

EMTHANJENI MUNICIPALITY



INTEGRATED DEVELOPMENT PLAN SUMMARY

FINAL IDP 2021/2022 (REVIEW 4)

Our Vision:

"A centre for development and service excellence focused on economic development in pursuit of a better life for all".

Emthanjeni Municipality: Integrated Development Plan (IDP) 2021/2022

A) Executive Summary

This document represents a summary of the last review of Emthanjeni Municipality's Integrated Development Plan (hereafter IDP) for the current five-year local government planning and implementation time-frame, i.e. 2017 - 2022 and considers the 2021/2022 budget cycle. The document must be read together with the original IDP, the first three reviews and the municipal-wide sector plans. This IDP review serves as an addendum to the 5-year IDP (2017-2022) that was approved by Council and includes the following:

The **2021/22 IDP review** is in essence structured as follows:

Chapter	Description	Changes to previous IDP review document
1	Introduction and purpose of the IDP Review	A shortened version provided including legal framework.
2	Profile and Situational Analysis of the municipal area	Significant changes, i.e. using the most recent data findings to analyse trends. A review of municipal profile and status for mechanism to achieve the identified strategic objectives.
3	Overview of 2020/21 Financial Year	An overview of the 2020/21 progress in completion of the identified projects in reaching the strategic objectives.
4	Strategic Agenda	The Strategic Agenda as identified in the original 2017-2022 IDP has been reviewed during the IDP Session on the 03 March 2021 and remains in principle the same as with the previous years as council did not alter its strategic objectives. Includes also an updated projects list with the inclusion of feedback on public participation process that was followed.
5	Municipal five-year Action Plan for 2017-2022	Significant changes with inclusion of an Action Plan for the 2021/22 financial year.
6	Performance Management	No changes. Draft TL SDBIP 2021/2022 to be included in Final IDP 2021/2022.
7	Intergovernmental Sector Plans	No changes. Update on projects and sector plans by all tiers of governments and inclusion of input on Draft IDP 2021/22 in Final IDP 2021/22

1) What is an IDP?

The **IDP** is regarded as the **single most important strategic document of the municipality** and **consolidates all municipal strategies and documents**. Hence, this IDP includes the directives to achieve the municipal vision, to promote the national and provincial developmental agenda, to expand and enhance municipal infrastructure and to ensure that all residents have access to essential (basic) services.

The original five-year IDP (2017/2022) has been developed through an exhaustive process of engagement with various stakeholders and this review process (2021/22) only consulted the Stakeholder Representatives per town, IDP Representative Forum, Ward Committee, Councillors and Management to identify community needs. The resultant outcomes informed the design and implementation of municipal-wide projects and programmes, as well as the delivery of services, maintenance of infrastructure and responsibilities to stimulate growth and development. In this regard, the 2021/22 municipal budget includes mainly projects regarding maintenance and provision of infrastructure. A list of Grant Funded Capital projects is also included in this summary.

The programmes and projects are intended for all the wards and the IDP document will acknowledge the sources of information used in the process, amongst others are the following:

- (a) Comments received from the Ward Committees;
- (b) Meetings with members of the IDP and Budget Steering Committee;
- (c) The implementation of Performance Management System (PMS);
- (d) The implementation of Service Delivery Budget Implementation Plan (SDBIP);
- (e) The update of the list of projects;
- (f) The preparation and update of the sector plans;
- (g) Integration of all programmes and plans in the municipal areas;
- (h) IMAP (Implementation Map) for better monitoring of IDP, Budget and SDBIP; and
- (i) The Annual Report 2019/20.

The Municipality adopted in the 2017-2022 IDP, the national Key Performance Areas and aligned itself with these KPA's through a set of strategic objectives.

2) The IDP 2021/22 comprises the following sections:

2.1 Chapter 1: IDP Process: Introduction

This section focuses on the purpose of the document and the legal context and framework of the IDP. The section further identifies the basis for the IDP and clarifies the process followed with review.

2.1.1 Introduction and Background to Integrated Development Planning

The concept and practice of Integrated Development Planning (IDP) was introduced in South Africa in the 1990s and was subsequently formalised in both policy (**White Paper on Local Government, 1998**) and legislation (**Municipal Systems Act, 2000**). The White Paper on Local Government introduced the IDP as one of the critical tools that municipalities could employ to drive the realisation of a 'Developmental Local Government'.

Thus, since 2001, as required by the Municipal Systems Act, Act 32 of 2000 (MSA), all municipalities have been developing and implementing IDPs with the aim of providing household infrastructure and services; creating liveable and integrated cities, towns and rural areas; building vibrant and inclusive local economies; and facilitating community empowerment.

2.1.2 IDP Process Plan

Section 28 of the MSA requires all municipal councils to adopt a written process to guide how it will plan, draft, adopt and review its IDP. The process plan is a “**timetable**” of activities and events to be undertaken in the process of developing and reviewing IDPs by all categories of municipalities.

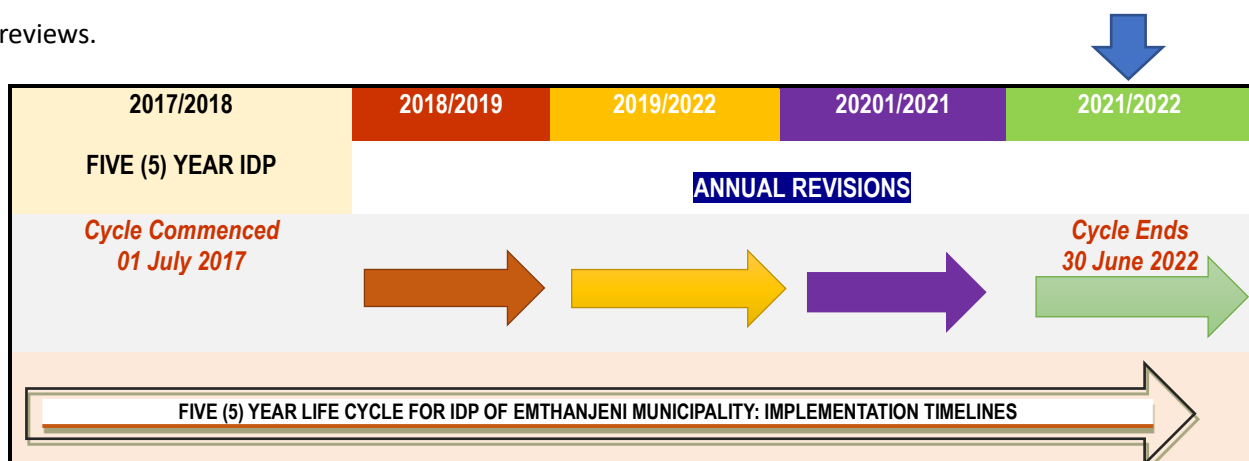
Municipalities need to inform and consult with the local community before this is adopted. Due to the Covid 19 restrictions the Municipality consulted with Ward Committees in the respective towns of Emthanjeni Municipality before the adoption of the IDP Process Plan and Time Schedule with key deadlines at the end of August 2021.

Essentially, the IDP Process Plan articulates the programme of action that will be followed in the development of the IDP and covers the following:

- 👤 The distribution of **roles** and **responsibilities** in the IDP development process;
- 👤 **Institutional arrangements** for the process;
- 👤 Mechanisms and procedures for **public participation**;
- 👤 Specific activities to be undertaken with **timeframes** and **resources** requirements;
- 👤 Mechanisms and procedures for **alignment** with **external stakeholders**; and
- 👤 Relevant and binding **planning** and **policies requirements at national and provincial sphere.**

2.1.3 Five (5) year cycle for developing and review of an IDP:

Below diagram illustrates the cycle for the development of the five-year IDP 2017/2022 and its annual reviews.



2.1.4 Phases of the IDP:

The drafting of the IDP involves five (5) critical phases which are illustrated below:



2.2 Chapter 2: Situation Analysis and Status of the Municipality as the mechanism to implement the strategic objectives

This section focuses on the existing situation of the communities the municipality serves, focusing on population statistics, geographical descriptions, economic growth potential and other socioeconomic aspects in the society of Emthanjeni Municipality. This section must enable the municipality to determine its developmental objectives, whether it be service delivery, health, education, job creation, land reform, environmental health and management, spatial planning inequalities, etc.

This second part of this section focuses on the current status of the municipality as an implementing agent and determine the capacity (or lack thereof) and resources (or lack thereof) to implement the IDP.

The below table summarises the profile of Emthanjeni Municipal area:

EMTHANJENI LM (CATEGORY B): MUNICIPAL PROFILE	
Population	42 356 (Census 2011) 45 404 (CS 2016) Highest population proportion in the district, with an average household size of 4,1 persons per household
Size of Municipal area	13 472km ²

Towns	De Aar (Centre), Britstown & Hanover
Number of Wards	Eight (8)
Number of Households	10 456 (CS 2016) (Agricultural households: 1,307)
Number of Indigent households	3 916
Unemployment rate	28% [Youth: 37,2%]
Key economic sectors	Community Services, Transport, Finance, Trade, Electricity, Agriculture, Construction & Manufacturing
Most spoken Languages	Xhosa and Afrikaans

The below table outlines the eight (8) respective wards in Emthanjeni Municipality as was demarcated in 2016:

Ward	Areas
1	Montana, Kareeville, Sunrise
2	Macarena, Residensia, New bright, Happy Valley, Extension 20, Klein Kareeville, Extension 7
3	Nonzwakazi, (From street 11, 10,20 until street 3,15, 16, Izinyoka including left side of street 2)
4	Barcelona, Leeuwenshof, Malay camp, Portion of Nonzwakazi (Only Street 12 left side)
5	Remaining part of town, Louisville
6	Kwezi, Nompumelelo, Joe Slovo Park, Tornadoville, Hanover(town)
7	Jansenville, Mziwabantu, Britstown(town), Proteaville
8	Right side of Street 2, 1. 13, 14, 17, Waterdal and Town portion up until Van Zyl Street

2.3 Chapter 3: Overview of 2020/21 projects

This chapter gives an overview of the progress with regard to the identified projects as per Strategic Objective as to form a baseline for planning further projects for the 2021/22 financial year.

2.3.1 PROJECT PROGRESS ON 2020/21

Cost Centre Name	Ward	Project Name	Funding Source	2020/21	Status
Infrastructure	6	Upgrading of Kwezi Sport Ground	MIG	R2 388 200	The project has been completed.
Housing	1,2	Emthanjeni area- De Aar 2386 Phase 1,2 400 Structure continue	COGHSTA	-	In progress
Infrastructure / Development	5	Merino Park Stadium	Mulilo	R 5 777 362.24	Completed
Water	1,2,3,4,5,6,8	Repair and Refurbishment of Water Infrastructure	MIG	R 1 210 600.00	Completed
Infrastructure	5	Tarring of Rev Swart (phase 2)	Public Works (EPWP- IG)	R1 380 000	95% completed

Cost Centre Name	Ward	Project Name	Funding Source	2020/21	Status
Electricity	6	Electrification of 18 houses in Hanover	INEP	R1 010 000	Completed
Sanitation	7	Connection of 481 households to the sewer reticulation network in Britstown	MIG	R6 221 751.23	Completed
COVID 19	ALL	Sanitization project- COVID-19	MIG	R 477 000.00	Completed
Electricity	ALL	Installation of energy saving lights	EEDSM	R3 600 000	Phase 1 of project completed

2.4 Chapter 4: The Strategic Agenda

The section outlines the priorities of the communities and the objectives and strategies agreed upon. The key performance areas and strategic objectives have been identified in this section e.g. storm water drainage, job creation, provision of housing, sustainable services, etc.

2.4.1 Strategic Direction:




During the Councillors, Ward Committee and Management Sessions in March 2021, the strategic direction of 2020/21 was regarded as still relevant and was not reviewed:

a) Vision

“A centre for development and service excellence focused on economic development in pursuit of a better life for all”.







b) Mission:







“To provide a quality service at all times and:

-  Value our resources both human and financial
-  Develop an active citizenry
-  Create a conducive environment for economic growth”

c) Core Values:

The Emthanjeni Municipality is anchored in the following fundamental values:

-  **Service Excellence:** We are never satisfied with yesterday’s way of doing things and are always looking for new ways to do our work better, faster, smarter and we do it best always;
-  **Transparency:** We will communicate realness in our dealings with colleagues and clients at all times;
-  **Integrity:** We will communicate realness in our dealings with colleagues and clients and shall be upstanding at all times;
-  **Corruption Free:** Our organization will be viewed by those, both within and without, as honest and upstanding and thus deal with all forms of corruption;
-  **Caring:** We will always be sincere and be truthful to ourselves and our clients. We will live for each other as a team;
-  **Respect:** We will show respect, trust and loyalty to our colleagues and clients by dealing with them in an open and honest manner;

-  **Accountability:** We will be accountable for all our actions, good or bad and deal with the consequences thereof;
-  **Civic Empowerment:** We will always seek to create an environment where our community may learn, grow and be fulfilled and reach their full potential;
-  **Honesty:** We shall at all times ensure that we handle all matters like they are, without creating unrealistic expectations and at all times communicating the truth;
-  **Equality:** We shall at all times, eliminate discrimination and strengthen good relations between the various parties within our environment and promote and protect human rights;
-  **Loyalty:** We shall be devoted with faithfulness to all our stakeholders and in particular the vision for the development of our organization;
-  **Discipline:** We shall at all time focus ourselves on the main goal and are willing to achieve that goal at the expense of our own comfort.

d) Council's strategic objectives and focus areas:

National Key Performance Area	Municipal Strategic Objective
Basic Service Delivery	Provision of access to all basic services rendered to residents within the available resources
Municipal Transformation and Institutional Development	Develop and Transformation of the institution with the aim of capacitating the municipality in meeting their objectives.
Local economic Development	Promote the equitable creation and distribution of wealth in Emthanjeni Municipal area.
Municipal Financial Viability and Management	Maintaining a Financially Sustainable & Viable Municipality.
Good Governance and Public Participation	Promote representative governance through the sustainable utilization of available resources in consultation with the residents of Emthanjeni Municipality.
Safety and Security	Contribute to the creation of communities where residents and visitors can work live and play without threat to themselves or their properties.
Social Development	Contribute to the development and protection of the rights and needs of all residents with a particular focus on the poor.

2.5 Chapter 5: Action Plan 2020/21 and Integrated Sector Plans

The section focuses on the projects identified to be implemented during the new financial year per Key Performance Area/Strategic Objective. It sets out each project's name, indicator(s), location, target(s) to measure performance, as well as the potential sources of funding. A distinction is made between projects for which funding is available for the 2019/20 financial year and projects for which funding is not (yet) available for.

The above strategic objectives are aligned with the needs of the communities as these needs reflected mainly on:

-  Economic Development







-  Infrastructure Development
-  Health Services
-  Youth Development
-  Housing Delivery
-  SMME Development
-  Availability of Agricultural land
-  Sport and Recreation
-  Skills development

As to ensure a proper planned review process, a Process Plan was approved and focuses on the organizational arrangements for the planning process and indicates the time-frames and community participation processes. This was done in line with the guidelines set out in the Municipal Finance Management Act and concrete efforts were made to align the planning and budgeting processes. The process illustrates the important relationship between the IDP, budget and the Performance Management System.










2.5.1 Municipal Status Quo

The Municipal status quo with future plans, challenges, achievements and form of support required:








Improvements of Basic Service Delivery;

-  UDS toilets are upgraded annually out of own funding in Hanover – 45 left
-  Busy with electrification of De Aar East Phase 1 (Housing project)
-  Replacement of De Aar West transformers
-  Business Plan for Hanover boreholes submitted to MIG for funding
-  An allocation of R12,59m received for the 2021/2022 financial year
-  EEDSM Program is implanted in all wards.

2.5.2 Key achievements in Service Delivery:

-  Upgrading of Kwezi Sports Ground; project has been completed.
-  Repair and Refurbishment of Water Infrastructure has been completed.
-  Tarring of Rev Swart & Henry Botha Street
-  Connection of 481 households to the sewer reticulation network in Britstown-phase 3; the project is completed.
-  De Aar 600 (phase 3): servicing of sites is completed
-  The street 2 paving project is completed by the Department of Roads and Public Works.
-  Britstown 848: the construction of internal civil services; the project is completed.
-  De Aar 353 housing project in progress.
-  De Aar 2388: Site handover date was 22 January 2019; Project completion date is 06 April 2023; Project value of R534, 456 193.88; Construction period will be over period of 48 months.

2.5.3 The future economic attractions / planning for Emthanjeni area are as follows:

-  N12 new garage (Britstown)
-  Development of Industrial sites in all three towns
-  Survey more residential sites in all towns
-  Town houses and chalets for new hospital
-  Development N10 corridor (development of strategy)
-  Water pipeline (Vanderkloof) from Orange River over 15 years
-  Revitalisation of Rail (Wagon Manufacturing Plant, Warehouse Hub)
-  Upgrading of two Stadiums (Nonzwakazi and De Aar West)
-  Disposal of land for development like Warehouse Hub, Shopping Centre, Manufacturing, Hanover Shop and others
-  Infrastructure development like water, electricity, roads, stormwater, streets and sewerage
-  Housing Development
-  Mix Development

2.5.4 Integrated Sector Plans

The section also focuses on the Integrated Sector Plans that needs to be aligned with the municipality's strategic objectives and with the resources framework. These sector plans include inter alia:

-  5 Year Capital Investment Programme;
-  5 Year Financial Plan;
-  5 Year Infrastructure Plan;
-  Integrated Waste Management Plan;
-  Integrated Institutional Plan;
-  Tourism Strategy Implementation Plan;
-  Municipal Human Settlement Sector Plan;
-  LED Strategy;
-  Disaster Management Plan;
-  Water Services Development Plan;

2.5.5 Public Participation

The Local Government Municipal Systems Act, 32 of 2000 – Chapter 4 requires that all Municipalities develop a **culture of participatory governance** by putting in place mechanisms and procedures that allow for public participation in the affairs of the Municipality, including the IDP and Budget Process. Central to this is the need for community members to be well informed about the affairs of the Municipality at all times and to take part in the decision-making processes of Council. To address this, the Council set up Ward Committees and an IDP Representative Forum. The Process Plan outlines the continuous consultation with the community stakeholders.

A range of meetings were held with various stakeholders, especially ward committees and Stakeholder representatives. A complete list of these meetings can be viewed in Chapter 4.




2.5.6 INSTITUTIONAL ARRANGEMENTS

The municipality is responsible for the successful implementation of the IDP. For this reason, it is important to ensure the successful allocation of roles and responsibilities within the organisation and the following gives a brief overview:


a) Executive Committee:

-  Political oversight over the IDP







b) Ward Councillors:

-  Link the planning process to the constituencies and / or wards;
-  Be responsible for organizing public consultation and participation;
-  Monitor the implementation of the IDP with respect to the particular wards.

c) Municipal Manager:



-  Overall responsibility for the IDP

d) Development Manager / IDP Officer:








-  Responsible for managing the IDP Process through:
-  Facilitation of the IDP Process,
-  Co-ordinating IDP related activities, including capacity building programmes,
-  Facilitating reporting and the documentation thereof,
-  Liaising with PKS Shared Services and Provincial Sector Departments,
-  Providing secretariat functions for the IDP Steering Committee and Forum.

e) The Chief Financial Officer:



The CFO must ensure that the municipal budget is linked to the IDP and is responsible for:




-  Co-ordinating the budget implementation,
-  Development of the 5-year municipal integrated financial plan linked to the IDP

f) IDP Steering Committee:

-  The Committee meets quarterly.
-  It is responsible for IDP processes, resources and output
-  It makes recommendations to Council,
-  It oversees the meetings of the IDP Representative Forum,
-  Oversees effective management of the IDP Process
-  Contribute to the assessing of needs & prioritising
-  Evaluation of IDP/ Budget / PMS alignment

g) IDP Representative Forum:

-  It forms the interface for community participation in the affairs of Council;
-  Operates on consensus basis in determination of priority issues for the municipal area;

-  Participates in the annual IDP Review Process;
-  It has four meetings for status quo reports and input taking and to discuss progress and shortcomings;
-  All wards within municipal area must be represented on Forum through the Ward Committee.

2.5.6.1 Alignment

In terms of the Municipal Systems Act development strategies must be aligned with National and Provincial Sector Plans as well as planning requirements. It also envisages that a single inclusive and strategic plan must be adopted which links, integrates and coordinates plans. The municipality aligned its resources and processes as far as possible with the IDP.

2.5.7 Core components of an IDP

a) Spatial Development Framework (SDF)

The Municipal Systems Act requires municipalities to adopt IDPs that contain Spatial Development Frameworks (SDFs) as a core component. These SDFs must include basic guidelines for a land use management system for the municipality.




Emthanjeni Municipality's Spatial Development Framework had been outdated but the municipality started the process to lobby sector departments to assist with funding which never bear positive results. The IPP's were also engaged to financially assist for the compilation of the SDF which they were not prepared as they indicated that it's not part of their mandate. The municipality, through the COGHSTA support programme for municipalities, submitted an application to the Development Bank of South Africa (DBSA) during October 2021 for the funding of the review of the SDF and is awaiting feedback.





b)

2.6 Chapter 6: Performance Management System (PMS)

The White Paper on Local Government (1998) nationally introduced Performance Management System (PMS) as a tool to ensure developmental local government. It concluded that Integrated Development Planning, Budgeting and Performance Management were powerful tools, which could assist municipalities to develop an integrated perspective on development in their areas. Performance management will cover both the institutional performance and municipal wide performance.

The Municipal Systems Act (Act 32 of 2000), requires all municipalities to:

-  Develop a Performance Management System;
-  Set targets, monitor and review performance based on indicators linked to the IDP;
-  Publish an annual report on performance to the Councillors, staff, the public and other spheres of government.'

-  Incorporate and report on a set of general indicators pre-established nationally by the Minister responsible for Local Government;
-  Conduct an internal audit on performance before tabling the report;
-  Have the annual performance report audited by the Auditor-General;
-  Involve the community in setting indicators and targets and reviewing municipal performance.

Emthanjeni Municipality compiled the **Service Delivery and Budget Implementation Plan (SDBIP)** with clear indicators based on the national key performance areas (KPA) and therefore the municipality's strategic objectives.

The KPAs and key performance indicators (KPIs) are based on the local priorities and IDP objectives. **Performance agreements** were also concluded between the Council and the Municipal Manager as well as all Senior Managers. These agreements directly supported the implementation of the IDP process. Individual performance agreements need to be signed by the Municipal Manager and Senior Managers who report to the Municipal Manager.

2.7 Chapter 7: Intergovernmental Sector Plans

The IDP contains previous information from various sector departments (National and provincial) residing in the Municipal Area. It is thus essential for departments to forward their projects as part of integrated planning and implementation of programmes and projects to be implemented within the Emthanjeni municipal area.

3.) 2021/2022 Budget and Funded Capital projects:

The 2021/2022 budget of the Municipality amounts to **R333 687 825 million** as **total revenue**, including capital transfers and contributions, and **R333 486 687million** as **total expenditure**. Financial viability is constrained by consumer priorities in terms of account payments and limited revenue-raising capacity. Capital transfers and contributions amount to R27 596 000 million and are an indication of the Municipality's dependency on grant funding.

The IDP includes a number of funded projects in the 2021/22 budget (including EPWP funded projects) as well as a list of 'unfunded needs', most of which are not associated with the mandate of a local municipality.

The **funded Capital projects** for the 2021/22 and 2022/2023 are included in the table below:

PROJECT DESCRIPTION	DIVISION	TOTAL PROJECT COST	FUNDING SOURCE	PROJECT STATUS	BUDGET 2021/2022	BUDGET 2022/2023
EEDSM Program (replacement of streetlights with LED lights)	Electricity	R11 000 000,00	EEDSM	Construction	R3 000 000,00	R4 000 000,00

PROJECT DESCRIPTION	DIVISION	TOTAL PROJECT COST	FUNDING SOURCE	PROJECT STATUS	BUDGET 2021/2022	BUDGET 2022/2023
Northern scheme (development of 12 boreholes)	Water	R33 658 639,30	WSIG	Registered	R8 000 000,00	R11 000 000,00
High Mast Lights installation	Electricity	R12 596 000,00	MIG	To be confirmed	R12 596 000,00	
Electrification of stands in De Aar	Electricity	R26 352 000,00	INEP	Registered	R4 000 000,00	R4 000 000,00
Paving of street	Roads	R1 389 000,00	IG	Registered	R1 389 000,00	
Connection of 337 households to Sewer reticulation system in Mziwabantu (Britstown)	Waste water	R15 308 342,30	MIG		R 9 060 472,55	R3 951 618.40
			CRR		R2 296 251,35	
Procurement of new De Aar West electricity transformer and refurbishment of existing De Aar West transformer	Electricity	R13 000 000,00	Borrowing		R13 000 000,00	
Total		R113 303 981,60			R 53 341 723.90	R19 000 000,00

4. Development of 5th Generation five-year IDP 2022/2023

According to Section 25(1) of the Local Government: Systems Act, No.32 of 2000, each municipal council must adopt an IDP after the start of its elected term within a prescribed period. An election represents the start of