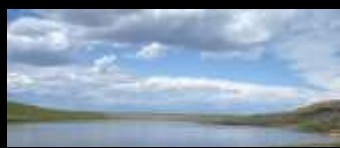


# MATATIELE LOCAL MUNICIPALITY



## ADOPTED 2021/22 INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW SUMMARY



## Mayor' Foreword



The council of Matatiele Local Municipality has adopted an Integrated Development Planning document to guide development within the area during its term of office. The 2021/2022 IDP Review is the fourth review of 2017/2022 IDP. The review processes for this IDP have been undertaken as per Section 26, of the Municipal Systems Act No 32 of 2000. Over the years, this planning document has offered a model for development and integration of services. The overall aim is to effectively deliver services and improve the lives of the people of Matatiele. The municipality undertakes an annual review of IDP to ensure that priority areas as set out by Matatiele community are taken into consideration. This is done, adhering to sustainable development principles to accelerate service delivery. In line with the legislative requirements, outlined in section 29 of the Municipal Systems Act No 32 of 2000, the council has adopted the 2021/2022 IDP

review.

This IDP review therefore becomes the final IDP for the current term of council. We acknowledge that there have been major strides taken during this period, to deliver services to the people of Matatiele. This we did even in the most challenging times, thus our #SIPHUSHILE stance. We continue to strive towards attaining the set goals and objectives for the period 2017/2022. This we do understanding that there is still a long way to go. As we fast-track the work before us, we do not only focus on the current needs, but also have a long term view of how we want Matatiele to look like in the years to come. One of our greatest challenges is the state of our roads. We do not take lightly the outcry from our communities, with certain areas being virtually inaccessible due to the damage experienced during the rainy season. The list also includes but not limited to water, sanitation and electricity backlogs in certain areas, high unemployment rate among our youth and overall improvement of access to services. We also understand that while these challenges are vast, we have limited financial resources to provide for adequate services. As a predominately rural municipality, this financial limitation is a huge challenge. However, we remain committed to deliver adequate services; making the most of the limited resources we have,

**The council remains committed to realizing the following key strategic priorities:**

- 1. Reduction of service delivery backlogs and refurbishing of infrastructure*
- 2. Sound financial management*
- 3. Sustainable development and growth of the local economy*
- 4. Proper Spatial Development Planning through localized SDF throughout the Municipality*
- 5. Promote proper institutional arrangements*
- 6. Enhance public participation and integrated planning*

We shall continue with the progress made in 2020/21, by prioritizing our roads infrastructure and electrification. We also recognize that it will take an effort from all our stakeholders, working together in providing services to our communities. Therefore, active participation and involvement of sector departments, the private sector and our communities will continue to play a pivotal role in the planning and implementation of this IDP.

We also understand that as a municipality, we are part of a global community. We are therefore affected by the past and current global issues and economics situations. The coronavirus (Covid-19) pandemic has not ended however, as government we have and continue with our efforts to flatten the curve. During these rather uncertain times, we appreciate the efforts of citizens of Matatiele local municipality in the fight against this pandemic. We strongly believe that by working together and adhering to the safety precautions and measures in place, we will surely overcome this pandemic. To all our frontline workers, we thank you for your commitment and sacrifices during this difficult time.

We remain committed to the people of Matatiele, and we recognize how critical it is to provide them with quality and sustainable services, that bring about an improvement in their quality of life. This is the essence of what we strive for. We encourage the participation of our youth in our programmes, recognizing that young people constitute the largest part of our population. Through our skill development programme, we have changed the lives of more than 400 young people through enrollment to Institutions of Higher Learning. Close to 100 young minds have benefitted from our in-service and internship programme over the past years. Our SMME development also seek to unlock the potential of entrepreneurs amongst our youthful population.

In view of the above, this IDP review document details the plans the municipality has for the 2021/2022 period as well as the inputs of programmes and projects from provincial and national departments.

I truly would like to thank the councillors, the traditional leaders, the management, ward committees, ward support assistants, community development workers, sector departments, private sector and all our communities for their contribution in the planning and drafting of this document. Your contributions through the various public participation engagements and in various forums such as the IGR and IDP Representative Forums, public meetings and outreaches have assisted a great deal.

May this partnership continue to grow as we work together to implement this IDP and to realize our vision. Let us grow our Matatiele together.



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**CLLR. M.M. MBEDLA**  
**HIS WORSHIP THE MAYOR OF MATATIELE LOCAL MUNICIPALITY**

## EXECUTIVE SUMMARY

The IDP serves as tools for transforming municipalities towards facilitation and management of development within their areas of jurisdiction. This is done in accordance with Chapter 5 and Section 25 of Municipal Systems Act, (Act 32 of 2000), “that the municipal council must within a prescribed period after the start of its elected term, adopt a single all-inclusive and strategic plan for the development of the municipality”. The municipal Systems Act also identifies the IDP as the vehicle to be used in the achievement of these goals. In conforming to the Act’s requirements the Matatiele Council has delegated the authority to the Municipal Manager to prepare the IDP.

This IDP is the Fourth and review of the five –year period (2017/22) in accordance with section 34 of the Act. this IDP revision has been developed to respond to the community needs identified through ward based plans, community engagements and stakeholder participation; Also taking into consideration the global, regional, National, Provincial and District Planning Frameworks to ensure a holistic and integrated planning and meet the requirements that will enable the Municipality to address these needs.

This review process also takes place along the processes of the Delimitation of Municipal Wards in terms of the local government: municipal structures act, 1998; as undertaken by the Municipal Demarcation board. Matatiele Local municipality is one of the municipalities affected by this process; whereby the municipality will have an additional ward, thus increasing the number of wards to 27. The area size of the municipality has not increased; however; realignment within the ward boundaries, result in the additional ward 27.

This document is arranged as follows:

**The Executive summary** - which gives an overview of what this document entails and also highlights the developmental challenges and opportunities with the municipality.

**Chapter 1** - Gives an introduction and outline of the process followed in the development of this IDP review.

**Chapter 2** - Details the analysis of the current level of development (Situational Analysis) also the key development issues and trends based on the needs analysis.

**Chapter 3** - Details the strategic framework for the Municipality, which outlines the council’s long term vision with specific emphasis on the municipality’s most critical development priorities, how these align with national and provincial strategies, and also key objectives, strategies; these are the five – year key issues.

**Chapter 4:** Details the three-year capital plan and the 2021/2022 projects and programmes

**Chapter 5:** Details the integration of plans for the KPA - institutional arrangements and developments. This chapter details the organizational structure of the municipality. It outlines the functions of the municipality, the administrative structure and human resources.

**Chapter 6:** Details the integration of plans for the KPA – Good governance and public participation. The chapter outlines the governance issues within the municipality. It details the communication strategy, audit matters, governance structures, performance management including risk management.

**Chapter 7:** Details the integration of plans for the KPA- Local economic development. The chapter provides and analysis of the local economy. The growth potential and opportunities within each sector, as well as the challenges.

**Chapter 8:** Details the municipal financial plan

**Chapter 9:** Details the integration of plans for the KPA- Basic service delivery and Infrastructure. This chapter outlines the information on Basic services and infrastructure within Matatiele. It provides information on current resources and backlogs.

**Chapter 10:** Details the integration of plans for the KPA- Spatial consideration. This chapter looks at the spatial planning for the municipality and environmental management. It outlines the spatial development framework for the municipality and long term development plans for the municipality.

**Chapter 11:** Integration of sector plans for 2021/2022 programmes and projects

**Annexures:** A: 2021/22 Draft SDBIP

B: 2021/22 Draft staff establishment

## CHAPTER 1: INTRODUCTION

This Integrated Development Plan (IDP) review developed for the period 2021/22, this is the final review of the 5-year IDP for the municipality, and has been developed in accordance within the prescripts of the Municipal Systems (Act 32 of 2000), which requires that each municipal council should develop an IDP, to drive development in the area during their term of office.

The development of this IDP is based on three major principles namely; consultative, strategic and implementation oriented planning. It emphasises the outcome of having a responsive IDP; that will result in meeting the needs of the people of Matatiele. In terms of the Municipal Systems Act (Section 25.1) the municipality is required to adopt a single, inclusive and strategic plan for the development of the Municipality which:

- Links, integrates and co-ordinates all development plans of the municipality
- Aligns the resources and capacity of the municipality with the implementation plan.
- Forms policy frameworks which constitute the general basis on which the annual budget must be based
- Is compatible with the National and Provincial development plans and planning requirements.

The IDP would have to be integrated with other plans and be aligned with the municipality's resources and capacity and must also be compatible with national and provincial plans and priorities. The IDP formulation and implementation process will therefore be guided by the following legislation and/ or policies:

- Constitution of the Republic of South Africa 1996
- Local Government: Municipal Systems Act, 2000
- Local Government: Municipal Structures Act, 1998 as amended
- Local Government Municipal Finance Management Act, 2003
- White Paper of Local Government.

### 1.1 Planning Framework

The planning frameworks include Global, National, Provincial and Districts Plans.

- The 17 Sustainable development goals
- The National Development Plan: Vision 2030
- Medium –term Strategic Framework 2019-2024
- Back-to-Basic approach
- Provincial Development plan'
- District Development Plan

### 1.2 Methodology

*In accordance with section 28 of the Municipal Systems ACT, 32 of 2000; on the 29 July 2020, the council adopted the IDP/ Budget process plan to guide the review processes of the Integrated Development Plan (IDP) for the financial year 2021/22. Table below indicates this process plan:*



## 2021/2022 IDP/BUDGET PROCESS PLAN SCHEDULE OF MEETINGS

MILESTONE	ACTIVITIES & PURPOSE	RESPONSIBILITY	TIMEFRAME
<b>PROCESS PLAN</b>			
	Ordinary Council Meeting (Adoption of IDP Process Plan) <b>Council resolution number: CR 1093/29/07/2020</b>	Municipal Manager/CFO/ EDP General Manager	29 July 2020
	Submit Process Plan to National Treasury and Provincial Treasury	MM/CFO	07 August 2020
	Submit Annual Performance Report to AG and AFS	Municipal Manager	31 August 2020
	Draft Annual Performance Report to be inclusive of the Annual Financial Statements to Audit Committee	MM/CFO	31 August 2020
<b>SITUATIONAL ANALYSIS</b>			
	First Advert for IDP Rep-Forum meeting	IDP/M&E Unit	04 September 2020
	All IDP sector plans to be reviewed to commence situation analysis	All Section 57 Managers	05 September 2020
	Issue GM's with Budget Assumptions, Policy Guidelines and instructions as well as the IDP planning guidelines and requirements	Municipal Manager /CFO/IDP Unit	13 September 2020
	1 <sup>st</sup> IDP Steering Committee- held quarterly in conjunction with the IGR meeting 1 <sup>st</sup> IDP Representative Forum meeting	The Hon. Mayor Municipal Manager EDP General Manager	16 September 2020
	Submission of budget requests from Municipal departments	All section 57 Managers	30 October 2020
	Advert for IDP Community Outreach	Honorable Mayor, Municipal Manager, EDP Manager	30 October 2020
	IDP Community Outreach	Honorable Mayor, Municipal Manager, EDP Manager	16-19 November 2020
	Outreach Debriefing session	Honorable Mayor, Municipal Manager, EDP Manager	26 November 2020
	2 <sup>nd</sup> Advert for the IDP Rep-Forum	IDP Unit	20 November 2020
	2 <sup>nd</sup> IDP Steering Committee -held quarterly in conjunction with the IGR meeting 2 <sup>nd</sup> Rep Forum	The Hon. Mayor/ Municipal Manager EDP General Manager	02 December 2020

MILESTONE	ACTIVITIES & PURPOSE	RESPONSIBILITY	TIMEFRAME
	<ul style="list-style-type: none"> <li>For presentation of draft Status Quo report: Service Delivery Achievements and Identified gaps</li> <li>Presentation of Community needs</li> </ul> Presentation of status quo on IDP sector plans		
EXCO SITTING	Draft IDP Status Quo Report to EXCO	The Hon. Mayor/ Municipal Manager EDP General Manager	20 January 2021
COUNCIL SITTING	Draft IDP Status Quo Report to Council for Noting	Hon. Mayor, Municipal Manager IDP/M&E Manager	28 January 2021
STRATEGIC PHASE			
	<ul style="list-style-type: none"> <li><u>Presentation of the Adjustment budget to Management Team Meeting</u></li> </ul>	CFO	07 February 2021
	<ul style="list-style-type: none"> <li>Mid-Year Workshop</li> </ul>		07-10 January 2021
	<u>All Mid-year reviews and proposals finalized and submitted to the Municipal manager</u>	<u>ALL Départements</u>	07-10 January 2021
	<ul style="list-style-type: none"> <li>Departmental Mid-year Assessment reports to reach the Municipal Managers Offices</li> </ul>	All Section 57 Mangers	19 January 2021
	<ul style="list-style-type: none"> <li>Municipal Adjustment Budget, departmental request consolidated by Budget &amp; Treasury</li> </ul>	CFO	
EXCO SITTING	Tabling of Annual Report and Mid-Assessment report to EXCO	Municipal Manager	20 January 2021
COUNCIL SITTING	Tabling of Annual Report, Mid-Term Assessment report and the Revised SDBIP	The Hon. Mayor/Municipal Manager	28 January 2021
STRATEGIC PLANNING PHASE	<u>Departmental Strategic Planning Sessions</u>	<u>STANCO'S</u>	18-22 January 2021 (STANCO's to choose suitable date)
	Review of Budget policies e.g. Budget, Tariffs of charges, Property Rates, Supply	CFO	20-24 January 2021



MILESTONE	ACTIVITIES & PURPOSE	RESPONSIBILITY	TIMEFRAME
	Chain Management, Indigent, Dept. Collection and Credit Control.		
	<u>Strategic Plan Session</u> <ul style="list-style-type: none"> <li><u>Evaluate the status quo</u></li> <li><u>Formulate Strategies and Indicators</u></li> <li><u>Review of Policies</u></li> <li><u>Align indicators with Performance framework</u></li> </ul>	Municipal Manager ALL Section 57 Managers IDP Unit	31 January- 04 February 2021
<b>PROJECT AND INTERGRATION PHASE</b>			
<b>INTEGRATION</b>	Integrate - interdepartmental & sector projects	All Sector Departments IDP Unit	15-18 February 2021
	Integrate all IDP sector Plans		
	Third Advert for the Rep Forum Meeting	IDP Unit	05 March 2021
	<u>3<sup>rd</sup> Steering Committee</u> - held quarterly in conjunction with the IGR meeting	The Hon. Mayor Municipal Manager EDP General Manager	17 March 2021
	<u>3<sup>rd</sup> Representative Forum Meeting</u> <u>Presentation of Strategies &amp; Projects</u>		
	BTO Steering Committee Meeting	BTO STANCO Chairperson and CFO and GMs	12 March 2021
<b>EXCO SITTING</b>	2020/2021 Draft IDP and Budget to EXCO	Municipal Manager/CFO / EDP General Manager	18 March 2021
<b>COUNCIL SITTING</b>	Table Draft IDP and Budget to Council	The Hon. Mayor Municipal Manager EDP General Manager	26 March 2021
	Tabling of Annual Report and Oversight report for Adoption by council.	The Hon. Mayor/Municipal Manager	
<b>SUBMIT FOR MEC COMMENTS</b>	Forward Draft IDP/ Budget to Department of Local Government & Traditional Affairs for MEC comments and relevant departments for comments	BTO/EDP General Manager/ IDP Unit	02 April 2021
	Advertise draft IDP, Draft Budget, Outreach Program & Tariffs	EDP General Manager/CFO BTO/ IDP Unit	02 April 2021
	IDP/Budget Outreach	EDP General Manager/CFO BTO/ IDP Unit	06-08 April 2021

MILESTONE	ACTIVITIES & PURPOSE	RESPONSIBILITY	TIMEFRAME
	Budget outreach debriefing session	The Hon. Mayor Municipal Manager, CFO	20 April 2021
	Forth Advert for the IDP Rep Forum Meeting	IDP Unit	01 May 2021
	Align Budget to IDP re: submission made by community, Provincial Treasury, National Treasury and others	Chair Person Budget & Treasury Standing Committee/CFO	12-14 May 2021
	4 <sup>th</sup> IDP Steering Committee - held quarterly in conjunction with the IGR meeting	The Hon. Mayor Municipal Manager EDP General Manager	14 May 2021
	4 <sup>th</sup> IDP Rep Forum		
	BTO steering Committee Meeting	BTO STANCO Chairperson and CFO	18 May 2021
EXCO SITTING	Consideration of submission made by community, Provincial Treasury, National Treasury and other departments, Final IDP/Budget	The Hon. Mayor Municipal Manager EDP General Manger	22 May 2021
COUNCIL SITTING	Consideration of submission made by community, Provincial Treasury, National Treasury and other departments, Final IDP/Budget	The Hon. Mayor Municipal Manager EDP General Manger CFO	28 May 2021
PUBLICISING	Advertise the 2020/2021 Final IDP, Budget and Tariffs	BTO/EDP General Manager/IDP Unit /CFO	05 June 2021
SUBMISSION	Submit to relevant Stakeholders	IDP BTO	01 -08 June 2021

*Table 1: adopted IDP and Budget process Plan*

## CHAPTER 2: SITUATIONAL ANALYSIS

This chapter details the analysis of the current level of development (Situational Analysis) also the key development issues and trends based on the needs analysis

### 2.1 Regional Locality

Matatiele Local Municipality (MLM) is located in the Northern part of the Eastern Cape Province. It adjoins onto Elundini Municipality to the South West, Greater Kokstad Municipality (KZN) to the East, Umzimvubu Municipality to the South, and Lesotho to the North. Traversing the local municipality in an east-west direction is the R56 road, linking Matatiele with Kokstad to the east and Mount Fletcher to the west. This roadway links the Municipality with KwaZulu-Natal Province and parts of the Eastern Cape Province located south of Matatiele Municipality.



**Figure: 2.1- regional locality**

### 2.2 MUNICIPAL LOCALITY

Matatiele Local Municipality is one of four (4) Local municipalities situated within the Alfred Nzo District Municipality. Alfred Nzo District Municipality consists of Matatiele, uMzimvubu, Mbizana and Ntabankulu Local Municipalities. The Alfred Nzo District Municipality is situated within the Eastern Cape Province; and is surrounded by OR Tambo District Municipality to the east, Joe Gqabi District Municipality to the west, Sisonke District Municipality to the north-east, Ugu District Municipality to the east and Lesotho to the north.

### 2.3 DEMOGRAPHIC PROFILE

#### 2.3.1 Population size and Distribution

According to the 2016 Community survey; Matatiele local municipality has a population size of 219 447 people, spread across 26 wards. This shows a slight increase in the population size over the last five years, since the 2011 census. A comparative demographical analysis demonstrates that Matatiele Local Municipality has the largest geographical size at 4352km<sup>2</sup> within Alfred Nzo District Municipality. The area accounts for 41% of the district's population. In terms of Population density, Matatiele local Municipality has a rather lower density (46.8 p/square kilometre) within ANDM.

Area	Area (Km <sup>2</sup> )	Size	Population Density	Population size Census 2011	Population size 2016 community survey
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		(persons per km <sup>2</sup> )		
<b>South Africa</b>	1,221,037	42.4	51,770,560	55 653 654
<b>Eastern Cape</b>	168,966	39	6,562,053	6 996 976
<b>Alfred Nzo DM</b>	10,731	74.7	801,344	867,864
<b>Matatiele Local Municipality</b>	<b>4,352</b>	<b>46.8</b>	<b>203,843</b>	219,447
<b>Umzimvubu Local Municipality</b>	2,577	74.4	191,620	199,620
<b>Ntabankulu Local Municipality</b>	1,385	89.5	123,976	128,849
<b>Mbizana Local Municipality</b>	2,417	116.6	281,905	319,948

**Table 6: Population size. Source: STATSSA, Census 2011, CS 2016**

- **Population groups**

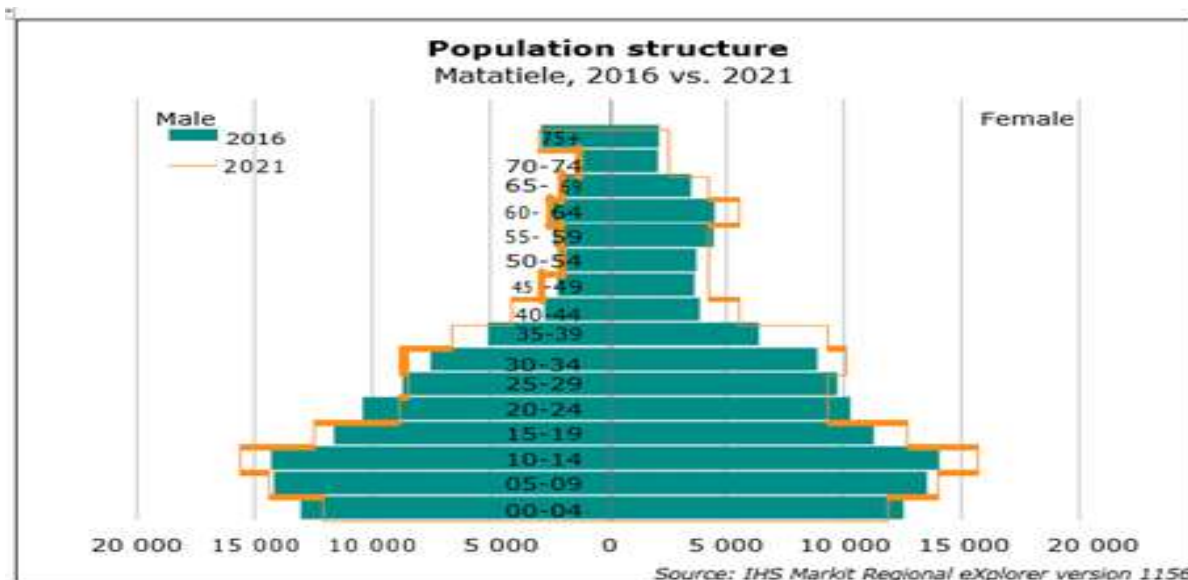
The majority of the population is African at 98.4%, while Coloured, Indian/Asian and White population groups, constitute 1%, 0.2% and 0.4% respectively. The majority of the population is mostly residing in rural villages around the towns of Matatiele, Maluti and Cedarville.

**Households Figure 2: Total households; Statistics South Africa. CS 2016**



These households are distributed unevenly over 26 wards. The 2016 municipal demarcation has not affected changes in the geographical size of the municipality; however, the ward boundaries of some wards have changed, with some wards assigned new villages from other wards. Hence, the number of villages in each ward is unevenly distributed as well. The number of villages per ward also varies in size and number. The average household size is 3.9.

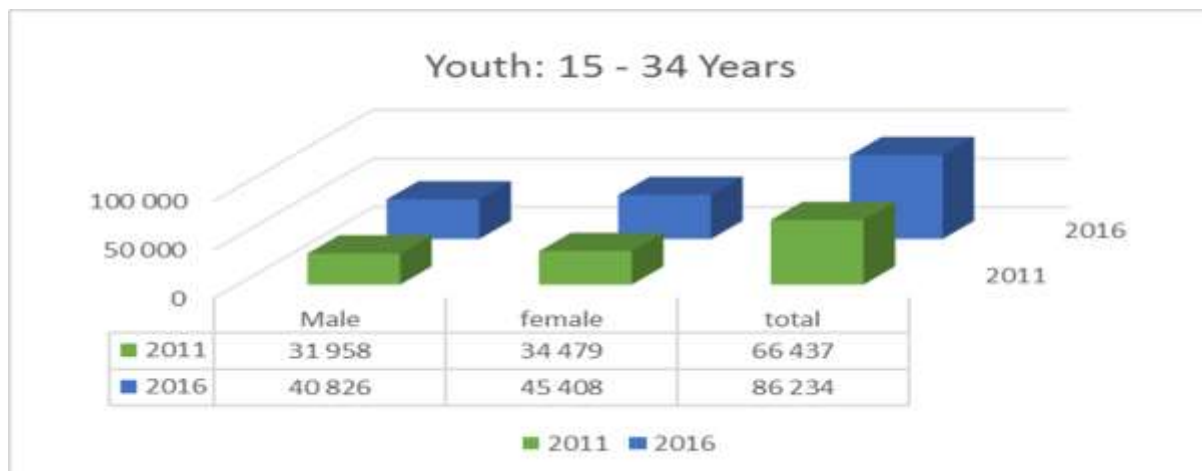
### **2.3.2 Population projections-2021**



The population pyramid reflects a projected change in the structure of the population from 2016 and 2021. The differences can be explained as follows:

MLM of generally has a large youthful population. The largest part of the population falls within age of 15 – 19. The majority of these young people are still in school. Females are more across the age groups with the exception of the 05 -09 age group.

- **YOUTH POPULATION**



**Figure 5: Youthful Population. Statistics South Africa. Census 2011 and CS2016..**

The majority of the population being youthful; it may be priority should be given by the Municipality, Sector Departments and other stakeholders to ensure that a large percentage of the budget is allocated to social development facilities and youth Empowerment initiatives in order to meet the needs of a youthful population and ensuring that people falling within this age acquire relevant skills. The development of skills, creation of more job opportunities is one of the key aspects of the developmental issues by the municipality in partnership with the sector departments and other stakeholders.

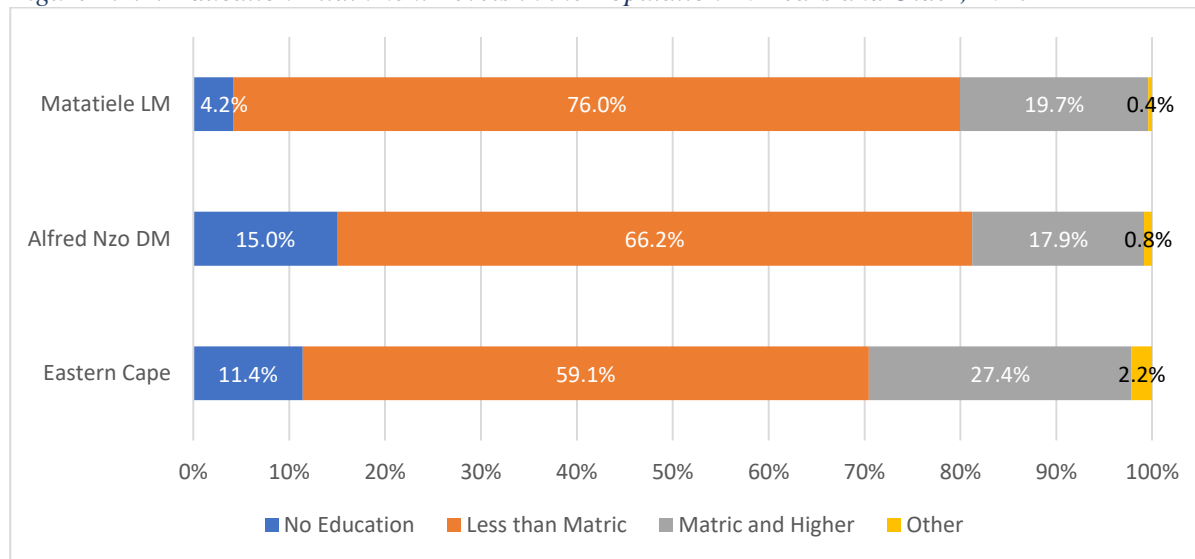
## 2.4. SOCIAL AND ECONOMIC PROFILE

### 2.4.5.1 Education Profile and Literacy Levels

Education and training are important to the future socio-economic dynamics of MLM, because through improved education provision, this enables empowerment of the population of Matatiele. Education attainment is an important indicator of the environment for the development of the local economy and the human resource capacity for business establishment and employment.

One of the challenges within the municipality is the increasing number of school drop outs. This results in a large number of young people who do not complete high school.

Figure 2.4.1: Education Attainment Levels in the Population 20 Years and Older, 2017



Source: (Quantec, 2018)

### 2.4.2 Employment Profile

The Matatiele workforce was estimated to total 107 190 people in 2017, that being the population aged between 15 and 64 years old. Of this group, the labour force refers to those who are employed or unemployed and actively seeking employment. The labour force of Matatiele was estimated at 43 160 people.

The number of unemployed persons in the municipality was estimated at 15 296 in 2016. It is estimated that there are 26 800 employed persons within MLM and 16 074 unemployed people in 2017.

Table 2.4.2: Matatiele LM Labour Force Size and Growth

Indicator	2017
Labour Force	43 160
Workforce	107 190
Employed	26 800
Unemployed	16 074

Source: (Quantec, 2018)

### 2.4.3 Indigent Support

The Municipality has an Indigent support policy and an indigent register with 15760 households registered. The register is updated as and when new people need to be captured on an annual basis. Currently the indigent support is in the form of free basic electricity, non-grid energy, and alternative energy and refuses removal. The District municipality provides Indigent household provides 6 kilo litres of water per Household.

The table below indicates the budget allocated for the provision of free basic services over a three-years period.

DESCRIPTION	PRE AUDIT 2019/20	BUDGET 2020/21	BUDGET 2021/22
FREE BASIC REMOVE INDIGENT	529 891,00	3 990 000,00	8,293,440.00
ALTERNATIVE ENERGY	17 580 900,00	37 381 890,00	19,000,000.00
<b>TOTAL</b>	<b>18 110 791,00</b>	<b>41 371 890,00</b>	<b>27,293,440.00</b>

An analysis of three (3) financial years indicates that the number indigent households increases each year. This also increases the budget allocation to provide the services. Since 2019, the budget for free basic services has increased. The municipality is providing gas as an alternative form of energy in households who do not have electricity. Municipal planning recognizes the need to focus strongly on poverty alleviation mechanisms as well as job creation, as well encouraging young people to create opportunities for themselves.

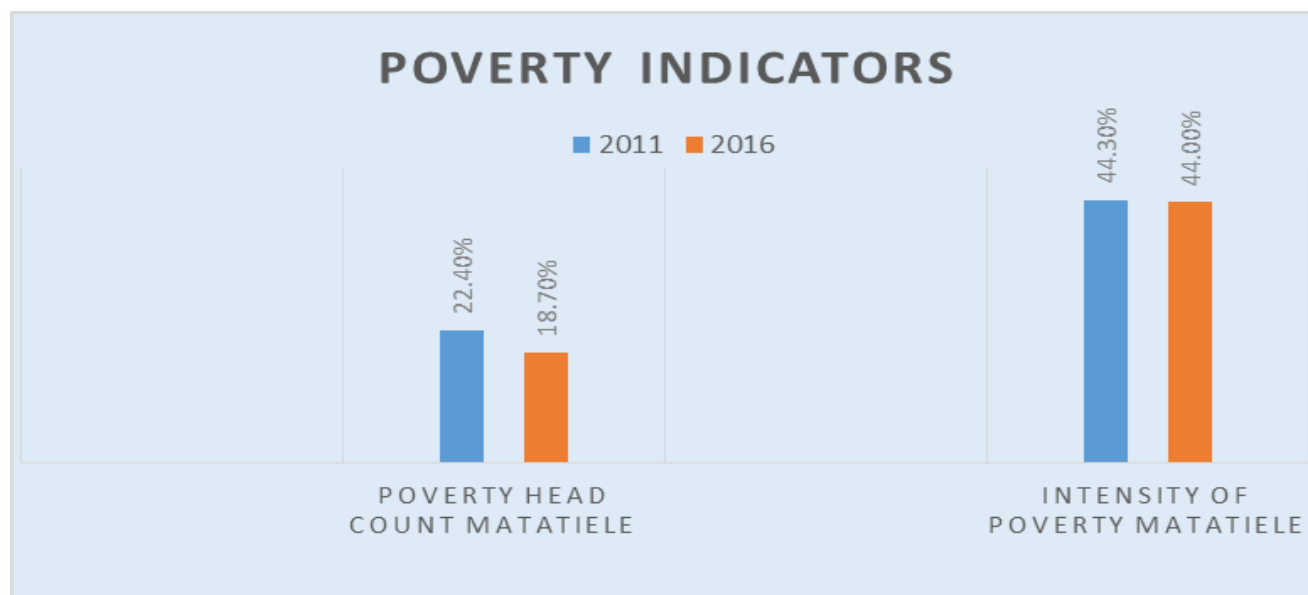
Applications for indigent subsidy are distributed before the start of the financial year with the aim of updating the register. The application period is not closed in a specific period and as a result the indigent register is updated as and when there are new applications that have been approved.

Indigent status and challenges thereof are reported on a monthly basis to management team. Updated registers are sent to ANDM for inclusion in the district registers. The registers are also sent as and when required by the district municipality. There are challenges faced by the municipality in the provision of indigent support services; these include amongst others; Application forms incorrectly filled by applicants; Service providers claiming for beneficiaries not in the approved indigent register.

#### **2.4.4 Poverty Levels and Indicators**

The number of people in poverty is the number of people living in households that have an income less than the poverty income, i.e. the minimum income required to sustain a household according to the particular household size. Since poverty is multidimensional, thus having many factors that contribute to a poor person's experience of deprivation such as poor health, lack of education, in adequate living standard, lack of income, disempowerment amongst others. Therefore, the global Multidimensional Poverty Index (MPI) is used to measure acute poverty, looking at the three dimensions of poverty i.e Health, Education and Living Standards





**Figure 9: Poverty indicators: Statistics South Africa .CS 2016.**

#### **2.4.5 Health Indicators**

The following are the health indicators for the municipality

Indicator	Rate ( Per 1000 Live Births)	Ratio (Per 100 000 Live Births)
Under 5 mortality rates (2015-16)	13.1	n/a
Infant mortality rate (0-1, 2015 -16)	14.0	n/a
Maternal mortality in facility ratio	n/a	129.9

**Health indicators; Department of Health, DHIS.**

The indicators above are annualised. For the year 2013-14, the table indicates that 14 .0 (per 1000 live births) of the children died by the age of 1. The following have been identified as the common causes of Under 5 mortality: Diarrhoea 6.7%, Pneumonia 10.1% and Severe/ acute malnutrition 24.5%.

- ***HIV/AIDS estimates***

*The HIV+ estimates are calculated by using the prevalence rates from the HIV/AIDS model built by the Actuarial Society of Southern Africa (ASSA-2008). These rates are used as base rates on a provincial level. IHS slightly adjusted the provincial ASSA-2008 data to more accurately reflect the national HIV Prevalence rate per population group as used in the national demographic models. The ASSA model in turn uses the prevalence rates from various primary data sets, in particular the HIV/AIDS survey.*

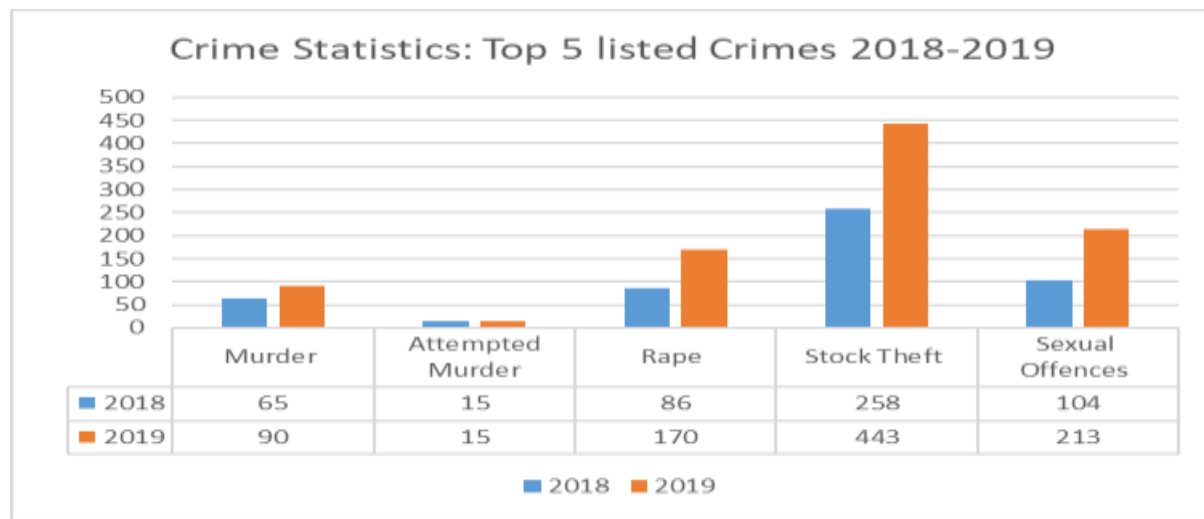
*Conducted by the Department of Health and the Antenatal clinic surveys. Their rates are further adjusted for over-reporting and then smoothed.*

#### **NUMBER OF HIV+ PEOPLE - MATATIELE, ALFRED NZO, EASTERN CAPE AND NATIONAL TOTAL, 2006-2016[NUMBER AND PERCENTAGE]**

##### **2.4.6 Crime and Policing.**

Within the municipal area, there are currently seven police stations, serving the communities of the area. Crime has the potential to Impact negatively on the local economic development of the municipal area. When analyzing the crime statistics within the municipality; stock theft, Rape and murders are among the top crimes listed for

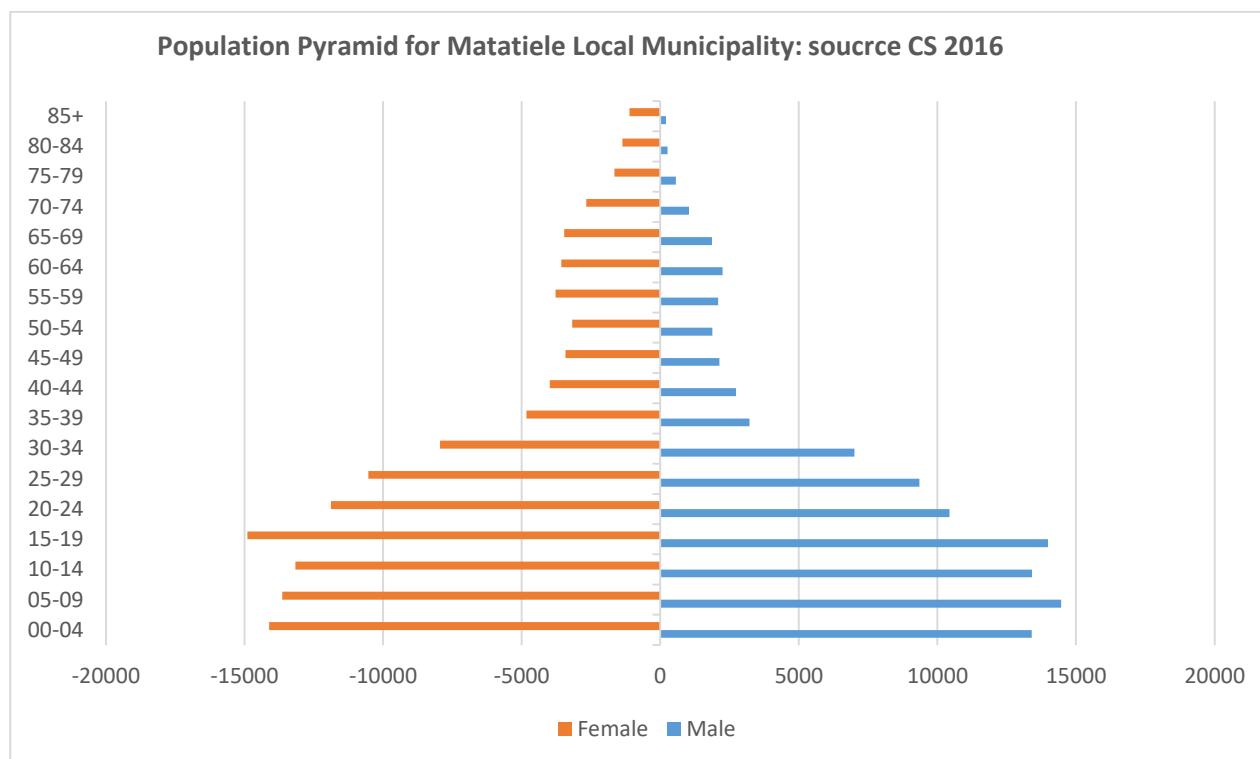
2019. Commercial crimes, driving under the influence of alcohol or drugs, burglary at residential premises, common assault, and murders are the most prevalent crimes in the area. The stock theft has shown a rapid growth from 2018 compared to 2019.



**Figure: 2.4.12 Crime statistics. Crime Stats SA.**

### ***2.3.2 Gender differentiation and Age distribution***

54% of the population of Matatiele Local Municipality is females. There are more females than males (46%). This is not a unique case of MLM as this trend is also evident within the district, province and the country as a whole. The figure below shows the population pyramid for MLM.



**Figure 2.3.2: Population Pyramid for MLM: Statistics South Africa .CS 2016.**

## 2.5.COMMUNITY NEEDS

In accordance with the adopted 2021/22 IDP Process plan; Matatiele local municipality embarked on the IDP community outreach; which forms part of the public participation mechanisms in the process of developing the IDP review for the year 2021/22.

The outreach was conducted in the form of ward meetings, which took place from the 16-19, November 2020, across the twenty-six (26) wards of the municipality. The municipality is on the situational analysis phase of the IDP review process; this is the phase where the municipality assesses the current level of development within the municipality; identifying the challenges; identifying community needs and priorities.

Thus the purpose of the IDP community outreach was to:

- Give current progress on the community projects and programmes with the wards of the municipality
- Confirmation of needs and priorities for each ward (as captured on the current Ward Based Plans)
- Conduct public education and awareness programmes.

This sections details the ward priorities as confirmed during the outreach session.

INFRASTRUCTURE PRIORITIES	SOCIO- ECONOMIC PRIORITIES
Ward 01	
1.Access Road : Tholang, Skiti	SMME Development
2.Apollo lights	
3.Title deeds for property owners	
4. Electricity Infills	

INFRASTRUCTURE PRIORITIES	SOCIO- ECONOMIC PRIORITIES
INFRASTRUCTURE PRIORITIES	SOCIO- ECONOMIC PRIORITIES
Ward 02	
1 Electricity	1. Rehabilitation Centre
2. Water	2. Skills Centre
3. New Access road and maintenance	3. Farming initiatives
4. RDP Houses	4. SMME support
5. Skills Centre	5. Bursaries, learnerships and internships for unemployed youth.
INFRASTRUCTURE PRIORITIES	SOCIO- ECONOMIC PRIORITIES
Ward 03	
1. Water	Old age home
2. Raods	Home based care
3. Electricity	Mobile clinic
4. RDP houses	Funding for cooperatives
Ward 04	
1. RDP Houses	
2. Electricity infills	
3. Sports field	
4. Sanitation	
5. Access Road Maintenance	
INFRASTRUCTURE PRIORITIES	SOCIO- ECONOMIC PRIORITIES
Ward 05	
1. Access Roads	1. Agricultural funding Activity
2. Electricity	2. Sport field
3. Water	3. awareness campaigns on fire
4. RDP Houses	4. stock theft issue
5. electricity Infills	5. Ambulance services
INFRASTRUCTURE PRIORITIES	SOCIO- ECONOMIC PRIORITIES
Ward 06	
1. Water	
2. Roads	
3. Electricity	
4. RDP houses	
5. Pre-schools	
INFRASTRUCTURE PRIORITIES	SOCIO- ECONOMIC PRIORITIES
Ward 07	
1. Water	1. Fencing of fields
2. Access roads/bridges	2. SMME initiation

INFRASTRUCTURE PRIORITIES	SOCIO- ECONOMIC PRIORITIES
3.RDP Houses	3.Awareness campaigns on crime
4.Clinic	4.Dipping tank
5.Sanitation	5.Stock theft issues
INFRASTRUCTURE PRIORITIES	SOCIO- ECONOMIC PRIORITIES
Ward 08	
1 Access roads	
2. Water and sanitation	
3. Sports field/facilities	
4. Electricity Extensions & infills	
Community halls	
INFRASTRUCTURE PRIORITIES	SOCIO- ECONOMIC PRIORITIES
Ward 09	
1. Access Roads and Bridges	1.Fencing of crop fields
2. Electricity	2.Preschools
3. Water and Sanitation	3.Sports Fields
4. Network connection (for mobile devices)	4.Multi -purpose Centre
5. RDP Houses	5.Feedlots
INFRASTRUCTURE PRIORITIES	SOCIO- ECONOMIC PRIORITIES
Ward 10	
1.Access road and Bridges	1. Funding support for Pre- Schools
2.Electrification	
3.Sport field	
4.Water and Sanitation	
5.RDP Houses	
INFRASTRUCTURE PRIORITIES	SOCIO- ECONOMIC PRIORITIES
Ward 11	
1. New Access road	1. Funding for Projects initiation
2. Maintenance of Access roads	2. Job creation
3. Community hall	3. Awareness on high rate of substance abuse
4. Sport fields	4. Solution on stock theft
5. RDP Houses	5. Awareness campaigns on teenage Pregnancy/Youth
Ward 12	
1. Electricity	Shearing shed
2. Water	Title Deeds for new houses
3. RDP Houses	Dipping Tanks
4. Police Station	
5. Access Roads/Bridges	
INFRASTRUCTURE PRIORITIES	SOCIO- ECONOMIC PRIORITIES

INFRASTRUCTURE PRIORITIES		SOCIO- ECONOMIC PRIORITIES	
Ward 13			
1. Electricity		1.Satellite police station	
2. Refurbishing of roads and bridges (Provincial roads and access roads)		2.Preschools	
3. Water		3.Dipping tanks	
4. RDP houses		4.Awareness campaigns for youth on health and hygiene	
5. Sports Field			
INFRASTRUCTURE PRIORITIES		SOCIO- ECONOMIC PRIORITIES	
Ward 14			
1. Electricity		1. Support to local SMMEs (training & funding)	
2. Provincial and access road maintenance		2. Skills development & bursaries for out-of-school youth.	
3. RDP houses		3. Agricultural projects.	
4. Pre-school			
5. Clinic			
INFRASTRUCTURE PRIORITIES		SOCIO- ECONOMIC PRIORITIES	
Ward 15			
1.Water			
2.access Roads			
3. RDP houses			
4. Electricity			
5.Pre-schools			
INFRASTRUCTURE PRIORITIES		SOCIO- ECONOMIC PRIORITIES	
Ward 16			
1 Access Roads		1. Ploughing of Fields and fencing	
2.Water		2. Police stations	
3.RDP houses		3. Library services	
4. Community halls and sports fields		4. SMME Support	
5.Electricity infills			
INFRASTRUCTURE PRIORITIES		SOCIO- ECONOMIC PRIORITIES	
Ward 17			
1 Water and Sanitation		1. Preschools	
2. Electricity – electricity infills		2. Fencing of Fields	
3. Network connection (for areas without access)		3. Dipping tanks	
4. Access roads		4. sports fields	
5. RDP House		5. Clinic services	
INFRASTRUCTURE PRIORITIES		SOCIO- ECONOMIC PRIORITIES	
Ward 18			
1. Electricity		1. Agricultural Activities Funding	

INFRASTRUCTURE PRIORITIES	SOCIO- ECONOMIC PRIORITIES
2. Water and Sanitation	2. Coops Funding
3. RDP Houses	3. Water Dam For Farmers
4. DR 08015 T-Road maintenance (Tarred)	4. fencing of Grazing land
5. Network Pole	5. Protection of live stock
INFRASTRUCTURE PRIORITIES	SOCIO- ECONOMIC PRIORITIES
Ward 19	
1 Resurfacing of all roads	1.Safety & security
3. Upgrading of Storm Water Drainage Systems and Sewer Lines	2. Youth recreational centre
4. Housing (RDP and Low-Cost)	3. Rehabilitation Centre for Substance Abuse
5. Waste removal, grass cutting in all streets & high mast lights.	4. Recreational park
INFRASTRUCTURE PRIORITIES	SOCIO- ECONOMIC PRIORITIES
Ward 20	
1. Speed Humps	
2. Street Lights	
3. Internal Streets	
4. Pre-school	
5. Community Library	
INFRASTRUCTURE PRIORITIES	SOCIO- ECONOMIC PRIORITIES
Ward 21	
Bridges	Shearing Shred
Water	Fencing of Fields
RDP Houses	Dipping Tank
Access roads	SMME Project funding
Sport field	Donga Rehabilitation
INFRASTRUCTURE PRIORITIES	SOCIO- ECONOMIC PRIORITIES
Ward 22	
1 Electricity	1. Community projects for people living with disabilities
2. Water	
3. Toilets	
4. Mkhemane Access road and Rolweni bridge	
5. RDP Houses	
Ward 23	
RDP Houses	1. Fencing & Ploughing of fields
Apollo Lights	2. Sanitation
Clinic	3. Sport field
Access Road	4. Dipping Tank



INFRASTRUCTURE PRIORITIES	SOCIO- ECONOMIC PRIORITIES
D411 Upgrade	5. Pay-point station
INFRASTRUCTURE PRIORITIES	SOCIO- ECONOMIC PRIORITIES
Ward 24	
1.Water	Ploughing of fields and fencing
2.Electricity	Skills training centre
3.Access road	Support for youth cooperatives
4.Sports grounds	Mobile clinic services
5RDP Houses	Assistance for leaners: Bursaries, learner ships and internship programmes
	Ploughing of fields and fencing
INFRASTRUCTURE PRIORITIES	SOCIO- ECONOMIC PRIORITIES
Ward 25	
1.Access roads	Pre schools
2.Boreholes	
3.Community hall St Paul	
4.Sports field	
5.Electricity	
Ward 26	
1. RDP houses	1. Substance abuse awareness campaigns
2. Water	
3. Toilets	

## CHAPTER 3: STRATEGIC FRAMEWORK

The strategic framework presents a long-term development vision, the associated strategic objectives and action plans. It outlines specific actions that the municipality intends to undertake in order to move progressively towards the attainment of the vision. Performance indicators are formulated on the basis of action plans identified in the strategies.

### 3.1 DEVELOPMENT STRATEGY

The development strategy for Matatiele local Municipality is seeks to respond to the development issues facing the municipality as outlined in the preceding sections of this document. It aligns with and seeks to contribute to the attainment of the global, National and Provincial and development imperatives as outlined in the relevant policy documents. the development strategy for matatiele focuses on the long term vision; considering milestones towards attaining sustainable livelihoods by year 2030.

#### 3.1.1 Vision And Mission

LONG TERM VISION	5-YEAR VISION
Section 26 of MSA states that “(a) The municipal Council Vision for a <i>Long Term Development</i> of the municipality with Special emphasis on the most critical development and internal needs;(b) An assessment of the existing level of development in the municipality, which must include the identification of communities which <i>do not have access to basic municipal services</i> ”	The municipal systems Act prescribes; that one of the key components of IDP is the development of a vision. This vision sets the beam for what the municipal council sees to achieve in their term of office. The new council of Matatiele local municipality considers the vision adopted in the previous term, to be their vision for the period of the five-year term. The vision for Matatiele local municipality.

This vision is based on the notion that Matatiele is endowed with rich natural and cultural heritage; which provide can opportunities for the development of our economy, leading to sustainable live hoods. Taking these strengths into account and considering the developmental challenges faced by the municipality, critical issues will have to be addressed, and focus areas have been identified. Hence the mission statements outline these focus areas, which will guide the municipality to archive the vision.

**LONG TERM VISION:**  
**“SUSTAINABLE LIVELIHOODS BY 2030 AND BEYOND”**

**5 YEAR VISION:**  
**“Where nature, agriculture and tourism are investments of choice”**

#### Mission

- To improve infrastructure and enhance investment potential
- To create an awareness on nature conservation
- To promote and improve agriculture
- To promote and grow local tourism
- To promote sustainable Small, Medium and micro Enterprises.
- To advance proper spatial planning
- To stimulate sustainable rural communities

The mission statement has been further translated to the strategic priorities and goals have been developed for the five (5) year period.

### **3.1.2 Key strategic priorities and Goals**

KPA	MLM STRATEGIC PRIORITY	GOALS	OBJECTIVES	REFERENCE
BASIC SERVICE DELIVERY AND INFRASTRUCTURE	<b>Priority 1:</b> Reduction of services in rural areas through Service Delivery Backlogs and buildings Refurbishing of infrastructure	<b>Goal 1:</b> Improve access to sustainable road network and buildings infrastructure and electrification.	1.To Provide support to indigent households with the municipality	P1G101
			2. To improve the provision basic services to rural and urban communities in the municipality.	P1G102
			3.To improve access to sports and recreational facilities in rural and urban areas within the municipality	P1G103
			4. To provide suitable and conducive working conditions for municipal staff and councilors	P1G104
			5. To maintain municipal infrastructure and public amenities ;	P1G105
		<b>Goal 2:</b> Realize sustainable communities in a safe and Healthy environment	6. achieve sound environmental management and land use conservation management	P1G206
			7. To promote safer, informed and secure communities	P1G207
MUNICIPAL FINANCIAL VIABILITY	<b>Priority 2:</b> Sound Financial Management	<b>Goal 3:</b> sustain a Financially viable institution that is sustainable and complies with statutes	8. To ensure full compliance with legislative requirements of MFMA, MPRA and financial relevant regulations and national treasury guides and reforms to improve financial management and its viability	P2G308
			9. to improve revenue enhancement through broadening revenue base and improving revenue collection	P2G309
			10. To strive for Clean Administration	P2G3010
LOCAL ECONOMIC DEVELOPMENT	<b>Priority 3:</b> Sustainable development and	<b>Goal 4:</b> Reduce Inequality, Poverty and Unemployment.	11.To create a favorable environment for promoting a growing and sustainable local economy	P3G4011
			12. To improve support and investment in agriculture	P3G4012

	growth of the Local Economy		13.To Support the development of SMME to participate in a diversified and growing economy	P3G4013
		Goal 5: Develop a Growing and Viable Tourism Sector	14. To promote and Market Matatiele as a Destination of choice through show casing of tourism.	P3G5014
			15. To build a cohesive tourism sector	P3G5015
SPATIAL CONSIDERATIONS	Priority 4:Proper spatial Development Planning through the SDF and localized SDF' throughout the municipality	Goal 6: Strive towards safe towns, offering more economic opportunities and sustainable land administration within the whole municipality	16. To Provide Land for Residential, Commercial and Industrial Development	P4G6016
			17. To Ensure that the cadastral information is updated for future use	P4G6017
			18. To ensure implementation of SDF AND LUMPS in in line with the SDF	P4G6018
INSTITUTIONAL ARRANGEMENTS	Priority 5: Promote proper Institutional Arrangements	Goal 7: Build and strengthen the administrative and institutional Capacity of the Municipality.  Goal 08 : Promote an efficient and Effective Working Environment	19.To build a healthy, competent and effective workforce	P5G7019
			20.To provide a healthy, safe, secure and productive work environment	P5G8020
			21. To provide reliable and efficient ICT services to achieve optimal service delivery	P5G8021
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Priority 6: Enhanced Public Participation and Integrated planning	Goal 09: realize an Efficient and effective implementation of Governance Systems	22. To Strengthen integrated planning, Risk management, performance monitoring and evaluation of municipal programmes	P6G9022
			23. Promote good governance in providing efficient administrative support to council, council committees and management committees	P6G9023
			24. To protect the interests of the Municipality and ensure compliance with legal requirements.	P6G9024
		Goal 10: Strengthen Communication and improve	25. To promote a coherent and interactive communication and participation with customers and stakeholders around service delivery issues	P6G9025

	community and stakeholder participation in municipal affairs	26. To promote social cohesion and the mainstreaming of designated groups into municipal Socio-Economic programmes and projects	<b>P6G1026</b>
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**Table 10: Key strategic Priorities and Goals**

### **3.2 2021-2024 DEVELOPMENTAL PRIORITIES: PRIORITIES, OBJECTIVES AND STRATEGIES**

A municipal/Council Strategic planning session was held on 1-4 February 2021 to formulate immediate and future development Objectives, Priorities, Targets, strategies and Key Performance Indicators to address the developmental issues and to budget accordingly as identified through community needs analysis. Taking into consideration the limited resources and the scope of service delivery backlogs, priorities' objectives as well as strategies were formulated to address the developmental issues, as per the assessment of the current situational analysis. The subsequent discussion is linked directly to the findings on the Situational Analysis and taken further to realize the developmental vision of the municipality. The focus is intended to achieve appropriate and sustainable delivery of services and create an enabling framework for social and economic development.

The detailed objectives, priorities and strategies are found from page 95 to 142 in the IDP document.

#### CHAPTER 4: 2021-24 THREE –YEAR CAPITAL PLAN

This section outlines the three-year capital projects and the projects planned for 2021-24.

PROJECT DESCRIPTION	NEW OR UPGRAD E OF EXISTIN G	REGION /WARD	BUDGET 2021/2022	CAPITAL REPLACEME NT RESERVES	MIG	INEP	LIB RAR Y SUP POR T	BUDGE T +2021/20 22	BUD GET +/202 2/202 3
Municipal Managers Office			90,000	90,000	-	-	-	-	-
Laptops		Admin	90,000	90,000	-	-	-	-	-
Total Executive & Council			90,000	90,000	-	-	-	-	-
FINANCE & ADMINISTRATION									
Budget Planning & Investments			150,000	150,000	-	-	-	-	-
laptops	New	Admin	100,000	100,000					
Furniture and Equipment			50,000	50,000					
Financial Reporting & Asset Management			70,500	70,500	-	-	-	-	-
Furnuture and Equipment	New	Admin	40,500	40,500	-	-	-	-	-
laptop	New	Admin	30,000	30,000					
Revenue & Expenditure Management			100,000	100,000	-	-	-	-	-
Laptops	New	Admin	100,000	100,000	-	-	-		
Strategic Governance Unit			105,000	105,000	-	-	-	-	-

Laptop	New	Admin	75,000	75,000					
portable speakers	New	Admin	30,000	30,000					
SPU & Communications			300,000	300,000	-	-	-	-	-
Billboard artwork updates	Upgrade of existing	19 & 20	150,000	150,000	-	-	-	-	-
Graphic design software	New	Admin	50,000	50,000					
Camera	Upgrade of existing	Admin	50,000	50,000					
Graphic design laptop	New	Admin	50,000	50,000					
Total Municipal Manager's Office			405,000	405,000	-	-	-	-	-
Admin & Council Support			2,200,000	2,200,000				-	-
Palisade Fencing	New	Admin	400,000	400,000					
Metal Detectors	New	Admin	200,000	200,000					
Guard Houses	New	Admin	100,000	100,000					
LAPTOPS (New and Upgrade)	New	Admin	1,500,000	1,500,000					
Corporate Governance								-	-
Human Resources			210,000	210,000	-	-	-	-	-
Electronic IPMS	New	Admin	50,000	50,000				-	-
Laptops	New	Admin	160,000	160,000				-	-
ICT			4,300,000	4,300,000	-	-	-	-	-
Computer Equipment	new and upgrades	Admin	1,500,000	1,500,000	-	-	-	-	-
Public Wi-Fi Rollout	new	19,20,1	500,000	500,000	-	-	-	-	-
Uninterrupted Power Supply (UPSs)	new/upgrade	Admin	500,000	500,000	-	-	-	-	-
Provision of Surveillance Cameras	new/upgrade	Admin	300,000	300,000	-	-	-	-	-



Network Cable Install /upgrade	Upgrade	Admin	300,000	300,000	-	-	-	-	-
Computer Equipment	new	All Wards	100,000	100,000	-	-	-	-	-
Network Cable (ICT Centre)	New	All Wards	200,000	200,000	-	-	-	-	-
Network Switch replacement	new/upgrade	admin	500,000	500,000	-	-	-	-	-
Resuscitation of DR at Mountain View Offices	New/upgrade	admin	400,000	400,000	-	-	-	-	-
TOTAL CORPORATE SERVICES			6,710,000	6,710,000	-	-	-	-	-
TOTAL FINANCE AND ADMINISTRATION			7,435,500	7,435,500	-	-	-	-	-
PROJECT DESCRIPTION	NEW OR UPGRADE OF EXISTING	REGION /WARD	BUDGET 2021/2022	CAPITAL REPLACEMENT RESERVES	MIG	INEP	LIBRARY SUPPORT	BUDGET +2021/2022	BUDGET +2022/2023
Human Settlements			30,000	30,000	-	-	-	-	-
DCP (Compector tester)	New	admin	30,000	30,000					
Planning			97,500	97,500	-	-	-	-	-
Printer	New	admin	37,500	37,500					
Laptops	New	admin	60,000	60,000					
EDP Governance			120,000	120,000	-	-	-	-	-
Printing machine	New	admin	-	-					
Laptops	New	admin	120,000	120,000					
TOTAL ECONOMIC DEVELOPMENT AND PLANNING			247,500	247,500	-	-	-	-	-

Public Amenities			410,000	410,000	-	-	-	-	-
Sportsfield Goal Posts & Halls Cleaning Machinery	New	1,19,20	100,000	100,000	-	-	-	-	-
4in1 Office Printer	New	EPWP Office	50,000	50,000	-	-	-	-	-
2 X LAPTOPS	New	Office personnel	60,000	60,000	-	-	-	-	-
Swimming Pool Stone Pitching	New	19	200,000	200,000	-	-	-	-	-
Public Safety			1,352,000	1,352,000	-	-	-	-	-
Purchase of a 5 ton rollbak breakdown vehicle	New	All wards	800,000	800,000	-	-	-	-	-
4 x Airconditioned Parkhomes	New	Ward 19	80,000	80,000	-	-	-	-	-
3 x Containers for Licensing and Fire storage	New	Ward 19	60,000	60,000	-	-	-	-	-
Furniture( office adjustable chairs)	New	Ward 19	80,000	80,000	-	-	-	-	-
Installation of eNatis terminal for VTS	New	Ward 19	35,000	35,000	-	-	-	-	-
3 x Laptops	New	Admin	84,000	84,000	-	-	-	-	-
3 x PC Desktop Computer	New	Admin	48,000	48,000	-	-	-	-	-
SCBA with oxygen cylinders (fire)	New	Admin	100,000	100,000	-	-	-	-	-
Petrol Generator (fire)	New	Admin	40,000	40,000	-	-	-	-	-
Thermal imaging camera	New	Admin	25,000	25,000	-	-	-	-	-
Solid Waste & Enviroment			3,200,000	3,200,000	-	-	-	-	-
Landfill Access Road Upgrade	Upgrade	20	150,000	150,000	-	-	-	-	-
Nature Reserve access Road	Upgrade	19	400,000	400,000	-	-	-	-	-
Furniture for Gateway Complex	New	19	100,000	100,000	-	-	-	-	-
Solar installation in Mt Lake Chalet	Upgrade	19	100,000	100,000	-	-	-	-	-
Fencing of the Mountain Lake	Upgrade	19	300,000	300,000	-	-	-	-	-

Electrification of the landfill site	New	20	250,000	250,000	-	-	-	-	-
Waste skip bins	Upgrade	All	200,000	200,000	-	-	-	-	-
Cemetery management system	New	All	500,000	500,000	-	-	-	-	-
Grass Cutting Machines	New	19 20	200,000	200,000	-	-	-	-	-
Cemetery Development	New	20	1,000,000	1,000,000					
TOTAL COMMUNITY SERVICES			4,962,000	4,962,000	-	-	-	-	-
INFRASTRUCTURE SERVICES					-				
			98,180,000	4,680,000	-	93,500,000	-	-	-
Laptop	New	Admin	80,000	80,000	-	-	-	-	-
Transformers	Upgrade	19 & 20	800,000	800,000	-	-	-	-	-
3000m MV paper cable 95mm	New	19	300,000	300,000	-	-	-	-	-
Low Voltage Stay wires	Upgrade	19	150,000	150,000	-	-	-	-	-
Substation Switch Gears	New	19	800,000	800,000	-	-	-	-	-
Installation of High Mast Lights	New	20 & 1	800,000	800,000	-	-	-	-	-
Street lights	New	19	800,000	800,000	-	-	-	-	-
Christmas Lights	Upgrade	19	150,000	150,000	-	-	-	-	-
Tailor Street Underground cable	Upgrade	19	500,000	500,000	-	-	-	-	-
Mini Substation- Palisade Fencing	New	19 & 20	150,000	150,000	-	-	-	-	-
Hydrolic Crimper	New	19	80,000	80,000	-	-	-	-	-
Fibre Glass Extension ladder	New	19	70,000	70,000	-	-	-	-	-
Hillside-Manzi	New	7	8,000,000	-	-	8,000,000	-	-	-
Sifolweni	New	7	3,875,000	-	-	3,875,000	-	-	-
Ngcwengane	New	7	3,675,000	-	-	3,675,000	-	-	-
Vikinduku-Lubaleko	New	5	10,290,000	-	-	10,290,000	-	-	-
Mafayise	New	12	1,512,000	-	-	1,512,000	-	-	-

Phalane	New	22	5,950,000	-		5,950,000		-	-
Lukholweni	New	22	6,188,000	-	-	6,188,000	-	-	-
Epiphany	New	22	19,040,000	-		19,040,000		-	-
Mkhemane	New	22	9,520,000	-	-	9,520,000	-	-	-
Mafayise Link line	New	12	3,528,000	-		3,528,000		-	-
(Epiphany,Mkhemane & Phalane) Link Line	New	22	12,558,000	-		12,558,000	-	-	-
Ramafole Plantation (pre-eng)	New	24	280,000	-	-	280,000	-	-	-
Rockville (pre-eng)	New	2	900,000	-	-	900,000	-	-	-
Ward 18 Extensions (pre-eng)	New	22	360,000	-		360,000		-	-
Masupa (pre-eng)	New	13	324,000	-	-	324,000	-	-	-
Mapoti (pre-eng)	New	14	324,000	-	-	324,000	-	-	-
Moiketsi (pre-eng)	New	14	342,000	-	-	342,000	-	-	-
Motseng (pre-eng)	New	14	250,000	-	-	250,000	-	-	-
Matolweni (pre-eng)	New	9	284,000	-	-	284,000	-	-	-
Vikinduku Link line	New	22	6,300,000	-	-	6,300,000	-	-	-
Laptops	New	19	90,000	90,000	-	-	-	-	-
Construction of Skiti and Tholang Access road	New	1	2,700,000	2,700,000	-	-	-	-	-
Construction of Rockville & Motsekoa- Maritseng Access Road	New	2	2,600,000	2,600,000					
Mbizeni Access Road	New	17	1,300,000	1,300,000	-	-	-	-	-
Re-Surfacing of Matatiele Internal Streets	New	19 & 20	4,500,000	4,500,000	-	-	-	-	-
Construction of Khoarai to Likhetlane Access Road	New	16	2,000,000	2,000,000	-	-	-	-	-

Construction of Magera to Lekhallong to Kutwana Access Road	New	8	1,500,000	1,500,000	-	-	-	-	-
Construction of Liqalabeng Access Road	New	14	2,500,000	2,500,000	-	-	-	-	-
Construction of St Paul Access Road	New	25	1,500,000	1,500,000	-	-	-	-	-
Hebron to Madimong Access Road	New	3	1,149,167	1,149,167	-	-	-	-	-
Zikhali Access Road	New	4	1,149,167	1,149,167	-	-	-	-	-
Lihaseeng Access Road	New	15	1,149,167	1,149,167	-	-	-	-	-
Matolweni Access Road	New	23	1,149,167	1,149,167	-	-	-	-	-
Maphutsing Access Road	New	25	1,149,167	1,149,167	-	-	-	-	-
Mbombo Access Road	New	11 or 16	1,149,165	1,149,165	-	-	-	-	-
Council Chambers _Water Supply	New	Admin	2,000,000	2,000,000					
Council Chambers _Meggie Resha Statue	New	Admin	1,500,000	1,500,000	-	-	-	-	-
Pound	New	19	500,000	500,000	-	-	-	-	-
Construction of Cedarville Internal Streets- Phase 3	New	26	15,000,000	-	15,000,000	-	-	-	-
Mahangu AR and Bridge	New	9	8,000,000	-	8,000,000	-	-	-	-
Mohapi Access Road and Bridge	New	13	7,172,450	-	7,172,450	-	-	-	-
Purutle to Moyeni AR and Bridge	New	23	8,000,000	-	8,000,000	-	-	-	-
Maluti Internal Street- Phase 4	New	1	800,000	-	800,000	-	-	-	-
Magongqolweni Access road	New	10	1,200,000	-	1,200,000	-	-	-	-
Msukeni Access Road	New	21	1,200,000	-	1,200,000	-	-	-	-
Extension Matatiele Sport Centre	New	20	2,300,000	-	2,300,000	-	-	-	-
Matatiele CBD Internal streets - Phase 3	New	19	200,000	-	200,000	-	-	-	-

Construction of Harry Gwala Internal Streets	New	20	5,500,000		5,500,000				
Cocnstruction of Silo Phase 4	New		3,000,000	3,000,000	-				
			81,957,450	32,585,000	49,372,450	-	-	-	-
TOTAL INFRASTRUCTURE			180,137,450	37,265,000	49,372,450	93,500,000	-	-	-
TOTAL CAPITAL BUDGET			192,872,450	50,000,000	49,372,450	93,500,000	-	-	-
Capital Replacement		-	50,000,000	50,000,000					
Municipal Infrastructure Grant			49,372,450	-	49,372,450				
Intergrated National Electrification Programme			93,500,000	-		93,500,000		-	-
Library Grant			-	-				-	-
PROPOSED FUNDING SOURCES			192,872,450	50,000,000	49,372,450	93,500,000	-	-	-
Allocated Capital Funding Sources			Final Budget	Allocation	Deficit				
Capital Replacement			50,000,000	50,000,000	-				
Municipal Infrastructure Grant			49,372,450	49,372,450	-				
Intergrated National Electrification Programme			93,500,000	93,500,000	-				
			192,872,450	192,872,450	-				
				-					
DEPARMENT/MUNICIPAL VOTE	APPROVED	ADJUSTMENTS	BUDGET 2021/22	BUDGET YEAR +2022/2023	BUDGET YEAR 2023/2024	Increase/Deacrease			

	BUDGET 2020/21	BUDGET 2020/21							
Executive and Council	-	-	90,000	-	-	90,000			
Other Admin	528,500	528,504	405,000	437,400	472,392	-123,504			
Budget & Treasury	5,500,000	4,500,000	320,500	5,200,000	5,200,000	- 4,179,500			
Corporate Services	3,050,000	3,430,000	6,710,000	7,045,500	7,397,775	3,280,000			
Community Services	6,270,000	6,190,000	4,962,000	5,210,100	5,470,605	- 1,228,000			
Economic Development Planning	480,000	570,000	247,500	259,875	272,869	-322,500			
Infrastructure	158,485,2 00	173,494,17 2	180,137,450	150,171,725	144,395,660	6,643,278			
TOTAL CAPITAL PER MUNICIPAL VOTE	174,313,7 00	188,712,67 6	192,872,450	168,324,600	163,209,300	4,159,774			
Funding Sources									
Capital Replacement	74,973,50 0	97,973,484	50,000,000	50,000,000	55,000,000	- 47,973,48 4			
Municipal Infrastructure Grant	46,489,20 0	57,888,200	49,372,450	53,264,600	55,588,300	- 8,515,750			
Intergrated National Electrification Programme	52,591,00 0	32,591,000	93,500,000	65,000,000	52,492,000	60,909,00 0			
Library Support	260,000	260,000	-	-	-	-260,000			
TOTAL CAPITAL FUNDING	174,313,7 00	188,712,68 4	192,872,450	168,165,600	162,971,400	4,159,774			
				-159,000	-237,900				



## CHAPTER 5: INSTITUTIONAL ARRANGEMENTS AND DEVELOPMENT

This chapter details the Organizational Structure, Powers and Functions of the municipality, the municipality departments and units, number of staff, number of vacant posts, the costing of vacant posts (the staff establishment will be an annexure to the IDP), the list of Sector Plans and By-Laws. It also outlines the Human Capital Staff Retention Strategy, Workplace skills Development and Equity Plan.

SWOT Analysis:

INSTITUTIONAL ARRANGEMENTS AND TRANSFORMATION	
<p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>▪ Functional LLF</li> <li>▪ Established and functional Corporate Systems</li> <li>▪ Working Tools and IT Systems in place</li> <li>▪ Available Human Capital with potential</li> <li>▪ Approved policies, strategies and SOPs.</li> <li>▪ Capacity of staff &amp; Councillors</li> <li>▪ Fully established administrative systems and governance structures</li> <li>▪ ICT Governance structures</li> </ul>	<p><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>▪ Lack of interdepartmental cooperation on IPMS.</li> <li>▪ Non implementation of local labour forum (LLF) resolutions.</li> <li>▪ Slow pace of resolving grievances and disciplinary cases.</li> <li>▪ Technical skills ( switches, servers, datacenter, cyber security, electronic records management, advance MS applications)</li> </ul>
<p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>▪ Legislative environment</li> <li>▪ Technology evolution</li> <li>▪ Support from SETAs Department of labour, SALGA and COGTA.</li> <li>▪ Cloud computing / BC + DR (conducive / leverage for in of RSA)</li> </ul>	<p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>▪ Staff turnover</li> <li>▪ Municipal grading outcomes</li> <li>▪ Slow pace of job evaluation</li> <li>▪ Natural disaster</li> <li>▪ Cyber terrorism (Ransomware attacks)</li> <li>▪ Load shedding ( lack generators/alternatives energy in other municipal offices, data loss damage to equipment)</li> </ul>

### 5.1 Organisational Structure

Matatiele Local Municipality (EC441) is a Category B Municipality as determined by the Demarcation Board in terms of Section 4 of the Municipal Structures Act 1998. The Municipality functions under the Collective Executive system consisting of ten (10) Executive committee members of whom one is the Mayor. The Council consists of 50 Councillors including the members of the Executive Committee, the Speaker, the Chief Whip and 7 Traditional Leaders. Of the 50 Councillors, 25 are Ward elected Councillors. The Council has six (6) standing committees which are chaired by Portfolio Heads.

The six (6) portfolios of the municipality are as follows:

- Budget and Finance – Portfolio Head: Cllr. Ngwanya
- Community Services – Portfolio Head: Cllr. Maphasa
- Corporate Services – Portfolio Head: Cllr. Dyantyi
- Local economic Development – Portfolio Head: Cllr. Nkukhu
- Infrastructure –Portfolio Head: Cllr. Shale
- Communications and Special Programmes Unit- Cllr: Bono

The council adopts an annual calendar for the sitting of ordinary council meetings, EXCO sittings and standing committee sittings. Special councils are held whenever there are urgent issues that need to be discussed and urgent decisions to be taken. The standing committee meetings are held quarterly.

## 5.2 MUNICIPAL ADMINISTRATION

### 5.2.1 Administrative structure

The Municipality's administrative structure comprises of six (6) departments and nineteen (19) units. The management comprises of the Municipal manager, 5 General Managers and 18 Middle managers (2 vacant). Matatiele Local Municipality has four offices located in the following areas, i.e. Maluti, Matatiele Civic Building, EDP offices and Cedarville.

The services provided in these areas are as follows:

Matatiele Civic Building main Office ) 102 main street,	Maluti offices	Cedarville Offices	EDP and finance offices
Located in the Matatiele town.	Located in the town of Maluti.	Located in the town of Cedarville	Located in mountain view area
<ul style="list-style-type: none"> <li>- Office of the Mayor, the Speaker and Chief Whip and offices of portfolio heads.</li> <li>- Office of the municipal manager</li> <li>- Corporate services</li> <li>- Community services</li> <li>- Legal services, audit service, M&amp;E, Risk services</li> <li>- Communications, SPU, Customer care and public participation services</li> <li>- Council chambers: sitting of council meetings</li> </ul>	<ul style="list-style-type: none"> <li>Indigent supports services</li> <li>Payment for rates and services</li> </ul>	<ul style="list-style-type: none"> <li>- Services- electricity sales</li> <li>- Indigent supports services</li> <li>- Payment for rates and services</li> <li>- Office of the CFO,</li> <li>-- Infrastructure offices,</li> <li>-LED, IDP and Development planning offices</li> </ul>	<ul style="list-style-type: none"> <li>-Services- electricity sales</li> <li>-Indigent supports services</li> <li>-Payment for rates and services,</li> <li>-Office of the CFO,</li> <li>-- Infrastructure offices,</li> <li>-LED, IDP and Development planning offices</li> </ul>

**Table 10: Municipal Functions; MLM**

The Municipality's administrative structure comprises of six (6) departments and nineteen (19) units. The management comprises of the Municipal manager, 5 General Managers and 18 Middle managers

(2 vacant). Matatiele Local Municipality has four offices located in the following areas, i.e. Maluti, Matatiele Civic Building, EDP offices and Cedarville.

**5.2.2.1 Departments and staff complement.**

<b>DEPARTMENT</b>	<b>UNITS IN THE DEPARTMENT</b>	<b>NUMBER OF POSTS THE 2019/20 ORG. STRUCTURE PER DEPARTMENT</b>	<b>NUMBER OF VACANT POST</b>	<b>NUMBER OF VACANT &amp; BUDGETED FOR POSTS</b>	<b>NUMBER OF VACANT &amp; NOT BUDGETED FOR POSTS</b>	<b>NUMBER OF VACANT POSTS WITH ACTING APPOINTMENTS</b>
<b>Budget and Treasury</b>	-Budget Planning & Investment Management -Financial Reporting & Assets Management -Revenue & Expenditure Management -Supply Chain and Fleet Management.	<b>40</b>	<b>05</b>	<b>05</b> ( Senior Officer: budget, Senior Officer Cashbook Expenditure Management ,Administrator Contract Managements, Senior Officer: Immovable Assets, )	<b>00</b>	<b>00</b>
<b>Community Services</b>	-Environment & Waste Management -Public Amenities & EPWP -Public Safety	<b>89</b>	<b>06</b>	<b>05</b> (2x Assistant Superintendent; Traffic Warden Examiner M/V 2x, Driver: Solid waste,	<b>00</b>	<b>00</b>
<b>Corporate services</b>	-Admin Support & Public Amenities	<b>97</b>	<b>06</b>	<b>06</b> (Manager ICT, Senior HR Officer	<b>01</b> (Speaker's Aide)	<b>00</b>

	-Human Resources Management. -ICT -Public Participation Services			Staff Provisioning, Security & Loss Control Officer, Senior Officer: Registry & Archive, Speakers Aid, Ward Support Assistant)		
<b>Economic Development and Planning</b>	- Local Economic Development - Development Planning	<b>20</b>	<b>04</b>	<b>02</b> (Chief Officer: Land Admin, Senior officer: Building Control & Administration), Handy man and Human Settlements x2	<b>00</b>	<b>00</b>
<b>Infrastructure Services</b>	- Electricity - Project Management - Operations & Maintenance	<b>83</b>	<b>06</b>	<b>09</b> (Project Coordinator, Accountant Projects, Electrical Artisan, Artisan Aids, x1 GA Electricity, Coordinator Projects, Chief ISD Officer	<b>00</b>	<b>00</b>
<b>Office of the Municipal Manager</b>	- Communications & SPU	<b>27</b>	<b>03</b>	<b>03</b> (Senior Officer M&E	<b>00</b>	<b>00</b>

	<ul style="list-style-type: none"> <li>- Internal Audit Services</li> <li>- Strategic governance</li> <li>- Legal Services</li> </ul>			Compliance, Manager : Legal, Internal Audit Officer,		
<b>TOTAL</b>		<b>357</b>	<b>30</b>	<b>32</b>	<b>01</b>	<b>00</b>

## CHAPTER 6: KPA – GOOD GOVERNANCE AND PUBLIC PARTICIPATION

This chapter details the integration of plans for the KPA – Good governance and public participation. It outlines the governance issues within the municipality, including the communication strategy, audit matters, governance structures, and performance management including risk management.

SWOT Analysis.

GOOD GOVERNANCE AND PUBLIC PARTICIPATION	
<p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>▪ Ward governance structures in place</li> <li>▪ ICT Governance structures</li> <li>▪ Good customer services relations</li> <li>▪ Good working relations amongst public participation drivers</li> <li>▪ Adequate and functional administrative systems and governance structures in place.</li> <li>▪ Improved working relation with other spheres of government through IGR</li> <li>▪ Functional auditing, Performance systems, legal and risk management services.</li> <li>▪ Good relations with traditional councils</li> </ul>	<p><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>▪ Limited sources of local reliable and accurate data.</li> <li>▪ Poor participation of community and stakeholders in municipal programmes</li> <li>▪ Limited resources to enforce bylaws</li> <li>▪ Perceived lack of transparency and accountability.</li> <li>▪ Limited feedback to communities on municipal programmes</li> <li>▪ Poor enforcement of bylaws</li> <li>▪ None sitting of section 79 committees</li> </ul>
<p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>▪ Legislative environment</li> <li>▪ Functional website and social media plan</li> <li>▪ Improved stakeholder relations</li> <li>▪ Improved public awareness and education</li> <li>▪ Technology evolution</li> <li>▪ Support from COGTA and SALGA</li> <li>▪ Knowledgeable communities</li> <li>▪ Wide area for learning and capacitation</li> <li>▪ Working relations with the NGOs and CBOs</li> <li>▪ Dedicated programmes for community participation</li> </ul>	<p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>▪ Poor coordination of planning programmes with other stakeholders</li> <li>▪ Community protests results in instability in the community</li> <li>▪ Lack of confidence in municipal services and programs</li> <li>▪ Negative perceptions on government services</li> <li>▪ Non adherence to bylaws</li> <li>▪ Service delivery protests</li> </ul>

To strengthen good governance and public participation as reflected in terms of the SWOT Analysis the municipality aims to implement these projects reflected on the table below.

PROJECT NAME	WARD	2021/22 BUDGET
Ward – based plans (Phase 1)- 21/22 (Phase 2)- 22/23	All wards	R100,000.00
IDP community outreach	All wards	R300,000.00
Council orientation session	Admin	R600,000.00
Strategic planning session	Admin	R900,000.00
6 X portable-mobile speakers sets	Admin	R30,000.00
Communication action plan review and media training	Admin	R35, 000. 00
Organize 1 state of the municipality address event	Admin	R50, 000
Covid-19 awareness	Admin	R500, 000
Register 25 students and pay bursaries for 2 students	Various wards	R400, 000. 00
Host Mayoral Cup	All wards	R500, 000
Host Elderly World AIDS Women’s Day	Various wards	R40 000.00 R45 000.00 R15 000.00
Children's programme	Various wards	R 50 000
Golden games	Various wards	R 70 000
Senior citizens day	Various wards	R 50 000,00
Mayoral projects	Various wards	R 200000
Litigation management	Admin	R2 625 000.00
Review and drafting of by-laws	Admin	R73 500.00
Audit Committee sitting & Disciplinary Board sitting	Admin	R400 000.00
Perform penetration testing, Cyber security assessment, firewall reviews and develop strategy and policy	Admin	R1 300 000.00
Coordination of public participation structures	Admin	R200 000.00
Establishment of ward based public participation	All	R300 000.00
Conducting customer satisfaction survey	All wards	R 750 000.00
4 Quarterly LCF meetings	Admin	R 15 000. 00
Establish media partnership with TVOM for Talk to your Ward Cllr. Radio programme	Various wards	R200 000.00
Produce 3000 copies of service delivery booklet	Various wards	R150 000. 00
Procure and install 12 billboards ( Inc border points) 6 batho pele Bords for oddice	Various wards	R200 000. 00
Organize 1 state of the municipality address event	Various wards	R50 000. 00
Covid-19 relief fund: publications, newspaper adverts, radio slots, hire charges and slots	Various wards	R500 000.00
IDP development processes: IDP rep forum meetings Strategic planning session Ward based plans	Admin	R1 930 000. 00

Host Christmas party for OVCs	Various wards	R 45 000.00
Host 1 Sport development programme ( MAYORAL Cup)	Various wards	R500 000.00
4 Local aids council meeting	Admin	R5 000.00
Fencing of sports grounds	20	R200 000.00



## CHAPTER 7: KPA- LOCAL ECONOMIC DEVELOPMENT

The local economy of Matatiele is dynamic, with various sectors which contribute to the economy. The growth potential and opportunities within each sector are vast, though challenges and threats may hamper such progress. The municipality has adopted an LED strategy for the period (2019 – 2025). This chapter gives an analysis of the economy of Matatiele. Each of the five (5) sectors are analyzed; with the future plans, policies and long term strategies for the growth the economy, in terms of the strategy adopted by the municipality.

The table below reflects Local Economic Development SWOT Analysis.

### SWOT Analysis

LOCAL ECONOMIC DEVELOPMENT	
<p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>▪ Productive land for crop, grazing Pastures and afforestation.</li> <li>▪ Thriving Natural environment</li> <li>▪ Increased investments opportunities in LED</li> <li>▪ Improved Investments in agriculture infrastructure</li> <li>▪ The municipal area has great Potential for heritage and eco-tourism.</li> <li>▪ Large rural wilderness areas.</li> <li>▪ Diverse cultures</li> </ul>	<p><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>▪ Limited funding to implement LED projects and programmes.</li> <li>▪ Shortage of staff.</li> <li>▪ Poorly maintained Tourism Infrastructure</li> <li>▪ Lack of strategy for funding opportunities</li> <li>▪ Under-utilised tourism resources.</li> <li>▪ Shortage of skills for SMME's</li> <li>▪ Limited opportunities for LED in rural areas</li> </ul>
<p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>▪ Existing tourism facilities</li> <li>▪ Forestry enterprises &amp; related jobs</li> <li>▪ Available institutional support in Tourism, SMME and Agriculture and Forestry sectors</li> <li>▪ Funding available to strategic departments to fund Led projects</li> <li>▪ Development of entrepreneurs - mining, art craft, retail and manufacturing.</li> <li>▪ Identification of Matatiele Local Municipality as the Agri-Park centre in the ANDM</li> <li>▪ strong potential for the development and promotion of winter tourism, cultural tourism, eco-tourism, agricultural tourism, adventure tourism, avi-tourism</li> <li>▪ Existing business Chamber</li> </ul>	<p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>▪ Extreme / Unfavourable weather conditions</li> <li>▪ Poor infrastructure – access to tourist facilities.</li> <li>▪ Depletion of water sources</li> <li>▪ Wild fires and drought</li> <li>▪ Illegal deforestation, and mining</li> <li>▪ Influx of low quality goods in the local market</li> <li>▪ Livestock theft</li> <li>▪ Food insecurity</li> <li>▪ Poor investor confidence</li> <li>▪ High unemployment rates</li> <li>▪ Sprawling settlements</li> </ul>

The table below reflects LED projects that will be implemented so as to address the LED SWOT analysis reflected in the table above.

PROJECT NAME	WARD	2021/22 BUDGET
Cropping Programme and Household Food Security gardens	Various wards	R 4 060 000.00
Livestock Improvement programme	Various wards	R 250 000. 00
Silo Facility Agent	Various wards	R 150 000.00
SMME training programme and SMMEs policy contactor development programme and skills development for housing emerging contractors	Various wards	R 250 000. 00
SMME / Co-operative Funding support	Various wards	R 500 000.00
Contractor development Programme	Various wards	R 250 000.00
Hawker Stalls development	Ward 19	R 600 000.00
Hawker Electricity	Ward 19	R 120 000
Cedarville Toilet Paper Factory	Ward 26	R2000 ,000.00
Tourism Publication	Admin	R 85,000.00
Sitting of 2 Local Tourism Organization meetings and Local action Team Meetings	19	R50 000.00
2 tourism awareness campaigns	Various wards	30,000.00
Tourism sector Plan	Admin	R200,000.00
Matatiele Tourism Programmes Virtual Marketing	Various wards	R3 000 000.00
Business Plan,Financing Model and Implementation plan	19&20	R 2000 000.00

## CHAPTER: 8 FINANCIAL VIABILITY

### INTRODUCTION

In general usage a financial plan is a budget, in other words a plan for spending and saving future income. This plan allocates future income to various types of expenses, such as salaries, insurances and also reserves some income for short term and long term savings. A financial plan is also an investment plan, which allocates savings to various assets or projects expected to produce future income.

One of the key issues identified for the sustainability of Matatiele Local Municipality is expanding its revenue base whilst remaining financially viable and sustainable. The objectives are therefore to provide effective, efficient and coordinated financial management and financial accounting.

This financial plan includes therefore the assumptions used when compiling the budget, the operating and capital budget, financial strategies as well as the accounting policies.

### SWOT Analysis

MUNICIPAL FINANCIAL VIABILITY	
<p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>▪ Effective Financial policies, controls and systems in place</li> <li>▪ Skilled and experienced finance staff</li> <li>▪ Adherence to statutes and prescripts</li> <li>▪ Cash flows to meet payments on daily bases.</li> <li>▪ Strong municipal leadership</li> <li>▪ Bid committees</li> <li>▪ Cash backed budget</li> </ul>	<p><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>▪ Increase in of municipal vehicles accidents and fuel costs</li> <li>▪ Non-compliance with SCM and Fleet policy</li> <li>▪ Limited access to quality and updated data</li> <li>▪ Non- adherence of operating</li> <li>▪ Incorrect segment used at payment (end results affecting GL)</li> <li>▪ Increase in the municipal debt book</li> <li>▪ Delays in submission of invoices resulting to late payment</li> <li>▪ Misuse of municipal vehicles</li> <li>▪ Poor planning by end users</li> </ul>
<p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>▪ Improved monthly reporting.</li> <li>▪ Skilled and capacitated personnel.</li> <li>▪ Improve on time management and adherence to procedure manuals</li> <li>▪ Unqualified Audit opinion</li> <li>▪ Implementation of MFMA circulars inputs</li> <li>▪ Implementation of financial systems</li> <li>▪ Long – term investment with financial institutions with better interest rates</li> <li>▪ Enhancement of operating procedures as per Mscoa requirements</li> </ul>	<p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>▪ Non-compliance with MFMA resulting to fruitless and wasteful expenditure</li> <li>▪ Delivery of inferior goods or rendering of services of poor standards</li> <li>▪ Late delivery/rendering of goods or services &amp; inflated costs</li> <li>▪ Increasing culture of non-payment for services received.</li> </ul>

## **LEGAL / STATUTORY REQUIREMENTS**

Municipal Finance Management Act 56 of 2003, Chapter 4.

Municipal System Act 32 of 2000.

National Treasury Regulations and Guidelines.

Municipal Budget and Reporting Regulations (reg 21, 22, 23, 24, 25, 26 and 27).

Municipal Standard Chart of Accounts (mSCOA).

## **BACKGROUND AND REASONING**

The Budget was prepared according to the Zero Based Method. In terms of the method all votes and line items were reduced to zero and every amount allocated had to be motivated. General Managers were requested to hand their requests to the Chief Financial Officer for inclusion on the budget. The information was requested to reach the Chief Financial Officer by the 24th January 2021.

As required by the Municipal Finance Management Act (MFMA) and other relevant legislations, regulations and guidelines, the municipality started the processes of budget preparation from August 2020 to March 2021 as follows:

### **Budget process plan**

On 29th July 2020, the IDP and Budget process plan as required by section 21 of the MFMA was submitted and approved by Council to ensure that municipality does not fail to prepare and approve its credible budget within the legislated time frames.

### **IDP review**

As per the approved plan, the municipality on the 16 – 19 November 2020, conducted its public consultative meetings with all 26 wards to review IDP for 2017-2021. The reviewed IDP has been used by the municipality to inform the draft budget for 2021/22 to 2023/24 (MTREF) for consideration. The tabled draft budget will then be subjected for comments and suggestions by stakeholders and public.

Public Participation on the tabled Budget 2021/22- 2023/24

On the 06th April 2021- 09th April 2021 the Municipality held a budget community outreach in all 26 wards to present the tabled draft budget 2021/22.

## **FINAL ANNUAL BUDGET 2021/22 – 2023/2024**

Budgeted Financial Performance (revenue)

REVENUE SOURCE	APPROVED BUDGET 2020/2021	ADJUSTMENTS BUDGET 2020/21	BUDGET 2021/2022	BUDGET 2020/21 % ALLOCATION	BUDGET YEAR +2022/2023	BUDGET YEAR 2023/2024
Property Rates	48,190,010	48,190,008	54,088,413	9%	56,792,835	59,632,476
Service Charges	68,816,568	68,816,568	70,532,408	12%	74,059,028	77,761,980
Rental Of Facilities & Equipment	500,000	1,245,000	1,245,000	0%	1,307,250	1,372,613
Interest - Outstanding Debtors	11,798,768	11,798,768	11,798,768	2%	12,388,706	13,008,142
Interest - External Investment	14,650,000	14,650,000	14,650,000	3%	15,382,500	16,151,625
Fines , Penalties and Forfeits	2,093,696	2,093,696	2,093,696	0%	2,198,381	2,308,300
Licences & Permits	4,524,684	4,524,689	4,524,689	1%	4,724,673	4,960,907
Transfers & Subsidies Operational	256,212,000	309,523,500	269,911,550	47%	272,831,000	265,228,000
Transfers & Subsidies Capital	101,527,000	93,185,996	142,872,450	25%	121,068,000	111,006,000
Other Revenue	1,608,000	1,608,000	1,501,156	0%	1,576,214	1,655,027
<b>Total Revenue</b>	<b>509,920,726</b>	<b>555,636,225</b>	<b>573,218,130</b>	<b>100%</b>	<b>562,354,837</b>	<b>553,112,633</b>

Remarks;

The revenue is anticipated to be R573, 218, 130 in the 2021/22 financial year. The adjusted budget for 2020/21 was R555, 636, 225. This is an increase of R17,581,905 from the current adjustment budget. Revenue budget for the indicative years 2022/23 and 2023/24 is anticipated to be R562,354,837 and R553,112,633 respectively.

The property rates amount is calculated from the current valuation roll as implemented from 01st July 2018, a tariff increase of 3% is proposed on property rates.

It should be noted that capital transfers and subsidies from capital has increased due to increased grants allocation for the Municipal infrastructure grant and the integrated national electrification grant

Budgeted Financial Performance (operating expenditure)

EXPENDITURE TYPE	APPROVED BUDGET 2020/2021	ADJUSTMENTS BUDGET 2020/21	BUDGET 2021/2022	BUDGET 2020/21 % ALLOCATION	BUDGET YEAR +2022/2023	BUDGET YEAR 2023/2024
Employee Related Costs	125,230,916	125,230,692	132,260,715	31%	136,231,422	143,042,988
Remuneration Of Councillors	21,537,043	21,537,048	21,689,909	5%	22,774,405	23,913,129
Debt Impairment	5,000,000	5,000,004	7,000,000	2%	7,350,000	7,717,500
Depreciation	33,109,996	33,110,004	35,300,000	8%	37,065,000	38,918,250
Repairs & Maintenance	23,417,000	28,892,996	18,160,000	4%	19,068,000	22,722,524
Bulk Purchases	48,000,000	48,000,000	50,000,000	12%	52,500,000	55,125,000
Contracted Services	77,862,000	102,217,216	87,470,010	20%	82,828,211	84,268,498
Other Material	5,566,496	6,114,512	7,379,200	2%	7,674,660	8,058,394
Other Expenditure	68,669,562	69,507,604	71,085,712	17%	65,909,358	69,337,135
<b>Total Expenditure</b>	<b>408,393,012</b>	<b>439,610,076</b>	<b>430,345,546</b>	<b>100%</b>	<b>431,401,055</b>	<b>453,103,418</b>

Remarks;

The operating expenditure is anticipated to be R430, 345, 546 in the 2021/22 financial year. The adjusted budget for 2020/21 was R439,610,076. This is a decrease of R9,264,530 from the current adjustment budget. For the two outer years 2022/23 and 2023/24 the operating expenditure budget is R431,401,055 and R453,103,418 respectively.

An increase of 5% has been effected on employee related costs pending the new collective agreement from SALGA.

Included on the contracted services are the following operational programmes;

Cash cropping programme: R4,210,000

Livestock improvement : R250,000

SMME and contractor development programme: R1,380,000

Expanded public work programme: R 7,780,000

The proposed budget for indigent support is R27,293,440 for the 2021/22 budget.

#### Budgeted Capital Expenditure by vote, and funding

DEPARTMENT/MUNICIPAL VOTE	APPROVED BUDGET 2020/21	ADJUSTMENTS BUDGET 2020/21	BUDGET 2021/22	BUDGET YEAR +2022/2023	BUDGET YEAR 2023/2024
Executive and Council	-	-	90,000	-	-
Other Admin	528,500	528,504	405,000	437,400	472,392
Budget & Treasury	5,500,000	4,500,000	320,500	5,200,000	5,200,000
Corporate Services	3,050,000	3,430,000	6,710,000	7,045,500	7,397,775
Community Services	6,270,000	6,190,000	4,962,000	5,210,100	5,470,605
Economic Development Planning	480,000	570,000	247,500	259,875	272,869
Infrastructure	158,485,200	173,494,172	180,137,450	150,171,725	144,395,660
<b>TOTAL CAPITAL PER MUNICIPAL VOTE</b>	<b>174,313,700</b>	<b>188,712,676</b>	<b>192,872,450</b>	<b>163,264,600</b>	<b>153,080,300</b>
<b>Funding Sources</b>					
Capital Replacement	74,973,500	97,973,484	50,000,000	45,000,000	45,000,000
Municipal Infrastructure Grant	46,489,200	57,888,200	49,372,450	53,264,600	55,588,300
Integrated National Electrification Programme	52,591,000	32,591,000	93,500,000	65,000,000	52,492,000
Library Support	260,000	260,000	-	-	-
<b>TOTAL CAPITAL FUNDING</b>	<b>174,313,700</b>	<b>188,712,684</b>	<b>192,872,450</b>	<b>163,264,600</b>	<b>153,080,300</b>

Remarks;

Capital expenditure is the expenditure appropriated for items to be utilised over a period of time longer than 12 months to generate future income and derive economic benefit for the municipality.

The capital expenditure is anticipated to be R192,872, 450 in the 2021/22 financial year. The adjusted budget for 2020/21 was R188, 712, 684 million. This is an increase of R4,159, 766 from the adjustment budget due to the following:

Increase in INEP from R32m to R93, 5m,

Decrease of MIG from R57.7m – R49,3m

Decrease of municipal reserves funding from R97,9m – R50, m

The proposed capital funding for the 2021/2022 financial year is anticipated as follows;

Internally generated Funding (CRR) \_ R50,000,000

Integrated National Electrification Programme\_R93,500,000

Municipal Infrastructure Grant \_ R49,372,450

Transfers and grant receipts

Description	Current Year 2020/21		2021/22 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>R thousand</b>					
<b>RECEIPTS:</b>					
<b>Operating Transfers and Grants</b>					
<b>National Government:</b>	<b>255,022</b>	<b>304,803</b>	<b>265,363</b>	<b>272,122</b>	<b>264,487</b>
Local Government Equitable Share	249,823	299,604	258,826	270,472	262,787
Expanded Public Works Programme Integrated G	3,499	1,700	4,887	–	–
Local Government Financial Management Grant	1,700		1,650	1,650	1,700
Municipal Disaster Grant	–	3,499	–	–	–
Municipal Infrastructure Grant	–				
Other transfers/grants [insert description]					
<b>Provincial Government:</b>	<b>–</b>	<b>4,721</b>	<b>650</b>	<b>709</b>	<b>741</b>
DEDEAT	–	3,791			
Library Support		930	650	709	741
<b>District Municipality:</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
[insert description]					
<b>Other grant providers:</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
[insert description]					
<b>Total Operating Transfers and Grants</b>	<b>255,022</b>	<b>309,523</b>	<b>266,013</b>	<b>272,831</b>	<b>265,228</b>
<b>Capital Transfers and Grants</b>					
<b>National Government:</b>	<b>101,527</b>	<b>92,926</b>	<b>145,471</b>	<b>121,068</b>	<b>111,006</b>
Municipal Infrastructure Grant (MIG)	48,936	60,335	51,971	56,068	58,514
Integrated National Electrification Programme (Mun	52,591	32,591	93,500	65,000	52,492
<b>Provincial Government:</b>	<b>–</b>	<b>260</b>	<b>–</b>	<b>–</b>	<b>–</b>
Library Programme		260			
<b>District Municipality:</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
[insert description]					
<b>Other grant providers:</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Electrification Programme					
<b>Total Capital Transfers and Grants</b>	<b>101,527</b>	<b>93,186</b>	<b>145,471</b>	<b>121,068</b>	<b>111,006</b>
<b>TOTAL RECEIPTS OF TRANSFERS &amp; GRANTS</b>	<b>356,549</b>	<b>402,709</b>	<b>411,484</b>	<b>393,899</b>	<b>376,234</b>

Remarks;

The municipality will receive both conditional and unconditional grants of R411, 4 million, an increase of R8,7 million from R402, 7 million on the 2020/21 adjusted budget) from the allocations as gazetted on Division of Revenue Act (DoRA).

The equitable share allocation is appropriated to fund municipal delivery of services through day to day operations and strategic social development programs, the allocation for equitable share has decreased with R40,7 million from the adjusted allocation for the current financial year.

Conditional operational grants (EPWP & FMG) are appropriated to fund expenditures relate to EPWP programs and financial reforms respectively as per grants stipulated conditions

The Expanded public works incentive has increased by R1,3 million for the next budget year

The finance management grant has decreased by R50 000 for the next budget year.

Conditional capital grants (MIG & INEP) are appropriated to fund capital expenditure of roads construction, local economic development capital projects and electrification projects.

The allocation for MIG has increased by R3, million from the current adjusted budget.

The allocation for INEP has increased by R60,9 million from the current adjusted budget.

**ALIGNMENT: IDP, BUDGET AND SDBIP**

Chapter 3 of the IDP documents indicates the strategic overview for the municipality; its outlines the vision for the municipality, the Goals, strategies, Objectives and indicators what will be mapping out the direction the municipality will take over the 5-year period, to address the challenges within the area. The projects and specific targets have been indicated, with budgets for the three-year span, where applicable. The annual plans for each of the objectives are translated into the SDBIP, which serves as the performance management instrument; that marries the IDP and Budget, thus enabling the municipality to measure the progress and set performance targets annually towards achieving the goals.

**- Supporting Table SA25 Budgeted monthly revenue and expenditure**

Description	R e f	Budget Year 2021/22												Medium Term Revenue and Expenditure Framework		
		Jul y	Au gus t	Se pt.	Oc to be r	No ve mb er	De ce mb er	Ja nu ary	Fe br ua ry	Ma rc h	Ap ril	Ma y	Ju ne	Bu dget Year 2021/22	Bu dget Year +1 2022/23	Bu dget Year +2 2023/24
<b>Revenue By Source</b>	-															
Property rates		4,507	4,507	4,507	4,507	4,507	4,507	4,507	4,507	4,507	4,507	4,507	4,507	54,088	56,793	59,632
Service charges																
- electricity revenue		4,584	4,584	4,584	4,584	4,584	4,584	4,584	4,584	4,584	4,584	4,584	4,584	55,007	57,757	60,645
Service charges																
- water revenue		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges																
- sanitation revenue		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges																
- refuse revenue		1,294	1,294	1,294	1,294	1,294	1,294	1,294	1,294	1,294	1,294	1,294	1,294	15,526	16,302	17,117
Rental of facilities and equipment		104	104	104	104	104	104	104	104	104	104	104	104	1,245	1,307	1,373
Interest earned																
- external investments		1,221	1,221	1,221	1,221	1,221	1,221	1,221	1,221	1,221	1,221	1,221	1,221	14,650	15,383	16,152
Interest earned																
- outstanding debtors		983	983	983	983	983	983	983	983	983	983	983	983	11,799	12,389	13,008
Dividends received		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



Fines, penalties and forfeits	17 4	17 4	17 4	17 4	17 4	17 4	17 4	17 4	17 4	17 4	17 4	17 4	2,0 94	2,1 98	2,3 08
Licences and permits	37 7	37 7	37 7	37 7	37 7	37 7	37 7	37 7	37 7	37 7	37 7	37 7	4,5 25	4,7 51	4,9 88
Agency services	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfers and subsidies	22, 27 6	22, 27 6	22, 27 6	22, 27 6	22, 27 6	22, 27 6	22, 27 6	22, 27 6	22, 27 6	22, 27 6	22, 27 6	22, 27 6	267 ,31 3	272 ,83 1	265 ,22 8
Other revenue	12 5	12 5	12 5	12 5	12 5	12 5	12 5	12 5	12 5	12 5	12 5	12 5	1,5 01	1,5 76	1,6 55
Gains	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>35, 64 6</b>	<b>35, 64 6</b>	<b>35, 64 6</b>	<b>35, 64 6</b>	<b>35, 64 6</b>	<b>35, 64 6</b>	<b>35, 64 6</b>	<b>35, 64 6</b>	<b>35, 64 6</b>	<b>35, 64 6</b>	<b>35, 64 6</b>	<b>35, 64 6</b>	<b>427 ,74 7</b>	<b>441 ,28 7</b>	<b>442 ,10 7</b>
<b>Expenditure By Type</b>	–														
Employee related costs	11, 02 2	11, 02 2	11, 02 2	11, 02 2	11, 02 2	11, 02 2	11, 02 2	11, 02 2	11, 02 2	11, 02 2	11, 02 2	11, 02 2	132 ,26 1	136 ,23 2	143 ,04 3
Remuneration of councillors	1,8 07	1,8 07	1,8 07	1,8 07	1,8 07	1,8 07	1,8 07	1,8 07	1,8 07	1,8 07	1,8 07	1,8 07	21, 690	22, 774	23, 913
Debt impairment	58 3	58 3	58 3	58 3	58 3	58 3	58 3	58 3	58 3	58 3	58 3	58 3	7,0 00	7,3 50	7,7 18
Depreciation & asset impairment	2,9 42	2,9 42	2,9 42	2,9 42	2,9 42	2,9 42	2,9 42	2,9 42	2,9 42	2,9 42	2,9 42	2,9 42	35, 300	37, 065	38, 918
Finance charges	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Bulk purchases - electricity	4,1 67	4,1 67	4,1 67	4,1 67	4,1 67	4,1 67	4,1 67	4,1 67	4,1 67	4,1 67	4,1 67	4,1 67	50, 000	52, 500	55, 125
Inventory consumed	61 5	61 5	61 5	61 5	61 5	61 5	61 5	61 5	61 5	61 5	61 5	61 5	7,3 79	7,6 75	8,0 59
Contracted services	8,8 03	8,8 03	8,8 03	8,8 03	8,8 03	8,8 03	8,8 03	8,8 03	8,8 03	8,8 03	8,8 03	8,8 03	105 ,63 0	101 ,89 6	106 ,99 1
Transfers and subsidies	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other expenditure	5,9 24	5,9 24	5,9 24	5,9 24	5,9 24	5,9 24	5,9 24	5,9 24	5,9 24	5,9 24	5,9 24	5,9 24	71, 086	65, 910	69, 338
Losses	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

<b>Total Expenditure</b>		35,862	35,862	35,862	35,862	35,862	35,862	35,862	35,862	35,862	35,862	35,862	35,862	430,346	431,402	453,104
<b>Surplus/(Deficit)</b>		(217)	(217)	(217)	(217)	(217)	(217)	(217)	(217)	(217)	(217)	(217)	(217)	(2,599)	9,885	(10,998)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		12,123	12,123	12,123	12,123	12,123	12,123	12,123	12,123	12,123	12,123	12,123	12,123	145,471	121,068	111,006
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Transfers and subsidies - capital (in-kind - all)		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>		11,906	11,906	11,906	11,906	11,906	11,906	11,906	11,906	11,906	11,906	11,906	11,906	142,872	130,953	100,008
Taxation Attributable to minorities		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Share of surplus/ (deficit) of associate		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Surplus/(Deficit)</b>	1	11,906	11,906	11,906	11,906	11,906	11,906	11,906	11,906	11,906	11,906	11,906	11,906	142,872	130,953	100,008

#### References

1. Surplus (Deficit) must reconcile with Budgeted Financial Performance



## CHAPTER 9: BASIC SERVICE DELIVERY AND INFRASTRUCTURE

The chapter details the integration of plans for the KPA- Basic service delivery and Infrastructure. This chapter outlines the information on Basic services and infrastructure within Matatiele. It provides information on current resources, backlogs and environmental management.

Reflected below are the projects that will be implemented to overcome challenges that shown in the SWOT Analysis below.

BASIC SERVICE DELIVERY AND INFRASTRUCTURE	
<p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>▪ Ability to manage our large protected areas</li> <li>▪ Ability to provide public services to communities</li> <li>▪ Licenced landfill site</li> <li>▪ Regular waste collection in urban areas</li> <li>▪ Traffic management systems</li> <li>▪ Available plant and machinery</li> <li>▪ Good working relations with external government departments</li> <li>▪ Licenced landfill site</li> </ul>	<p><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>▪ inadequate financial resources for infrastructure development</li> <li>▪ Ageing infrastructure</li> <li>▪ Limited access to adequate Services in rural wards due to range and insufficient densities</li> <li>▪ Lengthy timelines on SCM Processes</li> <li>▪ Limited social facilities in rural areas</li> <li>▪ Limited access to building materials and supplies sourced locally</li> <li>▪ Limited access to quality and updated data</li> <li>▪ Lack of Maintenance of heritage structures</li> <li>▪ Poor transport infrastructure</li> </ul>
<p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>▪ Improved access to economic opportunities</li> <li>▪ Good working relations with external government departments</li> <li>▪ Independent recyclers</li> <li>▪ Funding opportunities from national and provincial departments</li> <li>▪ Skilled staff to improve service delivery</li> <li>▪ EPWP initiatives</li> <li>▪ Nature reserves services</li> <li>▪ Funding opportunities from DEA and DEDEAT</li> </ul>	<p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>▪ Service delivery protests and vandalism of existing infrastructure</li> <li>▪ High crime rates</li> <li>▪ Natural disasters (snow and flooding)</li> <li>▪ Illegal immigrants</li> <li>▪ Climate change impact</li> <li>▪ Limited capacity of local service providers</li> <li>▪ Unresolved Land Claim</li> <li>▪ Sprawling settlements impede effective service delivery</li> <li>▪ Illegal electricity and water connections</li> <li>▪ Illegal scavengers in landfill site</li> </ul>

PROJECT NAME	WARD	2021/22 BUDGET
Pre-Engineering Designs ( 2021/2022)	Ward 24, 02,(ward 18 Ext), 13, 14, 9	R3 064 000. 00
Vikinduku –Lubaleko Electrification	5	R10 290 000, 00
Hillside –Manzi electrification	7	R8 000 000 .00
Sifolweni 155 electricication	7	R3 875 000 .00
Ngcwengana Electrification	9	R3 675 000 .00
Epiphany electrification	22	R19 040 000 .00
Mkhemane electrification	22	R7 520 000 .00
Lukholweni electrification	22	R6 188 000 .00
Mafaisa electrification	12	R1 512 000 .00
Phalane electrification	22	R5 950 000 .00
Kesa & Sdakeni electrification	18	R6 903 191. 00
Mhlangeni –Mnqayi electrification	05	R3 096 000. 00
10km Epiphany Link Line, Mkhemane & Phalane	22	12 558 000
9km Mafaisa Link Line	12	3 528 000
15km Vikinduku Link Line	05	6 300 000
Transformers	19 & 20	R 800 000. 00
Substation switch gears	19&20	R 1 000 000. 00
Installation of new Street Lights	19	R 800 000.00
Install new High Mast Lights	1 & 20	R 800 000. 00
Conversion of Over headline to underground cabling in Tailor Street,	19	R 500 000. 00
Replacement of existing Low voltage stay wires		R 150 000
1500m voltage cable north street	19	R300 000.00
Construction of Skiti and Tholang Access road	1	R 2,700 000. 00
Matatiele internal road phase 3	19	500 000. 00
Construction of Rockville & Motsekoa- Maritseng Access Road	2	R 2,600 000. 00
Re-Surfacing of Matatiele Internal Streets	19 & 20	R 5 000 000. 00
Construction of Khoarai to Likhethlane Access Road	16	R 3 000 000. 00
Construction of Magera to Lekhallong to Kutwana Access Road	8	R 1 500 000. 00
Construction of Liqalabeng Access Road	14	R 2 500 000. 00
Construction of St Paul Access Road	25	R 1 500 000. 00
Council Chambers _Water Supply	Admin	R 3 000 000
Pound	19	R 500 000
Meggie Resha Statue Council Chambers	Admin	R1 500 000,00

Construction of Cedarville Internal Streets- Phase 3	26	R 15 000 000.00
Mahangu AR and Bridge	9	R 4 785 000. 00
Mohapi Access Road and Bridge	13	R 7 401 300. 00
Purutle to Moyeni AR and Bridge	23	R 6 000 000. 00
Maluti Internal Street- Phase 4	1	R 7 687 400
Magongqolweni Access road	10	R 1 200 000. 00
Msukeni Access Road	21	R 1 200 000. 00
Ngcwengane Bridge	7	R 2 000 000
Extension Matatiele Sport Centre	20	R 4 500 000
Matatiele CBD Internal streets - Phase 3	19	R 500 000. 00
Construction of Harry Gwala Internal Streets	20	R 1 500 000. 00
Renovation of Municipal stores	19	R 1 500 000.00
Maintenance of Municipal Public Facilities		R 1 500 000.00
Construction of Concrete Channel		R 1 500 000.00
Rural Maintenance of Road- Outsourcing Plant ( Maintenance of Hebron to Madimong AR, Zikhalini AR, Lhaseng AR, Matolweni AR, Maphutsing AR		R 15 000 000.00
Silo Facility Phase 4	19	R3,000.000.00
Repairs and Maintenance of Municipal buildings		R 7 00 000. 00

## CHAPTER 10: KPA- SPATIAL CONSIDERATIONS

This chapter looks at the spatial planning for the municipality. It outlines the spatial development framework for the municipality and long term development plans for the municipality.

SWOT Analysis:

SPATIAL PLANNING (RATIONALE)	
<p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>▪ Large track/parcel of undeveloped land</li> <li>▪ Some technical capacity (ED&amp;P –town planners, legal and GIS specialist)</li> <li>▪ Available support from Traditional Councils -SPLUMA</li> <li>▪ Available land redistribution programmes and National guiding legislation</li> <li>▪ Promulgation of Town Planning Legislation and Enactment of SPLUMA</li> <li>▪ Municipal Land Audit, GIS, Municipal Land Management Plan</li> </ul>	<p><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>▪ Inability to retain professional staff due to uncompetitive salaries and limited budget to increase the capacity</li> <li>▪ No mapping and planning of rural areas (cadastral and zoning plans and maps)</li> <li>▪ Limited land ownership by the municipally (only in urban areas)</li> <li>▪ Inadequate localised Municipal Plans (to specific precincts / areas)</li> <li>▪ Lack of planning leads to land invasion and illegal demarcation</li> <li>▪ Outdated municipal land audit, SDF and lacunae (gaps) in LUM schemes</li> </ul>
<p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>▪ Approved SDF, IDP and other policies / strategies as guiding spatial planning frameworks</li> <li>▪ Available land for Agriculture and Tourism potential as identified on SDF and other development proposals</li> <li>▪ Land redistribution programmes</li> <li>▪ Available programmes within DRDLR to assist in rural planning</li> </ul>	<p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>▪ Sparse/sprawling rural settlements (26 wards with land covering of 4352km<sup>2</sup> – expensive to develop)</li> <li>▪ Delays in resolving land claims</li> <li>▪ No spatial planning in rural areas.</li> <li>▪ Lack of institutional support and capacity in law enforcement</li> <li>▪ some planning components not addressed in some legislation e.g. Land Use Management Scheme</li> <li>▪ Non adherence to bylaws</li> <li>▪ Development of highly sensitive areas without prior approval</li> <li>▪ Unbalanced (only urban) development patterns</li> <li>▪ Limited development due to insufficient enabling infrastructure.</li> </ul>

Below are the planned projects for 2021/22:

PROJECT NAME	WARD	2021/22 BUDGET
Undertaking land survey services- 1.Closure and rezoning of open spaces, 2.Rezoning of land parcels, 3. survey of municipal land parcels 4.resurveying of land parcels (illegal allocations/extensions, encroachments	Admin	R 900 000.00
Township Register opened	Admin	R1 000,000. 00
Land audit	Admin	R 1 000 000. 00
Small Town Revitalization programme establishment	Admin	R 300 000.00
Maluti land tenure upgrade	Admin	1 500 000.00
Feasibility study	Admin	900,000
Local SDFs development	Admin	R500 000.00
Review and implementation of LUMS including Zoning and land use maps development	Admin	R500,000. 00



## CHAPTER 11: SECTOR DEPARMENTS PLANS

Integration of sector plans for 2021/2022 programmes and projects

NO	DEPARTMENTS	PAGE NO. ON IDP
11.1	DEPARTMENT OF HUMAN SETTLEMENTS	278-279
11.2	ALFRED NZO DISTRICT MUNICIPALITY PROJECTS	280
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11.4	2021/2022 DEDEAT PROJECTS	282-287
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