

Chief Albert Luthuli Local Municipality



*INTEGRATED DEVELOPMENT
PLAN*

4TH REVIEW

2011/2012

Foreword by the Executive Mayor

Fellow citizens of Chief Albert Luthuli Municipality, on the 18 May 2011 all South African citizens will cast their votes during the third democratic local government elections, giving way and mandate to all elected councils to govern local government for the next five years. We know for sure that our communities expect a better service from the ruling party and government.

In the past two local elections (2000 and 2006 respectively) you have given the African National Congress an overwhelming majority to govern at this level in this part of the country. As the Election Day approaches, the ANC expects all the people of the sub-region (those of voting age) to go out in numbers and cast their votes in favour of the only organization in the country and continent which understands the plight of the previously disadvantaged and is also committed to providing better services even faster than in the previous financial years.

The ANC, like other political parties, is out in full force canvassing communities to vote in its favour so that we can continue serving our communities better and with determination. We have already launched our manifesto and in localizing it this is what we have devoted ourselves to deliver to our communities in the next five years:

- Building the local economy to create more employment and sustainable livelihoods
- Improving local public services and broadening access to them
- Building a more united, non-racial, integrated and safer communities
- Promoting more active community participation in local government
- More effective, accountable and clean local government, working together with national and provincial government

Following the announcement by the honorable President during the State of the Nation address in February this year that all vacant funded posts should be filled as a matter of urgency, we are doing our best to heed the call. In this regard, I am pleased to announce that the municipality has finally been able to fill the position of Director Technical Services which had been vacant for quite some time. I believe that this development will go a long way in providing leadership in that department, especially in improving our expenditure on MIG.

The provision of clean water to our communities is still one of our key priorities. The Department of Water Affairs is working around the clock to ensure that our municipality sorts out the Bulk Supply once and for all so that our water network is able to provide running water to communities.

The biggest soccer spectacle in the world has come and gone. It was so unfortunate that the South African team was knocked out of the tournament so early, however, that does not take away the fact that ours was one of the best organized tournaments ever.

2010 was not a good year for the municipality in many respects; however, I would like to express my appreciation both to the political as well as the administration for providing leadership to these two important wings of our local government during the difficult period in the history of the council. Without doubt, this has proven that if people are prepared to work together most, if not all, problems can be resolved.

Our term of office is drawing to a close and by the time the IDP is implemented some of the serving councilors may not be part of the municipality. While it is sad to bid you farewell as political head of the municipality, I do so with joy in my heart knowing that the ANC will deploy

capable leadership to run the council for the next term of office. Whoever will be deployed will build from a very firm foundation which has already been laid by the outgoing council.

In this regard I would like to express my appreciation to all serving councilors starting right from all the Members of the Mayoral Committee to the Political Office Bearers; the chairpersons of different council committees; PR Councilors from all political parties that are represented at council; ward councilors and everybody else who has not been mentioned here.

Another word of appreciation to the previous Municipal Manager as well as the acting Municipal Manager for the leadership they have provided to the organization throughout the term of office. It has not been smooth sailing but I know for sure you have done your utmost best to serve the people of Chief Albert Luthuli.

To the Heads of Departments, middle managers and other municipal staff right down to the labourers I would like to say it has been a privilege working with all of you (for the past five years). Please show the same respect and give the same commitment to the incoming council in the same way as you have done to us.

At this point I would like to express my gratitude to all the stakeholders that participated during the development of this IDP. I would like to assure all communities in Chief Albert Luthuli that the ANC will always be on their side.

As we make our way to the different Polling Stations around the municipality, let us not forget to vote for the one organization which has, since the advent of democracy, been striving to provide a better life to all our communities.

The theme for the coming elections is “together we can build better communities”. As such, let us all work together to bring about sustainable livelihoods for our communities.

To all the communities of Chief Albert Luthuli I would like to say “now is the time to cast your vote and make a difference”.

CLR. E.S DLAMINI
EXECUTIVE MAYOR

Overview by the Acting Municipal Manager

This Integrated Development Plan (IDP) is crucial as it comes at a time when a new Council takes over power. It is worth noting that the new Council shall be sworn in barely a month prior to the commencement of this IDP.

In preparation for the 2011 Local Government Elections (LGE) all municipalities prepared Local Elections Manifestos that are based on the Manifesto of the ruling Party.

The 2011 LGE Manifesto localized priorities of the 2009 Manifesto and in meeting key challenges facing our communities, Chief Albert Luthuli Municipality has committed to:

- ***Build the local economy to create more employment, decent work and sustainable livelihoods;***
- ***Improve local public services and broaden access to them;***
- ***Build more united, non-racial, integrated and safer communities;***
- ***Promote more active community participation in local government; and***
- ***Ensure more effective, accountable and clean local government that works together with national and provincial government.***

These five priorities represent the programme for the next five years of the new Council and as such they should form the basis of this Integrated Development Plan.

This IDP document represents the Integrated Development Plan of Chief Albert Luthuli as part of the 2010/11 review process and as such it might not capture the full priorities of the 2011 LGE Manifesto. The Manifesto clearly outlines the priorities under each of the above five programme priorities and these ought to find a way into the IDP for implementation.

However this Integrated Development Plan (IDP) remains the legitimate entry point to making sure that all development within the municipality is well coordinated and is in line with the Provincial Growth and Development Strategy (PGDS). Through the IDP all sector departments are expected, and have obliged, to engage with the municipality on their programmes and plans so that these can become part of our broader plan.

In terms of section 25(3) of the Municipal Systems Act, 2000 a newly elected municipal Council may, within a prescribed period adopt the IDP of its predecessor after complying with section 29(1)(b)(i), (c) and (d). It may also adopt such an IDP with amendments, which must be effected in terms of the process as specified in section 34(b).

This then gives the new Council the opportunity to reconsider this IDP and ensure that it is an all-inclusive Five-Year Strategic policy document that speaks to its mandate as outlined in the LGE Manifesto.

As we welcome the new Council we like to reiterate that the experience of working together with our communities has given us better insight as to the possible impediments which could stand in

the way of rapid progress. We now have a better idea of what should be done, in partnership with our communities, to remove the bottlenecks. The trends therefore firmly support the progress for an accelerated and shared growth.

The State of the Nation Address (SONA) and the State of the Province address (SOPA) also guide our operations for the next financial year and the months beyond. The developmental priorities outlined by the State President and the Premier, respectively, provide guidance to the priorities which will have to be addressed as a matter of urgency in line with the national and provincial line of action, e.g. addressing the water shortages in our communities.

It is upon all of us working together to constantly ponder on the following Key Performance Areas (KPA's) as captured in the Local Government Strategic Agenda:

- Infrastructure development and service delivery
- Municipal transformation and institutional development
- Local Economic Development (LED)
- Municipal financial viability
- Good governance and public participation

The Municipal Turnaround Strategy (MTAS) is still a critical programme that we need to implement, hence its inclusion in this IDP.

Various sector plans and strategies also form part of this IDP and needs to be implemented. Those sector plans that are not yet in place need to be developed.

The Organisational Structure of the municipality needs to be reviewed to ensure that it provides all the resources, skills and capacity required to implement this IDP.

In conclusion, we wish to commend all our communities for their commitment, cooperation and support in producing this IDP document. We must state that it is crucial that the IDP Unit is properly capacitated and resourced in order to be able to have the necessary skills to produce a credible Five-Year IDP and to properly deal with the annual reviews thereof.

“Together We Can Build Better Communities!”

**ACTING MUNICIPAL MANAGER
MR. V.N MPILA**

TABLE OF CONTENTS

PART ONE: INTRODUCTION.....	9
1.1 LEGISLATIVE FRAMEWORK.....	9
1.2 ALIGNMENT WITH NATIONAL AND PROVINCIAL PLANS AND PRIORITIES...10	
1.2.1 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE.....	11
1.2.2 THE MEDIUM STRATEGIC FRAMEWORK AND OUTCOMESBASED APPROACH.....	12
1.2.3 THE PROVINCIAL GROWTH AND DEVELOPMEN STRATEGY.....	20
1.2.4 DEVELOPMENT OBJECTIVES FOR FIVE YEAR TERM.....	21
1.3 OVERVIEW OF IDP PROCESS.....	24
PART TWO: SITUATIONAL ANALYSIS.....	27
2.1 LOCALITY.....	27
2.2 DEMOGRAPHICS AND SOCIAL INDICATORS.....	28
2.3 POPULATIONSTRUCTURE AND COMPOSITION.....	29
2.4 LITERACY LEVELS.....	30
2.5 UNEMPLOYMENT.....	31
2.6 GRANT DEPENDANCY.....	32
2.7 NATURAL ENVIRONMENT ANALYSIS.....	35
2.8 GOOD GOVERNANCE AND PUBLIC PARTICIPATION.....	36
2.9 INTERNAL AUDIT AND RISK MANAGEMENT.....	39
2.9.1 INTERNAL AUDIT.....	39
2.9.2 RISK MANAGEMENT.....	41
2.10 INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT.....	44
2.11 LOCAL ECONOMIC DEVELOPMENT.....	49
2.12 BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMNT.....	52
2.12.1 SPATAL PLANNING.....	52
2.12.2 PROVISION OF WATER AND SANITATION.....	53
2.12.3 ACCESS TO ELECTRICITY.....	55
2.12.4 ROADS AND STORMWATER.....	56
2.12.5 REFUSE REMOVAL.....	56

2.13	COMMUNITY AND SOCIAL SERVICES.....	57
2.13.1	CEMETRURIES.....	57
2.13.2	SOCIAL DEVELOPMENT AND COMMUNITY SERVICES.....	57
2.14	DEVELOPMENT OF HUMAN SETTLEMENTS.....	61
2.15	EXTENDED PUBLIC WORKS PROGRAMME.....	62
2.16	MUNICIPAL FINANCIAL VIABILITY.....	64
PART THREE: DEVELOPMENT STRATEGIES.....		65
3.1	VISION.....	65
3.2	MISSION.....	65
3.3	VALUE SYSTEM.....	65
3.4	TURNAROUND STRATEGY.....	66
3.5	COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME.....	110
PART FOUR: PERFORMANCE MANAGEMENT.....		116
PART FIVE: SECTOR PLANS.....		118
PART SIX: PROJECTS AND PROGRAMMES.....		125
	LED PROJECTS.....	125
	COMMUNITY SERVICES PROJECTS.....	128
	SPATIAL PLANNING PROJECTS.....	130
	GERT SIBANDE DISTRICT MUNICIPALITY PROJECTS.....	133
	3YR CAPITAL INFRASTRUCTURE DEVELOPMENT PROJECTS.....	134
	MIG FUNDED PROJECTS.....	151

ACRONYMS

CALM	Chief Albert Luthuli Local Municipality
AIDS	Acquired Immune Deficiency Syndrome
CBO's	Community Based Organizations
CHBC	Community Home Base Care
CFO	Chief Financial Officer
CM	Community Services
DBSA	Development Bank of South Africa
DALA	Department of Agriculture and Land Administration
DARDLA	Department of Agriculture, Rural Development and Land Administration
DLA	Department of Land Affairs
DPWR&T	Department of Public Works, Roads and Transport
EHS	Environmental Health Services
EMF / P	Environmental Management Framework / Plan
EPWP	Expanded Public Works Programme
FBS	Free basic Services
FBE	Free Basic Electricity
GSDM	Gert Sibande District Municipality
HoD	Head of Department
IDP	Integrated Development Planning
IGR	Intergovernmental Relations
IWMP	Integrated Waste Management Plan
ICT	Information and Communication System
IT	Information Technology
ITP	Integrated Transport Plan
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
LUMS	Land Use Management System
MEC	Member of Executive Committee
MF	Mining Forum
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MPCC	Multi Purpose Community Centers
MSIG	Municipal Systems Improvement Grant
MM	Municipal Manager
NEMA	National Environmental Management Act
NGO	Non Governmental Organization
NSDP	National Spatial Development Perspective
PED	Planning and Economic Development
PGDS	Provincial Growth and Development Strategy
PHC	Primary Health Care
PMS	Performance Management System
SACOB	South Africa Chamber of Business
SALGA	South Africa Local Government and Administration
SAPS	South African Police Service
SETA	Sector Education Training Authority
SDF	Spatial Development Framework
SOER	State of the Environment Report
TSC	Thusong Services Centres
WSA	Water Services Authorities
WSDP	Water Services Development Plan

PART ONE: INTRODUCTION

1.1 LEGISLATIVE FRAMEWORK

The Constitution of the Republic of South Africa regulates and directs the operations and existence of the local sphere of government. Section 152 of the Constitution clearly sets out the objects of local government. A municipality must strive to achieve the following objects:-

- a) To provide democratic and accountable government for local communities;
- b) To ensure the provision of services to communities in a sustainable manner;
- c) To promote social and economic development;
- d) To promote a safe and healthy environment and;
- e) To encourage the involvement of communities and community organization in matters of local government.

Section 153 of the Constitution also stipulates that a municipality must:-

- a) Structure and manage its administration and budgeting and planning process to give priority to basic needs of the community and to promote the social and economic development of the community; and
- b) Participate in national and provincial development programmes.

Section 25 of the Local Government Municipal Systems Act (MSA) stipulates that each municipal council must, within a prescribed period and after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which-

- a) Links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- b) Aligns the resources and capacity of the municipality with the implementation of the plan;
- c) Forms the policy framework and general basis on which annual budgets must be based ;
- d) Complies with the provisions of this chapter; and
- e) Is compatible with the national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

In addition Section 26 of the MSA prescribes the following peremptory components that an IDP must reflect on:-

- The municipal Council's vision including the municipal critical development and transformation needs;
- An assessment of existing level of development in the municipality;
- The Council's developmental priorities and objectives including its local economic development aims;
- The Council's developmental strategies which must be aligned to national and provincial sector plans;
- A spatial development framework which must include the provisions of basic guidelines for a land use management system;

- The Council's operational strategies;
- A financial plan; which must include a budget projection for the next three years; and
- The key performance indicators and performance targets determined in terms of section 41.

The Municipal Planning and Performance Management Regulations (2001) sets out the following further requirements for and IDP:

- An institutional framework for implementation of the IDP and to address the municipality's internal transformation;
- Investment initiatives must be clarified;
- Development initiatives including infrastructure, physical social and institutional development; and
- All known projects, plans and programmes to be implemented within the municipality by any organ of state.

The Municipal Finance Management Act (MFMA) provides for closer alignment between the Annual Budget and the compilation of the IDP. To give effect to the said mandates, the IDP has been legislated as a planning mechanism to be adopted by municipalities (Ch. 5 of the MSA).

The Council of Chief Albert Luthuli Local Municipality is reviewing the IDP to adopt it for implementation during the 2011/2012 financial year. The IDP as a strategic development plan is reviewed annually to guide all development in a municipal area and inform municipal budgeting and resource allocation. It also plays a pivotal role in informing all planning processes of the other spheres of government (national and provincial) as well as other state owned enterprises. The main purpose of the IDP is to foster more appropriate service delivery by providing the framework for economic and social development within the municipality. In doing so it:-

- i. Contributes towards eradicating the development legacy of the past
- ii. Operationalises the notion of developmental local government
- iii. Foster a culture of co-operative governance

1.2 ALIGNMENT WITH NATIONAL AND PROVINCIAL PLANS AND PRIORITIES

1.2.1 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE

The fundamental aim of the National Development Perspective (NSDP) is to guide reconfiguration of apartheid spatial relations and the implementation of spatial properties in ways that meet the Constitutional imperative to provide basic services to all; alleviate poverty and inequality; and to ensure that government investment is able to maximize its impact on growing the country's economy where there is great potential. Important in this is the targeting of government investment in ways that encourage the 'crowding in' of private investment.

The spatial configuration of the country is not only the product of investment and growth, but also of apartheid spatial planning – a disjuncture exists between where people live and where economic activities are. This spatial marginalization from economic opportunities is still a significant feature of our space economy that needs to be addressed in order to reduce poverty and inequality, and ensure shared growth.

The existing national policy allocates developmental responsibilities across all spheres of government. The NSDP is intended to guide the three spheres of government to plan and allocate resources to achieve the country's developmental objectives. The NSDP document puts forward a set of principles, which recommend the focusing of government fixed investment in the **areas with development potential**. It is argued that these areas present the greatest possibility for both economic growth and poverty alleviation.

In **areas of limited potential**, the NSDP proposes that government takes an approach that ensures that citizens are provided with a package of essential services. Moreover that government concentrates primarily on social investment, such as basic social infrastructure and human resource development, labor market intelligence and social grants. The fact that poverty may be dire in these areas does not mean that it is physically in such areas that poverty can be more effectively addressed.

Intergovernmental planning and resource allocation

To achieve a common platform for deliberation and decision-making around infrastructure investment and development spending decisions NSDP has two key components.

- The defining of the space economy in terms of needs and development potential
- The set of guiding principles, to be utilized by all actors in government when planning, deliberating and budgeting for investment spending.

This requires a **well co-ordinated and integrated system of planning** in which the plans at a national, provincial and local level inform are informed by each other. Also that there is agreement on the priority financing targets for both basic needs and economic development, and that the financing streams in the various spheres are targeted at these priorities.

Achieving this requires a strongly co-ordinated interaction between key planning instruments in each sphere:

- At national level within the Medium Term Strategic Framework (MTSF) and linked to Medium Term Expenditure Framework (MTEF)
- At provincial level through Provincial Growth and Development Strategies (PGDS) and Provincial MTEF's
- At local through the districts and local municipalities, Integrated Development Plans and Municipal MTEF's District wide agreements.

1.2.2 THE MEDIUM TERM STRATEGIC FRAMEWORK AND OUTCOMES BASED APPROACH

The MTSF is meant to guide planning and resource allocation across all three spheres of government. National and provincial governments have to develop their five year strategic plans and budgets requirements taking into account the medium term imperatives.

Similarly informed by the MTSF and their 2006 mandates, municipalities are expected to adapt their IDPs in line with the national medium-term priorities. The MTSF is reviewed annually during the mid-year Cabinet Lekgotla in the light of new developments and experience in actual implementation.

The annual reviews then inform both the corresponding three-year rolling MTEF and government's annual Programme of Action.

The 2009 Electoral Mandate of the ruling party identifies the following objectives:-

- Halve poverty and unemployment by 2014
- Ensure a more equitable distribution of the benefits of economic growth and reduce inequality
- Improve the nation's health profile and skills base and ensure universal access to basic services.
- Improve the safety of citizens by reducing incidents of crime and corruption
- Build a nation free of all forms of racism, sexism, tribalism and xenophobia.

To give effect to the above strategic objectives, the MTSF identifies 10 priorities which government work must be centered around.

- 1) Speeding up growth and transforming the economy to create decent work and sustainable livelihoods
- 2) Massive programme to build economic and social infrastructure
- 3) Comprehensive rural development strategy linked to land and agrarian reform and food security
- 4) Strengthen the skills and human resource base – access to quality education.
- 5) Improve health care for all South Africans.
- 6) Intensify the fight against crime and corruption
- 7) Build cohesive caring and sustainable communities
- 8) Pursuing African Advancement and international relations
- 9) Sustainable resource management use
- 10) Building a developmental state including improvement of public service.

The Manifesto and the MTSF were further translated into 12 outcomes through which government performance will be monitored:-

1. Quality basic education
2. A long and healthy life for all South Africans
3. All people in South Africa are protected and feel safe
4. Decent employment through inclusive economic growth
5. Skilled capable workforce to support and inclusive growth path
6. An efficient, competitive and responsive economic infrastructure network

7. Vibrant, equitable sustainable rural communities contributing towards food security for all.
8. Sustainable human settlements and improved quality of household life
9. Responsive, accountable, effective and efficient Local Government System
10. Protect and enhance our environmental assets and natural resources
11. Create a better South Africa and a better world
12. An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship.