

PART 4: WHICH DIRECTION ARE WE TAKING AND HOW DO WE GET THERE?

4.1 Defining our developmental goals: from development priorities to development clusters: An interventionist approach

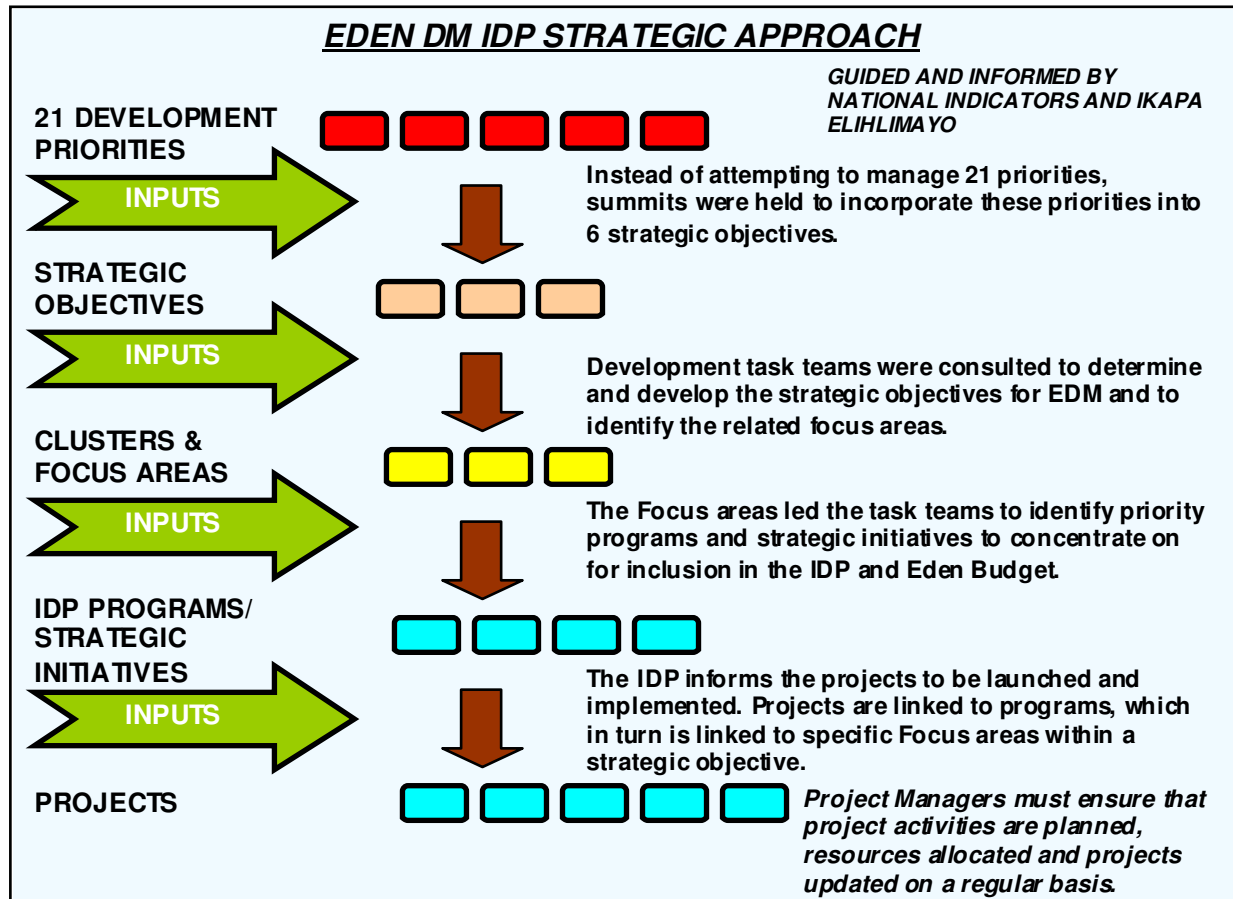
The overall strategy of EDM is twofold: to implement and realise the vision (“What we want to be”) while at the same time aligning our selves with the mission of the municipality (“Why we exist”). This last cycle of the current IDP is thus aimed at developing more specific strategies and objectives in order to inform Council’s future choices and decisions.

Given the challenging circumstances reflected on in the previous sections, it was clear that a revolutionary approach was needed to steer the region on a new integrated developmental path. The aim of Eden’s new approach is not to solve and address all challenges at once, in fact, the legal framework for the IDP’s never intended to resolve every planning issue in one review cycle. It is intended that the process will improve as we learn from implementation and delivery, given that we are on the threshold of a new cycle of IDP’s. One of the critical challenges set out right at the beginning, is the need to develop a clear strategic focus. In developing strategies for example, to be aware of the need to properly align it to the existing structures of Council. However, sector strategies which only address the departments that currently exist in Council are restrictive. In order to overcome this as well as the need to manage constraints such as lack of resources, expertise and capacity and to give effect to nation-wide priorities, **EDEN introduced the notion of clustering development themes which encompass the implementation of strategic programs with projects.**

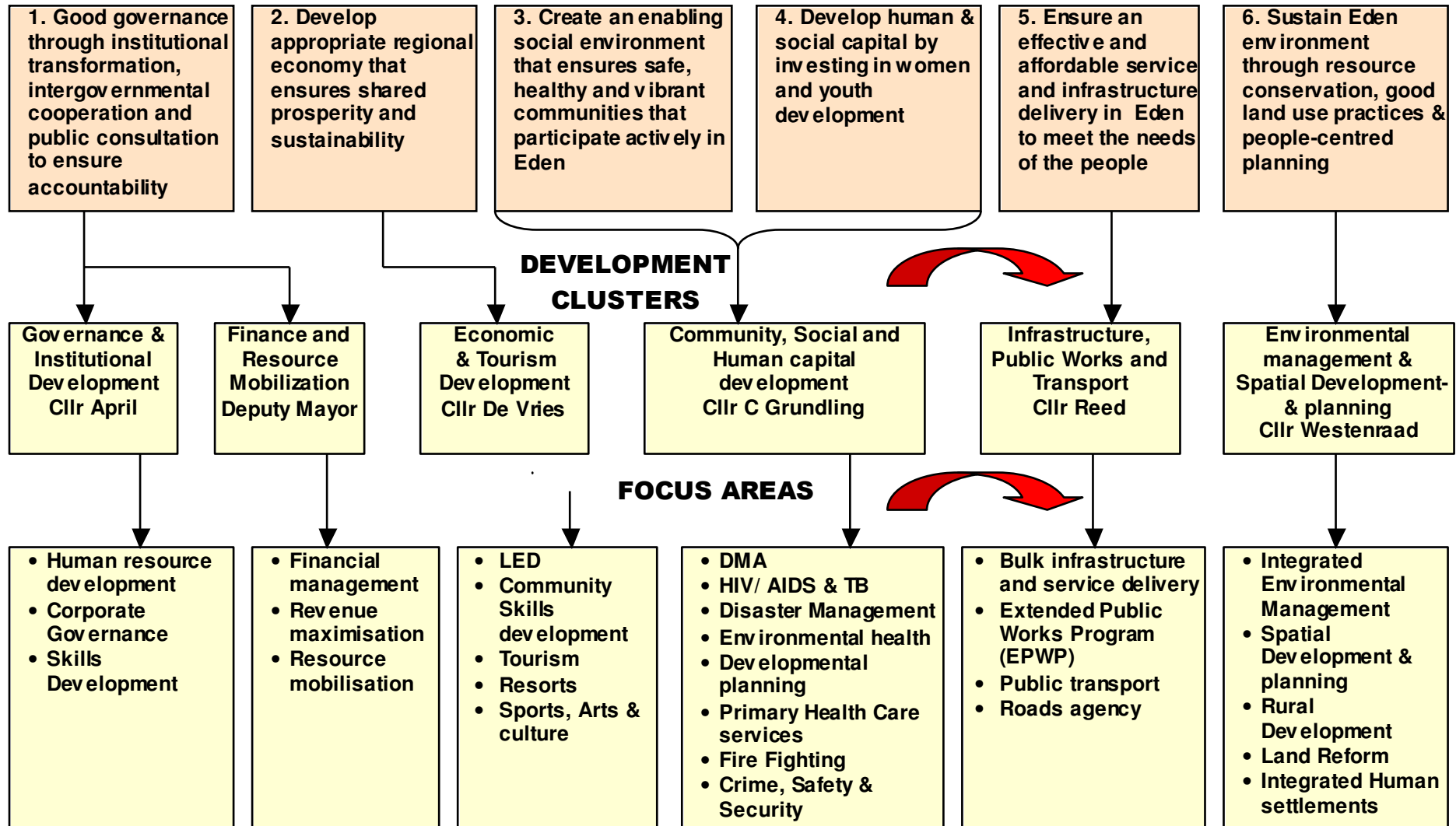
Our “Game Plan” of taking a programme approach to compliment our current efforts at improving project management, is based on the believe that strategy includes knowing what it is that you need to measure to ensure that you stay on the correct path. The rationale behind the Strategic Management approach is to develop a “Game Plan” that assists to translate the vision, mission, objectives etc. into actions and actions in turn into OUTCOMES. Our “Game Plan” is essentially about three things, (i) establishing a link between planning and implementation, which specifically refers to the nature and quality of the planning process and how it lays the foundation for effective prioritised delivery; (ii) institutional preparedness which includes putting in place key management and control systems, including financial, monitoring and evaluation systems as well as the forging of developmental partnerships with government and private role-players that will positively impact on our ability to deliver against IDP identified priorities; and (iii) at a more practical level this approach will create an environment of learning as well as sharing of good practise amongst programme coordinators, whilst developing much needed management tools to achieve good implementation of nation-wide priorities.

4.2 Summary of programs and projects

The Eden DM embarked on a course whereby the needs of the entire Eden community (including all spheres of government, NGO's, individuals and any other interested parties) were considered for inclusion in this IDP. As stated before, a strategic approach was followed to arrive at programs and projects for inclusion.



STRATEGIC OBJECTIVES



Development Cluster 1: Governance & Institutional Development
Development Cluster 2: Finance and Resource Mobilization

FOCUS AREAS



Governance & Institutional Development

Finance and Resource Mobilization

Human Resource Development

Skills Development

Corporate Governance

Financial Management

Resource mobilisation

STRATEGIC INITIATIVES



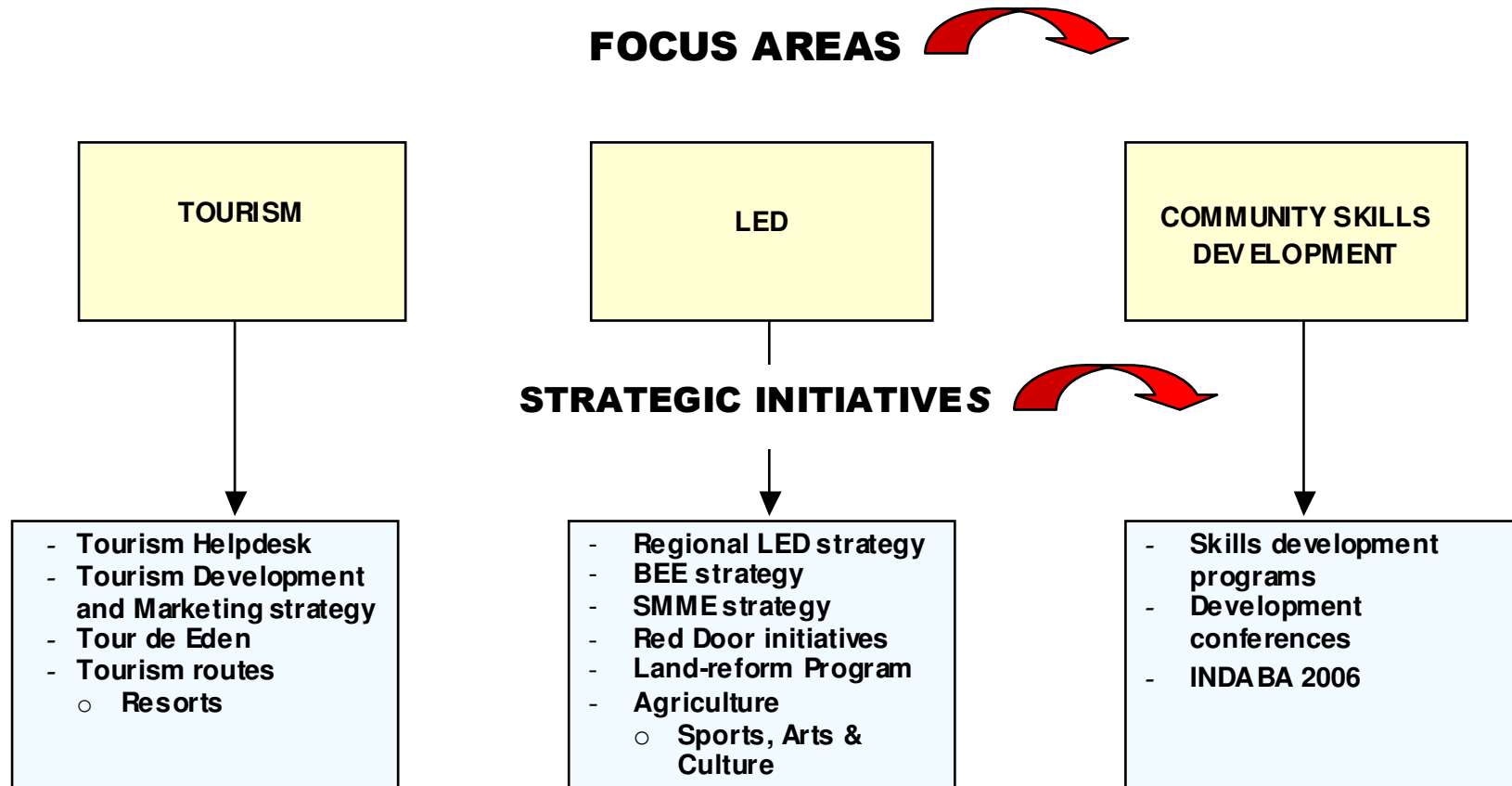
- Develop and implement of an Integrated Human Resources Strategy
- Institutionalise participation structures
- Skills Development

- Development and Implementation of an integrated Customer Care strategy.
- The improvement of the overall control and corporate governance environment.
- IDP review 2006/07
- Implement integrated Transformation Management Strategy.

- Develop Service Delivery and Budget Implementation plan
- GAMAP/ GRAP compliance
- Develop Budget and IDP alignment process
- 5 Year financial plan
- Develop MFMA policies
- Annual statements and financial reports

- Capacity Development Frameworks
- Regional projects
- Land asset system
- Integrated computer system
- Performance management system
- Implementation of Indigent policy
- Develop Credit control and Debt collection policies

Development Cluster 3: Economic Development and Tourism



Development Cluster 4: Community, Social and Human Capital Development

FOCUS AREAS



HIV/ AIDS & TB

Social Development

Disaster
Management

Environmental
health

District Management
Area

STRATEGIC INITIATIVES



- Establish of a HIV/ Aids Forum
- HIV/AIDS/TB
- HIV/AIDS Strategy & Plan

- INTER GOVERNMENTAL POVERTY ERADICATION STRATEGY
- Develop Early Childhood Facilities
- Development of a literacy Program

- Disaster Management plan
- Risk and vulnerability study

- Environmental Health strategy and implementation plan
- Clean-up project
- Capacity development Program

- Health & Welfare
- Basic Services
- Housing & Infrastructure
- LED, Tourism Development & Sport

Development Cluster 5: Infrastructure, Public Works and Transport

FOCUS AREAS



Bulk infrastructure and
service delivery planning

Extended Public
Works Program
(EPWP)

Public
Transport

Roads Agency

STRATEGIC INITIATIVES



Integrated Infrastructure Plan
Regional Bulk Infrastructure audit and plan

- Water Services development plan for Eden and Local municipalities
- Integrated Water supply assessment study
- Treatment of Storm water discharge

Infrastructure projects:

- Municipalities

VIP toilets on farms
Upgrading of resorts
Integrated Waste Management System

**EPWP for Eden
district**
Status quo analysis

**Regional
Integrated
Transport
plan**

**Maintenance of
Roads planning**

Development Cluster 6: Environmental Management &

FOCUS AREAS

Integrated Environmental Management

Spatial Development & Planning

Rural Development

Integrated Human settlements

Land Reform

STRATEGIC INITIATIVES

- Eden wide conservation development framework
- Resource Conservation Programme
- Heritage Conservation Programme
- Integration of biodiversity corridor initiatives
 - Sustainable Agricultural Programme
 - Alien vegetation management plan
 - Regular cleaning-up campaigns
 - Appoint regional environmental coordinator to support municipal environmental officers & -planners
 - Recruitment and training of adequate environmental health officers
 - Integrated LED Programme focussing on the advantageous use of environmental opportunities for economic purposes
 - Regulate all conservation activities within municipal boundaries, for example enforcement of appropriate municipal bylaws.
 - Environmental Law enforcement sub-programme

- Spatial Planning & Land use Programme
- Urban Edge study
- Settlement Restructuring Programme
- EDEN District Land Audit
- Spatial Planning Land use Programme
- Growth Potential Study (linking with LED opportunity study)
- Eden GIS system
- Town planning: DMA
- EIA DMA Waste site
- Bio monitoring
- Spatial Development Framework
- Integrated Human Settlement Strategy

- Land Reform Strategy**
- Sustainable village sub-programme
 - Rural Development Strategy
 - Monitoring of land care practices
 - Formulate and implement urban greening plans for all towns
 - Policy on range of tenure options
 - Integrated Rural Regeneration/ Development Programme
 - A "citizen active" programme coordinated by local municipalities
 - Develop a succinct community investment programme, committing prioritised council funds or sourcing external fund
 - Integrated Rural Regeneration/ Development Programme
 - Develop and implement participatory training programs
 - Promote and engage in partnerships with training organisations and NGO's involved in similar projects

The approach entails establishing the EDEN IDP as the *primary strategic planning and management process of the Council*. As such, it will be strategically driven by the senior management and senior politicians within the Council. This implies a shift away from the identification of the IDP as another geographical planning tool to recognition of it as a central business planning and implementation process of the Municipality. The EDEN IDP will thus become the *strategic management tool* informing all council activities with regard to *allocation of resources*.

Key aspects and advantages of this interventionist approach include :

- **Establishing and strengthening leadership** on governors and administrators level by:
 - Improving information sharing
 - Building strong relations (rather than finding refuge in endless structures/forums)
 - Developing shared vision and –leadership across the district
 - Developing good practise (rather than focussing on best practise and competition)

- **Building institutional efficiency:**
 - To move past the excuse of lack of resources, towards harnessing and managing existing resources: to move towards application;
 - To let go of the need to control, rather to strive towards order: need for open systems approach, breaking down barriers between Departments, Municipalities, spheres of government, the private sector, civil society, etc. in order to achieve our development agenda;
 - To move away from structures towards the development of relationships: to address issues of leadership (our perceptions of leadership);
 - An integrated information management system: towards suitable information management in rural and urban centres;
 - Need for developing practitioners able to give effect to the development agenda and to manage processes.

- **Developing sound intergovernmental cooperation through:**
 - United inter-sectoral government action to channel existing resources towards enhancing the competitive advantage of the EDEN District as a whole
 - Forging developmental partnerships
 - Developing a district development agenda that impacts on government decisions, investment and spending
 - Decisive action on focussed multi year action programs through (district wide) project implementation
 - Integrated planning and implementation e.g. multi-disciplinary regional teams that assist in integrating planning cycles

- **Establishing platforms for social dialogue by:**
 - Putting in place mechanisms for IDP consultation and implementation as well as the monitoring of performance

- Ensuring buy-in from key stakeholders through institutionalised and structured involvement in planning and delivery processes: joint implementation of projects between municipalities, provinces, etc.
- **Engaging in targeted interventions :**
 - Developing District IDP with clear strategic focus that becomes guide for resource allocation
 - EDEN DM ensure structured engagement, developing agreement within district (amongst government and non-government role-players)
 - EDEN DM ensure structured engagement, developing agreement with neighbouring districts (amongst government and non-government role-players)

4.3 IDP Budget Link

In terms of section 34 of the Municipal Systems Act a municipal council –

“(a) *must review its integrated development plan-*
 (i) *annually in accordance with an assessment of its performance measurements in terms of section 41; and*
 (ii) *to the extent that changing circumstances so demand; and*
 (b) *may amend its integrated development plan in accordance with a prescribed process.*”

The Eden IDP review- and budget process are now integrated according to guidelines from National Treasury and the Department of Provincial and Local Government (DPLG). This integrated process also complies with the prescriptions of the ***Municipal Finance Management Act, No. 56 of 2003***. The following process was followed:

A **Time Schedule** was compiled and approved on 28 October 2004. An appropriate IDP *Analysis* was done during which the communities’ needs and priorities were reviewed. During the Review of the IDP Eden DM did not have a formal ***Performance Management System in place***. The IDP Review process was specifically structured to include an assessment of the twenty one development priorities and the vision contained in the original IDP. These development priorities and strategies as well as the vision were reworked and through maximised public participation a set of clear Strategic Objectives, Strategies and A new EDEN Vision were proposed. These *reworked objectives and strategies will inform Departmental and District Scorecards*.

A proper ***financial analysis*** was also done as part of the IDP Review, in order to assess the financial position and capacity of the municipality. The Review Process also included a thorough ***Situational analysis***, during which the current realities were reviewed and the changing conditions examined by looking at the new information at hand. It further involved reviewing external mechanisms for possible changes to agreements impacting on the next budget. It also involved examining sectoral plans for gaps and priority issues. Inputs were also obtained from Councilors and Directors with regard to needs and priorities. ***Inputs from Government and***

other bodies were obtained during September to November 2004. In partnership with other Government bodies, local municipalities and our social partners' key IDP events was organised to refine our **Strategy**.

These events were forward looking and had clear outcomes for the future direction of the EDEN District Municipality. It provided clear future directions, strategy, focus areas and policies to guide budget allocations and IDP plans. The process provided the information needed to identify **Key Programs, projects and a preliminary capital budget**. This Review programs and projects provide for priorities and outputs desired for next 3 years with updated cost estimates. During the period November 2004 to February 2005 the EDEN District Municipality managed to finalise its strategic priorities and preliminary budget allocations. The IDP Review also had a direct impact on the **Operating budget**. The **approval of our draft revised IDP and draft annual budget** was done in March 2005. During April to May 2005 we engaged in a **Consultation and refinement process** aimed at: making public the annual budget and other required documents for public comments and submissions; submitting the annual budget to National and Provincial Treasury, prescribed national or provincial organs of state and to other municipalities affected by the budget; consulted the local municipalities in the EDEN District on the proposed revised IDP; published the proposed revised IDP for public comment and consulted the Ward Committees on the annual budget and revised IDP. Council approved the capital and operating budgets at the end of May 2005 and will soon approve the revised IDP document.

Recommendations made by stakeholders during the IDP Review process, new legislative requirements and government challenges at the dawn of the second decade of freedom have direct impact on the budget. New legislation requires from the district municipality to spend more on fire fighting, disaster management, environmental health and tourism. Section 83(3) of the Municipal Structures Act, requires from Council to build the capacity of local municipalities, to ensure integrated development planning and equitable resource distribution, across the district. From 1 July 2004 environmental health became a function of the district municipality; the district has thus taken over the rendering of this function from local municipalities. For the first time EDEN District Municipality conducted a thorough IDP public participation process. As a result the municipality was able to draw up a budget based on the needs of the people through inclusive participation.

4.3.1 Summary of Programs and Projects

STRATEGIC OBJECTIVE	PROGRAM/ PROJECT	AMOUNT
<i>Good governance through institutional transformation, intergovernmental cooperation and public consultation to ensure accountability</i>	5 Year Financial Plan	200,000.00
	MFMA Related policies	150,000.00
	Capacity Building(Ward Committees)	200,000.00
	IDP Review 2006/07	150,000.00
	Inter governmental relations(IGR) Unit (Com.Strat etc)	1,000,000.00
	Regional Projects(Archive & Workflow etc)	1,500,000.00
	Land asset management system	350,000.00
	Integrated Computerised System	600,000.00
	Performance Management System	200,000.00
	R 4,350,000.00	
<i>Develop appropriate regional economy that ensures shared prosperity and sustainability</i>	Tourism strategy	250,000.00
	LED Strategy	300,000.00
	Development Conferences(e.g. BEE)	150,000.00
	INDABA 2006	350,000.00
	Tour de Eden	400,000.00
	Tourism routes	250,000.00
	R 1,700,000.00	
<i>Create an enabling social environment that ensures safe, healthy and vibrant communities that participate actively in Eden</i>	Disaster Management Plan	250,000.00
	HIV/AIDS Plan	1,200,000.00
	Special Programs Unit	200,000.00
	CDW Program	50,000.00
	Risk and vulnerability study	500,000.00
	Clean-up project	500,000.00
	R 2,700,000.00	
<i>Develop human & social capital by investing in women and youth development</i>	Regional municipal conference and training centre (Kleinkranz)	350,000.00
	Early childhood development (creches)	350,000.00
	Employee succession planning	250,000.00
	R 950,000.00	
<i>Ensure an effective and affordable service and infrastructure delivery in Eden to meet the needs of the people</i>	Strategic services and infrastructure Plan	400,000.00
	Water Services Development Plan	400,000.00
	Status quo analyses	300,000.00
	Prov. of VIP Toilets on farms	1,000,000.00
	District Development Profile(BSFEP)	300,000.00
	Calitzdorp Spa Water	160,000.00
	Upgrading of Resorts	700,000.00
	Infrastructural Projects:Municipalities	12,950,000.00
	R 16,210,000.00	
<i>Sustain Eden environment through resource conservation, good land use practices & people-centred planning</i>	Environmental Management Plan	250,000.00
	State of the Environment Report	250,000.00
	Spatial Development Framework	250,000.00
	Environmental sust. Dev. Program	500,000.00
	Bio monitoring	150,000.00
	Eradication of alien vegetation on Council properties	150,000.00
	EIA DMA Waste site	171,000.00
	Town Planning:DMA	300,000.00
		R 2,021,000.00
TOTAL		R27,931,000.00

4.3.2 Eden DM 2005/06 Budget

EXPENDITURE		INCOME	
Salaries and Allowances	49 752 954	RSC Levies	60 832 315
General Expenditure	56 255 885	Property rates	1 645 990
Repairs and Maintenance	2 519 476	Electricity	2 694 220
Capital Charges	1 725 294	Water	1 306 415
Contribution to Funds	935 297	Sanitation	588 558
Contribution to Capital	1 363 463	Refuse removal	292 457
Sub-Total	112 552 369	Grants	9 281 000
Plus: Financial Management Grant	1 500 000	<i>Interest and Investment Income:</i>	
Municipal Systems Improvement Grant	1 000 000	External	2 070 360
Municipal Infrastructure Grant	3 430 000	Internal	
Sub-total	118 482 369	Other	7 622 879
Less: Admin Charges	17 585 636	Surplus Funds appropriated	14 695 075
Total Nett Expenditure	100 896 732	Total	101 029 269
		Surplus (Deficit)	132,537