

**UTHUKELA**  
UMKHANDLU WESIFUNDA  
DISTRKSMUNISIPALITEIT  
DISTRICT MUNICIPALITY

# I.D.P

**ADOPTED**  
**2011/2012**



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## **SECTION A : EXECUTIVE SUMMARY**

### **A1.1 INTRODUCTION**

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)

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 Finance Management Act(Act 56 of 2003) 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.

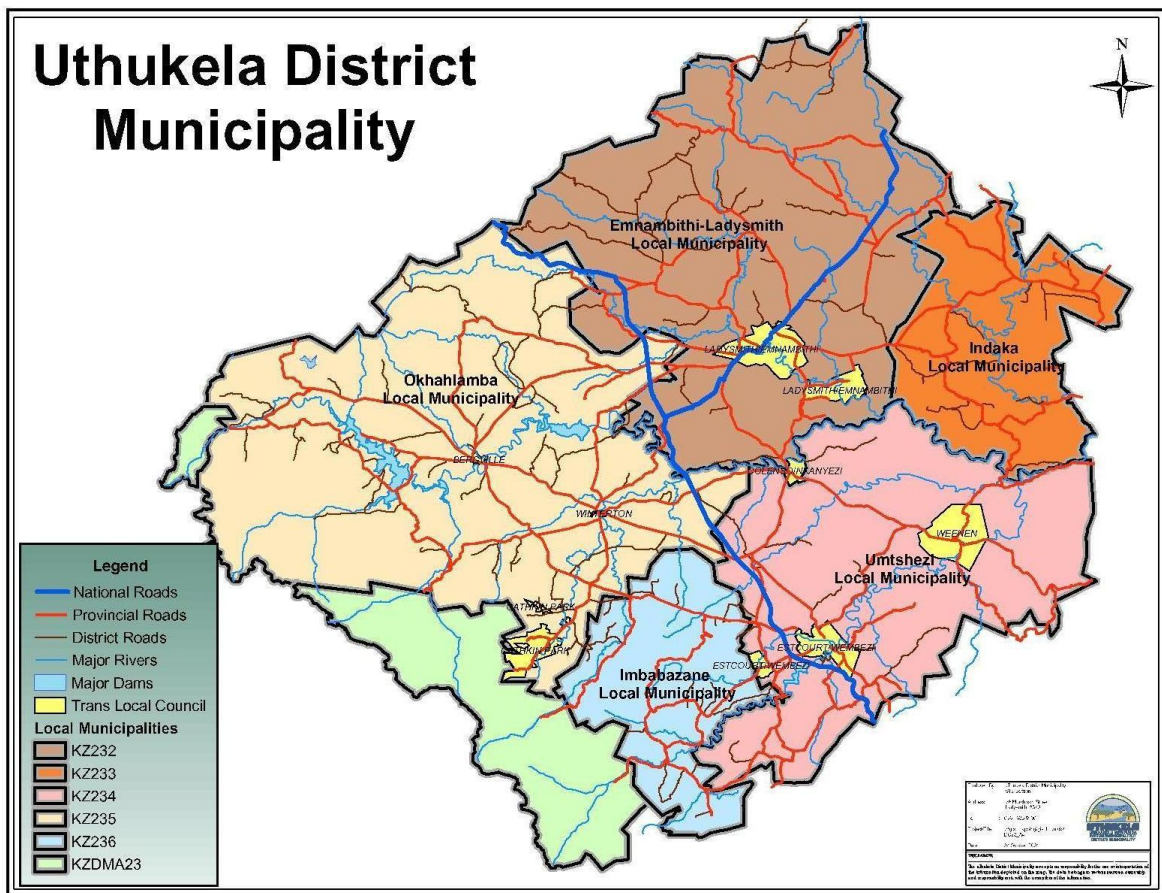
### **A1.2 UTHUKELA DISTRICT MUNICIPALITY**

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<sup>2</sup>.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.

uThukela District municipality consists of five Local Municipalities and one District Management Area (DMA), namely, Indaka local municipality, Emnambithi/Ladysmith municipality, Umtshezi local Municipality, Okhahlamba local Municipality, Imbabazane local Municipality, and District Management Area 23. The map below shows the location of uThukela district municipality



### A1.3 CHALLENGES

This Municipality is characterised by the socio-economic indicators such as low revenue base, poor and ageing infrastructure especially water and sanitation 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. The key issues that will have an impact in economy of the District are prioritised as follows:

- Provision of sustainable infrastructure, water and sanitation services and eradication of the backlog
- Financial viability, clean audit and good governance
- Economic and Social Development
- Prevention of ill-health and promotion of wellness
- Public safety and security
- Accountability and public participation
- Coordination of services
- The newly established municipalities which is Indaka and Imbabazane are without a well established economic centre and as a result the most significant poverty is found in these municipalities.

#### **A1.4 OPPORTUNITIES OFFERS BY THE DISTRICT**

The uThukela district municipality is located in the World Heritage Site. uThukela district municipality is a unique mix of the majestic Drakensberg Mountains, historical and world renowned battle sites and out of Africa experiences. These qualities have created a District that is a tourism magnet in Southern Africa. The investments opportunities are as follows:

- Two national roads which is N3 and N11 which has a potential for economic development because it forms the critical link between uThukela, Provincial and International destinations
- Cable Way-Mnweni Valley which takes the tourism investment to new heights
- Spionkop lodge offers an investor the opportunity to become a 50% partner in a unique out of Africa tourism experience
- Weenen Cultural theme park offers the opportunity to invest in tourism fascination with the customs, traditions and culture of the amaZulu.
- Zulu Gateway an opportunity for investors to become involved in a tourism experience strategically positioned on the N3, Midway between Durban and Johannesburg
- Woodstock Dam it gives an investor an opportunity to invest in a fishing and camping attraction on the banks of a dam located in the foothills off the Drakensberg
- The Cannibal Route an opportunity to invest in a unique and historic visitor attraction within an established tourism district.

- The Zulu Experience an opportunity for an investor to import, distribute and sell arts and crafts in selected international markets
- Dinosaur Valley it gives an investor an opportunity to invest in archaeology based visitor attraction in an established tourism sector of the Drakensberg Mountains
- The District is well endowed with water, pockets of good soils and the cultural beauty of the Drakensberg.

#### **A1.5 STRATEGIES FOR IMPROVEMENT**

In dealing with the challenges faced by the district, uThukela district municipality have highlighted the following strategies for 2011/2012 and beyond:

- Implementing financial management capacity building programme
- Supporting public safety programmes aimed at combating and reducing crime
- Promoting the investment initiative in the identified nodes
- Promoting the Tourism in the District because the District is rich in Tourism especially in the Drakensberg Mountains
- Implementation of an SMME's programme and promote PPP'S
- Through efficient and effective management of resources and assets
- Through the creation of an environment that is conducive to Economic Development
- Capacitating of Cooperatives in the District.
- Utilisation of the shared services centre.
- Optimal utilisation and management of the District resources
- Localisation of the National policies

#### **A1.6 UTHUKELA DISTRICT MUNICIPALITY IN THE NEXT FIVE YEARS**

UThukela is part of the Global Economy and is striving to become competitive, not only locally or nationally but internationally. The emphasis will be on retaining industry and commercial activities in Ladysmith and Estcourt. The District Municipality will strive to spread the economic activities to the disadvantaged areas of the region like Indaka and Imbabazane. The natural beauty of UThukela should be enhanced through marketing and maintenance of the existing infrastructure. The regional Development that will applied to UThukela District is the establishment of the Industrial Park that 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.

### **A1.7 MEASURING THE PROGRESS**

uThukela District Municipality as a water service authority managed to decrease the water and sanitation backlogs from 30% to 17% (water) and 36% to 21% (sanitation) according to study that was conducted in 2010. In the 2008/2009 there was no Disaster management personnel and there was no centre in the district whereas the district is faced with the severe disasters and efforts were made in coming up with a fully fledged disaster management unit and centre that is in line with the Disaster Management Act in the 2008/2009 financial year. The Municipality has also established the Disaster Management Advisory Forum. Senior Citizen Forum was also formed in 2008. The Fraud Prevention Plan was also developed by the District in 2009. The Bucket Eradication system was completed by Indaka local municipality. uThukela District has established the shared resources for the delivery of development planning services as well as the GIS. uThukela district municipality received an unqualified report from the Auditor General for the past three financial years.

### **A1.8 DEVELOPING THE UTHUKELA IDP**

uThukela district municipality IDP review was fully developed in house. For purposes of drafting of the 2011/12 IDP document, IDP Framework and Process Plan were drafted and adopted by full council of uThukela district municipality on the 31 August 2010. 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 drafting the IDP document. uThukela IDP Framework and Process Plan was also aligned to the local municipalities. This IDP has been informed by the IDP's of the Local Municipalities because there is no district without local municipalities. This plan used the Community Survey for 2007 because the 2001 statistical information was outdated.

In developing this plan the following Key Focal Areas which are the cornerstone of sustainable service delivery and development in the uThukela district municipality were taken into consideration:

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

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 Representative Forum, IDP Managers supporting 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 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 in ensuring that the citizens within the family of municipalities work towards "improving the quality of life for all in a globally interconnected, stable and developed region "

The 2011/2012 IDP focuses largely on the key issues that affect the district municipality. 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 (PGDS), the IDP's of local municipalities, the resolutions of the District Growth and Development Summit. In addition to the latter, uThukela district municipality is fully aware of the Millennium Development Goals (MDG's) and the target date set nationally for extension of basic services.

The UTDM prides itself in presenting the 2011/12 IDP, which has attempted in addressing the comments made during IDP Analysis in 2010/11 draft IDP, Comments made by the MEC for COGTA in 2010/11 adopted IDP, Inputs made by stakeholders during IDP Representative Forums meetings as well as self assessment. Integrated Planning is central to the Municipality's philosophy as it relates to effective service delivery.

In preparation of the 2011/2012 IDP, the national ten priority areas identified in the Medium Term Strategic Framework(MTSF) were taken into consideration. The principles informs the uThukela district municipality IDP for 2011/2012 financial year and beyond. These priorities were raised in the MEC letter and are as follows:

- More inclusion economic growth, decent work and sustainable livelihoods
- Economic and social infrastructure
- Rural development, food security and land reform
- Access to quality education
- Improved health care
- The fight against crime and corruption
- Cohesive and sustainable communities
- Creation of a better Africa and a better world
- Sustainable resource management and use
- Developmental state including improvement of public services

## **SECTION B: THE CURRENT SITUATIONAL ANALYSIS**

### **B1.1 SITUATIONAL ANALYSIS**

uThukela district municipality (DC23) is one of ten District Municipalities in the Province of KwaZulu-Natal. 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.

uThukela district municipality consists of five local municipalities and one District Management Area (DMA), namely, Indaka (kz233), Emnambithi/Ladysmith (kz232), Umtshezi (kz234), Okhahlamba (kz235), Imbabazane (kz236), and District Management Area 23.

The size of uThukela District Municipality is approximately 11500km<sup>2</sup>.Emnambithi is occupying 2,965.92km<sup>2</sup>,Indaka is on 991.71km<sup>2</sup>,Umtshezi 2130.85km<sup>2</sup>,Okhahlamba which is the largest is on 3540.63km<sup>2</sup>,Imbabazane is on 827.74km<sup>2</sup> and the DMA 23 is on 874.33km<sup>2</sup> It is located in the western boundary of Kwazulu-Natal. The district municipality is 70 % rural. uThukela district municipality has a good climate and abundance of natural resources like water. The intrinsic beauty of the area enhances the tourism opportunities in the district.

The district 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, high unemployment rate, shortage of skills, 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. uThukela district municipality comprises of 18 Traditional leadership.

## DEMOGRAPHICS

### B1.2 TOTAL POPULATION

According to the 2007 Community Survey, there are 714 909 people living at uThukela, The Community Survey that was conducted in 2007 indicates that the number of people living in uThukela has been increased from 656 986 into 714 909 which is 7.0% of the Province. 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).The table below indicates how the population of uThukela district municipality is distributed.

Municipality	Wards	2001 census	Percentage	2007 survey	Percentage
Emnambithi	25	225 459	34,3 of district	236 748	33% of district
Okhahlamba	13	137 525	20,9 of district	151 441	21% of district
Imbabazane	12	119 925	18,3 of district	140 745	20% of district
Indaka	10	113 644	17,3 of district	101 557	14% of district
Umtshezi	7	59 921	9,1 of district	83 906	12% of district
DMA		465	0,1 of district	515	
<b>Total population of uThukela</b>	<b>67</b>	<b>656986</b>	<b>100</b>	<b>714 909</b>	<b>7.0%of province</b>

(Source: Statistics SA: Census 2001 and Community survey 2007)

### B1.3 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 Coloureds are minority. The total population of the district increased by 8,8% between 2001 to 2007.

Group	2001 census	%	2007 survey	%
African	620 733	94.48	681998	95.4
Coloured	4 055	0,62	2231	0.3
Indian	17 156	2.61	23200	3,2
White	15 042	2,29	7482	1,0
<b>Total</b>	<b>656 986</b>	<b>100.00</b>	<b>714,909</b>	<b>100.00</b>

(Source: Statistics South Africa: Census 2001 and Community Survey 2007)

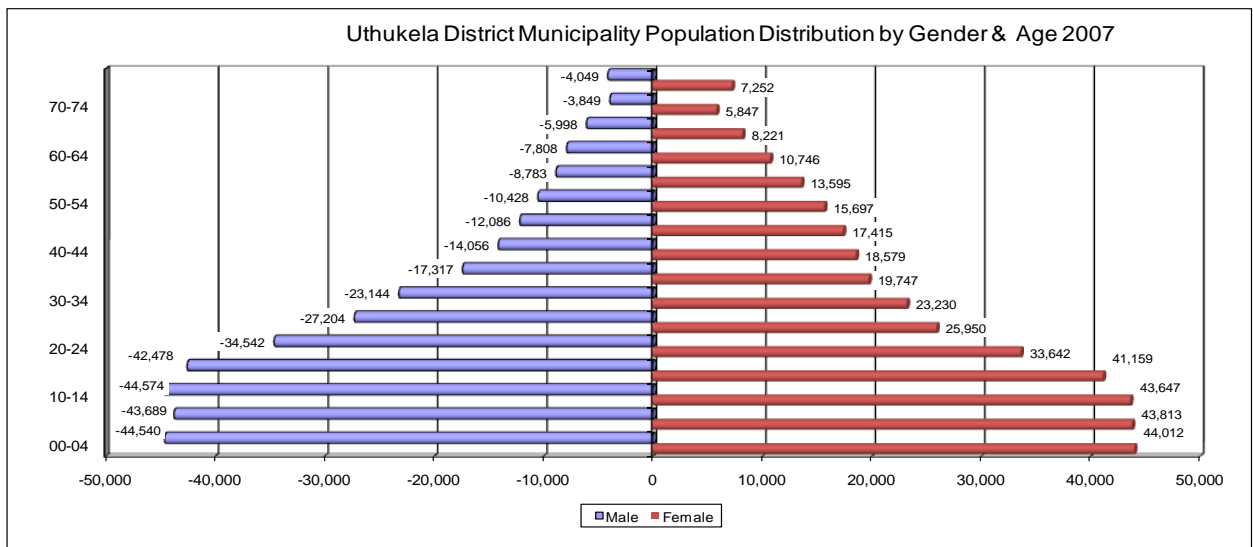
**B1.4 AGE AND GENDER**

The highest percentage of the population of uThukela is between the 0 to 4 years of age (13%). This shows a relatively high birth rate. The young generation constitute more than 60% being between the ages of 5 to 34 years. Ages 0 to 24 are relatively constant showing a 4.1% decrease. Ages from 0 to 4 years is at 13.1% and decrease slightly on ages between 20 and 24 to 9%.The 4.1% difference is due to factors like infant mortality and migration.

The population pyramid below has a broad base that reflects a high proportion of children and youth, commonly known as the youth bulge. It also shows a tapering off of adults, indicating two possible trends: out migration of economically active people, and the impact of HIV/AIDS-related deaths. The lower proportion of men to women (46:54) would support the former explanation, as men continue to leave the area and follow historical migrancy patterns.

The pyramid also shows a decline in population by band from the age of 25 upwards. This clearly suggests that the life expectancy in the district is low. This explains the low population growth rate. Clearly this points towards factors that result in drastic increase in population mortality.

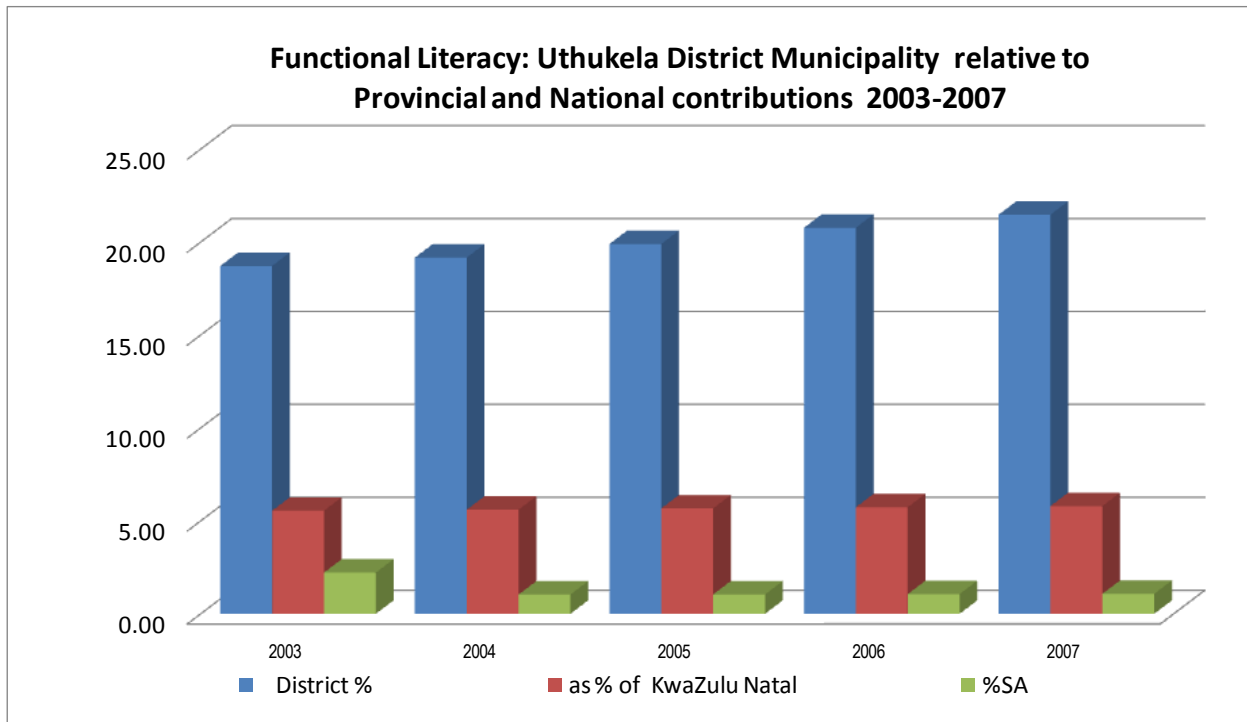
The population structure of the district municipality indicates several challenges. Firstly, the district has a young population that accounts for more than 60% of the total district municipality. Secondly, the economically active population accounts for only 36% of the district population. Thirdly, the prevalence estimates among the antenatal clinic attendees in 2009 recorded HIV/AIDS at 36.3%. Finally, these factors consequently put pressure onto the state to provide grants and the municipalities to provide adequate services, such as water and sanitation.





### B1.5 EDUCATION LEVELS

Overall the district's literacy levels have increased from 19% to 21% from 2003 to 2007. The table below shows that the functional literacy of the Black population has increased more substantially than that of other population groups.



uThukela has no tertiary education institution or voluntary associations that can champion research and development. There is one FET and other smaller private colleges. Most people seeking degrees and diplomas either move to Pietermaritzburg or Durban or migrate to the north to Gauteng. Similarly, the district depends on other towns like Pietermaritzburg and Durban in the south and Johannesburg and Pretoria in the north for innovation, research and development in the economic fields. However, there is high presence of University of KwaZulu-Natal research institutions like Farmer Support Group (FSG) in Okhahlamba.

### B1.6 MIGRATION – *internal/external*

The population movement in the district follows the concentration of economic and employment opportunities. These are located mainly in the town of Ladysmith followed by the smaller industrial town of Estcourt in Umtshezi. Ladysmith has a high concentration of social and economic infrastructure resulting in a development imbalance compared to other towns in the district. Smaller towns and rural settlements in Okhahlamba, Umtshezi, Imbabazane and Indaka flock to Ladysmith for a number of activities beyond employment. The same trend is noticed with small towns and rural settlements of Umzinyathi district municipality coming to

Ladysmith. This could be influenced by the number of regional government offices located in Ladysmith and serving both uThukela and Umzinyathi district municipalities. Consequently this puts pressure on Ladysmith suggesting strain on local and physical infrastructure. Few economic and employment opportunities in the district pulls people to larger urban areas in the district. The N11 leads them to Newcastle and Johannesburg, while the N3 corridor leads them to Johannesburg in the north and Pietermaritzburg and Durban in the south.

### **B1.7 URBANIZATION**

The most urbanized population group is the Asian community (98%) followed by Coloureds (83%) and Whites (82%). Only 25% of the Black population lives within urban areas. This urbanization rate for the Black population has been increasing steadily each year, unlike the other groups which have displayed static or slightly declining rates of urbanization. The table below shows the urbanization by rates in the municipality.

*Urbanization rates by race, uThukela district municipality, 2003 - 2007*

	Black	White	Colored	Asian	Total
2003	23.7%	81.7%	83.6%	97.7%	27.5%
2004	24.0%	81.5%	83.4%	97.7%	27.7%
2005	24.3%	81.4%	83.2%	97.7%	28.0%
2006	24.6%	81.3%	82.9%	97.7%	28.2%
2007	24.9%	81.4%	82.6%	97.7%	28.5%

*Source: Global Insights Africa International*

#### **B1.1.8 HIV/AIDS PREVALENCE**

In keeping with the national trend, the overall district HIV/AIDS estimates has decreased between 2003 and 2007. Within the district, this trend is echoed in all the local municipalities. However, it has increased for the province as a whole. However, the AIDS prevalence estimate has increased marginally at all levels over the same period.

At 15% HIV+ prevalence in the district is double than that of the province (7%) and a little than that of the country as a whole (12%). This prevalence is quite consistent within the local municipalities, ranging from 16.6% in Emnambithi to 13.4% in Indaka.

The District municipality is playing a significant role in mitigating the impact of HIV/AIDS in the whole of district through the awareness programmes, by establishment of the District AIDS Council and implementation of the HIV/AIDS strategy.

**HIV+ and AIDS profile, uThukela district municipality relative to local, provincial and national estimates**

Locality	Population 2007	HIV Estimate 2003	HIV Estimate 2007	Difference 2003-2007	HIV % within area	HIV + % of Province HIV + 2007	HIV % of SA HIV + 2007
South Africa	47,864,260	5,711,167	5,552,053	-159,114	12		
Province	10,052,455	650,209	667,623	17,415	7		12
District Municipality	714,909	116,939	109,973	-6,966	15.34	16.47	1.98
Emnambithi/ Ladysmith LM	225,459	44,430	43,448	-982	16.60	6.51	0.78
Indaka LM	113,644	17,549	16,084	-1,465	13.43	2.41	0.29
Imbabazane LM	119,925	19,768	16,589	-3,178	14.25	2.48	0.30
Okhahlamba LM	137,525	24,020	22,758	-1,262	15.25	3.41	0.41
Umtshezi LM	59,921	11,172	11,093	-79	15.87	2	0.20
Locality	Population 2007	AIDS Estimate 2003	AIDS Estimate 2007	Difference	AIDS % within area	AIDS % of Province AIDS 2007	AIDS % of SA 2007
South Africa	47,864,260	265,634	433,417	167,783	1		
Province	10,052,455	27,714	48,960	21,246	0		11
District Municipality	714,909	6,072	9,281	3,210	1.29	18.96	2.14
Emnambithi/ Ladysmith LM	225,459	2,291	3,673	1,383	1.40	7.50	0.85
Indaka LM	113,644	929	1,358	429	1.13	2.77	0.31
Imbabazane LM	119,925	1,030	1,400	371	1.20	2.86	0.32
Okhahlamba LM	137,525	1,251	1,915	664	1.28	3.91	0.44
Umtshezi LM	59,921	571	935	364	1.34	2	0.22

Source: Global Insights Africa International

## **B2 ECONOMY OF UTHUKELA DISTRICT MUNICIPALITY**

### **B2.1 INTRODUCTION**

Economic development is uneven across the district, with large disparities across local municipalities. Emnambithi dominates, with smaller towns being less developed. Outside the urban areas, are areas of rural poverty and some wealthier commercial farming areas especially in Okhahlamba. In terms of employment and GVA, Okhahlamba is predominantly agricultural followed by Indaka. Community services consistently dominate in terms of employment in all local municipalities besides Emnambithi where manufacturing is neck to neck with community services.

### **B2.2 STRUCTURE OF THE DISTRICT ECONOMY**

The spatial economy of the district is dominated by Emnambithi that remains the economic hub of the district. Manufacturing is concentrated in Ladysmith. Limited industrial activities are also found in Estcourt. The other municipalities have relatively small economies that are dependent on community services. Okhahlamba has a window of opportunity to improve is agriculture and tourism economies.

Major players in the manufacturing sector in Ladysmith are Zorbatex, Dunlop rubber products and the Defy plant. Estcourt has town houses food and beverages manufactures like Nestle, Sasko Milling, Eskort meat factory and Clover SA. There is Masonite Africa (wood products) glass manufactures (Glamosa Glass) and Karbotek. Okhahlamba leads with agriculture in the district.

There is an opportunity to exploit economic opportunities in the tourism sector in Okhahlamba and Emnambithi. Okhahlamba has Ukhahlamba-Drakensberg World Heritage site while Emnambithi is linked to the popular Battlefields products. Further studies to explore the location opportunities brought by the N3 and N11 corridors need to be investigated.

### **B2.3 ECONOMIC GROWTH**

According to uThukela NSDP, Emnambithi contributes considerably higher levels of GVA than the other four municipalities, with Umtshezi contributing the lowest to the district GVA.

At 26% Community Services is the largest GVA contributor, followed by manufacturing (18%), financial services (16%), agriculture (13%), transport (11.5%), trade (11%), electricity (3%), construction (2%) and mining (1%). The over dominance of the community services sector is illustrated by its negligible provincial (2.6%) and national (2.5%) GVA contributions. The second most significant sector in the district, in terms of GVA, is the manufacturing sector which contributed 18% of the total district GVA in 2007. This is slightly lower than the sector's contribution to the provincial GVA (19%) and that of the sector's national share (22%). The third most significant sector is financial services, which represents almost 16% of the district GVA, but only contributes a marginal 2.5% GVA share in both the provincial and national economies. The contribution of the transport sector at the district level (11.5%) is similar to the sector's provincial share (12%) and higher than the national (9%) shares. Conversely, trade's GVA contribution at the district level (11%) is much higher than that at the provincial economy (2%), but somewhat closer to that of the national (8%) level.

All sectors in the district and within each of the local municipalities recorded positive growth during the 2003-2007 period. However, provincial and national growth has generally outstripped the performance of sectors in uThukela, particularly in the mining, electricity and construction sectors. The district showed a slightly higher percentage change in both the agriculture and finance sectors than provincial and national rates.

Umtshezi, in particular, has registered change in agriculture, finance and community services sectors that are higher than both the provincial and national rate of change over this five year period. Okhahlamba, too, has shown higher than average performance in the agriculture, manufacturing and finance sectors.

The GVA contribution by sector has increased by sector in all municipalities save for the mining sector that has remained stagnant in Indaka. This clearly points out that the district has experienced economic growth.

## B2.4 ANNUAL HOUSEHOLD INCOME

### *Household income: uThukela district municipality contributions, 2007*

Income Category	Black	White	Coloured	Asian	Total	% Total district income
0-2400	1,238	0	31	0	1,269	0.84
2400-6000	5,359	12	33	0	5,403	3.57
6000-12000	28,012	29	206	111	28,357	18.75
12000-18000	26,959	38	102	129	27,229	18.00
18000-30000	25,030	92	105	323	25,550	16.89
30000-42000	16,661	89	89	408	17,246	11.40
42000-54000	10,666	237	56	335	11,293	7.47
54000-72000	8,019	400	66	634	9,120	6.03
72000-96000	5,560	601	63	672	6,895	4.56
96000-132000	3,944	862	64	315	5,184	3.43
132000-192000	2,987	997	58	545	4,588	3.03
192000-360000	2,884	1,849	89	778	5,600	3.70
360000-600000	1,091	859	47	289	2,285	1.51
600000-1200000	433	390	1	151	975	0.64
1200000-2400000	109	86	0	26	222	0.15
2400000+	25	15	0	2	42	0.03
<b>Total</b>	<b>138,976</b>	<b>6,555</b>	<b>1,010</b>	<b>4,718</b>	<b>151,258</b>	<b>100.00</b>

*Source: Global Insights Africa International*

The highest numbers of households are to be found in the income categories between R6000 and R42000 per annum. These income categories account for almost 65% of all households in the district. This proportion is higher than provincial (51%) and national statistics (47%), and this means that in uThukela, a larger proportion of households earn lower than the provincial and national income levels.

Black households have the highest number of income earners, followed by White, Asian and Coloured households. In the higher income earning categories (R72000-R96000) to the highest category (R2400000), Black households remain highest, while the white population is the second highest group. In the lowest income categories (R0-R6000) White, Coloured and Asian populations are negligible.

## B2.5 HOUSEHOLD SIZE

According to 2007 Community Survey they are 139 639 Household in the uThukela. The majority which is 50 259 and the household size is 4,5 and the number of rooms are 5. The Household was increased from 134 845 to 139 639 in 2007. The table below shows the Households, size and the number of rooms

Municipality	Households	%	Average household size	Average no. of rooms
uThukela	139 639	6,3 of province	5,0	5
Emnambithi	50 259	36 of district	4,5	5
Indaka	21 081	15 of district	5,5	5
Umtshezi	15 232	11 of district	4,5	4
Okhahlamba	28 508	20 of district	5,2	5
Imbabazane	24 559	18 of district	5,4	5

(Source: Community survey 2007)(**Total Households: 139 639**)

## B2.6 POVERTY

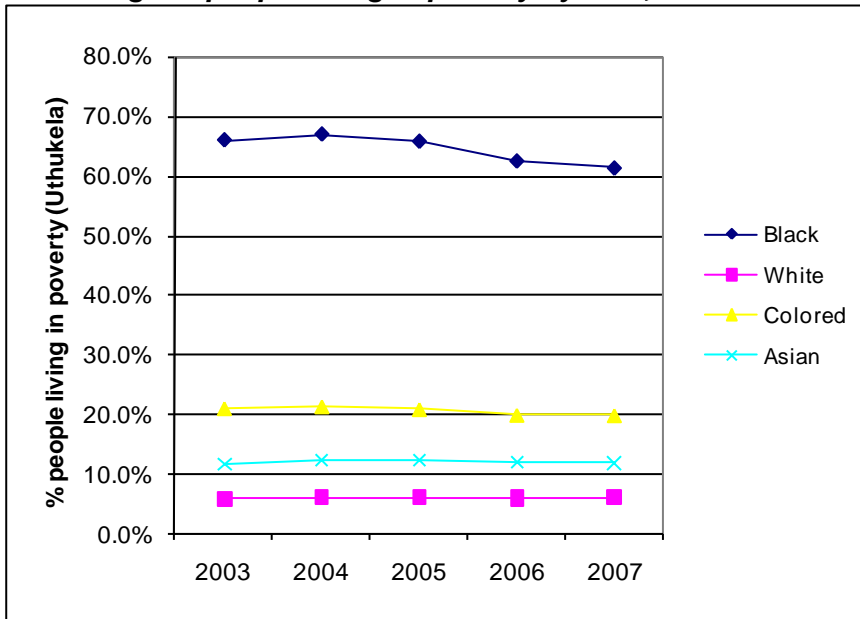
The HDI for the vast majority of the population is low (0.43) and has not increased over the past five years. In stark contrast, the White population exhibits a high HDI of 0.85 which is comparable to Northern European levels of development. The Asian and Coloured communities show high and middle range levels of development with indices of 0.60 and 0.74 respectively.

The high Gini coefficient of 0.65 for the district means that there are high levels of income inequality across the district. This poverty disparity is growing as is shown in the time based graph below.

The overall proportion of people living in poverty in uThukela has decreased from 63% in 2003 to 58% in 2007. This still represents a high proportion of the population, and still remains higher than the 2007 provincial average (62%) and the national average (43%). The overwhelming majority of people living in poverty are from the Black community, and despite the improvement during this period, in 2007, 61% remain living in poverty. This decline, however, masks the real increase in inequality revealed through the growing Gini Coefficient.

The three measures of poverty and social inequality clearly show that poverty is concentrated in the Black communities and that inequality are widening over time.

**Percentage of people living in poverty by race, uThukela 2003/2007**



**B2.7 EMPLOYMENT RATIOS**

**UNEMPLOYMENT RATE**

uThukela district municipality has a population of 714,910 people (community survey 2007). The density is about 63 people per square kilometre. The population is dominated by females, with 389,415 and 325,495 males. From the 400,921 economically active population, 120,415 (30%) is employed, 68,564 (17%) is unemployed and 211,942 (53%) is not working. The table below shows the comparison between uThukela employment figures and KZN Provincial figures.

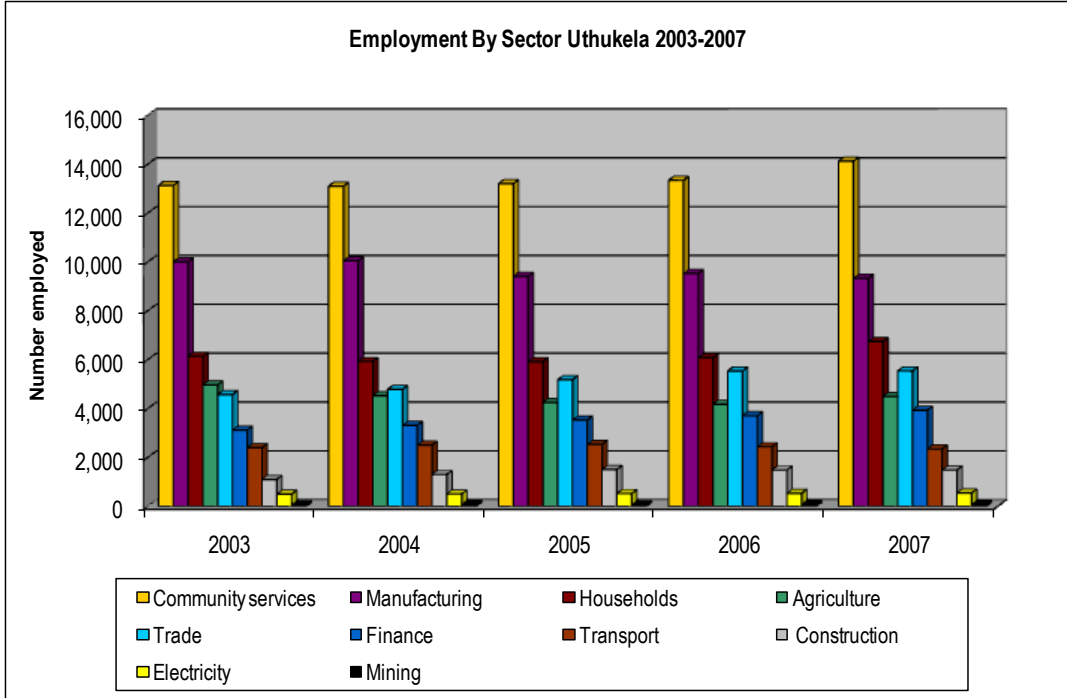
	Population employed	Population unemployed	Population not working	Absolute employment rate	Absolute unemployment rate
<b>KZN 1991</b>	28%	26%	46%	51.26%	48.74%
<b>KZN 2007</b>	34%	21%	45%	58.91%	41.09%
<b>uThukela DM 1991</b>	20%	29%	51%	41.22%	58.78%
<b>uThukela DM 2007</b>	30%	17%	53%	59.13%	40.87%



**B2.8 EMPLOYMENT SECTORS**

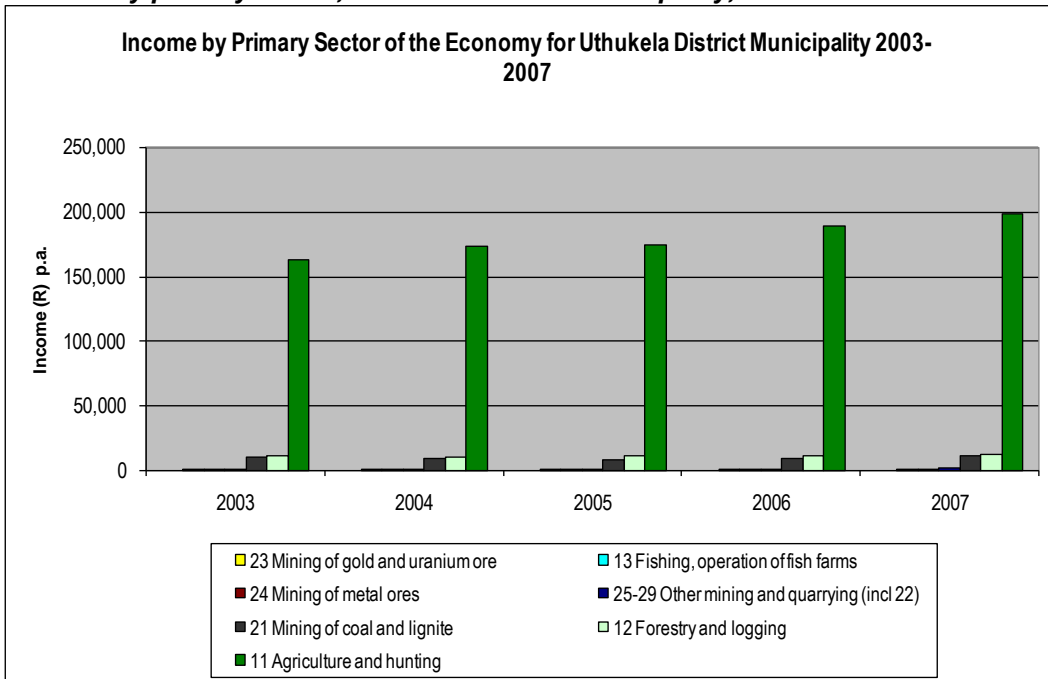
The graphs below illustrate employment by sector over time, comparing the situation in each local municipality with that of the district.

**Employment by sector, uThukela district municipality 2003 – 2007**



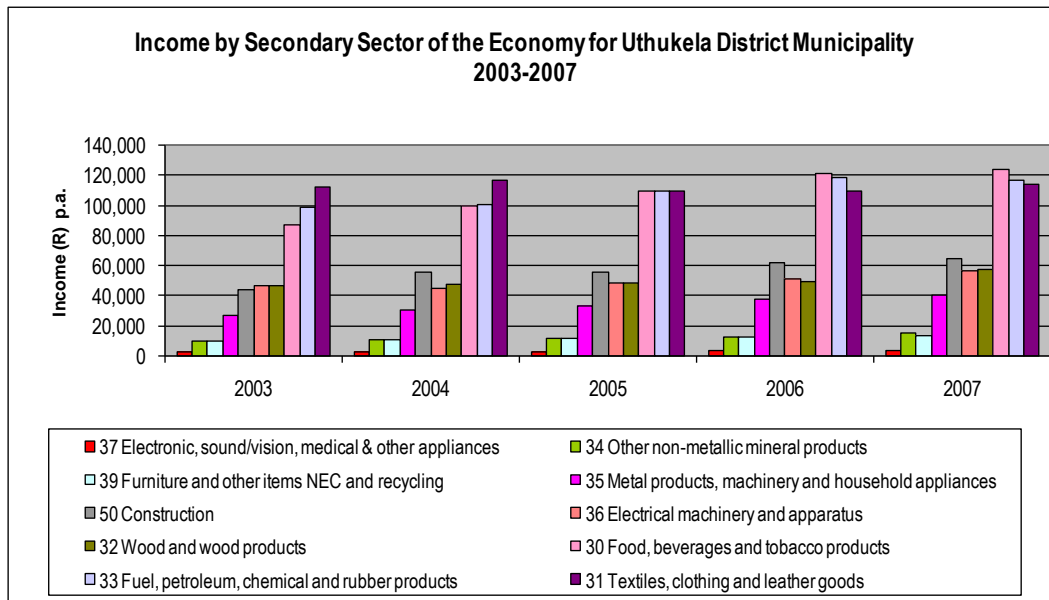
**B2.9 INCOME BY SECTOR**

**Income by primary sector, uThukela district municipality, 2003 – 2007**



With regards to the primary sector, the highest income generating sector during the period 2003 to 2007 was agriculture and hunting. This sector saw consistent income growth and it generated incomes of over R150 000 to R200 000 p.a. during this period. All other sectors generated incomes of less than R50 000 p.a. over the same period.

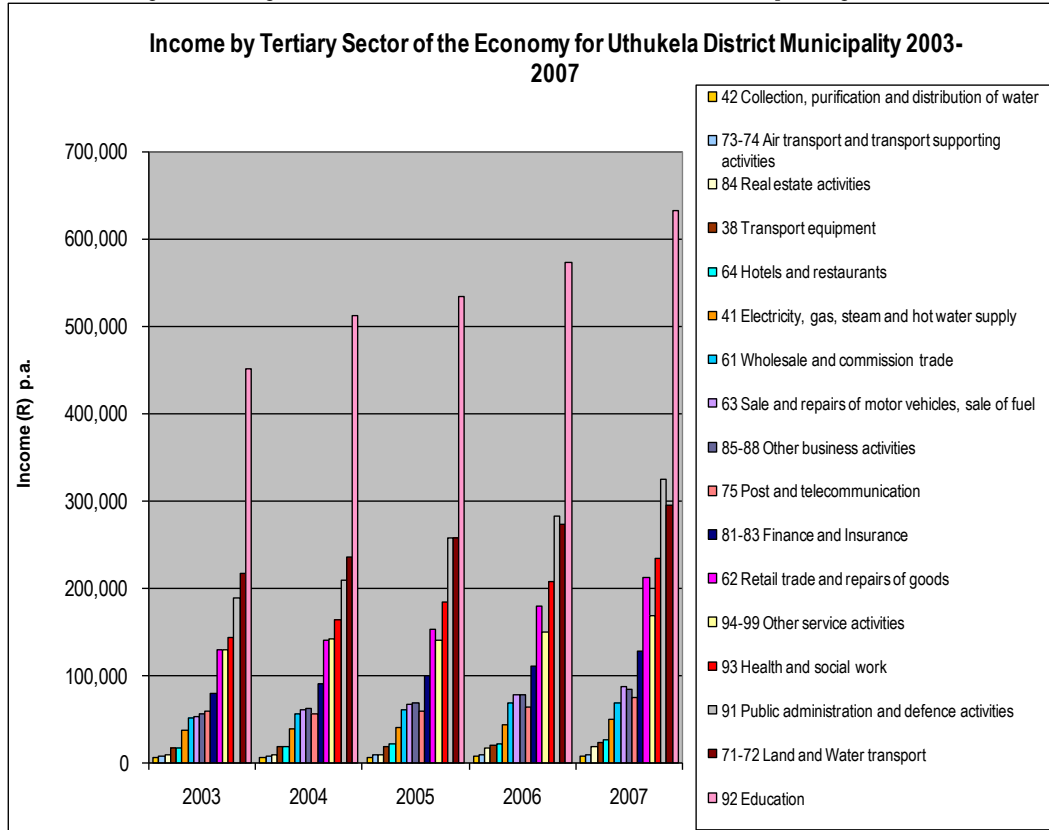
**Income by secondary sector, uThukela district municipality, 2003 – 2007**



During the period 2003 to 2007, in the secondary sector the three highest income generating sectors were textiles, clothing and leather goods, followed by fuel, petroleum, chemical and rubber products and lastly, food, beverages and tobacco products. They generated incomes of between R80 000 p.a. and just over R120 000 p.a. Most other sectors generated incomes of around R40 000 p.a. and less.

The three highest income generating sectors all showed growth over the period, although the textiles, clothing and leather goods sector only showed a marginal increase, and both the other sectors overtook it in 2006, with food, beverages and tobacco products showing the greatest growth.

**Income by tertiary sector, uThukela district municipality, 2003 – 2007**



The tertiary sector, during the period 2003 to 2007, was dominated by, in order of importance, the education, transport equipment, public administration and defence activities, health and social work, and retail trade and repairs of goods, which generated incomes of over R200 000 pa by 2007. They all exhibited convincing rates of growth, particularly in the education, public administration, health and retail sectors. Between R130 000 p.a. and R650 000 p.a. The education sector generated the most income, reaching levels above R650 000 p.a. in 2007. All other sectors generated incomes of less than R100 000 p.a. over the same period, except other business activities which exceeded this income level in 2006.

**B3 SPATIAL ANALYSIS**

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 limit opportunities for agricultural activities and creating difficulties in the provision of infrastructure.

Ladysmith and Estcourt are the two major towns and economic hubs within the uThukela district municipality. Both Ladysmith and Estcourt are commercial centres for surrounding

farming areas and serves as shopping centres 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 of industries being located around Ladysmith. The only industrial estate in the District is also located a short distance from Ladysmith.

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.

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.

## **B4 SWOT ANALYSIS**

### **Strengths:**

The district lies between Durban and Johannesburg along the busiest N3 corridor.

The road network linking the district to other areas like Newcastle, Dundee, Grey town and the Free State is fairly well developed.

The Ukhahlamba Drakensberg mountain range is a World Heritage Site and forms part of the Maloti-Drakensberg Transfrontier Peace Park between Lesotho and South Africa. It is a competitive tourist attraction area.

The district also contains the basis of the Tugela-Vaal water scheme and good water resources.

Commercial farming is well developed, and is dominated by extensive livestock and field crops. Livestock production focuses primarily on beef, dairy and sheep production.

The district has a large number of tourism attractions linked to its relatively mild climate, fairly well developed infrastructure, well-established recreational tourism and its location relative to the “Battlefields, Berg and Bush”.

### **Weakness**

Lack of economic diversity & competitiveness of small towns

Economy is dependent on government services

Agriculture and tourism potential not fully exploited

No tertiary education institutions leading to disjuncture between skills & growing sector

Ability to fully leverage location factors – transport, warehousing & logistics

The municipality is characterized by the ageing water and sanitation infrastructure.

### **Opportunities:**

The upgrading of the N11 will enhance the status of Ladysmith as a strategic distribution centre and spur development of transport, logistics, distribution, warehousing etc. The main areas of benefit relate to the potential for a rail – road junction, and the allied industries that can be developed.

The IDP identified the need for a regional airport and the development of the N3 corridor.

There are opportunities for beneficiation in the following: Sub tropical fruit production and processing; Venison production; Dairy processing; Linen production. The development of an agro-industrial sector could generate self-sustaining economic growth in the district. Okhahlamba Municipality has the most recognized distinctive economic landmark, i.e. Ukhahlamba Drakensberg World Heritage Site. It forms a major component of Uthukela

District and KZN Provincial tourism economy. Agriculture is the most performing sector in Okhahlamba.

The KZN Provincial Spatial Economic Development Strategy (PSEDS) identifies Okhahlamba as one region with massive potential for growth in agriculture and agro-processing. It is a competitive sector that could be further developed to exploit economic opportunities presented by its location along the major transport routes and abundant water from Thukela River (Thukela-Vaal Scheme). The R74 connects Bergville and Winterton to the N3 and N6 roads in the Free State. This presents Okhahlamba with agro-processing opportunities that will be supported by road freight infrastructure to major South African cities, i.e. the Durban Harbour in the south and Johannesburg in the north.

The district utilities sector has become increasingly important due to the establishment in the 1970s and 1980s of the Tugela-Vaal Augmentation Scheme (TUVA).

The tourism sector is an area with substantial growth potential, potential for black-owned enterprises, for employment generation and for community based initiatives.

The IDP has identified opportunities for expansion of the existing tourism infrastructure through identifying strategic or regionally important projects; the game reserve/eco-tourism sector; expanding and improving existing infrastructure (for example the Woodstock, Spionkop and Wagendrift dams).

Small manufacturing could diversify its products to respond to other markets.

Cultural tourism provides an opportunity for craftwork development. At present there are hundreds of crafters in the district who manufacture beadwork, grass, wood and leather goods but these need assistance in the areas of product design and diversification, quality control, and marketing and distribution arrangements.

**Threats:**

Poverty and HIV/AIDS continue to threaten the livelihood security of households and the quality of life. Young people account for the majority of the population. This is not supported by the appropriate education and skilling of this generation to take up market opportunities.

Limited benefits derived from international and national assets situated in the district

Low economic growth and increasing rate of unemployment in major economic sectors

Poor environmental management

Financial sustainability of the district municipality

Declining agricultural performance due to deregulation of the previously protected commercial farming sector, the impact of trade liberalization, weakening global and domestic markets, as well as frequent drought conditions.

Tourism infrastructure is underdeveloped and completely non-existent in traditional areas. Particular attention needs to be paid to accessibility factors: roads, transport and signage. The agricultural sector suffers from a degree of income leakage from the district with the export of raw material for processing elsewhere. Two major agricultural processing facilities have closed down and moved elsewhere in response to restructuring imperatives.

Farming in traditional areas is seriously underdeveloped and suffers from a range of constraints to its future growth (lack of funds for inputs and equipment, distance to markets, absence of irrigation systems, poor natural resource management, sub-economic size of plots).

#### **B5. KEY PRIORITY ISSUES**

In formulating the key issues of uThukela district municipality, the 5 KPA's of the Five Year Local Government Strategic Agenda were taken into consideration. The key issues of uThukela district municipality were aligned to those of local municipalities and were linked to powers and functions of the district. The following are priority issues of uThukela district municipality in a priority order:

1. Provision of sustainable infrastructure, water and sanitation services and eradication of the backlog
2. Financial viability, clean audit and good governance
3. Economic and Social Development
4. Prevention of ill-health and promotion of wellness
5. Public safety and security
6. Accountability and public participation
7. Coordination of services

## **SECTION C: DEVELOPMENT STRATEGIES**

### **C1.1 INTRODUCTION**

The municipal vision and mission was developed in the year 2000 and was revisited in 2011 to ensure its relevancy to the municipality. This vision is a long-term and will be reviewed in 2015. It is short and succinct. All the relevant stakeholders were part and parcel of the development of the municipal vision and mission. The mission statement was amended to suits the needs of the Council. 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.

### **C1.2 MUNICIPAL VISION AND MISSION STATEMENT**

*The Vision:*

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

*The Mission:*

**To enhance development and provide quality services 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 municipality:

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

### **C2.1 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.

#### **C2.1.1 HUMAN RESOURCE STRATEGY**

The Human Resource Policies has been compiled in an enabling spirit and sets out the policy relating to employment within the Municipality, These policies are the enabling tool to facilitate human resources management within the municipality. In compiling the uThukela Human Resource Policies a reference was made to the Employment Equity Act No.55 of 1998, the Labour Relations Act No.66 of 1995, the Skills Development Act No97 of 1998, the Municipal Finance Management Act No.56 of 2003, White Paper on Affirmative Action in the Public Service and the White Paper on Human Resource Management in the Public Service. uThukela district municipality has developed the following HR policies but these policies are not part of the IDP document because of its thickness but are available on request.

- Promotion policy
- Placement Policy
- Employment policy
- Employment Equity policy
- Leave policy
- Recruitment, Retention and Selection policy

- Permanent employment policy
- Temporal employment policy
- HIV/AIDS policy
- Smoking policy
- Sexual Harassment policy
- In service Training policy
- Communication policy
- Training and Development policy
- S&T policy

### **C2.1.2 SKILLS DEVELOPMENT PLAN AND WORKPLACE SKILLS PLAN**

uThukela District Municipality do comply with Skills Development Act. The District has developed and implementing workplace skills development plan in order to enhance the skills of the staff and thereby improve their competencies. Once the Skills Development Plan is adopted by Council it is submitted to LGSETA for accessing funds. However the funding that was received was insufficient to meet the needs of the District. uThukela workplace skills plan outlines the training and development for the municipality. It also addresses the gaps and shortfalls in skills required and identified positive ways of addressing them.

In the previous financial year 37 staff that received the training and the training cost was R268 410.00. The municipality also offers bursaries to the community for matriculated students. The municipality employees also has a bursary scheme and 11 employees benefited from it in the previous financial year. The district municipality have send 10 senior and middle management in the CPMD programme and those that have not attended will be send to attend the programme in the 2011/2012 financial year.

### **C.2.1.3 EMPLOYMENT EQUITY PLAN**

In terms of the Employment Equity Act, 1998, it is the duty of uThukela district municipality to consult, draft and implement the an Employment Equity Plan in order to achieve equity in the workplace. uThukela district municipality has developed an Employment Equity Plan that is promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination.

In drafting of the Employment Equity Plan all the relevant stakeholders were involved including the Local Labour Forum. One of the objectives of the Plan is to focus on the

development of present staff and an affirmative action programme aimed at specifically addressing the training and advancement needs of previously disadvantaged groups.

#### **C2.1.4 ANNUAL REPORT**

The uThukela 2009/2010 annual report was drafted and submitted to Council on the 27 January 2011, as per Section 127 of the Municipal Finance Management Act (No. 56 of 2003). The annual report includes among other things the annual performance reports, financial statements etc. The annual report was made public and invited the local community to make comments for a period of three weeks. The uThukela district municipality annual report was audited by the Auditor General, which was satisfied that all requirements as per applicable legislation was adhered to.

#### **C2.1.5 ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM**

uThukela district municipality has comply with section 38 of Municipal Systems Act by establishing the PMS that promote a performance culture, administer its affairs in an economical, effective, efficient and accountable manner. The PMS of uThukela district is in line with priorities, strategic objectives, indicators and targets contained in the integrated development plan(IDP). The PMS of uThukela district is well covered in **Section I** of this document.

#### **C2.1.6 INTERGOVERNMENTAL RELATIONS**

uThukela district municipality has established the Intergovernmental Relations that is in line with the Intergovernmental Relations Act. uThukela IGR consist of 5 mayors from all local municipalities within the district and a chairperson who is the uThukela district mayor. The Forum was formed to discuss matters of mutual interest, alignment 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. COGTA has come on board in strengthen the IGR structures in the district by assisting the district with the financial support.

uThukela 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(MM 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, CFO Forums, and District Aids Council etc.

**C2.1.7 MEC COMMENTS**

uThukela district municipality received comments from the MEC for Co-operative Governance and Traditional Affairs on the 2010/2011 adopted IDP to improve the 2011/2012 IDP. The table below highlight some of the comments raised by the MEC per KPA and response from the municipality.

<b>KPA</b>	<b>ISSUES RAISED</b>	<b>RESPONSE 11/12 IDP</b>
Municipal transformation and Institutional development	The organisational structure does not provide an indication of organisational capacity in terms of critical vacant post	The organogram that is included in the IDP indicate organisational capacity in terms of vacant posts
LED	Improvement is required in terms of implementation of the LED plan by setting clear objectives and strategies linked to realistic time-frames.the progress on the implementation of the LED Plan be included and integrated with regard to priority projects	The LED Plan is currently under review. In the adopted 11/12 IDP the LED Plan will be clear on objectives and strategies. Budget will be fully aligned to specific projects.
Basic service delivery and infrastructure	Need to provide more detail on service delivery and infrastructure investment in terms of baseline information	The IDP include the latest backlogs especially for water and sanitation and how is reducing the backlogs and also the funding required to eradicate backlogs
Financial Viability and Financial management	None	
Good governance and community participation	None	
Spatial Development Framework	Preparation of a capital investment framework and strategic assessment of the environmental impact of the SDF	The latest SDF which is part of the IDP include a capital investment framework and SEA

**C2.1.8 AUDIT RESPONSE**

The municipality has been audited by Auditor General and received comments. The municipality has prepared the action plan to address issues raised by the AG but is well covered in Financial Viability and Financial Management KPA which is part of this document.

**C2.1.9 INTER-MUNICIPAL PLANNING**

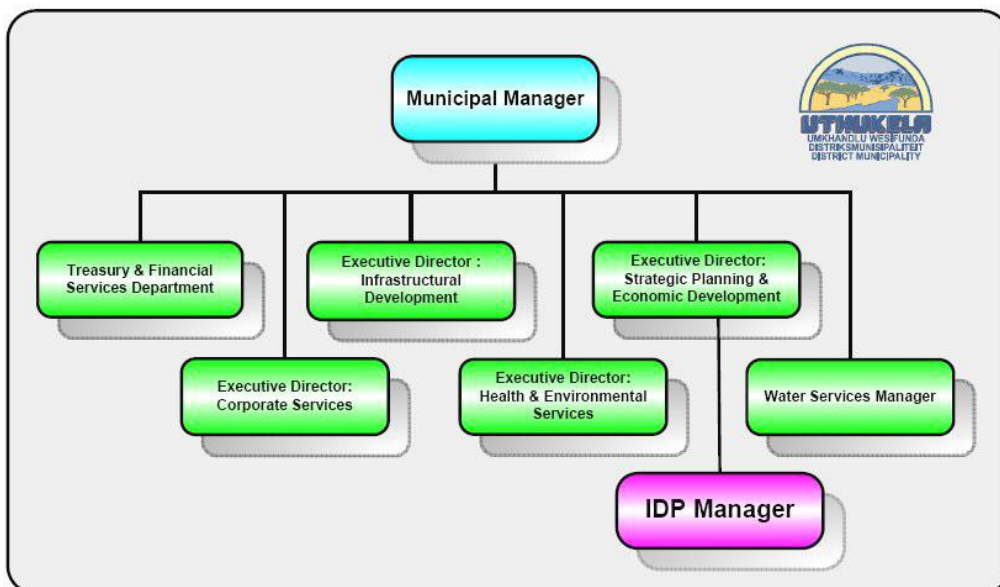
In ensuring the inter-municipal planning, the uThukela district municipality has establish the Planners Forum that meets on regular basis to discuss the issues related to planning like IDP,PDA,SDF,LUMS etc. The Planners Forum is coordinated at the district level and all planners of local municipalities under uThukela district municipality are part of the forum. uThukela district is also utilising the Shared Services in ensuring the inter-municipal planning.

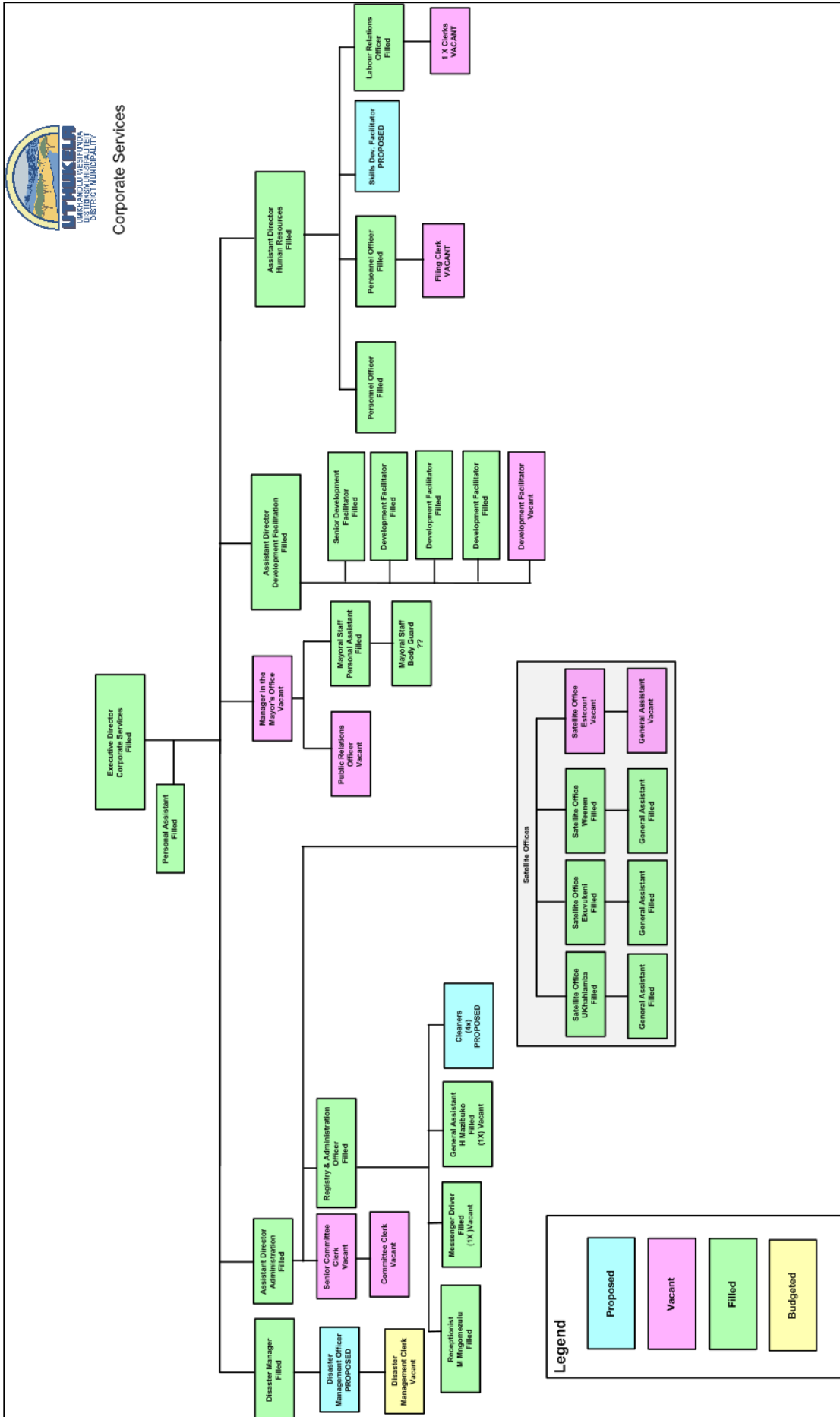
**C2.1.10 ORGANOGRAM**

uThukela district municipality has adopted the structure that is aligned with the Powers and Functions assigned to the district municipality as well as the implementation of the IDP. The District Municipality is having ± 510 permanent staff members and ±140 part time staff members.

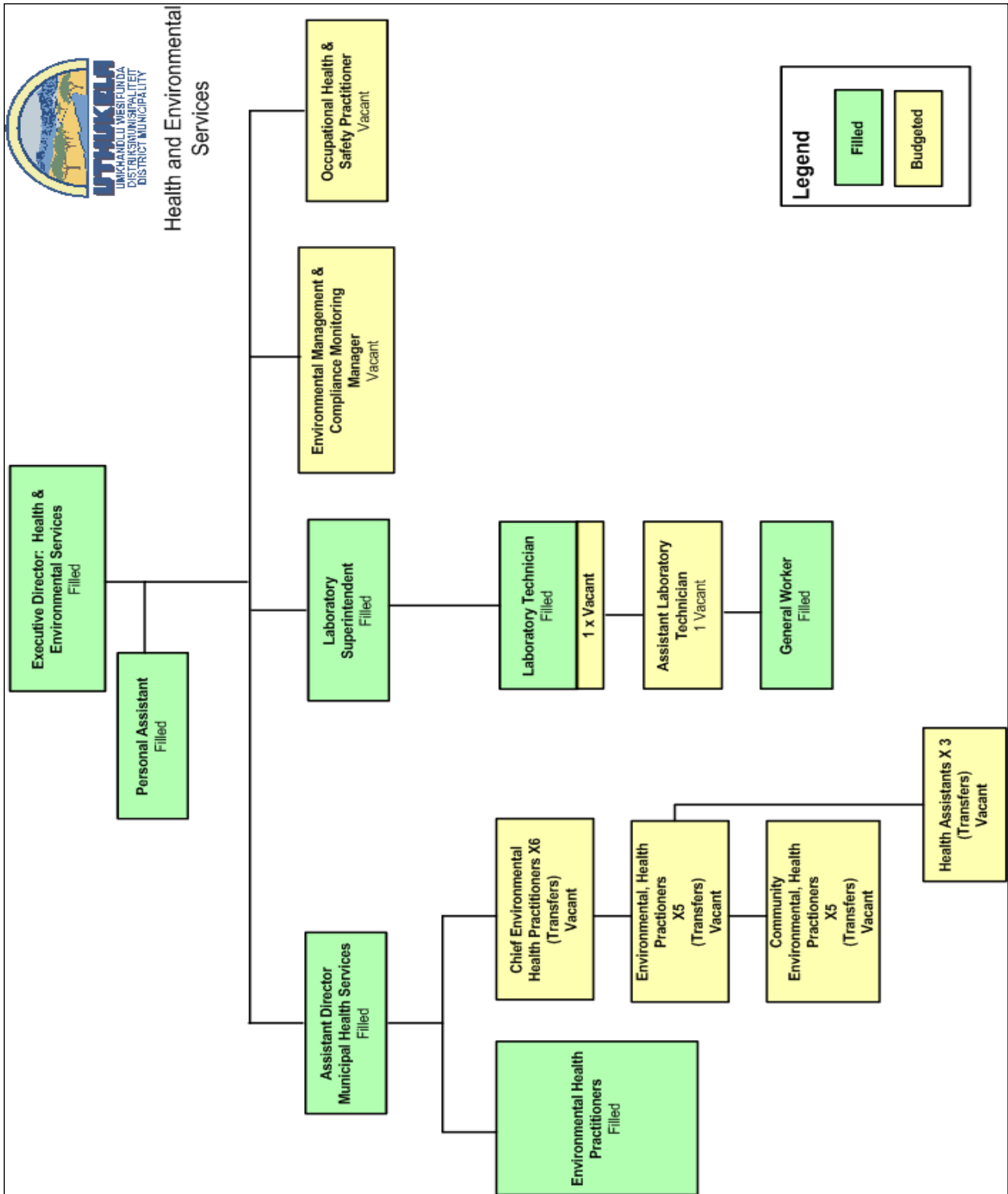
The uThukela district municipality consist of six directorates and their responsibilities are aligned to the Performance Management System (PMS) namely:

- Treasury and Finance
- Corporate services
- Infrastructure Development
- Municipal Health and Water Services Authority
- Strategic Planning and Economic Development
- Water Services

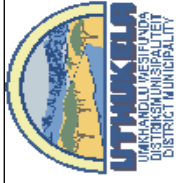




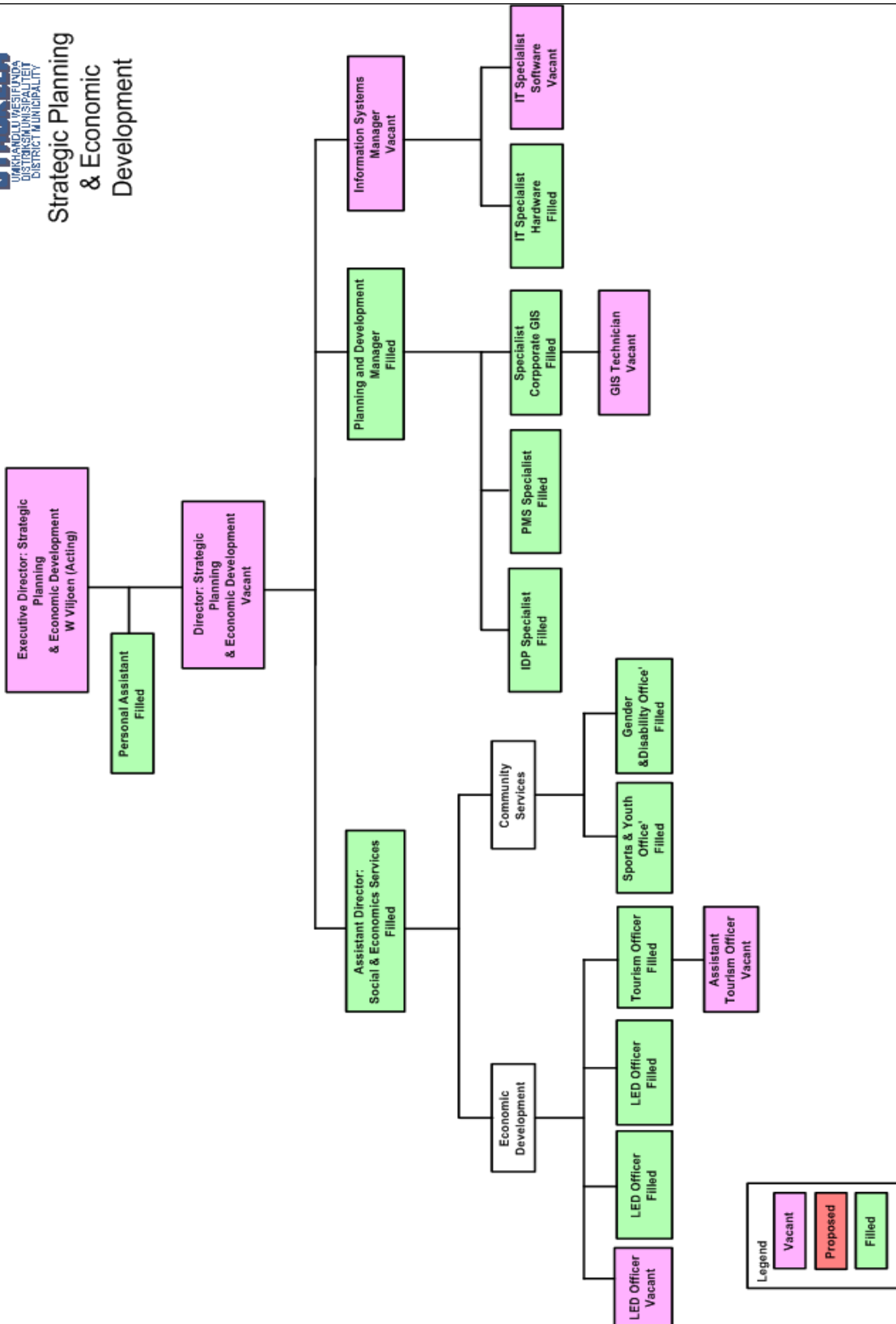


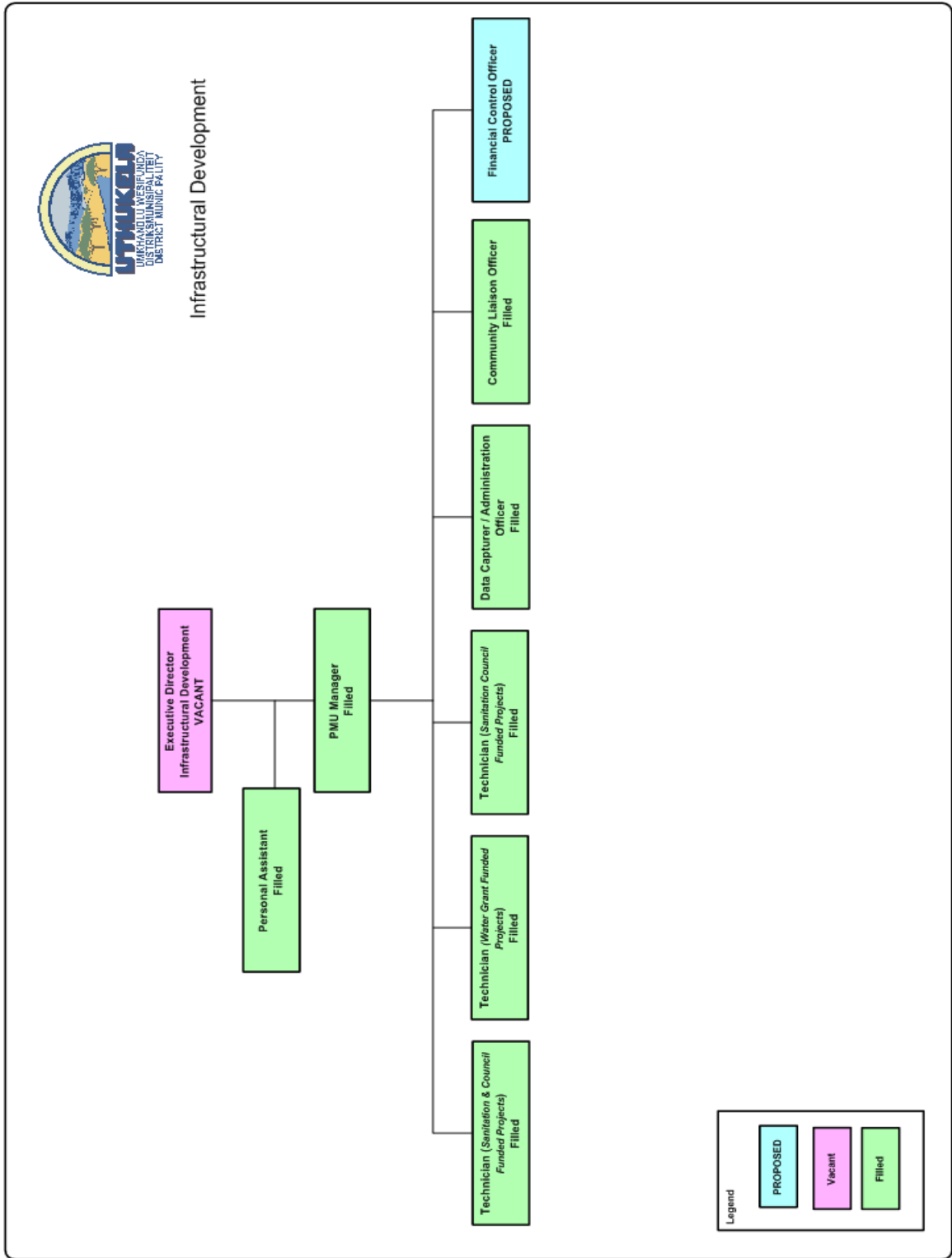






**Strategic Planning  
& Economic  
Development**





**C2.1.11 POWERS AND FUNCTIONS THAT ALIGNS TO ORGANOGRAM OF  
UTHUKELA 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.

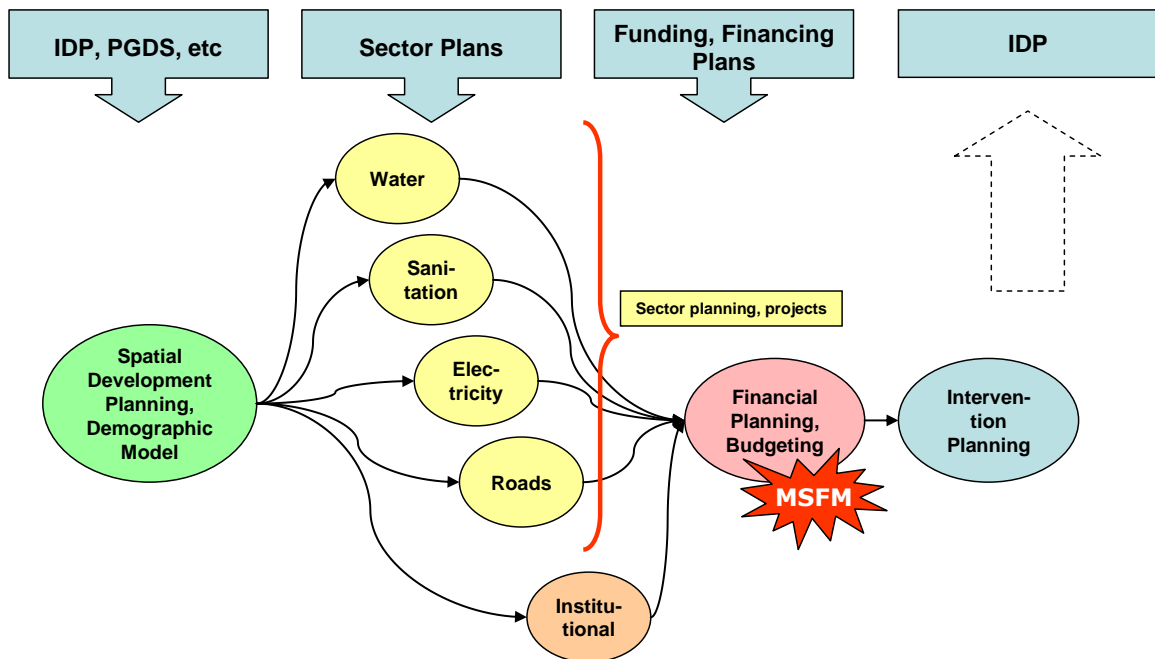
## C2.2 SERVICE DELIVERY AND INFRASTRUCTURE PLANNING

### C2.2.1 INTRODUCTION

The provision of the basic infrastructure is still a challenge to the municipality but a lot has been done in reducing the backlogs especially in water and sanitation. The number of indigent people is very high in the district that makes it difficult for the people to pay for the services at the same time the district municipality is expected to provide services to them in ensuring that the district vision is attained.

The other challenges that is facing the district is the overall assessment of service delivery in the DM, the budgets, institutional issues, namely policies, processes and structure, which have an impact on service delivery.

The purpose of this process is to determine the infrastructure projects required to achieve the 2014 goals, assist and support the planning framework, provide input into the IDP process and provide input to the MTECH process.



### C2.2.2 WATER

uThukela District Municipality is the Water Services Authority (WSA) that provides potable water for its consumers of about 714 909. The district municipality has identified 10 water related projects at a cost of R1.4 billion. 4 of these projects are bulk water projects and 4 are water reticulation projects.

The table below indicates the progress made by the district in eradicating water backlogs from 2001 to 2010.

Local Municipality	Water backlogs 2001		Water backlogs 2004		Water backlogs 2006		Water backlog 2010	
	Households	%	Households	%	Households	%	Households	%
Emnambithi	17,718	13	3,104	2	2,750	2	1,713	1
Indaka	10,324	8	9,556	7	8,807	7	3,390	2
Umtshezi	4,469	4	2,520	2	2,520	2	2,520	2
Okhahlamba	19,339	14	16,889	13	12,289	9	6,413	5
Imbabazane	17,868	13	13,464	10	13,464	10	10,161	7
DMA	37	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>69,755</b>	<b>52</b>	<b>45,533</b>	<b>34</b>	<b>39,830</b>	<b>30</b>	<b>24,197</b>	<b>17</b>

(source: AB Projects)

According to the Comprehensive Infrastructure Plan (CIP) an amount of 1, 4 billion is required to address reticulation, treatment, bulk and refurbishment.

It is regrettable to say that uThukela district municipality cannot meet the targets of eradicating backlogs of water in 2014 because of limited funding allocation. The amount that is needed by the Municipality is 1, 4 billion to meet the targets.

### **C2.2.3 WATER QUALITY**

There were 72 drinking water sampling points that were monitored in uThukela District. Chemical and Physical analysis were conducted over a period of 12 months by qualified and experienced Laboratory Technicians and Environmental Health Practitioners of uThukela district municipality. The analysis was done to ensure that the water supplied to the public is good for human consumption.

In terms of compliance for overall microbiological uThukela is on 100%.The total number number of samples taken in the previous financial year was 2 199.

### **C2.2.4 BLUE DROP/GREEN DROP STATUS**

uThukela district municipality is involved in the Blue drop/green drop process. This involvement is intended to achieve optimum compliance, operating and process controls. The blue drop/green drop assessments is stringent and enables the municipality to address all aspects of the various criteria that is laid down. The challenge is that this process of evaluation and compliance of Blue drop/green drop has huge financial

implications. None of the plants handed over to the district was operating as per design, hence, the serious impact of the financial implications.

### **C2.2.5 WASTE WATER TREATMENT**

uThukela district municipality currently operates 7 waste water treatment namely Ladysmith, Colenso, Estcourt, Bergville, Ekuvukeni, Wembezi and Ezakheni waste water works. uThukela waste water works receive waste water(grey water) from industrial(efficient) and domestic premises. The above waste water works are operated within the guidelines and general standards issued by Department of Water Affairs (DWA)

### **C2.2.6 WATER SERVICES DEVELOPMENT PLAN (WSDP)**

As a Water Services Authority ,uThukela district municipality has developed and adopted the Water Services Development Plan(WSDP)in 2003.This plan was prepared in accordance with the Department of Water Affairs and (DWA) preparation guide. This sector plan (WSDP) is reviewed annually to ensure relevancy in the municipality. The plan also include the issues of sanitation.

According to the adopted WSDP the DM has a wealth of surface water resources, however much of the dammed water is transferred to Gauteng Province as part of the Tugela-Vaal scheme. Most surface water is abstracted from the Tugela River or one of its tributaries, such as the Klip, Little Tugela or Bushmans.

uThukela district municipality has developed Water Services By-laws. Council has also resolved a free basic water concept, to help the plight of indigent persons with lower levels of services. In rural areas free water is supplied to communities, under a policy of free communal water provision. However, district strategies on conservation and demand management, as well as monitoring is still a challenge and need to be established. Through the Implementation of Sustainable Water Services Institutions Programme (ISWIP) the DM is assisted to attain the necessary capacity to perform these WSA functions.

Water services infrastructure is more developed in the urban areas supplying a higher level of service, as opposed to the rural areas. Each urban area generally has its own water and wastewater treatment facility. The challenge that is facing the municipality is that some water infrastructure is dilapidated; the date of construction of some components is unknown.

The WSDP is prioritising projects in following phases:

- a) Phase 1, is the short-term five-year implementation plan and is generally restricted to current projected funding allocations (0 – 5 Yrs);
- b) Phase 2, constitutes medium- (6 – 10 Yrs) and long-term (11 – 20 Yrs) planning, that targets the alleviation of current water services backlogs by allowing for realistic target setting to improve the quality of life for the entire population;
- c) Phase 3 is the long-term vision (> 20 Yrs) for water services in the DM constituting ideal goals and objectives.

### **C2.2.7 COMPREHENSIVE INFRASTRUCTURE PLAN(CIP)**

uThukela district municipality has developed the Comprehensive Infrastructure Plan(CIP) to enhance the preparation of the IDP and consolidates the information from a wide range of planning instruments(SDF, existing IDP, master Plans, Sector Plans etc).uThukela district municipality CIP summarises the data at ward level by exploring the unique needs of communities, and then formulate plans and projects for providing housing and infrastructure to service these needs. It therefore creates the basis for confirming the alignment of the different sector plans.

The uThukela district municipality CIP consolidate and report on infrastructure needs/backlogs, planned projects/initiatives, funding requirements and institutional challenges in terms of water, sanitation, housing roads, institutional interventions and action plan to implement the process. It also addresses the additional functions like electricity, solid waste, institutional development needs and financial sustainability.

The CIP identifies the different challenges in the LM's, the overall assessment of service delivery in the DM, the budgets, institutional issues, namely policies, processes and structure, which have an impact on services delivery and the different needs for project implementation. The municipalities have identified 10 water related projects at a cost of the R 1,4 billion. 4 of these projects are bulk water projects and 4 are water reticulation projects.12 sanitation related projects were identified at a cost of R 668 million. None of these projects are bulk sanitation projects and 10 are sanitation reticulation projects.

The institutional assessment determined that all the municipalities need to give urgent attention to their policies. Policies provide the framework for infrastructure management. The total funding required for the projects listed in this phase of the CIP process amount up to R 3,9 billion.

An intervention plan is formulated for this DM and is divided into an immediate impact, medium term and longer term plans. The implementation plan needs to address the improvement of policies and project management skills. Funding interventions such as reprioritisation of projects, improvement of billing systems and the need to establish partnerships are considered.

**C2.2.8 SANITATION**

Sanitation is one of the core function of the uThukela district municipality. The total number of households currently have below RDP levels of service is about 50.962. The budget for sanitation needs, bulk infrastructure and refurbishment is R668 million. The total sanitation needs is 14% of the total budget, namely R94 million. It is quite clear that uThukela district municipality will not meet the millennium target of 2014 because of the limited funding allocation unless if the municipality can receive R668 million.

The DM is in the process of developing the Sanitation Master Plan. The plan will be dealing with backlogs, strategies of eradicating the sanitation backlogs. The following table indicates the progress made by uThukela in eradicating the sanitation backlogs from 2001 until 2010.

Local Municipality	Sanitation backlogs 2001		Sanitation backlogs 2004		Sanitation backlogs 2006		Sanitation backlog 2010	
	Households	%	Households	%	Households	%	Households	%
Emnambithi	21,743	16	9,740	7	6,908	5	2,650	2
Indaka	13,958	10	14,228	11	10,137	8	7,683	5
Umtshezi	5,616	5	3,386	3	2,520	2	2,520	2
Okhahlamba	20,370	15	21,707	16	17,662	13	15,661	11
Imbabazane	19,050	14	15,714	12	11,096	8	1,783	1
DMA	10	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>80,747</b>	<b>60</b>	<b>63,999</b>	<b>47</b>	<b>48,323</b>	<b>36</b>	<b>30,297</b>	<b>21</b>

(source: AB Projects)



**C2.2.9 FREE BASIC WATER**

In terms of uThukela district municipality 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 and the municipality is implementing the free basic water which is 6kl. During 2009/2010 financial year 6 284 households were provided with free basic water and the majority of households benefited were rural based households.

**C2.2.10 FREE BASIC SANITATION**

In 2009/2010 financial year, 6 982 households were provided with appropriate sanitation services (VIP Latrines) in uThukela district municipality. Rural communities are benefiting from the free basic service. During the implementation of the sanitation projects, 16 298 local community people were employed for the duration of the projects. The amount of R59 104 500,21 that was allocated for sanitation was 100% and effectively spent.

**C2.2.11 HOUSING**

In the uThukela District 92,719 households currently do not have sufficient housing. There are projects identified to address the need for housing. The following table indicates the total housing needs and budgets required to housing needs.

**Total Housing Needs and Budgets Required to Address Housing Needs**

<b>LM Name</b>	<b>Below RDP</b>	<b>No Of Houses</b>	<b>Total</b>
<b>Emnambithi/Ladysmith</b>	41,455	7,627	R822
<b>Imbabazane</b>	13,915	13,915	R604
<b>Indaka</b>	11,812		
<b>Okhahlamba</b>	18,298	2,104	R91
<b>Umtshezi</b>	7,240	4,345	R189
<b>Total</b>	<b>92,719</b>	<b>27,991</b>	<b>R1,706</b>

The table below indicates the housing backlogs in uThukela district municipality. According to uThukela district municipality Comprehensive Infrastructure Plan(CIP) The total amount of 1, 7 million is required to eradicate the backlog of 66% or 92,719.

LM Code	Municipality	Households	Backlogs (%)	Backlogs
KZ232	Emnambithi	50,259	82%	41,455
KZ233	Indaka	21,080	56%	11,812
KZ234	Umtshezi	15,232	48%	7,240
KZ235	Okhahlamba	28,509	64%	18,298
KZ236	Imbabazane	24,559	57%	39,915
<b>Total</b>	<b>uThukela</b>	<b>139,639</b>	<b>66%</b>	<b>92,719</b>

### C2.2.12 ENERGY/ELECTRICITY

Electricity is supplied by Eskom.Only 65% RDP electricity. Electricity supply is still a challenge especially in rural areas. A pattern emerges which shows that Indaka, Okhahlamba and Imbabazane remain relatively underprovided with all household services.

According to the 2007 Municipal Capacity Assessment, uThukela district municipality is having the average of 65,2% households with RDP electricity levels, Emnambithi with 69,5%, Indaka with 61,2%,Umtshezi is on the 69,6%,Okhahlamba 62,3% and Imbabazane with 60,1%.The following table shows the backlog for energy in uThukela district municipality as March 2008 with 2% growth and 1%.

Municipality	Backlog as March 08 with 2% growth & 1%
DMA	49
Emnambithi	18,369
Indaka	11,746
Umtshezi	533
Okhahlamba	14,255
Imbabazane	7,759
<b>Total (District)</b>	<b>52,709</b>

Source: Municipal Capacity Assessment

### C2.2.13 FREE BASIC ELECTRICITY

Free Basic Electricity/Energy was introduced from 01July 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 below: 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.

Free basic electricity

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

#### **C2.2.14 REFUSE COLLECTION AND DISPOSAL**

Access to refuse removal remains a problem in the district, particularly in Imbabazane, which only has 1% of households that benefit from this service.

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 has finalized the Integrated Waste Management Plan and is providing 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 implementing the free basic solid waste for the indigent.

The table below indicates the households with RDP refuse removal levels.

Municipality	% Households with RDP refuse removal levels <sup>1</sup>
uThukela district municipality	29.4%
Emnambithi-Ladysmith local municipality	54.3%
Indaka local municipality	12.5%
Umtshezi local municipality	59.1%
Okhahlamba local municipality	6.8%
Imbabazane local municipality	0.9%

Source: 2007 MDB Municipal Capacity Assessment

### C2.2.15 INTEGRATED WASTE MANAGEMENT PLAN

There are two main categories that describe the waste that is generated within uThukela district municipality namely,

- General waste: - this is waste that does not pose an immediate threat to humans or the environment (like household waste, building rubble, garden waste and certain dry industrial and business waste).
- Hazardous waste: - means waste that is associated with chemical reactivity or toxic, explosive, corrosive or other characteristics which cause or are likely to cause danger to health or the environment whether alone or in contact with other waste. Medical waste which is quite prevalent in the area falls under this category.

#### Existing Waste Management Systems and Practice

VARIABLE	EMNAMBITHI	IMBABAZANE	INDAKA	OKHAHLAMBA	UMTSHEZI
Collection Services	Yes	No	Yes	Yes	Yes
Cleansing Services	Yes	No	Yes	Yes	Yes
Transport of Waste	Yes	No	Yes	Yes	Yes
Transfer of Waste	No	No	No	No	Yes
Waste Minimisation	No	No	No	No	No
Recycling Systems	No	No	No	No	No
Waste Disposal	Yes	No	Yes	Yes	Yes

#### Waste Treatment Facility

DESCRIPTION	EMNAMBITHI	IMBABAZANE	INDAKA	OKHAHLAMBA	UMTSHEZI
Name	None	None	None	Bergville	None
Geographic Location	None	None	None	Cathkin Park	None
Type of Treatment	None	None	None	Incineration	None
Year of Construction	None	None	None	2001	None
Capacity	None	None	None	NR	None
Throughput	None	None	None	NR	None
Hours of Operation	None	None	None	8	None
Input & Output Chart	None	None	None	None	None
Residue Characteristics	None	None	None	Ash	None
Enviro Monitoring Programme	None	None	None	Monthly	None
Environmental Impact	None	None	None	None	None
Permit Certificate	None	None	None	None	None

**Waste Disposal Site**

DESCRIPTION	EMNAMBITHI	IMBABAZANE	INDAKA	OKHAHLAMBA	UMTSHEZI
<b>Name</b>	Acaciavale	None	Ekuvukeni	Bergville	Umtshezi
<b>Geographic Location</b>	Acaciavale	None		R74 Bergville	Beacon Hill near R103
<b>Area Covered</b>	Ladysmith, Steadville & Zakheni	None	Ekuvukeni T/ship	Bergville & Winterton	Escourt & Weenen
<b>Year of Construction</b>	1995	None		1975	1993
<b>Resources Available</b>	Compactor	None	None, Ransacked	Incinerator	Guard house, shed, jojo water tank, compactor, leachate dam, high pressure washer, tools & spanners
<b>Permit Certificate</b>	B33/2/2020/p163	None	None	None	B33/2/2020/15pP7 6
<b>Type and Quantities</b>	Household, Business & Industrial 44 640 tons	None	Household, 66 tons	Household & Business, 117 tons	Household, Business & Industrial 581 tons
<b>Description of Neighbouring Area</b>	Residential	None	Residential & Rural	Residential, River	Informal Settlement
<b>Signposting &amp; Road Access</b>	Yes	None	Yes	Poor & Accessible	Yes
<b>Type of Site</b>	General	None	General	General	General
<b>Access Control</b>	No	None	No	Yes	24 Hour Security
<b>Collection of Disposal Tariffs</b>	Yes	None	Yes	Yes	Yes
<b>Landfill Operation</b>	Compacting & Cover	None	None, just throw staff	Cover	Compacting & Cover
<b>Method of Landfilling</b>	Trench System	None	Trench System	Trench System	Trench System
<b>Co-disposal</b>	Solid Waste Only	None	Solid Waste Only	Solid Waste Only	None
<b>Health Care Waste</b>	None	None	None	None	None
<b>Excavation for Cover</b>	Yes	None	Yes	No	Yes
<b>Drainage</b>	Yes, cut off drains around site	None	None	Not Required	Yes, cut off drains around site
<b>Control of Nuisances</b>	Daily Covering	None	None	Daily Covering	Daily Covering
<b>Salvaging Activities</b>	Prohibited	None	Prohibited	Prohibited	Prohibited
<b>Waste Reclamation</b>	Prohibited	None	None	Prohibited	Prohibited
<b>Leachate &amp; Waste Management</b>	Random Checks	None	None	Not Checked	Random Checks
<b>Rehabilitation</b>	Ongoing	None	None	Ongoing	Ongoing

<b>Final Cover</b>	Ongoing	None	None	Ongoing	Ongoing
<b>Public Participation</b>		None	No		Yes
<b>Plans for Extending/Closing</b>		None	Extension	Closing	No, 10 years left
<b>Environmental Monitoring</b>	Yes, Random	None	None	Yes	Yes, Random

### Supporting budgets

LM	2007	2008	2009	2010	2011
<b>Emnambithi</b>	11 164 537.00	12 504 281.00	14 004 795.00	15 685 370.00	17 567 614.00
<b>Imbabazane</b>			4 950 000	1 500 000	1 680 000
<b>Indaka</b>	679 400	781310	898 507	1 033283	1 288 276
<b>Okhahlamba</b>	1 000 000	1 500 000	1 680 000	1 881 600	2 107 392
<b>Umtshezi</b>	4 000 000 00	4 925 841 00	5 664 717 00	6 514 425 00	7 491589 00

It is quite clear from the above discussion that a lot needs to be done for waste management practices within uThukela district municipality to conform to the National Integrated Pollution and Waste Management Strategy.

## C2.2.16 ROADS AND PUBLIC TRANSPORT

### ROADS

uThukela is mainly served by an East-West and North-South corridor. These corridors are the N11 national route that connects the N3 with Mpumalanga Province coal mining areas and the N3 that forms an East-West link which connects two of the country's most economically active metropolitan areas namely Gauteng and Durban in Kwazulu Natal. The N3 also serves a major urban community namely Pietermaritzburg.

Of all roads in the uThukela district area 1 410km are surfaced roads and 1 320km are un-surfaced or gravel roads. The majority of the surfaced roads can be found in Emnambithi/Ladysmith municipality. According to Comprehensive Infrastructure Plan (CIP), the budget required to eradicate roads backlog in the whole of uThukela district is R141.4 million.

### 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. The following are the projects that are prioritized in the Public Transport Plan

<b>Project Code</b>	<b>Description</b>	<b>Priority</b>
KZS1	Pavement Management System	A
KZS2	District Transport Forum	A
DC23S1	Determine location of public transport stops	A
DC23S3	Study to determine modal integration options in the district	A
DC23S4	Study to determine pedestrian hotspots (safety issue)	A
DC23S5	Review CPTR to include early morning operations and over weekends	A
DC23S6	Investigate the status quo of disabled transport in uThukela	A
DC23S7	Study to determine rural accessibility to public transport	A
DC23S8	Non-motorised transport study for whole district	A
DC23I1	Provide shelters at those public transport stops where there is currently no shelter for passengers	A
KZ234F1	Taxi City in Estcourt as part of the IDP urban renewal project	A
KZ235S1	Study to determine where roads are often impassable due to flooding	A
KZ235F1	Upgrade Bergville minibus-taxi rank	A
KZ236S1	Determine best location for existing Loskop minibus-taxi rank	A
KZ236F1	New minibus-taxi rank in Loskop	A
KZ232F3	Upgrade Ezakheni minibus-taxi rank	A
KZ232F5	Upgrade Lylle Street private and municipal minibus-taxi ranks	A
KZS3	Investigations into conditions and application of road signage	B
DC23S2	Study to determine if enough traffic police is available in district	B

<b>Project Code</b>	<b>Description</b>	<b>Priority</b>
KZ234F2	New minibus-taxi rank in Weenen	B
KZ234F3	New minibus-taxi rank in Ngwenya	B
KZ234F4	New minibus-taxi rank in Ngodini	B
KZ234F5	New minibus-taxi rank in Nkosini	B
KZ235F2	New minibus-taxi rank in Winterton	B
KZ235F3	Upgrade Emmaus minibus-taxi rank	B
KZ236F2	New minibus-taxi rank at Umtshezi High School	B
KZ236F3	New minibus-taxi rank at Emadiphini Amabile	B
KZ236F4	Upgrade Hlathikhulu minibus-taxi rank	B
KZ236I1	Provide pedestrian walkways in areas determined by project DC23S4	B
KZ233F1	Upgrade Complex of Limehill minibus-taxi rank	B
KZ232F4	Upgrade Illing Street minibus-taxi rank	B
KZ232F6	Upgrade Lylle Street bus rank	B
KZ232F1	New minibus-taxi rank at Peacetown	C
KZ232F2	New minibus-taxi rank at Roosboom	C
KZ232F7	Upgrade Alexander Street bus rank	C

### **Financial Implications on Public Transport**

It is estimated that the total budget required for the identified projects within the uThukela district municipality is approximately R 30 million. Details of the breakdown of the financial implications per project priority, type and authority are detailed in the Public Transport Plan (PTP) of uThukela district municipality.

**C2.2.17 HEALTH FACILITIES**

uThukela district municipality has got 4 Hospitals, 37 Primary Health Care Clinics and 12 Mobile Clinics. The challenge that is facing the District is that not all clinics open 7 days a week as some open 5 days a week only. Emergency Medical and Rescue Services are provided in the District; however Ambulance Services are inadequate to provide an equitable and satisfactory service to all the communities within the District. HIV/AIDS, TB and Children not gaining weight are the leading problematic diseases affecting the majority of uThukela communities.

Poverty is a major factor that predisposes the people of uThukela district to the aforementioned diseases. The reality is that uThukela district does not have sufficient Health Services. The deployment of Health Workers is making a difference especially in rural areas but it needs to be strengthening by deploying more Community Workers.

The following table indicates the number of Hospitals, PHC and Mobile clinics per local municipality

<b>Municipality</b>	<b>Hospitals</b>	<b>PHC Clinics</b>	<b>Mobile Clinics</b>
Emnambithi	2	13	4
Indaka	0	7	2
Umtshezi	1	6	1
Imbabazane	0	5	2
Okhahlamba	1	6	3
<b>Total</b>	<b>4</b>	<b>37</b>	<b>12</b>

**C2.2.18 EDUCATION FACILITIES**

There are 448 public schools and 20 independent schools in uThukela District Municipality. The primary and high schools are fairly adequate in the District and institutions for higher learning are not available. Only one Further Education and Training(FET) College that is based in Ladysmith town is offering education and training to prospective students in the district.

The challenge is that schools buildings are vandalised during school holidays in the District. The District is also facing the shortage of training and tertiary institutions that makes the people of uThukela district to leave our district.



**C2.2.19 EXPANDED PUBLIC WORKS PROGRAMME (EPWP)**

The expanded public works programme(EPWP) was launched in April 2004 to promote economic growth and create sustainable development. The legacy of the past has resulted in a large proportion of population not yet having the skills or opportunities to effectively participate in the economy and earn a living. The EPWP is one of the governments initiatives to bridge the gap between the growing economy and the large number of unskilled and unemployed people who have yet to fully enjoy the benefits of the economic development. The EPWP is the government program aimed at providing poverty and income relief through temporary work for the unemployed to carry out socially useful activities.

uThukela district municipality is implementing the EPWP and is meeting the targets based on the MIG allocations to improve the performance. uThukela district municipality do comply with the immediate goal of Phase 1 of EPWP by ensuring that the municipality adheres to the following targets: women 40%,youth 30%,men18% and 2% people with disabilities. The municipality also adheres in terms of training, employment targets and distribution of safety clothing as well the rotation of employees.

It is the policy of the municipality to ascertain that before issuing any tender to a contractor it must first submitted to Expanded Public Works Programme (EPWP) technical support for approval to ensure that all the above mentioned guidelines are considered to by the municipality.

**C2.3 SPATIAL AND ENVIRONMENTAL PLANNING**

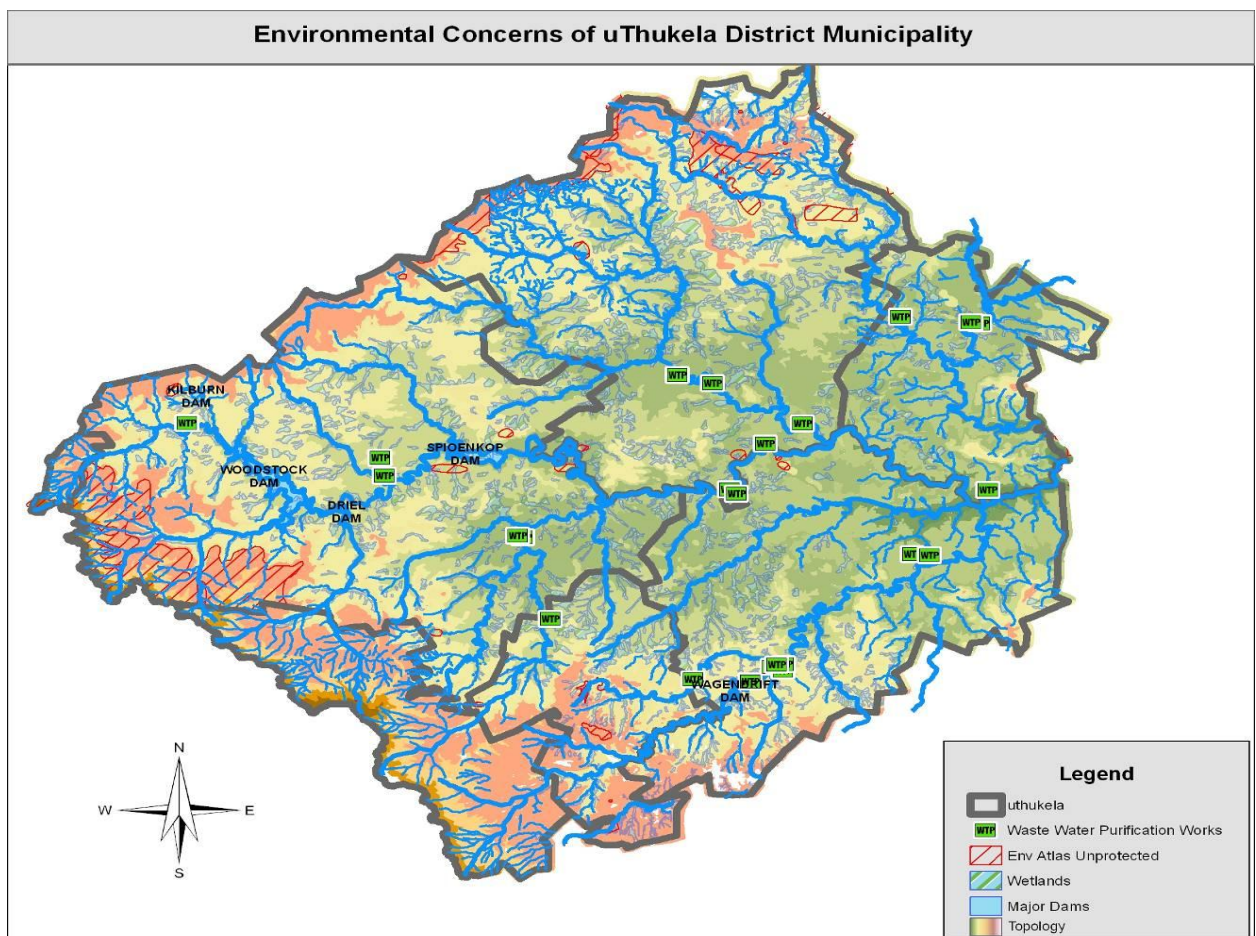
The uThukela district municipality has developed the first Spatial Development Framework(SDF) in 2003 to assist the municipality in the planning and identification of the available land. The Spatial Development Framework of uThukela district municipality is reviewed on annual basis. The current review was done in March 2011 to address the comments raised during the IDP assessment of the draft 10/11 IDP and comments raised by COGTA in their assessment of the SDF. It was also reviewed to provide a basis of making choices about how much of what kind of development where, which is informed by a stronger environmental analysis. The environmental toolkit that was prepared by the department of Environmental Affairs was considered in the reviewing of uThukela SDF. The full SDF is incorporated in **Section D** of this document.

The Municipality reviewed the SDF to ensure that the uThukela SDF is aligned to the principles of the NSDP and elements of Provincial Spatial Economic Development Strategy(PSEDS). In aligning with 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) councillors of the municipality as well the community, 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 development perspective (NSDP)

<b>NSDP Principles</b>	<b>UTDM IDP Priority Focus for 2011/2012</b>
Economic Growth	Economic and social development
Government spending on fixed investment	Provision of sustainable infrastructure, water and sanitation services and eradication of the backlog
Addressing the past and current social inequalities on people not places	Economic and social development and Spatial Development Framework
Future settlement and economic development should channelled into corridors and nodes	Economic and social development and Spatial Development Framework

**C2.3.1 ENVIRONMENTAL PLANNING**

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 implement an environmental management approach. The following map shows the Waste Water Purification Works, Unprotected Areas, Wetlands, Major Dams and Topology of uThukela district municipality.



### **C2.3.2 ENVIRONMENTAL MANAGEMENT**

uThukela District municipality has developed the following Environmental Management Plans:

### **C2.3.3 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

### **C2.3.4 AIR QUALITY MANAGEMENT PLAN**

uThukela has developed the air quality management plan that is implemented to control and prevent air pollution in the district. The plan covers the following 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

### **C2.3.5 POLICIES AND BYLAWS**

uThukela has guiding policies and bylaws relating to the environmental management issues namely:

- Environmental Management policy
- Water services Bylaws
- Environmental Pollution control Bylaws

The water services Bylaws was adopted on the 5 February 2004 and the Environmental Pollution Control By laws on the 30 June 2006.

**C2.3.6 PUBLIC PARTICIPATION AND ENGAGEMENT ON ENVIRONMENTAL MANAGEMENT**

To preserve its natural environment heritage and to ensure sustainable development, uThukela district municipality has established a multi-sectoral structure that ensures public participation called uThukela Environmental Management Forum. Community also participate and engage on environmental issues through IDP public consultation workshops.

**C2.3.7 CAPACITATION OF LOCAL MUNICIPALITIES ON ENVIRONMENTAL ISSUES**

There is no uThukela district municipality without its five local municipalities. uThukela district understands the critical role played by the local municipalities in protecting and preserving the natural environment. To this end the district municipality organizes community awareness events annually such as Arbour Day, Wetlands Day and EarthDay. Through these events communities are capacitated with appropriate knowledge and skills to protect and preserve the environment.

**C2.3.8 PROJECTS AND PROGRAMMES AIMED AT ENVIRONMENTAL PROTECTION**

uThukela district municipality has a number of programmes aimed at environmental protection such as water conservation programme, health and hygiene education programme emphasizing safe disposal of human excreta, commemoration of water and sanitation week and establishment of water users associations and waste management forums for waste disposal sites as well as waste recycling clubs.

**C2.3.9 BIODIVERSITY PLANNING**

The Ezemvelo KZN Wildlife appointed a service provider to develop a Biodiversity sector plan for uThukela district municipality, the sector plan was developed based on SANBI, Bioregional guidelines(DEAT,2007),current best practice and EKZNW terms of reference. The final product is a series of maps highlighting those areas that are critically important for biodiversity, with accompanying land-use and management guidelines that serve to guide decision-making and inform multi- sectoral planning. The Biodiversity sector plan of uThukela is not part of this document because of its thickness but is available in a municipality on request.

## **C2.4 GOOD GOVERNANCE, PUBLIC PARTICIPATION AND ALIGNMENTS**

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 forum meetings. The 2011/2012 IDP Framework and Process Plan was adopted on the 31 August 2010.

The Framework Plan was drafted to ensure that the review process of the uThukela district IDP and local municipalities IDP are aligned and equally informed by each other, In addition to that, the Mayor of the municipality had road shows in April and May 2011 in ensuring that the community are part and parcel of the IDP and Budget. He is also using 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 and Budget process.

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 the IDP informs the budget and ownership of the IDP and Budget. uThukela's IDP and budget was community driven from the initial stages until the final stages.

During the month of April and May 2011, uThukela district municipality had several road shows in the following areas in ensuring the participation of the IDP and Budget.

**IDP AND BUDGET PUBLIC MEETINGS**

<b>L.M</b>	<b>VENUE</b>
IMBABAZANE	Goodhome, Kwandaba, Phangweni, Pischah, Sobabili
OKHAHLAMBA	Winterton
UMTSHEZI	Wembezi, Mhlumba
EMNAMBITHI	St chads, Peacetown, Roosboom, Driefontein, Matiwane
INDAKA	Nazaretha

**C2.4.1 COMMUNICATION STRATEGY**

uThukela district municipality has developed the communication strategy. The strategy consist of the following aspects:

- Road shows
- Ukhozi slot
- Local newspapers
- UThukela district municipality website
- Annual report
- District Mayors Forum meetings
- IDP and Budget alignment meetings and technical support meetings
- Izimbizo
- Presentation to the Local House of Amakhosi

**C2.4.2 TRADITIONAL LEADERSHIPS**

In this district the institution of Traditional Leadership is highly recognized and supported. There are 18 Traditional Leaders in the uThukela district. The Municipality works closely with the Traditional Leadership within the district. Traditional Leaders are represented at the District Aids Council Structure and they attend the IDP/Budget road shows as well as the IDP Representative Forums meeting. uThukela local house of AmaKhosi has been established in line with the new legislation on Traditional Leadership. The municipality meets on regular basis with uThukela local house to deal with issues of development, budget.IDP etc.

### **C2.4.3 PORTFOLIO COMMITTEES**

uThukela district municipality has got 4 standing committees and these committees are Human Resources, Emergency and Health Services, Economic and Planning & technical. All the standing committees have their own programme but reports to Council

### **C2.4.4 WARD COMMITTEES**

Ward Committees are an exciting route of achieving one of the aims of the developmental local government mentioned in the Constitution of the Republic of South Africa. In this Forum is where communities and community organizations are able to participate more on issues of improving service delivery and strengthening local government. uThukela district municipality have utilised the ward committees that are functional in the District in dealing with the issues of public participation especially in the Budget and IDP. The challenge that is facing the family is that some ward committees are not functional like Umtshezi and Okhahlamba. The other challenge that makes its difficult for the Ward Committees to function is that it is expensive for members to attend Ward Committees meetings as the area is too wide in other municipalities.

### **C2.4.5 COMMUNITY DEVELOPMENT WORKERS**

There are 36 Community Development Workers(CDW) deployed within uThukela district municipality. There is a need of deploying more Community Development Workers in order to be able to cover all wards in uThukela district municipality. All the CDW finished their learneships programme

### **C2.4.6 AUDIT COMMITTEE**

The Audit Committee of the municipality is fully functional. The audit committee of uThukela district municipality consist of three members and these members are not councillors or employees of the municipality. It came into existence in February 2007. They sit four times per year. Some of the functions of the Audit Committee is to evaluate the reports of the Heads of Departments. They also review the financial statements of the municipality and discuss the findings from the Auditor General. They also prepare the audit performance report for the council.



#### **C2.4.7 SPORTS AND YOUTH**

uThukela district municipality is playing a vital role in supporting and promoting the sport and youth throughout the district. The primary aim of the municipality is to ensure that the youth take part in sports so that they don't focus on crime. The district municipality has appointed a dedicated person that deals with the issues of sport and youth throughout the district. There are many programmes and projects for youth that has been prioritized by uThukela district municipality for 2011/2012 financial year.

They host the competition that is known as the Mayoral Cup that is played on annual basis where the district municipality invites the professional teams to play with uThukela squad and the professional teams select from the uThukela squad and they will be given an opportunity to play for those teams. They also have the KWANALOGA games that take place annually with all the other district municipalities in the province of KwaZulu Natal. In those games they can be selected to represent 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. uThukela district municipality has a lot of youth projects that will promote sports in the district.

#### **C2.4.8 PHYSICALLY CHALLENGED**

uThukela district municipality has appointed a dedicated person to deal with issues of physically challenged in the uThukela district municipality. The municipality has formed the Disability Forum where all the physically challenged people are able to raise their issues. There had been some several workshops where the relevant stakeholders such as Seda and, Umsobomvu were invited to encourage physically challenged people to start their own businesses. The following concerns were raised by people with disabilities in one of the meetings of the IDP Review:

- Accessing the Municipal offices
- Transportation
- Recreational Facilities

The municipality is also planning to host the Internal day of disabled, Albinism day, Sport and recreation day, Deaf and dumb sign language teaching as well as Blind day and Deaf day.

**C2.4.9 GENDER ISSUES**

The municipality has appointed a dedicated person who deals with the issues of gender throughout the district. 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.

**C2.4.10 SENIOR CITIZEN**

uThukela district has formed the Senior citizen and it was launched in 2008. The municipality visits the old age homes around uThukela to give them presents, wheel chairs, walking sticks and food. The municipality also facilitate the awareness of the senior citizen where the community is encouraged to take care and support the older people in the community at large.

**C2.4.11 HIV STRATEGY**

uThukela district municipality has developed the HIV/AIDS strategy for both the community and for the workplace. In the strategy there are number of projects identified for 2011/2012 in mitigating the impact of HIV/AIDS. The district municipality has established the District Aids Council (DAC) where different stakeholders meet to discuss the impact of HIV/AIDS in the district.

**C2.4.12 ALIGNMENT OF UTHUKELA IDP WITH 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. uThukela has established the IDP Supporting Committee that is comprises of all the IDP Managers in the District and one of the objective of the Committee is to ensure that the IDP's are talking to each other and is coordinated at the district level.

The alignment started at initial stages where all the IDP managers met to discuss the IDP Framework Guide that was followed in preparation of this plan. The process was instrumental in ensuring that the 2011/2012 IDP review is holistic and addresses issues of integrated planning and development. For example, strategic issues of local municipalities were aligned to the district strategic issues, all identified projects for 2011/2012 financial year, as listed in this IDP, emanated from discussions held with local municipalities.

#### **C2.4.13 SERVICE PROVIDERS ALIGNMENT**

In involving and aligning with sector departments in 2011/2012 IDP Review, uThukela district municipality used the IDP Service Providers Forum, but it was not effective enough because of inconstancy of attending meeting. uThukela municipality believes that the initiative from COGTA of developing the IDP process manual for all sector departments participating in municipal IDP reviews process will improve the participation of sector departments in the uThukela IDP. The challenge that came from the discussion between uThukela district municipality and sector departments was the different budgeting cycles between local government and Provincial Government.

#### **C2.4.14 CROSS MUNICIPAL BORDER ALIGNMENT**

uThukela district municipality had a number of strategic meetings with neighbouring districts municipalities on cross border issues. The neighbouring districts which includes Amajuba, Umzinyathi, Umgungundlovu, uThukela district municipalities and other districts like uThungulu and Ilembe 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

#### **C2.4.15 SAFETY AND SECURITY**

uThukela district municipality's strategies for addressing the issue of crime include both reactive strategies to respond to incidents of crime and pro active strategies aimed at stopping crime before it happens. The response follows an approach that works closely with communities, community policing forum and other spheres of Government (National and Provincial) the strategy of the municipality covers the following to create safer environments:

Environmental for Safety

Effective policing

Community Safety initiatives

Social Crime Prevention

#### **C2.4.16 DISASTER MANAGEMENT**

uThukela district municipality is concerned about the human suffering and economic loss due to the result of disasters. uThukela district municipality is affected by numerous disasters that include Veldfires, Floods, Strong Winds, and snow. uThukela district municipality experienced the number of heavy rains, thunderstorms and strong winds related incidents and the municipality responded swiftly to the incidents. It was among the districts that was currently attacked by floods and was declared as national disaster.

In terms of District Disaster Management Centre, uThukela district is utilising one of its office as the operational centre. The Disaster Management Plan is completed and adopted by Council and is reviewed annually. The Disaster Management Plan was developed in accordance with the format developed by the Australian South African Local Government Partnership based on the Comprehensive Hazard and Risk Management (CHARM) process. The current disaster management plan is going to be reviewed again in 2011/2012 financial year to ensure its relevancy to the District.

The district municipality has also established the Disaster Management Advisory Forum that is comprises of local municipalities, NGO's, and other relevant stakeholders. The committee meets four times per year. uThukela district is concerned with preventing disasters whenever possible and reducing the impact on the lives of citizens of any disasters that do occur. The district municipality is ready to respond in an integrated and co-ordinated manner. The district has also installed the communication system to ensure that our contingency plans are working properly and operational committee is able to use it during accidents.

## **C2.5 FINANCIAL VIABILITY AND MANAGEMENT**

### **C2.5.1 INTRODUCTION**

uThukela district municipality 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 Accounting Officer is accountable for the finances of the Council. 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 KPA's and responding to audit queries in compliance with the Municipal Finance Management Act No 56 of 2003 (MFMA).

In the drawing of the Financial Plan, the municipality has taken into cognisance the need to balance the Financial Plan and the IDP process. As a result, the IDP is aligned to the municipality budget and PMS. The Municipality has also devised stringent monitoring procedures to track income cash-flows and expenditure.

### **C2.5.2 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

### **C2.5.3 DEBT COLLECTION**

The debt collection function of the municipality is performed by Amavananda Consultants. The appointed service provider was given the target of collecting the amount of 5 million rand per month. They are meeting on regular basis with the municipality to discuss the problems encountered by the service provider and the progress made. There is an improvement in debt collection since the appointment of the service provider.

#### **C2.5.4 AUDIT COMMITTEE**

The Audit Committee of the municipality is fully functional. The audit committee of uThukela district municipality consist of three members and these members are not councillors or employees of the municipality. It came into existence in February 2007.They sit four times per year. Some of the functions of the Audit Committee is to evaluate the reports of the Heads of Departments. They also review the financial statements of the municipality and discuss the findings from the Auditor General. They also prepare the audit performance report for the council.

#### **C2.5.5 INTERNAL AUDIT**

uThukela district municipality has complied with section 165 of the MFMA which says each municipality must have an internal audit unit, subject to subsection (3) which says the municipality may outsource services if the municipality requires assistance to develop its internal capacity. Therefore the internal audit is functional. The council has appointed the Umnotho business consultants as a service provider to assist the municipality's internal auditor that was appointed by council and some of their responsibilities is to advice the accounting officer. The internal auditors audit the performance measurements of the municipality on a continuous basis and submit their reports quarterly to the Accounting Officer and Audit Committee They report to the audit committee on the implementation of the internal audit plan, risk assessment, PMS etc.

#### **C2.5.6 INDIGENT POLICY**

In terms of uThukela district municipality's Indigents 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).In 2009/2010 financial year,6248 households benefited with water and 6982 benefited with sanitation.

#### **C2.5.7 BILLING SYSTEM**

The municipality do have a billing system in place. Clients are billed according to consumption. The readings function is performed by the meter readers of the municipality. The readings are captured and clients are billed to pay before the last day of every month.

**C2.5.8 SUPPLY CHAIN MANAGEMENT POLICY**

uThukela district municipality has developed and adopted the Supply Chain Management Policy. Supply Chain Management Policy is guiding 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. The municipality have a fully fledged section of supply chain that is situated in the finance department

**C2.5.9 ASSETS MANAGEMENT STRATEGY**

uThukela district municipality has appointed a service provider to do a verification of fixed assets, compile GAMAP/ GRAP compliance asset register. The appointed service provider has developed an implementation plan for asset policies and procedures, supply GPS coordinates infrastructure assets. They also submit to the municipality a status quo report on backlogs and replacement of assets.

**C2.5.10 FRAUD PREVENTION PLAN**

uThukela district has developed and adopted the Fraud Prevention Plan. The plan recognises basis fraud and corruption prevention measures which are in a place within uThukela. It also identifies strategic fraud and corruption risks that must be addressed and could jeopardise the successful implementation of each component of the plan. The plan also incorporates principles contained in the Public Sector Anti Corruption Strategy dated January 2002 endorsed by Cabinet

The plan is reviewed annually, whilst progress with the implementation of the various components will be reviewed on quarterly basis. The staff of the municipality was workshopped about the fraud prevention plan.

**C2.5.11 RISK MANAGEMENT POLICY**

uThukela district municipality have develop a risk management policy. The policy of the district covers the following five steps:

Step 1: Identify

For each business objective, it is necessary to identify the key risks that might impede the achievement of the respective business objectives. Risk identification shall be performed as part of all major decision making processes.

Identifying the current risk profile is a separate and discreet exercise when the Risk Management policy and framework is first adopted.

Thereafter, risks must be updated on an ongoing basis by integrating the identified steps within the core business management processes.

Step 2: Analyse

**Assess the significance of risks to enable the development of Risk Responses**

Once the risks have been identified, the **likelihood** of the risk occurring and the potential **impact** if the risk does occur must be assessed using a risk-rating table during a Risk Assessment exercise.

Those risks are then depicted in a Risk Map or Risk Register which represents uThukela District Municipality's risk profile.

Step 3: Respond

Once risks have been analyzed, appropriate risk responses must be determined to mitigate risk to an acceptable level within reasonable costs. uThukela district municipality's inherent and residual risk profile presented on the Risk Map / Risk Register must be monitored against the target risk profile.

- Inherent Risk – risks without the mitigating effects of controls.
- Residual Risk – risk that remain after all existing controls have been implemented.
- Target Risk – Risk that management desire after existing controls and future actions.

Risks can be dealt with in various ways. The risk response options encompass all possible management responses to risk, whether viewed as opportunities, uncertainties or hazards. The risk response options and examples of activities under each option are outlined below:

- Mitigate (steps taken to reduce either the likelihood or impact);
- Transfer (steps taken to shift the loss or liability to others);
- Exploit (steps taken to leverage opportunities);
- Avoid (steps taken to prevent the occurrence of hazards); or
- Accept (an informed decision to accept both the impact and likelihood of risk events).



#### Step 4: Monitoring

Monitoring activities are mechanisms for following, understanding and adjusting the actions to respond to risks. These are generally performed on a routine or ongoing basis, and are primarily designed to focus on compliance with defined risk responses and actions. The purpose of the monitoring review is to:

- Provide assurance that risks are being managed as expected;
- Assess whether the risk response plans remain relevant; and
- Ensure that the risk profile anticipates and reflects changed circumstances and new exposures.

Key aspects of monitoring will be:

- Assessment of the quality and appropriateness of mitigating actions, including the extent to which identifiable risks can be transferred outside the municipality (e.g. Insurance).
- Regular monitoring reports from all departments/business units within the municipality on a regular basis.

Risk response should be measured in terms of efficiency and effectiveness. Efficiency measures the cost of implementing risk management responses in terms of time, money and resources, whereas effectiveness measures the relative degree to which the responses reduce the impact or likelihood of the risk occurring.

#### Step 5: Reporting

Key reporting information will be:

- Critical risks facing, or potentially facing the municipality;
- Risk events and issues, together with intended remedial actions;
- Effectiveness of action taken;
- Details of plans taken to address any risks; and
- Status of steps taken to address risks.

The full risk management policy is not part of this document but is available on request in the municipality.

**C2.5.12 RISK MANAGEMENT COMMITTEE**

uThukela has complied with MFMA in establishing a risk management committee that sits on regular basis to advice about risk and also to manage risk. This committee report to the Accountable Officer or the Management of the Council.

**C2.5.13 INVESTMENTS**

uThukela district municipality's investments are with Absa bank. The value of the investment as of the 1 July 2010 is R906,185.66 .It is a 90 day call account.

**C2.5.14 INTEGRATED FINANCIAL SYSTEM**

uThukela district municipality is using 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

Supply chain

**C2.5.15 AUDITOR GENERAL OPINION**

uThukela district municipality has received the unqualified report for the past three years including 2009/2010 financial year with other matters that are listed below in the Auditor General report and the district municipality is taking cognisance of the report by coming up with the action plan to address the matters raised by the Auditor General.

**C2.5.16 AUDITOR'S REPORT OF THE AUDITOR-GENERAL TO THE KWAZULU-NATAL PROVINCIAL LEGISLATURE AND THE COUNCIL ON UTHUKELA DISTRICT MUNICIPALITY  
REPORT ON THE FINANCIAL STATEMENTS**

**Introduction**

1. I have audited the accompanying financial statements of the Uthukela District Municipality, which comprise the statement of financial position as at 30 June 2010, and the statement of financial performance, statement of changes in net assets and cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory information, as set out on pages 7 to 44

**Accounting Officer's responsibility for the financial statements**

2. The accounting officer is responsible for the preparation and fair presentation of these financial statements in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and in the manner required by the Local Government Municipal Finance Management Act of South Africa (Act No. 53 of 2003)(MFMA) and the Division of Revenue Act of South Africa, 2009 (Act No.12 of 2009)(DoRA). 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; and making accounting estimates that are reasonable in the circumstances.

**Auditor-General's responsibility**

3. As required by section 188 of the Constitution of South Africa, 1996 (Act No. 108 of 1996), section 4 of the Public Audit Act of South Africa, 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 International Standards on Auditing and *General Notice 1570 of 2009* issued in *Government Gazette 32758 of 27 November 2009*. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about 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. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
6. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

**Opinion**

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Uthukela District Municipality as at 30 June 2010, and its financial performance and its cash flows for the year then ended in accordance with the SA Standards of GRAP and in the manner required by the MFMA and DoRA.

### **Emphasis of matter**

I draw attention to the matters below. My opinion is not modified in respect of these matters:

### **Restatement of corresponding figures**

7. As disclosed in note 32 to the financial statements, the corresponding figures for 2008/2009 has been restated as a result of an error discovered during 2009/2010 in the financial statements of the Uthukela District Municipality at, and for the year ended, 30 June 2009.

### **Unauthorised expenditure**

8. As disclosed in note 36 to the financial statements, unauthorised expenditure to the amount of R124,590 million was incurred as a result of overspending on the municipal budget.

### **Fruitless and wasteful expenditure**

9. As disclosed in note 37 to the financial statements, fruitless and wasteful expenditure to the amount of R57 586 was incurred as a result of penalty interest being levied for late payment of electricity and telephone accounts.

### **Material losses**

10. As disclosed in note 38 to the financial statements, the municipality suffered significant water losses of R17, 347 million (25,586,373 kilolitres) during the year.

### **Going Concern**

11. As disclosed in note 34 to the financial statements the municipality is currently experiencing significant financial challenges having a net bank overdraft of R2,960 million during the year ended 30 June 2010 and conditional grants of R30,204 million had been used for operational expenditure. These conditions, along with other matters as set forth in note 34, indicate the existence of a material uncertainty that may cast significant doubt on the entity's ability to continue as a going concern.

### **Additional matter**

12. I draw attention to the matter below. My opinion is not modified in respect of this matter:

### **Unaudited supplementary schedules**

13. The supplementary information set out on pages 45 to 58 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 thereon.

### **REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS**

14. As required by the PAA and in terms of *General notice 1570 of 2009*, issued in *Government Gazette No. 32758 of 27 November 2009*, I include below my findings on the report on predetermined objectives, compliance with the following key laws and regulations, MFMA, Municipal Systems Act of South Africa, 2000, (Act No. 32 of 2000) (MSA), Municipal Supply Chain Management Regulations (GNR 868 of 30 May 2005) (MSCM Regulations) and Division of Revenue Act of South Africa, 2009 (Act No.12 of 2009)(DoRA), and financial management (internal control).

### **Predetermined objectives**

15. Material findings on the report on predetermined objectives, as set out on pages xx to xx are reported below:

### **Non-compliance with regulatory and reporting requirements Existence and functioning of a performance audit committee**

16. The performance audit committee did not:

- Review the quarterly reports of the internal auditors on their audits of the performance measurements of the municipality.
- Review the performance management system and make recommendations in this regard to the council.
- Submit an auditor's report to the council regarding the performance management system, at least twice during the financial year.

### **Inadequate content of the integrated development plan**

17. The integrated development plan of the Uthukela District Municipality did not include the key performance indicators and performance targets determined in terms of its performance system, as required by section 26(i) and 41(1) (b) of the MSA and the regulation 12 of the Municipal Planning and Performance Management Regulations, 2001.

### **Usefulness of information**

18. The following criteria were used to assess the usefulness of the planned and reported performance:

- Consistency: Has the municipality reported on its performance with regard to its objectives, indicators and targets in its approved annual performance plan, i.e. are the objectives, indicators and targets consistent between planning and reporting documents?
- Relevance: Is there a clear and logical link between the objectives, outcomes, outputs, indicators and performance targets?
- Measurability: Are objectives made measurable by means of indicators and targets? Are indicators well defined and verifiable, and are targets specific, measurable, and time bound?

The following audit findings relate to the above criteria:

### **Planned and reported performance targets not specific, measurable and time bound**

19. For the selected objective (Reduce backlogs in the provision of sustainable infrastructure, water and sanitation services), planned and reported targets were not:

- Specific in clearly identifying the nature and the required level of performance
- Measurable in identifying the required performance
- Time bound in specifying the time period or deadline for delivery

### **Reported information not consistent with planned objectives**

20. The Uthukela District Municipality has not reported throughout on its performance against predetermined objectives which is consistent with the approved integrated development plan.

### **Reliability of information**

21. The following criteria were used to assess the reliability of the planned and reported performance:

- Validity: Has the actual reported performance occurred and does it pertain to the entity i.e. can the reported performance information be traced back to the source data or documentation?
- Accuracy: Amounts, numbers and other data relating to reported actual performance has been recorded and reported appropriately.
- Completeness: All actual results and events that should have been recorded have been included in the reported performance information.

The following audit findings relate to the above criteria:

**Reported target not valid, accurate and complete when compared to source information**

22. For the following reported target (6000 toilet units constructed in the whole district) that was material by nature, the target was not accurate and complete on the basis of source information or evidence provided to support the target.

**Reported target not reliable as no supporting source information was provided**

23. For the following reported targets that are material by nature, the validity, accuracy and completeness of the reported target could not be established as sufficient appropriate audit evidence or relevant source documentation could not be provided for audit purposes.

- 5.5% water supply backlog
- Pipe extensions have been carried out throughout the district
- Pilot project on de-sludging VIP latrines

**Compliance with laws and regulations**

**Municipal Finance Management Act, No 56 of 2003**

**The Audit Committee was not functioning properly**

24. The audit committee did not advise the municipal council on matters as stipulated in section 166(2)(a) of the MFMA.

**The Internal Audit Unit was not functioning properly**

25. Contrary to the requirements of section 165(2) of the MFMA, the internal audit did not advise the accounting officer and report to the audit committee on matters relating to internal audit, internal controls, accounting procedures and practices, risk management and loss control.

**Expenditure was not paid within the parameters set by the applicable legislation**

26. Contrary to the requirements of section 65(2)(e) of the MFMA, expenditure was not paid within 30 days from the receipt of an invoice.

**Supply chain legislative requirements were not implemented**

27. Contrary to the requirements of section 116(2)(b) of the MFMA and regulation 42 of the MSCM, the performance of contractors were not monitored on a monthly basis.

**Expenditure was incurred otherwise than in accordance with section 15 and 11(3) of the MFMA resulting in unauthorised expenditure**

28. Contrary to section 15 of the MFMA, expenditure was not incurred in accordance with the approved budget of the municipality and exceeded the limits of the amounts appropriated for the different votes in the approved budget of the municipality.

**The MFMA reporting requirements have not been complied with**

29. Contrary to section 22(b), section 71 and 74(1) of the MFMA, returns were not timeously submitted to National Treasury.

**Annual financial statements**

30. Contrary to section 122(1)(a) of the MFMA, the financial statements were subject to material amendments resulting from the audit.

**Division of Revenue Act, No 12 of 2009 (Dora)**

**Expenditure was incurred not in accordance with applicable legislation**

31. Contrary to section 26(1) of the DORA, the municipality did not adhere to the conditions attached to conditional grants.

### **Municipal System Act, No 32 of 2000 (MSA)**

#### **Supply chain legislative requirements were not adhered to**

32. Annual declarations of interest were not made by the mayor and councillors of the municipality as required by section 7(b) of schedule 1 of MSA.

### **INTERNAL CONTROL**

33. I considered internal control relevant to my audit of the financial statements and the report on predetermined objectives and compliance with the MFMA, MSA, and MSCM Regulations, but not for the purposes of expressing an opinion on the effectiveness of internal control.

34. The matters reported below are limited to the significant deficiencies that gave rise to the findings on the report on predetermined objectives and the findings on compliance with laws and regulations.

### **Leadership**

35. The accounting officer does not exercise oversight responsibility over performance reporting, compliance with laws and regulations and internal control. Actions are not taken to address risks relating to the achievement of complete and accurate performance reporting. Control weaknesses are not analysed and appropriate follow-up actions are not taken that address risks relating to the achievement of performance reporting objectives.

### **Financial and performance management**

36. Systems are not appropriate to facilitate the preparation of quality financial statements and performance reports. The financial statements were subject to material amendments resulting from the audit. Adequate supporting documentation relating to the audit on predetermined objectives were not made available for audit purposes.

### **Governance**

37. Internal controls are not selected and developed to prevent, detect and correct material misstatements in financial reporting and reporting on predetermined objectives. Management does not assess the likelihood of risks in ensuring that planned and reported targets are supported by adequate documentation. A risk strategy/action plan was not determined to manage identified risks relating to predetermined objectives. Furthermore, the audit committee did not provide a credible and reliable review of the financial statements and performance reports submitted for audit.

Pietermaritzburg

30 November 2010



AUDITOR - GENERAL  
SOUTH AFRICA

*Auditing to build public confidence*

**C2.5.17 AUDIT ACTION PLAN IN ADDRESSING THE AG REPORT**

The following is the action plan prepared by the district municipality in ensuring that the AG reports are taken into consideration. According to this action plan, weekly follow up will be done to ensure that the planned action is taking place.

**TECHNICAL SERVICES – PMU UNIT**

ISSUE	ROOT CAUSE AND RISK	RECOMMENDATION	ACTION PLAN	RESPONSIBLE OFFICIAL	START AND END DATE
1. Contractors performance not monitored	The municipality did not monitor adherence to specifications by the contractor	The Accounting Officer must monitor the performance of the contractor under the contractors' agreement.	<p>Currently each project has a technician assigned to it. Performance of contractors is monitored by:</p> <ul style="list-style-type: none"> <li>- Holding monthly progress meetings</li> <li>- Monthly progress reports are submitted to PMU Manager for perusal</li> </ul> <p>Physical site inspections are done</p>	Project Management Unit Manager.	Completed



**WATER SERVICES**

ISSUE	ROOT CAUSE AND RISK	RECOMMENDATION	ACTION PLAN	RESPONSIBLE OFFICIAL	START AND END DATE
1. Water losses not monitored	Water distribution losses are not identified monitored and captured in a form and time frame to support financial and performance reporting.	Distribution losses should be monitored on a monthly basis and areas with the largest distribution losses should be identified and investigated	<p>The Municipality would like to install meters at the distribution points of the water treatment works, the municipality has prioritised maintenance of infrastructure of this mechanism, the estimated cost for this exercised was around R2m. Attempts will be made in the future to cater for this necessity.</p> <p>The only measure the municipality uses to measure water losses for now is the production capacities of the plants whose difference to billed water will be water losses estimate.</p>	Water Services Manager	01/03/2011 – 30/06/2012
2. Overtime monthly overtime exceeds 30% of employee's monthly	Policies and procedures as well as monitoring checks were not adequately	Overtime payments should be strictly monitored to ensure that payments made	Additional shifts will be introduced to eliminate excessive	Water Services Manager/HR	01/03/2011-30/06/2011

UTHUKELA DISTRICT MUNICIPALITY DRAFT IDP REVIEW 2011/12

salary.	implemented to ensure that overtime payments were in compliance with the applicable legislative frameworks.	do not exceed 30% of the employees basic salary  Management should prepare monthly departmental overtime records and approve overtime only in compliance with the Basic Conditions of Employment Act.	overtime worked.		
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**OFFICE OF THE MUNICIPAL MANAGER**

<b>ISSUE</b>	<b>ROOT CAUSE AND RISK</b>	<b>RECOMMENDATION</b>	<b>ACTION PLAN</b>	<b>RESPONSIBLE OFFICIAL</b>	<b>START AND END DATE</b>
1. Internal Audit Unit not functional.	Lack of effective governance and oversight mechanisms	Audit committee should assess the effectiveness of the internal audit in discharging its mandate as required by the MFMA and the internal audit plan.	The services of the current co-sourced audit company have been terminated and a new service provider will be appointed with clear terms of reference and performance measurements.	Municipal Manager	01/11/2010 – 30/06/2011
2. Audit Performance Committee not fully functional	Oversight mechanisms over the municipality's financial reporting and internal control are functioning	Council should assess the effectiveness of the audit committee in discharging its responsibilities.	The Acting Executive Director Strategic Planning and Economic	Acting Executive Director Strategic Planning and Economic	01/11/2010 - 30/06/2011

			<p>Development will undertake to put in place an Updated Performance Management Framework, which will include a Performance Management Plan, to be submitted to Council, the Internal Auditor, the Internal Audit Committee, COGTA and the Auditor General</p> <p>In addition Internal Audit will submit the results of their audits of the Municipality's performance measurements to the Performance Audit Committee.</p>	Development, Internal Audit and Performance Audit Committee	
3. Conflict of interest declaration	<p>Conflicts of interest were not declared by:</p> <ul style="list-style-type: none"> <li>- Councillors</li> <li>- Some of s57 officials</li> <li>-All other staff members</li> <li>- Other municipal committees</li> </ul>	<p>All related party relationships must be declared and disclosed in the financial statements</p> <p>Disclosures of all related party relationships must be made in accordance with paragraph 27 of IPSAS 20 and s45 of SCM regulations</p>	All councillors' declarations will be redone in the first council meeting to address this compliance issue.	Director Corporate Services	Next Council meeting

**CORPORATE SERVICES – HUMAN RESOURCES**

ISSUE	ROOT CAUSE AND RISK	RECOMMENDATION	ACTION PLAN	RESPONSIBLE OFFICIAL	START AND END DATE
<p><b>1. No electronic leave recording system.</b></p>	<p>Ongoing monitoring and review by management not undertaken</p> <p>Internal control deficiencies are not identified and communicated in a timely manner to those parties responsible for taking corrective action</p>	<p>Management should ensure that an electronic leave recording system is maintained in addition to the manual leave register</p>	<p>Due to the conflicts that were experienced on the VIP system by the HR office and the Payroll office, engagements with the service provider will be made in order to resolve this issue.</p> <p>Until this issue is resolved all records will be maintained manually.</p>	<p>Executive Director Corporate Service</p>	<p>01/03/2011 to 30/06/2012</p>
<p><b>2. Completed leave forms not in the leave file</b></p>	<p>Ongoing monitoring and review by management not undertaken</p> <p>Internal control deficiencies are not identified and communicated in a timely manner to those parties responsible for taking corrective action</p>	<p>Proper record keeping procedures should be implemented to ensure that all leave days taken can be vouched to supporting documentation.</p>	<p>Inspections will be performed on leave and personal files on a quarterly basis.</p>	<p>Assistant Director Human Resource</p>	<p>01/03/2011 to 30/06/2011</p>
<p><b>3. Leave form approved after leave was</b></p>	<p>Ongoing monitoring and review by management not</p>	<p>Each leave transaction must be individually</p>	<p>A notice will be issued to management to</p>	<p>Assistant Director Human Resource</p>	<p>01/03/2011 to 30/06/2011</p>

<p><b>already taken</b></p>	<p>undertaken</p> <p>Internal control deficiencies are not identified and communicated in a timely manner to those parties responsible for taking corrective action</p>	<p>approved and date of approval inserted</p>	<p>ensure that leave forms approved prior the employees taken leave, if not available an HOD should delegate.</p>		
<p><b>4. Leave credit exceeded</b></p>	<p>Ongoing monitoring and review by management not undertaken</p> <p>Internal control deficiencies are not identified and communicated in a timely manner to those parties responsible for taking corrective action</p>	<p>Monitoring of leave to be implemented and the abnormalities rectified accordingly (e.g negative leave values, compulsory leave not taken etc</p>	<p>The leave credits appear as being exceeded because a manual system is used. This issue may only be resolved once an electronic system (VIP)is used as it will update all the records immediately. Also refer to no.1 above regarding theVIP system.</p>	<p>Assistant Director Human Resource</p>	<p>01/03/2011 to 30/06/2012</p>
<p><b>5. Compulsory requirement of at least 16 days to be taken not met.</b></p>	<p>Ongoing monitoring and review by management not undertaken</p> <p>Internal control deficiencies are not identified and communicated in a timely manner to those parties responsible for taking corrective action</p>	<p>Leave taken must be monitored and employees who have not complied with the minimum requirements must be informed.</p>	<p>Employees are informed by memorandum to take their due leave days.</p>	<p>Assistant Director Human Resource</p>	<p>Completed</p>

**STRATEGIC PLANNING**

<b>ISSUE</b>	<b>ROOT CAUSE AND RISK</b>	<b>RECOMMENDATION</b>	<b>ACTION PLAN</b>	<b>RESPONSIBLE OFFICIAL</b>	<b>START AND END DATE</b>
<b>Performance Management</b>					
<b>1. Actual achievements in annual performance report not accurate</b>	Ineffective oversight over the entity's planned and reported performance information	The annual performance report must be corrected. Management should review the performance information for their sections for validity, accuracy and occurrence.	Performance quarterly reports will be submitted to Internal Audit to ensure that the information submitted is correct and has relevant supporting documentation.	PMS Manager, HOD's and Internal Audit	08/10/2010 – 08/07/2011
<b>2. Key performance indicators and targets set do not address performance objective</b>	Appropriate key controls (policies and procedures) were not implemented	Steps need to be taken to ensure that the integrated development plan of the Municipality is in line with legislation and performance management system is given priority in order to accurately measure the service delivery within the Municipality.	KPI's and Targets set for the 2010/11 financial year has been aligned to address the issue raised.	Acting Executive Director Strategic Planning and Economic Development and PMS Manager	Completed
<b>3. Planned objectives not consistent with reported objectives not accurate</b>	Appropriate key controls (policies and procedures) were not implemented and inadequate risk identification	Objectives per the IDP should be consistent with the objectives as included in the annual performance report	This matter has since been addressed in the 2010/11 IDP and PMS.	Acting Executive Director Strategic Planning and Economic Development and	Completed

				PMS Manager	
<b>4. Information on predetermined objectives outstanding.</b>	Appropriate key controls (policies and procedures) were not implemented	All targets achieved should be supported by sufficient appropriate evidence and timeously made available for audit. Heads of department should compile and collate information on actual achievements for their sections to enable an audit trail.	Performance quarterly reports will be submitted to Internal Audit to ensure the information submitted is correct and has relevant supporting documentation.	PMS Manager and HOD's	08/10/2010 – 08/07/2011
<b>5. Annual performance report weaknesses</b>	Appropriate key controls (policies and procedures) were not implemented	Appropriate key controls should be implemented	This matter will be addressed when preparing the 2010/11 performance report and the required information will be included.	PMS Manager and Acting Executive Director Strategic Planning and Economic Development	31/08/2011
<b>6. Budget allocation for the KPI's.</b>	Appropriate key controls (policies and procedures) were not implemented	Management must ensure budget allocations directly reflect the key performance indicators and performance targets in the IDP  The SDBIP should reflect the budget allocation per strategic objective.	This matter has since been addressed in the 2010/11 IDP and PMS.	Acting Executive Director Strategic Planning and Economic Development and PMS Manager	Completed
<b>IT SYSTEM</b>					

<p><b>1. IT Governance</b></p> <ul style="list-style-type: none"> <li>- <b>Lack of and inadequate SLAs</b></li> <li>- <b>Lack of formal IT risk assessment and IT</b></li> <li>- <b>IT security policy not formally approved and implemented</b></li> <li>- <b>Formally approved Windows 2003 operating system security standards and procedures not established</b></li> <li>- <b>User account management standards and procedures for the Windows 2003 operating system, the Munsoft system and VIP system not established</b></li> <li>- <b>Program change control standards and procedures not formally approved</b></li> <li>- <b>Backups standards and procedures not established</b></li> </ul>	<p>Appropriate key controls (policies and procedures) were not implemented and inadequate risk identification</p>	<p>IT Manager should engage in a process of developing and maintaining SLA's with all the municipality's service providers</p> <p>IT Manager should ensure that the risk assessment is performed and IT risk register is developed.</p> <p>IT Manager should ensure that the IT security policy is established, approved and adequately implemented</p> <p>IT Manager should ensure that the Windows 2003 standards are established, approved and adequately implemented</p> <p>IT Manager should ensure that the user account management standards and procedures for the Windows 2003 operating system, the Munsoft system and VIP system are established, approved and adequately implemented.</p>	<p>IT issues to be referred to IT Committee for rectification.</p>	<p>Acting Executive Director Strategic Planning and Economic Development</p>	<p>15/12/2010 – 30/06/2011</p>
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		<p>IT Manager should ensure that the program change procedures are established, approved and adequately implemented.</p> <p>IT Manager should ensure that backup standards and procedures are established, approved and adequately implemented.</p>			
<p><b>2. Security Management</b></p> <ul style="list-style-type: none"> <li>- <b>Functions of the information security officer not allocated</b></li> <li>- <b>Windows 2003 server security parameters not adequately set</b></li> </ul>	<p>Oversight as senior management had not formally delegated the responsibility of the information security officer to a fit and proper person</p> <p>Lack of appropriate key controls as the operating system security settings were not set in accordance with best practices</p>	<p>Head of institution should formally delegate IT security responsibilities to the security officer</p> <p>IT Manager should ensure that appropriate security settings on the Windows 2003 server are implemented.</p>	<p>IT issues to be referred to IT Committee for rectification.</p>	<p>Acting Executive Director Strategic Planning and Economic Development</p>	<p>15/12/2010 – 30/06/2011</p>
<p><b>3. User Access Control</b></p> <ul style="list-style-type: none"> <li>- <b>Access request forms were not in place for new user registration,</b></li> </ul>	<p>Appropriate key controls (policies and procedures) were not implemented to</p>	<p>IT manager should ensure that all user ID's are assigned to specific</p>	<p>IT issues to be referred to IT Committee for</p>	<p>Acting Executive Director Strategic Planning and</p>	<p>15/12/2010 – 30/06/2011</p>

<p><b>changes in user's access of rights, resetting of users passwords and termination of users accounts</b></p> <p>- <b>Users' access on the Windows 2003 operating system, Munsoft and VIP system not reviewed to ensure that it remained commensurate with users' job responsibilities. Furthermore, access and logon violation reports for these systems were not reviewed.</b></p> <p>- <b>User identifications on the Munsoft system and VIP application system could not be linked to specific users for accountability purposes.</b></p>	<p>ensure that user accounts were appropriately managed</p> <p>Oversight responsibility of reporting due to the fact that violation reports were not reviewed.</p>	<p>individuals for accountability purposes</p> <p>IT manager should ensure that user's access to both the operating and application is reviewed to ensure that it is reviewed to ensure that it remains commensurate with their job responsibilities</p> <p>IT manager should ensure that standard access request forms are developed, approved and implemented as soon as possible.</p>	<p>rectification.</p>	<p>Economic Development</p>	
<p><b>4. Programme Change Management</b></p> <p>- <b>IT programme change management</b></p>	<p>Appropriate key controls (policies and procedures) were not implemented as</p>	<p>IT Manager should ensure that programmers are not allowed access to the</p>	<p>IT issues to be referred to IT Committee for</p>	<p>Acting Executive Director Strategic Planning and</p>	<p>15/12/2010 – 30/06/2011</p>

	the programmers had permanent access to the production environment and their activities were not monitored when accessing the production environment	production environment	rectification.	Economic Development	
<p><b>5. IT Service Continuity</b></p> <ul style="list-style-type: none"> <li>- <b>Lack of formally approved disaster recovery plan (DRP) and lack of business continuity plan (BCP)</b></li> <li>- <b>Backups in respect of the Munsoft system and the VIP system were not verified to ensure that it were made successfully</b></li> </ul>	<p>Appropriate key controls (policies and procedures) were not implemented due to the lack of formal DRP and BCP</p> <p>Appropriate key controls (policies and procedures) were not implemented due to the fact that backups were not reviewed to ensure that it were made successfully</p>	<p>IT Manager and Management should ensure that the DRP and BCP plans are compiled and formally approved as soon as possible.</p> <p>IT Manager should ensure that the backups are reviewed to ensure that it is made successfully with immediate effect.</p>	IT issues to be referred to IT Committee for rectification.	Acting Executive Director Strategic Planning and Economic Development	15/12/2010 – 30/06/2011

**FINANCIAL SERVICES**

ISSUE	ROOT CAUSE AND RISK	RECOMMENDATION	ACTION PLAN	RESPONSIBLE OFFICIAL	START AND END DATE
1. <b>Going Concern</b>	Turnaround strategy is not effective in improving the municipality's cash-flow challenges	Management should draw up and implement plans to improve the budgeting process, reduce costs, utilise revenue and grants more effectively and efficiently and obtain	It should be noted that challenges facing the Municipality are emanating from historic decisions made at National level impacting negatively on the Municipality.	CFO	Ongoing

		additional operational funding if necessary	Council has adopted a turnaround strategy in the format required by Provincial Treasury and reports on the implementation thereto in the Provincial Steering Committee and management is continuing in implementing its cost saving strategy.		
<b>2. Expenditure not paid within 30 days from the receipt of an invoice</b>	Cashflow challenges  Ongoing monitoring and supervision not undertaken to ensure compliance	The municipality must comply with the MFMA requirements	Payments within 30 days is prohibited by the cash flow difficulties the municipality faces.  This issue is directly linked to the issues discussed under going concern above.	CFO	Ongoing
<b>3. MFMA Reporting - Annual returns, monthly returns and signed returns on conditional grant spending not timeously submitted to National Treasury</b>	Financial reporting objectives with sufficient clarity and criteria to enable the identification to reliable financial reporting	All DORA and MFMA requirements must be met  A standard checklist must to be developed and should be independently reviewed and monitored.	A checklist will be developed for the timeous submission of the annual, monthly, quarterly and bi-annual returns.	Director Operations and Budget Officer	01/09/2010 – 30/06/2011
<b>4. Employee Loan Agreement not adhered to</b>	Management did not exercise oversight responsibility to ensure compliance with these short term	Stringent controls must be implemented to monitor and ensure employee compliance with loan agreements	A detailed analysis of all study loans has been done and all the deductions have been effected.	CFO	Completed

	loan agreements				
<b>5. Indigent list not updated</b>	The indigent debtor's list is not monitored and updated	An updated indigent register should be in place and this register should be monitored and updated annually after the debtor status is assessed	The data cleansing process is addressing the adequacy of information in the indigent register. Identified indigents by the Municipality are being registered in the indigent register which the Municipality has started to create.	CFO	Ongoing
<b>6. Depreciation understated</b>	Ongoing monitoring and review by management not undertaken	Management should review asset register and ensure the accuracy of the depreciation calculation as recorded in the statement of financial performance.	The municipality has started a process of evaluating assets in the asset register. During this process the classification of assets, backlog depreciation and impairments will be determined.	Director Operations	01/04/2011 – 31/07/2011
<b>7. Fixed asset register discrepancies</b>	Adequate oversight responsibility not exercised to ensure that reported information is reliable, accurate	Management should review the asset register and ensure the accuracy and completeness of the reported information.	The registration process with the deeds office will be commenced in the 2010/11 financial year subject to the availability of information by the local municipalities.  To initiate this process, letters will be written to the relevant municipalities and follow-ups/updates will be done based on the responses	Director Operations and CFO	01/03/2011 – 30/06/2011
<b>8. Journals not authorised</b>	Ongoing monitoring and supervision is not undertaken to	Journals should be signed as evidence of review and approval	Affected staff members have been reminded of this requirement	CFO	02/11/2010

	ensure that journals are authorised				
<b>9. Payroll certification could not be obtained</b>	Ongoing monitoring and supervision is not undertaken	<ul style="list-style-type: none"> <li>- The payroll must be certified monthly to ensure accuracy</li> <li>- Information should be timeously provided for audit</li> </ul>	The Senior Salaries Clerk has been instructed to ensure compliance to this requirement. No payroll is approved unless certified.	CFO	01/10/2010 – 30/06/2011
<b>10. Bank reconciliations not done on a monthly</b>	Ongoing monitoring and supervision is not undertaken	Monthly reconciliations should be performed monthly	A dedicated accountant has been assigned the sole responsibility to update, clear and do the reconciliations timeously.	Expenditure Accountant and CFO	01/07/2010 – 30/06/2011
<b>11. Application for new connection of service not approved although service was provided</b>	Manual or automated controls on applications for new connections are not designed to ensure that the transactions have occurred	Management should ensure that connections of water services to customers should only be performed after a completed and approved application is submitted and captured	This has since been rectified as per instructions given to the Chief Credit Control Officer. In addition a new application form is used which prompts the request of the necessary supporting documentation.	CFO and Chief Credit Control Officer	Completed
<b>12. No application for new connection of service</b>	Manual or automated controls on applications for new connections are not designed to ensure that the transactions have occurred, are authorised, and are completely and accurately processed.	Management should ensure that connections of customers to water services only performed after a completed and approved application is submitted and captured	Refer to no.11 above	Refer to no.11 above	Refer to no.11 above

<p><b>13. Payment vouchers and journals not provided for audit</b></p>	<p>Lack of safeguarding of municipal documents</p>	<p>It should be ensured that all requested information is provided to the auditors at all times</p>	<p>A dedicated person will be chosen to ensure the safeguarding of the vouchers. The process of safe guarding would include:</p> <p>(a) the formation of a mini registry</p> <p>(b) the formation of a register to ensure that the location of each documents is known at all stages</p>	<p>Supply Chain Manager</p>	<p>01/03/2011 – 30/06/2011</p>
<p><b>14. Journals not made available for audit</b></p>	<p>Control activities are not selected and developed to mitigate risks over financial reporting</p>	<p>Management should ensure that all requested information is provided for audit</p>	<p>A dedicated person will be chosen to ensure the safeguarding of journals. This will include:</p> <p>(a) All journals are to be filed at a central point</p> <p>(b) Using the sequence numbers generated by the system and on a monthly basis checks will be performed to ensure that all journals have been filed</p>	<p>Director Operations and Expenditure Accountant</p>	<p>01/03/2011 – 30/06/2011</p>
<p><b>15. Competitive bidding process not followed for awarding of tender for the new building</b></p>	<p>Controls are not in place to ensure that the supply chain regulations are followed</p>	<p>The tender process must be followed in the procurement of long term contracts in compliance with the supply chain regulations</p>	<p>The issue of accommodation was decided prior to the enactment of MFMA (refer to copy of resolution), current council only approved the additional floor space (council was approached to approve this</p>	<p>MM</p>	<p>30 June 2011</p>

			<p>transaction since the owner of the building is the sole provider for such facility) which was a necessity due to the increased number of staff emanating from the transfer of powers and function, in particular water staff and environmental health staff. Segregated buildings were the temporal arrangement whilst one building to accommodate everyone was still in progress hence, the service provider made space available in various buildings council is currently occupying except for the main building whose lease period has expired.</p> <p>During this era the mayoral committee was delegated to decide on financial matters. The enactment of MFMA was not or could not be applied with the retrospect effect to decisions already taken by the then legislature structure, the non implementation of this resolution could have had negative financial implications should the appointed service provider be deprived of services already sourced from him in before the effective date of the MFMA.</p>		
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			<p>It is the same service provider who was awarded the contract for the building from whom council is renting two outer buildings except the expired lease for the main building.</p> <p>Analysis of the costs reveals that the current monthly rental for the buildings currently occupied totals R268,460.00 whilst the rental for the new building will amount to R209,000.00</p>		
<b>16. Vouchers not stamped paid</b>	Control activities are not selected, developed and maintained to ensure that vouchers are stamped paid	Vouchers should be stamped paid when payment is made to the supplier	The dedicated person as per no. 15 above will ensure that the vouchers are stamped paid.	Supply Chain Manager	01/03/2011 – 30/06/2011
<b>17. Creditors payable do not appear on suppliers list</b>	Weak internal control measures	Municipality must ensure that the system of internal is properly maintained in respect of creditors and payments and an effective system for expenditure control by ensuring that procedures for approval, authorisation, withdrawal and payments are properly maintained and	<p>'- An advert was sent out to invite service providers to be registered on the supplier database.</p> <p>Upon receipt of the responses from the service providers together with the information of the current suppliers already recorded, this information will be uploaded on Munsoft in order for the supplier database to</p>	Supply Chain Manager	01/10/2010 – 30/06/2011

		monitored.	integrate with the financial system. In addition the Supply Chain Manager will not sign off quotations for processing if a database number is not quoted for each supplier.		
<b>18. Discrepancies in consumer deposits.</b>	Information not captured accurately on the system	There should be regular monitoring and review of information captured	<ul style="list-style-type: none"> <li>- The integrated data management process whose other component is data cleansing is aimed at aligning the processes by local municipalities to the current business process of the municipality, the amalgamation saw differing treatment of consumer debtors, there will be a phase in process where consumers will have to be aligned</li> <li>- Staff will be instructed to ensure that consumers do sign the relevant documentation for claiming deposits</li> <li>- Data cleansing will be addressing issues similar to Panagos case.</li> </ul>	Chief Credit Control Officer	Ongoing
<b>19. Revenue from rates</b>	Ineffective oversight of the entity's financial reporting	The financial statements must be adjusted to include revenue from rates net of the rebate in accordance with GRAP 9 and the municipal accounting policy	This disclosure requirement will be addressed in the preparation of the 2010/11 financial statements.	Director Operations	01/07/2011 – 31/08/2011

## **C2.6 LOCAL ECONOMIC DEVELOPMENT**

Local economic development(LED) in uThukela district municipality is seen as one of the most important ways of decreasing poverty. uThukela's LED aim to create jobs by making the local economy grow. This means that more businesses and factories should be started in the municipal area. As part of the IDP stakeholders in a district come together to reach agreement and take decisions to make the economy grow and create income opportunities for more people, especially the poor.

### **C2.6.1 LOCAL ECONOMIC DEVELOPMENT STRATEGY**

An LED Strategy has been compiled, reviewed and adopted by Council. The process of arriving at a LED strategy part of the IDP process. uThukela district municipality LED strategy is based on the overall vision outlined in the IDP and is taking into cognisance the result of the analysis done to identify problems and prioritise development projects. The strategy target previously disadvantaged people, marginalised communities and geographical regions, black economic empowerment enterprises and SMME's to allow the community to take part in the economy .

The strategy contains the economic analysis, employment analysis, infrastructure analysis; agriculture analysis etc.The strategy takes into consideration the weakness and the strengths of the existing economic sectors so as to direct the new efforts for development. It also link sustainable livelihoods to economic activities. This strategy has been workshopped throughout the district and a number of projects have also been identified.

The strategy is having the strategies that take advantage of economic opportunities to mitigate weaknesses in the district economy and also assist in the development of an appropriate institutional environment. The strategy is also talking about the facilitation of the second economy into first economy as we know that South Africa has a highly unequal economy in which people with access to wealth experience South Africa as a developed modern economy, while the poorest still struggle to access even the most basic services. The LED Strategy has identified competitive advantages of the District as Agricultural sector Tourism sector Manufacturing/Industrialization.

The goals and objectives with regard to the strategy include the following:

- To grow and increase the competitiveness of the identified sectors and thereby further diversifying the local economic base
- Explore further growth, beneficiation, value addition and employment opportunities in the district.
- To retain existing firms active within these sectors and support the growth of the new firms
- To facilitate job creation and entrepreneurship and
- To increase participation of those unemployed in sectors that have the most growth potential

## **C2.6.2 ALIGNMENT OF LED STRATEGY WITH PROVINCIAL AND NATIONAL OBJECTIVES**

- **KZN PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY(PGDS)**

The main responsibility of the KZN Provincial Growth and Development Strategy is to ensure that the development and planning is taking the strategic direction in the province. uThukela district municipality doesn't see itself as isolated from the national and provincial context ,In preparation of the uThukela LED strategy the 6 PGDS priorities were considered. The priorities are as follows:

- 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 district address the above priority areas and also the Spatial Development Framework of the municipality is aligned to the PGDS priorities. The following indicates the proper alignment between the 6 PGDS priorities and uThukela IDP.

### **PGDS Priority 1: Strengthening Governance and Service Delivery**

Priority issues in the uThukela IDP:

- Priority 1. - Provision of sustainable infrastructure water and sanitation services and eradication of the backlog
- Priority 2. - Financial viability, clean audit and good governance

**PGDS Priority 2: Integrating Investments in Community Infrastructure**

Priority issues in the uThukela IDP:

- Priority 1. -- Provision of sustainable infrastructure water and sanitation services and eradication of the backlog.

**PGDS Priority 3: Sustainable Economic Development and Job Creation**

Priority Issues in the uThukela IDP:

- Priority 3. – Economic and social Development

**PGDS Priority 4: Developing Human Capacity**

Priority Issues and Projects in the uThukela IDP:

- Priority 2. – Financial viability, clean audit and good governance

**PGDS Priority 5: Developing a Comprehensive response to HIV/AIDS**

Priority issues in the uThukela IDP:

- Priority 4. – Prevention of ill-health and promotion of wellness

**PGDS Priority 6: Fighting Poverty and Protecting Vulnerable Groups in Society**

Priority Issues in the uThukela IDP:

- Priority 2. – Economic and social Development
- Priority 5. – Public Safety and Security

- **THE ACCELERATED AND SHARED GROWTH INITIATIVE OF SOUTH AFRICA (ASGISA)**

The Accelerated and Shared Growth Initiative of South Africa (ASGISA) is the initiative of the Government that aims to reduce unemployment to be less than 15% and halve the poverty rate. ASGISA proposes an annual growth rate of 4,5% or higher between 2005 and 2009 and growth rate of 6% of GDP between 2010 and 2014. Developing labour absorbing industries that can generate value and skills development are crucial for the ASGISA initiative. In reviewing the LED strategy and finalising the development strategy of uThukela district municipality, the alignment with ASGISA must be done.

There are constraints that are raised by the ASGISA . Some of the Key Issues that will deal with constraints of the ASGISA initiative are as follows:

- Local Economic Development
- Issues of Governance
- Reduce unemployment
- Education
- Basic Infrastructure and development
- Inequality and Economic Marginalisation

• **THE NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE(NSDP)**

The National Spatial Development Perspective(NSDP) is the initiative that is coming from the Office of the Presidency and it was endorsed by the Cabinet in 2003.The main focus of the NSDP are the following:

- Identifies trends in the space economy
- Identifies 5 types of space economy by resource potential, human need and economic activity
- Argues that the potential of an area should inform a rationale for focused & infrastructure spending
- Seeks alignment between infrastructure investment and development programme
- National and provincial priorities inform coordinated planning that guides development objectives, infrastructure investment and resource allocation

In ensuring that uThukela LED Strategy is talking to National Spatial Development Perspective (NSDP) and PSEDS, a workshop was held on the 4<sup>th</sup> March2009 where all the stakeholders including sector departments, NGO's, Chamber of Business, Internal Departments and Local Municipalities were present where the service provider that was appointed by the Office of the Presidency engaged with the stakeholders in trying to verify the District profile, identify the key driving forces and to develop a new scenarios for future development of the District.

The table below shows the alignment between the NSDP Principles and uThukela district programmes.

<b>NSDP Principles</b>	<b>UTDM IDP Priority Focus for 2011/2012</b>
Rapid Economic Growth that is sustained and inclusive is a pre requisite for the achievement of other policy objectives, among which poverty alleviation	Economic and social development
Government spending on fixed investment should be focused on localities of economic growth in order to gear up private-sector investment, to stimulate sustainable economic activities and create long term employment opportunities	Provision of sustainable infrastructure, water and sanitation services and eradication of the backlog

<p>Efforts to address the past and current social inequalities should focus on people not places. In localities where there are high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities</p>	<p>Economic social Development</p>
<p>Future settlement and economic development opportunities should channelled into activity corridors and nodes that link the main growth centre. Infrastructure investment should support localities that will be the major growth nodes in South Africa.</p>	<p>Economic and social development and Spatial Development Framework</p>
<p>To provide basic service to all citizen wherever they reside</p>	<p>Provision of sustainable infrastructure, water and sanitation services and eradication of backlog.</p>

**C2.6.3 UTHUKELA DISTRICT LED FORUM**

uThukela district municipality has established the LED Forum. The Forum is coordinated at the district level and it comprises of five local municipalities LED managers, private sector companies within the district, NGO's and LED stakeholders where they discuss the issues pertaining to Local Economic Development (LED) that includes the alignment of local municipalities LED strategies to the district and reviewing of LED strategies within the family of uThukela.

**C2.6.4 UTHUKELA DISTRICT TOURISM FORUM**

uThukela has established the tourism forum on the 4<sup>th</sup> August 2009. The forum consists of the representative from all the local municipalities, Private sector and provincial department responsible for Tourism. The committee is chaired by the Deputy Mayor of uThukela district municipality. The main responsibility of the forum is to integrate the provincial tourism objectives into district plans and priorities and also inform the district budgetary process for the effective implementation of tourism in line with provincial objectives.

### **C2.6.5 UTHUKELA DISTRICT CONSUMER FORUM**

uThukela district municipality has established the consumer forum on the 24<sup>th</sup> June 2010. The Forum consist of all local municipalities under uThukela district. The objectives of the Forum is to protect and promote consumer rights, It also promote and protect the economic interest of the consumer. The Forum improve access to and the quality of information that is necessary so that consumer is able to make informed choices according to their individual wishes and needs.

### **C2.6.6 DEVELOPMENT OF SMME'S AND SECOND ECONOMY**

The South African economy is highly centralised and dominated by a set of monopoly industries. Capital intensive industries tend to exclude SMME'S participation and make employment creation expensive. The SMME's strategy that has been finalised by uThukela district municipality deals with the following:

- Addressing poverty, economic marginalisation and equality.
- Improving the distribution of returns from economic activity more equitably across the society
- Ensuring the basic needs are accessible and affordable
- Improving the way in which people participate in the economy
- Increasing poor people's ability to gain and secure assets.
- Reducing unemployment

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

### **C2.6.7 SECTOR DEVELOPMENT- CRAFTERS**

uThukela district has establish the craft marketing and development strategy. 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 clothing / sewing, accessories, grass work and others. Presently there are 32 craft cooperatives in uThukela district municipality. A Secondary craft secondary co-op was established in 2009 to assist with marketing, training and networking of primary co-ops. uThukela district municipality had played a major role in supporting the crafters to take part to a number of exhibitions like Derox Cape Town, Kizo Art Gallery. Sinothando from Weenen and Sinothando-Lusanda from Emnambithi won awards in the 2010 soccer World Cup event.



### **C2.6.8 AGRICULTURE**

The Department of Agriculture and Environmental Affairs has supported various projects within uThukela district as part of its Agrarian Revolution Programme. The main objective of this programme is to facilitate economic development and food security through agriculture.

The district has produced an Agricultural Development Plan which is reviewed annually and informs agricultural planning for the district and is linked to the IDP as well as the departmental strategy. Two flagship agricultural projects for economic development in the district are Imbabazane and Okhahlamba Bean projects.

According to our bio- resource information, uThukela district has a agricultural potential in the following commodities:

- Beef farming
- Crop production
- Poultry farming
- Goat and game farming
- Production of delicious fruit, lemon and oranges.

### **C2.6.9 TOURISM**

uThukela district municipality is “Tourism Potential”, Apart from the Drakensberg World Heritage Site, this has an obvious scenic attraction and 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.

The tourism plan has been developed. In the tourism plan the secondary corridors are identified to each tourism node along the World Heritage Site. These routes lead from a primary corridor route running between the town of Estcourt and Oliviershoek Pass. Tertiary corridors are identified to lead into rural areas adjacent to the World Heritage Site.

According to research conducted by Tourism KwaZulu-Natal, 32% of KwaZulu-Natal’s foreign ‘air arrival’ market primarily visited the Drakensberg and 7% the Battlefields. This supports the fact that the Drakensberg is becoming a more popular destination for foreign tourists than was the case in previous years. This could be due to the Drakensberg being more aggressively promoted since it was declared as a World Heritage Site. The town of Ladysmith is known for the roots and home of the Ladysmith Black Mambazo, and popular Black traditional music known as Isicathamiya.

The town of Ladysmith which is form part of uThukela district has retained its linkages with the discoveries of gold and diamonds in Kimberly and Witwatersrand as it became the midway stop-over from Port Natal.

Ladysmith forms part of the Battlefields route. The Anglo-Boer wars put Ladysmith on the international map. Today Ladysmith and its surrounding enjoy a distinctive and tourism competitive advantage emanating from historical wars. Major attractions include the following products:

- Ladysmith is surrounded by major battle sites that form the Battlefields. These are battles of Colenso, Spioenkop, Wagon Hill/Platrand, Elandsplaagte, Nicholson's Nek, Thukela Heights, Gun Hill and Lombard's Kop.
- Siege Museum is located next to the Town Hall
- The town building still maintains the colonial architectural styles

Okhahlamba Municipality has Ukhahlamba-Drakensberg World Heritage site. It offers a range of eco-tourism products ranging from hiking, walking in the mountains, game-viewing to river-rafting. This is unique product supported by the presence of KZN Ezemvelo Wildlife.

#### **C2.6.10 DISTRICT GROWTH AND DEVELOPMENT SUMMIT (DGDS)**

The last uThukela growth and development summit(DGDS) was held in February 2007. The outcome of the summit was the compilation of the action programme to be implemented by the various stakeholders. There was a series of follow up meetings with the various stakeholders in making sure that the outcomes are implemented. Several resolutions were taken in the Summit.

**C3 MUNICIPAL STRATEGIC OBJECTIVES AND STRATEGIES FOR 2011/2012**

ISSUE	OBJECTIVE	STRATEGIES	DEPT.	KPI	PROJECT	BUDGET/ SOURCE	NAT. KPA
1. Provision of sustainable infrastructure, water and sanitation services and eradication of the backlog	To reduce infrastructure backlogs	Through the implementation and review of water and sanitation projects in line with the WSDP.	Tech	1) Number of households serviced with water 2) Number of households serviced with sanitation 3) Expenditure of grants received	Implementation of water and sanitation projects as per WSDP	MIG	Basic Service Delivery
		Through the review of the WSDP and CIP	WSA	A reviewed WSDP and CIP	Reviewal of the WSDP Reviewal of the CIP	R50 000 R300 000	Basic Service Delivery
	To provide sustainable potable water and sanitation services.	Through the development of an operation and maintenance plan	WSP	O&M Plan completed, adopted and implemented	Develop O& M Plan	R500 000	Basic Service Delivery
		Through efficient and effective management of resources.	WSP	Water Loss Reduction Plan completed, adopted and implemented.	Develop and implement a Loss Reduction Plan	R250 000	Basic Service Delivery
		Through the implementation of emergency water and sanitation projects	WSP	Emergency Water and Sanitation Response Plan	Develop a water and sanitation response plan	R250 000	Basic Service Delivery
		Through the development of a water and sanitation master plan	Tech	1) Water Master Plan Completed 2) Sanitation Master Plan Completed	Develop a water master plan Develop a sanitation master plan	R7 million R2 million	Basic Service Delivery

ISSUE	OBJECTIVE	STRATEGIES	DEPT.	KPI	PROJECT	BUDGET/SOURCE	NAT. KPA
2. Financial viability, clean audit and good governance	To enhance financial viability and to comply with legal requirements	Through the enrolment of senior and middle management in the CPMD course	Corp	Number of staff enrolled in the CPMD	Enrolment of 12 senior and middle management in the CPMD	LGSETA	Financial Viability
		Through the review and implementation of a Financial Recovery Plan.	Fin	1) Review of the Financial Recovery Plan 2) % Implementation of the Financial Recovery Plan	Reviewal and implementation of the financial recovery plan	Operational	Good Governance and P.P
	To ensure Clean Audit 2013	Through addressing all matters of emphasis and all recurring audit queries	Fin	1) Number of matters of emphasis addressed 2) Number of recurring audit queries addressed	Implementation of the report on issues raised in audit report	Operational	Good Governance and P.P
		Through the development, adoption and implementation of an internal audit plan	Fin	1) Adopted internal audit plan 2) % Implementation of the internal audit plan 3) Audit Committee Reports	Development of the audit plan	Operational	Good Governance and P.P
	To ensure representative governance	Through the review of the Employment Equity Plan.	Corp	Reviewed Employment Equity Plan	Review and amend the Employment equity plan	Operational	Good Governance and P.P

ISSUE	OBJECTIVE	STRATEGIES	DEPT.	KPI	PROJECT	BUDGET/SOURCE	NAT. KPA
3. Economic and Social Development	To stimulate sustainable economic development and alleviate poverty within the District	Through the creation of an environment that is conducive to economic development.	Planning	1) Functional LED Forum 2) No of District Growth and Development Summits	1.Revival of the LED Forum 2.Hosting of an annual DGDS	Operational R100 000(COGTA)	LED
		Through the support of LED initiatives	Planning	Number of LED initiatives supported	1.Develop LED policy(craft) 2.Support LED initiatives on application basis	Operational R2 million	LED
		Through the development and implementation of an SMME Policy.	Planning	1) SMME Policy 2) Number of SMMEs supported	1. Develop SMME Policy 2. Support SMME's on application basis and coops	Operational R200,000	LED
		Through the revision of LED Plan	Planning	1) Reviewed LED Plan 2) Number of projects implemented	1.Review LED Plan 2. Implementation of LED projects as per plan	Operational R2 million	LED
	To promote tourism within the District	Through the revision of the Tourism Plan.	Planning	1) Reviewed Tourism Plan 2) Number of projects implemented	1.Review Tourism Plan 2. Implementation of tourism projects as per plan	Operational R500,000	LED
		Through the co-ordination of tourism activities at local level	Planning	1) Number of meeting of the district tourism forum 2) Number of meetings of the district coordination body	1.Facilitate tourism forum meeting 2. Facilitate district tourism coordinating meeting	Operational Operational	LED
	To promote social	Through ensuring the functionality of the	Planning	1) Number of social and sporting activities	1. Implementation of Women's programme	R150 000	LED

	development within the District	following structures: Elderly, Disabled, Gender, Youth, Consumer, Sports		2) Number of meetings with structures	2.Implementation of youth programme 3.Implementation of physically challenged programme 4.Implementation of senior citizen programme 5.Implementation of sport programme (Kwanaloga games) 6.Promotion of sport programme(Mayoral Cup)  7. Meetings with the following structures: <ul style="list-style-type: none"> <li>• Elderly</li> <li>• Disabled</li> <li>• Gender</li> <li>• Youth</li> <li>• Sport federations</li> <li>• Consumer Forum</li> </ul>	R150 000  R150 000  R150 000  R3 million  R1million  Operational	
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ISSUE	OBJECTIVE	STRATEGIES	DEPT.	KPI	PROJECT	BUDGET/SOURCE	NAT. KPA
4. Prevention of ill-health and promotion of wellness	To prevent the occurrence and spread of communicable diseases	Through monitoring the quality of food stuffs at point of production, transportation, storage and sale to the public	Mun Health and WSA	Number of food samples taken	Inspection of food premises – taking food samples	Operational	Good Governance and P.P
		Through compliance monitoring of the quality of water.	Mun Health and WSA	Number of water samples taken	Taking water samples – analyzing of water samples	Operational	Good Governance and P.P
		Through operational monitoring of the quality of water	WSP	Number of water samples taken on site	WSP to take daily water samples on site	Operational	Good Governance and P.P
	To mitigate the impact of HIV/AIDS within the district	Through the implementation of district HIV/AIDS strategy	Mun Health and WSA	1) Number of meetings with District HIV/AIDS Council 2) Number of HIV/AIDS awareness events	Hold meetings with district HIV/AIDS council. HIV AIDS on world aids day	R500 000	Good Governance and P.P
	To ensure sustainable development of the environment	Through the development of the Environment Management Plan and Strategic Environmental Assessment.	Mun Health and WSA	1) Environment Management Plan completed 2) Strategic Environmental Assessment completed	Finalization of the environmental management. Development of the SEA	Prioritised R200 000 R300 000	Good Governance and P.P
	To promote occupational health and safety	Through ensuring the functionality of the occupational health and safety committee	Mun Health and WSA	Functional occupational health and safety committee	Holding of quarterly meetings Inspection of the workplace for hazards	Operational	Good Governance and P.P

ISSUE	OBJECTIVE	STRATEGIES	DEPT.	KPI	PROJECT	BUDGET/SOURCE	NAT. KPA
5. Public safety and security	To support measures aimed at combating crime	Through supporting the SAPS public safety program	Corp	1) Functionality of District Policing Forum 2) Number of Policing Forum meetings attended	Support the district Policing Forum Attending the Policing Forum meetings	Operational Operational	Good Governance and P.P
	To ensure the functionality of the Disaster Management Advisory Forum	Through coordinating the meetings of the Disaster Management Advisory Forum	Corp	Number of meetings held with the Disaster Management Advisory Forum	Facilitate the Disaster Management Advisory Forum meetings	Operational	Good Governance and P.P
	To coordinate a swift response to incidents of disaster	Through the swift convening of the Joint Operation Committee (JOC)/Incident Management Committee.	Corp	1) Time involved in convening of the JOC 2) Number of JOC meetings	Convene the JOC meeting	Operational	Good Governance and P.P
	To establish a functional Disaster Management Centre	Through putting a disaster communication system in place	Corp	Function disaster communication system in place	Installation of a disaster communication system	R600 000	Good Governance and P.P
	To comply with Disaster Management legislation	Through the transfer of the fire fighting function to the District	Corp	Transfer of fire fighting function	Fire fighting equipment	R500 000	Good Governance and P.P
	To enhance the revenue collection process.	Through the implementation of the Credit Control Policy.	Fin	Reports on Credit Control	Implementation of the credit control policy	Operational	Financial Viability



ISSUE	OBJECTIVE	STRATEGIES	DEPT.	KPI	PROJECT	BUDGET/SOURCE	NAT. KPA
6. Accountability and public participation	To ensure community involvement in council activities	Through utilization of various media to communicate with communities and gather feedback and input	Corp	1) Number of community engagements 2) Number of community satisfaction surveys	Facilitate the community engagements meetings	Operational	Good Governance and P.P
	To ensure accountability and inclusive public participation	Through community mobilization on governance issues and service delivery related programs	Corp	1) No. of Community meetings and Road shows held. 2) Modes of communication used	Hold community meetings and Road shows. Implementation of the communication strategy	Operational Operational	Good Governance and P.P

ISSUE	OBJECTIVE	STRATEGIES	DEPT.	KPI	PROJECT	BUDGET/SOURCE	NAT. KPA
7. Coordination of services	To ensure coordination of services	Through the implementation of the IGR act	Corporate	1) Number of functional IGR structures 2) Number of meetings per structure	Review the terms of reference of IGR structures	Operational	Good Governance and PP

UTHUKELA DISTRICT MUNICIPALITY DRAFT IDP REVIEW 2011/12

C4 TURN-AROUND STRATEGY

ADOPTED BY COUNCIL ON THURSDAY, 15 APRIL 2010

NO.	PRIORITY TURN AROUND FOCAL AREA	CAPACITY ASSESSMENT FINDINGS	MARCH 2010 (Current Situation/ Baseline)	TARGET FOR DECEMBER 2010 (Changed Situation)	MUNICIPAL ACTION	UNBLOCKING ACTION NEEDED FROM OTHER SPHERES AND AGENCIES (e.g. intervention or technical support)	START DATE	END DATE	MEANS OF VERIFICATION	HUMAN RESOURCES ALLOCATED	BUDGET ALLOCATED	BUDGET PROJECTED	QUARTERLY PROGRESS
1	<b>Basic Service Delivery</b>												
1.1	<b>Access to water, management &amp; maintenance</b>	Insufficient funds to eradicate water backlogs	Water backlog 16.5%	District Master Plan	Engagement of National Treasury, National & Provincial Cogta & DWA for financial support	Financial support needed from National Treasury, National & Provincial Cogta & DWA	May 2010	Dec-10	Final District Master Plan	Mayor, MM, CFO, WSA Manager	R 0	R1million	
		No funds for replacing old & dilapidated water pipe lines resulting in perpetual bursting of water pipes	60% of infrastructure over 50 years old	Preventative Maintenance Plan	1. Preparation of Maintenance Plan 2. Seek funding from prospective funders	Financial support needed from National Treasury, National & Provincial Cogta & DWA	May 2010	Dec-10	Comprehensive O&M	Mayor, MM, CFO, WSA Manager	R 0	R2million	
		Water purification plants have exceeded designed capacity.	Plants operating beyond designed capacity	Designs for upgrading of plants in place	Prepare designs for the upgrading of plants	Engagement of National Treasury, National & Provincial Cogta & DWA	May 2010	Dec 2010	Feasibility Study/Technical Report	Technical Manager	R 0	R17million (14% of total project)	
		High water wastage & water loss	Estimated 40% water loss	Water conservation program completed.	Prepare water conservation programme.	Financial support needed from DWA,others	May 2010	Sept 2010	Water conservation programme finalised.	Technical Manager	R 200 000	R1 mill	
1.2	<b>Access to sanitation, management and maintenance</b>	Waste water purification plants have exceeded designed capacity.	Sanitation backlog 21%	Designs for upgrading of plants in place	Prepare designs for the upgrading of plants	Engagement of National Treasury, National & Provincial Cogta & DWA	May 2010	Dec-10	Upgrade design	Technical Manager	R 0	R 0	
	<b>ACCESS TO ELECTRICITY</b>	Electricity outages	Outages in Ezakheni purification plant	Solution to Ezakheni electricity outages	1) Follow-up on the application made by the municipality to Eskom 2) Municipality to follow up with Task Team	1) Eskom to respond on application 2) Eskom to provide costings	May 2010	Dec-10	Solution to outages	WSM	R 0	R 0	
		Electricity outages	Outages at Olifantskop purification plant	Solution to Olifantskop plant electricity outages	Municipality to make an electricity upgrade application to Eskom	1) Eskom to respond on application 2) Eskom to provide costings	May 2010	Dec-10	Solution to outages	WSM	R 0	R 0	

**UTHUKELA DISTRICT MUNICIPALITY DRAFT IDP REVIEW 2011/12**

<b>2</b>	<b>Public Participation</b>												
2.1	Communication with stakeholders	Fragmented public participation	Unstructured public participation processes	Public participation framework developed and implemented	Preparation of public participation framework	COGTA to provide support	May 2010	Dec 2010	Public participation Framework	Exec. Dir. Corporate Services	R2.1million	R2.1million	
<b>3</b>	<b>Governance</b>												
	<b>Labour Relations</b>												
	Wage parity	wage parity issues emanating from transfer of	Disparity in salaries of people doing the same task	Job evaluation completed	Municipality to facilitate finalisation of job evaluation	Finalisation of job evaluation by SALGA	June 2010	Dec 2010	Minutes of meeting with SALGA	Exec. Dir. Corporate Services	R 0	R 0	
<b>3.1</b>	<b>Political management &amp; oversight</b>												
	Council Oversight	Limited Council Oversight	No Council Oversight Framework	Oversight Framework developed and implemented	Prepare and implement Oversight Framework	COGTA to provide support	May 2010	Dec 2010	Oversight Framework	MM	R 0	R 0	
	Intergovernmental relations	Poor relation between government institutions	Un-coordinated service delivery	Functional intergovernmental structures	Resuscitate intergovernmental relations structures and affirm terms of reference	COGTA and KWANALOGA	May 2010	Dec 2010	Functional Structures	MM	R 500 000	R 500 000	
<b>3.2</b>	<b>Administration</b>												
	Technical skills	Inability to attract and retain technical skills	1) Recruitment policy in place. 2) Vacancies in critical posts	Recruitment and retention strategy	Prepare Recruitment and retention strategy	Engagement of DBSA and SALGA	May 2010	Dec 2010	Documented Strategy	Exec. Dir. Corporate Services	R 0	R 0	
<b>4</b>	<b>Financial Management</b>												
4.1	Financial viability of the municipality	Detoriating financial position of the municipality	Weak financial position	Financial recovery plan prepared and implemented	Prepare financial recovery plan	COGTA, Provincial Treasurer, DBSA	May-10	Dec-10	Recovery plan	CFO	R 320.00	R 0	

## **SECTION D: SPATIAL DEVELOPMENT FRAMEWORK**

### **D1.1 BACKGROUND**

The first development of the Spatial Development Framework of uThukela district municipality was in 2003 and it has been reviewed on annual basis when the municipality review its Integrated Development Plan (IDP). The current review of the SDF was done in March 2011 to provide a basis of making choices about how much of what kind of development where, which would also need to be informed by a stronger environmental analysis. In reviewing the SDF, the Environmental Toolkit was taken into consideration

uThukela strongly believes that planning of this kind will assist to indicate where development can occur and the areas where it should be contained. It would also indicate the density of development that could be accommodated.

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 2011/2012 financial year. In terms of the Municipal Systems Act all municipalities are required to prepare and review their 5-year IDP's 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.

### **LAND INFORMATION**

#### **Location**

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 dispersed, 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.

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.

#### **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.

#### **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).

#### **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.

#### **URBAN AREAS**

Ladysmith and Estcourt are the two major towns and economic hubs within the uThukela District Municipality. Both Ladysmith and Estcourt are commercial centres for surrounding farming areas and serves as shopping centres for towns such as Bergville, which lacks a strong commercial presence. As Ladysmith is the economic and regional hub, the banking sector and service industry is prevalent. The town is further the industrial hub, with

the majority of industries being located around Ladysmith. The only industrial estate in the District is also located a short distance from Ladysmith.

## **Land Ownership**

### **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.

### **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)**

<b>Year</b>	<b>Emnambithi</b>	<b>Imbabazane</b>	<b>Okhahlamba</b>	<b>Umtshezi</b>	<b>Total (ha)</b>
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

### **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.

### **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.



### **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.

### **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.

### **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.

## **CONCEPT PLAN**

### **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.

### **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.

### **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 non-productive 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.

### **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.

## **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.

## **STRATEGIC SPATIAL ASSESSMENT**

### **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).

### **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"**

## 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>

## SPATIAL STRATEGIES

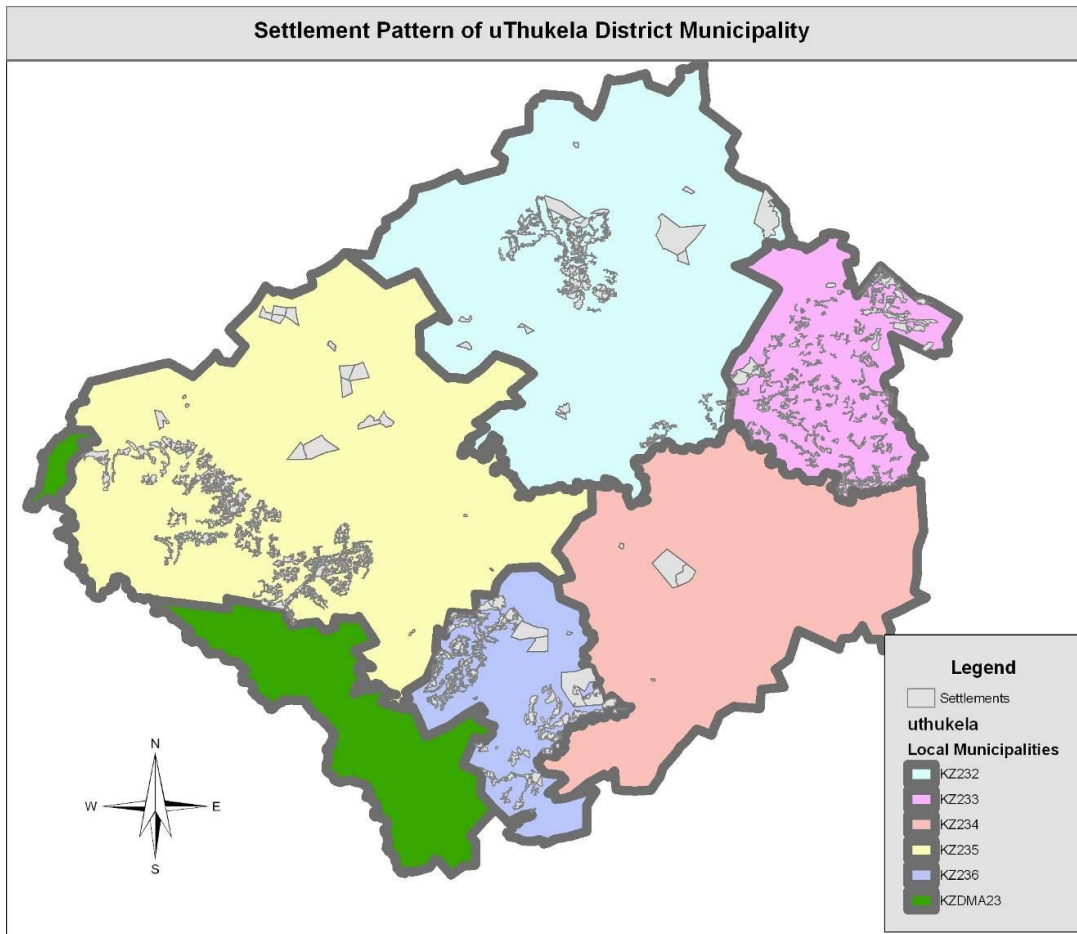
In order to achieve the above aims and objectives the following strategies needs to be adopted:

- The town of Ladysmith is to be developed as the *Primary Admin Centre* of the District.
- The industrial area at Ladysmith is to be developed as the *Primary Industrial Hub* of the District.
- The town of Estcourt is to be developed as the *Primary Agri-processing Hub* of the District.
- 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.

- *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.
- *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.
- The N11 and N3 are identified as *Primary Corridors* and play an important part in making the District economically competitive.
- *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.
- 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.
- *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.
- 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.
- The *N3 Corridor Development Nodes* have been located along the N3 in order to derive some benefits from this major transport route.
- *Water and Sanitation Infrastructure Investment* are identified in the uThukela District Municipality Water Services Development Plan (2007)

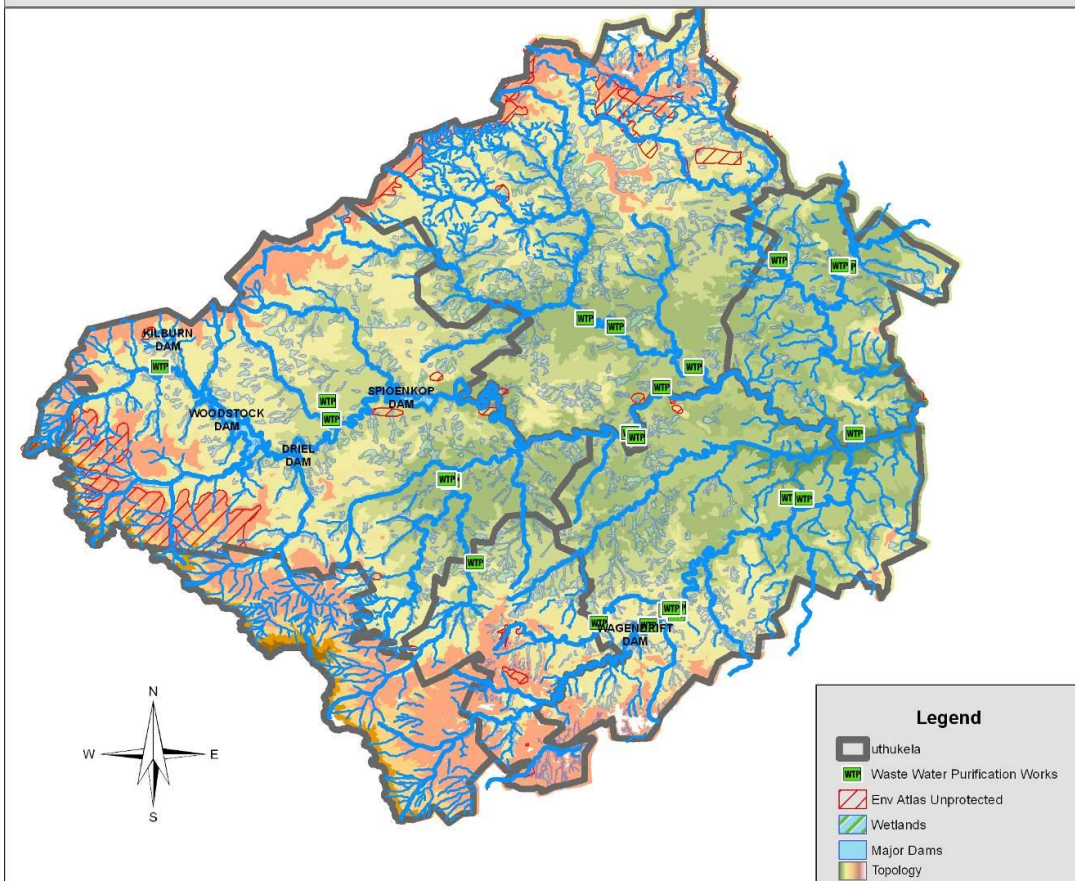
**MAPS**

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

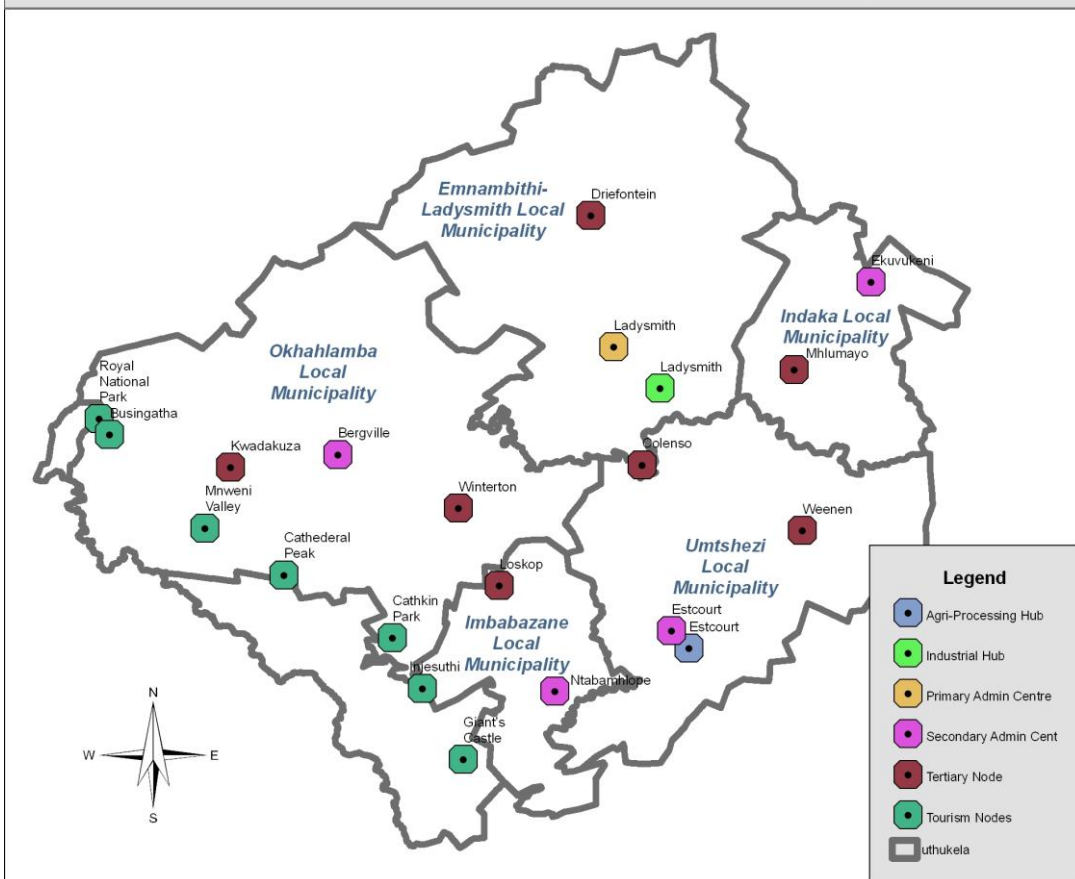


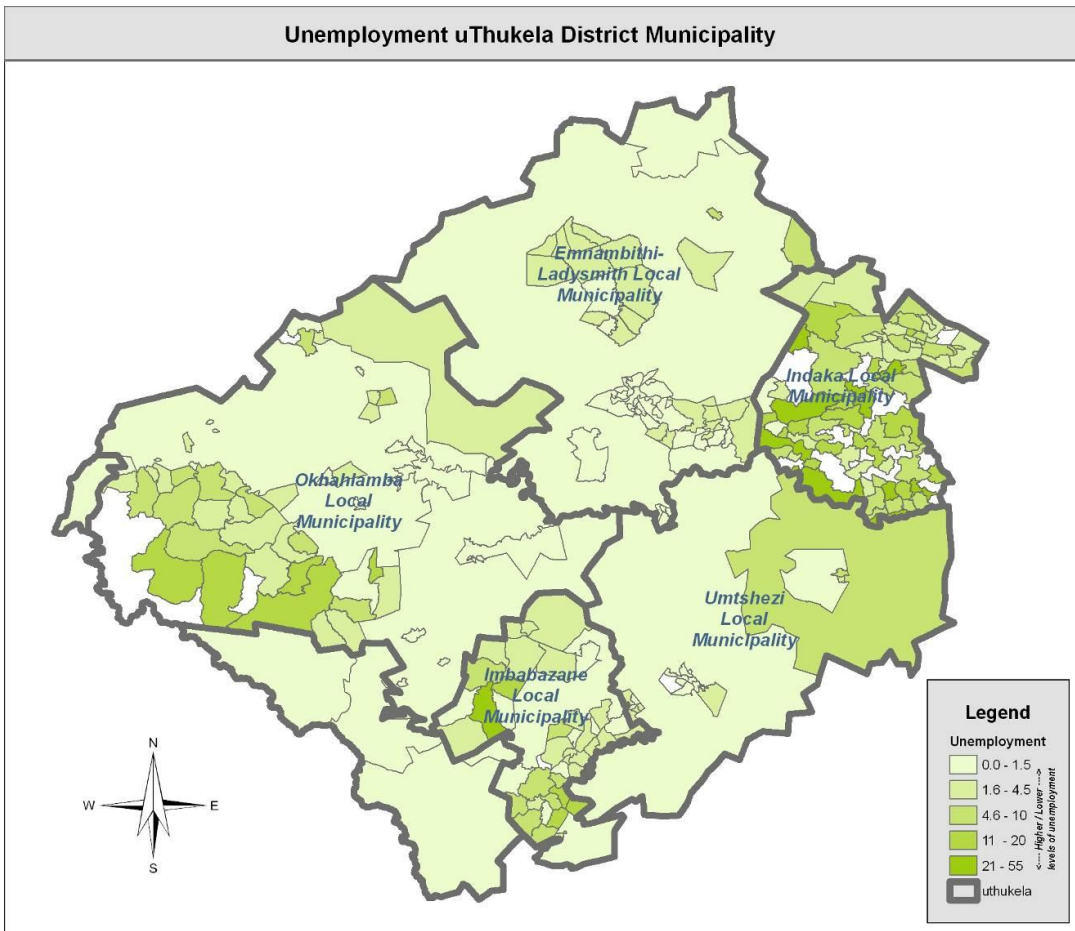
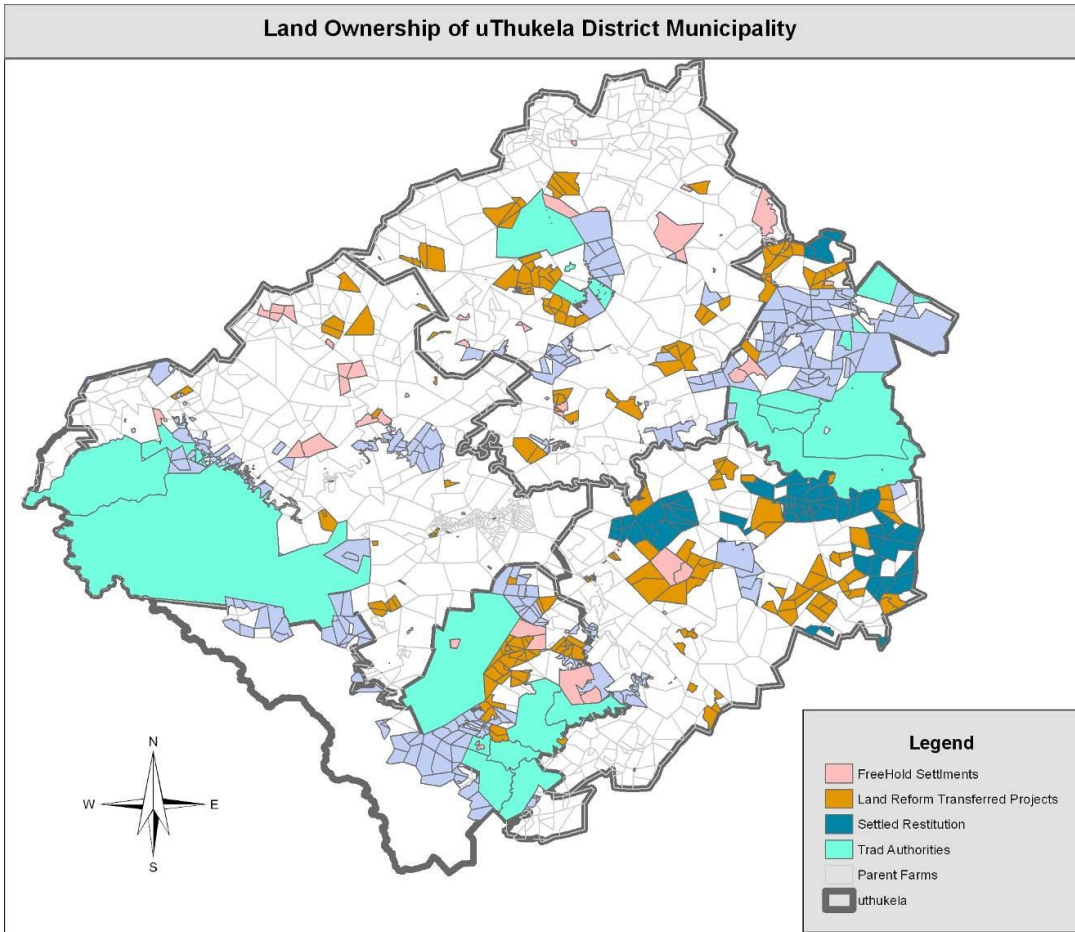


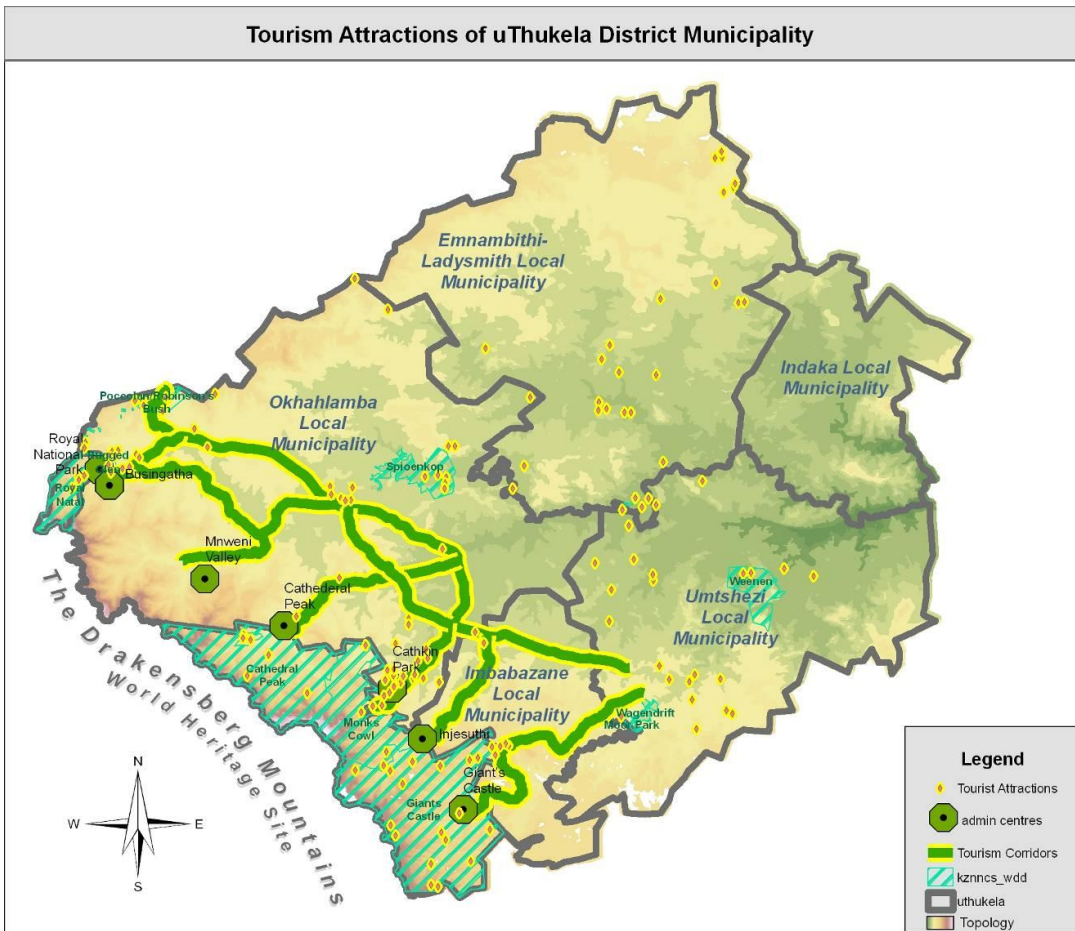
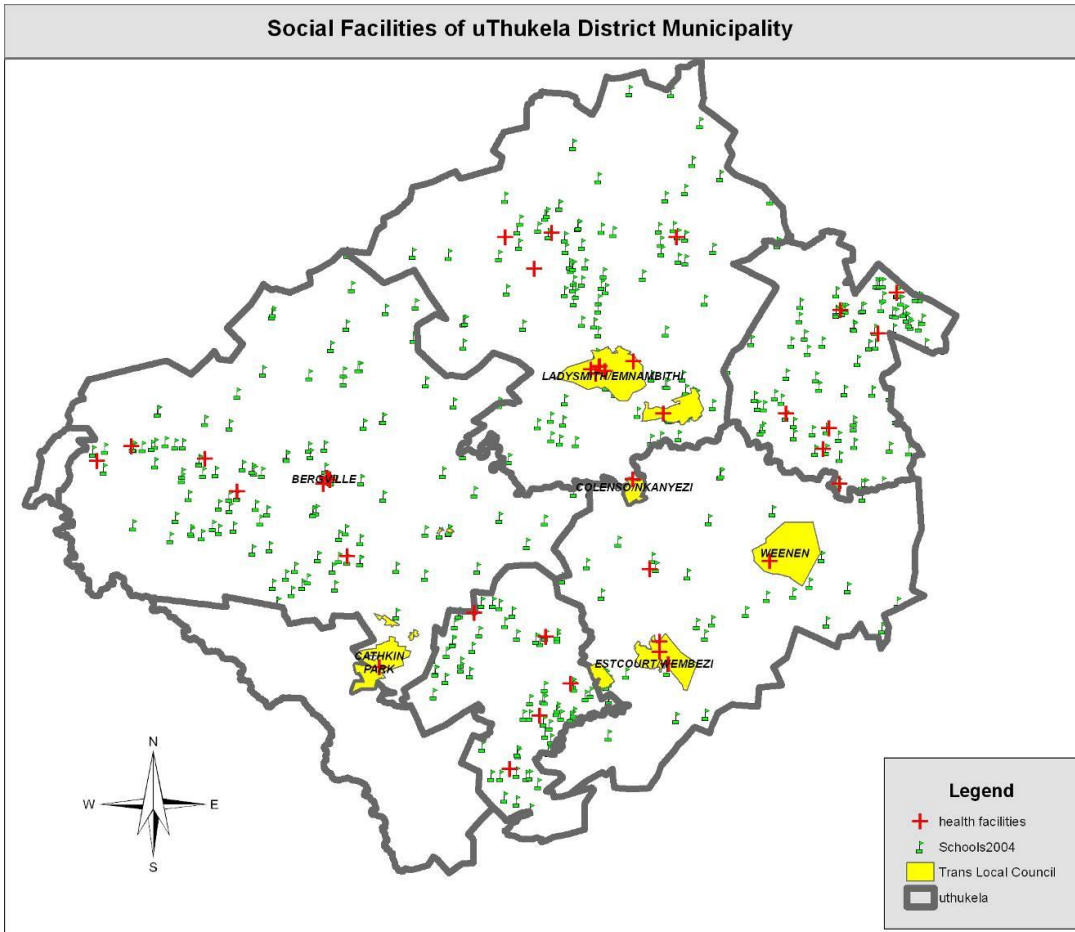
**Environmental Concerns of uThukela District Municipality**



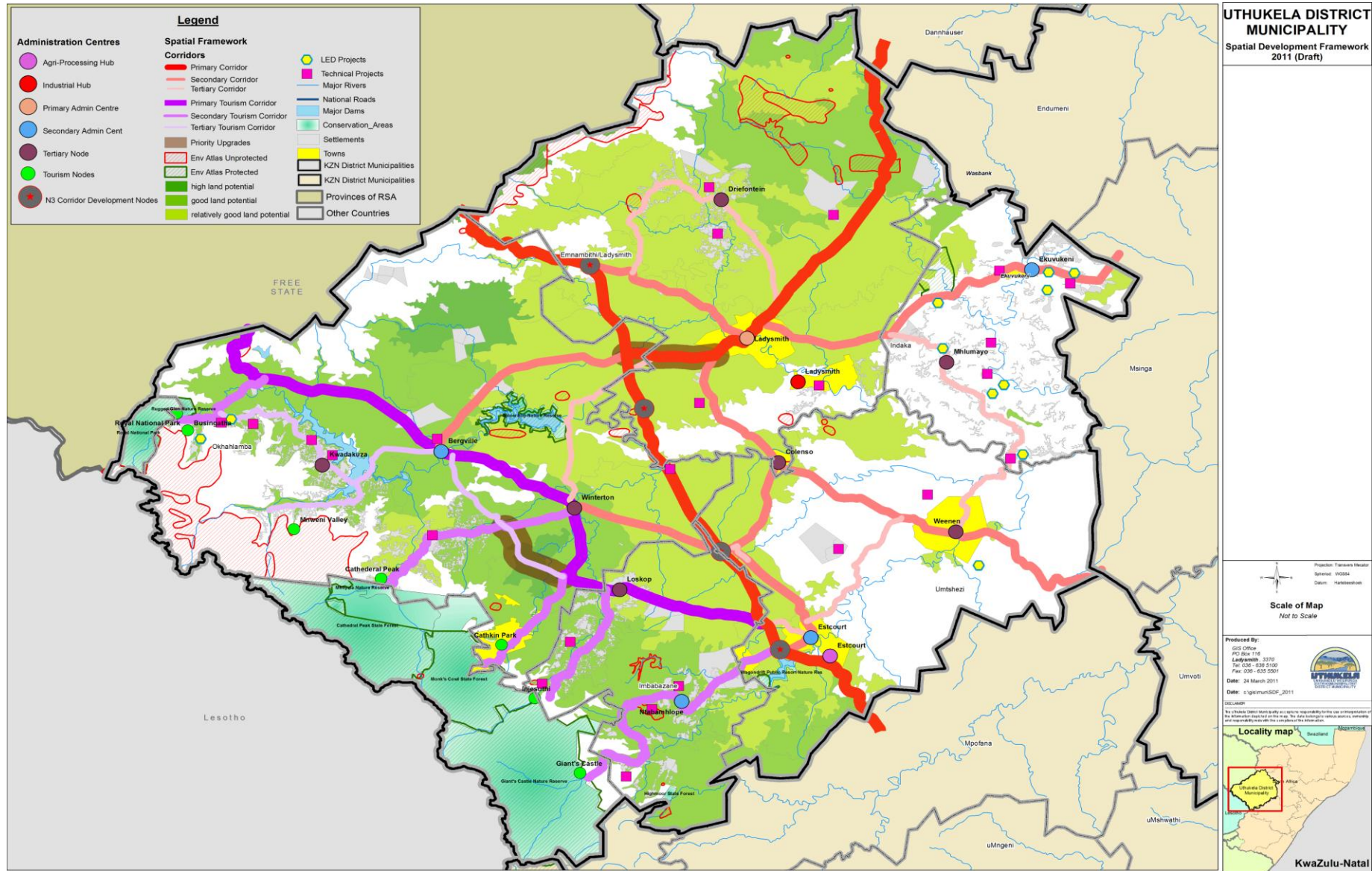
**Hubs & Satellite Service Centres of uThukela District Municipality**











## **D1.2 SPATIAL ANALYSIS**

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.

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

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 forms 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. In line 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.

### **D1.3 ALIGNMENT OF UTHUKELA SDF WITH LOCAL MUNICIPALITIES AND NEIGHBOURING DISTRICTS**

uThukela district municipality had a number of strategic meetings in aligning the SDF with local municipalities and uThukela district municipality engages with neighbouring municipalities on cross border issues. The neighbouring districts which includes Amajuba, Umzinyathi, Umgungundlovu, Zululand, uThungulu, iLembe and uThukela district municipalities had meetings on cross border alignment, 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. The last district alignment meeting was hosted by Zululand district municipality on the 29 November 2010

### **D1.4 ALIGNMENT OF SDF WITH NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)**

The NSDP is the initiative from the Office of the Presidency to reconfigure apartheid spatial relations and to implement spatial priorities that meet the constitutional imperative of providing basic services to all and alleviating poverty and inequality. To ensure that the SDF is talking to the NSDP, a workshop was held in March 2009 where sector departments, NGO's, Chamber of Business were invited. In the workshop the service providers engaged with stakeholders in identifying the key driving forces and develop new scenarios for future development. The report of the NSDP contains analysis of the District spatial and economic development.

In reviewing the uThukela SDF, the NSDP principles were taken into consideration.

The table below show the alignment between the NSDP Principles and uThukela District Municipality priority Focus

**NSDP Principles**

**UTDM IDP Priority Focus for 2011/2012**

<p>Rapid Economic Growth that is sustained and inclusive is a pre requisite for the achievement of other policy objectives, among which poverty alleviation</p>	<p>Economic Development</p>
<p>Government spending on fixed investment should be focused on localities of economic growth in order to gear up private-sector investment, to stimulate sustainable economic activities and create long term employment opportunities</p>	<p>Provision of sustainable infrastructure, water and sanitation services and backlog . Coordination of social services</p>
<p>Efforts to address the past and current social inequalities should focus on people not places. In localities where there are high levels of poverty and demonstrated economic potential, this could include fixes capital investment beyond basic services to exploit the potential of those localities</p>	<p>Economic Development</p>
<p>Future settlement and economic development opportunities should channelled into activity corridors and nodes that link the main growth centre. Infrastructure investment should support localities that will be the major growth nodes in South Africa.</p>	<p>Economic Development and Spatial Development Framework</p>
<p>To provide basic service to all citizen wherever they reside</p>	<p>Provision of sustainable infrastructure, water and sanitation services and backlog .</p>



## **D1.5 ALIGNMENT OF SDF WITH PSEDS**

The Provincial Spatial Economic Development Strategy (PSEDS) is built on the principles of the National Spatial Development Strategy (NSDP). uThukela Spatial Development Framework (SDF) is also focusing on the four key sectors identified as key drivers of the Economic Growth in the PSEDS. The key sectors are Agricultural, Tourism, Industrial and Service sectors. The SDF is aligned to PSEDS.

The PSEDP identifies nodes and activity corridors which would facilitate increased growth of existing centres & corridors of economic development, Ensure that the economic development potential in areas of high poverty levels and densities is realised.

The nodes in uThukela are prioritised as followed in the PSEDS:

Tertiary Node7	LADYSMITH
Quaternary Node1	BERGVILLE
Quaternary Node33	WEENEN
Quaternary Node34	WINTERTON
Secondary Corridor 8	UKHAHLAMBA

The overview of Potential per Economic sector in uThukela District Municipality are the following:

### AGRICULTURE AND LAND REFORM

- Support land reform beneficiaries – Weenen & Winterton;
- Support for land reform cluster projects across uThukela – Besters, Ladysmith & Weenen (with special focus on maize and beef farming);

### TOURISM

- Battlefields routes: Development of linkages to benefit previously disadvantaged;
- Drakensberg eco-tourism: Develop cultural tourism opportunities with bordering communities;
- Improve tourism signage along Drakensberg fringe;
- Improve state of access roads to tourist centres

### INDUSTRY

- Emnambithi Industrial area: provision of world class infrastructure; and
- Provide adequate affordable housing and related services

### SERVICES

- Plan Weenen to position for investment; and
- Provide adequate affordable housing and related services in towns.

## **D1.6 LAND USE MANAGEMENT SYSTEM**

The main role of uThukela district municipality is to give support and develop the LUMS Guidelines/Framework that assists the local municipalities in preparation of LUMS. In order to ensure that there is a sustainable development; the LUMS Framework considers the environmental conservation of resources. The all 5 local municipalities under uThukela have developed, reviewed and adopted their LUMS using the guidelines formulated by uThukela district municipality. The challenge that faces local municipalities is the implementation of these LUMS.

## **D1.7 LUMS GUIDELINES/Framework**

### 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.

### **Rivers**

- No development within the 1:100 flood lines 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.

### **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.

### **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.

### **Environmental**

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

### **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.

### **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

### 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.

### 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		
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		

## SECTION E SECTOR INVOLVEMENT

### E.1 INTRODUCTION

In involving the sector departments in 2011/2012 IDP Review, uThukela district municipality used the IDP Service Providers Forum in getting the information and planning together, but it was not effective because of inconstancy of attending meeting. uThukela district municipality believes that the initiative from COGTA of developing the IDP process manual for all sector departments participating in municipal IDP reviews process will improve the participation of sector departments in the uThukela IDP. The challenge that came from the discussion between uThukela District Municipality and sector departments was the different budgeting cycles between local government and Provincial Government. The following are sector departments that came forward in the preparation of uThukela IDP review for 2011/2012 and the tables indicates their programmes for 2011/2012 financial year:

### E.2 Department of Arts and Culture

UTHUKELA DM	Project/Programme Details ( per LM)	Project Cost Actual and Expenditure	Ward /Area where project will be implemented	Project Start Period	Project Status
Emnambithi LM	Support to Arts and Culture Forum.	R4 000.00	All Wards	2008	Ongoing
	Establish and support War on Poverty Cadres	R5 000.00	All Wards	Nov 2009	Ongoing
	Support/facilitation of multicultural projects	R14 000.00	All wards	2010	Planned
	Moral Regeneration Programme – focusing on Women, youth and disabled	R8 250.00	All wards	2010	Planned
	Visual Arts and Craft Promotion (Access to LM & District exhibition platforms)	R6 000.00	All wards	2010	Ongoing
	Hip-Hop, Story Telling & Kwaito eliminations	R10 000.00	All wards	2010	Planned
	Non- Accredited Skills Training (Visual Arts, Craft & Performing Arts Training)	R40 000.00	All wards	2010	Planned
	Participation in uThukela Community Arts Festival	R22 000.00	All wards	2010	Planned
	Performing Arts Promotion	R55 467.00	All wards	2010	Ongoing
	Providing platform & market to visual Artists, Crafters & Performers	R10 000.00	All wards	2010	Planned

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Okhahlamba LM	Support to Arts and Culture Forum.	R4 000.00	All Wards	2008	Ongoing
	Establish and support War on Poverty Cadres	R5 000.00	All Wards	Nov 2009	Ongoing
	Support/facilitation of multicultural projects	R17 250.00	All wards	2010	Planned
	Moral Regeneration Programme – focusing on Women, youth and disabled	R8 250.00	All wards	2010	Planned
	Visual Arts and Craft Promotion (Access to LM & District exhibition platforms)	R6 000.00	All wards	2010	Ongoing
	Hip-Hop, Story Telling & Kwaito eliminations	R7 500.00	All wards	2010	Planned
	Non- Accredited Skills Training (Visual Arts, Craft & Performing Arts Training)	R16 250.00	All wards	2010	Planned
	Participation in uThukela Community Arts Festival	R22 000.00	All wards	2010	Planned
	Performing Arts Promotion	R15 250.00	All wards	2010	Ongoing
	Providing platform & market to visual Artists, Crafters & Performers	R10 000.00	All wards	2010	Planned
Imbabazane LM	Support to Arts and Culture Forum.	R4 000.00	All Wards	2008	Ongoing
	Establish and support War on Poverty Cadres	R5 000.00	All Wards	Nov 2009	Ongoing
	Support/facilitation of multicultural projects	R172 500.00	All wards	2010	Planned
	Moral Regeneration Programme – focusing on Women, youth and disabled	R8 250.00	All wards	2010	Planned
	Visual Arts and Craft Promotion (Access to LM & District exhibition platforms)	R6 000.00	All wards	2010	Ongoing
	Hip-Hop, Story Telling & Kwaito eliminations	R7 500.00	All wards	2010	Planned
	Non- Accredited Skills Training (Visual Arts, Craft & Performing Arts Training)	R16 250.00	All wards	2010	Planned
	Participation in uThukela Community Arts Festival	R22 000.00	All wards	2010	Planned

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	Performing Arts Promotion	R15 250.00	All wards	2010	Ongoing
	Providing platform & market to visual Artists, Crafters & Performers	R10 000.00	All wards	2010	Planned
Umtshezi LM	Support to Arts and Culture Forum.	R4 000.00	All Wards	2008	Ongoing
	Establish and support War on Poverty Cadres	R5 000.00	All Wards	Nov 2009	Ongoing
	Support/facilitation of multicultural projects	R17 250.00	All wards	2010	Planned
	Moral Regeneration Programme – focusing on Women, youth and disabled	R10 000.00	All wards	2010	Planned
	Visual Arts and Craft Promotion (Access to LM & District exhibition platforms)	R16 250.00	All wards	2010	Ongoing
	Hip-Hop, Story Telling & Kwaito eliminations	R7 500.00	All wards	2010	Planned
	Non- Accredited Skills Training (Visual Arts, Craft & Performing Arts Training)	R10 000.00	All wards	2010	Planned
	Participation in uThukela Community Arts Festival	R22 000.00	All wards	2010	Planned
	Performing Arts Promotion	R15 250.00	All wards	2010	Ongoing
	Providing platform & market to visual Artists, Crafters & Performers	R10 000.00	All wards	2010	Planned
I Indaka LM	Support to Arts and Culture Forum.	R4 000.00	All Wards	2008	Ongoing
	Establish and support War on Poverty Cadres	R5 000.00	All Wards	Nov 2009	Ongoing
	Support/facilitation of multicultural projects	R17 250.00	All wards	2010	Planned
	Moral Regeneration Programme – focusing on Women, youth and disabled	R8 250.00	All wards	2010	Planned
	Visual Arts and Craft Promotion (Access to LM & District exhibition platforms)	R6 000.00	All wards	2010	Ongoing
	Hip-Hop, Story Telling & Kwaito eliminations	R7 500.00	All wards	2010	Planned
	Non- Accredited	R16 250.00	All wards	2010	Planned



	Skills Training (Visual Arts, Craft & Performing Arts Training)				
	Participation in uThukela Community Arts Festival	R22 000.00	All wards	2010	Planned
	Performing Arts Promotion	R15 250.00	All wards	2010	Ongoing
	Providing platform & market to visual Artists, Crafters & Performers	R10 000.00	All wards	2010	Planned

### E3 DEPARTMENT OF HUMAN SETTLEMENTS

2010 - 2011 - 2012 MTEF					
PROJECT NAME	LOCAL MUNICIPALITY	PROJECT STATUS	TOTAL UNITS	2011/12 BUDGET	2012/13 BUDGET
Colenso dyce	Emnambithi	Top Structure	300	2,000,000	6,544,700
Thembalihle Steadville	Emnambithi	Planning	500		5,100,000
Colenso Ntokozweni	Emnambithi	Planning	205	850,000	3,400,000
Ezakheni B & C Tin Houses	Emnambithi	Preparation Funding	1,000		0
Ezakheni E	Emnambithi	Preparation Funding	300		3,400,000
St Chads Urban Institu Upgrade	Emnambithi	Top Structure	2,500	14,715,000	14,535,000
Umbulwane Area Uthukela	Emnambithi	Top Structure	560	5,900,000	5,745,000
Steadville Area J	Emnambithi	Planning	914		0
Steadville Area E	Emnambithi	Services	175		0
Ingodini	Umtshezi	Top Structure	500		0
Wembezi C Ph 3	Umtshezi	Top Structure	500		2,575,000
Mimosadale Ph 2	Umtshezi	Planning	500		3,445,000
Rensburgdrift	Umtshezi	Planning	1,000		1,700,000
Owl and Elephant	Umtshezi	Top Structure	400		0
Ephangweini	Imbabazane	Top Structure	1,000	1,745,000	14,192,000
Mqedendaba	Imbabazane	Top Structure	1,000	6,000,000	11,800,000
Good Home	Imbabazane	Top Structure	1,000	15,000,000	13,500,000
Loch Sloy 1	Imbabazane	Planning	500	8,940,000	8,090,000
Loch Sloy 2	Imbabazane	Planning	500	9,862,000	4,400,000
Sobabili	Imbabazane	Top Structure	1,000	18,000,000	156,000,00 0
Zwelisha Craig	Imbabazane	Planning	700	5,000,000	0
Kwahlathi	INDAKA	Planning	1,000	11,000,000	11,000,000
Mhlumayo	INDAKA	Planning	1,000	13,750,000	5,500,000
Sahlumbe	INDAKA	Services	800	16,500,000	16,500,000
Uitval	INDAKA	Services/ Top	1,000	2,150,000	10,750,000

		Structure			
Vaalkop	INDAKA	Top Structure	600		850,000
Acton Homes	Okhahlamba	Planning	1,000	1,632,000	8,340,000
Amazizi 1	Okhahlamba	Top Structure	1,000		
Amazizi 2	Okhahlamba	Top Structure	1,000		
Gugulethu	Okhahlamba	Top Structure	500		
Nhlanhleni Bergivlle	Okhahlamba	Planning	510		
Winterton Khethani Ph 2	Okhahlamba	Top Structure	503		
Winterton Khethani Ph 3	Okhahlamba	Top Structure	500		

**E4 DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM**

PROJECT NAME	PROGRAMMES	LOCATION	BUDGET
Training & mentorship	Cooperatives		350 000
Nutrition			363 636
Cleaning			409090
Clothing and Textile cops			454 545
Co-ops in poultry-KZNPI			238 000
Agriculture			545 454
Training theory	SMME's		261 000
technical			144 400
One stop shop			1,000,000.00
Marketing(royal show)	SMME's		1,200,000.00
Okhahlamba enterprise development project	LED	Okhahlamba	4,600.000.00
Gijima Programme	LED		R19,000,000.00(Provincial Fund)
Review of municipal LED strategies	LED	All local municipalities and	Internal

		the district	
Consumer awareness	Consumer	All municipalities	internal

## SECTION F IMPLEMENTATION PLAN

### Three year Implementation of uThukela District Municipality with Committed Human and Financial Resources

OPERATING EXPENDITURE BY VOTE	BUDGET	BUDGET	BUDGET
	YEAR 1 (2011/2012)	YEAR 2 (2012/2013)	YEAR 3 (2013/2014)
Mayor and Council	8,510,509	9,021,140	9,562,408
Budget and Treasury	15,000,789	15,900,836	16,854,887
Municipal Managers office	3,231,626	3,425,523	3,631,054
Corporate & social services	18,619,517	19,736,689	20,920,890
Planning economic development & tourism	16,091,649	11,940,148	10,471,557
Municipal health and WSA	21,770,539	23,076,772	24,461,378
Municipal health and WSA	9,913,941	10,508,777	11,139,304
Water, sewerage and sanitation	240,869,912	255,322,106	270,641,432
Technical infrastructure	18,992,229	20,131,763	21,339,669
<b>TOTAL OPERATING EXPENDITURE BY VOTE</b>	<b>353,000,711</b>	<b>369,063,754</b>	<b>389,022,579</b>

<b>CAPITAL EXPENDITURE BY VOTE</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>
	<b>YEAR 1 (2011/2012)</b>	<b>YEAR 2 (2012/2013)</b>	<b>YEAR3 (2013/2014)</b>
Mayor and Council	0	0	0
Budget and Treasury	4,000	4,240	4,494
Municipal Managers office	0	0	0
Corporate & social services	5,000	5,300	5,618
Planning economic development & tourism	0	0	0
Municipal health and WSA	0	0	0
Water, sewerage and sanitation	2,666,130	2,826,098	2,995,664
Technical infrastructure	20,000 186,920,885	21,200 242,545,518	22,472 220,686,521
<b>TOTAL CAPITAL EXPENDITURE BY VOTE</b>	<b>189,616,015</b>	<b>245,402,356</b>	<b>223,714,769</b>

**MIG PROJECTS**

<b>PROJECT NAME</b>	<b>Project Status</b>	<b>Projected MIG Funding</b>
Umkhumbane / KwaShuzi Ward 8	Awaiting DWA approval	17 218 544.00
Ilenge Ward 7	Awaiting DWA appr	15 821 556.00
Abathembu Ward 6	Awaiting DWA approval	19 333 809.00
Emlilweni, KwaNogejane Ward 9	Awaiting DWA approval	17 600 729.00
Ephangwini Ward12	Awaiting DWA approval	19 834 592.00
Weenen Ward 5	Awaiting DWA app	16 403 360.00
Weenen Ward 7	Awaiting DWA appr	12 393 940.00
Peacetown Ward 15	Awaiting DWA appr	19 283 090.00
Burford Ward 14	Awaiting DWA appr	22 593 800.00
Thembalihle		3 279 701.00
<b>TOTAL</b>		<b>163 763 121.00</b>

## SECTION G PROJECTS

### ONE YEAR OPERATIONAL PLAN

#### FINANCE

PROJECT NAME	ESTIMATED BUDGET	FUNDER	FINANCIAL YEAR
Review and implement the recovery plan	Operational	UTDM	2011/2012
Implementation of the report on issues raised in audit report	Operational	UTDM	2011/2012
Development of audit plan	Operational	UTDM	2011/2012
Implementation of the credit control policy	Operational	UTDM	2011/2012
Budget / IDP participation	R2 400 000	UTDM	2011/2012
Data cleansing	R700 000	UTDM	2011/2012
Interns	R500 000	MSIG	2011/2012
GRAP/GAMAP Implementation	R400 000	UTDM	2011/2012
Assets verification	R1 100 000	UTDM	2011/2012
Pre-paid meters	6000 000	(DBSA)loan	2011/2012
Review of Financial Policies	R250 000	UTDM	2011/2012
Implementation of additional Munsoft modules i.e. Supply Chain and Credit Control	R400 000	UTDM	2011/2012

#### MUNICIPAL HEALTH AND WSA

PROJECT NAME	ESTIMATED BUDGET	FUNDER	FINANCIAL YEAR
Inspection of food samples	Operational	UTDM	2011/2012
Analyzing of water samples	Operational	UTDM	2011/2012
Implementation of HIV/AIDS programme	R500 000	UTDM	2011/2012
Finalization of the environmental management plan	R200 000	UTDM	2011/2012
Development of the SEA	R300 000	UTDM	2011/2012
Inspection of the workplace for hazards	Operational	UTDM	2011/2012
Review of the WSDP	R50 000	UTDM	2011/2012
Review of the CIP	R300 000	UTDM	2011/2012

**STRATEGIC PLANNING AND ECONOMIC DEVELOPMENT**

<b>PROJECT NAME</b>	<b>ESTIMATED BUDGET</b>	<b>FUNDER</b>	<b>FINANCIAL YEAR</b>
Revival of the LED Forum	Operational	UTDM	2011/2012
Hosting of an annual DGDS	R100 000	COGTA	2011/2012
Develop SMME Policy	Operational	UTDM	2011/2012
Support SMME's on application basis and coops	R200 000	UTDM	2011/2012
Develop LED policy(craft)	Operational	UTDM	2011/2012
Support LED initiatives on application basis	R 2 million	UTDM	2011/2012
Review LED Plan	Operational	UTDM	2011/2012
Implementation of LED projects as per LED Plan	2 million	UTDM	2011/2012
Review Tourism Plan	Operational	UTDM	2011/2012
Implementation of tourism projects as per tourism plan	R500 000	UTDM	2011/2012
Facilitate tourism forum meeting	Operational	UTDM	2011/2012
Facilitate district tourism coordinating meeting	Operational	UTDM	2011/2012
Implementation of Woman's programme	R150 000	UTDM	2011/2012
Implementation of physically challenged Programme	R150 000	UTDM	2011/2012
Implementation of the senior citizen Programme	R150 000	UTDM	2011/2012
Implementation of sport programme(KWANALOGA GAMES)	R3 million	UTDM	2011/2012
Promotion of sports(Mayoral Cup)	R1 million	UTDM	2011/2012

**WSP**

<b>PROJECT NAME</b>	<b>ESTIMATED BUDGET</b>	<b>FUNDER</b>	<b>FINANCIAL YEAR</b>
Develop O&M Plan	R500 000	UTDM	2011/2012
Develop a Loss Reduction Plan	R250 000	UTDM	2011/2012
Develop water and sanitation response plan	R250 000	UTDM	2011/2012



**TECHNICAL**

PROJECT NAME	ESTIMATED BUDGET	FUNDER	FINANCIAL YEAR
Implementation of water and sanitation projects as per WSDP	R163 763 121.00	MIG	2011/2012
Develop a water master plan	R7 million	COGTA/DWA	2011/2012
Develop sanitation master plan	R 2 million	COGTA/DWA	2011/2012

**MIG PROJECTS**

PROJECT NAME	Project Status	Projected MIG Funding
Umkhumbane / KwaShuzi Ward 8	Awaiting DWA approval	17 218 544.00
Ilenge Ward 7	Awaiting DWA appr	15 821 556.00
Abathembu Ward 6	Awaiting DWA approval	19 333 809.00
Emlilweni, KwaNogejane Ward 9	Awaiting DWA approval	17 600 729.00
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Weenen Ward 7	Awaiting DWA appr	12 393 940.00
Peacetown Ward 15	Awaiting DWA appr	19 283 090.00
Burford Ward 14	Awaiting DWA appr	22 593 800.00
Thembalihle		3 279 701.00
<b>TOTAL</b>		<b>163 763 121.00</b>

**CORPORATE SERVICES**

PROJECT NAME	ESTIMATED BUDGET	FUNDER	FINANCIAL YEAR
Enrolment of 12 senior and middle management in the CPMD		LGSETA	2011/2012
Firefighting equipment	R500 000	UTDM	2011/2012
Facilitate the disaster Management Advisory Forum	Operational	UTDM	2011/2012
Review and amend the District workplace skills Plan	Operational	UTDM	2011/2012
Support the district policing forum	Operational	UTDM	2011/2012

Facilitate the Joint Operation Committee	Operational	UTDM	2011/2012
Installation of the disaster communication system	R600 000	UTDM	2011/2012
Facilitate the community engagement meetings	Operational	UTDM	2011/2012
Implementation of the communication strategy	Operational	UTDM	2011/2012
Review the terms of reference of the IGR structures	Operational	UTDM	2011/2012

### COMMUNICATIONS

PROJECT NAME	ESTIMATED BUDGET	FUNDER	F/YEAR
Radio ukhozi slot	500 000	UTDM	2011/2012
Mayoral izimbizo	2000 000	UTDM	2011/2012
Communications/newsletter/Magazine	600 000	UTDM	2011/2012
Stipend community workers	300 000	UTDM	2011/2012

### SANITATION PROJECTS WITHOUT FUNDING

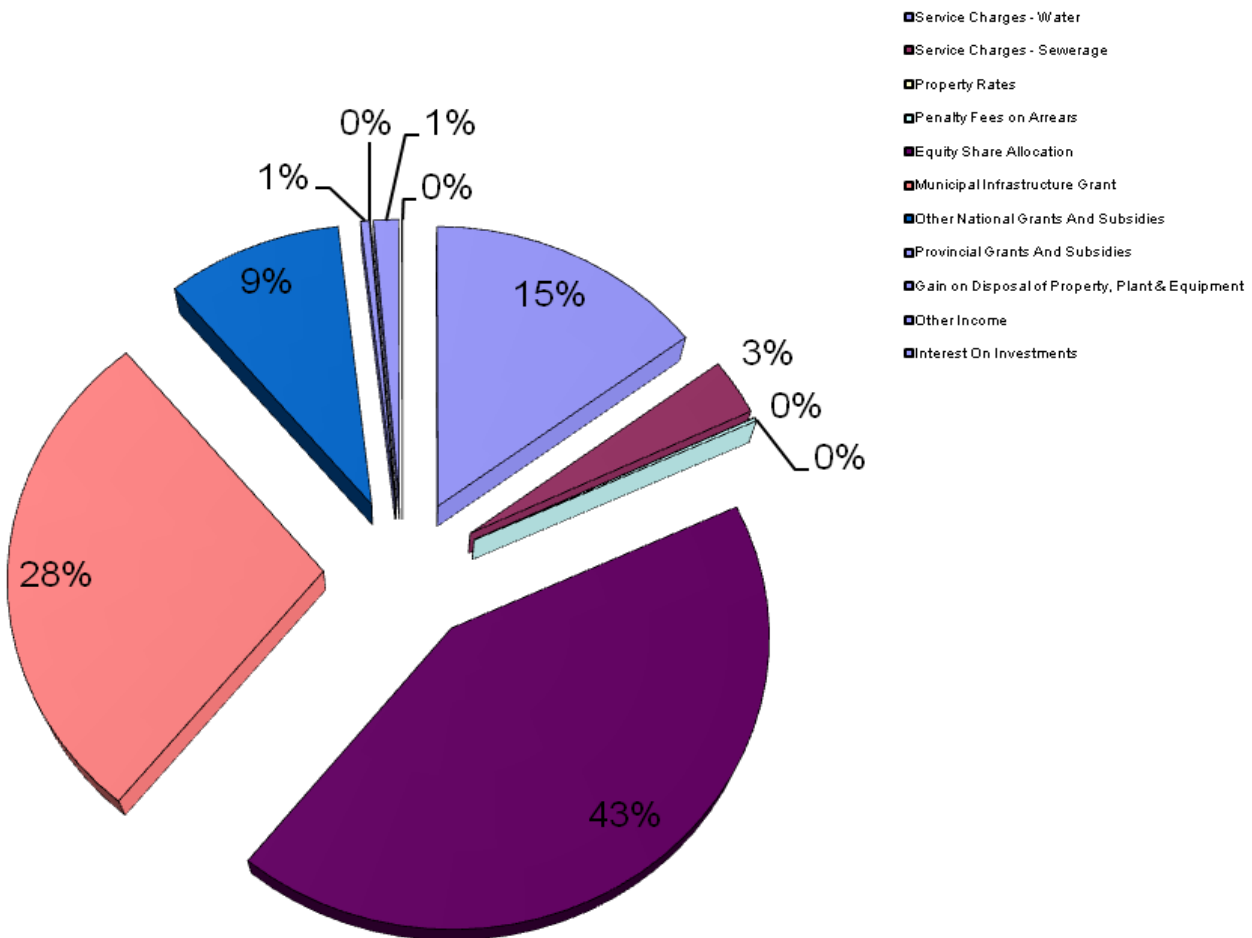
The following projects emanates from the consultation that was done by the municipality, should the municipality gets the funding this projects will be implemented.

Name of project	Local Municipality	Ward	Status
Mathondwane sanitation	Emnambithi	17	No funding
Kleinfontein	Emnambithi	19	No funding
Peacetown	Emnambithi	15	No funding
Burford	Emnambithi	14	No funding
Driefontein	Emnambithi	13, 18	No funding
Inkunzi	Emnambithi	24	No funding
KwaMthandi	Emnambithi	20	No funding
Weenen	Umtshezi	5, 7	No funding
Thembalihle	Umtshezi	4	No funding
Umtshezi	Umtshezi	3	No funding
Sandlwana	Okhahlamba	5	No funding
Hoffental	Okhahlamba	4	No funding
Hambrook	Okhahlamba	13	No funding
Acton Homes	Okhahlamba	12	No funding
Thintwa	Okhahlamba	13	No funding
Shayamoya	Imbabazane	3	No funding
Emhubheni	Imbabazane	7	No funding
Ephangwini	Imbabazane	12	No funding
Umkhumbane,kwaShuzi	Indaka	8	No funding
Ilenge	Indaka	7	No funding
Abathembu	Indaka	6	No funding
Etholeni	Indaka	3	No funding
Uitval,emlilweni	Indaka	2	No funding
Kwanogejane	Indaka	9	No funding

## SECTION H MUNICIPAL BUDGET OVERVIEW

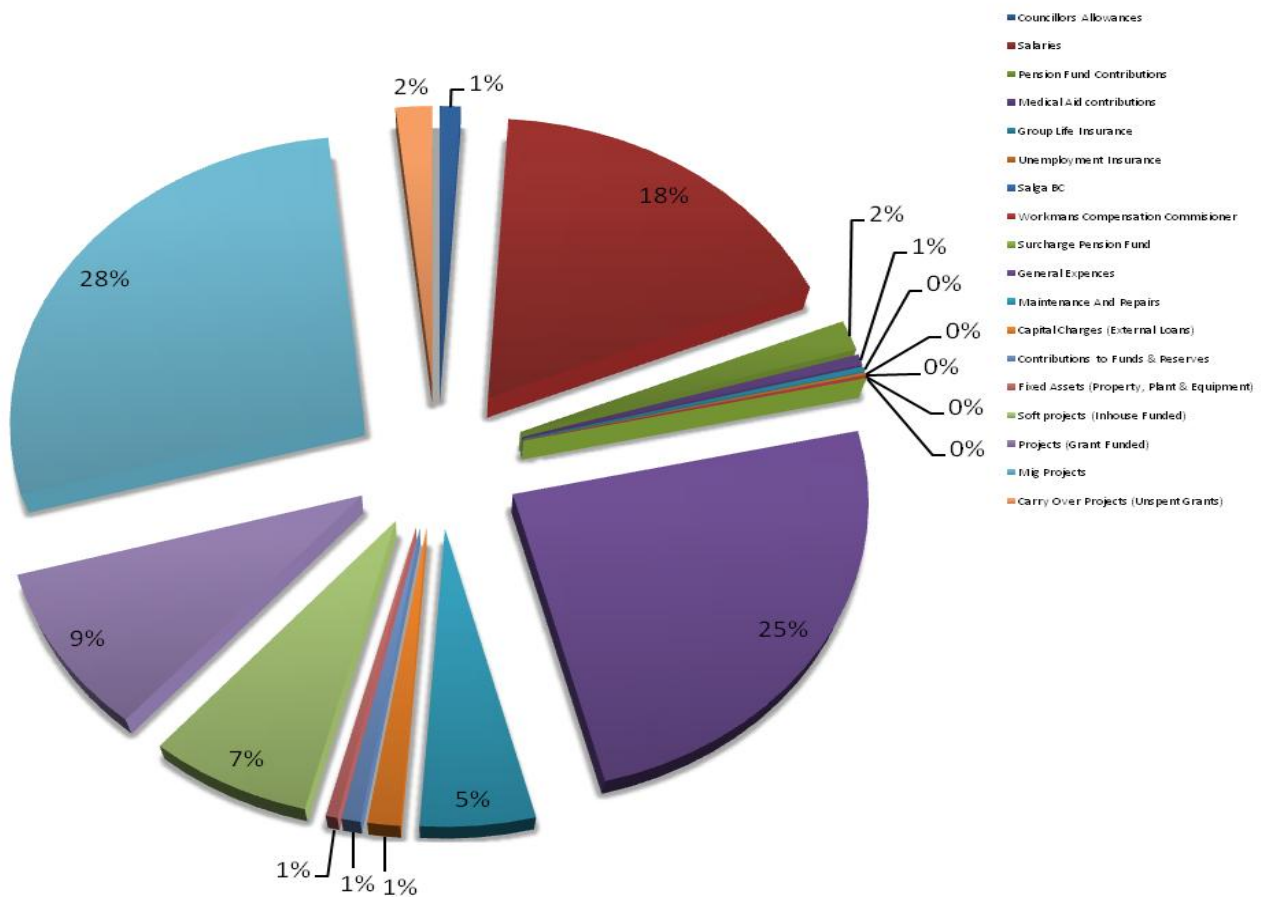
### OPERATIONAL INCOME BUDGET

Service Charges - Water	79 578 893	14.81%
Service Charges - Sewerage	16 879 330	3.14%
Property Rates	0	0.00%
Penalty Fees on Arrears	986 550	0.18%
Equity Share Allocation	229 471 000	42.71%
Municipal Infrastructure Grant	150 740 000	28.06%
Other National Grants And Subsidies	49 927 000	9.29%
Provincial Grants And Subsidies	2 400 000	0.45%
Gain on Disposal of Property, Plant & Equipment	0	0.00%
Other Income	7 018 100	1.31%
Interest On Investments	218 000	0.04%
	<b>537 218 873</b>	<b>100.00%</b>



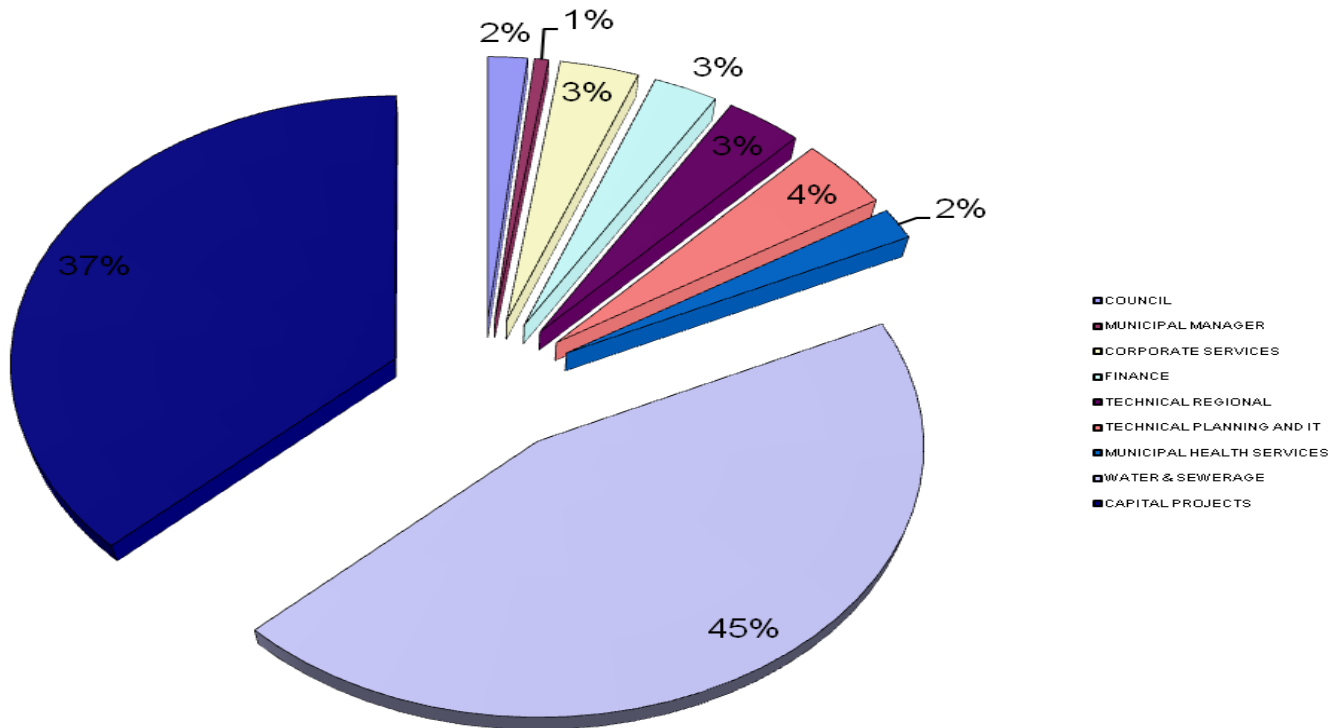
**OPERATIONAL EXPENDITURE BUDGET 2010/2011**

Councillors Allowances	5 319 878	0.99%
Salaries	94 795 532	17.65%
Pension Fund Contributions	9 083 653	1.69%
Medical Aid contributions	3 203 008	0.60%
Group Life Insurance	1 549 408	0.29%
Unemployment Insurance	697 434	0.13%
Salga BC	31 903	0.01%
Workmans Compensation Commisioner	695 923	0.13%
Surcharge Pension Fund	0	0.00%
General Expences	131 669 163	24.51%
Maintenance And Repairs	27 605 920	5.14%
Capital Charges (External Loans)	7 874 453	1.47%
Contributions to Funds & Reserves	4 600 000	0.86%
Fixed Assets (Property, Plant & Equipment)	2 845 130	0.53%
Soft projects (Inhouse Funded)	39 084 935	7.28%
Projects (Grant Funded)	50 287 000	9.36%
Mig Projects	148 733 885	27.69%
Carry Over Projects (Unspent Grants)	9 141 649	1.70%
	<b>537 218 873</b>	<b>100.00%</b>



**EXPENDITURE PER DEPARTMENT FOR 2010/2011**

COUNCIL	9 110 509	1.70%
MUNICIPAL MANAGER	3 231 626	0.60%
CORPORATE SERVICES	18 289 969	3.40%
FINANCE	15 004 789	2.79%
TECHNICAL REGIONAL	18 012 229	3.35%
TECHNICAL PLANNING AND IT	22 170 539	4.13%
MUNICIPAL HEALTH SERVICES	9 913 941	1.85%
WATER & SEWERAGE	242 322 737	45.11%
CAPITAL PROJECTS	199 162 534	37.07%
	<b>537 218 873</b>	<b>100.00%</b>





UThukela District Municipality IDP Review 2011/2012

OPERATING INCOME BUDGET 2011/2012					
INCOME	BUDGET 2010/2011	ESTIMATED ACTUAL 2010/2011	BUDGET 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014
<b>GRANT INCOME</b>					
Government Grant - Equity Share (DORA)	118 917 000	118 917 000	137 682 600	152 103 600	162 547 800
<b>Sub Total Grant Income</b>	<b>118 917 000</b>	<b>118 917 000</b>	<b>137 682 600</b>	<b>152 103 600</b>	<b>162 547 800</b>
<b>OTHER INCOME</b>					
Property Rates	446 938	446 938	0	670 406	893 875
Penalties on Property Rates	0	0	0	0	0
Interest Other	280 753	490 099	490 000	519 400	550 564
Interest On Investments	279 782	217 799	218 000	231 080	244 945
Fines	700	700	0	112 087	124 159
Cashier Surpluses	0	0	0	0	0
Sundry Income	59 028	110 518	111 000	117 660	124 720
Database Registration	26 829	24 150	25 000	26 500	28 090
Insurance Claims	0	0	0	0	0
Tender Deposits	108 873	95 264	96 000	101 760	107 866
Adverts Quotations & tenders	2 365	3 056	3 100	3 286	3 483
Gain on Disposal of Property, Plant & Equipment	0	0	0	0	0
External Funding Sourced	0	0	0	0	0
MIG Agency Fees (Project Management Unit)	3 266 959	3 197 201	2 006 115	2 126 482	2 254 070
<b>Sub Total Other Income</b>	<b>4 472 227</b>	<b>4 585 725</b>	<b>2 949 215</b>	<b>3 908 661</b>	<b>4 331 772</b>
<b>GRAND TOTAL R.S.S.</b>	<b>123 389 227</b>	<b>123 502 725</b>	<b>140 631 815</b>	<b>156 012 261</b>	<b>166 879 572</b>
<b>GRANT INCOME ON CAPITAL EXPENDITURE</b>					
DWAF Refurbishment Grant	0	0	0	0	0
DWAF Drought Relief Grant (DORA)	0	0	0	0	0
Backlog In Water & Sanit At Clinics & Schools Grant (DORA)	0	0	0	0	0
Regional Bulk Infrastructure grant - Driefontein (DORA)	24 295 000	24 295 000	18 430 000	44 000 000	65 910 000
Municipal Infrastructure Grant (DORA)	122 067 041	122 136 799	148 733 885	181 159 518	191 112 930
<b>Sub Total Grant Income On Capital Projects</b>	<b>146 362 041</b>	<b>146 431 799</b>	<b>167 163 885</b>	<b>225 159 518</b>	<b>257 022 930</b>
<b>CONDITIONAL GRANTS - PROJECTS</b>					
Municipal Systems Improv. Program Grant (DORA)	750 000	750 000	790 000	1 000 000	1 000 000
Local Government Support Grant	0	0	0	0	0
Local Government Fin Mangt Grant (DORA)	1 000 000	1 000 000	1 250 000	1 250 000	1 250 000
Building For Sports And Recreation Prog	0	0	0	0	0
KZN-Provincial Management Assistance Program	0	0	0	0	0
KZN-Library Building Projects	0	0	0	0	0
National Electrification (Eskom) Grant (DORA)	0	0	0	0	0
KZN-Municipal Development Information Services	0	0	0	0	0
KZN-Infrastructure	0	0	0	0	0
KZN-Facilitate Water Serv Delivery Planning & Mechanis	0	0	0	0	0
KZN-Development Administration	0	0	0	0	0
KZN-Shared Services	0	0	2 400 000	0	200 000
KZN-Strategic Support	0	0	0	0	0
KZN-Centre Management Support	0	0	0	0	0
KZN-Inegrated Development Planning Supp Grant	0	0	0	0	0
KZN-Municipal Performance Management System Grant	0	0	0	0	0
KZN-Motor Vehicle Licence Fees	0	0	0	0	0
KZN-Disaster Management	0	0	0	0	0
KZN-Small Town Regeneration	0	0	0	0	0
Incentive Grant To Meet Targets (Priority Government) (DORA)	0	0	0	0	0
Expanded Public Works Program Incentive Grant (DORA)	12 410 000	12 410 000	16 729 000	0	0
Rural Transport Services & Infrastructure Grant (DORA)	0	0	1 688 000	1 780 000	1 869 000
Cocta/Dwa	0	0	9 000 000	0	0
Carry Over Creditor Projects (GRANTS)	0	0	0	0	0
<b>Sub Total Conditional Grants - Projects</b>	<b>14 160 000</b>	<b>14 160 000</b>	<b>31 857 000</b>	<b>4 030 000</b>	<b>4 319 000</b>
<b>GRAND TOTAL GRANT INCOME</b>	<b>160 522 041</b>	<b>160 591 799</b>	<b>199 020 885</b>	<b>229 189 518</b>	<b>261 341 930</b>

UThukela District Municipality IDP Review 2011/2012

VOTE NUMBER	EXPENDITURE	BUDGET 2010/2011	ESTIMATED ACTUAL 2010/2011	BUDGET 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014
	<b>Brought forward</b>	<b>5 443 368</b>	<b>5 401 105</b>	<b>7 600 539</b>	<b>8 056 572</b>	<b>8 539 966</b>
	<b>Projects</b>					
405 405 001	Uthukela District Associations (SAFA)	600 000	200 000	0	0	0
405 405 002	Kwanaloga Games	2 900 000	1 999 266	2 500 000	2 650 000	2 809 000
405 405 003	Promotion of Sports	1 200 000	550 415	0	0	0
405 405 004	Social Economic Activities	2 000 000	1 627 424	0	0	0
405 405 005	Arts, Culture and Music	1 000 000	924 584	0	0	0
405 405 006	Counter Funding - Projects	2 000 000	0	0	0	0
405 405 007	Youth And Gender Development	1 000 000	876 664	400 000	424 000	449 440
405 405 008	LED Program	2 000 000	569 462	2 000 000	2 120 000	2 247 200
405 405 009	Mayoral Cup	700 000	616 374	1 000 000	1 060 000	1 123 600
405 405 010	Youth Day	0	0	150 000	159 000	168 540
405 405 011	Intergrated Development Plan	50 000	0	60 000	63 600	67 416
405 405 013	Performance Management System	0	0	60 000	63 600	67 416
405 405 014	IT And Establishment Cost - New Building	6 341 351	5 557 418	0	0	0
405 405 015	Development Planned Shared Services	0	0	750 000	795 000	842 700
405 405 016	Hosting Annual DGDS	0	0	100 000	106 000	112 360
405 405 017	IT Equipment, Upgrade & Maintenance	680 000	0	1 100 000	1 166 000	1 235 960
405 405 018	PMS Framework	100 000	0	0	0	0
405 405 019	Gender Programs	0	0	150 000	159 000	168 540
405 405 020	Educational Support Activities	500 000	468 367	300 000	318 000	337 080
405 405 021	Elderly Persons Program	200 000	16 552	150 000	159 000	168 540
405 405 022	Disability Programs	300 000	0	150 000	159 000	168 540
	<b>Communications</b>					
405 405 050	Consultation Process (Budget & IDP)	2 100 000	0	2 400 000	2 544 000	2 696 640
405 405 051	Advertising/Marketing	0	0	0	0	0
405 405 052	Outsourced Public Relations Function	0	0	0	0	0
405 405 053	Radio Ukhozi	500 000	46 514	500 000	530 000	561 800
405 405 054	Mayoral Izimbizo	2 000 000	1 549 872	1 500 000	1 590 000	1 685 400
405 405 055	Communication/ Newsletter/Magazine	600 000	26 070	600 000	636 000	674 160
405 405 056	Stipend Community workers	300 000	0	300 000	318 000	337 080
	<b>Tourism</b>					
405 405 100	Promotional Items	0	0	0	0	0
405 405 101	SMMES Support	0	0	200 000	212 000	224 720
405 405 102	Shows And Exhibitions	0	0	0	0	0
405 405 103	Advertisements	0	0	0	0	0
405 405 104	Production of Tourism Brochure	0	0	0	0	0
405 405 405	Cultural Ceremonies	0	0	0	0	0
405 405 406	News Letters	0	0	0	0	0
405 405 407	Music In The Mountains	0	0	0	0	0
405 405 408	Senze-nje (Play House)	0	0	0	0	0
405 405 409	Tourism Projects	0	0	200 000	212 000	224 720
405 405 410	Funding Support to Community Tourism	0	0	0	0	0
405 405 411	Develop District Marketing Strategy	350 000	0	0	0	0
405 405 412	Feasibility study of Tourism Initiatives	0	0	0	0	0
405 405 413	Identify and Create Database of all Historical	0	0	0	0	0
405 405 414	Tourism Signage (Distric Roads)	0	0	0	0	0
405 405 415	Investment Project Support	0	0	0	0	0
405 405 416	New Oppertunities	0	0	0	0	0
	<b>Sub total - Projects</b>	<b>27 421 351</b>	<b>15 028 982</b>	<b>14 570 000</b>	<b>15 444 200</b>	<b>16 370 852</b>



UThukela District Municipality IDP Review 2011/2012

VOTE NUMBER	EXPENDITURE	BUDGET 2010/2011	ESTIMATED ACTUAL 2010/2011	BUDGET 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014
	<b>Brought forward</b>	5 863 562	5 505 198	7 863 941	8 335 777	8 835 924
	<b>Projects</b>					
408 408 001	Implement Health Promotion Awareness	500 000	446 375	500 000	530 000	561 800
408 408 002	Develop HIV/AIDS Strategy (Community)	0	0	0	0	0
408 408 003	Implement HIV/AIDS Strategy (Community)	500 000	421 950	500 000	530 000	561 800
408 408 004	Implement HIV/AIDS policy (Workplace)	0	0	0	0	0
408 408 005	Establish health safety committee and	0	0	0	0	0
408 408 006	Organise Workshops	0	0	0	0	0
408 408 007	Food premises inspections	0	0	0	0	0
408 408 008	Food sampling bact/chem	0	0	0	0	0
408 408 009	Develop adopt env pollution control by-laws	0	0	0	0	0
408 408 010	Implement Air quality Management Plan	200 000	0	0	0	0
408 408 011	Investigation of Waste Disposal Site	0	0	0	0	0
408 408 012	Implement Health And Safety Program	100 000	95 632	100 000	106 000	112 360
408 408 013	Develop Integrated Energy Distribution Plan	0	0	0	0	0
408 408 014	Water Conservation	100 000	98 000	500 000	530 000	561 800
408 408 015	Implement HIV/AIDS Strategy (Workplace)	0	0	0	0	0
408 408 016	Conduct Strategic Environmental Assessment	60 000	51 000	0	0	0
408 408 017	Environmental Management Plan	0	0	100 000	106 000	112 360
408 408 018	Review of WSDP	0	0	50 000	53 000	56 180
408 408 019	Review of CIP	0	0	300 000	318 000	337 080
	<b>Sub total - Projects</b>	<b>1 460 000</b>	<b>1 112 957</b>	<b>2 050 000</b>	<b>2 173 000</b>	<b>2 303 380</b>

VOTE NUMBER	EXPENDITURE	BUDGET 2010/2011	ESTIMATED ACTUAL 2010/2011	BUDGET 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014
	<b>Brought forward</b>	11 333 172	10 642 598	12 754 789	13 520 076	14 331 281
	<b>Projects</b>					
	<b>Other</b>					
300 403 001	MPRA Implementation	0	0	0	0	0
300 403 002	Credit Control Road Shows & Implementati	700 000	33 521	0	0	0
300 403 003	Community consultation meetings on Servi	0	0	0	0	0
300 403 004	Upgrad IT System (Munsoft)	600 000	0	400 000	424 000	449 440
300 403 005	GRAP/GAMAP Compliance	400 000	0	400 000	424 000	449 440
300 403 006	Fleet Management	0	0	0	0	0
300 403 007	Supply Chain Management	0	0	0	0	0
300 403 008	Rreviewal of Financial Policies	150 000	0	250 000	265 000	280 900
300 403 009	Asset Verification	1 200 000	1 123 237	800 000	848 000	898 880
300 403 010	Data Cleansing	1 400 000	159 390	400 000	424 000	449 440
		0	0	0	0	0
	<b>Sub total - Projects</b>	<b>4 450 000</b>	<b>1 316 148</b>	<b>2 250 000</b>	<b>2 385 000</b>	<b>2 528 100</b>

**UThukela District Municipality IDP Review 2011/2012**

<b>BUDGET SUMMARY FOR 2011/2012</b>										
<b>UTHUKELA DISTRICT MUNICIPALITY - BUDGET SUMMARY - R.S.S.</b>										
DEPARTMENT	SALARIES AND ALLOWANCES	GENERAL EXPENCES	MAINTENANCE AND REPAIRS	CAPITAL CHARGES	CONTRIBUTIONS	REVENUE CONTRIBUTIONS	PROJECTS	TOTAL EXPENDITURE	INCOME	SURPLUS (DEFICIT)
MAYOR AND COUNCIL	5 319 878	2 932 248	227 000	231 383	0	150 000	250 000	9 110 509	138 625 700	129 515 191
MUNICIPAL MANAGERS OFFICE	1 923 474	1 308 152	0	0	0	0	0	3 231 626	0	(3 231 626)
CORPORATE & SOCIAL SERVICES	12 932 827	3 801 392	362 000	0	500 000	5 000	0	17 601 219	0	(17 601 219)
BUDGET & TREASURY OFFICE	8 854 754	1 992 034	4 000	0	1 900 000	4 000	2 250 000	15 004 789	0	(15 004 789)
TECHNICAL INFRASTRUCTURE DEVELOPMENT	3 780 642	206 587	5 000	0	0	20 000	14 000 000	18 012 229	2 006 115	(16 006 115)
PLANNING ECONOMIC DEVELOPMENT & TOURISM	7 100 972	499 567	0	0	0	0	6 170 000	13 770 539	0	(13 770 539)
MUNICIPAL HEALTH & WSA	7 293 886	452 055	108 000	0	0	0	1 100 000	8 963 941	0	(8 963 941)
<b>SUB TOTAL R.S.S</b>	<b>47 206 433</b>	<b>11 202 036</b>	<b>706 000</b>	<b>231 383</b>	<b>2 400 000</b>	<b>179 000</b>	<b>23 770 000</b>	<b>85 694 852</b>	<b>140 631 815</b>	<b>54 936 962</b>
<b>UTHUKELA DISTRICT MUNICIPALITY - BUDGET SUMMARY - CAPITAL PROJECTS</b>										
CONDITIONAL GRANTS	0	0	0	0	0	0	199 162 534	199 162 534	199 020 885	(141 649)
<b>GRAND TOTAL R.S.S</b>	<b>47 206 433</b>	<b>11 202 036</b>	<b>706 000</b>	<b>231 383</b>	<b>2 400 000</b>	<b>179 000</b>	<b>222 932 534</b>	<b>284 857 387</b>	<b>339 652 700</b>	<b>54 795 313</b>
<b>UTHUKELA DISTRICT MUNICIPALITY - BUDGET SUMMARY - WATER, SEWERAGE AND SANITATION</b>										
DEPARTMENT	SALARIES AND ALLOWANCES	GENERAL EXPENCES	MAINTENANCE AND REPAIRS	CAPITAL CHARGES	CONTRIBUTIONS	REVENUE CONTRIBUTIONS	PROJECTS	TOTAL EXPENDITURE	INCOME	SURPLUS (DEFICIT)
WATER, SEWERAGE & SANITATION SERVICES	67 474 382	121 163 049	26 899 920	7 643 070	2 200 000	2 666 130	14 276 185	242 322 737	197 566 173	(44 756 564)
<b>SUB TOTAL UDM WATER &amp; SEWERAGE</b>	<b>67 474 382</b>	<b>121 163 049</b>	<b>26 899 920</b>	<b>7 643 070</b>	<b>2 200 000</b>	<b>2 666 130</b>	<b>14 276 185</b>	<b>242 322 737</b>	<b>197 566 173</b>	<b>(44 756 564)</b>
<b>GRAND TOTAL UDM WATER, SEWERAGE &amp; SANITATION SERVICES</b>	<b>67 474 382</b>	<b>121 163 049</b>	<b>26 899 920</b>	<b>7 643 070</b>	<b>2 200 000</b>	<b>2 666 130</b>	<b>14 276 185</b>	<b>242 322 737</b>	<b>197 566 173</b>	<b>(44 756 564)</b>
<b>UTHUKELA DISTRICT MUNICIPALITY - BUDGET SUMMARY - GRAND TOTALS</b>										
<b>GRAND TOTALS</b>	<b>114 680 816</b>	<b>132 365 085</b>	<b>27 605 920</b>	<b>7 874 453</b>	<b>4 600 000</b>	<b>2 845 130</b>	<b>237 208 719</b>	<b>527 180 123</b>	<b>537 218 873</b>	<b>10 038 750</b>

## **H2 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN(SDBIP)**

Every financial year uThukela district municipality prepare the SDBIP for the implementation of the annual budget. The SDBIP of the municipality is guided by the MFMA. Chapter 7, Section 53(1)(c)(ii) of the Municipal Finance Management Act (MFMA) (Act 56 of 2003), states that the mayor must take all reasonable steps to ensure the municipality's SDBIP is approved within 28 days after the approval of the budget. Section 53(1)(c)(iii)(bb) states that the mayor must take steps to ensure that the annual performance agreements are linked to the SDBIP. Section 53(3)(a) requires that the mayor makes public the SDBIP within 14 days after its approval.

uThukela 2011/2012 SDBIP will contain the following:

Projections for each month of –

Revenue to be collected (by source)

Operational Expenditure (by vote)

Capital Expenditure (by vote)

Service delivery targets and performance indicators for each quarter; and

Any other matters that may be prescribed and includes any revisions imposed by the Mayor in terms of Section 54 (1)(c).

The uThukela SDBIP that will be approved by the Mayor within 28 days after the approval of the budget.

## **SECTION I ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM**

### **I.1 INTRODUCTION**

The Municipal Planning and Performance Regulations (MPPMR) is a set of regulations which clarifies the process of how the Performance Management System and Integrated Development Plan should be developed and implemented. It also indicates how the auditing of the Performance Management System should take place. The section 14(1) of the Municipal Planning and Performance Regulations states that a municipality must develop and implement mechanisms, systems and process for auditing the results of performance measurements as part of the internal auditing process.

Section 7(2) (c) of the MPPR requires the municipality to clarify the roles and responsibilities of each stakeholders, including the local community in the functioning of the PMS. The Municipal Systems Act (Act 32 of 2000) stipulates the development of a Performance Management System for all spheres of local government in order to assist in the implementation of their IDP's. The uThukela District Municipality has therefore commissioned the development of a Performance Management Framework in order to enable the municipalities within uThukela to comply with the legal mandate. The uThukela Performance Management System relies greatly on the information provided by existing documentation within the municipality such as the Municipal IDP and the Best Practice Guide developed by COGTA

### **I.2 BACKGROUND**

Detailed terms of reference were developed by the uThukela District Municipality for the drafting of an uThukela Performance Management System and Performance Management Framework. The terms of reference identified expected outputs, emphasising the link between the IDP and PMS, as well as the identification of role players in the PMS process, the proposed reporting systems and the key performance areas of the Municipality.

The various departments of the uThukela District Municipality were identified as the operational level of the municipality, thus the PMS will be focused on the departments and their respective heads, as well as the organizational performance of the Municipality.

The Municipal Performance Management System was subdivided into three phases, being:

- **Phase One : Municipal PMS Status Quo**
- **Phase Two: Communication Structures**
- **Phase Three: Performance Management System**

The phases were separated in order to identify different aspects of the municipal operations and to assist the role players to easily understand the performance process.

## **LEGISLATIVE FRAMEWORK**

The uThukela Performance Management System is based on the legislative mandate that governs the operations of the local government spheres. In addition, the National and Provincial guidelines have been taken into consideration during the process.

uThukela Performance Management System is influenced by the following legislations:

- Municipal Systems Act, Act 32 of 2000
- White Paper on Local Government, 1998
- Municipal Planning and Performance Management Regulations, 2001
- The Constitution of the Republic of South Africa, Act 108 of 1996
- The Municipal Finance Management Act 56 of 2003
- Intergovernmental Relations of 2005

## **PERFORMANCE MANAGEMENT SYSTEM**

The uThukela Performance Management System is subdivided into three sections for easy reference. These are:

### **Phase One: Municipal PMS Status Quo**

Phase one is aimed at the identification of the existing facilities within the Municipality, as well as the investigation of existing departmental structures and management styles of each department in order to verify the level of interaction between the departmental heads and the junior staff.

During this phase, the methods of communication used by departments will be investigated and documented, including the use of computerised systems in order to track the performance of staff, as well as manual systems, such as departmental meetings and progress reports.

In addition, the management tools used by the organisation to measure the performance of departments will be investigated and the management meetings analysed in order to understand the process of evaluating organisational performance

### **Phase Two: Communication Structures**

The aim of this phase is to analyse the role of different stakeholders and their level of participation in the process of developing and implementing a Performance Management System. During this phase different role players will be identified and their responsibilities defined. Participatory and communication structures will also be identified during this phase.

### **Phase Three: Performance Management System**

The development of this phase is focusing on the development of a municipal Performance Management System. This includes the development of a new approach in evaluating performance and the development of an organisational and departmental scorecard which will be aligned to the Municipal IDP. This will include the development of departmental business plans and the establishment of a Performance Management Auditing Committee. The following table below is the Organizational scorecard of uThukela district municipality for 2010/2011.

## SECTION J: ANNEXURES

### J1.1.1 LIST OF ANNEXURES

	<b><u>YES</u></b>	<b><u>NO</u></b>	<b>Comments</b>
J.1 Spatial Development Framework	✓		Reviewed
J.2 Disaster Management Plan	✓		Will be reviewed in 2011/2012
<b><u>K. APPENDICES</u></b>	<b><u>YES</u></b>	<b><u>NO</u></b>	
K.1 Water Services Development Plan	✓		
K.2 Local Economic Development Plan	✓		Will be reviewed in 2011/2012
K.3 Organisational Performance Management System	✓		
K.4 IDP Process Plan and Framework Plan	✓		
K.5 Public Transport Plan	✓		
K.6 Tourism Plan	✓		Under review
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	✓		
K.14 Integrated Waste Management Plan	✓		
K.15 Fraud Prevention Plan	✓		
K.16 Biodiversity sector Plan	✓		