



# UTHUNGULU DISTRICT MUNICIPALITY

## INTEGRATED DEVELOPMENT PLAN



**2012/2013 – 2016/2017**

**CONTACT DETAILS:**

Private Bag X 1025, RICHARDS BAY, 3900

uThungulu House, Corner of Krugerrand & Barbados Bay Road, Richards Bay CBD

Tel: 035-7992578 Fax: 035-7898176

E-mail: [smith@uThungulu.co.za](mailto:smith@uThungulu.co.za) Website: [www.uThungulu.org.za](http://www.uThungulu.org.za)

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**ALSO PROVIDED:** ANNUAL REPORT 2010/2011





## A EXECUTIVE SUMMARY

### INTRODUCTION

The Integrated Development Planning (IDP) Process is a process through which municipalities prepare strategic development plans for a five-year period. An IDP is one of the key tools for Local Government to cope with its new developmental role and seeks to arrive at decisions on issues such as municipal budgets, land management, promotion of local economic development, and institutional transformation in a consultative, systematic and strategic manner

The purpose of this report is to outline the implementation actions in terms of the Process and Framework Plans that will be applied in preparing the IDP for the next 5 year term of Council (2012/13 – 2016/17).

Amongst others, the report deals with the following topics:

- An introduction to the process and background
- The organisational arrangements
- Mechanisms & structures for participation and consultation
- The time programmes and key dates

### LEGAL CONTEXT

The third of the five year **IDP** needs to be prepared for the uThungulu District Municipality for the period (2012/13 – 2016/17), and be approved by Council Resolution.

The IDP will be prepared according to Chapter 5 and Section 25 (1) of the Municipal Systems Act (2000), which indicates that:

*"Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, all inclusive and strategic plan for the development of the municipality which-*

- i. Links integrates and coordinates plans and takes into account proposals for the development of the municipality;*

- ii. Aligns the resources and capacity of the municipality with the implementation of the plan;*
- iii. Complies with the provisions of this Chapter; and*
- iv. Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation."*

Once the 5-Year IDP has been prepared and adopted the annual review of the IDP will follow. The **annual review of the IDP** is a legislative requirement in terms of Section 34 of the Municipal Systems Act No.32 of 2000. It stipulates that the *"municipal council must review its integrated plan annually in accordance with an assessment of its performance measurements in terms of Section 41; and to the extent that changing circumstances so demand; and may amend its integrated development plan in accordance with a prescribed process."*

The **Annual Budget** and the IDP are inextricably linked to one another, something that has been formalised through the promulgation of the Municipal Finance Management Act (2004). Chapter 4 and Section 21 (1) of the Municipal Finance Management Act (MFMA) indicate that:

*The Mayor of a municipality must-*

*At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for-*

- i. The annual review of-*
  - aa) The integrated development plan in terms of section 34 of the Municipal Systems Act; and*
  - bb) The budget related policies.*
- ii. The tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and*
- iii. The consultative processes forming part of the processes referred to in subparagraphs (i), (ii) and (iii).*

### 1.2 OUTLINE OF THE PROCESS

The following is a summary of the key elements to be addressed during the preparation of the 5-Year IDP:



<b>Phase 1: Analysis</b>		<b>July, Aug, Sep</b>
1.1	Compilation of information	
1.2	Community and stakeholder analysis	
1.3	Reconciliation	
1.4	Municipality analysis	
1.5	Priority issues	
1.6	In-depth analysis	
1.7	Consolidation of analysis results	
<b>Phase 2: Strategies</b>		<b>Oct, Nov, Dec</b>
2.1	Vision and Objectives	
2.2	Localised strategic guidelines	
2.3	Defining resource frames	
2.4	Creating strategic alternatives	
2.5	Public debate on alternatives	
2.6	District level strategy workshops	
2.7	Analysis and deciding	
2.8	Local decisions	
<b>Phase 3: Projects</b>		<b>Jan, Feb, March</b>
3.1	Forming project task teams	
3.2	Preliminary budget allocations	
3.3	Designing project proposals	
3.4	Target group participation	
3.5	Project partners	
3.6	Technical project decisions	
<b>Phase 4: Integration</b>		<b>April</b>
4.1	Screening & 1 <sup>st</sup> presentation	
4.2	Integration of projects and programmes	
4.3	2 <sup>nd</sup> presentation & integration	
<b>Phase 5: Approval</b>		<b>May</b>
5.1	Comments and co-ordination	
5.2	Incorporating and responding	
5.3	Final adoption by Council	
5.4	District level summaries	

### 1.3 ALIGNMENT PRINCIPLES

#### 1.3.1 IDP/BUDGET/PERFORMANCE/MANAGEMENT SYSTEM

It has been attempted in this Process Plan to align the IDP and Budget preparation process, and the Performance Management System (PMS). The



linkages of the three processes are summarised as the link between the IDP as the Overall Strategy, the Budget as the Resource Plan and the PMS as the Monitoring & evaluation element in this process.

Provision is made for a number of alignment meetings at a technical and municipal official level. The alignment meetings have as its goal the detail technical alignment of projects between the district and local municipalities and between the municipalities and national and provincial government departments. The alignment meetings are central to the functioning of the District Municipality. The horizontal and vertical alignment meetings have already been planned.

#### 1.3.2 HORIZONTAL ALIGNMENT – FRAMEWORK PLAN

In terms of Chapter 5 and Section 26 of the Municipal Systems Act (2000), District Municipalities are required to prepare and adopt a Framework Plan which indicates how the District and Local Municipalities will align their IDP's. The Framework Plan provides the linkage and binding relationships to be established between the district and local municipalities in the district and in doing so, proper consultation, coordination and alignment of the review process of the district municipality and various local municipalities can be maintained.

#### 1.3.3 VERTICAL ALIGNMENT – SERVICE PROVIDERS

Alignment with Service Providers is essential in order that the DM and LM's priorities can be reflected in their project prioritisation process, as well as so that their projects can be reflected in the IDP documentation. It is anticipated that a series of one-on-one meetings with key departments will be held during various phases of the IDP preparation process. Further IDP Sector and Services Alignment Forum sessions will be held to achieve vertical alignment.

## 2. INTERNAL ORGANISATIONAL ARRANGEMENTS

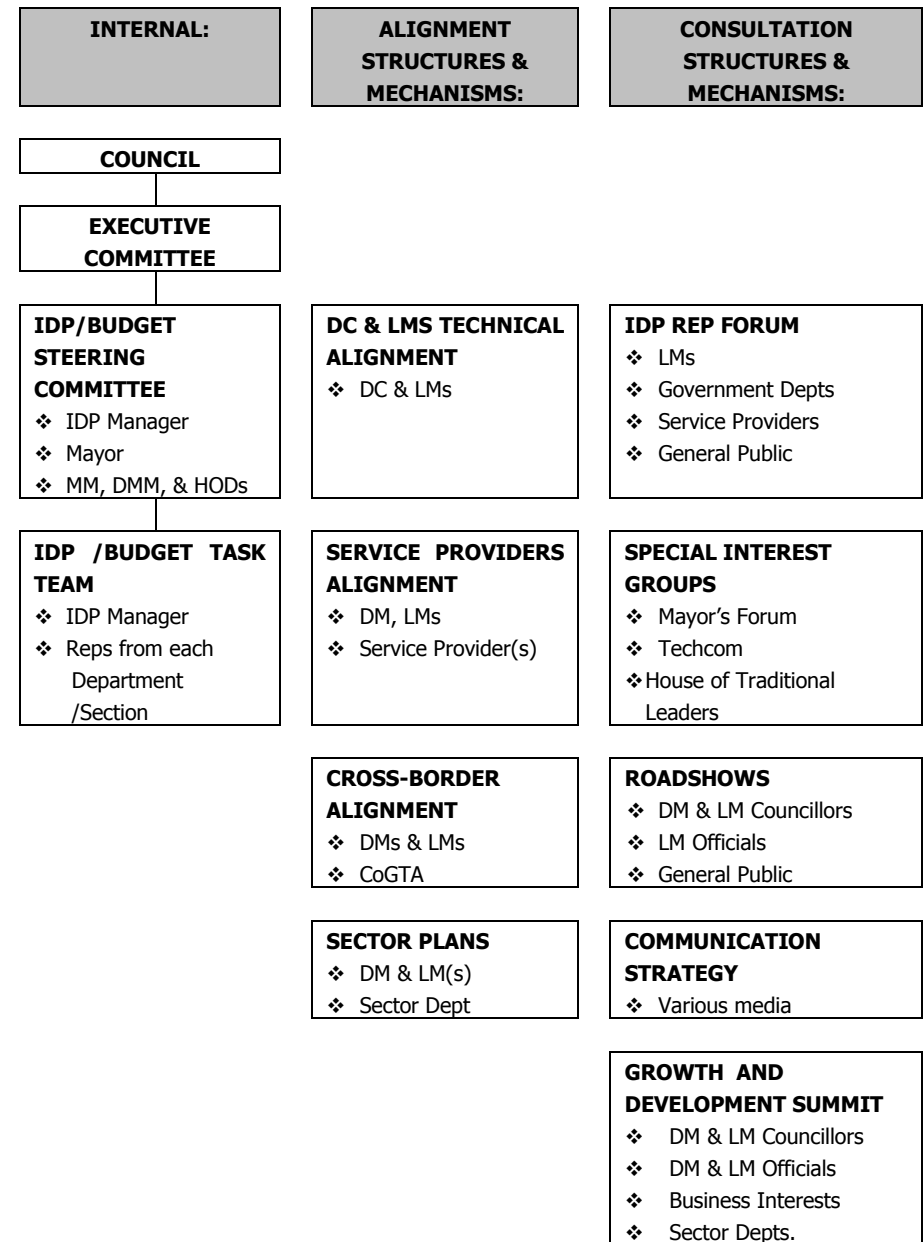
One of the most central responsibilities of the District Municipality that emerged from the formulation of the IDP is that of coordination and integration of plans and development actions.

The Integrated Development Plan (IDP) is therefore one of the key tools for local government to tackle its new developmental role. In contrast to the role planning

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has played in the past, integrated development planning is now seen as a strategic function of municipal management, as part of an integrated system of planning and delivery. The objective of the IDP process is to facilitate deliberations resulting in decisions being made on the strategic development direction of the municipality and includes issues such as municipal budgets, land management, promotion of local economic development and institutional transformation in a consultative, systematic and strategic manner. The IDP, however, will not only inform municipal management; it is intended to guide the activities of any agency from other spheres of government, corporate service providers, NGOs and the private sector within uThungulu district.

The organizational arrangements in terms of functions and responsibilities in driving the planning process for the uThungulu IDP are illustrated below. Each component below is elaborated on.



## 2.1 COUNCIL

As the ultimate **political decision-making body** of the municipality, the Municipal Council has to:

- ❖ Consider and adopt a Process Plan.
- ❖ Consider, adopt and approve the IDP.

## 2.2 EXECUTIVE COMMITTEE

As the **senior governing body** of the municipality, they have to:

- ❖ Decide on the Process Plan.
- ❖ Be responsible for the overall management, co-ordination and monitoring of the process and drafting of the IDP, or delegate this function to the Municipal Manager.
- ❖ Approve nominated persons to be in charge of the different roles, activities and responsibilities of the process and drafting.
- ❖ Manage the drafting;
- ❖ Assign responsibilities in this regard to the municipal manager; and
- ❖ Submit the draft plan to the municipal council for adoption.

## 2.3 HEADS OF DEPARTMENTS AND OFFICIALS

As the persons in charge for implementing IDPs, the technical/sectional officers have to **be fully involved in the planning process** to:

- ❖ provide relevant technical, sector and financial information for analysis for determining priority issues;
- ❖ contribute technical expertise in the consideration and finalisation of strategies and identification of projects;
- ❖ provide departmental operational and capital budgetary information;
- ❖ be responsible for the preparation of project proposals, the integration of projects and sector programmes; and
- ❖ be responsible for preparing amendments to the draft IDP for submission to the municipal council for approval and the MEC for Local Government for alignment.

## 2.4 IDP STEERING COMMITTEE

The Executive Committee and MANCO of District Council through the Portfolio Committees are actively involved in the planning process of the IDP. The senior members of the municipality, the Management Committee, are responsible for overall management, coordination, monitoring and drafting of the IDP. The IDP/Budget Steering Committee is the principle decision making body with respect to all operational aspects of the District Council's IDP.

The meeting is chaired by the Mayor and the Speaker (co-opted on the Committee) to ensure consistency and contact between Exco and Council.

An IDP/Budget Steering Committee (SC) has been operational since the inception of the IDP preparation process. The SC acts as a support to the IDP Representative Forum, making technical decisions and inputs, to the Municipal Manager and the IDP Manager. This SC, as well as the Representative Forum will be reconstituted for the IDP preparation process.

The outline **terms of reference** for the SC are as follows:

- Provide terms of reference for the various planning activities associated with the IDP;
- Commission research studies as may be required;
- Considers and comments on:
  - Inputs from sub-committee/s, study teams and other;
  - Inputs from provincial sector departments and support providers; and
  - IDP RF members.
- Processes, summarise and document outputs;
- Appoints Task Teams as and when required;
- Makes content and technical recommendations; and
- Prepare, facilitate and documents meetings.

**Membership:** Executive Committee, IDP Manager, MM, DMM, HODs, Speaker (Co-opted)

**Chairperson:** Mayor / Speaker

**Meeting dates:** Monthly Executive Committee meeting dates (to be determined)

## 2.5 IDP MANAGER

The Office of the Municipal Manager of the District Council is to appoint the IDP Manager. Amongst others, the following **responsibilities** should be allocated to the IDP Manager for the IDP Review Process:

- To ensure that the Process Plan is finalised and adopted by Council;
- To adjust the IDP according to the proposals of the MEC;
- To identify additional role-players to sit on the IDP Representative Forum;
- To ensure the continuous participation of role players;
- To monitor the participation of role players;

- To ensure appropriate procedures are followed;
- To ensure documentation is prepared properly;
- To carry out the day-to-day management of the IDP process;
- To respond to comments and enquiries;
- To ensure alignment of the IDP with other IDPs within the District Municipality;
- To co-ordinate the inclusion of Sector Plans into the IDP documentation;
- To co-ordinate the inclusion of the Performance Management System (PMS) into the IDP;
- To submit the reviewed IDP to the relevant authorities.

The Municipal Manager may delegate any of the above functions to responsible official/s.

## 2.6 IDP & BUDGET TASK TEAM

The IDP/Budget Task Team which will act as a support to the IDP Representative Forum, the Municipal Manager and the IDP Manager. Representatives from each section of the organisation have been nominated.

**Membership:** Municipal Manager, Deputy Municipal Manager, HODs, IDP Office officials, Budget Office officials.

**Chairperson:** Municipal Manager or IDP Manager

**Meeting dates:** To be determined one to two weeks prior to IDP/Budget Steering Committee meetings.  
(To be determined)

## 2.7 INTERNAL WORKSHOPS AND DISCUSSIONS

Internal workshops and discussions will also take place by means of:

- Management Committee meetings (Bi-weekly on Monday mornings)
- Executive Committee & Council workshops (Monthly – to be determined on Executive Committee meeting dates)

Exco & Council workshop 1 - Issues & Priorities

Exco (& Council) workshop 2 - Vision & Objectives

Exco & Council Workshop 3 - Strategies & Programmes

Exco Workshop 4 - Preliminary Project identification, Project Teams & Sub-Committees



Exco & Council Workshop 5 - Draft Programs & Projects

## 3 CONSULTATION & PARTICIPATION

The following interactive participatory mechanisms (co ordination, alignment & consultation structures) are in place for the IDP Review:

### 3.1 IDP REPRESENTATIVE FORUM

The IDP Representative Forum is the structure which institutionalises and guarantees representative participation in the IDP Process.

This forum will represent all stakeholders and will be as inclusive as possible. Efforts will be made to bring additional organisations into the IDP RF and ensure their continued participation throughout the process.

Therefore care will be taken to invite and engage with stakeholder groups such as civil society, NGOs, CBOs, Faith Based Organisations, Organised Labour, Women Groups and Youth Groups, to name a few, to ensure geographical and social representation and interactive participation.

The IDP Representative Forum (IDP RF) will be constituted as part of the preparation phase of the IDP and will continue its functions throughout the annual IDP Review processes. The Forum is chaired by a member of the Executive Committee or the Mayor or the Speaker or a member of the Committee of Appointed Councillors.

The composition of the IDP RF is follows:

- EXCO members;
- Councillors;
- Traditional leaders;
- Ward Committee Chairpersons;
- Senior Municipal Officials;
- Stakeholder representatives of organised groups;
- Advocates of unorganised groups;
- Traditional Authorities;
- Other community representatives;
- National and Provincial Departments regional representatives;
- NGO's; and Parastatal organisations.

➤ Public

The **terms of reference** for the IDP RF are as follows:

- Represent the interest of the municipality's constituency in the IDP process;
- Provide an organisational mechanism for discussion, negotiation and decision making between the stakeholders inclusive of municipal government;
- Ensure communication between all the stakeholder representatives inclusive of municipal government; and
- Monitor the performance of the planning and implementation process.

**Membership:** As above.

**Chairperson:** Mayor / Speaker / Exco member / Councillor

**Meeting dates:** To be determined:

### 3.2 DISTRICT ALIGNMENT WORKSHOPS

**District Family Alignment workshops** will be used as a mechanism with the purpose of addressing specific issues of interest that needs to be aligned between the DC and the KZs as part of IGR. The workshops are different from the Forum meetings in that the Forum meetings will only be able to address issues in general terms. The intension is that it will focus in on specific problems and opportunities that exist between the DM and KZs. Provision is being made for workshops as part of the planning programme. In addition, alignment also takes place between neighbouring districts.

**Membership:** DM and LM Councillors and Officials

**Chairperson:** Mayor / Speaker / Exco member / Councillor / IDP Manager

**Meeting dates:**

Dates to be determined

IDP Framework Plan

Issues & Priorities

Vision & Objectives

Strategies & Programmes

Integration, Comments & adjustment

### 3.3 IDP SECTOR & SERVICES ALIGNMENT FORUM

A close relationship was forged between the planning processes of the IDPs of the District Council and the Local Councils. Aspects of technical nature are discussed at this forum as part of IGR.



In addition, the District will be facilitating engagement between the local municipalities and individual service providers on alignment of services and projects. This allows for the participants to give effective attention to technical considerations required.

The aims of the IDP Services & Sector Alignment Forum are to:

- Identify mechanisms to ensure that role players (e.g. local municipalities, service providers (e.g. Eskom, Telkom, parastatals), National and Provincial Government Departments, Ingonyama Trust Board and the Traditional Councils) are implementing the uThungulu IDP by investigating budgets & time frames, mandates and operating procedures of each role player.
- *Identification of mechanisms and procedures to ensure alignment of the sector plans of the respective IDP's of the district and local municipalities.*
- *Establishment of a procedure for the preparation, review and enforcement of policies relating to settlement planning and service provision in the district.*
- Facilitate and established improved structures & mechanisms for the achievement of the above.
- *Preparation of a spatially referenced database of development planning projects and programme for settlement planning and service provision across the district.*
- *Ensure input of outcomes of the forum to the IDPs of each of the municipalities in the district.*

Alignment with **Service Providers** is essential in order that the DM and LM's priorities can be reflected in their project prioritisation process, as well as so that their projects can be reflected in the IDP documentation. It is anticipated that a series of **IDP Sector & Services Alignment Forum** meetings with key departments will be held during this round of the IDP Review during July 2011 to March 2012.

**Membership:** DM officials, Sector Departments / Service Providers, LM officials

**Chairperson:** DM Official – to be determined

**Meeting dates:** To be determined

### 3.4 CROSS-BORDER ALIGNMENT

The UThungulu District Municipality formally engages with its neighbouring municipalities (albeit district or local) on cross border planning and development issues. As such, the neighbouring municipalities, members of the uThungulu family of Municipalities as well as provincial representatives are been invited to cross border IDP Alignment sessions, where issues that are of a cross border development nature are discussed, such as:

- ❖ Projects that have a service delivery or developmental impact across municipal boundaries, e.g. water networks, transportation systems.
- ❖ Community Facilities that are located close to municipal borders that either have the potential to or do serve catchment that includes beneficiaries from different municipal districts.
- ❖ Responses to Provincial Planning initiatives or projects that have a provincial impact such as the proposed Dube Trade Port as well as the Provincial Spatial Economic Development Strategy (PSEDS).
- ❖ Environmental Management & Spatial Planning issues of a cross border nature.
- ❖ Coastal Management issues.
- ❖ Climate change issues.

**Membership:** DM officials, LM officials, neighbouring municipality officials

**Chairperson:** DM Official

**Meeting dates:**

Dates to be determined

### 3.5 SPECIAL INTEREST GROUPS / STRUCTURES

Some of the other structures used for alignment, communication and consultation are:

Technical advisory committees, such as the Mayor's Forum, Speaker's Forum and Techcom. These forums meet on a bi-monthly basis and issues such as coordination of shared services and coordination of service delivery are discussed.

House of Traditional Leaders – representatives from Traditional Authorities in the uThungulu district

Other Intergovernmental Relations structures.

**Meeting dates:** To be determined

### 3.6 ROADSHOWS / IZIMBIZO

Two rounds of road shows are undertaken to each of the six local municipalities. The first will be undertaken during the analysis phase in order to establish what the key development issues and priorities of the communities are and take place in September during Phase 1 (Analysis) for identification of Priority Issues. The second will be undertaken during the public comment period where the comments and input on the draft IDP/Budget are sourced.

Key stakeholders to be invited will be Ward Committee members, Ward Councillors, Traditional Leaders and IDP Officials from the LMs. All will be encouraged to attend the road shows after discussions at ward level and in order to bring inputs, issues and priorities to the road shows.

The road shows will be planned in conjunction with the LMs with regard to possible joint road shows, selection of venues and agenda items. The road shows will be on the basis of one joint road show per municipality.

**Membership:** DM officials, LM officials, Councillors (DM & LM), Ward Committee members

**Chairperson:** Mayor / Speaker / Exco member / Councillor / IDP Manager

**Dates:** To be determined in:

### 3.7 SECTOR PLANS (STEERING COMMITTEE)

The District has compiled (or are in the process of compiling) sector plans for their core functions. In such instances, service providers and affected local municipalities have been members of the respective sector plan Steering Committees thereby ensuring their specific inputs into the plan formulation and implementation programme.

**Membership:** Portfolio Committee members, DM officials, LM officials, Service providers, government departments, parastatals

**Chairperson:** DM officials

**Meeting dates:** To be determined as per project schedule

### 3.8 COMMUNITY STRATEGY

Some of the tools used for communicating the Budget/IDP, as contained in the Public Relations / Communication Strategy, are:



- ❖ Road shows / Izimbizo – two rounds of road shows to the six local municipalities – annually in September during Phase 1 – Analysis for identification of Priority Issues, and in April during the Budget/IDP comment period to gauge comments and input on the draft IDP/Budget
- ❖ Monthly radio talk shows by the Mayor on Ukhozi FM
- ❖ Monthly external newsletter Izindaba Ezimtoti
- ❖ Monthly internal newsletter Ezisematheni
- ❖ uThungulu website
- ❖ Annual Service Commitment Charter booklet published in Sept/Oct
- ❖ Annual Report – publication planned for Feb/March each year
- ❖ Print media press releases as and when required to local and provincial newspapers and radio stations
- ❖ Adverts in local and provincial newspapers as required
- ❖ IDP Alignment Stakeholder Forum meetings
- ❖ District Mayors’ Forum meetings

## 4 FRAMEWORK PLAN PROGRAMME

### 4.1 PROCESS PLAN PROGRAMME

Below is a summary of the key dates for the 5-Year IDP Process:

Note: The preliminary & proposed dates are subject to the finalization of Exco and Council schedule of meeting dates.

DATE	ACTION	OBJECTIVE	IGR
<b>Phase 0 - Preparation</b>		<b>Prepare Programme and Content of Process Plan</b>	
<b>JUNE 2011</b>			
10	P&D	Planning Processes and Approach, Legal Requirements, Support Systems.	
23	P&D	Prepare Programme and Content of Process Plan	
24	CoGTA	District Workshop - Refinements of Reviewed IDPs	
27	HOD Strat	Draft Process Plan (PP) and Framework Plan (FP) IDP/Budget Task Team Nominations and Date	
28	Special Exco		
30	Special Council	Adopted IDP Review considered. Amendment to	



uThungulu District Municipality: Integrated Development Plan (2012/13 to 2016/17)

DATE	ACTION	OBJECTIVE	IGR
<b>Phase 1 - Analysis</b>		<b>* Compile existing information</b>	
<b>FIRST QUARTER</b>			
<b>JULY 2011</b>			
1	IDP/Budget Task Team	Draft PP & Key dates	
12	Exco -	Introduction and Draft PP & FP	
13	Council	Confirmation of IDP Manager	
		Establishment of IDP/Budget SC	
		Decision on roles and responsibilities	
		ID of and consultation of other role-players/ prepare advert- comments, process, invite, register.	
		Terms and criteria for Rep Forum	
		Draft PP & FP for comment	
14	DM & LM Workshop 1	Selection of Rep Forum members	
		Framework Plan - Joint Timeframes	
		Alignment	
		Binding Legislation	
20	Budget Steering Committee		
25	Final draft FP and PP to HOD Strat	For comment & input	
28	<b>IDP Steering Committee</b>	Draft Process Plan (PP) and Framework Plan (FP)	
29	COGTA	Draft PPs submission	
29	Item to Exco		

<b>AUGUST</b>			
17	IDP/Budget Task Team	Approach to Phase 1	
24	Sector Alignment - Housing	Dept Human Settlements Housing Sector wshop	
23	<b>Special Exco- Final FP AND PP</b>	Exco: Mayor tables a schedule outlining the key deadlines at least 10 months before the start of the budget year;	
25	<b>Special Council - Final FP AND PP</b>	IDP Process & Framework Plans approval	
		*Action Programme, time, resources.	
		* Mediums and procedures for community participation for alignment	
25	Services & Sector Alignment Forum	Compile existing information	
29	Advertisement - IDP notice	DM to give notice to the community of process to be followed (advertise)	
26	<b>IDP Steering Committee</b>	Approach to Phase 1	
31	MEC	Assessment of 2011/12 IDP Review	

uThungulu District Municipality: Integrated Development Plan (2012/13 to 2016/17)

**Phase 1 - Analysis**

- \* Meeting with Comm & Stakeholder Reps - wshop - Cllrs / Manco / Rep Forum
- \* Identifying Priority Issues
- \* Analyse context of Priority Issues
- \* Agree on Priority Issues

SEPTEMBER			
1,2	ZCCI Growth Summit - partnership	Consultation: Sector Department, Service Providers, Private Sector, Rep Forum & LMs	All
5	IDP/Budget Task Team	Approach to Phase 2	
Tbd	<b>Exco &amp; Council - Road shows</b>	District Family Issues & Priorities (Input & Issues)	
13	<b>IDP Steering Committee</b>	Approach to Phase 2	
14	<b>Exco &amp; Council workshop 1 -</b>	Issues & Priorities	Internal
21	DM & LM Family workshop 2	District Family Issues & Priorities	Family
22	CoGTA -	Planning Indaba / MEC Panel Feedback	
28	IDP Representative Forum 1	Priority issues & analyse context	
29	Services & Sector Alignment Forum	Priority issues & analyse context	

**Phase 2 - Strategies**

- \* Debate & decision making on appropriate strategies

NOVEMBER			
23	<b>Exco &amp; Council Workshop 3 -</b>	Strategies & Programmes	Internal
16	DM & LM Family workshop 4	District Family Strategies & Programmes	Family
22	Cross border municipal alignment		
24	IDP Representative Forum 2	Vision, Objectives & Strategies	
30	Draft budget projections	Draft Operational Budget	
30	Draft budget projections	Draft 3yr Budget	
DECEMBER			
1	CoGTA -	IDP Best practice Conference	
5	IDP/Budget Task Team	Approach to Phase 3	
14	Budget Steering Committee		
13	<b>IDP Steering Committee</b>	Approach to Phase 3	

**Phase 2 - Strategies**

- \* Agree on vision and objectives (outcome based)
- \* Consider relevance & application of policy guidelines

DATE	ACTION	OBJECTIVE	IGR
SECOND QUARTER			
OCTOBER			
5,6	Growth & Development Summit.	LED Summit - Towards a green economy (Consultation: Sector Department, Service Providers, Private Sector, Rep Forum & LMs)	All
12	<b>Exco &amp; Council workshop 2 -</b>	Vision & Objectives	Internal
20	DM & LM Family workshop 3	District Family Vision & Objectives	Family

**Phase 3 - Projects**

- \* Formulation of project proposals

DATE	ACTION	OBJECTIVE	IGR
THIRD QUARTER			
JANUARY			
13	Budget Steering Committee		
18 / 25	<b>Exco &amp; Council Workshop 4 -</b>	Preliminary Project identification, Project Teams & Sub-Committees	
19 & 26	Services & Sector Alignment Forum x2	Proposed projects	

uThungulu District Municipality: Integrated Development Plan (2012/13 to 2016/17)

\* Screen, adjust, consolidate and agree on project proposals  
\* Compile integrated programmes

**Phase 3 - Projects**

FEBRUARY			
8	Exco & Council Workshop 5 -	Draft Programs & Projects	
Tbd		Incorporate Gazetted DORA allocations (final)	
9	CoGTA -	Meeting re IDP submission & assessment process	
20	Manco discussions	Projects and available	
23	Services & Sector Alignment Forum	Final projects & integration of programmes	
27	MMs workshop	2012/13 Final Draft Budget	

MARCH			
5	IDP/Budget Task Team	Approach to Phase 4 & 5	
15	Budget Steering Committee	Draft 2012/13 Budget	
15	IDP Steering Committee	Approach to Phase 4 & 5	
23	CoGTA	Draft IDP submission	
27	Exco - Draft IDP	Approval of final draft Budget & IDP	
28	Council - Draft IDP	Council Approval of final draft Budget & IDP - 90 days before start of budget year	
26 - 29	CoGTA	Draft IDP Assessments	
30	CoGTA	IDP Assessment Feedback Session	

DATE	ACTION	OBJECTIVE	IGR
<b>Phase 4 - Integration</b>		<b>* Draft IDP &amp; Comment period</b>	
FOURTH QUARTER			
APRIL			
1	Advert notice	Publish final draft IDP & Budget for comment (21 days)	
Week of 2 - 6	Exco & Council - Road shows	2nd Round Road shows (Comments)	
11	District Family Integration	Integration, comments & adjustment	Family
12	Cross border municipal alignment		
17	Budget Steering Committee	2012/13 Final Budget	
29		Comment period (21 days) ends	
By 30		Assess & incorporate comments - Adjust the draft municipal IDP where necessary	

DATE	ACTION	OBJECTIVE	IGR
<b>Phase 5 - Approval</b>		<b>* Adoption by Council</b>	
MAY			
15	Exco - Final IDP	Final approval of Budget & IDP by Exco	
16	Council - Final IDP	Final approval of Budget & IDP by Council - (at least 30 days before start of budget year)	
30	CoGTA	Submission of adopted IDP (within 10 days)	
21		Publish adopted Budget (advert & web-site)	

#### 4.2 PROGRAMME FOR THE PRESENTATION OF THE 2012/2013 YEAR IDP INCLUDING THE PMS AND BUDGET LINKS

Note: The preliminary & proposed dates in the timetable of key deadlines for the 2012/13 Multi-Year Budget & IDP are subject to the finalisation of Exco and Council schedule of meeting dates.

MONTH	ACTIVITIES				
	IDP	PMS	BUDGET		
			Mayor and Council	Administration - Municipality	Budget Review Activities
<b>JULY 2011</b>	<ul style="list-style-type: none"> <li>IDP Review Process Plan Draft</li> <li>IDP Review process initiated</li> <li>Submit draft 12/13 IDP Process Plan to CoGTA.</li> </ul>	<ul style="list-style-type: none"> <li>Signing of new performance contracts for Section 56 Managers and submission to EXCO (Section 69 of the MFMA and Section 56 of the MSA).</li> <li>Prepare Departmental Business Plans for the next financial year.</li> <li>Previous year S57 Managers' Performance Assessments</li> <li>Adoption of 11/12 SDBIP</li> </ul>	<ul style="list-style-type: none"> <li>Mayor begins planning for next three-year budget in accordance with co-ordination role of budget process</li> <li><b>MFMA s 53</b></li> <li>Planning includes review of the previous year's budget process and completion of the Budget Evaluation Checklist</li> <li>Mayor establishes committees and consultation forums for the budget process</li> </ul>	<ul style="list-style-type: none"> <li>MM &amp; HOD's of municipality begin planning for next three-year budget. MFMA Budget Project Team (IDP/Budget Task Team) commences and reviews past budget/IDP process.</li> <li><b>MFMA s 68, 77</b></li> <li>MM &amp; HOD's of municipality review options and contracts for service delivery</li> <li><b>MSA s 76-81</b></li> </ul>	<ul style="list-style-type: none"> <li>Approve and announce new budget schedule and set up committees and forums.</li> <li>Consultation on performance and changing needs.</li> </ul>
<b>Key Dates</b>	<p><b>20 July 2011: Budget Steering Committee</b>  <b>27 July 2011 Financial Services Portfolio Committee (FSPC)</b></p>				
<b>AUGUST 2011</b>	<ul style="list-style-type: none"> <li>IDP Review Process and Framework plans approved</li> <li>Review of comments received on previous years IDP document</li> <li>Self-assessment to identify gaps in the IDP Process</li> <li>Integration of information from adopted Sector Plans into IDP Review document</li> <li>Initiation of new sector plans to be drafted</li> <li>Updating and review of the strategic elements of the IDP as per outcomes of strategic sessions</li> <li>Place advertisement requesting participation</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly Project Implementation Report (for last quarter of previous year) MPPR Reg. 14</li> <li>Quarterly Audit Committee meeting (for the last quarter of previous year) MFMA Sect 166 &amp; MPPR Reg. 14(3)(a)</li> <li>Special Audit Committee meeting (for evaluation of Sect 57 Managers final assessments) MPPR Reg. 14(3)(b)</li> <li>Draft Annual Report 10/11</li> </ul>	<ul style="list-style-type: none"> <li>Mayor tables in Council a time schedule outlining key deadlines for: preparing, tabling and approving the budget; reviewing the IDP (as per s 34 of MSA) and budget related policies and consultation processes at least 10 months before the start of the budget year.</li> <li><b>MFMA s 21,22, 23;</b></li> <li><b>MSA s 34, Ch 4 as amended</b></li> </ul>	<ul style="list-style-type: none"> <li>MM to give notice to the community of the process to be followed (advertise)</li> <li><b>MSA s28(3)</b></li> <li>Budget Task Team meeting</li> <li>Commencement of the Review of current policies and drafting of the new ones.</li> </ul>	<ul style="list-style-type: none"> <li>Consultation on performance and changing needs.</li> <li>Review performance and financial position.</li> <li>Review external mechanisms.</li> <li>Start Planning for next three years.</li> </ul>

	in IDP Review				
<b>Key Dates</b>	<b>23 August 2011: -Special FSPC and EXCO - Rollover Adjustment Budget, Schedule of Key Deadlines, 25 August 2011: –Special Council Rollover Adjustment Budget, Schedule of Key Deadlines</b>				
<b>MFMA Dates</b>	<b>By 25 August each year - Rollover Budget By 31 August each year - Schedule of Key Deadlines</b>				
	<b>IDP</b>	<b>PMS</b>	<b>Budget - Mayor and Council</b>	<b>Budget - Administration - Municipality</b>	<b>Budget - Review Activities</b>
<b>SEPT 2011</b>	<ul style="list-style-type: none"> <li>• Consultation &amp; alignment with Sector Departments / Service Providers and local municipalities.</li> <li>• Growth and Development Summit</li> <li>• Cross Border alignment</li> <li>• Feedback from MEC assessment panel</li> </ul>		<ul style="list-style-type: none"> <li>• Council through the IDP review process determines strategic objectives for service delivery and development for next three-year budgets including review of provincial and national government sector and strategic plans</li> </ul>	<ul style="list-style-type: none"> <li>• CFO, Asst. CFO Budget &amp; Income of municipality determine revenue projections and proposed rate and service charges and drafts initial allocations to functions and departments for the next financial year after taking into account strategic objectives</li> <li>• Engages with Provincial and National sector departments on sector specific programmes for alignment with municipalities plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Update policies, priorities and objectives.</li> <li>• Determine revenue projections and policies.</li> </ul>
<b>Key Dates</b>	<b>23 September 2011 : Issue notices to HOD's re review of Budget Related Policies Road shows: (date to be determined)</b>				
<b>OCTOBER 2011</b>	<ul style="list-style-type: none"> <li>• Consultation &amp; alignment with Sector Departments / Service Providers and local municipalities.</li> <li>• <i>Growth &amp; Development Summit.</i></li> <li>• Exco &amp; Council Workshop 2 – Vision &amp; Objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Auditor General audit of performance measures Appointment of Internal Auditors (MFMA Sect 55(2))</li> <li>• Sect 57 Managers' quarterly assessments (for first quarter)</li> </ul>	<ul style="list-style-type: none"> <li>• Review of Service Delivery &amp; Budget Implementation Plan</li> </ul>	<ul style="list-style-type: none"> <li>• MM does initial review of national policies and budget plans and potential price increases of bulk resources with function and department officials</li> <li>• <b>MFMA s 35, 36, 42; MTBPS</b></li> </ul>	<ul style="list-style-type: none"> <li>• Determine revenue projections and policies.</li> <li>• Engagement with sector departments, share and evaluate plans, national policies, MTBPS.</li> <li>• Draft initial allocations to functions.</li> <li>• Obtaining MTBPS (Medium Term Budget Policy Statement) - National Treasury</li> </ul>
<b>Key Dates</b>	<b>7 October 2011 – Submit Budget Books to Departments for completion with respect to operational revenue and expenditure</b>				
<b>NOVEMBER 2011</b>	<ul style="list-style-type: none"> <li>• Consultation &amp; alignment with Sector Departments / Service Providers and</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly Project Implementation Report (for first quarter) MPPR</li> </ul>		<ul style="list-style-type: none"> <li>• MM reviews and drafts initial changes to IDP</li> <li>• <b>MSA s 34</b></li> </ul>	<ul style="list-style-type: none"> <li>• Draft initial changes to IDP.</li> <li>• Consolidation of</li> </ul>

	<ul style="list-style-type: none"> <li>local municipalities.</li> <li>Review of Municipal strategies, objectives, KPA'S, KIP'S and targets</li> <li>MM review and draft initial changes to IDP</li> </ul>	<ul style="list-style-type: none"> <li>Reg. 14</li> <li>Quarterly Audit Committee meeting (for the first quarter) MFMA Sect 166 &amp; MPPR Reg. 14(3)(a)</li> </ul>		<ul style="list-style-type: none"> <li>Auditor-General to return audit report [Due by 30 November, <b>MFMA 126(4)</b>]</li> <li>Budget section commences the process of Adjustment Budget, liaises with departments.</li> </ul>	<ul style="list-style-type: none"> <li>budgets and plans.</li> <li>Executive determines strategic choices for next three years.</li> <li>Submit draft operational budget computations to CFO</li> <li>Review past MTEF and Draft 3 year budget</li> <li>AG to complete audit within 3 months of receiving financial statements</li> <li>Review of tariff structure</li> <li>IDP and Budget Road shows</li> </ul>
<b>Key Dates</b>	<b>30 November 2011 – Submit draft Operational Budget Books inclusive of Revenue and Expenditure Computations to CFO</b>				
	<b>IDP</b>	<b>PMS</b>	<b>Budget - Mayor and Council</b>	<b>Budget - Administration - Municipality</b>	<b>Budget - Review Activities</b>
<b>DECEMBER 2011</b>	<ul style="list-style-type: none"> <li>MM reviews and draft initial changes to IDP</li> </ul>	<ul style="list-style-type: none"> <li>Compile annual report (MFMA Sect 121)</li> </ul>	<ul style="list-style-type: none"> <li>Council finalises tariff (rates and service charges) policies for next financial year</li> <li><b>MSA s 74, 75</b></li> <li>Budget SC</li> </ul>	<ul style="list-style-type: none"> <li>MM &amp; HOD's consolidate and prepare proposed budget and plans for next financial year taking into account previous year's performance as per audited financial statements</li> </ul>	<ul style="list-style-type: none"> <li>Review past MTEF and Draft 3 year budget</li> <li>Council finalises tariff (service charges) policies for next financial year</li> </ul>
<b>Key Dates</b>	<b>09 December 2011: New and reviewed policies to be returned to Budget Office</b>				
	<b>14 December 2011: Budget Steering Committee - Mid Year Review &amp; Adjustment Budget – Provisional</b>				
<b>JANUARY 2012</b>	<ul style="list-style-type: none"> <li>MM reviews and draft initial changes to IDP</li> </ul>	<ul style="list-style-type: none"> <li>Annual Customer Satisfaction survey (to be consolidated to annual report) MSA Sect 40</li> <li>Mayor tables annual report MFMA Sect 127(2)</li> <li>Make public annual report and invite community inputs into report (MFMA Sect 127 &amp; MSA Sect 21a)</li> <li>Sect 57 Managers' quarterly assessments (for second quarter)</li> <li>Approve Annual Report 09/10</li> </ul>	<ul style="list-style-type: none"> <li>Review of Mid-Year Budget &amp; Performance Assessment.</li> <li><b>MFMA 8 Section 72</b></li> </ul>	<ul style="list-style-type: none"> <li>MM prepares Mid Year budget review and performance assessment MFMA 8 Section 72</li> <li>MM reviews proposed national and provincial allocations to municipality for incorporation into the draft budget for tabling. (Proposed national and provincial allocations for three years must be available by 20 January)</li> <li><b>MFMA s 36</b></li> <li>Submit a report of the midyear budget and performance assessment</li> </ul>	<ul style="list-style-type: none"> <li>Prepare detailed budgets and plans for the next three years.</li> <li>FSPC - Review of midyear budget and annual report.</li> <li>EXCO - Approval of midyear budget and annual report.</li> <li>Mayor to table Adjustment Budget</li> <li>Review of Mid-Year Budget &amp; Performance Assessment.</li> <li>Mayor to table</li> </ul>

				to NT and PT. • <b>MFMA 8 Section 72(1)b</b>	annual report to Council. Contents of report in accordance with Sect. 127 (3) <ul style="list-style-type: none"> <li>• MM reviews proposed national and provincial allocations to municipality for incorporation into the draft budget for tabling.</li> <li>• Submit a report of the midyear budget and performance assessment to NT and PT.</li> <li>• Departmental Managers Review and Approve provisional 3 year budget</li> </ul>
<b>Key Dates</b>	<b>13 January 2012 Budget Steering Committee – Mid Year review &amp; Adj Budget</b> <b>24 January 2012: Special Finance Portfolio and EXCO – Mid Year review &amp; Adj Budget</b> <b>25 January 2012: Special Council– Mid Year review &amp; Adj Budget</b>				
<b>MFMA Dates</b>	<b>By 25 January each year – Mid Year Review</b> <b>After tabling midyear review but before 28 February each year – Adjustment Budget</b>				
	<b>IDP</b>	<b>PMS</b>	<b>Budget - Mayor and Council</b>	<b>Budget - Administration - Municipality</b>	<b>Budget - Review Activities</b>
<b>FEBRUARY 2012</b>	<ul style="list-style-type: none"> <li>• Conclusion of Sector Plans initiated and integration into the IDP Review report</li> <li>• Finalise outstanding MEC Assessment issues</li> <li>• Incorporate DORA allocations</li> <li>• Manco workshop final draft IDP and budget – Prioritisation and budget allocation</li> <li>• KZN Alignment</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly Project Implementation Report (for second quarter) MPPR Reg. 14</li> <li>• Quarterly Audit Committee meeting (for the second quarter) MFMA Sect 166 &amp; MPPR Reg. 14(3)(a)</li> <li>• Submit annual report to AG, Provincial &amp; DTLGA (MFMA Sect 127)</li> </ul>		<ul style="list-style-type: none"> <li>• MM finalises and submits to Mayor proposed budgets and plans for next three-year budgets taking into account the recent mid-year review and any corrective measures proposed as part of the oversight report for the previous year's audited financial statements and annual report</li> <li>• MM to notify relevant municipalities of projected allocations for next three budget years 120 days prior to start of budget year</li> <li>• <b>MFMA s 37(2)</b></li> </ul>	<ul style="list-style-type: none"> <li>• Prepare detailed budgets and plans for the next three years.</li> <li>• Executive adopts budget and plans and changes to IDP.</li> <li>• Review Draft Budget for next financial year</li> <li>• Consultation with local municipalities</li> <li>• Mayor to table annual report to Council. Contents of report in accordance with Sect 127 (3)</li> <li>• Gazetting of DORA allocations (Final)</li> </ul>

					<ul style="list-style-type: none"> <li>and incorporation within Draft Budget</li> <li>Draft budget for MANCO &amp; Finance Portfolio, including draft policies, tariffs</li> </ul>
<b>Key Dates</b>	<b>20 February 2012: Manco discussion on Projects and available resources</b> <b>27 February 2012: MMS workshop on 2012/2013 Final Draft Budget</b>				
	<b>IDP</b>	<b>PMS</b>	<b>Budget - Mayor and Council</b>	<b>Budget - Administration - Municipality</b>	<b>Budget - Review Activities</b>
<b>MARCH 2012</b>	<ul style="list-style-type: none"> <li>Alignment with local municipalities' IDPs</li> <li>Council debate and workshop final draft IDP &amp; budget - Prioritization &amp; Budget allocation</li> <li>Council to adopt the final draft Budget &amp; IDP and resolve to advertise for public comment.</li> <li>Draft IDP submission to CoGTA by 23 March 2012</li> <li>IDP Assessment week &amp; Assessment Feedback – 26 to 30 March 2012</li> </ul>	<ul style="list-style-type: none"> <li>Council to consider and adopt an oversight report [Due by 31 March <b>MFMA Sec 129(1)</b>]</li> <li>Set performance objectives for revenue for each budget vote (MFMA Sect 17)</li> </ul>	<ul style="list-style-type: none"> <li>Mayor tables municipality budget, budgets of entities, resolutions, plans, and proposed revisions to IDP at least 90 days before start of budget year</li> <li><b>MFMA s 16, 22, 23, 87; MSA s 34</b></li> </ul>	<ul style="list-style-type: none"> <li>MM reviews any changes in prices for bulk resources as communicated by 15 March</li> <li><b>MFMA s 42</b></li> <li>District draft IDP to Finance Portfolio, EXCO and Council</li> </ul>	<ul style="list-style-type: none"> <li>Manco - final draft budget for next year</li> <li>MM reviews any changes in prices for bulk resources as communicated by the 15th of March</li> <li>Review of final draft budget / IDP to Finance Portfolio</li> <li>Council to adopt an oversight report containing the councils comments on the annual report</li> <li>Approval of final draft Budget &amp; IDP by Council - Mayor must table annual budget 90 days before start of budget year</li> <li>Acc Officer to Publish draft budget for comments/invite communities for comments.</li> <li>Draft Tabled Budget submission to National Treasury &amp; Provincial Gvt</li> </ul>
<b>Key Dates</b>	<b>15 March 2012: Budget Steering Committee-Draft 2012/2013 Budget</b> <b>15 March 2012: IDP Steering Committee - Approach to Phase 4 &amp; 5</b> <b>28 March 2012 – Table Draft 2012/2013 Budget Special Council</b>				
<b>MFMA Dates</b>	<b>By 30 March each Year – Tabling of Budget to Council</b>				



<b>APRIL 2012</b>	<ul style="list-style-type: none"> <li>Publish draft Budget &amp; IDP for comment (21 days).</li> <li>Obtain final input through alignment and consultation meetings.</li> <li>Public consultation on draft budget/IDP – 2<sup>nd</sup> round road shows</li> <li>Access &amp; incorporate comments – adjust the IDP &amp; Budget where necessary</li> <li>Assessment week</li> <li>April 2012 Assessment feedback (date to be advised)</li> <li>IDP Rep forum</li> </ul>	<ul style="list-style-type: none"> <li>Refinement of Municipal Strategies, Objectives, KPA's, KPI's and targets and inclusion into IDP Review report.</li> <li>S57 Managers' Quarterly Performance Assessments</li> <li>Publicise Annual Report [Due by 7 April <b>MFMA Sec 12 MFMA Dates 9(3)</b>]</li> <li>Submit Annual Report to Provincial Legislature/MEC Local Government [Due by 7 April <b>MFMA Sec 132(2)</b>]</li> </ul>	<ul style="list-style-type: none"> <li>Public hearings on the budget, and council debate. Council consider views of the local community, NT, PT, other provincial and national organs of state and municipalities. Mayor to be provided with an opportunity to respond to submissions during consultation and table amendments for council consideration.</li> <li><b>MFMA s 23</b></li> <li>Consultation with national and provincial treasuries and finalise sector plans for water, sanitation, electricity etc</li> <li><b>MFMA s 21</b></li> </ul>	<ul style="list-style-type: none"> <li>MM publishes tabled budget, plans, and proposed revisions to IDP, invites local community comment and submits to NT, PT and others as prescribed</li> <li><b>MFMA s 22 &amp; 37; MSA Ch 4 as amended</b></li> <li>MM assists the Mayor in revising budget documentation in accordance with consultative processes and taking into account the results from the third quarterly review of the current year</li> </ul>	<ul style="list-style-type: none"> <li>Consultation with National and Provincial Treasuries and finalise sector plans, water and sanitation, electricity, etc.</li> <li>Public hearings on the Budget, Council Debate on Budget and Plans.</li> <li>Revision of budget and IDP after input from National Treasury, Provincial, other Municipalities and public has been received.</li> </ul>
<b>Key Dates</b>	<b>Road shows: May 2012</b>				
	<b>17 April 2012: Budget Steering Committee – 2012/2013 Final Budget</b>				
<b>MFMA Dates</b>	<b>0 - 21 Days after Tabling Budget – Public Consultations on draft Budget</b>				
<b>MAY 2012</b>	<ul style="list-style-type: none"> <li>Final approval of Budget &amp; IDP by Council – Council to consider approval of budget and plans (at least 30 days before start of budget year).</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly Project Implementation Report (for third quarter) MPPR Reg. 14</li> <li>Quarterly Audit Committee meeting (for third quarter) MFMA Sect 166 &amp; MPPR Reg. 14(3)(a)</li> <li>Annual review of organisational KPIs (MPPR Reg 11)</li> <li>Review annual organisational performance targets (MPPR Reg 11)</li> </ul>	<ul style="list-style-type: none"> <li>Council to consider approval of budget and plans at least 30 days before start of budget year.</li> <li><b>MFMA s 24; MSA Ch 4 as amended</b></li> <li>Council must approve annual budget by resolution, setting taxes and tariffs, approving changes to IDP and budget related policies, approving measurable performance objectives for revenue by source and expenditure by vote before start of budget year</li> <li><b>MFMA s 16, 24, 26, 53</b></li> </ul>	<ul style="list-style-type: none"> <li>MM assists the Mayor in preparing the final budget documentation for consideration for approval at least 30 days before the start of the budget year taking into account consultative processes and any other new information of a material nature</li> <li>District draft IDP to Finance Portfolio, EXCO and Council</li> </ul>	<ul style="list-style-type: none"> <li>Public hearings on the Budget, Council Debate on Budget and Plans.</li> <li>Council adopts budget, resolutions, capital implementation plans, objectives and changes in IDP.</li> <li>Revised budget and IDP tabled to Financial Portfolio</li> <li>Final approval of Budget &amp; IDP by Council - Council to consider approval of budget and plans (at least 30 days before start of budget year)</li> </ul>
<b>Key Dates</b>	<b>15 May 2012: Special FSPP, EXCO - 2012/2013 Final Budget</b>				
	<b>16 May 2012: Special Council - 2012/2013 Final Budget</b>				
<b>MFMA</b>	<b>By End of May each year – Council to Consider Approval of final Budget</b>				

Dates					
	IDP	PMS	Budget - Mayor and Council	Budget - Administration - Municipality	Budget - Review Activities
<b>JUNE 2012</b>	<ul style="list-style-type: none"> <li>Submission to CoCTA /MEC</li> <li>Publish adopted budget and IDP, place multiyear budget and related documents on website</li> <li>Notice of IDP on website to all service providers</li> </ul>	<ul style="list-style-type: none"> <li>Community input into organisation KPI's and targets</li> </ul>	<ul style="list-style-type: none"> <li>Mayor must approve SDBIP within 28 days after approval of the budget and ensure that annual performance contracts are conducted in accordance with s 57(2) of the MSA. Mayor to ensure that the annual performance agreements are linked to the measurable performance objectives approved with budget and SDBIP. The mayor submits the approved SDBIP and performance agreements to council, MEC for local government to make public within 14 days after approval.</li> <li><b>MFMA s 53 S38-45, 57(2)</b></li> <li>Council must finalise a system of delegations.</li> <li>MFMA s 59,79,82, MSA s59-65</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>MM submits to the mayor no later than 14 days after approval of the budget a draft of the SDBIP and annual performance agreements required by s57(1)(b) of the MSA.</li> <li><b>MFMA s 69; MSA s57</b></li> <li>MM of municipality publishes adopted budget and plans and places Multiyear budget and budget related documents on website and submits budget/IDP to national and provincial treasury.</li> <li><b>MFMA s75,87</b></li> </ul>	<ul style="list-style-type: none"> <li>Publish budget and tariffs (supplement)</li> <li>Finalise performance contracts and delegation</li> <li>Draft SDBIP to Mayor (14 days after approval of budget)</li> <li>SDBIP approved by Mayor – 28 day deadline after approval of the budget</li> </ul>
<b>JULY 2012</b>	<ul style="list-style-type: none"> <li>Draft IDP review</li> <li>Draft IDP Review process and framework plan for 12/13 by 29 July 2012</li> </ul>		<ul style="list-style-type: none"> <li>The mayor submits the approved SDBIP and performance agreements to council, MEC for local government and makes public within 14 days after approval.</li> <li><b>MFMA s53: MSA s38-45, 57(2)</b></li> </ul>	<ul style="list-style-type: none"> <li>MM Makes public projections of revenue and expenses for each month of the coming year, service delivery targets for each quarter and performance agreements 14 days after SDBIP is approved.</li> <li><b>MFMA s53</b></li> </ul>	<ul style="list-style-type: none"> <li>Approved SDBIP and performance agreements to council, MEC for local government (publish within 14 days after approval)</li> </ul>

## 5 OVERVIEW OF THE DISTRICT

The uThungulu District Municipality is a category C municipality and is located in the north-eastern region of the KwaZulu-Natal province on the eastern seaboard of South Africa. It covers an area of approximately 8213 square kilometres, from the agricultural town of Gingingdlovu in the south, to the Umfolozi River in the north and inland to the mountainous beauty of rural Nkandla.

This paradoxical district comprises the best and worst of the two economies of this country. We are home to several of the largest industrial giants in the world, the retail sector in our urban areas are burgeoning with economic activity, the agricultural and tourism potential is boundless and opportunities exist for local economic development. However, in recent times, the district has also experienced a number of difficulties in light of the world-wide economic recession. This coupled with crippling droughts and deep rural communities living in utter poverty are also strong characteristics of the uThungulu district, with a backlog of water and sanitation service delivery topping our list of priorities.

The district is home to six local municipalities: uMhlathuze, Ntambanana, uMlalazi, Mthonjaneni, Nkandla and Mbonambi. It has the third highest population in the province after the eThekweni Metro (Durban) and the uMgungundlovu district (Pietermaritzburg and surrounds).

The uThungulu is well-endowed with natural resources. Its competitive advantages are:

- A good climate that opens up avenues for productive agricultural and tourism development;
- agriculture with irrigation infrastructure in place; and
- A scenic environment and coastal terrain which create opportunities for tourism development.

The uThungulu District faces its fair share of challenges in terms of service delivery, which is exacerbated by the geographical characteristics of mountainous terrains, large distances between our rural areas and the urban centres, and prolonged periods of drought.

Some 80% of the population is rural and 53% is aged between 0 and 19 years. Women make up 54% of the population due to migration patterns associated with

the province in general and there are large disparities in settlement concentrations.

The challenge is to provide basic services such as water and sanitation to these people while stimulating local economic development, job creation and the growth of the small and medium business sector. The need to address poverty is one of the most critical issues. The municipality enjoys good relations with the business sector and non-governmental organizations.

The uThungulu District Municipality allocates the majority of its annual income to capital infrastructure projects in its three newly-established, local municipalities: Mbonambi, Ntambanana and Nkandla, where the vast majority of residents live in rural homesteads and unemployment is at about 50%. A lack of scarce skills has negatively affected the employment conditions, as industries have been forced to source labour outside of the region, to the detriment of local workers.

uThungulu's unique qualities set it apart from many other regions in South Africa. It boasts the largest deepwater port on the African continent, which imports the most bulk cargo of all African ports. It has double the capacity of the Port of Durban to its south and handles in excess of 75 million tons of cargo annually. The development of the harbour facilities at Richards Bay has promoted the development of the manufacturing sector, such that the manufacturing sector is one of the largest economic contributors to the gross geographic product in uThungulu.

uThungulu offers highly favourable agricultural conditions as it has extremely fertile soils, good rainfall and enjoys an excellent, frost-free climate all year round. A wide variety of bio-climatic conditions are on offer across the district, from the mountainous area of Nkandla down to the coastline. The agricultural sector is a dual economy, consisting of commercial agriculture on one hand and traditional agriculture on the other.

The commercial agricultural economy is based on the sugar and forestry industries. Traditional agriculture is practiced on most of the tribal lands in the district and has enormous potential for growth.

At the uThungulu District Municipality giant steps we have taken in initiating skills transfer schemes and on-the-job training for members of our communities in the implementation of the majority of our capital infrastructure projects. The Local



district and then do an analysis of the economy, infrastructure service provision, social and community development, planning and environmental management as well as municipal service delivery as a whole.

## 2 DISTRICT OVERVIEW

The uThungulu District is located in the north eastern region of the KwaZulu-Natal Province. The district comprises of six local municipalities, namely:

Mfolozi	(KZ 281)
uMhlathuze	(KZ 282)
Ntambanana	(KZ 283)
uMlalazi	(KZ 284)
Mthonjaneni	(KZ 285)
Nkandla	(KZ 286)

Significant economic centres at the district and provincial levels are Richards Bay and Empangeni. Richards Bay, as a harbour and industrial town, attracts people from surrounding towns, rural settlements and from beyond the district. Empangeni's role as an industrial, commercial and service centre to the settlements of Esikheleni, Eshowe, Nkandla, Ntambanana and other rural settlements attracts many people to the range of higher order services available in the town.

According to the 2010 Global Insight Statistics, it is noted that the vast majority of economic performance (41.8%) in the district is vested in uMhlathuze Local Municipality with its primary urban centres being Richards Bay and Empangeni. This area is the third most important in the province of KwaZulu-Natal in terms of economic production and contributes 9.1% of the total GGP<sup>1</sup> and 8.5% of the total employment (formal and informal) in 2010. Between 1996 and 2009 the GDP average annual growth rate for the uThungulu region was 2.8% - lower than the province at 3.2% and the national rate of 3.2% per annum. In 1997, the GDP average annual growth rate was approximately 7, 0%.

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<sup>1</sup> The measurement of Gross Geographic Product (GGP) is a means of measuring the output or the performance of an economy. It is defined as the total value, at factor cost, of final goods and services produced within a geographic area in a given year, by local as well as foreign firms.

The district is further characterized by low levels of urbanization; approximately 80% of the people live in the rural areas. Also, more than 50% of the population is younger than 19 years. The female population is significantly higher than the male population – a phenomenon that can be attributed to migration patterns associated with the province in general.

The district is further characterized by large infrastructure backlogs, particularly in respect of water and sanitation mainly in the rural areas. The implementation of the 2009 uThungulu WSDP (Water Services Development Plan) has reduced the rural backlogs for water supply to RDP standard from 82% in 2001/02 to 38% in 2010/11. The backlogs in rural sanitation to RDP standards have been reduced from 80% to 69% over the same period.

The district is host to a wide variety of infrastructure and services. Richards Bay, Empangeni, Gingindlovu, Mtunzini and Eshowe all have reasonably good levels of infrastructure and services. Formal, urban infrastructure is focussed on these centres and in some of the secondary nodes in the district like Melmoth and Heatonville.

Nkandla, Melmoth, Ntambanana, Buchanana, Kwambonambi and Eshowe are administrative centres of economic significance in the district. Even though Mtubatuba, Ulundi and Mandeni are centres that fall outside the district they are considered as important as they service portions of the uThungulu district.

The uThungulu district's transportation infrastructure is under pressure. The road network connects the major nodes, like Richards Bay and Empangeni to the national network, however the heavy vehicles servicing the Port of Richards Bay and the adjoining industrial areas are placing considerable strain on the infrastructure. Rail is a declining transport sector, with no major commuter networks in place and limited industrial linkages (with the exception of the coal link from Mpumalanga to the Richards Bay Coal Terminal at the Port of Richards Bay).

From a spatial and a demographic (Global Insight 2010) point of view the uThungulu Family of Municipalities have the following sizes:

Municipality	Spatial Size	Demographic size
Mfolozi (KZ 281)	1208 km <sup>2</sup>	109 308
uMhlathuze (KZ 282)	795 km <sup>2</sup>	410 323
Ntambanana (KZ 283)	1083 km <sup>2</sup>	92 389
uMlalazi (KZ 284)	2214 km <sup>2</sup>	186 799
Mthonjaneni (KZ 285)	1086 km <sup>2</sup>	66 175
Nkandla (KZ 286)	1827 km <sup>2</sup>	123 160
uThungulu (DC 28)	8213 km <sup>2</sup>	988 153

uThungulu district has a good climate and an abundance of natural resources. The available arable land is suitable for large-scale agricultural initiatives, like the present sugar and forestry as well as specialised and intensive agricultural opportunities like natural oils and fruits cultivation. The intrinsic beauty and cultural heritage of the area enhances the opportunities for tourism in the district. The terrain of uThungulu varies from the flat coastal belt, to the escarpment 900m above sea level.

The broad spatial structure of the district consists of a coastal plain or corridor that is rich in natural and built resources. A 'shadow corridor' comprising of commercial agriculture forms a rim of higher lying land around the coastal plain. The land is characterised by undulating topography containing commercial agriculture, which is dominated by forestry, rural settlement and small towns. The rest of the district is characterised by high lying dramatic landscape with rural settlement and forestry. The general spatial trend is that access to services and economic opportunities appears to lessen as one moves inland.

Also found in the area are a variety of river valleys, the best known the Tugela River on the western boundary of the district. The variety of soils, temperate climate and good annual average rainfall as well as the large water catchments area of the Thukela catchments area all combine for added attractiveness.

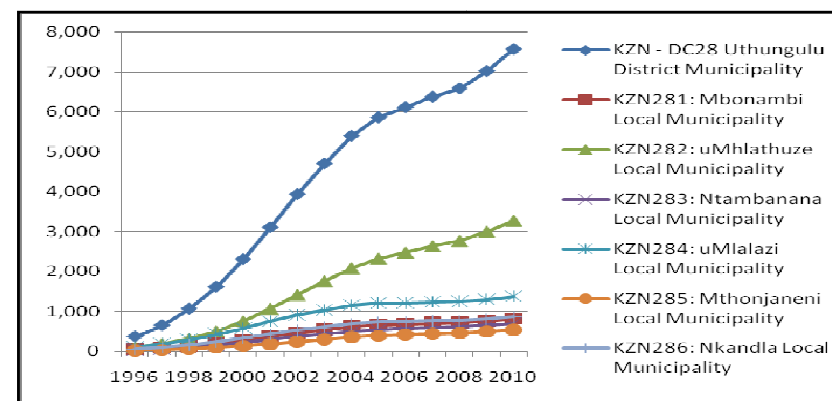
### 3 DEMOGRAPHIC CHARACTERISTICS

#### 3.1 POPULATION FIGURES

The total population of the uThungulu District Municipality was 988 153 in 2010. Since 1996, the population of the uThungulu District grew at an average annual growth rate of 1.5 % per annum compared to the 1.1% population growth rate at the provincial and national level, thereby increasing uThungulu population share in KwaZulu-Natal from 9% in 1996 to 9.5% in 2008. The table on the following page presents the population changes over time for the district and its local municipalities.

The following figure depicts the incidence of HIV/Aids in the province and in the uThungulu Family of Municipalities. It is noted that HIV/Aids has increased by 140% between 1996 and 2010 in the province and by 163% in uThungulu district.

**Figure 1: Incidence of HIV/Aids**



Source: Global Insight (2010)

**Table 1: Change in Population Numbers**

	uThungulu	Mfolozi	uMhlathuze	Ntambanana	uMlalazi	Mthonjaneni	Nkandla
1996	799,327	102,021	201,824	76,910	242,577	37,965	138,029
1997	817,082	103,054	219,394	78,402	238,731	40,278	137,223
1998	834,178	103,945	237,276	79,818	234,369	42,624	136,147
1999	850,672	104,702	255,439	81,166	229,538	44,998	134,828
2000	866,616	105,329	273,883	82,449	224,274	47,396	133,285
2001	881,909	105,817	292,540	83,658	218,564	49,810	131,521
2002	896,038	106,139	310,061	84,751	213,092	52,173	129,821
2003	909,110	106,427	326,247	85,762	208,045	54,364	128,265
2004	921,058	106,675	341,082	86,688	203,395	56,382	126,836
2005	932,561	106,963	354,822	87,598	199,280	58,271	125,627
2006	943,742	107,291	367,580	88,503	195,697	60,039	124,632
2007	954,918	107,696	379,495	89,438	192,689	61,707	123,894
2008	966,143	108,182	390,595	90,411	190,244	63,288	123,422
2009	977,295	108,729	400,888	91,403	188,304	64,780	123,191
2010	988,153	109,308	410,323	92,389	186,799	66,175	123,160
<b>Population Growth Rate (%)</b>	<b>1.57</b>	<b>0.48</b>	<b>6.89</b>	<b>1.34</b>	<b>-1.53</b>	<b>4.95</b>	<b>-0.72</b>

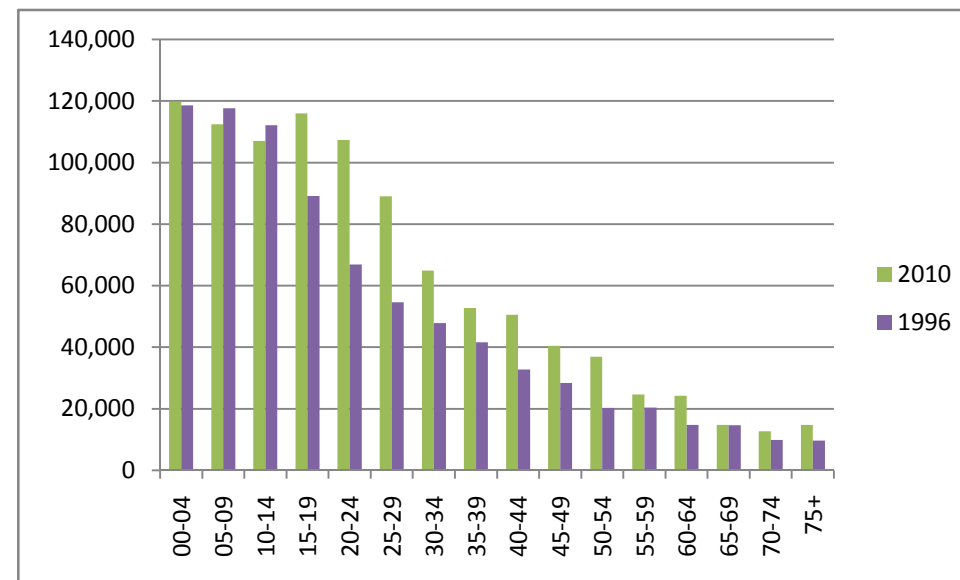
Source: Global Insight (2010)

The uMhlathuze Municipality has the largest portion with 39.5% of the population residing in this local municipality while only 6.5% of the district's population resides in Mthonjaneni.

### 3.2 AGE AND GENDER

A breakdown of the population per age cohort is indicated in the following figure.

**Figure 2: Population per age cohort in the district**



Source: Global Insight (2010)

The following is a depicting of the male: female ratio in the uThungulu district for the respective age cohorts.

**Table 2: Male Female Percentages**

Age	% Males	% Females
00-04	6.08	6.03
05-09	5.84	5.54
10-14	5.51	5.32
15-19	5.94	5.80
20-24	5.49	5.37
25-29	4.55	4.45
30-34	3.43	3.14
35-39	2.70	2.64
40-44	2.27	2.85
45-49	1.94	2.16
50-54	1.58	2.16
55-59	1.16	1.33
60-64	0.97	1.48
65-69	0.55	0.95
70-74	0.40	0.88
75+	0.39	1.11
<b>Total</b>	<b>49</b>	<b>51.20</b>

Source: Global Insight (2010)

It is interesting to note that in the age cohorts between 40 – 75+ that the female percentages pass the male percentages.

The uThungulu age profile indicated that the majority of the population, approximately 60%, is between the ages of 15 and 64 with children accounting for about 36% of the population. The elderly only make up about 4.2% of the population.

**Table 3: Population per age cohort**

	1996	2011	%
00-04	117,160	119,668	
05-09	113,101	112,475	
10-14	107,878	107,018	34.32
15-19	86,705	116,009	
20-24	70,734	107,343	
25-29	54,340	88,996	
30-34	48,365	64,919	
35-39	41,988	52,705	
40-44	33,238	50,579	
45-49	28,709	40,478	
50-54	20,426	36,894	
55-59	20,539	24,622	
60-64	14,836	24,226	61.40
65-69	14,613	14,753	
70-74	9,000	12,710	
75+	9,657	14,760	4.27
<b>Total</b>	<b>791,287</b>	<b>988,155</b>	<b>100.00</b>

Source: Global Insight (2010)

The uThungulu district undertook its fifth Quality of Life (QOL) Survey during 2009 and a draft report has been compiled. The following table shows a comparison of the incidence of Pensioner Headed Households (expressed as a %) in the uThungulu district since 2004. It is apparent that there has been a significant increase in the number of pensioner headed households since 2007 from 32.43% to 46.84%.

The incidence of pensioner headed households is high and some reasons for this could be (1) parents working elsewhere, (2) deceased parents (3) the traditional culture of extended families as well as the (4) effects of migrant labour.



**Table 4: Pensioner Headed Households**

Municipality	% Pensioner Headed Households			
	2004	2005	2007	2009
<b>Mbonambi</b>	38.41	32.68	22.30	55.92
<b>Mthonjaneni</b>	47.27	22.47	43.43	20.26
<b>Nkandla</b>	29.95	44.29	39.41	49.39
<b>Ntambanana</b>	36.70	33.91	36.75	54.89
<b>uMhlatuze</b>	23.37	16.22	18.77	42.02
<b>uMlalazi</b>	42.94	39.47	37.29	43.91
<b>UTHUNGULU</b>	<b>35.60</b>	<b>31.45</b>	<b>32.43</b>	<b>46.84</b>

Source: Quality of Life Survey 2009

**Note:** Mbonambi Local Municipality changed its name to Mfolozi Municipality.

### 3.3 EDUCATION

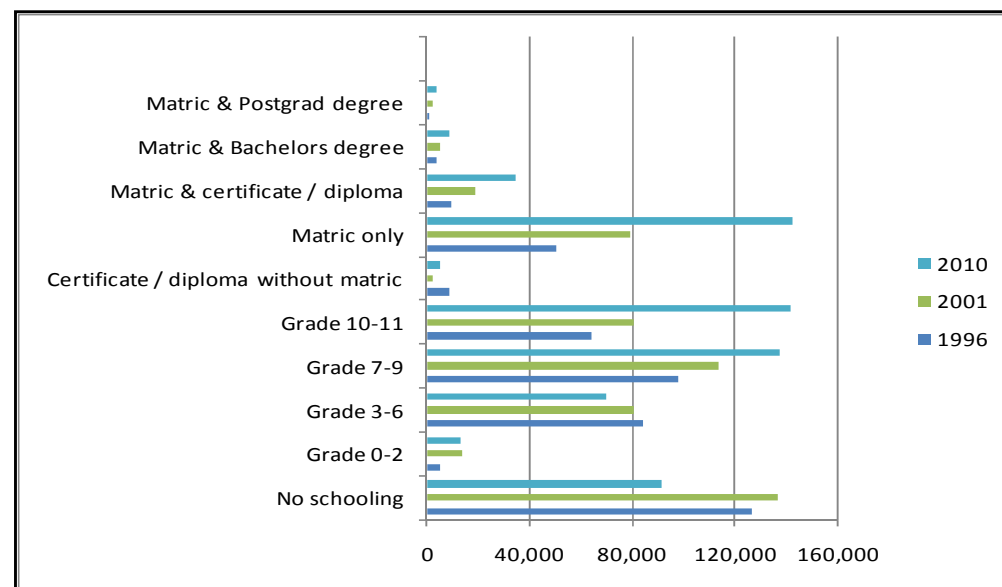
Quality of Life Survey (2009) reported that there has not been much of a change in the education levels of the district. Of concern is the increase in the percentage of people with no/basic education from 17.55% to 19% and the reduction in the tertiary education levels from 6% to 5.8%. There appears to be an improved access to secondary education.

**Table 5: Levels of Education**

Municipality	Year	Education Levels			
		None /Basic	Primary	Secondary	Tertiary
<b>UTHUNGULU</b>	<b>2004</b>	15.69	22.11	56.20	6.01
	<b>2005</b>	22.75	31.85	38.33	7.06
	<b>2007</b>	17.55	34.82	42.47	5.15
	<b>2009</b>	19	18.4	55.4	5.8

Source: Quality of Life Survey 2009

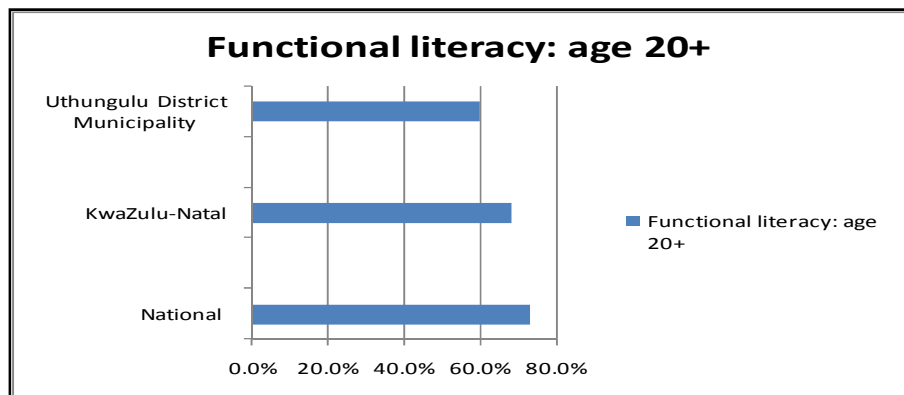
**Figure 3: Detailed levels of education**



Source: Global Insight (2010)

The functional literacy rate is the percentage of the population who aged 20 and above that have completed Grade 7 and is depicted in the following:

**Figure 4: Functional Literacy**



Source: Global Insight (2010)

### 3.4 HIV

The impact of HIV/Aids is very serious issue and should be incorporated into whatever strategies or developments are undertaken in an area. Typical impacts of AIDS include decreased productivity of workers, increased absenteeism and additional costs of training of new workers. It also represents a greater demand and pressure on health facilities and as the statistics gathered from antenatal clinics indicate a very real problem of AIDS orphans and child (minor) headed households. These factors must be taken cognizance of when devising local economic development strategies. The concerns about the impact of HIV on uThungulu need to be reiterated as KwaZulu-Natal has the highest HIV prevalence rate of all the provinces.

The Centre for Actuarial Research compiled a report that considers the Demographic Impact of HIV/Aids in South Africa and a number of findings from the above mentioned report are also shown in this section (Dorrington R E, Johnson L F, Bradshaw D and Daniel T, the Demographic Impact of HIV/Aids in South Africa. National and Provincial Indicators for 2006. Cape Town: Centre for Actuarial Research, South African Medical Research Council and Actuarial Society of South Africa.)

**Table 6: KZN Mortality Indicators (2006)**

Mortality Indicators 2006: KZN	
<b>Deaths</b>	
Total deaths during 2005	196 000
Non-Aids deaths during 2005	85 000
AIDs deaths during 2005	111 000
<b>Percentage of deaths due to HIV/Aids</b>	
Adults (15 - 49)	78%
Adults (15 +)	58%
Children (< 15)	25%
Total deaths	57%
<b>Life Expectancy</b>	
Life expectancy (years)	43.1
Male life expectancy (years)	41.8
Female life expectancy (years)	44.5

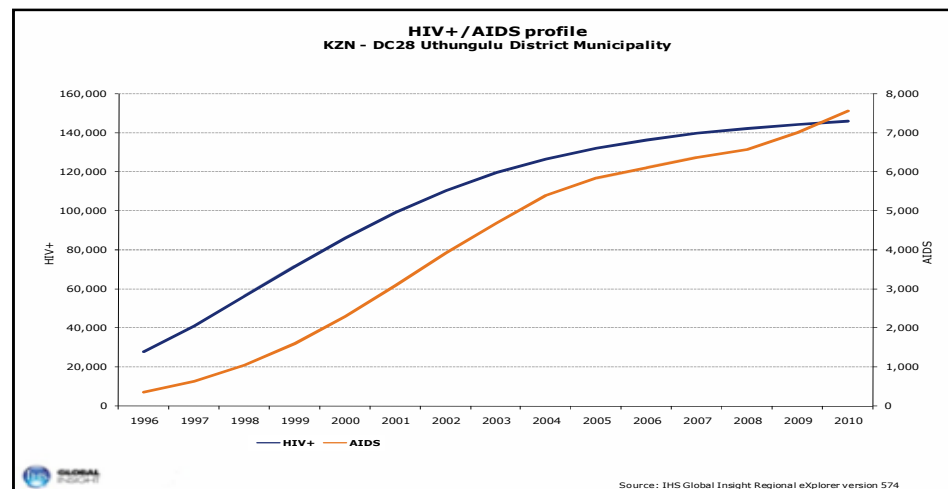
Apart from the above indicators, the report also indicates that, in 2009, approximately 511 000 of the orphans in KZN were Aids related orphans. The total number of orphans in the province was estimated to be 615 000 in 2009. Thus, 83% of the orphans were calculated to be Aids related.

**Table 7: HIV/Aids related statistics for KZN**

Year	Total Population	Growth Rate (%)	Total HIV +	Cumulative Aids deaths	Total Aids sick
1990	7,784,964	2.4	15,495	162	130
1991	7,976,808	2.4	32,905	409	320
1992	8,164,488	2.3	65,246	959	732
1993	8,348,520	2.2	120,431	2,112	1,571
1994	8,528,077	2	208,070	4,380	3,173
1995	8,696,220	1.8	334,621	8,580	6,027
1996	8,845,549	1.7	497,692	15,882	10,807
1997	9,002,528	1.7	680,909	27,838	18,576
1998	9,146,331	1.5	862,305	46,752	29,885
1999	9,275,055	1.3	1,028,663	74,690	45,407
2000	9,387,453	1.1	1,170,848	113,828	65,382
2001	9,484,797	1	1,288,002	165,996	88,885
2002	9,572,574	0.8	1,380,107	232,411	114,958
2003	9,645,417	0.7	1,447,112	313,306	141,539
2004	9,703,594	0.5	1,491,837	407,862	167,515
2005	9,750,935	0.5	1,521,149	511,974	181,694
2006	9,791,815	0.4	1,540,183	621,291	193,028
2007	9,827,879	0.4	1,552,390	734,372	200,628
2008	9,861,135	0.3	1,560,573	849,481	204,976
2009	9,893,513	0.3	1,567,048	964,964	206,294
2010	9,925,414	0.3	1,572,457	1,080,680	209,638
2011	9,956,255	0.3	1,576,698	1,197,399	212,962
2012	9,986,310	0.3	1,580,360	1,314,975	215,535
2013	10,015,990	0.3	1,584,077	1,433,017	217,260
2014	10,045,556	0.3	1,588,258	1,551,178	218,324
2015	10,075,055	0.3	1,593,022	1,669,254	218,987

Information has been extracted from the uThungulu District Municipality Global Insight (2010) database in respect of the incidence of HIV/Aids in the uThungulu District.

**Figure 5: Incidence of HIV/Aids in uThungulu**



Source: Global Insight (2010)

It is interesting to note from the above figure that the incidence of HIV/Aids seems to have stabilized – this is in line with the notion that the disease is reaching maturity.

More details are provided in the following table with regard to the infection numbers for the district and its local municipalities between 1996 to 2010.

**Table 8: Incidence of HIV/Aids**

	KZN	uThungulu	Mbonambi	uMhlatuze	Ntambanana	uMlalazi	Mthonjaneni	Nkandla
1996	548,065	50,382	6,863	13,790	4,757	15,051	2,343	7,577
1997	724,922	67,367	8,964	19,667	6,336	19,264	3,305	9,832
1998	911,221	85,551	11,111	26,544	8,007	23,380	4,407	12,102
1999	1,093,690	103,761	13,158	34,032	9,670	27,078	5,594	14,230
2000	1,248,504	119,693	14,823	41,301	11,114	29,802	6,731	15,921
2001	1,382,173	133,897	16,196	48,435	12,390	31,772	7,832	17,272
2002	1,403,087	136,980	16,194	51,697	12,634	31,005	8,308	17,142
2003	1,457,086	143,357	16,630	55,934	13,206	31,109	8,967	17,511
2004	1,474,813	145,947	16,631	58,642	13,421	30,450	9,375	17,429
2005	1,436,264	142,829	15,997	58,899	13,108	28,729	9,394	16,702
2006	1,405,089	140,284	15,482	59,067	12,861	27,330	9,413	16,131
2007	1,361,817	136,440	14,861	58,450	12,499	25,847	9,313	15,470
2008	1,319,154	132,627	14,287	57,644	12,142	24,514	9,186	14,855

Source: Global Insight (2008)

## 4 THE DISTRICT ECONOMY

Amongst others, this section of the report will be informed by the following components of the uThungulu district's economy:

- ❖ Main Economic Sectors
- ❖ Employment and Income Levels
- ❖ Local Economic Development
- ❖ Agriculture
- ❖ Tourism
- ❖ Other sectors such as mining, construction and manufacturing

### 4.1 MAIN ECONOMIC CONTRIBUTORS

The manufacturing sector is the largest sectoral contributor to the economy of the district albeit that its proportionate contribution has decreased slightly since 1996. Interestingly, only those contributions from the mining and finance sectors have shown an increase during the same period. The increase in the mining sector has been significant in that this sector is the second largest economic contributor above community services.

From 1996 to 2010, the economy of the uThungulu District grew at a slightly slower pace than the national economy at an average annual growth rate of 3.2%

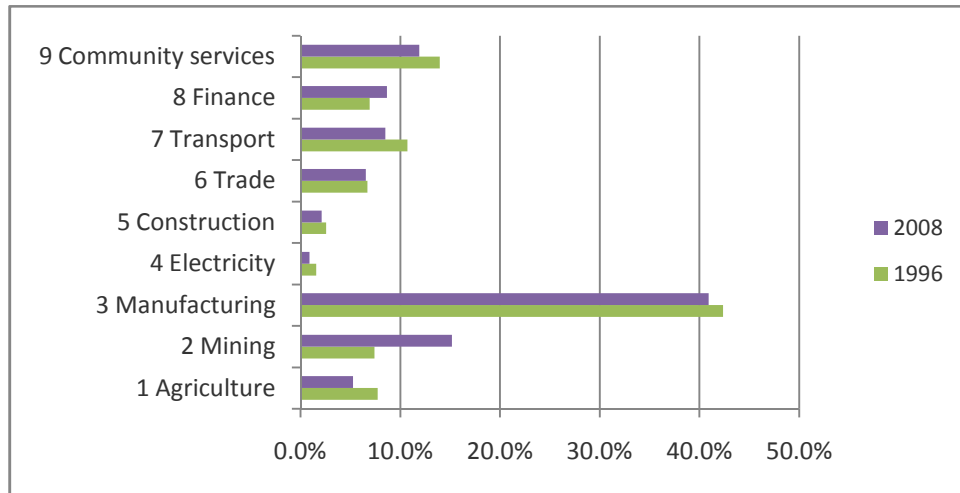
per annum compared to 3.29% for the national economy. This resulted in the uThungulu economy decreasing its share in national output from 1.45 % in 1996 to 1.44% in 2010.

**Table 9: Sectoral contributions to Economy**

The following figure is a depiction of the previous table.

**Figure 6: Sectoral Contributions to Economy**

	Agriculture	Mining	Manufacturing	Electricity	Construction	Trade	Transport	Finance	Community Service
<b>1996</b>									
<b>National Total</b>	4.2%	6.9%	20.2%	3.3%	3.1%	14.1%	9.2%	16.6%	22.5%
<b>KwaZulu-Natal</b>	6.5%	1.9%	25.6%	3.4%	3.2%	13.3%	12.6%	13.6%	19.9%
<b>Uthungulu District</b>	7.7%	7.4%	42.3%	1.6%	2.6%	6.7%	10.7%	6.9%	14.0%
<b>Mbonambi</b>	5.8%	11.9%	41.4%	1.4%	2.8%	7.3%	12.8%	6.2%	10.4%
<b>uMhlatuze</b>	4.9%	6.0%	46.6%	1.1%	2.5%	6.2%	11.5%	8.3%	12.9%
<b>Ntambanana</b>	10.0%	10.8%	39.3%	1.4%	2.8%	7.1%	11.9%	5.9%	10.8%
<b>uMlalazi</b>	13.7%	1.8%	40.5%	3.2%	2.0%	6.2%	5.2%	6.2%	21.3%
<b>Mthonjaneni</b>	39.1%	0.0%	16.0%	2.0%	3.0%	7.2%	7.8%	5.5%	19.1%
<b>Nkandla</b>	14.1%	0.0%	2.5%	1.2%	2.5%	10.6%	6.4%	0.7%	61.9%
<b>2008</b>									
<b>National Total</b>	3.3%	9.5%	18.8%	2.3%	3.1%	12.7%	8.1%	21.7%	20.5%
<b>KwaZulu-Natal</b>	5.1%	2.1%	25.0%	2.4%	2.7%	13.3%	11.0%	18.9%	19.4%
<b>Uthungulu District</b>	5.3%	15.2%	40.9%	0.9%	2.1%	6.5%	8.5%	8.7%	11.9%
<b>Mbonambi</b>	3.5%	21.7%	39.9%	0.7%	2.2%	7.1%	9.4%	7.2%	8.1%
<b>uMhlatuze</b>	3.2%	11.6%	45.9%	0.6%	2.2%	6.3%	9.2%	10.7%	10.4%
<b>Ntambanana</b>	6.3%	20.9%	37.8%	0.8%	2.2%	7.0%	9.0%	7.2%	8.9%
<b>uMlalazi</b>	13.8%	6.3%	33.7%	2.4%	1.6%	5.4%	3.9%	7.5%	25.4%
<b>Mthonjaneni</b>	33.5%	0.0%	14.0%	2.0%	2.9%	8.5%	7.2%	10.9%	20.9%
<b>Nkandla</b>	14.5%	0.1%	1.1%	0.5%	1.1%	6.2%	2.5%	0.8%	73.1%



Source: Global Insight (2008)

#### 4.2 EMPLOYMENT AND INCOME LEVELS

Unemployment is high in the uThungulu district. The results of the 2009 Quality of Life Survey provides the following information pertaining to the number of dependants per person employed.

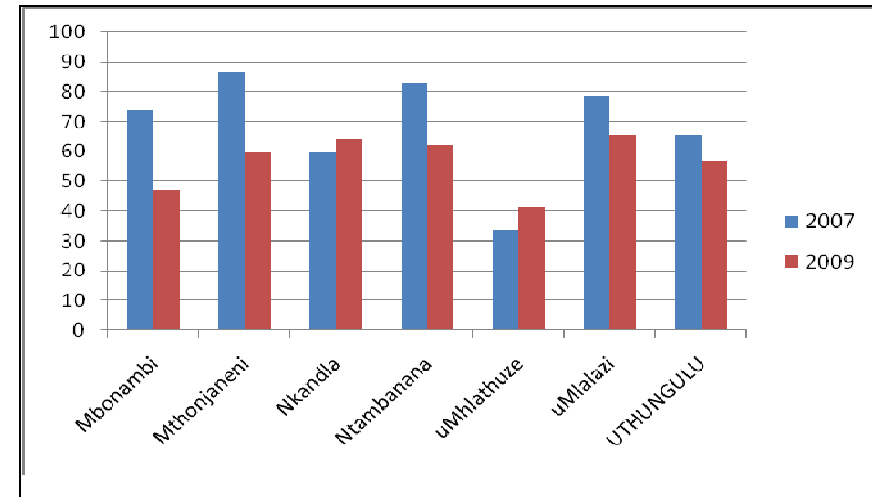
**Table 10: Dependents per Person Employed**

Local Municipality	Dependants per Person Employed
<b>Mbonambi</b>	7.5
<b>Mthonjaneni</b>	6.4
<b>Nkandla</b>	8
<b>Ntambanana</b>	6
<b>uMhlathuze</b>	8.2
<b>uMlalazi</b>	8.2
<b>UThungulu</b>	<b>7.4</b>

Source: Quality of Life Survey 2009

It has to be borne in mind that income levels are also very low as can be seen from the following inset.

**Figure 7: Households earning less than R1600 per month**



Source: Quality of Life Survey 2009

Given the above, it is very important that an appropriate economic development strategy for the district is derived and that adequate attention is given to Small, Medium and Micro Enterprise (SMME) development as a means of promoting emerging entrepreneurs who will initiate labour intensive job growth. Furthermore, the strategy should aim to provide support to the informal sector as it is recognized that it currently provides many households with an income and it is anticipated to play an increasingly more important role in the future.

The following information relating to unemployment levels has been extracted:

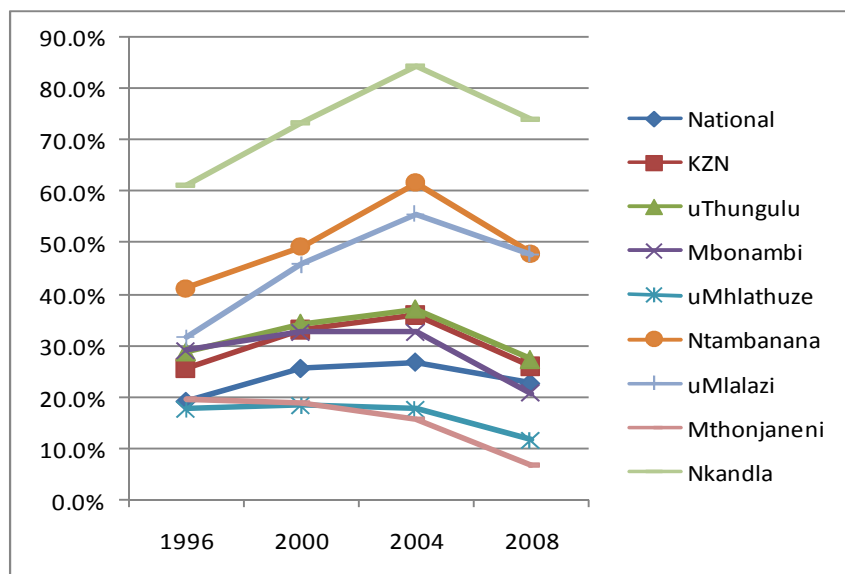
**Table 11: Unemployment percentage**

	National	KZN	uThungulu	Mbonambi	uMhlathuze	Ntambanana	uMlalazi	Mthonjaneni	Nkandla
1996	19.3%	25.7%	28.8%	29.1%	17.8%	41.3%	31.7%	19.7%	61.3%
2000	25.6%	33.2%	34.3%	32.7%	18.5%	49.3%	45.9%	18.8%	73.6%
2004	26.8%	36.0%	37.1%	32.6%	17.7%	61.8%	55.6%	15.7%	84.5%
2008	22.8%	26.3%	27.3%	20.8%	11.7%	48.0%	47.9%	6.7%	74.1%

Source: Global Insight (2008)

As can be seen from the following graph, there appears to have been a decline in unemployment levels from 2004.

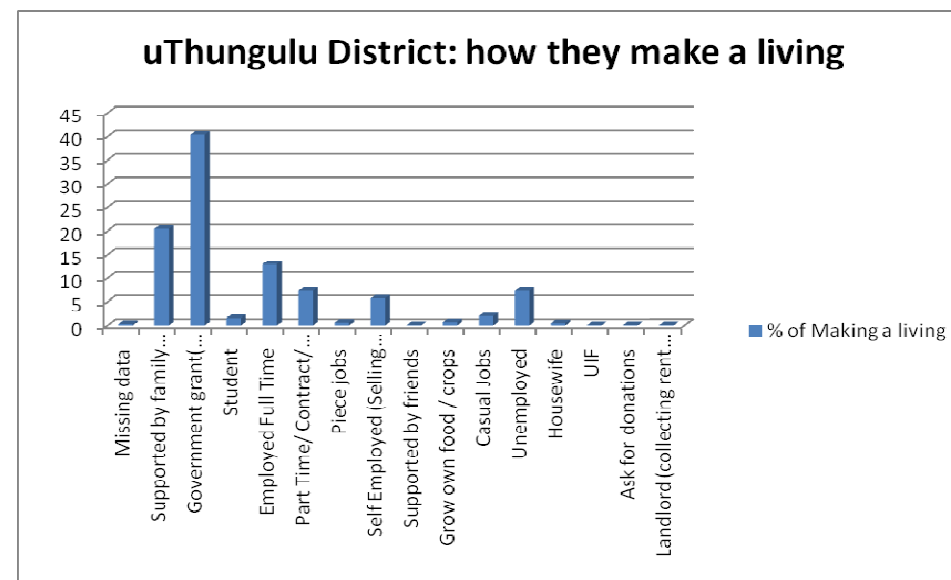
**Figure 8: Unemployment Levels**



Source: Global Insight (2008)

As part of the Quality of Life Survey, respondents were requested to indicate how they make a living. The results thereof are shown herewith. It is a concern that there is reliance of more than 40% on the range of government grants available.

**Table 12: How People Make a Living**



Source: Quality of Life Survey 2009

### 4.3 LOCAL ECONOMIC DEVELOPMENT

As noted before, an **LED Strategy** has been compiled for the uThungulu District in **2006**. The strategy entailed the preparation on an in depth sector analysis of, amongst others, employment, infrastructure, agriculture, exports and imports. The role of each of the above was analyzed with regard to the Local Economic Development. For example, the role of education and HIV impacts on the skill level and availability of labour in the district; the provision of basic services relates to both health and available time resources for economic activities. It is important to be aware of the strengths and weaknesses of existing economic sectors to direct new efforts for growth and development.

The following LED goals are contained in the strategy:

- ❖ Grow tourism
- ❖ Grow manufacturing
- ❖ Support agricultural development
- ❖ Enhance ICT sector
- ❖ LED support mechanisms

The following comparative advantages of uThungulu are provided in the above strategy:

- ❖ The district has a broad based **tourism appeal**, from unique bird watching through to luxury accommodation and cultural happenings.
- ❖ The **agricultural sector** dominates the district's economy. The products that dominate the area are sugar cane and timber production. Animal husbandry (cattle) and citrus farming are also significant commercial ventures. The agricultural sector impacts significantly on employment, income generation, economic linkages, land tenure and land reform and environmental considerations in the district.
- ❖ The District is criss-crossed by a number of **main transportation routes** such as the N2 Highway, the R34 and the R66.

The uThungulu District Municipality is in the process of compiling a **new LED Strategy** during the 2011/2012 financial year. The focus of the initiative is themed: **"Towards a Green Economy"**.

UNEP defines a green economy as one that results in "improved human well-being and social equity, while significantly reducing environmental risks and ecological scarcities" (UNEP 2010).

In its simplest expression, a green economy is low carbon, resource efficient, and socially inclusive. In a green economy, growth in income and employment should be driven by public and private investments that reduce carbon emissions and

pollution, enhance energy and resource efficiency, and prevent the loss of biodiversity and ecosystem services.

These investments need to be catalyzed and supported by targeted public expenditure, policy reforms and regulation changes. The development path should maintain, enhance and, where necessary, rebuild natural capital as a critical economic asset and as a source of public benefits. This is especially important for poor people whose livelihoods and security depend on nature.

The key aim for a transition to a green economy is to eliminate the trade-offs between economic growth and investment and gains in environmental quality and social inclusiveness. The main hypothesis is that the environmental and social goals of a green economy can also generate increases in income, growth, and enhanced well-being. Critical to attaining such an objective is to create the enabling conditions for public and private investments to incorporate broader environmental and social criteria.

The initiative seeks to motivate policy makers to create the enabling conditions for increased investments in a transition to a green economy in three ways:

- First, it will make an economic case for shifting both public and private investment to transform key sectors that are critical to greening the global economy. It illustrates through examples how added employment through green jobs offsets job losses in transition to a green economy.
- Second, it will show how a green economy can reduce persistent poverty across a range of important sectors – agriculture, forestry, freshwater, fisheries, and energy. Sustainable forestry and ecologically friendly farming methods help conserve soil fertility and water resources. This is especially critical for subsistence farming, upon which almost 80% of the rural people in the district depend for their livelihoods.
- Third, it will provide guidance on policies to achieve this shift by reducing or eliminating environmentally harmful or perverse subsidies, addressing market failures created by externalities or imperfect information, creating market based incentives, implementing appropriate regulatory frameworks, initiating green public procurement, and by stimulating investment.

The following priority development issues will be included as identified in the **New Growth Path Framework**.

The Framework of the New Economic Growth Path is aimed at enhancing growth, employment creation and equity. The policy's principal target is to create five million jobs over the next 10 years.

Central to the New Growth Path is investment in infrastructure as a critical driver of jobs across the economy.

- The framework identifies investments in five key areas: **energy, transport, communication, water and housing**. Sustaining high levels of public investment in these areas to create jobs in construction, operation and maintenance of infrastructure.
- The new growth path sees the infrastructure programme as a trigger to build a local supplier industry for the manufacture of the components for the build-programme.
- Specific measures, particularly changes to procurement policy and regulations, are identified to ensure that this is achieved. Risks include the still fragile global recovery; competition and collaboration with the new fast-growing economies; and competing interests domestically.

The New Growth Path identifies five other priority areas as part of the programme to create jobs, through a series of partnerships between the State and the private sector.

- **Green economy:** expansions in construction and the production of technologies for solar, wind and biofuels are supported by the draft Energy on Integrated Resource Plan. Clean manufacturing and environmental services are projected to create 300 000 jobs over the next decade.
- **Agriculture:** jobs will be created by addressing the high input costs and up scaling processing and export marketing. Support for small holders will include access to key inputs. Government will explore ways to improve working and living conditions for the country's 660 000 farm workers. The growth path also commits the Government to unblocking stalled land transfers, which constrain new investment.
- **Mining:** calls for increased mineral extraction and improving infrastructure and skills development. It focuses support for beneficiation on the final

manufacture of consumer and capital goods, which can create large-scale employment. It foresees the establishment of a state mining company concentrating on beneficiation and enhanced resource exploitation in competition with a strong private mining sector.

- **Manufacturing:** calls for re-industrialisation in the South African economy based on improving performance through innovation, skills development and reduced input costs in the economy. The document targets a doubling of South Africa's research and development investment to 2% of gross domestic product by 2018.
- **Tourism and other high-level services:** hold employment potential and the framework calls for South Africa to position itself as the higher education hub of the African continent.

Smarter coordination between government and stronger partnerships with the private sector and organised labour will galvanise our resources in achieving the aims of the New Growth Path.

The New Growth Path proposes major improvements in government, with a call for slashing unnecessary red tape, improving competition in the economy and stepping up skills development.

The framework identifies a "development package" – a coordinated set of actions across a broad front, this consists of macroeconomic strategies, microeconomic measures and stakeholder commitments to drive employment and economic growth.

#### **4.4 SMME DEVELOPMENT**

Developing new and sustainable SMMEs are instrumental in boosting economic growth and development in South Africa. It is also critical in economically empowering previously disadvantaged individuals and communities and thereby redressing the economic imbalances of the past in South Africa. Business support facilities that service SMMEs have increased the sustainability of SMMEs throughout the world. These facilities include business information kiosks, service centres, hives/clusters, and incubators.

It has been identified that SMMEs in uThungulu add a disproportionately small contribution to the local economy due to the presence of large manufacturers and exporters. Government support has been focussed on large investments, with only



modest assistance offered to develop and support SMMEs in uThungulu, especially in the rural and underdeveloped areas. Private and non-governmental support has been fragmented and uncoordinated. This has created the problem of the “missing middle” between local based raw/bulk material producers and local retailers, with many local SMMEs becoming unsustainable. This gap is currently filled by national and international suppliers.

The UThungulu District Municipality has drafted a SMME Business Support Services Strategy and Policy (2010) for its area of jurisdiction.

The report contained the following projects/activities for implementation:

- To establish a SMME Forum in the district for all SMME by July 2012
- To develop a common SMME database in the district using among other means, the provision of an online registration and the provision of a simple and single form (that includes the tender processes, application form, letter of good standing and other required forms)
- Regular workshops grouping Supply Chain Managers from the district and local municipalities to review the MFMA, SCMP, CIDB and PPPFA; and to lobby for the National Treasury and the National Department of Works to amend and make provision to these regulations
- To organise small SMME fairs in each local municipality
- Current LED staff (from the district as well as local municipalities) to undergo an extensive SMME development related trainings
- DEDT One Stop Shop needs to improve the facilitation processes for SMMEs to easily access ABSA/Standard Bank/Ithala SMME fund
- To prioritise the service provision to rural SMMEs before providing to urban SMMEs.
- To provide training to SMMEs via DEDT One Stop Shop and Umfolozi College
- The district and local municipalities to facilitate SMMEs in the rural areas to form joint ventures in order to reduce the transport cost of the raw materials.
- District and local municipalities to facilitate the easy access to land for SMME development
- To provide a SMME incubator in the district
- Mentorship programme need to be developed and rolled out by the current SMME satellites.

Based on the above mentioned projects / activities it is exciting to report about the progress made to date as follows:-

- Establishment of a District SMME Support Working Group in October 2010 and the most recent meeting has been held on the 7 March 2012. This committee is comprised of institutions such as local municipalities, government departments, government agencies, tertiary institutions and private sector. All these institutions render various kinds of support to the SMMEs. The uThungulu District Municipality is the facilitator of this committee, which is designed to establish a communication platform amongst various sectors, thus assists in avoiding duplication of services and the like.
- One of the projects identified by the members of the SMME Support Working Group includes the design of an SMME Brochure, which contains useful information such as contact details and services rendered by different institutions. This project has been completed successfully, through the active participation of the above mentioned members of the committee. All representatives of the committee have received an opportunity to market their services in the brochure at no charge, as the brochure was funded by uThungulu District Municipality. SMMEs on the other hand will benefit in receiving a variety of useful information in one brochure.
- In support to the local municipalities, the uThungulu District Municipality has also supported a number of events hosted by uMhlathuze Local Municipality, including the annual SMME Fair 2011 and uMhlathuze Agricultural Market Day 2011.
- SMME Database project is also in the pipeline, a draft SMME Database registration form has been designed by Urban Econ Consultants and members of the SMME Support Working Group have contributed to the final form to be circulated widely to the SMMEs.
- Other than the above mentioned achievements the uThungulu LED Section is keeping in touch with various stakeholders in order to ensure that there is information and assistance that could be helpful to the SMMEs operating within the district.

#### **4.5 AGRICULTURE**

Agricultural activity is more concentrated in the former Lower Umfolozi magisterial district than in any of the other areas in the district. The agricultural sector is of a dual nature, i.e. commercial and traditional agriculture. The commercial agriculture is based on two main monocrops, namely sugar cane and forestry. The cane and forestry sectors have been at the forefront of assisting emerging farmers. Traditional agriculture is practiced on most of the Traditional Council

lands in the district. The development of this sector is hindered by a low skills base and a lack of organized bodies to provide financial assistance, access to markets and market channels.

An Agricultural Development Plan was originally been prepared for the UDM in 2003. The objective of the Agricultural Development Plan was to identify specific programmes and projects to address rural poverty and stimulate job creation. The uThungulu agricultural development plan has recently been reviewed with the following deliverables:

1. Status Quo Analysis;
2. Vision;
3. Objectives and Strategies;
4. Programmes with associated Projects.

The Reviewed uThungulu Development Plan has the following vision:

*"To develop the agricultural potential of uThungulu through "climate-smart", ecologically sustainable policies, practices and financing at the levels of food security production, small farmer and commercial agricultural production, processing and marketing, so that agriculture regains its position as an essential contributor to economic and social stability within the district."*

The issue of climate change has been included in the vision.

The Reviewed Agricultural Development Plan has the following objectives:

1. To create an enabling policy and institutional environment at local level to facilitate climate-smart and ecologically sustainable agriculture
2. To encourage the adoption of agricultural systems and practices that are responsive to the challenges of climate change and the need for environmental and ecologically sustainable futures
3. To investigate financial and investment opportunities and mechanisms to assist farmers at all three levels of production to adopt climate-smart and ultimately financially and economically smart agricultural practices
4. To promote training, capacity building and mentorship in order to improve skills levels in agriculture amongst farmers, extension officers and all other relevant stakeholders with the aim of optimising information,

understanding and knowledge of environmentally, ecologically and socially sustainable agricultural practices ;

5. To promote processing and marketing of produce in uThungulu.
6. To facilitate access to production inputs and transport for farmers at all three levels of production\*

In order to achieve the objectives the following programmes have been identified:

- Programme 1: Institutional Framework for District Agriculture
- Programme 2: Turnaround for Land Reform
- Programme 3: Ingonyama Trust: Developing Productive Land
- Programme 4: Climate Smart, Environmental Sustainable Agriculture
- Programme 5: Logistics: Inputs, Processing and Marketing

A package of projects has been identified under each programme as listed in the Reviewed uThungulu Agricultural Development Plan.

Also, uThungulu district has proceeded with the establishment of their Agricultural Development Forum. The concept was proposed by the KZN Department of Agriculture to improve service delivery, communication and liaison.

In consultation with key agricultural role players an appropriate institutional structure will be established to ensure the implementation of the Reviewed uThungulu Development Plan.

#### **4.6 TOURISM**

During 2003, a Local Tourism Master Plan was originally prepared to provide clear guidelines to achieve sustainable tourism development within the uThungulu area by setting and achieving implementable, realistic goals and objectives as well as tourism project implementation plans. This Tourism Master Plan was reviewed in 2010 and the tourism strategies as identified are focused to improve tourism products which will add value to tourism within the district. Projects as identified from the strategies are in line with National and Provincial strategies and programmes, and will assist economic development and investment in uThungulu.

The main project findings and tourism vision alluded to the following key recommendations:

- ❖ Agreement to the principle to develop uThungulu, manage, brand and market the areas as a "unique tourism destination" within the existing provincial

tourism branding, i.e. "Kingdom of the Zulu" thereby increasing the number of domestic and foreign tourism visits.

- ❖ The uThungulu District Municipality is to be responsible for the overall management and marketing of the uThungulu district tourism sector. This includes liaison and coordination with the six Local Municipalities in terms of setting up and operations of Community Tourism Associations as well as communication with representatives of the private sector.
- ❖ Establishment of a Institutional Structure and Framework, i.e. the 'uThungulu Tourism Destination Management Office' to implement the following:
  - 
  - Market Research and Tourism Data Collection
  - Marketing Strategy and Publicity
  - Tourism Product Development
  - Tourism Product Standards Programme
  - Tourism Knowledge and Awareness Media Campaign
  - Tourism Training and Mentoring

During the 2009/10 review of the above the following is a list of the Product and Infrastructure Strategies.

**Table 13: Tourism Product and Infrastructure Strategies**

Strategy	Description	Priority
1. Develop the Coastline for Tourism Purposes	<ul style="list-style-type: none"> <li>○ Improve accessibility</li> <li>○ Reclaim coast for tourism</li> <li>○ Accommodation development</li> </ul>	H
2. Pursue Big Five Game Reserve in District	<ul style="list-style-type: none"> <li>○ Provide support for private game reserve projects</li> <li>○ Interact with KZN Wildlife</li> </ul>	H
3. Encourage Cruise Ship Tourism in Richards Bay	<ul style="list-style-type: none"> <li>○ Construct dedicated passenger liner terminal</li> <li>○ Improve linkages with region's attractions for cruise tourists</li> </ul>	M/H
4. Extensively develop the Route 66 Product	<ul style="list-style-type: none"> <li>○ Encourage tourism related SMMEs to locate on Route</li> <li>○ Product development</li> </ul>	H
5. Develop Great Forests of Zululand Experience	<ul style="list-style-type: none"> <li>○ Standardise the signage</li> <li>○ Construct campsites/cabins</li> <li>○ Develop paths</li> <li>○ Package Great Forest tours</li> </ul>	M
6. Develop Contemporary African Cultural Tourism	<ul style="list-style-type: none"> <li>○ Add to existing cultural attractions by developing urban African tourism</li> </ul>	M
7. Improve Accessibility and Visibility of Existing Attractions	<ul style="list-style-type: none"> <li>○ Tar strategically important access roads</li> </ul>	H
8. Develop Adventure Tourism in the District	<ul style="list-style-type: none"> <li>○ Improve signage to remote areas</li> <li>○ Promote adventure sports</li> <li>○ Improve high-thrill attractions</li> </ul>	M
9. Ensure Tourist Safety in Volatile areas	<ul style="list-style-type: none"> <li>○ Create safe tourism precincts</li> <li>○ Ensure community cooperation</li> <li>○ Provide armed security</li> </ul>	H
10. Provide more Family Attractions and Facilities	<ul style="list-style-type: none"> <li>○ Develop child friendly and family-orientated attractions in the district</li> </ul>	M
11. Nodal Tourism Development Strategy	<ul style="list-style-type: none"> <li>○ Identify and define areas in which local economic development efforts should focus on tourism.</li> <li>○ Identify tourism corridors.</li> </ul>	M/H

## 4.7 MANUFACTURING

Metals and related products is the biggest industry in the uThungulu manufacturing sector, contributing more than 40% of the nearly R4.6 billion worth of manufacturing output in 2004. The second biggest contributor to the manufacturing sector in uThungulu was the petroleum, rubber, plastics and chemical industries which contributed 18% or R830 million in 2004, followed by the wood, paper and printing industry that contributed 13% in 2004. The manufacturing of food, beverages and tobacco products, transport equipment products, and furniture products, contributed more than R350 million each to the uThungulu economy in 2004. The sector focuses on exports. The sector has few forward and backward linkages with the rest of the district's economy.

According to the uThungulu LED Strategy the real rate of growth in the manufacturing sector was just below 6% per annum between 1995 and 2004. However, there were significant differences in the growth rate of the different industries. The furniture industry experienced real growth of 15% per annum between 1995 and 2004, i.e. real output increased by over 250% between 1995 and 2004. The petroleum and chemical manufacturing industry had real annual growth of over 13% between 1995 and 2004. This contrasts sharply with the clothing and textile industry, where manufacturing contracted by about 30% in real terms between 1995 and 2004, or nearly 2% per annum. The food and beverages sector also experienced negative growth over this period.

Total exports from uThungulu to the rest of the world was over R14.5 billion in 2005, while imports from the rest of the world was just under R4.5 billion in 2005. The nominal growth of exports from uThungulu to the rest of the world was 19% per year between 2000 and 2005, while the nominal growth in imports into uThungulu from the rest of the world was 21% per year over the period.

The impact of the national energy and the global economic crises is creating concerns over productivity and employment in many economic sectors, with very real impacts being experienced in the manufacturing industry.

Currently a substantial decline in investment into the primary and secondary economic sectors (predominantly agriculture and manufacturing) over the past decade has reduced employment and growth rate. According to the 2011 PGDS Strategic Analysis, the consequence is a loss in market share of the industrial base of KZN. The decline is due to factors such as lack of serviced and zoned industrial

land, the rising costs of capital and other input costs (i.e. machinery, labour and electricity), skills shortages and the inflexibility of labour.

#### 4.8 MINING

The mining sector is becoming a sector of increasing importance and its contribution to the district economy increased from 7.4% in 1996 to 15.2% in 2008 making it the second most economic sector in the district in 2008 behind manufacturing. This sector experienced growth in four of the six local municipalities, i.e. Mfolozi, Umhlathuze, Ntambanana and Umlalazi. (Global Insight data 2008)

#### 4.9 CONSTRUCTION

Employment in the construction sector dropped by nearly 28% between 1995 and 2004 which is indicative of low growth in hard infrastructure development. Still, the sector employs an estimated 4182 people (4,4% of the employment in the district). Between 1995 and 2004 it has decreased by an average of 3,5%. The sectors contribution to the district economy has dropped from 2.6% in 1996 to 2.1% in 2008.

#### 4.10 MUNICIPAL LED STRATEGIES

A brief summary of the draft LED strategies that have been prepared for each of the Municipalities of uThungulu is given below. These strategies are the result of extensive research into the LED potential and blockages in the local municipality areas. As such, certain key issues can be elicited from them.

<p><b>Ntambanana</b> Focussed on the development of agricultural diversification through the development of co-operatives, accessibility to machinery and equipment as well as the establishment of periodic markets. Focus on beneficiation schemes related to agri-processing. The Royal Zulu Biosphere remains a key feature of the tourism sector development, along with improvements in marketing and institutional structures. Business support services and skills training programmes will help facilitate an enabling environment for the furthering of the municipality's LED goals.</p>	<p><b>uMlalazi</b> Agriculture LED focused on beneficiation activities; including an agri-processing plant, bio-diesel production and the introduction of further farmer co-operatives and additional market spaces. The tourism sector LED projects focused on improved service delivery and better clustering of locally available services. Trade and industry related LED initiatives relate predominantly to generating a more enabling environment for local business.</p>
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<p><b>Mfolozi</b> LED Strategy is anchored in the tourism sector, with the key local project being the development of the N2 Gateway Cultural Village and the development of the Mbonambi Craft Emporium Project. Other key sectors are agriculture with focus on forestry products and agri processing through the formation of co-operatives as well as additional commercial food production schemes. Manufacturing sector initiatives are centred on block and furniture making.</p>	<p><b>uMhlathuze</b> LED strategy is multi-sectoral and integrated as both the formal and informal economies in the municipality are well developed. Key area of focus is the manufacturing sector, and the development of the 'missing middle' or small suppliers of services and goods to large firms as well as in technical skills and capacity building. Interestingly, despite the highly developed multiple sector economy, emphasis remains on the enhancement of infrastructure in order to better develop an enabling environment for LED growth.</p>
<p><b>Mthonjaneni</b> LED focused on agricultural and tourism sectors. Formulating and integrated agricultural plan, developing local markets as well as generating and enabling environment for agricultural growth are all key features. Tourism related LED programmes are fairly diverse, key issues relate to the recognition of local potential, intensive marketing as well as environmental concerns. Business retention plans are an essential component of Mthonjaneni's LED; centred on infrastructure improvements and retention mechanisms.</p>	<p><b>Nkandla</b> LED focused on infrastructure development to create a more conducive environment for economic activity. Proposed programmes and projects are designed to make use of local content (skills and inputs) and to generate greater capacity building. Tourism and agriculture are two key sectors. Projects include better access to tourism sites, the development of a cultural village and a comprehensive tourism strategy. Agriculture LED focus on forestry and agri-processing, utilising established best practices from the already existing Nkandla essential oils' project and the Ntingwa tea estate project. Soft infrastructure should also be addressed, i.e. a key emphasis on skills development and participation of local stakeholders to better encourage local economic development.</p>

## 5 INFRASTRUCTURE PROVISION

### 5.1 WATER AND SANITATION PROVISION

uThungulu District Municipality, in terms of the Water Services Act<sup>2</sup>, is the Water Services Authority in respect of its area of jurisdiction, apart from the City of uMhlathuze.

According to the 2001 census, there has been an increase in the number of households with water inside their yards and well as access to communal stands. Dependency on boreholes and springs has been reduced between the 1996 and 2001 census assessments. The following table comparing the 1996 and 2001 census results is provided:

**Table 14: Access to Water Sources**

Households	2001	1996
Dwelling	29013	28739
Inside Yard	36365	3833
Community Stand	11071	8058
Community stand over 200m	18089	-
Borehole	8934	14398
Spring	6903	64306
Rain Tank	1895	1367
Dam/Pool/Stagnant Water	7116	-
River/Stream	45553	-
Water Vendor	1269	-
Other	5269	662

Source: 2001 Census

As part of the annual Quality of Life survey, respondents were requested to indicate the respective access to sanitation and water. The results thereof are contained in the following tables.

**Table 15: Survey of Access to Sanitation**

Year	No Response	Waterborne Flush Toilet	Septic Tank	Chemical Toilet	VIP	Basic Pit Latrine	None	Other
2004	11.30	12.80	2.00	7.30	0.00	36.30	22.10	8.70
2005	3.90	15.60	3.70	2.20	10.40	45.70	16.10	2.50
2007	0.49	17.76	1.46	2.68	8.03	42.09	27.25	0.73
2009	-	19.70	1.30	6.10	8.60	43.9	20.30	-

Source: Quality of Life Survey (2009)

**Table 16: Survey of Access to Water Sources**

Water Sources	Mfolozi	Mthonjaneni	Nkandla	Ntambanana	uMhlathuze	uMlalazi	uThungulu
Piped water in dwelling from pipes	4.9	5.5	7.6	0.3	46.1	5.2	17.7
Piped water in dwelling from roof tank	0.8	-	0.8	-	1.2	0.4	0.7
Ground tanks	1.2	0.7	1.9	3.5	0.4	0.6	1.1
On site taps	27.3	13.8	35.6	16.2	38.6	16.8	27.6
Street taps	40.5	44.4	24.5	53.4	10.5	41.5	30.1
Borehole/ rainwater tank/ well	18.3	8.4	0.9	0	0.4	6.4	4.5
Dam/ river/ stream/ spring	5.5	27.3	24.1	14.0	2.1	26.6	15.4
Other	1.2	-	4.7	12.7	0.8	2.4	2.9

Source: Quality of Life Survey (2009)

**Table 17 : Survey of Rivers within the District**

KZ	RIVER NAME	COMMENTS
281 uMfolozi Municipality	1. Msunduzi	Never been dry
	2. Mfolozi River	Dry in winter for at least 2 months
	3. Small localized dams throughout the Municipality	Never dry
282 UMhlatuze	1. Nsezi	Never Dry
	2. Umhlatuze	Never Dry
	3. Lake Chubu	Never Dry
	4. Lake Mzingazi	Never Dry
283 Ntambanana	1 Mfule River	Never Dry
	2 Hlambanyathi	Never Dry
284 Umlalazi	1 Mhlathuzana	Never Dry
	2 Mozane "Dam"	Localized "Dam"
	3 Dengwini	Levels get low in winter
	4 Ntenjane	Levels get low in winter
	5 Thukela	Never Dry
	6 Phobane Lake	Never Dry has back up supply from Thukela River
	7 Ndlovini	Levels get low in winter
285 Mthonjaneni	No Rivers	Can benefit from KZ 283 rivers as they are very close
286 Nkandla	1Mhlatuze River	Never Dry
	2 Nsuze River	Never Dry
	3Thukela River	Never Dry

All of the above is the result of expenditure in water and related infrastructure. Such expenditure is guided by the Water Services Development Plan (WSDP). The focus of the WSDP being as follow:

- Reflection of current levels of services experienced by communities.
- Revised need for water services by all communities in the district.
- Prioritized projects for development of water services, coupled with budgets and time frames.
- Strategies regarding technical, social and financial principles of water sources.

The WSDP also deals with issues pertaining to the provision of sanitation services. The eradication of water backlogs have been addressed since the 2001/2002 financial years. The backlogs for water and sanitation (as the main expenditure items on the municipal budget) relate to the following RDP standards:

- ❖ The minimum RDP level of water supply is 25 litres per capita per day within a walking distance of 200m.
- ❖ The minimum RDP level of sanitation supply is 1 VIP per household, detached from the household, inclusive of superstructure.

The following are the **new UDM Strategies** relating to water and sanitation provision:

- ❖ Low cost housing projects
  - The UDM will install basic water infrastructure (reticulation and bulk)
  - Rural: Metered connection within 200 m from dwelling (funded from housing subsidy)
  - Urban: Metered connection on plot boundary
  - Households have a choice of minimum free basic or metered above 6 kl/month stepped tariffs
  - Developer to construct basic on-site sanitation (VIP's)
- ❖ Upper income housing developments
  - The developer constructs all water and sanitation infrastructure, including bulk where there is not sufficient capacity, at own cost
  - UDM to approve design standards
  - Households billed on metered stepped tariffs
- ❖ Industrial developments

- The developer constructs all water and wastewater infrastructure, including bulk where there is not sufficient capacity, at own cost
- UDM to approve design standards
- Water consumption billed on metered fixed tariff
- New policy to be developed regarding wastewater disposal of large wet industries – incentives to do pre-treatment

❖ Metering System

- Proposed metering of inlets/outlets of all bulk water infrastructure, WTW, pump stations, reservoirs, for water balancing purposes
- All connections, including communal stand pipes to be metered
- New design created for metered yard connections

❖ Implementation of SMME programmes including EPWP

- Strategy document to Implement Small contractor development on water reticulation projects
- Involves Level 1 contractors registered with the CIDB
- Various disciplines to train, support and develop the contractors
- Assistance from Department of Public Works required regarding the EPWP

The **Millennium Targets** are RDP Standards for water (25l/day) and sanitation (VIP) by 2008 and 2010 respectively, but will not be met, due to financial constraints. Rather it is planned to meet the target for water by 2015/16 and sanitation by 2017/18. Grant funding has been received to conduct a backlog study and current calculations show that approximately R 900mil will be needed to reach the target of 2008/2010 as illustrated below.

The distribution of funds between water supply and sanitation services would be distributed on a proportionate basis of 75% for water supply and 25% for sanitation services respectively.

**Table 18: Funds required eradicating total backlogs:**

Local Municipality	Estimated funds required per Local Municipality		Estimated total funds required
	Water Supply	Sanitation Supply	
Mbonambi	R 334,467,347	R 68,017,968	R 402,485,315
Ntambanana	R 463,958,444	R 44,541,792	R 508,500,236
uMlalazi	R 1,210,563,792	R 222,407,640	R 1,432,971,432
Mthonjaneni	R 270,379,491	R 16,296,064	R 286,675,555
Nkandla	R 1,174,289,839	R 96,871,032	R 1,271,160,871
<b>Total</b>	<b>R 3,463,648,915</b>	<b>R 448,136,496</b>	<b>R 3,911,785,411</b>

The following table provides a detailed summary of progress made in respect of the eradication of backlogs in water provision in the uThungulu District with the exception of uMhlathuze that are their own water services provider.

**Table 179: Water Supply Backlog in uThungulu district**

	2001 / 2002 Households	2001/2002 % Backlog	2008 / 2009 Households	Households with Water	Household without Water	2010/2011 % Backlog
Mbonambi (KZ281)	12664	97%	20615	13087	7528	37%
Ntambanana (KZ283)	9528	81%	16339	9197	7142	44%
uMlalazi (KZ284)	34484	82%	42623	21885	20738	48%
Mthonjaneni (KZ285)	6056	78%	9712	5932	3780	39%
Nkandla (KZ286)	21085	72%	25757	17626	8131	32%
<b>Total</b>	<b>83817</b>	<b>81%</b>	<b>115046</b>	<b>67727</b>	<b>47319</b>	<b>41%</b>

The following table provides a detailed summary of progress made in respect of the eradication of backlogs in sanitation provision.

**Table 2018: Sanitation Backlogs in uThungulu district**

	2001 / 2002 Households	2001/2002 % Backlog	2008 / 2009 Households	Households with Sanitation	Households without Sanitation	2009/2010 % Backlog
Mbonambi (KZ281)	12664	99.%	20615	10572	10 043	49%
Ntambanana (KZ283)	9528	76%	16339	9687	6652	41%
uMlalazi (KZ284)	34484	85%	42623	10416	32207	76%
Mthonjaneni (KZ285)	6056	95%	9712	7601	2111	22%
Nkandla (KZ286)	21085	94%	25757	13444	12313	48%
<b>Total</b>	<b>82817</b>	<b>89%</b>	<b>115 046</b>	<b>51720</b>	<b>63326</b>	<b>55 %</b>

UThungulu District Municipality as WSA has a number of initiatives underway, notably:

- ❖ Water loss management strategy
- ❖ Water meter installation
- ❖ Water quality improvement interventions

## 5.2 REGIONAL SOLID WASTE

A Regional Solid Waste site at Empangeni was established in 2004. Waste transfer stations at Mtunzini, Ntambanana and Kwambonambi towns were constructed to transport waste to the regional site. Completed transfer stations are at Melmoth and Eshowe. The review of the Integrated Waste Management Plan has been completed during the 2009/2010 financial year and is available on UThungulu's website.

## 5.3 WASTE WATER

Apart from numerous VIP sanitation projects underway in the district, the upgrade of the Mtunzini, Eshowe and Gingindlovu water treatment works is also receiving priority attention by the district.

## 5.4 CEMETERIES AND CREMATORIA

uThungulu District Municipality is responsible for regional projects whilst local cemeteries remain the responsibility of the local municipalities.

The development of the uThungulu Regional cemetery at Empangeni was completed in 2006. The 2<sup>nd</sup> phase for another 6000 graves is currently being implemented. Local and Traditional Authorities have traditionally taken responsibility for burials in rural areas which are predominantly being within the household grounds as it is a traditional practice. Many areas cannot afford to continue to accommodate burials on residential plots due to land availability constraints.

The only crematorium in the area is located at Eshowe, which may need to have its capacity extended to cope with the regional demand.

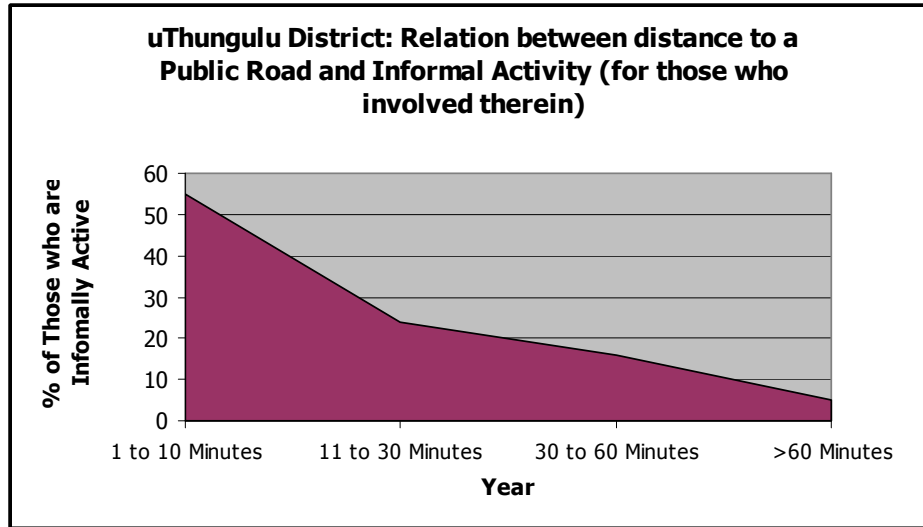
## 5.5 MUNICIPAL ROADS AND PUBLIC TRANSPORTATION

The responsibility of roads (excluding municipal roads) within the district remains the responsibility of the Department of Transport and SANRAL. The planning responsibility is with the district.

Rural Access roads have the most impact for future development of the district. The following figures from the 2007 Quality of Life Survey underpins the above statement by showing the relationship between the distance to a public road and involvement in informal activity.



**Figure 9: Relation between distance to a public road and involvement in informal activity**



Source: 2007 Quality of Life Survey

The uThungulu District completed its Integrated Transport Plan during April 2005 and the review of the Public Transport Plan component thereof has recently been drafted.

Broadly, the scope of work is as follow:

- Review and Collection of Additional CPTR Data
- Review and Update Public Transport Status Quo
- Review and Update Public Transport Vision, Goals and Objectives
- Review and Update Initial Public Transport Proposals
- Review and Update Rationalisation Strategy
- Review and Update Operations Strategy
- Review and Update Prioritised Public Transport Proposals and Implementing programme
- Review and Update Financial Implications

To this end, the uThungulu District is engaging closely with the National and Provincial Departments of Transport in respect of the following:

- To ensure that there is a clear understanding of the financial and operational implications of the reviewed PTP on the district.
- The preparation of a Roads Asset Management System (RAMS) that will include classification of roads
- The proposed preparation of an Integrated Rapid Public Transport Plan

## 5.6 ELECTRICITY

Eskom, the national electricity supplier, supplies electricity in bulk. Richards Bay, Melmoth, Eshowe and Empangeni are the only towns that buy electricity in bulk and distribute to their consumers. The Local Municipality of Nkandla was assisted by the UDM with the provision of basic electricity until July 2010, but now is responsible for service provision in the town. The supply to rural areas is slow due to high costs associated with scattered settlements and no anchor clients. Eskom's supplies grid electrification while the Department of Mineral and Energy Affairs is responsible for non-grid electrification. A combined strategy/partnership between uThungulu and Eskom is urgently required to form an integrated and sustainable electrical service delivery within the district. In conjunction with the Department of Minerals & Energy and Eskom a plan should be devised to implement the uThungulu Energy Master Plan as compiled.

According to the 2001 census, the number of households with access to electricity for lighting increased from 48301 in 1996 to 90121 in 2001 (86% increase) since 1996. Dependence on candles remained relatively similar while dependence on paraffin decreased by 53% from 7216 in 1996 to 3331 in 2001.

The UThungulu District Municipality has reviewed its Energy Master Plan during 2009/2010.

The national energy crises has far reaching implications on the supply and maintenance of infrastructure services to the district, notably the cost for stand by generators at pump stations as well as the running cost of such generators. Apart from such operational expenses, the environmental costs of increased combustion into the atmosphere as a result of generator operations also need to be considered.

## 6 SOCIAL AND COMMUNITY DEVELOPMENT

Social and community development deals with issues ranging from environmental health services to education and the provision of community facilities. As such,

community upliftment and awareness in matters of gender, HIV/Aids/communicable diseases are of importance here.

Within the district, there is a need to develop **recreational facilities** such as sports facilities for the youth as there is a lack of such in the majority of the communities. Development of such facilities will allow for the exploration of youth talent in sport, music and other cultural activities. However, the major constraints to investment are the lack of financial resources and the general sentiment that such developments are not a priority.

There is a high demand for **health services**. The municipal health function (environmental health) has been transferred to the District.

**Disaster Management** is regarded as a key issue due to the fact that the district is prone to fires and floods that cause severe damage and require large financial resources to correct damage done at any given time. The uThungulu District Municipality has completed its **Disaster Management** Plan. The preparation of the plan was not funded from external sources although the district receives assistance with disaster relief in the form of grants and provisions from the Provincial Authorities. The phase 1 report concluded that four of the local municipalities in the district, i.e. Nkandla, Ntambanana, Mbonambi and Mthonjaneni require technical assistance for the preparation of their respective phase 2 and 3 disaster management reports.

In addition to the above, the district has commenced, and completed, the preparation of the following sector plans to inform social and community development. These include:

- ❖ Environmental Health Plan
- ❖ Community Services Plan
- ❖ Crime Prevention Plan
- ❖ Policy for the Marginalized
- ❖ Gender Equality
- ❖ HIV/Aids Policy

The focus of the remainder of this section will be on access to community facilities, the impact of HIV/Aids as well as improved community awareness.

## 6.1 ACCESS TO COMMUNITY FACILITIES

The Community Facilities Plan entailed an audit of 626 facilities in the district during 2005. Of the 626 Facilities visited, only 59 had no infrastructure or services problems. Some of the report findings are summarized hereunder:

The majority of problems at facilities related to the following:

- ❖ No infrastructure (particularly at the majority of "kick-around" sport fields)
- ❖ No shelter or ablution facilities at Pension Payout Points
- ❖ No Electricity
- ❖ No Water
- ❖ Problems with sanitation connections
- ❖ Problems with water connections
- ❖ Problems with electricity connections
- ❖ Infrastructure that has been vandalized (broken windows)
- ❖ Damaged / stolen fencing
- ❖ Damage to roofs
- ❖ Poor workmanship (cracked walls)

As a result of the high number of facilities that will require funding for new or improved infrastructure and/or services, it was decided to focus on the District, Primary, Secondary and Tertiary Nodes (as per the then UDM IDP Spatial Framework Plan), in the preparation of the Community Facilities Plan. Facilities within a certain radius of District, Primary, Secondary and Tertiary Nodes were identified (as per the then UDM Spatial Development Plan). Hereunder, a table is attached summarizing the results:

**Table 191: Funding required for upgrading of Community Facilities**

Facility	Funding required (R '000)						Totals
	KZ284	KZ286	KZ286	KZ281	KZ285	KZ283	
Child Care	194	0	320	226	76	224	<b>1040</b>
Sport	710	88	768	255	252	217	<b>2291</b>
Pension Payout Points	332	31	71	183	254	70	<b>941</b>
Cemeteries	175	0	0	75	60	75	<b>385</b>

Community Halls	167	43	72	61	30	30	<b>404</b>
Market Stores	8	5	27	0	12	23	<b>75</b>
Historical Sites	0	0	0	0	0	0	<b>0</b>
<b>Totals</b>	<b>1 586</b>	<b>167</b>	<b>1 258</b>	<b>801</b>	<b>684</b>	<b>639</b>	<b>5 136</b>

Within the above identified nodes the following was found:

- ❖ The greatest financial need is for the upgrading of sport facilities and child care facilities; and
- ❖ There is also a need for the provisioning of shelters and ablution facilities at Pension Payout Points.

## 6.2 IMPACT OF HIV/AIDS STIS AND TUBERCULOSIS

### Epidemiological Overview of HIV and AIDS in KwaZulu-Natal:

The Province of Kwazulu-Natal has the highest burden of disease associated with underdevelopment and poverty in the country which include HIV and AIDS, STIs (Sexually transmitted Infections) and Tuberculosis(TB) ( Source: Multi-Sectoral Provincial Strategic Plan for HIV and AIDS,STIs and TB 2012-2016.

A Human Science Research Council study on HIV prevalence in South Africa (Shisana, et al., 2008) put KwaZulu-Natal Province at the top of the other provinces with 15, 8% HIV prevalence.

The Actuarial Society of South Africa (ASSA) projection of 2011 estimates the number of People Living with HIV or AIDS [PLHIV] at 1,576,025. If 30% are presumed to have CD4 counts of 200 and below, the estimated for patients in need of antiretroviral therapy [ART] are 486,861. More than half (54%) of the adult PLHIV live in KwaZulu-Natal (SANAC, 2011).

#### uThungulu District TB and HIV prevalence:

The HIV prevalence for uThungulu District is 37, 6% and TB–HIV Co-infection is 86%.The high TB and HIV prevalence in uThungulu demands that interventions being put in place go beyond obvious, extra ordinary community driven solutions by committed individuals should define the destiny of uThungulu communities.

#### The District comprehensive approach in the war against HIV and AIDS:

A multi-stakeholder involvement is needed to build a strong preventative, treatment, caring and supportive environment in the fight against HIV and AIDS. Employers, unions, religious groups, civil society organisations, ward councillors, political leaders, Amakhosi, IziNduna, Traditional Health Practitioners, Sport Bodies, Business Sector, Community Care Givers, CDWs, Youth Ambassadors and other relevant stakeholders have to provide the type of leadership and direction that will lead to real change in people’s attitudes and behaviour at ward level . Without a massive joint effort, our district and its people will be shattered by this disease.

#### Functionality of the District AIDS Council and its Local AIDS Councils:

uThungulu District AIDS Council is functional and is committed to addressing HIV and AIDS issues with the aggressiveness it deserves. All six Local Municipalities under uThungulu District Municipality have established Local AIDS Councils. The functionality of all six Local AIDS Councils is an uncompromised mandate for uThungulu District Municipality; it is in the Multi-Sectoral District Strategic Plan for HIV and AIDS, STIs and TB 2012-2016 to ensure a homogeneous integration and a unified approach between the Local AIDS Councils (LAC’s) and the DAC to responding to HIV and AIDS issues.

#### The Multi-Sectoral District Strategic Plan for HIV and AIDS, STIs and TB 2012-2016:

The District Strategic plan focuses on the following Five Priority Areas aiming at ensuring comprehensive and coherent response to HIV/AIDS:

#### PRIORITY AREA ONE: PREVENTION OF HIV, STIs AND TB (HAST):

**Goal:** To prevent the spread of HIV, STIs and TB infections

#### **Objectives:**

- To reduce new HIV infections to less than 1% by 2016.
- To reduce new smear positive TB infections to less than 200 per 100 000 population by 2016.
- To reduce STI incidence to less than 0.5% by 2016.

#### PRIORITY AREA TWO: SUSTAINING HEALTH AND WELLNESS:

**GOAL:** To ensure sustenance of health and wellness by those infected and affected by HIV, STIs and TB

#### **Objectives:**

- To reduce mortality, sustain wellness and improve quality of life of at least 80% of those infected and affected by 2016.

- To reduce morbidity and improve quality of life of those infected and affected by 2016

**PRIORITY AREA THREE: PROMOTION OF HUMAN RIGHTS AND PROMOTION OF ACCESS TO JUSTICE:**

**Goal:** To ensure protection of human rights and promotion of access to justice for those infected and affected by diseases

A supportive political environment with a proactive multi-sectoral HIV and AIDS response to protect the rights of those infected and affected

**Objectives:**

- To ensure that a legal framework exists and is used to protect the rights of people living with HIV and AIDS by 2016
- To halve the stigma related to HIV, STIs and TB by 2016.
- To strengthen political and public commitment in order to create a visible, decisive and effective leadership within all sectors by 2016

**PRIORITY AREA FOUR: REDUCING STRUCTURAL VULNERABILITY - SOCIAL AND CULTURAL NORMS AND VALUES TOWARDS HIV, TB AND STIs:**

**Goal:** To reduce structural vulnerability relating to social and cultural norms towards HIV, STIs and TB due to poverty, socio-cultural norms and Gender imbalance

**Objectives:**

- To reduce vulnerability to HIV, STIs and TB due to poverty, socio-cultural norms and gender imbalance by 2016.
- To ensure that infected and affected people are empowered with appropriate coping skills by 2016.

**PRIORITY AREA FIVE: COORDINATION, MONITORING AND EVALUATION AND RESEARCH:**

**Goal:** To monitor the effectiveness of the response to HIV and AIDS, STIs and TB

Providing effective coordinated local response to HIV and AIDS that is informed by monitoring, evaluation and research.

**Objectives:**

- To have a well-coordinated district response to HIV, STIs and TB that is informed by an effective M&E system by 2016
- To ensure updates of HIV and AIDS profile; develop evidence based comprehensive multi-sectoral action plans; monitors the implementation

of the Action Plan through quarterly reporting and quarterly meeting in which at least 60% of designated members attend; disburse and monitor usage of resources according to plans

There is a need for more strategic and driven **HIV/AIDS** awareness programmes as the level of AIDS related deaths, especially amongst the youth are unacceptable. It is imperative that there is buy-in from communities if the programmes and campaigns are to be successful.

According to a 2005 publication of Development Bank of South Africa<sup>3</sup>, the KZN population that was HIV positive during 1991, 1996 and 2001 was 40 000, 634 000 and 1 643 000 respectively - the highest concentration of HIV positive people in South Africa.

The following effect of HIV/AIDS socially should be noted:

Poorer households are more vulnerable and the epidemic is likely to deepen poverty and compromise upward mobility;  
A greater demand for health care facilities; and  
A greater demand for financial and welfare support for orphans.

The effect of HIV/AIDS economically is:

A shift from savings to current expenditure, thus limiting fixed investment and economic growth;  
Possibility of “technological deepening” of the economy as a result of higher absenteeism rates;  
Withdrawal of healthy workers to care for ill family members;  
Fundamental erosion of South Africa’s two key weaknesses: savings and skills shortage; and  
Increased spending on pharmaceuticals and funerals.

The likely effect of HIV/AIDS on planning:

Population growth and the structure of the population will change in terms of age and gender;

3 KwaZulu-Natal Province: Socio-Economic Profile (March 2005)

Demand for services such as schools, housing and health care facilities will change;

Provincial and national enrolment;

Impact on development i.e. physical and economic;

Impact on skilled and unskilled labour force;

Impact on resources and environment;

Impacts on capacity of institutions;

Impact on the local economy; and

Spatial implications.

### **6.3 IMPROVED COMMUNITY INVOLVEMENT**

- ❖ IDP Road Shows are held annually to inform communities of the Programmes and Projects contained in the IDP.
- ❖ After each EXCO Meeting, discussions and decisions are summarized and published in the local newspaper. The EXCO & Council meetings are open for members of the public to attend.
- ❖ As part of the UDM's Performance Management System, a Service Commitment Charter is published annually as a pull-out in the Zululand Observer (local newspaper). It gets printed in English and isiZulu and distributed to stakeholders throughout the District.
- ❖ The flagship publication of the municipality, Izindaba Ezimtoti is printed in English and isiZulu.
- ❖ A Radio Slot for the UDM Mayor is reserved monthly on Radio uKhozi. The Mayor talks about matters relating to the Integrated Development Plan and events of interest to our communities.
- ❖ uThungulu has also developed a comprehensive informative Website.
- ❖ uThungulu publishes Annual Reports
- ❖ Techcom Meetings are held bi-monthly, with the Municipal Managers of the local and district municipalities. This is followed, on the same day, by District Mayors Coordination Forum Meetings where the respective Mayors join the Municipal Managers.
- ❖ IDP Alignment Meetings take place during the IDP Review process. The District and Local Municipalities as well as selected Service Providers are invited to these meetings. In addition, a series of Sector Plans have been completed or are underway at which representatives of the respective government departments are members of the Steering Committees.

## **7 PLANNING AND THE ENVIRONMENT**

### **7.1 INTEGRATED DEVELOPMENT PLANNING**

Annually, the uThungulu district prepares/reviews its IDP. Apart from dealing with critical issues pertaining to project identification, budgeting, land reform and housing, the IDP also contains an SDF (Spatial Development Framework) and other important issues as detailed in the remainder of this section:

- ❖ From a land reform and housing perspective, the district is responsible for planning, coordination and alignment. The district's responsibility for the provision of bulk infrastructure to housing projects specifically is very important.
- ❖ Land-Use planning aims to co-ordinate and manage all the land uses and their relationship to each other in order to protect natural resources and to create safe and liveable environments. In respect of land-use planning, the District Municipality is responsible for the provision of the Land-Use Management Framework, whilst the Local Municipalities are responsible for the preparation of detailed Land Use Management Systems (LUMS).
- ❖ The bi-annual quality of life survey of the UDM provides the mechanism to monitor progress on key development projects and programmes as identified in the IDP.

### **7.2 DEVELOPMENT PLANNING SHARED SERVICES**

Since 1 February 2009, a Chief Planner (Shared Services) position has been established to provide development planning assistance to the Ntambanana, Mfolozi, Nkandla and Mthonjaneni Local Municipalities of the District.

The shared services concept was conceived due to a number of reasons, notably the fact that many smaller rural municipalities have limited planning capacity and high staff turnovers. Thus, the resulting limitations are proposed to be addressed through the establishment of shared services for the development planning function between district municipalities and their constituent local municipalities. The aim is thus to optimize limited resources and thereby enhance the quality of planning and development services provided.

For uThungulu, the scope of municipal development planning functions included in the DPSS is as follow:

- Spatial Planning
- Strategic Planning
- Development Administration
- Information Management and Systems Development
- Future additional functions include:
  - Building Inspections and Control
  - Housing
  - Environment
  - Land Reform

The main support provided by the uThungulu District Municipality to the participating Local Municipalities is to provide the service of a Professional Planner that ensures the effective and efficient administration of development under the recently promulgated KwaZulu-Natal Planning 7 Development Act (Act No. 06 of 2008).

### 7.3 THE ENVIRONMENT

The uThungulu district generally has a good climate and is well endowed with natural resources whose comparative advantages are:

- A good climate that opens up avenues for productive agricultural and tourism development;
- Agriculture with irrigation infrastructure in place;
- A scenic environment and the coastal terrain thus creating more opportunities for tourism development; and
- The district's location within KwaZulu-Natal that is reputable for its African Experience.

The **topographic features** of uThungulu are multi-faceted. The flat coastal region comprises of the Natal Coastal Belt and Zululand Coastal Plain with altitudes ranging from sea level to 450 metres. Inland adjacent to the coastal belt, the Lowveld of Zululand to the north east and the Eshowe Block to the west are characterized by hilly topography with altitudes increasing to 900 metres. The terrain becomes more extreme towards the north west. In places, the area characterized by steeply incised valleys with altitudes between 900 and 1 400 metres. The Valley of the Tugela River bounds the district on the west.

The coastal belt areas include sand stone, shale and mudstones, whose **soils** have a high agricultural potential. Low potential soils occur along the Tugela River as well as along portions of the Mhlatuze River.

The **climatic conditions** of the district are very diverse due to the topography, which plays a major role in modifying rainfall and temperature. Mean annual rainfall decreases from an average 1200 - 1400mm along the coastal region to an average of 650mm inland. Similarly mean annual temperatures decrease varies from 21 degrees Celsius along the coast to 16 degrees Celsius inland.

The western portion of the study area lies within the Thukela catchments. The steepness and highly dissected nature of the topography results in small fast flowing watercourses, many of which are seasonal. The remainder of the study area lies within a large primary catchment with major rivers that run through it, namely:

- Amatigulu River
- Mhlatuze River
- uMlalazi River
- Mfule River
- Nyalazi River
- Mzingwenya River

The area also has a number of wetlands, the most notable being Lake Cubhu and the Greater Mhlatuze Wetland System to the south of Richards Bay at Esikhaleni. The Phobane Dam on the Mhlatuze River is the only major dam in the area. This dam is used to regulate the flow in the lower reaches of the Mhlatuze River in order to ensure adequate flow to supply agricultural irrigation needs (sugarcane, citrus and cotton are the major crops in the area), industrial requirements (Richards Bay, Empangeni and the recently commenced Ticor Heavy Mineral mining operations at Hillendale) as well as for domestic needs.

The environmental analysis is a crucial step in the review of the IDP as it is realised that IDP's true success will be measured in its ability to achieve its developmental goals in general and the sustainability of the developments in particular. Sustainable development implies the balance or equal consideration of environmental, economic and social development needs and strategies. The issues identified in this section highlight the environmental issues that need to be considered in the economic and social development strategies of the district.

Some of the environmental related **needs** of the district are:

Economic growth and the need to meet basic needs has environmental implications  
 Protect the natural environment and ensure sustainability  
 Incorporate environmental aspects into the strategic planning  
 Assess in detail the effect of the environment on development and consider the opportunities and constraints which the environment places on the development plan  
 Consider conducting a Strategic Environmental Assessment (SEA)  
 The environmental opportunities/comparative advantages of the district are:

Unique biophysical characteristics  
 Number of naturally occurring forests  
 Irrigation opportunities  
 The coastline  
 Develop institutional framework  
 Mining resulting in rehabilitation of an already degraded area  
 Good climate  
 African Experience  
 Tourism potential  
 Agriculture with irrigation

The following table provides a summary of some of the environmental **concerns** in the uThungulu district.

**Table 202: Environmental Concerns**

<b>Extensive Monoculture</b>	<b>Land Degradation</b>
<ul style="list-style-type: none"> <li>- Loss of biodiversity</li> <li>- Loss of coastal lowland forests</li> <li>- Pollution due to cane burning</li> <li>- Fertilizers</li> <li>- Encroachment into drainage areas</li> <li>- Loss of valuable agricultural land for food production (forestry)</li> <li>- Threats to habitats by exotic forests</li> </ul>	<ul style="list-style-type: none"> <li>- Burning of veld for grazing;</li> <li>- Overgrazing</li> <li>- Soil erosion, sheet, gully and land slides</li> <li>- Siltation</li> <li>- Deforestation</li> <li>- Invader species</li> <li>- Communal tenure</li> <li>- Collection of firewood</li> </ul>

- Reduction in water runoff to catchments	
<b>Mining</b> <ul style="list-style-type: none"> <li>- Pollution</li> <li>- Destruction of dunes</li> <li>- Altered landscape</li> </ul>	<b>Dense Development</b> <ul style="list-style-type: none"> <li>- Land fill sites</li> <li>- Waste disposal</li> <li>- Air pollution</li> <li>- Water pollution</li> </ul>
<b>Industry</b> <ul style="list-style-type: none"> <li>- Air Pollution</li> </ul>	General <ul style="list-style-type: none"> <li>- Diseases such as Malaria, Cholera and HIV/AIDS</li> <li>- Plastic bag pollution</li> <li>- Socio-political issues regarding basic needs and different perceptions about environment and conservation</li> <li>- The need for environmental awareness and education</li> <li>- Traditional burials and their possible effects on ground water</li> <li>- Loss of biodiversity</li> <li>- Water pollution</li> <li>- Air pollution</li> </ul>

The district is concerned with the utilization and protection of its natural resources.

- ❖ All project planning and implementation complies with the Environmental Management Act. Environmental Scoping Reports and Environmental Impact Assessments are undertaken where required and approval conditions are adhered to.
- ❖ A District Environmental Management Plan (EMP), as part of the Sector Plans recommended in the IDP, has been prepared. In addition, a Coastal Management Plan has also been prepared.
- ❖ The identified district strategies to assist in addressing issues pertaining to Environmental Management are as follow:
  - A **Coastal Management Corridor** that runs the length of the coastline of the District. The intention with this corridor is that it will enable the District and the relevant Local Councils to formulate development policy and regulations on development along the coast.

- **Nature Corridors** which provide strategic linkages between various ecological assets.
- **Ecologically and environmentally sensitive zones** need to be indicated.
- Management and protection of areas of **agricultural potential** for future planning and development.
- **Open space** buffers along major rivers are indicated which would need protection.
- Improve accessibility by way of appropriate infrastructure to areas with **tourism attractions/potential**.
- Emphasis not solely on efficient management of **waste** products but also on pollution prevention and waste minimization.
- **Coastal Management Zone** has been identified as a zone of strict control over development and access to beaches.
- ❖ A number of projects and initiatives undertaken by the district indicate awareness and concern for the environment. Such include: (1) Community biodiesel production, (2) water quality improvement measures, (3) water and sanitation awareness campaigns, (4) harbour and water week as well as (5) erosion protection in Nkandla.
- ❖ An allocation has also been made for the 09/10 financial year for the preparation of a Policy and Procedure document on Environmental Impact Assessments.

#### 7.4 CLIMATE CHANGE

As a result of the 2010 Kwanaloga Summit on Rural Development & Climate Change and in anticipation of the 17th Conference of Parties (COP 17) to the United Nations Framework Convention on Climate Change to be held end of 2011, the uThungulu District Municipality is addressing climate change with the following adaptation and mitigation measures:

##### **Adaptation Measures:**

- ❖ An uThungulu District Round Table discussion was held between Kwanaloga and the uThungulu Family of Municipalities on 16 February 2011 at the uThungulu Municipal Offices to discuss the recommendations and implementation measures as a result of the Kwanaloga Summit on Rural Development & Climate Change.
- ❖ Climate Change issues will be addressed by during the Review of the following Sector Plans of the uThungulu IDP:

- Current Review of the uThungulu Agricultural Development Plan;
- Current Review of the uThungulu Coastal Management Programme;
- Proposed Refinement of the uThungulu Spatial Development Framework;
- Proposed Preparation of the State of the Environment Report (SOR) as part of the envisages uThungulu Strategic Environmental Assessment (SEA);
- Proposed Review of the uThungulu Disaster Management Plan;
- ❖ Climate Change is a standing item on the agenda of the uThungulu Coastal Working Group and the same will apply with the proposed uThungulu IDP Sector and Services Alignment Forum.

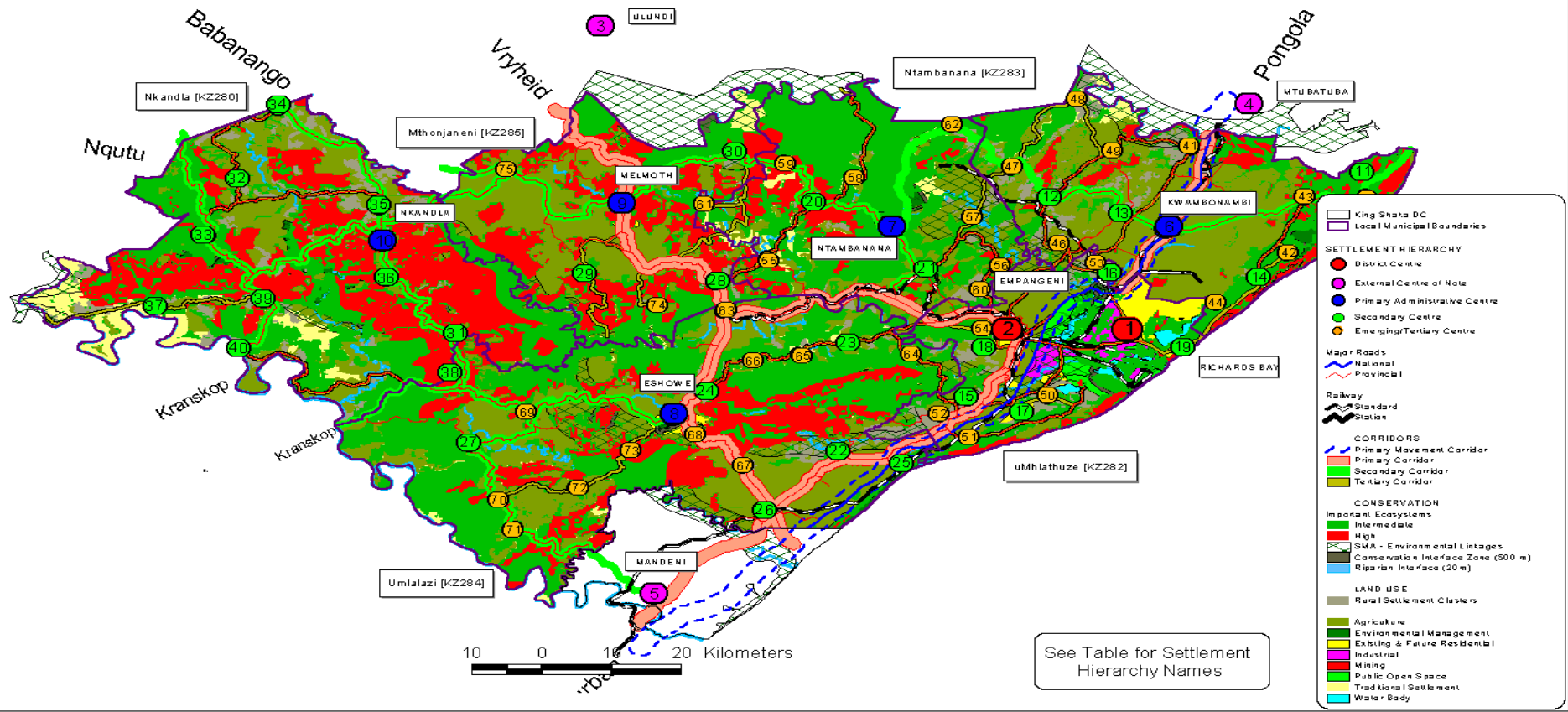
##### **Mitigation Measures:**

- ❖ With the assistance of the KZN Department of Transport, a Integrated Rapid Public Transport Network (IRPTN) Plan is currently being prepared to ensure the effective and efficient functioning of public transport within the uThungulu district. By promoting public transport the carbon footprint of the uThungulu district will be reduced.
- ❖ When the Energy Sector Plan will be reviewed, climate change mitigation measures will be considered.





# UTHUNGULU ENVIRONMENTAL MAP DRAFT



## 7.5 SPATIAL ANALYSIS

The uThungulu District Municipality commissioned the review of its Spatial Development Framework (SDF) during 2007. More details on the SDF Review process and outcomes are provided in section D of this report. In this section of the report, some information on the spatial analysis undertaken is provided.

At the outset of the process, the principles that direct the preparation of the uThungulu SDF and its implementation were workshopped and agreed upon as summarized hereunder:

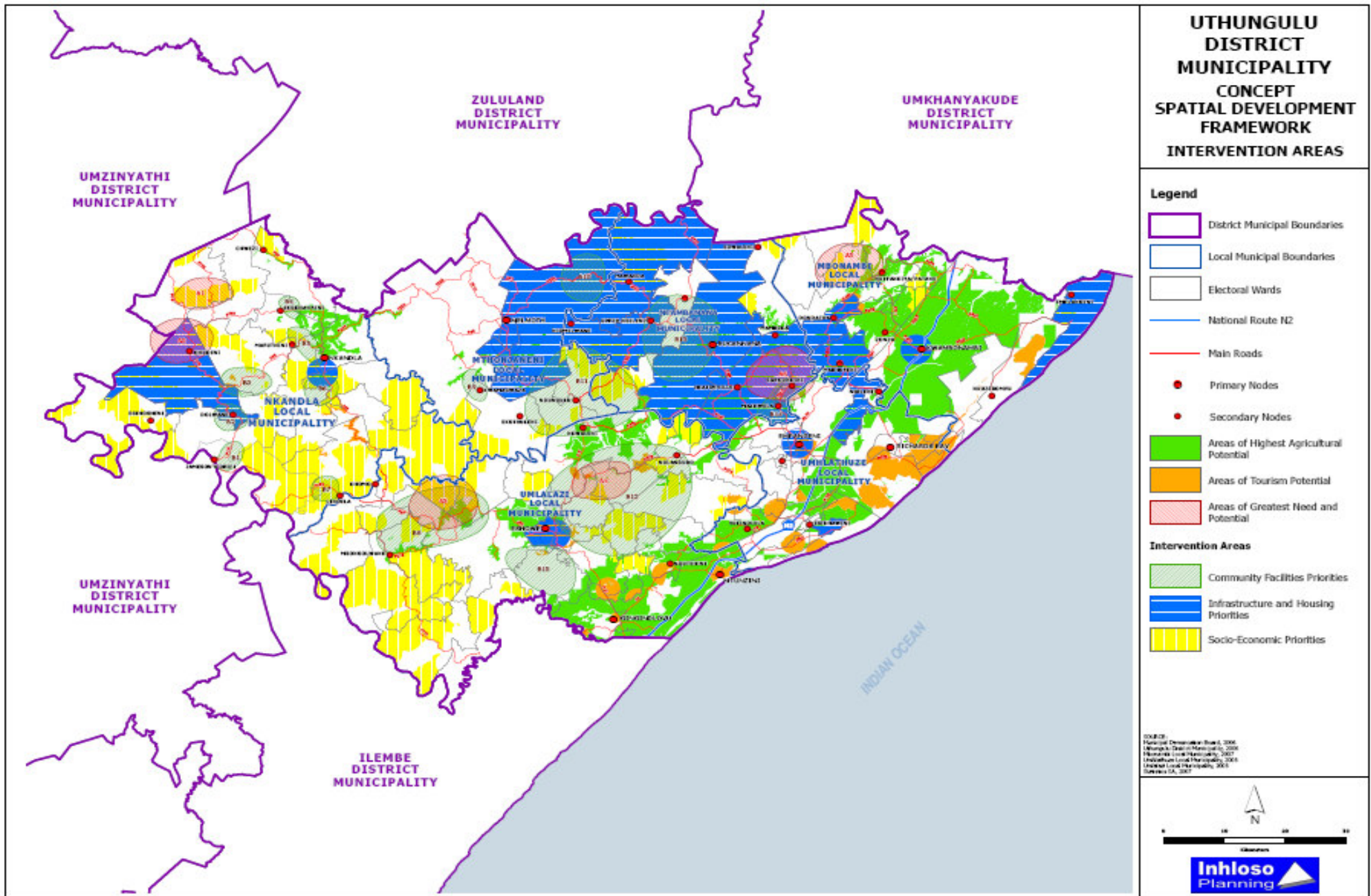
- Spatial development principles are founded in the Millennium Development Goals, National Spatial Development Perspective (NSDP) and Provincial Spatial Economic Development Strategy (PSEDS).
- All communities are to be provided with at least a basic level of service.
- Areas targeted for economic growth and development are provided with appropriate levels of infrastructure to attract investment interest - not only to address the immediate need, but also to provide for reliable expansion and growth trends.
- Sustained and inclusive economic growth is a prerequisite for alleviation of poverty and unemployment
- In areas of high potential, invest in productive infrastructure
- In areas of high need, invest in redistributive infrastructure (Basic and Free Basic Services)
- Focus should be on areas of **high need and potential** and development is to be channelled into activity **corridors and nodes**

In order to give effect to the identification of areas of high need and potential a **needs analysis model** was derived. The model consists of three components as outlined herewith.

The identification of potential was guided by the following:

- Population density
- Availability of bulk services
- Agricultural potential
- The uThungulu coastal belt
- Major infrastructure investment such as the P700 and the P701
  
- Centres of economic opportunity reflected as primary and secondary nodes in the respective Local Municipality SDFs

At overleaf is a map depicting the uThungulu Spatial Development Framework.



## 8 FINANCE AND ADMINISTRATION

Good governance requires the district to provide the highest quality of service to its constituents and to ensure that all the strategies and objectives are adhered to, resulting in a productive and sustainable district.

The district **Employment Equity Plan** (EEP) and **Skills Development Plan** (SDP) have already been prepared.

In addition, the district is in the process of undertaking an **organizational review** in compliance with the prevailing legislative framework which governs the local government sphere. The following is listed:

All programmes and projects will be designed to meet the **principles of the EPWP** with regards to, *inter alia*, labour intensive construction methods and capacity building.

UDM Tenders comply with the **MFMA regulations**. A final draft of the Supply Chain Management Policy and a Procurement Policy are in place and are under review to give effect to the principles of Broad Based Black Economic Empowerment. A new policy has been drafted to comply with National Treasury guidelines, though final regulations are awaited.

In sections G, H and I, the district budget is outlined in some detail. However, it is important to highlight the following **financial challenges** for the coming financial year:

- ❖ Drought relief and the cost of tankering services. In this regard, proposals are in the process of being submitted DWAF and DLTGA for additional funds.
- ❖ The district has some unfunded Mandates, notably Disaster Management and Fire Fighting. As a result, the funds that are allocated to these mandates are not adequate.

### 8.1 INSTITUTIONAL ARRANGEMENTS

The following institutional arrangements are in place to ensure delivery on the Integrated Development Plan:

### 8.2 COUNCIL & MFMA COMMITTEES

The Council structures have been set up as follows as required in terms of legislation:



- ❖ A Rules Committee has been set up, and also fulfills the function of an Oversight Committee up until such committee has been established.
- ❖ An IT Steering Committee has been set up to resolve IT issues affecting the organization.
- ❖ An Enterprise Risk Management (ERM) Steering Committee has been set up to manage risk within the municipality.
- ❖ A Fraud Prevention Steering Committee has been set up to manage fraud risk within the municipality.

### 8.3 ORGANISATIONAL STRUCTURE (ORGANOGRAM)

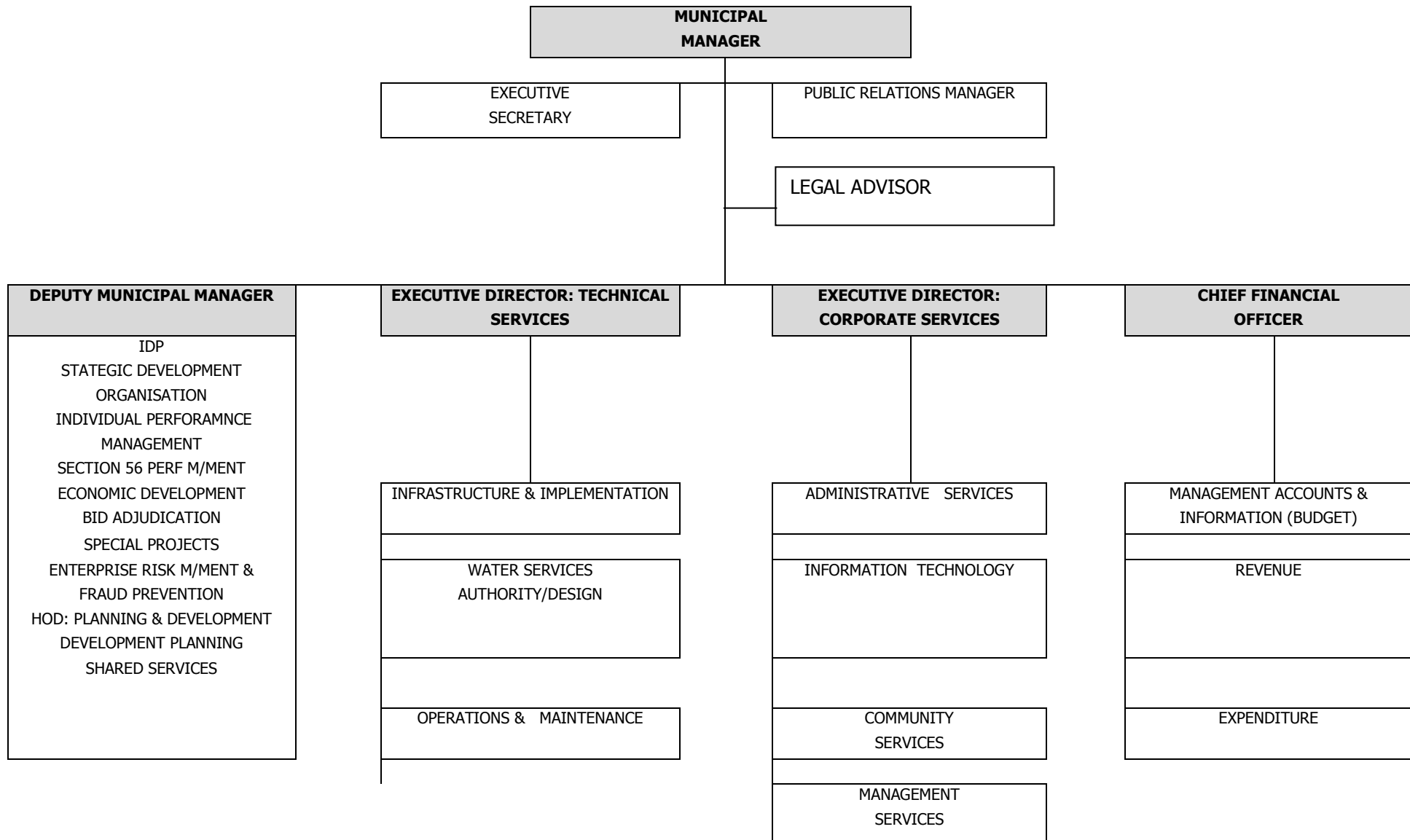
uThungulu District Municipality currently has a projected number of **282 (323 including Councillors) staff for the year as at 31 July 2011**. During the budget process positions required by departments were reviewed in terms of available funding, savings identified in other accounts, a specific allocation of grant funding, a legislative requirement for the position, and if the position was within the 2011/12 approved multi-year budget. A total of **43 new positions** are included in the 2011/12 budget year.

**Table 213: uThungulu Institutional Analysis**

#### uThungulu Institutional Analysis

<b>SUMMARY OF PERSONNEL NUMBERS</b>	<b>2011/2012</b>
<b><i>Municipality</i></b>	
Councillors (Political Office Bearers plus Other)	41
Snr Managers (Incl. MM)	5
Other Managers	8
Technical/Professional	63
Other Staff (clerical, labourers etc)	207
<b>Total Personnel Numbers</b>	<b>324</b>

**Figure 10: uThungulu District Municipality Organogram**



The following table indicates the current staff complement and vacancies as per each section/vote for permanent and contract staff.

**Table 224: Staff Complement**

<b>uThungulu District Municipality - Staff Complement</b>				
<b>DEPARTMENT</b>	<b>SECTION</b>	<b>BUDGETED STAFF</b>	<b>CURRENT STAFF</b>	<b>VACANCIES</b>
DEPARTMENT OF THE MUNICIPAL MANAGER		5	4	1
DEPARTMENT OF THE DEPUTY MUNICIPAL MANAGER	DEPUTY MUNICIPAL MANAGER	2	2	0
	PLANNING & DEVELOPMENT & PLANNING SHARED SERVICES	9	6	3
TECHNICAL SERVICES	TECHNICAL MANAGEMENT	2	2	0
	MUNICIPAL INFRASTRUCTURE OPERATIONAL & MAINTENANCE & MUNICIPAL INFRASTRUCTURE & IMPLEMENTATION	151	133	18
	TECHNICAL FACILITY SERVICE	18	11	7
	WATER SERVICES AUTHORITY	16	7	9

<b>uThungulu District Municipality - Staff Complement</b>				
<b>DEPARTMENT</b>	<b>SECTION</b>	<b>BUDGETED STAFF</b>	<b>CURRENT STAFF</b>	<b>VACANCIES</b>
CORPORATE SERVICES	CORPORATE SERVICES MGMT	4	1	3
	INFORMATION TECHNOLOGY	6	4	2
	HUMAN RESOURCES	14	8	6
	ADMINISTRATIVE SERVICES	38	28	10
	COMMUNITY SERVICES	17	14	3
FINANCIAL SERVICES	FINANCE MANAGEMENT & INTERNS	7	7	0
	FINANCIAL MANAGEMENT: PLANNING, REVENUE & FINANCIAL STATEMENTS	44	32	12
	FINANCIAL MANAGEMENT: PLANNING, EXPENDITURE & ASSETS	14	9	5
	FINANCIAL MANAGEMENT COMPLIANCE: PALNNING, BUDGETS & SCM	22	14	8
<b>TOTAL STAFF AS AT 31 JULY 2011</b>		<b>369</b>	<b>282</b>	<b>87</b>



## 8.4 HUMAN RESOURCES POLICIES

### • CODE OF CONDUCT

Councillors and staff members are required to sign a Code of Conduct and Declaration of Financial Interest form on an annual basis, which must be certified by a Commissioner of Oaths. These records are kept for internal and external audit purposes.

### • HR DEVELOPMENT PLAN (WORKPLACE SKILLS PLAN)

A Workplace Skills Plan is in place and it focuses, inter alia, on the following:

- ❖ Employment profile
- ❖ Employee qualification profile
- ❖ Strategic objectives
- ❖ Annual training and skills priorities
- ❖ Education and training interventions required to achieve training and skills development priorities
- ❖ Number of beneficiaries to be trained
- ❖ Learnerships, skills programmes and apprenticeships
- ❖ Quality assurance - Providers to be used for planned training and development activities

### • EMPLOYMENT EQUITY PLAN

The Focal Areas of the uThungulu Employment Equity Plan are as follow:

- ❖ Job Grading
- ❖ Communication
- ❖ Culture
- ❖ Recognition
- ❖ Succession Planning
- ❖ Recruitment & Selection
- ❖ Set Numerical Targets per Employment Category
- ❖ Employment of people with disabilities
- ❖

## 8.5 DISTRICT INFORMATION MANAGEMENT SYSTEM (DIMS)

District Municipalities (DMs) have increased functions and responsibilities, especially in the areas of service delivery, and eradication of development backlogs. This increased focus has highlighted deficiencies in many Local Government systems and structures. In some cases, these include shortfalls in the existing capacity, and the

lack of information management. Both severely affect the ability of DMs to meet demand for services and local development. In addition, it is a legislated requirement of all DMs to implement and monitor a performance management system, and to implement and monitor a district wide IDP.

With this as background, DIMS (District Information Management System) aims to improve information management and maximise the utilisation of existing resources, through planning, information visualisation, and providing relevant staff with integrated access to the DMs business information.

Many DMs have existing business systems, such as Financial Management Systems (FMS), Human Resource Management Systems, and others. In addition, there is a need for many more, like Project Management Systems, Performance Management Systems, Document Management Systems, and IDP Monitoring Systems. DIMS do not seek to replace existing systems where these already exist in the organisation. In these cases DIMS simply communicates with these systems as they exist, and siphons off useful information to be integrated into an overall management framework. However, where systems are required and do not exist, DIMS provides "modules" that serve to meet the basic information needs of that core area.

In essence, the uThungulu District Municipality has formulated a District Information Management System (DIMS) to measure and track performance across the district IDP. The DIMS is an information management tool, which works in conjunction with other existing Municipal Systems. It started out as a tool to track municipal Integrated Development Plans and grew to a mechanism to integrate all information within the municipal environment.

More details of the DIMS can be obtained from the following website address: [www.uThungulu.dims.org.za](http://www.uThungulu.dims.org.za)

**NOTE:** The performance module within DIMS were developed to measure and report on performance on both the organisation in terms of their IDP as well as performance on specific targets assigned to individual employees i.e. section 56 managers, since targets are set for achieving specific goals on i.e. projects directly as result of the organisational targets, impacting on individuals.

Since the implementation of DIMS at the uThungulu District Municipality, new performance regulations were gazetted effectively from 1 August 2006. The

procedures specifically with regards to the assessment of individuals (Section 56) managers differ from the procedure followed previously within DIMS. The assessment rating and scoring criteria are also now prescribed by the regulations and an applicable performance assessment calculator has been developed by the DPLG.

The performance module in DIMS has been totally revised to be aligned with performance regulations and is presently being rolled out at uThungulu District Municipality as and experimental module for implementation in the future financial years at other District Municipalities. The manual measurement of the organisational and individual performance will be completed by an electronic measurement.

## 9 UTHUNGULU ITC INTERVENTION

INTERVENTION	DESCRIPTION
1. UTHUNGULU ICT FORUM	This Forum will consist of the relevant roleplayers to co-ordinate and provide strategic direction of ICT in the district of UThungulu
2. BROADBAND	This is a provincial project and needs the district to have this as a project in their IDP and Local Economic Development Plans
3. ICT incubator	This ICT incubator should be established to provide an enabling infrastructure environment for the growth of ICT smmes and to foster entrepreneurship
4. Broadband Skills Centre	This Centre should be established to provide skills training for the rollout and maintenance of broadband
5. e-Waste Centre	This should be established in Richards Bay
6. eGovernment	This should be a pilot project for the other districts to follow as a role model.
7. Electronics Training Institute	To establish a electronics training facility
8. Technology Park	To establish a Technology park that would attract investment and provide

	jobs. It would provide foreign companies to set up in Richards Bay and use this as a base into Africa
9. Call Centre	Establish a call centre to create jobs
10. Digital Community Hubs	To establish digital community hubs to provide ICT access to previously disadvantaged communities

## C DEVELOPMENT VISION, STRATEGIES AND PROGRAMMES

### 1 MILLENIUM DEVELOPMENT GOALS

It is informative to consider, before a vision for uThungulu's development is formulated, international trends. The United Nations, the World Bank and 189 countries adopted the Millennium Development Goals in September 2000. The aim is to reduce poverty while improving health, education and the environment. Each goal is to be achieved by 2015 compared to 1990 levels.

The link between these goals and the strategic programmes, as contained in the district development strategies, are shown hereunder:

**Table 235: Millennium Development Goals & uThungulu Programmes**

Millennium Development Goals		UThungulu Development Programmes
1	Eradicate extreme poverty and hunger * Halve the proportion of people with less than one rand a day. * Halve the proportion of people who suffer from hunger	* Poverty Alleviation
2	Achieve universal primary education * Ensure that boys and girls alike complete primary schooling.	* Education, Training and Capacity Building * Community Services, Facilities and Actions
3	Promote gender equality and empower women * Eliminate gender disparity at all levels of education	* Marginalized Groups
4	Reduce child mortality * Reduce by two thirds the under five mortality rate	* Municipal Health

5	Improve maternal health * Reduce by three quarters the maternal mortality ratio	* Municipal Health
6	Combat HIV/AIDS, malaria and other diseases * Reverse the spread of HIV/AIDS	* HIV/Aids
7	Ensure environmental sustainability * Integrate sustainable development into country policies and reverse loss of environmental resources * Halve the proportion of people without access to potable water * Significantly improve the lives of at least 100 million slum dwellers	*Environmental Management *Potable Water, Waste Water and Sanitation * Land Reform * Housing
8	Develop a global partnership for development * Raise official development assistance * Expand market access * Encourage debt sustainability	* Public Relations and Communications * Local Economic Development * Local Tourism Development * Agricultural Development * Business and Industrial Development

## 2 NATIONAL AND PROVINCIAL PERSPECTIVE

SA faces two main challenges - reducing poverty and inequality as well as tackling unemployment - these are also KZN's challenges.

Poverty indicators for KZN reveal that in 2005:

- ❖ 5.3 million people were living in poverty & 1.2 million living on less than US\$ 1 a day (R200 a month);
- ❖ the estimated poverty gap is Rbn18.3;
- ❖ 1.5 million people lived with HIV and Aids (15 per cent of the population in 2005);
- ❖ Life expectancy dropped to 45 years; and
- ❖ 15% of the population, 20 years or older had no schooling, 41% had no secondary schooling, and 73% had not completed grade 12 (Stats SA, Census 2001).

### 2.1 NATIONAL GOALS

No.	National Outcomes	National Outputs	MTSF Strategic Priorities
1.	Improved quality of basic education	Grade 3 literacy and numeracy to a national average of 60%; Grade 6 mathematics and language to a national average of 60%; Grade 9 mathematics and language to a national average of 60%	Strengthen the skills and human resource base
2.	Long and healthy life for all South Africans	Reduction of the mortality rate; reduction of the impact and prevalence of HIV and Aids and Tuberculoses; and provision of an effective healthcare system	Improve the health profile of all South Africans
3.	All people in South Africa are and feel safe	Reduction of levels of overall contact and trio crimes (hijacking, business and house robberies); ensuring an effective and integrated justice system; managing crime perceptions; and effectively managed border; initiatives to fight corruption	Intensify the fight against crime and corruption
4.	Decent employment through inclusive economic growth	More labour absorbing growth; increased competitiveness, to raise net exports, grow trade as a share of world trade and improve its composition; improved support to small business and cooperatives; implementation of the expanded public works programme (EPWP)	Speeding up growth and transforming the economy to create decent work and sustainable livelihoods
5.	Skilled and capable workforce to support an inclusive growth path	Building capacity of agencies at various levels in the system to plan and forecast; expansion incentives for companies to create industrial apprenticeships and learnerships; strengthening the delivery system, fast-track and strengthen sectoral research and planning capacity;	Strengthen the skills and human resource base

		developing a funding framework that is performance orientated	
6.	Efficient, competitive and responsive economic infrastructure network	Electricity provision, improving ports, rail, pipelines, and communications technology, our water provision and construction of roads	Massive programme to build economic and social infrastructure
7.	Vibrant, equitable, sustainable rural communities, contributing towards food security for all	Improved access to affordable and diverse food; improved rural services to support livelihoods; improved employment opportunities and promotion of economic livelihoods; enabling institutional environment for sustainable and inclusive growth	Comprehensive rural development strategy linked to land and agrarian reform and food security
8.	Sustainable human settlements and improved quality of household life	Ensuring an accelerated delivery of housing opportunities and expanding access to basic services; access to adequate accommodation that is suitable, appropriately located to allow access to economic opportunities; affordable and fiscally sustainable with access to basic and social services, and provide security of tenure	Build cohesive, caring and sustainable communities
9.	Responsive, accountable, effective and efficient local government system	Implement a differentiated approach to municipal financing, planning and support; improving access to basic services; implementation of the Community Work Programme; deepen democracy through a refined Ward Committee Model; administrative and financial capability; a Single Window of Coordination	Building a developmental state, including improvement of public services and strengthening democratic institutions
10.	Environmental assets and natural resources that are well protected & enhanced	Enhanced quality and quantity of water resources; reduced greenhouse gas emissions, climate change and improved air/atmospheric quality; sustainable environmental management; protected biodiversity	Sustainable resource management and use
11.	Create a better South Africa and contribute to a better Africa and the world		Pursuing African advancement and enhanced international cooperation
12.	Efficient, effective and developmental oriented public service and an empowered, fair and inclusive citizenship		Building a developmental state, including improvement of public services and strengthening democratic institutions

2.2 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY: GOALS, OBJECTIVES AND VISION



### 2.3 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE

The Policy Co-ordination and Advisory Services (PCAS) in the Presidency produced a National Spatial Development Perspective (NSDP) that was endorsed by Cabinet in March 2003. The four principles of the NSDP are as follows:

- ❖ **Economic growth** is a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation.
- ❖ Government spending on fixed investment, should therefore be focused on **localities of economic growth and/or economic potential** in order to attract private-sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities.
- ❖ **Efforts to address past and current social inequalities should focus on people not places.** In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low development potential, government spending, beyond basic services, should focus on providing social transfers, human resource development and labour market intelligence.
- ❖ In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into **activity corridors and nodes** that are adjacent to or link the main growth centres.

The NSDP places a lot of emphasis on the presence of institutional capacity to realize the developmental impact of any given area or identified resource that has developmental potential. As such, it distinguishes between the following categories of potential: (1) innovation and experimentation, (2) the production of high-value differentiated goods, (3) labour intensive mass-production, (4) public service and administration, (5) tourism and (6) commercial services and retail.

#### **APPLICATION:**

Apart from improved service delivery and ensuring a basic standard of living for all in the district, a summary of the aim of the district development strategies clearly links with the principles of the NSDP:

- ❖ The economically sound district strategy aims to establish economic growth and development in all economic sectors.
- ❖ The people empowerment strategy has its focus on social development and community empowerment.

- ❖ The integrated environment strategy focuses the strengthening of the nodes in the municipalities while ensuring the equitable development of the rural areas through land reform, housing and service delivery.
- ❖ The spatial development vision for the district is based on a hierarchy of functions for centres and nodes.
- ❖ **NOTE:** The spatial implications of the NSDP will be addressed through the Review of the Spatial Development Framework

The Office of Presidency has initiated a project to promote effective alignment of IDPs with NSDP and PGDS.

The following deliverables are proposed for this project:

- Socio-Economic, spatial and environmental analysis report,
- **Policy and governance analysis report**
- Institutional options report
- Close out Report

In order to accomplish these objectives, the need was identified to start with a detailed analysis of the status quo and potential of each district that required consultation with key role-players and stakeholders to ensure a common understanding of the district and its potential.

Following the completion of the above, a district workshop was held on the 29<sup>th</sup> of January 2009. The workshop had the following three key objectives:

- Presentation of main findings
- Identification of additional information
- Participants identifying key driving forces that are likely to shape the district's development path in the future and the development of scenarios

### 2.4 ACCELERATED AND SHARED GROWTH INITIATIVE FOR SOUTH AFRICA (ASGISA)

This government instituted initiative is aimed at promoting a *growth for all strategy* for South Africa that is intended to halve poverty and unemployment by 2014. Maintaining a steady growth in GDP of above 4.5% in the short term, and then adopting envisaged growth of 6% between 2010 and 2014 is a cornerstone of the initiative. Developing labour absorbing industries that generate value added activities is at the core of the initiative. Investment in infrastructure, education and skills development are significant components of the initiative. The elimination of

the second economy by enhancing access to micro-finance, SMME support and the reduction of gender inequality issues in conjunction with government's macro-economic and good governance strategy focussing on the role of local government and service delivery forms the remainder of the initiatives outline.

The ASGISA initiative has identified the following focus areas in order to attain its objective of accelerated and shared growth:

- Economic opportunities that are labour intensive
- Economic sectors that are growing
- Sectors that provide opportunities for BBEEE
- Small business development

**APPLICATION:**

This national initiative is routed in local level implementation, specifically through the uThungulu LED Strategy. This shared growth strategy has been designed to help eradicate inequality and poverty, which are the desired outcomes of the LED Strategy process. The emphasis on the infrastructure and skills development also speaks to the LED framework, and the development of LED Strategies needs to be considered within the ASGISA initiative framework.

The following table provides a summary of alignment between ASGISA initiatives/actions and the programmes underpinned by the uThungulu District Municipality Strategies:

**Table 246: ASGISA & uThungulu Programmes Alignment**

<b>UTHUNGULU PROGRAMMES</b>	<b>ASGISA INITIATIVES</b>
<ul style="list-style-type: none"> <li>○ Co-operative Governance</li> <li>○ Shared Services</li> </ul>	ASGISA has identified the need to monitor budget expenditure of departments in that some departments overspend while others under spend. National Treasury is proposing the implementation of a Capital Expenditure Management Information System. The ongoing alignment as part of the uThungulu IDP process has a similar aim, just at a more local level.
<ul style="list-style-type: none"> <li>○ Local Economic Development</li> </ul>	ASGISA has identified the need to increase the contribution of tourism to the GDP. Also, a number

	of strategies are focused on eliminating the 2 <sup>nd</sup> economy.
<ul style="list-style-type: none"> <li>○ Local Economic Development</li> <li>○ Potable Water, Waste Water and Sanitation</li> </ul>	LED is a critical contributor towards halving unemployment by 2014. Also, ASGISA moots the need to increase infrastructure investment in order to address backlogs.
<ul style="list-style-type: none"> <li>○ Business and Industrial Development</li> <li>○ Local Economic Development</li> <li>○ EPWP</li> </ul>	ASGISA has identified the need to support and introduce more labour absorbing economic activities while the role of the EPWP in eliminating the 2 <sup>nd</sup> economy is also highlighted.
<ul style="list-style-type: none"> <li>○ Integrated Development Planning</li> </ul>	It is crucial that the planning and management of land use (in terms of zoning) does not prevent the timeous development of land. Similarly, environmental procedures should be expedited for developments to obtain approvals faster.
<ul style="list-style-type: none"> <li>○ Marginalized Groups</li> </ul>	Need to work closely with women and youth in order to halve poverty. Typical interventions required by these groups include having access to finance, basic services, involvement in the EPWP and migration out of the 2 <sup>nd</sup> economy.
<ul style="list-style-type: none"> <li>○ Learnerships</li> <li>○ Bursary Schemes</li> </ul>	The national skills shortage is considered as the largest impediment to sustained economic growth.
<ul style="list-style-type: none"> <li>○ Telecommunications and Technology</li> </ul>	Improve electronic communication

**2.5 KEY PERFORMANCE AREAS OF THE FIVE YEAR LOCAL GOVERNMENT STRATEGIC AGENDA**

Nationally the Implementation Plan of Action for the 5 year Local Government Strategic Agenda, as adopted by Cabinet in January 2006, is used as the basis for determining a number of key performance areas for all municipalities. These set out the mandate to be achieved by all municipalities and as such represent an important guiding principle for municipal organizational design.

The national key performance areas are the following:

**1. Basic Service Delivery**

Aspects such as basic water, sanitation, electricity, refuse and roads. Includes social infrastructure, e.g. housing, health, education, welfare and cemeteries. It also relates to the following:



- ❖ Sound and updated statistical based service delivery plan
- ❖ MDG's/Targets for municipal services (e.g. water, sanitation, electricity, refuse removal, transportation)
- ❖ FBS and Indigent Register
- ❖ O&M
- ❖ Capacity to implement Integrated Capital Infrastructure Plan

## 2. Local Economic Development

Economic Development and Poverty Alleviation Strategies and awareness programmes. In addition to social infrastructure, social programmes also form part of this KPA, e.g. HIV/AIDS, ABET etc., comprise economic generation objectives and projects. Elements of poverty alleviation could also be grouped under this area. It also relates to the following:

- ❖ Competitive and comparative advantages
- ❖ ASGISA and second economy investment
- ❖ Skills development
- ❖ LED institutional capacity
- ❖ Social partners

## 3. Governance and Public Participation

Measures how the local government sphere aligns and integrates with the Provincial and National spheres of government on cross cutting issues. Programmes to demonstrate how the community participates/is consulted/is empowered in government programmes; particularly the establishment and functionality of ward committees and community development workers. It also deals with the involvement of Traditional Councils in municipal affairs. It also relates to the following:

- ❖ Functional ward committees and other committees
- ❖ Linkages with other governance structures
- ❖ Sector engagements
- ❖ Community informed IDP
- ❖ Annual Performance Report submitted

## 4. Municipal Transformation and Organisational Development

How the institution is (administratively and politically) capacitated to exercise its duties (human resource development and management). How is the organization structured to meet the needs of the IDP? Is the organization accountable to the public via the necessary performance

management systems? The internal policies and processes to adhere to aspects like gender equity, disability and general management of the municipality. It also relates to the following:

- ❖ Performing of powers and functions
- ❖ Organogram and vacancy rates (Section 56 level only )
- ❖ Capacity assessment to implement IDP
- ❖ Various policies
- ❖ Organisational PMS

## 5. Municipal Financial Viability and Management

Comprise the policies and processes relating to revenue generation, debt and credit management as well as assets, liability control and auditing. Aspects such as submission of the financial statements to the Auditor General (AG) as well as the findings of the AG on the municipal affairs. As part of this KPA, the municipality should comply with the budgetary provisions and aspects as outlined in the MFMA. It also relates to the following:

- ❖ Service Delivery Budget Implementation Plan
- ❖ Revenue management and billing system
- ❖ Expenditure Reports
- ❖ Debt Recovery Plan
- ❖ Budget and IDP link

Provincially a 6<sup>th</sup> Key Performance Area has been added, as all of the above KPAs have a spatial implication:

## 6. Spatial Planning and Spatial Development Frameworks

This KPA relates to the following:

- ❖ Analysis shared by National, Provincial and DM/LM policies
- ❖ Alignment with NDSP and PGDS profile
- ❖ Spatial analysis translated into SDF
- ❖ SDF includes LUMS guidelines
- ❖ Credible statistics

## 2.6 KZN'S 2014 GROWTH & DEVELOPMENT GOALS

The following tables show the Growth & Development Goals for KZN as a target for 2014:

### Table 27: KZN Growth & Development Goals

Indicator *	2004 Baseline	Growth rate (pa)	2014 Future value	Target 2014
People in poverty (2004)	5,315,491	1.5	6,168,844	3,084,422
Illiteracy (2001)	1,100,291	3.0	1,615,814	807,907
HIV prevalence (2004)	1,364,030	2.3	1,712,302	856,151
Unemployment (2004)	987,000	-0.6	929,354	464,677

Indicator	Baseline 2004	Target 2014
Economic growth rate **	4.9%	7.5%
Expected rate of Urbanisation	47.5%	65%
Gini Co-efficient*	0.65	0.40
Access to computer (Census 2001)**	148 315 people	400 000 people
HDI*	0.57	0.78
Regional share of exports ***	18%	25%

## 2.7 KWAZULU-NATAL PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY

The KwaZulu-Natal Provincial Growth and Development Strategy (PGDS) has as its purpose the provision of strategic direction for development and planning in the Province. The following six provincial priorities that address a number of developmental challenges related to economic and social needs of the province provide the focus of the PGDS.

1. Strengthening governance and service delivery
2. Integrating investments in community infrastructure
3. Sustainable economic development and job creation
4. Developing human capability
5. Developing a comprehensive response to HIV/Aids
6. Fighting poverty and protecting vulnerable groups in society

➤ **NOTE:** The spatial implications of the NSDP will be addressed through the Review of the Spatial Development Framework

## 3 STRATEGIC APPROACH

The link between the PGDS goals and programmes and the UThungulu strategic development programmes is illustrated hereunder:

### 3.1 STRATEGIC GOALS AND OBJECTIVES

**Table 28: Goal and objectives**

LISTING OF STRATEGIC GOALS + OBJECTIVES		
STRATEGIC GOAL	No	STRATEGIC OBJECTIVE
<b>JOB CREATION</b>	1.1	Unleashing Agricultural Potential (4)
	1.2	Enhance Industrial Development through Trade, Investment & Exports (7)
	1.3	Improve efficiency of Government-led Job Creation Programmes (2)
	1.4	Promoting SMME, Entrepreneurial and Youth Development (3)
	1.5	Enhance the Knowledge Economy (3)
<b>HUMAN RESOURCE DEVELOPMENT</b>	2.1	Improve Early Childhood Development, Primary and Secondary Education (6)
	2.2	Support Skills alignment to Economic Growth (3)
	2.3	Promote Enhance Youth Skills Development & Life-Long Learning (2)
<b>HUMAN AND COMMUNITY DEVELOPMENT</b>	3.1	Poverty Alleviation & Social Welfare (5)
	3.2	Enhancing Health of Communities and Citizens (5)
	3.3	Safeguard Sustainable Livelihoods & Food Security (8)
	3.4	Sustainable Human Settlements (3)
	3.5	Enhancing Safety & Security (4)
	3.6	Advance Social Cohesion (2)
	3.7	Promote Youth, Gender and Disability Advocacy & The Advancement of Women (3)
<b>STRATEGIC</b>	4.1	Development of Ports and Harbours (8)
	4.2	Development of Road & Rail Networks (5)

<b>INFRASTRUCTURE</b>	4.3	Development of ICT Infrastructure (2)
	4.4	Improve Water Resource Management (4)
	4.5	Develop Energy Production Capacity (1)
<b>RESPONSES TO CLIMATE CHANGE</b>	5.1	Increase Productive Use of Land (3)
	5.2	Advance Alternative Energy Generation (3)
	5.3	Manage pressures on Biodiversity (6)
	5.4	Disaster Management (3)
<b>GOVERNANCE AND POLICY</b>	6.1	Strengthen Policy and Strategy Co-ordination & IGR (7)
	6.2	Building Government Capacity (3)
	6.3	Eradicating Fraud & Corruption (3)
	6.4	Promote Participative, Facilitative & Accountable Governance (4)
<b>SPATIAL EQUITY</b>	7.1	Actively Promoting Spatial Concentration (4)
	7.2	Facilitate Integrated Land Management & Spatial Planning (6)

### 3.2 EXCO & COUNCIL FOCUS AREAS

Basic services
Infrastructure development
Land & settlement patterns
Local economic development
Agriculture & rural development
Governance / Institutional
Social infrastructure
Finance

## 4 MUNICIPAL TURN AROUND STRATEGY (MTAS)

**Table 29: Municipal Turn Around Strategy (MTAS)**

DRAFT ACTION PLAN FOR EACH MTAS PRIORITY

NAME OF MUNICIPALITY: UTHUNGULU DISTRICT MUNICIPALITY 2012/2013

MTAS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES / CHALLENGES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
<b>1. WATER</b>						
1.1 Potable Rural Water	• Reduction of backlog by 3%, thereby improving access to communities. • District in process of bulk infrastructure development and actual impact on backlogs will be visible by July 2012 • 2000 homes will have access to water	• WSDP review • CIP • Additional funding from govt • Borehole plan outside supply areas • Tanker reduction strategy for drought affected areas – medium to long term supply rather than tankers  Water backlog will be reduced through the implementation of the following projects: • IDP Project	Executive Director: Technical Services  Snr Manager: MII  Snr Manager: WSA	June 2013	• Application to for additional funding through agencies • R500million per annum for target • Money for drought	• Additional MIG funding to eliminate backlogs • Additional MIG funding for maintenance • Review of policies relating to water abstraction by DWAF
1.2 Provision for emergency water to affected areas	• Ongoing activity as the weather patterns and climate change is outside the control of the municipality	• Commenced with implementation of tanker reduction • A detailed borehole plan • Letters submitted to COGTA for funding assistance	Executive Director: Technical Services  Snr Manager: WSA  Snr Manager:	June 2013		• Require funding from COGTA for this service as it is not the municipal function • National Treasury

MTAS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES / CHALLENGES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
			MOM			should look at grant for drought areas & possible declaration of area as drought area
<b>2. SANITATION</b>						
2.1 Management and maintenance	• 55% backlog • 51 720 households without sanitation  • Reduction of the sanitation backlog by 4 % (5000 households) in June 2013  • 5000 households provided with sanitation facilities by June 2013	• Committed 21% of MIG funding to rural sanitation • Establish and local contractor for the construction of toilets of MIG funding to rural sanitation  The sanitation backlog will be reduced through the implementation of the following projects: 1. Mthosani VIP PH3 2. Ntambanana VIP PH3 3. Mbonambi VIP PH3 4. Nkandla VIP PH3 5. Mlalszi VIP PH3 & 4	Executive Director: Technical Services  Snr Manager: WSA  Snr Manager: MOM	June 2013	• The municipality requires R415M to allocate to the sanitation backlog to meet the 2014 millennium target	• The municipality requires R415M to allocate to the sanitation backlog to meet the 2014 millennium target
2.2 Protection of river and stream being polluted by waste water	• Waste Water from waterworks and sewer works not meeting the DWA limits	• Desk top study of the infrastructure in all towns has been conducted and quantified	Executive Director: Technical Services  Snr Manager:	June 2013	• MIG to change its policy to use a portion of the capital grant for O&M.	• MIG to change its policy to use a portion of the capital grant for O&M.

MTAS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES / CHALLENGES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
		<ul style="list-style-type: none"> <li>5 Sewer works to receive attention</li> <li>1. Mtunzini</li> <li>2. Eshwe – KDS</li> <li>3. Eshwe – Mpushini Ponds</li> <li>4. Melmoth ponds and sewer pipe along Boxer Mall</li> <li>5. Nkandla low cost sump to be protected</li> </ul>	WSA			
<b>3. URBAN INFRA-STRUCTURE</b>						
3.1 Ageing Urban Infrastructure	<ul style="list-style-type: none"> <li>Ageing infrastructure in towns could impact on backlogs figures</li> <li>Urban infrastructure maintenance and replacement</li> </ul>	<ul style="list-style-type: none"> <li>Urban infrastructure maintenance and replacement</li> </ul>	Executive Director: Technical Services  Snr Manager: WSA  Snr Manager: MII	June 2013	<ul style="list-style-type: none"> <li>Application to for additional funding through agencies</li> </ul>	<ul style="list-style-type: none"> <li>Additional MIG funding for operations and maintenance (policy issue)</li> </ul>
3.2 Access to Electricity, Management and Maintenance	<ul style="list-style-type: none"> <li>Energy sector plan compiled with quantified backlogs and budget requirements</li> </ul>	<ul style="list-style-type: none"> <li>Greenfields backlogs in Eskom supply areas: 66 524 households</li> </ul>	Executive Director: Technical Services	June 2013	<ul style="list-style-type: none"> <li>Awaiting establishment of REDS by DME</li> </ul>	<ul style="list-style-type: none"> <li>National Government to finalise establishment</li> </ul>
3.2.1 Electricity	<ul style="list-style-type: none"> <li>Improve alignment and information sharing</li> </ul>	<ul style="list-style-type: none"> <li>Investigate funding for implementation</li> </ul>	Executive Director: Technical Services	June 2013	<ul style="list-style-type: none"> <li>Improved communication and alignment with DME and Eskom</li> <li>Limited sharing of information. Alternative energy sources costly and under vandalism</li> </ul>	
<b>4. REFUSE</b>						
4.1	District responsible for	<ul style="list-style-type: none"> <li>Landfill Site Master</li> </ul>	Executive	June 2013	<ul style="list-style-type: none"> <li>Tariffs cannot recoup all</li> </ul>	<ul style="list-style-type: none"> <li>Need approval</li> </ul>

MTAS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES / CHALLENGES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
Refuse Removal and Solid waste disposal	<ul style="list-style-type: none"> <li>regional site.</li> <li>Protection of groundwater quality</li> <li>Contribution to clean city objectives</li> <li>Protection of the environment</li> <li>Complete Integrated Waste Management Plan</li> <li>Rehabilitate Cell 1</li> </ul>	<ul style="list-style-type: none"> <li>Plan for regional site</li> <li>Exploration of revenue generating activities at landfill site</li> <li>District responsible for regional site.</li> <li>Completed Integrated Waste Management Plan</li> </ul>	Director: Technical Services  Snr Manager: MII  Snr Manager: MOM		<ul style="list-style-type: none"> <li>the expenses incurred and loan responsibilities</li> <li>Regional solid waste – loan to be repaid. Loan repayment to be accelerated.</li> </ul>	<ul style="list-style-type: none"> <li>for upgrade of permit for recycling and energy abstraction – upgrade permit from GMB- to Hh</li> </ul>
<b>5. ROADS</b>						
5.1 Access roads (new) and maintenance of municipal roads	<ul style="list-style-type: none"> <li>RAMS project initiated and procurement of specialist Service Provider underway</li> </ul>	<ul style="list-style-type: none"> <li>RAMS project initiated and procurement of specialist Service Provider underway</li> <li>Business Plan prepared and submitted to DoT</li> <li>Procurement to be initiated based on generic Terms of Reference received from DoT</li> <li>Grant received for the preparation of Road Asset Management System (RAMS)</li> </ul>	Executive Director: Technical Services	June 2013	<ul style="list-style-type: none"> <li>Urgent workshop required on district roads function with DoT. Finality needed on transport related functions and responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li>DOT to assist with road classification in the district</li> </ul>
<b>6. INFORMAL SETTLEMENTS</b>						
6.1 Formalization of informal settlements (what is	<ul style="list-style-type: none"> <li>Dire need for employment in poverty areas within the district</li> </ul>	<ul style="list-style-type: none"> <li>Nodal and rural development strategy to be</li> </ul>	Executive Director: Technical	June 2013	<ul style="list-style-type: none"> <li>Cross reference to LM functions – alignment to be done through LUMS</li> </ul>	<ul style="list-style-type: none"> <li>Dept of Rural Development to assist with</li> </ul>

MTAS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES / CHALLENGES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
required Iro township formalization, basic services and housing	<ul style="list-style-type: none"> <li>New IDPs to focus on nodal and rural development as a priority</li> <li>LM Housing Plans</li> </ul>	<ul style="list-style-type: none"> <li>developed as part of new IDPs</li> </ul>	Services  Snr Manager: WSA  Acting Snr Manager: Planning and Development		<ul style="list-style-type: none"> <li>and Housing Plans.</li> <li>DM to be approached in time to plan for bulk services provision.</li> </ul>	<ul style="list-style-type: none"> <li>capacity and funding for rural &amp; nodal development</li> </ul>
6.2 Vertical and Horizontal Alignment	<ul style="list-style-type: none"> <li>Improved vertical and horizontal alignment</li> <li>Very poor vertical and horizontal alignment between role-players. Duplication of efforts. Limited resources not being used efficiently.</li> </ul>	<ul style="list-style-type: none"> <li>Obtain support at appropriate level.</li> <li>District Lekgotla held on 5,6 October</li> </ul>		June 2013	<ul style="list-style-type: none"> <li>Provincial/national intervention to "force" departmental cooperation and alignment</li> <li>Strengthen structures of coordination between DM and LM</li> </ul>	
<b>7. PUBLIC PARTICIPATION (EXPECTED OUTCOME)</b>						
7.1 Broader public participation policies and plans (implemented Framework)	<ul style="list-style-type: none"> <li>Compilation of comprehensive community participation framework</li> </ul>	<ul style="list-style-type: none"> <li>Road shows</li> <li>Ezimtoti Radio slots</li> <li>Based on results of customer satisfaction survey, appropriate action to be taken/strategy formulated</li> <li>To introduce Community Liaison Officers and Traditional Leadership Liaison</li> </ul>	PR Manager	June 2013	<ul style="list-style-type: none"> <li>Improved alignment between LMs and DM.</li> <li>More funding needed for additional publications and copies.</li> </ul>	<ul style="list-style-type: none"> <li>Make use of MSIG Grant (Batho Pele Principles) for compilation of Community Participation Framework</li> </ul>
7.2 Public Communication	<ul style="list-style-type: none"> <li>Compilation of comprehensive community</li> </ul>	<ul style="list-style-type: none"> <li>Based on results of customer satisfaction</li> </ul>	PR Manager	June 2013	<ul style="list-style-type: none"> <li>More financial provision for additional radio shows</li> </ul>	

MTAS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES / CHALLENGES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
Strategy	<ul style="list-style-type: none"> <li>participation framework</li> <li>Road shows</li> <li>Ezimtoti</li> <li>Radio slots</li> <li>Service Commitment Charter</li> <li>Media releases</li> <li>Website</li> </ul>	<ul style="list-style-type: none"> <li>survey, appropriate action to be taken/strategy formulated</li> </ul>			<ul style="list-style-type: none"> <li>and printing of publications</li> </ul>	
7.3 Complaints Management System and Front Desk Interface	<ul style="list-style-type: none"> <li>Complaint Management System with call centers established.</li> <li>Ongoing distribution and information dissemination</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing distribution and information dissemination</li> <li>Interim arrangement: PR Section until capacity established under Mayor's Office</li> <li>Implementation of Batho Pele added to PR section functions</li> </ul>	PR Manager	June 2013	<ul style="list-style-type: none"> <li>Not accessible to poor and rural areas</li> <li>Presidential Hotline: Call takers and processors needed: additional responsibilities on current staff. Role of LMs in process to be formalized.</li> </ul>	<ul style="list-style-type: none"> <li>More radio slots on Zulu stations to reach rural areas</li> </ul>
<b>8. ADMINISTRATION</b>						
8.1 HR Policies availability, adoption and implementation	<ul style="list-style-type: none"> <li>Finalize policy for Section 56 &amp; 57 employees</li> </ul>		EDCS HR DEPT	June 2013	<ul style="list-style-type: none"> <li>MFMA stringent: Have to budget for training first, and then qualify for reimbursement.</li> </ul>	
8.2 Vacancies, Section 56 & 57. Status on filling of vacant positions	<ul style="list-style-type: none"> <li>All Senior Management positions be filled.</li> </ul>	<ul style="list-style-type: none"> <li>To fill 2 vacancies</li> </ul>	Council	Sept 2012	<ul style="list-style-type: none"> <li>Council to finalise appointments</li> <li>Remuneration framework for Section 56 employees not yet published</li> </ul>	
8.2.1 % Vacancies in other levels Status of filling of critical vacant positions	<ul style="list-style-type: none"> <li>26% (87) Vacancies in other levels</li> <li>Council to determine</li> <li>Recruitment Policy to be approved by Exco &amp; Council</li> </ul>		HRM HOD'S	June 2013	<ul style="list-style-type: none"> <li>Finalisation of Task/Paterson exercise</li> <li>Apply to SALGBC for exemption</li> </ul>	<ul style="list-style-type: none"> <li>Response required from SALGBC</li> </ul>

MTAS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES / CHALLENGES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
<b>9. ICT</b>						
9.1 ICT - IT Governance	<ul style="list-style-type: none"> <li>Alignment with King 111 requirements</li> <li>Relevant control measures to be in place</li> </ul>	<ul style="list-style-type: none"> <li>Baseline Phase one (As IS) MSP developed and IT Strategy reviewed.</li> <li>New MSP developed as per new IDP (Phase two)</li> <li>Ongoing IT Audit Reviews</li> </ul>	Snr Manager: IT	June 2013	<ul style="list-style-type: none"> <li>Source funds to appoint Service Providers to develop MSP and review IT strategy</li> </ul>	
<b>10. INTERGRATION WITH NATIONAL, PROVINCIAL AND LM'S</b>						
10.1 District functions reliant on line departments	<ul style="list-style-type: none"> <li>Alignment for effective service provision in line with district roles</li> <li>Improved information sharing</li> </ul>	<ul style="list-style-type: none"> <li>Improve communication with relevant departments</li> <li>Improve sector and master planning involvement of all role-players</li> </ul>	Municipal Manager Deputy Municipal Manager HOD'S Act Snr Manager: Planning and Development	June 2013	<ul style="list-style-type: none"> <li>Commitment from service departments to improve alignment</li> </ul>	<ul style="list-style-type: none"> <li>Commitment from government departments to aid district in fulfilling its functions</li> </ul>
10.2 Education	<ul style="list-style-type: none"> <li>Dept of Education to have infrastructure development approach with programmes</li> </ul>	<ul style="list-style-type: none"> <li>Improved communication and alignment</li> </ul>	Executive Director: Technical Services Snr Manager: WSA	June 2013	<ul style="list-style-type: none"> <li>No information sharing with Education impacts on district functions</li> </ul>	<ul style="list-style-type: none"> <li>Commitment from Dept of Education</li> </ul>
10.3 One home one garden	<ul style="list-style-type: none"> <li>Improved alignment with LMs</li> </ul>	<ul style="list-style-type: none"> <li>Communication challenges iro this initiative to Dept of Agric</li> </ul>	Executive Director: Technical Services	June 2013	<ul style="list-style-type: none"> <li>Effect on rural water schemes being utilized for agriculture</li> </ul>	<ul style="list-style-type: none"> <li>Commitment from Dept of Agric to address and resolve</li> </ul>

MTAS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES / CHALLENGES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
			Snr Manager: WSA			
10.4 LM Developments and Plans	<ul style="list-style-type: none"> <li>New IDPs being prepared</li> </ul>	<ul style="list-style-type: none"> <li>Communication and understanding of impacts on service delivery if priorities are changed</li> </ul>	Act Snr Manager: Planning and Development	June 2013	<ul style="list-style-type: none"> <li>Mutual commitment to communicate development priorities and programmes</li> </ul>	<ul style="list-style-type: none"> <li>Local Municipalities to share IDP'S</li> </ul>
<b>11. UNDERFUNDED</b>						
<b>Underfunded mandates/ Shared Services</b>						
11.1 Fire Prevention	<ul style="list-style-type: none"> <li>Additional funding has to be secured for such services to ensure better and sustained service provision.</li> <li>District has a coordinating role in fire fighting. Funding constraints resulted in implementation of shared services concept. Costs are being borne mainly by district. Cost of function (R5.8m) not budgeted in new FY.</li> </ul>	<ul style="list-style-type: none"> <li>Approach province to fund function.</li> <li>UDM to pay 40%</li> <li>LMs to pay 60%</li> <li>Gradual hand over to LM's and UDM's</li> <li>Contribution decreasing by 10% annually</li> </ul>	Executive Director: Corporate Services Snr Manager: Community Services	June 2016	<ul style="list-style-type: none"> <li>Provincial to contribute towards funding of function.</li> </ul>	
11.2 Municipal Health	<ul style="list-style-type: none"> <li>Directive needed from government on roles and responsibilities/obligations</li> <li>SLA with uMlalazi Municipality and Province</li> <li>Complete takeover of the function</li> </ul>	<ul style="list-style-type: none"> <li>Quantify costing for post 30 June 2011 when SLAs lapse – finalized iro uMhlatuze Municipality</li> <li>SLA with 2 LM's. Provincial partial fulfilling function. R13m allocated not</li> </ul>	Executive Director: Corporate Services Snr Manager: Community Services	June 2014	<ul style="list-style-type: none"> <li>Adequate continued support needed from province to sustain function and transferred staff.</li> <li>The District will not be able to provide the service at the required level and also not be able to transfer all the EH staff</li> </ul>	<ul style="list-style-type: none"> <li>DH to assist in the handover of the function by ensuring compliance with labour law</li> <li>Plan applicable to the DH</li> </ul>

MTAS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES / CHALLENGES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
		<ul style="list-style-type: none"> <li>sustainable in terms of functions/staff transfers</li> <li>SLA with uMhlatuze Municipality</li> </ul>			<ul style="list-style-type: none"> <li>that are currently at Province and the LM's.</li> <li>The transferring institutions will have to effect retrenchments of surplus staff</li> </ul>	
11.3 Air Quality	<ul style="list-style-type: none"> <li>March '12 license fees to be received</li> <li>Air quality plan for the district</li> </ul>		Executive Director: Corporate Services Snr Manager: Community Services	June 2013	<ul style="list-style-type: none"> <li>District will not be able to monitor compliance of industries iro of NEM: AQA until such time as access given to monitoring stations</li> <li>Waiting for gazetting of tariff at national</li> </ul>	<ul style="list-style-type: none"> <li>National Environmental Affairs to do appropriate transfer with funding especially iro of establishing a monitoring network</li> </ul>
<b>12 FINANCIAL MANAGEMENT</b>						
12.1 Long term financial model	<ul style="list-style-type: none"> <li>Revenue decreasing.</li> <li>Reduction of outstanding debtors by improving credit control measures</li> <li>Revenue in line with meter installation strategy.</li> <li>Roll out revenue enhancing strategy by compilation of financial model</li> </ul>	<ul style="list-style-type: none"> <li>Financial model on services populated and rolled out for 10 year – to assist in ensuring schemes become economic</li> <li>Investigate revenue generating activities</li> <li>Revenue enhancing strategy will be advertised by SCM</li> <li>Investigating of installing water flow devices</li> </ul>	Chief Financial Officer Snr Manager: Billing	June 2013	<ul style="list-style-type: none"> <li>Dedicated % of MIG for O&amp;M:</li> <li>Require policy change from national government</li> </ul>	

MTAS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES / CHALLENGES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
		<ul style="list-style-type: none"> <li>sustainable in terms of functions/staff transfers</li> <li>SLA with uMhlatuze Municipality</li> </ul>			<ul style="list-style-type: none"> <li>that are currently at Province and the LM's.</li> <li>The transferring institutions will have to effect retrenchments of surplus staff</li> </ul>	
11.3 Air Quality	<ul style="list-style-type: none"> <li>March '12 license fees to be received</li> <li>Air quality plan for the district</li> </ul>		Executive Director: Corporate Services Snr Manager: Community Services	June 2013	<ul style="list-style-type: none"> <li>District will not be able to monitor compliance of industries iro of NEM: AQA until such time as access given to monitoring stations</li> <li>Waiting for gazetting of tariff at national</li> </ul>	<ul style="list-style-type: none"> <li>National Environmental Affairs to do appropriate transfer with funding especially iro of establishing a monitoring network</li> </ul>
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12.1 Long term financial model	<ul style="list-style-type: none"> <li>Revenue decreasing.</li> <li>Reduction of outstanding debtors by improving credit control measures</li> <li>Revenue in line with meter installation strategy.</li> <li>Roll out revenue enhancing strategy by compilation of financial model</li> </ul>	<ul style="list-style-type: none"> <li>Financial model on services populated and rolled out for 10 year – to assist in ensuring schemes become economic</li> <li>Investigate revenue generating activities</li> <li>Revenue enhancing strategy will be advertised by SCM</li> <li>Investigating of installing water flow devices</li> </ul>	Chief Financial Officer Snr Manager: Billing	June 2013	<ul style="list-style-type: none"> <li>Dedicated % of MIG for O&amp;M:</li> <li>Require policy change from national government</li> </ul>	

MTAS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES / CHALLENGES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
12.2 Metering of water consumption	<ul style="list-style-type: none"> <li>Metering of water consumption</li> <li>Roll out of meters installation</li> </ul>	<ul style="list-style-type: none"> <li>Cost effective cost recovery measures to be implemented through installation of meters at rural schemes.</li> <li>Increased EPW e.g. paying local people for meter reading</li> <li>Metering to be re-considered for indigent</li> </ul>	Chief Financial Officer  Executive Director: Technical Services	June 2018	<ul style="list-style-type: none"> <li>Bulk meters costly</li> <li>Policy issue regarding payment for yard connections</li> <li>In-house champion to be identified to unblock more EPW funding.</li> <li>Use of MIG and DWAF funding for yard services (policy issues)</li> </ul>	
13.3 Activity based costing & New Standard Chart of Accounts	<ul style="list-style-type: none"> <li>Investigation to be undertaken</li> </ul>	<ul style="list-style-type: none"> <li>Investigate the roll out of activity based costing and compile appropriate phasing policy if practical.</li> </ul>	Chief Financial Officer	June 2013	<ul style="list-style-type: none"> <li>No activity based costing</li> </ul>	
13.4 Levy replacement income source	<ul style="list-style-type: none"> <li>Investigation to be undertaken</li> </ul>	<ul style="list-style-type: none"> <li>Policy issue: alternative tax to be sought in place of levies</li> </ul>	Municipal Manager  Chief Financial Officer	June 2013	<ul style="list-style-type: none"> <li>No tax that replaces RSC levies.</li> </ul>	<ul style="list-style-type: none"> <li>MEC for Finance and Premier to review situation</li> <li>Districts to be included in new tax proposals</li> </ul>
13.5 Payment by government departments for services	<ul style="list-style-type: none"> <li>Credit control policy implemented for individuals and government depts.</li> </ul>	<ul style="list-style-type: none"> <li>Implement credit control policy</li> </ul>	Snr Manager: Billing	June 2013	<ul style="list-style-type: none"> <li>KZN MEC for Finance – "Pay on time" initiative with special unit.</li> <li>Poor payment from government departments for services</li> </ul>	

MTAS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES / CHALLENGES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
13.6 Debtor Management Strategy	<ul style="list-style-type: none"> <li>Enhance Debtor management strategy</li> <li>Debtor management strategy to be implemented iro verification/incentive scheme/indigent policy</li> </ul>	<ul style="list-style-type: none"> <li>Roll out of incentive programme and communication strategy</li> <li>Regular communication meetings with communities regarding incentives, indigent policy and encourage people to become conscientious debtors.</li> <li>Appointment of an indigent officer</li> <li>Partner with Dept of Social Development for indigent Register</li> <li>Partner with KZs for payment</li> </ul>	Snr Manager: Billing	June 2013		
13.7 Improve on the SCM workflow	<ul style="list-style-type: none"> <li>Investigate a fully IT supported SCM workflow</li> </ul>	<ul style="list-style-type: none"> <li>The aim is to have all the SCM processes be processed using the financial system</li> <li>Enquire from the service provider the availability of this process on the system.</li> </ul>	Chief Financial Officer  Snr Manager: SCM	June 2013	<ul style="list-style-type: none"> <li>Insufficient funding to procure system</li> </ul>	<ul style="list-style-type: none"> <li>Funding to procure the system</li> </ul>

## 5 DISTRICT LEKGOTLA & AGRICULTURAL SUMITT

### 5.1 RESOLUTIONS

Table 30: Lekgotla Resolutions

<b>UTHUNGULU DISTRICT 2011 LEKGOTLA RESOLUTIONS 5,6 October '11</b>	
<b>Presentation</b>	<b>Resolutions</b>
<b>Spatial Planning and Spatial Developments</b>	<ul style="list-style-type: none"> <li>❖ Development nodes must be identified in each local municipality.</li> <li>❖ Current and planned development should be indicated on GIS.</li> <li>❖ Climate change measure to be included into Spatial Development Frameworks.</li> <li>❖ Land use schemes to be prepared by Local Municipalities.</li> </ul>
<b>Backlogs &amp; Targets, District Household survey</b>	<ul style="list-style-type: none"> <li>➢ The uThungulu District Municipality will not be able to meet the Millennium Development Goals because of lack of funding.</li> <li>➢ The District needs R4,5 billion to meet the Millennium Goals.</li> <li>➢ 3 Years from now, 19 800 more households will have access to clean water.</li> <li>➢ 14 000 Households will get sanitation within the next 3 years.</li> <li>➢ The Mayor requested that an urgent meeting be held between the Executive Committee and the Technical Services Portfolio Committee to discuss the approach to the backlogs.</li> <li>➢ The uThungulu Technical staff must at all times follow protocol by informing relevant Councillors and municipal officials when they bring projects to local municipalities.</li> <li>➢ The Local Municipalities must be involved in the Water Services Workshop, to be scheduled.</li> <li>➢ The wards that are scheduled to receive clean</li> </ul>

	water in 2026 are the poorest of the poor.
<b>Energy &amp; Electricity</b>	<ul style="list-style-type: none"> <li>○ The Councillors must communicate in time with Eskom for proactive planning for in fill development.</li> <li>○ Only one connection per Household can be provided.</li> <li>○ The Technical Department should co-ordinate a meeting with the Department of Social Development to identify places where in fills are needed the most. Councillor Ngcabashe, the Chairperson of the Technical Services Portfolio Committee, will co-ordinate the said meeting.</li> </ul>
<b>KZN Dept. Education</b>	<ul style="list-style-type: none"> <li>• There is a need to establish a school readiness campaign which will involve all Local Municipalities &amp; the KZN Department of Education.</li> <li>• Every primary school in the District should have Grade R.</li> <li>• The District will work together with the Local Municipalities to convert community halls into school libraries.</li> <li>• Each Local Municipality should send its SMME database to the KZN Department of Education for their nutrition programme.</li> <li>• The District Municipality will work together with the Local Municipality to ensure that every child is enrolled in school.</li> <li>• The District Municipality will engage with the KZN Department of Education with regards to Skills Development Centers.</li> <li>• A concern was raised in that the nutrition programme is not accessible to the SMMEs in terms of supply, and that even if they manage to be awarded the tender, it becomes difficult for them to maintain their business due to the Provincial Department taking a long time to pay them.</li> </ul>
<b>Dept. Of Health</b>	<ul style="list-style-type: none"> <li>➤ The distribution of condoms needs to be part of the Municipality's awareness programmes.</li> <li>➤ Encouraging voluntary HIV testing is to be part of the municipality's role.</li> <li>➤ Decreasing the teenage pregnancy numbers</li> </ul>

	<p>should be part of the municipality's campaign</p> <ul style="list-style-type: none"> <li>➤ A MDR TB awareness campaign should be established in the District.</li> <li>➤ Male Mayors and Speakers of the Local Municipalities will lead the campaign on male circumcision and voluntary male HIV testing.</li> </ul>
<b>Department Safety &amp; Liaison</b>	❖ The Mayor will ensure that the Department gets an office space in the District Municipality.
<b>ARTS &amp; CULTURE</b>	🇿🇦 The projects of the KZN Arts and Culture Department will be integrated into the District Municipality's IDP.
<b>KZN Department of Sports &amp; Recreation</b>	✓ The KZN Sports & Recreation Programs need to be integrated with the programs of the uThungulu's Community Services Section.
<b>KZN Dept. Of Agriculture</b>	❖ There is a need to establish a fresh produce market in the District.
<b>Municipal Demarcation Board</b>	❖ The District should organize a meeting with the Demarcation Board to discuss the issue of changes to the municipal boundaries in detail.
<b>Department of Economic Development &amp; Tourism</b>	❖ With the research and studies done by DEDT and UThungulu, it is important that the poorest of the poor wards be identified to take the projects and initiatives to those wards.
<b>Industrial Development Zone</b>	<ul style="list-style-type: none"> <li>✓ The IDZ should not only focus on Umhlathuze Municipality, but should also look at other municipalities for suitable and affordable land.</li> <li>✓ The IDZ must participate in the IDP meetings, committees and processes of UThungulu.</li> <li>✓ The District Municipality will formally communicate with the Premier of the KZN Province with regards to the Harbour Container terminal and the development of the Airport.</li> </ul>
<b>COGTA</b>	○ More engagement is needed between COGTA and the District Family of Municipalities to discuss in detail the issue of the IDP scoring, which will make the municipalities to be aware of what is expected from them when they compile their IDP's.

<b>UThungulu IDP</b>	❖ The IDP issues will be discussed in detail at the IDP Steering Committee, which will include the Local Municipality's.
<b>Dept. of Environment</b>	❖ The Department of Environment will plant 5000 indigenous trees in the District.
<b>UThungulu Disaster Management</b>	❖ The use of consultants must come to an end, and unemployed Graduates must be utilized in the department functions.
<b>Dept. of Social Development.</b>	<ul style="list-style-type: none"> <li>➤ There is a need for an office of the Department of Social Development in Umfolozi Municipality.</li> <li>➤ The Provincial Departments must be active in attending the war room meetings in order for the Masisukume Sakhe programme to be a success.</li> <li>➤ Before the end of October '11 all Local Municipalities must hold Sukuma Sakhe meetings.</li> <li>➤ Each ward in the municipality must have a war room.</li> <li>➤ By the beginning of November the District will have a Sukuma Sakhe meeting.</li> </ul>

## 5.2 RESOLUTIONS

**Table 31: Agriculture Summit Resolutions**

<b>UTHUNGULU DISTRICT AGRICULTURAL SUMMIT 2011</b>	
<b>Common challenges across the District</b>	<ul style="list-style-type: none"> <li>➤ Generally all commissions have identified the need for all gardens to be fenced; therefore assistance from the government is needed in that regard.</li> </ul>

	<ul style="list-style-type: none"> <li>➤ The department together with the municipality must introduce a new system of managing the usage of hectares; this is to ensure equal service to all farmers given the shortage of such facilities. All commission recommended the establishment of nurseries, for the selling of seeds and the storage of harvested products.</li> <li>➤ Generally all municipalities except for uMhlathuze have a challenge of water supply backlogs. This therefore needs urgent attention in a form of funding on a 3 year basis.</li> <li>➤ The concerned departments must meet to communicate funded projects so as to avoid <b>double funding</b>.</li> </ul>
<b>Reporter &amp; Municipality</b>	Recommendations and Resolutions
<b>KZ 281 uMfolozi Municipality</b>	<ul style="list-style-type: none"> <li>➤ The commission acknowledged that uMfolozi Municipality has got 2 geographical spheres namely Mthethwa area with the high level of droughts, whilst Sokhulu and Mbonambi areas exist with the good supply of water.</li> <li>➤ The Commission therefore resolved on the creation of rain water routes (imisele), to avoid the flow of water into the gardens, but also resolved on the establishment of the reservoir, to enable farmers to get sufficient water during dry seasons. This will ensure the non stop produce supply to the market for all seasons.</li> <li>➤ The commission also noted the infrastructural challenges to access the gardens, therefore resolved on the creation of the path ways for farmers to be able to access their gardens.</li> <li>➤ There is also a great need for the establishment of bridges across in between the gardens and the main roads to enable the delivery vehicles to access food collection areas for the market.</li> <li>➤ The commission noted with great concern the existence</li> </ul>



	<p>of agricultural pipes and engines which are not working therefore government interventions are need to capacitate such facilities for the usage by farmers.</p> <ul style="list-style-type: none"> <li>➤ The commission further resolved on the construction of the toilets next to the gardens for the usage by the farmers, for sanitary reasons.</li> <li>➤ The commission resolved on bulk farming per farmer, such that each farmer is committed on bulk production per product. i.e. If a farmer is dedicated on farming onions, such must be done in bulk to allow greater financial returns from the market.</li> <li>➤ The commission resolved on establishing dams for kwaMthethwa area, which is dry and is known for droughts. Further recommended that the dams must be established next to the gardens so as to enable farmer of easy access to water.</li> </ul>
	<ul style="list-style-type: none"> <li>➤ The commission further recommended that farmers who are involved in planting must not be involved in poultry etc. This will allow farmers to focus on a certain field therefore resulting to quality produce.</li> <li>➤ All municipalities must be provided with trainings on farming, even though there are trainings provided, the commission advocated for improved and better trainings across the board.</li> </ul>
<b>KZ 282 uMhlathuze Municipality</b>	<ul style="list-style-type: none"> <li>➤ The commission acknowledged the great involvement of uMhlathuze municipality in agricultural activities.</li> <li>➤ Noted the fertility of uMhlathuze earth in as far as production of sweet potatoes, onions, carrot, cabbage, butternut, banana, e.tc is concerned.</li> <li>➤ The commission further resolved on prioritizing live stock farming.</li> <li>➤ The commission advised the district municipality to work together with the department of Agriculture, Environmental affairs and rural development. Together with other concerned departments in championing the interests of the fresh produce market.</li> </ul>

	<ul style="list-style-type: none"> <li>➤ The commission recommended the establishment of the reliable irrigation system, to ensure reliable of products to the market.</li> <li>➤ The departments concerned must intervene on the restriction of land which the chiefs continue to claim ownership of, yet it could be useful to serve the agricultural interests.</li> <li>➤ The commission noted that the government can not always provide for the transportation of food from the farmers to the market, therefore the farmers would have to work towards contributing for such facilities, and then government may provide incentives.</li> <li>➤ The commission noted the great need of research and technology given that we are in the 21<sup>st</sup> century and technology is at the centre of the economy.</li> <li>➤ That there must be value chain developed to separate tasks for LMs and the DC.</li> <li>➤ The coordination of the action plan must be from the ward level to DC level, which will work on communicating with the district on the program.</li> </ul>
<b>KZ 283 Ntambanana</b>	<ul style="list-style-type: none"> <li>➤ Like all other municipalities Ntambanana has got water challenges, but as for Ntambana the backlog is high. The commission therefore was concerned about the farming activities, since it is known also that the areas are usually affected by the droughts.</li> <li>➤ The commission also acknowledged that the area is highly rural therefore raised the concern on the availability of pastures, which ultimately will have to be created for live stock farming.</li> </ul>
<b>KZ 284 Umlalazi</b>	<ul style="list-style-type: none"> <li>➤ The commission recommended that all the agricultural activities must be continuously monitored and evaluated to confirm full operations of all projects.</li> <li>➤ The commission recommended that the district presentation must be done thoroughly and be explained in Isizulu for illiterate farmers.</li> <li>➤ Regulated laws must be made known to those who have an interest in supplying the market.</li> <li>➤ The commission raised a concern of the continuous loss of the live stock for farmers, therefore requested the department to provide with the farm which is not in the</li> </ul>

	<p>premises of the community, for the protection of the live stock.</p> <ul style="list-style-type: none"> <li>➤ The commission resolved that the supply to the market must be clustered into groups so as to ensure consistent supply to the market, across all seasons.</li> </ul>
<b>KZ 285 Mthonjaneni</b>	<ul style="list-style-type: none"> <li>➤ The department of Social Development, Land Affairs, and agriculture must be involved in the entire project for strategic reasons.</li> <li>➤ The commission was concerned about the reestablishment of farming committees, noting that other coops are registered but dysfunctional, others well functioning and registered and well functioning but not yet registered.</li> <li>➤ The commission resolved on holding a separate local agricultural summit before the end of November 2011.</li> <li>➤ Before the establishment of the abattoir, thorough research must be done on the feasibility study.</li> <li>➤ Trainings must be continuous, further recommended that after farmers have gone through training they must be awarded with certificates for both management and farming.</li> </ul>
<b>KZ 286 Inkandla</b>	<ul style="list-style-type: none"> <li>➤ The commission identified the need for all gardens to be fenced; therefore assistance from the government is needed in that regard.</li> <li>➤ That water supply is at the pillar of agricultural development, therefore the shocking back logs on water supply must be dealt with immediately.</li> <li>➤ Registration of coops was raised as one of the critical aspect for the commission.</li> </ul>

## 6 VISION FOR UTHUNGULU

The vision for uThungulu was developed within the context of the international, national and provincial environment. The vision, mission and core values are as follows:

### 6.1 VISION

**An economically viable district with effective infrastructure that supports job creation through economic growth, rural development and promotion of our heritage**

### 6.2 MISSION

The mission of uThungulu District Municipality is:

To create a prosperous district through:

- Rural development, agrarian reform and food security,
- Creating economic growth and decent job opportunities,
- Fighting crime and corruption,
- Promoting quality education for all,
- Improving the quality of health,
- Community participation, nation building and good governance

### 6.3 CORE VALUES

Integrity  
Transparency  
Commitment  
Co-operation  
Innovation  
Accountability

### 6.4 SUSTAINABLE AND INTEGRATED DEVELOPMENT

The vision and goals for the development of the district will take place in an environment of sustainable and integrated development. This implies that: the social, economic, spatial, infrastructure services, the environment and institutional development should be advanced simultaneously at appropriate and affordable levels.

The growth and development of the economy through private sector initiatives and investment should be advanced to its maximum potential in order to maximize employment creation and income generation. The ability to address the huge backlogs in services can only be advanced in a strong and rapidly growing economy. This, amongst others, implies that an environment should be pro-actively created in

which the private sector could be empowered to compete effectively in international markets.

The protection and management of the natural environment should take place in accordance with international standards and practices to ensure that long term sustainability of the communities, tourism and manufacturing practices.

The building of the capacity of the communities through education and the provision of health services lies at the core of the social and economic development of the district. The application of the equity principle of ensuring that development initiatives are gender and age sensitive are important for the development of the communities.

The growth and the development of the economy, the building of sustainable communities and the management of the environment must be supported by national, provincial and local policies and programmes. The Council will engage with national, provincial and local government to ensure that the alignment of functions takes place. Which must be supported by national, provincial and local policies and programmes. The Council will engage with national, provincial and local government to ensure that the alignment of functions takes place.

## 7 DEVELOPMENT STRATEGIES

To develop an economically viable district with effective infrastructure that supports job creation through economic growth, rural development and promotion of our heritage.

The following draft Strategic Priorities were presented at the Exco and Manco Strategic Session, and the programmes associated with each are been outlined as follows:

Strategic Priorities	Programmes
1.Governance & Institutional Development	Financial control & viability
	Corporate Services
	Administrative Services

	Human Resource Services
	Information & Communication Technology Services
	Performance Management
	Enterprise Risk Management
	Fraud & Corruption Prevention
	Institutional Development
	Policy Formulation
	Inter Governmental Relations
	Public Communication & Relations
	Community Participation
	Integrated Development Planning
	Security Services
	Nation-building and good governance.
2. Strategic Infrastructure Development	Regional Solid Waste Site
	Regional Cemetery & Crematorium
	Municipal Roads
	Municipal Airport
	Fresh Produce Market
	Abattoir
	ICT Infrastructure
	Rail Networks
	Harbour
	Water Resource Management
	Electricity & Alternative Energy
Municipal Public works	
3.Basic Services	Water

	Sanitation
	Electricity
4. Employment & job creation through economic growth (LED)	LED
	Tourism
	Business & Industrial Development
	SMME & Entrepreneurial Development
	Knowledge Economy
	Job Creation
5. Human Resource Development	Education
	Skills Development
6. Rural Development & Food Security	Agriculture, Agrarian reform & Food Security
	Sustainable Livelihoods
	Rural development
7. Sustainable Human Settlement & Land Management	Spatial Development Framework
	Land Use Management
	Nodal Planning & Development
	Housing
8. Community Development & Social Services	Health
	Municipal (Environmental) Health
	Air Quality
	Waste Disposal
	Cemeteries & burials
	Public Transport Services

	Safety & Security
	Disaster Management
	Community Facilities
	Special Programmes - Marginalised Groups - Gender, Youth, Senior Citizens, Children's Rights, People with Disabilities
	Sports & Recreation
	HIV/AIDS
	Culture, Arts & Heritage
9. Environmental & Resource Management	Responses to Climate Change
	Integrated Environmental Management
	Coastal Management

The following is a summary of the 11 Strategies for the uThungulu IDP, as aligned to the National and Provincial Priorities as well as the Organisational Performance Management Scorecard (OPMS) format received from CoGTA:

uThungulu IDP: 2012/2013 – 2016/2017			
Outcome	Nas KPA	Strategic Priorities / Objectives (Development Strategies)	Programme
1	DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	1. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT
			1.0 Operational Expenses 1.0 Internal Fixed Assets 1.1 Human Resource Development 1.2 Information & Communication Technology Services 1.3 Administrative Services 1.4 Individual Performance Management 1.5 Organisational Performance Management 1.6 Institutional Development 1.7 Integrated Development Planning
2	IMPROVED MUNICIPAL FINANCIAL AND ADMINISTRATIVE CAPABILITY	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	2. Municipal Financial Viability and Management.
			2.0 Operational Expenses 2.0 Internal Fixed Assets 2.1 Financial management 2.2 Budgeting and reporting 2.3 Revenue Enhancement 2.4 Expenditure control 2.5 Supply Chain Management 2.6 Strategy Towards Clean Audit 2014
3	Good Governance and Public Participation	Good Governance and Public Participation	Good Governance and Public Participation.
			3.0 Operational Expenses 3.0 Internal Fixed Assets 3.1 Public Relations & Communications 3.2 Intergovernmental Relations 3.3 Public Participation 3.4 Batho Pele Principles 3.5 Community Participation 3.6 Nation-building and good governance. 3.7 Improved Ward Committees

4	IMPROVED ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	Infrastructure Development and Service Delivery.
			4.0 Operational Expenses 4.0 Internal Fixed Assets 4.1 Electricity & Alternative Energy 4.2 Regional Solid Waste 4.3 Regional Cemeteries and Crematoria 4.4 Municipal Roads & Public Transport Services 4.5 Municipal Airports 4.6 Municipal Public Works 4.7 Regional Fresh Produce Market 4.8 Abattoir 4.9 ICT Infrastructure 4.10 Rail Networks 4.11 Harbour
5			Basic Services Provision
			5.0 Operational Expenses 5.0 Internal Fixed Assets 5.1 Potable Water, Waste Water & Sanitation 5.2 Implementation of District Sanitation Projects 5.3 Improvement of Water & Sanitation Schemes 5.4 Water Service Authority & Planning 5.5 Access to Electricity (Energy) 5.6 Access to Solid Waste (Regional Solid Waste) 5.7 Regional Cemeteries and Crematoria 5.8 Free Basic Services 5.9 Improved access to basic services 5.10 Improved access to free basic services
6		LOCAL ECONOMIC DEVELOPMENT	Local Economic Development
			6.0 Operational Expenses 6.0 Internal Fixed Assets 6.1 Local Economic Development 6.2 LED Capacity, Institutional & Operational Support 6.3 Local Tourism Development 6.4 Agricultural Development 6.5 Business & Industrial Development 6.6 Community Work programme implemented and
7		SPATIAL PLANNING & SPATIAL DEVELOPMENT FRAMEWORKS	Sustainable Human Settlement & Land Management
			7.0 Operational Expenses 7.0 Internal Fixed Assets 7.1 Spatial Planning & Development 7.2 Nodal Planning & Development 7.3 Land Use Management 7.4 Land Reform 7.5 Housing

8		Social Services / People empowerment	Human Resource Development		
			8. Human Resource Development	8.0	Operational Expenses
				8.0	Internal Fixed Assets
				8.1	Education
				8.2	Skills Development
9			Rural Development		
			9. Rural Development & food security	9.0	Operational Expenses
				9.0	Internal Fixed Assets
				9.1	Sustainable Livelihoods
				9.2	Rural development
				9.3	Agrarian Reform
10			Community Development		
			10. Community Development & Social Services	10.0	Operational Expenses
				10.0	Internal Fixed Assets
				10.1	Municipal Health Services
		10.2		Air Quality Management	
		10.3		Safety and Security	
		10.5		Community, Service, Facilities and Actions	
		10.6		Sport & Recreation Programme	
		10.7		Disaster Management	
		10.8		Fire-Fighting Services	
		10.9		Marginalised Groups	
		10.10		Children's Rights Programme	
		10.11		Senior Citizens Programme	
		10.12		Disability Programme	
		10.13		Youth Programmes	
		10.14		HIV/AIDS	
		10.15	Culture, Arts & Heritage		
11		Environmental & Resource Management			
		Environmental & Resource Management	11.0	Operational Expenses	
			11.0	Internal Fixed Assets	
			11.1	Integrated Environmental Management	
			11.2	Coastal Management	
			11.3	Responses to Climate Change	

## D SPATIAL DEVELOPMENT FRAMEWORK

The uThungulu District Municipality recently completed the review of its Spatial Development Framework (SDF).

The process for the review of the uThungulu SDF has guided by the following phases:

- |         |  |
|---------|--|
| Phase 1 | Project Inception  |
| Phase 2 | Review Status Quo  |
| Phase 3 | Review of Spatial Planning and Development Principles                    |
| Phase 4 | Analysis of Existing Spatial Pattern                                     |
| Phase 5 | Identification of desired Spatial Pattern and Spatial Intervention Areas |
| Phase 6 | Consolidated Spatial Development Framework                               |

The completion of Phase 1 of the process alluded to the identification of a number of **key spatial development issues**. A few of these are noted hereunder:

- Population increase of 16% between 1996 and 2001. Should the trend continue the pressures on municipal infrastructure and services will increase.
- Infrastructural backlogs are especially high in the rural areas.
- Major economic sector is manufacturing which is located in Richards Bay. It is important to continue enforcing investor confidence through the provision of infrastructure.
- Identified coastal nodes as part of Coastal management plan need to be realised.
- Need to encourage alternative energy use in future developments given constraints in the electrification industry.
- Housing Initiatives by Local Municipalities need to align with the district roll-out of infrastructure.
- Measures have to be developed to reduce land degradation.

Phase 2 of the process was informed mainly by updated data at the district level, the updated Local Municipality SDFs as well as the district sector plans.

The Spatial Planning and Development Principles referred to in Phase 3 of the process were mainly guided by the following:

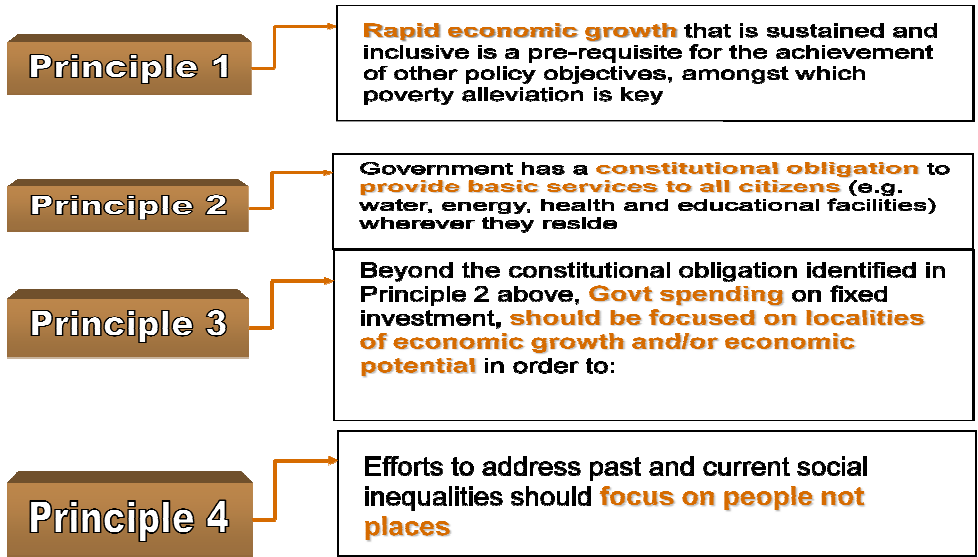
- Millennium Development Goals
- National Spatial Development Perspective (NSDP)
- Provincial Spatial Economic Development Strategy (PSEDS)

The above alluded to the following principles being applied during Phase 4 of the process, i.e. analysis:

From the **Millennium Development Goals**

- Eradication of extreme poverty and hunger
- Achievement of universal primary education
- Promotion of gender equality and empowerment of women
- Reduction in child mortality
- Improvement of maternal health
- Combating HIV/Aids, malaria and other diseases
- Ensuring environmental sustainability

From the **NSDP**

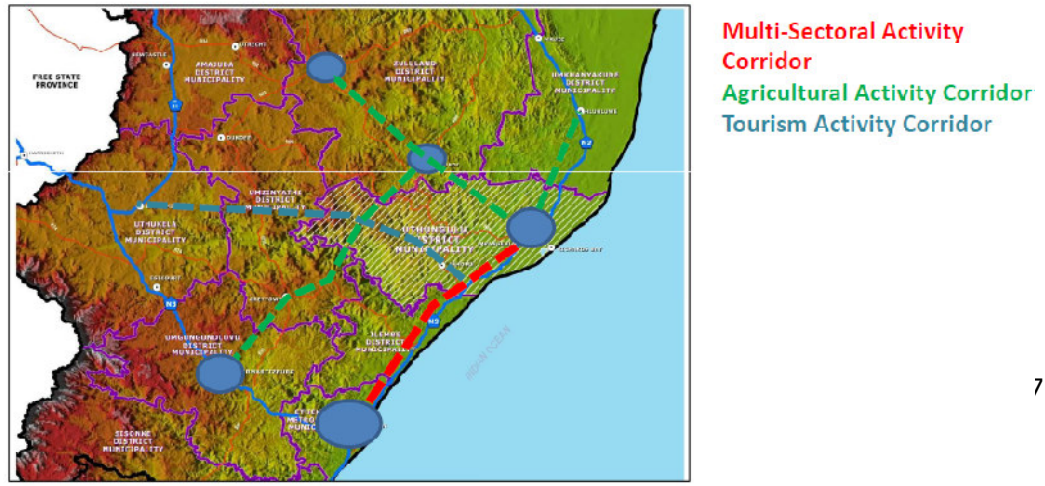


From the **PSEDS**

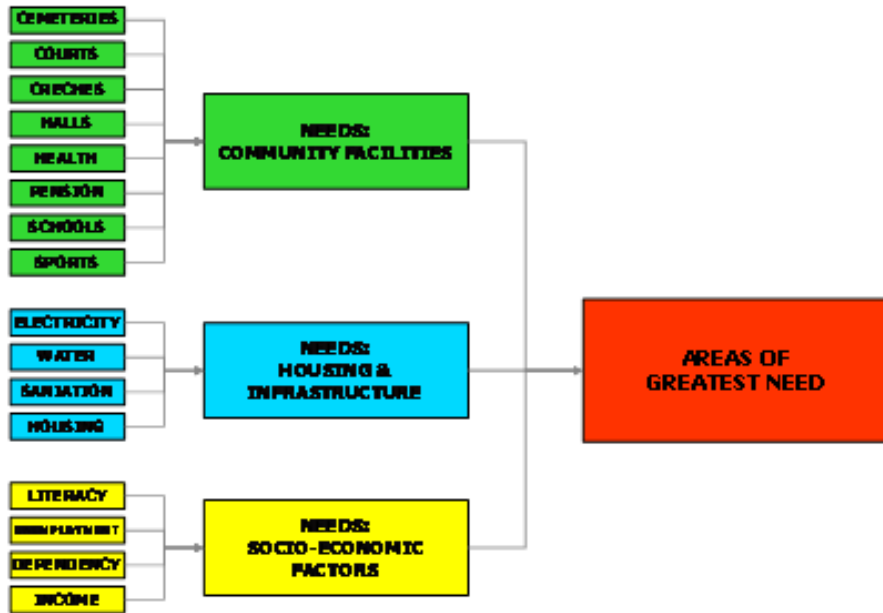
- **Principle 1:**
  - Sustained and inclusive economic growth is a prerequisite for alleviation of poverty and unemployment
- **Principle 2:**
  - In areas of high potential, invest in productive infrastructure
- **Principle 3:**
  - In areas of high need, invest in redistributive infrastructure (Basic and Free Basic Services)
- **Principle 4:**
  - Focus should be on areas of **high need and potential** and development is to be channelled into activity **corridors and nodes**

The following summary of key principles is provided:

- All communities are to be provided with at least a basic level of service
- Areas targeted for economic growth and development are provided with appropriate levels of infrastructure to attract investment interest - not only to address the immediate need, but also to provide for reliable expansion and growth trends



The corridors identified by the PSEDS relative to uThungulu are shown herewith:



In order to give effect to the identification of areas of high need and potential a **needs analysis model** was derived. The model consists of three components as outlined herewith.

The identification of potential was guided by the following:

- Population density
- Availability of bulk services
- Agricultural potential
- The uThungulu coastal belt
- Major infrastructure investment such as the P700 and the P701

- Centres of economic opportunity reflected as primary and secondary nodes in the respective Local Municipality SDFs

The composite maps indicating the areas of highest need in respect of community facilities, housing and infrastructure as well as socio-economic factors is shown on the following pages. These maps are followed by a map indicating areas of greatest potential in relation to greatest need.

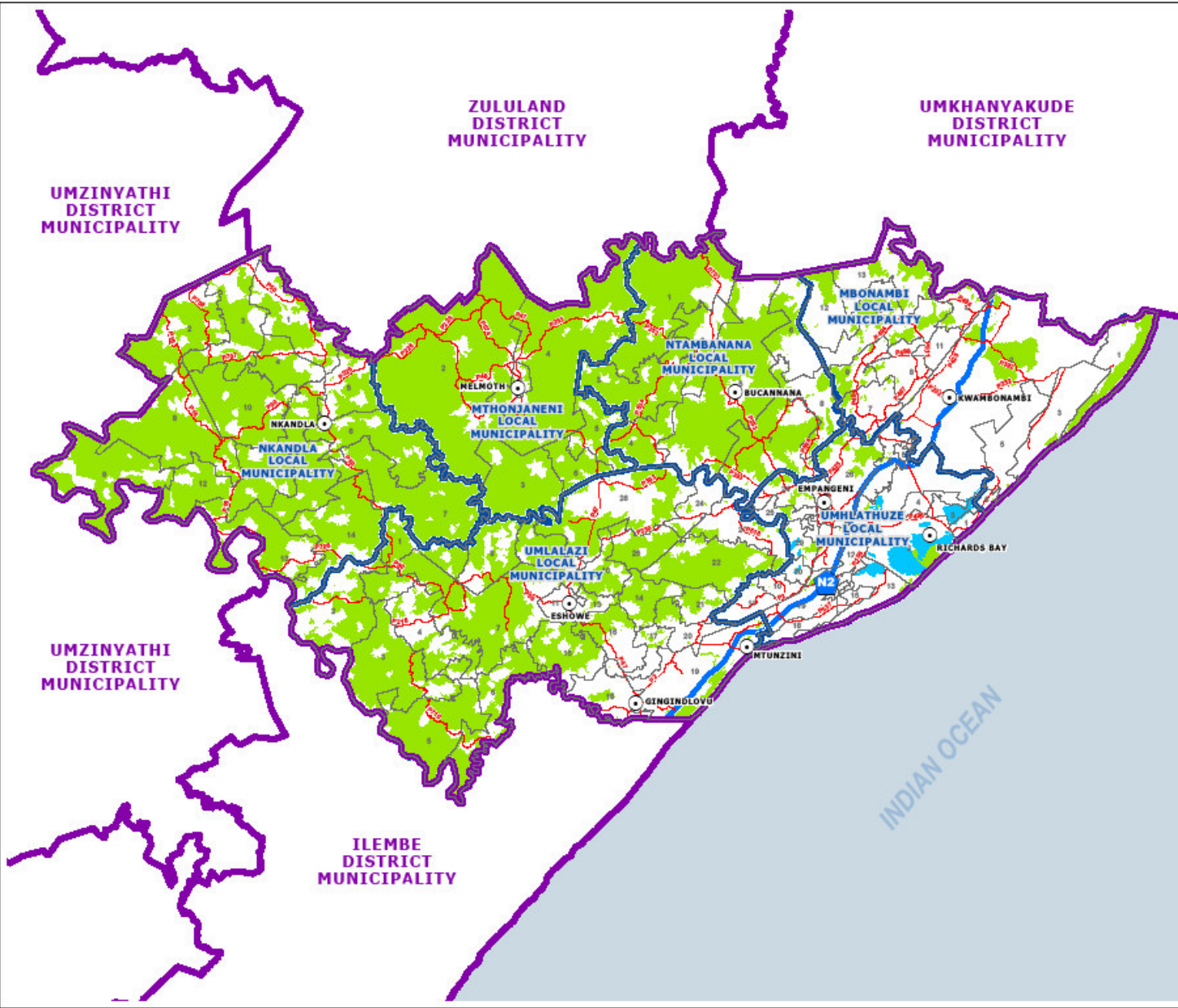
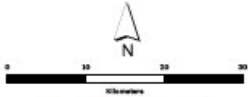


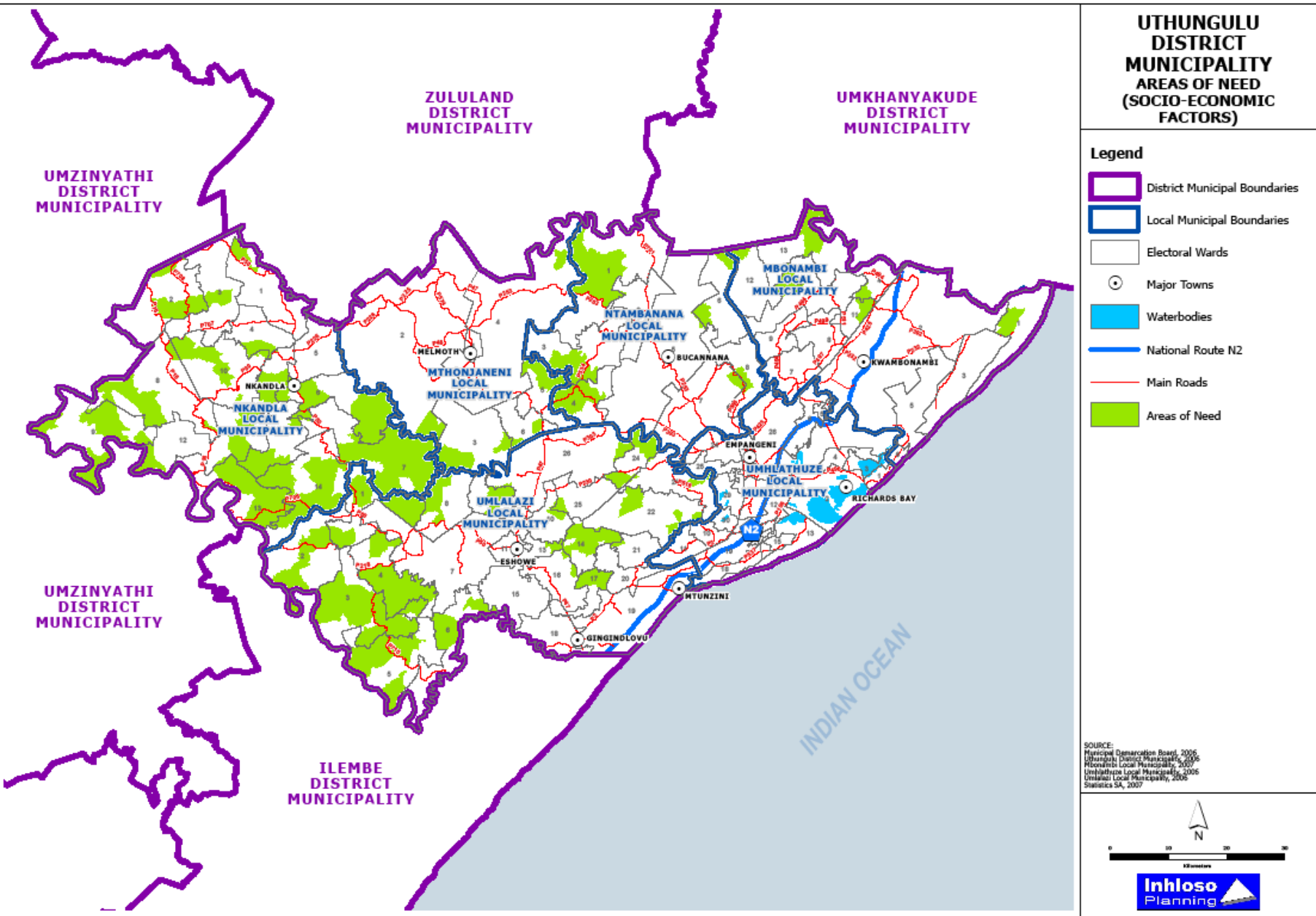
**UTHUNGULU DISTRICT MUNICIPALITY  
AREAS OF NEED  
(COMMUNITY FACILITIES)**

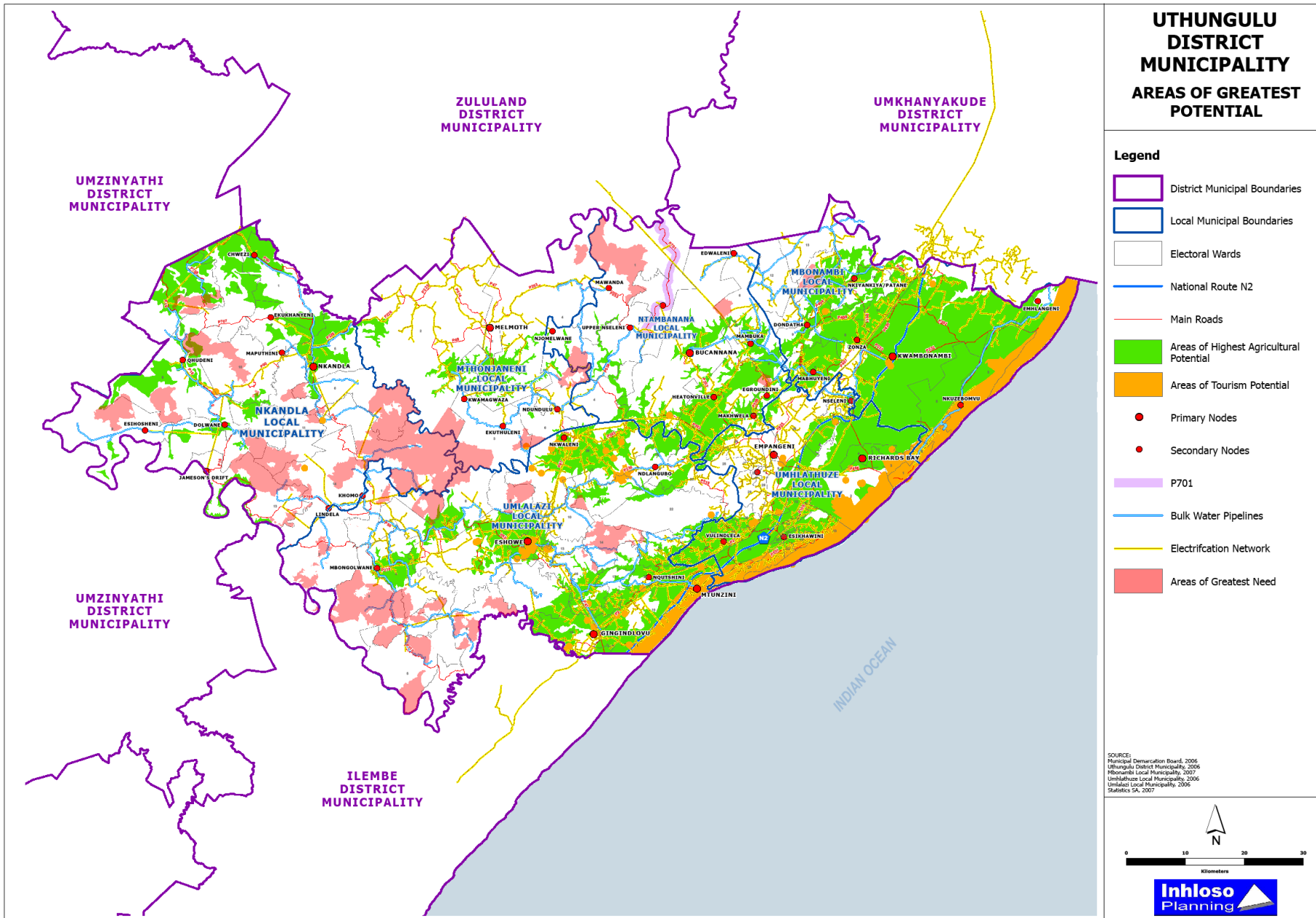
**Legend**

-  District Municipal Boundaries
-  Local Municipal Boundaries
-  Electoral Wards
-  Major Towns
-  Waterbodies
-  National Route N2
-  Main Roads
-  Areas of Need

SOURCE:  
Municipal Demarcation Board, 2006  
Uthungulu District Municipality, 2006  
Mthonjaneni Local Municipality, 2007  
Umhlathuze Local Municipality, 2006  
Umlalazi Local Municipality, 2006  
Statistica SA, 2007







# 1 DESIRED SPATIAL PATTERN AND INTERVENTION AREAS

## 1.1 DESIRED SPATIAL PATTERN

The desired spatial pattern of any area is regarded as a situation rather than an environment with specific characteristics. Thus, the desired spatial pattern of an area should not be measured as an area with a specific household density of a minimum size etc., but rather as a situation of sustainability. Sustainability indicators will differ for various areas. In some areas the carrying capacity of the land can only support a minimum number of households while other areas, such as the Richards Bay/Empangeni areas, can support many thousands of households. The vision of the district is considered to be a good measure of sustainability.

It is furthermore also very important to consider that the desired spatial pattern will be influenced by the anticipated spatial changes that are expected to manifest themselves in any given area.

Emphasis is again placed on the KZN 2014 Growth and Development Goals note that the baseline urbanization figure for the province is 47,5% and that the expected urbanization rate for 2014 is 65%. This translates to roughly 1 750 000 people in the province that are expected to urbanize by 2014. This is a very important consideration given that the uThungulu urbanization rate is at a lower base, namely in the region of between 20% and 30% and therefore significant population movement can be anticipated.

## 1.2 INTERVENTION AREAS

Spatial intervention areas refer to specific areas where deliberate actions from either the district municipality or any other tier of government can improve on a situation that prevails in the said area. Importantly, spatial intervention areas are identified and have to be benchmarked against an acceptable standard. The identification of spatial intervention areas can be considered as a step towards achieving a desired spatial pattern.

The areas that have the **highest agricultural potential** i.e. land capability classes 1, 2 and 3, have been indicated. The areas shown to be of higher agricultural potential do not total a large area. As such, care should be taken when making development decisions of a non-agricultural nature in those areas. Also, a specific

investigation into agricultural options in the identified areas is needed to identify the most viable agricultural activities, considering local factors such as rainfall and soil acidity.

Spatial details are provided of areas that boast particular **tourism potential** in the district. As with agriculture, care should be taken when considering development in close proximity to areas of tourism potential to ensure that the comparative advantage of an area is not hindered. Also, such areas should be prioritized for Business Plan formulation in order to obtain implementation funding.

The mapping provided in respect of intervention areas provide an indication of those areas where **need and potential** do overlap. Six such areas are shown and marked as A1 to A6.

The intervention map indicates areas of **priority community facility investment** as well. Again, emphasis has to be placed that basic needs have to be met. Through sector planning the district has identified that community facilities needs are vast in the district and investment in this regard will have to be targeted. Thus, as a first priority, those areas that have a proven community facility need, and have a population density of more than 151 people/km<sup>2</sup> have been identified. A total of 15 such intervention areas were identified.

The Intervention Areas map also indicates **Infrastructure and Housing priorities**. Infrastructure priorities were derived as per the analysis undertaken of which the results are provided as an annexure to this report. The priorities for housing have been derived from the local municipality housing plans that have been prepared. It remains imperative that more accurate housing project information be obtained from the local municipalities to produce more accurate mapping.

**Socio-Economic priorities** are also indicated in the intervention mapping provided. From the section dealing with principles, the importance of investing in people at localities that have limited potential was noted. Such areas, where socio-economic needs are high and where there is limited development potential are identified in the mapping for appropriate responses from relevant service providers and development agencies/organizations.














See map at overleaf indicating the mentioned intervention areas.

# UTHUNGULU DISTRICT MUNICIPALITY

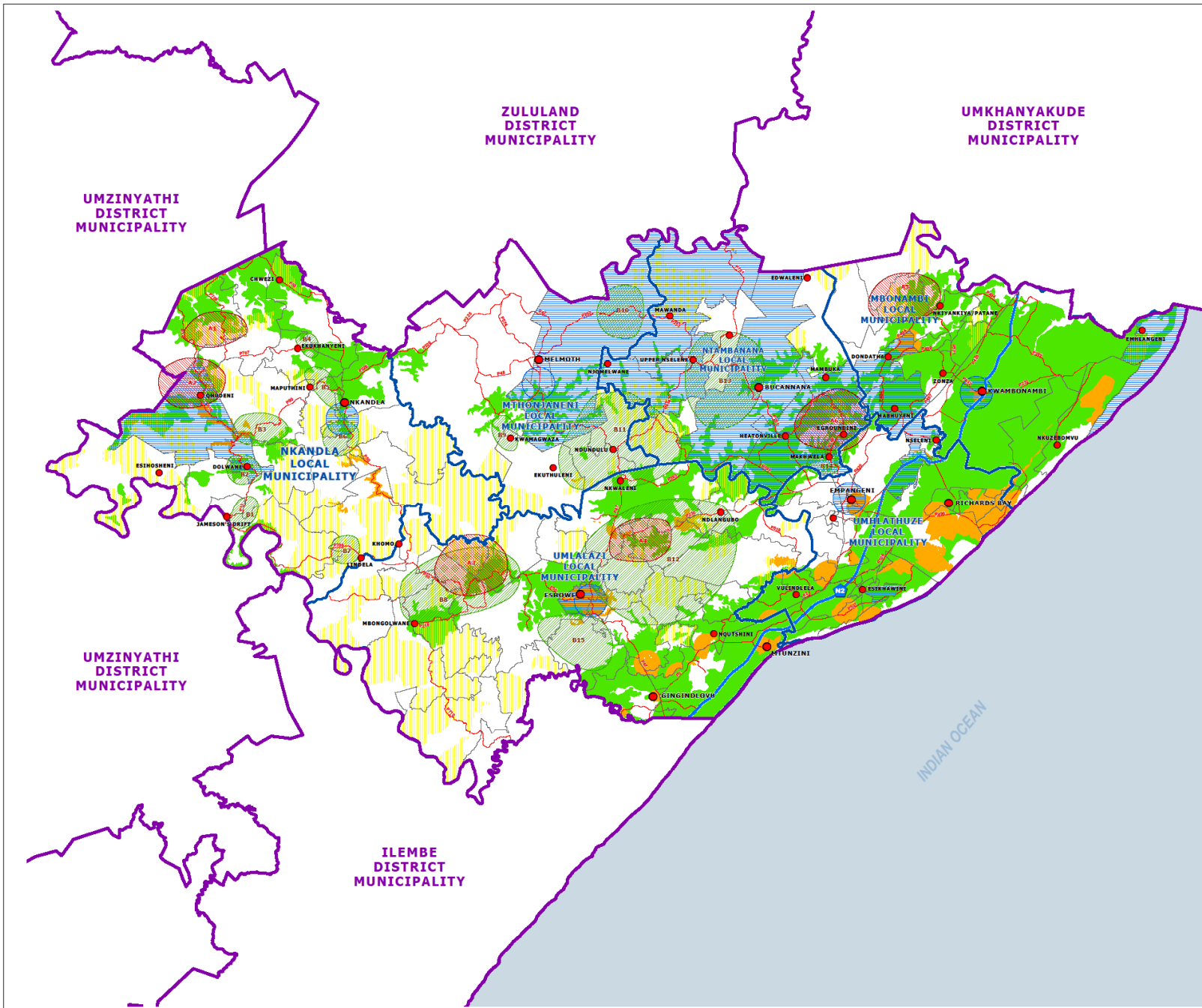
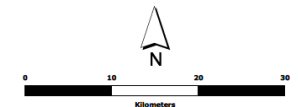
## CONCEPT SPATIAL DEVELOPMENT FRAMEWORK

### INTERVENTION AREAS

#### Legend

-  District Municipal Boundaries
-  Local Municipal Boundaries
-  Electoral Wards
-  National Route N2
-  Main Roads
-  Primary Nodes
-  Secondary Nodes
-  Areas of Highest Agricultural Potential
-  Areas of Tourism Potential
-  Areas of Greatest Need and Potential
- Intervention Areas**
-  Community Facilities Priorities
-  Infrastructure and Housing Priorities
-  Socio-Economic Priorities

SOURCE:  
Municipal Demarcation Board, 2006  
Uthungulu District Municipality, 2006  
Mbonambi Local Municipality, 2007  
Umkhanyake Local Municipality, 2006  
Umkhanyake Local Municipality, 2006  
Umkhanyake Local Municipality, 2006  
Statistics SA, 2007



## 2 CONSOLIDATED SPATIAL FRAMEWORK PLAN

This section of the report discusses the consolidated Spatial Development Framework for the uThungulu District. The following will be discussed:










- Primary and Secondary Nodes
- The following Corridors and Focus Areas
  - Ongoye Triangle
  - Agricultural Focus Areas
  - Multi-Sectoral Activity Corridor
  
  - Agricultural Activity Corridor
  - Recreational Focus Areas (Beach Related)
  - P700 Tourism Focus
  - R66 Tourism Route
  - R66 Extensions
  - King Shaka Tourism Route

A number of **Primary and Secondary Nodes** are indicated on the district SDF map. These were mainly derived from the respective Local Municipality SDFs.

See map attached at overleaf.

# UTHUNGULU DISTRICT MUNICIPALITY CONCEPT SPATIAL DEVELOPMENT FRAMEWORK CORRIDORS

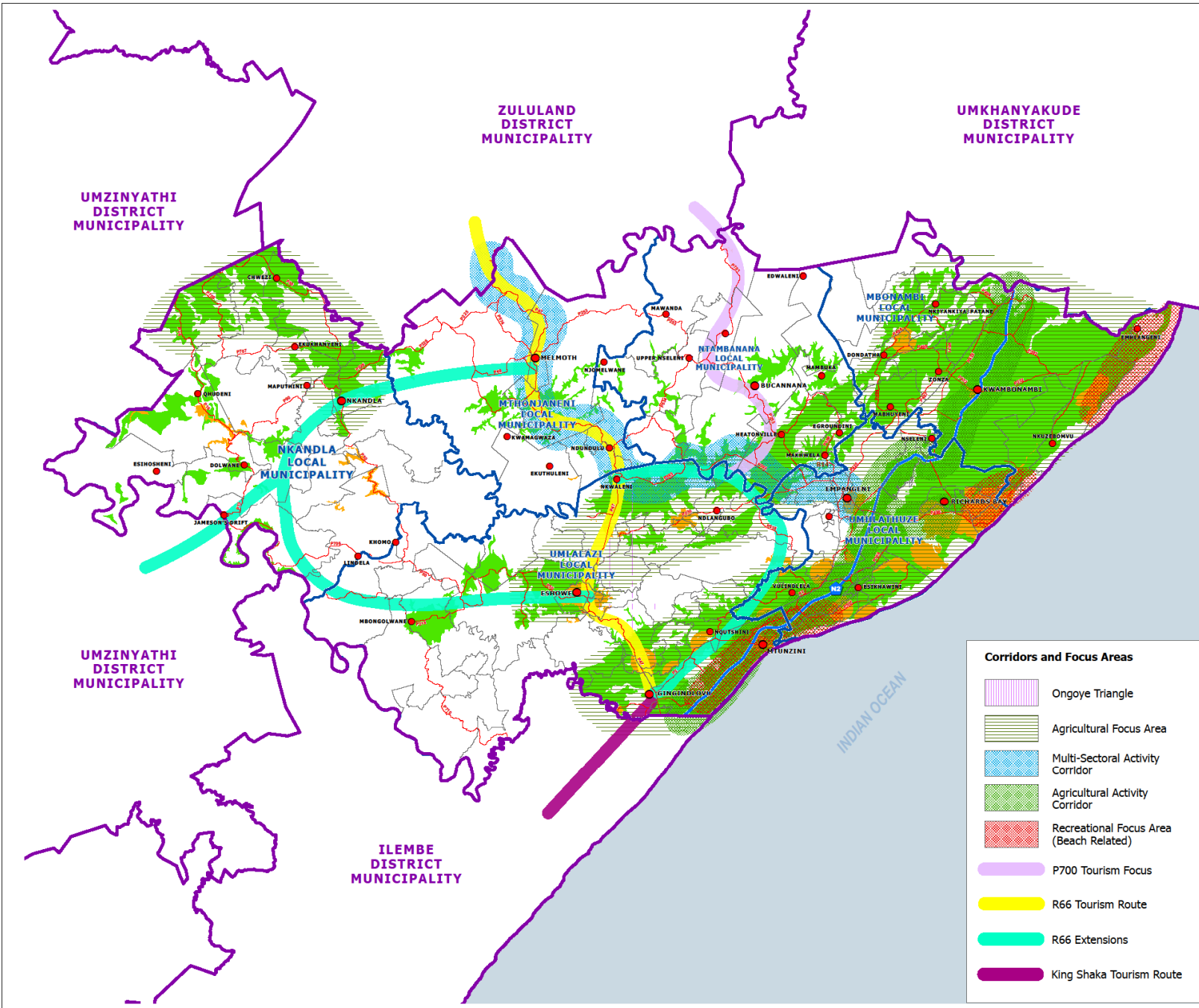
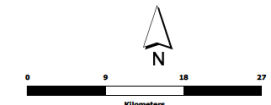
## Legend

-  District Municipal Boundaries
-  Local Municipal Boundaries
-  Electoral Wards
-  National Route N2
-  Main Roads
-  Primary Nodes
-  Secondary Nodes
-  Areas of Highest Agricultural Potential
-  Areas of Tourism Potential

## Corridors and Focus Areas

-  Ongoye Triangle
-  Agricultural Focus Area
-  Multi-Sectoral Activity Corridor
-  Agricultural Activity Corridor
-  Recreational Focus Area (Beach Related)
-  P700 Tourism Focus
-  R66 Tourism Route
-  R66 Extensions
-  King Shaka Tourism Route

SOURCE:  
Municipal Demarcation Board, 2006  
Uthungulu District Municipality, 2006  
Mbonambi Local Municipality, 2007  
Umhlatuze Local Municipality, 2006  
Umhlatuze Local Municipality, 2006  
Statistics SA, 2007



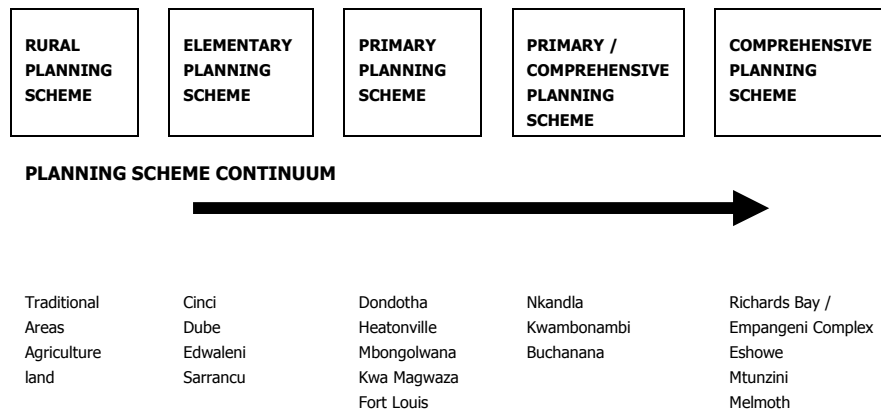
### 3 UTHUNGULU LAND USE MANAGEMENT FRAMEWORK

The UThungulu District is responsible for the LUMF and has embarked on the framework that encompasses a variety of elements that impact on land use in the UThungulu district.

The LUMF (see map attached at overleaf) focuses on a Planning Scheme Continuum. The process incorporates the following Planning Schemes:

- ❖ Rural Planning Scheme
- ❖ Elementary Planning Scheme
- ❖ Primary Planning Scheme
- ❖ Primary/Comprehensive Planning Scheme
- ❖ Comprehensive Planning Scheme

The following diagram illustrates this process:



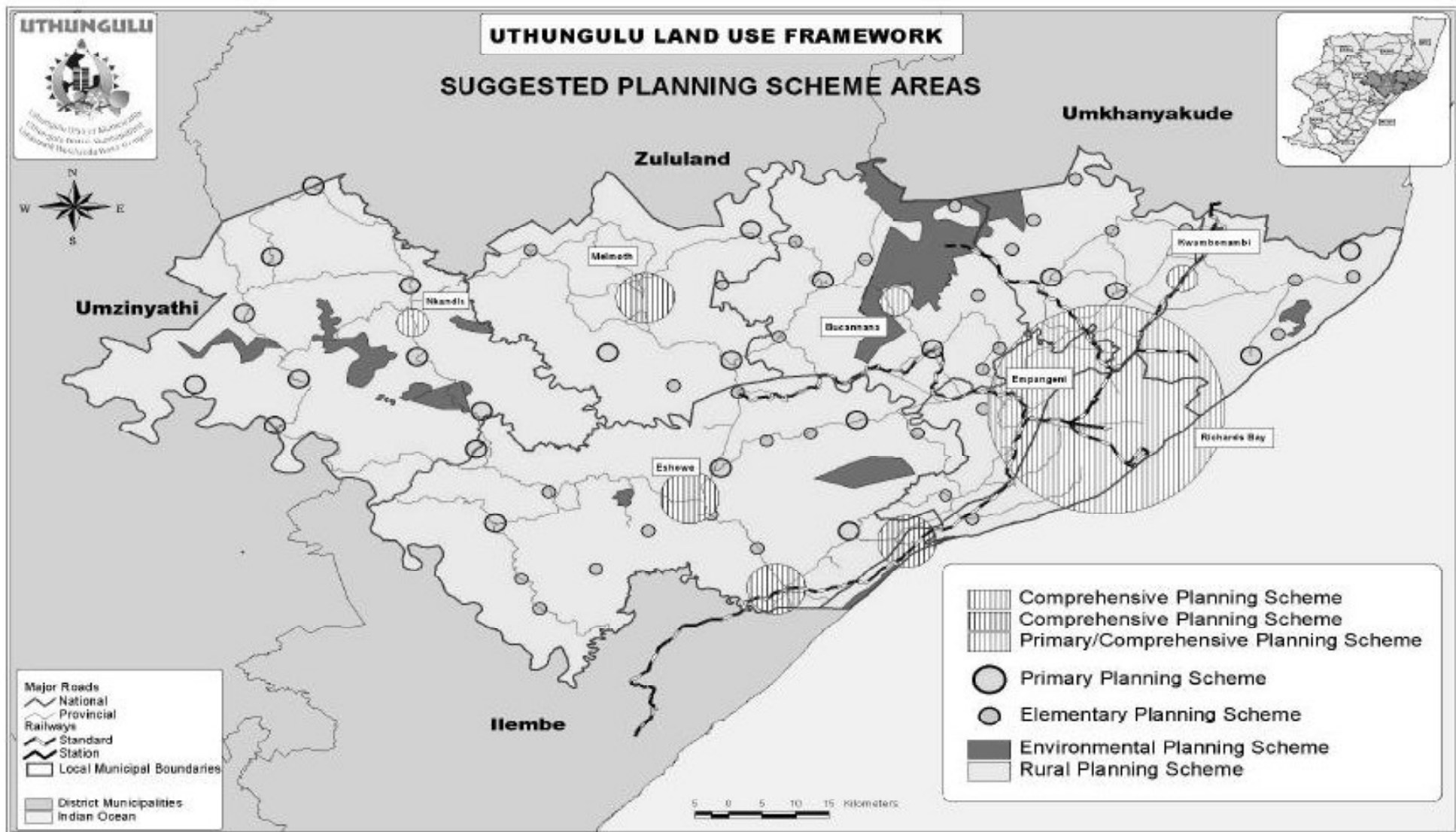
The LUMF incorporates and integrates the Traditional Areas/Agricultural land with the economically active commercial and industrial areas or growth nodes in the UThungulu District. It is important to note that a policy-based approach is used in Traditional Areas whereby policy statements/guidelines are used to manage land use as opposed to a more prescriptive approach in complex/comprehensive schemes.

The LUMF is a structure that assists the Local Municipalities in the formulation of the Land Use Management Systems by understanding the complexities and integrating the geographic areas into a management system.

The importance of the environmental issues is a further fundamental entity in ensuring that the LUMF adheres to the environmental conservation of resources to ensure economic and sustainable development. The map below illustrates areas of conservation and environmental linkages, highlighting important ecosystems and communities. The LUMF is a responsible entity in ensuring that efficient and effective Land Use Management Systems (LUMS) are formulated and implemented. Having the knowledge of the environmental areas and the various planning schemes the LUMF may be formulated.

**Figure 1: uThungulu LUMF: Suggested Planning Scheme Areas**





## E. SECTOR PLANS AND SECTOR INVOLVEMENT

The purpose of this section is to provide information on sector plans and to report on and ensure that the international, national and provincial policy guidelines related to the cross-cutting dimensions are adequately considered in the implementation of the strategic programmes.

It is important to bear in mind that the vision of the district directs the actions embarked on by the municipality to guide development and foster growth. Amongst others, the vision provides a framework for the following initiatives:

- ❖ Integrated poverty alleviation and its impact on the marginalized;
- ❖ Integrated HIV/AIDS programme;
- ❖ Disaster Management Plan;
- ❖ Integrated Local Economic Development;
- ❖ Integrated Environment Programme

These programmes are all **cross cutting programmes** that need to be implemented in conjunction with the line functions of the municipality. It is important to note that the UThungulu District have compiled, or are in the process of compiling, sector plans for some of the above as outlined in the Annexures and Appendices to this document.

It is, however, imperative that they are considered within the ambit of the Millennium Development Goals, National Spatial Development Perspective, ASGISA and the KwaZulu-Natal Provincial Growth and Development Strategy (PGDS).

### 1 INTEGRATED POVERTY ALLEVIATION FOCUSING ON ITS IMPACT ON THE MARGINALISED

Analysis of the district has illustrated that poverty is a key issue that needs to be addressed by the District Council and all other relevant stakeholders. Approximately 70% of the district population live in rural areas where the highest levels of poverty are recorded. However, poverty is not restricted to rural areas as it is also evident in

urbanised areas. This calls for the district's poverty operational strategy to have a strong rural bias but must also give careful consideration to all (urban) communities that may be affected by poverty. It has been established that there exists a close relationship between the poor and marginalised groups of people, namely; the youth, the aged and the disabled. This is due to the fact that marginalized groups of people are the very group of people that bear the burden of poverty. It is for this reason that it is strongly recommended that programmes for poverty alleviation and marginalized groups of people are implemented in unison.

In the analysis of poverty careful consideration has been given to current policy and legislation, such as the Constitution and the White Paper on Local Government. Both these pieces of legislation place emphasis on the need for addressing poverty in an equitable manner and place responsibility on local government institutions in finding innovative ways of addressing poverty in their areas of jurisdiction.

A key issue that has emerged in regards to poverty alleviation is the fact that poverty is multi-dimensional and therefore requires a multi-pronged and integrated approach for its alleviation. Poverty alleviation is a core area of focus of this IDP, it has been dealt with as a cross-cutting issue that is addressed throughout the process of formulation. Poverty alleviation has social and economic dimensions and has an impact on service delivery. Furthermore, analysis has proved that a number of government departments are involved in the poverty alleviation programmes in an uncoordinated manner. As such, there is a need for the coordination of poverty alleviation programmes for them to be more effective and to avoid the duplication of initiatives. Subsequently, it is recommended that various governmental programmes be considered at all times so that they may be integrated in the attempt to alleviate poverty in the district.

The programme for addressing issues of marginalised groups of people in the district requires a broad approach in its implementation as such issues manifest themselves in terms of different and unequal access to and control of resources and power. Issues pertaining to marginalized groups of people in the district manifest themselves in the following areas:

Access to employment;  
Affordability of services and general household goods; and  
Poverty and a higher degree of vulnerability among single-headed households

## **APPLICATION:**

An appropriate operational strategy in regards to the above-mentioned issues is a strategy that effectively implements the following:

In conjunction with the Department of Labour and other stakeholders, the District Council must actively promote principles of gender equity, rights of the disabled and affirmative action, etc;

Service provision must be targeted at all inhabitants of the district with cost effective measures being explored in areas with the highest poverty levels; Support for single headed households; and Consultation with communities to engage in support and assistance that are required by the communities.

The main objectives in terms of Programmes for the Marginalised Groups are as follows:

- ❖ People with disabilities:
  - Establishment of District Disability Forum
  - Arrange a workshop to establish needs & develop programmes
  - Support International Day for Disabled Persons
- ❖ Children's Rights Programme:
  - Establishment of Children's Rights Council's in all KZ's)
  - Arrange a workshop to establish needs & develop programmes
- ❖ Youth Development Programme
  - Meeting of the Interim District Youth Structure and LM coordinating
  - Youth workshops/Summit to establish needs & develop programmes
  - Youth Day Celebration
- ❖ Women Empowerment
  - Women's day celebration
  - Imbizo yaMadoda
- ❖ Older Persons Programme
  - Older persons day
  - Life Skills Training

## **2 INTEGRATED HIV/AIDS PROGRAMME**

The integrated HIV/AIDS Programme is a priority for the district. The state of the HIV/AIDS epidemic in the country calls for an immediate response. The thrust of the integrated HIV/AIDS Programme is that it is not just a health issue but also an issue that affects social systems, economic systems and planning. The involvement of the District Council or local government in is informed by national policy. The national policies taken into consideration in formulating the integrated HIV/AIDS Programme are the Strategy for HIV/AIDS and Sexually Transmitted Diseases Prevention; the Treatment and Care Efforts for South Africa and the HIV/AIDS Plan 2000 policies.

The principles contained in the Strategy for HIV/AIDS and Sexually Transmitted Diseases Prevention and the Treatment and Care Efforts for South Africa guide the formulation of the district's programme in terms of the manner in which the District Council should plan and deliver services, namely:

- People with HIV and AIDS shall be involved in all prevention, intervention and care strategies;
- People with HIV and AIDS, their partners, families and friends shall not suffer from any form of discrimination;
- The vulnerable position of women in society shall be addressed to ensure that they do not suffer discrimination, nor remain unable to take effective measures to prevent infection;
- Confidentiality and informed consent with regard to HIV testing and test results shall be protected;
- Education counseling and health care shall be sensitive to the culture, language and social circumstances of all people at all times;
- The government has a crucial responsibility with regards to the provision of education, care and welfare of all people in South Africa;
- Full community participation in prevention and care shall be developed and fostered;
- All intervention and care strategies shall be subject to critical evaluation and assessment;
- Both government and civil society shall be involved in the fight against HIV/AIDS;
- A holistic approach to education and care shall be developed and sustained; and

- Capacity building will be emphasized to accelerate elements in the response to HIV/AIDS.

The HIV/AIDS Plan 2000 serves to illustrate to local government their key areas of intervention or strategies, namely:

- An effective and culturally appropriate information, education and communications strategy;
- Increasing access and acceptability to voluntary HIV testing and counseling;
- Improving STD management and promote increased condom use to reduce STD and HIV transmission; and
- Improve the care and treatment of HIV positive persons and people living with AIDS to promote a better quality of life and limit the need for hospital care.

**APPLICATION:**

The District Municipality realizes that given the far-reaching impact of the disease it needs to address the impact of the disease in partnership with all stakeholders that can be of assistance. The District Council has been successful in accessing funds of R9 million from the United Nations Development Programme (UNDP) for developing the district's Integrated HIV/AIDS Programme. The funds of the UNDP will be utilized for the implementation of services that will be of assistance to those infected and affected by the disease as per by the agreement with the UNDP. Amongst others, the funds of the District Council must be geared towards the district's Awareness Creation Programme, training of volunteers and supplementing services provided by the UNDP-funded programmes, as summarised in the Work Plan below:

**Table 25: Draft UNDP Annual Work Plan**

<p><b>1. PROGRAMME: PREVENTION AND AWARENESS:</b>  <b>OBJECTIVE: To strengthen and expand existing prevention and awareness programmes taking into account the cultural context and prevailing gaps in knowledge and myths that still surround HIV&amp;AIDS</b></p>
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<p><b>MOU between stakeholders prepared to promote partnership on service delivery capacity;</b></p> <p><b>Compiled database on existing service providers</b></p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• coordinated intervention to address the community challenges to eliminate duplication of activities and to promote participatory governance</li> </ul> <p><b>Target</b>                  Documented practiced supporting behavioural change geared towards HIV &amp; AIDS prevention strategy</p>	Formalize relationship with stakeholders (Traditional leaders, NGOs/CBOs, Traditional Health Practitioners, Private Sector & Government Departments)
	Identify stakeholders within LMs dealing with Life Skills incl. HIV/AIDS and poverty alleviation programmes
	Building meaningful relations with CDWs, CHWs, HBCs, peer educators and other key community structures
	Formation and supporting of HIV/AIDS & Poverty related cultural music and drama groups
	Formation and supporting of HIV/AIDS & Poverty related cultural music and drama groups in all 6 local municipalities
	Empowering traditional authorities through workshop on Human Rights values to take a leading role in HIV&AIDS awareness and prevention interventions
Training on Human Rights and social/community values in the context of HIV/AIDS for youth, young adults and traditional leaders, youth, women & physical challenged people	
Painting two murals for each municipality & Organising quilt workshop	

<b>2. Programme : Care and support</b>	
<b>OBJECTIVE: To reduce stigma and discrimination and improve care and support for people living with and affected by HIV/AIDS</b>	
<p><b>Database of Support Groups DoH district office, clinics via DoH developed</b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	Identify existing caregivers, HBC, PLWHA's and civil society organisations and traditional groupings to provide psychological, spiritual care and assist PLWHA's <ul style="list-style-type: none"> <li>• Promote fully functional linkages between health facilities and community based organisation</li> </ul>

uThungulu District Municipality: Integrated Development Plan (2012/13 to 2016/17)

<p><b>Target:</b></p> <ul style="list-style-type: none"> <li>• Mentorship programme for Home Based Carers and HIV &amp; AIDS Counselling</li> <li>• Functional forums and referral system in place</li> <li>• Establishment of gender forums</li> <li>• Establishment of environmental education programme</li> </ul>	Coordinate in service training for Home Base Carers and coordinate HIV/AIDS Counselling training (offered by DoH)
	Identify and establish OVC Forum and child Care Committees in line with UNICEF standards
	Initiate support for elderly cares through provision of essential training e.g Health, Hygiene and Financial Management
	Identify and Support local government structures in gender responsive institutional transformation and the increased representation of women in management positions
	Sensitize communities on environmental conservation
<p><b>3. Programme: Impact Mitigation</b></p> <p><b>To reduce vulnerability of households and to strengthen their livelihood capacity to respond to the epidemic</b></p>	
<p><b>Strengthen linkages between informal &amp; formal structures</b></p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• Government / community partnerships -civic engagement) enhance equitable and efficient delivery of basic services e.g. through LED Programme</li> </ul>	Strengthen formal and informal structures of HIV/AIDS impact mitigation
	Strengthening the child headed households by channelling their needs to relevant sectors
	Liaise with relevant SETAS for possible enrolment to learnerships by local unemployed people and youth in particular
	Mentor and support overall economic development working closely with Local Economic Development Office
	Encouraging the groups involved in gardening to enter annual gardening project competition run by Agriculture
<p><b>4. Programme: Coordination</b></p> <p><b>OBJECTIVE: To strengthen working relations between provincial departments and Regional councils with clear definition of roles and responsibilities</b></p>	

<p><b>Undertake status quo report on access of services by affected and infected at community level</b></p> <p><b>Target:</b></p> <ul style="list-style-type: none"> <li>• Strengthen the capacity of local governments and communities to track, monitor and improve service delivery</li> <li>• Support operationalization of LAC strategy</li> </ul>	Commission a survey by a reputable organization to conduct situational analysis on access of social services
	Use information from analysis and diagnostic study to compile comprehensive IGR/Service delivery improvement/ implementation plan for the District.
	Identify need for Community centres
	Facilitate formation of Local Aids Councils (LAC) across the region
	Formalise relations with national, provincial and other relevant stakeholders such as Khomanani, Lovelife, Mipaa & Wipaa

### 3 DISASTER MANAGEMENT PLAN

Local government is at the forefront of dealing with disasters and the provincial and national Departments of Welfare only get involved when an area is declared a national disaster area. Local government therefore needs to be prepared to manage disaster in their area of jurisdiction.

People are described as vulnerable to disasters depending on the extent to which they are likely to be damaged or disrupted by the impact of a disaster hazard. Vulnerability is complex and varies both in space and in time. It is closely linked to the history, politics; social and economic conditions and the circumstances in which people find themselves. As such, vulnerability is closely associated with factors such as poverty, lack of infrastructure and a fragile environment. Poor communities living in make-shift structures in densely populated urban areas prone to flooding and lacking decent access routes are likely to be extremely at risk during periods of heavy rain or in a fire. The integration of the district's disaster management programme with other development issues of the district is therefore essential.

The uThungulu District Municipality has completed its **Disaster Management Plan**. The preparation of the plan was not funded from external sources although the district receives assistance with disaster relief in the form of grants and provisions from the Provincial Authorities.

### **3.1 UTHUNGULU DISTRICT MUNICIPALITY DISASTER MANAGEMENT**

#### **3.1.1 INTRODUCTION**

In terms of the Municipal Systems Act (2000), Section 26 (g) "An Integrated development Plan must reflect applicable disaster management plans". 25. (1) Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which—

- (a) links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- (b) aligns the resources and capacity of the municipality with the implementation of the plan;
- (c) forms the policy framework and general basis on which annual budgets must be based;
- (d) complies with the provisions of this Chapter; and
- (e) is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

#### **3.1.2 STATUS QUO**

uThungulu District Municipality is progressively aiming to comply with the requirements of the Disaster management Act (Act 57 of 2002). The Disaster Management Act (Act 57 of 2002) emphasises the proactive approach that undertake prevention, mitigation, preparedness, response, recovery and or rehabilitation to disasters seriously by developing the disaster management plan that will ensure the emphasis is implemented.

The Disaster Management Act has highlighted key elements for the effective way of implementing disaster management these key elements are as follows;

- o Disaster Management Centre as outlined in section 43 (subsection (1) (2).
- o Disaster Management Plan as outlined in section 52 (Subsection (1) (a).
- o Disaster Management Framework as outlined in section 42 (Subsection (1).
- o Disaster Management Advisory Forum as outlined in Section 5 (Subsection (1).
- o Disaster Management Annual Report as outlined in Section 50.

#### **3.1.3 DISASTER MANAGEMENT CENTRE**

The District Municipality procured a property 09 Bronze Street, eMpangeni where the Disaster Management Centre is erected.

The centre was officially opened by the then MEC: The Department of Cooperative Governance and Traditional Affairs- Mr. Mike Mabuyakhulu in 2007. A grant was received towards of the equipping of the disaster centre however the building was procured by municipal budget.

The disaster Management centre is staffed (4 personnel), equipped (1x disaster truck and 4x4) and has a 24hr call centre which has a GEMC<sup>2</sup> installed communication system.

#### **3.1.4 DISASTER MANAGEMENT PLAN**

The Disaster Management Plan has been developed by the District Municipality in 2008; currently the Disaster Management is reviewing and updating their Disaster Management Plan through consultants. The appointed service provider has conducted phase 1 of the project which included workshop the Councillors, NGO's, Government departments, Ward Committees, local advisory forums, Traditional leaders etc. in all the 6 municipalities and has submitted the report. Due date for the final review and update is June 2012.

The review of the plan has a phase that is critical in disaster planning and risk assessment. It profiles the district in terms of disasters that are likely to occur and hazards that need to be mitigated and prevented. The outcomes of the Risk Assessments will form part of the Disaster Risk Management projects and will be highlighted as projects identified by the assessment which will be incorporated to the IDP frame.

#### **3.1.5 DISASTER MANAGEMENT FRAMEWORK**

The Disaster Management Framework has been developed and adopted by the Executive Committee in 2011.

#### **3.1.6 DISASTER MANAGEMENT ADVISORY FORUM**

The Disaster Management Advisory Forum has been established and it's up and running and meets on quarterly basis.

#### **3.1.7 DISASTER MANAGEMENT ANNUAL REPORT.**

The disaster management centre submits its report annually to the PDMC highlighting the activities, mitigation initiatives, disasters or incidents and its challenges. The report is also shared with the Disaster Management Advisory Forum and local municipalities.

## APPLICATION

On a broad level the district's disaster management programme focuses on the prevention of disasters, the allocation of relief funds in the incidence of a disaster and the integration of the disaster management programme with the other development programmes in the district.

The disaster management programme through implementation of projects will address all the phases of addressing a disaster, namely:

Hazard Assessment: this will occur in the early stages of the programme where areas are identified and closely monitored.

Vulnerability Assessment: will entail assessing peoples' potential ability in responding to the incidence of a disaster in terms of resources that they may have. This will explore issues of affordability of the people, quality of dwellings, etc.

Risk Reduction: will combine findings of Phase One and Two in order to determine a strategy for reducing the risk of a disaster occurring.

Warning: warning systems will be established in order to mitigate the potential impact of a disaster.

Rescue: A rescue plan for hazard prone areas will be established so as to ensure that appropriate responses to disaster are in place.

Recovery: A recovery plan for disaster prone areas will be identified as part of the Disaster Management Programme.

Rehabilitation: will entail designing a plan of action after the incidence of a disaster. This will explore environmental factors, the people affected and improvements that may be made in Phase Three – risk reduction.

The main objectives in terms of Disaster Management are as follows:

- ❖ Operation of the Disaster Management Centre
- ❖ Operation of the Communications Centre
- ❖ Community Awareness & Education
- ❖ Develop of a Policy Framework including Bylaws
- ❖ Formulation & Completion of Disaster Management Plan
- ❖ Implementation of Fire Fighting services (Shared Services)

## 4 LOCAL ECONOMIC DEVELOPMENT FRAMEWORK (TOWARDS A GREEN ECONOMY)

In terms of regional context, uThungulu plays a critical role in both the provincial and national economies as a major conduit of trade through the local port of Richards Bay. Significant economic centres in the district are focused in uMhlatuze local municipality, in both Richards Bay and Empangeni. These industrial centres form the major part of the supporting network of service provision for the settlements in Esikhaleni, Eshowe, Nkandla and Ntambanana.

The uThungulu District has completed the formulation of a framework for the development of the economy of the UThungulu District following the preparation of the three focused economic sector plans, i.e. agriculture; tourism; small, medium and micro enterprises (SMME).

uThungulu is currently reviewing the existing LED Strategy and restructuring LED towards a Green Economy.

### **APPLICATION:**

The LED vision for the uThungulu District Municipality, derived from the uThungulu IDP Review 2006/07 is as follows:

### **TO BROADEN THE ECONOMIC BASE OF THE DISTRICT ECONOMY WITH THE ESTABLISHMENT OF SUSTAINABLE AND WIDE RANGE OF EMPLOYMENT OPPORTUNITIES BY STRENGTHENING AND DIVERSIFYING OF ECONOMIC SECTORS**

The LED Strategy for uThungulu District Municipality is focussed on fostering an enabling environment for sectoral growth that results in additional employment opportunities in the district being developed. Key focus areas for the district are agriculture, tourism and manufacturing.

The Development Framework for the district's LED strategy calls upon uThungulu to act as both a facilitator and operational role. The facilitation aspect relates to creating an enabling environment for LED to occur within the district by interacting with all the local municipalities and undertaking a coordination role. However, there

is also scope for the district to tackle specific district wide projects for which only UDM has the available capacity to implement.

As the matrix below indicates, each economic development **goal** is broken up into a series of **objectives**. These objectives were devised as a supportive objective for the district - the focus for the district would be to insure that all enabling factors are put in place within the district's overarching tourism strategy.

❖ **Grow Tourism**

- Grow cultural tourism in the district
- Aid SMME development in the sector
- Grow adventure tourism
- Capture share of 2010 Tourism
- Film Industry
- Clustering Support

❖ **Grow Manufacturing Sector**

- SMME development
- Increases in foreign direct investment
- Growth in employment
- Increased BEE participation
- Development of ICT sub-sector

❖ **Support Agricultural Development**

- Expand market access for emerging growers
- Diversification of crop production
- Increased value adding activities in the sector
- Increased support services
- Grow female participation

❖ **Enhance Information Communication Technology Sector**

- Rural communication network
- Broadband access
- ICT Incubators and Industry Support Strategy
- Grow BEE in the sector

❖ **Improve LED Support Mechanisms**

- Improve institutional support within the local municipalities and between the district and local municipalities
- Improved training and capacity in LED for both officials and councillors

In terms of Institutional Arrangements, it is recommended that the uThungulu District Municipality identify, train and position a dedicated person who will act as "project manager" for LED processes within the Development Planning function of the District and also have the duty of liaising with all relevant role players throughout the local municipalities. This recommendation has been identified by each of the local municipalities, who have each cited the lack of capacity as a major constraint to implementation of LED initiatives.

Some information on projects and initiatives is provided herewith:

**AGRICULTURE:**

**Nkandla Essential Oils Farm**

The Nkandla Small Growers were successful in securing R2 300 000 through the EU Funds from Gijima, with uThungulu contributing R500 000 of the 30% requirement for the project. uThungulu's contribution was utilized to purchase fencing and irrigation equipment for the project.

**KwaBulawayo Tourism Development**

The development aims to create a tourism attraction based on historical significance and is situated in rural Bhekeshowe. The Tribal Council consists of seven sub-wards in a 15km area. The actual site of the King Shaka KwaBulawayo Military Capital is the focus of the attraction, surrounded by a wealth of historical and cultural tourism sites.

Phase 1 of the project is complete and will be operated as a day facility.

**KwaMpungose HIV/AIDS Centre**

Construction of an HIV/AIDS Hospice for abandoned children in the uMlalazi Local Municipality area in the Mpungose Tribal Council. Construction of the centre is complete and is in the process of being officially handed over to the community. The community is currently in discussions with the Department of Health with regard to management of the center.



### **Tourism Forum**

A Tourism Forum was established to align with provincial structures and improve communication in the tourism sector. The aim of the forum is to act as a coordinating, participating District Tourism Forum which will ensure coordinated tourism development and marketing strategies in the uThungulu District Municipality servicing area.

### **R66 Zulu Heritage Route**

The uThungulu District Municipality Tourism Development Plan identified the development of the R66 as one of the priority projects for the District. The Development of the Zulu Heritage Route development has achieved the following. Signage:

Phase I of the signage on Route 66 has been completed and Phase II of the programme is already in process. An amount of R700 000 has been earmarked for the development of signage in total for phase I and II.

### **Upgrading of Fort Nongqayi and Maqhamusela Road**

The following repairs have been done to Fort Nongqayi in order to equip the venue with the necessary upgrading to accommodate more functions and be more economically self sustainable:

- Repainting of the external walls and roof
- External lights to be more sustainable by hosting evening functions
- Toilet facilities upgrade

### **Maqhamusela Road:**

The road upgrade included gravelling and building water weirs. Lake Phobane:

The upgrading consists of ablution facilities and making the area more tourist friendly for day visitors. The aim of this project is to attract more visitors and investors to create more economic activities for the community.

### **Institutional Structure:**

The Route 66 Tourism Association was established to further market and develop the route.

### **Guide Training**

12 Tourist guides were trained for phase I guide training.

### **Nkandla Loop Development:**

The development committee is currently in the planning process to develop loop roads to link onto the Route 66. The aim of the developments is create a platform for economic activities to take place. Assistance to communities regarding economic activities will be rendered by the committee.

### **Zululand Film Office**

A Film Office has been established in 2005 to serve the Northern Section of KZN. The office serves as a facilitator to the film industry with regards to location scouting, permits, cast and services. Creating an enabling platform for the economic development of a sustainable film region is a prime objective of the Zulu Coast Film Office (ZCFO)

Since the inception in 2005, the ZCFO has undergone further changes with the incorporation of the uMhlosinga Development Agency, acting on behalf of uMkhanyakude District Municipality and Enterprise iLembe and the ZCFO has a dedicated office in each District Municipal area to accommodate any enquiries. The ZCFO's main functions are to promote and market the areas as a film production destination. A Memorandum of Agreement to commit funds for a 3year period has been signed between the three parties. The ZCFO had completed its first of the 3 year agreement successfully with numerous marketing activities and representing the area at the Los Angeles AFCI exhibition. Several scouting has been done in the area as well as attracting film companies to the area for filming. The economic impact on the area for filming is extremely good. Learnerships and training of local communities will be embarked on to encourage participation in the film industry.

### **Zululand Birding Route**

The Zululand Birding Route is a conservation programme of Birdlife South Africa, showing that birding tourism can generate income for destinations and local communities. There are over 605 bird species in the Zululand area. The Zululand Birding Route is also helping create a new career path for black South Africans, through training as bird guides.

### **Forests of Zululand**

The Forests of Zululand is a unique tourism concept created by the uThungulu District Municipality; this is responsible tourism supporting sustainable rural development and the conservation of our *Unique Forest Heritage*. Nowhere else in South Africa can one experience mist belts, wetlands and dune forests within one area.

**The Forests include:**

- The Ongoye Forest which has a large array of rare and endemic tree and plant species and is of great importance as a water catchment area;
- Dlinza Forest which is a 250ha forest within the urban development of Eshowe and is famed for the number of bird species found here;
- Entumeni Forest consists of a gorge covered by forest and has a particularly high and impressive canopy provided by trees;
- Nkandla and Qhudeneni Forests also boast an impressive variety of birds, plants and mammals.

**14<sup>th</sup> Annual Zulu Dance Competition**

Zululand is renowned for its rich cultural history and majestic tales of Zulu royalty and brave warriors. The striking profile of a magnificent dancer dressed in traditional attire is also synonymous with the region. Each year tourists, filmmakers and avid photographers travel to the uThungulu district to witness and capture on film the choreography and splendour that is the Regional Zulu Dance Competition. The Annual Regional Cultural Zulu Dance competition is a highlight of the uThungulu District Municipality's events calendar and sees groups representing all six of the local municipalities in the district competing in various categories for top honours.

This competition was started 13 years ago with the following goals:

- To instil a sense of pride amongst the younger generation with regard to their culture and heritage
- To preserve the Zulu traditional art forms of music, dress and dance
- To create a tourism market for Zulu culture within the district targeting both domestic and international markets
- To assist the unemployed with a skill; this will enable them to perform when an opportunity arises.

**5 INTEGRATED ENVIRONMENTAL PROGRAMME**

An important component of the IDP is ensuring that development in the district is sustainable. This is the focus of the integrated environmental programme.

The environmental programme for the district has identified the driving forces of environmental change as the following, which must be addressed by the programme accordingly:

- Macro and micro economic policies;
- Sectoral policies;
- Social factors such as urbanization and increased living conditions; and
- Resource use patterns and waste/pollution generation.

It is realized that the above-mentioned forces of environmental change must be analysed in order to establish their role in the state of the environment. The IDP is seen as an effective tool to establish the state of the environment and identify key areas of intervention. The key areas of concern in this district have been identified as the coastal area, air pollution as a result of industrial emissions and water pollution as a result of residential burials particularly in rural areas. Some farming practices also contribute to pollution. It has been identified that uMhlathuze is the most affected in terms of pollution as a result of the high levels of urbanization and economic activity that is concentrated in this area.

The abovementioned driving forces have put pressure on the environment. It is important to note that the pressures arise from both current and past driving forces, as there is often a time lag between the actions of humans, and the reaction of the environment. Macro economic and sectoral policies of the past contributed to the pressure on resources to meet present demands. For example, the subsidies on water and energy made commodities very cheap for industrial, agricultural, and domestic users and hence took away the incentive to use them conservatively, to recycle or re-use these resources.

This is particularly applicable to developments in the Richards Bay-Empangeni areas that were identified as industrial zones of the apartheid era. The lack of accounting for natural capital (the monetary value of natural resources) in the national accounting system has also encouraged exploitative use of resources. The sectoral policies of the day could have made a contribution towards this to ensure that resources were used sustainably, just as minerals were and are extracted at an economically optimal rate. Sectoral policies can assist the distribution of demand for resources, which is presently spread across the country as settlement patterns have been driven by historical distribution of population patterns and employment. Social factors such as dense urbanization and improving socio-economic conditions further

pressurize resources through changes in attitudes among the population of increased levels of consumption and waste production. These are issues and principles that this IDP will promote and on which it will be ensured that monitoring mechanisms will be based. Increased generation of waste and pollution put pressure on ecosystems in three ways. Firstly, the environment can only accept certain levels of waste products until a point when levels outstrip the capacity of the environment. This results in higher pressures for waste disposal sites.

Secondly, the environment acts as a “detoxifier” of waste meaning that it can naturally break down bacteria and toxic substances. However, when large volumes of such substances exceed the environment’s capacity the result may be soil and groundwater pollution. Lastly, the release of waste and pollutants into the environment puts pressure on the natural functioning of ecosystems. Beyond the range whereby organisms can adapt, they become stressed and may die. The above-mentioned issues give an indication of issues that have been taken into consideration in formulating the integrated environmental programme with a key focus being on ensuring that the district develops in a sustainable manner.

#### **APPLICATION:**

The environmental operational strategy takes into consideration the district’s environmental issues that emerged in the analysis phase as well as the above-mentioned issues. The following recommendations are therefore given:

- Public participation for the identification of the districts environmental issues;
- A focus on coastal management; and
- Address identified issues of air pollution, water pollution and invader alien species.

Coastal management has been identified as a key issue that has culminated in the allocation of funds to formulate a Coastal Management Plan for the district as part of the Environmental Management Programme.

Formulation of the Coastal Management Plan will be guided by recommendations and principles based on research and analysis of the Department of Environmental Affairs and Tourism, which states that such a plan or policy should:

- Promote meaningful public participation;
- Foster scientific integrity to improve knowledge and understanding;
- Advance integrated coastal management; and
- Build a practical guide to direct implementation.

It is recommended that the principles of biosphere reserve planning be applied in formulation of the Environmental Management Plan.

## **6 WATER SERVICES DEVELOPMENT PLAN UPDATE**

The Water Services Act (Act 108 of 1997, Section 12) specifies that each Water Service Authority (WSA) must prepare a Water Services Development Plan (WSDP) in order to progressively ensure efficient, affordable, economical, and sustainable access to water services. Water services also form an integral part of the inter-sectoral umbrella of the Integrated Development Plan (IDP) that Municipalities are required to prepare. The WSDP sectoral planning and integrated development planning must for this reason inform each other. The WSDP should therefore be prepared as part of the consultative IDP process aimed at involving a variety of stakeholders and perspectives<sup>4</sup>.

Whilst the WSDP is a legal requirement, the real value of preparing a WSDP lies in the need to plan for the improvement of water services whereby key targets are set for a five year period. The WSDP is a mechanism for determining water services priorities, needs and requirements during the planning period and represents the Council’s commitment to its constituency in terms of water services.

The WSDP first examines the current status of water services infrastructure and identifies the actions required to achieve the goals and priorities identified. The main elements of a WSDP are:

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<sup>4</sup> “A water services development plan must form part of any integrated development plan contemplated in the Local Government Transition Act, 1993 (Act No. 209 of 1993)” {Chapter III, 15 (5)}; Water Services Act 108 of 1997 (RSA, 1997)

## uThungulu District Municipality: Integrated Development Plan (2012/13 to 2016/17)

- a) IDP and WSDP Goals and Integration
  - Identification of IDP priorities related to water services
- b) Socio-Economic Profile
  - Demographics, health, employment, income, and macro-economic trends
- c) Service Level Profile
  - Consumption profile of residential, institutional, and industrial customers
  - Quantification of backlogs in the provision of basic services
- d) Water Resource Profile
  - Assessment of the capacity of groundwater, surface water, and purchased water sources to meet current and future requirements
  - Assessment of the water quality of existing sources
  - Assessment of waterborne sanitation services to meet current and future demands
- e) Water Conservation/Demand Management (WC/WDM)
  - Assessment of targets to reduce unaccounted for water, leakages, and high pressures in pipes
  - Assessment of targets to reduce consumer demand and promote conservation amongst users
- f) Water Services Infrastructure Profile
  - Assessment of the condition of existing infrastructure
  - Assessment of operations and maintenance plans
  - Planning of future infrastructure
- g) Water Balance
  - Assessment of water abstracted versus consumption and return to sources
- h) Water Services Institutional Arrangements Profile
  - Assessment of the division of roles between the Water Service Authority (WSA) and Water Service Provider (WSP) or Support Services Agent (SSA)
- i) Customer Services Profile
  - Assessment of service quality, attending to complaints, health and hygiene education, and pollution awareness programmes
- j) Financial Profile
  - Assessment of capital expenditure versus capital income (funding)
  - Assessment of operating costs versus operating income (sales)
  - Assessment of charges, tariffs, and free basic water subsidization

- k) List of Projects
  - Identification of water and sanitation projects aimed at meeting priorities and reducing backlogs

In addition to the updating of the WSDP, the updating of the water and sanitation master plan was also done for the DM. In brief this entailed the:

- (a) Recounting of all the dwellings in the UDM's area of jurisdiction based on the latest aerial photography
- (b) Incorporating all as-built information since the previous master plan update
- (c) Calculation of backlogs based on the above information
- (d) Re-engineering and consolidating the bulk supply schemes based on the source of supply whilst incorporating existing towns
- (e) Recalculation of the cost of new capital infrastructure required based on the confirmed population figures, the higher level of service (60 l/c/d vs 25 l/c/d), and updated cost models for both water and sanitation
- (f) Investigating the potential of cross border supplies with Umzinyathi and uMhlathuze District Municipalities whilst engaging DWAF for potential bulk infrastructure funding
- (g) A bulk water feasibility study for the Vutshini area
- (h) Making recommendations regarding policies for low and upper income housing projects and industrial developments
- (i) Developing guidelines for SMME development regarding the implementation of projects
- (j) Updating the five and twenty year capital expenditure budgets.

All new and existing infrastructure is presented in hard copy and electronic reports supported by an updated GIS.

## 7 SECTOR PLANS

Each of the strategies has a number of programmes and projects aimed at facilitating its implementation. Apart from specific projects, a number of sector plans have been initiated, are underway, have been completed or are reviewed annually. The progress with regard to these sector plans is summarised in the

figure hereunder. The completed sector plans are available on the website at [www.uThungulu.org.za](http://www.uThungulu.org.za).

**Table 26: Status of Sector Plans**

Strategy	Plan	Status
1: Economically Sound District	LED Framework Plan	Complete
	Agricultural Development Plan	Review
	SMME and Sector Development Plan	Complete
	Local Tourism Development Plan	Complete
	Investment Incentive Strategy	Complete
2: Effective Infrastructure	Water Services Development Plan	5 Year Review
	Energy Master Plan	Complete
	Integrated Waste Management Plan	Complete
	Cemeteries/ Crematoria Sector Plan	Complete
	Integrated Transport Plan: Phase 2	Complete
3: People Empowerment	Community Services Plan	Complete
	Disaster Management Plan: Phase 2	In Process
	HIV/Aids Policy	In Progress
4: Integrated Environment	IDP Review	Ongoing
	QOL Survey (2009)	Complete
	DIMS: Development and Implementation	Ongoing
	Integrated Environmental Programme	Completed
	Coastal Management Programme	Review
5: Leadership Excellence	Human Resource Development Plan	Annual Review
	Employment Equity Plan	Under Review
	Skills Development Plan	Ongoing

## 8 SECTOR INVOLVEMENT

The uThungulu District Municipality engages with service providers (government departments) by way of Alignment Sessions. The following alignment session will take place:

Consultation	Date
Service Provider Alignment <ul style="list-style-type: none"> <li>○ Local Municipalities</li> <li>○ Department of Education</li> <li>○ Department of Land Affairs</li> <li>○ Department of Agriculture, Environmental Affairs and Rural Development</li> <li>○ Department of Social Development</li> <li>○ Department of Health</li> <li>○ Department of Human Settlements</li> <li>○ Department of Transport</li> <li>○ Department of Water Affairs</li> <li>○ Eskom</li> <li>○ Department of Mineral Resources</li> </ul>	15 March 2012

It is important to note that not all service providers were able, at the time of the Alignment sessions to provide details on their MTEFs. As such, the data provided hereunder is as per the data presented/provided by the relevant service provider at a later stage.

It should also be noted that some departments do not implement projects per se but have more of a monitoring role and as such no project budgets are reflected here. Also, the project budget allocations of service providers have been affected by the international economic situation and as such, more effort was put into attaining alignment of activities and sharing of knowledge or information as part of these sessions.

More engagements with service providers/sector departments will continue prior to the finalization of the IDP. It should further be noted that the uThungulu District

Municipality will be establishing an IDP Commitment Charter and IDP Sector and Services Alignment Forum shortly to obtain better involvement from Sector Departments and Service Providers.

### **8.1 PROMOTING INTERGOVERNMENTAL RELATIONS (IGR)**

The uThungulu District Municipality received grant funding from the KZN Department of Cooperative and Traditional Affairs to prepare an Integrated Development Plan Commitment Charter to ensure alignment and commitment of the relevant Sector Departments and Service Providers to the uThungulu IDP. In addition, IDP Sector and Services Alignment Forum was established to address alignment of plans, budgets and projects.

The main aim of the project is to ensure that a uniform, mutually agreed upon, aligned and structured process is followed by all sector departments and service providers in identifying, prioritizing and implementing their projects in the uThungulu district for coordinated, efficient and effective service delivery by all spheres of government with the main tool being the Integrated Development Plans of the municipalities in the district.

The following Objectives apply to support the District Municipality to strengthen institutional and co-operative governance in the district area through an improved institutional framework, including but not limited to:

- Promote implementation of appropriate structures and IGR protocols;
- Improving intergovernmental relations between the district and local municipalities, between two or more local municipalities and stakeholders;
- Ensuring that improved IGR protocols and structures will support coordinated planning, prioritization and delivery of services in the district;
- Ensure that the IDPs of the district and local municipalities are recognized and utilized as the main tool to achieve the above;
- To ensure appropriate level of stakeholder involvement in IGR and the IDP processes.

## 8.2 DEPARTMENT OF HUMAN SETTLEMENTS

The following project details have been obtained from the Department of Housing:

<b>Project Name</b>	<b>Local Municipality</b>	<b>Project Type</b>	<b>Total Units</b>	<b>Total Project Cost (start)</b>
Slovus	Mbonambi KZ281	Slums Clearance	507	12,377,304
Mhlana/Masak.	Mbonambi KZ281	Rural	1000	43,303,750
Cwaka Housing Project	Mbonambi KZ281	Rural	1000	41,756,420
Umhlathuzi Housing	uMhlathuze KZ282	Urban	1191	20,879,400
Gingindlovu Ph 5&6	Umlalazi KZ284	Urban	239	6,349,035
Sunnydale Phase 2	Umlalazi KZ284	Urban	403	5,313,000
Thubaletu ph 4&5	Mthonjaneni KZ285	Urban	569	9,247,725
Melmoth Victoria St	Mthonjaneni KZ285	Urban	10	237,200
Ndundulu Rural Housing	Mthonjaneni KZ285	Rural	1000	1,637,420
Hawule Rural Housing	Mthonjaneni KZ285	Rural	1000	
Kwayanguye	Mthonjaneni KZ285	Rural	840	1,375,080
Thubaletu ph 3	Mthonjaneni KZ285	Urban	373	6,051,300
Godide	Nkandla KZ286	Rural	500	818,710
Qhudeni	Nkandla KZ286	Rural	500	818,710
Nkandla Institutional	Nkandla KZ286	institutional	500	7,951,000
Nkandla Phase 2	Nkandla KZ286	Urban	500	818,710
Obuka	Ntambanana KZ283	Rural	1000	38,865,000
Obizo	Ntambanana KZ283	Rural	1000	29,670,000
Somopho	Ntambanana KZ283	Rural	1000	45,083,400
Njomelwane	Ntambanana KZ283	Rural	1000	29,670,000
Luwamba MPCC	Ntambanana KZ283	Rural	250	29,670,000
Bhiliya	Ntambanana KZ283	Rural	1000	29,670,000
Ogelweni	Ntambanana KZ283	Rural	1000	29,670,000
Bhukanana	Ntambanana KZ283	Rural	1000	29,670,000
Nomponjwane	Ntambanana KZ283	Rural	1000	38,984,000
Ngwelezane Consol	uMhlathuze KZ282	Urban	133	2,176,000
Acquaden Housing Project	uMhlathuze KZ282	Rural	1000	
Dube Housing and Slum Clearance	uMhlathuze KZ282	Rural	1000	
Sunnydale	Umlalazi KZ284	Urban	307	5,295,750
Masakhisane	Mthonjaneni KZ285	Rural	1000	

### 8.3 DEPARTMENT OF EDUCATION

An extensive project list was provided by the Department of Education for their 2009 – 2011 MTEF. Information was provided on the state of schools in the district in respect of the following:

- Electricity
- Mobiles
- Fencing
- Toilets
- Water and Sanitation
- New Schools
- Curriculum upgrades
- Upgrades and additions

The above details were distributed to all the local municipalities as well as those service providers who attended alignment sessions.

### 8.4 DEPARTMENT OF AGRICULTURE, ENVIRONMENTAL AFFAIRS AND RURAL DEVELOPMENT

The **environmental components** of the Department of Agriculture, Environment and Rural Development provided the meeting with a very useful explanation of their various sections/divisions. As such, detailed presentations and discussions were held regarding the following very important aspects that impact on the development process:

- Environmental Planning and Information Management
- Environmental Impact Assessments
- Compliance Monitoring and Enforcements
- Pollution and Waste Management

The following information was obtained from the **agricultural component** of the Department of Agriculture, Environment and Rural Development:

LM	PROJECT NAME	PROJECT SIZE (Ha, km, etc.)	PROGRAMME	ESTIMATED BUDGET
Ntambanana	Sikhulangelwazi	2x500 broiler units	Infrastructure	R54 560.00
Mthonjaneni	Sizathina Vukayibambe	50ha	Infrastructure	R200 000.00
Mthonjaneni	Ubizo	1 dam	Infrastructure	400,000.00
Mlalazi	Vukubone	1 dam	Infrastructure	R500 000.00
Mlalazi	KwaShange	200ha	Massification	R2 500 000.00
Mlalazi	Vukuzame cluster project	2 tunnels	Infrastructure	R500 000.00
Mlalazi	AmaMbatha	4 tunnels	Infrastructure	R500 000.00
Mlalazi	Ngeza vegetable production	15ha	Infrastructure	R250 000
Mlalazi	Sivelakude crop production	42ha	Infrastructure	R250 000
Mlalazi	Gijimani poultry	4x500 broiler units	Infrastructure	R500 000.00
		20ha	Infrastructure,inputs and irrigation	R800 000.00
Nkandla	Sinqoba ngolwazi		infrastructure and inputs	R500 000.00
Nkandla	Siyathokoza Piggery		infrastructure and inputs	R1000 000.00
Nkandla	Ngono Gardens	30ha	infrastructure and inputs	R1000 000.00
Nkandla	Magwaza gardens	32ha	infrastructure and inputs	R1000 000.00
Nkandla	Chibini garden	4ha	infrastructure and inputs	R250 000.00
Nkandla	Godide Poultry	2x500 broiler units	infrastructure and inputs	R300 000.00
Nkandla	Magwaza dam	2 dams	dam scooping	R500 000
Nkandla	Mandaba Grazing	300 ha	infrastructure	R1000 000.00
Nkandla	Mbhele dryland project	25ha	infrastructure	R300 000.00
Mhlatuze	Vukuzithathe vegetable production	18ha	Infrastructure	R500 000.00
Mhlatuze	Iniwe Widows vegetable production	25ha	Infrastructure	R800 000.00
Mhlatuze	Zamokuhle vegetable garden	3ha	Infrastructure	R100 000.00
Mhlatuze	Sivukile vegetable production	11ha	Infrastructure	R500 000.00
Mhlatuze	Amantungwa Tunnels	3 tunnels	Infrastructure	R500 000.00
Mhlatuze	Kangaroo Poultry	2x500 broiler units	Infrastructure	R500 000.00
Mhlatuze	Gwabeni Goat Production		Infrastructure	R300 000.00
Mhlatuze	Ukukhanya Poultry	2x500 broiler units	Infrastructure	R300 000.00
Mbonambi	Ethubeni Crop Production	90ha	Massification	R1 064 377.20
Mbonambi	Sokhulu Sugar Cane	120 ha	Cane Development	R2 368 854.00
Mbonambi	Sangamona Goat production		Livestock	R300 000.00
Mbonambi	Abaphumeleli Goat production		Livestock	R300 000.00

### 8.5 DEPARTMENT OF SOCIAL DEVELOPMENT

Details available and obtained from the Department of Social Development (at municipal ward level) include:

- Local Municipality
- Ward name/number and councillor details
- Responsible Official and contact number
- Volunteer details
- Current Service Infrastructure
- Planned Services
- Beneficiary details



Again, the above details were distributed to all the local municipalities as well as those service providers who attended alignment sessions.

### 8.6 IMPROVED SECTOR ALIGNMENT AND COORDINATION

It is very important to note that the district has become involved with specific alignment activities/actions with the Department of Agriculture as well as the Department of Land Affairs (includes Rural Development). To this end, special fora are in the process of being established or have already been established, i.e. the District Agricultural Forum. The aim of all these initiatives is improved alignment and service delivery.

The district has also become more involved in a number of potential development projects that are at feasibility/pre-feasibility stage in their area. Interestingly, a number of such initiatives are being investigated in one of the most impoverished wards in the district according to the PIMD – see next heading. Specific reference is made to the Lindela/Nxamalala area in Nkandla. The district is interested in a number of proposals in the area from a sustainable service provision perspective, i.e.:

- Proposed IEC (Integrated Energy Centre)
- Proposed Lindela Trading Centre
- Proposed extensive chicken farming activities at Nsuze/Mamba

### 8.7 PROVINCIAL INDEX OF MULTIPLE DEPRIVATION

Based on the 2001 census, the nine provinces of South Africa had indices prepared, at ward level, of Multiple Deprivation (PIMDs). Multiple deprivations are seen as an accumulation of single deprivations, and deprivation is seen as people’s unmet needs (whereas poverty refers to the lack of resources required to meet those needs).

The Kwazulu-Natal PIMD consists of five domains, i.e.:

- Income and Material Deprivation
- Education Deprivation
- Living Environment Deprivation
- Employment Deprivation
- Health Deprivation

The result has been the identification of a number of priority wards that require intervention. Of the 57 poorest wards in the province, the following are located in the uThungulu District:

Ward Name	Municipality	Ward Population ('000)	Households
Emachubeni	Nkandla	10 000	1751
Ward 5	Umlalazi	9 000	1554
Ward 3	Umlalazi	9 000	1538
Emfongosi	Nkandla	9 000	2400
KwaNxamalala	Nkandla	9 000	1586
Halambu	Nkandla	12 000	2265
Qhudeni	Nkandla	10 000	1607

### 8.8 GROWTH AND DEVELOPMENT SUMMIT

The annual uThungulu District Municipality Growth and Development Summit was held on 1-2 March 2012. The following Break Away Sessions were held:

- Tourism
- Infrastructure
- Agricultural and Agric Processing
- Industrial Development
- Rehabilitation of Towns

For further information on the summit please refer to annexure.

## F IMPLEMENTATION PLAN

Below, the three year Implementation Plan with committed human & financial resources (IDP Framework) detailing the projects and funding, in line with the multi-year budgeted for the financial years 2012/13 to 2014/15, is attached.

The 3-year Implementation Plan shows a summary of the total revenue and expenditure, as well as a detailed indication of the projects (operational or capital), the funding sources as well as the total funded project budgets for the years 2012/13 to 2014/15.

A summary of the budget is indicated in the table below:

**Table 27: Budget Summary**

2012/13 - 2014/15 Budget	Approved MTREF 12/13 Budget	12/13 Budget	Rand Change	% Change	13/14 Budget Forecast	14/15 Budget Forecast
<b>Expenditure</b>						
Internally Funded Operational Exp (Inc Salaries)	350,781,711	368,910,329	18,128,618	5%	388,687,461	409,280,851
Grant Funded Opex (FMG, Planning Shared Serv & PMU)	20,065,426	24,249,995	4,184,569	21%	25,860,319	27,511,076
Internally Funded Operational Projects	51,325,485	63,180,171	11,854,686	23%	60,892,450	62,290,274
Internally Funded Capital Projects	33,950,000	32,020,000	(1,930,000)	-6%	38,031,000	66,445,000
Externally Funded Operational Projects	28,978,877	40,149,042	11,170,165	39%	39,766,113	37,157,000
Externally Funded Capital Projects	209,301,422	204,906,028	(4,395,394)	-2%	227,577,000	295,624,650
<b>Total Expenditure</b>	<b>694,402,920</b>	<b>733,415,564</b>	<b>39,012,644</b>	<b>6%</b>	<b>780,814,344</b>	<b>898,308,850</b>
Equitable Share & LRG	(312,865,794)	(309,290,218)	3,575,576	-1%	(334,221,266)	(361,712,189)
Environmental Health QS	(15,950,207)	(19,471,782)	(3,521,576)	22%	(20,829,734)	(22,352,811)
Internally Generated Funds	(71,317,626)	(73,276,078)	(1,958,451)	3%	(82,920,556)	(93,051,550)
Conditional Grants Revenue	(241,711,000)	(248,601,000)	(6,890,000)	3%	(271,151,000)	(336,647,000)
Prior Year's Conditional Grants	(684,516)	(1,232,284)	(547,768)	80%	(1,222,698)	(1,292,915)
Depreciation Funding Reserve	(32,000,000)	(42,000,000)	(10,000,000)	31%	(45,000,000)	(48,000,000)
Provision for Rehabilitation - Solid Waste Cell	(7,600,000)	(7,600,000)	-	0%	(16,431,000)	(34,000,000)
Surplus Brought Forward (2011/12)	-	(31,944,203)	(31,944,203)	100%	(9,038,090)	(1,252,385)
Surplus Brought Forward (2011/12) - MTREF Estimate	(12,273,778)	-	12,273,778	-100%	-	-
<b>Total Revenue</b>	<b>(694,402,920)</b>	<b>(733,415,564)</b>	<b>(39,012,645)</b>	<b>6%</b>	<b>(780,814,344)</b>	<b>(898,308,850)</b>

## 1 CAPITAL PROJECTS

Table 28: Three Year Implementation Plan 2012/13 to 2014/15 – Capital Budget

Capital Projects	Funding Source	2012/2013	2013/2014	2014/2015
Internal Fixed Assets	Surplus	270,000	-	-
Administrative Services		270,000	-	-
Insurance Claims (Capital)	Surplus	300,000	300,000	300,000
Executive Division - Finance		300,000	300,000	300,000
Establishment of Air Quality Monitoring Network	Surplus	-	1,500,000	2,500,000
Community Services Total		-	1,500,000	2,500,000
Indigent Prepaid Meter Installation	Surplus	1,800,000	200,000	220,000
Consumer Billing Total		1,800,000	200,000	220,000
Mandawe Cemetery	Surplus	-	1,500,000	-
Regional Cemetery Phase 2	Surplus	2,000,000	1,500,000	5,700,000
Cemetery Total		2,000,000	3,000,000	5,700,000
Disaster Multi Purpose truck	Surplus	-	-	1,000,000
Disaster Management Center	Surplus	-	200,000	200,000
Disaster Management		-	200,000	1,200,000
Internal Fixed Assets	Grant	40,000	-	9,650
Finance Interns Total		40,000	-	9,650
Internal Fixed Assets	Surplus	150,000	-	-
Document Management System	Surplus	-	350,000	350,000
ERM System (SAP)	Surplus	-	600,000	1,000,000
Network refresh	Surplus	250,000	600,000	100,000
Collaboration System Software	Surplus	-	350,000	50,000
IT Total		400,000	1,900,000	1,500,000

Mbonambi Water Phase 2	Grant	20,060,421	20,420,336	20,000,000
Mhlana Somopho Phase 3C	Grant	20,000,000	20,819,140	20,095,446
Vutshini Phase 1	Grant	2,000,000	10,500,000	3,000,000
Greater Mthonjaneni Phase 1 & 2 MIG	Grant	1,000,000	-	-
Mpungose Phase 1D Reticulation	Grant	8,000,000	10,099,639	15,000,000
Middledrift SSA3	Grant	2,000,000	5,433,868	10,000,000
Middledrift SSA5	Grant	10,000,000	15,000,000	20,000,000
KwaHlokohloko SSA 5	Grant	20,000,000	20,000,000	20,000,000
Middledrift Phase 2	Grant	25,000,000	10,000,000	8,019,554
Middledrift Water Treatment Works - DWA	Grant	5,000,000	-	-
Greater Mthonjaneni Phase SSA 4 DWAF	Grant	5,001,000	4,000,000	-
Greater Mthonjaneni Phase SSA2 - MIG	Grant		6,357,497	17,500,000
Greater Mthonjaneni Phase SSA2 - DWA	Grant	-	10,000,000	25,000,000
Greater Mthonjaneni Phase SSA4 - MIG	Grant	5,000,000	5,362,433	10,000,000
Greater Mthonjaneni Phase SSA5 - MIG	Grant	5,384,607	10,000,000	15,000,000
Greater Mthonjaneni Phase SSA5 - DWA	Grant	10,000,000	10,000,000	30,000,000
KwaHlokohloko SSA 1	Grant	18,000,000	10,000,000	10,000,000
KwaHlokohloko SSA 1 (DWAF)	Grant	24,000,000	25,000,000	50,000,000
Eshowe SSA1	Grant	2,300,000	7,281,575	-
Eshowe SSA1 (DWAF)	Grant	-	5,000,000	-
Nkandla Vutshini Supply Area SSA5	Grant	20,000,000	20,302,512	20,000,000
<b>Municipal Infrastructure Implementation</b>		<b>202,746,028</b>	<b>225,577,000</b>	<b>293,615,000</b>

Internal Fixed Assets	Grant	120,000	-
<b>Municipal Health</b>		<b>120,000</b>	<b>-</b>
Regional Solid Waste - Cell 3	Surplus	-	500,000
Rehabilitation of Cell 2	Surplus	7,600,000	6,431,000
Regional Solid Waste Rehabilitation - Old landfill Area	Surplus	-	10,000,000
<b>Waste Management Total</b>		<b>7,600,000</b>	<b>16,931,000</b>
Mtunzini Sewer Plant	Surplus	-	2,000,000
<b>Waste Water Management Total</b>		<b>-</b>	<b>2,000,000</b>
Survival Water Programme (Boreholes)	Surplus	4,600,000	-
Water Tanker Reduction Strategy	Surplus	4,500,000	-
<b>Water Services Authority Total</b>		<b>9,100,000</b>	<b>-</b>
Internal Fixed Assets	Surplus	50,000	-
Melmoth Water Services Network Upgrade	Surplus	-	1,000,000
Mtunzini Water Services Network Upgrade	Surplus	-	1,000,000
Gingindlovu Water Services Network Upgrade	Surplus	-	1,000,000
Eshowe Water Services Network Upgrade	Surplus	1,250,000	1,000,000
Kwambo Water Services Network Upgrade	Surplus	-	1,000,000
Nkandla Water Services Network Upgrade	Surplus	750,000	1,000,000
Water & Waste Water Treatment Refurbishment	Surplus	5,000,000	2,500,000
Occupational Health and safety	Surplus	500,000	500,000
Water metre installation	Surplus	1,500,000	1,500,000
Water metre installation (RBM)	Grant	2,000,000	2,000,000
Existing Projects Extensions	Surplus	1,500,000	1,500,000
<b>Water Services Provider Total</b>		<b>12,550,000</b>	<b>14,000,000</b>
<b>Grand Total</b>		<b>236,926,028</b>	<b>265,608,000</b>
<b>Reconciles to Budget Summary</b>			
SURPLUS		32,020,000	38,031,000
GRANTS		204,906,028	227,577,000
LOANS		-	
<b>Total</b>		<b>236,926,028</b>	<b>265,608,000</b>

## 2 OPERATIONAL PROJECTS

Table 29: Three Year Implementation Plan 2012/13 to 2014/15 – Capital Budget

Operational Projects	Funding	2012/13	2013/14	2014/15
Ward Participation Systems	Grant	75,950	68,350	75,950
Community Participation Programme	Surplus	424,050	100,000	100,000
<b>Board &amp; General</b>		<b>500,000</b>	<b>168,350</b>	<b>175,950</b>
Implementation of MFMA	Grant	94,069	67,113	-
<b>Finance Interns</b>		<b>94,069</b>	<b>67,113</b>	<b>-</b>
Develop/Implement Air Quality Management Plan	Surplus	800,000	350,000	350,000
	Surplus	50,000	-	-
Gender Equality Programme	Surplus	350,000	350,000	350,000
Children's Rights Programmes	Surplus	300,000	300,000	300,000
Senior Citizens' Programme	Surplus	300,000	300,000	300,000
Mandawe Cemetery Plan	Surplus	600,000	-	-
Disability Programme	Surplus	300,000	300,000	300,000
Youth Programmes	Surplus	500,000	500,000	500,000
Cultural Events (Zulu Dance)	Surplus	370,000	350,000	350,000
District HIVAIDS Programme	Surplus	1,000,000	1,000,000	1,000,000
Crime Prevention Programmes	Surplus	300,000	300,000	300,000
District Elimination Games	Surplus	500,000	500,000	500,000
SALGA KZN Games	Surplus	2,000,000	2,000,000	2,000,000
Sport Development	Surplus	600,000	600,000	600,000
<b>Community Services Total</b>		<b>7,970,000</b>	<b>6,850,000</b>	<b>6,850,000</b>
Disaster Management Plan Review	Surplus	350,000	200,000	200,000
International Day for Disaster Risk reduction	Surplus	50,000	60,000	70,000
Disaster Risk Reduction Programme	Surplus	100,000	120,000	140,000
Establishment of Disaster Management Volunteers Programme	Surplus	100,000	110,000	120,000
Operation Sukuma Sakhe	Surplus	500,000	-	-
District Advisory Forum	Surplus	15,000	15,000	15,000
Disaster Stock Items	Surplus	150,000	150,000	150,000
<b>Disaster Management Total</b>		<b>1,265,000</b>	<b>655,000</b>	<b>695,000</b>

Asset Care Centre	Grant	303,800	273,420	303,800
<b>Expenditure Total</b>		<b>303,800</b>	<b>273,420</b>	<b>303,800</b>
Debtor Database Cleansing & Reporting	Surplus	1,353,850	150,000	170,000
Water Meter Audit	Surplus	670,000	150,000	170,000
<b>Consumer Billing</b>		<b>2,023,850</b>	<b>300,000</b>	<b>340,000</b>
Clean Audit 2014 - AFS	Grant	126,580	113,920	126,580
Clean Audit 2014 - Data Cleansing	Grant	151,900	136,710	151,900
Credit Rating	Surplus	80,000	100,000	100,000
uThungulu Financing Partnership	Surplus	7,332,851	8,359,450	9,529,774
Insurance Claims (Operational)	Surplus	100,000	100,000	100,000
<b>Finance Executive Total</b>		<b>7,791,331</b>	<b>8,810,080</b>	<b>10,008,254</b>
Internship Programme	Surplus	600,000	600,000	600,000
TASK Job Evaluation Implementation (Est. of payscales)	Surplus	600,000	600,000	600,000
Employee Assistance Programme	Surplus	400,000	400,000	400,000
Intergrated District Education Programme	Surplus	50,000	-	-
Intergrated District Skills Development Programme	Surplus	150,000	-	-
Implementation of Occupational Health & Safety Act	Surplus	100,000	100,000	100,000
<b>Management Services HR Total</b>		<b>1,900,000</b>	<b>1,700,000</b>	<b>1,700,000</b>
Intergovernmental Relations	Grant	75,951	68,360	75,950
Publications	Surplus	200,000	200,000	200,000
Events	Surplus	150,000	100,000	180,000
Marketing	Surplus	150,000	100,000	180,000
Uthungulu Web-site Development	Surplus	50,000	50,000	50,000
Batho Pele Princiles	Grant	63,290	56,970	63,290
<b>Municipal Manager Total</b>		<b>689,241</b>	<b>575,330</b>	<b>749,240</b>

OPMS Scorecard	Surplus	250,000	250,000	250,000
Draft Annual & Performance Report	Surplus	150,000	150,000	150,000
District Information Management System	Surplus	200,000	200,000	200,000
Enterprise Risk Management	Surplus	220,000	220,000	220,000
Performance Management Systems	Surplus	140,000	140,000	140,000
Performance Management Systems	Grant	75,950	68,350	75,950
Fraud & Corruption Prevention	Surplus	110,000	100,000	100,000
S57 Individual Performance Management	Surplus	140,000	155,000	-
Strategic Support	Grant	-	200,000	210,000
Organisational Performance Management	Surplus	175,000	195,000	-
Risk Management Strategy - King III	Surplus	110,000	100,000	100,000
Review of LED Framework	Surplus	50,000	50,000	50,000
LED Forum	Surplus		30,000	35,000
LED Development Fund	Surplus	100,000	100,000	100,000
LED Operational Support Programme	Surplus	50,000	50,000	100,000
Agrucultural Institutional Support	Surplus		50,000	-
Institutional Framework Implementation - Tourism	Surplus	200,000	100,000	-
Rural Tourism development Strategy	Surplus	150,000	-	100,000
Implementation of LED Framework: Tourism	Surplus	200,000	450,000	450,000
SMME Support Programme	Surplus	150,000	150,000	
Review of Tourism Development Plan	Surplus		-	350,000
Cruise Ship Tourism	Surplus	10,000	75,000	75,000
R66 Route Development (Birding)	Surplus	80,000	50,000	50,000
Urban Cultural Tourism	Surplus	40,000	20,000	20,000
Domestic Family Tourism	Surplus		20,000	20,000
Adventure Tourism	Surplus		20,000	
Tourism Institutional Development	Surplus		100,000	100,000
Tourism Institutional Framework implementation	Surplus		100,000	100,000
uThungulu Tourism development Office	Surplus		100,000	100,000
Torism Awarenes & Safety	Surplus		50,000	50,000
Craft Marketing & Development Implementation	Surplus	50,000	150,000	150,000
Great Forests of Zululand	Surplus	80,000	100,000	100,000
Tourism Marketing: Shows	Surplus	150,000	150,000	150,000
Media Marketing & Tools	Surplus	150,000	50,000	50,000
Tourism Media Marketing (Media)	Surplus	170,000	180,000	180,000
Cummunity Tourism Infor Desk	Surplus	50,000	65,000	65,000
tourism Intern Programme	Surplus	50,000	65,000	65,000
Tourism Signage	Surplus		50,000	50,000



Review of Agricultural Development Plan	Surplus	50,000	-	35,000
Tourism Marketing tools & Website	Surplus	60,000	100,000	100,000
Agriculture Forum	Surplus		-	
Agricultural Summit	Surplus	80,000	40,000	120,000
Agricultural Development & Implementation	Surplus	100,000	150,000	150,000
Agricultural Implementation	Surplus		150,000	150,000
Agricultural Institutional Support	Surplus	50,000	50,000	50,000
Implementation of SMME Plan	Surplus		150,000	150,000
SMME Forum/ Alignment	Surplus		-	-
SMME Fairs	Surplus	100,000	20,000	20,000
SMME Development Training	Surplus	100,000	-	-
SMME Support Programme	Surplus		100,000	100,000
SMME Mentorship Programme	Surplus	300,000	-	-
Spatial Development framework (Review)	Surplus		50,000	50,000
KZ Co-ordination and Alignment	Surplus		50,000	
GIS Development Training	Grant	150,000	75,000	75,000
Tourism   Forum	Surplus		50,000	
Development Plan for Primary Nodes	Surplus		250,000	250,000
Development Plan for Secondary/New Nodes	Surplus		-	250,000
Land use Management Framework (Review)	Surplus		50,000	50,000
Intergrated Ditrict Land Reform Framework (Area Based Plan)	Surplus		50,000	50,000
Annual IDP Review	Surplus	100,000	100,000	100,000
IDP Roadshows - Izimbizo	Surplus	800,000	800,000	800,000
Review of Spatial Development Framework	Surplus	50,000	50,000	
Quality of Life Survey	Surplus	350,000	-	370,000
District Land Summit	Surplus	100,000	50,000	50,000
District Housing Plan	Surplus	100,000	50,000	100,000
Strategic Environmental Assessment	Surplus	200,000	-	50,000
Implementation of Coastal Management Programme	Surplus	100,000	-	100,000
Film Office	Surplus	274,000	150,000	150,000
Tourism Development Plan Implementation	Surplus	676,000	-	-
Growth & Development Summit	Grant	400,000	-	-
Implementation of District FPM	Surplus	500,000	500,000	500,000
Intergrated District Rural Development Programme	Surplus	350,000	-	-
Intergrated District Agrarian Reform Programme	Surplus	350,000	-	-
District Abattoir Feasibility & Business Plan	Surplus	230,000	-	-
<b>Planning Total</b>		<b>8,870,950</b>	<b>7,138,350</b>	<b>7,775,950</b>

Ntambanana Solid Waste	Surplus	6,041,000	6,463,000	6,935,000
Intergrated Waste Management Plan	Surplus	-	500,000	-
<b>Waste Management Total</b>		<b>6,041,000</b>	<b>6,963,000</b>	<b>6,935,000</b>
281-3 - VIP Sanitation Project	Grant	6,250,000	1,530,000	
281-4 - VIP Sanitation Project	Grant	-	5,000,000	8,500,000
285-3 Sanitation Project	Grant	2,605,622	-	-
286-5 - VIP Sanitation Project	Grant	8,500,000	9,000,000	10,000,000
283-3 - VIP Sanitation Project	Grant	7,500,000	7,130,000	
283-4 - VIP Sanitation Project	Grant	-	2,000,000	8,300,000
284-4 - VIP Sanitation Project	Grant	2,922,350		
284-3 - VIP Sanitation Project	Grant	2,000,000	7,000,000	2,100,000
284-5 - VIP Sanitation Project	Grant	2,000,000	-	5,000,000
284-6 - VIP Sanitation Project	Grant	2,000,000	-	-
National Sanitation Week	Surplus	25,000	50,000	55,000
<b>Waste Water Total</b>		<b>33,802,972</b>	<b>31,710,000</b>	<b>33,955,000</b>
Water Service Section 78	Surplus	1,000,000	-	-
Water loss management strategy - Implementation	Surplus	1,000,000	1,500,000	1,500,000
Water / Sanitation Awareness Campaigns	Surplus	200,000	300,000	330,000
Water Events	Surplus	352,920	425,000	425,000
GIS Operational Budget	Surplus	100,000	-	-
GIS Development & Training	Surplus	35,000	35,000	35,000
National Water Week	Surplus	50,000	50,000	50,000
Annual Update of WSDP	Surplus	250,000	250,000	275,000
<b>Water Services Authority Total</b>		<b>2,987,920</b>	<b>2,560,000</b>	<b>2,615,000</b>
Energy Master Plan Review	Surplus	-	500,000	-
Rural Transport Services & Infrastructure	Grant	1,776,000	1,864,000	1,972,000
Regional Airport Feasibility Assessment	Surplus	50,000	-	-
Intergrated District Rail Network Study	Surplus	50,000	-	-
<b>Auxillary Infrastructure Development</b>		<b>1,876,000</b>	<b>2,364,000</b>	<b>1,972,000</b>

Water Quality Evaluation (Blue/Green Drop)	Grant	126,580	113,920	126,580
Indigent Water Leak Management	Surplus	80,500	-	-
Water Treatment Works & Waste Water TW Registration	Surplus	400,000	500,000	550,000
DWAF Water Resource Compliance	Surplus	200,000	200,000	220,000
Water Quality Improvement Interventions	Surplus	505,000	605,000	665,500
Blue/Green Drop compliance	Surplus	300,000	400,000	400,000
Raw water abstraction fee (DWAF)	Surplus	550,000	605,000	-
Melmoth Water Services Network Upgrade	Surplus	200,000	500,000	550,000
Mtunzini Water Services Network Upgrade	Surplus	200,000	250,000	275,000
Gingindlovu Water Services Network Upgrade	Surplus	500,000	500,000	550,000
Eshowe Water Services Network Upgrade	Surplus	250,000	250,000	275,000
Kwambo Water Services Network Upgrade	Surplus	200,000	500,000	550,000
Nkandla Water Services Network Upgrade	Surplus	400,000	750,000	825,000
Issue Manager	Surplus	350,000	350,000	385,000
Water Services Operating Subsidy	Grant	300,000	5,000,000	-
Drought Relief	Surplus	20,000,000	20,000,000	20,000,000
EPWP Incentive Grant	Grant	2,651,000	-	-
<b>Water Services Provider Total</b>		<b>27,213,080</b>	<b>30,523,920</b>	<b>25,372,080</b>
<b>Grand Total</b>		<b>103,329,213</b>	<b>100,658,563</b>	<b>99,447,274</b>
<b>Reconciles to Budget Summary</b>				
SURPLUS		63,180,171	60,892,450	62,290,274
GRANTS		40,149,042	39,766,113	37,157,000
LOANS		-	-	
<b>Total</b>		<b>103,329,213</b>	<b>100,658,563</b>	<b>99,447,274</b>

## **G. PROJECTS**

One year detailed operational plan that will be translating to SDBIP.

### **❖ 2012/2013 Implementation Plan :**

The IDP Framework for the 2012/2013 Implementation Plan provides detail on the Projects and Funding sources. The projects are divided in two categories, as follows:

- A – Funded
  - UDM funds (uThungulu’s own funds)
  - Grants (Project specific national or provincial grants)
  - Loans
- B – To be sourced
  - Funding to be sourced from external funders or internal surplus funds

uThungulu IDP: 2012/2013 – 2016/2017		Year 1: 2012/2013							Year 2: 2013/2014							Year 3: 2014/2015							Year 4: 2015/2016				
IDP Reference No.		A - Committed							A - Committed							A - Committed											
Programme	Project	Subjects	DP/CP	Funding Source & Comments	IDM Funds	Grant - project specific	Other	2012/2013 TOTAL FUNDED	FUNDING REQUIRED	Funding Source & Comments	IDM Funds	Grant - project specific	Other	2013/2014 TOTAL FUNDED	FUNDING REQUIRED	Funding Source & Comments	IDM Funds	Grant - project specific	Other	2014/2015 TOTAL FUNDED	FUNDING REQUIRED	Funding Source & Comments	IDM Funds	Grant - project specific	Other	2015/2016 TOTAL FUNDED	FUNDING REQUIRED
<b>Municipal Transformation and Organisational Development</b>																											
<b>1. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT</b>																											
1.0	Operational Expenses				4,555,000	170,019	-	4,725,019	4,725,019		5,870,000	135,463	-	6,005,463	6,005,463		5,400,000	285,950	-	5,775,950	5,775,950		-	-	-	-	4,400,000
1.0	Internal Fixed Assets (incl. IT)				-	-	-	-	-		-	-	-	-	-		-	-	-	-	-		-	-	-	-	-
1.1	Human Resource Development				1,700,000	170,019	-	1,870,019	1,870,019		1,700,000	135,463	-	1,835,463	1,835,463		1,700,000	75,950	-	1,775,950	1,775,950		-	-	-	-	-
1.1.1	TASK Job Evaluation	CP	Surplus		600,000	-	-	600,000	600,000	Surplus	600,000	-	-	600,000	600,000	Surplus	600,000	-	-	600,000	600,000	Surplus	600,000	-	-	-	660,000
1.1.2	Employee Assistance Programme	CP	Surplus		400,000	-	-	400,000	400,000	Surplus	400,000	-	-	400,000	400,000	Surplus	400,000	-	-	400,000	400,000	Surplus	400,000	-	-	-	440,000
1.1.3	Implementation of Occupational Health & Safety Act	CP	Surplus		100,000	-	-	100,000	100,000	Surplus	100,000	-	-	100,000	100,000	Surplus	100,000	-	-	100,000	100,000	Surplus	100,000	-	-	-	110,000
1.1.4	Internship Programme	CP	Surplus		600,000	-	-	600,000	600,000	Surplus	600,000	-	-	600,000	600,000	Surplus	600,000	-	-	600,000	600,000	Surplus	600,000	-	-	-	660,000
1.1.5	Implementation of MFMA	CP	Grant		-	94,069	-	94,069	94,069	Grant	-	67,113	-	67,113	67,113	Grant	-	75,950	-	75,950	75,950	Grant	-	75,950	-	-	83,545
1.1.6	Ward Participation Systems	CP	Grant		-	75,950	-	75,950	75,950	Grant	-	68,350	-	68,350	68,350	Grant	-	75,950	-	75,950	75,950	Grant	-	75,950	-	-	83,545
1.2	Information & Communication Technology Services				250,000	-	-	250,000	250,000		1,900,000	-	-	1,900,000	1,900,000		1,500,000	-	-	1,500,000	1,500,000		-	-	-	-	1,650,000
1.2.1	Master Systems Plan (Impl. of ICT Strategy)	CP	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.2.2	Document Management System	CAP	Surplus		-	-	-	-	-	Surplus	350,000	-	-	350,000	350,000	Surplus	350,000	-	-	350,000	350,000	Surplus	350,000	-	-	-	385,000
1.2.3	Enterprise Resource Management System (SAP)	CAP	Surplus		-	-	-	-	-	Surplus	600,000	-	-	600,000	600,000	Surplus	1,000,000	-	-	1,000,000	1,000,000	Surplus	1,000,000	-	-	-	1,100,000
1.2.4	Network refresh	CAP	Surplus		250,000	-	-	250,000	250,000	Surplus	600,000	-	-	600,000	600,000	Surplus	300,000	-	-	300,000	300,000	Surplus	300,000	-	-	-	110,000
1.2.5	Server Infrastructure	CAP	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.2.6	Collaboration System Software	CAP	Surplus		-	-	-	-	-	Surplus	350,000	-	-	350,000	350,000	Surplus	50,000	-	-	50,000	50,000	Surplus	50,000	-	-	-	55,000
1.3	Administrative Services				-	-	-	-	-		-	-	-	-	-		-	-	-	-	-		-	-	-	-	-
1.3.1	General Corporate Administration Services	CP	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.3.2	Security Services	CP	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.4	Individual Performance Management				140,000	-	-	140,000	140,000	Surplus	155,000	200,000	-	355,000	355,000		-	-	-	210,000	210,000		-	-	-	-	231,000
1.4.1	S7 Performance Agreements	CP	Surplus		140,000	-	-	140,000	140,000	Surplus	155,000	-	-	155,000	155,000	Surplus	-	-	-	-	-	Surplus	-	-	-	-	-
1.4.2	Strategic Support	CP	Grant		-	-	-	-	-	Grant	-	200,000	-	200,000	200,000	Grant	-	-	-	210,000	210,000	Grant	-	-	-	-	231,000
1.4.3	2011/2012 Performance Packs	CP	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.4.4	2010/2011 Performance Assessment Reporting to	CP	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.4.5	2011/2012 Mid-year Performance Evaluation Report to Performance Audit Committee	CP	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.5	Organisational Performance Management				575,000	-	-	575,000	575,000		595,000	-	-	595,000	595,000		400,000	-	-	400,000	400,000		-	-	-	-	440,000
	Organisational Performance Management		Surplus		175,000	-	-	175,000	175,000	Surplus	195,000	-	-	195,000	195,000	Surplus	-	-	-	400,000	400,000	Surplus	400,000	-	-	-	440,000
1.5.1	OPMS Scorecard	CP	Surplus		250,000	-	-	250,000	250,000	Surplus	250,000	-	-	250,000	250,000	Surplus	250,000	-	-	250,000	250,000	Surplus	250,000	-	-	-	275,000
1.5.2	Section 72 Mid-year Performance Report	CP	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.5.3	Draft Annual Report and Annual Performance Report	CP	Surplus		150,000	-	-	150,000	150,000	Surplus	150,000	-	-	150,000	150,000	Surplus	150,000	-	-	150,000	150,000	Surplus	150,000	-	-	-	165,000
1.5.4	PMS System	CP	Source		-	-	-	-	-	Source	-	-	-	-	-	To be so	-	-	-	-	-	Source	-	-	-	-	-
1.6	Institutional Development				640,000	-	-	640,000	640,000		620,000	-	-	620,000	620,000		620,000	-	-	620,000	620,000		-	-	-	-	682,000
1.6.1	Implement Municipal Turnaround Strategy	CP	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.6.2	District Information Management System	CP	Surplus		200,000	-	-	200,000	200,000	Surplus	200,000	-	-	200,000	200,000	Surplus	200,000	-	-	200,000	200,000	Surplus	200,000	-	-	-	220,000
1.6.3	Enterprise Risk Management	CP	Surplus		220,000	-	-	220,000	220,000	Surplus	220,000	-	-	220,000	220,000	Surplus	220,000	-	-	220,000	220,000	Surplus	220,000	-	-	-	242,000
1.6.4	Risk Management Strategy - King III	CP	Surplus		110,000	-	-	110,000	110,000	Surplus	100,000	-	-	100,000	100,000	Surplus	100,000	-	-	100,000	100,000	Surplus	100,000	-	-	-	110,000
1.6.5	Fraud & Corruption Prevention	CP	Surplus		110,000	-	-	110,000	110,000	Surplus	100,000	-	-	100,000	100,000	Surplus	100,000	-	-	100,000	100,000	Surplus	100,000	-	-	-	110,000
1.6.6	Policy Development	CP	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.6.7	Establish audit committee	CP	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.7	Integrated Development Planning				1,250,000	-	-	1,250,000	1,250,000		900,000	-	-	900,000	900,000		1,270,000	-	-	1,270,000	1,270,000		-	-	-	-	1,397,000
1.7.1	Annual IDP Review	CP	Surplus		100,000	-	-	100,000	100,000	Surplus	100,000	-	-	100,000	100,000	Surplus	100,000	-	-	100,000	100,000	Surplus	100,000	-	-	-	110,000
1.7.2	IDP Review Roadshows	CP	Surplus		800,000	-	-	800,000	800,000	Surplus	800,000	-	-	800,000	800,000	Surplus	800,000	-	-	800,000	800,000	Surplus	800,000	-	-	-	880,000
1.7.3	Quality of Life Survey	CP	Surplus		350,000	-	-	350,000	350,000	Surplus	350,000	-	-	350,000	350,000	Surplus	370,000	-	-	370,000	370,000	Surplus	370,000	-	-	-	407,000
<b>Municipal Financial Viability and Management</b>																											
2.0	Operational Expenses				7,952,851	658,230	-	8,611,081	8,611,081		8,999,450	592,490	-	9,591,850	9,591,850		10,169,774	658,230	-	10,828,004	10,828,004		-	-	-	-	11,910,804
2.0	Internal Fixed Assets				-	-	-	-	-		-	-	-	-	-		-	-	-	-	-		-	-	-	-	-
2.1	Financial management				7,412,851	278,480	-	7,691,331	7,691,331		8,459,450	250,630	-	8,710,080	8,710,080		9,629,774	278,480	-	9,908,254	9,908,254		-	-	-	-	10,899,079
2.1.1	Financial Management Systems Strategy	CP	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.1.2	Credit Rating	CP	Surplus		80,000	-	-	80,000	80,000	Surplus	100,000	-	-	100,000	100,000	Surplus	100,000	-	-	100,000	100,000	Surplus	100,000	-	-	-	110,000
2.1.3	Financial Model	CP	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.1.4	Clean Audit 2014	CP	Grant		-	126,580	-	126,580	126,580	Grant	-	113,920	-	113,920	113,920	Grant	-	126,580	-	126,580	12						



4. Infrastructure	4.7.2	Implementation of District Fresh Produce Market	CAP	Surplus	500,000	-	-	500,000	500,000	Surplus	500,000	-	-	500,000	500,000	Surplus	500,000	-	-	500,000	500,000	550,000
	4.8	Abattoir			230,000	-	-	230,000	230,000			-	-					-	-			
	4.8.1	District Abattoir Feasibility and Business Plan	OP	Surplus	230,000	-	-	230,000	230,000			-	-					-	-			
	4.8.2	Implementation of District Abattoir	OP		-	-	-	-	-			-	-					-	-			
	4.9	ICT Infrastructure			-	-	-	-	-			-	-					-	-			
	4.9.1	1. uThungulu ICT Forum	OP		-	-	-	-	-			-	-					-	-			
	4.9.2	2. Broadband	OP		-	-	-	-	-			-	-					-	-			
	4.9.3	3. ICT incubator	OP		-	-	-	-	-			-	-					-	-			
	4.9.4	4. Broadband Skills Centre	OP		-	-	-	-	-			-	-					-	-			
	4.9.5	5. e-Waste Centre	OP		-	-	-	-	-			-	-					-	-			
	4.9.6	6. eGovernment	OP		-	-	-	-	-			-	-					-	-			
	4.9.7	7. Electronics Training Institute	OP		-	-	-	-	-			-	-					-	-			
	4.9.8	8. Technology Park	OP		-	-	-	-	-			-	-					-	-			
	4.9.9	9. Call Centre	OP		-	-	-	-	-			-	-					-	-			
	4.9.10	10. Digital Community Hubs	OP		-	-	-	-	-			-	-					-	-			
4.10	Rail Networks			50,000	-	-	50,000	50,000			-	-					-	-				
4.10.1	Integrated district rail network study	OP	Surplus	50,000	-	-	50,000	50,000	Surplus		-	-					-	-				
4.10.2	Nkwazeni Branch Line	OP		-	-	-	-	-			-	-					-	-				
4.11	Harbour			-	-	-	-	-			-	-					-	-				
4.11.1	Port Liaison Committee	OP		-	-	-	-	-			-	-					-	-				
<b>Basic Services Provision</b>					<b>56,663,270</b>	<b>241,601,580</b>	<b>298,264,850</b>	<b>298,264,850</b>		<b>49,483,000</b>	<b>264,350,920</b>	<b>313,833,920</b>	<b>313,833,920</b>		<b>55,935,500</b>	<b>329,641,580</b>	<b>385,577,080</b>	<b>385,577,080</b>	<b>424,134,788</b>			
5.0	Operational Expenses			-	-	-	-	-			-	-					-	-				
5.0	Internal Fixed Assets	CAP	Surplus	50,000	-	-	50,000	50,000	Surplus		-	-					-	-				
5.1	Implementation of District Water Projects			202,746,028	-	-	202,746,028	202,746,028		225,577,000	-	-	225,577,000	225,577,000		293,615,000	-	-	293,615,000	293,615,000	322,976,500	
5.1.1	Mbonambi Water Phase 2	CAP	Grant	-	20,060,421	-	20,060,421	20,060,421	Grant	20,420,336	-	-	20,420,336	20,420,336	Grant	20,000,000	-	-	20,000,000	20,000,000	22,000,000	
5.1.2	Mhlanga Somopho Phase 3C	CAP	Grant	-	20,000,000	-	20,000,000	20,000,000	Grant	20,819,140	-	-	20,819,140	20,819,140	Grant	20,095,446	-	-	20,095,446	20,095,446	22,104,991	
5.1.3	Greater Mthorjaneni SSA 2	CAP	Grant	-	-	-	-	-	Grant	6,357,497	-	-	6,357,497	6,357,497	Grant	17,500,000	-	-	17,500,000	17,500,000	19,250,000	
5.1.4	Middledrift SSA3	CAP	Grant	-	2,000,000	-	2,000,000	2,000,000	Grant	5,433,868	-	-	5,433,868	5,433,868	Grant	10,000,000	-	-	10,000,000	10,000,000	11,000,000	
5.1.5	Middledrift SSA 5	CAP	Grant	-	10,000,000	-	10,000,000	10,000,000	Grant	15,000,000	-	-	15,000,000	15,000,000	Grant	20,000,000	-	-	20,000,000	20,000,000	22,000,000	
5.1.6	Vutshini Phase 1	Cap	Grant	-	2,000,000	-	2,000,000	2,000,000	Grant	10,500,000	-	-	10,500,000	10,500,000	Grant	3,000,000	-	-	3,000,000	3,000,000	3,300,000	
5.1.7	Vutshini Phase 2	MIG		-	-	-	-	-			-	-					-	-				
5.1.8	Nkandla Vutshini S/A SSAS	CAP	Grant	-	20,000,000	-	20,000,000	20,000,000	Grant	20,302,512	-	-	20,302,512	20,302,512	Grant	20,000,000	-	-	20,000,000	20,000,000	22,000,000	
5.1.9	Greater Mthorjaneni SSA 4	MIG		-	-	-	-	-			-	-					-	-				
5.1.10	Greater Mthorjaneni SSA 5	MIG		-	-	-	-	-			-	-					-	-				
5.1.11	KwaHlokhloko SSA 1	MIG		-	-	-	-	-			-	-					-	-				
5.1.12	Eshowe SSA 1	CAP	Grant	-	2,300,000	-	2,300,000	2,300,000	Grant	7,281,575	-	-	7,281,575	7,281,575			-	-				
5.1.14	Mpungose Phase 1D	CAP	Grant	-	8,000,000	-	8,000,000	8,000,000	Grant	10,099,639	-	-	10,099,639	10,099,639	Grant	15,000,000	-	-	15,000,000	15,000,000	16,500,000	
5.1.15	KwaHlokhloko S/A SSAS	CAP	Grant	-	20,000,000	-	20,000,000	20,000,000	Grant	20,000,000	-	-	20,000,000	20,000,000	Grant	20,000,000	-	-	20,000,000	20,000,000	22,000,000	
5.1.16	Middledrift Phase 2	CAP	Grant	-	25,000,000	-	25,000,000	25,000,000	Grant	10,000,000	-	-	10,000,000	10,000,000	Grant	8,019,554	-	-	8,019,554	8,019,554	8,821,509	
5.1.17	PWU	MIG		-	-	-	-	-			-	-					-	-				
5.1.18	KwaHlokhloko SSA 1	CAP	Grant	-	18,000,000	-	18,000,000	18,000,000	Grant	10,000,000	-	-	10,000,000	10,000,000	Grant	10,000,000	-	-	10,000,000	10,000,000	11,000,000	
5.1.19	KwaHlokhloko SSA 1 DWAF	CAP	Grant	-	24,000,000	-	24,000,000	24,000,000	Grant	25,000,000	-	-	25,000,000	25,000,000	Grant	50,000,000	-	-	50,000,000	50,000,000	55,000,000	
5.1.20	Eshowe SSA 1	Grant		-	-	-	-	-	Grant	5,000,000	-	-	5,000,000	5,000,000	Grant		-	-				
5.1.21	Greater Mthorjaneni Phase 1 & 2	CAP	Grant	-	1,000,000	-	1,000,000	1,000,000			-	-					-	-				
5.1.23	Greater Mthorjaneni SSA 2 DWA	CAP	Grant	-	-	-	-	-	Grant	10,000,000	-	-	10,000,000	10,000,000	Grant	25,000,000	-	-	25,000,000	25,000,000	27,500,000	
5.1.24	Greater Mthorjaneni SSA 4 DWA	CAP	Grant	-	5,001,000	-	5,001,000	5,001,000	Grant	4,000,000	-	-	4,000,000	4,000,000			-	-				
5.1.25	Greater Mthorjaneni SSA 4MIG	CAP	Grant	-	5,000,000	-	5,000,000	5,000,000	Grant	5,362,433	-	-	5,362,433	5,362,433	Grant	10,000,000	-	-	10,000,000	10,000,000	11,000,000	
5.1.26	Greater Mthorjaneni SSA 5 MIG	CAP	Grant	-	5,384,607	-	5,384,607	5,384,607	Grant	10,000,000	-	-	10,000,000	10,000,000	Grant	15,000,000	-	-	15,000,000	15,000,000	16,500,000	
5.1.27	Greater Mthorjaneni SSA 5 DWA	CAP	Grant	-	10,000,000	-	10,000,000	10,000,000	Grant	10,000,000	-	-	10,000,000	10,000,000	Grant	30,000,000	-	-	30,000,000	30,000,000	33,000,000	
5.1.28	Middledrift Water Treatment Works	CAP	Grant	-	5,000,000	-	5,000,000	5,000,000			-	-					-	-				
5.2	Waste Water Management			6,041,000	-	-	6,041,000	6,041,000		8,463,000	-	-	8,463,000	8,463,000		10,935,000	-	-	10,935,000	10,935,000	12,028,500	
5.2.1	Mtunzini Sewer Plant	CAP	Surplus		-	-	-	-	Surplus	2,000,000	-	-	2,000,000	2,000,000	Surplus	4,000,000	-	-	4,000,000	4,000,000	4,400,000	
5.2.2	Ntambanana Solid Waste	Surplus		6,041,000	-	-	6,041,000	6,041,000	Surplus	6,463,000	-	-	6,463,000	6,463,000	Surplus	6,935,000	-	-	6,935,000	6,935,000	7,628,500	
5.3	Implementation of District Sanitation Projects			33,777,972	-	-	33,777,972	33,777,972		31,660,000	-	-	31,660,000	31,660,000		33,900,000	-	-	33,900,000	33,900,000	37,790,000	
5.3.1	281-3 - VIP Sanitation Project	Grant		6,250,000	-	-	6,250,000	6,250,000	Grant	1,530,000	-	-	1,530,000	1,530,000			-	-				
5.3.2	281-4 - VIP Sanitation Project	Grant		-	-	-	-	-	Grant	5,000,000	-	-	5,000,000	5,000,000	Grant	8,500,000	-	-	8,500,000	8,500,000	9,350,000	
5.3.3	283-3 Sanitation Project	Grant		7,500,000	-	-	7,500,000	7,500,000	Grant	7,130,000	-	-	7,130,000	7,130,000			-	-				
5.3.4	283-4 Sanitation Project	Grant		-	-	-	-	-	Grant	2,000,000	-	-	2,000,000	2,000,000	Grant	8,300,000	-	-	8,300,000	8,300,000	9,130,000	
5.3.5	284-3 - VIP Sanitation Project	Grant		2,000,000	-	-	2,000,000	2,000,000	Grant	7,000,000	-	-	7,000,000	7,000,000	Grant	2,100,000	-	-	2,100,000	2,100,000	2,310,000	
5.3.6	284-4 - VIP Sanitation Project	Grant		2,922,350	-	-	2,922,350	2,922,350	Grant	-	-	-	-	-			-	-				
5.3.7	284-5 Sanitation Project	Grant		2,000,000	-	-	2,000,000	2,000,000	Grant	-	-	-	-	-	Grant	5,000,000	-	-	5,000,000	5,000,000	5,500,000	
5.3.8	284-6 - VIP Sanitation Project	Grant		2,000,000	-	-	2,000,000	2,000,000	MIG	-	-	-	-	-			-	-				
5.3.9	285-3 - VIP Sanitation Project	Grant		2,605,622	-	-	2,605,622	2,605,622	Grant	-	-	-	-	-			-	-				
5.3.10	286-5 - VIP Sanitation Project	Grant		8,500,000	-	-																





6. Local Economic Development	6.1	Local Economic Development		50,000	400,000	450,000	450,000	50,000	50,000	50,000	50,000	50,000	50,000	55,000		
	6.1.1	LED Framework Plan		-	-	-	-	-	-	-	-	-	-	-		
	6.1.2	LED Framework (Review)	OP	Surplus	50,000	50,000	50,000	Surplus	50,000	50,000	Surplus	50,000	50,000	55,000		
	6.1.3	Growth and Development Summit		Grant	400,000	400,000	400,000									
	6.2	LED Capacity, Institutional & Operational Support		150,000	150,000	150,000	180,000	180,000	180,000	235,000	235,000	235,000	258,500			
	6.2.1	LED Forum	OP	Surplus	-	-	-	Surplus	30,000	30,000	Surplus	35,000	38,500			
	6.2.2	LED Development Fund	OP	Surplus	100,000	100,000	100,000	Surplus	100,000	100,000	Surplus	100,000	110,000			
	6.2.3	LED Operational Support Programme	OP	Surplus	50,000	50,000	50,000	Surplus	50,000	50,000	Surplus	100,000	110,000			
	6.3	Trade, Investment, Business Support		-	-	-	-	-	-	-	-	-	-			
	6.3.1	Trade Missions	OP	-	-	-	-	-	-	-	-	-	-			
	6.3.2	Trade & Investment Marketing (Media Marketing & Trade Shows)	OP	-	-	-	-	-	-	-	-	-	-			
	6.3.3	Business Retention & Expansion Implementation	OP	-	-	-	-	-	-	-	-	-	-			
	6.4	Local Tourism Development		2,390,000	2,390,000	2,390,000	2,195,000	2,195,000	2,195,000	2,475,000	2,475,000	2,475,000	2,722,500			
	6.4.1	Tourism Development Plan		Surplus	676,000	676,000	676,000	Surplus	-	-	Surplus	-	-			
	6.4.2	Tourism Development Plan (Review)	OP	Surplus	-	-	-	Surplus	-	-	Surplus	350,000	385,000			
	6.4.3	Rural Tourism Development Strategy		Surplus	150,000	150,000	150,000	Surplus	-	-	Surplus	100,000	110,000			
	6.4.4	Nodal Tourism Strategy		-	-	-	-	-	-	-	-	-	-			
	6.4.5	Implement LED Framework: Tourism		Surplus	200,000	200,000	200,000	Surplus	450,000	450,000	Surplus	450,000	495,000			
	6.4.6	Tourism Forum		Surplus	-	-	-	Surplus	50,000	50,000	-	-	-			
	6.4.7	Coastal Tourism Development		-	-	-	-	-	-	-	-	-	-			
	6.4.8	(Big 5) Game Reserve Development		-	-	-	-	-	-	-	-	-	-			
	6.4.9	Cruise Ship Tourism		Surplus	10,000	10,000	10,000	Surplus	75,000	75,000	Surplus	75,000	82,500			
	6.4.10	R56 Route Development (Birding)		Surplus	80,000	80,000	80,000	Surplus	50,000	50,000	Surplus	50,000	55,000			
	6.4.11	Great Forests of Zululand		Surplus	80,000	80,000	80,000	Surplus	100,000	100,000	Surplus	100,000	110,000			
	6.4.12	Urban Cultural Tourism		Surplus	40,000	40,000	40,000	Surplus	20,000	20,000	Surplus	20,000	22,000			
	6.4.13	Adventure Tourism		Surplus	-	-	-	Surplus	20,000	20,000	Surplus	-	-			
	6.4.14	Craft Marketing & Development Strategy		Surplus	50,000	50,000	50,000	Surplus	150,000	150,000	Surplus	150,000	165,000			
	6.4.15	Film Office		Surplus	274,000	274,000	274,000	Surplus	150,000	150,000	Surplus	150,000	165,000			
6.4.16	Domestic Family Tourism		Surplus	-	-	-	Surplus	20,000	20,000	Surplus	20,000	22,000				
6.4.17	Tourism Institutional Development		Surplus	-	-	-	Surplus	100,000	100,000	Surplus	100,000	110,000				
6.4.18	Tourism Institutional Framework Implementation	OP	Surplus	200,000	200,000	200,000	Surplus	100,000	100,000	Surplus	100,000	110,000				
6.4.19	Tourism Institutional Framework Implementation		Surplus	-	-	-	Surplus	100,000	100,000	Surplus	100,000	110,000				
6.4.20	Uthungulu Tourism Development Office		Surplus	-	-	-	Surplus	100,000	100,000	Surplus	100,000	110,000				
6.4.21	Tourism Awareness & Safety	OP	Surplus	-	-	-	Surplus	50,000	50,000	Surplus	50,000	55,000				
6.4.22	Tourism Shows	OP	Surplus	150,000	150,000	150,000	Surplus	150,000	150,000	Surplus	150,000	165,000				
6.4.23	Tourism Marketing Tools	OP	Surplus	150,000	150,000	150,000	Surplus	50,000	50,000	Surplus	50,000	55,000				
6.4.24	Tourism Media Marketing	OP	Surplus	170,000	170,000	170,000	Surplus	180,000	180,000	Surplus	180,000	198,000				
6.4.25	Tourism Website	OP	Surplus	60,000	60,000	60,000	Surplus	100,000	100,000	Surplus	100,000	110,000				
6.4.26	Tourism Signage	OP	Surplus	-	-	-	Surplus	50,000	50,000	Surplus	50,000	55,000				
6.4.27	Community Tourism Information Desk		Surplus	50,000	50,000	50,000	Surplus	65,000	65,000	Surplus	65,000	71,500				
6.4.28	Tourism Intern Programme		Surplus	50,000	50,000	50,000	Surplus	65,000	65,000	Surplus	65,000	71,500				
6.5	Agricultural Development		280,000	280,000	280,000	390,000	390,000	390,000	505,000	505,000	505,000	555,500				
6.5.1	Agricultural Development Plan		Surplus	-	-	-	Surplus	-	-	Surplus	-	-				
6.5.2	Review of Agricultural Development Plan	OP	Surplus	50,000	50,000	50,000	Surplus	-	-	Surplus	35,000	38,500				
6.5.3	Agricultural Development & Implementation		Surplus	100,000	100,000	100,000	Surplus	150,000	150,000	Surplus	150,000	165,000				
6.5.4	Agricultural Forum		-	-	-	-	-	-	-	-	-	-				
6.5.5	Agriculture Summit		Surplus	80,000	80,000	80,000	Surplus	40,000	40,000	Surplus	120,000	132,000				
6.5.6	Agricultural Implementation		Surplus	-	-	-	Surplus	150,000	150,000	Surplus	150,000	165,000				
6.5.7	Agricultural Institutional Support		Surplus	50,000	50,000	50,000	Surplus	50,000	50,000	Surplus	50,000	55,000				
6.5.8	Business & Industrial Development		650,000	650,000	650,000	420,000	420,000	420,000	270,000	270,000	270,000	297,000				
6.6	SMME Sector Development Plan		-	-	-	-	-	-	-	-	-	-				
6.6.1	Review of SMME Sector Development Plan	OP	-	-	-	-	-	-	-	-	-	-				
6.6.2	Implementation of SMME Plan		Surplus	-	-	-	Surplus	150,000	150,000	Surplus	150,000	165,000				
6.6.3	SMME Forum/alignment		-	-	-	-	-	-	-	-	-	-				
6.6.4	SMME fair		Surplus	100,000	100,000	100,000	Surplus	20,000	20,000	Surplus	20,000	22,000				
6.6.5	SMME development training		Surplus	100,000	100,000	100,000	-	-	-	-	-	-				
6.6.6	One stop shop - GEDT		-	-	-	-	-	-	-	-	-	-				
6.6.7	Promote SMME networking & clustering		-	-	-	-	-	-	-	-	-	-				
6.6.8	SMME incubator		-	-	-	-	-	-	-	-	-	-				
6.6.9	SMME Support Programme		Surplus	150,000	150,000	150,000	Surplus	150,000	150,000	Surplus	-	-				
6.6.10	SMME Support Programme		Surplus	-	-	-	Surplus	100,000	100,000	Surplus	100,000	110,000				
6.6.11	SMME mentorship programme		Surplus	300,000	300,000	300,000	-	-	-	-	-	-				
6.7	Community Work programme implemented and cooperatives supported		-	-	-	-	-	-	-	-	-	-				
6.7.1	Community Work Programme implementation		-	-	-	-	-	-	-	-	-	-				
6.7.2	Cooperatives Support Programme		-	-	-	-	-	-	-	-	-	-				
Sustainable Human Settlements & Land Management				250,000	150,000	400,000	400,000	500,000	75,000	575,000	575,000	800,000	75,000	875,000	875,000	962,500
Sustainable Human Settlements & Land Management	7.0	Operational Expenses		-	-	-	-	-	-	-	-	-	-	-		
	7.0	Internal Fixed Assets		-	-	-	-	-	-	-	-	-	-			
	7.1	Spatial Planning & Development		50,000	150,000	200,000	200,000	100,000	75,000	175,000	175,000	50,000	75,000	125,000	125,000	137,500
	7.1.1	Spatial Development Framework (Review)		Surplus	-	-	-	Surplus	50,000	50,000	Surplus	50,000	50,000	55,000		
	7.1.2	Spatial Development Framework (Review)		Surplus	50,000	50,000	50,000	Surplus	50,000	50,000	Surplus	50,000	50,000			
	7.1.3	GIS Development & Training (Development Planning Shared Services)	OP	Grant	150,000	150,000	150,000	Grant	75,000	75,000	Grant	75,000	75,000	82,500		
	7.2	Nodal Planning & Development		-	-	-	-	250,000	250,000	250,000	500,000	500,000	500,000	550,000		
7.2.1	Integrated District Nodal Development Framework		-	-	-	-	-	-	-	-	-	-	-			

7. Sustainable Human Settlements	7.2.2	Development Plan for Primary Nodes		Surplus	-	-	-	-	Surplus	250,000			250,000	250,000	Surplus	250,000		250,000	250,000	275,000
	7.2.3	Development Plan for Secondary & New Nodes		Surplus	-	-	-	-	Surplus						Surplus	250,000		250,000	250,000	275,000
	7.3	Land Use Management	OP												Surplus	50,000		50,000	50,000	55,000
	7.3.1	Land Use Management Framework (Review)	OP						Surplus	50,000			50,000	50,000	Surplus	50,000		50,000	50,000	55,000
	7.4	Land Reforms													Surplus	200,000		200,000	200,000	220,000
	7.4.1	Integrated District Land Reform Framework (Area Based Plan)							Surplus	50,000			50,000	50,000	Surplus	50,000		50,000	50,000	55,000
	7.4.2	District Land Summit	OP						Surplus	100,000			100,000	100,000	Surplus	50,000		50,000	50,000	55,000
	7.4.3	District Housing Plan							Surplus	100,000			100,000	100,000	Surplus	50,000		50,000	50,000	110,000
	7.5	Housing																		
	7.5.1	K2 Co-ordination & Alignment	OP						Surplus	50,000			50,000	50,000	Surplus	50,000		50,000	50,000	
8. Human Resource Development	Development																			
	8.0	Operational Expenses																		
	8.0	Internal Fixed Assets																		
	8.1	Education																		
	8.1.1	Integrated District Education Programme							Surplus	50,000			50,000	50,000	Surplus					
	8.2	Skills Development																		
8.2.1	Integrated District Skills Development Programme							Surplus	150,000			150,000	150,000	Surplus						
Rural Development & Food security																				
9. Rural Development & Food security	9.0	Operational Expenses																		
	9.0	Internal Fixed Assets																		
	9.1	Sustainable Livelihoods																		
	9.1.1	Integrated District Sustainable Livelihoods Programme																		
	9.2	Rural development																		
	9.2.1	Integrated District Rural Development Programme							Surplus	350,000			350,000	350,000	Surplus					
	9.3	Agrarian Reform																		
9.3.1	Integrated District Agrarian Reforms Programme							Surplus	350,000			350,000	350,000	Surplus						
Community Development & Social Services																				
10.0	Operational Expenses																			
10.0	Internal Fixed Assets																			
10.1	Municipal Health Services																			
10.1.1	Establishment of Environmental Health Section	OP																		
10.1.2	Environmental Health Plan	OP																		
10.1.3	Implementation of Environmental Health Programmes																			
10.2	Air Quality Management																			
10.2.1	1. Develop and implement an Air Quality Management	CAP							Surplus	850,000			850,000	850,000	Surplus	1,850,000		1,850,000	1,850,000	3,135,000
									Surplus	50,000			50,000	50,000						
	10.2.1.1	Identify areas of concerns in the uThungulu geographical area through air quality dispersion model	OP																	
	10.2.1.2	Identify areas for siting air quality monitoring station																		
	10.2.1.3	Identifying pollutants to be measured at different sites																		
	10.2.1.4	Development of the emission inventory for point, area and line sources																		
	10.2.1.5	Identification and assessment of the resources and operational systems required for delivery of Air Quality Management Services																		
	10.2.2	2. Establishment of Air Quality Monitoring Network	CAP						Surplus	1,500,000			1,500,000	1,500,000	Surplus	2,500,000		2,500,000	2,500,000	2,750,000
	10.2.2.1	Purchasing of Air Quality Monitoring Equipment.	OP																	
	10.2.2.2	Siting of the monitoring stations.																		
	10.2.2.3	Setting up of the IT based data integration system.																		
	10.2.2.4	Instituting the Quality Control and Quality Assurance procedures																		
	10.2.2.5	Establishing the internet based WEB page for information dissemination to public																		
	10.2.3	3. Atmospheric Emission Licensing																		
	10.2.3.1	Development of the processing fee calculator.																		
	10.2.3.2	Adoption of the calculator by Tariffs Department.																		
	10.2.3.3	Gazetting of the calculator																		
	10.2.3.4	Human resources.																		
	10.3	Safety and Security																		
	10.3.1	Contribution towards Crime Prevention Programmes							Surplus	300,000			300,000	300,000	Surplus	300,000		300,000	300,000	330,000
	10.4	Community, Service, Facilities and Actions																		
	10.4.1	Community Services Plan (Review)	OP																	
	10.4.2	Implementation of Community Services Plan																		
	10.4.3	Multi-Purpose Community Centres - Co-ordination	OP																	
	10.4.4	Amakhosi Chamber	CAP																	
	10.5	Sport & Recreation Programme																		
	10.5.1	District Elimination Games	OP						Surplus	500,000			500,000	500,000	Surplus	500,000		500,000	500,000	550,000
	10.5.2	SALGA Games							Surplus	2,000,000			2,000,000	2,000,000	Surplus	2,000,000		2,000,000	2,000,000	2,200,000
	10.5.3	Sport Development	OP						Surplus	600,000			600,000	600,000	Surplus	600,000		600,000	600,000	660,000
	10.6	Disaster Management																		
	10.6.1	Disaster Management Plan review.	OP						Surplus	350,000			350,000	350,000	Surplus	200,000		200,000	200,000	220,000
	10.6.2	Disaster Management Centre	CAP						Surplus	200,000			200,000	200,000	Surplus	200,000		200,000	200,000	220,000
	10.6.3	District Advisory Forum	OP						Surplus	15,000			15,000	15,000	Surplus	15,000		15,000	15,000	16,500
	10.6.4	Commemoration of International day for disaster risk reduction.	OP						Surplus	50,000			50,000	50,000	Surplus	60,000		60,000	60,000	77,000
	10.6.5	Disaster Risk Reduction programme.	OP						Surplus	100,000			100,000	100,000	Surplus	120,000		120,000	120,000	154,000

10.6.6	Disaster stock items	OP		150,000	-	-	150,000	150,000	Surplus	150,000	-	-	150,000	150,000	Surplus	150,000	-	-	150,000	150,000	165,000
10.6.7	New Disaster Multi Purpose Truck	CAP	Surplus	-	-	-	-	-	-	-	-	-	-	-	Surplus	1,000,000	-	-	1,000,000	1,000,000	1,100,000
10.6.8	Disaster Management Volunteers establishment		Surplus	100,000	-	-	100,000	100,000	Surplus	110,000	-	-	110,000	110,000	Surplus	120,000	-	-	120,000	120,000	132,000
10.7	<b>Fire-Fighting Services</b>																				
10.7.1	New Fire Fighting Trucks and equipment.																				
10.7.2	Fire Prevention Programme.																				
10.7.3	Fire Stations																				
10.8	<b>Gender Equality Programme</b>		Surplus	350,000	-	-	350,000	350,000	Surplus	350,000	-	-	350,000	350,000	Surplus	350,000	-	-	350,000	350,000	385,000
10.8.1.1	1. Establishment of Gender Forums	OP																			
10.8.1.2	2. District Men's, Women, Widows Forums	OP																			
10.8.1.3	3. District Men's Dialogue	OP																			
10.8.1.4	4. Women's Day	OP																			
10.8.1.5	5. 16 Days of Activism	OP																			
10.8.1.6	6. Networking sessions	OP																			
10.8.1.7	7. Mainstreaming and Promoting women's human																				
10.8.1.8	8. Strengthening Women Empowerment																				
10.8.1.9	9. Gender Capacity Building, Education and Training																				
10.9	<b>Children's Rights Programme</b>		Surplus	300,000	-	-	300,000	300,000	Surplus	300,000	-	-	300,000	300,000	Surplus	300,000	-	-	300,000	300,000	330,000
10.9.1	1. Establishment of Child Care Forums																				
10.9.2	2. Children's Right Awareness																				
10.9.3	3. Support orphaned and vulnerable children																				
10.9.4	4. Provision of School Uniform																				
10.9.5	5. Support Early Childhood Development																				
10.9.6	6. Take a Girlchild to work																				
10.10	<b>Senior Citizens Programme</b>		Surplus	300,000	-	-	300,000	300,000	Surplus	300,000	-	-	300,000	300,000	Surplus	300,000	-	-	300,000	300,000	330,000
10.10.1	1. Senior Citizens Forum Launch																				
10.10.2	2. Quarterly meetings																				
10.10.3	3. Commemorate significant days relevant to Senior Citizens:																				
10.10.3.1	a) International Day																				
10.10.3.2	b) Grand Parents Day																				
10.10.3.3	c) Nelson Mandela International Day																				
10.10.3.4	d) Christmas Party																				
10.10.4	4. Promotion of Active Ageing (Golden Games)																				
10.10.5	5. Health Awareness Campaigns																				
10.10.6	5. Intergenerational Dialogues																				
10.10.7	6. Care and Support Workshop																				
10.10.8	7. Economic Development																				
10.10.9	8. Capacity Building Workshop – Training on Older Persons Act																				
10.10.10	9. One Home, One Garden Campaign																				
10.11	<b>Disability Programme</b>		Surplus	300,000	-	-	300,000	300,000	Surplus	300,000	-	-	300,000	300,000	Surplus	300,000	-	-	300,000	300,000	330,000
10.11.1	1. Human Rights Workshop																				
10.11.2	2. Capacity Building Workshop																				
10.11.3	3. Disability Forum Launch																				
10.11.4	4. Quarterly meetings																				
10.11.5	5. HIV/AIDS Training																				
10.11.6	6. Disability Summit																				
10.11.7	7. International Day for People with Disabilities																				
10.11.8	8. Disability Awareness Campaign																				
10.11.9	9. Skills Development																				
10.11.10	10. Economic Empowerment																				
10.12	<b>Youth Programmes</b>		Surplus	500,000	-	-	500,000	500,000	Surplus	500,000	-	-	500,000	500,000	Surplus	500,000	-	-	500,000	500,000	550,000
10.12.1	1. Youth Day																				
10.12.2	2. Skills Development																				
10.12.3	3. Quarterly meetings																				
10.13	<b>District HIV/AIDS Programme</b>			1,500,000	-	-	1,500,000	1,500,000		1,000,000	-	-	1,000,000	1,000,000		1,000,000	-	-	1,000,000	1,000,000	1,100,000
10.13.1	Implementation of HIV/AIDS Programmes		Surplus	1,000,000	-	-	1,000,000	1,000,000	Surplus	1,000,000	-	-	1,000,000	1,000,000	Surplus	1,000,000	-	-	1,000,000	1,000,000	1,100,000
10.13.1.1	a. Awareness and Prevention																				
10.13.1.2	b. Care and support																				
10.13.1.3	c. Impact Mitigation																				
10.13.1.4	d. Co-ordination																				
10.13.2	1. uThungulu District Aids Council Quarterly meetings																				
10.13.3	2. Capacitation of Ward AIDS Committees																				
10.13.4	3. Peer Education Training																				
10.13.5	4. Gender Sensitive Forum for HIV and AIDS and Poverty Issues																				
10.13.6	5. Provision of condom dispensers																				
10.13.7	6. Co ordinate community dialogues for community based solutions to HIV and AIDS.																				
10.13.8	7. Initiate the formation of support groups for HIV for vigorous prevention campaign.																				
10.13.9	8. World AIDS Day commemoration and local initiative support.																				
10.13.10	9. Assist PLWHA's (People living with HIV and AIDS) to start a nutritional business. E.g. tunnel farming and supply seedlings.																				
10.13.11	10. Procure educational promotional material																				



## H. FINANCIAL PLAN

### 1 ALIGNMENT OF BUDGET & IDP

A new municipal Integrated Development Plan (IDP) has been prepared as required by the Municipal Systems Act and the MFMA, to coincide with the term of the newly elected council. The complete process of IDP preparation was followed, and the content of the previous IDP was taken into account.

The budget process is integrated with the review of the IDP through the IDP review mechanism. The outcome of consultation feeding into the IDP review is taken into account in the budget process.

The budget was prepared using the following IDP inputs:

- ❖ Situational Analysis
- ❖ The outputs of the consultations with the various stake holders.
- ❖ Priority Development Issues
- ❖ Strategic approach

The information from the above processes was included in the budget according to the IDP prioritization model.

### 2 MODELS USED FOR PRIORITISING RESOURCE ALLOCATION

During March 2009, the district's Management Committee completed an exercise to assist with the technical prioritization of projects, based on council's review of the Municipality's priorities in February 2006.

The main criteria applied related to the:

- (1) Status of the proposed project;
- (2) The public benefit associated with the project;
- (3) Income benefit to Council;
- (4) The impact on the operating budget and
- (5) Planning and approval status.

Each of the criteria is evaluated in terms of a number of considerations to which a weighted value is allocated. The criteria are discussed briefly hereunder:

- ❖ The **status of the project** relates mainly to whether it is a critical or compulsory, i.e. very important to alleviate a health or safety hazard or a legislative requirement. Other considerations relate to the whether the project is essential to fulfil Council's obligations, whether the project is a catalyst to unlock potential or desirable in order to create a positive image.
- ❖ When evaluating the **public benefit** of a project, the most important consideration is the provision in basic needs of a community. Other considerations relate to improving existing basic facilities to a higher standard and the creation of an enabling environment, i.e. a project serves as a catalyst and provides critical linkages.
- ❖ Projects are also evaluated in terms of the **potential income benefit to Council and financial sustainability**. In this regard, a differentiation is made whether a project is income generating, received grant funding in full (covers its own expenses) or partly funded or is a shared service funded from contributions. Another consideration is whether a project could leverage or attract outside investment.
- ❖ The impact of a project on the **operating budget** is another important criteria. Hereunder the most important considerations are a potential reduction on the operating budget. Caution is also taken with regard to projects that could become a liability due to a significant increase in the operating budget.
- ❖ The final criteria relates to the **planning and approval status** of a project. The main consideration here relates to the approval status of the project in the forms of a sector plan or business plan. The argument being that those projects with approved status can be commenced with sooner.

A technical prioritization model is used that focuses on the municipal core functions, the millennium targets as well as backlog eradication.

The results of the 2007/08 prioritisation were as follows:

	PROGRAMME	PRIORITY TOTAL:
1	Regional Solid Waste	11.5
1	Municipal Public Works	11.5
2	Potable Water, Waste Water & Sanitation	11.0
2	Integrated Development Planning	11.0
3	Municipal Health	10.6
4	Energy	10.5
4	Drought relief	10.5
4	Regional Cemeteries and Crematoria	10.5
4	Fire Fighting (Shared services)	10.5
5	Disaster Management	10.3
6	Municipal Roads & Public Transport Services	10.0
6	Water Service Authority & Planning	10.0
6	Financial Control	10.0
7	HIV/AIDS	9.6
8	Local Economic Development	9.0
9	Poverty Alleviation	8.3
9	Planning Implementation Management Support (PIMS)	8.3
10	Performance Management Programme	8.0
11	Safety and Security	7.8
12	Local Tourism Development	7.5
13	Municipal Airports	7.2
14	Agricultural Development	6.5
15	Community, Service, Facilities and Actions	5.9
16	Environmental Management	5.5
17	Business & Industrial Development	4.5
17	Management Services	4.5
17	Administrative Services	4.5
18	Housing	4.2
19	Marginalised Groups	3.9
20	Education, Training & Capacity Building	3.6
21	Public Relations & Communications	3.5
22	Telecommunication and Technology	3.2
22	Land Reform	3.2

### 3 BUDGET OVERVIEW

#### 3.1 LEGISLATIVE REQUIREMENTS

The Municipal Finance Management Act, 2003 (Act No.56 of 2003) became effective on 1 July 2004. Elements of the act have been phased in according to capacity of each municipality – high, medium and low. As a high capacity municipality, uThungulu was required to comply with the earliest implementation dates, the majority of which are now effective.

Some of the key budget reforms encapsulated within the MFMA, that uThungulu has applied, are:

- ❖ Forward looking, multi-year budgets with strategic focus;
- ❖ Clear links between budget allocations and agreed policies;
- ❖ Improved integration of budget and planning processes;
- ❖ New budget process timetable with earlier adoption of budgets by Council and earlier audits of Annual Financial Statements;
- ❖ Improved in-year reporting according to vote/ function;
- ❖ Improved financial management information;
- ❖ Service Delivery and Budget Implementation Plans (SDBIP) developed and approved with budgets;
- ❖ New accounting norms and standards;
- ❖ Improvements to procurement and Supply Chain Management (SCM) policies and processes;
- ❖ Establishment of a new audit committee and oversight process reforms; and
- ❖ Focus on performance measurement.

In accordance with Municipal Finance Management Act (MFMA), No.56 of 2003 section 16 (2) the Mayor of the municipality must table the annual budget at a council meeting at least 90 days before the start of the budget year.

In accordance with MFMA Circular No. 41 which states that "Municipalities are expected to table credible and sustainable budgets. The multi-year budgets should be outputs/outcomes focused and consistent with the form required in terms of the MFMA and supported by the budget and revenue related policies. In this regard, we emphasize the need to ensure that revenue projections are realistic and achievable, allocations from other sources are consistent with the Division of Revenue Act (DORA), provincial and district budgets, tariffs and rates

are raised taking into account affordability levels of the community, the backlogs in infrastructure are being addressed, whilst maintaining a balance between new and rehabilitation of assets, sufficient provision is made for maintenance of existing assets, provision for working capital, administrative overheads are minimized and overdrafts are managed downwards over the next financial year.”

As a result of the above recommendation and in compliance with the MFMA and Municipal Systems Act the budget/IDP process occurred according to the budget timetable approved by Council and was monitored by the Budget/IDP Project team. The team further ensured compliance with the MFMA and subsequent circulars in the preparation and approval of the multi-year budget/IDP and SDBIP.

According to the budget/IDP timetable, initial alignment meetings have already occurred with major stakeholders, such as provincial and national government departments, and meetings with suppliers, EXCO, MANCO and Council, and road shows to the communities in October 2009.

The other important pieces of legislation when considering the budget processes are:

- The Division of Revenue Act 2012; and
- The Municipal Systems Act (Act No.32 of 2000), together with the Municipal Systems Amendment Act (Act No. 44 of 2003).

#### Division of Revenue Act 2012

This Bill issued in February annually, provides the three year allocations from national government to local government. It sets out all the reporting requirements and conditions relating to the grants. Alongside this Provincial Departments allocate funding to local government by means of a provincial gazette.

These allocations are used when preparing the three year budget in order to comply with section 18 of the MFMA (relating to reasonably anticipated revenues to be collected). Additional allocations – both nationally and provincially – are sometimes made to municipalities. However, these are not included in the original budget as the allocations are not certain. When confirmed they will be included in an adjustments budget in accordance with section 28 of the MFMA.

#### The Municipal Systems Act (Act No.32 of 2000) and the Municipal Systems Amendment Act (Act No. 44 of 2003)

These Acts form the basis of the links between the budget and the Integrated Development Plan (IDP). In particular, the aspects that have been considered in preparing the budget are:

- Community participation (Chapters 4 & 5);
- Performance management (Chapter 6), providing also the basis for measurable performance objectives in the Service Delivery and Budget Implementation Plan (SDBIP); and
- Tariff policy (Chapter 8).

### 3.2 BUDGET SUMMARY

The following table summarises the overall 2013/14 to 2014/15 multi-year budget:

**Table 30: Summary 2012/13 to 2014/15 Multi-Year Budget**

2012/13 - 2014/15 Budget	12/13 Budget	13/14 Budget Forecast	14/15 Budget Forecast
<b>Expenditure</b>			
Internally Funded Operational Exp (Inc Salaries)	368,910,329	388,687,461	409,280,851
Grant Funded Opex (FMG, Planning Shared Serv & PMU)	24,249,995	25,860,319	27,511,076
Internally Funded Operational Projects	63,180,171	60,892,450	62,290,274
Internally Funded Capital Projects	32,020,000	38,031,000	66,445,000
Externally Funded Operational Projects	40,149,042	39,766,113	37,157,000
Externally Funded Capital Projects	204,906,028	227,577,000	295,624,650
<b>Total Expenditure</b>	<b>733,415,564</b>	<b>780,814,344</b>	<b>898,308,850</b>
Equitable Share & LRG	(309,290,218)	(334,221,266)	(361,712,189)
Environmental Health QS	(19,471,782)	(20,829,734)	(22,352,811)
Internally Generated Funds	(73,276,078)	(82,920,556)	(93,051,550)
Conditional Grants Revenue	(248,601,000)	(271,151,000)	(336,647,000)
Prior Year's Conditional Grants	(1,232,284)	(1,222,698)	(1,292,915)
Depreciation Funding Reserve	(42,000,000)	(45,000,000)	(48,000,000)
Provision for Rehabilitation - Solid Waste Cell	(7,600,000)	(16,431,000)	(34,000,000)
Surplus Brought Forward (2011/12)	(31,944,203)	(9,038,090)	(1,252,385)
Surplus Brought Forward (2011/12) - MTREF Estimate	-	-	-
Surplus Brought Forward (2009/10)	-	-	-
Borrowings	-	-	-
<b>Total Revenue</b>	<b>(733,415,564)</b>	<b>(780,814,344)</b>	<b>(898,308,850)</b>

### 3.3 BUDGET POLICIES & SYSTEMS

The following budget related policies are available in full from the office of the Chief Financial Officer. Where applicable, the policies are available on the web-site: [www.uThungulu.org.za](http://www.uThungulu.org.za).

Name of Policy	Date of Council adoption
Tariff	17 March 2011 (UDMC: 1810)
Credit control and debt collection bylaws	17 <sup>th</sup> March 2011 (UDMC: 1810)
Incentive	29 <sup>th</sup> March 2007 (UDMC: 252)
Supply chain Management Policy	17 <sup>th</sup> March 2011 (UDMC: 1810)
Indigent	17 <sup>th</sup> March 2011 (UDMC: 1810)
Property, Plant and Equipment	17 <sup>th</sup> March 2011 (UDMC: 1810)
Budget Policy	17 <sup>th</sup> March 2011 (UDMC: 1810)
Long Borrowing Policy	17 <sup>th</sup> March 2011 (UDMC: 1810)
Investment and Banking	17 <sup>th</sup> March 2011 (UDMC: 1810)
Virement	17 <sup>th</sup> March 2011 (UDMC: 1810)
Policies Relating to Personnel	17 <sup>th</sup> March 2011 (UDMC: 1810)
- Recruitment & Selection Policy	14 <sup>th</sup> December 2011 (UDMC 262)
- Succession & Retention Policy	12 <sup>th</sup> March 2008 (UDMC 520)



In addition, the following policies / systems are to be noted:

### 3.4 PROPERTY, PLANT & EQUIPMENT POLICY

The draft policy was conceded by the Financial Portfolio Committee and was approved by Council in March 2011.

### 3.5 REVENUE MANAGEMENT & BILLING SYSTEM

The Venus Financial System is a fully integrated financial system for income and expenditure.

### 3.6 EXPENDITURE REPORTS

Detailed expenditure reports, in terms of Section 71 of the MFMA, are submitted monthly to the Financial Portfolio Committee, as well as the Executive Committee and Council.

### 3.7 FUNDING OF THE BUDGET

The following table provides a summary of revenue by source for the financial years 2011/12 to 2014/15:

**Table 31: Summary Revenue by source**

	2011/2012 Adjusted Budget	2012/2013 Budget	2013/2014 Budget	2014/2015 Budget
<b>Revenue by Source</b>				
- Grants & subsidies	235,229,000	246,601,000	269,151,000	334,647,000
- Equitable Share	146,964,000	162,849,000	174,206,000	186,944,000
- Levy Replacement Grant	152,214,000	165,913,000	180,845,000	197,121,000
<b>Total Government Grant &amp; Subsidies</b>	<b>534,407,000</b>	<b>575,363,000</b>	<b>624,202,000</b>	<b>718,712,000</b>
<b>Public Contributions</b>				
- Richards Bay Minerals	2,000,000	2,000,000	2,000,000	2,000,000
<b>Total Public Contributions</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>
- Sundry Income	7,962,028	7,323,740	8,238,439	9,126,642
- Interest Income	24,593,596	24,433,509	27,278,709	28,915,431
<b>Total Other Income</b>	<b>32,555,624</b>	<b>31,757,249</b>	<b>35,517,149</b>	<b>38,042,073</b>
Trading Services	36,320,823	41,518,829	47,403,407	55,009,477
Depreciation funding - Reserve	39,086,453	42,000,000	45,000,000	48,000,000
Provision for Rehabilitation - Solid Waste	10,000,000	7,600,000	16,431,000	34,000,000
Prior Year Grant Funding	48,098,673	1,232,284	1,222,698	1,292,915
Borrowings	19,392,229	-	-	-
Project Rollovers - Internally Funded Projects	24,651,308	-	-	-
Surplus Brought Forward (2010/2011)	45,012,599	31,944,203	9,038,090	1,252,385
<b>Total Revenue</b>	<b>791,524,709</b>	<b>733,415,564</b>	<b>780,814,344</b>	<b>898,308,850</b>

### 3.8 TARIFFS AND OTHER CHARGES

#### Changes in tariff structure

In October 2003, the assessment of the water provision for the District (excluding KZ 282) per section 78 per the MSA was completed. The results in the summary indicated that the Local Municipalities current water tariffs were not fully inclusive of all costs and therefore could not be implemented as the increase in tariffs would be unaffordable.

Council then adopted a phased in approach. Item UDME: 2161.

#### Municipal Services

There are four categories of municipal services, namely that of:

- ❖ Trading services e.g. Water, electricity and sewerage
- ❖ Economic services e.g. Solid waste disposal facility and other adhoc
- ❖ Subsidized services e.g. Categories of water and cemetery
- ❖ Community services e.g. Fire fighting

#### ➤ **Trading Services**

These services are defined as services whereby the consumption of the service is measurable and can be accurately apportioned to an individual consumer. These services are hence managed like businesses and meters are read, where circumstances reasonably permit, on a monthly basis. The tariffs for these services are budgeted for in such a way as to reach a breakeven situation for the municipality. Examples of these services include water, electricity and waste sewer.

The Council's pricing strategy for these services is to **where possible** recover the full cost of rendering the service to the communities. For this purpose full cost includes:

- ❖ Direct operating costs e.g. Salaries, allowances including overtime, materials used, repairs and maintenance, general expenses and plant and vehicle hire.
- ❖ Depreciation / capital charges based on usage, life of buildings, plant and equipment and infrastructure used.
- ❖ Financing outlays which includes loan service cost.

- ❖ Allocated costs that include costs allocated through support services.

#### ➤ **Economic Services**

These are services for which tariffs are fixed in such a way as where possible the full cost of providing the service is recovered, e.g. trade effluent includes commercial and industrial use of the solid waste site, tender deposits and sale of maps. The consumption of an economic service can be measured or determined accurately and charged to an individual consumer. Whilst they are also managed like businesses, the tariffs for these services are normally determined in such a way that user charges cover the cost of providing the service.

These costs can be determined as follows:

- ❖ Full cost of providing the service or;
- ❖ The rate per unit is based on projected usage.

#### ➤ **Subsidized Services**

These are services for which tariffs are fixed in such a way that at least a portion of the cost of providing the service can be recovered. The consumption of these services can be determined reasonably accurately and can be apportioned to individuals and consumers. However, if the tariffs for using this service were based on its real cost, nobody would be able to afford it. In most cases not only would the consumer benefit from using the service, but also other persons.

Therefore, user charge is payable for using the service, but the tariff is much lower than the real cost of providing the service. These services include water, fire fighting, approval of building plans and the construction of buildings (Nkandla and Mbonambi only), leasing of municipal facilities, selling of burial sites and certain town planning functions.

#### ➤ **Community Services**

Community services are those services for which the Council is unable to accurately determine the consumption and hence apportion to individual consumers. These services are typically financed through the operating budget. These services include the provision and maintenance of roads and storm water drainage systems, the establishment, management and maintenance of cemeteries etc. In addition to the above services sewage removal is also a

community service provided directly to all the residents and for which costs form part of a balanced budget.

The Municipality also provides support services such as committee services, records and archives, financial management accounting and stores, occupational health and human resources management, which are financed through the operating budget

### **Calculation of tariffs for major services**

A minimum amount of basic services must be free. The Municipality subscribes to the policy that all poor households are entitled to a minimum amount of free basic services. A basic service is a service that is necessary to ensure an acceptable and reasonable quality of life and, if not provided, would endanger public health or safety of the environment. These services include:

- ❖ Potable water
- ❖ Domestic wastewater and sewage removal
- ❖ Burials
- ❖ Electricity

Council is aware that it currently does not provide these services to all residents within its municipal area. It is also aware that, more than likely, some of the services it currently provides in conjunction with the abovementioned services may be transferred or assigned to other bodies. In the latter case, the Council commits itself to make representations and negotiate with those services providers to achieve its goal.

Council realizes that in order to achieve its goal, a minimum amount of basic services should be free to the poor, whilst tariffs for services above the minimum level of consumption will have to be increased. These increases are necessary to make good any shortfall resulting from free services and to ensure a balanced budget on the trading account.

### **Keeping Tariffs Affordable**

Council is keenly aware of the financial situation of most residents within the Municipal area therefore, it undertakes to keep tariffs at affordable Levels. Council is also aware that due to historical reasons many residents receive services at a level higher than what they can afford. In order for services to remain affordable Council will ensure that:

- ❖ Services are delivered at an appropriate level,
- ❖ Efficiency improvements are actively pursued across the Municipalities' operations,
- ❖ Any service that is provided for which there is little demand, be priced at the actual cost of providing it and which requires the Municipality to maintain significant infrastructure and other facilities, are phased out, except where Council is by law required to provide such a service.

#### **➤ Introducing the "Consumer must pay principle".**

Having regard for the abovementioned Council's policy on minimum amount of free basic services, Council believes that consumers of services must pay for the amount of services that they use. Where it is possible to measure the consumption services, Council intends to install metering systems as in the case of water usage, and to take into account the free service element. In this regard the Council will develop a programme to install meters in appropriate cases. Also it is the Council's policy that the tariffs for such services must include all relevant cost factors.

#### **➤ Redistribution / Cross Subsidization**

It is a fact that some members of the community are better able to afford to pay for the services that they use and have the benefit of, than others are. The budget of the Municipality is an important device in ensuring redistribution within the community. Likewise Council will ensure that the cross-subsidization occurs between and within services to further contribute to its redistribution objectives.

### ➤ **Promoting Local and Economic Competitiveness and Development**

The service charges accounts presented to the local businesses, is a significant business overhead for any business enterprise in the Municipal area. The overhead of a business is one of the factors that influence the price of goods and services sold by it, and therefore its profitability and chances of survival. Council will take care that the municipal accounts presented to local businesses are fair. To ensure fairness toward local business, Council will, when it determines tariffs, take into account the desire:

- ❖ To promote local economic competitiveness and
- ❖ To promote local economic development and growth.

### ➤ **Ensuring Financial Sustainability of Service Delivery**

The Constitution, Local Government Municipal Systems Act, 2000 and Water Services Act of 1997 require that the Municipality must ensure that the services that it provides must be sustainable.

Financial sustainability of an enterprise will be achieved when it is financed in a manner that ensures that it's financing is sufficient. The tariff for a service must therefore be sufficient to cover the cost of the initial capital expenditure required and interest thereon, managing and operating the service and maintaining, repairing and replacing the physical assets used in its provision. However, sustainability does not only mean that the price of the service must include all the relevant cost elements, it also means that charges to be levied must be collected. Council will therefore adopt and apply a Credit Control and Debt Collection policy to ensure that service charges are fully recovered.

It be noted that a section 73 revision is currently in progress in order to determine the appropriateness of the current tariffs, in relation to cost recoverability.

## **I. PERFORMANCE MANAGEMENT**

Performance management is a strategic approach to management, which is aimed at equipping leaders, managers, workers and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the organization in terms of indicators and targets for efficiency, effectiveness and impact. It is a requirement for local government in terms of the Municipal Systems Act, which requires all municipalities to:

- Develop a performance management system;
- Set targets, monitor and review performance based indicators linked to their integrated development plan (IDP);
- Publish an annual report on performance for the councillors, staff, the public and other spheres of government;
- Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government;
- Conduct an internal audit on performance before tabling the report;
- Have their annual performance report audited by the Auditor-General; and,
- Involve the community in setting indicators and targets and in reviewing municipal performance.

### **1 PERFORMANCE MANAGEMENT SYSTEM**

#### **1.1 ORGANISATIONAL PERFORMANCE MEASUREMENT**

The Organisational Performance Management System (OPMS) was implemented by the Kwazulu Natal Department of Corporative Governance and Traditional Affairs (KZN CoGTA) in 2009 as a tool to ensure the development and achievement of national, provincial and municipal objectives to ensure that the Millennium Goals for 2015 are achieved nationally.

The following performance related information reports are prepared:

- Quarterly reporting (in terms of the Municipal Planning and Performance Management Regulations 2001 – MPPMR);

- Bi-Annual Reports (In terms of the Municipal Systems Act – MSA, Section 46 and 47)

The following templates are implemented/populated in respect of Performance Information Reporting.

- Organisational Scorecard
- Departmental Scorecard
- Quarterly, ½ Yearly and Annual Performance Reports.

Municipal/Organisational Key Performance Indicators are developed in terms of the UThungulu DM's IDP and the municipal/organisational scorecard perspectives, and are also aligned to the KZN COGTA scorecard criteria as reflected in the Annual Performance Report template. The drafting of the OPMS Scorecard per annum is an extensive process undertaken by the Performance Manager and the Planning and Development Department to ensure that alignment is coordinated between the OPMS requirements and level 3 of the IDP Framework Plan for the applicable financial year.

The uThungulu District Municipality assists the MEC of the province by submitting quarterly data collection sheets to KZN CoGTA in compiling the consolidated report on performance for KZN. These reports incorporate the Municipal Turnaround Strategy measurement tool.

The Auditor General has expressed to municipalities the importance of OPMS in the Performance Management System and the reports thereon to ensure a clean audit opinion as of the 2012/2013 financial year. uThungulu District Municipality strives to ensure a clean audit with regards to OPMS.

## **1.2 INDIVIDUAL PERFORMANCE (SECTION 56) MEASUREMENT**

The UThungulu District Municipality Individual Performance Measurement for Section 56 Managers is managed in strict accordance to the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, dated 1 August 2006.

Performance Agreements for Section 56 Managers: Each Section 56 Manager enters into a "Performance Pack" consisting of a Performance Agreement, Performance Plan, Personal Development Plan, Code of Conduct and Financial Declaration by latest 31 July of every year.

### Quarterly Performance Panel Assessments:

The performance of Section 56 Managers is assessed on a quarterly basis. In terms of the Municipal Performance Regulations only the half yearly (2<sup>nd</sup> quarter) and full year (4<sup>th</sup> quarter) assessments must be treated as formal assessments. However, in the case of UThungulu, all 4 quarters are treated as formal, with panel assessments carried out for each quarter. It is only during the final performance assessments, conducted at the end of the financial year on full year performance, that a scoring calculator is applied to the assessment in accordance with the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, (2006) to determine the performance bonus for which a Section 56 Manager qualifies.

### Performance Panels:

Performance panels are duly constituted in accordance to the regulations 27 (1) (d) and (e) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, (2006).

The Performance Panel has been reconstituted in the 20011/12 financial year for a new 5 year term of office.

### Performance Audit Committee:

The Performance Audit Committee has also been reconstituted during the 2010/11 financial year for the new 2 year term of office, strictly in accordance to legislation where the committee consists of two external members with performance management skills, and one internal member. The Performance Audit Committee conducts its business in accordance to a Performance Audit Committee Charter and meets at least four times in a financial year.

### Internal Audit Reporting on Performance Measurement:

Messrs Pricewaterhouse Coopers has successfully been appointed by public tender process for a three year term of office as Internal Auditors to the UThungulu District Municipality and conducts an internal audit review after every quarterly performance assessment, after which the internal audit report with its findings is submitted to the Performance Audit Committee. A report of the Performance Audit Committee then serves at the audit committee NPAC, EXCO and Council.

## 2. OUTCOME 9 OF THE MEDIUM TERM STRATEGIC FRAMEWORK OF GOVERNMENT

The most recent programme that has been developed was the Local Government Turn-Around Strategy (LGTAS) which was approved by Cabinet in December 2009. Subsequent to this approval, an Implementation Plan was developed. The objectives of the LGTAS are to:

- **Restore the confidence** of the majority of our people in our municipalities, as the primary delivery machine of the developmental state at a local level.
- **Re-build and improve the basic requirements** for a functional, accountable, responsive, effective, efficient developmental local government

The Implementation Plan was developed in order to enable the Department of Cooperative Governance (**DCoG**), all spheres of government, and its partners to direct and guide the implementation of the LGTAS. As part of the plan, short to medium term priorities were developed and these are linked to 'outcome nine' derived from the Medium Term Strategic Framework of government. **Outcome 9** is about ensuring the development of '*A Responsive, Accountable, Effective and Efficient Local Government System.*' In turn there are seven high level outputs outlined below, which have to be achieved to give effect to 'outcome nine', which is the basis for the Minister's Performance Agreement:

- Output 1:* Implement a differentiated approach to municipal financing, planning and support
- Output 2:* Improving access to basic services.
- Output 3:* Implementation of the Community Work Programme
- Output 4:* Actions supportive of the human settlement outcome
- Output 5:* Deepen democracy through a refined Ward Committee model
- Output 6:* Administrative and financial capability
- Output 7:* Single window of coordination

Outcome Nine with its 7 outputs will form part of the Monitoring, Reporting and Evaluation Framework of Local Government. The table below illustrates the monitoring and evaluation framework.

	High Level Outcome	High Level Activity	Deliverable/ Output	Responsibility	Target 2011/12	Indicator(s)	Alignment / Comment
1.1	Implement a differentiated approach to municipal financing, planning and support (Output 1 of Minister's PA)	Design simplified IDPs to focus on planning for the delivery of a set of 10 critical municipal services in smaller municipalities	Simplified IDPs developed, adopted and implemented. (LG Ten Point Plan –LG TPP)	<b>Lead: DCoG</b> (Development Planning & Governance and IGR Portfolios)  <b>Support:</b> Municipalities, National and Provincial Sector departments.	Implement the revised IDP Framework Guide in 30% of smaller municipalities;  Support the implementation of a revised, simplified and differentiated IDP process	% of smaller municipalities producing simplified IDPs	The implementation of this indicator is a constant objective and will be taken into consideration during the review process of the 2012/2013 financial year.
1.2		IDPs supported by a simple revenue plan to better manage costs and enhance	Simple Revenue Plans		Support and monitor the implementation of a simple Revenue Plan in 30% of smaller	% of smaller municipalities implementing the simple Revenue Plan	

	High Level Outcome	High Level Activity	Deliverable/ Output	Responsibility	Target 2011/12	Indicator(s)	Alignment / Comment
		management of revenue.			municipalities		
2.1.1	Improving Access to Basic Services. (Output 2 of Minister's PA)	Establish a Bulk Infrastructure Fund to unlock delivery of reticulation services, fund bulk infrastructure, and procure well located land;	Provision of bulk infrastructure in order to improve universal access to basic services by 2014 as follows:  Access to water for all	<b>Lead: DCoG</b> (Infrastructure & Economic Development Portfolio)  <b>Support:</b> National/ Provincial Treasuries, Human Settlements, Provincial	Support and monitor the implementation of infrastructure projects funded through the BIF	Number of infrastructure projects funded through the BIF	This indicator is measured in the OPMS Departmental Scorecard of the Executive Director Corporate Services
2.1.2					Improved quality and quantity of municipal basic services (LG Ten Point Plan (TPP))	Departments of LG, Department of Energy, Environment, Water Affairs, municipalities	% increase in the provision of water

	High Level Outcome	High Level Activity	Deliverable/ Output	Responsibility	Target 2011/12	Indicator(s)	Alignment / Comment
							Services
2.1.3			Access to sanitation for all		% increase in the provision of sanitation	% of households with access to basic level of sanitation	This indicator is measured in the OPMS Departmental Scorecard of the Executive Director Corporate Services
21.4			Access to refuse removal to more than half of the total households		% increase in the provision of refuse removal	% of households with access to basic level of refuse removal	This indicator is measured in the OPMS Departmental Scorecard of the Executive Director Corporate Services

	High Level Outcome	High Level Activity	Deliverable/ Output	Responsibility	Target 2011/12	Indicator(s)	Alignment / Comment
2.1.5			Access to electricity to the majority of households		% Increase in the provision of electricity	% of households with access to electricity	This indicator is measured in the OPMS Departmental Scorecard of the Executive Director Corporate Services
2.1.6			Access to free basic services		% Increase in the provision of Free Basic Services	% of households with access to free basic services	This indicator is measured in the OPMS Departmental Scorecard of the Executive Director Corporate Services
3.1	Implementation of the Community Works	CWP to contribute 286 000 job	Job opportunities created targeting	<b>Lead: DCoG</b> (Governance & Intergovernmental)	143 000 <b>(77 635)</b> work opportunities	Number of job opportunities created	The uThungulu District Municipality



	High Level Outcome	High Level Activity	Deliverable/ Output	Responsibility	Target 2011/12	Indicator(s)	Alignment / Comment
	Programme (CWP) (Output 3 of Minister's PA)  Enhanced municipal contribution to job creation and sustainable livelihoods	opportunities to the creation of 4.5 million EPWP work opportunities by 2014	the poor	ental Coordination)  <b>Support:</b> Dept Economic Development, Nat and Provincial sector departments	es created		y will assist in the achievement of this target though job creation in the district as measured in the OPMS Scorecard
3.2	through Local Economic Development (LG TPP)	Ensure 30% of job opportunities can be associated with functional cooperatives	Cooperatives established through the CWP	<b>Lead: DCoG</b> (Governance & Intergovernmental Coordination)  <b>Support:</b> Municipalities, Provincial Departments of Local Government	10% of all job opportunities of the CWP are associated with functional cooperatives	Number of functional cooperatives established  % of job opportunities created that are associated with functional cooperatives	This indicator is measured in the OPMS Departmental Scorecard of the Executive Director Corporate Services
4.1	Administrative and	Ensure that the	Critical posts filled	<b>Lead:</b> Municipalities	Monitor progress	Market related job	Positions are

	High Level Outcome	High Level Activity	Deliverable/ Output	Responsibility	Target 2011/12	Indicator(s)	Alignment / Comment
	Financial capability (Output 6 of Minister's PA)  A political and administratively stable system in municipalities (LG TPP)	critical posts of Municipal Manager (MM), Town Planner, Chief Financial Officer and Engineer/ Technical Services are filled by competent individuals	by suitably qualified individuals	<b>Support:</b> DCoG (Provincial & Municipal Government Support Portfolio), Provincial DCoG, National and Provincial Treasuries, DBS	with recruitment and retention trends for the six top critical posts;	profiles for the top six critical posts;  Guidelines on Recruitment and Retention for the top six critical posts	currently being filled at the targeted rate of 75% in accordance with the Employment Equity Plan. The retention and recruitment trends of critical positions is a KZN CoGTA determined measurable in the Quarterly Datasheets .
4.2.1	institutional and financial capabilities of municipalities (LG TPP)	Ensure that the Performance Agreement	Performance Agreement of MM that includes	<b>Lead:</b> Municipalities  <b>Support:</b> Provincial	All filled critical posts sign PAs within three	Number of MMs with Pas that reflect national	This indicator will be measured in the

	High Level Outcome	High Level Activity	Deliverable/ Output	Responsibility	Target 2011/12	Indicator(s)	Alignment / Comment	
	Fraud, corruption, nepotism and all forms of maladministration affecting local government uprooted (LG TPP)	of the MM is reflects government national priorities.	national targets for service delivery  All appointed Section 56 managers have signed Performance Agreements  Functional Performance Management System (OPMS)	CoGTA, DCoG, SALGA, DBSA	months after appointment/ new financial year	government priorities  % of critical posts with signed performance agreements	OPMS Departmental Scorecard off the Deputy Municipal Manager.	
4.2.2					Lead: DCoG (Provincial & Municipal Government Support)  Support: Provincial CoGTAs and municipalities	Critical posts filled in 65% of the municipalities	% of top critical posts filled by competent individuals	This indicator will be measured in the OPMS Departmental Scorecard off the Deputy Municipal Manager.
4.2.3						142 of municipalities with adopted	Number of municipalities with a functional	This indicator will be measured

	High Level Outcome	High Level Activity	Deliverable/ Output	Responsibility	Target 2011/12	Indicator(s)	Alignment / Comment
					and implemented OPMS.	OPMS	in the OPMS Departmental Scorecard off the Deputy Municipal Manager.
4.3					Ensure greater transparency and fight corruption in Local Government	Strengthen anti-corruption capacities of municipalities	Lead: DCoG (COO: Flagship Projects, Governance & Intergovernmental Relations, Provincial & Municipal Government Support Portfolios)  Support: Provincial CoGTAs

	High Level Outcome	High Level Activity	Deliverable/ Output	Responsibility	Target 2011/12	Indicator(s)	Alignment / Comment
						taken)	
4.4		Increase in the number of municipalities with unqualified audit reports (Flagship Programme: Operation Clean Audit)	Unqualified audit reports from municipalities	<b>Lead:</b> Municipality <b>Support:</b> DCoG (Chief Operating Officer: Flagship Projects, Governance & Intergovernmental Relations, Provincial & Municipal Government Support Portfolios), Provincial CoGTA	60% of municipalities with unqualified audit opinion;  40 % of municipalities with no disclaimers and adverse opinions	% of municipalities with unqualified audits	This indicator will be measured in the OPMS Scorecard
4.5.1		Improve municipal monthly collection rate on billings/ Reduce	Decrease in municipal debt	<b>Lead: DCoG</b> (Chief Operating Officer: Flagship Projects, Governance	Support municipalities to reduce outstanding debtors	% of municipalities with debtors more than 50% of own	This indicator will be measured in the OPMS Departmental Scorecard off the Chief

	High Level Outcome	High Level Activity	Deliverable/ Output	Responsibility	Target 2011/12	Indicator(s)	Alignment / Comment
		municipal debt by half (LGTAS Priority / Flagship Programme: Revenue Enhancement)		& Intergovernmental Relations, Provincial & Municipal Government Support Portfolios),  <b>Support:</b> Provincial CoGTAs, Provincial Treasuries		revenue	tal Scorecard off the Chief Financial Officer
4.5.2					Reduce debt owed to municipalities by 25%	% debt owed to municipalities	This indicator will be measured in the OPMS Departmental Scorecard off the Chief Financial Officer
4.6		Reduce overspending on operational budgets	Decrease in overspending on operational budgets by municipalities	<b>Lead:</b> Municipality <b>Support:</b> DCoG, Provincial CoGTA, NT	6% of municipalities overspending on operational budgets	% of municipalities that are overspending on OPEX	This indicator will be measured in the OPMS Departmental Scorecard off the Chief

	High Level Outcome	High Level Activity	Deliverable/ Output	Responsibility	Target 2011/12	Indicator(s)	Alignment / Comment
							Financial Officer
4.7		Improve expenditure on capital budgets	Decrease in under spending on capital budgets by municipalities	<b>Lead:</b> Municipality <b>Support:</b> DCoG, Provincial CoGTA, NT	47% of municipalities under spending on capital budgets	% of municipalities under spending on CAPEX	This indicator will be measured in the OPMS Departmental Scorecard off the Chief Financial Officer
4.8		Improve operational repairs and maintenance budgets and expenditure	Improved expenditure on operations and maintenance	<b>Lead:</b> Municipality <b>Support:</b> DCoG, Provincial CoGTA, NT	70% of municipalities spending less than 5% on operations and maintenance	% of municipalities spending less than 5% on repairs and maintenance	This indicator will be measured in the OPMS Departmental Scorecard off the Chief Financial Officer

	High Level Outcome	High Level Activity	Deliverable/ Output	Responsibility	Target 2011/12	Indicator(s)	Alignment / Comment
5.1	Single Window of Coordination (Output 7 of Minister's PA)	Develop a new approach to coordination of all capacity building initiatives	New approach for coordination Capacity Building initiatives at municipal level	<b>Lead:</b> DCoG (Governance & Intergovernmental Relations, Provincial & Municipal Government Support and Policy, Research & KM) <b>Support:</b> National Treasury, National Sector Departments, SALGA, Provincial Departments and all municipalities	Support and monitor implementation of the revised National Capacity Building Framework (NCBF)	% of municipalities with improved capacity (skills base)	This indicator will be measured in the OPMS Departmental Scorecard off the Deputy Municipal Manager
	Single window of coordination for support, monitoring and intervention in municipalities created (LG TPP)						
	Coherent and cohesive system of governance and a more equitable intergovernmental fiscal system (LG TPP)						

### **3 OPMS SCORECARD**

The following is a representation of the OPMS Scorecard to be applied by the uThungulu District Municipality. During 2010/11 it was noted by the uThungulu District Municipality that the IDP for 2009/10 did not include performance targets determined in terms of its performance management system, as required by sections 26(i) and 41 of the MSA and regulation 12 of the Municipal Planning and Performance Management Regulations, 2001, but that such targets were included in the SDBIP's and Performance Plans. Measures have been taken to improve the 2010/11 IDP during the 3<sup>rd</sup> quarter of the 2010/2011 financial year to ensure full compliance with legislation.

The improved OPMS Scorecard 2011/12 with targets is hereby included and satisfies the requirements of Section 26 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000), which requires key performance indicators and performance targets determined in terms of Section 41 of the Act as a core component of the IDP. The OPMS Scorecard is available on the website: [www.uThungulu.org.za](http://www.uThungulu.org.za)

IDP Indicator No.	National KPA	uThungulu Development Strategies	Strategic Objective	Performance Indicator	Unit of Measure	Demand	Baseline 2010/2011		IDP 2011/2011										Responsible Department	Financial Implication			
							Target	Actual	Target	Target Quarter 1	Actual Achievement Quarter 1	Target Quarter 2	Actual Achievement Quarter 2	Half yearly Target	Half yearly Report	Target Quarter 3	Actual Achievement Quarter 3	Target Quarter 4			Actual Achievement Quarter 4	2011/2012 Performance Report	
1.1.1	LOCAL ECONOMIC DEVELOPMENT	STRATEGY ONE: ECONOMICALLY SOUND DISTRICT	Local Economic Development	LED Framework Plan	Date of review				30-Jun-12									30-Jun-12		Deputy Municipal Manager			
1.1.2				LED Capacity, Institutional and Operational Support	Percentage of budgeted amount spent on LED Development Fund				100%	10%		30%		30%		60%		100%			Deputy Municipal Manager		
1.1.2						Percentage of budgeted amount spent on LED Operational Support Programme				100%	10%		30%		30%		60%		100%			Deputy Municipal Manager	
1.1				Local Economic Development of prioritised groups	Jobs created through the municipality's LED initiatives	Number of jobs		193	193													Deputy Municipal Manager	
1.1					Jobs created through the municipality's Capital Projects	Number of jobs		249	249													Technical Services	
1.2.2				Local Tourism Development	Implement LED Framework: Tourism	Percentage of budgeted amount spent on tourism projects				100%	10%		30%		30%		60%		100%			Deputy Municipal Manager	
1.2.4					uThungulu Tourism Development Office	Percentage of budgeted amount spent on tourism initiatives				100%	10%		30%		30%		60%		100%			Deputy Municipal Manager	
1.3.1				Agricultural Development	Agricultural Development Plan	Date of review				30-Jun-12										30-Jun-12		Deputy Municipal Manager	
1.3.2					Implement Agricultural Projects	Number of projects				2										2		Deputy Municipal Manager	
1.4.2				Business and Industrial Development	Implementaion of SMME Plan	Percentage of budgeted amount spent on SMME Support Programme				100%	10%		30%		30%		60%		100%			Deputy Municipal Manager	



3.1.1	SOCIAL DEVELOPMENT SERVICES	STRATEGY THREE: PEOPLE EMPOWERMENT	Municipal Health	Establishment of Environmental Health Section	Number of inspections per district EHP	240	240	280	70	70	140	70	70			Corporate Services	
3.1.3			Implementation of Environmental Health Programmes	Number of consolidated reports	4	4	4	1	1	2	1	1				Corporate Services	
3.3.1			Education, Training and Capacity Building	Crime Prevention Programmes	Percentage of budgeted amount spent			100%	25%	50%	50%	75%	100%			Corporate Services	
3.4.3			Community Service Facilities and Actions	Sport and Recreation Programme	Date of District Elimination Games			15-Dec-11		15-Dec-11						Corporate Services	
3.5.1			Disaster Management	Disaster Management Plan (Review)	Date of review			30-Jun-12						30-Jun-12		Corporate Services	
3.5.2				District Advisory Forum	Number of meetings			4	1	1	2	1	1			Corporate Services	
3.5.4				Disaster Management Call Centre	Percentage of calls responded to			95%	95%	95%	95%	95%	95%	95%		Corporate Services	
3.6.1			Marginalised Groups	Programmes for the Marginalised ( Gender, Youth, Children, Disabled and Senior Citizens)	Number of reports on each programme			4	1	1	2	1	1			Corporate Services	
3.7.1			HIV/AIDS	HIV/AIDS Strategy	Yes/No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Corporate Services
3.7.1				HIV/AIDS Programme	Number of HIV/AIDS interventions			3						3		Corporate Services	
4.2.1	SPATIAL PLANNING AND SPATIAL DEVELOPMENT FRAMEWORKS	STRATEGY FOUR: INTEGRATED ENVIRONMENT	Land Reform	KZ Co-Ordination and Alignment	Date of District Land Summit			30-Jun-12					30-Jun-12		Deputy Municipal Manager		
4.3.1			Housing	KZ Co-Ordination and Alignment	Date of IDP Alignment meeting			30-Jun-12						30-Jun-12		Deputy Municipal Manager	
4.4.2			Environmental Management	Implementation of Integrated Environment Programme	Date of completion of draft of EIA Policies and Procedure Manual			30-Jun-12						30-Jun-12		Deputy Municipal Manager	
4.4.4				Coastal Management Programme (review)	Date of review			30-Jun-12						30-Jun-12		Deputy Municipal Manager	
2.6.1			Municipal Roads and Public Transport Services	Public Transport Plan	Date of review			30-Jun-12						30-Jun-12		Deputy Municipal Manager	
5.1.3	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	STRATEGY FIVE: LEADERSHIP EXCELLENCE	Revenue Enhancement	Cash collected from customers	R value of revenue collected	30916000	2948668	30450000	8526000	7612500	16138500	9135000	5176500		Financial Services		
5.1.3				Amount invoiced/billed to customers	R value of invoices raised	30916000	33604153	30450000	8526000	7612500	16138500	9135000	5176500		Financial Services		
5.1.3				Revenue Enhancement Plan (MSG) Cost recovery strategy	Date of approval			31-Aug-11	31-Aug-11			31-Aug-11				Financial Services	
				Total revenue received from grants and subsidies	R value	128064976	128064976									Financial Services	
5.1.4				Debt service payments	Percentage of total debts			20%	20%	20%	20%	20%	20%	20%		Financial Services	
5.1			Financial management	Debt coverage ratio	(Total operating revenue received - operating grants) / Debt service payments											Financial Services	
5.1				Outstanding service debtors to revenue	Outstanding service debtors / revenue actually received for services											Financial Services	
5.1				Cost coverage ratio	(Available cash at particular time + investments) / Monthly fixed operating expenditure											Financial Services	
5.1.1			Budgeting and reporting	Compilation of Financial Statements	Date submitted to Auditor General			31-Aug-12		31-Aug-12		31-Aug-11				Financial Services	
5.1.2				Budget Cycle	Date of approval of final 2012/2012 Budget			31-May-12				31-May-12				Financial Services	
5.1.7			Implementation of MFMA	Percentage compliance with MFMA requirements	100%	95%	100%							100%		Financial Services	
5.1.8			Credit Rating Report to Council	Date approved			30-Jun-12							30-Jun-12		Financial Services	
5.1.4			Expenditure control	Total operating expenditure	R value	434318024	396585242									All	
5.1.4				Total operating budget	R value	434318024	396585242									All	
5.1.4				Total Salaries and Wages budget (including benefits)	R value	91560931	77089266									Financial Services	
5.1.4	Total of grants and subsidies spent	Percentage spent		100%	96%	100%	25%	50%	50%	75%	100%			All			
5.1.4	Submit Annual SCM report to Council	Date submitted	31-Aug-10	31-Aug-11	31-Aug-11					31-Aug-11				Financial Services			



4.1.1	GOOD GOVERNANCE AND COMMUNITY PARTICIPATION	STRATEGY FIVE: LEADERSHIP EXCELLENCE	Integrated Development Planning	IDP Review	Date of review														31-May-12			Deputy Municipal Manager				
4.1.1				Review of Spatial Development Framework	Date of review																31-May-12			Deputy Municipal Manager		
4.1.4				Planning Implementation (Development Planning: S)	Percentage of business plan year 3 implemented																				Deputy Municipal Manager	
4.1.1			Public Participation	Public Participation Sessions	Number of IDP Roadshows																			Office of the Municipal Manager		
5.4.1			Public Relations and Communication	Public Relations Programme	Number of Ezimtoti newsletter																			Office of the Municipal Manager		
5.4.1					Number of uKhozi Radio broadcasts																				Office of the Municipal Manager	
5.4.4					uThungulu Website Development	Number of evidence reports on regular updates of website																			Office of the Municipal Manager	
4.1.2	Batho Pele Principles	Community Surveys conducted	Number of surveys																			Office of the Municipal Manager				
5.2.1	MUNICIPAL INFRASTRUCTURE AND INSTITUTIONAL DEVELOPMENT	STRATEGY FIVE: LEADERSHIP EXCELLENCE	Management Services	Levels of black staff employed in management	Number of black staff																					
5.2.1				Women employed by the municipality	Number of women																			Corporate Services		
5.2.1				Youth employed by the municipality	Number of youth																				Corporate Services	
5.2.1				Disabled staff employed by the municipality	Number of staff																				Corporate Services	
5.2.1				Annual Approved Workplace Skills Plan	Date of approval																				Corporate Services	
5.2.1					Date submitted to LGSETA																				Corporate Services	
5.2.1				Budget Spent on Workplace Skills Plan	Percentage Spent of Salaries Budget on WSP																				Corporate Services	
5.2.1				Information Technology	Master Systems Plan (ICT Strategy)	Yes/No																			Corporate Services	
5.3.1				Administrative Services	General and Corporate Administration Services	Number of portfolio committee, Exco and Council meetings																			Corporate Services	
5.3.1				Performance Management Programme (Organisational Performance)	Draft OPMS Scorecard submitted to Council	Date approved																			Corporate Services	
5.6.2			Section 72 Mid-year Performance Report			Date submitted																			Deputy Municipal Manager	
5.6.2			Draft Annual Report and Annual Performance Report			Date approved																			Deputy Municipal Manager	
5.6.2			Performance Management Programme (Individual Performance)	SS7 Performance Agreements	Number of agreements																			Deputy Municipal Manager		
5.6.1					2011/2012 Performance Packs	Date signed																			Deputy Municipal Manager	
5.6.1					2010/2011 Performance Assessment Reporting to Performance Audit Committee	Date approved																				Deputy Municipal Manager
5.6.1					2011/2012 Mid-year Performance Evaluation Report to Performance Audit Committee	Date approved																				Deputy Municipal Manager
5.7					Institutional Development	Implement Municipal Turnaround Strategy	Number of progress reports																			Office of the Municipal Manager
5.7.2			King III Risk Management Strategy	Yes/No																				Deputy Municipal Manager		
5.7.4			Finance Audit Committee	Number of meetings																				Financial Services		
5.7.4			Performance Audit Committee	Number of meetings																				Deputy Municipal Manager		
5.7.4			Response to internal audit queries	Number of days to respond																				All		
5.7.4			Internal Audit Reports	Number of internal audit reports																				Office of the Municipal Manager		
5.7.5			Anti Corruption Strategy/Fraud Prevention Strategy	Yes/No																				All		

KEY:  
Priority  
Vuna  
Additional /Departmental

#### 4 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

Section 69(3)(a) of the MFMA requires the accounting officer to submit a draft SDBIP to the mayor no later than 14 days after the approval of the budget and drafts of the performance agreement as required in terms of the Section 56 (1) (b) of the Municipal Systems Act. The mayor must subsequently approve the SDBIP no later than 28 days after the approval of the budget in accordance with section 53(1)(c)(ii) of the MFMA.

The draft SDBIP is attached as an Annexure and the final will be included once approved.

The District Municipality carries out extensive consultation with the community and other stakeholders as part of the process to ensure awareness of, and to encourage input into the Budget and the IDP.

Each department has prepared its own operational plan to give effect to the organizational goals and to meet departmental service delivery and performance targets. These feed into this overall plan, providing the key performance areas against which each senior manager will be held accountable.

The purpose of the SDBIP being to provide a management implementation and monitoring tool that will assist the Mayor, Councillors, Municipal Manager, other Senior Managers, stakeholders and the community in monitoring service delivery. It will ensure that appropriate information is available to monitor:

- ❖ The execution of the budget;
- ❖ The performance of managers; and
- ❖ The performance of the municipality as a whole.

The SDBIP complements and should be read together with multi-year budget and the Integrated Development Plan (IDP). It also takes into account other sector plans such as the Water Services Development Plan (WSDP).

More specifically, the SDBIP provides information, per vote, on the following:

- ❖ Performance Indicator Area
- ❖ IDP Reference Numbers
- ❖ Strategic Objectives
- ❖ Key Performance Indicator (Performance Target Output)
- ❖ Planned Target
- ❖ Performance over the 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> quarters

The Council has agreed to adopt the National Treasury’s suggested format for votes, i.e. at function level, thus providing a more strategic level at which to monitor and report, linking service delivery to the approved budget. The structure is summarized in the following table:

VOTE	DEPARTMENT	SERVICE
	<b><i>Municipal Manager</i></b>	
Executive & Council		Board General Expenses
Executive & Council		Department of the Municipal Manager
Planning & Development		Planning & Development
Planning & Development		Shared Service planning
	<b><i>Community Services</i></b>	
Community Services		Community Services Division
Community Services		Technical facility services
Public Safety		Fire Fighting Services (Shared Services)
Public Safety		Disaster Management
Municipal Health		Municipal Health Services
	<b><i>Corporate Services</i></b>	
Executive & Council		Executive Division – Corporate Services
Executive & Council		Administrative Services Division
Finance & Administration		Management Services/Human Resources
Finance & Administration		Information Technology

Finance & Administration		Auxiliary services Mangosuthu House
Finance & Administration		Property Services – Satellite Offices
	<b>Financial Services</b>	
Finance & Administration		Executive Division – Financial
Finance & Administration		Expenditure
Finance & Administration		Procurement (SCM Unit)
Finance & Administration		Budget
Finance & Administration		Finance Interns ( FMG )
Water		Consumer Billing
	<b>Technical Services</b>	
Water		Executive Division – Technical
Water		Technical Services
Water		Municipal Support Function
Water		Water Services Authority Division
Water		Water Services Provider Division
Water		Water Services Provider – Mthonjaneni
Water		Water Services Provider – Umlalazi
Waste Management		Waste Management
Waste Water Management		Waste Water Management

The SDBIP is therefore a key management, implementation and monitoring tool, which provides operational content to the end-of-year service delivery targets set in the budget and IDP. It determines the performance agreements for the municipal manager and all top managers, whose performance can then be monitored through section 71 monthly reports, and evaluated through the annual report process.

Once completed, the SDBIP will be included in this report.



## 5 ANNUAL REPORT

Every municipality must prepare an annual report for each financial year in accordance with the Municipal Finance Management Act (MFMA) and, during the MFMA transitional period, the Division of Revenue Act and the Municipal Systems Act 2000.

The purpose of the annual report is:

- ❖ to provide a record of the activities of the municipality or entity;
- ❖ to provide a report on performance in service delivery and budget implementation; and
- ❖ to promote accountability to the local community.

The 2010/11 Annual Report has been completed, and is available from the web-site: [www.uThungulu.org.za](http://www.uThungulu.org.za).

## 6 QUALITY OF LIFE SURVEY

The uThungulu Annual Quality of Life Survey is another measure of tracking the IDP process, programmes and projects. The objective of the Quality of Life Survey is to ensure that the IDP programmes and projects have an impact on the living conditions of the people of the district.

The uThungulu District Municipality Quality of Life Survey has been undertaken by the District Municipality in order to gauge the socio-economic standard of life of the people of uThungulu. This will allow the municipality to become aware of the needs of its people and allow the District Municipality to plan for the future development of the area. It will direct the municipality in terms of the pro-active actions that are needed to achieve development. The study examines survey results in each of the local municipalities within its area and within the district itself. The study forms part of the Performance Management System that will ultimately measure the progress of the district authority.

The quality of life of the people and communities is determined by analysing aspects of life in uThungulu such as household socio-economic profiles, and community and household services. The survey indicates which aspects of life that uThungulu residents are dissatisfied with, and this will give the District Municipality direction in formulating programmes and projects on how to improve and fulfil the needs of its

people in terms of the Integrated Development Plan. The aspects that people are satisfied with will be noted to ensure that the municipality improves on the current situation.

The first round of surveys were conducted in March 2003 with the results made public in June 2003. The purpose of the Quality of Life Survey is to provide a benchmark against which the performance of the district and the local municipalities can be measured. A 5% sample size of the UThungulu population was used – this equates to 4600 questionnaires. For this reason, 4004 sample household surveys were conducted between March and April in all six of the local municipalities. All six local municipalities were surveyed in accordance with the socio-economic grouping of the area. The questionnaire for the survey and the logistical arrangements were undertaken with the full cooperation of the respective local municipalities.

The design of the 2002/3 questionnaires was based for the socio-economic needs and profile of the population as well as the perceptions of the population with respect to the various public sector services that are being provided.

Consequently the 2003/4 and 2004/5 surveys had been undertaken with a sample size of 1260 (95% confidence level). The questionnaire had been amended, where appropriate, to ensure that it is in line with the IDP programmes and KPI's. The results of the completed surveys have been benchmarked against the 2001 national Census. The 2004 study interviewed 1208 households. In the census 2001 data sample units are termed 'sub-places'. This 2005 study has followed the 2001 census data, and interviewed a total of 1208 households. The same sample areas as that used in the 2004 survey were visited in this 2005 study. The sample area selection and sample size was sufficient to provide statistically relevant information at local municipal level.

A stratified random sample survey methodology was applied for the project. In order to ensure that the results to the consecutive years' surveys were comparable to the 2003 survey, similar survey sites were visited by fieldworkers.

In general surveys often use the following social indicators in order to measure and monitor quality of life:

- ❖ Employment
- ❖ Housing
- ❖ Health



- ❖ Education level
- ❖ Recreation
- ❖ Service provision
- ❖ Natural environment
- ❖ Political participation

The uThungulu quality of life survey also looks at these indicators, and others. More specifically:

- ❖ Income (household, assistance, affordability, savings)
- ❖ Housing (type, satisfaction, improvements)
- ❖ Service provision (access and satisfaction levels of: water supply, toilet, electricity, waste removal)
- ❖ Education
- ❖ Employment (type, satisfaction of)
- ❖ Crime (perception of, whether victim, safety)
- ❖ HIV/AIDS (opinion of health authorities efforts, suggested solutions)
- ❖ Community (amenities, improvements?, sense of belonging, transport)
- ❖ Perceptions of life (reasons, spare time activities, improvements?)
- ❖ Perceptions of uThungulu

The last uThungulu quality of life survey was conducted in 2009 with the Report finalised in June 2010.

## **7 SUMMARY OF MILESTONES ACHIEVED IN TERMS OF GOOD GOVERNANCE**

### Organisational and Section 56 Individual Performance Management:

- Organisational Performance management System implemented
- Annual Report for 2010/11 published
- Annual Performance Report as part of Annual Report for 2010/11 published
- Individual Performance Management System maintained for Section 56 Performance Measurement
- Section 56 "Performance Packs" consisting of the Performance Agreement; Performance Plan; Personal Development Plan; Code of Conduct and Financial Declaration

- Section 56 Performance Assessment Panel constituted and panel assessments carried out quarterly
- Performance Audit Committee reconstituted for 2 year term of office

District Bid Adjudication:

- District Bid Adjudication Committee maintained and all tenders awarded for the district
- Regular reporting on all tenders awarded to EXCO and Council

Risk Management:

- Enterprise Risk Register Maintenance and quarterly update
- Risk Management Plan reviewed
- Fraud Prevention Strategy in the Risk Management Plan reviewed and incorporated
- Fraud Risk Register maintained and quarterly updated
- Fraud Prevention Steering Committee constituted
- King 111 Compliance Gap Analysis undertaken

## J. ANNEXURES & APPENDICIES

	<b><u>ANNEXURES</u></b>
<b>A</b>	Spatial Development Framework
<b>B</b>	Disaster Management Plan
<b>C</b>	SDBIP
<b>D</b>	Socio-Economic Development Profile
<b>E</b>	Municipal Turn Around Strategy (MTAS)
<b>F</b>	Extract from CIP
<b>G</b>	Roadshow Report
<b>H</b>	District Service Delivery Plan
	<b><u>APPENDICIES</u></b>
<b>1</b>	IDP Process Plan/ IDP Framework Plan
<b>2</b>	Coastal Management Programme
<b>3</b>	Integrated Waste Management Plan
<b>4</b>	Water Sector IDP Report
<b>5</b>	Public Transport Plan Review
<b>6</b>	Energy Master Plan
<b>7</b>	Local Economic Development Plan
<b>8</b>	Community Facilities Plan
<b>9</b>	Quality of Life Survey 2009
<b>10</b>	Growth and Development Summit Report 2012
<b>11</b>	SMME Strategy
<b>12</b>	Tourism Master Plan
<b>13</b>	Integrated Environmental Programme
<b>14</b>	Reviewed Agricultural Development Plan

**ALSO PROVIDED:** ANNUAL REPORT 2010/2011