of Doringbay	Construction work began, juvenile abalone will be introduced to the dams in the near future	Funding to scale the project up to a 50 tonnes farm
10	Abalone Ranching	The project entails the implanting of juvenile abalone in the ocean to scale down on overheads costs	In the planning phase	Getting permission from the MCM to do the pilot project in the ocean outside Doringbay

NO	PROJECT NAME	CONCISE DESCRIPTION	STATUS	CHALLENGES
11	Medicinal Plants	The project entails a research study by the Universities of Stellenbosch and Western Cape that looks into the medicinal qualities of indigenous herbal plants with the view to develop tablets	The study is still in progress. Regular feedback is given by the Universities.	
12	Plastic recycling to manufacture refuse bags	The project entails collection of waste plastics from different sources including dumping sites, households and local businesses. Some materials are used to manufacture plastic pellets for the manufacturing of black refuse bags	Tronox agreed to fund the project through their social and labour plan and permission was granted by the Department of Mineral Resources (DMR)	
13	Aquaculture sector development	The project entails investigating the potential for the development of abalone farms on the Matzikama coastline	The Municipality is working closely with the Western Cape Aquaculture Development initiative (WCADI) and Department of Economic Development and Tourism (DEDAT)	Funds are required to develop a feasibility study
14	Exotic mushrooms	The project entails growing exotic mushrooms for the South African market in containers. The project has the potential to create jobs for 10 cooperatives each having 5 to 10 members.	Project development phase.	Funding of R1.7 million is required to start the project

C H A P T E R S I X

S T R A T E G Y

Introduction

The strategy section of the IDP consists of two sections namely the macro or over-arching strategy and the operational strategy each with an own set of objectives. Over-arching or strategic and operational behaviour differs significantly from one another. The differences between the two concepts are discussed below. Strategy refers to the utilization of certain resources in order to achieve the over-arching goal. These resources refer to both capital and human resources. Strategic resources and actions affect the direction of the organization and are aimed at achieving long term goals and objectives. Long term goals and objectives are set by Council in the case of Matzikama Municipality and is designed based on the needs of the public and to achieve the vision of Council. Strategic and operational actions have a reciprocal influence on one another.

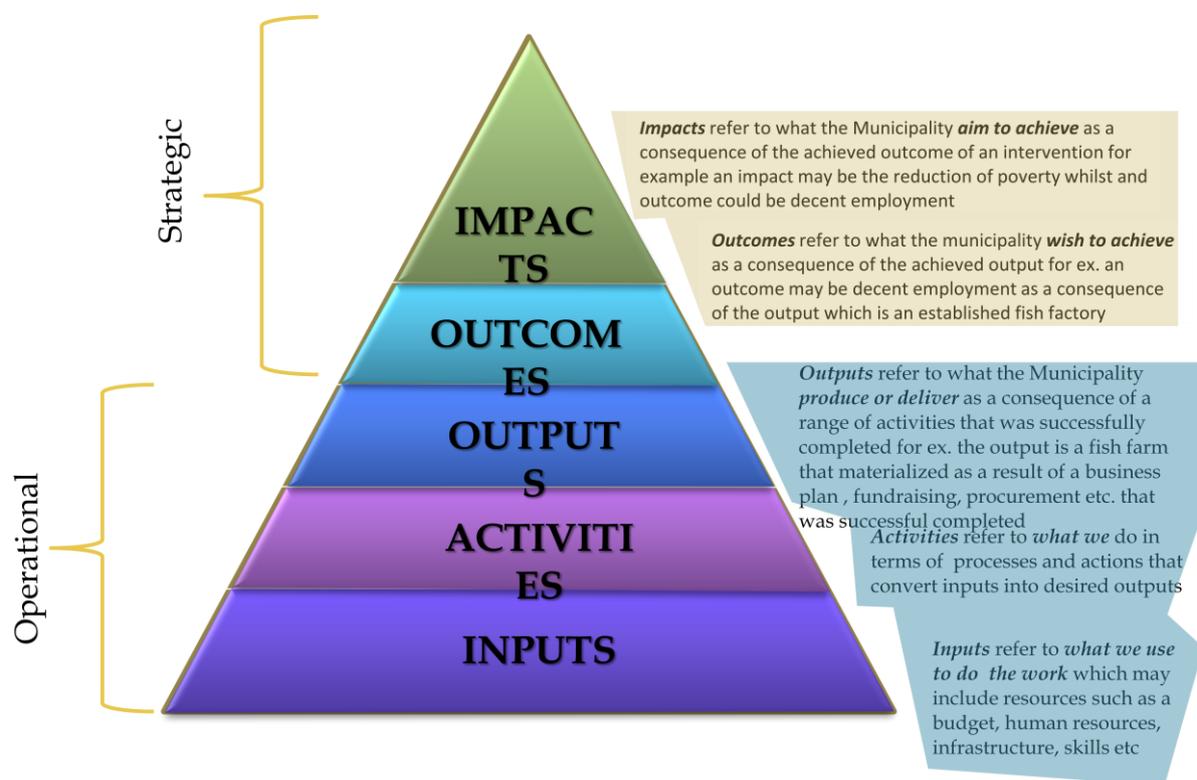
Operational activities refer to actions and projects developed to provide a certain quality of service to accomplish the strategy of Council. Matzikama Municipality is no different to other municipalities where the majority of resources are used to provide for operational services delivery. Operational projects and actions are aimed at:

- The provision of a pre-determined service on a pre-determined standard
- The maintenance of a service to provide same on a pre-determined standard
- The expansion of a service in order to ensure the service can be delivered on a pre-determined standard
- The implementation of strategies such a LED strategy

A good example of operational issues is those identified by ward committees and other stakeholders on an annual basis which must be addressed to provide a certain level of service. In essence operational activities are aimed at achievement and or maintenance of certain

minimum service levels and operational strategies such as the LED strategy or infrastructure development strategy.

The outcomes approach of the strategy requires Council and Management to think afresh about the logical links between what the Municipality do and what it achieves. The triangle below demonstrates which functions in the strategy development process sits with the leadership which in the case of a municipality is the Council and which functions is the responsibility of the Management. The same triangle also demonstrates the links between inputs, activities, outputs, outcomes and impacts more clearly.



STRATEGIC SECTION OF STRATEGY

The Challenge

We live in a country with a growing need for municipalities to improve performances across a number of disciplines and for various reasons sometimes beyond their control. The Matzikama Municipality are no different to other local governments that face a range of challenges across the needs-spectrum of society. If the six months of consulting stakeholders is anything to go by then the challenge presented by these communities can be summarised under one single topic called

economic development. Despite this not being a constitutional function allocated to municipalities it is the heartbeat of any municipality. Stakeholders that represented the different communities agreed fully to the notion which was confirmed when they directed their attention to job creation and inequality. The challenge facing the Matzikama Council can be summarised as follows:

TO OVERSEE TRANSFORMATION OF THE ECONOMY TO REFLECT THE LOCAL DEMOGRAPHICS OF THE MUNICIPAL AREA, ABSORB LOCAL SKILLS, PRODUCE NEW SKILLS AND ATTRACT INVESTMENT FROM BOTH LOCALLY AND ABROAD

To overcome this challenge the Council of Matzikama Municipality has to perform well across the competency-spectrum of local government and beyond. By performing well in local government functions only will not swing the pendulum in favour of conquering the challenge. This is true as economic development requires all engines of the three spheres of government to work well as the needs of a proliferating economy is not confined to the functions of local government. In addressing this challenge employing all functions allocated to a municipality in an integrated manner is essential as it requires a good performance by all stakeholders to overcome the challenge. Unless Council is able to ensure that through its role as the governing body of the Matzikama Municipality integration between departments at local level, effective intergovernmental relations, making institutions work better and form good partnerships with communities in general its attempt to win the race against the is challenge will be futile.

The Role of Council

In relation to this strategy the role of Council is to overcome the challenge, presented to them by the public of Matzikama and factors beyond their control however, the role become much clearer when read in conjunction with the objectives of a council as stated by the Constitution of South Africa. The objectives set out in section 152 of the Constitution of South Africa qualify the role of a council of a municipality. Ultimately the role of council is to manage its administration and budget and planning processes to give priority to the basic needs of the community and promote the social and economic development of the community. In addition to the above the role of council is extended so as to ensure participation in national and

provincial governments programs. If the challenge facing the municipality is unpacked it will come clear that the role of council is to:

- Provide leadership and governance that is constructive and accommodative
- Advance the well-being of communities
- Influence other spheres of government and the private sector to support their vision
- Share ownership with the public
- Conduct research
- Build capacity and
- Make institutions work better

The role of council can be summarised as follows:

IT IS PRIMARILY TO PROVIDE SERVICES TO THE MUNICIPAL AREA AS ARTICULATED IN THE CONSTITUTION; ALL OF WHICH IS ON THE BACK OF AN ECONOMY THAT FORMS THE FOUNDATION OF THE MUNICIPALITY AND NEED THE SUPPORT OF THE SAME GOVERNING BODY TO SURVIVE

The role of Council can only be fulfilled if each and every member of Council fully understands her or his role. Knowing their role as a Council will place them in a position to understand the requirements in terms of their own skills and capacity to successfully fulfil their role. Therefore, the role of Council is an important if not the most important component in the whole strategy process as it continuously needs to provide guidance and leadership of value.

Vision, Mission and Values

Vision

The vision of the Matzikama Municipality is quite a simple and straight forward one so as to ensure a good understanding by all stakeholders. It was developed as part of a strategic planning session of Council with the intent to answer to the needs of the public of Matzikama in a responsible and accountable manner. The vision is informed by a thorough consultation process conducted over a period of 6 months. Moreover, apart from the quality services and wealth the vision intends to deliver the overall purpose of the vision is to create a socially

cohesive community that live in harmony with each other. The vision of the Matzikama Municipality is as follows:

Vision

MATZIKAMA, A SAFE AND JOYFUL PLACE WHERE A HEALTHY, EDUCATED, INFORMED AND COMPASSIONATE COMMUNITY SHARE IN THE WELFARE

Mission

PROVIDE TO THE WIDER COMMUNITY AFFORDABLE, QUALITY SERVICES AND PRODUCTS THROUGH GOOD GOVERNANCE AND EFFECTIVE AND SUSTAINABLE UTILIZATION OF ALL RESOURCES AND INFRASTRUCTURE

- Accountability and collaboration
- Efficiency and accomplishment
- Teamwork and excellence
- Support
- Positive attitude
- Work in harmony

Strategic Focus Areas of Council

Council identified through an extensive public participation process that lasted for 6 months and culminated in a strategic planning workshop seven strategic focus areas that it want to direct its attention to over the next five years commencing July 2012. Below is a list of these focusing areas in no order of importance. The enumerated focus areas below are explained by divulging the various aspects that need to be corrected.

i. Economic Development

Whilst the list is in no order of importance economic development was one of the seven focus areas where the majority of the role players feel the pendulum of the scale should swing to in terms of where the Council of Matzikama Municipality should focus its attention. The realm of economic development includes according to the needs of the role players amongst other, issues around transport, lack of infrastructure, rural development, SMME development, local business support, industry development and

beneficiation. However, the main focus of economic development is to create an inclusive economy that reflects the presence of the broader population of the municipal area with the intent to reduce unemployment and poverty.

ii. **Financial Stability**

This focus area looks into the stability of finances of the organization so as to ensure that through effective and efficient management of the organization's finances, Council is able to deliver on its vision. Issues to be addressed include amongst others efficient spending, improved payment culture of the public for services rendered, effective use of assets and improvement of own revenue sources. By directing its attention to this particular focus area Council puts the emphasis on improving the municipality's own revenue sources.

iii. **Good Governance and Municipal Transformation**

Good governance and municipal transformation deals primarily with the effective management of the organization so as to ensure that a good structure follows the strategy of council if the vision is to be achieved. Financial sustainability and good governance have a reciprocal influence on each other as any impact on the one is felt by each toward the other. Organization design which is the backbone of good governance is the most important weapon to defend the success of any organization hence the inclusion of the issue around the organization's structure to be perfected through the achievement of this goal. The organizations structure entails a number of aspects that needs to be in place and function well and be in harmony with each other. These include amongst others a workable organization chart, the right skills, experience, qualification, capacity, reporting lines, policies, M&E programs, effective communication and good leadership in order of importance. Another aspect of this goal is to realize a good partnership between the Municipality and its social partners namely the Community, private sector and the NGOs so as to give effect to legal composition of a municipality.

iv. Good Quality Municipal Basic Services

This focus area wants to correct issues and concerns related to effective and efficient provision and maintenance of municipal basic services. These services include:

- Water supply and maintenance of infrastructure;
- Sewage collection and disposal and maintenance of infrastructure;
- Refuse removal and maintenance of infrastructure;
- Electricity supply and maintenance of infrastructure;
- Municipal roads and storm water drainage and maintenance of infrastructure;
- Municipal parks and recreation;
- Street lighting.

Comparatively speaking the Matzikama Municipality is doing well in terms of delivering basic services however, improving the quality of the service and making it more affordable especially to the poorest of the poor is where Council wants to direct its attention to.

v. A Socially Advanced Community

This focus area is concerned with and wants to correct issues pertaining to:

- Education; entails issues pertaining to infrastructure, school drop-outs, teenage pregnancies, language challenges, transport and learners per class challenges;
- Health; entails issues pertaining to infrastructure, state doctors, medication, language and ambulance services;
- Youth and sports; entails issues pertaining to job creation, empowerment and infrastructure challenges;
- Poverty; whilst the issues to be corrected through this goal pertain mainly to unemployment based on the needs of the public it would be highly irresponsible to look at income only. Poverty cannot be measured by income alone, nor can anti-poverty programs only address income enhancing measures. This goal seeks to introduce a correct approach to poverty reduction which would be a multi-sectoral and integrated approach;
- Housing; pertain to issues related to delivery of low-cost housing, gap housing and utilization of vacant building plots;

- Social welfare; concerns one overarching issue which is to release people's creative energies to help them achieve their aspirations. Through the achievement of this goal people would be able to devise strategies to address alienation and economic and social marginalization;
- Safety; through the accomplishment of this goal Council intends to correct matters pertaining to community safety across the spectrum. Some of these matters of concern include mediocre police services, alcohol and drug abuse especially amongst the youth, and closure of taverns in the residential areas, safety at schools, road safety and safety at public open spaces.

By focussing its attention to these areas of concern Council intends to create a safe, healthy, secure and socially advanced society.

vi. Capacitated and Informed Communities

This focus area seeks to correct ineffective communication between the Municipality and its partners. These partners include Communities, spheres of Government, Non-Governmental Organizations and the Private Sector. Amongst other things, by directing its attention to this particular focus area Council will essentially correct issues like language barriers, integrate communication across departments and generally improve communication between the Municipality and its partners. Another aspect that this focus area intends to correct is the mediocre social capital reflected in the communities which if improved will essentially increase the value in relationships and build confidence and trust amongst community members.

vii. A Sustainable Natural and Built Environment

This focus area seeks to direct the attention of Council to issues pertaining to environmental, social, and economic challenges. Essentially, by directing its attention to this focus area Council wants to address issues related to a green economy but more so to protect existing and natural assets with the view on sustainable development. Such issues would include amongst others effective and sustainable management of coastal resources, exploring the introduction of projects that is able to raise funds through carbon credits, awareness programs about the reduction of household

carbon footprints and encourage the establishment of waste recycling projects.

The tables below reveals the objectives and strategies developed by the Council of the Matzikama Municipality in order to achieve its goals and ultimately its vision over the next five years of its political term. These goals, objectives and strategies find expression in the financial plan of the Matzikama Municipality.

FOCUS AREA NO. 1	
ECONOMIC DEVELOPMENT	
STRATEGIC OBJECTIVE	STRATEGIES
<p>STO 1: Facilitate development and growth of the local economy of the Matzikama municipal area with the intent to create opportunities that will reduce poverty and unemployment</p>	<ul style="list-style-type: none"> • instituting programs and projects to create economic growth and development • providing support for the development and growth of new and existing businesses • developing policies to support the growth of an inclusive economy • implementing programs and projects to support diversification of the economy • promoting tourism growth and development
OUTCOME	
<p>An inclusive economy that reflects the presence of the broader Matzikama population in the mainstream of the local economy</p>	

FOCUS AREA NO. 2	
FINANCIAL STABILITY	
STRATEGIC OBJECTIVE	STRATEGIES
<p>STO 2: To expand and grow the Matzikama Municipality's Internally Generated Funds (IGF) with the intent to promote long-term financial stability</p>	<ul style="list-style-type: none"> • developing programs and projects to maximise own revenue • maximising revenue by ensuring effective credit control • developing controls to guide capital expenditure ensuring that scarce resources are spent well • utilizing municipal assets to promote revenue • building cohesive communities with the intent to amongst others develop a good payment culture • safeguarding municipal assets to prevent loss of income • maintaining buildings and other infrastructure
OUTCOME	
<p>Wide spread public confidence in municipal financial services</p>	

FOCUS AREA NO. 3	
GOOD GOVERNANCE & MUNICIPAL TRANSFORMATION	
STRATEGIC OBJECTIVE	STRATEGIES
<p>STO 3: To promote a transparent and caring Municipality that is accountable to its citizens</p>	<ul style="list-style-type: none"> • developing supporting policies to maintain high levels of anti-corruption practices • promoting participatory and transparent government practices by establishing effective public participation structures and processes • developing effective and efficient government practices ensuring economic growth, eradication of poverty and sustainable development • developing an organization structure that is able to deliver the vision of Council • implementing procurement processes that are transparent and beneficial to the local Communities • improving knowledge management in the Municipality
OUTCOME	
<p>All citizens especially the poorest of the poor and other vulnerable groups feel, see and experience the effect of good governance</p>	

FOCUS AREA NO. 4	
GOOD QUALITY MUNICIPAL BASIC SERVICES	
STRATEGIC OBJECTIVE	STRATEGIES
STO 4: To promote access to adequate, affordable and well maintained municipal basic services	<ul style="list-style-type: none"> • analysing available household services with the intent to eradicate all backlogs • continuously strive to lower maintenance costs on basic services to make it more affordable • promoting awareness of household waste management to reduce impact on the environment • developing capacity and skills of personnel to ensure delivery and maintenance of effective and efficient basic services
STRATEGIC OUTCOME	
A clean, aesthetic, well-maintained and good quality living environment for all the citizens of the Matzikama Municipality	

FOCUS AREA NO. 5	
A SOCIALLY ADVANCED COMMUNITY	
STRATEGIC OBJECTIVE	STRATEGIES
STO 5: To facilitate the development of an environment that maximise the social well-being of the citizens of the Matzikama especially the poorest of the poor and other vulnerable groups	<ul style="list-style-type: none"> • promoting progressive modus operandi to eradicated poverty • promoting the safety of citizens in the Matzikama • promoting the health of citizens in the Matzikama municipal area in line with World Health Organization standards • promoting awareness of road safety and Community safety at large • promoting delivery on housing backlog • implementing integrated human settlement plan • promoting good quality education facilities, infrastructure and standards • supporting developing the youth of Matzikama
STRATEGIC OUTCOME	
A place where the Communities of the Matzikama Municipality living in a healthy, secure and safe environment.	

FOCUS AREA NO. 6	
CAPACITATED AND INFORMED COMMUNITIES	
STRATEGIC OBJECTIVE	STRATEGIES
<p>STO 6: To capacitate all communities to participate in the development processes of the Municipality</p>	<ul style="list-style-type: none"> • promoting informed Communities through effective means of communication • developing responsible, accountable and well capacitated public participation structures • promoting cultural development with the view to build social cohesion • supporting development of conditions under which sports, recreation and arts and culture can be realized for personal growth • Creating opportunities that promote the development of sport • promoting development of an environment that encourages economic activity for arts and culture
<p>STRATEGIC OUTCOME</p> <p>A cohesive Community that is well informed and is actively involved in the development, management and implementation of projects and programs of Council</p>	

FOCUS AREA NO. 7	
A SUSTAINABLE NATURAL AND BUILT ENVIRONMENT	
STRATEGIC OBJECTIVE	STRATEGIES
<p>STO 7: Promote responsible and accountable usage of the Municipality's spatial environment to sustain the natural and built assets</p>	<ul style="list-style-type: none"> • providing support for sustainable development initiatives at the Olifants River estuary • promoting responsible and effective use of the Matzikama 's coastline • developing supporting policies for integrated coastal zone management • promoting responsible and transparent land use development • encouraging practices to ensure long-term sustainability of natural resource base • developing and managing the built environment of Matzikama • promoting responsible and accountable usage of the Municipality's water resources
<p>STRATEGIC OUTCOME</p> <p>A sustainable development path for the Matzikama Municipality supported by well-balanced and integrated economical, social and ecological pillars</p>	

Inter-governmental strategy alignment

The major constraint to service delivery in the Matzikama municipal area can be attributed to the lack of effective inter-governmental relations. Inter-governmental relations in the South African context refer to the interaction of the different spheres of government to give effect to the needs of the people which cut across the functions of all three spheres of government.

Local Government according to the South African Constitution has certain powers and functions. Unfortunately, the needs of the Communities are not confined to these powers and functions hence the need for a good working relationship between the three spheres of government. Consultation processes with the Matzikama public is evident of the mediocre performances by sector departments both provincial and national.

Making intergovernmental relations work is not so much a function of aligned strategies as for the past decade all three spheres of government performed well in aligning strategies on paper but failed to meet the needs of the people if the six months consultation processes with the Communities of Matzikama are anything to go by. These challenges however, lie with the ability to practice what we as government preach on paper to give effect to aligned strategies on paper.

Realising the importance of an effective relationship with National and Provincial Governments the Municipality intend to build its strategy on the foundation of a sound relationship with the other two spheres of government. As a government we realized that we need to make institutions both internal and external work better so as to ensure that Council achieve its vision. This basically means doing things different as processes and programs to date has not deliver as it should have. To do that the Municipality will introduce a “Local Intergovernmental Dialogue Forum (LIGDF)”.

The table below shows a clear alignment between the outcomes objectives and goals of National Government, Western Cape Provincial Government and Matzikama Municipality respectively.

NATIONAL GOVERNMENT	WC-PROVINCIAL GOVERNMENT	MATZIKAMA MUNICIPALITY
NO1: : Improved quality in basic education	PSO 2: Improving education outcomes	MSO 5: Facilitate developing an environment that maximize the social

NATIONAL GOVERNMENT	WC-PROVINCIAL GOVERNMENT	MATZIKAMA MUNICIPALITY
		well-being of the citizens of the Matzikama especially the poorest of the poor and other vulnerable groups
NO 2: A long and healthy life for all South Africans	PSO 4: Increasing wellness	MSO 5: Facilitate developing an environment that maximize the social well-being of the citizens of the Matzikama especially the poorest of the poor and other vulnerable groups
NO 3: All people in South Africa are and feel safe	PSO 5: Increasing safety	MSO 5: Facilitate developing an environment that maximize the social well-being of the citizens of the Matzikama especially the poorest of the poor and other vulnerable groups
NO 4: Decent employment through inclusive economic growth	PSO 1: Creation of opportunities for growth and jobs PSO 9: Reduce poverty	MSO 1: Facilitating the development of the economic wealth of the Matzikama and the reduction of poverty MSO 6: Capacitate citizens through effective communication and embracing cultural diversities
NO 5: A skilled and capable workforce to support an inclusive growth path	PSO 1: Creation of opportunities for growth and jobs	MSO 1: Facilitating the development of the economic wealth of the Matzikama and the reduction of poverty
NO 6: An efficient, competitive and responsive economic-infrastructure network	PSO 3: Increase access to safe and efficient transport PSO 1: Creation of opportunities for growth	MSO 1: Facilitating the development of the economic wealth of the Matzikama and the reduction of poverty

NATIONAL GOVERNMENT	WC-PROVINCIAL GOVERNMENT	MATZIKAMA MUNICIPALITY
	and jobs	
NO 7: Vibrant, equitable and sustainable rural communities and food security for all	PSO 1: Creation of opportunities for growth and jobs PSO 7: Mainstreaming sustainability and optimising resource-use efficiency PSO 11: Creation of opportunities for growth and development in rural areas PSO 9: Reduce poverty	MSO 1: Facilitating the development of the economic wealth of the Matzikama and the reduction of poverty MSO 4: To promote access to adequate, affordable and well maintained municipal basic services MSO 6: Capacitate citizens through effective communication and embracing cultural diversities
NO 8: Sustainable human settlements and an improved quality of household life	PSO 6: Developing integrated and sustainable human settlements	MSO 4: To promote access to adequate, affordable and well maintained municipal basic services
NO 9: Responsive, accountable, effective and efficient local-government system	PSO 10: Integrating service delivery for maximum impact	MSO 2: Strengthening the Matzikama Municipality's own financial resources to ensure long-term financial sustainability and viability MSO 3: To ensure an effective, transparent and caring Municipality that is accountable to its citizens MSO 4: To promote access to adequate, affordable and well maintained municipal basic services
NO 10: Environmental assets and natural resources that are well protected and continually enhanced	PSO 7: Mainstreaming sustainability and optimising resource-use efficiency	MSO: 7 Promote responsible and accountable usage of the Municipality's spatial environment to sustain the natural and built assets

NATIONAL GOVERNMENT	WC-PROVINCIAL GOVERNMENT	MATZIKAMA MUNICIPALITY
NO 11: Create a better South Africa and contribute to a better and safer Africa and world	PSO 8: Increase social cohesion	MSO 3: To ensure an effective, transparent and caring Municipality that is accountable to its citizens
NO 12: An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship	PSO 12: Building the best run regional government in the world	MSO 3: To ensure an effective, transparent and caring Municipality that is accountable to its citizens

The Local Intergovernmental Dialogue Forum (LIGDF)

To give meaning to aligned strategies on paper such as the ones in the table above the council of Matzikama Municipality agreed that intergovernmental relations needs sharpening. For this purpose a forum with representation from Matzikama Municipality, sector departments of Provincial Government as well as relevant sector departments from National Government will form part of the overall strategy. Unlike other intergovernmental relations forums that meet quarterly, three monthly or bi-monthly and discuss issues of a strategic nature the proposed forum will meet more regular and discuss issues pertaining to the strategic objectives of Matzikama Municipality. This initiative will create a finger-on-the-pulse scenario which is what the Municipality need if it wants to give effect to the strategic objectives of Council. More regular reports and feedback will hopefully result in the implementation of projects at a rate faster than current and equip sector departments with information to influence their budget processes. Naturally this will be a working forum that focuses its attention on agreed processes. The table below provides a list of names of provincial and national government departments that would be required to serve on this forum. The table is also indicative of government departments with a footprint in terms of a local office in the municipal area. It is proposed that the forum meet at least bi-monthly hence the need that each department nominate a proxy to its main representative so as to ensure that we have continuity on the forum.

Sector Departments	Prov.	Nat.
Agriculture	✓	
Cultural Affairs and Sports	✓	
Community Safety	✓	
Health	✓	
Social Development	✓	
Education	✓	
Economic Dev. & Tourism	X	
DEA & DP	X	
Human Settlements	X	
Local Government	X	
Transport & Public Works	X	
Premier	X	
Provincial Treasury	X	
Home Affairs		✓
Justice		✓
Correctional Services		✓
Labour		✓
Rural Dev & Land Affairs		✓

For the strategy to be effective and to deliver on its purpose, support from government departments listed above would be vital especially when issues relevant to a particular department form part of the agenda. Matzikama Municipality is of the opinion that unless we introduce the proposed arrangement not much will change in the way government delivers its services.

CHAPTER SEVEN

FINANCIAL PLAN

2013 - 2014 Budget

Total budgeted expenditure including capital and operational budgets amounts to R239 202 000.

Capital Budget

OBJECTIVE	2013/2014 R('000)	2014/2015 R('000)	2015/2016 R('000)
Infrastructure assets	32 931	41 821	43 369
Community assets	8 422	4785	2 900
Intangible assets	2 000		
Other assets	1 816	7332	1 807
Total	47 689	53 937	48 075

Operating Budget

TYPE	2013/2014 R('000)	2014/2015 R('000)	2015/2016 R('000)
Revenue	191 513	200 979	211 228
Expenditure	223 945	235 747	248 517
Capital Transfers	44 129	33 151	40 280
Surplus (Deficit)	11 697	(1 617)	2 990

Budget alignment with Council's strategic development goals

COUNCIL STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE DEFINED	SUPPORTING INITIATIVES / PROJECTS	BUDGET ALLOCATION ('000)
1. To facilitate development and growth of the local economy	Create an environment that supports: <ul style="list-style-type: none"> A functional investment climate for local businesses 	Infrastructure maintenance and development program	R42 973

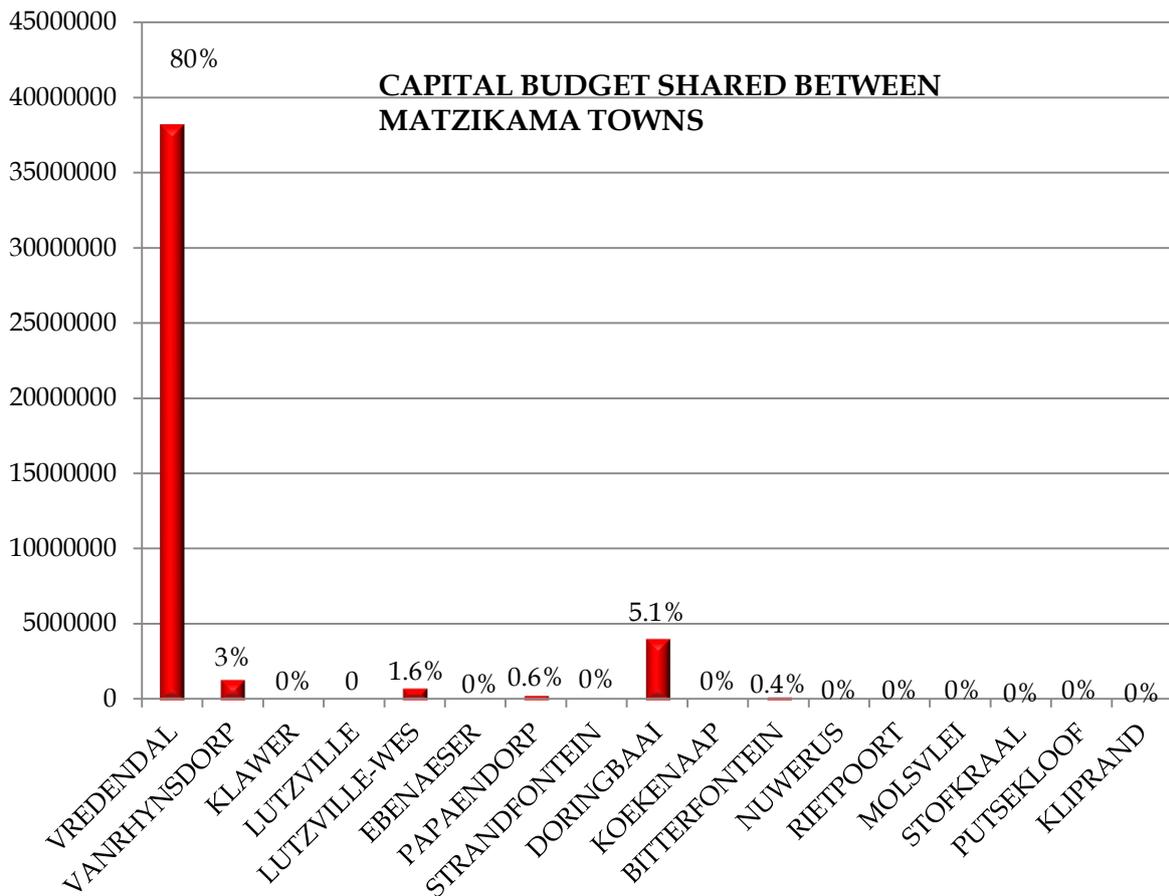
COUNCIL STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE DEFINED	SUPPORTING INITIATIVES / PROJECTS	BUDGET ALLOCATION ('000)
	<ul style="list-style-type: none"> • SMEs and encourage formation of new SMEs • Attracting external investment • Investment in hard and soft infrastructure • The growth of particular clusters of business • Establishment of large catalytic job creating initiatives 		
2. To expand and grow the Matzikama Municipality's Internally Generated Funds (IGF)	<p>Introduce innovative and creative measures that supports growth and expansion of:</p> <ul style="list-style-type: none"> • Property rates • Surcharges on service charges • Other taxes • Levies and duties 	<ul style="list-style-type: none"> • Improve payment culture • Implement high impact economic development projects 	Non due to lack of funds in the budget - need to find outside sources to support initiatives
3. To promote a transparent and caring Municipality	<p>A Municipality that supports:</p> <ul style="list-style-type: none"> • Corruption free practices • Development of local Communities • Inclusion of local Communities in planning and decision making processes of Municipality 	<ul style="list-style-type: none"> • Functional public participation structures with emphasis on ward committees 	R500

<p>4. To promote access to adequate, affordable and well maintained municipal basic services</p>	<p>A Municipality that at all times ensures:</p> <ul style="list-style-type: none"> • Communities have access to all municipal basic services • That municipal basic services are well maintained • That mediocre services are eradicated and replaced with adequate services • That basic municipal services are affordable to its local communities 	<p>Infrastructure maintenance and development program</p>	<p>R42 973</p>
<p>5. To maximise the social well-being of the citizens of the Matzikama</p>	<p>The Municipality should continuously strive to:</p> <ul style="list-style-type: none"> • Eradicate any backlogs in terms of human basic needs as articulated in the Constitution of South Africa • Create opportunities for advancement for the local Communities • Create an environment and or atmosphere for local Communities to coexist peacefully 	<ul style="list-style-type: none"> • Infrastructure maintenance and development program • Implement high impact economic development projects • Functional public participation structures with emphasis on ward committees 	<ul style="list-style-type: none"> • R42 973 • R500
<p>6. To capacitate all communities to participate in the development processes of</p>	<p>The Municipality to use effective communication channels on an ongoing basis:</p> <ul style="list-style-type: none"> • To inform citizens 	<p>Functional public participation structures with emphasis on</p>	<p>R500</p>

the Municipality	<p>about any developments in the municipal area</p> <ul style="list-style-type: none"> • To provide training to community organizations • To encourage social cohesion 	ward committees	
7. To promote responsible and accountable usage of the Municipality's spatial environment to protect and sustain the natural and built assets	<p>The Municipality has the responsibility to oversee that:</p> <ul style="list-style-type: none"> • Vandalism of all assets are prevented • Communities are well informed about the consequences of their actions especially about the natural environment • Support the development of environmental protection programs 	<ul style="list-style-type: none"> • Olifantsriver Management • Coast care project • Integrated coastal zone management program • Maintenance and support to municipal property 	<p>Apart from maintenance costs and the human resources costs no other costs are allocated in the budget - funds to further support these initiatives will have to come from external sources due to budget constraints</p>

The capital budget

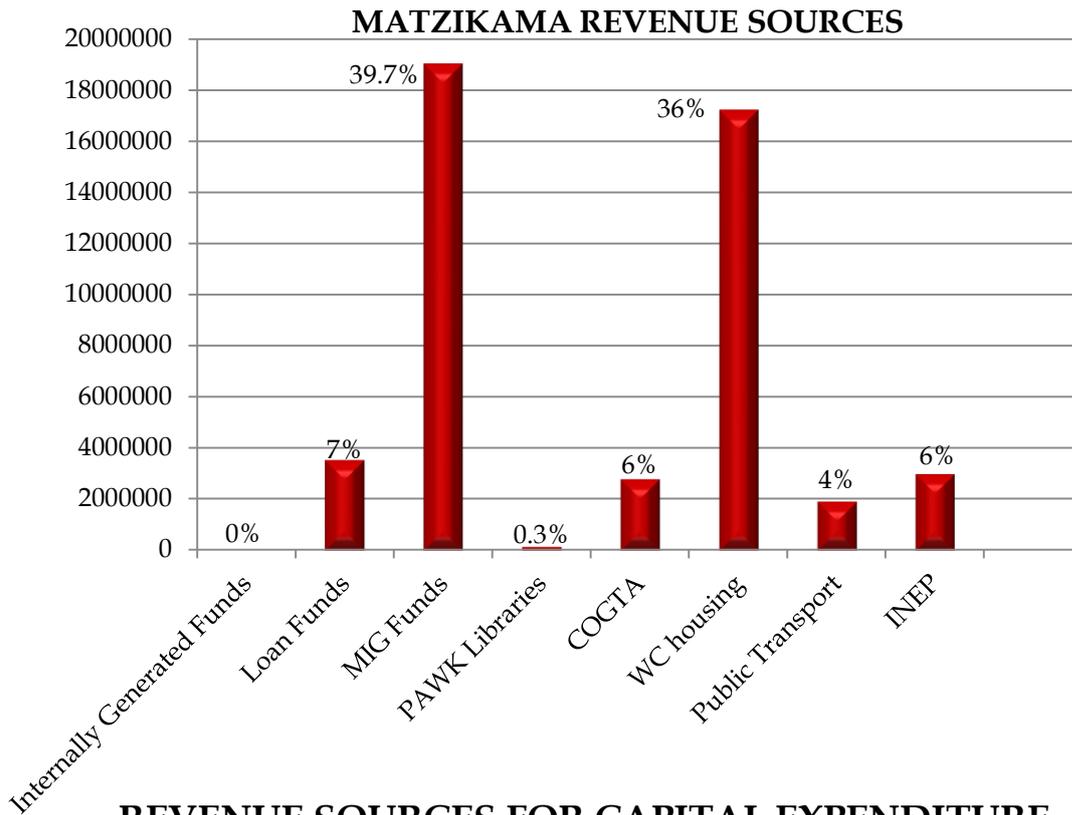
The bar graph below reveals a clear picture of how the Matzikama Municipality's capital budget is shared between the various towns. Vredendal, by far received the lion's share of the budget whilst the most recently incorporated towns located in the previously district managed area are excluded from the capital budget for the forthcoming financial year (2012 - 2013). Capacitate citizens through effective communication and embracing cultural diversities.



It should be noted that the bulk of the capital budget is dedicated to operational and not strategic activities and initiatives. It is safe to say that the bulk of the capital and operational budget provide for the strategy of Council that speaks to maintenance of existing service levels. However, there are a number of other key strategies from a financial sustainability perspective that needs as much attention.

Funding sources

The bar graph below reveals to the reader the different sources of income that funds the Matzikama Municipality's capital budget for the forthcoming financial year (2013 - 2014). Internally generated funds which are funds from the Municipality's own sources such as services rendered, property taxes, property sales etc. are not making any contribution towards funding the capital budget. This explains the budget constraints facing the Municipality for the forthcoming financial year. It also explains why some of Council's development objectives are either partly or not funded from the budget and why other external sources would be required to fund those objectives.



REVENUE SOURCES FOR CAPITAL EXPENDITURE

The MIG funds contributed almost 40% and Western Cape Housing Department 36% of the total capital budget. %.

The pie chart below compares the total revenue forthcoming from the Matzikama Municipality with that of Provincial and National Government governments.

The pie chart above provides a clear picture of the financial contributions made by the three spheres of governments to the capital budget of the Matzikama Municipality. The largest contribution is coming from the National Government with 80% followed by the Provincial Government with 14% and Matzikama makes a small contribution of 6% to its capital requirements. It is evident from the pie chart above that Matzikama Municipality needs to look at sustainable ways to enhance revenue from own sources.

Capital budget for the next three years

The table below provide the reader with the capital budget of the Matzikama Municipality for the next three years.

DIRECTORATE/DIVISION	Council Focus Areas	2013/14	2014/15	2014/16
Municipal Managers Department		0	191000	0
Municipal Manager's office	3	0		
IDP/LED	1	0		
Tourism	1	0	191000	
Internal auditing	3	0		
Communications	6	0		
Financial Services		3266000	10000	0
Computer software	3	316000	100000	
Financial system	3	2800000		
Computers and printers	3	150000		
Corporate Services		970000		50000
Property management - refurbishment	3	700000		
Library services	6	150000		50000
Information Technology	6	120000		
Technical Services		34230600	28717050	42161800
Tools and equipment	4			
Electricity and infrastructure	4	3300000	7050000	145000
Water and storm water	4	4740000	824450	11318600
Specialized vehicles	4		2400000	
Vehicles and machinery	4			
Sewerage	4	5750000	1942600	11698200
Roads	4&7	3530600	15500000	
Housing (informal settlements upgrade)	6	16910000	10000000	19000000
Community Services		0	19433000	2300000
Buildings improvements	7		7550000	200000

DIRECTORATE/DIVISION	Council Focus	2013/14	2014/15	2014/16
Parks and irrigations	4		4601000	
Vehicles and machinery	4&7		2392000	1800000
Furniture and equipment	3		110000	200000
Sports facilities	5		2100000	1000000
Refuse removals	4		2680000	
Total		47689000	53937367	48075483

The table below are the needs not part of the budget yet.

DIRECTORATE/DIVISION	2013/14	2014/15	2015/16
Municipal Managers Department	5000000	5000000	5000000
Municipal Manager's office			
IDP/LED <ul style="list-style-type: none"> · Feasibility study/Business case (Aquaculture Industry) · Feasibility Study (ostrich rearing) · Investor conference · Renewable energy study · GIS planning system 	5000000	5000000	5000000
Financial Services			
Corporate Services			
Technical Services	7000000	15800000	27000000
Electricity and infrastructure <ul style="list-style-type: none"> · Increase electricity capacity from north to south (supply cable) · Increase electricity capacity (new transformer) · Replace obsolete electrical infrastructure · Street lights in Vanrhynsdorp 	4000000	10000000	11000000
Water & storm water		8000000	

DIRECTORATE/DIVISION	2013/14	2014/15	2015/16
<ul style="list-style-type: none"> • Replace obsolete water infrastructure • New storm water pipe line in Park Street • Increase water storage capacity in Papendorp • Insufficient control systems (telemetry) 			
Sewerage <ul style="list-style-type: none"> • Replace obsolete infrastructure • Capacity in Lutzville and Klaver is not sufficient • Insufficient control systems (telemetry) 			6000000
Roads <ul style="list-style-type: none"> • Replace obsolete infrastructure 	3000000	5000000	10000000
Housing (informal settlements upgrade)			
Community Services	50000	10000000	
Provide mobile ablution facilities to parks and gardens personnel	50000		
Gap housing development		10000000	
Total	1250000	30800000	32000000

Proposed turnaround strategy compiled with the assistance of Provincial Treasury

REVENUE ENHANCEMENTS:

- Sell all available erven and municipal properties.
 - Consider selling beehives;
 - Consider selling municipal houses;
 - Consider selling erven, especially in Strandfontein and Vredendal-South;
 - Consider dividing public parks in ward 5 into erven;
- Evaluate all vehicles regarding fuel usage and cost of repairs and maintenance and sell vehicles no longer viable.
- Identify and sell all broken and redundant movable assets.

- Councillors and staff must enter into written agreements with the municipality that all accounts will be paid on or before the due date. Failure to adhere will immediately lead to the deduction of the monthly account via the Salary Offices.
- Traffic officials should be given measurable targets re number of fines to generate on a weekly basis.
- An ongoing programme must be put in place whereby a determined number of households per week are checked for tampering of both electricity and water meters. No reconnection of the supply may take place before the fine is settled in full.
- The review of the various property usage deviations as contained in the Rates Act must be scrutinised to ensure that the income from the various industries are maximized.
- Utilise software developed by MGV to assist in identifying any unmetered properties through using layering of the deeds data and the financial data.
- Debt collection should be enhanced:
 - Ward Councillors should emphasize the importance of paying municipal accounts at every interaction with their constituency.
 - Ward Committee members must be encouraged to go house to house to emphasize the importance of paying municipal accounts to the residents of the municipal area.
 - Masakhane officials should provide better reports and statistics regarding the number of homes they visited and the results of each visit.
 - The offered co-operation of the lawyers in Matzikama must be taken up to do the collections based on a percentage basis.
 - No political interference must take place when electricity have been disconnected or blocked or when the lawyers start taking action.
- Rental of all properties must be re-evaluated to ensure that they are market related, including the usage of sport facilities by the sport clubs.

COST SAVING MEASUREMENTS

- All S&T payments will be done via ACB transfers, no cheques will be made out to any staff member for any payment.
- Any hotel costs over R 650 per night must be motivated in writing and signed off by the municipal manager.

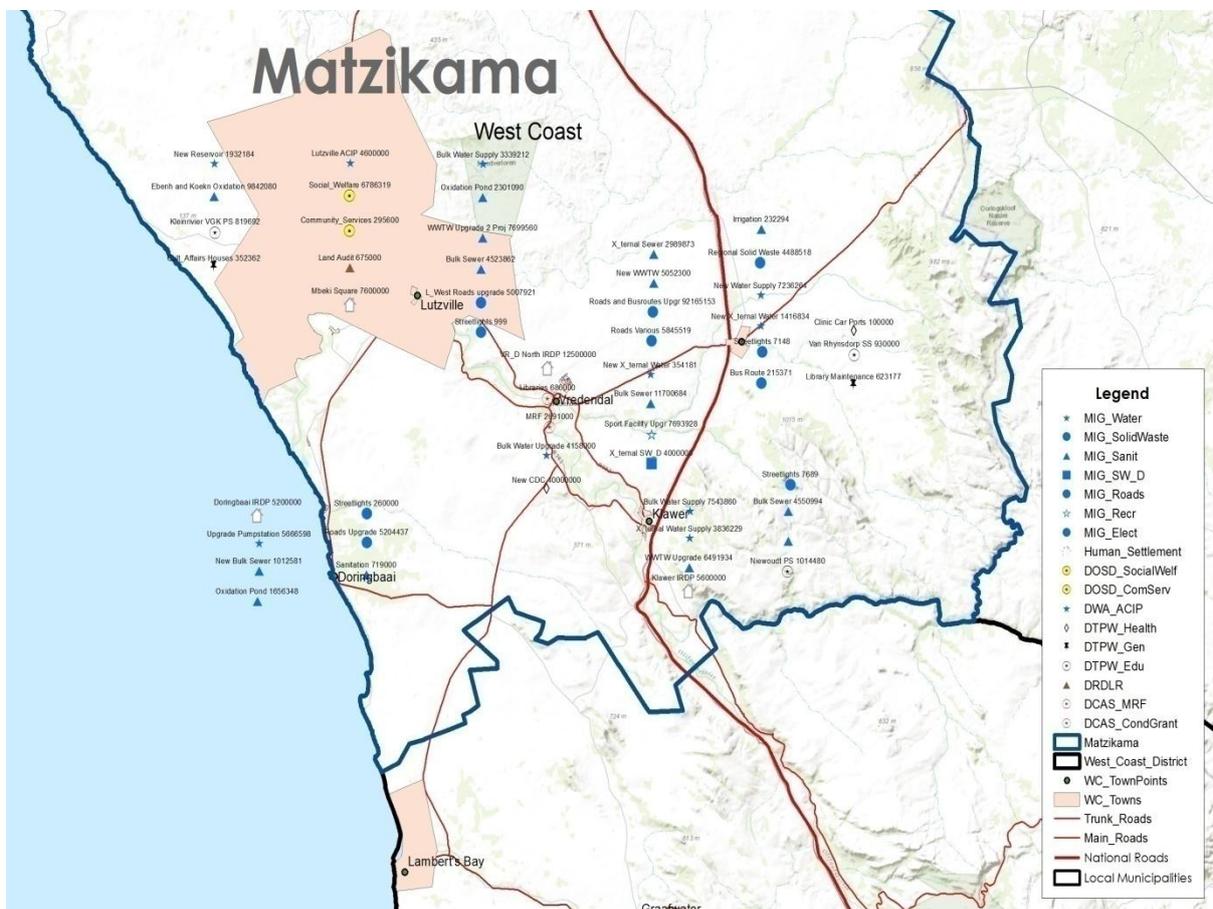
- The indigent members of the public should be encouraged to report all water leaks, even on their side of the meter. Early action preventing water losses will result in a slowdown of bad debts.
- All vehicles using more than a baseline kilolitre per 100 km's of fuel should be identified, an investigation must be done to determine if the department cannot manage without that vehicle. If the department can motivate the necessity of that vehicle, consideration should be given to selling the vehicle on auction and replacing it with a more fuel efficient vehicle.
- The monitoring of overtime against the vehicle reports must continue.
- No overtime payments must be made to staff earning over the baseline salary as per legislation.
- Overtime payments to all staff members must only be done in exceptional circumstances; all staff should be encouraged to make use of the option to take the time off.
- Vehicle reports should be scrutinised by the respective managers to ensure that abuse of vehicles are not taking place, municipal vehicles should not be seen at shops, doctors' offices or carting children to and from school. Any such action must be met with immediate disciplinary action.
- Trips to the DMA should be co-ordinated to ensure efficiency.
- An analysis should be done regarding all printing costs of the municipality, including the costs of replacing ink cartridges and logging tickets with MNS. The costs should be compared to the costs associated with the leasing of printers and copiers with full service and maintenance contracts included.
- Year tenders must be encouraged for all items bought on a regular basis and the contracts must stipulate that no increases in the prices may take place during the contract period. Strict service level agreements must also be entered into whereby non-performance or sub-standard performance will result in non-payment.
- The cost of printing the monthly bills via CAB Holdings should be investigated with consideration being given to obtaining the required equipment to do the printing in house. Printing and distributing of all PR communications can then also be done in house and distributed with the monthly accounts.

- Recycling of paper should be encouraged and strict control should be taken regarding the number and nature of stationary purchases being made.
- Reports should be generated showing the number of prints and copies made by every staff member, the reports must be scrutinised by management to ensure that no abuse of facilities are taking place.
- The detailed summaries of telephone expenditure per staff member currently being provided to the Directors should also be provided to the Municipal Manager on a monthly basis.
- The telephone system should be investigated to determine whether monthly 'budgets' cannot be placed on the various officials relating to their job requirements.
- An investigation should be done to ensure that all the indoor lights and air conditioners are automatically switched off at a certain time of the day in the offices. Should an official still be working, they should then be able to just switch on their light again.

CHAPTER EIGHT

PARTICIPATION BY NATIONAL AND PROVINCIAL GOVERNMENT

The map below reveal spatially service delivery contributions by national and provincial government sector departments.



The table below reveals the contributions by the various government departments to the Matzikama municipal area over the next three years (2013-2015).

DEPARTMENT	PROJECT	VALUE OF PROJECT
Public Works (DTPW)	7	R43 839 711
Cultural Affairs and Sports (DCAS)	2	R3 377 000

DEPARTMENT	PROJECT	VALUE OF PROJECT
Municipal Infrastructure Grant (MIG)	36	R220 611 155
Accelerated Community Infrastructure Program (ACIP)	1	R4 600 000
Department Human Settlements (DHS)	4	R30 900 000
Social Development (DOSD)	7	R7 081 919
Rural Development and Land Reform	1	R675 000

Read the table above in conjunction with the map on top.

ADDENDUM 1

Community needs

WARD NEEDS		OUTCOME
	Establishment of a Thusong Centre at Lutzville	Construction will commence in this year - funds have been secured
	Upgrading of the Sewerage Pump Station Koekenaap	
	To address the storm water problem in Verkeerstr. And Wandelstr.	
	Informal settlements at Strandfontein bridge	Should be address through the Housing Plan of Matzikama Municipality
	Lighting at Doringbay sport grounds	Should be address through the CRDP
	Remove the one bucket system toilet at Papendorp	
	Pave or tarring roads in Doringbay	
	Upgrading the slipway in Doringbay	
	Irrigation system at Doringbay	
	Tar of the road between Doringbay and Lambertsbay	Refer to Dept. of Public Works (Province)
	Rebuilding of retaining walls in Strandfontein with "gabions"	
	Recovering of the netball court in Doringbay	
	Sport club with sport court (old nursery)	
	Additional soup kitchens in the neighbourhood	
	Public transport	Communicate with relevant provincial dept
	Maintenance of dust roads	Investigate
	Toilet facilities for backyard dwellers	
	Housing for farm workers	
	Transport of emergency potions discharge	Communicate with the Dept. Health Services
	Development of sport grounds in Vredendal-North	Research to be done by the Dept. Community Services Matz Mun
	Arts and Cultural Facilities in Area Matzikama is missing	Communicate with the Prov. Dept. Arts and Cultural Affairs and Sports

	Trail North for wards 3 and 4	Dept. Technical Services to review existing projects and provide for both
	Road signage and building of a road to Vredendal-North Clinic	To gravel the road and see Dept. Health for signage
	Development of parks and sports grounds at Vredendal-North	Provision must be made by NGP Funds
	Replace drain covers	Addressed by loafing law
	Restoration of the ceiling at the Vredendal-North Thusong Service Centre hall	Broken roof must first be restored so that ceiling can be repaired
	Repositioning of the substation in Wandelstr. In Vredendal-North	Communicate to ESCOM
	Establishing of parks in open spaces	
	Housing for farm workers	
	Circle at the entrance of Vredendal-North	Refer to Dept. Public Works (Province)
	Outdated information on Matzikama website	Appointment of an IT person
	Mobile toilets at parks and gardens for staff	Investigation from Matzikama Municipality
	Resealing of roads in Matzikama Area	Already provided in the Budgets of 2012-2013 and 2013-2014
	Bad room facilities at the Council Chambers	Possibility should be investigated
	Taxi ranks at Kleinrivier	Pole structure with "rietdak" must be put on
	Demolition or repairing of buildings behind old stables	Fencing must be checked and maintain
	Disabled friendly towns	Curbs at robot should be lowered
	Installation of sidewalks with homes of Namakwa Sands (Hospitalstr.)	
	Holes in the road to Caravan Park at Vanrhynsdorp	Patch and paste repairs by Technical Services Matzikama Municipality
	Accommodation for ECD at Klawer	Advice Centre to relocate to Beehive and making land available next to police station
	Upgrading of reservoirs	Already provided in the budget
	Upgrade the main road in Riemvasmaak	

	Communication problems between patient and staff - language barriers	Refer to the Dept. Health Services
	Patients bus times	Refer to the Dept. Health Services
	Repair of the roof at the pavilion at sports ground Vanrhynsdorp	An amount of R380 000.00 in current financial year is budgeted to repair the roof
	Fencing of the patients waiting room at Vanrhynsdorp	Dept. Technical Services has already started the process
	Making land available for gap houses in Vanrhynsdorp	Possibility should be investigated
	Installation of a stop sign at Dr. Alberts's surgery Vanrhynsdorp	Refer to the Provincial Dept. Public Works
	Install street lights at Vierkantstr. in Vanrhynsdorp	Cost estimates by the Technical Dept. Matzikama Municipality should be done
	Tar of Buitekantstr. at Vanrhynsdorp	Street will be pave in coming fiscal year 2012-2013
	Enclosure of sports grounds at Vanrhynsdorp	Do research and look for better fencing
	Transportation of patients discharged from hospital in Vredendal	Refer to the Dept. of Health
	Satellite police station for Rietpoort	Refer to SAPS
	Open times of Clinic Koekenaap not sufficient	Refer to the Dept. of Health
	Investigation of weak street lights in Putsekloof	Refer to ESCOM
	Upgrading of toilets at sports grounds in Stofkraal	
	Replacing dry-bucket-system with sewer system	
	Placement of causeways in Stofkraal	Refer to West Coast District Municipality
	Land made available for cemetery at Koekenaap	
	Fencing of oxidation at Rietpoort	
	Installation of more street lights at Rietpoort	
	Installation of public toilets at Rietpoort	
	Taxi ranks at Koekenaap and Lutzville	
	Upgrading of roads at Koekenaap	

	Solar panels for agricultural farmers	Refer to ESCOM
	Direct supply of electricity from ESCOM to Bitterfontein	Refer to ESCOM
	Cleaning of streets in Ward 8 (Old DMA)	EPWP to put in place
	Facility for writing and issuing of learner's too Bitterfontein	Traffic services at Matzikama Municipality communicate with the Provincial Government on matters
	Appointment of a Manager and Admin Officer at the Thusong Service Centre at Bitterfontein	Provincial Dept. Local Government
	Power box at Koekenaap vandalised	Must get protection in current financial year
	Refuse camp for Koekenaap	Blue bins should be available
	Making land available for development at Koekenaap	Land next to the community centre must be made available
	Paving of streets at Kliprand	Must be addressed by the CRDP
	Cleaning of toilets in Putsekloof and Rietpoort	EPWP projects addressing
	Solar panels to Putsekloof	Refer to community self to link with ESCOM
	Sewer system Bitterfontein	Must be addressed by the CRDP
	Holes for graves in Bitterfontein	Must be addressed by the Dept. Community Services to investigate
	Flush toilets in Putsekloof	Protracted development process that should be investigated
	Fencing at the community hall at Nuwerus	Dept. Technical Services to complete together with the fencing project at Klawer
	Paving of streets in Bitterfontein and Nuwerus	Must be addressed by the CRDP
	Provide the Farmers Association of Bitterfontein with a tractor to maintain gravel roads	
	Purchase of 800 trees for Ward 8	Dept. Community Services to investigate