



# SIYANCUMA MUNICIPALITY

*STRATEGIC PLAN 2011-2016*

## Part 1: Introducing the municipality

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The Siyancuma Municipality forms part of the Pixley Ka Seme District Municipality which is located in the south-eastern part of the Northern Cape Province.

The Municipality is made up of three main entities, namely incorporating three urban settlements (Douglas, Griekwastad and Campbell) two restitution areas (Schmidtsdrift and Bucklands), rural areas (Plooyburg, Salt Lake, Witput, Belmont, Graspan, Heuningskloof, Volop), commercial farming areas, small farming areas, the Ghaap Mountain and small private game parks.

The Municipality is characterised by incorporating the confluence of South Africa's largest rivers, the Orange and Vaal Rivers, with rich mineral deposits (diamonds, tiger's eye, sink, lead and copper).

The municipality has relatively high levels of basic services, partially integrated society, medical facilities in Douglas and Griekwastad, one of the biggest prisons in the province and is the neighbour to Kimberley, the provincial and legal capital of the province. It still has major inequalities to overcome and in common with the rest of the country, a skew and sluggish economy to transform and speed up.

The themes of this IDP are increasing economic growth, improving community self-reliance, achieving service excellence and sustainability led by strengthened leadership and good governance and a common approach between stakeholders.

Within the municipal boundaries unemployment has increased from 2001 to 2007, 62% of the residents are still unemployed or not economically active.

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## Part 2: Strategic Framework

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### 1. From vision to effective action

Siyancuma outlines its future as envisioned below to be as follows.

- ✓ **Vision:** What we see as the future we will achieve by pursuing what we exist for
- ✓ **Mission:** What we exist for
- ✓ **Values:** Who we are
- ✓ **Strategy:** The above result in a clear plan of activities to be pursued to achieve the vision
- ✓ **Management & Monitoring Tool:** To measure and manage progress on these activities

#### a. Vision

***To be a sustainable, economically and socially viable municipality where residents enjoys a high quality of life***

#### b. Mission

- We will Strive to put the needs of the community first by:
  - ✓ To economically and socially develop the municipal area;
  - ✓ empower the community through transparent, accountable democratic governance and sound financial management
  - ✓ by optimising all available resources and human skills

#### c. Values

- ✓ Driven by the aspirations of our people, we will respect and uphold the constitution of the Republic of South Africa and , to this end, observe human rights and participate in co-operative governance
- ✓ We subscribe to the principles of Batho Pele and total quality management
- ✓ We commit ourselves to the Codes of Conduct for councillors and officials in the Municipal Systems Act and to the principles of sound financial management
- ✓ We believe in integrity in the relations with all our stakeholders
- ✓ We commit ourselves to a corruption free municipality

- ✓ We endorse a “people-driven” approach and, to this end, commit ourselves to ensuring public participation in local government
- ✓ We commit ourselves to promote racial, gender and all other forms of equality and to empower all people in the municipality
- ✓ We regard the personnel of our municipality as our most important resource
- ✓ We commit ourselves to a spirit of knowledge, completion and submissiveness of legislation, policies, procedures, conditions of service and resolutions of Council.
- ✓ We will respect the views and inputs of all members of the council
- ✓ Home for all where residents enjoys quality of life

## 2. Issues identified

- ❖ Acting as MM
- ❖ Delegations to middle managements
- ❖ Council chambers
- ❖ Way forward – Council and committees
- ❖ Dr Letters – deductions from salary
- ❖ Management of old debt
- ❖ Recruitment Policies
- ❖ Moral of staff - Wellness program
- ❖ Management model
- ❖ Communications
- ❖ Intervals of Meter reading
- ❖ Shortages of material
- ❖ Unions
- ❖ Personnel discipline
- ❖ Placement of personnel
- ❖ Holiday resort – re-deployment of personnel
- ❖ Cleaning services - Toilets
- ❖ Schmittdrift electrifications – building of a sub station
- ❖ Personnel evaluating aid MEC
- ❖ Card and transport of houses
- ❖ Bursaries? Matric
- ❖ Vacant posts
- ❖ Fleet
- ❖ Open trenches
- ❖ Social responsibilities of businesses
- ❖ Progress on projects
- ❖ Cemeteries

## 3. Expectations

- 🚧 Greenfields
- 🚧 Business Plans Submitted in time or before.
- 🚧 Management must take charge of discipline in the organization are install.
- 🚧 Municipal/ Institution – must be customer – friendly.
- 🚧 Replacement of Conventional meter – with pre-paid meters (Water Electricity)
- 🚧 Optimal Utilization from LED – Opportunity: Job creations & Economic Development.
- 🚧 Open door Policy on: - Communication on Newsletters with Accounts

- ✚ Improve the Financial position of the Municipality.
- ✚ Improve the Image of the Municipality: [Clean Street & Community's]
- ✚ Educate the Community – councillors.
- ✚ Improve the moral of workers
- ✚ Projects in IDP must be monitored by Steering Committee's until the completions of the project
- ✚ Vacant Post must be filled: [Criticism and Strategy]
- ✚ Communities Objective: Unity in the Municipality.
- ✚ Demand determination i.e. Service delivery: [Identify priority for the following 5 years]
- ✚ Address the needs of the Financial Evaluation
- ✚ Redeploy of staff was made after the evaluation was done.
- ✚ Purchase of fleet as well as the efficient Management must be done.
- ✚ Steady behaviour/ Address of transgression employee's : [Code of Conduct]
- ✚ Paradigm shift under workers i.e. teambuilding sessions, wellness programs, etc.
- ✚ Good combination between officials and the council.
- ✚ Better circumstance for all communities in Siyancuma.
- ✚ Transparency – General Finance (e.g. appointment)
- ✚ Library– Qualified person.
- ✚ A workable objective with regards to Services in a number of things instead of (e.g. water, streets)
- ✚ Outstanding rears under control: finance stronger/ pay services.
- ✚ 2014 – Unqualified Audit report.
- ✚ Personnel must be highly train and motivational employees.
- ✚ Ward committee shall be functional if the policy can be implemented.
- ✚ Good well informed community – regarding the municipality cannot function if they not paying for Services.
- ✚ Reception & Switchboard must keep the client happy.
- ✚ Local Economic Development. (Liked, tourism, mining and agriculture)
- ✚ Motivate the community to keep our township around neatly.
- ✚ Create respect and believe in each other.
- ✚ Establish a healthy work relationship between councillors and officials.
- ✚ To achieve satisfy a working prospect in the community.
- ✚ Housing is drastic a shortage to be addressed.
- ✚ Official - Attitude must be more sympathetic across the community and must be serving.

#### 4. Frustrations

- ✚ Capital (not enough, wish list)
- ✚ Incompetence (they are reaction not pro-active)
- ✚ Non – availability of staff.
- ✚ Silliness of employees.
- ✚ Cemetery (business is clean, chaos on Saturday's , of in and outgoings)
- ✚ Guidance of learners (future of the country, library)
- ✚ Farms (rural areas) enlargement
- ✚ Vacancies (the rule of the unions)
- ✚ Roads (Tents)
- ✚ Build houses (Compliance).
- ✚ Implementation of council decisions.
- ✚ Courtesy friendly (Batho Pele principle's).
- ✚ Fleet for Service Delivery.
- ✚ Incomplete projects (waste of money).
- ✚ Communication (spheres) District /Development channelled through the local government.
- ✚ Communication between Satellite and main offices.

- ⌘ Role of the MM (who is in charge) bypassing (hand on approach).
- ⌘ Library (complaints from the community) advertisement of senior librarian.
- ⌘ Social Responsibility of the MM (business)
- ⌘ Housing offices (dysfunction) District.
- ⌘ Cost of Transport (wrong, foods, number's).
- ⌘ Acting (be in writing) informed the Mayor's office and Councilors.
- ⌘ Service Delivery (Monitoring, time frame)
- ⌘ Staff (housing Subsidize)
- ⌘ Foreman's
- ⌘ Equity (women empowerment).
- ⌘ Shift of blame.
- ⌘ Housing backlog (sub serviced areas).
- ⌘ Priority list (housing).
- ⌘ Honesty on all levels (Council – workers)
- ⌘ Responsibility of the municipality community (house owner)
- ⌘ Theft of stock from (Supply Chain).
- ⌘ Lack of commitment, enthusiasm (Moral) ownership (partner and service delivery).
- ⌘ Bylaws and Policies.
- ⌘ Assets of the municipality, (accounting officer).
- ⌘ Taxi stands (make use of /conservation).
- ⌘ Identification of dumpsite.
- ⌘ Manners (Management playing with each other).
- ⌘ Animals (walking animals).
- ⌘ Tourism value Service Delivery.
- ⌘ Decision made by council – how do they affect the committees.
- ⌘ Holiday resort
- ⌘ Organographies (Modify – approve)
- ⌘ Manage (supervisory – opportunity)
- ⌘ Policies – Working of Ward Committee.
- ⌘ Council meeting not in line with due date from the relevant legislation.
- ⌘ Delegation of competence – Council committee.
- ⌘ Vacant Post
- ⌘ Job Evaluation/ Job Description
- ⌘ Lack of Skills
- ⌘ Attitude of staff/ Discipline
- ⌘ Absent from Workplace
- ⌘ Delegation of Duties
- ⌘ Municipal Financial Position
- ⌘ Increasing Outstanding Creditors
- ⌘ Indigents
- ⌘ MIG/ DORA (not enough)
- ⌘ Obtaining provision management (SCU)
- ⌘ Uneconomical Services (Regions)
- ⌘ Staff – Placed/ Vacant / Medical/ Moral
- ⌘ Skills Shortage
- ⌘ Lack of Performances of staff
- ⌘ Fleet + Equipment (Obsolescence)
- ⌘ Outstanding Infrastructure
- ⌘ Safety frame / Security

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## Part 3: Environmental Analysis and Scan

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### 1. Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Following the scan of our environment, we honed in on the environment and declare the following to be our SWOT Analysis:

#### 1.1 Strengths

- ⇒ Sound, focused and aim oriented council
- ⇒ Sound financial management and administration
- ⇒ Aim oriented and good co-operation between Councillors
- ⇒ Service provision
- ⇒ Good infrastructure
- ⇒ Continuity of management results in a stable staff
- ⇒ Functional infrastructure

#### 1.2 Weaknesses

- × Bad behavior of staff not reported in writing
- × Lack of regular staff meetings
- × Lack of Payments of services and tax
- × Bad communication within the organization
- × Lack of work ethic amongst the staff
- × Lack of communication and respect between staff members
- × Physical state of staff members
- × Ill-discipline amongst the staff
- × Low skill levels amongst the staff

#### 1.3 Opportunities

- ✓ Activation of local labour forum
- ✓ Motivation of labour force
- ✓ Regular staff meetings
- ✓ Constant training
- ✓ Appointment of more skilled staff
- ✓ Acceptance of responsibility for Council
- ✓ Office space
- ✓ Public image
- ✓ Broadening of income sources
- ✓ Supervisors' work programme

- ✓ Meter readings have to be done physically each month
- ✓ Alternative sources of income
- ✓ Minerals in the municipality

#### 1.4 Threats

- ⊗ Limited community understanding of finances
- ⊗ Problem solving not an urgent matter
- ⊗ Increase in poverty
- ⊗ Drugs
- ⊗ Low levels of education
- ⊗ Infectious diseases
- ⊗ Lack of continuity in community leadership
- ⊗ Diminishing sources of income
- ⊗ Increasing bad debts

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## 2. Key Strategic Issues:

The following were identified as our Key Strategic Issues:

<b>Issue</b>	<b>Implication if not addressed</b>	<b>Strategy</b>
Sound financial management and administration	The municipality will lose much needed resources	Continue with the sound management principles and enhance the already existing system
Good audit outcomes	There will be a decrease in the public confidence of the municipality	Maintain the existing system of good outcomes
Lack of regular staff meetings	There will be confusion within the municipality There will be duplication of work	Implement a system for regular meeting and feedback sessions
Bad communication within the organization	There will be confusion and the organisation will not be effective	Develop a communication strategy for the municipality
Low skill levels amongst the staff	The staff will not be able to deliver services to the communities as per the communities' expectations	Develop and implement a concerted skilling process
Limited community understanding of finances	The community will always oppose what the municipality is doing	Engage the community on the various facts of municipal management
Problem solving not an urgent matter	The problems will mount the municipality will be seen as ineffective	Develop a system to track community complaints
Increase in poverty	The municipal income is threatened and the number of indigents will increase	Develop an economic development strategy that will be used for job creation
Lack of continuity in community leadership	The community leaders will change thus creating a vacuum in leadership	Develop a focused programme for the Office of the Mayor in order to support the process of community leadership
Diminishing sources of income	There will be limited functionality and service delivery by the municipality	Develop and implement a revenue enhancement process
Increasing bad debts	There will be more debt for the municipality and service delivery will be retarded	Design and implement an effective credit control system

### **3. Strategic Objectives**

The following have been identified as our strategic objectives:

1. To re-align the institutional grants such as FMG and MSIG to deal systems and finance improvement issues such as credit control, revenue enhancement and communication strategies etc.
2. To enhance communication, civil engagement and liaison to involve all stakeholders in active council structures and programmes to enhance understanding, partnership, collaboration and commitment.
3. To develop a positive organisational ethic and culture through effective utilisation of human resources, legislative guidelines and policies, skills development and policies of council
4. To develop a monitoring and evaluation system which will enable the municipality to critically keep track of the strategic direction in which the municipality is heading.
5. To provide a reliable service in line with the vision of council for the peoples of Siyancuma in order to uphold the council's values for development.
6. To stimulate local enterprise development through sound entrepreneurial support systems, as would be designed in the LED Strategy
7. To stimulate economic growth through infrastructure investment and development within the municipality and empower the community through linking with projects that are labour intensive.
8. To improve the financial viability of the municipality through the development and design of improved credit control and debt collection mechanism to ensure revenue enhancement within the municipality.

#### 4. Strategic Objectives with Key Performance Indicators, Time frames and Responsibilities

Strategy	Key Performance Indicator	Time Frame	Responsibility
<b>Strategic Objective 1</b>			
To re-align the institutional grants such FMG and MSIG to deal systems and finance improvement issues such as credit control, revenue enhancement and communication strategies etc.			
Explore the possibilities of the institutional grants to assist in improving revenue enhancement, credit control, communication and other necessary systems	To investigate and report on how institutional grants can be used to enhance revenue credit control, communication and other systems in the municipality	30-Mar-12	Municipal Manager and CFO
<b>Strategic Objective 2</b>			
To enhance communication, civil engagement and liaison to involve all stakeholders in active council structures and programmes to enhance understanding, partnership, collaboration and commitment.			
Explore and create procedures and structures to communicate with community structures	To develop and implement a Communication policy	31-Mar-12	Corporate Services
	Establishment of new ward committees	30-Nov-11	Corporate Services
	To sustain and services the institutional needs of the ward committees	30-Jun-12	Corporate Services
Develop programmes to include stakeholders in the activities of the municipality	To develop programmes to include the community stakeholders in the activities of the Municipality (Revenue enhancement, LED etc.)	30-Nov-11	Municipal Manager

Strategy	Key Performance Indicator	Time Frame	Responsibility
Develop partnerships with the community based organisations to enhance to quality of life of the residents	Explore and establish partnerships with community based organisations to develop the community	31-Dec-11	Municipal Manager
<b>Strategic Objective 3</b>			
To develop a positive organisational ethic and culture through effective utilisation of human resources, legislative guidelines and policies, skills development and policies of council			
Motivate and develop staff members to be a well-resourced and positive component to serve the community	To investigate, report and implement a more conducive office environment which is more client orientated and customer friendly	31-Dec-11	Municipal Manager
	To have 4 personnel meetings per annum	30-Jun-12	Municipal Manager and Corporate Services
	To have a staff motivational session	31-Dec-11	Municipal Manager
	To comply with all labour legislation	30-Jun-12	Corporate Services
<b>Strategic Objective 4</b>			
To develop a monitoring an evaluation system which will enable the municipality to critically keep track of the strategic direction in which the municipality is heading.			
Develop and Implement a system of monitoring the performance of the Council	Six monthly monitoring of Council to assess whether council is still on track in terms of their Strategic Direction	Bi-annually	Municipal Manager

Strategy	Key Performance Indicator	Time Frame	Responsibility
and the Administration	Monitoring and evaluating the performance of administration in terms of the performance management system	Quarterly	Municipal Manager
<b>Strategic Objective 5</b>			
To provide a reliable service in line with the vision of council for the peoples of Siyancuma in order to uphold the council's values for development.			
The communication and implementation of the municipality's vision, mission and values to internal and external stakeholders and ensure the municipality's commitment in executing the vision	To communicate the vision, mission and values to the staff of the municipality and obtain their commitment in executing the vision, mission and values in all their activities	30-Nov-12	Corporate Services
	To inform the community on the vision of the municipality	31-Dec-11	Corporate Services
	To monitor the upholding of the values of the municipality in all its programmes and activities	30-Jun-12	Corporate Services
<b>Strategic Objective 6</b>			
To stimulate local enterprise development through sound entrepreneurial support systems, as would be designed in the LED Strategy			
Review and Implementation of the LED Strategy of the municipality to create more opportunities	To review the LED Strategy and identify 3 anchor projects with business plans for funding applications	31-Mar-12	Corporate Services
	To implement the strategies and plans as per the reviewed LED Strategy	30-Jun-12	Corporate Services
<b>Strategic Objective 7</b>			

Strategy	Key Performance Indicator	Time Frame	Responsibility
To stimulate economic growth through infrastructure investment and development within the municipality and empower the community through linking with projects that are labour intensive.			
Infrastructure development and empowerment of the community by labour intensive project	To develop the infrastructure of the community by identifying 3 labour intensive projects in the municipal area	30-Nov-11	Chief Operations Manager
	Develop 2 project business plans and apply for funding for 2 of the 3 projects	28-Feb-12	Chief Operations Manager
<b>Strategic Objective 8</b>			
To improve the financial viability of the municipality through the development and design of improved credit control and debt collection mechanism to ensure revenue enhancement within the municipality			
Development of an improved credit control and debt collection mechanism for the municipality	To review and implement the credit control and debt collection policies and procedures of the municipality	31-Dec-11	CFO