

CHAPTER THREE



DEVELOPMENT STRATEGIES

3. DEVELOPMENT STRATEGIES

This phase is very much important as it maps the future development of the municipality. In this phase a vision is developed as a road map of the municipality. A set of objectives to meet the vision and strategies to achieve the objectives is also developed.

Inxuba Yethemba Municipality's IDP representative forum crafted the following vision.

VISION OF INXUBA YETHEMBA

A COHERENT DEVELOPMENTAL MUNICIPALITY PUTTING PEOPLE FIRST AND PROVIDING A BETTER LIFE FOR ALL ITS CITIZENS

MISSION

Inxuba Yethemba Municipality commits itself to unity, putting people first and providing a better life by:-

- Promoting social and economic development**
- Ensuring effective community participation**
- Providing and maintaining affordable services**
- Effectively and efficiently utilising all available resources**

Development strategies of Inxuba Yethemba are informed by the Local Government 5 year strategic agenda and its turnaround strategy as adopted in 2010

This involves the following:-

- 1. Service delivery and basic infrastructure**
- 2. Local economic development**
- 3. Financial Viability**
- 4. Institutional Development and Municipal transformation**
- 5. Good governance and Public Participation**

Objectives and Strategies for each of the development priorities in each key sector are tabled for easy reference

Table 3.1 A Basic Infrastructure and Services Development Strategies

NO.	PRIORITY	OBJECTIVE	STRATEGIES
1.1	Sewerage	Complete rehabilitation and repairs to bulk sewerage lines and treatment plants by 2018	Determine status Quo Do a costing CHDM RESPONSIBILITY AS WSA
1.2	Sanitation	Provide Rosmead community with acceptable sanitation by 2014 pending finalization of transfer agreement with Transnet	Do a costing CHDM RESPONSIBILITY AS WSA
1.3	Roads	To ensure that 25% of major arterial roads are graded or tarred by 2018 To ensure that 50% of gravel streets can be maintained every year Re-seal of existing tarred roads	Identify arterial roads Find baseline information on present status quo of roads Develop a plan for upgrading Make provision from MIG funding Budget to replace Plant Vehicle and Equipment (PVE) from own funds Develop a plan for re-sealing Make provision from MIG funds

NO.	PRIORITY	OBJECTIVE	STRATEGIES
1.4	Storm water Drainage System	Reduce the effect of Storm water by 50% by 2018 To ensure that 25% of storm water systems of gravel streets are maintained annually	Provide baseline information on status quo Identify priority areas to reduce the problem Develop plan to deal with problem Make provision from MIG funding Make provision from own funds
1.5	Housing	Provide 5000 low cost and middle income housing units with basic level of service by 2020	Formulate a comprehensive housing strategy Submit application forms Identify housing need Identify land for future housing expansion Forge partnership/attract developers for medium income earners housing Develop a housing sector plan
1.6	Electricity	Ensure that all communities receive adequate and uninterrupted supply of electricity	Apply for funding for electrification of newly built houses Workshop with communities on acceptable street-lights Take appropriate measures to reduce power failures

NO.	PRIORITY	OBJECTIVE	STRATEGIES
			Installation of prepaid meters to all houses Developing a policy of dealing with fraudulent use of electricity Make provision from DME funding for expansion of infrastructure
1.7	Water Supply	Provide erf connections to ensure a continuous in the yard supply of potable water to each household by 2015 Note: All houses except Rosmead is now completed and Rosmead will receive attention	Bulk water supply plans taking into account future developments Metered erf water connections to all households Upgrade internal reticulation in all areas CHDM RESPONSIBILITY AS WSA

Table 3.2 **Social Infrastructure and Services Development Strategies**

NO.	PRIORITY	OBJECTIVE	STRATEGIES
2.1	Sports Facilities	Provide adequate, accessible and properly maintained sports facilities throughout municipality	<ul style="list-style-type: none"> • Prepare status report • Identify sporting needs • Apply for grant funding • Prepare and implement a maintenance plan • Develop policy for utilization of facilities • Properly manage utilization of facilities
2.2	Cemetery	Ensure that cemeteries meet the demand and are conducted according to applicable legislation by end of June 2015	<ul style="list-style-type: none"> • Status quo report • Consider extension s where possible • Developing of new sites • Control measures at existing cemeteries • Lobby for funding

	PRIORITY	OBJECTIVE	STRATEGIES
2.3	HIV/AIDS Programme	Reduction of HIV % infection and its impact on individuals, families and the community on an Annual Basis	<ul style="list-style-type: none"> • Improve the care and treatment of HIV Positive people • An effective, information, education and communication strategy including Human and Legal rights • Increase access and acceptability to voluntary HIV testing and counseling • Improve management of STI and promote condom use • Identification of OVC's and referrals to relevant department for assistance • Ensure compliance by circumcision officials • Informed statistics which will guide our programs
2.4	Disaster Management	To be capacitated to deal with the prevalent forms of disasters in the area of the municipality by 2014	<ul style="list-style-type: none"> • Update Disaster Management Plan • Equip the disaster management centre with necessary equipment • Training of community members to deal with disaster • Disaster awareness campaigns

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	PRIORITY	OBJECTIVE	STRATEGIES
2.5	Waste Management	An environment with clean well kept natural open spaces parks and maintained built environment	<ul style="list-style-type: none"> • Development of an Integrated Waste Management Plan (IWMP) • Expansion of recycling project to other Departments • Support to the Cradock recycling project • Involving communities through campaigns to ensure clean environment • Register refuse Disposal sites • Submission of Business Plan to funders for Disposal site construction and Recycling Project • Encourage Greening at all open spaces used for illegal dumping

NO.	PRIORITY	OBJECTIVE	STRATEGIES
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2.6	Safety and Security	Providing a safe and secure environment	<ul style="list-style-type: none"> • Active involvement by council and community in Community Policing Forum • Lobby for extension of South African Police Services by means of satellite stations • Targeting activities to be done by community to curb crime
2.7	Educational Facilities	Facilitate process of provision of adequate educational facilities in particular for pre-school and crèches	<ul style="list-style-type: none"> • Status quo report on existing facilities • Needs analysis • Lobbying with public works, social development and donor agents for funding the structures • Seek to consolidate the activities of different service providers
2.8	Traffic Control	Render a traffic service that is conducted , diligently and which is visible and adding value to crime prevention	<ul style="list-style-type: none"> • Provide and maintain adequate road signs and visible road markings • Provide a traffic enforcement mechanisms • Ensure test's and observations are done within the applicable Legislation

Table 3.3 **Economic Development Strategies**

NO.	PRIORITY	OBJECTIVE	STRATEGIES
3.1	Developing the Local Economy	<ul style="list-style-type: none"> ➤ To stimulate and grow the local economy ➤ To strengthen partnerships with business and labour sector 	<ul style="list-style-type: none"> • Promote local business and champion local spending • Offer incentives business retention, expansion and attraction • Promote beneficiation of local products and raw material • Upgrading infrastructure and services to both the industrial and central business area • Expand business centres to previously disadvantaged communities • Promote and development of SMME's • Utilisation of municipalities assets to stimulate entrepreneurship and creating SMME incubators • Ensure that policies and by-laws encourage business and investment

NO.	PRIORITY	OBJECTIVE	STRATEGIES
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3.2	Poverty alleviation & Job creation	Reduce unemployment rate and poverty levels in line with Millennium Development Goals by 2015	<ul style="list-style-type: none"> • Utilise small farming as a potential for job creation • Use local labour maximally in all the projects and programmes of the municipality • Encourage capacity building development and training of the people • Embark on projects that will create jobs, be independents with a potential of being self-sufficient (prioritising focus on existing projects) • Assist Community in assessing poverty alleviation programmes and funds
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NO.	PRIORITY	OBJECTIVE	STRATEGIES
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3.3	Tourism	Increase no of tourist visiting area and diversify tourist sites	<ul style="list-style-type: none"> • Promote and market the local area through tourism organizations • Networking and forging relationship with local stakeholders involved in tourism • Promote partnerships between the Municipality and Mountain Zebra National Park • General beautification of the area • Diversifying tourist attraction sites and events to be inclusive of all communities • Upgrade maintain and provide tourism facilities and support • Forge partnerships to effectively and economically utilise the parks and Spa
3.4	Agriculture	<ul style="list-style-type: none"> ➤ Maximise agricultural potential of the area by means of visible and viable projects ➤ Improve access to land for small and emerging farmers 	<ul style="list-style-type: none"> • Conduct land audit and feasibility studies on suitability of land • Galvanise material and technical support for emerging farmers • Act as bedrock for success of existing agricultural projects • Improve local networks and partnership amongst the agricultural and farming sector

Table 3.4

Financial Viability Strategies

NO.	PRIORITY	OBJECTIVE	STRATEGIES
4.1	Financial Viability	<ul style="list-style-type: none"> ➤ Increase revenue of total current accounts levied by 85% by June 2015 and -to collect 25% of arrears of non indigents by June 2015. ➤ Continuous monitoring and Improvement of the Financial Recovery Plan ➤ Utilise IT maximally to the advancement of municipal goals 	<ul style="list-style-type: none"> • Revise and implement credit control and debt collection policies • Improve meter reading function • Expansion of installing prepaid systems • Administer indigent support • Establish customer care centre • Free basic services policy • To utilise user friendly monthly accounts • Provide consumer education • Improve meter reading • Enhance staff training on utilisation of IT system

NO.	PRIORITY	OBJECTIVE	STRATEGIES
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4.2	Management and control	<ul style="list-style-type: none"> ➤ Management and internal control system to be continually improved in line with prescribed accounting standards ➤ Reporting and operating standards and mechanisms which comply with legislation to be in place 	<ul style="list-style-type: none"> • Develop policies and procedures to enhance internal controls • Establish an internal audit function • Policies developed & implemented • Design report method of management accounts • continue Implementation of GRAP Directive4 – Assets • Implementation of IAS 16 • Develop a multiyear IDP based budget • Capacity building for staff and councilors
4.3	Technology	Continuously improve the IT environment to enhance service delivery and administration.	<ul style="list-style-type: none"> • Develop an IT strategy • Have a dedicated IT unit • Continuous training of staff on IT
4.4	Audit Outcomes	Continuously improve audit outcomes	<ul style="list-style-type: none"> • Develop a comprehensive audit action plan • Report on the audit plan on a continuous basis • Internal audit to report on the progress made on action plan • Improve on the audit outcomes to ensure an unqualified audit is achieved
NO.	PRIORITY	OBJECTIVE	STRATEGIES

4.5	Data Cleansing	Improve the cash flow credibility of the billing data	<ul style="list-style-type: none"> • Procure a service provider to assist in data cleansing • Improve the financial system and maintain a good financial system for billing • Ensure the information in the billing system reflect what is currently at the deeds office • Ensure that all consumer debtors in the municipality are billed
4.6	Budget and Treasury Office (BTO)	A functional and capacitated BTO	<ul style="list-style-type: none"> • Proper staffing of BTO to increase its capacity • ensure that all section 71 reports are prepared and submitted in time

Institutional Development, Strategies

Table 3.5

NO.	PRIORITY	OBJECTIVE	STRATEGIES
5.1	Administrative capacity and governance	To have an institution with 90% capacitated officials, councilors and ward committees	<ul style="list-style-type: none"> - The budget to be inclusive of all training needs of role players identified in the objective - Speaker to link with the training committee/SDF for priorities of councilors and ward committees - Identify challenges faced by councilors and effectively deal with challenges - Develop a communication system - Strengthen the relations between the communication section and ward structures for effective dissemination of information - Ensure budget takes into account the training needs identified
5.2	Institutional Transformation	Ensure the Implementation of current municipal practices that move away from the past in line with current legislation	<ul style="list-style-type: none"> - Train relevant people in change management - Organise change management sessions for all staff and councillors - Monitor and evaluate change management effectiveness - Budget for training annually

5.3	Human Resource Policy Development and Implementation	To have a smooth running administration and promote sound labour relations	<ul style="list-style-type: none"> - Promote effective communication and consultation with trade unions - Establish a common corporate identity - Ensure employee development is maximized - Ensure disciplinary procedures are adhered to - Functional audit committee -
5.3	Community Participation	Ensure that all relevant stakeholders participate in affairs of municipality	<ul style="list-style-type: none"> - Take stock of existing stakeholders - Act as catalyst in establishing stakeholders forums - Ensure functional ward committees by identifying current challenges and addressing them - Ensure access of all documentation to all relevant stakeholders to enable meaningful participation - Where possible workshop documentation with relevant stakeholders - Strengthen the relationship between communication section and wards for dissemination of information
5.4	Ward Committee Capacitation	To promote meaningful and effective participation	<ul style="list-style-type: none"> - Organise relevant training interventions from time to time - Provide an enabling administrative support. - Skills audit for ward committees to be conducted to identify gaps

5.5	Human Resources Policy Development and Implementation	To have a smooth running administration and promote sound labor relations	<ul style="list-style-type: none"> - Develop relevant policies - Involvement of all relevant stakeholders in drafting process - Work shopping policies to have a common understanding - capacitate stakeholders in policy development - strengthen reporting mechanisms between council structures
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5.6	Good Governance and Public participation	Ensure good governance and participation by community in the affairs of the municipality	<ul style="list-style-type: none"> – Revise Delegation Framework – Functional Audit Committee – Functional Internal Audit – Ensure Ward meetings – Establish IDP forums and ensure functionality – Ensure Budget Consultations – Establish IGR Structures – Ensure Mayoral Outreaches – Develop Petitions Management System – Declaration of Interest by councillors and officials – Performance Agreements by all Section 56 managers and municipal managers
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5.7	Special Programs Unit (SPU)	Co-ordinated youth, women & disabled development, empowerment programmes and relevant facilities in place by 2014	<ul style="list-style-type: none"> - Appointment of SPU Officer - Co-ordinating youth forum - Identification of youth needs - Prioritising of needs - Annual action plans
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