

# Strategies & Objectives

## Strategic outcome oriented goals of the municipality

Strategic oriented outcome goals of an institution are the outcome indicators which serves the basis of what the municipality needs to achieve over short to medium term. These are the foundation for sustainable service delivery, fully aligned with the 5 KPAs for local Government and the Back 2 Basics initiative and inform the strategic objective to be adopted by the municipality in the IDP.

<b>Strategic Outcome Oriented Goal 1</b>	Good Governance & Public Participation
<b>Goal statement</b>	Improve transparency, accountability and regular engagements with communicates by ensuring that council structures must be functional and meet regularly and implement responsive and accountable processes to communicates
<b>Strategic Outcome Oriented Goal 2</b>	Delivery of basic services (create conditions for decent living)
<b>Goal statement</b>	Support local municipalities within the district to improve their capacity to deliver the basic services (i.e basic electricity, basic water, sanitation and waste removal)
<b>Strategic Outcome Oriented Goal 3</b>	Sound financial management and viability
<b>Goal statement</b>	Ensure that the municipality has and maintains a functional financial management system which includes rigorous internal controls.
<b>Strategic Outcome Oriented Goal 4</b>	Build capable institution and administration
<b>Goal statement</b>	Enforce competency standards for managers and appoint persons with the requisite skills, expertise and qualification.
<b>Strategic Outcome Oriented Goal 5</b>	Stimulate local economic growth
<b>Goal statement</b>	Encourage and support local municipalities within the district to develop and maintain their infrastructure to make it easier for businesses to operate (i.e. houses, transport, roads, water and electricity etc).

## Strategic objectives

This section covers the strategic objectives identified to achieve the set goals. These strategic objectives are related to and discussed within the context of the approved budget and are aligned to the Strategic Oriented Goals above as well as various Outputs of Outcome 9 Delivery Agreement. These will be updated in the IDP.

Key Performance Area 1: Municipal Transformation and Organisational Development						
STRATEGIC OBJECTIVES IDENTIFIED TO ACHIEVE STRATEGIC ORIENTED OUTCOME GOALS					LINKS	
ID	Strategic Objective	Objective Statement	Baseline (2014/15 results)	Justification	Strategic Outcome Oriented Goal	Delivery Agreement for Outcome 9:
1.1	To enhance human resource capacity within the municipality	Implement retention strategy so as to provide for conducive working environment & acknowledgement of extra- ordinary performance.	2014/15 Audited Annual Performance against this objective.	This objective will ensure retention of requisite skills, experienced and human resources that which is requisite to build a capable institution and administration	4	Output 6: Administrative and financial capability
1.2	To maintain sound labour relations	Ensure compliance with Collective Agreements, Basic Conditions of Employment Act, Labour Relations	2014/15 Audited Annual Performance against this objective.	This objective will contribute to institutional stability and harmonious employer - employee relations, which	4	Output 6: Administrative and financial capability

Key Performance Area 1: Municipal Transformation and Organisational Development						
STRATEGIC OBJECTIVES IDENTIFIED TO ACHIEVE STRATEGIC ORIENTED OUTCOME GOALS					LINKS	
ID	Strategic Objective	Objective Statement	Baseline (2014/15 results)	Justification	Strategic Outcome Oriented Goal	Delivery Agreement for Outcome 9:
		and & institutional policies pertaining to labour relations.		are necessary to build a capable institution and administration for sustainable service delivery		
1.3	To render targeted technical financial management support to municipalities within the District	Roll-out targeted intervention and support to municipalities within the district in financial management and legislative compliance aspects based on their specific needs.	2014/15 Audited Annual Performance against this objective.	This objective will assist local municipalities within the district to improve their financial management practices and viability so as to maximize resources required for service delivery.	2	Output 1: Implement a differentiated approach to municipal financing, planning and support
1.4	To ensure effective & efficient administration	Establish and implement good governance practices in line with Treasury Regulations to ensure proper risk management, adequate internal controls for improved financial management, and improved	2014/15 Audited Annual Performance against this objective.	This objective will ensure that the municipality utilizes available resources effectively and efficiently and so as to improve service delivery	4	Output 6: Administrative and financial capability

**Key Performance Area 1: Municipal Transformation and Organisational Development**

**STRATEGIC OBJECTIVES IDENTIFIED TO ACHIEVE STRATEGIC ORIENTED OUTCOME GOALS**

STRATEGIC OBJECTIVES IDENTIFIED TO ACHIEVE STRATEGIC ORIENTED OUTCOME GOALS					LINKS	
ID	Strategic Objective	Objective Statement	Baseline (2014/15 results)	Justification	Strategic Outcome Oriented Goal	Delivery Agreement for Outcome 9:
		overall organisational performance.				
1.5	To ensure effective & efficient ICT services	Maintain the municipality's ICT systems and infrastructure so as to ensure that they are functional & available to Users as all times.	2014/15 Audited Annual Performance against this objective.	This objective will ensure auxiliary support to ensure building of capable institution and administration by enabling service delivery through functional ICT	4	Output 6: Administrative and financial capability

Key Performance Area 2: Basic Service Delivery and Infrastructure Development						
STRATEGIC OBJECTIVES IDENTIFIED TO ACHIEVE STRATEGIC ORIENTED OUTCOME GOALS					LINKS	
ID	Strategic Objective	Objective Statement	Baseline (2014/15 results)	Justification	Strategic Outcome Oriented Goal	Delivery Agreement for Outcome 9:
2.1	To support local municipalities within the District with the provision of basic services	Based on their specific requests, assist local municipalities within the district financially, technically & administratively with the implementation of water & sanitation, electricity, roads and storm water projects.	2014/15 Audited Annual Performance against this objective.	This objective will enable the district municipality to assist local municipalities within the district to provide mechanisms to deliver new infrastructure at a faster pace whilst adhering to the relevant standards	2	Output 2: Improving Access to Basic Services.
2.2	To improve sports facilities infrastructure within the District.	Upgrade sports facilities infrastructure within the District identified in conjunction with local municipalities within the district.	2014/15 Audited Annual Performance against this objective.	This objective will enable development and improvement of recreation spaces and sports facilities targeting within the district	2	Output 2: Improving Access to Basic Services.
2.3	To promote sustainable human settlement.	Continuously review the municipality's SDF and assistance to local municipalities in the district with the development of their SDFs to	2014/15 Audited Annual Performance against this objective.	This objective will ensure integrated spatial development across the district to promote the quality of life while leveraging private investment in	2	Output 4: Actions supportive of the human settlement outcomes

Key Performance Area 2: Basic Service Delivery and Infrastructure Development						
STRATEGIC OBJECTIVES IDENTIFIED TO ACHIEVE STRATEGIC ORIENTED OUTCOME GOALS					LINKS	
ID	Strategic Objective	Objective Statement	Baseline (2014/15 results)	Justification	Strategic Outcome Oriented Goal	Delivery Agreement for Outcome 9:
		ensure an integrated district SDF that facilitates sustainable human settlement and improved quality of household life within the district.		the local economies.		
2.4	To provide Municipal Health Services effectively & equitably in the District,	Ensure equitable allocation and distribution of Municipal Health Services resources across the district so as to ensure fair and equitable health services within the district.	2014/15 Audited Annual Performance against this objective.	This objective will ensure that the municipality provides sustainable municipal health and environmental services concerned with natural and built environment that may affect human health	2	Output 4: Actions supportive of the human settlement outcomes
2.5	To ensure effective & efficient disaster management services	Establish a well-resourced and fully functional effective disaster management centre so as to ensure integrated coordinated disaster management response through	2014/15 Audited Annual Performance against this objective.	This objective will ensure that the municipality is readily prepared to deal with the following aspects of disaster management: prevention, preparation, relief and recovery	2	Output 1: Implement a differentiated approach to municipal financing, planning and Support

**Key Performance Area 2: Basic Service Delivery and Infrastructure Development**

STRATEGIC OBJECTIVES IDENTIFIED TO ACHIEVE STRATEGIC ORIENTED OUTCOME GOALS					LINKS	
ID	Strategic Objective	Objective Statement	Baseline (2014/15 results)	Justification	Strategic Outcome Oriented Goal	Delivery Agreement for Outcome 9:
		partnership between different stakeholder				
2.6	To contribute towards the reduction in the prevalence of HIV/AIDS in the district	Develop and implement high profile HIV/AIDS awareness campaigns and promote regular HIV testing & disclosure amongst communities within the District.	2014/15 Audited Annual Performance against this objective.	This objective will ensure proactive contribution towards the reduction and prevention of HIV/Aids prevalence within the district.	2	Output 1: Implement a differentiated approach to municipal financing, planning and Support

Key Performance Area 3: Local Economic Development						
STRATEGIC OBJECTIVES IDENTIFIED TO ACHIEVE STRATEGIC ORIENTED OUTCOME GOALS						LINKS
ID	Strategic Objective	Objective Statement	Baseline (2014/15 results)	Justification	Strategic Outcome Oriented Goal	Delivery Agreement for Outcome 9:
3.1	To create an environment that stimulates local economic growth	Encourage and support local municipalities within the district to develop and maintain their infrastructure to make it easier for businesses to operate (i.e transport systems, roads, water and electricity etc).	2014/15 Audited Annual Performance against this objective.	This objective will enable the municipality to mobilise resources and establish Partnerships with relevant National and Provincial Departments, Private Sector and Local Municipalities within the district to develop and improve infrastructure necessary to attract investment into localities.	5	Output 3: Implementation of the Community Work Programme
3.2	To support development of emerging farmers in the district into mainstream farming.	Support emerging farmers in identify opportunities in agro-processing of products in the district	2014/15 Audited Annual Performance against this objective.	This objective will enable the municipality to leverage creation of business and jobs in the agricultural sector within the district	5	Output 3: Implementation of the Community Work Programme
3.3	To promote & enhance the SMME sector in the district	Identifying training & capacity needs in the SMME sector and provide	2014/15 Audited Annual Performance against this	This objective will enable the municipality to leverage growth and	5	Output 3: Implementation of the Community Work



Key Performance Area 3: Local Economic Development						
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ID	Strategic Objective	Objective Statement	Baseline (2014/15 results)	Justification	Strategic Outcome Oriented Goal	Delivery Agreement for Outcome 9:
		dedicate support based on identified needs.	objective.	sustainability of SMMES and creation jobs in the SMME sector within the district		Programme
3.4	To facilitate Integrated Early Childhood Development service delivery within the district	Provision of assistance to improve the conditions of early childhood development centres within the district	2014/15 Audited Annual Performance against this objective.	<b>This objective will ensure that the municipality contributes to all-round development</b> of children in the district.	5	Output 3: Implementation of the Community Work Programme
3.5	To nurture the development of people's potential in the district through arts & culture	Development of arts & crafts in the communities within the district by providing required resources and support.	2014/15 Audited Annual Performance against this objective.	This objective will enable the municipality to support job creation and local economic development through arts and culture.	5	Output 3: Implementation of the Community Work Programme
3.6	To plan, coordinate & support sports amongst the youth	Strengthen relations with the provincial Department of Sports, Arts & Culture for the implementation of sports development plan within the	2014/15 Audited Annual Performance against this objective.	This objective will enable the municipality to utilize sport as a tool to enhance youth development and ensure social cohesion within the	5	Output 3: Implementation of the Community Work Programme

Key Performance Area 3: Local Economic Development						
STRATEGIC OBJECTIVES IDENTIFIED TO ACHIEVE STRATEGIC ORIENTED OUTCOME GOALS					LINKS	
ID	Strategic Objective	Objective Statement	Baseline (2014/15 results)	Justification	Strategic Outcome Oriented Goal	Delivery Agreement for Outcome 9:
		district		district.		
3.7	To promote & develop the tourism sector in the District.	Continuously review and implement a Tourism Sector plan in collaboration with all key stakeholders within the district.	2014/15 Audited Annual Performance against this objective.	Promote tourism within the district, by developing and maintaining local tourist sites and facilities, improving security and ensuring that all residents are welcoming of tourists.	5	Output 3: Implementation of the Community Work Programme
3.8	To promote and support community development programs	Promote and support various Community Based Organisations (CBOs) and various Self-help groups in the district in an effort to ensure sustainable livelihood through various impact programmes.	2014/15 Audited Annual Performance against this objective.	This objective will enable the municipality to support job creation initiatives, food security through community work done by various CBOs and self-help groups with the district.	5	Output 3: Implementation of the Community Work Programme
3.9	To promote and support youth development programs	Support businesses owned by youth and expose them to opportunities that have economic potential and	2014/15 Audited Annual Performance against this objective.	This objective will enable the municipality to support job creation initiatives by supporting youth owned	5	Output 3: Implementation of the Community Work Programme

**Key Performance Area 3: Local Economic Development**

**STRATEGIC OBJECTIVES IDENTIFIED TO ACHIEVE STRATEGIC ORIENTED OUTCOME GOALS**

					<b>LINKS</b>	
<b>ID</b>	<b>Strategic Objective</b>	<b>Objective Statement</b>	<b>Baseline (2014/15 results)</b>	<b>Justification</b>	<b>Strategic Outcome Oriented Goal</b>	<b>Delivery Agreement for Outcome 9:</b>
		impact for growth and sustainability of their businesses.		business in the district.		
3.10	To promote and support the development of vulnerable groups in the district.	Capacitate women and disabled people to participate in mainstream economy as well as in various activities in society	2014/15 Audited Annual Performance against this objective.	This objective will enable the municipality to support job creation initiatives by supporting women and disabled person's owned business in the district and to encourage them to actively play meaning full role in various community	5	Output 3: Implementation of the Community Work Programme

**Key Performance Area 4: Financial Management & Viability**

STRATEGIC OBJECTIVES IDENTIFIED TO ACHIEVE STRATEGIC ORIENTED OUTCOME GOALS					LINKS	
ID	Strategic Objective	Objective Statement	Baseline (2014/15 results)	Justification	Strategic Outcome Oriented Goal	Delivery Agreement for Outcome 9:
4.1	To ensure financial management practices that enhance viability & compliance with the requirements of MFMA & other relevant legislation	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	2014/15 Audited Annual Performance against this objective.	This objective will ensure that the municipality implements sound financial management practices to ensure functional financial management systems which include rigorous internal controls.	3	Output 6: Administrative and financial capability

**Key Performance Area 5: Good Governance & Public Participation**

**STRATEGIC OBJECTIVES IDENTIFIED TO ACHIEVE STRATEGIC ORIENTED OUTCOME GOALS**

					<b>LINKS</b>	
<b>ID</b>	<b>Strategic Objective</b>	<b>Objective Statement</b>	<b>Baseline (2014/15 results)</b>	<b>Justification</b>	<b>Strategic Outcome Oriented Goal</b>	<b>Delivery Agreement for Outcome 9:</b>
5.1	To ensure development of credible IDPs in the district & local municipalities within the district.	Ensure that the municipality's IDP is aligned with the IDPs of local municipalities within the district, and that all IDPs incorporate communities and stakeholders views and inputs and that they are prepared in accordance with the prescribed framework.	2014/15 Audited Annual Performance against this objective.	This objective will ensure alignment of Integrated Development plans within the district so as to ensure coordinated approach to planning, implementation, monitoring, review and reporting.	1	Output 7: Single Window of Coordination
5.2	To implement the Performance Management System of the municipality	Fully comply with the provisions of the municipality's Performance Management System from planning,	2014/15 Audited Annual Performance against this objective.	This objective will improve transparency and accountability regarding performance while empowering the Council to exercise effective oversight over administration, thereby improving functionality of the system as a whole.	1	Output 6: Administrative and financial capability

**Key Performance Area 5: Good Governance & Public Participation**

**STRATEGIC OBJECTIVES IDENTIFIED TO ACHIEVE STRATEGIC ORIENTED OUTCOME GOALS**

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5.3	To provide information through the available ICT platforms to the municipality and to improve the corporate image of the municipality	Ensure that the municipality's information is regularly updated on the municipality's website and other digital communication platforms of the municipality.	2014/15 Audited Annual Performance against this objective.	This objective will ensure that the municipality facilitates ease of access of information by communicates, private sector and other stakeholders in the business of the municipality.	1	Output 7: Single Window of Coordination (Streamlined reporting for municipalities)
5.4	To promote effective communication & coordination of communication structures and systems	Production and publication of informative Fezile Dabi Newsletter that covers news in four local municipalities in Fezile Dabi	2014/15 Audited Annual Performance against this objective.	This objective will enable the municipality to effectively communicate with both internal and external stakeholders so that communities are mobilised to participate in the affairs of the municipality	1	Output 7: Single Window of Coordination (Streamlined reporting for municipalities)
5.5	To support & capacitate Councillors, Ward committees & Community Development workers in an effort to	Provide regular workshops & training with the view of capacity building to Councillors, Ward Committees &	2014/15 Audited Annual Performance against this objective.	This objective will ensure that Councillors, Ward Committees and Community Development workers	1	Output 5: Deepen democracy through a refined Ward Committee

Key Performance Area 5: Good Governance & Public Participation						
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ID	Strategic Objective	Objective Statement	Baseline (2014/15 results)	Justification	Strategic Outcome Oriented Goal	Delivery Agreement for Outcome 9:
	enhance governance in the district	Community Development workers so as to enhance the system of cooperative governance within the district.		are well capacitated to function effectively in order to discharged their legislative responsibilities towards communicates.		model
5.6	To promote ethical behavior & societal values & principles enshrined in the country's constitution among the communities within the district	Engage communities through various special programmes of the municipality in pursuance of promotion of ethical behaviour and values.	2014/15 Audited Annual Performance against this objective.	This objective will ensure that the municipality contributes towards the ethical fibre of the communities within the district.	1	Output 3: Implementation of the Community Work Programme
5.7	To promote and facilitate Intergovernmental Relations amongst stakeholders in the district	Facilitate compliance with the principles of co-operative government and intergovernmental relations in the district.	2014/15 Audited Annual Performance against this objective.	This objective will enable the municipality to actively play a role in advancing and participating intergovernmental relations endeavours at various levels.	1	Output 7: Single Window of Coordination
5.8	To ensure oversight over the affairs	Facilitate continuous oversight over	2014/15 Audited Annual	This objective will enable	1	Output 6: Administrative

**Key Performance Area 5: Good Governance & Public Participation**

**STRATEGIC OBJECTIVES IDENTIFIED TO ACHIEVE STRATEGIC ORIENTED OUTCOME GOALS**

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	of the municipality.	the performance of the municipality by designated oversight structures of the council.	Performance against this objective.	management / administration to make available reports to the oversight structures of the council so as to allow them to exercise oversight over the affairs and performance of the municipality.		and financial capability
5.9	To build a risk conscious culture within the organisation.	Reduction of high risk levels to tolerable levels by performing regular risk assessment, updating risk registers and following up on implementation of risk treatment plans by departments	2014/15 Audited Annual Performance against this objective.	This objective will ensure that the municipality is proactively aware of the kind and magnitude of risks that it is faced with and thus allow for mitigation plans to be developed, resourced and executed.	1	Output 6: Administrative and financial capability
5.10	To strengthen a meaningful community participation and interaction program.	Develop and implement annual community participation and interaction program to cover areas	2014/15 Audited Annual Performance against this objective.	This objective will ensure that the municipality is able to interact with the community regarding various	1	Output 5: Deepen democracy through a refined Ward Committee



**Key Performance Area 5: Good Governance & Public Participation**

STRATEGIC OBJECTIVES IDENTIFIED TO ACHIEVE STRATEGIC ORIENTED OUTCOME GOALS					LINKS	
ID	Strategic Objective	Objective Statement	Baseline (2014/15 results)	Justification	Strategic Outcome Oriented Goal	Delivery Agreement for Outcome 9:
		within the 4 local municipalities in the district.		matters of local governance including public awareness campaigns, civic education about various programs that are initiated at other spheres of government which have impact / benefit / value for the community.		model