



**UTHUNGULU**



# UTHUNGULU DISTRICT MUNICIPALITY

## INTEGRATED DEVELOPMENT PLAN 2012/13 – 2016/17

**1<sup>st</sup> REVIEW 2013/14**

**JUNE 2013**

Contact Details:

Private Bag X1025, Richards Bay, 3900

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

Tel: 035-7992578

Fax: 035-7898176

Email: [smith@uThungulu.co.za](mailto:smith@uThungulu.co.za)

Website: [www.uThungulu.org.za](http://www.uThungulu.org.za)

# INDEX

<b>SECTION A</b>	<b>EXECUTIVE SUMMARY</b>	<b>9</b>
<b>Section B.1</b>	<b>Planning and Development Principles</b>	<b>25</b>
<b>Section B.2</b>	<b>Government Priorities &amp; Application Thereof</b>	<b>27</b>
1	Millennium Development Goals	27
2	National Plan Priorities	27
3	12 National Outcomes	28
4	5 National Priorities	32
5	State Of The Nation Address	32
6	State Of The Province (KZN) Address	32
<b>SECTION C</b>	<b>SITUATIONAL ANALYSIS</b>	<b>35</b>
<b>Section C.1</b>	<b>Spatial Analysis</b>	<b>37</b>
1.1	Regional Context	40
1.2	Administrative Entities	42
1.3	Structuring Elements	45
1.4	Existing Nodes and Corridors	45
1.5	Land Cover & Broad Land Use	51
1.6	Land Ownership	53
1.7	Land Reform	55
1.8	Land Capability	58
1.9	Environmental Analysis	60
1.9.1	Environmental Principles	60
1.9.2	Environmental Vision	60
1.9.3	Biodiversity (Including Protected Areas)	51
1.9.4	Coastal Management (where Applicable)	53
1.9.5	Topography	66
1.9.6	Strategic Environmental Assessment (SEA)	70
1.9.7	Climate Change	72
1.10	Spatial and Environmental: SWOT Analysis	77
1.11	Disaster Management	79
1.11.1	Vision & Mission: Disaster Risk Management	79
1.11.2	Municipal Institutional Capacity	80
1.11.3	Risk Assessment	82
1.11.4	Risk Reduction & Prevention	86
1.11.5	Response & Recovery	91
1.11.6	Training & Awareness	92
1.11.7	Funding Arrangements	93
1.11.8	Disaster Management: SWOT Analysis	94
<b>Section C.2</b>	<b>Demographic Analysis</b>	<b>95</b>
2	Demographic Characteristics	95
2.1	Population Size	95
2.1.1	Total Population	95
2.1.2	Population Growth	95
2.1.3	Population Distribution	96
2.1.4	Households	96
2.1.4.1	Number of Households	96
2.1.4.2	Average Household size	99
2.1.4.3	Pensioner Headed Households	100
2.1.4.4	Child Headed Households	101
2.1.5	Gender ratio	101

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

2.1.5.1	Gender Ratio	101
2.1.5.2	Gender Composition of Uthungulu's DM Population	102
2.1.6	Age Distribution	104
2.2	Education	104
2.3	Health	105
2.4	HIV	105
<b>Section C.3</b>	<b>Municipal Transformation &amp; Organisational Development Analysis</b>	<b>108</b>
3.1	Institutional Arrangements	108
3.1.1	Powers & Functions	109
3.1.2	Organisational Indicators	109
3.1.3	Organisational Structure	110
3.1.4	Municipal Institutional Capacity & Status of Critical Posts	134
3.1.5	Human Resource Development	134
3.2	Human Resource Administration	134
3.2.1	Human Resource Policies and Legislation	134
3.3	Political Committees	135
3.4	Municipal Transformation & Organisational Development: Swot Analysis	135
<b>Section C.4</b>	<b>Service Delivery &amp; Infrastructure Analysis</b>	<b>136</b>
4.1	Water & Sanitation	136
4.2	Solid Waste Management	146
4.3	Cemeteries	146
4.4	Transportation Infrastructure	147
4.5	Electricity / Energy	149
4.6	Community Facilities	155
4.7	Human Settlements	158
4.7.1	Determining the Housing Demand	158
4.7.2	Departmental Housing Projects	159
4.8	Telecommunications	160
<b>Section C.5</b>	<b>Local Economic &amp; Social Development Analysis</b>	<b>160</b>
5.1	Local Economic Development Analysis	160
5.1.1	Main Economic Contributors	160
5.1.2	Employment And Income Levels	161
5.1.3	SMME'S	168
5.1.4	Agriculture	170
5.1.5	Tourism	173
5.1.6	Manufacturing (Industrial)	181
5.1.7	Retail And Services	182
5.1.8	Mining	182
5.1.9	Construction	182
5.1.10	Transportation	182
5.1.11	Local Economic Development Initiatives	194
5.2	Social Development Analysis	188
5.2.1	Education	189
5.2.2	Health	193
5.2.2.1	Impact of HIV/Aids STI's and Tuberculosis	193
5.2.3	Safety and Security	200
5.3	Nation Building and Social Cohesion	200
5.3.1	Sport	200
5.3.2	Programmes for the Marginalised	200
5.4	Community Development with Particular focus on vulnerable groups	200
5.5	Youth Development	201
5.6	Development of people with disabilities	201
5.7	Development of Women	201
5.8	Early Childhood Development	202

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

5.9	Social Development: SWOT Analysis	202
<b>Section C.6</b>	<b>Municipal Financial Viability &amp; Management Analysis</b>	<b>204</b>
6.1	Financial Viability & Management Analysis	204
6.1.1	Main source of Revenue	204
6.1.2	Indigent Support (Including Free Basic Services)	204
6.1.3	Grants & Subsidies	206
6.1.4	Municipality's Credit Rating	207
6.1.5	Employee Related Costs (Including Councillor Allowances)	208
6.1.6	Supply Chain Management (SCM)	208
6.1.7	Audit Committee	209
6.1.8	Departmental Policies	209
6.2	Auditor General Report 2011/12	210
6.3	Financial Viability & Management Analysis	211
6.3.1	Capability of the Municipality to execute capital Projects	211
6.3.1.1	Capital Budget Analysis	211
6.3.1.2	Operational Budget Analysis	212
6.3.1.3	Operational Expenditure	212
6.3.2	Revenue Enhancement and Protection Strategies	213
6.3.3	Municipal Consumer Debt Position	215
6.3.4	Municipal infrastructure assets & Maintenance (Q&M)	215
6.3.5	Current & Planned Borrowings	217
6.4	Financial Viability & Management: SWOT Analysis	218
<b>Section C.7</b>	<b>Good Governance &amp; Public Participation Analysis</b>	<b>222</b>
7.1	Good Governance Analysis	222
7.2	National And Provincial Programmes Rolled-Out At Municipal Level	223
7.2.1	Department of Rural Development and Land Reform	223
7.2.1.1	Rural Infrastructure Development Programs	223
7.2.1.2	Spatial Planning and Information Programs	223
7.2.1.3	Rural Enterprise and Industries Development	224
7.2.1.4	National Rural Youth Centre CORPS 3	225
7.2.2	Department of Home Affairs	225
7.2.2.1	Departmental Footprint	225
7.2.2.2	Flagship Programmes	225
7.2.3	Department of Arts and Culture	226
7.2.3.1	Overview	226
7.2.3.2	Strategic Goals	226
7.2.4	Department of Agriculture and Environmental Affairs	229
7.2.4.1	Background	229
7.2.4.2	Environmental Awareness/Education (Public Participation)	229
7.2.5	Department of Health	231
7.2.5.1	District Focus	231
7.3	IGR	231
7.4	Sukuma Sakhe	232
7.5	Status of Municipal Policies	232
7.6	Municipal Risk Management	234
7.6.1	Fraud Risk	234
7.6.2	IT Risk	234
7.6.3	Inherent Risk	235
7.7	Good Governance & Public Participation: SWOT Analysis	235
<b>Section C.8</b>	<b>Combined Swot Analysis</b>	<b>237</b>
<b>Section C.9</b>	<b>Key Challenges</b>	<b>247</b>
9.1	Key Challenges Faced by Local Municipalities within UThungulu DM	247
9.1.1	Mfolozi LM	247

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

9.1.2	uMhlathuze LM	248
9.1.3	Ntambanana LM	249
9.1.4	Umlalazi LM	249
9.1.5	Mthonjaneni LM	250
9.1.6	Nkandla LM	251
9.2	Key Challenges Faced By UThungulu DM	252
<b>SECTION D</b>	<b>VISION, MISSION AND CORE VALUES &amp; GOALS AND OBJECTIVES</b>	<b>253</b>
1	Vision	253
2	Mission	253
3	Core Values	253
4	Goals And Objectives (And Linkage To KZN PGDS Goals)	254
<b>Section E.1</b>	<b>STRATEGIC MAPPING</b>	<b>261</b>
<b>Section E.2</b>	<b>IMPLEMENTATION PLAN</b>	<b>264</b>
<b>Section F</b>	<b>FINANCIAL PLAN</b>	<b>275</b>
1	MUNICIPAL FINANCIAL PLANNING	275
2	EXTRACTS FROM THE MAYOR'S REPORT ON THE PROPOSED BUDGET FOR 2012/2013	280
3	BUDGET SUMMARY	284
4	UDM 2013/2014 BUDGET	284
4.1	Capital Budget	284
4.2	Operational Budget	287
4.3	MIG	292
4.4	DWA	293
4.5	MWIG	295
4.6	Coastal Management Plan	296
<b>Section G</b>	<b>ANNUAL OPERATIONAL PLAN (Draft SDBIP)</b>	<b>297</b>
1	SDBIP	297
2	Quarterly Projections of Service Delivery Targets and Performance Indicators	325
<b>Section H</b>	<b>ORGANISATIONAL &amp; INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM</b>	<b>348</b>
1	Legislative Requirements	348
2	uThungulu Performance Management	349
3	Organisational Performance Management Process	349
4	Performance Audit Committee	352
6	Organisational Performance Scorecard 2013/2014	354
<b>Section I</b>	<b>STATUS OF ALL APPLICABLE SECTOR PLANS</b>	<b>359</b>
<b>MAPS</b>		
Map 1	Locality	9
Map 2	uThungulu SDF	39
Map 3	Administrative Areas	44
Map 4	Priority Intervention Areas	46
Map 5	KwaZulu Natal Spatial Development	46
Map 6	Corridors	50
Map 7	Broad Land Use	52
Map 8	Land Ownership	54
Map 9	Land Claims	57
Map 10	Land Capacity	59
Map 11	Topography DEM	67
Map 12	Slope Analysis	68
Map 13	Precipitation per catchment zone	69
Map 14	Environmental Resources	75
Map 15	uThungulu Environmental Map	76
Map 16	Demographics	97
Map 17	Population Density	98

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

Map 18	Population Density (Gender)	103
Map 19	Water	138
Map 20	Sanitation	139
Map 21	Sanitation Services	140
Map 22	Water Infrastructure	141
Map 23	Transport Infrastructure	148
Map 24	Electricity Infrastructure	151
Map 25	Eskom Infrastructure Planned Projects	152
Map 26	Electricity Services	153
Map 27	Community Facilities	157
Map 28	Household Income	165
Map 29	Population Density VS Poverty	166
Map 30	Unemployment	167
Map 31	Agricultural Potential VS Poverty	172
Map 32	Tourism	180
Map 33	Mining and Railways	183
Map 34	No Schooling	191
Map 35	Educational Facilities	192
Map 36	Health	198
Map 37	Protection Services	199
Map 38	Provincial SDF	261
Map 39	Unemployment	261
Map 40	Population VS Poverty	262
Map 41	Sanitation	262
Map 42	Water	263
<b>TABLES</b>		
Table 1	Municipality Demographics	10
Table 2	District Overview	10
Table 3	Main Economic Contributors	14
Table 4	Annual Household income	15
Table 5	Processes Followed	16
Table 6	Municipal Strategies and Long-Term Objectives	25
Table 7	The United Nations Millennium Development Goals (to meet set targets by 2015):	27
Table 8	National Plan Priorities	27
Table 9	12 National Outcomes	28
Table 10	5 National and 6 Provincial Priorities	32
Table 11	State of the Province - KZN focus Areas	33
Table 12	uThungulu Municipalities	41
Table 13	Broad Intended Function of the Respective PGDS Nodes	48
Table 14	Land Reform Projects	55
Table 15	Redistribution	55
Table 16	Recapitalisation	55
Table 17	Strategies and Projects	65
Table 18	Prioritized Risk per Municipality	85
Table 19	Logical Framework for Disaster Risk Reduction Recommendations	86
Table 20	Funding Arrangements for Disaster Risk Management	93
Table 21	Change in Population Numbers	95
Table 22	Average households size by municipality - 1996, 2001 and 2011	96
Table 23	Pensioner Headed Households	100
Table 24	Male: Female Ratio	101
Table 25	KZN Mortality Indicators	106
Table 26	HIV/Aids Related Statistics For KZN	106

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

Table 27	Infection Numbers for the District and its Local Municipalities from 1996 - 2008.	107
Table 28	Institutional Arrangements	108
Table 29	uThungulu Powers and Functions	109
Table 30	uThungulu Institutional Analysis	110
Table 31	Uthungulu District Municipality Organogram	131
Table 32	Staff Complement	132
Table 33	Access to Water Sources	136
Table 34	Survey of Rivers within the District	142
Table 35	Water Catchments	145
Table 36	Water Supply Backlog in Uthungulu District	145
Table 37	Sanitation Backlogs in Uthungulu District	146
Table 38	Eskom - Constraints	154
Table 39	Eskom Infrastructure Planned Projects List	155
Table 40	Funding Required for Upgrading of Community Facilities	156
Table 41	Community Facilities per LM	156
Table 42	Type of Main dwelling	158
Table 43	Municipal Housing Sector Plans Statuses	158
Table 44	Telecommunications	160
Table 45	Sectoral Contributions to Economy	161
Table 46	Dependents per Person Employed	162
Table 47	Income Levels	163
Table 48	How People Make a Living	164
Table 49	Tourism Product and Infrastructure Strategies	174
Table 50	Rural & Urban Projects	188
Table 51	Education Facilities per LM	190
Table 52	Health facilities per municipality.	197
Table 53	Protection Services	200
Table 54	Grants & Subsidies	206
Table 55	Credit Rating	207
Table 56	Employee Related Cost	208
Table 57	Finance Department Policies	210
Table 58	Capital Expenditure by Standards Classification	211
Table 59	Budgeted Financial performance	212
Table 60	Operating Expenditure	213
Table 61	Municipal Assets (Including Debts)	214
Table 62	Repairs and Maintenance expenditure by asset class	216
Table 63	Current & Planned Borrowings	220
Table 64	Infrastructure Development Programs	223
Table 65	SPI Programmes	223
Table 66	SPI Projects	224
Table 67	REID Programmes	224
Table 68	REID Projects	224
Table 69	NARYSEC Programmes	225
Table 70	Departmental Mandate	226
Table 71	Environmental projects DEA-DC 28 2011/2014	230
Table 72	Environmental IASP Projects – DAEA DC 28 2013/2014	230
Table 73	Goals and Objectives	254
Table 74	Reviewed Action Plan for each MTAS Priority	256
Table 75	Budget Summary	264
Table 76	Implementation Plan	265
Table 77	2007/08 Prioritisation Results	277
Table 78	Multi Year Budget	282
Table 79	Breakdown of Internally Generated Funds	282
Table 80	Total Operational Expenditure	282

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

Table 81	Capital Expenditure	283
Table 82	Highlights	283
Table 83	Summary 2012/13 to 2014/15 Multi-Year Budget	284
Table 84	Capital Budget	285
Table 85	Operational Budget	287
Table 86	MIG Projects	292
Table 87	DWA Allocation	293
Table 88	DWA KZN 2013 Priority DMs R6	293
Table 89	MWIG Allocation	295
Table 90	Coastal Management Projects	296
Table 91	Quarterly Projections of Service Delivery Targets and Performance Indicators	325
Table 92	Organisational Performance Scorecard	354
Table 93	Strategy Involvement Status	359
<b>GRAPHS</b>		
Graph 1	Municipal Institutional Capacity	80
Graph 2	Risk Assessment	82
Graph 3	Disaster Risks	84
Graph 4	Distribution of population by population group - 1996, 2001 and 2011	86
Graph 5	Average household size by municipality - 1996, 2001 and 2011	99
Graph 6	Distribution of households by Tenure Status 1996-2011	99
Graph 7	Pensioner Headed Households	100
Graph 8	Child Headed Households	101
Graph 9	Gender Ratio	101
Graph 10	Distribution of population by age and sex, Uthungulu District - 1996, 2001 and 2011	102
Graph 11	Distribution of the population by functional age groups - 1996, 2001 and 2011	104
Graph 12	Distribution of the population aged 20 years and older by highest level of education attained - 1996, 2001 and 2011	104
Graph 13	Distribution of the population aged 5–24 years by school - 1996, 2001 and 2011	105
Graph 14	Incidence of HIV/Aids In uThungulu	107
Graph 15	Access to Sanitation	134
Graph 16	Access to Water	137
Graph 17	Survey of Access to Sanitation	142
Graph 18	Relation between Distance to a Public Road and Involvement in Informal Activity	147
Graph 19	Distribution of households using electricity for heating, cooking and lighting - 1996, 2001 and 2011	150
Graph 20	Households Earning Less than R1600 per Month	162
Graph 21	Unemployment Percentage	163
Graph 22	Unemployment Levels	164
Graph 23	Performance Management Framework Diagram	351
		360
<b>ANNEXURES</b>		
Annexure 1	Spatial Development Framework (included Land Uses Management Guidelines)	
Annexure 2	Disaster Management Plan	
Annexure 3	AG Comments on latest Audited Financial Statements and Responses & Actions Thereto	
Annexure 4	IDP Alignment Framework	
Annexure 5	Service Commitment Charter	
Annexure 6	Risk Management Strategy	



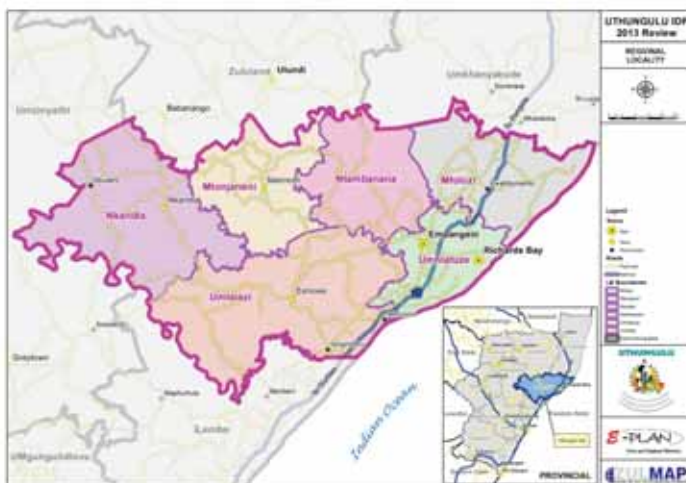
# SECTION A: EXECUTIVE SUMMARY

## A.1 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 Gingindlovu 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.

**Map 1: Locality**



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

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

**Table 1: Municipality Demographics**

Municipality	Spatial Size	Demographic size	Number of wards
Mfolozi (KZ 281)	1208 km <sup>2</sup>	122,889	15
uMhlathuze (KZ 282)	795 km <sup>2</sup>	334,459	30
Ntambanana (KZ 283)	1083 km <sup>2</sup>	74,336	8
uMlalazi (KZ 284)	2214 km <sup>2</sup>	213,601	26
Mthonjaneni (KZ 285)	1086 km <sup>2</sup>	47,818	6
Nkandla (KZ 286)	1827 km <sup>2</sup>	114,416	14
<b>uThungulu (DC 28)</b>	<b>8213 km<sup>2</sup></b>	<b>907,519</b>	<b>99</b>

Source: Census 2011

**Table 2: District Overview**

Indicator	uThungulu Municipality
Area	8 213 km <sup>2</sup>
Population	907 519
Households	202 976
Number of settlements	1 318 (WSDP 2007)
Urban areas	2 major, 3 minor, 4 rural centres
% rural population	80% (162 381 households)
% urban population	20% (40 595 households)
Gender breakdown	Males 47.1 % Females 52.9 %
Age breakdown	0 – 14 34.8 % 15 – 64 60.7 % 65 + 4.5 %
Life expectancy	2006 43.1 years (IDP 2012) 2011 57.1 years (Census 2011)

**Tribal Authorities:**

- Mhlana T.A.
- Obuka T.A.
- Yanguye T.A.
- Zondi T.A.
- Cwezi T.A.
- Cunu T.A.
- Sokulu T.A.
- Khabela T.A.
- Mambuka T.A.
- Ekukhanyeni T.A.
- Obizo T.A.
- Mahlayizeni T.A
- Amaputu T.A
- Ntembeni T.A.
- Xulu T.A.
- Mbonambi T.A.
- Mpungose T.A
- Khoza T.A
- Ngono T.A.
- Izigqoza T.A.
- Somopo T.A.
- Mangidini T.A.
- Ntuli T.A.
- Ndhlayangubo  
Biyela T.A
- Bhekishowe Zulu  
T.A.
- Cube T.A.
- Mzimela T.A
- Madlebe T. A.

## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

- Magwaza T.A.
- Mvuzane Biyela T.A
- Izindlozi T.A.
- Mpungose T.A.
- Nxamalala T.A
- Dube T.A
- Kolweni T.A
- Ntuli T.A.
- Mkhwanazi T.A.
- Mondli T.A.
- Nzuzza T.A.
- Zulu T.A.
- Shange T.A
- Mombeni Biyela T.A
- Bangindoda Zulu T.A.

The uThungulu area 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 53% 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: Mfolozi, 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 deep-water 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

## **UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

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 Economic Development initiatives have also led to job creation and entrepreneurship opportunities for our people, while partnerships with the Zululand Chamber of Business in the Asisebenze project have opened up business training and mentoring opportunities for prospective entrepreneurs.

uThungulu District Municipality's strongest asset is its employees, who are committed to a common cause: delivery of services. With a dedicated and motivated team of officials who identify with the needs of the community, they are able to pinpoint the priority issues and ensure that these are the initiatives that take precedence when our budget is formulated.

It is believed that infrastructure precedes development, which is why over 70% of the budget is spent on capital infrastructure, with the aim of meeting the water and sanitation targets. Prudent fiscal policies are another indication of the ability to manage funds in a manner that is transparent, ethical and most-importantly, economically sound.

The council's highest priorities are aimed at eradicating rural backlogs for water supply and sanitation services, as measured against RDP standards. The following has been achieved in the uThungulu District with regard to water and sanitation backlogs:

#### **UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

- Water backlog – from 81% in 2001/02 to 37% in 2011/12
- Sanitation backlog – from 80% in 2001/02 to 44% in 2011/12

The District Municipality's progress in implementing the IDP is measured through various means, such as the Performance Management System, Service Delivery and Budget Implementation Plan, Annual Report and the Quality of Life Survey.

The purpose of the district annual report is to provide a record of the activities of the municipality or entity; a report on performance in service delivery and budget implementation; and to promote accountability to the local community.

The level of fulfilment and satisfaction of the people of the uThungulu district is measured by the uThungulu District Municipality through a Quality of Life Survey. The survey aims to determine the standard of living, levels of education and income as well as social activities that characterize the people of uThungulu. In this way the district is able to measure the effect of its service delivery programmes as well as understand the bread-and-butter issues of its citizens

Table 3: Main Economic Contributors

1996	Agriculture	Mining	Manufacturing	Electricity	Construction	Trade	Transport	Finance	Community Service
National Total	4.2%	6.9%	20.2%	3.3%	3.1%	14.1%	9.2%	16.6%	22.5%
KwaZulu-Natal	6.5%	1.9%	25.6%	3.4%	3.2%	13.3%	12.6%	13.6%	13.9%
Uthungulu District	7.7%	7.4%	42.3%	1.6%	2.6%	6.7%	10.7%	6.9%	14.0%
Mbonambi	5.8%	11.9%	41.4%	1.4%	2.8%	7.3%	12.8%	6.2%	10.4%
uMhathuze	4.3%	6.0%	46.6%	1.1%	2.5%	6.2%	11.5%	8.3%	12.9%
Ntambanana	10.0%	10.8%	39.3%	1.4%	2.8%	7.1%	11.9%	5.9%	10.8%
uMlazi	13.7%	1.8%	40.5%	3.2%	2.0%	6.2%	5.2%	6.2%	21.3%
Mthunjaneni	39.1%	0.0%	16.0%	2.0%	3.0%	7.2%	7.8%	5.5%	13.1%
Nkandla	14.1%	0.0%	2.5%	1.2%	2.5%	10.6%	6.4%	0.7%	61.9%
2008	Agriculture	Mining	Manufacturing	Electricity	Construction	Trade	Transport	Finance	Community Service
National Total	3.5%	9.5%	18.8%	2.3%	3.1%	12.7%	8.1%	21.7%	20.5%
KwaZulu-Natal	5.1%	2.1%	25.0%	2.4%	2.7%	13.3%	11.0%	18.9%	13.4%
Uthungulu District	5.3%	15.2%	40.9%	0.9%	2.1%	6.5%	8.5%	8.7%	11.9%
Mbonambi	3.5%	21.7%	38.8%	0.7%	2.2%	7.1%	8.4%	7.2%	3.1%
uMhathuze	3.2%	11.6%	45.9%	0.6%	2.2%	6.3%	9.2%	10.7%	10.4%
Ntambanana	6.3%	20.9%	37.8%	0.8%	2.2%	7.0%	8.0%	7.2%	3.9%
uMlazi	13.8%	6.3%	33.7%	2.4%	1.6%	5.4%	3.9%	7.5%	23.4%
Mthunjaneni	33.5%	0.0%	14.0%	2.0%	2.9%	8.5%	7.2%	10.9%	21.9%
Nkandla	14.5%	0.1%	1.1%	0.5%	1.1%	6.2%	2.5%	0.8%	73.1%

Source: Global Insight (2008)

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

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

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 4: Annual Household income**

<b>Income</b>	<b>Population</b>	<b>%</b>
No income	27843	14%
R 1 - R 4800	9931	4.9 %
R 4801 - R 9600	18155	9%
R 9601 - R 19 600	41622	20.5%
R 19 601 - R 38 200	42254	20.8%
R 38 201 - R 76 400	23218	11.4%
R 76 401 - R 153 800	15971	7.8
R 153 801 - R 307 600	12316	6%
R 307 601 - R 614 400	8320	4%
R 614 001 - R 1 228 800	2332	1.1%
R 1 228 801 - R 2 457 600	594	0.3%
R 2 457 601 or more	415	0.2%
<b>Total</b>	<b>202972</b>	<b>100%</b>

Source: Census 2011

The above table indicates that 80.6% of the municipality's population have an income of less than R76 400p.a. or R6366.66 monthly. It is notable that 41.3% of the population falls in the income bracket of R9 601 – R38 200p.a. or R800 – R3 183.33 monthly. This fact need to be taken into consideration when the municipality determine its tariff structures for service provisions.

## A.2: How was the IDP Developed?

The IDP was developed according to COGTA's guidelines and in terms of the adopted Framework and Process Plans. The following table indicates the process which was followed:

**Table 5: Processes Followed**

<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	

### Important Dates during the Process:

The District Budget and IDP Roadshows took place as follows:

1. Mfolozi Municipality: 11 April 2013 at Zonza Hall
2. uMhlathuze Municipality: 11 April 2013 at Richards Bay Civic Centre



3. Ntambanana Municipality: 23 April 2013 at Buchanana Indoor Sports Centre
4. Umlalazi Municipality: 25 April 2013 at Ward 4, Maphalala
5. Amakhosi Roadshow: 26 April 2013 at uMhlathuze Civic Centre
6. Mthonjaneni Municipality: 30 April 2013 285 - Ndundulu Hall
7. Nkandla Municipality: 7 May 2013 286 - Nkandla: Ward 12, Pholela

### A.3: Key Challenges

---

What are the Key Challenges (those strengths that we could build on; those weaknesses we need to address, the opportunities we should unlock and the threats that we need to take cognizance of in our planning and development) we face?

- Ensure Water & Sanitation tariffs are cost reflective
- Ensuring that drinking water and waste water management meets the required quality standards at all times;
- Protecting the poor;
- Supporting meaningful local economic development (LED) initiatives that foster micro and small business opportunities and job creation;
- Securing the health of our asset base (especially the municipality's revenue generating assets) by increasing spending on repairs and maintenance; and
- Ensuring borrowed funds are invested in revenue generating assets as part of the Capital programme.
- We have to ensure that our capital budget reflects consistent efforts to address the backlogs in basic services and the renewal of the infrastructure of existing network services.
- Maintain functionality of Council structures
- Ensure MTAS is complied with
- Maintenance of EDMS system thereby ensuring accurate record keeping.
- On-going support to the LED sub-forums to continue functioning.
- Ensure continued compliance with legal financial requirements.
- To further diversify the district's economy.
- On-going support of tourism initiatives.
- Improve rural road network to ensure improve linkages between settlements, rural nodes and municipal centres

- Ensure indigent policy remains updated and relevant.
- Ensuring ongoing monitoring of water balance in rural areas.
- Commit and implement approved MIG business plans for roll-out of water and sanitation services in the district.
- Ensure disaster management forums remain functional
- Ensure alignment and coordination between DM and LM's

## A.4: Long Term Vision

---

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:

### 4.1 Vision

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

### 4.2 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

### 4.3 Core Values

- Integrity
- Transparency
- Commitment
- Co-operation
- Innovation
- Accountability

## A5. How to address the Key Challenges

---

At National level, 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:

### 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:

- A sound and updated statistical based service delivery plan
- MDG's/Targets for municipal services (e.g. water, sanitation, electricity, refuse removal, transportation);
- Free Basic Services and Indigent Register;
- Operations & Maintenance;
- Capacity to implement an Integrated Capital Infrastructure Plan.

### Local Economic Development

This includes 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., and 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;
- Vision 2030 and second economy investment;
- Skills development;
- LED institutional capacity;
- Social partners.

### **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 Report and Annual Performance Report submitted

### **Municipal Transportation and Organisational Development**

It relates to 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 reporting and 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;
- Capacity assessment to implement IDP;
- Various policies;
- Organisational PMS

### **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;

## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

- 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 KPA's have a spatial implication:

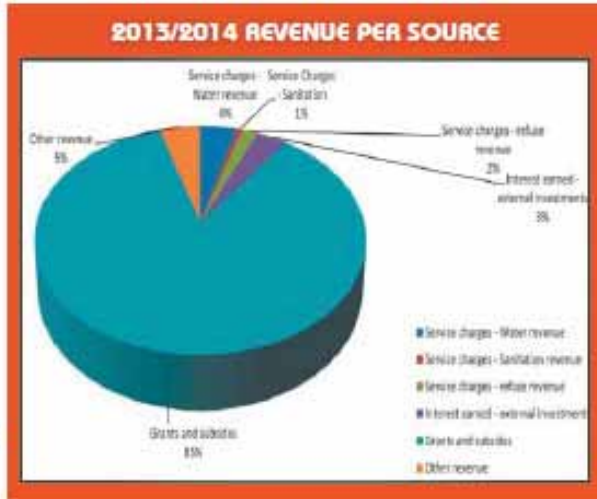
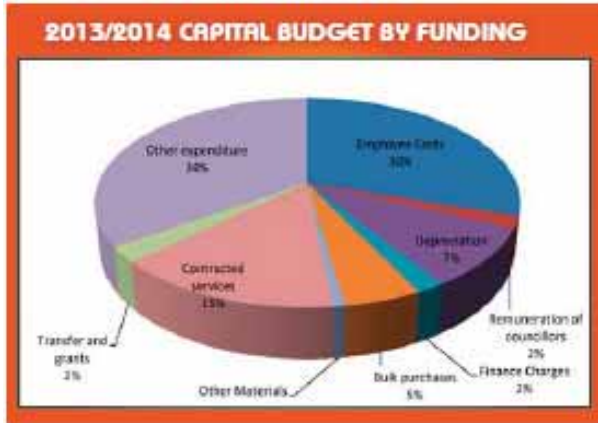
### **Spatial Planning and Spatial Development Frameworks**

This KPA relates to the following:

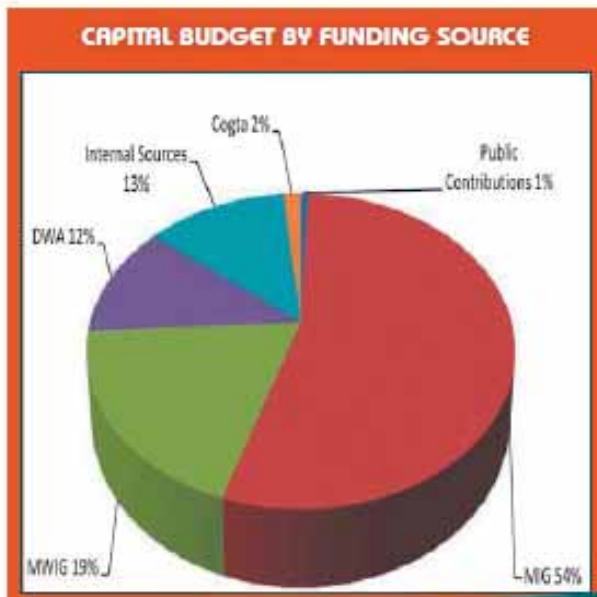
- Analysis shared by National, Provincial and DM/LM policies;
- Alignment with NDSP and PGDS profile;
- Spatial analysis translated into SDF;
- SDF includes LUMS guidelines;
- Credible statistics

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

The following graphs give an overview of how the municipal budget is aligned to address the municipality's key challenges.



VOTE	R '000
Executive & Council	30 856
Finance & Administration	64 752
Economic Development, Planning and Rural Development	16 098
Community & Social services	16 405
Public Safety	7 264
Environmental Health	16 850
Waste Management	24 514
Water Distribution	296 329
Waste Water Management	21 780
<b>TOTAL</b>	<b>503 848</b>



## A6. Outputs, Outcomes and Deliverables, Over the Next Five Years

What are we going to do to unlock and address our Key Challenges, i.e. what are we doing to improve ourselves?

**Table 6: Municipal Strategies and Long-Term Objectives**

No	Strategy	Objective	Output/Indicators
1	Municipal Transformation and Organisational Development	To provide effective human resource development to staff and Councillors.	The District will ensure the enhancement of staff and Councillors through the completion TASK Job Evaluations on all posts listed on Organogram by 30 June 2017.
			The District will also ensure the wellbeing of all staff through the implementation of an Employee Wellness programme.
			A safe and healthy working environment will be created for all staff through 100% compliance with the Occupational Health and Safety Act.
		To strengthen programmes on information and communication technology services.	The District will ensure effective and efficient records keeping through the analysis of the current document management systems and the upgrading information technology and relevant technological infrastructure.
		To ensure the monitoring and evaluation of municipal performance.	Service delivery will be monitored and evaluated to ensure the effective delivery of services to the community through the implementation of a compliant Electronic Performance Management System by 2017.
		To ensure best practice principles are followed by the enhancement of institutional development.	The long term goal is to effectively implement risk management strategies, fraud and corruption prevention and municipal turnaround strategies needed for the District to function as an ethically sound entity by 2017. Business plans to address current outstanding matters have been formulated and will be addressed and recommendations implemented on a long term strategic basis.
	To ensure integrated development in order to achieve sustainable development.	It is a priority to achieve sustainable development through the continuous review of development objectives contained in the Integrated Development Plan through community participation.	
2	Municipal Financial Viability and Management	To aim at achieving a clean audit in 2014.	It is a vital objective of the District that financial management be conducted with due diligence to ensure that 100% MFMA compliance is maintained at all times and municipal financial bylaws and policies be effectively implemented to ensure the receipt of a clean audit during the 2013/2014 financial year.
3	Good Governance and Public Participation	To promote community participation and communication.	It is a priority of the District to ensure sustainable intergovernmental relationships through the participation and coordination of regular District Imbizos, Technical District Committees, District Mayor's Forums and meetings of the District House of Traditional Leaders.

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

			The District will aim at achieving sustainable development through careful communication and participation with relevant stakeholders and the community through various public relations media.
4	Infrastructure Development and Service Delivery	To plan and institute the provision, upgrading and maintenance of solid waste services.	The objective is that the District will provide solid waste disposal services to the municipalities located within the municipal area to reduce pollution.
		To plan and institute the provision, upgrading and maintenance of regional cemeteries and crematoria.	The aim is to improve social and environmental wellbeing through the completion of Phase II of the Regional Cemetery and the establishment of Mandawe Cemetery by 30 June 2014.
5	Basic Services Provision	To ensure a basic standard of living for all through the provision of basic water delivery.	A first priority is to provide water to a survival standard of to at least 90% of the population of the district at a volume of 5 litre per person per day within a 1km walking distance and, a second objective is to provide at least 35% of the population with 25 litre water per person per day within a 200 m walking distance (RDP standard).
		To ensure a basic standard of living for all through the provision of basic sanitation services.	Sanitation targets are to provide basic health hygiene education to at least 90% of the population and to provide at least 25% of the population with VIP latrine services.
6	Local Economic Development	To develop and capacitate SMME's and local entrepreneurs.	The long-term objective is to reduce poverty levels in the district by half by the year 2014. This will be achieved with a reduction in the unemployment level from the current 45% to 22% by the year 2014
		To promote the district as a tourism destination.	The District will develop a Tourism Development Plan by 30 June 2013 and initiate tourism projects and programmes in accordance with the business plan for implementation by 30 June 2017.
		To promote agricultural development within the community.	The District will develop an Agricultural Development Plan by 30 June 2013 and initiate tourism projects and programmes in accordance with the business plan for implementation by 30 June 2017.
7	Sustainable Human Settlements and Land Management	To ensure effective spatial planning and development to improve the management of district level responsibilities.	The long-term goal is to achieve an equitable distribution of urban and rural development projects and therefore an equal improvement in access to community and municipal services.
8	Human Resource Development	To provide effective human resource development to the community.	The goal is to alleviate illiteracy and improve the unemployment of the community through the establishment of a District Education Programme and District Skills Development Programme by 30 June 2013.
9	Rural Development and Food Security	To provide rural development and alleviation of hunger within the community.	The District will commit itself to alleviating hunger and ensuring rural development through programmes aimed at establishing sustainable food sources for the community.
10	Community Development and Social Services	To improve environmental health within the district.	A priority of the District is to formulate an Air Quality Management Plan by 30 June 2013 and implement all recommendations passed within the plan by 30 June 2017.



**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

		To promote healthy lifestyles for the community.	The District will aim at promoting healthy lifestyles within the community through the implementation of programmes and events aimed at physical activity such as sports. The District will facilitate and provide events for participation by all local municipalities within the family.
		To minimize the effect of natural and other disasters on the community.	The District will provide disaster management services to aid all municipalities within the family of municipalities and effectively respond to 100% of all disasters by providing support either financially or otherwise.
		To reduce incidence of HIV/AIDS infections.	The District has committed itself to reducing HIV/AIDS by implementing awareness programmes and providing support financially or otherwise to affected community.
11	Environmental and Resource Management	To efficiently manage scarce resources within the district	The District will continue to protect and reserve precious resources within its municipal area through the Coastal Management Plan and Integrated Environmental Programme.

### **Section B.1: Planning and Development Principles**

- Development / investment must only happen in locations that are sustainable (NSDP, SPLUMB)
- Balance between urban and rural land development in support of each other (DFA Principles)
- The discouragement of urban sprawl by encouraging settlement at existing and proposed nodes and settlement corridors, whilst also promoting densification. Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres (DFA Principles)
- The direction of new development towards logical infill areas (DFA Principles)
- Compact urban form is desirable (DFA Principles)
- Development should be within limited resources (financial, institutional and physical). Development must optimise the use of existing resources and infrastructure in a sustainable manner (DFA Principles, SPLUMB, CRDP, National Strategy on Sustainable Development)
- Stimulate and reinforce cross boundary linkages.
- Basic services (water, sanitation, access and energy) must be provided to all households (NSDP)
- Development / investment should be focused on localities of economic growth and/or economic potential (NSDP)

#### UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

- In localities with low demonstrated economic potential, development / investment must concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes (NSDP)
- Land development procedures must include provisions that accommodate access to secure tenure (SPLUMB)
- Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilised (SPLUMB)
- Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral and local levels is central to achieving coherent and effective planning and development (SPLUMB).
- If there is a need to low-income housing, it must be provided in close proximity to areas of opportunity (.Breaking New Ground.: from Housing to Sustainable Human Settlements)
- During planning processes and subsequent development, the reduction of resource use, as well as the carbon intensity of the economy, must be promoted (National Strategy on Sustainable Development)
- Environmentally responsible behaviour must be promoted through incentives and disincentives (National Strategy on Sustainable Development, KZN PGDS).
- The principle of self-sufficiency must be promoted. Development must be located in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally. Furthermore, the principle is underpinned by an assessment of each areas unique competency towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency (KZN PGDS)
- Planning and subsequent development must strive to provide the highest level of accessibility to resources, services and opportunities (KZN PGDS)

## Section B.2: Government Priorities & Application Thereof

### 1. Millennium Development Goals

**Table 7: The United Nations Millennium Development Goals (to meet set targets by 2015):**

No	Millennium Development Goals	uThungulu IDP Strategies
Goal 1	Eradicate extreme poverty and hunger	Strategy 9: Rural Development & Food Security
Goal 2	Achieve Universal Primary Education	Strategy 10: Community Development & Social Services
Goal 3	promote gender equality and empower women	Strategy 10: Community Development & Social Services
Goal 4	Reduce child mortality	Strategy 10: Community Development & Social Services
Goal 5	Improve maternal health	Strategy 10: Community Development & Social Services
Goal 6	combat HIV/AIDS, malaria and other diseases	Strategy 10: Community Development & Social Services
Goal 7	Ensure environmental sustainability	Strategy 11: Environmental & Resource Management
Goal 8	Develop a global partnership for development	Strategy 3: Good Governance and Public Participation

### 2. National Plan Priorities

The National Planning Commission issued the first draft of the National Development Plan in November 2011 for consideration its priorities are summarised in the table below:

**Table 8: National Plan Priorities**

National Plan Priorities		Application Thereof
1	Create jobs	Strategy 6: Local Economic Development
2	Expand infrastructure	Strategy 4: Infrastructure Development and Service Delivery and Strategy 5: Basic Services Provision
3	Use resources properly	Strategy 1: Municipal Transformation and Organisational Development and Strategy 8: Human Resource Development
4	Inclusive planning	Strategy 3: Good Governance and Public Participation
5	Quality education	Strategy 10: Community Development & Social Services
6	Quality healthcare	Strategy 10: Community Development & Social Services
7	Build a capable state	Strategy 1: Municipal Transformation and Organisational Development and Strategy 8: Human Resource Development
8	Fight corruption	Strategy 1: Municipal Transformation and Organisational Development and Strategy 2: Municipal Financial Viability and Management
9	Unite the nation	Strategy 10: Community Development & Social Services

### 3. 12 National Outcomes

The 12 National Outcomes that all provincial governments must align to are:

**Table 9: 12 National Outcomes**

12 National Outcomes		Application Thereof
1	Quality basic education	Strategy 10: Community Development & Social Services Liaison with the Dept of Education
2	A long and healthy life for all South Africans	Strategy 10: Community Development & Social Services Dept of Health
3	All people in South Africa are and feel safe	Strategy 10: Community Development & Social Services Liaison with the SAPS
4	Decent employment through inclusive economic growth	Strategy 6: Local Economic Development To improve the economy of the district creating: <ul style="list-style-type: none"> <li>• job opportunities</li> <li>• additional economic activities</li> </ul>
5	Skilled and capable workforce to support an inclusive growth path	Strategy 6: Local Economic Development Implement Operation Sukuma Sakhe
6	An efficient, competitive and responsive infrastructure network	Strategy 4: Infrastructure Development and Service Delivery and Strategy 5: Basic Services Provision
7	Vibrant, equitable, sustainable rural communities contributing towards food security for all	Strategy 9: Rural Development & Food Security Social upliftment of the Communities
8	Sustainable human settlements and improved quality of household life	Strategy 7: Sustainable Human Settlement & Land Management
9*	Responsive, accountable, effective and efficient local government system	Strategy 3: Good Governance and Public Participation
10	Protect and enhance our environmental assets and natural resources	Strategy 11: Environmental & Resource Management
11	Create a better South Africa, a better Africa, and a better world	Strategy 10: Community Development & Social Services
12	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	Strategy 1: Municipal Transformation and Organisational Development and Strategy 3: Good Governance and Public Participation To promote good governance, accountability & transparency

\* Outcome 9 consists of seven outputs:

**Output 1 - Implement a differentiated approach to municipal financing, planning and support**

Municipalities within the country differ with regard to their capacities and challenges they are faced with. There is therefore a need for municipalities to focus on issues/functions which they can realistically deliver on rather than adopting a one size fits all approach. The implementation of a differentiated approach would take the unique circumstances of municipalities into account when support is provided in terms of financing and development planning. In this regard the following is proposed:

- The six metros will be granted more autonomy in terms of infrastructure and housing delivery through the acceleration of the MUG programme and the housing accreditation process.
- Municipalities would be classified according to their capacity and on the basis of this classification municipalities with limited capacities will be required to produce simplified IDPs and revenue plans.
- Critical posts (e.g. Municipal Manager, Town Planner, CFO, etc) within a municipality would need to be audited and filled by competent and qualified individuals.
- Performance contracts of Municipal Managers needs to be concise and crisp

**Output 2 - Improve access to basic services**

The obstacle faced in accelerating services relate to a lack of critical infrastructure in rural areas and the increase informal settlements in urban areas. The following interventions have been proposed to achieve this output:

- The establishment of a bulk infrastructure fund will assist in unlocking the delivery of reticulation services, provide funding for bulk infrastructure, upgrade and rehabilitate existing bulk infrastructure, procure well located land and will align Provincial and Municipal Infrastructure Grants with housing projects.
- A Special Purpose Vehicle will also be established to assist municipalities in sourcing private sector funding for infrastructure development and will provide support in the planning and expenditure of CAPEX and OPEX budgets in municipalities.
- Ensure improved access to basic services by 2014 by increasing access to water (from 92% to 100%), sanitation (from 69% to 100%), refuse removal (from 64% to 75%) and electricity (from 81% to 92%).

**Output 3 - Implementation of the Community Work Programme**

The rollout of the programme will assist in improving the economic sustainability in municipalities by creating a minimum level of regular work, providing an employment safety net, supplement other livelihood strategies and contribute to the development of public assets in poor communities. The following are proposed:

- The programme is to be implemented in at least 2 wards in each municipality.
- It will support the creation of 4.5million jobs by 2014.
- Ensure that 30% of all CWP job opportunities can be associated with functional cooperatives.

**Output 4 - Actions supportive of the human settlement outcome**

The government has made tremendous progress in the delivery of housing since 1994 however; there is still an increasing flow of demand. Breaking New Ground advocates an integrated approach to the delivery of housing and local government has an important role to play in this regard. The following interventions have been proposed to deal with the increased demand for housing:

- Initiate projects which will lead to increased densities by 2014.
- Release of public land for the development of low income and affordable housing on well-located land.
- Expansion of the National Upgrading Support Programme in 45 priority municipalities which will assist in the upgrading of informal settlements.
- Develop and monitor a national coordination grant framework so as to better align all local government grants that impact on local communities.
- Creation of clear national norms and standards for different municipalities and settlement areas which will support the overall objective of creating well-functioning, integrated and balanced urban and rural settlements.
- Support the process to finalize the drafting of new national spatial and land use legislation.

**Output 5 - Deepen democracy through a refined Ward Committee Model**

The local sphere has been fraught with inter and intra party tensions and community frustration. There is therefore anteed to strengthen the people-centred approach to governance and development. This can be achieved through:

- Reviewing and strengthening the legislative framework for Ward Committees and community participation so as to institute clear responsibilities and institutional

## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

arrangements for Ward Committees and Community Development Workers and to ensure broadened participation.

- New approaches to resource and fund the activities of Ward Committees.
- Support measure to ensure that at least 90% of all Ward Committees are fully functional by 2014.

### **Output 6 - Improve administrative and financial capability**

A number of municipalities are characterized by poor administrative and financial management which in turn negatively impacts on delivery of services. The following interventions have been proposed:

- Ensure that municipalities with unqualified audits increases from 53% to 100% through the maintenance of financial management systems, establishment of Public Accounts Committees, ensuring timely submission of annual financial statements and financial management training.
- Strengthening the anti-corruption capacities of municipalities.
- Reduce municipal debt by improving administrative processes, ensuring consumers contract to municipalities, provide tangible service delivery incentives, etc.
- Municipalities overspending on OPEX reduced from 8% to 4% by 2014.
- Municipalities under spending on CAPEX reduced from 63% to 30% by 2014.
- Municipalities spending less than 5% of OPEX on repairs and maintenance reduced from 92% to 45% by 2014.

### **Output 7 - A single window of coordination**

The output aims to bring about greater cohesion in the work of government thereby reducing the fragmentation being experienced within the cooperative governance arrangements impacting on local government. This single entry point into the local government arena will be achieved by:

- Reviewing and amending local government policy and legislation where necessary.
- Coordination of all support, monitoring and other interventions that are occurring in the local government sphere.

The Municipality should strive to ensure that the outputs of the delivery agreement are met and as such strategies, outputs are taken into consideration, would have to be identified within the various plans of the IDP.

#### 4. 5 National Priorities

The Five National and Six Provincial Priorities include the following:

**Table 10: 5 National and 6 Provincial Priorities**

No.	Five National (Including 6th Provincial) Priorities	Application Thereof
1	Job creation (Decent work and Economic growth)	Strategy 6: Local Economic Development To improve the economy of the district creating: <ul style="list-style-type: none"> <li>• job opportunities</li> <li>• additional economic activities</li> </ul>
2	Education	Strategy 10: Community Development & Social Services Liaison with the Dept of Education
3	Health	Strategy 10: Community Development & Social Services Liaison with the Dept of Health
4	Rural development, food security and land reform	Strategy 9: Rural Development & Food Security The social upliftment of the communities in UDM
5	Fighting crime and corruption	Strategy 1: Municipal Transformation and Organisational Development and Strategy 2: Municipal Financial Viability and Management
6	Nation-building and good governance (State of KZN Province Address)	Strategy 3: Good Governance and Public Participation <ul style="list-style-type: none"> <li>• Develop and empower Youth,</li> <li>• Gender and people living with Disability. through sports and cultural events</li> </ul>

#### 5. State Of The Nation Address

The State of the Nation Address was delivered by His Excellency, Jacob G Zuma; President of the Republic of South Africa on the occasion of the joint sitting of Parliament in Cape Town on 14 February 2013.

The President reported on progress made with the implementation of the National Plan and reiterated that the priorities as expressed in the National Plan need to be addressed.

#### 6. State Of The Province (KZN) Address

The State of the KwaZulu-Natal Province Address was delivered by the Honourable Premier of the Province, Dr ZL Mkhize, on 28 February 2013. In his address the Premier aligns the Province with the strategic direction provided by the State of the Nation Address in meeting the challenges of unemployment, poverty and inequality.



**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

The Premier indicated the Provincial theme as ***“Working Together for Secure and Prosperous Future.”***

The Premier notes that the creation of decent work and building the economy has been highlighted as top priority for Government and, consequently, the Province will respond by directing and demonstrating the opportunities available through integrated Government investment, infrastructural development and targeted policy choices. In his address the Premier touches on a number of service delivery, social and economic focus areas that have an impact on the communities in the Province including:

**Table 11: State of the Province - KZN focus Areas**

No.	KZN Focus Areas	Application Thereof
1	Health, schools and roads infrastructure	Strategy 10: Community Development & Social Services, Strategy 4: Infrastructure Development and Service Delivery and Strategy 5: Basic Services Provision
2	Human Settlements access to housing	Strategy 7: Sustainable Human Settlement & Land Management
3	Access to potable water and an acceptable standard of sanitation	Strategy 4: Infrastructure Development and Service Delivery Strategy 5: Basic Services Provision
4	Access to energy	Strategy 6: Local Economic Development Strategy 11: Environmental & Resource Management
5	Centres of Growth and Corridors of Development Special Economic Zones	Strategy 6: Local Economic Development
6	Tourism	Strategy 6: Local Economic Development
7	Building a culture of entrepreneurship	Strategy 6: Local Economic Development
8	Agriculture and Food Security	Strategy 9: Rural Development & Food Security
9	Climate Change	Strategy 11: Environmental & Resource Management
10	Nature Conservation	Strategy 11: Environmental & Resource Management
11	Rural Development	Strategy 9: Rural Development & Food Security
12	Education	Strategy 10: Community Development & Social Services
13	Health matters with particular reference to HIV / AIDS	Strategy 10: Community Development & Social Services
14	Social Development	Strategy 10: Community Development & Social Services
15	Fighting Crime and Corruption	Strategy 10:

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

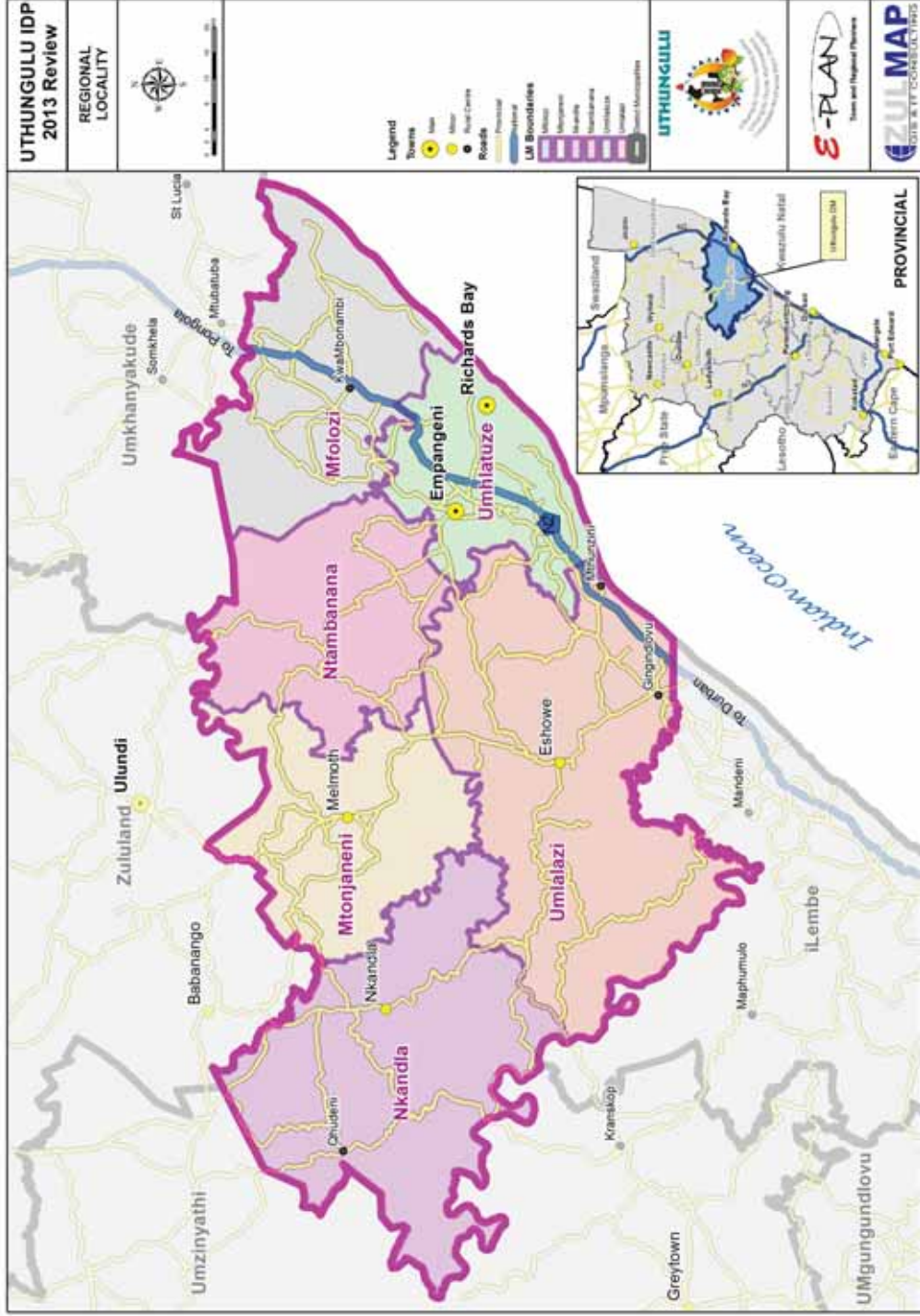
		Community Development & Social Services
16	Clean Governance	Strategy 1: Municipal Transformation and Organisational Development Strategy 2: Municipal Financial Viability and Management
17	Operation Sukuma Sakhe	Strategy 3: Good Governance and Public Participation and Strategy 10: Community Development & Social Services

## SECTION C: SITUATIONAL ANALYSIS

The first phase of preparing the IDP is the Situational Analysis. In essence, the Situational Analysis informs the identification of key issues. In turn, these key issues have to be the focus areas for municipal, public (and private) investment for the next 5-year IDP cycle.

The District Council needs establish development strategies for this IDP cycle of five years given that their organizational functioning is well aligned to these strategies. As such, this section of the IDP will provide some contextual information pertaining to the district, consider the demographic situation in the 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.

Map 1: Locality



## Section C.1 Spatial Analysis

---

The uThungulu District Municipality commissioned the review of its Spatial Development Framework (SDF) during 2009. 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 work shopped 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

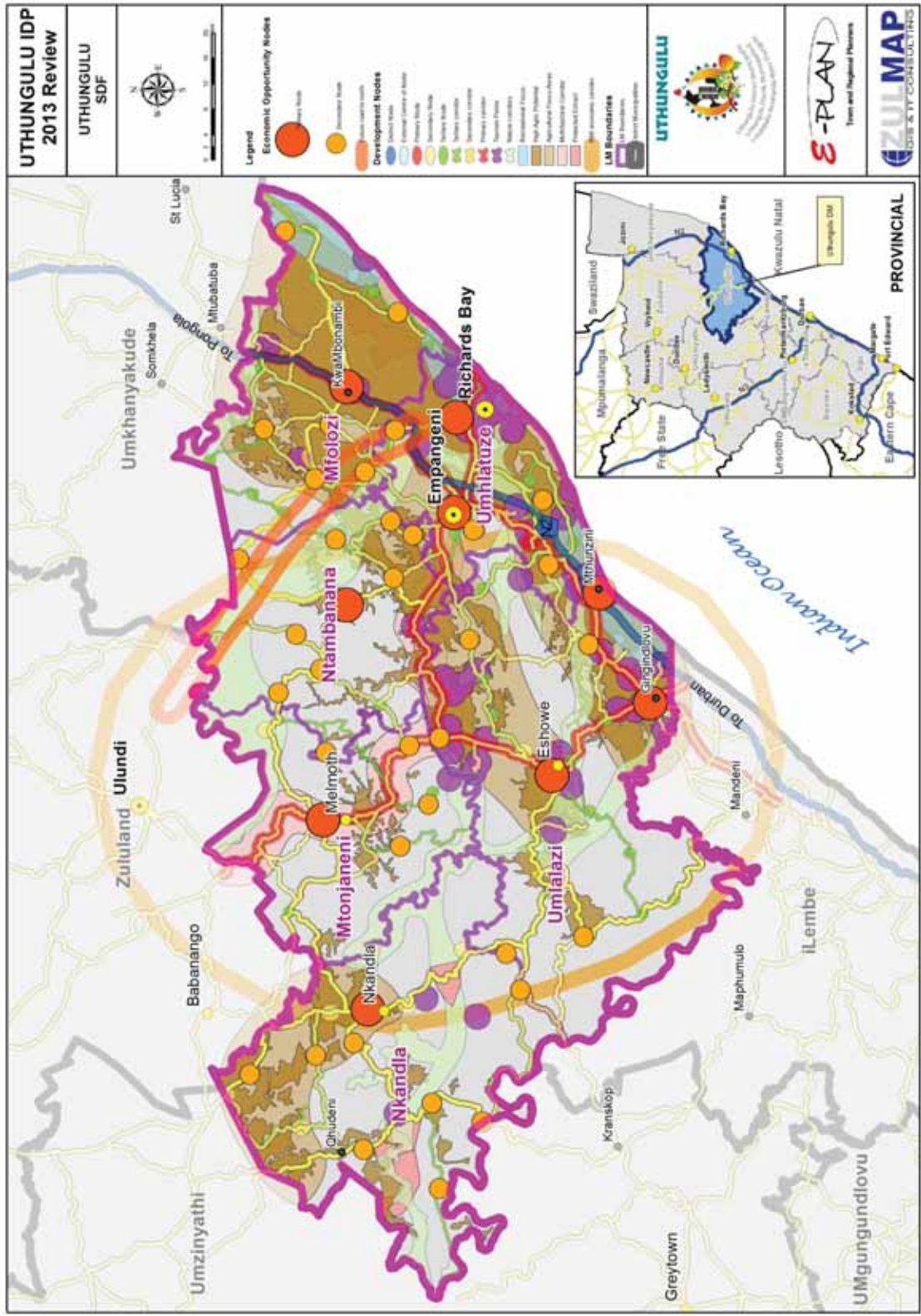
**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

- 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.

Map 2: uThungulu SDF



## 1.1.Regional Context

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 Esikhaleni, 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 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%.

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.



## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

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, Gingingdlovu, 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 point of view the uThungulu Family of Municipalities have the following population sizes:

**Table 12: uThungulu Municipalities**

<b>Geography</b>	<b>Population</b>
KZN282: uMhlathuze	334,459
KZN286: Nkandla	114,416
KZN281: Mfolozi	122,889
KZN283: Ntambanana	74,336
KZN284: uMlalazi	213,601
KZN285: Mthonjaneni	47,818
Total uThungulu	907,519

*Source – Census 2011*

## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

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 move 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.

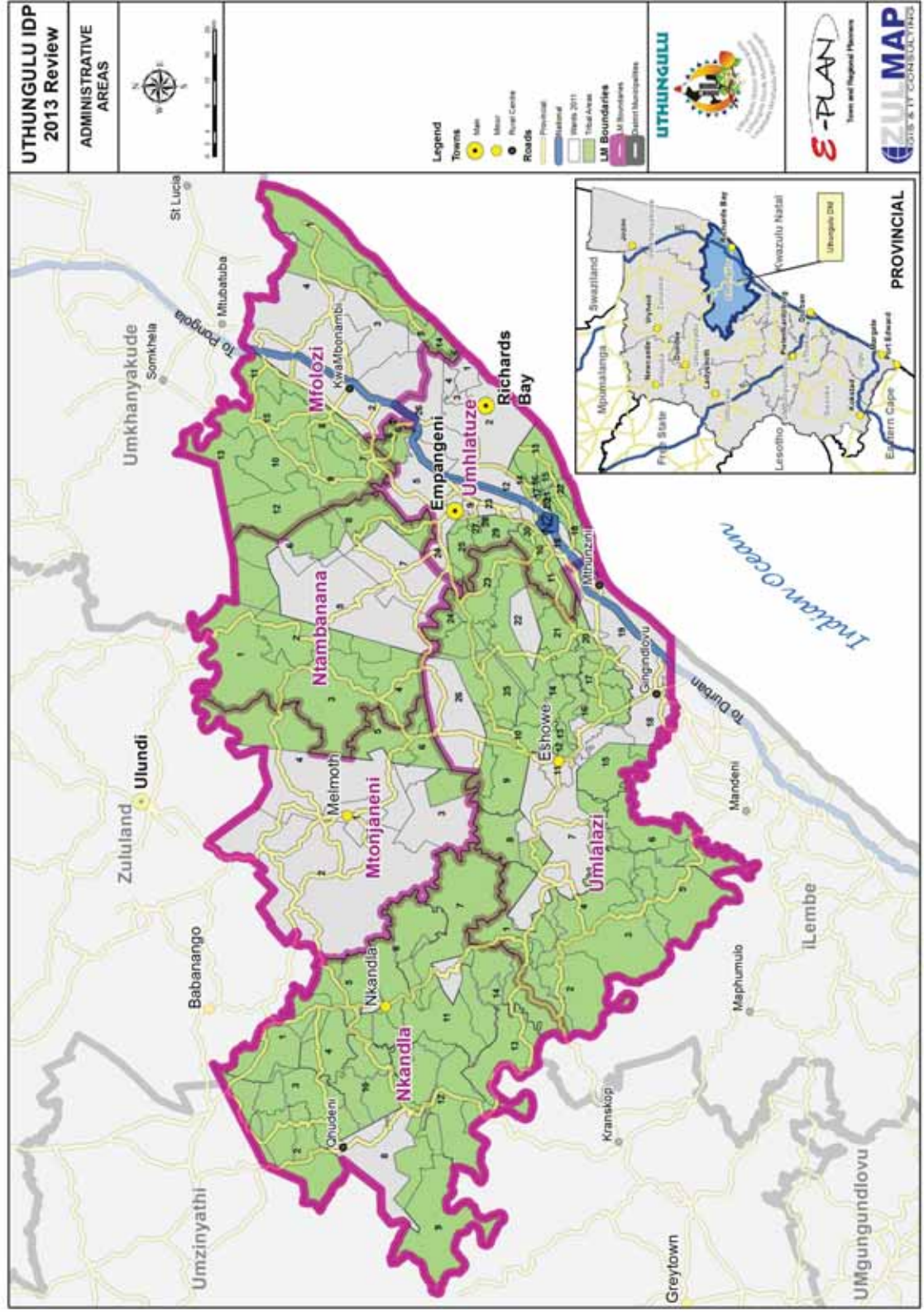
### **1.2.Administrative Entities**

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.

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

Given the urbanisation trends as well as the already significant contribution which major urban centres such as eThekweni, Msunduzi and Richards Bay make to the regional economy of the province, as well as the fact that these areas also accommodate concentrations of poverty stricken areas, these centres should not be neglected. The Provincial Spatial Economic Development Strategy (PSEDS) has identified a hierarchy of provincial nodes which contribute strategically to the provincial, regional and local economies as well as service as vital service centres to communities. These nodes, in relation to the Level 1 and 2 Priority Interventions areas are illustrated on **Map 4**.

Map 3: Administrative Areas



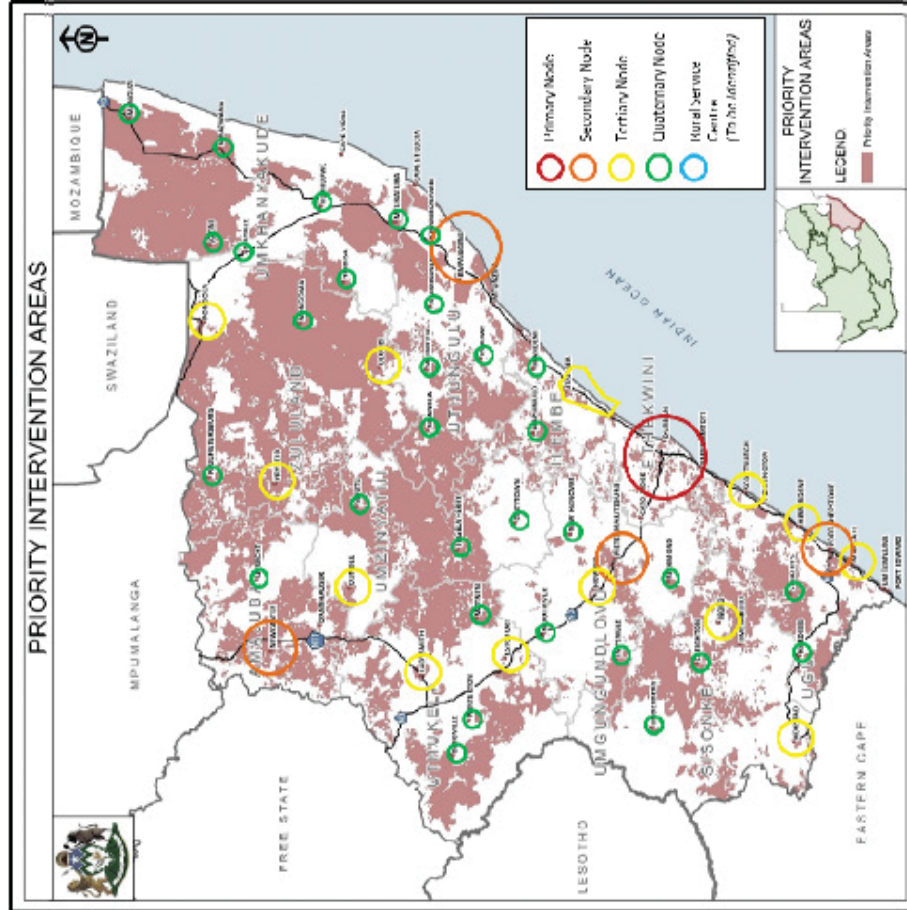
### 1.3. Structuring Elements

- The Municipality houses the Richards Bay Urban area with its international Port, dune mining operations and large industrial areas
- The western part of the municipality is deep rural with the concomitant high levels of poverty and unavailability of economic opportunities.
- The N2 from Durban to Mpumalanga and Gauteng passes through the area
- The country's main coal railway line passes through the area and ends at the terminal at the harbour from where the raw material is exported
- Richards Bay airport
- High potential agricultural land in the north-western part of the district
- The coastline and beaches in the east
- The nature reserves and protected areas through the area
- The towns have comparatively good levels of infrastructure and services

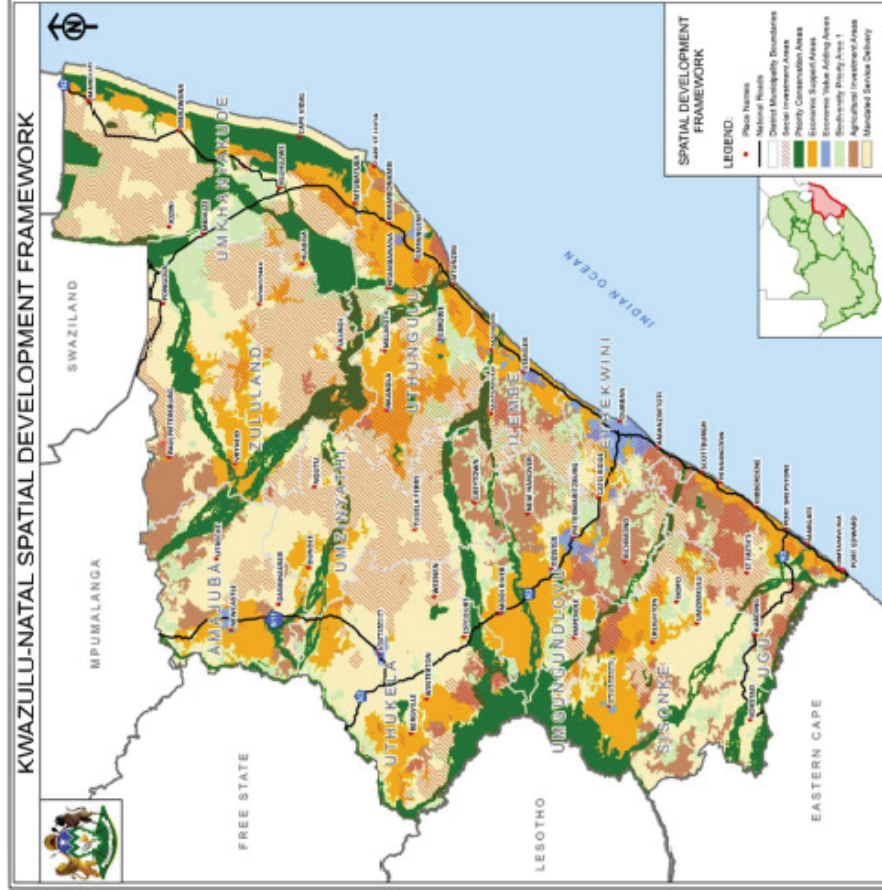
### 1.4. Existing Nodes and Corridors (According to KZN PGDS)

Given the urbanisation trends as well as the already significant contribution which major urban centres such as eThekweni, Msunduzi and Richards Bay make to the regional economy of the province, as well as the fact that these areas also accommodate concentrations of poverty stricken areas, these centres should not be neglected. The Provincial Spatial Economic Development Strategy (PSEDS) has identified a hierarchy of provincial nodes which contribute strategically to the provincial, regional and local economic service centres to communities. These nodes, in relation to the Level 1 and 2 Priority Interventions areas, are illustrated on the map below.

Map 4: Priority Intervention Areas



Map 5: KwaZulu Natal Spatial Development Framework



## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

In promoting growth and development within the uThungulu District as well as supporting the proposed spatial structure and areas in need of intervention, the following provincial catalytic projects are envisaged within the district:

- Passenger Cruise Terminal
- Industrial Development Zone (IDZ)
- P700 Road Linkage
- Industrial Support Services (Empangeni)
- Eco, Battlefields & Cultural Heritage Tourism Routes
- Urban Regeneration
- Industrial Regeneration
- Small Town Regeneration
- Regional Airports
- Innovation Hub
- Rural Service Centres
- ECD Centre Development
- Centres for the Disabled & Senior Citizens
- Substance abuse Rehabilitation Centres
- Rural Arts Centres
- Cultural Villages
- School Greening
- Rural Waste Management Units

In the provincial (PGDS) context, the following nodal classifications are relevant to the uThungulu District:

- Secondary Node: Richards Bay/Empangeni
- Quaternary Node: Eshowe, Nkandla, Melmoth, Bucanana

The following table provides a summary of the broad intended function of the respective PGDS nodes:

**Table 13: Broad Intended Function of the Respective PGDS Nodes**

Intervention Node	Broad Intended Function
Primary Node	<p>Only eThekweni is classified as a Primary Node within the Provincial Context as an urban centre with very high existing economic growth and the potential for expansion thereof. Provides service to the national and provincial economy. The main categories of potential within this node includes:</p> <ul style="list-style-type: none"> <li>○ Production of high value, differentiated goods</li> <li>○ Production of labour intensive, mass produced goods</li> <li>○ Innovation and experimentation</li> <li>○ Retail and private sector services</li> <li>○ Tourism</li> <li>○ Public service and administration</li> </ul>
Secondary Node	<p>Richards Bay, Msunduzi, Newcastle and Port Shepstone has been identified as provincial Secondary Nodes and thus urban centres with good existing economic development and the potential for growth and services to the regional economy.</p> <p>Key strategic interventions specifically targeted at these nodes might include:</p> <ul style="list-style-type: none"> <li>○ Primary Economic Growth Area</li> </ul>

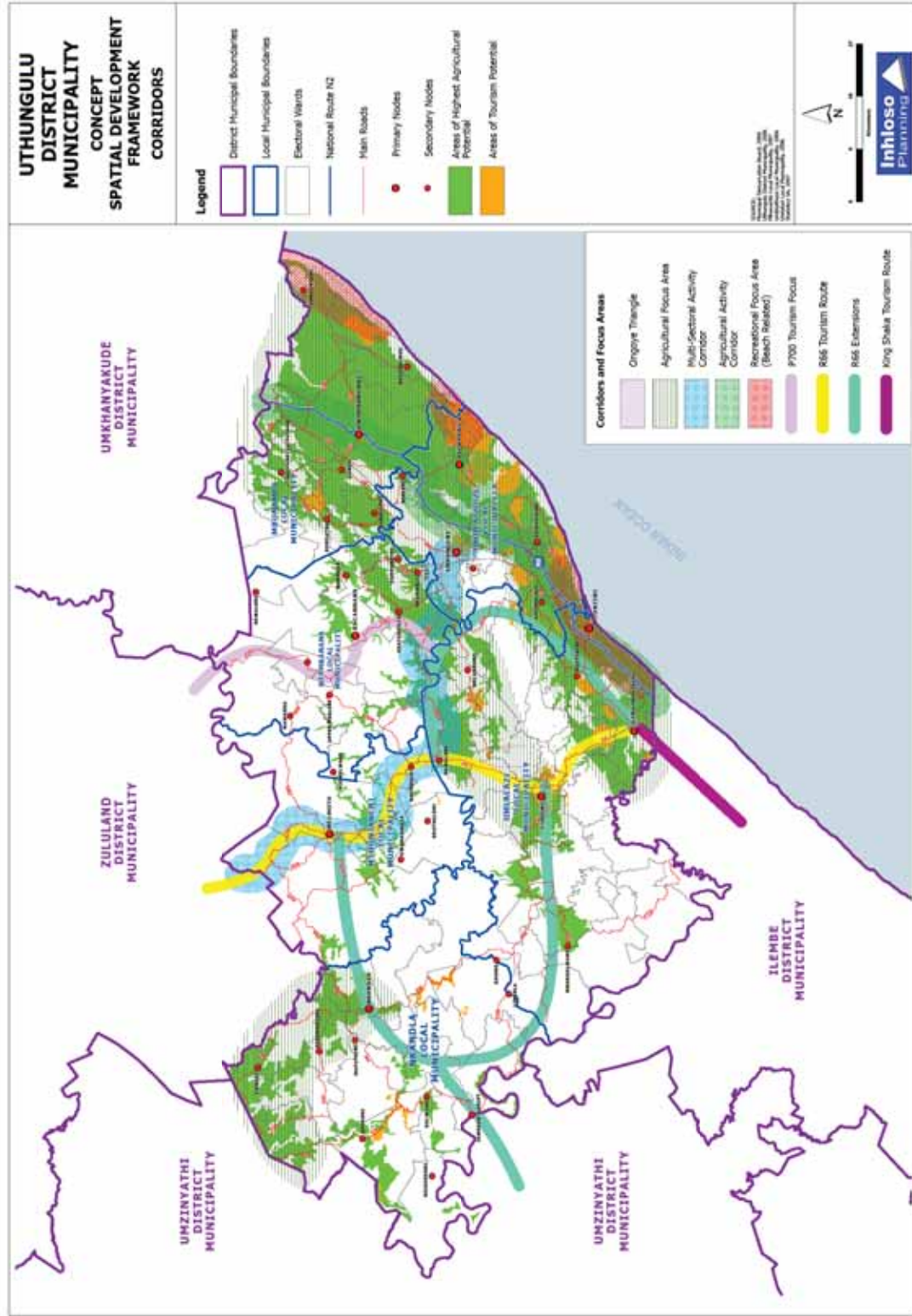
	<ul style="list-style-type: none"> <li>○ Priority Socio-Economic Development Spending</li> <li>○ Promote as Primary Node in support of Corridor Development</li> <li>○ Promote Compact Urban Development &amp; Combat Urban Sprawl</li> <li>○ Promote Focused Investment &amp; Managed Growth</li> <li>○ Promote Densification (Brown Agenda) and Infill Development</li> <li>○ Provide Economies of Scale for Effective &amp; Affordable Service Delivery</li> <li>○ Infill where High Levels of Services are Available (Restructuring Nodes)</li> <li>○ Increased Residential Density (number of dwellings)</li> <li>○ Promote provision of sufficient Bulk Infrastructure Services (Demand &amp; Supply)</li> <li>○ Priority spending on Infrastructural Upgrading Needs (New &amp; Maintain)</li> <li>○ Promote Effective &amp; Efficient Public Transportation Systems linked to Multi Modal Facilities</li> <li>○ Single Land Use Management System (Township Formalization)</li> </ul>
Tertiary Node	<p>These nodes are mainly centres which should provide service to the sub-regional economy and community needs. Key strategic interventions specifically targeted at these nodes and their directly surrounding areas might include:</p> <ul style="list-style-type: none"> <li>○ Secondary Economic Growth Areas</li> <li>○ Promote as Secondary Node in support of Corridor Development</li> <li>○ Promote Compact Urban Development &amp;</li> </ul>



UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

	<ul style="list-style-type: none"> <li>o Combat Urban Sprawl</li> <li>o Promote Focused Investment &amp; Managed Growth</li> <li>o Promote Densification (Brown Agenda) &amp; Infill Development</li> <li>o Provide Economies of Scale for Effective &amp; Affordable Service Delivery</li> <li>o Infill where High Levels of Services are Available (Restructuring Nodes)</li> <li>o Increased Residential Density (number of dwellings)</li> <li>o Promote Socio-Economic Upliftment</li> <li>o Promote provision of sufficient Bulk Infrastructure Services (Demand &amp; Supply)</li> <li>o Priority spending on Infrastructural Upgrading Needs (New &amp; Maintain)</li> <li>o Promote Effective &amp; Efficient Public Transportation Systems linked to Multi Modal Facilities</li> <li>o Single Land Use Management System (Township Formalization)</li> <li>o Social Inclusion Areas focus Investment in People rather than Places</li> </ul>	<ul style="list-style-type: none"> <li>o Eradicate Backlogs &amp; Promote Basic Service Infrastructure &amp; Delivery</li> <li>o Promote Socio-Economic Upliftment</li> <li>o Promote provision of sufficient Bulk Infrastructure Services (Demand &amp; Supply)</li> <li>o Priority spending on Infrastructural Upgrading Needs (New &amp; Maintain)</li> <li>o Rural Service Delivery Point</li> <li>o Promote &amp; Establish PPP's</li> <li>o Promote Cultural &amp; Community Based Tourism</li> </ul>
<p>Quaternary Node</p>	<p>These nodes are mainly centres which should provide service to the local economy and community needs. Key strategic interventions specifically targeted at these nodes and their directly surrounding areas might include:</p> <ul style="list-style-type: none"> <li>o Focused investment in areas of Poverty Concentrations</li> <li>o Promote Integration (Green Agenda)</li> <li>o Integration in terms of Mixed Densities &amp; Uses</li> <li>o Improve Transportation linkages to Nodes</li> <li>o Promote Social-economic Integration</li> </ul>	<p>Rural Service Centre</p> <p>The proposed rural service centres are envisaged to serve as the lowest level of provincial nodes and could typically be established around existing traditional administration centres as well as other accessible rural points identified as periodic markets. These will be identified in consultation with the district municipalities and should serve as first access to basic services within rural areas. These rural service centres will include, as some have already emerged to include, a combination of the following activities:</p> <ul style="list-style-type: none"> <li>o Traditional administration centre,</li> <li>o Taxi/ bus stop,</li> <li>o Informal trading / market area,</li> <li>o Social facility (clinic, library etc),</li> <li>o Skills development centre (mainly local schools),</li> <li>o Mobile services point (mobile clinics, pension pay points, mobile library etc)</li> <li>o Small commercial facility</li> <li>o Recreational facility such as a sport field</li> </ul>

Map 6: Corridors



### **1.5.Land Cover & Broad Land Use**

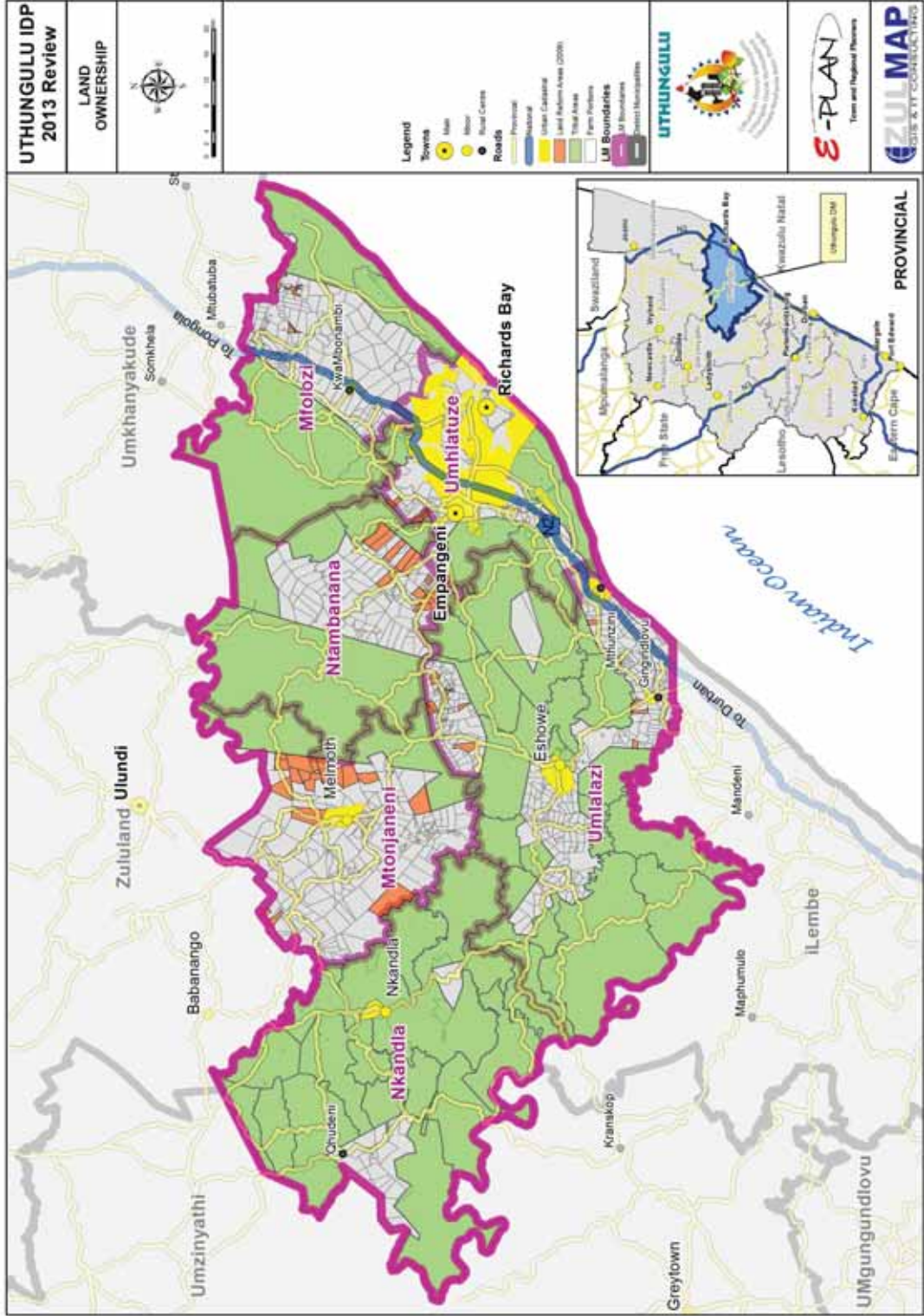
It is evident, from map 7, that cultivated land and forestry forms the backbone of the rural economy, situated mostly on both sides of the N2 with large forestry areas evident in the Mthonjaneni municipal area in the north eastern sector of uThungulu. Scattered rural settlement is evident within Ntambanana, Nkandla and Umlalazi municipalities. These areas coincide with the Ingonyama Trust land. Denser settlement is evident around the towns of Richards Bay/Empangeni and Eshowe . Subsistence agriculture is very evident in Ntambanana and Nkandla LM's.



## **1.6 Land Ownership**

Large tracts of land in the municipal area is Ingonyama Trust land that falls under the administrative ruling of the Traditional Authorities. The 2 other major owners is privately owned farm land and urban land in the Richard Bay/ Empangeni node. There is also some land in the ownership of beneficiaries of the land restitution process, notably in the Mtonjaneni and Ntambanana areas.

Map 8: Land Ownership



## 1.7 Land Reform

The Status of land reform within the municipality – settled & non-Settled, but gazetted, land claims & Land redistribution need to be determined and included into the next IDP. The following map indicates the status in 2010 but need to be verified. The information in the following tables were provided by Department of Rural Development and Land Reform.

**Table 14: Land Reform Projects**

PROGRAMME	DESCRIPTION
RECAPITALISATION AND DEVELOPMENT PROGRAMME	To increase agricultural production, guarantee food security and job creation and to graduate small scale farmers to commercial farmers in the agricultural sector
REDISTRIBUTION OF LAND	Land Redistribution and Agricultural Development
PROACTIVE LAND ACQUISITION STRATEGY	State purchases land with high agricultural potential, then selects beneficiaries who can lease the land with an option of buying

**Table 15: Redistribution**

Local Municipality	Project Name	Property Description	Project type
Umlalazi	Torrington	Remainder of Lot 89 of the Farm Amatikulu No. 10867, Remainder of the Farm Pooks Hill No. 18345	Sugarcane
Umlalazi	Waterways	Remainder of Portion 11 (of 2) of Lot 2 of the Farm Zululand Coast No. 9191, Portion 12 of Lot 2 of the Farm Zululand Coast No. 9191	Sugarcane

**Table 16: Recapitalisation and development projects**

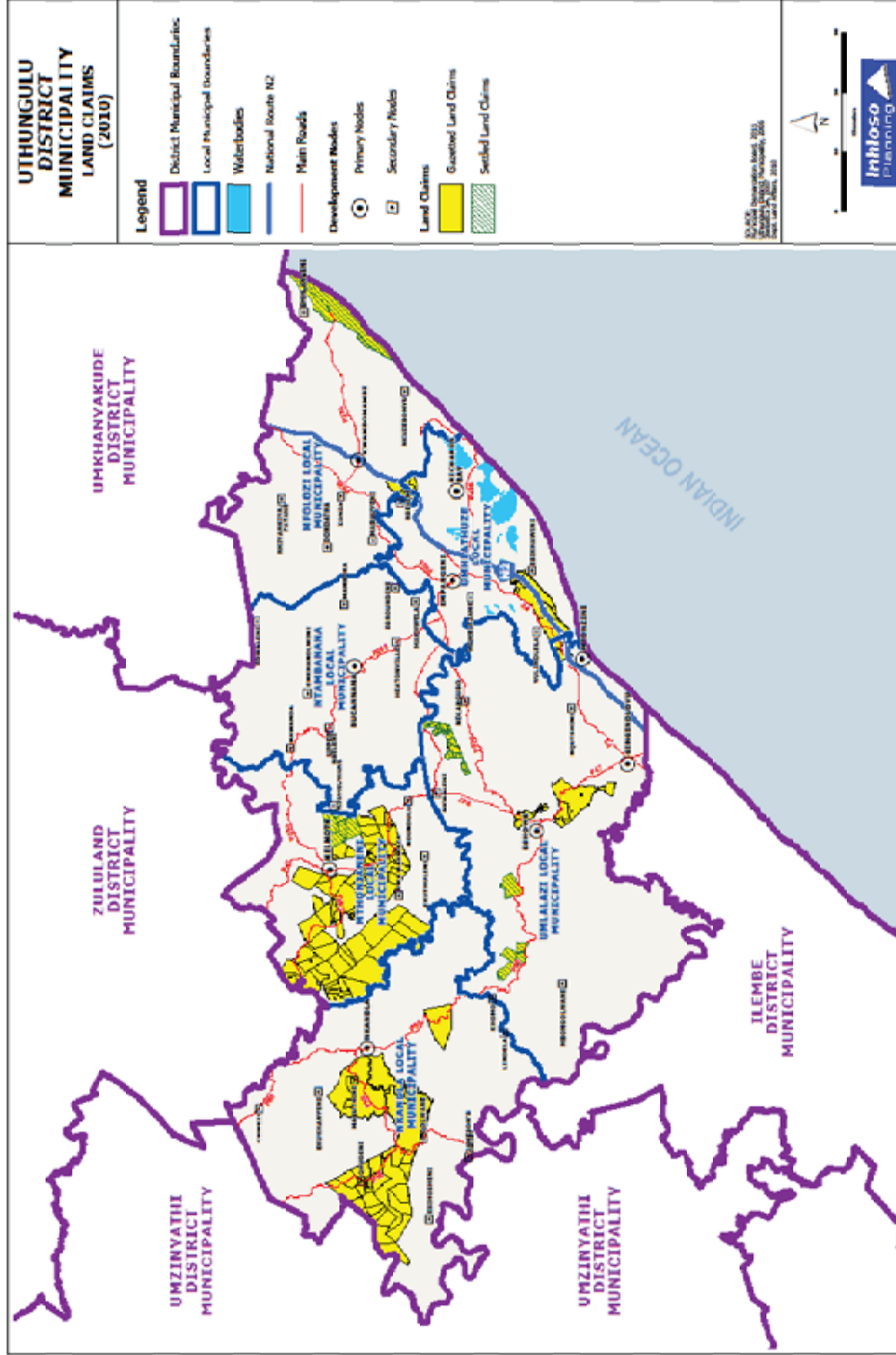
Local Municipality	Project Name	Property Description	Commodity
Mlalazi	Nefic 1 / GEDA	Rem Ext of Ptn 31 of the Farm Nkwalini Settlement 12785, Rem Ext of Ptn 54 of the Farm Nkwalini Settlement 12785, Ptn 2 (of 1) Lot 33 Umhlatuze No. 10709	Sugar cane
Mlalazi	Shorragh	The farm Shorragh No. 14625 and the remainder of Portion 3 of the Farm Wallenton No. 11582	Sugar cane
Mlalazi	Shorrock	Remainder of Shorrocks Hill farm No. 11561, Portion 1 of the farm Wallenton No. 11582 and Remainder of Newlands No. 11588	Sugar cane
Mlalazi	Mekh Trading/Tedford	Portion 26 of the farm Nkwalini Settlement No. 12785	Sugar cane
Mlalazi	Thorn Creek	Remainder of the Farm Thorncreek No. 11542	Sugar cane
Mlalazi	Mineown	portion 1 of Lot 5 Cottonlands No 13874	Sugar cane
Mlalazi	Intathakusa/Nefic 2	Ptns 12,36, 62 and 80 of Farm Nkwalini Settlement 12785	Citrus & sugar cane
Mlalazi	Baleni Farm CC	Portion 1 of the farm Lot 93 Umlalazi No. 9116	Sugar cane
Mlalazi	Cele Farming Enterprises CC	The farms Norton No. 11483, Gratton No.11482 & Remainder of the farm Lot 118 Amatikulu No. 10765	Sugar cane
Ntambanana	Bonna vista	Remainder of Farm Lot 252 of Empangeni No. 13313	Sugar cane
Ntambanana	Nkobela Estate	The Farm Pyramids No. 11425, and Lot 292 of Empangeni No. 13399	Sugar cane, Livestock

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

Ntambanana	Liesegang	Portion 1 of the farm Curragh No. 11470 and Portion 4 of the farm Confluence No. 11728	Sugar cane
Ntambanana	Needmore Heatonville	Farm needmore No. 11386	Sugar cane
Ntambanana	Khandimpilo	Remainder of the Farm Lot 244 Empangeni No. 10574	Sugar cane
Ntambanana	Perseverance	Lot 241 of Empangeni No 11058	Sugar cane
uMhlathuze	Reserve 5 / Landela	Portion 15 (of 2) & Portion 16 (of 2) of the farm Reserve No. 5 No. 15824	Sugar cane
Mthonjaneni	Boegoenek No. 15636	Remainder of the Farm Boegnek No. 15636	Sugar cane
Mthonjaneni	Boegoenek Ptn 1	Portion 1 of the Farm Boegnek No. 15636	Sugarcane, timber
Mthonjaneni	Wonderhoek	Remainder of Portion 1 and Portion 2 (of 1) of the Farm Kortbegrip No. 6121	Sugarcane, timber
Mbonambi	Jengro Estate	Portion of the Farm Lot K 24 KwaMbonambi No. 12472, Remainder of Portion 2 of the Farm Lot K 1 KwaMbonambi No. 12362	Sugarcane, timber



Map 9: Land Claims



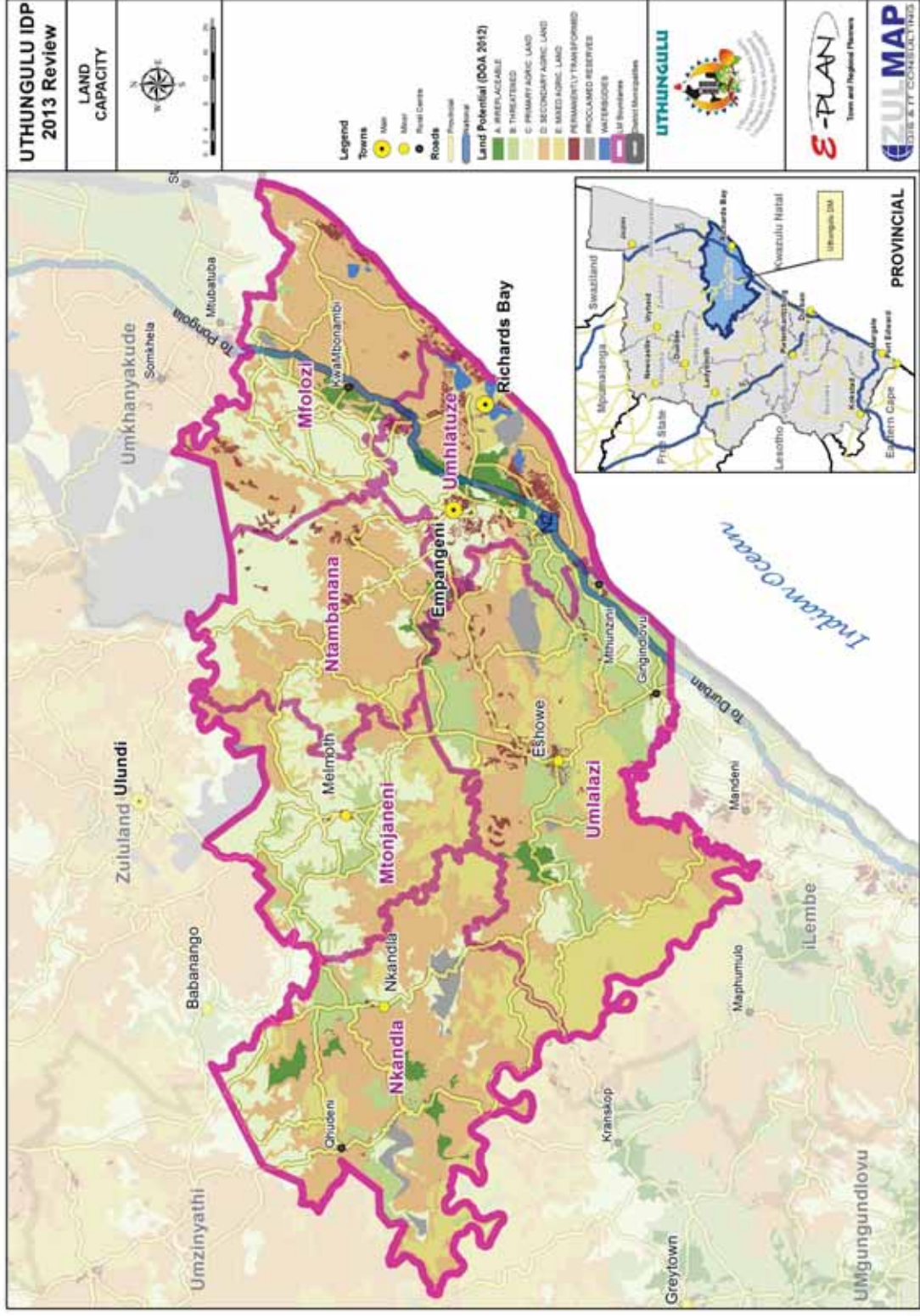
## 1.8 Land Capability

The Uthungulu SDF has identified a number of **Agricultural Focus Areas** as well. These were identified based on the highest agricultural potential. Land capability classes 1, 2 and 3. It is again noted that 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.

The Uthungulu SDF also indicates a **Multi-Sectoral Activity Corridor**. This corridor is aligned to the PSEDS Agricultural Corridor but is noted in the Uthungulu context for its tourism nature as well, it is the R66 Tourism Corridor as such, it is identified as a multi-sectoral activity corridor in the uThungulu district given its agricultural and tourism nature. The uThungulu district also provides and **agricultural activity corridor** that traverses its areas of highest agricultural potential, notably along the N2 and the abutting Old Main Road along the eastern boundaries of the district.

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

Map 10: Land Capacity



## 1.9 Environmental Analysis

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.

### 1.9.1 Environmental Principles

A set of Environmental Sustainability Principles has been developed to promote environmental sustainability in the implementation of the municipality's IDP. These are based largely on the environmental management principles in Chapter 1 of the National Environmental Management Act (NEMA) (Act 107 of 1998), but also incorporate the principles of Local Agenda 21 and KwaZulu-Natal's Environmental Implementation Plan (DAEA, 2002). The Environmental Sustainability Principles are divided into the following six themes:

- Sustainable Development
- Environmental Justice and Equity
- Participation, Empowerment and Transparency
- Co-operative Governance
- Ecological and Cultural Integrity
- Environmental Decision-making.

### 1.9.2 Environmental Vision

**The vision of the uThungulu District as presented in the IDP is:**

*An economically sound district with effective infrastructure and a district municipality that empowers people protects the environment and demonstrates leadership excellence.*

The following principals of sustainability are promoted in the above vision:

- Economic development as a component of sustainable development refers to a new and fairer approach to economic growth, which promotes access to employment and resources.

- Community development relates to meeting people's needs, using appropriate technology in a way that is not damaging to the environment.
- Community empowerment is encouraged by focusing on participation and equity, with particular emphasis on the most vulnerable of society. This is considered necessary for improved planning and development.
- Ecological sustainability is about using resources within their carrying capacity, so that resources can be regenerated for future use, and minimising waste and pollution.
- Leadership: Environmental management must be integrated, acknowledging that all elements of the environment are linked and interrelated, and it must take into account the effects of decisions on all aspects of the environment and all people in the environment by pursuing the selection of the best practicable environmental option.

### **1.9.3 Biodiversity (Including Protected Areas)**

Development and land use pressures, particularly in the rural areas, are impacting on Biodiversity in the District. In order to conserve, protect and enhance the biodiversity found within the District and to ensure that the IDP is aligned with the national biodiversity framework and bioregional plans, the following is recommended:

#### **A Biodiversity Plan**

Biodiversity planning attempts to address the issue of how to prevent the loss of species and sustain the conditions necessary for the survival of diverse plant and animal communities. A Biodiversity Plan is recommended incorporating the following elements:

- Biodiversity networks of reserves, protected areas, open spaces and ecological corridors. This would enable the District to investigate opportunities for offering private landowners incentives for managing ecological corridors;
- The management of invasive alien vegetation (through the incorporation of the municipality's current Special Project: Removal of Alien Vegetation);
- The establishment of a biodiversity database and monitoring system, which would link into the State of Environment Report database and indicators, as well as the C-Plan of EKZN Wildlife;
- The promotion of biodiversity education and awareness.
- The above information would also enable the district to report on its biodiversity according to the Environmental Performance Indicators developed by DEAT for Local Government.

● **Nzeza-Nseleni-Msingazi Conservation Corridor**

Despite extensive transformation of the environment, mainly by commercial agriculture and forestry, significant resources remain in the area between Nzeza Lake and Msingazi Lake. It is recommended that consideration be given to forming conservation areas encompassing the Nseleni valley and Lake Nseze, the Sanctuary together with Lake Cubhu and surrounds, Lake Msingazi and surrounds, and possibly Lake Mangeza and others in the vicinity. This area is a key for maintaining biodiversity because of the diversity of habitat types it contains. It is widely recognised as a particularly significant area for bird diversity, including a number of endemic species. The development of this Corridor could include appropriate tourism initiatives. Connections among the first three mentioned are required, but this issue could await deliberation until the conflict between the demand for the proposed IDZ area for both conservation and industrial development is resolved (O'Connor, 2003). This project could be conducted in tandem with the work of EKZN Wildlife and shared funding options should be explored.

● **Kwabonambi grasslands**

The Kwabonambi grasslands are of national importance for conservation as they are the only remaining relics of a once extensive vegetation formation that has been almost completely lost to forestation, urbanisation and agricultural transformation. The present distribution of this grassland is 1 531ha. EKZN has set the conservation target of this grassland at 42 705ha. The district remaining grasslands should be identified and management and monitoring measures for their protection suggested in conjunction with EKZN.

● **Umlazi Estuary, Umlazi Nature Reserve And Ngoye Forest**

The Umlazi Estuary, Nature Reserve and the Ngoye Forest should be conserved in terms of their biodiversity. The Umlalazi Nature Reserve contains one of the best stands of mangroves on the Zululand coast. Furthermore the rare palm nut vulture breeds in the reserve. The Ngoye Forest boasts extensive tracts of beautiful high forest with unusual distribution records that link it with regions to the far north and south. Rare trees still found within Ngoye Reserve include the Giant Umzimbeet, Giant Pock Ironwood, Zulu Bead-string, Natal Krantz Ash, Forest Mangosteen, Forest Water Berry and the Pondo Fig. Rare and endemic fauna is highlighted by the presence of red squirrel, green barbet, yellow-streaked bulbul and the green butterfly.

#### **1.9.4 Coastal Management Plan**

The Coastal Management Plan provides a strategic framework for the management of the uThungulu Coastal area. The purpose of the strategic framework is to provide guidance for the future development of the uThungulu coast while at the same time ensuring that the coastal resource base is protected.

The uThungulu coastline is a vital and complex asset, with a diverse mix of biophysical features and human uses along its length. A description of these is contained in the previous Coastal Management Programme. There are five estuaries on the uThungulu coast: Siyaya, uMlalazi, uMhlathuze, Port of Richards Bay and Nhlabane. They vary considerably in character from permanently open (uMlalazi) to large (uMhlathuze) to a deep enclosed marine bay (Richards Bay).

Immediately inland from the shoreline are dune formations made up largely of marine sand together with a number of economically important mineral deposits. South of the uMhlathuze River the coastal topography comprises mature undulating coastal dune systems with predominantly sandy soils. North of the uMhlathuze a broad coastal plain exists, comprising sandy soils intersected with alluvial mud and clay deposits. The almost total absence of rock formations in the coastal area is a unique feature.

Along its length of 100 km, the uThungulu coastline, contains significant service infrastructure, Africa's largest port (based on volume of cargo handled), major mining operations, large industrial operations, extensive sugar cane and timber plantations, prawn fisheries, tourism businesses, wilderness /conservation areas, subsistence agriculture and natural resource harvesting, impoverished urban settlements, traditional rural settlements and affluent urban and suburban settlements (Institute of Natural Resources, 2004).

The landward portion of the coast comprises a complex mix of mining, commercial forestry and agriculture, subsistence agriculture, mariculture, harbour operations, tourism, conservation, infrastructure and industrial and residential development.

There are significant mining lease areas along the uThungulu coastline, some of which are currently being exploited. Richards Bay Minerals (RBM) and Exxaro KZN Sands are currently engaged in heavy

#### **UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

mineral mining operations in the sand dunes, both along the coast, and slightly inland from the coastal zone.

Richards Bay Minerals (RBM) is a producer of titanium, high purity pig iron, rutile and zircon. It supplies most of South Africa's needs and exports the rest (Richards Bay Industrial Development Zone). Exxaro KZN Sands is involved in the mining, beneficiation and smelting of mineral sands, mainly to produce titanium slag from smelting limonite. Other products include zircon, rutile, leucoxene and low manganese pig iron (Richards Bay Industrial Development Zone).

The population of the uThungulu Coastal Zone is located in rural homesteads, urban informal settlements, and formal residential areas (ranging from low to high density). A large proportion of the population is located in the traditional authority areas of Mfolozi, Sokhulu, Dube, Mkhwanazi, Mhlana and Zulu.

Poverty levels are generally high, especially in the traditional authority areas due to low levels of formal employment and low skills levels. The majority of the formally employed population is involved in the agriculture / fishing / forestry sector in Mfolozi and uMlalazi Local Municipalities (IDPs, 2011), and manufacturing sector in uMhlathuze Local Municipality (IDP, 2011).



UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

The Coastal Management Plan identifies the following Strategies and projects

**Table 17: Strategies and Projects**

Theme	Strategic Program	Project		
A: Governance and Capacity Building	A.1: Coastal Management & Administration Services	Project A.1.1.1: Ensure the on-going & improved functioning of an uThungulu District CWG		
		Project A.1.1.2: Establish & ensure the on-going functioning of an Mfolozi Local CWG		
		Project A.1.1.3: Establish and ensure the on-going functioning of an uMhlathuze Local CWG:		
		Project A.1.1.4: Establish and ensure the on-going functioning of an uMlalazi Local CWG		
		Project A.1.2.1: Regular interaction with National and Provincial Coastal Authorities		
		Project A.1.3.1: Identification of coastal management line function within Mfolozi Local Municipality		
		Project A.1.3.2: Identification of coastal management line function within uMhlathuze Local Municipality		
		Project A.1.3.3: Identification of coastal management line function within uMlalazi Local Municipality		
	A.2: Coastal Management Education and Training	Project A.2.1.1: Internal programme of coastal management training for uThungulu Coastal Working Group		
		Project A.2.2.1: Ensure coastal awareness and education is a focus of the uThungulu Coastal Working Group		
		Project A.2.2.2: Traditional Community Awareness and Education Programme		
		Project A.2.2.3: Local Authority Awareness and Education Programme		
		B: Our District Asset	B.1: Coastal Infrastructure and Access	Project B 1.1.1: Formal letter to DEA regarding vehicle access
				Project B 1.1.2: Road Asset Management System (RAMS):
Project B 1.1.3: Upgrading of existing and creation of new formal beach access points:				
Project B 1.2.1: Achievement of Blue Flag status for Alkantstrand beach				
Project B 1.2.2: Achievement of Blue Flag status for Mtunzini beach:				
Project B.1.3.1: Establish hiking trail at Nhlabane				
Project B.1.3.2: Siyaya Coastal Park infrastructure				
Project B 1.4.1: Formalise road linkages with iSimangaliso Wetland Park				
B.2: Coastal Safety and Security	Project B.1.1.3 (formal beach access points with security, already described in strategic programme B.1) should be taken forward			
C: Coastal Planning and Development	C.1: Coastal Planning	Project C.1.1.1: Land Use Development Framework for the Coastal Zone		
		Project C.1.2.1: Identification of coastal protection zone boundaries		
		Project C.1.3.1:		

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

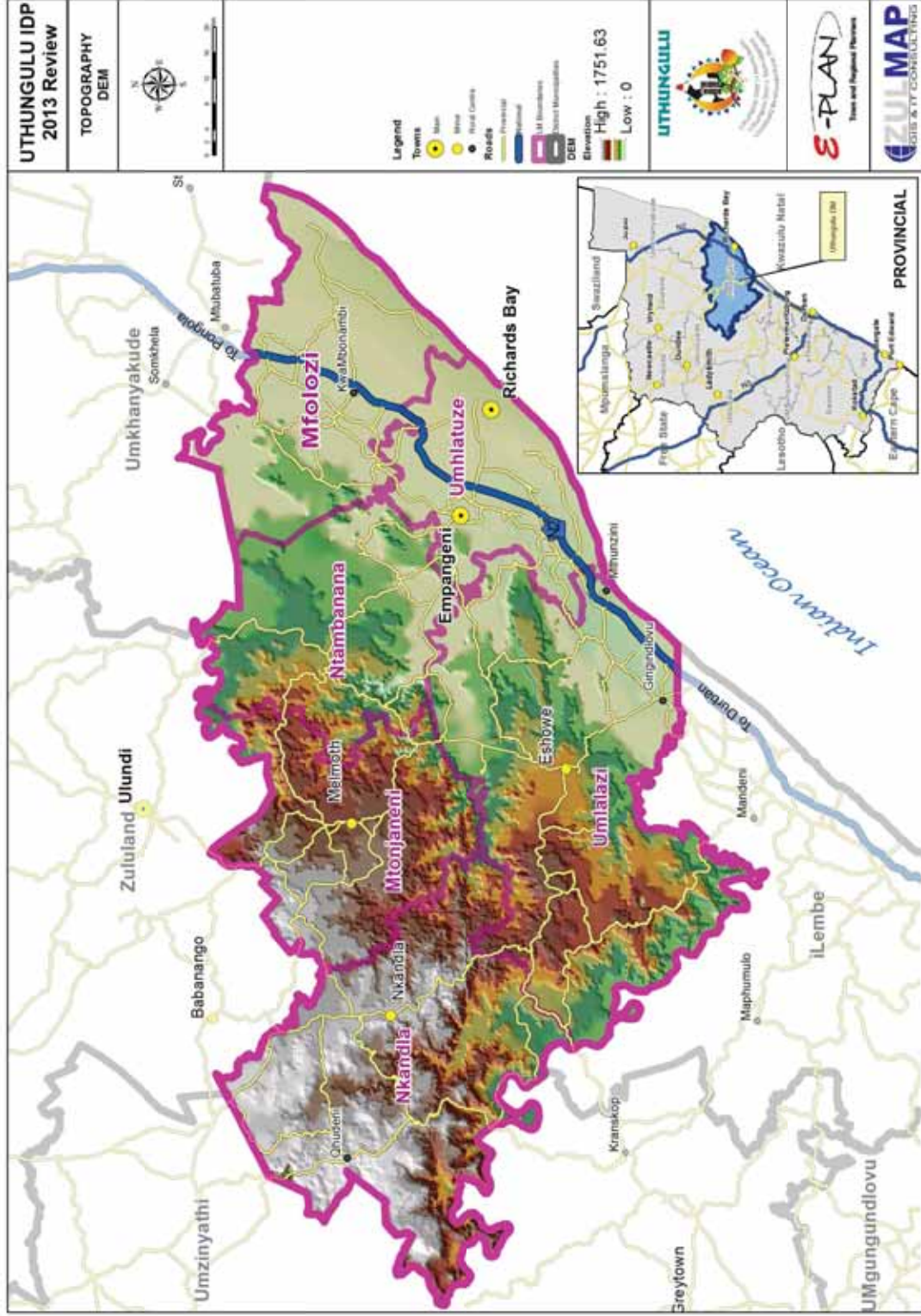
		Preparation of Coastal Planning Schemes	
		Project C.1.4.1: Cost-benefit analysis of mining operations within the coastal zone	
		Project C.1.4.2: Study of potential mining areas	
		<b>C.2: Coastal Economic Development</b>	Project C.2.1.1: Establish tourism enterprises
		<b>C.3: Coastal Poverty Alleviation</b>	Project C.3.1.1: Working for the coast
Project C.3.1.2: Nhlabane visitor facilities upgrade			
<b>D: Natural Resource Management</b>	<b>D.1: Coastal Conservation and Protection</b>	Project D.1.1.1: Formalisation of conservation areas	
		Project D.1.2.1: Estuarine Management Plans for three estuaries	
<b>E: Pollution Control and Waste Management</b>	<b>E.1: Coastal Pollution Control and Waste Management</b>	Project E.1.1.1: Quarterly beach clean up	
		Project E.1.2.1: Infrastructure Forum:	
	<b>E.2 Coastal Disaster Management</b>	Project E.2.1.1: Integrate coastal issues into disaster planning	
		Project E.2.2.1: Climate change impact study	
		Project E.2.2.2: Coastal erosion management plan	
		Project E.2.2.2: Development of set-back lines	

### 1.9.5 Topography

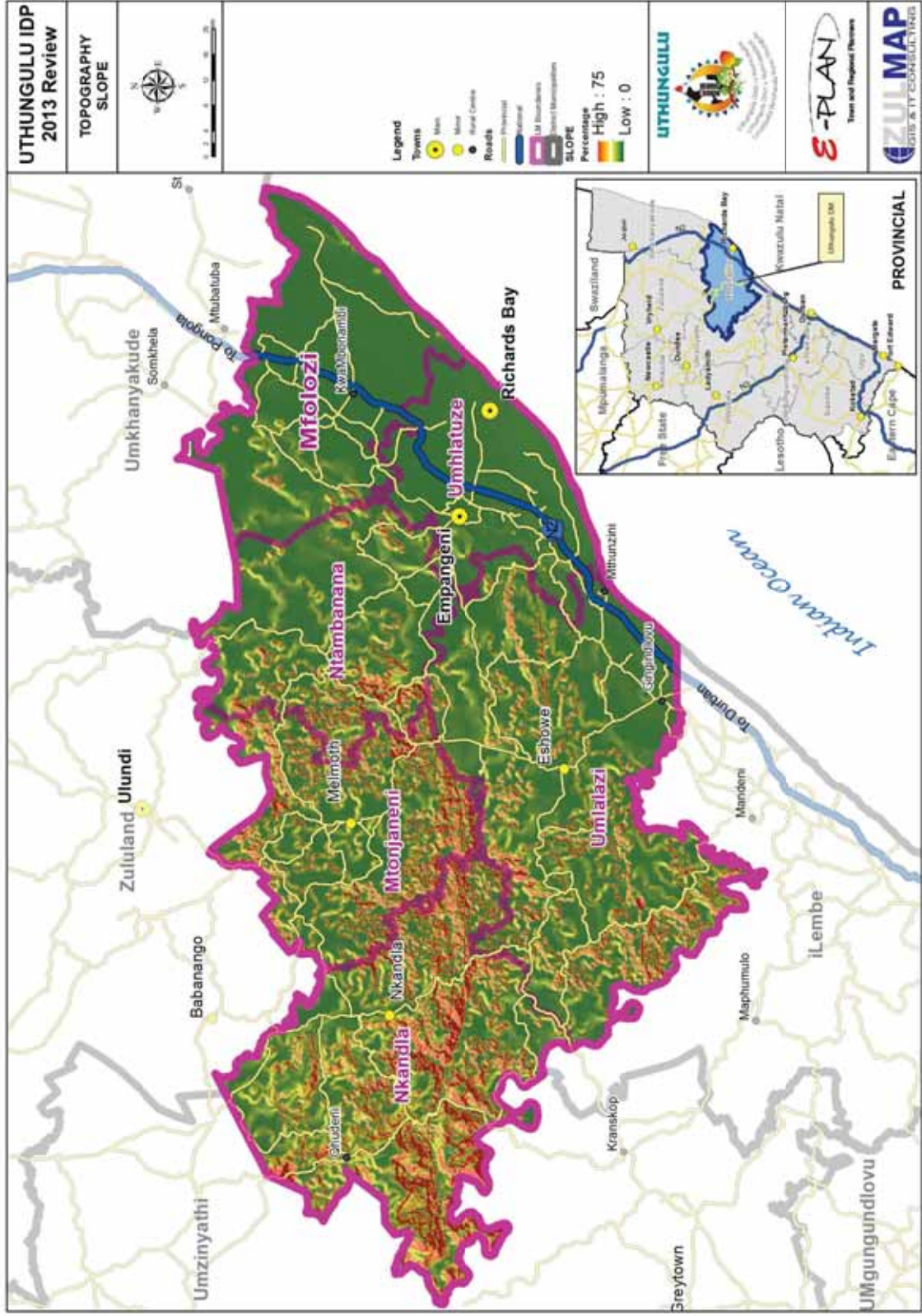
The **topographic features** of uThungulu are multi-faceted. The flat coastal region comprises of the Natal Coastal Belt and Zululand Coastal Plain with altitudes ranging from sea level to 450 metres. Inland adjacent to the coastal belt, the Lowveld of Zululand to the north east and the Eshowe Block 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.

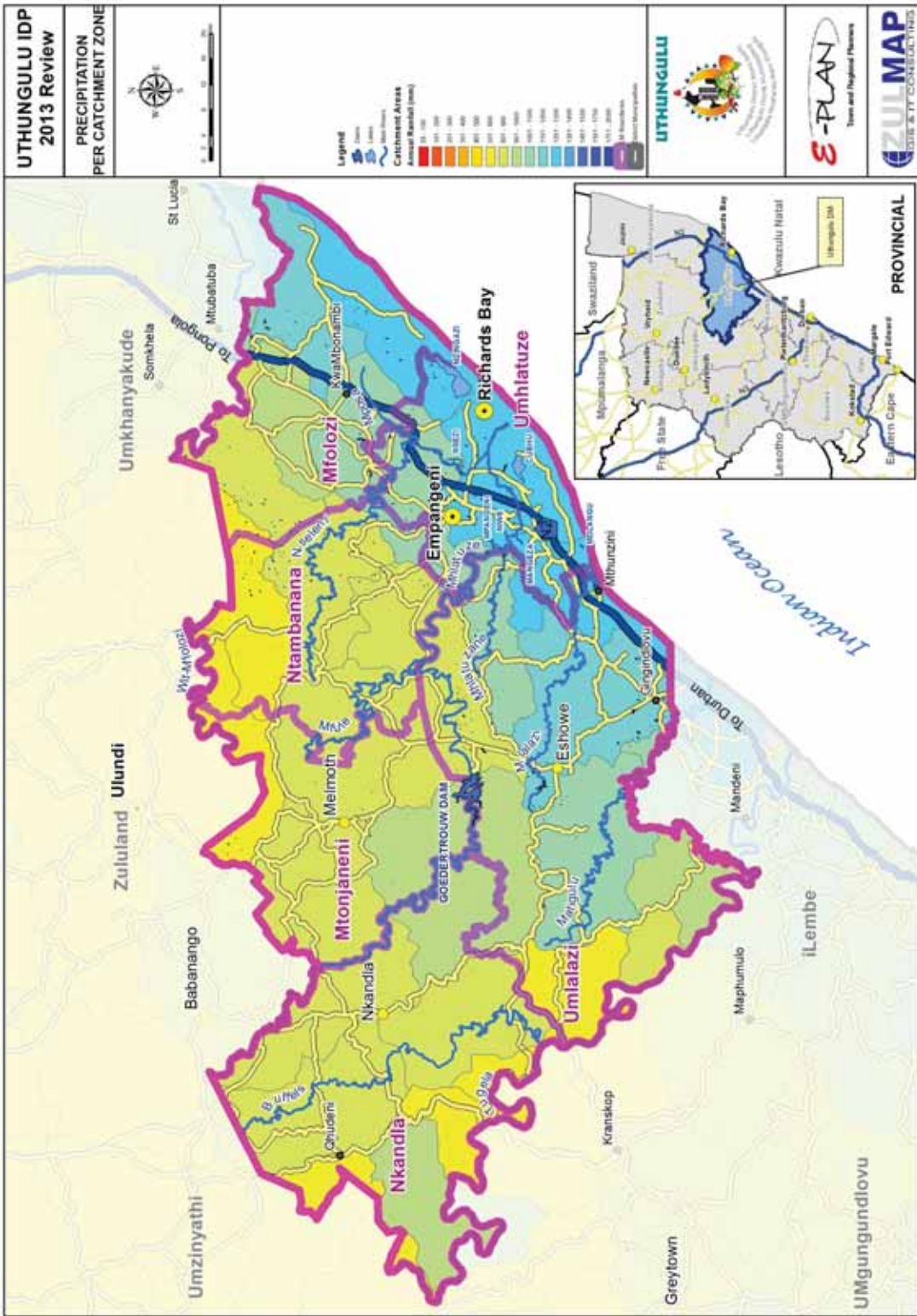
Map 11: Topography DEM



Map 12: Slope Analysis



Map 13: Precipitation per Catchment Zone



### 1.9.6 Strategic Environmental Assessment (SEA)

The uThungulu District Municipality has embarked on the process to undertake a Strategic Environmental Assessment (SEA) that will serve as an analytical environmental tool assisting the Municipality to assess the existing environmental status quo of the district, provide input into strategies, highlight unsustainable land use practices and provide parameters for environmental decision making in the on-going monitoring of the Integrated Development Plan. The State of the Environment report and the identification of environmental indicators is the first step in this process. In collating all the available information for the District, the Pressure-State- Response Framework has been utilized.

The Pressure-State-Response framework is a simple model which identifies the relationship between human activities (pressure) (such as pollution emissions or land use changes) and the resultant changes in the environment (state) (for example, changes in ambient pollutant levels, habitat diversity, water flows, etc.). Society then responds to changes in pressures or state with environmental and economic policies and programs intended to prevent, reduce or mitigate pressures and/or environmental damage (response).

A summary of the key issues in respect of sustainable development are summarized hereunder:

#### The Atmosphere

- Air quality capacity in certain areas in the District has been reached and it is highly unlikely that the situation will change (especially in the Richards Bay area).
- Planning for future industrial development needs to consider meteorological conditions, the cumulative effects of adding emissions and the assimilative capacity of the atmosphere for additional air pollution loading when selecting industry type and siting.
- Dust pollution from open cast mining needs to be addressed.
- The burning of waste in the absence of waste services are major air pollution sources in rural areas which need to be addressed.

#### Land

- Avoid development in areas with problematic geological conditions (especially areas with hazards such as sink-holes).

## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

- Avoid development in areas with problematic soil conditions, or propose alleviating measures.
- Promote good farming practices and avoid development that will greatly increase the erosion of susceptible soils (e.g. dispersive soils).
- Development on slopes steeper than 1:4 should be avoided.
- Proper storm water management should be advocated.

### Freshwater resources

- Freshwater resources need to be protected.
- The location of water courses (including wetlands) need to be mapped and appropriate buffer zones need to be implemented.
- Need for environmental awareness and education on the importance of freshwater resources.
- Ecological corridors need to be developed to provide strategic linkages between ecological assets.
- The development of ecologically and environmentally sensitive zones to protect these resources.

### Biodiversity

- Sensitive vegetation and watercourses with suitable buffers should be maintained for both the conservation of biodiversity and for their ecological functioning in water quality improvement and flood control.
- Poaching can lead to the extinction of animals.
- Harvesting of plants by communities for medicinal purposes.

### Marine and Coastal System Resources

- Development along the coastal zone needs to be planned and implemented in a sustainable manner.
- Future development need to take into consideration the potential impacts from climate change – specifically sea level rise and saline intrusion into aquifers.

### Socio-economic environment

- Negative impacts on residential areas and open space systems should be avoided or mitigated by choosing the best possible location for new transport networks or facilities.

## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

- Promote traffic flow and safety and minimize vehicle-pedestrian conflict in the design of traffic and pedestrian routes.
- Promote the provision of adequate pathways and facilities in cases where large numbers of pedestrians or cyclists use road verges and eroding of muddy paths, or gather at shops or bus-stops.
- Place more emphasis on the accessibility of facilities to pedestrians, adequate public transport, etc.
- Regional Transfer stations are to be addressed with regards to coordination between the Local Municipalities.
- Emphasis must not be placed solely on efficient management of waste products but also on pollution prevention and waste minimization.
- Medical Waste generated in rural areas may be problematic. Quantities of such waste, its collection, treatment and disposal are unknown.
- Illegal dumping needs to be addressed.
- Ensure the adequate protection of significant cultural resources.
- Formulate guidelines or propose measures to counter threats of cultural resources, such as listing and mapping cultural resources, demarcating historic areas and to control development that can threaten cultural resources.

### 1.9.7 Climate Change

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



## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

- 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 Tigor Heavy Mineral mining operations at Hillendale) as well as for domestic needs.

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 held end of 2011, the uThungulu District Municipality is addressing climate change with the following adaptation and mitigation measures:

### **Adaptation Measures:**

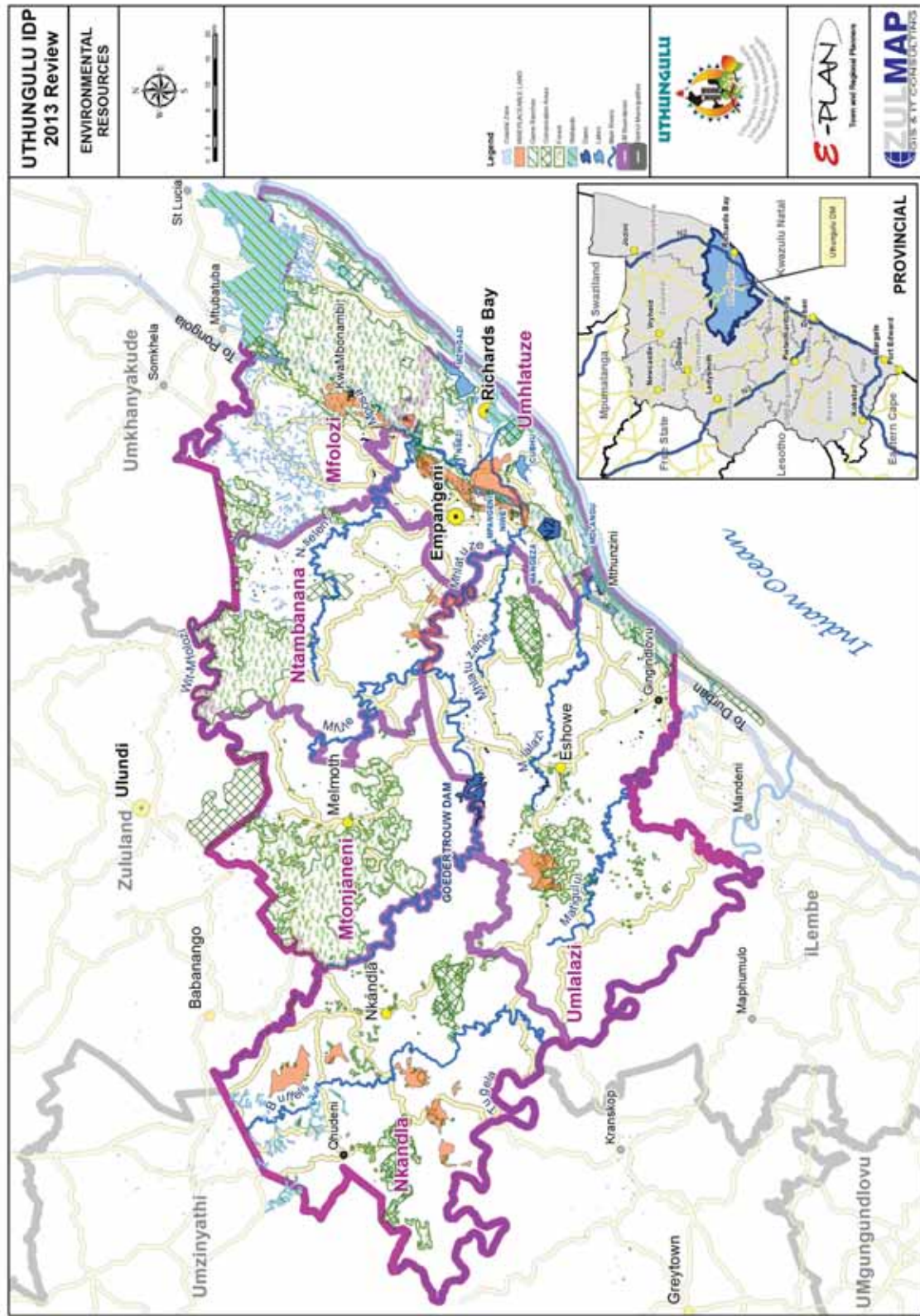
- An uThungulu District Round Table discussion was held between Kwanaloga and the uThungulu Family of Municipalities on 16 February 2011 at the uThungulu Municipal Offices to discuss the recommendations and implementation measures as a result of the Kwanaloga Summit on Rural Development & Climate Change.
- 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:**

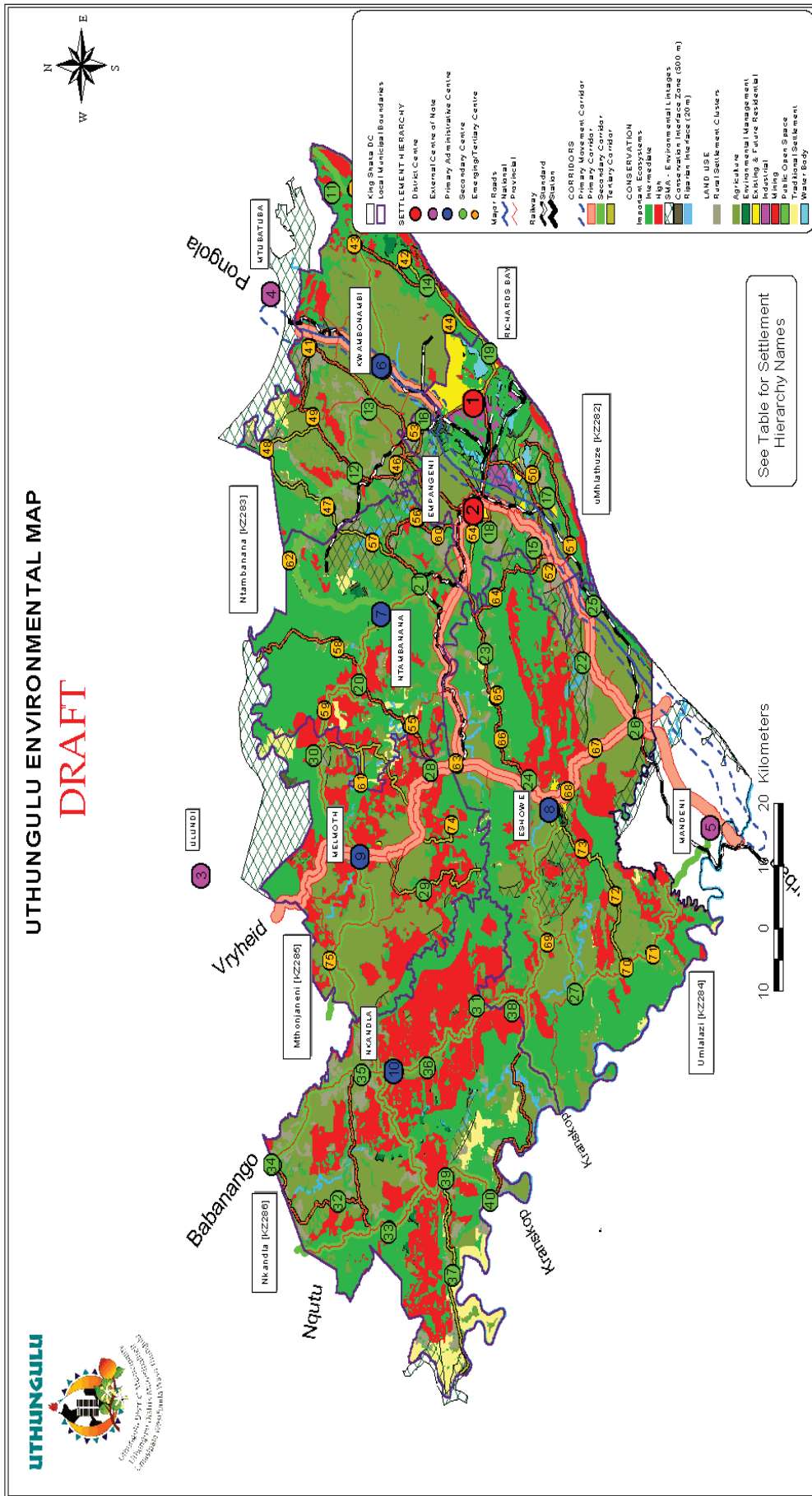
- With the assistance of the KZN Department of Transport, a Integrated Rapid Public Transport Network (IRPTN) Plan is currently being prepared to ensure the effective and efficient functioning of public transport within the uThungulu district. By promoting public transport the carbon footprint of the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

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

Map14: Environmental Resources



Map15: uThungulu Environmental Map



### 1.10 Spatial and Environmental: SWOT Analysis

#### Strength/ Opportunities

- The towns have comparatively good levels of infrastructure and services.
- The coastal topography and the N2 have added to improved urban access along the eastern portions of the uThungulu District.
- Richards Bay, has been identified as a provincial Secondary Node in the PGDS and thus an urban center with good existing economic development and the potential for growth and services to the regional economy.
- Richards Bay, as a harbor and industrial town, attracts people from surrounding towns, rural settlements and from beyond the district.
- Eshowe, Nkandla, Melmoth and Bucanana are identified as quaternary nodes. These nodes are mainly centers which should provide service to the sub-regional economy and community needs. Key strategic interventions specifically targeted at these nodes and their directly surrounding areas are supported by the Province.
- Empangeni's role as an industrial, commercial and service center to the settlements of Esikhaleni, Eshowe, Nkandla, Ntambanana and other rural settlements attracts many people to the range of higher order services available in the town.
- 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
- The district's location within KwaZulu-Natal that is reputable for its African Experience.
- UDM Area has large tracts of Biodiversity 1 and 3 designated areas with a large number of protected and environmentally sensitive areas.

**Weakness/Threats**

- The social needs of people in uThungulu along the southern coastal areas of uMhlathuze, the southern portions of uMlalazi abutting the Tugela River and extensive portions of Nkandla are considered to be high.
- Urban accessibility is a limiting factor in the western portions of the Nkandla Municipality in particular. Urban accessibility generally improves in an easterly direction towards the coast.
- The Southern and western parts of the Municipal area are mountainous with slopes of 1:3 and steeper. The slopes decrease (become less steep) towards the eastern sector of the Municipal Area
- Large inequality exists in the levels of development through the Municipal area between the rural and urban environments
- Low potential soils occur along the Tugela River as well as along portions of the Mhlathuze River
- Air quality capacity in certain areas in the District has been reached and it is highly unlikely that the situation will change (especially in the Richards Bay area)
- Dust pollution from open cast mining needs to be addressed.
- The burning of waste in the absence of waste services are major air pollution sources in rural areas which need to be addressed.

## **1.11 Disaster Management**

### **1.11.1 Vision & Mission: Disaster Risk Management**

Aligned with the National approach to disaster risk management, the uThungulu District acknowledges that disaster risk management is *'everybody's business'* in the district and not only limited to government or government officials. The public and private sectors must work together to build a resilient district.

#### **● Vision for disaster risk management**

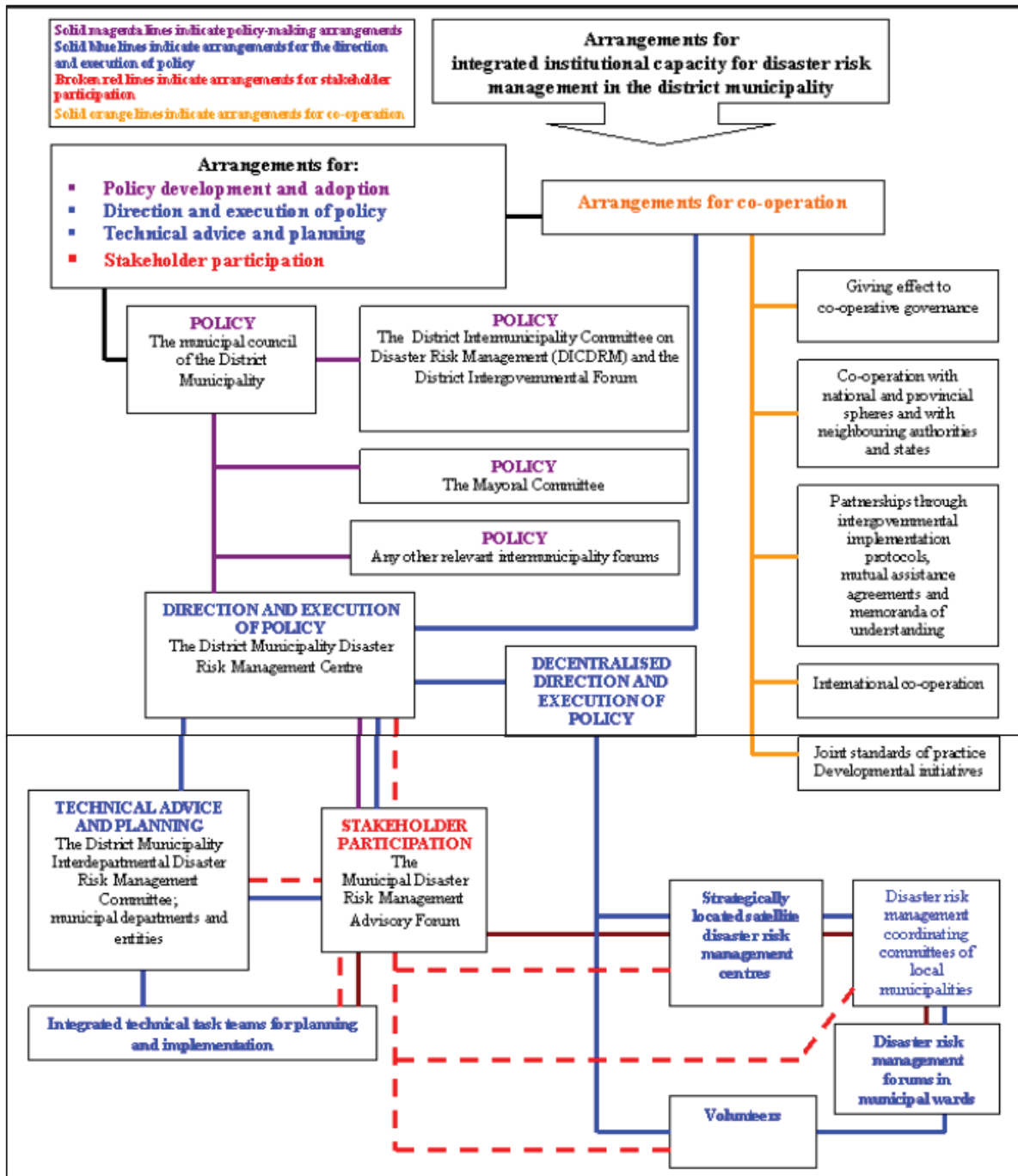
The uThungulu District Municipality's vision is to ensure a safe and healthy environment, socially and economically, by building informed and resilient towns and communities in the uThungulu District Municipality.

#### **● Mission statement for disaster risk management**

The uThungulu District Municipality's mission is to develop and implement holistic and integrated planning and practice in a cost-effective and participatory manner to reduce vulnerabilities and build resilient communities through sustainable development and service delivery.

1.11.2 Municipal Institutional Capacity

Graph 1: Municipal Institutional Capacity





## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

The head of the uThungulu Municipal Disaster Risk Management Centre is responsible for the exercise by the centre of its powers and the performance of its duties. In this regard, the head takes all the decisions of the centre, except decisions taken by another person as a result of a delegation by the head of the centre.

The head of the centre performs the functions of office:

- in accordance with the NDMF and the key responsibilities prescribed in the NDMF;
- in accordance with the disaster risk management policy framework of the KZN Province;
- in accordance with the disaster risk management policy framework of the uThungulu District Municipality;
- subject to the municipal council's IDP and other directions of the council; and
- in accordance with the administrative instructions of the municipal manager.

The following is a proposed structure for the DMC: The DMC requires approximately 8 full-time staff members. These staff members will have different roles and responsibilities within the DMC, and will therefore have specific skills. Some of the required staff members include:

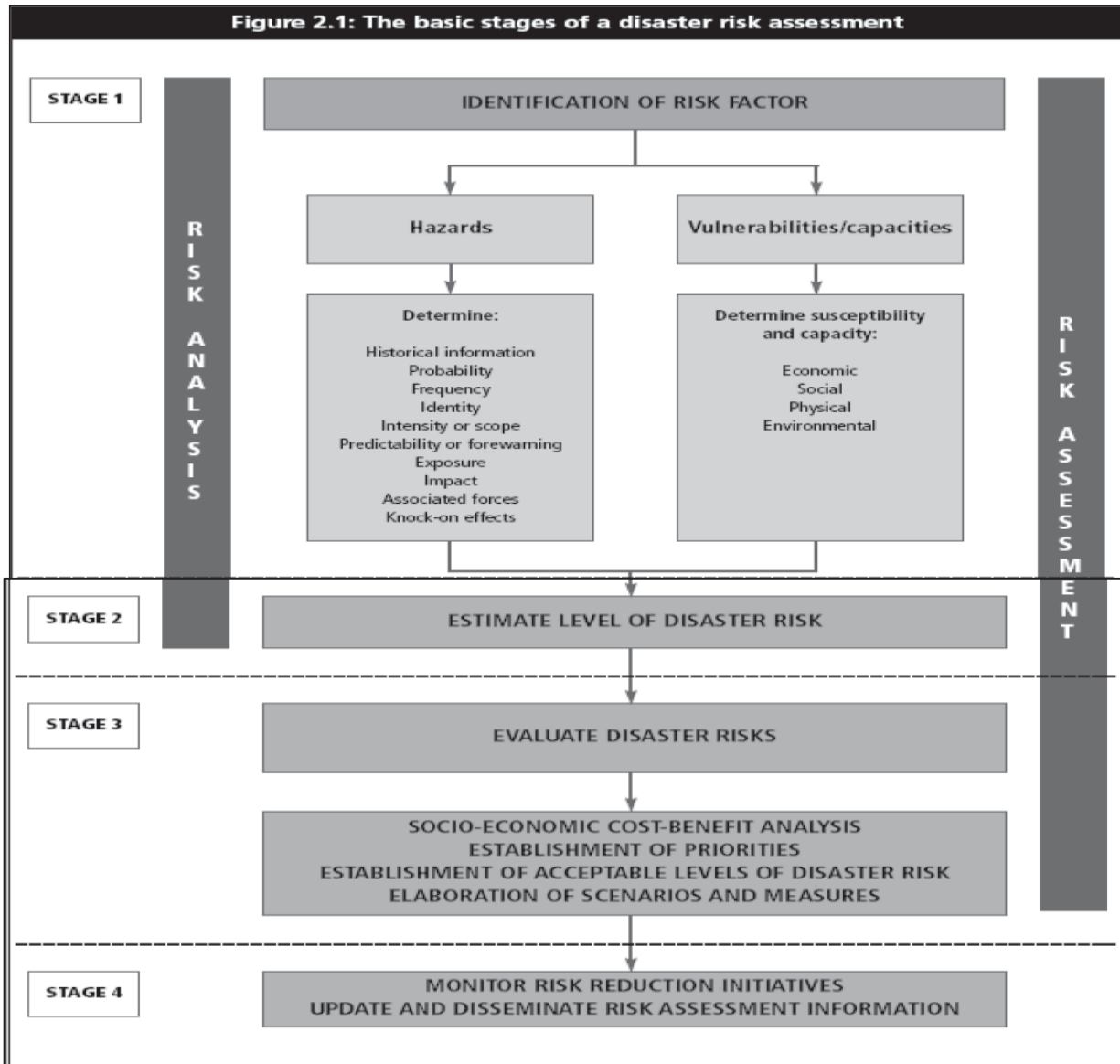
- 4 x Disaster Management focused officials, including the centre manager, senior DMC staff and DM officers;
- 1 x General Support staff;
- 1 x Administrative personnel, including a receptionist/administrative assistant; and
- 1 x Cleaning and Maintenance, who will be responsible to maintain and clean the DMC facilities as well as the site surrounding the DMC.

IT and GIS Specialist support to be provided by the municipal IT and GIS functions.

The above stated staff requirements should serve as a guide, however, an analysis will be done to determine the staff requirements within the DMC, as well as develop detailed job descriptions, required skills and key performance indicators for each position within the DMC.

1.11.3 Risk Assessment

Graph 2: Risk Assessment




#### **UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

The uThungulu District Municipality's current disaster risk profile is based on a detailed disaster risk assessment process. The risk profile for the uThungulu District Municipality is based on the data received from the workshop consultations, as well as the base data (including reports) collected during the study. The data collected from the stakeholders was compared with the desktop hazard assessment results, and the hazard severity value was adopted. This severity value was combined with a probability value (probability of occurrence within a 1 year period), in order to calculate the final hazard value.

The prioritised risk profile for the uDM is based on the data received from the workshop consultations, as well as the base data collected during the study. The stakeholder perception data and local resilience data were also compared with the desktop hazard assessment results, and the prioritised risk profile was developed. The Risk Prioritization for the uDM is shown below. Please refer to the detailed disaster risk assessment report compiled for the district for more details pertaining to the district and local municipal disaster risks.

Graph3: Disaster Risks

Hazard Name	Rating	
Hydro-meteorological Hazards - Severe Storms (Wind, Hail, Snow, Lightning, Fog)		
Disease / Health - Disease: Human (HIV/AIDS & TB)		
Disease / Health - Disease: Human (Other Disease)		
Fire Hazards - Veld/Forest Fires		
Hydro-meteorological Hazards - Floods (River, Urban & Dam Failure)		
Hydro-meteorological - Drought		
Civil Unrest - Demonstrations / Riots		
Hazardous Material - Hazmat: Fire/Explosion (Storage & Transportation)		
Hazardous Material - Hazmat: Spill/Release (Storage & Transportation)		
Civil Unrest - Crime		
Transport Hazards - Road Transportation		
Pollution - Water Pollution (Fresh and Sea)		
Infrastructure Failure / Service Delivery Failure - Water		
Oceanographic - Storm Surge		
Infrastructure Failure / Service Delivery Failure - Sanitation		
Hydro-meteorological Hazards - Extreme Temperatures		
Infrastructure Failure / Service Delivery Failure - Electrical		
Geological Hazards - Earthquake		
Civil Unrest - Xenophobic Violence		
Fire Hazards - Formal & Informal Settlements / Urban Area		
Geological Hazards - Landslides/Mud flows		
Disease / Health - Disease: Animal		
Geological Hazards - Rock-fall		
Transport Hazards - Rail Transportation		
Pollution - Air Pollution		
Environmental Degradation - Erosion		
Infrastructure Failure / Service Delivery Failure - Transport		
Disease / Health - Disease: Plants		
Major Event Hazards (Cultural, Religious, Political, Recreational, Commercial, Sport)		
Transport Hazards - Water Transportation		
Environmental Degradation - Land Degradation		
Environmental Degradation - Loss of Biodiversity		
Infrastructure Failure / Service Delivery Failure - Gas		
Civil Unrest - Terrorism		
Oceanographic - Tsunami		
Structural Failure - Building Failure		
Geological Hazards - Subsidence		
Civil Unrest - Refugees / Displaced People		
Civil Unrest - Armed Conflict (Civil/Political War)		
Infestations - Insect Infestation		
Transport Hazards - Air Transportation		
Pollution - Land Pollution		
Infestations - Animal Infestation / Over Population		
Hydro-meteorological Hazards - Desertification		
Structural Failure - Dam failure		
Environmental Degradation - Deforestation		
Infrastructure Failure / Service Delivery Failure - Information Technology		
Infestations - Plant Infestations (Intruder Plants)		
Structural Failure - Bridge Failure		
Infestations - Algal Bloom (Red Tide)		
Oceanographic - Sea Level Rise (Climate Change)		Lower Priority

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

Table 18: Prioritized Risk per Municipality

Prioritized Risk for the uDM Local Municipalities

Mbonambi LM (Mfolozi)	Ntambanana LM
Hydro-meteorological Hazards - Severe Storms (Wind, Hail, Snow, Lightning, Fog)	Hydro-meteorological Hazards - Severe Storms (Wind, Hail, Snow, Lightning, Fog)
Disease / Health - Disease: Human (HIV/AIDS & TB)	Disease / Health - Disease: Human (HIV/AIDS & TB)
Disease / Health - Disease: Human (Other Disease)	Disease / Health - Disease: Human (Other Disease)
Fire Hazards - Veld/Forest Fires	Fire Hazards - Veld/Forest Fires
Hydro-meteorological Hazards - Floods (River, Urban & Dam Failure)	Hydro-meteorological Hazards - Floods (River, Urban & Dam Failure)
Hydro-meteorological - Drought	Hydro-meteorological - Drought
Infrastructure Failure / Service Delivery Failure - Sanitation	Pollution - Water Pollution (Fresh and Sea)
Civil Unrest - Crime	Civil Unrest - Crime
Infrastructure Failure / Service Delivery Failure - Water	Hazardous Material - Hazmat: Fire/Explosion (Storage & Transportation)
Transport Hazards - Road Transportation	Hazardous Material - Hazmat: Spill/Release (Storage & Transportation)
uMhlatuze LM	uMlalazi LM
Disease / Health - Disease: Human (HIV/AIDS & TB)	Hydro-meteorological Hazards - Severe Storms (Wind, Hail, Snow, Lightning, Fog)
Disease / Health - Disease: Human (Other Disease)	Disease / Health - Disease: Human (HIV/AIDS & TB)
Hydro-meteorological Hazards - Severe Storms (Wind, Hail, Snow, Lightning, Fog)	Fire Hazards - Veld/Forest Fires
Civil Unrest - Demonstrations / Riots	Disease / Health - Disease: Human (Other Disease)
Hazardous Material - Hazmat: Fire/Explosion (Storage & Transportation)	Hydro-meteorological Hazards - Floods (River, Urban & Dam Failure)
Hazardous Material - Hazmat: Spill/Release (Storage & Transportation)	Hydro-meteorological - Drought
Oceanographic - Storm Surge	Civil Unrest - Crime
Hydro-meteorological Hazards - Floods (River, Urban & Dam Failure)	Oceanographic - Storm Surge
Civil Unrest - Xenophobic Violence	Transport Hazards - Road Transportation
Fire Hazards - Veld/Forest Fires	Geological Hazards - Landslides/Mud flows
Nkandla LM	Mthonjaneni LM
Hydro-meteorological Hazards - Severe Storms (Wind, Hail, Snow, Lightning, Fog)	Hydro-meteorological Hazards - Severe Storms (Wind, Hail, Snow, Lightning, Fog)
Disease / Health - Disease: Human (Other Disease)	Disease / Health - Disease: Human (HIV/AIDS & TB)
Disease / Health - Disease: Human (HIV/AIDS & TB)	Disease / Health - Disease: Human (Other Disease)
Fire Hazards - Veld/Forest Fires	Fire Hazards - Veld/Forest Fires
Hydro-meteorological Hazards - Floods (River, Urban & Dam Failure)	Hydro-meteorological Hazards - Floods (River, Urban & Dam Failure)
Hydro-meteorological - Drought	Hydro-meteorological - Drought
Civil Unrest - Crime	Hydro-meteorological Hazards - Extreme Temperatures
Infrastructure Failure / Service Delivery Failure - Water	Civil Unrest - Crime
Transport Hazards - Road Transportation	Infrastructure Failure / Service Delivery Failure - Water
Infrastructure Failure / Service Delivery Failure - Electrical	Transport Hazards - Road Transportation

1.11.4 Risk Reduction & Prevention

Table 19: Logical Framework for Disaster Risk Reduction Recommendations

Logical Framework for Disaster Risk Reduction Recommendations per main hazard category-Strategic objective: Ensuring that disaster risk are reduced through prevention, mitigation and effective response and recovery			
Risk:	KPIs: Measurable performance targets	Means	Main responsible Department / Stakeholder responsible in the Municipality
Fires	Residential related fires. Awareness programmes	Awareness communication materials (pamphlets/calendars), Media campaigns	DISASTER MANAGEMENT CENTRE & FIRE SERVICES
	Veld fires. Awareness programme in and around open spaces, fire breaks administered	Awareness communication materials (pamphlets/calendars), Media campaigns, Notice boards; Fire breaks	DISASTER MANAGEMENT CENTRE & FIRE SERVICES
	Early fire risk predictions. Early warning of high fire risk places & times, based on weather and vegetation/field condition	Early warning system, linked with Weather Services; Warnings via television, radio, newspapers, verbal.	DISASTER MANAGEMENT CENTRE & FIRE SERVICES
Industrial (including mining) fires / explosions / spillage / accidents	Survey of industries (for fire and hazardous materials risks); associated updating of hazard severity map; Compilation of hazardous materials register/database, indicating the location and contents of facilities spatially and in database format; Stakeholder meetings to confirm and refine the findings. Integrated register/database	Database design, development and population; Exact information, locality and hazardous materials known. Ensure industries have emergency and evacuation plans in place	DISASTER MANAGEMENT CENTRE
Epidemics (Human & Animal)	Epidemic statistic tracking and warnings. Early warning of possible epidemics in specific areas	Awareness communication materials (pamphlets/calendars), Media campaigns, Notice boards; Warnings via television, radio, newspapers, verbal.	DISASTER MANAGEMENT CENTRE
	Ensure potable water supply delivery to all settlements, even informal settlements if possible. Water supply delivery programmes in areas where population density is high but water supply not available	Budget allocation for water piping & supply projects	ENGINEERING & MAINTENANCE
	Immunisation programmes.	List of areas and places immunised	PUBLIC HEALTH
	Logging system and monitoring of communicable diseases on a daily basis at clinics and hospitals, on a central database. Communicable diseases report including graphs	Database of communicable diseases updated weekly/monthly; monthly digital reports presented to DMC	PUBLIC HEALTH

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

<b>Logical Framework for Disaster Risk Reduction Recommendations per main hazard category-Strategic objective: Ensuring that disaster risk are reduced through prevention, mitigation and effective response and recovery</b>			
<b>Risk:</b>	<b>KPIs: Measurable performance targets</b>	<b>Means</b>	<b>Main responsible Department / Stakeholder responsible in the Municipality</b>
<b>Infrastructure failure: Power, sanitation, water &amp; other key services</b>	Co-ordination between water, electricity and sanitation services to identify cross-impacts and severity of impacts. Quarterly task group meetings	Co-ordination and integrated planning	ENGINEERING & MAINTENANCE
<b>Surface water/land pollution</b>	Specific incidences quickly and effectively reported and information distributed for possible evacuation. Immediate warnings once incidents take place	Awareness communication materials (pamphlets/calendars), Media campaigns, Notice boards; Warnings via television, radio, newspapers, verbal.	DISASTER MANAGEMENT CENTRE
	Industry, Mining and Private individuals compliance to pollution control requirements. Quarterly/yearly reports; Possible polluter-pays measures, Environmental education of public	List of pollution-control required industries/mines, waste sites etc, specific license requirements; database of industries/mines checked for reporting and compliance quarterly/annually; list of public education initiatives	ENVIRONMENTAL HEALTH
	Agricultural awareness. Awareness programmes with farmers with regard to pesticides, herbicides etc. control	Awareness communication materials (pamphlets/calendars), Media campaigns, Notice boards; Warnings via television, radio, newspapers, verbal.	DISASTER MANAGEMENT CENTRE
<b>Air pollution: industrial</b>	Monitor industrial related air pollution, in areas where applicable. Quarterly/yearly reports; Bylaws; license requirements; Possible polluter-pays measures	Industries providing proof of prevention/mitigation measures	DISASTER MANAGEMENT CENTRE
<b>Air pollution: informal settlements</b>	Awareness and subsequent minimisation of air pollution in communities that utilise fuel for heat and cooking, instead of electricity. Awareness programmes in informal settlements	Pamphlets and public meetings where community leaders urge community to utilise electricity rather than fires, where possible	DISASTER MANAGEMENT CENTRE
<b>Transport: rail, road, hazmat</b>	Road maintenance. Road maintenance projects	Budget allocation for road maintenance and upgrade projects	ENGINEERING & MAINTENANCE
	Railway maintenance. Railway maintenance projects	Budget allocation for railway maintenance and upgrade projects	SPOORNET & TRANSNET
	Specific incidences quickly and effectively reported and information distributed for possible evacuation. Immediate warnings once incidents take place	Warnings via television, radio, newspapers, verbal.	DISASTER MANAGEMENT CENTRE

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

<b>Logical Framework for Disaster Risk Reduction Recommendations per main hazard category-Strategic objective: Ensuring that disaster risk are reduced through prevention, mitigation and effective response and recovery</b>			
<b>Risk:</b>	<b>KPIs: Measurable performance targets</b>	<b>Means</b>	<b>Main responsible Department / Stakeholder responsible in the Municipality</b>
	Hazmat transport inspections on road. Inspections	List of hazmat transporters and spot-checks to ensure they have what they are listed to carry, forwarded bi-monthly to DMC	PUBLIC HEALTH & TRAFFIC SERVICES
	Transport and container inspections by rail. Inspections	List of hazmat transporters and spot-checks to ensure they have what they are listed to carry, forwarded bi-monthly to DMC	PUBLIC HEALTH & TRAFFIC SERVICES
<b>Transport: air</b>	Monitoring of types and severity of incidents that may lead to disasters. Yearly reports and inclusion of data into DMC database	Reports submitted to DMC on yearly basis	DISASTER MANAGEMENT CENTRE
<b>Major Events</b>	Preparation and planning, and informing communities of events and disaster plans relating to it. Event plans and pamphlets	Plans designed and distributed well beforehand	DISASTER MANAGEMENT CENTRE
	Database indicating all possible venues and available evacuation and other plans for that venue	Lists of all venues that could house 250+ persons and associated risks for each, submitted to the DMC and/or Districts/Towns	DISASTER MANAGEMENT CENTRE
<b>Drought / water shortage</b>	Alternative dams and/or cross-border water supply negotiations	Budget and programme action plans for specific water supply schemes	ENGINEERING & MAINTENANCE
	Installation of water collection and storage containers in strategic locations	Budget and location identification for containers	ENGINEERING & MAINTENANCE
	Installation of collection and storage containers at industries and organisations	Awareness communication materials (pamphlets/calendars), Media campaigns, Notice boards; Warnings via television, radio, newspapers, verbal.	ENGINEERING & MAINTENANCE
	Installation of collection and storage containers at private homes	Awareness communication materials (pamphlets/calendars), Media campaigns, Notice boards; Warnings via television, radio, newspapers, verbal.	ENGINEERING & MAINTENANCE
	Linkages of data to monitor long term weather patterns vs water demand. Change monitored and predictions made	Scenarios indicated and planned for	DISASTER MANAGEMENT CENTRE
	Ground water resources. Ground water resources usability known	Ground water quality survey and impact assessment	
<b>Civil unrest (including terrorism)</b>	Monitoring system implemented. Database with incidents indicated	Graphs and probability evaluations updated	TRAFFIC SERVICES AND SAPS



**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

<b>Logical Framework for Disaster Risk Reduction Recommendations per main hazard category-Strategic objective: Ensuring that disaster risk are reduced through prevention, mitigation and effective response and recovery</b>			
<b>Risk:</b>	<b>KPIs: Measurable performance targets</b>	<b>Means</b>	<b>Main responsible Department / Stakeholder responsible in the Municipality</b>
	Incident database to be set up and maintained. Incident database updated and maintained	Incident database designed, developed and implemented; updated	TRAFFIC SERVICES AND SAPS
<b>Floods</b>	Assessment of dam break impacts on existing developments. Dam break flood impacts	Documentation indicating impacts and consequences	ENGINEERING & MAINTENANCE
	Develop indicative flood mapping, giving an indication of the 100-year and RMF floodlines along the major watercourses. High frequency and risk of flood events, based on past events	Major impacts on especially informal and low-income settlements	DISASTER MANAGEMENT CENTRE
	High water markers and beacons to indicate depth of rivers. Maintenance of beacons, and installation of additional high water markers	Maintaining of beacons; identification of positions for high water level markers; installation of high water markers	ENGINEERING & MAINTENANCE
	Flood hazard assessments for selected watercourses. Hazard assessment studies, reports and associated maps	Budget allocation for the various projects	DISASTER MANAGEMENT CENTRE
	Ensuring no development and building in floodline areas. Awareness programmes and law enforcement	Awareness communication materials (pamphlets/calendars), Media campaigns	INTEGRATED DEVELOPMENT PLANNING
	Stormwater maintenance. Ongoing stormwater maintenance	Stormwater asset management register and maintenance scheduled and budgeted for	ENGINEERING & MAINTENANCE
<b>Storms</b>	Early storm risk predictions based on weather	Early warning system, linked with Weather Services; Warnings via television, radio, newspapers, verbal.	DISASTER MANAGEMENT CENTRE
<b>Environmental degradation</b>	Waste site location and management. Integrated waste management plans	Drafting and acceptance of the waste management plans, and spatial data indicating location of all existing and future waste sites	ENVIRONMENTAL HEALTH
	Erosion protection, especially where sand and gravel mining is taking place. Stricter environmental controls	Decreased erosion and extraction	ENVIRONMENTAL HEALTH
<b>Hazmat transportation</b>	Specific incidences quickly and effectively reported and information distributed for possible evacuation. Immediate warnings once incidents take place	Warnings via television, radio, newspapers, verbal.	DISASTER MANAGEMENT CENTRE

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

Logical Framework for Disaster Risk Reduction Recommendations per main hazard category-Strategic objective: Ensuring that disaster risk are reduced through prevention, mitigation and effective response and recovery			
Risk:	KPIs: Measurable performance targets	Means	Main responsible Department / Stakeholder responsible in the Municipality
	Hazmat transport inspections on ships. Inspections	List of hazmat transporters and spot-checks to ensure they have what they are listed to carry, forwarded bi-monthly to DMC	DISASTER MANAGEMENT CENTRE
	Transport and container inspections by ship. Inspections	List of hazmat transporters and spot-checks to ensure they have what they are listed to carry, forwarded bi-monthly to DMC	DISASTER MANAGEMENT CENTRE
Extreme temperatures	Early temperature risk predictions based on weather	Early warning system, linked with Weather Services; Warnings via television, radio, newspapers, verbal.	DISASTER MANAGEMENT CENTRE
Desertification	Link with Weather Services: Monitoring and studies. Draft medium-longer term contingency plans for areas at risk	Mainly monitoring	ENVIRONMENTAL HEALTH
Plant infestation /overpopulation	Monitoring of types and severity of incidents that may lead to disasters. Yearly reports and inclusion of data into DMC database	Reports submitted to DMC on yearly basis	ENVIRONMENTAL HEALTH
Animal/Insect infestation /overpopulation	Monitoring of types and severity of incidents that may lead to disasters. Yearly reports and inclusion of data into DMC database	Reports submitted to DMC on yearly basis	ENVIRONMENTAL HEALTH
Geological (Earthquake, Landslides, Subsidence, Erosion, Land Degradation)	Detailed Geological Risk Study in areas at possible risk. Monitoring of types and severity of incidents that may lead to disasters. Yearly reports and inclusion of data into DMC database	Contingency Plans for possible occurrences. Reports submitted to DMC on yearly basis	ENVIRONMENTAL HEALTH
Deforestation	Monitoring of types and severity of incidents that may lead to disasters. Yearly reports and inclusion of data into DMC database	Reports submitted to DMC on yearly basis	ENVIRONMENTAL HEALTH
Loss of biodiversity	Monitoring of types and severity of incidents that may lead to disasters. Yearly reports and inclusion of data into DMC database	Reports submitted to DMC on yearly basis	ENVIRONMENTAL HEALTH

### 1.11.5 Response & Recovery

In terms of section 55(2) of the Act, the following can immediately be implemented once a local state of disaster has been declared:

- a) *the release of any available resources of the municipality, including stores, equipment, vehicles and facilities;*
- b) *the release of personnel of the municipality for the rendering of emergency services;*
- c) *the implementation of all or any of the provisions of a municipal disaster management plan that are applicable in the circumstances;*
- d) *the evacuation to temporary shelters of all or part of the population from the disaster-stricken or threatened area if such action is necessary for the preservation of life;*
- e) *the regulation of traffic to, from or within the disaster-stricken or threatened area;*
- f) *the regulation of the movement of persons and goods to, from or within the disaster-stricken or threatened area;*
- g) *the control and occupancy of premises in the disaster-stricken or threatened area;*
- h) *the provision, control or use of temporary emergency accommodation;*
- i) *the suspension or limiting of the sale, dispensing or transportation of alcoholic beverages in the disaster-stricken or threatened area;*
- j) *the maintenance or installation of temporary lines of communication to, from or within the disaster area;*
- k) *the dissemination of information required for dealing with the disaster;*
- l) *emergency procurement procedures;*
- m) *the facilitation of response and post-disaster recovery and rehabilitation; or*
- n) *other steps that may be necessary to prevent an escalation of the disaster, or to alleviate, contain and minimise the effects of the disaster.*

In reading section 54 of the act, the above will be pro-actively be implemented by the uThungulu District Municipality, as required, depending on the requirements of the incident and availability of resources, irrespective of a local state of disaster has been declared or not.

#### Post disaster impact assessments

After a disaster the following disaster impact assessment activities will be undertaken, including an impact analysis relating to:

- Direct and indirect impact on communities;
- Social impact;

## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

- Agricultural impact;
- Infrastructural impact, including critical infrastructure;
- Environmental impact; and
- Economic impact.

The assessment will also include an evaluation of the response efforts of the various departments and role-players. The results from the assessment will be used to determine the overall impact of the event on the Municipality, identify gaps in the current disaster contingency plans, and also identify suitable improvements required to increase the resilience of the Municipality to disasters or extreme events.

### **1.11.6 Training & Awareness**

Training on disaster risk management in The uThungulu District Municipality will be in accordance with the NDMF and National Guidelines in this regard. Training can be of an accredited or non-accredited nature. Practical, 'hands-on' training of The uThungulu District Municipality and local municipal disaster management officials need to be executed to ensure that at least the following capabilities have been efficiently established in the uThungulu District Municipality disaster management function:

- Public Awareness: Public Awareness is on-going
- Education: to have brochures for disaster management for primary schools
- Training: training of staff on emergency evacuation
- Integrating all of the above into an effective The uThungulu District Disaster Management operation.

Communication and stakeholder participation in disaster risk management in the uThungulu District Municipality is executed through a consultative process, education and public awareness, initiated by the uThungulu District Municipality disaster management function. These processes includes the development of disaster risk management information leaflets, training programmes, media and local-level meetings with disaster risk management role players, including non-governmental institutions (to be preferably invited / co-opted on the local disaster management committee) and the local traditional and community leaders, schools, clinics and communities.

### 1.11.7 Funding Arrangements

**Table 20: Funding Arrangements for Disaster Risk Management**

Activity	Funding source	Funding mechanism
Start-up activities (KPA 1, Enabler 1)	National government	Conditional grant for local government – district and metropolitan municipalities, where necessary
		Conditional grant for provinces with counter-funding component <sup>1</sup>
		Budget of national departments
Disaster risk management ongoing operations (KPA 2 and 3)	National and provincial government	Own departmental budgets
	New assignment to local government	Increase in the I (Institutional) component of the equitable share of local government
Disaster risk reduction (KPA 2 and 3)	National departments	Own budgets
	Provincial departments	Own budgets but can be augmented by application for funding to the NDMC for special national priority risk reduction projects
	District municipalities	Own budgets but can be augmented by application for funding to the NDMC for special national priority risk reduction projects
	In the case of low-capacity, resource-poor municipalities <sup>2</sup>	Additional funding released from the NDMC targeted at these categories of municipalities
Response, recovery and rehabilitation and reconstruction efforts (KPA 4)	National government	Own budget for those departments frequently affected by disasters
		Access to central contingency funds
		Reprioritise within capital budgets for infrastructure reconstruction
	Provincial government	Own budget, particularly for those departments frequently affected by disasters
		Conditional infrastructure grants
		Access to central contingency fund once threshold is exceeded on a matching basis
Local government	Reprioritise within capital budget for infrastructure reconstruction	
	Access to central contingency fund once threshold is exceeded	
Education, training and capacity-building programmes (Enabler 2)	All spheres of government	Conditional infrastructure grant, i.e. Municipal Infrastructure Grant (MIG)
		Own budgets and reimbursement through SETAs
Public awareness programmes and research activities can also be funded through the private sector, research foundations, NGOs and donor funding		
<b>Notes:</b> 1. The suggested ratio for counter-funding is 85:15, i.e. 15 per cent of all start-up costs being funded by provincial government. 2. Low-capacity, resource-poor municipalities should be identified through the creation of a composite index that takes into account the operating income of municipalities and their capacity classification as determined by National Treasury.		
Source: Partially adapted from FFC, <i>Submission on the Division of Revenue 2003/04</i> , Midrand, p. 96.		

In light of the above it is evident that the district municipality and all local municipalities in the district must fund and implement disaster risk management from their own budgets.

The district municipality may assist local municipalities from time to time with regard to funding for disaster risk reduction activities, but this does not release the local municipal councils from their responsibilities in this regard.

### **1.11.8 Disaster Management: SWOT Analysis**

#### **Strengths/Opportunities**

- The Municipality has a Level 2 Disaster management Plan in Place
- UDM have established the foundation institutional arrangements, and are building the essential supportive capabilities needed to carry out comprehensive disaster risk management activities.
- There are Disaster Management Advisory Forums in the District Municipality, uMhlathuze, Umlalazi and Mthonjaneni
- Current disaster risk profile is based on a detailed disaster risk assessment process
- The risk profile for the uThungulu District Municipality is based on the data received from the workshop consultations
- A number of risk reduction measures have been identified related to the highest rated identified risks.
- Communication and stakeholder participation in disaster risk management in the uThungulu District Municipality is executed through a consultative process, education and public awareness, initiated by the uThungulu District Municipality disaster management function

#### **Weakness/Threats**

- Hazard-specific disaster contingency plans still need to be developed
- Limited capacity currently exists in The uThungulu District Municipality and specifically in its local municipalities to fulfil all the functions required by the Act
- The resources associated with performing disaster management related functions in the uDM are rated between 'insufficient' and 'sufficient'.
- There is a need for increased investment in capacity and resilience building in each of the local municipalities

## C.2: Demographic Analysis

### 2 Demographic Characteristics

#### 2.1 Population Size

##### 2.1.1 Total Population

The total population of the uThungulu District Municipality was 907 519 in 2011. 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 2011. 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 2011 in the province and by 163% in uThungulu district.

##### 2.1.2 Population Growth

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.

**TABLE 21: Change in Population Numbers**

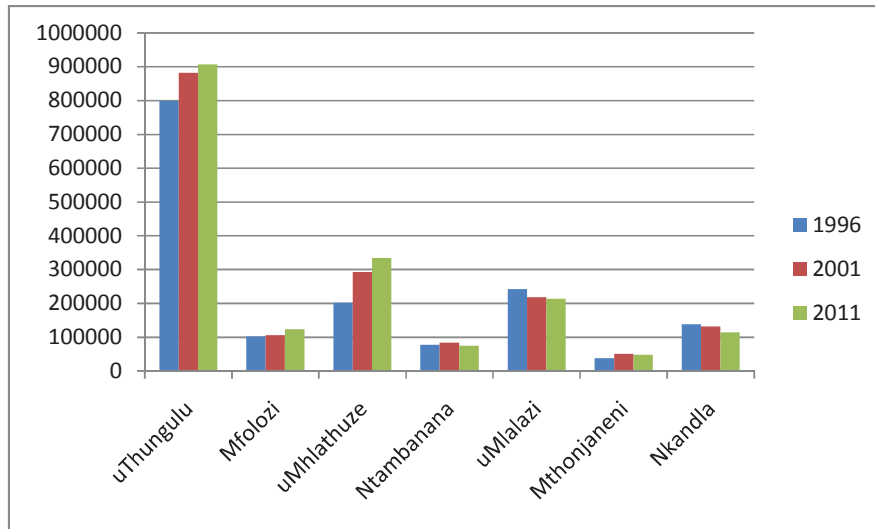
	uThungulu	Mfolozi	uMhlathuze	Ntambanana	uMlalazi	Mthonjaneni	Nkanda
<b>1996</b>	799327	102021	201824	76910	242577	37965	138029
<b>2001</b>	881909	105817	292540	83658	218564	49810	131521
<b>2011</b>	907519	122889	334459	74336	213601	47818	114416
<b>Population Growth Rate 2001-2011 %</b>	0.3	1.5	1.4	-1.2	-0.2	-0.4	-1.4

Source – Census 2011

The negative population growth rate for the period 2001 to 2011 in four of the six local municipalities is concerning and the reason need to be further investigated. It is believed that HIV and urbanisation may play a critical role in the declining numbers of the rural population due to migration to areas with perceived better economic opportunities.

### 2.1.3 Population Distribution

Graph 4: Distribution of population by population group - 1996, 2001 and 2011



Source – Census 2011

### 2.1.4 Households

#### 2.1.4.1 Number of Households

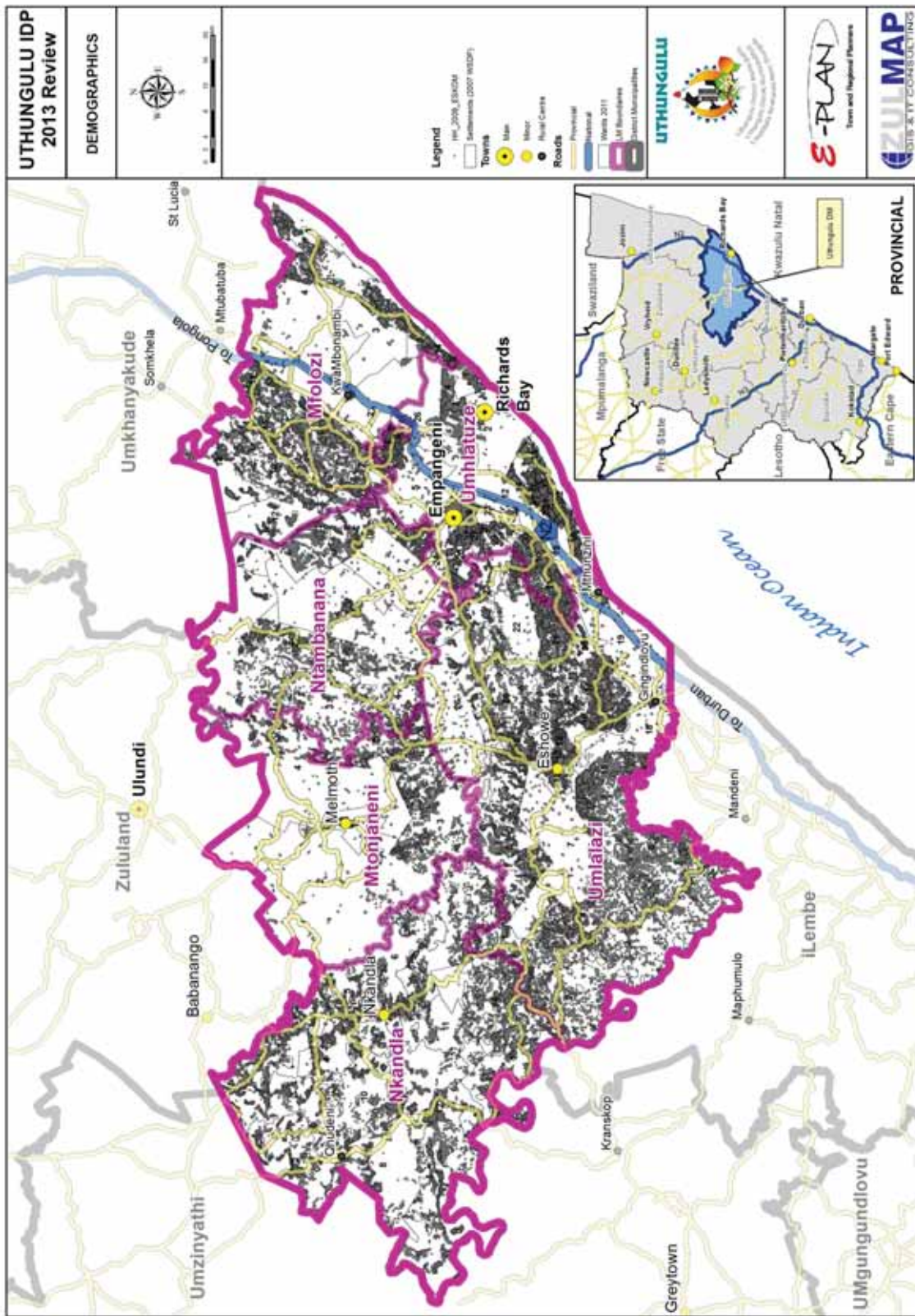
Table22: Average households size by municipality - 1996, 2001 and 2011

Municipality	Total Household Population			Number of Households			Average Household Size		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Mfolozi	94646	104519	120218	14043	19143	25584	6.7	5.5	4.7
uMhlathuze	185843	277319	315431	10100	67127	86609	18.4	4.1	3.6
Ntambanana	71507	82543	73145	38200	12441	12826	1.9	6.6	5.7
uMlalazi	219084	209777	206961	34775	38446	45062	6.3	5.5	4.6
Mthonjaneni	34330	47562	45601	5404	10108	10433	6.4	4.7	4.4
Nkandla	128917	131527	111150	19503	24216	22463	6.6	5.4	4.9
Uthungulu	734327	853247	872505	122025	171480	202976	6.0	5.0	4.3

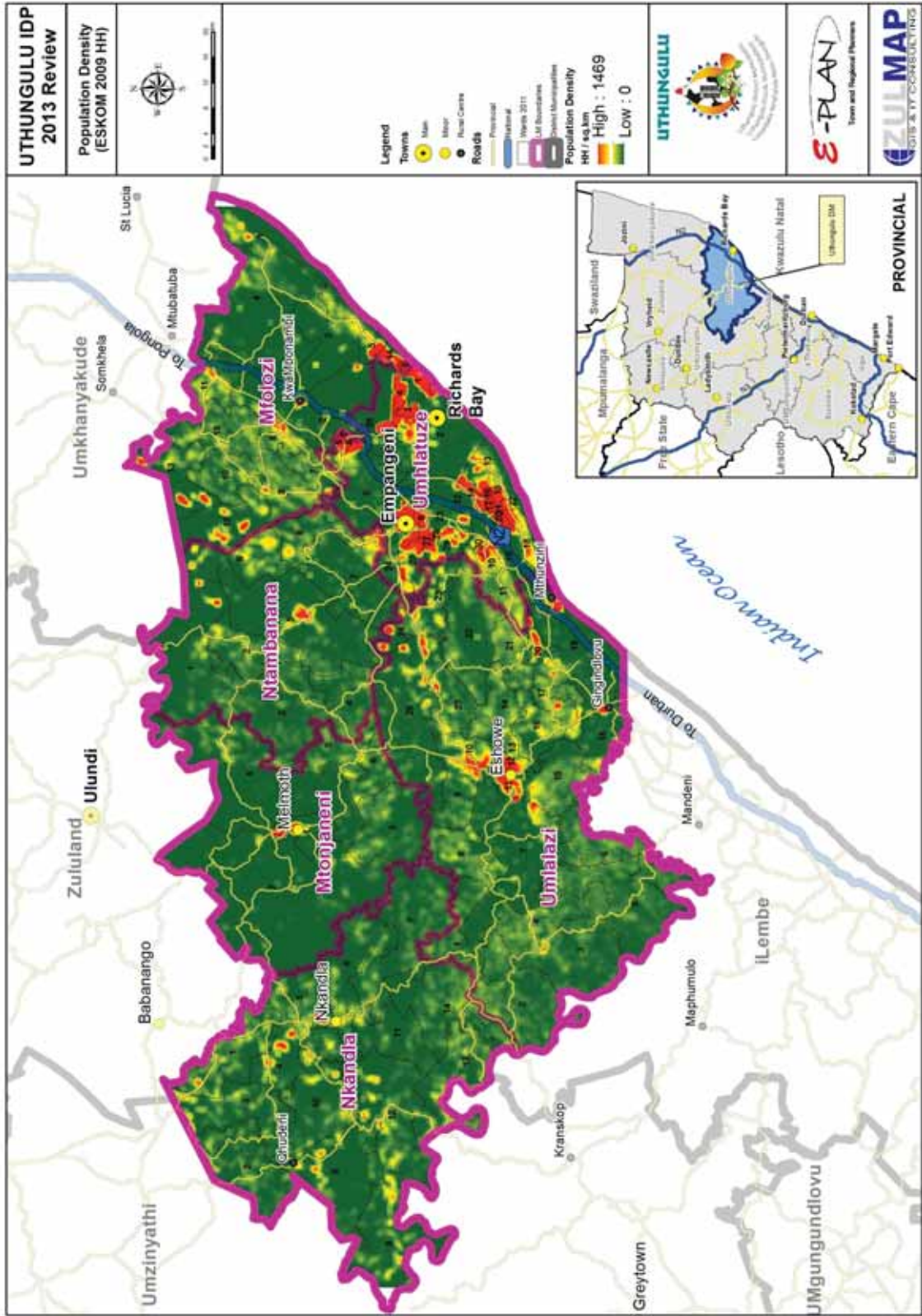
Source: Census 2011 Municipal report - KwaZulu-Natal



Map 16: Demographics

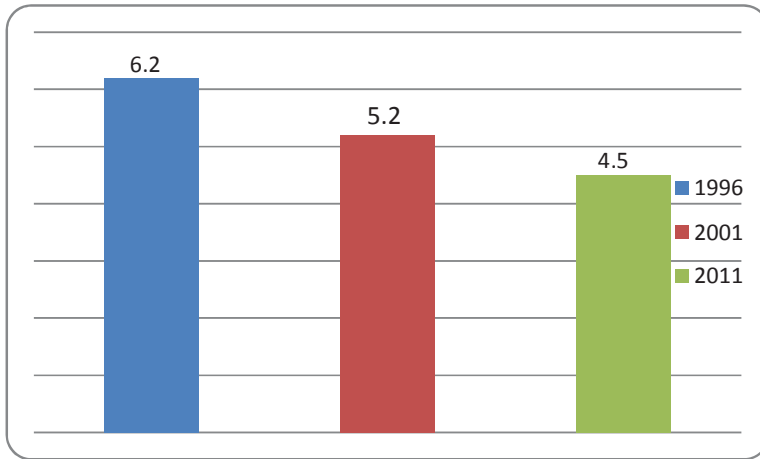


Map 17: Population Density



**2.1.4.2 Average Household size**

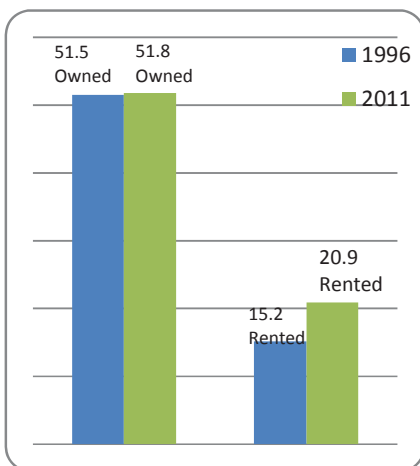
**Graph5: Average household size by municipality - 1996, 2001 and 2011**



Source – Census2011

It is notable that the average household size is constantly decreasing since 1996 when it was 6.2 persons per household until 2011 where it is 4.5 persons average per household for the district. This has implications for service delivery such as education, health and water provision.

**Graph 6: Distribution of households by tenure status - 1996 and 2011**



Source: Census 2011

### 2.1.4.3 Pensioner Headed Households

The following table shows a comparison of the incidence of Pensioner Headed Households in the uThungulu district since 2001 till 2011. It is apparent that there has been a significant increase in the number of pensioner headed households. 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.

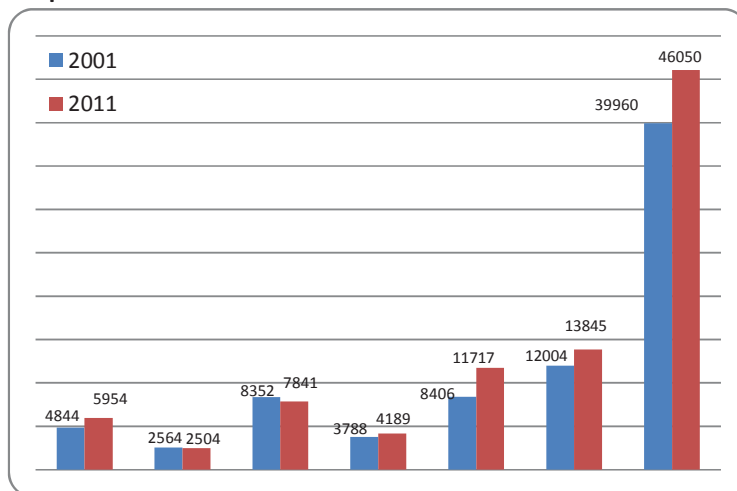
**Table 23: Pensioner Headed Households**

Municipality	Pensioner Headed Households	
	2001	2011
<i>Mfolozi</i>	4844	5954
<i>Mthonjaneni</i>	2564	2504
<i>Nkandla</i>	8352	7841
<i>Ntambanana</i>	3788	4189
<i>uMhlathuze</i>	8406	11717
<i>uMlalazi</i>	12004	13845
<b>UTHUNGULU</b>	<b>39960</b>	<b>46050</b>

Source: Census 2011

Note: Mbonambi Local Municipality changed its name to Mfolozi Municipality

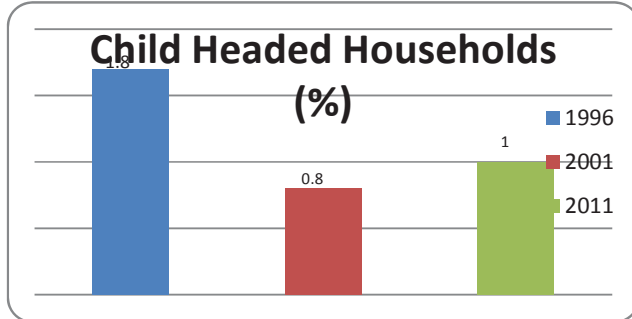
**Graph 7: Pensioner Headed Households**



Source – Census 2011

**2.1.4.4 Child Headed Households**

**Graph 8: Child Headed Households**



Source – Census 2011

**2.1.5 Gender ratio**

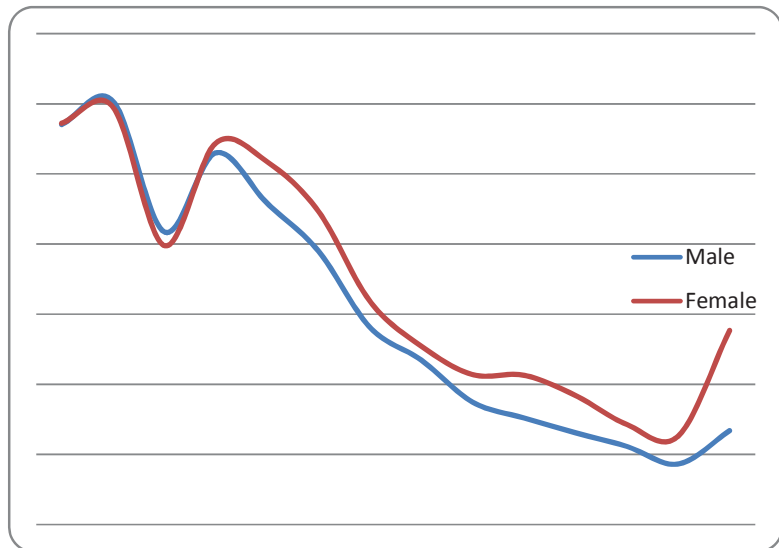
**2.1.5.1 Gender Ratio**

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

**Table 24: Male:Female Ratio**

	Male	Female
<b>0-4</b>	57028	57206
<b>05-10.</b>	60368	59517
<b>11-14.</b>	41715	39767
<b>15-19</b>	52976	54378
<b>20-24</b>	45790	51716
<b>25-29</b>	38981	44642
<b>30-34</b>	28138	31847
<b>35-39</b>	23451	25438
<b>40-44</b>	17474	21378
<b>45-49</b>	15197	21285
<b>50-54</b>	13094	18408
<b>55-59</b>	11158	14266
<b>60-64</b>	8639	12616
<b>65+</b>	13389	27659

**Graph 9: Gender Ratio**



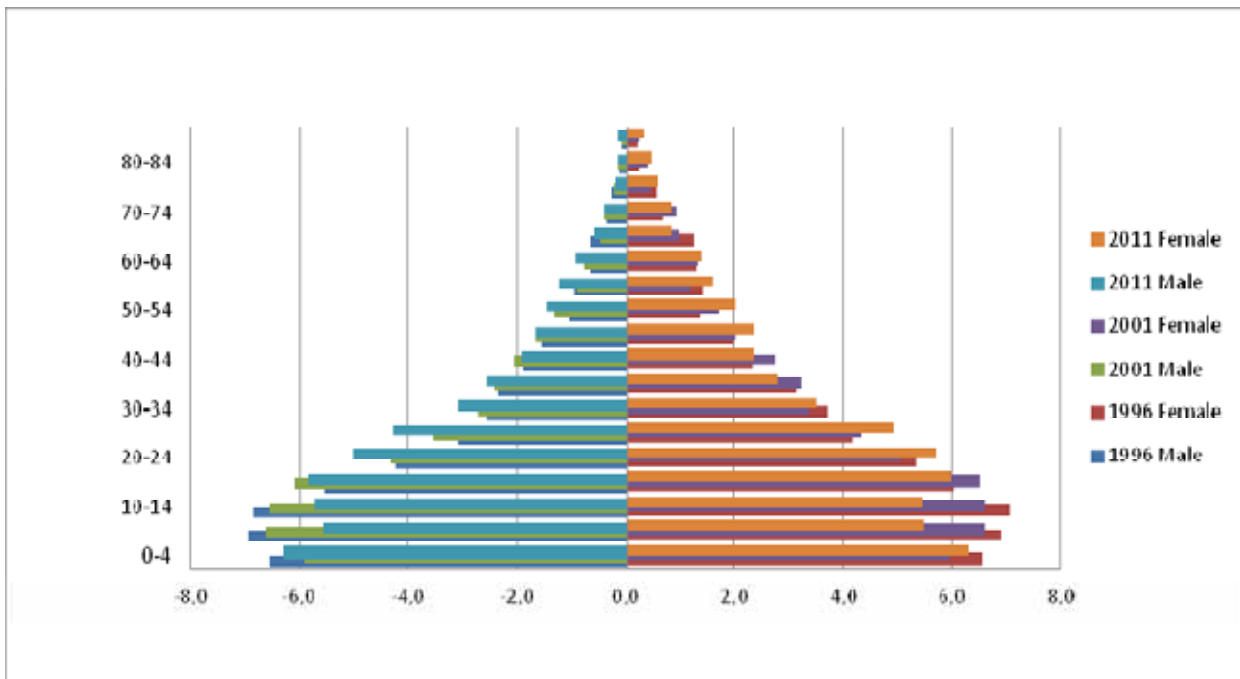
Source – Census 2011

## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

It is interesting to note that in the age cohorts between 40 – 65+ 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.

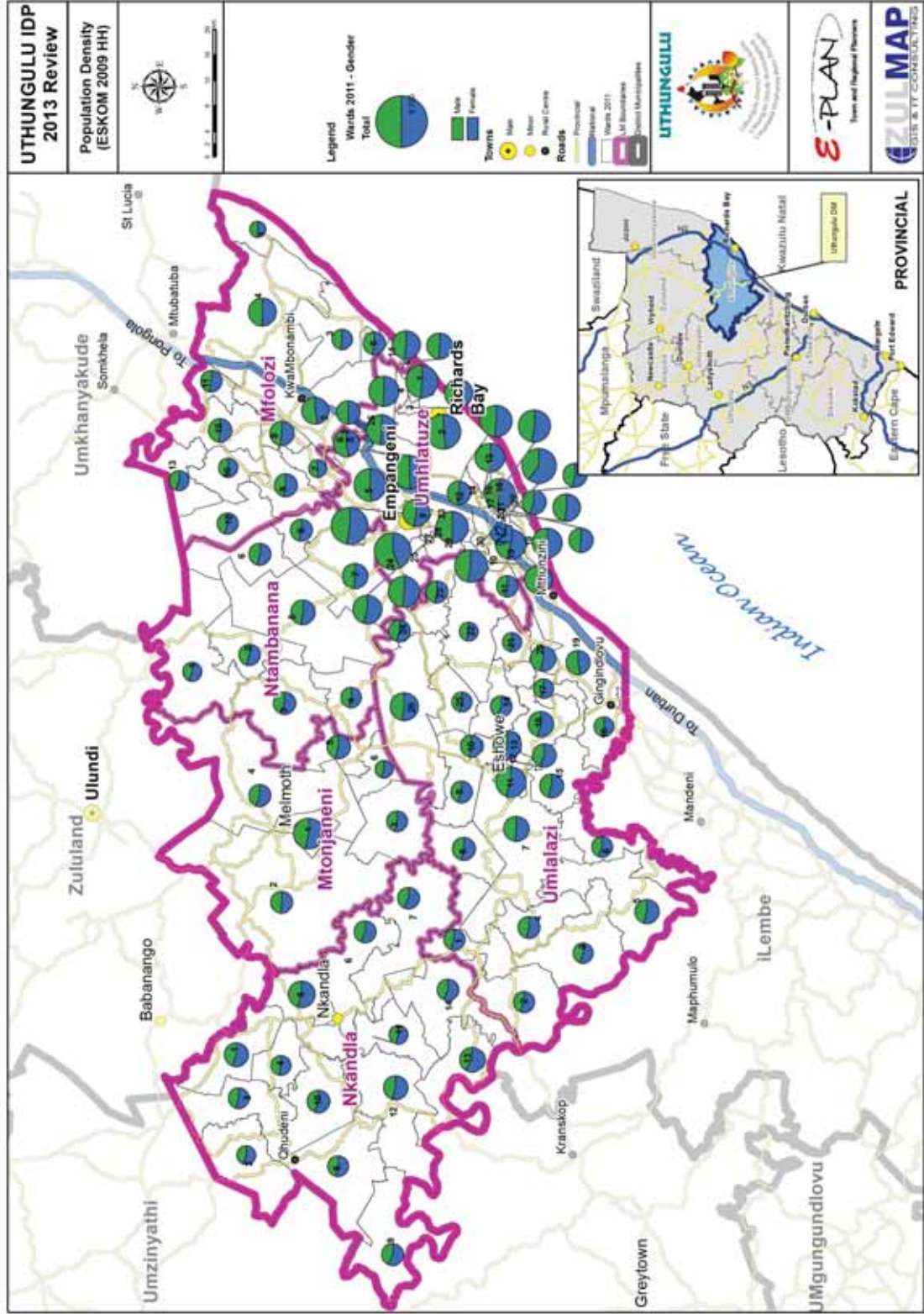
### 2.1.5.2 Gender Composition of Uthungulu's Population

Graph 10: Distribution of population by age and sex, Uthungulu District - 1996, 2001 and 2011



Source – Census 2011

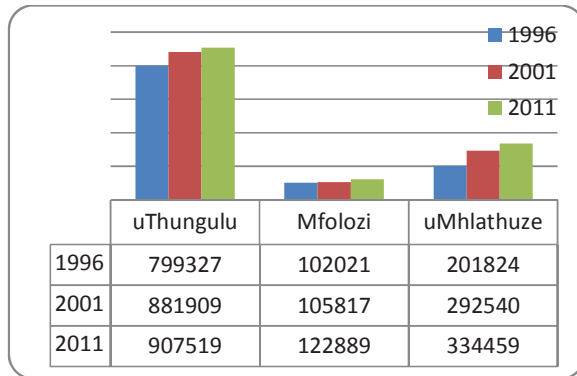
Map 18: Population Density (Gender)



### 2.1.6 Age Distribution

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

**Graph 11: Distribution of the population by functional age groups - 1996, 2001 and 2011**

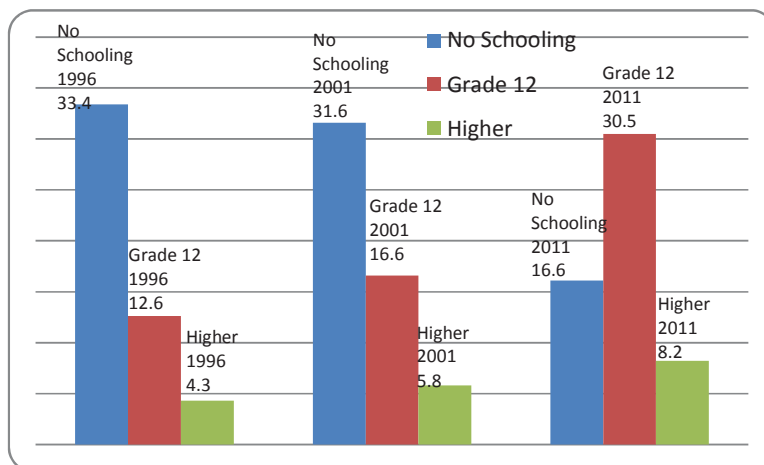


Source: Census 2011

### 2.2 Education

There has not been much of a change in the Higher education levels of the district. There appears to be an improved access to secondary education, and numbers of learners not attending school dropped significantly

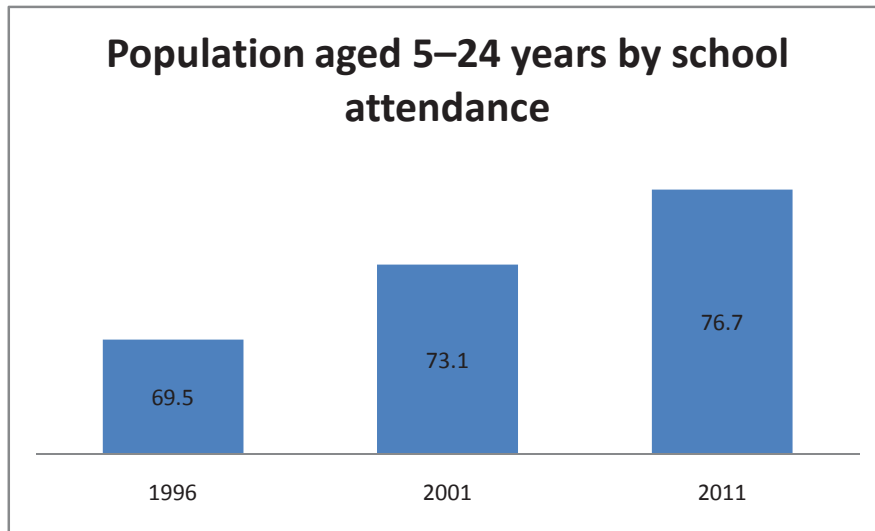
**Graph 12: Distribution of the population aged 20 years and older by highest level of education attained and district municipality - 1996, 2001 and 2011**



Source: Census 2011



Graph 13: Distribution of the population aged 5–24 years by school - 1996, 2001 and 2011



Source: Census 2011

### 2.3 HEALTH

#### 2.4 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 25: KZN Mortality Indicators

<b>Mortality Indicators 2006: KZN</b>	
<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.

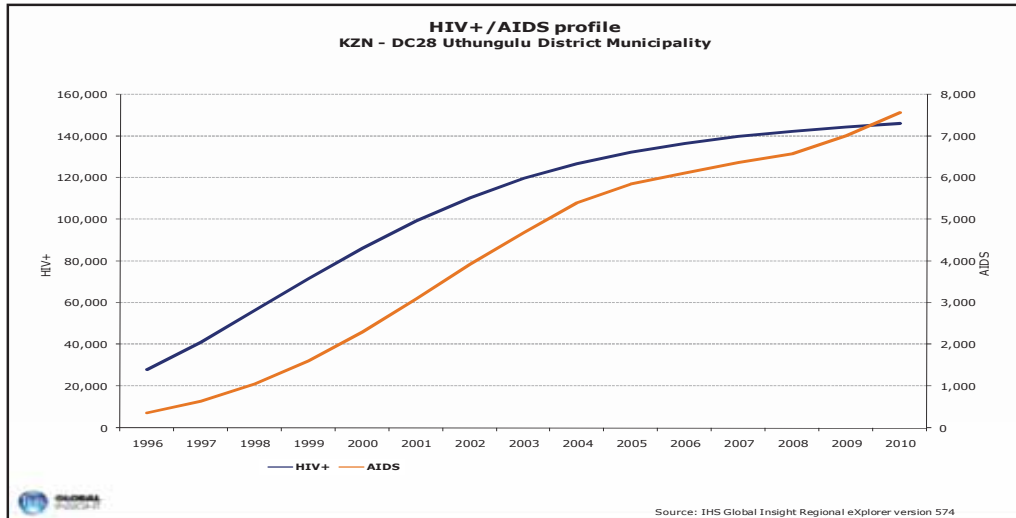
TABLE 26: HIV/Aids Related Statistics For KZN

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

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

Information has been extracted from the uThungulu District Municipality database in respect of the incidence of HIV/Aids in the uThungulu District.

**Graph 14: 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 from 1996 to 2008.

**Table 27: Infection Numbers for the District and its Local Municipalities from 1996 - 2008.**

	KZN	uThungulu	Mbonambi	uMhlathuze	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)

### 3 C3. Municipal Transformation & Organisational Development

#### Analysis

#### 3.1 Institutional Arrangements

Table 28: Institutional Arrangements

VOTE	DEPARTMENT	SERVICE
	<b>Municipal Manager</b>	
Executive & Council		Board General Expenses
Executive & Council		Department of the Municipal Manager
	<b>Planning &amp; Development</b>	
Planning & Development		Economic Development
Planning & Development		Planning Shared Services
Planning & Development		Development Planning & Environment
Planning & Development		Fresh Produce Market
Planning & Development		Executive Division – Planning & Development
	<b>Community Services</b>	
Community Services		Executive Division - Community & Social Services
Community Services		Community Services Division
Community Services		Technical Facility - Cemetery
Public Safety		Fire Fighting Services (Shared Services)
Public Safety		Disaster Management
Municipal Health		Municipal Health Services
	<b>Corporate Services</b>	
Executive & Council		Executive Division – Corporate Services
Executive & Council		Administrative Services Division
Finance & Administration		Management Services/Human Resources
Finance & Administration		Information & Communication Technology
Finance & Administration		Auxiliary Services – uThungulu 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 )
Finance & Administration		Management Accounts & Reporting
Water		Consumer Billing & Credit Control
	<b>Infrastructure Services</b>	
Water		Executive Division – Technical
Water		Municipal Infrastructure – Operations & Maintenance
Water		Municipal Infrastructure Implementation
Water		Project management Unit – MIG
Water		Water Services Authority Division
Water		Water Services Authority Division - SSA
Water		Operations & Maintenance - Western Region (Kz285 & Kz286)
Water		Operations & Maintenance - Southern Region (Kz284)
Water		Operations & Maintenance - Eastern Region (Kz281 & Kz283)
Waste Management		Technical Facility Services - Landfill
Waste Water Management		Waste Water Management

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

**3.1.1 Powers & Functions**

In terms of Circular 8/2008: 2008/09 Capacity Assessments and Recommendations: Adjustment of Powers and Functions between District and Local Municipalities in terms of Section 85 of the Local Government: Municipal Structures Act 1998, the uThungulu District Municipality has the following powers and functions to fulfil:

**Table 29: uThungulu Powers and Functions**

3	S 84(1)(c)	Bulk supply of electricity							
4	S 84(1)(d)	Domestic waste-water and sewage disposal system							
5	S 84(1)(e)	Solid waste disposal sites serving the area of the District Municipality as a whole							
6	S 84(1)(f)	Municipal roads which form an integrated part of a road transport system for the area of the district municipality as a whole							
7	S 84(1)(g)	Regulation of passenger transport services							
8	S 84(1)(h)	Municipal airport serving the area of the district municipality as a whole							
9	S 84(1)(i)	Municipal health serving the area of the district municipality as a whole							
10	S 84(1)(j)	Fire Fighting services for district municipality as a whole							
11	S 84(1)(k)	Fresh produce markets and (Abattoirs) serving the area of the district municipality as a whole							
12	S 84(1)(l)	Cemeteries and Crematoria							
13	S 84(1)(m)	Promotion of local tourism for the District Municipality							
14	S 84(1)(n)	Municipal public works relating to any of the above function or and other functions assigned to the district municipality							
	S 84(1)(o)	the receipt, allocation and if applicable distribution of grants made to the district municipality							
16	S 84(1)(p)	The implementation and collection of taxes, levies and duties as related to the above functions or may be assigned to the District Municipality in terms of National							
18	Sched 4 B	Building Regulations							
22	Sched 4 B	Local Tourism							
40	Sched 5 B	Licensing and control of undertakings that sell food to the public							
50	Sched 5 B	Refuse removal, refuse dumps, solid waste disposal and cleaning services							

Functions omitted from existing enactment in terms of Extraordinary Provincial Gazette of KZN Vol3 No 299 dated 30 June 2009	
Allocated Functions to the District	

**3.1.2 Organisational Indicators**

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 30: uThungulu Institutional Analysis**

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

### 3.1.3 Organisational Structure

In order to implement the programmes under the 5 key Development Strategies, the administration of the uThungulu District Municipality, is organized into 4 Service Units:

- The Office of the Municipal Manager;
- The Department of the Deputy Municipal Manager, Economic Development and Planning;
- The Department: Financial Services;
- The Department: Technical Services;
- The Department: Corporate Services.

#### Office of the Municipal Manager

##### DEPARTMENTAL VISION, MISSION AND CORE VALUES

##### VISION

“A municipal manager’s office that promotes an economically sound district with effective infrastructure and a district that empowers people, protects the environment and demonstrates leadership excellence.

##### MISSION

To develop and maintain effective and efficient managerial processes and practices to ensure the creation of a prosperous district by:

- Managing the provision of a high standard of essential basic services;

## **UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

- Ensuring management practices that support sustainable local economic development;
- Promoting the encouragement of committing participation in service delivery projects.

### **CORE VALUES**

- To promote the value of integrity among officials;
- To promote transparency in the way that the municipality conducts its business;
- To foster a culture of commitment in respect of service delivery within the municipality's servicing area;
- To ensure a spirit of cooperation within the municipality, among municipalities within the district, with other districts as well as with provincial and national spheres;
- To promote a culture of innovation in the carrying out of functions and delivery of services to the communities within the servicing area of the district.

### **RESPONSIBILITIES**

The Accountable Officer in terms of prevailing local government legislation and responsible as Chief Executive Officer for the effective and efficient operations of the uThungulu District Municipality as an institution.

It is the responsibility of the Municipal Manager as "Accountable Officer" to:

- Promote sound financial management throughout the municipality;
- Be responsible for all income and expenditure, all assets and the discharge of all liabilities;
- Ensure compliance with the Municipal Finance Management Act (MFMA) No. 56 of 2003;
- Prevent fruitless and wasteful expenditure;
- Disclose all information on debts;
- Ensure the development and implementation of the Integrated Development Plan (IDP), which consists of eleven development strategies upon which the annual budget is based.

## **UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

- Ensure the further development and implementation of a Performance Management System to measure service delivery in terms of performance indicators of each Key Performance Area (KPA) under the eleven development strategies.
- Co-ordination of Operational Activities within uThungulu District Municipality;
- The promotion of Intergovernmental Relations.

### **Public Relations Manager**

The Public Relations Manager is responsible for the following:

- To promote community participation in local government;
- To promote synergies with the private and public sector to market the district;
- To improve the municipality's public image by communicating in a transparent, effective and pro-active manner;
- Batho Pele
- Intergovernmental Relations
- District Communications Forum

### **Legal Services Unit**

The Legal Services Unit is responsible for the following:

- To manage the provision of comprehensive, efficient and effective legal services to the municipality
- To safeguard the municipality's interests in all legally related matters
- To ensure that the municipality's operations are conducted with the parameters of applicable legislation
- To provide various legal opinions to the municipality
- Is involved in the drafting and vetting of various agreements
- Conducts on-going research to advise the municipality on the latest developments in the legal space
- Plays a vital role in the drafting and the on-going of review of by-laws and attends to legal formalities in respect of the promulgation of same.



**Department: Planning and Economic Development**

**The Executive Division of the Deputy Municipal Manager:**

Planning and Economic Development is responsible for the following strategic portfolios:

- Managing the compilation of the IDP and the annual IDP review process;
- Managing the Organizational Performance Management System (OPMS) as well as the Individual Performance Management System for Section 56 Managers;
- Managing the Strategic Portfolio of Local Economic Development by facilitating new investments and new developments within the district in respect of the sectors of Tourism, Agriculture, Business & Industry and SMME Development.
- Managing the uThungulu District Municipality Shared Services Support to participating local municipalities within the district, in respect of Development Planning and Organizational Performance Management Functions.
- Managing the Strategic Portfolio of Risk Management inclusive of Fraud Prevention within the municipality by coordinating and facilitating all joint actions by departments;
- Managing all actions and initiatives in respect of the state of Statutory- ; Development - and Spatial Development Planning and Environmental Management;

**Economic Development and Planning**

***Objectives***

- Promote Local Economic Development;
- Promote the District as a preferred investment destination;
- Promote Local Tourism Development and coordination;
- Promote Agricultural development and implementation;
- Promote SMME Business & Industrial Developments;
- Development Planning support function for District Municipality;
- Integrated Development Planning;
- Statutory Planning
- Environmental Management.

## **Economic Development**

### ***Key Performance Areas***

- Facilitation of the Local Economic Development initiatives in the District;
- Facilitate and co-ordinate LED Capacity, Institutional & Operational Support initiatives;
- Marketing of the District as a preferred investment destination;
- Implementation of LED & Tourism projects within the district;
- Marketing of District as a Tourism Destination;
- Promotion, coordination and implementation of Agriculture initiatives in the District;
- SMME, Industrial and Business Development Support Services.

### ***Objectives***

- Ensuring Economic Growth in the District;
- Attracting Investment to the District;
- Improving the Socio-Economic conditions of residents in the District;
- Establishing the District as a preferred destination for Tourism and Business Investment

### ***Key Performance Indicators***

- Improving institutional and operational support to SMME's;
- Strengthening the Tourism, Agricultural and Business Sectors in the District;
- Marketing the competitive advantages of investing in the uThungulu District;
- Facilitation of the investment process for investors to the District.
- Implementation of specific catalytic intervention projects in the sectors of Agriculture and Tourism

## **Development Planning**

### ***Key Performance Areas***

- Development Planning Function of the District Municipality;
- Ensure compliance with applicable legislation in Development Planning;
- Co-ordination of the 5 year IDP compilation process and the IDP Review Process;

## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

- Undertake alignment of IDP Process with municipalities, sectoral departments and interested and affected parties.
- Shared Services Development Planning function;
- Statutory Planning function of the District Municipality as well as Statutory Planning functional support to the family of municipalities.

### ***Objectives***

- Ensure that Strategic Integrated Development Planning takes place within the District;
- Ensure successful implementation of the Development Planning Shared Services within the District;
- Ensure development takes place within the legislative framework;
- Facilitation of an Integrated Development approach throughout the District.
- Ensure that development complies with Environmental Management legislation.

### ***Key Performance Indicators***

- Maintaining of Development Planning Shared Services;
- Compliance with applicable legislation in development planning;
- Ensuring that development takes place according to Spatial Framework;
- Ensuring budget and IDP alignment;
- Compilation and review of District IDP.
- Compliance with Environmental Management legislation.

### **Department: Financial Services**

The overall objectives of the Financial Services department is

- The Management of Financial Municipal Reporting
- The Management of Municipal Budgets
- The Management of Supply Chain Management
- The Management of Municipal Expenditure
- The Management of Municipal Assets
- The Management of Municipal Revenues
- Annual preparation of Annual Financial Statements

## **BUDGET**

### ***Key Performance Areas***

- Compliance with legislation
- Administration of Council's Standard Chart of Accounts
- Implementation of sound internal controls
- Implementation and the annual review of the District's:
  - Budget policy
    - Borrowing policy
    - Virement policy
- Sound financial reporting mechanism for the above functions
- Administration of Council's Insurance Portfolio
- Compilation of Financial implications for items serving at all Council Structures
- Compilation of the Budget, Adjustment Budget and midyear review in terms of the MFMA and the Municipal Budget & Reporting Regulations

### ***Objectives***

- Preparation of an outcome based budget and enhanced budgetary controls
- Compilation of reports and returns to national, provincial government and the council structures
- Over viewing of insurance administration
- An accurate and effective financial management system

### ***Key Performance Indicators***

- Annual review and implementation of Budget related policies
- Co-ordination of budget process in line with Budget Regulations
- Submit monthly, quarterly and annual reports
- Monitor and report of the insurance administration

## **REVENUE MANAGEMENT**

### ***Key Performance Areas***

## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

- Compliance with legislation and implementation of proper internal controls
- Develop sound financial reporting mechanism for the above functions
- Implementation and the annual review of the District's:
  - Credit and Debt control policy
  - Indigent policy
  - Incentive policy
  - Tariff policy
  - Reporting on the above policies
- Monitoring of all grant funding as Gazette by National and Provincial departments

### ***Objectives***

- To maintain credit and debt by-laws
- Establishment and maintenance of the indigent register
- Enhance revenue collection and accountability through proper receipting
- Improve the collection of unpaid monies
- Ensure effective and efficient customer service
- Ensure that all grant funding as Gazetted are received and reported.
- An accurate and effective financial management system

### ***Key Performance Indicators***

- Annual revision of:
  - Credit and debt control policy
  - Indigent policy
  - Incentive policy
  - Tariff policy
- Reporting on the above policies
- Improved debtors collection per targets
- Monthly reporting of grants as gazetted
- Improved debtors collection per targets
- Monthly reporting of grants as gazette

## **SUPPLY CHAIN MANAGEMENT AND LOGISTICS**

### ***Key Performance Areas***

- Compliance with legislation
- Develop and implement sound internal controls
- Develop processes for sound financial reporting
- Review and amend the District's Supply Chain Management policy annually and implement changes if applicable
- Implementation of sound internal controls
- Monitoring and controlling of stock counts

### ***Objectives***

- The implementation and monitoring of the supply chain management policy
- Ensure the effective and efficient management of logistics
- An accurate and effective financial management system

### ***Key Performance Indicators***

- Annual review of Supply Change Management Policy
- Submit reports per Supply Chain Management policy and regulations
- Control and monitor quarterly stock counts

## **ASSET MANAGEMENT**

### ***Key Performance Areas***

- Compliance with legislation and implementation of proper internal controls
- Develop sound financial reporting mechanism for the above functions
- Implementation and the annual review of the District's Property , Plant & Equipment (PPE) policy

### ***Objectives***

- The implementation and monitoring of the PPE policy
- Ensure an asset register is maintained by updating regularly
- An accurate and effective financial management system

***Key Performance Indicators***

- Annual review of PPE policy
- Administration of the asset register through updating and verification
- Reporting on the asset register

**EXPENDITURE**

***Key Performance Areas***

- Compliance with legislation and implementation of proper internal controls
- Develop sound financial reporting mechanism for the above functions
- Prompt payment of all categories of creditors
- Prompt payment of staff salaries and councillor allowances

***Objectives***

- Ensure accurate and timeous payment of all categories of creditors
- Ensure accurate and timeous payment of salaries and councillor allowances inclusive of statutory payments
- An accurate and effective financial management system inclusive of statutory payments

***Key Performance Indicators***

- Monitoring of timely payments of all categories of creditors and salaries
- Monitoring of timely payments of staff salaries and councillor allowances, inclusive of statutory payments

**MANAGEMENT ACCOUNTS**

***Key Performance Areas***

- Compliance with legislation
- Implementation of sound internal controls
- Implementation and the annual review of the District's:
  - Investment and Banking policy
  - Borrowing policy

## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

- Develop sound financial reporting mechanism for the above functions
- Preparation of the Annual Financial Statements
- Investment portfolio administration
- OPMS for finance department

### ***Objectives***

- Preparation of the Annual Financial Statements
- Compilation of a cash flow management strategy linked to an investment portfolio
- Compilation of reports on loans & investments
- An accurate and effective financial management system

### ***Key Performance Indicators***

- Preparation of Annual Financial Statements
- Maintain an Investment Register
- Maintain a Loan Register
- Reporting on financial departments performance (SDBIP)
- Reporting on Investments and Loans

## **Department: Technical Services**

The Department: Technical Services consists of four sections:

- Water Service Authority
- Municipal Infrastructure Implementation
- Municipal Infrastructure Operations and Maintenance
- Auxiliary Infrastructure Services

### ***Overall Objectives***

- Research and development of new projects
- Preparation of short, medium and long term water development plans and implementation strategies
- Operation and maintenance of water and sanitation schemes
- Implementation of all capital projects of the municipality



## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

- Approval of building plans for Nkandla Local Municipality.
- Operation and management of the Regional Solid Waste site
- Coordination and support of the local municipalities in among other things developing and updating the:
  - Energy Sector Plans,
  - Waste Management Plans
  - Road Asset Management System (RAMS)

An overview and analysis of the functions of per directorate within the Technical Department:-

### **WATER SERVICE AUTHORITY**

#### ***Key Performance Areas***

- Preparation of the Water Services Development Plan
- Formulation and update of water by-laws
- Communicating council policies to the communities
- Formulation of technical guiding principles for tariff formulation and review
- Compilation of the water and sanitation master plan
- Formulation of the survival water distribution plan and strategy
- Water quality management performance assessment
- Formulation and implementation of the water conservation and water demand management strategy

#### ***Objectives***

- Monitor the reduction of water services backlog
- Update the water services master plans
- Align projects and budget to the IDP frame
- Ensure that project expenditure is aligned to the cash flows
- Ensure that communities understand the council policies and procedures related to water services operation

***Key Performance Indicators***

- Compilation and updating of the WSDP
- Compilation of the water and sanitation master plan
- Doing project feasibility studies (Research and Development)
- Compilation of project business plans
- Formulation of the water services by-laws
- Communicating council policies with the public and other sectors
- Verifying and aligning the KZ infrastructural development projects (housing and industrial) with the WSDP and advise council accordingly of these projects
- Designing of small water project and giving comments to all designs received from the consultants
- Managing and updating project budgets and cash flows and reporting to the external funders
- Preparation of the survival water distribution plan
- Management of water related reports and ensure compliance with the applicable legislation

**MUNICIPAL INFRASTRUCTURE IMPLEMENTATION**

***Key Performance Areas***

- Planning, designing and construction of Landfill Sites
- Planning, designing and construction of Regional cemeteries
- Oversight role of the Energy Sector Plan
- Implementation of new water and sanitation projects
- Approval of building plans for Nkandla Local Municipality
- Management and operation of the Regional Landfill Site

***Objectives***

- To successfully implement the backlog reduction strategy of council related to water services infrastructure
- To successfully implement and complete approved projects in time and within budget

## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

- To support the local municipalities with quality service in terms of the building plan approval and to give proper and accurate guidance related to building inspectorate function
- To oversee the implementation of a comprehensive energy sector plan for the District and proper planning of electricity distribution within the municipalities

### ***Key Performance Indicators***

- Managing the construction of both water and sanitation projects
- Responsible for the implementation of both the bulk and reticulation networks
- Preparing project progress reports
- Interpretation of drawings
- Preparation of the construction programme for the SMME's
- Approving the material requisitions for the SMME's
- Sourcing and interviewing the newly established SMME's
- Allocating work to the SMME's
- Managing the SMME's and giving feedback on their performance
- Coordinating training in terms of the EPWP requirements
- Approving payments for the SMME's
- Doing project inspections and supporting the site technicians
- Design and construction of all council's approved infrastructural projects and ensuring the following:
  - Construction methods are environmentally sound
  - Construction methods promotes local economic development
  - All projects meet the municipality's objectives in terms of level of service, supply areas (project footprint), construction timeframes
  - Project is constructed in accordance with all standard details of council
  - Progress reports and cash flows are updated and submitted timeously to the relevant committees of council and to the respective Provincial and National government departments
- Building control function for Nkandla Local Municipality
- Operations and maintenance of the Regional Landfill site
- Operations and maintenance of the Regional Cemetery

## MUNICIPAL INFRASTRUCTURE OPERATIONS AND MAINTENANCE

### *Key Performance Areas*

- Management of council water services infrastructure (assets)
- Management of the service support agent executing the water service provider function for rural areas and management of other service providers appointed within the directorate
- Management of the council's survival water distribution programme
- Management of borehole development programme of the municipality
- Management of the drinking water quality programme and ensuring compliance with applicable legislation
- Management of the wastewater quality programme and ensuring compliance with applicable legislation
- Implementation of the tanker reduction strategy of the municipality
- Implementation of the water conservation and water demand management strategy of the municipality
- Ensure that the water services infrastructure complies with all OHS act requirements
- Management of the water services call centre

### *Objectives*

- To keep all the municipality's water and sanitation schemes in good operational conditions
- To ensure that the municipality gets value for money with the appointment of external service providers and that all performance targets in terms of the service level agreements are achieved
- To provide effective management to the water survival programmes and keep all water supply points operational
- To locate new cluster of communities with water that qualifies for the new boreholes and hand-pump and to ensure that all existing hand pumps are operational

### *Key Performance Indicators*

- Operation and maintenance of all water services infrastructure which includes the following:
  - Ensuring that all rural water schemes are functional
  - Water production is in terms of the applicable specifications and national guidelines

## **UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

- Ensuring that all town water networks are functional and without leaks
- Ensuring that the sewage systems and plants are operational and maintained in accordance with the prevailing legislation
- Ensuring that water quality tests are done and checked against the SANS 241 specifications
- Responsible for the water loss management
- Responsible for the emergency and drought relief programmes of the municipality which includes the following:
  - Drilling, testing and equipping of new boreholes
  - Repairs and maintenance of hand pumps
  - Spring development and protection
  - Provision of water through the water tankers

### **AUXILIARY INFRASTRUCTURE SERVICES**

Although due to financial constraints this function has not taken off completely, its function is to support the local municipalities in several infrastructural related activities pertaining to:

- Transportation;
- Energy
- Housing
- Sports infrastructure
- Waste management

### **Department: Corporate Services**

The Department: Corporate Services consists of the following sections:

- Administrative Services
- Management Services
- Information Technology
- Community Services

### **ADMINISTRATIVE SERVICES**

This section is responsible for the smooth and efficient operation of Councils processes such as:

#### ***Key Performance Areas***

**Committee/Secretariat Services**

- This Section is responsible for the compilation of agendas, minutes, reports, etc. of Council, Exco, Portfolio Committees and ad-hoc committees.

**Registry and Records**

- Registry and records keeps and maintains all records of Council, both physical and electronic records.

**Councillor Support**

- This section provides a support service to councillors.

**Delivery Services**

- This section is responsible for the internal and external delivery and distribution of councils communication material, be it agendas, reports, letters, notifications, etc.

**Printing and Photocopy Services**

- All communication material is reproduced in this section.

**Fleet Control**

- This section is responsible for the internal control and allocation of Councils fleet vehicles.

**Building Control**

- Building control is responsible for the upkeep and maintenance of council's buildings.

***Key Performance Indicators***

- Ensure that the access to information manual is revised and updated as per legislation;
- Provision of efficient and effective General Administrative Services

## **MANAGEMENT SERVICES**

### ***Recruitment and Selection***

This section is responsible for the recruitment and selection of staff. The achievement of the Employment Equity Plan of the organization is coordinated by this section.

### ***Skills Development and Training***

This section formulates the WSP and equips staff with the necessary skills to meet the demands of their jobs. The section also coordinates the formulation of the annual Skills Audit, compiles and submits the Workplace Skills Report. All training and development events, including Bursaries, Learner ships, and Learning Programs are handled by this section, as is all contact and liaison with external Providers.

### ***Human Resource Administration***

HR Administration provides a service to its internal customers and assists with issues such as benefits, leave, allowances, subsidies, etc. The Section also ensures that all Human Resources Policies and Procedures are updated from time to time to ensure compliance with extant legislation and HR best practice.

### ***Occupational Health and Safety***

This section monitors compliance with legislation and ensures that measures for a safe and healthy environment for employees are in place. It focuses on implementing corrective measures to eliminate hazards in the workplace.

### ***Employee Assistance***

This program takes care of the emotional, physical, psychological, wellbeing of employees. It is a program that assists employees to deal with problems whether it is experienced at work or at home.

### ***Industrial Relations***

## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

This section concerns itself with ensuring the existence of healthy labour relationships by: being pro-active in resolving employee grievances/issues, professional handling of disciplinary or misconduct matters, and by championing dialogue through consultation and collaboration.

### ***Key Performance Indicators***

- Rollout and maintenance of Employee Assistance Programme
- Implementation and compliance with Occupational Health and Safety
- Election and training of Safety Reps
- Skills Development and implementation
- Timeous handling of Grievances and Discipline
- Updated Policies
- Skills shortages identified and addressed

## **INFORMATION TECHNOLOGY**

This section provides the IT infrastructure and systems to help the organization realize its goals and objectives by aligning IT services with the Integrated Development Plan.

### ***Key Performance Areas***

- Email, Internet, Intranet and Document Management Services (DMS)
- Help-desk services
- Provision of software and hardware
- Disaster Recovery Systems
- IT strategy and Master Systems Plan (MSP)

### ***Key Performance Indicators***

- Up-time of 90%+ for email, Internet, Intranet and DMS
- Provide friendly, effective and efficient help-desk services
- Reduce software licensing costs by 20% by introducing less costly systems
- Effective recovery of data after any disaster within 48 hrs
- The IT strategy and MSP is refreshed and aligned with the current IDP

## **COMMUNITY SERVICES**

The Community Services Directorate is responsible for the following services:



- Public Safety
- Municipal Health Services
- Community & Social Services
- Cemetery & Crematoria

***Overall Objectives***

- Provision of community services in the District
- Promotion of social development in the District
- Crime prevention and awareness in the District
- Community awareness on diseases in the District
- Sound co-ordination of the Disaster Management function
- Rendering of Fire Fighting Services
- Environmental Health implementation and monitoring
- Establishment and expansion of Regional Cemetery

***Key Performance Areas***

- Fire Fighting Services
- Disaster Management
- Environmental Awareness and Community education on diseases
- Marginalised Groups
- Community Awareness and education on HIV/Aids
- Expansion of Regional Cemetery

***Key Performance Indicators***

- Rendering of Fire Fighting and Disaster Management services
- Fire Fighting and monitoring
- Management of the Disaster Management Centre
- Maintenance of a safe, healthy and hygienic environment
- Monitor and report on crime
- Celebration of Women's day
- Youth day celebration
- Celebrate Heritage day

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

- Empowerment of disabled people
- Annual prayer day
- Educate community on HIV/Aids
- Management of Regional Cemetery

TABLE31: UThungulu District Municipality Organogram

				<b>MUNICIPAL MANAGER</b>		
			<b>EXECUTIVE SECRETARY</b>		<b>PUBLIC RELATIONS MANAGER</b>	
					<b>LEGAL ADVISOR</b>	
<b>DEPUTY MUNICIPAL MANAGER</b>			<b>EXECUTIVE DIRECTOR: TECHNICAL SERVICES</b>		<b>EXECUTIVE DIRECTOR: CORPORATE SERVICES</b>	<b>CHIEF FINANCIAL OFFICER</b>
IDP STRATEGIC DEVELOPMENT ORGANISATION INDIVIDUAL PERFORMANCE MANAGEMENT SECTION 56 PERFORMANCE ECONOMIC DEVELOPMENT BID ADJUDICATION SPECIAL PROJECTS ENTERPRISE RISK MANAGEMENT & FRAUD PREVENTION HOD: PLANNING & DEVELOPMENT DEVELOPMENT PLANNING SHARED SERVICES						
			<b>INFRASTRUCTURE &amp; IMPLEMENTATION</b>		<b>ADMINISTRATIVE SERVICES</b>	<b>MANAGEMENT ACCOUNTS &amp; INFORMATION (BUDGET)</b>
			<b>WATER SERVICES AUTHORITY/DESIGN</b>		<b>INFORMATION TECHNOLOGY</b>	<b>REVENUE</b>
			<b>OPERATIONS &amp; MAINTENANCE</b>		<b>COMMUNITY SERVICES</b>	<b>EXPENDITURE</b>
					<b>MANAGEMENT SERVICES</b>	

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

**TABLE 32: 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>	

### 3.1.4 Municipal Institutional Capacity & Status of Critical Posts

Information need to be obtained and inserted

### 3.1.5 Human Resource Development

Information on skills development, training and HR Policies need to be obtained and inserted.

## 3.2 Human Resource Administration

### 3.2.1 Human Resource Policies and Legislation

#### ➤ CODE OF CONDUCT

Councilors 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
- Learner ship 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

### 3.3 Political Committees

The municipality has a council led by the speaker (EM Mzimela – Speaker) and consisting of 34 members

The executive committee is led by the major (Cllr. TVB Mchunu) and consists of 7 members.

The following portfolio committees were established:

- Corporate Services
- Community Services
- Technical Services
- Financial Services
- Planning Committee
- Rules Committee
- Municipal Public Accounts Committee (MPAC)

### 3.4 Municipal Transformation & Organisational Development: Swot Analysis

Strengths/Opportunities

- MTAS in place.
- Well-functioning Portfolio, EXCO and Council structures.
- Communication Plan and IDP Alignment processes in place.
- Implementation of the UDM Economic Development Framework: Towards a Green Economy by the LED Structures created further opportunities for growth and development
- Functional GIS section.
- Planning Shared Services in place.
- HR Development Plan and Employment Equity Plan in place
- Compliance with financial requirements and submission deadlines
- Compliance with SCM requirements

Weakness/Threats

- Unfunded Mandates
- Support from other spheres of government cannot be ensured

## 4 Section C.4 Service Delivery & Infrastructure Analysis

### 4.1 Water & Sanitation

uThungulu District Municipality, in terms of the Water Services Act, is the Water Services Authority in respect of its area of jurisdiction, apart from the City of uMhlatuze.

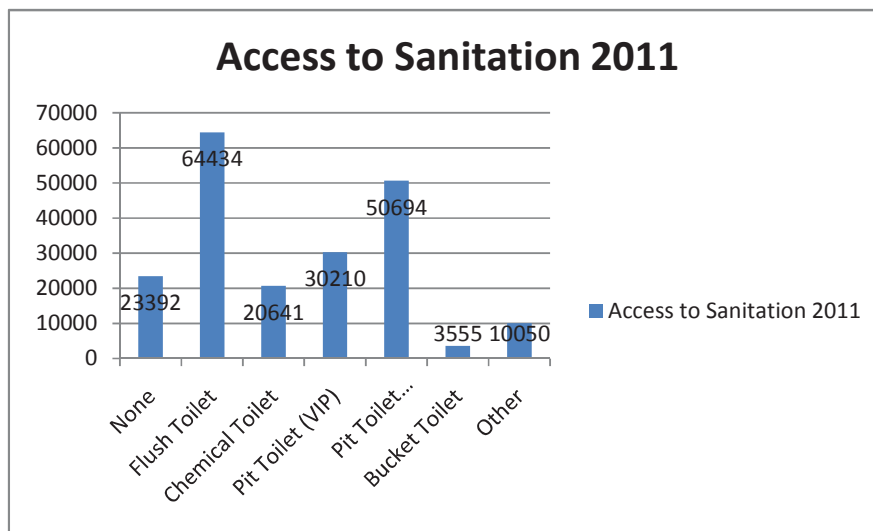
According to the 2011 census, there has been an increase in the number of households with water inside their yards and well as access to communal stands. The following table comparing the 1996 and 2011 census results is provided:

**TABLE33: Access to Water Sources**

Piped water Inside			Piped water on communal stand			No Access		
1996	2001	2011	1996	2001	2011	1996	2001	2011
26.6	38.1	65	4.7	17	18.8	66.2	44.9	16.2

Source: 2011 Census

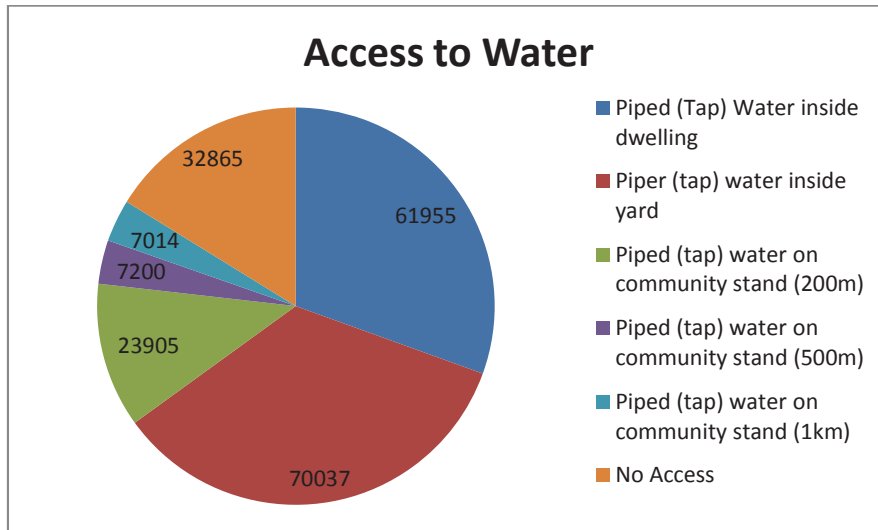
**Graph 15: Access to Sanitation**



Source – Census 2011

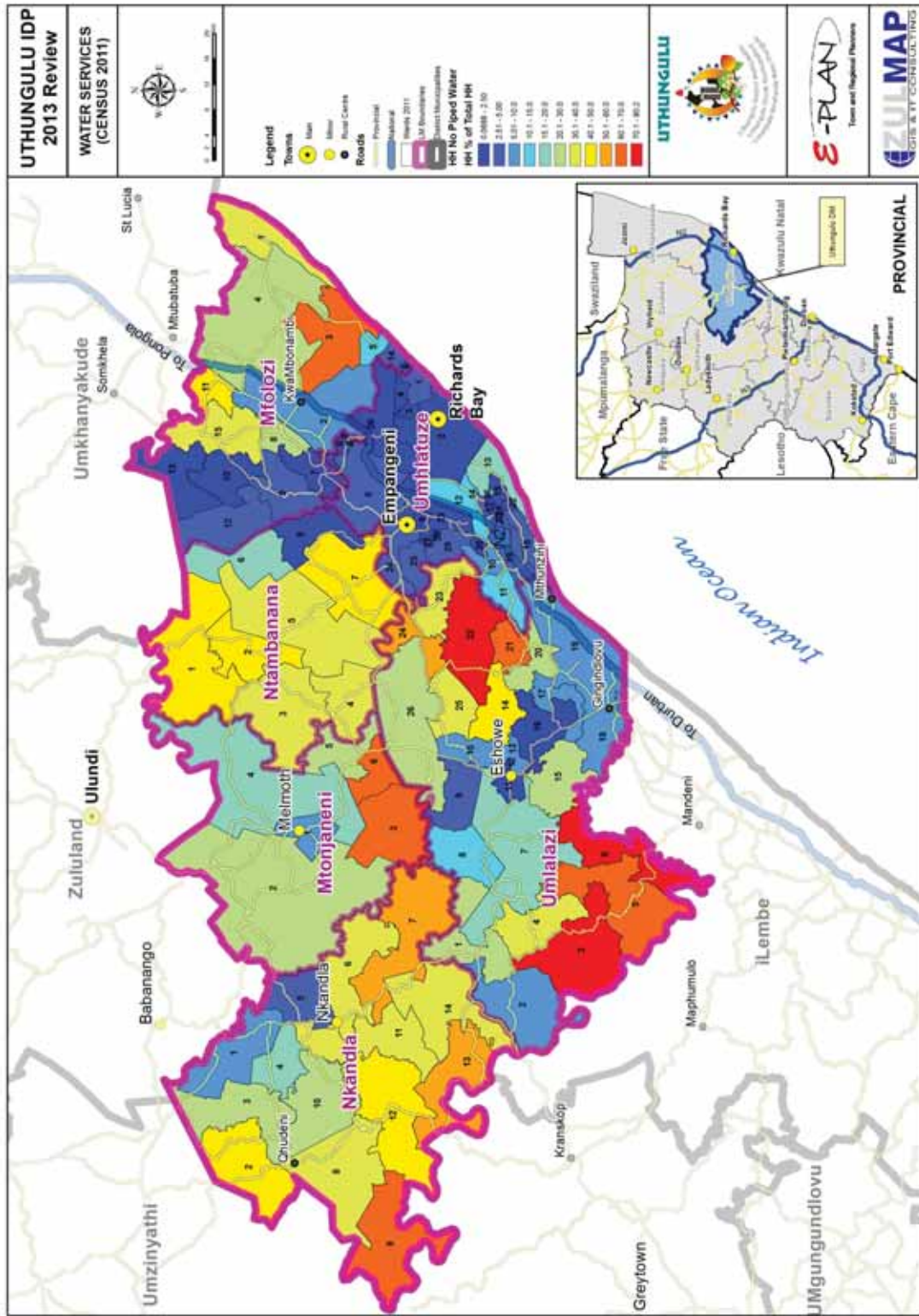


**GRAPH 16: Access to Water**

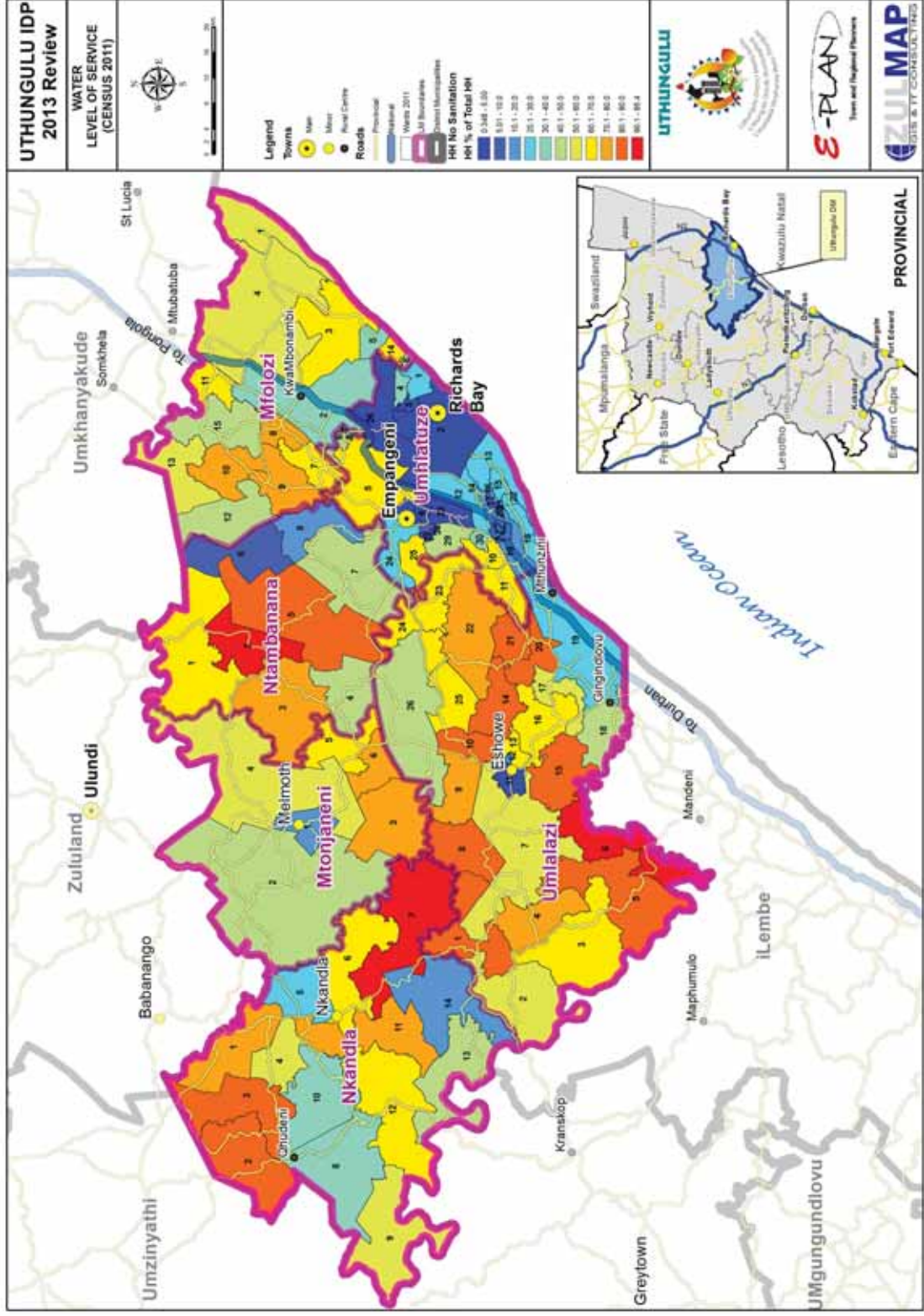


Source: Census 2011

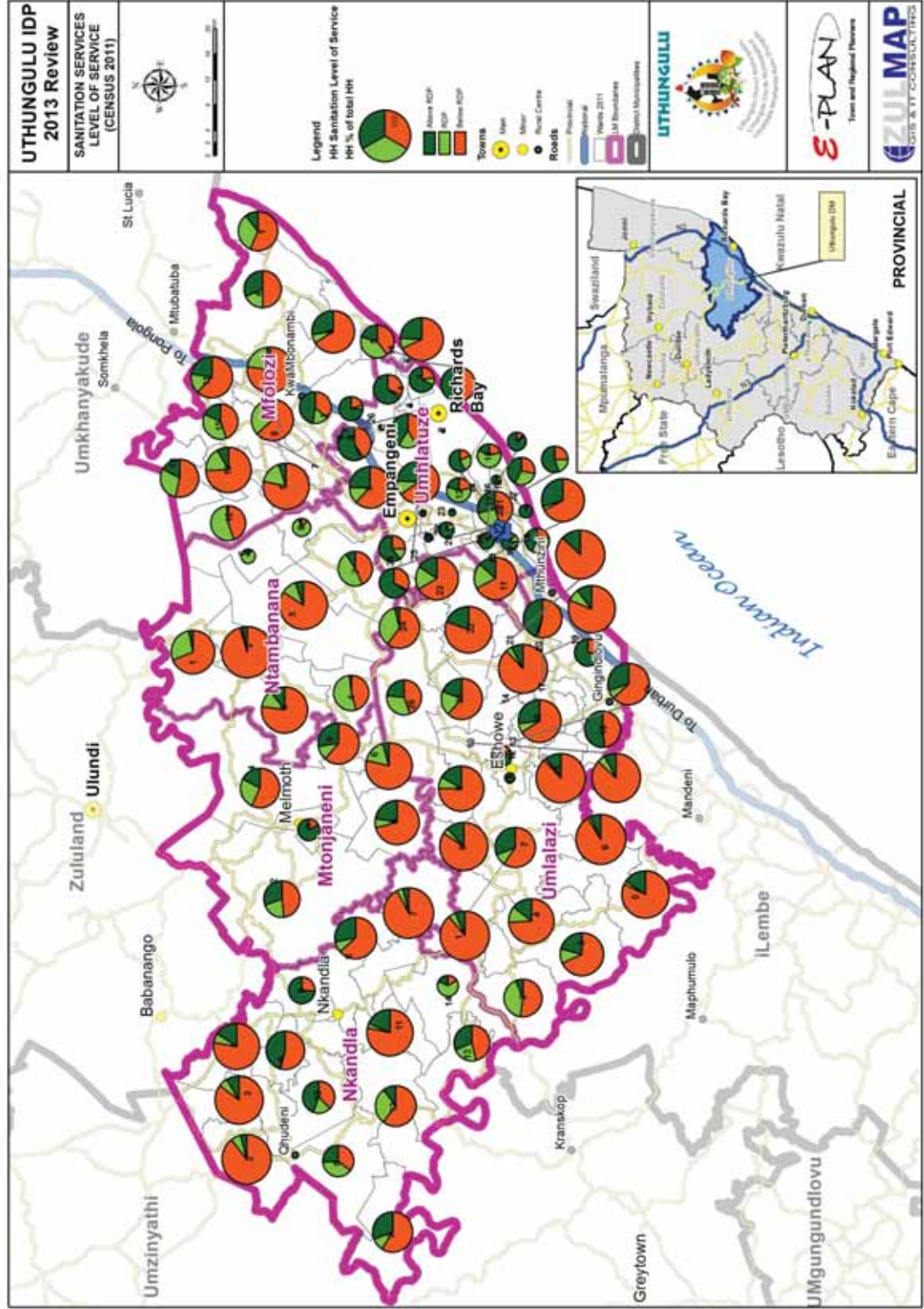
Ma p 19: Water



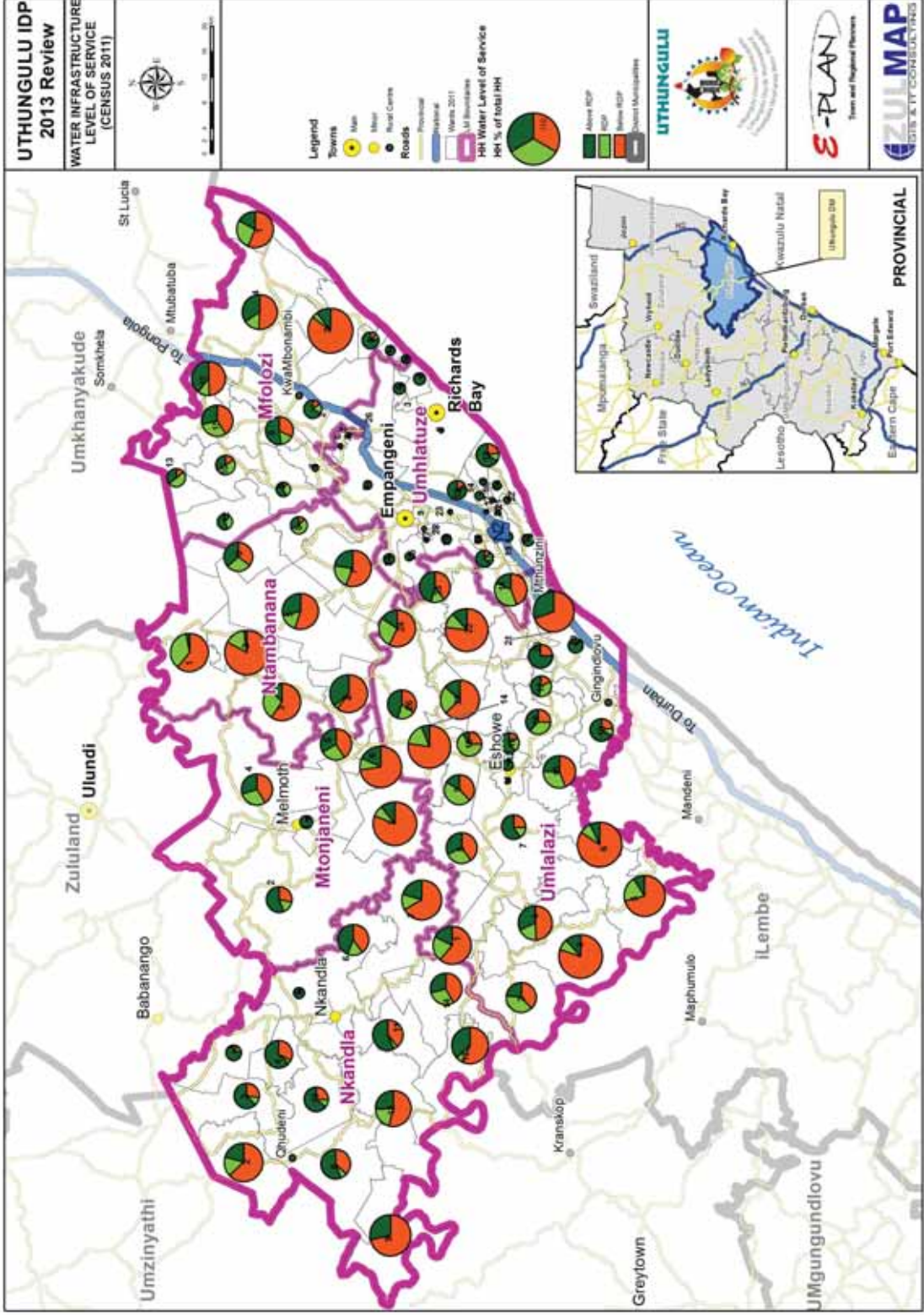
Map 20: Sanitation



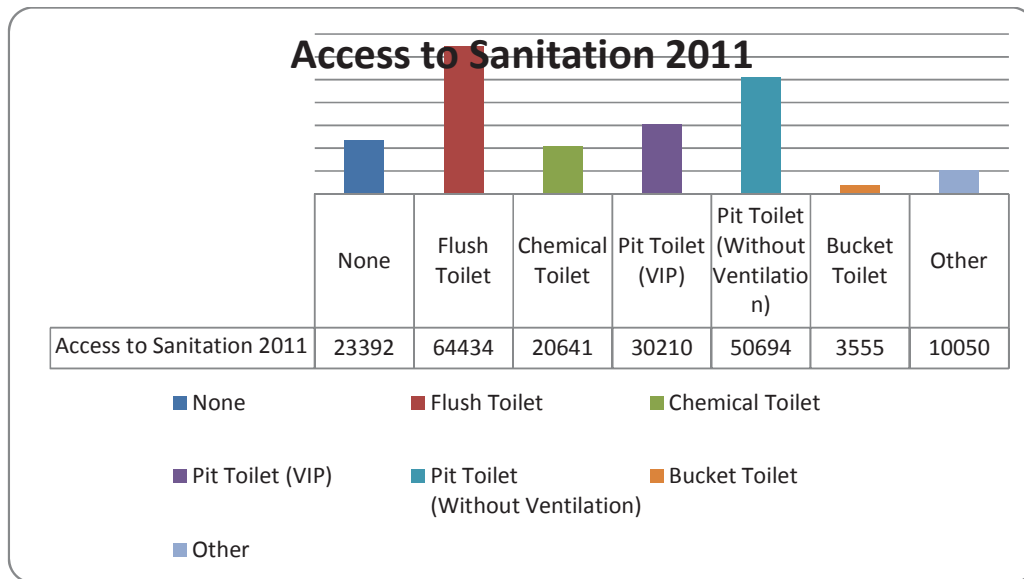
Map 21: Sanitation Services



Map 22: Water Infrastructure



**GRAPH 17: Survey of Access to Sanitation**



Source – Census 2011

**TABLE 34: 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	1Mhlathuze River	Never Dry
	2 Nsuze River	Never Dry
	3Thukela River	Never Dry

## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

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

## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

- 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 strategy to eradicate backlogs is summarized as follow:

### **Water:**

As a first objective to provide at least 90% of the backlog population with a water volume of 5l/capita/day within a 1000m walking distance, and; as a second objective to provide at least 35% of the backlog population with water to the RDP level of service, i.e. 25l/capacity/day.

### **Sanitation:**

To provide basic health hygiene to at least 90% of the backlog population and to provide at least 25% of the population with sanitation facilities in the form of a VIP latrine.

Planning for future requirements has been done on the basis of a master planning study that investigated various options on the basis of their economic, technical, environmental, social suitability and cost. The master planning produced revised design criteria and updated areas of coverage for bulk and reticulation infrastructure. The supply zones were simplified into 5 supply



**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

areas for the district in order to distinguish logical water supply catchments as indicated in the following table

**Table 35: Water Catchments**

Supply Area	Sub-Supply Area	Local Municipality	Surface Water Source
Goedertrouw	Greater Mthonjaneni	uMlalazi/ Ntambanana/ Mthonjaneni	Goedertrouw Dam
	Kwahlokohloko		
Middledrift	Eshowe	uMlalazi/ Nkandla	Tugela River
	-		
Vutshini-Nkandla	Vutshini	Nkandla	Nsuze River
Upper Nseleni Mhlana	Nkandla Upper Nseleni	Ntambanana/ Moonambi	uMhlathuze City (lake Mzingazi, Nsezi)
	Mhlana-Somopho		
Mfolozi	/	Mfolozi	uMhlathuze City (lake Mzingazi)

Source: WSDP

In addition to the above, there are about 200 small, stand-alone supply schemes in the District that supply water to many rural areas. At least 125 of these schemes are fed by boreholes or springs. However, these groundwater resources are either not reliable or too low-yielding to be relied upon for the establishment of bulk supply systems. For this reason surface water resources are relied upon to a greater degree to feed the bulk water systems while groundwater resources are used in the interim to maintain existing services levels and provide a survival level of service in remote and drought affected areas in the District.

(Note: At the time of submitting this draft report, no mapping indicating the supply areas or the roll-out of water and sanitation services was available.)

**TABLE 36: Water Supply Backlog in Uthungulu District**

Municipality	2001/2 Number of Households	% Water backlogs	2011/12 Number of Households	Access to water		% Water backlogs
				With	Without	
<b>KZN281: Mfolozi</b>	21 961	97	25 584	19 147	6 436	25
<b>KZN283: Ntambanana</b>	19 630	81	12 826	6 122	6 704	52
<b>KZN284: uMlalazi</b>	54 028	82	45 062	27 679	17 383	39
<b>KZN285: Mthonjaneni</b>	12 137	78	10 433	6 491	3 942	38
<b>KZN286: Nkandla</b>	37 596	72	22 463	13 616	8 846	39
<b>TOTAL</b>	<b>145 352</b>	<b>81</b>	<b>116 367</b>	<b>73 055</b>	<b>43 312</b>	<b>37</b>

Source: SDBIP

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

**TABLE 37: Sanitation Backlogs in Uthungulu District**

Municipality	2001/2 Number of Households	% Sanitation backlogs	2011/12 Number of Households	Access to Sanitation		% Sanitation backlogs
				With	Without	
<b>KZN281: Mfolozi</b>	21 961	99	25 584	14 421	11 163	44
<b>KZN283: Ntambanana</b>	19 630	76	12 826	6 974	5 852	46
<b>KZN284: uMlalazi</b>	54 028	85	45 062	28 151	16 911	38
<b>KZN285: Mthonjaneni</b>	12 137	95	10 433	5 112	5 321	51
<b>KZN286: Nkandla</b>	37 596	94	22 463	12 719	9 743	43
<b>Uthungulu</b>	145352		116368	67377	48990	

Source: SDBIP

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

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

#### **4.2 Solid Waste Management**

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.

#### **4.3 Cemeteries**

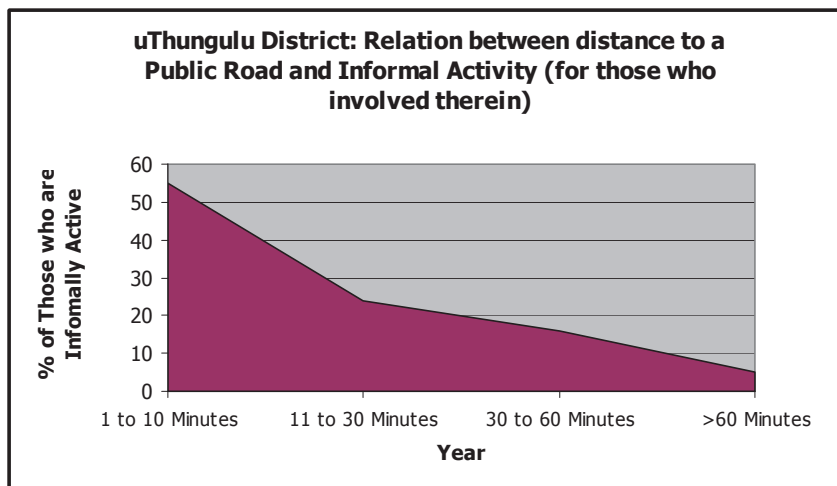
- uThungulu District Municipality is responsible for regional projects whilst local cemeteries remain the responsibility of the local municipalities.
- The development of the uThungulu Regional cemetery at Empangeni was completed in 2006. The 2<sup>nd</sup> phase for another 6000 graves is currently 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.

#### 4.4 Transportation Infrastructure

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.

**Graph 18: Relation between Distance to a Public Road and Involvement in Informal Activity**



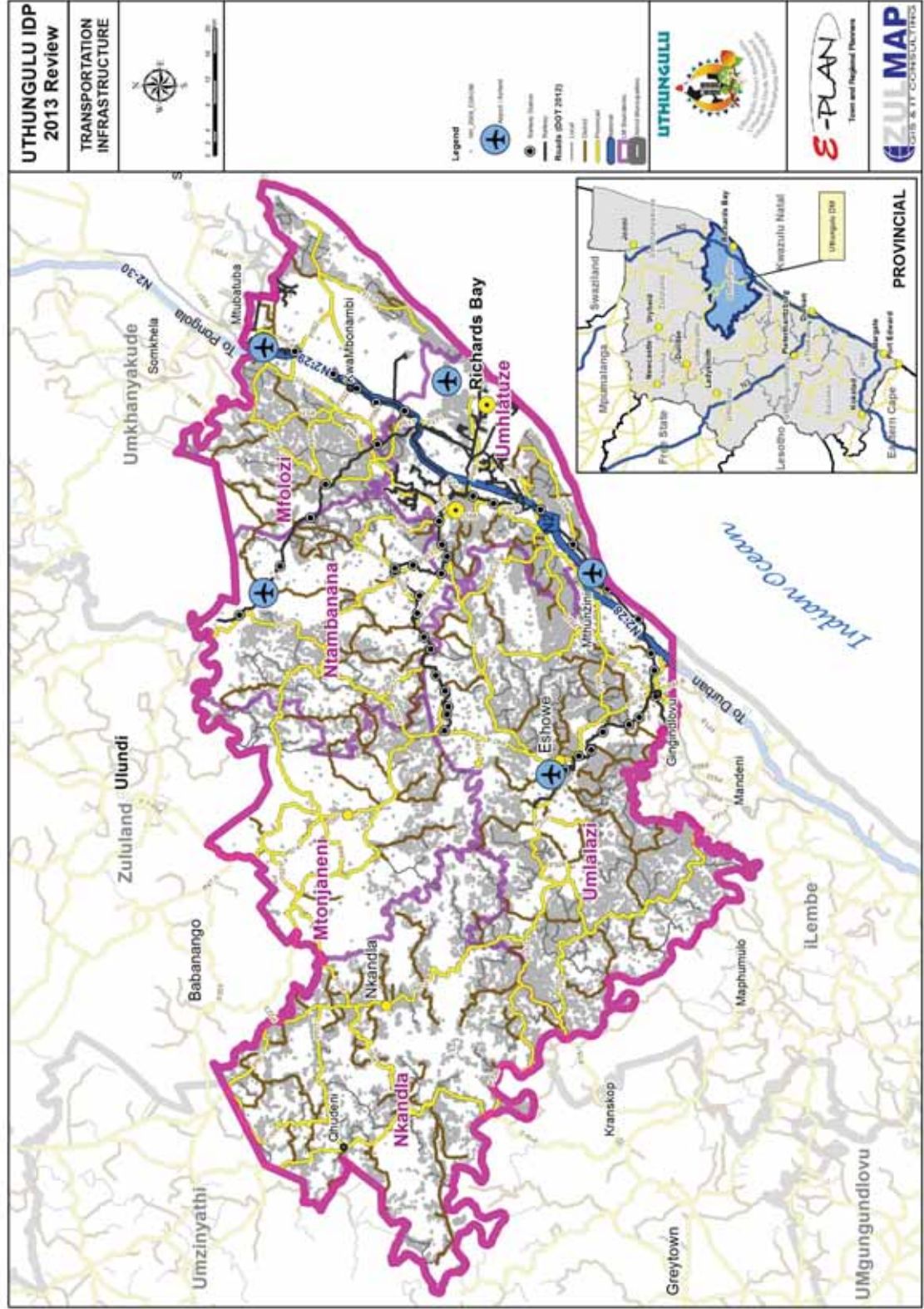
Source: 2007 Quality of Life Survey

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

Map 23: Transport Infrastructure



## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

### ● 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

## 4.5 Electricity / Energy

- 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.

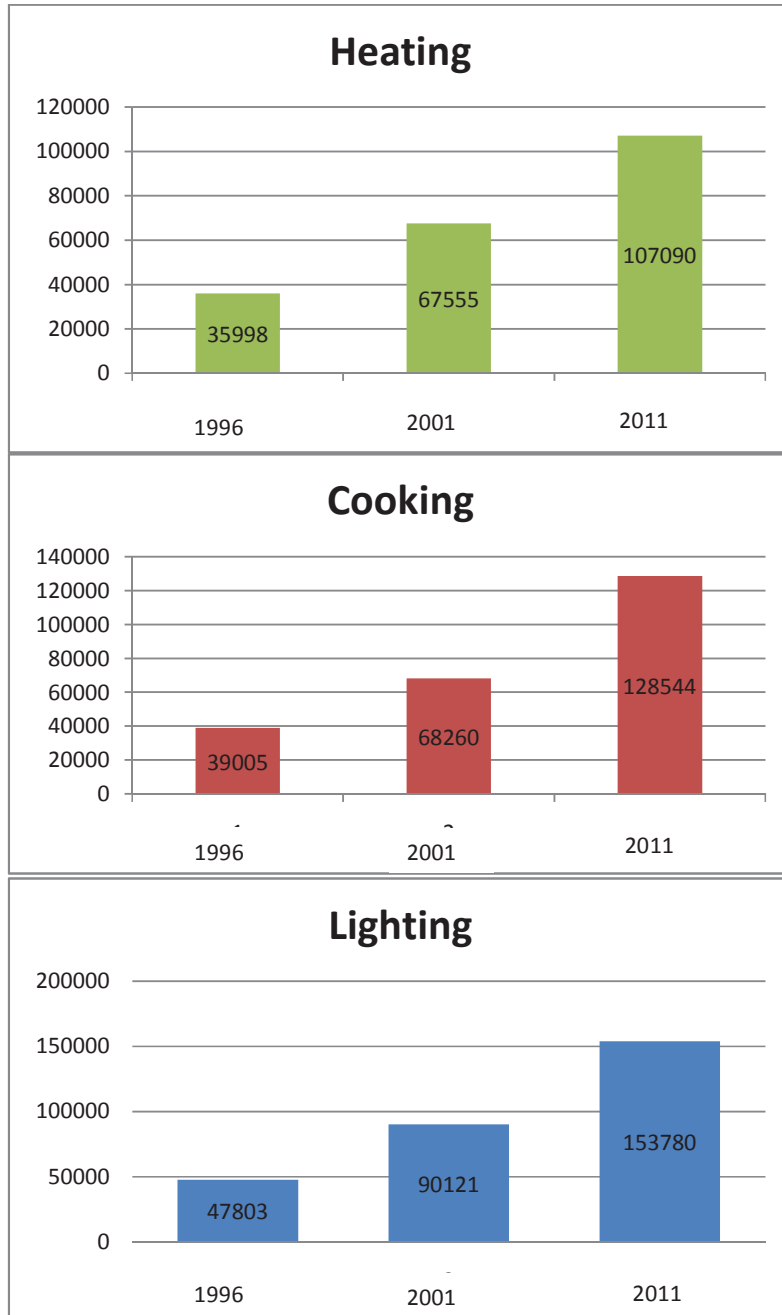
According to the 2001 census, the number of households with access to electricity for lighting increased from 48301 in 1996 to 90121 in 2001 (86% increase) since 1996. Dependence on candles remained relatively similar while dependence on paraffin decreased by 53% from 7216 in 1996 to 3331 in 2001.

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

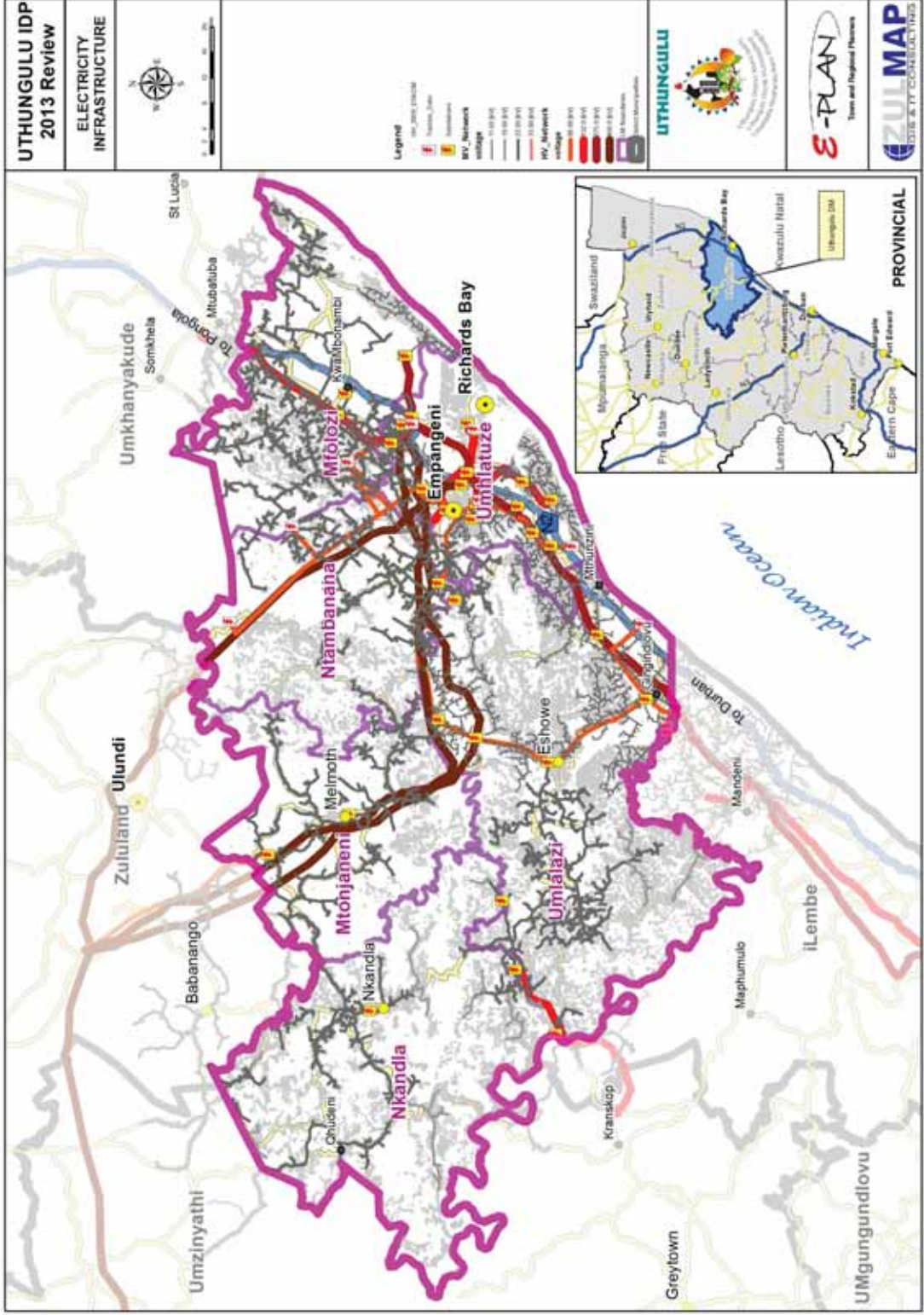
environmental costs of increased combustion into the atmosphere as a result of generator operations also need to be considered.

**Graph 19: Distribution of households using electricity for heating, cooking and lighting - 1996, 2001 and 2011**

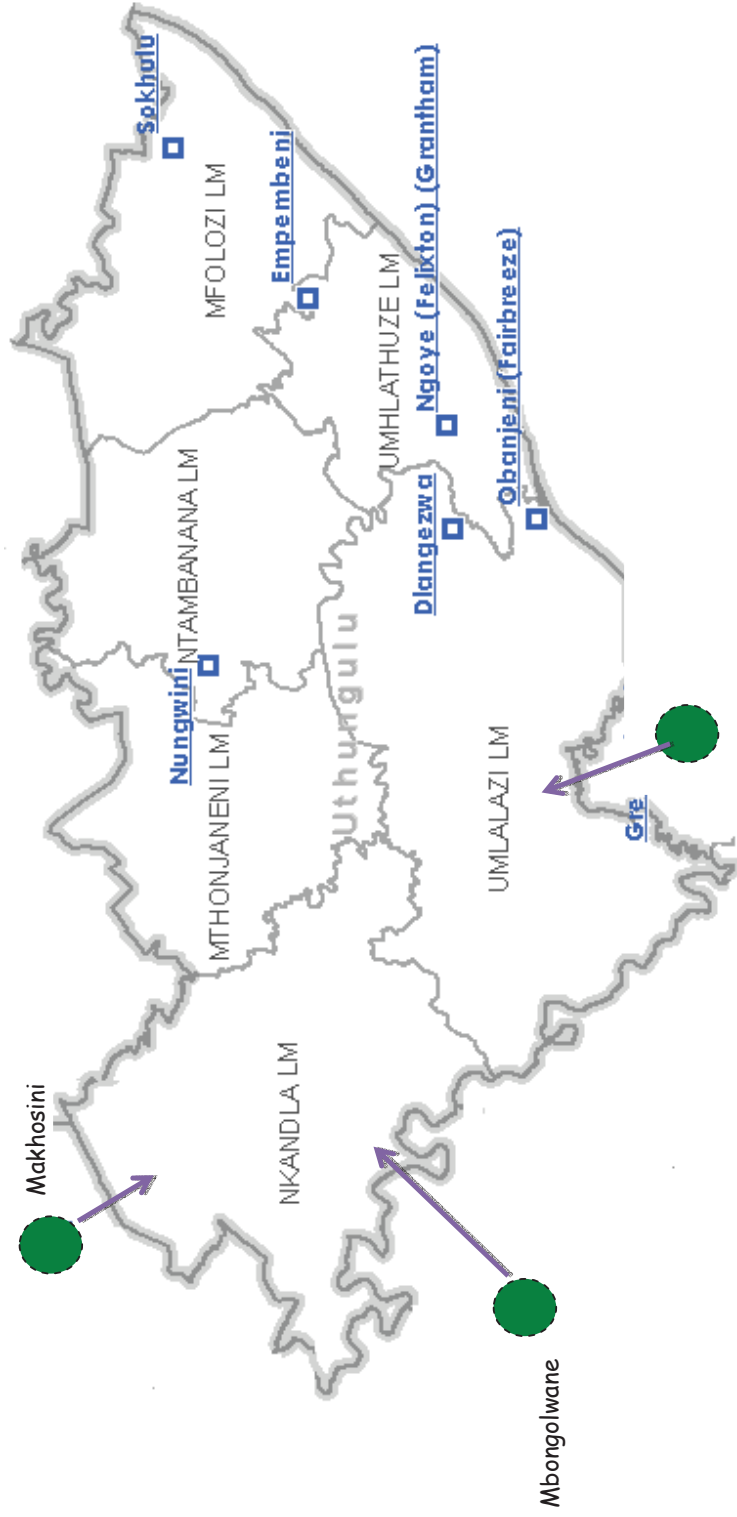


Source – Census 2011

Map 24:Electricity Infrastructure

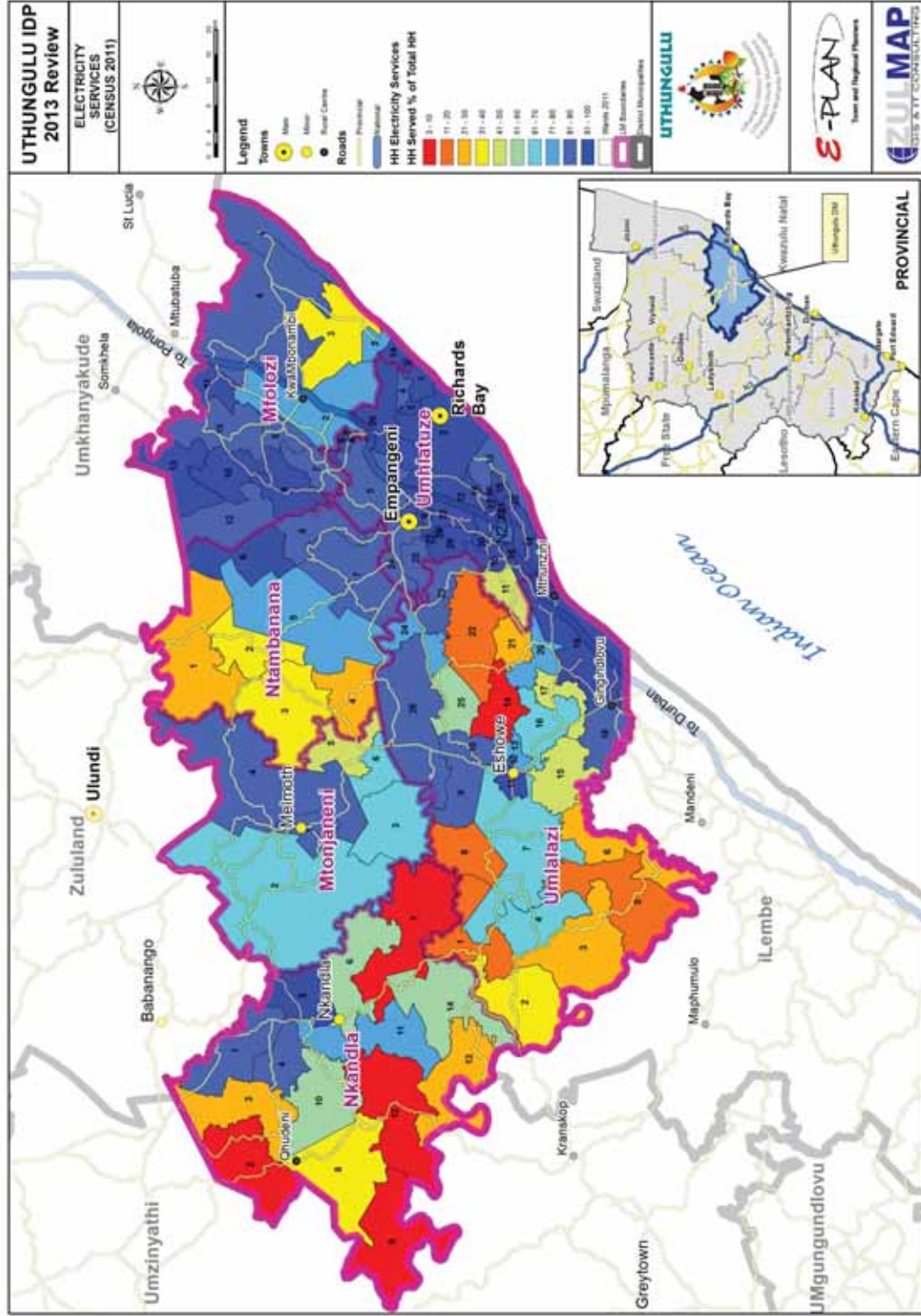


Map 25: Eskom Infrastructure Planned Projects





Map 26: Electricity Services



**Table 38: Eskom - Constraints**

<b>Network</b>	<b>Constraint Status</b>
Ngoye NB7	Constrained
Ngwelezane NB5	Constrained
Nseleni NB18	Not Constrained
Nseleni NB19	Not Constrained
Nseleni NB20	Not Constrained
Port Durnford NB10	Constrained
Port Durnford NB11	Not Constrained
Reserve 4 NB75	Slightly Constrained
Zircon NB27	Not Constrained
Zircon NB28	Not Constrained
Mandawe NB7	Constrained
Mandawe NB8	Not Constrained
Mandawe NB9	Not Constrained
Nkwaleni NB14	Constrained
Nkwaleni NB16	Not Constrained
Sitilo NB1	Not Constrained
Sitilo NB1	Not Constrained
Mandawe NB7	Constrained
Mandawe NB8	Not Constrained
Mandawe NB9	Not Constrained
Nkwaleni NB14	Constrained
Nkwaleni NB16	Not Constrained
Mtonjaneni NB1	Not Constrained
Mtonjaneni NB3	Slightly Constrained
Mtonjaneni NB4	Constrained
Mtonjaneni NB4	Constrained
Nkwaleni NB5	Not Constrained
St James NB110 (Empangeni)	Slightly Constrained
Kwambonambi NB14	Not Constrained
Kwambonambi NB16	Not Constrained
Kwambonambi NB2	Not Constrained
Kwambonambi NB3	Not Constrained
Kwambonambi NB56	Constrained
Kwambonambi Town NB146	Not Constrained
Sundumbili NB24	Constrained
Sundumbili NB31	Slightly Constrained
Sundumbili NB32	Slightly Constrained
Sundumbili NB32	Not Constrained
Sundumbili NB33	Not Constrained

**Table 39: Eskom Infrastructure Planned Projects List**

Project Name	Planned Date
Nungwini SS Est.	2016 – 2017
Sokhulu SS Est.	2015 – 2016
Empembeni SS Est. (Customer Supply)	2016 – 2017 (customer dependant)
Ngoye SS Est.	2019 – 2020
Mangethe SS Est.	2014 - 2015
Mbongolwane SS Est.	2015 – 2016

#### 4.6 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 Pay-out 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

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

Tertiary Nodes were identified (as per the then UDM Spatial Development Plan). Hereunder, a table is attached summarizing the results:

**TABLE 40: Funding Required for Upgrading of Community Facilities**

Facility	Funding required (R '000)						Totals
	KZ284	KZ286	KZ286	KZ281	KZ285	KZ283	
<b>Child Care</b>	194	0	320	226	76	224	<b>1040</b>
<b>Sport</b>	710	88	768	255	252	217	<b>2291</b>
<b>Pension Pay-out Points</b>	332	31	71	183	254	70	<b>941</b>
<b>Cemeteries</b>	175	0	0	75	60	75	<b>385</b>
<b>Community Halls</b>	167	43	72	61	30	30	<b>404</b>
<b>Market Stores</b>	8	5	27	0	12	23	<b>75</b>
<b>Historical Sites</b>	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>

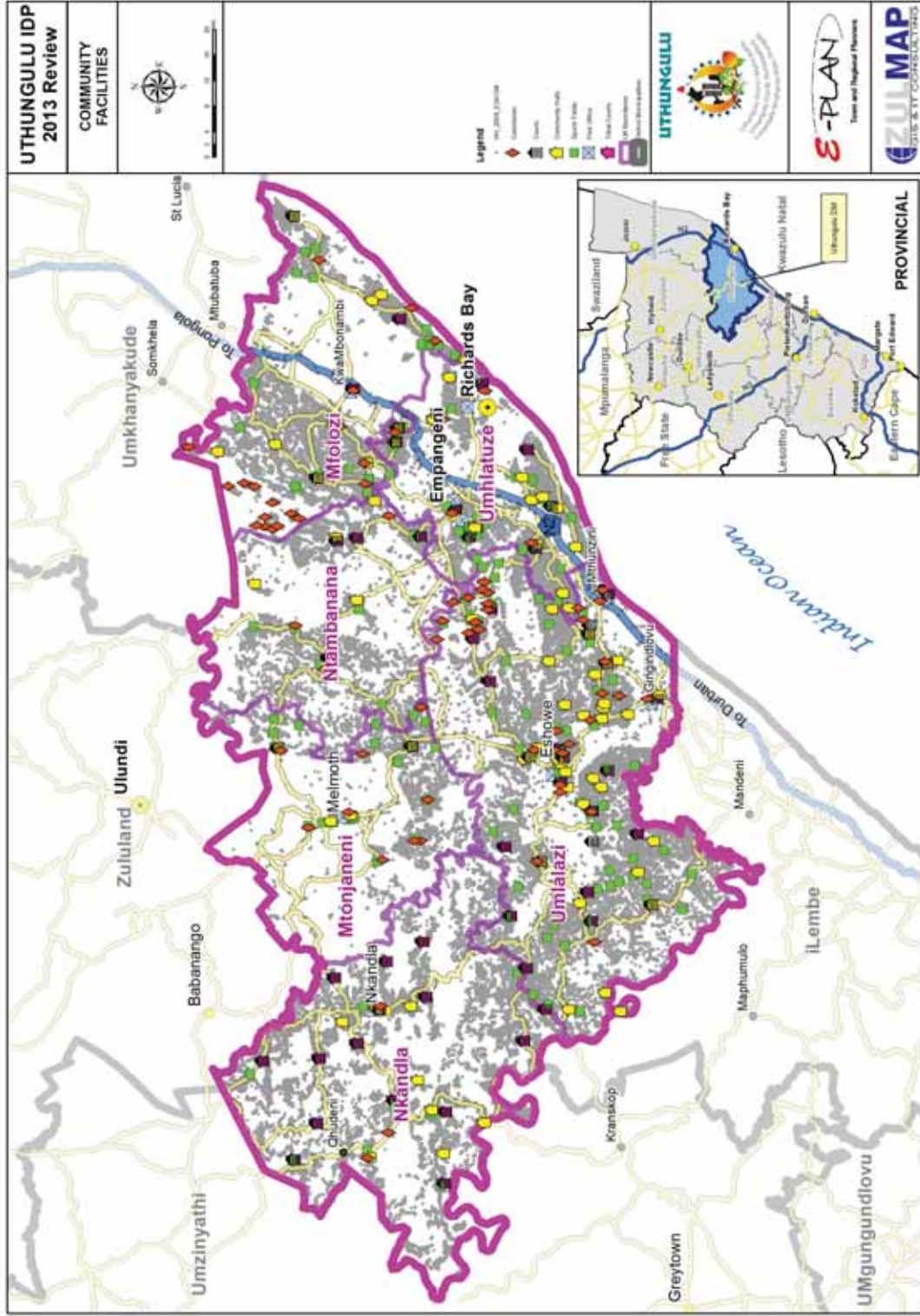
- The greatest financial need is for the upgrading of sport facilities and child care facilities; and there is also a need for the provisioning of shelters and ablution facilities at Pension Pay-out Points.

The more densely populated areas in the southern part of Mtonjaneni LM and the western part of Ntambanana LM don't seem to have Community Halls available and it is recommended that this situation be further investigated.

**Table 41: Community Facilities per LM**

LM	Cemetery	Community Hall	Court	Post Office	Sportsfield	Tribal Court	Grand Total
		1					<b>1</b>
Mfolozi	19	8	1	1	26	3	<b>58</b>
Mtonjaneni	10	4		1	19	2	<b>36</b>
Nkandla	3	9	1	1	9	14	<b>37</b>
Ntambanana	3	4			7	4	<b>18</b>
Umhlatuze	5	16	4	5	34	4	<b>68</b>
Umlalazi	33	33	6	3	71	17	<b>163</b>
<b>Uthungulu</b>	<b>73</b>	<b>75</b>	<b>12</b>	<b>11</b>	<b>166</b>	<b>44</b>	<b>381</b>

Map 27: Community Facilities



## 4.7 Human Settlements

### 4.7.1 Determining the Housing Demand

**Table 42: Type of Main dwelling**

House or brick/concrete block structure on a separate stand or yard or on a farm	Traditional dwelling/hut/structure made of traditional materials	Flat or apartment in a block of flats	Cluster house in complex	Townhouse (semi-detached house in a complex)	Semi-detached house	House/flat/room in backyard	Informal dwelling (shack; in backyard)	Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	Room/flatlet on a property or larger dwelling/servants quarters/granny flat	Caravan/tent	Other	Unspecified	Not applicable	Total
121,758	54,380	12,869	1,410	1,337	290	3,209	2,521	2,235	1,175	247	1,545	-	-	202,976

Source: Census 2011

It is notable that 59 136 households live in traditional dwellings and informal dwellings. This is the households that need to benefit from the programmes of the Department of Human Settlements and can be taken as the baseline for determining the housing backlog in the municipal area.

The statuses of the municipal Housing Sector Plans (HSP) are as follows:

**Table 43: Municipal Housing Sector Plans Statuses**

Local Municipality	Status
Nkandla	Not amended
Ntambanana	Under review
Mthonjaneni	Draft
Mfolozi	Not amended
Umhlatuze	Draft
Umlalazi	Draft

Source: Department of Human Settlements

#### The current situation in municipalities

- Capacity issues in municipalities;
- Working in Silos internally in municipalities;
- HSP done for compliance;
- No integration of identified projects with services;
- No integration with other government spending patterns;
- No HSP thus no delivery

4.7.2 Departmental Housing Projects

Project Name	Local Municipality	Project Type	Total Units	Total Project Cost (start)
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
Thubalethu 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
Thubalethu 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
Njomeiwane	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	

Source: Department of Human Settlements

## 4.8 Telecommunications

It is important to note that nearly 90% of households have a cellphone. This may be a quick and effective way to directly communicate with households e.g. for giving notice of public meetings etc.

**Table 44: Telecommunications**

Municipality	Total Households		Landline/telephone		Cellphone		Internet	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
uMhlathuze	86,609	42.70%	12,596	6.20%	80,871	93.40%	41,558	48.00%
Nkandla	22,463	11.10%	492	0.20%	18,977	84.50%	5131	22.80%
Mfolozi	25,584	12.60%	1,006	0.50%	22,778	89.00%	7279	28.40%
Ntambanana	12,826	6.30%	285	0.10%	11,065	86.30%	2007	15.60%
uMlalazi	45,062	22.20%	2,848	1.40%	38,066	84.50%	12,317	27.30%
Mthonjaneni	10,433	5.10%	411	0.20%	8,187	78.50%	2299	22.00%
uThungulu	202,976	100.00%	17,638	8.70%	179,944	88.70%	70,595	34.80%

Source: Census 2011

## 5 Section C. 5 Local Economic & Social Development Analysis

### 5.1 Local Economic Development Analysis

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

#### 5.1.1 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.



**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

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 45: Sectoral Contributions to Economy**

1996	Agriculture	Mining	Manufacturing	Electricity	Construction	Trade	Transport	Finance	Community Service
<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>uMhlathuze</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%
2008	Agriculture	Mining	Manufacturing	Electricity	Construction	Trade	Transport	Finance	Community Service
<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>uMhlathuze</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

**5.1.2 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 dependents per person employed.

**TABLE 46: Dependents per Person Employed**

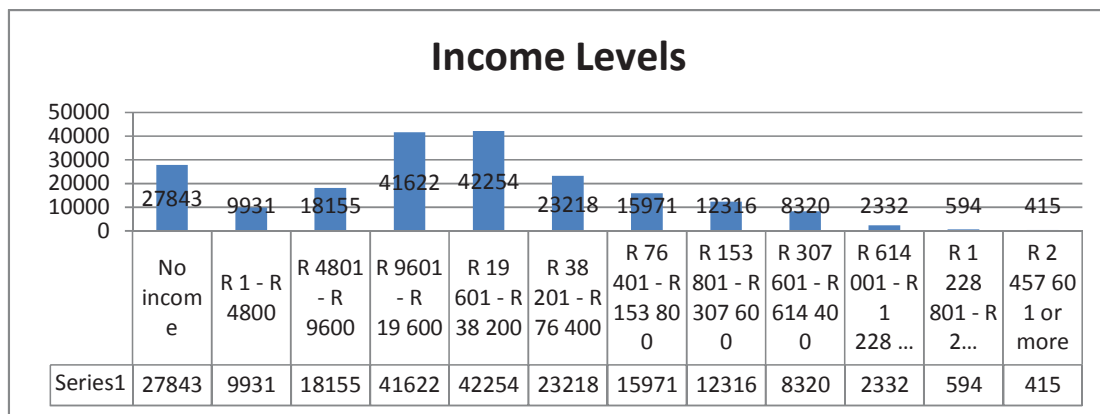
UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

Local Municipality	Dependants per Person Employed
Mfolozi	7.5
Mthonjaneni	6.4
Nkandla	8
Ntambanana	6
uMhlathuze	8.2
uMlalazi	8.2
UThungulu	<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.

**GRAPH 20: Households Earning Less than R1600 per Month**



Source: Census 2011

**Table 47: Income Levels**

No income	27843
R 1 - R 4800	9931
R 4801 - R 9600	18155
R 9601 - R 19 600	41622
R 19 601 - R 38 200	42254
R 38 201 - R 76 400	23218
R 76 401 - R 153 800	15971
R 153 801 - R 307 600	12316
R 307 601 - R 614 400	8320
R 614 001 - R 1 228 800	2332
R 1 228 801 - R 2 457 600	594
R 2 457 601 or more	415
Total	202972

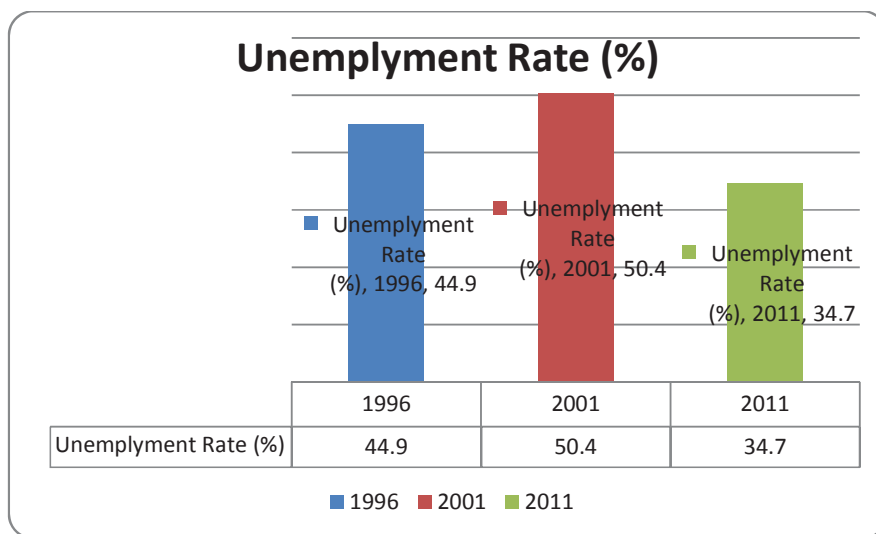
Source: Census 2011

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

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:

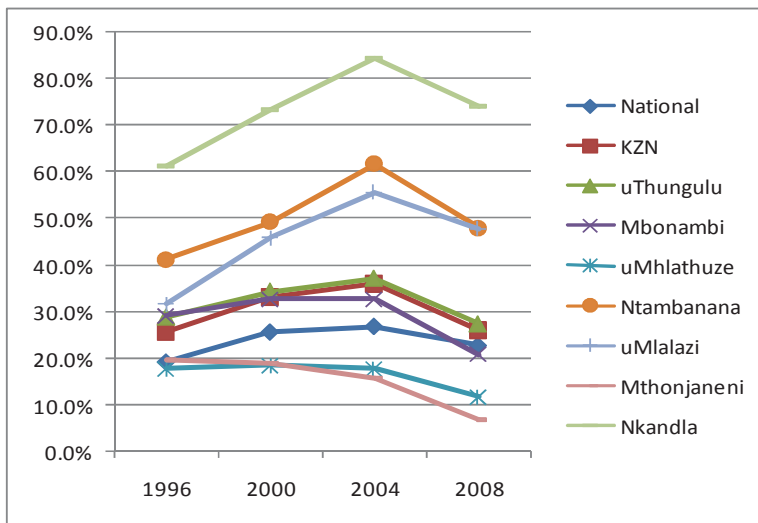
**GRAPH 21: Unemployment Percentage**



Source: Census 2011

As can be seen from the above figure, there appears to have been a decline in unemployment levels from 2001.

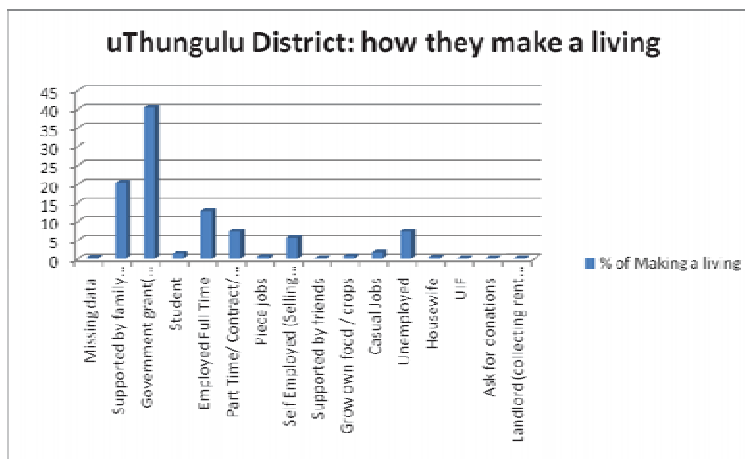
**GRAPH 22: Unemployment Levels**



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.

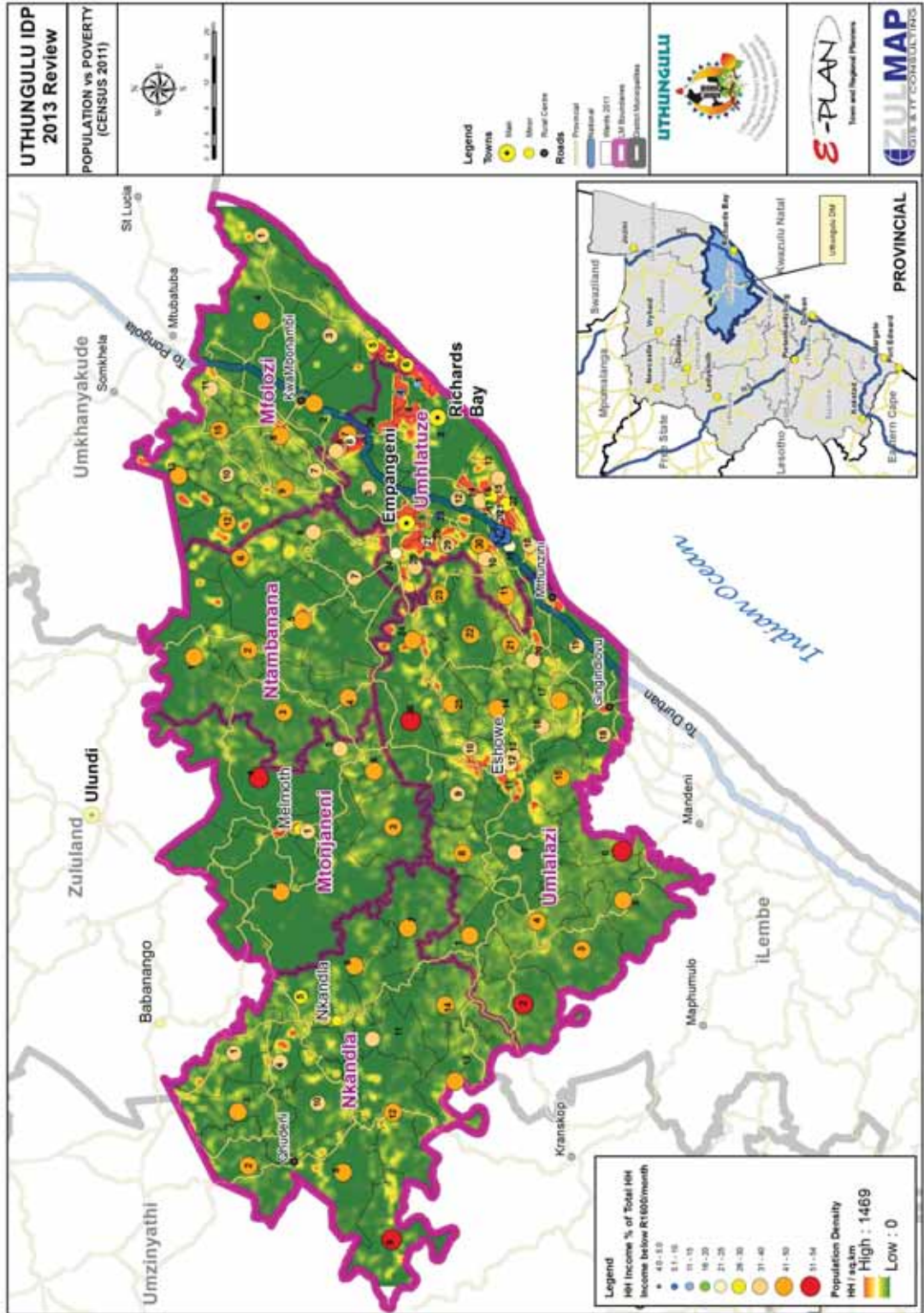
**Table 48: How People Make a Living**



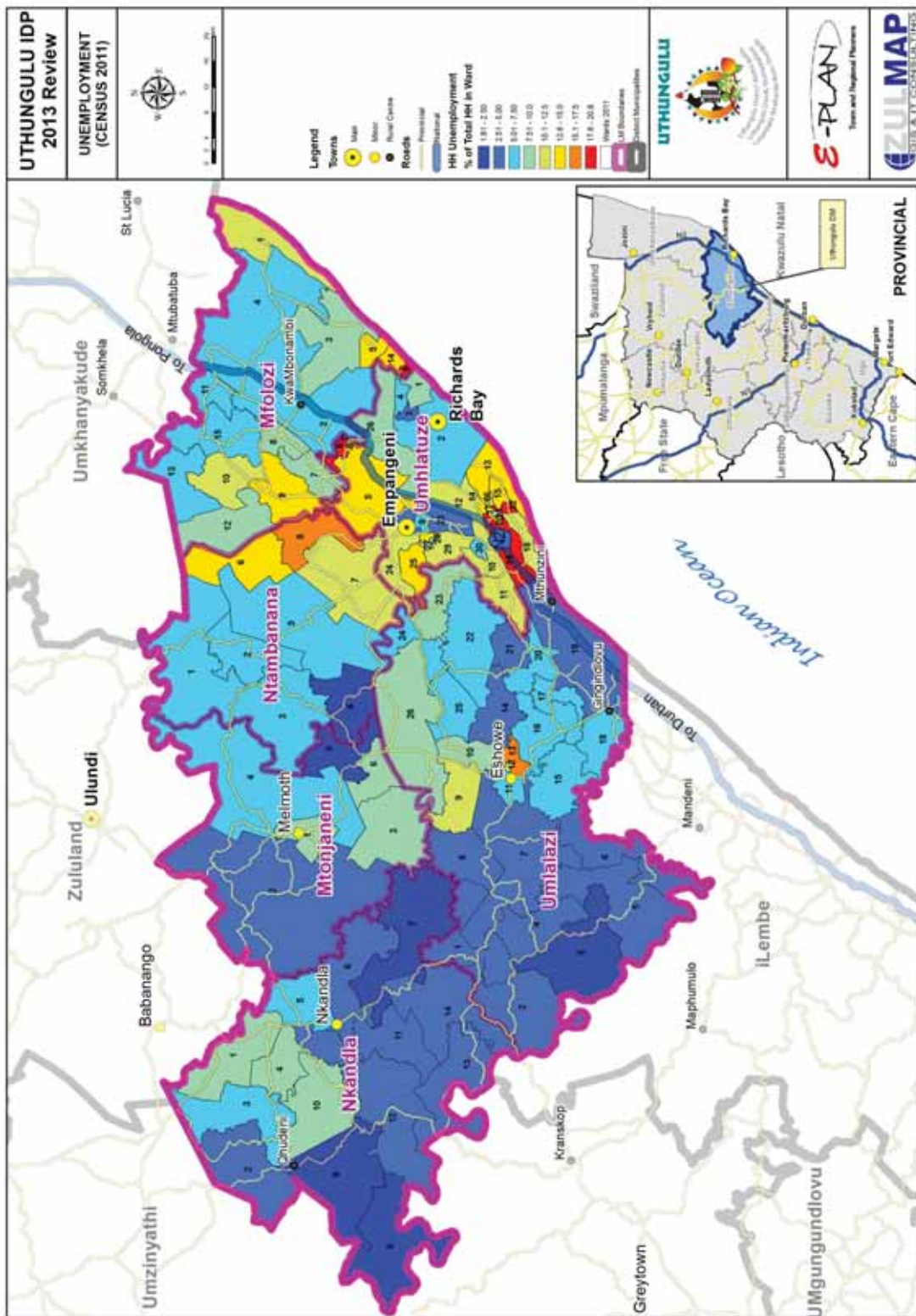
Source: Quality of Life Survey 2009



Map 29: Population Density VS Poverty



Map 30: Unemployment



### 5.1.3 SMME'S

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



#### UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

- 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.

#### 5.1.4 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:

#### UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

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

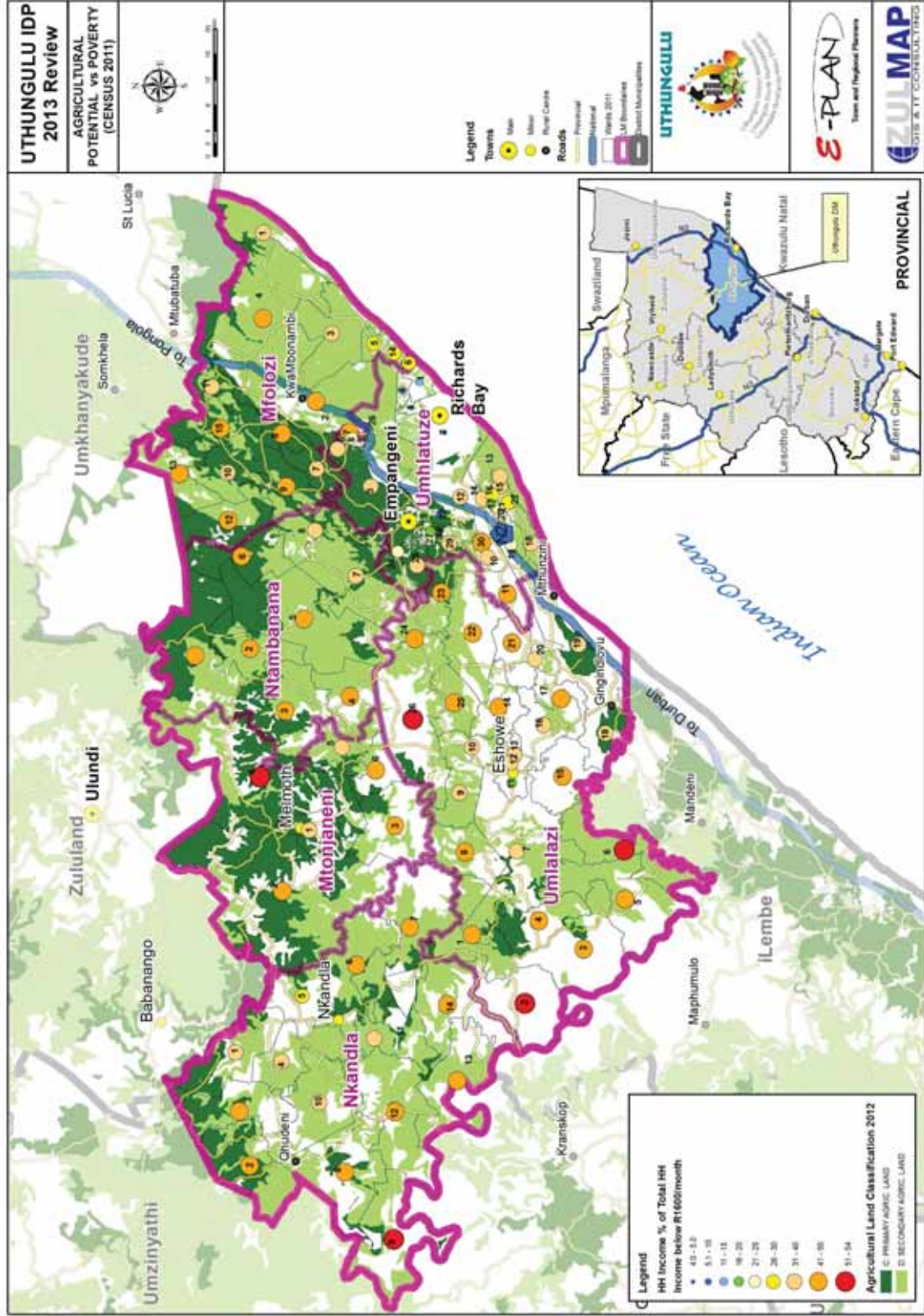
A package of projects has been identified under each programme as listed in the Reviewed uThungulu Agricultural Development Plan.

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.

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

Map 31: Agriculture Potential VS Poverty



### 5.1.5 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 an 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 49: Tourism Product and Infrastructure Strategies**

	<b>Strategy</b>	<b>Description</b>	<b>Priority</b>
1	Develop the Coastline for Tourism Purposes	<ul style="list-style-type: none"> <li>o Improve Accessibility</li> <li>o Reclaim coast for tourism</li> <li>o Accommodation development</li> </ul>	High
2	Pursue Big 5 Game Reserve in District	<ul style="list-style-type: none"> <li>o Provide support for private game reserve projects</li> <li>o Interact with KZN Wildlife</li> </ul>	High
3	Encourage Cruise Ship Tourism in Richards Bay	<ul style="list-style-type: none"> <li>o Construct dedicated passenger liner terminal</li> <li>o Improve linkages with region's attractions for cruise tourists</li> </ul>	High/ Medium
4	Extensively develop the Route 66 Product	<ul style="list-style-type: none"> <li>o Encourage tourism related SMME's to locate on Route</li> <li>o Product development</li> <li>o Standardize signage</li> </ul>	High
5	Develop Great Forests of Zululand Experience	<ul style="list-style-type: none"> <li>o Construct campsites/cabins</li> <li>o Develop paths</li> <li>o Package Great Forest Tours</li> </ul>	Medium
6	Develop contemporary African Cultural Tourism	<ul style="list-style-type: none"> <li>o Add to existing cultural attractions and being developing urban African tourism</li> </ul>	Medium
7	Improve accessibility and visibility of existing attractions	<ul style="list-style-type: none"> <li>o Tar strategically important access roads</li> <li>o Improve signage to remove areas</li> </ul>	High
	<b>Strategy</b>	<b>Description</b>	<b>Priority</b>
8	Develop adventure tourism in the District	<ul style="list-style-type: none"> <li>o Promote adventure sports</li> <li>o Improve high-thrill attractions</li> </ul>	Medium
9	Ensure Tourism safety in volatile areas	<ul style="list-style-type: none"> <li>o Create safe tourist precincts</li> <li>o Ensure community cooperation</li> <li>o Provide armed security</li> </ul>	High
10	Promote more family attractions and facilities	<ul style="list-style-type: none"> <li>o Develop child friendly and family orientated attractions in the district</li> </ul>	Medium
11	Nodal Tourism Development Strategy	<ul style="list-style-type: none"> <li>o Identify and define areas in which local economic development efforts should focus on tourism</li> <li>o Identify tourism corridors</li> </ul>	High/ Medium

## Tourism Attractions


This section of the report provides an extract of some of the tourism attractions in the district.

### **Dlinza Aerial Boardwalk**

The core of the 250-hectare coastal escarp forest is a declared nature reserve but tracts of the beautiful, high forest as well as patches of wild flowers and grassland are dispersed throughout the leafy avenues of the town. Beside the forest itself with its hiking trails, fern-covered glades and rich diversity, visitors can now get a new perspective on the forest - a bird's eye view - from the Dlinza Forest Aerial Boardwalk. The boardwalk - the first in South Africa - is a 125m-walkway which takes visitors from the forest under storey into its leafy canopy giving a glimpse of life high above the forest floor - birds nesting and feeding, epiphytic orchids flowering in dappled light and giant trees competing for light and space. At the end of the walkway, visitors can climb the 20m-high viewing tower which emerges above the canopy of trees and has magnificent views over the forest and the countryside leading down to the coast.

### **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.

-  The Zulu Dance Competition was identified as a mechanism to:
  - Create awareness of the Zulu Culture;
  - Conserve culture, within rural communities which is fast diminishing;
  - Introduce the value of tourism to the local communities in order to alleviate crime towards tourists, by portraying the advantages of tourism.

### **Development of the R66 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 Route is located along the R66 from the junction of the N2 and R102 at Gingindlovu to eMakhosini.

## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

This project received funding from the Corridor Development Programme which will be utilized for the development of this project. Progress on the projects has been made on stakeholder interaction, research and investigations.

### ● Projects completed:

- The R66 participation at 2011 Indaba
- Printing of R66 Map and folder
- Upgrading of Fort Nongqayi (repainting, interpretive signage and floodlights);
- Upgrade of road to Maqhamusela heritage site;
- 12 students completed their Tour Guide training successfully; and
- Road signage Phase I

### Projects under way:

- A formal quotation for the upgrading of facilities at Phobane Lake has been advertised
- Road signage Phase 2

The institutional framework for the R66 was investigated. A stakeholder workshop was held at Shakaland on 17 November 2010 where a resolution was taken in support of a combined Routes Association.

### **Passenger Liners (Cruise Tourism) - Mobile Info Unit**

The number of Passenger liners to the Port of Richards Bay has increased from previous years. A mobile unit, as an information office on wheels which can entertain any enquiries, has been procured. The unit will be used when passenger liners dock in Richards Bay harbour and any other outdoor tourism activities.

### **Cruise Ship Tourism – Seatrade Forum**

A large part of the new potential for Cruise Ship Tourism lies on the Indian Ocean coasts. The Africa Cruise Forum took place in Durban, on 10-11 May 2011, one of the largest African tourism marketing events. In conjunction with the Cruise Indian Ocean Association (CIOA) and the KwaZulu-Natal Tourism Authority, the Seatrade Africa Cruise Forum brought together executives from the major cruise lines with regional stakeholders, to discuss how to take advantage of these opportunities.

The IOC forum is a platform to discuss what needs to be done to ensure a truly first class experience is provided from beginning to end for all cruise calls. Following the conference, the workshops provide regional destinations the opportunity to showcase their product to cruise lines in a series of prescheduled meetings.



### **Film Office**

The Northern Zululand Film Office serves as a one stop office to Film Producers to assist with services i.e. scouting, licensing and the like. The Northern Zululand Film Office tender has been awarded to ETC Africa Consortium and the office will be set up at the uThungulu District Municipality.

The main activities of the established Film Office are:

- To develop databases;
- Develop photographic Route;
- Supply onsite support to production crews;
- Assist with environmental impact assessments;
- Assist with issuing of permits and obtaining permissions for filming;
- Attracting of productions to the area;
- Market the Film office at exhibitions..

### **Zululand Birding Route**

In February 2010, The Northern Zululand Birding Route was reconstituted as a self-standing association to co-ordinate and manage the on-going development of birding tourism projects in KwaZulu Natal. The Zululand Birding Route Mission is to promote and develop birding based tourism in KwaZulu-Natal for the benefit of avitourists, communities and birds. ZBR has been successful in re-establishing itself and extending the route towards Ballito (Ilembe District Municipality) and North towards the Mozambique border (uMkhanyakude District Municipality). A presentation was made to the PTF. In order for the ZBR to work towards a level of relative self-sustainability by 2014 it is imperative that the route ensures higher returns on input costs, greater levels of private sector support and self-generated income activities.

The following are proposed as key actions to work towards:

- Integrating with other routes and harness spin off benefits
- Increase private sector support
- Increased ownership and buy in from community bird guides
- Partnerships with tour operators

The Zululand Birding Route now falls within the Zululand Cultural and Heritage Route (R66) institutional structure. At a meeting held on 10 March 2011 it was resolved that the R66 steering committee will be assisting in controlling and monitoring the development of the ZBR.

### **Urban Cultural Tourism**

The Tourism Section, in collaboration with the City of uMhlathuze; and the Esikhaleni SeNkosi Tourism Association are engaged in discussions for the future development of a Township Tourism Route Development in Esikhaleni. The Esikhaleni Tourism Association was established in April 2010 and is a strong and vibrant association. The development of a Township Tourism Route will bring a new product to the District and the area, introducing cultural tourism in a new form. This is also in close proximity to the Port of Richards Bay and accessible for passenger liners docking in the harbour for one day.

### **Forests of Zululand**

The “Great Forests of Zululand” is an important tourism product of the uThungulu District and has been identified as a tourism nodal point that needs to be further developed. In partnership with Ezemvelo KZN Wildlife (EKZNW), the access road to the birders camp was upgraded from an untraversable road only accessible to 4 x 4 drive vehicles to a road allowing all vehicles access. Additional funding was raised by the Zululand Birding Route from Foskor for the upgrading of the Birders Camp in the Forest. Further development of the Ongoye forest is planned in terms of the provision of facilities, signage and marketing.

The planned developments for Ongoye involve the following:

- Signage
- Hiking trail
- Toilet facilities
- Braai facilities
- Marketing of the forests
- Assistance to mountain biking project at Ongoye

### **Forest Noël**

A proposal was received for financial support towards the Forest Noël which is held in the Dlinza Forest Eshowe. The play is a major event for the Town of Eshowe and the Zululand area, creating a mayor attraction for tourists and residents, the play is presented by the Local community for the community on a voluntary basis with a small cover charge for admission. Funding is required for the décor and marketing of the event.

### **KwaBulawayo Tourism Development**

The development aims to create a tourism attraction based on historical significance and is situated in rural Bhekeshowe. The Tribal Authority consists of seven sub-wards in a 15km area. The actual site

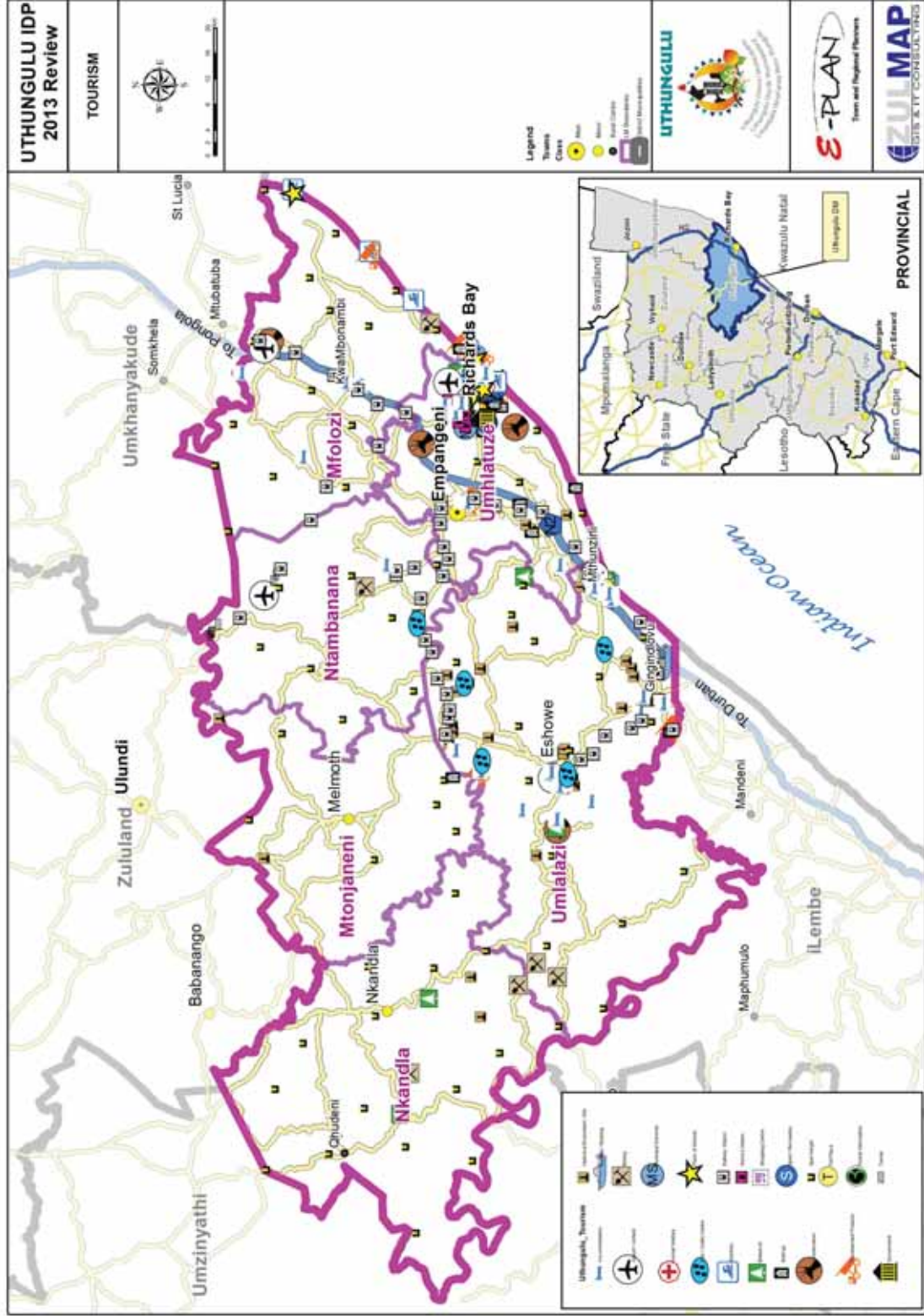
#### **UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

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.

The actual site of King Shaka's Military capital, KwaBulawayo is a treasure trove of archaeological, historical, heritage, cultural and eco-tourism. uThungulu District Municipality, in partnership with the Department of Cooperative Governance and Traditional Affairs, have spent over R8-million transforming the military capital into a tourism attraction of note.

The Kwabulawayo Tourism Development is an initiative of the Kwabulawayo community with an objective of creating employment opportunities for members of the community. Taking into consideration the objective of the project, services were supplied by the local Community Trust, in order to demonstrate the economic benefit of the infrastructure.

Map 32: Tourism



### 5.1.6 Manufacturing (Industrial)

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.

#### **5.1.7 Retail And Services**

**No information about this sector could be sourced; it's recommended that the municipality source this information for the next IDP.**

#### **5.1.8 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)

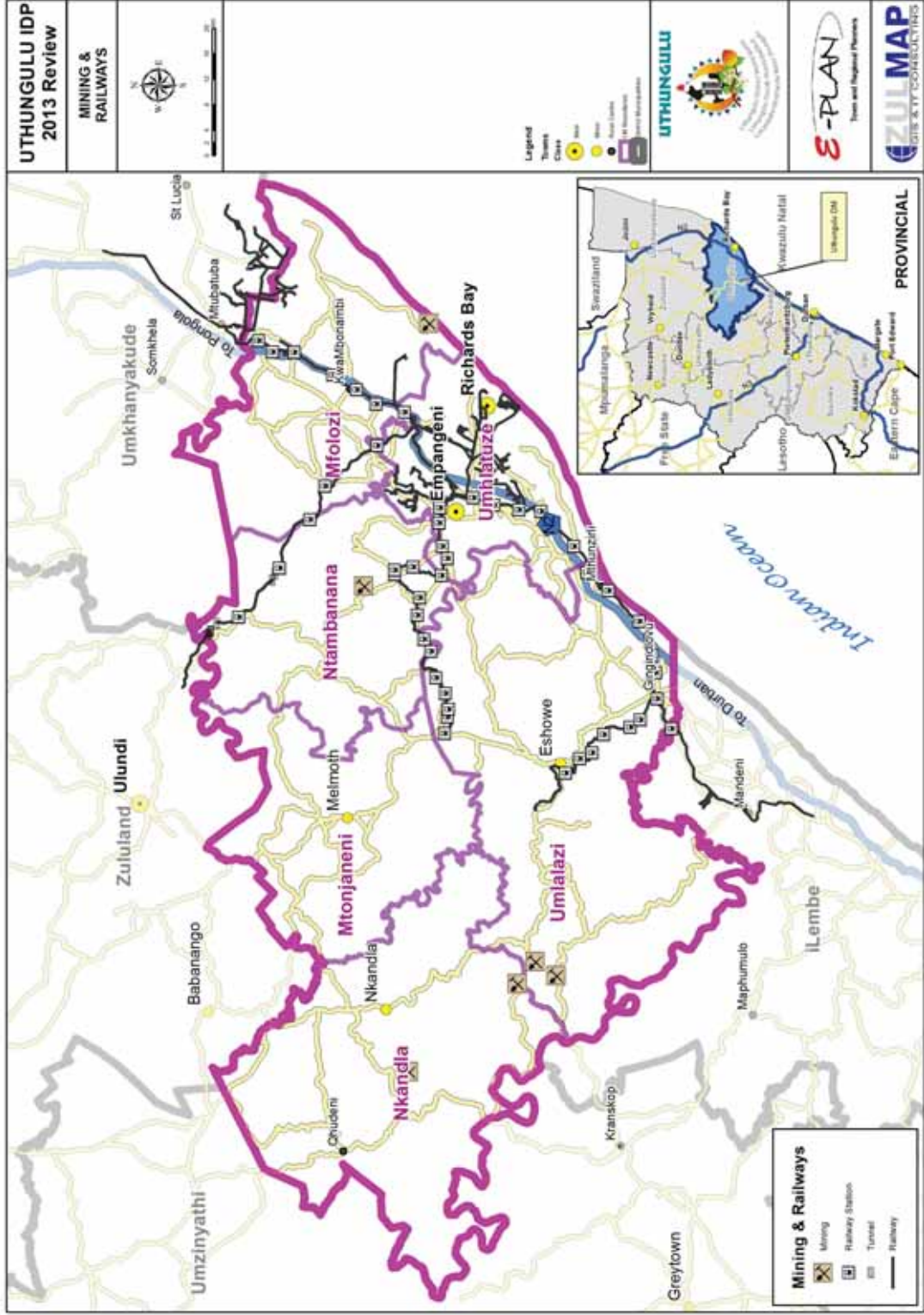
#### **5.1.9 Construction**

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.

#### **5.1.10 Transportation**

No information about this sector could be sourced; it's recommended that the municipality source this information for the next IDP. It is however believed that the transportation sector has a significant contribution to the district's economy due to the port and concomitant export facilities.

Map 33: Mining and Railways



### 5.1.11 Local Economic Development Initiatives

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 labor 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 compiled a **new LED Strategy** during the 2011/2012 financial year. The focus of the initiative is themed: **"Towards a Green Economy"**.



## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

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 catalysed 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

## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

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

#### UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

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.

Table 50: Rural & Urban Projects

Rural Projects				
Description	Implementation Order	Responsible Agent	Timeline	Funding/Development Agent
Energy: Hot-bag program	1	uThungulu District municipality	2 years	IDC Green Fund TIKZN
Water: Tanks program	2	uThungulu District municipality	2 years	IDC Green Fund TIKZN
Permaculture program	3	Nkandla Local municipality	2 years	IDC Green Fund TIKZN
Green College	4	Mthonjaneni Local municipality	2 years	IDC Green Fund TIKZN

Urban Projects				
Description	Implementation Order	Responsible Agent	Timeline	Funding/Development Agent
Recycling Program	1	Richards Bay/ Empangeni	2 years	1. IDC Green Fund 2. TIKZN 3. eThekwini Municipality
Energy Efficiency Program	2	Richards Bay/ Empangeni	1 years	IDC Green Fund TIKZN Energy Efficiency Association of South Africa
Solar water Heater Program	3	Richards Bay/ Empangeni	2 years	IDC Green Fund TIKZN eThekwini municipality (Shisa Solar Program)
Grey-water Recycling Program	4	Richards Bay/ Empangeni	2 years	IDC Green Fund TIKZN

Source: Uthungulu LED Strategy

## 5.2 Social Development Analysis

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, Mfolozi 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.

### 5.2.1 Education

The municipal area is well provided with Schools and the facilities are reasonably well distributed. No information exists regarding the standard of the facilities nor the availability of water and sanitation at the Schools.

It is notable and extremely concerning that, according to the 2011 census, there are 3 wards in the municipal area where more than 20% of the population have no schooling while there are schools facilities available in the area. This trend need to be investigated by the relevant authorities and attended to as a matter of urgency. The following wards are indicated:

- Mthonjaneni LM Ward 3
- Nkandla LM Wards 9 and 13.

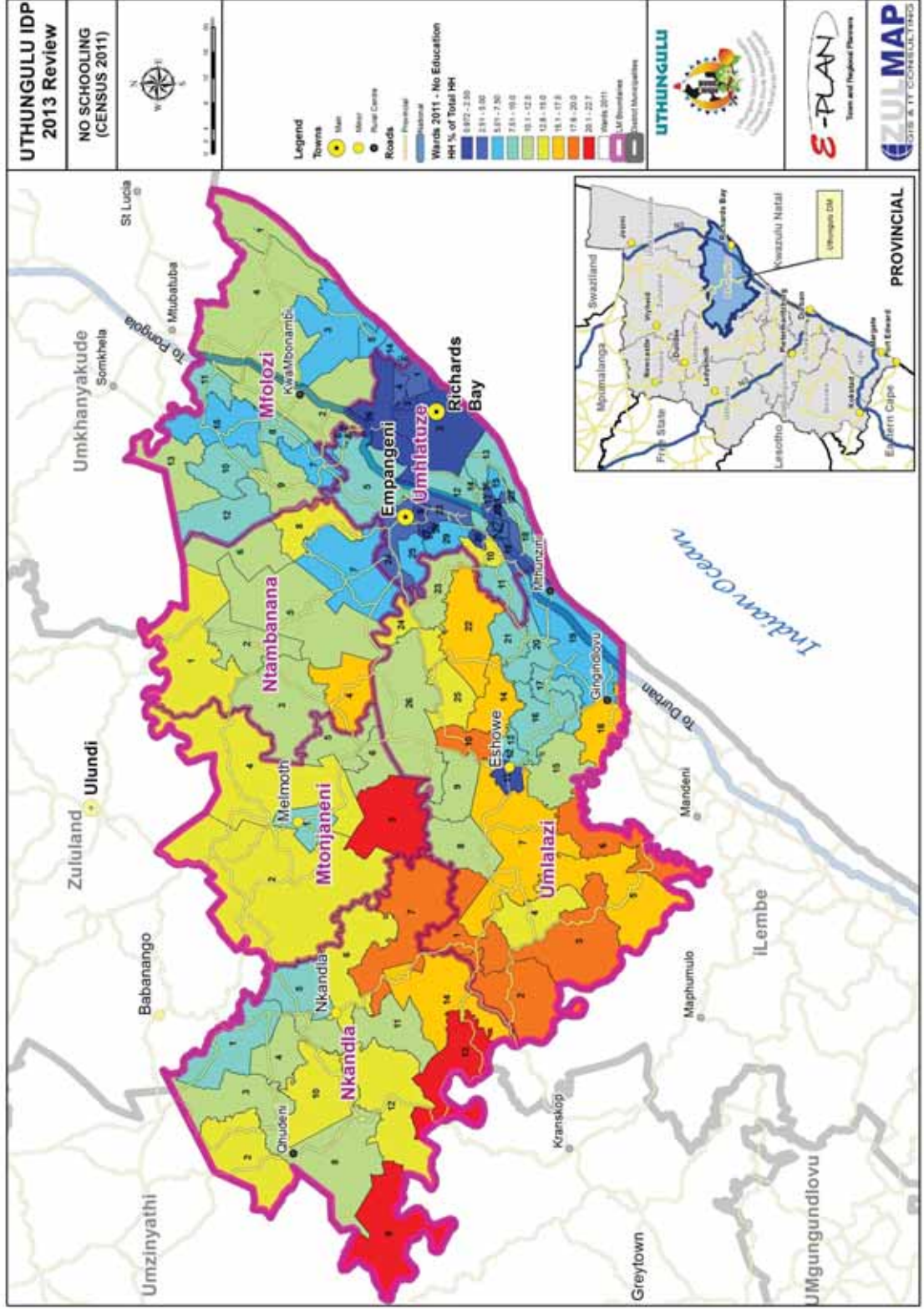
UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

Table 51: Education Facilities per LM

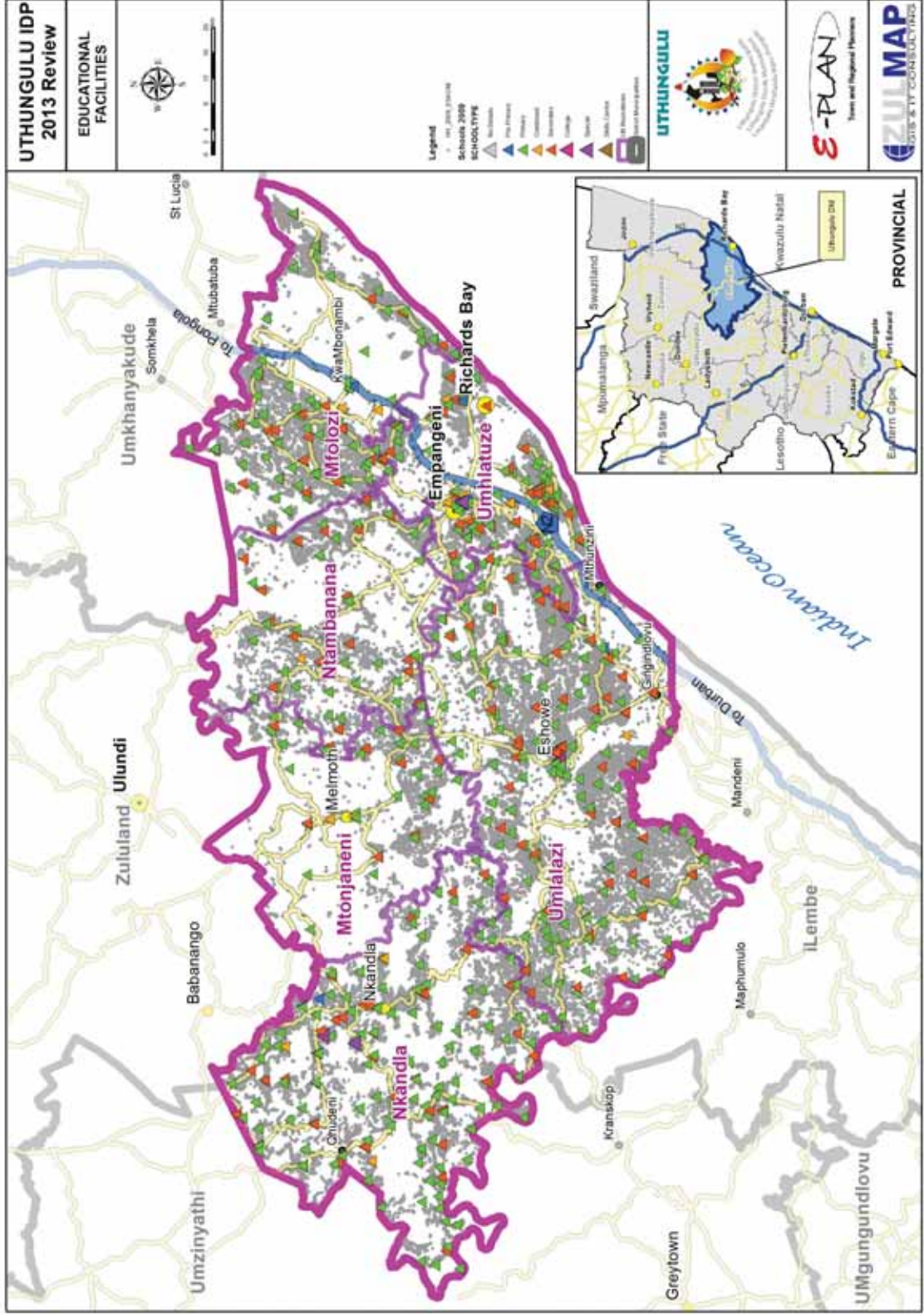
Local Municipality	Combined	Special School	Pre-Primary	Primary	Secondary	Skill Centre	College	Grand Total
Mfolozi	3		1	61	27			92
Mtonjaneni	2			28	10			40
Nkandla	3	2	2	111	39			157
Ntambanana	1			36	18			55
Umhlatuze	7	2	5	71	37	1		123
Umlalazi	2		1	137	57		1	198
<b>UThungulu</b>	<b>18</b>	<b>4</b>	<b>9</b>	<b>444</b>	<b>188</b>	<b>1</b>	<b>1</b>	<b>665</b>

Source: UDM GIS

Map 34: No schooling



Map 35: Educational Facilities





## 5.2.2 Health

### 5.2.2.1 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 MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

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:

Goal en objectives

#### **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, 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;
  - Demand for services such as schools, housing and health care facilities will change;
  - Provincial and national enrolment;

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

- Impact on development i.e. physical and economic;
- Impact on skilled and unskilled labor force;
- Impact on resources and environment;
- Impacts on capacity of institutions;
- Impact on the local economy; and
- Spatial implications.

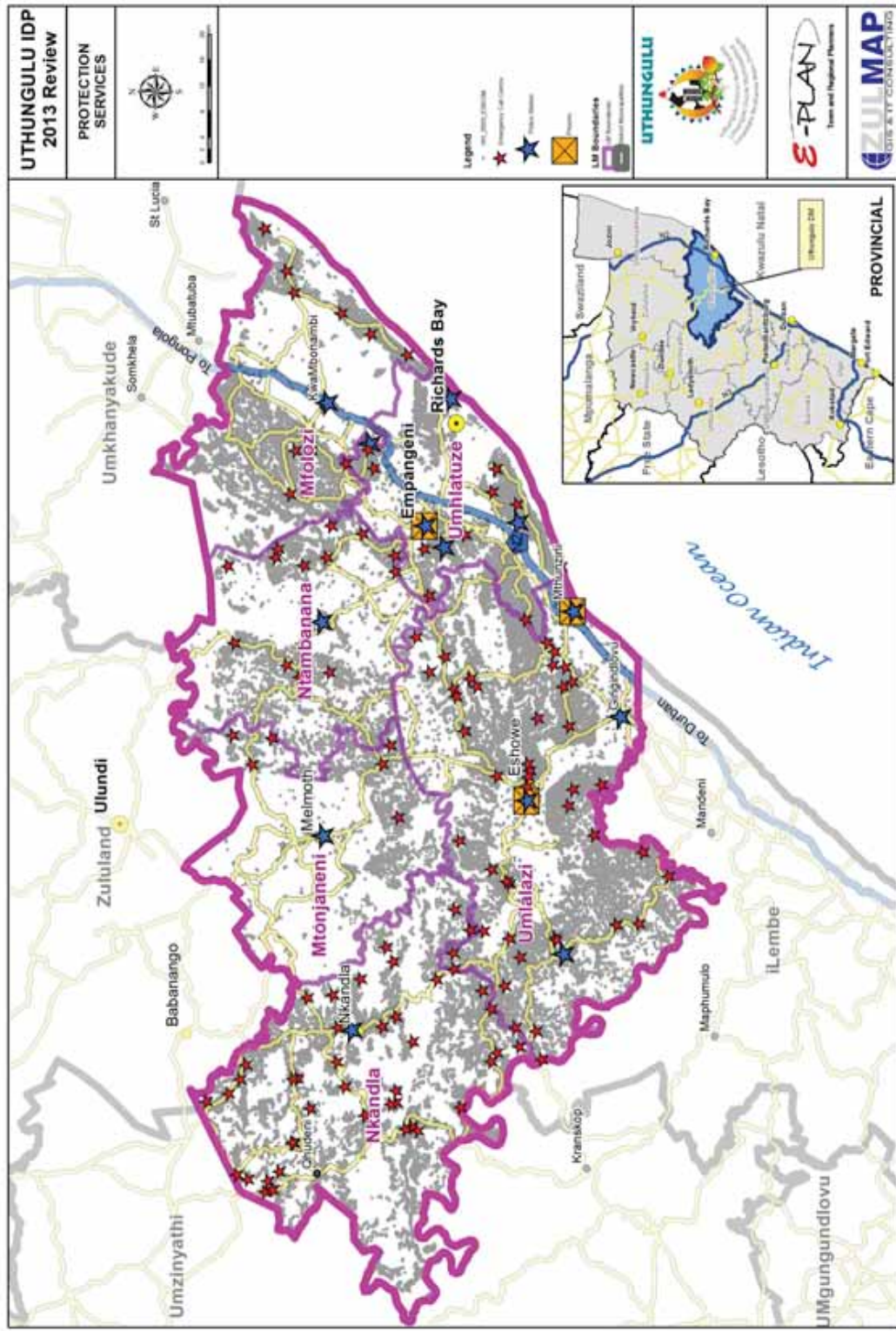
Table 52: Health facilities per municipality.

Name Sub-District	Non-Fixed Facilities				Clinics			Hospitals	
	Health Post	HTA Sites	Mobile Teams	Mobile points	Clinics	LG Clinics	CHCs	District	Regional
Mfolozi	0	0	01	22	07	0	0	0	0
Mthonjaneni	01	0	01	22	04	0	0	01	0
Nkandla	02	0	04	68	19	0	0	02	0
Ntambanana	0	0	01	28	05	0	0	0	0
uMhlathuze	01	07	04	86	09	02	01	0	02
uMlalazi	01	01	05	90	14	0	0	03	0
<b>Uthungulu</b>	<b>05</b>	<b>08</b>	<b>15</b>	<b>316</b>	<b>58</b>	<b>02</b>	<b>01</b>	<b>06</b>	<b>02</b>

According to the information in the table above and map 36 below it seems that the district is well provided for in terms of health care facilities, especially in the light of availability of hospital facilities in the Umhlathuze area. It is indicated that the total population of UDM is within 100km's of a hospital.



Map 37: Protection Services



### 5.2.3 Safety and Security

Crime Awareness Campaigns, through the Community Policing Forums with co-operation of the local SAPS and the Regional Security Cluster, are being undertaken.

**Table53: Protection Services**

Police Stations	Number
Mfolozi	1
Mthonjaneni	1
Nkandla	1
Ntambanana	1
Umhlatuze	5
Umlalazi	4

Source : UDM GIS

### 5.3 Nation Building And Social Cohesion

All the Community Services programmes are generally geared to have an impact on nation building and social cohesion, for example:

#### 5.3.1 Sport

Sport brings people together and encourage cooperation. Each athlete in a team has to work closely with other athletes for the success of the team.

#### 5.3.2 Programmes for the Marginalised

Forums have been established for all the marginalized groups. These forums serve the purpose of discussing and coming up with solutions on the various problems affecting the groups and the society in general. For example, we have the Youth Council, Disability Forum , Senior Citizens Forum, Men’s Forum, etc., all of these Forums meet regularly and discuss issues pertinent to each group and the society as a whole. Solutions to various social ills are sought through these structures

### 5.4 Community Development With Particular Focus On Vulnerable groups

The vulnerable groups are taken care of through Community Development Interventions that are identified by the Groups themselves. Vulnerable Groups in their Forum meetings identify their needs and suggest possible interventions required. The vulnerable groups include disabled people, youth,



children, senior citizens, HIV positive people and the affected people. The interventions cover a range of issues such as health, education, food security, skills development, etc.

### 5.5 Youth Development

The interventions for Youth Development encompass Health Education, Education and Training, Economic Emancipation, Skills Development, Safety and Security, Social Transformation, Sports and recreation and Arts & Culture. The interventions are informed by the objectives of the uThungulu Youth Strategy for the current financial year.

### 5.6 Development of people with Disabilities

The initiatives for the development of people with disabilities focus on:

- Viable/functional structures/ forums at local municipalities and ward levels;
- Functional disabled support groups;
- Empowerment of parents of children with disabilities;
- Community workshops on disability management;
- Sign language;
- Health issues
- Commemoration of International Day and Parliament for people with disabilities.

### 5.7 Development of Women

The interventions for the development of women cover the ff issues:

- Gender abuse and violence,
- Human Rights issues,
- Entrepreneurship and business management,
- Health issues,
- Education issues;
- Agriculture/ farming projects including One Garden One Home and;
- Strengthening of functional structures/ forums at local municipalities and ward levels.

## 5.8 Early Childhood Development

The programme Children's Rights takes care of the Early Childhood development (ECD) initiative whereby the focus is on supporting centres for early child development as per their unique identified needs, such as educational material, toys for cognitive development and tools & equipments for centres. The conducting of Children's Rights Awareness Campaigns on ECD centres is part of the development intervention for the children.

## 5.9 Social Development SWOT Analysis

### Strengths and Opportunity

- Disaster Management
  - Compliance DM acts:
    - Disaster Centre
    - Disaster Management Framework
    - Disaster Management plan
    - Annual Report
  - Enhance services delivery
- Sport, youth & culture programmes
  - A position existing to service these programmes
    - SALGA Games implementation annually
  - Potential to enhance Sport & Youth Development
  - Promotion of cultural activities
  - Each programme to have a dedicated officer
- Environmental & Health
  - Devolution of environmental health services from province to district municipalities
  - Finalization of Devolution of EHS will enhance service delivery
- Special Programmes
  - The programmes are driven by two coordinators
  - Each programme to have a dedicated officer
  - Strengthening of awareness campaigns at ward level
  - Alignment of programmes with Provincial and national guidelines
- Crime Prevention
  - Budget availability to implement crime prevention strategies
  - Function has a potential for growth to enhance crime awareness

## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

- UDM advisory Forum to be established

### Weaknesses and Threats

#### ● Disaster Management

- Personnel
  - Inadequate
- Building
  - OHS Compliance
  - Old Building
  - Office Space
- Equipment
  - Outdated
  - Insufficient
- Financial Resources
- Poor or limited service delivery

#### ● Sport, youth & culture programmes

- Inadequate financial resources
- Fragmentation not well coordinated plans for this programme
- No programme/plans make his designation fully functionally.
- Sport only concentrate on SALGA Games
- The sport budget is mainly used for SALGA Games- annual event
- Noncompliance with the UDM IDP

#### ● Environmental & Health

- Shortage of staff rendering EHS thus hampering service delivery
- Delay in the devolution process of EHS
- EHS funds being used for non-environmental health matters
- Non standardization of working tools – e.g. inspection books
- Delay in the Air Quality Management Plan
- Insufficient rendering of EHS could result in health hazards and epidemics

#### ● Special Programmes

- Shortage of staff
- No dedicated pool vehicle – problematic in cases of emergency
- Limited resources e.g. laptops
- Monitoring and evaluation of projects

- Non adherence to work plans or programmes
- Crime Prevention
  - No dedicated official
  - No programmes
  - Increase in crime activities within the district

## 6 Section C.6 Municipal Financial Viability & Management Analysis

---

### 6.1 Financial Viability & Management Analysis

#### 6.1.1 Main Sources of Revenue

The municipality's main sources of revenue are:

- Grants and Subsidies from national and provincial governments;
- Equitable share from national government;
- Service charges from water, sanitation solid waste and cemetery services provided by the District;
- Interest from investing the municipality's funds and interest charged for services not paid on time by consumers; and
- Other – including tender deposits and other income collected by the municipality from other service charges.

#### 6.1.2 Indigent Support (Including Free Basic Services)

The key elements of Councils policy are summarised as follows:

##### **Purpose**

Council has identified that there is a vast number of residents within the district who cannot afford to pay for municipal services. In this regard Council has identified free and subsidized services that may be offered to the poor.

##### **Classification**

Council sets minimum criteria for the classification of an indigent, the key aspects of which are as follows:

## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

- Property value to not exceed R 150 000.00.
- Total household income to not exceed the equivalent of two state pensions.
- Property owner to not own other properties.

### Universal Approach

- All residential consumers within the District shall be entitled to 6kl of water per month at no cost.
- All sewers for residential consumers shall be capped at rates determined by Council, irrespective of the value of the property.

### Targeted Approach

Consumers who are identified as indigent shall receive the following benefits;

- 10kl of free water per month.
- Exempt from the payment of water service charges.
- Exempt from the payment of refundable deposits.
- Rebate on sewer charges.

### Water

- The first 10 kl's of water per month will be supplied free of charge, thereafter the tariffs as promulgated for domestic tariffs shall be applicable.
- The registered indigent consumer shall be exempted from payment of the service fee for water which is applicable to any domestic consumer who consumes in excess of 6kl of water per month

### Burials

- Subject to the burial policy, Costs associated with the collection, removal and subsequent internment of the body

### Sanitation

- 50% rebate on the total charge applicable for the said property. The rebate shall not be applicable to any property valued at greater than R 150 000.00 per the latest available published valuation roll.
- Irrespective of the value of the indigent consumer's property as published in accordance with the MPR act No 6 of 2004, Council will levy a fixed subsidised fee for indigent consumers, which shall be determined annually

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

6.1.3 Grants & Subsidies

Grants are a very necessary part of the municipality's planning process and the following grants were received from the National and Provincial Government in the past financial year.

- Equitable Share R 156 mil
- Levy Replacement Grant R 181 mil
- Water Services Operating Subsidy
- Municipal Infrastructure Grant (MIG) R 185mil
- Municipal Water Infrastructure Grant (MWIG)R 57 mil
- Regional Bulk Infrastructure Grant (RBIG) 35 mil
  
- Finance Management Grant
- Municipal Systems Improvement Grant
- Rural Transport Services and Infrastructure grant
- EPWP Incentive Grant, and
- Water Services Operating Subsidy Grant (Grant in kind)
- 

The following extract from the municipal budget indicate the breakdown of all grants and Subsidies

**Table 54: Grants and Subsidies**

Description	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>R thousand</b>									
<b>RECEIPTS:</b>									
-									
<b>Operating Transfers and Grants</b>									
<b>National Government:</b>	<b>219 487</b>	<b>266 608</b>	<b>306 150</b>	<b>372 217</b>	<b>375 006</b>	<b>375 006</b>	<b>404 299</b>	<b>427 861</b>	<b>444 365</b>
Local Government Equitable Share	93 710	120 340	146 964	162 849	162 849	162 849	173 064	184 377	194 608
RSC Levy Replacement	122 819	139 638	152 214	165 913	165 913	165 913	180 845	197 121	211 775
EPWP Incentive	617	1 748	2 444	2 651	3 955	3 955	2 840	-	-
DWAF - Water Serv Ops Sub	119	70	-	300	300	300	1 924	4 174	3 800
NT - Local Finance Management	1 287	1 534	1 250	1 250	1 250	1 250	1 250	1 250	1 250
COGTA - MSIG	735	3 278	1 590	1 000	1 000	1 000	890	934	967
MIG	-	-	-	36 478	36 478	36 478	40 960	37 700	29 600
Department of Transport	200	-	1 688	1 776	3 261	3 261	1 746	2 305	2 365
DWAF - ACIP Programme							780		
Other transfers/grants [insert description]									
<b>Provincial Government:</b>	<b>4 500</b>	<b>329</b>	<b>-</b>	<b>400</b>	<b>900</b>	<b>900</b>	<b>4 953</b>	<b>1 468</b>	<b>282</b>

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

DTLGA - Strategic Support	4 500	329	-	400	400	400			
COGTA	-	-	-	-	500	500	4 700	-	-
National Treasury									
Sports and Recreation							253	268	282
DTLGA - Develop Planning Shared Services							-	1 200	
<b>District Municipality:</b>	-	-	-	-	-	-	-	-	-
<i>Umhlatuze</i>									
<b>Other grant providers:</b>	250	-	-	-	20	20	-	-	-
	90	-	-	-	-	-	-	-	-
	160		-	-	-	-	-	-	-
<i>Bell Equipment</i>	-	-	-	-	20	20	-	-	-
<b>Total Operating Transfers and Grants</b>	<b>224 237</b>	<b>266 937</b>	<b>306 150</b>	<b>372 617</b>	<b>376 086</b>	<b>375 926</b>	<b>409 252</b>	<b>429 329</b>	<b>444 647</b>
<b>Capital Transfers and Grants</b>									
<b>National Government:</b>	<b>119 936</b>	<b>130 586</b>	<b>196 371</b>	<b>202 746</b>	<b>199 441</b>	<b>199 441</b>	<b>238 908</b>	<b>377 235</b>	<b>679 772</b>
MIG	118 683	112 210	160 933	158 745	158 745	158 745	201 408	195 735	318 272
DWAF - regional bulk	1 213	18 326	35 438	44 001	40 696	40 696	35 000	180 000	360 000
Local Finance Management Grant	40	50	-	-	-	-	-	-	-
Water Serv Ope - Boreholes							1 500	1 500	1 500
DWAF - ACIP Programme							1 000	-	-
Other capital transfers/grants [insert desc]									
<b>Provincial Government:</b>	-	-	8 717	-	8 000	8 000	-	-	-
COGTA	-	-	8 717	-	8 000	8 000	-	-	-
<b>District Municipality:</b>	-	-	-	-	-	-	-	-	-
<i>Umhlatuze</i>									
<b>Other grant providers:</b>	-	-	-	2 000	2 160	2 160	2 000	2 000	2 000
<i>Foskor</i>					160	160			
<i>RBM</i>				2 000	2 000	2 000	2 000	2 000	2 000
<b>Total Capital Transfers and Grants</b>	<b>119 936</b>	<b>130 586</b>	<b>205 088</b>	<b>204 746</b>	<b>209 601</b>	<b>209 601</b>	<b>240 908</b>	<b>379 235</b>	<b>681 772</b>
<b>TOTAL RECEIPTS OF TRANSFERS &amp; GRANTS</b>	<b>344 173</b>	<b>397 523</b>	<b>511 238</b>	<b>577 363</b>	<b>585 687</b>	<b>585 527</b>	<b>650 160</b>	<b>808 564</b>	<b>1 126 419</b>

Source: UDM Budget

### 6.1.4 Municipality's Credit Rating

**Table 55: Credit Rating**

South Africa Local Authority Analysis

April 2012

Security class	Rating scale	Rating	Rating outlook	Review date
Long term	National	A <sup>-(ZA)</sup>	Positive	04/2013
Short term	National	A1 <sup>-(ZA)</sup>		

### 6.1.5 Employee Related Costs (Including Councillor Allowances)

Increases must be budgeted for in line with the collective agreement, which has been budgeted as 6.84% for the 2013/14 salaries budget.

An acceptable benchmark of overtime as a percentage of the total remuneration has been set at 4.5%. UThungulu has ensured that the overtime budget is limited to 2% of remuneration.

There's a steady increase in employee costs from R72 686 to R174 773 and 18.32% to 29.77% of the total expenditure

For the year 2013/2014 the total employee cost = 27.56% of the budget

**Table 56: Employee Related Costs**

Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
					Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome						
Employee related costs	2	67 271	81 131	80 215	127 085	115 492	115 492	138 704	153 153	163 790
Remuneration of councillors		5 415	5 492	7 870	8 145	8 809	8 809	9 277	10 270	10 983

Source: UDM Budget

### 6.1.6 Supply Chain Management (SCM)

The SCM policy has been reviewed and addresses the current needs of the municipality. This policy was part of all the financial policies that went through the finance portfolio committee. The Policy gives effect to the principles of Broad Based Black Economic Empowerment. The municipality also have a Procurement policy in place.

The policy sets the parameters for the procurement of goods and services from external parties. It also controls Logistics Management, Disposal of Assets and indicates the role of Council in the SCM process

Mandatory criteria for suppliers

All suppliers must make the following available to the Council;

- Valid original tax certificate.
- CIDB registration for construction companies.
- Business licence for catering service providers.
- Letter from health department for catering service providers.
- Fax number and / or e-mail address.



**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

- Certificate from Local Municipality if business operates from a residential property.
- Completed Declaration of Interest forms.
- Completed Declaration of Service Provider's past SCM practices.
- Completed EFT forms.

**6.1.7 Audit Committee**

The committee has three audit members who have been appointed through a "recruitment process", appointed for two financial years. The committee further invites the following individuals to the quarterly meetings: Internal audit, External audit and the Chair of the MPAC. The members are as follows:

Dr V J Mthembu (Chairperson)

Prof J L W de Clerq

Cllr S W Mgenge

**6.1.8 Departmental Policies**

**Table57: Finance Department Polices**

<b>Name of Policy</b>	<b>Date of Council adoption</b>
Tariff	March 2013
Credit control and debt collection bylaws	March 2013
Incentive	March 2013
Supply chain Management Policy	March 2013
Indigent	March 2013
Property, Plant and Equipment	March 2013
Budget Policy	March 2013
Long Borrowing Policy	March 2013
Investment and Banking	March 2013
Virement	March 2013
Policies Relating to	March 2013

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

Personnel	
- Recruitment & Selection Policy	March 2013
- Succession & Retention Policy	March 2013

Source: UDM Finance Department

**6.2 Auditor General Report 2011/12**

A copy of the Auditor General Report 2011/12 together with the municipality's response thereto is available as Annexure 4 to this document. The AG provided the following opinion:

"In my opinion, the financial statements present fairly, in all material respects, the financial position of the uThungulu District Municipality as at 30 June 2012, and its financial performance and cash flows for the year then ended in accordance with the SA Standards of GRAP and the requirements of the MFMA and DoRA."

### 6.3 Financial Viability & Management Analysis

#### 6.3.1 Capability Of The Municipality To Execute Capital Projects

##### 6.3.1.1 Capital Budget Analysis

From the table below it is evident that the bulk of all capital expenditure is to address the services backlogs with the bulk of funding going towards water provision.

**Table 58: Capital Expenditure by Standards Classification**

Vote Description	2009/10	2010/11	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>R thousand</b>										
<b>Governance and administration</b>	<b>11 038</b>	<b>6 047</b>	<b>3 235</b>	<b>1 010</b>	<b>12 294</b>	<b>12 294</b>	–	<b>2 860</b>	<b>1 575</b>	<b>1 500</b>
Executive and council	631	58	963		283	283		1 620	25	–
Budget and treasury office	10 407	5 989	2 272	340	340	340		240	200	200
Corporate services				670	11 672	11 672		1 000	1 350	1 300
<b>Community and public safety</b>	<b>2 418</b>	<b>49</b>	<b>1 162</b>	<b>2 120</b>	<b>8 076</b>	<b>8 076</b>	–	<b>9 431</b>	<b>8 900</b>	<b>8 700</b>
Community and social services	122	47	1 162	2 120	7 180	7 180		9 431	7 700	7 700
Sport and recreation					–	–				
Public safety	2 296	1			896	896		–	1 200	1 000
Housing					–	–		–	–	–
Health					–	–		–	–	–
<b>Economic and environmental services</b>	<b>267</b>	<b>18</b>	<b>33</b>	<b>–</b>	<b>604</b>	<b>604</b>	–	<b>200</b>	–	–
Planning and development	267	18	33		484	484		–	–	–
Road transport					–	–		–	–	–
Environmental protection					120	120		200	–	–
<b>Trading services</b>	<b>138 413</b>	<b>110 865</b>	<b>197 499</b>	<b>233 796</b>	<b>295 930</b>	<b>295 930</b>	–	<b>264 997</b>	<b>393 198</b>	<b>695 519</b>
Electricity	162							–	–	–
Water	128 907	110 813	197 324	226 196	269 299	269 299		254 497	391 198	693 519
Waste water management		60	94		8 562	8 562			2 000	2 000
Waste management	9 344	(7)	81	7 600	18 070	18 070		10 500		
<b>Other</b>										
<b>Total Capital Expenditure - Standard</b>	<b>152 136</b>	<b>116 979</b>	<b>201 929</b>	<b>236 926</b>	<b>316 904</b>	<b>316 904</b>	–	<b>277 488</b>	<b>403 673</b>	<b>705 719</b>

Source: UDM Budget

6.3.1.2 Operational Budget Analysis

Table 59: Budgeted Financial Performance

Standard Classification Description	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
				Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>R thousand</b>	<b>Audited Outcome</b>	<b>Audited Outcome</b>	<b>Audited Outcome</b>						
<b>Revenue - Standard</b>									
<b>Municipal governance and administration</b>	<b>349 915</b>	<b>301 175</b>	<b>420 639</b>	<b>487 048</b>	<b>573 283</b>	<b>573 283</b>	<b>502 042</b>	<b>628 329</b>	<b>964 374</b>
Budget and treasury office	349 915	301 175	420 639	487 048	573 283	573 283	502 042	628 329	964 374
<b>Community and public safety</b>	<b>808</b>	<b>316</b>	<b>217</b>	<b>19 690</b>	<b>16 161</b>	<b>16 161</b>	<b>17 335</b>	<b>18 459</b>	<b>19 476</b>
Community and social services	808	316	217	219	219	219	285	301	319
Cemeteries & Crematoriums	808	316	217	219	219	219	285	301	319
Health	–	–	–	19 472	15 943	15 943	17 050	18 158	19 157
Other	–	–	–	19 472	15 943	15 943	17 050	18 158	19 157
<b>Economic and environmental services</b>	<b>–</b>	<b>13 780</b>	<b>14 389</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Environmental protection	–	13 780	14 389	–	–	–	–	–	–
Other	–	13 780	14 389	–	–	–	–	–	–
<b>Trading services</b>	<b>128 564</b>	<b>149 752</b>	<b>181 781</b>	<b>184 678</b>	<b>220 705</b>	<b>220 705</b>	<b>243 686</b>	<b>255 359</b>	<b>262 107</b>
Electricity	156	–	–	–	–	–	–	–	–
Electricity Distribution	156	–	–	–	–	–	–	–	–
Water	120 045	139 000	169 596	171 419	173 219	173 219	188 067	200 003	211 262
Water Distribution	120 045	139 000	169 596	171 419	173 219	173 219	188 067	200 003	211 262
Waste water management	3 295	3 513	3 740	3 203	37 431	37 431	41 919	38	31
Sewerage	3 295	3 513	3 740	3 203	37 431	37 431	41 919	916	117
Waste management	5 068	7 239	8 445	10 055	10 055	10 055	13 700	38 916	31 117
Solid Waste	5 068	7 239	8 445	10 055	10 055	10 055	13 700	16 440	19 728
<b>Total Revenue - Standard</b>	<b>479 287</b>	<b>465 023</b>	<b>617 026</b>	<b>691 416</b>	<b>810 150</b>	<b>810 150</b>	<b>763 064</b>	<b>902 147</b>	<b>1 245 957</b>

Source: UDM Budget

6.3.1.3 Operating Expenditure

The municipality's operating expenditure is steadily increasing, but it can be noted that there is no specific large increases with the exception of materials and bulk purchases where the budget for 2014/2015 indicates R26 777 and the 2015/2016 R42 062 – there is a 36% increase which is relatively high compared to the other expenditure sectors

**Table 60: Operating Expenditure**

Description	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>Expenditure By Type</b>									
Employee related costs	67 271	81 131	80 215	127 085	115 492	115 492	138 704	153 153	163 790
Remuneration of councillors	5 415	5 492	7 870	8 145	8 809	8 809	9 277	10 270	10 983
Debt impairment	3 154	6 436	8 024	3 379	3 379	3 379	8 096	8 541	9 011
Depreciation & asset impairment	30 116	40 061	36 543	42 318	42 318	42 318	45 827	48 872	52 920
Finance charges	9 244	12 699	11 901	14 180	14 180	14 180	11 460	11 471	11 484
Bulk purchases	18 357	24 470	29 204	23 775	28 775	28 775	25 082	26 462	41 733
Other materials	–			113	113	113	299	315	329
Contracted services	68 077	60 161	63 005	74 921	75 181	75 181	80 721	85 657	95 531
Transfers and grants	3 476	6 031	9 244	10 786	10 786	10 786	11 857	7 340	7 590
Other expenditure	191 740	129 401	154 726	191 789	236 214	236 214	194 755	189 593	193 668
Loss on disposal of PPE			419						
<b>Total Expenditure</b>	<b>396 849</b>	<b>365 883</b>	<b>401 150</b>	<b>496 490</b>	<b>535 247</b>	<b>535 247</b>	<b>526 077</b>	<b>541 674</b>	<b>587 039</b>

Source: UDM Budget

### 6.3.2 Revenue Enhancement And Protection Strategies

The municipality has Credit Control and debt Collection Policy in place as well as incentive schemes to encourage prompt payment of debtor accounts.

#### Incentive Policy

The key elements of Councils Incentive policy are summarised as follows;

#### Purpose

The policy has been formulated to write off old outstanding debt deemed as irrecoverable and at the same time to rehabilitate defaulting consumers so as to ensure that the cost of bad debt in the future years would decrease considerably.

#### Approach

Council, in identifying individual consumers with long outstanding debts, shall enter into a binding agreement with such consumer whereby the following obligations and benefits shall emanate:

- Council shall “park” a determined amount of outstanding debt and such debt shall incur no interest charges nor shall it be subject to any credit control actions.
- The consumer shall commit to making all future payments in full on or before due date.
- On receipt of 4 consecutive month’s payments, Council shall write off 1/9 of the outstanding debts.

#### Aim

In adopting this policy it is Council's intention that a debtor will after 36 months, have his outstanding debts written off in full and furthermore the said debtor would have become accustomed to making regular payment for municipal services which furthermore secures long term sustainable revenue

### **Credit Control and Debt Collection**

#### **Policy**

#### **Aim**

An approved Credit Control policy is in operation within the District of uThungulu. The policy stipulates the processes to be followed in the recovery of debt. The application of the policy has produced positive results, even with due consideration to the worldwide economic crises and the high unemployment rates within the district.

#### **Tariff Policy**

One of the primary functions of council is to provide services to the people resident within its municipal area. The funding of these services is made possible by charging for municipal services rendered. Tariffs represent the charges levied by Council on consumers for the utilization of services provided by the Municipality.

These are calculated dependent on the nature of service being provided. They may be set in a manner so as to recover the full cost of the service being provided or recover part of the costs or bring about surplus that can be utilized to subsidise other non-economical services.

#### **Objective**

The objective of the tariff policy is to ensure that:

- The tariffs of the Municipality comply with the legislation prevailing at the time of implementation.
- The Municipal services are financially sustainable, affordable and equitable.
- The needs of the indigent and aged are taken into consideration.
- There is consistency in how the tariffs are applied throughout the municipality and;
- The policy is drawn in line with the principles as outlined in the MSA

#### **Chargeable services rendered**

##### ● **Water**

Tariffs are applied on a sliding scale basis whereby the rates per kilolitre of water consumed increase with volume consumed. All residential consumers are provided with free water equivalent to 6kl per month.

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

**Sanitation**

The calculation of sewerage tariffs is based on the valuation of the property per the latest available valuation roll. For billing purposes sewer charges are calculated as an annual amount and proportioned over a twelve month period.

**Waste**

The Council may permit the usage of its waste site to any domestic or commercial consumers. Such usage shall be chargeable on a per ton basis.

**Other Tariffs**

Cemetery

Tenders flows.

**6.3.3 Municipal Consumer Debt Position**

From the below table it can be seen that the municipality is managing the consumer debts effectively and that there is no provision for any large increases which will negatively influence the municipality until 2015/2016.

**Table 61: Municipal Assets (including Debts)**

Description	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>R thousand</b>									
<b>ASSETS</b>									
<b>Current assets</b>									
Cash	22 081	45 358	86 717	21 105	21 105	21 105	22 266	23 490	24 782
Call investment deposits	240 000	320 000	280 000	325 000	325 000	325 000	330 000	355 000	360 000
<b>Consumer debtors</b>	<b>14 540</b>	<b>10 229</b>	<b>12 858</b>	<b>11 870</b>	<b>11 870</b>	<b>11 870</b>	<b>12 523</b>	<b>13 212</b>	<b>13 938</b>
Other debtors	17 569	19 837	35 167	20 536	20 536	20 536	21 665	22 857	24 114
Current portion of long-term receivables	221	33	35	181	181	181	32	36	39
Inventory	8 403	7 069	6 122	7 631	7 631	7 631	8 051	8 493	8 961
<b>Total current assets</b>	<b>302 814</b>	<b>402 526</b>	<b>420 899</b>	<b>386 323</b>	<b>386 323</b>	<b>386 323</b>	<b>394 537</b>	<b>423 088</b>	<b>431 835</b>

Source: UDM Budget

**6.3.4 Municipal Infrastructure Assets & Maintenance (Q&M)**

It can be seen from the table below that the municipality budgeted an amount of R41 730 000 for repairs and maintenance to municipal infrastructure.

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

**Table62: Repairs and Maintenance expenditure by asset class**

Description	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	R thousand Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>Repairs and maintenance expenditure by Asset Class/Sub-class</b>									
<b>Infrastructure</b>	<b>31 210</b>	<b>32 975</b>	<b>33 189</b>	<b>38 131</b>	<b>37 798</b>	<b>37 798</b>	<b>41 730</b>	<b>38 651</b>	<b>51 537</b>
Infrastructure - Road transport <i>Roads, Pavements &amp; Bridges</i>	-	-	-	-	-	-	-	-	-
Infrastructure - Electricity <i>Generation</i>	-	-	-	-	-	-	-	-	-
Infrastructure - Water <i>Dams &amp; Reservoirs</i>	26 850	28 756	28 940	37 850	37 500	37 500	36 808	33 458	46 059
Infrastructure - Sanitation <i>Reticulation</i>	26 850	28 756	28 940	37 850	37 500	37 500	36 808	33 458	46 059
Infrastructure - Other <i>Waste Management</i>	38	-	-	-	-	-	-	-	-
Infrastructure - Other <i>Transportation</i>	38	4 220	4 249	281	298	298	4 922	5 193	5 478
Infrastructure - Other <i>Gas</i>	4 322	4 220	4 249	281	298	298	4 922	5 193	5 478
Infrastructure - Other <i>Other</i>									
<b>Community</b>	<b>172</b>	<b>52</b>	<b>52</b>	<b>150</b>	<b>70</b>	<b>70</b>	<b>169</b>	<b>178</b>	<b>188</b>
Parks & gardens									
Sportsfields & stadia									
Swimming pools									
Community halls									
Libraries									
Recreational facilities									
Fire, safety & emergency	172	52	52	150	70	70	116	123	130
Security and policing									
Buses									
Clinics									
Museums & Art Galleries									
Cemeteries							53	56	59
Social rental housing									
Other									
<b>Heritage assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Buildings									
Other									
<b>Investment properties</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Housing development									
Other									
<b>Other assets</b>	<b>1 503</b>	<b>1 676</b>	<b>1 684</b>	<b>2 326</b>	<b>2 159</b>	<b>2 159</b>	<b>1 898</b>	<b>2 049</b>	<b>2 163</b>
General vehicles	1 077	1 202	1 209	1 707	1 540	1 540	1 215	1 329	1 402
Specialised vehicles	-	-	-	-	-	-	75	79	83
Plant & equipment	22	24	24	30	30	30	32	33	35
Computers - hardware/equipment	25	29	28	38	38	38	40	43	45



**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

Furniture and other office equipment	119	133	133	174	174	174	102	107	114
Abattoirs					-	-			
Markets					-	-			
Civic Land and Buildings	259	288	290	376	376	376	434	458	483
Other Buildings									
Other Land									
Surplus Assets - (Investment or Inventory)									
Other									
<b>Agricultural assets</b>	-	-		-	-	-			-
<i>List sub-class</i>									
<b>Biological assets</b>	-		-	-	-	-	-	-	-
<i>List sub-class</i>									
<b>Intangibles</b>	-	-	-	-	-	-	-	-	-
Computers - software & programming									
Other ( <i>list sub-class</i> )									
<b>Total Repairs and Maintenance Expenditure</b>	<b>32 885</b>	<b>34 703</b>	<b>34 926</b>	<b>40 607</b>	<b>40 027</b>	<b>40 027</b>	<b>43 797</b>	<b>40 879</b>	<b>53 888</b>

Source: UDM Budget

### 6.3.5 Current & Planned Borrowings

It needs to be noted that the municipality resolved that there will be no future borrowing over the medium Term.

**Table 63: Current & Planned Borrowings**

Description	2009/10	2010/11	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome
<b>LIABILITIES</b>										
<b>Current liabilities</b>										
Bank overdraft										
Borrowing	6 584	7 451	9 327	8 212	8 212	8 212	-	12 036	13 654	15 531
Consumer deposits	6 243	7 244	8 229	7 458	7 458	7 458		7 868	8 301	8 757
Trade and other payables	149 521	207 597	199 731	131 317	131 317	131 317	-	66 836	78 798	107 751
Provisions	889	1 443	1 510	2 222	2 222	2 222		2 344	2 473	2 609
<b>Total current liabilities</b>	<b>163 237</b>	<b>223 735</b>	<b>218 797</b>	<b>149 209</b>	<b>149 209</b>	<b>149 209</b>	<b>-</b>	<b>89 084</b>	<b>103 226</b>	<b>134 649</b>
<b>Noncurrent liabilities</b>										
Borrowing	111 087	108 739	104 584	102 257	102 257	102 257	-	72 487	63 931	52 525
Provisions	70 330	77 868	82 838	101 588	101 588	101 588	-	87 589	92 614	97 931
<b>Total noncurrent liabilities</b>	<b>181 417</b>	<b>186 607</b>	<b>187 423</b>	<b>203 845</b>	<b>203 845</b>	<b>203 845</b>	<b>-</b>	<b>160 076</b>	<b>156 545</b>	<b>150 456</b>
<b>TOTAL LIABILITIES</b>	<b>344 654</b>	<b>410 342</b>	<b>406 219</b>	<b>353 054</b>	<b>353 054</b>	<b>353 054</b>	<b>-</b>	<b>249 160</b>	<b>259 771</b>	<b>285 105</b>

Source: UDM Budget

#### 6.4 Financial Viability & Management: SWOT Analysis

##### Strengths and Opportunities

- The staff in the expenditure section has remained constant over the years.
- Budgeting and reporting legislation has been enhanced to ensure credible, accurate and reliable reporting.
- As GRAP is aligned to IAS continuous amendments are forthcoming and it is imperative that the organization is in a position to interpret and apply in order to ensure the attainment of clean audits.
- It is imperative that every individual within the organization understands that they are contributors towards the goal of clean audit.
- Processes have been put in place to ensure that process of orders to be forwarded to individuals be forthcoming. Possibility of signing an annual deviation for certain issues to cut down on number of deviations
- Improve the use of Financial Management System
- Come up with the strategy on how to advertise so that rural areas can be reached. This will need buy in from LM, the plan is to discuss it as CFO Forum
- As communities know their areas well we should consider training and using unemployed members of the communities to deliver a package of services inclusive of reading meters, delivering statements/notices and possibly effecting restrictions and openings
- New water infrastructure needs to be considered which will allow the meters to be easily read and allow for the implementation of the credit control policy
- Council has already approved the installation of prepaid meters for indigent households. Technical department is exploring alternatives in this regard
- address all regular payment defaulters by changing their meters to prepaid
- Tracing “bad” debtors with online tracing tools
- HOD’s and section managers must ensure that all staff are made aware and comply with all policies and procedures of the Council
- All legislative matters must be addressed correctly, be valid, be accurate and within due date (CAR)

## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

- To facilitate the audit process (internal and external), audit requests for information to be submitted within the required period and must consider CAR
- Departments must review all previous internal and external audit reports to ensure issues are addressed
- Formulate a policy which entitles the municipality to fix water leaks that are not resolved within 3 months and to charge the consumer for the repairs – 30 days after notification
- The roll out of the prepaid meters will relieve the administrative burdens and eliminate the need for additional credit controllers. The implementation of this process would eliminate the need for the 2 requested credit controllers which would save an estimated R600 000 p.a.
- All meter readings for rural schemes be facilitated by community appointed agents. This processes firstly creates income earning opportunities for the unemployed and also addresses resistance/hostility from communities

### Weakness/Threads

- Suppliers do not send statements monthly, invoices are received late and queries are therefore not resolved timeously
- There is a need to increase the number of staff
- Asset care centre – There are complicated and technical requirements in terms of GRAP and some aspects of the function would need to be outsourced due to the skill required.
- Compliance with new regulations has proven to be difficult with the current staff complement which results in overtime being worked by staff in order for compliance to be met.
- Due to month end financial system processes it is often difficult to meet item closing dates set by Admin Services.
- Lack of insurance cover for large infrastructure items such as weirs, dam walls etc.
- In certain instances SCM is expected to procure in very limited time.
- The increase of deviations which are causing MFMA challenges.
- Specification on requisitions is not clear which cause delays.
- Shortage of staff resulting in shortage of time to follow up on outstanding orders, preparation of recons.

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

- Unable to reach the service providers operating in rural areas.
- Service Providers filling tender documents incorrectly or submitting incorrect documents.
- Stores at Mthonjaneni are not electronically linked to Finance Management System which poses balancing challenges.
- Redundant materials which is always dumped at Empangeni store.
- DIMS limitation
- Unannounced interruptions/downtime.
- Service Providers are “Tenderpreneurs”.
- Service Providers not updating their information on regular basis.
- Unable to confirm the correctness of the SARS Clearance Certificate.
- Challenges with regards to collections are more evident in the towns of Nkandla, Thubalethu, Mpushini Park, Sunnydale, Kingdizulu, Slovos, Sabokwe, Nzalabantu and Kwamagwaza.
- With regards to rural water schemes collections average only 10% of billed revenue.
- Households in the non-urbanized areas are both scattered in nature and are not formally identified (registered lot number) and complicated further by the fact there are no street names, etc.
- An investigation into the number of monthly unread indicates that on average 10 – 15% of meters are not read and therefore averages are then applied.
- The main contributor for this is that meters underground and inaccessible.
- Furthermore the “non formalized” location of the meters creates a hindrance.
- No credit control and inaccurate meter information in the town of King Dinizulu.
- The main contributing factor is that the infrastructure has been installed at the back of the yards and access is almost impossible.
- Although 3 000 debtors per controller appears fair, the nature of our debtors include large number of poor households.
- The district do not have electricity as a leverage to collect outstanding arrears.

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

- The roll-out of metered connections in the non-urbanized areas is increasing the numbers and for the past 3 years the staff compliment has not been adjusted accordingly.
- In the past 2 years the following areas have been converted to full connections, that of Nzalabantu, Slova's and Kwamagwaza etc.
- Currently the staff have the capacity to process readings, however, the subsequent variances and follow ups are not been done.
- Greater Mthonjaneni will be commissioned soon and we will not have the capacity to service these new connections.
- Currently no infrastructure is in place to assist these customers to stay within the free allocation of 10 kl.
- Many of the areas transferred to the district have the "old Kent meter installation". This installation can only be restricted by stripping the meter and installing a 5c coin. The process is cumbersome and takes approximately 45 minutes to complete
- Water leaks within the property cause excessive accounts which the resident cannot afford.
- Leaks also contribute to the wasteful loss of the districts precious commodity.
- Illegal water connections and meter bypasses cost Council in lost revenue and infrastructure damage.
- Current monitoring mechanisms e.g. water balancing does not effectively detect areas where there is possible tampering.
- Tampering is only detected when reported by concerned residents or identified by field staff.

## 7 Section C.7 Good Governance & Public Participation Analysis

---

### 7.1 Good Governance Analysis

Good Governance 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 Report and Annual Performance Report submitted

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*, and labour intensive construction methods and capacity building.

UDM Tenders comply with the MFMA regulations. The Supply Chain Management Policy and a Procurement Policy are in place.

In sections G, H and I, the district budget is outlined in some detail.

## 7.2 National And Provincial Programmes Rolled-Out At Municipal Level

### 7.2.1 Department of Rural Development and Land Reform

#### 7.2.1.1 Rural Infrastructure Development Programs

**Table 64: Infrastructure Development Programs**

PROGRAMME		DESCRIPTION	
CRDP		Meeting Basic Needs	
		Large Scale Infrastructure projects	
		Local Economic Development	
RID IMPLEMENTATION PROJECTS		Basic Services	
		Socio - Economic	
		Animal and Velt	
Local Municipality	Project Name	Ward	Product
NKANDLA	Nkandla Smart Growth Center	15,17	EIA - SSI Appointed
	Nkandla Smart Growth Center	15,17	Project Management - Aurecon
	Nsuze Irrigation	2,7,8,11,13,14	Construction of new Irrigation scheme
	Nkungumathe Youth dev program	1,5	20.05 km Fencing in Nkandla
UMLALAZI	Crop Fields at Umlalazi Uthungulu	3,4,24	31 m Fencing

Source: Department of Rural Development and Land Reform

#### 7.2.1.2 Spatial Planning and Information Programs

**Table 65: SPI Programmes**

PROGRAMME	DESCRIPTION
CRDP	<ul style="list-style-type: none"> <li>•Programme aimed at helping rural communities to develop themselves</li> </ul>
	<ul style="list-style-type: none"> <li>•SPI is involved in the initial stage of the programme by conducting site inspections for ward profile reports and producing status quo reports that assist in coming up with interventions to challenges found.</li> </ul>
REVITALISATION OF RURAL TOWNS	Done through the formulation of precinct plans and SDFs.

Source: Department of Rural Development and Land Reform

**Table 66: SPI Projects**

LOCAL MUNICIPALITY	PROJECT NAME	PRODUCT
MTHONJANENI	Ndundulu Precinct Plan	Precinct plan for the revitalisation of the town
NKANDLA/uMLALAZI	NKANDLA Smart Growth Centre	Smart Growth Centre

Source: Department of Rural Development and Land Reform

### 7.2.1.3 Rural Enterprise and Industries Development

**Table 67: REID Programmes**

PROGRAMME	DESCRIPTION
CRDP	Programme aimed at helping rural communities to develop themselves
SKILLS DEVELOPMENT	Training of people to develop a particular skill that they can use to better their way of living

Source: Department of Rural Development and Land Reform

**Table 68: REID Projects**

LOCAL MUNICIPALITY	PROJECT NAME	WARD	STATUS
MLALAZI	Isibusiso garment making	3	Operational
	South African Widowed Association	23	Operational
	Wozanesu Sugar Cane Growers Association	5	Operational
LOCAL MUNICIPALITY	NAME OF COOPERATIVE	WARD	CRDP
NKANDLA	Empunga	7	Nkandla
	Mdlelanga Social and Economic Development coop	7	Nkandla
	Zondehleka	7	Nkandla
	L M Poultry Farm	7	Nkandla
	Mangethe Cooperative	7	Nkandla
	Zomakahle Co-operative Limited	7	Nkandla
	Ikusasa Lethu	11	Nkandla
	Nhlosoyamatungwa Co-operative Limited	11	Nkandla
	Santshotsho	11	Nkandla
	Cathaza Agricultural Co-operative Limited	6	Nkandla
	Dumehlezi Community Group	6	Nkandla
	Enhlanezwe Cooperative	6	Nkandla



**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

Entokozweni Cooperative	6	Nkandla
Isiyaphambili Cooperative	6	Nkandla
Lungisani Cooperative	6	Nkandla
Mazithanqaze Cooperative	6	Nkandla
Zamimpilo Cooperative	6	Nkandla
Ichube Primary Cooperative	7	Nkandla
Mayibuye Cooperative	7	Nkandla
Sbonakuhle Agricultural Cooperative	7	Nkandla

Source: Department of Rural Development and Land Reform

**7.2.1.4 National Rural Youth Centre CORPS 3**

**Table 69: NARYSEC Programmes**

PROGRAMME	DESCRIPTION
CONTRACTION	Construction of houses and other infrastructure in rural areas
RURAL DISASTER MITIGATION	To develop participants to become environmental monitors
FARM RANGER	This programme teaches job readiness in a farm environment

Source: Department of Rural Development and Land Reform

**7.2.2 Department of Home Affairs**

**7.2.2.1 Departmental Footprint**

- 1 x Local Office Large: Richards Bay
- x Local Office Medium: Empangeni, Eshowe and Nkandla [Operating within the Magistrate Court]
- x Local Office Small: Esikhawini, Nseleni, Melmoth, Tulwane and Nxamalala
- 1 x Port of Entry: Richards Bay Harbour
- We currently do not have offices in Umfolozi and Ntambanana municipalities
- We also currently have office accommodation challenges at Mthonjaneni. Together with DPW, we are in the process of securing an office.

**7.2.2.2 Flagship Programmes**

- Hospital connectivity: Registration of birth within 30 days of the birth event
- High schools Project: 16-yr olds: IDs
- NPR Campaign: LRB process

- Immigration services
- Partnerships with stakeholders

This is in addition to services being rendered in offices: birth certificates, identity documents, marriage certificates, death certificates, passports, amendments and permits.

### 7.2.3 Department of Arts and Culture

#### 7.2.3.1 Overview

- Regional Office Management Services
- Archives Services
- Library Services
- Language Services
- Museum Services

#### 7.2.3.2 Strategic Goals

- Job creation
- Human Resource Development
- Human and Community Development
- Environmental Sustainability
- Governance and Policy
- 

**Table70: Departmental Mandate**

	INTERVENTIONS	ACTIVITIES	BENEFICIARIES
Job Creation	<ul style="list-style-type: none"> <li>• Support enhanced implementation of EPWP and CWP and Jobs Fund</li> </ul>	<ul style="list-style-type: none"> <li>• Beautification of public spaces programme (identification of spaces in consultation with municipalities, identification of visual artists, provision of stipend, Conduct fine arts training)</li> </ul>	<ul style="list-style-type: none"> <li>• Artists (youth and women)</li> </ul> <p>R 80 000</p>
	INTERVENTIONS	ACTIVITIES	BENEFICIARIES
	<ul style="list-style-type: none"> <li>• Implement the KZN SMME and Cooperative Strategies –</li> <li>• Support and mentorship for SMMEs -Promote collaboration and alignment between SMME support agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Mobilization &amp; establishment of cooperatives, support to cooperatives-funding, training, registration, link to markets and relevant structures.</li> </ul>	<p>Women and Youth</p> <p>All wards</p>
		<ul style="list-style-type: none"> <li>• Conduct workshops on</li> <li>• Quality assurance ,</li> </ul>	<p>R 40 000</p>

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

		<ul style="list-style-type: none"> <li>•marketing,</li> <li>•Business skills and</li> <li>•Registration of Cooperatives,</li> </ul>	
	<b>INTERVENTIONS</b>	<b>ACTIVITIES</b>	<b>BENEFICIARIES</b>
	<ul style="list-style-type: none"> <li>•Mobile Library Unit Project</li> </ul>	<ul style="list-style-type: none"> <li>•Implement and monitor an MLU in the most deprived wards as a job creation intervention.</li> <li>•Nkandla Municipality</li> </ul>	Learners and community at large Budget :R 158 000
Human Resources Development	<b>INTERVENTIONS</b>	<b>ACTIVITIES</b>	<b>BENEFICIARIES</b>
	<ul style="list-style-type: none"> <li>•Revitalise programme for relevant life-long learning</li> </ul>	<ul style="list-style-type: none"> <li>•Conduct Inmates workshop for visual arts on silkscreen,</li> <li>•Theatre and festivals / exhibitions.</li> </ul>	Inmates Artists R 60 000
		<ul style="list-style-type: none"> <li>•Conduct Visual Arts and Craft Exhibition and ICH</li> </ul>	Artists
		<b>(General community)</b>	Artists
		<ul style="list-style-type: none"> <li>•Conduct Performing Arts Workshop and link upcoming artists with production houses, casting agencies etc. as part of mentorship initiative</li> </ul>	R 60 000
		<b>INTERVENTIONS</b>	<b>ACTIVITIES</b>
	<ul style="list-style-type: none"> <li>•Revitalise programme for relevant life-long learning</li> </ul>	Workshops on visual arts and craft	Artists R 60 000
		Workshops on performing arts	Artists R 40 000
Environmental Sustainability	<b>INTERVENTIONS</b>	<b>ACTIVITIES</b>	<b>BENEFICIARIES</b>
	<ul style="list-style-type: none"> <li>•Establishment of localized waste management programmes</li> </ul>	<ul style="list-style-type: none"> <li>•conduct visual arts &amp; craft training on the use of recycled material ,</li> </ul>	<ul style="list-style-type: none"> <li>•Women</li> </ul>
		<ul style="list-style-type: none"> <li>• Mobilise participants, co-ordinate workshops on sustainable use of natural resources for Crafts and Visual Arts,</li> </ul>	<ul style="list-style-type: none"> <li>•Artists</li> </ul>
		<ul style="list-style-type: none"> <li>•Stage exhibition of crafts and Visual Arts products from recycled material/ natural resources</li> </ul>	R 40 000
Human and Community Development	<b>INTERVENTIONS</b>	<b>ACTIVITIES</b>	<b>BENEFICIARIES</b>
	<ul style="list-style-type: none"> <li>•Develop and implement programmes that promote norms and behaviors that create an enabling environment for successful community level institutions.</li> </ul>	<ul style="list-style-type: none"> <li>•Disbursement of grants (Grants-in aid provided through Arts &amp; Culture Council),</li> </ul>	Non-Profit organization R1.623 M
		<ul style="list-style-type: none"> <li>• Facilitation and monitoring of grants in aid forms and organizations</li> </ul>	<b>(For the Province)</b>
	<b>INTERVENTIONS</b>	<b>ACTIVITIES</b>	<b>BENEFICIARIES</b>
	<ul style="list-style-type: none"> <li>•Develop and implement programmes that promote norms and behaviors that create an enabling environment for successful community level institutions.</li> </ul>	Matrons Workshop on Behavioral Change and other Social Ills	<ul style="list-style-type: none"> <li>•Women</li> <li>•Youth</li> <li>•Regiments</li> </ul>
		Coordinate Workshops for Regiment Leaders	•Artists
		Coordinate Anti Music Piracy Campaigns through Thematic Arts Presentations on Mall outlets and Taxi Ranks	R 60 000
	<b>INTERVENTIONS</b>	<b>ACTIVITIES</b>	<b>BENEFICIARIES</b>
<ul style="list-style-type: none"> <li>Develop and implement programmes that promote norms and behaviors that create an enabling environment for successful community level</li> </ul>	Conduct:	<ul style="list-style-type: none"> <li>•Youth</li> <li>•Artists</li> </ul>	
	<ul style="list-style-type: none"> <li>• Moral regeneration</li> </ul>	R 100 000	
	<ul style="list-style-type: none"> <li>and behavioural change campaigns, intergenerational and intercultural dialogues,</li> <li>• Facilitate and coordinate, auditions,</li> </ul>		

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

institutions.	competitions, Festivals, Exhibition.	
	•Support social cohesion and multicultural projects.	•Youth
	•Dolosfees Festival	•women
		•Artists
		•R 70 000
<b>INTERVENTIONS</b>	<b>ACTIVITIES</b>	<b>BENEFICIARIES</b>
Develop and implement programmes that promote norms and behaviors that create an enabling environment for successful community level institutions.	Facilitate co-ordinate and host cultural ceremonies/ commemorations and special anniversaries.	•Community – All Wards
	•Support to local cultural events	
	•Freedom Day	
	•Africa Day	
	•Reed Dance	
	•Eastern Rendezvous	
	•uMkhosi WoSelwa	
	•uMkhosi WeSivivane	
	•World Aids Day	
	•Nomkhubulwane –kwaSokhulu	
<b>INTERVENTIONS</b>	<b>ACTIVITIES</b>	<b>BENEFICIARIES</b>
Develop and implement programmes that promote norms and behaviors that create an enabling environment for successful community level institutions.	•Conduct Auditions and District Festivals	•Youth
		•Artists
	•Conduct Theatre Festival	R 100 000
	•Conduct Choral Music Competition (Regional project)	R 200 000
<b>INTERVENTIONS</b>	<b>ACTIVITIES</b>	<b>BENEFICIARIES</b>
•Implement mini library for the Blind	•Implement a mini library for the blind and the visually impaired patrons.	Blind and visually impaired patrons
	•At Esikhaleni Library	Budget : R50 000
<b>INTERVENTIONS</b>	<b>ACTIVITIES</b>	<b>BENEFICIARIES</b>
•Implement Toy Collection project	•Implement and Monitor toy collection to improve basic education.	Young children, ECDs, creches and preschools
	•Qhudeni library	•Nkandla Municipality Budget: R200 000
•Implement gaming @ your library project	•Implement and monitor gaming @ your library project	Nkandla Municipality
	• Qhudeni library	Budget: R80 000
	•Ntambanana library	
•Implement Internet @ your library project.	•Implement and Monitor internet @ your library project	•Nkandla Municipality
	•Qhudeni library	R 200 000
	•Gingindlovu library (only internet connectivity)	•uMlalazi municipality
		R 30 000
<b>INTERVENTIONS</b>	<b>ACTIVITIES</b>	<b>BENEFICIARIES</b>
•Library and Archives	•Community Intervention Day	•Community (Ntambanana)
Community Intervention Project	Variety of services offered by Libraries and Archives are presented	Budget :R 18 000
	•uThungulu	
<b>INTERVENTIONS</b>	<b>ACTIVITIES</b>	<b>BENEFICIARIES</b>

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

•My School Adventure: Family Tree Programme	•A Family tree workshop will be conducted for all participating schools. (Nseleni)	•Learners (Nseleni) •Budget: R 3 000
Oral History Project:	Oral History interviews will be conducted with Amakhosi (traditional councils)	uThungulu District
• Interviews to be conducted.	uMhlatuze	R 9 000
•Transcription of data		
•Archival summary and retrieval of information		
<b>INTERVENTIONS</b>	<b>ACTIVITIES</b>	<b>BENEFICIARIES</b>
•Training of registry officials to ensure proper care and management of records.	• 2x Registry management training course	uMhlatuze municipality (All LMs) R 34 000
•Records management inspection to ensure compliance to records management practices	• 4 x Records management inspection to be conducted.	Records management inspection to be conducted at:
		•DoE Empangeni
		•DsD – Nkandla, Nseleni & Eshowe
		•DoT – Eshowe
		•DoH- Ngwelezane Hospital, Eshowe
		•DoPW –Eshowe
		•DAERD- Nkandla
		•COGTA-Nkandla
		•uMhlatuze Municipality
		R 23 000
<b>INTERVENTIONS</b>	<b>ACTIVITIES</b>	<b>BENEFICIARIES</b>
•Provide translation, editing and interpreting services to promote access to government information	•Translation of documents,	ALL Municipalities and Sector departments
	•Editing of documents,	R 50 000
	•Interpreting services including sign language	

Source: Department of Home Affairs

## 7.2.4 Department of Agriculture and Environmental Affairs

### 7.2.4.1 Background

- UThungulu District has two different categories of the municipalities (coastal and inland)
- UThungulu is highly rich in terms of biodiversity. Therefore, it is necessary that the environment is well protected.
- National, provincial and local environmental departments have a constitutional obligation to ensure that the environment is protected and not harmful to well being

### 7.2.4.2 Environmental awareness / education (Public participation)

uThungulu Environmental Forum.

- The forum is responsible for the planning of all environmental calendar days and awareness campaigns and meets as and when necessary.

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

- DAEA / DEA, municipalities and other sister department's forms part of the committee and participate in the awareness campaigns.
- Greening project has been undertaken in Mhlathuze Village (Ngwelezane) and 900 indigenous and fruit trees were planted as a mitigation measure to climate change.

**Table 71: Environmental Projects:DEA-DC28- 2011/2014**

LOCAL MUNICIPALITY	PROJECT NAME	BUDGET	FUNDER
Umhlatuze	Empangeni Invasive Alien Species Programme	R14m	DEA
Umlalazi	Ongoye Forest Development project	R14m	DEA
Umlalazi	Siyaya Coastal Park: Umlalazi Nature Reserve	R4m	DEA
Umlalazi, Umhlatuze, Umfolozi	Working for the Coast-Cape St Lucia-Ballito		DEA
Nkandla	Nkandla Greening & Street Cleaning	R39m	DEA
Nkandla	Establishment of Nkandla Landfill Site	R14m	DEA

Source: Department of Agriculture and Environmental Affairs

**Table 72: Environmental IASP Projects-DAEA: DC28-2013/14**

LOCAL MUNICIPALITY	WARD NUMBER	INKOSI	PROJECT NAME	SIZE OF PROJECT/ PROJECT HA	NO OF JOBS CREATED
Umhlatuze	1, 2, 4, 9, 18, 24, 26	Mkhwanazi	Umhlatuze	3,606	182
Umhlatuze	7	N/A	Owen Sithole College	350	52
Mthonjaneni	3	Zulu	Mfanefile	1,000	68
Nkandla	11, 13, 14	Ntuli, Khanyile, Shange, Shezi, Nxamala, Magwaza	Nkandla	5,000	196
				Total employment created	498

Source: Department of Agriculture and Environmental Affairs

## 7.2.5 Department of Health

### 7.2.5.1 District Focus

The district focuses on the analysis of the national priorities for improving the health status of the entire population, and thus contributing to the broader national vision of “A long healthy life for all South Africans”. This is in line with the 4 strategic outputs of the Negotiated Service Delivery Agreement (NSDA), namely:

- Output 1: Increasing Life Expectancy
- Output 2: Decreasing Maternal and Child mortality( MDG 4&5)
- Output 3: Combating HIV and AIDS and decreasing the burden of diseases from Tuberculosis (MDG 6)
- Output 4: Strengthening Health System Effectiveness

## 7.3 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 were 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;

## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

- 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.

### 7.4 Sukuma Sakhe

The purpose of Operation Sukuma Sakhe aims to rebuild the fabric of society by promoting human values, fighting poverty, crime, diseases, deprivation and social ills, ensuring moral regeneration, by working together through effective partnerships. Partnerships include civil society, development partners, communities and government departments, to provide a comprehensive integrated service package to communities. The objective of Operation Sukuma Sakhe is to create and maintain functional task teams at provincial, district, local, and ward levels to deliver integrated services to individuals, households and communities.

### 7.5 Status Of Municipal Policies

The list of Policies that apply to the Municipality as follows:

#### Finance Policies

- Tariff Policy
- Incentive Policy
- Indigent Policy
- The Credit Control and Debt Collection Policy
- Budget Policy
- Delegations Policy
- Investment and Banking Policy
- Property, Plant and Equipment
- Supply Chain Management Policy
- Virement Policy
- Borrowing Policy
- Retention Policy
- Credit Card Policy

#### Human Resource Policies:

- Recruitment & Selection
- Succession & Retention



**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

- OHS
- Substance Abuse
- Smoking
- Training & Development
- Employee Assistance Programme
- Employment Equity
- Overtime
- Subsistence & Travel
- Official Housing Assistance Rental
- R250.00 Rental Scheme
- Exit Interview
- Acting
- Long Service
- Sexual Harassment
- Internship
- Relocation
- Leave
- Maternity Leave
- Pool Motor Vehicle
- Motor Vehicle Scheme Management
- Travel Allowance Scheme Non-Management
- Sick Leave
- Termination
- Old Mutual/Sanlam: RA

**Administration Policies:**

- Telephone Policy
- VIP Protection Policy
- Renaming of Building Policy
- Parking Policy
- Records Policy

## 7.6 Municipal Risk Management

The municipality has a risk management policy and strategy in place, the relevant structures to implement the policy is also in place. The risks identified by the municipality is reflected hereunder.

### 7.6.1 Fraud Risk

- Misappropriation of municipal funds
- Conflict of interest
- Unauthorised use of receipt books
- Abuse of overtime
- Theft of municipal time
- Unauthorised access to information on the server
- Tampering with meters
- Disclosure of confidential information
- Unauthorised water deliveries, unrecorded sales and illegal water connections
- Unauthorised use of user names and password using spyware
- Theft of stock/replaced equipment
- Diesel theft – water projects
- Manipulation of the SCM policy and procedures
- Abuse of Authority for personal gain
- Inflated mileage claims by contractors
- Unauthorised changes to the payroll data
- Theft of consumables and theft/vandalism of assets
- Abuse of garage/fleet cards
- Inflated mileage claims by staff
- Unauthorised use of municipal vehicles
- Assets not returned by staff who terminate their services
- Ghost employees may be paid
- Fuel theft - municipal fleet

### 7.6.2 IT risk

- Inadequate DRP procedures
- Unavailability and/or unreliability of IT systems
- Lack of IT Governance framework

- Unauthorised amendments to programs or databases
- Loss of/Inaccessibility to key records/Poor records management
- Loss/compromise of key data
- Unauthorised/unrestricted access to the computerised system
- Failure of IT service providers to deliver in terms of contracts
- ICT not an enabler for the achievement of strategic objectives\
- IT skills shortage
- Lack of integration of systems across the organisation
- Legal compliance of IT with relevant legislation not assured

### 7.6.3 Inherent Risk

- Constraints on tariff increases
- Water and Sanitation Infrastructure failure/breakdown/deterioration
- Financial viability of the District
- BCP (organisational) not in place
- Lack of external funding allocation for the implementation of IDP projects
- Inability to collect revenue/debtors due to the Municipality
- Unsustainability of water sources.
- Strike action by employees/contractors (national and local)
- Inadequate response to environmental health incidents
- Failure to attract and retain critical skills
- Security threats to personnel/contractors

## 7.7 Good Governance & Public Participation: SWOT Analysis

### WEAKNESSES / THREATS

- The communities need to be engaged with and given an opportunity to participate in the service delivery process.
- It is our duty as communicators to ensure that we keep the public regularly informed of our efforts and programmes which seek to meet the needs of service delivery and unemployment.
- The District has been obligated to cut its expenditure on publicity and marketing activities in recent years, as mandated by National Treasury.

## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

- These financial constraints pose a challenge as we attempt to prioritise communication over basic needs such as water, sanitation, houses and roads.
- The challenge is doing more with less, and finding ways of communicating more cheaply, by visiting people in their own areas instead of advertising or transporting them to event.

### OPPORTUNITIES / STRENGTHS

- uThungulu utilises the following channels to engage the public:
  - Rural communities: Newspapers, Radio, Newsletters, display advertising, social media, pension pay points, letters sent with bills, religious groups and senior citizens forums.
  - Business community: Mainstream media, financial publications, events (sporting events).
  - Employees: Internal publications, emails, posters, workshops, notice boards, staff meetings.
  - The local municipalities in the district, national and provincial government: Intergovernmental forums and izimbizo.
  - Broader public: magazine and news publications, TV, radio, flyers, posters, events (roadshows) and sporting events (District Games).
- Media plan includes:
  - Issuing of press releases and reporting on municipal events, Exco meetings and handovers
  - Regular radio slots on SABC radio and community radio stations to keep communities informed of municipal programmes
  - Publication of monthly newsletters and annual Service Charter
  - Promote the use of the municipal website
  - Public participation programmes that help to maintain awareness of the municipality's programmes and projects.
- Key campaigns include:
  - Project handovers
  - Roadshows: Budget and IDP public engagement
  - Visits by MEC's and Ministers for project launches
  - Community meetings
  - Sukhuma Sakhe programme

- Publicising of events linked to specific programmes: Agriculture, Economic Development, Women
- Key provincial events: Youth Day, World AIDS Day, Parliament to the People
- Customer satisfaction survey currently undergoing bid processes.
- Communications and Public Relations Strategy updated annually.

## 8 Section C.8 Combined Swot Analysis

---

### Spatial and Environmental: SWOT Analysis

#### Strength/ Opportunities

- The towns have comparatively good levels of infrastructure and services.
- The coastal topography and the N2 have added to improved urban access along the eastern portions of the uThungulu District.
- Richards Bay, has been identified as a provincial Secondary Node in the PGDS and thus an urban center with good existing economic development and the potential for growth and services to the regional economy.
- Richards Bay, as a harbor and industrial town, attracts people from surrounding towns, rural settlements and from beyond the district.
- Eshowe, Nkandla, Melmoth and Bucanana are identified as quaternary nodes. These nodes are mainly centers which should provide service to the sub-regional economy and community needs. Key strategic interventions specifically targeted at these nodes and their directly surrounding areas are supported by the Province.
- Empangeni's role as an industrial, commercial and service center to the settlements of Esikhaleni, Eshowe, Nkandla, Ntambanana and other rural settlements attracts many people to the range of higher order services available in the town.
- 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
- The district's location within KwaZulu-Natal that is reputable for its African Experience.
- UDM Area has large tracts of Biodiversity 1 and 3 designated areas with a large number of protected and environmentally sensitive areas.

### Weakness/Threats

- The social needs of people in uThungulu along the southern coastal areas of uMhlathuze, the southern portions of uMlalazi abutting the Tugela River and extensive portions of Nkandla are considered to be high.
- Urban accessibility is a limiting factor in the western portions of the Nkandla Municipality in particular. Urban accessibility generally improves in an easterly direction towards the coast.
- The Southern and western parts of the Municipal area are mountainous with slopes of 1:3 and steeper. The slopes decrease (become less steep) towards the eastern sector of the Municipal Area
- Large inequality exists in the levels of development through the Municipal area between the rural and urban environments
- Low potential soils occur along the Tugela River as well as along portions of the Mhlathuze River
- Air quality capacity in certain areas in the District has been reached and it is highly unlikely that the situation will change (especially in the Richards Bay area)
- Dust pollution from open cast mining needs to be addressed.
- The burning of waste in the absence of waste services are major air pollution sources in rural areas which need to be addressed.

### Disaster Management: SWOT Analysis

#### Strengths/Opportunities

- The Municipality has a Level 2 Disaster management Plan in Place
- UDM have established the foundation institutional arrangements, and are building the essential supportive capabilities needed to carry out comprehensive disaster risk management activities.
- There are Disaster Management Advisory Forums in the District Municipality, uMhlathuze, Umlalazi and Mthonjaneni
- Current disaster risk profile is based on a detailed disaster risk assessment process
- The risk profile for the uThungulu District Municipality is based on the data received from the workshop consultations
- A number of risk reduction measures have been identified related to the highest rated identified risks.

## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

- Communication and stakeholder participation in disaster risk management in the uThungulu District Municipality is executed through a consultative process, education and public awareness, initiated by the uThungulu District Municipality disaster management function

### Weakness/Threats

- Hazard-specific disaster contingency plans still need to be developed
- Limited capacity currently exists in The uThungulu District Municipality and specifically in its local municipalities to fulfil all the functions required by the Act
- The resources associated with performing disaster management related functions in the uDM are rated between 'insufficient' and 'sufficient'.
- There is a need for increased investment in capacity and resilience building in each of the local municipalities

### Municipal Transformation & Organisational Development: Swot Analysis

#### Strengths/Opportunities

- MTAS in place.
- Well-functioning Portfolio, EXCO and Council structures.
- Communication Plan and IDP Alignment processes in place.
- Implementation of the UDM Economic Development Framework: Towards a Green Economy by the LED Structures created further opportunities for growth and development
- Functional GIS section.
- Planning Shared Services in place.
- HR Development Plan and Employment Equity Plan in place
- Compliance with financial requirements and submission deadlines
- Compliance with SCM requirements

#### Weakness/Threats

- Unfunded Mandates
- Staff Shortage

### Good Governance & Public Participation: SWOT Analysis

#### WEAKNESSES / THREATS

- The communities need to be engaged with and given an opportunity to participate in the service delivery process.

## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

- It is our duty as communicators to ensure that we keep the public regularly informed of our efforts and programmes which seek to meet the needs of service delivery and unemployment.
- The District has been obligated to cut its expenditure on publicity and marketing activities in recent years, as mandated by National Treasury.
- These financial constraints pose a challenge as we attempt to prioritise communication over basic needs such as water, sanitation, houses and roads.
- The challenge is doing more with less, and finding ways of communicating more cheaply, by visiting people in their own areas instead of advertising or transporting them to event.

### OPPORTUNITIES / STRENGTHS

- uThungulu utilises the following channels to engage the public:
  - Rural communities: Newspapers, Radio, Newsletters, display advertising, social media, pension pay points, letters sent with bills, religious groups and senior citizens forums.
  - Business community: Mainstream media, financial publications, events (sporting events).
  - Employees: Internal publications, emails, posters, workshops, notice boards, staff meetings.
  - The local municipalities in the district, national and provincial government: Intergovernmental forums and izimbizo.
  - Broader public: magazine and news publications, TV, radio, flyers, posters, events (roadshows) and sporting events (District Games).
- Media plan includes:
  - Issuing of press releases and reporting on municipal events, Exco meetings and handovers
  - Regular radio slots on SABC radio and community radio stations to keep communities informed of municipal programmes
  - Publication of monthly newsletters and annual Service Charter
  - Promote the use of the municipal website
  - Public participation programmes that help to maintain awareness of the municipality's programmes and projects.



- Key campaigns include:
  - Project handovers
  - Roadshows: Budget and IDP public engagement
  - Visits by MEC's and Ministers for project launches
  - Community meetings
  - Sukhuma Sakhe programme
  - Publicising of events linked to specific programmes: Agriculture, Economic Development, Women
  - Key provincial events: Youth Day, World AIDS Day, Parliament to the People
- Customer satisfaction survey currently undergoing bid processes.
- Communications and Public Relations Strategy updated annually.

### Social Development SWOT Analysis

#### Strengths and Opportunity

- Disaster Management
  - Compliance DM acts:
    - Disaster Centre
    - Disaster Management Framework
    - Disaster Management plan
    - Annual Report
  - Enhance services delivery
- Sport, youth & culture programmes
  - A position existing to service these programmes
    - SALGA Games implementation annually
  - Potential to enhance Sport & Youth Development
  - Promotion of cultural activities
  - Each programme to have a dedicated officer
- Environmental & Health
  - Devolution of environmental health services from province to district municipalities
  - Finalization of Devolution of EHS will enhance service delivery
- Special Programmes
  - The programmes are driven by two coordinators
  - Each programme to have a dedicated officer

## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

- Strengthening of awareness campaigns at ward level
- Alignment of programmes with Provincial and national guidelines

### ● Crime Prevention

- Budget availability to implement crime prevention strategies
- Function has a potential for growth to enhance crime awareness
- UDM advisory Forum to be established

### Weaknesses and Threats

### ● Disaster Management

- Personnel
  - Inadequate
- Building
  - OHS Compliance
  - Old Building
  - Office Space
- Equipment
  - Outdated
  - Insufficient
- Financial Resources
- Poor or limited service delivery

### ● Sport, youth & culture programmes

- Inadequate financial resources
- Fragmentation not well coordinated plans for this programme
- No programme/plans make his designation fully functionally.
- Sport only concentrate on SALGA Games
- The sport budget is mainly used for SALGA Games- annual event
- Noncompliance with the UDM IDP

### ● Environmental & Health

- Shortage of staff rendering EHS thus hampering service delivery
- Delay in the devolution process of EHS
- EHS funds being used for non-environmental health matters
- Non standardization of working tools – e.g. inspection books
- Delay in the Air Quality Management Plan
- Insufficient rendering of EHS could result in health hazards and epidemics

● Special Programmes

- Shortage of staff
- No dedicated pool vehicle – problematic in cases of emergency
- Limited resources e.g. laptops
- Monitoring and evaluation of projects
- Non adherence to work plans or programmes

● Crime Prevention

- No dedicated official
- No programmes
- Increase in crime activities within the district

### Financial Viability & Management: SWOT Analysis

#### Strengths and Opportunities

- The staff in the expenditure section has remained constant over the years.
- Budgeting and reporting legislation has been enhanced to ensure credible, accurate and reliable reporting.
- As GRAP is aligned to IAS continuous amendments are forthcoming and it is imperative that the organization is in a position to interpret and apply in order to ensure the attainment of clean audits.
- It is imperative that every individual within the organization understands that they are contributors towards the goal of clean audit.
- Processes have been put in place to ensure that process of orders to be forwarded to individuals be forthcoming. Possibility of signing an annual deviation for certain issues to cut down on number of deviations
- Improve the use of Financial Management System
- Come up with the strategy on how to advertise so that rural areas can be reached. This will need buy in from LM, the plan is to discuss it as CFO Forum
- As communities know their areas well we should consider training and using unemployed members of the communities to deliver a package of services inclusive of reading meters, delivering statements/notices and possibly effecting restrictions and openings
- New water infrastructure needs to be considered which will allow the meters to be easily read and allow for the implementation of the credit control policy

## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

- Council has already approved the installation of prepaid meters for indigent households. Technical department is exploring alternatives in this regard
- address all regular payment defaulters by changing their meters to prepaid
- Tracing “bad” debtors with online tracing tools
- HOD’s and section managers must ensure that all staff are made aware and comply with all policies and procedures of the Council
- All legislative matters must be addressed correctly, be valid, be accurate and within due date (CAR)
- To facilitate the audit process (internal and external), audit requests for information to be submitted within the required period and must consider CAR
- Departments must review all previous internal and external audit reports to ensure issues are addressed
- Formulate a policy which entitles the municipality to fix water leaks that are not resolved within 3 months and to charge the consumer for the repairs – 30 days after notification
- The roll out of the prepaid meters will relieve the administrative burdens and eliminate the need for additional credit controllers. The implementation of this process would eliminate the need for the 2 requested credit controllers which would save an estimated R600 000 p.a.
- All meter readings for rural schemes be facilitated by community appointed agents. This processes firstly creates income earning opportunities for the unemployed and also addresses resistance/hostility from communities

### **Weakness/Threads**

- Suppliers do not send statements monthly, invoices are received late and queries are therefore not resolved timeously
- There is a need to increase the number of staff
- Asset care centre – There are complicated and technical requirements in terms of GRAP and some aspects of the function would need to be outsourced due to the skill required.
- Compliance with new regulations has proven to be difficult with the current staff complement which results in overtime being worked by staff in order for compliance to be met.
- Due to month end financial system processes it is often difficult to meet item closing dates set by Admin Services.

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

- Lack of insurance cover for large infrastructure items such as weirs, dam walls etc.
- In certain instances SCM is expected to procure in very limited time.
- The increase of deviations which are causing MFMA challenges.
- Specification on requisitions is not clear which cause delays.
- Shortage of staff resulting in shortage of time to follow up on outstanding orders, preparation of recons.
- Unable to reach the service providers operating in rural areas.
- Service Providers filling tender documents incorrectly or submitting incorrect documents.
- Stores at Mthonjaneni are not electronically linked to Finance Management System which poses balancing challenges.
- Redundant materials which is always dumped at Empangeni store.
- DIMS limitation
- Unannounced interruptions/downtime.
- Service Providers are “Tenderpreneurs”.
- Service Providers not updating their information on regular basis.
- Unable to confirm the correctness of the SARS Clearance Certificate.
- Challenges with regards to collections are more evident in the towns of Nkandla, Thubalethu, Mpushini Park, Sunnysdale, Kingdizulu, Slovos, Sabokwe, Nzalabantu and Kwamagwaza.
- With regards to rural water schemes collections average only 10% of billed revenue.
- Households in the non-urbanized areas are both scattered in nature and are not formally identified (registered lot number) and complicated further by the fact there are no street names, etc.
- An investigation into the number of monthly unread indicates that on average 10 – 15% of meters are not read and therefore averages are then applied.
- The main contributor for this is that meters underground and inaccessible.
- Furthermore the “non formalized” location of the meters creates a hindrance.
- No credit control and inaccurate meter information in the town of King Dinizulu.

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

- The main contributing factor is that the infrastructure has been installed at the back of the yards and access is almost impossible.
- Although 3 000 debtors per controller appears fair, the nature of our debtors include large number of poor households.
- The district do not have electricity as a leverage to collect outstanding arrears.
- The roll-out of metered connections in the non-urbanized areas is increasing the numbers and for the past 3 years the staff compliment has not been adjusted accordingly.
- In the past 2 years the following areas have been converted to full connections, that of Nzalabantu, Slova's and Kwamagwaza etc.
- Currently the staff have the capacity to process readings, however, the subsequent variances and follow ups are not been done.
- Greater Mthonjaneni will be commissioned soon and we will not have the capacity to service these new connections.
- Currently no infrastructure is in place to assist these customers to stay within the free allocation of 10 kl.
- Many of the areas transferred to the district have the "old Kent meter installation". This installation can only be restricted by stripping the meter and installing a 5c coin. The process is cumbersome and takes approximately 45 minutes to complete
- Water leaks within the property cause excessive accounts which the resident cannot afford.
- Leaks also contribute to the wasteful loss of the districts precious commodity.
- Illegal water connections and meter bypasses cost Council in lost revenue and infrastructure damage.
- Current monitoring mechanisms e.g. water balancing does not effectively detect areas where there is possible tampering.
- Tampering is only detected when reported by concerned residents or identified by field staff.

## 9 Section C.9 Key Challenges

---

### 9.1 Key Challenges Faced By Local Municipalities Within UThungulu

#### 9.1.1 Mfolozi LM

- Ensure arable land is used productively
- Investigate and support viable agribusiness development
- Support the establishment of facilities for value added agricultural products.
- Ongoing support to co-operatives
- Harness opportunities presented by coastal location of Municipality
- Foster eagerness of community to participate in community development projects
- Identify opportunities linked to the Port of Richards Bay, the N2 and the Dube Tradeport.
- Ensure services and supporting infrastructure to schools and clinics
- Identify opportunities linked to timber and forestry
- Ensure Mfolozi Municipality becomes involved with the roll-out and implementation of the KZN Growth Fund
- Identify cultural opportunities in the municipal area and its hinterland.
- Ongoing liaison with provincial development institutions such as Ithala, KZNTA, TIK etc.
- Create employment opportunities linked to waste management.
- Ensure tourism opportunities presented to the municipality are developed.
- Ensure continued momentum in housing delivery processes.
- Implement the recommendations of the adopted Women, Disabled, Youth and Aged Plan.
- Protection of the indigenous coastal forests.
- Establishment of Catchment Management Agencies (CMAs) in terms of the National Water Act.
- Implementation of the strategy document on small contractor development.
- Reduce poverty and underdevelopment
- Reduce high levels of illiteracy and lack of skills base by targeting appropriate organizations for support
- Improve coordination between service providers and/or development agencies.
- Disaster Management Plan and responses to reduce vulnerability of communities to disasters.
- Ensure economic benefit to Mfolozi Municipality from neighbouring municipalities' growth and development.
- Improve access to community facilities as well as information technology.
- Improve facilities for pensioners at pay-out points.

## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

- Attend to lack of formal waste disposal in the Traditional Authority areas in particular.
- Implement risk management as well as fraud/corruption prevention plans.
- Ensure efficient and effective public participation around planning and development processes.
- Appropriate application of the Communication Plan within the context of purpose and the audience.
- Implementation of the HR and IR Policies
- Implementation of the municipal PMS.
- Ongoing support for the effective operations of the Ward Committees.

### 9.1.2 Umhlathuze LM

- Sustainable Financial Management and Cash Flow Management
- Low Levels of Skills Development and Literacy
- Limited access to basic household and community services
- High rates of unemployment and low economic growth
- High levels of poverty
- Welfare dependency on grants
- Limited access to basic household and community services
- Unsustainable developmental practices
- Ensuring adequate energy and water supply
- High levels of crime and risk
- Increased incidents of HIV/AIDS and communicable diseases
- Infrastructure degradation
- Climate change

### 9.1.3 Ntambanana LM

- Access to Water and Sanitation, Management & maintenance.
- Water Infrastructure (Capital)
- Access to electricity, management and maintenance.
- Refuse Removal and solid waste disposal
- Formalization of informal settlements
- Public / Community Participation Strategy
- Functionally of Ward Committees



## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

- Section 57 with signed Performance Agreements
- Administration (Workplace Skills Plan (WSP) & Annual Training Report (ATR
- Revenue Enhancement Strategy

### 9.1.4 Umlalazi LM

- To build on the good twinning relationship between the Geel local authority in Belgium and the uMlalazi Municipality.
- To transfer all community facilities to the Municipality.
- To facilitate the use of suitable community halls for multi-purpose uses.
- To ensure that the current 8 rural housing projects and 4 urban projects are completed successfully.
- To investigate how cell phones can be used as a communication tool to further improve communication between communities and the Municipality.
- To focus on rural tourism development in which the Municipal Areas biodiversity, cultural heritage, opportunities offered along the Tugela River, cross-border tourism opportunities and the tourism development opportunities offered by the Goedertrouw / Phobane Dam, are exploited in a sustainable manner.
- To focus on agricultural development in which, amongst others, the establishment of co-operatives and agri industries are investigated.
- To find innovative ways in which inclusive LED can be realised.
- To ensure that officials and councilors are fully capacitated to deliver effectively and efficiently on the Municipality's development mandate in a sustainable manner.
- To ensure continued improvement in inter-departmental and external communication (including IGR) in planning and development processes and delivery.
- To ensure proper spatial planning (and the roll-out of wall-to-wall rural planning schemes) in order that informed decisions can be taken with regards to development / investment through which the provision of community facilities, infrastructure and services, community development, economic development and human settlement, can happen in a sustainable manner.
- The addressing of all backlogs in respect of water and sanitation provision, electricity provision and solid waste removal taking due cognizance of the need to focus development and investment in areas where there is economic growth or the potential for economic growth.

## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

- To ensure that in areas where there are no economic potential, investment will be focused on the provision of basic water and sanitation at RDP standards, with a greater focus on human capital investment through education and training. This will provide people residing in such areas with a greater range of skills and education in order to provide them with the means to seek opportunities elsewhere.
- To promote industrial development at Eshowe and Gingindlovu.
- To eradicate alien vegetation whilst at the same time creating temporary jobs in doing so.
- To reduce unemployment by 5% by 2014 through the participation in Extended Public Work Programmes and the War Against Poverty initiative.
- To facilitate the provision and maintenance of essential rural access roads.
- To embrace all government and other programmes that is aimed at providing both temporary and permanent employment.

### 9.1.5 Mthonjaneni LM

- Protecting municipal buildings.
- The percentage of people without access to electricity is still high.
- Inadequate infrastructure
- Providing infrastructure to settlements that are on steep and wet areas
- Attracting of experienced staff.
- Lack of internal departmental communication.
- Lack of staff
- Dependency on equitable share.
- Debts collection
- Poor attendance in IDP road shows.
- Enforcing of municipal bylaws.
- IGR not functioning as it is supposed to.
- Lack of cooperation from sector departments.
- Corruption
- Dependency on Agricultural
- High level of poverty and unemployment.
- Unavailability of budget to prepare land use scheme

### 9.1.6 Nkandla LM

- Grant dependency
- Poor rate of revenue collection
- High unemployment rate
- Weaknesses in systems documentation
- Poor spatial planning of the primary node
- Lack of enforcement of town planning by-laws and building regulations
- Aging & poor infra-structure
- Land ownership is not registered appropriately
- High distribution losses
- Poor management of town open spaces
- Poor enforcement of municipal by-laws
- Potential sources of revenue that have not been explored
- Land within the municipal jurisdiction is highly arable
- Potential revenue on electrical services
- Good relations with amakhosi who are custodians of a large portion of land
- High staff turnover
- High back-logs in basic services
- Municipal land ownership is minimal (2% of 1828km)
- Dispersed settlement patterns make it expensive to deliver services
- Ambiguous classification of certain settlements entails
- Potential investors may be deterred by poor implementation of spatial planning regulations
- Households that are mostly indigent
- Negative media coverage of Nkandla, may deter government investments
- Poor political oversight over municipal by-laws
- Low morale of staff
- Lack of transfer of skills by consultants

## 9.2 Key Challenges Faced By UThungulu

- Ensure Water & Sanitation tariffs are cost reflective
- Ensuring that drinking water and waste water management meets the required quality standards at all times;
- Protecting the poor;
- Supporting meaningful local economic development (LED) initiatives that foster micro and small business opportunities and job creation;
- Securing the health of our asset base (especially the municipality's revenue generating assets) by increasing spending on repairs and maintenance; and
- Ensuring borrowed funds are invested in revenue generating assets as part of the Capital programme.
- We have to ensure that our capital budget reflects consistent efforts to address the backlogs in basic services and the renewal of the infrastructure of existing network services.
- Maintain functionality of Council structures
- Ensure MTAS is complied with
- Maintenance of EDMS system thereby ensuring accurate record keeping.
- Ongoing support to the LED sub-forums to continue functioning.
- Ensure continued compliance with legal financial requirements.
- To further diversify the district's economy.
- Ongoing support of tourism initiatives.
- Improve rural road network to ensure improve linkages between settlements, rural nodes and municipal centres
- Ensure indigent policy remains updated and relevant.
- Ensuring ongoing monitoring of water balance in rural areas.
- Commit and implement approved MIG business plans for roll-out of water and sanitation services in the district.
- Ensure disaster management forums remain functional
- Ensure alignment and coordination between DM and LM's

## SECTION D: VISION, MISSION AND CORE VALUES & GOALS AND OBJECTIVES

### 1. Vision

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:

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

### 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

### 3. Core Values

- Integrity
- Transparency
- Commitment
- Co-operation
- Innovation
- Accountability

4. Goals And Objectives (And Linkage To KZN PGDS Goals)

Table 73: Goals and Objectives

No	Strategy	Objective	Output/Indicators		
1	Municipal Transformation and Organisational Development  KZN PGDS – Strategic Infrastructure	To provide effective human resource development to staff and Councillors.	The District will ensure the enhancement of staff and Councillors through the completion TASK Job Evaluations on all posts listed on Organogram by 30 June 2017.  The District will also ensure the wellbeing of all staff through the implementation of an Employee Wellness programme.  A safe and healthy working environment will be created for all staff through 100% compliance with the Occupational Health and Safety Act.		
		To strengthen programmes on information and communication technology services.	The District will ensure effective and efficient records keeping through the analysis of the current document management systems and the upgrading information technology and relevant technological infrastructure.		
		To ensure the monitoring and evaluation of municipal performance.	Service delivery will be monitored and evaluated to ensure the effective delivery of services to the community through the implementation of a compliant Electronic Performance Management System by 2017.		
		To ensure best practice principles are followed by the enhancement of institutional development.	The long term goal is to effectively implement risk management strategies, fraud and corruption prevention and municipal turnaround strategies needed for the District to function as an ethically sound entity by 2017. Business plans to address current outstanding matters have been formulated and will be addressed and recommendations implemented on a long term strategic basis.		
		To ensure integrated development in order to achieve sustainable development.	It is a priority to achieve sustainable development through the continuous review of development objectives contained in the Integrated Development Plan through community participation.		
		2	Municipal Financial Viability and Management  KZN PGDS – Governance and Policy	To aim at achieving a clean audit in 2014.	It is a vital objective of the District that financial management be conducted with due diligence to ensure that 100% MFMA compliance is maintained at all times and municipal financial bylaws and policies be effectively implemented to ensure the receipt of a clean audit during the 2013/2014 financial year.
		3	Good Governance and Public Participation  KZN PGDS – Governance and Policy	To promote community participation and communication.	It is a priority of the District to ensure sustainable intergovernmental relationships through the participation and coordination of regular District Imbizos, Technical District Committees, District Mayor's Forums and meetings of the District House of Traditional Leaders.  The District will aim at achieving sustainable development through careful communication and participation with relevant stakeholders and the community through various public relations media.
4	Infrastructure Development and Service Delivery  KZN PGDS – Strategic	To plan and institute the provision, upgrading and maintenance of solid waste	The objective is that the District will provide solid waste disposal services to the municipalities located within the municipal area to reduce pollution.		

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

	Infrastructure	services.	
		To plan and institute the provision, upgrading and maintenance of regional cemeteries and crematoria.	The aim is to improve social and environmental wellbeing through the completion of Phase II of the Regional Cemetery and the establishment of Mandawe Cemetery by 30 June 2014.
5	Basic Services Provision  KZN PGDS – Strategic Infrastructure	To ensure a basic standard of living for all through the provision of basic water delivery.	A first priority is to provide water to a survival standard of to at least 90% of the population of the district at a volume of 5 litre per person per day within a 1km walking distance and, a second objective is to provide at least 35% of the population with 25 litre water per person per day within a 200 m walking distance (RDP standard).
		To ensure a basic standard of living for all through the provision of basic sanitation services.	Sanitation targets are to provide basic health hygiene education to at least 90% of the population and to provide at least 25% of the population with VIP latrine services.
6	Local Economic Development  KZN PGDS – Human Resource and Development & Job Creation	To develop and capacitate SMME's and local entrepreneurs.	The long-term objective is to reduce poverty levels in the district by half by the year 2014. This will be achieved with a reduction in the unemployment level from the current 45% to 22% by the year 2014
		To promote the district as a tourism destination.	The District will develop a Tourism Development Plan by 30 June 2013 and initiate tourism projects and programmes in accordance with the business plan for implementation by 30 June 2017.
		To promote agricultural development within the community.	The District will develop an Agricultural Development Plan by 30 June 2013 and initiate tourism projects and programmes in accordance with the business plan for implementation by 30 June 2017.
7	Sustainable Human Settlements and Land Management  KZN PGDS – Spatial Equity	To ensure effective spatial planning and development to improve the management of district level responsibilities.	The long-term goal is to achieve an equitable distribution of urban and rural development projects and therefore an equal improvement in access to community and municipal services.
8	Human Resource Development  KZN PGDS – Human Resource Development	To provide effective human resource development to the community.	The goal is to alleviate illiteracy and improve the unemployment of the community through the establishment of a District Education Programme and District Skills Development Programme by 30 June 2013.
9	Rural Development and Food Security  KZN PGDS – Human and community Development	To provide rural development and alleviation of hunger within the community.	The District will commit itself to alleviating hunger and ensuring rural development through programmes aimed at establishing sustainable food sources for the community.
10	Community Development and Social Services  KZN PGDS – Human and community Development	To improve environmental health within the district.	A priority of the District is to formulate an Air Quality Management Plan by 30 June 2013 and implement all recommendations passed within the plan by 30 June 2017.
		To promote healthy lifestyles for the community.	The District will aim at promoting healthy lifestyles within the community through the implementation of programmes and events aimed at physical activity such as sports. The District will facilitate and provide events for participation by all local municipalities within the family.

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

		To minimize the effect of natural and other disasters on the community.	The District will provide disaster management services to aid all municipalities within the family of municipalities and effectively respond to 100% of all disasters by providing support either financially or otherwise.
		To reduce incidence of HIV/AIDS infections.	The District has committed itself to reducing HIV/AIDS by implementing awareness programmes and providing support financially or otherwise to affected community.
11	Environmental and Resource Management  KZN PGDS – Environmental Sustainability	To efficiently manage scarce resources within the district	The District will continue to protect and reserve precious resources within its municipal area through the Coastal Management Plan and Integrated Environmental Programme.

**Table 74: Reviewed Action Plan for each MTAS Priority**

<b>Challenge As Identified In The Support Plan</b>	<b>Actions To Be Taken</b>	<b>Responsible Person</b>	<b>Target Date</b>	<b>Progress</b>
<b><u>IGR</u></b>  • The IGR between the District and Local municipality is not functioning	No further action required	Municipal Manager's Office	June 2013	This is no longer a challenge. All the fora are functioning, sitting and well structured. There is a fixed schedule for the year, which indicates all the meeting dates for the year ahead. The minutes of all the fora serve at the Mayors fora.
<b><u>DM/LM Coordination</u></b>  • There is a lack of coordination between the work of the district and local municipalities	No further action required	Municipal Manager's Office	June 2013	This challenge was covered under the first challenge area.
<b><u>Policies</u></b>  • Organisational policies may be out of date and need to be reviewed	No further action required	DMM: Corporate Services	End of March 2013	This challenge has been achieved.
<b><u>Standing Committees</u></b>  • Standing Committee meetings to be more functional	No further action required	DMM: Corporate Services	May 2013	This challenge has been achieved. Person has been appointed, all standing committees are meeting with a full meeting schedule for the year.
<b><u>Job Grading</u></b>  • Jobs grading has indicated salary reductions, this has caused a dispute with LLF and dispute is delaying recruitment for critical positions	Uthungulu is in the process of job grading with assistance from SALGA.	DMM: Corporate Services	June 2013	All recruitments are currently taking place. Uthungulu is in the process of job grading with assistance from SALGA.
<b><u>Organogram</u></b>  • Lack of credible organogram aligned to	No further action required	DMM: Corporate Services	September 2012	This challenge has been achieved. Organogram has been revised at 2 day strat session. It was adopted by Council.



**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

powers and functions				
<p><b><u>Training of Officials and Politicians</u></b></p> <ul style="list-style-type: none"> <li>All officials and politicians need better understanding of roles and responsibilities</li> </ul> <p><b>(Governance)</b></p>	No further action required	DMM: Corporate Services	June 2013	This challenge has been achieved. All officials and cllrs have a skills development plan, highlighting the training needs of staff and councillors.
<p><b><u>Training of Councillors</u></b></p> <ul style="list-style-type: none"> <li>Councillors have not undertaken</li> <li>Councillor Oversight Training (MPAC)</li> </ul>	No further action required	DMM: Economic Development & Planning	June 2013	The department indicated that the training of councillors (MPAC) was conducted in November 2012
<p><b><u>Training of LLF</u></b></p> <ul style="list-style-type: none"> <li>LLF members need better understanding of roles and responsibilities</li> </ul>	No further action required	DMM: Corporate Services	June 2013	This challenge has been achieved. The LLF is fully functional. The LLF meets and considers all items before going to corporate services portfolio. All interview panels consist of LLF members.
<p><b><u>Filing Systems</u></b></p> <ul style="list-style-type: none"> <li>Registry system needs to be integrated with other administration systems</li> <li>HR needs a central filing system</li> </ul>	No further action required	DMM: Corporate Services	June 2013	This challenge has been achieved. The systems are in place and there are areas that can be enhanced (continuous improvement) on an ongoing basis, making it more user-friendly.
<p><b><u>SCM</u></b></p> <ul style="list-style-type: none"> <li>The SCM policy should be reviewed to improve the function</li> </ul>	No further action required	DMM: Financial Services	December 2012	The SCM policy has been reviewed and addresses the current needs of the municipality. This policy was part of all the financial policies that went through the finance portfolio committee.
<p><b><u>IT</u></b></p> <ul style="list-style-type: none"> <li>IT Strategy to be reviewed and Master Systems plan to be developed</li> </ul>	No further action required	DMM: Corporate Services	December 2012	This challenge has been achieved. The Auditor-General conducted an IT Audit - 77 issues were raised. The municipality has an IT Risk strategy based on King III principles. They also have an IT committee and have budgeted for an IT risk officer. The municipality conducts an annual IT audit.
<p><b><u>Debt Management</u></b></p> <ul style="list-style-type: none"> <li>Households are the biggest debtors but payment is poor and the DM is dependent on grants</li> </ul>	Install prepaid water meters for indigent households.	DMM: Financial Services	June 2013	<p>This challenge remains as work in progress.</p> <p>Council took decision to install prepaid water meters for indigent households. Credit control policy is in place. There has been improvement of Government debt; however house hold debt is a problem due to consumers not having sufficient money to pay for their services.</p> <p>Debt control report is submitted to</p>

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

				financial portfolio committee on a monthly basis.  The municipality has internally classified the debtors - urban, rural and Govt.
<p><b><u>Budgeting</u></b></p> <ul style="list-style-type: none"> <li>Aging infrastructure needs repair or replacement but allocations are not sufficient and percentage of budget allocated to infrastructure need to be increased</li> </ul>	Funding to be sourced	DMM: Technical Services	June 2013	No progress has been made due to the lack of funding. Eshowe and Melmoth are critical areas. (Loan: R7 million Eshowe and R2million Melmoth).
<p><b><u>Revenue Management</u></b></p> <ul style="list-style-type: none"> <li>There is no revenue enhancement strategy</li> </ul>	Source funding	DMM: Financial Services	June 2013	No progress has been made as the municipality does not have a budget for the revenue enhancement strategy.
<p><b><u>Provision of services</u></b></p> <ul style="list-style-type: none"> <li>Traditional leaders allocate ITB land for households but the allocations are not aligned to the DM's service provision focus</li> </ul>	COGTA to train the Traditional Leaders on PDA issues. The local municipalities need to prepare wall to wall land use schemes.	KZNCOGTA, DM & LM's	December 2012	Challenge: There is still a need for COGTA to train the Traditional Leaders on PDA issues. The local municipalities need to prepare wall to wall land use schemes. The municipality is in the process of implementing S81. Assistance from COGTA is needed in this regard.
<p><b><u>Water Provision - A</u></b></p> <ul style="list-style-type: none"> <li>Water service backlog is at 45%</li> </ul>	The department indicated that the Money was allocated for the hire and purchase of water tankers to address the challenge of water service backlog	DMM: Technical Services	June 2013	Assistance is needed from COGTA to reduce the annual cost of R40 million for tankers (service providers). The municipality purchased 3 tankers and requires more tankers to reduce the amount spent on service providers.  Some areas have no water source for borholes etc.  Chapter 5 DM Act, certain areas were declared as Disaster areas (drought). The municipality has commenced the process on their own, there has been no support from COGTA in this regard.
<p><b><u>Water Provision - B</u></b></p> <ul style="list-style-type: none"> <li>Water losses occur through drought, illegal connections and leakages</li> <li>Water loss is believed to be high but is not measured outside of urban areas</li> </ul>	KZNCOGTA to urgently assist the municipality to address this challenge.	DMM: Technical Services	June 2013	There is a need for COGTA to urgently assist the municipality to address this challenge. The municipality had a unit for water loss control, but the unit proved to be non-functional. There is no capacity within the municipality to deal with water losses. The municipality is able to control the water loss in the town but unable to control the water loss in the rural areas.

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

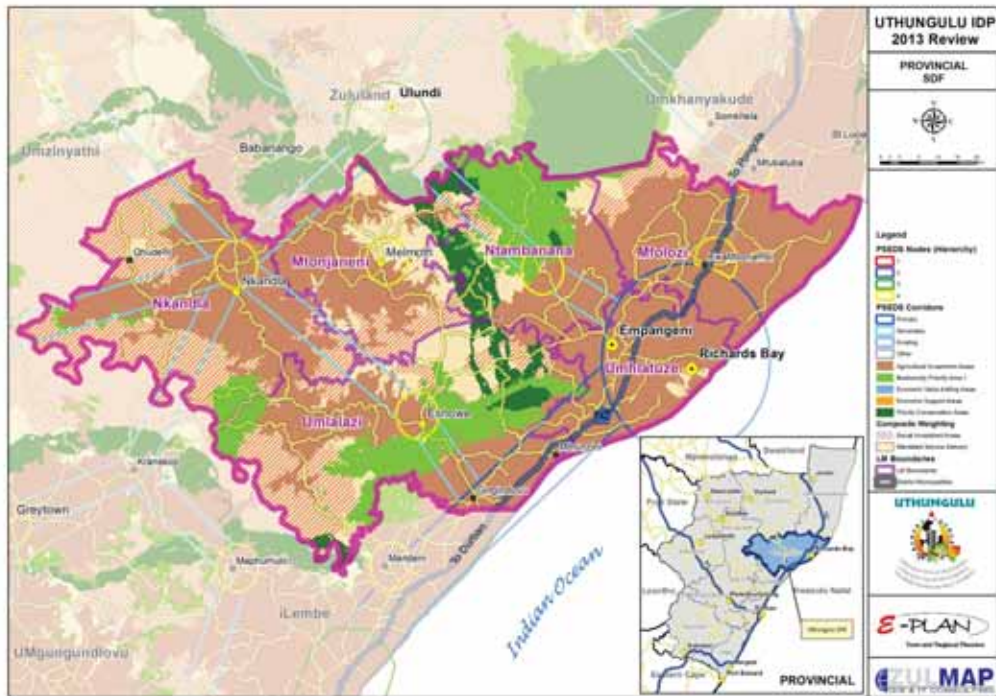
<p><b><u>Access to Sanitation</u></b></p> <ul style="list-style-type: none"> <li>There is a 50% sanitation backlog</li> </ul>	<p>KZNCOGTA Municipal Infrastructure to assist in this regard.</p>	<p>DMM: Technical Services</p>	<p>June 2013</p>	<p>Currently at 47%.  Approximately 40% of the Technical Services budget is spent on sanitation. The lack of funding still remains a challenge. COGTA Municipal Infrastructure to assist in this regard.</p>
<p><b><u>Waste Management</u></b></p> <ul style="list-style-type: none"> <li>The management of waste in the municipality is adequate but there is no recycling plan</li> </ul>	<p>Finalise tender</p>	<p>DMM: Technical Services</p>	<p>June 2013</p>	<p>The recycling plan has been developed by the municipality. The tender has been prepared for recycling project and the licence for recycling has been extended.</p>
<p><b><u>IDP</u></b></p> <ul style="list-style-type: none"> <li>Sector plans need to be reviewed in order to be aligned with the new IDP cycle but DM does not have capacity to do this</li> </ul>	<p>Review Sector Plans</p>	<p>DMM: Economic Development &amp; Planning</p>	<p>Ongoing</p>	<p>This is work in progress. Trying best to review sector plans in-house with the budget that is available and IDP is done in-house due to lack of funding.</p>
<p><b>Electricity</b></p> <ul style="list-style-type: none"> <li>Only 10% of a grant of R65 m from Eskom has been spent</li> <li>There is no energy forum and energy issues are not discussed in the technical services forum</li> <li>The DM has no electrical engineer and only 1 LM has an electrical engineer</li> <li>Projects run by service providers stall because they are not managed</li> </ul>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	<p>Mthonjaneni Issue - remove from the plan.</p>
<p><b>Road Infrastructure</b></p> <ul style="list-style-type: none"> <li>Uncertainty with regard to provision of roads within the district</li> </ul>	<p>RIFSA and RAMS processes to be finalised.</p>	<p>DMM: Technical Services</p>	<p>June 2013</p>	<p>The municipality stated that the Department of Transport is in the process of classifying roads.  DOT has given funding to determine the type of roads and to develop a roads assets register.  The municipality is still unclear of their roles and responsibilities ito of the roads.</p>
<p><b>Repairs and Maintenance</b></p> <ul style="list-style-type: none"> <li>Poor planning and R&amp;M facilities need refurbishment / replacement</li> <li>There are interruptions in services due to lack of</li> </ul>	<p>Lack of funding must be addressed by the high level team from KZNCOGTA.</p>	<p>DMM: Technical Services</p>	<p>August 2013</p>	<p>Municipality currently spends R200 million on O&amp;M. However the grants are minimal. This is another issue that must be addressed by the high level team from KZNCOGTA.</p>

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

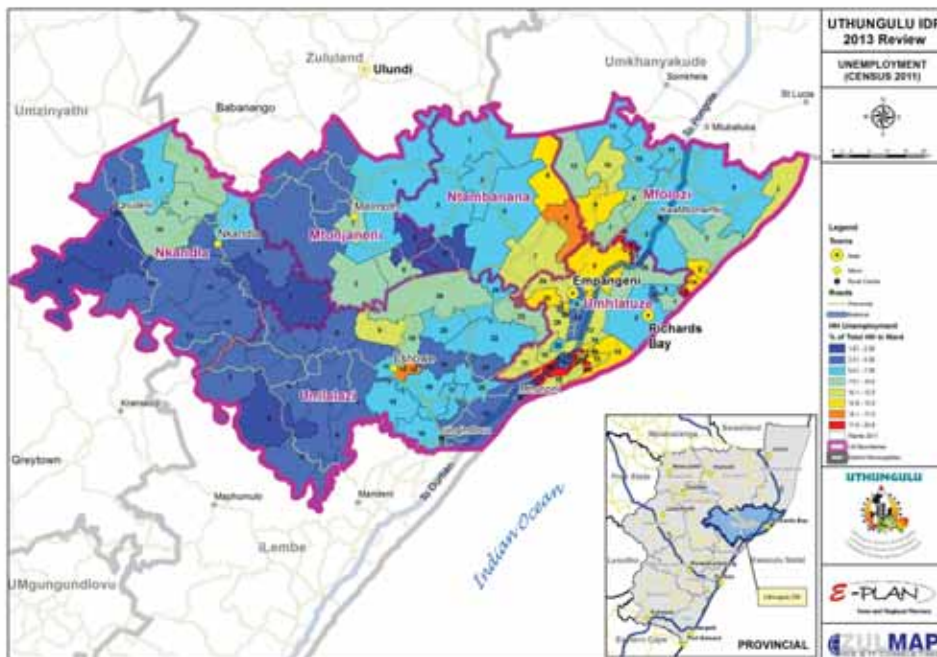
maintenance funds				
<p><b>Disaster Management</b></p> <ul style="list-style-type: none"> <li>Lack of preparedness for disasters / lack of disaster management (Fire prevention, etc.)</li> </ul>	<p><b>No further action required.</b></p>	<p><b>DMM: Corporate Services</b></p>	<p><b>end May 2013</b></p>	<p><b>This is no longer a challenge and can be removed from the plan.</b></p>
<p><b>Economic Development</b></p> <ul style="list-style-type: none"> <li>Development plans are in place and are being implemented but assistance is required in funding the proposed development of a market and in identifying planning models and options</li> <li>Most of the land is owned by Ingonyama Trust Board; Outcome of the audit- Study on the land usage / agricultural potential of the land</li> <li>PDA development application and LUMS ; land Surveying and Economic Study</li> <li>Environmental Impact Assessment (EIA)</li> <li>Infrastructure Development by DRDLR with COGTA</li> </ul>	<p><b>Funding to be sourced for the establishment of the interim market and pack houses.</b></p> <p><b>Funding to be sourced for farmer support,</b></p>	<p><b>DMM: Economic Development &amp; Planning</b></p>	<p><b>June 2013</b></p>	<p><b>The Department is providing support on farmer mobilisation and in the establishment of community gardens that will feed into the market once established. The markets establishment will be informed by the production plans and using the Joburg Market model. However, for the first phase an interim market with pack houses will be established. (Using money from the Corridor Development fund).</b></p>

# SECTION E.1: STRATEGIC MAPPING

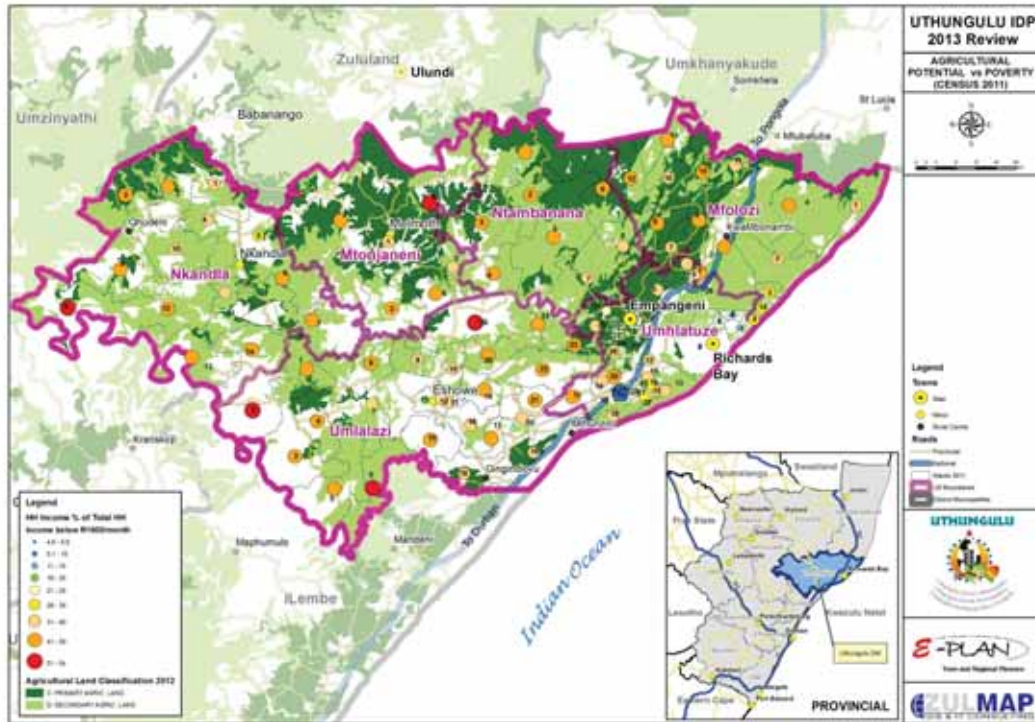
Map 38: Provincial SDF



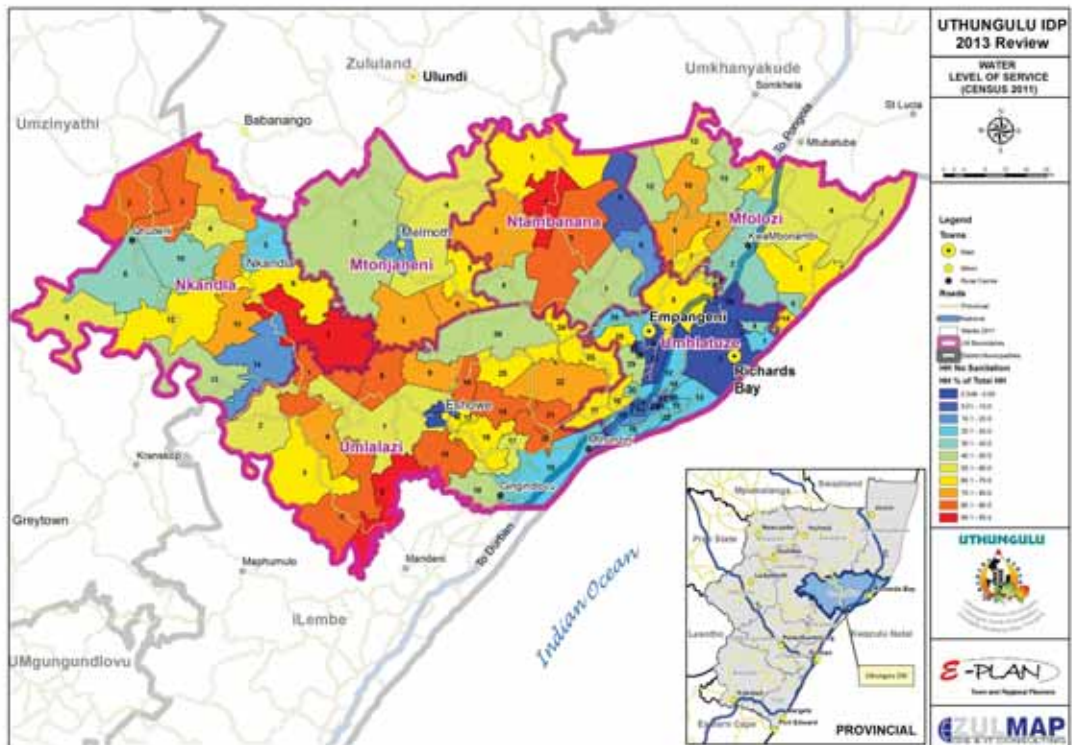
Map 39: Unemployment



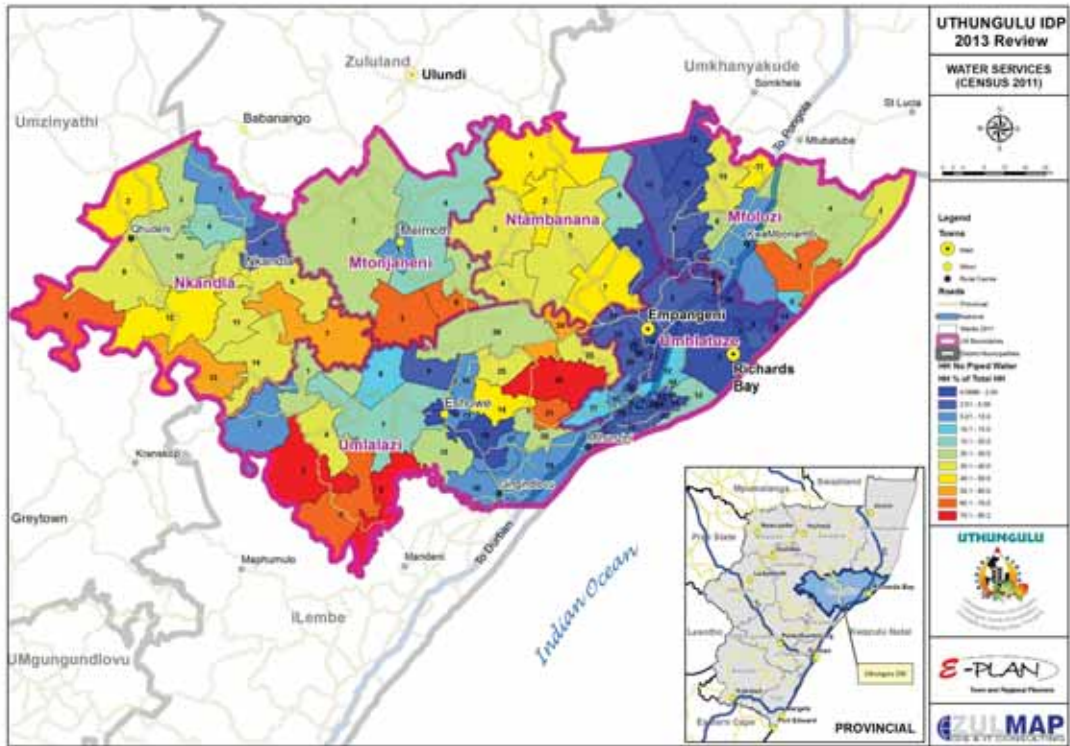
Map 40: Population VS Poverty



Map 41: Sanitation



Map 42: Water Services



## SECTION E.2: IMPLEMENTATION PLAN

Below, the three years Implementation Plan with committed human & financial resources (IDP Framework) detailing the projects and funding, in line with the multi-year budget for the financial years 2013/14 to 2015/16, 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 2013/14 to 2015/16.

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

**TABLE75: Budget Summary**

<b>BUDGET SUMMARY 2013/2014 - 2015/2016</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
<b>REVENUE BY SOURCE</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
National Government Grants & Subsidies	641 427	805 096	1 124 137
Provincial Government Grants & Subsidies	4 900	210	231
Public Contributions	2 000	2 000	2 000
Interest	27 279	28 915	30 650
Other Income	8 443	9 127	10 313
Trading Services	50 798	55 541	61 175
Provisions - Solid Waste Site Rehabilitation	10 000	-	-
Unappropriated Surplus	1 390	1 485	1 587
Transfer from Government Grant Reserve	15 300	-	16 118
<b>TOTAL REVENUE</b>	<b>761 536</b>	<b>902 374</b>	<b>1 246 211</b>
<b>EXPENDITURE</b>			
<b>OPERATING EXPENDITURE BY VOTE</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
- Executive and Council	39 856	42 497	45 191
- Finance & Administration	64 752	69 496	74 420
- Planning and Development	16 098	17 711	17 728
- Community and Social Services	16 405	17 299	18 142
- Public Safety	7 264	7 969	8 438
- Environmental Protection	16 850	18 158	19 157
- Waste Management	24 514	25 867	27 190
- Water Distribution and Storage	296 329	308 253	350 344
- Waste Water Management	21 780	36 149	28 182
<b>TOTAL OPERATING EXPENDITURE</b>	<b>503 848</b>	<b>543 401</b>	<b>588 793</b>
Less : Depreciation (Non Cash Backed)	40 500	43 200	46 800
<b>TOTAL OPERATING EXPENDITURE ( EXCL. DEPRECIATION)</b>	<b>463 348</b>	<b>500 201</b>	<b>541 993</b>
<b>CAPITAL EXPENDITURE BY VOTE</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
- Executive and Council	1 620	25	-
- Finance and Administration	1 240	1 550	1 500
- Community and Social Services	9 431	7 700	7 700
- Public Safety	-	1 200	1 000
- Environmental Protection	200	-	-
- Water Distribution and Storage	275 197	389 698	692 019
- Waste Water Management	-	2 000	2 000
- Waste Management	10 500	-	-
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>298 188</b>	<b>402 173</b>	<b>704 219</b>
<b>TOTAL EXPENDITURE (EXCL. DEPRECIATION)</b>	<b>761 536</b>	<b>902 374</b>	<b>1 246 211</b>
<b>ADD: DEPRECIATION (NON CASH BACKED)</b>	<b>40 500</b>	<b>43 200</b>	<b>46 800</b>
<b>TOTAL EXPENDITURE</b>	<b>802 036</b>	<b>945 574</b>	<b>1 293 011</b>



Table 76: Implementation Plan

RESPONSIBLE DEPARTMENT	VOTE DESCRIPTION	FUNDING SOURCE	PROJECT TYPE	2012/13		2013/2014		2014/2015		2015/2016	
				TOTAL FUNDED		TOTAL FUNDED		TOTAL FUNDED		TOTAL FUNDED	
Strategy 1 - Municipal Transformation and Organisational Development.				8 615 019		7 743 766		5 493 000		5 477 815	
KZN PGDS - Strategic Infrastructure											
1.1	Human Resource Development			2 140 019		3 034 766		1 100 000		1 100 000	
1.1.1	TASK Job Evaluation Implementation	Surplus	Opp	600 000		2 510 749		600 000		600 000	
1.1.2	Employee Assistance Programme	Surplus	opp	400 000		400 000		400 000		400 000	
1.1.3	Implementation of Occupational Health & Safety Act	Surplus	Opp	100 000		100 000		100 000		100 000	
1.1.4	Internship Programme	Surplus		600 000		0		0		0	
1.1.5	Implantation of MFMA	Grant	Opp	94 069		24 017		0		0	
1.1.6	Ward Participation Systems	Surplus		75 950		0		0		0	
1.1.7	Internal Movable Assets	Surplus		270 000		0		0		0	
1.2	Information & Communication Technology Services			440 000		1 600 000		1 983 000		1 967 815	
1.2.1	Internal Movable Assets	Surplus		150 000		0		0		0	
1.2.2	IT Security Management	Surplus	Opp			600 000		633 000		667 815	
1.2.3	Document Management System	Surplus	Cap	0		150 000		100 000		50 000	
1.2.4	Enterprise Resource Management System (SAP)	Surplus	Cap	0		300 000		1 000 000		1 000 000	
1.2.5	Network refresh	Surplus	Cap	250 000		300 000		100 000		100 000	
1.2.6	New PABX System	Surplus	Cap	0		0		50 000		50 000	
1.2.7	DPR System	Surplus	Cap	40 000		0		50 000		50 000	
1.2.8	Collaboration System Software	Surplus	Cap	0		250 000		50 000		50 000	
1.3	Individual Performance Management			3 430 000		155 000		155 000		155 000	
1.3.1	S57 Performance Agreements	Surplus	Opp	140 000		155 000		155 000		155 000	
1.3.2	Strategic Support	Grant	Opp	0		0		0		0	
1.4	Organisational Performance Management			1 355 000		1 454 000		1 355 000		1 355 000	
1.4.1	Organisational Performance Management	Surplus	Opp	175 000		195 000		195 000		195 000	
1.4.2	Performance Management System	Surplus	Opp	140 000		140 000		140 000		140 000	
1.4.3	OPMS Scorecard		Opp	250 000		250 000		250 000		250 000	



UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

Finance		2.5.3	Water Meter Audit	Surplus	Opp	670 000	150 000	170 000	170 000
Finance		2.5.4	Debtor Data Base cleansing and Reporting	Surplus	Opp	1 353 850	0	170 000	0
Strategy 3 - Good Governance and Public Participation.									
KZN PGDS - Governance and Policy									
	3.1		Public Relations & Communications			300 000	250 000	380 000	400 000
MM		3.1.1	Movable Asset	Surplus	Cap	0	20 000	25 000	0
MM		3.1.2	Events	Surplus	Opp	150 000	100 000	180 000	200 000
MM		3.1.3	Marketing	Surplus	Opp	150 000	150 000	200 000	200 000
	3.2		Intergovernmental Relations			125 951	94 500	96 700	148 350
MM		3.2.1	Intergovernmental Relations	Grant		75 951	0	0	0
MM		3.2.2	Uthungulu Web-site Development	Surplus	Opp	50 000	50 000	50 000	100 000
MM		3.2.3	IGFR Policy Development	Grant	opp		44 500	46 700	48 350
	3.3		Batho Pele Principles			63 290	44 500	46 700	48 350
MM		3.3.1	Implementation of Batho Pele Principles	Grant	Opp	63 290	44 500	46 700	48 350
	3.4		Community Participation			424 050	60 000	100 000	0
MM		3.4.1	Community Participation Programme	Surplus	Opp	424 050	60 000	100 000	0
	3,5		Improved Ward Information			200 000	150 000	0	0
MM		3.5.1	Publications	Surplus	Opp	200 000	150 000	0	0
Strategy 4 - Infrastructure Development and Service Delivery.									
KZN PGDS - Strategic Infrastructure									
	4.1		Electricity & Alternative Energy			0	0	500 000	0
Technical		4.1.1	Energy Master Plan Review	Surplus	opp	0	0	500 000	0
	4.2		Waste Management			13 641 000	10 500 000	7 182 000	7 423 000
Technical		4.2.1	Regional Solid Waste Rehabilitation old land fill area	Surplus	Cap	0	10 000 000	0	0
Technical		4.2.2	Regional Solid Waste Cell 3	Surplus	Cap	0	500 000	0	0
Technical		4.2.3	Rehabilitation of Cell 2	Surplus	Cap	7 600 000	0	0	0
Technical		4.2.4	Ntambana Solid Waste	Surplus	Opp	6 041 000		7 182 000	7 423 000
	4.3		Regional Cemeteries and Crematoria			2 600 000	9 431 000	5 700 000	5 700 000
Technical		4.3.1	Regional Cemetery Phase 2	Surplus	Cap	2 000 000	7 931 000	5 700 000	5 700 000
Technical		4.3.2	Mandawe Cemetery (uMlalazi) Plan	Surplus	Cap	600 000	0	0	0
Technical		4.3.3	Mandawe Cemetery (uMlalazi)	Surplus	Cap	0	1 500 000	0	0
	4.4		Auxiliary Infrastructure Development			2 176 000	6 446 000	2 305 000	2 365 000
Technical		4.4.1	Renewable Energy (Biogas)	Grant	Opp	300 000	4 700 000	0	0
Technical		4.4.2	Rural Transport Services & Infrastructure	Grant	Opp	1 776 000	1 746 000	2 305 000	2 365 000

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

Technical		4.4.3	Regional Airport Feasibility Assessment	Surplus	Opp	50 000	0	0	0	0	0
Technical		4.4.4	Integrated District Rail Network Study	Surplus	Opp	50 000	0	0	0	0	0
	4.5		Regional Fresh Produce Market			230 000	0	0	0	0	0
Technical		4.5.1	District Abattoir			230 000	0	0	0	0	0
Strategy 5 - Basic Services Provision						294 850 000	317 836 361	433 163 846	680 633 700		
KZN PGDS - Strategic Infrastructure											
			Project Management Unit								
Technical			MIG Projects advertisement	Grant	Opp	0	100 000	100 000	100 000		100 000
	5.1		Municipal Basic Service Infrastructure Implementation			261 037 080	268 857 361	376 527 000	625 357 000		
Technical		5.1.1	Mfolozi Water Phase 2	Grant	Cap	20 060 421	7 507 911	15 000 000	30 000 000		
Technical		5.1.2	Mhlana Somopho Phase 3C	Grant	Cap	20 000 000	17 819 140	20 095 446	0		
Technical		5.1.3	Middledrift SSA3	Grant	Cap	2 000 000	1 433 868	10 000 000	0		
Technical		5.1.4	Middledrift SSA 5	Grant	Cap	10 000 000	29 362 433	15 358 000	0		
Technical		5.1.5	Vutshini Phase 1	Grant	Cap	2 000 000	1 000 000	1 000 000	0		
Technical		5.1.6	Nkandla Vutshini S/A SSA5	Grant	Cap	20 000 000	26 302 512	15 000 000	40 000 000		
Technical		5.1.7	Eshowe SSA 1	Grant	Cap	2 300 000	1 000 000	0	25 000 000		
Technical		5.1.8	Eshowe SSA 1 - DWAF	Grant	Cap		0	18 500 000	150 000 000		
Technical		5.1.9	Eshowe SSA 2	Grant	Cap	2 300 000	0	18 500 000	150 000 000		
Technical		5.1.10	KwaHlokhloko S/A SSA4	Grant	Cap	8 000 000	0	0	0		
Technical		5.1.11	KwaHlokhloko S/A SSA5	Grant	Cap	20 000 000	30 000 000	20 000 000	10 000 000		
Technical		5.1.12	Middledrift Phase 2	Grant	Cap	25 000 000	10 000 000	8 019 554	0		
Technical		5.1.13	Kwahlokhloko SSA 1	Grant	Cap	18 000 000	5 500 000	0	20 000 000		
Technical		5.1.14	Kwahlokhloko SSA 1 DWA	Grant	Cap	24 000 000	15 000 000	50 000 000	50 000 000		
Technical		5.1.15	Hlwehwe Water Treatment Works in Nkdandla	Grant	Cap	0	1 200 000	1 250 000	0		
Technical		5.1.16	Sogedle Water Treatment Works	Grant	Cap	0	1 200 000	0	0		
Technical		5.1.17	Mpumumani Water Treatment Works	Grant	Cap	0	1 200 000	0	0		
Technical		5.1.18	Greater Mthonjaneni SAA2 - MIG	Grant	Cap	1 000 000	1 357 497	0	0		
Technical		5.1.19	Greater Mthonjaneni SSA2 - DWA	Grant	Cap	1 000 000	0	0	0		
Technical		5.1.20	Greater Mthonjaneni SSA 4 DWA	Grant	Cap	5 001 000	12 000 000	6 500 000	0		
Technical		5.1.21	Greater Mthonjaneni SSA 5 - MIG	Grant	Cap	5 384 607	1 000 000	10 000 000	19 375 087		
Technical		5.1.22	Greater Mthonjaneni SSA 5 DWA	Grant	Cap	0	8 000 000	30 000 000	0		
Technical		5.1.23	Gingindlovu Water Supply Intake Relocation	Grant	Cap	0	5 000 000	5 000 000	0		
Technical		5.1.24	KDS & Eshowe Water Supply	Grant	Cap	0	42 400 000	35 000 000	0		
Technical		5.1.25	Bongela River	Grant	Cap	0	0	1 250 000	0		

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

Technical	5.1.26	Esibhudeneni Clinic	Grant	0	0	0	1 250 000	0	1 250 000	0
Technical	5.1.27	Madla Water	Grant	0	0	0	1 250 000	0	1 250 000	0
Technical	5.1.28	Malunga Clinic	Grant	0	0	0	1 250 000	0	1 250 000	0
Technical	5.1.29	Madla 1 Water	Grant	0	0	0	1 250 000	0	1 250 000	0
Technical	5.1.30	Mbizwe Water	Grant	0	0	0	1 250 000	0	1 250 000	0
Technical	5.1.31	Tshotswana Water	Grant	0	0	0	0	0	0	0
Technical	5.1.32	uMkhalazi Water	Grant	0	0	0	0	0	0	0
Technical	5.1.33	Mdlelanga Water	Grant	0	0	0	0	0	0	0
Technical	5.1.34	Mpaphala Water	Grant	0	0	0	0	0	0	0
Technical	5.1.35	Eyetheni Water	Grant	0	0	0	0	0	0	0
Technical	5.1.36	Kwa-Sabe 2 Water	Grant	0	0	0	0	0	0	0
Technical	5.1.37	Dolwane Water	Grant	0	0	0	0	0	0	0
Technical	5.1.38	Middledrift SSA 5 DWA	Grant	10 000 000	0	0	50 000 000	0	100 000 000	0
Technical	5.1.39	Middledrift Water Treatment Works	Grant	5 000 000	0	0	0	0	0	0
Technical	5.1.40	Mpungose Phase 1D (Reticulation)	Grant	8 000 000	0	0	10 000 000	0	4 531 913	0
Technical	5.1.41	Mitunzini Sewer Plant	Surplus	0	0	0	2 000 000	0	2 000 000	0
Technical	5.1.42	Water Treatment Works & Waste Water TW Registration	Surplus	400 000	250 000	0	350 000	0	400 000	0
Technical	5.1.43	Water & Waste Water Treatment Refurbishment	Surplus	5 000 000	0	0	0	0	0	0
Technical	5.1.44	281-3 - VIP Sanitation Project		6 250 000	3 030 000	0	0	0	0	0
Technical	5.1.45	281-4 - VIP Sanitation Project	Grant	0	0	0	0	0	0	0
Technical	5.1.46	283-3 - VIP Sanitation Project	Grant	7 500 000	5 130 000	0	0	0	0	0
Technical	5.1.47	283-4 - VIP Sanitation Project	Grant	0	0	0	0	0	0	0
Technical	5.1.48	284-3 - VIP Sanitation Project	Grant	2 000 000	0	0	0	0	0	0
Technical	5.1.49	284-4 - VIP Sanitation Project	Grant	2 922 350	0	0	0	0	0	0
Technical	5.1.50	284-5 - VIP Sanitation Project	Grant	2 000 000	0	0	0	0	0	0
Technical	5.1.51	284-6 - VIP Sanitation Project	Grant	2 000 000	20 000 000	0	7 100 000	0	13 300 000	0
Technical	5.1.52	285-3 - VIP Sanitation Project	Grant	2 605 622	0	0	0	0	0	0
Technical	5.1.53	286-5 - VIP Sanitation Project	Grant	8 500 000	9 000 000	0	10 000 000	0	0	0
Technical	5.1.54	286-6 - VIP Sanitation Project	Grant	0	0	0	0	0	0	0
Technical	5.1.55	Issue Manager	Surplus	350 000	0	0	0	0	0	0
Technical	5.1.56	Water loss management strategy - Implementation	Surplus	1 000 000	750 000	0	800 000	0	800 000	0
Technical	5.1.57	DWA Water Resource Compliance	Surplus	200 000	150 000	0	180 000	0	200 000	0
Technical	5.1.58	Water Quality Improvement Interventions	Surplus	605 000	300 000	0	350 000	0	350 000	0

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

Technical		5.1.59	Water Quality Evaluation (Blue/Green Drop)	Surplus		opp	126 580	0	0	0	0
Technical		5.1.60	Indigent Water Leak Management				80 500	0	0	0	0
Technical		5.1.61	Water Service Section 78				1 000 000				
Technical		5.1.62	Existing Projects Extensions	Surplus			1 500 000	0	1 650 000	1 650 000	0
Technical		5.1.63	EPWP Incentive Grant	Grant			2 651 000	2 840 000	0	0	0
Technical		5.1.64	Occupational Health and Safety Compliance	Cap			500 000	0	0	0	550 000
Technical		5.1.65	Water Tanker Reduction Strategy - MMWIG	Cap			4 500 000	3 500 000	3 500 000	3 500 000	3 700 000
Technical		5.1.66	Water Services Operating & Transfer Subsidy	Grant			300 000	1 624 000	3 874 000	3 874 000	3 500 000
Technical		5.1.67	Water Service Operating Subsidy (grant in Kind)	Grant			0				
Technical		5.1.68	Erosion protection Nkandla Bulk	Surplus		Cap	0	4 000 000	0	0	0
		5.1.69	Esibhudeni Clinic	Cap			0				
		5.1.70	Malunga Clinic	Cap			0				
	5.2		Water Services Provider				27 050 000	41 189 000	40 609 846	38 996 700	
Technical		5.2.1	Drought relief	Surplus		Opp	20 000 000	30 000 000	30 046 446	30 000 000	30 000 000
Technical		5.2.2	Water meter installation	Surplus		cap	1 500 000	2 000 000	2 000 000	2 000 000	2 000 000
Technical		5.2.3	Indigent Water meter installation	Surplus		Cap	1 800 000	0	220 000	220 000	0
		5.2.4	Telemetric Meter Installation - Pilot	Grant		Cap	0	89 000	93 400	96 700	96 700
Technical		5.2.5	Water meter installation (RBM)	Grant		Cap	2 000 000	2 000 000	2 000 000	2 000 000	2 000 000
Technical		5.2.6	Melmoth Water Services Network Upgrade	Surplus		Opp	200 000	100 000	150 000	150 000	150 000
Technical		5.2.7	Mtunzini Water Services Network Upgrade	Surplus		Opp	200 000	100 000	150 000	150 000	150 000
Technical		5.2.8	Mituzini Waste Water Works	Surplus		Cap	0	4 000 000	4 000 000	0	0
Technical		5.2.9	Gingindlovu Water Services Network Upgrade	Surplus		Opp	500 000	100 000	150 000	150 000	150 000
		5.2.10	Gingindlovu Waste Water Works	Surplus		Cap	0	2 500 000	0	4 000 000	4 000 000
Technical		5.2.11	Eshowe Water Services Network Upgrade	Surplus		Opp	250 000	100 000	150 000	150 000	150 000
Technical		5.2.12	Kwambonambi Water Services Network Upgrade	Surplus		Opp	200 000	100 000	1 500 000	1 500 000	150 000
Technical		5.2.13	Nkandla Water Services Network Upgrade	Surplus		Opp	400 000	100 000	150 000	150 000	150 000
	5.3		Water Service Authority				6 762 920	7 790 000	16 027 000	16 280 000	
Technical		5.3.1	Annual Update of WSDP	Surplus		Opp	250 000	150 000	250 000	0	0
Technical		5.3.2	Water Conservation & Demand Strategy	Cap			250 000	252 500	901 200	10 865 000	10 865 000
Technical		5.3.3	Survival Water Programme (Boreholes)	Surplus		Cap	4 600 000	1 000 000	4 000 000	4 000 000	4 000 000
Technical		5.3.4	WSOSG Boreholes	Grant		Cap	0	1 500 000	1 500 000	150 000	150 000
Technical		5.3.5	ACIP Programme	Grant		Cap	0	1 000 000	0	0	0
Technical		5.3.6	ACIP Programme	Grant		Cap	0	780 000	0	0	0
Technical		5.3.7	BPP And Risk Management Plan	Surplus		Opp	0	150 000	200 000	200 000	200 000

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

Technical		5.3.8	Internal Movable Assets			50 000	0	0	0	0
Technical		5.3.9	Water Events	Surplus	Opp	352 920	100 000	425 000	425 000	0
Technical		5.3.10	National Water Week	Surplus	Opp	50 000	50 000	50 000	50 000	425 000
Technical		5.3.11	Water / Sanitation Awareness Campaigns	Surplus	Opp	200 000	100 000	100 000	100 000	50 000
Technical		5.3.12	National Arbour Week	Surplus	Opp	0	50 000	50 000	50 000	100 000
Technical		5.3.13	National Sanitation Week	Surplus	Opp	25 000	50 000	55 000	55 000	50 000
Technical		5.3.14	GIS Operation Budget	Surplus	Opp	100 000	50 000	50 000	50 000	55 000
Technical		5.3.15	GIS Development & Training	Surplus	Opp	35 000	35 000	35 000	35 000	50 000
Technical		5.3.16	Blue/Green Drop compliance	Surplus	Opp	300 000	250 000	300 000	300 000	35 000
Technical		5.3.17	Raw Water Abstraction fee (DWAF)			550 000	0	0	0	300 000
Strategy 6 - Local Economic Development						3 990 000	4 896 461	4 325 000	3 475 000	0
KZN PGDS - Human Resource Development & Job Creation										
6.1			Local Economic Development			600 000	200 000	150 000	150 000	0
Planning		6.1.1	LED Framework Plan Review			50 000	100 000	100 000	100 000	150 000
Planning		6.1.2	LED Framework Implementation			50 000	100 000	50 000	50 000	100 000
Planning		6.1.3	Growth and Development summit			500 000	0	0	0	50 000
6.2			LED Capacity, Institutional & Operational Support			150 000	100 000	200 000	200 000	0
Planning		6.2.1	LED Development Fund			100 000	100 000	100 000	100 000	200 000
Planning		6.2.2	LED Operational Support Programme			50 000	0	100 000	100 000	100 000
6.3			Trade, Investment, Business Support			0	100 000	150 000	150 000	0
Planning		6.3.1	Trade & Investment Marketing (Media Marketing & Tools)			0	100 000	100 000	100 000	150 000
Planning		6.3.2	Business Retention & Expansion Implementation			0	0	50 000	50 000	100 000
6.4			Local Tourism Development			2 390 000	910 000	1 910 000	1 560 000	50 000
Planning		6.4.1	Tourism Development Implementation			676 000	255 000	255 000	255 000	1 560 000
Planning		6.4.2	Tourism Development Plan (Review)			0	0	350 000	0	255 000
Planning		6.4.3	Rural Tourism Development Strategy			150 000	0	0	0	0
Planning		6.4.4	Implement LED Framework: Tourism			200 000	100 000	100 000	100 000	0
Planning		6.4.5	Tourism Forum			200 000	0	0	0	100 000
Planning		6.4.6	Coastal Tourism Development				0	0	0	0
Planning		6.4.7	Cruise Ship Tourism			10 000	50 000	75 000	75 000	0
Planning		6.4.8	R66 Route Development (Birding)			80 000	0	100 000	100 000	75 000
Planning		6.4.9	Great Forests of Zululand			80 000	80 000	100 000	100 000	100 000
Planning		6.4.10	Urban Cultural Tourism			40 000	0	20 000	20 000	100 000
Planning		6.4.11	Craft Marketing & Development Strategy			50 000	25 000	50 000	50 000	20 000

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

Planning								274 000	200 000	150 000	150 000
Planning	6.4.12	Film Office						150 000	0	150 000	150 000
Planning	6.4.13	Tourism Marketing Shows						150 000	80 000	80 000	80 000
Planning	6.4.14	Tourism Marketing Tools						170 000	60 000	180 000	180 000
Planning	6.4.15	Tourism Media Marketing						60 000	60 000	150 000	150 000
Planning	6.4.16	Tourism Website						0	0	50 000	50 000
Planning	6.4.17	Tourism Signage						50 000	0	50 000	50 000
Planning	6.4.18	Community Tourism Information Desk						50 000	0	50 000	50 000
Planning	6.4.19	Tourism Intern Programme						50 000	0	50 000	50 000
Planning	6.5	Agricultural Development						650 000	3 356 461	1 385 000	885 000
Planning	6.5.1	Review of Agricultural Development Plan						50 000	0	35 000	35 000
Planning	6.5.2	Agricultural Development & Implementation						100 000	150 000	150 000	150 000
Planning	6.5.3	Implementation UFPM						500 000	2 506 461	500 000	
Planning	6.5.4	UFPM Farmer Support						0	350 000	350 000	350 000
Planning	6.5.5	UFPM Pre Market						0	350 000	350 000	350 000
Planning	6.6	Business & Industrial Development						200 000	230 000	530 000	530 000
Planning	6.6.1	Implementation of SMME Strategy						0	50 000	50 000	50 000
Planning	6.6.2	SMME fairs						100 000	180 000	180 000	180 000
Planning	6.6.3	SMME/ Co-Operated Mentorship Programme						100 000	0	300 000	300 000
Strategy 7 - Sustainable Human Settlement & Land Management								300 000	225 000	675 000	675 000
KZN PGDS - Spatial Equity											
Planning	7.1	Spatial Planning & Development						200 000	175 000	125 000	125 000
Planning	7.1.1	Spatial Development Framework (Review)						50 000	100 000	50 000	50 000
Planning	7.1.2	GIS Development & Training (Development Planning Shared Services)						150 000	75 000	75 000	75 000
Planning	7.2	Nodal Planning & Development						0	0	500 000	500 000
Planning	7.2.1	Development Plan for Primary Nodes						0	0	250 000	250 000
Planning	7.2.2	Development Plan for Secondary & New Nodes						0	0	250 000	250 000
Planning	7.3	Land Reform						100 000	50 000	50 000	50 000
Planning	7.3.1	District Housing Plan						100 000	50 000	50 000	50 000
Strategy 8 - Human Resource Development								200 000	150 000	0	0
KZN PGDS - Human Resource Development											
HR	8.1	Education						50 000	50 000	0	0
	8.1.1	Integrated District Education Programme						50 000	50 000	0	0
	8.2	Skills Development						150 000	100 000	0	0



UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

HR		8.2.1	Integrated District Skills Development Programme	Surplus	Opp	150 000	100 000	0	0
	Strategy 9 - Rural Development & Food Security					580 000	0	0	0
	KZN PGDS - Human and Community Development								
	9.1		Rural development			580 000	0	0	0
	Planning	9.1.1	Integrated District Rural Development Programme			350 000	0	0	0
	Technical	9.1.3	District Abattoir Feasibility Study			230 000	0	0	0
	Strategy 10 - Community Development & Social Services					9 225 000	6 933 000	9 813 000	9 677 000
	KZN PGDS - Human and Community Development								
	10.1		Municipal Health Services			120 000	0	0	0
	Community Services	10.1.1	Internal Movable Assets	Grant	Cap	120 000			
	Community Services	10.2	Air Quality Management			850 000	0	0	0
	Community Services	10.2.1	Develop and implement an Air Quality Management Plan.	Surplus	Opp	850 000	0	0	0
	Community Services	10.3	Establishment of Air Quality Monitoring Network			0	0	2 000 000	2 000 000
	Community Services	10.3.1	Establishment of Air Quality Monitoring Network	Surplus	Cap	0	0	2 000 000	2 000 000
	Community Services	10.4	Safety and Security			300 000	150 000	250 000	250 000
	Community Services	10.4.1	Crime Prevention Programmes	Surplus	Opp	300 000	150 000	250 000	250 000
	Community Services	10.5	Sport & Recreation Programme			3 100 000	3 353 000	3 368 000	3 382 000
	Community Services	10.5.1	District Elimination Games	Surplus	Opp	500 000	400 000	500 000	500 000
	Community Services	10.5.2	SALGA Games	Surplus	Opp	2 000 000	2 000 000	2 000 000	2 000 000
	Community Services	10.5.3	Sport Development	Surplus	Opp	600 000	700 000	600 000	600 000
	Community Services	10.5.4	Sport Facilities	Grant	Opp	0	253 000	268 000	282 000
	Community Services	10.6	Disaster Management			765 000	430 000	1 895 000	1 695 000
	Community Services	10.6.1	Disaster Management Programme.	Surplus	Opp	350 000	0	200 000	200 000
	Community Services	10.6.2	Disaster Management Centre	Surplus	Cap	0	0	200 000	0
	Community Services	10.6.3	District Advisory Forum	Surplus	Opp	15 000	15 000	15 000	15 000
	Community Services	10.6.4	Commemoration of international day for disaster risk reduction.	Surplus	Opp	50 000	60 000	70 000	70 000
	Community Services	10.6.5	Disaster Risk Reduction programme.	Surplus	Opp	100 000	75 000	140 000	140 000
	Community Services	10.6.6	Disaster stock items	Surplus	Opp	150 000	200 000	150 000	150 000
	Community Services	10.6.7	New Disaster Multi-Purpose Truck	Surplus	Cap	0	0	1 000 000	1 000 000
	Community Services	10.6.8	Disaster Management Volunteers Establishment	Surplus	Cap	100 000	80 000	120 000	120 000
	Community Services	10.7	Gender Equality Programme			350 000	250 000	0	0
	Community Services	10.7.1	Implementation of Gender Equality Programme	Surplus	Opp	350 000	250 000	0	0
	Community Services	10.8	Children's Rights Programme			300 000	200 000	0	0

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

Community Services	10.8.1	Implementation of Children's Rights Programme	Surplus	opp	300 000	200 000	0	0
Community Services	10.9	Senior Citizens Programme	Surplus		300 000	200 000	250 000	250 000
Community Services	10.9.1	Implementation of Senior Citizens Programme	Surplus	Opp	300 000	200 000	250 000	250 000
Community Services	10.1	Disability Programme	Surplus	Opp	300 000	200 000	250 000	250 000
Community Services	10.1	Implementation Of Disability Programme	Surplus	Opp	300 000	200 000	250 000	250 000
Community Services	10.1	Youth Programmes	Surplus	Opp	500 000	450 000	250 000	250 000
Community Services	10.1	Implementation of Youth Programmes	Surplus	Opp	500 000	450 000	250 000	250 000
Community Services	10.1	District HIV/AIDS Programme	Surplus		1 500 000	1 300 000	1 100 000	1 150 000
Community Services	10.12.1	Implementation of HIV/Aids Programmes	Surplus	Opp	1 000 000	800 000	850 000	900 000
Community Services	10.12.2	Operation Sukuma Sakhe Interventions	Surplus	Opp	500 000	500 000	250 000	250 000
Community Services	10.1	Culture, Arts & Heritage	Surplus		420 000	250 000	300 000	300 000
Community Services	10.13.1	Cultural Events	Surplus	Opp	420 000	250 000	300 000	300 000
Community Services	10.1	Implementation of S81	Surplus		420 000	150 000	150 000	150 000
Community Services	10.14.1	Amakhosi	Surplus	Opp	420 000	150 000	150 000	150 000
<b>Strategy 11 - Environmental &amp; Resource Management</b>								
<b>KZN PDGS - Environmental Sustainability</b>								
Planning	11.1	Environmental Management			300 000	350 000	50 000	50 000
Planning	11.1.1	Strategic Environmental Assessment			200 000	200 000	50 000	50 000
Planning	11.2	Coastal Management			100 000	150 000	150 000	150 000
Planning	11.2.1	Implementation of Coastal Management Programme			100 000	100 000	100 000	100 000
Planning	11.2.2	District Coastal Working Group			0	50 000	50 000	50 000
					<b>348 657 771</b>	<b>376 678 038</b>	<b>483 230 273</b>	<b>728 389 057</b>

## SECTION F: FINANCIAL PLAN

### 1. Municipal Financial Planning

#### 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.

#### 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:

- Status of the proposed project;
- The public benefit associated with the project;
- Income benefit to Council;
- The impact on the operating budget and
- 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.

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

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

**Table 77: 2007/08 Prioritisation Results**

	<b>PROGRAMME</b>	<b>PRIORITY TOTAL:</b>
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

**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.

## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

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.”

## **UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

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:

## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

- 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).

### 2. Extracts from the Mayor's Report on the Proposed Budget for 2012/2013

This budget is aimed at prioritizing service delivery and eliminating all non-priority spending. An increase in the general operational expenditure (excluding salaries) has been kept to a minimum, with a 5.5% increase from the previous year. This is as a result of an exercise by the management where all non-essential expenditure items have been cut and priority only given to core expenditure.

The majority of people living in our rural areas are indigent, therefore uThungulu is not able to collect revenue for its services from a large portion of its citizens.

Our budget is to a large extent funded from National and Provincial grants.

Grants are a very necessary part of our planning process, and we are extremely grateful for the generous support we have received from the National and Provincial government in the past financial year.

#### Summary of the Grant Schedule

The new **Equitable Share** (EQS) formula had a negative impact on the uThungulu District's allocation of the Equitable Share, however the amount is not crippling, as the reduction amounted to only R1.1m for the 2013/14 financial year. The EQS then grows by 5.5% over the two outer years of the MTREF.

The **Levy Replacement Grant** remained unchanged from the 2012 projections with an estimated growth of 8.9% and 7.4% over the two outer years of the MTREF respectively. National Treasury has not yet made mention of the way forward regarding this grant, but we are hopeful. It is being noted that for metropolitan municipalities a fuel levy was introduced to replace this grant.



## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

An amount of R3.1m for the **Water Services Operating Subsidy** has been allocated to the municipality and this will be used to augment the operations and maintenance budget for the water schemes that were transferred from the local municipalities when uThungulu became the Water Services Provider for the district. The allocations for the two outer years of the MTREF are R5.4m and R5m respectively.

The **Municipal Infrastructure Grant** has been allocated at R185m. This is a decrease of R20m (10%) when compared with the 2012 projections, and it is expected that this grant will further decrease to R172m in the 2014/15 financial year and thereafter increase to R183m in 2015/16.

The National Treasury has introduced a new grant, **Municipal Water Infrastructure Grant (MWIG)**. The aim of this grant is to facilitate the planning, acceleration and implementation of various projects that will ensure water supply to communities identified as not receiving a basic water supply service. The MWIG allocation for the ensuing financial year is R57m in 2013/14, R61m in 2014/15 and thereafter increasing massively to R165m over the medium term.

The **Regional Bulk Infrastructure Grant (RBIG)** has been allocated R35m for the 2013/14 financial year, although this is a decrease of R19m (35%) from the 2012 projected allocations, this grant will massively grow to R180m in the 2014/15 financial year and thereafter to R360m in the 2015/16 financial year.

Other grants that have been gazette for the district are;

- Finance Management Grant
- Municipal Systems Improvement Grant
- Rural Transport Services and Infrastructure grant
- EPWP Incentive Grant, and
- Water Services Operating Subsidy Grant (Grant in kind)

The overall increase in the operational expenditure is 9% when compared to the 2012/13 adjustment budget. This includes the inflationary increase of 5.5% on general operational expenses and 6.95% increase in the staff salaries as per the guideline from the National Treasury.

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

The amount ring-fenced for the **Municipal Health Service** for the 2013/14 financial year is R17m, as per the information received from National Treasury in respect of the Equitable Share Split. It is anticipated that this amount will cover the employee salaries that are going to be transferred from the Province as from 1 July 2013.

The Multi-year budget is summarized as follows:

**Table 78: Multi Year Budget**

2013/14	2014/15	2015/16
R802m	R946m	R1.3bn

To be noted that the above amount includes depreciation amounting to R45m and of that, the municipality has decided to cash back 10% for the ensuing financial year, this will be done progressively over the medium term.

**Total Revenue** for the 2013/2014 year is R762m, comprising:

Equitable share R 156m

Levy replacement grant R 181m

Equitable share (Ring Fenced for MHS) R 17m

Conditional Grants R 294m

Previous Year's grant funding – Planning R 1, 4m

Provision for Solid Waste Site rehabilitation R 10m

2012/13 Surpluses brought forward R 15m

Internally Generated Funds R 87m

**Table 79: Breakdown of Internally Generated Funds**

Sundry Income	R8.4m
Investment Interest	R27.2m
Trading Services	R50.7m

**Table 80: Total Operational Expenditure**

<b>Internally Funded</b>	<b>R451.9m</b>
<b>Grant Funded</b>	<b>R51.9m</b>
<b>Less : Non Cash Depreciation</b>	<b>R40.5m</b>

**Table 81: Capital Expenditure**

Internally Funded	R37.3m
Grant Funded	R260.9m

**Table 82: Highlights**

<i>Total Capital and Operating Budget: (Inclusive of Non Cash Depreciation)</i>	<i>R802m</i>
<i>Equitable Share allocation:</i>	<i>R173m</i>
<i>MIG:</i>	<i>R185m</i>
<i>MWIG</i>	<i>R57m</i>
<i>DWA:</i>	<i>R35m</i>
<i>Levy Replacement Grant:</i>	<i>R181m</i>

**Tariffs:**

With due regard for the plight of our residents and paying customers we have also been reasonable with proposed tariff increases, therefore all other services will increase by 5,6% this financial year, drop to 5,4% in the 2014/2015 year and increase again to 6% in 2015/2016, with the exception of our solid waste site where tariffs will increase by 20%- 30%.

On top of the amount of R2m that was prioritized for the **Fresh Produce Market** during the adjustment budget in February, a further R1.2m has been included in the 2013/14 draft budget. The Fresh Produce Market has been ring fenced as a separate unit in the medium term budget; however, the intention is to have this market operating as a separate entity in the medium to long term. We therefore implore other government departments such as the Department of Rural Development and COGTA to assist with funding that will assist until the market is able to break even and possibly generate enough revenue to sustain itself.

### 3. Budget Summary

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

**TABLE83: 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>

### 4. uDM 2013/2014 BUDGET

#### 4.1. Capital Budget

The cash flow of the capital budget has also been estimated by each department and will act as one of the benchmarks for assessing performance on projects. Currently capital projects are funded from operating revenue and from the government. The grant-funded projects in the form of MIG are also reported to the Department of Co-operative Governance and Traditional Affairs (CoGTA) and performance is measured against the cash flows set per project and approved by the department.

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

Table 84: Capital Budget

Capital Projects	Funding Source	2013/14 Budget	Final	2014/2015	2015/2016		
Insurance Claims (Capital)	Surplus	200 000		200 000	200 000		
<b>Executive Division - Finance</b>		<b>200 000</b>		<b>200 000</b>	<b>200 000</b>		
Moveable Assets	Surplus	1 600 000		-	-		
<b>Board &amp; General</b>		<b>1 600 000</b>					
Establishment of Air Quality Monitoring Network	Surplus	-		2 000 000	2 000 000		
<b>Community Services Total</b>		<b>-</b>		<b>2 000 000</b>	<b>2 000 000</b>		
Indigent Prepaid Meter Installation	Surplus	-		220 000	-		
<b>Consumer Billing Total</b>		<b>-</b>		<b>220 000</b>	<b>-</b>		
Mandawe Cemetery	Surplus	1 500 000		-	-		
Regional Cemetery Phase 2	Surplus	7 931 000		5 700 000	5 700 000		
<b>Cemetery Total</b>		<b>9 431 000</b>		<b>5 700 000</b>	<b>5 700 000</b>		
Disaster Multi-Purpose truck	Surplus	-		1 000 000	1 000 000		
Disaster Management Centre	Surplus	-		200 000	-		
<b>Disaster Management</b>		<b>-</b>		<b>1 200 000</b>	<b>1 000 000</b>		
Internal Fixed Assets	Grant	40 000		-	-		
<b>Finance Interns Total</b>		<b>40 000</b>		<b>-</b>	<b>-</b>		
Document Management System	Surplus	150 000		100 000	50 000		
ERM System (SAP)	Surplus	300 000		1 000 000	1 000 000		
Network refresh	Surplus	300 000		100 000	100 000		
New PABX System	Surplus	-		50 000	50 000		
DPR System	Surplus	-		50 000	50 000		
Collaboration System Software	Surplus	250 000		50 000	50 000		
<b>IT Total</b>		<b>1 000 000</b>		<b>1 350 000</b>	<b>1 300 000</b>		
Mfolozi Water Phase 2	Grant	7 507 911		15 000 000	30 000 000		
Mhlana Somopho Phase 3C	Grant	17 819 140		20 095 446	-		
Vutshini Phase 1	Grant	1 000 000		1 000 000	-		
Mpungose Phase 1D Reticulation	Grant	12 099 639		10 000 000	4 531 913		
Middledrift SSA3	Grant	1 433 868		10 000 000	-		
Middledrift SSA5	Grant	29 362 433		15 358 000	-		
KwaHlokoHloko SSA 5	Grant	30 000 000		20 000 000	10 000 000		
Middledrift Phase 2	Grant	10 000 000		8 019 554	-		
Middledrift SSA5 - DWA	Grant	-		50 000 000	100 000 000		
Greater Mthonjaneni Phase SSA 4 DWAF	Grant	12 000 000		6 500 000	-		
Greater Mthonjaneni Phase SSA2 - MIG	Grant	1 357 497		10 000 000	4 000 000		
Greater Mthonjaneni Phase SSA2 - DWA	Grant	-		25 000 000	60 000 000	144 383 000	- 33
Greater Mthonjaneni Phase SSA4 - MIG	Grant	-		-	-		
Greater Mthonjaneni Phase SSA5 - MIG	Grant	1 000 000		10 000 000	19 375 087		
Greater Mthonjaneni Phase SSA5 - DWA	Grant	8 000 000		30 000 000	-		
KwaHlokoHloko SSA 1	Grant	5 500 000		-	20 000 000		
KwaHlokoHloko SSA 1 (DWAF)	Grant	15 000 000		50 000 000	50 000 000		
Eshowe SSA1	Grant	1 000 000		-	25 000 000		
Eshowe SSA1 (DWAF)	Grant	-		18 500 000	150 000 000		
Nkandla Vutshini Supply Area SSA5	Grant	26 302 512		15 000 000	40 000 000		
Gingindlovu Water Supply Intake Relocation	Grant	5 000 000		5 000 000	5 000 000		
Tanker Reduction Strategy (MWIG)	Grant	3 500 000		3 500 000	3 700 000		
Hlwehlwe Water Treatment Works in Nkandla;	Grant	1 200 000		1 250 000			
Sogedle Water Treatment Works in Nkandla;	Grant	1 200 000					
Mpundumani Water Treatment Works in Nkandla	Grant	1 200 000					
Eshowe SSA1	Grant	-		-	136 700 000		
Water Conservation and Water Demand Management Strategy (WC/WDM)	Grant	2 525 000		9 012 000	10 865 000		
KDS and Eshowe Water Supply	Grant	42 400 000		35 000 000	-		
Bongela River	Grant	-		1 250 000	-		
Esibhudleni Clinic	Grant	-		1 250 000	-		
Madala Water	Grant	-		1 250 000	-		
Malunga Clinic	Grant	-		1 250 000	-		

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

Mandaba 1Water	Grant	-	1 250 000	-		
Mbizwe Water	Grant	-	1 250 000	-		
Tshotswana Water	Grant	-	-	1 300 000		
uMkhalazi Water	Grant	-	-	1 300 000		
Mdlelanga Water	Grant	-	-	1 300 000		
Mpaphala Water	Grant	-	-	1 300 000		
Eyetheni Water	Grant	-	-	1 300 000		
Kwa Sabe 2	Grant	-	-	1 300 000		
Dolwane	Grant	-	-	1 300 000		
<b>Municipal Infrastructure Implementation</b>		<b>236 408 000</b>	<b>375 735 000</b>	<b>678 272 000</b>		
Internal Movable Assets	Surplus	20 000	25 000	-		
<b>Municipal Managers Dept</b>		<b>20 000</b>	<b>25 000</b>	-		
Internal Moveable Assets	Grant	200 000	-	-		
<b>Municipal Health</b>		<b>200 000</b>	-	-		
Regional Solid Waste - Cell 3	Surplus	500 000	-	-		
Regional Solid Waste Rehabilitation - Old landfill Area	Surplus	10 000 000	-	-		
<b>Waste Management Total</b>		<b>10 500 000</b>	-	-		
Mtunzini Sewer Plant	Surplus	-	2 000 000	2 000 000		
<b>Waste Water Management Total</b>		-	<b>2 000 000</b>	<b>2 000 000</b>		
Survival Water Programme (Boreholes)	Surplus	1 000 000	4 000 000	4 000 000		
WSOSG - Boreholes	Grant	1 500 000	1 500 000	1 500 000		
ACIP Programme	Grant	1 000 000	-	-		
<b>Water Services Authority Total</b>		<b>3 500 000</b>	<b>5 500 000</b>	<b>5 500 000</b>		
Mtunzini Waste Water Treatment Works	Surplus	4 000 000				
Gingindlovu Waste Water Treatment Works	Surplus	2 500 000		4 000 000		
Mtunzini Waste Water Treatment Works	Surplus	-	4 000 000			
Water metre installation	Surplus	2 000 000	2 000 000	2 000 000		
Indigent Water Meter Installation	Surplus	-	-	-		
Water metre installation (RBM)	Grant	2 000 000	2 000 000	2 000 000		
Erosion Protection - Nkandla Bulk	Surplus	4 000 000	-	-		
Telemetric Meter Installation - Pilot	Grant	89 000	93 400	96 700		
Existing Projects Extensions	Surplus	-	1 650 000	1 650 000		
<b>Water Services Provider Total</b>		<b>14 589 000</b>	<b>9 743 400</b>	<b>9 746 700</b>		
<b>Grand Total</b>		<b>277 488 000</b>	<b>403 673 400</b>	<b>705 718 700</b>		
<b>Reconciles to Budget Summary</b>						
SURPLUS		36 251 000	24 345 000	23 850 000		
GRANTS		241 237 000	379 328 400	681 868 700		
LOANS						
<b>Total</b>		<b>277 488 000</b>	<b>403 673 400</b>	<b>705 718 700</b>		
<b>Ref</b>		-	-	-		
		298 188 000	402 173 400	704 218 700		
		-20 700 000				
		87%	94%	97%		

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

**4.2 Operational Budget**

The operational budget of the municipality has been aligned with that of the National Treasury format or structure of votes and complements the operational structure within the municipality. Each senior manager will have the responsibility to monitor performance, spending and revenue patterns against those estimated by them at the start of the year

**Table 85: Operational Budget**

<b>Operational Projects</b>	<b>Funding</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	
Ward Participation Systems	Grant	-	-	-	
Community Participation Programme	Surplus	60 000	100 000	-	
Implementation of S81 - Amakhosi	Surplus	150 000	150 000	150 000	
Board & General		210 000	250 000	150 000	
Implementation of MFMA	Grant	24 017	-	-	
Finance Interns		24 017	-	-	
Develop/Implement Air Quality Management Plan	Surplus	-	-	-	
Gender Equality Programme	Surplus	400 000	-	-	
Children's Rights Programmes	Surplus	200 000	-	-	
Culture, Arts and Heritage	Surplus	250 000	300 000	300 000	
Senior Citizens' Programme	Surplus	200 000	250 000	250 000	
Disability Programme	Surplus	200 000	250 000	250 000	
Youth Programmes	Surplus	450 000	250 000	250 000	
Integrated District Education Programme	Surplus	50 000			
Integrated District Skills Development Programme	Surplus	100 000			
Operation Sukuma Sakhe	Surplus	500 000	250 000	250 000	
District HIV AIDS Programme	Surplus	800 000	850 000	900 000	
Crime Prevention Programmes	Surplus	150 000	250 000	250 000	-141 639
District Elimination Games	Surplus	400 000	500 000	500 000	
SALGA KZN Games	Surplus	2 000 000	2 000 000	2 000 000	
Sport Development	Surplus	550 000	600 000	600 000	
Sport Facilities	Grant	253 000	268 000	282 000	
Community Services Total		6 503 000	5 768 000	5 832 000	
Disaster Management Plan Review	Surplus	-	200 000	200 000	
International Day for Disaster Risk reduction	Surplus	60 000	70 000	70 000	
Disaster Risk Reduction Programme	Surplus	75 000	140 000	140 000	
Establishment of Disaster Management Volunteers Programme	Surplus	80 000	120 000	120 000	
District Advisory Forum	Surplus	15 000	15 000	15 000	
Disaster Stock Items	Surplus	200 000	150 000	150 000	
Disaster Management Total		430 000	695 000	695 000	
Asset Care Centre	Grant	311 500	326 900	338 450	
Finance Work-study	Surplus	100 000	-	-	
Expenditure Total		411 500	326 900	338 450	
Supply chain Management Work Study	Surplus	100 000	-	-	
SCM Unit		100 000			
Debtor Database Cleansing & Reporting	Surplus		170 000	-	
Water Meter Audit	Surplus	150 000	170 000	170 000	
Consumer Billing		150 000	340 000	170 000	

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

Clean Audit 2014 - AFS	Grant	89 000	93 400	96 700	
Clean Audit 2014 - Data Cleansing	Grant	-	-	-	
Clean Audit 2014 - Data Cleansing	Surplus	-	1 276 453	-	
Clean Audit 2014 - Credit Control	Surplus		1 000 000		
Clean Audit 2014 - MFMA Committees	Grant	178 000	186 800	193 400	
Actuarial Valuations	Surplus	45 000	50 000	55 000	
Credit Rating	Surplus	100 000	100 000	100 000	
Finance Work-study	Grant	44 500	46 700	48 350	
uThungulu Financing Partnership	Surplus	8 359 450	9 529 774	10 863 942	
Insurance Claims (Operational)	Surplus	100 000	100 000	100 000	
Finance Executive Total		8 915 950	12 383 127	11 457 392	
Internship Programme	Surplus	-	-	-	
TASK Job Evaluation Implementation (Est. of pay scales)	Surplus	2 510 749	600 000	600 000	
Employee Assistance Programme	Surplus	400 000	400 000	400 000	
Implementation of Occupational Health & Safety Act	Surplus	100 000	100 000	100 000	
	Surplus				
Management Services HR Total		3 010 749	1 100 000	1 100 000	
Intergovernmental Relations	Grant	-	-	-	
Publications	Surplus	150 000	-	-	
Events	Surplus	100 000	180 000	200 000	
Marketing	Surplus	150 000	200 000	200 000	
Uthungulu Web-site Development	Surplus	50 000	50 000	100 000	
IGFR Policy Development	Grant	44 500	46 700	48 350	
Batho Pele Principles	Grant	44 500	46 700	48 350	
Municipal Manager Total		539 000	523 400	596 700	
IT Security Management	Surplus	600 000	633 000	667 815	
IT Total		600 000	633 000	667 815	
OPMS Scorecard	Surplus	250 000	250 000	250 000	
MTAS Implementation	Grant	89 000	93 400	96 700	
Draft Annual & Performance Report	Surplus	150 000	150 000	150 000	
Enterprise Risk Management	Surplus	220 000	220 000	220 000	
Performance Management Systems	Surplus	140 000	140 000	140 000	
Performance Management Systems	Grant		-	-	
Fraud & Corruption Prevention	Surplus	110 000	100 000	100 000	
S57 Individual Performance Management	Surplus	155 000	-	-	
Strategic Support	Grant	-	-	-	
Development Planning Services	Grant	-	-	-	
Organisational Performance Management	Surplus	195 000	-	-	
Risk Management Strategy - King III	Surplus	100 000	100 000	100 000	
Review of LED Framework	Surplus	100 000	-	-	
LED Forum	Surplus	-	35 000	35 000	
LED Development Fund	Surplus	100 000	100 000	100 000	
LED Operational Support Programme	Surplus		100 000	-	
Agricultural Institutional Support	Surplus		-	-	
Institutional Framework Implementation - Tourism	Surplus		-	-	
Tourism Development Implementation	Surplus	255 000	-	-	
Implementation of LED Framework: Tourism	Grant	-	-	-	
Implementation of LED Framework	Surplus	100 000	50 000	50 000	
SMME Support Programme	Surplus	-	-	-	



**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

Review of Tourism Development Plan	Surplus		350 000	-
Cruise Ship Tourism	Surplus	50 000	75 000	75 000
R66 Route Development (Birding)	Grant	-	-	-
Urban Cultural Tourism	Surplus		20 000	20 000
Domestic Family Tourism	Surplus	-	20 000	20 000
Adventure Tourism	Surplus			-
Trade & Investment Marketing	Surplus	100 000	100 000	100 000
Tourism Institutional Development	Surplus		100 000	-
Tourism Institutional Framework implementation	Surplus		100 000	-
uThungulu Tourism development Office	Surplus		100 000	-
Tourism Awareness& Safety	Surplus	-	50 000	50 000
Business retention & Expansion Implementation	Surplus	-	50 000	50 000
Craft Marketing & Development Strategy	Surplus	25 000	150 000	150 000
Great Forests of Zululand	Surplus	80 000	100 000	100 000
Tourism Marketing: Shows	Surplus	-	150 000	150 000
Media Marketing & Tools	Surplus	80 000	-	-
Tourism Media Marketing (Media)	Surplus	60 000	180 000	180 000
Community Tourism Inform Desk	Surplus	-	65 000	65 000
tourism Intern Programme	Surplus	-	65 000	65 000
Tourism Signage	Surplus	-	50 000	50 000
Review of Agricultural Development Plan	Surplus	-	35 000	35 000
Tourism Marketing tools & Website	Surplus	60 000	150 000	150 000
Agriculture Forum	Surplus		-	-
Agricultural Summit	Surplus		120 000	-
Agricultural Development & Implementation	Surplus	150 000	150 000	150 000
Agricultural Implementation	Surplus	-	-	-
Agricultural Institutional Support	Surplus		50 000	-
uThungulu FPM Farmer Support	Surplus	350 000	350 000	350 000
uThungulu FPM Pre Market	Surplus	350 000	350 000	350 000
Implementation of SMME Plan	Surplus	50 000	50 000	50 000
SMME Forum/Alignment	Surplus		-	-
SMME Fairs	Surplus	180 000	20 000	20 000
SMME Development Training	Surplus	-	-	-
SMME Support Programme	Surplus	-	-	-
SMME Mentorship Programme	Surplus		-	-
Spatial Development framework (Review)	Surplus	-	-	-
KZ Co-ordination and Alignment	Surplus	-		-
GIS Development Training	Surplus	-	-	-
Tourism Forum	Surplus	-	-	-
Development Plan for Primary Nodes	Surplus	-	-	250 000
Development Plan for Secondary/New Nodes	Surplus	-	-	250 000
Land use Management Framework (Review)	Surplus		-	-
Integrated District Land Reform Framework (Area Based Plan)	Surplus		-	-
Annual IDP Review	Surplus	100 000	100 000	-
IDP Road shows - Izimbizo	Surplus	1 200 000	1 200 000	1 200 000
Review of Spatial Development Framework	Surplus	100 000	-	-
Quality of Life Survey	Surplus	200 000	-	-
District Land Summit	Surplus	-	-	-

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

District Housing Plan	Surplus	50 000	50 000	50 000	
District Coastal Working Group	Surplus	50 000			
Strategic Environmental Assessment	Surplus	200 000	50 000	-	
Implementation of Coastal Management Programme	Surplus	100 000	100 000	100 000	
Coastal Management Plan Review	Surplus	-	-	-	
Coastal Tourism Development	Surplus	-	-	-	
Film Office	Surplus	200 000	150 000	150 000	
Tourism Development Plan Review	Surplus	-	-	-	
Growth & Development Summit	Surplus	-	-	-	
Implementation of District FPM	Surplus	2 506 461	3 704 960	3 095 448	
Planning Total		8 405 461	9 893 360	8 517 148	
Ntambanana Solid Waste	Surplus	6 851 000	7 182 000	7 423 000	
Integrated Waste Management Plan	Surplus	-	-	-	
Waste Management Total		6 851 000	7 182 000	7 423 000	
281-3 - VIP Sanitation Project	Grant	3 030 000	-	-	
281-4 - VIP Sanitation Project	Grant	-	8 500 000	1 500 000	
286-5 - VIP Sanitation Project	Grant	9 000 000	10 000 000	-	
286-6 - VIP Sanitation Project	Grant	-	-	11 000 000	
283-3 - VIP Sanitation Project	Grant	5 130 000		-	
283-4 - VIP Sanitation Project	Grant	-	8 300 000	-	
284-3 - VIP Sanitation Project	Grant	-	-	-	
284-5 - VIP Sanitation Project	Grant	-	-	13 300 000	
284-6 - VIP Sanitation Project	Grant	20 000 000	7 100 000	-	
National Sanitation Week	Surplus	50 000	55 000	55 000	37 160 000
Waste Water Total		37 210 000	33 955 000	25 855 000	
Water loss management strategy - Implementation	Surplus	750 000	800 000	800 000	
Water / Sanitation Awareness Campaigns	Surplus	100 000	100 000	100 000	
Water Events	Surplus	100 000	425 000	425 000	
GIS Operational Budget	Surplus	50 000	50 000	50 000	
GIS Development & Training	Surplus	35 000	35 000	35 000	
National Arbour Week	Surplus	50 000	50 000	50 000	
National Water Week	Surplus	50 000	50 000	50 000	
Annual Update of WSDP	Surplus	150 000	250 000	250 000	
BPP & Risk Management Plan	Surplus	150 000	200 000	200 000	
Establish Design Office & Feasibility Studies	Surplus	-	-	-	
ACIP Programme	Grant	780 000	-	-	
Water Services Authority Total		2 215 000	1 960 000	1 960 000	
Energy Master Plan Review	Surplus	-	500 000	-	
Rural Transport Services & Infrastructure	Grant	1 746 000	2 305 000	2 365 000	
Auxillary Infrastructure Development		1 746 000	2 805 000	2 365 000	
MIG Projects Advertisements	Grant	100 000	100 000	100 000	
Project Management Unit Total		100 000	100 000	100 000	
Renewable Energy - Biogas	Grant	4 700 000	-	-	
Municipal Infrastructure Implementation		4 700 000	-	-	
Water Quality Evaluation (Blue/Green Drop)	Grant	-	-	-	
Water Treatment Works & Waste Water TW Registration	Surplus	250 000	350 000	400 000	
DWAF Water Resource Compliance	Surplus	150 000	180 000	200 000	
Water Quality Improvement Interventions	Surplus	300 000	350 000	350 000	
Blue/Green Drop compliance	Surplus	250 000	300 000	300 000	
Melmoth Water Services Network Upgrade	Surplus	100 000	150 000	150 000	

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

Mtunzini Water Services Network Upgrade	Surplus	100 000	150 000	150 000	
Gingindlovu Water Services Network Upgrade	Surplus	100 000	150 000	15 000	
Eshowe Water Services Network Upgrade	Surplus	100 000	150 000	150 000	
Kwambo Water Services Network Upgrade	Surplus	100 000	150 000	150 000	
Nkandla Water Services Network Upgrade	Surplus	100 000	150 000	150 000	
Issue Manager	Surplus	-	-	-	
Water Services Operating & Transfer Subsidy	Grant	1 624 000	3 874 000	3 500 000	
Water Services Operating Subsidy (Grant-in-kind)	Grant	300 000	300 000	300 000	
EPWP Incentive Grant	Grant	2 840 000	-	-	
Drought Relief	Surplus	30 000 000	30 046 446	30 000 000	
Water Services Provider Total		36 314 000	36 300 446	35 815 000	
Grand Total		118 435 677	114 215 233	103 042 505	
Reconciles to Budget Summary					
SURPLUS		68 107 660	72 627 633	69 825 205	
GRANTS		50 328 017	41 587 600	33 217 300	
LOANS					
Total		118 435 677	114 215 233	103 042 505	
Ref		-	-	-	

4.3 MIG

Table 86: MIG Projects

MIG ALLOCATION										
Project Name	Estimated cost	Funder	PREVIOUS	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	
281-3 - VIP Sanitation Project	R 12 262 614	MIG	R 2 982 614	R 6 250 000	R 3 030 000	R 0	R 0	R 0	R 0	
281-4 - VIP Sanitation Project	R 15 500 000	MIG	R 0	R 0	R 0	R 8 500 000	R 1 500 000	R 5 500 000	R 0	
<b>Mfolozi Water Phase 2</b>	<b>R 156 725 350</b>	<b>MIG</b>	<b>R 19 941 863</b>	<b>R 19 945 028</b>	<b>R 7 507 911</b>	<b>R 0</b>	<b>R 0</b>	<b>R 48 235 593</b>	<b>R 26 764 407</b>	
Mhlana Somopho Phase 3C	R 116 618 866	MIG	R 23 939 873	R 18 000 000	R 17 819 140	R 35 095 446	R 20 000 000	R 1 764 407	R 0	
Greater Mthonjaneni SSA 2	R 196 796 425	MIG	R 0	R 0	R 1 357 497	R 10 000 000	R 4 000 000	R 20 000 000	R 20 000 000	
286-5 - VIP Sanitation Project	R 25 362 000	MIG	R 1 861 734	R 4 500 000	R 9 000 000	R 10 000 000	R 0	R 0	R 0	
286-6 - VIP Sanitation Project	R 17 361 734	MIG	R 1 861 734	R 4 500 000	R 0	R 0	R 11 000 000	R 0	R 0	
<b>Middledrift SSA3</b>	<b>R 40 805 280</b>	<b>MIG</b>	<b>R 870 427</b>	<b>R 1 200 000</b>	<b>R 1 433 868</b>	<b>R 0</b>	<b>R 0</b>	<b>R 0</b>	<b>R 9 362 343</b>	
Middledrift SSA 5	R 208 304 337	MIG	R 7 719 225	R 10 000 000	R 29 362 433	R 30 000 000	R 27 531 913	R 0	R 0	
<b>Vutshini Phase 1</b>	<b>R 129 500 000</b>	<b>MIG</b>	<b>R 0</b>	<b>R 0</b>	<b>R 1 000 000</b>	<b>R 0</b>	<b>R 0</b>	<b>R 0</b>	<b>R 30 000 000</b>	
Nkandla Vutshini S/A SSA5	R 189 341 223	MIG	R 5 153 242	R 18 000 000	R 26 302 512	R 16 000 000	R 49 000 000	R 36 281 572	R 38 603 897	
283-3 Sanitation Project	R 19 100 000	MIG	R 12 242 872	R 5 400 000	R 1 457 128	R 0	R 0	R 0	R 0	
283-4 Sanitation Project	R 13 300 000	MIG	R 0	R 2 000 000	R 4 000 000	R 6 300 000	R 1 000 000	R 0	R 0	
Greater Mthonjaneni SSA 4	R 47 687 840	MIG	R 0	R 9 013 095	R 6 500 000	R 0	R 0	R 0	R 0	
Greater Mthonjaneni SSA 5	R 90 738 717	MIG	R 8 680 639	R 2 000 000	R 1 000 000	R 10 000 000	R 19 375 087	R 5 000 000	R 0	
284-6 - VIP Sanitation Project	R 19 500 000	MIG	R 0	R 2 000 000	R 10 000 000	R 6 100 000	R 2 200 000	R 1 000 000	R 0	
284-5 - VIP Sanitation Project	R 13 300 000	MIG	R 0	R 200 000	R 0	R 0	R 13 100 000	R 0	R 0	
Kwahlokhloko SSA 1	R 263 150 511	MIG	R 13 946 202	R 11 000 000	R 10 000 000	R 10 000 000	R 10 000 000	R 0	R 0	
<b>Eshowe SSA 1</b>	<b>R 152 282 498</b>	<b>MIG</b>	<b>R 5 429 861</b>	<b>R 2 300 000</b>	<b>R 0</b>	<b>R 0</b>	<b>R 0</b>	<b>R 0</b>	<b>R 0</b>	
<b>Mpungose Phase 1D-Reticulation</b>	<b>R 70 219 891</b>	<b>MIG</b>	<b>R 6 611 987</b>	<b>R 10 000 000</b>	<b>R 12 099 639</b>	<b>R 0</b>	<b>R 0</b>	<b>R 10 000 000</b>	<b>R 3 976 353</b>	
Kwahlokhloko S/A SSA5	R 157 844 574	MIG	R 16 966 836	R 25 326 120	R 30 000 000	R 18 358 000	R 10 000 000	R 20 000 000	R 20 000 000	
Middledrift Phase 2	R 88 158 778	MIG	R 47 713 796	R 11 500 000	R 10 000 000	R 8 019 554	R 10 000 000	R 925 428	R 0	
Nkandla sanitation		MIG	R 0	R 0	R 0	R 0	R 0	R 10 000 000	R 10 000 000	
Mlalazi Sanitation		MIG	R 0	R 0	R 0	R 0	R 0	R 10 000 000	R 10 000 000	
Mfolozi Sanitation		MIG	R 0	R 0	R 0	R 0	R 0	R 10 000 000	R 10 000 000	
Advertisements (MIG Projects)		MIG		R 100 000	R 100 000	R 100 000	R 100 000	R 100 000	R 100 000	
PMU		MIG		R 2 700 000	R 3 700 000	R 3 700 000	R 3 700 000	R 3 700 000	R 3 700 000	
TOTAL	<b>R 208 936 095</b>		<b>R 503 757 192</b>	<b>R 208 936 095</b>	<b>R 185 670 128</b>	<b>R 172 173 000</b>	<b>R 182 507 000</b>	<b>R 182 507 000</b>	<b>R 182 507 000</b>	
				<b>R 195 223 000</b>	<b>R 185 343 000</b>	<b>R 172 173 000</b>	<b>R 182 507 000</b>	<b>R 182 507 000</b>	<b>R 182 507 000</b>	
			<b>PREVIOUS</b>	<b>20012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	

4.4 DWA

Table 87: DWA Allocation

DWA ALLOCATION									
Project Name	Estimated Project cost	Funder	PREVIOUS	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Kwahlolohloko SSA 1	R 263 150 511	DWA		R 9 355 000	R 15 000 000	R 68 500 000	R 115 349 309		
<b>Eshowe SSA 1</b>	<b>R 152 282 498</b>	<b>DWA</b>	<b>R 0</b>	<b>R 0</b>	<b>R 0</b>	<b>R 0</b>	<b>R 138 959 925</b>		
Greater Mthonjaneni SSA 2	R 196 896 425	DWA		R 2 000 000	R 0	R 25 000 000	R 60 000 000		
Greater Mthonjaneni SSA 4	R 47 687 840	DWA		R 5 001 000	R 12 000 000	R 6 500 000	R 0		
Greater Mthonjaneni SSA 5	R 90 736 717	DWA		R 8 000 000	R 8 000 000	R 30 000 000	R 0		
Middledrift SSAs	R 208 304 337	DWA		R 8 000 000	R 0	R 50 000 000	R 45 690 766		
		TOTAL	<b>R 0</b>	<b>R 38 956 000</b>	<b>R 35 000 000</b>	<b>R 180 000 000</b>	<b>R 360 000 000</b>	<b>R 0</b>	<b>R 0</b>
			<b>PREVIOUS</b>	<b>20012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>ALLOCATION</b>				<b>R 35 000 000</b>	<b>R 180 000 000</b>	<b>R 360 000 000</b>	<b>R 360 000 000</b>	<b>R 360 000 000</b>

Table 88: DWA KZN 2013 Priority DMsR6

PRJNR (MWIG Project Number)	Project Origin	LM	Project Name	Project Status	Total Project Cost
2005MIGFDC280010	MIG	uMhlathuze	Upper Nseleni Bulk Water and Reticulation Ph 1,2 &3 (AFA) MIS 149395, 189754	Completed	91 746 101
2005MIGFDC280021	MIG	Mthonjaneni	Greater Mthonjaneni Bulk Water Supply Phase 1 VO:1 (AFA) MIS 174718	Completed	249 367 632
2005MIGFDC280027	MIG	Mbonambi	Kwambonambi low cost housing water	Construction	2 291 000
2005MIGFDC280030	MIG	Nkandla	Middledrift: Bulk Water Supply Phase 2 (AFA) MIS 179100, 206844	Construction	132 409 907
2007MIGFDC28123467	MIG	Mbonambi	Mbonambi CWSS Phase 2 (AFA) MIS 207229	Construction	156 725 350
2007MIGFDC28153233	MIG	Nkandla	Vutshini Phase 2 Bulk Water Supply	Construction	19 873 400
2010MIGFDC28195865	MIG	Ntambanana	Mhlana Somopho 3C (Upper Nseleni Bulk and Reticulation)	Construction	116 618 866
2010MIGFDC28196105	MIG	Umlalazi	Mpungose 1D Reticulation - Kwahlolohloko SSA2 and SSA3 Water Supply	Construction	35 219 891
2010MIGFDC28196689	MIG	Nkandla	Middledrift SSA5 Bulk Water and Reticulation	Tender	208 304 337
2010MIGFDC28197351	MIG	Umlalazi	Goedetrouw Regional Water Scheme - Kwahlolohloko SSA5	Construction	157 844 574
2011MIGFDC28199310	MIG	Umlalazi	Kwahlolohloko SSA1 Water	Construction	263 150 511
2011MIGFDC28201239	MIG	Nkandla	Middledrift SSA3 Water	Design	40 805 280
2011MIGFDC28202386	MIG	Umlalazi	Eshowe SSA1 Bulk Water	Design	152 282 499

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

2011MIGFDC28202932	MIG	Ntambanana	Greater Mthonjaneni SSA4	Construction	47 687 840
2011MIGFDC28202935	MIG	Ntambanana	Greater Mthonjaneni SSA5	Construction	90 738 717
2012MIG	MIG	Ntambanana	Greater Mthonjeni SSA 2	Planning	196 898 425
2012MIGFDC28205283	MIG	Nkandla	Nkandla Vutshini Regional Water Supply (SSA5)	Design	189 341 223
KNR016	RBIG	Nkandla	Middledrift (Nkandla) RBS	Construction	140 998 000
ZKZNUTHUN01	23DM	Umlalazi	Gingindlovu Water Supply Intake Relocation	Conceptual	5 000 000
ZKZNUTHUN02	23DM	Nkandla	Hhwehlwe, Sogedle and Mpundumani Water Treatment works in Nkandla	Conceptual	3 600 000
ZKZNUTHUN03	23DM	All	Water Demand and Conservation management strategy	Conceptual	2 525 000
ZKZNUTHUN04	23DM	Umlalazi	KDS & Eshowe Interim Water Supply	Conceptual	31 000 000
ZKZNUTHUN05	23DM	All	Tanker Reduction Strategy	Conceptual	3 500 000
ZKZNUTHUN06	23DM	Umlalazi	Eshowe SSA 2 - SSA 7	Conceptual	170 000 000
ZKZNUTHUN07	23DM	Ntambanana	Upper Nseleni SSA 4 - SSA 5	Conceptual	71 100 000
ZKZNUTHUN08	Other	Ntambanana	Upper Nseleni SSA 10 - SSA 15	Conceptual	72 700 000
ZKZNUTHUN09	Other	Mthonjaneni	Greater Mthonjaneni SSA 3	Conceptual	525 200 000
ZKZNUTHUN10	Other	Ntambanana	Greater Mthonjaneni SSA 6 - SSA 9 Bulk	Conceptual	85 000 000
ZKZNUTHUN11	Other	Ntambanana	Greater Mthonjaneni SSA 6 - SSA 9 Reticulation	Conceptual	85 000 000
ZKZNUTHUN12	Other	Umlalazi	KwaHlokhloko SSA 4	Conceptual	33 800 000
ZKZNUTHUN13	Other	Umlalazi	KwaHlokhloko SSA 6	Conceptual	26 400 000
ZKZNUTHUN14	Other	Umlalazi	KwaHlokhloko SSA 7	Conceptual	39 150 000
ZKZNUTHUN15	Other	Umlalazi	Middle-drift SSA 1	Conceptual	77 800 000
ZKZNUTHUN16	Other	Nkandla	Middle-drift SSA 2	Conceptual	96 800 000
ZKZNUTHUN17	Other	Umlalazi	Middle-drift SSA 4	Conceptual	38 800 000
ZKZNUTHUN18	Other	Umlalazi	Middle-drift SSA 6	Conceptual	192 100 000
ZKZNUTHUN19	Other	Umlalazi	Middle-drift SSA 7	Conceptual	60 900 000
ZKZNUTHUN20	Other	Nkandla	Nkandla Vutshini SSA 1	Conceptual	417 000 000
ZKZNUTHUN21	Other	Nkandla	Nkandla Vutshini SSA 3 & 4	Conceptual	201 000 000
ZKZNUTHUN22	Other	Mbonambi	Mbonambi SSA3	Conceptual	28 600 000
ZKZNUTHUN23	Other	Umlalazi	Middle-drift SSA 8	Conceptual	71 300 000
ZKZNUTHUN24	Other	Nkandla	Nkandla Vutshini Regional Water Supply (SSA5)	Design	28 600 000
		Mbonambi			187 616 350
		Mthonjaneni			774 567 632
		Nkandla			1 478 732 147
		Ntambanana			765 743 848
		Umlalazi			1 354 747 475
		All			6 025 000
					4 567 432 452

**4.5 MWIG**

**Table 89: MWIG Allocation**

MWIG ALLOCATION									
Project Name	Estimated Project cost	Funder	PREVIOUS	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Gingindlovu Water Supply Intake Relocation	R15 000 000	DWA	R 0	R 0	R 5 041 353	R 9 532 379	R 426 268		
Hhwehlwe, Sogedle and Mpundumani Water Treatment works in Nkandla	R 3 600 000	DWA	R 0	R 0	R 1 612 514	R 1 880 958	R 106 528		
Water Demand and Conservation management strategy	R4 252 000	DWA	R 0	R 0	R 1 891 331	R 2 235 599	R 125 070		
KDS & Eshowe Interim Water Supply	R90 000 000	DWA	R 0	R 0	R 24 749 012	R 14 877 132	R 50 373 856		
Tanker Reduction Strategy	R 13 500 000	DWA	R 0	R 0	R 3 573 332	R 9 542 140	R 384 528		
Nkandla WTW Upgrade	R 10 000 000	DWA	R 0	R 0	R 1 737 081	R 2 381 607	R 5 881 312		
Machotshaneni	R 5 000 000	DWA	R 0	R 0	R 874 223	R 1 962 339	R 2 163 438		
Tanker Reduction Strategy 2	R 10 000 000	DWA	R 0	R 0	R 0	R 0	R 10 000 000		
Greater Mthonjaneni SSA 6	R 33 800 000	DWA	R 0	R 0	R 0	R 0	R 24 535 971		
Upper Nselezi SSA 6	R 21 144 357	DWA	R 0	R 0	R 0	R 0	R 21 144 357		
<b>TOTAL</b>			<b>R 0</b>	<b>R 0</b>	<b>R 39 478 846</b>	<b>R 42 412 154</b>	<b>R 114 483 462</b>	<b>R 0</b>	<b>R 0</b>
			<b>PREVIOUS</b>	<b>20012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>

**4.6 Coastal Management Plan**

**Table 90: Coastal Management Projects**

		Comments	Budget
Beach and estuary cleaning Mfolozi Local Municipality <ul style="list-style-type: none"> <li>➤ Sokhulu</li> <li>➤ Nhlabane</li> <li>➤ Mzingazi</li> </ul> Mhlathuze Local Municipality <ul style="list-style-type: none"> <li>➤ Alkantstrand Beach</li> <li>➤ Esikhaleni Beach</li> <li>➤ Port Durnford Beach</li> <li>➤ Mpembeni Beach</li> </ul> Mlalazi Local Municipality <ul style="list-style-type: none"> <li>➤ Mlalazi Nature Reserve</li> </ul>		(120 Kms) 18 Months	R 3 232 774
Road and beach access clearing Mfolozi Local Municipality <ul style="list-style-type: none"> <li>➤ Sokhulu</li> <li>➤ Nhlabane</li> <li>➤ Mthiyane</li> </ul> Mlalazi Local Municipality <ul style="list-style-type: none"> <li>➤ Mlalazi Nature Reserve</li> </ul>	4 Roads	17 Kms	R 2 027,253
Removal of foreign matter and alien plants. Mlalazi Local Municipality <ul style="list-style-type: none"> <li>➤ Mlalazi Nature Reserve</li> </ul>	96 Ha	UNR	R 1 765,891
Rehabilitation of dunes through stabilization Mhlathuze Local Municipality <ul style="list-style-type: none"> <li>➤ Alkantstrand Beach</li> </ul> Mlalazi Local Municipality <ul style="list-style-type: none"> <li>➤ Mlalazi Nature Reserve</li> </ul>		UNR	R 553 371
Visitor facilities upgrade and maintenance Mfolozi Local Municipality <ul style="list-style-type: none"> <li>➤ Nhlabane</li> </ul> Mhlathuze Local Municipality <ul style="list-style-type: none"> <li>➤ Alkantstrand Beach</li> </ul> Mlalazi Local Municipality <ul style="list-style-type: none"> <li>➤ Mlalazi Nature Reserve</li> </ul>		UHR & UMfolozi	R 1 207,012
Hiking / Horse Trails Mlalazi Local Municipality <ul style="list-style-type: none"> <li>➤ Mlalazi Nature Reserve</li> <li>➤ Matikulu River to Mtunzini</li> </ul>			R 1 110 460
General Landscaping Park Mfolozi Local Municipality <ul style="list-style-type: none"> <li>➤ Sokhulu</li> <li>➤ Nhlabane</li> <li>➤ Mzingazi</li> </ul> Mhlathuze Local Municipality <ul style="list-style-type: none"> <li>➤ Alkantstrand Beach</li> <li>➤ Esikhaleni Beach</li> <li>➤ Port Durnford Beach</li> <li>➤ Mpembeni Beach</li> </ul> Mlalazi Local Municipality <ul style="list-style-type: none"> <li>➤ Mlalazi Nature Reserve</li> </ul>	Concrete bins, Braai Stands, Educational Signs and Fencing		R 1 203 239
Total			R 11 100 000

Note: Funding to be managed by Ezemvelo KZN Wildlife



---

SECTION G: ANNUAL OPERATIONAL PLAN  
(DRAFT SDBIP)



## **UTHUNGULU DISTRICT MUNICIPALITY**

# **CONSOLIDATED DEPARTMENTAL SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN (SDBIP):**

**2013/14 TO 2014/15**

**26 June 2013**

# TABLE OF CONTENTS

1	PURPOSE _____	301
2	INTRODUCTION _____	302
3	POWERS AND FUNCTIONS _____	302
4	THE VISION, MISSION AND CORE VALUES OF THE UTHUNGULU DISTRICT MUNICIPALITY _____	303
5	THE INTEGRATED DEVELOPMENT PLAN (IDP) AND ITS 11 KEY DEVELOPMENT STRATEGIES _____	304
6	ALIGNMENT WITH NATIONAL KEY PERFORMANCE AREAS _____	305
7	BACKGROUND TO THE SDBIP _____	306
8	STRATEGY – LONG-TERM OBJECTIVES _____	23
9	ORGANISATIONAL STRUCTURE _____	110
10	OFFICE OF THE MUNICIPAL MANAGER _____	313
11	DEPARTMENT: PLANNING AND ECONOMIC DEVELOPMENT _____	315
12	DEPARTMENT: FINANCIAL SERVICES _____	317
13	DEPARTMENT: TECHNICAL SERVICES _____	321
14	DEPARTMENT: CORPORATE SERVICES _____	325
15	<b>DEPARTMENT: COMMUNITY SERVICES _____</b>	<b>30</b>
16	DETAILED CAPITAL WORKS PLAN _____	328
17	CONCLUSION _____	329

## APPENDICES

- APPENDIX 1: BUDGETED MONTHLY REVENUE BY SOURCE AND EXPENDITURE BY TYPE
- APPENDIX 2: BUDGETED MONTHLY REVENUE AND EXPENDITURE BY MUNICIPAL VOTE
- APPENDIX 3: SDBIP MUNICIPAL MANAGER'S OFFICE
- APPENDIX 4: SDBIP DEPUTY MUNICIPAL MANAGER, ECONOMIC DEVELOPMENT AND PLANNING
- APPENDIX 5: SDBIP DEPARTMENT: FINANCIAL SERVICES
- APPENDIX 6: SDBIP DEPARTMENT: TECHNICAL SERVICES
- APPENDIX 7: SDBIP DEPARTMENT: CORPORATE SERVICES
- APPENDIX 8: SDBIP DEPARTMENT: COMMUNITY SERVICES
- APPENDIX 9: DETAILED CAPITAL WORKS PLAN

## UTHUNGULU DISTRICT MUNICIPALITY (DC 28)

# DEPARTMENTAL SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN (SDBIP): 2012/13 TO 2013/14

## 1 PURPOSE

---

- 1.1** The purpose of this Service Delivery and Budget Implementation Plan (SDBIP) is to provide a management implementation and monitoring tool that will assist the Mayor, Councillors, Municipal Manager, Deputy Municipal Manager and 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.
- 1.2** The document further provides for the annual submission of the SDBIP to Council, as required in terms of the Municipal Finance Management Act (MFMA).
- 1.3** This plan complements and should be read together with, the 2012/13 to 2014/15 multi-year budget and the 2012/13 to 2016/17 Integrated Development Plan (IDP). It also takes into account other sector plans, including:
- Water Services Development Plan (WSDP)
  - Spatial Development Framework
  - Land Use Management Framework
  - District Local Economic Development (LED) Framework Plan
  - Agriculture Development Plan
  - Tourism Master Plan
  - SMME Strategy
  - Growth and Development Land Summit Report
  - Integrated Waste Management Plan
  - Energy Master Plan
  - Public Transport Plan
  - Community Services Plan
  - Disaster Management Plan
  - Quality of Life Survey
  - Integrated Environmental Programme
  - Coastal Management Programme

## 2 INTRODUCTION

2.1 The district municipality called the uThungulu District Municipality is a category C municipality and is located in the province of KwaZulu-Natal and covers a servicing area of some 9000km<sup>2</sup> with close to 1 million inhabitants.

2.2 The following local municipalities are found within the servicing area of the uThungulu District Municipality (DC28):

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

## 3 POWERS AND FUNCTIONS

3.1 In terms of Circular 8/2009: 2008/09 Capacity Assessments and Recommendations: Adjustment of Powers and Functions between District and Local Municipalities in terms of Section 85 of the Local Government: Municipal Structures Act 1998, the uThungulu District Municipality has the following powers and functions to fulfill:

### POWERS AND FUNCTIONS

In terms of Circular 8/2008: 2008/09 Capacity Assessments and Recommendations: Adjustment of Powers and Functions between District and Local Municipalities in terms of Section 85 of the Local Government: Municipal Structures Act 1998, the uThungulu District Municipality has the following powers and functions to fulfill:

		281	282	283	284	285	286
1	S 84(1)(a)	Integrated development planning for the district municipality including Development Plan for the local municipalities within the area of the District Municipality					
2	S 84(1)(b)	Potable water supply that effects a significant proportion of the municipalities in the district					
3	S 84(1)(C)	Bulk supply of electricity					
4	S 84(1)(d)	Domestic waste-water and sewage disposal system					
5	S 84(1)(e)	Solid waste disposal sites serving the area of the District Municipality as a whole					
6	S 84 (1)(f)	Municipal roads which form an integrated part of a road transport system for the area of the district municipality as a whole					
7	S 84 (1)(g)	Regulation of passenger transport services					
8	S 84 (1)(h)	Municipal airport serving the area of the district municipality as a whole					
9	S 84 (1)(i)	Municipal health serving the area of the district municipality as a whole					
10	S 84 (1)(j)	Fire fighting services for district municipality as a whole					
11	S 84 (1)(k)	Fresh produce markets and (abattoirs) serving the area of the district municipality as a whole					
12	S 84 (1)(l)	Cemeteries and crematoria					
13	S 84 (1)(m)	Promotion of local tourism for the district municipality					
14	S 84 (1)(n)	Municipal public works relating to any of the above function or and other functions assigned to the district municipality					
	S 84 (1)(o)	The receipt, allocation and if applicable distribution of grants made to the district municipality					
16	S 84 (1)(p)	The imposition and collection of taxes, levies and duties as related to the above functions or may be assigned to the District Municipality in terms of national					
18	Sched 4 B	Building regulations					
22	Sched 4 B	Local Tourism					
40	Sched 5 B	Licencing and control of undertakings that sell food to the public					
50	Sched 5 B	Refuse removal, refuse dumps, solid waste disposal and cleansing services					



Allocated functions to the District

Functions omitted from existing enactment in terms of Extraordinary Provincial Gazette of KZN Vol3 No 299 dated 30 June 2009

## **4 THE VISION, MISSION AND CORE VALUES OF THE UTHUNGULU DISTRICT MUNICIPALITY**

---

### **4.1 VISION**

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

### **4.2 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

### **4.3 CORE VALUES**

- Integrity
- Transparency
- Commitment
- Co-operation
- Innovation
- Accountability

### **4.4 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. Amongst others, this 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 long term sustainability of communities, tourism and manufacturing practices.
- The building of capacity of 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 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.

## 5 THE INTEGRATED DEVELOPMENT PLAN (IDP) AND ITS 11 KEY DEVELOPMENT STRATEGIES

---

The IDP is divided into eleven key development strategies:

1. Municipal Transformation and Organisational Development.
2. Municipal Financial Viability and Management.
3. Good Governance and Public Participation.
4. Infrastructure Development and Service Delivery.
5. Basic Services Provision.
6. Local Economic Development.
7. Sustainable Human Settlement & Land Management.
8. Human Resource Development.
9. Rural Development & food security.
10. Community Development & Social Services.
11. Environmental & Resource Management.

The following table provides a summary of investment according to the above listed eleven strategies over the three year period from 2012/2013:

	2012/2013	2013/2014	2014/2015
	%	%	%
<b>Strategy 1:</b> Municipal Transformation and Organisational Development	0.41	0.83	0.50
<b>Strategy 2:</b> Municipal Financial Viability and Management	0.02	0.00	0.003
<b>Strategy 3:</b> Good Governance and Public Participation	0.00	0.00	0.00
<b>Strategy 4:</b> Infrastructure Development and Service Delivery	4.05	7.50	11.10
<b>Strategy 5:</b> Basic Services Provision	97.47	91.03	87.38
<b>Strategy 6:</b> Local Economic Development	0.00	0.00	0.00
<b>Strategy 7:</b> Sustainable Human Settlement & Land Management	0.00	0.00	0.00
<b>Strategy 8:</b> Human Resource Development	0.00	0.00	0.00
<b>Strategy 9:</b> Rural Development & food security	0.00	0.00	0.00
<b>Strategy 10:</b> Community Development & Social Services	0.05	0.64	1.02
<b>Strategy 11:</b> Environmental & Resource Management	0.00	0.00	0.00
<b>GRAND TOTAL</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>



## **6 ALIGNMENT WITH NATIONAL KEY PERFORMANCE AREAS**

At National level, 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:

### **6.1 BASIC SERVICE DELIVERY**

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

- A sound and updated statistical based service delivery plan
- MDG's/Targets for municipal services (e.g. water, sanitation, electricity, refuse removal, transportation);
- Free Basic Services and Indigent Register;
- Operations & Maintenance;
- Capacity to implement an Integrated Capital Infrastructure Plan.

### **6.2 LOCAL ECONOMIC DEVELOPMENT**

This includes 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., and 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;
- Vision 2030 and second economy investment;
- Skills development;
- LED institutional capacity;
- Social partners.

### **6.3 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 Report and Annual Performance Report submitted

#### **6.4 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT**

It relates to 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 reporting and 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;
- Capacity assessment to implement IDP;
- Various policies;
- Organisational PMS

#### **6.5 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 KPA's have a spatial implication:

#### **6.6 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

### **7 BACKGROUND TO THE SDBIP**

---

7.1 uThungulu carries out extensive consultation with the community and other stakeholders as part of the IDP and budgeting process to ensure awareness of, and to encourage input into the Budget and the IDP.

7.2 Each department has prepared its own operational plan to give effect to both 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.

7.3 The SDBIP is a requirement under the MFMA. The National Treasury has issued a circular identifying the key components as:

- Monthly projections of revenue to be collected for each source;
- Monthly projections of expenditure (operating and capital) and revenue of each vote;
- Quarterly projections of service delivery targets and performance indicators for each vote;
- Ward information for expenditure and service delivery; and
- Detailed capital works plan broken down by ward over three years.

7.4 The information systems at a district level do not allow detailed operational expenditure to be broken down by ward. However, capital projects do identify individual wards wherever possible.

## 8 STRATEGY – LONG-TERM OBJECTIVES

8.1 The council has set itself some stretching targets within the framework of the five-year IDP and beyond. The following eleven strategies are listed below:

No	Strategy	Objective	Output/Indicators
1	Municipal Transformation and Organisational Development	To provide effective human resource development to staff and Councillors.	The District will ensure the enhancement of staff and Councillors through the completion TASK Job Evaluations on all posts listed on Organogram by 30 June 2017.
			The District will also ensure the wellbeing of all staff through the implementation of an Employee Wellness programme.
			A safe and healthy working environment will be created for all staff through 100% compliance with the Occupational Health and Safety Act.
		To strengthen programmes on information and communication technology services.	The District will ensure effective and efficient records keeping through the analysis of the current document management systems and the upgrading information technology and relevant technological infrastructure.
		To ensure the monitoring and evaluation of municipal performance.	Service delivery will be monitored and evaluated to ensure the effective delivery of services to the community through the implementation of a compliant Electronic Performance Management System by 2017.
		To ensure best practice principles are followed by the enhancement of institutional development.	The long term goal is to effectively implement risk management strategies, fraud and corruption prevention and municipal turnaround strategies needed for the District to function as an ethically sound entity by 2017. Business plans to address current outstanding matters have been formulated and will be addressed and recommendations implemented on a long term strategic basis.

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

		To ensure integrated development in order to achieve sustainable development.	It is a priority to achieve sustainable development through the continuous review of development objectives contained in the Integrated Development Plan through community participation.
2	Municipal Financial Viability and Management	To aim at achieving a clean audit in 2014.	It is a vital objective of the District that financial management be conducted with due diligence to ensure that 100% MFMA compliance is maintained at all times and municipal financial bylaws and policies be effectively implemented to ensure the receipt of a clean audit during the 2013/2014 financial year.
3	Good Governance and Public Participation	To promote community participation and communication.	It is a priority of the District to ensure sustainable intergovernmental relationships through the participation and coordination of regular District Imbizos, Technical District Committees, District Mayor's Forums and meetings of the District House of Traditional Leaders.
			The District will aim at achieving sustainable development through careful communication and participation with relevant stakeholders and the community through various public relations media.
4	Infrastructure Development and Service Delivery	To plan and institute the provision, upgrading and maintenance of solid waste services.	The objective is that the District will provide solid waste disposal services to the municipalities located within the municipal area to reduce pollution.
		To plan and institute the provision, upgrading and maintenance of regional cemeteries and crematoria.	The aim is to improve social and environmental wellbeing through the completion of Phase II of the Regional Cemetery and the establishment of Mandawe Cemetery by 30 June 2014.
5	Basic Services Provision	To ensure a basic standard of living for all through the provision of basic water delivery.	A first priority is to provide water to a survival standard of to at least 90% of the population of the district at a volume of 5 litre per person per day within a 1km walking distance and, a second objective is to provide at least 35% of the population with 25 litre water per person per day within a 200 m walking distance (RDP standard).
		To ensure a basic standard of living for all through the provision of basic sanitation services.	Sanitation targets are to provide basic health hygiene education to at least 90% of the population and to provide at least 25% of the population with VIP latrine services.
6	Local Economic Development	To develop and capacitate SMME's and local entrepreneurs.	The long-term objective is to reduce poverty levels in the district by half by the year 2014. This will be achieved with a reduction in the unemployment level from the current 45% to 22% by the year 2014

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

		To promote the district as a tourism destination.	The District will develop a Tourism Development Plan by 30 June 2013 and initiate tourism projects and programmes in accordance with the business plan for implementation by 30 June 2017.
		To promote agricultural development within the community.	The District will develop an Agricultural Development Plan by 30 June 2013 and initiate tourism projects and programmes in accordance with the business plan for implementation by 30 June 2017.
7	Sustainable Human Settlements and Land Management	To ensure effective spatial planning and development to improve the management of district level responsibilities.	The long-term goal is to achieve an equitable distribution of urban and rural development projects and therefore an equal improvement in access to community and municipal services.
8	Human Resource Development	To provide effective human resource development to the community.	The goal is to alleviate illiteracy and improve the unemployment of the community through the establishment of a District Education Programme and District Skills Development Programme by 30 June 2013.
9	Rural Development and Food Security	To provide rural development and alleviation of hunger within the community.	The District will commit itself to alleviating hunger and ensuring rural development through programmes aimed at establishing sustainable food sources for the community.
10	Community Development and Social Services	To improve environmental health within the district.	A priority of the District is to formulate an Air Quality Management Plan by 30 June 2013 and implement all recommendations passed within the plan by 30 June 2017.
		To promote healthy lifestyles for the community.	The District will aim at promoting healthy lifestyles within the community through the implementation of programmes and events aimed at physical activity such as sports. The District will facilitate and provide events for participation by all local municipalities within the family.
		To minimize the effect of natural and other disasters on the community.	The District will provide disaster management services to aid all municipalities within the family of municipalities and effectively respond to 100% of all disasters by providing support either financially or otherwise.
		To reduce incidence of HIV/AIDS infections.	The District has committed itself to reducing HIV/AIDS by implementing awareness programmes and providing support financially or otherwise to affected community.
11	Environmental and Resource Management	To efficiently manage scarce resources within the district	The District will continue to protect and reserve precious resources within its municipal area through the Coastal Management Plan and Integrated Environmental Programme.

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

**8.2** The council's highest priorities are aimed at eradicating rural backlogs for water supply and sanitation services, as measured against Rural Development Plan (RDP) standards.

Table 1: Water backlogs below RDP standards in uThungulu Table 1 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 is its own water services provider. Comparing the census data of 2001 and 2011, backlogs have reduced from 81% to 37%. It is also worth noting that the population has reduced from 145 352 households in the District to 116 347 due to migration to major cities,

*Table 1: Water backlogs below RDP standards in uThungulu*

Municipality	2001/2 Number of Households	% Water backlogs	2011/12 Number of Households	Access to water		% Water backlogs
				With	Without	
KZN281: Mfolozi	21 961	97	25 584	19 147	6 436	25
KZN283: Ntambanana	19 630	81	12 826	6 122	6 704	52
KZN284: uMlalazi	54 028	82	45 062	27 679	17 383	39
KZN285: Mthonjaneni	12 137	78	10 433	6 491	3 942	38
KZN286: Nkandla	37 596	72	22 463	13 616	8 846	39
<b>TOTAL</b>	<b>145 352</b>	<b>81</b>	<b>116 367</b>	<b>73 055</b>	<b>43 312</b>	<b>37</b>

Table 2 provides a detailed summary of progress made in respect of the eradication of backlogs in sanitation provision. Since the census data of 2001, sanitation backlogs in the District have reduced from 89% to 42% based on census data of 2011.

*Table 2: Sanitation Backlogs below RDP standards in uThungulu*

Municipality	2001/2 Number of Households	% Sanitation backlogs	2011/12 Number of Households	Access to Sanitation		% Sanitation backlogs
				With	Without	
KZN281: Mfolozi	21 961	99	25 584	14 421	11 163	44
KZN283: Ntambanana	19 630	76	12 826	6 974	5 852	46
KZN284: uMlalazi	54 028	85	45 062	28 151	16 911	38
KZN285: Mthonjaneni	12 137	95	10 433	5 112	5 321	51
KZN286: Nkandla	37 596	94	22 463	12 719	9 743	43

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

**8.2** In the short-term the council and its senior managers are committed to delivery on firm targets for 2012/13 and outline targets for 2013/14. Monitoring of delivery against targets will be reported to council on a quarterly basis.

**8.4 VOTE STRUCTURE**

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:

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

VOTE	DEPARTMENT	SERVICE
	<b>Municipal Manager</b>	
Executive & Council		Board General Expenses
Executive & Council		Department of the Municipal Manager
	<b>Planning &amp; Development</b>	
Planning & Development		Economic Development
Planning & Development		Planning Shared Services
Planning & Development		Development Planning & Environment
Planning & Development		Fresh Produce Market
Planning & Development		Executive Division – Planning & Development
	<b>Community Services</b>	
Community Services		Executive Division - Community & Social Services
Community Services		Community Services Division
Community Services		Technical Facility - Cemetery
Public Safety		Fire Fighting Services (Shared Services)
Public Safety		Disaster Management
Municipal Health		Municipal Health Services
	<b>Corporate Services</b>	
Executive & Council		Executive Division – Corporate Services
Executive & Council		Administrative Services Division
Finance & Administration		Management Services/Human Resources
Finance & Administration		Information & Communication Technology
Finance & Administration		Auxiliary Services – uThungulu 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 )
Finance & Administration		Management Accounts & Reporting
Water		Consumer Billing & Credit Control
	<b>Infrastructure Services</b>	
Water		Executive Division – Technical
Water		Municipal Infrastructure – Operations & Maintenance
Water		Municipal Infrastructure Implementation
Water		Project management Unit – MIG
Water		Water Services Authority Division
Water		Water Services Authority Division - SSA
Water		Operations & Maintenance - Western Region (Kz285 & Kz286)
Water		Operations & Maintenance - Southern Region (Kz284)
Water		Operations & Maintenance - Eastern Region (Kz281 & Kz283)
Waste Management		Technical Facility Services - Landfill
Waste Water Management		Waste Water Management

**8.5 BUDGETED MONTHLY REVENUE BY SOURCE AND EXPENDITURE BY TYPE (Attached at Appendix 1)**

**8.5.1** This is one of the most important and basic priorities of the municipality, as failure to collect revenue will undermine the ability of the municipality to deliver on services.

**8.5.2** The municipality's main sources of revenue are:-

- Grants and Subsidies from national and provincial governments;
- Equitable share from national government;
- Service charges from water, sanitation solid waste and cemetery services provided by the District;
- Interest from investing the municipality's funds and interest charged for services not paid on time by consumers; and
- Other – including tender deposits and other income collected by the municipality from other service charges.

**8.5.3** Approved credit and debt control policy are in operation within the uThungulu District Municipality.

**8.5.4** The levy income system was abolished with effect from July 2006. Levy income has been replaced with a temporary replacement grant to be received in three tranches from National Government.

**8.5.5** The main support for capital spending is from the Municipal Infrastructure Grant (MIG) primarily water and sanitation. All the programmes and projects will be designed to meet the principles of the Expanded Public Works Programme (EPWP) with regards to, inter alia, labour intensive construction methods and capacity building. This also makes a significant contribution to job creation in the rural areas, where unemployment is estimated at about 45%.

**8.5.6** Other revenue sources include National and Provincial Grant funding towards addressing priorities, identified through respective IDP's at district and local municipality level.

**8.6 BUDGETED MONTHLY REVENUE AND EXPENDITURE BY MUNICIPAL VOTE (Attached at Appendix 2)**

**8.6.1** These projections are made on a cash flow basis, taking into account experience and the council's policy regarding supplier payments. Each department is responsible for monitoring payments against vote and this will be monitored on a monthly basis in accordance with section 71 of the MFMA.

**Operational Budget**

**8.6.2** The operational budget of the municipality has been aligned with that of the National Treasury format or structure of votes and complements the operational structure within the municipality. Each senior manager will have the responsibility to monitor performance, spending and revenue patterns against those estimated by them at the start of the year.



### **Capital Budget**

- 8.6.3** The cash flow of the capital budget has also been estimated by each department and will act as one of the benchmarks for assessing performance on projects. Currently capital projects are funded from operating revenue and from the government. The grant-funded projects in the form of MIG are also reported to the Department of Co-operative Governance and Traditional Affairs (CoGTA) and performance is measured against the cash flows set per project and approved by the department.
- 8.6.4** The municipality has a supply chain management policy, in line with the National Treasury regulations. Procedures were introduced to ensure that this meets government and local targets, such as preferential procurement, and to ensure that there are cost-effective procurement arrangements in place.

## **9 ORGANISATIONAL STRUCTURE**

---

In order to implement the programmes under the 5 key Development Strategies, the administration of the uThungulu District Municipality, is organized into 4 Service Units:

- 9.1** The Office of the Municipal Manager;
- 9.2** The Department Planning and Economic Development;
- 9.3** The Department: Financial Services;
- 9.4** The Department: Technical Services;
- 9.5** The Department: Corporate Services.
- 9.6** The Department: Community Services

## **10 OFFICE OF THE MUNICIPAL MANAGER**

---

### **10.1 DEPARTMENTAL VISION, MISSION AND CORE VALUES**

#### **10.1.1 VISION**

“A municipal manager’s office that promotes an economically sound district with effective infrastructure and a district that empowers people, protects the environment and demonstrates leadership excellence.”

#### **10.1.2 MISSION**

To develop and maintain effective and efficient managerial processes and practices to ensure the creation of a prosperous district by:

- Managing the provision of a high standard of essential basic services;
- Ensuring management practices that support sustainable local economic development;
- Promoting the encouragement of committing participation in service delivery projects.

### 10.1.3 CORE VALUES

- To promote the value of integrity among officials;
- To promote transparency in the way that the municipality conducts its business;
- To foster a culture of commitment in respect of service delivery within the municipality's servicing area;
- To ensure a spirit of cooperation within the municipality, among municipalities within the district, with other districts as well as with provincial and national spheres;
- To promote a culture of innovation in the carrying out of functions and delivery of services to the communities within the servicing area of the district.

### 10.1.4 RESPONSIBILITIES

The Accountable Officer in terms of prevailing local government legislation and responsible as Chief Executive Officer for the effective and efficient operations of the uThungulu District Municipality as an institution.

It is the responsibility of the Municipal Manager as "Accountable Officer" to:

- Promote sound financial management throughout the municipality;
- Be responsible for all income and expenditure, all assets and the discharge of all liabilities;
- Ensure compliance with the Municipal Finance Management Act (MFMA) No. 56 of 2003;
- Prevent fruitless and wasteful expenditure;
- Disclose all information on debts;
- Ensure the development and implementation of the Integrated Development Plan (IDP), which consists of eleven development strategies upon which the annual budget is based.
- Ensure the further development and implementation of a Performance Management System to measure service delivery in terms of performance indicators of each Key Performance Area (KPA) under the eleven development strategies.
- Co-ordination of Operational Activities within uThungulu District Municipality;
- The promotion of Intergovernmental Relations.

### 10.1.5 PUBLIC RELATIONS MANAGER

The Public Relations Manager is responsible for the following:

- To promote community participation in local government;
- To promote synergies with the private and public sector to market the district;
- To improve the municipality's public image by communicating in a transparent, effective and pro-active manner;
- Batho Pele
- Intergovernmental Relations
- District Communications Forum

#### **10.1.6 LEGAL SERVICES UNIT**

The Legal Services Unit is responsible for the following:

- To manage the provision of comprehensive, efficient and effective legal services to the municipality
- To safeguard the municipality's interests in all legally related matters
- To ensure that the municipality's operations are conducted with the parameters of applicable legislation
- To provide various legal opinions to the municipality
- Is involved in the drafting and vetting of various agreements
- Conducts ongoing research to advise the municipality on the latest developments in the legal space
- Plays a vital role in the drafting and the ongoing of review of by-laws and attends to legal formalities in respect of the promulgation of same.

**10.1.7** The Quarterly Projections of Service Delivery Targets and Performance Indicators (the departmental SDBIP) for the Office of the Municipal manager is attached as Appendix "3".

### **11 DEPARTMENT: PLANNING AND ECONOMIC DEVELOPMENT**

---

**11.1** The Executive Division of the Deputy Municipal Manager: Planning and Economic Development is responsible for the following strategic portfolios:

- Managing the compilation of the IDP and the annual IDP review process;
- Managing the Organizational Performance Management System (OPMS) as well as the Individual Performance Management System for Section 56 Managers;
- Managing the Strategic Portfolio of Local Economic Development by facilitating new investments and new developments within the district in respect of the sectors of Tourism, Agriculture, Business & Industry and SMME Development.
- Managing the uThungulu District Municipality Shared Services Support to participating local municipalities within the district, in respect of Development Planning and Organizational Performance Management Functions.
- Managing the Strategic Portfolio of Risk Management inclusive of Fraud Prevention within the municipality by coordinating and facilitating all joint actions by departments;
- Managing all actions and initiatives in respect of the state of Statutory- ; Development - and Spatial Development Planning and Environmental Management;

## 11.2 Economic Development and Planning

### *Objectives*

- Promote Local Economic Development;
- Promote the District as a preferred investment destination;
- Promote Local Tourism Development and coordination;
- Promote Agricultural development and implementation;
- Promote SMME Business & Industrial Developments;
- Development Planning support function for District Municipality;
- Integrated Development Planning;
- Statutory Planning
- Environmental Management.

## 11.3 ECONOMIC DEVELOPMENT

### *Key Performance Areas*

- Facilitation of the Local Economic Development initiatives in the District;
- Facilitate and co-ordinate LED Capacity, Institutional & Operational Support initiatives;
- Marketing of the District as a preferred investment destination;
- Implementation of LED & Tourism projects within the district;
- Marketing of District as a Tourism Destination;
- Promotion, coordination and implementation of Agriculture initiatives in the District;
- SMME, Industrial and Business Development Support Services.

### *Objectives*

- Ensuring Economic Growth in the District;
- Attracting Investment to the District;
- Improving the Socio-Economic conditions of residents in the District;
- Establishing the District as a preferred destination for Tourism and Business Investment

### *Key Performance Indicators*

- Improving institutional and operational support to SMME's;
- Strengthening the Tourism, Agricultural and Business Sectors in the District;
- Marketing the competitive advantages of investing in the uThungulu District;
- Facilitation of the investment process for investors to the District.
- Implementation of specific catalytic intervention projects in the sectors of Agriculture and Tourism

## 11.4 DEVELOPMENT PLANNING

### *Key Performance Areas*

- Development Planning Function of the District Municipality;
- Ensure compliance with applicable legislation in Development Planning;
- Co-ordination of the 5 year IDP compilation process and the IDP Review Process;

## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

- Undertake alignment of IDP Process with municipalities, sectoral departments and interested and affected parties.
- Shared Services Development Planning function;
- Statutory Planning function of the District Municipality as well as Statutory Planning functional support to the family of municipalities.

### *Objectives*

- Ensure that Strategic Integrated Development Planning takes place within the District;
- Ensure successful implementation of the Development Planning Shared Services within the District;
- Ensure development takes place within the legislative framework;
- Facilitation of an Integrated Development approach throughout the District.
- Ensure that development complies with Environmental Management legislation.

### *Key Performance Indicators*

- Maintaining of Development Planning Shared Services;
- Compliance with applicable legislation in development planning;
- Ensuring that development takes place according to Spatial Framework;
- Ensuring budget and IDP alignment;
- Compilation and review of District IDP.
- Compliance with Environmental Management legislation.

The Quarterly Projections of Service Delivery Targets and Performance Indicators (the departmental SDBIP) for the office of the Deputy Municipal Manager, Economic Development & Planning is attached as **Appendix "4"**.

## **12 DEPARTMENT: FINANCIAL SERVICES**

---

The overall objectives of the Financial Services department is

- The Management of Financial Municipal Reporting
- The Management of Municipal Budgets
- The Management of Supply Chain Management
- The Management of Municipal Expenditure
- The Management of Municipal Assets
- The Management of Municipal Revenues
- Annual preparation of Annual Financial Statements

## 12.1. BUDGET

### *Key Performance Areas*

- Compliance with legislation
- Administration of Council's Standard Chart of Accounts
- Implementation of sound internal controls
- Implementation and the annual review of the District's:
  - Budget policy
  - Borrowing policy
  - Virement policy
- Sound financial reporting mechanism for the above functions
- Administration of Council's Insurance Portfolio
- Compilation of Financial implications for items serving at all Council Structures
- Compilation of the Budget, Adjustment Budget and midyear review in terms of the MFMA and the Municipal Budget & Reporting Regulations

### *Objectives*

- Preparation of an outcome based budget and enhanced budgetary controls
- Compilation of reports and returns to national, provincial government and the council structures
- Over viewing of insurance administration
- An accurate and effective financial management system

### *Key Performance Indicators*

- Annual review and implementation of Budget related policies
- Co-ordination of budget process in line with Budget Regulations
- Submit monthly, quarterly and annual reports
- Monitor and report of the insurance administration

## 12.2. REVENUE MANAGEMENT

### *Key Performance Areas*

- Compliance with legislation and implementation of proper internal controls
- Develop sound financial reporting mechanism for the above functions
- Implementation and the annual review of the District's:
  - Credit and Debt control policy
  - Indigent policy
  - Incentive policy
  - Tariff policy
  - Reporting on the above policies
- Monitoring of all grant funding as Gazette by National and Provincial departments

**Objectives**

- To maintain credit and debt by-laws
- Establishment and maintenance of the indigent register
- Enhance revenue collection and accountability through proper receipting
- Improve the collection of unpaid monies
- Ensure effective and efficient customer service
- Ensure that all grant funding as Gazetted are received and reported.
- An accurate and effective financial management system

**Key Performance Indicators**

- Annual revision of:
  - Credit and debt control policy
  - Indigent policy
  - Incentive policy
  - Tariff policy
- Reporting on the above policies
- Improved debtors collection per targets
- Monthly reporting of grants as gazetted
- Improved debtors collection per targets
- Monthly reporting of grants as gazette

### 12.3. SUPPLY CHAIN MANAGEMENT AND LOGISTICS

**Key Performance Areas**

- Compliance with legislation
- Develop and implement sound internal controls
- Develop processes for sound financial reporting
- Review and amend the District's Supply Chain Management policy annually and implement changes if applicable
- Implementation of sound internal controls
- Monitoring and controlling of stock counts

**Objectives**

- The implementation and monitoring of the supply chain management policy
- Ensure the effective and efficient management of logistics
- An accurate and effective financial management system

**Key Performance Indicators**

- Annual review of Supply Change Management Policy
- Submit reports per Supply Chain Management policy and regulations
- Control and monitor quarterly stock counts

## 12.4. ASSET MANAGEMENT

### *Key Performance Areas*

- Compliance with legislation and implementation of proper internal controls
- Develop sound financial reporting mechanism for the above functions
- Implementation and the annual review of the District's Property , Plant & Equipment (PPE) policy

### *Objectives*

- The implementation and monitoring of the PPE policy
- Ensure an asset register is maintained by updating regularly
- An accurate and effective financial management system

### *Key Performance Indicators*

- Annual review of PPE policy
- Administration of the asset register through updating and verification
- Reporting on the asset register

## 12.5. EXPENDITURE

### *Key Performance Areas*

- Compliance with legislation and implementation of proper internal controls
- Develop sound financial reporting mechanism for the above functions
- Prompt payment of all categories of creditors
- Prompt payment of staff salaries and councillor allowances

### *Objectives*

- Ensure accurate and timeous payment of all categories of creditors
- Ensure accurate and timeous payment of salaries and councillor allowances inclusive of statutory payments
- 
- An accurate and effective financial management system inclusive of statutory payments
- 

### *Key Performance Indicators*

- Monitoring of timely payments of all categories of creditors and salaries
- Monitoring of timely payments of staff salaries and councilor allowances, inclusive of statutory payments



## 12.6. MANAGEMENT ACCOUNTS

### *Key Performance Areas*

- Compliance with legislation
- Implementation of sound internal controls
- Implementation and the annual review of the District's:
  - Investment and Banking policy
  - Borrowing policy
- Develop sound financial reporting mechanism for the above functions
- Preparation of the Annual Financial Statements
- Investment portfolio administration
- OPMS for finance department

### *Objectives*

- Preparation of the Annual Financial Statements
- Compilation of a cash flow management strategy linked to an investment portfolio
- Compilation of reports on loans & investments
- An accurate and effective financial management system

### *Key Performance Indicators*

- Preparation of Annual Financial Statements
- Maintain an Investment Register
- Maintain a Loan Register
- Reporting on financial departments performance (SDBIP)
- Reporting on Investments and Loans

The Quarterly Projections of Service Delivery Targets and Performance Indicators (the department SDBIP) for the Department: Financial Services is attached as **Appendix "5"**

## 13 DEPARTMENT: TECHNICAL SERVICES

---

The Department: Technical Services consists of four sections:

- 13.1 Water Service Authority
- 13.2 Municipal Infrastructure Implementation
- 13.3 Municipal Infrastructure Operations and Maintenance
- 13.4 Auxiliary Infrastructure Services

### *Overall Objectives*

- Research and development of new projects
- Preparation of short, medium and long term water development plans and implementation strategies
- Operation and maintenance of water and sanitation schemes
- Implementation of all capital projects of the municipality
- Approval of building plans for Nkandla Local Municipality.
- Operation and management of the Regional Solid Waste site

- Coordination and support of the local municipalities in among other things developing and updating the:
  - Energy Sector Plans,
  - Waste Management Plans
  - Road Asset Management System (RAMS)

An overview and analysis of the functions of per directorate within the Technical Department:-

### 13.1 WATER SERVICE AUTHORITY

#### *Key Performance Areas*

- Preparation of the Water Services Development Plan
- Formulation and update of water by-laws
- Communicating council policies to the communities
- Formulation of technical guiding principles for tariff formulation and review
- Compilation of the water and sanitation master plan
- Formulation of the survival water distribution plan and strategy
- Water quality management performance assessment
- Formulation and implementation of the water conservation and water demand management strategy

#### *Objectives*

- Monitor the reduction of water services backlog
- Update the water services master plans
- Align projects and budget to the IDP frame
- Ensure that project expenditure is aligned to the cash flows
- Ensure that communities understand the council policies and procedures related to water services operations

#### *Key Performance Indicators*

- Compilation and updating of the WSDP
- Compilation of the water and sanitation master plan
- Doing project feasibility studies (Research and Development)
- Compilation of project business plans
- Formulation of the water services by-laws
- Communicating council policies with the public and other sectors
- Verifying and aligning the KZ infrastructural development projects (housing and industrial) with the WSDP and advise council accordingly of these projects
- Designing of small water project and giving comments to all designs received from the consultants
- Managing and updating project budgets and cash flows and reporting to the external funders
- Preparation of the survival water distribution plan
- Management of water related reports and ensure compliance with the applicable legislation

## 13.2 MUNICIPAL INFRASTRUCTURE IMPLEMENTATION

### *Key Performance Areas*

- Planning, designing and construction of Landfill Sites
- Planning, designing and construction of Regional cemeteries
- Oversight role of the Energy Sector Plan
- Implementation of new water and sanitation projects
- Approval of building plans for Nkandla Local Municipality
- Management and operation of the Regional Landfill Site

### *Objectives*

- To successfully implement the backlog reduction strategy of council related to water services infrastructure
- To successfully implement and complete approved projects in time and within budget
- To support the local municipalities with quality service in terms of the building plan approval and to give proper and accurate guidance related to building inspectorate function
- To oversee the implementation of a comprehensive energy sector plan for the District and proper planning of electricity distribution within the municipalities

### *Key Performance Indicators*

- Managing the construction of both water and sanitation projects
- Responsible for the implementation of both the bulk and reticulation networks
- Preparing project progress reports
- Interpretation of drawings
- Preparation of the construction programme for the SMME's
- Approving the material requisitions for the SMME's
- Sourcing and interviewing the newly established SMME's
- Allocating work to the SMME's
- Managing the SMME's and giving feedback on their performance
- Coordinating training in terms of the EPWP requirements
- Approving payments for the SMME's
- Doing project inspections and supporting the site technicians
- Design and construction of all council's approved infrastructural projects and ensuring the following:
  - Construction methods are environmentally sound
  - Construction methods promotes local economic development
  - All projects meet the municipality's objectives in terms of level of service, supply areas (project footprint), construction timeframes
  - Project is constructed in accordance with all standard details of council
  - Progress reports and cash flows are updated and submitted timeously to the relevant committees of council and to the respective Provincial and National government departments
- Building control function for Nkandla Local Municipality
- Operations and maintenance of the Regional Landfill site
- Operations and maintenance of the Regional Cemetery

### 13.3 MUNICIPAL INFRASTRUCTURE OPERATIONS AND MAINTENANCE

#### ***Key Performance Areas***

- Management of council water services infrastructure (assets)
- Management of the service support agent executing the water service provider function for rural areas and management of other service providers appointed within the directorate
- Management of the council's survival water distribution programme
- Management of borehole development programme of the municipality
- Management of the drinking water quality programme and ensuring compliance with applicable legislation
- Management of the wastewater quality programme and ensuring compliance with applicable legislation
- Implementation of the tanker reduction strategy of the municipality
- Implementation of the water conservation and water demand management strategy of the municipality
- Ensure that the water services infrastructure complies with all OHS act requirements
- Management of the water services call centre

#### ***Objectives***

- To keep all the municipality's water and sanitation schemes in good operational conditions
- To ensure that the municipality gets value for money with the appointment of external service providers and that all performance targets in terms of the service level agreements are achieved
- To provide effective management to the water survival programmes and keep all water supply points operational
- To locate new cluster of communities with water that qualifies for the new boreholes and hand-pump and to ensure that all existing hand pumps are operational

#### ***Key Performance Indicators***

- Operation and maintenance of all water services infrastructure which includes the following:
  - Ensuring that all rural water schemes are functional
  - Water production is in terms of the applicable specifications and national guidelines
  - Ensuring that all town water networks are functional and without leaks
  - Ensuring that the sewage systems and plants are operational and maintained in accordance with the prevailing legislation
  - Ensuring that water quality tests are done and checked against the SANS 241 specifications
- Responsible for the water loss management
- Responsible for the emergency and drought relief programmes of the municipality which includes the following:
  - Drilling, testing and equipping of new boreholes
  - Repairs and maintenance of hand pumps
  - Spring development and protection
  - Provision of water through the water tankers

The Quarterly Projections of Service Delivery Targets and Performance Indicators (the department SDBIP) for the Department: Financial Services is attached as **Appendix "5"**.

#### 13.4 AUXILIARY INFRASTRUCTURE SERVICES

Although due to financial constraints this function has not taken off completely, its function is to support the local municipalities in several infrastructural related activities pertaining to:

- Transportation;
- Energy
- Housing
- Sports infrastructure
- Waste management

### 14 DEPARTMENT: CORPORATE SERVICES

---

The Department: Corporate Services consists of the following sections:

- Administrative Services
- Management Services
- Information Technology
- Community Services

#### 14.1 ADMINISTRATIVE SERVICES

This section is responsible for the smooth and efficient operation of Councils processes such as:

##### ***Key Performance Areas***

##### **Committee/Secretariat Services**

This Section is responsible for the compilation of agendas, minutes, reports, etc. of Council, Exco, Portfolio Committees and ad-hoc committees.

##### **Registry and Records**

Registry and records keeps and maintains all records of Council, both physical and electronic records.

##### **Councillor Support**

This section provides a support service to councillors.

##### **Delivery Services**

This section is responsible for the internal and external delivery and distribution of councils communication material, be it agendas, reports, letters, notifications, etc.

##### **Printing and Photocopy Services**

All communication material is reproduced in this section.

**Fleet Control**

This section is responsible for the internal control and allocation of Council's fleet vehicles.

**Building Control**

Building control is responsible for the upkeep and maintenance of council's buildings.

**Key Performance Indicators**

- Ensure that the access to information manual is revised and updated as per legislation;
- Provision of efficient and effective General Administrative Services

**14.2. MANAGEMENT SERVICES**

**Recruitment and Selection**

This section is responsible for the recruitment and selection of staff. The achievement of the Employment Equity Plan of the organization is coordinated by this section.

**Skills Development and Training**

This section formulates the WSP and equips staff with the necessary skills to meet the demands of their jobs. The section also coordinates the formulation of the annual Skills Audit, compiles and submits the Workplace Skills Report. All training and development events, including Bursaries, Learnerships, and Learning Programs are handled by this section, as is all contact and liaison with external Providers.

**Human Resource Administration**

HR Administration provides a service to its internal customers and assists with issues such as benefits, leave, allowances, subsidies, etc. The Section also ensures that all Human Resources Policies and Procedures are updated from time to time to ensure compliance with extant legislation and HR best practice.

**Occupational Health and Safety**

This section monitors compliance with legislation and ensures that measures for a safe and healthy environment for employees are in place. It focuses on implementing corrective measures to eliminate hazards in the workplace.

**Employee Assistance**

This program takes care of the emotional, physical, psychological, well being of employees. It is a program that assists employees to deal with problems whether it is experienced at work or at home.

**Industrial Relations**

This section concerns itself with ensuring the existence of healthy labour relationships by: being pro-active in resolving employee grievances/issues, professional handling of disciplinary or misconduct matters, and by championing dialogue through consultation and collaboration.

**Key Performance Indicators**

- Rollout and maintenance of Employee Assistance Programme
- Implementation and compliance with Occupational Health and Safety
- Election and training of Safety Reps
- Skills Development and implementation
- Timeous handling of Grievances and Discipline
- Updated Policies
- Skills shortages identified and addressed

**14.3. INFORMATION TECHNOLOGY**

This section provides the IT infrastructure and systems to help the organization realize its goals and objectives by aligning IT services with the Integrated Development Plan.

**Key Performance Areas**

- Email, Internet, Intranet and Document Management Services (DMS)
- Help-desk services
- Provision of software and hardware
- Disaster Recovery Systems
- IT strategy and Master Systems Plan (MSP)

**Key Performance Indicators**

- Up-time of 90%+ for email, Internet, Intranet and DMS
- Provide friendly, effective and efficient help-desk services
- Reduce software licensing costs by 20% by introducing less costly systems
- Effective recovery of data after any disaster within 48 hrs
- The IT strategy and MSP is refreshed and aligned with the current IDP

- 14.4.** The Quarterly Projections of Service Delivery Targets and Performance Indicators (the departmental SDBIP) for the Department: Corporate Services is attached as **Appendix “7”**.

**15. DEPARTMENT: COMMUNITY SERVICES**

---

The Department Community Services is responsible for the following services:

- 15.1** Public Safety
- 15.2** Municipal Health Services
- 15.3** Community & Social Services
- 15.4** Cemetery & Crematoria

**Overall Objectives**

- Provision of community services in the District
- Promotion of social development in the District
- Crime prevention and awareness in the District

## UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

- Community awareness on diseases in the District
- Sound co-ordination of the Disaster Management function
- Rendering of Fire Fighting Services
- Environmental Health implementation and monitoring
- Establishment and expansion of Regional Cemetery

### **Key Performance Areas**

- Fire Fighting Services
- Disaster Management
- Environmental Awareness and Community education on diseases
- Marginalised Groups
- Community Awareness and education on HIV/Aids
- Expansion of Regional Cemetery

### **Key Performance Indicators**

- Rendering of Fire Fighting and Disaster Management services
- Fire Fighting and monitoring
- Management of the Disaster Management Centre
- Maintenance of a safe, healthy and hygienic environment
- Monitor and report on crime
- Celebration of Women's day
- Youth day celebration
- Celebrate Heritage day
- Empowerment of disabled people
- Annual prayer day
- Educate community on HIV/Aids
- Management of Regional Cemetery

- 15.5** The Quarterly Projections of Service Delivery Targets and Performance Indicators (the departmental SDBIP) for the Department: Corporate Services is attached as **Appendix "8"**.

## **16 DETAILED CAPITAL WORKS PLAN**

---

- 16.1** The capital programme for 2013/14 amounts to R277 488,000. See **Appendix "9"**.
- 16.2** The detailed programme provides information on individual schemes, thus enabling close monitoring including identification of estimated start and completion dates. Variances will be reported as part of the regular in-year reporting process.
- 16.3** The Water Services Development Plan (WSDP) has prioritized service delivery in terms of water and sanitation backlogs. The detailed programme has been extensively consulted on with local communities.
- 16.4** The IDP identified additional capital projects, not detailed in the appendix, for which funding will be sought.



## **17 CONCLUSION**

---

- 17.1** The SDBIP brings together a number of strategic plans and documents to give high level analysis of key deliverables against which there is assigned accountability and responsibility.
- 17.2** The SDBIP provides a basis for performance appraisal for the municipality as a whole, for departments and for senior managers. It also provides staff with a clear sense of purpose of the corporate goals.

**APPENDIX 1:  
BUDGETED MONTHLY REVENUE  
BY SOURCE AND EXPENDITURE BY TYPE**

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

DC28 uThungulu - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Budget Year 2013/14												Medium Term Revenue and Expenditure Framework			
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16	
<b>R thousand</b>																
<b>Revenue By Source</b>																
Service charges - water revenue	2,671	2,671	2,671	2,671	2,671	2,671	2,671	2,671	2,671	2,671	2,671	2,671	32,053	33,784	35,811	
Service charges - sanitation revenue	397	397	397	397	397	397	397	397	397	397	397	397	4,759	5,016	5,317	
Service charges - refuse revenue	1,142	1,142	1,142	1,142	1,142	1,142	1,142	1,142	1,142	1,142	1,142	1,142	13,700	16,440	19,728	
Service charges - other	24	24	24	24	24	24	24	24	24	24	24	24	285	301	319	
Rental of facilities and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Interest earned - external investments	2,253	2,253	2,253	2,253	2,253	2,253	2,253	2,253	2,253	2,253	2,253	2,253	27,033	28,655	30,374	
Interest earned - outstanding debtors	20	20	20	20	20	20	20	20	20	20	20	20	246	260	276	
Transfers recognised - operational	122,582	4,612	4,612	4,612	122,582	4,612	4,612	4,612	122,582	4,612	4,612	4,612	409,252	429,329	444,647	
Other revenue	3,069	3,069	3,069	3,069	3,069	3,069	3,069	3,069	3,069	3,069	3,069	3,069	36,827	11,127	29,713	
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>132,157</b>	<b>14,187</b>	<b>14,187</b>	<b>14,187</b>	<b>132,157</b>	<b>14,187</b>	<b>14,187</b>	<b>14,187</b>	<b>132,157</b>	<b>14,187</b>	<b>14,187</b>	<b>14,188</b>	<b>524,156</b>	<b>524,912</b>	<b>566,185</b>	
<b>Expenditure By Type</b>																
Employee related costs	11,532	11,532	11,532	11,532	11,532	11,532	11,532	11,532	11,532	11,532	11,532	11,858	138,704	153,153	163,790	
Remuneration of councillors	773	773	773	773	773	773	773	773	773	773	773	773	9,277	10,270	10,983	
Debt impairment	675	675	675	675	675	675	675	675	675	675	675	675	8,096	8,541	9,011	
Depreciation & asset impairment	3,819	3,819	3,819	3,819	3,819	3,819	3,819	3,819	3,819	3,819	3,819	3,819	45,827	48,872	52,920	
Finance charges	-	-	-	-	-	5,730	-	-	-	-	-	5,730	11,460	11,471	11,484	
Bulk purchases	2,090	2,090	2,090	2,090	2,090	2,090	2,090	2,090	2,090	2,090	2,090	2,090	25,082	26,462	41,733	
Other materials	25	25	25	25	25	25	25	25	25	25	25	25	299	315	329	

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

Contracted services	6,727	6,727	6,727	6,727	6,727	6,727	6,727	6,727	6,727	6,727	6,727	6,727	80,721	85,657	95,631
Transfers and grants	988	988	988	988	988	988	988	988	988	988	988	988	11,857	7,340	7,590
Other expenditure	16,257	16,257	16,257	16,257	16,257	16,257	16,257	16,257	16,257	16,257	16,257	16,257	194,755	189,593	193,668
<b>Total Expenditure</b>	<b>42,885</b>	<b>42,885</b>	<b>42,885</b>	<b>42,885</b>	<b>42,885</b>	<b>42,885</b>	<b>42,885</b>	<b>42,885</b>	<b>42,885</b>	<b>42,885</b>	<b>42,885</b>	<b>42,885</b>	<b>526,077</b>	<b>541,674</b>	<b>587,039</b>
<b>Surplus/(Deficit)</b>	<b>89,272</b>	<b>(28,697)</b>	<b>(28,697)</b>	<b>(28,697)</b>	<b>(28,697)</b>	<b>(28,697)</b>	<b>(28,697)</b>	<b>(28,697)</b>	<b>(28,697)</b>	<b>(28,697)</b>	<b>(28,697)</b>	<b>(28,697)</b>	<b>(1,921)</b>	<b>(16,762)</b>	<b>(20,854)</b>
Transfers recognised - capital	19,909	19,909	19,909	19,909	19,909	19,909	19,909	19,909	19,909	19,909	19,909	19,909	238,908	377,235	679,772
Contributions recognised - capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contributed assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>109,181</b>	<b>(8,788)</b>	<b>(8,788)</b>	<b>(8,788)</b>	<b>(8,788)</b>	<b>(8,788)</b>	<b>(8,788)</b>	<b>(8,788)</b>	<b>(8,788)</b>	<b>(8,788)</b>	<b>(8,788)</b>	<b>(8,788)</b>	<b>236,987</b>	<b>360,473</b>	<b>658,918</b>
Taxation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Attributable to minorities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit)</b>	<b>109,181</b>	<b>(8,788)</b>	<b>(8,788)</b>	<b>(8,788)</b>	<b>(8,788)</b>	<b>(8,788)</b>	<b>(8,788)</b>	<b>(8,788)</b>	<b>(8,788)</b>	<b>(8,788)</b>	<b>(8,788)</b>	<b>(8,788)</b>	<b>236,987</b>	<b>360,473</b>	<b>658,918</b>

**APPENDIX 2:  
BUDGETED MONTHLY REVENUE AND EXPENDITURE  
BY MUNICIPAL VOTE**

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

DC28 of Thungulu - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

R thousand	Budget Year 2013/14												Medium Term Revenue and Expenditure Framework			
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16	
<b>Revenue by Vote</b>																
Vote 3- Community & Social Services	24	24	24	24	24	24	24	24	24	24	24	Description 24	285	301	319	
Vote 5 - Environmental Health	1,421	1,421	1,421	1,421	1,421	1,421	1,421	1,421	1,421	1,421	1,421	1,421	17,050	18,158	19,157	
Vote 6 - Finance & Administration	130,314	12,344	12,344	12,344	130,314	12,344	12,344	130,314	12,344	12,344	12,344	12,344	502,042	628,329	964,374	
Vote 7 - Infrastructure Services	15,672	15,672	15,672	15,672	15,672	15,672	15,672	15,672	15,672	15,672	15,672	15,672	188,067	200,003	211,262	
Vote 8 - Waste Management	1,142	1,142	1,142	1,142	1,142	1,142	1,142	1,142	1,142	1,142	1,142	1,142	13,700	16,440	19,728	
Vote 9 - Waste Water Management	3,493	3,493	3,493	3,493	3,493	3,493	3,493	3,493	3,493	3,493	3,493	3,493	41,919	38,916	31,117	
<b>Total Revenue by Vote</b>	<b>152,066</b>	<b>34,096</b>	<b>34,096</b>	<b>34,096</b>	<b>152,066</b>	<b>34,096</b>	<b>34,096</b>	<b>152,066</b>	<b>34,096</b>	<b>34,096</b>	<b>34,096</b>	<b>34,097</b>	<b>763,064</b>	<b>902,147</b>	<b>1,245,957</b>	
<b>Expenditure by Vote to be appropriated</b>																
Vote 1 - Executive & Council	3,256	3,256	3,256	3,256	3,256	3,256	3,256	3,256	3,256	3,256	3,256	3,256	39,068	41,750	44,496	
Vote 2 - Economic Development, Planning & Environment	1,466	1,466	1,466	1,466	1,466	1,466	1,466	1,466	1,466	1,466	1,466	1,466	17,586	19,731	19,013	
Vote 3 - Community & Social Services	1,316	1,316	1,316	1,316	1,316	1,316	1,316	1,316	1,316	1,316	1,316	1,316	15,786	15,692	16,441	
Vote 4 - Public Safety	520	520	520	520	520	520	520	520	520	520	520	520	6,240	6,891	7,303	
Vote 5 - Environmental Health	1,404	1,404	1,404	1,404	1,404	1,404	1,404	1,404	1,404	1,404	1,404	1,404	16,850	18,158	19,157	
Vote 6 - Finance & Administration	-	-	-	-	-	-	-	-	-	-	-	-	33,605	71,876	74,322	
Vote 7 - Infrastructure Services	24,980	24,980	24,980	24,980	24,980	24,980	24,980	24,980	24,980	24,980	24,980	24,980	239,758	306,037	351,687	
Vote 8 - Waste Management	2,043	2,026	2,026	2,026	2,026	2,026	2,026	2,026	2,026	2,026	2,026	2,026	24,331	25,458	26,542	
Vote 9 - Waste Water Management	1,815	3,403	3,403	3,403	3,403	3,403	3,403	3,403	3,403	3,403	3,403	3,403	39,247	36,022	28,077	
<b>Total Expenditure by Vote</b>	<b>36,799</b>	<b>38,370</b>	<b>38,370</b>	<b>38,370</b>	<b>38,370</b>	<b>71,975</b>	<b>38,370</b>	<b>38,370</b>	<b>38,370</b>	<b>38,370</b>	<b>38,370</b>	<b>71,974</b>	<b>526,076</b>	<b>541,674</b>	<b>587,038</b>	
<b>Surplus/(Deficit) before assoc.</b>	<b>115,267</b>	<b>(4,274)</b>	<b>(4,274)</b>	<b>(4,274)</b>	<b>113,696</b>	<b>(37,879)</b>	<b>(4,274)</b>	<b>113,696</b>	<b>(4,274)</b>	<b>(4,274)</b>	<b>(4,274)</b>	<b>(37,879)</b>	<b>236,988</b>	<b>360,473</b>	<b>658,919</b>	
Taxation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Attributable to minorities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Surplus/(Deficit)</b>	<b>115,267</b>	<b>(4,274)</b>	<b>(4,274)</b>	<b>(4,274)</b>	<b>113,696</b>	<b>(37,879)</b>	<b>(4,274)</b>	<b>113,696</b>	<b>(4,274)</b>	<b>(4,274)</b>	<b>(4,274)</b>	<b>(37,879)</b>	<b>236,988</b>	<b>360,473</b>	<b>658,919</b>	

**APPENDIX 3:  
SDBIP MUNICIPAL MANAGER'S OFFICE**

Table 91: Quarterly Projections of Service Delivery Targets and Performance Indicators

OFFICE OF THE MUNICIPAL MANAGER											
COMPONENT 3 - QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS FOR EACH VOTE											
IDP	PERFORMANCE TARGET	UNIT OF MEASUREMENT	ANNUAL TARGET	QUARTER ENDING 30 SEPT		QUARTER ENDING 31 DEC		QUARTER ENDING 31 MARCH		QUARTER ENDING 30 JUNE	
				TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL
<b>1</b>	<b>MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT</b>										
1.1	Implement effective HR management in preparation of Clean Audit 2014 through the implementation of the Employment Equity Strategy by ensuring that 80% of appointments are made in line with the EEP. Report quarterly statistics to the Corporate Services Portfolio Committee.	Percentage of appointments made in line with EEP Number of black staff employed in the three highest levels of management Number of women employed by the municipality Number of youth employed by the municipality Number of disabled staff employed by the municipality	100% 10 102 120 3	100% 10 102 120 3	100% 10 102 120 3	100% 10 102 120 3	100% 10 102 120 3	100% 10 102 120 3	100% 10 102 120 3	100% 10 102 120 3	100% 10 102 120 3
1.2	Ensure the implementation of the 2013/2014 WSP by reporting quarterly on the percentage of budgeted amount spent on training programmes for staff and Councillors.	Date of completion of Skills Audit for staff and Councillors Date of approval of 2014/2014 WSP by Council	R1 556 000 100% 30-Apr-14 30-Jun-14	R134 600 10% 30-Apr-14 30-Jun-14	R403 800 30% 30-Apr-14 30-Jun-14	R933 600 60% 30-Apr-14 30-Jun-14	R1 556 000 100% 30-Apr-14 30-Jun-14	R1 556 000 100% 30-Apr-14 30-Jun-14	R1 556 000 100% 30-Apr-14 30-Jun-14	R1 556 000 100% 30-Apr-14 30-Jun-14	R1 556 000 100% 30-Apr-14 30-Jun-14
1.3	Conduct weekly, bi-weekly and monthly meetings, in preparation of Clean Audit 2014, with staff and political leadership to	Number of weekly MANCO meetings held Percentage of MANCO	52 80%	13 80%	13 80%	13 80%	13 80%	13 80%	13 80%	13 80%	13 80%



UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

		meetings chaired																				
		Number of weekly Mayoral meetings held	52	13							13											13
		Number of bi-weekly Political Leadership meetings	24	6							6											6
		Number of monthly HOD and Political Leadership Liaison meetings	12	3							3											3
		Number of monthly EXCO meetings	22	6							4											6
		Number of quarterly portfolio committee meetings per portfolio	60	15							15											15
		Number of Council meetings	6	2							1											1
1.4		Number of Performance Agreements signed by 31 July 2013	5	5																		
		Date of completion of Annual 2012/2013 Performance Assessment	30-Sep-13	30-Sep-13																		
		Date of submission of 2012/2013 Assessment Results to PAC	30-Nov-13	30-Nov-13																		
		Date of completion of Quarter 1 Performance Assessment	31-Dec-13	31-Dec-13																		
		Date of completion of Quarter 2 Performance Assessment	31-Mar-14	31-Mar-14																		
		Date of completion of Quarter 3 Performance Assessment	30-Jun-14	30-Jun-14																		30-Jun-14
		Number of Quarterly Internal Audit Reviews	4	1							1											1
		Date of submission of 2012/2013 Annual Performance Report to AG	31-Aug-13	31-Aug-13																		
		Number of OPMS Reports to MANCO	3	1							1											1
		Date of submission of Mid-Year Performance	31-Mar-14	31-Mar-14																		31-Mar-14
1.5		Ensure the implementation of the Performance Management Framework for 2013/2014 through the measurement and reporting of performance of the municipality as an institution. Ensure oversight functionality by conducting quarterly internal audits on performance management in preparation for Clean Audit 2014.																				
	1.4.1; 1.4.4; 1.4.5	improve information sharing and communicate policies and procedures to enable and support understanding and execution of internal control objectives, processes and responsibilities.																				
		Ensure the implementation of the Performance Management Framework for 2013/2014 through the measurement and reporting of performance of the municipality as an institution. Ensure oversight functionality by conducting quarterly internal audits on performance management in preparation for Clean Audit 2014.																				

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

1.6	1.6.1	Implement the Municipal Turnaround Strategy Action Plan in preparation of Clean Audit 2014 by ensuring that 100% of recommendations passed in the action plan is implemented by 30 June 2014.	Report to Council	4	1	1	1	1	1	1	1	1	1	1	28-Jun-14
			Number of Quarterly Internal Audit Reviews	4	1	1	1	1	1	1	1	1	1	1	28-Jun-14
			Date approval of 2013/2014 OPMS Scorecard by Council	28-Jun-14											
			Percentage of recommendation passed implemented by 30 June 2014	50%	10%	30%	40%	50%							
			Number of quarterly progress reports to EXCO	4	1	1	1	1	1	1	1	1	1	1	1
1.7	1.6.3; 1.6.4	Ensure the implement of the Risk Management Strategy and Risk Management Policy in preparation of Clean Audit 2014 by convening one Strategic Enterprise Risk (ERM) Management Committee meeting with HOD's per quarter to give inputs into and evaluate the process and conduct one Annual Risk Assessment by 30 September 2013	Report to Council	4	1	1	1	1	1	1	1	1	1	1	1
			Number of Quarterly Strategic ERM Management Committee meetings	4	1	1	1	1	1	1	1	1	1	1	1
			Date of completion of Annual Risk Assessment	30-Sep-13	30-Sep-13										
1.8	1.6.3; 1.6.5	Ensure the implementation and maintenance of the Anti-Corruption and Fraud Prevention Strategy in preparation of Clean Audit 2014, by convening one Strategic Anti-Corruption and Fraud Prevention Management Committee meeting with HOD's per quarter to give inputs into and evaluate the process and conduct one Annual Fraud Risk Assessment by 30 September 2013.	Report to Council	4	1	1	1	1	1	1	1	1	1	1	1
			Number of Quarterly Strategic Anti-Corruption and Fraud Prevention Management Committee meetings	4	1	1	1	1	1	1	1	1	1	1	1
			Date of completion of Annual Fraud Risk Assessment	30-Sep-13	30-Sep-13										
1.9	1.7.1	Prepare and submit for the final 2014/2014 IDP to Council for approval by 28 June 2014.	Report to Council	31-Jul-13	31-Jul-13	31-Jul-13	31-Jul-13	31-Jul-13	31-Jul-13	31-Jul-13	31-Jul-13	31-Jul-13	31-Jul-13	31-Jul-13	31-Jul-13
			Date of Draft IDP Process Plan to CoGTA	31-Jul-13	31-Jul-13	31-Jul-13	31-Jul-13	31-Jul-13	31-Jul-13	31-Jul-13	31-Jul-13	31-Jul-13	31-Jul-13	31-Jul-13	31-Jul-13
			Date of submission of Final IDP Process Plan to Council	30-Sep-13	30-Sep-13	30-Sep-13	30-Sep-13	30-Sep-13	30-Sep-13	30-Sep-13	30-Sep-13	30-Sep-13	30-Sep-13	30-Sep-13	30-Sep-13
			Number of IDP Representative Forums	3	1	1	1	1	1	1	1	1	1	1	2
			Date of submission of Draft IDP to Council	31-Mar-14											31-Mar-14
			Date of approval of Final IDP by Council	28-Jun-14											28-Jun-14

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

1.10	1.7.2	Conduct 2 rounds of IDP Roadshows per local municipality as part of the public participation and consultation process of the IDP by 30 June 2014.	Number of IDP Roadshows	12		6					6	
1.11	1.2.1; 1.2.4	Ensure the reliability and efficiency of the IT systems and the availability, accuracy and protection of information in preparation of Clean Audit 2014. Report quarterly progress to the Corporate Services Portfolio Committee.	Percentage uptime Percentage of budgeted amount spent Percentage reduction in annual software propriety licensing Number of reports on data recovery Number of IT Strategy and MSP workshops	90% 75% 20% 4 1	90% 25%  1	90% 50%  1	90% 75%  1				90%  20%  1 1	
<b>2</b>		<b>FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT</b>										
2.1		Ensure financial sustainability and viability of the organisation by maintaining the cost coverage and the outstanding service debtors to revenue quarterly and the debt coverage ratio bi-annually. Submit quarterly financial viability reports to the portfolio committee.	Outstanding debtors to revenue ratio Cost coverage ratio Debt coverage ratio Number of progress reports to portfolio	0.70 3.00 6.18 4		3.00 6.18 1	3.00  1				0.70 3.00 06-Jan-00 1	
2.2		Prepare and submit final 2014/2014 budget to Council for approval by 31 May 2014 in terms of section 24 (1) of the MFMA	Date of submission of Budget time schedules to Council Date of submission of Draft Budget to Council Date of approval of Final Budget by Council	31-Aug-13 31-Mar-14 31-May-14		31-Aug-13  31-Mar-14						
2.3		Prepare and submit monthly financial reports, in preparation of Clean Audit 2014, to the Mayor, Provincial and National Treasury in terms of section 71 (1) of the MFMA within 10 working days after month end and the portfolio committee within 30 days after month end.	Number of S71 reports submitted to the Mayor within 10 days after month end Number of S71 reports submitted to portfolio committee	12 12	3 3	3 3	3 3				3 3	
2.4		Complete and formally submit the 2012/2013 financial statements to the Auditor General by 31 August 2013 in terms of section 126 (2) of the MFMA.	Date of submission of AFS to AG	31-Aug-13		31-Aug-13						
2.5		Ensure that invoices are raised monthly to customers and report quarterly to the Finance Portfolio Committee on the rand value of invoices raised versus the rand value of cash collected from customers	Rand value of cash collected from customers Number of quarterly	R50 797 000 4		R50 797 000 1					R50 797 000 1	

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

2.6		for the 2013/2014 financial year. Report quarterly to the Finance Portfolio Committee on the rand value of operating budget versus the rand value of operating expenditure for the 2013/2014 financial year.	reports Rand value of operating budget Rand value of operating expenditure Number of quarterly reports	R526 077 000 R526 077 000 4	1	1	1	1	##### #####	##### #####										
2.7	2.4.1	Report quarterly to the Finance Portfolio Committee on the rand value of the salaries and wages budget (including benefits) spent for the 2013/2014 financial year. Prepare and submit monthly financial reports to the Mayor in terms of section 71 of the MFMA and monthly Grant reports to the relevant Provincial Departments on all DORA grants received within 10 working days after each month end.	Report quarterly to the Finance Portfolio Committee on the rand value of the salaries and wages budget Number of quarterly reports Percentage of grants and subsidies spent Number of monthly grant reports	R147 981 000 4 100% 12	1	1	1	1	##### 1 75% 3	##### 1 100% 3										
<b>3</b>		<b>GOOD GOVERNANCE AND COMMUNITY PARTICIPATION</b>																		
3.1	3.1.1	Facilitate the State of the District Address by the Mayor to the community as part of the public relations campaign by 30 June 2014.	Date of State of District Address	30-Jun-14															30-Jun-14	
3.2	3.1.2	Implement the 2014/2014 Budget Marketing Campaign Plan through the radio campaign and local newspaper advertisements to increase community awareness. Submit report to MANCO on the outcome of the campaign by 30 June 2014.	Date of report to MANCO on marketing campaign	30-Jun-14															30-Jun-14	
3.3	3.2.3; 3.2.5	Improve Intergovernmental Relations with all local municipalities in the District by attending Intergovernmental Forums quarterly and regularly updating the uThungulu Website to improve accessibility to information.	Number of Quarterly Municipal Manager's Forums Mayor's Forums Number of Ezimtoti Newsletters Number of quarterly website update evidence reports	4 4 12 4	1 1 3 1	1 1 3 1	1 1 3 1	1 1 3 1											1 1 3 1	
3.4	3.4.1	Ensure the compilation of the Annual Batho Pele Booklet by 31 December 2013 and submit to Council by 31 March 2014.	Date of completion of Annual Batho Pele Booklet Date of submission of Annual Batho Pele	31-Dec-13 31-Mar-14																31-Mar-14

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

3.5	2.2.1	Booklet to Council																
		Ensure 100% compliance with all laws and regulations governing the organisation by 30 June 2014 in preparation for Clean Audit 2014.	100%								100%							
		Percentage MFMA compliance according to MFMA Checklist	100%								100%							
		Percentage IDP compliance according to IDP Checklist	100%								100%							
		Percentage Performance compliance according to Performance Checklist	100%								100%							
3.6		Conduct monthly Municipal Public Accounts Committee (MPAC) meetings to exercise oversight over the executive functionaries of council and to ensure good governance in the municipality in preparation of Clean Audit 2014.	12	3	3						3							3
3.7		Implement the Audit Charter and Plan for the 2013/2014 financial year, in preparation of Clean Audit 2014, by ensuring response to all written internal and general enquiries within 14 days and ensuring that quarterly Audit Committee meetings are held.	14	14	14						14							14
4		<b>BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT</b>																
4.1	5.1.1 - 5.1.28; 5.1.1.1	Ensure the eradication of backlogs in the district by providing free basic water services. Report quarterly to the Technical Portfolio Committee on the number of households with access to water as well as the new water connections.	74 855	74 255	74 455						74 655							74 855
		Number of households with access to free basic water	800	200	200						200							200
		Number of new water connections	4	1	1						1							1
4.2	5.3.1 - 5.3.10	Ensure the eradication of backlogs in the district by providing free basic sanitation services. Report quarterly to the Technical Portfolio Committee on the number of households with access to sanitation as well as the new sanitation connections.	74 376	71 376	72 376						73 376							74 376
		Number of households with access to free basic sanitation	4 000	1 000	1 000						1 000							1 000
		Number of new sanitation connections	4	1	1						1							1

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

4.3	Ensure 100% spending on all budgeted Municipal Infrastructure Grant (MIG) projects by 30 June 2014 and report monthly to the Mayor on progress in terms of Section 71 of the MFMA.	100%	10%	30%	60%	100%
	Percentage of budgeted MIG Funding spent	100%	10%	30%	60%	100%
4.4	Ensure the implementation of action plans in achieving the United Nations' Millennium Development Goals to halve the proportion of people without access to safe drinking water and basic sanitation by 2015. Report annually on progress made in achieving Millennium Goals to Council.	90%				90%
	Percentage coverage for access to safe drinking water	90%				90%
	Percentage of population with access to basic sanitation	63%				63%
	Date of submission of Annual Progress report to Council	30-Jun-14				30-Jun-14
<b>5</b>	<b>LOCAL ECONOMIC DEVELOPMENT</b>					
5.1	6.2.2 Ensure the promotion of the creation of 150 jobs for the 2013/2014 financial year through LED projects and the LED Development Fund. Report quarterly progress to the Planning and Development Portfolio Committee.	150	150	150	150	150
	Number of jobs created	150	150	150	150	150
5.2	5.4.14 Ensure the functioning of EPWP Incentive projects within the uThungulu District by creating 150 jobs under projects being implemented for the 2013/2014 financial year. Report quarterly statistics to the portfolio committee.	4	1	1	1	1
	Number of progress reports to portfolio	4	1	1	1	1
5.3	6.5.3 Ensure the commencement of the implementation of the Fresh Produce Market Agricultural Development Project by 30 June 2014 and report progress to the Community Services Portfolio Committee.	31-Dec-13		31-Dec-13		
	Date of establishment of Pre-Market	31-Dec-13		31-Dec-13		
	Date of establishment of UFPM entity	30-Jun-14				30-Jun-14
	Percentage of requests for farmer support processed within 30 days of receipt	100%	100%	100%	100%	100%
	Number of progress reports to portfolio	4	1	1	1	1
5.4	6.6.6 Ensure SMME Development Training and the establishment of the SMME Mentorship Programme by providing skills support to at least 100 SMME's. Submit quarterly progress reports to the Planning and Development Portfolio Committee.	100				100
	Number of SMME's assisted	100				100
	Number of progress reports to portfolio	4	1	1	1	1
<b>6</b>	<b>SPATIAL PLANNING AND SPATIAL DEVELOPMENT FRAMEWORKS</b>					

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

6.1	7.1.1	Ensure the review of the Spatial Development Framework by 30 June 2014. Report quarterly progress to the Planning and Development Portfolio committee.	Date of review of SDF Number of District Planners Forum reports to portfolio Number of progress reports to portfolio	30-Jun-14	1 1	1 1	30-Jun-14	1 1
<b>7</b>	<b>SOCIAL DEVELOPMENT SERVICES</b>							
7.1	10.13.1	Ensure the implementation of the District HIV/AIDS Programme through the facilitation of 3 HIV/AIDS Awareness Interventions and quarterly District AIDS Council meetings by 30 June 2014. Report quarterly progress to the Community Services Portfolio Committee.	Number of HIV/AIDS Awareness Interventions Number of Quarterly District AIDS Council meetings Number of progress reports to portfolio	3 4 4	1 1 1	1 1 1	3 1 1	3 1 1
7.2	10.13.18	Ensure the implementation of Operation Sukuma Sakhe within the District through the implementation of recommendations processed within 30 days as received by the Operation Sukuma Sakhe Task Team. Report quarterly progress to the Community Services Portfolio Committee.	Number of warrooms established Percentage of recommendations received processed within 30 days Number of progress reports to portfolio	6 100% 4	100% 100% 1	100% 100% 1	6 100% 1	6 100% 1
7.3		Facilitate farmer development by providing training on food security to farmers participating in the Fresh Produce Market programme by 30 June 2014. Report quarterly on training progress to the Community Services Portfolio Committee.	Number of training sessions Number of progress reports to portfolio	6 4	1 1	1 1	6 1	6 1

**APPENDIX 4:  
SDBIP DEPUTY MUNICIPAL MANAGER:  
ECONOMIC DEVELOPMENT AND PLANNING**



UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

DEPARTMENT OF THE DEPUTY MUNICIPAL MANAGER: PLANNING AND ECONOMIC DEVELOPMENT											
COMPONENT 3 - QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS FOR EACH VOTE											
IDP	PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	ANNUAL TARGET	QUARTER ENDING 30 SEPT		QUARTER ENDING 31 DEC		QUARTER ENDING 31 MARCH		QUARTER ENDING 30 JUNE	
				TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL
<b>1</b>	<b>PLANNING EXECUTIVE</b>										
1.1	Keep the Planning Executive expenditure on OPEX within the approved budget for the 2013/2014 financial year and report quarterly to the Performance Evaluation Panel on actual expenditure.	Percentage of budgeted amount spent	100%	25%	50%	75%	100%				
1.2	1.6.3; 1.6.4 Implement the Risk Management Strategy and Risk Management Policy by convening one Strategic Enterprise Risk (ERM) Management Committee meeting with HOD's per quarter to give inputs into and evaluate the process and conduct one Annual Risk Assessment by 30 September 2013	Number of Quarterly Strategic ERM Management Committee meetings	4	1	1	1	1	1			
1.3	1.6.3; 1.6.5 Ensure the implementation and maintenance of the Anti-Corruption and Fraud Prevention Strategy in preparation of Clean Audit 2014, by convening one Strategic Anti-Corruption and Fraud Prevention Management Committee meeting with HOD's per quarter to give inputs into and evaluate the process and conduct one Annual Fraud Risk Assessment by 30 September 2013.	Date of completion of Annual Risk Assessment	30-Sep-13	30-Sep-13							
1.4	1.5.1; 1.5.2; 1.5.3 Ensure the implementation of the Performance Management Framework for 2013/2014 through the measurement and reporting of performance of the municipality as an institution.	Number of Quarterly Strategic Anti-Corruption and Fraud Prevention Management Committee meetings	4	1	1	1	1	1			
		Date of completion of Annual Fraud Risk Assessment	30-Sep-13	30-Sep-13							
		Date of submission of 2012/2013 Annual Performance Report to AG	31-Aug-13	31-Aug-13							
		Number of OPMS Reports to MANCO	3	1	1	1	1	1			
		Date of submission of Mid-Year Performance Report to Council	31-Mar-14			31-Mar-14					
		Number of Quarterly Internal Audit Reviews	4	1	1	1	1	1			

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

1.5	1.4.1; 1.4.4; 1.4.5	Ensure the implementation of the Performance Management Framework for 2013/2014 through the measurement and reporting of performance of the S56 Managers	Date approval of 2013/2014 OPMS Scorecard by Council	28-Jun-14							28-Jun-14	
			Number of Performance Agreements signed by 31 July 2013	5								
			Date of completion of Annual 2012/2013 Performance Assessment	30-Sep-13								
			Date of submission of 2012/2013 Assessment Results to PAC	30-Nov-13								
			Date of completion of Quarter 1 Performance Assessment	31-Dec-13								
			Date of completion of Quarter 2 Performance Assessment	31-Mar-14							31-Mar-14	
			Date of completion of Quarter 3 Performance Assessment	30-Jun-14								30-Jun-14
1.6		Respond to all written internal audit enquiries and general enquiries within 14 days of report date unless there are reasons why implementation is not possible.	Number of Quarterly Internal Audit Reviews	4	1						1	
1.7	1.1.1	Facilitate the implementation of the job evaluations as conducted by the KZN Region 4 Job Evaluation Unit by 30 June 2014.	Average number of days to respond	14	14						14	
2		<b>ECONOMIC DEVELOPMENT</b>	Percentage of JD's reviewed	25%							25%	
2.1		Keep the Development Planning and Environment expenditure on OPEX within the approved budget for the 2013/2014 financial year and report quarterly to the Performance Evaluation Panel on actual expenditure.	Percentage of budgeted amount spent	100%	25%						75%	100%
2.2	6.1.2; 6.2.1	Implement the LED Framework Plan for a Green Economy by facilitating quarterly LED Forum meetings and submit quarterly progress reports to the Planning and Development Portfolio Committee.	Number of Quarterly LED Forum meetings	4	1						1	
			Number of progress reports to portfolio	4	1						1	

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

2.3	6.2.2	Ensure the promotion of the creation of 150 jobs for the 2013/2014 financial year through LED projects and the LED Development Fund. Report quarterly progress to the Planning and Development Portfolio Committee.	Number of jobs created	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	
			Number of progress reports to portfolio	4	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
2.4		Ensure uThungulu's continued participation in the Provincial Corridor Development Initiative by implementing and reporting quarterly progress on the following projects to the Planning and Development Portfolio Committee: 1. KwaBulawayo Tourism 2. uThungulu Film Office 3. Route 66 Heritage Route	Number of progress reports to portfolio	4	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
			Number of Monthly progress reports to KZN CoGTA	12	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	
2.5	6.4.18	Implement the Tourism Institutional Framework through the facilitation of quarterly District Tourism Forum/Association meetings	Number of Quarterly District Tourism Forum meetings	4	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
2.6		Market the District as a Tourism Destination by participating in Tourism shows, conducting media marketing and via the use of marketing tools for the 2013/2014 financial year. Report quarterly on the following marketing initiatives to the Planning and Development Portfolio Committee: 1. Design and build-up of Tourism Indaba stand. 2. Cruise Ship Tourism	Date of appointment of service provider for Tourism Indaba Stand	28-Feb-14																28-Feb-14	
			Percentage of budgeted amount spent on Cruise Ship Tourism	100%																	100%
			Number of progress reports to portfolio	4	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
2.7		Implement the SMME Support Programme through the updating of the SMME Database by 30 June 2014. Submit quarterly progress reports to the Planning and Development Portfolio Committee.	Date of completion of database update	30-Jun-14																	30-Jun-14
			Number of progress reports to portfolio	4	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
2.8	6.6.6	Ensure SMME Development Training and the establishment of the SMME Mentorship Programme by providing skills support to at least 100 SMME's. Submit quarterly progress reports to the Planning and Development Portfolio Committee.	Number of SMME's assisted	100																	100
			Number of progress reports to portfolio	4	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
2.9		Facilitate the District Growth and Development Summit by 31 December 2013 and submit report on event at the first sitting of the Planning and Development Portfolio Committee after the event.	Date of Summit	31-Dec-13																	31-Dec-13
			Number of reports of events	1																	1

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

2.10		Compile the District Growth and Development Plan by 30 June 2014. Report quarterly progress to the Planning and Development Portfolio Committee.	Date of approval of Growth and Development Plan	30-Jun-14															30-Jun-14
			Number of progress reports to portfolio	4															1
2.11		Conduct a Specialist Study Phase II of the Strategic Environmental Assessment by 30 Jun 2014	Specialist Study approved by Council	30-Jun-14															30-Jun-14
			Number of progress reports to portfolio	4															1
<b>3</b>		<b>FRESH PRODUCE MARKET</b>																	
3.1		Keep the Fresh Produce Market expenditure on OPEX within the approved budget for the 2013/2013 financial year and report quarterly to the Performance Evaluation Panel on actual expenditure.	Percentage of budgeted amount spent	100%															75%
			Date of establishment of Pre-Market	31-Dec-13															
3.2	6.5.3	Ensure the commencement of the implementation of the Fresh Produce Market Agricultural Development Project by 30 June 2014 and report progress to the Community Services Portfolio Committee.	Date of establishment of UFPM entity	30-Jun-14															30-Jun-14
			Number of farmer support cooperatives established	2															2
<b>4</b>		<b>STATUTORY AND DEVELOPMENT PLANNING</b>																	
4.1		Keep the Statutory and Development Planning expenditure on OPEX within the approved budget for the 2013/2013 financial year and report quarterly to the Performance Evaluation Panel on actual expenditure.	Percentage of budgeted amount spent	100%															75%
			Number of IDP Roadshows	12															100%
4.2	1.7.2	Conduct 2 rounds of IDP Roadshows per local municipality as part of the public participation and consultation process of the IDP by 30 June 2014.	Number of IDP Roadshows	12															6
4.3	1.7.1	Prepare and submit for the final 2014/2014 IDP to Council for approval by 27 June 2014.	Date of Draft IDP Process Plan to CoGTA	31-Jul-13															
			Date of submission of Final IDP Process Plan to Council	30-Sep-13															
			Number of IDP Representative Forums	3															2
			Date of submission of	31-Mar-14															31-Mar-14

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

4.4	7.1.1	Ensure the review of the Spatial Development Framework by 30 June 2014. Report quarterly progress to the Planning and Development Portfolio committee.	Draft IDP to Council	27-Jun-14															27-Jun-14	
			Date of approval of Final IDP by Council	30-Jun-14															30-Jun-14	
			Date of review of SDF	4	1														1	
			Number of District Planners Forum reports to portfolio	4	1														1	
			Number of progress reports to portfolio	4	1														1	
			Number of progress reports to portfolio	4	1														1	
			Number of District Planners Forum reports to portfolio	4	1														1	
<b>5</b>		<b>PLANNING SHARED SERVICES</b>																		
5.1		Keep the Planning Shared Services expenditure on OPEX within the approved budget for the 2013/2014 financial year and report quarterly to the Performance Evaluation Panel on actual expenditure.	Percentage of budgeted amount spent	100%	25%														75%	100%
5.2		Provide a Development Planning Shared Service to the uThungulu family of municipalities on a district level for year 4 of the 5 year agreement and submit quarterly progress reports to the Planning and Development Portfolio Committee.	Number of progress reports to portfolio	4	1														1	1
5.3		Provide a Development Planning Shared Service to the uThungulu family of municipalities on a local municipal level for year 4 of the 5 year agreement and submit quarterly progress reports to the Planning and Development Portfolio Committee.	Number of progress reports to portfolio	4	1														1	1
5.4		Ensure functioning GIS unit for the Planning and Development Section with support to the DPSS participating local municipalities. Report quarterly progress to the Planning and Development Portfolio Committee.	Date of establishment of GIS Hub	30-Jun-14															30-Jun-14	
			Percentage of LM's trained	100%															100%	
			Number of progress reports to portfolio	4	1														1	1

**APPENDIX 5:  
SDBIP DEPUTY MUNICIPAL MANAGER:  
FINANCIAL SERVICES**

DEPARTMENT OF THE DEPUTY MUNICIPAL MANAGER: FINANCIAL SERVICES

COMPONENT 3 - QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS FOR EACH VOTE

IDP	PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	ANNUAL TARGET	QUARTER ENDING 30 SEPT		QUARTER ENDING 31 DEC		QUARTER ENDING 31 MARCH		QUARTER ENDING 30 JUNE	
				TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL
<b>1</b>	<b>BUDGETING AND REPORTING</b>										
1.1	Prepare and submit final 2014/2015 budget to Council for approval by 31 May 2014 in terms of section 24 (1) of the MFMA	Date of submission of Budget time schedules to Council Date of submission of Draft Budget to Council Date of approval of Final Budget by Council	31-Aug-13 31-Mar-14 31-May-14	31-Aug-13							
1.2	Prepare and submit the Mid-Year Financial Review of the 2013/2014 budget to the Mayor by 25 January 2014 in terms of section 72 (1) of the MFMA and Provincial and National Treasury within 10 working days after the submission to the Mayor as per budget regulation section 24 (3) of Government Gazette No 32141.	Date of submission of S72 report to Mayor Date of submission of S72 report to NT and PT	25-Jan-14 8-Feb-14					25-Jan-14			31-May-14
1.3	Prepare and submit the adjustments budget, if required, to Council by 28 February 2014 as per section 24 (3) of the MFMA and Provincial and National Treasury within 10 working days after the submission to the Mayor as per budget regulation section 24 (3) of Government Gazette No 32141.	Date of submission of adjustments budget to Mayor Date of submission of adjustments budget to NT and PT	28-Feb-14 14-Mar-14					28-Feb-14			
1.4	Prepare and submit monthly financial reports, in preparation of Clean Audit 2014, to the Mayor, Provincial and National Treasury in	Number of S71 reports submitted to the Mayor within 10 days after month end	12	3				3			3

**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

	terms of section 71 (1) of the MFMA within 10 working days after month end and the portfolio committee within 30 days after month end.	Number of S71 reports submitted to portfolio committee	12	3		3		3		3	
1.5	Ensure the review of the Budget, Borrowing and Virement policies and submit to Council for approval by 30 June 2014.	Number of policies reviewed	3					3		3	
<b>2</b>	<b>REVENUE ENHANCEMENT</b>										
2.1	Ensure that 80% of defaulters on non-payment in urban areas (Gingindlovu, Mtunzini, Eshowe, Kwambonambi, Melmoth and Nkandla) receive notifications and submit quarterly reports to the Financial Services Portfolio Committee.	Percentage of defaulters receiving notifications	80%	80%		80%		80%		80%	
		Number of reports to portfolio committee	4	1		1		1		1	
2.2	Implement the Revenue Enhancement Plan by conducting 3 revenue workshops per quarter with the community to promote revenue policies which benefit the poor and to further enhance revenue collection.	Number of revenue workshops	12	3		3		3		3	
		Number of reports to portfolio committee	4	1		1		1		1	
2.3	Prepare and submit quarterly report to Financial Services Portfolio Committee, within 2 months after the quarter end, on the Financial Viability of uThungulu DM and the achievement of debtors collection ratio target and credit control progress.	Percentage debt collection	80%	80%		80%		80%		80%	
		Number of reports to portfolio committee	4	1		1		1		1	
2.4	Submit monthly Grant reports to the relevant Provincial Departments on all DORA grants received due within 10 working days after month end in terms of section 71 (5) of the MFMA.	Number of grant reports submitted	12	3		3		3		3	
2.5	Ensure the drafting and implementation of the MSIG Project Business Plan and report quarterly progress to the Finance Portfolio Committee	Date of approval of MSIG Business Plan by Council	31-Aug-13	31-Aug-13							
		Number of reports to portfolio committee	4	1		1		1		1	



**UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014**

2.6	Ensure the review of the Credit and Debt Control, Tariff, Incentive and Indigent policies and submit to Council for approval by 30 June 2014.	Number of policies reviewed	4							4
<b>3</b>	<b>SUPPLY CHAIN MANAGEMENT</b>									
3.1	Submit the annual review report on the Supply Chain Management policy to Financial Services Portfolio Committee by 30 June 2014.	Date of approval of the Supply Chain Policy review	30-Jun-14							30-Jun-14
3.2	Prepare and submit annual report on the implementation of the Supply Chain Management policy for the 2012/2013 financial year to the Finance Portfolio Committee within 2 months after the financial year end.	Date of submission of Annual 11/12 SCM report to portfolio	31-Aug-13	31-Aug-13						
3.3	Control and monitor stores with quarterly stock counts and report on the results / variances annually within 2 months after the financial year end to the Financial Services Portfolio Committee	Date of submission of Annual Variance report to portfolio	31-Aug-13	31-Aug-13						
		Number of stock counts	4	1					1	1
<b>4</b>	<b>EXPENDITURE CONTROL AND ASSET MANAGEMENT</b>									
4.1	Ensure that 98% of payroll payments are completed within 7 days after month end as per the 2013/2014 Municipal Turnaround Strategy tabled for uThungulu DM.	Percentage payments made within 7 days after month end	98%	98%					98%	98%
4.2	Ensure the review of the Asset policy by 30 June 2014.	Date of approval of Asset Policy by Council	30-Jun-14							30-Jun-14
<b>5</b>	<b>MANAGEMENT ACCOUNTS</b>									
5.1	Complete and formally submit the 2012/2013 financial statements to the Auditor General by 31 August 2013 in terms of section 126 (2) of the MFMA.	Date of submission of AFS to AG	31-Aug-13	31-Aug-13						
5.2	Submit the Financial Audit Report of the 2012/2013 financial year to Council by 31 January 2014 in terms of S121 (1) of the MFMA.	Date of submission to Council	31-Jan-14						31-Jan-14	

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

		Date of submission to portfolio	30-Jun-14							30-Jun-14	
5.3	Prepare the District's credit rating report on an annual basis based on the 2013/2014 financials and submit to Finance Portfolio Committee by 30 June 2014.										
5.4	Submit quarterly reports details of all loans as part of the quarterly financial report to the Finance portfolio within 2 months after the quarter.	Number of reports to portfolio committee	4	1					1		1
5.5	Submit quarterly reports of the investment register with details of investment, period, interest rate and term as part of the quarterly financial report to the Financial Services Portfolio Committee within 2 months after the quarter.	Number of reports to portfolio committee	4	1					1		1
5.6	Prepare and submit the quarterly SDBIP for 2013/2014 to the Finance Portfolio Committee within 2 months after quarter end.	Number of SDBIP reports to portfolio	4	1					1		1
<b>6</b>	<b>DEPARTMENTAL MANAGEMENT</b>										
6.1	Respond to all written finance internal audit enquiries and general enquiries within 14 days of report date unless there are reasons why implementation is not possible.	Average number of days to respond	14	14					14		14
6.2	Draft reports and submit quarterly to the Financial Services Portfolio Committee on the Performance of Contractors under the control of the CFO Department. To be reported within 2 months after quarter end. The report should highlight actions taken to address undue performance.	Number of reports to portfolio committee	4	1					1		1
6.3	Hold monthly meetings, except for December and January, with Finance Managers and keep record of minutes of meetings to ensure that staff is utilised	Number of monthly meetings	10	3					2		3

**APPENDIX 6:  
SDBIP DEPUTY MUNICIPAL MANAGER:  
TECHNICAL SERVICES**

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

DEPARTMENT OF THE DEPUTY MUNICIPAL MANAGER: TECHNICAL SERVICES													
COMPONENT 3 - QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS FOR EACH VOTE													
IDP	PERFORMANCE TARGET	UNIT OF MEASUREMENT	ANNUAL TARGET	QUARTER ENDING 30 SEPT	QUARTER ENDING 31 DEC	QUARTER ENDING 31 MARCH	QUARTER ENDING 30 JUNE	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL
<b>1</b>	<b>TECHNICAL EXECUTIVE</b>												
1.1	Ensure 80% commitment on CAPEX, OPEX and MIG annual expenditure programmes with no over-expenditure by 30 June 2014 and report quarterly progress to the Technical Services Portfolio Committee	Percentage of budgeted amount spent on OPEX Percentage of budgeted amount spent on CAPEX Percentage of budgeted amount committed on MIG	80%	10%	30%	60%	80%					80%	
1.2.1	Prepare and submit the quarterly SDBIP report to the Technical Services Portfolio Committee.	Number of reports to portfolio	4	1	1	1	1					1	
1.2.2	Draft reports and submit quarterly to the Technical Services Portfolio Committee on the Performance of Contractors under the control of the Technical Department. To be reported within 2 months after quarter end. The report should highlight actions taken to address undue performance.	Number of SDBIP reports to portfolio Number of reports to portfolio committee	4	1	1	1	1					1	
1.3	Respond to all written internal audit enquiries and general enquiries within 14 days of report date unless there are reasons why implementation is not possible.	Average number of days to respond	14	14	14	14	14					14	
<b>2</b>	<b>MUNICIPAL INFRASTRUCTURE IMPLEMENTATION</b>												
2.1	Ensure the development of the Water Conservation and Water Demand Management Strategy and submit to Council for approval by 30 June 2014.	Date of approval by Council	30-Jun-14										30-Jun-14
2.2	5.1.1 - Ensure the eradication of backlogs in the district by providing free basic water services. Report quarterly to the Technical Portfolio Committee on the number of households with access to water as well as the new water connections.	Number of households with access to free basic water Number of new water connections Percentage water loss in towns	74 855 800 5%	74 255 200 5%	74 455 200 5%	74 655 200 5%	74 855 200 5%						74 855 200 5%

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

2.3	5.3.1 - 5.3.10	Ensure the eradication of backlogs in the district by providing free basic sanitation services. Report quarterly to the Technical Services Portfolio Committee on the number of households with access to sanitation as well as the new sanitation connections.	4	1	1	1	1	1	1	1	1	1	1
			74 376	71 376	72 376	73 376	74 376	75 376	76 376	77 376	78 376	79 376	80 376
			4 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000
			4	1	1	1	1	1	1	1	1	1	1
2.4		Maintain the Regional Solid Waste Site as well as the transfer station in order to ensure effective operation of the sites. Ensure that instances of violation of permit conditions are minimised. Conduct monthly meetings with the plant service providers. Submit quarterly progress report to the Technical Services Portfolio Committee at the first sitting of the committee after the end of each quarter	8	2	2	2	2	2	2	2	2	2	2
2.5	5.4.13; 5.4.16; 5.5.2	Implement the Tanker Reduction Strategy by implementing 10 projects for drought intervention and tanker reduction by 30 June 2014. Report quarterly progress to the Technical Services Portfolio Committee.	10	2	2	2	2	2	2	2	2	2	2
2.6		Facilitate drought relief within the district by providing tankering services and report quarterly on the number of kilometres travelled by water tankers.	4	1	1	1	1	1	1	1	1	1	1
<b>3</b>		<b>WATER SERVICES AUTHORITY</b>	1620000	405000	405000	405000	405000	405000	405000	405000	405000	405000	405000
3.1		Ensure the development of the Water Loss Management Strategy and submit to Council for approval by 30 June 2014.	30-Jun-14										30-Jun-14
3.2		Ensure the review of the Water Services Delivery Plan and submit to Council for approval by 30 June 2014.	30-Jun-14										30-Jun-14
3.3		Ensure the facilitation of at least 16 community awareness events, including Water Week, Sanitation Week and Project Introductions by 30 June 2014. Report quarterly progress to the Technical Services Portfolio Committee.	16	4	4	4	4	4	4	4	4	4	4
<b>4</b>		<b>WATER SERVICES PROVIDER</b>	4	1	1	1	1	1	1	1	1	1	1
4.1		Conduct assessments and provide improvements to at least 4 waste water plants improved	4										4

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

		plants as part of Green Drop compliance by 30 June 2014. Submit report quarterly on progress to the Technical Services Portfolio Committee.	Percentage Green Drop Compliance	60%																			60%
			Number of reports to portfolio	4	1																		1
4.2	5.4.14	Ensure the functioning of EPWP Incentive projects within the uThungulu District by creating 150 jobs under projects being implemented for the 2013/2014 financial year. Report quarterly statistics to the portfolio committee.	Number of jobs created	150	150																		150
			Number of progress reports to portfolio	4	1																		1
4.3		Ensure the installation of 100 water meters and 30 telemetric meters by 30 June 2014 and report quarterly progress to the portfolio committee	Number of water meters installed	100	25																		
			Number of telemetric meters installed	30																			
			Number of progress reports to portfolio	4																			
4.3		Ensure improved health and safety conditions by considering recommendations made by the Occupational Health and Safety Committee and implementing recommendations within budget.	Percentage of recommendations received processed quarterly	100%	100%																		100%
			Number of reports to Health and Safety	4	1																		1
<b>5</b>		<b>REGIONAL CEMETERIES</b>																					
5.1	4.3.1	Ensure commencement of Phase II (C) (Infrastructure Development) of the Regional Cemetery by 30 June 2014. Report quarterly progress to the Technical Services Portfolio Committee.	Percentage completion of Phase II C	100%	10%																		100%
			Number of reports to portfolio	4	1																		1
5.2	4.3.2	Conduct feasibility study for Mandawa Cemetery (near Eshowe) by 30 June 2014. Submit quarterly progress report to the Technical Services Portfolio Committee at the first sitting of the committee after the end of each quarter	Date of submission to Council	30-Jun-14																			30-Jun-13
			Number of reports to portfolio	4	1																		1
<b>6</b>		<b>AUXILIARY INFRASTRUCTURE DEVELOPMENT</b>																					
6.1		Facilitate the Renewable Energy - Biogas Programme through the construction of 5 digestors by 30 June 2014. Report quarterly progress to the portfolio committee	Number of digestors constructed	5																			5
			Number of reports to portfolio	4	1																		1
6.2		Implement the Rural Transport Services and Infrastructure strategy by assessing 4000km of road surfaces by 30 June 2014. Report quarterly progress to the portfolio committee.	Number of km of roads surfaces assessed	4000	1000																		1000
			Number of reports to portfolio	4	1																		1

**APPENDIX 7:  
SDBIP DEPUTY MUNICIPAL MANAGER:  
CORPORATE SERVICES**

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

DEPARTMENT OF THE DEPUTY MUNICIPAL MANAGER: CORPORATE SERVICES													
COMPONENT 3 - QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS FOR EACH VOTE													
IDP	PERFORMANCE TARGET	UNIT OF MEASUREMENT	ANNUAL TARGET	QUARTER ENDING 30 SEPT	QUARTER ENDING 31 DEC	QUARTER ENDING 31 MARCH	QUARTER ENDING 30 JUNE	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL
<b>1</b>	<b>ADMINISTRATIVE SERVICES</b>												
1.1	Schedule at least two EXCO meeting per month except for December and one Council meeting bi-monthly and distribute and submit agendas and minutes in accordance with council's Standing Rules of Order.	Number of EXCO meetings	22	6	4	6	6			6		6	
1.2	Ensure the implementation of a viable electronic document system by 30 June 2014 by reporting quarterly progress to the Corporate Services Portfolio Committee.	Number of Council meetings	6	2	1	2	1			2		1	
		Number of reports to portfolio	4	1	1	1	1			1		1	
<b>2</b>	<b>INFORMATION TECHNOLOGY</b>												
2.1	1.2.4 Ensure the reliability and efficiency of the IT systems and the availability, accuracy and protection of information in preparation of Clean Audit 2014. Report quarterly progress to the Corporate Services Portfolio Committee.	Percentage uptime	90%	90%		90%				90%		90%	
		Percentage reduction in annual software propriety licensing	20%									20%	
		Number of reports on data recovery	4	1	1	1	1			1		1	
		Number of IT Strategy and MSP workshops	1									1	
2.2	Ensure the delivery of friendly and efficient help desk services and report quarterly on the portfolio committee on the number of calls resolved against the number of calls logged.	Percentage of calls resolved within 30 days of receipt.	100%	100%	100%	100%	100%			100%		100%	
		Number of reports to portfolio	4	1	1	1	1			1		1	
2.3	Ensure quarterly IT Steering Committee meetings to ensure the implementation of recommendations passed in terms of the 2011 King III Gap Analysis Report	Number of IT Steering Committee meetings	4	1	1	1	1			1		1	
<b>3</b>	<b>MANAGEMENT SERVICES</b>												
3.1	Implement effective HR management in preparation of Clean Audit 2014 through the implementation of the Employment Equity Strategy by ensuring that 80% of appointments are made in line with the EEP. Report quarterly statistics to the Corporate Services Portfolio Committee.	Percentage of appointments made in line with EEP	100%	100%	100%	100%	100%			100%		100%	
3.2	Ensure the implementation of the 2013/2014 WSP by reporting quarterly on the	Rand value of budget spent on WSP	R1 346 000	R134 600	R403 800	R807 600	R1 346 000			R807 600		R1 346 000	



UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

	percentage of budgeted amount spent on training programmes for staff and Councillors.	100%	10%	30%	60%	100%	
	Date of completion of Skills Audit for staff and Councillors	30-Apr-14				30-Apr-14	
	Date of approval of 2014/2014 WSP by Council	30-Jun-14				30-Jun-14	
3.3	1.1.2 Ensure the development of an Employee Assistance Programme through the approval of the Employee Assistance Policy by Council by 30 June 2014. Report quarterly progress to the Corporate Services Portfolio Committee.	30-Jun-14				30-Jun-14	
	Number of awareness/intervention activities	4	1	1	1	1	
	Number of reports to portfolio	4	1	1	1	1	
3.4	Ensure that at least four Central Health and Safety Committee meetings are conducted during the year and maintain minutes of the meetings for inspection.	4	1	1	1	1	
	Percentage of recommendations audited within 90 days of recommendation date	100%	100%	100%	100%	100%	
3.5	Organize medical examinations for staff in water and sewerage plants as per legislation as well as exit medicals for technical staff leaving the organisation and submit report on examination results to the user department within 30 days after they become available from the medical practitioner.	31-Jul-12 & 30-Nov-12	31-Jul-13	30-Nov-13			
	Date of medical examinations for sewerage staff						
	Date of medical examinations for water and cemetery staff	30-Nov-13		30-Nov-13			
	Average number of days to submit results to user departments	30 days	30	30			
	Number of progress reports to portfolio	4	1	1	1	1	
<b>4</b>	<b>DEPARTMENTAL MANAGEMENT</b>						
4.1	Respond to all written internal audit enquiries and general enquiries within 14 days of report date	14	14	14	14	14	

**APPENDIX 8:  
SDBIP DEPUTY MUNICIPAL MANAGER:  
COMMUNITY SERVICES**

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

DEPARTMENT OF THE DEPUTY MUNICIPAL MANAGER: COMMUNITY SERVICES												
COMPONENT 3 - QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS FOR EACH VOTE												
IDP	PERFORMANCE TARGET	UNIT OF MEASUREMENT	ANNUAL TARGET	QUARTER ENDING 30 SEPT	QUARTER ENDING 31 MARCH	QUARTER ENDING 30 JUNE	QUARTER ENDING 31 MARCH	QUARTER ENDING 30 JUNE	QUARTER ENDING 31 MARCH	QUARTER ENDING 30 JUNE	QUARTER ENDING 30 JUNE	QUARTER ENDING 30 JUNE
			TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL
1	<b>COMMUNITY AND SOCIAL SERVICES</b>											
1.1	Ensure the implementation of the Integrated Skills Development Programme through the approval of the implementation plan by 31 December 2013 and the implementation thereof by 30 June 2014.	Date of approval of implementation plan by Council	31-Dec-13				31-Dec-13					
		Number of youth assisted	10								10	
1.2	Develop an Air Quality Management Plan by ensuring the appointment of a service provider by 30 June 2014. Report quarterly progress to the Community Services Portfolio Committee.	Date of appointment of service provider	30-Jun-14								30-Jun-14	
		Number of reports to portfolio	4	1			1		1		1	
1.3	Contribute towards the Crime Prevention Programme through the facilitation of a safety and security awareness campaign by 30 June 2014.	Number of Safety and Security Awareness Campaigns	1								1	
1.4	Ensure the participation and contribution towards the District Elimination Games and SALGA Games by 31 December 2013 and report quarterly progress to the Community Services Portfolio Committee.	Percentage of budgeted amount spent	100%	25%			75%		100%			
		Date of District Elimination Games	31-Oct-13				31-Oct-13					
		Number of athletes participating in SALGA Games	300				300					
		Number of reports to portfolio	3	1			1		1			
1.5	Ensure the implementation of the Disaster Risk Reduction Programme through the facilitation of 12 awareness campaigns by 30 June 2014.	Percentage of budgeted amount spent	100%	25%			50%		75%		100%	
		Number of Disaster Awareness Campaigns	12				4		4		4	
1.6	Ensure the implementation of the District HIV/AIDS Programme through the facilitation of 3 HIV/AIDS Awareness Interventions and quarterly District AIDS Council meetings by 30 June 2014. Report quarterly progress to the Community Services Portfolio Committee.	Number of HIV/AIDS Awareness Interventions	3								3	
		Number of Quarterly District AIDS Council meetings	4	1			1		1		1	
		Number of progress reports to portfolio	4	1			1		1		1	
1.7	Ensure the implementation of Operation Sukuma Sakhe within the District through the	Number of warrooms established	6								6	

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

		implementation of recommendations processed within 30 days as received by the Operation Sukuma Sakhe Task Team. Report quarterly progress to the Community Services Portfolio Committee.	Percentage of recommendations received processed within 30 days	100%	100%	100%	100%	100%	100%	100%				
1.8		Contribute financially toward cultural events such as the Zulu Dance Competition and report quarterly to the Community Services Portfolio Committee on budgeted amount spent.	Number of progress reports to portfolio	4	1	1	1	1	1	1				1
			Percentage of budgeted amount spent	100%	25%	50%	75%	100%	100%	100%				
			Number of progress reports to portfolio	4	1	1	1	1	1	1				1
<b>2</b>		<b>DEPARTMENTAL MANAGEMENT</b>												
2.1		Respond to all written internal audit enquiries and general enquiries within 14 days of report date	Average number of days to respond	14	14	14	14	14	14	14				14

**APPENDIX 9:  
DETAILED CAPITAL  
WORKS PLAN**

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

APPENDIX 9: CAPITAL WORKS PLAN

Capital Projects	Funding Source	2013/14 Final Budget	2014/2015	2015/2016
Insurance Claims (Capital)	Surplus	200,000	200,000	200,000
<b>Executive Division - Finance</b>				
Moveable Assets	Surplus	1,600,000	-	-
<b>Board &amp; General</b>				
Establishment of Air Quality Monitoring Network	Surplus	-	2,000,000	2,000,000
<b>Community Services Total</b>				
Indigent Prepaid Meter Installation	Surplus	-	220,000	-
<b>Consumer Billing Total</b>				
Mandawe Cemetery	Surplus	1,500,000	-	-
Regional Cemetery Phase 2	Surplus	7,931,000	5,700,000	5,700,000
<b>Cemetery Total</b>				
Disaster Multi Purpose truck	Surplus	-	1,000,000	1,000,000
Disaster Management Center	Surplus	-	200,000	-
<b>Disaster Management</b>				
Internal Fixed Assets	Grant	40,000	-	-
<b>Finance Interns Total</b>				
Document Management System	Surplus	150,000	100,000	50,000
ERM System (SAP)	Surplus	300,000	1,000,000	1,000,000
Network refresh	Surplus	300,000	100,000	100,000
New PABX System	Surplus	-	50,000	50,000
DPR System	Surplus	-	50,000	50,000
Collaboration System Software	Surplus	250,000	50,000	50,000
<b>IT Total</b>				
Mbonambi Water Phase 2	Grant	7,507,911	15,000,000	30,000,000
Mhlana Somopho Phase 3C	Grant	17,819,140	20,095,446	-
Vutshini Phase 1	Grant	1,000,000	1,000,000	-
Mpungose Phase 1D Reticulation	Grant	12,099,639	10,000,000	4,531,913
Middledrift SSA3	Grant	1,433,868	10,000,000	-
Middledrift SSA5	Grant	29,362,433	15,358,000	-
KwaHlokhloko SSA 5	Grant	30,000,000	20,000,000	10,000,000

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

Middledrift Phase 2	Grant	10,000,000	8,019,554	-
Middledrift SSA5 - DWA	Grant	-	50,000,000	100,000,000
Greater Mthonjaneni Phase SSA 4 DWAF	Grant	12,000,000	6,500,000	-
Greater Mthonjaneni Phase SSA2 - MIG	Grant	1,357,497	10,000,000	4,000,000
Greater Mthonjaneni Phase SSA2 - DWA	Grant	-	25,000,000	60,000,000
Greater Mthonjaneni Phase SSA4 - MIG	Grant	-	-	-
Greater Mthonjaneni Phase SSA5 - MIG	Grant	1,000,000	10,000,000	19,375,087
Greater Mthonjaneni Phase SSA5 - DWA	Grant	8,000,000	30,000,000	-
KwaHlokhloko SSA 1	Grant	5,500,000	-	20,000,000
KwaHlokhloko SSA 1 (DWAF)	Grant	15,000,000	50,000,000	50,000,000
Eshowe SSA1	Grant	1,000,000	-	25,000,000
Eshowe SSA1 (DWAF)	Grant	-	18,500,000	150,000,000
Nkandla Vutshini Supply Area SSA5	Grant	26,302,512	15,000,000	40,000,000
Gingindlovu Water Supply Intake Relocation	Grant	5,000,000	5,000,000	5,000,000
Tanker Reduction Strategy (MWIG)	Grant	3,500,000	3,500,000	3,700,000
Hlwehlwe Water Treatment Works in Nkandla;	Grant	1,200,000	1,250,000	-
Sogedle Water Treatment Works in Nkandla;	Grant	1,200,000	-	-
Mpundumani Water Treatment Works in Nkandla	Grant	1,200,000	-	-
Eshowe SSA1	Grant	-	-	136,700,000
Water Conservation and Water Demand Management Strategy (WC/WDM)	Grant	2,525,000	9,012,000	10,865,000
KDS and Eshowe Water Supply	Grant	42,400,000	35,000,000	-
Bongela River	Grant	-	1,250,000	-
Esibhudleni Clinic	Grant	-	1,250,000	-
Madala Water	Grant	-	1,250,000	-
Malunga Clinic	Grant	-	1,250,000	-
Mandaba 1 Water	Grant	-	1,250,000	-
Mbizwe Water	Grant	-	1,250,000	-
Tshotswana Water	Grant	-	-	1,300,000
uMkhalazi Water	Grant	-	-	1,300,000
Mdlelanga Water	Grant	-	-	1,300,000
Mpaphala Water	Grant	-	-	1,300,000
Eyetheni Water	Grant	-	-	1,300,000

UTHUNGULU DISTRICT MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2013/2014

Kwa Sabe 2	Grant	-	-	1,300,000
Dolwane	Grant	-	-	1,300,000
<b>Municipal Infrastructure Implementation</b>		<b>236,408,000</b>	<b>375,735,000</b>	<b>678,272,000</b>
Internal Movable Assets	Surplus	20,000	25,000	-
<b>Municipal Managers Dept</b>		<b>20,000</b>	<b>25,000</b>	<b>-</b>
Internal Moveable Assets	Grant	200,000	-	-
<b>Municipal Health</b>		<b>200,000</b>	<b>-</b>	<b>-</b>
Regional Solid Waste - Cell 3	Surplus	500,000	-	-
Regional Solid Waste Rehabilitation - Old landfill Area	Surplus	10,000,000	-	-
<b>Waste Management Total</b>		<b>10,500,000</b>	<b>-</b>	<b>-</b>
Mtunzini Sewer Plant	Surplus	-	2,000,000	2,000,000
<b>Waste Water Management Total</b>		<b>-</b>	<b>2,000,000</b>	<b>2,000,000</b>
Survival Water Programme (Boreholes)	Surplus	1,000,000	4,000,000	4,000,000
WSOSG - Boreholes	Grant	1,500,000	1,500,000	1,500,000
ACIP Programme	Grant	1,000,000	-	-
<b>Water Services Authority Total</b>		<b>3,500,000</b>	<b>5,500,000</b>	<b>5,500,000</b>
Mtunzini Waste Water Treatment Works	Surplus	4,000,000	-	-
Gingindlovu Waste Water Treatment Works	Surplus	2,500,000	-	4,000,000
Mtunzini Waste Water Treatment Works	Surplus	-	4,000,000	-
Water metre installation	Surplus	2,000,000	2,000,000	2,000,000
Indigent Water Meter Installation	Surplus	-	-	-
Water metre installation (RBM)	Grant	2,000,000	2,000,000	2,000,000
Erosion Protection - Nkandla Bulk	Surplus	4,000,000	-	-
Telemetric Meter Installation - Pilot	Grant	89,000	93,400	96,700
Existing Projects Extensions	Surplus	-	1,650,000	1,650,000
<b>Water Services Provider Total</b>		<b>14,589,000</b>	<b>9,743,400</b>	<b>9,746,700</b>
<b>Grand Total</b>		<b>277,488,000</b>	<b>403,673,400</b>	<b>705,718,700</b>
<b>Reconciles to Budget Summary</b>				
SURPLUS		36,251,000	24,345,000	23,850,000
GRANTS		241,237,000	379,328,400	681,868,700
LOANS				
<b>Total</b>		<b>277,488,000</b>	<b>403,673,400</b>	<b>705,718,700</b>



---

## SECTION H: ORGANIZATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

---

# PERFORMANCE MANAGEMENT FRAMEWORK

FOR THE

UTHUNGULU DISTRICT MUNICIPALITY

## UTHUNGULU



---

2013/2014

## Table of Contents

1.	The legislative framework for performance management_____	4
2.	Managing and measuring performance at various levels_____	5
3.	Objectives of the uThungulu Performance Management System _____	7
4.	Principles governing the OPMS of the Municipality _____	8
5.	Preferred performance management model _____	9
6.	The process of managing performance _____	10
7.	The auditing of performance measures _____	22
9.	General issues relating to performance management _____	25
10.	Conclusion_____	27

## Annexures

- A. *2013/2014 uThungulu OPMS Scorecard*

## Introduction

The Municipal Planning and Performance Management Regulations stipulate that a municipality's Organisational Performance Management System (OPMS) must entail a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different roleplayers.

In line with the said legal requirement, this framework should be seen as a policy document that will set out:

- The requirements that the uThungulu District Municipality's OPMS will need to fulfill,
- The principles that must inform its development and subsequent implementation,
- The preferred performance management model of the Municipality,
- The process by which the system will work,
- The delegation of responsibilities for different roles in the process and
- A plan for the implementation of the system.

### 1. The legislative framework for performance management

The major OPMS policy instruments are the 1998 White Paper on Local Government supported by the Batho Pele principles encompassed in the White Paper on the Transformation of Public Service Delivery (1997). These policies were given legal stature through the adoption of the Municipal Systems Act in 2000 (Act 32 of 2000).

The Municipal System Act requires all municipalities to:

- Develop a performance management system
- Set targets and monitor and review the performance of the Municipality based on indicators linked to their Integrated Development Plan (IDP)
- Publish an annual performance report on performance of the Municipality forming part of its annual report as per the Municipal Finance Management Act (MFMA).
- Incorporate and report on a set of general (sometimes also referred to as national) indicators prescribed by the Minister responsible for local government

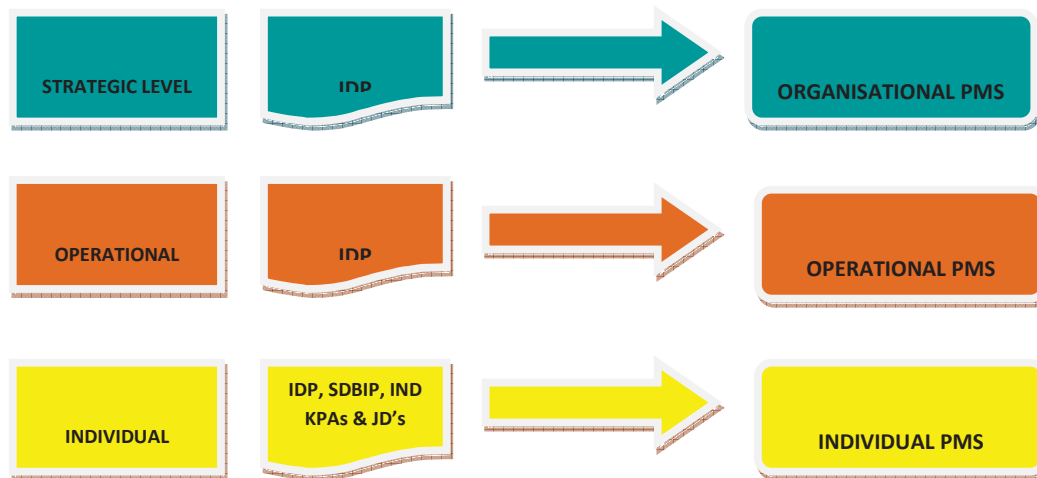
- conduct, on a continuous basis, an internal audit of all performance measures
- Have their annual performance report audited by the Auditor-General
- Involve the community in setting indicators and targets and reviewing municipal performance

The Minister responsible for local government published the Municipal Planning and Performance Management Regulations (2001) in terms of the Municipal Systems Act setting out in detail the requirements for a municipal OPMS. The Regulations also contain the general indicators prescribed by the Minister responsible for local government. In 2006 the Minister published a further set of Regulations dealing with Performance Management for Municipal Managers and Managers Directly Accountable to Municipal Managers.

It is also important to note that the MFMA contains various important provisions related to municipal performance management. For instance, the MFMA requires municipalities to annually adopt a Service Delivery and Budget Implementation Plan (SDBIP) with service delivery targets and performance indicators – provision is also made for this at departmental level in a circular issued by the National Treasury. Whilst considering and approving the annual budget the Municipality must also set measurable performance targets for each revenue source and vote. Finally, the Municipality must compile an annual report, which must include a performance report compiled in terms of the Systems Act.

## **2. Managing and measuring performance at various levels**

Performance management can be applied to various levels within any organisation. The legislative framework as set out above provides for performance management at various levels in a municipality including organisational (sometimes also referred to as municipal, corporate or strategic) level, operational (also referred to as services, departmental or section/team level) and lastly, at individual level as. These levels are however integrated and interdependent on each other.



### **Strategic (Organisational) Performance linked to the integrated development plan (IDP) of a municipality**

At this level the performance of the municipality is measured and managed against the progress made in achieving the strategic objectives as set out in the integrated development plan (IDP) of the municipality. This is done on the basis of key performance indicators and targets set for each of the IDP objectives of the municipality. Given that an IDP has a five-year timespan the measures set at this level should be of a strategic and mostly long-term nature with an outcome and impact focus.

The measures set for the Municipality at organisational level must be captured in an organisational scorecard structured in terms of the preferred performance management model of the Municipality (see section 6). A copy of the scorecard as developed for the uThungulu District Municipality is attached as **Annexure "A"**.

### **Operational (Departmental) Performance linked to the Service Delivery and Budget Implementation Plan (SDBIP) of a municipality**

The validity of the strategy of the municipality and the extent to which it is successfully implemented is also measured and managed at operational (sometimes also referred to as departmental) level. At this level this is achieved by measuring the progress made with service delivery and implementing the budget of the municipality through service delivery measures and targets captured in the annual service delivery and budget implementation plan (SDBIP) of a municipality. Given that a SDBIP has a one-year timespan the measures set at this level should be of a operational and short to medium-term nature with an input (budget) and output (service delivery) focus.

### **Individual Performance linked to OPMS and the individuals key performance areas and job descriptions**

The performance of individuals is measured against personal performance targets, which are set in accordance with job descriptions and their roles linked to the strategy of the municipality and the business plans (SDBIP's) of the operational units (departments) at a municipality. At section 57 level the 2006 Municipal Performance Regulations for Municipal Managers and Managers reporting directly to Municipal Managers has put in place a legislative framework for linking the individual performance of section 57 Managers to the strategy and operations of a municipality.

By cascading performance measures from organisational to operational to individual level, both the IDP and the SDBIP form the link to individual performance management. This ensures that performance management at the various levels relate to one another, which is a requirement of the 2001 Municipal Planning and Performance Regulations. The MFMA specifically requires that the annual performance agreements of managers must be linked to the SDBIP of a municipality and the measurable performance objectives approved with the budget.

### **3. Objectives of the uThungulu Performance Management System**

As indicated in the previous section, the Municipality's OPMS is the primary mechanism to monitor, review and improve the implementation of its IDP and to gauge the progress made in achieving the objectives set out in the IDP. The system should fulfill the following objectives:

- **Facilitate increased accountability**  
The performance management system should provide a mechanism for ensuring increased accountability between the local community, politicians, the Municipal Council and the municipal management team.
- **Support municipal oversight**  
The performance management system should support oversight by the Council and community over the performance of the Executive Committee and Municipal Administration.
- **Facilitate learning and improvement**  
The OPMS should facilitate learning in order to enable the Municipality to improve delivery.

- **Provide early warning signals**  
It is important that the system ensures decision-makers are timeously informed of performance related risks, so that they can facilitate intervention where necessary.
- **Facilitate decision-making**  
The performance management system should provide appropriate management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources.

The objectives listed above are not exhaustive, but summarise the intended benefits of the system. These intended objectives should be used to evaluate and review the performance management system on a regular basis (see section 9.2).

#### 4. Principles governing the OPMS of the Municipality

The performance management system for the uThungulu District Municipality is guided by the following principles:

- ***simplicity*** so as to facilitate implementation given any current capacity constraints,
- ***politically acceptable*** to all political roleplayers,
- ***administratively managed*** in terms of its day-to-day implementation,
- ***implementable*** within any current resource constraints,
- ***transparency and accountability*** both in terms of developing and implementing the system,
- ***efficient and sustainable*** in terms of the ongoing implementation and use of the system,
- ***public participation*** in terms of granting citizens their constitutional right to participate in the process,
- ***integration*** of the OPMS with the other management processes within the Municipality,
- ***objectivity*** based on credible information and lastly,



- **reliability** of the information provided on the progress in achieving the objectives as set out in its IDP.

## 5. Preferred performance management model

In section 2 above reference is made to the organisational scorecard of the uThungulu District Municipality structured in terms of the preferred performance management model. A performance management model can be defined as the grouping together of performance indicators, sometimes based on the type of indicator, into logical categories or groups (often called perspectives), as a means to enhance the ability of an organisation to manage and analyse its performance. In this way the model provides a common framework for what aspects of performance are going to be measured and managed. It further ensures that a balanced set of measures are employed that do not rely on only one facet of performance but represent a holistic and integrated assessment of the performance of an organisation.

Models have proved useful in performance management for the following reasons. They provide:

### **Simplicity**

A good model organise what would otherwise be a long list of indicators attempting to sufficiently cover performance, into a set of categories sufficiently covering all key areas of performance.

### **Mapping of Inter-relationships**

Models map out the inter-relationships between different areas of performance. These inter-relationships relate to the extent to which poor performance in a particular category would lead to poor performance in other related areas and the converse. These inter-relationships help in both the performance planning, analysis and review stages, particularly in the diagnosis of causes of poor performance.

### **Alignment to strategic planning methodology**

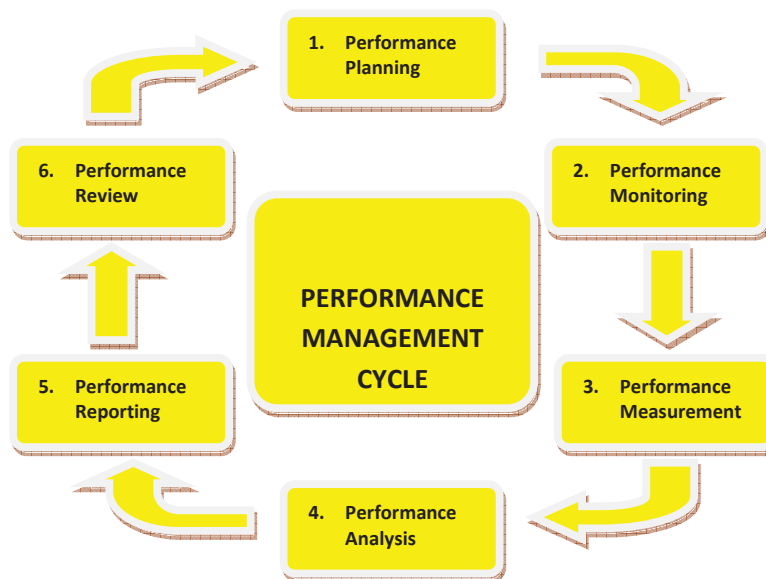
A good model will align the processes of performance management to the strategic planning processes of the organisation. The categories of key performance areas provided by a model should relate directly to identified priority areas of the strategic plans of the organisation.

The uThungulu District Municipality, has, under the guidance of the KwaZulu Natal Department of Cooperative Governance and Traditional Affairs (KZN CoGTA), implemented a organisational performance model developed by KZN CoGTA. The Organisational Performance Management System (OPMS) Scorecard was rolled out to municipalities during January 2010 and has since been adopted by the uThungulu District Municipality as the preferred measurement model. In the said model all

indicators are grouped together under the national key performance areas and the local key performance areas as per the uThungulu District Municipality IDP. The said Model therefore enables the uThungulu District Municipality to assess its performance based on the national key performance areas and its own local key performance areas.

## 6. The process of managing performance

The process of managing performance at organisational level in the uThungulu District Municipality involves the stages as set out in the diagram below:



The diagram provides for the cycle of performance management in the uThungulu District Municipality to commence with performance planning followed by performance monitoring, performance measurement, performance analysis, performance reporting and lastly performance review. The outcome of the performance review feeds back into the performance planning process. It is important to note that each of the stages in the cycle is underpinned by Council and community oversight over the performance of the Municipal Executive and Administration.

The following table spells out in more detail the roles and responsibilities of all the relevant roleplayers in the context of each of the above stages of the uThungulu District Municipality's organisational performance management cycle:

COUNCIL AND COMMUNITY OVERSIGHT					
Performance Planning	Performance Monitoring	Performance Measurement	Performance Analysis	Performance Reporting	Performance Review
<p><i>Citizens and Communities</i></p> <ol style="list-style-type: none"> <li>1. Be consulted on their needs</li> <li>2. Participate in the development of the long term vision for the area</li> <li>3. Influence the identification of priorities</li> <li>4. Be consulted on the adoption of the Municipality's performance management framework</li> <li>5. Be consulted on the mechanisms, systems and processes for performance management as set out in the performance management framework</li> <li>6. Be consulted on and influence the choice of indicators and the setting of targets</li> </ol>	<ol style="list-style-type: none"> <li>1. As part of the community's general oversight role review whether performance monitoring has taken place as provided for in this Framework</li> </ol>	<ol style="list-style-type: none"> <li>1. As part of the community's general oversight role review whether performance measurement has taken place as provided for in this Framework</li> </ol>	<ol style="list-style-type: none"> <li>1. As part of the community's general oversight role review whether performance analysis has taken place as provided for in this Framework</li> <li>2. Be involved in the analysis process when required</li> </ol>	<ol style="list-style-type: none"> <li>1. As part of the community's general oversight role review whether performance reporting has taken place as provided for in this Framework</li> <li>2. Attend meetings of Council/Exco where the performance scorecards are to be reviewed</li> <li>3. As part of the community's general oversight role monitor that where targets have not been met corrective action are taken</li> <li>4. Be kept informed about how the Municipality performed to date against targets set (in-year reporting)</li> <li>5. Be informed about and provided with the Municipality's annual report (year-end reporting) and citizens report if compiled</li> <li>6. Make representations on the Municipality's annual report as tabled</li> </ol>	<ol style="list-style-type: none"> <li>1. Be given the opportunity to participate in the review of municipal performance</li> <li>2. Be given the opportunity to participate in the deliberations of the Municipal Oversight Committee</li> <li>3. Be given the opportunity to influence the outcome of the oversight report</li> <li>4. Be given an opportunity to influence what areas needs to be focused on in the next planning cycle</li> <li>5. Be given the opportunity to suggest new indicators and targets</li> </ol>

COUNCIL AND COMMUNITY OVERSIGHT					
Performance Planning	Performance Monitoring	Performance Measurement	Performance Analysis	Performance Reporting	Performance Review
<ol style="list-style-type: none"> <li>Facilitate the development of a long-term vision.</li> <li>Develop strategies to achieve vision</li> <li>Identify priorities</li> <li>Participate in the IDP process</li> <li>Adopt the Municipality's performance management system</li> <li>Adopt indicators and set targets as recommended by Exco</li> <li>Participate in the annual review of the Municipality's performance management system and agree on any amendments thereto.</li> </ol>	<ol style="list-style-type: none"> <li>As part of the Council's general oversight role review whether performance monitoring has taken place as provided for in this Framework</li> </ol>	<ol style="list-style-type: none"> <li>As part of the Council's general oversight role review whether performance measurement has taken place as provided for in this Framework</li> </ol>	<ol style="list-style-type: none"> <li>As part of the Council's general oversight role review whether performance analysis has taken place as provided for in this Framework</li> <li>Be involved in the analysis process when required</li> </ol>	<ol style="list-style-type: none"> <li>As part of the Council's general oversight role review whether performance reporting has taken place as provided for in this Framework</li> <li>Attend meetings of Exco where the performance scorecards are to be reviewed</li> <li>As part of the Council's general oversight role monitor that where targets have not been met corrective action are taken</li> <li>Receive and consider the report from Exco on the review of the performance of the Municipality for the previous quarter</li> </ol>	<ol style="list-style-type: none"> <li>Review the decisions taken by Exco in considering the quarterly performance report.</li> <li>Establish and serve on the oversight committee</li> <li>Fulfill its oversight role over the Executive and Administration by considering the annual report and adopting an oversight report</li> <li>Influencing what areas needs to be focused on in the next planning cycle</li> <li>Suggesting new indicators and targets</li> </ol>
<b>Municipal Council</b>					

COUNCIL AND COMMUNITY OVERSIGHT					
Performance Planning	Performance Monitoring	Performance Measurement	Performance Analysis	Performance Reporting	Performance Review
<p>1. Play the leading role in providing strategic direction and developing strategies and policies for the organisation</p> <p>2. Manage the development of the IDP</p> <p>3. Recommend indicators and targets to Council</p> <p>4. Manage the development of the Municipality's performance management system</p> <p>5. Assign responsibilities to manage the development of the performance management system to the Municipal Manager</p>	<p>1. Review whether performance monitoring has taken place as provided for in this Framework (see section 7.2) - Exco member responsible for each Department to work closely with HOD in ensuring that regular performance monitoring takes place.</p>	<p>1. Review whether performance measurement has taken place as provided for in this Framework (see section 7.3)</p> <p>2. Take appropriate action against those HODs who on a regular basis do not meet the reporting deadlines</p>	<p>1. Consider the analysis of performance as set out in the quarterly performance scorecards by the senior management team (see section 7.4 and 7.5.1)</p> <p>2. Decide whether the causal reasons for poor performance have been captured adequately through the analysis process</p>	<p>1. Consider the quarterly performance reports submitted by the management team (see section 7.5.1)</p> <p>2. Monitor the drafting of the annual report and ensure that it is submitted to Council through the Mayor within seven months after each financial year (see section 7.5.2)</p>	<p>1. Conduct the Quarterly reviews of municipal performance, determining whether targets had or had not been met, what the causal reasons were and to adopt appropriate response strategies based on recommendations by the management team</p> <p>June 2013</p> <p>2. Submit a report to Council on the review undertaken of</p>

*Executive Committee*

COUNCIL AND COMMUNITY OVERSIGHT					
Performance Planning	Performance Monitoring	Performance Measurement	Performance Analysis	Performance Reporting	Performance Review
<p>Assist the Municipal Manager in:</p> <ol style="list-style-type: none"> <li>1. Providing strategic direction and developing strategies and policies for the organisation</li> <li>2. Managing the development of the IDP</li> <li>3. Develop service plans for their Departments and ensure that it is integrated within the strategy of the organisation</li> <li>4. Managing the development of the Municipality's performance management system as delegated by Exco</li> <li>5. Identify and propose indicators and targets</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitor performance against targets set as provided for in this Framework</li> <li>2. Take interim action in instances where targets are not going to be met</li> <li>3. Get line Managers in Department to monitor the performance of their sectors</li> </ol>	<ol style="list-style-type: none"> <li>1. Measure performance according to agreed indicators and targets on a quarterly basis as provided for in this Framework</li> </ol>	<ol style="list-style-type: none"> <li>1. Analyse and capture the underlying reasons why targets have/have not been met as provided for in this Framework</li> <li>2. Where targets have not been met compile a draft recommendation with proposed corrective action</li> <li>3. Submit measurements, analysis and proposed corrective action via the OPMS Manager to the senior management team (see section 7.4)</li> <li>4. Participate in the meeting of senior management at which the completed performance report is discussed</li> </ol>	<ol style="list-style-type: none"> <li>1. Ensure that a quality quarterly performance report is submitted to Exco)</li> <li>2. Compile the annual performance report for his/her Department</li> <li>3. Provide input and assist in the compilation of the Municipality's annual report</li> </ol>	<ol style="list-style-type: none"> <li>1. Attend the Exco meeting at which the quarterly performance report is reviewed and answer any questions Exco might have re the content of the report</li> <li>2. Attend the Council meeting at which Exco reports on the decisions taken in respect of the quarterly performance report and answer any questions Council might have</li> <li>3. Participate in the annual process to review the performance of Council</li> </ol>
<b><i>Municipal Manager and Head of Departments</i></b>					
					June 2013

In addition to the above a number of other roleplayers also have a very important role to play in the Municipality's organisational performance management system. Their respective roles and responsibilities are set out elsewhere in the framework. These roleplayers are as follows:

- The Manager responsible for Organisational Performance Management (**see section 7.6**)
- The Municipality's Internal Audit Section (**see section 8.1**)
- The appointed Performance Audit Committee (**see sections 8.2, 8.3 and 9.2**)
- The appointed Municipal Oversight Committee (**see section 7.6**)

The balance of this section looks at each of the stages in more detail and how they will unfold in the process of managing performance in the Municipality. Although the stages and what follows relate mainly to performance management at organisational level, the principles and approaches employed could also be applied to performance management at operational level.

### **7.1 Performance Planning**

The performance of the uThungulu District Municipality at strategic level is to be managed in terms of its IDP. The process of compiling an IDP and the annual review thereof therefore constitutes the process of planning for performance. As part of the IDP process key performance indicators and targets must be adopted for each of the IDP objectives. During the IDP review process the key performance indicators for those objectives that were changed must also be reviewed and amended if need be.

It should be noted that the last component of the cycle is that of performance review and that the outcome of the review (both in-year and annual) process must inform the next cycle of IDP compilation/review by focusing the planning processes on those key performance areas in which the Municipality has under-performed.

### **7.2 Performance monitoring**

Performance monitoring is an ongoing process through which a Manager accountable for a specific indicator as set out in the organisational scorecard (and a related service delivery target contained in a SDBIP) continuously monitors current performance against the targets set. The aim of the monitoring process is to take appropriate and immediate interim (or preliminary) action where there is an indication that a target is not going to be met by the time that the formal process of performance measurement, analysis, reporting and review is due.

In the instance of uThungulu, it is recommended that the organisational scorecard of the Municipality as per **Annexure "A"** be reported on a quarterly basis to the Executive Committee. Performance monitoring requires that in between the formal cycle of performance measurement, appropriate action should be taken if it becomes evident through monitoring that a specific performance target is not going to be met. It is therefore proposed that at least on a monthly basis departmental Managers track performance trends against targets for those indicators that lie within their area of accountability in order to identify performance related problems as early as possible and take to take timely and appropriate remedial action.

It is further recommended that each Manager delegates to their direct line manager the responsibility to monitor the performance for his/her sector/section. Such line managers are, after all, best placed given their understanding of their sector to monitor on a regular basis whether targets are currently being met or will be met in future, what is contributing to the current level of performance, or lack thereof, and what interim remedial action needs to be undertaken.

### **7.3 Performance measurement**

Performance measurement refers to the formal process of collecting and capturing relevant and applicable performance data to enable reporting to take place for each key performance indicator and its related targets. Provision has been made in the organisational scorecard for the name of an official to be made responsible for reporting on each indicator (please note that this might not necessarily be the same official accountable for performance on an indicator).

The said official will, when performance measurement is due, have to collect and collate the necessary performance data or information and capture the result/s against the target for the period concerned on the organisational scorecard. These results must be reported to his/her Manager making use of the said scorecard after completing the next stage (see performance analysis below).

### **7.4 Performance analysis**

Performance analysis is about making sense of the measurements collected. It requires interpretation of the measurements as conducted in terms of the previous stage to determine whether targets have been met, not met or exceeded and to project whether or not future targets will be met. Where targets have not been met, performance analysis requires that the underlying reasons therefore should be examined and appropriate corrective action recommended. Where targets have been met or exceeded, the key factors that resulted in such success should be documented and shared so as to ensure organisational learning.



In practice the aforementioned entails that the Manager responsible for each indicator will have to, after capturing the performance data against the relevant targets on the organisational scorecard, analyse the underlying reasons why a target has/has not been met and capture a summary of his/her findings on the scorecard. The Manager will then have to draft a recommendation for the corrective action proposed in instances where a target has not been achieved and also capture this on the relevant scorecard. Provision has been made on the reporting format of the organisational scorecard to capture both the 'reason for the performance status' (in other words the results of the analysis undertaken) and the 'corrective action' proposed.

The completed organisational scorecard must then be submitted to a formal meeting of the senior management team for further analysis and consideration of the draft recommendations of the relevant Managers. This level of analysis should allow for examination of performance across the organisation in terms of all its priorities with the aim of revealing and capturing whether any broader organisational factors are limiting the ability or the municipality to meet any other performance targets in addition to those aspects already identified and captured by the relevant Manager.

The analysis of the organisational scorecard by senior management should also ensure that quality performance reports are submitted to the Executive Committee and that adequate response strategies are proposed in cases of poor performance. Only once senior management has considered the scorecard, agreed to the analysis undertaken and captured therein and have reached consensus on the corrective action proposed, can the organisational scorecard be submitted to the Executive Committee for consideration and review.

## **7.5 Performance reporting and review**

The next two stages in the process of performance management, namely that of performance reporting and performance review, will be dealt with together. This section is further divided into three sub-sections dealing with the requirements for 'in-year' versus annual reporting and reviews and lastly a summary of the various reporting requirements.

### **7.5.1 In-year performance reporting and review**

The submission of the scorecard to the Executive Committee for consideration and review of the performance of the Municipality as a whole is the next step in the process. The first such report is a major milestone in the implementation of any OPMS and it marks the beginning of what should become a regular event, namely using the performance report as a tool to assess and review the Municipality's performance and to make important political and management decisions on how the municipality can improve its performance.

As indicated earlier, it is recommended that the organisational scorecard be submitted to the Executive Committee for consideration and review on a quarterly basis.

Performance review is the process whereby the leadership of an organisation, after the performance of the organisation has been measured and reported to it, reviews the results and decides on appropriate action to be taken. The Executive Committee, when reviewing the organisational scorecard submitted to it, will have to ensure that the targets committed to in the scorecard have been met, and where they have not, that satisfactory and sufficient reasons for this have been provided by senior management and that the sufficient and appropriate corrective action has been proposed to address the reasons for poor performance. If satisfied with the corrective action as proposed these must be adopted as formal resolutions of Council and must be minuted accordingly.

Section 44(4) of the Municipal Structures Act, 1998 (Act 117 of 1998) as amended requires that the Executive Committee must report to Council on all its decisions taken. The outcome of the quarterly performance reviews by the Executive Committee must, in line with this requirement, be reported to the full Council for it to perform its oversight function over the performance of the Municipal Executive and Administration. In doing so Council must review the decisions taken and resolve whether it is satisfied with the corrective action adopted by the Executive Committee. If they are not then the Executive Committee recommendation must be amended accordingly and the amendments minuted.

#### **7.5.2 Annual performance reporting and review**

A comprehensive report on the performance of the Municipality also needs to be compiled on an annual basis. The requirements for the compilation, consideration and review of such an annual report are set out in chapter 12 of the MFMA. In summary the MFMA requires that:

- All municipalities for each financial year compile an annual report which report must include the municipal performance report
- The annual report be tabled within seven months after the end of the financial year
- The annual report be made public immediately after it has been tabled and that the local community be invited to submit representations thereon
- The municipal Council considers the annual report within nine months of the end of the financial year and adopts an oversight report containing the Council's comments on the annual report
- The oversight report as adopted be made public
- The annual report as tabled and the Council's oversight report be forwarded to the Auditor-General, the Provincial Treasury and the Department responsible for local government in the Province

- The annual report as tabled and the Council's oversight report be submitted to the Provincial legislature.

It is important to note that the municipal performance report of a municipality is only one element of the annual report. To ensure that the annual report compilation, tabling and review process is completed in time to inform the next cycle of performance planning in accordance with the IDP compilation/review process, it is recommended that the annual performance report be compiled and completed as soon after the end of each financial year as possible but ideally not later than two months after financial-year end.

The oversight report to be adopted provides the opportunity for the full Council to review the performance of the Municipality in line with its oversight role. The requirement that the annual report, once tabled, and the oversight report be made public also provides a mechanism for the general public to review the performance of the Municipality in line with the community's oversight role.

In order to facilitate the oversight process it is recommended that a municipal oversight committee be established consisting of a selected number of Councillors not serving on the Executive Committee.

The oversight committee will be responsible for the detailed analysis and review of the annual report and the drafting of the oversight report. In doing so the committee must establish mechanisms to receive and review representations made by the public on the annual report and also seek inputs from other Councillors and Council portfolio committees. Such mechanisms could involve all or any combination of the following:

- Producing a user-friendly citizens' report in addition to the annual report for public consumption. The citizens' report should be a simple, easily readable and attractive document that translates the annual report for public consumption.
- Using of various forms of media including radio, newspapers and billboards to convey the annual report.
- Inviting the public to submit comments on the annual report via telephone, fax and email.
- Holding public hearings in a variety of locations to obtain their input on the annual report.
- Making use of existing structures such as ward and/or development committees to disseminate the annual report and invite comments.
- Debating the annual report at a meeting of the IDP Representative Forum

- Hosting a number of public meetings or roadshows at which the annual report could be discussed and input invited.
- Producing a special issue of the municipal newsletter in which the annual report is highlighted and the public are invited to comment.
- Posting the annual report on the council website and inviting input

It is further proposed that the municipal public accounts committee (MPAC) functions as a standing committee on municipal accounts. As such the committee must examine:

- the financial statements of all executive organs of Council;
- any audit reports issued on those statements;
- any reports issued by the AG on the affairs of any municipal entity; and
- any other financial statements or reports referred to the committee by Council.

And

- may report on any of those financial statements or reports to Council;
- may initiate any investigation in its area of competence; and
- must perform any other oversight function assigned to it by resolution of Council.

As the MPAC performs an oversight function on behalf of Council it is not a duplication of, and must not be confused with either the audit committee or the finance portfolio committee. The audit committee is an independent advisory body that advises Council and the Executive on financial and risk matters and can act as an advisory body to the oversight committee. The finance portfolio committee deals with financial management issues such as budgetary, revenue and expenditure management and supply chain management.

### **7.5.3 Summary of various performance reporting requirements**

The following table, based on the legislative framework for performance management and this OPMS framework, provides a summary of the various performance reporting deadlines which apply to the Municipality:

Report	Frequency	Submitted for consideration and/or review to	Remarks
1. SDBIP's	Quarterly	Executive Committee	See MFMA Circular 13 of National Treasury for further information
2. Monthly budget statements	Monthly	Mayor (in consultation with Exco)	See sections 71 and 54 of the MFMA
3. Organisational Scorecard	Quarterly	Executive Committee and then in terms of an Exco report to full Council	This OPMS framework (see section 7.5.1 above)
4. Implementation of the budget and financial state of affairs of the Municipality	Quarterly	Council	See section 52 of the MFMA
5. SDBIP mid-year budget and performance assessment	Annually by March of each year	Mayor (in consultation with Exco)	See sections 72 and 54 of the MFMA
6. Performance report	Annually	Council	See section 46 of the Municipal Systems Act as amended. Said report to form part of the annual report (see 7 below)
7. Annual report	Annually	Council	See chapter 12 of the MFMA

## 7.6 Council and community oversight

One of the objectives of the performance management system is to support oversight by the Council and community over the performance of the Executive Committee and Municipal Administration. The cycle of performance management as set out at the beginning of this section also highlights the importance of Council and community oversight in each of the stages of the cycle. It is therefore important to reflect briefly on this aspect and how it relates to the cycle and process of performance management in the uThungulu District Municipality.

Oversight refers to the role of legislatures and citizens in monitoring and reviewing the actions of executive organs of government for efficiency, probity and accountability. The general purpose of oversight is to ensure that government policies are properly and

efficiently implemented, that government departments run smoothly and in line with their democratic mandate and that the law is upheld. Oversight is exercised in the interests of society in general and should ensure that the considerable powers that government executives and administrations assume are monitored to avoid abuse and under-performance.

In the municipal context oversight has two facets namely internal and external. The internal dimension refers to the oversight of Council over the performance of the Executive Committee and the Municipal Administration in line with the separation of powers between the Council, the Executive and the Administration. The external dimension refers to the community and other spheres of government's oversight over the performance of a municipality as a whole. In this framework the oversight role of the Council and community is dealt with in the table included at the beginning of section 7.5 as well in sub-section 7.5.2 above.

It is important to note that reporting on performance as provided for in this framework will not in itself enable Councilors to fully exercise their internal oversight role effectively. Not everything a Department does would be reflected in quarterly performance reports or lends itself to review through key performance indicators and targets. It is therefore important for each of the Departments to, in addition to the required performance reports; submit monthly progress reports to the relevant Portfolio Committee of Council dealing with the broader activities of each Department during the preceding month.

For further guidance in respect of the oversight function at the municipal sphere of government the following resources would be of assistance:

- The "Towards a Framework for Councilor Oversight" publication produced by the KwaZulu-Natal Department of Local Government and Traditional Affairs.
- MFMA Circular no. 56 of 2003 as issued by National Treasury.

## **7. The auditing of performance measures**

### **8.1 The role of internal audit in terms of performance management**

The MFMA requires that the Municipality must establish an internal audit section. This service could be outsourced depending on its resources and specific requirements. Section 45 of the Municipal Systems Act stipulates that the results of the Municipality's performance measures must be audited by the internal audit section as part of the internal auditing process and annually by the Auditor-General.

The Municipal Planning and Performance management Regulations stipulates that the internal audit section must, on a continuous basis, audit all performance and this must include an assessment of the following:

- (i) The **functionality** of the municipality's performance management system.
- (ii) Whether the municipality's performance management system **complies** with the Act.
- (iii) The extent to which the municipality's performance measurements are **reliable** in measuring the performance of municipalities by making use of indicators.

Each of the aforementioned aspects will now be looked at briefly.

- **Functionality**

To function can be defined as a proper or expected activity or duty or to perform or operate as expected (Chambers Handy Dictionary). This could also be applied to the operation of any system such as an OPMS. The internal audit section must therefore on a regular basis audit whether the OPMS of the Municipality is functioning as intended and described in this framework.

- **Compliance**

To comply can be defined as to act in the way that someone else has commanded or intended (Chambers Handy Dictionary). In this respect it is clear that the intention of the legislature is for the Municipality's OPMS to comply strictly with the requirements of the Systems Act, Regulations and the MFMA. This compliance check would require that the Municipality's internal audit unit, on at least an annual basis, verifies that the Municipality's OPMS complies with the said legal requirements.

- **Reliability**

To rely can be defined as to trust or depend upon with confidence. Reliability in the context of OPMS refers to the extent to which any performance measures reported upon can be seen as being reliable, e.g. if the performance target was to build 500 houses and it is reported that the target has been met or exceeded, it must be established whether the information is factually correct or only an estimation or, even worse, purposeful misrepresentation. Undertaking a reliability audit will entail the continuous verification of performance measures and targets reported upon. This will require that the Municipality sets in place a proper information management system (electronically or otherwise) so that the internal audit section is able to access information regularly and to verify its correctness (see section 9.2 for more on data management).

The Municipality's internal auditors must submit quarterly reports on the audits undertaken to the Municipal Manager and the (performance) Audit Committee.

## 8.2 Audit Committee

The MFMA and the Municipal Planning and Performance Management Regulations require that the Municipal Council establish an audit committee consisting of a minimum of three members, where the majority of members are not employees of the municipality. No Councillor may be a member of an audit committee. Council shall also appoint a chairperson who is not an employee.

The Regulations give municipalities the option to establish a separate *performance* audit committee whereas the MFMA provides only for a single audit committee. The operation of this audit committee when dealing with performance management is governed by Section 14 (2-3) of the Regulations which require that the audit committee must:

- Review the quarterly reports submitted to it by the internal audit unit
- Review the municipality's OPMS and make recommendations in this regard to the Council of the Municipality
- At least twice during a financial year submit an audit report to the Municipal Council

In order to fulfill their function a (performance) audit committee may, according to the MFMA and the Regulations,

- Communicate directly with the Council, Municipal Manager or the internal; and external auditors of the municipality concerned;
- Access any municipal records containing information that is needed to perform its duties or exercise its powers;
- Request any relevant person to attend any of its meetings, and, if necessary, to provide information requested by the committee; and
- Investigate any matter it deems necessary for the performance of its duties and the exercise of its powers.

The uThungulu District Municipality has already established a Performance Audit Committee and it is recommended that their responsibility in terms of performance management be as set out in the MFMA, Regulations and this framework.

## 8.3 Performance Investigations

The Performance Audit Committee should also be able to in consultation with Council commission in-depth performance investigations where there is either continued poor



performance, a lack of reliability in the information being provided or on a random ad-hoc basis. The performance investigations should assess:

- The reliability of reported information
- The extent of performance gaps from targets
- The reasons for performance gaps
- Corrective action and improvement strategies

While the internal audit section may be used to conduct these investigations, it is preferable that external service providers, who are experts in the area to be investigated, be used. Clear terms of reference will need to be adopted by the Council for each such investigation.

## **9. General issues relating to performance management**

The following general issues related to performance management need to be considered in implementing the OPMS of the Municipality:

### **9.1 Managing performance related data**

Monitoring and reporting on municipal performance requires the collecting, collating, capturing and recording of a multitude of performance related data. This includes information on key performance indicators, baselines and backlogs, the targets set against each indicator and the actual performance of the municipality over a period of time against each key performance indicator and related target.

The data must be easily accessible for the purpose of extracting it for local, provincial and national reporting requirements as well as for the compilation of the municipal annual performance report which forms part of the municipal annual report compiled in terms of the MFMA. It is also required to facilitate the auditing of performance measures as per the Municipal Systems Act and the 2001 Municipal Planning and Performance Management Regulations.

Data management systems vary from basic proper record keeping, making use of spreadsheets and/or databases to implementing advanced data management and information systems that integrate data across various platforms and extract it as and when required.

### **9.2 Annual review of the Performance Management System**

As stated earlier, one of the functions of the Performance Audit Committee is to on at least an annual basis, review the OPMS of the Municipality. It is envisaged that after the full cycle

of the annual review and reporting is complete and the Performance Audit Committee has met as required; the internal audit section will compile a comprehensive assessment/review report on whether the Municipality's OPMS meets the systems' objectives and principles as set out in this framework and whether the system complies with the Systems Act, OPMS Regulations and the MFMA. This report then need to be considered by the Performance Audit Committee and any recommendations on amendments or improvements to be made to the OPMS should be submitted to the Council for consideration.

The Municipal Systems Act also requires the Municipality to evaluate its OPMS annually. The review undertaken by the audit committee and its recommendations could serve as input into this wider municipal review of the OPMS and it is proposed that after the full cycle of the annual review is complete, the Municipal Manager should initiate an evaluation report, taking into account the input provided by departments and the outcome of the review undertaken by the Performance Audit Committee. The report will then be discussed by the Management Team and finally submitted to the Council for discussion and approval.

### **9.3 Amendments to key performance indicators and targets**

The Municipality will have to adopt a policy on amendments to indicators and targets. It is recommended that such amendments may be proposed but be subject to the approval of the Executive Committee in consultation with the Municipal Manager before being adopted.

### **9.4 Integrating OPMS with the Council's existing management cycle**

International best practice indicates that an OPMS has the best chance of succeeding if it is integrated with the current management cycle of a Municipality. The purpose of such an approach would be to ensure and guide the integration of important processes such as the strategic planning or development process in terms of the IDP methodology, the annual budget process and the formal process of evaluating and assessing Council's performance in terms of the approved OPMS and this framework.

The uThungulu District Municipality's OPMS Scorecard will be integrated into the IDP by means of aligning the two documents with each other. The IDP referencing used in the OPMS Scorecard will reflect strategic programmes in the IDP, but will refer to the first level of referencing in the case of operational projects not specifically identified in the IDP.

### **9.5 Institutional arrangements**

Implementing the OPMS according to this framework will require proper co-ordination and administrative support. It is therefore important to designate an official to be responsible for managing and oversee the process at organisational level on behalf of the Municipal Manager.

This official should ideally will be situated in the Office of the Deputy Municipal Manager and in the same unit responsible for overseeing and managing the IDP process. To assist the

uThungulu District Municipality in Performance Management, a consultant, Umphumela Management Consulting, has been appointed to assist with performance management for the 2010/2011 financial year.

It is very important to note that it would not be the consultant's responsibility to monitor, measure, analyse and report on performance but only to facilitate and support the process and to ensure that the required data is collated and available for analysis and review as per this framework on behalf of the Deputy Municipal Manager.

At an individual level the responsibility for co-ordination, administration and record keeping should be the responsibility of the Manager responsible for human resource management.

The Municipality also needs to ensure that its internal audit section is capacitated to deal with the additional responsibilities it has in terms of performance management over and above its traditional financial audit responsibilities.

## **10. Conclusion**

In conclusion it must be emphasised that there are no definitive solutions to managing municipal performance. The process of implementing a performance management system must be seen as a learning process, where the uThungulu District Municipality must continuously improve the way the system works to fulfil the objectives of the system and address the emerging challenges arising from a constantly changing environment.

**6: Organisational Performance Scorecard 2013/2014**

**Table 92: Organisational Performance Scorecard 2013/2014**

IDP Indicator No.	Outcome 9	National KPA	uThungulu Development Strategies	Strategic Objective	Performance Management	uThungulu District Municipality - Organisational Performance Scorecard 2013/2014		IDP 2013/2014				Reporting Department	
						Baseline 2012/2013		2013/2014					
						Target	Actual	Annual Target	Target Quarter 1	Target Quarter 2	Target Quarter 3		Target Quarter 4
				Human Resource Development	Number of staff	10		10	10	10	10	10	Corporate Services
				Staff from Equity Groups employed levels of management	Number of women	102		102	102	102	102	102	Corporate Services
				Women employed by the municipality	Number of youth	120		120	120	120	120	120	Corporate Services
				Youth employed by the municipality	Number of staff	3		3	3	3	3	3	Corporate Services
				Disabled staff employed by the municipality	Date of approval	31-May-13		31-May-13				31-May-13	Corporate Services
				Annual Approved Workplace Skills Plan	Date submitted to LGSETA	30-Jun-13		30-Jun-13				30-Jun-13	Corporate Services
				Budget Spent on Workplace Skills Plan	Actual amount spent	R 1 556 000		R 1 556 000	R 403 800	R 134 600	R 933 600	R 1 556 000	Corporate Services
				TASK Job Evaluation	Percentage spent	100%		100%	30%	10%	60%	100%	Corporate Services
1.1.1				Percentage of job descriptions reviewed	Number of awareness interventions	4		4	1	1	1	1	Planning and Economic Development Services
1.1.2				Employee Assistance Programme	Percentage uptime								Corporate Services
1.2.3				Document Management System	Percentage of completion of phase 2 objectives								Corporate Services
1.2.5				Network Refresh	Number of agreements	5		5	5	5	5	5	Corporate Services
1.3.1				S56 Performance Agreements	Date of submission	30-Nov-12		30-Nov-13	30-Nov-13				Planning and Economic Development Services
1.3.2				2011/2012 Performance Assessment Reporting to Performance Audit Committee	Date of approval	28-Jun-13		30-Jun-14					Planning and Economic Development Services
1.4.3				OPMS Scorecard									Planning and Economic Development Services

1.4.1	Performance Management	Mid-year Performance Report								13	31-Mar-14	31-Mar-14				Economic Development Services
1.4.4	Institutional Development	Draft Annual Report and Annual Performance Report	Date of approval	31-Aug-12	31-Aug-12	31-Aug-12	31-Aug-13	30-Aug-13	30-Aug-13	50%	50%	40%				Planning and Economic Development Services
1.4.9	Institutional Development	Implement Municipal Turnaround Strategy	Percentage of 2013/2014 recommendations passed implemented by 30 June 2013	50%	50%	50%	50%	10%	30%						50%	Office of the Municipal Manager
1.4.5		Enterprise Risk Management	Date of completion of Annual Risk Assessment	30-Jun-13	30-Jul-12	30-Jun-14	30-Jun-14								30-Jun-14	Planning and Economic Development Services
1.4.5		Risk Management Strategy	Date of completion of Annual Fraud Risk Assessment	30-Jun-13	30-Jul-12	30-Jun-14	30-Jun-14								30-Jun-14	Planning and Economic Development Services
1.4.6		Risk Management Strategy	Number of Strategic Risk Management Committee meetings	4	4	4	4	1	1						1	Planning and Economic Development Services
1.4.7		Fraud and Corruption Prevention	Number of Fraud Prevention Committee meetings	4	4	4	4	1	1						1	Planning and Economic Development Services
1.5.1	Integrated Development Planning	Annual IDP Review	Date of approval of review by Council	28-Jun-13	26-Jun-13	30-Jun-14	30-Jun-14								30-Jun-14	Planning and Economic Development Services
1.5.2		IDP Review Road shows	Number of IDP Road shows	12		12	12		6						6	Office of the Municipal Manager
1.5.3		Quality of Life Survey	Date of completion of survey			30-Jun-14	30-Jun-14								30-Jun-14	Planning and Economic Development Services
	Financial management	Debt coverage ratio	(Total operating revenue received - operating grants) / Debt service payments	15.00		6.18	6.18	N/A	6.18		N/A				6.18	Financial Services
	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Outstanding service debtors to revenue	Outstanding service debtors / revenue actually received for services	0.70		0.70	0.70								0.70	Financial Services
	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	Cost coverage ratio	(Available cash at particular time + investments) / Monthly fixed	3.00		3.00	3.00	3.00	3.00		3.00				3.00	Financial Services
	IMPROVED MUNICIPAL FINANCIAL AND ADMINISTRATIVE CAPABILITY															

2.1.1							30-Jun-14					30-Jun-14		Financial Services
1.1.5								100%					100%	Financial Services
		Budgeting and reporting		30-Jun-13	100%									
		Revenue Enhancement		R 39391946			R 50 797 000			R 12 699 250	R 12 699 250	R 12 699 250		Financial Services
		Expenditure control		R 124 301 000			R 147 981 000			R 12 699 250	R 12 699 250	R 12 699 250		Financial Services
2.3.1								100%	10%	30%	50%		100%	Financial Services
2.4.1		Supply Chain Management					30-Jun-14						30-Jun-14	Financial Services
2.5.4		Strategy towards Clean Audit 2014						100%	100%	100%	100%		100%	Financial Services
3.1.2	GOOD GOVERNANCE AND IMPROVED ACCESS TO BASIC SERVICES	Public Relations and Communication		4	4				1	1	1	1	1	Office of the Municipal Manager
3.2.2	BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	Intergovernmental Relations		4	4				1	1	1	1	1	Office of the Municipal Manager
3.3.1	BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	Batho Pele Principles		31-Dec-12			31-Dec-13							Office of the Municipal Manager
4.2.1	GOOD GOVERNANCE AND IMPROVED ACCESS TO BASIC SERVICES	Waste Management						50%	10%	20%	30%	50%	50%	Technical Services
4.3.1	BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	Regional Cemeteries and Crematoria						100%	10%	30%	60%	100%	100%	Technical Services
4.3.3	BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	Mandawo Cemetery (uMlalazi) Plan					30-Jun-14						30-Jun-14	Technical Services

4.4.1	Auxiliary Infrastructure Development	Renewable Energy (Biogas)	Number of digestors constructed						5	5	Technical Services
4.4.2	Rural Roads Asset Management System (RRAMS)	Rural Roads Asset Management System	Number of kms of roads assessed	1000	1000	1000	1000	1000	1000	1000	Technical Services
5.1 - 5.2	Access to Water	Households with access to basic water	Number of Households	74055	74455	74255	74855	74655	74855	74855	Technical Services
5.1 - 5.2	Access to Sanitation	New Water Connections	Number of new connections	1000	200	200	200	200	200	200	Technical Services
5.1 - 5.2	Access to Sanitation	Households with access to basic sanitation	Number of Households	70376	72376	71376	74376	73376	74376	74376	Technical Services
5.1.65	Access to Sanitation	New sanitation connections	Number of new connections	3000	1000	1000	1000	1000	1000	1000	Technical Services
6.1.1	Municipal Basic Service Infrastructure Implementation	Tanker Reduction Strategy Implementation	Number of projects completed by 30 Jun 2014			2	10	2	4	4	Technical Services
6.1.1	Local Economic Development	LED Framework (Review)	Date of review	30-Jun-13						30-Jun-14	Planning and Economic Development Services
6.5.1	Agricultural Development	Jobs created through the municipality's LED initiatives	Number of jobs maintained	150	150	150	150	150	150	150	Planning and Economic Development Services
6.5.3	Local Economic Development	Jobs created through the municipality's EPWP	Number of jobs maintained	150	150	150	150	150	150	150	Technical Services
6.5.5	Agricultural Development	Agricultural Development and Implementation (Fresh Produce Market)	Date of establishment of pre-market				31-Dec-13				Planning and Economic Development Services
6.5.3	Local Economic Development	Date of establishment of UFPM entity					30-Jun-14			30-Jun-14	Planning and Economic Development Services
6.5.4	Local Economic Development	Number of farmer support cooperatives established					2			2	Planning and Economic Development Services
6.6.3	Business and Industrial Development	SMME Development Training and SMME Mentorship Programme	Number of SMME assisted by 30 Jun 2014	300			100			100	Planning and Economic Development Services
6.6.1	Business and Industrial Development	SMME Support Programme	Date of completion of SMME Database	30-Jun-13			30-Jun-14			30-Jun-14	Planning and Economic Development Services
7.1.1	Spatial Planning and Development	Spatial Development Framework (Review)	Date of approval by Council	30-Jun-13			30-Jun-14			30-Jun-14	Planning and Economic Development Services
7.1.2	Actions Supportive of Human Settlement and Sustainable Land Management	GIS Development and Training (Development Planning Shared Services)	Date of establishment of GIS Hub				30-Jun-14			30-Jun-14	Planning and Economic Development Services





# SECTION I: STATUS OF ALL APPLICABLE SECTOR PLANS

**Table 93: 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	On-going
	QOL Survey (2009)	Complete
	DIMS: Development and Implementation	On-going
	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	On-going

# ANNEXURES

1. **Spatial Development Framework (included Land Uses Management Guidelines)**
2. **Disaster Management Plan**
3. **AG Comments on latest Audited Financial Statements and Responses & Actions Thereto**
4. **IDP Alignment Framework**
5. **Service Commitment Charter**
6. **Risk Management Strategy**