



**DRAFT
INTEGRATED DEVELOPMENT PLAN:
2012 – 2017**

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ACKNOWLEDGEMENTS

Preparation of this draft IDP 2012-2017 could not have been achieved without the assistance of a large number of stakeholders including: National Government, Provincial Government, JGDM, various State Owned Enterprises, Councillors, Ward Committees, Management, Staff and Members of the community of Elundini. Their assistance is appreciated and their valuable contributions are acknowledged with thanks.

GLOSSARY OF TERMS

AA:	Administrative Authority
ABET:	Adult Based Education and Training
ABP:	Area Based Plans
AIDS:	Acquired Immune Deficiency Syndrome
AsgiSA:	Accelerated and Shared Growth Initiative for South Africa
BBBEE:	Broad Based Black Economic Empowerment
CBOs:	Community Based Organisations
CDW:	Community Development Worker
CLARA:	Communal Land Rights Act No. 11 of 2004
CRDP:	Comprehensive Rural Development Programme
CIF:	Capital investment Framework
CMA:	Catchment Management Area
DEDEA:	Department of Economic Development & Environmental Affairs
DEA	Department of Environmental Affairs
DFA:	Development Facilitation Act 67 of 1995
DLGTA:	Department of Local Government and Traditional Affairs
DM:	District Municipality
DWA:	Department of Water Affairs
EC:	Eastern Cape
ECBCP:	Eastern Cape Biodiversity Conservation Plan
ECPSDP:	Eastern Cape Provincial Spatial Development Plan
ECSECC:	Eastern Cape Socio-Economic Consultative Council
ELM:	Elundini Municipality
EMF:	Environmental Management Framework
EXCO:	Executive Committee
FET:	Further Education & Training
GDP:	Gross Domestic Product.
GDS:	Growth and Development Summit
GGP:	Gross Geographic Product.
GIS:	Geographic Information System
HIV:	Human Infected Virus
ICT:	Information and Communication Technology
IDP:	Integrated Development Plan
IGR:	Intergovernmental Relations
ISRDP:	Integrated Sustainable Rural Development Programme
ITPs:	Integrated Transport Plans
IPILRA:	Interim protection of Informal Land Rights Act

IDC: Industrial Development Corporation
 IWMP: Integrated Waste Management Plan
 JGDM: Joe Gqabi District Municipality
 JoGEDA: Joe Gqabi Economic Development Agency
 KPA: Key Performance Area
 KPI: Key Performance Indicator
 SDF: Spatial Development Framework
 LDO: Land Development Objective
 LED: Local Economic Development
 LRAD: Land Redistribution for Agriculture Development
 LM: Local Municipality
 LUM: Land Use Management
 MEC: Member of the Executive Council
 MFMA: Municipal Finance Management Act
 MIG: Municipal Infrastructure Grant
 MSA: Municipal Systems Act
 MSIG: Municipal Systems Improvement Grant
 MSP: Master Systems Plan
 MTEF: Medium Term Expenditure Framework
 MTSF: Medium Term Strategic Framework
 MYPE: Mid-year population estimates
 NDP: National Development Plan, Vision 2030
 NEMA: National Environmental Management Act
 NGO: National Government Organisations
 NSDP: National Spatial Development Perspective
 PES: Poverty Eradication Strategy
 PGDP: Provincial Growth Development Plan
 PSDP: Provincial Spatial Development Plan
 PSDF: Provincial Spatial Development Framework
 PGDS: Provincial Growth Development Strategies
 PLAS: Pro-active Acquisition of Land Strategy
 PLTF: Provincial Land Transport Framework
 PSF: Provincial Strategic Framework
 RDA: Rural Development Agency
 RDAT: Rural Development & Agrarian Transformation
 RDP: Reconstruction and Development Programme
 RULIV: Rural Livelihoods
 SANRAL: South African National Road Agency
 SDF: Spatial Development Framework
 SEDA: Small Enterprise Development Agency
 SETA: Sector Education Training Authority
 SMME: Small, Medium & Micro Enterprises
 STEP: Sub Tropical Ecosystem Planning Project
 SAPS: South African Police Services
 TA: Tribal Authority
 VIP: Ventilated Improved Pit Latrine
 WMA: Water Management Area
 WMP: Water Management Plan

WSA: Water Services Authorities
WSDP: Water Services Development Plan

FOREWORD FROM THE MAYOR

Chapter 7 of the Constitution of the Republic of South Africa places local government at the centre of service delivery and deepening of democracy. Local government is a sphere of government closer to the people and therefore where developmental activities are happening or should happen. All municipalities are required by the Municipal Systems Act (Act 32 of 2000) to prepare integrated development plans (IDPs) and review them annually. The IDP is a single inclusive and strategic plan for the development of the municipality as a whole. The IDP processes provide for mechanisms for planning efforts of different spheres and sectors of government and other institutions to be coordinated at local government level.

Our IDP therefore links, integrates and co-ordinates plans and has taken into account proposals and inputs for the development of the municipality and will therefore form the policy framework and general basis on which our 2012/13 budget must be based. It is indeed of paramount importance to focus on the involvement of the masses at a local governmental level. As it is now a developed culture of the ELM, communities and all other key stakeholders were consulted and engaged in a meaningful way with a view to empower, educate and develop these communities.

The annual Community Outreach Programme was held in all the seventeen (17) Wards within the ELM during February and March 2012 and the inputs and suggestions made by communities formed the basis for the development of this document.

The development of this IDP, thus, comes against a background of some latest developments in our municipality that put us on the map including our unprecedented unqualified audit outcomes by the Auditor General for the year ended 2011. We need to be steadfast in our approach and responsive to the needs of the downtrodden and underprivileged. As our municipality is rural in nature and that translates to a long list of wishes and aspirations and key to the approach is lending an ear. The road we traversed leading to the adoption of this IDP report by the council was not for the faint hearted, it required nerves of steel and a will to change people's lives for the better.

This document provides guidance and a way forward in seeing to it that the demands, wishes and aspirations of that child in a village who studied under a tree, that mother who carries a bucket of water every day to raise her children, come to see the light of day. The response we received was quiet overwhelming and affirmation that things have definitely changed for the better and gone are the days that decisions were made for inhabitants, made on their behalf. The plans outlined in this document are a signpost and a billboard for the kilometres ahead before we can reach our destination.

We come from a painful past where people took what they got, as they did not know what they ought to get. That was an injustice playing itself without any form accountability and with impunity. The carrot and stick approach and *quid pro quo* approach need to be uprooted as a municipality -from the politicians to administrators, we are here to serve the people. This document points out that there is beacon of hope and light at the end of the tunnel. Our sphere of government, being at local level means that we need to speak directly to the masses of our people and we need multi-pronged approach that speaks to the needs of our people. This document points out that there is a beacon of hope and light at the end of the tunnel. As politicians and administrators, it must be clear that the carrot and stick

approach need to be uprooted; we are here to serve the people. With the needs identified and targets identified this then becomes our blueprint.

The municipality has managed to galvanise the support and camaraderie between communities, Sector Departments and social partners within the municipality on the future development trajectory of the area. I must further state it clearly that the ELM will continue to be exemplary in the execution of its functions.

I therefore have pleasure in presenting this IDP that commits the ELM to work closer with its communities and key stakeholders and partners to achieve and sustain improvements in the quality of life of our communities.

A special thanks to all those who made significant contributions to the development of this document and the Municipality could not have achieved what it has achieved without their unwavering contributions.

Thank you

CLLR N.R. LENGIS
MAYOR

OVERVIEW BY THE MUNICIPAL MANAGER

In terms of the Local Government: Municipal Systems Act (Act 32 of 2000), Section 25 (1) each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which, inter alia, links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality and aligns the resources and capacity of the municipality.

This document is a 2012/17 IDP of the Elundini Municipality, which document represents the new IDP of the current term of the new council elected in May 2011. The strategic objectives and targets contained in this document were reached subsequent to extensive systematic, structured internal and external consultation through various public participation mechanisms with the community and stakeholders within the Elundini Municipal area of jurisdiction.

Local government, as a sphere of government has its mandate well delineated in terms of the key issues that the current councils must focus on. These are outlined as follows:

- ✓ Service Delivery
- ✓ Participatory democracy
- ✓ Transformation of apartheid landscape
- ✓ Effective management in municipalities
- ✓ Maximization of revenue base
- ✓ Capacity building of municipalities for effective service delivery
- ✓ Local economic development
- ✓ Fighting crime, corruption and abuse of women and children
- ✓ Job creation, development of small, medium and micro enterprises and skills provision

The municipality in the process of improving its ability to delivery sustainable services to its communities developed and approved a 5 year strategy that identified six (6) strategic objectives that it seeks to achieve when it is phenomenally viable in the next five (5) years. These strategic objectives are:

- ✓ **Financial stability** (current ratio is 2:1 current assets to current liabilities compared to present 1,6:1),
- ✓ **Excellent delivery of services** – 90% of our communities have access to all basics services (i.e. water, sanitation, shelter, electricity, refuse removal, roads, community safety etc.),
- ✓ **Empowered business communities** that are able to start and sustain vibrant businesses (created 33000 jobs over 5 years between business and the ELM),
- ✓ **Cleanest towns** in the Eastern Cape (NO. 1 in cleanest towns, win the Vuna Awards),
- ✓ **Achieved 90 – 100% literacy and numeracy levels** of our community,
- ✓ **Embodiment of good corporate governance** – achieved clean audit reports, no fraud and no corruption,

The annual Community Outreach Programme was held in all the seventeen (17) Wards within the ELM during February and March 2012 and the inputs and suggestions made by communities formed the basis for the development of this document. From the issues arising from the situational analysis, priority issues were then lifted for implementation, and they are listed below:

Key Performance Area	Priority Issues
1. Municipal Transformation and Institutional Development	<ul style="list-style-type: none"> • Competent and motivated workforce, • Shared vision and culture, • Procedure manuals, • Office space, • Improved ICT
2. Basic Services and Infrastructure Investment	<ul style="list-style-type: none"> • Water and sanitation, • Access roads and storm water, • Public amenities, • Electricity, • Human settlements, • Cleanest and greenest town
3. Local Economic Development	<ul style="list-style-type: none"> • Promotion of tourism, forestry and agriculture, • SMME development, • Organisation of informal traders, • Investment promotion and attraction, • Mass Job Creation
4. Municipal Financial Viability and management	<ul style="list-style-type: none"> • Responsive SCM practices, • Effective revenue collection and management, • Clean Audit • Proper asset verification and maintenance, • Reduction of wasteful expenditure
5. Good Governance and Public participation	<ul style="list-style-type: none"> • Effective public participation, • Risk management and anti corruption, • Compliance to legislation, • Improved IGR, • Capacitate MPAC/oversight

The ELM has managed to galvanise the support and camaraderie between communities in all its seventeen (17) Wards, civil society, JGDM, Sector Departments and social partners within our area on the future development trajectory of the Municipality. The ELM will continue to be exemplary in the execution of its functions in a manner that strengthens and fast-tracks the implementation socio-economic transformation agenda in our communities and further deepen local democracy.

Thumbs up should also go to the Elundini Municipal Council for their support, to the Management and to the general workforce of the institution for their determination and commitment they showed although at times the road ahead seemed too long and bumpy, inclines too steep but we persevered. Testimony to this is achievement of an unqualified audit opinion by the Auditor General for the financial year 2010/2011 and the achievement of the Vuna Award for the Best Revenue Collection during 2010/2011 financial year.

Lastly, of important to mention is that ELM has significantly improved in the areas of Asset Management; Revenue Management and Unaccounted for losses with no material findings reported for the last financial year, ELM's focus as per the IDP is the attainment of a clean audit for 2012/2013.

Thank you

K. GASHI
MUNICIPAL MANAGER

EXECUTIVE SUMMARY

The Integrated Development Plan for Elundini Municipality (2012 – 2017) will describe the characteristics of the region in terms of the development trends, socio-economic profile, environmental qualities and, the peoples' needs and dreams concerning their future. The IDP sets out the intentions of the municipality to fulfil these dreams, through a set of strategies, programmes and projects. Elundini is endowed with natural resources of a higher level and potential compared to other areas in the region. However, being relatively remote and having a less developed infrastructure, the area is less developed and most people are caught in the cycle of poverty.

Changes are taking place in Elundini, whereby people are moving in search of opportunities, employment and amenities. This is resulting in a steady decline in the population and loss of younger, more skilled people to the distant cities in the country. Locally, however, the shift in population is also manifesting itself in growing settlements located close to the smaller towns and urban centres where infrastructure, possibility of employment and social/health facilities offer the chance of a better quality of life. This is placing a burden on the urban areas and reducing the amount of valuable land and resources needed for agriculture and forestry. So whilst the municipal area has a high potential for agriculture and forestry, the reality on the ground is that much of the suitable land is settled or allocated for other uses.

Elundini Municipality has assessed the many **achievements** over the past 5 years in implementing the IDP with its associated programmes and projects. Besides becoming a stronger institution, with an excellent working relationship between Council and Management, the municipality can point to several achievements in the roll out of projects. However, there remain many tasks and programmes to be attended to in the years ahead. The key issues and areas of intervention include the following:

In the focus area of **Municipal Transformation and Institutional Development**, the Municipality has a shortage of critical skills which affects its ability to execute its functions, achieve improved management and supervision; The existing institutional arrangements hamper co-ordination and limit integrated development opportunities; Institutional sustainability is seen to be a critical issue in achieving a stable, productive and empowered workforce; and, Staff retention and the ability to attract key staff is a key issue.

With **Basic Services and Infrastructure Investment**, population change is leading to settlement sprawl in certain areas, particularly close to major roads and transport systems; Settlement growth and expansion of the urban centres are resulting in competition for scarce valuable land resources, which could be utilized for agriculture and forestry opportunities; Poor levels of road access and sporadic transportation services are affecting socio economic upliftment and local economic development initiatives; Climate change is leading to increased incidents of storms, flooding and damage to buildings and infrastructure, which threatens sustainable livelihoods; and inadequate bulk infrastructure capacity is stifling economic investment and the development of towns.

In terms of **Local Economic Development**; there is widespread poverty, unemployment and inadequate social support systems which make it difficult for local enterprise, contractors and SMME's to gain access to opportunities for trade and employment; Whilst there are significant opportunities for agriculture and forestry in the area, connecting these opportunities to meaningful

community participation is complex and time consuming; and economic sustainability of Elundini is dependent upon retention of existing investors and attraction of new investors.

Municipal Financial Viability and management is a crucial component of implementation and financial viability is being detrimentally affected by increased bad debts, water and electricity losses, Under spending of capital funding and inadequate maintenance and repairs of existing assets is affecting the ability to meet objectives and achieve stable service provision; and inadequate compliance in many areas of financial, administration and management functions is affecting achievement of acceptable audit reports and IDP assessment;

Finally, in terms of key Issues concerning **Good Governance and Public Participation**, the municipal area is affected by marginalized and dependent communities; more effective and active community participation in planning and development initiatives are needed; Disjointed and ineffective working relationships between Ward Committees, Community Development Workers and Ward Councillors hamper development delivery; and more stable and sustainable ward committees, which function effectively according to a regular schedule of meetings are needed.

The vision of the District and the Local Municipality are aligned in seeking to achieve “**a better quality of life for all**”. The strategic framework to achieve this vision is linked to a set of **high level priorities**, which influence the nature of the strategies/actions that need to be implemented in the forthcoming year. These **High Level Priorities** linked to the Key Performance Areas are as follows:

Municipal Transformation and Institutional Development (Single Window of Co-ordination)

- Competent and motivated workforce,
- Shared vision and culture,
- Procedure manuals,
- Office space,
- Improved ICT

Basic Services and Infrastructure Investment Strategies (Access to Basic Services and Human Settlement)

- Water and sanitation,
- Access roads and storm water,
- Public amenities,
- Electricity,
- Human settlements,
- Cleanest and greenest town

Local Economic Development (Community Work Programme)

- Promotion of tourism, forestry and agriculture,
- SMME development,
- Organization of informal traders,
- Investment promotion and attraction,
- Mass Job Creation

Municipal Financial Viability and Management (A Differentiated Approach to Municipal Finance, Planning and Support)

- Responsive SCM practices,
- Effective revenue collection and management,
- Clean Audit
- Proper asset verification and maintenance,
- Reduction of wasteful expenditure

Good Governance and Public Participation (Deepening Democracy)

- Effective public participation,
- Risk management and anti corruption,
- Compliance to legislation,
- Improved IGR,
- Capacitated MPAC/oversight

The Strategic framework used to integrate the programmes and projects comprises several actions linked to the five **Key Performance Areas, Delivery Outcomes Number Nine Outputs and the High Level Priorities** outlined above.

In terms of **Municipal Transformation and Institutional Development** (Single Window of Co-ordination) Strategic Framework this intervention would strive to achieve the goal of a stable, highly capacitated and productive workforce, with upgraded capacity and productivity necessary to meet their challenges. Institutional development hinges greatly on having improved ICT Systems, archives and safe records and document control. This will require investing in necessary infrastructure, offices, furniture and equipment, enabling the institution to function more efficiently. A special focus will be paid to achieving a shared municipal vision among all stakeholders.

The **Basic Services and Infrastructure Investment** (Access to Basic Services and Human Settlement) Strategic Framework highlights that the municipal access roads and bridges have suffered considerable damage in the recent rains and storm incidents. Efforts have to be channelled towards rehabilitation and maintenance of roads to enable access to key areas, public and social facilities. The focus on rural water services backlogs continues and the economic infrastructure within the urban areas require ongoing upgrading to support growth for improved quality of life for all. Finally, the severe electricity losses being experienced will be a strategic priority in order to drastically reduce these in the shortest period of time.

With reference to the **Local Economic Development** (Community Works Programme) Strategic Framework: the predominant strategic focus of this framework is implementing the Massive Jobs Strategy, linked to creating opportunities for Local Economic Development in the three main areas

of economic potential; Forestry, Agriculture and Tourism. In responding to the key economic strengths of the region, the retention of much valued retail, service and industrial investors is seen to be an essential strategy, linked to attraction of new investors where possible.

The **Municipal Financial Viability and Management** (A Differentiated Approach to Municipal Finance, Planning and Support) Strategic Framework. Key strategic interventions are in the areas of enhanced financial planning and management, accuracy and completeness of billing to maximise revenue potential, effective debt management and collection systems and the reduction of wasteful expenditure. The strategic framework also requires that the municipality will ensure alignment of economic and municipal development needs through appropriate implementation of policies. The municipality will introduce measures to ensure a clean audit and legislative compliance, compliance with the Municipal Finance Management Act (MFMA) and implementation of GRAP. Finally, the financial strategy will involve the development of a procurement target setting framework, aligned with national and provincial empowerment goals.

Finally, with regard to the **Good Governance and Public Participation (Deepening Democracy) Strategic Framework**; the main strategic focus includes implementing Gender Mainstreaming, implementation of the Youth Development Plan, focussing on addressing HIV and Aids. Good Governance and effective Public Participation are key strategic focus areas to be enhanced by four main interventions. Firstly, it is considered essential to strengthen the oversight of Council. Secondly, the opportunities presented by the established and functioning Ward Committees will be utilised more effectively through integrating Ward Committees and the activities of CDWs into the mainstream of the Elundini Municipal operations. Thirdly, in order to attain effective participation of the communities it is proposed to entrench public participation and community based planning as a development mandate of the municipality. Fourthly, it is also important for the municipality to strengthen its risk management and anti corruption strategies, and, finally; encourage proper inter-governmental relations between all stakeholders and partners in implementing the Integrated Development Plan.

This Integrated development Plan will set out the necessary budget for implementation over the period 2012 – 2017 reviewed annually, linked to the Service delivery Implementation Budget and the Institutional Scorecards contained in the performance management System. The Turn-Around Strategy necessary to ensure institutional capacity is included as a key component of the plan.