

**UTHUKELA**  
UMKHANDLU WESIFUNDA  
DISTRIKSMUNISIPALITEIT  
DISTRICT MUNICIPALITY

# I.D.P

REVIEW

2008/2009



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## **EXECUTIVE SUMMARY**

### **1. INTRODUCTION AND BACKGROUND**

The structure of this plan is based on the revised approach and framework for IDP's 2007/08 published and endorsed by the National IDP Steering Committee.

The uThukela District Municipality, as a government institution is legally obligated to develop a municipal Integrated Development Plan (IDP), which will act as the guiding document towards municipal development and service delivery. According to chapter 5 of the Municipal systems Act (MSA) of 2000 as amended states that, all municipalities have to undertake an IDP process to produce Integrated Development Plans (IDP)

UThukela District Municipality (UTDM) is one of ten District Municipalities in the Province of KwaZulu-Natal. It was established during the 2000 transformation of local government UThukela District Municipality derives its name from one of the major rivers in the Province of KwaZulu-Natal, the UThukela River that rises from the Drakensberg Mountains and supplies water to a large portion of KZN and as well as Gauteng. Uthukela District Municipality has three district municipalities bordering onto it within the Province of Kwazulu -Natal, namely Amajuba, Umzinyathi and Umgungundlovu.

The size of the Municipality is approximately 11500km. It is located in the western boundary of KwaZulu-Natal. It is predominately rural, with three of the five Local Municipalities, rural based. This Municipality is characterised by the socio-economic indicators such as low revenue base, poor infrastructure, limited access to services and obviously low economic base; high levels of poverty, unemployment, skills shortage, lack of resources and low level of education; un/under-developed land and settlement patterns that make it difficult to plan for effective service delivery. There are a number of challenges that are also associated with attraction of investors, tourists and skilled human resource due to its location away from the two major cities namely, Durban and Johannesburg.

UTDM consists of five Local Municipalities and one District Management Area (DMA), namely, Indaka local municipality, Emnambithi/Ladysmith local municipality, Umtshezi local municipality, Okhahlamba local municipality, Imbabazane local municipality, and District Management Area 23.

## **2. LEGISLATIVE FRAMEWORK**

The uThukela Integrated Development Plan is based on the legislative mandate that governs the operations of the local government sphere. In addition, the IDP framework Guide has been taken into consideration during the process

Guidance was obtained from the following documentation namely: The municipal Systems Act (Act 32 of 2000), Local Government Municipal planning and Performance Management regulations (2001) that set out the components of the IDP's and the requirements for public participation in the drafting of the IDP.

## **3. GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

Consultation with stakeholders is a continuous process within Uthukela district municipality, in compliance with the stipulation in Chapter 4 of the MSA of 2000. After completing the draft IDP and the draft budget, the municipality will advertised both the draft IDP and the draft budget in local newspapers. In order to ensure alignment between the IDP, Budget and PMS review processes, a process plan was drafted incorporating all three activities with monthly milestones and this was workshopped with communities and other stakeholders through the Representative Forum and service providers meetings. In addition to that, the Mayor of the municipality had several road shows and he used the Ukhozi FM slot informing the community about the draft IDP and draft budget. This formed the basis for stakeholder input to ensure effective public participation in the IDP process.

The municipality in is the process of establishing the district Communication strategy before the end of the current financial year. In the strategy these are the following aspects that will be contained in communicating the IDP and Budget of the municipality.

- Road shows
- Ukhozi slot
- Local newspapers
- UThukela website
- Annual report
- District Mayors Forum meetings
- IDP and Budget alignment meetings and technical support meetings

#### **4. INSTITUTIONAL ARRANGEMENTS**

**Uthukela District municipality IDP was done in house.** For purposes of review of the 2008/09 IDP document, a Process Plan and Framework Plan were drafted and adopted by UThukela District Municipality. The Framework Plan was drafted to ensure that the review process of the District IDP and Local municipality's IDP's are linked and equally informed by each other. The Process Plan specifies the time frames for the different planning steps, as well as the appropriate mechanisms, processes and procedures for consultation and participation in reviewing the IDP document of the previous year.

One of the central responsibilities of UThukela district municipality is to formulate the IDP and coordinate the integration of plans and development actions.

The IDP is therefore one of the key tools for local government to tackle its new developmental role. The objective of the IDP is to facilitate the deliberations resulting in decisions being made on the strategic development direction of the District.

This 2008/2009 IDP has been informed by the IDPs of the local municipalities. The process plans for all Local Municipalities were agreed upon and the Framework plan that ensures alignment was also agreed upon and progress reports were submitted on a monthly basis to ensure uniformity in meeting the stipulated deadlines for the IDP process set-out by the Department of Local Government and Traditional Affairs as well as the Department of Provincial Local Government (**dplg**). For the 2008/09 IDP, UTDM revisited the status of all projects identified for implementation in 2007/8. The completed projects were removed from the current IDP and the remaining projects for 2007/08 are those that are still under implementation, targeted for completion during the course of the 2008/9 financial year. This is one way of ascertaining that the IDPs also serve as a monitoring tool for the Municipality. Consultation formed a critical path for the current IDP.

#### **5. ALIGNMENT OF UTHUKELA'S IDP WITH THOSE OF LOCAL MUNICIPALITIES**

Several strategic meetings have been held involving the District family of Municipalities with the primary objective of aligning this IDP with those of the Local municipalities. That process was instrumental in ensuring that the 2008/2009 IDP is holistic and addresses issues of integrated planning and development. For example, all identified projects for 2008/2009 financial year, as listed in this IDP, emanated from discussions held with local municipalities. Consequently, the project list is a reflection of projects included in the LM's IDPs.

## **6. SERVICE PROVIDERS ALIGNMENT**

Due to the fact that the service providers forum was not effective in obtaining the information from the sector departments, the District municipality has been facilitating engagement between the local municipalities and individual service providers on a one-to-one basis. In the 2008/2009 IDP review this kind of approach was utilised by the District in making sure that the sector departments are fully involved in the process.

## **7. CROSS BORDER ALIGNMENT**

uThukela District Municipality formally engages with neighbouring municipalities on cross border issues. The neighbouring districts, members of the Uthukela family of municipalities were invited to the cross border alignment meetings, where issues that are cross border development nature were discussed such as

- Projects that have a service delivery impact across municipal boundaries like transport systems etc.
- Community facilities that are located close to municipal borders that have potential

## **8. Key Priority issues for 2008/2009**

The following key priorities were reviewed and prioritised by the members of the IDP steering committee and various workshops was held with Representative Forum and Service providers forum to get inputs and comments. In reviewing the priority issues the 5 KPA's of the Five Year Local Government Strategic Agenda were taken into account .The priority issues of the district municipality were also aligned to those of the local municipalities. The uThukela district municipality priority issues were prioritised as follows:

1. Backlogs in the provision of sustainable infrastructure, water and sanitation services
2. Economic Development
3. Prevention of ill-health and promotion wellness
4. Financial and administrative capacity of the district
5. Accountability and public participation institutions
6. Public safety and security
7. Tenure security and shelter
8. Coordination of services
9. Addressing the injustices of the apartheid past

## **9. MUNICIPAL VISION AND MISSION STATEMENT**

The municipal vision and mission was reviewed to ensure its relevancy to the municipality. All the relevant stakeholders were part and parcel of this process. UThukela District Municipality's vision statement makes a firm commitment to the following developmental aspects:

- Improved quality of life, which includes cost efficient delivery of services and equitable  
Access to public facilities;
- A stable environment, which refers to both natural and physical environments;
- A developed region, which emphasises linked and systematically ordered projects; and
- Sustainable development.

### **The Vision:**

**An improved quality of life for all in a globally interconnected, stable and developed region.**

### **The Mission:**

**To provide quality services and development in an efficient, effective, sustainable and cost effective manner.**

## **10. Water and Sanitation**

Uthukela District Municipality is a water services authority that provides potable water for its consumers using an internal option methodology. Uthukela District Municipality is home to 656986 population and stretches +-11500km in size. It has +-134845 households. Presently; uThukela District Municipality is managing 15 water purification plants which produce 118 megalitres of purified water per day

Although uThukela District Municipality may not achieve the target for water backlog eradication by 2008 and sanitation backlog by 2010 due to financial constraints, however it has made great strides in reducing water backlog to 30% and sanitation backlog to 36%.

## **11. Economic Development**

An LED strategy for Uthukela District municipality has been formulated, which also consolidates the economic analysis of the local municipalities. This strategy has been workshopped throughout the district and emanating from that process, a number of projects have also been identified, which are included in the list of this IDP. The strategy contains the preparation of depth sector analysis of amongst other, employment, infrastructure, agriculture etc. It is important to be aware of the strengths and weakness of the existing economic sectors to direct new efforts for growth and development.

UThukela District Municipality has made a tremendous progress in the involvement of religious groups in addressing social issues, associated with HIV/Aids, LED, Poverty alleviation etc. UTDM has also developed the Multi-Cultural Centre concept to gain some benefits from the 2010 Soccer World Cup but requires funding and buy-in. Informal traders are now organised and are part and parcel of the LED matters. The other issue that will promote tourism of the District is the Feasibility study that has been developed on a Cable Car proposal in the Mweni Valley, linking KZN and Lesotho and investigations are in progress to establish a tourism development (chalets, hotel) on the Woodstock dam. The initial viability study was also completed for the Big Five Game Reserve/Bridge to Nowhere initiative which has the potential to create 4000 jobs. UTDM is currently engaged in partnership with SEDA to try and assist all the emerging business entrepreneurs within the district and the partnership started in 2006, SEDA offers technical support to the entrepreneurs.

## **12. Spatial Development Analysis**

The Municipality has developed the Spatial Development Framework to assist the Municipality in the planning and identification of the available land. In the past, the Municipality reviewed the principles of the NSDP to ensure that the spatial development Framework of the Municipality is aligned to that of national. In trying to align the NSDP, uThukela District Municipality considered the IDP Priority issues as the core development of the Municipality. These priority issues were reviewed by both the officials (Steering Committee) and the Councillors of the municipality, basing the alignment process on the principles, which include economic growth, government spending on fixed investment, addressing of the past and current social inequalities on people not places and future settlement and economic development should channelled into corridors and nodes.

## **13. Land use Management**

Land Use Management has also received priority in the Municipality. The Municipality has successfully developed the Land Use Management Framework that informs the Land Use Management Plans for the Local Municipalities. In the Framework, it is evident that the available land has enormous potential for agriculture, industrial development and residential use. The UTDM's strategic intervention for the 2007/8 financial year is to focus on agricultural activities that will in turn improve the economy of the local communities. One of the resolutions taken during the District Growth and Development Summit was for the District Municipality to work closely with the Department of Land Affairs in facilitating land claims and restitution processes.

Within the Land Use management Framework, there are a number of practical guidelines that have been work shopped with all the Local Municipalities regarding conditions attached to development along rivers, wetlands, dams and roads (servitude).

## **14 Transformation and Institutional Development**

The Municipality has established functional structures that deal with the implementation processes within the Municipality. These structures have also received training and capacity building to ensure that proper monitoring and evaluation mechanisms are followed. The Municipality has developed a Skills Development which is managed internally to provide support to the established structures.



## **15. Conclusion**

uThukela is a region that has an abundance of natural resources and opportunities. These include the Drakensberg, the Tugela River, the N3 and N11 national roads and industrial developments in Ladysmith and Estcourt. All these have been elaborated upon in previous IDPs, but more emphasis should be placed on retaining industry and commercial activity in Ladysmith and Estcourt, while striving to spread some of these economic activities to the disadvantaged areas of the region. There seems to be a constant migration of economic activity to particularly Newcastle, which reduces the potential of growth for Ladysmith and the uThukela region. In addition, the natural beauty of uThukela should be enhanced through marketing and the maintenance of infrastructure in order to secure the lucrative tourism industry.

The uThukela region, like the rest of South Africa is now part of the Global Economy and should strive to become competitive, not only locally or nationally, but internationally. One of the regional development theories that could be applied to uThukela is the establishment of an Industrial Park. An Industrial Park aims to concentrate in one area a number of high-technology industrial firms that will provide jobs and skills, and which will eventually generate enough income and demand to sustain economic growth, in a region that is seeking to survive in the new conditions of international competitiveness and information-based production (Castells. M. and Hall. P. 1994. *Technopoles of the World.*) The emphasis of an Industrial Park is mainly on manufacturing, although some specialises in the research and development component of manufacturing.

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## **SECTION A**

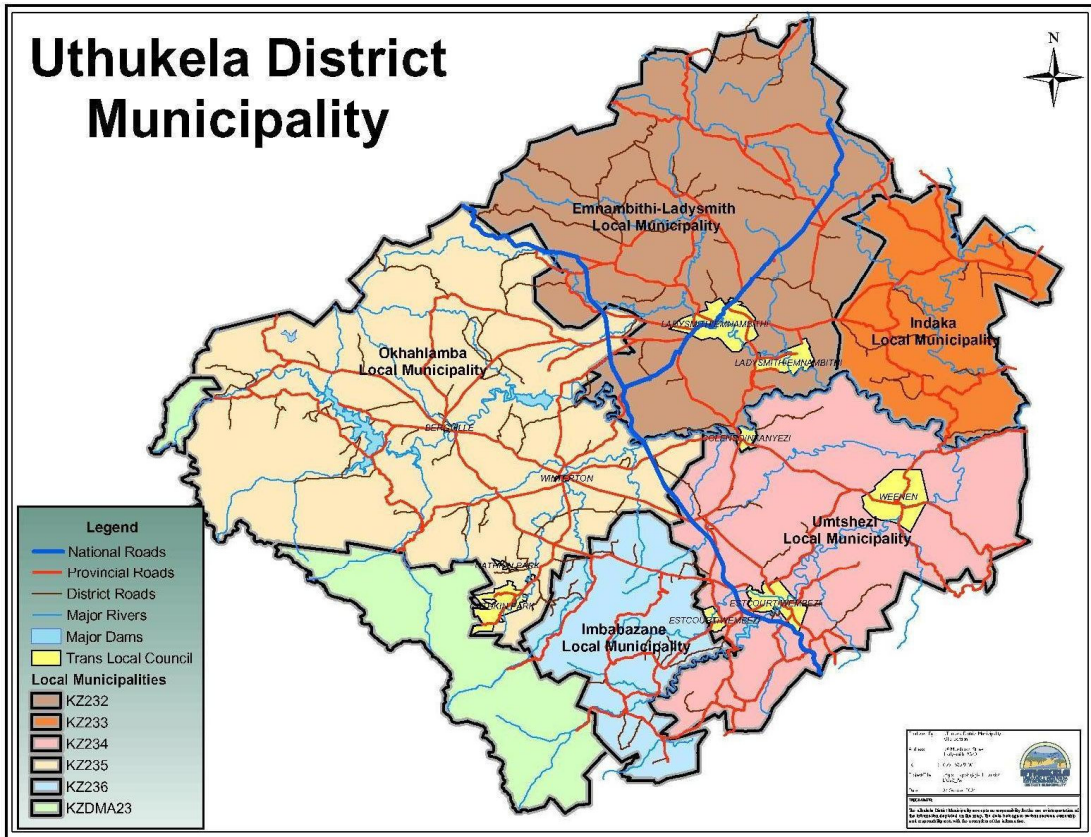
### **A1 INTRODUCTION**

UThukela District Municipality (UTDM) is one of ten District Municipalities in the Province of KwaZulu-Natal. It was established during the 2000 transformation of local government. UThukela District Municipality derives its name from one of the major rivers in the Province of KwaZulu-Natal, the UThukela River that rises from the Drakensberg Mountains and supplies water to a large portion of KZN and as well as Gauteng. Uthukela District Municipality has three district municipalities bordering onto it within the Province of Kwazulu -Natal, namely Amajuba, Umzinyathi and Umgungundlovu.

The size of the Municipality is approximately 11500km. It is located in the western boundary of KwaZulu-Natal. It is predominately rural, with three of the five Local Municipalities, rural based. This Municipality is characterised by the socio-economic indicators such as low revenue base, poor infrastructure, limited access to services and obviously low economic base; high levels of poverty, unemployment, skills shortage, lack of resources and low level of education; un/under-developed land and settlement patterns that make it difficult to plan for effective service delivery. There are a number of challenges that are also associated with attraction of investors, tourists and skilled human resource due to its location away from the two major cities namely, Durban and Johannesburg.

UTDM consists of five Local Municipalities and one District Management Area (DMA), namely, Indaka local municipality, Emnambithi/Ladysmith local municipality, Umtshezi local municipality, Okhahlamba local municipality, Imbabazane local municipality, and District Management Area 23. *(See the Map below 1.1 for the location of uThukela District Municipality)* Despite the above-stated realities, the UTDM has, in the past years, managed to prioritize rural development programmes to address these anomalies. The DM developed its first Integrated Development Plan in the year 2001/2002 in compliance with the requirements stated in Section 34 of the Municipal Systems Act of 2000. Since the first IDP, marked progress has been made in identifying the gaps and addressing challenges in the IDP process of the DM. Significant progress has been made in ensuring that the IDP responds to the identified needs of communities although there are some challenges that the District is facing among of the challenges is the Extreme poverty and unemployment, HIV/Aids infections, Lack of investment into rural/agricultural job creation, Difficulties in the distribution of the Social and slow progress on the resolutions that were taken from the Growth and Development Summit, Slow progress in land redistribution and restitution and lack of support

for land reform beneficiaries and lack of support from for emerging farmers, just to mention the few.



**Map 1.1**

The 2008/2009 IDP focuses largely on local economic development programmes as a priority area. This is expected to improve the socio-economic conditions of the area and contribute towards poverty reduction. In planning for LED programmes as well as other programmes such as skills development and capacity building within the Municipality, the principles and goals of the Accelerated and Shared Growth and Development Initiative of South Africa (ASGISA) have been incorporated in integrated planning. This type of integration extends to the Provincial Growth and Development Strategy, the IDPs of Local Municipalities the resolutions of the District Growth and Development Summit as well the outcomes of the Presidential Imbizo that was hosted by uThukela District Municipality. In addition to the latter, the District Municipality is fully aware of the Millennium Development Goals and the target dates set nationally for extension of basic services i.e. water, sanitation and energy and is working towards achieving them.

For the UTDM to ensure that the IDP is used as a coordination tool for development activities it has for the past years, with increasing success, engaged the relevant stakeholders through the IDP forum, Mayor's Forum, service providers forum, ward committees of the local municipalities and other structures to deliberate and make input on this critical document. This consultation process has had significant impact in ensuring that stakeholders realise and embrace the importance of integrated planning within the Municipality. The various sectors are now in step with the process and they work hard to ensure timeous inclusion of their programmes as well as planning together in the IDP. Furthermore, the process has ensured that members of the community have an opportunity to contribute to the UTDM's IDP and as a result this has fostered a sense of ownership among stakeholders.

It is also promoting the spirit of good governance and a positive professional relationship. It is significant to note that there has been followed by UTDM has provided a platform for stakeholders to understand the roles and responsibilities of the Municipalities as well as the budgeting processes for the identified projects. The stakeholders have been able to come together with a common objective of ensuring that the citizens within the family of Municipalities to work towards "improving the quality of life for all in a globally interconnected, stable and developed region "

This 2008/2009 IDP has been informed by the IDPs of the local municipalities. The process plans for all Local Municipalities were agreed upon and the Framework plan that ensures alignment was also agreed upon and progress reports were submitted on a monthly basis to ensure uniformity in meeting the stipulated deadlines for the IDP process set-out by the Department of Local Government and Traditional Affairs as well as the Department of Provincial Local Government (**dplg**). For the 2008/09 IDP, UTDM revisited the status of all projects identified for implementation in 2007/8. The completed projects were removed from the current IDP and the remaining projects for 2007/08 are those that are still under implementation, targeted for completion during the course of the 2008/9 financial year. This is one way of ascertaining that the IDPs also serve as a monitoring tool for the Municipality. Consultation formed a critical path for the current IDP.

The Inter-Governmental Relations (IGR) processes are still a challenge due to lack of co-operation from some of Sector Departments. However, great strides have been taken by all Local Municipalities as well as UDTM in ensuring that Sector Departments in particular, form an integral part of the planning processes in uThukela.

The UTDM prides itself in presenting the 2008/9 IDP, which has addressed all the comments made during IDP Assessments by DLGTA, the MEC for Housing, Local Government and Traditional affairs as well as the input made by stakeholders during meetings and during the Presidential Imbizo. Integrated planning is central to the Municipality's philosophy as it relates to effective service delivery.

UThukela District Municipality has made a tremendous progress in the involvement of religious groups in addressing social issues, associated with HIV/Aids, LED, Poverty alleviation etc .UTDM has also developed the Multi-Cultural Centre concept to gain some benefits from the 2010 Soccer World Cup but requires funding and buy-in. Informal traders are now organised and are part and parcel of the LED matters. The other issue that will promote tourism of the District is the Feasibility study that has been developed on a Cable Car proposal in the Mweni Valley, linking KZN and Lesotho and investigations are in progress to establish a tourism development (chalets, hotel) on the Woodstock dam. The initial viability study was also completed for the Big Five Game Reserve/Bridge to Nowhere initiative which has the potential to create 4000 jobs.UTDM is currently engaged in partnership with SEDA to try and assist all the emerging business entrepreneurs within the district and the partnership started in 2006, SEDA offers technical support to the entrepreneurs.

## **A2 INSTITUTIONAL ARRANGEMENTS**

For purposes of review of the 2008/09 IDP document, a Process Plan and Framework Plan were drafted and adopted by UThukela District Municipality. The Framework Plan was drafted to ensure that the review process of the District IDP and Local municipality's IDP's are linked and equally informed by each other. The Process Plan specifies the time frames for the different planning steps, as well as the appropriate mechanisms, processes and procedures for consultation and participation in reviewing the IDP document of the previous year.

One of the central responsibilities of UThukela district municipality is to formulate the IDP and coordinate the integration of plans and development actions.

The IDP is therefore one of the key tools for local government to tackle its new developmental role. The objective of the IDP is to facilitate the deliberations resulting in decisions being made on the strategic development direction of the District.

**Uthukela District municipality IDP was done in house.** The institutional arrangements in terms of roles and responsibilities in relation to the reviewing of the 2008/2009 IDP are illustrated in table 1 below.

**Table 1: Institutional Roles and Responsibilities**

<b>Role Player</b>	<b>Roles and Responsibilities</b>
Council	<ul style="list-style-type: none"> <li>▪ Approval of the reviewed IDP documentation.</li> </ul>
EXCO	<ul style="list-style-type: none"> <li>▪ General management of the drafting of the IDP.</li> <li>▪ Assign responsibilities in this regard to the Municipal Manager.</li> </ul>
Councillors	<ul style="list-style-type: none"> <li>▪ Linking the IDP process with their constituencies.</li> </ul>
Municipal Manager	<ul style="list-style-type: none"> <li>▪ Overall responsible for the drafting of the IDP.</li> <li>▪ Monitor the IDP review process.</li> <li>▪ Overall management and co-ordination of the IDP review process.</li> </ul>
Departmental Heads	<ul style="list-style-type: none"> <li>▪ Provide technical and sector input and guidance.</li> <li>▪ Provide departmental information for inclusion into the IDP</li> <li>▪ Provide project information for inclusion into the IDP</li> <li>▪ Prepare selected Sector Plans.</li> </ul>
IDP Manager	<ul style="list-style-type: none"> <li>▪ Day-to-day management of the IDP process.</li> <li>▪ Coordinate sector inputs and alignment with IDP</li> <li>▪ Drafting of the IDP</li> </ul>
IDP Steering Committee	<ul style="list-style-type: none"> <li>▪ Making strategic decisions with regards to the IDP review process.</li> <li>▪ Identification of backlog information.</li> <li>▪ Provide guidance and technical input with regards to the IDP review process.</li> </ul>

**A3 ALIGNMENT OF UTHUKELA's IDP WITH THOSE OF LOCAL MUNICIPALITIES**

Several strategic meetings have been held involving the District family of Municipalities with the primary objective of aligning this IDP with those of the Local municipalities. That process was instrumental in ensuring that the 2008/2009 IDP is holistic and addresses issues of integrated planning and development. For example, all identified projects for 2008/2009 financial year, as listed in this IDP, emanated from discussions held with local municipalities. Consequently, the project list is a reflection of projects included in the LM's IDPs.

#### **A4 SERVICE PROVIDERS ALIGNMENT**

Due to the fact that the service providers forum was not effective in obtaining the information from the sector departments, the District municipality has been facilitating engagement between the local municipalities and individual service providers on a one-to-one basis. In the 2008/2009 IDP review this kind of approach was utilised by the District in making sure that the sector departments are fully involved in the process.

#### **A5 CROSS BORDER ALIGNMENT**

uThukela District Municipality formally engages with neighbouring municipalities on cross border issues. The neighbouring districts, members of the Uthukela family of municipalities were invited to the cross border alignment meetings, where issues that are cross border development nature were discussed such as

- Projects that have a service delivery impact across municipal boundaries like transport systems etc.
- Community facilities that are located close to municipal borders that have potential

#### **A6 LEGAL REQUIREMENTS**

The municipal Systems Act (Act 32 of 2000), Local Government Municipal planning and Performance Management regulations (2001) set out the components of the IDP's and the requirements for public participation in their drafting

The core components are summarised as follows

- Municipal council vision
- An assessment of the current level of development in the municipality
- Council's priorities and objectives
- Development strategies
- Spatial development Framework
- Operational strategies
- Applicable disaster management plans
- Financial plans
- Key performance indicators and performance targets



## **B.SITUATIONAL ANALYSIS**

### **B.1 Total Population**

According to the 2001 Census, there are 656 986 people living at uThukela, which is 18.5% or 102 588 more people than what was recorded in the 1996 Census. The 07/08 uThukela IDP concludes that the projected future growth rate will be negligible and that departments such as the Department of Water Affairs and Forestry are already factoring in a zero growth rate when doing their 25 year plans. Although the current growth rate from 1996 to 2001 is slightly above 19.4%, it should be kept in mind that it is commonly accepted that the undercount for the 1996 Census was quite high. Studies by the Department of Health conducted in 2000 estimated the population of uThukela at 764 543, which was based on their Measles and Polio campaign in 2000. If these numbers are accepted, keeping in mind that the numbers were adjusted using a statistical analysis process, the population in uThukela has actually dropped by 107 557 people.

### **B.2 Population Distribution**

The population of UThukela District Municipality is unevenly distributed. The largest population is in Emnambithi/Ladysmith and the small population is in the DMA (District Management Area) there is proposal from the Demarcation Board that says all the DMA's will be incorporated into the local municipalities adjacent to it. At this point in time is still under discussion with the relevant stakeholders. The population of UThukela is distributed as follows:

- Emnambithi =225 459
- Okhahlamba =137 525
- Imbabazane =119 925
- Indaka =113 644
- Umtshezi =59 921
- DMA =512

### **B3 Population breakdown per group**

The following table indicates the population breakdown of the UThukela District Municipality. This breakdown is showing the Africans, Coloureds, Indians and Whites. The majority of the people that lives in uThukela District Municipality are Africans and Whites are minority.

**Table 1 Population breakdown per Group**

Group	1996	%	2001	%
African	513 559	93.36	620 733	94.48
Coloured	2 937	0.54	4 055	0.62
Indian	16 943	3.08	17 156	2.61
White	16 618	3.02	15 042	2.29
<b>Total</b>	<b>550 057</b>	<b>100.00</b>	<b>656 986</b>	<b>100.00</b>

(Source: Statistics South Africa: Census 2001)

#### **B4 Age and gender**

The population of uThukela is relatively young, with more than 60% being between the ages of 5 – 34 years. There is a decrease in the younger population groups (0 – 14), with a slight increase in the age group 15 – 34. The reason for the drop in the younger ages could be due to urbanisation and a modernist trend towards smaller families, but could also indicate lower birth rates due the effects of the HIV/AIDS pandemic and the greater usage of condoms, as well as other forms of birth control. In addition, the promotion of gender equity is paving the way for career women, resulting in women getting married later and having lesser children as they continue with their careers after childbirth. The male to female ration has stayed mostly unchanged at about 46% male and 54% female. Table 2 below provides a full gender and age breakdown.

**Table 2 Age and Gender breakdown**

Persons	1996	% of Total Pop	2001	% of Total Pop
<b>0 – 4</b>	69 417	12.81	79 505	12.10
<b>5 – 14</b>	150 148	27.71	175 157	26.66
<b>15 – 34</b>	187 989	34.69	229 421	34.92
<b>35 – 64</b>	109 985	20.29	143 092	21.78
<b>65 and over</b>	24 396	4.50	29 812	4.54
<b>Total Males</b>	<b>247 556</b>	<b>45.68</b>	<b>301 821</b>	<b>45.94</b>
<b>Total Females</b>	<b>294 379</b>	<b>54.32</b>	<b>355 166</b>	<b>54.06</b>

(Source: Statistics South Africa: Census 2001)

#### **B5 Household Size**

According to the 2001 Census, there were 134 845 households in uThukela in 2001. The majority of households (15.8%) consist of one person, followed by four people per household (13.2%) and two and five people per household (12.4 and 12.2 respectively). The table below indicated a trend towards smaller families, with the percentage of families

six and upwards tapering off towards 3.9% for households with nine family members. In general terms, a household size of 4.1 is required to sustain a countries population. Given the high level of unemployment in South Africa and the relatively slow growth rate of the economy, it would be beneficial in the long run if South African's strived towards smaller households. Although this trend is emerging in urban areas, it will take some time to be realised in rural areas.

**Table 3 Household Size**

<b>HH Size</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10 and more</b>
<b>HHs</b>	21269	16716	15797	17739	16456	13585	10320	7489	5184	10290
<b>%</b>	15.77	12.40	11.72	13.16	12.20	10.07	7.65	5.55	3.85	7.63

*(Source: Statistics South Africa: Census 2001) (Total Households: 134 845)*

### **B 6 Annual Households income**

Although the annual income of households has increased since 1996 as can be seen in Table 4 below, the focus should be on the lower income brackets. The percentage of households without income has increased by over 10% up to more that 47 000 families. According to a study conducted by the Bureau of Marketing Research in March 2003, a household of 4.7 people earning below R22 452 per annum, is said to live below the minimum living level. According to the 2001 Census, nearly 34% of households do not have any income, with more than 46% falling below the minimum living level of R22 452 per annum. Unfortunately, the 2001 Census does not stipulate the household size when analysing income, but it is broadly accepted that poorer families are normally the biggest in size. According to the KwaZulu-Natal Income Dynamics Survey conducted in 2004, 22% of households in KwaZulu-Natal were chronically poor, with 31% being momentarily poor. The families within uThukela are therefore in a far worse situation than the average households in the rest of KwaZulu-Natal.

**Table 4: Annual Household Incomes**

Income	1996	%	2001	%
None	18 269	23.33	47 041	33.91
R1 – R4 800 (1-2400)*	7 670	9.80	14 181	10.22
R4 801 – R9 600 (2401-6 000)*	16 587	21.18	31 716	22.86
R9 601 – R19 200 (6 001-18 000)*	18 732	23.92	18 594	13.40
R19 201 – R38 400 (18 001-42 000)*	9 421	12.03	12 906	9.31
R38 401 – R76 800 (42 001-72 000)*	4 188	5.35	7 258	5.23
:R76 801 – R153 600 (72 001-132 000)*	2 400	3.07	4 486	3.23
R153 601 – R307 200 (132 001-360 000)*	852	1.09	1 624	1.17
R307 201 – R614 400 (Over 360 000)*	177	0.23	483	0.35
R614 401 – R1 228 800			177	0.12
R1 228 801 – R2 457 600			184	0.14
Over R2 457 600			76	0.06

(Source: Statistics South Africa: Census 2001) \* Census 1996 income categories

### **B 7 Employment Ratios**

Table 5 and 6 below indicated the employment situation in uThukela in 1996 and 2001 according to Statistics South Africa. Before an analysis can however be done, the categories need to be clarified in order to become meaningful.

- *Employed Person* - A person who works for pay, profit or family gain.
- *Unemployed Person* - People within the economically active population, who did not work at the time of the Census, wanted to work and were available to start work, and had taken active steps to look for work or start some form of self-employment. This definition captures discouraged work seekers, and those without the resources to take active steps to seek work.
- *Economically Active Person* - A person of working age (15–65 years) who is *available* for work, and is either employed or unemployed.
- *Not Economically Active Person* - Persons not in the labour force, such as housewives, students and scholars, pensioners and retired people, and any others not seeking work.
- *Total Labour Force* - All persons of working age (15-65 years) who are employed or unemployed.

According to the Census 2001, the number of employed people as a percentage of the *Total Labour Force* dropped by 3.5%, the unemployment rate raised by 6.4%, the not

economically active population dropped by 2.9%, and the labour force rose by more than 25%. The Employment and Unemployment rate as a portion of the *Economically Active Population* however indicates that the absolute employment rate has dropped and the absolute unemployment rate has risen by more than 10%. The absolute Employment rate for 2001 is therefore 41%, while the absolute unemployment rate is just below 59% of the economically active population.

From above we can deduct that less of the labour force is employed and the actual employment rate has dropped by 10% and due the seesaw effect of the economically active population has seen an equal rise in unemployment. In addition 2.9% of the not economically active population have now joined the economical active population. This could be as a result of housewives, students and scholars looking for work, or retired people coming out of retirement. The reasons could be endless, but could also be due to the effect of HIV/AIDS, whereby a partner is to sick to work or retired people coming out of retirement and looking for work, due to the burden of orphaned grandchildren.

Table 5: Labour Force

<b>Category</b>	<b>1996</b>	<b>% Total Labour Force - 1996</b>	<b>2001</b>	<b>% Total Labour Force - 2001</b>
<b>Employed</b>	70 956	23.81	75 651	20.31
<b>Unemployed *</b>	67 205	22.56	107 879	28.96
<b>Not Economically Active **</b>	159 813	53.63	188 983	50.73
<b>Total Labour Force ***</b>	<b>297 974</b>	<b>100.00</b>	<b>372 513</b>	<b>100.00</b>

(Source: *Employed and Unemployed: Statistics South Africa: Census 2001. Not Economically Active and Total Labour Force: Authors, based on field descriptions*)

\* People within the economically active population who (a) did not work in the seven days prior to Census night, (b) wanted to work and were available to start work within a week of Census night, and (c) had taken active steps to look for work or start some form of self-employment in the four weeks prior to Census night. Active steps to seek work can be registration at an employment exchange, applications to employers, checking at work sites or farms, placing or answering newspaper advertisements, seeking assistance of friends, etc. A person who fulfils the first two criteria above but did not take active steps to seek work is considered unemployed according to the expanded definition. This definition captures discouraged work seekers, and those without the resources to take active steps to seek work.

\*\* Persons not in the labour force, such as housewives, students and scholars, pensioners and retired people, and any others not seeking work during the reference period. *An Economically Active person is a person of working age (15–65 years) who is available for work, and is either employed or unemployed.*

\*\*\* All persons of working age (15-65 years) who are *employed or unemployed.*

**Table 6: Comparative Employment and Unemployment figures**

Category	1996	%	2001	%
<b>Employed</b>	70 956	51.36	75 651	41.22
<b>Unemployed</b>	67 205	48.64	107 879	58.78
<b>Total Economically Active Population</b>	<b>138 161</b>	<b>100.00</b>	<b>183 530</b>	<b>100.00</b>

(Source: *Employed and Unemployed: Statistics South Africa: Census 2001. Total Economically Active Population, based on Employed and Unemployed figures only*)

### B.8 Employment Sector

Manufacturing is the highest source of employment with over 23%, followed by Community, Social and Personal services with over 20% and the Wholesale and Retail industry making up for nearly 15%. See Table 7 for a complete breakdown of employment sectors.

**Table 7: Employment Sector**

Sector	1996	%	2001	%
Agriculture/Forestry/Fishing	4 271	5.96	5 921	7.83
Community/Social/Personal	10 607	14.80	15 359	20.30
Construction	3 262	4.55	3 365	4.45
Electricity/Gas/Water	981	1.37	619	0.82
Financial/Insurance/Real Estate/Business	2 766	3.86	3 845	5.08
Manufacturing	13 659	19.06	17 664	23.35
Mining/Quarrying	238	0.33	167	0.22
Other			6	0.01
Private Households	6 943	9.69	6 368	8.42
Transport/Storage/Communication	3 865	5.39	3 704	4.89
Undetermined	17 678	24.67	7 365	9.74
Wholesale/Retail	7 395	10.32	11 261	14.89
<b>Total</b>	<b>71 665</b>	<b>100.00</b>	<b>75 644</b>	<b>100.00</b>

## B 9 HIV/Aids Prevalence in UThukela District Municipality

According to the information obtained from the Department of Health the average infection rate in uThukela is nearly 26%. See the table below for a more comprehensive breakdown. It would appear the infection rate is the highest in the age group 25 to 29, followed by the 20 to 24 and 30 to 34 age groups. It is speculated that the high level of infections in these age groups will result in an increase in AIDS orphans and child-headed households, a decrease in the economically active population and the potential labor force as well as an increase in the burden of people in the older age categories, particularly retired people. The latter is due as a result of orphaned children moving to grandparents and other relatives after the loss of both parents.

**Table 8: HIV/AIDS infections per age group**

Age	Male	Female	Average
<b>Less than 20</b>	16.9	22.7	19.8
<b>20 - 24</b>	35.7	39.3	37.5
<b>25 – 29</b>	41.0	42.6	41.8
<b>30 – 34</b>	41.9	36.5	39.2
<b>35 – 39</b>	32.6	23.0	27.8
<b>40 - 44</b>	30.2	10	20.1
<b>45 – 49</b>	0.0	21.4	10.7
<b>More than 50</b>	0.0	21.4	10.7
<b>Average</b>			25.95

*(Source: Department of Health)*

Greater emphasis needs to be placed on mitigating the impact of HIV/AIDS through creating an environment that is conducive to the implementation of HIV/AIDS awareness programmes through the establishment and facilitation of a HIV/AIDS Forum and the adoption of a HIV/AIDS strategy.

## B 10 Social Development

### B 10.1 Sports and Youth

Uthukela District municipality is playing a vital role in supporting the sport and youth throughout the region. The municipality has appointed a dedicated person that deals with the issues of sport and youth throughout the district. The municipality has embarked in the formation of the UThukela District Federations. They host the competition that is known as the Mayoral Cup that is played on annual basis. They also have the KWANALOGA games

that take place annually with all the other District municipalities in the province of Kwazulu Natal. The municipality supports football associations, netball and boxing.

Uthukela District is also involved in the arts and culture competitions. They also support the youth on business.

**B.10.2 physically challenged**

Uthukela district municipality has formed the disability forum where all the physically challenged people will be in a position to raise their issues. There had been some several workshops where the relevant stakeholders such as Seda and, Umsobomvu were invited to encourage the physically challenged people to start their own businesses.

**B.10.3 Gender issues**

The municipality has appointed a person who deals with the issues of gender throughout the region. Gender committee has been established and is functional. They had a commemoration of Woman’s Month celebration. They also had workshop on educating communities on legal and human rights.

**B.10.4 Senior citizen**

Senior citizen forum has been formed and it will be launch in 2008.The municipality had visited the old age homes around Uthukela.The awareness of the senior citizen was held on the 20th October 2007 where the community were encouraged to take care and support the older people in the community at large.

**B 10.5 Safety and security**

The South African Police Service's Crime Statistics for the period 1994 to 2003 indicated a general increase in crime statistics, except murder, burglary at non-residential premises, theft of motor vehicles and motorcycles and the illegal possession of firearms and ammunition. Public safety and security also includes keeping the people of uThukela safe from natural and man-made disasters. The following table indicates further crime statistics

**Table 9: Crime breakdown**

<b>Category</b>	<b>94/ 95</b>	<b>95/ 96</b>	<b>96/ 97</b>	<b>97/ 98</b>	<b>98/ 99</b>	<b>99/ 00</b>	<b>00/ 01</b>	<b>01/ 02</b>	<b>02/ 03</b>
Murder	725	583	507	532	492	445	503	526	477
Aggravated robbery	1002	1039	843	885	972	1029	1172	1415	1363
Other robbery	679	848	893	906	987	1151	1398	1421	1577
Rape	864	896	940	964	919	1031	967	951	930



Indecent assault	63	119	108	88	88	77	109	109	111
Crimen Injuria	569	620	620	618	727	780	812	921	1031
Aggravated assault	3296	3521	3435	3588	3806	4014	4170	3856	3927
Common assault	3267	3329	3290	3125	3238	3829	3932	4076	4474
Burglary (non-residential)	1721	1593	1373	1317	1415	1430	1405	1296	1169
Burglary (residential)	3664	3848	4147	3896	4012	4078	4931	4676	4937
Stock theft	2227	1955	1963	2072	2215	2450	2433	2520	2592
Shoplifting	1151	1266	1218	1258	1445	1353	1320	1482	1513
Auto theft	736	867	765	527	486	467	465	456	429
Theft from a motor vehicle	1853	2151	1909	1754	1884	1887	2068	1910	1882
General theft	6012	5845	5566	5566	6466	7047	8387	8836	9311
Malicious damage	2030	2141	1954	1950	2083	2127	2157	2221	2549
Drug related crime	619	497	624	760	634	819	778	829	865
Illegal possession of firearms/ammunition	494	424	258	333	626	716	291	386	421

(Source: South African Police Services)

### **B 10.6 Disaster Management**

uThukela District Municipality is affected by numerous disasters that includes the following

- Veldfires
- Floods
- Snow
- Strong Winds etc

Uthukela District municipality has managed to appoint the Disaster Manager as to comply with section 45 of Disaster Management Act of 2002. It is now in the process of establishing the District Disaster Management Centre. The Disaster Management Plan is completed and it followed the format developed by the Australian South African Local Government Partnership based on the Comprehensive Hazard and Risk Management (CHARM) process. The District Municipality has also established the Disaster Management Advisory Forum that includes local municipalities and other relevant stakeholders.

### **B 11 Key Priority issues**

The following key priorities were reviewed and prioritised by the members of the IDP steering committee and various workshops was held with Representative Forum and Service providers forum to get inputs and comments. In reviewing the priority issues the 5 KPA's of the Five Year Local Government Strategic Agenda were taken into account .The priority issues of the district municipality were also aligned to those of the local municipalities. The uThukela district municipality priority issues were prioritised as follows:

1. Backlogs in the provision of sustainable infrastructure, water and sanitation services
2. Economic Development
3. Prevention of ill-health and promotion wellness
4. Financial and administrative capacity of the district
5. Accountability and public participation institutions
6. Public safety and security
7. Tenure security and shelter
8. Coordination of services
9. Addressing the injustices of the apartheid past

**SECTION C**

**DEVELOPMENT STRATEGIES**

**C1 MUNICIPAL VISION AND MISSION STATEMENT**

The municipal vision and mission was reviewed to ensure its relevancy to the municipality. All the relevant stakeholders were part and parcel of this process. UThukela District Municipality's vision statement makes a firm commitment to the following developmental aspects:

- Improved quality of life, which includes cost efficient delivery of services and equitable  
Access to public facilities;
- A stable environment, which refers to both natural and physical environments;
- A developed region, which emphasises linked and systematically ordered projects; and
- Sustainable development.

**The Vision:**

**An improved quality of life for all in a globally interconnected,  
stable and developed region.**

**The Mission:**

**To provide quality services and development in an efficient,  
effective, sustainable and cost effective manner.**

## **C2 Key Focal Areas**

The following Key Focal Areas are the cornerstones of sustainable service delivery and development in the UThukela District

- Municipal Transformation and Institutional Development
- Service Delivery and infrastructure
- Local Economic Development
- Good governance and Public participation
- Spatial Development
- Financial Viability

### **C.2.1. Municipal Transformation and Institutional Development**

Municipal Transformation and Institutional Development relates to a fundamental and significant change in the way the municipalities perform their functions and the calibre of human resources used in the delivery of quality services to the communities served. Service delivery planning has changed from municipal centred approach to community participatory approach. The municipality has completed the following:

- The Uthukela Human Resource strategy that includes succession plan recruitment and retention plan and the development of staff
- Workplace skills plan
- Employment Equity plan
- Annual Report
- Skills development plan that comply with the skills development Act
- Organisational performance management system
- Audit committee

#### **1.1 Intergovernmental Relations**

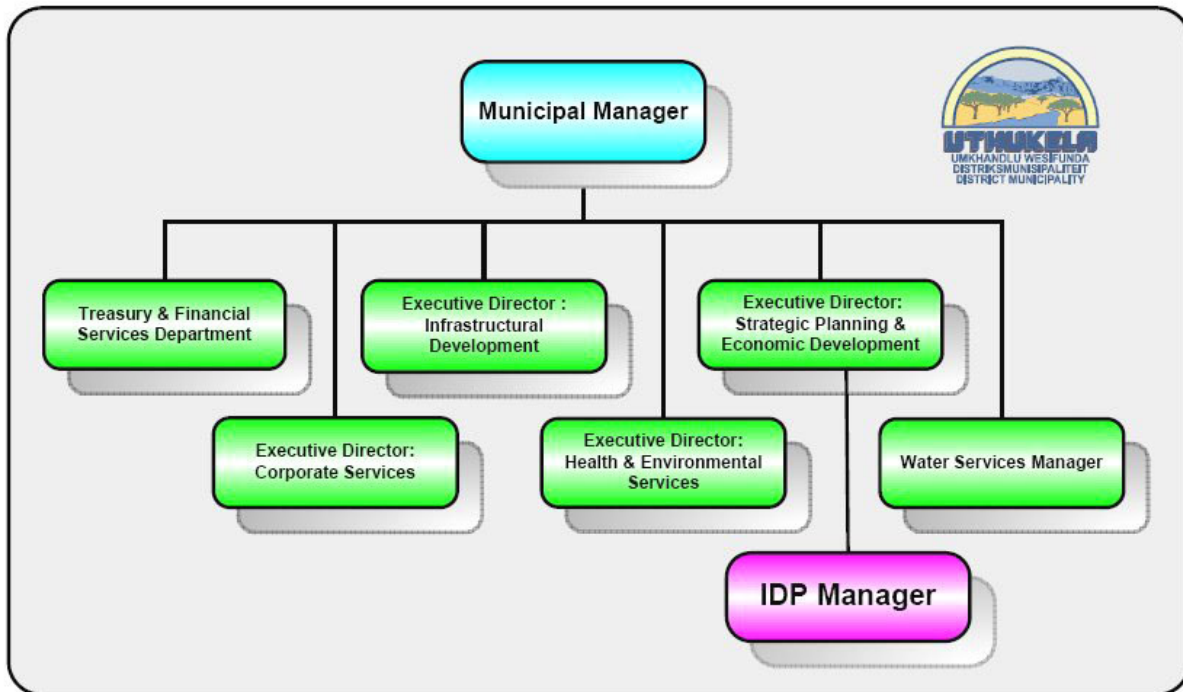
UThukela district municipality has established the intergovernmental relations that is in line with the Intergovernmental Relations Act to discuss matters of mutual interest and support to improve service delivery in the district. However, there are challenges regarding the frequency of meetings. Mayors to commit themselves and ensure that the forum meetings take place as scheduled. The District Mayor, as chairperson of the Mayors Intergovernmental Forum, attends the KZN Provincial Premier's Forum meetings and ensures the dissemination of information between the two Forums. The municipality has also established the Technical Support Forum that supports the Mayors Forum. There are number of sub committees that were formed by the municipality in making sure that all the spheres of government talk to each other e.g. Service provides Forum, IDP Technical Support Structure, IDP Representative Forum, District Aids Council etc.

#### **1.2 Organisational structure**

UThukela District Municipality has adopted the structure and it is aligned with the Powers and Functions assigned to the municipality as well as the implementation

of the IDP. The District Municipality is having 500 staff members and consist of six Directorates namely Treasury and Finance

- Corporate services
- Infrastructure Development
- Health and Environmental services
- Strategic Planning and Economic Development
- Water Services



### **Powers and Functions of the District Municipality**

- Water supply and sanitation services
- Municipal Health services
- Solid waste disposal sites
- Municipal roads
- Regulation of passenger transport services
- Municipal airports serving the area of the whole district
- Fire fighting serving the whole District
- Establishment and control of fresh produce markets
- Establishment, conduct and control of cemeteries
- Promotion of local tourism for the area of the district municipality
- Municipal public works relating to any of the above functions or any other functions assigned to the district municipality.

Some of the Roles and Responsibilities of the Heads of Departments for the Council

**(i) *The Municipal Manager***

The Municipal Manager is primarily responsible for:

- The management of the Municipality's administration;
- The implementation of the IDP and monitoring of the plan;
- The implementation of National and Provincial Legislation applicable to the Municipality;
- The management of the provision of services to communities in a sustainable manner;
- Advising the Municipal Council and other political structures as well officials of the Municipalities

**(ii) *Executive Director Corporate Services***

The Executive Direct Corporate Services is charged with:

- Advising Council and its committees on standing orders, code of conduct and applicable Legislation;
- Advises the Council, its Committees and Heads of Departments on Human Resource Policy and labour relations;
- Acts as a Municipal Manager during his absence;
- Approves all agendas and minutes compiled by his staff; and
- Prepares the Disaster Management Plan for Council.

**(iii) *Chief Finance Officer***

The responsibilities of the Executive Director Finance include:

- Implementing the Financial Regulations;
- Acting as the direct link between the Council and the Auditor General;
- Acting as Consultant to Local councils in the region for the administration of projects funded by the Council;
- Compiling the annual budget and financial statements; and
- Controlling the bank account and arrangement of transfers between accounts.

**(iv). *Executive Director Strategic planning and economic development***

The Director's responsibilities are to:

- Develop and implement social programmes;
- Develop youth in the District;
- Develop and promote sports; and
- Promote gender equality

- Identify LED opportunities;
- Develop the LED Plan;
- Source funding for LED projects;
- Promote tourism; and
- Develop the Tourism Plan.
- Management of all planning related functions within UTDM;
- Ensuring that development occurs in terms of UTDM's Spatial Development Framework;
- Ensuring a sound Information Technology system within UTDM;
- Ensuring a sound and operational GIS within UTDM;
- Drafting and day-to-day management of the IDP; and
- Ensuring that the Local Municipalities adhere to the LUMS guidelines prepared by the UTDM.

**(v). Executive Director Infrastructure development**

The Executive Director Infrastructure development are :

- Responsible for the entire technical liaison between UTDM National and Provincial Government Departments;
- Responsible for rendering technical support services to Local authorities within the UThukela area, where such needs exist;
- Representing the Council at conferences, missions, functions etc as directed by the Council;
- Responsible for the approval of the prioritization of projects after technical evaluation; and
- Project administration services including capital budgeting and control of consultants

**(vi). Health and environmental Services**

The primary responsibilities of the Municipal Health Service include:

- Ensuring compliance with all Water Service Authority functions contained in the Water Service Act 108 of 1997
- Ensuring that water service policy including the by laws and tariffs are in place
- Monitoring and evaluating all Water Service Providers delivering services within the council jurisdiction
- Ensuring that the WSDP is in place
- Managing and overseeing any programme linked to the Water Service Authority function such as ISWIP

## **1.2 Addressing the Auditor General comments**

The municipality has received the comments from the Auditor General and the response is dealt in the KPA of the financial viability of the municipality

## **C2.2 Service Delivery and infrastructure Planning**

### **Water and Sanitation**

UThukela District Municipality is a water services authority that provides potable water for its consumers using an internal option methodology. Uthukela District Municipality is home to 656986 population and stretches +-11500km in size. It has +-134845 households. Presently; uThukela District Municipality is managing 15 water purification plants which produce 118 megalitres of purified water per day

Although uThukela District Municipality may not achieve the target for water backlog eradication by 2008 and sanitation backlog by 2010 due to financial constraints, however it has made great strides in reducing water backlog to 30% and sanitation backlog to 36%. According to UThukela backlog study results that was done in 2007 it indicated that the municipality needs the amount of R170.7 Million to meet the targets.

A comparison between 1996 and 2001 is not possible for all the types of sanitation, due to some types of sanitation not being captured during the 1996 Census. The situation with regards to flush toilets have improved slightly although 10 367 more households now have access to a flush toilet, the percentage of people have only risen by 0.37%, indicating that access to flush toilets have barely kept up with the growing population of uThukela.

Due to the difficulty in comparing the data, the amount of households with no access to sanitation have been used to inform the progress in sanitation delivery. In terms of the 1996 Census 15 431 or just over 16% of households had no access to sanitation as appose to the 24 771 or just over 18% of households in 2001, indicating an increase in households without sanitation facilities. It is however encouraging the 'Bucket Latrine' system is being phased out with just below 1% of households utilising this type of sanitation system against the nearly 3.5% in 1996.

According to the revised uThukela Water Services Development Plan (WSDP), there is a 36% backlog in sanitation services and 30% backlog in water services. The national



minimum standard for sanitation is essentially a ventilated improved pit (VIP) latrine. The table below indicates the current backlogs of water and sanitation

**Table 10: Current (Aug 07) water services backlogs in uThukela District Municipality**

LM	Total population	Total households	Water backlogs 2006		Sanitation backlogs 2006	
			Household	%	Household	%
Emnambithi	225,452	50,329	2,750	2%	6,908	5%
Indaka	113,643	21,376	8,807	7%	10,137	8%
Umtshezi	59,925	13,098	2,520	2%	2,520	2%
Okhahlamba	137,515	26,680	12,289	9%	17,662	13%
Imbabazane	119,914	23,027	13,464	10%	11,096	8%
DMA	515	151		0%	0	0%
<b>Total DM</b>	<b>656,964</b>	<b>134,861</b>	<b>39,830</b>	<b>30%</b>	<b>48,323</b>	<b>36%</b>

Source: Jeffares and Green Consulting Engineers

### Electricity

According to the Census 2001, there are 57 183 households that do not have access to electricity. Although the situation has improved since 1996 (56%), this is a staggering 42% of the households within uThukela that does not utilise Electricity as a means of lighting. The households that utilize candles as a source of lighting are 38%, with the remainder being made up of gas, paraffin and solar power as a source of lighting. The lack of a supply of electric is a major contributing factor when it comes to creating a situation of poverty. The Table below shows the Service Deliver per Household – Lighting Source

**Table 11. Service Delivery per household-Lighting source**

Lighting Source	1996	%	2001	%
Electricity	41 348	44.03	77 664	57.59
Gas	799	0.85	711	0.53
Paraffin	7 108	7.57	4 181	3.10
Candles	44 637	47.54	51 493	38.19
Solar	0		254	0.19
Other	10	0.01	544	0.40

(Source: Statistics South Africa: Census 2001)

### Refuse Collection

The table below indicates the situation with regards to refuse collection following the 1996 and 2001 Census. As can be seen from the 'Variation' column, there has been an increase of over 1% for residents receiving a weekly refuse collection service as well as a 1.75 % increase of households with no means of disposing of refuse. There is however a decrease of households utilising community and own dumps, as well as households receiving a service from the municipality, other than on a weekly basis. Refuse collection therefore remains a serious environmental health issue. The District municipality is in the process of finalizing the Integrated Waste Management Plan and that it will provide

strategies in addressing the backlogs in refuse collection, both at district and local level. Less capacitated local municipalities should however start to initiate a community based refuse collection service in order to address the nearly 18% of households that has no means of disposing of refuse. The municipality is also implanting the free basic solid waste for the indigent.

**Table 12: Service Deliver per Household – Refuse**

<b>Refuse disposal</b>	<b>1996</b>	<b>%</b>	<b>2001</b>	<b>%</b>	<b>Variation</b>
Municipality – weekly	24 633	27.02	38 085	28.24	+1.22%
Municipality – other	840	0.92	642	0.48	-0.44%
Communal dump	1 536	1.68	1 073	0.79	-0.89%
Own dump	49 574	54.37	71 104	52.73	-1.64%
No disposal	14 594	16.01	23 943	17.76	+1.75%

(Source: Statistics South Africa: Census 2001)

### **Free Basic Water and Sanitation**

In terms of our Free Basic Water Policy, all rural communities qualify for up to 6kl of free basic water. Urban indigent consumers are required to register as indigent consumers and thereafter qualify for up to 6kl of free basic water. Rural communities are provided with free basic sanitation facilities mainly through Ventilated Improved Pit Latrines (VIPs). Households benefited-(water 21 800 and sanitation 22 720). The municipality is implementing the free basic water which is 6kl.

### **Free Basic Electricity**

Free Basic Electricity/Energy was introduced from 01 July 2003. Due to initial teething problems and signing of the funding agreement with ESKOM, the Municipality commenced with the initial roll out of Free Basic Electricity on 01 April 2004 and Eskom commenced on 1 August 2004. A total of about 4000 customers benefited from this programme. Relief for the poorest of the poor was continued for the 2005/2006 financial year.

Free basic electricity(50KWh per month was provided to 7803 indigent consumers which is almost 50% more households than the previous year as indicated in Table 3.2: Free basic electricity. Free basic services were expanded to include free basic energy totalling in assistance amounting to R3, 721,250. Fire Gel stoves provided to 4000 consumers.

Table: 13. Free basic electricity

<b>Details</b>	<b>Quantity</b>	<b>Value</b>
7803 households	50 kWh per indigent household	R18.41 per household per month = R1,723,370.00 per annum

### **Public Transport**

Uthukela District Municipality has complied with the National Land Transport Transition Act (NLTTA), act22 of 2000 that requires that the district and local municipalities compile a public transport plan (PTP). The plan is a 5 year plan that is reviewed annually This plan was prepared in conjunction with the local municipalities. It was also aligned with the IDP. In the plan there are number of identified projects that require implementation over the period of 5 years. Additional projects were identified for implementation after 5 year period. According to the plan there are 31 minibus taxi ranks in the uThukela district Municipality Area. A total of 25 ranks provide commuter services only, while the remaining six provide both commuter and long distance services. Only ten of the 31 minibus-taxi ranks in uThukela are formal ranks, with 22 being located off-street of which nine ranks have any type of all weather surfacing. Uthukela District has received a funding from KZN Department of Transport for the purpose of reviewing the public transport plan which is underway.

### **C2.3 Economic Development**

An LED strategy for Uthukela District municipality has been formulated and adopted, which also consolidates the economic analysis of the local municipalities. The LED plan of UThukela is aligned to NSDP, PGDS and ASGISA principles. The LED strategy is also linked to the District Growth and Development Summit (DGDS) outcomes. This strategy has been workshopped throughout the district and emanating from that process, a number of projects have also been identified, which are included in the list of this IDP. The strategy contains the preparation of depth sector analysis of amongst other, employment, infrastructure, agriculture etc. It is important to be aware of the strengths and weakness of the existing economic sectors to direct new efforts for growth and development. The following table illustrates the strengths and weakness of the district.

**Table: 14**

<b>Unique strength</b>	<b>Unique weakness</b>
Drakensberg Mountains	Spatial structure
Industrial base (incl. skills and infrastructure)	Low levels of beneficiation (esp. in agriculture)
Experience in FDI	Strong core – periphery spatial distribution. Highly developed core vs poorly developed areas
Road network – N3 / hub	Imprint Apartheid past and injustices – particularly land dispossession
Access to natural resources –	Massive utilities – little local impact at present

water	
History of the area	High prevalence of HIV/AIDS
Gateway to KwaZulu Natal	Unemployment
Border with Lesotho	Uncertain agricultural future
High skills base, especially amongst retrenched industrial and agricultural workers	

The LED strategy of Uthukela District is having strategies that takes advantage of economic opportunities mitigate weaknesses in the economy and assist in the development of an appropriate institutional environment. It is also aligned to UThukela IDP.

The ever decline in the economy and high levels of unemployment requires robust economic initiatives. Job creation is one of the outmost importance in order to realize the vision of UThukela District Municipality. Congruent with National NSDP, provincial PGDS and local growth and development summit, the District needs to formulate economic growth with one of the objectives as to facilitate incorporation of the second economy into first economy. The highest unemployment rate is in Indaka followed by Imbabazane and Okhahlamba local municipality. The situation is worsened by the increase of unemployment in other parts of the country as it results in migrant and urban workers returning to the rural areas where the economy opportunities are even less. The table below gives an indication as to the situation in UThukela as per local municipality.

**Table 15: Unemployment per Local Municipality**

Local Municipality	Emnambithi/ Ladysmith	Okhahlamba	Imbabazane	Indaka	Umtshezi	DMA
Unemployed	40 856	18 746	20 131	15 843	12 298	9
% of Economic Active Population	49.24	59.50	73.66	84.06	54.82	2.05

*(Source: Statistics South Africa: Census 2001 as adjusted by the author)*

Through the IDP the municipality will strive to develop a sense of entrepreneurship and the creation of an investor friendly environment in order to support national initiatives and the tourism industry.

In partnership with Gijima, an economic development programme funded by the EU, an LED plan has been completed. The plan has identified competitive advantages as follows:

- Agriculture
- Tourism

o Industrialization/Manufacturing

Based on the LED plan the district is in the process of finalization an agricultural plan which seeks to identify key projects. The tourism plan has been developed. The plan emphasis is on the optimal use of international, regional and local assets i.e. the world heritage site, marketing the region in light of the 2012 Soccer World Cup that will be hosted by South Africa. Major projects have been identified and business plans need to be developed.

**DISTRICT GROWTH AND DEVELOPMENT SUMMIT (DGDS)**

The first UThukela growth and development summit was held in February 2007. The outcome of the summit was the compilation of the action programme to be implemented by the various stakeholders.

**Alignment of UTDM's IDP with the Resolutions of the District Growth and Development Summit (DGDS)**

On the 1<sup>st</sup> and 2<sup>nd</sup> of February 2007, UTDM held its growth and development summit, which was attended by various stakeholders. During the summit, the DM's IDP Manager presented an action plan that outlined activities to be undertaken by stakeholders in order to achieve integrated development planning in the District. This was adopted by all stakeholders who participated during the summit. IDP sector champions were also nominated to ensure that the action plans are carried out and progress reported on regular basis. The committee was formed to ascertain that there is a continuous consultation with the relevant stakeholders and the follow up meeting was proposed. The action plan promulgated four critical areas which also informed the IDP processes for the 2008/2009 financial year.

**Alignment of UTDM's IDP with the 6 KZN Provincial Growth and Development Strategy (PGDS) Priorities**

The UTDM has made an attempt in aligning its IDP with the 6 priority areas in the KZN PGDS. This is an indication that UTDM does not view itself in isolation from the provincial and national context; however, it sees itself as forming an integral part of the processes taking place to address the challenges of this province. Therefore, in the planning processes is critical not to lose sight of the priorities as outlined in the Provincial Growth and Development Strategy (PGDS). These priorities are:

- Strengthening Governance and Service Delivery
- Integrating investments in Community Infrastructure

- Sustainable Economic Development and Job creation
- Developing Human Capacity
- Developing comprehensive response to HIV/Aids
- Fighting Poverty and protecting vulnerable groups in society

The identified projects of the DM address the above priority areas.

### **Alignment of UThukela IDP with the ASGISA principles**

In planning for LED programmes and other programmes such as skills development and capacity building within the municipality, the principles and goals of Accelerated and Shared Growth and Development Initiatives of South Africa (ASGISA) have been incorporated into the integrated planning of the municipality.

### **SECTOR DEVELOPMENT- CRAFTERS**

Through partnership with Gijima KZN the District is embarking on craft projects with an aim of formalising this sector. Crafters within Uthukela District Municipality engage in a variety of craft products, and these can be summarised in the following manner:

- a. Clothing / Sewing
- b. Accessories
- c. Grass work
- d. Other

Assessing quality of craft products proved to be a daunting task since at present there are no set standards that seek to regulate this aspect of craft manufacturing. At present various groups have their own internal mechanism which they use to assess the quality of craft products manufactured.

### **DEVELOPMENT OF SMME'S**

Currently the District is engaged in partnership with SEDA to try and assist all the emerging business entrepreneurs within the district. The partnership started in 2006; SEDA offers technical support to the entrepreneurs

### **Cooperatives**

There are 228 Cooperatives within the uThukela district.

**Table: 16 UThukela Cooperatives**

<b>Status of co-ops</b>	<b>Number of co-ops</b>
Funded	119
Funded and Operational	70
Funded but not operational	49
Not Funded	109
Not Funded and Operational	9

### **Challenges**

- Cooperatives in the agricultural sector are not yet funded
- The late delivery of machinery/equipment by suppliers delay the starting of businesses by cooperatives
- Cooperatives lack sustainable markets
- Unaffordability of rented operational premises
- Inappropriate establishment of some cooperatives
- Transportation of goods to potential markets
- Intensive training to be provided
- Insufficient funding for start up projects

### **Interventions**

- Grant funding to be sourced from potential funders
- Intensive training on business management skills
- Municipalities to facilitate accessibility of markets by cooperatives

### **UThukela District LED Forum**

UThukela District Municipality has managed to establish the LED Forum. The Forum is coordinated at the District level and it is comprises of local municipalities, private sector, NGO's etc where they discuss the issues pertaining to Local Economic Development (LED).

**C2.4 GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

Good governance in a municipal context relates to the process whereby Municipalities conduct public affairs and manage public resources in a responsible and accountable manner and in line with the provisions of the rule of law for the benefit of the citizens served and the realization of human rights. The key attributes for good governance are transparency, responsibility, accountability, participation and responsiveness to the need of the people.

Consultation with stakeholders is a continuous process within Uthukela district municipality, in compliance with the stipulation in Chapter 4 of the MSA of 2000. After completing the draft IDP and the draft budget, the municipality advertised both the draft IDP and the draft budget in local newspapers. In order to ensure alignment between the IDP, Budget and PMS review processes, a Process Plan was drafted incorporating all three activities with monthly milestones and this was workshopped with communities and other stakeholders through the Representative Forum and service providers meetings. The Framework Plan was also drafted to ensure that the review process of the District IDP and local municipalities IDP are aligned and equally informed by each other, In addition to that, the Mayor of the municipality had several road shows and he used the Ukhozi FM slot informing the community about the draft IDP and draft budget. This formed the basis for stakeholder input to ensure effective public participation in the IDP process. The Mayor had road shows in the following areas in making sure that the information is cascaded down to people

06 May 2008	IDP/Budget Breakfast meeting	Royal Hotel	08H00	
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15 May 2008	Indaka L.M	kwaHlathi	10H00	
19 May 1008	Imbabazane L.M	Shayamoya	10H00	
20 May 2008	Umtshezi L.M	Weenen	10H00	
22 May 2008	Emnambith L.M	Kleinfontein	10H00	
23 May 2008	Okhahlamba L.M	Isandlwana	10H00	

It is the policy of Uthukela district municipality to ensure that the development is driven by the community

The whole area of uThukela District Municipality was covered and the community was given the chance to comment on their draft IDP and draft budget. Emphasis was on the importance of attending the IDP meetings and make comments because he indicated to



them that IDP informs the budget as well as the fact that projects that are not in the IDP will not be implemented. Uthukela's IDP and budget is community driven from the initial stages and the role of the municipality is to facilitate the whole process.

The municipality is in the process of establishing the district Communication strategy before the end of the current financial year. In the strategy these are the following aspects that will be contained in communicating the IDP, Budget and PMS of the municipality.

- Road shows
- Ukhozi slot
- Local newspapers
- UThukela website
- Annual report
- District Mayors Forum meetings
- IDP and Budget alignment meetings and technical support meetings

### **Traditional leaders**

In this district the institution of Traditional Leadership is highly recognized and supported. There are 24 Traditional Leaders in the uThukela district. The Municipality works closely with the Traditional Leaders within the district. Traditional Leaders are represented at the District Aids Council Structure. A District house of AmaKhosi has been established in line with the new legislation on Traditional Leadership.

In ensuring that good governance prevails in the delivery of services to the citizens of uThukela District, UThukela District Municipality and its family of Local Municipalities ensured that they comply with the provisions of the following important legislation: -

- The Constitution of the Republic of South Africa Act.
- Municipal Finance Management Act.
- Municipal Structures Act.
- Municipal Systems Act.

In complying with the aforementioned legislation, the District and Local Municipalities have put the following in place: -

- Functional Audit Committees to audit the performance of municipalities.
- Functional internal audit Committee
- Supply Chain Management Policy to guide procurement of goods and services in a fair, transparent, competitive and efficient manner and to ensure that historically disadvantaged individuals (HDI) are accorded preferential consideration.
- UThukela District Municipality and the Local Municipalities established Functional Executive Committees and various Portfolio/Sub-committees in order to ensure effective and smooth functioning of the municipal councils.

- The District Municipality and the Local Municipalities developed the IDP's and are reviewing such plans annually in line with the provisions of the Municipal Systems Act.
- The Municipalities further developed and adopted a number of Policies and By-laws to enable them to operate efficiently and effectively within their areas of jurisdiction.
- During the 2006/7 financial year, uThukela District Municipality received unqualified audit opinion report from the Auditor General, which clearly indicates that uThukela District Municipality complied with the provisions of the important Municipal Legislation relating to good governance.
- HIV/AIDS strategy for the workplace and for the community and the District Aids Council has been launched
- Continuous promotion of the people with disabilities is the main focus of the municipality and there are number of programmes and projects that involves them in the district. In addition to that there is disability forum where they discuss the issues related to them.
- Gender Committee has been established where the majority of people who takes the initiatives are women and the chairperson of the gender committee is the women also they have a number of programmes planned for this financial for them. Recently they had a commemoration of Woman's Month celebration.
- Uthukela senior citizen forum has been formed and launched. The municipality had an awareness campaign of the senior citizen.
- The municipality is also supporting youth in the formation of the business and help them on how to source funding fro the projects.

### **C2.5 Spatial Development analysis and Rationale**

The Municipality has developed the Spatial Development Framework to assist the Municipality in the planning and identification of the available land. The Spatial Development Framework of Uthukela District municipality was reviewed and adopted on the 30 June 2008. The Municipality reviewed the principles of the NSDP to ensure that the spatial development Framework of the Municipality is aligned to that of national. In trying to align the NSDP, uThukela District Municipality considered the IDP Priority issues as the core development of the Municipality. These priority issues were reviewed by both the officials (Steering Committee) and the Councillors of the municipality, basing the alignment process on the principles, which include economic growth, government spending on fixed investment, addressing of the past and current social inequalities on people not places and future settlement and economic development should channelled into corridors and nodes. The following table reflects the outcomes of the alignment between the Spatial Development Framework and the principles of the national spatial and development perspective (NSDP)

**NSDP Principles**

**UTDM IDP Priority Focus**

Economic Growth	Economic Development
Government spending on fixed investment	Backlogs in provision of infrastructural and social services
Addressing the past and current social inequalities on people not places	Addressing the injustice of the apartheid past
Future settlement and economic development should channelled into corridors and nodes	Economic development and Spatial Development Framework

**Environmental Management**

Uthukela District municipality has developed the following Environmental Management Plans:

**Integrated Waste Management Plan**

This plan covers the following key aspects

- Status quo analysis of Waste Management
- Goals and objectives of Waste Management
- Gaps and needs and needs assessment of Waste Management
- Evaluation of alternatives for Waste Management
- Framework for an Implementation Strategy
- Environmental Pollution Control Bylaws

**Air quality Management Plan**

This plan covers the following key aspects:

- Priority pollutants (Emission Inventory)
- Goals and objectives of Air Quality Management
- Air Quality Management system
- Emission Quantification and Reduction programme
- Co operative governance approach

**Environmental Pollution**

The District municipality has developed and adopted the Environmental Pollution Control By laws on the 30 June 2006.

The critical challenges that face the municipality are that most of the waste disposal sites are full. The district municipality is negotiating with the Department of Land Affairs to assist in acquiring land to be used for solid waste disposal sites.

### **C2.6 Financial viability**

Finances are the lifeline of any organisation. UTDM has ensured that the finances of the Municipality are managed, utilized and accounted for in a professional manner. It is for this reason that UTDM has established a well resourced Treasury and Financial Services Department to ensure that the objectives of UTDM are not compromised. The Chief Finance Officer is a Section 57 employee, who is responsible for the running of the Department, producing expenditure reports, allocating budgets for all KPAs and responding to audit queries in compliance with the Municipal Finance Management Act No 56 of 2003 (MFMA).

In terms of section 165 of the MFMA, , each municipality must have an internal audit unit, subject to subsection (3) which says that the municipality may outsource services if the municipality requires assistance to develop its internal capacity. Therefore, the Municipality appointed the service provider that performs internal auditing functions in advising the Accounting officer and reporting to the Audit committee on the implementation of the internal audit plan and matters relating to internal control, accounting procedures and practices, risk management, performance control, loss control and compliance with this act MFMA, DORA and any other applicable legislation.

In the drawing of the current Financial Plan, the Municipality has taken into cognisance the need to balance the Financial Plan and the IDP process. As a result, the IDP budget is aligned with the Municipality budget. The Municipality has also devised stringent monitoring procedures to track income cash-flows and expenditure. The Service Delivery Budget Implementation Plan (SDBIP) has also been developed and approved by UTDM

### **Support on Local Municipalities**

The District Municipalities has supported the local municipalities through the following:

- Administration of the financial systems
- Funding for public participation
- Capacitation of the Ward committees
- Funding through Mig projects

**Debt Collection**

The debt collection function of the municipality is performed by Sharcoal and Umhlabulu consultants. Uthukela District Municipality has appointed the Senior Credit Control Officer who monitors the functioning of the appointed consultants

**Audit Committee**

The Audit Committee of the municipality is fully functional. It came into existence in February 2007. They sit four times per year

**Internal Audit**

Uthukela District municipality internal audit is also functional. The council has appointed the Price Water House Coopers as a service provider to assist the municipality's internal auditor that was appointed by Council

**Integrated Financial System**

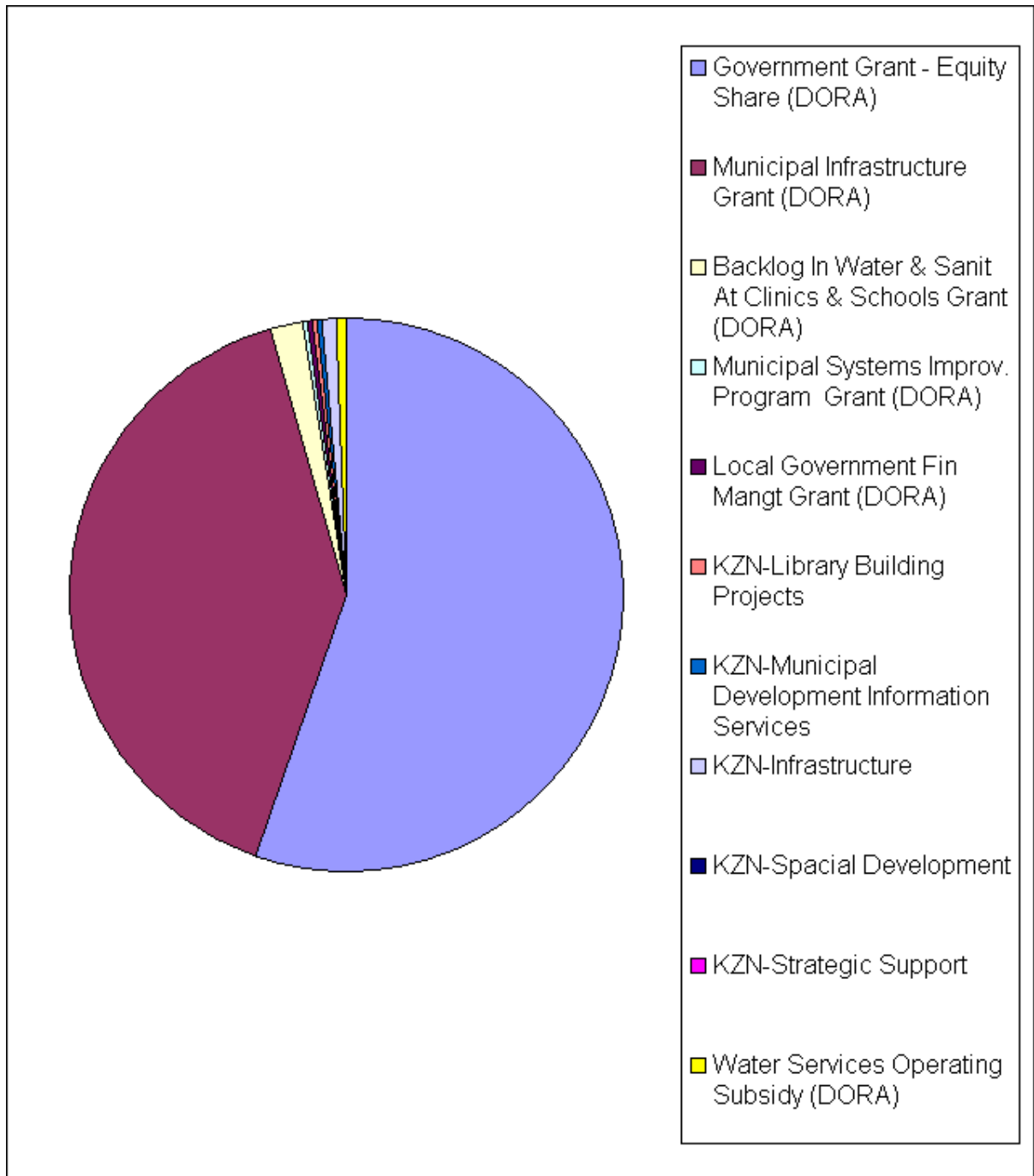
It is an Integrated System which comprises of the following modules:

General ledger (Income and Expenditure)

Debtors	Sundry debtors
Creditors	Assets
Costing	Cashbook
Procurement	Receipt
Stores	Budget control

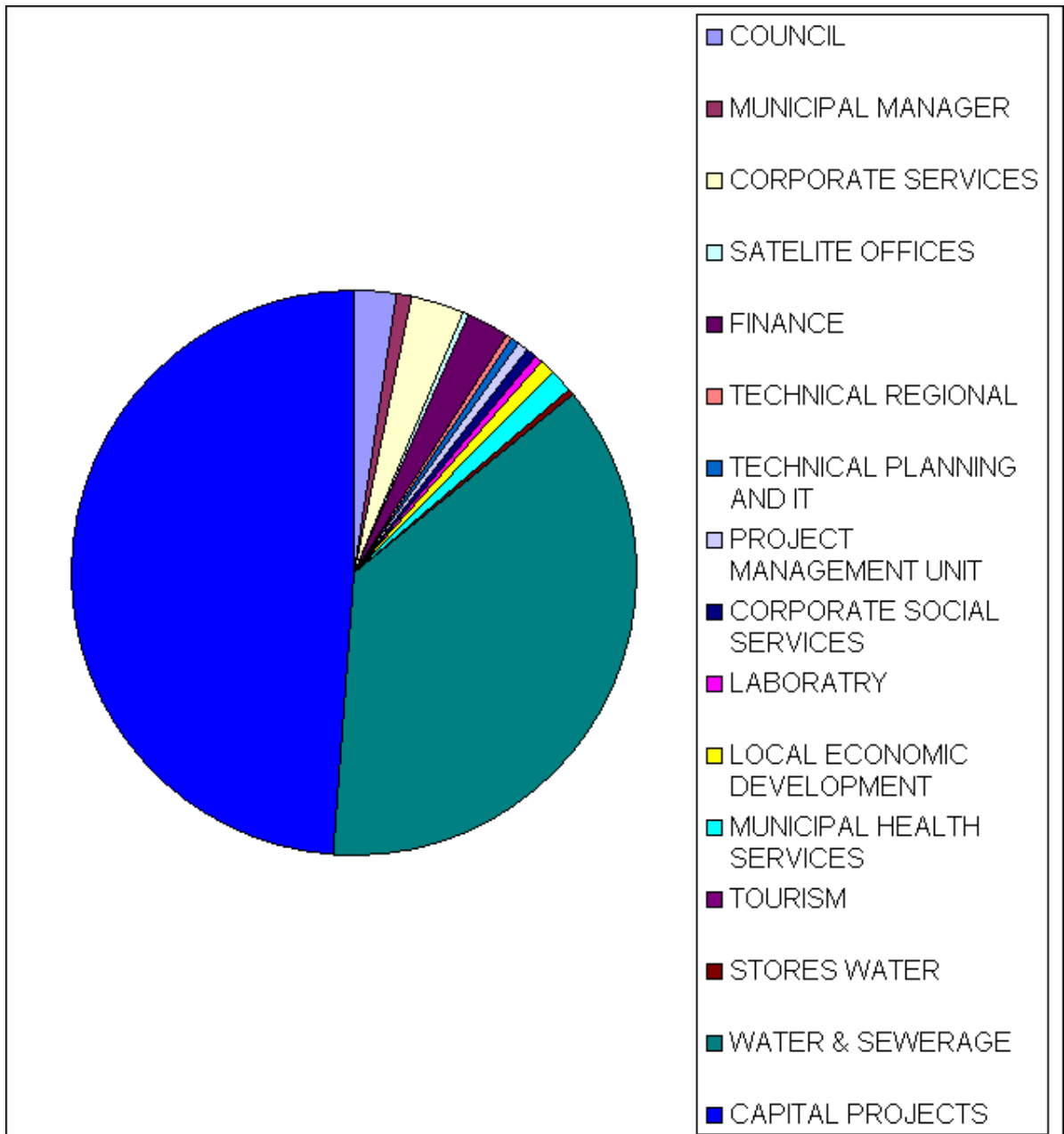
**GOVERNMENT GRANTS AND SUBSIDIES**

Government Grant - Equity Share (DORA)	128,819,000
Municipal Infrastructure Grant (DORA)	93,570,000
Backlog In Water & Sanit At Clinics & Schools Grant (DORA)	4,389,000
Municipal Systems Improv. Program Grant (DORA)	735,000
Local Government Fin Mangt Grant (DORA)	250,000
KZN-Library Building Projects	900,000
KZN-Municipal Development Information Services	1,000,000
KZN-Infrastructure	1,400,000
KZN-Spatial Development	200,000
KZN-Strategic Support	100,000
Water Services Operating Subsidy (DORA)	1,215,000
	<hr/>
	232,578,000



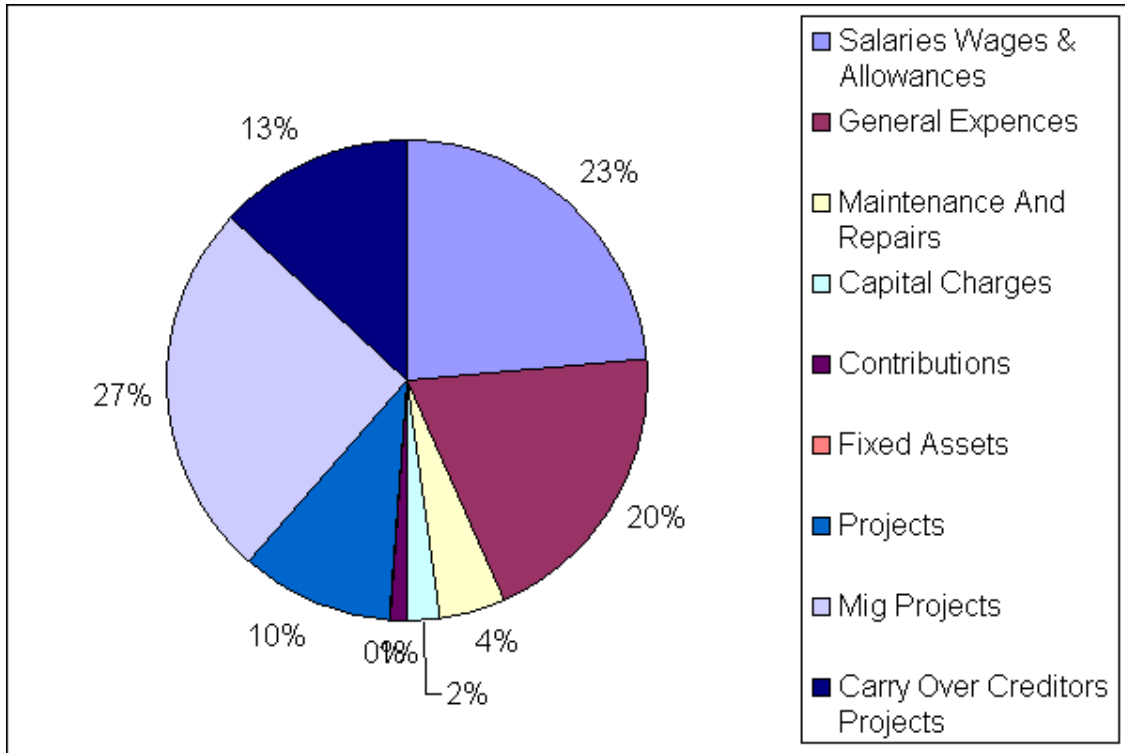
UThukela District Municipality IDP Review 2008/2009

COUNCIL	8,796,111	2.47%
MUNICIPAL MANAGER	3,029,523	0.85%
CORPORATE SERVICES	11,081,523	3.11%
SATELITE OFFICES	894,647	0.25%
FINANCE	8,484,907	2.38%
TECHNICAL REGIONAL	1,185,395	0.33%
TECHNICAL PLANNING AND IT	2,226,012	0.62%
PROJECT MANAGEMENT UNIT	1,970,363	0.55%
CORPORATE SOCIAL SERVICES	2,159,073	0.61%
LABORATRY	1,549,477	0.43%
LOCAL ECONOMIC DEVELOPMENT	2,767,789	0.78%
MUNICIPAL HEALTH SERVICES	5,195,281	1.46%
TOURISM	568,240	0.16%
STORES WATER	834,034	0.23%
WATER & SEWERAGE	131,548,431	36.93%
CAPITAL PROJECTS	173,914,494	48.82%
	<hr/>	
	356,205,301	100.00%



UThukela District Municipality IDP Review 2008/2009

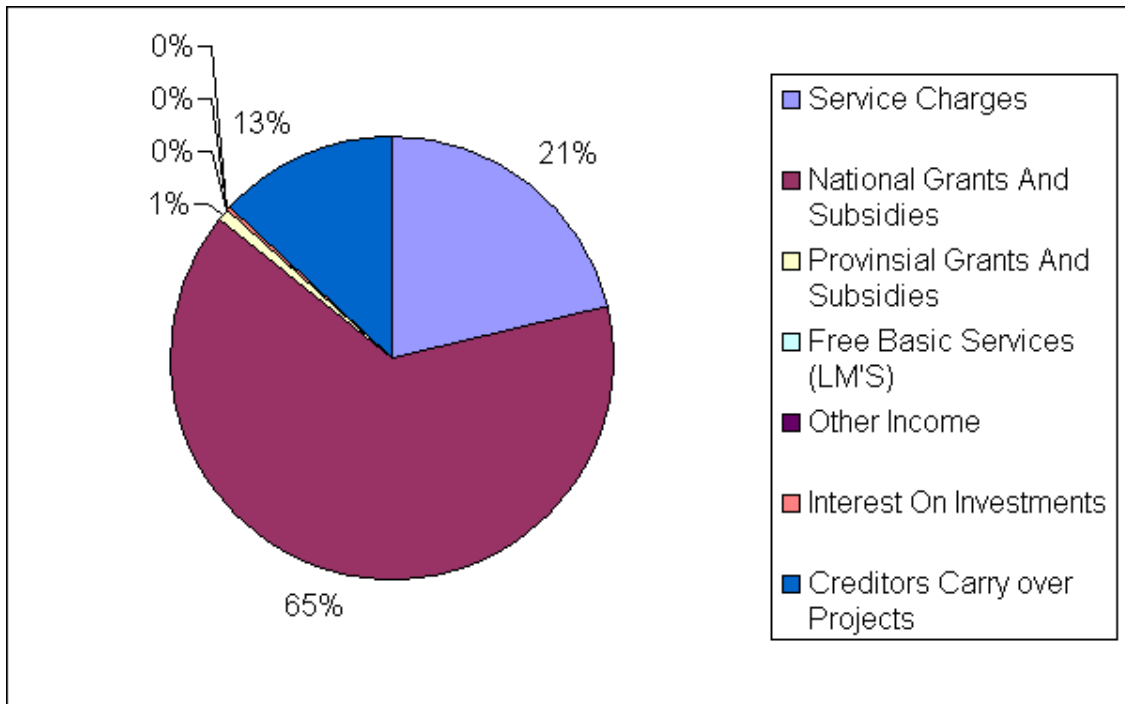
Fixed Assets	229,000	0.06%
Projects	35,948,908	10.09%
Mig Projects	91,599,637	25.72%
Carry Over Creditors Projects	46,365,949	13.02%
	<hr/>	
	356,205,301	100.00%





**OPERATIONAL INCOME BUDGET 2008/2009**

Service Charges	76,315,447	21.42%
National Grants And Subsidies	228,978,000	64.28%
Provincial Grants And Subsidies	3,600,000	1.01%
Free Basic Services (LM'S)	0	0.00%
Other Income	90,000	0.03%
Interest On Investments	855,905	0.24%
Creditors Carry over Projects	46,365,949	13.02%
	<b>356,205,301</b>	<b>100.00%</b>



## SUMMARY OF CAPITAL PROJECTS

EXPENDITURE	BUDGET 2007/2008	ESTIMATED ACTUAL 2007/2008	BUDGET 2008/2009	BUDGET 2009/2010	BUDGET 2010/2011
Municipal Systems Improv. Program Grant (DORA)	900,000	900,000	735,000	735,000	735,000
Bulk Water Supplies	3,180,000	3,180,000	4,389,000	8,316,000	11,000,000
Other regional Functions	16,462,208	16,462,208	19,083,733	19,709,357	20,891,918
Sewerage Purification Works	0	0	0	0	0
Land Usage and Transport Planning	0	0	0	0	0
Roads and Storm water Drainage	0	0	0	0	0
Passenger Transport Services	0	0	0	0	0
Traffic Matters	0	0	0	0	0
Abattoirs	0	0	0	0	0
Fresh Produce Markets	0	0	0	0	0
Refuse Dumps	0	0	0	0	0
Cemeteries and Crematoriums	0	0	0	0	0
Ambulance and Fire brigade Services	0	0	0	0	0
Health Services	311,394	311,394	2,400,000	2,544,000	2,696,640
Communications	1,820,000	1,820,000	3,700,000	3,922,000	4,157,320
Civil Defence	0	0	641,175	683,289	698,879
Libraries	0	0	0	0	0
Recreational Facilities	0	0	0	0	0
Environment Conservation	0	0	0	0	0
Promotion of Tourism	0	0	1,150,000	1,219,000	1,292,140
Other Services And Facilities (GRANTS)	8,273,000	8,273,000	3,850,000	2,500,000	2,217,000
	0	0	0	0	0
Municipal Infrastructure Grant (DORA)	70,242,430	70,242,430	91,599,637	104,254,415	84,918,100
	0	0	0	0	0
	0	0	0	0	0
	0	0	0	0	0
Carry Over Creditor Projects (GRANTS)	24,605,425	24,605,425	46,365,949	49,147,906	52,096,780
<b>GRAND TOTAL</b>	<b>125,794,457</b>	<b>125,794,457</b>	<b>173,914,494</b>	<b>193,030,967</b>	<b>180,703,778</b>

EXPENDITURE	BUDGET 2007/2008	ESTIMATED ACTUAL 2007/2008	BUDGET 2008/2009	BUDGET 2009/2010	BUDGET 2010/2011
Peace Initiatives	125,000	125,000	0	0	0
Uthukela Civil Defence / Security Contract	3,800,000	3,800,000	5,030,733	5,332,577	5,652,532
Youth Development	300,000	300,000	350,000	371,000	393,260
Arts, Culture and Music	250,000	250,000	300,000	318,000	337,080
Social Economic Activities	600,000	600,000	1,000,000	1,060,000	1,123,600
Promotion of Sports	400,900	400,900	600,000	636,000	674,160
Kwanaloga Games	820,000	820,000	900,000	954,000	1,011,240
Uthukela District Associations(SAFA)	500,000	500,000	550,000	583,000	617,980
Implementation of DIMMS (UDM)	0	0	0	0	0
Educational Support Activities	390,000	390,000	400,000	424,000	449,440
Project Management Consultants	0	0	0	0	0
Local Economic Development Support	300,000	300,000	500,000	530,000	561,800
LED Program	0	0	0	0	0
Fleet Management	0	0	300,000	318,000	337,080
Land Purchase	0	0	0	0	0
Drought Relief Internal Funding	5,000,000	5,000,000	0	0	0
Gender	300,000	300,000	350,000	371,000	393,260
Environmental Health	0	0	0	0	0
Infrastructural Development	2,000,000	2,000,000	0	0	0
WSA Development & Implement plan	0	0	0	0	0
Physical Challenge Programs	0	0	0	0	0
MPRA (Valuation Roll And Project Manager)	100,000	100,000	490,000	0	0
Credit Control	0	0	0	0	0
Awareness Campaign	0	0	0	0	0
Community consultation meetings on Service Delivery	0	0	250,000	265,000	280,900
<b>Develop and Implementation of Programs</b>	0	0	0	0	0
GAMAP compliance	0	0	1,490,000	1,579,400	1,674,164
Upgrade IT System (Munsoft Classic 3l)	0	0	750,000	795,000	842,700
Replace Novell Server And 24 Work Stations	0	0	0	0	0
Ongoing training and capacity building	0	0	23,000	24,380	25,843
Counter Funding - Projects	1,576,308	1,576,308	5,800,000	6,148,000	6,516,880
<b>GRAND TOTAL</b>	<b>16,462,208</b>	<b>16,462,208</b>	<b>19,083,733</b>	<b>19,709,357</b>	<b>20,891,918</b>

<b>EXPENDITURE</b>	<b>BUDGET 2007/2008</b>	<b>ESTIMATED ACTUAL 2007/2008</b>	<b>BUDGET 2008/2009</b>	<b>BUDGET 2009/2010</b>	<b>BUDGET 2010/2011</b>
Implement Health promotion Awareness	0	0	0	0	0
Food premises inspections	0	0	0	0	0
Food sampling bact/chem	0	0	0	0	0
Develop HIV/AIDS Strategy (Community)	311,394	311,394	350,000	371,000	393,260
Implement HIV/AIDS Strategy (Community)	0	0	800,000	848,000	898,880
Development of HIV/AIDS Policy (Workplace)	0	0	0	0	0
Implement HIV/AIDS policy (Workplace)	0	0	150,000	159,000	168,540
Develop adopt env pollution control by-laws	0	0	0	0	0
Establish health safety committee and organise workshops	0	0	0	0	0
Implement Air quality Management Plan	0	0	200,000	212,000	224,720
Investigation of Waste Disposal Site	0	0	500,000	530,000	561,800
Implement Health And Safety Program	0	0	100,000	106,000	112,360
Develop Integrated Energy Distribution Plan	0	0	300,000	318,000	337,080
<b>GRAND TOTAL</b>	<b>311,394</b>	<b>311,394</b>	<b>2,400,000</b>	<b>2,544,000</b>	<b>2,696,640</b>

**REPORT OF THE AUDITOR-GENERAL TO THE KWAZULU-NATAL PROVINCIAL  
LEGISLATURE ON THE FINANCIAL STATEMENTS AND PERFORMANCE  
INFORMATION OF UTHUKELA DISTRICT MUNICIPALITY FOR THE YEAR ENDED  
30 JUNE 2007**

**REPORT ON THE FINANCIAL STATEMENTS**

**Introduction**

1. I have audited the accompanying financial statements of Uthukela District Municipality which comprise the balance sheet as at 30 June 2007, income statement, and cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory notes, as set out on pages 8 to 28.

**Responsibility of the accounting officer for the financial statements**

2. The accounting officer is responsible for the preparation and fair presentation of these financial statements in accordance with the basis of accounting as set out in accounting policy note 1.1 to the financial statements and in the manner required by the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA). This responsibility includes:
  - designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error
  - selecting and applying appropriate accounting policies
  - making accounting estimates that are reasonable in the circumstances.

**Responsibility of the Auditor-General**

3. As required by section 188 of the Constitution of the Republic of South Africa, 1996 read with section 4 of the Public Audit Act, 2004 (Act No. 25 of 2004) (PAA) and section 126(3) of the MFMA, my responsibility is to express an opinion on these financial statements based on my audit.
4. I conducted my audit in accordance with the International Standards on Auditing. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.
5. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
6. An audit also includes evaluating the:
  - appropriateness of accounting policies used
  - reasonableness of accounting estimates made by management

- overall presentation of the financial statements.
7. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

**Basis of accounting**

8. The municipality's policy is to prepare financial statements on the entity-specific basis of accounting as set out in accounting policy note 1.1.

**Basis for qualified opinion**

**9. Receivables (debtors)**

9.1 Debtors amounting to R53,2 million had been outstanding for more than 120 days at 30 June 2007 and there was an increase of 62% in the debtors over 120 days from 30 June 2007 to 31 October 2007. However, the provision for bad debts amounted to only R38 million. Due to the council not having a policy on provision for doubtful debts, it was not possible to assess whether the provision of R38 million was adequate with respect to the long-outstanding debtor balances.

**10 Revenue (income)**

**10.1 Water sales**

I was unable to verify the completeness and accuracy of revenue amounting to R40 million, as the controls implemented to read meters, register new applications and update records pertaining to existing water debtors were not adequate due to the following:

- It could not be ascertained if the billable customers who were taken over from the local municipalities were a complete list and that all customers receiving water were being billed.
- Completeness of application forms could not be determined as they were not prenumbered.
- Some debtor files did not contain application forms and other supporting documentation to verify the accuracy and completeness of the information used for the billing process.
- Opening readings could not be verified due to a lack of supporting documentation.
- The size of water pipes was not documented and therefore it could not be established if the correct tariff had been utilised in the billing process.
- There was no evidence that all meters were being read on a monthly basis.
- No estimates were used for billing when no readings were taken.

**10.2 Interest on overdue accounts**

In terms of section 64(1)(g) of the MFMA the accounting officer must take all reasonable steps to ensure that the municipality charges interest on arrear accounts unless the council has granted exemptions in accordance with its budget-related policies and within a prescribed framework. In addition, according to paragraph 6.9 of the credit control and debt collection policy of the municipality, interest should be levied on all overdue accounts using the interest rate of prime plus 1%.

The penalty interest charged on a monthly basis could not be verified due to the unavailability of a monthly debtors age analysis. It could not be ascertained if the interest was levied in accordance with the credit control and debt collection policy.

Consequently, interest recorded of R4,9 million and the related debtors' account balance could not be verified.

#### **Qualified opinion**

11. In my opinion, except for the effects of the matters described in the Basis for qualified opinion paragraphs, the financial statements of Uthukela District Municipality as at 30 June 2007 and its financial performance and cash flows for the year then ended have been prepared, in all material respects, in accordance with the basis of accounting as set out in accounting policy note 1.1 and in the manner required by the MFMA.

#### **Emphasis of matter**

12. I draw attention to the following matter:

##### **1.1.1.1. Highlighting a matter affecting the financial statements**

#### **Going concern**

Although the executive director's report on page 3 of the financial statements highlights the extreme financial challenges facing the municipality, the following further matters relating thereto were noted at year-end:

- The municipality was still facing a severe negative cash flow situation.
- The history of accumulated losses during the past financial years.
- The Metropolitan Life investment policies of R9,8 million were ceded as security for the bank overdraft facility as per note 8 to the financial statements.
- Statutory funds, provisions and reserves totalling R17 million at year-end were not fully supported by investments and cash. External investments and cash excluding investments that were ceded amounted to R1,3 million, causing a shortfall of R15,7 million.
- A drastic rise in current debtors by R21,8 million (30%) from R70 million to R91,8 million.
- Revenue recorded for the year under review was substantially below the budget.

Council did not have an adequate comprehensive plan in place to address the matters raised above. As there was no evidence that a turnaround strategy had been developed, approved and implemented by management, there is significant uncertainty with respect to the municipality's ability to meet both short- and long-term debt in the near future.

#### **OTHER MATTERS**

I draw attention to the following matters that are ancillary to my responsibilities in the audit of the financial statements:

##### **13. Non-compliance with applicable legislation**

#### **Municipal Finance Management Act**

No formal risk management policy or process has been established and incorporated into the municipality's system to assess, manage and control risk on a continuous basis as required by section 62(1)(c) of the MFMA.

The municipality was in a net overdraft position during certain months of the year, for which no evidence could be produced that the municipality informed the treasury as required by section 70(2) of the MFMA.

**14. Matters of governance**

**Internal audit and audit committee**

Section 165 of the MFMA requires the municipality to establish an internal audit function. The following shortcomings in respect of the internal audit function were noted during the audit:

- There was no approved internal audit charter.
- The internal audit plan for the year under review had not been approved.
- The audit committee was not established for the major duration of the year.

**15. Material corrections made to the financial statements submitted for auditing**

The financial statements, approved by the accounting officer and submitted for auditing on 31 August 2007, have been significantly revised in respect of the following material misstatement identified during the audit:

Credit balances included in debtors resulted in the understatement of debtors and creditors by R2,8 million. This error was corrected.

**16. Internal control**

Section 62(1)(c)(i) of the MFMA states that the accounting officer must ensure that the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control. The table below depicts the root causes of the matters indicated, as they relate to the five components of internal control. In some instances deficiencies existed in more than one internal control component.

Reporting item	Control environment	Assessment of risks	Control activities	Information and communication	Monitoring
<b>Basis for qualification of opinion</b>					
Debtors			X		X
Water sales and sanitations			X		X
Interest on overdue accounts					X
<b>Emphasis of matter</b>					
Going concern		X			X
<b>Other matters</b>					
Non-compliance with applicable laws and regulations		X			X
Matters of governance	X				X



Reporting item	Control environment	Assessment of risks	Control activities	Information and communication	Monitoring
Material corrections to the financial statements			X		X

**17. Investigations in progress or completed**

With reference to paragraph 7 of the directors' report in the financial statements, an investigation is in progress to probe the manner in which investments to the value of R5,2 million, included in debtors that matured during the year under review, were made.

**18. Unaudited supplementary schedules**

**The supplementary information set out on pages 28 to 34 does not form part of the financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion on them.**

**REPORTING RESPONSIBILITIES**

**Reporting on performance information**

19. I was engaged to audit the performance information.

**Responsibility of the accounting officer for the performance information**

20. In terms of section 121(3)(c) of the MFMA, the annual report of a municipality must include the annual performance report of the municipality prepared by the municipality in terms of section 46 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) (MSA).

**Responsibility of the Auditor-General**

21. I conducted my engagement in accordance with section 13 of the PAA read with *General Notice 646 of 2007*, issued in *Government Gazette No. 646 of 25 May 2007* and section 45 of the MSA.

22. In terms of the foregoing my engagement included performing procedures of an audit nature to obtain sufficient appropriate evidence about the performance information and related systems, processes and procedures. The procedures selected depend on the auditor's judgement.

23. I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for the audit findings reported below.

**Audit findings (performance information)**

**24. Non-compliance with regulatory requirements**

**No reporting of performance information**

In terms of section 41(e) of the MSA the municipality must establish a process of regular reporting of performance to the council, political structures, other political

office-bearers, municipal staff, public and other organs of state. However, the municipality did not issue any monthly, quarterly or annual performance reports as a means of creating this regular reporting to the said persons.

**Existence and functioning of a performance audit committee**

The municipality did not appoint and budget for a performance audit committee, neither was the audit committee utilised as the performance audit committee.

**Internal auditing of performance measurements**

The municipality did not develop and implement mechanisms, systems and processes for auditing the results of performance measurement as part of its internal audit processes as required in terms of section 45 of the MSA.

**Integrated development plan (IDP) and key performance indicators (KPIs)**

The KPIs for the performance management system (PMS) were not aligned with the KPIs as per the IDP as required by the PMS framework and the IDP.

**25. APPRECIATION**

The assistance rendered by the staff of Uthukela District Municipality during the audit is sincerely appreciated.

13 December 2007

Pietermaritzburg



A U D I T O R - G E N E R A L

## **RESPONSE ON AUDITOR GENERAL REPORT**

### **1. PURPOSE**

For council to consider the Audit Committee's recommendations to the auditor General's report on financials for financial year ended 30 June 2007.

### **2. BACKGROUND**

Attached to the report is the Auditor General's report for financial year end 30 June 2007, following are responses and recommendations from the committee for council to consider.

### **3. REPORT**

Following are proposed responses to the issues raised in the report;  
(Numbering used is as per the audit report)

#### **9.1. Receivables**

It can not be argued 100% of the council debtors who are more than 90 days will not pay their debts, since the report suggests that the full provision needs to be made for these debtors.

It has been noticed that some of these accounts have been handed over to councils' attorneys for recovery.

There is also an element of the Estcourt crises committee issue, where consumers have stopped paying this council and started to pay their account in their own account, this issue is in court, which than makes it difficult to estimate figures involved, and as such amounts are accumulating in the debtors book.

This council has made a provision of about 41% of its consumer debtors, it is hoped that the new initiatives where the council hopes to write off 33% of the dept should the debtor pays a third and makes arrangements to pay the other third will drastically reduce the total debt owed by the consumers in the 2007/2008 financial year.

Lastly it should be noted that indigent debtors supplied to this municipality by the then service providers was outdated and at times proved to be incorrect, thus built in the debtors could be the indigent consumers who will be identified and be written back against indigent when the data base is finished in 2007/2008.

#### **It is recommended that;**

- 1. Council formulates a policy for making provision for doubtful debts**
- 2. The credit control function be outsourced to the dedicated firm which specialize in debt collection should resources within the municipality are inadequate to can deal with debtors.**

- 3. Indigent consumers be properly catered for during budget period and necessary monitoring mechanism be put in place to check and monitor the ever changing status of indigency.**

## **10. Revenue Income**

This issue was discussed with the Auditor General, the contrary could also be true, it is submitted that budget only recognizes the billable customers who were taken over from the locals as per their history in terms of their data base, no study has been conducted to validate the claim made in report, this suggests that the opposite can also true, there could be a very small number of customers who are not in the system.

It is true that there are some meters which are not working and as such the reading remain constant, in these instances, when the meter is changed the consumer is billed on average consumption for the month(s) in which it was not operational.

**It is recommended that;**

- 1. Data verification and data upgrade process be undertaken**
- 2. Administrative issues raised in the report be dealt with by management as a matter of urgency to ensure completeness of information in the filing system.**

### **10.2 Interest on overdue accounts**

Samras system does not calculate interest on interest, therefore the basis used to calculate interest as per the Auditor General's report is not necessarily correct. This issue was discussed by Mrs. Vather and Mr. Koortzen.

It is recommended that:

1. Interest calculation be done as per the credit control policy

- 12.** It should be noted that the CFO's report in the financial statements does elaborate on this issue, it also be noted that the provincial government is assisting this municipality through the outgoing MAP programme.

Financial problems facing this municipality are not all as a result of its making, the major part are contributed by either the legislative changes which is accompanied by relevant funding mechanism, e.g. the transfer of water function with no reserves to fund the dilapidated infrastructure, but instead additional water related loans, the results of demarcation processes which left the profitable Ingagane out of the Uthukela boundaries and left the Limehill complex loan with no revenue base but only the liabilities, the ever rising unemployment rate which affects our projected income streams negatively etc.

It is recommended that:

1. Council engages National Treasury and DPLG on this issue.
2. A strict adherence to the in house recovery plan as per Map or alterations to suite the changing needs.

- 3, Debtors be dealt with as per above(Par.9.1).

**Other Matters**

**13 Non-compliance with applicable legislation.**

**No formal Risk management policy**

**It is recommended that:**

1. Council considers formalizing the risk management policy

**Bank Overdraft**

Since the municipality is experiencing going concern problems as stated above, it is therefore expected it will experience cash flow difficulties, council should determine the ‘the prescribed time” as required by the act, so that management can be able to report that in future.

**It is recommended that;**

1. The council determines that continuous three months be the prescribed time for reporting.

**14. Matters of Governance**

In the first audit committee the audit committee considered the audit plan and the audit charter.

It is recommended that;

1. Management be instructed to furnish Auditor General with the two mentioned documents.
2. It be noted that the audit committee was appointed during the financial year in question and could only sit to consider the previous years audit report.

**15. Material corrections made to the financial statements**

It is recommended that;

1. Correction made be noted

**17. Investigation in progress**

It is recommended that;

1. It be noted that NPA is still in progress with the investigations.

**Other Reporting Responsibilities**

### **No reporting of performance Information**

The annual report is in the process of being compiled and in terms of Section 121(1) of the Municipal Finance Management Act (Act 56 of 2003) a municipality has nine months to compile an annual report, which would put the deadline as end of March 2008.

It is recommended that;

The annual report be submitted to council for consideration.

### **Existing and functioning of a performance audit committee**

The financial and performance audit committee has been merged.

### **Internal Auditing of performance measurements**

The 2006/2007 performance assessments were done at the hands supporting documentation provided to the Municipal Manager and Mayor for verification.

Council resolved to combine the Audit committee and the Performance Audit committee.

### **The KPIs for PMS were not aligned with the KPIs as per the IDP as required by the PMS framework and IDP.**

This is a broad brush statement that ignores the alignment that has taken place, such as the MIG projects within the Technical Department, and initiatives such as the District Growth and Development Summit (LED/Integration) and youth and sport development, to name just a few, which are in the PMS.

- **In terms of Section 43(2) of the MSA, the general national KPIs must be included in the Municipalities PMS. However, the municipality did not assess itself on National KPIs as required by the PMS Framework.**

The annual report is in the process of being compiled and in terms of Section 121(1) of the Municipal Finance Management Act (Act 56 of 2003) a municipality has nine months to compile an annual report, which would put the deadline as end of March 2008. The assessment at the hands of National KPIs will form part of this report.

- **In terms of Section 42 of the MSA, the municipality must involve the local community in development, implementation and review of municipality's performance management system, and in particular allow the community to participate in setting the appropriate KPIs and performance targets for the municipality. However, there was no evidence that the municipality did involve the community in setting KPIs for the PMS.**

KPIs were derived from the IDP, which has a very strong public participation process. Targets were set by Management, based upon financial and human resources.

- **In terms of Section 41(e) of MSA, the municipality must establish a process of regular reporting of performance to the council, political structures, other political office bearer, municipal staff, public and other organs of state. However, the municipality did not issue any monthly, quarterly or annual**

**performance reports as a means of creating regular reporting to the afore-said persons.**

Due to staff constraints, no quarterly reporting did take place. The annual report is in the process of being compiled and in terms of Section 121(1) of the Municipal Finance Management Act (Act 56 of 2003) a municipality has nine months to compile an annual report, which would put the deadline as end of March 2008.

**C3 MUNICIPAL STRATEGIC OBJECTIVES AND STRATEGIES FOR 2008/2009**

<b>National KPA's</b>	<b>Issues</b>	<b>UTDM Priority</b>	<b>Objectives</b>	<b>Strategies</b>	<b>Department</b>
<b>Basic Service Delivery</b>	Backlogs in the provision of sustainable infrastructure, water and sanitation services	<b>1.</b>	To reduce infrastructure backlogs	Through the implementation of water projects in line with the WSDP	PMU
			To provide sustainable potable water and sanitation services	Through the implementation of sanitation projects in line with the WSDP	PMU
			To provide social services infrastructure	Through the implementation of emergency water and sanitation projects	PMU
				Through the development and implementation of the water and sanitation operational and maintenance plan	WS
				Through the implementation of UTDM social infrastructural programmes	PMU
			To undertake on-going research to the benefit of the district as a whole	Through the identification of relevant areas of research and sourcing of funding	WSA
<b>Local Economic Development</b>	Economic Development	<b>2.</b>	To stimulate sustainable economic development and to reduce poverty within the district	Through the creation of an environment that is conducive to economic development	Planning
				Through the review and of the LED plan	Planning
			To promote tourism within the District	Through the adoption and implementation of the Tourism Plan	Planning
			To develop and implement a marketing strategy	Through the development and implementation of a marketing and communication strategy	Cooperate
<b>Basic service delivery</b>	Prevention of ill-health and promotion of wellness	<b>3.</b>	To prevent the occurrence and spread of communicable diseases	By reviewing and implementing health and hygiene education strategy	WSA



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				By monitoring the quality of water used for domestic purposes	WSA
				By monitoring the quality of food stuffs at point of production, transportation, storage and sale to the public	WSA
				Through the adoption and implementation of milk control bylaws	WSA
			To mitigate the impact of HIV/AIDS within the district	Through the adoption and implementation of district HIV/AIDS strategy	WSA
			To ensure sustainable development of the environment	Through the development and implementation of Environmental Management Plan	WSA
			To promote occupational health and safety	Through the development and implementation of Health and Safety programme	WSA
<b>Financial Viability</b>	Financial and administrative capacity of the District	<b>4.</b>	To mobilise external, provincial, national and international funding and investments	Through the identification and engagement of potential funding sources	Finance
			To enhance the revenue collection process	Through the implementation of the Credit Control Policy	Finance
			To promote sound administration within the applicable legal mandates	Through the provision of appropriate IT infrastructure	Planning
			To facilitate a swift response to incidents of disaster	Through the reviewing of the existing district skills development plan	Corporate
			To enhance financial administration capacity to comply with legal requirements	Through the optimal utilisation and management of district resources	Corporate
				Through planning within the DMA	Planning

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				Through implementing financial management capacity building programmes	Finance
<b>Good Governance &amp; public participation</b>	Accountability and public participation institutions	<b>5.</b>	To establish accountability and public participation institutions	Through community participation on governance issues	Corporate
			To actively engage accountability and public participation institutions on service delivery	Through participating in existing accountability and public participation institutions and structures, e.g. Ward Committees, IDP Forums, etc.	Corporate
<b>Basic service delivery</b>	Public safety and security	<b>6.</b>	To reduce the crime rate	Through supporting public safety programmes aimed at combating and reducing crime	Corporate
			To reduce the risk of communities located in potential disaster areas	Through the review and implementation of the disaster management plan	Corporate
			To facilitate a swift response to incidents of disaster	Through the proper implementation of the emergency section of the disaster management plan	Corporate
<b>Municipal transformation</b>	Tenure security and shelter	<b>7.</b>	To engage with current land reform frameworks	Through the support of local land reform projects	Planning
			To engage with the framework for housing delivery	Through the engagement with local housing forums in order to align water and sanitation infrastructure with housing development	Tech / WS
<b>Good Governance &amp; Public participation</b>	Coordination of social services	<b>8.</b>	To coordinate and support social services	Through the strengthening and implementation of youth, women and people with disabilities programmes	Planning
				Through the enhancement of the functioning of the gender working committee	Planning

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				Through the support and implementation of sports programmes	Planning
				Through the support and implementation of programmes for the physically challenged	Planning
				Through the support and implementation of programmes for the senior citizen	Planning
<b>Municipal transformation</b>	Addressing the injustices of the apartheid past	<b>9.</b>	To create an environment within the district that does not reflect the apartheid past	Through the localisation of national policies	Corporate
			To transform the institution to be representative of the demographics of the District	Through the review of the Employment Equity plan	Corporate

## **SECTION D**

### **D.1 SPATIAL DEVELOPMENT FRAMEWORK**

#### **1. INTRODUCTION**

##### ***1.1 PURPOSE***

The uThukela District Municipality completed its comprehensive Integrated Development Plan (IDP) in 2002 and is now in the process of reviewing its IDP for the 2008/2009 financial year. In terms of the Municipal Systems Act all municipalities are required to prepare and review their 5-year IDPs annually.

This Spatial Development Framework (SDF) review is intended to assess the existing SDF within the current Integrated Development Plan. This will ensure that the uThukela District Municipality is provided with relevant and sufficient information to guide the process of land use management and development and adhere to Municipal System Act regulations.

#### **2. LAND INFORMATION**

##### **2.1 LOCATION AND BACKGROUND**

The uThukela District Municipality (uTDM) is one of ten district municipalities in the Province of KwaZulu-Natal and was established during the 2000 transformation of local government. The uThukela District Municipality derives its name from one of the major rivers in the Province, namely the Tugela that originates within the Drakensberg and supplies water to a large portion of KZN and Gauteng. The uThukela District Municipality has three district municipalities bordering onto it, namely Amajuba, Umzinyathi and Umgungundlovu.

The size of the Municipality is approximately 11,500km<sup>2</sup> and is located along the western boundary of KwaZulu-Natal. It is predominately rural, with three of the five Local Municipalities, being rural in nature. The Municipality is characterised by socio-economic challenges such as a low revenue base, poorly maintained infrastructure and limited access to social and other services. High levels of poverty, unemployment, skills shortage, a lack of resources and low levels of education is also prevalent. The settlement patterns are disbursed, which resulted in underdeveloped land and settlement patterns that make it challenging and expensive to deliver effective services.

The District is well endowed with water, pockets of good soils and the natural beauty of the Drakensberg. Two national roads, the N3 and N11 transcend the District, which has a potential for economic development.

The uThukela District Municipality consists of five Local Municipalities, namely: Indaka, Emnambithi/Ladysmith, Umtshezi, Okhahlamba, Imbabazane and a District Management Area (KZDMA23). The Indaka and Imbabazane Local Municipalities are newly established municipalities, without a well established economic centre. As a result, the most significant poverty is found in these two municipalities.

##### **2.2 NEED FOR THE SPATIAL DEVELOPMENT FRAMEWORK**

A SDF in this report refers to: "A plan that outlines developmental principles, policies and goals that are applicable to a municipal area in relation to physical space."

The rural nature of the municipality resulted in severe backlogs in infrastructure and is characterized by much poverty. Service provision needs to be addressed and measures, such as the Water Services Development Plan, are in place to address all service backlogs within the near future.

In the development of the Spatial Development Framework, the aims of the following documents were included:

- The principles as contained in Chapter 1 of the Development Facilitation Act (DFA) (Act No. 67 of 1995). Chapter 1 of the DFA sets out a number of principles, which apply to all land development. A number of principles would also apply to the formulation and content of a SDF.
- To give effect to section 26 (e) of the Municipal Systems Act (Act No. 32 of 2000) and its regulations. The Regulations promulgated in terms of the Municipal Systems Act, 2000 set out some of the requirements for a Spatial Development Framework.
- To set out IDP objectives that is spatial in nature and to reflect the desired spatial form of the municipality.
- To set out basic guidelines for a land use management system in the municipality.

### ***2.3 STRUCTURE OF THE DOCUMENT***

The document is divided into five components, in addition to the introductory, and can be outlined as follows: -

- Analysis – this provides a spatial overview of factors that affect development and has potential for informing future development.
- Concept Plan – this section reviews the spatial development principles and concepts as a point of reference for developing a SDF.
- The Spatial Development Framework – as revised from the previously adopted SDF and taking into cognisance of the development trends that are currently taking place within uThukela.
- Land Use Management System Guidelines – In terms of the Municipal Systems Act, 2000 and the KwaZulu Natal Planning and Development Act, 1998 each municipality is required to prepare an IDP for the whole municipality. A key component of an IDP is the SDF and Land Use Management System (LUMS).
- **3. SPATIAL ANALYSIS**

#### ***3.1 LAND USE AND SETTLEMENT PATTERN***

The uThukela District Municipality is predominantly rural in character with a dispersed rural settlement. Rural dense villages with a population of over 5,000 people are mostly found within the traditional areas of the Indaka and Imbabazane Local Municipalities. Both these Municipalities are characterised by very steep mountainous areas with limited opportunities for agricultural activities and creating difficulties in the provision of infrastructure.

### 3.2 URBAN AREAS

Ladysmith and Estcourt are the two major towns and economic hubs within the uThukela District Municipality. Both Ladysmith and Estcourt are commercial centers for surrounding farming areas and serves as shopping centers for towns such as Bergville, which lacks a strong commercial presence. As Ladysmith is the economic and regional hub, the banking sector is service industry is prevalent. The town is further the industrial hub, with the majority if industries being located around Ladysmith. The only industrial estate in the District is also located a short distance from Ladysmith.

### 3.3 Land Ownership

#### 3.3.1 Traditional Authority Area

Large areas of traditional land are located within uThukela, with about 35% of land classified as either “tribal” or peri-urban. A spatial analysis revealed that a large portion of degraded land is located in traditional areas. This is especially true in the Emnambithi, Indaka and Umtshezi Municipalities. The high propensity for soil erosion in these areas, coupled with land mismanagement, has contributed to this.

Indaka and Imbabazane has by far the largest share in traditional land, with areas as high as 83% being traditional land. As such, very little of the municipality’s land has been transferred through the land reform process. By comparison, the municipalities with the smallest percentage of traditional land, being Emnambithi and Umtshezi have also experienced the highest level of land reform. In terms of overall ownership, tribal lands and land reform areas account for about 40% of all land in uThukela.

#### 3.3.2 Land Reform Projects

The land reform process in uThukela is summarized in the table below. As of 2007 a total of 55,523 hectares were transferred to 8,450 beneficiaries. The largest share of land was transferred in Umtshezi, followed by Emnambithi, accounting for roughly 93% of all land transferred. A single project in Besters accounted for the large portion of land transfer in Emnambithi during 2005. Only 1% of land has been transferred in Imbabazane and 6% in Umtshezi.

**Table: Land transferred through the reform process (1994 - 2007)**

Year	Emnambithi	Imbabazane	Okhahlamba	Umtshezi	Total (ha)
1994	0	0	0	7,301	7,301
1996	0	0	0	3,955	3,955
1997	0	0	1,061	1,890	2,951
1998	1,170	0	0	3,958	5,128
1999	456	0	70	3,865	4,391
2000	0	0	0	592	592
2001	2,032	0	177	2,076	4,285
2002	1,935	0	860	652	3,446
2003	254	0	48	2,284	2,586
2004	0	561	0	334	895

2005	15,675	0	1,254	0	16,929
2006	1,712	0	0	73	1,785
2007	729	0	0	549	1,278
<b>Total:</b>	<b>23,963</b>	<b>561</b>	<b>3,470</b>	<b>27,529</b>	<b>55,523</b>
<b>% of Total</b>	<b>43%</b>	<b>1%</b>	<b>6%</b>	<b>50%</b>	<b>100%</b>
<b>Grand Total for uThukela:</b>					<b>55,523</b>

Source: Department of Land Affairs and LS Miller

### 3.4. Road Networks

There are two national routes, the N3 and N11, traversing the District, which forms a critical link between uThukela and provincial, national and international destinations. The Indaka and Imbabazane municipal areas are relatively isolated from these routes and can only be accessed via the provincial road network.

The N3 traverses uThukela and form the connection between Durban and Gauteng. This route carries a vast amount of goods and passengers, with only a few filling stations along the route gaining economic benefit. The N11 is an alternative route from Ladysmith to Gauteng and Limpopo and forms an important route between Ladysmith and Newcastle located in the neighbouring Amajuba District Municipality.

Inline with Provincial Guidelines, tourism routes have been identified along the Drakensberg, linking areas such as Cathkin Park, Bergville, Winterton and the Northern Berg. The route has been expanded recently to include linkages to tourism nodes within the Drakensberg range.

### 3.5. Environmental Areas

There is a range of environmentally sensitive areas within uThukela and include amongst others natural resources such as the important species sites, sites of intrinsic biodiversity value, watercourses and steep slopes. The greater central plateau and river valleys, such as the Sundays and Tugela River are some of the natural resources that should be protected. The most important environmental value associated with these valleys, are there value as catchments areas. The prevalence of dongas and soil erosion are also an indication of poor environmental management and there is therefore a need to develop and adopt an environmental management approach.

### 3.6. Agricultural Potential

Three categories of agricultural land have been identified. These are areas with high, good and relatively good agricultural potential. The protection of these areas is addressed within the Land Use Management Guidelines at a later stage.

### 3.7. Tourism

Apart from the Drakensberg World Heritage Site, which has an obvious scenic attraction, the many battles that were fought within the District are a major tourism attraction. The tourism opportunities created by these historical events include cultural and historical tourism. Other

events hosted within the District include art and craft events, such as the River Arts Festival in Ladysmith and the Music in the Mountains event, hosted by the Drakensberg Boy's Quire.

Secondary tourism corridors are identified to each tourism node in line with provincial draft policy identifying a trekking route along the World Heritage Site. These routes lead from a primary corridor route running between the town of Estcourt and the Oliviershoek Pass. Tertiary corridors are identified to lead into the more rural areas adjacent to the Drakensberg World Heritage Site connecting to primary and secondary tourism routes.

### **3.8. Key Spatial Development Issues**

The objective of the spatial strategy is to guide spatial growth for uThukela in relation to the physical space. The following are major issues identified during the analysis phase:

- The development of nodes and corridors – The nodal hierarchy is interlinked with a hierarchy of corridors and reinforces the function of nodes. Primary, secondary and tertiary corridors have been identified and these would be focused upon to develop the spatial structure.
- The promotion of small towns and centres – This should be coupled with a well functioning passenger transport system for the integration of settlement hierarchies. The system will create balanced settlements and lead to improvement in service delivery to outlying rural areas.
- Sound land use management practices – The hierarchical development framework should direct development and support land use management systems that mitigate conflicting uses and urban sprawl.

## **4. CONCEPT PLAN**

### **4.1 Spatial Development Principles**

The basic principles of a SDF are to achieve planning outcomes that ensures:

- Land use integration – The SDF should be a framework for spatial restructuring such as "... promoting a diverse combination of land uses and promoting the sustained protection of the environment".
- Environmental sustainability – In order to promote economic, social and environmental sustainability there is a need to maximize the utilisation of resources, directing private and public investments and other physical development in a manner that ensures that environmental issues are not compromised.
- Spatial and equitable distribution of development – The planning of the past was characterized by fragmented development, which resulted in some areas being better serviced while others faced backlogs in social, economic and technical services. The SDF should therefore promote and guide development to the areas of greatest need and development potential thereby addressing the inequitable historical spatial form.



- **Functionality** – The establishment of a spatial framework should ensure the functional location of different land use components and patterns taking into consideration movement corridors.
- **Sense of place and relevance** – The SDF should acknowledge and strengthen the positive unique features of uThukela and use these to enhance the identity of the District.

#### **4.2 Transport Corridors as Investment Nodes**

The transportation network in the form of roads and rail infrastructure plays a critical role in determining the structure of the area while creating opportunities for investment. This is due to the transportation network providing linkages between different areas, while influencing the level of access to social and economic opportunities whereby the quality of life for individuals can be enhanced.

The access roads within uThukela are also considered to be of major importance, as community access roads are in poor condition. This limits the level of health and social service that can be delivered to rural communities. This is particularly worrying given the impact of HIV/AIDS on rural people.

#### **4.3 Natural Resources as Primary Investment Nodes**

The key development issues that face uThukela include environmental degradation and the underutilisation of natural and physical resources. This is due to the growth of dispersed settlements with limited infrastructural services. The result is that individuals depend on the environment for energy and water which places the environment at risk and result in human energy being utilised toward nonproductive ends. Areas, such as Imbabazane have huge agricultural potential, but lack agricultural infrastructure, such as an irrigation scheme, to gain full benefit of this resource. Without proper control and management, the natural resources that rural people depend on to survive, may be over utilised which would place such communities at a serious risk.

The tourism sector is one of the opportunity industries that have contributed to the economic growth of many local communities. The Drakensberg World Heritage Site is an important natural resource, which should be protected for future generations. To this end, a Special Case Area Plan (SCAP) and Drakensberg Approaches Policy (DAP) have been developed and incorporate in the uThukela SDF. In terms of these documents and the World Heritage Convention Act, a developmental buffer is to be established to ensure the protection of this natural resource. The following are critical aspects to consider in the formulation of a framework for the protection and enhancement of the natural resources base:

- The environmental uniqueness and character of uThukela.
- Identification of functional ecological systems associated with major rivers and other environmental sensitive areas.
- Acknowledging the impact of topographical features and other aspects of the fixed natural environment.
- Creating a framework for managing growth and development within the municipal areas especially the agriculturally productive areas.

#### **4.4 Service Centres as a Means for Service Delivery**

The uThukela District Municipality is currently addressing the equitable delivery of services as one of their key issues, as was identified in their IDP. This implies a systematic ordering and delivery of services in a manner that promotes accessibility and efficiency in service delivery. This is critical for the economic and social development of the District.

This KZN Provincial Growth and Development Strategy (PGDS) indicate the following nodal hierarchy in addressing service delivery:

- Primary node – location of higher order services and facilities.
- Secondary node – location of Rural Service System Hubs or Emerging Rural Centre.
- Tertiary node – considered as a satellite, provides access to services and facilities at a localized scale. These could also be settlements within the sphere of influence of a secondary node (Hub).

The concept proposes that such nodes be based on existing centres, with new nodes established at major road intersections, higher density settlements and other strategic positions. Depending on local factors, some centres will serve wider thresholds while others will be limited to the immediate area. Initially, public sector funding may be utilised to promote these centres, but should be positioned so as to attract private sector investment.

#### **4.5 Establishing a Framework for Growth**

Applying the different concepts within uThukela provides a spatial framework consisting of the following spatial indicators:

- Investment nodes and activity corridors within a systemic framework.
- A framework for investment and growth based on different elements of the natural environment.
- A system of service centres as a means for effective service delivery.
- A clear focus on certain dominant nodal points as the basis for urban renewal programs and economic investment.
- Acknowledgement of settlement and their structures as webs.

### **5. STRATEGIC SPATIAL ASSESSMENT**

#### **5.1 IDP Vision**

The vision of the uThukela District Municipality as highlighted in the IDP is:

**An improved quality of life for all in a globally interconnected, stable and developed region.**

The above vision has two main thrusts which have spatial implications, namely to strive for a “...improved quality of life...” suggesting that service provision must be as efficient as possible

and secondly to create a "...stable and developed region..." suggesting the promotion of growth areas as outlined in the National Spatial Development Perspective (NSDP).

## 5.2 Spatial Vision

From the above IDP vision one can derive the following spatial vision for the uThukela District Municipality:

***"A spatial form that promotes settlement integration, the provision of basic needs, the enhancement of the agricultural and tourism sectors, ensuring benefits to all in a sustainable environment"***

## 5.3 Spatial Aims and Objectives

In light of the above and based on the uThukela spatial analysis and national and provincial spatial policies, a set of clear special aims and objectives are highlighted for the SDF in the table below.

**Table: Spatial Aims and Objectives**

Aim	Objectives
To create sustainable human settlements and quality urban environments in line with the NSDP	<ul style="list-style-type: none"> <li>▪ TO ENHANCE LINKAGES BETWEEN THE RURAL AREAS AND URBAN SETTLEMENTS</li> <li>▪ To encourage urban integration at local settlements to redress the imbalances of the past</li> <li>▪ To ensure the protection of environmental sensitive areas</li> </ul>
To achieve economic growth and development through maximizing the potential comparative advantages of the District	<ul style="list-style-type: none"> <li>▪ To enhance potential movements corridors</li> <li>▪ To enhance the comparative economic advantages of uThukela</li> <li>▪ To enhance the potential tourism linkages trans-nationally and internationally</li> <li>▪ To enhance agricultural activities that will benefit local economic development</li> <li>▪ To upgrade infrastructure that will enhance the economic competitiveness of the District</li> </ul>

## **6. SPATIAL STRATEGIES**

In order to achieve the above aims and objectives the following strategies needs to be adopted:

- i. The town of Ladysmith is to be developed as the *Primary Admin Centre* of the District.
- ii. The industrial area at Ladysmith is to be developed as the *Primary Industrial Hub* of the District.
- iii. The town of Estcourt is to be developed as the *Primary Agri-processing Hub* of the District.
- iv. The towns of Ekuvukeni, Estcourt, Ntabamhlope and Bergville are to be developed as *Secondary Admin Centres* to locate an admin centre within each local municipality.
- v. *Tertiary Nodes* are to be located at Driefontein, Mhlumayo, Weenen, Colenso, Loskop, Kwadakuza and Winterton and will be places where a decentralization of administrative functions may take place. These nodes will also be targeted for economic investment.
- vi. *Tourism nodes* will be focussed upon along the Drakensberg and in Ladysmith to make full use of the Drakensberg World Heritage Site and the Battlefields routes.

- vii. The N11 and N3 are identified as *Primary Corridors* and play an important part in making the District economically competitive.
- viii. *Secondary Corridors* were identified to link the Secondary Nodes and in some cases the Tertiary Nodes where such nodes are located on a route to an adjacent district.
- ix. A *Primary Tourism Corridor* was identified and runs from Estcourt along the Drakensberg over the Olivier's Hoek Pass, to give effect to the Provincial tourism/trekking initiative.
- x. *Secondary Tourism Corridors* have been identified from the Primary Tourism Corridor to the Tourism Nodes located along the Drakensberg World Heritage Site to benefit the local communities on these routes.
- xi. The portion of N11 stretching between Ladysmith and the N3 has been identified as a *priority upgrade*, as well as a stretch of dirt road between Loskop and Bergville in order to enhance the access to Ladysmith and the Primary Tourism Corridor respectively.
- xii. The *N3 Corridor Development Nodes* have been located along the N3 in order to derive some benefits from this major transport route.
- xiii. *Water and Sanitation Infrastructure Investment* are identified in the uThukela District Municipality Water Services Development Plan (2007)

## **7. LAND USE MANAGEMENT GUIDELINES**

### **7.1 Agricultural potential**

#### Areas with High Agricultural Potential

- No further development other than commercial agriculture.
- Department of Agriculture and Environmental Affairs must in writing commit their support to land reform projects within High Agricultural Potential land in order to deliver commercial and environmental sustainable land reform projects.
- Development subject to development application.

#### Areas with Good Agricultural Potential

- Agricultural theme to be continued, possibly in the form of Agri-tourism.
- Very Limited development in line with the SCAP and DAP.
- Development subject to development application.

#### Areas with Relatively Good Potential

- Limited development in line with the SCAP and DAP.
- Development subject to development application.

#### Areas remaining

- Development subject to development application.

### **7.2 Rivers**

- No development within the 1:100 flood line and where the integrity of a river bank may be compromised.
- Developments below a dam wall, must take cognisance of the dam failure flood line.
- No agricultural activity should take place closer than 20 metres from any river bank.

### 7.3 Wetlands

- Wetlands are important to environmental sustainability, water retention and filtration and flood mitigation and must be conserved as far as possible.
- No wetlands are to be converted or drained without approval from the Department of Agriculture and Environmental Affairs.

### 7.4 Dams

- No future settlements within the 1:100 year flood line and dam failure flood lines.
- Existing settlements should be encouraged to relocate outside of these flood lines.
- No development should be closer than 20m from the high-water mark of any unprotected dam, until such time as the Disaster Management Plan identifies settlements that are at risk of being flooded.

### 7.5 Environmental

- Cognisance should be taken regarding the unprotected areas.
- Further investigation by the local LUMS is required in these identified areas.

### 7.6 Settlements

- Local LUMS should aim to increase the density of rural and urban settlements.
- Local LUMS should aim to address spatial segregation, particulate in housing delivery by identifying suitable areas for low-income housing.
- Local LUMS should identify the need for expansion of towns and indicate areas for future growth.
- Settlement service provision should followed RSS guidelines.

### 7.7 Roads

- Settlement service provision should followed RSS guidelines.
- N11 should be maintained as a primary access route in order to increase the benefit to Ladysmith.
- Upgrade of the gravel road between Emmaus and Loskop to accommodate tourism developments.
- Maintenance of a good standard of roads to tourism nodes.
- Upgrading of the road between Ladysmith and Bergville toll plaza is absolutely essential as it is an important link to the N3.
- Local LUMS to investigate P294 from the N3 to Winterton as it may have a benefit for tourism.
- The table below is an indication of the access road standard to the various settlement categories

**Table: Access Road Standard**

Type of service	Hub	Primary Settlement	Secondary Settlement	Tertiary Settlement	Smallest
Access Roads	Tar	Gravel good	Gravel Good	Good condition	Accessible

## 7.8 Proposed Standards

Five Classifications of Primary Health Care facilities were identified:

- a) Mobile Clinics –to reach the most isolated people in the rural areas.
- b) Clinics – to serve areas of approximately an eight kilometre radius, providing a five day per week service and catering for a population of about 10,000 people.
- c) Community Health Centres - provides a 24-hour service.
- d) Regional Gate Clinics – located within the premises of the hospitals, staffed by nurses who refer patients to a doctor if unable to assist.
- e) Regional Hospitals – provide a 24-hour service.

## 7.9 Settlement Hierarchies

The following two tables provide some guidance towards the classification of settlement types and service standards.

**Table: uThukela Settlement Hierarchies**

Level	Type	Approximate Population
1	Hub	More than 15 000
2	Primary Settlement	7 000 - 15 000
3	Secondary Settlement	4 000 – 7 000
4	Tertiary Settlement	1 000 – 4 000
5	Smallest	Less than 1000

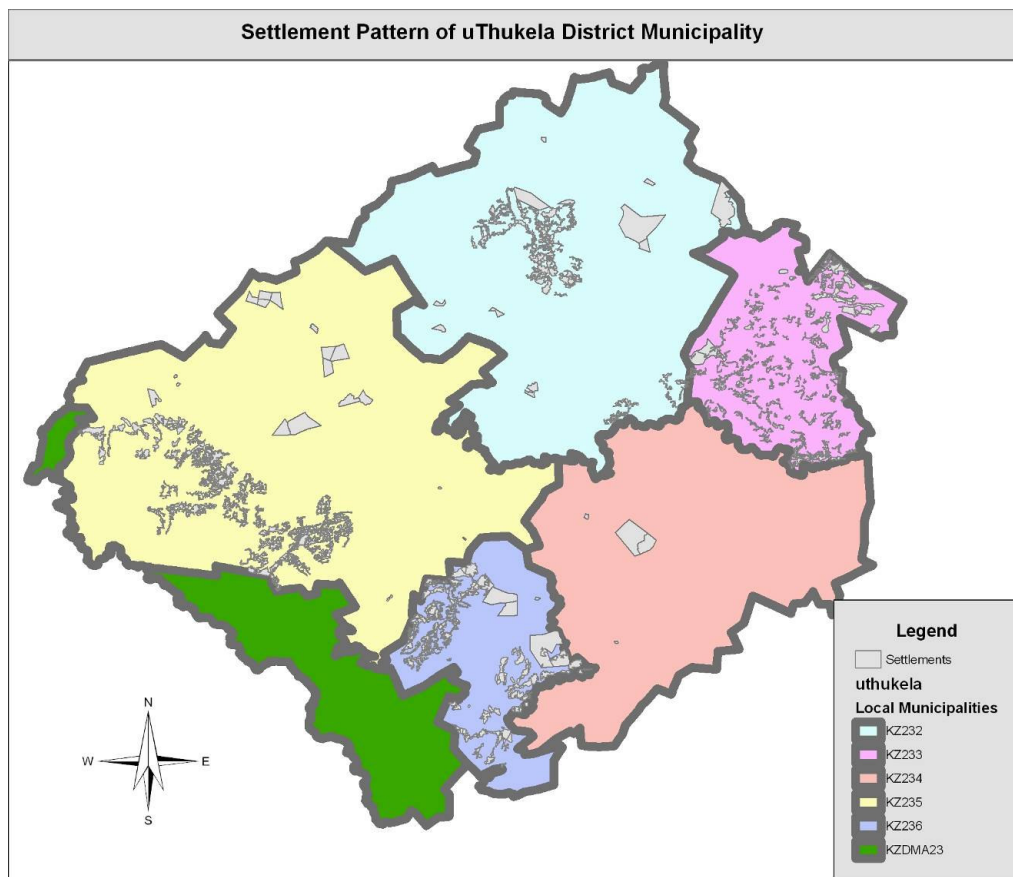
**Table: Service Standards**

Type of service	Hub	Primary Settlement	Secondary Settlement	Tertiary Settlement	Smallest
Population	District Service Area	15,000	7,000	4,000	1,000 and less
Education	High School/ FET System	High School	Grade 10	Grade 8	Grade 7
Crèches	No. of Crèches	No. of Crèches			
Health	Hospital	24-hour Clinic	Clinic	Mobile Clinic	Mobile Clinic
Housing	Priority Scheme	Scheme	Community Driven	Community Driven	Community Driven
Postal	Post Net	Post Boxes	Post Boxes		
Police	Station	Satellite Station	Mobile Service	Mobile Service	
Access Roads	Tarred Access	Gravel good	Gravel Good	Good condition	Accessible
Community Halls	Multi purpose	Community hall to serve large area	Community Hall		
Sport	District Facility	Medium size	Small		
Taxi Rank	With Hawker stalls and ablution	Small	Small		

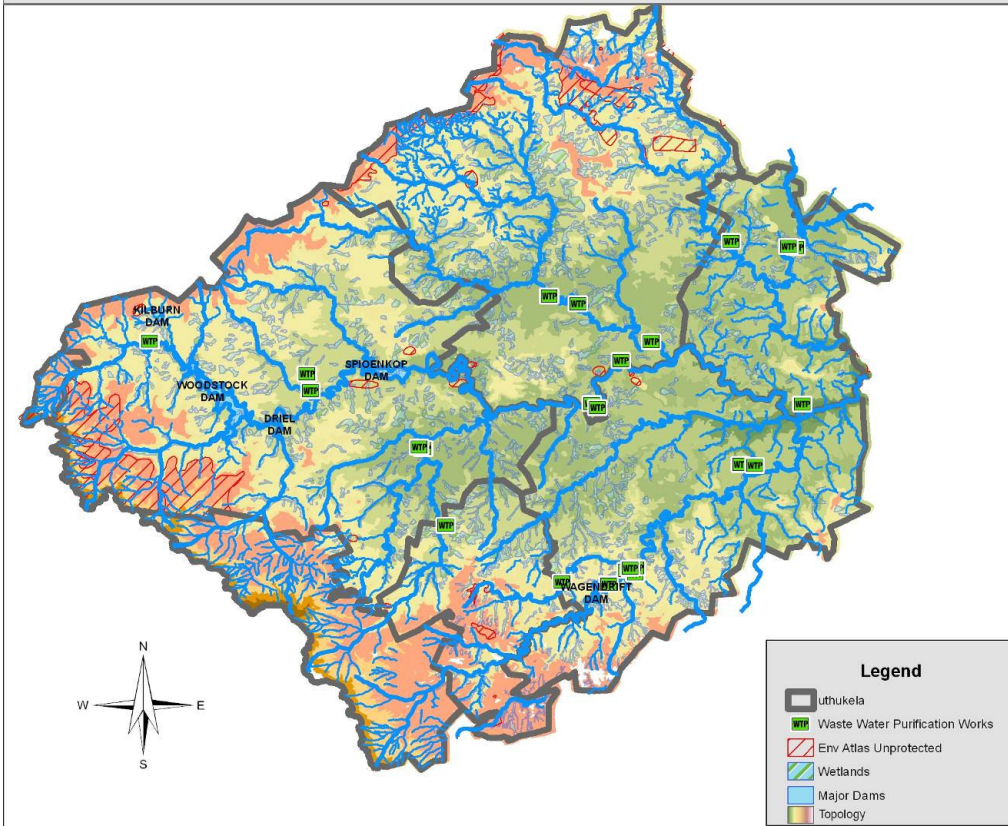
Type of service	Hub	Primary Settlement	Secondary Settlement	Tertiary Settlement	Smallest
Telephones	Public phones at MPCC	Public Phones	Public phone at core	Community Driven	Community Driven
MPCC	MPCC	Satellites to MPCC			
Business Centres	Well developed	Small	LED core	LED core	LED core
Pension Point	Community Hall	Community Hall	Community Hall	Shelter and Ablution	
Cemeteries	Regional variety of facilities	District facility	Local facility	Local facility	Use facilities at tertiary web
Emergency Services	Service Centres	Satellite	Communication Point		

## 8. MAPS

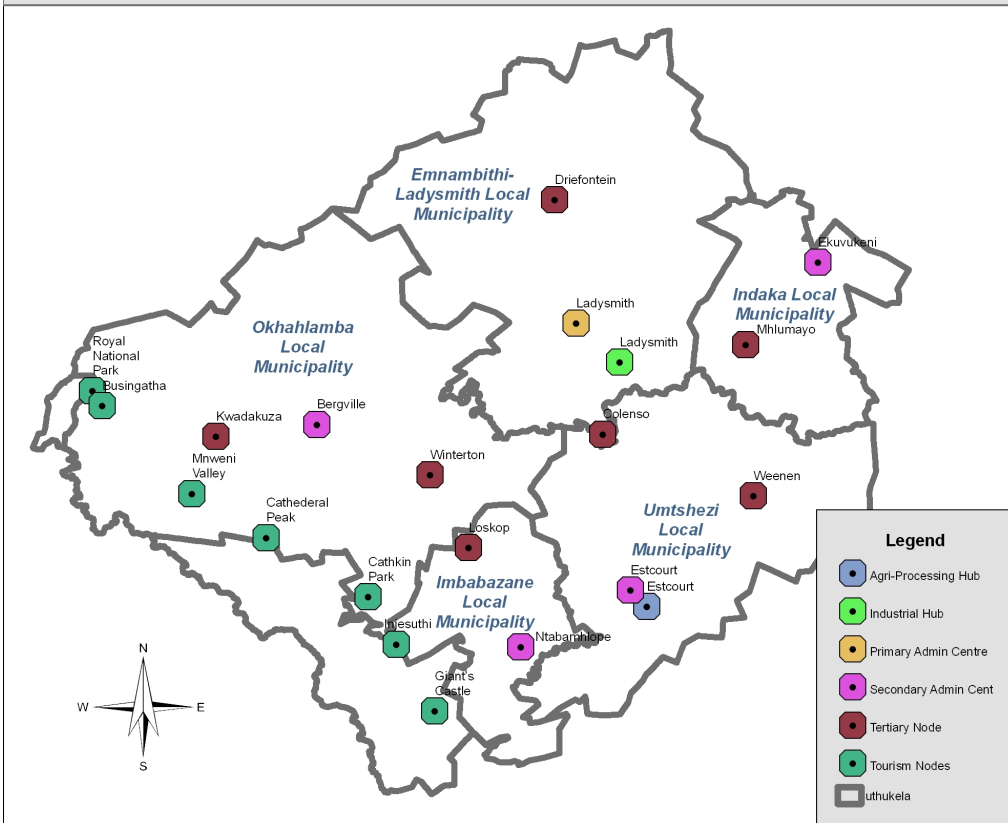
The following series of maps presents the status quo and concludes with an integrated Spatial Development Framework for the uThukela District.



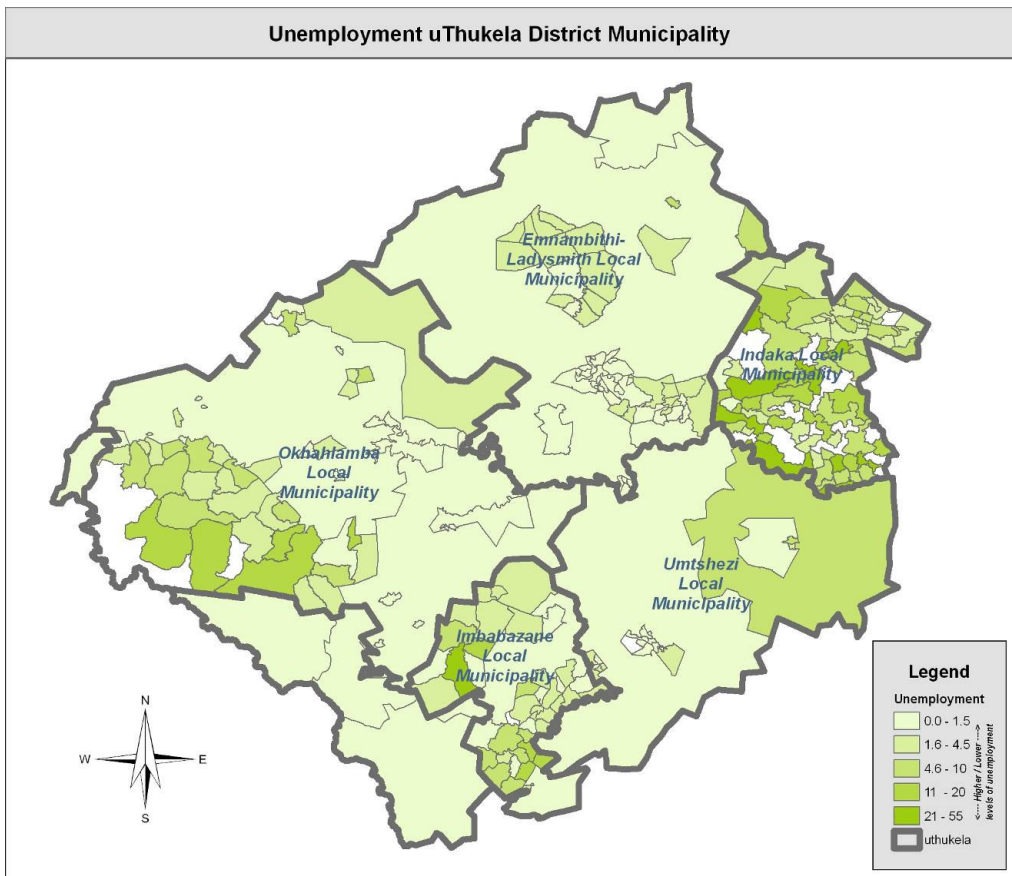
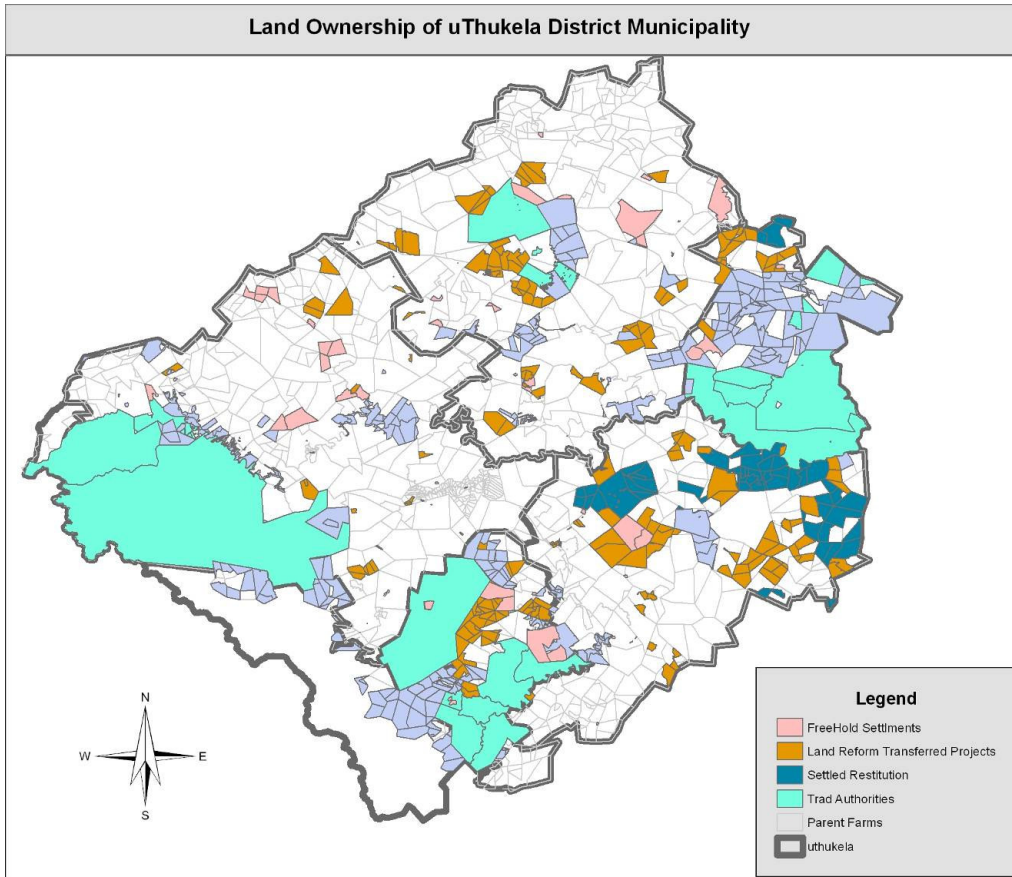
Environmental Concerns of uThukela District Municipality

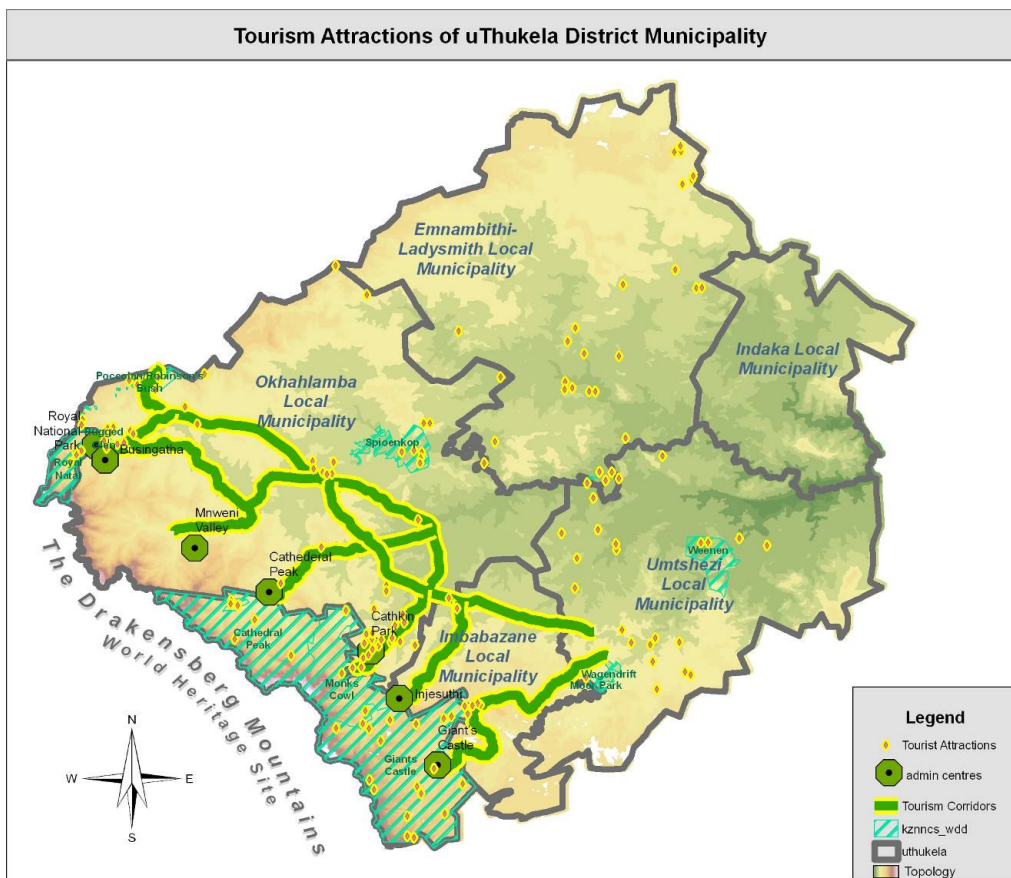
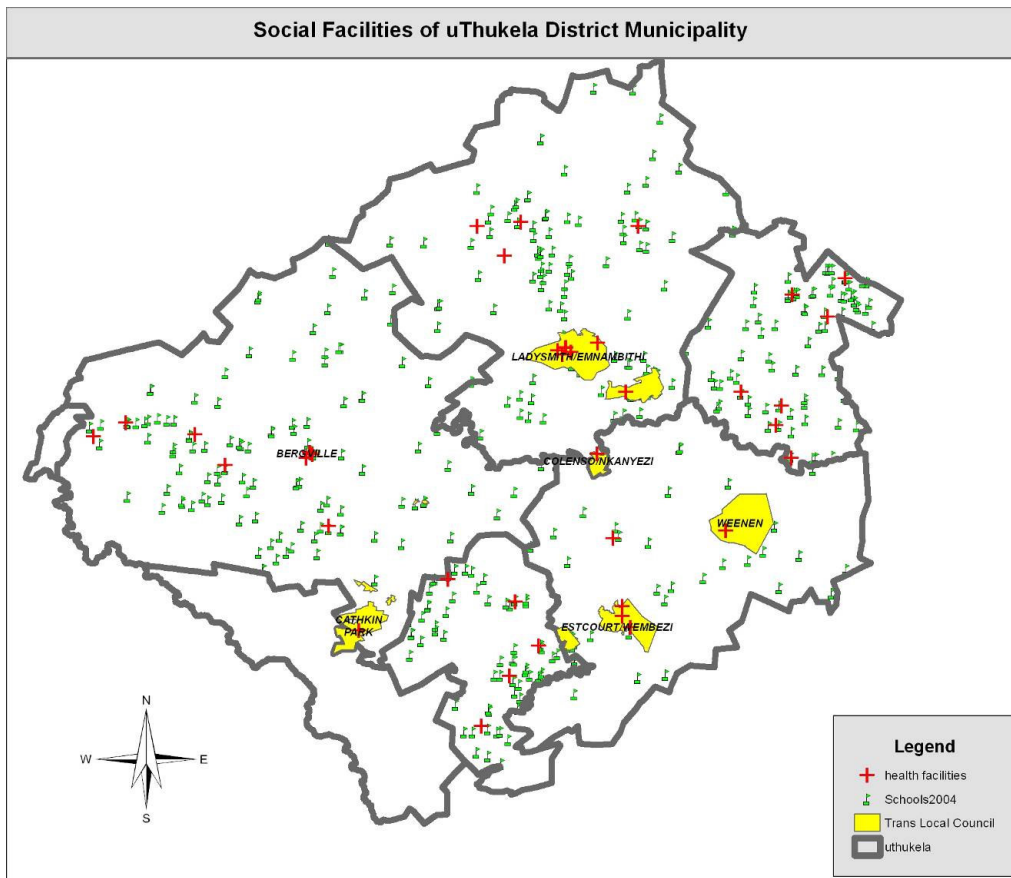


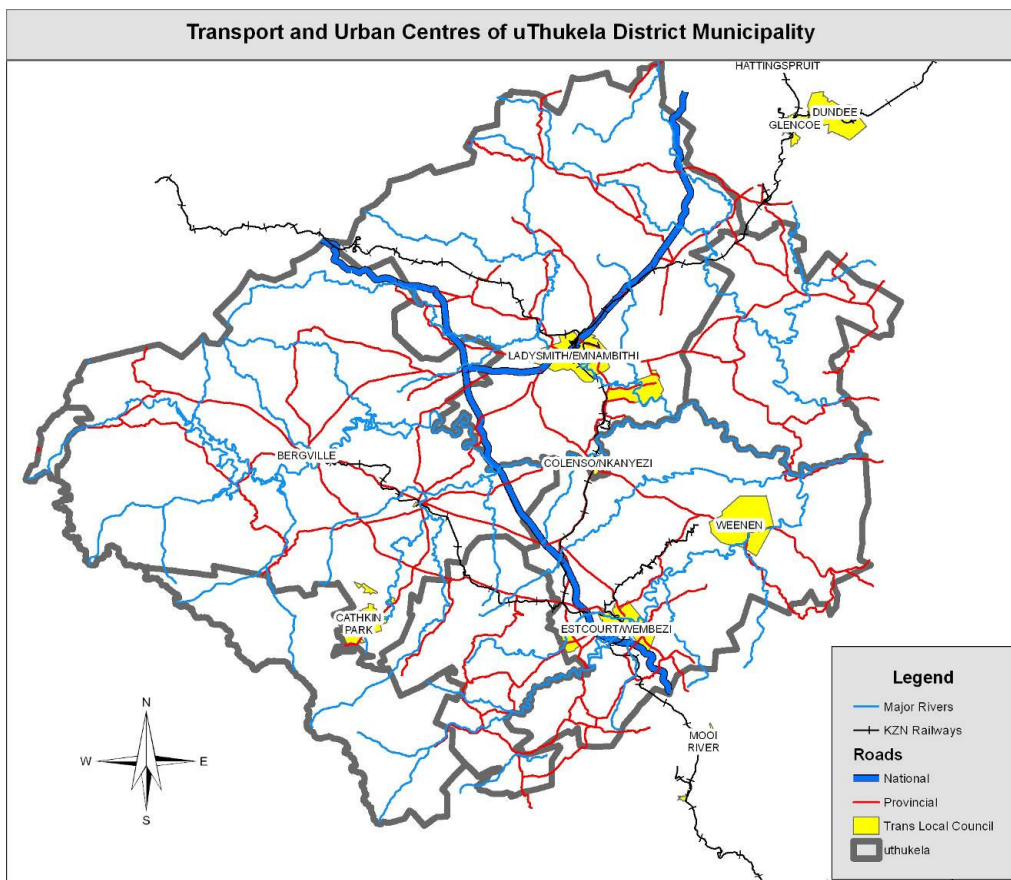
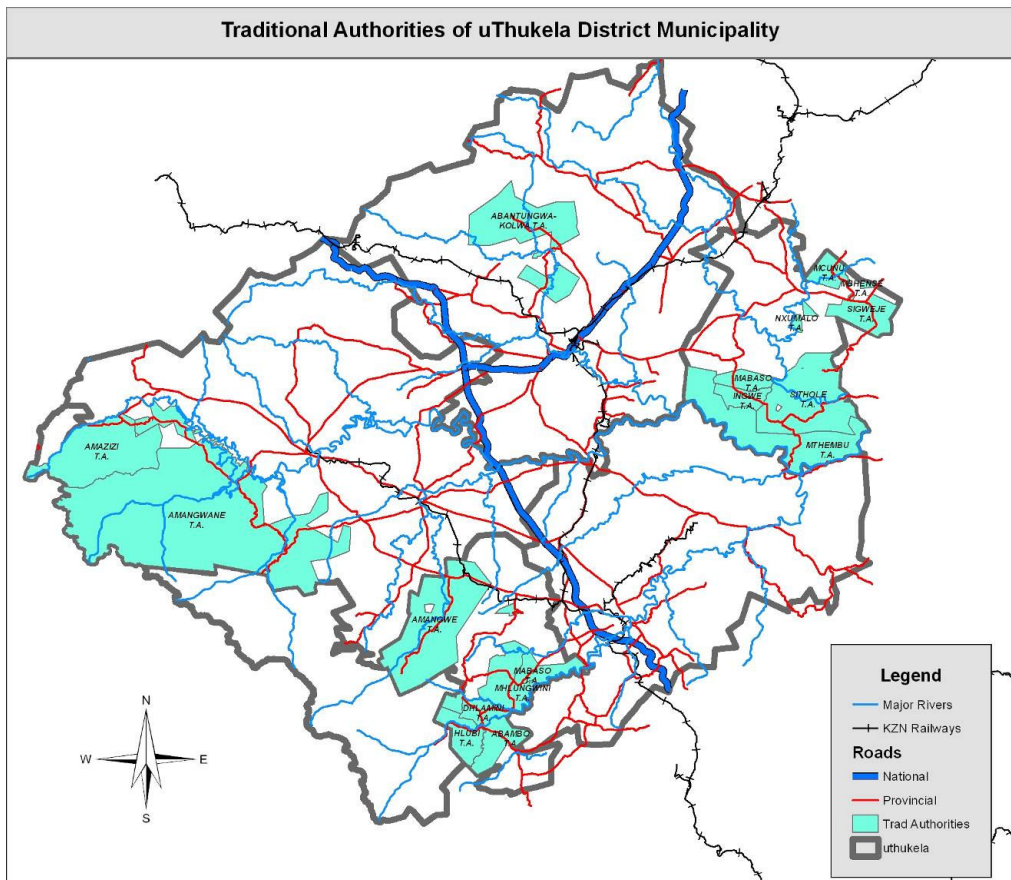
Hubs & Satellite Service Centres of uThukela District Municipality



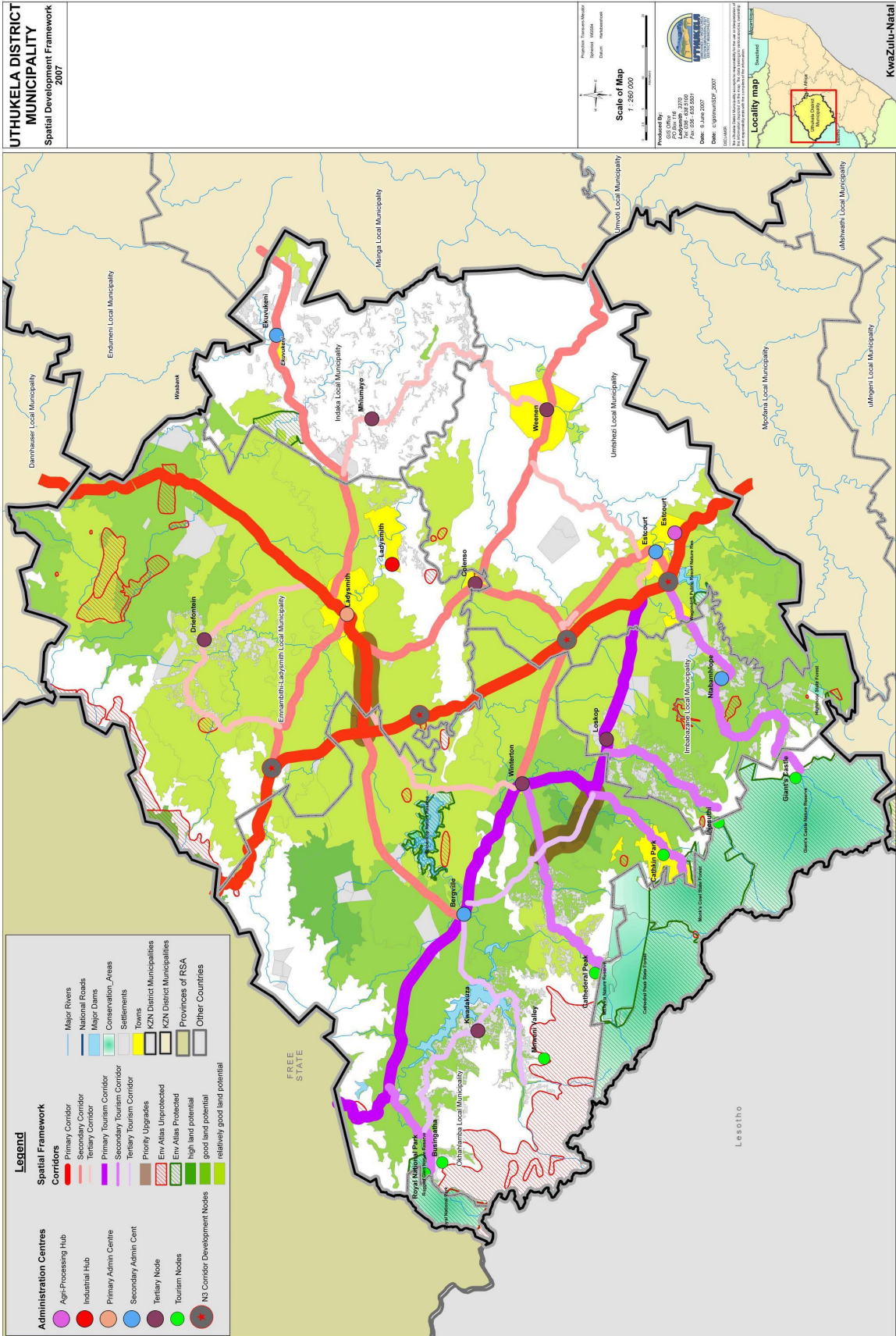












## **SECTION E**

### **SECTOR INVOLVEMENT**

The involvement of sector departments to our IDP's is still a challenge. their participation is very limited and inconsistency. Uthukela District municipality has tried to involve them in the preparation of the IDP but in vain. Initially we were hoping that we will get the relevant information through IDP service providers forum but the information was not forwarded by the sector departments. Uthukela has come up with another strategy of one on one with them some managed to supply with the information and some didn't. The other sector departments indicated that they will only forward their programmes once their MTEFS are finalised in April 2008. The following are the sector departments that forwarded their programmes for 2008/2009 financial years.

#### **A. DEPARTMENT OF LOCAL GOVERNMENT AND TRADITIONAL AFFAIRS(DLGTA)**

##### **VISION**

The vision of the Department has been set as:-

**“PEOPLE CENTRED SUSTAINABLE LOCAL GOVERNANCE, WHICH FOCUSES ON EFFECTIVE SERVICE DELIVERY RESPONSIVE TO THE NEEDS OF THE COMMUNITIES”**

##### **MISSION**

The mission set for the Department is:-

The Department will promote **PEOPLE-CENTRED, ACCOUNTABLE AND VIABLE LOCAL GOVERNANCE THAT ACCELERATES SERVICE DELIVERY AND ENSURES SUSTAINABLE COMMUNITIES.**

##### **THE STRATEGIC GOALS OF THE DEPARTMENT**

The Strategic Goals of the Department are:-

- refocusing local government towards accelerated basic service delivery
- people focused, effective and efficient institutions
- building confidence of community in system of local governance
- align institution of traditional leadership within local governance
- alignment of integrated development plans (IDP) and the provincial growth and development strategy (PGDS)

##### **VALUES**

- Transparency, integrity, professionalism, objectivity;
- A high standard of fiscal discipline and accountability;
- Value for money;
- Open communication and consultation;

- Respect for staff and investment in them as a valued asset;
- Recognition of performance excellence; and
- Service excellence through teamwork, sound planning and committed implementation.

**STRATEGIC GOALS AND OBJECTIVES OF THE CHIEF DIRECTORATE: DEVELOPMENT PLANNING**

STRATEGIC GOALS	FIVE YEAR STRATEGIC AGENDA	STRATEGIC OBJECTIVES
REFOCUSING LOCAL GOVERNMENT TOWARDS ACCELEARTED BASIC SERVICES	MAINSTREAMING HANDS ON SUPPORT TO LOCAL GOVERNMENT TO IMPROVE GOVERNANCE, PERFORMANCE AND ACCOUNTABILITY	<ul style="list-style-type: none"> <li>• MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT</li> <li>• STRATEGIC IDPS ALIGNED TO PROVINCIAL PRIORITIES</li> <li>• GOOD GOVERNANCE AND PUBLIC PARTICIPATION AND EMPOWERMENT</li> <li>• ENHANCED IGR</li> <li>• NEW DEVELOPMENT PLANNING LEGISLATION</li> <li>• LEGISLATIVE AMMENDMENTS</li> <li>• LOCAL ECONOMIC DEVELOPMENT</li> </ul>
PEOPLE FOCUSED EFFECTIVE AND EFFICIENT INSTITUTIONS	ADDRESSING THE STRUCTURE AND GOVERNANCE ARRANGEMENTS OF THE STATE, IN ORDER TO BETTER STRENGHTEN, SUPPORT AND MONITOR LOCAL GOVERNANCE	
BUILDING CONFIDENCE OF COMMUNITIES IN LOCAL GOVERNANCE	REFINING AND STRENGHTENING THE POLICY, REGULATORY AND FISCAL ENVIRONMENT FOR LOCAL GOVERNANCE AND GIVING GREATER ATTENTION TO ENFORCEMENT MEASURES	
ALIGNMENT OF MUNICIPAL IDP'S WITH THE PGDS, PSEDS AND THE NSDP		

**DLGTA MTEF FOR 2008/2009 TO 2010/11 FINANCIAL YEAR**

**Summary of transfers to municipalities**

<b>Municipalities</b>	<b>2008\9</b>	<b>2009\10</b>	<b>2010\11</b>
Emnambithi	1850	350	150
Indaka	-	-	-
Umtshezi	400	-	-
Okhahlamba	-	-	-
Imbabazane	100	-	-
Uthukela District Municipality	1300	1750	1217

**Transfers to municipalities –Provincial management Assistance Programme**

<b>Municipalities</b>	<b>2008\9</b>	<b>2009\10</b>	<b>2010\11</b>
Emnambithi	1500	-	-
Indaka	-	-	-
Umtshezi	400	-	-
Okhahlamba	-	-	-
Imbabazane	100	-	-
Uthukela District Municipality	-	-	-

**Transfers to municipalities –Strategic support**

<b>Municipalities</b>	<b>2008\9</b>	<b>2009\10</b>	<b>2010\11</b>
Emnambithi	-	-	-
Indaka	-	-	-
Umtshezi	-	-	-
Okhahlamba	-	-	-
Imbabazane	-	-	-
Uthukela District Municipality	100	500	467

**Transfers to municipalities –Spatial Development**

<b>Municipalities</b>	<b>2008\9</b>	<b>2009\10</b>	<b>2010\11</b>
Emnambithi	-	-	-
Indaka	-	-	-
Umtshezi	-	-	-
Okhahlamba	-	-	-
Imbabazane	-	-	-
Uthukela District Municipality	200	500	260

**Transfers to municipalities –Development Administration**

<b>Municipalities</b>	<b>2008\9</b>	<b>2009\10</b>	<b>2010\11</b>
Emnambithi	-	-	-
Indaka	-	-	-
Umtshezi	-	-	-
Okhahlamba	-	-	-
Imbabazane	-	-	-
Uthukela District Municipality	-	500	250

**Transfers to municipalities –Municipal Development Information Services**

<b>Municipalities</b>	<b>2008\9</b>	<b>2009\10</b>	<b>2010\11</b>
Emnambithi	-	-	-
Indaka	-	-	-
Umtshezi	-	-	-
Okhahlamba	-	-	-
Imbabazane	-	-	-
Uthukela District Municipality	1000	250	250

**Transfers to municipalities –Synergistic Partnerships**

<b>Municipalities</b>	<b>2008\9</b>	<b>2009\10</b>	<b>2010\11</b>
Emnambithi	350	350	150
Indaka	-	-	-
Umtshezi	-	-	-
Okhahlamba	-	-	-
Imbabazane	-	-	-
Uthukela District Municipality	-	-	-



**B. DEPARTMENT OF HOUSING**

**VISION**

The vision of the Department has been set as  
 “TOGETHER, HELPING ALL PEOPLE TO HOUSE THEMSELVES”

**MISSION**

The mission set for the Department is

“TO EFFECTIVELY MANAGE THE IMPLEMENTATION OD NATIONAL AND PROVINCIAL HOUSIONG PROGRAMMES IN PARNESHIP WITH RELEVANT STAKEHOLDERS IN PROVIDING ADEQUATE,AFFORDABLE AND SUSTAINABLE SHELTER FOR QUALIFYING CITIZENS OF KWAZULU- NATAL”

<b>Uthukela</b>									
Name of Project	Ref. No.	Date of Initial Approval	Instrument	Total Value of Project	No. of Subsidies	Annual Projected Cashflow			
						2007/08	2008/09	2009/10	2010/11
<b>KZ232 EMNAMBITHI / LADYSMITH</b>									
ST CHADS URBAN	K19990071	15/12/03	PLS Slums	R 113,297,850	2,500	R 0	R 18,917,652	R 20,241,882	R 9,024,505
ST CHADS RURAL	K19990072	15/12/03	PLS	R 23,297,082	544	R 0	R 0	R 0	R 0
STEADVILLE AREA J	K20000013	16/10/02	PLS	R 26,155,023	967	R 2,880,940	R 0	R 0	R 0
EZAHKENI B & C PH 2	K20020032	23/12/02	PLS	R 24,287,120	1,000	R 0	R 0	R 0	R 0
UMBULWANE AREA H	K20020034	11/07	PLS Slums	R 8,698,189	560	R 8,698,189	R 7,892,553	R 7,319,026	R 0
UMBULWANE PH 1	K19940024	22/01/97	PLS	R 5,340,551	194	R 0	R 0	R 0	R 0
UMBULWANE PH 2	K19960213	22/01/97	PLS	R 6,235,710	259	R 0	R 0	R 0	R 0
ROOSBOOM PH 3	K20000066	27/08/02	PLS	R 6,034,928	200	R 244,264	R 0	R 0	R 0

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NTOMBI CAMP	K19960282	22/06/97	PLS	R 15,515,192	509	R 0	R 1,532,090	R 0	R 0
STEADVILLE AREA E	K20020038	24/03/04	PLS	R 6,425,711	175	R 1,395,870	R 0	R 0	R 0
STEADVILLE PH 4	K19970136	31/03/99	PLS	R 4,066,656	168	R 0	R 125,478	R 0	R 0
EZAKHENI SECTION C	K20000016	11/12/00	PLS	R 12,798,803	688	R 0	R 0	R 0	R 0
<b>TOTAL</b>				<b>R 252,152,816</b>	<b>7,764</b>	<b>R 13,219,263</b>	<b>R 28,467,773</b>	<b>R 27,560,908</b>	<b>R 9,024,505</b>
<b>CONDITIONAL</b>									
BESTERS	K06030008		PLS		800	R 0.00	R 1,360,000	R 12,328,296	R 18,868,256
CREMIN	K06080006		PLS		600	R 0.00	R 1,020,000	R 9,246,222	R 14,151,192
Colenso Ntokozweni			PLS Slums		200	R 0.00	R 8,338,296		
Colenso (Dyce)			PLS Slums		300	R 0.00	R 12,507,444		
<b>TOTAL</b>					<b>1,900</b>	<b>R 0.00</b>	<b>R 23,225,740</b>	<b>R 21,574,518</b>	<b>R 33,019,448</b>
<b>PREPARATION FUNDING</b>									
ACACIAVILLE (Ndomba)			PLS Slums		250	R 0.00	R 50,000.00	R 454,750	R 4,122,273
THEMBALIHLE			PLS Slums		1,000	R 0.00	R 50,000.00	R 1,819,000	R 8,244,545
EZAKHENI E SECTION			PLS Slums		300	R 0.00	R 50,000.00	R 545,700	R 4,946,727
MNTHANDI (Pieters)			PLS Slums		500	R 0.00	R 50,000.00	R 909,500	R 8,244,545
<b>TOTAL</b>					<b>2,050</b>	<b>R 0.00</b>	<b>R 200,000.00</b>	<b>R 3,728,950</b>	<b>R 25,558,090</b>
<b>GRAND TOTAL</b>				<b>R 252,152,816</b>	<b>11,714</b>	<b>R 13,219,263</b>	<b>R 51,893,513</b>	<b>R 52,864,376</b>	<b>R 67,602,043</b>
<b>KZ233 INDAKA</b>									
KWAHLATHI	K06080005	01/12/06	RPLS	R 44,694,750	1,000	R 0	R 13,868,781	R 18,421,567	R 19,711,077
MHLUMAYO	K04110013	15/10/05	RPLS	R 44,694,750	1,000	R 2,697,885	R 16,839,299	R 18,018,050	R 19,279,313
UITVAL	K04090003	18/01/06	RPLS	R 44,694,750	1,000	R 0	R 50,000	R 13,816,175	R 14,783,307
<b>TOTAL</b>				<b>R 134,084,250</b>	<b>3,000</b>	<b>R 2,697,885</b>	<b>R 30,758,080</b>	<b>R 50,255,792</b>	<b>R 53,773,697</b>
<b>CONDITIONAL</b>									
SAHLUMBE			RPLS		800			R 3,201,795	
VAALKOP			RPLS		600			R 3,201,795	
<b>TOTAL</b>					<b>1,400</b>	<b>R 0</b>	<b>R 0</b>	<b>R 6,403,590</b>	<b>R 0</b>
<b>GRAND TOTAL</b>					<b>4,400</b>	<b>R 2,697,885.00</b>	<b>R 30,758,080</b>	<b>R 56,659,382</b>	<b>R 53,773,697</b>
<b>KZ234 UMTSHEZI</b>									
WEMBEZI A	K20000047		PLS	R 26,635,076	515	R 10,563,141	R 0	R 0	R 0
WEMBEZI C	K03010002		PLS	R 30,155,682	737	R 1,128,882	R 0	R 0	R 0
KWANOBAMBA	K19950469		PLS	R 11,339,608	254	R 1,128,882	R 0	R 0	R 0
<b>TOTAL</b>				<b>R 68,130,366</b>	<b>1,506</b>	<b>R 12,820,905</b>	<b>R 0</b>	<b>R 0</b>	<b>R 0</b>
<b>CONDITIONAL</b>									
RENSBURGDRIIFT			PLS	R 44,694,750	1,000	R 50,000	R 17,111,440	R 14,683,856	R 12,849,454
<b>TOTAL</b>				<b>R 44,694,750</b>	<b>1,000</b>	<b>R 50,000</b>	<b>R 17,111,440</b>	<b>R 14,683,856</b>	<b>R 12,849,454</b>
<b>GRAND TOTAL</b>				<b>R 112,825,116</b>	<b>2,506</b>	<b>R 12,870,905</b>	<b>R 17,111,440</b>	<b>R 14,683,856</b>	<b>R 12,849,454</b>
<b>KZ235 OKHAHLAMBA</b>									

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AMAZIZI 1	K04120006	04/10/05	RPLS	R 39,156,350	1,000	R 0.00	R 8,617,070.00	R 9,220,262.50	R 0.00
AMAZIZI 2	K04120007	22/04/05	RPLS	R 39,156,350	1,000	R 0.00	R 8,095,445.00	R 9,268,475.00	R 0.00
GUGULETHU	K03020003	16/08/07	PLS	R 8,764,300	500	R 0.00	R 0.00	R 7,742,352.50	R 8,284,315.00
WINTERTON PH 2	K19980004	22/10/99	PLS	R 15,436,284	503	R 447,415.00	R 7,109,657.00	R 0.00	R 0.00
WINTERTON PH 3	K20000065	02/04/01	PLS	R 19,486,492	500	R 962,831.75	R 10,528,823.00	R 0.00	R 0.00
<b>TOTAL</b>				<b>R 121,999,776</b>	<b>3,503</b>	<b>R 1,410,246.75</b>	<b>R 34,350,995.00</b>	<b>R 26,231,090.00</b>	<b>R 8,284,315.00</b>
<b>CONDITIONAL</b>									
ACTON HOMES	K05020004		PLS	R 0	1,000	R 0.00	R 1,700,000	R 15,410,370	R 23,585,320
DOOR OF HOPE			INSTITUTION	R 0	120	R 0.00	R 5,005,546		
<b>TOTAL</b>				<b>R 0</b>	<b>1,120</b>	<b>R 0.00</b>	<b>R 6,705,546</b>	<b>R 15,410,370</b>	<b>R 23,585,320</b>
<b>GRAND TOTAL</b>				<b>R 121,999,776</b>	<b>4,623</b>	<b>R 1,410,246.75</b>	<b>R 41,056,540.60</b>	<b>R 41,641,460.00</b>	<b>R 31,869,635.00</b>
<b>KZ236 IMBABAZANE</b>									
ZWELISHA CRAIG	K20000053		PLS INSITU	R 24,357,845	700	R 0	R 2,869,403	R 13,816,173	R 14,783,305
GOOD HOME	K04080007		RPLS	R 42,007,200	1,000	R 0	R 15,303,482	R 13,816,175	R 14,783,307
LOCH SLOY 1	K05030005		PLS	R 21,113,051	500	R 0	R 14,288,050	R 5,828,678	R 9,434,736
<b>TOTAL</b>				<b>R 87,478,096</b>	<b>2,200</b>	<b>R 0</b>	<b>R 32,460,935</b>	<b>R 33,461,026</b>	<b>R 39,001,348</b>
<b>CONDITONAL</b>									
SOBABILI						R 0	R 17,145,660	R 2,417,440	
EMPHANGWENI	K04080009					R 0		R 7,616,818	
MQEDANDABA						R 0		R 3,021,799	
<b>TOTAL</b>				<b>R 87,478,096</b>	<b>2,200</b>	<b>R 0</b>	<b>R 17,145,660</b>	<b>R 13,056,057</b>	<b>R 0</b>
<b>GRAND TOTAL</b>				<b>R 174,956,192</b>	<b>4,400</b>	<b>R 0</b>	<b>R 49,606,595</b>	<b>R 46,517,083</b>	<b>R 39,001,348</b>
				<b>R 661,933,901</b>	<b>27,643</b>	<b>R 30,198,300</b>	<b>R 190,426,169</b>	<b>R 212,366,157</b>	<b>R 205,096,177</b>

LEGEND

PLS SLUM
RPLS
PLS
PLS I

ACTIVE
CONDITONAL
PREPARATION
GRAND TOTAL
TOTAL 4 DISTRICT

**C. ESKOM**

**VISION**

**“TOGETHER BUILDING THE POWERBASE FOR SUSTAINABLE GROWTH AND DEVELOPMENT”**

Eskom’s new vision was developed to align itself with the capacity expansion era. Eskom has a responsibility to the country to ensure that sustainability developments becomes a reality. It plays a major role in accelerating growth in the South African economy by providing a high quality supply of electricity to satisfy the needs of the country.

**Strategic objectives**

- Quality and continuity of supply
- Capacity expansion
- Funding and financial resourcing

**ESKOM MTEF’s**

HOUSEHOLD PROJECTS 2008/2009 FINANCIAL

Municipal Code		Project Name	Project Status	Total Project Cost	Total Project Connections
KZ234	Umtshezi	THEMBALIHLE	DRA	5,212,595	395
KZ236	Imbabazane	THENDELA #2	DPA	608,320	150

HOUSEHOLD PROJECTS 2009/2010 FINANCIAL YEAR

Municipal Code		Project Name	Project Status	Total Project Cost	Total Connections
KZ232	Emnambithi/Ladysmith	LUSITANIA	DRA	1,641,212	192

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KZ232	Emnambithi/Ladysmith	MCITSHENI	CRA	3,100,000	364
KZ232	Emnambithi/Ladysmith	MTHANDI PEPWORTH	CRA	1,600,000	182
KZ232	Emnambithi/Ladysmith	NKUNZI	CRA	6,200,000	794
KZ233	Indaka	MHLUMAYO #3	DRA	2,357,322	322
KZ233	Indaka	MTEYI	DRA	3,134,403	324
KZ233	Indaka	ZWELISHA	CRA	1,000,000	120
KZ234	Umtshezi	EKUTHULENI COLENZO NB54	DRA	1,600,975	213
KZ234	Umtshezi	NHLAWE	DPA	8,105,500	1247
KZ235	Okhahlamba	KWANOBADINA	DRA	2,685,846	208
KZ235	Okhahlamba	OKHOMBE	DPA	5,447,000	838
KZ236	Imbabazane	EMANJOKWENI	DRA	3,098,257	346

**D. KWAZULU-NATAL DEPARTMENT OF SOCIAL DEVELOPMENT**

**1. VISION**

The vision of the Department of Social Welfare & Population Development is the enhanced social well-being of all people in KZN supported by quality developmental social welfare services.

**2. MISSION**

- The Department is committed to the provisions and promotion of transformed, integrated, people-centered, development social welfare services to all people in KZN, in order to maximize their quality of life and social well being in partnership with all stakeholders.

We will create an environment in which all staff are well trained, motivated and take pride in working for the Department.

**3. STRATEGIC OBJECTIVES (Local Government Linkages):**

Through its Regional and services offices, the Department has been actively involved with Local and District Councils in the development of the Municipal Integrated Development Plans.

In terms of the Integrated Governmental Relations Framework Act, the District Municipality is seen as a focal point for coordination and cooperation between sector departments which have a bearing on the service delivery process of the Department of Social Welfare and Population Development e.g. Department of Health, Department of Education, Department of Agriculture and Environmental Affairs, Department of Labour and Department of Local Government and Traditional Affairs.

The following are the services targeted at the poor and vulnerable groups. These services require the Municipal partnership providing infrastructure support in terms of space, electricity, water and refuse removal, sanitation and access roads.

These services are :

- welfare service offices,
- HIV/AIDS Community Care Centres,
- Development centres
- luncheon clubs,
- crèches,
- poverty alleviation programmes and
- youth development

<b>PROJECTS FUNDED UNDER UTHUKELA DISTRICT MUNICIPALITY FOR 2008/2009 AND BEYOND</b>						
<b>Local Municipality</b>	<b>Service Office</b>	<b>Name of Project</b>	<b>Nature of Project</b>	<b>No. of beneficiaries</b>	<b>No of jobs</b>	<b>Allocated Amount</b>
<b>Emnabithi</b>	Ezakhen	Reach for a Goal	Youth	20	-	R50

UThukela District Municipality IDP Review 2008/2009

	i		development	participants		000.00
	Ezakheni	Asiphile Soup Kitchen	HIV/AIDS support services	25 Households	7	R355 673.50
	Ezakheni	Ubuhlebentuthuko Community Garden	Poverty Alleviation	21 participants	-	R150 000.00
	Ladysmith	Izintozimanukwenzeka	HIV/AIDS support services	25 Households	7	R355 673.50
						<b>378.00</b>
						<b>R355,673.00</b>
	Ladysmith	Ladysmith Watersmeet Widow's Organisation	Women Empowerment	100	-	R250 000.00
	Ezakheni	Sakhisizwe Craft	Elderly and Children	38 participants	1	R250 000.00
	Ladysmith	Zikhanyiseleni Sewing Project	Women empowerment	10 participants	-	R115 000.00
	Ladysmith	Asizamani Project	Poverty Alleviation	35 participants	-	R76 336.00
	Ladysmith	Asihlanganeni Sewing Project	Women empowerment	8 participants		R70 365.57
	Ladysmith	Siyabambana	Poverty Alleviation	18 participants	-	R60 500.00
	Ladysmith	Vulimbali Community Project	Elderly and children	50 participants	1	R500 000.00
	Ladysmith	Isivuno	Food Security	45 participants	-	R250 000.00
	Ladysmith	Phumzile Project for the Handicapped	People with Disabilities	36 participants	-	R250 000.00
	Ezakheni	Sisonke Society for People with Disabilities	Sustainable Livelihood	45	-	R350 000
	Ladysmith	Colenso Youth Empowerment	Youth Development	200	-	R165 000
	Ezakheni	Thandanani Project	Sustainable Livelihood	15	-	R408,100.00
		Morester Children's Home	Services to Children	155		R2 790 000
		Ikhaya Lethu Children's Home		95		R1 710 000
		Crèches (14)		896		R417 099
		Ladysmith Child Welfare			1 CSW : 6 SW: 7 Admin	R834 000
		Christian Social			1	R520 500

		Services			CSW : 3 SW: 1 SAW : 4.5 Admin	
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Local Municipality	Service Office	Name of Project	Sub programme	No. of beneficiaries	No of jobs	Allocated Amount
Emnambithi (cont)		Steadville Child Welfare			2 SW: 2 Admin	R210 000
		Creches				
		Juana Maria Home	Services to the Elderly	9		R160 000
		Koekie Jacobsz Service Centre		8		R7 000
		Luncheon clubs (5)		224		R104 000
		Age-in-Action			2 SW:1 SAW: 2.5 Admin	R240 000
		Association for Physically Challenged	People living with Disabilities		1 SW: 1 Admin	R100 000
		KZN Bind & Deaf Society			1 SW: 1 Admin	R120 000
		Hospice			1 SW: 1 Admin	R120 000
		Association for Physically Challenged - Protective workshop		6		R20 000
		Khulisa	Crime Prevention	Community		R250 000
		SANCA	Substance Abuse		1 SW: 1 Admin	R120 000
		Local Drug Action Committee		Community		R50 000
		Zintozimanu-kwenzeka Child Welfare	HIV&AIDS	25 families		R695 000.00 R233 000.00



		Ezakheni Child Welfare	Services to Children		2 SW: 2 Admin	R210 000
		Creches (21)		1198		R717 020
		Luncheon clubs (6)	Services to the Elderly	300		R60 000
		Asiphile	HIV&AIDS	25 families		R189 000.00
		na Care Centre	Kitchen	<b>Households</b>		<b>00.00</b>
						<b>R355,673.00</b>

Local Municipality	Service Office	Name of Project	Sub programme	No. of beneficiaries	No of jobs	Allocated Amount
Indaka	Ekuvukeni	Limehill Complex Development Trust	Development centre	20 participants	2	R500 000.00
	Ekuvukeni	Ubuhlebesizwe Sothukela	HIV/AIDS support services	25 Households	7	R355 673.50 <b>R2,134,038.00</b>
	Ekuvukeni	Hlanganani Women's Empowerment	Women Empowerment	20 women	-	R250 000.00
	Ekuvukeni	Sizakancane Poultry Project	Poverty Alleviation	35 participants	-	R160 000.00
	Ekuvukeni	Zimele Women's Production	Women empowerment	31	2	R250 000.00
	Ekuvukeni	Bhekithemba Youth	Youth Development	37	-	R250 000
	Ekuvukeni	Sicelimpilo Drop in Centre	Soup Kitchen	125	7	R255,673.50
	Ekuvukeni	Zethembe Sewing & Weaving	Sustainable Livelihood	54	1	R84,000.00 R198,000.00
		Lindokuhle Child Welfare	Services to Children		2 SW: 2 Admin	R210 000
		Creches (36)		1941		R984 177
		St. Antonines	Services to the Elderly	30		R600 000
		Luncheon clubs (6)		230		R33 000
		Sicelimpilo	HIV&AIDS	56 OVCs		R657 000.00
	keni	an Social Services (CMD)				<b>000.00</b>
	Ekuvukeni	LICODET	Development			<b>R634,000.00</b>

	ni		Centre			
<b>Okhahlamb a</b>	Bergville	Mbewenhle	Women empowerment	15 participants	1	R70 000.00
	Bergville	Senzokuhle	Women empowerment	21 participants	-	R50 000.00
	Bergville	Sinenhlanhla	Women empowerment	15 participants	-	R90 000.00
	Bergville	Sunshine	Women empowerment	18 participants	-	R65 500.00
	Bergville	Zimisele	Women Empowerment	15 participants	-	R100 000.00
	Bergville	Zibumbeleni	Elderly and Children	45 participants	-	R500 000.00
	Bergville	Greenpoint Khayaletu	HIV/AIDS support services	25 Households	7	R355 673.50
<b>Local Municipality</b>	<b>Service Office</b>	<b>Name of Project</b>	<b>Sub programme</b>	<b>No. of beneficiaries</b>	<b>No of jobs</b>	<b>Allocated Amount</b>
<b>Okhahlamb a (continued)</b>	Bergville	Sesizo Phumelela Manje	Poverty alleviation	09 participants	1	R150 000.00
	Dukuza	Indlelenhle	HIV/AIDS support services	25 Households	7	R355 673.50
	Dukuza	Bergville Well Being	HIV/AIDS support services	25 Households	7	R355 673.50
	Dukuza	Zamukuzenzela Flagship Programme	Women Empowerment	37 Women	3	R500 000.00
	Dukuza	Amazizini Women's Project	Women Empowerment	50 participants	1	R300 000.00
	Bergville	Sinethemba Youth	Youth Development	125	7	R380 000
	Bergville	Ebuhleni Land Care	Sustainable Livelihood	600	-	R250,000
		Phakamani Child Welfare	Services to Children		2 SW: 2 Admin	R220 000
		Ukhahlamba Child Welfare			1 SW: 1 Admin	R120 000
		Creches (11)		486		R216 071
		Luncheon clubs (10)	Services to the Elderly	513		R120 000
		Sinokwazi Protective Workshop	People living with Disabilities	15		R40 000

		Ithuba Lethu Protective Workshop		15		R40 000	
		Khaya lethu Greenpoint	HIV&AIDS	50 families		R407 000.00	
		Bergville Wellbeing		103 OVCs		R557 000.00	
	Dukuza	Ile Well-Being Centre	DS support services	households	7	000.00 00.00	
<b>Umtshezi</b>	Weenen	Siyanakekela Soup Kitchen	HIV/AIDS support services	25 households	7	R395 673.50 <b>R233, 000.00</b>	
	Weenen	Vukuzenzele Flagship	Women Empowerment / poverty alleviation	8 participants	3	R500 000.00	
	Estcourt	Nhlalakahle Association	Poverty Alleviation	15 participants	-	R250 000.00	
	Weenen	Siyaphambili	Women empowerment	15 participants	-	R100 000.00	
<b>Local Municipality</b>	<b>Service Office</b>	<b>Name of Project</b>	<b>Sub programme</b>	<b>No. of beneficiaries</b>	<b>No of jobs</b>	<b>Allocated Amount</b>	
<b>Umtshezi (continued)</b>	Weenen	Qiniselani	Poverty Alleviation	49 participants	-	R100 000.00	
	Weenen	Siphintithuko	Poverty Alleviation	6	6	R100 000.00	
	Weenen	Siyacathula Mahlabathini	Poverty Alleviation	17 participants	-	R100 000.00	
	Weenen	Mlungisi Food Production	Food Security	43 participants	-	R470 000.00	
	Estcourt	Siyazama Project	Sustainable Livelihood	30	-	R350,000	
	Weenen	Siyanakekela Soup Kitchen	Soup Kitchen	125	7	R148 000	
	Weenen	Thuthukani Development Committee	Sustainable Livelihood	39	-	R400,000	
			Zamukuthula	Women empowerment	06 participants		R100 000.00
			Amangwe Child Welfare	Services to Children		2 SW: 2 Admin	R210 000
			Creches (16)		1092		R769 697
			Shepstone Place Home	Services to the Elderly	22		R180 000
			SAVF Service Centre		57		R61 000
		Luncheon		220		R51 000	

		Clubs (5)				
		Hospice	People living with Disabilities		1 SW: 1 Admin	R80 000
		Kwazamokuhle Protective Workshop		24		R100 000
		Siyanakekela	HIV&AIDS	30 families		R189 000.00
		Crèches (2)	Services to Children	72		R73 472
		Luncheon Clubs (5)	Services to the Elderly	185		R24 000

Local Municipality	Service Office	Name of Project	Sub programme	No. of beneficiaries	No of jobs	Allocated Amount
Imbabazane	Estcourt	Sizakahle Club	Women Empowerment	29	-	R250 000.00
	Estcourt	Bhekuzulu Self Sufficient	HIV/AIDS support services	25 Households	7	R355 673.50 <b>000.00</b> <b>R355,673.00</b>
	Estcourt	Buhlebethu Cluster	Women empowerment	39	8	R500 000.00
	Estcourt	Siphamandla	Women empowerment	14 participants	-	R80 000.00
	Estcourt	Sondelani	Women empowerment	16 participants	-	R100 000.00
	Estcourt	Phaphamani Youth	Youth Development	25	-	R350 000
	Estcourt	(SAYLO) South African Youth Liberating Organisation	Youth Development	20	-	R350 000
	Estcourt	Siphamandla Project	Sustainable Livelihood	14	-	R350 000
	Estcourt	Siwakhile Community Project	Sustainable Livelihood	16	-	R350 000
	Estcourt	Masakhane Project	Sustainable Livelihood	10	-	R350 000
			1 Bhekuzulu 2 Hearts of Compassion	HIV&AIDS	100 OVCs	

**F IMPLEMENTATION PLAN**

**MIG FUNDED PROJECTS CASHFLOW FROM 2008/2009 TO 2010/2011 FINANCIAL YEARS**

<b>INDAKA LOCAL MUNICIPALITY</b>					
<b>PROJECT NAME</b>	<b>Project MOA</b>	<b>Prev. yrs Exp.</b>	<b>86,149,000.00</b>	<b>98,281,826.00</b>	<b>2010/2011</b>
			<b>2008/2009</b>	<b>2009/2010</b>	
UMHLUMAYO (MTEYI EXTENSION)	R 3,680,000.00	R 2,434,921.00	0.00	0.00	0.00
INDAKA BULK	R 127,193,220.00	R 0.00	400,000.00	10,000,000.00	15,000,000.00
INDAKA BULK WATER AUDIT	R 498,000.00	R 0.00	498,000.00	0.00	0.00
SAHLUMBE SAN	R 5,374,419.00	R 3,283,869.00	0.00	0.00	0.00
HWEBEDE SAN	R 1,184,607.00	R 1,005,238.51	179,368.00	0.00	0.00
STANFORD/VAALKOP SAN	R 4,268,391.00	R 2,700,562.00	0.00	0.00	0.00
KWAHLATHI SAN	R 11,200,000.00	-	R 1,000,000.00	R 3,000,000.00	R 3,000,000.00
			<b>2,077,368.00</b>	<b>13,000,000.00</b>	<b>18,000,000.00</b>
<b>IMBABAZANE LOCAL MUNICIPALITY</b>					
AMANGWE / LOSKOP	R 44,974,818.00	R 40,658,920.00	0.00	0.00	
NTABAMHLOPHE WATER SUPPLY PH 1	R 20,538,153.68	R 20,357,521.35	0.00	0.00	
NTABAMHLOPHE WATER SUPPLY PH 2	R 70,891,154.00	R 0.00	6,000,000.00	10,000,000.00	
EMANJOKWENI AUGMENTED WATER SCHEME	R 4,000,000.00	R 0.00	4,000,000.00	0.00	

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TATANE/MQEDANDABA SAN	R 2,490,000.00	R 1,851,656.00	0.00	0.00	
ZWELISHA MBABAZANE SAN	R 2,614,730.00	R 1,635,024.73	979,705.00	0.00	
NYEZANE SAN	R 3,644,079.00	R 2,040,520.21	1,603,556.00	0.00	
ENKOMOKAZINI SAN	R 5,652,034.00	R 5,479,324.00	R 0.00	R 0.00	
KWAVALA SAN PH 2	R 8,125,439.00	R 682,614.00	3,922,921.00	0.00	
KWAMKHIZE SAN	R 2,032,508.00	R 1,805,490.00	R 0.00	R 0.00	
EM AHLUTSHINI SAN	R 6,782,892.00	R 109,350.00	3,235,192.00	0.00	
KWADLAMINI SAN	R 2,330,392.00	R 2,053,722.00	R 0.00	R 0.00	
EDASHI SAN	R 6,968,721.00	R 111,650.00	3,656,986.00	0.00	
SILIMANGAMEHLO/EMADOLOBHENI SAN	R 8,400,000.00	-	R 1,000,000.00	R 3,000,000.00	
			<b>24,398,360.00</b>	<b>13,000,000.00</b>	<b>0.00</b>

**EMNAMBITHI LOCAL MUNICIPALITY**

DRIEFONTEIN BULK WATER SUPPLY	R 126,101,368.00	R 646,341.82	20,000,000.00	25,000,000.00	25,000,000.00
ROOSBOOM SANITATION	R 8,057,915.00	R 262,648.00	4,495,300.00	0.00	0.00
WATERSMEET SAN	R 13,150,583.00	R 248,650.00	3,000,000.00	3,000,000.00	3,210,820.00
Ezakheni : Water Borne Sewer Section E	R 15,750,000	14,729,198.00	0.00	0.00	0.00
Ezakheni : Water Borne Sewer Section E Extension	R 7,876,432	2,718,087.25	0.00	0.00	0.00
JONONOSKOP SAN	R 12,250,000.00	-	R 1,000,000.00	R 3,000,000.00	R 3,000,000.00

**28,495,300.00      31,000,000.00      31,210,820.00**

**OKHAHLAMBA LOCAL MUNICIPALITY**

MOYENI ZWELISHA PH 4 DUKUZA/HOFFENTHAL	R 26,103,598.00	R 184,890.00	9,000,000.00	9,000,000.00	5,293,832.00
MOYENI ZWELISHA	R 9,357,063.00	R 0.00	5,301,992.00	0.00	0.00
BERGVILLE BULK	R 24,362,000.00	R 558,212.85	10,336,831.00	9,177,076.00	0.00
BERGVILLE SEWAGE AND SEWER RETICULATION	R 20,500,000.00	R 0.00	8,000,000.00	7,500,000.00	5,000,000.00
BETHANY SAN	R 2,520,207.00	R 2,518,947.00	0.00	0.00	0.00
GREENPOINT COMPLEX SAN	R 580,588.00	R 0.00	0.00	0.00	0.00
ZWELISHA OKHAHLAMBA SAN	R 10,025,217.00	R 487,712.00	3,000,000.00	3,182,245.00	0.00
EMMAUSE SAN	R 11,656,115.00	R 217,900.00	3,000,000.00	3,000,000.00	2,111,270.00
OBONJANENI SAN	R 4,550,000.00	-	R 1,550,000.00	R 3,000,000.00	
			<b>34,293,720.00</b>	<b>35,631,226.00</b>	<b>0.00</b>

**UMTSHEZI LOCAL MUNICIPALITY**

THEMBALIHLE SAN	R 3,279,701.00	R 1,856,938.00	1,422,763.00	0.00	
NOBAMBA EZITENDENI SAN	R 9,000,000.00	-	R 1,000,000.00	R 3,000,000.00	

UThukela District Municipality IDP Review 2008/2009

			2,422,763.00	3,000,000.00	0.00
UTHUKELA PLANT REFURBISHMENT	R 44,000,000.00	-	R 5,000,000.00	R 15,000,000.00	R 0.00
			5,000,000.00	15,000,000.00	0.00
TOTAL			87,822,333.00	107,074,051.00	
Total CMIP / DWAF / MIG Allocation					
Total Committed					
Total Variance					
FUNDING DIFFERENCE			86,149,000.00 -1,673,333.00	98,281,826.00 -8,792,225.00	0.00
NEWSTAND SPORTSFIELD	R 1 200 000.00		R 0.00	R 0.00	



**ONE YEAR OPERATIONAL PLAN FOR 2008/2009**

<b>Name of the project</b>	<b>Estimated Budget</b>	<b>Source</b>
Awareness campaign		
(credit control)		
Development & implement		
The following programmes:		
*GAMAP Compliance	R1 000 000	UTDM
*Implementation of IT Systems (Munsoft classic3 I) Replacement of Novell server and replacement of 24 workstations	R 750 000 R481000 00	UTDM MSIG
*Ongoing training & capacity building.	R23 000 00	UTDM
Fleet management	R300 000.00	UTDM
MPRA(valuation roll)	R290 000 00	UTDM
Project Manager	R200 000 00	UTDM
Consultation process (IDP and Budget)	R1 200 000	UTDM

<b>Name of the project</b>	<b>Estimated Budget</b>	<b>Source</b>
Mgazini water project		
KwaNomoya water project		
Ncunjane water project		

<b>Name of the project</b>	<b>Estimated Budget</b>	<b>Source</b>
Sport Promotion	R600 000	UTDM
Youth development	R350 000	UTDM
Arts culture & music	R300 000	UTDM
KwaNaloga games	R900 000	UTDM
Youth HIV/AIDS Awareness	R350 000	UTDM
Gender Awareness	R350 000	UTDM
Tourism Awareness	R150 000	UTDM
District Associates(SAFA)	R550 00	UTDM
Social Economics Awareness	R1,000,000	UTDM
LED support	R500 000	UTDM
SMME support	R300 000	UTDM
Educational support	R400 000	UTDM
Public Relation	R200 000	UTDM
Ukhozi FM	R500 000	UTDM
Mayoral /Izimbizo	R650 000	UTDM
Community / Newsletter	R300 000	UTDM
Budget &IDP Public Participation	R550 000	UTDM
Upgrading of computer network, Computers & associated periphery		MSIG
Physically challenged support	R300 000	UTDM
Advertising/marketing	R500 000	UTDM
Develop a district marketing strategy	R300 000	UTDM
Develop a destination brochure	R150 000	UTDM
Conduct a feasibility study of tourism initiatives in rural communities	R150 000	UTDM
Identification and creation of database of all historical assets in the district	R100 000	UTDM

<b>Name of the project</b>	<b>Estimated Budget</b>	<b>Source</b>
Water Quality monitoring	R350 000	UTDM
Food safety control	R50 000	UTDM
Health promotion awareness	R700 000	UTDM
Implementation of HIV / AIDS strategy	R800 000	UTDM
Implementation of air quality management plan	R250 000	UTDM
Investigation of a waste disposal site	R500 000	UTDM
Implementation of health and safety programme	R500 000	UTDM
Development of integrated energy distribution plan	R500 000	UTDM

<b>Name of the project</b>	<b>Estimated Budget</b>	<b>Source</b>
Implement HIV/ AIDS Strategy in the work place	R150 000 00	UTDM
Engagement of private security service provider	R5030733.0	UTDM
Review & implement the Disaster Management Plan	R300 000 00	UTDM
Establishment, Management & operation of disaster Management	R300 000 00	UTDM
Holding community consultation meetings on service delivery	R250 000 00	UTDM

<b>Name of the project</b>	<b>Estimated Budget</b>	<b>Source</b>
Development and adoption of an Infrastructure Maintenance Plan		
Monitoring the implementation of the Infrastructure Maintenance Plan		

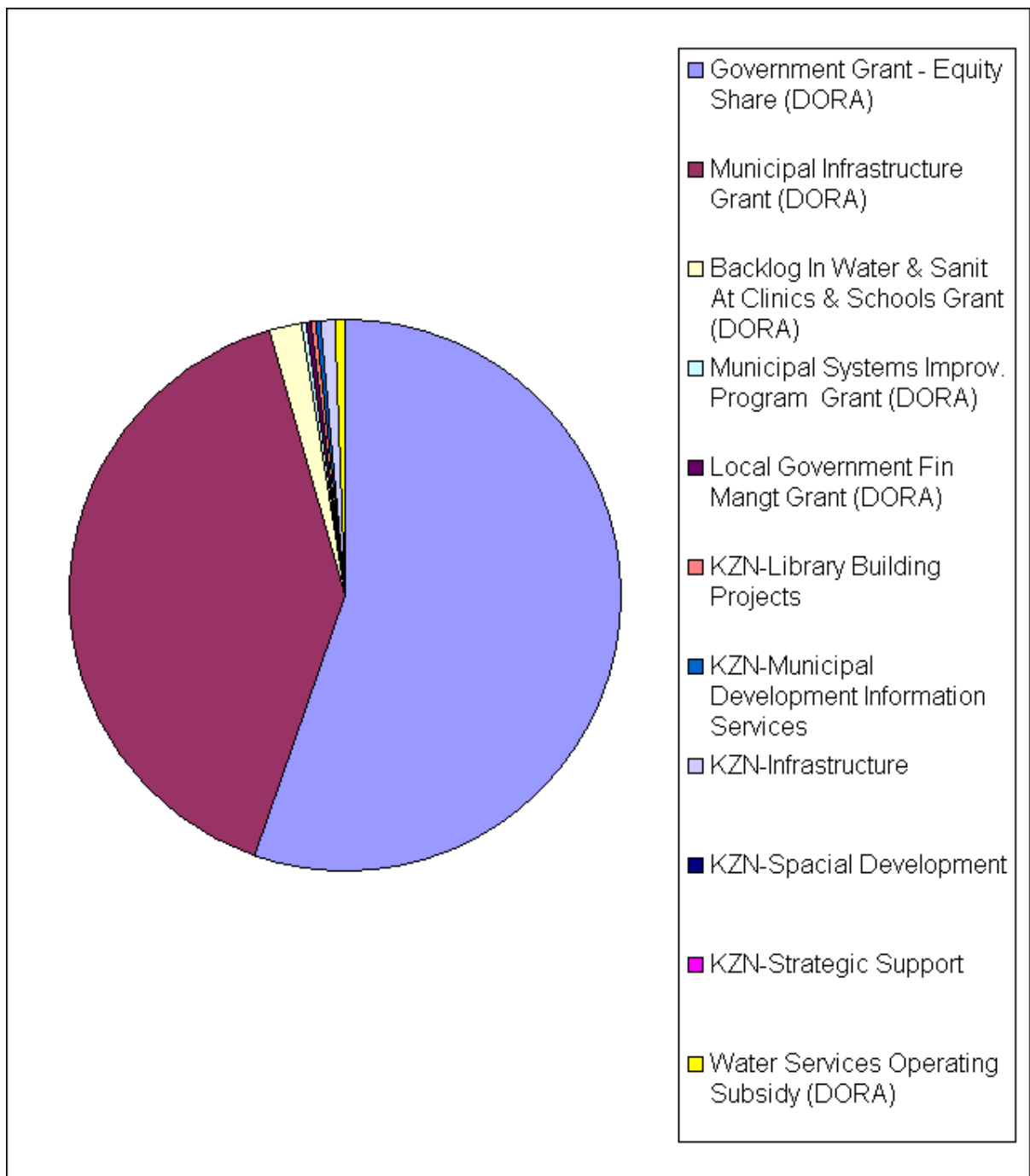
## **H.1 MUNICIPAL BUDGET OVERVIEW FOR 2008/2009 FINANCIAL YEAR.**

Finances are the lifeline of any organisation. UTDM has ensured that the finances of the Municipality are managed, utilized and accounted for in a professional manner. It is for this reason that UTDM has established a well resourced Treasury and Financial Services Department to ensure that the objectives of UTDM are not compromised. The Chief Finance Officer is a Section 57 employee, who is responsible for the running of the Department, producing expenditure reports, allocating budgets for all KPAs and responding to audit queries in compliance with the Municipal Finance Management Act No 56 of 2003 (MFMA).

In terms of section 165 of the MFMA, , each municipality must have an internal audit unit, subject to subsection (3) which says that the municipality may outsource services if the municipality requires assistance to develop its internal capacity. Therefore, the Municipality appointed the service provider that performs internal auditing functions in advising the Accounting officer and reporting to the Audit committee on the implementation of the internal audit plan and matters relating to internal control, accounting procedures and practices, risk management, performance control, loss control and compliance with this act MFMA, DORA and any other applicable legislation.

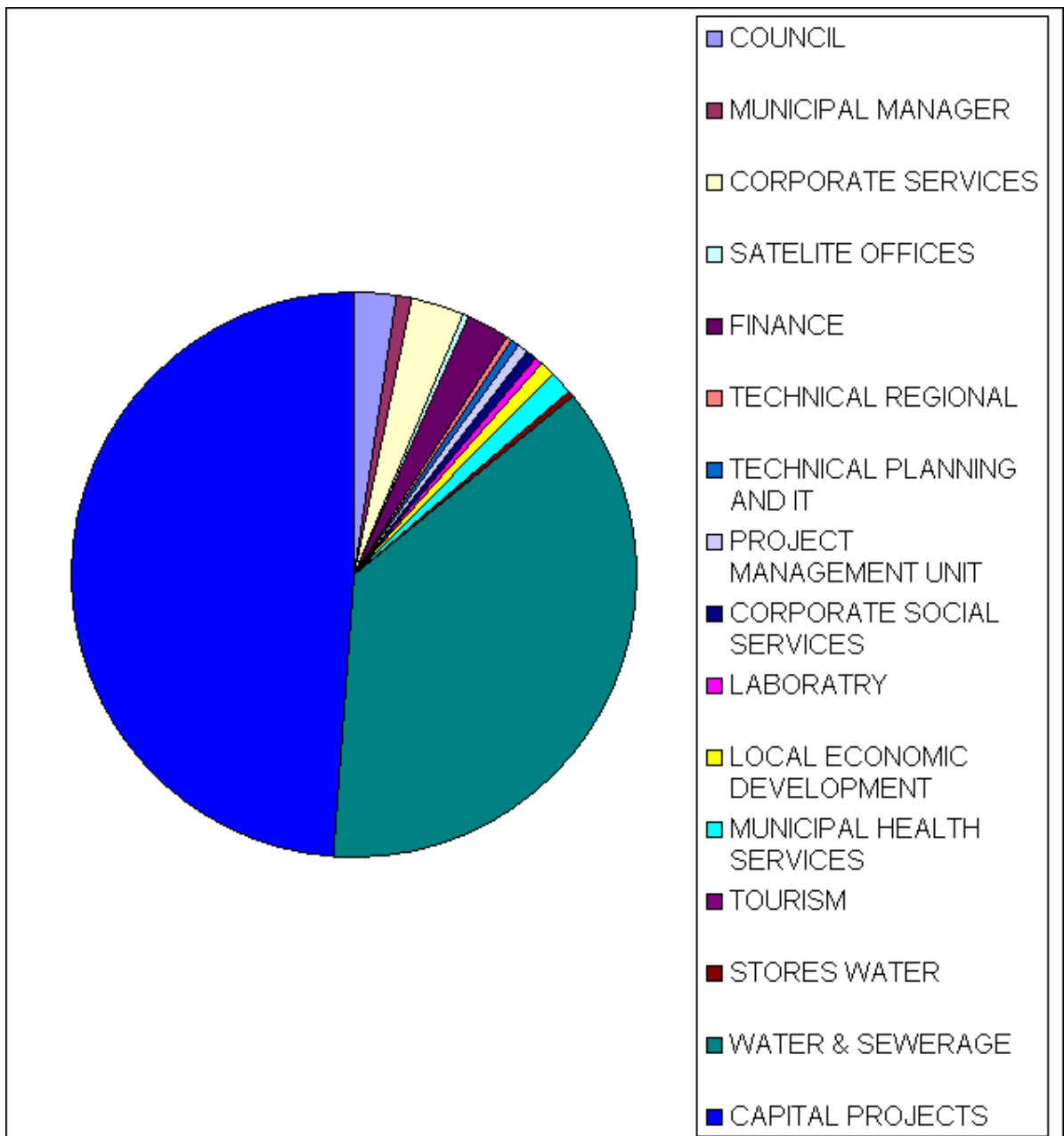
**GOVERNMENT GRANTS AND SUBSIDIES**

Government Grant - Equity Share (DORA)	128,819,000
Municipal Infrastructure Grant (DORA)	93,570,000
Backlog In Water & Sanit At Clinics & Schools Grant (DORA)	4,389,000
Municipal Systems Improv. Program Grant (DORA)	735,000
Local Government Fin Mangt Grant (DORA)	250,000
KZN-Library Building Projects	900,000
KZN-Municipal Development Information Services	1,000,000
KZN-Infrastructure	1,400,000
KZN-Spatial Development	200,000
KZN-Strategic Support	100,000
Water Services Operating Subsidy (DORA)	1,215,000
	<hr/>
	232,578,000



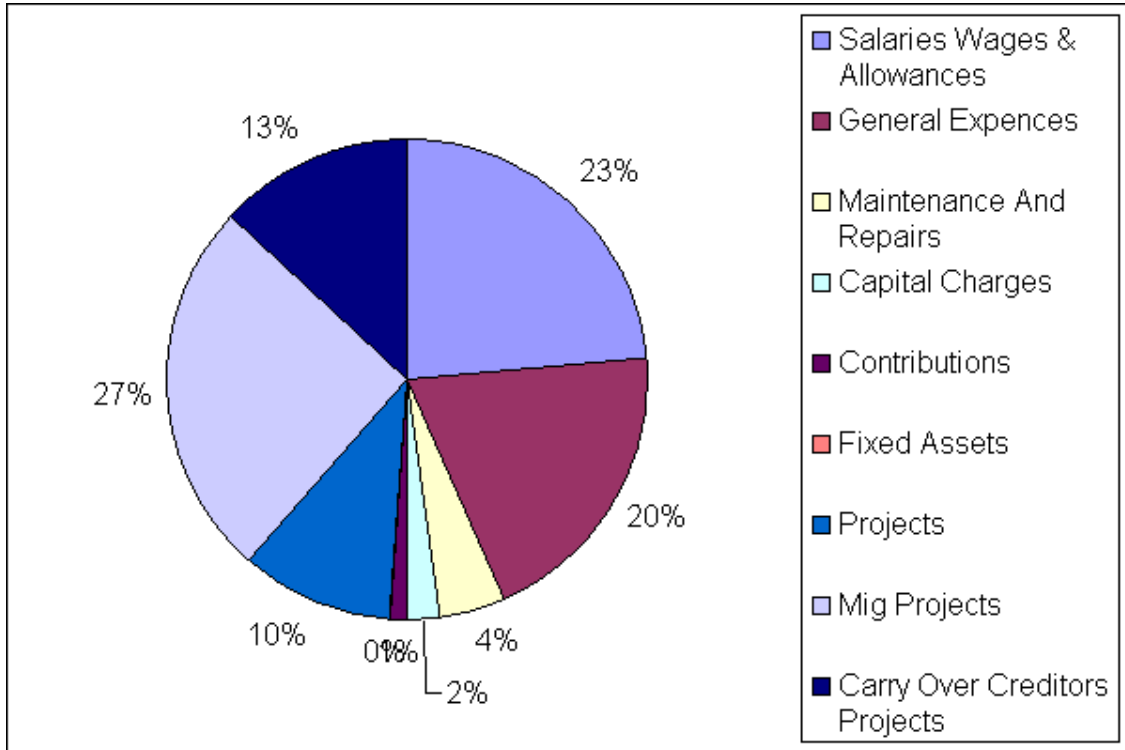
UThukela District Municipality IDP Review 2008/2009

COUNCIL		
MUNICIPAL MANAGER	3,029,523	0.85%
CORPORATE SERVICES	11,081,523	3.11%
SATELITE OFFICES	894,647	0.25%
FINANCE	8,484,907	2.38%
TECHNICAL REGIONAL	1,185,395	0.33%
TECHNICAL PLANNING AND IT	2,226,012	0.62%
PROJECT MANAGEMENT UNIT	1,970,363	0.55%
CORPORATE SOCIAL SERVICES	2,159,073	0.61%
LABORATRY	1,549,477	0.43%
LOCAL ECONOMIC DEVELOPMENT	2,767,789	0.78%
MUNICIPAL HEALTH SERVICES	5,195,281	1.46%
TOURISM	568,240	0.16%
STORES WATER	834,034	0.23%
WATER & SEWERAGE	131,548,431	36.93%
CAPITAL PROJECTS	173,914,494	48.82%
	<hr/>	
	356,205,301	100.00%



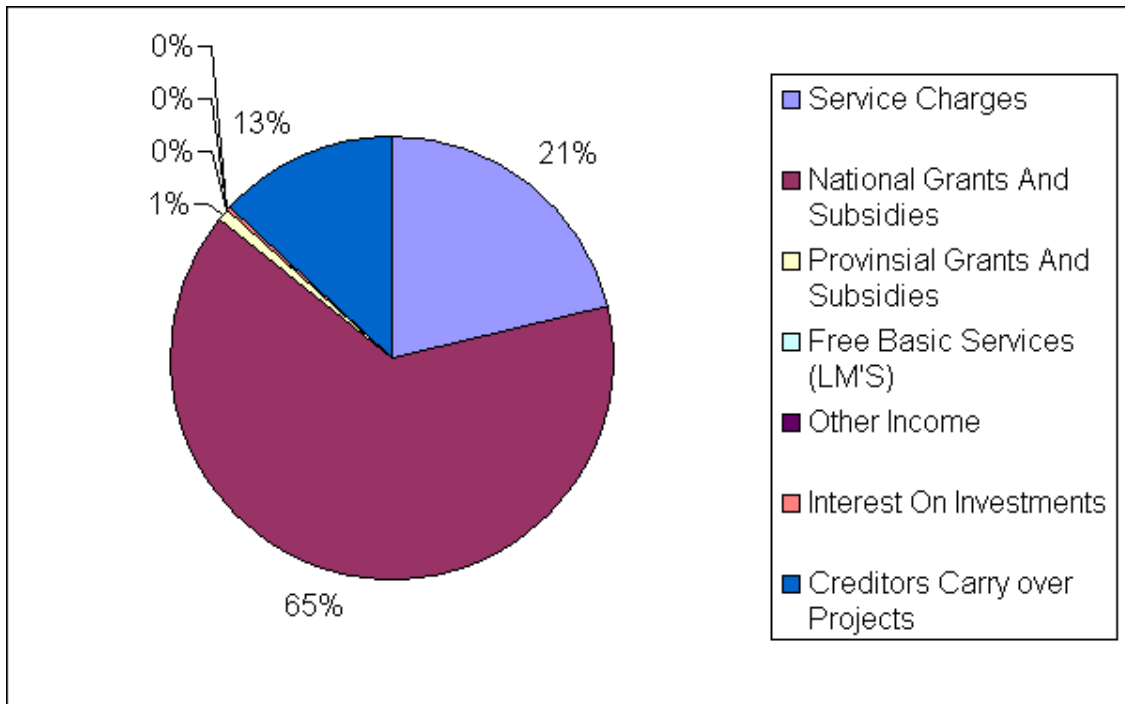
UThukela District Municipality IDP Review 2008/2009

Projects	35,948,908	10.09%
Mig Projects	91,599,637	25.72%
Carry Over Creditors Projects	46,365,949	13.02%
	<hr/>	
	356,205,301	100.00%



**OPERATIONAL INCOME BUDGET 2008/2009**

Service Charges	76,315,447	21.42%
National Grants And Subsidies	228,978,000	64.28%
Provincial Grants And Subsidies	3,600,000	1.01%
Free Basic Services (LM'S)	0	0.00%
Other Income	90,000	0.03%
Interest On Investments	855,905	0.24%
Creditors Carry over Projects	46,365,949	13.02%
	<b>356,205,301</b>	<b>100.00%</b>



## SUMMARY OF CAPITAL PROJECTS

EXPENDITURE	BUDGET 2007/2008	ESTIMATED ACTUAL 2007/2008	BUDGET 2008/2009	BUDGET 2009/2010	BUDGET 2010/2011
Municipal Systems Improv. Program Grant (DORA)	900,000	900,000	735,000	735,000	735,000
Bulk Water Supplies	3,180,000	3,180,000	4,389,000	8,316,000	11,000,000
Other regional Functions	16,462,208	16,462,208	19,083,733	19,709,357	20,891,918
Sewerage Purification Works	0	0	0	0	0
Land Usage and Transport Planning	0	0	0	0	0
Roads and Storm water Drainage	0	0	0	0	0
Passenger Transport Services	0	0	0	0	0
Traffic Matters	0	0	0	0	0
Abattoirs	0	0	0	0	0
Fresh Produce Markets	0	0	0	0	0
Refuse Dumps	0	0	0	0	0
Cemeteries and Crematoriums	0	0	0	0	0
Ambulance and Fire brigade Services	0	0	0	0	0
Health Services	311,394	311,394	2,400,000	2,544,000	2,696,640
Communications	1,820,000	1,820,000	3,700,000	3,922,000	4,157,320
Civil Defence	0	0	641,175	683,289	698,879
Libraries	0	0	0	0	0
Recreational Facilities	0	0	0	0	0
Environment Conservation	0	0	0	0	0
Promotion of Tourism	0	0	1,150,000	1,219,000	1,292,140
Other Services And Facilities (GRANTS)	8,273,000	8,273,000	3,850,000	2,500,000	2,217,000
	0	0	0	0	0
Municipal Infrastructure Grant (DORA)	70,242,430	70,242,430	91,599,637	104,254,415	84,918,100
	0	0	0	0	0
	0	0	0	0	0
	0	0	0	0	0
Carry Over Creditor Projects (GRANTS)	24,605,425	24,605,425	46,365,949	49,147,906	52,096,780
<b>GRAND TOTAL</b>	<b>125,794,457</b>	<b>125,794,457</b>	<b>173,914,494</b>	<b>193,030,967</b>	<b>180,703,778</b>



EXPENDITURE	BUDGET 2007/2008	ESTIMATED ACTUAL 2007/2008	BUDGET 2008/2009	BUDGET 2009/2010	BUDGET 2010/2011
Peace Initiatives	125,000	125,000	0	0	0
Uthukela Civil Defence / Security Contract	3,800,000	3,800,000	5,030,733	5,332,577	5,652,532
Youth Development	300,000	300,000	350,000	371,000	393,260
Arts, Culture and Music	250,000	250,000	300,000	318,000	337,080
Social Economic Activities	600,000	600,000	1,000,000	1,060,000	1,123,600
Promotion of Sports	400,900	400,900	600,000	636,000	674,160
Kwanaloga Games	820,000	820,000	900,000	954,000	1,011,240
Uthukela District Associations(SAFA)	500,000	500,000	550,000	583,000	617,980
Implementation of DIMMS (UDM)	0	0	0	0	0
Educational Support Activities	390,000	390,000	400,000	424,000	449,440
Project Management Consultants	0	0	0	0	0
Local Economic Development Support	300,000	300,000	500,000	530,000	561,800
LED Program	0	0	0	0	0
Fleet Management	0	0	300,000	318,000	337,080
Land Purchase	0	0	0	0	0
Drought Relief Internal Funding	5,000,000	5,000,000	0	0	0
Gender	300,000	300,000	350,000	371,000	393,260
Environmental Health	0	0	0	0	0
Infrastructural Development	2,000,000	2,000,000	0	0	0
WSA Development & Implement plan	0	0	0	0	0
Physical Challenge Programs	0	0	0	0	0
MPRA (Valuation Roll And Project Manager)	100,000	100,000	490,000	0	0
Credit Control	0	0	0	0	0
Awareness Campaign	0	0	0	0	0
Community consultation meetings on Service Delivery	0	0	250,000	265,000	280,900
<b>Develop and Implementation of Programs</b>	0	0	0	0	0
GAMAP compliance	0	0	1,490,000	1,579,400	1,674,164
Upgrade IT System (Munsoft Classic 3l)	0	0	750,000	795,000	842,700
Replace Novell Server And 24 Work Stations	0	0	0	0	0
Ongoing training and capacity building	0	0	23,000	24,380	25,843
Counter Funding - Projects	1,576,308	1,576,308	5,800,000	6,148,000	6,516,880
<b>GRAND TOTAL</b>	<b>16,462,208</b>	<b>16,462,208</b>	<b>19,083,733</b>	<b>19,709,357</b>	<b>20,891,918</b>

<b>EXPENDITURE</b>	<b>BUDGET 2007/2008</b>	<b>ESTIMATED ACTUAL 2007/2008</b>	<b>BUDGET 2008/2009</b>	<b>BUDGET 2009/2010</b>	<b>BUDGET 2010/2011</b>
Implement Health promotion Awareness	0	0	0	0	0
Food premises inspections	0	0	0	0	0
Food sampling bact/chem	0	0	0	0	0
Develop HIV/AIDS Strategy (Community)	311,394	311,394	350,000	371,000	393,260
Implement HIV/AIDS Strategy (Community)	0	0	800,000	848,000	898,880
Development of HIV/AIDS Policy (Workplace)	0	0	0	0	0
Implement HIV/AIDS policy (Workplace)	0	0	150,000	159,000	168,540
Develop adopt env pollution control by-laws	0	0	0	0	0
Establish health safety committee and organise workshops	0	0	0	0	0
Implement Air quality Management Plan	0	0	200,000	212,000	224,720
Investigation of Waste Disposal Site	0	0	500,000	530,000	561,800
Implement Health And Safety Program	0	0	100,000	106,000	112,360
Develop Integrated Energy Distribution Plan	0	0	300,000	318,000	337,080
<b>GRAND TOTAL</b>	<b>311,394</b>	<b>311,394</b>	<b>2,400,000</b>	<b>2,544,000</b>	<b>2,696,640</b>

RECONCILIATION OF IDP & BUDGET - CAPEX	Strategic Objectives	Action Plan	Preceding Year	Current Year				Medium Term Revenue and Expenditure Framework		
			2006/2007	2007/2008				Budget Year 2008/2009	Budget year + 1 2009/2010	Budget Year + 2 2010/2011
			Audited Actual R'000 A	Approved Budget R'000 B	Adjusted Budget R'000 C	Full Year Forecast R'000 D	Budget R'000 E	Budget R'000 F	Budget R'000 G	
		Water	0	71,992,361	71,153,030	71,143,954	91,624,637	104,280,915	95,946,190	
		Electricity	0	0	0	0	0	0	0	
		Sanitation	0	0	0	0	0	0	0	
		Waste Management	0	0	0	0	0	0	0	
		Health	0	136,000	60,000	1,245	60,000	63,600	67,416	
		Community	0	0	0	0	0	0	0	
		Roads & Stormwater	0	0	0	0	0	0	0	
		Cemeteries	0	0	0	0	0	0	0	
		Housing	0	0	0	0	0	0	0	
		Sport Stadium 2010	0	0	0	0	0	0	0	
		Open Space	0	0	0	0	0	0	0	
		Public Amenities	0	0	0	0	0	0	0	
		Support Services/Fleet	0	0	0	0	0	0	0	
		Integrated Planning	0	12,720	5,000	17,872	75,000	79,500	84,270	
		Financial Management	0	190,000	40,000	48,739	44,000	46,640	49,438	
		Human Resource Management	0	0	0	0	0	0	0	
		Executive & Council	0	124,444	85,000	85,000	25,000	26,500	28,090	
		Environmental Management	0	0	0	0	0	0	0	
		Economic Development	0	0	0	0	0	0	0	
		Social Development	0	10,600	0	0	0	0	0	
		Public Participation	0	0	0	0	0	0	0	
		Road Safety	0	0	0	0	0	0	0	
		Fire & Rescue	0	0	0	0	0	0	0	
		Disaster Management	0	0	0	0	0	0	0	
		Security	0	0	0	0	0	0	0	
		<b>Total Capital Expenditure</b>	0	72,466,125	71,343,030	71,296,810	91,828,637	104,497,155	96,175,404	

GOVERNMENT GRANTS & SUBSIDIES - ALLOCATIONS	Preceding Year	Current Year			Medium Term Revenue and Expenditure Framework		
	2006/2007	2007/2008			Budget Year 2008/2009	Budget year + 1 2009/2010	Budget Year + 2 2010/2011
	Audited Actual R'000 A	Approved Budget R'000 B	Adjusted Budget R'000 C	Full Year Forecast R'000 D	Budget R'000 E	Budget R'000 F	Budget R'000 G
<u>National Grant Allocations</u>							
Dwaf Refurbishment Grant	0	0	8,953,100	8,953,100	0	0	0
Equitable share	0	104,886,000	104,886,000	104,886,000	128,819,000	156,644,000	190,641,000
Water operating subsidy	0	2,050,000	2,050,000	1,334,100	1,215,000	720,000	0
Implementation of disaster relief	0	0	0	0	0	0	0
Municipal infrastructure grant (MIG)	0	73,841,000	73,841,000	73,841,000	93,570,000	106,343,000	87,132,000
Education of bucket sanitation program	0	0	0	0	0	0	0
National Electrification Program (Eskom)	0	0	3,073,000	3,073,000	0	0	0
Municipal systems improvement program	0	1,000,000	1,000,000	1,000,000	735,000	735,000	735,000
Local Government finance management grant	0	500,000	500,000	500,000	250,000	750,000	1,000,000
Backlog in water and sanitation at schools	0	0	180,000	180,000	4,389,000	8,316,000	0
Dwaf Drought Relief	0	0	3,000,000	3,000,000	0	0	0
Regional Bulk Infrastructure grant	0	0	0	0	0	0	11,000,000
<b>Sub Total - National Grant Allocations</b>	<b>0</b>	<b>182,277,000</b>	<b>197,483,100</b>	<b>196,767,200</b>	<b>228,978,000</b>	<b>273,508,000</b>	<b>290,508,000</b>
<u>Provincial Grant Allocations</u>							
Creditors Carry Over Projects	0	24,605,425	24,605,425	24,605,425	46,365,949	49,147,906	52,096,780
KZN-DTLGA-Provincial Map	0	0	0	0	0	0	0
KZN-DTLGA-Municipal GIS Support	0	0	0	0	0	0	0
KZN-DTLGA-Facilitate Water Service Delivery Plan	0	0	0	0	0	0	0
KZN-DTLGA-Assistance Service Delivery Mechanism	0	0	0	0	0	0	0
KZN- DIMMS	0	0	0	0	0	0	0
KZN-Municipal Development Information Services	0	0	0	0	1,000,000	250,000	250,000
KZN-Infrastructure	0	0	0	0	1,400,000	0	0
KZN-Development Administration	0	0	0	0	0	500,000	250,000
KZN-Spatial Development	0	0	0	0	200,000	500,000	250,000
KZN-Strategic Support	0	0	0	0	100,000	500,000	467,000
KZN-Provincial Management Assistance Program	0	1,500,000	1,500,000	1,500,000	0	0	0

KZN-Library Services	0	3,200,000	3,200,000	3,200,000	900,000	0	0
DOT Public Transport Plan	0	0	0	0	0	0	0
KZN-DTLGA-Shared Service Centres	0	0	0	0	0	0	0
KZN-DTLGA-IDP Support Grant	0	0	0	0	0	0	0
KZN-DTLGA-Performance Management Grant	0	0	0	0	0	0	0
KZN-Regional Services Council Levy Grant	0	0	0	0	0	0	0
KZN-Technical Support & Infrastructure Backlog & MIIP's	0	0	0	0	0	0	0
KZN-Integrated Development & Infrastructure Capacity Building	0	0	0	0	0	0	0
KZN-Disaster Management	0	0	0	0	0	0	0
KZN-Energy Sector Planning & Support Integration with REDS	0	0	0	0	0	0	0
<b>Sub Total - Provincial Grant Allocations</b>	<b>0</b>	<b>29,305,425</b>	<b>29,305,425</b>	<b>29,305,425</b>	<b>49,965,949</b>	<b>50,897,906</b>	<b>53,313,780</b>
<u>Municipal Grant Allocations</u>							
-							
Indaka Grant - Free Basic Services	0	2,000,000	2,000,000	0	0	0	0
Imbabazane Grant - Free Basic Services	0	1,000,000	634,000	0	0	0	0
<b>Sub Total - Municipal Grant Allocations</b>	<b>0</b>	<b>3,000,000</b>	<b>2,634,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Grant Allocations</b>	<b>0</b>	<b>214,582,425</b>	<b>229,422,525</b>	<b>226,072,625</b>	<b>278,943,949</b>	<b>324,405,906</b>	<b>343,821,780</b>

**I.ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM**

**UTHUKELA DISTRICT MUNICIPALITY**

**PERFORMANCE PLAN 2007/8**

**MUNICIPAL MANAGER**

**1. Position Purpose**

To co-ordinate and manage the administration of the uThukela District Municipality efficiently and effectively in order to ensure a developed and thriving region for all people in the uThukela District.

**2. Scorecard**

<b>Key Performance Area</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Performance status on date of review</b>	<b>Reason for deviation (if applicable)</b>
Performance Management	PMS Planning Phase	All performance contracts signed by 31 July 2007		
	PMS Monitoring and Coaching	At least 36 meetings with HODs per annum		
		Receiving Quarterly Reports from all HODs within two weeks after each quarter		
		Assessing Quarterly Reports and providing feedback to HODs two weeks after receiving the report		

Key Performance Area	Key Performance Indicators	Target	Performance status on date of review	Reason for deviation (if applicable)
	Performance Review	Receiving Annual Reports from all HODs by 11 July 2008		
		Assessment by Internal Auditor by 18 July 2008		
		Final Audit Reports by 31 July 2008		
	PMS Assessment and Rewarding	Assessment by External Audit Committee by 31 July 2008		
		Finalisation of PMS Assessment and Rewarding by 15 August 2008		
Water and Sanitation Infrastructure Provision	Expenditure as per MIG cash flows and schedules	95% expenditure of the MIG allocation by 30 June 2008		
HIV/AIDS	Establishment of a District HIV/AIDS Council	Established District HIV/AIDS Council by 31 December 2007		
Water loss and management	Infrastructure maintenance	90% of all identified water and sanitation problems addressed within one week		
Public Safety	Development and implementation of Milk Control Bylaws	Milk Control Bylaws by 31 December 2007 and quarterly reports thereafter (March 2008 and June 2008)		
	Establishment of a Health and Safety Committee	Established Health and Safety Committee by 31 December 2007		
Council Finances	Report on financial viability in terms of the National Key Performance Indicators	Report on financial viability of council by 31 July 2008		
	Adopted and submitted Municipal Budget	The submission of a budget in terms of the MFMA, both in terms of content and timeframes		
	Valuation Role and Rates Policy	Implementation of the Property Rates Act by 30 June 2008		
Disaster Management	Establishment of a Disaster Management Centre	Establishment of a Disaster Management Centre by 31 October 2007		
District Economic Development	uThukela District Municipality Growth and Development Summit	Hosting one District Growth and Development Summit by 30 June 2008		

## UTHUKELA DISTRICT MUNICIPALITY

### PERFORMANCE PLAN 2007/8

#### EXECUTIVE DIRECTOR: CORPORATE SERVICES

#### 1. Scorecard

Key Performance Area	Key Performance Indicators	Target	Performance status on date of review	Reason for deviation (if applicable)
Institutional support – Admin Services	Secretarial support	Minutes available within one week of the meeting that is accessible and accurate and filed for proper record keeping		
	Maintenance of buildings	Maintenance of reported faults within one week		
Institutional support – HIV/AIDS Strategy	Established Employment Assistance Programme (EAP)	Establish an EAP by 31 December 2007		
	Implementation of the EAP	EAP monitoring report by 30 June 2008		
	Adherence of the strategy to the legal framework	100% compliant document by 31 December 2007		
Governance - Security	Monitoring of the existing security contract	Quarterly reports on solved cases and progress made		
Governance – Public Safety	Public Safety Programme	Development of a Public Safety Programme by 31 December 2007		
	Approved and adopted Public Safety Programme	An approved and adopted Public Safety Programme by 29 February 2008		
	Implementation and monitoring of the programme	Quarterly reports on the implementation and monitoring of the Public Safety Programme to MANCO		
Governance – Disaster Management	Review of the Disaster Management Plan	A reviewed and adopted Disaster Management Plan by 31 December 2007		
	Disaster Management Centre	Establishment of a Disaster Management Centre by 31 October 2007		



Key Performance Area	Key Performance Indicators	Target	Performance status on date of review	Reason for deviation (if applicable)
	Disaster Management Framework	Established Disaster Management Framework by 30 September 2007		
	Disaster Management Capacity Building	Four meetings and training sessions per annum		
	Implementation of the Disaster Management Plan	Quarterly reports to MANCO on the implementation of the Disaster Management Plan		
Institutional Support – Skills	Skills Profile/Assessment	Gathering of Skills Profile by 31 December 2007		
	Workplace Skills Plan	Compilation of a Workplace Skills Plan by 30 June 2008		
	Training Plan	Compilation of a Training Plan by 30 June 2008		
	Report on training	A report on 2007/2008 training by 30 June 2008		
Governance - Policies	Human Resource Policy	Development and adoption of a Human Resource Policy by 31 December 2007		
		Implementation of the adopted Human Resource Policy by 30 June 2008		
Governance – Community Consultation	Facilitate community awareness meetings on service delivery	A minimum of two community meetings on service delivery per annum by 31 June 2008		
Institutional Support – Employment Equity Plan (EEP)	Review and adoption of the EEP	Reviewed and adopted EEP by 31 December 2007		
	Implementation of the EEP	Implementation of the EEP as per EEP timeframes		
	Monitoring of the EEP	Annual report on the implementation of the EEP by 30 June 2008		
National Key Performance Indicators	The number of people from employment equity target groups employed in the three highest levels of management in terms of your approved employment equity plan	Report by 30 June 2008		

# UTHUKELA MUNICIPALITY

## PERFORMANCE PLAN 2007/8

### CHIEF FINANCE OFFICER

#### 1. Scorecard

Key Performance Area	Key Performance Indicators	Target	Performance status on date of review	Reason for deviation (if applicable)
Internal Auditor	Engagement with the Internal Audit	Internal Audit Report by 30 May 2008		
		An improvement of 50% on the previous years audit queries		
	Motivation to council for the confirmation of the already trained intern	Establishment of an Internal Audit Unit by 28 September 2007		
National Key Performance Indicators	Percentage of households earning less than R1 000 per month with access to free basic services	Report by 30 June 2008		
	Percentage of the Municipality's capital budget actually spent on capital projects identified in a particular year's IDP	Report by 30 June 2008		

	<p>Financial viability expressed in the following ratios:</p> <p>a) Debt Coverage: (B-C)/D  B - Total operating revenue received  C - Operating grants  D - Debt service payments (i.e. interest + redemption) due within the financial year</p> <p>b) Outstanding Service Debtors to Revenue: B/C  B – Total outstanding service debtors  C – Annual revenue actually received for services</p> <p>c) Cost Coverage: (B+C)/D  B – All available cash at a particular time  C – Investments</p> <p>D – Monthly fixed operating expenditure</p>	Report by 31 July 2008		
	The percentage of your budget actually spent on implementing you Workplace Skills Plan	Report by 30 June 2008		
Governance	Compilation and submission of the Financial Statements	As per MFMA		
Institutional Capacity	Valuation Role and Rates Policy	Implementation of the Property Rates Act by 30 June 2008		
Governance and financial viability	Technical support to the Mayor for the correctness, timeous and realistic submission of the budget	The submission of a budget in terms of the MFMA, both in terms of content and timeframes		
Financial viability	Fleet management	Maintenance plan by 31 December 2007		
	Effective procurement system	Reduced number of complaints from the SCM unit by 30 June 2008		
	Asset management	Updated Asset register by 30 June 2008		
	Audit response and application of recommendation	Quarterly report on Internal and external audit recommendations		
	GAMAP conversion	Converted Financial statements by 31 December 2008		
	Internal Systems control and monitoring	At least two monthly random checks on internal control and reports		
	Creditors payments	Timeous payment of creditors (30 days)		
	Application of the Credit Control Practices	Adherence to Credit Control Practices by 31 December 2007		

		Update the IT for billing and credit control by 30 June 2008		
		Exploration of new mechanism to maximise the collection and minimise wastages by 30 June 2008		
	Exploration of at least one incentives scheme and submission to Council for consideration to encourage culture of payments	Develop incentives and submit to Council for consideration by 30 December 2008		
	Report results of incentives to MANCO and Council	Report results of incentives to MANCO and Council by 30 January 2008		
	Road shows on importance of paying for services	At least one road show on importance of paying for services by 30 June 2008		
	Media awareness tools indicating the need for paying for services	Develop media awareness tools indicating the need for paying for services by 30 June 2008		
	Materials which promote the culture of payment for services	Develop materials which promote the culture of payment for services by 30 June 2008		
	Mechanisms which will enhance the message on culture of payment	Explore other mechanisms which will enhance the message on culture of payment by 30 June 2008		

# UTHUKELA DISTRICT MUNICIPALITY

## PERFORMANCE PLAN 2007/8

EXECUTIVE DIRECTOR: TECHNICAL SERVICES

### 1. Scorecard

Key Performance Area	Key Performance Indicators	Target	Performance status on date of review	Reason for deviation (if applicable)
MIG Water and Sanitation Infrastructure Provision	Umhlumayo (Mteyi Extension)	Implementation of the projects as per MIG cash flows and schedules and other projects – reductions backlogs		
	Amangwe / Loskop			
	Ntabamhlophe Water Supply Ph 1			
	Moyeni Zwelisha Ph 4 Dukuza/Hoffenthal			
	Moyeni Zwelisha Water Scheme			
	Driefontein Bulk Water Supply			
	Bergville Bulk			
	Indaka Bulk Water Audit			
	Bethany San			
	Tatane/Mqedandaba San			
	Stanford Vaalkop San			
	Sahlumbe Enkaseni San			
	Greenpoint San			
	Enkomokazini San			
	Kwavala San Ph 2			
Roosboom San				
Zwelisha Okhahlamba San				
Kwamkhize San				

	Emahlutshini San			
	Emmause San			
	Kwadlamini San			
	Edashi San			
	Watersmeet San			
	Ezakheni : Water Borne Sewer Section E			
	Ezakheni : Water Borne Sewer Section E Extension			
	Ekuvukeni Taxi Rank			
	Pmu			
Other Funding Water and Sanitation Infrastructure Provision	Indaka Bulk	Submission for approval to DWAF by 30 June 2008		
	Emanjokweni Augmented water Scheme			
	Silimangamehlo/Emadolobheni San			
	Bergville Sewage and Sewer Reticulation			
	Nobamba Ezitendeni San			
	Nhlawe water supply scheme			
	Newstand Sportsfield	Appointment of Engineer by 30 June 2008		
	Zwelisha Mbabazane San	Submission for approval to DPLG for MIG allocation by 30 June 2008		
	Nyezane San			
	Kwahlathi san			
	Jononoskop San			
	Ntabamhlope Water Supply Ph 2			
	Obonjaneni San			
Hwebede San				
Thembalihle San				
Uthukela Plant Refurbishment				
National Key Performance Indicators	Percentage of households with access to basic levels of water, sanitation, electricity and solid waste removal	Report by 30 June 2008		

# UTHUKELA DISTRICT MUNICIPALITY

## PERFORMANCE PLAN 2007/08

### WATER SERVICES MANAGER

#### 1. Scorecard

Key Performance Area	Key Performance Indicators	Target	Performance status on date of review	Reason for deviation (if applicable)
Infrastructure maintenance	Development and Adoption of an Infrastructure Maintenance Plan	Adoption of the Plan by 31 December 2007		
	Monitoring the implementation of the Infrastructure Maintenance Plan	Monthly report on implementation to MANCO		
	Infrastructure maintenance	90% of reported maintenance problems addressed within one week		
		Submission of Monthly Reports to MANCO		

## UTHUKELA DISTRICT MUNICIPALITY

### PERFORMANCE PLAN 2007/8

#### EXECUTIVE DIRECTOR: HEALTH & ENVIRONMENTAL SERVICES

#### 1. Scorecard

Key Performance Area	Key Performance Indicators	Target	Performance status on date of review	Reason for deviation (if applicable)
Prevention of water wastage and loss	Establishment of project steering committee	Committee in place and functional by 30 June 2008		
	Drafting Terms of Reference for the committee	Terms of Reference by 30 June 2008		
	Identify areas with high level of water loss and implement interventions	Identification of water loss in Ezakheni by 30 June 2008		
Governance of the sampling of water sources	Sampling of water sources for bacteriological and chemical analysis	As per Water Sampling Programme		
	Communication of the results	Monthly report of results to MANCO and DWAF, 12 reports by 30 June 2008		
Implementation of a Communicable Diseases Control Strategy	Conduct Health Promotion Awareness Campaigns	At least four Health Promotion Events organised per annum		
Food Safety Control	Sampling of food stuffs	As per Food Sampling Programme		
	Conduct inspections on food premises			



<b>Key Performance Area</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Performance status on date of review</b>	<b>Reason for deviation (if applicable)</b>
	Development and adoption of Milk Control Bylaws	Adoption of bylaws by 31 December 2007		
	Implementation of Milk Control Bylaws	Quarterly Reports on Milk Control		
Establishment of HIV Aids strategy	Establishment of a District AIDS Council	Established council by 31 December 2007		
	Development and adoption of a HIV/AIDS Strategy	Adoption of the strategy by 30 June 2008		
	Implementation of the HIV/AIDS Strategy	Quarterly Reports to MANCO on the implementation of the strategy		
Development of Air Quality and Waste Management Plans	Establishment of the Environmental Management Forum	Establishment of the Forum by 31 December 2007		
	Adoption of the Air Quality and Waste Management Plans	Adoption of the plans by 30 June 2008		
	Monitoring the implementation of the Air Quality and Waste Management Plans	Quarterly Reports to MANCO		
Development of Health and Safety Programme	Establishment of a Health and Safety Committee	Establishment of the Health and Safety Committee by 31 December 2007		
	Development of a Health and Safety Strategy	Development and adoption of the Health and Safety Strategy by 30 June 2008		
	Implementation of the Health and Safety strategy	Quarterly reports on the Health and Safety Strategy to MANCO		

<b>J. ANNEXURES</b>	<b><u>YES</u></b>	<b><u>NO</u></b>
J.1 Spatial Development Framework	✓	
J.2 Disaster Management Plan	✓	
<b>K. APPENDICES</b>	<b><u>YES</u></b>	<b><u>NO</u></b>
K.1 Water Services Development Plan		
K.2 Local Economic Development Plan	✓	
K.3 Organisational Performance Management System	✓	
K.4 IDP Process Plan and Framework Plan	✓	
K.5 Public Transport Plan	✓	
K.6 Tourism Plan	✓	
K.7 Agricultural Plan		✓
K.8 Forestry Plan		✓
K.9 Energy Master Plan		✓
K.10 Area Based Plan		✓
K.11 HIV /AIDS Strategy	✓	
K.12 Land Use Management Framework	✓	
K.13 Environmental Management Plan	✓	