

RICHMOND MUNICIPALITY DRAFT INTEGRATED DEVELOPMENT PLAN - 2012/13 TO 2016/17





RICHMOND MUNICIPALITY
UMASIPALA WASE RICHMOND

**PREPARED BY: RICHMOND MUNICIPALITY DEVELOPMENT AND
PLANNING UNIT**

LED BY: MR. ES SITHOLE, MUNICIPAL MANAGER

CONTACT PERSON:

Manager: Development and Planning
57 Shepstone Street
Richmond, KZN
3780
Tel: 033 212 2155
Fax: 033 212 2102
EMAIL: mjisithole@richmond.gov.za

SUPPORTED BY: MANAGEMENT

For further information contact:

The Office of the Municipal Manager
Richmond Municipality
Private Bag 1028, 57 Shepstone Street
RICHMOND, KwaZulu-Natal, 3780
Tel: 033 – 212 2155 Fax: 033 – 212 2102
Email: sibusiso.sithole@richmond.gov.za Website: www.richmond.gov.za

TABLE OF CONTENTS

PAGE NO.

SECTION A: EXECUTIVE SUMMARY 7-14

- Introduction
- A1: Municipal Profile
- A2: Challenges We Face
- A3: Opportunities
- A4: Strategies for Improvement
- A5: Measurable Performances
- A6: Introduction to the process of review
- A7: Process Plan and Public Participation

SECTION B: SITUATIONAL ANALYSIS 15-54

- B1: Introduction
- B2: Local / Regional Context
- B3: Demographic Dynamics
- B4: Socio-Economic Analysis
- B5: Spatial Analysis
- B6: Institutional Analysis
- B7: Financial Analysis
- B8: Infrastructure Analysis
- B9: Broad Based Community Needs
- B10: Conclusion

SECTION C: DEVELOPMENT STRATEGIES 55-110

1. INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION
2. BASIC SERVICE DELIVERY
3. LOCAL ECONOMIC DEVELOPMENT
4. MUNICIPAL FINANCIAL MANAGEMENT AND VIABILITY
5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

SECTION D: OVERVIEW OF THE SPATIAL DEVELOPMENT FRAMEWORK	111-123
SECTION E: SECTOR INVOLVEMENT	124-132
SECTION F: IMPLEMENTATION PLAN	133-137
SECTION G: PROJECTS	138-140
SECTION H: SDBIP	141-144
SECTION I: PERFORMANCE MANAGEMENT SYSTEM	145-150
SECTION J: ANNEXURES	151-152

Annexure A: SDBIP

Annexure B: Detailed Spatial Development Framework

Annexure C: Detailed Disaster Management Plan

Annexure D: Municipal Set of Indicators

Annexure E: Housing Sector Plan

Annexure F: Local Development Plan

Annexure G: Turn Around Strategy

Annexure H: IDP Process Plan

SECTION K: APPENDICES	153
------------------------------	------------

INTRODUCTION

The Local Government: Municipal Systems Act 32 of 2000 mandates the Municipal Council to adopt a single, inclusive and strategic plan for the development of the municipality. This Integrated Development Plan (IDP) was developed in terms Section 25 (1) of the Local Government: Municipal Systems Act 32 of 2000.

The South African Government has a planning document called Medium Term Strategic Framework (MTSF) which outlines the five year horizon development priorities for the country. The MTSF base document is meant to guide planning and allocation of resources across all spheres of government. The municipalities are anticipated to align their IDPs with MTSF development priorities. The National Government has adopted its MTSF for 2009 to 2014. The IDPs and allocation of resources by the municipality needs to embrace the priorities embedded in this national government planning document.

The Municipal Council is required to prepare its IDP annually in terms of section 34 (a) and (b) of the Local Government: Municipal Systems Act 32 of 2000. This Integrated Development Plan co-ordination is undertaken in compliance with the above mentioned legislation.

The Integrated Development Plan is further reviewed annually in order to ensure that it is able to inform other components of the Municipal business processes including institutional, financial planning, budgeting and further to add value to an improved Intergovernmental Relations Framework (IGR) the reference document being the MTSF 2009-2014.

The Integrated Development Plan co-ordination is also the culmination of relevant workshops and meetings with various stakeholders and the input received during the public participation process in terms of Ward Committee input, the Mayoral Budget Integrated Development Plan Izimbizo, pertinent Integrated Development Plan Committee and Forum meetings.

In order for the Integrated Development Plan to remain significant to the circumstances prevalent, the Richmond Municipality must assess its performance in attaining its strategic objectives and targets in ensuring that delivery has increased, is financially viable and is sustainable. The Integrated development Plan should therefore be reflective of progress and must also reflect corrective measures to be implemented to address challenges faced in terms of internal and external circumstances that impact on the integrated planning process inclusive of priority issues, objectives, strategies, programmes and projects.

In formulating the Integrated Development Plan cognisance has been taken that the Integrated Development Plan must inform municipal decision-making as well as all business processes of the Municipality inclusive of the financial and institutional planning and most importantly the drafting of the annual budget.

In adhering to the above the adoption of the Integrated Development Plan Process Plan and Budget Process Plan has been done, although they are two distinctive documents but are integrally linked in terms of processes which must be co-ordinated to make certain that the integrated development Plan and budget processes are aligned and which therefore results in their creditability.

ard Councillors were tasked with the convening of Ward Committee meetings in each of the Wards in order to solicit from their constituents, the projects and programmes which they would like included in the Integrated Development Plan Review. In doing this the Municipality is able to move away from officials identifying what they think are suitable projects instead of delivering on the needs of the community.

As outlined in the Richmond Municipality Integrated Development Plan Process Plan for 2012/2913, the Municipality undertook to engage with all relevant role-players and citizens of the Municipality in order to solicit their needs in terms of priority projects for the respective financial year, the Medium Term Expenditure Framework (MTEF) as well as for the next five years horizon. Together with the projects identified, the Management Structure of the Municipality, taking into account the development goals, national and provincial key prioritized projects in accordance with funding available, identified projects and programmes for inclusion in the Integrated Development Plan. Community comments and inputs into the draft Integrated Development Plan 2012/13 was solicited by means of a public notice in the media circulated in the Municipality's area of jurisdiction, as well as by way of Mayoral Izimbizo.

VISION:

“Access to quality social infrastructural development and sustainable economic opportunities”

MISSION

To improve the livelihood of its citizens, through innovative mechanisms and dedicated resources, undertakes to deliver services in a sustainable approach.

SECTION A:

EXECUTIVE

SUMMARY

A1: Municipal Profile

Richmond Municipality (KZ227) is one of the category B municipalities and comprises of seven (7) wards. It is located on the southern part of the uMgungundlovu District Municipality (DC22) and is approximately 38 kilometres south of Pietermaritzburg which is the capital of the KwaZulu-Natal Province. It is bordered by Umsunduzi Municipality to the north, Ingwe Municipality to the west, Mkhambathini Municipality to the east and Ubululebezwe and Vulamehlo Municipalities to the south. It is approximately 1232 square kilometres in extent with an estimated population of 56 772 and 12679 households; it is the fourth smallest Municipality within the uMgungundlovu District Municipality family of Municipalities.

The majority of the population resides in areas which are predominantly rural and which are characterized by low levels of basic services and facilities and substantial unemployment. The village of Richmond – Ward 1 – is the only urban centre which is recognized as the main economic node due to the services provided and nature of activities which exist in association with the legal services, primary health care, pension pay point, education and welfare office and similar state services. Land uses within this area are typically urban mixed uses with high levels of limited infrastructural and services development and an adequate provision of social facilities and services to support the resident populations.

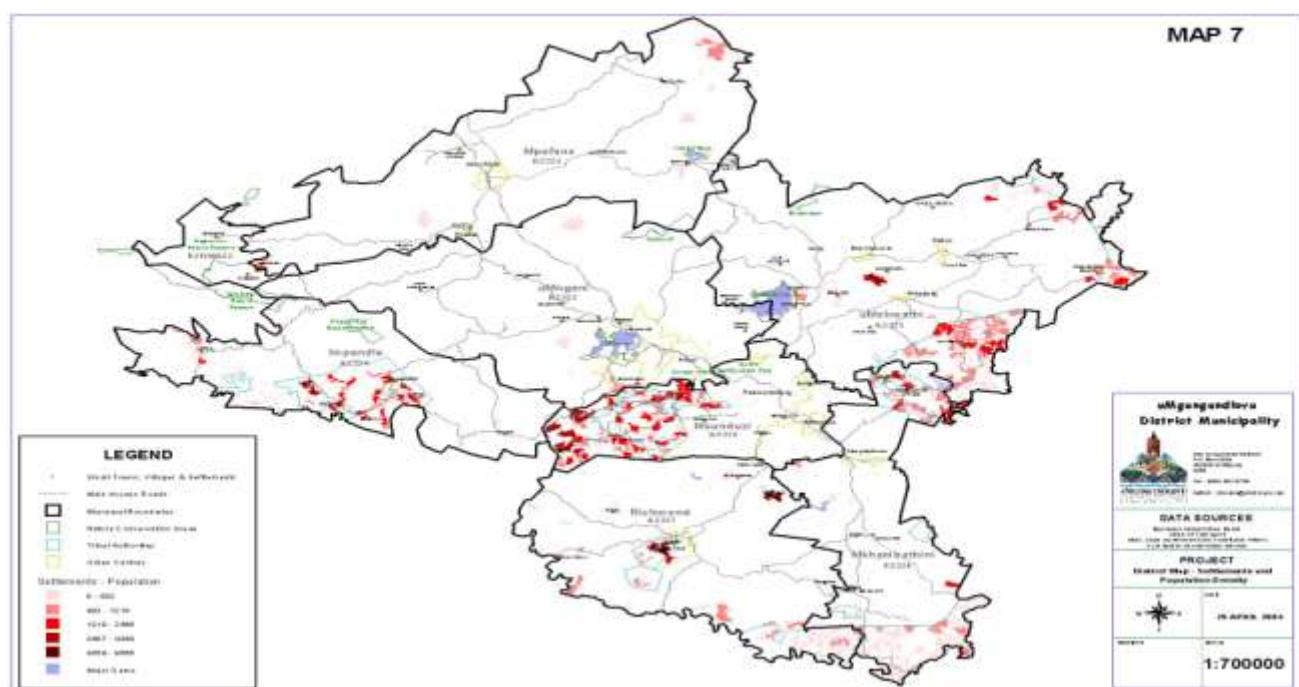


Figure 1: Locality map within District level

Figure 1: Richmond is located on the southern part of the uMgungundlovu District Municipality (DC22) and is approximately 38 kilometres south of Pietermaritzburg which is the capital of the KwaZulu-Natal Province.

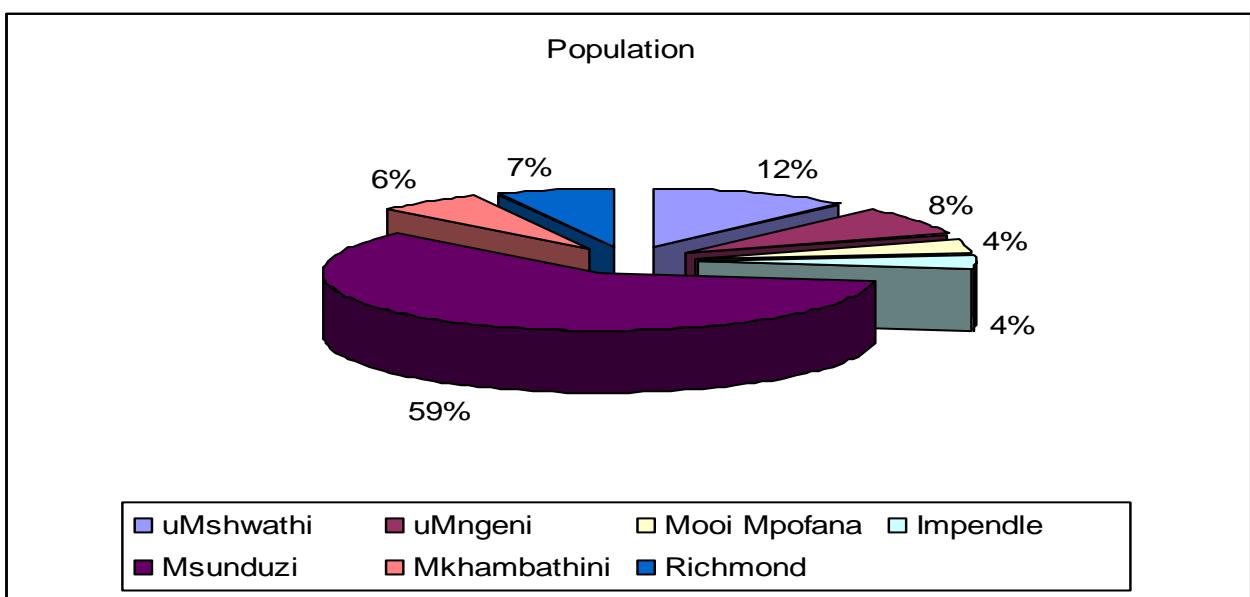
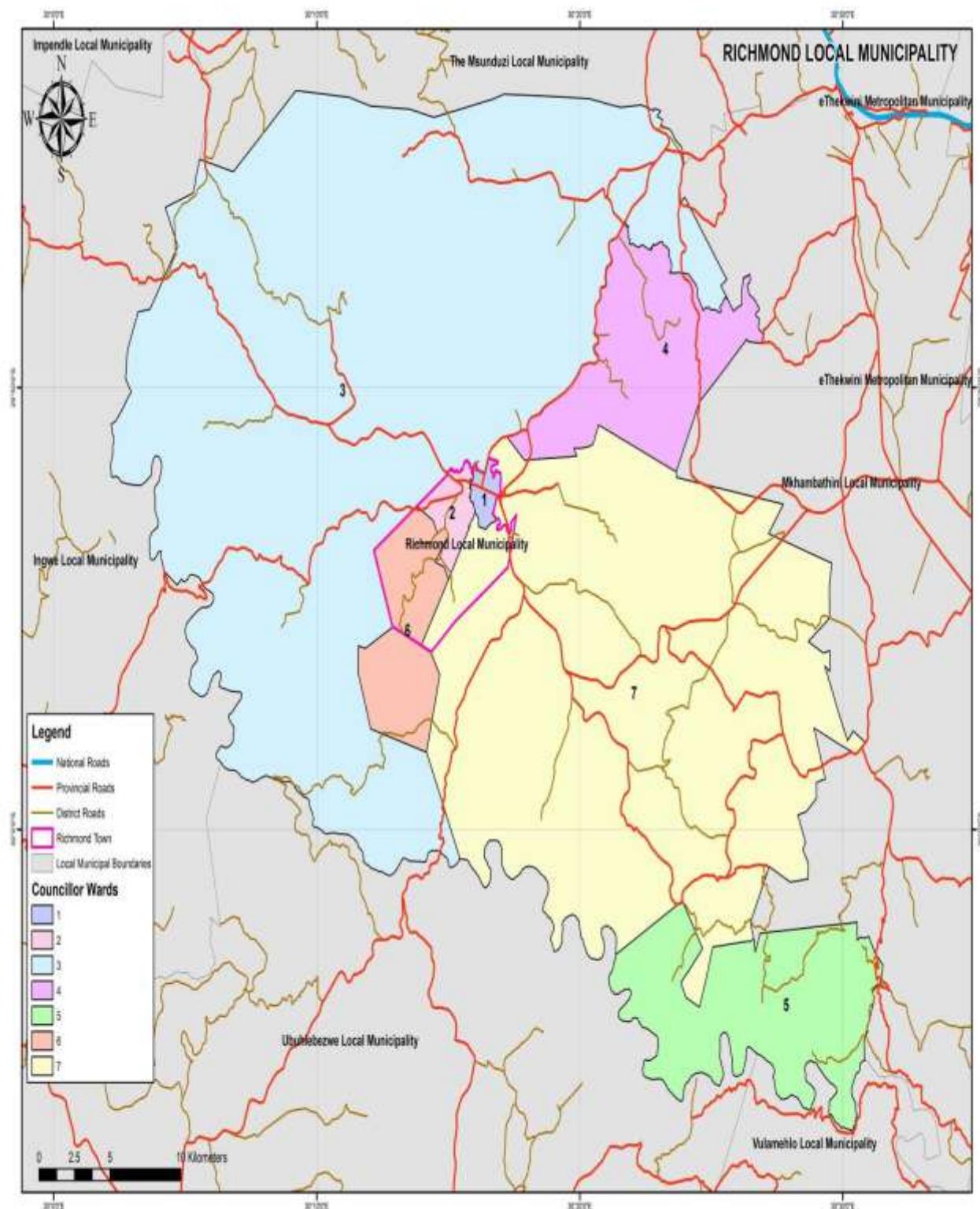


Figure 2: District Population

Figure 2: Above indicates that Msunduzi is the most populated and the Richmond



A large portion of the municipal area is used for agricultural activities, which is also the largest employer of the municipal population. In this way agriculture is the backbone of the Municipality's economy. This suggests that preservation of high quality agricultural land is very important and development should therefore be responsive to the need of preservation.

Richmond's location can be disadvantageous in that the booming economy of the Capital City which has resulted in an exit of skilled and learned persons as well as the relocation of Industry from Richmond to other areas and coupled with various other factors. Richmond has seen an increase in unemployment, an increase in poverty and a decrease in investment. Added to this is the unmistakable absence of municipal resources needed to meet the demand of the ever increasing need for service delivery to the poor, excluded and vulnerable.

In order to achieve success from its advantageous and to counteract its disadvantageous characteristics, Richmond must focus on its strengths and on the opportunities provided in terms of National and Provincial Government in terms of their development goals, apex priorities – reference is, amongst other programmes and projects made to the Medium Term Strategic Framework (MTSF), Provincial Growth and Development Strategy (PGDS), Accelerated and Shared Growth Initiative of South Africa (ASGISA), Joint Initiative on Priority Skills Acquisition (JIPSA), National Spatial Development Framework (NSDF) & Provincial Spatial Economic Development Framework (PSEDF), National Framework for Local Economic Development (NFLED), etc.

The Municipality must also continually strive towards a positive change of mindset and gear towards marketing the constructive attributes in terms of spatial assets (industrial nodes, location in terms of identified corridor development, proximity to N3 and R56), agriculture and agro processing, nature based tourism, specialized manufacturing and farming.

A2: Challenges

The main challenges faced by the Richmond Municipality in this Integrated Development Plan co-ordination relate to economic, infrastructure, socio-economic, spatial and housing issues as well as issues relative to socio facilities and services and sustainable infrastructure. The key issues most likely to have a fundamental effect on the long-term economic viability of the Municipality are:

- Taking advantage of the opportunities presented by Richmond's location along the R56, its close proximity to the N3, Durban (one of the most important harbours in Africa and the location of the Dube Trade Port) and the close proximity to Pietermaritzburg – the capital of KZN
- Optimizing on the opportunities presented by the N3 corridor development from eThekewini – Msunduzi – uMngeni Corridor
- In ensuring that the backlog in the provision of basic services such as water, sanitation, electricity and housing, especially in the rural areas is addressed
- Attracting economic and investment opportunities to the urban area and to extend it to other areas of the Municipality to ensure economic sustainability
- Management of various risks, inclusive of investor, environment, agricultural, etc
- Limited availability of bulk electricity and water
- Unequal distribution of social facilities

- HIV-Aids and its impact on the demographics
- Dilapidated infrastructure that requires upgrading

Although limited progress has been made in terms of economic growth, infrastructure development and basic service provision, the impact on job creation and poverty alleviation has been minimal.

A3: Opportunities

The Richmond Municipality is bordered by and is located in close proximity to economically viable municipalities such as the Msunduzi Municipality and eThekwin Municipality. Further to this, the following aspects can be tapped into to create its own niche market:

- Close proximity to development corridor's such as Provincial Corridor 2 N3 Corridor (eThekwin – Msunduzi – uMngeni) and the secondary corridor of Kokstad – UMzimkhulu – Msunduzi
- Potential to capitalize on targeted spill over from initiatives planned for Msunduzi Municipality and Durban such as the Dube Trade Port
- Tourism potential in terms of the Bhambatha Trial, Umkomaas River, Byrne (Byrne Settlers), etc
- Agricultural attributes in terms of soil types, climate diversity and rainfall

A4: Strategies for Improvement

The Richmond Municipality seeks to improve the lives of its residents by developing strategic plans (Strategies) to address the challenges faced and to maximize output on the opportunities to create positive spin offs. The strategies will be developed in line with National Government MTSF and Provincial PGDS objectives. The following strategic local economic development thrusts and development initiatives must be taken into consideration in development of the strategies:

- Promoting development and investment that contributes to the regeneration of the economic hub as well as the development of the identified precinct (Thornville area)
- Provide for sufficient, affordable, reliable infrastructure services as well as the creation of an environment for the successful provision of basic services
- Introducing incentives that attract development initiatives as well as the successful introduction of the Municipal Property Rates Act coupled with appropriate and applicable rebates
- Developing a skills database of the Municipality and procurement procedures in accordance with EPWP and AsgiSa principles

- Establishing and promoting SMME's and establishing co-operatives to maximize economic opportunities in the agricultural sector (timber and cane)
- Ensuring the regular maintenance and upgrade of existing infrastructure
- Promoting cultural community and integrated tourism development
- Reviewing SDF to create detailed plans in the nodes identified and establishment of Land Use Management Systems

A5: Measuring Performances

The municipality need to device way for measuring its performance in order to measure progress that has been made in terms of basic infrastructure provision and service delivery. A performance Management Policy has been adopted by council and is being implemented across all levels of human capital for the municipality. Performance Contracts and Agreements for Section 57 employees as well as a Performance Plan/Scorecard in terms of a Service Delivery and Budget Implementation Plan (SDBIP) are signed.

The Organisational Scorecard is in place and the following accomplishments can be recorded:

- A developed SDBIP catering for the inclusion of activities and deliverables with associated milestones and as close as possible realistic targets
- The formulation, extension and review of Municipal Policies and Procedures
- Municipal Bylaws have been reviewed, translated and promulgation in Provincial Government Gazette.

A.6 Introduction to and Process of the IDP:

The document represents the Integrated Development Plan Processes for co-ordinating the 2012/2017 IDP and also informs the 2012/2013 budget processes as prepared by the Richmond Municipality (KwaZulu-Natal) after following the processes as contained in its adopted Integrated Development Plan Process Plan for 2012/2013. In developing the Integrated Development Plan 2012/2017, the Richmond Municipality was obliged to take cognizance of and was responsive to the various pieces of legislation, its Environment, Sector Department Plans, the State of the Nation Address, State of the Province Address, Development Goals as contained in various programmes and strategies of National and Provincial Government, the needs of the community, the current Socio and Economic trends

The Richmond Municipality – in co-ordinating its Integrated Development Plan – has also taken cognizance of the fact that a truly successful Integrated Development Plan is a plan which is owned by its citizens who hold some responsibility for the information, programmes and projects as contained in the Integrated Development Plan document and further that the

Integrated Development Plan, although reviewed annually needs to be implemented daily with long term development strategies and goals always remaining in the fore to ensure that constant growth is enhanced and strengthened thereby continually ensuring a social and economically viable and sustainable municipality.

A7: IDP Process Plan – Public Participation

The Richmond Municipality council adopted the final IDP process plan for the financial year 2012/2013 on the 30 September 2011. This process plan is a guide for the compilation of the Integrated Development Plan (IDP), it involves workshops, forum meetings and public participation meetings. The IDP public participation meetings have been conducted successfully in all wards, see the table with details below.

Public Participation Schedule

Ward	Date	Time	Venue	Ward Councillor
1	22-02-2012	17h00	Memorial Hall	Cllr Ragavaloo
2	03-03-2012	10h00	Slahla Hall	Cllr Shabalala
3	25-02-2012	10h00	Hopewell Primary	Cllr Magubane
4	19-02-2012	10h00	Argosy Hall	Cllr Shange
5	22-02-2012	10h00	Thusong Centre	Cllr Ngongo
6	26-02-2012	10h00	Smozomeni Hall	Cllr Jili
7	18-02-2012	10h00	Magoda Hall	Cllr Kunene



SECTION B:

SITUATIONAL

ANALYSIS

B1. INTRODUCTION

The situational analysis informs the identification of the key issue. Thus Richmond Municipality for the next IDP cycle focuses their main operations, interventions and actions based on the following six Municipal Key Performance Areas, so as to organise issues within the National Key Performance Areas:

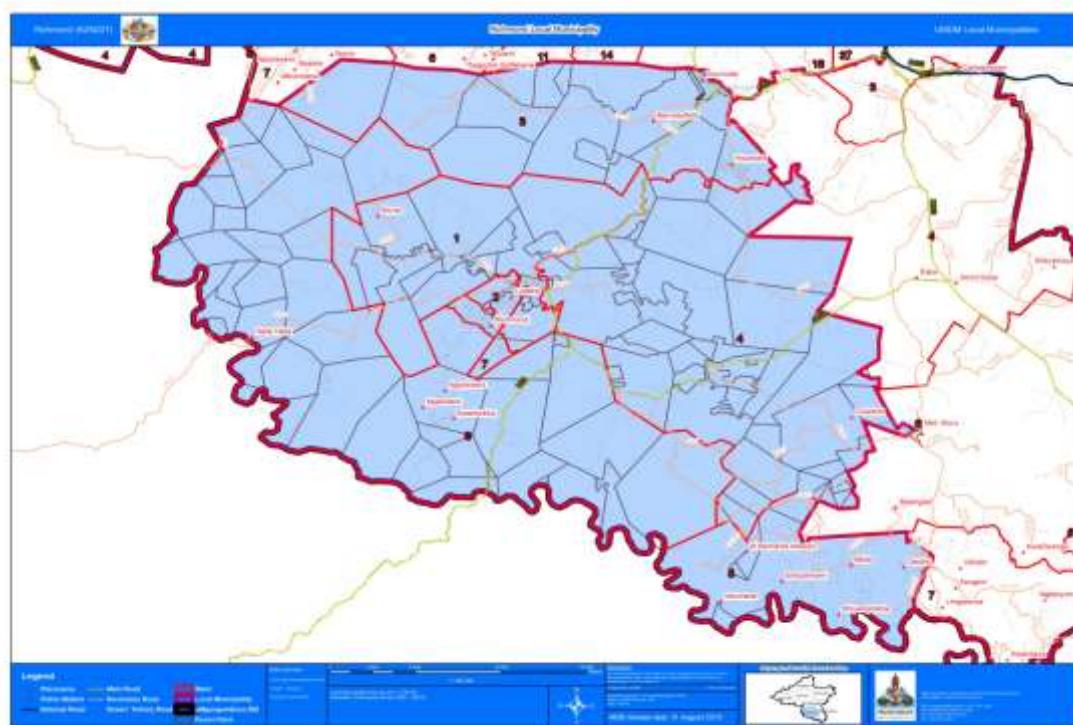
- Municipal KPA One: Basic Services Delivery and Infrastructure
- Municipal KPA Two: Local Economic Development and Poverty Alleviation
- Municipal KPA Three: Municipal Transformation & Institutional Development
- Municipal KPA Four: Good Governance and Community participation
- Municipal KPA Five: Financial Viability and Financial Management
- Municipal KPA Six: Spatial and Environmental Planning

In this section Greater Richmond Municipality takes stock of the existing situation across the operational terrain. In structuring the IDP the following categories have been developed as the area of analysis:

- Locality of the study area
- Urban and main ward characteristics
- Population Statistics
- Socio Economic Trend
- Transport Infrastructure
- Agricultural Potential

B2. LOCAL / REGIONAL CONTEXT

Richmond Municipality (KZ227) is one of the category B municipalities and comprises of seven (7) wards. It is located on the southern part of the uMgungundlovu District Municipality (DC22) and is approximately 38 kilometres south of Pietermaritzburg which is the capital of the KwaZulu-Natal Province. It is bordered by Umsunduzi Municipality to the north, Ingwe Municipality to the west, Mkhambathini Municipality to the east and Ubululebezwe and Vulamehlo Municipalities to the south. It is approximately 1232 square kilometres in extent with an estimated population of 56 772 and 12679 households; it is the fourth smallest Municipality within the uMgungundlovu District Municipality family of Municipalities.



B3: DEMOGRAPHIC ANALYSIS

Population

Table 1: Population Distribution by Age and Gender

AGE GROUP	MALE	FEMALE
0-4	2,850	3,310
5-10	4,230	3,658
11-15	3,798	3,219
16-20	3,110	3,155
21-25	3,318	2,871
26-30	2,808	2,507
31-35	1,995	1,842
36-40	1,615	1,310
41-45	1,072	1,320
46-50	655	1,260
51-55	717	1,058
56-60	845	996
61-64	410	565
65+	-	89

Source: Stats SA: Community Survey: 2007

According to Stats SA Community Survey 2007 data, the total population of the Richmond Municipality is approximately 56 772 people and 12 679 households (Stats SA Community Survey: 2007). This marks a proportionately marginal decline rate from 63 222 people and 12 533 households recorded in 2001. This means that the population had decline by 6 450 people to and households' increase 2001- 2007. This decline can be attributed by a number of factors such as HIV/AIDS epidemic or rural urban migration processes due to factors linked to the economic factor of the Municipality which includes limited employment opportunities, better access to public services in major urban centres and general decline in the quality of life.

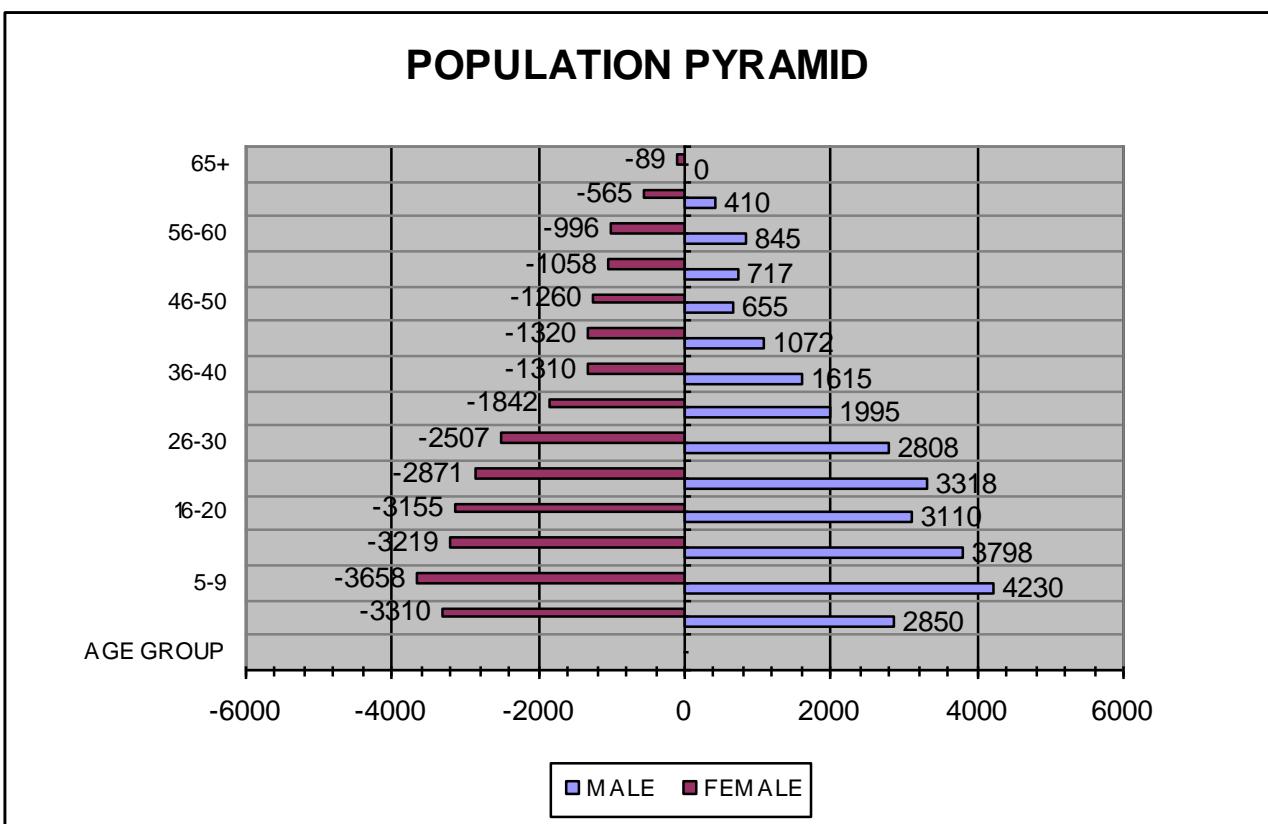


Figure 1: Population Pyramid ,Stats SA 2007

Figure 1 shows that the gender distribution in Richmond, with females making up the majority of the population. Gender distribution is also a determinant factor in assisting the various tiers of government to focus investment especially to vulnerable groups like women

The population of Richmond is dominated by the youth (15 to 35 years of age) which accounts for 21 606 people or 38% of the total population. This therefore has serious implications in terms of development planning and requires the development and implementation of programmes addressing the needs of a youthful population which may include educational facilities, creation of job opportunities and improving access to social facilities. The dominance of this group also poses social challenges since this group is sexually active and more vulnerable to HIV/AIDS. It is therefore important that the Municipality have interventions and programmes with regard to HIV/AIDS.

Table 2: Population Group by Race

Population Group	Number	Percentage
Black	53,555	94%
Coloured	927	1,7%
Indian or Asian	1,332	2,4
White	959	1,8
Total	56 773	100%

Source: Stats S A: Community Survey: 2007

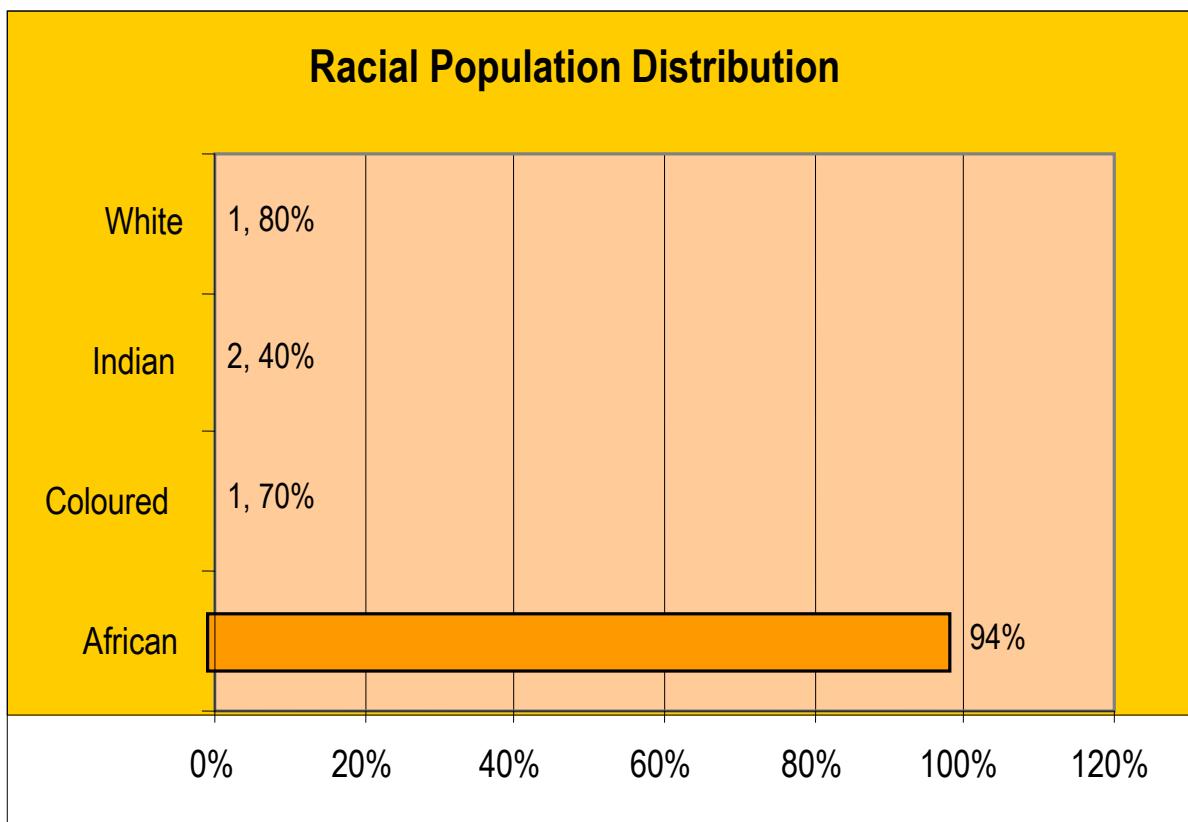


Figure: 2 Racial Population Distributions, Stats SA 2007

It is indicated In Table 2 above that the Blacks dominates the population group in Richmond

B4: SOCIO -ECONOMIC ANALYSIS

Economic Analysis

Employment status 2008

UNEMPLOYMENT RATE, OFFICIAL DEFINITION (%)	NATIONAL	KWA-ZULU NATAL	DISTRICT	RICHMOND
Male				
Black	23.7%	27.7%	28.5%	29.6%
White	3.7%	3.7%	3.8%	1.9%
Coloured	18.4%	27.7%	24.9%	14.8%
Asian	10.2%	11.7%	13.0%	9.3%
Total	20.2%	23.3%	24.1%	27.3%
Female				
Black	31.1%	28.9%	30.9%	30.3%
White	4.8%	4.8%	4.5%	4.6%

Coloured	21.4%	20.4%	19.7%	12.4%
Asian	13.2%	14.9%	16.5%	17.6%
Total	26.5%	25.2%	27.0%	29.2%
Total				
Black	27.2%	28.2%	29.7%	30.0%
White	4.2%	4.2%	4.1%	2.8%
Coloured	19.8%	24.2%	22.3%	13.9%
Asian	11.4%	13.0%	14.5%	11.9%
Total	23.1%	24.2%	25.5%	28.2%

GLOBAL INSIGHT STATISTICS 2008

Table 3: Employment Status

The above Table indicates that there is high level of unemployment within the Richmond Municipality which can be translated to a high dependency ratio and low level of affordability. This graph gives the level of employment from National level, Provincial level, District level and local level

Income levels

Table 4: Households Income levels

2008	NO.
0-2400	89
2400-6000	330
6000-12000	1,664
12000-18000	1,925
18000-30000	2,472
30000-42000	2,019
42000-54000	1,479
54000-72000	1,272
72000-96000	960
96000-132000	732
132000-192000	598
192000-360000	632
360000-600000	300
600000-1200000	144
1200000-2400000	38
2400000+	8
Total	14,663

GLOBAL INSIGHT STATISTICS 2008

In terms of The Global insight statistics, it can be observed that 89 households earn R0-R2400 and there are only 8 households who earn R2400000 and above in Richmond .The rest earn between R2400 and R2400000, this is an indication of a level of an economy status of Richmond.

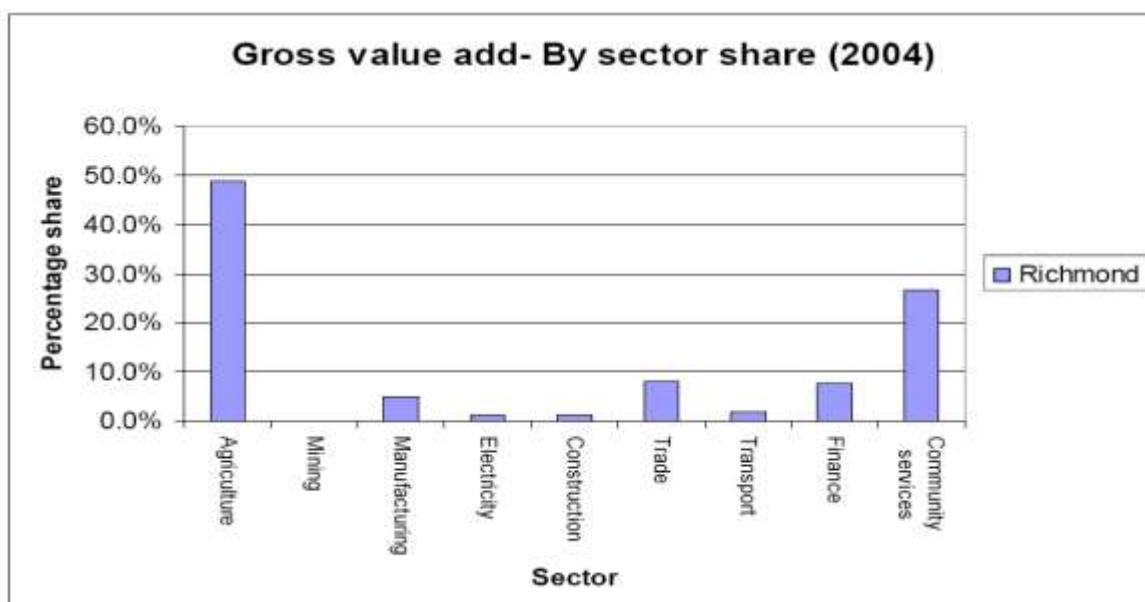
Agriculture

In terms of the Provincial Spatial Economic Development Strategy, Richmond is located along a secondary agricultural corridor which serves areas of high poverty levels with good economic development potential. It forms part of the Greater Pietermaritzburg Economic Region.

It is a mixed agricultural area including the coastal belt crops such as sugar cane, oranges, avocados and timber. Timber processing is identified as potential growth sector. Value adding in all areas needs investigation as there is little data to effectively allow the municipality to prioritize projects in line with limited resources. Subsistence farming is predominantly practised in the rural areas. It would therefore be pertinent for the Municipality to coordinate the commercialisation of some of the farming practices by the establishment of a Farmers Market as identified in the Local Economic Development Strategy. The Municipality is in partnership with the Department of Economic Development in providing business skills training for Small, Medium and Micro Entrepreneurs.

The agricultural sector dominates the local economy, particularly in terms of employment and contribution to the economy and is followed by the public services sector. The reliance on these two sectors is a cause for concern and strategies to ensure economic diversification should be compiled. (Richmond Preliminary Economic Research, 2006)

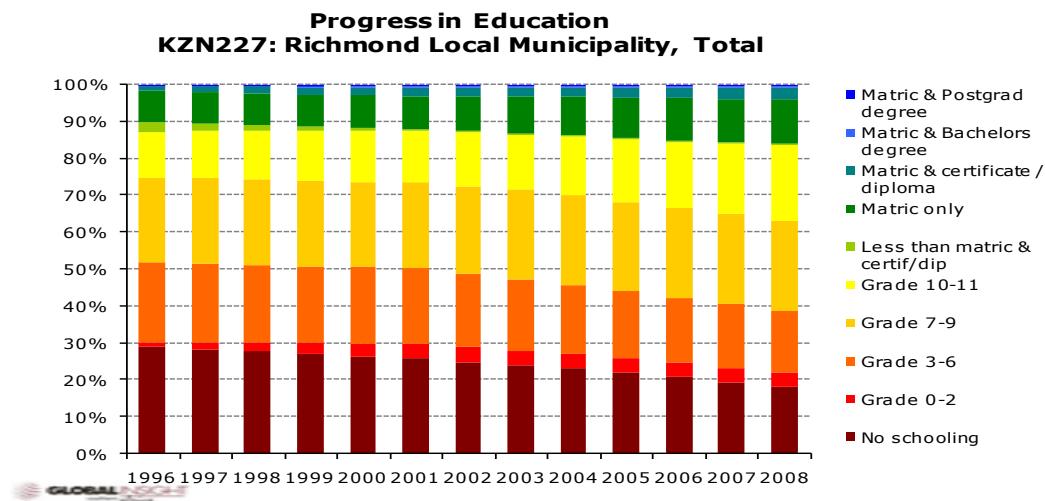
Figure 3: Gross Value Add-By Sector Share



Source (Richmond Preliminary Economic Research, 2006)

Social Services Realities

Education



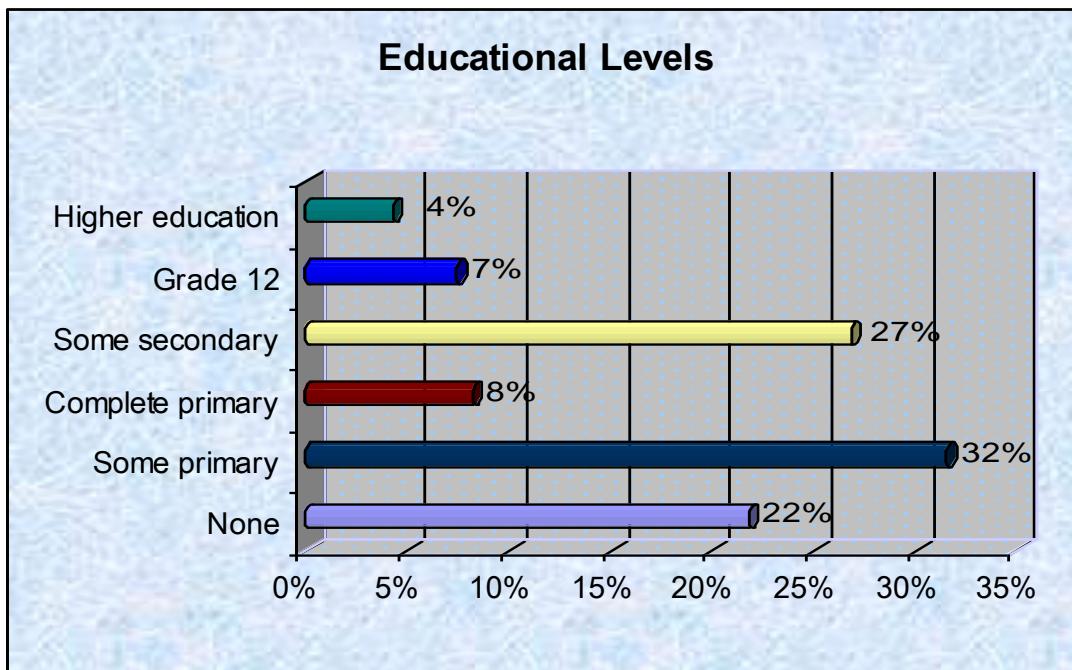
The following tables indicates educational levels

Education levels have a major bearing on the quality of life. The inability of an individual to perform certain basic functions due to illiteracy is also part of elements that define human poverty. Low educational levels are likely to push individuals to unemployment and to low paying jobs. Low educational levels also limit the ability of an individual to learn new skills, to be trained and developed.

The Richmond Municipality has intervened on the poor matric pass rate in the area of Richmond .The Municipal Mayor has identified matric programme to boost the percentage of the matric pass rate, he personally paid a visit to all the schools around in Richmond and assessed on how pupils are being taught and the conditions of the classes, material available and the capacity of staff available. Thereafter he held a principals forum meeting in three different circuits (Mkhambathini, Richmond and Msunduzi Circuit) to find a way forward to further assist with future education of young pupil of Richmond.

PURPOSE

The purpose of the "Richmond Education Indaba" is to improve the matriculation pass rate of the local schools around the Richmond area; this resulted from a poor pass rate of matriculants over the past years. Richmond Municipality also sees this programmed as a priority in terms of service delivery.



Stats SA: Community Survey 2007

It is indicated that 60% of individuals ranging from no formal education to primary levels are dominant within the Richmond Municipality. Only 4% of individuals had higher education.

Specific issues relating to education to be addressed include:

- ❖ The quality of educational facilities
- ❖ Low literacy levels
- ❖ Lack of water, sanitation and the infrastructure of most schools is a health hazard to the pupils.
- ❖ The availability of resources to assist learners in their educational requirements and further the availability of facilities and information relative to bursaries, etc
- ❖ The inability of rural areas to attract high quality educators
- ❖ Limitations in regards to subjects offered at schools
- ❖ Inadequate coordination and targeted adult education and literacy programmes

Health

Health services in the Municipality are provided by the Provincial Department of Health. The following health facilities are found in the municipal area:

- Richmond Hospital
- Provincial clinics in Richmond, iNdaleni and eMbuthisweni
- Private clinic in Inkumane
- Six mobile clinic ports
- Private doctors and district surgeon

Health Facilities are not well distributed throughout the Municipal area, clinics are mainly located along main transport routes making access to these facilities relatively difficult to people residing in deep rural areas of the municipality.

Impact of HIV/AIDS

Further, it has been estimated that between the years 2000 and 2010 approximately seven million South Africans will die from HIV/AIDS related diseases. The number of deaths from HIV/AIDS will be considerably larger than that from any other single cause of death and will probably double the number of deaths from all other causes combined. It is indicated that UMgungundlovu District Municipality accounts for 23% of the KwaZulu Natal HIV/AIDS cases. Richmond Municipality has the highest number at of HIV positive people in the District as compared to other Municipalities within the District.

The likely effect of HIV/AIDS on **social systems**:

- Poor households are more vulnerable and the epidemic is likely to deepen poverty and compromise upward mobility:
- Changing demand for housing, education and other community facilities:
- A greater demand for health care facilities: and
- A greater demand for financial support for orphans, child headed households and households run by grandparents
- A negative population growth rate, is affecting the sustainability of projects that are based on certain population projections

The likely effect of HIV/AIDS on the **economic systems**:

- 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:
- Further erosion of household savings and skills shortage, and increased spending on pharmaceuticals and funerals

In light of the above, the agricultural sector will suffer most as it relies heavily on the availability of a physically active workforce

HIV AND AIDS

FIGURE 1: HIV AND AIDS GRAPH

	AIDS	HIV
KwaZulu-Natal	115,223	1,319,154
KZN - DC22 uMgungundlovu District Municipality	11,473	129,909
KZN227: Richmond Local Municipality	771	8,716
GLOBAL STATISTICS 2008		

The above HIV and AIDS graph shows the amount of people who are affected by HIV/AIDS from the Provincial level, District level and the Local level.

Aids Council is in place and functional in Richmond Municipality.

Disaster Management

The Richmond municipality has prepared a Disaster Management Plan for its area of jurisdiction which gets reviewed annually. In terms of powers and functions this function is performed by the UMgungundlovu District however the Richmond Municipality prepared its own Disaster Management Plan to be aligned with the UMDM Plan

In view of the Richmond municipality's physical characteristics in combination with the social characteristics of the area; there are a number of disasters that are likely to occur:

Flooding

The Richmond area can be described as high rainfall area and the undulating topography has resulted in a number of rivers and streams occurring in the area. Communities tend to settle in proximity to rivers and streams, mostly without due to consideration of flood lines along these water courses.

Veld and bush Fires

These occur during protracted periods of drought added by the generally dense vegetation such as sugar cane and timber plantations and invasive alien vegetation throughout the Municipal area. Sometimes fires caused considerable damage in the area

Cholera and other related diseases

The occurrence of the diseases is and as a result of the absence of potable water as well as sanitation in the rural component of the municipality. This results in the contamination of natural resources of water that is rivers and streams. These may take on disaster

proportions and is specifically characteristics of the rural areas. These diseases are life threatening and require constant monitoring.

Major accidents and hazardous chemicals

The R56 is the main road arterial route to the Eastern Cape and is notorious for major accidents, especially overloaded buses, taxis and heavy trucks carrying hazardous chemicals which can spill on the road.

Disaster Management Forums:

The purpose of these forums would be to consult and coordinate actions pertaining to matters relating to disaster risk management in the Richmond Municipality.

The uMDM is expected to play a large role in the Centre as well as the Forum in terms of its responsibility within the District.

The following components, relative to disaster management, need to be addressed:

- Contingency planning
- HAZCHEM identification, identification of associated risks, the prioritisation and management thereof
- Communication and cooperation channels to be established as reaction measures to disasters
- Further details on the reviewed Disaster Management Strategy can be sourced as an Annexure of this document.

Social facilities

The geographic spread of **sports facilities** within the Richmond Municipality indicates that only certain areas have access to these facilities. Sports fields are found at Hopewell, Argosy Farm, Ndaleni, KwaGengeshe, Richmond Village and Phatheni. With the exception of the sports field at Ndaleni the remaining sports fields are in a poor condition. The obvious lack of multipurpose sporting facilities in all wards is also evident

The spread of **community centres/halls** is also unevenly distributed in the municipal area. Community halls are found at Hopewell, Phatheni, KwaGengeshe, Magoda, Smozomeni, Siyathuthuka, Richmond Village and Ndaleni while a Thusong Centre is located at Inhlazuka.

The following social services characteristics, issues and challenges impact on the further development of the Municipality and need to be taken forward in the Integrated Development Plan Process:

- The Municipal area is disadvantaged in terms of the provision of security and emergency services by public service sectors.
- Social facilities and programmes to deal with the HIV/AIDS have been developed however there is still a significant shortage of facilities to deal with this pandemic. The Municipality has establishing the local HIV/AIDS Council, the objectives and function of the council is its main objectives are to guide and facilitate the implementation in the Richmond Municipality of The National HIV and AIDS strategic plan and other related matters, facilitate, monitor and evaluate the protection,

promotion and fulfilment of the rights affected and infected persons living with HIV and IDS in the Richmond Municipal area.

- There is inadequate burial space due to the high mortality rate. In attempt to address this challenge the municipality has engaged with the district municipality to identify suitable land for the establishment of the regional cemetery. This is being addressed in the Integrated Cemeteries and Crematoria Plan that is being compiled by the District Municipality.
- Even though Municipal Infrastructure Grant by the Department of Cooperative Governance and the Public Amenities Programme by the Department of Housing are addressing the backlog in terms providing funding for social infrastructure, the funding of operation and maintenance of such facilities is still a challenge.

B5: SPATIAL ANALYSIS

Richmond is located in the midlands of KwaZulu Natal and it falls within the UMgungundlovu District Municipality .The Municipality's boundary borders along, Ingwe Municipality, along Mkhambathini Municipality and its southern boundary along the UbuHlebezwe and Vulamehlo Local Municipalities.

The majority of the population resides in the predominantly rural areas. The main economic activity is located in the Richmond Village. This has led to the development of the informal settlement of Bhongoza. It is assumed that persons have taken up residence due to the close proximity to the economic hub. Commercial agricultural practises dominate the land use.

Dense settlements exist around the Richmond Village, Greater Ndaleni and Hopewell. Settlements in other parts of the municipal area are sparsely scattered.

The main road linkages in the Municipality is the R56 forming a north south corridor and links Pietermartizburg, Richmond and Ixopo. The R624 links Richmond to the south coast and the R603 to the N3 corridor. In terms of Public Transport there are eleven routes which transport passengers within and outside of Richmond. Richmond's location in terms of major transport routes and corridor development serves as a link between eThekwi and Gauteng and its location therefore creates numerous benefits and should work towards strengthening the economy of the area.

With the development of Land Use Management System and the Spatial Development Framework, it is envisaged that a clearly defined approach to development will now be enforced with land use zones identified and clearly targeted in terms of development.

The most significant areas of relative need are the traditional areas, which are characterized by few employment opportunities, inadequate services and poor agricultural potential. There are some exceptions, as well as wide disparities between the service levels and degree of accessibility of different rural settlements in these areas.

Environmental Realities

The key environmental issues facing the Municipality could be summarised as follows:

- Extensive monoculture substantially reduces bio-diversity i.e. the diversity of animals and plant lives which naturally occur in environmentally sensitive areas are severely impacted on with the destruction of natural habitats. In the case of timber the planting of exotics further worsens the impact in this form of agriculture.
- The burning of sugar cane causes both visual and chemical pollution of the air and the use of fertilisers and in some cases pesticides can result in both water and air pollution respectively.
- The conflict between conservation and the survival needs of rural and urban communities needs to be considered. Communities are dependent on natural resources for survival which often places them in conflict with conservation authorities.
- Overgrazing due to farming techniques and lack of available land for grazing purposes.
- Encroachment of commercial farming activities on drainage areas and waterways impacts negatively on the rural water management system of the area.
- Lack of funding for environmental management programmes and projects.
- Lack of funding for development of the Strategic Environmental Assessment.
- The burial of people on land not specifically allocated for this purpose and the impact that it may have on groundwater intakes of the pollution and resultant communicable disease.
- The impact of high incidence of HIV/AIDS within the District contributes towards and increased need for cemetery space and suitable land for the establishment of cemeteries is scarce.

B6: INSTITUTIONAL ANALYSIS

FUNCTIONS	CAPACITY TO PERFORM
Air pollution	Environmental health which monitors the impact of air pollution is a District function
Building Regulations	Not Adequate, due to the sharing of the Human Resource between building control and Project management Unit
Child care Facilities	Not adequate
Local Tourism	Not adequate
Municipal Planning	Adequate

Municipal Public Transport	Not applicable
Pontoons and ferries	Not applicable
Storm water	Not Adequate projects have been identified under the current financial year
Trading Regulations	Not adequately performed (Air pollution)
Beaches and Amusement facilities	Not adequately performed. No beaches in the municipal area
Billboards and the display of advertisements in public places	Adequate
Cemeteries, funeral parlours and crematoria	Not adequate, services provided in urban areas only
Cleansing	Adequate
Control of public nuisance	Adequate
Control of undertakings that sell liquor to the public	Adequate
Facilities for the accommodation, care and burial of animals	Adequate
Fencing and fences	Adequate
Licensing of dogs	Not adequate, the municipality no longer issue licenses
Licensing and control of undertakings that sell food to the public	Not adequate, assistant obtained from uMgungundlovu District Municipality
Local amenities	Adequate
Local sports facilities	Not Adequate
Markets	Not adequate, no markets
Municipal abattoirs	Not adequate, no abattoirs
Municipal Parks and Recreation	Adequate
Municipal Roads	Not Adequate
Noise Pollution	Adequate
Pounds	Adequate
Public Places	Adequate
Refuse removal, refuse dump and solid waste disposal	Adequate
Street Trading	Not Adequate
Street Lighting	Not Adequate, performed by ESKOM
Traffic and Parking	Not Adequate(no provision for parking)
Community Services/ Library	Adequate assigned by Public Library
LED	Adequate LED UNIT is established
Motor Licensing	Adequate assigned by the Department of Transport

B7: FINANCIAL ANALYSIS

The Richmond Municipality is a low capacity category B municipality reliant largely on grants from National and Provincial Government.

The Municipality has implemented the Municipality Property Rates Act with effect 01 July 2008 in compliance with the Local Government Municipal Property Rates Act 6 of 2004. It is anticipated that income from rates will gradually increase over the next 3 years as the relevant rate exemptions are phased out. The municipality is implementing the Rates Policy and annually update the municipal valuation roll.

With the completion of the various housing projects the municipality is facing huge challenges in respect of the provision of free basic services and sustainable levels of quality service delivery.

The Municipality is currently providing free basic refuse removal to all households within the serviced areas. Free basic Electricity is being provided to all indigent households on the prepaid card system. Council also has an approved indigent policy which is currently being reviewed.

The Municipality has also entered into a development agreement for a shopping complex in Richmond. It is now operational on municipal owned land. The Municipality is currently receiving rental income and the centre is stimulating the local economy and creating employment.

Council has approved the sale of a portion of the Municipal Commonage for the development of a golf estate. It is envisaged that this will substantially add to the Municipal rates base.

The financial system used at Richmond is ABAKUS and is found to be adequate for our needs. The following modules are run on this system: Billing, creditors, stores, ledger and advances. The credit control is as per the credit control policy. The Municipality has recently engaged the services of debt collector. Challenges are however experienced with the outstanding debts from the various government departments. Outstanding Government debts have been reported to the National Treasury

The Municipality has received an unqualified audit opinion from the Office of the Auditor General for the 2009 /10 financial year.

B7.1 INTERNAL AUDIT

Due to a lack of capacity, it was decision of the Richmond Municipality to outsource the internal Audit function. The process of supply chain Management was followed and Umnotho Business Consulting was appointed undertake the Internal Audit function.

The Internal Audit has taken the scope of work as in their terms of appointment.

The Municipality Risk Strategy has been adopted and is being implemented accordingly. Inclusive therein is the audits of the various department of the municipality .The office of the municipal Manager has developed a template to ensure that the recommendations as derived from the Internal Audit are being implemented.

Audit Committee

In compliance with chapter 14 section 166 of the Municipal Finance Management Act, No 56 of 2003 the Richmond Municipality is obliged to appoint an internal Audit Committee to fulfil the responsibilities assigned to it in terms of the mentioned legislation. The committee, by Council resolution appointed the following persons to constitute the Audit Committee: Mr. D. Mncwabe (Chair), Shamala Rajah and Ms Sushi Keshav.

The Audit Committee has, for the 2010/11 already met to consider matters as assigned, inclusive of the adoption of an Audit Committee Charter, Internal Audit Charter, as well as, acceptance of Risk Strategy and Reports compiled by Council's appointed Internal Audit Unit.

To date, the Committee is functioning optimally and will before the end of the current financial year report to the Richmond Municipality Council on the implementation of Internal Audit.

B8: INFRASTRUCTURE SERVICE DELIVERY

Whilst preparing the Richmond Municipality Integrated Development Plan for 2012/13 to 2013 -17 in the revised format as introduced by the Department of Provincial and Local Government and as accepted by the Executive Committee of the Municipality in 2007 , it has been ascertained that there are no measurable statistics available in terms of backlogs, the action to be taken to alleviate and address the backlog which would assist in meeting the Millennium Development Goals, National and Provincial Governments targets as well as the targets to be set by the Richmond Municipality.

In order to address this, the Municipality Set of Indicators has been developed, to address the 5 National Key Performance Areas in their order of priority. Ensuring the essential needs of the community has been met .This assist the municipality to measure progress made and to align with National and Provincial priority in Key Performance Areas in terms of service delivery.(refer to annexure E)

The Integrated Development Plan process and will thereafter encapsulate the contents of the Service Delivery and Budget Implementation Plans. A draft report will be submitted with the final IDP and budget to Council.

The information will also add value to the Performance Report required from each Municipality at the end of each financial year which is required to be submitted to the MEC, Local Government and Traditional Affairs.

However on assessing current realities the following can be ascertained:

Water and Sanitation

Ward One (Richmond Village) is serviced in terms of reticulated water and sanitation; however, problems are experienced with regard to the dilapidated infrastructure and limited capacity of sewerage plant. In semi urban areas of Ndaleni and Hopewell households make use of communal water standpipes and self built VIP toilets. The following problems were identified; uneven distribution of services; inadequate reticulation, water wastage and illegal connections.

According to Richmond Set of Indicators which contains the actual information from a scorecard 2012/2013, which does not correlate to the table below. The information sourced from "Statistics SA" 2007 Survey as requested by the Province.

The following table identifies households indicating percentage distribution by type of water source within the Richmond Municipality

Table 5: Percentage distribution of households by type of water source

Water Source	Census 2001	Census 2007
Piped water		
Inside dwelling	16.2%	17.8%
Inside yard	12.9%	30.7%
From access point outside the yard	19.8%	33.6%
Borehole	2.5%	1.5%
Spring	16.8%	3.1%
Dam/pool	3.3%	-
River/Stream	20.9%	11.2%
Water vendor	1.4%	-
Rain water tank	1.1%	1.3%
Other	5.0%	0.8%
Total	100.00	100.00%

Stats SA: Community Survey: 2007

In 2007, 17.9% of households obtained their water from rivers or streams, spring, borehole, dam, pools and rain water. This will be a contributing factor towards the outbreak of cholera. It is also indicated that 82.1% of households have access to pipe water within the Richmond Municipality

The following table indicates the percentage distribution of households by type of toilets facilities:

Table 6: Percentage distribution of households by type toilet facilities

Water Source	Census 2001	Census 2007
Flush toilets(connected to the sewerage system	12.1%	9.7%
Flush toilets with (septic tank	6.1%	9.8%
Dry toilet facility	-	14.9%
Chemical toilet	2.5%	8.4%
Pit latrine with ventilation(VIP)	6.5%	11.7%
Pit latrine without ventilation	65.5%	43.1%
None	6.4%	2.4%
Total	100%	100%

Stats S A: Community Survey: 2007

The above table indicates that there is significant progress in the delivery of Sanitation within the Richmond area.

Electricity

ESKOM is a sole distributor of electricity in the Richmond Area. Most of the households in rural areas have no access to electricity. Other alternative sources of energy such as candles; paraffin, coal etc are utilized by households without access to electricity. The lack of access to electricity is attributed to inadequate bulk supply, poor access to areas due to topography and insufficient funding.

The following tables indicate percentage of household distribution by type of energy used for lighting, cooking and heating within the Richmond Municipality:

	Energy Source	Census 2001	Community Survey 2007		Energy Source	Census 2001	Community Survey 2007		Energy Source	Census 2001	Community
		53,9	68,9			Electricity	24,1	43,1		Electricity	
LIGHTING	Gas	0,2	-	HEATING	Gas	1,3	0,4	COOKING	Gas	3,2	3,7
	Wood	-	-		Wood	61,6	37,1		Wood	50,8	28,4
	Paraffin	2,0	2,5		Paraffin	9,4	12,6		Paraffin	16,4	16,5
	Coal	-	-		Coal	0,6	0,3		Coal	0,5	-
	Animal dung	-	-		Animal dung	0,3	-		Animal dung	0,6	-
	Candles	43,0	28,0		Candles	-	-		Candles	-	-
	Solar	0,3	0,2		Solar	0,4	-		Solar	0,2	-
	Other	0,6	0,4		Other	2,3	6,5		Other	0,6	-
	Total	100,00	100,00		Total	100,00	100,00		Total	100,00	100,00

Stats SA: Community Survey 2007

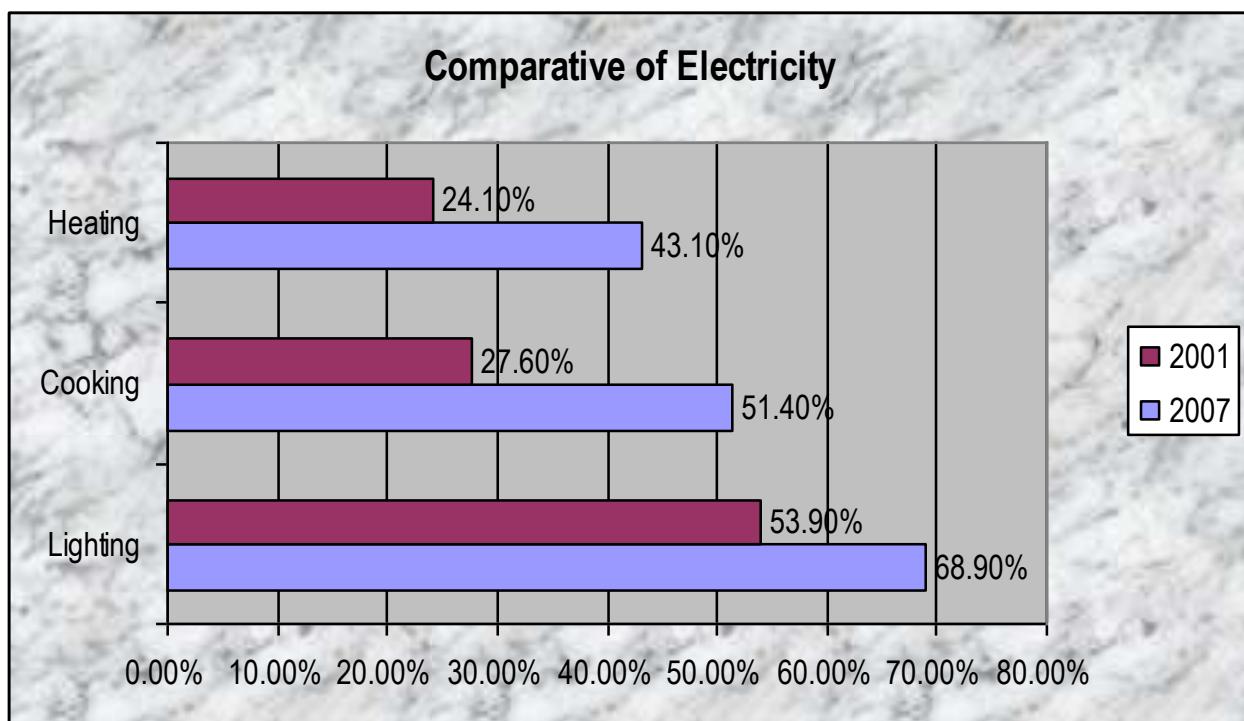


Figure 5: Household Uses of Electricity: Stats SA Community Survey 2007

The above Figure: indicates that there is significant improvement in the use of electricity in 2007 when compared to 2001 Census data. It indicates that there is an increase in the number of households having access to electricity

Waste Management

When the district wide Waste Management Plan is being formulated, the Municipality must ensure that inputs for a framework for integrated and sustainable waste management practices and must be supported by the following principles:

- The reduction of waste by encouraging prevention and minimization initiatives such as re-use and recycling
- The improvement of living environmental conditions of the community through environmental education and awareness, capacity building and cash generation for the poor through the establishment of sustainable buy-back centres
- The reduction of adverse environmental impacts of the waste produced
- To encourage the re-use of other waste types

Of great importance when assessing the backlogs identified, it is imperative on all service providers, role players, sector departments, UMgungundlovu District Municipality as well as the local municipality is to ensure that the provision of housing is coupled with the provision solid waste management.

Table 8: Percentage distribution of households by type of refuse disposal

Refuse removal	Census 2001	Community Survey 2007
Removed by local authority/private company at least once a week less often	10,7 0,7	9,3 1,1
Communal refuse dump	0,9	3,8
Own refuse dump	81,5	80,00
No rubbish disposal	6,3	5,9
Other	-	-
Total	100,00	100,00

Stats SA: Community Survey: 2007

It is clear from the Table above that only 10, 4% of households within the Richmond area have access to refuse removal service which indicates there is huge backlog in the provision of this service. Currently 100% of urban households within the Municipality are covered by a waste collection system, whilst 0% of rural households are covered. It is therefore important for the Municipality to extend the refuse removal collection to other areas within the Municipal area or to have other alternative measure in place.

Housing

Current Housing Demand

The following information has been extracted from the Richmond Municipality Housing Sector Plan prepared by First Housing Consortium. This plan has been adopted by the Richmond Municipal Council. This plan will be used for delivery of housing. Detailed information is contained in the report.

The largest proportion of the population is based in the tribal authority areas. These areas are characterized by the low level of basic services and are relatively far removed from the major employment centres. The table below provides a summary of the data collected from the 2001 census in relation to housing typologies and therefore housing demand.

	Traditional	%	Slums	%	Employment levels	%
1	Area 5	41	Area 6	46	Area 4	23
2	Area 7	23	Area 2	20	Areas 5,6	13
3	Area 4	17	Area 3	14	Areas 2,3&7	10-13%
4	Areas 2,3,6	3-8				

Based on the information captured in the 2001 census, in terms of rural need based on household types area 5: Inhlazuka, should be assisted primarily (there is an existing project in that area providing 400 units, it is therefore suggested that an additional rural housing project be initiated in the new ward 5, area of Vumakwenza) thereafter, areas 7: Patheni (currently serviced with a rural project providing 700 units) and Gengeshe, Masangazana and Mgxobeleni (it is suggested that a further rural housing project be initiated in the Gengeshe Masangazana, Mgxobeleni area), thereafter area 4: Hopewell, Argosy Farm (which has been services by the 1600 site Argosy farm project)

While in terms of potential slums clearance or informal upgrade projects, the areas of greatest need are firstly Area 6: Ndaleni, Smozomeni, Emaswazini, (Insitu Upgrade project covering 800 sites suggested for this area) Area 2: Magoda, Town lands, Ekupholeni (currently covered by the Siyathuthuka P1 (758) and P2 (1000) projects) and thereafter Area 3: Baynesfield, Byrne, Sidakeni (Insitu Upgrade project covering 400 sites suggested for this area). (Siyathuthuka Phase 2 is an active project with 1000 stands already conditionally approved by the Department which also include the Indaleni Area)

The total demand for rural housing is has been calculated at 2089, while the total demand for slums clearance or informal upgrade projects has been calculated at 2589. Therefore the total estimated demand for housing in the Richmond Municipality is (2089+2589) = **4678**

Current and Planned Housing Projects

The following projects have been approved by the MEC and are being implemented currently and have been budgeted by the Department of Housing. These projects have been budgeted for and some not. Other projects are still going through the planning stage.

PROJECTS	NO.OF UNITS	AREA	WARDS	PROJECT STATUS
Phatheni Housing Project	700	Phatheni	6	Construction Phase has commenced
Zwelethu Housing Project	120	Baynesfield	3	Construction Phase
Siyathuthuka Phase 2 Housing Project	1000	Greater Ndaleni	2&6	Planning Stage
St Bernard's and Amandus Hill Housing Project(Land Reform Projects)	400	Nhlazuka	7	Planning stage
Nhlazuka Housing Project	1000	Nhlazuka	5	Planning Stage
Middle income Housing	—	Richmond Village	1	Planning Stage
Bhongoza Informal Settlement	—	Siyathuthuka	2	Planning Stage
Hopewell Housing Projects	—	Hopewell	4	Planning Stage

B9: BROAD BASED COMMUNITY NEEDS

At the Mayoral Integrated Development Plan Izimbizo held in the month of February to March 2012, the following needs of the community were identified.

Municipal Plan of Action – Ward 1

	COMMUNITY INPUTS	PROGRAMME OF ACTION	RESPONSIBLE OFFICIAL	DUE BY COMMENT
WATER AND SEWER	Water meters: various properties are not being raised water accounts due to meters being faulty or stolen. District to investigate urgently	To engage with the District Municipality	SM Technical Services	To liaise with District
ROADS AND STORMWATER	Storm water pipes near homes affected by construction of Harare bridge.	Technical Services to investigate	S M Technical Services	To be done
	Upgrade pavements along Shepstone and Chilley Street	To be undertaken with small town projects	S M Technical	In progress
	Speed humps in	To investigate	S M Community	

	Harding street are requested.			
	Entrance to Richmond from the R56 needs to be upgraded.	Small Town	S M Technical	On progress
	Shepstone Street /Caltex exit. The exit to be investigated. Drivers are cutting across the pavement	Bollards to be erected	S M Technical Services	To be addressed through Sidewalks Kerbs
	Beulieu Street Heritage Site And Bhambatha Rebellion troops grave fencing	To investigate funding source	SM Finance SM Technical Services	
WASTE MANAGEMENT	Waste collection regularly to be picked up at yards, if refuse days change. Please can residents get notices beforehand?	To Investigate	S M Technical	Ongoing
	There is an illegal dumping site at corner Benjamin and Hawkins.	To Investigate	S M Community Services	
	Dump tickets, review costs and maybe introduce a receptacle in town for the dumping of garden refuse.	Community Services to investigate.	S M Finance and S M Technical Services	Done
INFRASTRUCTURE	Building of a high school in Richmond town	To liaise with department of education.	S M Community Services	
	Sport complex with a multi-purpose centre and indoor	Liaise with district municipality and MIG for financial support.		

	facilities.			
	Drivers testing centre	Source funding	SM Community Service	
SOCIAL FACILITIES	Church street sports ground to be upgraded.	infrastructure project to be presented to relevant portfolio committee for prioritizing	S M Technical	
	The Memorial Hall needs new curtains, lights, air conditioning new flooring and ventilations to be replaced. Please try and extend the hall for bigger space.	To be included into building and maintenance plan 2012/13	S M Community Services	
	Establishment of a drop in centre to cater for HIV	To liaise with Department of Social Development	S M Community	
	Kwanaloga Games and Funding, needs control and responsible people. Please involve ward one.	Liaise with Community Department	S M Community	
	Construction of a crèche at Mzinolovu	Liaise with the department of education	S M Community	
	Building of youth development centre	Liaise with relevant departments	S M Corporate Services	
ECONOMIC DEVELOPMENT AND LAND ISSUES	Council needs urgently to bring development into Richmond to create employment and improve	Establishment of an LED Unit and suitably capacitated	S.M Corporate Services	done

	economic development			
	Council to draw up a list of Council owned vacant land in the village and review proposals to develop or sell vacant land.	Make a submission to the MEC According to the MFMA Municipality cannot give away land	Office of the Municipal Manager	

Municipal Plan of Action – Ward 2

	COMMUNITY INPUTS	PROGRAMME OF ACTION	RESPONSIBLE OFFICIAL	Due By Comment
WATER AND SANITATION	Sanitation for the whole ward including Siyathuthuka phase one problems	District Municipality and Dept. of Human Settlement have been notified	S M Technical/Community Services	
ROADS AND STORMWATER	The main road to be tared at Siyathuthuka needs attention and stormwater infrastructure and bridges are necessary in some areas.	MIG	S M Technical	
	Access road from junction to D1	MIG	S M Technical	
	Bridge to be constructed Kwasheti	MIG	S M Technical	
	Construction of pavements along the roads	MIG	S M Technical	
	Two speed humps are required on main road Menziwa	To construct speed humps using available resources	SM Technical Services	
	Street Lights not functioning	To liaise with ESKOM	SM Technical Services	Done
	Electricity infill	ESKOM	SM Technical	On progress

			Services	
	Siyathuthuka Crèche and Bus shelters are requested	In process	SM Technical /Community Services	
	There is an illegal dumping site at Maswazini, request for refuse collection.	Subject to the availability of funding	SM Technical Department/Finance Department	
Social Related Issue	Assistance is requires for orphaned children who's parents have HIV/AIDS and has passed.	To coordinate the potential funding departments and agencies	SM Community Services	
	Building of a youth centre	Planning	SM Community Services	
	Fibre Cemetery grounds	Coordinate the formalization of the facility.	SM Community Services	
	Request for a FET College within Richmond area	To liaise with the Department of Education	SM Community Services	

Municipal Plan of Action – Ward 3

	COMMUNITY INPUTS	PROGRAMME OF ACTION	RESPONSIBLE OFFICIAL	Due By Commencement
WATER AND SANITATION	The existing water pump at Mzinolovu is costly to maintain. Municipality is requested to assist.	The letter to be forwarded to UMDM	S M Technical	
	Richmond Municipality to negotiate with Mondi to release water for Mzinolovu area	The letter to be forwarded to UMDM	S M Technical	
	Roseland's Farm, Jeke, Moyeni-Sanitation	The letter to be forwarded to UMDM	S M Technical	
	Mtunzini,Mgxobeleni, Qoyintaba,Masangazane,Mhlanga Water	Liaise with UMDM	S M Technical	
	All house holds be provided			

	with toilets.			
ROAD INFRASTRUCTURE	Road Linking Gengeshe, Impendle, Elandskop Mafunza and Incwadi areas to be upgraded.	infrastructure project to be presented to relevant portfolio committee for prioritizing	S M Technical	
	Roads at Qolintaba, Moyeni, Mgxobelani, Jeke	Roads maintenance needed from the municipality and Dept. of Transport (D188)	S M Technical	
	Farm Housing electrification at Roseland's Farm	Liaise with ESKOM	S M Technical	
	Mgxobelani , Moyeni Electrification	Liaise with Eskom	SM Technical	
	Mtunzini Electrification	Liaise with Eskom	SM Technical	
	Thornville Speed Humps on the Main Road	Liaise with DOT	SM Technical Services	
	Masangazana and Qoyintaba, Electrification	Make an application to Eskom and DOE	SM: Technical Services	
SOCIAL SERVICES	Community Halls for Moyeni , Mgxobelani are requested	Subject to the availability of funding	SM Technical/Finance Detent	
	Community clinic and community hall required in ward 3	Liaise with relevant departments	S M Community Services	
	Additional classrooms required at Nelsrus Farm School	Liaise with Department of Education and Public Works		
	Sports field at Mzinolovu to be upgraded	Construction of the Sportfield	S M Technical	Done
	The Municipality to assist or advise the Mzinolovu community on how best they can utilize their buildings	Matter to be investigated	SM Community Services/LED and Corporate	
HOUSING	Masifundisane programme	To liaise with the Dept. of Education	SM Community Services	Done

	The Municipality to assist in the provision of farm dwellings housing in the Baynesfield Estate area.	Zwelethu Project is ongoing around Ward 3 area	S M Community Services	
LAND	Additional land required at Mzinolovu for grazing.	Ascertain the correct needs of community in terms of grazing land	S M Community Services	
	The Richmond Municipality to assist the farm dwellers to utilize land.	Ascertain the land for correct needs	S M Community Services	
ECONOMIC DEVELOPMENT	Assistance to Co -operatives to be included in the Integrated Development Plan and LED programmes	To ensure the needs of co-operatives are included	S M Corporate Services	

Municipal Plan of Action – Ward 4

	COMMUNITY INPUTS	PROGRAMME OF ACTION	RESPONSIBLE OFFICIAL	Due By Comment
WATER AND SANITATION	To Hopewell Water and Sanitation.	Write a letter to UMDM	S M Technical	
INFRASTRUCTURE	Request for gravel roads to be upgraded to Blacktop	Done although relevant follow up to be made with DoT	SM Technical	
	V -drains Blocked	Project to be implemented	S M Technical	
	Put Speeds humps on the Main Road.	Liaise with DoT to construct same within budgetary provision	S M Technical	
	Installation of Street lights	Coordinate the installation of street lights	SM:Technical Services	
	Waste removal required	In process	SM Technical Services	
SOCIAL SERVICES	Maintenance of community hall	To be done	SM Community Services	
	Police station required	To liaise with police	SM Community Services	
	Sports facility centre is required.	Liaise with relevant departments	SM Technical	

	Permanent clinic	Liaise with the department of health	SM Community Services	
HOUSING	Construction of low income housing and maintenance of existing houses	Liaise with Department of Housing	SM Community Services	
LAND	Suitable land for cemetery to be identified for argossy and Hopewell	Liaise with UMDM	SM Community Services	
LED	Youth development is required in the area.	Letter to DED requesting assistance – to be included with the operation of the LED unit	SM Corporate Services – LED Unit	

Municipal Plan of Action – Ward 5

	COMMUNITY INPUTS	PROGRAMME OF ACTION	RESPONSIBLE OFFICIAL	Due By Comment
WATER AND SANITATION	Water needed at Mpofana.	The water needs to be communicated to District Municipality	SM:Technical Services	
	Water pumps have a very low capacity and there is not enough water pressure	Liaise with District Municipality	SM Technical	
INFRASTRUCTURE	Main road from Richmond to Nhlazuka to be tared	Communicate the need to DOT	SM Technical	
	Bridge crossing the river to be constructed (Malizayo) and (Kwathomi)	To communicate requirements of community with DoT	SM Technical	
	Rehabilitation of gravel road at Osuthu.	Liaise with DOT	SM Technical	
	Access roads at	To be followed	SM Technical Services	

	Malizwayo needs to be repaired			
	Existing sports fields to be upgraded at least three areas to be identified. Malizayo, Bulawayo and Mpofana	Include in MIG Priority List – awaiting registration and to be prioritized accordingly	SM Technical	Done
	Blacktopping P115 and D158	Letter has been forwarded Department of Transport to prioritize the project in sector plan – relevant follow up to be made accordingly.	SM Technical	
	Community Hall at Mshibane	Assess the need and include in MIG if feasible	SM Technical	
	Cultural Village at Ezulwini	Liaise with Department of Arts Culture and Tourism	SM Corporate Services and LED	
	FETCollege	Liaise with FET College	SM Community	
	Nkumane Community Hall	Include in MIG Priority List	SM Technical	Done
	Gqula Crèche	Rebuilt		Done
	Housing at Machobeni	Address in Housing Sector Plan	SM Community	
	Low level crossing at Malizayo	Include in MIG Priority list	SM Technical	
	Bus Stop shelters in D1034 and D158	To make funds available	CFO	
	Mngeneleni school Sports ground	Liaise with Department of Education and Public Works	SM Technical	
	Community hall at Shiyampahla	Assess the need and include in MIG Priority list if feasible	SM Technical	
	Mthombolwazi school sports ground	Liaise with Department of Education	SM Community	
	Request for fencing of	Liaise with Department of	SM Corporate – LED Unit	

	agricultural crops	Agriculture		
	Nompofana road upgrading	Under construction - MIG	SM Technical	Done
	Imbo Tourism	Liaise with Department of Arts Culture and Tourism	SM Corporate – LED Unit	
	Access roads at Ngwegwe and other areas – Look at moving to Inhlazuka	To be included in roads Maintenance programme subject to prioritization to be finalized with Ward Councillor in consultation with Ward Committee	S M Technical	

Municipal Plan of Action – Ward 6

	COMMUNITY INPUTS	PROGRAMME OF ACTION	RESPONSIBLE OFFICIAL	Due By Comment
WATER AND SANITATION	Yard water connections at Smozomeni and Slahla	To communicated to uMDM	S M Technical	
	Bus shelters, side at Slahla	To be considered at the identification of projects under MIG and is subject to the availability of funding	SM Technical	
	Roads from Mkhobeni to store need maintenance. Widening of roads into Slahla community hall and passages.	To be incorporated in rural roads access programme – prioritization to be finalized with Ward Councillor in consultation with Ward Committee	SM Technical	
	Mkhobeni Bridge	To liaise with		
INFRASTRUCTURE	Mkhobeni Bridge	To liaise with DOT	SM Technical Services	

	Roads from Mkhobeni needs maintenance	To be incorporated in rural roads access programme – prioritization to be finalized with Ward Councillor in consultation with Ward Committee	SM Technical	
	Pedestrian Bridge at Phatheni	To assess the need and include in MIG priority list if feasible.	SM: Technical Services	
	Bridges at Slahla and Phatheni	Communicate the need to DOT	SM Technical Services	
	Upgrade the road to Blacktop at Phatheni	Communicate the need to DOT	SM Technical Services	
	Slahla Sidewalks	To assess the need and include in MIG priority list if feasible.	SM: Technical Services	
	Installation of Streetlights at Slahla, Phatheni, and Smozomeni	To assess the need and include in Eskom priority list if feasible.	SM: Technical Services	
SOCIAL AND ECONOMICAL ISSUES	Slahla Crèche	To assess the need and include in MIG priority list if feasible.	SM: Technical Services	
	Maintain Streetlights in Slahla.	Streetlights requiring maintenance to be identified and Eskom to be engaged to be maintain within budgetary provisions	SM technical and Ward Councillor and community to assist with identification of streetlights	
	Request for chairs, electricity, tiles and toilets at the Phatheni Community Hall.	Issues to be considered upon the finalization of the construction of the Phatheni Sportfield.	SM: Technical	Done

	Please completion of the Phatheni and the Smozomeni sport fields.	Construction of both sports fields to be completed	SM Technical	Done
	The Municipality to identify land for projects at Slahla e.g. land for vegetable gardens and other small businesses.	Consult with Department of Agriculture and Land Affairs Small business units to be included with the Public Amenities project	SM Corporate = LED Unit	
	Grazing land and fencing of fields(Phatheni)	To consult the Department of Agriculture	SM Community Services	
	Training for ward committee and projects committees(Phatheni)	Awaiting finalization of Ward Committee policy – appointment of consultant	SM Corporate	
	Small Businesses Training (Phatheni)	To be addressed with LED programmes	SM Corporate Services – LED Unit	
	Establish programmes and projects for paraplegic people	To be investigated	SM Community Services	
HOUSING	Housing needed at Slahla area and request for old age home for elders.	Housing issues addressed in Housing Sector Plan	SM Community	

RICHMOND MUNICIPALITY

NB: The list submitted by ward Councilor

MASANGAZANA AREA

COMMUNITY INPUTS	PROGRAMME OF ACTION
Electricity	
RDP Houses	
Water & Sanitation	
Access road	
Sport field	
Community Hall	
Sites for agriculture	

PHATHENI AREA

RDP Houses & Sanitation	
Water supply	
Access road	
Street light	
Bridge	
Community hall	
Community clinic	
Sport field	
Community crèche	

QOYINTABA AREA

Electricity	
Water & Sanitation	

RDP Houses	
Sanitation	
Sport field	
Community hall	
Main road	

MOYENI AREA

Main road	
Water supply	
RDP Houses	
Sanitation	
Sport field	
Community hall	
Access road	
Sites for plantation	

MGXOBELENI AREA

Electricity	
Water supply	
RDP houses	
Sanitations	
Sport field	
Community hall	
Access road	

Municipal Plan of Action – Ward 7

	COMMUNITY INPUTS	PROGRAMME OF ACTION	RESPONSIBLE OFFICIAL	Due By Comment
WATER AND SANITATION	To please maintain and monitor water meters	To inform uMDM accordingly	SM Technical	
	Water and sanitation is required	Project has already commenced – continuous liaising with relevant persons to continue	MM SM Technical Services	
INFRASTRUCTURE	Request of gravel roads to be tarred at the Magoda area where tarred road ends. It is difficult for taxis to get in.	To be considered with rural roads project – subject to budgetary constraints	SM Technical	
	Mkhobeni bridge to be maintained. Please rehabilitate the Rhuwanda bridge.	Liaise with DoT to construct	SM Technical	
	Sidewalks from eringinini pass junction to magoda	To assess the need and include in MIG priority list if feasible.	SM Technical	
	Bus Shelters	To be considered at the identification of projects under MIG and is subject to the availability of funding	SM Technical	
	Community Hall	To be considered at the identification of projects under MIG and is subject to the availability of funding	SM Technical	
	Electrification of Farm Houses	Facilitation of Electrification of houses by	SM Community Services	

		farmers who will later claim a compensation fund from Eskom		
	Access roads to be maintained.	To be considered with rural roads maintenance	SM Technical Services	
	BMX track project		MM office and Richmond Business forum	
LAND	Grazing land is required by the community	Liaise with Dept of Agricultural	S M Community Services	
	Existing Cemetery to be fenced. Please control cemetery grounds, farm dwellers are intruding.	To advise uMDM to include in Regional cemetery	S M Technical	
	Existing cemetery is running out of space. The Municipality to look for an alternative land for cemetery. Preferable land next to the plantations where there is an existing sports field.	Liaise with District Municipality	S M Technical	
	Electricity for farm dwellers. Streetlights are requested to minimize crime during night time.	Liaise with the Richmond Agricultural Society and Eskom	MM SM Technical Services	
	Town lands cemetery requires maintenance	To be undertaken subject to budgetary provisions in maintenance budget	SM Technical	
SOCIAL SERVICES	Crèche at the Magoda area	Liaise with Social Development	SM Community	

	Request for mobile clinic to operate from the Magoda Community hall.	To ascertain dates required for usage	SM Community Services	
	Sportfield	To be considered at the identification of projects under MIG and is subject to the availability of funding	SM Technical Services	
	Nhlazuka Clinic needed	To communicate the need to Dept. Of Health	SM Community Services	
	Nhlazuka Farms Mobile Clinic needed	To communicate the need to Dept. Of Health	SM Community Services	
	Sport and recreation needs to be more active. Paraplegic sanitation needs to be considered			
HOUSING	St Bernard and Mandus Housing project	Facilitation of construction of government grants housing.	SM Community Services	
	Magoda Housing project needed	Facilitation of construction of government grants housing.	SM Community Services	

B10: CONCUSSION: INTEGRATED DEVELOPMENT PLAN CHALLENGES

On analyzing the information contained herein and what is available together with the delivery of priorities against national, provincial and local targets, it is evident that there are significant imbalances within the municipality. There is also a short-term approach to addressing the needs or challenges faced which is focused on compliance as opposed to sustainability in terms of a developmental government.

The imbalances and challenges can be summarized as follows:

- ❖ Operational, implementation and detailed project planning did not materialize in the most part of the past financial year coupled with solving immediate challenges instead of proper planning with budget availability for implementation
- ❖ Financial viability – implementation and operational planning within the Municipality's context and capacity is a cause of concern.

- ❖ Local economic development and associated potential was never explored due to limited funding availability and capacity
- ❖ Issues relative to socio-economic, infrastructure, economic, spatial and housing and issues relative to social facilities and services need to be addressed as these are key to the long-term economic viability of the Municipality
- ❖ The provision of water, sanitation, electricity and good road networks (accessibility) is a priority for rural areas
- ❖ The HIV/AIDS pandemic and its impact on the demographics locally, at a district level, regionally and provincially
- ❖ Management of investor risk
- ❖ In observing the challenges, it is necessary to consider possible interventions, such as:
- ❖ Linking with the relevant government departments, sector departments, stakeholders and non-government organisations together with internal arrangements for the continued roll-out of an HIV/AIDS programme
- ❖ Providing the necessary facilities that would create an environment where people can meet their basic needs and improve their quality of life
- ❖ Implementing more appropriate land use management by applying the LUMS thereby ensuring that development occurs in a formal manner once it has been adopted on the current financial year.
- ❖ Agriculture needs to be promoted to create downstream investment opportunities
- ❖ Creating an enabling environment to stimulate investment interest and confidence and maintain the momentum created.
- ❖ Continued financial management and discipline thereby ensuring a financially viable municipality

Formulating and implementing a programme for the effective identification and utilization of external funding sources for the successful implementation of projects and programmes

SECTION C:

DEVELOPMENT

STRATEGIES

C: Development Strategies for Richmond Municipality

The Richmond Municipality falls into one of the categories of the three spheres of government which are National, provincial and Local Governments. The fast tracking of the service delivery is paramount to the movement in the same wavelength of all the three spheres of government in terms of service delivery planning. The National Government identifies and development goals and objectives. These objectives are embedded in the planning document for National Government which is the Medium Term Strategic Framework (MTSF). It further allocates and distributes the resources across all spheres of government in line with the MTSF objectives and priorities.

The provincial and local government needs to ensure that the development objectives and priorities are achieved through development initiatives corresponding to the National objectives and priorities.

The provincial government also has its Provincial Growth Development Planning Strategy which needs to be in line with the objectives and priorities of the National Government.

The Local Government also formulates its IDP which has the needs of the community. The strategies for meeting the community needs need to be done within the MTSF objectives of the National Government, Provincial PGDS and Municipal Strategy. In other words the Local government seeks to promote the community development, Provincial development and the National Government objectives.

The current National Government's MTSF 2009-2014 is a five year horizon plan with a set of objectives and priorities which are ultimately intended for the improvement of the lives of South African Citizens and inhabitants of South Africa. The objectives of the MTSF include the following:

- ⇒ Half poverty and unemployment by 2014
- ⇒ Ensure a more equitable distribution of the benefits of economic growth and reduce inequality
- ⇒ Improve the Nation's health profile and skills base and ensure universal access to basic services
- ⇒ Improve the safety of citizens by reducing incidents of crime and corruption
- ⇒ Build a nation free of all forms of racism, sexism, tribalism and xenophobia

The achievement of the above objectives will be undertaken through a set of priorities which will be coupled by corresponding interventions. The MTSF priorities in line with these objectives are:

- ✓ More inclusive economic growth, decent work and sustainable livelihoods
- ✓ Economic and social infrastructure
- ✓ Rural development, food security and land reform
- ✓ Access to quality education
- ✓ Improved healthcare
- ✓ The fight against crime and corruption
- ✓ Cohesive and sustainable communities
- ✓ Creation of a better Africa and a better world
- ✓ Sustainable resources management and use
- ✓ A developmental state, including improvement of public services.

The KwaZulu-Natal Provincial Growth Development Strategy has identified the following priorities:

- ⇒ Strengthening governance and service delivery
- ⇒ Sustain economic development and job creation
- ⇒ Integrating investments in community infrastructure
- ⇒ Developing human capability
- ⇒ Developing a comprehensive response to HIV/AIDS
- ⇒ Fighting poverty and protecting vulnerable groups in society

The Richmond Municipality priorities that have been identified in the Municipal Strategy include the following:

- ⇒ Basic infrastructure development
- ⇒ Economic infrastructure development
- ⇒ Local Economic Development.
- ⇒ Institutional Development
- ⇒ Financial Management

The Richmond Municipality seeks to improve the lives of its residents by developing strategic plans (Strategies) to address the challenges faced and to maximize output on the opportunities to create positive spin offs. The strategies will be developed in line with National Government MTSF and Provincial PGDS. The strategies will be formulated and will be addressing the following areas:

1. Municipal transformation and institutional development
 - Municipal strategy
 - Municipal by-laws
 - Organisational performance management
 - Management policies
 - Fight corruption
 - Municipal turnaround strategy (COGTA)
 - Review of the organogram and alignment of functions to relevant business units.
 - Cohesive and sustainable community
 - Improved healthcare
 - Fight crime
 - Accessible to quality education
 - Improvement of public service
 - Develop human capability
 - Developing a comprehensive response to HIV/AIDS
 - Fighting poverty and protecting vulnerable groups
2. Local economic development
 - Local Economic Development Strategy Review
 - More inclusive economic growth, decent work and sustainable livelihoods
 - Sustain economic development and job creation
 - Alignment with National Spatial Development Perspective objectives
 - Alignment with Provincial Spatial Economic Development Strategy objectives

3. Basic service delivery and infrastructure investment
 - Addressing of backlogs in Richmond Municipal area.
 - Comprehensive Infrastructure Plan
 - Economic and social infrastructure
 - Integrated investment in community infrastructure
 - Strengthening service delivery
 - Food security
4. Financial viability
 - Financial plan including long-term strategy on resourcing of the municipality over medium term and long term
 - Medium Term Expenditure Framework for the next five years
 - Sustainable resources management
 - Updated asset register
5. Good governance and community participation
 - Strengthening governance
 - Communication strategy
6. Spatial development framework
 - Rural development
 - Environmental management Plan
 - Strategic Environmental Assessment
 - Land Use Management System

INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

To realize the Vision and to ensure sustainable growth within the municipality in accordance with its priorities aligned to national and provincial targets, the following strategies and objectives.

seek to unravel some of the key challenges which, if not adequately addressed will have an adverse impact in terms of improving the well being of the residents and on which the details of the key performance areas were expounded on and on which the plans, programmes and projects of the municipality are based.

The development strategies of the Richmond Municipality are developed and structured according to the 5 (five) National Key Performance Areas of the FIVE YEAR LOCAL GOVERNMENT STRATEGIC AGENDA.

- Basic Service Delivery and Infrastructure Development
- Social and Local Economic Development
- Good Governance and Public Participation
- Municipal Transformation and Institutional Development
- Municipal Financial Viability and Management

RICHMOND'S VISION 2012– 2017



Access to quality social and economic infrastructure, services and sustainable economic opportunities.

The vision, as recorded above, inspires and focuses the attention and mobilizes all residents, communities, stakeholders, politicians and officials in creating the desired future based on the implementation of projects and programmes in a sustainable manner thus creating a viable municipality focused on attaining its developmental mandate and therefore

meeting the needs of all citizens in response to the requirements of legislation in that local government needs to be developmental in its approach.

On analyzing the information contained herein and what is available together with the delivery of priorities against national, provincial and local targets, it is evident that there are significant imbalances within the municipality. There is also a short-term approach to addressing the needs or challenges faced which is focused on compliance as opposed to sustainability in terms of a developmental government.

The imbalances and challenges can be summarized as follows:

- ❖ Financial viability – implementation and operational planning within the Municipality's context and capacity is a cause of concern.
- ❖ The restricted implementation of Local economic development and associated potential due to limited resources(personnel and funding)has resulted in retarded economic development
- ❖ Issues relative to socio-economic, infrastructure, economic, spatial and housing and issues relative to social facilities and services need to be addressed as these are key to the long-term economic viability of the Municipality
- ❖ The provision of water, sanitation and electricity are non-core functions of the Municipality however remain a priority in rural areas
- ❖ The neglected access roads has resulted in a huge backlog in the provision of accessible road networks and accessibility in the rural areas
- ❖ The HIV/AIDS pandemic and its associated repercussions have impacted negatively on the demographics locally, at a district level, regionally and provincially
- ❖ Limited enabling actions to ensure that investment opportunities remain viable and sustainable

INTERVENTIONS TO ADDRESS CHALLENGES IDENTIFIED

HIV/AIDS

- ❖ Establishment of HIV/AIDS Council chaired by Madam Deputy Mayor, that links the relevant government departments, sector departments, stakeholders and non-government organisations for the continued roll-out of an HIV/AIDS programme. The aforementioned includes the education of community members.
- ❖ Facilitate the provision to afford the community access to the necessary facilities in order to add value in terms of basic needs and information (Thusong Service Centres, Mobile Clinics, Drop-In Centres, Pension Pay points, etc)
- ❖ Formalising the development of identified industrial and commercial properties thereby ensuring the management of an integrated and co-ordinated system to address economic development and land use issues (Adoption of Land Use Management System)
- ❖ Agriculture being a core economic driver needs to be explored to promote and create investment opportunities

- ❖ The creation of an enabling environment to stimulate investment interest and confidence and maintain the momentum created. This would include the provision of an environment conducive to economic growth and ensuring the integration of the first and second economies to benefit from investment derived from the economic growth coupled with the sustainable implementation of LED programmes and projects
- ❖ Continued financial management and discipline thereby ensuring a financially viable municipality
- ❖ Formulating and implementing a programme for the effective identification and utilization of external funding sources for the successful implementation of projects and programmes
- ❖ Identification of priority projects in terms of water and sanitation to ensure that the projects receive the necessary attention and funding of the uMgungundlovu District Municipality
- ❖ Identification of priority projects in respect to electricity and ensure that Eskom identifies appropriate funding to address the backlogs
- ❖ Continued identification of priority areas through the respective established structures and the alignment of applicable funding within the Municipal budget, MIG allocation and other available funders to address the backlogs
- ❖ Review and update the Housing Sector Plan and ensure that the Department of Human Settlement is made aware of the housing challenges and to ensure that required funding is made available by the respective department. Further, need to ensure the aligned provision of internal and bulk services in respective to housing development.
- ❖ Need to ensure an integrated approach to the provision of social economic issues and facilities (Ensure sustainability of Richmond Inter-sectoral Forum inclusive of Premier's Flagship Project).
- ❖ Building institutional capacity to ensure optimized delivery

To add to the above, the following development thrusts must be considered in order to ensure that a framework is created and exists in which strategies, projects and programmes and eventually implementation can occur:

- ❖ Promotion of investment within defined nodes
- ❖ Promotion of investment in industrial hubs coupled with the possible introduction of incentives to attract and maintain investor confidence
- ❖ Introduce and undertake skills development and maintain updated skills database incorporating the principles of EPWP and AsgiSa
- ❖ Preserve and protect the natural environment
- ❖ Establish cooperatives to increase economic opportunities in all sectors
- ❖ Release of municipal land for development
- ❖ Regularly maintain and upgrade existing infrastructure

Services provided by the Local Municipality

Capacity Assessment of Functions - 2006/2007

Source: MDB 2006/7 – DC Capacity Assessment Report on Municipal Functions

Powers and Functions		Authority to perform function	Responsible Department	Capacity to Perform Function – Responsible Dept
1	Air Pollution	Yes	Community Services and Development and Planning	Strategic Manager: Community Services and Development and Planning
2	Building Regulations	Yes	Technical Services	Manager: Estates and Works
3	Child Care Facilities	Yes	Community Services Department	Strategic Manager
4	Electricity Reticulation	No	(Performed by Eskom)	
5	Fire Fighting	No	(Performed by uMgungundlovu District Municipality)	
6	Local Tourism	Yes	Corporate Services (Including uMgungundlovu District Municipality)	Strategic Manager: Corporate Services
7	Municipal Airport	No		
8	Municipal Planning	Yes	Technical Services	Manager: Development and Planning
9	Municipal Health Services	No	(Performed by uMgungundlovu District Municipality)	
10	Municipal Public Transport	Yes	Community Services	Strategic Manager: Community Services and Manager: Protection Services
11	Pontoons and ferries	Yes	Technical Services	Manager: Estates and Works
12	Stormwater	Yes	Technical Services	Manager: Estates and Works
13	Trading Regulations	Yes	Community Services	Strategic Manager: Community Services
14	Water (Potable)	No	(Performed by uMgungundlovu District Municipality)	

15	Sanitation	No	(Performed by uMgungundlovu District Municipality)	
16	Beaches and amusement facilities	Yes	Technical Services	Manager: Estates and Works
17	Billboards and the display of advertisements in public places	Yes	Technical Services	Manager: Estates and Works and Manager: Development and Planning

Services provided by the Local Municipality (Cont'd)

Powers and Functions		Authority to perform function	Responsible Department	Capacity to Perform Function – Responsible Dept
18	Cemeteries, funeral parlours and crematoria	Yes	Technical Services	Manager: Estates and Works
19	Cleansing	Yes	Technical Services	Estates: Works and Estates
20	Control of public nuisances	Yes	Technical Services	Estates: Works and Estates
21	Control of undertakings that sell liquor to the public	Yes	Technical Services	Estates: Works and Estates
22	Facilities for the accommodation, care and burial of animals	Yes	Community Services	Strategic Manager: Community Services
23	Fencing and fences	Yes	Technical Services	Estates: Works and Estates
24	Licensing of dogs	Yes	Community Services	Manager: Protection Services
25	Licensing and control of undertakings that sell food to the public	Yes	Community Services	Manager: Protection Services
26	Local amenities	Yes	Technical Services	Estates: Works and Estates
27	Local sport facilities	Yes	Technical Services	Estates: Works and Estates
28	Markets	Yes	Community Services	
29	Municipal abattoirs	Yes	Community Services	Strategic Manager: Community Services
30	Municipal parks and recreation	Yes	Technical Services	Estates: Works and Estates
31	Municipal Roads	Yes	Technical Services	Estates: Works and Estates
32	Noise pollution	Yes	Community Services	Strategic Manager: Community Services
33	Pounds	Yes	Community Services	Manager: Protection Services
34	Public Places	Yes	Technical Services	Estates: Works and Estates
35	Refuse removal, refuse dump and solid waste disposal	Yes	Technical Services	Estates: Works and Estates
36	Street Trading	Yes	Community Services	Manager: Protection Services

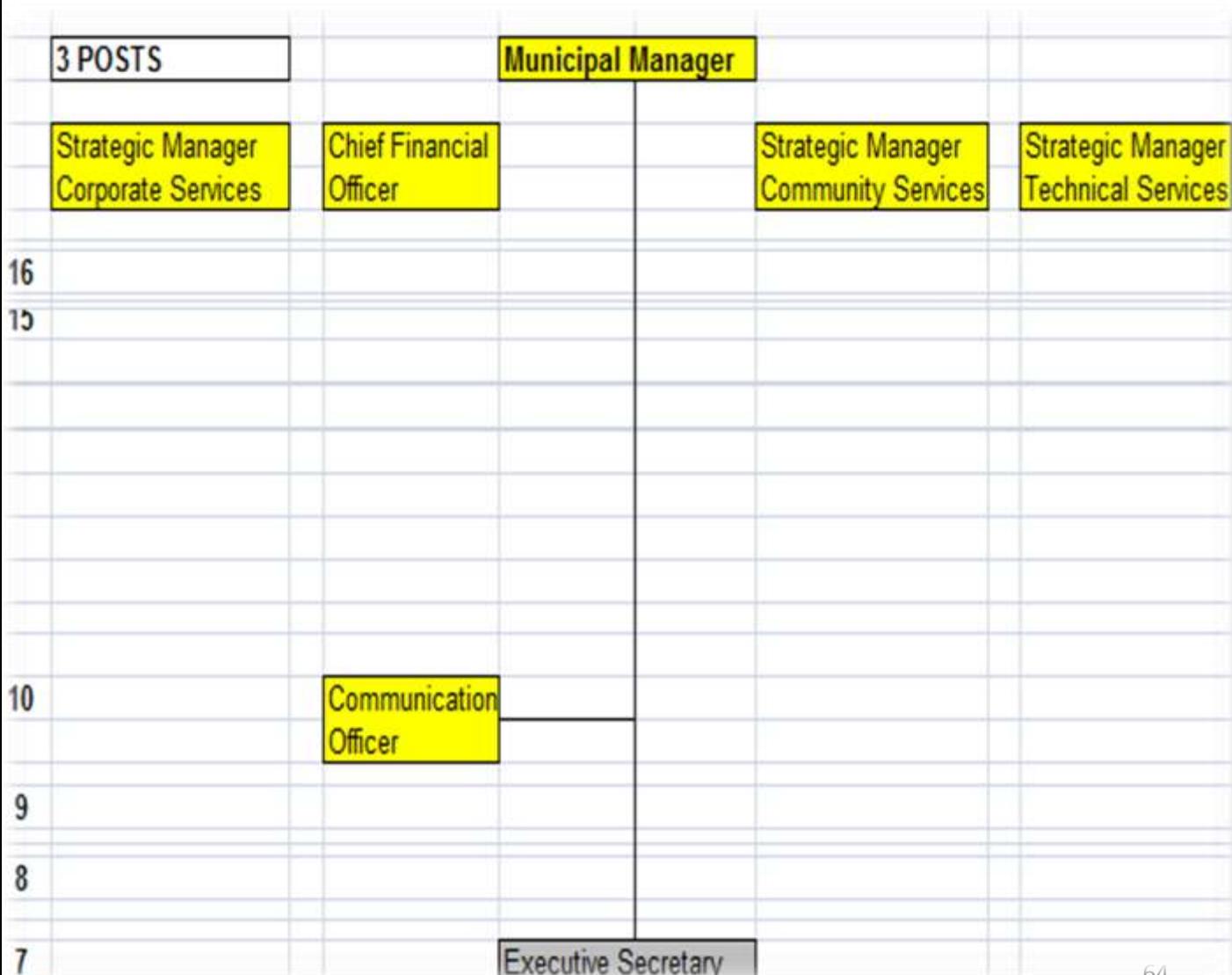
37	Street lighting	Yes	Technical Services	Estates: Works and Estates
38	Traffic and Parking	Yes	Community Services	Manager: Protection Services

Additional Functions Performed

Function	Assigned by
Community Services / Library Services	Historical Function (public library)
Pauper Burials	None
LED	Province / National (LED)
Motor Licensing	Department of Transport

Organizational Structure

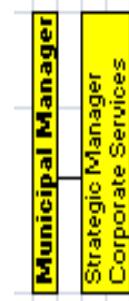
The Macro Organisational Structure of the Municipality is as follows:



RICHMOND MUNICIPALITY

CORPORATE SERVICES

18 POSTS



16

15

14

13



10

9

8

7

6

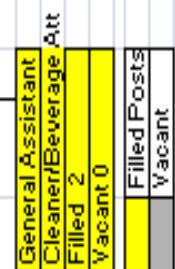
5

4

3

2

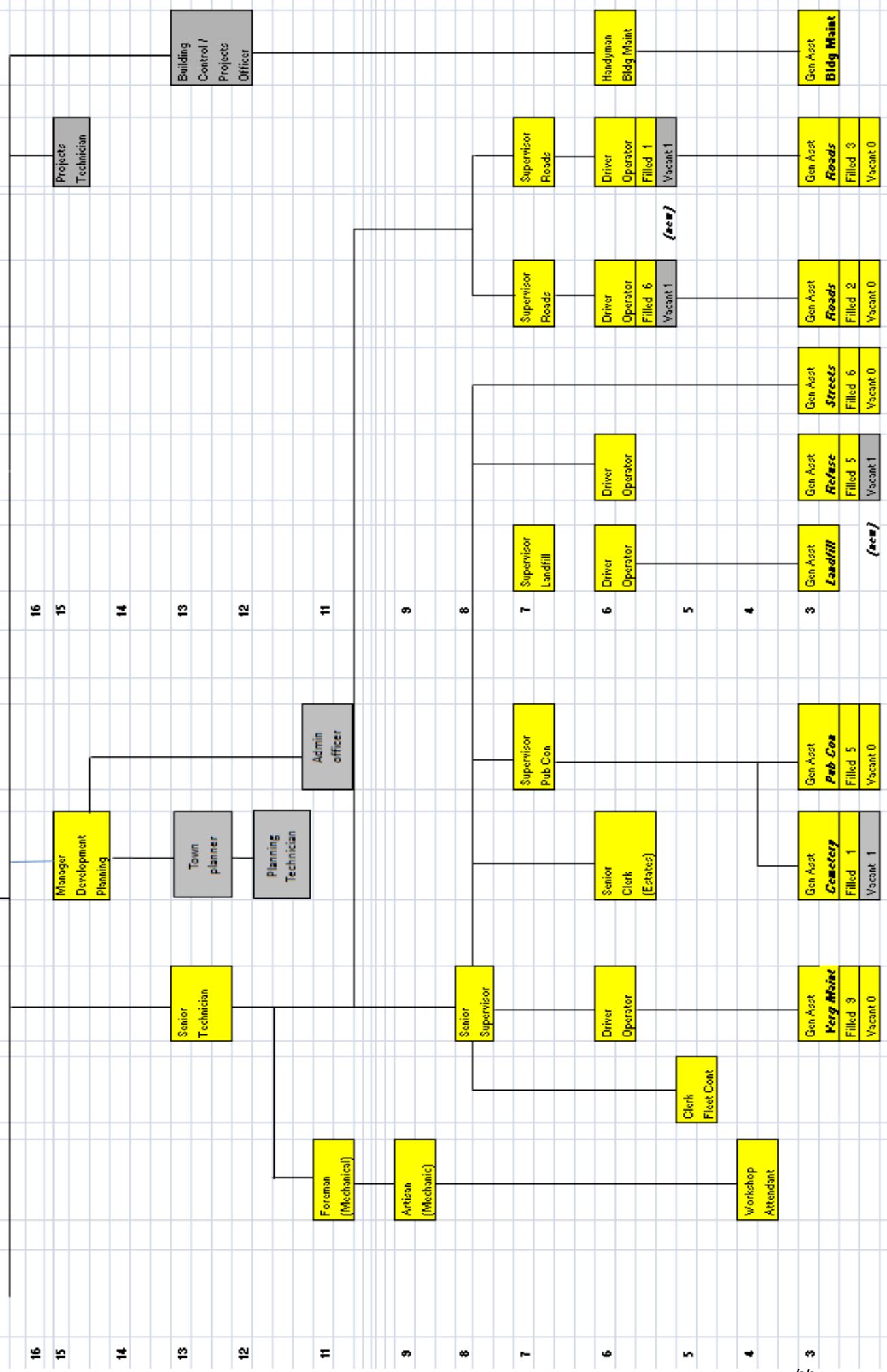
1



BIRCHWOOD MUNICIPALITY

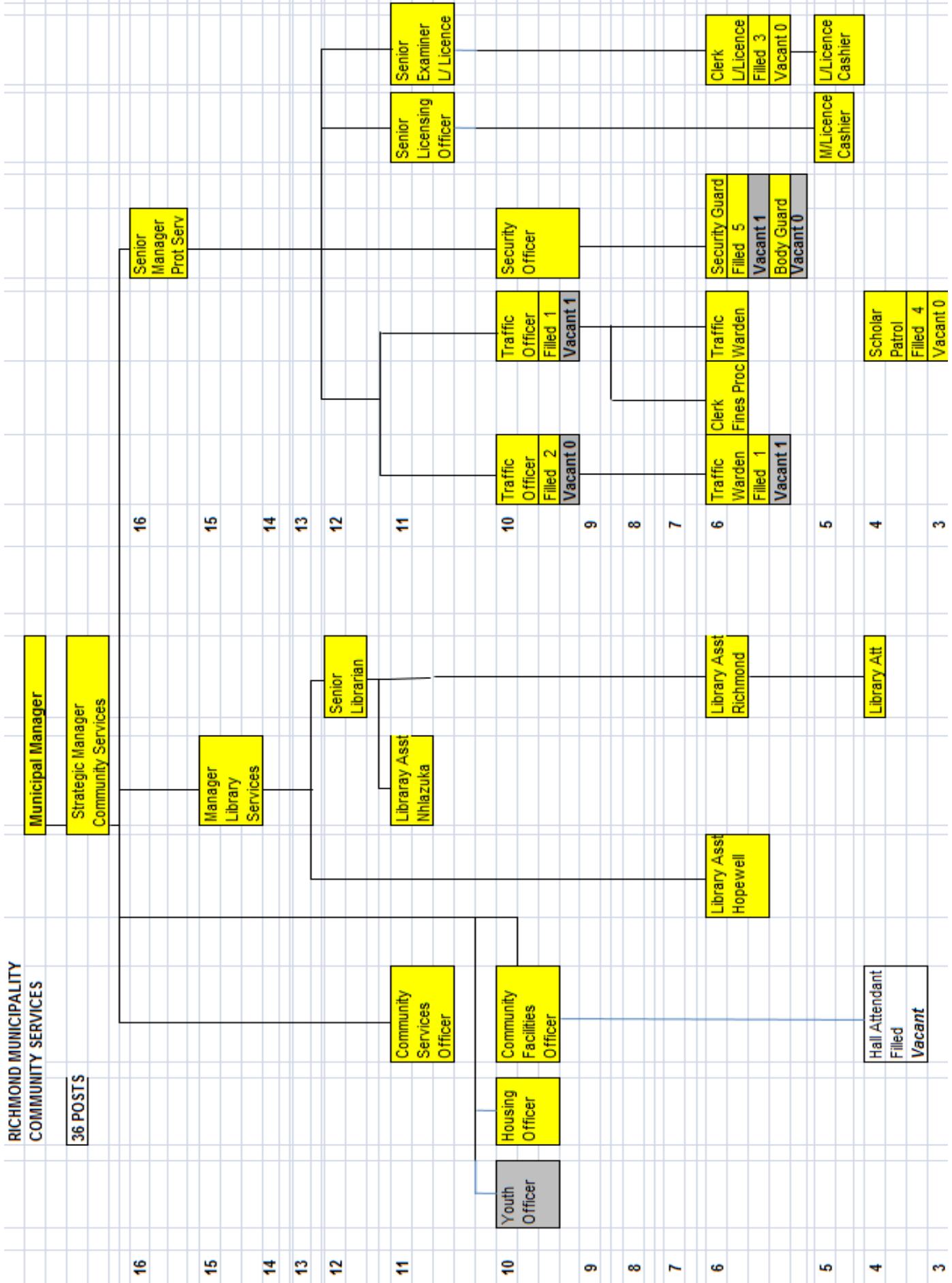
Municipal Manager

Strategic Manager
Technical Services



RICHMOND MUNICIPALITY
COMMUNITY SERVICES

36 POSTS



RICHMOND MUNICIPALITY**FINANCIAL SERVICES****13 POSTS****Municipal Manager****Strategic Manager
Financial Services****16****15****14****13****12****11****Accountant (Expenditure)****Accountant (Income)****Accountant (Finance)****10****9****8****7 Principal Clerk (Expenditure)****Principal Clerk (Debtors)****6****5****Cashier****4****3****Intern
Filled 5
Vacant 1**

Section 57 positions have been filled including the Municipal Manager position

DEPARTMENT	PERMANENT STAFF	SECTION 57	CONTRACT STAFF	OTHER	TOTAL
Municipal Manager's office					
• Municipal Manager	-	1	-	-	1
• Personal assistant	0	-	-	1	1
• Communication Officer	1	-	-	-	1
	1	1	-	1	3
Finance Department					
• SM Finance (CFO)	-	1	-		1
• Budget and Treasury Office	2	-	1 (intern)		3
• Income	2				2
• Expenditure	1	-	2 (intern)		3
• Supply Chain Management Office	1	-	1 (intern)		2
		-	1(intern)		1
	6	1	5	-	12
Corporate Services					
• SM Corporate Services	-	1	-	-	1
• Administration	12	-	-	-	12
• Human Resources	2	-	-	-	2
• Information Technology	1	-	-	-	1
• LED and Tourism	1	-	-	-	1
• Youth	1				1
	17	1	-	-	18

T Technical Service					
• SM Technical Service	-	1	-	-	1
• Development and Planning	1		-	-	1
• Roads	16		-	-	16
• Refuse	9		-	-	9
• Street Cleaning	6		-	-	11
• Estates	11		-	-	1
• Cemeteries	1		-	-	6
• Technical	6		-	-	6
• Other	6				
	56	1	-	-	57
Community Services					
• SM Community	-	1	-	-	1
• Traffic	7	-	4	-	11
• Security	4	-	4	-	8
• Other	6	-	-	-	6
• Motor Licensing	2	-	-	-	2
• Learners License	5	-	-	-	5
• Housing	1	-	-	-	1
• Library	6	-	-	-	6
	31	1	8	-	40
GRAND TOTAL	111	5	13	1	130

Organization (Filled Positions)

The current structure indicates that the Municipality employs 130 employees.

The following Human Resource Policies have been adopted by Council and are being implemented: Recruitment, Delegations, Acting allowance, Leave, Staff Bursary Policies. The policies are revised as and when necessary.

The following institutional characteristics, issues and challenges impact on the future development of the Richmond Municipality and need to be taken forward in the Integrated Development Plan Process:

- The implementation in terms of the Employment Equity Act and the Skills
- Development Act is still a challenge. However, attempts have been made to comply during the recent recruitments.
- Improving the Organizational Performance Management System of the Municipality and ensuring that Strategic Managers cascade the system to all employees within the organization.
- Inadequate funding to develop skills of the staff, political office bearers and Ward Committees.

Richmond Municipal Council and its support structures

The Municipality comprises of 14 Councillors with the Speaker as the Chair of Council meetings. The Executive Committee is chaired by the Mayor and consists of 3 members

The following three portfolio committees were established by the Richmond municipality and their roles and responsibilities are as follows

Human Resource and Information Technology Portfolio Committee	Local Economic Development Planning and Infrastructure Portfolio Committee	Community Services and Social Development Portfolio Committee
--	---	--

<p>Responsibilities</p> <ul style="list-style-type: none"> ▪ Recommend to Executive Council on all policy matters in respect of staff matters as contained in the human resource manual ▪ Recommend to council on all IT matters <p>Roles</p> <ul style="list-style-type: none"> • The roles of the above committee is to assist the Executive Committee to maximize the effectiveness of the administration capacity of the Municipality whilst ensuring that the administration is governed by the democratic values and principles enshrined in the Constitution by advising the executive Committee.: on the policy framework referred to in the Municipal Systems Act, on the development of appropriate policy systems and procedures relating to staff matters 	<p>Responsibilities</p> <ul style="list-style-type: none"> ▪ To provide support to the Executive committee on ▪ Promotion of Local Tourism ▪ Economic Development ▪ Poverty alleviation ▪ Planning and infrastructure related matters <p>Roles</p> <ul style="list-style-type: none"> • The roles of the above Committee is: To provide support and advise to the Executive Committee on all policy matters relating to the above listed functions • To advise and recommend to the Executive Committee on all fiscal and other incentives designed to promote social and economic development as well as bylaws related to. 	<p>Responsibilities</p> <ul style="list-style-type: none"> ▪ To provide support to the Executive Committee on ▪ Sports and culture promotion ▪ Disaster management ▪ Housing support ▪ Traffic ▪ Library services ▪ HIV and AIDS related issues <p>Roles</p> <ul style="list-style-type: none"> • The roles of the above committee are to: make recommendations and provide advice to the Executive Committee on all policy matters and regulations in respect of the above functions.
--	---	--

However these committees need to be reviewed together with their respective terms of reference in order to align them with the core functions of the Municipality.

In addition to the above, Ward Committee's are established and meet regularly with minutes being submitted to the office of the Speaker.

Ward Committees are also responsible for the submission of community needs to the Municipality on an ongoing basis and are used as a means of communication to and from administrative structures and is also based on the Communication Strategy which requires the necessary information to be made available to communities in terms of the budget, Integrated Development Plan, PMS, Annual Report, etc.

In regard to the current year of review, priority projects were received from the Communities via Ward Committees and Councillors and the strategies, plans and programmes of the Municipality are responsive thereto.

The Richmond Municipality facilitates and chairs the Intersectoral Forum. The main function of this forum is to have an integrated approach to deal with service delivery issues. The forum comprises of sector departments that are based in Richmond. The Departments are as follows; department of Labour, Department of Social Development; Department of Justice, SAPS, Department of Health ,Department of Education, UMgungundlovu District Municipality and the Richmond Municipality. Non Governmental Organizations also participate in these meetings.

The Municipality has also established a Local Labour Forum where all staff matters are discussed.

ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

The Richmond Municipal Council has adopted an Organizational Performance Management System (OPMS) Framework, in compliance with legislation, to plan, implement and monitor the performance of the municipality in accordance with defined objectives and strategies.

In essence performance management oversees the implementation, management, monitoring and evaluation of the Integrated Development Plan.

The Framework adopted by the Council has been aligned to the 5 National Key Performance Areas (KPA's):

- Basic Service Delivery
- Local Economic Development
- Institutional Development and Transformation
- Good Governance and Public Participation
- Financial Viability and Management

These *Key Performance Areas* can be defined as a group of objectives within the Integrated Development Plan. An *objective* is a projected state of affairs that a system plans or intends to achieve. *Key Performance Indicators* (KPI's), help to define and measure progress towards an objective.

Seven general Key Performance Indicators are prescribed in terms of Regulation 10 and section 43 of the Municipal Systems Act, 2000 and must therefore be included in the Integrated Development Plan.

Once Key Performance Indicators have been developed, the municipality can set performance targets.

A useful set of criteria for setting performance targets is the "**SMART**" criteria:

- **Specific:** the nature and the required level of performance can be clearly identified;
- **Measurable:** the required performance can be measured;

- **Achievable:** the target is realistic given existing capacity;
- **Relevant:** the required performance is linked to the achievement of a goal; and
- **Time-bound:** the time period or deadline for delivery is specific.

One of the key outputs of the Integrated Development Plan will be the preparation of a *Municipal Scorecard*, which is a summary of the IDP in a logic framework format.

The *Service Delivery and Budget Implementation Plan* (SDBIP) is essentially the management and implementation tool which sets in-year information, such as quarterly service delivery and monthly budget targets, and links each service delivery output to the budget of the municipality, thus providing credible management information and a detailed plan for how the municipality will provide such services and the inputs and financial resources to be used.

The SDBIP is a layered plan, with the top layer of the plan dealing with consolidated service delivery targets and in-year deadlines, and linking such targets to top management.

Once the top layer targets are set, top management is then expected to develop the next layer of detail of the SDBIP, by providing more detail on each output for which they are responsible, and breaking up such outputs into smaller outputs and linking these to middle level management.

The SDBIP therefore serves as a “contract” between the administration, the council and the community and provides the basis for measuring performance in service delivery against end of year targets and implementing the budget.

The Municipal Manager and the Section 57 Managers therefore implement the IDP/Budget/SDBIP and demonstrate progress towards these goals through monthly, quarterly, bi-annual and annual reports.

Individual Performance Management Scorecards therefore contain measures specific to that individual.

The Municipal Manager and Section 57 Managers must have written employment contracts which must consist of a performance agreement with stated performance objectives and targets with indicators set from the IDP.

There is therefore an integrated link with the IDP/Budget/SDBIP, the Performance Agreements, the Municipal Scorecard and the Individual Scorecard.

This entire process provides for the structured assessment of the performance of the Municipal Manager and Section 57 employees and the extent of performance bonus payable to them, and ultimately for the assessment of the performance of the municipality.

Appointment of Performance Audit Committee, in place with legislation, to measure the Performance of the Municipal Manager’s directly accountable to the Municipal Manager.

The Performance Management System will be included in the terms of reference of the Auditor-General for the audit of the municipality for 2010/2011.

STATUS OF POLICIES

Number	Policy	Ref	Ref	Ref	Drafted	Reviewed	Adopted
1	Human Resource Manual				Y		
2	Cell Phone Policy	HR 2			Y		
3	Use and Care of Council Property				Y		
4	In-Service Training Policy				Y		
5	Staff Bursary Scheme Policy	HR 12			Y		26/02/09
6	Indigent Support Policy		MAN 7		Y	Y	31/05/10
7	Performance Management Policy		MAN 5		Y	Y	
8	Rules of Order Council				Y		
9	Depreciation Policy				Y		
10	Budgetary Policy			FIN 3	Y	Y	31/05/10
11	Tariff Setting Policy			FIN 8	Y	Y	26/02/09
12	Credit Control Policy			FIN 4	Y	Y	26/02/09
13	Indigent Burial Policy (Pauper Burials)				Y		
14	Internal and External Communication Policy				Y		
15	Public Participation Policy		MAN 10		Y		
16	Internet Policy		MAN 2		Y		
17	Computer Equipment Policy inclusive of laptop policy		MAN 1		Y		
18	Acting Allowance Policy	HR 1			Y		26/02/09
19	HIV/AIDS Policy	HR 5			Y	Y	31/05/10
20	Gender Policy	HR 3			Y		26/02/09
21	Vehicle Management and locomotion Policy	HR 15			Y		
22	Delegation of Powers Policy iro		MAN 3		Y		30/06/08
22.1	Council				Y		
22.2	Executive Committee				Y		
22.3	Office of the Mayor				Y		
22.4	Management Committee				Y		
22.5	Municipal Manager's Office				Y		
22.6	Head of Department				Y		
22.7	Sub-Committees				Y		

Number	Policy	Ref	Ref	Ref	Drafted	Reviewed	Adopted
23	Job Creation Policy	HR 16			Y		
24	Traffic Policy (all relative matters)				Y		
25	Review of SCM Policy				Y	Y	31/05/10
26	Property Rates Act Policy				Y	Y	04/09/08
27	Asset Management Policy			FIN 2	Y	Y	31/05/10
28	Labour Relations Policy	HR 7			Y		
29	Health and Safety Policy	HR 4			Y	Y	31/05/10
30	Uniforms and Protective Clothing Policy				Y	Y	31/05/10
31	Leave Policy	HR 8			Y		26/02/09
32	Termination of Services Policy				Y		
33	Recruitment, selection and appointment policy	HR 9			Y		26/02/09
34	Training Policy	HR 6			Y		26/02/09
35	Usage of Telephones Policy	HR 14			Y	Y	31/05/10
36	Corporate Social Responsibility Policy		MAN 16		Y		
37	Code of Conduct and Ethics Policy				Y		
38	Sexual Harassment Policy	HR 10			Y		
39	Smoking in the work place policy	HR 11			Y		
40	Promotion of Access to Information Policy		MAN 9		Y		
41	GAMAP Policy				Y		
42	Revenue enhancement Policy			FIN 7	Y		
43	Cash and Investment Policy			FIN 6	Y		28/05/09
44	Travelling allowance	HR 13			Y	Y	31/05/10
45	Fraud Prevention - Risk Management		MAN 4		Y		30/06/08
46	Overtime Policy				Y		08/12/09
47	Standby Allowance Policy				Y		08/12/09
48	Appointment of Casual Staff				Y		

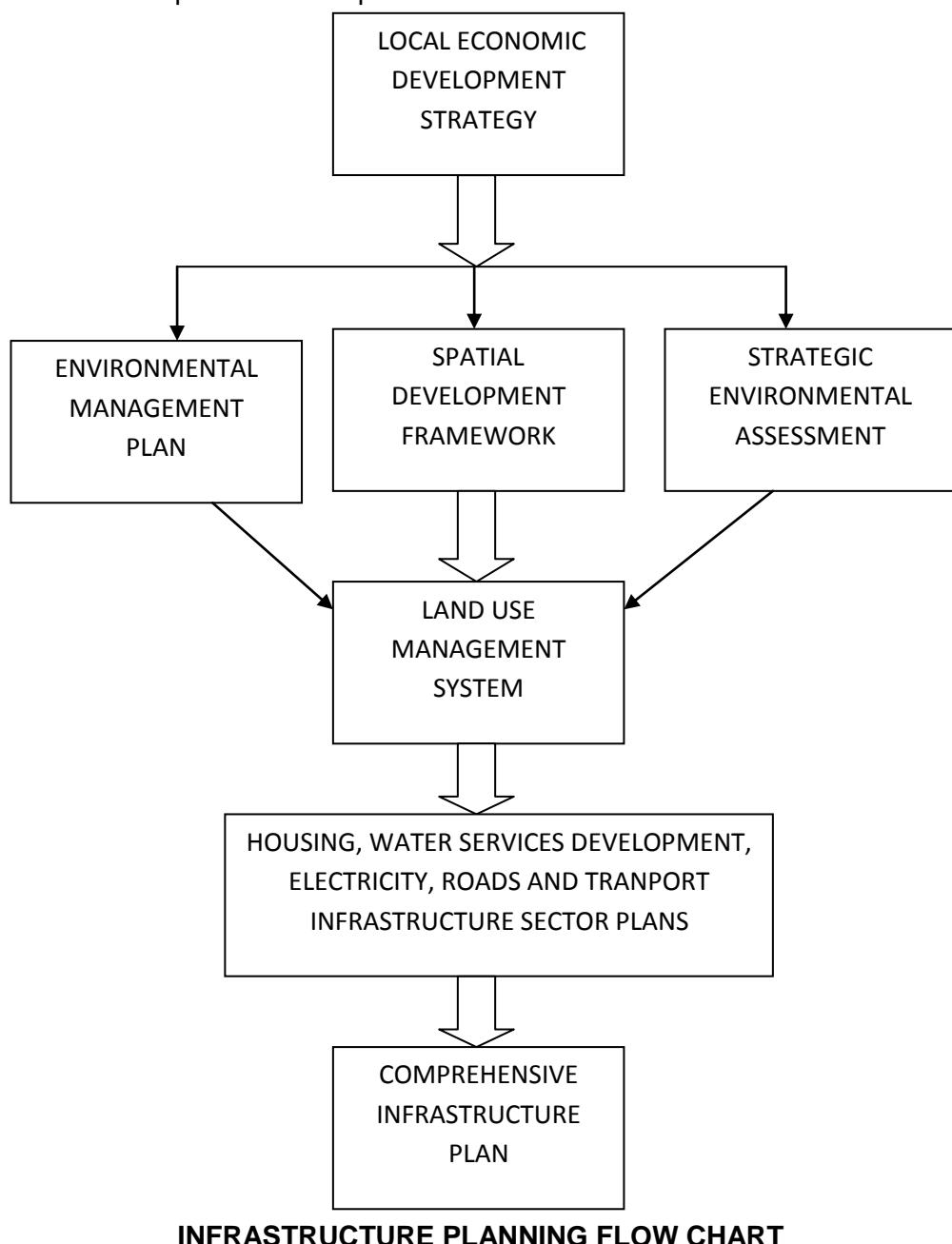
2.

BASIC SERVICE DELIVERY AND INFRASTRUCTURE

2.1 Approach on basic service delivery and infrastructure

The Richmond Municipality has not yet developed the Comprehensive Infrastructure Plan (CIP) which is meant to give an indication of backlogs across all basic infrastructure categories. This is a result of the lack of sufficient funds to undertake this essential plan. However, some of these backlogs are obtainable from the Statistic South Africa and other spheres of government sector plans and survey reports. The Richmond Municipality currently bases its infrastructure planning on this secondary information obtained from various legal sources as mentioned above.

The Municipality has developed a concept for developing its infrastructure plans. These plans are meant to be comprehensive, logical and well informed. The following flow chart depicts the process and sequence of various municipal plans development which will have great influence and input to the Comprehensive Infrastructure Plan.



2.2 LED Strategy input information towards Comprehensive Infrastructure Plan

The municipality is currently reviewing the LED Strategy which identifies various economic activities in various municipal wards. This will also identify different industries that will need to be accommodated in the Spatial Development Framework. The LED Strategy will give an indication of the spatial location of different potential economic activities. The LED Strategy will take into account the National, Provincial and Local objectives of Local Economic Development.

2.3 SDF input information towards CIP

The LED output information will be an input in the review of the Spatial Development Framework (SDF). Coupled to the SDF will be the Environmental Management Plan (EMP) and Strategic Environmental Assessment (SEA). The collective outputs of these exercises and plans will make a solid and informative input to Land Use Management System (LUMS). The SDF will also incorporate the objectives of Rural Development and Food Security.

2.4 LUMS input information towards CIP

The LUMS will be developed for all the areas under the jurisdiction of Richmond Municipality. The LUMS will zoom into different spatial areas and give detailed information about individual zones and plots within the zones. This will give the information such as permissible use of land i.e. development controls, floor area ratio, parking space, coverage and building lines.

The output information of the LUMS will be used for development of various infrastructure sector plans such as water services development plan, electricity sector plan, housing sector plan, transport plan etc.

2.5 Development of the Comprehensive Infrastructure Plan (CIP)

The collective output information from the various sector plans will form basis on which the Comprehensive Infrastructure Plan (CIP) will be developed. The CIP will identify the projects and quantify them for various areas under the jurisdiction of Richmond Municipality. These priorities will take into account the following National, Provincial and Local objectives of Basic Service Delivery and Infrastructure:

- Addressing of backlogs in Richmond Municipal area.
- Comprehensive Infrastructure Planning
- Economic and social infrastructure
- Integrated investment in community infrastructure
- Strengthening service delivery

2.6 Projects prioritization process

The municipal approach in community priorities must be undertaken through a consultative process with the community. The municipality will obtain the priority projects at ward level through a public participation consultative process.

These are the following Collective priorities that look at each ward to formulate one clear and transparent priority for the whole Richmond Municipal area. The five Municipality's priorities for this financial year are as follows:

PRIORITY	TYPE OF INFRASTRUCTURE
1	Water
2	Raods
3	Electricity
4	Sanitation
5	Housing

2.7 SERVICE DELIVERY TRATEGIC APPROACH

(a) Addressing backlogs

The Richmond Municipality has not conducted a community survey with a purpose of backlogs quantification. There is a community profiling process incorporating backlogs survey which is currently being undertaken. The Richmond Municipality currently uses the Stats SA backlogs survey information and community needs which are normally obtained through the Mayoral IDP/Budget Izimbizo as a base for planning.

The Municipality has a very minimal revenue generation capacity and it mostly relies on Equitable Share, MIG and other Government Grants for infrastructure backlogs eradication. The municipality has committed itself to do most of Access Roads Infrastructure using the in-house teams. The Municipality has been purchasing the construction plant over the past two years so that the capacity could be built internally for roads and stormwater infrastructure construction, more especially gravel roads.

This approach has proven itself effective because the municipality build a minimum of 20Km of gravel roads using these internal teams and municipal owned plant. The municipality is still committed to purchase other earthmoving and construction plant which is still outstanding. The municipality allocated the money for roads maintenance in its budget which is purposed at the eradication of roads and stormwater maintenance backlogs. This budget is used through our internal teams which are responsible for maintenance.

The municipality also has purchased new compactor truck for refuse removal and a new tractor for verges maintenance. These equipments are used by the municipal internal teams.

The municipality has also entered into agreement with the service providers to source grant funding from various institutions for the municipality for the eradication of the current identified backlogs as a means of expediting backlogs eradication process.

The municipality hopes to have full and well informed backlogs information at the completion of the CIP.

(b) Comprehensive Infrastructure Planning

The Richmond Municipality has adopted an approach of Comprehensive Infrastructure Planning. This will assist the municipality in identification of backlogs and strategic infrastructure development plan including the maintenance backlogs. The CIP will take into

account different categories of infrastructure such as water, electricity, social, economic, housing, stormwater and roads.

(c) Economic Infrastructure

The overall development of an area lies on its infrastructure development such as water, sanitation, electricity, and roads. The Richmond Municipality acknowledges the fact that the infrastructure is an enabler for economic development. The municipality will always integrate social and economic infrastructure in the development strategies and priorities.

In this manner, the municipality will ensure that while the lives of people are developed and improved socially, their economic environment also improves. The improvement of economic opportunities assist in job creation which in turn ensure the self sustainability of people and ability to afford the services tariffs. This ensures the sustainability of service provision by the service authority.

(d) Integrated Investment in Community Infrastructure

The Richmond Municipality embraces the integrated investment approach in community infrastructure development. This approach ensures that various stakeholders are in infrastructure development are co-ordinated and a well balanced service delivery is achieved. This ensures that various aspects of peoples lives are developed.

(e) Strengthening Service Delivery

The municipality is currently developing various quality control systems for ensuring that the service delivery is of good quality. These systems will ensure that the Total Quality Management is realised which will ensure that the beneficiaries are getting what they expect for their government funds and service charges they pay.

The aim is to get a community that is satisfied by the services the municipality is offering

2.8 SERVICE DELIVERY ACTION PLAN

BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT ACTION PLAN						
OBJECTIVES	STRATEGIES	KPI'S	ACTIONS/PROGRAMMES	BUDGET	RESPONSIBILITY	TIME FRAME
To address services backlogs and future growth as well as maintain and upgrade existing infrastructure	Prioritise the use of current capital financial resources	Priority list of projects and plans to be implemented	<ul style="list-style-type: none"> - Identify priority projects and programme s (capital) - Allocate available financial resources to address priority issues - Make input into the formulation of the Demand Management Plan - Facilitate procurement in line with SCM processes and procedures - Implementation of plans and programme s (roads and storm water maintenance) 	R 17,803,190 R 1,585,600	S M: Technical Services	July 2011 July 2011 September 2011 June 2012
	Identify and facilitate the implementation of required training and skills developm	Development of Training Schedule	<ul style="list-style-type: none"> - To conduct skills analysis for all employees 	See Skills Development in Corporate Services	SM: Technical Services	March 2012

	ent					
	Prepare and implement Demand Management Plan	Developed Demand Management Plan (SCM)	- Ensure that specifications developed are timeously submitted to Procurement Unit to ensure procurement of goods required	N/A	S.M Technical	As per developed Procurement Plan (See Finance)
	Provide input into the review of the current Recruitment and Retention Strategy	Schedule of critical skills required	- Identification of critical skill shortages and possible measures to address issues raised	N/A	S.M Technical	December 2011

SOCIAL AND LOCAL ECONOMIC DEVELOPMENT ACTION PLAN						
OBJECTIVE	STRATEGIES	KPI'S	ACTIONS/PROGRAMMES	BUDGET	RESPONSIBILITY	TIMEFRAME
To stimulate economic development to create an environment suitable for vigorous economic development thereby enhancing economic and socio-economic growth	Partnering with Ingonyama Trust Board and Department of Rural Development and Land Reform as well as private land owners	Signed Service Level Agreement indicating contribution of each strategic partner	<ul style="list-style-type: none"> - Facilitate the signature of the SLA - Identification of land requirements 	N/A	SM: Corporate Services	September 2011 September 2011
	Review of LED Strategy based on outcome of Analysis of Economy	Formulated and adopted LED Strategy	<ul style="list-style-type: none"> - Review of LED Strategy - Formulation of Implementation Plan - Identification of Donor Funders 	R 128,027	SM: Corporate Services	December 2011
	Develop and implement LED Policies and Procedures	Adopted Policies and Procedures	<ul style="list-style-type: none"> - Prepare draft policies and procedures for adoption - Ensure processes of public participation are undertaken - Workshop the policies with relevant stakeholders 	R 128,027	SM: Corporate Services	December 2011
	Promote LED Strategies inclusive of programmes and projects	Marketing Plan	<ul style="list-style-type: none"> - Schedule of programmes / activities / events - Implementation of programmes / activities 	R 128,027	SM: Corporate Services	Ongoing

2.9 TURN AROUND STRATEGY

The Turn-Around Strategy was developed by the Councillors and Strategic Managers at a three day session between in April 2010. It was later presented to the stakeholders, ward committees, public and business people in May 2010 and there after it was adopted by council on the 7th May 2010. As per requirement the Turn around strategy was submitted to the Department of Co-Operative Governance and Traditional Affairs (CoGTA) for analysis and monitoring of its implementation

2.9.1 TOP TEN PRIORITIES

Stemming from the completion of the Turn-Around Strategy Template, the following top ten priorities were identified as requiring urgent attention within the Richmond Municipality by December 2010. (full template to be attached as annexure G)

NO	PRIORITY ISSUES FOR DECEMBER 2010
1	Water & Sanitation Provision
2	Road Construction, Upgrading & Maintenance
3	Housing development
4	Electricity/ Energy Provision
5	Debtor's Management/ Cash Flow Management
6	Waste Management/ Health Services Provision
7	Effective Local Economic Development (LED) Functions
8	Disaster Management and strengthening of Crime Prevention Measures
9	Development of Complaints Management System/ Effective CDW's and strengthened Ward Committees
10	Implementation of Communication Strategy & Public Participation Framework

The priorities relating to infrastructure are currently being addressed through the current programmes that are implemented by the municipality. Those that need proper planning will be addressed together with the development of municipal infrastructure plans and further strategy.

3.

LOCAL ECONOMIC DEVELOPMENT

South Africa is faced with the challenge of improving the quality of life of the poor and marginalised in an ever globalising world. Local government has been given the responsibility to improve the overall economic and social conditions within their respective local areas in order to encourage economic and employment growth and development. Local municipalities are mandated to develop local economic development (LED) strategies and plans that will assist them and their economic partners to work together to address the challenges facing their respective local economies in an effort to improve the economic future and the quality of life for all the residents in the area.

The Richmond Municipality acknowledges that it has a legal obligation and political responsibility to ensure that it provides for the social and economic upliftment of local communities. Therefore the purpose of the LED is seen has one of the most important ways of decreasing poverty and should thrive to enhance the economic capacity of a local area to improve its economic future and the quality of life for all.

Richmond has the potential to develop economically but the capacity, institutions and budgets are not in place currently to implement sustainable local economic development strategies, although certain interventions have been identified which, upon successful implementation, could serve to boost the economic activities of the area.

From this perspective strategies must be developed to:

- Promote local ownership, community involvement, and local leadership on joint decision making
- Involve local, national and international partnerships between communities, businesses and government to solve problems, create joint business ventures and build local areas
- Use local resources and skills and maximising opportunities for development
- Involve the integration of diverse economic initiatives in an all-inclusive approach to local development, and
- Rely on flexible approaches to respond to changing circumstance at local, national and international level

In consideration to the above, and in order to enable the Richmond Municipality to formulate a good Strategy to address the above issue, a study termed ANALYSIS OF THE LOCAL ECONOMY was commissioned with the receipt of funding from the Department of Economic Development and Tourism. The study seeks to undertake a thorough analysis of the current local economy in order to ensure that the strategy, upon formulation, is developed in the local context and therefore becomes responsive to the needs of the community at large and serves to enhance the economic activity of the Richmond Municipality

Whilst the study being implemented does not include the formulation of the Local Economic Development Strategy as this will be done in-house, it is the intention of the Richmond Municipality to analyse the data obtained from the study to commence with the formulation of the LED Strategy so as to ensure that the Integrated Development Plan, when adopted,

3. LOCAL ECONOMIC DEVELOPMENT

South Africa is faced with the challenge of improving the quality of life of the poor and marginalised in an ever globalising world. Local government has been given the responsibility to improve the overall economic and social conditions within their respective local areas in order to encourage economic and employment growth and development. Local municipalities are mandated to develop local economic development (LED) strategies and plans that will assist them and their economic partners to work together to address the challenges facing their respective local economies in an effort to improve the economic future and the quality of life for all the residents in the area.

The Richmond Municipality acknowledges that it has a legal obligation and political responsibility to ensure that it provides for the social and economic upliftment of local communities. Therefore the purpose of local economic development is seen as one of the most important ways of decreasing poverty and should strive to enhance the economic capacity of a local area to improve its economic future and the quality of life for all.

Richmond has the potential to develop economically but the capacity, institutions and budgets are not currently in place to implement sustainable local economic development strategies, although certain interventions have been identified which, upon successful implementation, could serve to boost the economic activities of the area.

From this perspective the local economic development strategy must be responsive to:

- Promoting local ownership, community involvement and local leadership on joint decision making
- Involving local, national and international partnerships between communities, businesses and government to solve problems, create joint business ventures and build local areas
- Using local resources and skills and maximising opportunities for development
- Involving the integration of diverse economic initiatives in an all-inclusive approach to local development, and
- Relying on flexible approaches to respond to changing circumstance at local, national and international level

In consideration to the above, and in order to enable the Richmond Municipality to formulate a good Strategy to address the above issue, a study termed ANALYSIS OF THE LOCAL ECONOMY was commissioned with the receipt of funding from the Department of Economic Development and Tourism. The study undertakes a thorough analysis of the current local economy in order to ensure that the strategy, upon finalisation is developed in the local context and therefore becomes responsive to the needs of the community at large and serves to enhance the economic activity of the Richmond Municipality.

3.1 Capacity (Human Resource - internal)

The Richmond Municipality, in the 2011/2012 financial year made budget provision for the appointment of a Manager: Local Economic Development in order to drive the economic development priorities of the Municipality. The Local Economic Development Unit is currently situated in the Corporate Services Department and is headed by the Strategic Manager: Corporate Services.

3.1.1 Youth (related activities)

Further to the above, the Municipality has realigned its departmental units and has included the function of Youth (related activities) into the Local Economic Development departmental unit.

The five priority areas identified and to which activities to focus on the development of youth are as follows (in no specific order of preference):

- 3.1.1.1 Local Economic Development and Opportunities
- 3.1.1.2 Education and Training
- 3.1.1.3 Arts and Culture
- 3.1.1.4 Sports and Recreation
- 3.1.1.5 Moral Regeneration

Ward Youth forums have been established in each of the seven wards with representatives nominated to represent each of the five priority areas. A Municipal Youth Council has recently been launched and is established, based on the Partnership Agreement entered into with the National Development Agency, is to create a platform on and from which youth activities, programmes and projects will be discussed and provisionally prioritised.

The National Youth Development Agency is tasked with the responsibility of providing identified support to the Municipality in the implementation of youth related activities.

3.1.2 Municipal Wide Local Economic Development Forum

The Forum, chaired by the Mayor, is constituted of the Municipality who also provides administrative support, the Richmond Special Development Initiative PMU, private sector, interested community members and all sector departments.

It is acknowledged that local economic development cannot be sustainable without the integrated approach of all stakeholders and it is based on this premise that any interventions identified need to be discussed and accepted by all stakeholders. Further, the mindset of government driving local economic development needs to change and be replaced by ownership being taken by the community and private / business sector with government playing a facilitation role.

3.2 Richmond Special Development Initiative

Coupled with the internal resources provided, a Turn Around Strategy was entered into between the Department of Economic Development and Tourism to ensure the contractual employment of three (3) employees on a two year performance based contract to ensure the implementation of the Richmond Special Development Initiative.

The Turn Around Strategy seeks to build on the progress achieved to date; the focus will be on re-activating the activities and services that had already started. In summary these include:

- Institutional development and institutional strengthening (Management, Councillors and Municipal Wide Local Economic Development Forum)
- Implementing the various projects identified using the resources provided through the Strategic Projects Fund as well as through Technical Assistance
- The provision of Technical Assistance Services to beneficiaries and stakeholders via a PMU specifically the finalisation of SPF projects, SPF budget management, the contracting of these projects and the monitoring of these projects, to ensure that LED services already started are delivered, networking and leveraging stakeholder relationships, advising beneficiaries on project related and LED matters, advising the DEDT and Richmond Municipality on LED Planning, fundraising and implementation.

As recorded in the 2011/2012 IDP, the key objectives of the Richmond Special Development Initiative remain as a Project Management Unit to support the introduction and implementation of LED projects and programme to stimulate local economic development. On implementation of the RSDI PMU, it has been realised that the original projects and programmes will be reviewed due to the changes in the economy to ensure that they are still realistic with the intention to build capacity through training and other measures to enable job creation and retention coupled with attracting investment into the area.

The RSDI will also be focusing on the tourism and marketing aspects of the Municipality to ensure that local economic development, as and when implemented, is an all-encompassing aspect of development.

The following support has to date been provided by the RSDI PMU:

- Business Unit: Support to Cooperatives and SMME's
- Launched two calls for proposals in line with the guidelines in the Strategic Project Fund. It is noted that the first call for proposals did not yield favourable results, however we are in the process of evaluating proposed projects received during the second call

3.3 Specific Sector Analysis

The purpose of this section of the report is to provide details of the main economic sectors operating within Richmond Municipality so as to understand their dynamics and needs and to plan for their improvement. As such, the main sectors operating in Richmond Municipality include:

- 3.3.1 Agriculture (land and potential)
- 3.3.2 Tourism;
- 3.3.3 Transport;
- 3.3.4 Manufacturing;
- 3.3.5 ICT;
- 3.3.6 Small Medium and Micro enterprises;
- 3.3.7 Informal Sector

3.3.1 Agriculture and agricultural land potential

Richmond Local Municipality is primarily an agricultural community and agriculture is a significant sector of the local economy contributing with 20% to GDP and 18.5% to the total employment of the Municipality.

The primary agricultural operations undertaken in the municipal area relate to crop cultivation, poultry farming, citrus production, sugar cane farming and dairy and beef production. In addition a few agri-processing plants also exist e.g. Enterprise Foods (Baynesfield). The Richmond Municipality has potential in agricultural initiatives or projects which could also be undertaken. These include micro scale food processing initiatives, cooperative initiatives (piggeries, mushroom farming, and maize and bean crop production), chicken abattoir and frozen vegetable plant.

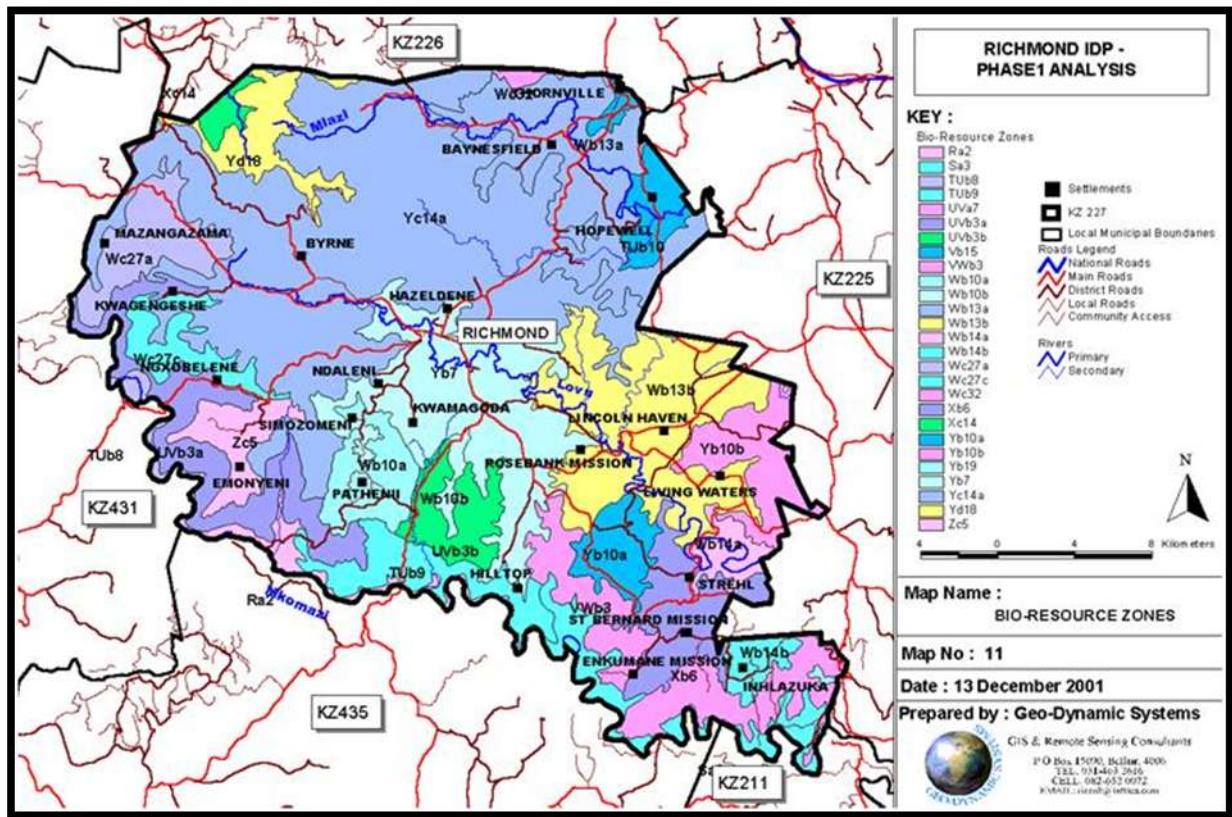
The municipal area also consists of significant forestry plantations. The plantations are owned by private medium scale farmers, corporate organizations and others. This provides economic opportunities for value adding industries to emerge within Richmond e.g. timber construction, furniture manufacturing, charcoal and bio fuel production, etc.

Richmond Municipality is rich in monoculture and the term monoculture refers to the extensive sugar cane and timber plantations located in various areas of KwaZulu-Natal. Due to the high potential of the Richmond area for agriculture a considerable area, in excess of 50% of the total land area is devoted to mono-culture.

Commercial farming is, following monoculture, the biggest land-user in the Richmond Municipality. As is the case with monoculture commercial farming has a substantial impact on the environment.

Subsistence farming occurs in most of the peri-urban and rural/tribal settlements in the Richmond Municipality. Subsistence agriculture takes on a number of forms such as farming with cattle, other livestock, vegetables, grains, fruits etc.

The Richmond Municipality is well endowed with high agricultural potential land, which should be preserved and protected from the encroachment of settlement development. The local economy is largely dependent on agricultural activities with commercial agriculture and forestry dominating the land use. However, access to land as a resource should be broadened to include the previously disadvantaged using appropriate government programmes. Agricultural land provides an opportunity for local economic development and job creation in Richmond. Its value should be enhanced and local communities assisted to make optimal use of this land.



3.3.2 Tourism

Apart from agriculture and other development initiatives, tourism can also play a pivotal role in the advancement of communities. As such a tourism development corridor and eco-tourism site has been identified in the Municipal IDP. Despite the area having low levels of development its strength lies in the scenic views they provide to surrounding areas. However, tourism assets within the Richmond Municipality include the following assets and heritage sites:

- Blarney Cottage
- Carnarvon Masonic Lodge
- Bhambatha Rebellion Burial Site
- Herbert and Cecil J Rhodes cotton farm in Inhlavini Valley
- Beaulieu Dam
- Game Ranches
- Highover Nature Reserve
- Richmond-Byrne and District Museum
- Byrne Village (cultural heritage)

In addition, the Richmond area is recognized for its scenic and natural landscapes. The Umkomaas Valley, with its linkages to Inhlazuka and Hella Hella, provides an ideal opportunity for eco tourism and outdoor/adventure tourism initiatives. Taking from the

preceding tourism assets, tourism related activities, which can be encouraged, in these areas include the following:

- Establishment of cultural villages.
- Establishment of viewing points/decks.
- Craft centres.
- Hiking.
- Mountain Biking.
- Horse riding
- River rafting etc.

The above-mentioned tourism activities can offer tourists an ideal opportunity to experience the attractive landscape found within the Richmond Local Municipality. However, for such activities to occur, a proper marketing strategy will be essential. This emphasizes the need for the Municipality to develop an overall tourism strategy for the Municipal wide area. The focus for tourism development should be along the southern boundary of the municipal area (Umkomaas Valley). In addition the LED strategy identified a potential eco-tourism venture on the farm Process Kraal.

Further to the above, the Richmond Municipality has recently facilitated with the establishment of the Richmond “R56” Tourism Route. Due to the previous non-existence of the erstwhile Tourism Association, the current Association is formulating a Business Plan, informed by the current uMDM Tourism Strategy and will be moving in great leap to ensuring that the Tourism Potential of the Municipality is realised.

3.3.3 Transport

The main road linkages in the Municipality is the R56 forming a north south corridor and links Pietermartizburg, Richmond and Ixopo. The R624 links Richmond to the south coast and the R603 to the N3 corridor.

Richmond's location in terms of major transport routes and corridor development serves as a link between eThekewini and Gauteng and its location therefore creates numerous benefits and should work towards strengthening the economy of the area.

In terms of public transport, there are eleven routes which transport passengers within and outside of the Richmond municipal areas

3.3.4 Manufacturing

Manufacturing sector in the Richmond Municipality has not been thoroughly analysed and currently there is no specific information on manufacturing activities undertaken in the Municipal area. However, based on current policies and capabilities and clear potential linkages between sectors, clusters, nodes and corridors, there is an indication that the Municipalities has manufacturing opportunities in the following areas:

- Biofuels,
- Sewing,
- Wood and Wood Products,
- Honey Production, and

- Bricks and Blocks Manufacturing.

3.3.5 Information Communication Technology

The growth of the Information Communication Technology (ICT) in the country has been noted as one of the most significant factors stimulating the economic growth. In the same light the importance of this sector has been recognised by the KwaZulu-Natal province, which has been translated into the Provincial Growth and Development Strategy and the Industrial Development Strategy. This sector has been acknowledged for its importance in the creation of a knowledge economy and as a contributor to social development and participation of the wider community through ICT enabled activities.

Presently, the Richmond Municipal does not have a developed ICT sector. However, with the coverage signal from Telkom, Vodacom, Cell C and MTN there is an opportunity for the ICT development.

3.3.6 Small Medium and Micro Enterprises

The small business sector plays a crucial role in the national economy. SMME is considered to be one of the major sources for employment creation and community growth. As identified in National Small Business Act, No. 102 of 1996, "small business" means a separate and distinct business entity, including cooperative enterprises and non-governmental organisations, managed by one owner or more which, including its branches or subsidiaries, if any, is predominantly carried on in any sector or sub-sector of the economy and which can be classified as a micro-, a very small, a small or a medium enterprise.

The SMME sector in the Richmond Municipality includes wholesalers and retail trade as well. Its contribution to GDP is about 9.9% and 10.7% to the employment of the municipality. Majority of businesses are concentrated in the town of Richmond as a result of the strategic location of Harding at the intersection of a number of main roads. This makes the town an important commercial and service centre for the surrounding areas.

3.3.7 Informal sector

The informal economy makes an important contribution to the economic and social life of most South Africans. This also applies to the residents in Richmond Municipality. It developed rapidly in the 1990s due to deregulation of the economy and the transition to a democratic political system. Most informal businesses in Richmond are low-income generating operations that are typically survivalist. Retail trade (i.e. restaurant, bar, shebeen, tavern, accommodation, vehicle repair/cleaning, shoe repair, repair of personal and household goods, garage, spaza shops/tuck shops/hawker-type stands selling various goods etc.) and community services (i.e. health, communication (telephones), cell phones, catering, gardening, domestic/household services, funeral services, hair salon, social and personal services etc.) are the predominant sectors of informal sector activity.

Most of the informal businesses in Richmond are survivalist and provide support for an average of 5.68 individuals, almost always family members and not part or full time employees. Most of these businesses also earn less than R 1,000.00 per month. A major cost for these businesses is the cost of transport, usually getting to and from the work site. The cost of transport can be anything from R250.00/month to R1, 000.00/month. When this

is related to the average earnings of R 1,000.00/month the problem becomes obvious. The majority of traders are positive about the future and almost all traders want to grow their respective businesses into larger formal businesses in the future.

3.4 Synopsis

Richmond Local Municipality is primarily an agricultural community and agriculture is a significant sector of the local economy contributing with 20% to GDP and 18.5% to the total employment of the Municipality. Despite the current agricultural activities undertaken in the Municipal areas, Richmond has more potential in farming and other activities because of the quality of the soils and climatic conditions.

Richmond has large number of tourism products that need to be capitalised in order to create jobs and growth the sector.

The transport sector sector is dominated by private taxi owners and associations, the main road linkages in the Municipality is the R56 forming a north south corridor and links Pietermaritzburg, Richmond and Ixopo. The R624 links Richmond to the south coast and the R603 to the N3 corridor

Manufacturing and the ICT sectors in the Richmond Municipality have not been thoroughly analysed and currently there is no specific information on manufacturing and ICT activities undertaken in the Municipal area.

The mining sector in Richmond Municipality is done at a small scale and contributes with 2.7 % to the GDP and 0.9 % to the employment. However, thus far there is little information on the mining activities undertaken in the municipal area.

The SMME sector in the Richmond Municipality includes wholesalers and retail trade as well. Its contribution to GDP is about 9.9% and 10.7% to the employment of the municipality. Informal traders in Richmond are survivalist in most cases and provide support to family members.

3.5 Conclusion

Richmond Municipality consists of an urban development, the town of Richmond, farmland, commercially-grown forests and traditional authority areas. It is largely a rural area. Richmond town is almost like a modern town. However, the Municipality has a range of economic and social challenges to address if it needs to adhere to its constitutional mandate of improving the lives of its people.

The age distribution shows that the municipality is predominantly constituted with young people with 73.2% of the population under the age of 34 years. As the population is dominated by the youth, the Municipality has to understand this as an important indicator of long-range planning needs.

Unemployment in Richmond is high and degradation of the ecological environment due to firewood harvesting and grass-burning is an ongoing process.

There is a marked disparity between the number and quality of services available to those living in the urban centre, and those offered to people in the rural areas, who are very poorly provided for. It is estimated that the number of households lacking potable water is relatively high. Majority of Richmond's inhabitants depend on natural water sources, with a consequent risk of various diseases related to seepage, pollution and water-borne diseases.

As far as power supplies are concerned, majority of rural areas are not supplied with and depend on gas, paraffin and candles for heat and light. The R56 is in good condition while other main roads need a close attention for improvement and repair. Stormwater control is also an important matter, especially in the rural areas.

Richmond Municipality population is slightly imbalanced in terms of gender with females being dominant in numbers compared to their male counterparts. The Municipality needs to understand that there is a need for women empowerment.

Richmond is overwhelmingly dominated by black people with more than 90 per cent of the population made up of black people. This indicates the need for programmes and strategies that empower black people.

A variety of dwelling types are found in Richmond Municipality, however, the House or brick structure on a separate stand or yard and the traditional dwelling/hut/structure made of traditional materials dominate the municipality with 40.2% and 31.2% respectively. This shows that there is a need to modernise to area with descent dwelling types.

With regard to the Income level, the majority of the population (46.8%) have no income. This provides an indication that the internal spending power of the population in Richmond Municipality is very limited if not absent.

With regard to HIV/AIDS pandemic, Richmond Municipality has the highest number at of HIV positive people in the District as compared to other Municipalities as stated in the IDP. However, Cholera and other related diseases occurred in the municipal area as a result of the absence of potable water as well as sanitation in the rural component of the Richmond Municipality. These diseases are life threatening and require constant monitoring.

As stated above, Richmond Municipality is primarily an agricultural community and agriculture is a significant sector of the local economy contributing with 20% to GDP and 18.5% to the total employment of the Municipality. Despite the current agricultural activities undertaken in the Municipal areas, Richmond still has more potential in farming and other activities because of the quality of the soils and climatic conditions.

Richmond has large number of tourism products that need to be capitalised in order to create jobs and growth the entire economy. The IDP identified tourism development corridor and eco-tourism sites that need to be taken into consideration for development.

The transport sector is dominated by private taxi owners and associations. The main road linkages in the Municipality is the R56 forming a north south corridor and links Pietermaritzburg, Richmond and Ixopo. The R624 links Richmond to the south coast and the R603 to the N3 corridor

Manufacturing and the ICT sectors in the Richmond Municipality have not been thoroughly analysed and currently there is no specific information on manufacturing and ICT activities undertaken in the Municipal area.

The mining sector in Richmond Municipality is done at a small scale and contributes with 2.7 % to the GDP and 0.9 % to the employment. However, thus far there is little information on the mining activities undertaken in the Municipal area.

The SMME sector in the Richmond Municipality includes wholesalers and retail trade as well. Its contribution to GDP is about 9.9% and 10.7% to the employment of the municipality. Most of the informal businesses in Richmond are survivalist and provide support for an average of 5.6 individuals, almost always family members. Most of these businesses also earn less than R 1,000.00 per month.

4. MUNICIPAL FINANCIAL MANAGEMENT AND VIABILITY

Financial Viability and Financial Management (Financial Plan)

The information recorded hereunder is the Financial Plan for the Richmond Municipality and records the expected operating revenue as well as expenditure in the MTEF period. The Financial Plan covers the financial periods, 2012/2013 and 2013/2014.

Operating Revenue

Detail	2012/2013	2013/2014
Revenue by Source	R	R
Property Rates	6,360,000	6,741,000
Property rates – Interest	318,000	337,080
Service Charges – refuse removal from tariff billings	1,192,723	1,264,286
Service Charges – other	0	0
Rental of facilities and equipment	890,506	943,936
Interest earned – external investments	1,272,000	1,348,320
Interest earned – outstanding debtors	54,208	57,461
Fines	430,360	456,182
Licenses and Permits	2,129,296	2,257,054
Income from Agency Services	376,925	399,541
Government Grants and Subsidies	47,885,000	51,854,000
Other Income	3,009,516	3,190,087
TOTAL OPERATING REVENUE BY SOURCE	63,918,535	68,849,547

Operating Appropriations

Detail	2012/2013	2013/2014
Expenditure by Source	R	R
Employee Related Costs	21,373,670	22,656,091
Remuneration of Councillors	3,505,070	3,715,374
Collection Costs	159,000	168,540
Depreciation	4,976,350	5,274,931
Repairs and Maintenance	2,703,753	2,865,978
Contracted Services	3,142,646	3,331,204
Grants and Subsidies Paid	91,139	96,607
General Expenses	10,194,051	11,005,694
TOTAL OPERATING EXPENDITURE BY NATURE	46,145,679	49,114,419
SURPLUS	17,772,856	19,735,127

Capital Appropriations by Vote

Detail	2012/2013	2013/2014
	R	R
Executive & Council	31,800	33,708
	258,110	273,597
Finance & Admin		
Planning & Development	443,292	469,890
Community & Social Services	1,077,808	1,142,476
Public Safety	213,060	225,844
Sport & Recreation	4,693,882	1,795,513
Waste Management	298,648	316,566
Road Transport	13,414,000	17,317,000
CAPITAL EXPENDITURE BY VOTE	20,430,600	21,574,594

The above figures reflect the resourcing of the municipal budget over the medium to the long term in respect of both the operating and capital budgets.

Please note that the housing projects are contained in the IDP and are not reflected in the budget and Financial Plan as the houses constructed are transferred to the recipients upon completion.

The greatest of challenges, when formulating an implementable and sustainable Financial Plan is to match service delivery with a small and very limited resource base. The Financial Plan is informed by available and expected sources of income which is contradictory with the basis of the strategic framework which is visionary to meet the expectations of the community and which strives to improve the livelihood of all residents. The Richmond Municipality is faced with enormous challenges with regards to adequate financial availability in terms of delivery of services, capacity and institutional arrangements to successfully deliver on its developmental mandate coupled with the overwhelming task of eradicating its backlogs which have to be implemented in a realistic manner within the confines of the available resources.

The funding of the budget of the Richmond Municipality is fully compliant with section 18 of the Municipal Finance Management Act (MFMA), however challenges as indicated hereunder still need to be addressed:

- Ensuring that systems, to improve current situation, are continuously introduced and improved upon
- Ensuring that the implementation of the budget is in line with legislation, community expectations in meeting deliverable targets to be measured
- Adjusting the organizational structure in line with financial availability and furthermore to provide for finances to increase the capacity
- Preserving the Municipality's cash flow position ensuring that undue pressure is not placed on the financial situation of the municipality at critical phases within the Municipal financial year
- To implement strategic financial planning to move away from the reliance on adjustments to the budget as catered for in legislation

Strategies

a) Revenue Raising Strategies

The development and adoption of the Revenue Enhancement Strategy is expected to be completed by 30 April 2011 and thereafter implemented accordingly.

b.) Financial Management Strategies

The municipality is currently compliant in terms of reporting in terms of the Municipal Finance Management Act. Annual Financial Statements are submitted timeously to the Auditor General.

The municipality prepared and submitted its 2009/2010 Annual Financial Statements in the GRAP format with assistance received from the Provincial Treasury under the Municipal Assistance Programme. An unqualified audit report was received in respect thereof. The municipality's assets register is also fully compliant with GRAP 17.

Upgrades have been made to the municipal financial management system whereby reports required in terms of the MFMA are extracted and submitted electronically to both Provincial and National Treasury.

b) Debt Collection Strategy

The municipality is currently implementing its debt collection and credit control policy.

The budget and treasury office has also implemented a debt collection strategy whereby debtors are phoned first by the municipal staff requesting payment. Should this approach prove unsuccessful, the debtor is then handed over to councils debt collectors.

Alignment of the budget and IDP

The budget and IDP process plan ensure that the budgeting and IDP processes are linked. The operating and capital budgets are aligned to the IDP by linking the various votes to the strategic objectives as contained in the IDP.

Capital expenditure for the various departments are also included in the departmental heads service delivery and budget implementation plans.

BUDGET RELATED POLICIES

NO.	POLICY	DEPT.	AVAILABILITY	ADOPTION DATE
1	Debt Collection and Credit Control Policy	Budget & Treasury Office	Y	14/12/2010
2	Traffic Policy (all relative matters)	Community Services	Y	#####
3	Petty cash Policy	Budget & Treasury Office	Y	To be adopted.
4	Revenue enhancement Policy	Budget & Treasury Office	Y	14/12/2010
5	Municipal property rates policy	Budget & Treasury Office	Y	14/12/2010
6	Borrowing Policy	Budget & Treasury Office	Y	14/12/2010

7	Long Term Financial Plan Policy	Budget & Treasury Office	Y		14/12/2010
8	Supply Chain Management policy	Budget & Treasury Office	Y		
9	Asset management policy	Budget & Treasury Office	Y		
10	Indigent policy and Free Basic Services Policy	Budget & Treasury Office	Y		
11	Cash Management and Investment Policy	Budget & Treasury Office	Y		
12	Budget Policy	Budget & Treasury Office	Y		
13	Infrastructure and Capital Investment policy	Budget & Treasury Office	Y		
14	Funds and Reserves Policy	Budget & Treasury Office	Y		
15	Tariff Policy	Budget & Treasury Office	Y		
16	Virement Policy	Budget & Treasury Office	Y		
17	Human Resource Policy	Corporate Services	Y		

MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT ACTION PLAN						
OBJECTIVE	STRATEGIES	KPI'S	ACTIONS/PROGRAMME S	BUDGET	RESPONSIBILITY	TIME FRAME
To manage municipal resources to ensure financial sustainability and affordability	Introduce Investment Incentive Scheme	Investment Incentive Scheme	Formulation and introduction of investment incentive scheme taking into consideration current realities and capacity to implement scheme			
	Incorporate previously non rated areas	50 %Municipal Property Rates Act Rebate	Implementation of rates Policy			

5.

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

PUBLIC PARTICIPATION

Public participation process in the IDP review has to be institutionalized – in order to ensure that all the residents/community has equal rights to participate. Public participation is done in terms of a relevant legislative requirement, public has to be informed and give inputs on projects and programmes planned by the municipality in terms of service delivery.

The following participation mechanisms are used:

- **IDP Representative Forum**

The Forum will represent all stakeholders and will be as inclusive as possible. Additional organisations will be encouraged to participate in the Forum throughout the process.

- **Media**

Amongst other means, the local press will be used to inform the community on the progress with respect to the IDP Review process. (The Natal Witness, Ilanga, Echo newspaper)

- **Notices**

Notices on the IDP Review will be placed on the Municipal Notice Boards and public buildings (e.g. schools, clinics, tribal/magistrate's court, etc).

- **Ward level IDP meetings**

Meetings will be held in each of the seven (7) wards to ascertain the needs of the communities.

- The IDP presentation process requires substantial input and support from other spheres of government i.e. National and Provincial Departments (service providers) and community at large.
- In order to ensure the IDP process is carried out in a holistic manner, Richmond Municipality embark on public participation using ward committee as the vehicle to gather community inputs into the 2011/2012 IDP Reviews. The purpose of these meetings is to ascertain community's priority needs for conclusion in the Integrated Development Plan and Budget for the 2011/2012 financial year.

The IDP public participation meetings for 2012-2017 took place as follows:

Public Participation

Ward	Date	Time	Venue	Ward Councillor
1	22-02-2012	17h00	Memorial Hall	Cllr Ragavaloo
2	03-03-2012	10h00	Slahla Hall	Cllr Shabalala
3	25-02-2012	10h00	Hopewell Primary	Cllr Magubane
4	19-02-2012	10h00	Argosy Hall	Cllr Shange
5	22-02-2012	10h00	Thusong Centre	Cllr Ngongo
6	26-02-2012	10h00	Smozomeni Hall	Cllr Jili
7	18-02-2012	10h00	Magoda Hall	Cllr Kunene

All meetings were very successful.

PHOTOS DURING IDP PUBLIC PARTICIPATION AT WARD LEVEL



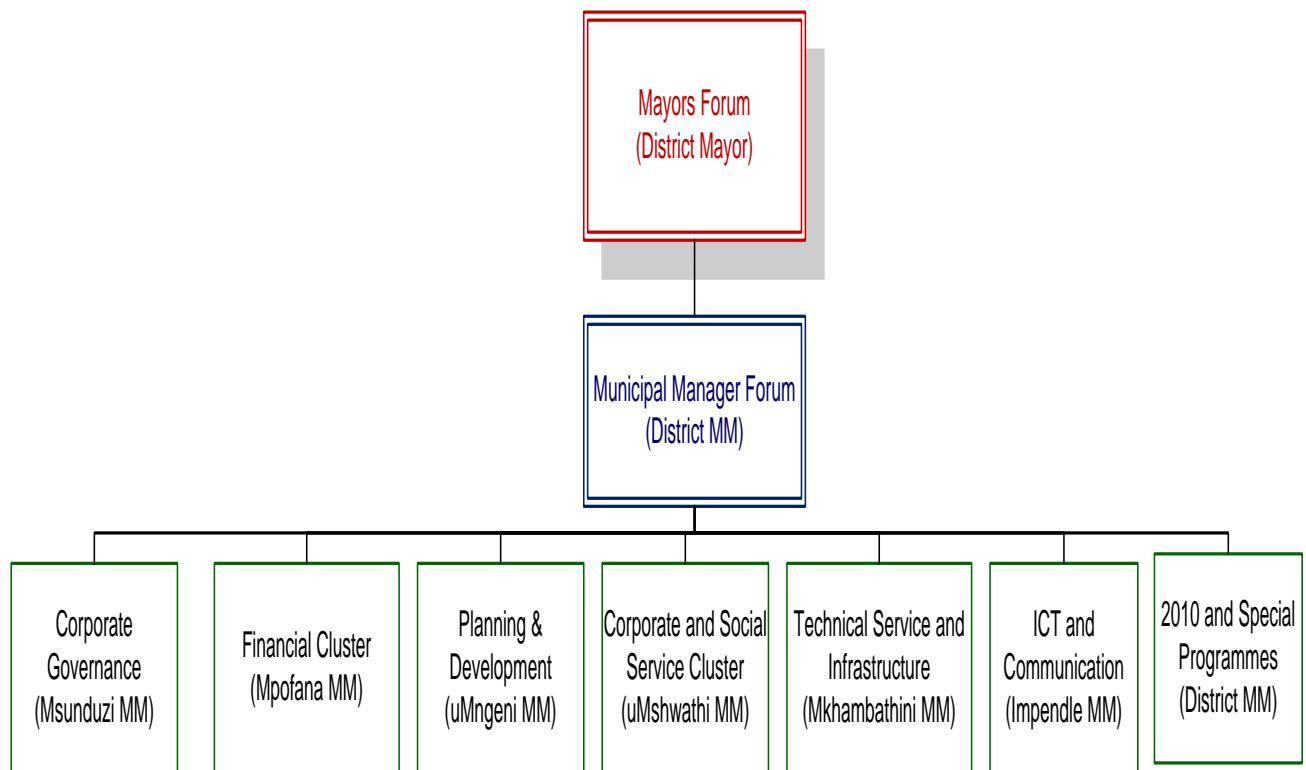


The IDP Representative forum took place on Friday 16th of March 2012 and was very successful.

GOOD GOVERNANCE AND PUBLIC PARTICIPATION ACTION PLAN						
OBJECTIVE	STRATEGIES	KPI'S	ACTIONS/PROGRAMME S	BUDGET	RESPONSIBILIT Y	TIME FRAME
To provide systems and mechanism s for accountability and public participation in municipal development affairs	Formulate an integrated development plan within the context of the five year cycle.	Adopted IDP	Review of an integrated development plan 2009/2010 and beyond in line with the development strategies. Ensure the contents of projects and programmes of Municipal Integrated Development Plan are encapsulated into UMDM Plan.		Municipal Manager	
	Formulate Organizational Performance Management Framework	Completed OPMS	Finalization of the PMS Systems Implementation of the system in line with DTLGA guidelines Establishment of the Performance Management Committee.		Municipal Manager	
	Finalize Communication strategy	Adopted Communication Strategy	Ensure that the Communication Strategy, Citizens participation as well as the help desk is implementable.		S M Corporate	
	Prevention, education and awareness	Conduct 7 HIV/AIDS awareness campaign	To ensure the reduction of new infections among youth, women and people living in rural areas To reduce the stigma attached to HIV and AIDS To encourage voluntary counselling and testing		S M Community Services	
	To partner with the Department of Social Development		To create an enabling environment for orphans and vulnerable children To lend support to relevant sector Departments, NGO's, CBO's to effectively deliver to those affected and in need support and care.		S M Community Services	

	Formulate Community Participation Plan	Completed Participation Plan	Ensure that the Community participation plan is adopted and implemented		S M Community Services	
	Training of Ward committees	7 ward committee s trained	Provide funding for training of ward committees Strengthen support to ward committees ensuring that they are capacitated		S M Community Services	
	Undertake customer satisfaction survey	Increase in customer satisfactio n survey	Budget to be set aside to conduct the survey		SM Community	

Fully operational Cluster Model (IGR System)



The Cluster Model has led to the establishment of shared services in the District, which also lead to better utilisation of resources. Shared services are now used in the fields of Internal Audit, Performance Management, Integrated Development Planning and Information and Communications Technology. This approach is having the effect that our family of Municipalities in the District are all benefitting from the scarce resources and expertise available within the District. Each cluster is chaired by municipal Managers as indicated in the diagram above.

SECTION D:

OVERVIEW OF THE

RICHMOND

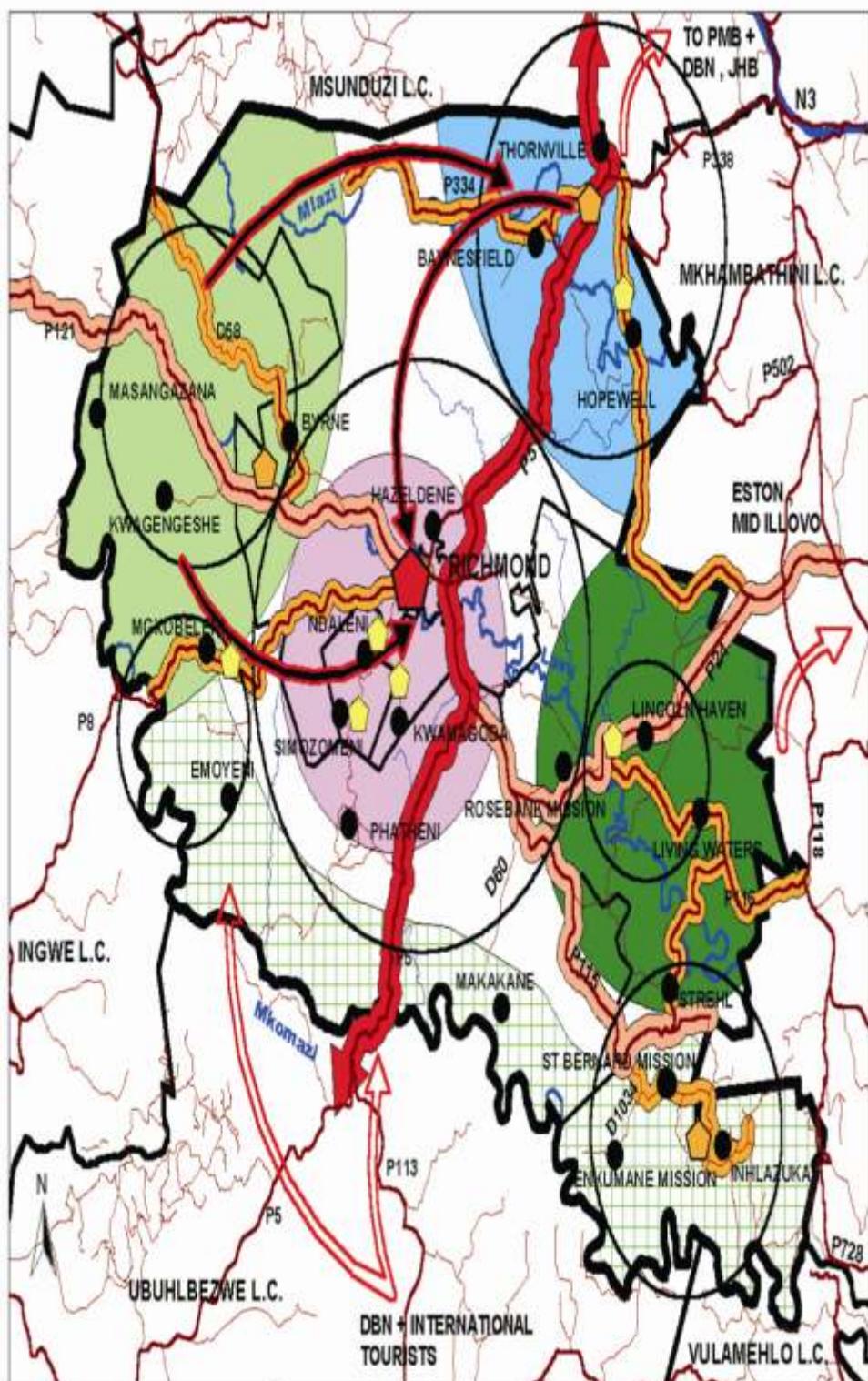
SPATIAL

DEVELOPMENT

FRAMEWORK

Full draft SDF attached

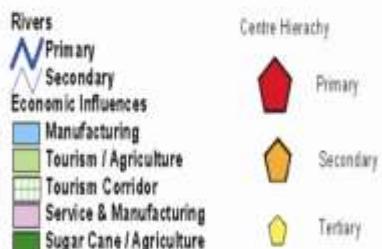
RICHMOND SPATIAL DEVELOPMENT FRAMEWORK



RICHMOND IDP -SPATIAL FRAMEWORK- ECONOMIC FRAMEWORK

KEY :

- KZ 227
- Local Municipal Boundaries
- Settlements
- Potential Economic Links
 - External Links
 - Internal Links
- Cluster Size by population
- Roads Legend
 - National Roads
 - Main Roads
 - District Roads
 - Local Roads
 - Community Access
- Urban / Residential , Primary Corridor
- Agric / Resident , Secondary Corridor
- Agricultural , Tertiary Corridor
- Wards



PREPARED FOR :
RICHMOND MUNICIPALITY

PREPARED BY:
IYER ROTHaug COLLABORATIVE
AND
GEO-DYNAMIC SYSTEMS

Date : 22 March 2002

HIGH LEVEL SPATIAL DEVELOPMENT FRAMEWORK

1.0 INTRODUCTION

1.1 PROJECT BACKGROUND

Richmond Municipality completed its compilation of the comprehensive Integrated Development Plan (IDP) and is now in the process of reviewing its IDP. In terms of the Municipal Systems Act all Municipalities are required to prepare and review their IDP during the 5-Year period of its lifespan. The Richmond Municipality has seen many changes/ developments in its area of jurisdiction of which these changes need not only be visible to the naked eye but also needs to be noted, documented so future development can be directed. A number of studies have been conducted to inform the development Richmond. Moreover, a number of sector plans have been developed/reviewed which impact on a number of spatial issues such as the; Housing Sector Plan, Three Year Capital Investment plan, Local Economic Development Plan and further necessitates for the compilation of the SDF to accommodate any changing circumstances in the development of the area.

1.2 UNDERSTANDING OF THE PROJECT BRIEF

This project intends provide clear compelling mandates for Richmond Municipality to develop an SDF which is in compliance the Department of Co-operative Governance and Traditional Affairs (COGTA) criteria on SDF's which should incorporate the following:

- ❖ To provide a strategic spatial development vision for the municipality in line with the broad development objectives of the Umgungundlovu District Municipality's IDP, SDF, Economic Development Plan and other relevant development Plan, the vision will be in line with Richmond Municipality's Plans and Policies, including but not limited to:
 - ✓ The Integrated Development Plan
 - ✓ The Economic Development Plan
 - ✓ Strategic Environmental Assessment
 - ✓ Environmental Management Framework
 - ✓ And other plans and policies
- ❖ To compile a detailed Spatial Development Framework for the Richmond Municipality
- ❖ To address specific developmental issues and challenges within the Richmond Municipality
- ❖ To identify specific interventions to realise the vision
- ❖ To provide as strategic context for integration of rural and urban areas
- ❖ To ensure sustainable integrated development
- ❖ To address technical issues as indicated in the project brief
- ❖ The SDF aim to improve the human well-being and quality of life for over time, in particular to those areas which are most affected by poverty and inequality

- ❖ To provide clear and specific spatial development intervention for the improvement of rural areas within the municipality

1.3 PROJECT AIMS AND OBJECTIVES

The assignment's objective is to formulate a Municipal (Richmond Municipality) SDF to produce an SDF which addresses the following key issues:

- ❖ Overall spatial distribution of current and desirable land usages within the municipality
- ❖ Ensure that the urban form supports an efficient transport system, especially public transport, and will improve movement and accessibility.
- ❖ Manage the development of strong, viable nodes that are directly linked with the transport system and will ensure the clustering of appropriate activities and densities.
- ❖ Enhance and protect residential environments through clear policy guidelines for new residential development, what activities, including economic activities, are deemed to be appropriate in residential areas and sustainable delivery of environmental, social and engineering infrastructure.
- ❖ Ensure that the urban form will support the provisions of a functional and sustainable open space system and will through a more efficient urban structure, facilitate the reduction of pollution, the management of water run-off and the protection of ecologically sensitive areas.
- ❖ Facilitate urban restructuring and focused development through appropriate corridor development.
- ❖ Ensuring environmentally sustainable development through managing the environmental impact of development activities.
- ❖ To inform the development of the Richmond Land Use Management System (LUMS) in terms of desired land uses.
- ❖ To ensure alignment with the neighbouring local municipalities.

2.2 METHODOLOGY

The Planning Process will follow the following main Phases :

- | | |
|-----------------|--|
| Phase 1: | Review of Policy and Legislation |
| Phase 2: | Undertaking Spatial Analysis and Identification of Trends and Patterns |
| Phase 3: | Spatial Development Framework Development |
| Phase 4: | Nodal Framework |

Phase 5: Preparation of Settlement Plans & Alignment Adoption and Implementation

Stakeholder participation will occur through all of the phases mentioned which will ensure adequate participation and the creation of a shared learning environment. Project meetings will occur on an ongoing basis, ensuring the involvement of all stakeholders and for reporting in terms of specific key milestones achieved.

2.3 UNDERLYING PRINCIPLES AND PLANNING STRATEGIES

2.3.1 UMDERLYING PRINCIPLES

Integrated Development

Integrated development endeavours to marry the various needs of the district in a manner which will provide a national mix of development to meet socio economic needs and requirements for environmental conservation.

Sustainable Development

Sustainable Development is a concept which focuses on the enhancement and improvement of various components of main environments in a manner which will protect the bio-physical environment, cultural heritage and improve the quality of life so that community development will be enriched rather than impoverished in the interest of present and future generation.

Establishment of Structure

This concept can best be achieved through the use of a variety of planning tools to include the identification, linking and zoning of areas, nodes and corridors in a structured manner that will promote sustainable development within an area.

Unique Character

The unique character of an area, place or region is described as an assessment of its attributes and determining those that make it different from others in the region.

Implementation Orientated Planning

This is geared to the preparation of plans linked to strategic implementation objectives according to time lines.

Development as a Continuous Process

This concept stems from a view that development is dynamic and progresses along a continuum of cause and effect.

Participatory Planning

Consultation with interested and affected parties is the basis of this process in order to identify key issues and address these in the plan being prepared. It is also very much part of the integrated development process toward achieving sustainable development.

2.3.2 PLANNING STRATEGIES

- ***Access Routes as Investment Lines***

- Developing a district structure (see establishment of structure above)
- Establishing a clear framework which facilitates access in its wider context
- Creating a framework to direct public and private investment
- Developing a network of opportunity on the basis of existing roads, settlement, natural resources and features
- These routes represent the spines around which existing development has been attracted to and potentially also represent opportunities for future development
- A hierarchy of investment lines can be distinguished consisting of primary, secondary and tertiary routes
- The identification of this hierarchy provides guidance for the location of relevant land uses.

- ***A Service Centre Strategy***

- Creating a hierarchy of service centres (nodes) offering a range of facilities and activities throughout the district.
- Four levels of areas are suggested to include a district centre, primary, secondary and satellite service nodes.

- The centres are conceptualised as serving different catchments and offering a range of services and opportunities
 - In general higher order centres will at the same time serve as the relevant lower order centres
 - The principles suggested will have to be adjusted to specific local circumstances.
- ***Natural Resource as Primary Asset and Structuring Element***
 - Acknowledging, protecting and enhancing the inherent qualities of the landscape and managing the natural environment as a prime asset and resource base for the district.
 - Environmental sustainability, restoration and rehabilitation and appropriate usage forms the basis for this
 - The sustainable utilization of natural resources is suggested to *inter alia* promote the development of agriculture as a key driver of the rural economy incorporating currently underutilized agricultural land
 - The identification of new inherent opportunities to be found within the picturesque landscape which characterizes much of the district including developing latent potential particularly with regards to tourism opportunities.
- **Integration**
 - Integrate Low Income residential areas to high order centres
 - New economic opportunities in growth area and adjacent to major roads
- **Compaction**
 - New and Infill development focused to create coherent system, mainly in urban and peri-urban areas of Greater Indaleni/ Richmond and Thornville.
- **Meeting Land Use Needs and Identification of areas of economic development potentials**
 - New Residential areas
 - New economic opportunity areas, especially those areas which were previously excluded from the main stream economy
 - New nodal points
 - Restructure CBD
- **Restructuring of the LM:**
 - Creation of new nodes and new economic opportunity areas
 - Limited mixed-use activity spines between focus points

- Redressing imbalances with improved infrastructure and new economic opportunities
- **Sustainability**
 - Protecting environmentally sensitive areas
 - Coherent and reinforcing infrastructure
 - Protecting agriculture potential areas
 - Upgrade residential areas with appropriate infrastructure
 - In situ upgrading of Informal settlements
- **Establishing a Management Framework**
 - Having established an investment framework and a natural resource base, it is possible to identify an overall management framework to guide future development.
 - Such guidance will include the identification of primary land use zones such as environmental conservation zones, agricultural zones, areas for residential settlement etc.

3.0 LEGISLATION AND POLICY

Compilation of an SDF is an adherence to the Municipal systems act however there are many other informative acts and policies that the SDF should align itself to, these include but not limited to:

- South African Constitution and Principles of Sustainable Development
- The Development Facilitation Act (DFA)
- Environmental Conservation Act (ECA)
- The National Environment Management Act (NEMA)
- Social Housing Act (SHA)
- The KwaZulu-Natal Heritage Act (1997)
- Accelerated and Shared Growth Initiative for South Africa (ASGISA)
- The Provincial Growth and Development Strategy (PGDS)
- Provincial Spatial Economic Development Strategy (PSEDS)
- White Paper on Spatial Planning and Land Use Management
- Planning and Development Act 6 of 2008

Implications to SDF Development

Legislation and Policies introduce a set of principles that are intended to influence the substantive outcomes of planning decisions, whether they relate to spatial development frameworks or decisions on land use change or development applications. The overall aim of these principles is to achieve planning outcomes that:

- restructure spatially inefficient settlements;
- promote sustainable development and use of natural resources;
- channel resources to areas of greatest need and development potential, thereby redressing the inequitable historical treatment of marginalized areas;
- take into account the fiscal, institutional and administrative capacities of role players, the needs of communities and the environment; and
- stimulate economic development opportunities in rural and urban areas; and support an equitable protection of rights to and in land.

Although municipalities are responsible for spatial planning at a local level, the desired or ideal spatial and economic system can only be achieved if local government works in tandem with the relevant organs of state and civil society. This emphasises the importance of public participation.

4.0 SITUATIONAL ANALYSIS – RICHMOND LM CHARACTERISTICS

A detailed situational analysis included :

- ❖ locality in context to the province
- ❖ Land use and settlement pattern
- ❖ Road network
- ❖ Public transportation
- ❖ Economy
- ❖ Environmental context
- ❖ Access to basic services
- ❖ Access to public facilities
- ❖ Agricultural potential
- ❖ Tourism assets
- ❖ Land reform
- ❖ Key spatial development issues

Key Spatial Development Issues included:

- Sustainable human settlements in areas such as Greater Ndaleni, Hopewell and Inhlazuka
- Protection of high value agricultural land
- Developmental Land Reform Program
- Urban renewal in Richmond Town
- Opportunities associated with strategic spatial location
- Catchment management
- Improving access and connectivity.

Implications for Richmond SDF

As Richmond forms an integral part of the UMgungundlovu District, it follows that its SDF should:

- align with the strategic sector plans of the district and contribute to their efficient and effective implementation;
- align with the SDFs of the neighboring municipalities and contribute to the attainment of the spatial development vision of the district;
- Give effect to the spatial development strategies and programs as outlined in the district SDF, including creating a framework for the implementation and coordination of the activities of various sector departments

5.0 RICHMOND SDF REVIEW – SUSTAINABILITY APPRAISAL

The Department of Agriculture, Environmental Affairs, and Rural Development (DAEARD) has provided a Sustainability Appraisal tool which was utilised in the development of the SDF.

6.0 PROJECTS WITH SPATIAL IMPLICATIONS

Once the project list has been finalised, a capital investment framework will be prepared and mapped accordingly.

7.0 CROSS-BOARDER ALIGNMENT (OTHER MUNICIPAL SPATIAL DEVELOPMENT FRAMEWORKS)

7.1 DISTRICT SPATIAL DEVELOPMENT FRAMEWORK:

An overview of the UMDM SDF reveals the following as key spatial features that may impact on Richmond:

- Dominance of Pietermaritzburg as the provincial administrative centre, regional economic hub and a primary service centre.
- Importance of high potential agricultural land particularly areas that fall within the midlands mist belt.
- Provincial north-south linkages that knit a number of towns from Kranskop in the north through UMDM to Kokstad and beyond in the south.
- Catchment management given the provincial significance of Umngeni River Catchment and Mkhomazi River catchment to the south.

UMDM SDF identifies Richmond town as a tertiary node and a municipal administrative centre. It defines a municipal centre as an appropriate area for the location of services such as police, administrative functions, hospitals, training, diverse commercial and economic functions and a variety of residential uses

7.2 MKHAMBATHINI SPATIAL DEVELOPMENT FRAMEWORK:

The interface alone both boundaries aligns in terms of Zonation as both sides have agriculture zones. P624 from Eston to Richmond and P117 to Hopewell are aligned as they are both Secondary Corridors. Cross Border Linkages in terms of access need to be strengthened

7.3 MSUNDUZI SPATIAL DEVELOPMENT FRAMEWORK:

Richmond Local Municipality proposes Residential Expansion on the boundary of Msunduzi while on Msunduzi the interface is existing residents. Road Linkages are also aligned.

7.4 INGWE SPATIAL DEVELOPMENT FRAMEWORK:

P121 to Indaleni and P8.2 linking from P8-1 as Tertiary Corridors align to Richmond proposals of Corridors. Agriculture and tourism zones on Ingwe Local Municipality also align to Richmond's.

7.5 UBUHLEBEZWE SPATIAL DEVELOPMENT FRAMEWORK:

Rural / Traditional Areas along Richmond Municipal Boundary. These areas along Umkomaas River are environmentally sensitive and the main activities include agriculture and tourism.

8. RICHMOND SDF REVIEW

8.1 RICHMOND DEVELOPMENT INFORMANTS

8.1.1 The Development Informant maps are a series of maps, which show spatial trends and issues. The following maps have been prepared:

- Updated Cadastral Base Map
- Minset Data from EKZN Wildlife (Critical Areas)
- C-Plan Data from EKZN Wildlife (Critical Areas)
- Agricultural Land Potential Map (Showing BRUS)
- Land Cover
- Police Stations
- Schools
- Clinics
- Richmond LED Plan
- Richmond IDP 2008/09
- Richmond Housing Plan
- Thornville, Baynesfield and Hopewell Framework Plan

From a study of the abovementioned maps, the following key spatial trends and issues have emerged:

The Secondary Node (Satellite) identified are at Thornville, Hopewell and Bynesfield.

The Tertiary Node (Satellite) identified are at Inhazuka.

8.2 NODES

PRINCIPLES APPLICABLE TO NODES	
Node	Applicable Principles
Primary Node	<ul style="list-style-type: none"> • It must offer a full range of Social, Community and other Services and facilities. • It will be the focus of Urban employment opportunities. • The full range of permanent residential options will be encouraged, keeping in mind the existing character, natural attributes and attractions. • Inside the node, mixed use corridors and areas of a more flexible and general land use nature are proposed, as opposed to only agriculture and residential. The intention is to encourage non-polluting, environmentally friendly urban employment opportunities. • While it is acknowledged that the Primary Corridor (P612/R56) offers development opportunities, these are to be restricted to suitable Mixed uses within the Primary Node and the Opportunity Points as identified elsewhere. • Agriculture should be seen as an integral part of the urban node, and offers opportunities for high intensity agricultural activity.
Secondary Node	<ul style="list-style-type: none"> • The primary aim is consolidation and upgrading • They are lower order Service Centres to serve the surrounding rural community. Services such as schools, hospital, clinics and pension payout point are provided • Permanent residential opportunities exist mainly for lower income groups • In order to make the above possible, there needs to be a move towards supporting services
Tertiary Node	<ul style="list-style-type: none"> • The primary aim is upgrading. • They are lower order services mainly in the form of mobile services; serve the surrounding densely populated rural community. Services such as schools, clinics and mobile clinics, and pension payout point are provided. • Permanent residential opportunities exist mainly for lower income groups • In order to make the above possible, there needs to be a move towards supporting services

8.3 THE ZONES IN THE NODES

Broad description of the general intention of the different zones or designations applied inside the primary, secondary, and tertiary nodes. It must be stressed that the SDF does not assign any legal development rights to land – it is a broad identification of the preferred future development pattern to guide public and private investment and development related decisions. It is only through the Planning Scheme, which is to be formulated as part of the LUMS that legal rights are awarded through the zoning of land.

8.4 LAND USE ZONES OUTSIDE THE NODES

The following zones are proposed outside the nodes with preferred and non-preferred land uses:

- Environmental Management Areas
- Rural Settlements
- Agriculture
- Land Reform

9. RICHMOND SDF – GUIDELINES FOR LUMS

Guidelines for preparation and finalisation of LUMS were prepared in this chapter to ensure

Sustainable development.

SECTION E: SECTOR INVOLVEMENT

At recently held Integrated Development Plan Alignment Meetings – information was obtained from Sector Departments and is recorded hereunder for purpose of achieving integrated development planning and implementation. At the end of this section is a table indicating sector departments who had information available. This will be an ongoing process where projects identification from the community and the budgeting processes will inform each other.

1. Information Received

The following sector departments and stakeholders contributed to the sector alignment process i.e. conducted by the Richmond Municipality and the District Municipality.

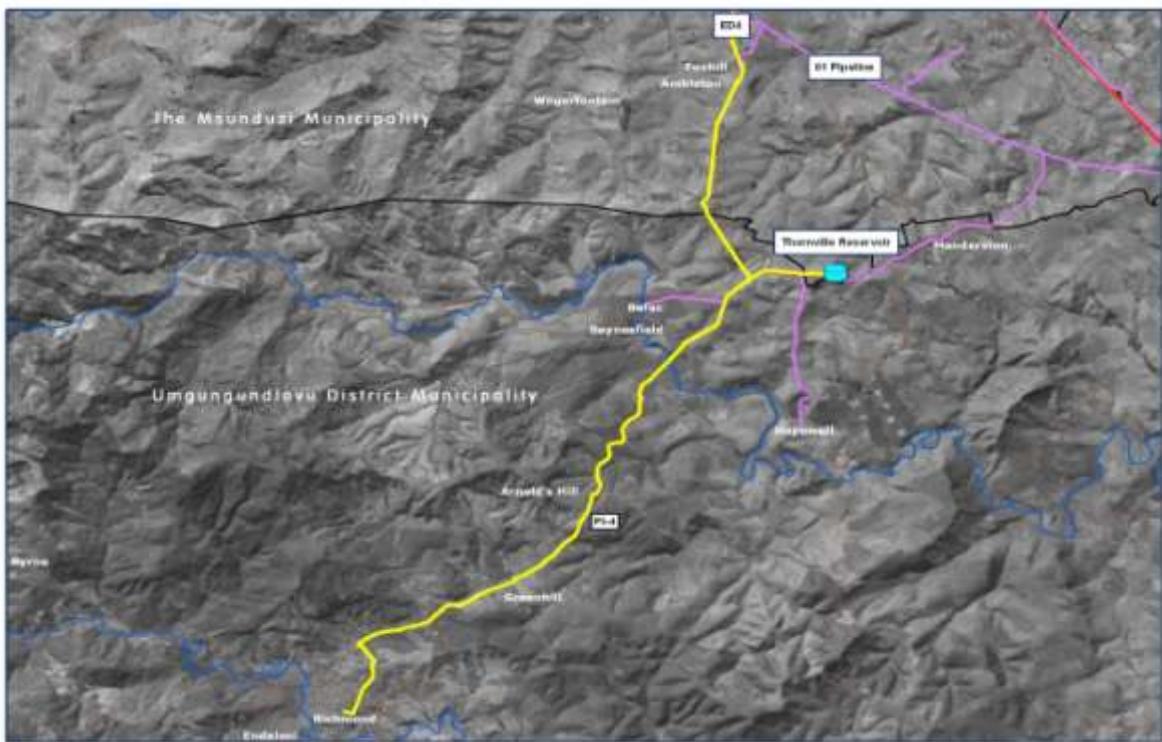
1.1 Department of Economic Development and Tourism

PROJECT NAME	PURPOSE	BUDGET	PROJECT STATUS
Richmond Special Development initiative (RSDI)	Establish LED PMU in Richmond to enhance LED in the area and create LED capacity for the Municipality	R3.5 million	<ul style="list-style-type: none"> • Project delayed • Turnaround Plan in implementation • Contract PMU staff – contracting
RSDI Strategic Project Fund (SPF)	To develop and implement effective sustainable LED projects in Richmond	R5 million	<ul style="list-style-type: none"> • Call, evaluate, and contract SPF projects
Richmond Economic Analysis	To undertake a detailed analysis of the local economy in order to develop a LED Strategy	R200 000	<ul style="list-style-type: none"> • Contracting • Inception

1.2 Umgeni Water

PROJECT NAME					
The Richmond Pipeline	Serve the potable water demands of greater Richmond and tie into the existing Thornville subsystem.	Ward 18 in The Msunduzi Municipality and Wards 1, 3, 4 and 7 in the Richmond Municipality.	31,2km long section of 450mm diameter pipeline and a new booster pump station.	Is in the design phase.	R 236 777 000.00

RICHMOND PIPELINE FOR WATER SUPPLY



- Purpose: Serve the potable water demands of greater Richmond and tie into the existing Thornville sub-system.
- Location: Ward 18 in the Msunduzi Municipality and Wards 1, 3, 4 and 7 in the Richmond Municipality.

1.3 Department of Human Settlements

Project Name	Slums / Informal Upgrade	PROJECT STATUS	Total Units	Total Project Cost (start)	Total Cashflow 2011/12	2012/13 Budget	2013/14 Budget
St Bernards	Informal Upgrade	New Project	360	27,836,640	175,850	5,191,234	4,842,630
Amanda's Hill	Informal Upgrade	New Project	40	3,092,960	19,540	832,286	1,937,052
Inhlazuka	No	Planning	1,000	0	4,042,350	9,144,392	5,842,630
Phatheni	No	Completed	700	43,856,898	2,360,812	0	0
Zwelethu	No	Construction	120	2,891,922	7,703,220	0	0
Argosy Farm	No	Completed	1,603	30,790,459	1,500,000	3,032,999	0
Siyathuthuka Ph2	No	Planning	1,000	1,431,310	3,500,000	9,557,043	7,002,629
Bhongoza	Slums Clearance	New Project	300	0	0	732,710	6,725,400
Gengeshe	Slums Clearance	New Project	400	0	0	976,940	6,967,200
Mzinolovu	Slums Clearance	New Project	300	0	0	732,710	6,725,400

1.4 Department of Agriculture and Environmental Affairs

Environmental Projects			
Project name	2011/12	2012/13	2013/14
Environmental Awareness & Capacity building	R150 000	R175 000	R180 000
Urban greening	R300 000	R300 000	R350 000
Environmental Awareness & Capacity building	R150 000	R175 000	R180 000

FOOD SECURITY PROGRAMME

PROJECT STARTER PACK

PROJECT NAME	WARD	PROJECT TYPE
1. Mathiya Coop	5	Vegetables
2. Isifade	5	Vegetables
3. Ndaleni Clinic	2	Vegetables
4. Richmond Day Care Centre	2	Vegetables
5. Tholepin	3	Vegetables
6. Maromeni St. Bernard	7	Vegetables
7. Sizanazo	6	Vegetables
8. Thandokuhle	6	Vegetables
9. Vezokuhle	6	Vegetables
10. Mbuthweni	6	Vegetables

SCHOOL GARDEN PROJECTS

NAME OF SCHOOL	GROUNG PERSON TRAINED

Mantsholwane Yes

Esimozomeni P Yes

Ndaleni P Yes

Malizayo P No

Mthombowolwazi P Yes

Shiyampahla P No

Kwamlamuli P Yes

Funudu H Yes

Mantsholwane Yes

Esimozomeni P Yes

1.5 Department of Art and Culture

Local Municipality	Project/Programme Details (per LM)	Project Cost Actual and Expenditure	Ward /Area where project will be implemented	Project Start Period	Project Manager & Details
Richmond Municipality	Youth Development	R10000.00	Richmond Municipality	June 2012	H.C Gumede 083 281 0534

Project/Programme	Proposed Cost	Proposed project start date	RESPONSIBLE OFFICIAL/ DEPARTMENT
<ul style="list-style-type: none"> Richmond Library Internet café facility. Ward 1. 	R250 000 set up plus annual ongoing connectivity costs and cybercadet salaries of R120 000.	April 2010 2010/2011	Ms.C.Slater 033 341 3000

1.6 Eskom

Status of Electrification

Number	Municipality Name	Total no of Households	No of Households Electrified	No of Households Not Electrified
DC22	uMgungundlovu			
KZ 227	Richmond	12,537	7,577	4,960

Observing from the table above Richmond has 7,577 No of households that have been electrified leaving 4,960 households not electrified.

Eskom projects

Local Municipality	Project Name	Project Type	Sum of TOTAL Planned Connections	Sum of TOTAL Planned CAPEX (Including VAT)
Richmond	EMGXOBELENI	Household	109	R3,121,990.32

The above mentioned project is almost 95% completed.

Eskom have plans for upgrading infrastructure and network near areas that are earmarked for future development in the entire uMgungundlovu District area.

1.7 UMGUNGUNDLOVU MUNICIPALITY

PROJECT NAME	LOCATION	MUNICIPALITY	TOTAL
Upgrade Richmond Landfill site	Richmond Commonage	Richmond Municipality	R2 000 000.00

1.8 Department of Health

Service Platform

Category	No	Level of Care	Name	Municipality	Current Status
	1	Hopewell Clinic	Richmond	Richmond	Planning

1.9 Department of Transport

Declared Road Network					
APPROXIMATE Kms for DC 22					
	Blacktop	Gravel	Local Rd	A Roads	TOTAL
Area	km	km	Gravel km	Gravel km	
KZ 227	116.96	237.21	34.79	22.70	411.66
TOTALS	116.96	237.21	34.79	22.70	411.66

Mpumalanga - 2012/13

Contract Description	Budget	Km/m/m2/no		Start
Safety Maintenance - Guardrails : Purchase	200 000			1/4/2012
Safety Maintenance - Guardrails : Installation	200 000			1/7/2012
Safety Maintenance - Roadmarking : Painting	750 000			1/4/2012
Safety Maintenance - Roadmarking : Installation of Studs	200 000			1/7/2012
Safety Maintenance - Roadmarking : Studs: Purchase	250 000			1/7/2012
Safety Maintenance - Blacktop Patching : Materials	600 000			1/4/2012
Safety Maintenance - Blacktop Patching : Contract No 1	200 000			1/5/2012
Safety Maintenance - Blacktop Patching : Contract No 2	200 000			1/9/2012
Safety Maintenance - Blacktop Patching : Contract: Materials/Plant	500 000			1/4/2012
Safety Maintenance - Blacktop Patching : Open Contract	925 000			1/4/2012
Safety Maintenance - Signs : Purchase	200 000			1/4/2012
4 215 600.00	4 225 000.00			
Construction of Mboyi Rd	800 000	2		1/7/2012
Construction of Hafili Road	800 000	2		1/7/2012
Construction of Makhovo thi Rd	1 200 000	3		1/7/2012
Construction of Mkhize Road	1 200 000	3		1/8/2012

Construction of Zibisini Road	800 000	2		1/8/2012
Gravelling Local Roads	700 000			1/7/2012
5 503 062.00	5 500 000.00	12		
Other equipment	3 600 000			1/4/2012
Civil material	850 000			1/4/2012
Routine Maintenance - Blading	1 800 000			1/7/2012
Fuel and Oil - Blading	1 000 000			1/4/2012
Routine maintenance-Blading of local roads-1	500 000			1/7/2012
Routine maintenance-Blading of local roads-1	500 000			1/7/2012
Fuel and Oil - Verge and DrainBlading	1 000 000			1/4/2012
Routine Maintenance - Richmond-specialised	200 000			1/5/2012
Routine Maintenance - Richmond-Pipe desilting	200 000			1/10/2012
Routine Maintenance - Richmond-labour based-1	200 000			1/10/2012
Routine Maintenance - Eston-specialised	200 000			1/5/2012
Routine Maintenance - Eston-Pipe desilting	200 000			1/10/2012
Routine Maintenance - Eston-labour based-1	200 000			1/10/2012
Routine Maintenance - Camperdown-specialised	200 000			1/5/2012
Routine Maintenance - Camperdown-Pipe desilting	200 000			1/10/2012
Routine Maintenance - Camperdown-labour based-1	200 000			1/10/2012
Routine Maintenance - Grass Cutting-Richmond	200 000			1/10/2012
Routine Maintenance - Grass Cutting-Eston	200 000			1/10/2012
Routine Maintenance - Grass Cutting-Camperdown	200 000			1/10/2012
Routine Maintenance - Noxious Weeds	400 000			1/10/2012
Routine Maintenance - Fence & Km Posts	350 000			1/4/2012
Routine Maintenance - Signs : Purchase	200 000			1/4/2012
Routine Maintenance - Signs : Installation	200 000			1/5/2012
12 800 700.00	12 800 000.00			
Zibambele - Materials	200 000			1/7/2012
Zibambele - Contractors	6 620 880			1/4/2012
6 820 880.00	6 820 880.00			
Regravelling of D 58	2 100 000	6.0		1/5/2012
Regravelling of D 274	1 900 000	5.0		1/6/2012
Regravelling of D 410 (L650)	2 800 000	8.0		1/5/2012
Regravelling of P 118	2 800 000	8.0		1/5/2012
Regravelling of D 2368	2 800 000	8.0		1/5/2012
Regravelling of D 2173	1 400 000	4.0		1/6/2012
Regravelling of D1065	900 000	2.5		1/6/2012
Regravelling of L 651	1 300 000	3.7		1/7/2012
Regravelling of D 1009	1 200 000	3.3		1/7/2012
Regravelling of P 489	1 750 000	5.0		1/7/2012
Regravelling of P 728	3 500 000	10.0		1/5/2012
22 714 642.00	22 450 000.00	63.50		
	52 054 884.00	51 795 880.00		

2012/13

Mpumalanga

	Int	Open	Vuk	
L Roads	5 500 000		5 500 000	5 500 000
C Ways	0	0	0	0
Gravel	22 450 000		8 450 000	22 450 000
B Top	2 425 000	500 000	700 000	2 425 000
Blading	3 800 000	1 000 000	1 400 000	3 800 000

G Rails	400 000	200 000		200 000	400 000
Reg Signs	200 000	200 000			200 000
H Rail	200 000		200 000		200 000
Rd Marking Studs	1 200 000		800 000	400 000	1 200 000
Drain Verge	6 800 000	800 000	2 800 000	3 200 000	6 800 000
P Gravel	1 800 000		900 000	900 000	1 800 000
Info Direc Signs	400 000	200 000		200 000	400 000
TOTAL	45 175 000	2 900 000	21 325 000	20 950 000	45 175 000

SECTION F:

IMPLEMENTATION

PLAN

Financial issues, especially the affordability and availability of funding in terms of operations and capital, for the continued viability of the Municipality and the delivery of services is an ongoing issue that requires constant attention by the relevant Council, Executive Committee and Management Committee of the Municipality to deliver on its developmental mandate.

The Richmond Municipality is intensely aware of the financial pressures it faces in terms of building on its institutional capacity to ensure that it delivers at an optimum level. The Municipality is required to formulate a number of strategies to facilitate the actual implementation of this Integrated Development Plan.

The Municipality has formulated and adopted the following financial related policies to effectively address its financial management system:

- Cash Management and Investment Policy
- Credit Control and Debt Collection
- Tariff Setting Policy
- Rates Policy

Further to the above, as a key performance indicators requiring attention to respond to the above policies, the following policies actions have been initiated:

- The Municipal Property Rates Act is being implemented and the applicable policies are being implemented to ensure that suitable rebates are implemented
- In terms of Sections, the Municipality has developed a budgetary system that increases ownership of the budgetary process by departmental heads
- The Municipality has intensified funds sourcing from suitable funders.
- The Municipality will undertake to ensure the reduction of debt by implementing the approved credit control and debt collection policy.
- The Municipality has formulated and implementing an Asset Management Policy and Plan as part of its annual budgetary processes and GRAP conversion.
- The Municipality will continue to develop a budgetary system that projects at least three years in advance from the forthcoming year. This is in line with the recommendations of the MFMA.

The purpose of the Medium Term Expenditure Framework is to set out a three year framework for money planned for capital investment programmes required to obtain the Integrated Development Plan objectives. Although the Municipality does formulate its budget as a three year forecast – its capital projects need to be aligned on a three year implementation plan to ensure maximum alignment is obtained in all regards.

MIG allocations, to a large extent, form a large portion of the external sources of funds granted to the Richmond Municipality for use for identified and prioritised capital projects. In terms of the MIG allocations, the Richmond Municipality is to receive the following allocations over the three year period: It is the intention of the Municipality to be vigorous in its implementation of MIG approved projects in the hope that the Richmond Municipality will receive an allocation over and above the amounts gazetted so as to increase output in terms of delivery

3 YEAR CAPITAL PLAN 2011/2012 – 2013/2014

1. Municipal Infrastructure Grant					
AGENT	PROJECT TITLE	WARD	2011/2012	2012/2013	2013/2014
KZ227-Richmond	Mpofana Sports Field	5	R 4 500 000.00		
	Harare Bridge	2	R 1 312 500.00		
	Mancinza Road	6	R 1 312 500.00		
	Ndaleni sidewalks	2	R 2 610 190.00		
	Mkhobeni access road	7	R1 875 000.00		
	Malizayo Access Roads	5		R1,889,810.00	R1,317,000.00
	Magoda 17 access road	7		R3 353 500.00	
	Maqhudeni access road	2		R3 353 500.00	
	Maqunda access road	4	R1,889,810.00	R1,463,690.00	
	Bulawayo soccerfield	7		R3 000 000.00	
	Slahla 13 access road	6		R3 353 500.00	
	Richmond Recreation Facilities	1			R4,000,000.00
	Ndaleni Sigcakini Roads & Storm Wat.	2			R4,000,000.00
	Qoyintaba Access Roads	3			R4,000,000.00
	Nhlazuka Access Roads	7			R4,000,000.00
TOTAL			R13,500,000.00	R16,414,000.00	17,317,000.00
2. SMALL TOWN REHABILITATION PROJECTS					
	Retail market facility	1	R 1,854,100.00		
	CBD Street Rehabilitation	1	R 1,366,875.00		
	Stormwater and Sidewalk Project	1	R		
TOTAL			R3,220,975.00		
KZ227-Richmond	3. DEPARTMENT OF HUMAN SETTLEMENT				
	Siyathuthuka Phase 2	2	R0.00		
	Nhlazuka Housing	5	R 0.00		
	Patheni Housing	6	R0.00		
	Bhongoza informal settlement		R0.00		
	Zwelethu Housing	3	R0.00		
	Middle income Housing	1	R0.00		
K Z 227 Richmond	DEPARTMENT OF TECHNICAL SERVICES				
	1 Bakkie (Motor Mechanic)		R 150,000.00		
	Heavy duty impact ranch		R 6,000.00		
	2 tone capacity lever block		R 1,200.00		
	Completion of Workshop Shelter		R 100,000.00		
	Map filing cabinet		R 50,000.00		
	Measuring wheel		R 2,000.00		
	Wall scanner (Brick force detector)		R 800.00		
	1 Vehicle (Town Planning)		R 150,000.00		
	1 Small Trailer (Estates Unit)		R 35,000.00		
	Brushcutters and Lawn mowers		R 30,000.00		

	3 blowers		R 15,000.00		
	1 Tractor Trailer		R 100,000.00		
	1 Water Tanker (Roads Unit)		R 650,000.00		
	Jack hammer		R 18,000.00		
	TLB		R 750,000.00		
	Refuse Site Rehabilitation		R 281,743.00		
		TOTAL	R2,339,743.00		

K Z 227	COUNCIL				
Richmond	Loud hailers		R 16,000.00		
TOTAL			R 16,000.00		

OFFICE OF THE MUNICIPAL MANAGER

	Office Furniture for PMS Manager		R 10,000.00		
	Portable printer with trolley bag		R 4,000.00		
TOTAL			R 14,000.00		

DEPARTMENT OF CORPORATE SERVICES

	1 Laptop (Manager Corp)		R 15,000.00		
	1 Desktop computer (Senior Clerk Admin)		R 6,000.00		
	1 Desktop computer (HR)		R 6,000.00		
	1 Desktop computer (Council Secretary)		R 6,000.00		
	1 Stationary cabinet (Senior Clerk Admin)		R 2,000.00		
	1 Filing cabinet (HR)		R 2,000.00		
	1 Electric binding machine		R 12,000.00		
	1 Paper shredding machine		R 5,000.00		
	1 Microwave oven		R 1,000.00		
	1 UPS (Uninterrupted Power Supply)		R 50,000.00		
	Archives/Store Area		R 100,000.00		
	1 Desktop Computer (LED)		R 6,000.00		
	1 Desk and Chair (LED)		R 5,000.00		
TOTAL			R 216,000.00		

DEPARTMENT OF FINANCIAL SERVICES

	Laptop (CFO)		R 15,000.00		
	Printer (CFO)		R 1,500.00		
	Office furniture for new staff		R 10,000.00		
	Computer for new staff-desktops		R 12,000.00		

TOTAL **R 38,000.00**

DEPARTMENT OF COMMUNITY SERVICES

	1 Camera (Community Services Officer)		R 2,000.00		
	Hopewell Library Paving		R 6,000.00		
	1 Air conditionner (Hopewell Library)		R 20,000.00		

	Hopewell Library Blinds		R 5,000.00		
	1 Bakkie (Community facilities Officer)		R 150,000.00		
	1 Air conditioner (Thusong Services Center)		R 5,000.00		
	6 Brushcutters(Community Halls)		R 36,000.00		
	3 Fire arms		R 21,000.00		
	1 Generator		R 10,000.00		
	1 Canopy (Isuzu Bakkie)		R 12,000.00		
	1 Vehicle (Traffic Police)		R 150,000.00		
	1 Camera (Security)		R 2,0000.00		
	1 Desk top Computer		R 6,000.00		
TOTAL			R 425,000.00		

SECTION G: PROJECTS

Various programmes and projects have been identified by the Richmond Municipality to meet challenges and to improve the quality of life for the Richmond Community. In the expectation of service delivery, cognizance however must be taken of the fact that the availability of committed funding far outweighs the requirements in terms of delivery of infrastructure, facilities and services.

Projects have been prioritized to meet community's expectations. The following principles have been used: urgency, sustainability and the legal requirements. In the prioritization and allocation of resources the Richmond Municipality is guided by objectives and strategies of the IDP in striving to realize the vision of the Richmond Community.

The following table depicts projects and programmes per Key Performance Are to be implemented in the 2012/2013 financial year

PROJECTS/ PROGRAMMES	BUDGET	DEPARTMENT
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT		
Mpofana Sports Field	R 4,500,000.00	Technical Services
Harare Bridge	R 1 312 500.00	Technical Services
Mancinza Road	R 1 312 500.00	Technical Services
Ndaleni sidewalks	R 2 610 190.00	Technical Services
Mkhobeni access road	R1 875 000.00	Technical Services
Richmond Streets Rehabilitation	R 1,366,875.00	Technical Services
Retail market facility	R 1,854,100.00	Technical Services
Maqunda Access Road	R1,889,810.00	Technical Services
Electrification Projects	R4,000 000.00	Technical Services
SOCIAL AND LOCAL ECONOMIC DEVELOPMENT		
Arts and culture	R	Community Services
HIV/AIDS awareness	R	Community Services
Sports and Recreation		Community Services
Kwanaloga games		Community Services
Mayoral Games	R	Council
Indlamu	R	Council
Richmond Special Development initiative	R	Corporate
Tourism	R	Corporate
Youth development	R	Corporate

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Review organizational structure	Done	Corporate
Review policies	Done	Corporate
Review bylaws	Done	Corporate
Implementation of the communication strategy	Done	Corporate
Implementation of the marketing strategy	Done	Corporate
Skills Development Plan	None	Corporate
Development of the Employment Equity Plan	None	Corporate
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT		
Upgrade of the Financial System to produce all MFMA reports	Under going for upgrade	Finance
Intensive Debt collection Drive	R	Finance
Free basic Services rollout	R	Finance

SECTION H:

SDBIP

(Template to be attached as annexure H)

THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

The SDBIP provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community.

It is the intention of the Richmond Municipality to formulate a well informed SDBIP in order to ensure that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, performance of senior management and achievement of the strategic goals of the municipality as set out in the Integrated Development Plan Review 2011/2012. It will ensure that the Administrative Head (Municipal Manager) is able to monitor the performance of senior managers, the Mayor, in turn, to monitor the performance of the municipal manager and more importantly, it will ensure that the community is able to monitor the performance of the municipality. In order to achieve this, the SDBIP should therefore determine the performance agreements between the Mayor and the Municipal Manager and, again in turn, between the Municipal Manager and senior managers (Strategic Managers) formulated and signed at the start of every financial year and approved by the mayor.

The Concept of the SDBIP

Whilst the budget, which is informed by the IDP, sets the yearly service delivery and budget targets (revenue and expenditure per vote), it is imperative that in-year mechanisms are able to measure performance and progress on a continuous basis. Hence, the end-of-year targets must be based on quarterly and monthly targets, and the Municipal Manager must ensure that the budget is built around quarterly and monthly information. Being a start-of-year planning and target tool, the SDBIP gives meaning to both in-year reporting in terms of section 71 (monthly reporting), section 72 (mid-year report) and end of year annual reports.

The SDBIP is essentially the management tool which links each service delivery output to the budget of the municipality and also indicates the responsibilities and outputs for each of the senior managers in the top management team.

Being a management and implementation plan (and not a policy proposal), the SDBIP is not required to be approved by Council – HOWEVER it is required to be tabled before Council and made public for information and for purposes of monitoring.

Process of Formulation

Section 1 of the MFMA defines the SDBIP as:

“a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality’s delivery of services and the execution of its annual budget and which must include (as part of its top layer) the following:

- (a) *Projections for each month of –*
 - (i) *Revenue to be collected, by source: and*

- (ii) *Operational and capital expenditure, by vote:*
- (b) *Service delivery targets and performance indicators for each quarter”.*

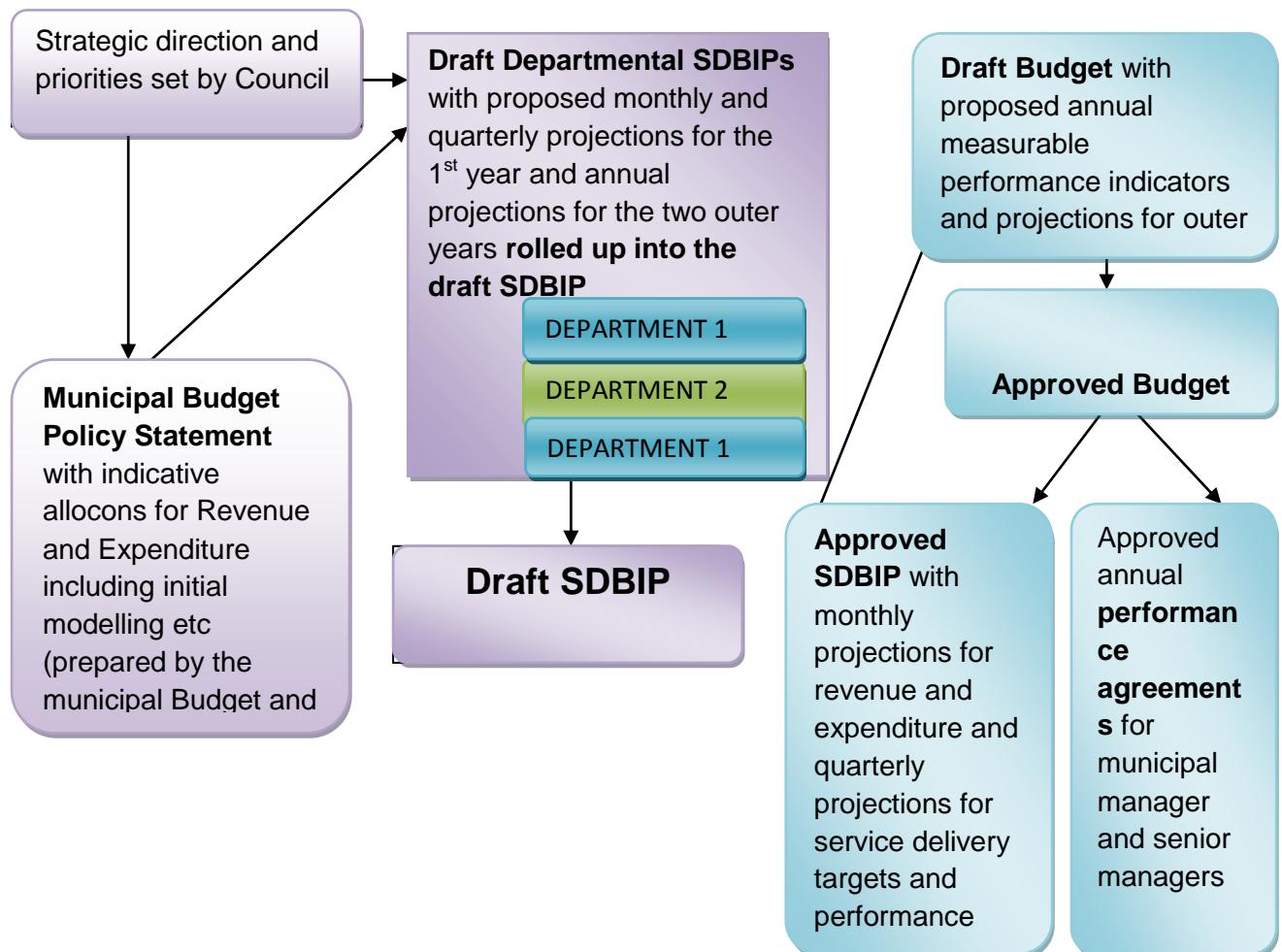
The Municipal Manager is responsible for the preparation of the SDBIP, which must be legally submitted to the mayor for approval once the budget has been approved by the council (around end-May or early-June of any financial year). Once the budget is approved by Council, the Municipal Manager should submit to the Mayor, the SDBIP together with the necessary performance agreements for final approval within 14 days after the approval of the budget.

Upon approval of the SDBIP and the performance agreements by the Mayor, it is imperative that the plan and agreements are made public within 14 days, preferably before 01 July of the financial year. It is noted that it is only the top layer (or high-level) details of the SDBIP that is required to be made public.

Timing and Methodology for Preparation of Service Delivery and Budget Implementation Plan (SDBIP)

The Municipal Finance Management Act, Act 56 of 2003, in specific, Section 69(3) (a) of the MFMA requires the Accounting Officer to submit a draft SDBIP to the mayor no later than 14 days after the approval of the budget and draft of the performance agreement as required in terms of Section 57(1) (b) of the Municipal Systems Act. The mayor must subsequently approve the SDBIP no later than 28 days after the approval of the budget in accordance with section 53(1) (c) (ii) of the MFMA.

Process for preparing and approving the SDBIP



Strategic direction and priorities set by Council

SECTION I:

ORGANISATIONAL

PERFORMANCE

MANAGEMENT

SYSTEM

GUIDING PRINCIPLES

The Richmond Municipality organizational will be guided by the following principles:

CONSULTATION	
<ul style="list-style-type: none"> - You can tell us what you want from us <p>You will be asked for your views on existing public services and may also tell us what new basic services you would like. All levels of society will be consulted and your feelings will be conveyed to Ministers, MECs and legislators.</p>	<u>The Principle:</u> <p>You should be consulted about the level and quality of the public services you receive and, wherever possible, should be given a choice about the services that are offered</p>
SERVICE STANDARDS	
<ul style="list-style-type: none"> - Insist that our promises are kept <p>All national and provincial government departments will be required to publish service standards for existing and new services. Standards may not be lowered! They will be monitored at least once a year and be raised progressively.</p>	<u>The Principle:</u> <p>You should be told what level and quality of public services you will receive so that you are aware of what to expect.</p>

ACCESS	
<ul style="list-style-type: none"> - One and all should get their fair share <p>Departments will have to set targets for extending access to public servants and public services. They should implement special programmes for improved service delivery to physically, socially and culturally disadvantaged persons.</p>	<u>The Principle:</u> <p>You and all citizens should have equal access to the services to which you are entitled.</p>
COURTESY	
<ul style="list-style-type: none"> - Don't accept insensitive treatment <p>All departments must set standards for the treatment of the public and incorporate these into their Codes of Conduct, values and training programmes. Staff performance will be regularly monitored, and courtesy will not be tolerated.</p>	<u>The Principle:</u> <p>You should be treated with courtesy and consideration</p>
INFORMATION	
<ul style="list-style-type: none"> - You're entitled to full particulars <p>You will get full, accurate and up-to-date facts about services you are entitled to. Information should be provided at service points and in local media and languages. Contact numbers and names should appear in all departmental communications.</p>	<u>The Principle:</u> <p>You should be given full, accurate information about the public services you are entitled to receive</p>
OPENNESS AND TRANSPARENCY	

<ul style="list-style-type: none"> - Administration must be an open book <p>You'll have the right to know. Departmental staff numbers, particulars of senior officials, expenditure and performance against standards will not be secret. Reports to citizens will be widely published and submitted to legislatures.</p>	<u>The Principle:</u> <p>You should be told how national and provincial departments are run, how much they cost, and who is in charge.</p>
---	---

REDRESS	
<ul style="list-style-type: none"> - Your complaints must spark positive action <p>Mechanisms for recording any public dissatisfaction will be established and all staff will be trained to handle your complaints fast and efficiently. You will receive regular feedback on the outcomes.</p>	<u>The Principle:</u> <p>If the promised standard of service is not delivered, you should be offered an apology</p>
VALUE FOR MONEY	
<ul style="list-style-type: none"> - Your money should be employed wisely <p>You pay income tax, VAT and other taxes to finance the administration of the country. You have the right to insist that your money should be used properly. Departments owe you proof that efficiency, savings and improved service delivery are on the agenda.</p>	<u>The Principle:</u> <p>Public services should be provided economically and efficiently in order to give you the best possible value for money.</p>

Although the Richmond Municipality has developed a Performance Management System, practice has indicated that the System may not be as user-friendly as was intended. It is now fundamental that the Municipality review the entire System to ensure that it is understood and implementable thus ensuring that the Citizens Participation Charter is well informed. To date no organizational performance review has taken place although it is the intention to ensure that the performance of the organisation as well as applicable Managers is undertaken prior to the end of the 2008/2009 financial year. It is therefore imperative that Performance Audit Committee is established in order to measure performance to date in terms of the 2008/2009 SDBIP formulated. The review of performance will enable the Municipality to identify areas requiring attention.

The objectives of the Municipality, as set out in the Constitution of the Republic of South Africa, are recorded as follows:

- To provide democratic and accountable government for local communities
- To ensure the provision of services to communities in a sustainable manner
- To promote social and economic development
- To promote and safe and healthy environmental, and
- To encourage the involvement of communities in matters of local government
- In line with the above, the formulation of the Integrated Development Plan to inform the Budget of the Municipality which is aligned to the PMS and the processes in

terms of Mayoral Integrated Development Plan/Budget Izimbizo, participation by Ward Committees and Communities together with the developed Communication Strategy and resultant Citizens Participation Charter is responsive to the above objectives.

In order to address any inherent risks which may be identified, it is imperative that the following receives the necessary attention:

- Refined SDBIP catering for activities and deliverables with associated milestones, SMART indicators with more realistic targets
- Bi-Monthly high-level departmental report indicating departmental and organizational performance in terms of indicators and targets set
- Action, in terms of reports submitted, to be undertaken to ensure that any hint of non-performance can be addressed timeously
- Quarterly appraisals to be undertaken for the Municipal Manager and each Departmental Head
- The Municipality must consider the establishment of a PMS Unit or alternatively Good Government Unit to ensure that the strategic approach (Integrated Development Plan) in terms of delivery through the PMS is achieved (the necessary provisions in terms of finances and human capacity must be made in order to ensure that any audit does not deliver negative results)
- Skills training together with capacity building must be undertaken for officials appointed or seconded to PMS / Good Governance Unit
- Capacity Building for the Mayor in terms of the SDBIP formulated for the Municipal Manager

On a lighter note, the following can be recorded as the Municipality's accomplishments to date:

- 2009/2010 Annual Report formulated and adopted by Council together with the Oversight Report
- Signature of Performance Agreements by Section 57 Employees
- Development of Communication Strategy together with Citizens Participation Charter
- Formulation and implementation of SDBIP

The following key outputs are identified:

- Assess and review current PMS and refine to current realities and expected implementation in terms of targets to be met
- The outcome of the assessment in terms of any gaps identified must be analysed in terms of Integrated Development Plan and PMS requirements

- **Development of the Municipal Scorecard as well as the development of Municipal Indicators** in order to address backlogs in terms of the SMART principles
- Stakeholder input on the draft scorecard
- Finalised scorecards for Council approval as a performance planning and measurement tool

The annual reports have been developed for the last three years. 2008/2009, 2009/2010 and 2010/2011. 2008/2009 financial year was the first year that the Richmond had produced an oversight report. The Richmond Municipality, in terms of the outcome of the audit of the accounts of the Municipality for the 2010/2011 financial year as conducted by the Auditor-General received an UNQUALIFIED with no matters (**CLEAN AUDIT**) audit report. The annual report is attached as **Annexure C**

CONCLUSION

The Richmond Municipality Integrated Development Plan preparation for 2012/2013 and beyond seeks to reiterate the developmental mandate of local government with supporting objectives and strategies aimed at attaining the expectations of the organisations and the community, i.e.:

- Creating an environment for sustainable economic growth thereby creating job opportunities
- Providing for housing and socio-economic development in line with the current situation and meeting the objectives set nationally, provincially and locally (inclusive of addressing the HIV/AIDS pandemic)
- Mainstreaming of HIV/AIDS, disadvantaged individuals, etc
- Integrating the first and second economies as well as the implementation of programmes and projects in line with the principle of the EPWP
- Taking advantage of the Municipality's positioning in terms of Provincial development corridors, its location in terms of the Dube Trade Port, eThekweni Municipality and the Capital of the Province as well as its location in terms of the N3, R56 and N2

The majority of this Integrated Development Plan focuses on the challenges faced by the Municipality in terms of financial and human capacity and capability, however it is in identifying the challenges and striving to address them that the Municipality will meet its developmental mandate and ensure increased service delivery as a measurable output.

The Municipality is also required to prioritise projects and programmes in line with financial availability, source appropriate external funding to supplement its own finances and to increase delivery and more importantly work towards the alignment of the uMDM Integrated Development Plan with that of the Richmond Municipality – embark on the bottom up approach and not top down approach!

In formulating the Integrated Development Plan Review document greater effort was made to align the budget of the Municipality and also to attempt to seek alignment with policy

makers. This document also incorporates the Millennium Development Goals as well as Provincial and National Targets.

SECTION J:

ANNEXURES

Annexure A: Service Delivery and Budget Implementation Plan

Annexure B: Detailed Spatial Development Framework

Annexure C: Detailed Disaster Management Plan

Annexure D: Municipal Set of Indicators

Annexure E: Housing Sector Plan

Annexure F: Local Economic Development Plan

Annexure G: Turn around Strategy

SECTION K:

APPENDICES

	Appendices	YES/NO
K1	Land Use Management System	YES
K2	Waste Management Plan	Draft
K3	Integrated Transport Plan	Draft
K4	Housing Plan	Yes
K5	Energy Master Plan	No
K6	Local Economic Development Plan/Strategy	Yes
K7	Infrastructure Investment Plan	No
K8	Area Based Plans	No
K9	Organisational PMS	Draft
K10	Integrated Development Plan Process Plan	Yes
K11	Marketing Strategy	Yes
K12	Annual Report	YES
K13	Communication Strategy	YES
K14	Workplace Skills Plan	YES
K15	Employment Equity Plan	YES
K16	HIV/AIDS Strategy and Plan	YES

Abbreviations used in this document:

IDP	Integrated Development Plan
UMDM	uMgungundlovu District Municipality
KZN	KwaZulu-Natal (Province)
PMS	Performance Management System
SDBIP	Service Delivery and Budget Implementation Plan
AsgiSA	Accelerated and Shared Growth Initiative
BEE	Black Economic Empowerment
CBPWP	Community Based Public Works Programme
CDW	Community Development Worker
DBSA	Development Bank of South Africa
DEAT	Department of Environment, Agriculture and Tourism
DME	Department of Minerals and Energy
DED	Department of Economic Development
DLGTA	Department of Local Government and Traditional Affairs
EPWP	Extended Public Works Programme
PSEDS	Provincial Spatial Economic Development Strategy
PGDA	Provincial Growth and Development Strategy
MTEF	Medium Term Expenditure Framework
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
IGR	Intergovernmental Relations Framework