



MATZIKAMA MUNICIPALITY
INTEGRATED DEVELOPMENT PLAN
2012-2017

M A T Z I K A M A M U N I C I P A L I T Y

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F O R E W O R D B Y M A Y O R

Section 21(1)(a) of the Municipal Finance Management Act, 2003, requires amongst others, of the mayor of a municipality to co-ordinate the processes for preparing the annual budget and for reviewing the municipality's integrated development plan and budget related policies to ensure that the tabled budget and any revisions of the integrated development plan and budget related policies are mutually consistent and credible. In this context it needs to be stated that the executive mayor is the political head of council and that the current legislation increasingly ensures that specific functions are entrusted to mayors so as to increase accountability and transparency.

As this was the first integrated development plan of the current council, as well as the strategic plan for the next five years, it was indeed an honour and a huge privilege to lead and direct the council and the administration, together with the municipal manager, to produce a credible and viable integrated development plan. In order to ensure integrated planning with other spheres of government, it is important to understand the context in which intergovernmental integration is developed. The external components that inform the integrated development plan of the municipality are:

- Integrated Relations that promotes the strategic goals of council;
- Millenium Development Goals;
- National Outcomes;
- Provincial Strategic Objectives;
- State of the nation address;
- State of the Province address.

It should be noted that the needs of the communities outweighs the ability of council, in terms of financial resources, to fulfil these needs. It was thus a particular challenge to prioritise these needs in order to produce a balanced budget. However, I am of the view that we have succeeded in producing a credible IDP that is linked to the budget, within the financial constraints.

The IDP is not a static document and for this reason, legislation allows for the annual revision thereof. I would therefore like to invite all the stakeholders within our community to make sure that they interrogate this document and join us in making sure that it becomes a people's plan that truly reflects the needs and desires of the communities in the Matzikama area.

JOHN BOCK

MAYOR

T H E M U N I C I P A L M A N A G E R

Local Government, as the sphere of government closest to the people, is finding it increasingly difficult to operate in a financially viable and sustainable manner within the economic realities of South Africa today. Trends are also showing that this challenge will affect most municipalities in future.

It is therefore necessary for municipalities to plan strategically taking into account all its resources, in order to improve efficient service delivery. With this background in mind the municipality embarked on an extensive public participation process so as to identify the most critical issues and needs within the community, business, agriculture and other stakeholders within the municipal area. This process and the strategic planning sessions of council and the administration has led to the formulation of seven strategic focus areas that council wish to achieve over the next five years:

- Economic Development;
- Financial Stability;
- Good Governance & Municipal Transformation;
- Good, quality municipal basic services;
- Socially advanced communities
- Capacitated and informed communities;
- Sustainable natural and built environment.

Strategic objectives were developed for each focus area that are specifically linked to the multi-year budgets and is given effect to in the Service Delivery Budget Implementation Plan for the first financial year. The municipality has also ensured that there is a distinction between municipal functions and those from other spheres of government, as well as funded and unfunded projects.

This is what the municipality will focus on over the five year-term of this Integrated Development Plan. In order to realise these objectives, the municipality has also developed key performance indicators with specific targets and outputs that forms part of it's Performance Management System. This is done to ensure that progress is continuously monitored and feedback provided to council.

In conclusion I would like to thank all the stakeholders who assisted in the compilation of this document and to challenge these who did not to become involved in future.

DGI O'NEILL
MUNICIPAL MANAGER

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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 five years 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. Furthermore, the IDP is not a summary of the respective sectoral plans as it is strategic in nature at large whilst the sector plans are more operationally orientated. The IDP will however, align its strategies with sector plans so as to ensure overall alignment with provincial and national strategic objectives and outcomes.

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 master plan. Key to strategic planning is that the master plan which forms the basis is not annually amended as it is long-term and not operational.

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 the current elected council's period of office.

Legal reference

The IDP is compiled according to the Municipal Systems Act (Act 32 of 2000) section 25. According to 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;

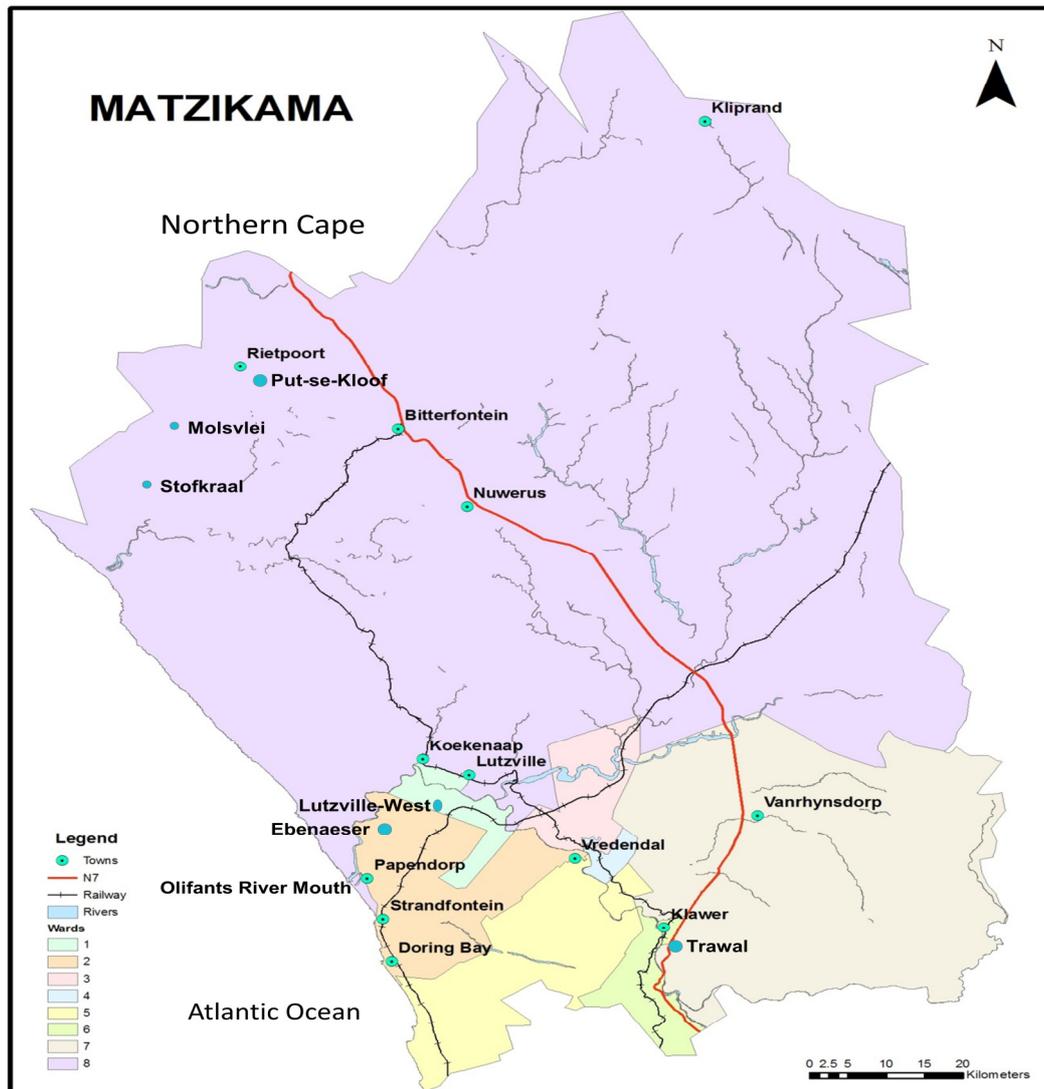
- a financial plan, which must include a budget projection for at least the next three years; and
- the key performance indicators and performance targets.

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 Doring Bay, Strandfontein, Papendorp, Ebenaeser, Lutzville-West, Lutzville, Koekenaap, Vredendal, Klawer, Trawal, Vanrhynsdorp, Nuwerus, Bitterfontein, Kliprand, Put-se-Kloof, 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 Doring Bay, 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, it elaborates on the public participation structures used by the Municipality and shares information about the wards and the ward councillors. Finally, it talks about the public participation processes followed by the Matzikama to develop the strategy for the five year term of Council.

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

- *Intergovernmental relations that promotes the strategic goals of the Council of the Matzikama Municipality.*
- *Millennium Development Goals*
- *National Outcomes*
- *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 transversal approach and is an integrated 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 about the implementation of the strategy.

Community needs

Community needs in the IDP are often seen by others 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, 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 and above all in the concept of local government, as comprising the municipality and the community hence the urgent need to resolve the challenge.

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

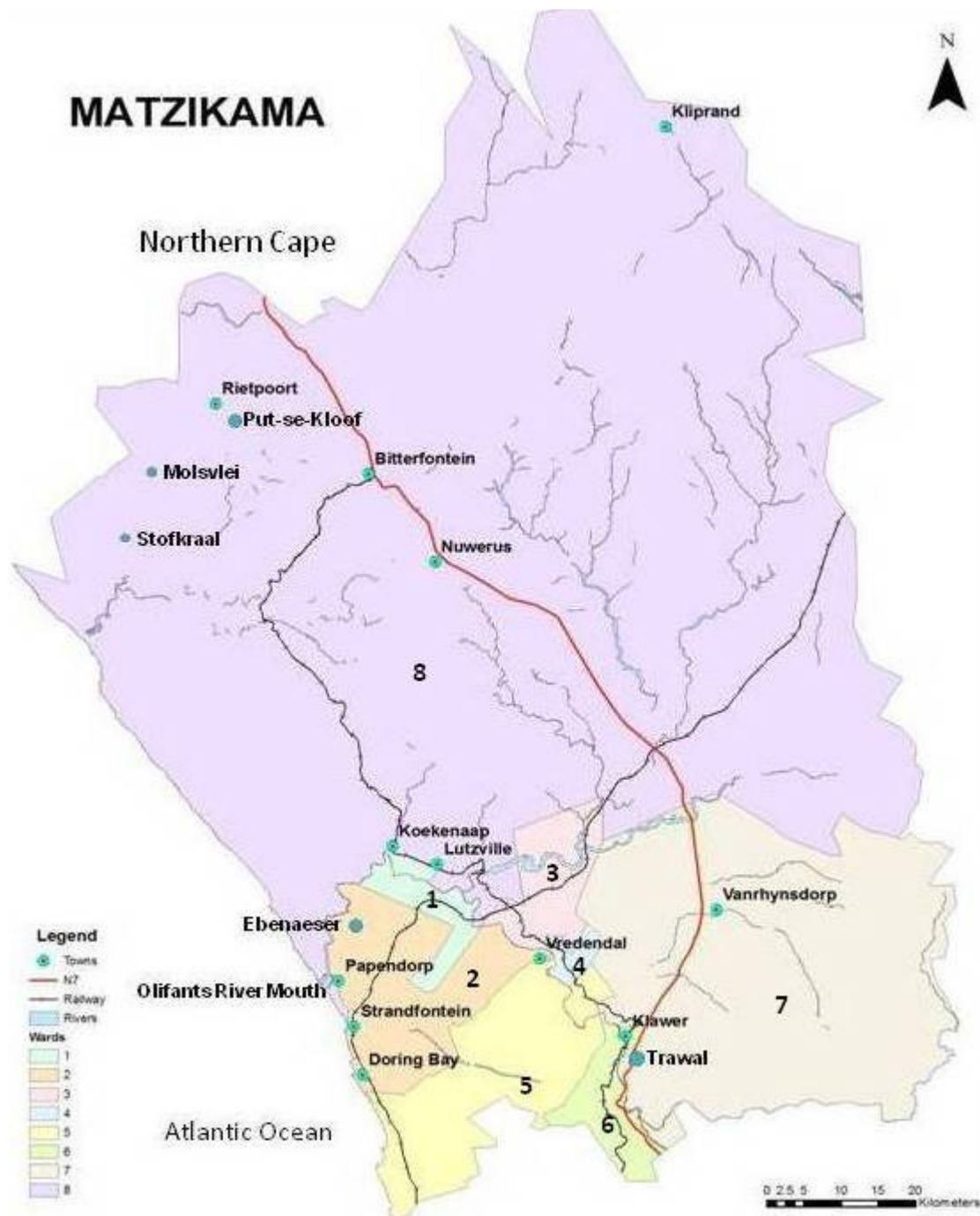
Ward committees play a central role in the public participation processes of the Municipality. They are also the most regular consulted public participation structures due to the critical role ward committees are fulfilling in linking and informing the municipalities about the needs, aspirations, potentials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



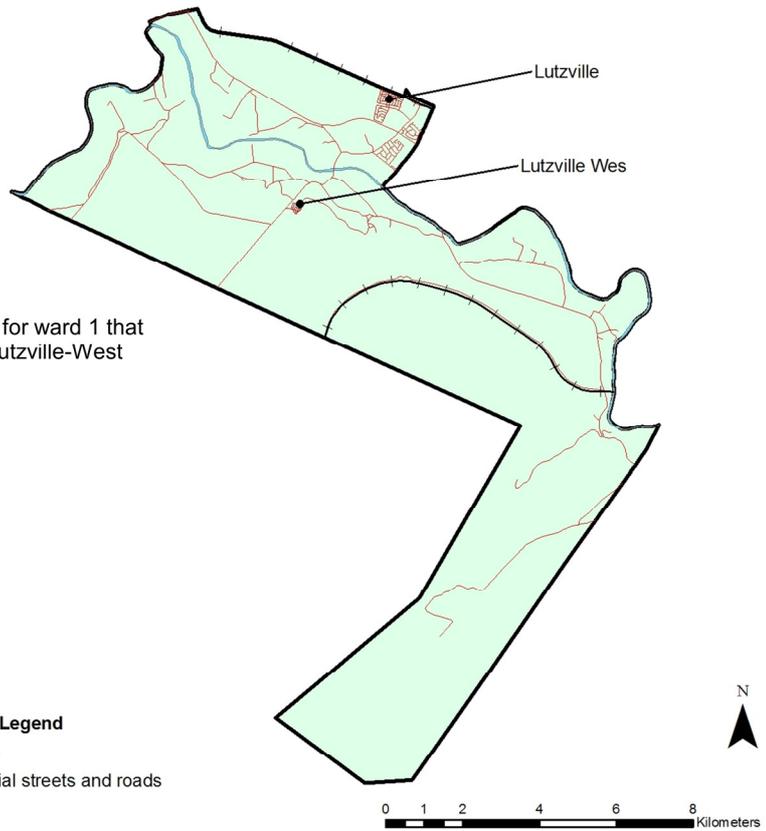
The total geographical area of the Municipality is slightly less than 14 000 km². As can be seen from the map above the municipal area is made up of 8 wards with the largest being ward 8 also, the most scarcely populated and the smallest being ward 4, also the most densely populated.

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

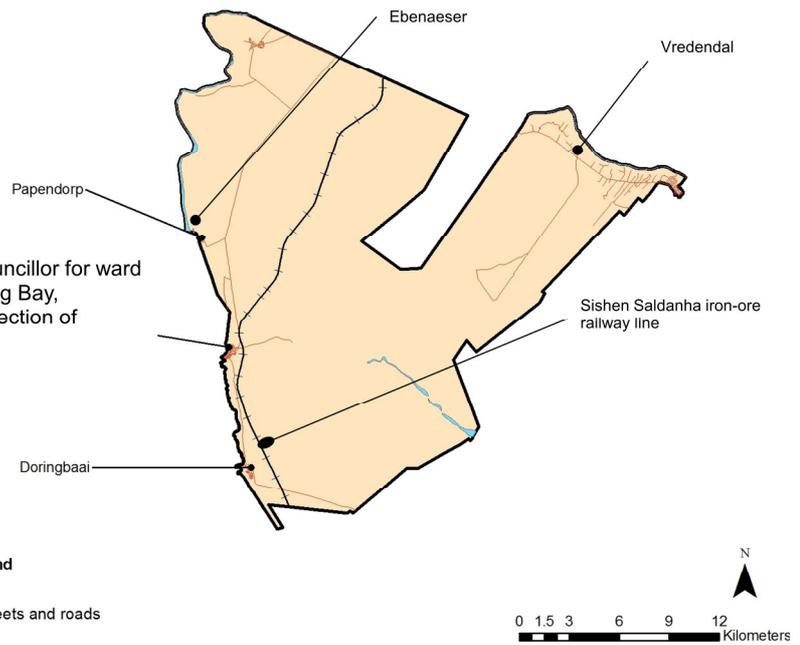


WARD COUNCILLOR



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

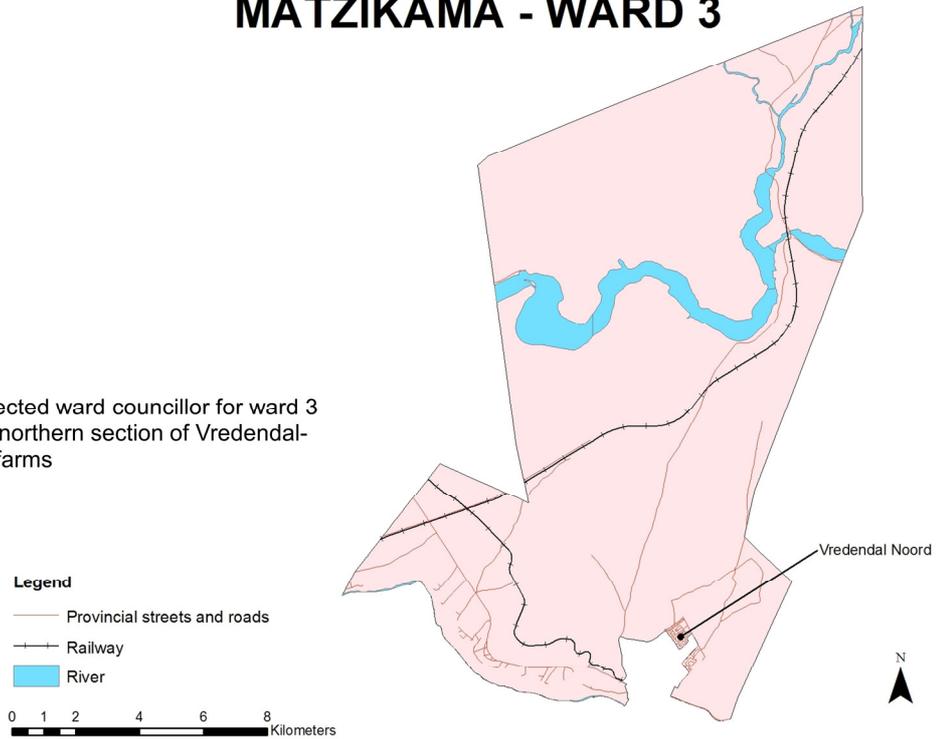


WARD COUNCILLOR



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

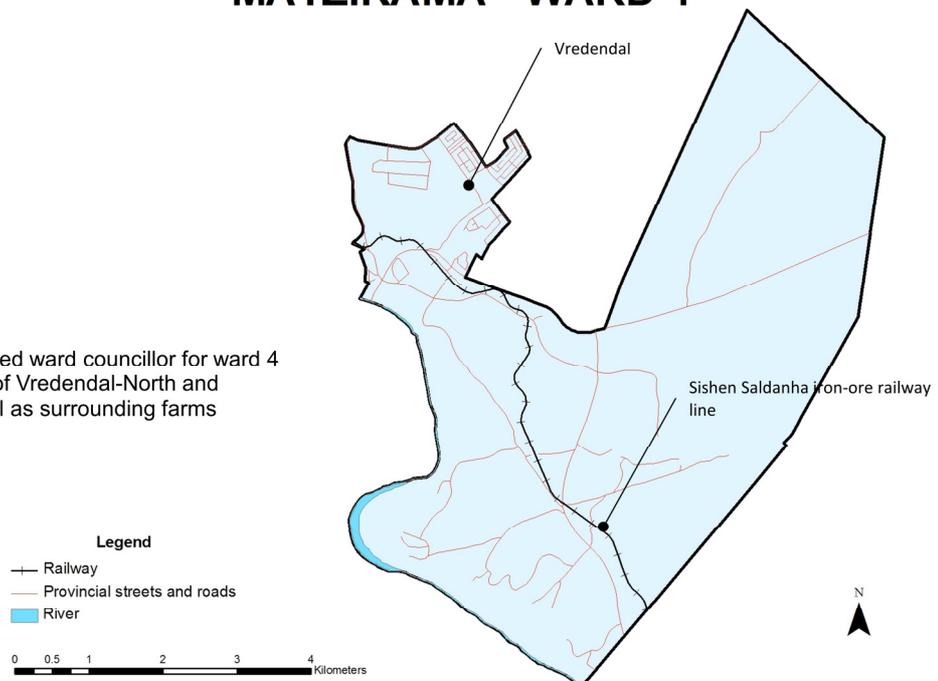


WARD COUNCILLOR



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

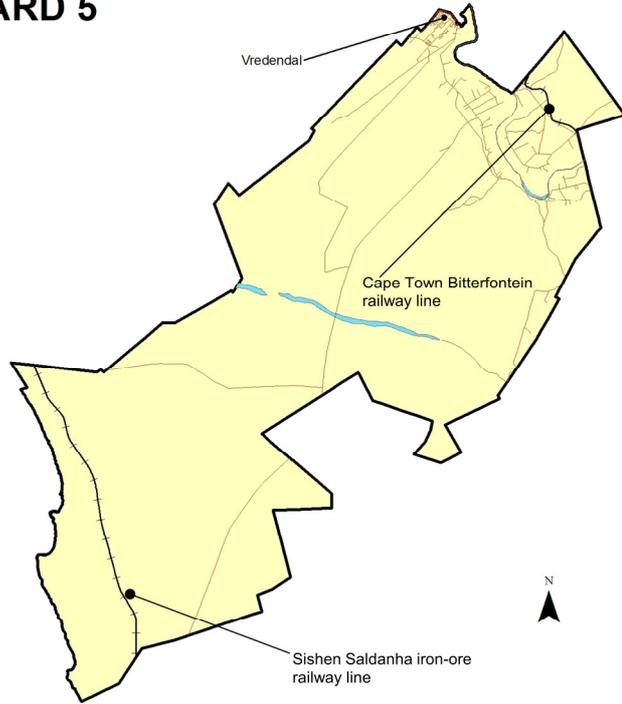


WARD COUNCILLOR

MATZIKAMA - WARD 5



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

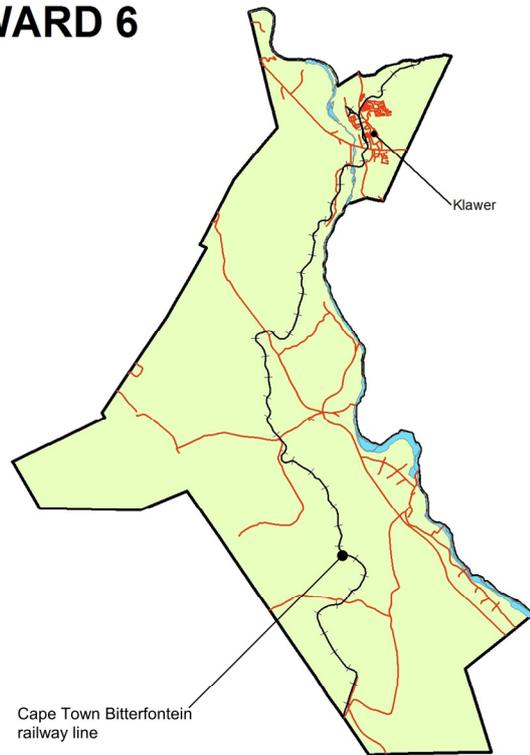


WARD COUNCILLOR

MATZIKAMA - WARD 6



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

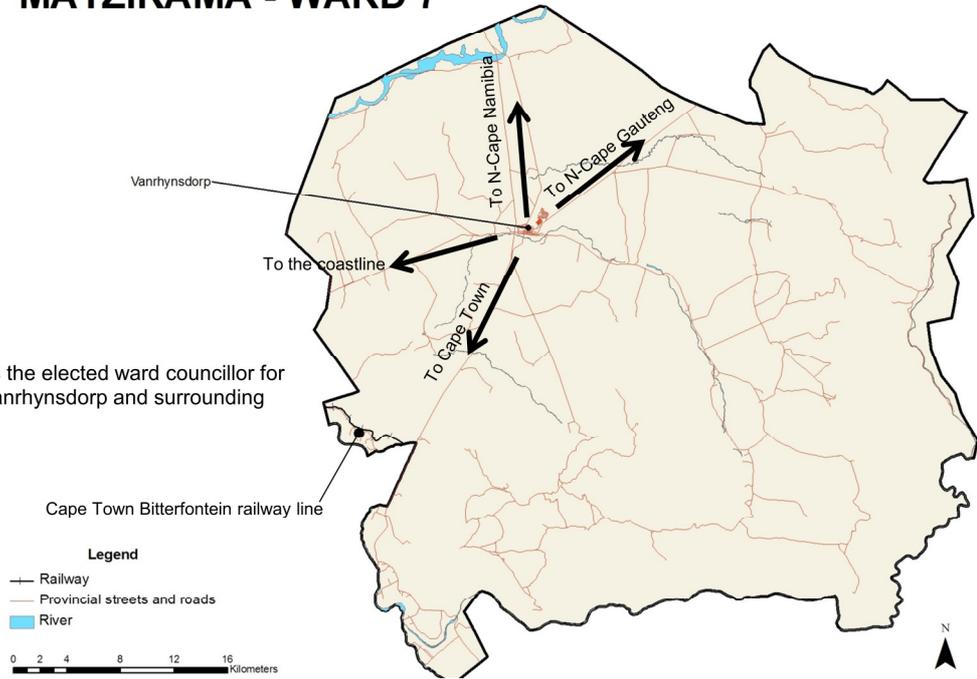


WARD COUNCILLOR

MATZIKAMA - WARD 7

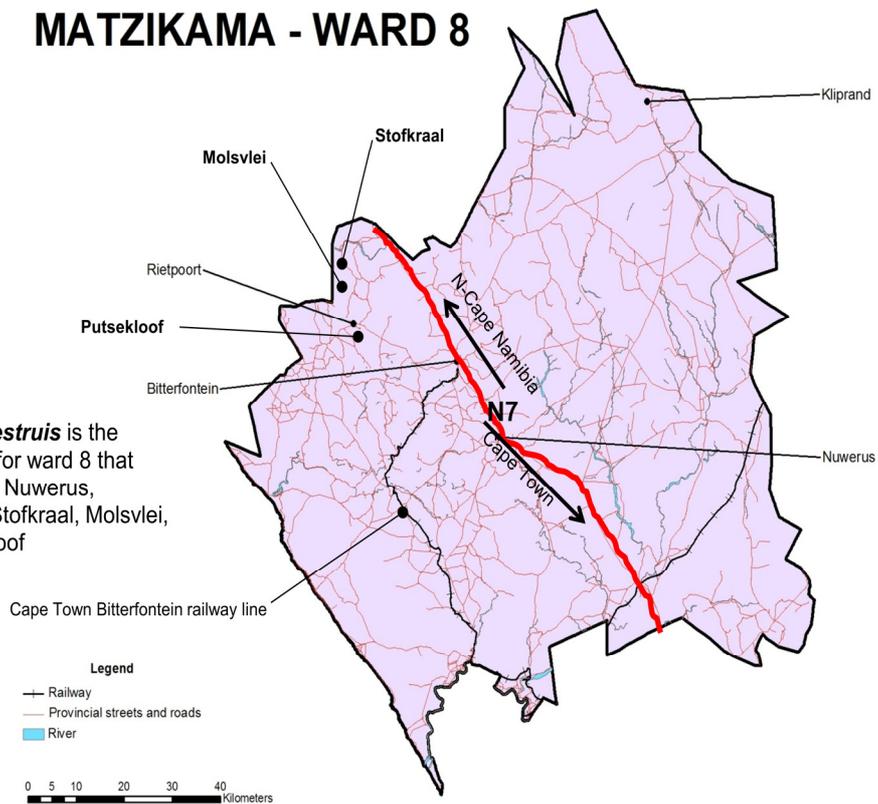


Andreas Sindyamba is the elected ward councillor for ward 7 that comprise Vanrhynsdorp and surrounding farms



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 and Put-se-Kloof



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 meeting 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 NGOs 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 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.

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.

The strategy formulation process

The Matzikama Municipality conducted a thorough and extensive consultation process with all stakeholders including the public, administration and councillors of Matzikama Municipality. The table below is indicative of the process that was followed in order to develop a five year strategy for the Municipality.

DATE	STAKEHOLDER	ACTIVITY	DESCRIPTION OF ACTIVITY
JULY 2011			
12, 14, 25, 26, 27, 28	Wider communities	Establishing ward committees	Communities and community based organizations nominated and elected ward committee members
AUGUST 2011			
30	Council	Approved process	Process plan was

DATE	STAKEHOLDER	ACTIVITY	DESCRIPTION OF ACTIVITY
		plan	approved by Council prior to the start of public participation meetings with stakeholders
SEPTEMBER 2011			
12, 13, 15, 19, 21, 26 & 28	Ward Committees	Ward Committee Meetings	Workshops were held in all wards to deliberate on and identify ward specific needs to form part of municipal 5 year strategy
	Ward Committees	Ward Committee training	Ward committee members received training in relation to the functioning of ward committees and in relation to integrated development and functioning
OCTOBER 2011			
10, 11, 12, 17, 18, 20, 26 & 27	Wider Community Engagements	Ward meetings in 7 wards	Meetings with the wider communities in the different wards were conducted to share the outcomes of the ward committee meetings with them and allow them to influence the outcomes
	IDP Technical Committee	Workshop with senior and middle management	Workshop deliberated on internal matters related to personnel, lack of equipment and inadequate services
NOVEMBER 2011			
8, 9, 22 & 23	IDP Representative Forum	Two-day workshop	Workshop presented needs analysis as

DATE	STAKEHOLDER	ACTIVITY	DESCRIPTION OF ACTIVITY
			compiled by external and internal sources for further deliberations
	Matzikama Council and Senior Management	Two day workshop	Council developed a strategic plan including a vision, mission, values, strategic objectives and strategies to guide development for the next 5 years
FEBRUARY 2012			
9	LED Forum	One day workshop	Workshop established the committee, and deliberated on issues pertaining to economic development in order to make recommendations to Council
APRIL 2012			
Dates to be established	Ward Committee	Ward Committee meetings	Purpose of meeting was to present draft IDP to the committees before final approval by Council in May, 2012
Dates to be established	Wider Community Engagements	Meetings with communities in wards	Meetings with the wider communities in the different wards where draft the IDP and budget was presented prior to final approval by Council in May, 2012
Date to be established	LED Forum	Workshop with LED Forum	Deliberated on issues pertaining to economic development with the intent to make recommendations

DATE	STAKEHOLDER	ACTIVITY	DESCRIPTION OF ACTIVITY
			to Council for inclusion in the final IDP
Date to be established	Extended IDP Representative Forum	Extended IDP Representative forum meeting	The final draft of the IDP was presented to the meeting prior to the Council meeting of 28 May, 2012 where the IDP was adopted.

Communicating public participation processes to all stakeholders

The Matzikama Municipality used different forms of communication to ensure the involvement and participation of the public and the different sectors in the municipal area. 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

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 poor 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.

INTERGOVERNMENTAL RELATIONS

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.

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. These 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.

STATE OF THE NATION ADDRESS

Apart from sharing some of the major achievements that ensued the previous state of the nation address, challenges the government experienced and plans how to overcome these challenges the core message given by the President to the nation is the massive effort government is about to embark on to relieve people from unemployment and reduce poverty. This action by government if successfully implemented will result in achieving national outcome 4, provincial strategic objective 1 and Matzikama strategic goal 1.

Government is about to embark on a massive infrastructure development drive to boost the level of the economy and create job opportunities. The high-level project team or commission to oversee this project is a sign of urgency to the country-wide challenge of unemployment and poverty. The infrastructure development plan will be driven and overseen by a commission comprising Ministers, Premiers, and Metro Mayors under the leadership of the President and the Deputy President.

The President shared with the nation the many infrastructure development projects already identified by the Presidential Infrastructure Coordinating Commission (PICC). Five geographically focussed programs were chosen by the PICC for infrastructure development. These include Limpopo, Durban-Free State-Gauteng logistics and industrial corridor, Eastern Cape, North-West and the West Coast of the Country which stretches across two provinces namely Northern Cape and Western Cape. The President did not elaborate much on the projects on the west coast of the country other than one project which is the expansion of the iron-ore railway line between Sishen in the Northern Cape and Saldanha in the Western Cape. The Market Demand Strategy of Transnet which the President alluded to will result in many job opportunities and may in particular benefit the Matzikama and the West Coast District Municipal area in general as it can potentially

assist the Municipality with the resuscitation of the railway line between Bitterfontein and Cape Town-project. If the Municipality is able to prove that a market exist for the transport of goods and to a lesser extent people between these two destinations namely Cape Town and Bitterfontein the project would then meet the requirements for further consideration.

The President concluded the infrastructure development section of his address by saying that the efforts of government to develop infrastructure should not be left with railways, stations and roads once completed but with various up and downstream industrial developments as a result of these infrastructure projects.

The Council of Matzikama Municipality aligned its development plans in the IDP with the state of the nation address so as to ensure that when the opportunity arises the Municipality may benefit from the initiative.

STATE OF THE PROVINCE ADDRESS

Mr Speaker, in my first State of the Province Address in 2009 I made clear that our government's primary focus would be on reducing poverty, because above all else, poverty is an affront to human dignity and the primary obstacle to living a full life. The Premier reminded the population of the Western Cape that she made it very clear in her first state of the province address in 2009 that the primary focus of the Provincial Government would be on reducing poverty. In 2012 she informed the population of the Western Cape through the state of the province address that the primary focus of the Western Cape Government is to reduce poverty which is very much aligned with the focus of national government. The Premier reminded the population of the Western Cape that poverty is the obstacle to living a full life and the only way to best reduce poverty is to create opportunities of jobs. Her call to Municipalities and other institutions is to focus efforts on job creation without compromising health, education, crime and other important development needs.

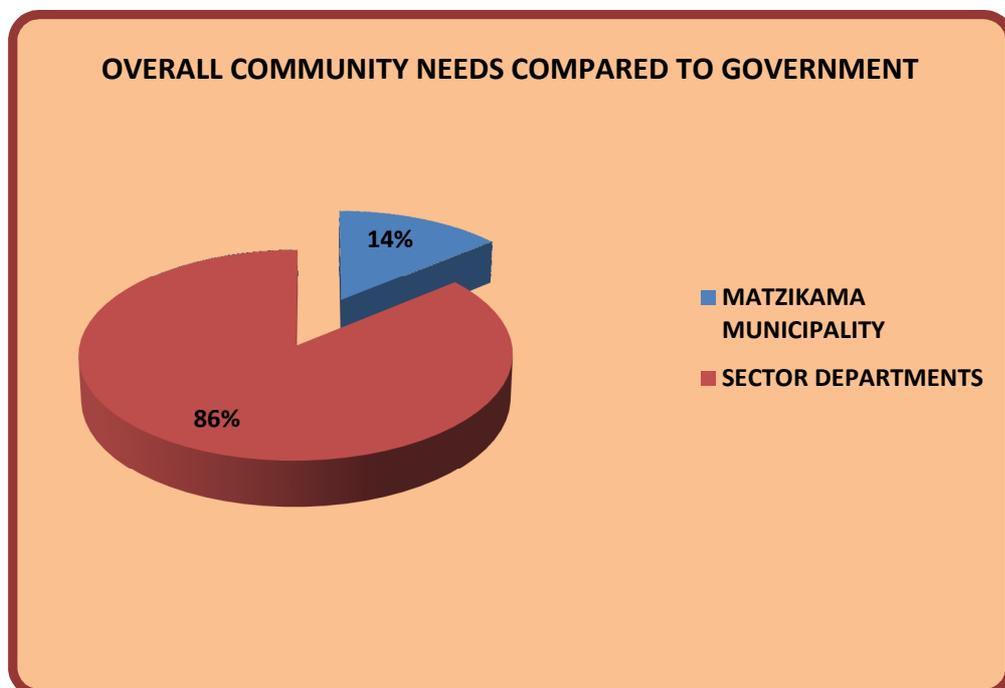
COMMUNITY NEEDS

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 community needs

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 tourism development 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 	Transport <ul style="list-style-type: none"> Develop effective and efficient public transport Tar gravel road from Lamberts Bay to Doring Bay Provide transport to learners from Doring Bay to Vredendal Reintroduce rail transport for goods and people between Bitterfontein and Cape 	Ecology <ul style="list-style-type: none"> Protect fresh water sources Promote effective and efficient management of the coastal zone Encourage separation of solid waste at household level Improve fire services in the ward 	Basic services <ul style="list-style-type: none"> Expedite delivery of RDP houses Replace septic tanks with sewerage network Make wheelie bins available to households for refuse removal Install storm water network where lacking Subsidize electricity cost 	Infrastructure <ul style="list-style-type: none"> Thusong center Clinic Recreation facilities 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

PRIORITIZATION OF NEEDS – MATZIKAMA MUNICIPALITY					
WARD	1 st	2 nd	3 rd	4 th	5 th
	destination <ul style="list-style-type: none"> Provide support with establishing waste recycle businesses 	Town <ul style="list-style-type: none"> Provide dedicated transport to patients to and from hospitals 			Strandfontein <ul style="list-style-type: none"> Develop Doring Bay as a small harbor 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
W3	Economic Dev. <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 reduce 	Basic Services <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 	Social Services <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 	Health <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 diseases Improve quality of medication at clinics Build an additional clinic or expand existing one in structure and services Provide ambulance 	Safety & Security <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

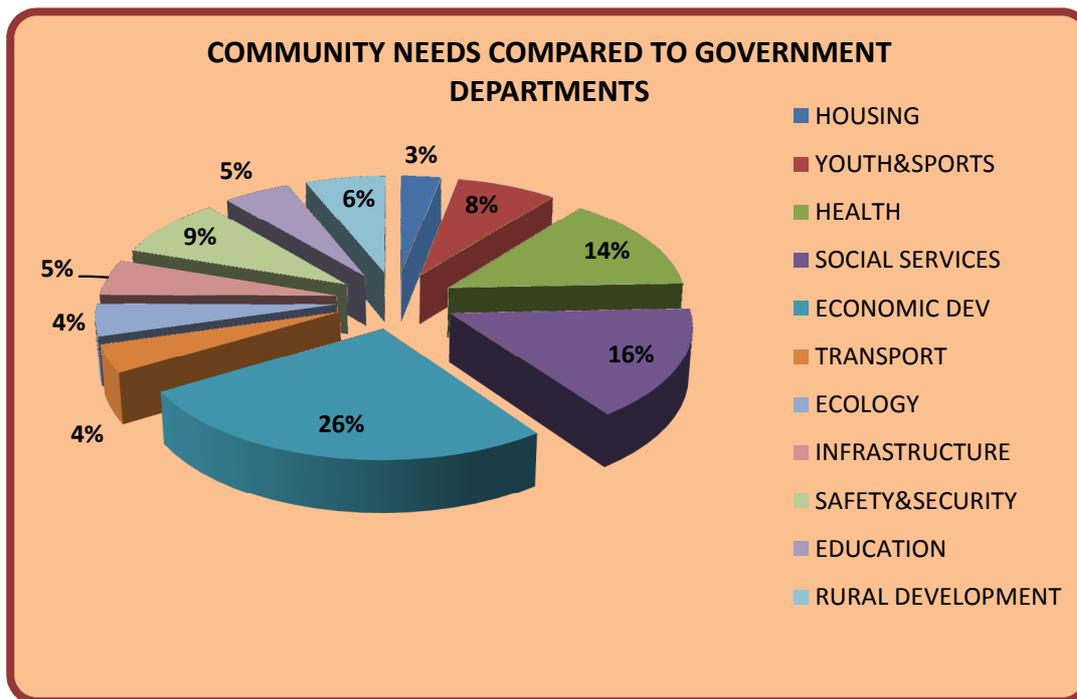
PRIORITIZATION OF NEEDS – MATZIKAMA MUNICIPALITY					
WARD	1 st	2 nd	3 rd	4 th	5 th
	<p>poverty</p> <ul style="list-style-type: none"> Develop municipal procurement systems to accommodate local HD suppliers 			<p>service from clinic to hospital</p>	
W4	<p>Economic. Dev.</p> <ul style="list-style-type: 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 Diversify economy Access to land Develop municipal procurement systems to accommodate local HD suppliers Create an enabling environment for 	<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 ambulance service from clinic to hospital and back Remove language barriers at hospital and clinic 	<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 bins Encourage waste recycling at households 	<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 Encourage better use of state grants (All Pay) Remove shebeens and taverns in residential areas Build social capital in

PRIORITIZATION OF NEEDS – MATZIKAMA MUNICIPALITY					
WARD	1 st	2 nd	3 rd	4 th	5 th
	<ul style="list-style-type: none"> economic development in ward Provide support to businesses located in bee hives in the ward 	<ul style="list-style-type: none"> Introduce awareness programs to combat deceases 			<ul style="list-style-type: none"> 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 viniculture exposed economy Create opportunities for jobs Provide support for the development of retention and expansion programs 	<p>Safety & Security</p> <ul style="list-style-type: none"> Increase the number of police personnel at Vredendal Increase the number of service vehicles at the police station in Vredendal 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 	<p>Social Services</p> <ul style="list-style-type: none"> Stop drugs & Alcohol abuse Introduce awareness programs to discourage teenage pregnancies Encourage better use and distribution of state grants (All Pay) 	<p>Rural. Dev.</p> <ul style="list-style-type: none"> Provide basic services on farms Upgrade farm schools to non-discriminatory levels Encourage better use and distribution of state grants (All Pay) Introduce health service to farm workers on farms 	<p>Basic Services</p> <ul style="list-style-type: none"> Upgrade storm water network in streets with challenges Beautify parks and gardens in centre of town and remove white elephants 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 streets 	<p>Rural development</p> <ul style="list-style-type: none"> Basic services on farms Alcohol & drug abuse School drop-outs Encourage better use 	<p>Transport</p> <ul style="list-style-type: none"> Improve public transport in the ward Tar and pave gravel roads in the residential areas of 	<p>Sports & Youth</p> <ul style="list-style-type: none"> Upgrade facilities Support sports development Encourage the introduction of youth 	<p>Ecology</p> <ul style="list-style-type: none"> Encourage separation of solid waste at household level Maintain high levels of clean air and use it as

PRIORITIZATION OF NEEDS – MATZIKAMA MUNICIPALITY					
WARD	1 st	2 nd	3 rd	4 th	5 th
	<ul style="list-style-type: none"> where lacking Secure fresh water supply throughout the year Introduce wheelie bins Replace septic tanks at houses in town with a sewerage system 	<ul style="list-style-type: none"> and distribution of state grants (All Pay) Upgrade and develop farm schools Create opportunities for jobs in the rural areas of the municipality Introduce health services to farm workers on farms 	<ul style="list-style-type: none"> the ward 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"> forums Facilitate establishment of a centrally located youth center with access to all Build a centrally located tartan athletic track stadium 	<ul style="list-style-type: none"> tool for tourist attraction 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 improve services at clinics Increase number of clinic days Increase number of clinic personnel Ameliorate mediocre ambulance services Institute awareness programs to educate people about the management of 	<p>Social Services</p> <ul style="list-style-type: none"> Reduce poverty Stop drugs & alcohol abuse Introduce awareness programs to discourage teenage pregnancies Support development of vulnerable groups Increase and improve the quality of service at the nutritional centers in the ward Encourage better use and distribution of 	<p>Econ. Dev.</p> <ul style="list-style-type: none"> Create opportunities for jobs Introduce skills development programs 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. 	<p>Safety & Security</p> <ul style="list-style-type: none"> Install lights in streets where its lacking Eliminate shebeens and taverns in residential areas 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 	<p>Education</p> <ul style="list-style-type: none"> Reduce and or eliminate school drop-outs Install CCTV at unsafe schools in the ward Upgrade school libraries to supplement learning Provide safe learner transport Supply treated sewage water to schools for irrigation purposes

PRIORITIZATION OF NEEDS – MATZIKAMA MUNICIPALITY					
WARD	1 st	2 nd	3 rd	4 th	5 th
	deceases	monthly state grants	<ul style="list-style-type: none"> ▪ Diversify the economy ▪ Promote Industrial development in Vanrhynsdorp ▪ 	residential areas	
W8	<p>Economic Dev.</p> <ul style="list-style-type: none"> ▪ Create opportunities for jobs ▪ Initiate projects in support of skills development ▪ Create opportunities for SMME development ▪ 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>Transport</p> <ul style="list-style-type: none"> ▪ Upgrade maintenance services of gravel roads ▪ Tar or pave gravel roads that link towns with the N7 ▪ Improve public transport in the ward 	<p>Youth & Sports</p> <ul style="list-style-type: none"> ▪ Upgrade sports facilities ▪ Provide support for the establishment of youth forums ▪ Support sports development in the wards ▪ Assist sports clubs to affiliate to Matzikama sports forum 	<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 sewage to a sewerage network ▪ Upgrade potable water supply <ul style="list-style-type: none"> ▪ Install storm water networks in towns where it is lacking ▪ Pave residential streets 	<p>Infrastructure</p> <ul style="list-style-type: none"> ▪ Develop Bitterfontein as distribution centre for goods to the Northern Cape and Namibia ▪ Develop infrastructure to attract renewable energy investment

Community needs divided into government functions



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

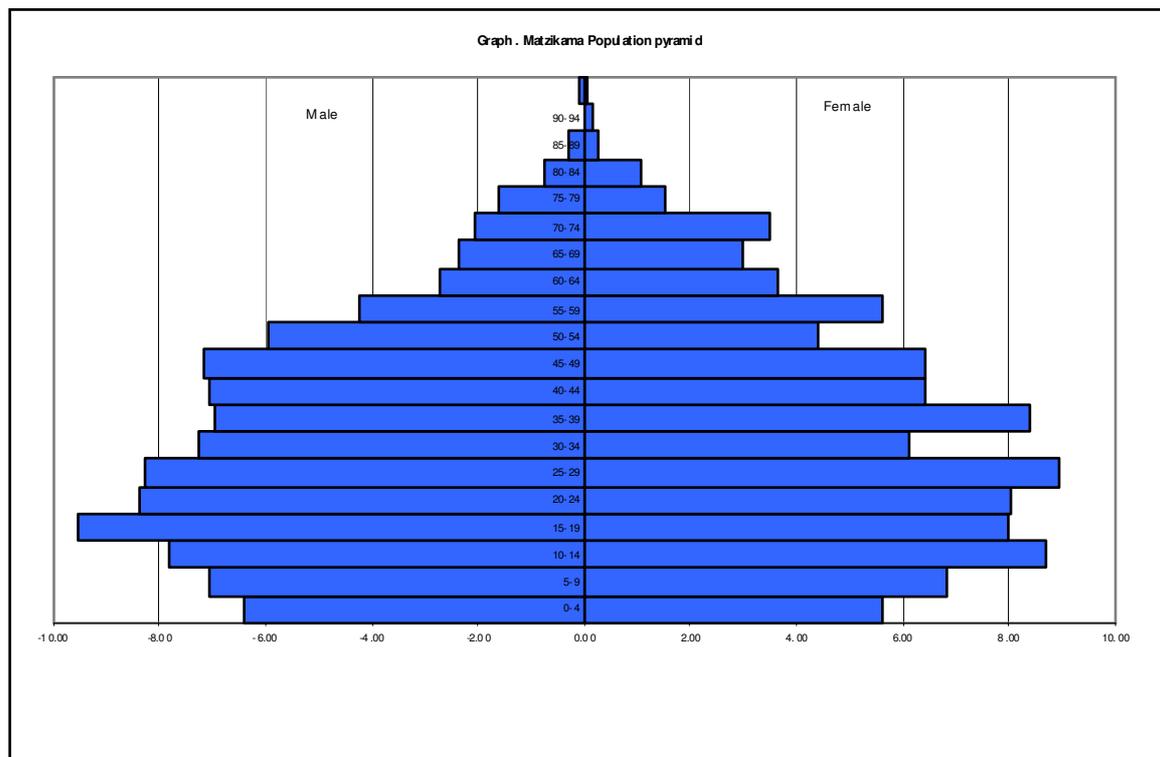
This section will focus on core demographic information of the Matzikama Municipality. Please, be reminded that this section is not a comprehensive demographic profile. For those who need to have a comprehensive socio-economic profile you are more than welcome to consult the Economic Development Strategy 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

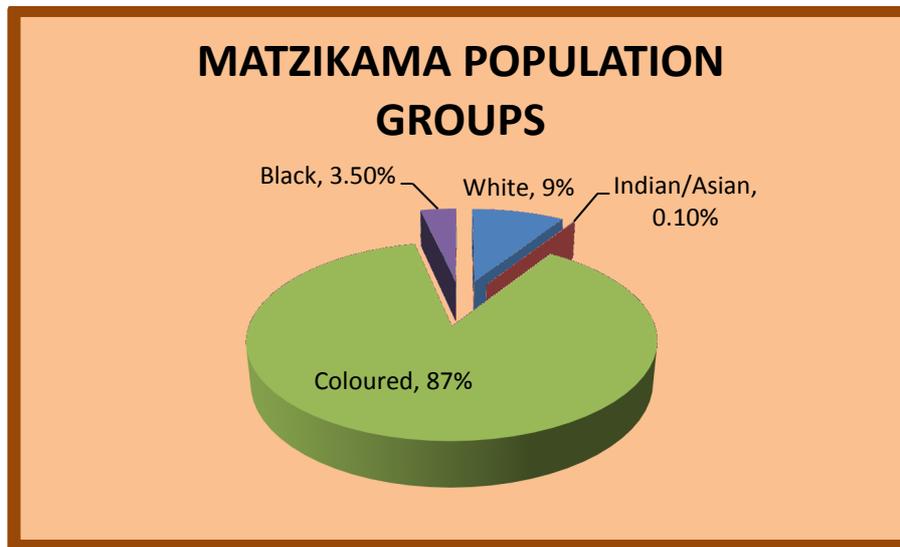
The population of the Matzikama Municipality is estimated at 67000 residents. The estimated population composition is as follows:

Coloured –	58 290
Black African –	2 345
White –	6298
Other –	67

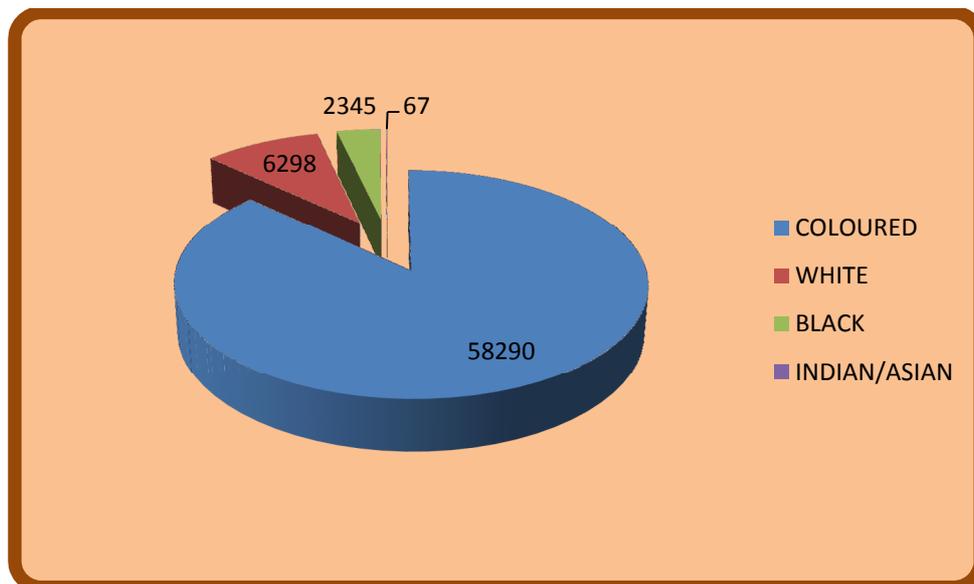
The population in Matzikama is a young population even if the base of the pyramid tends to shrink. 30% of the population, both genders, is younger than 20 years old. 58% of the population is of an active economic age, between 20 and 64 years old, and a remaining 8.5% is aged 65 and over. The shape of 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 definitely 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.



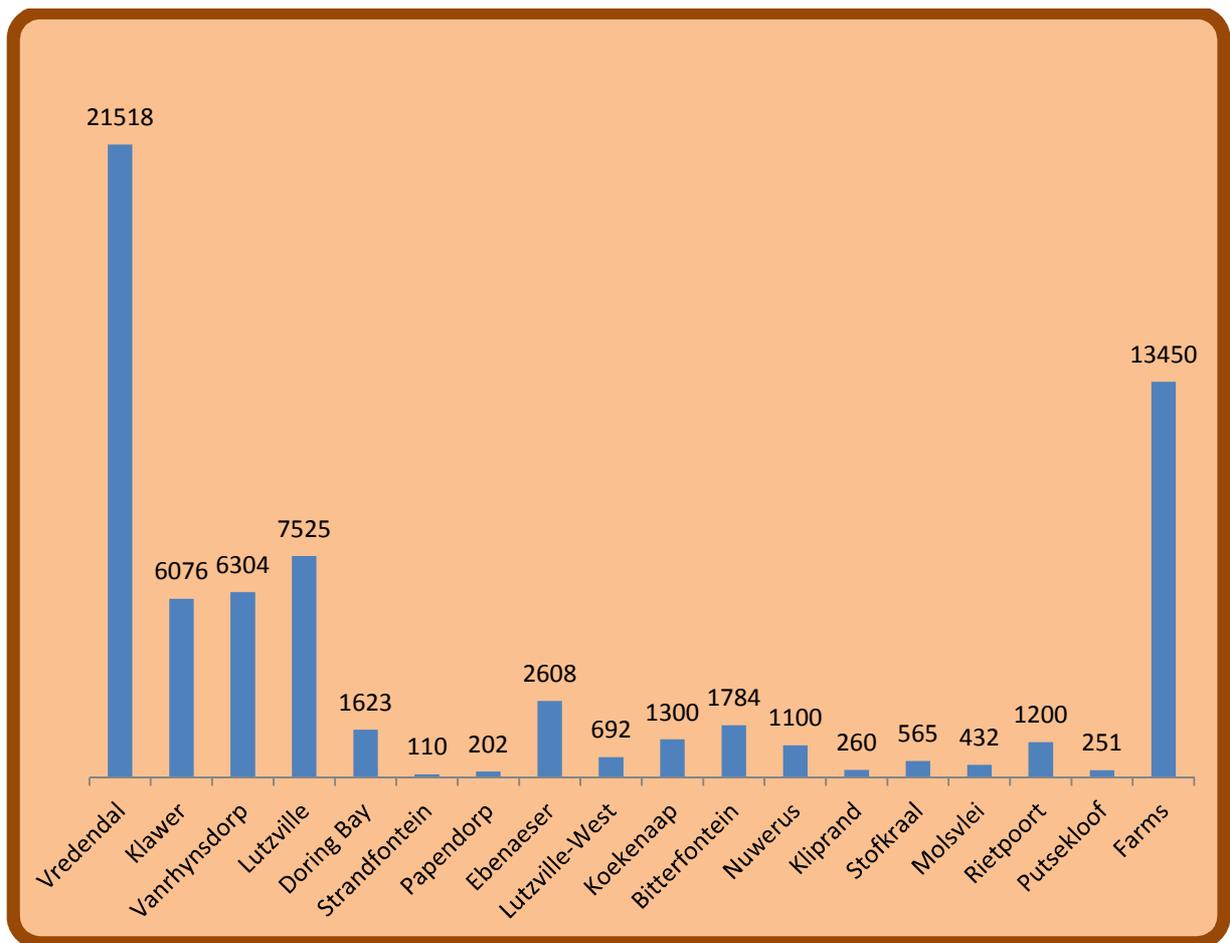
The pie chart below provides the reader with a picture of the different race groups located in the Matzikama municipal area.



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 certificate in Matzikama and Western Cape Province.

Literacy 1996 – 2001 (%)

	1996	2001	Average Annual	% change
Western Cape	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

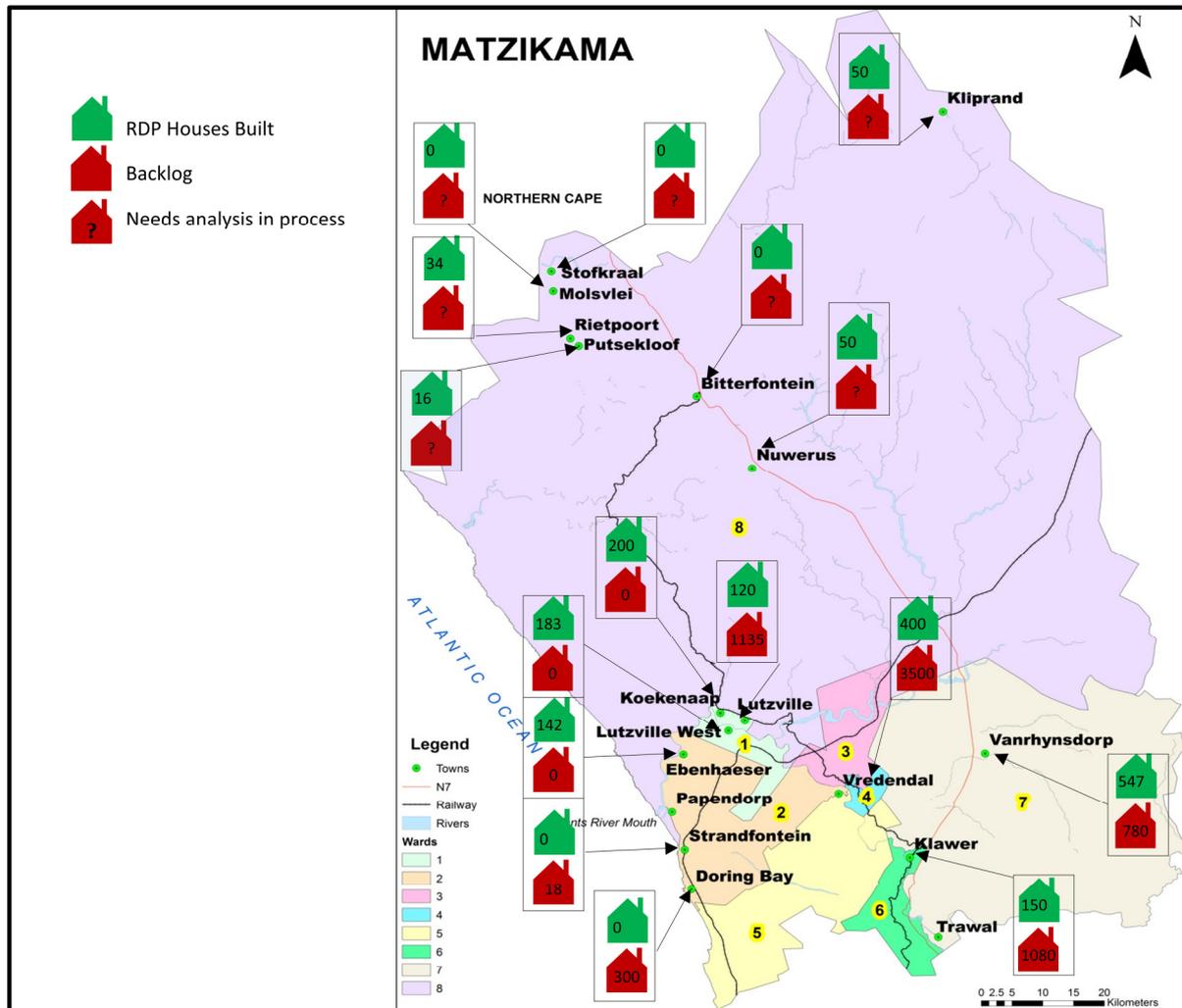
Regardless of the age structure of the population, Black and Coloured people are at a disadvantage compared to Whites regarding education (see table above). The majority of Blacks (59%) have primary school level, and the majority of Coloureds (36%) have a Standard 6-9. 29% of Whites have a university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

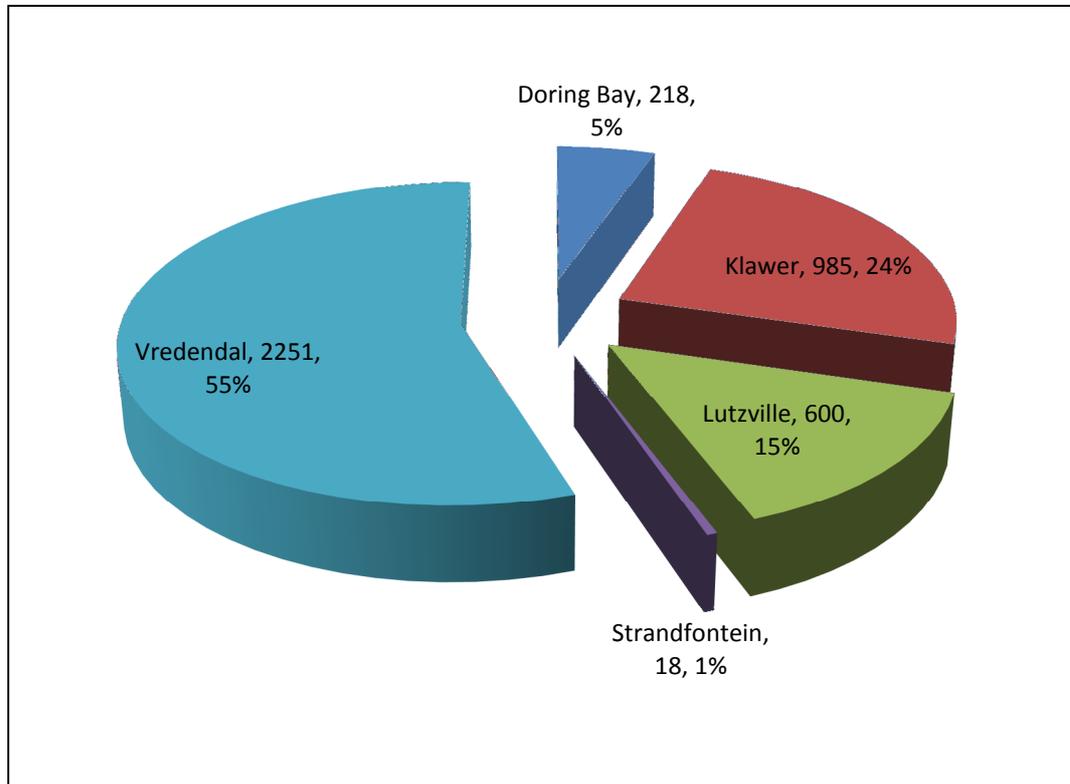
construct their own shacks until such time when houses can be delivered by the provincial government. To date no clear indication by the housing department of the provincial government has been given as to when funding will become available to put up the top structures.



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 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)

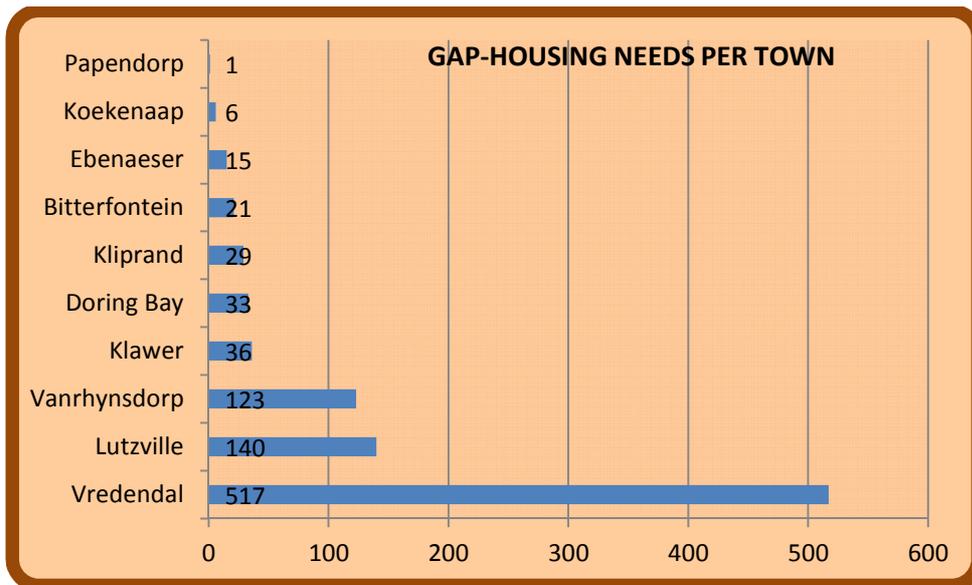
The pie chart below provides a clear picture of the housing backlog that exists in the Matzikama Municipality. Please note that the pie chart exclude the seven villages of ward 8.



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 housing 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 lack 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	MSO 5: Facilitate developing an environment that

National Outcomes	Provincial strategic Objectives	West Coast District Strategic Objectives	Matzikama Strategic Objectives (MSO)
		region WCDM SO 3: Promoting Social well-being of the community	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 workforce to support an inclusive growth path	PSO 1: Creation of opportunities for growth and jobs	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
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	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

National Outcomes	Provincial strategic Objectives	West Coast District Strategic Objectives	Matzikama Strategic Objectives (MSO)
	PSO 9: Reducing poverty		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 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 optimizing resource-use efficiency	WCDM SO 1: Ensuring Environmental Integrity for the West Coast	MSO: 7 Promote responsible and accountable usage of the Municipality's spatial environment to sustain the natural and built assets
NO 11: Create a better South Africa and contribute to a better Africa and world	PSO 12: Building the best run regional government in the world PSO 10: Integrating service delivery for maximum impact	WCDM SO 5: Ensuring Good Governance and Financial viability	MSO 3: To ensure an effective, transparent and caring Municipality that is accountable to its citizens
NO 12: An effective, efficient and development orientated public service and an empowered, fair and inclusive citizenship	PSO 12: Building the best run regional government in the world	WCDM SO 5: Ensuring Good Governance and Financial viability	MSO 3: To ensure an effective, transparent and caring Municipality that is accountable to its citizens

CHAPTER FOUR

LOCAL ECONOMIC DEVELOPMENT

Introduction

As with all other economies the Matzikama's economy does not function in isolation from other economies hence the need to look at it from a more provincial and maybe 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 third quarter of 2011 as the primary and secondary sectors were hit hard by widespread industrial activity. Statistics SA reported that GDP growth expanded by 1.4 per cent quarter-on-quarter, largely unchanged from the 1.3 per cent recorded in the second quarter of 2011. The fastest growing sector during the third quarter of 2011 was the wholesale and retail trade, catering and accommodation sector which grew by 6.1 per cent quarter-on-quarter. 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 obliges Municipalities to promote economic development ensued by the White Paper on Local Government of 1998 that 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 which is unfortunately a loophole in the legislation used legally correct by many municipalities to justify why they are not responsible for creating jobs.

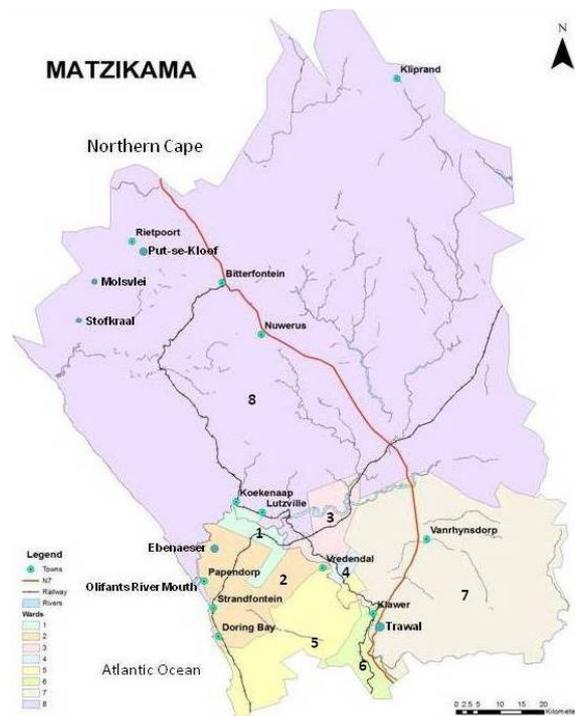
Regardless of what legislation articulates in terms of who is responsible for job creation. Here's the interesting thing observed from an extensive public participation process that is not unique to the Matzikama. It suggests that, regardless of one's opinion of the government, there is a clear expectation 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 may have the money to create jobs Government need to make it attractive for the private sector to want 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 multiple of role players or stakeholders to work together in order to create jobs. These role-players comprise but is not limited to 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 like to result in failure to create jobs.

For these reasons and more the Council of the Matzikama Municipality decided to take an active role in economic development besides it is the very reason why the Municipality exist and will stay alive.

Situational Analysis

Background



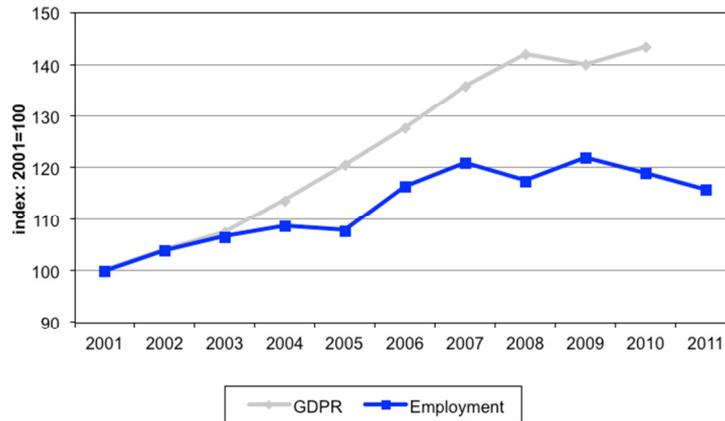
Matzikama is a category B municipality that is located within the boundaries of the West Coast District Municipality. The Municipality has recently been selected by the National Government as a pilot project for economic development.

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, Doring Bay, Strandfontein and all of the villages in ward 8 not concentrated along the river. Doring Bay and Strandfontein are coastal towns, Doring Bay 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 regional workforce only grew by close to 16% for the same period.



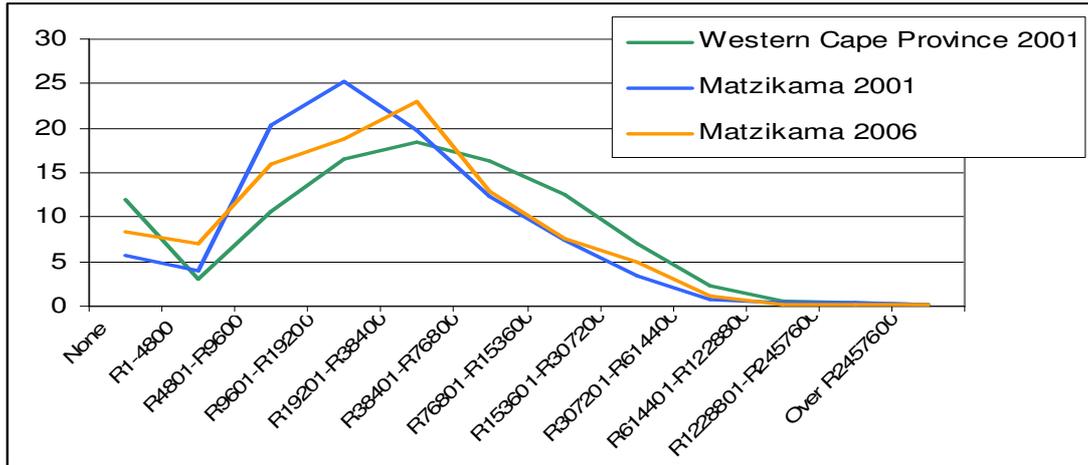
The Gini Coefficient is a summary statistic of income inequality, which varies from 0 (in the case of perfect equality where all households earn equal income) to 1 (in the case where one household earns all the income and other households earn nothing). The same graph above is also a reflection of the 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.

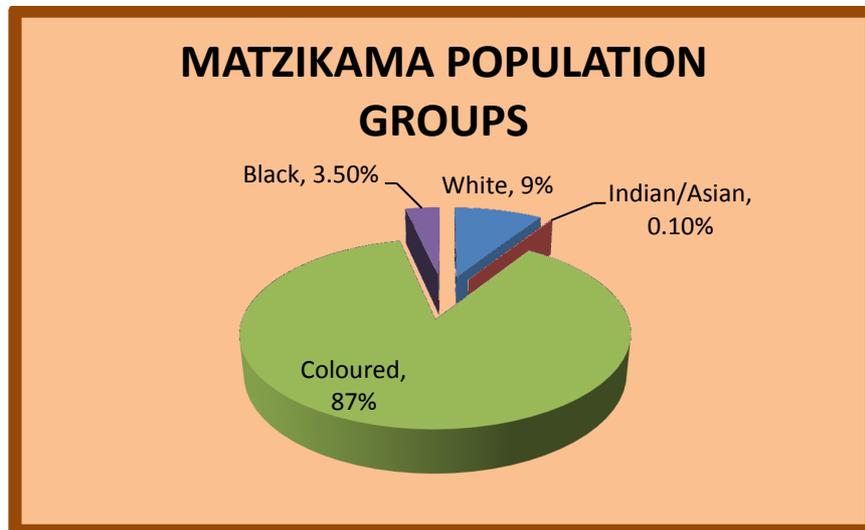
Another negative aspect of extreme inequality is that poor communities or groups may lead to pursue their political and economic objectives outside of the normal channels. This leads to higher participation of these groups in violent political movements that ultimately affect the level of investment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

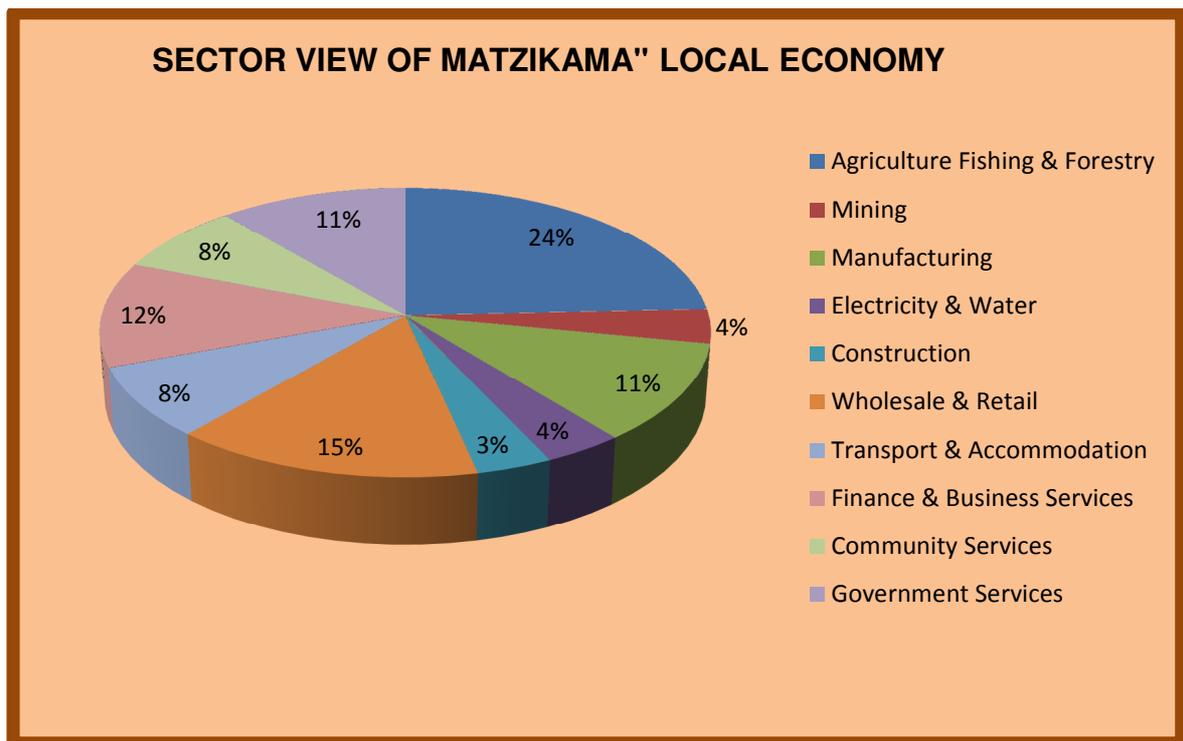
The Matzikama population currently sits at roughly 65 000 and make up about 23 percent of the West Coast District population. The coloured population dominates the municipality share in relation to race with figures in excess of three-quarters of the Municipality’s population. The White race group is 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.



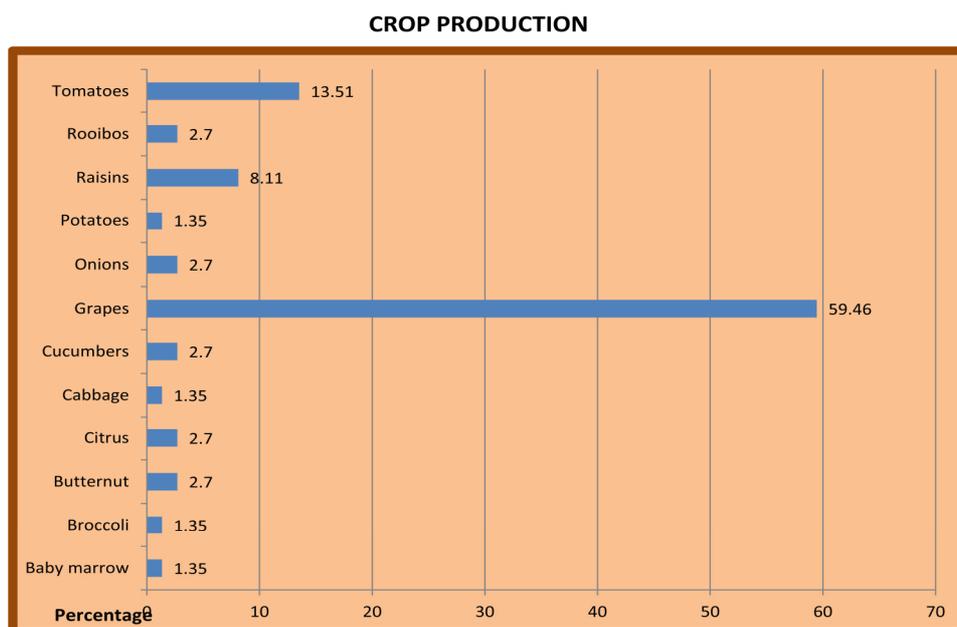
Population growth has been highest for Africans when compared to other racial groups. More that 25% of all households in the Matzikama have migrated here in the last five to ten years. Of those 60 percent moved from within the Western Cape borders, 27.06 percent from the Eastern Cape and 12.94 percent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



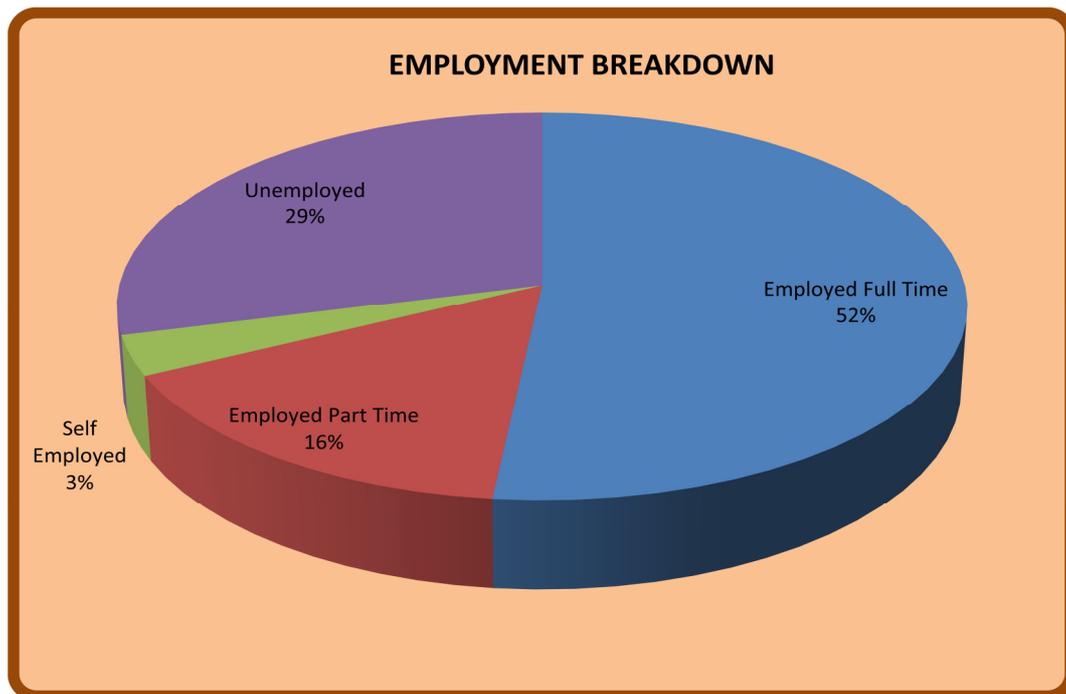
The agriculture sector is by far the largest with viniculture or grape farming being the dominant crop. The graph below shows that almost 70 percent of the agricultural economy of the Matzikama municipal area is exposed to grape farming (wine, table grapes and raisins) which pose certain threats should 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.



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.

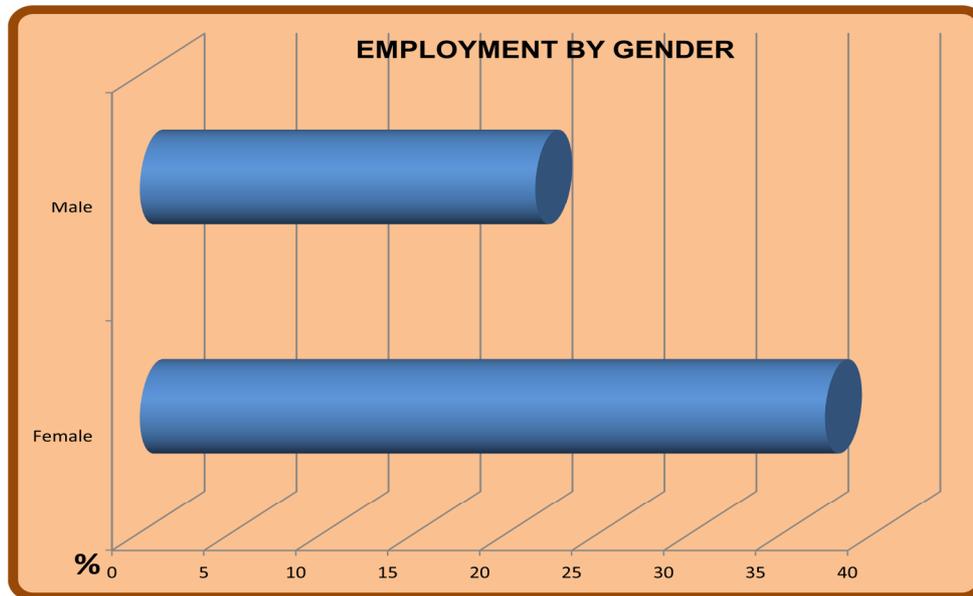
Employment

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 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. 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. Treating economic development as transversal meaning that what municipalities do in general contribute to economic development is not good enough as it lacks hands on approach in relation to challenges such as BBEE, 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
- Putting support in place 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

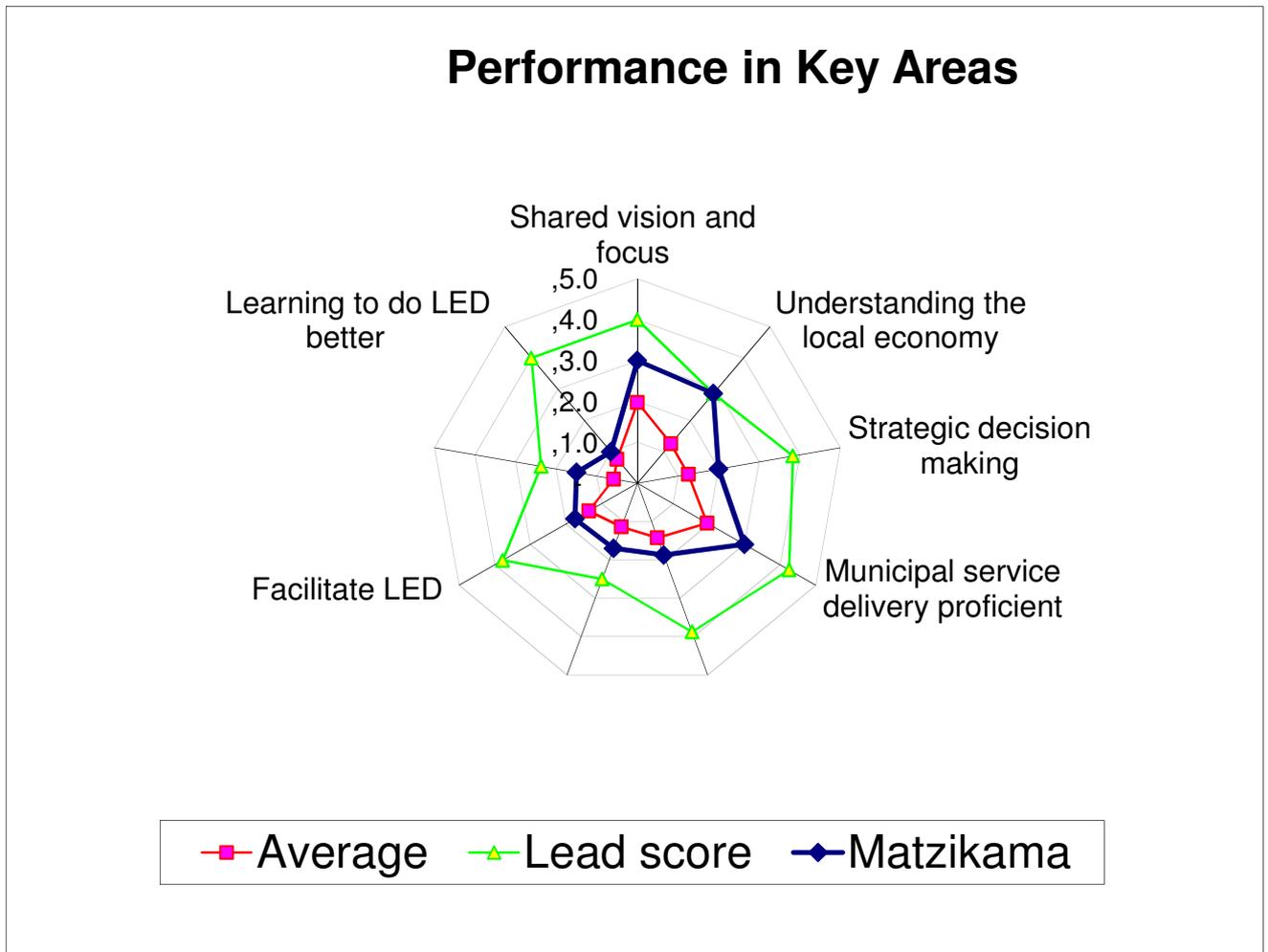
Provincial and National Governments

- 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

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 being better than the average performances Matzikama Municipality has its work cut out if it wants to move up the ladder so to speak. 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	Providing support in terms of an increase in human capacity in the office of the IDP/LED Manager	Remove blockages that prevent LED from maturity including expediting the implementation of social economic development projects	2012	Municipality	Municipality	Appointments made
2	Developing a	To create an	2012	Municipality	External	Strategy

	infrastructure strategy	environment to increase development potential in the municipal area			sources	completed and adopted by Council
3	Revising the economic development strategy preceded by an economic profile of the municipal area	To gain a better understanding of the economic challenges and to produce plans and projects that effectively address the challenges	2012	Municipality	Municipality supported by external sources	Completed strategy adopted by Council ensued by progress reports on implementation
4	Developing feasibility studies and project profiles in line with international standards	To attract investment to the municipal area in support of business and industrial development	2013	Municipality & Provincial Government (Wesgro/EDP)	Municipality and external sources	
5	Developing an income generation strategy and implementation plan	To increase revenue from own sources to ultimately improve on service delivery at large	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 BBEE	2012/13	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	2012	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	Establishing community development organizations for each town – duplicate council of stakeholder structures of ward 2	To build social capital to promote cooperation amongst communities to collectively drive economic development	2012/13	Municipality / Provincial Government	National and Provincial Government	Adopted constitution and NPO registration
9	Developing a skills development plan by establishing a live data base	To have a better understanding of the needs in terms of skills required as well as the lack of skills in the municipal area that will enable the Municipality to	2012/13	Municipality with other spheres of government	External sources	Functional data base

		develop plans to address the challenges identified				
10	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	ernal sources	Adopted strategy and progress reports on implementation of strategy
11	Developing a spatial plan	To produce a base document to precede all development				

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 the level where it will create jobs, reduce poverty, provide opportunities for BBBEE, diversify the economy and promote social capital.

- *A centrally located packing and cooling facility*

The first step in developing such a facility is to solicit the buy-in from most if not all of the grape farmers to utilise the services of the packing and cooling facility. This will provide an anchor contract that would justify the establishment of such a facility. The facility will be centrally located with a pack house and cool rooms to provide a service to all local and surrounding farmers. The establishment of such a facility is relatively capital intensive. By investing in the development of a feasibility study for the proposed facility, the government will kick-start a catalyst for economic development. If similar

facilities in other parts of the country are anything to go by, potentially we have a catalyst that will foster diversification of the agriculture industry and play a meaningful role in growing and developing the economy of the Matzikama. Matzikama is blessed with good fertile land and climatic conditions that allows local farmers to plant almost anything. The lack of centrally located packing and cooling facility denies farmers the opportunity to exploit favourable environmental conditions to introduce other high value commodities. A fully functional packing and cooling facility that is providing a service to most or all of the existing and emerging farmers in the Matzikama have the potential to create in excess of 1000 decent jobs.

- *Ostrich Farming*

Preliminary studies and investigations into the development of an ostrich industry to be located in the northern section of the Matzikama municipal area are signaling positive signs.

The ultimate goal with this project is to develop an export industry driven by the establishment of an ostrich-farming sector in the Matzikama municipal area. The first step towards developing such an export industry, driven by the ostrich-farming sector, is to utilise available land of the municipality and or private sector to develop a 'central' ostrich farm operation. This central farm will house the essential facilities such as the hatchery, nursery, breeding pairs and group services (e.g. veterinarian services). The establishment of such a farm is relatively capital intensive. By investing in this operation, the government (as part funder) will kick-start the growth of this industry.

The ostrich farm value chain starts with the "chick": fertile eggs from the female breeder are placed in the hatchery, until the chicks hatch from the shell. These (day, or month, or three-month, old) chicks can be purchased, by designated out-growers. These will comprise people from the local communities that will with the help of government own their own outgrowing facilities. The chicks are placed in a nursery until they are stable enough to enter into the grow-out facility, which is far less sophisticated than both the hatchery and nursery environment. The produce from the satellite farms owned by the local communities, i.e. the adult slaughter birds, eggs, feathers and other by-products, can be channelled back to the central farm for slaughter (and general value extraction) and for distribution to the market.

Through the combined output of slaughter birds from this farm, and the out-grower farmers of the Matzikama community, economies of scale can be reached, making it economically viable to build facilities such as an EU-compliant abattoir and tannery. The establishment of an abattoir and tannery will raise the quality of the output and efficiency of the farming operations in the Matzikama region. As a result, the region will be able to establish a brand, synonymous with quality, in the local and global market. This will promote exports of meat, skins, eggs, feathers and other by-products. The overarching developmental objectives will be achieved not only through the core farming operations, but also through the associated opportunities and allied industries that will reinforce these project objectives. These include, inter alia, the production of agriculture produce for the manufacture of feed, and tourism.

In order for this project that has the potential to delivery on the development goals and challenges including 800 jobs the first step would be to prepare a fully integrated feasibility study and business plan for the establishment of an ostrich industry.

- *Two thousand tonnes cob farm*

The project which is an intervention to break the cycle of poverty entails the establishment of a marine fish farm in Doring Bay. The intention of the Doring Bay Finfish Farm development is to establish a self-sustaining, commercially viable aquaculture activity that will help to secure the economic future of the town and create jobs for its inhabitants. Some background to the plans for the Doring Bay Finfish Farm is that other commercial marine finfish farmers (e.g. Pure Ocean Aquaculture, Espadon Marine, Bluecap Trading etc.) are already investing significant amounts of money in building fish hatcheries and grow-out facilities to prove that the technologies will work at the growth rates, stocking densities and Feed Conversion Ratios (FCR's) required for verification of the business fundamentals. This investment by other private entities needs to be leveraged off by the Doring Bay facility by developing partnerships that will facilitate the development of the commercial scale aquaculture operation. Any investor wants to see that there is environmental approval, land, water, electricity and technical capacity (skilled staff) available to make a commercially viable aquaculture operation work. It is understood there may be conditions attached any funding received by the project, but this funding will need to be efficiently channelled towards creating such an

enabling environment. As a result, it is felt that the fish on-growing activities at Doring Bay should be scaled and directed towards the following:

- obtaining the necessary environmental approvals to accommodate a commercial scale
- marine fish farming activity,
- developing endemic marine fish farming capacity within the populace of the town and,
- proving that fish can be on-grown on site at the predicted growth rates and food
- conversion ratios with no inherent fatal environmental and product quality flaws

If these requirements can be achieved at the end of a 2-year proving phase period, Doring Bay will have:

- environmental approval for a commercial scale aquaculture operation
- access to land
- access to seawater
- access to electricity
- some locally developed technical capacity
- intensive on-growing technology developed at Pure Ocean Aquaculture / other aquaculture entity
- market fundamentals proven at Pure Ocean Aquaculture / other entity

The provision of these resources at Doring Bay at the end of the proving phase will make it attractive to investment for a commercial aquaculture developer. Subsequent to this, it will take approximately an additional year for a commercial partner to take control of the project. It is therefore proposed that immediate project goals be directed towards two separate processes:

- achieving the necessary environmental approvals to enable a commercial investor to access the required infrastructure
- support 'proving phase' fish on-growing activities (maximum of 5 tons annual production) and local technical capacity development (staff training)

If the business plan for the proposed Doring Bay Marine Fish Farm is committed to, the following deliverables will need to have been achieved at the end of the 2-year period:

- an environmental approval for a 5000 ton p.a. aquaculture operation including:
 - permission to operate on the identified land
 - permission to access clean seawater from the beach and deliver it to this land
 - permission to release seawater effluent from the aquaculture operation back into the sea
- an environmental approval for a 5000 ton p.a. fish processing establishment
- the ability to access sufficient electricity to operate the facility at full commercial scale
- a marine fish on-growing facility capable of on-growing five tons of marine fish p.a., involving:
 - Renovated buildings to accommodate proving phase aquaculture activities
 - Staff offices and feed storage facilities
 - Fish holding tanks
 - Biological filtration equipment
 - Environmental monitoring equipment
 - Water circulation pumps
 - Solar heating equipment and controls
 - Oxygen supply system
 - Back-up generator system
- At least 12 brood stock fish that can be used for fertilized egg production during the commercialization phase.
- locally developed technical capacity including:
 - two qualified technical artisans trained to level NQF Level 4 in fitting and electrical
 - two aquaculture certificate (University of Stellenbosch) graduates

- five farm-trained husbandry staff
- *Essential Oils*
- *Greenhouse development*
- *Industrial Development*

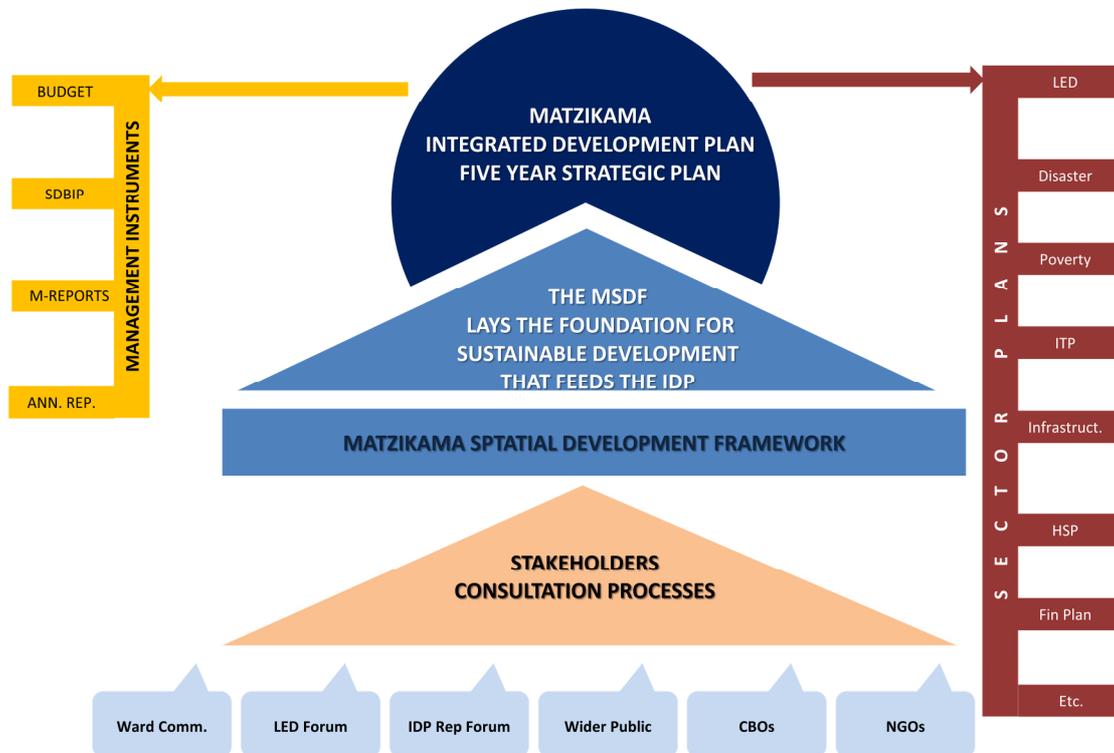
These projects will at best when fully operational create in excess of 4000 permanent jobs, provide opportunities for BBBEE and would have reduced poverty. The municipality recognised the development value in these projects hence the full support will be provided by Council to follow these project through. In return Council is asking for the same commitment from other spheres of government and the private sector.

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 MSDSDF 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

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

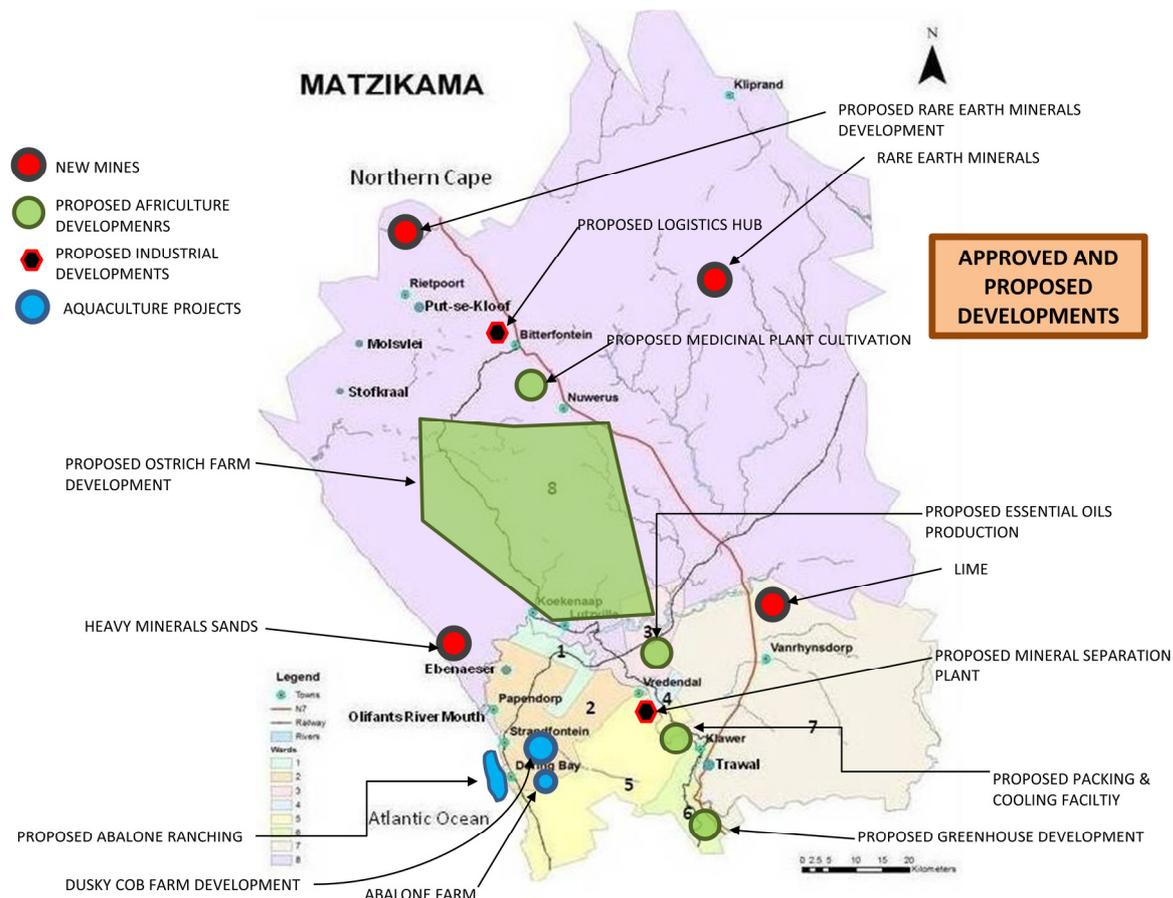
- To promote the general welfare of the Community and legislated planning of the municipal area in a sustainable manner
- Identify weaknesses in the planning processes and how to mitigate
- Develop appropriate land use plans for future development to amongst others redress historical development practices
- 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 forms part of the aggressive role the 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 process 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 operation. There are sufficient reserves for 10 years. The mine has not been in production for forty years and will require a newly appointed workforce. There is capacity for 147 employees. Minerals are	Permission has been granted by the Department Minerals Resources to continue with mining operations. Mining operations are planned to commence	Getting the EIA approved in time, late approval will have negative effects on the MSP project. Maintenance of the gravel road from the mine to the N7

NO	PROJECT NAME	CONCISE DESCRIPTION	STATUS	CHALLENGES
		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	January 2013. The EIA approval is awaited before construction of the MSP can begin	
2	PPC Mine	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	The mining right has not been granted by the DMR	Mining right still outstanding
3	TORMIN Minerals	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	Permission has been granted by the DMR to continue with mining operations	Increase in the number of heavy vehicles on the road between the mine and the N7
4	Ostrich Farming	The project entails developing a feasibility study and project profile	The municipality developed a funding proposal to raise the funds required for the feasibility study and project profiles	Funding to commence with the feasibility study
5	Packing & Cooling	The project entails developing a feasibility study and project profile	The municipality developed a funding proposal to raise the funds required for the feasibility study and project profiles	Funding to commence with the feasibility study
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 challenge
7	Greenhouse Dev.	The project entails the establishment of a a12 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 Doring Bay. The duration of the pilot project is 18 to 24 months after which	Funding to the value of R10 million has been approved by the DAFF for the pilot	

NO	PROJECT NAME	CONCISE DESCRIPTION	STATUS	CHALLENGES
		depending on the outcome of the pilot phase after which the project will be commercialized and up scaled to a 2000 tonnes fish farm	phase	
9	Abalone Cultivation	The project entails a 5 tonnes abalone farm located in the fish factory of Doring Bay	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 Doring Bay
11	Logistics Hub	Entails an investigation into the feasibility of the project	Funding to the value of R500 000 has been received from the IDC	
12	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.	
13	Plastic recycling to manufacture refuse bags	The project entails collection of waste plastics from different sources including dumping sites, households and local businesses. Same materials are used to manufacture plastic pellets for the manufacturing of black refuse bags	An application for funds has been submitted to the development bank of Southern Africa. A technical partners has been identified to partner with the local people	
14	Recycling of used rubber (tyres conveyor belts etc.)	Used rubbers are reduced to strips, granules, mulch and other. Recycled rubber granules are used for suitable agricultural, industrial, commercial and domestic applications in schools, housing, factories, change rooms, garages, crèches, landscaping, offices and other commercial applications.	A business plan is in the process of being developed after which it will be used to source funds and a technical partner	

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.

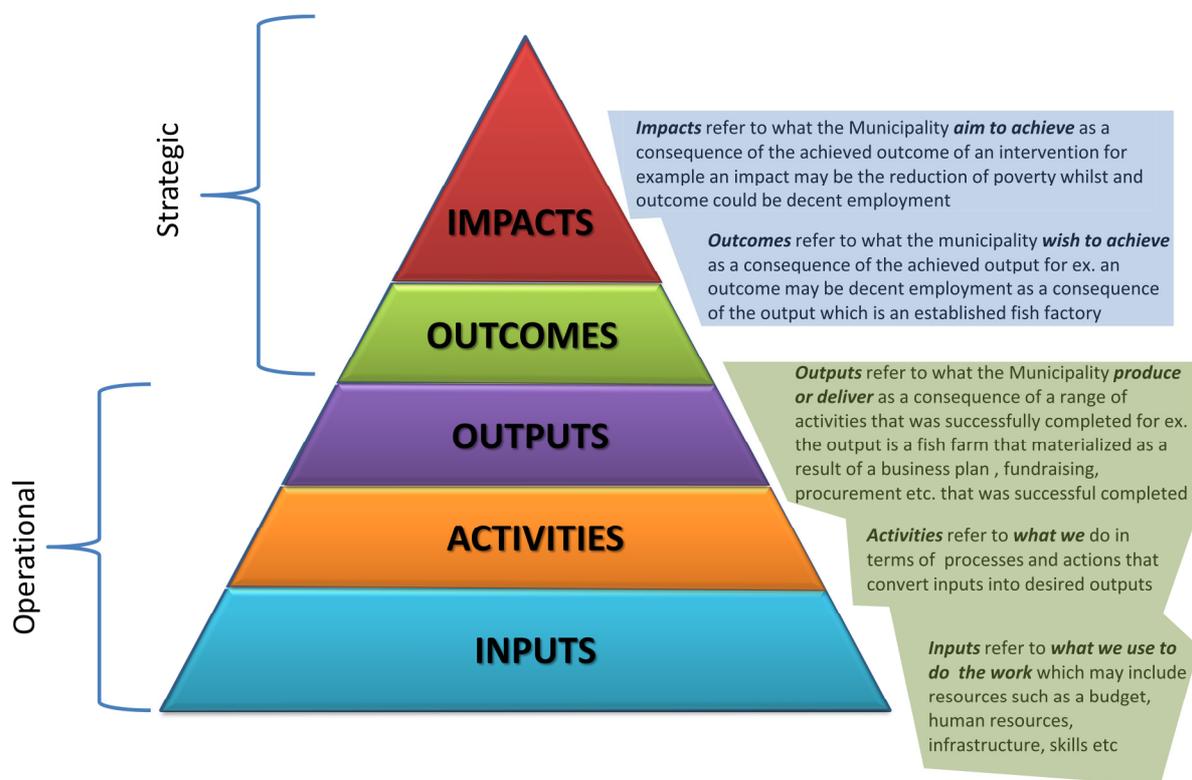
Operational activities refer to actions and projects developed to provide a certain quality of service to accomplish the strategy of Council. Matzikama Municipality is no different to other municipalities where the majority of resources are used to provide for operational services delivery. Operational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

Values

- 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

STO 2: To expand the Matzikama Municipality's own revenue sources with the intent to promote long-term financial stability

STRATEGIES

- 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

Wide spread public confidence in municipal financial services

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

All citizens especially the poorest of the poor and other vulnerable groups feel, see and experience the effect of good governance

FOCUS AREA NO. 4

GOOD QUALITY MUNICIPAL BASIC SERVICES

STRATEGIC OBJECTIVE

STO 4: To promote access to adequate, affordable and well maintained municipal basic services

STRATEGIES

- 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: Facilitate developing an environment that maximise the social well-being of the citizens of the Matzikama especially the poorest of the poor and other vulnerable groups

- 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

STO 6: Capacitate citizens through effective communication and embracing cultural diversities

STRATEGIES

- 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

STRATEGIC OUTCOME

A cohesive Community that is well informed and is actively involved in the development, management and implementation of projects and programs of Council

FOCUS AREA NO. 7

A SUSTAINABLE NATURAL AND BUILT ENVIRONMENT

STRATEGIC OBJECTIVE

STO 7: Promote responsible and accountable usage of the Municipality's spatial environment to sustain the natural and built assets

STRATEGIES

- 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

STRATEGIC OUTCOME

A sustainable development path for the Matzikama Municipality supported by well-balanced and integrated economical, social and ecological pillars

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 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 and jobs	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 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	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

NATIONAL GOVERNMENT	WC-PROVINCIAL GOVERNMENT	MATZIKAMA MUNICIPALITY
	development in rural areas PSO 9: Reduce poverty	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
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.

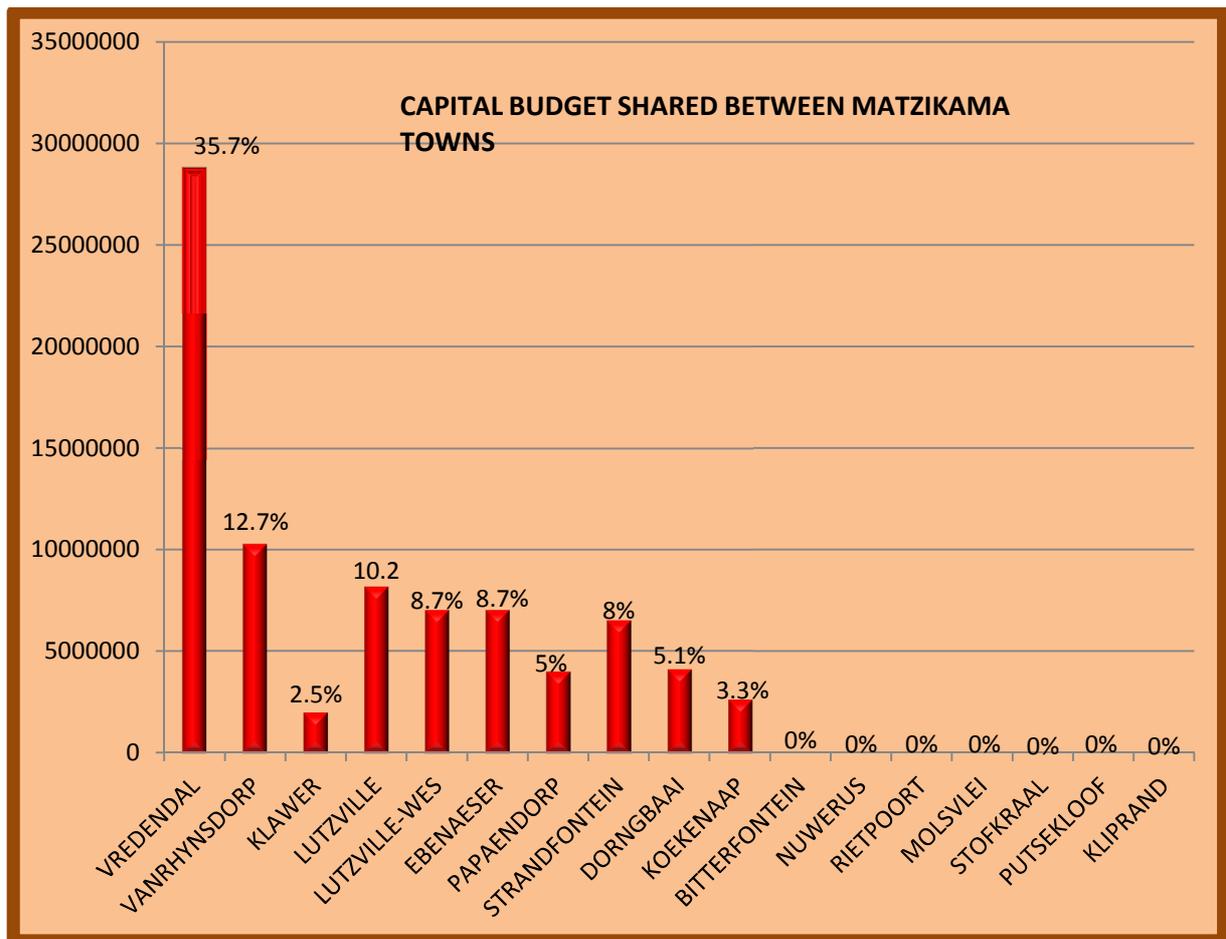
Sector Departments	Prov.	Nat.
Agriculture	✓	
Cultural Affairs and Sports	✓	
Community Safety	✓	
Health	✓	
Social Development	✓	
Education	✓	
Economic Dev. & Tourism	X	
DEA & DP	X	
Human Settlements	X	
Local Government	X	
Transport & Public Works	X	
Premier	X	
Provincial Treasury	X	
Home Affairs		✓
Justice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

FINANCIAL PLAN

The capital budget

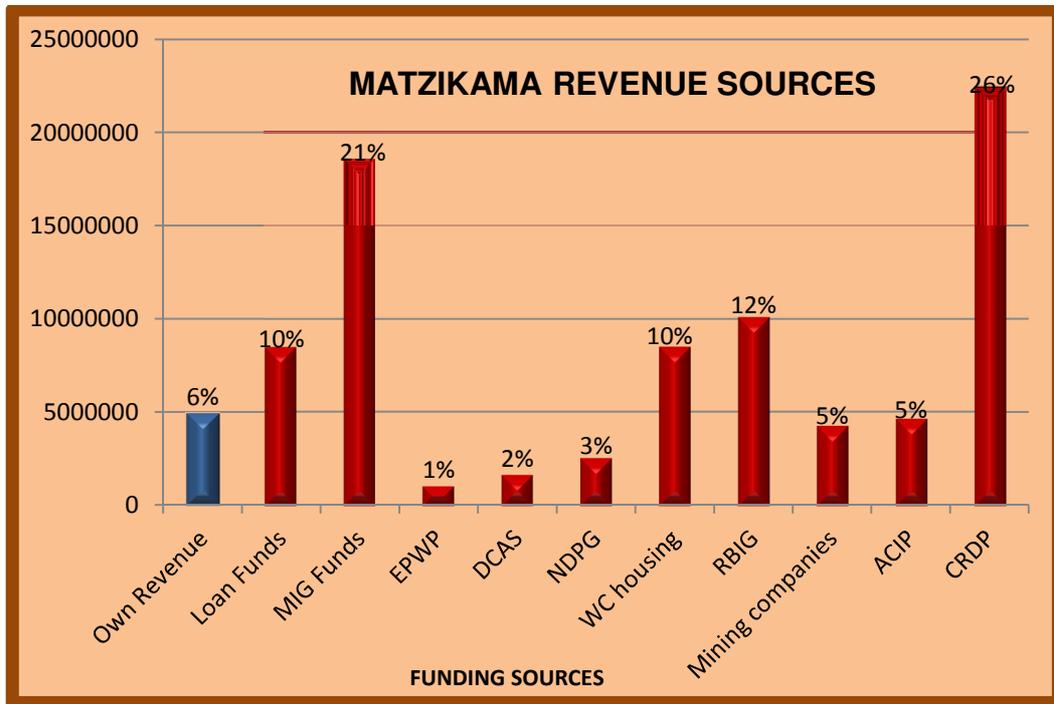
The bar graph below reveals a clear picture of how the Matzikama Municipality's capital budget is shared between the various towns. Vredendal, by far received the lion's share of the budget whilst the most recently incorporated towns located in the previously district managed area are excluded from the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



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.

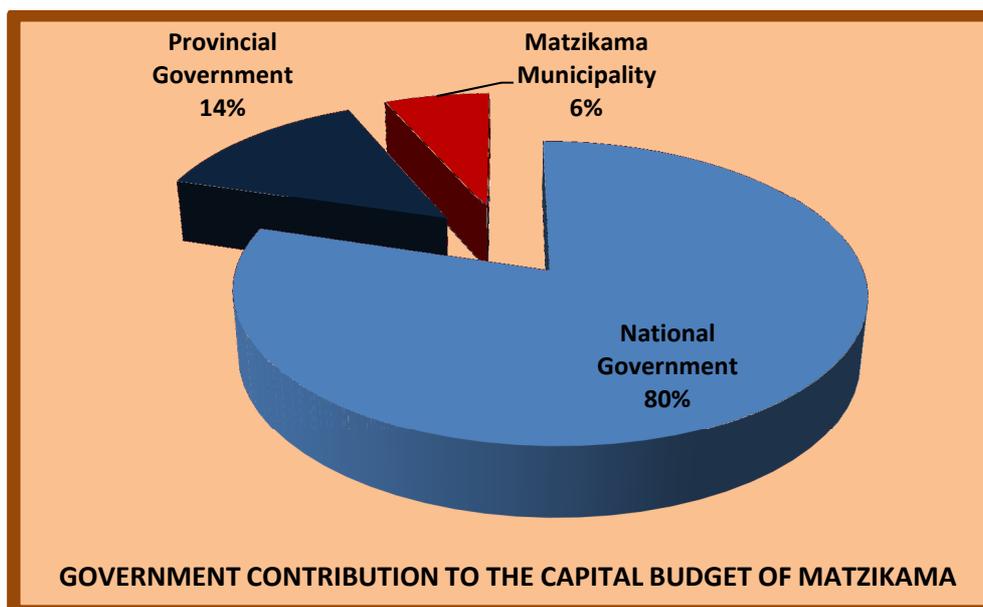
Funding sources

The bar graph below reveals to the reader the different sources of income that funds the Matzikama Municipality's budget for the forthcoming financial year (2012-2013).



The Comprehensive Rural Development Program instituted and managed by the Department of Rural Development in partnership with the Provincial Department of Agriculture contributed a staggering 26% of the total capital budget followed by the Municipal Infrastructure Grant fund with 21%.

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	2012/13	2013/14	2014/15
Municipal Managers Department		150000	80000	190000
Municipal Manager's office	3	110000	50000	50000
IDP/LED	1	1237000	30000	50000
Tourism	1	0	0	30000
Internal auditing	3	0	0	30000
Communications	6	0	0	30000
Financial Services		150000	50000	50000
Furniture and equipment	3	150000	50000	50000
Corporate Services		1800000	550000	380000
Furniture and equipment	3	100000	100000	100000
Computer hardware and software	3		250000	80000
Town and regional planning	7	50000	50000	50000
Library services	6	150000	150000	150000
Information management (records)	6	1500000		
Technical Services		76116441	45600967	22179008
Tools and equipment	4	127000	350000	
Electricity and infrastructure	4	300000	850000	1150000
Water	4	8875500	20000000	
Specialized vehicles	4	800000		
Vehicles and machinery	4	1365000	2000000	2000000
Land and buildings	7	6000000	100000	100000

DIRECTORATE/DIVISION	Council	2012/13	2013/14	2014/15
Sewerage	4	29092540	6500000	2500000
Roads	4&7	18487960	6000000	10500000
Neighbourhood development	6	2539000	810000	
Housing (informal settlements upgrade)	6	8529441	8990967	5929008
Community Services		4680000	13654000	11737000
Buildings improvements	7	600000	2150000	3400000
Parks and irrigations	4	100000	150000	
Vehicles and machinery	4&7	2120000	1650000	600000
Furniture and equipment	3	210000	100000	
Sports facilities	5	1650000	1604000	2737000
Refuse removals	4		8000000	5000000
Total		87175441	64884967	34536008

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

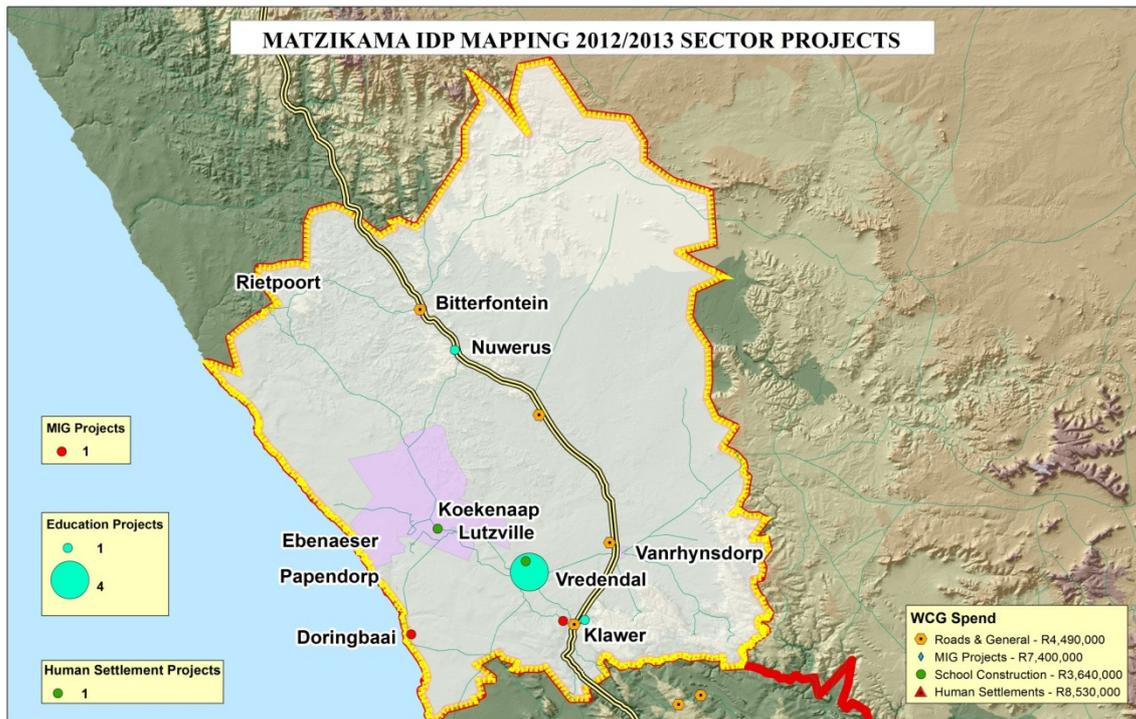
DIRECTORATE/DIVISION	2012/13	2013/14	2014/15	2015/16	2016/17
Municipal Managers Department	1230000	750000	300000	350000	500000
Municipal Manager's office					
IDP/LED <ul style="list-style-type: none"> · Feasibility Study(packing and cooling) · Feasibility Study (ostrich rearing) · Investor conference · Renewable energy study · GIS planning system 	800000	650000	200000	250000	300000
Tourism <ul style="list-style-type: none"> · Blue flag status · Olifantsriver estuary management · ICMF · Tourism signage · Development · Old jail repairs 	430000	100000	100000	100000	200000
Internal auditing					
Communications					
Financial Services					
Corporate Services					
Technical Services		12000000	23000000	9000000	
Electricity and infrastructure	75000	4000000	11000000		

DIRECTORATE/DIVISION	2012/13	2013/14	2014/15	2015/16	2016/17
<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 					
Water & storm water <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) 		8000000		2000000	
Sewerage <ul style="list-style-type: none"> · Replace obsolete infrastructure · Capacity in Lutzville and Klaver is not sufficient · Insufficient control systems (telemetry) 			6000000	7000000	
Roads <ul style="list-style-type: none"> · Replace obsolete infrastructure 			5000000		
Neighbourhood development					
Housing (informal settlements upgrade)					
Community Services		10000000			
Provide mobile ablution facilities to parks and gardens personnel	50000				
Gap housing development		10000000			
Total					

CHAPTER 9

PARTICIPATION BY NATIONAL AND PROVINCIAL GOVERNMENT

The maps below spatially reveal the contributions by national and provincial government sector departments in terms of services to be provided by them in the Matzikama municipal area.





**MATZIKAMA IDP MAPPING 2012/2013 SECTOR PROJECTS
SCHOOL CONSTRUCTION**



ADDENDUM 1

Community needs

WARD	NEEDS	OUTCOME
	Tar of last section of Holriverroad	Exxaro gave an indication that they will tar the road
	Establishment of a Thusong S C at Lutzville	Establishment is in two phases in the current fiscal year and subsequent year
	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 Matz Mun
	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 neighborhood	
	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 Center 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	Refer to ESCOM

	Putsekloof	
	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 center 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