

***Draft***

**INTEGRATED DEVELOPMENT PLAN**

**2012/2017**



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## **SECTION A: EXECUTIVE SUMMARY**

The City of uMhlathuze is situated on the north, eastern coast of KwaZulu Natal (KZN), spanning some 796 km<sup>2</sup>, is one of six local municipalities within the uThungulu District. It has a growing population currently under four hundred thousand. This City provides an attractive reference point and essential socio-economic amenities and facilities to most of the towns in the northern region due to it having better developed infrastructure.

The City is blessed with natural mineral resources which in large has been the main attraction for major primary industries to the area providing employment for both within and outside the district. The climate and the setting of the city within the lush vegetation, lakes and sea provide the ingredients for a most sort after destination with unique features.

Whilst striving to get better and better the city and its people are a largely divided society, with spatial distortions characteristics of the past still existence, making social cohesion a distant reality. Institutionally the municipality needs to passionately take on board the corrective new policies to create efficient and integrated land developments. The slow pace of economic recovery is also placing huge strain on the municipality financial sustainability and also attraction of economic investment in the town. Some of the other challenges facing the city are rural development, employment, affordable housing, maintenance of infrastructure and health issues.

As a city great efforts are being made to reduce backlogs by prioritizing basic needs to improve the quality of life for its citizens and also involving the community in the affairs of the municipality thus keeping them informed and having a say.

The municipality has put in place a performance management system to record progress and report quarterly to council for performance assessment. The drafting of this Integrated Development Plan is undertaken internally, using the framework provided by Cogta and working under the leadership of uMhlathuze Municipal Manager.

## **SECTION B: SITUATIONAL ANALYSIS**

As part of local government we are obliged by the Chapter 5, Section 25 of the Municipal Systems Act (MSA) of 2000 to adopt a single, inclusive and strategic plan for the development of the municipality. The new uMhlathuze municipal Council will be adopting a new Integrated Development Plan (IDP), 2012-2017. This IDP will be strategy for the uMhlathuze municipality for the period commencing from 1 July 2012 – 30 June 2017 and will be reviewed annually.

In preparing the IDP a comprehensive analysis of the municipality and the municipal area, strategies, projects, integration into one plan and thereafter leading to Council approval was undertaken. This plan is subject to monitoring and evaluation and reviewed annually as circumstances.

The situational analysis in the IDP defines the state of the physical, social, economic and institutional aspects of the uMhlathuze municipal area.

## 1. UMHLATHUZE'S PHYSICAL CONTEXT

The City of uMhlathuze (KZ 282) is situated on the north-east coast of the province of KwaZulu-Natal, some 180kms north-east of Durban. The uMhlathuze area covers 796 sq/km incorporating Richards Bay, Empangeni, Esikhawini, Ngwelezane, Nseleni, Felixton and Vulindlela, as well as the rural areas under Amakhosi namely, Dube, Mkhwananzi, Khoza, Mbuyazi and Zungu. The population is estimated at 325 000 of which 50 percent is rural and 50 percent urban. The city borders a coastline that spans approximately 45 kilometers in length of which nearly 80% of it is in its natural state. The N2 highway traverses uMhlathuze Municipality in a north-east direction towards the Swaziland border and south-west towards Durban. It effectively forms a division between Empangeni and Richards Bay. The R34 Provincial Main Road passes through Empangeni towards Melmoth.

**Table 1: Municipal Land Area**

Area	Km <sup>2</sup>	%
Richards Bay	289, 9966	36,5
eNseleni	1,3325	0,2
Empangeni	28,9386	3,6
Felixton	2,7835	0,3
eSikhaleni	6,2304	0,8
Vulindlela	0,8464	0,1
Ngwelezane	3,7001	0,5
5 Traditional Authority areas, 21 rural settlements and 61 farms	462,1426	58,0
<b>Total municipal land area</b>	<b>795,9707</b>	<b>100</b>

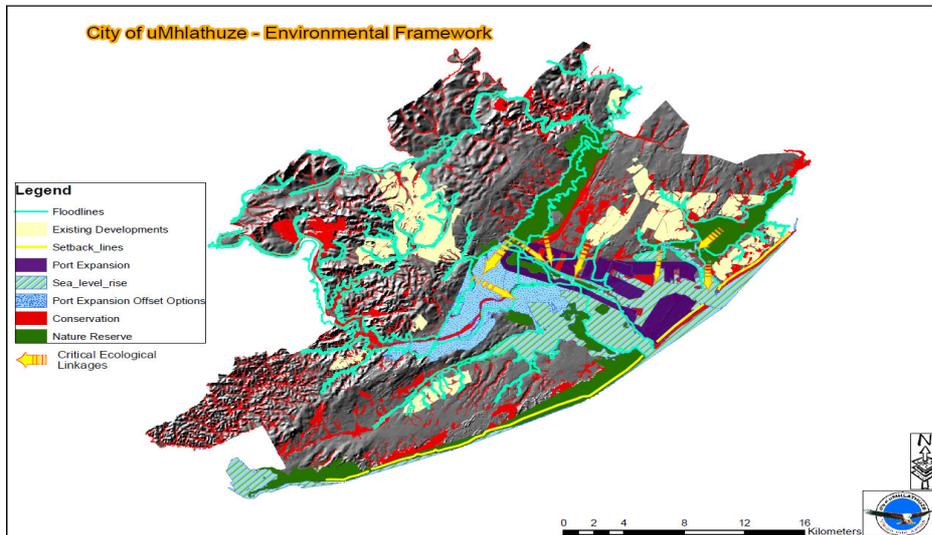
Richards Bay climate is characterised by a warm to hot and humid subtropical climate, with warm moist summers. Average daily maximum temperatures range from 29 °C in January to 23 °C in July, and extremes can reach more than 40 °C in summer. The average annual rainfall is 1 228 mm and most (~80%) of the rainfall occurs in the summer, from October to March, although rainfall also occurs in winter (~20%).

The Richards Bay area is generally very flat and is situated on a coastal plain and whilst going west towards Empangeni the terrain rises and becomes undulating. The suburbs are all no more than a few metres (Reneging around 140m) above sea level. The area is abundant in coastal dune forest, most notably along the coastal dune belt and in the suburb of Meerensee.



(~80%) of the rainfall occurs in the summer, from October to March, although rainfall also occurs in winter (~20%). The uMhlatuze area is characterized by hydrological and geotechnical constraints. There are areas where development may occur without/ minor constraints, areas with potentially costly constraints and areas where development is not favourable. Refer to Plan 2

Plan 2: Environmental Framework Plan



uMhlatuze is blessed with an abundance of natural resources i.e. minerals, luscious vegetation and warm climate throughout the year thus providing ample opportunities for investment and development for enhancement

## 2. SOCIAL ASPECTS

### 2.1 Demographics

The City of uMhlatuze has an estimated **352 691** total population and about **82 972** households. This makes the average household size 4.2 persons per household.

**Table 2: Population Distribution**

	Males	Females	Total	% of whole population
0 - 4	17445	18007	35452	10.41
5 - 9	16766	20867	37633	11.07
10 - 14	18602	17903	36505	10.70
15 - 19	17480	21243	38723	11.40
20 - 24	21854	28407	<b>48261</b>	14.12
25 - 29	17419	15875	34294	9.76
30 - 34	12973	12371	25344	7.36
35 - 39	11088	11852	22940	6.63
40 - 44	7618	10605	18223	5.20
45 - 49	7145	9220	16365	4.64
50 - 54	5389	6984	11373	3.13
55 - 59	4080	4483	8563	2.28
60 - 64	2677	3442	6119	1.54

65 - 69	1270	3412	4682	1.11
70 - 74	1010	2032	3042	0.61
75 - 79	972	2755	3227	0.67
80 - 84	810	1079	889	0.26
	<b>163098</b>	<b>167537</b>	<b>352691</b>	<b>100%</b>

Source: Community Survey, 2007

The age category with the highest population is between the ages of 20-24 placing huge demands for social and economic opportunities. Youth (15-35 years) makes up 41.6% (137 622) of the people of uMhlathuze. The age group 65 years and above, 8 840 (2.7%) depends on social grants for sustenance.

**Table 3: Well-being**

	Male	Female
Population	163 098	167 537
Annual Growth Rate (KZN)	2.2%	
Life expectancy (KZN)	49.3 yrs	54.9 yrs
Average life expectancy (KZN)	49.1 yrs	
Infant mortality (KZN)	60/1000	

Reference: **Stats SA, 2009 (Medical Research)**

The table above clearly depicts a situation where the City has to strategies for years to come in order to rectify the consequences of the above situation. There are a high number of infants that die at birth. The annual growth rate sits at 2.2% which means that it will take a short period for the population of uMhlathuze to double. By 2043 the population of uMhlathuze would be 705 382. Increased population growth generally represents problems. This means that there will be an increase in the need for food, infrastructure, and services. These are expenses that are difficult for most cities to provide. Life expectancy of our communities' has decreased due to health related conditions like TB and HIV/AIDS.

**Table 4: Suburbs and Traditional Areas**

Place	Area (km <sup>2</sup> )	Population
Bejani	12.82	4,654
Dube	53.95	52,239
Empangeni	14.00	13,306
Esikhwini	5.90	32,437
Khoza	14.32	24,172
Kwambonambi Forest Reserve	56.58	117
Mkhwanazi	66.29	22,758
Nseleni	1.30	8,873
Richards Bay Part 1	75.80	30,605
Richards Bay Part 2	0.42	382
Richards Bay Part 3	21.19	13,865
Umlalazi Nature Reserve	27.89	347
Vulindlela	2.44	4,044
Zungu/Madlebe	71.06	48,977
Remainder of the municipality	339.73	6,630

Source: Stats SA, 2007

**Table 5: Concentration of people per suburb**

Area	Km <sup>2</sup>	%	Persons per km <sup>2</sup>
Richards Bay	289,9966	36,5	<b>526 - 1192</b>
eNseleni	1,3325	0,2	3899 - 6421
Empangeni	28,9386	3,6	<b>526 - 1192</b>
Felixton	2,7835	0,3	<b>2 - 525</b>
eSikhaleni	6,2304	0,8	3899 - 6421
Vulindlela	0,8464	0,1	1193-2084
Ngwelezane	3,7001	0,5	1193-2084
5 Traditional Authority areas, 21 rural settlements and 61 farms	462,1426	58,0	
<b>Total municipal land area</b>	<b>795,9707</b>	<b>100</b>	<b>3899 - 6421</b>

Source: Quality of Life Survey, 2007

The City sees an influx of people coming into the area and should promote infill development. Future development should be strategically planned by providing a timely release of adequate and appropriately located land where vibrant economic and social life through a diversity of land uses.

### 3. Socio-Economics Profile

Richards Bay falls within the fastest growing provincial economies at an average rate of 4, 3% per annum. The Port of Richards Bay is one of the two largest and busiest Ports in Africa creating a drive for the area to be one of the major industrial investment opportunities. The Port plays an important economic role not only for this province but for the whole of South Africa (SA). Whilst we are presently

export oriented, the potential for import prospects are being contemplated. The City also functions as a district node and dominant commercial centre in the uThungulu District providing greater economic opportunities for the town and hinterland. The key feature of uMhlathuze Municipality is the N2 Development Corridor, eThekweni-Ilembe-uMhlathuze Corridor. The Dube Trade Port, (King Shaka Airport), is approximately 145 kilometers away from the City is also which again makes it an added advantage to the area in terms of investment attraction.

The area is the third most important in KZN in terms of economic production, contributing 16.7% to national Gross Domestic Product (GDP) whilst also the third most important primary manufacturing area in KwaZulu Natal (KZN) in terms of economic production. Manufacturing is highly specialized export orientated, largely concentrated on basic iron and steel, paper and printing as well as food and beverages. The sector characterized by highly sophisticated manufacturing processes. The large scale industrial strengths of the uMhlathuze centre comprise of a varied industrial base of coal terminals and aluminium smelters, coupled with an impressive number of industries including mining companies and paper mills, forestry, production of materials handling equipment, as well as fertiliser and special chemicals production.

The City of uMhlathuze is rich in mineral resources. The mining of these minerals meets all of South Africa's (S.A) demand for titanium dioxide, zircon and almost all of the country's pig iron requirements. Most of the industrial and commercial activities are vested in Richards Bay, Empangeni and Felixton (specifically the industrial development nodes of the City of uMhlathuze). The manufacturing sector employs the majority of population. Manufacturing contributes **29% of the national GDP**.

The advent of the Richards Bay Industrial Development Zone within the vicinity of Richards Bay harbor serves to boost economic activity and to attract international investors wishing to take advantage of the advantage on offer.

Other natural advantages are the diverse and intensifying agriculture production, including the rich land of sugarcane and forestry. The cane and forestry sectors have been at the forefront of assisting emerging farmers. The agricultural sector is a dual economy, consisting of commercial agriculture on one hand and traditional agriculture on the other. Agricultural activity is more concentrated in the former Lower Umfolozi magisterial area. Traditional agriculture is practiced on most of the Traditional Council lands in the district. The development of this sector is hindered by a low skills base and a lack of organised bodies to provide financial assistance; access to markets and market channels. An Agricultural Development Plan has been prepared for the uThungulu District Municipality (UDM). This plan identifies specific programmes and projects to address rural poverty.

The City of uMhlathuze meanwhile participating in this initiative, has concurrently been implementing its Local Economic Development Strategy 2007-2011. This programme has assisted many community members with programmes such as agricultural support, community skills development, and informal trading administration tourism development. The City is still to develop **its LED Strategy for the years**

**2012-2017.** This will take place in the year 2012/2013. A total of 404 of local communities have benefited from the LED programme (2010/2011)

#### 4. The Local Economy

uMhlathuze's Economy has the following components:

- Local Economic Development
- Agriculture
- Tourism
- Other sectors such as mining, construction and manufacturing

**Table 6: Sectoral Contributions to the Economy**

<b>ECONOMIC SECTOR</b>	<b>(2001) % TOTAL</b>	<b>(2008) % TOTAL</b>
Manufacturing	46.6	45.9
Community Services/ Social/ Personal	12.9	10.4
Trade	6.2	6.3
Financial/ Real Estate/ Business	8.3	10.7
Agriculture/ Forestry/ Fishing	4.9	3.2
Construction	2.5	2.2
Transport/ Communication	11.5	9.1
Mining/Quarrying	6	11.6
Electricity	1.1	0.6
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>

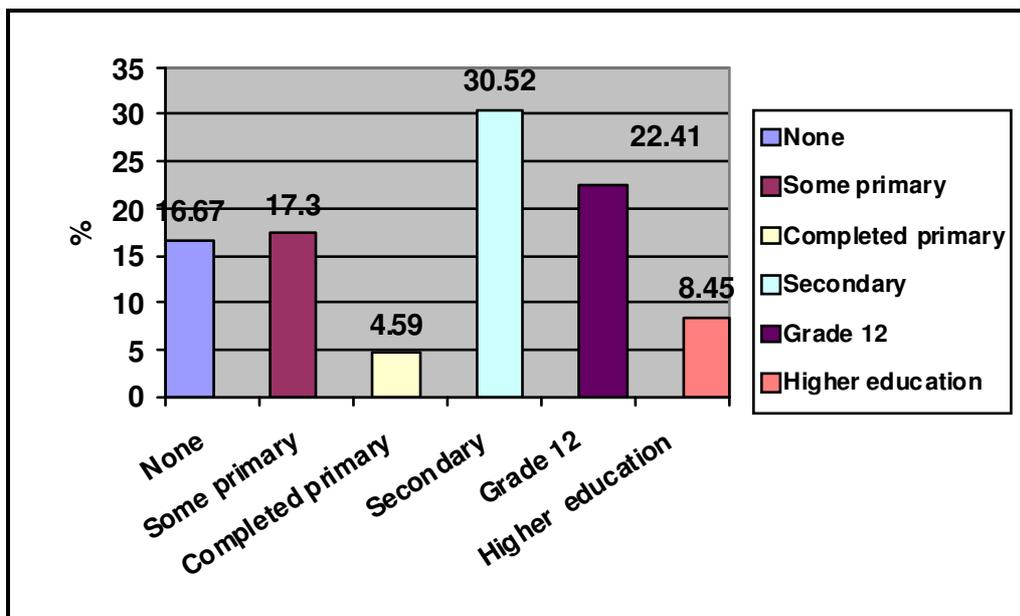
**Source: Stats SA, 2001**

The uMhlathuze municipality has shown a slight decrease since 2001. The economic sectors that have shown a slight increase are financial and mining. The increase in the mining sector has been significant in that this sector is the second largest economic contributor above community services. The global economic recession affected the uMhlathuze area and the impact was severely felt during years 2008-2010. This is one of the reasons there has been a slight decrease in the economic performance in the area.

#### 4.1 Employment and Income Levels

##### 4.1.1 Education and Skills

##### Graph 1: Educational Levels



Source: uThungulu Quality of Life Survey 2009: Stats SA, 2001

The table above is a reflection of the number of individuals that participated at in the education system. Most pupils reached secondary schooling. The percentage of the population that was older than 20 with higher education was 8.45%. There is then a drop in the system of people that complete Grade 12. It is after Grade 12 that the community is unable to continue with their studies. The above could be attributed to immigration of skilled workers into the area. The percentage of people with a level of education less than Grade 12 was very high at 52.4%. Education levels have shown a decrease while demand for skills has increased. Provincial government has budgeted R3 billion for equalization of subsidies to no fee schools and for the expansion of access to Grade R. In order for the City to develop we should make education one of the most far-reaching requirements for development, alleviating poverty, improving health outcomes and quality of life, reducing gender and social disparities, and enhancing economic productivity. Education is a contributor to economic growth and societal stability through developing individuals equipped with cognitive and life skills necessary for sustaining the livelihood, and contributing to the productive sector.

We have to ensure that suitable infrastructure services are provided to the schools as it is realised that they lie at the heart of economic development. The municipality has liaised with the relevant department ensuring that all community grievances with regards to their educational challenges is taken into consideration.

#### 4.1.2 Employment Profile

In South Africa, where the unemployment rate is sitting at 25%, provincial figure sits at 22.6% and uMhlathuze's is estimated at 40%. Manufacturing the dominant economic sector in the uThungulu District and is centered in the City of uMhlathuze, only 24% of people employed work within this sector as described in the figure hereunder:

Even though the economic performance of the local area is good, it must be noted that unemployment remains high as alluded to previously in this report. The results of the 2007 Quality of Life Survey provides the following information pertaining the number of dependents per person employed.

**Table 7: Employment Levels**

Municipality	Dependants per Person Employed
uMhlathuze (Local)	5.9
uThungulu (District)	6.2

Source: uThungulu's Quality of Life Survey (2007)

It is for the above reasons that an appropriate economic development strategy for the municipality is concentrated on Small, Medium and Micro Enterprise (SMME) development as a means of promoting emerging entrepreneurs who will initiate labour intensive job growth. Furthermore, the strategy aims to provide support to the informal sector as it is recognized that it currently provides many households with an income and it is anticipated to play an increasingly more important role in the future.

The unemployment problem in uMhlathuze is complicated by the lack of skills. This can be largely attributed to apartheid, a political, economic and social system that excluded the majority of the populace from quality education and directed them to semiskilled or unskilled labour.

The country needs to focus on a set of industries that can absorb large amounts of skilled and unskilled labour, he said, citing agriculture and tourism. This can also be even more enhanced by encouraging the agricultural sector of the economy to expand and create much-needed employment, there's one criteria that must be addressed — the issue of certainty in the sector. National government has also suggested that the other sector that could create some jobs to alleviate the problem of unemployment is the mining sector. But it too has been plagued by uncertainty because of calls for nationalisation by certain factions in the ruling party.

#### 4.1.3 Household Income

Individual monthly income is, on average highest in Richards Bay than in Empangeni, eNseleni or eSikhaleni. Overall, annual household income is the highest in the suburb of Meerensee, although some 8% of households in this area earn no annual income. The comparison of annual household income between typical urban areas reveals that whereas 47% of households in Meerensee and 23% of households in Empangeni earn more than R153 601 per annum, only 2% of households in eNseleni do not earn any income.

**Table 8: Employment Sectors**

ECONOMIC SECTOR	(2001) TOTAL	%
Manufacturing	24	
Community Services/ Social/ Personal	16	

Trade	13
Financial/ Real Estate/ Business	10
Agriculture/ Forestry/ Fishing	9
Construction	8
Transport/ Communication	7
Households	6
Mining/Quarrying	5
Other	2
<b>TOTAL</b>	<b>100%</b>

Source: Stats SA, 2001

#### 4.1.4 HIV/Aids

It is difficult to estimate what the population due to the HIV/AIDS pandemic. The City of uMhlathuze is one of the major provincial nodes and attracts people to employment opportunities. The update of land is also dependent on the rather uncertain impact of the HIV/Aids pandemic on the municipal population growth rate.

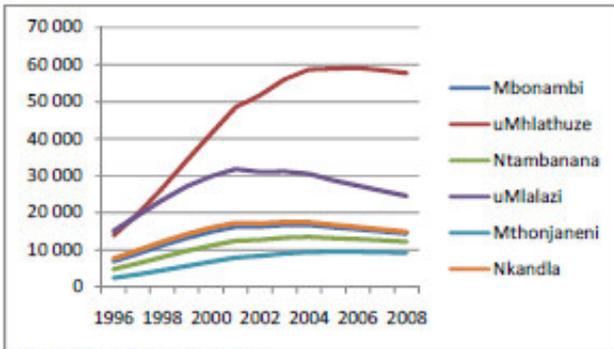
It is a known fact that there is a lack of clear and reliable data regarding HIV at a local municipal level. However, it is nonetheless clear that it is a very serious issue and should be incorporated into whatever strategies or developments are undertaken in the study area. Typical impacts of AIDS include decreased productivity of workers, increased absenteeism and additional costs of training of new workers. It also represents a greater demand and pressure on health facilities and as the statistics gathered from antenatal clinics indicate a very real problem of AIDS orphans and child (minor) headed households. These factors must be taken cognizance of when devising local economic development strategies.

Other Government objectives of the campaign are to:

- Increase safe sex behaviors, through education and testing,
- Reduce new HIV infections
- Reduce illness and death from TB and AIDS through timeous diagnosis and treatment of HIV, TB and AIDS
- Increase capacity of health services to address AIDS through “mainstreaming” AIDS care into the health services.

Information has been extracted from the uThungulu District Municipality Global Insight (2008) database in respect of the incidence of HIV/Aids in the uThungulu District and its Local Municipalities.

#### **Graph 2: HIV/Aids related statistics in the uThungulu area**



Source: *Global Insight (2008)*

## 5. Institutional Arrangement

To assist uMhlathuze municipality with implementing the objectives of the local government as they are clearly spelt out in the White Paper on Local Government, the organization has to provide direction for the municipality's success of the organization as well as to help the organization to achieve what it exists for. The uMhlathuze municipality has been able to structure the organization in a manner that helps it in addressing the challenges that it is faced with.

**Table 9: UMhlathuze's Composition**

<b>Summary of Personnel Nos. (Full Time)</b>	<b>2008/2009</b>	<b>2010/2011</b>	<b>2011/2012</b>
Councillors/ Political Office Bearers plus other	60	60	60
Senior Managers including Municipal Manager (Section 57 of Systems Act)	6	5	6
Other Managers	28	32	
Technical/ Professional Staff	698	717	
Other Staff/ (Clerical Labourers)	964	966	
<b>Total Personnel nos.</b>	<b>1695</b>	<b>1720</b>	<b>1774</b>

**5.1 Human Resource Strategy:** For continuous improvement uMhlathuze municipality has developed Human Resource policies that respond to the long-term development plans of the municipality. These Human Resource policies cover issues pertaining to (recruitment, retention, succession plan, scarce skills, staff development etc).

### **Human Resource Vision**

To provide a human resources function that is creative, client focused, quality driven and highly effective, pursuing an exceptional citizen centred and diverse workforce which is committed to realise sustainable development in the City of uMhlathuze metropolitan area.

### **Mission**

The Human Resources section supports the municipality through the development and administration of quality human resources systems, programmes and services designed to enhance the work environment and increase organisational effectiveness. Working together in a spirit of continuous improvement and collaboration, we seek effective and workable solutions.

### **Strategic Priorities:**

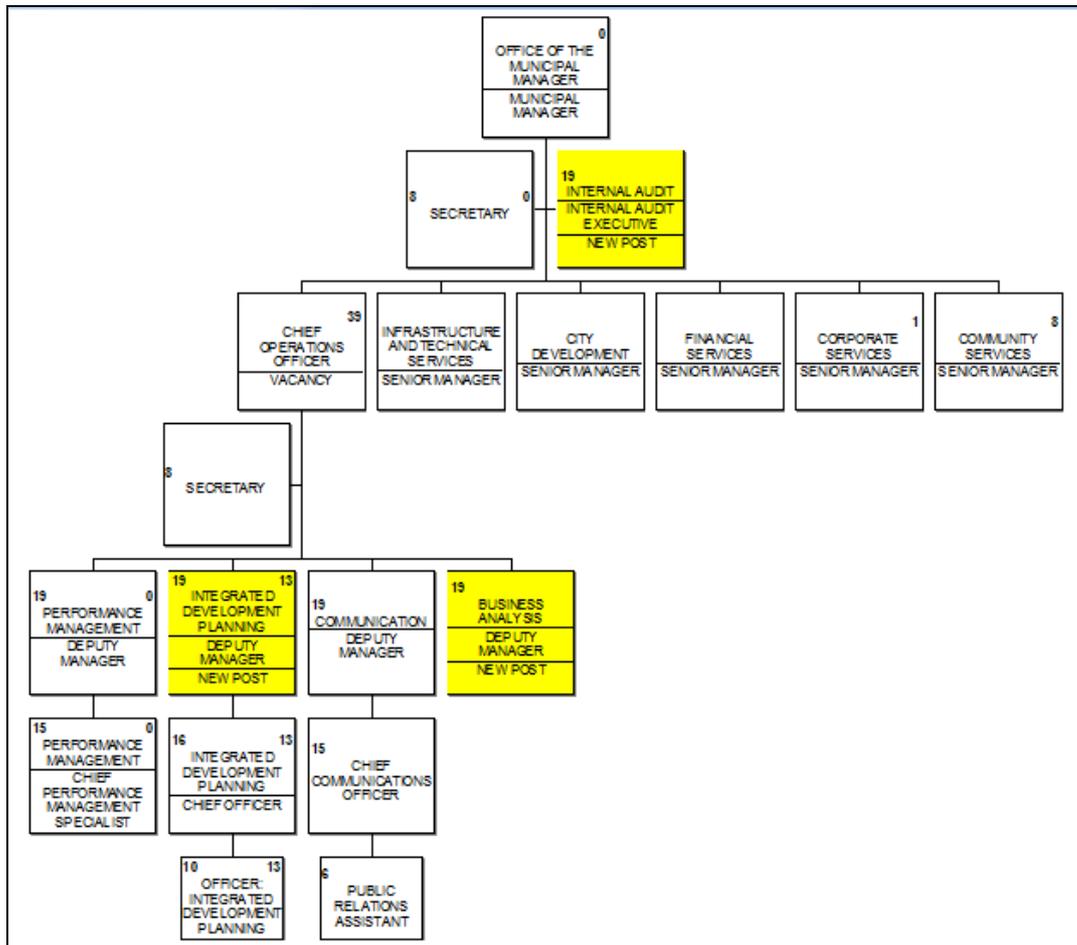
- Improving current training and development practises within Council by forming strategic partnerships and alliances with accredited Training and Development

Institutions, Corporates as well as other entities within the Local Government Sector to establish a standard of best practice.

- To ensure that Council receives its mandatory grants by complying with the monthly mandatory and implementation reports.
- To apply to the LGSETA for the uMhlatuze Municipality to become an Accredited Training Provider to offer quality assured training and skills development to Council employees.

## 5.2 Municipal Organogram

### Senior Management Structure



## HUMAN RESOURCES POLICIES

Policy Name		Approved by Council	Council Resolution
<b>Recruitment &amp; Selection of Temporary Staff</b>	Ensures fair, efficient, effective and transparent personnel administration, including the recruitment, selection and appointment of persons as staff members."	2 Nov 2010	6977
<b>Staff Retention</b>	Development and maintenance of an integrated, systematic approach to attracting, developing and retaining talent for key positions within uMhlathuze Municipality.	<b>2 Dec 2008</b>	5699
<b>Anti-Nepotism Policy</b>	Establish a consistent set of guidelines by which recruitment decisions can be made in terms of employment of immediate family members, relatives, friends and associates of employees.		
SHEQ Policy	<b>Continual provision of quality services to all stakeholders in a healthy, safe and environmentally responsible manner</b>	3 July 2008	5411
<b>Health Safety Environmental Policy: Management Involvement</b>			
Prevention of Fraud and Anti Corruption		4 Sept 2007	4777
Supply Chain Management		4 Aug 2009	6174
HIV/AIDS Policy for Employees		4 Sept 2007	4777

## **6. SHE Policy**

The municipality complies with the National Treasury Guidelines for Risk Management. These guidelines assist the municipality in discharging its responsibility for risk. Legislating the implementation of risk management in public sector institutions is part of a macro strategy of Government towards ensuring the achievement of national goals and objectives. This is found in the Section 78 of the Municipal Finance Management Act (Act 56 of 2003) (MFMA).

### **6.1 Strategic Role of Management in Risk Management**

Management is accountable to the Accounting Officer / Authority for designing, implementing and monitoring risk management, and integrating it into the day-to-day activities of the institution. As such Management should ensure that it is satisfied with the management of risk and prevent risk management from becoming a series of activities that are detached from the realities of the Institution's business. Risk management, when integrated into the decision making process, becomes a valuable strategic management tool for underpinning the efficacy of service delivery and value for money. Risk Management should be standing agenda item in Management meetings.

## **7. Analysis Outcome: BACKLOGS**

### **7.1 Infrastructure**

#### **Areas in Need of Infrastructure / Engineering Services**

Data relating to **access to housing, water, sewer and electricity** were used to compile a map showing areas in need of infrastructure.

Firstly, the following were mapped using 2007 Stats SA Data reflected in the uThungulu SDF:

- % households with no electricity (>75%)
- % households with no access to hygienic toilets (>75%)
- % households with no access to piped water (>75%)
- % households living in informal housing (>75%)

Each of the abovementioned data sets was mapped individually.

## 7.2 Water and Sanitation Access / Backlogs

### WATER

Service Level	Households	2008/2009	2009/2010	ACCESS ENDING 30/06/2011	BACKLOGS % 30 September 2011	ACCESS % 30 September 2011
	<b>BACKLOG STUDY (SIVEST)</b>	<b>HOUSEHOLDS WITH ACCESS TO WATER</b>			<b>HOUSEHOLDS</b>	<b>HOUSEHOLDS</b>
House connections	31 533	35 247	35 563	35 563		35 563
Yard Connections	17 532	32 150	33 545	34 087		34 087
Communal Supply < 200 m	8 305	3 484	2 552	2 010		2 010
Communal Supply > 200 m	16 899	3 433	2 609		2 609	
<b>TOTAL</b>	<b>74 269</b>	<b>70 836</b>	<b>71 660</b>	<b>2 609</b>	<b>74 269</b>	71 660
Access to Water		66 598	71 660	71 660		<b>96.49%</b>
Backlogs		3 433	2 609	2 609	3.51%	
Achievements		4 238	824			

As can be seen from the above table, the provision of water within the City of uMhlathuze for communities who are below RDP level is decreasing. The challenge that needs to be dealt with is the constant supply of water with fewer interruptions, therefore funding must be provided for future upgrades. 200 households will be provided for KwaDube Traditional Area as a result of funding the City of uMhlathuze has received from Sister-Cities International.

### SANITATION

Service Level	Households	2009/2010	2010/2011	BACKLOGS ENDING 30/09/2011	BACKLOGS % 30 Sept 2011	ACCESS % 30 Sept 2011
	<b>BACKLOG STUDY (SIVEST)</b>	<b>HOUSEHOLDS WITH ACCESS TO SANITATION</b>	<b>HOUSEHOLDS WITH ACCESS TO SANITATION</b>		<b>HOUSEHOLDS</b>	<b>HOUSEHOLDS</b>
Waterborne Sewerage	32 091	32 605	32 605	32 605		32 605
VIPs	0	11 524	11 908	11 908		11 908
No formal Service	42 178	30 140	29 756	29 392	29 392	
<b>TOTAL</b>	<b>74 269</b>	<b>44 129</b>	<b>44 513</b>	<b>29 392</b>	<b>29 392</b>	<b>44 877</b>
Access to Sanitation		44 129	44 513	44 877		<b>60.42%</b>
Backlogs		30 140	29 756	29 392	39.57%	
Achievements		5 336	384	364		

**60.42%** households have access to the basic level of service for sanitation. The basic (RDP) level is a VIP per household. The target for 2011/2012 for basic RDP level of sanitation service is 66%, on this financial year 2011/2012 4500 VIP toilets will be constructed and for this quarter 364 VIP toilets have been constructed. As from the next quarter rate of providing sanitation services will increase

compared to the first quarter of 2011/2012. The funding received from the Municipal Infrastructure Grant is not sufficient to satisfactorily accelerate the provision of VIP toilets.

In terms of water and sanitation backlogs, the Figure does not correspond well with the Municipality's reported backlogs. In terms of the water and sewer backlogs as reported in the uMhlathuze IDP, Wards 2, 13, 14 and 15 have the highest number of households in need of infrastructure intervention. The inconsistencies could be attributed to the fact that updated Census Data (2007) is used to map while the Municipality has been implementing numerous projects in the last three years to provide basic water and sanitation services.

### **7.3 Provision of Electricity**

- a) In terms of electrification, the Municipality has no backlogs. Eskom would service the areas indicated as having no access to electricity. During 2010, Eskom requested the Municipality to assist in determining backlogs. Using the Ward Committee system, residents reported the highest backlogs being in Ward 11, followed by wards 5, 24, 18, 8 and 13 (refer to Figure 1 for a depiction of the results). This corresponds well with the Census data depicted in Figure 2, but highlights additional areas in need of electrification.

### **Provision of Housing**

In terms of housing, the Municipality is in the process of implementing Rural Housing Projects in the KwaMkhawanazi, Dube, KwaKhoza and Madlebe Traditional Authority Areas. Furthermore, a hostel upgrade project is underway. The Municipality is also in the process of formalising the Mandlazini Agri-Village adjacent to Lake Mzinagzi. Funding will be requested in the near future to also address the formalization of the Mzingazi Agri-Village adjacent to Lake Mzingazi. (Refer to Housing Chapter on page 22)

**Figure 1** represents the composite map depicting "Areas in Need of Infrastructure" based on the abovementioned data.

Figure 1: Areas in Need Of Infrastructure Intervention

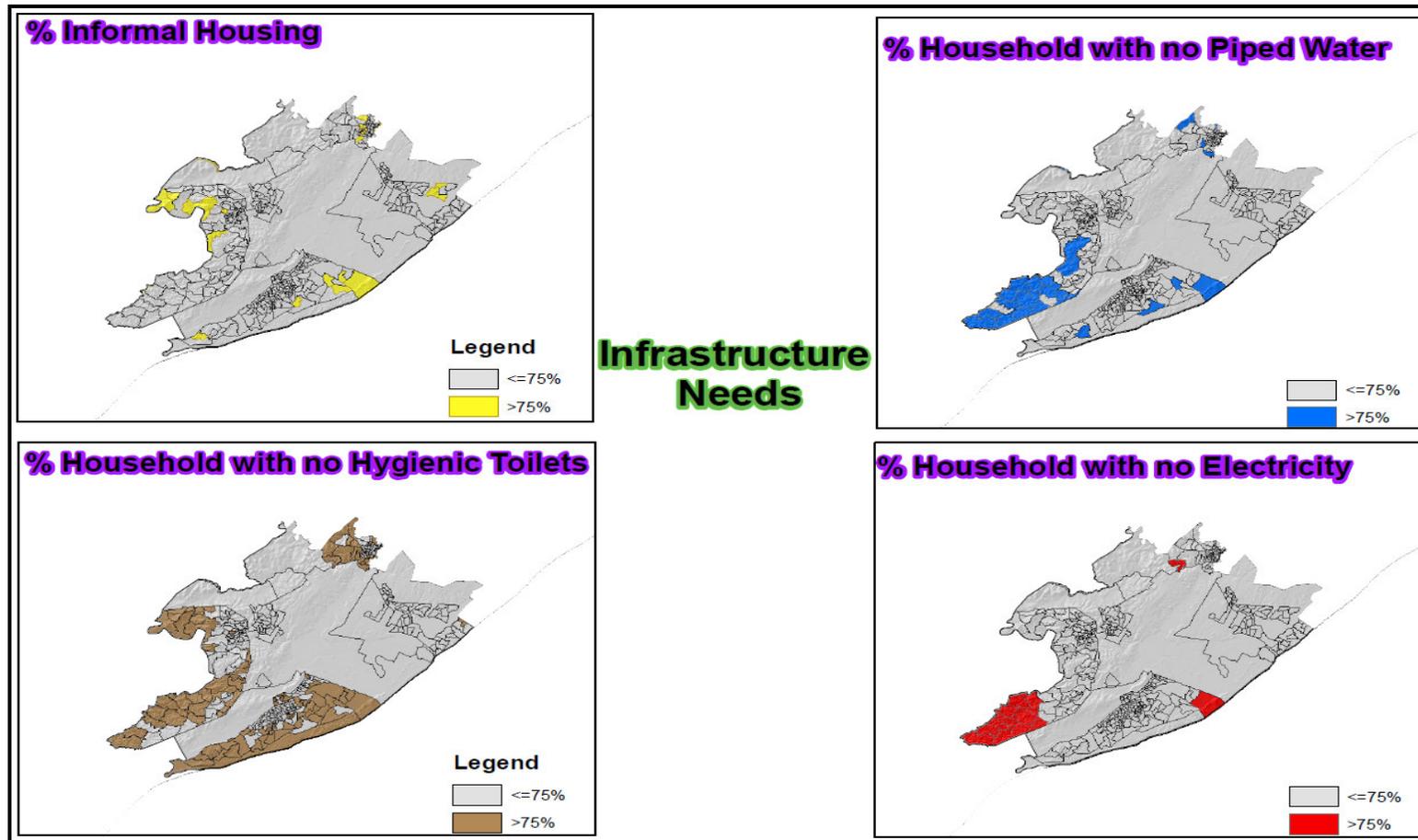
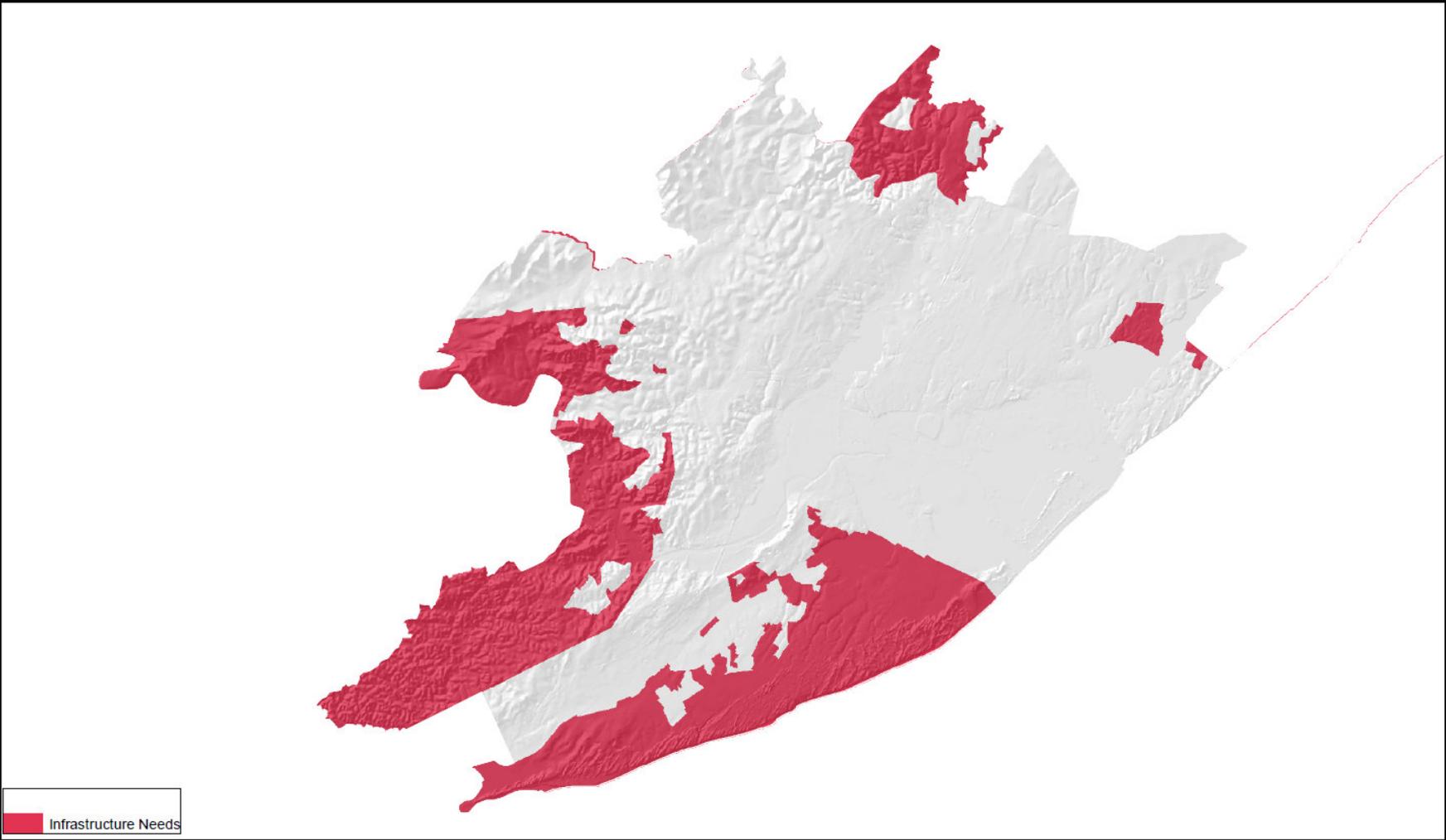


Figure 2—Areas in Need of Infrastructure Intervention



The following conclusions can be made in relation to areas in need of infrastructure:

- b) 96, 49% households have access to the basic RDP level of water supply service. The basic level for the provision of water is communal supply less than 200 m from a household.
- c) 59, 42% households have access to the basic level of service for sanitation. The basic (RDP) level is a VIP per household.
- d) The current rate of providing sanitation services is very low, however, the funding received from the Municipality Infrastructure Grant is not sufficient to accelerate the provision VIP toilets in satisfactory manner.
- e) Various housing projects are underway, which will provide some relief.
- f) The Municipality does not have any electricity backlogs. Eskom's electricity backlogs are focused on Ward 11, followed by wards 5, 24, 18, 8 and 13.
- g) Unplanned settlement in Traditional Authority Areas remains a problem. Demand for housing and other services will surely continue, and the sustainability of maintaining these services is in doubt.

The following **recommendations** are made in relation to **areas in need of infrastructure**:

- a) Areas where additional roads are required are not indicated and should be included in a future review of the SDF.
- b) Areas where waste removal services are required are not indicated and should be included in a future review of the SDF.
- c) Areas in need of public transport intervention should be included in a future review of the SDF.
- d) In terms of the water and sewer backlogs as reported in the uMhlathuze IDP, Wards 2, 13, 14 and 15 have the highest number of households in need of infrastructure intervention.
- e) In terms of Eskom's electricity backlogs, effort should be focused on Ward 11, followed by wards 5, 24, 18, 8 and 13.
- f) The Municipality should continue with housing projects. Funding should be requested in 2012/2013 to proceed in addressing the formalization of the Mzingazi Agri-Village adjacent to Lake Mzingazi.

### **Access to Community Services**

In line with the uThungulu Spatial Development Framework (2009), data relating to travel time to the nearest facility were used to compile a map showing areas in need of additional community services / facilities.

The criteria used to determine travelling time to facilities were very conservative, and are as follows:

- National Routes: 60km/hr

- Provincial Routes: 40km/hr
- District Roads: 30km/hr
- Community Access Roads: 20km/hr

The following facilities were accessed:

- Cemeteries (> 60 minutes travel time)
- Magistrates and Tribal Courts (> 60 minutes travel time)
- Education Facilities (Primary, secondary and combines schools) (> 60 minutes travel time)
- Community Halls (> 60 minutes travel time)
- Health Facilities (Hospitals and Clinics) (> 60 minutes travel time)
- Sport Facilities (> 60 minutes travel time)

Each of the individual datasets was mapped, and should be assessed in relation to population densities. The following should be noted:

### **Access to Cemeteries**

Mapping undertaken by the uThungulu District Municipality did not take the newly established Esikhaleni Cemetery into account. In terms of the Red Book Guidelines, the number of facilities using population data is not prescribed. A fairly large number of the community has requested access to use of a crematorium in uMhlathuze. This would assist in curbing restrictions imposed by land availability.

### **Access to Education Facilities:**

In terms of the Red Book Guidelines, the number of facilities required is as follows:

<b>FACILITY</b>	<b>NO. OF FACILITIES REQUIRED</b>
Crèche/nursery schools	Estimated minimum population: 5 000.
Primary schools	Estimated minimum population: 3 000 - 4 000.
Highschools	Estimated minimum population: 6 000 - 10 000.

An assessment of the need for additional schools in the area is the responsibility of the Department of Education.

It should be noted, however, that the need for additional facilities, should also be read in conjunction with the population densities. When these two maps are considered, a need for additional schools may exist in the highly populated Madlebe Traditional Authority Area.

Tertiary facilities are available in uMhlatuze, and a new Zululand University City Campus opened in Richards Bay. It is therefore assumed that no additional tertiary facilities are necessary at present.

Adult learning centres are not usually provided as stand-alone facilities and generally “double up” with some other form of facility (i.e. a community centre, hall, school etc). No figures have therefore been given as the most efficient provision is through doubling up where existing space is adapted for adult learning classes.

The number and location of these facilities is not available to the municipality at present.

### **Access to Community Halls/ Multi-Purpose Centres:**

According to the Red Book, a community centre provides a variety of services to a number of residential communities and, as such, it should be easily accessible to these communities, preferably on a main thoroughfare in close proximity to public transport stops. It may be shared with other public facilities such as clinics, parks, libraries, playgrounds, and schools. Guidelines prescribe one community centre per 10 000 people.

### **Access to Health Facilities**

The Red Book Guidelines make provision for various categories of health facilities, which have not been assessed in detail.

Generally, there seems to be a need for additional health facilities in remote Traditional Authority areas. This assumption should be confirmed by further planning, and facilities should preferably be provided at identified tertiary nodes.

Furthermore, it is offered that an opportunity for the establishment of a hospital exists in the Esikhaleni area, as the Esikhaleni area could be upgraded to a Primary Node in future based on its locality and population density

The table below is an illustration of the public participation requests by the different community wards (Wards 1-30).

## 8. Priority Needs for Budget Purposes

WARDS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Water/Water tanks/ water meters	✓	✓			✓			✓		✓	✓	✓	✓	✓				✓	✓	✓		✓			✓	-	✓		✓	
Electricity installations/upgrade		✓	✓	✓	✓		✓	✓	✓		✓	✓	✓	✓	✓	✓		✓		✓	✓			✓			✓	✓	✓	
Streetlights																	✓	✓	✓	✓			✓	✓	✓		✓		✓	
Sanitation	✓	✓	✓	✓	✓	✓	✓			✓		✓		✓			✓	✓	✓	✓			✓		✓			✓		✓
Housing	✓	✓	✓		✓	✓	✓	✓		✓		✓		✓			✓	✓		✓		✓	✓	✓	✓	✓		✓	✓	✓
Job creation						✓											✓													
Public Transport/ /7 taxi rank																	✓				✓	✓				✓				
Upgrade of (Access)roads/ (markings)		✓			✓	✓		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓
Pedestrian Bridges (rural)	✓				✓					✓	✓				✓	✓	✓	✓		✓	✓	✓	✓	✓	✓			✓	✓	✓

Wards	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Pedestrian pathways & road paintings (tarring)			✓	✓				✓									✓	✓	✓		✓			✓			✓		✓	
Stormwater Drainage/ upgrade																✓	✓	✓	✓	✓		✓	✓			✓		✓		✓
Clinic/ Mobile Clinic	✓		✓	✓	✓				✓			✓		✓	✓					✓				✓		✓			✓	
Refuse Removal/ Waste Collect				✓			✓	✓	✓			✓	✓	✓				✓	✓			✓	✓	✓						
Public Library/ & Renovations		✓																✓	✓				✓			✓				
Crèche						✓		✓										✓	✓	✓					✓				✓	✓
Recreational /Sport Facilities New/ Upgrade/ Maintenance		✓		✓	✓	✓	✓	✓	✓	✓				✓				✓	✓	✓		✓	✓	✓	✓	✓	✓	✓		
Wards	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30









## **Process used to integrate the review of the IDP and preparation of the budget**

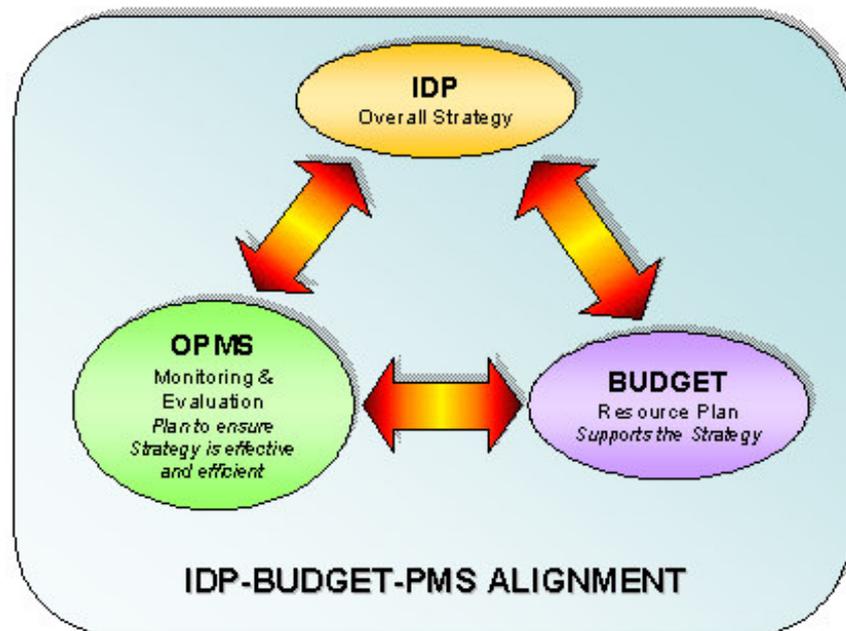
The annual review of the IDP is a legislative requirement in terms of Section 34 of the Municipal Systems Act No.32 of 2000. It stipulates that a Municipal Council must review its integrated plan annually in accordance with an assessment of its performance measurements in terms of Section 41; and to the extent that changing circumstances so demand; and may amend its integrated development plan in accordance with a prescribed process. The Annual Budget and the IDP are inextricably linked to one another, something that has been formalised through the promulgation of the Municipal Finance Management Act (2004).

The IDP when implemented correctly is a good tool for promoting the redistribution of income and an effective instrument to strengthen the relationship between local government and the local community. The IDP and Budget Public Participation Processes are an arena for co-management in which the community and government decide together where and how the city's resources and investments will be allocated. Public discussion and decision making concerning the priority areas of government investment has been making it possible to highlight priorities, insisting on administrative transparency and changing the way residents relate to their municipality.

The IDP in uMhlatuze sets the basis for translating into financial terms and activities that which will deliver services. The overall objectives of budget planning cycle of the municipality has managed to co-ordinate the implementation of the IDP, which needs to ensure that the budget is affordable to deliver on the expectations of the community.

The IDP consultation process involved the clustering of a few wards in order to afford an opportunity for a hearing of the needs that will be presented later. The attendance of these meetings ensures that the IDP priorities are allocated, programmes and projects for service delivery planned. The budget and IDP processes involve/links the monitoring process throughout the year to ensure the IDP priorities are being achieved. The graph below shows the link between the IDP and budget planning processes that has created a complex and dynamic management environment for the municipality.

**Figure: The integration of the IDP, Budget and PMS**



The detailed policies are not included in this IDP document. However they are available on request by councillors and made publicly available at all council offices within the City of uMhlatuze and on the website [www.richemp.org.za](http://www.richemp.org.za)

**Table 10: uMhlatuze's Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>-Skilled human resources</li> <li>-Stable governance</li> <li>-Good infrastructure</li> <li>-Sustainable services</li> <li>-Water Services Authority</li> <li>-Availability of raw materials &amp; extensive natural resources</li> </ul>	<ul style="list-style-type: none"> <li>-Inadequate or lack of relevant skills to tap into economic opportunities</li> <li>-No innovation &amp; creativity</li> <li>-No access to finance</li> <li>-Weak &amp; poor quality basic services infrastructure in rural areas discourages investors</li> <li>-Lack of Customer Care</li> <li>-Role Conflict</li> <li>-Weak financial situation</li> <li>-High levels of poverty, particularly in rural areas</li> <li>-Weak communication with provincial departments</li> <li>-Lack of sport &amp; recreational; facilities in rural areas and the R293</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>-Competitively Geographical Located</li> <li>-Potential to be a well sort after tourist destination</li> <li>-Economic/ Industrial location</li> <li>-Regional hub of Northern KZN</li> <li>-Organised Agricultural &amp; Business sector</li> <li>-Good working relationship with traditional leaders</li> <li>-Large pool of undeveloped potential workforce</li> <li>-Access to generally good education &amp; tertiary institutions</li> <li>-Development of Thusong SC would offer a wide range of exposure</li> <li>-IDZ, tourism projects and LED will stimulate other economic opportunities</li> </ul>	<ul style="list-style-type: none"> <li>-Lack of investments</li> <li>-Threat to the infrastructure capacity in residential areas by increasing density</li> <li>-Political instability</li> <li>-Unemployment</li> <li>-Employment</li> <li>-Emigration &amp; limiting (rural urban)</li> <li>-Health</li> <li>-Environmental issues</li> <li>-Competitive edge</li> <li>-Invasion of land</li> <li>-Negative publicity</li> <li>-Diseases &amp; environment problems posed by water &amp; sanitation backlogs</li> <li>-Land claims &amp; long time frame in setting these issues</li> </ul>

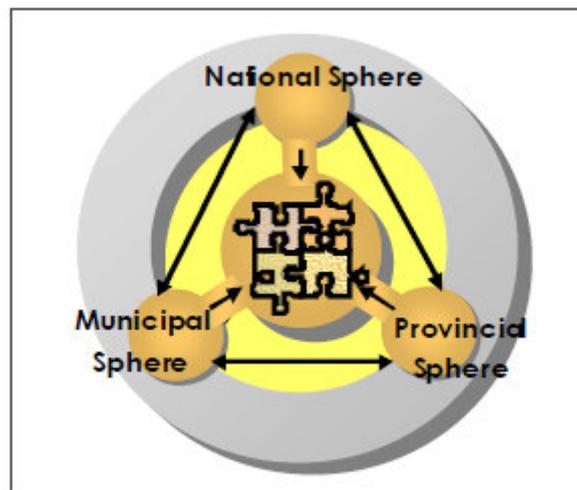
## VISION/ STRATEGIES/ GOALS AND OBJECTIVES

Three important things have to be taken into account when thinking about issues of alignment within the public sector, that the processes should be structured and systematic not ad-hoc; be sufficiently robust to facilitate integrated and coordinated action; and have a positive and decisive impact on the common goals and objectives of government. Alignment and harmonisation will be incomplete or hollow if any one of the three aspects is absent. Hence the definition provides the critical criteria around which to shape, define and test alignment interventions.

The purpose and objective of this section is to:

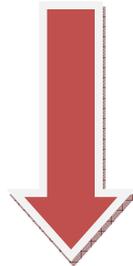
- Contribute to the achievement of the common objectives and outcomes of government with respect to economic growth and development by improving integration and alignment across the three spheres of government.
- Facilitate the harmonisation and alignment of the PGDS, the municipal IDPs and the NSDP, in accordance with the decisions of National government

We therefore seek to achieve a developmental state:



In carrying our mandate of service delivery cognisance and alignment of National and Provincial Key Performance Areas priorities and programmes were taken into consideration.

5 National (National KPA's)	6 Provincial KPA's	5 Local Government (KPA's)
1. Basic Service Delivery	1. Basic Service Delivery	1. Infrastructure & Service Provision
2. Social & Economic Development	2. Social & Economic Development	2. Social & Economic Development
3. Good Governance	3. Good Governance	3. Good Governance
4. Institutional Development & Transformation	4. Institutional Development & Transformation	4. Institutional Development & Transformation
5. Sound Financial Management	5. Sound Financial Management	5. Sound Financial Management
	6. Environment & Spatial Planning	



KZN Province Priorities	
1	Job Creation
2	Human Resource Development
3	Human & Community Development
4	Strategic Infrastructure
5	Response to Climate Change
6	Governance & Policy
7	Spatial Equity

## **THE NATIONAL PLANNING REPORT**

This report aims to identify the main challenges confronting the country and to examine their underlying causes. It provides the basis for a plan. The report advises that South Africa need an informed discussion about the major issues confronting the nation. The diagnostic document serves to advance the discussion. It highlights that we should reach broad consensus on its principal national challenges so that we stand a better chance of coming up with sensible and achievable solutions.

When planning as a City we should the ensure that all the examine the broad issues of economy, human conditions, material conditions, nation building, and institutions and governance. The City should comment on this diagnostic document to strengthen and guide the people responsible of the analysis on what is wrong and what needs to be fixed. The IDP is a suitable tool to lead towards the plan that government needs to draft. As a City our IDP will highlight the challenges faced by local communities.

### **KZN - Provincial Growth & Development Strategy (PGDS)**

The Provincial Executive Council adopted the Provincial Growth and Development Strategy (PGDS) and Provincial Spatial Development Framework (PSDF). This reviewed PGDS, which was developed with due cognisance of the Five National Priorities, the Twelve National Outcomes, the findings of the National Diagnostic Overview, as well as a strategic analysis of the current situation in KwaZulu-Natal, outlines the 2030 Vision for the Province, the seven strategic goals and thirty strategic objectives that will set the growth and development agenda for the next twenty years.

The PSDF identifies priority areas for interventions based on a series of variables related to accessibility, social needs, economic growth potential and environmental sensitivity. The PGDS and PSDF therefore provide a sound platform for vertical, horizontal and spatial alignment. It is therefore imperative for all municipal IDPs and municipal Spatial Development Frameworks (SDFs) to be aligned with this overall provincial strategic framework in order to optimise synergies between national, provincial and municipal growth and development programs.

### **National Spatial Development Perspective (NSDP)**

The ultimate purpose of the NSDP in the South African setting is to fundamentally reconfigure apartheid spatial relations and to implement spatial priorities in ways that meet the constitutional imperative to provide access to basic services and economic opportunities to all, to alleviate poverty and inequality. Given the government's objectives of growing the

economy, creating jobs, addressing poverty and promoting social cohesion, the NSDP assists government in confronting three fundamental planning questions:

- If government were to prioritise investment and development spending in line with its goals and objectives, where would it invest/spend to achieve sustainable outcomes?
- Given the apartheid spatial configuration, what kinds of spatial arrangements are more conducive to the achievement of our goals of nation-building and of social and economic inclusion?
- How can government as a whole capitalise on complementarities and facilitate consistent decision making and move beyond focusing on integration and coordination procedures to establishing processes and mechanisms that will bring about strategic coordination, interaction and alignment?

In order to contribute to the broader growth and development policy objectives of government, to examine the spatial dimensions of social exclusion and inequality, and to lift the burden that unequal and inefficient spatial arrangements place on the State (e.g. high transport subsidies) and communities (e.g. high commuting costs), the NSDP puts forward a set of five normative principles which UMhlatuze municipality has to adhere to.

- Rapid economic growth that is sustained and inclusive is a prerequisite for the achievement of other policy objectives, among which poverty alleviation is key.
- Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health and educational facilities) wherever they reside.
- Beyond the constitutional obligation identified in Principle 2 above, government spending on fixed investment should be focused on localities of economic growth and/or economic potential, in order to gear up private-sector investment, stimulate sustainable economic activities and create long-term employment opportunities.
- Efforts to address past and current social inequalities should focus on people, not places. In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low demonstrated economic potential, government should, beyond the provision of basic services, concentrate primarily on human capital development. by providing education and training, social transfers such as grants and poverty-relief programmes. It should also reduce migration costs by providing labour-market intelligence to give people better information, opportunities and capabilities, to enable them to settle - if they choose to - to localities that are more likely to provide sustainable employment and economic opportunities.
- In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres. Infrastructure

investment should primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy.

## 12 National Outcomes

Government has agreed on 12 outcomes as a key focus of work between now and 2014. Each outcome has a limited number of measurable outputs with targets. Each of the 12 outcomes has a delivery agreement which in most cases involve all spheres of government and a range of partners outside government. Combined, these agreements reflect government's delivery and implementation plans for its foremost priorities up to 2014.

This delivery agreement reflects the commitment of the key partners involved in the direct delivery process to working together to undertake activities effectively and on time to produce the mutually agreed-upon outputs which in turn will contribute to achieving **outcome 9**.

The delivery agreement provides detail to the outputs, targets, indicators and key activities to achieve outcome 9, identifies required inputs and clarifies the roles and responsibilities of the various delivery partners. It spells out who will do what, by when and with what resources. These can also be achieved within the four years.

The above situation suggests that we need to address 7 critical issues in order to achieve the overarching goal or vision of a responsive, accountable, effective and efficient local government system:

- Develop a more rigorous, data driven and detailed segmentation of municipalities that better reflect the varied and capacities and contexts within municipalities and lays the basis for a differentiated approach to municipal financing, planning and support.
- Ensure improved access to essential services
- Initiate ward-based programmes to sustain livelihoods
- Contribute to the achievement of sustainable human settlements and quality neighbourhoods
- Strengthen participatory governance
- Strengthen the administrative and financial capability of municipalities
- Address coordination problems and strengthen cross-departmental initiatives

## **Operation Sukuma Sakhe**

### **Background on WAR ON POVERTY (WOP) and OPERATION SUKUMA SAKHE (OSS)**

- February 2008 – SA President announced the National War on Poverty Campaign
- July 2009 – KZN launches KZN Flagship Programme, a War on Poverty program focused on:
  - Food Security; Fighting Diseases Burden (TB, HIV & AIDS), Behavioral Change Empowerment
- Households profiled and immediate services provided by -PTTs, DTTs, and LTTs established in all districts
- March 2011 – KZN Premier re-launches Flagship Programme as Operation Sukuma Sakhe, which focusses on community partnership and integration of fieldworkers.

Three challenges posed great challenges to the community

#### **Challenge 1: The Review of Ten Years of Democracy Findings – 3 Issues**

Antipoverty measures reduced poverty from 1994, but:

- No comprehensive national anti-poverty strategy;
- No comprehensive & credible information about the conditions of the extremely poor within communities
- No monitoring of progress and graduation of poor households from extreme poverty

#### **Challenge 2: Continued lack of access to existing programs**

- Two million people who qualify don't access SASSA Services

#### **Challenge 3: Persistent poverty & rising inequalities**

- 43% of people still live in poverty
- Rising inequalities, especially among black people
- Urban poverty rising, and rural poverty more than twice urban poverty

## **Vision and Mission of Operation Sukuma Sakhe**

### **Mission of OSS**

#### **Mission**

To provide comprehensive, integrated and transversal services to communities through effective and efficient partnerships.

#### **Goal**

Operation Sukuma Sakhe aims to rebuild the fabric of society by promoting human values, fighting poverty, crime, diseases, deprivation of social ills, ensuring moral regeneration, by working together through effective partnerships. Partnerships include civil society, development partners, communities and government departments, to provide a comprehensive integrated service package to communities.

#### **Objectives**

- Create and maintain functional task teams at provincial, district, local and ward levels to deliver integrated services to individuals, households and communities.
- Create fully efficient and competent OSS human capital structures across all levels of the OSS implementation package.
- Profile individuals, households and communities at ward level and build a database of the different services required by communities.
- Provide comprehensive, integrated, transversal services to communities.
- Develop and implement stakeholder engagement and advocacy plan.
- Monitor, evaluate, provide feedback and track service delivery.

#### **Critical Success Factors**

- Political and administrative structures in place
- Inclusion of community structures that include civil society, business and development partners and other key stakeholders
- Institutional arrangement linkages and integrated development planning
- Integrating Operational Plans with Governmental Department plans
- Task Teams established and trained at all levels
- Establishing a permanent "War Room."
- Allocating cadres to conduct Household Profiling to identify needs.

## **Beneficiaries and Stakeholders**

### **Benefits to Community Beneficiaries**

- Women – lead the OSS programme on the ground
- Children ≤ 6 – receive early childhood development support and free access to basic health care
- Children ≤ 18 – encouraged to attend school
- Unemployed and unskilled youth – encouraged to complete education and training
- Unemployed adults – receive skills development to build employment capacity
- Unskilled and illiterate – encouraged to improve their skills and become literate in order to improve income and employment opportunities
- Disabled, the chronically sick and the aged – receive assistance in care

### **Benefits of OSS to Government**

- Joint planning to prevent duplication of service delivery;
- Pooling resources
- Coordination of provision of services in a holistic manner
- IDP facilitation for improved planning
- Sharing of M&E resources and data for planning
- Networking to share lessons and experiences
- Opportunity to show that the government cares
- Skills transfer through training

### **Benefits of OSS to Community Leaders**

- Opportunity to partner with Government and other Stakeholders
- Access to Forum to advocate key messages
- Active participation in developing community action plans
- Part of a Democratic process to influence government process and plans
- Champion to ensure that community needs are on the agenda
- Skills development opportunities through participation in task teams

## Benefits of OSS to Civil Society

- Networking and partnerships with Government Departments
- “One stop shop” approach at ward level
- Pooling of resources to maximize outputs
- Shared information gauge performance
- Joint reporting to the communities
- Coordinated approach for identifying and resolving issues
- Employment and Skills development opportunities through participation in task teams

## Current VISION FOR THE CITY

"The City of uMhlatuze, as a port city, will offer improved quality of life for all its citizens through sustainable development. It will be a renowned centre for:

Trade, Tourism and Nature-lovers, Coastal Recreation, Commerce, Industry, Forestry, and Agriculture"

## KZN Province - *Vision*

“Prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the World”.

Themes to guide & inform the proposed new Vision:

Main Theme	Targets
A beautiful friendly city caring for its people	Tourism friendly, public participation, beautification, aesthetically pleasing & clean
A city loved for its warmth & green	Appreciating the warm climate with innovative & attractive developments. Protecting & enhancing the natural environment, open spaces, beaches & waterways
A city connecting people and places	Expanding transport, communication & social networks that link people (social cohesion), homes, workplaces, schools, community & significant places locally & globally.
A safe city where everyone belongs	Increasing our community spirit, enriching our quality of life & enjoying a wide variety of cultural & recreational activities.

A City with a thriving economy	Attraction of quality investments. Ensuring a wide variety of employment & business opportunities with a focus on education, research & development to support aspirations & quality of life. (diversification of the economy)
A City shaped by smart design principles	<p>Modern Planning concepts of “smart growth” development principles for Integrated &amp; efficient land developments. Pedestrian &amp; environment friendly designs with support for public transport. Innovative architecture &amp; urban design plans (promenades, boulevards, attractive landscapes, water features, town gardens).</p> <p>Trademark &amp; exceptional beach development &amp; sporting facilities( to competitive standards)</p> <p>Housing choices, provision of infrastructure and efficient &amp; effective transport planning integrated with land use. Holistic rural development with good citywide connectivity to other social &amp; economic amenities.</p>

### Proposed Vision (proposal)

**“A beautiful friendly city caring for its people loved for its warmth & green, connecting people & places, safe, where everyone wants to belong with a thriving economy & shaped by smart design”**

## SECTION C: DEVELOPMENT STRATEGIES

The municipality has embarked on a rigorous process to revise its 2011/2012 IDP Strategies. Different department assisted with input on many local government developmental issues. The following are goals and objectives that were drawn up. The Office of the Municipal Manager is giving an opportunity to challenge/ request for withdrawal or to amend of the following goals and objectives.

### Development Strategy 1: GOOD GOVERNANCE

GOAL	Ensure compliance and implementation of legislations, policies, resolutions and programmes of Provincial and National in performing functions and duties
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OBJECTIVES	1. Provide transparency to the community and stakeholders regards any developments in the municipality
	2. Ensure an appropriate municipal structure is in place with distinctive functions and responsibilities for ease in carrying out the constitutional mandate
	3. Apply legislative compliant land sale & lease policies
	4. Ensure legal vetting of contracts to avoid ambiguity
	5. Ensure alternative arrangements for delivery of services during industrial strike action
	6. Apply the Fraud, Corruption, Theft, Misuse and Damage to Council Property Policies

### Development Strategy 2: INFRASTRUCTURE & SERVICE DELIVERY

GOAL	Development of an environmentally friendly, efficient and integrated City with sustainable municipal infrastructure provision and service delivery
OBJECTIVES	1. Promote sustainability through timeous planning, implementation and monitoring
	2. Support/ encourage proactive planning & decision making for the provision, upgrading & maintenance of infrastructure for growth & investment attraction
	3. Strive to enhance service levels through effectiveness and efficiency and always maintaining high quality standards
	4. Develop an Asset Management Policy, Strategies, Infrastructure Asset Management Plans, Comprehensive Systems & Infrastructure Asset Management Registers
	5. Promote integrated and efficient land development s in both rural and urban areas in terms of Land Development Principles
	6. Hierarchy of development plans to be informed by guidelines for land use management
	7. Undertake housing development in terms of Sustainable Human Settlement requirements
	8. Vigorously promote higher density developments to increase revenue base
	9. Support environmentally sustainable developments
	10. Improve and promote public transport such that land transport planning is integrated with land development plans to enhance the functioning of the City

### Development Strategy 3: SOCIAL AND ECONOMIC DEVELOPMENT

GOAL	<ul style="list-style-type: none"> <li>- To create opportunities through economic growth and development to increase economic stability by creating new functional linkages with other economic activities</li> <li>- To promote social cohesion and the creation of a safe and healthy living environment</li> </ul>
STRATEGIES	1. Create an enabling environment to grow and become locally and globally competitive
	2. Development of priority nodes and corridors for growth and economic development
	3. Facilitate and guide the Informal and SMME development
	4. Stimulate economic growth through strategic economic interventions
	5. Promote and encourage exceptional and unique

	developments for attractions using our strategic advantages to draw tourists and to grow our tourism sector
	6. Provide appropriate and valuable social facilities within communities catering for various
	7. Promote the development and management of a clean, safe, secure and friendly City for people to work, live and play

#### Development Strategy 4: INSTITUTIONAL DEVELOPMENT

GOAL	- A healthy, harmonious and enthusiastic team committes TO ACHIEVING THE Vision and Mission of the municipality
OBJECTIVES	1. Create a safe clean working environment
	2. Create a positive and attractive organizational climate for the attraction of critical skills and for the retention of skills
	3. Promote the well-being of the employee, their development and growth path
	4. Promote working smart and keeping abreast with new legislation
	5. Acquire and Implement innovative Information Management System/s for better planning, decision making and management

#### Development Strategy 5: SOUND FINANCIAL MANAGEMENT

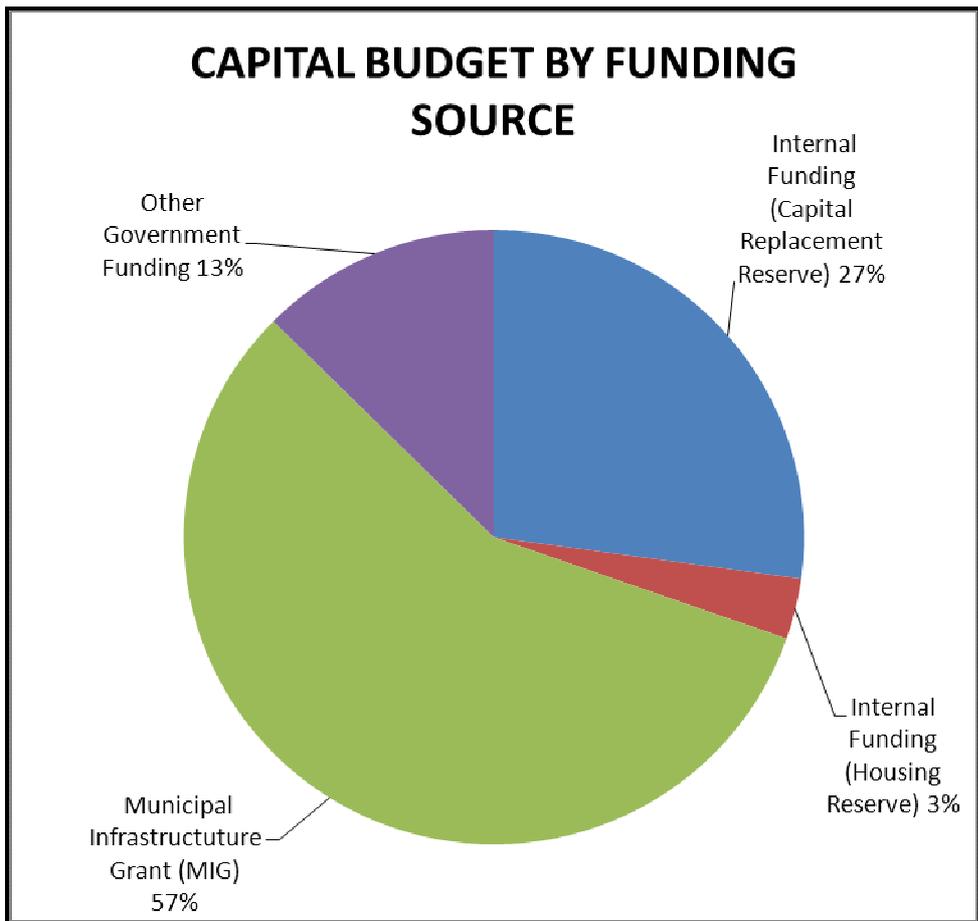
GOAL	- Sustainable, sound and sustainable management of the fiscal and financial affairs of the municipality
OBJECTIVES	1. Ensure that Financial Planning, Budgeting & Expenditure aligns with the priorities of the current IDP
	2. Improve communications with user departments on roles & responsibilities regarding financial management
	3. Ensure accurate & timeous revenue budget input data
	4. Ensure that a GRAP compliant fixed asset register is maintained
	5. Ensure the optimization of regulatory & sundry income
	6. Ensure over a 5 year period the municipality has in place cash-backed statutory reserves as well as a working capital reserve equal to two times the average monthly financial commitment
	7. Maintain high levels of Credit Control & Debt collection
	8. Review SCM policy & ensure adherence to policy
	9. Ensure status of internal controls is reliable, compliant & continuous
	10. Ensure compliance & quality of grant reporting (S71) is maintained to ensure complete spending

	11. Provide assistant to Technical Services Department to identify possible electricity & water tampering & losses in order to ensure that accurate consumptions are recorded

**The Link Between The 2012/2013 Draft I And The 2012/2013 Draft Budget And The**

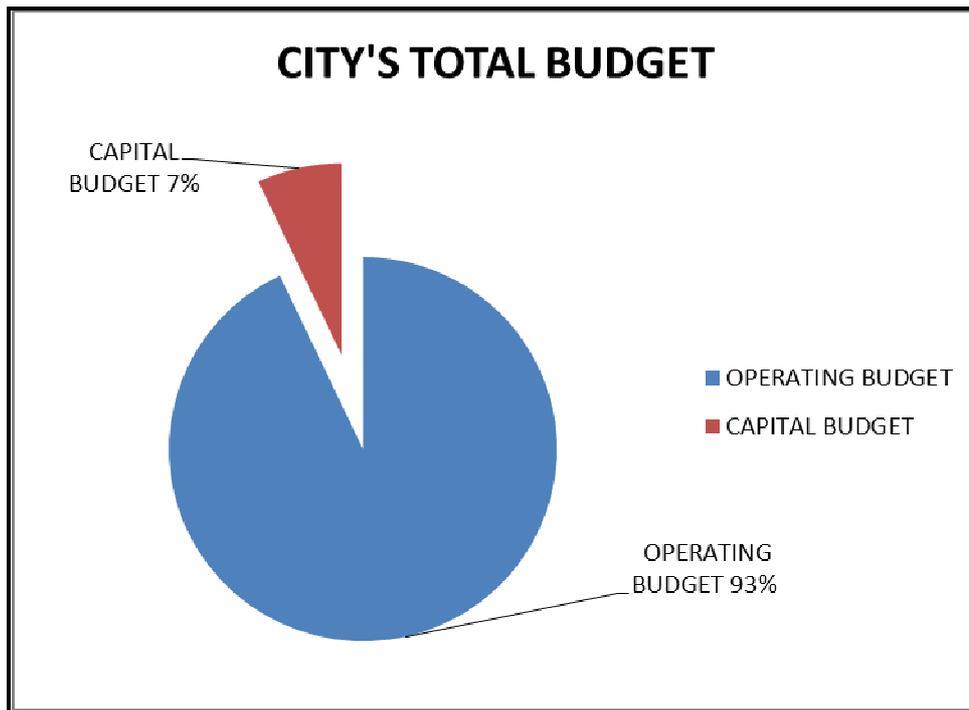
**Overview of the city’s operating and capital budget 2012/2013**

The City’s total capital budget of R 147 262 200 is funded as follows:



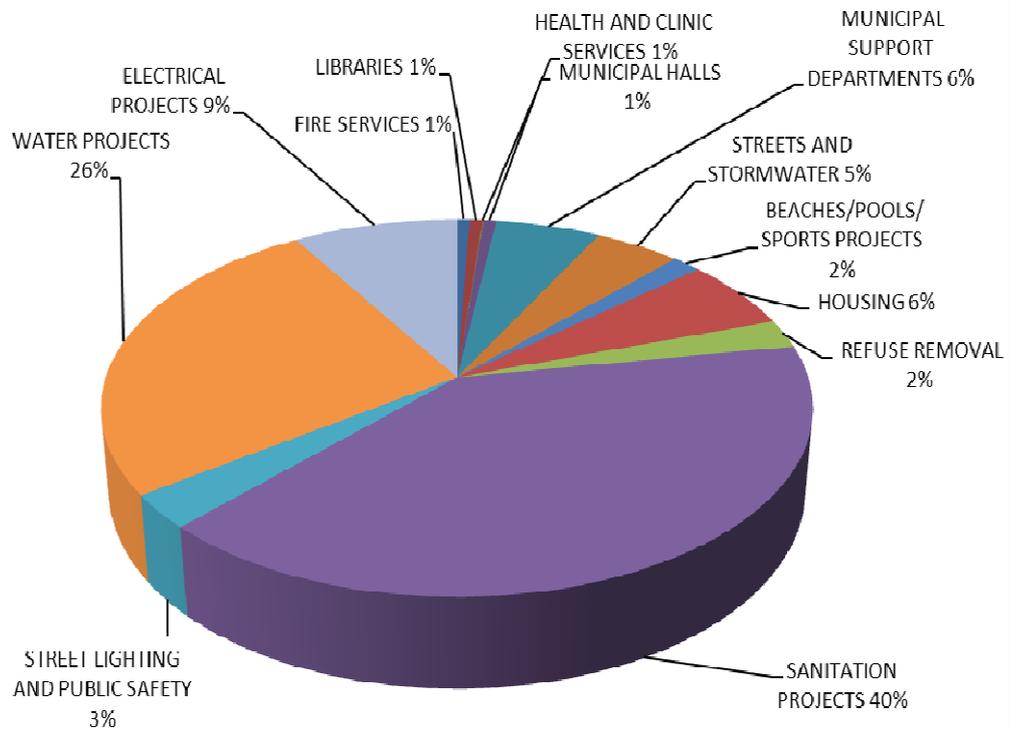
<b>OPERATING REVENUE BUDGET</b>	<b>R 1 942 151 900</b>
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<b>OPERATING EXPENDITURE BUDGET</b>	<b>R 1 940 080 300</b>
<b>SURPLUS</b>	<b>R 2 071 600</b>
<b>CAPITAL BUDGET</b>	<b>R 147 262 200</b>

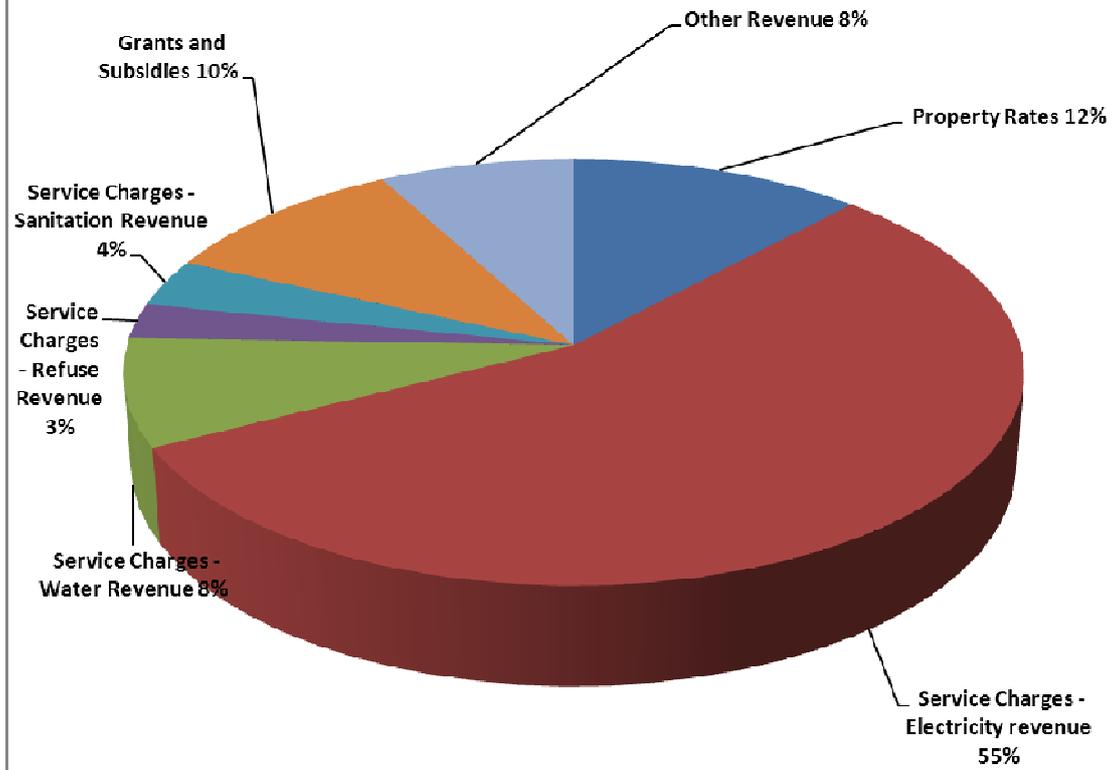


The total capital budget is allocated in the following services:

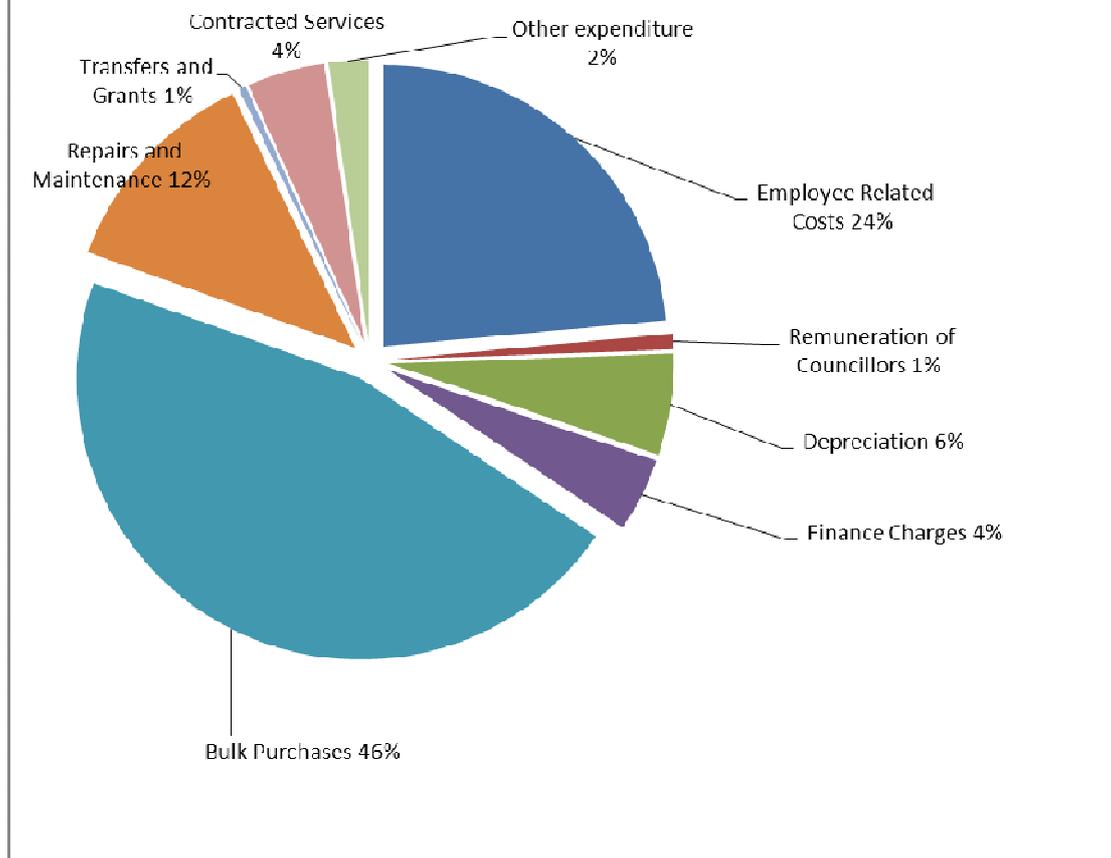
## CAPITAL BUDGET BY SERVICE



## OPERATING REVENUE 2012/2013 BY SOURCE



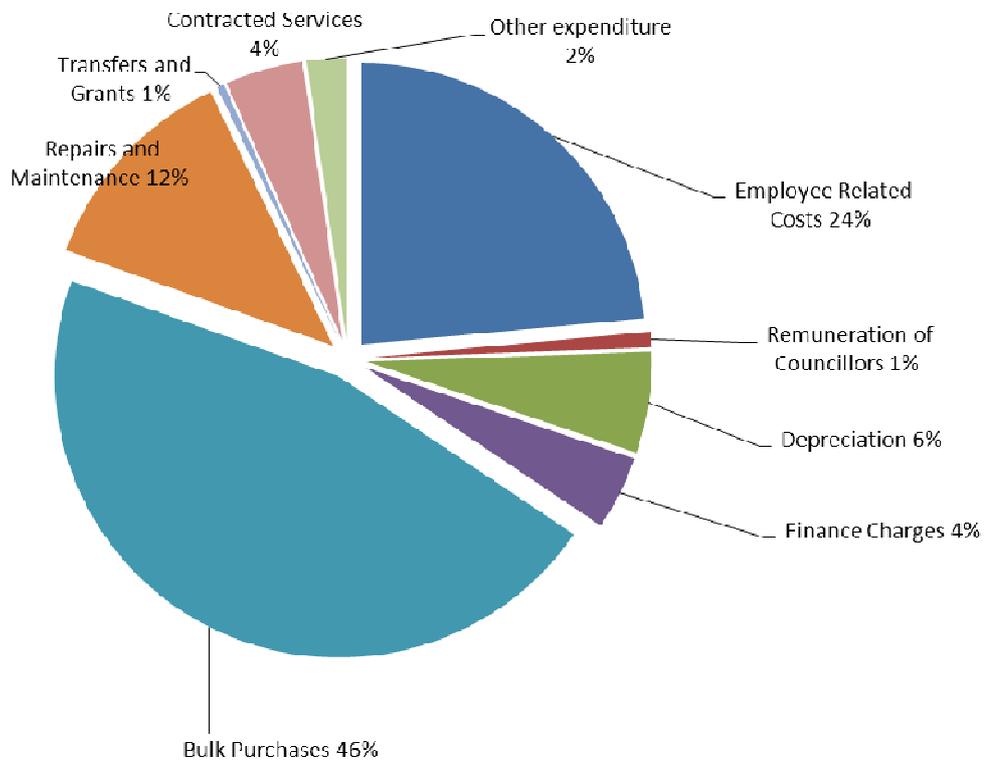
## TOTAL EXPENDITURE BUDGET 2012/2013 BY CATEGORY



### **Highlights of the Operating expenditure Budget**

- ✓ Reticulation for water, sewer and electricity – R 74,9 million
- ✓ Road maintenance and road resealing – R 27,2 million
- ✓ Pedestrian bridges and walkways – R 0,5 million
- ✓ Parks maintenance – R 45,2 million
- ✓ Storm water network ditches and drains – R 5,5 million
- ✓ Streets and Parking – R 15,2 million
- ✓ Sports Development – R 1,2 million
- ✓ Indigent Burial provision – R 0,4 million
- ✓ Various halls maintenance – R 1,2 million
- ✓ Beach maintenance including provision of shark nets – R 2,7 million
- ✓ Sport fields maintenance – R 1,8 million
- ✓ Crime prevention initiatives – R 0,4 million
- ✓ Commuter facilities maintenance – R 0,1 million
- ✓ Various libraries maintenance – R 0,6 million
- ✓ Various swimming pools maintenance – R 0,8 million

## TOTAL EXPENDITURE BUDGET 2012/2013 BY CATEGORY



## SECTION F: Three Year Implementation Plan with committed Human Resources

### IMPLEMENTATION PLAN (Three years) - uMHLATHUZE MUNICIPALITY

NUMBER	VOTE	PROJECT NAME	DESCRIPTION	IDP STRATEGY	IDP PROG	PLANNED START DATE	PLANNED COMPLETION DATE	TABLED BUDGET 2012/2013	TABLED BUDGET 2013/2014	TABLED BUDGET 2014/2015		
<b>PROJECTS UNDER THE RESPONSIBILITY OF THE DEPUTY MUNICIPAL MANAGER: CITY DEVELOPMENT</b>												
6	213	532	x	LAND AND BUILDINGS	PLANNING PROJECTS	4	4.2	Jul-12	Jun-15	40,000	120,000	120,000
16	228	832	0	LAND AND BUILDINGS	SIKHALENI REFURBISH HOSTELS	2	2.10	Sep-12	Jun-13	8,925,000	15,000,000	15,000,000
27	245	816	0	PLANNING	CBD SOUTH	3	3.3	Jul-12	Jun-13	1,018,700	-	-
<b>TOTAL CITY DEVELOPMENT</b>								<b>9,983,700</b>	<b>15,120,000</b>	<b>15,120,000</b>		
<b>PROJECTS UNDER THE RESPONSIBILITY OF THE DEPUTY MUNICIPAL MANAGER: COMMUNITY SERVICES</b>												
<b>COMMUNITY SERVICES, HEALTH AND PUBLIC SAFETY</b>												
2	205	532	x	LAND AND BUILDINGS	FIRE SERVICES PROJECTS	1	1.3	Jul-12	Jun-13	1,000,000	-	-
3	205	632	x	LAND AND BUILDINGS	FIRE SERVICES PROJECTS	1	1.3	Jul-13	Jun-15	-	3,300,000	3,300,000
4	208	532	x	LAND AND BUILDINGS	HEALTH PROJECTS	2	2.12	Jul-12	Jun-15	20,000	60,000	60,000
5	209	532	x	LAND AND BUILDINGS	CLINIC PROJECTS	2	2.12	Jul-12	Jun-15	40,000	120,000	120,000
17	233	532	x	LAND AND BUILDINGS	REFUSE REMOVAL PROJECTS	2	2.4	Jul-12	Jun-13	3,600,000		
18	233	632	x	LAND AND BUILDINGS	REFUSE REMOVAL PROJECTS	2	2.4	Jul-12	Jun-15		11,800,000	11,800,000
<b>TOTAL COMMUNITY SERVICES, HEALTH AND PUBLIC SAFETY</b>								<b>4,660,000</b>	<b>15,280,000</b>	<b>15,280,000</b>		
<b>RECREATION AND ENVIRONMENTAL SERVICES</b>												
1	204	532	x	LAND AND BUILDINGS	LIBRARIES PROJECTS	2	2.11	Jul-12	Jun-15	1,000,000	3,300,000	3,300,000
7	216	532	x	LAND AND BUILDINGS	MUNICIPAL HALLS PROJECTS	2	2.11	Jul-12	Jun-15	1,000,000	3,300,000	3,300,000
14	224	532	x	LAND AND BUILDINGS	SPORTS PROJECTS	2	2.11	Jul-12	Jun-15	750,000	2,450,000	2,450,000
15	227	532	x	LAND AND BUILDINGS	BEACH PROJECTS	2	2.11	Jul-12	Jun-15	750,000	2,450,000	2,450,000
26	242	532	x	LAND AND BUILDINGS	SWIMMING POOLS PROJECTS	2	2.11	Jul-12	Jun-15	750,000	2,450,000	2,450,000
38	273	532	x	LAND AND BUILDINGS	PARKS PROJECTS	2	2.11	Jul-12	Jun-15	750,000	2,450,000	2,450,000
<b>TOTAL RECREATION AND ENVIRONMENTAL SERVICES</b>								<b>5,000,000</b>	<b>16,400,000</b>	<b>16,400,000</b>		
<b>TOTAL COMMUNITY SERVICES</b>								<b>9,660,000</b>	<b>31,680,000</b>	<b>31,680,000</b>		

**IMPLEMENTATION PLAN (Three years) - uMHLATHUZE MUNICIPALITY**

NUMBER	VOTE	PROJECT NAME	DESCRIPTION	IDP STRATEGY	IDP PROG	PLANNED START DATE	PLANNED COMPLETION DATE	TABLED BUDGET 2012/2013	TABLED BUDGET 2013/2014	TABLED BUDGET 2014/2015		
<b>ADMINISTRATION</b>												
8	219	532	x	LAND AND BUILDINGS	MUNICIPAL BUILDINGS PROJECTS	4	4.5	Jul-12	Jun-15	1,000,000	3,000,000	3,000,000
9	219	632	x	LAND AND BUILDINGS	MUNICIPAL BUILDINGS PROJECTS	4	4.5	Jul-12	Jun-15	-	300,000	300,000
40	282	532	x	LAND AND BUILDINGS	IT INFRASTRUCTURE PROJECTS	4	4.3	Jul-12	Jun-15	2,500,000	1,600,000	7,500,000
40	282	632	x	LAND AND BUILDINGS	IT INFRASTRUCTURE PROJECTS	4	4.3	Jul-12	Jun-15	-	5,900,000	-
<b>TOTAL ADMINISTRATION - CORPORATE SERVICES</b>								<b>3,500,000</b>	<b>10,800,000</b>	<b>10,800,000</b>		
<b>PROJECTS UNDER THE RESPONSIBILITY OF THE DEPUTY MUNICIPAL MANAGER: FINANCIAL SERVICES</b>												
24	240	532	x	LAND AND BUILDINGS	SUPPORT SERVICES PROJECTS	5	5.1	Jul-12	Jun-15	400,000	1,200,000	1,200,000
<b>TOTAL FINANCIAL SERVICES</b>								<b>400,000</b>	<b>1,200,000</b>	<b>1,200,000</b>		
<b>ELECTRICAL SUPPLY SERVICES</b>												
25	241	532	x	LAND AND BUILDINGS	STREET LIGHTING PROJECTS	2	2.2	Jul-12	Jun-15	4,300,000	-	14,100,000
25	241	632	x	LAND AND BUILDINGS	STREET LIGHTING PROJECTS	2	2.2	Jul-12	Jun-15	-	14,100,000	-
32	255	532	x	ELECTRICITY SUPPLY	ELECTRICITY PROJECTS	2	2.2	Jul-12	Jun-13	4,900,000		
33	255	632	x	ELECTRICITY SUPPLY	ELECTRICITY PROJECTS	2	2.2	Jul-12	Jun-15		16,100,000	16,100,000
39	281	872	x	ELECTRICITY PLANNING/STRATEGY	ENERGY MANAGEMENT	2	2.2	Jul-12	Jun-13	8,000,000		
<b>TOTAL ELECTRICAL SUPPLY SERVICES</b>								<b>17,200,000</b>	<b>30,200,000</b>	<b>30,200,000</b>		
<b>ENGINEERING SUPPORT SERVICES</b>												
37	271	532	x	LAND AND BUILDINGS	VEHICLES	2	2.6	Jul-12	Jun-15	2,500,000	7,500,000	7,500,000
<b>TOTAL ENGINEERING SUPPORT SERVICES</b>								<b>2,500,000</b>	<b>7,500,000</b>	<b>7,500,000</b>		

**IMPLEMENTATION PLAN (Three years) - uMHLATHUZE MUNICIPALITY**

NUMBER	VOTE	PROJECT NAME	DESCRIPTION	IDP STRATEGY	IDP PROG	PLANNED START DATE	PLANNED COMPLETION DATE	TABLED BUDGET 2012/2013	TABLED BUDGET 2013/2014	TABLED BUDGET 2014/2015		
<b>TRANSPORT, ROADS AND STORMWATER</b>												
10	222	472	04	STREETS AND STORMWATER	UMHLATHUZE VILLAGE INTERNAL SERVICES PHASE 7	2	2.3	Jul-12	Jun-13	2,000,000	-	-
11	222	532	x	STREETS AND STORMWATER	ROADS PROJECTS	2	2.3	Jul-12	Jun-13	4,100,000		
12	222	632	x	STREETS AND STORMWATER	ROADS PROJECTS	2	2.3	Jul-12	Jun-15		13,400,000	13,400,000
13	222	872	x	STREETS AND STORMWATER	PEDESTRIAN BRIDGES AND WALKWAYS RURAL AREAS	2	2.3	Jul-12	Jun-13	600,000	-	
<b>TOTAL TRANSPORT, ROADS AND STORMWATER</b>								<b>6,700,000</b>	<b>13,400,000</b>	<b>13,400,000</b>		
<b>WATER AND SANITATION SERVICES</b>												
19	234	432	06	LAND AND BUILDINGS	UMHLATHUZE VILLAGE INTERNAL SERVICES PHASE 7	2	2.1	Jul-12	Jun-13	1,500,000	-	-
20	234	532	x	LAND AND BUILDINGS	SANITATION PROJECTS	2	2.1	Jul-12	Jun-13	5,400,000		
21	234	632	x	LAND AND BUILDINGS	SANITATION PROJECTS	2	2.1	Jul-12	Jun-15		17,800,000	17,800,000
22	234	832	01	LAND AND BUILDINGS	RURAL SANITATION	2	2.1	Jul-11	Jun-14	45,587,900	48,090,000	50,870,600
23	234	832	04	LAND AND BUILDINGS	MIGVAT	2	2.1	Jul-11	Jun-14	6,382,300	6,732,600	7,121,800
28	246	584	x	WATER SUPPLY	RURAL WATER PROJECTS	2	2.1			2,600,000		
29	246	684	x	WATER SUPPLY	RURAL WATER PROJECTS	2	2.1	Jul-12	Jun-15		8,650,000	8,650,000
30	246	884	03	WATER SUPPLY	RURAL AREAS - MKHWANAZI NORTH PHASE 5 WATER SUPPLY	2	2.1	Jul-11	Jun-14	28,112,600	29,655,600	31,370,200
31	246	884	05	WATER SUPPLY	MIGVAT	2	2.1	Jul-12	Jun-13	3,935,700	4,151,700	4,391,800
34	260	432	0	LAND AND BUILDINGS	UMHLATHUZE VILLAGE INTERNAL SERVICES PHASE 7	2	2.1	Jul-12	Jun-13	1,200,000	-	
35	260	584	x	WATER SUPPLY	WATER PROJECTS	2	2.1	Jul-12	Jun-15	2,600,000		
36	260	684	x	WATER SUPPLY	WATER PROJECTS	2	2.1	Jul-12	Jun-15		8,650,000	8,650,000
<b>TOTAL WATER AND SANITATION SERVICES</b>								<b>97,318,500</b>	<b>123,729,900</b>	<b>128,854,400</b>		
<b>TOTAL INFRASTRUCTURE AND TECHNICAL SERVICES</b>								<b>123,718,500</b>	<b>174,829,900</b>	<b>179,954,400</b>		
<b>TOTAL CAPITAL BUDGET</b>								<b>147,262,200</b>	<b>233,629,900</b>	<b>238,754,400</b>		

## **SECTION G: PROJECTS/ SERVICES**

The projects identified for the uMhlathuze Municipality have emerged from the priority needs identified by the communities, the status quo of the area, the agreed vision, strategies and objectives for the future development.

The following is a summary list of services that the municipality will provide in 2021/2022.,

Water  
Waste water management (Sanitation)  
Electricity  
Waste Management  
Road Transport  
Public Safety  
Sports, Parks & Recreation  
Community & Social Services  
Corporate Services (Vehicles)  
Budget & Treasury Office  
Health Planning  
Reticulation for water, sewer and electricity  
Road maintenance and road resealing  
Pedestrian bridges and walkways  
Parks maintenance  
Storm water network ditches and drains  
Streets and Parking  
Sports Development  
Indigent Burial provision  
Various halls maintenance  
Beach maintenance including provision of shark nets  
Sport fields maintenance  
Crime prevention initiatives  
Commuter facilities maintenance  
Various libraries maintenance  
Various swimming pools and maintenance

## **Highlights of the Operating expenditure Budget**

**The projects already identified by the municipality for implementation over the next 5 years.**

- ✓ Reticulation for water, sewer and electricity – R 74,9 million
- ✓ Road maintenance and road resealing – R 27,2 million
- ✓ Pedestrian bridges and walkways – R 0,5 million
- ✓ Parks maintenance – R 45,2 million
- ✓ Storm water network ditches and drains – R 5,5 million
- ✓ Streets and Parking – R 15,2 million
- ✓ Sports Development – R 1,2 million
- ✓ Indigent Burial provision – R 0,4 million
- ✓ Various halls maintenance – R 1,2 million
- ✓ Beach maintenance including provision of shark nets – R 2,7 million
- ✓ Sport fields maintenance – R 1,8 million
- ✓ Crime prevention initiatives – R0,4 million
- ✓ Commuter facilities maintenance – R0,1million
- ✓ Various libraries maintenance – R 0,6 million
- ✓ Various swimming pools maintenance – R 0,8 million

## **Prioritised Development Planning Projects**

1. Richards Bay Waterfront Development
2. Public Transport Amenities
3. Central Industrial Area (CIA)
4. Climate Change and Energy Plan

## **Expanded Public Works Registered Projects**

1. The Rural Sanitation Project in Traditional Areas (Phase 3) (8/2/1/475A)
2. Building Refurbishment of Esikhaleni Hostel – H395 (8/2/1/606)
3. Building Refurbishment of Esikhaleni Hostel – H862 (8/2/1/607)

## **Municipal Intervention To Support Projects:**

### **Intervention Projects (Zulti South Mining)**

1. RBM Zulti South Mine Development Project - Value - R2.6 Billion - Public Contribution
2. Dube/Mkhwanazi Water Reticulation Project - Value - R7Million

3. D887 Dube Road Construction Project (4.7KM) and P534 Mine Branch Road Construction Project (2KM) - Value - R43 Million
4. Dube Port Dunford Thusong Centre - R4million
5. Dube/Mkhwanazi New Housing Units - Value -R 12.5 Million
6. Dube/Mkhwanazi LED Projects - Value - R3.75Million
7. 30MVA (power) at 33kV (voltage) premium supply at Cygnus Substation in Esikhawini.
8. Upgrade Cygnus Substation (transformation),
9. Apply for 2 x 132kV feeder bays at Eskom Ngoye substation
10. Build a double circuit line from Ngoye Substation to Cygnus Substation.

### **Priority Projects for the City of uMhlathuze**

1. Central Municipal Library = R180mill - Frozen due to cash problems
2. Esikhaleni Pipeline Replacement Program - R190mill - No funds available
3. Mzingazi Waterborne Sewage - R60mill - No funds available
4. Mandlazini Waterborne Sewage - R50mill - No funds available.
5. Community Halls Refurbishment Various - R20mill - No funds available
6. Nseleni Township Upgrade Program - R250mill - No funds available

## SECTION G: One Year Detailed Operational Plan

NUM BER	VOTE	DESCRIPTION	FIN	TYPE OF FUND ING	DEPUTY MUNICIPAL MANAGER	EXECUTING MANAGER	WARD LOCATION	WARD BENEFITTING	IDP STRATEG Y	IDP PROG	PLANNED START DATE	PLANNED COMPLET ION DATE	TABLED BUDGET 2012/2013			
<b>PROJECTS UNDER THE RESPONSIBILITY OF THE DEPUTY MUNICIPAL MANAGER: CITY DEVELOPMENT</b>																
6	213	532		X	FLANNING PROJECTS	CRR	INT	KHOZA EL	NZIMANDE SP	ALL WARDS	ALL WARDS	4	4.2	Jul-12	Jun-15	40,000
16	238	832		0	SSIKHALANI REFURBISH HOSTELS	GOV	EXT	KHOZA EL	STRACHAN B	20,21	ALL WARDS	2	2.10	Sep-12	Jun-13	8,925,000
27	245	816		0	CBD SOUTH	GOV	EXT	KHOZA EL	STRACHAN B	3 & 4	ALL WARDS	3	3.3	Jul-12	Jun-13	1,018,700
<b>TOTAL CITY DEVELOPMENT</b>													<b>9,983,700</b>			
<b>PROJECTS UNDER THE RESPONSIBILITY OF THE DEPUTY MUNICIPAL MANAGER: COMMUNITY SERVICES</b>																
<b>COMMUNITY SERVICES, HEALTH AND PUBLIC SAFETY</b>																
2	206	532		X	FIRE SERVICES PROJECTS	CRR	INT	OLIPHANT M	VUMBA A	ALL WARDS	ALL WARDS	1	1.3	Jul-12	Jun-13	1,000,000
3	205	532		X	FIRE SERVICES PROJECTS	EFF	INT	OLIPHANT M	VUMBA A	ALL WARDS	ALL WARDS	1	1.3	Jul-13	Jun-15	-
4	208	532		X	HEALTH PROJECTS	CRR	INT	OLIPHANT M	ROSELT J	ALL WARDS	ALL WARDS	2	2.12	Jul-12	Jun-15	20,000
5	209	532		X	CLINIC PROJECTS	CRR	INT	OLIPHANT M	WHITE P	ALL WARDS	ALL WARDS	2	2.12	Jul-12	Jun-15	40,000
17	233	532		X	REFUSE REMOVAL PROJECTS	CRR	INT	OLIPHANT M	MATHENJWA C	ALL WARDS	ALL WARDS	2	2.4	Jul-12	Jun-13	3,600,000
18	233	532		X	REFUSE REMOVAL PROJECTS	EFF	INT	OLIPHANT M	MATHENJWA C	ALL WARDS	ALL WARDS	2	2.4	Jul-12	Jun-15	-
<b>TOTAL COMMUNITY SERVICES, HEALTH AND PUBLIC SAFETY</b>													<b>4,660,000</b>			
<b>RECREATION AND ENVIRONMENTAL SERVICES</b>																
1	204	532		X	LIBRARIES PROJECTS	CRR	INT	OLIPHANT M	NGIDI D	ALL WARDS	ALL WARDS	2	2.11	Jul-12	Jun-15	1,000,000
7	216	532		X	MUNICIPAL HALLS PROJECTS	CRR	INT	OLIPHANT M	NGIDI D	ALL WARDS	ALL WARDS	2	2.11	Jul-12	Jun-15	1,000,000
14	224	532		X	SPORTS PROJECTS	CRR	INT	OLIPHANT M	NGIDI D	ALL WARDS	ALL WARDS	2	2.11	Jul-12	Jun-15	750,000
15	227	532		X	BEACH PROJECTS	CRR	INT	OLIPHANT M	NGIDI D	ALL WARDS	ALL WARDS	2	2.11	Jul-12	Jun-15	750,000
26	240	532		X	SWIMMING POOLS PROJECTS	CRR	INT	OLIPHANT M	NGIDI D	ALL WARDS	ALL WARDS	2	2.11	Jul-12	Jun-15	750,000
38	273	532		X	PARKS PROJECTS	CRR	INT	OLIPHANT M	MULDER OJH	ALL WARDS	ALL WARDS	2	2.11	Jul-12	Jun-15	750,000
<b>TOTAL RECREATION AND ENVIRONMENTAL SERVICES</b>													<b>5,000,000</b>			
<b>TOTAL COMMUNITY SERVICES</b>													<b>9,660,000</b>			
<b>PROJECTS UNDER THE RESPONSIBILITY OF THE DEPUTY MUNICIPAL MANAGER: CORPORATE SERVICES</b>																
<b>ADMINISTRATION</b>																
8	219	532		X	MUNICIPAL BUILDINGS PROJECTS	CRR	INT	NDLOVU M	SIMAMANE T	ALL WARDS	ALL WARDS	4	4.5	Jul-12	Jun-15	1,000,000
9	219	532		X	MUNICIPAL BUILDINGS PROJECTS	EFF	INT	NDLOVU M	SIMAMANE T	ALL WARDS	ALL WARDS	4	4.5	Jul-12	Jun-15	-
40	262	532		X	IT INFRASTRUCTURE PROJECTS	CRR	INT	NDLOVU M	KHUMALO B	ALL WARDS	ALL WARDS	4	4.3	Jul-12	Jun-15	2,500,000
40	262	532		X	IT INFRASTRUCTURE PROJECTS	EFF	EXT	NDLOVU M	KHUMALO B	ALL WARDS	ALL WARDS	4	4.3	Jul-12	Jun-15	-
<b>TOTAL ADMINISTRATION - CORPORATE SERVICES</b>													<b>3,500,000</b>			
<b>PROJECTS UNDER THE RESPONSIBILITY OF THE DEPUTY MUNICIPAL MANAGER: FINANCIAL SERVICES</b>																
24	240	532		X	SUPPORT SERVICES PROJECTS	CRR	INT	KUNENE M	RENALD H	ALL WARDS	ALL WARDS	5	5.1	Jul-12	Jun-15	400,000
<b>TOTAL FINANCIAL SERVICES</b>													<b>400,000</b>			

KZN262 eMhlatshuz - Supporting Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2012/13												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
<b>Cash Receipts By Source</b>															
Property sales	16,079	16,079	21,205	16,079	16,079	16,079	16,079	16,079	16,079	16,079	16,079	16,080	230,977	250,714	269,794
Property sales - penalties & collection charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	86,669	86,669	86,669	86,669	86,669	86,669	86,669	86,669	86,669	86,669	86,669	86,669	1,070,255	1,210,203	1,350,259
Service charges - water revenue	13,259	13,259	13,259	13,259	13,259	13,259	13,259	13,259	13,259	13,259	13,259	13,259	159,105	174,988	192,451
Service charges - sanitation revenue	5,547	5,547	5,547	5,547	5,547	5,547	5,547	5,547	5,547	5,547	5,547	5,548	66,955	73,329	80,938
Service charges - refuse revenue	4,120	4,120	4,120	4,120	4,120	4,120	4,120	4,120	4,120	4,120	4,120	4,119	49,435	53,448	57,790
Service charges - other	1,174	1,174	1,174	1,174	1,174	1,174	1,174	1,174	1,174	1,174	1,174	1,174	14,094	14,912	15,732
Rental of facilities and equipment	511	511	511	511	511	511	511	511	511	511	511	509	6,130	6,469	6,923
Interest earned - external investments	137	137	137	137	137	137	137	137	137	137	137	141	1,648	1,730	1,917
Interest earned - outstanding debtors	110	110	110	110	110	110	110	110	110	110	110	107	1,337	1,389	1,486
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines	171	171	171	171	171	171	171	171	171	171	171	171	2,052	2,185	2,294
Licences and permits	941	941	941	941	941	941	941	941	941	941	941	939	11,208	11,739	12,377
Agency services	442	442	442	442	442	442	442	442	442	442	442	438	5,200	5,552	5,989
Transfer receipts - operational	77,301	1,762	1,762	1,762	86,879	1,762	1,762	1,762	46,547	1,762	1,762	1,766	200,288	217,793	233,458
Other revenue	1,955	1,955	1,955	1,955	1,955	1,955	1,955	1,955	1,955	1,955	1,955	1,955	23,855	25,305	27,025
<b>Cash Receipts by Source</b>	<b>212,426</b>	<b>137,197</b>	<b>138,323</b>	<b>137,197</b>	<b>138,313</b>	<b>137,197</b>	<b>137,197</b>	<b>137,197</b>	<b>137,197</b>	<b>137,197</b>	<b>137,197</b>	<b>137,214</b>	<b>1,827,307</b>	<b>2,036,190</b>	<b>2,255,479</b>
<b>Other Cash Flows by Source</b>															
Transfer receipts - capital	42,548	-	-	-	33,509	-	-	-	26,405	-	-	-	102,500	103,630	108,754
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds on disposal of PPC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Short term loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowing long term/financing	-	-	-	-	-	-	-	-	-	-	-	-	-	100,000	80,000
Increase (decrease) in consumer deposits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) other non-current assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments	-	-	-	-	-	-	-	-	-	-	-	-	-	11,500	5,000
<b>Total Cash Receipts by Source</b>	<b>254,974</b>	<b>137,197</b>	<b>138,323</b>	<b>137,197</b>	<b>171,822</b>	<b>137,197</b>	<b>137,197</b>	<b>137,197</b>	<b>206,387</b>	<b>137,197</b>	<b>137,197</b>	<b>137,214</b>	<b>1,929,807</b>	<b>2,139,820</b>	<b>2,364,233</b>
<b>Cash Payments by Type</b>															
Employee related costs	36,466	36,466	36,466	36,466	36,466	46,129	37,470	37,470	37,470	37,470	37,470	37,469	458,428	510,930	544,281
Remuneration of councillors	1,268	1,268	1,268	1,268	1,268	1,268	1,268	1,268	1,268	1,268	1,268	1,267	15,421	16,477	17,711
Finance charges	-	-	3,286	-	-	30,941	-	2,991	-	-	-	37,323	82,441	81,540	79,389
Bulk purchases - Electricity	84,809	85,500	85,500	85,500	72,200	72,200	72,200	72,200	63,500	63,500	63,500	67,980	801,692	881,535	959,379
Bulk purchases - Water & Sewer	7,415	7,415	7,415	7,415	7,380	7,380	7,380	7,415	7,415	7,415	7,380	7,380	84,224	100,254	110,181
Other materials	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracted services	7,176	7,176	7,176	7,176	7,176	7,176	7,176	7,176	7,176	7,176	7,176	7,176	86,112	91,581	97,480
Transfers and grants - other municipalities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and grants - other	107	107	107	107	107	107	107	107	107	107	107	107	1,294	1,329	1,427
Other expenditure	13,819	13,819	13,819	13,819	13,819	13,819	13,819	13,819	13,819	13,819	13,819	13,819	163,211	173,132	186,984
<b>Cash Payments by Type</b>	<b>136,161</b>	<b>128,961</b>	<b>132,967</b>	<b>128,961</b>	<b>138,966</b>	<b>136,440</b>	<b>140,140</b>	<b>140,140</b>	<b>133,974</b>	<b>138,983</b>	<b>138,983</b>	<b>172,471</b>	<b>1,839,900</b>	<b>1,958,544</b>	<b>2,098,961</b>
<b>Other Cash Flow/Payments by Type</b>															
Capital assets	6,804	10,209	11,325	11,428	10,167	11,138	11,926	12,442	12,035	12,366	15,224	18,280	147,202	235,630	238,754
Repayment of borrowing	-	-	67,40	-	-	36,260	-	-	7,254	-	-	-	41,687	94,791	110,916
Other Cash Flow/Payments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Cash Payments by Type</b>	<b>136,925</b>	<b>140,589</b>	<b>150,962</b>	<b>141,829</b>	<b>149,893</b>	<b>146,939</b>	<b>152,066</b>	<b>152,587</b>	<b>154,263</b>	<b>149,282</b>	<b>146,187</b>	<b>213,396</b>	<b>1,941,966</b>	<b>2,203,899</b>	<b>2,372,543</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD</b>	<b>118,049</b>	<b>(3,392)</b>	<b>(11,639)</b>	<b>(4,632)</b>	<b>38,847</b>	<b>(19,742)</b>	<b>(14,869)</b>	<b>(16,883)</b>	<b>22,444</b>	<b>(6,785)</b>	<b>(9,192)</b>	<b>(76,177)</b>	<b>(11,097)</b>	<b>46,220</b>	<b>96,890</b>
Cash/cash equivalents at the start of the year	88,979	182,308	182,545	171,911	167,985	147,854	144,123	135,237	113,237	105,281	101,108	154,300	85,949	27,282	136,182
Cash/cash equivalents at the end of the year	106,928	182,545	171,911	167,985	147,854	144,123	135,237	113,237	105,281	101,108	154,300	77,962	77,962	106,182	103,072

## SECTION F: IMPLEMENTATION PLAN

### IMPLEMENTATION PLAN (Three years) - uMHLATHUZE MUNICIPALITY

NUMBER	VOTE	PROJECT NAME	DESCRIPTION	IDP STRATEGY	IDP PROG	PLANNED START DATE	PLANNED COMPLETION DATE	TABLED BUDGET 2012/2013	TABLED BUDGET 2013/2014	TABLED BUDGET 2014/2015		
<b>PROJECTS UNDER THE RESPONSIBILITY OF THE DEPUTY MUNICIPAL MANAGER: CITY DEVELOPMENT</b>												
6	213	532	x	LAND AND BUILDINGS	PLANNING PROJECTS	4	4.2	Jul-12	Jun-15	40,000	120,000	120,000
16	228	832	0	LAND AND BUILDINGS	MSIKHALENI REFURBISH HOSTELS	2	2.10	Sep-12	Jun-13	8,925,000	15,000,000	15,000,000
27	245	816	0	PLANNING	CBD SOUTH	3	3.3	Jul-12	Jun-13	1,018,700	-	-
<b>TOTAL CITY DEVELOPMENT</b>								<b>9,983,700</b>	<b>15,120,000</b>	<b>15,120,000</b>		
<b>PROJECTS UNDER THE RESPONSIBILITY OF THE DEPUTY MUNICIPAL MANAGER: COMMUNITY SERVICES</b>												
<b>COMMUNITY SERVICES, HEALTH AND PUBLIC SAFETY</b>												
2	205	532	x	LAND AND BUILDINGS	FIRE SERVICES PROJECTS	1	1.3	Jul-12	Jun-13	1,000,000	-	-
3	205	632	x	LAND AND BUILDINGS	FIRE SERVICES PROJECTS	1	1.3	Jul-13	Jun-15	-	3,300,000	3,300,000
4	208	532	x	LAND AND BUILDINGS	HEALTH PROJECTS	2	2.12	Jul-12	Jun-15	20,000	60,000	60,000
5	209	532	x	LAND AND BUILDINGS	CLINIC PROJECTS	2	2.12	Jul-12	Jun-15	40,000	120,000	120,000
17	233	532	x	LAND AND BUILDINGS	REFUSE REMOVAL PROJECTS	2	2.4	Jul-12	Jun-13	3,600,000	-	-
18	233	632	x	LAND AND BUILDINGS	REFUSE REMOVAL PROJECTS	2	2.4	Jul-12	Jun-15	-	11,800,000	11,800,000
<b>TOTAL COMMUNITY SERVICES, HEALTH AND PUBLIC SAFETY</b>								<b>4,660,000</b>	<b>15,280,000</b>	<b>15,280,000</b>		
<b>RECREATION AND ENVIRONMENTAL SERVICES</b>												
1	204	532	x	LAND AND BUILDINGS	LIBRARIES PROJECTS	2	2.11	Jul-12	Jun-15	1,000,000	3,300,000	3,300,000
7	216	532	x	LAND AND BUILDINGS	MUNICIPAL HALLS PROJECTS	2	2.11	Jul-12	Jun-15	1,000,000	3,300,000	3,300,000
14	234	532	x	LAND AND BUILDINGS	SPORTS PROJECTS	2	2.11	Jul-12	Jun-15	750,000	2,450,000	2,450,000
15	227	532	x	LAND AND BUILDINGS	BEACH PROJECTS	2	2.11	Jul-12	Jun-15	750,000	2,450,000	2,450,000
26	242	532	x	LAND AND BUILDINGS	SWIMMING POOLS PROJECTS	2	2.11	Jul-12	Jun-15	750,000	2,450,000	2,450,000
38	273	532	x	LAND AND BUILDINGS	PARKS PROJECTS	2	2.11	Jul-12	Jun-15	750,000	2,450,000	2,450,000
<b>TOTAL RECREATION AND ENVIRONMENTAL SERVICES</b>								<b>5,000,000</b>	<b>16,400,000</b>	<b>16,400,000</b>		
<b>TOTAL COMMUNITY SERVICES</b>								<b>9,660,000</b>	<b>31,680,000</b>	<b>31,680,000</b>		

**IMPLEMENTATION PLAN (Three years) - uMHLATHUZE MUNICIPALITY**

NUMBER	VOTE	PROJECT NAME	DESCRIPTION	IDP STRATEGY	IDP PROG	PLANNED START DATE	PLANNED COMPLETION DATE	TABLED BUDGET 2012/2013	TABLED BUDGET 2013/2014	TABLED BUDGET 2014/2015	
<b>ADMINISTRATION</b>											
8	219	532	x LAND AND BUILDINGS	MUNICIPAL BUILDINGS PROJECTS	4	4.5	Jul-12	Jun-15	1,000,000	3,000,000	3,000,000
9	219	632	x LAND AND BUILDINGS	MUNICIPAL BUILDINGS PROJECTS	4	4.5	Jul-12	Jun-15	-	900,000	900,000
40	282	532	x LAND AND BUILDINGS	IT INFRASTRUCTURE PROJECTS	4	4.3	Jul-12	Jun-15	2,500,000	1,600,000	7,500,000
40	282	632	x LAND AND BUILDINGS	IT INFRASTRUCTURE PROJECTS	4	4.3	Jul-12	Jun-15	-	5,900,000	-
<b>TOTAL ADMINISTRATION - CORPORATE SERVICES</b>								<b>3,500,000</b>	<b>10,800,000</b>	<b>10,900,000</b>	
<b>PROJECTS UNDER THE RESPONSIBILITY OF THE DEPUTY MUNICIPAL MANAGER: FINANCIAL SERVICES</b>											
24	240	532	x LAND AND BUILDINGS	SUPPORT SERVICES PROJECTS	5	5.1	Jul-12	Jun-15	400,000	1,200,000	1,200,000
<b>TOTAL FINANCIAL SERVICES</b>								<b>400,000</b>	<b>1,200,000</b>	<b>1,200,000</b>	
<b>ELECTRICAL SUPPLY SERVICES</b>											
25	241	532	x LAND AND BUILDINGS	STREET LIGHTING PROJECTS	2	2.2	Jul-12	Jun-15	4,300,000	-	14,100,000
25	241	632	x LAND AND BUILDINGS	STREET LIGHTING PROJECTS	2	2.2	Jul-12	Jun-15	-	14,100,000	-
32	255	532	x ELECTRICITY SUPPLY	ELECTRICITY PROJECTS	2	2.2	Jul-12	Jun-13	4,900,000		
33	255	632	x ELECTRICITY SUPPLY	ELECTRICITY PROJECTS	2	2.2	Jul-12	Jun-15		16,100,000	16,100,000
39	281	672	x ELECTRICITY PLANNING/STRATEGY	ENERGY MANAGEMENT	2	2.2	Jul-12	Jun-13	8,000,000		
<b>TOTAL ELECTRICAL SUPPLY SERVICES</b>								<b>17,200,000</b>	<b>30,200,000</b>	<b>30,200,000</b>	
<b>ENGINEERING SUPPORT SERVICES</b>											
37	271	532	x LAND AND BUILDINGS	VEHICLES	2	2.6	Jul-12	Jun-15	2,500,000	7,500,000	7,500,000
<b>TOTAL ENGINEERING SUPPORT SERVICES</b>								<b>2,500,000</b>	<b>7,500,000</b>	<b>7,500,000</b>	

**IMPLEMENTATION PLAN (Three years) - uMHLATHUZE MUNICIPALITY**

NUMBER	VOTE			PROJECT NAME	DESCRIPTION	IDP STRATEGY	IDP PROG	PLANNED START DATE	PLANNED COMPLETION DATE	TABLED BUDGET 2012/2013	TABLED BUDGET 2013/2014	TABLED BUDGET 2014/2015
<b>TRANSPORT, ROADS AND STORMWATER</b>												
10	222	472	04	STREETS AND STORMWATER	UMHLATHUZE VILLAGE INTENAL SERVICES PHASE 7	2	2.3	Jul-12	Jun-13	2,000,000	-	-
11	222	532	x	STREETS AND STORMWATER	ROADS PROJECTS	2	2.3	Jul-12	Jun-13	4,100,000		
12	222	632	x	STREETS AND STORMWATER	ROADS PROJECTS	2	2.3	Jul-12	Jun-15		13,400,000	13,400,000
13	222	872	x	STREETS AND STORMWATER	PEDESTRIAN BRIDGES AND WALKWAYS RURAL AREAS	2	2.3	Jul-12	Jun-13	600,000	-	-
<b>TOTAL TRANSPORT, ROADS AND STORMWATER</b>										<b>6,700,000</b>	<b>13,400,000</b>	<b>13,400,000</b>
<b>WATER AND SANITATION SERVICES</b>												
19	234	432	06	LAND AND BUILDINGS	UMHLATHUZE VILLAGE INTENAL SERVICES PHASE 7	2	2.1	Jul-12	Jun-13	1,500,000	-	-
20	234	532	x	LAND AND BUILDINGS	SANITATION PROJECTS	2	2.1	Jul-12	Jun-13	5,400,000		
21	234	632	x	LAND AND BUILDINGS	SANITATION PROJECTS	2	2.1	Jul-12	Jun-15		17,800,000	17,800,000
22	234	832	01	LAND AND BUILDINGS	RURAL SANITATION	2	2.1	Jul-11	Jun-14	45,587,900	48,090,000	50,870,600
23	234	832	04	LAND AND BUILDINGS	MIGVAT	2	2.1	Jul-11	Jun-14	6,382,300	6,732,600	7,121,800
28	246	584	x	WATER SUPPLY	RURAL WATER PROJECTS	2	2.1			2,600,000		
29	246	684	x	WATER SUPPLY	RURAL WATER PROJECTS	2	2.1	Jul-12	Jun-15		8,650,000	8,650,000
30	246	884	03	WATER SUPPLY	RURAL AREAS - MKHWANAZI NORTH PHASE 5 WATER SUPPLY	2	2.1	Jul-11	Jun-14	28,112,600	29,655,600	31,370,200
31	246	884	05	WATER SUPPLY	MIGVAT	2	2.1	Jul-12	Jun-13	3,935,700	4,151,700	4,391,800
34	260	432	0	LAND AND BUILDINGS	UMHLATHUZE VILLAGE INTENAL SERVICES PHASE 7	2	2.1	Jul-12	Jun-13	1,200,000	-	-
35	260	584	x	WATER SUPPLY	WATER PROJECTS	2	2.1	Jul-12	Jun-15	2,600,000		
36	260	684	x	WATER SUPPLY	WATER PROJECTS	2	2.1	Jul-12	Jun-15		8,650,000	8,650,000
<b>TOTAL WATER AND SANITATION SERVICES</b>										<b>97,318,500</b>	<b>123,729,900</b>	<b>128,854,400</b>
<b>TOTAL INFRASTRUCTURE AND TECHNICAL SERVICES</b>										<b>123,718,500</b>	<b>174,829,900</b>	<b>179,954,400</b>
<b>TOTAL CAPITAL BUDGET</b>										<b>147,282,200</b>	<b>233,629,900</b>	<b>238,754,400</b>

## **SECTION H: Financial Plan**

### **8. GOOD GOVERNANCE**

#### **8.1 Communication Strategy**

Participatory mechanisms that take place throughout the IDP process help the project to ensure that the process, plans, goals, and implementation of the planned intervention is inclusive, and importantly address the needs of marginalized groups and minorities to ensure non discrimination and equality. Participation has built up ownership and partnerships which have made the projects that have been implemented within the community more sustainable. During the IDP process participation is implemented during assessment and planning phase to help gather relevant data to define development challenges and to identify vulnerable groups, map out root causes, and set priorities

The integrated development planning process has to provide a forum for identifying, discussing and resolving the issues specifically aimed at upliftment and improvement of conditions in the under-developed parts of the municipality area. In order to ensure certain minimum quality standards of the IDP, and a proper coordination between and within spheres of government, the preparation of the Process Plan has been regulated in the Municipal Systems Act (2000).

Municipal Departments participated throughout the process by contributing relevant aspects of their sections. Some Provincial line function departments co-operated fully in the review process through their participation in the IDP Representative Forum and during alignment meetings.

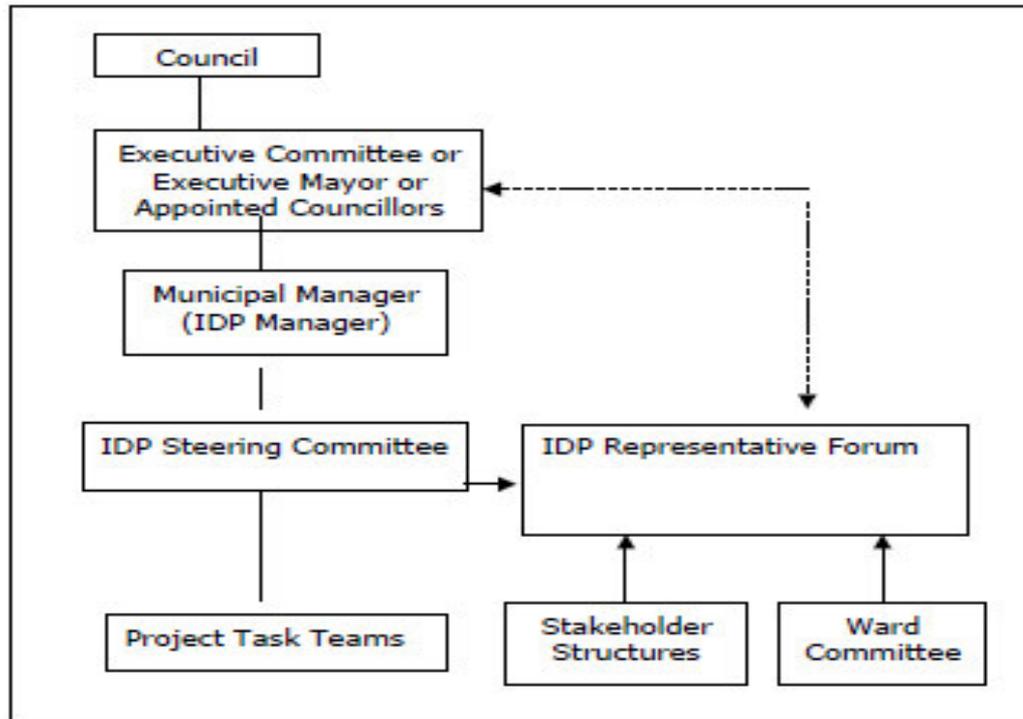
The objective of the IDP process is to facilitate deliberations resulting in decisions being made on the strategic development direction of the municipality and includes issues such as municipal budgets, land management, promotion of local economic development and institutional transformation in a consultative, systematic and strategic manner. The IDP, however, will not only inform municipal management; it is intended to guide the activities of any agency from other spheres of government, corporate service providers, NGOs and the private sector within uThungulu district. The organizational arrangements in terms of functions and responsibilities in driving the planning process for the uThungulu IDP are illustrated in the figure herewith and discussed briefly thereafter. The following organogram identifies role players that were involved in the IDP Process 2011/2012.

uMhlathuze Municipality's communication strategy entails that:

- Ward Committee members and Councillors are part of the preparation of ward meetings.
  - IDP community sessions are held in venues closest to the community;
- 
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- Release of print media press when required to local and provincial newspapers are in Zulu and English;
- SMS's, flyers and loud hailing are also used as a strategy to sensitise the community to attend the IDP meetings;
- Monthly internal and external newsletters are used to publish IDP/Budget news; and
- Council provides transport for community members to respective venues.

### Stakeholder Organogram



Source: 2011/2012 uMhlatuze IDP Process Plan

### 8.2 Roles and Responsibilities (IDP Representative Forum)

In order to coincide with the guidelines of the Municipal Systems Act, 2000, notification is given to the existing stakeholders list and/or an advertisement is placed to call all organised groupings/stakeholders to register onto a database for the IDP. Broader participation is as important as is smaller, purpose-made vehicle for more intensive public participation. This has implications for constituting an IDP Representative Forum comprising of the following members:

- Nominated Councillors
  - Nominated members of the Executive;
  - Traditional leaders
-

- Ward Committee chairpersons as well as one member of the committee;
- Heads of Departments/nominated officials from departments;
- Nominated community Representatives
- Other interested/ affected parties
- Other interested and affected parties
- Representatives from organised stakeholder groups;
  - Implementation Agents/Parastatals/Service providers;
  - Organised Business;
  - Tourism;
  - SMME's;
  - Agriculture; and
  - NGO's

The IDP Representative Forum represents the interests of the community. It provides a vehicle for discussion and communication between all stakeholders. This Forum will be intensively involved in the identification of needs, formulation of objectives and strategies, identification of projects and formulation of the Spatial Development Framework. The Forum is also responsible for monitoring the implantation of the IDP.

### **8.3 IDP Steering Committee**

All departments are involved in the processes of the IDP. This ensures that cooperation and coordination within the uMhlathuze Municipality is adhered to. The IDP addresses the full spectrum of local government services and institutional matters. This grouping enables involvement of all Departments in the formulation and implementation of the IDP. This Committee also ensures the integration of all developmental aspects in strategies and projects forthcoming from the IDP. It also enables the alignment of the municipality's budget to the IDP.

Technical and financial input into the analysis; needs assessment, determination of priority issues and proposed projects. Terms of reference for specific planning and project activities, forthcoming from the IDP, consideration of comments and recommendations from the IDP Representative Forum, provincial departments, district council, service providers and consultants is provided. This Committee takes responsibility for implementing the IDP as well as monitoring and evaluating the outcomes of the IDP process to ensure that the implementation targets are reached.

### **8.4 Broad Public**

The significance of public participation is emphasised in the Municipal Systems Act, 2000 as the foundation for the IDP Process. It is the responsibility of the uMhlathuze Municipality through

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ward councillors, ward committees and the Chief Control Officer for the IDP process to ensure that communities are invited to the public sessions. These sessions focus on creating an understanding of the IDP Process. The public should also participate in the formulation of the “Vision”; the overall needs assessment; objectives and strategies; Spatial Development Framework (SDF) and Implementation Plan. The community is clustered accordingly so that all areas are reached.

## **8.6 The Disaster Management Framework**

The City of uMhlathuze’s Disaster Management Framework is essential to ensure an efficient and effective disaster management effort in its area of jurisdiction. The Disaster Management Framework will also ensure that all role players in disaster management arena (including Government, Non-Government Organizations, Traditional Authorities and the Private Sector) work together in a coherent and coordinated fashion to prevent and or mitigate the occurrence of disasters.

The current and future aim of this document is not to duplicate the contents of the National Disaster Management Framework, Provincial Disaster Management Framework, District Disaster Management Framework or the act. This document will therefore, unless required, not repeat any general or specific contents of the act, National Disaster Management Framework or Provincial Disaster Management Framework, but will strive to apply the act’s, National Disaster Management Framework’s Provincial Disaster Management Framework’s contents to the specific requirements and circumstances that prevail within the City of uMhlathuze.



## **Key Performance Indicators**

- a) The endorsement of this document by Council as the policy foundation upon which disaster management planning will occur and related actions implemented.
- b) Disaster Management implementation strategy for the municipality drafted (containing tasks, priorities, resources, funding requirements, time frames e.t.c.) based on the KPIs contained in this document.
- c) This document updated as required to align it with PDMF, subsequent to the PDMC developing its framework.

### **8.6.1 DISASTER MANAGEMENT PLAN**

As enshrined in the Disaster Management Act, section 53, each municipality is required to develop a disaster management plan for its area of jurisdiction in accordance with the circumstances that prevail in the municipality.

The City of uMhlatuze has developed a disaster management plan, which is updated on regular basis. Due to change of circumstances and more information received it has been realized that, such plan needs to be upgraded in terms of risks identification, assessment and prioritization to feed the same into the plan.

The officials in the municipality have been and are still committed to developing their own departmental contingency plans, which are incorporated into the plan thus forming a comprehensive disaster management plan.

In the municipality, the Disaster Management Plans for each level of administration form part of its tactical and planning processes. They determine the approach of the administration to risk reduction and in the event of an incident or catastrophic event occurring, the response and recovery actions and matters incidental thereto.

### **8.6 2012/13 IDP DEVELOPMENT PROCESS**

The process to develop UMhlatuze 2012/13 started in July 2010, immediately after the submission of the 2009/10 IDP to COGTA. The process started with drafting of the

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IDP/Budget Process Plan. The Municipality has taken “full” ownership of the IDP Process. UMhlatuze Municipality does its IDP in-house. The preparation of the IDP has been undertaken in a phased manner, the focus of each phase being indicated below:

## 9. Sector Plans

. Below is a list of available Sector Plans:

**Table 16: Sector Plans**

<b>PLAN</b>	<b>Available</b>
<b>TRANSPORT</b>	
Road Framework Plan	√
Rail Framework Plan	√
Public Transport Framework Plan	
Public Transport Amenities	√
Airport Master Plan	√
Port Development Framework	√
Municipal Open Space System and Pedestrian / Cycling Framework Plan	
Freight Framework Plan	
<b>INFRASTRUCTURE</b>	
Electricity Framework Plan: - existing and planned networks (Eskom vs. Municipal Infrastructure) - services backlogs - services capacity and constraints (2030 and 2099) - key infrastructure investments (5 year and thereafter)	√ (refinement necessary)
Water Services Framework Plan - existing and planned networks (water, sewer and wastewater) - services backlogs - services capacity and constraints (2030 and 2099) - key infrastructure investments (5 year and thereafter)	√ (refinement necessary)
Waste Management Framework Plan - existing and planned facilities (landfill sites, transfer stations, routes) - services backlogs - services capacity and constraints (2030 and 2099) - key infrastructure investments (5 year and thereafter)	√ (refinement necessary)
Cemeteries Framework Plan - existing and planned facilities - services capacity and constraints (2030 and 2099) - key infrastructure investments (5 year and thereafter)	√ (refinement necessary)
<b>SOCIAL</b>	
Housing Framework Plan	√ (refinement necessary)
Community Facilities Plan - existing facilities	√

- areas with lack of access	(refinement necessary)
<b>ENVIRONMENT</b>	
Environmental Services Management Plan	√
Vegetation Mapping	√
Environmental Management Framework	√
Geotechnical Constraints	√
Geohydrological Constraints	√
Floodlines	√
Air Quality Constraints	√
<b>LOCAL ECONOMIC DEVELOPMENT</b>	
Land Use Framework	√
Mining Potential	√
Agricultural Potential	
Port/Industrial/Commercial Investment Plan	
Job Creation Framework	
Urban Edge Determination	

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

### **BACKGROUND**

During 2007, the current uMhlathuze SDF was adopted. One of its main features was the identification of potential expansion areas A-F as areas likely to be viable for long terms future development, also in support of the longer-term development of the Richards Bay Port.

The identification of these potential expansion areas were informed by the following information sources:

- uMhlathuze Geohydrological Assessment
- uMhlathuze Floodline Assessment
- Topography
- Environmental Services Management Plans
- Air Quality Study
- Wetland Boundaries
- Coastal Development Setback Lines for the northern beaches of uMhlathuze
- Agricultural Spatial Development Framework
- Water Services Development Plan
- Umhlathuze Rural Planning Initiative
- City of uMhlathuze Five Year Development Plan (2005)
- uMhlathuze Housing Needs Assessment
- uMhlathuze Housing Development Plan
- National Ports Authority (NPA) Port Master Plan
- uMhlathuze Arterial Roads Programme

Each of the potential expansion areas was assessed in detail to identify environmental or other known constraints, as well as opportunities presented.

During 2009, Council approved the inclusion of “Area G” into the uMhlathuze SDF. Area G being proposed for residential, commercial, industrial, business park and service station uses. In addition, the inclusion of “Area H” into the SDF Review has also been mooted as indications of future development west of Empangeni were already evident in 2007.

However, it should be noted that various **constraints** are present in most of the proposed expansion areas, mainly relating to:

- Conflict between the expansion areas and areas of high agricultural potential, as identified by the Department of Agriculture.
- Conflict between the expansion areas and “Mineral Rights” as identified by the Department of Minerals and Energy.
- Availability of bulk engineering.
- Areas owned by the Ingonyama Trust have been excluded as possible expansion areas. This is mainly as a result of limited exposure/experience relating to development and landowner rights in these areas. However, this does not preclude, Ingonyama Trust areas of being identified as possible expansion areas when more clarity and assurance are available.
- The Council is not the land owner and does not have control over the timing of making the land available for development although the Council has a service delivery mandate over the land.
- A number of the proposed expansion areas are subject to long term leases in favour of forestry interest groups.

## **1. DRAFT REVIEW OF THE UMHLATHUZE SDF**

The following map presents the draft Review of the uMhlathuze SDF. A number of key informants and components have informed the compilation of the draft SDF Review for uMhlathuze. From the map legend it can be seen that tenure, environmental features, proposed developments or investments such as the IDZ as well as intervention areas have been interrogated. Selected details of some of these key informants and key components of the SDF are provided on the following pages.

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## **2. KEY INFORMANTS OF THE SDF REVIEW**

As already noted, a number of assessment and guideline documents have been prepared by government to assist municipalities with the compilation/review of their SDFs. In addition, trends have been observed in the municipal area that has alluded to the need for a specific type of intervention or action at specific locations. These observations include noting the type and locality of development applications and due consideration of the sustainability impact thereof.

General principles for spatial development area also contained in policy and law and due recognition has been taken thereof. In addition, cognizance has to be taken the framework in place at the neighbouring local, district and provincial level.

Given the above comments, the following key informants of the uMhlathuze SDF were identified and analyzed in more detail during the drafted of the Spatial Development Framework Review for the uMhlathuze Municipality:

1. Policy and legal environment
2. Sustainability
3. Planning for efficient use of land
4. Planning for choice and quality of life
5. Cross boundary and external development influences
6. Sector Plans
7. Land Ownership and Land Rights
8. Infrastructure Assessment

## **3. CORE COMPONENTS OF THE SDF REVIEW**

More details relating to a selection of the core components of the SDF Review are provided herewith. The core components guide decision making and investment/development decision and interventions spatially on the SDF.

### **3.1 Environmental Framework**

The uMhlathuze Municipality has undertaken a number of environmental studies or investigations to inform both decision making as well as development planning. These include:

- Environmental Framework Plan
- Floodline mapping
- Coastal Setback lines

In addition, an EMF (Environmental Management Framework) was prepared for an area of about 25 000 hectares within the City of Umhlathuze informed mainly by the Port of Richards Bay (and its proposed expansion) as well as the then IDZ area to guide decision making in the area. The EMF essentially identified a number of Environmental Management Zones. Eight such zones were identified and a ninth zone was created as an overlay to address issues of conflicting and long-term land use proposals.

The following environmental management zones were identified during the process:

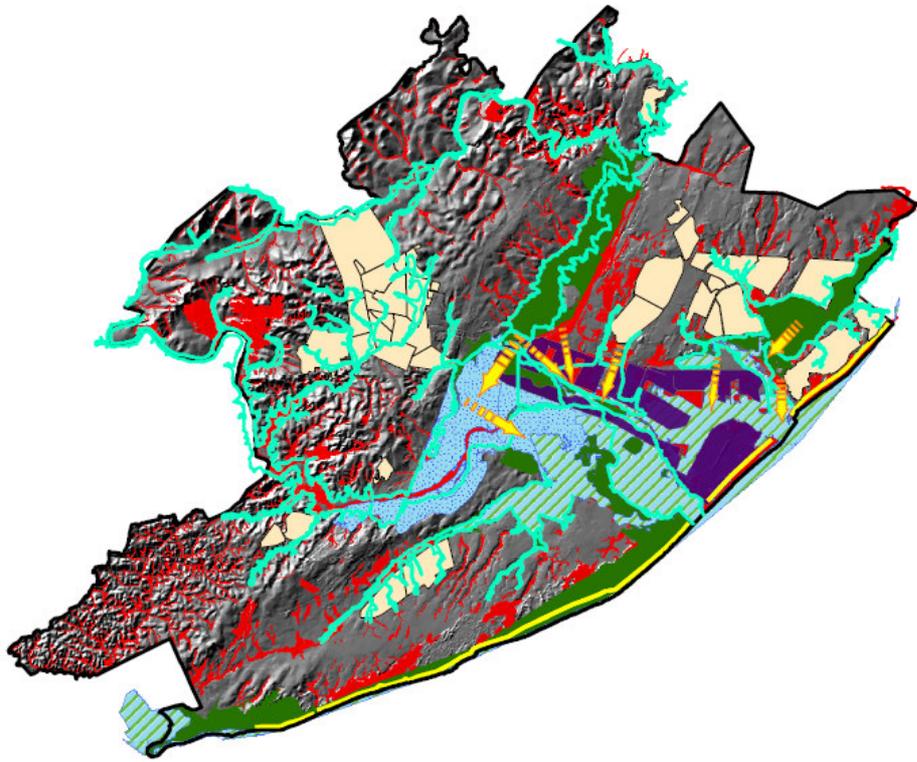
1. Lakes and Corridors
2. Floodplain
3. Port, Estuary, Marine and Seashore Area
4. Dune Cordon
5. Coastal Plain Residential Area
6. Coastal Plan Subsistence Farming Area
7. Coastal Plain Commercial-Industrial Area
8. External Linkages
9. Strategic Development Management Overlay Zone

For each of the environmental management zones, the following was provided:

- Opportunities and constraints
- Desired state of the environment
- Sustainability criteria
- Environmental management guidelines

To date, the EMF has not been gazette and therefore does not yet have a legal standing.

The **Environmental Framework** composite map informing the uMhlathuze SDF Review has been inserted hereunder for reference purposes.



### Legend

-  Floodlines
-  Formally Developed Areas
-  KZ282\_Boundary
-  Setback\_lines
-  Proposed Port Expansion
-  Anticipated Sea\_level\_rise at 2.7mm/yr over 100yrs
-  Port Expansion Offset Options
-  Conservation
-  Nature Reserve

 Critical Ecological Linkages

The above inset provides details of floodlines, coastal setback lines as well as conservation or nature conservation areas. An important component of this map is the proposed off-sets to accommodate the anticipated future Port expansion as well as critical environmental linkages that were identified as part of the Proposed Port Expansion Due Diligence Investigation.

## **Opportunity Assessment**

The Review of the uMhlathuze SDF has further been informed by the identification of a number of opportunities. These relate to:

- Opportunities for residential infill development  
During 2007, the Council undertook an exercise to identify opportunities for residential infill development in Richards Bay and Empangeni. The exercise is to be updated and expanded to include the other residential areas of the Municipality.
- Opportunities for “greenfields” expansion and development  
Future “greenfield” expansion and development in the municipal area, mainly related to the potential Richards Bay port expansion as investigated during the 2009/2010 Due Diligence Investigation. The proposed expansion areas (A-H) as indicated on the SDF mapping have been identified to essentially accommodate “greenfield” development. In addition, development opportunities are also prevalent at intersection nodes and along certain corridors. Making land available for the development of a truck stop facility is also one of the “greenfield” opportunities that have been investigated.
- Opportunities for agricultural investment  
Studies and investigations (notably the National Department of Agriculture’s (DoA) Land Capability mapping as well as the uMhlathuze Agricultural Strategy) have indicated that constructive interaction is required between the DoA and the Municipality to reach a compromise between land being reserved for productive agricultural use as opposed to land being made available for future development.
- Opportunities for mining investment  
The municipal area is rich in mineral resources and mining areas account for at least 2% of the municipal area. It is therefore inevitable that the Municipality and the Department of Minerals engage productively on the issue of mining timing and development.
- Tourism and Areas of Natural Beauty  
Guided by work undertaken at the district municipality level and a number of sound development principles, guidelines have been proposed for areas of environmental significance and areas outside agreed growth areas.

Regarding the above, appropriate mapping has been prepared.

## **Intervention Areas**

Broadly, intervention areas can be defined as specific spatial localities that require action, of as a preventative measure, and in some instances, pro-actively to attain a certain objective. Examples would be areas where environmental conflicts exist, areas that experience land use change pressures, areas identified for precinct type planning as well as general strategic planning.

The draft Review of the uMhlathuze SDF makes specific reference to the following types of intervention areas:

- Densely populated informal (peri-urban) areas for potential formalization
- Areas prone to disaster, thereby limiting community risks

The uMhlathuze Council has identified the following areas that need to be investigated for potential formalization:

- **Esikhaleni** and surrounding areas including slums clearance in the KwaDube area as well as the informal settlement along the uMzingwenya river
- **Ngwelezane** and surrounding areas
- **eNseleni** and surrounding areas
- **Vulindlela** and surround areas
- **Mandlazini** and **Mzingazi**
- Properties erected on school or hospital erven
- Rural concept settlement plans

The Council has prepared a disaster risk profile for its area of jurisdiction as part of the review process of the Council's Disaster Management Plan. The following inset provides an indication of areas with high vulnerability (indicated in red) as opposed to low resilience (indicated in green) from the disaster management perspective.



The draft SDF makes specific reference the following critical intervention areas:

- The uMzingwenya river floodplain that has been informally settled by estimated more than 1000 households.
- The Mandlazini-Airport buffer strip
- The Zulti-South mining area
- Informal settlement along the Mzingazi lake
- Thulazihleka Pan

(Please note that the above list is not exhaustive)

### **Grading Service Delivery**

The urban settlement hierarchy for the Municipality indicates which areas are of a formal urban nature and which areas are not. Essentially the primary and secondary settlements are the former TLC areas and are regarded as the urban areas. The remaining areas, i.e. peri-urban, rural settlements and scattered settlements are the municipal rural areas. Both the urban and the rural components of the settlement hierarchy have specific actions or interventions required.

The **urban areas** can be considered to delineate the current “urban edge” as it is known in popular literature. However, the uMhlathuze Municipality has not opted for the use of the term “urban edge” and is rather guided by grading the level of service delivery.

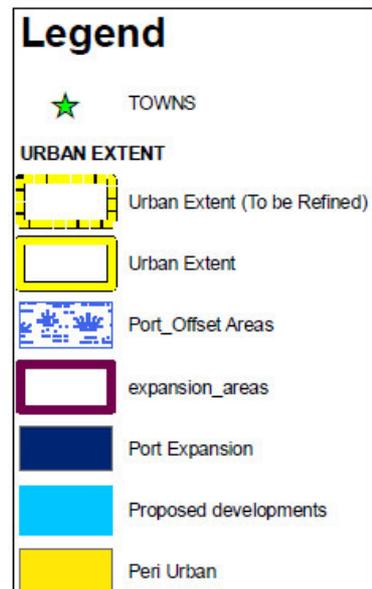
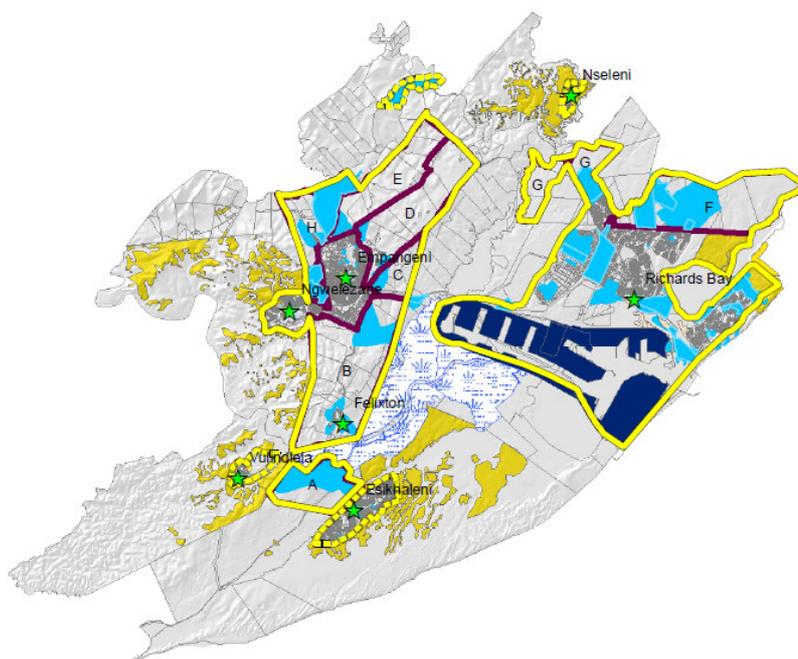
In essence, urban service standard are to be applied in the urban areas referred to in the previous paragraph. In addition, the **peri-urban** areas are also to be provided with an acceptable urban standard of services.

The proposed **expansion areas** (A-H) are also to be classified in the same servicing category as the “urban areas” and the “peri-urban areas” above.

The implication of the above is as following:

- In the existing urban areas being the primary and secondary settlements, densification should be mooted as well as infill development.
- The formalization of the peri-urban areas should be pursued.
- More detailed planning for areas A-H should be undertaken and investigations should focus on the availability of commercial, industrial, residential and other supporting uses, the timeframe in which the available land uses are to be developed (i.e. phasing) as well as an appropriate land release strategy.
- In line with national and provincial policy, at least a basic (RDP) level of service delivery has to be attained in the rural areas of the municipality provides an illustration of the application of the grading service delivery concept.

The inset hereunder



## **Restructuring Zones**

The uMhlathuze Municipality has been identified by the KwaZulu-Natal Department of Human Settlements as one of the five Local Municipality with a possibility to be declared as Restructuring Zones. In order for the Municipality to be declared as a Restructuring Zone it has to identify areas that will be regarded as Municipal restructuring zones which conforms to the Spatial Development Framework and is aligned with the Integrated Development Plan.

The (proposed) Municipal Restructuring Zones seeks to achieve the following three main objectives of restructuring:

- Spatial restructuring by bringing lower income (and often disadvantaged) people into areas where there are major economic opportunities.
- Social restructuring by promoting a mix of race and classes.
- Economic restructuring by promoting spatial access to economic opportunity and promoting job creating via the multiplier effect associated with building medium density housing stock.

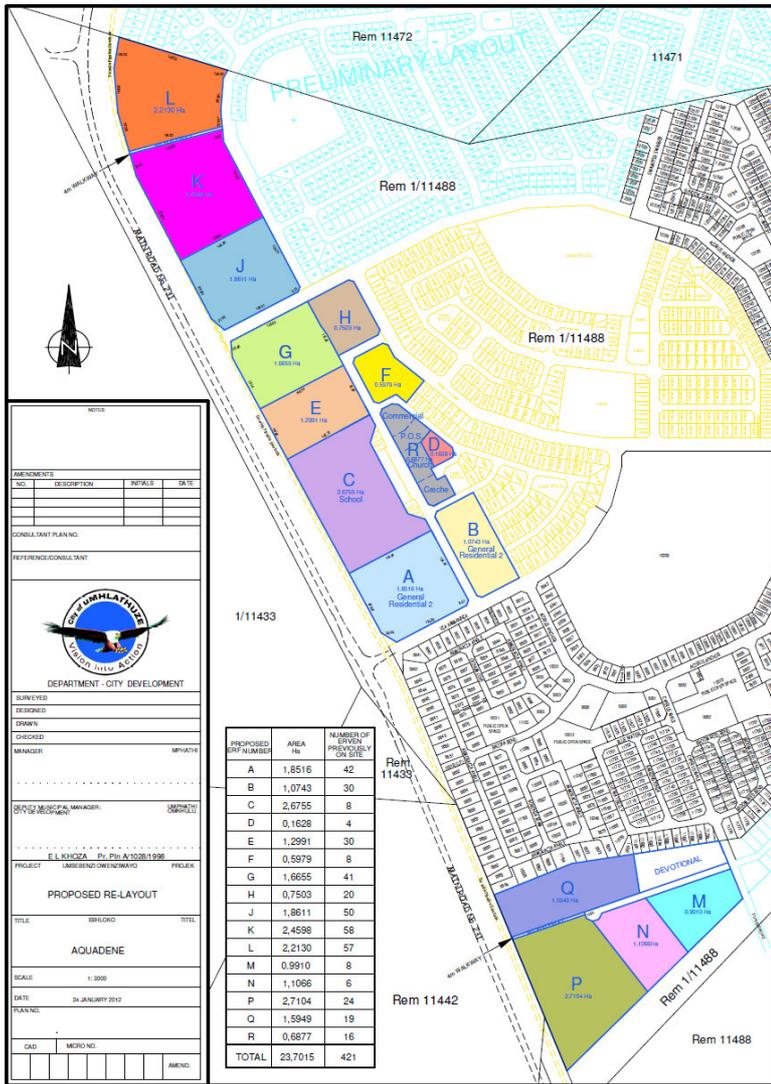
The uMhlathuze Municipality has identified Richards Bay and Empangeni as its Restructuring zones. Within these restructuring zones there are different portions of land that is regarded as possible areas for rental housing development.

### **Proposed Restructuring Zone: Aquadene Superblock**

The Aquadene Superblock Housing project is the only current Council restructuring zones project that has been identified and its planning process is underway. The project consist of 5 different phases, phase 1, 3 and 4 being owned by the Municipality and phase 2 and 5 being privately owned.

The Municipal Planning at this stage will focus on phase 1, 3 and 4 as it will be easy to development these properties as they are owned by Council. Sixteen developmental blocks have been designed for future Community Residential Units and Social/Rental housing.

The map inset provided at overleaf indicated the above proposed restructuring zone.



### Future Restructuring Zones

The following table contains details of land parcels that have been identified for future restructuring zones:

Area	Erf Number	Ownership	Extent (Ha)	Status
Richards Bay: Aquadene	11488	State	217	Planning Stage
Empangeni: Expansion Area D	11455, 11477, Ptn 99 of 11477, 16689, Rem of Erf 16689, 15673, 17788, 11444, 11446, 14943, 14945, 11467, 11466, 11468, Rem of Erf11466	Private	1756.10 Developable: 495.81	To be Investigated
Richards Bay	Portion 2 of Erf 11489	State	75.6	To be Investigated
Richards Bay	16715	State	537	To be Investigated
Esikhaleni- Vulindlela Corridor	16833	State	TBD	To be Investigated



## **SECTION D1: HOUSING CHAPTER**

The Constitution of the Republic of South Africa (Act 108 of 1996) is the supreme law of the country. The sections of the Constitution that are relevant with respect to this project are the following:

- In terms of Sections 26, 27 and 29 of Chapter 2 - Bill of Rights - everyone has the right to access to adequate housing, health care services, social security and education.
- In terms of Schedules 4 and 5, the Province has legislative competence in regard to (*inter alia*): Environment; Urban and Rural development; Welfare; Housing, Health Services; Regional planning and development; (concurrent competence with national) and Provincial planning and Provincial Roads and Traffic (exclusive competence).

The National Housing Code (March 2000: 29UF) identifies the primary role of the municipality as taking all reasonable and necessary steps, within the framework of national and provincial legislation and policy, to ensure that the inhabitants within its area of jurisdiction have access to adequate housing on a progressive basis. The aim of this plan is to assist the municipality in fulfilling the abovementioned role assigned to it in terms of the National Housing Code.

The Comprehensive Plan for the Development of Sustainable Human Settlements (August 2004) and the Guidelines for the Implementation of Labour-Intensive Infrastructure Projects under the Expanded Public Works Programme (EPWP) should also be taken into account. It is important to note that the aim is to move beyond the provision of basic shelter towards achieving the broader vision of sustainable human settlements and more efficient towns, cities and regions. The following factors will be taken into consideration in order to achieve this vision:

- Progressive Informal Settlement Eradication
- Promoting Densification and Integration
- Enhancing Spatial Planning
- Enhancing the Location of New Housing Projects

The Review of the uMhlathuze Municipal Housing Plan has been prepared strictly in accordance with the guideline document issued by the provincial Department of Human Settlements to all local municipalities. The ultimate purpose of the plan is to enable the municipality to strategically plan housing development within its area of jurisdiction guided by housing delivery goals and sustainability.

National Government has agreed on 12 Outcomes as its focus of work from now until 2014. The key focus for the Department of Human Settlements is 'creating sustainable human settlements

and improving the quality of household's life which is well known as **Outcome 8. The Strategic Objectives of Outcome 8 are:**

- Access to adequate accommodation that is suitable, relevant, appropriately located, affordable and fiscally sustainable
- Improving access to basic services for human dignity (water & sanitation, electricity and refuse removal)
- Access to social services and economic opportunities within a reasonable distance
- Security of tenure irrespective of ownership or rental
- Transforming cities and towns (moving towards efficiency, inclusion and sustainability)
- Building cohesive and caring communities with improved access to economic and social opportunities

The uMhlathuze Municipality, through a vast demand for housing development, aims to meet strategic outputs of Outcome 8 by:

- Promoting a variety of Housing Typologies and Densities to provide for all Demand Categories
- Formalising emerging urban settlements of provide formal housing
- Improving the living environment of households in the informal settlements through incremental access to basic services and structured in situ upgrading (where suitable)
- Creating other forms of tenure through Social Housing/Rental and building new Community Residential Units whilst upgrading the existing hostel blocks
- Pursuing all available options for the release of suitable, well located state owned land for sustainable human settlements
- Enabling opportunities in the GAP market for households earning between R7501-R15000 per month

## **HOUSING DEMAND AND PRIORITIES**

There are portions of land within the uMhlathuze Municipality which are not developable due to limitations such as private land ownership, lack of suitable infrastructure, environmentally sensitive wetlands, geotechnical and environmental considerations; however there is an urgent need to give careful consideration to the process of urban densification and the identification of well-located land for development.

## **Slums Clearance and Informal Settlements**

The removal of slums and informal settlements is a priority of the Department of Human Settlements and a substantial need does exist in the uMhlathuze Municipal area in respect of the above. As an example, the census of 2001 identified 5 812 informal dwellings in the municipal area. In addition, the census also indicated a total of 10034 traditional dwellings. In addition, the area has a significant amount of “living quarters” albeit that many of these are regarding as student accommodation. There are also an estimated total of 1200 informal structures in the Mandlazini and Mzingazi Agri-Villages.

The Municipality has identified the uMzingwenya River settlement, Mandlazini Airport Buffer Strip settlement, certain portions of Mandlazini Agri-Village, Mkhwanazi, Dube, Bhejane/Khoza Traditional Authority areas and Mzingazi Agri-Village as the slums clearance and informal settlements projects.

### uMzingwenya Informal Settlement and Slums Clearance

Mzingwenya settlement situated within a flood risk zone between Mdlebe Ntshona Road and the Mzingwenya River. Attempts to manage or prevent the situation have proven to be rather complex in view of the fact that land ownership vests with two Traditional Authorities.

It is estimated that there are at least 1800 households living in this area within the 1:100 year floodline, therefore the informal settlement may well be regarded as the Municipalities largest disaster area with respect to the flood risks.

The Municipality will have to access at least 100 ha portion land for the Greenfield housing development to relocate mostly affected people from uMzingwenya River. The Municipality has informed the Department of Human Settlements about the land required for the development of low income housing.

## **Nseleni Informal Settlement and Slums Clearance**

The Nseleni informal settlement is situated on the outskirts of the Nseleni Township and a number of the structures are situated close to a 100 year floodline while others are built on steep areas. The land belongs to Khoza/Bhejane Traditional Authority which makes it challenging to the Municipality to control the allocation of land in unsuitable land.

### Mzingazi Informal Settlement and Slums Clearance

The Mzingazi Agri-Village has developed on land that is owned by uMhlathuze Municipality. During the early 1900's, Council initiated a process to formalise the Village and transfer the properties to the identified beneficiaries. At the time, the beneficiary list consisted of 201 families. This grew to 565 in the late 1990's. The Surveyor General diagrams were handed over to the families as an indication of Council's commitment to transfer ownership.

The uMhlathuze Council is currently also planning for the installation of waterborne sewer in Mzingazi and an EIA (Environmental Impact Assessment) has been approved. Recent indications are that the more than 1000 families reside in the area. It is essential that an appropriate sanitation solution is provided for the community of Mzingazi as the Village borders one of the main fresh water sources in the municipal area, Lake Mzingazi.

### Mandlazini-Airport Buffer Strip Informal Settlement and Slums Clearance

The Mandlazini-Airport Buffer Strip measures approximately 65 hectares in extent and according to a November 2010 survey, there are approximately 520 residential structures in the buffer strip. Some of the structures are of an informal/temporary nature while other structures are built from brick and mortar. The land in question is owned by the uMhlathuze Municipality. There are two main concerns relating to the settlement in this buffer strip. In the first instance, some of the structures are believed to be located within a watercourse. In the second instance, this settlement is located within the predicted 55dBA noise contour as determined by the 2010 Update of the Richards Bay Airport Master Plan.

### Ngwelezane Informal Settlement

Erf 1241 settlement is situated within Ngwelezane Hospital consisting of individual free standing structures and train type structures driven by private housing entrepreneurs as rental housing. The land belongs to the Department of Public Works.

### University of Zululand Informal Settlement

University of Zululand settlement is situated on the outskirts of Vulindlela Township. Some of the structures are built on a slightly steep area. The land belongs to Mkhwanazi Traditional Authority which made it challenging to the Municipality to control the allocation of land in unsuitable land.

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### Mzingazi and Mandlazini Agri-Villages

The provision of government housing subsidies in Mzingazi and Mandlazini Village will be twofold as a result that the some 570 and 562 beneficiaries from Mandlazini Village and Mzingazi Village, respectively benefited from government land reform programme. These beneficiaries are likely to benefit from consolidation subsidies subject to qualifying criteria being met. Some of the residents will be benefit from low income housing program.

### **Rural Housing**

According to the 2001 Census, Dube has the largest number of traditional dwellings with 2 695 (27%), followed by Zungu/Madlebe with 2 110 (21%), Mkhwanazi 1 457 (15%), Khoza 1401 (14%) and Mkhwanazi 1259 (13%).

Whilst many of the 10 034 **traditional dwellings** offer more than adequate housing, often in idyllic settings, the reality is that many of these traditional dwellings do not provide satisfactory shelter, compounded by the absence of basic services and amenities. Based the infrastructure backlogs determine in the district infrastructure master plan 66% of these households are below the acceptable RDP minimum standard in 2004/5. This therefore indicates that the backlog or need for rural housing can be calculated to be at **6622** housing units.

### **Social Housing/Hostels**

According to the 2001 Census, there are 6 119 “**living quarters**” and whilst these are not considered housing units for purposes of the census, they should be considered when assessing housing needs. Al already noted, many of these living quarters have been developed to cater for the needs of students studying at the University, and are probably suitable for the intended use.

The Esikhaleni Hostels Socio-Economic Survey of 2003, shows 1402 individual “quarters” with a population of 4 709 (head of household 1 477, dependents 1 563, spouses 129, lodgers 1 540). According to the survey 87% of respondents regard the hostels as their permanent residence.

## **Middle Income Housing**

There is a large gap between middle income housing prices in the former township areas and those in Richards Bay/Empangeni, which makes it difficult for the majority of middle income earners to move to Richards Bay and Empangeni. This need for middle income housing in Richards Bay and Empangeni, has grown significantly in recent years, it is due to the fact that middle income earners are entering this market in increasing numbers.

## **Upper Income Housing**

The demand for upper income housing in Richards Bay and Empangeni can be met by a number of planned projects including The Ridge, Coastal Dune Nodes, Empangeni Golf Course and Waterstone lifestyle estate. Furthermore with much of the land surrounding these towns in private ownership, this demand will be supplied by the private sector.

## Summary of Housing Priorities

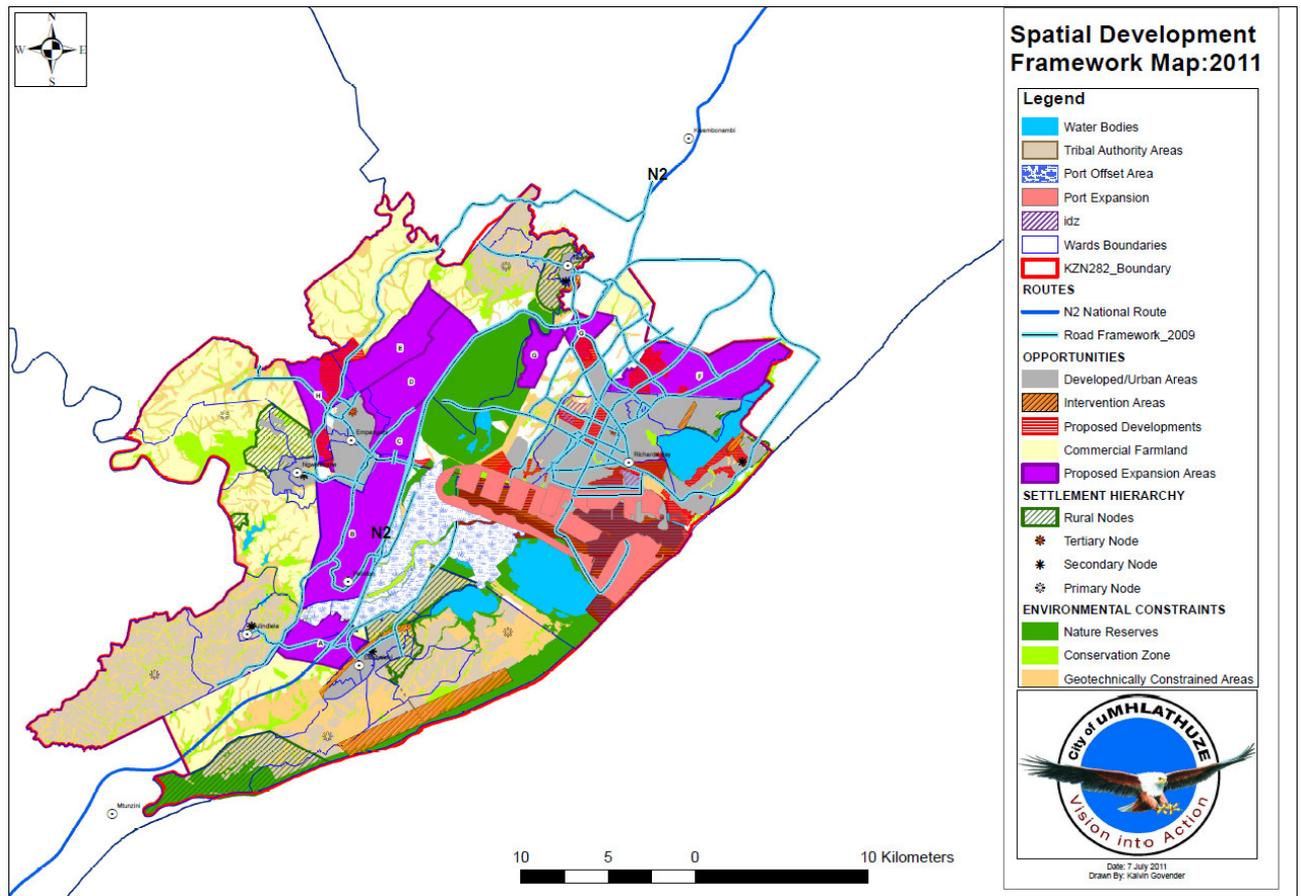
The following table provides a priority list for the delivery of housing projects in the uMhlathuze Municipality. It is however important to note that this list is drawn from current available information on the projects in question and that depending on new information which may come to light, this list should be reviewed on an annual basis.

Priority Projects	Sites/Units	Estimated Value (R/million)
<b>SLUMS CLEARANCE/RURAL HOUSING PROJECTS</b>		
Dube (Wards 12,13,14,15,16,17)	1500	R63 million
Bhejane/Khoza (Wards 5,6,7,8)	1200	R50,4 million
<b>RURAL HOUSING PROJECTS</b>		
Madlebe (Wards 24,25,27,28,29)	1000	R58,5 million
Mkhwanazi (Wards 10,11,17,18,19,22)	1000	R60 million
<b>PLS &amp; GREENFILED HOUSING PROJECTS</b>		
uMhlathuze Village Phase 7 (Wards 9,23,24,28)	585	TBD
Aquadene Superblock	<ul style="list-style-type: none"> <li>o Estimated 501 low income</li> <li>o Estimated 230 medium income</li> <li>o Estimated 584 Rental/CRU units (Block A &amp; B only)</li> <li>o Balance of Rental/CRU still to be determined</li> </ul>	TBD
SDF Expansion Area A (Mzingwenya Settlement from Wards 14, 17, 19, 20)	<ul style="list-style-type: none"> <li>o Unites to be determined.</li> <li>o Approximately 100ha of land to be purchased</li> </ul>	TBD
Hostel Refurbishment: Esikhaleni (Wards 20,21)	360	R12,6 million
<b>EEDBS</b>		
Nseleni (Ward 8) Ngwelezane (Ward 27, 28)	Ongoing process	TBD

Esikhaleni 16,17,20,21,22 Vulindlela (Ward 30)	(Ward		
<b>IN-SITU UPGRADE</b>			
Mzingazi Village (Ward 1)		TBD	TBD
Mandlazini Village (Ward 4)		TBD	TBD
IDT Area (People's Housing Projects in Ngwelezane)		250	TBD
<b>SPECIAL PROJECT</b>			
Conversion of 18 two- roomed compartments (Ngwelezane)		18	TBD

## **LAND SUITABLE FOR FUTURE HUMAN SETTLEMENT DEVELOPMENT**

One of the primary challenges facing the uMhlathuze Municipality is the identification of suitably located land for development. The Municipality has recognized this need through focusing much of its capacity to the investigation of land that is suitable for housing development. The identification of land is a priority of the Municipal IDP and SDF. The uMhlathuze Municipality's draft review of its Spatial Development Framework, see inset hereunder, identified 8 proposed expansion areas as future development nodes. All these properties are privately owned. However, the Municipality is heavily reliant on stakeholders such as Department of Human Settlements, Housing Development Agency (for social housing development) and the Department of Rural Development & Land Reform to assist with acquiring of suitable land for housing development which is currently privately owned or state owned.



These expansion areas were identified given due consideration to, amongst others, geotechnical, air quality and environmental constraints. Apart from these listed constraints, planning principles were also applied. Some of the main principles relate to developing a more integrated urban structure, infill development and also creating economic opportunities in proximity to areas of dense settlement.

The following table provides more information on the proposed SDF Expansion Areas:

EXPANSION AREA	LOCATION	LAND OWNERSHIP	PROJECT TYPE	BULK INFRASTRUCTURE AVAILABILITY
Expansion Area A	ESikhaleni-Vulindlela Corridor	State	Mixed Residential	Yes
Expansion Area B	Felixton	Private	Mixed Residential	No
Expansion Area D	Empangeni	Private	High Residential	No
Expansion Area E	Empangeni	Private	Mixed Residential	No
Expansion Area F	Richards Bay-Birdswood-Mandlazini Veldenvlei &	State	Mixed Residential	No
Expansion Area G	Nseleli Interchange	Private	Mixed Residential	No
Expansion Area H	Empangeni (Waterstone)	Private	Mixed Residential	Yes

## OVERVIEW OF CURRENT HUMAN SETTLEMENTS INITIATIVES

The municipality is currently within the national target in terms of housing delivery. In this section of the report, a summary will be provided of the current human settlements initiatives in the Municipality under the following headings:

- Urban projects, including green field, CRU and proposed Social Housing
- Rural projects

### Urban Projects

#### uMhlathuze Village

Phase 1-5 of the project has been completed and the houses have been allocated to some of the approved beneficiaries. The construction of Phase 7 is envisaged to commence in due course and the compilation of the beneficiary list is underway. The target beneficiaries are from all 30 Municipal wards. Note that phase 4 and 6 is not low income government funded housing.

#### Aquadene Superblock

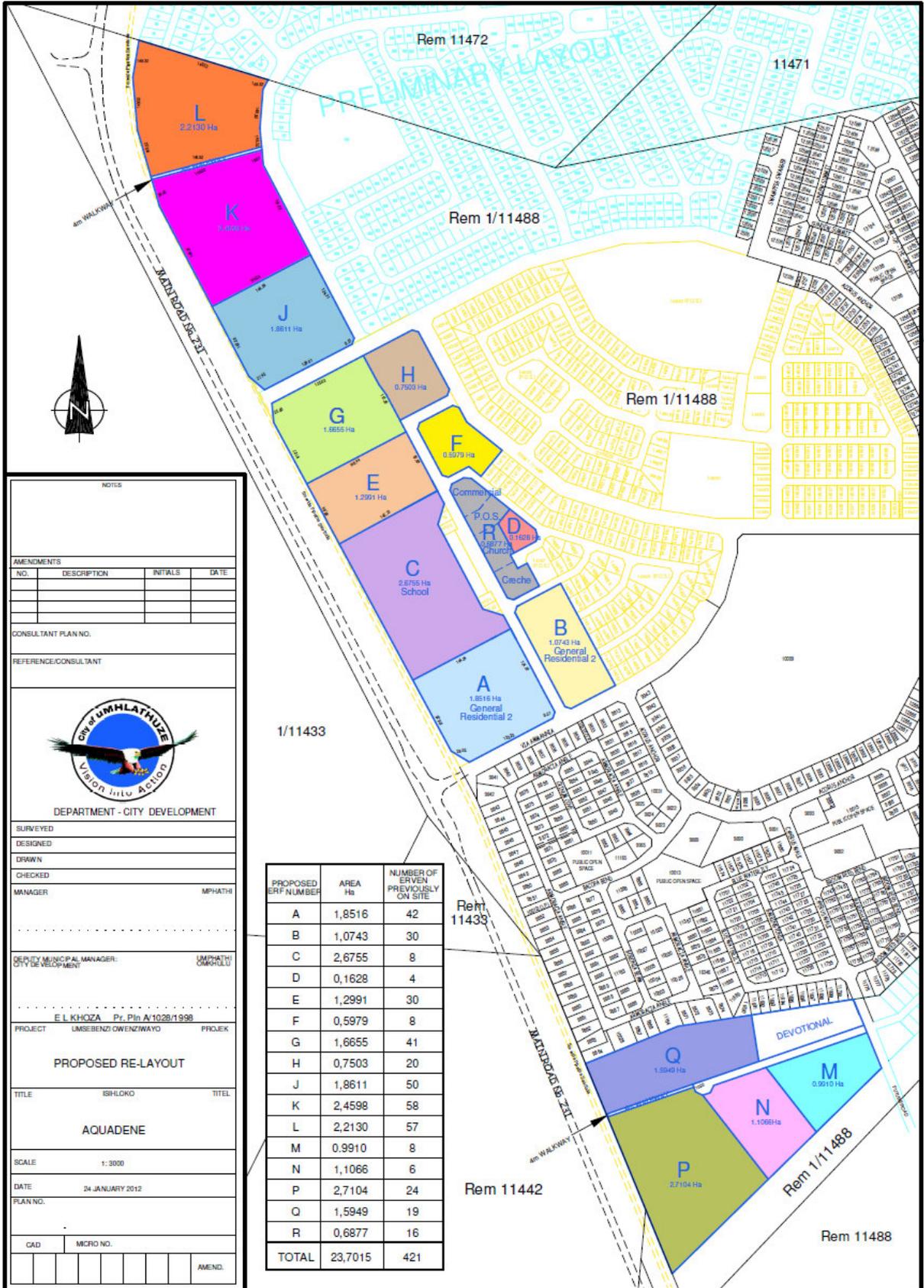
The proposed Aquadene Housing development consists of 5 different phases, phases 1, 3 and 4 being owned by the Municipality and phases 2 and 5 being privately owned. The Municipal Planning at this stage is focusing on phases 1, 3 and 4.

The Aquadene Superblock has undergone some amendments in recent times. The initial plan for Aquadene is summarized in the following table:

DEVELOPMENT PHASE	PROPOSED HOUSING TYPE	EST. NUMBER OF SITES	AREA IN (HA)	LAND OWNERSHIP
1	Low cost	541	36.3	Council
2	Low cost/medium income	212	11.7	Transnet
3	Low cost and Rental	167 for low cost and 4 for rental housing (200 units)	12.9	Council
4	Low cost	365	14.5	Council
5	Low cost and medium income	1039	58	Sappi

Following discussions with Department of Human Settlements regarding the infrastructure provision challenges, the amendment of the initial project plan was done to provide for Social Housing and or CRU (Community Residential Units) as well. Thirteen developmental super blocks have been designed for future Community Residential Units and Social/Rental housing as per the map attached at overleaf. The following table illustrates the amended proposed development concept for Aquadene.

<b>BLOCK NO.</b>	<b>SIZE (HA)</b>	<b>PROPOSED DEVELOPMENT</b>	<b>POTENTIAL NO. OF UNITS</b>
A	1,8516	Social/CRU	370
B	1,0743	Social/CRU	214
C	2,6755	School	1
D,R	0,1628	Mixed Used: Crèche, Commercial and P.O.S	TBD
E	1,2991	Social/CRU	TBD
F	0,5979	Social/CRU	TBD
G	1,6655	Social/CRU	TBD
H	0,7503	Social/CRU	TBD
J	1,8611	Social/CRU	TBD
K	2,4598	Social/CRU	TBD
L	2,2130	Social/CRU	TBD
M	0,9910	Social/CRU	TBD
N	1,1066	Social/CRU	TBD
P	2,7104	Social/CRU	TBD
Q	1,5949	Social/CRU	TBD



NOTICE

AMENDMENTS NO.	DESCRIPTION	INITIALS	DATE

CONSULTANT PLAN NO. \_\_\_\_\_

REFERENCE/CONSULTANT \_\_\_\_\_



**CITY OF UMLATHUZE**  
Vision into Action

DEPARTMENT - CITY DEVELOPMENT

SURVEYED	
DESIGNED	
DRAWN	
CHECKED	
MANAGER	MPHATHI

DEPUTY MUNICIPAL MANAGER: UMLATHUZE CITY DEVELOPMENT

E. L. KHOZA Pr. Plan A/1028/1998

PROJECT: UMSEBENZI OWENZWAYO PROJECT

**PROPOSED RE-LAYOUT**

TITLE: ISHLOKO TITLE

**AQUADENE**

SCALE: 1:3000

DATE: 24 JANUARY 2012

PLAN NO. \_\_\_\_\_

CAD	MICRO NO.	AMEND.

PROPOSED ERF NUMBER	AREA Ha	NUMBER OF ERVEN PREVIOUSLY ON SITE
A	1,8516	42
B	1,0743	30
C	2,6755	8
D	0,1628	4
E	1,2991	30
F	0,5979	8
G	1,6655	41
H	0,7503	20
J	1,8611	50
K	2,4598	58
L	2,2130	57
M	0,9910	8
N	1,1066	6
P	2,7104	24
Q	1,5949	19
R	0,6877	16
<b>TOTAL</b>	<b>23,7015</b>	<b>421</b>

## Esikhaleni Hostel Refurbishment

There are seven (7) hostels located in various sites at Esikhaleni Township. Each hostel consists of 2, 3, 4 or 5 blocks with 18 units each. The envisaged number of units after the completion of refurbishment is 360 four roomed houses. 10 Blocks (180 units) have been upgraded and about 30 units have been transferred to individual beneficiaries/households.

About 136 families/households have been re-allocated to the refurbished units. 300 people have been relocated to uMhlathuze Village low income housing project.

The Council has awarded the tender for the refurbishment of H395. The tenders for the remaining hostels (H862 and H396) are also in the process of being prepared.

The following table provides a summary of the status of the various hostel regarding refurbishment.

HOSTEL NAME	STATUS
H862 (2 blocks)	Not Refurbished
H395 (3 blocks)	Not Refurbished
H396 (5 blocks)	Not Refurbished
J1169 (2 blocks)	Refurbished
J1083 (4 blocks)	Refurbished
J223 (2 blocks)	Refurbished
J464 (2 blocks)	Refurbished

## Rural Projects

The extent of rural housing projects in the municipal area is summarized hereunder:

PROJECT NAME	REFERENCE NO.	WARD	NO. OF SITES	FINANCIAL YEAR
Mkhwanazi: Mkhwanazi Traditional Authority	K09090003	10,11,17,18,19,22 & 30	1000	2011/2012 2012/2013
Madlebe: Madlebe Traditional Authority	K10080001	24,25,27,28 & 29	1000	2011/2012 2012/2013
Dube Village: Dube Traditional Authority	K11030015	12,13,14,15,16 &17	1500	2011/2012 2012/2013
Bhejane/Khoza Traditional Authority	K09090002	5,6,7 & 8	1200	2011/2012 2012/2013

The Municipality appointed 4 Implementing Agents to execute the construction of rural in-situ upgrades projects. The implementation of Mkhwanazi rural in-situ project commenced on 1 October 2011. Construction at the Madlebe rural housing is expected to commence in April 2012 and the other two projects, Dube and Bhejane/Khoza are in the stage 2 phase.

## FUTURE HUMAN SETTLEMENT INITIATIVES

The following table provides an indication of future human settlement priorities.

Priority Projects	Sites/Units	Estimated Value (R/million)
<b>PLS &amp; GREENFILED HOUSING PROJECTS</b>		
uMhlathuze Village Phase 6, 8 (Wards 9,23,24,28)	TBD	TBD
Aquadene Superblock	<ul style="list-style-type: none"> <li>o Estimated 501 low income</li> <li>o Estimated 230 medium income</li> <li>o Estimated 584 Rental/CRU units (Block A &amp; B only)</li> <li>o Balance of Rental/CRU still to be determined</li> </ul>	TBD
SDF Expansion Area A (Mzingwenya Settlement from Wards 14, 17, 19, 20)	<ul style="list-style-type: none"> <li>o Unites to be determined.</li> <li>o Approximately 100ha of land to be purchased</li> </ul>	TBD
<b>IN-SITU UPGRADE</b>		
Mzingazi Village (Ward 1)	TBD	TBD
Mandlazini Village (Ward 4)	TBD	TBD
IDT Area (People's Housing Projects in Ngwelezane)	250	TBD
<b>SPECIAL PROJECT</b>		
Conversion of 18 two-roomed compartments (Ngwelezane)	18	TBD

The City of uMhlatuze requires access to at least 100ha of land in the Esikhaleni Vulindlela Corridor (SDF Expansion Area A). The following cost estimates have recently been provided:

- Cost for partially cultivated, uneven land = R60 000/ha
- Cost for level, well planted areas = R100 000/ha
- Estimated 50 ha @ R60 000 = R3 million
- Estimated 50 ha @ R100 000 = R5 million

It is therefore estimated that the uMhlatuze Council would require between R6 million and R10 million to purchase 100 ha of land in the Esikhaleni Vulindlela Corridor (Area A) for the purposes outlined above.

## **MUNICIPAL HOUSING ACCREDITATION**

One of the objectives of the National Department of Human Settlements Comprehensive Plan, as outlined in the Outcome 8 Imperative for the Development of Human Settlements, is to expand the role of municipalities in the management and development of sustainable and Integrated Human Settlements. To this end, the National Department of Human Settlements has approved a policy framework for the accreditation of municipalities to administer housing programmes. The municipal accreditation programme is a progressive one that entails incremental delegation and ultimate assignment of housing functions to municipalities.

The uMhlatuze Municipality has been granted Level 1 accreditation which means that the Municipality has the delegated authority to perform the following human settlements related tasks:

- Beneficiary management;
- Subsidy budget planning and allocation; and
- Priority programme management and administration

The Municipality has also been granted Level 2 accreditation on the basis of the following conditions:

- Adoption of an updated Municipal Housing Sector Plan aligned to provincial and municipal strategic plans & frameworks
- Adopting infrastructure investment plans underpinning the MHSP
- Implementing an effective Performance Management System
- Clear operational plan for ensuring the expenditure of the Housing Subsidy capital budget

The implication of Level 2 accreditation is that the Municipality will have the delegated authority to programme manage and administer all housing instruments/programmes, in addition to Level 1.

## **MUNICIPAL RESTRUCTURING ZONES**

The uMhlathuze Municipality has been identified by the KwaZulu-Natal Department of Human Settlements as one of the five Local Municipality with a possibility to be declared as Restructuring Zones. In order for the Municipality to be declared as a Restructuring Zone it has to identify areas that will be regarded as Municipal restructuring zones which conforms to the Spatial Development Framework and is aligned with the Integrated Development Plan.

The (proposed) Municipal Restructuring Zones seeks to achieve the following three main objectives of restructuring:

- Spatial restructuring by bringing lower income (and often disadvantaged) people into areas where there are major economic opportunities.
- Social restructuring by promoting a mix of race and classes.
- Economic restructuring by promoting spatial access to economic opportunity and promoting job creating via the multiplier effect associated with building medium density housing stock.

The uMhlathuze Municipality has identified Richards Bay and Empangeni as its Restructuring zones. Within these restructuring zones there are different portions of land that is regarded as possible areas for rental housing development.

### **Proposed Restructuring Zone Project: Aquadene Superblock**

The Aquadene Superblock Housing project is the only current Council restructuring zones project that has been identified and its planning process is underway. The project consist of 5 different phases, phase 1, 3 and 4 being owned by the Municipality and phase 2 and 5 being privately owned.

The Municipal Planning at this stage will focus on phase 1, 3 and 4 as it will be easy to development these properties as they are owned by Council. Sixteen developmental blocks have been designed for future Community Residential Units and Social/Rental housing.

Reference is made to the map inserted in section of this chapter.

## Proposed Restructuring zones

The following table contains details of land parcels that have been identified for future restructuring zones:

Area	Erf Number	Ownership	Extent (Ha)	Status
Richards Bay: Aquadene	11488	State	217	Planning Stage
Empangeni: Expansion Area D	11455, 11477, Ptn 99 of 11477, 16689, Rem of Erf 16689, 15673, 17788, 11444, 11446, 14943, 14945, 11467, 11466, 11468, Rem of Erf11466	Private	1756.10 Developable: 495.81	To be Investigated
Richards Bay	Portion 2 of Erf 11489	State	75.6	To be Investigated
Richards Bay	16715	State	537	To be Investigated
Esikhaleni- Vulindlela Corridor	16833	State	TBD	To be Investigated

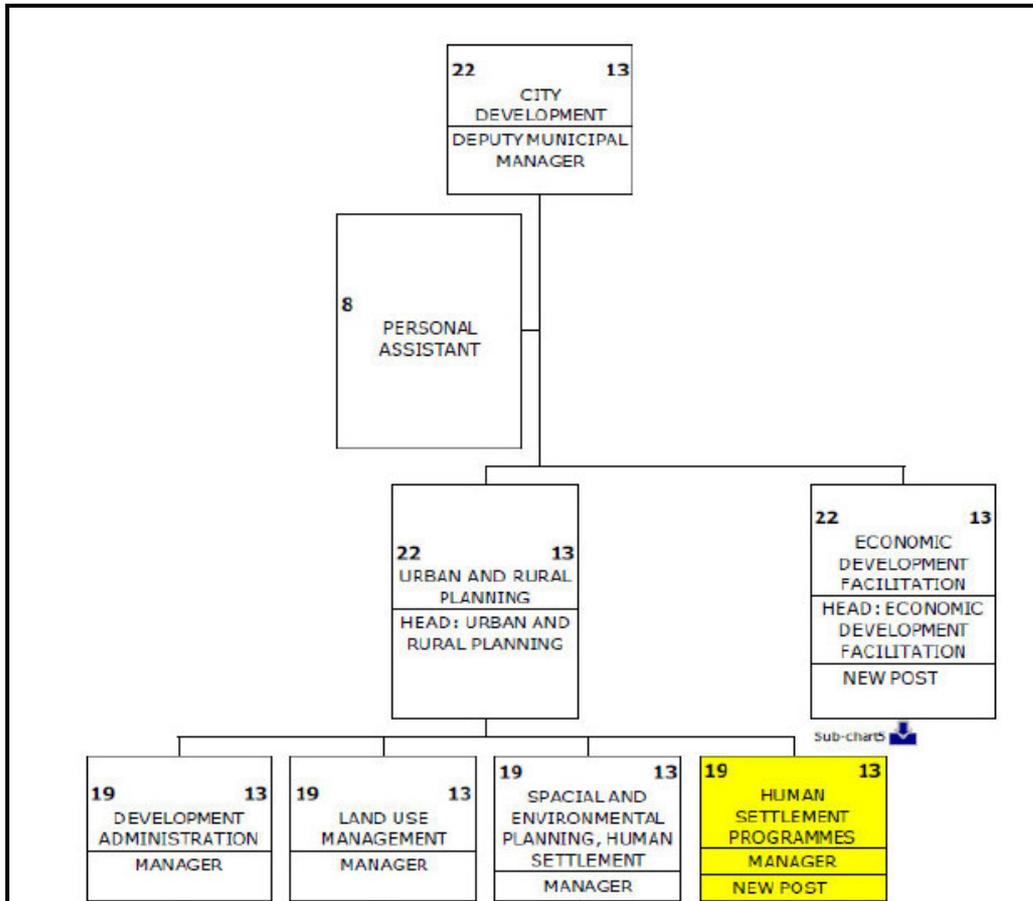
## INSTITUTIONAL ARRANGEMENTS

The human settlements unit falls under the City Development Department of the uMhlathuze Municipality. The Human Settlements Unit is staffed by a Chief Housing Officer, 2 Chief Housing Clerks and 3 Housing Administration Clerks. Currently the Chief Housing Officer reports to the Manager Spatial and Environmental Planning.

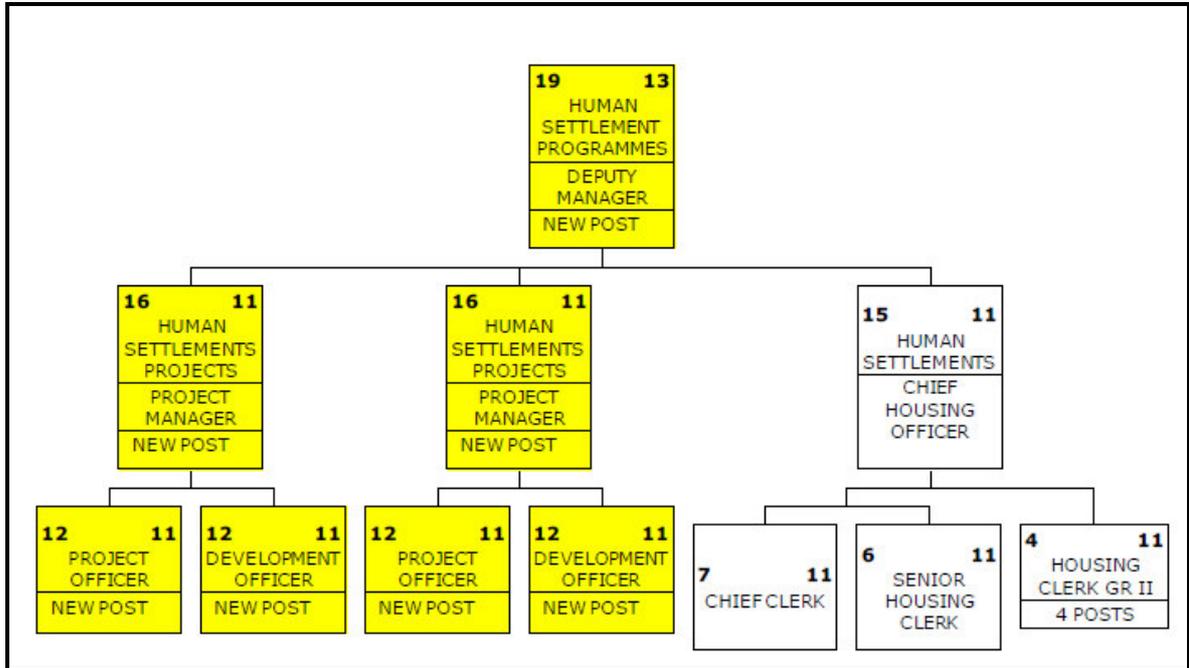
The municipality has created 3 new Human Settlement key positions to enhance the immediate human settlements project management capacity. These positions are Manager: Human Settlements Programmes, 2 Project Managers, 2 Project Officer and 2 Development Officers. The manager Human Settlements will report to the Deputy Municipal Manager City Development. The Manager's responsibilities will be to coordinates the implementation, monitoring, evaluation and reporting sequences of outcomes associated with plans and programmes designed to accomplish key service delivery objectives with respect to social housing/government funded

human settlement projects. The incumbent will work closely with the Provincial Department of Human Settlements and other stakeholders to ensure that housing delivery targets are met.

The municipal organogram showing the location of the Chief Housing Officer with the City Development Department.



The Proposed Human Settlement Organogram is indicated hereunder:



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

### **Annual Organisational Performance Information**

The annual performance reporting on the 2010/2011 financial year was completed and reflected in the Organisational Performance Scorecard in a table format (as prescribed by KZN CoGTA). The Draft Organisational Performance report was presented to the Auditor General for auditing together with the Annual Financial Statements on 30 August 2011. This Annual Performance Report (Tables) should be read in conjunction with the uMhlathuze Annual Report, including the Annual Financial Statements as well as Auditor General Report on the Annual Financial Statements and Performance Information for 2010/2011.

The table below reflects the organisational performance targets and achievements as reflected in the Integrated Development Plan, in relation to the achievements of the previous financial year as well as reflecting corrective measures to be taken in the 2012/13 financial year in cases of under achievement:

The number of households served with basic services as reflected in the table below also includes the performance of external service providers delivering basic services to the community as contemplated in section 46(1)(a) of the Municipal Systems Act (No. 32 of 2000). Water distribution to the community by uMhlathuze is delivered through water purification by WSSA and through purified water purchased from the uMhlathuze Water Board. Electricity is distributed to communities by uMhlathuze municipality through purchasing electricity from ESKOM. The remainder of basic services to communities, i.e. solid waste removal (refuse collection) and sanitation is delivered in-house by uMhlathuze. The uMhlathuze municipality is fortunate not to be reliant on external service providers, i.e. water, sanitation, solid waste removal services delivered by the district municipality like most other local municipalities do. The information reflected below has been subjected to the Internal Auditing process (in line with the scope of PWC) and reported via the Performance Audit Committee to the Executive Committee and Council. Reports are available for inspection.

## 2011/2012 Organisational Performance Management System (OPMS) Scorecard

REVISED UMHLATHUZE ORGANISATIONAL PERFORMANCE SCORECARD 2011/2012																					
IDP Ref	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure / Indicator (Unit of Measure)	Baseline 2010/2011		2011/2012				2011/2012			Annual			Responsible Department	Source			
							Q1 & Q2		1/2 Yearly		Q3 & Q4										
					Target	Actual	Target Q1	Actual Q1	Target Q2	Actual Q2	Target	Actual	Target Q3	Actual Q3	Target Q4	Actual Q4			Original Target	Revised Target	Actual
4.6	Municipal Transformation and Institutional Development	Human Resources Management	Number of black staff employed in management (level 15+)	Number of black staff	78	57	60	58	60	67	0	67	0	0	0	79	79	Corporate Services	Payday HR report 2, Empty summary Dec 2011		
4.6			Women employed by the municipality	Number of women	870	643	881	643	881	667	881	667	881	881	881	881	881	Corporate Services	Payday HR report 2, Empty summary Dec 2011		
4.6			Youth employed by the municipality	Number of youth	TBA	192 only level >15	0	5	0	580	0	580	0	0	0	TBA	TBA	Corporate Services	Payday HR report 2, Empty summary Dec 2011		
4.6			Disabled staff employed by the municipality	Number of staff	TBA	2	0	0	0	0	2	0	2	0	0	0	40	40	Corporate Services	Payday HR report 2, Empty summary Dec 2011	
4.6			Annual Approved Workplace Skills Plan	Date													TBA	TBA	Corporate Services		
4.6			Budget Spent on Workplace Skills Plan	Percentage Spent on budgeted amount	85.0%	93.03%	25.00%	21.65%	25.00%	12.00%	50.00%	33.65%	35.00%				100%	100%	Corporate Services	Council resolution 7735, Item on RPT 151275 dated 24 Jan 2012	
4.6			% Operating Budget spent on implementing Workplace Skills Plan	Skills levy / Salaries budget x 100 = percentage (Target 1.00% p.a.)	1.00%	0.89%	0.25%	0.19%	0.25%	20.00%	0.50%	0.39%	0.35%				1.00%	1.00%	Corporate Services	Council resolution 7735, Item on RPT 151275 dated 24 Jan 2012	
4.1.1	Performance Management Systems	Batho Pele Principles	Community Surveys conducted	Number of surveys	0	0	0	0	0	0	0	0	0	0	0	1	0	Office of the MM	Customer Satisfaction survey will be done in 2012/2013 financial year		
4.1.1		S57 Performance Agreements	Number of agreements	6	6	6	5	6	5	6	5	6	6	6	6	7	6	Corporate Services	Council appointed MM as per CR 7563 on 8 November 2011 and Deputy MM as per CR 7805 on 28 February 2012		
4.5		Municipal Turn Around Strategy	Implementation of the National Municipal Turnaround Strategy	% Implemented	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	All	Presentation on DMS 73652		
5.4	Financial Viability and Financial Management	Revenue Enhancement	Cash collected from customers	R value of revenue collected	1,192,000,000	1,177,632,738	363,000,000	367,643,910	334,000,000	374,430,712	334,000,000	742,074,622	334,000,000	365,538,745	334,000,000		1,500,000,000	1,500,000,000	Financial Services	DMS 73652	
5.4			Amount invoiced/billed to customers	R value of invoices raised	1,240,000,000	1,226,762,597	370,000,000	377,567,545	340,000,000	364,346,147	340,000,000	741,913,692	340,000,000	372,584,682	340,000,000		1,559,000,000	1,559,000,000	Financial Services	DMS 73652	
5.1		Financial management	Debt service payments	R value (cumulative)	165,475,430	165,032,000	45,662,214	42,476,000	91,324,429	84,884,000	91,324,429	84,884,000	136,986,643	129,876,000	182,648,857	182,648,857				Financial Services	DMS 76005
5.1			Total revenue received from grants and subsidies	R value	232,855,000	236,018,837	95,014,000	93,023,000	76,326,004	35,947,604	171,340,604	128,970,604					266,485,000	266,485,000	Financial Services	DMS 76005	
5.1			Total of grants and subsidies spent	Total grants and subsidies spent / Total grants and subsidies received x 100 = Percentage spent	100%	86%	100%	73%	100%	200%	100%	180%	100%				100%	100%	Financial Services	DMS 76005	
5.3		Debt Control	Debt coverage ratio	[Total operating revenue received - operating grants] / [debits service payments (interest & redemption due for the year)]	(155757000 - 156847000) / 170205000 = 0.23	(1481825000 - 154493000) / 165032000 = 8.85	9.26 Full year	(465175000 - 42476000) / 782649000 = 2.32 YTD	4.70%	(877363000 - 84804000) / 102649000 = 4.34 YTD	4.70%	(877363000 - 84804000) / 102649000 = 4.34 YTD	4.70%	(132907000 - 129870000) / 171618000 = 6.99% YTD	4.70%	9.26 revised to 9.40			Financial Services	Promis financial system and document DMS 772603 (SC2 tab) Item on RPT 151749 Dated 31 March 2012	
5.3			Outstanding service debtors to revenue	Outstanding service debtors / revenue actually received for services	120882721 / 1271966100 = 0.09	0.04	0.40	337975382 / 84514000 = 0.40	0.40	365965498 / 703940880 = 0.52	0.40	252200998 / 703940880 = 0.37	0.40	12624677 / 364847875 = 0.35	0.40	130000000 / 1302000000 = 0.09	130000000 / 1302000000 = 0.09			Financial Services	DMS 73652 and DMS 154123
5.3	Cost coverage ratio		[Available cash at particular time + Investments] / Monthly fixed operating expenditure	(-81897000) / 116930000 = (-0.70)	0.5075	0.36 Full year revised to 0.23	84514000 / 127060000 = 0.67	0.12	84514000 / 127060000 = 0.67	0.12	84514000 / 127060000 = 0.67	0.12	161881000 / 127500000 = 1.27	0.02	0.36 Full year revised to 0.23			Financial Services	Promis financial system and document DMS 772603 (SC2 tab) Item on RPT 151749 Dated 31 March 2012		

REVISED UMHLATHUZE ORGANISATIONAL PERFORMANCE SCORECARD 2011/2012

IDP Ref	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure / Indicator (Unit of Measure)	2011/2012													Responsible Department	Source		
					Baseline 2010/2011		Q1 & Q2		1/2 Yearly		Q3 & Q4		Annual								
					Target	Actual	Target Q1	Actual Q1	Target Q2	Actual Q2	Target	Actual	Target Q3	Actual Q3	Target Q4	Actual Q4	Original Target			Revised Target	Actual
5.1	Financial Viability and Financial Management	Budgeting and reporting	Total operating budget (revenue)	R value YTD	155,757,100	1,512,553,593	477,622,400	432,582,128	462,329,599	444,981,258	939,951,000	877,563,386	1,302,704,302	1,329,096,637			1,861,269,600	1,861,269,600		Financial Services	DMS 766065 Promis financial system and document DMS 772603 (SC2 tab) Item on RPT 151749 Dated 31 March 2012
5.1			Total Salaries and Wages budget (including benefits)	R value YTD	360,814,200	359,781,990	101,965,125	95,839,286	101,965,125	99,773,489	203,930,250	195,612,775					407,860,500	407,860,500		Financial Services	DMS 766065 Promis financial system and document DMS 772603 (SC2 tab) Item on RPT 151749 Dated 31 March 2012
5.1			Compliance with MFMA requirements	Percentage compliance	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Financial Services
5.1		Expenditure control	Percentage Capital Budget spent on Capital project i.t.o. IDP	Capital Budget amount spent on Capital Projects / Total Capital Budget x 100 = Percentage spent	90.00%	47.00%	49908100/ 220734200 = 22.61%	3833684/ 220734200 = 7.7%	144449500/ 220734200 = 65.44%	21349556/ 220734200 = 9.67%	144449500/ 220734200 = 65.44% YTD	21349556/ 220734200 = 9.67% YTD	47139521/ 220734200 = 21.36%	49985125 / 220734200 = 22.64%			90%	90%		Financial Services	DMS 673094 and DMS 738652 Promis financial system and document DMS 772603 (SC2 tab) Item on RPT 151749 Dated 31 March 2012
5.1			Total Operating expenditure	R value YTD	1,526,102,800	1,486,773,443	464,921,300	425,977,561	464,921,300	431,788,565	929,842,600	857,766,126	1,310,739,750	1,310,383,915			1,859,685,200	1,859,685,200		Financial Services	DMS 673094 and DMS 738652 Promis financial system and document DMS 772603 (SC2 tab) Item on RPT 151749 Dated 31 March 2012

