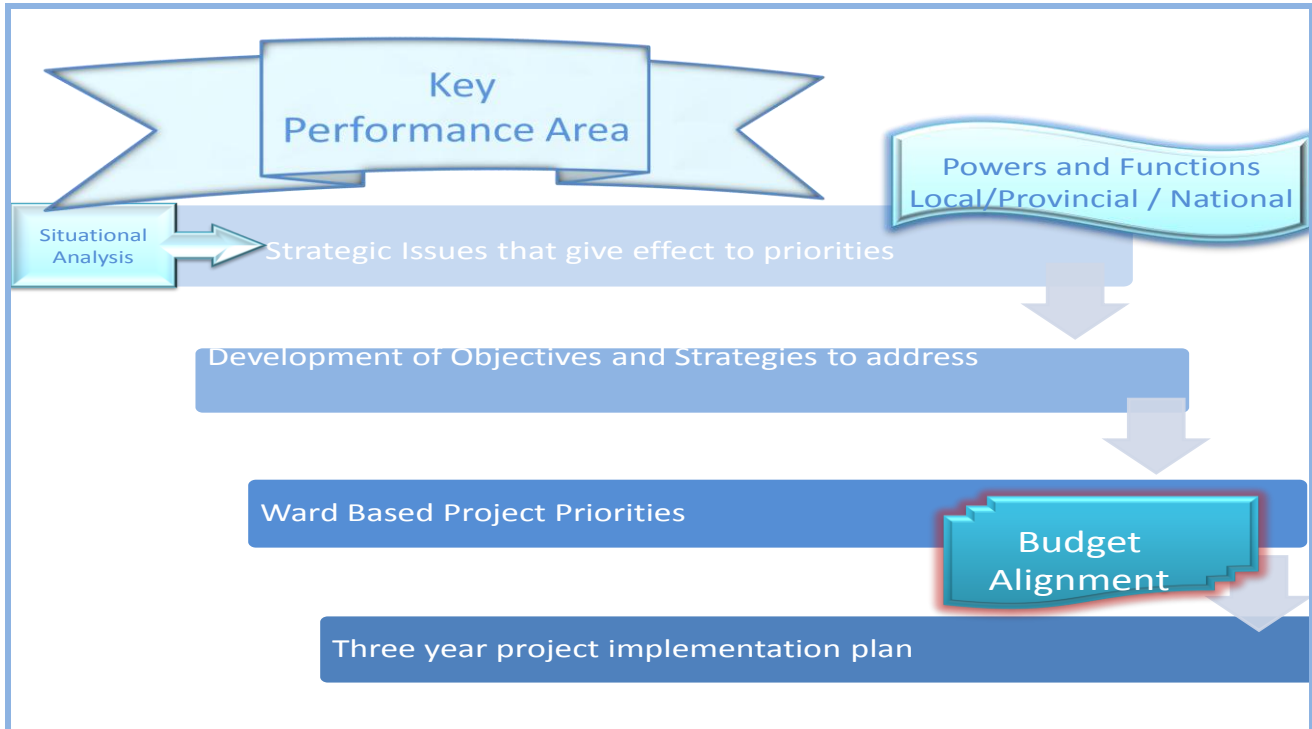


# SECTION E: MUNICIPAL STRATEGIC OBJECTIVES

## I. INTRODUCTION

The following section alludes to the future intentions of the Kouga Municipality for the third cycle of IDPs, the 2012/2017 financial year. The identified objectives are a response to the key priority issues that were identified by the communities.



A credible IDP has to meet and align with the following six National KPAs and Provincial Targets which have been considered during strategic planning as namely:

KPA 1: Spatial Rationale and environmental Management

KPA 2: Basic Services and Infrastructure

- Eradication of Buckets – 2015
- Address water backlogs per increasing population– Annual
- Address Sanitation backlogs per increasing population – Annually
- Access by all to basic services – 2014
- Improve Domestic Waste Collective Standards by 2014

KAP 3: Local Economic Development

- Economic Growth Rate of 5 – 8%
- Halve unemployment rate by 2014
- Reduce households living in poverty by between 60%-80%

KPA 4: Municipal Transformation and Organisational Development

KPA 5: Financial Viability and Management

KPA 6: Good Governance and Public Participation

## 2. GUIDING DIRECTIVES FOR THE DEVELOPMENT OBJECTIVES

The selection of the strategic issues is in line with the National and Provincial development frameworks with particular reference to the principles within the NSDP:

- Economic growth is a pre-requisite for the achievement of other policy objectives, key among which would be poverty alleviation.
- Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities), should therefore be focused on localities of economic growth and/or economic potential. This will be done to attract private-sector investment, stimulate sustainable economic activities and/or create long term employment opportunities.
- Efforts to address past and current social inequalities should focus on people, not places. In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities.
- In localities with low development potential, government spending beyond basic services should focus on providing social transfers, human resource development and labour market intelligence.
- This will enable people to become more mobile and migrate, if they so choose, to localities that are more likely to provide sustainable employment or other economic opportunities.
- In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or link the main growth centres.
- Developmental Local Government is responsible for creating robust social dialogue among relevant stakeholders regarding development matters that require coordinated efforts and measures.

The Spatial Development Framework has been adopted by December 2009. The SDF had sufficient information to give guidance of spatial dimension within the prioritization process in terms of the listed principles. The principles were presented to the stakeholders prior to the strategy workshop to influence the selection of strategic issues.

Provincial targets as listed below were considered during the formulation of the objectives.

- Economic growth rate of 5 - 8 % per annum
- Halve the unemployment rate by 2014 (28%)
- Reduce the number of households living below poverty line by between 60%-80%.
- Reduce the number of people who suffer from hunger by between 60%- 80%.
- Establish food self sufficiency
- Universal Primary Education by 2014 for all children
- Improve literacy rate by 50% by 2014
- Eliminate gender disparity
- 2/3 Reduction in < 5 years mortality rates by 2014
- ¾ reduction in maternal mortality rates by 2014
- Halt and begin to reverse spread of HIV/AIDS and TB
- Provide clean water to all
- Eliminate sanitation problems

The aforementioned Provincial targets as contained in the Implementation Plan for the Five Year Local Government Strategic Agenda (2012 - 2017), the National targets to beat the backlogs and meet the targets for bucket eradication , water, sanitation, electricity and the Eastern and Cacadu Growth Development Strategy , guided the formulation of the Development Priorities or Institutional Key Performance Areas and Objectives . Further in crafting the focus areas with the ultimate goal to improve service delivery, uplifting the lives and communities the Community Based Plan as provided in the analysis have been instrumental.

### **3. APPROACH TO DEVELOPMENT PRIORITIES AND STRATEGIC OBJECTIVES**

To support the process of the IDP objectives linked to measurements that will serve as the quantifiable monitoring tools for this last year of the five year cycle a simplified template for the objectives has been formulated. The measurements are elaborated in terms of outcomes and realistic targets for the next financial year. The development strategies and planned projects are delineated from the measurements as they represent the most detailed level of the municipal outcomes. These measurements are also adjusted to serve as project indicators. This approach was a conscious attempt to align the IDP with the requirements of the Performance Management System (PMS), as these measurements will represent the standards in the Performance Agreements of Section 57 employees. The influential change in the formulation of objectives is the inclusion of the maintenance and management of services and utilities as opposed to the previous limited focus on the installation or provision of new services. The objectives highlight not only quantity but also quality measurements that rely on the establishment of systems to collect the opinion of the customer (communities).

The following factors influenced the adjustment of the objectives tables:

- Inadequate budget and poor budget alignment and limited capital fund resulted in projects not being implemented and therefore limited targets for are met. In order to guide the municipal area towards the intended future, the implementation process requires a rigorous process of monitoring and reporting.
- Poor linkage to performance management system resulted in IDP objectives/measurements and targets not checked in each department
- Project implementation is difficult where internal co-operation/ integration among departments are required
- Insufficient co-operation among departments with regard to LED and HIV/AIDS In order to address the above constraints objectives, tables were formulated that:
- Incorporate and mainstream the objective, measurement, strategies and related projects in a single template
- The inclusion of accountability of all strategies to accommodate inclusion in the Performance Contracts
- Identification of areas where more than one department is involved they need to agree how they will formulate the partnership.

### **4. IDENTIFIED INSTITUTIONAL KEY PERFORMANCE AREAS AND TARGETS**

Influenced by the aforementioned guiding principles the institution resolved to recommend the following Development Priorities Areas as key to address the communities' development priority needs, namely:

#### **KPA I: Spatial Rationale and environmental Management**

##### *Key Targets*

- Attend to the land demand for socio economic development  
Protection, preservation conservation and enhancement of the biophysical and socio-economic resources of its urban and Rural environment Address environment related priorities

## KPA 2: Infrastructure and Basic Services

### Key Targets

- Address water and sanitation backlog of 4612 households by 2017
- Road networks that enhance development
- Affordable electricity for 4129 households by 2017
- Waste management to 3000 households by 2017

## KPA 3: Local -Economic Development

### Key Targets

- Halve poverty by 2014
- 5% growth in job creation by 2014
- Establish Food Self Sufficiency
- Reduce number of households living below the poverty line

## KPA 4: Institutional Development and Transformation

### Key Targets

- Institutional arrangement that matches up with IDP deliverables and responds to Batho Pele principles

## KPA 5: Financial Viability and Management

### Key Target

- Achieve an Unqualified Audit Report by 2014

## KPA 6: Good Governance, Public Participation

### Key Targets

- 100% functional ward committee system by 2013
- 100% functional IDP / Budget Representative Forum annually

## Kouga Key Performance Areas and alignment with Neighbouring Municipalities

The district municipality IDP reflects the neighbouring municipality's key performance areas as follows:

KOUGA	DISTRICT	NEIGHBOURING MUNICIPALITIES		
		KOU-KAMMA	BAVIAANS	SUNDAYS RIVER
Good governance and public participation	Capacity Building and Support to LM			Democratization and governance
Institutional Transformation		Institutional Transformation	Building the Institution and Employee capacity	Institutional Transformation
Financial viability and management		Financial management		Financial management
Spatial Rationale and environmental Management				
Infrastructure and Basic Service	Infrastructure Investment	Infrastructure Services	Provision of Basic Infrastructure	Infrastructure and Service Delivery
Local Economic Development	Economic Development	Socio - Economic Development	Economic Development	Social and Economic Development
	Community Services		Enhance Community Services	

## Municipal desired outcomes and development priorities

Based on the findings of the legislative and policy analysis and directives with respect to desired spatial form, the SDF goals, land use management that realize the municipal vision, the following broad strategic Objectives Kouga area are outlined

### KPA 1: SPATIAL AND ENVIRONMENTAL RATIONALE

<b>Goal: To develop Kouga as an integrated spatially equitable municipal area, maximizing the potential benefits of its environmental assets in a sustainable and prosperous manner for all its people</b>	
<b>PRIORITY ISSUE</b>	<b>OBJECTIVES</b>
Differentiated approach to municipal planning and support	Provide Sustainable Land Use and Development
Integrated human settlements	Provide Housing for Sustainable Progressive Manner
Equitable land and rural development	
Balancing environmental sustainability with developmental prospects	
Security of tenure	
Single window of coordination	

### KPA 2: BASIC SERVICES AND INFRASTRUCTURE

<b>Goal: sustainable municipal infrastructure and social services, consistently maintaining and improving the needs of the people of Kouga and enabling their aspirations</b>	
<b>PRIORITY ISSUE</b>	<b>OBJECTIVES</b>
Water and sanitation	Provide water and sanitation services to all residents of Kouga
Energy and electricity	Provide energy and electricity services to all residents of Kouga
Roads and storm water	Provide water and sanitation services to all residents of Kouga
Human settlements	Provide housing to the poor
Land use management Spatial development	The sustainable management and usage of land in Kouga
Environmental Health services	Provide environmental health services to the residents of Kouga
Environmental legislation and compliance	Full compliance with environmental legislation
Disaster Management	Provide disaster management, Fire and Rescue Services to the residents of Kouga
Solid waste, refuse and cleaning	Provide waste and refuse removal services to the residents of Kouga
Coastal and eustary management	Well managed coastal area and estuaries
Safety and security	Ensure safety of residents of Kouga
Community recreation	Provide recreational facilities for residents of Kouga
Cemeteries	Provide burial and cemeteries facilities for residents of kouga

### KPA 3: LOCAL ECONOMIC DEVELOPMENT

<b>Goal: To create and facilitate a conducive environment that builds inclusive local economies, sustainable decent employment and eradicates poverty</b>	
<b>PRIORITY ISSUE</b>	<b>OBJECTIVES</b>
Attract investment	Create enabling environment of investment
Tourism development	Sustainable tourism destinations
Job creation	Improved employment opportunities
Build economic infrastructure and networks	Responsive economic infrastructure and networks
Agrarian reform	Viable lucrative agri-villages and access to affordable diverse food
Economic access for rural nodes	Vibrant, equitable, sustainable rural economic communities
Effective land reform	Increased place of land tenure reforms
Viable creative industries	Improved quality of sport, arts and culture for economic benefits

### KPA 4: MUNICIPAL TRANSFORMATION AND ORGANISATION DEVELOPMENT

<b>Goal: to provide professional, efficient, people centered human resources and administrative services to Kouga citizens, staff and council for a transformed, equitable and efficient development local system.</b>	
<b>PRIORITY ISSUE</b>	<b>OBJECTIVES</b>
Internal and external communication platforms	Provide internal and external communication platforms
Customer satisfaction	Customer satisfied with the service rendered by the municipality
Access to information	Customers satisfied accessibility of information
Legal services	Provide acceptable levels of legal services to internal departments
Property Management	To manage the property of council to levels acceptable to Auditor general
Contract management	To manage the contacts of council to levels acceptable to the Auditor General
Office space	Provide sufficient office space to facilitate effective administration
Staff establishment	Accelerate institution transformation
Performance management	Improve institutional performance
Monitoring and evaluation	Strengthening monitoring and evaluation

### KPA 5: FINANCIAL VIABILITY AND MANAGEMENT

<b>Goal : To Build Financial Sustainability of Kouga Municipality through Empowering Staff to Achieve Good Governance and a Clean Administration Promoting Accuracy and Transparency</b>	
<b>Development Priority Issue</b>	<b>Key Objective</b>
Financial Planning and Reporting	Improve the accuracy and integration of various components of the Financial System to enable proper financial planning and reporting
Financial Management Capacity	Empower staff and improve staff morale through skills development and capacity building
Revenue Generation	Increase revenue collection for financial viability through debt collection & accurate billings
Strengthening governance & control environment	Comply with Laws Regulations and Policies
Clean Audit by 2014	Achieve a clean audit by 2014 and beyond
Transparency and openness	To achieve a clean administration for 2014 and beyond
Performance Management	Roll out performance management to all Finance employees
Staff expenditure	Maintain staff expenditure to recommended levels
Capital budget expenditure	Ensure expenditure of capital budget

## KPA: 6 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

<b>Goal : To create an enabling environment for active public participation and an administrative culture characterised by accountability transparency and efficiency</b>	
<b>PRIORITY ISSUE</b>	<b>OBJECTIVES</b>
Ward Committees	To have a fully operational Ward Committee system
Stakeholder relations	Improve external communications
Stakeholder relations	Improve public participation
Stakeholder relations	Improve Access to information
Stakeholder relations	Improve customer satisfaction
Stakeholder relations	Improve Intergovernmental Relations
Performance Management	Improved institutional performance

## 5. ALIGNMENT OF DEVELOPMENT PRIORITIES FOR ALL SPHERES OF GOVERNMENT

The Constitution of the Republic of South Africa call for the government is constituted as national, provincial and local spheres of government which are distinctive, interdependent and interrelated. It is in this guiding provision that Kouga municipality seeks the alignment of development priorities from all the spheres of government. This is conducted to promote seamless governance and integrated service delivery from all spheres of government., the following able illustrate Reflections from the State of the Nation Address (SONA), State of the Province Address (SOPA), Strategic Priorities of the Cacadu District Municipality as well as the Objectives of the Key Performance Areas of the Kouga Local Municipality that were considered during the formulation of the IDP.

Reflections from the State of the Nation Address 2012	Reflections from the State of the Province Address 2012	Strategic Priorities For The CDM	Kouga Municipality Objectives
<p>Generate skills and boost job creation. Fighting, poverty and inequality</p>	<p>Creation of decent work and growing the economy, Implementation of a provincial jobs building social and economic infrastructure Rural development, land agrarian reform and food security,</p>	<p>Comprehensive rural development strategy linked to land and agrarian reform and food security Speeding up growth and transforming the economy to create decent work and sustainable livelihoods</p>	<p><b>LOCAL ECONOMIC DEVELOPMENT</b> To create and facilitate a conducive environment that builds inclusive local economies, sustainable decent employment and eradicates poverty</p>
<p>Improve industrial and agricultural development and export capacity and logistics linkage. Electricity and energy reduction in support of economic growth Continued search for renewable energy Focus on prioritization of catalytic infrastructure development and investment for economic</p>	<p>Maintenance of Provincial strategic roads Investment in agricultural infrastructure Strengthening education</p>	<p>Massive program to build economic and social infrastructure  Improve the health profile of all South Africans</p>	<p><b>BASIC SERVICES AND INFRASTRUCTURE</b> To provide quality, sustainable municipal infrastructure and social services, consistently maintaining and improving the needs of the people of Kouga and enabling their aspirations</p>



Skills development	September as an IDP focus month and to that all senior managers attend district and metro level IDP processes	Strengthen skills and human resource base  Sustainable Resource Management and Use	<b>INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION</b>  To provide professional, efficient, people centered human resources and administrative services to Kouga citizens, staff and council for a transformed, equitable and efficient developmental local government system.
To promote mining industry to attract investment and achieve both industrial growth and much-needed transformation			<b>FINANCIAL VIABILITY AND MANAGEMENT</b>  To build the financial sustainability of Kouga Municipality through empowering staff to achieve good governance and a clean administration promoting accuracy and transparency
			<b>SPATIAL AND ENVIRONMENTAL RATIONALE</b>  To develop Kouga as an integrated, spatially equitable municipal area, maximizing the potential benefits of its environmental assets in a sustainable and prosperous manner for all its people
			<b>GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>  To create an enabling environment for active public participation and an administrative culture characterized by accountability transparency and efficiency