

*Albert Luthuli Local
MUNICIPALITY*



**INTEGRATED DEVELOPMENT PLAN
2007 - 2011**

**REVIEWED FOR
2008/09**

FOREWORD BY THE EXECUTIVE MAYOR CLR. E.S DLAMINI

The current financial year (2007/08) is drawing to a close. As this happens we look forward with hope and anticipation. We look forward with hope that the coming financial year (2008/09) will present us with opportunities to strengthen our resolve to make local government work better for our people.

The completion of the 2008/09 review of our Integrated Development Plan (IDP) document is yet another milestone in the life of Albert Luthuli Municipality. Named after one of our gallant revolutionaries, the vision of the municipality is one of a transparent, innovative and developmental organization that seeks to improve the quality of life of its people.

As we conclude the 2007/08 financial year, we remain mindful of all the actions that brought us success as we discharged our mandate to deliver services to our communities. In the same vein, we have also learnt valuable lessons from the challenges we faced during the course of the ending financial year. We therefore believe that the same lessons will help in preparing both our human and organizational capacity for the challenges that lie ahead.

Our municipality is making encouraging progress in the fight against HIV and AIDS. To this end we have successfully launched the Local Aids Council, a structure that brings together different stakeholders in the struggle to defeat the brutal pandemic.

For the coming financial year we have prioritized water, sanitation, electricity and the roads infrastructure. Water and sanitation are the basic needs of life which our people cannot survive without. We believe that the provision of these basic needs, apart from the fact that they are a constitutional imperative, they will give our people dignity. The speed with which we are trying to move in this regard gives us hope that we will meet the millennium targets.

Through the Local Economic Development (LED) section we are able to mobilize different stakeholders behind one vision, that of creating a conducive environment for growing the local economy. Speaking about local economic development, it is very crucial that we broaden our understanding of this concept. LED should not only be about small cooperatives or projects on catering, gardening and so on. We should start thinking about big projects which will add value to the lives of people.

The municipal Budget and the IDP have just been adopted by council subsequent to the public participation process which sought to incorporate public input and interest into the whole planning document so that the IDP does not become the "Municipality's thing" but it really becomes a product which is owned by the public itself.

To this end we would like to extend our sincere appreciation to all the stakeholders which participated in the compilation of our Integrated Development Plan. We do not have sufficient words to describe how cumbersome a process it is to put together a

document of that magnitude. In the end, however, we hope this would be a document which all of us will look back at with pride and appreciate the effort and contribution made.

We also appreciate the fact that our Provincial Growth and Development Strategy (PGDS) is about to be adopted by the provincial cabinet. It is our firm belief that the PGDS and the District Perspective will be strategic documents to guide our municipality when we roll out our programmes in the coming financial year and beyond.

In the spirit of Business Unusual we hereby command all citizens of Albert Luthuli to put their shoulder to the wheel to ensure that our municipality is able to build on the achievements scored during the course of the past financial year into the future.

CLR. E.S DLAMINI
EXECUTIVE MAYOR

FROM THE DESK OF THE MUNICIPAL MANAGER

1. INTRODUCTION

The financial year 2008/09 provides us with many opportunities and challenges in our call of duty to change the lives of people for the better as compared to the past financial year (2007/08). Before the end of the coming financial year (2008/09), as a country we shall be holding both the provincial and national elections, of which service delivery will be used as an objective instrument to gauge the impact government has made on the lives of people.

For our people to continue to accelerate service delivery to better the lives of our people, our approach to planning should be a coordinated one, hence the Integrated Development Plan (IDP). Ours is a product of a consultation process which took us more than six (6) months to develop. In this regard we would like to express our appreciation to the political leadership of the municipality, municipal officials, ward committees, community development workers, business community, government departments, civil society organizations and other stakeholders for their participation in the process.

2. THE NEED FOR A DEVELOPMENTAL PROGRAMME

Below are some of the main reasons why as a municipality we need an IDP:

(i) Effective use of scarce resources

The IDP will help the municipality to focus on the most important needs of local communities taking into account the resources available at our disposal.

(ii) The IDP help to speed up delivery

Our IDP identifies the least serviced and most impoverished areas and points to where municipal funds need to be spent. Our capital projects in the main are a response to the Millennium Development Goals (MDGs), namely:

- Universal access to clean water and sanitation to all households by 2010.
- Halving unemployment and poverty by 2014.
- Sustainable and decent human settlement by 2014.
- Universal access to electricity to all households by 2012.

The implementation is made easier because all the relevant stakeholders have been part of the consultation processes.

(iii) The IDP strengthens democracy

Through the active participation of all important stakeholders, decisions are taken in a democratic and transparent fashion. The community remains involved and kept informed of developments.

(iv) The IDP is an instrument to overcome the legacy of apartheid.

The municipal resources are utilized in a manner that ensures the extension of services to both rural and urban areas, thereby bringing rural development at the same level as urban development.

(v) The IDP promotes coordination between all spheres of government

Through the IDP, the different spheres of government and other social partners are encouraged to work in a coordinated manner to tackle the developmental needs of communities.

As a developmental municipality, Albert Luthuli remains committed to the implementation of the provincial flagship projects, namely, Capacity building for the municipality's leadership, both politically and administratively; Water for All; Heritage, Greening Mpumalanga and Tourism and the Maputo Development Corridor and Moloto Rail Development Corridor.

3. CONCLUSION

In conclusion, we wish to invite commitment, cooperation and support from all the residents of Albert Luthuli, and further request them to remain focused on the business at hand and never allow any element of distraction which could divert them from achieving the people's contract. With all hands on deck and conducting business in an unusual and effective fashion, we shall strive to realize the popular goal of changing the people's lives for the better.

**MR. D.R MANGO
MUNICIPAL MANAGER**

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1. IDP OVERVIEW

1.1 INTRODUCTION

The Albert Luthuli Municipality has adopted a vision and a mission.

VISION

The **vision** of the municipality is:

The transparent, innovative and developmental municipality that improves the quality of life of its people.

MISSION

The **mission** of the municipality is:

To provide a transparent and accountable government by: rendering affordable and sustainable services; and encouraging economic and social development through community participation.

The **value system** of the municipality is as follows:

- ***The municipality is driven by the aspirations of the people; we will respect and uphold the Constitution of the Republic of South Africa.***
- ***The municipality commits itself to the Code of Conduct for Councillors and Officials contained in the Municipal Systems Act, 2000.***
- ***The municipality commits itself to the principles of sound financial management***
- ***The municipality subscribes to the principles of Batho Pele: Consultation, Service Standards, Access, Courtesy, Information, Openness and transparency, Redress and Value for Money.***
- ***The municipality subscribes to Cooperative Governance. As a partner in governance we will promote and constructively participate in Regional, Provincial and National programmes.***

The 2007 – 2011 Albert Luthuli Municipality Integrated Development Plan document is meant to guide development and planning for the new political office bearers with emphasis on improving the socio-economic situation by meeting the millennium targets, improving service delivery mechanisms and strengthening and improving inter-governmental relations and community participation. The aim of this IDP document is to ensure comprehensive Integrated Planning and Economic Growth and Development within the municipality in line with the frameworks provided by the Gert Sibande District Municipality, the Mpumalanga Provincial Government and the National Government.

The municipality will focus on facilitating Partnerships in order to accelerate economic growth and development, tourism development and marketing, environmental management, Youth and Woman development , HAST programme, promotion and support of people with disabilities, economic diversification and beneficiation of its minerals and agricultural resources and community development.

LOCATION

The Albert Luthuli Municipal area of jurisdiction stretches roughly from Syde to Ekulindeni (Crysbestos) along the Swaziland and South African border in the east, towards Hendrina to the west and then roughly from Nooitgedaght and Vygeboom Dams in the north to Warburton in the south.

The area is transversed by three prominent east west and north-south provincial routes, namely R 38, R36 and R33. All three provincial routes play a tremendous role in serving as transport and economic linkages linking all areas not only within the Albert Luthuli Municipal area but also with other important areas in the Nkangala, Ehlanzeni and Gert Sibande regions.

The arterial route (R38) forms an important link with the N11 to the west, which in turn link with the N4 (Maputo Corridor) to Johannesburg, Nelspruit and Mozambique and again forms a link with the R40 north of Ekulindeni, which in turn also links with the Maputo Corridor and Swaziland. The arterial routes (R33 and R39) serve as an important link between the Nkangala and Gert Sibande regions as it forms a link with the N17 west of Warburton, which in turn link with the N11 and N2 to the south and the capital city of Swaziland to the east. All three arterial routes (R33, R36 and R38) serve as an important road network and backbone of the region providing access to different social and economic opportunities within the Mpumalanga Province.

There are numerous development concentrations scattered across the region and can be categorized into five sub-regions, namely Carolina/Silobela; Elukwatini; Ekulindeni; Empuluzi and Tjakastad/ Badplaas. High levels of land use concentrations are evident in the Elukwatini, Empuluzi and Ekulindeni eastern sub-regions as compared to the other two sub-regions.

Agricultural land use is the predominant land use constituting approximately 80 percent of the total area, with limited fragmented human settlements scattered across the region. The area is predominantly rural in character with small-scale socio-economic activities.

1.2 POPULATION

According to the Census 2001 statistics the population of Albert Luthuli Municipality is as follows:

PERSONS	POPULATION	PERCENTAGE %
Black African	184,576	98,2
Colored	297	0,2
Indian	251	0,1
White	2812	1,5
TOTAL ALBERT LUTHULI MUNICIPAL AREA	187,936	100%

Source: Census 2001

The majority of the total population which is 98,5% is from previously disadvantaged groups. This implies that there is a dire need to address issues of disparities in terms of social facilities, skills development, educational facilities, physical infrastructure, spatial planning and other related issues.

The population composition by gender shows that 54% of the population is female whilst 46% is male. This demographic profile suggests the need for female empowerment programmes and specific actions to enhance female rights. It also calls for initiatives targeting women-headed households in the area.

It should be pointed out that according to DWAF statistics compiled in April 2005 the population of Albert Luthuli Municipality is **188 864** as detailed below.

Municipality	Extent (ha)	Population	People below minimum living standards	% People below minimum living standards	Total Household income	% of household income in relation to total household income for GSDM
Albert Luthuli	555 939	188 864	159 283	84,75	822 163 456	11,44

1.3 SOCIO-ECONOMIC PROFILE

UNEMPLOYMENT RATE

MUNICIPALITY	NUMBER	PERCENTAGE
Albert Luthuli	31,517	16,69

Source: Global Insight: Ricon (Pty) Ltd. Regional Economic Explorer Version 2,0C

This unemployment rate of about 17% is subject to a lot of contestation as according to Stats SA the unemployment rate for this municipality was **52.2%** in 2001 as shown below.

DEPENDENCY RATION (EMPLOYMENT)

		PERCENTAGE %
Employed	20537	47,8 %
Unemployed	22458	52,2 %
TOTAL	42995	100 %

ANNUAL INCOME

INCOME	HOUSEHOLDS	
	HOUSEHOLDS	%
None	15408	30,0
R1 – 4801	6352	15,4
R4801 –9600	10132	24,6
R9601 – 19200	5998	14,6
R19201 – 38400	3268	7,9
R38401 – 76800	1795	4,4
R76801 – 153600	770	1,9
R153601 – 307200	257	0,6
R307201 –614400	75	0,2
R614401 – 1228800	51	0,1
R1228801– 2457600	93	0,2
Over R2457600	38	0,1
TOTAL	41186	100%

Table: 3: POPULATION DISTRIBUTION PER WARD

WARD	1	2	3	4	5	6	7	8	9	10	11
Population	7622	13023	8172	6496	6913	8965	8301	7951	7981	8632	10337
Nr. Of Households	1470	2631	1629	1668	1533	1623	1782	1539	1629	1869	2094
Household Size	5.1	4.9	5	3.8	4.5	5.5	4.6	5.2	4.8	4.6	4.9
African	99.9	99.8	100	99.7	99.8	99.9	99.9	99.8	99.9	99.6	99.9
Colored	0%	0.1%	0%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.2%	0.04%
Indian	0%	0%	0%	0.1%	0%	0%	0%	0%	0%	0%	0%
White	0.1%	0.1%	0%	0.1%	0%	0%	0%	0.1%	0.2%	0.02%	0.02%

WARD	12	13	14	15	16	17	18	19	20	21	22
Population	7726	806	9660	9937	9049	8906	16855	10327	5352	11694	3226
Nr. Of Households	1667 1	162	2292	2604	1764	2055	3567	1848	1221	2145	876
Household Size	4.6	5	4.2	3.8	5.1	4.3	4.7	5.6	4.4	5.4	3.7
African	99.4	100	99.8	86.8	99.8	91.2	98.2	99.9	99.8	93.7	99.8
Colored	0.2%	0%	0.2%	0.8%	0.1%	0.4%	0.2%	0%	0.1%	0.03%	0.2%
Indian	0.03%	0%	0%	1.9%	0%	0.1%	0%	0.03%	0.1%	0.2%	-0%
White	0.4%	0%	0%	10.5%	0.03%	8.2%	1.5%	0.1%	0%	6.0%	0%

ANNUAL HOUSEHOLD INCOME PER WARD

WARD	1	2	3	4	5	6	7	8	9	10	11
None	34.0	31.9	31.4	19.8	46.1	41.6	31.4	49.2	31.2	22.8	43.9
R1 – 4800	15.5	21.0	18.7	17.3	9.6	12.6	12.8	6.8	17.1	21.2	9.9
R4801 – R96 00	27.1	22.9	27.1	21.5	23.0	26.2	23.6	26.8	28.1	24.4	25.6
R96 01 – 19200	27.1	13.2	11.5	16.5	9.8	12.1	1.5	8.2	14.6	15.9	10.6
R19201 - 38400	5.9	5.2	5.5	11.5	5.7	5.2	8.9	4.9	6.3	9.2	5.9
R38401 – 76800	3.1	1.6	3.9	8.4	4.1	1.3	6.1	2.3	1.5	4.2	3.1
R76801 – 153600	0.4	0.7	1.3	3.6	1.6	0.6	1.9	1.4	0.6	1.4	0.9
R153601 – 307200	0.2	0.2	0.2	0.9	0.2	0.2	0.3	0.2	0.2	0.8	0.3
R307201 – 614400	0	0.1	0.2	0.2	0	0.2	0	0.2	0.2	0	0
R614401 – 1228800	0	0.1	0	0.2	0	0.2	0	0	0	0	0
R1228801 – 2457600	0.2	2.2	0.2	0	0	0	0	0	0.2	0	0
Over R2457600	0	0.8	0	0	0	0	0	0	0	0	0

WARD	12	13	14	15	16	17	18	19	20	21	22
None	53.6	50	25.0	18.3	35.5	13.0	22.9	49.7	19.6	20	23.5
R1 – 4800	7.0	5.3	11.8	13.6	13.5	18.2	19.9	8.3	25.5	15.7	15.3
R4801 – R96 00	20.4	21.4	19.5	20.0	26.6	24.2	28.2	20.9	21.6	25.8	22.2
R96 01 – 19200	7.8	16.1	11.5	19.2	14.2	22.0	16.8	12.8	18.9	17.8	20.1
R19201 - 38400	4.7	5.3	9.6	13.7	7.2	10.6	7.2	4.7	9.6	11.9	12.3
R38401 – 76800	4.9	1.8	11	9.3	2.1	5.1	3.2	2.4	3.2	4.3	4.4
R76801 – 153600	1.3	0	7.7	3.2	0.7	3.6	1.0	0.6	1.2	2.5	1.4
R153601 – 307200	0.2	0	2.4	1.3	0.2	2.3	0.3	0.2	0	1.1	0.3
R307201 – 614400	0.2	0	0.5	0.6	0	0.4	0.1	0	0	0.4	0
R614401 – 1228800	0	0	0.5	0.3	0	0.3	0.1	0	0	0.3	0
R1228801 – 2457600	0	0	0.3	0.2	0	0.1	0.3	0.2	0.2	0.2	0
Over R2457600	0	0	0.1	0.1	0	0	0.1	0.2	0	0	0

1.4 FINANCIAL VIABILITY

This section highlights some of the most salient financial features of Albert Luthuli Municipality.

POOR PAYMENT FOR SERVICES

The non-payment for services has a negative effect on the ability by the municipality to be able to provide basic services. Coupled with this is the challenge to provide infrastructure for cost recovery and dealing with illegal connections for water and electricity. This is the case in areas where the municipality has inherited infrastructure from previous authorities. In some instances communities cannot afford to pay for basic services due to high levels of poverty. The municipality must provide financial resources to secure cost recovery infrastructure and to improve the billing system in the municipality. Initiatives should be introduced to change perceptions of the community regarding payment for services rendered by the municipality.

FINANCIAL MANAGEMENT

There is a need to develop effective debt collection mechanisms and income generating strategies. A revenue enhancement programme must be put in place and implemented as a matter of urgency.

REVENUE BREAKDOWN FOR THE MUNICIPALITY

CONSUMER DEBT FOR THE MUNICIPALITY:

	2004	2005	2006	2007	2008
	74,109,554	98,187,510	58,109,813	73,216,906	85,547,844 (As at 29/02/08)

MUNICIPAL INFRASTRUCTURE EXPENDITURE FOR THE MUNICIPALITY:

	Capital Budget	Capital Expenditure
2004/05	(Not available)	13,591,605
2005/06	7,117,631	57,279,073
2006/07	47,219,424	47,219,424
2007/08	75,312,032	33,456,978 (as at 29/02/2008)

CAPITAL EXPENDITURE VERSUS OPERATING EXPENDITURE RATIOS:

2007/08 BUDGET				
Municipality	Capital Expenditure	Operating Expenditure	Total Budget	% Capital Expenditure vs. Total budget
Albert Luthuli	75 312 032	105 165 586	180 477 618	41,73%

Source: GSDM IDP

1.5 DEVELOPMENT OBJECTIVES FOR THE POLITICAL TERM

Amongst other issues, the Albert Luthuli Municipality is committed to:

- Support government efforts to put the people at the centre of development, not merely as beneficiaries, but also as drivers of development and transformation.
- Move faster and further in providing a better life for all.
- Halve unemployment and poverty by 2014.
- Provide the skills required for economic development and growth.
- Ensure that all South Africans are fully able to enjoy the full dignity of freedom
- Working with our National and Provincial Governments to improve service delivery and access to basic services.
- Ensure participation of the people to allow citizens to identify the problems that their community face and partner in providing solutions to deal with these problems and improve public service
- Speed up the delivery of free basic services
- Build sustainable human settlements and viable communities
- Provide infrastructure that will create an environment that is conducive to economic growth and development that facilitates and increases capacity to provide basic services, which will contribute to a safe and healthy environment.
- Create job opportunities and fight poverty through infrastructure development and service delivery, procurement and support for SMME's and Broad Based Black Economic Development.
- Ensure that councillors are responsive, accountable and effective and that everybody involved in local government understands and honors the duty to respect and serve the people.

The municipality will work closely with the district municipality and government institutions to initiate and create job opportunities through EPWP for the benefit of the unemployed and the poor. By 2010 all households will have access to running water and decent / proper sanitation. The municipality aims to ensure that all households have access to electricity by 2012.

The municipality subscribes to the Anti-Corruption campaign and will not tolerate any corrupt activities.

All communities will have access to clean water and decent sanitation by 2010. All houses will have access to electricity by 2012. Housing developments will be planned in all the areas in the municipality where there is a need. The municipality will strive to put more resources to upgrade existing roads and streets and to build more and better roads, infrastructure for water and sanitation and schools and clinics where they are needed, in rural and urban areas alike. By using the approach of the expanded public works programme in providing infrastructure, we will strive to ensure that more people have work opportunities and are given skills. We will implement other special programmes in rural and urban areas where the poorest of the poor people live, including assistance in setting up food gardens and school gardens.

The municipality will take steps to assist those who want to set up small businesses with skills and other forms of support.

Public participation will be strengthened by making Ward Committees more effective. Comprehensive consultations will be done through the Integrated Development Plan (IDP) processes; Izimbizo and ward meetings to ensure effective consultation and participation of communities.

The municipality will strive to facilitate partnerships to accelerate programmes for women empowerment and to improve the lives of young people by providing a better living environment, skills development and employment opportunities. The municipality will ensure that Thusong Service Centres are built where citizens can get government services and information on how to access the opportunities offered by democracy to improve their lives.

2. IDP PLANNING PROCESS

2.1 ANALYSIS OF PROVISION OF SERVICE DELIVERY

LACK OF BASIC SERVICES

Certain areas in Albert Luthuli Municipality are characterised by severe development backlogs and development intervention is needed in order to uplift them. Most of these areas are rural in nature and some are peri-urban. The municipality should develop programmes aimed at addressing service backlogs and alleviating poverty. The municipality will give high priority to areas where the RDP standard of water and sanitation has not been met. The planning in the IDP must be **in line with the millennium development targets**.

All the **wards embarked on a community participation programme** aimed at collecting service delivery backlogs information and basic needs from the community.

ESTIMATED BACKLOGS ON BULK INFRASTRUCTURE:

Municipality	WATER No of households	% of Total District Backlog	SANITATION No of household	% of Total District Backlog
Albert Luthuli	6246	23,65	23793	26,16

Source: GSDM - WSDP May 2006

The above table reflects the situation in the municipality and the challenges to meet the water and sanitation needs of the communities in pursuit of the millennium targets and human dignity.

PROCLAIMED AREAS WITH ACCESS TO WATER:

Municipality	No. of households	No. of households with access	Estimated Backlog
Albert Luthuli	44 237	42 837	1 400

The above table reflects the work done by the district to ensure access to water to all, there are still challenges in ensuring access especially in the rural areas of the district.

SANITATION

Albert Luthuli Municipality has a huge sanitation backlog that will require a huge financial injection to even begin to try and address.

Approximately 61,4% of the municipal area is below the RDP standard of sanitation, with the exception of Carolina, part of Badplaas, Elukwatini and Mayflower. The sewerage treatment works and reticulation is provided only to the major urban areas in the municipal area. Other communities utilize pit latrine toilets. Clearly a large portion of the population in the area does not have access to proper sanitation. The biggest challenge for the municipality is to replace the pit latrines with VIP toilets, where it is suitable. At the current rate of funding, even if only sanitation projects were to be implemented with the grant funding provided annually, the millennium target for sanitation will not be met.

An indication of the backlog situation is given in the table below.

PROCLAIMED AREAS WITH ACCESS TO SANITATION:

Municipality	No. of h/holds	Bucket system before 2004	Buckets eradicated	In-process of eradication	H/holds below RDP Standards (rural)
Albert Luthuli	44 237	1 425	1 425	0	22 626

Source: DWAF figures – April 2005

ELECTRICITY

The Albert Luthuli Municipality supplies electricity in Carolina and Badplaas areas only. Eskom is responsible for the bulk supply and reticulation in the former Ekulindeni, Elukwatini and Empuluzi TLC's areas. Electrification of households in the rural areas, the informal settlements and Silobela Township is a compelling necessity.

ROADS AND STORMWATER

The Albert Luthuli Municipality area is traversed by mainly gravel roads having a combined length of some 800 kilometres. The towns in the region are linked by tarred roads stretching over considerable distances. These are mainly high order Provincial roads which are a responsibility of the Department of Roads and Transport. The deteriorating road network, Provincial proclaimed roads and access roads are the most significant infrastructural problem.

Road access is of critical importance for the economy of the region, social fabric, safety and security and tourism. Carolina is located on the main route to Swaziland and carries a high flow of regional-traffic. It also carries a high volume of coal transporting and other trucks that causes a lot of damage to the road surface.

The roads and streets in the municipal area are all in a state of disrepair. Most of the roads are gravel, which is impossible to drive on. The storm-water drainage system needs urgent attention. The municipality has a great challenge to upgrade or re-gravel these roads, which is an interim measure as soil erosion has proven to be a winner instead of sustainability. Surface storm water causes soil erosion which damages unsurfaced roads. The developed urban and peri-urban areas are provided with formal water drainage systems. Storm water drainage structures installed many years ago are not maintained. Integrated catchments management to address storm water drainage, flood management and pollution control is required to address these problems.

WASTE MANAGEMENT

The municipality renders refuse removal services only in urban and peri-urban areas like Carolina, Badplaas, Elukwatini, Ekulindeni and Mayflower. The service is provided

in-house only at Carolina and Badplaas, whereas at Elukwatini, Ekulindeni and Mayflower the service is rendered by private contractors. The conditions of the solid waste disposal sites throughout the municipality are not up to the required standards, and proper refuse sites need to be identified, and must be licensed by the Department of Water Affairs and Forestry. The access road to the waste management site at Elukwatini is in a poor condition.

The rural villages where there is no formalised solid waste disposal system are encountering environmental problems due to dumping next to streams which causes pollution problems and a health hazard. The municipality has no **Integrated Waste Management Plan** and urgent steps need to be taken to ensure that such a plan is done. The District Municipality provided

some assistance by developing a framework from which municipalities must base their Integrated Waste Management Plans but ours is still not finalized.

HOUSING

The current housing reality in the municipality reveals that housing patterns are either formal or informal. Most informal housing patterns are an extension of existing formal areas driven by the desire to be located closer to opportunities. Furthermore, there is also a huge backlog in urban housing developments since the municipal area has not benefited greatly from the previous housing allocations and the slow implementation process of approved housing projects. There is also a need for development intervention in the form of formalisation of expanding informal settlements around towns and rural main centres to ensure public health and safety in relatively dense living environments.

Centrally located areas continue to have low-density development. The bulk infrastructure is not utilized to its full capacity – this is wasteful of an expensive resource. The public transportation system cannot operate an efficient transport system in a low density residential and business environment. Informal housing continues to grow in centrally located areas since poor people are trying to access housing closer to employment and social facility areas. Informal housing is inadequately serviced in terms of addressing basic needs and as a result this negatively affects the health of the surrounding environment. The growth of this form of housing creates uncertainty in the formal property market, which affects investment confidence.

There is a great need and potential for the development of middle to high income housing in the urban and peri-urban areas, especially Badplaas, Carolina, Elukwatini and Empuluzi.

The municipality needs to develop a **Housing Chapter** for this IDP and the Department of Local Government and Housing has been approached for assistance.

CEMETERIES

Council owned cemeteries are available only in the urban and peri-urban areas. The majority of cemeteries found in Peri-urban and rural areas are under Tribal Authorities/ Communities and some clans. Council does provide assistance at these tribal or community cemeteries; e.g fencing, sanitation, etc. Maintenance of these cemeteries is the responsibility of the Community. Most of the municipal cemeteries are not of a good standard and are already full. **New cemeteries need to be developed.**

LAND OWNERSHIP AND LAND USE MANAGEMENT

The municipality is predominantly rural with most development taking place around the urbanised areas. The municipality faces a number of challenges with regard to Land Ownership because most of the land is either under the authority of Traditional Leaders or belongs to private farm owners. The municipality is required by law to implement a proper Land Use Management System (LUMS) for the whole municipal area but at the moment has no funds available.

It is also critical that the municipality, through the relevant Provincial department and the department of Land Affairs, continue with the implementation of the Land Tenure Upgrading Programme to enable individuals to have formal ownership of their sites.

2.2 SWOT ANALYSIS

The SWOT Analysis for the municipality is as follows:

MUNICIPAL INTERNAL ENVIRONMENT	
Strengths	Weaknesses
Effective participation and communication strategies for the community.	Shortage of resources viz. human capital, machinery and equipment
Computerized financial management system	Poor maintenance of infrastructure and equipment
Administrative units are integrated	Insufficient office space and unavailability of a council chamber
Regular communication between Councillors and officials	Lack of appropriate policies and procedures
Experienced, competent and willing top management	Municipal service is not customer orientated
Vacant critical posts filled	Poor revenue collection
Certain plant and machinery bought recently	
MUNICIPAL EXTERAL ENVIRONMENT	
Opportunities	Threats
Potential for economic development and growth	Rate of payment for services is very low
Good relations with other spheres of government	High unemployment rates

2.3 SELF ASSESSMENT

Local strategy to strengthen the IDP:

OBJECTIVE	STRATEGY	RESPONSIBILITY	TIMEFRAME
1. To improve the understanding of the IDP and the buy-in.	<p>Improve communication with stakeholders locally</p> <p>Provide training for ward committees on IDP</p> <p>Consult different sectors within the community</p>	<p>Management</p> <p>IDP Manager</p> <p>Ward Councillors</p> <p>Ward Committees</p>	Continuous
2. To strengthen the participation of the role-players	<p>Enhance participation by all Sect. 57 Managers</p> <p>Strengthening the IDP Steering Committee by involving MAYCOM (politicians)</p> <p>More effective utilization of the ward committees</p>	<p>Executive Mayor</p> <p>Management</p> <p>IDP Manager</p> <p>Ward Councillors</p> <p>Ward Committees</p>	Continuous
3. To improve and co-ordinate planning process.	<p>To establish structures of co-ordination in planning (horizontal).</p> <p>To communicate with province/ national regarding co-ordination strategies to improve planning (vertically)</p>	<p>GSDM</p> <p>Neighboring Municipalities</p> <p>Premier's Office</p> <p>MUNIMEC</p> <p>Councillors</p> <p>Management</p>	Continuous
4. To align the planning process with the budgeting process	<p>To align the two processes internally and with district (IDP and budget adoption must be done simultaneously)</p> <p>To communicate with province/ national regarding co-ordination strategies to improve planning (vertically)</p>	<p>Management</p> <p>GSDM</p> <p>Premier's Office</p>	Continuous
5. To secure funding in order to finance the IDP.	<p>To improve rate of collection of revenue by involving communities.</p> <p>To submit business plans timeously to province / national for grant applications</p> <p>To engage donors for possible funding</p>	<p>Management</p> <p>MANCOM</p> <p>Province</p> <p>National</p> <p>Private Sector</p>	Ongoing
6. Formulation of the IDP for 2006/2010	Including the following:	Management	End February 2007

OBJECTIVE	STRATEGY	RESPONSIBILITY	TIMEFRAME
	* Institutional Plan * 5yr Action Plan 5yr Finance Management Plan 5yr Capital Investment Plan KPIs and Targets Operational Plans Review objectives, strategies, projects Mapping for SDF	IDP Steering Committee IDP Representative Forum Project Task Teams	
7. Align IDP with MTEF Budget and approval	Budget must provide funding for implementation of IDP Provide for operational budgets and capital projects Communicate approved IDP and Budget	Management Councillors Community (ward committees) IDP Representative Forum	End May 2007 June 2007
8. Ensure institutional preparedness for implementation	Establish multi-disciplinary teams Establish management systems viz. Finance, policies and procedures etc. Employ staff Establish partnerships (PPPs)	IDP Steering Committee Management Councillors	Immediate
9. Evaluate and Control (PMS)	Establish an institutional Performance Management System Conclude performance management agreements	Management Council Audit Committee	Continuously

2.4 PROCESS OVERVIEW

PHASE 1: ANALYSIS

PURPOSE: To ensure that decisions will be based on:

- people's priority needs and problems
- knowledge of available and accessible resources
- proper information and a profound understanding of the dynamics influencing the development in a municipality

OUTPUTS:

- Assessment of the existing level of development
- Priority issues/problem statements
- Understanding of nature/dynamics/causes of these issues
- Knowledge of available resources and potentials (including a tentative overall financial frame)

PHASE 2: STRATEGIES

PURPOSE: To ensure that there will be a broad inter-sectoral debate on the most appropriate ways and means of tackling priority issues, under consideration of policy guidelines and principles, available resources, inter-linkages, competing requirements and an agreed vision. The strategy debate shall help find more appropriate, innovative and cost-effective solutions under due consideration of various options. It is the phase of making choices.

OUTPUTS:

- Vision for the long-term development of the Municipality
- Objectives for each priority issue to be achieved within the next 5 years
- Strategic options and choice of strategy for each objective (aligned with National and Provincial planning requirements)

PHASE 3: PROJECTS

PURPOSE: To ensure a smooth delivery link by providing proposals with tentative target figures, technical standards, locations, time horizons and cost estimates. This phase will give the sector specialists their appropriate role in the planning process, thereby contributing to a smooth planning – implementation link.

OUTPUTS:

- Indicators for achieving objectives
- Projects and/or activities for each objective with target groups and/or location
- Responsible agents
- Costs, budget estimates and possible sources of funds

The degree of specification and exactness of the outcomes will vary, as some projects may need in-depth feasibility studies which may not be manageable

PHASE 4: INTEGRATION

PURPOSE: To ensure that the results of project planning will be checked for their compliance with vision, objectives, strategies and resources and that they will be harmonised. The harmonisation process will result in a consolidated spatial, financial and institutional framework as a sound basis for smooth implementation.

- OUTPUTS:**
- Revised project proposals (may be revised strategies)
 - *for priority projects*
 - *for other projects*
 - 5-year financial plan (all sources of finance)
 - 5-year capital investment programme (all sources of finance)
 - 5-year municipal action plan (for municipal management)
 - Integrated spatial development framework
 - Integrated programmes for LED, environmental issues, poverty alleviation, gender equity and HIV/AIDS
 - Institutional plan for implementation management
 - Consolidated monitoring/performance management system
 - Reference to sector plans
 - (*Outcomes of sector plans to be fed back into the IDP process*)
 - Disaster Management Plan

PHASE 5: APPROVAL

PURPOSE: To ensure that, before being adopted by the Municipal Council, all relevant stakeholders and interested parties, including other spheres of government have been given a chance to comment on the draft plan, thus giving the approved plan a sound basis of legitimacy, support and relevance.

- OUTPUT:**
- An amended and adopted Integrated Development Plan

2.5 INSTITUTIONAL ARRANGEMENTS, ROLES AND RESPONSIBILITIES

The roles and responsibilities of the Institutional Arrangements and Structures are outlined in the table below.

TERMS OF REFERENCE	
ROLE PLAYERS	ROLES AND RESPONSIBILITIES
Municipal Council	<ul style="list-style-type: none"> • The Council will approve the reviewed IDP. • Will consider and approve the process plan which should set out the process for the new IDP cycle.
Executive Mayor and Mayoral Committee	<p>The Mayoral Committee must:</p> <ul style="list-style-type: none"> • Decide on the Process Plan for IDP Review • Responsible for overall management, co-ordination and monitoring of the review process, and may assign responsibilities to the Municipal Manager • Submit review IDP and draft IDP to Council • Develop terms and criteria for Representative Forum.
Municipal Manager/ IDP Manager	<ul style="list-style-type: none"> ➤ Prepare for and draft the Process Plan; ➤ Chair the IDP Steering Committee meetings; ➤ Manage and co-ordinate on a daily basis the planning process taking into consideration agreed timeframes, human resources and financial resources; ➤ Ensure that all relevant role players, especially officials and Traditional Leaders, are involved; ➤ Ensure that the planning process is horizontally and vertically aligned and complies with National and Provincial legislation requirements; ➤ Ensure that resources are available and managed effectively and efficiently; ➤ Co-ordinate the involvement of all different role players; ➤ Ensuring the horizontal and vertical alignment in the process, including Sectors; ➤ Ensure that the links between the processes of performance management, monitoring, evaluation and review are maintained; ➤ Ensure that the links between the processes of performance management, monitoring, evaluation and review are maintained;
IDP Steering Committee	<ul style="list-style-type: none"> ➤ Establish and provide terms of reference for the IDP Representative Forum; ➤ Establish sub-committees; ➤ Overall management of process, including appointment of technical consultants; ➤ Commission research studies; ➤ Consider and comment on inputs from sub-committees, study teams, service providers, provincial sector departments and NGOs ➤ Process and summarise draft outputs; ➤ Prepare, facilitate and minute meetings; ➤ Prepare and submit reports to the IDP Representative Forum; ➤ Make recommendations and provide secretarial services to the IDP Representative Forum;
IDP Representative	<ul style="list-style-type: none"> ➤ Represent the interests of their constituencies in the IDP process; ➤ Provide an organisational mechanism for discussion, negotiation and decision-making between the stakeholders and the municipality;

TERMS OF REFERENCE	
Forum	<ul style="list-style-type: none"> ➤ Ensure communication between all stakeholders' representatives; monitor the performance of the planning and implementation process. ➤ Ensure that Amakhosi/Izinduna work closely with councillors on identifying priority issues.
IDP Task Team Comprising of: <ul style="list-style-type: none"> ➤ Councilors ➤ Officials ➤ Selected public representatives 	<ul style="list-style-type: none"> ➤ providing inputs related to the various planning steps ➤ summarizing, digesting and/or processing inputs from the participation process ➤ discussion or commenting on inputs from consultants or other specialists ➤ deciding on drafts

2.6 MUNICIPAL GOALS, OBJECTIVES AND STRATEGIES

Objectives and Strategies have been formulated to address the development priorities as identified by the broader public and through municipal aspects.

2.6.1 PROVISION OF WATER, SANITATION, ROADS AND STORM WATER AND ELECTRICITY

OBJECTIVE	(WSRE 01)
To accelerate the Provision of Water, Sanitation, Roads & Stormwater and Electricity services in partnership with key stakeholders to meet millennium targets and improve the living conditions for all.	

Strategies and interventions for key focus areas:

- The municipality will implement MIG and own funded projects and facilitate the implementation of GSDM and sector departments projects identified in its **5-Year Infrastructure Development Plan** on an annual basis to meet the millennium targets.
- The municipality will ensure integrated planning for the provision of roads and storm water, sanitation, water and electricity to all un-serviced communities in line with the millennium targets.
- The municipality will work with the District municipality to conduct annual audits to determine the level of services to be given to each community, effective mechanisms to deliver such services in consideration of spatial development circumstances and other circumstances and available resources.
- The municipality will provide support in the development and implementation of the WSDP, Transport Plan, Electricity Plan, etc.
- Where possible, the municipality will provide co-funding for key projects to accelerate service delivery
- The municipality will facilitate skills transfer and training of municipal staff to accelerate service delivery
- Formation of Public Private Partnerships to accelerate implementation and investment in infrastructure
- Seek advice and technical assistance (hands-on support) from the district municipality, Province, National departments, DBSA, etc.

2.6.2 MUNICIPAL ENVIRONMENTAL HEALTH SERVICES

OBJECTIVE	(EHS 01)
To accelerate the Provision of quality Municipal Environmental Health Services to all Communities in line with National Department of Health Guidelines	

Strategies and interventions for key focus areas:

- The municipality, through its Integrated Waste Management Plan, will address backlogs and seek partnerships with the GSDM and Sector departments for funding of key identified projects.

- The municipality will strive to develop a comprehensive Municipal Environmental Health Plan, Air Quality Management Plan and an Integrated Environmental Framework Plan for promoting, protecting and conserving the environment.
- The municipality will align their by-laws and spatial development plans to incorporate these plans once they are completed.
- Compile and implement a Comprehensive Environmental Health inspections programme.

2.6.3 DISASTER MANAGEMENT, FIRE AND EMERGENCY SERVICES

OBJECTIVE	(DFE 01)
To provide a comprehensive Disaster Management, Fire and Emergency Service that will ensure that all communities are safe and can get timely and adequate assistance and responses in time of need.	

Strategies and Key interventions for key focus areas:

- The municipality will prepare a programme and plan for the use of own funded vehicles, equipments, tools, etc as well as those provided by GSDM and the Provincial government to deal with emergencies and disaster situations.
- The municipality will take part in training initiatives organized by the District in partnership with the Provincial department.
- Proper use of disaster management trucks and other available equipments in dealing with disaster management and emergency and fire services
- Proper use of available Fire engines and any new ones provided by the GSDM in support of its local municipalities.
- Hiring of permanent staff and use of volunteers for emergency, fire and disaster services.
- Formulation of the required sector plans, e.g Disaster Management Plan.

2.6.4 INTEGRATED DEVELOPMENT PLANNING & COMMUNITY PARTICIPATION.

OBJECTIVE:	(IDPCP 01-02)
➤ To strive to develop and implement a comprehensive Integrated Development Plan that will meet all the basic service backlogs, infrastructural shortages, institutional arrangement challenges, capacity building, transformation, etc; taking the millennium development goals into account.	(IDPCP 01)
➤ To strengthen public participation through Izimbizo, IDP Fora, Ward Committees, other communication fora, public meetings, media releases, etc.	(IDPCP 02)

Strategies and Key interventions for key focus areas:

- The municipality will ensure that gaps identified in terms of service backlogs, institutional arrangements, developmental strategies, etc are closed in a strategic and holistic manner.
- The municipality will ensure that its officials and all stakeholders participate positively in the IDP Fora, both at district and local levels.
- The municipality will ensure that all planning information and/or projects by sector departments are included in the IDP.
- Employment of critical personnel required for the IDP planning process, community participation, etc, e.g IDP Manager.
- Implementation of the municipality's approved Performance Management System
- Provide all necessary support to ward committees to ensure their functionality

2.6.5 ESTABLISHMENT AND CONTROL OF CEMETERIES, MUNICIPAL AIRPORTS, FRESH PRODUCE MARKETS AND ABATTOIRS

OBJECTIVE:	(CAFPA 01 – 06)
• To plan, build, operate and maintain decent cemeteries for the various communities of Albert Luthuli Municipality.	(CAFPA 01)
• To maintain the existing airfield and register it.	(CAFPA 02)
• To make the existing phase of Elukwatini Fresh Produce Market functional and to source funding for the completion of the other phases.	(CAFPA 03)
• To explore better uses and operation of the existing municipal abattoirs.	(CAFPA 04)
• To maintain existing parks and to develop new parks, recreational and cultural facilities	(CAFPA 05)
• To provide basic funeral services for unknown and indigent persons	(CAFPA 06)

Strategies and Key interventions for key focus areas:

- Ensure that all existing cemeteries have fencing, ablution facilities, wafer, etc
- Explore the need for the airfield and, if it still exists, upgrade and properly maintain and re-register it.
- Hold urgent meetings with beneficiaries and other stakeholders to finalise arrangements for opening the recently completed phase of the Fresh Produce Market.
- Once the existing phase of the fresh produce market is fully functional, prepare business plans to source funding for its extension.
- Explore the privatization of the municipal abattoirs.

- Budget for maintenance of parks and seek funding sources for the development of new parks.

2.6.6 PROMOTION OF LOCAL ECONOMIC DEVELOPMENT AND TOURISM

OBJECTIVES:	(LEDT 01 – 08)
• To promote LED for job creation	(LEDT 01)
• To develop and implement an LED and Tourism Plan (Strategy)	(LEDT 02)
• To promote ecotourism in order to create jobs	(LEDT 03)
• To create a comprehensive database of tourism, heritage and other business ventures within the municipality)	(LEDT 04)
• To facilitate the development of new tourism ventures in ALM	(LEDT 05)
• To form partnership with local hospitality, tourism industry, Chamber of Commerce, community groups and private sector to promote economic development	(LEDT 06)
• To market the business opportunities in ALM	(LEDT 07)
• To promote agriculture/farming	(LEDT 08)

Strategies and Key interventions for key focus areas:

- Do town planning that promotes and facilitate economic development and the opening of new tourism ventures.
- Marketing of tourism and other opportunities in Albert Luthuli Municipality
- Complete the LED Strategy, ensuring that tourism development is clearly outlined therein.
- Facilitate and implement poverty alleviation projects
- Promote agriculture/farming

2.6.7 TRANSPORT PLANNING AND SERVICES

OBJECTIVES	
• To develop a Transportation Plan for the municipality	(TPS 01)
• To upgrade and maintain our streets and roads	(TPS 02)
• To plan and facilitate the construction of Taxi and Bus ranks	(TPS 03)
• To improve our traffic control and policing services	(TPS 04)

Strategies and Key interventions for key focus areas:

- Work with the Gert Sibande District Municipality in compiling a Transportation Plan
- Use the infrastructure grants and other funding to upgrade and maintain our transport system
- Employ enough personnel for the control of our traffic and policing.

2.6.8 SPATIAL PLANNING

OBJECTIVES	(SP 01-04)
To complete the formulation of the Land Use Management System (LUMS) for ALM	(SP 01)
To facilitate the completion of existing Land Tenure Upgradig projects and also facilitate the allocation of funding for new projects	(SP 02)
To budget for ad implement new town planning projects in informal and green-fields areas	(SP 03)
To do developmental oriented town-planning in all the areas within the municipality.	(SP 04)

Strategies and Key interventions for key focus areas:

- Work with the Gert Sibande District Municipality, Province and National departments to acquire land for development
- Seek funds for the development of a Land Use Management System (LUMS) for the municipality
- Review the municipality's Spatial Development Framework (SDF)
- Plan our existing informal settlements and also initiate greenfields planning for new development
- Work with the Department of Housing in planning and implementing new low-cost housing development in the municipality
- Plan and facilitate the development of middle to higher income housing in the municipality

2.6.9 HOUSING DEVELOPMENT

OBJECTIVES	(HD 01-04)
To develop and implement a Housing Development Plan (Housing Chapter) for ALM	(HD 01)
Develop and maintain a data base of people in need of low-cost housing.	(HD 02)
To facilitate the provision of low-cost and other housing to households without proper accommodation.	(HD 03)
To plan and facilitate the development of middle to higher income housing in ALM	(HD 04)

Strategies and Key interventions for key focus areas:

- Arrange meetings with Department of Housing on housing and related issues
- Beneficiary registration programme and connection to Housing Data Base

- Presentations by Developers and facilitation of Supply Chain Processes
- Identification of incomplete houses
- Facilitation of construction processes and monitoring completion of houses
- Do an audit of all the unoccupied low-cost houses in Elukwatini
- Do an audit of who occupies the occupied low-cost houses in Elukwatini
- Facilitate the transfer of houses to new qualifying owners, where original owners cannot be traced
- Do regular building inspections on houses being built, from foundation stage to completion certificate

2.6.10 ENVIRONMENTAL MANAGEMENT

OBJECTIVES	(ENV 01-02)
To develop and implement an Integrated Environmental Management Plan for ALM	(ENV 01)
To ensure compliance with environmental management legislation and policies.	(ENV 02)

Strategies and Key interventions for key focus areas:

- Approach DALA/GSDM on assistance with funding for the Integrated Environmental Management Plan
- Employ the necessary professional staff
- Implement Integrated Environmental Plan

2.6.11 SPORT, ARTS, CULTURE AND HERITAGE

OBJECTIVES	(SACH 01-02)
To promote sport, arts, culture and heritage in ALM	(SACH 01)
To compile a database of arts, culture and heritage sites within ALM	(SACH 02)

Strategies and Key intervention for key focus areas:

- Promote sport, arts, culture and heritage in the municipal area
- Collect information on arts, crafts, cultural and heritage within ALM

2.6.12 ADMINISTRATION

OBJECTIVES	(ADM 01 - 04)
To strive for fairness and equity in the delivery of our services	(ADM 01)
To develop a communication and public participation strategy to ensure that the community and all stake holders participate in the processes of the municipality	(ADM 02)
To ensure regular consultation between communities and ward councilors	(ADM 03)

To implement the departments' Service Delivery Charters (Batho Pele)	(ADM 04)
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Strategies and Key interventions for key focus areas:

- Effective administration & organizational systems, financial policies & implementation
- Develop new policies
- Review of all existing policies
- Implementation of Batho Pele
- Give all necessary administrative and other support to ward committees
- Performance Management System (PMS) aligned to the approved IDP
- Compliance with the various legislation

2.6.13 PERFORMANCE MANAGEMENT AND REPORTING

OBJECTIVES	(PMS 01 – 06)
To develop and implement a Performance Management System in line with the approved Performance Management Framework of ALM	(PMS 01)
To ensure the implementation and updating of the approved PMS	(PMS 02)
To implement the approved Performance Management Policy of ALM	(PMS 03)
To compile and submit Performance reports in terms of the approved PMS	(PMS 04)
To facilitate the formulation and proper functioning of an Audit Committee for ALM	(PMS 05)
To compile an Annual Report	(PMS 06)

Strategies and Key interventions for key focus areas:

- Implement approved Performance Management System (PMS)
- Regular performance reports in terms of the PMS
- Regular Audit reports by Internal Auditor
- Develop 2007/08 Annual Report
- Assist during sittings of the Audit Committee Compliance with MFMA, Municipal Systems Act, HR legislation, etc

2.6.14 FINANCIAL MANAGEMENT

OBJECTIVES	(FIN 01 – 08)
To have an approved MFMA implementation plan.	(FIN 01)
To compile a multi-year budget and get it approved in time	(FIN 02)
To compile Financial Statements in terms of GAMAP / GRAP	(FIN 03)
To turn around payment of trade & sundry creditors	(FIN 04)

To compile an Assets Register in terms of the GAMAP / GRAP requirements	(FIN 05)
To provide an effective supply chain management service through the supply chain management office as required by Chapter 11 of the MFMA (Act 56 of 2003)	(FIN 06)
To accelerate the provision of Free Basic Services to registered indigents	(FIN 07)
To increase payment of Municipal Service by 10%	(FIN 08)

Strategies and Key interventions for key focus areas:

- Implement revised MFMA implementation template from National Treasury.
- Perform the monthly reconciliations
- Implement the year-end procedures.
- Compile Financial Statements.
- Implement the approved budget timetable. Implement the Budget process according to the approved budget timetable.
- Monitor the implementation of the Financial System Project
- Finalize the configuration & Testing phase
- Roll Out Phase; Entrenchment (Hand-Holding) Phase, Closing phase

2.6.15 WASTE MANAGEMENT AND REFUSE REMOVAL

OBJECTIVES	(WRR 01-06)
To ensure that the refuse removal and street cleaning services are properly operated and managed	(WRR 01)
To ensure that each household or property have dustbins to be able to render an effective service.	(WRR 02)
To minimize illegal dumping and littering	(WRR 03)
To ensure that refuse removal service in peri-urban and rural areas is rendered	(WRR 04)
To reduce land pollution by addressing illegal dumping	(WRR 05)
To develop and implement an Integrated Waste Management Plan	(WRR 06)

Strategies and Key interventions for key focus areas:

- Develop weekly working programmes
- Appoint team leaders in all the units
- Procure and provide household
- Monitor refuse removal service by contractors
- Monitor and clean up illegal dumps
- Develop an IWMP and promulgate relevant by-law
- Report broken refuse removal vehicles and tractors for repairs
- Conduct 5 massive clean up campaigns in the units
- Ensure timeous removal of skip bins
- Install suspended refuse drums at Badplaas and Nhlazatje Crossing
- Monitor the maintenance of refuse sites

- Apply for social responsibility grant from DEAT to improve waste removal service
- Purchase of a compactor truck

2.6.16 LIBRARIES

OBJECTIVES	(LIB 01 – 05)
To promote a culture of reading in the community	(LIB 01)
To promote research	(LIB 02)
To provide books and IT software	(LIB 03)
To provide internet and e-mail Services to the community	(LIB 04)
Promote library services at all schools in the municipality	(LIB 05)

Strategies and Key interventions for key focus areas:

- Update children libraries to create a reading awareness
- Proper shelving to attract children's attention
- Conduct parent reading awareness campaigns
- Get shelves for purchased books ready
- Select books from MPLIS book selections
- Buy computers for the libraries
- Write business plans in order to acquire funds
- Resubmit sustainable ICT use
- Send Program to MPLIS for grant Funding for remaining libraries.
- Submit business plans to sponsors for more funding
- Secure information on literacy and marketing material and books for all the libraries in ALM
- Enter into a MOU with MPLIS for the secondment of the Ekulindeni librarian
- Provide infrastructure – tables, chairs, shelving.

2.6.17 ORGANISATIONAL AND HUMAN RESOURCES DEVELOPMENT

OBJECTIVES	
To provide for proper & decent council structure for council meetings	(ORGHR 01)
To provide for adequate space for Council sitting	(ORGHR 02)
To ensure that municipal buildings are user friendly and accessible to people with disabilities.	(ORGHR 03)
To ensure the extension of life span of the buildings	(ORGHR 04)
To promote positive & good image towards the public	(ORGHR 05)
To provide adequate furniture and equipments to all municipal buildings	(ORGHR 06)
To provide proper & accurate documentation management process	(ORGHR 07)
To maximise leadership, individual and organisational capacity in order to deliver quality service to the community of Albert Luthuli	(ORGHR 08)

Municipality	
To provide for accurate & proper capturing of minutes	(ORGHR 09)
To provide constructive assistance to every employee, who is experiencing any form of personal problems	(ORGHR 10)

Strategies and Key interventions for key focus areas:

- Identify all municipal buildings which require ramps and renovation.
- Appointment of contractors
- Renovation of buildings and installation of ramps
- Procure and allocation of required furniture
- Identification of hardware needs and purchase thereof
- Reviewal of master filing system
- Installation and implementation of software
- Procure and install appropriate device
- Conduct training needs analysis
- Identify training needs
- Secure funding
- Appointment of service provider
- Develop HR Plan
- Submit to council for approval
- Development of training programme on Batho Pele
- Procurement and installation of appropriate signage

2.7 INTEGRATION WITH SECTOR DEPARTMENTS AND KEY ROLE-PLAYERS

Consultative forums for community participation

NO	ROLE PLAYERS	ROLES AND RESPONSIBILITIES
1.	Municipal Council	<ul style="list-style-type: none"> • The District Council will approve the reviewed IDP. • Will consider the process plan which should set out the process for the new IDP cycle.
2.	Executive Mayor and Mayoral Committee	<p>The Mayoral Committee must:</p> <ul style="list-style-type: none"> • Decide on the Process Plan for IDP Review • Responsible for overall management, co-ordination and monitoring of the review process, and may assign responsibilities to the Municipal Manager • Submit review IDP framework and draft IDP to Council <p>Develop terms and criteria for Representative Forum.</p>
3.	Municipal Manager with delegated powers to the IDP Manager	<p>The Municipal Manager is responsible for the management and co-ordination of the preparation and of the IDP process which include but not limited to the following:</p> <ul style="list-style-type: none"> • Responsible for the day to day management of the planning process plan; • Responsible for the day to day management of the planning process and ensuring that timeframes are being adhere to and resources are and managed effectively and efficiently; • Co-ordinate the involvement of all different role players; • Ensuring the horizontal and vertical alignment in the process, including Sectors; • Ensure that the links between the processes of performance management, monitoring, evaluation and review are maintained; • Ensuring the horizontal and vertical alignment in the process, including Sectors; • Ensure that the links between the processes of performance management, monitoring, evaluation and review are maintained; • Ensuring compliance with National and Provincial requirements, legislations and IDP Guide Packs; • Ensure appropriate participation; • Ensure proper documentation of outcomes; • Chairing the Steering Committee, Extended Technical Committee; and Management of consultants.
4.	IDP Steering Committee	<ul style="list-style-type: none"> • Process Plan management body; • Allocation of duties and monitoring; • Overall management including the appointment of technical consultants; • Decision on roles and responsibilities; • Identification of consultation with other role-players/ adverts; • Manage draft action programme; • Commission research studies and recommend appointment of service providers; • Decide on matters to be referred to the extended to the extended technical committee for alignment and integration.
5.	IDP Representative Forum	<ul style="list-style-type: none"> • The Executive Mayor or Representative chair the forum meeting. • The local mayors/IDP managers/coordinators/CBO's/NGO's/Business Forums/ Community Forums/Youth /Woman Org./ Political parties/ Disabled/Traditional Leadership • This Forum consist of community participation structure/stakeholders and are to represent the interests of all stakeholders and ensure proper communication to guarantee representative participation during the review process; • Will provide an organizational mechanisms for discussion, negotiations and decision making between the stakeholders including municipalities and government departments during the review process; • Monitor the performance of the planning and implementation process. • Make recommendations to the council on planning and development priorities.

6.	<p>IDP Technical Sub-Committees</p> <ul style="list-style-type: none"> • Finance • Corporate Services; • Engineering and related services; and Planning Environment; • Disaster Management; • LED and Tourism 	<p>Each municipality will be represented by the head of department of second in charge in the department and senior representatives from sector departments operating within the district. The Sub-Committee will be responsible for:</p> <ul style="list-style-type: none"> • Advising the Steering Committee on terms of reference for the various planning activities; - Consider inputs, deliberate on reports and consider inputs from the relevant stakeholders. (study teams and consultants, and also inputs from provincial sector on sector departments and support providers); - processes, summarizes and document outputs; - consider report department outputs; - makes content recommendations, - prepare, facilitate and document meetings - provide IDP progress report when need. - Discuss challenges encountered and recommend possible solutions - ensure alignment regarding technical matters, agree on the programme for the following meeting and goals be achieved.
7.	IDP Extended Technical Committee	<ul style="list-style-type: none"> • Will be chaired by the District Municipal Manager/District IDP Manager. Consists of all municipal managers and heads of departments as well as representatives from sector departments. • Will deal with matters relevant and relating to district wide issues; • Consider district wide programs and integration to PGDS; • Consider and advise the SC on the evaluation of sector plans; • Attend to the alignment of the LM's and IDP's to that of the GSDC; • Deliberate on inter sectoral programs and recommendations to the Representative Forum; • Give advise to municipalities and foster sectoral alignment; and • Will timeously and report on progress which then be forwarded to the Steering Committee
8.	PIMSS Centre	<p>PIMS will provide the following functions:</p> <ul style="list-style-type: none"> • Provide methodological guidance and support to local and district municipalities during the IDP implementation and review as well as other planning processes; • Support the planning and implementation management process of local municipalities and district municipalities; • Establish and maintain close links with public and private service providers for proper programme alignment in municipal planning; • Provide information to municipalities on relevant national and provincial policy and legislative frameworks; • Organize/conduct relevant training events for municipalities to build their planning and implementation management capacity; • Liaise with donors and other state agencies for funding the municipalities; and Render secretarial service to all District Committees and Sub-Committees.
9.	Traditional leaders	<ul style="list-style-type: none"> • Amakhosi / izinduna should work closely with councillors on identifying priority issues. • Facilitate community consultation in collaboration with ward councillors.
10.	Mayoral Outreach	<p>Through road shows / Outreach programmes to get community inputs and to provide feedback District Mayoral Coordinating Forum MUNIMEC meetings</p>
11.	Ward Committees	<p>Monthly meetings are held by each ward committee Ward Committee must hold regular meetings with the ward community</p>
12.	CBW's / NGO's / CDW's	<p>Provide vital information and support during planning, evaluation, monitoring through the Representative Forum. Must attend ward committee meetings to get feelings of the community and also provide feedback on relevant issues</p>

2.8 ADOPTION AND REVIEW OF THE IDP

The Albert Luthuli Municipality will on annual basis table an IDP Review Process Plan during August for Council approval. The Process Plan contains full details of the processes to be followed in reviewing the IDP in consultation with the community and all other key stakeholders. The following will be the key issues to be reviewed annually:

- 1. Service Delivery Mechanisms**
- 2. Projects and Programs [MTF]**
- 3. Community inputs**
- 4. Institutional arrangements & capacity**
- 5. Financial Resources**
- 6. Stakeholders**
- 7. Performance of the municipality against KPA's, KPI's and Targets**
- 8. Sector Departments progress / programs and inputs**
- 9. Strategies & Partnerships**
- 10. Sector Plans**

The Draft IDP document will be approved for public comments in March and adverts and notices calling for public comments and inputs will be issued. After consideration of the comments and inputs from the stakeholders the final IDP document for the ensuing financial year will be tabled before the Municipal Council for final approval and adoption with the budget during April/May.

2.9 PERFORMANCE MANAGEMENT

Albert Luthuli Municipality has reviewed and adopted a Performance Management Framework on which its Performance Management System is based. A Performance Management Policy and Performance Management System has now been formulated and adopted by Council.

In preparation for the monitoring and evaluation of performance during the financial year each department is required to prepare a comprehensive presentation on its Key Performance Areas (KPA's), Key Performance Indicators (KPI's)/Measurements and Targets and present that to all the stakeholders and role players during the IDP Representative Forum. After each presentation the stakeholders and role players make their inputs and comments and then approves or adopts the document for performance measurement purposes. The Performance Management System is now in place and will also be subject to review during the IDP Review process. The departmental IDP Implementation Plans are attached to this IDP document.

(Ann."A")

2.10 SUMMARY OF COMMUNITY INPUTS

A process of community and stakeholders consultation was undertaken to determine the developmental needs of the various communities. This process produced the wish-list that is attached to this IDP document.

(Ann. "B")

The prioritised needs are listed in 2.11 below and will be implemented during the financial as indicated.

2.11 KEY PROJECTS

2.11.1 GERT SIBANDE DISTRICT MUNICIPALITY GRANT PROJECTS.

PROJECT DESCRIPTION	Locality	IDP Ref No:	WATER
2008/09 <u>ALBERT LUTHULI MUNICIPALITY</u>			
New identified projects			
Construction of new water treatment works in Mpuluzi	Ward 4,5 & 7	ALM-GSDM (1-2008/09)	3,000,000
Completion of Lushushwana Water Scheme	Ward 6,8,19	ALM-GSDM (2-2008/09)	2,000,000
Upgrading of Elukwatini WTW	Ward 10,13,14	ALM-GSDM (3-2008/09)	2,000,000
Upgrading of Ekulindeni WTW	Ward 12	ALM-GSDM (4-2008/09)	2,000,000
Upgrade of Carolina Water Treatment Works	Ward 15, 22	ALM-GSDM (5-2008/09)	4,000,000
Provision of Boreholes: Ndonga, Nordeen, Syde, DeWet, Dundonald, Ngodini 1&2, Ka-Masuku, Kamboyi, Ward 13, Bantfwabethu, Armburg (Nhlazatshe 6) Nhlazatshe 3, Belvedere, Slovo, Ward 17 (Sebenta)	Various wards	ALM-GSDM (6-2008/09)	1,000,000
Provision of VIP's in Oshoek, Teekloof and Hartebeeskop	Ward 8	ALM-GSDM (7-2008/09)	500,000
Provision of VIP's in the following areas Ekulindeni, Nhlaba, Kranskop, Jossefsdal, Enkanini, Sahulube and Shungulu	Ward 12	ALM-GSDM (8-2008/09)	500,000
TOTAL			15,000,000

2.11.2 MUNICIPAL INFRASTRUCTURE GRANT PROJECTS

The list of MIG Projects is attached below.

			TOTAL PROJECT COST	'2008/09
	MANTJOLO WATER (CARRY OVER 07/08)	carry over 2007-8	600,000	600,000
	VIP'S DUMBERTON & NDONGA (CARRY OVER 07/08)	carry over 2007-8	500,000	500,000
	VIP'S GLENMORE, SLOVO & REDHILL (CARRY OVER)	carry over 2007-8	500,000	500,000
0318/0476 /0000	VIP:S IN SYDE,NORDEEN & TINKULUNGWANE	alm-ws-/118- 2006	174,400	174,400
0318/0477 /0000	WATER-BORNE SEWER AT GOBA,MAYFLOWER EXT E&PHOLA	alm-s-11- 2008/9)	6,600,000	200,000
0318/0478 /0000	PROVISION OF SEWERAGE IN SOLOMON (TWO STREETS)	alm-s-mig (43-2008/9)	3,000,000	1,000,000
0318/0479 /0000	VIP:S IN GLENMORE,REDHILL,DUNDONALD &SLOVO(PHASE 2&3)	alm-s-mig (14-2008/9)	5,700,000	700,000
0318/0480 /0000	VIP"S IN HEREFORD	alm-s-mig (15-2008/9)	810,000	810,000
0318/0481 /0000	VIP"S IN SINOBOLE AND SANDLENI	alm-s-mig (16-2008/9)	630,000	630,000
0318/0482 /0000	VIP"S IN BETTYSGOED AND ROBINSDALE	alm-s-mig (17-2008/9)	3,176,000	1,000,000
0318/0484 /0000	VIP:S IN NHLAZATSHE 1 AND SURROUNDING AREAS	alm-s-mig (19-2008/9)	4,750,000	2,000,000
0318/0485 /0000	VIP"S IN NHLAZATSHE 6,7 &ARMBURG(PHASE 1,2&3)	alm-s-mig (20-2008/9)	8,500,000	2,000,000
0318/0278 /0000	WATER BORNE SEWER IN ELUKWATINI C, SHIBA VILLAGE	alm-s-mig (21-2008/9)	10,850,000	2,850,000
0318/0486 /0000	VIP:S IN EKULINDENI, NHLABA, KRANSKOP, JOSEPHSDAL	alm-s-mig (22-2008/9)	2,000,000	500,000
0318/0487 /0000	VIP:S IN NHLAZATSHE 2,4A AND C	alm-s-mig (23-2008/9)	1,000,000	1,000,000
0318/0488 /0000	VIP:S IN NHLAZATSHE 3, BELVEDERE, AANKOMS & LOCHIEL	alm-s-mig (24-2008/9)	2,000,000	2,000,000
0318/0489 /0000	VIP"S IN DLAMINI A-D	alm-s-mig (25-2008/9)	4,100,000	500,000
0318/0490 /0000	VIP"S IN MBHEJEKA AND PART OF TJAKASTAD	alm-s-mig (26-2008/9)	725,873	725,873
0318/0491 /0000	VIP"S IN PAMPOEN	alm-s-mig (27-2008/9)	1,318,000	1,318,000
0318/0492 /0000	VIP"S IN NHLAZATSHE AND SURROUNDING AREAS	alm-s-mig (28-2008/9)	6,480,000	2,000,000
0318/0493 /0000	VIP"S IN MALAHLEKA AND KHUZULWANDLE	alm-s-mig (30-2008/9)	1,000,000	1,000,000
0318/0277 /0000	SEWER NETWORK IN SILOBELA X4 (WARD 15)	alm-s-mig (38-2008/9)	7,850,000	2,650,000
0318/0505 /0000	WATER RETICULATION AT FERNIE (AERELINI, MANDELA &CLINIC)	alm-w-mig (1-2008/9)	500,000	500,000
0318/0506 /0000	WATER SUPPLY DEEP RURAL AREA (MAFUFUMBE, CAITHNESS)	alm-w-mig (2-2008/9)	390,000	390,000

0318/0507 /0000	WATER SUPPLY DEEP RURAL AREA(REDHILL&SLOVO)	alm-w-mig (3-2008/9)	1,000,000	1,000,000
0318/0508 /0000	BOREHOLES IN ESANDLENI,BLOCK 6A,WAVERLY, MATJEKETJENI	alm-w-mig (4-2008/9)	390,000	390,000
0318/0509 /0000	EXTENTION OF WATER RETICULATION IN ROBINSDALE	alm-w-mig (5-2008/9)	200,000	200,000
0318/0510 /0000	WATER RETICULATION IN OSHOEK, MASHONAMINI, HARTESBEEKOP	alm-w-mig (6-2008/9)	2,000,000	2,000,000
0318/0511 /0000	WATER RETICULATION IN KANTSHWELE	alm-w-mig (7-2008/9)	390,000	390,000
0318/0512 /0000	WATER RETICULATION IN NTABABOMVU	alm-w-mig (8-2008/9)	500,000	500,000
0318/0513 /0000	WATER RETICULATION IN JOSEFSDALE	alm-w-mig (9-2008/9)	150,000	150,000
0318/0514 /0000	GREATER NHLAZATSHE WATER RETIC.(REMAINING AREAS)	alm-w-mig (10-2008/9)	200,000	200,000
0318/0515 /0000	YARD CONNECTION FOR 200 HOUSEHOLDS- DLAMINI	alm-w-mig (11-2008/9)	800,000	500,000
0318/0516 /0000	WATER CONSERVATION &DEMAND MANAGEMENT-ALM	alm-w-mig (13-2008/9)	7,000,000	4,000,000
0318/0517 /0000	DRILLING&EQUIPMENT OF BOREHOLES&WATER TANKS	alm-w-mig (14-2008/9)	4,000,000	2,000,000
0318/0287 /0000	SILOBELA WATER (EXT. 4)	alm-w-mig (34-2008/9)	1,029,727	1,029,727
	SILOBELA x 2 WATER RETICULATION	alm-w-mig (35-2008/9)	500,000	500,000
	NHLAZATSHE WATER RETICULATION	alm-w-mig (36-2008/9)	1,260,000	1,260,000
0318/0533 /0000	WATER SUPPLY TO DUMBARTON	alm-w-mig (30-2008/9)	200,000	200,000
0318/0535 /0000	STORMWATER DRAINAGE ROAD TO BARCELONA	alm-w-mig (33-2008/9)	500,000	500,000
	GRAND TOTAL			40,368,000
0318/0534 /0000	REFURBISHMENT OF DWAF SCHEMES	alm-w-mig (32-2008/9)	4,104,000	4,104,000
0318/0517 /0000	DRILLING & EQUIPMENT OF BOREHOLES & WATER	alm-w-mig (14-2008/09)	4,000,000	2,000,000
				46,472,000

2.12 5-YEAR CAPITAL INFRASTRUCTURE DEVELOPMENT PLAN

ALBERT LUTHULI MUNICIPALITY - PROJECTS FOR THE NEXT 5 YEARS										
WATER										
IDP REF. NO	WRD	PROJECT NAME	LOCALITY	2007/8	2008/9	2009/10	2010/11	2011/12	TOTAL	Funding Source
ALM-ws (1-2009/10)	1	Ngodlomezi water reticulation	Ngodlomezi			100,000			100,000	MIG
ALM-ws (2-2009/10)	1	Yard connection Diepdale sect A-H.	Diepdale			25,000			25,000	GSDM
ALM-ws (3/2008/09)	1	Provision of water to new cemetery	Diepdale		20,000				20,000	Own funds
ALM-ws (4-2008/09)	1	Boreholes at Nordeen.	Nordeen		20,000				20,000	Drought Relief
ALM-ws (5-2008/09)	1	Boreholes at Syde.	Syde		20,000				20,000	Drought Relief
ALM-ws (6-2007/08)	1	One Borehole at De-Wet	De-Wet	40,000					40,000	Drought Relief
ALM-ws (7-2007/08)	2	Water Reticulation and Yard conn. in the area of Aerehini.	Aerehini	1,000,000					1,000,000	MIG
ALM-ws (8-2008/09) ALM-W-MIG (1-2008/09)	2	Water Reticulation in part of Mandela section. Water reticulation at Fernie (Aerehini Mandela & clinic section)	Mandela section		500,000				500,000	MIG
ALM-ws (9-2007/08)	2	Yard connection in Extention 5-4 streets	Extention 5-4	200,000					200,000	GSDM
ALM-ws (10-2009/10)	2	Water reticulation to Area next to clinic	Next to clinic.Fernie			200,000			200,000	MIG
ALM-ws (11-2007/08)	3	Bulk water supply (Ndonga)	Ndonga	1,800,000					1,800,000	MIG
ALM-ws (12-2007/08)	3	Reservoir in Ndonga	Ndonga	1,500,000					1,500,000	MIG
ALM-ws (13-2008/09)	3	Installation of Water (Household conn.) Ndonga	Ndonga		1,500,000				1,500,000	MIG
ALM-ws (14-2007/08)	3	Provision of Boreholes and Water Tanks	ward 3	200,000					200,000	Drought relief
ALM-ws (15-2010/11)	4	Water supply to Part of Goba (Parks Areas)	Goba				50,000		50,000	GSDM
ALM-ws (16-2011/12)	4	Provision of water supply to Mayflower A Ext	Mayflower A					100,000	100,000	GSDM

	WRD	PROJECT NAME	LOCALITY	2007/8	2008 / 9	2009 /10	2010 /11	2011 /12	TOTAL	Funding Source
ALM-ws (17)	4	Ndonga Area	Ndonga						0	
ALM-ws (18-2008/09)	4	Provision of Water Supply to part of Mafufumbe	Mafufumbe		500,000				500,000	MIG
ALM-ws (19-2008/09) ALM-W-MIG (2-2008/09)	4	Provision of water supply to Part of Caithness (yard conn) Provision of basic water supply in deep rural areas (Part of Mafufumbe, Caithness)	Caithness		500,000 390,000				500,000 890,000	MIG
ALM-ws (20-2007/08)	4	Boreholes to areas in ward 4 not serviced	Dundonald	100,000					100,000	Drought relief
ALM-ws (21-2007/08)	4	Yard connections in Dundonald	Dundonald	1,000,000					1,000,000	GSDM
ALM-ws (22-2008 /09/10/11/12) ALM-GSDM (1-2008/09)	5	Upgrading of Empuluzi abstraction point and WTW Construction of new water treatment works in Mpuluzi	Empuluzi		4,000,000 3,000,000	4,000,000	4,000,000	2,000,000	14,000,000	MIG
ALM-ws (23-2010/11)	5	Provision of Reservoir	ward 5				1,000,000		1,000,000	GSDM
ALM-ws (24-2011/12) ALM-W-MIG (3-2008/09)	5	Upgrade bulk line to Glenmore Provision of basic water supply to deep rural areas in Redhill and Slovo.	Glenmore Ward 5		1,000,000				1,000,000	MIG
ALM-ws (25-2008/09)	6	Yard connections to Section B4	ward 6		1,000,000				1,000,000	GSDM
ALM-ws (26-2007/08)	6	Boreholes at Ngodini 1&2)	Ngodini 1 and 2	200,000					200,000	Drought relief
ALM-ws (27-2007/08)	6	Water reticulation in Magethini	Magethini	500,000					500,000	MIG
ALM-ws (28-2011/12) ALM-W-MIG (4-2008/09)	6	Extention of yard connections in Chris Hani and Sun City Provision of boreholes in Esandeni, Block 6A, Waverly Matjeketjeni	Chris Hani and Sun City		390,000				390,000	MIG
ALM-W-MIG (5-2008/09)	6	Extension of water reticulation in Robinsdale			200,000				200,000	MIG

	WRD	PROJECT NAME	LOCALITY	2007/8	2008/9	2009/10	2010/11	2011/12	TOTAL	Funding Source
ALM-ws (29-2009/10/11)	7	Yard connections section B4 and Chris Hani and new stands	Chris Hani and new stands			200,000	200,000		400,000	GSDM
ALM-ws (30)	7	Boreholes with tanks for Ngodini 1 & 2 and Mafufumbe	Ngodini 1 & 2 & Mafufumbe						0	
ALM-ws (31-2008/09) ALM-W-MIG (6-2008/09)	8	Bulk supply and yard connections Water reticulation in Oshoek Mashonamini, Hartebeeskop and Smithfield	Oshoek Mashonamini Hartebeeskop and Smithfield		2,000,000				2,000,000	MIG
ALM-ws (32-2007/08)	9	Completion of Water reticulation including yard connections in Nhlazatshe 1	Nhlazatshe 1	300,000					300,000	GSDM
ALM-ws (33-2008-09) ALM-W-MIG (7-2008/09)	9	JO Jo tanks Water reticulation at KaNtshwele	KaNtshwele		50,000 390,000				50,000 440,000	Drought relief
ALM-ws (34)	10	Boreholes in Armburg (Nhlazatshe 6)	Armburg (Nhlazatshe 6)						0	GSDM
ALM-ws (35-2008/09)	11	Water supply to Glenmore (Yard connections)	ward 11		400,000				400,000	GSDM
ALM-ws (36-2009/10)	11	Borehole at Ka Masuku section	Ka Masuku			20,000			20,000	Drought relief
ALM-W-MIG (8-2008/09)	11	Provision of water in Ntababomvu	Ward 11		500,000				500,000	MIG
ALM-GSDM (2-2008/09)	6,8,19	Completion of Lushushwana Water Scheme			2,000,000				2,000,000	GSDM
ALM-ws (37-2007/08/09)	12	Upgrading of Water Bulk Water infrastr. (Ekulindeni and Vlakplaas Scheme)	Ekulindeni	3,000,000	3,000,000				6,000,000	MIG
ALM-GSDM (4-2008/09)	12	Upgrading of Ekulindeni WTW			2,000,000				2,000,000	GSDM
ALM-ws (38-2008/09)	12	Provision of yard connections in Kranskop	Kranskop		600,000				600,000	GSDM
ALM-ws (39-2009/10)	12	Boreholes at Kamboyi	Kamboyi			100,000			100,000	Drought relief
ALM-ws (40-2010/11) ALM-W-MIG (9-2008/09)	12	Communal water supply to Joseffsdall Provision of water reticulation in Joseffsdal	Joseffsdall Ward 11		150,000		100,000		100,000 250,000	Drought relief MIG

ALM-ws (41-2008/09)	13	Water reticulation and boreholes	ward 13		600,000				600,000	MIG
ALM-ws (42-2008/09)	14	Boreholes/ water tanks at Bantfwabethu	Bantfwabethu		100,000				100,000	Drought relief
ALM-ws (43-2009/10)	14	Water tankers at Sebentani farm	Sebentani farm			250,000			250,000	Drought relief
ALM-ws (44-2010/11)	14	Water tanks at New Extension	New Extension				250,000		250,000	Drought relief
ALM-ws (45-2007/08)	14	Water reticulation in Nhlazatshe 2, 4a and c	Nhlazatshe 2, 4a and c	200,000					200,000	GSDM
ALM-GSDM (3-2008/09)	10,13 14	Upgrading of Elukwatini WTW			2,000,000				2,000,000	GSDM
ALM-ws (46-2007/08)	15	Provide yard connections in Silobela Ext 3 and 4 (1100)	Silobela Ext 3 and 4 (1100)	2,000,000					2,000,000	DPLG
ALM-W-MIG (10-2008/09)	14	Greater Nhlazatshe water reticulation (remaining area)			200,000				200,000	MIG
ALM-GSDM (5-2008/09)	15	Upgrade / enlarge the Water Treatment works Upgrade of Carolina Water Treatment Works	ward 15 15,22		4,000,000	4,000,000	4,000,000		12,000,000	MIG/GSDM
ALM-ws(48-2007/08)	15	Water Conservation and Demand Management planning and implementation in Carolina.	Silobela	2,000,000					2,000,000	MIG/GSDM
ALM-ws (49-2008/09)	16	Boreholes & yard connections in Nhlazatshe 3, Belvedere, Slovo and Lochiel	Nhlazatshe 3, Belvedere, Slovo		200,000				200,000	GSDM
ALM-ws (50-2007/08)	17	Yard connections for 250 people	ward 17	200,000					200,000	GSDM
ALM-ws (51-2007/08)	17	19 Boreholes in the farm areas	farm areas	380,000					380,000	Drought relief
ALM-ws (52-2007/08)	18	Water reticulation and boreholes	ward 18	1,000,000					1,000,000	GSDM
ALM-W-MIG (12-2008/09)	18	Water reticulation at Mantjolo	Ward 18		1,500,000				1,500,000	MIG
ALM-ws (53-2008/09)	19	Water at Kuphumuleni and Morgan	Kuphumuleni and Morgan		500,000				500,000	MIG
ALM-ws (54-2009/10)	20	Upgrade bulk line at Mkhomazana (infrastructure)	Mkhomazana			400,000			400,000	GSDM

ALM-ws (55)	20	Upgrading of pump station	ward 20						0	
	WRD	PROJECT NAME	LOCALITY	2007/ 8	2008 / 9	2009 /10	2010 /11	2011 /12	TOTAL	Funding Source
ALM-ws (56-2009/10)	21	Water at Asithandaneni CPA. Boreholes at Kromkrans, Steynsdraai, Themba CPA, Haarlem Farm, Ka-nel, Ebuhleni, Thula CPA	Asithandaneni CPA. Boreholes at Kromkrans, Steynsdraai, Themba CPA, Haarlem Farm, Ka-nel, Ebuhleni, Thula			100,000			100,000	GSDM
ALM-W-MIG (13-2008/09)	All	Water conservation and demand management throughout ALM			2,500,000				2,500,000	MIG
Alm- ws (57-2007/08)	All	Purchase of water tanker	ALM	500 000					500 000	ALM
ALM-GSDM (6-2008/09)		Provision of Boreholes:Ndonga, Nordeen, Syde DeWet, Dundonald, Ngodini 1 & 2, KaMasuku, Kamboyi, Ward 13, Bantfwabethe, Armburg (Nhlazatshe 6) Nhlazatshe 3, Blevedere, Slovo, Ward 17 (Sebenta)	Various wards		1,000,000				1,000,000	GSDM
	Total Water			15,620,000	19,510,000	9,395,000	9,600,000	4,300,000	58,425,000	

SANITATION										
	W RD	PROJECT NAME	LOCALITY	2007/8	2008 /9	2009 /10	2010 /11	2011 /12	TOTAL	Source of Funding
ALM-s (1-2007 /08/09)	1	*Provision of VIPs in Diepdale (Phase1 and 2)	Diepdale, Half of Syde, De-Wet & Nordeen.	2,500,000	1,244,000				3,744,000	MIG
ALM-s (2-2007 /08/09/10)	2	*VIP toilets in Fernie Ward 2	Ward 2 Fernie	2,000,000	2,000,000	2,000,000			6,000,000	MIG
ALM-s (3-2007 /08/09)	3	*VIP toilets in Fernie Ward 3	Dumberton, Ndonga	1,000,000	1,700,000				2,700,000	MIG
ALM-s (4)	3	Sewerage system at Fernie (A)	Fernie (A)						0	
ALM-s (5-2008 /09/10)	4	Upgrade Mayflower WWTW and extend sewer network to Goba, Mayflower Ext E & Phola	Goba and Mayflower E ext – Phola		2,000,000	2,000,000			4,000,000	GSDM
ALM-s (6-2009/10)	4	VIP toilets at Industrial area	Industrial area			1,000,000			1,000,000	MIG
ALM-s (7-2009/10)	4	VIP at Caithness	Caithness			1,000,000			1,000,000	MIG
ALM-s (8)	4	VIP at Ndonga	Ndonga						0	
ALM-s (9-2009/10)	4	VIP at Part of Mafufumbe	Mafufumbe			500,000			500,000	MIG
ALM-S-MIG (11-2008/09)	4	Water borne sewer at Goba and Mayflower Ext E & Phola	Ward 4		200,000				200,000	MIG
ALM-s (10-2008/09)	5	Provision sewerage disposal	ward 4		2,000,000				2,000,000	MIG
ALM-s (11)	5	Separate bulk line to Glenmore & Dundonald	Glenmore & Dundonald						0	
ALM-s (12-2009/10)	6	VIP Toilets (Block 6A).	ward 6			1,000,000			1,000,000	MIG
ALM-s (13-2008/09)	6	VIP Toilets (Block 6 B).	ward 6		1,000,000				1,000,000	MIG
ALM-s (14-2007/08)	6	VIP Toilets (Block 1,2,3,4 &5).	ward 6	1,000,000					1,000,000	MIG
ALM-S-MIG (15-2008/09)	6	Provision of VIP toilets at Hereford			810,000				810,000	MIG
ALM-S-MIG (16-2008/09)	6	Provision of VIP's at Sinqobile and Sandleni			630,000				630,000	MIG

	W RD	PROJECT NAME	LOCALITY	2007/ 8	2008 / 9	2009 /10	2010 /11	2011 /12	TOTAL	Source of Funding
ALM-S-MIG (17-2008/09)	6	Provision of VIP's at Bettysgoed and Robinsdale			1,000,000				1,000,000	mig
ALM-s (15-2008/09)	7	*VIP toilets ward 7	ward 7		500,000				500,000	MIG
ALM-S-MIG (18-2008/09)		Provision of VIP's at Ngodini 1 & 2 Mayflowergate and Section B3, B4 and Suncity		1,800,000					2,300,000	
ALM-s (16-2007/08)	8	VIP toilets – 1444 Connection of toilets in Oshoek, Teekloof and Hartebeeskop	Oshoek, Teekloof & Hartebeeskop	500,000					500,000	MIG
ALM-GSDM (7-2008/09)		Provision of VIP's in Oshoek, Teekloof and Hartebeeskop			500,000					GSDM
ALM-s (17-2008/09)	9	VIP toilets in KaNtshwele and Phaphama	KaNtshwele and Phaphama		3,500,000				3,500,000	MIG
ALM-S-MIG (19-2008/09)	9	Provision of VIP toilets in Nhlazatshe 1 and surrounding areas (The Brook, Milliken and Phaphame) (Phase 1,2 and 3)			2,000,000				2,000,000	MIG
ALM-s (18-2007/08)	10	*2500 households in Nhlazatshe 6 and 7 and Armburg	Nhlazatshe 6 and 7 and Armburg	7,750,000					7,750,000	MIG
ALM-S-MIG (20-2008/09)		Provision OF VIP toilets in Nhlazatshe 6, 7 and Armburg (Phase 1,2 & 3)			2,500,000				10,250,000	MIG
ALM-s (19-2008/09)	10	Elukwatini C and Shiba village require water borne sewer	Elukwatini C and Shiba village		2,000,000					GSDM
ALM-S-MIG (21-2008/09)	10	Provision of water borne sewer in Elukwatini C, Shiba village and other			2,725,873				4,725,873	MIG
ALM-s (20-2009/10/11)	10	1000 households needs provision of sewer	ward 10			1,500,000	1,500,000		3,000,000	GSDM
ALM-s (21-2007/08/09/10)	5 & 11	Provision of VIPs Slovo, Redhill and Glenmore	Slovo, Redhill and Glenmore	3,000,000	2,000,000	3,000,000			8,000,000	MIG
ALM-S-MIG (14-2008/09)		Provision of VIP's in Glenmore, Redhill and Slovo phase 2 & 3			3,000,000				11,000,000	MIG
ALM-s (22-2007/08/09)	12	Provision of VIP toilets in:Ekulindeni, Nhlaba,	VIP toilets in the ff areas:	400,000	400,000				800,000	MIG

ALM-S-MIG (22-2008/09)		Kranskop, Jossefsdal, Enkanani, Sahulube, Manani, Encakili and KaMboyi (Phase 1 & 2)			500,000				1,300,000	GSDM
ALM-s (23-2007/08)	13	*VIP toilets to ward 13	ward 13	7,500,000					7,500,000	MIG
ALM-s (24-2008/09)	14	*VIP toilets to ward 14	ward 14		500,000				500,000	MIG
ALM-S-MIG (23-2008/09)	14	Provision of VIP's in Nhlazatshe 2, 4A and C			1,000,000				1,500,000	
ALM-s (25-2007/08/09/10)	15	Provide sewer networks at Silobela Ext 3 and 4	Silobela Ext 3 and 4	2,000,000	2,000,000	2,000,000			6,000,000	DPLG
ALM-s (26)	15	Provide water borne sewer at Silobela Ext 3 and r (2000 toilets)	Silobela Ext 3						0	
ALM-s (27-2008/09)	15	Provide public toilets at Voortrekker street	Voortrekker street		200,000				200,000	Own funds
ALM-s (28-2008/09/10)	15	Upgrade the Sewer Booster Pump plant at Extension 3	Extension 3		500,000	5,000,000			5,500,000	GSDM
ALM-s (29)	15	Refurbish the Sewer Treatment Works	ward 15						0	O&M
ALM-s (30-2009/10)	15	Erect VIP toilets in all the cemeteries	ward 15			500,000			500,000	GSDM
ALM-s (31-2007/08)	16	VIP toilets in Nhlazatshe	Nhlazatshe 3, Belvedere, Slovo & Lochiel	1,000,000					1,000,000	MIG
ALM-S-MIG (24-2008/09)	16	Provision of VIP toilets in Nhlazatshe 3, Belvedere, Aankomst and Lochiel			2,000,000				3,000,000	
ALM-s (32-2008/09)	17	246 VIP toilets in the farm areas	farm areas ward 17		1,000,000				1,000,000	MIG
ALM-s (33-2007/08)	17	Basic Sanitation/ VIP toilets in Badplaas/Dlamini	Badplaas/Dlamini		2,000,000	2,000,000			4,000,000	MIG
ALM-S-MIG (25-2008/09)		Provision of VIP toilets in Dlamini A-D			500,000				4,500,000	
ALM-s (34-2008/09/10)	18	*VIPs in Ward 18	ward 18		4,500,000	4,500,000			9,000,000	MIG
ALM-S-MIG (26-2008/09)	18	Provision of VIP toilets in Mantjolo and Mbhejeka			400,000				400,000	MIG
ALM-s (35-2007/08/09)	19	*VIPs in Ward 19	ward 19	3,000,000	3,500,000				6,500,000	MIG
ALM-S-MIG	19	Provision of VIP's in Pampoem			1,318,000				1,318,000	MIG

(27-2008/09)										
ALM-s (36-2007/08)	20	*VIPs in Ward 20	ward 20	2,000,000					2,000,000	MIG
ALM-S-MIG (28-2008/09)	20	Provision of VIP's in Nhlazatshe and surrounding areas			2,000,000				2,000,000	MIG
ALM-s (37-2007/08)	21	VIP toilets at Asithandneni CPA	Asithandaneni	100,000					100,000	MIG
ALM-s (38-2007/08)	21	VIPs at Kromkrans, Steynsdraai	Kromkrans, Steynsdraai	250,000					250,000	MIG
ALM-s (39-2007/08)	21	VIPs at Themba CPA, Haarlem, Ka-nel farm, Brakspruit, Carolina.	Themba CPA, Haarlem, Ka-nel farm, Brakspruit, Carolina.	150,000					150,000	MIG
ALM-s (40-2008/09/10)		Sewerage at Zenzeleni, Vivian & Nando's section.	Zenzeleni, Vivian & Nando's section.		1,000,000	1,500,000			2,500,000	GSDM
ALM-s (41-2007/08)	17	Fencing of Badplaas Sewer Treatment Works	Badplaas	200 000					200 000	ALM
		Total Sanitation		35,650,000	31,544,000	25,500,000	1,500,000	0	94,194,000	

ROADS AND STORM WATER										
	WRD	PROJECT NAME	LOCALITY	2007/8	2008 /9	2009 /10	2010 /11	2011 /12	TOTAL	Source of Funding
ALM-rs (1-2009 /10/11/12)	1	Surfacing of road to Mshona, Es'bovini & Matlapeng.	Mshona, Es'bovini & Matlapeng.			1,800,000	1,800,000	2,100,000	5,700,000	MIG
ALM-rs (2-2008/09)	1	Bridges at Syde & Diepdale	Syde & Diepdale		500,000				500,000	MIG
ALM-rs (3-2008/09)	1	Pedestrian bridge at Siphumelele Combined School	ward 1		500,000				500,000	GSDM
ALM-rs (4-2007 /08/09)	2	Surfacing of road to Ext 5	Ext 5		1,431,000	1,800,000			3,231,000	MIG
ALM-rs (5)	2	Regravelling of streets to schools	ward 2						0	O&M
ALM-rs (6-2009/10)	2	Construction of pedestrian bridges to Mavimbela section and Zwane section	Mavimbela and Zwane section			600,000			600,000	MIG
ALM-rs (7-2011/12)	2	Construction of a pedestrian bridge to Aerialin to Etinkulungwane.	Aerelini and Etinkulungwan					600,000	600,000	MIG
ALM-rs (8-2009/10)	2	Access road to Habile next to Taxi rank shelter	Habile			1,800,000			1,800,000	MIG
ALM-rs (9-2007/08)	3	Completion of Ring road- Mkhumula to Pitoli	Mkhumula to Pitoli	1,800,000					1,800,000	GSDM
ALM-rs (10-2010/11)	3	Road from Sophia Via Ext 5 to Diepdale	Sophia & Diepdale				3,600,000		3,600,000	GSDM
ALM-rs (11-2009/10)	3	Main road to Ndonga	Ndonga			3,600,000			3,600,000	GSDM
ALM-rs (12)	3	Regravelling of Dumbarton main road	Dumbarton						0	O&M
ALM-rs (13-2007/08)	3	Construction of footbridges at Ndonga, white city graveyard and Methula river, Dumbarton		1,000,000					1,000,000	MIG
ALM-rs (14-2010/11)	3	Access road to Pitoli	Pitoli				3,600,000		3,600,000	GSDM
ALM-rs (15-2011/12)	3	Access road to disabled centre	Ward 3					2,200,000	2,200,000	MIG
ALM-rs (16-2007/08)	4	Footbridges.	Mayflower	600,000					600,000	MIG
ALM-rs (17-2010/11)	4	Surfacing of road to the centre.	Mayflower				3,600,000		3,600,000	GSDM

	WRD	PROJECT NAME	LOCALITY	2007/8	2008/9	2009/10	2010/11	2011/12	TOTAL	Source of Funding
ALM-rs (18-2007/08/09)	4	Surfacing of main road.	Mayflower	1,000,000	1,000,000				2,000,000	GSDM
ALM-rs (19-2007/08)	4	Prevention of Donga erosion	Mayflower	1,400,000					1,400,000	GSDM
ALM-rs (20-2009/10)	4	Surfacing of clinic street	Mayflower			1,800,000			1,800,000	MIG
ALM-rs (21-2011/12)	4	Goba main road	Goba					3,400,000	3,400,000	MIG
ALM-rs (22-2008/09)	4	Phola main road	Phola		1,800,000				1,800,000	MIG
ALM-rs (23-2009/10)	4	Surfacing of 4 main streets at Section A	Ward 4 section a			3,000,000			3,000,000	GSDM
ALM-rs (24)	4	Grading of streets in all areas	All Areas						0	O&M
ALM-rs (25-2010/11)	4	Footbridges – Industrial area & Caithness & Unit A & E	Industrial area & Caithness & Unit A & E				1,000,000		1,000,000	MIG
ALM-rs (26-2007/08)	5	Surfacing of road to graveyard.	Ward 5	1,800,000					1,800,000	MIG
ALM-rs (27-2007/08)	5	Dundonald Ring road	Dundonald	1,800,000					1,800,000	MIG
ALM-rs (28-2007/08)	5	Pedestrian bridges	ward 5	600,000					600,000	MIG
ALM-rs (29-2008/09)	6 & 7	Ring road from section B3, Buffer zone to the tar road	ward 6&7		1,800,000				1,800,000	GSDM
ALM-rs (30-2009/10)	6 & 7	Ring road from Waverly to the main tar road	ward 6&7			2,000,000			2,000,000	MIG
ALM-rs (31-2010/11)	6 & 7	Ring road from D267	ward 6 & 7				2,200,000		2,200,000	MIG
ALM-rs (32-2007/08)	6 & 7	Ring road from Magetheni to Mafufumbe	Magetheni & Mafufumbe	1,800,000					1,800,000	MIG
ALM-rs (33-2007/08)	6 & 7	2X Footbridges for Suncity and Mafufumbe	Suncity and Mafufumbe	1,200,000					1,200,000	GSDM
ALM-rs (34-2008/09)	6 & 7	4X Bridges for Ngodini	Ngodini		2,400,000				2,400,000	MIG
ALM-rs (35-2007/08/09)	8	Roads in Hartebeeskop, Oshoek, Mashonamini, Smithfield, Sthobela to Maseko and Holeka	Hartebeeskop Oshoek, Mashonamini Smithfield, Sthobela Maseko Holeka	2,000,000	2,000,000	2,000,000			6,000,000	GSDM
ALM-rs (36-2007/08)	8	Footbridges in Mlondozi	Mlondozi	600,000					600,000	MIG
ALM-rs (37-2008/09)	8	Footbridges next to Holeka	Holeka		600,000				600,000	MIG

	WRD	PROJECT NAME	LOCALITY	2007/8	2008/9	2009/10	2010/11	2011/12	TOTAL	Source of Funding
ALM-rs (38-2008 /09/10/11)	10	Surfacing 3 km of road from Siphumelele Centre to Nhlazatshe 6 and 7	Siphumelele Centre & Nhl 6 & 7		1,800,000	1,800,000	1,800,000		5,400,000	GSDM
ALM-rs (39-2007/08)	10	Storm water drainage for Nhlazatshe 6 road.	Nhlazatshe 6	300,000					300,000	GSDM
ALM-rs (40-2007 /08/09/10)	10	Provision of three (03) pedestrian bridges	Ward 10	600,000	600,000	600,000			1,800,000	MIG
ALM-rs (41-2008 /09/10/11)	11	Paving of road by 1,5 kilometer.	Ward 11		200,000	1,800,000	600,000		2,600,000	MIG
ALM-rs (42-2008/09)	11	Construction of Sidewalks	ward 11		1,800,000				1,800,000	MIG
ALM-rs (43-2007/08)	11	Footbridges at Bhemuda and Ezibhokodweni section.	Bhemuda and Ezibhokodweni	600,000					600,000	MIG
ALM-rs (44-2008/09)	11	1 pedestrian bridge at unit A and 3 at Ngodini, Mhlanga and Mkhwebane.	Unit A and 3 at Ngodini, Mhlanga and Mkhwebane		600,000				600,000	MIG
ALM-rs (45-2008/09)	11	2 mini bridges leading to the Bhekokuhle school	Bhekokuhle school ward 11		1,200,000				1,200,000	GSDM
ALM-rs (46-2007 /08/09)	12	Resurfacing and paving of streets in Ekulindeni	Ekulindeni	200,000	1,300,000				1,500,000	MIG
ALM-rs (47-2009 /10/11/12)	12	Gravelling of streets in Ngonini, Nhlaba and Kranskop	Ngodini, Nhlaba and Kranskop			1,000,000	1,000,000	500,000	2,500,000	MIG
ALM-rs (48-2011/12)	12	Stormwater drainage	ward 12					1,000,000	1,000,000	MIG
ALM-rs (49-2008 /09/10/11/12)	12	5 Footbridges	ward 12		600,000	6,000,000	600,000	600,000	7,800,000	MIG
ALM-rs (50-2007/08)	12	Bridge at Nhlaba	Nhlaba	1,000,000					1,000,000	MIG
ALM-rs (51-2007/08)	13 & 18	Tjakastad ringroad	Tjakastad	2,000,000			1,600,000		3,600,000	MIG
ALM-rs (52-2007/08)	13 & 18	Roads and Stormwater drainage for access roads to top Center Mahlabathini, Mabovini and Rockville	Mahlabathini, Mabovini and Rockville	1,700,000					1,700,000	GSDM
ALM-rs (53-2007/08)	13 & 18	Footbridges at Malahleka	Malahleka	600,000					600,000	GSDM

	WRD	PROJECT NAME	LOCALITY	2007/8	2008/9	2009/10	2010/11	2011/12	TOTAL	Source of Funding
ALM-rs (54-2009/10/11)	14	Surfacing of access road from Elukwatini to Nhlazatshe 3	Elukwatini & Nhlazatshe 3			200,000	1,600,000		1,800,000	GSDM
ALM-rs (55-2011/12)	14	Ring road at the new township to be developed	Ward 14 New township					1,800,000	1,800,000	DPLG&H
ALM-rs (56-2010/11)	14	Tarring / paving at Julius Mkhonto	Julius Mkhonto				1,800,000		1,800,000	GSDM
ALM-rs (57-2008/09)	14	Tarring /paving of access road to graveyards	ward 14 graveyards		2,100,000				2,100,000	MIG
ALM-rs (58)	14	Footbridges in all the areas	All Areas						0	
ALM-rs (59-2007/08/09)	15	Surfacing of main road in Phase x and Silobela South.	Phase x and Silobela South	1,800,000	1,800,000				3,600,000	GSDM
ALM-rs (60-2009/10)	15	Pave the Fourth Street in Silobela	Silobela		1,000,000				1,000,000	GSDM
ALM-rs (61)	15	Regravel and grade the main streets in Extension 3 and 4.	Extension 3 and 4.						0	O&M
ALM-rs (62-2007/08)	15	Provide sidewalks in Goud street.	Goud street	600,000					600,000	MIG
ALM-rs (63-2010/11)	15	Ring road in Silobela Ext 4.	Silobela Ext 4.				1,800,000		1,800,000	GSDM
ALM-rs (64-2007/08)	16	Foot bridges (4).	ward 16	600,000					600,000	MIG
ALM-rs (65-2010/11)	16	Road to new cemetery.	ward 16				1,800,000		1,800,000	MIG
ALM-rs (66-2011/12)	16	Street from Thandeka to FNB be tarred.	ward 16 Thandeka					2,000,000	2,000,000	GSDM
ALM-rs (67-2007/08/10/11)	16	2 bridges in Belvedere	Belvedere	600,000			600,000		1,200,000	MIG
ALM-rs (68-2007/08/10/11/12)	16	3 Footbridges in Belvedere	Belvedere	600,000			600,000	600,000	1,800,000	MIG
ALM-rs (69-2011/12)	16	Bridge to Hloniphani school	ward 16 Hloniphani School					600,000	600,000	MIG
ALM-rs (70-2008/09/10)	17	Ringroad Dlamini C and D	Dlamini A-D		1,800,000	1,800,000			3,600,000	GSDM
ALM-rs (71-2010/11)	17	Footbridges from B and C	Ward 17				600,000		600,000	MIG
ALM-rs (72-2011/12)	17	Stormwater drainages in Dlamini section A and D	Dlamini A-D					600,000	600,000	MIG

	WRD	PROJECT NAME	LOCALITY	2007/8	2008 /9	2009 /10	2010 /11	2011 /12	TOTAL	Source of Funding
ALM-rs (73-2007/08)	17	Footbridges for school children at Ebukhosini	ward 17 Ebukhosini	600,000					600,000	MIG
ALM-rs (74-2011/12)	17	Tarring of road – Brugman str portion of Fouries & Brink str	ward 17					1,800,000	1,800,000	GSDM
ALM-rs (75-2009/10)	19	Road to graveyard kuphumuleni and clinic	ward 19			1,000,000			1,000,000	MIG
ALM-rs (76-2007/08)	19	Bridges at Kalwerskraal	Kalwerskraal	600,000					600,000	GSDM
ALM-rs (77-2011/12)	19	Tarred road to Oshoek	Oshoek					1,800,000	1,800,000	GSDM
ALM-rs (78-2009 /10/11/)	20	Surfacing of main streets	ward 20		1,800,000	1,800,000	1,800,000		5,400,000	GSDM
ALM-rs (79-2007 /08/09/10)	20	Three (03) pedestrian bridges	ward 20	600,000	600,000		600,000		1,800,000	MIG
ALM-rs (80)	22	Ring-road from the graveyard to Zinikeleni	Zinikeleni						0	DPLG&H
ALM-rs (81-2011/12)	22	Paving of 28 th and 29 th street	ward 22					1,800,000	1,800,000	GSDM
ALM-rs (82-2011/12)	22	Paving of Ndebele Street	ward 22					1,800,000	1,800,000	GSDM
ALM-rs (83-2008/09)	22	Upgrading of storm water at Mthimunye Street.	ward 22		1,000,000				1,000,000	GSDM
		Total Roads and Storm Water		30,400,000	30,600,000	32,600,000	32,600,000	23,200,000	149,400,000	

ELECTRICITY										
	WRD	PROJECT NAME	LOCALITY	2007/8	2008 / 9	2009 /10	2010 /11	2011 /12	TOTAL	Source of Funding
ALM-e (1-2009/10)	1	Incomplete Project at sect: A at Diepdale 18 connection, 15 connection sect: C, 40 connection sect: D, 12 connection sect: G.	Diepdale			85,000			85,000	DME
ALM-e (2-2009/10)	1	Provision of household connection in Syde, Dewet and Nordeen	Syde, Dewet & Nordeen			100,000			100,000	DME
ALM-e (3-2009/10)	1	High mast.	Ward 1			450,000			450,000	MIG
ALM-e (4-2010/11)	2	Household electrification in Simelane, Mortuary, Zwane and Mabuza section.	Simelane, Mortuary, Zwane and Mabuza section.				1,000,000		1,000,000	DME
ALM-e (5-2010/11)	2	Electrification of Phambili high school	ward 2				150,000		150,000	DME
ALM-e (6-2010/11)	2	High mast lights in Maproja, Ext 5, Aerialin and Gobisa sections.	Maproja, Ext 5, Aerialin and Gobisa				1,200,000		1,200,000	MIG
ALM-e (7-2008/09)	3	Provision of household connection at Ndonga.	Dumberton		2,000,000				2,000,000	DME
ALM-e (8-2008/09)	3	Provision of household connection at Dumberton.	Dumberton		2,000,000				2,000,000	DME
ALM-e (9-2011/12)	3	High mast lights in Pitoli, Ndonga, Sophia and Dumbarton	Pitoli, Ndonga, Sophia and Dumbarton					2,000,000	2,000,000	MIG
ALM-e (10-2008/09)	3	Electrification in Fernie training centre.	Fernie		50,000				50,000	Own funds
ALM-e (11-2008/09)	3	Electrification in Zimeleni Disabled Centre	ward 3		50,000				50,000	Own funds
ALM-e (12-2008/09)	4	High mast Mayflower E extension	Mayflower		450,000				450,000	MIG
ALM-e (13-2008/09)	4	Phola	Phola		300,000				300,000	MIG
ALM-e (14-2008/09)	4	Caithness	Caithness		450,000				450,000	MIG
ALM-e (15-2008/09)	4	Ndonga	Ndonga		450,000				450,000	MIG

	WRD	PROJECT NAME	LOCALITY	2007/ 8	2008 / 9	2009 /10	2010 /11	2011 /12	TOTAL	Source of Funding
ALM-e (16-2008/09)	4	Part of Mafufumbe	Part of Mafufumbe		450,000				450,000	MIG
ALM-e (17-2008/09)	4	Industrial area	Industrial area		450,000				450,000	MIG
ALM-e (18-2008/09)	4	Mayflower A extension	Mayflower A extension		450,000				450,000	MIG
ALM-e (19-2009 /10/11)	4	Electricity back- up system	Ward 4			1,000,000	1,000,000		2,000,000	GSDM
ALM-e (20-2008/09)	5	Provision of high mast lights	Ward 5		450,000				450,000	MIG
ALM-e (21-2011/12)	5	Household electrification	Ward 5					2,000,000	2,000,000	DME
ALM-e (22-2009/10)	6	Chris Hani household electrification	Chris Hani			1,000,000			1,000,000	DME
ALM-e (23-2010/11)	6	Mayflower Game completion of households connection	Mayflower Gate				1,000,000		1,000,000	DME
ALM-e (24-2011/12)	6	Suncity completion of household electrification.	Suncity					1,000,000	1,000,000	DME
ALM-e (25-2009/10)	6	Robbindale has no electricity & Matyeketjeni.	Robbindale & Matyeketjeni.			2,000,000			2,000,000	DME
ALM-e (26-2009/10)	7	Connection and Extension of poles	Ward 7			1,500,000			1,500,000	DME
ALM-e (27-2009/10)	7	Completion of house connection in Mayflower gate	Mayflower gate			1,000,000			1,000,000	DME
ALM-e (28-2011/12)	7	Electricity household connections in Sun city	Suncity					1,000,000	1,000,000	DME
ALM-e (29-2009/10)	8	Installation of electricity & connection to some houses	Ward 8			100,000			100,000	DME
ALM-e (30-2009/10)	8	Electrification of Holeka and Mzinyani school	Holeka Ward 8			300,000			300,000	DME
ALM-e (31-2009/10)	8	Household connection at Dibheni	Dibheni			1,000,000			1,000,000	DME
ALM-e (32-2009/10/11/12)	8	Household electrification in the ff areas: Hartebeeskop, Oshoek, Smithfield	Hartebeeskop, Oshoek, Smithfield			500,000	500,000	500,000	1,500,000	DME
ALM-e (33-2010/11)	9	Electriciation of household – The Brook, Kantshwele, Lochiel, Milliken and Phaphama	The Brook, Kantshwele, Lochiel, Milliken and Phaphama				2,000,000		2,000,000	DME

ALM-e (34-2008/09/11)	9	3000 household connections	Ward 9		1,000,000		1,000,000	1,000,000	3,000,000	DME
ALM-e (35-2008/09)	10	100 connections in farm areas	Farm areas ward 10		100,000				100,000	DME
ALM-e (36-2008/09)	11	Electrification of household in Glenmore for the ff areas: Unit A and E; Ntababomvu area	Glenmore for the ff areas: Unit A and E; Ntababomvu area		2,000,000				2,000,000	DME
ALM-e (37-2010/11/12)	11	High mast ligts (7)	Ward 11				500,000	450,000	950,000	MIG
ALM-e (38-2007/08)	13	Electrification of Khuzulwandle, Malahleka, Ediphini and RDP houses	Khuzulwandle, Malahleka, Ediphini and RDP houses	1,000,000			1,000,000	1,000,000	3,000,000	DME
ALM-e (39-2007/08/11)	13	High Mast lights	Ward 13	300,000			300,000		600,000	MIG
ALM-e (40-2008/09/10/11)	14	Infrastructure & house connections in Sebentani and Bantfwabethu farm.	Sebentani and Bantfwabethu farm		500,000	1,000,000	500,000		2,000,000	DME
ALM-e (41-2009/10/11)	14	Infrastructure and house connections in Nhlazatshe 2, 4A and C	Nhlazatshe 2, 4A and C			500,000	1,000,000	500,000	2,000,000	DME
ALM-e (42-2008/09)	14	House connections in Julius Mkhonto	Julius Mkhonto		500,000				500,000	DME
ALM-e (43-2008/09/10/11)	14	Provision of electricity infrastructure in the new township	New Township ward14		500,000	500,000	500,000		1,500,000	DME
ALM-e (44-2010/11)	15	Increase the capacity of the Carolina sub-station.	Carolina				2,000,000		2,000,000	ESCOM
ALM-e (45-2009/10)	15	Connect Silobela sub-station to the Eskom Estancia	Silobela			1,500,000			1,500,000	Own funds
ALM-e (46-2009/10/11)	15	Move Eskom Witkloof to Luthuli station	Carolina			1,500,000	1,500,000		3,000,000	Own funds
ALM-e (47-2009/10)	15	Procure a standby generator for in case of power failure in WTW	Carolina			2,500,000			2,500,000	DME
ALM-e (48-2009/10)	15	House conn. in Silobela Ext 3 (150)	Silobela			150,000			150,000	DME
ALM-e (49-2009/10)	15	House conn. in Silobela Ext 4 (1100)	Silobela			1,200,000			1,200,000	DME
ALM-e (50-2008/09)	16	High mast lights I Nhlazatshe 3, Belvedere, Slovo and Lochiel.	Nhlazatshe 3, Belvedere, Slovo and Lochiel.		1,500,000				1,500,000	MIG

	WRD	PROJECT NAME	LOCALITY	2007/8	2008/9	2009/10	2010/11	2011/12	TOTAL	Source of Funding
ALM-e (51-2008/09)	16	Household Electrification in Nhlazatshe 3, Belvedere, Slovo and Lochiel	Nhlazatshe 3, Belvedere, Slovo and Lochiel		2,500,000				2,500,000	DME
ALM-e (52-2007/08)	17	1007 houses electrification in	Ward 17	1,200,000					1,200,000	DME
ALM-e (53-2007/08)	17	Dlamini A and D	Dlamini A-D	300,000					300,000	DME
ALM-e (54-2008/09/10/11)	17	12 Highmast lights in Dlamini A-D	Dlamini A-D		450,000	450,000	450,000	450,000	1,800,000	MIG
ALM-e (55-2007/08)	17	246 household electrification	Ward 17	300,000					300,000	DME
ALM-e (56-2007/08)	17	Provision of prepaid meters in Badplaas town	Badplaas	3,000,000					3,000,000	Own funds
ALM-e (57-2011/12)	17	High Mastlights	Ward 17					600,000	600,000	MIG
ALM-e (58-2008/09)	19	Household electrification	Ward 19		600,000			600,000	1,200,000	DME
ALM-e (59-2007/08)	20	50 houses electrified, no poles & lines	Ward 20	100,000					100,000	DME
ALM-e (60-2007/08)	20	100 houses without electricity but have lines.	Ward 20	100,000					100,000	MIG
ALM-e (61-2011/12)	20	High mast lights, streetlights.	Ward 20					1,200,000	1,200,000	MIG
ALM-e (62-2008/09/11)	21	Electricity at Themba CPA, Haarlem, Ka-nel, Ebuhleni.	Themba CPA, Haarlem, Ka-nel, Ebuhleni.		1,000,000		1,000,000		2,000,000	DME
ALM-e (63-2007/08)	22	Extension 2 & 3, 200 connections	Ward 22	300,000					300,000	DME
ALM-e (64-2009/10/11)	22	High mast at Ext 2 & 3	Extention 2 & 3			300,000	450,000	450,000	1,200,000	MIG
ALM-e (65)	22	Upgrading of electrical meter box in Silobela Location	Silobela						0	
ALM-e (66-2009/10)	22	One high mast at Silobela	Silobela			150,000			150,000	MIG
		Total Electricity		6,600,000	18,200,000	18,785,000	17,050,000	12,750,000	73,385,000	

CONFIRMATION OF 2008/09 ELECTRIFICATION PROJECTS MUNIC AND ESKOM

The following electrification projects shall be implemented during 2008/09 financial year

ESKOM PROGRAMME

1. Ward 1 (one)
 - Syde 120 Connections
2. Ward 4 (Four)
 - Phola 97 Connections
 - Goba 215 Connections
 - Industrial Area 65 Connections
3. Ward 9 (nine)
 - Mission /Darspu farm 30 Connections
4. Ward 11 (Eleven)
 - Ntababomvu 98 Connections
 - Mkhumbane Section 14 Connections
 - Gauteng cross 25 Connections
 - Unit A 22 Connections
 - Mhlongo 50 Connections

MUNICIPAL PROGRAMME

1. Mandela Sections 20 Connections (Ward 5)
2. Mafufumbe 165 Connections (Ward 7)
3. Esandleni/Waverly 130 Connections (Ward 6)
4. Bantfwabetfu 35 Connections (Ward 14)
5. Belvedere/Nhlazatshe 3 85 Connections (Ward 16)

Priority Issue/Programme : Department of Roads and Transport

Project ID	Project Name	Project Location	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
D481	Upgrading Mooiplaas – Kromdraai 30km	• ALM	ALM community	To develop and maintain infrastructure that supports economic development	Final design and contract documentation completed	2008/09	4,500,000	Roads and Transport	Roads and Transport
D2964	Gravelling of Diepdale – Swaziland border 9,2km	• ALM	ALM community	To create sustainable job opportunities for designated groups	100% complete	2008/09	6,550,000	Roads and Transport	Roads and Transport
D481	Upgrading of storm water drainage Elukwatini	• ALM	ALM community	To create sustainable job opportunities for designated groups.	100% complete	2008/09	1,215,000	Roads and Transport	Roads and Transport
P180/1	Repair and slurry seal Badplaas to Machadodorp – 24 km	• ALM	ALM community	To develop and maintain infrastructure that supports economic development	100% complete	2008/09	17,357,000	Roads and Transport	Roads and Transport
P26/6	Reseal Carolina to Machadodorp	• ALM	ALM community	To develop and maintain infrastructure that supports economic development	100% complete	2008/09	10,636,000	Roads and Transport	Roads and Transport
IRMA	Steynsdorp footbridge, Protea East RDP Crossing, Manziamhlophe River Bridge and Access Roads, Mambazane River Bridge	• ALM	ALM community	To create a safe road environment	Preliminary design and detail design completed	2008/09	300,000	Roads and Transport	Roads and Transport
IRMA	Construct walkways, footbridge and cycle paths EPWP	• ALM	ALM community	To develop and maintain infrastructure that supports economic development	Project completed and professional fees paid	2008/09	2,500,000	Roads and Transport	Roads and Transport
	Donation of bicycles	• ALM, Mkhondo, Pixley Ka Seme	ALM community	To create a safe road environment		2008/09	625,000	Roads and Transport	Roads and Transport
	Donation of animal drawn carts and wheelbarrows	• ALM, Mkhondo, Pixley Ka Seme		To create a safe road environment	13 Animal drawn casts and 415 bicycles donated	2008/09	375,000	Roads and Transport	Roads and Transport
	Best Practice Model implemented centres	• ALM		BPM Implemented		2008/09		Roads and Transport	Roads and Transport

Priority Issue/Programme: Housing									
Project ID	Project Name	Project Location	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
	Individual Housing	ALM	150	To provide individual subsidies and housing opportunities to beneficiaries in accordance with housing policy	To provide for individual subsidies under existing projects to qualifying beneficiaries in accordance with national housing programmes in municipalities	2008/09	7,128,150	LGH	LGH
	Project linked projects (current commitments)	ALM	280	To provide for project linked subsidies in accordance with the National Housing projects	To provide for project linked subsidies in accordance with the National Housing projects	2008/09	11,200,000	LGH	LGH
	Residential Development Programme	ALM	990	Services in 3337 sites	Services in 337 sites	2008/09	19,299,060	LGH	LGH
	Emergency Housing Assistance	ALM	130	To provide for emergency housing assistance in line with the National Housing Programme	To provide for emergency housing assistance in line with the National Housing Programme	2008/09	6,177,730	LGH	LGH
	Rural Housing Communal Land Rights	ALM	100	To provide for 500 housing units under the rural housing programme	To provide for 500 housing units under the rural housing programme	2008/09	4,752,100	LGH	LGH

Priority Issue/Programme: Education									
Project ID	Project Name	Project Location	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
	Wesley Primary School	Mayflower		Addition of classrooms, centers, toilets, kitchen, sports grounds and electricity		2008/09	R15,4m	MDoE	MDoE
	Chief T D Nkosi Secondary School	Fernie		Constructions of centres		2008/09	R4,5m	MDoE	MDoE
	Siyeta Primary School	Nhlazatje		Construction of classrooms, centres, kitchen & toilets		2008/09	R7,6m	MDoE	MDoE
	Makhosonke Primary School	Tjakastad		Construction of classrooms, offices, centres, kitchen & toilets		2008/09	R7,5m	MDoE	MDoE

Priority Issue/Programme: Agriculture									
Project ID	Project Name	Project Location	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
	Albert Luthuli	Elukwatini Oshoek Nhlanzatshe Ekulindeni Mooiplaas Tjakastad	379 78 106 80 75 40	Maise seeds (500 bags) Fertilizers (3500 bags)		2008/09	3.071,971	Dept of Agriculture	
	Albert Luthuli	Mlondozi Bettysgoed Robbinsdale Swallowsnest Oshoek Weaverly Dundonald Izindonga Belvedere Diepdale Femie Mahyflower Hereford	633 42 48 40 45 40 82 38 45 38 81 88 46	Tractor Maintenance		2008/09	1.039,004	Dept of Agriculture	
	Sukuma Mswati Infrastructure Study	ALM				2008/09	500,000	Dept of Agriculture	DALA

Priority Issue/Programme: <u>Local Economic Development</u>									
Project ID	Project Name	Project Location	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
Alm-led/1-2008	Development of an LED Strategy for the municipality	ALM	ALM	To facilitate the development of an economic strategy for the municipality	LED strategy approved by Council	30 June 2009	500 000.00	Department of Local Government	ALM
Alm-led/2-2008	Establishment of Furniture making factory	Carolina Badplaas	ALM	To provide skills and facility for furniture manufacturing in order to create jobs	Factory in existence and skills development underway	30 June 2009	882 103	GSDM	ALM
Alm-led/3-2008	Establishment of a water bottling project	Nkomati Mine area	ALM	To start a spring water bottling project to benefit the local communities	A functional spring water bottling project with local beneficiaries	30 June 2009	500 000	Nkomati Mine	ALM
Alm-led/4-2008	Establishment of the eTinkhulungwane Bakery (Diepdale)	Tinkhulungwane (Diepdale)	Tinkhulungwane, Syde, Femie, etc	To create employment for the women in the area (poverty alleviation)	A fully-functional bakery	30 June 2009	500 000	Umcebo Mine	ALM
alm led/5-2008	Provision of Tourism Infrastructure at Songimvelo Nature Reserve	Ekulindeni	Ekulindeni community and Tourists	To construct an Entrance Gate, Roads and Paths, Day Visitor / Picnic Facilities and a tented campsite	Number of jobs created and assets created	30 June 2009	8 000 000.00	Dept of Env Affairs and Tourism	Dept of Env Affairs and Tourism
alm led/6-2008	Development of a shopping complex in Mayflower	<ul style="list-style-type: none"> Mpuluzi (Mayflower) 	Mpuluzi	To provide shopping facilities for the Mpuluzi and surrounding communities	Shopping Centre	30 June 2009	21 000 000	Private	Private
Alm led/7-2008	Development of shopping complex and conference facility	<ul style="list-style-type: none"> Oshoek 	Oshoek	To provide shopping facilities for the Mpuluzi and surrounding communities	Shopping Centre	30 June 2009	20 000 000	Private	Private

Project ID	Project Name	Project Location	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
Alm led/8-2007/08/09	Songimvelo Nature Reserve – new road construction to link with the Malolotja Nature Reserve in Swaziland	• ALM	Community	Phase one Plus minus 10km long and 4,5M wide, concrete drifts and layouts	Project in progress	30 June 2009	R12,068,915	Dept of Env Affairs and Tourism	Dept of Env Affairs and Tourism
Alm led/9-2008	Nooitgedacht Dam Nature Reserve – Development of Infrastructure and visitor accommodation	• ALM	Community	Upgrade and re-gravelling tourist access road. Constr of slaughtering facility. Constr. of reserve tourist info complex. Constr. of reserve accom. for paying visitors Constr. of additional reserve visitor ablution facilities	A project in progress	30 June 2009	R10,153,121	Dept of Env Affairs and Tourism	Dept of Env Affairs and Tourism
Alm led/110-2008	Construction and equipment of Community Bakery in Badplaas	ALM Community	Beneficiaries in the Dlamini area	To provide a bakery business for Badplaas/Dlamini community	A community bakery established	30 June 2009	R300.000	Private Nkomati Mine	
Alm led/11-2008	Development of a community Food Garden for Badplaas.	Badplaas community	Beneficiaries in the Dlamini area	To provide a community garden business for Badplaas/Dlamini community	A community garden	30 June 2009	R1,000,000	Private Nkomati Mine	
Alm led/12-2008	Development of shopping mall – Carolina	Carolina / Silobela community		To facilitate a shopping complex for Carolina/Silobela	Shopping complex	30 June 2009	To be determined	Private	
Alm led/13-2008	Songimvelo Malolotja Trans-frontier	• ALM		To combine Songimvelo Nature Reserve & Malolotja Game Reserve into one Game Reserve	A Transfrontier Park between South Africa & Swaziland	30 June 2009	To confirm	DEDP	
Alm Led/14-2008	Brickmaking factory/project	Carolina/Silobela	Silobela residents	To produce bricks for housing construction	Operational Brickmaking Project	30 June 2009	R500,000	Private donors	

Project ID	Project Name	Project Location	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
Alm Led/15-2008	SMME's Support & Skills Development Centre	Carolina old school hostel building	ALM Business and Community	To renovate building and equip it as an SMME's Support Centre and as a training centre for ALM	Renovate building and functional centre	30 June 2009	R3,000,000	Province, donors. ALM, GSDM	
Alm Led/16-2008	Sewing Project – Badplaas	ALM	Ward 17 & 21	To provide assistance for development of a sewing project	Functional sewing project	30 June 2009	R250,000	Private Nkomati Mine	
Alm-Led/17-2008	Sewing project – Silobela/Carolina	ALM	Wards 15 & 22	To start a sustainable sewing centre for Silobela / Carolina	Functional sewing project	30 June 2009	R250,000	Private / donors	
Alm-Led/18-2008	Market Stalls for Hawkers	ALM	Elukwatini Cross	To provide market stalls for hawkers at Elukwatini Cross	Market stalls for the street hawkers	30 June 2009	R2,000,000	Province, donors, ALM,GSDM	
Alm-Led/19-2008	Brickmaking project for Fernie	Fernie	Fernie A & B	To establish a brickmaking project that will provide bricks for different tupes of projects	Production of bricks	30 June 2009	R300,000	Private / donors	
Alm-Led/20-2008	Poultry Farming Project	Fernie	Fernie a & B	To establish a poultry farm	Poultry farming	30 June 2009	R500,000	Private / donors	
Alm-Led/21-2008	Tombstone making project	Tinkhulungwane	ALM	To source funding for a tombstone-making project	Tombstone manufactured	30 June 2009	R200,000	Private / donors	
Alm-Led/22-2008	Second Bakery Project in Silobela	Silobela	Silobela women	To provide equipment to the second bakery project in Silobela	Bakery Project operating	30 June 2009	R300,000	Private / donors	
Alm-Led/23-2008	Silobela / Carolina Soccer Club	Silobela	Youth from Silobela / Carolina	To provide sponsorship for a soccer team from Silobela	Sponsored team playing in Vodacom league	30 June 2009	R50,000	Private / donors	
Alm-Led/24-2008	Furniture Manufacturing Project	Mayflower	Men & women from Mayflower	To use materials from Empuluzi Timber for Furniture making	Completed furniture	30 June 2009	R250,000	Private / donors	

Project ID	Project Name	Project Location	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
Alm-Led/25-2008	Brickmaking project for Ward 6	Swallusnest /Robinsdale	The unemployed in ward 6	To establish a brickmaking project that will provide bricks for different types of projects	Functional brickmaking project	30 June 2009	R250.000	Private /donors	
Alm-Led/26-2008	Essential oils and aromatic flowers project	Haarlem farm	Carolina/Silobela community	To produce flowers used in the manufacture of perfume	Viable farming project	30 June 2009	R3 750 000	Imbani Coal	
Alm-led/27-2008	Floor and furniture polish manufacturing project	Femie A	Femie community	To manufacture polish for domestic and industrial use	Polish manufacturing project in place	30 June 2009	R200 000	Private / donors	
Alm-led/28-2008	Revival of existing LED projects	ALM	ALM	To revive all existing LED projects and ensure that they benefit the communities they are in	Number of revived existing LED projects	30 June 2009	R1 000 000	Province / GSDM/ Mines / Donors	
Alm-led/29-2008	Neighbourhood Development programme	ALM	ALM	To source funding for various projects under the NDP	Number of projects applications submitted / amount of funding obtained	30 June 2009	To be determined	National Treasury	
Alm-led/30-2008	Development of Fan Parks	ALM	ALM	To develop Fan Parks for the 2010 Soccer World Cup	Operational fan parks	30 June 2009			
Alm-led/31-2008	Ithemba	ALM		Development of 5ha apple enterprise		2008/09	2,787,000	Conditional Grant	DALA
Alm-led/32-2008	Tau Kwena	ALM		Development of 5ha apple enterprise		2008/09	2,607,000	Conditional Grant	DALA
Alm-led/33-2008	Mthombeni	ALM		Maintenance of apple orchards	Productive apple orchards	2008/09	100,000	Conditional Grant	DALA
Alm-led/34-2008	Mantjolo	ALM		Expansion and maintenance of irrigation system	Irrigation system upgraded	2008/09	1,500,000	Conditional Grant	DALA
Alm-led/35-2008	Sukuma Mswati	ALM		Expansion and maintenance of irrigation system	Irrigation system upgraded	2008/09	1,500,000	Conditional Grant	DALA

Project ID	Project Name	Project Location	Project Beneficiaries	Project Objective	Key Performance Indicator	Period	Budget Allocation (Annual) R	Source of Funding	Implementing Agency
Alm-led/36-2008	Ekulindeni Hydrophoics	ALM		Water connection	Job creation and poverty alleviation	2008/09	442,000	Conditional Grant	DALA
Alm-led/37-2008	Mangunis	ALM				2008/09	300,000	Conditional Grant	DALA
Alm-led/38-2008	Elukwatini Environmental Centre	ALM		Renovate Elukwatini Environmental Centre		2008/09	500,000		DALA
Alm-led/39-2008	Nkomati Mine Rose Geranium and crops	ALM		Cultivation of Rose Geranium		2008/09	1,000,000	Nkomati Mine	Nkomati Mine
Alm-led/40-2008	Nkomati Mine Grass & Wattle Project	ALM		Grass & Wattle		2008/09	100,000	Nkomati Mine	Nkomati Mine
Alm-led/41-2008	Nkomati Mine – Crops Project			Crops Project		2008/09	500,000	Nkomati Mine	Nkomati Mine
Alm-led/42-2008	Nkomati Mine – Water bottling			Water bottling		2008/09	500,000	Nkomati Mine	Nkomati Mine

3. GOALS, OBJECTIVES AND KEY FOCUS AREAS

3.1 FINANCIAL SERVICES

3.1.1 COMPILATION OF BUDGET AND MID-YEAR REVIEW / ADJUSTMENT

The annual budget of the municipality is compiled in line with a budget programme in terms of the Municipal Finance Management Act, 2003. The budget is done in compliance with the IDP, i.e the municipality budgets for the IDP or according to the needs in the IDP. There is wide consultation and community participation for both the IDP and the Budget. The IDP and the Annual Budget are approved by Council simultaneously. The same process of consultation and community participation is done for the mid-year review/adjustment budget.

3.1.2 Mid-Year Review / Adjustment

3.1.3 FINANCIAL MANAGEMENT

The key objective is to ensure that sound financial management practices are implemented in terms of the Municipal Finance Management Act, 2003 (MFMA). An MFMA implementation plan for a three year period ending 2008 was approved and it will be revised and improved for extended implementation.

A multi-year budget for the MTEF will be compiled and the financial management system will be upgraded.

An Assets Register and a Valuation Roll will be compiled for the municipality, using the Municipal Systems Improvement Grant (MSIG).

The Chief Financial Officer will ensure that there is a sound management of the cash flow and the Accounting Officer will ensure that each department manages its budget according to the MFMA.

3.1.4 SUPPLY CHAIN MANAGEMENT

Supply Chain Management is the duty of the CFO and he must ensure that there is compliance with the MFMA and the approved Supply Chain Management Policy of the municipality. Supply chain must be managed in such a way that it gives effect to other municipal goals and policy direction such as the promotion of LED, promotion of SMME's, etc.

The supply chain processes needs to be expedited to ensure that there are no unnecessary delays in the implementation of projects due to delays in the appointment of service providers.

The municipality will put measures in place as part of its proposed Anti-Corruption Strategy to ensure that the supply chain management function is free from fraud and corruption.

3.1.5 FINANCIAL MANAGEMENT / CAPACITY BUILDING AND SUPPORT

The municipality will work closely with Provincial and National Treasuries to ensure continued support and capacity building is received and that all necessary reports are submitted in time. The Gert Sibande District Municipality will also be involved in the organization and implementation of further capacity building and training programmes on Financial Management and Supply Chain Management.

3.2 INTER-GOVERNMENTAL RELATIONS, SOCIAL AND COMMUNITY SERVICES

3.2.1 COMMUNITY DEVELOPMENT AND COMMUNITY PARTICIPATION

Albert Luthuli Municipality is a rural municipality with the majority of its citizens classified as very poor. It is therefore crucial that special attention and priority is given to community development. In order to achieve the goals of a better life for all, the municipality will work with both national and provincial departments to explore funding for community development programmes aimed at poverty alleviation. Capacity building and training will also have to be organized for the community and other stakeholders. The proposed LED Strategy must clearly outline how it will promote community development.

The municipality has a community participation policy and a community participation strategy to be based on that policy must be compiled. It is crucial that the municipality cooperates with the other spheres of government and the district to ensure that community development and community participation becomes a reality.

3.2.2 PROTECTION SERVICES AND CRIME PREVENTION

The rate of crime in the municipal area is very high. There are several SAPS Service Centres in the municipality but there are always complaints that there is not enough action done to combat crime. The municipality needs to facilitate the formation and proper functioning of Community Policing Forums (CPF's) to ensure that the community is assisting the police in combating crime. The municipality must also create a platform for regular communication and joint planning for action against crime.

Albert Luthuli Municipality has a Traffic Control unit which is currently not fully operational in the entire municipal area. The municipal traffic police must begin to be regularly deployed in the various areas within the municipality. There must be close cooperation with the Provincial Traffic Officers, the Police, the SANDF and the private security companies to ensure that there are adequate crime prevention and protection services in the municipality.

3.2.3 DISASTER MANAGEMENT AND FIRE AND EMERGENCY SERVICES

Currently the municipality has some fire protection vehicles but not even a single firefighter, hence its temporary arrangement with ACSU to operate the service on its behalf. The municipality needs to establish a fully functional Fire Fighting Service without further delays. In order to expedite this, the municipality must seek the assistance of the district municipality and the provincial government.

The municipality needs to urgently compile a Disaster Management Plan as required by the Municipal Systems Act. This crucial service is also non-existent at present and personnel must be recruited for this function.

The emergency service is also a critical need that is not fully met by the municipality. The provincial government currently provides some emergency services in the form of ambulances but that is also not sufficient. The district municipality is also responsible for this function and the Albert Luthuli Municipality needs to engage both the district and the provincial municipality to ensure that the disaster management and fire and emergency services are rendered in a proper manner in the municipal area.

A) Purpose of the Disaster Management Plan

- To enhance the capacity of the municipality to prevent and to deal with disasters, and to avoid developments which are subject to high risk of disasters
- To establish a framework aimed to integrate and be consistent with the plan of the District Disaster Management Center
- To outline the framework and procedures for the various facets of disaster management
- To facilitate the co-ordination of programs and actions of the various departments/agencies involved in the various facets of disaster management

3.2.4 SPORTS AND RECREATION

The municipality has no defined sport and recreation unit but the function rests with the Community Services department. With the 2010 Soccer World Cup coming to South Africa it is crucial that the municipality positions itself to reap some of the benefits of the 2010 Soccer World Cup. It is critical that the municipality works closely with the department of Arts, Sport Recreation and Heritage to ensure that resources are made available to the municipality and there are benefits accruing to the communities.

3.2.5 YOUTH DEVELOPMENT, GENDER AND DISABILITY

The new institutional arrangement of the municipality provides for a post in the office of the Executive Mayor that is aimed at ensuring that the needs of the youth, disabled, women and the aged are taken care of. The post has recently been filled and the incumbent is working closely with the Career Guidance Officer and the Outreach Officer, which are sponsored by the Umsobomvu Youth Fund, to ensure that the youth is developed in all respects. It will also be crucial to work with other departments in the municipality, province and national to ensure that the functions related to this section are fully carried out. The necessary plans and strategy must be formulated as a matter of urgency.

3.2.6 HIV / AIDS

3.2.6.1. ALBERT LUTHULI LOCAL AIDS COUNCIL

There is very little that has been done in this programme, there is however noticeable progress.

A Local AIDS Council has been established. Nominations thereof took place on the 7th of November 2006. The Albert Lethuli LAC (Local Aids Council) was officially launched on the 24th of the very same month.

A training of the LAC was organized and it took place on the 14th and 15th of February 2007, facilitated by Education and Training Unit. The Executive Mayor as the Chairperson of this committee officially opened the session and attended the training too.

The aim of setting up the LAC is to develop coherent strategy and action plan to deal with HIV/AIDS in the municipal area.

There is a lot though that the LAC is still to deal with. Although there is an ALM strategy in place, it is outdated and has to be revised so that it is in line with the National one, and it reflects the current status of this municipality.

Task Teams still need to be formed. These task teams will be dealing with:

- Prevention and Education
- Care, Support and Treatment for people with HIV/AIDS
- Care for children affected by HIV/AIDS

3.2.6.2. HOME BASE CARE SERVICES

The Home-base care services are fairly distributed in most of the areas in the municipality. They are funded by the Department of Health and Social Services (Health component). There is a provincial HIV/AIDS Coordinator who monitors a total of 109 HBC groups in Albert Luthuli. The problem in this municipality is that there is no coordinator for these groups employed by the municipality and this must be corrected as soon as possible.

The only problem experienced by these HBC is that their stipend is not consistent. They do not get the full support they deserve from the department of Health and Social Services.

3.2.6.3. DROP- IN- CENTERS (COMMUNITY CENTERS)

There are six Drop-In-Centers in the municipality, distributed as follows:

- Mooiplaas
- Glenmore
- Fernie
- Carolina
- Ekulindeni
- Tjakastad

The drop-in centers are for children who are destitute. The kids go there in the mornings to be fed and also in the afternoons. These Drop-In-Centers are funded by the Social Services component in the Health Department. According to the plan, the kids are not supposed to go to the center only for feeding, but to be taught life skills as well.

3.2.7 COMMUNITY FACILITIES: THUSONG SERVICE CENTER (MPCC'S)

In Albert Luthuli Municipality there is one Multi-Purpose Community Centre, the Mpuluzi MPCC situated at Fernie. This Thusong Service Center has been in existence for a number of years but the Provincial and National departments supposed to render daily services to the communities surrounding it have failed to do so. Those that make a weak effort to serve the communities only come to the Center once or twice a week. The municipality must, therefore work with the Premier's Office to ensure that department like Home Affairs, health and Social Services, Labour, etc occupy their allocated offices on a daily basis to serve the communities. Funds have been provided by the Province to extend the Center to accommodate more service providers and there is also funding for the employment of a fulltime Centre Manager for the Thusong Service Center.

The municipality plans to source more funding for additional Thusong Service Centers at Dundonald, Litshelembube, Tjakastad, Badplaas, Ekulindeni, etc.

SHORT FALLS/CHALLENGES AT THE MPCC

- Cleaning Services- Material, Personnel
- Coordination of activities – No Centre Manager
- Assurance for service delivery by sector departments
- Supervision

3.2.8 DISTRICT HOUSE OF TRADITIONAL LEADERS

The District House of Traditional Leaders has been launched and it is encouraging our own Chief B Mnisi of the Mantjolo Traditional Authority has been elected as the Chairperson of this important institution. Chief B Mnisi is very actively heavily involved in community development and planning issues and he has attended all the IDP Representative Forum meetings in the municipality and contributed some invaluable inputs in the planning and compilation of this IDP document. The municipality will continue to work with Him to reach all the Traditional Leaders within its area of jurisdiction.

3.2.9 MUNICIPAL HEALTH SERVICES AND ENVIRONMENTAL MANAGEMENT

The municipality has currently has two clinics operated by it in Carolina and Silobela. These are expected to be transferred to the department of Health and Social Services soon. Once that has been finalized the entire health function will be under the provincial department and the municipality will only be responsible for Environmental Health.

The municipality now has a fully functional environmental health unit and, in conjunction with the district municipality, is finalizing an Integrated Waste management Strategy. An Integrated Environmental Management Plan is being compiled by the Office of the Municipal Manager.

3.2.10 EDUCATION AND TRAINING

There are hundreds of schools within the municipality falling under the department of education. Some of the schools need extra classrooms while a big number of them have no libraries, administration blocks, libraries and laboratories. The municipality needs to work with the department of Education to ensure that proper plans are made to improve the situation in our schools.

There is only one FET College satellite in the municipality and it is situated in Glenmore. The municipality must ensure that this FET college branch grows and supplies skills and training to the youth that are relevant and that will ensure that the youth is employable within the municipality.

3.2.11 TOURISM

The municipal area has an abundance of natural and cultural resources which if developed can enhance tourism development. Tourism development can be a lead economic sector for the municipal area which will benefit the emerging local, domestic and international tourist markets and in turn providing income to local people.

3.3 CORPORATE SERVICES

3.3.1 ADMINISTRATION AND HUMAN RESOURCES

The Albert Luthuli Municipality has a wide range of transformation issues that must be dealt with which are as a result of amalgamation of five previous transitional councils. These transformation issues have a bearing on the ability of the municipality to deliver basic services and eradicate the backlogs.

The new functions of the municipality demands that new skills that are not available within the municipality must be sourced. The creation and filling of these new positions increases the municipality's personnel budget for salaries. However, it is crucial for the municipality to have these skills in order to deliver on its constitutional mandate.

The municipality is utilising premises that were originally built for a small council in Carolina as its head office. The buildings also provided a council chamber for a council which is even smaller than half of the present council. There is a need to provide for a bigger council chamber. The need for office space has also increased in accord to the new functions that have been assigned to the new municipality. This space problem also applies to full-time councillors, premises to secure municipal vehicles and other equipment of the municipality, etc.

The municipality is widely spread geographically, resulting in long distances between rural settlements and the offices of the municipality. This situation poses a challenge to the municipality to actually provide pay points and other municipal services closer to these communities. This is why the municipality must revive and upgrade the Administrative Unit Offices in Badplaas and the 3E's.

There is a dire need for the municipality to introduce an initiative aimed at introducing a new organisational culture based on the principles of Batho Pele in order to improve service delivery. The introduction of such an initiative will in no doubt complement the implementation of performance management systems in the municipality. The mammoth task brought by the municipality's skills development plan actually requires that an on-site training centre be established.

3.3.2 LEGAL SERVICES

The municipality has a panel of legal services providers that it can use when there is a need. Internally it has a qualified attorney employed as Manager Legal and Administration. He attends to all legal issues for the municipality and only where he needs assistance does he seek the services of an external legal services provider.

3.3.3 LABOUR RELATIONS MANAGEMENT

The municipality has a panel of human resources and labour relations services providers that it can use when there is a need. Internally it has a qualified HR practitioner employed as Manager: Human Resources. She attends to all human resources issues for the municipality and only where she needs assistance does she seek the services of an external human resources services provider.

3.3.4 COMMUNICATION AND MARKETING

The municipality's new institutional arrangement makes provision for a communications manager in the office of the Executive Mayor. The marketing function is under the Office of the Municipal Manager.

The big challenge lies in the formulation of a Communication Plan/Strategy for the municipality. The Marketing Plan/Strategy is also not yet in place. Both of these plans must be formulated as a matter of urgency.

3.3.5 ADMINISTRATION SUPPORT AND COUNCIL SERVICES

The Corporate Services department is responsible for administrative support and Council services in the municipality. The department is responsible for Administration, Human Resources, Legal Services and Secretariat Services. The department is reasonable well-staffed and is very successful in carrying out its responsibilities.

3.4 PLANNING AND ECONOMIC DEVELOPMENT SERVICES

3.4.1 INTEGRATED DEVELOPMENT PLAN

INSTITUTIONAL ARRANGEMENTS AND STRUCTURES

	TERMS OF REFERENCE
ROLE PLAYERS	ROLES AND RESPONSIBILITIES
Municipal Council	<ul style="list-style-type: none"> • The Council will approve the reviewed IDP. • Will consider and approve the process plan which should set out the process for the new IDP cycle.
Executive Mayor and Mayoral Committee	<p>The Mayoral Committee must:</p> <ul style="list-style-type: none"> • Decide on the Process Plan for IDP Review • Responsible for overall management, co-ordination and monitoring of the review process, and may assign responsibilities to the Municipal Manager • Submit review IDP and draft IDP to Council • Develop terms and criteria for Representative Forum.
Municipal Manager/ IDP Manager	<ul style="list-style-type: none"> ➤ Prepare for and draft the Process Plan; ➤ Chair the IDP Steering Committee meetings; ➤ Manage and co-ordinate on a daily basis the planning process taking into consideration agreed timeframes, human resources and financial resources; ➤ Ensure that all relevant role players, especially officials and Traditional Leaders, are involved; ➤ Ensure that the planning process is horizontally and vertically aligned and complies with National and Provincial legislation requirements; ➤ Ensure that resources are available and managed effectively and efficiently; ➤ Co-ordinate the involvement of all different role players; ➤ Ensuring the horizontal and vertical alignment in the process, including Sectors; ➤ Ensure that the links between the processes of performance management, monitoring, evaluation and review are maintained; ➤ Ensure that the links between the processes of performance management, monitoring, evaluation and review are maintained;

	TERMS OF REFERENCE
IDP Steering Committee	<ul style="list-style-type: none"> ➤ Establish and provide terms of reference for the IDP Representative Forum; ➤ Establish sub-committees; ➤ Overall management of process, including appointment of technical consultants; ➤ Commission research studies; ➤ Consider and comment on inputs from sub-committees, study teams, service providers, provincial sector departments and NGOs ➤ Process and summarise draft outputs; ➤ Prepare, facilitate and minute meetings; ➤ Prepare and submit reports to the IDP Representative Forum; ➤ Make recommendations and provide secretarial services to the IDP Representative Forum;
IDP Representative Forum	<ul style="list-style-type: none"> ➤ Represent the interests of their constituents in the IDP process; ➤ Provide an organisational mechanism for discussion, negotiation and decision-making between the stakeholders and the municipality; ➤ Ensure communication between all stakeholders' representatives; monitor the performance of the planning and implementation process. ➤ Ensure that Amakhosi/Izinduna work closely with councillors on identifying priority issues.

3.4.2 TOWN AND REGIONAL PLANNING

The aim of this strategy is to facilitate the improvement of residential areas into total living environments. Not only does this require that problems caused by inequitable policies of the past be rectified, but that planning, design and operation of residential areas need to be qualitatively improved. Residential areas are not simply places for houses, but also ideal locations for the provision of numerous other related facilities and services, including those that promote economic upliftment as well as environmental management. Importantly this strategy facilitates the restructuring of existing patterns of living and working, in a manner that provides greater opportunities in a more equitable, efficient and sustainable manner.

Housing challenges in the municipality include focusing attention on informal settlements; giving high priority to meeting the physical and social infrastructure and servicing needs in areas of greatest need (informal settlements, existing townships, and farm workers); facilitating access to adequate housing opportunities for low income households; and making contribution to addressing regional housing demand.

The purpose of this strategy is to focus public investment on upgrading historically neglected residential areas and providing new housing opportunities in better-located areas for those in the greatest need. This includes:

- Upgrading informal settlements where appropriate or providing alternative well-located housing opportunities
- Providing housing opportunities for low income groups in well located areas, close to public transportation routes and other urban opportunities
- Ensuring minimum standards of quality, safety and environmental care for all residential areas
- Providing appropriately located and well-serviced land for housing development to meet current and future demand for housing
- Creating total environments by providing a range of community facilities and services, and economic development opportunities, and ensuring reasonable access to employment, health, safety, education, communication, recreation, commercial and cultural facilities
- Undertaking small pockets of well-designed housing developments in order to avoid the monotony of mass housing, and promote a mixture of income groups within projects
- Increasing residential densities to optimise land utilisation, ensuring greater affordability and promoting higher thresholds for services and facilities
- Promoting sound environmental practices, particularly storm water management.
- Facilitate job creation through housing delivery

3.4.3 ECONOMIC DEVELOPMENT

The huge settlements in the municipality are structured to be developed as dormitories without any intention to establish them as sustainable and self-sufficient reserves. This form is based on apartheid planning and has caused a major spatial distortion. A major challenge for this municipality is to convert these reserves into vibrant, sustainable and self-sustaining settlements. Effective spatial interventions should be employed to achieve this. The municipal area has an abundance of natural and cultural resources which if developed can enhance tourism development. Tourism development can be a lead economic sector for the municipal area which will benefit the emerging local, domestic and international tourist markets and in turn provide income to local people.

In the mining sector the municipality has opportunities in coal, gold, chrome, iron ore, etc. The municipality must engage the mining companies and the department of Minerals and Energy (DME) and strive to open employment and community development opportunities in the local mines.

The mining activities need to be dealt with in terms of the Integrated Environmental Management Plan as it has potential to affect tourism and agricultural development negatively.

The municipality must be in constant contact with all stakeholders in the economic sector. It must work closely with stakeholders such as the Department of Trade and Industry (DTI), Khula, NDA, NGO's, CBO's SHG's, Local Business Forum, Local Business Chambers, etc,etc. to ensure that industries and other businesses are established to boost the local economy.

Albert Luthuli Municipality must implement its new Local Economic Development (LED) Strategy.

The municipal area is predominantly rural and all sectors are highly integrated and not very distinctive, as may be the case in urban areas. Coupled with this problem is a lack of information regarding the economic sector of, and economic development for the area. The contents provided in this report are based on trends that have been detected and inputs received.

The municipality has reasonable investment opportunities and economic development that could dramatically transform the socio-economic character of the area. It is critical that these opportunities are maximized. The municipality needs to ensure that the tangible benefits of economic development are directed to those areas in greatest need and to those who have been historically disadvantaged.

The main focus of this strategy is to develop the municipality area in a way that will make the region economically sustainable and will ensure economic upliftment of the entire community. Economic development should adopt an innovative, dynamic and creative approach, and strive to:

- B) enhance the capacity of urban areas to build on local strengths, especially existing economic infrastructure and industrial and commercial investments
- C) promote comparative advantages, especially tourism and land availability, but in conjunction with regional economic planning
- D) ensure good marketing and supporting social and physical infrastructure to promote the ALLM area's attractiveness to potential tourists and investors

- E) promote SMME's, especially in historically disadvantaged areas to unlock potential in these areas
- F) increase opportunities for informal economic activities at nodes and along development corridors
- G) promote the continuation of large-scale and small-scale agriculture activity in most productive areas for as long as possible
- H) establish appropriate institutional capacity within the municipality to efficiently facilitate, manage and monitor a broad range of economic development

In order to achieve this strategy, several programmes will need to be co-ordinated:

- I) Environmental Sensitivity Programme
- J) Nature Conservation Programme
- K) Infrastructure Development Programme
- L) Infill and Densification Programme
- M) Urban Design and Upgrade Programme
- N) Passenger Transport Programme
- O) Informal Settlements Programme
- P) Housing Delivery Programme
- Q) Land Identification and Release Programme
- R) Corridor Development Programme
- S) Job Creation Programme
- T) Industrial Development Programme
- U) Commercial Development Programme
- V) Tourism Programme
- W) SMME Development Programme
- X) Regulations Programme
- Y) Community Participation Programme
- Z) Institutional Transformation Programme
- AA) Nodal Development Programme

AGRICULTURE

The main agricultural activities occurring in the region are timber plantations, and commercial farming. The timber plantations export timber from the region in raw form. There are no factories that produce by-products from timber. The commercial farmers produce mainly dry land produce such as maize, Soya beans, dry beans, sunflower and grazing crops in summer as well as wheat in winter. Wool and milk are also produced in the area. Small-scale farming activities are also present but have a low impact in the area.

MINING

There are a lot of coal reserves situated in the Albert Luthuli municipal area. The area has recently experienced closing down of other mines. There is a noticeable decline in the economic activities in the mining sector. The question regarding labour force and the contribution of the mining industry to the economical well being of the area is not known. It is for this reason that the municipality must engage the local mines and the DME to share information and strategies.

TRADE/RETAIL/COMMERCIAL

Commercial activities are most prominent in Carolina and Elukwatini where banks are located. In general the activities are of small scale and have low impact in the area. The commercial activities focus on the local economy and do not feature in the national economy. The Elukwatini area is a high growth area where a lot of businesses are thriving. Carolina has an urban decay problem and urgent steps need to be taken to revive the town.

TOURISM

The tourism sector is underdeveloped, as there is high potential for recreation and tourism in the area. There are few areas that have been developed for tourism purposes e.g. resorts and hiking trails. Tourism development should be linked to low intensity commercial activities. Development of tourism will strengthen the economic base of the area and promote the area within the Mpumalanga context.

Songivelo Game Reserve is the biggest game reserve within Albert Luthuli Municipality. The Mpumalanga Parks Board, which owns Songimvelo Game Reserve is busy finalising a deal to combine Songimvelo and Malolotja Game Reserve in Swaziland to form a transfrontier park. This proposed Songimvelo – Malolotja Transfrontier Park will boost tourism in the area considerably.

More information on economic development actions in the municipality is contained in the draft LED Strategy.

3.4.4 GEOGRAPHIC INFORMATION MANAGEMENT

The Albert Luthuli Municipality has an approved Spatial Development Framework (SDF). A process is currently under way to formulate a Land Use Management System (LUMS) for the municipality. A Geographic Information System (GIS) is not yet in place but the computer hardware was purchased by the District Municipality a while ago. The collection of the data and feeding into the GIS will be done as one of the phases of the LUMS. Provision has been made on the Institutional Arrangement (Organogram) of the department for a GIS Operator post.

3.4.5 LAND REFORM AND ADMINISTRATION

Albert Luthuli Municipality is a huge rural municipality which consists mainly of the former KaNgwane homeland areas and private farms. Since most of the residents in the former KaNgwane homeland area were forcibly moved from elsewhere and resettled in that area without the benefit of any system of land ownership. It is for this reason that the municipality must strive towards giving them full title and ownership of the land they live on.

The municipality will therefore pay particular attention to and give priority to the Upgrading of Land Tenure rights for all the communities living in the former KaNgwane homeland areas (Elukwatini TLC, Empuluzi TLC and Ekulindeni TLC areas) and Badplaas.

On the other side there is a need to do land restitution to some of the people who were forcibly removed from land they owned or who had certain rights on the land

they were removed from. The municipality will support and facilitate any land restitution and land reform initiatives and programmes.

The municipality, when doing its Spatial Development Framework (SDF) and Land Use Management System (LUMS), will ensure that issues of land reform and land administration are given high priority and facilitated.

3.4.6 ECONOMIC DEVELOPMENT AND INTEGRATED RURAL PLANNING

According to STATS-SA, the unemployment rate in the municipality is more than 50%, and most of the community live below the poverty line. The municipality needs a comprehensive LED Strategy to address the issue of economic and social development. The LED Strategy must be able to stimulate the economy in such a way that it created a lot of sustainable jobs. Programmes such as the Extended Public Works Programme, ASGISA, etc must be supported and implemented within the municipal area to ensure the generation of employment and income for the community.

The municipality must pay special attention to the readily available resources and explore them for the betterment of the lives of the community. Agriculture is one of the key economic factors that can change the lives of the rural communities in Albert Luthuli municipality. The agricultural industry needs to be fully explored, especially the value-adding to existing agricultural products and the introduction of new products that thrive in this area, e.g apple, bio-fuels plants, etc.

The municipality commits to undertake integrated rural planning for all the rural areas under its jurisdiction. The planning in the rural areas will be done in such a way that it promotes and facilitates the implementation of government programmes such as the ISRDP and others. The municipality must work with all sector departments and the District Municipality to ensure that there is coordinated socio-economic development in the municipal area.

3.4.7 TRANSPORT

The transport system in Albert Luthuli Municipality consists of a number of municipal roads and streets, provincial roads and the N17.

The community of the Albert Luthuli Municipal area is highly dependent on the towns in the region, which act as service centres for the community. Businesses in these towns are however also dependant on the community of the rural area. These linkages, all as well as the linkages in terms of social service provision, the road network and public transport need to be enhanced to the benefit of the region. This should include compact urban areas with increasing residential densities in proximity to towns, while subdivisions and increasing densities in the heart of the rural area should be discouraged. A well functioning movement system can promote and enhance these linkages.

While the municipality is currently serviced by several north-south and east-west routes, there are problems experienced with existing movement system. There is a relatively poor level of fixed infrastructure connecting remote sub-regions of the municipality. Linkages between residential areas, employment opportunities and public amenities require improvement. There is also poor provision of passenger transport.

In response, the transport strategy must be aimed at the promotion of a well-functioning movement system within the municipality and strengthening linkages between the municipality and its neighbouring regions. This strategy will allow people to move easily, safely and affordably and will contribute to unifying the area which is currently characterised by communities and activities separated by considerable distances. Improvements to the movement system can also create opportunities to promote increased development in the municipality.

This strategy is aimed at:

- Improving existing transport networks to facilitate greater accessibility and movement between people, places and activities by upgrading roads and building new roads.
- Stimulating economic development through the location of economic activities along transport routes.
- Integrating communities and promoting social development through improved accessibility between home, work and community facilities.
- Utilizing movement systems to structure the location of future development and restructure existing land uses, by undertaking integrated and co-coordinated land use and transport planning.
- Increasing thresholds along road transport routes to promote sustainable provision of frequent and affordable public transport.

The Transport Bill provide that transport planning authorities (which corresponds with the District Municipality), are responsible for legal transport planning requirements. Accordingly, the sector officers should be District Officials, however officers of the Local Municipality should be seconded to the planning team of the transport authority or contact closely with it on a temporary basis in order to assure mutual alignment of the Integrated Transport Plan with the local IDP.

BB) Guideline documents and legislation

Reference is made to:

- CC) National Land Transport Transition Bill
- DD) White Paper on Transport
- EE) Moving South Africa Strategy and Action Plan

FF) Minimum Requirements

The minimum requirements for Integrated Transport Plans as outlined in the IDP Guidelines:

- GG) The Integrated Transport Plan (ITP) must formulate the planning authorities official vision, policy and objectives consistent with National and Provincial Policies.
- HH) Specify the changes to the planning authorities land transport policies and strategies since the previous 5 year plan
- II) Including a list that must
 - ⇒ Show, in order of precedence, the projects and project segments to be carried out in that 5 year period, and the cost of each project

- ⇒ Be prepared with due regard to relevant Integrated Development Plans and Land Development Objectives set in terms of the DFA, or where applicable in terms of a law of the Province.
- JJ) Including all nodes of transport and infrastructure, including new or amended roads and commercial developments having an impact on the land transport system, and land transport aspects of airports and harbours.
- KK) Include the planning authority's detailed budget, including funding sources, with regard to land transport for the relevant financial year in the format described by the MEC
- LL) Include the planning authority's public transport plan consisting of:
 - ⇒ Public transport records
 - ⇒ Operation licenses strategies
 - ⇒ Rationalisation plan
- MM) Set out a general strategy for travel demand management
- NN) Set out a road and transport infrastructure provision, improvement and maintenance strategy
- OO) Set out a general strategy or plan for the movement of hazardous substances

3.5 WATER AND SANITATION SERVICES

3.5.1 ADMINISTRATION OF WATER QUALITY

The municipality is constantly striving to provide high quality water to its communities. Pursuant to that goal the municipality regularly takes samples from its water treatment works and sends them to the laboratory for testing. When the results are received prompt action is taken to correct any deficiencies in the water quality.

3.5.2 LABORATORY DEVELOPMENT

Currently the municipality has plans to develop its own laboratory. It will continue to use private laboratories for its water quality checks for the foreseeable future. The employment of laboratory staff is one of the priorities identified at the recent Strategic Planning session of the municipality held in Nelspruit.

3.5.3 WATER SERVICES DEVELOPMENT PLAN

The Albert Luthuli Municipality has just concluded the transfer of the DWAF water and sanitation assets and staff from the former KaNgwane homeland areas, i.e the Ekulindeni, Elukwatini and Empuluzi areas. This municipality is a Water Services Authority in its area and as such is responsible for the water provision and sanitation function. As required by the Water Services Act Albert Luthuli Municipality must have a Water Services Development Plan (WSDP) as one of the sector plans. DWAF has

provided financial assistance to review the WSDP. This process will be completed soon and the WSDP will be in place and the municipality must then implement it. The transfer of the water and sanitation assets also necessitated the carrying out of a Section 78 Assessment for the delivery of the services. DWAF has also funded this process and as soon as it is completed the municipality will act accordingly.

3.5.4 WATER LOSS MANAGEMENT

The municipality does not have a Water Loss Management Strategy at this point and a lot of water is lost through leakages, vandalism, by-passing of meters, etc. Urgent action is needed to put a strategy and plan in place to manage the loss of water in the municipality. Appropriate policies and by-laws also need to be compiled or reviewed to deal with this important issue.

3.5.5 INSTITUTIONAL AND SOCIAL DEVELOPMENT

The Albert Luthuli Municipality has a wide range of transformation issues that must be dealt with which are as a result of amalgamation of five previous transitional councils. These transformation issues have a bearing on the ability of the municipality to deliver basic services and eradicate the backlogs.

The new functions of the municipality demands that new skills that are not available within the municipality must be sourced. The creation and filling of new positions increases the municipality's personnel budget for salaries. However, it is crucial for the municipality to have these skills in order to deliver on its constitutional mandate.

The municipality is utilising premises that were originally built for a small council in Carolina as its head office. The buildings also provided a council chamber for a council which is even smaller than half of the present council. There is a need to provide for a bigger council chamber. The need for office space has also increased in accord to the new functions that have been assigned to the new municipality. This space problem also applies to full-time councillors, premises to secure municipal vehicles and other equipment of the municipality, etc.

The municipality is widely spread geographically, resulting in long distances between rural settlements and the offices of the municipality. This situation poses a challenge to the municipality to actually provide pay points and other municipal services closer to these communities. This is why the municipality must revive and upgrade the Administrative Unit Offices in Badplaas and the 3E's.

There is a dire need for the municipality to introduce an initiative aimed at introducing a new organisational culture based on the principles of Batho Pele in order to improve service delivery. The introduction of such an initiative will in no doubt complement the implementation of the Performance Management System in the municipality.

The municipality must work with departments such as Health and Social Services to ensure that other social programmes aimed at improving the social standard of the community are implemented. The department of Housing must also play a crucial part in ensuring that all qualifying beneficiaries have decent housing.

The municipality must also engage other departments and organizations to ensure that critical skills and capacity building is offered to the community.

3.6 PROPOSED SHARED-SERVICES

3.6.1 AUDIT COMMITTEE SERVICES /INTERNAL AUDIT

In terms of Section 166(1) of the Municipal Finance Management Act, 2003 each municipality and each municipal entity must have an audit committee, subject to subsection 6 of the same Act.

In the Gert Sibande District Municipality a decision was taken to establish an Audit Committee at the district level which can then be used by all the municipalities within the district that do not have their own Audit Committee. Albert Luthuli Municipality recently appointed members of its Audit Committee and this Audit Committee will start its functioning on 1 July 2008.

3.6.2 SKILLS DEVELOPMENT

The municipality requires capacitating its employees with appropriate skills and knowledge with relevant training and skills development programmes. Management development programmes for managers will equally be encouraged so that the municipality continuously render professional services.

The mammoth task brought by the municipality's skills development plan actually requires that an on-site training centre be established by the municipality or the district municipality should be engaged to establish one.

A concerted effort must be made to fully implement the approved Skills Development Plan, including learnerships. Provincial and national departments must work with the municipality when they have training and development programmes and also when they need to implement learnership programmes.

3.6.3 LEGAL SERVICES

Although the municipality has its own Legal services, it will fully utilize any other service set up by the district municipality to assist the municipalities in the district.

3.6.4 TOWN PLANNING SERVICES [TOWN AND REGIONAL PLANNING]

The municipality has one Town and Regional Planner in its employ. It is busy with LUMS, GIS, Spatial Development Plan review, etc and will welcome any assistance on these areas from the GSDM, Province, etc. It will be very good if sector departments were to budget for the compilation of sector plans such as the Integrated Environmental Management Plan, Integrated waste management Plan, Disaster Management Plan, Transport Plan, etc. which form an integral part of the Integrated Development Plan.

3.6.5 MUNICIPAL HEALTH SERVICES AND DISASTER MANAGEMENT

The municipality is now responsible for environmental health and primary health is reverting to the Department of Health and Social Services. However, the department must still work closely with the municipality in serving the community because all complaints end up being reported to ward councilors and other municipal structures. Disaster management is a critical service that must be provided to the community. The district municipality and Province must assist the municipality with the

formulation of a Disaster Management Plan and the implementation thereof. Currently the municipality has got no plan and no personnel or equipment to deal with even the smallest disaster. This situation needs to change before disaster happens and the three spheres of government must work together on that.

3.7 INFRASTRUCTURE AND TECHNICAL SERVICES

3.7.1 BULK INFRASTRUCTURE DEVELOPMENT

Certain areas are characterised by severe development backlogs and development intervention is needed in order to uplift the area. Most of these areas are rural in nature and some are peri-urban. The municipality should develop programmes aimed at addressing service backlogs and alleviating poverty. The municipality will give high priority to areas where the RDP standard of water and sanitation has not been met.

A Five-Year Infrastructure Development Plan has been developed and it forms part of this IDP document.

3.7.2 PROJECT PLANNING AND IMPLEMENTATION

Albert Luthuli Municipality has a Project Management Unit that deals all infrastructure projects for the municipality. Projects are formulated from the lists of needs received from the communities during the IDP Process and once approved by all stakeholders and the Municipal Council they are passed on to the PMU for further planning until the implementation stage. Some of the projects are first planned in the IDP and then passed on to the District municipality or relevant sector department for implementation. The municipality often uses Consultants to assist with the planning, design and implementation of its projects due to lack of capacity.

3.7.3 PROJECT MANAGEMENT

A Project Management Unit (PMU) was established in 2005 to do project management for MIG projects and was part of the Office of the Municipal Manager. On 30 August 2006 the Municipal Council resolved that the PMU must be part of Technical Services and be responsible for the management of all projects of the municipality.

Due to capacity and other reasons the Municipal Council rescinded its August decision in February 2007 and resolved to outsource the PMU function. This decision is in the process of being implemented and once that is done the project management function will be done by an external service provider appointed in terms of the Supply Chain management policy of the municipality for a fixed term that will be renewable.

3.7.4 INFRASTRUCTURE MAINTENANCE

The maintenance of infrastructure is done by the technical Services department of the municipality. This department has serious capacity shortages such as in materials and equipments, finances, personnel, skills, etc. The transfer of DWAF

personnel is expected to help overcome some of the capacity challenges, especially in the maintenance and operation of water and sanitation infrastructure.

3.7.5 HOUSING

The current housing reality in the ALM reveals that housing patterns are either formal or informal. Most informal housing patterns are an extension of existing formal areas driven by the desire to be located closer to opportunities. Furthermore, there is also a huge backlog in urban housing developments since the municipal area has not benefited greatly from the previous housing allocations and the slow implementation process of approved housing projects. There is also a need for development intervention in the form of formalisation of expanding informal settlements around towns and rural main centres to ensure public health and safety in relatively dense living environments.

Centrally located areas continue to have low-density development. The bulk infrastructure is not utilized to its full capacity – this is wasteful of an expensive resource. The public transportation system cannot operate an efficient transport system in a low density residential and business environment. Informal housing continues to grow in centrally located areas since poor people are trying to access housing closer to employment and social facility areas. Informal housing is inadequately serviced in terms of addressing basic needs and as a result this negatively affects the health of the surrounding environment. The growth of this form of housing creates uncertainty in the formal property market, which affects investment confidence.

There is a great need and potential for the development of middle to high income housing in the urban and peri-urban areas, especially Carolina and Elukwatini.

The aim of this strategy is to facilitate the improvement of residential areas into total living environments. Not only does this require that problems caused by inequitable policies of the past be rectified, but that planning, design and operation of residential areas need to be qualitatively improved. Residential areas are not simply places for houses, but also ideal locations for the provision of numerous other related facilities and services, including those that promote economic upliftment as well as environmental management. Importantly this strategy facilitates the restructuring of existing patterns of living and working, in a manner that provides greater opportunities in a more equitable, efficient and sustainable manner.

Housing challenges in the municipality include focusing attention on informal settlements; giving high priority to meeting the physical and social infrastructure and servicing needs in areas of greatest need (informal settlements, existing townships, and farm workers); facilitating access to adequate housing opportunities for low income households; and making contribution to addressing regional housing demand.

The purpose of this strategy is to focus public investment on upgrading historically neglected residential areas and providing new housing opportunities in better-located areas for those in the greatest need. This includes:

- Upgrading informal settlements where appropriate or providing alternative well-located housing opportunities
- Providing housing opportunities for low income groups in well located areas, close to public transportation routes and other urban opportunities

- Ensuring minimum standards of quality, safety and environmental care for all residential areas
- Providing appropriately located and well-serviced land for housing development to meet current and future demand for housing
- Creating total environments by providing a range of community facilities and services, and economic development opportunities, and ensuring reasonable access to employment, health, safety, education, communication, recreation, commercial and cultural facilities
- Undertaking small pockets of well-designed housing developments in order to avoid the monotony of mass housing, and promote a mixture of income groups within projects
- Increasing residential densities to optimise land utilisation, ensuring greater affordability and promoting higher thresholds for services and facilities
- Promoting sound environmental practices, particularly storm water management.
- Facilitate job creation through housing delivery

4. SECTOR PLANS AND SECTOR COLLABORATION

4.1 SPATIAL DEVELOPMENT FRAMEWORK

The Spatial Development Plan is in place and has been reviewed.

4.2 ALIGNMENT TO PGDS

The municipality will continually strive for alignment of its IDP with the Provincial Growth and Development Strategy.

4.3 DISTRICT ECONOMIC GROWTH AND DEVELOPMENT STRATEGY

Once the District Economic Growth and Development have been finalised the municipality will align its LED Strategy with it.

4.4 DISASTER MANAGEMENT PLAN

Albert Luthuli Municipality only has a draft Disaster management Plan.

4.5 FINANCIAL PLAN AND CAPITAL INVESTMENT PROGRAMME

The financial plan and capital investment programme is part of the budget.

4.6 HIV / AIDS PLAN

An HIV/AIDS Plan has just been completed and will be implemented soon.

4.7 PERFORMANCE MANAGEMENT SYSTEM

The Performance Management System was approved by the municipal council on 27 June 2007.

4.8 YOUTH AND WOMEN DEVELOPMENT STRATEGY

The municipality does not have a Youth and Women Development Strategy yet.

4.9 WATER SERVICES DEVELOPMENT PLAN

The Water Services Development Plan was last done in 2003 and is now outdated. An effort is being made to get a service provider to do a new one.

4.10 CURRENT PUBLIC TRANSPORT PLAN

Not yet in place

4.11 INTEGRATED WASTE MANAGEMENT PLAN

A draft is available but is not yet suitable for approval by council.

4.12 INTEGRATED ENVIRONMENTAL MANAGEMENT PLAN

There is no Integrated Environmental Management Plan in place due to lack of resources. The department of Agriculture and Land Administration was requested to assist with funding and/or expertise but no positive answer was received.

4.13 AIR QUALITY MANAGEMENT PLAN

There is no Air Quality Management Plan in the municipality.

4.14 INTEGRATED DISTRICT HEALTH PLAN

The only available Integrated District Health Plan has been done by the Province.

5. BINDING PLANS AND PLANNING REQUIREMENTS AT NATIONAL AND PROVINCIAL LEVEL

The table below outlines the applicable legislations and policies, which will have to be considered during the IDP Review process

LEGISLATIONS

LEGISLATION	RESPONSIBLE DEPARTMENT	SUBJECT MATTER	RESPONSIBILITY	APPROVAL
Constitution (108 of 1996)	Department of Justice			
Development Facilitation Act (67 of 1995)	Department of Land Affairs	Land Development Objectives Spatial Development Spatial integration Sustainable development Bulk infrastructure planning Settlement density Land use control Development strategies Administrative structures Housing delivery	Municipalities	Municipalities & MEC Local Government
Municipal System Act (32 of 2000)	Department of Provincial & Local Government	Integrated Development Plans Strategic planning Multi-sectoral planning, co-ordination & alignment	Municipalities	Municipalities & MEC Local Government may require amendment to IDP
Water Services Act (108 of 1997)	Department of Water Affairs & Forestry	Water Services Plans Provision and delivery of water services	Water Services Authorities/ Municipalities	Water Services Authorities
National Housing Act (107 of 1997)	Department of Housing	Housing Delivery Plans Provision and delivery of housing	National & Provincial Government, Municipalities	National & Provincial Government, Municipalities
National Environmental Management Act (107 of 1998)	Department of Environmental Affairs and Tourism	Environmental Management Plans Environmental principles Environmental implementation plans	Certain national departments and each province	Relevant department in the province
Environmental Conservation Act (73 of 1989)	Department of Environmental Affairs and Tourism	Provides for the effective protection and controlled utilization of the environment and for the matters incidental thereto	Minister/ Administrator/ Local authority	Minister/ Administrator/ Local authority
Municipal Structures Act (117 of 1998)	Department of Provincial & Local Government	Municipal establishment and determination of powers and functions of municipalities	Municipalities	N/A
Public Finance Management (1 of 1999) & Treasury Regulations	National Treasury	Economic, efficient & effective management of public finances Transferred from National or Province through sound accounting and internal control systems	Municipalities	National & Provincial Treasury
Transition Act Second Amendment Act	Department of Provincial & Local Government			
Municipal Finance	Department of Provincial & Local	Economic, efficient & effective management of public	Municipalities	National & Provincial Treasury

LEGISLATION	RESPONSIBLE DEPARTMENT	SUBJECT MATTER	RESPONSIBILITY	APPROVAL
Management Act	Government	finances through sound accounting and internal control systems		
Property Rates Act,	Department of Provincial & Local Government	Creation & maintenance of sustainable municipal rates base	Municipalities	N/A
EIA Regulations: Implementation of Sections 21, 22, 26 of the ECA, April 1998	Department of Environmental Affairs and Tourism			
National Transport Bill, 2000	Department of Transport			
National Land Transport Transition Act (22 of 2000)	Department of Transport	Transport Plans Public transport plan operational Integrated transport plan Operational plan	Transport Authorities/ Municipalities	Transport Authorities/ Municipalities
Urban Transport Amendment Act (14 of 1992)	Department of Transport			
The Rental Housing Act (50 of 1999)	Department of Housing			
Water Services Act (108 of 1997)	Department of Water Affairs & Forestry			
National Water Amendment Act (45 of 1999)	Department of Water Affairs & Forestry			
Promotion of Administrative Justice Act (3 of 2000)	Department of Justice	Fair Administrative procedures	Municipalities	N/A
Promotion of Access to Information Act(2 of 2000)	Department of Justice	Freedom of access to public information	Municipalities	N/A

POLICIES

POLICY	RESPONSIBLE DEPARTMENT	SUBJECT MATTER
Reconstruction & Development Programme (RDP) 1994	President's Office	Development planning and service delivery. Local Economic Development
Growth, Employment & Redistributions (GEAR), 1996	President's Office	A (macro-economic) strategy for rebuilding and restructuring the economy. Contents include fiscal policy, monetary and exchange rate policy; trade, industrial and small enterprise policies; social and sectoral policies; public investment and asset restructuring; employment, wages and training and policy co-ordination
Urban Development Framework, 1997	Department of Housing	Seeks to accommodate the growth and job creation orientation of GEAR with the more re- distributive and 'people development' association of the RDP. It does so through the accommodation of the need to stimulate local economic development and enhanced global competitiveness of South African cities.
Batho Pele White Paper, 1997	DPLG	Puts emphasis on better & efficient service delivery.
South Africa's National Framework for Women's Empowerment and Gender Equality	President's Office	Outlines South Africa's vision for gender equality and how it intends to realize this ideal. It details the overarching principles which will be integrated by all sectors into their own sectoral policies, practices and programmes.
Integrated Sustainable Rural Development Strategy (ISRDS)	President's Office	The ISRDS is designed to realize a vision that will attain socially cohesive rural communities with viable institutions, sustainable economies and universal access to social amenities able to attract and retain a skilled and knowledgeable people, who are equipped to contribute growth and development.
Rural Development Framework (RDF)	DLA	The RDF asserts a powerful poverty focus. It describes how government working with rural people aims to achieve a rapid and sustained reduction in poverty.
Local Agenda 21	DEAT and DACE	It is a blueprint for Sustainable Development. Delivering basic environmental, social and economic services Local level planning Sustainable development of local urban settlements and communities.
White Paper on Local Government, 1998	DPLG	
Towards a Policy on Integrated Development Planning, 1998	DPLG	
White Paper on Municipal International Relations, 1999	DPLG	
Green Paper on Municipal Service Partnerships, 2000	DPLG	
White Paper on Energy Policy of South Africa, 1998	DPLG	
White Paper on Land Reform, 1997	DPLG	
Green Paper on Development and Planning, 1998	DPLG	
White Paper on Agriculture, 1995	DPLG	
White Paper on South African Land Policy, 1998	DPLG	
Department of Land Affairs' Land Reform Programme	DPLG	
Agricultural Policy in SA, 1998	DPLG	
White Paper on Integrated Pollution and Waste Management	DPLG	
White Paper on the Environmental Management Policy for South Africa, 1998	DPLG	
White Paper on Sustainable Forest Development in South Africa, 1996	DWAF	
Moving South Africa, September 1998	DOT	
Moving South Africa, the action Agenda, 1999	DOT	
White Paper on the Development and Promotion of Tourism, 1996	DOT	
Tourism in GEAR, 1997	DTI	
White Paper on Water Supply and Sanitation, 1994	DWAF	
White Paper on a national Water Policy for South Africa, 1997	DWAF	
White Paper on an Integrated Pollution & Waste Management for South Africa, 2000	DEAT	
Public Participation Policy	ALM	Community consultation and participation