

# INTEGRATED DEVELOPMENT PLAN *2013/2014*



**GLOSSARY**

AG	Auditor General	ISRDP	Integrated Sustainable Rural Development Programme
AIDS	Acquired Immune Deficiency Syndrome	IWMP	Integrated Waste Management Plan
ART	Antiretroviral therapy	KZN	KwaZulu-Natal
ARV	Antiretroviral	LED	Local Economic Development
ASGISA	Accelerated Shared Growth Initiative of South Africa	LGSETA	Local Government SETA
BBBEE	Broad Based Black economic Empowerment	LM	Local Municipality
CDWs	Community Development Workers	LRAD	Land Redistribution Programme
CFO	Chief Financial Officer	LUF	Land Use Framework
DBSA	Development Bank of Southern Africa	LUMS	Land Use Management System
DAEA	Department of Agriculture and Environmental Affairs	GDS	Growth and Development Strategy
DEAT	Department of Environmental Affairs and Tourism	MUMF	Land Use Management Framework
DFA	Development Facilitation Act	MDG	Millennium Development Goals
DFID	Department for International Development	MIG	Municipal Improvement Grant
DLA	Department of Land Affairs	MLL	minimum Living Level
DLGTA	Department of Local Government and Traditional Affairs	MM	Municipal Manager
DM	District Municipality	MPA	Municipal Plan of Action
DoH	Department of Housing	MSIG	Municipal Systems Improvement Grant
DoL	Department of Labour	NEMA	National Environmental Management Act
DWAF	Department of Water Affairs & Forestry	NSDP	National Spatial Development Perspective
EIA	Environmental Impact Assessment	OHS	Occupational Health and Safety
EKZNW	Ezemvelo KwaZulu-Natal Wildlife	PGDS	Provincial Growth and Development Strategy
EMF	Environmental Management Framework	PMS	Performance Management System
EMP	Environmental Management Plan	PMTCT	Prevention of Mother to Child Transmission
EPWP PSC	EPWP Provincial Steering Committee	PSEDS	Provincial Spatial Economic Development Strategy
EPWP	Expanded Public Works Programme	RDP	Reconstruction and Development Programme
FBS	Free Basic Services	SANBI	South African National Biodiversity Institute
FET	Further Education and Training	SANRAL	South African National Roads Agency Limited
HH	Households	SDBIP	Service Delivery and Budget Implementation Plan
HIV	Human Immune-deficiency Virus	SDF	Spatial Development Framework
HR	Human Resources	SEA	Strategic Environmental Assessment
IAS	Invasive Alien Species	SIC	Standard Industrial Codes
ICMA	Integrated Coastal Management Act	SLA	Sustainable Livelihood Approach
ICT	Information Communications Technologies	STATSSA	Statistics South Africa
IDP	Integrated Development Plan	VCT	Voluntary Counselling and Testing
IDPRF	Integrated Development Plan Representative Forum	WESSA	Wildlife and Environmental Society of South Africa
IGR	Inter Governmental Relations		

**GLOSSARY OF LEGISLATIVE ENACTMENTS**

The Constitution	Republic of South Africa's Constitution, Act 108 of 1996
The Systems Act	Municipal Systems Act, No 32 of 2000
The Structures Act	Municipal Structures Act, No 117 of 1998
DFA	Development Facilitation Act, No 67 of 1995
MFMA	Municipal Finance Management Act, No 56 of 2003



## I. EXECUTIVE SUMMARY

### i. Who are we?

Umzumbe Municipality runs along the coast for a short strip between Mthwalume and Hibberdene and then balloons out into the hinterland for approximately 60 km.

It covers a vastly, large rural area of some 1260 square kilometres with approximately 1% being built up/ semi-urban area. The municipality incorporates 17 traditional authority areas comprise of 19 municipal wards. It is a local municipality (KZN 213) that falls within Ugu District Municipality (DC 21) and is one of the six local municipalities within the District of Ugu.

There are no established towns in the municipality, which is characterized by a vast backlog of basic services, high levels of poverty and virtually no

economic base. The most striking physical feature is the extent of undeveloped natural, land which represents almost 60% of the total land area.

Agriculture is the mainstay of the economy with the main activities being sugar cane and small scale farming, as well as small business community.

The Municipality is the second largest municipality within the district. The census 2011 indicates that the total population within Umzumbe is estimated at 160 975 persons shared amongst 19 wards. The most populated ward is ward 18 with 13056 persons and the least populated ward is ward 6 with 5922 people. The average ward population is 8472 people.



Map 1: Locality Map



**ii. How was the Plan Developed?**

The preparation of the Integrated Development Plan of the municipality was an integrated participatory process that began in July 2012 with the development of the process plan, the first IDP forum was held in September where the process plan was presented as well as the Municipals Draft Spatial Development Framework (SDF).

In November a total of five mayoral Imbizo's were held in and around the municipality taking a cluster approach in the participation of the community.

The table below provides a schedule of key activities to be carried out in the IDP, PMS and budget processes.

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>ACTION DATE</b>	<b>BUDGET</b>
1. Prepare joint process plans for IDP, PMS & budget	IDP Manager / CFO	July 2012	In house
2. Draft IDP review advertisements and advertise.	IDP Manager	July 2012	R10 000.00
3. Submit Process Plans to IDPRF, portfolio committees (Steering Committees) and EXCO	IDP Manager / CFO	August 2012	In house
4. Liaise with national and provincial governments for planning and budgeting process	IDP Manager / CFO / MM	August 2012	In house
5. Assessment of objectives, strategies and projects against cross cutting issues	IDP Manager / CFO / MM	Sept ember 2012	In house
6. Assessment of alignment of IDP strategies & projects for medium term in relation to NSDP and PGDF	IDP Manager	September 2012	In house
7. Determine funding availability & requirements per sector plan and where relevant prepare business plan / Terms of Reference & rollout accordingly	All relevant departments*	September 2012	In house
8. Review and confirm objectives, strategies & projects at IDPRF workshop	IDP Manager / CFO / MM	October 2012	In house
9. Review Capital/institutional/Operational/ Maintenance) projects	IDP Manager / HODs / MM	October 2012	In house
10. Estimate available sources & provide guidance for way forward for budgeting	CFO	October 2012	In house
11. Review Capital/institutional/Operational/ Maintenance projects (Drafting the budget)	Municipal Manager/ IDP Manager/CFO	October 2012	In house
12. Submit revised projects to Treasury	CFO / MM	November 2012	In house
13. Submit first draft of IDP to IDPRF, IDPSC and Council for in principle approval	IDP Manager	November / December 2012	In house
14. Submit Budget instructions to all relevant persons	CFO	December 2012	In house
15. Submit 2012/20113 budget framework to all relevant persons (Budget framework to include salary, operational and capital budget related information).	CFO	December 2012	In house
16. Submit IDP review first draft to province (DLGTA) for assessment by service providers	IDP Manager	December 2012	In house
17. Preparation of a summary of available funds from: Internal Funds, eg. CDF and External Funding, eg. MIG	CFO	December 2012	In house
18. Assess financial Feasibility of proposed new projects based on existing and potential funds.	CFO	February 2013	In house
19. Meeting with relevant officials – discussing budget process plan ( First Draft Budget meeting)	CFO	February 2013	In house



ACTION	RESPONSIBILITY	ACTION DATE	BUDGET
20. Meeting with relevant officials – submitting inputs ( Second Draft Budget meeting)	CFO	February 2013	In house
21. Meeting with relevant officials – with submitted inputs( Third Draft Budget meeting)	CFO	February 2013	In house
22. Consideration of Draft Budget by Finance and EXCO (First Meeting)	CFO and Exco	February 2013	In house
23. Consideration of Draft Budget by Finance and EXCO (Second Meeting)	Municipal Manager, CFO and Exco	February 2013	In house
24. Tabling of 2010/2011 draft budget to Council	Municipal Manager, CFO and Exco	March 2013	In house
25. Publicise tabled budget within 5 days after tabling the media	CFO	March 2013	In house
26. Send copy of tabled budget to National Treasury and Provincial Treasury	CFO	March 2013	In house
27. Provincial IDP forum assessment of IDP	IDP Manager /	March 2013	In house
28. Budgetary process	Finance, Planning, Mayoral Services	March 2013	In house
29. Align and link all Key Issues in the IDP to KPA's	IDP Manager / HODs / MM	March 2013	In house
30. Determine objectives for each KPA	IDP Manager / HODs / MM	March 2013	In house
31. Set KPI's for each objective. KPI's to be based on the SMART principle, i.e. KPI's must be simple, measurable, applicable, relevant and timely	IDP Manager / HODs / MM	March 2013	In house

### iii. What are the key challenges?

- The municipality is completely rural with no town and very little economic activity.
- The municipality owns no land, close to 40% of the land falls under Ingonyama trust and about 35% is under private ownership and government department.
- A large portion of the population lives in poverty and depend on social grants.
- Attracting investment is a challenge but it can be unlocked through proper settlement planning, zoning of areas to assist in land management as well as environmental conservation.
- Lack of sufficient infrastructure such as electricity and water supply is hindering the development and sustainability of economic activity in the sense that it does not boost investor confidence.
- Revenue Enhancement: as the municipality is predominantly rural with high level of unemployment and poverty, it makes it difficult for to generate own venue in terms of waste removal, electricity, sanitation and other municipal services.
- Financial Management has resulted in good financial Audit
- Establishment of local businesses: most of them are not well established and therefore cannot supply or provide certain goods or services



## Financial Viability

### KPA 2: INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY

- Huge infrastructure backlog: There are some major infrastructure backlogs in terms housing, water sanitation and electricity. Access roads need to be maintained regularly.
- Funding: is limited: more funding that is required to fast track reduction of the backlog.
- Housing provision: even though construction of low cost housing is progressing fairly well, the process is hindered by limited, available, suitable land for housing development.
- Non availability of land for landfill site
- Scattered settlement pattern hinders provision of services
- Aging infrastructure
- Topography hinders deployment of services
- Out dated Capital investment Plan

### KPA 3: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

- In the process of restructuring itself to ensure that it carries out its developmental responsibility.

### KPA 4: LOCAL ECONOMIC DEVELOPMENT

- Created nodes: have relatively vibrant economic activities. Examples are Umthlume (turton), Ophepheni and St Faiths....
- Primary corridors (P68 and P73): are envisaged to unlock more economic potential as mobility would be enhanced culminating in further infrastructural development.
- Secondary Node (Morrison and Umgayi)
- Tourism: there are a number of projects and initiatives to develop the tourism assets and improve the management and marketing of Umzumbe tourist products and services.

- High level of poverty and unemployment as well as low economic growth in the area.
- Informal trade: is currently the backbone of Umzumbe's economy and is mostly situated in the areas that have already been identified as the economic nodes.
- Development of coastal zone: critical and in line with the Provincial Growth and Development Strategy, i.e. beach development.
- Agricultural sector: bulk of agricultural activities are mainly subsistence farming on rural communal land. Major enterprises are sugar cane, bananas and timber.
- Good agricultural potential
- The success rate of LED project is low
- Incorporating of Heritage sites into tourism
- Serious economic leakage
- Inadequate Skills profile (in communities)

### KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

- Public participation meetings: are also held regularly to deliberate on developmental matters of the municipality as well as reporting.
- Challenges: administration support, vastness, inaccessibility of some of the wards,
- IGR structures functional
- The promotion of good governance within the municipality
- good Social cohesion
- High HIV & Aids prevalence
- Low Crime perception
- High teenage pregnancy

### KPA 5: SPATIAL ANALYSIS AND ENVIRONMENT MANAGEMENT

- Land use system: is incomplete this makes it extremely difficult to handle land use applications.
- There is a need to develop land use management



system in line with the Planning Development Act, schemes and approved Spatial Development Framework.

- The indigenous/traditional methods of land use allocation is not compatible with the current legislative requirements/approaches
- Lack of Environmental and sector plans (e.g. coastal, flood lines, biodiversity)
- Lack of capacity to deal with environmental issues

#### iv. What is our long term vision?

By 2030 Umzumbe will be economically viable enjoying heritage, tourism and agricultural benefits.

#### v. What is our mission?

We are dedicated to promote people-centered development, acceleration of service delivery and sustainable local economic development.

#### vi. What are we going to do to unlock and address our key challenges?

#### vii. What could you expect from us, in terms outputs, outcomes and deliverables, over the next five years?

- Implementing “new development approach” that strategically addresses the key challenges of the people
- Integrated development planning and proper co-ordination and integration of development initiatives of the Municipality and other spheres of government
- Ensuring the fair and just allocation and distribution of resources within the municipality

- Enhancing the economic development and growth within the municipality
- Infrastructure development and service provision that meets priority needs of communities
- Learning from other municipalities with the best practice in service delivery
- Empowering our citizen through capacity building initiatives that characterizes developmental local government

#### i. How will our progress be measured?

The Municipal Systems Act (32 of 2000) requires that municipalities to develop their own performance management system (PMS). They need to set performance targets and monitor and review their performance based on indicators that are linked to their Integrated Development Plan (IDP).

In addition, the Municipal Finance Management Act (56 of 2003) embeds the need for performance management in local government and requires municipalities to develop a Service Delivery and Budget Implementation Plan (SDBIP).

This SDBIP serves as a “contract” between the administration, council and the community expressing goals and objectives set by Council as quantifiable outcomes to be implemented over the next twelve months. The SDBIP provides the basis for measuring performance in service delivery against end-of-year targets and implementing the budget.

The Umzumbe IDP ensures that the resources available to the Municipality are directed at the delivery of projects and programmes that meet agreed development priorities. Once the Municipality starts to implement the IDP, it is important to check that delivery happens in a planned manner, that the Municipality is using its resources most efficiently, producing the quality of delivery envisaged and that the delivery is having the planned effect on the lives of people living in the Municipal area.



To achieve this it is necessary to monitor and evaluate measure and review the performance of the Municipality against indicators and targets set in its IDP. Performance management will thus assist us to make immediate, appropriate changes in the delivery and management of resources, identify and overcome major systematic blockages and guide future planning on development objectives and resource use.

Achieving this requires that our PMS is pro-actively developed in conjunction with the annual review of the municipal IDP. This will allow for performance management within the local context as a tool to ensure accountability of:

- The Municipality to its constituents, citizens and communities;
- The Executive Committee to the Council;
- The Administration to the Executive Committee or Executive Mayor;
- All line, functional and sectorial managers to the Executive Management and the
- All employees to the organization

## Planning and development principles

### DEVELOPMENT FACILITATION ACT

The DFA contains general principles for land development and decision making. Some of these principles, as contained in section 3 of the Act, are summarized at overleaf.

1. Provision should be made for urban and rural land development including the development of formal and informal, existing and new settlements.
2. Illegal occupation of land should be discouraged.
3. Land development should take place effectively and in an integrated manner by:
  - a. Integrating social, economic, institutional, environmental and spatial aspects of land development.

- b. Developing urban and rural areas in support of each other.
- c. Providing areas of residence and job opportunities close together or integrated with each other.
- d. Optimize the use of existing resources.
- e. Permitting and encouraging diverse land uses.
- f. Rectifying the distorted spatial patterns of the past.
- g. Compaction of towns to discourage urban sprawl.
- h. Ensuring a sustainable natural environment.
- i. Promote conditions under which economic activities can flourish.
- j. Create opportunities for small business at places of high accessibility and economic agglomeration.
- k. Provide the basics for survival to all existing settlement and focus on places with economic potential to provide a higher level and wider range of services or facilities.

4. Development within an area should take place within the limited resources, financial, institutional and physical of the area in order to create a viable community and to protect the natural environmental to enable economic growth.

### NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)

Ultimately, all government programmes and activities find expression in space. The spatial dispensation and the nature of the space economy of a country/region have important implications for meeting the social, economic and environmental objectives of a government. For instance, in cases where human settlements are scattered and fragmented over vast distances, servicing becomes expensive, both in terms of initial capital investment and subsequent maintenance. On the other hand, well connected settlements, with sufficient densities to enable better public transport, are far more conducive to spatial





targeting of investment in nodes along such routes to facilitate the creation of jobs that are accessible to all.

**The NSDP puts forward a set of five normative principles:**

**Principle 1:**

Rapid economic growth that is sustained and inclusive is a prerequisite for the achievement of other policy objectives, among which poverty alleviation is key.

**Principle 2:**

Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health and educational facilities) wherever they reside.

**Principle 3:**

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.

**Principle 4:**

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 gravitate - if they choose to - to localities that are more likely to provide sustainable employment and economic opportunities.

**Principle 5:**

In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or that link the main growth centers. 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.

In areas of low or no economic potential, the path of development and poverty reduction should be through a focus on investment in human capital development (education, training, social welfare, sound rural development planning, aggressive land and agrarian reform and the expansion of agricultural extension services, etc.).

The NSDP supports the view that states that poverty is prevalent in some areas because economic and social dynamism is at such low ebb in those areas and is unlikely to improve under any feasible scenario of intervention by government or donors.. It is more beneficial to engage in activities such as education and healthcare, etc. that provide valuable momentum to increasing human capital, knowledge and the capability of individuals to make decisions from a broader set of alternatives.

**In terms of poverty eradication the NSDP is underpinned by the following assumptions:**

- Location is critical for the poor to exploit opportunities for growth;
- The poor, who are concentrated around vibrant and active junction points or activity corridors, have greater opportunity to gain from higher rates of economic growth and to improve their welfare;
- Areas of demonstrated economic potential give greater protection to the poor against adverse effects of economic shock because of greater opportunities to diversify income sources;



- Areas with demonstrated economic potential are the most favourable for overcoming poverty;
- Migration studies conclusively prove that the poor are making rational choices about locating to areas of employment and economic opportunities; however
- Government must ensure that policies and programmes are in place to ensure the poor are able to benefit fully from growth and development opportunities in such areas.

In opting for sustainable development, spatial interventions and impacts have to be designed and monitored for the broader economy and human settlements, for specific sectors in the economy (e.g. water and energy consumption, air pollution and waste management, brick making, etc) and at household level (e.g. exploring renewable energy alternatives, reducing and re-using waste, and efficient public transport use).

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

#### THE DRAFT SPATIAL PLANNING AND LAND USE MANAGEMENT BILL, 2011

The draft Spatial Planning and Land Use Management Bill, 2011, sets out the following spatial planning and land use management principles:

The principle of spatial justice, whereby:

- Past spatial and other development imbalances are redressed through improved access to and use of land;
- Spatial Development Frameworks and policies at all spheres of government address the inclusion of persons and areas that were previously excluded, with an emphasis on informal settlements, former homeland areas and areas characterised by widespread poverty and deprivation;
- spatial planning mechanisms, including land use schemes, include provisions that enable redress in access to land and property by disadvantaged communities and persons;
- land use management systems are inclusive of all areas of a municipality and specifically include provisions that are flexible and appropriate for the management of disadvantaged areas, informal settlements and former homeland areas;
- land development procedures will include provisions that accommodate access to secure tenure and the incremental upgrading of informal areas; and
- where a planning tribunal considers an application before it, the planning tribunal's exercise of discretion may not be impeded or restricted on the ground that the value of land or property is affected by the outcome of the application;

The principle of **spatial sustainability**, whereby spatial planning and land use management systems must

- Promote land development that is within the fiscal, institutional and administrative means of the country;
- ensure protection of the prime and unique agricultural land, the environment and other protected lands and the safe utilisation of land;
- promote and stimulate the effective and equitable functioning of land markets;
- consider all the current and future costs to all parties for the provision of infrastructure and social services in land developments;
- promote land development in locations that are sustainable and limit urban sprawl;



- result in communities that are viable;

The principle of **efficiency** whereby

- Land development optimises the use of existing resources and infrastructure;
- decision-making procedures are designed with a view to minimizing negative financial, social, economic or environmental impacts; and
- development application procedures are efficient and streamlined and time frames are adhered to by all parties;

The principle of spatial resilience whereby flexibility in spatial plans, policies and land use management systems is accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks; and

The principle of **good administration** whereby:-

- All spheres of government ensure an integrated approach to land use and land development that is guided by the spatial planning and land use management systems as embodied in this Act;
- No government department may withhold their sector input or fail to comply with any other prescribed requirements during the preparation or amendment of Spatial Development Frameworks;
- The requirements of any law relating to land development and land use are met timeously;
- the preparation and amendment of spatial plans, policies, land use schemes as well as procedures for development applications, to include transparent processes of citizen participation and all parties to have the opportunity to provide inputs on matters affecting them; and
- Policies, legislation and procedures must be clearly set out and inform and empower citizens.

## BREAKING NEW GROUND: FROM HOUSING TO SUSTAINABLE HUMAN SETTLEMENTS

Poverty is understood to involve three critical dimensions: *income*, *human capital* (services and opportunity) and *assets*. Housing primarily contributes towards the alleviation of asset poverty.

“Sustainable human settlements” refer to:

*“well-managed entities in which economic growth and social development are in balance with the carrying capacity of the natural systems on which they depend for their existence and result in sustainable development, wealth creation, poverty alleviation and equity”*

The present and future inhabitants of sustainable human settlements located both in urban and rural areas, live in a safe and a secure environment and have adequate access to economic opportunities, a mix of safe and secure housing and tenure types, reliable and affordable basic services, educational, entertainment and cultural activities and health, welfare and police services.

Land utilization is well planned, managed and monitored to ensure the development of compact, mixed land-use, diverse, life-enhancing environments with maximum possibilities for pedestrian movement and transit via safe and efficient public transport in cases where motorized means of movement is imperative.

Specific attention is paid to ensuring that low-income housing is provided in close proximity to areas of opportunity. Investment in a house becomes a crucial injection in the second economy, and a desirable asset that grows in value and acts as a generator and holder of wealth.



Sustainable human settlements are supportive of the communities which reside there, thus contributing towards greater social cohesion, social crime prevention, moral regeneration, support for national heritage, recognition and support of indigenous knowledge systems, and the ongoing extension of land rights.

In line with the NSDP and the Draft National Urban Strategy, the Department will enhance its contribution to spatial restructuring by:

#### **Progressive Informal Settlement Eradication**

Informal settlements must urgently be integrated into the broader urban fabric to overcome spatial, social and economic exclusion.

#### **Promoting Densification and Integration**

The new human settlements plan includes the following interventions:

- Densification policy
- Residential development permits

It is proposed that 20% of all residential development would constitute low cost to affordable housing and would be prescribing through the permit.

- Fiscal incentives

The Department, in conjunction with Treasury and SARS, will investigate the development of fiscal incentives to promote the densification of targeted human settlements and whilst introducing disincentives to sprawl.

#### **Enhancing Spatial Planning**

Greater coordination and alignment of various planning instruments and economic policies lies at the heart of sustainable human settlements.

#### **Enhancing the location of new housing projects**

The new human settlements plan envisages the following interventions:

- Accessing well-located state-owned and para-statal land
- Acquisition of well-located private land for housing development
- Funding for land acquisition
- Fiscal incentives

The Department will engage with SARS and Treasury to investigate the introduction of fiscal incentives (and disincentives) to support the development of well-located land.

#### **Supporting Urban Renewal and Inner City Regeneration**

Urban renewal is a targeted intervention by government to resuscitate declining urban areas.

The new human settlements plan will support this by:

- Encouraging Social (Medium-Density) Housing
- Increasing effective demand

#### **Developing social and economic infrastructure**

There is a need to move away from a housing-only approach towards the more holistic development of human settlements, including the provision of social and economic infrastructure. The new human settlements plan proposes that:

- Construction of social and economic infrastructure

A multipurpose cluster concept will be applied to incorporate the provision of primary municipal facilities such as parks, playgrounds, sport fields, crèches, community halls, taxi ranks, satellite police stations, municipal clinics and informal trading facilities.

- New funding mechanism

A New funding mechanism be introduced to fund the development of the primary social/community facilities, which will focus on informal settlement upgrading projects, completed housing projects still lacking social facilities and new housing projects.



- Municipal implementation

Municipalities will be the primary implementation agencies and will submit business plans for approval to Provincial Housing Departments.

### Enhancing the Housing Product

There is a need to develop more appropriate settlement designs and housing products and to ensure appropriate housing quality in both the urban and rural environments. The new human settlements plan accordingly proposes the following:

- Enhancing settlement design

The Department will investigate the introduction of enhancing measures and incentives to include design professionals at planning and project design stages, and will develop design guidelines for designers and regulators to achieve sustainable and environmentally efficient settlements.

- Enhancing housing design

Within the rural context, there is a need to make housing interventions more effective, to enhance the traditional technologies and indigenous knowledge which are being used to construct housing in rural areas and to improve shelter, services and tenure where these are priorities for the people living there.

Within the urban context, there is a need to focus on .changing the face. Of the stereotypical "RDP" houses and settlements through promotion of alternative technology and design.

- Addressing housing quality.

### KWAZULU-NATAL PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)

The Provincial Growth and Development Strategy recognises that environmental vulnerability, social need and economic development are not evenly distributed and spatial disparities will always exist due to the spatial distribution of natural resources,

historical imperatives and cultural factors. These spatial disparities have often been aggravated by past spatial planning. This has resulted in a disjuncture between where people live and where social and economic opportunities are concentrated. This spatial marginalization from economic opportunities of the majority of the population needs to be addressed in order to reduce poverty and inequality and ensure shared growth and the protection of vulnerable bio-resources.

The strategic and targeted nature of the Provincial Growth and Development Strategy implies that specific interventions will be undertaken within key geographical areas of Need and Potential.

## SPATIAL RATIONALE

### SPATIAL VISION AND APPROACH

The envisaged spatial vision for KwaZulu-Natal could be summarised as follow:

*“Optimal and responsible utilisation of human and environmental resources, building on addressing need and maximising opportunities toward greater spatial equity and sustainability in development”*

### SPATIAL PRINCIPLES

#### Principle of Environmental Planning

The Principle of Environmental Planning (Bioregional Planning) refers to understanding and respecting the environmental character (potential and vulnerability) and distinctiveness of places and landscapes and promoting balanced development in such areas.

#### Principle of Economic Potential

The Principle of Economic Potential aims to improving productivity and closing the economic performance gap between the various areas of KwaZulu-Natal towards economic excellence of all areas. Rapid economic growth that is sustained and inclusive is seen as a pre-requisite for the achievement of poverty alleviation.



The principles further promotes the consideration of spatial needs for Economic Competitiveness (Potential) by proposing an asset based spatial approach based on unique advantages and opportunities within various areas.

### **Principle of Sustainable Communities**

The Principle of Sustainable Communities promotes the building of places where people want to live and work. Again the sense of Quality of Living refers to the balance between environmental quality, addressing social need and promoting economic activities within communities.

Often communities within the rural context of KwaZulu-Natal are not located in the areas with perceived highest economic potential. Where low economic potential exists planning and investments should be directed at projects and programmes to address poverty and the provision of basic services in order to address past and current social inequalities towards building sustainable communities.

### **Principle of Local Self-Sufficiency**

The Principle of Local Self-Sufficiency promotes locating development in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally. Furthermore, the principle is underpinned by an assessment of each areas unique competencies towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency.

### **Principle of Spatial Concentration**

The Principle of Spatial Concentration aims to build on existing concentrations of activities and infrastructure towards improved access of communities to social services and economic activities. In practical terms this promotes concentration along nodes and corridors with multi-sectoral investment ie roads, facilities, housing etc. This is envisaged to lead to

greater co-ordination of both public and private investment and result in higher accessibility of goods and services to communities while ensuring more economic service delivery.

This principle will further assist in overcoming the spatial distortions of the past. Future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or link the main growth centres in order for them to become regional gateways.

### **Principle of Sustainable Rural Livelihoods**

The Principle of Sustainable Rural Livelihoods considers rural areas in a way which is integrated with other decision making associated with the Sustainable Livelihoods framework. This principle requires that spatial planning consider the locality and impact of human, physical, natural , financial and social capitals of an area and spatially structure these in support of each other.

Another aspect of this principle is promoting spatial planning in a continuum where rural areas are not addressed as completely separate entities to urban centres, but rather a gradual change in landscape with the potential progression of rural areas to more closely resemble the service standards and quality of living achieved in some urban contexts.

### **Principle of Balanced Development**

The Principle of Balance Development promotes the linking of areas of economic opportunity with areas in greatest need of economic, social and physical restructuring and regeneration at all spatial scales. In practical terms the principles sought to find a balance between the potentially competing land uses by understanding the relationship and integration between major dimensions within the province and promoting a synergetic mixture of land uses in support of each other at various spatial scales.



### Principle of Accessibility

The Principle of Accessibility simply promotes the highest level of accessibility to resources, services, opportunities and other communities. This is intrinsically linked to transportation planning and should consider localised needs for the transportation of people and goods by various modes of transport as guided by the scale and function of a region. At a provincial level there is a strong correlation between the most deprived areas and poor regional accessibility to those areas. In addressing accessibility at provincial and local level, the need for possible new linkages, the upgrade in the capacity of existing linkages and the suitable mix of modes of transport should be considered.

### Principle of Co-ordinated Implementation

The Principle of Co-ordinated Implementation actually projects beyond spatial planning and promotes the alignment of roleplayer mandates and resources with integrated spatial planning across sectors and localities. Essentially the principle suggests that planning-implementation becomes a more continuous process and that government spending on fixed investment should be focused on planned key interventions localities.

This principle ultimately also proposes a move towards more developmental mandate definitions of the various departments away, from single mandates to enable the spatial alignment of growth and development investment.

### SPATIAL VARIABLES

- Environmental Sensitivity
- Economic Potential
- Social Need
- Urban Accessibility

In order to effectively combine these four variables into a single map of key intervention areas, the categories/level of each variable was weighted and

ranked into five similarly described categories to allow for effective overlaying comparisons. The various weighting and categories used per variable is briefly illustrated below:

### National Development Plan

In 2011 the National Planning Commission (NPC) conducted a diagnosis of the challenges facing South Africa. This process culminated to the NPC producing a Diagnostic Report which report highlighted critical challenges facing the people of this country from joblessness, poor education, disease burden health, corruption etc.

The situation that the country finds itself has had an effect of leaving the majority of the population trapped in a vicious circle of poverty and a growing gap of the haves and those that have not. To arrest this situation the NPC has developed a 20 year National Development Plan (NDP).

### WHAT DOES THE NATIONAL DEVELOPMENT PLAN PROPOSE?

The point of departure for the NDP is fighting poverty and inequality in South Africa. According to the NPC South Africa can eliminate poverty and reduce inequality by 2030. It will require change, hard work, leadership and unity. The main goal is to improve the life chances of all South Africans, but particularly those young people who presently live in poverty.

The plan helps to chart a new course. It focuses on putting in place the things that people need to grasp opportunities such as education and public transport and to broaden the opportunities through economic growth and the availability of jobs. Everything in the plan is aimed at reducing poverty and inequality.

The plan asks for a major change in how we go about our lives. In the past, we expected government to do things for us. What South Africa needs is for all of us to be active citizens and to work together – government, business, communities – so that people have what



they need to live the lives they would like. South Africa can become the country we want it to become. It is possible to get rid of poverty and reduce inequality in 20 years. We have the people, the goodwill, the skills, the resources – and now, a plan. This is how the plan proposes we achieve the goal of fighting poverty and reducing inequality:

### CREATE JOBS

- Create 11 million more jobs by 2030:
  1. Expand the public works programme
  2. Lower the cost of doing business and costs for households
  3. Help match unemployed workers to jobs
  4. Provide tax subsidy to businesses to reduce cost of hiring young people
  5. Help employers and unions agree on starting salaries
  6. Make it possible for very skilled immigrants to work in South Africa
  7. Make sure that probationary periods are managed properly
  8. Simplify dismissal procedures for performance or misconduct
  9. Take managers earning above R300 000 out of the CCMA process
  10. Reward the setting up of new businesses, including partnering with companies
  11. Increase value for money for tourists by selling regional packages that meet all pocket sizes. Consider a single visa for SADC visitors
  12. Deal with confusion over policies to do with transport, water, energy, labour and communications

### EXPAND INFRASTRUCTURE

- Invest in a new heavy-haul rail corridor to the Waterberg coal field and upgrade the central

basin coal network

- Enable exploratory drilling to see whether there are viable coal seam and shale gas reserves, while investigations continue to make sure that operations do not damage the environment
- Move Eskom's system operator, planning, power procurement, power purchasing and power contracting functions to the independent system and market operator
- Closely regulate the electricity maintenance plans of large cities
- Set up an investment programme for water resource development, bulk water supply and wastewater management this year, with reviews every five years
- Fix and build transport links, in these key areas:
  1. Upgrade the Durban-Gauteng freight corridor and build a new port at the old Durban airport site
  2. Expand the coal, iron ore and manganese lines. Build the N2 road through the Eastern Cape
  3. Upgrade the Sishen to Saldanha iron ore line and expand capacity on the manganese line (including port capacity)
  4. Improve and cut the cost of internet broadband by changing the regulatory framework

### TRANSITION TO A LOW-CARBON ECONOMY

- Speed up and expand renewable energy and waste recycling, and ensure buildings meet energy-efficient standards
- Set a target of 5 million solar water heaters by 2030
- Introduce a carbon tax
- Scale up investments and R&D for new technologies
- Stop building houses on poorly located land and shift more resources to upgrading informal settlements, provided that they are in areas close





to jobs

- Improve public transport
- Give businesses incentives to move jobs to townships
- Fix the gap in the housing market by combining what banks have to offer with subsidies as well as employer housing schemes
- Give communal farmers, especially women, security of tenure
- Put money into irrigation in Makatini Flats and Umzimvubu River Basin

### EDUCATION AND TRAINING

- Develop a nutrition programme for pregnant women and young children, to be piloted by the Department of Health for two years
- Make sure all children have two years of pre-school
- Get rid of union and political interference in appointments and appoint only qualified people
- Increase teacher training output by expanding “Funza Lushaka” to attract learners into teaching, especially those with good passes in maths, science and languages
- Regularly test teachers in the subjects they teach to determine level of knowledge and competence. Link teacher pay to learner performance improvements
- Good schools should not be burdened with the paperwork that poor performing schools have to do to improve. Schools performing very poorly should receive the closest attention
- Change the process of appointment of principals and set minimum qualifications
- Gradually give principals more powers to run schools, including financial management, procurement of textbooks and other educational material, as well as hiring and firing educators
- Increase the number of university graduates and

the number of people doing their doctorates

- Build two new universities in Mpumalanga and the Northern Cape
- Build a new medical school in Limpopo and a number of new academic hospitals
- Consider extending the length of first degrees to four years on a voluntary basis
- Provide full funding assistance covering tuition, books, accommodation and living allowance (in the form of loans and bursaries) to deserving students
- Grant seven-year work permits to all foreigners who graduate from a registered South African university

### BUILD A CAPABLE STATE

- Fix the relationship between political parties and government officials
- Make the public service a career of choice
- Improve relations between national, provincial and local government
- Boost state-owned enterprises to help build the country

### FIGHT CORRUPTION

- Centralise the awarding of large tenders or tenders that go for a long time
- Take political and legal steps to stop political interference in agencies fighting corruption
- Set up dedicated prosecution teams, specialist courts and judges
- Make it illegal for civil servants to run or benefit directly from certain types of business activity

### PROVIDE QUALITY HEALTH CARE

- Broaden coverage of antiretroviral treatment to all HIV-positive people
- Speed up training of community specialists



in medicine, surgery including anaesthetics, obstetrics, paediatrics and psychiatry

- Recruit, train and deploy between 700 000 and 1.3 million community health workers to implement community-based health care
- Set minimum qualifications for hospital managers and ensure that all managers have the necessary qualifications
- Implement national health insurance in a phased manner
- Promote active lifestyles and balanced diets, control alcohol abuse and health awareness to reduce non-communicable diseases

### TRANSFORMATION AND UNITY

- The Bill of Responsibility, developed by the Department of Basic Education and others, should be popularised and used as a pledge by all South Africans to live the values of the Constitution
- Encourage all South Africans to learn at least one African language
- Employment equity and other redress measures should continue and be made more effective

### THE NEW GROWTH PATH FRAMEWORK

Government recently adopted the New Growth Path (NGP) as the framework for economic policy and driver of the country's jobs strategy. There is growing consensus that creating decent work, reducing inequality and defeating poverty can only happen through a new growth path founded on a restructuring of the South African economy to improve its performance in terms of labour absorption as well as the composition and rate of growth. To achieve that step change in growth and transformation of economic conditions requires hard choices and a shared determination as South Africans to see it through.

The Government is committed to forging such a consensus and leading the way by:

1. Identifying areas where employment creation is possible on a large scale as a result of substantial changes in conditions in South Africa and globally.
2. Developing a policy package to facilitate employment creation in these areas, above all through:
  - a) A comprehensive drive to enhance both social equity and competitiveness;
  - b) Systemic changes to mobilise domestic investment around activities that can create sustainable employment; and
  - c) Strong social dialogue to focus all stakeholders on encouraging growth in employment-creating activities.

The New Growth Path must provide bold, imaginative and effective strategies to create the millions of new jobs South Africa needs. It must also lay out a dynamic vision for how we can collectively achieve a more developed, democratic, cohesive and equitable economy and society over the medium term, in the context of sustained growth.

The strategy sets out critical markers for employment creation and growth and identifies where viable changes in the structure and character of production can generate a more inclusive and greener economy over the medium to long run. To that end, it combines macroeconomic and microeconomic interventions.

#### The New Growth Path identifies five key job drivers:

**Jobs Driver 1: Infrastructure.** Public investment can create 250 000 jobs a year in energy, transport, water and communications infrastructure and in housing, through to 2015. The jobs are in four activities: construction of new infrastructure; operation of the new facilities; expanded maintenance; and the



manufacture of components for the infrastructure programme. In addition to these four activities, the impact of the massive infrastructure programme on job creation across the economy (the “multiplier effect”) will be substantial.

**Jobs Driver 2:** Main economic sectors. The New Growth Path targets opportunities for 300 000 households in agricultural smallholder schemes plus 145 000 jobs in agroprocessing by 2020, while there is potential to upgrade conditions for 660 000 farmworkers. Initial projections by the Industrial Development Corporation (IDC) suggest that mining can add 140 000 additional jobs by 2020, and 200 000 by 2030, not counting the downstream and sidestream effects. Much of manufacturing is included under other jobs drivers, but IPAP2 targets 350 000 jobs by 2020 in the industries not covered elsewhere. High level services can create over 250 000 jobs directly just in tourism and business services, with many more possible in the cultural industries.

**Jobs Driver 3:** Seizing the potential of new economies. Technological innovation opens the opportunity for substantial employment creation. The New Growth Path targets 300 000 additional direct jobs by 2020 to green the economy, with 80 000 in manufacturing and the rest in construction, operations and maintenance of new environmentally friendly infrastructure. The potential for job creation rises to well over 400 000 by 2030. Additional jobs will be created by expanding the existing public employment schemes to protect the environment, as well as in production of biofuels.

**Jobs Driver 4:** Investing in social capital and public services. The social economy includes myriad not-for-profit institutions that provide goods and services, including coops, non-governmental organisations (NGOs) and stokvels. If the sector grew in South Africa closer to international norms, we can anticipate 260 000 new employment opportunities. The public service can also generate 100 000 jobs in health, education and policing by 2020 even if it grows by

only 1% a year, as well as substantial opportunities through public employment schemes. Significant steps are being taken to address the challenge of HIV/AIDS and these will impact on the size and shape of the public health infrastructure as well as improve the welfare and productivity of the workforce.

**Jobs Driver 5:** Spatial development. While urbanisation will continue, a significant share of the population will remain in rural areas, engaged in the rural economy. Government will step up its efforts to provide public infrastructure and housing in rural areas, both to lower the costs of economic activity and to foster sustainable communities. Rural development programmes can achieve a measurable improvement in livelihoods for 500 000 households, as well as stimulating employment in other sectors.

## Medium Term Strategic Framework

The Medium Term Strategic Framework (MTSF) below demonstrates how the MDGs have been domesticated into the current priority agenda of the government.

1. Speeding Up Growth and Transforming the Economy To Create Decent Work And Sustainable Livelihoods
2. Massive Programme To Build Economic And Social Infrastructure
3. Comprehensive Rural Development Strategy Linked To Land and Agrarian Reform and Food Security
4. Strengthen the Skills and Human Resource Base
5. Improve the Health Profile of all South Africans
6. Intensify the Fight against Crime and Corruption
7. Building Cohesive, Caring and Sustainable Communities
8. Pursing African Advancement and Enhanced International Cooperation
9. Sustainable Resource Management and Use
10. Building A Developmental State Including Im-



provement Of Public Services And Strengthens Democratic Institutions,

## Ugu Growth and development strategy

The Ugu Growth and Development Strategy (GDS) commits all stakeholders (public, private and civil society) to achieving a shared vision that by 2030 the Ugu district will be a leading tourism destination and manufacturing and agricultural hub where jobs are created and everyone benefits equally from socio-economic opportunities and services. . This intent is based on a shared understanding of the inter-relationships amongst communities and the challenges facing the district economy as a whole. It is based on a commitment to working collaboratively to achieve the most beneficial outcomes for all.

The vision of the Ugu GDS is that “By 2030 the Ugu District will be a leading tourism destination and manufacturing and agricultural hub where jobs are created and everyone benefits equally from socio-economic opportunities and services”. It has six economic drivers which are:

1. Strategic infrastructure investment
2. Education & skills development
3. Institutional development
4. Strategic sector engagements
5. Environmental Sustainability
6. Safety Nets & Civic empowerment

Section 2.5 above demonstrated the alignment between the DGDS and PGDS which ultimately talks to the NDP.

## The 12 National Outcomes

The outcome based approach is designed to ensure that government is focused on achieving the expected real improvements in the life of all South Africans. It clarifies what the government is expected to achieve, how it is expected to achieve it and how

it will whether it is achieving it. Thus in the main the outcomes approach is centered toward:

- Focus on results,
- Explicit and testable chain of logic in planning so as to see that the assumptions that are made about resources are needed,
- Linkage of activities to outputs and outcomes and to test what works and what doesn't,
- Ensuring expectations are clear and unambiguous
- Providing clear basis for discussion, debate and negotiation about what should be done and how it should be done,
- Enabling learning and regularly revising and improving policy, strategy and plans through experience,
- Makes co-ordination and alignment easier.

The Cabinet Lekgotla held from 20 to 22 January 2010 adopted the following 12 Outcomes where municipalities are accountable for **outcome 9**:

1. Improved quality of basic education.
2. A long and healthy life for all South Africans.
3. All people in South Africa are and feel safe.
4. Decent employment through inclusive economic growth.
5. A skilled and capable workforce to support an inclusive growth path.
6. An efficient, competitive and responsive economic infrastructure network.
7. Vibrant, equitable and sustainable rural communities with food security for all.
8. Sustainable human settlements and improved quality of household life.
9. A responsive, accountable, effective and efficient local government system.
10. Environmental assets and natural resources that are well protected and continually enhanced.
11. Create a better South Africa and contribute to a better and safer Africa and World.



12. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship

The aim of Delivery Agreement: Outcome 9 is to ensure a responsive, accountable, effective and efficient local government system so as to restore the confidence of citizens in the local government sphere. As such municipalities need to ensure that the basic needs of communities are met; build clean, effective, efficient, responsive and accountable local government; improve performance and professionalism and strengthen partnerships between local government, communities and civil society. The Outcome consists of seven outputs which need to be achieved viz.:

1. Implement a differentiated approach to municipal financing, planning and support;

2. Improve access to basic services;
3. Implementation of the Community Work Programme;
4. Actions supportive of the human settlement outcome;
5. Deepen democracy through a refined Ward Committee Model;
6. Improve administrative and financial capability;
7. A single window of coordination.

The outputs consist of targets, indicators and key activities which need to be achieved. The achievement of these outputs will go a long way in improving the lives of residents whilst at the same time improving the processes within government so they are able to operate more effectively and efficiently.



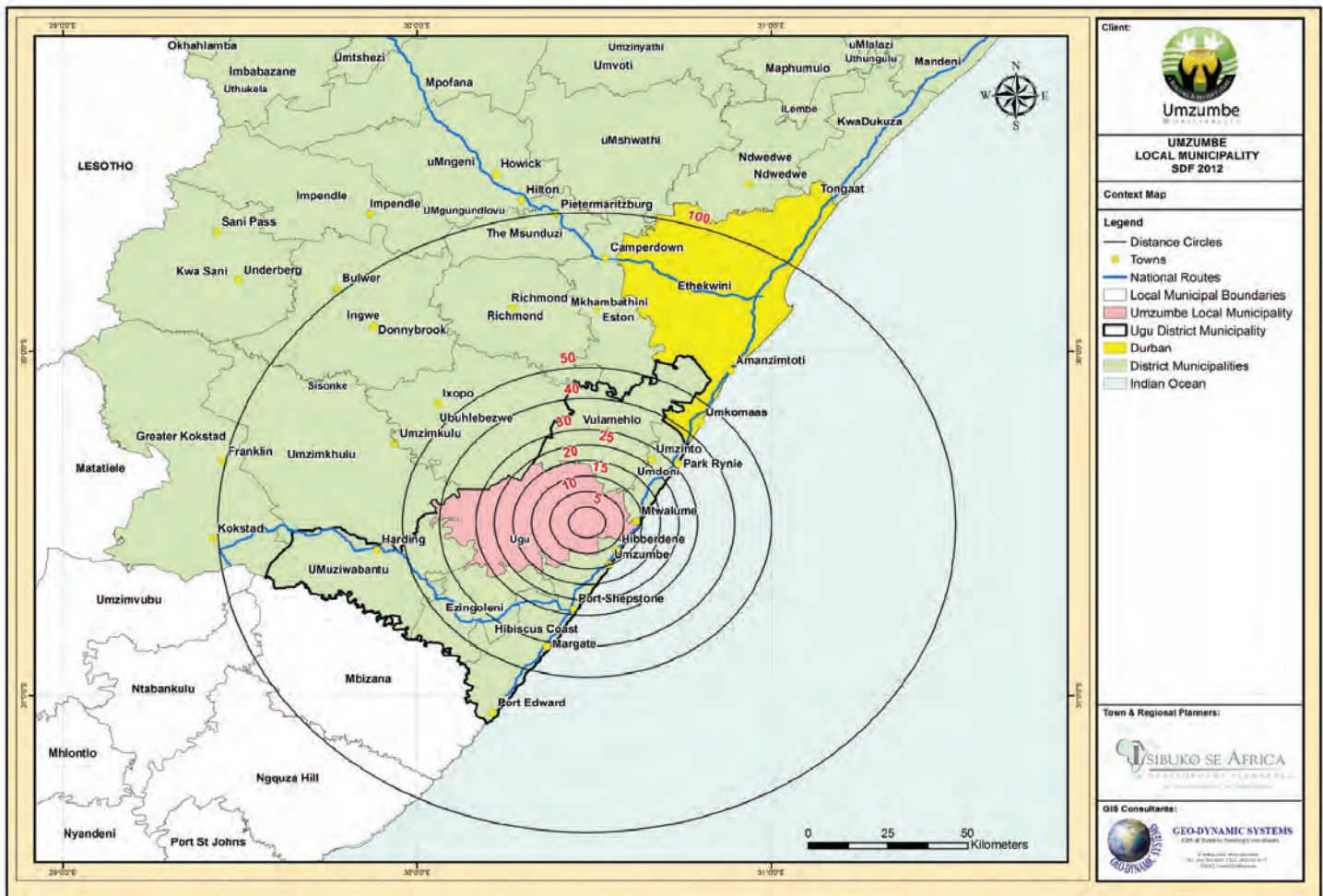


# 1. SPATIAL ANALYSIS

## 1.1 Regional Context

The recently introduced Provincial Growth and Development Strategy for KwaZulu-Natal, classifies the Umzumbe area, and more specifically the St Faiths area, as a quaternary node. These nodes should provide service to the local economy and community needs. In addition, it is also identified as a priority intervention area, where short-term concentration and coordination of public interventions are required. This means that the area requires social, economic and agricultural investment.

Almost the entire municipal area is classified as an area that requires social investment and service delivery. This can be attributed to the rural character of the area. In addition, a large portion is classified as an agricultural investment area, with the coastal area as an economic support area. An important secondary corridor connects St Faiths to Ixopo in the north and Port Shepstone in the southeast. The coastal area is also connected to economic hub of eThekweni on the north, via a primary corridor (N2).



Map 2: Umzumbe Context map





### 1.3 Existing Nodes and Corridors

The municipality has a predominant rural nature with no formal established towns. The Mtwalume and Turton area, located along the coastal strip, is a concentration of settlements.

It presents the largest settlement agglomeration/cluster within the Umzumbe spatial landscape.

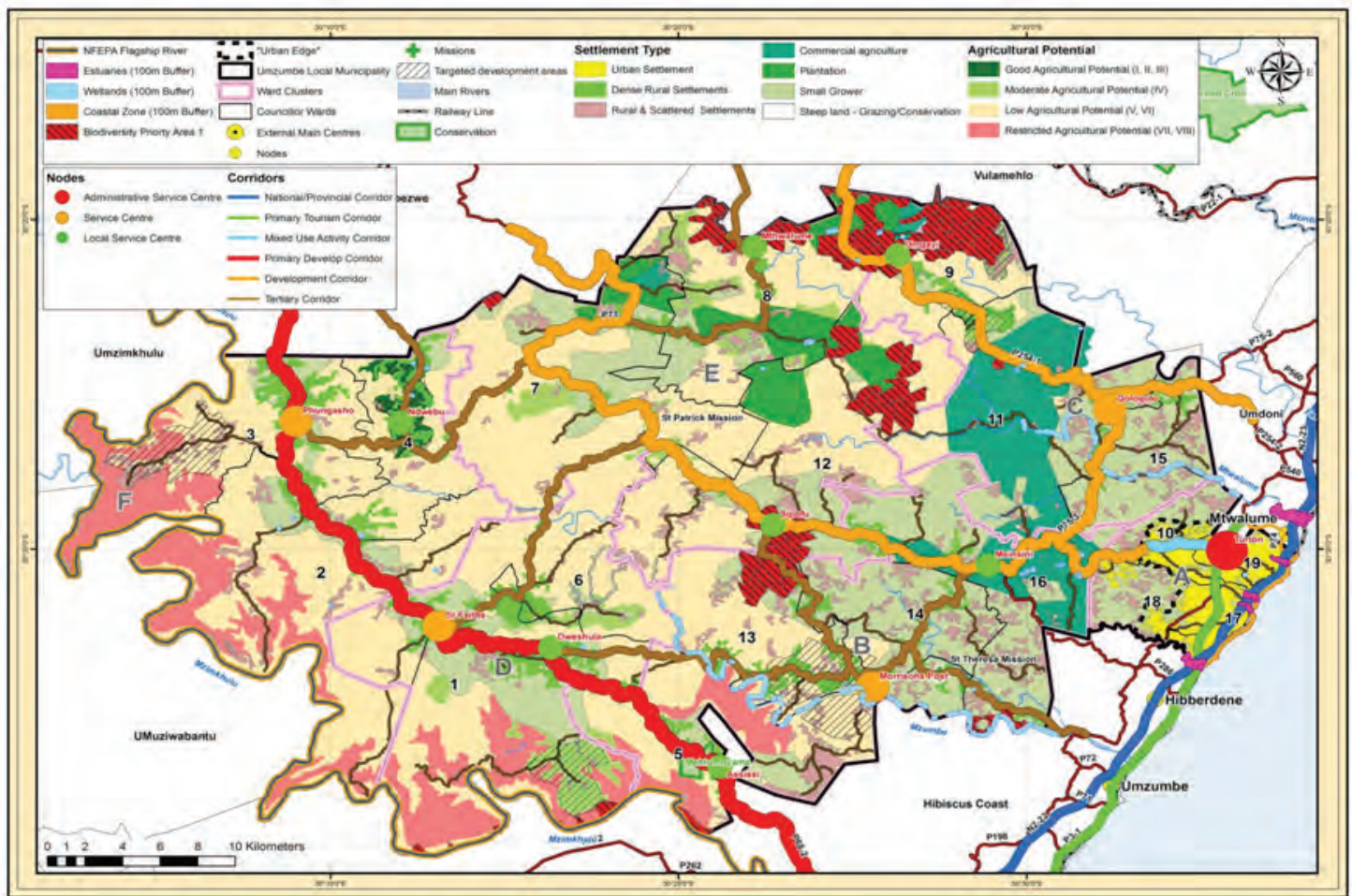
This area is located in the eastern border of the municipality, and not centrally located as to provide easy access to surrounding communities. Funding has been received from the previous Department of Local Government and Traditional Affairs (DLGTA) to formalise and develop this node.

Corridor-type development is characterised by intense bands of high-density development and settlements, which tends to concentrate at points

of high accessibility and along public transportation routes, where residential, commercial, institutional and recreational activities occur in close proximity. Corridor development is associated with a system of transport facilities on key routes that work together as an integrated system to facilitate ease of movement.

Each route tends to exhibit a different function, with some routes combining route functionality in terms of accessibility and mobility. They are an effective means for breaking down fragmentation and increasing integration and spatial transformation.

This approach will improve access to opportunities, and integrate communities with service provision, while also fulfilling a range of economic and social needs.



Map 4





Upgrade and road maintenance projects on corridors that leads to development opportunity areas such as rural service centers, high potential agricultural land and tourism nodes should be prioritized as this will encourage investment, improve accessibility and enhance mobility. This principle supports the phased approach to development, targeting areas of greatest potential first.

Development corridors are effective in linking infrastructure and economic development as towns and structures connect to each other in a functionally effective manner.

#### 1.4. Land cover and broad land uses

Umzumbe covers approximately 1,260km<sup>2</sup> of land. It is predominantly a rural area with settlements patterns that are widely distributed in the landscape where most people make a subsistence living.

Socio-economic activities in the area are limited to commercial and emerging sugarcane farmers (7850ha), plantations (approximately 5496ha) and permanent orchards (banana and citrus, approximately 46ha). Only 34% of the land area is transformed. Map 5 serves to illustrate that most of the surface cover of the land remains in a natural state.

The terrain, soils and climate features combined, indicate land capability, which can be defined as *“the most intensive long-term use of land for rain-fed agriculture taking into account continuing limitations or hazards”*. This is illustrated in Map.

Different land uses affect the condition of the land and the functioning of associated ecosystems. Map 18 illustrates the spatial distribution of the various land cover classes in 2008. There is a distinct pattern of land use activities concentrated in specific areas:

- Built up dense settlement primarily occurs on the coastal strip;

- Low density settlement is scattered across the landscape while the majority of the population congregates towards the coast;
- Commercial sugarcane and emerging farmers prevail in the east;
- Plantation in the north-east; and
- Natural open space dispersed in between the above land uses.

Changes in land use transform and degrade natural systems and impact directly on biodiversity through habitat loss. Associated human activities generate other pressures that should be maintained within limits, for example:

- Most settlements are associated with low-lying areas, which are also high rainfall areas. It exposes them to flood risks;
- The dense settlements on the coastal strip (Turton area) falls within the “KZN High Water Yield Zone”, placing pressures on downstream freshwater ecosystems (estuaries);
- Livestock and grazing practices degrades vegetation, accelerate soil erosion, influence sediment yields in the catchment and affect water quality;
- Subsistence lifestyles on marginal land place fragile ecosystems under pressure, and increase runoff due to vegetation clearing and soil compaction; and
- Inadequate access to sanitation infrastructure affects water quality.

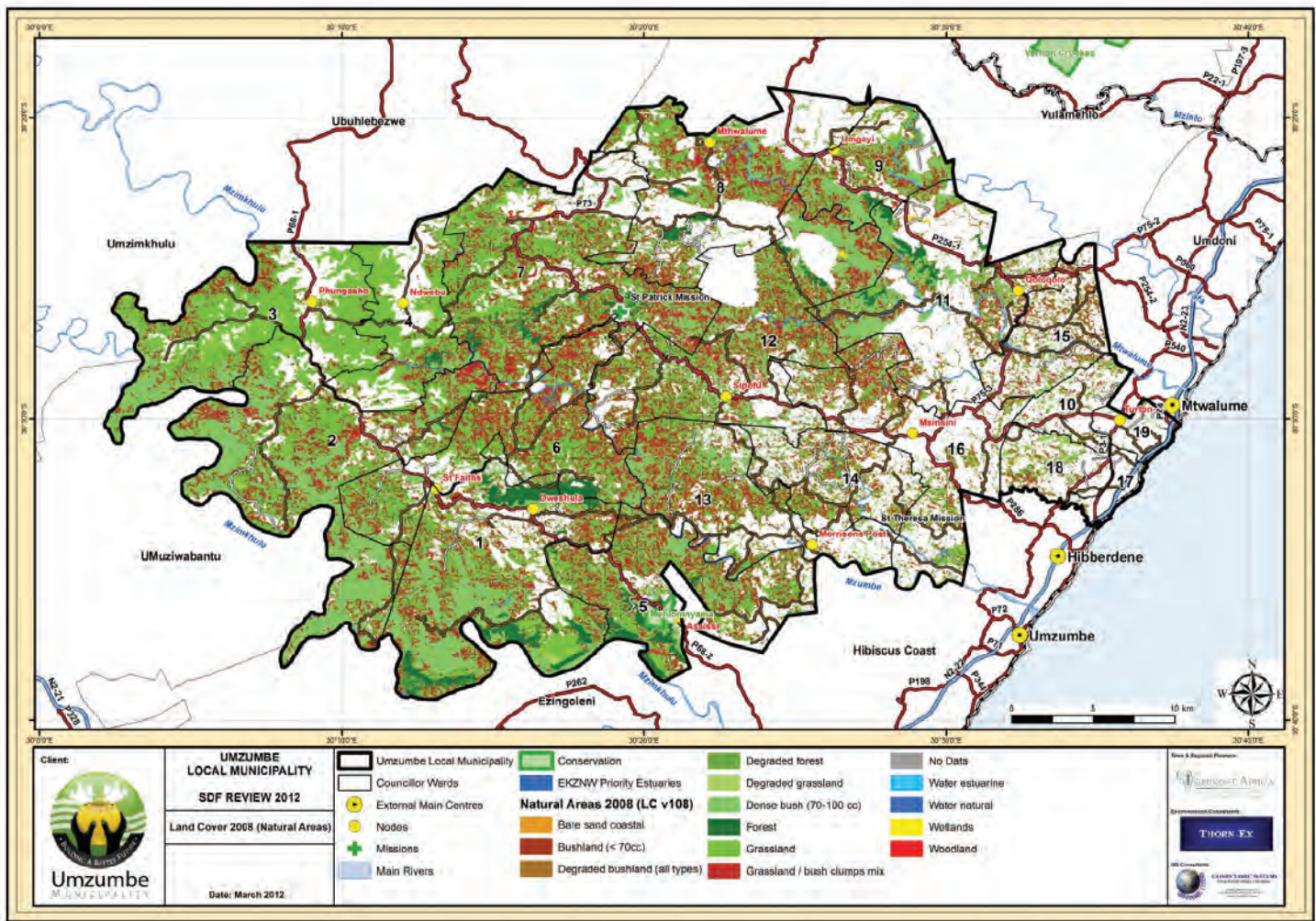
The map displays existing agriculture with land capability.

It is evident that the inhabitants of the area have optimised the capability of the land.

- Plantation forestry occurs on arable land (Class III). This area also falls within a high precipitation zone (see map 10). This land use places pressure on stream flow and catchment yields.



- Commercial sugarcane fields are associated with low-lying areas, on non-arable land (Class VI) which is generally unsuited to cultivation. This area also yields high rainfall, which may explain its location in the landscape but it is likely that fertiliser inputs are high, and there will be pressures on downstream water quality. Most of the wetlands in the area (see map 10) are found in the sugarcane areas and they place pressures on riparian zones.
- Emerging sugarcane farmers are also associated with non-arable land adjacent to the main commercial sugarcane farmers.
- The arable land area that falls within Class III in the north-western section of Umzumbe seems to be used for built-up dense settlements and low density settlements. These areas are likely to be under severe pressure.



Map 5: Land Cover



## 1.5 Land Ownership

The land ownership pattern reflects that the largest proportion of land is by traditional authorities. Other important landowners are private landowners and state owned land. Approximately 10% (12 652ha) of land ownership is unknown. A thorough land audit could thus benefit the municipality. The main allocation per category of landownership is reflected as follows and is reflected in map :

- Traditional authorities – 75.4% (96 295ha), of which 47.5% is owned by the Ingonyama Trust.
- Land owned by the State accounts for 4.2% (5 374ha).
- Privately owned land accounts for 7.7% (9 870ha).
- Commercial - 2.1% (2 656ha).

## 1.6 Land reform

### 1.6.1 Land Restitution

There are five land restitution claims lodged in Umzumbe, of which four have been approved. Land restitution claims in Umzumbe municipality are indicated below:

- The Shozi land claim of 1650ha was claimed on the Farm Lot 31 No. 26628, which belonged to Illovo Sugar Ltd. The claim has been approved.
- The Qoloqolo Community lodged a claim in 1998 against 38 farm portions with an extent of 1850ha. The claim has been approved.
- The Msani community lodged the Mgai Land Claim, which included 9 farms in extent of 1260ha. The claim has been approved.
- The Mathulini Land claim has been lodged by the Mathulini Claimant Community. The claim includes 205 farms in extent of 7141ha and has been approved.
- The St Dominic land claim was lodged by the Mr. Hlengwa. The extent of the claim is 225ha, but the claim has not yet been approved.

The Regional Land Claims Commission (RLCC) is currently finalizing these claims. The municipality will monitor this process closely and ensure that the final outcome of this process is developmental and in line with the IDP and the SDF.

### 1.6.2 Land Redistribution

The following information was supplied by DRDLR:

- Msikazi redistribution project – Siyathemba CPA
- Mgyai redistribution project – Amadunga CPA.

Some of the communities are concerned about the level of overcrowding, and have identified state owned land as suitable land for decongestion.

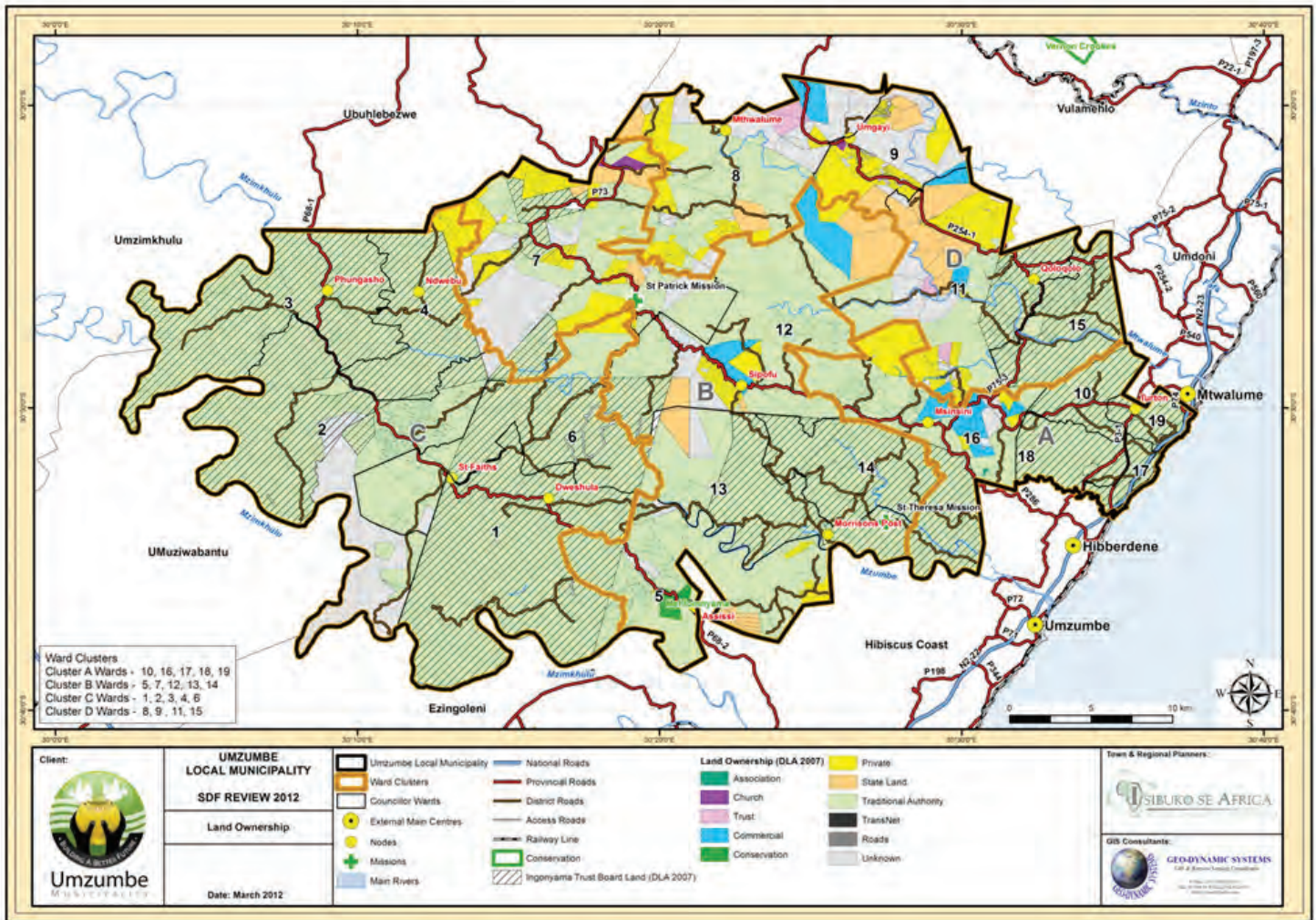
### 1.6.3 Land Tenure Reform

A large number of people occupy privately owned land (with or without the concern of the owners) as if they own the land. As such, they have acquired beneficial occupation rights which are protected in terms of the Extension of Security of tenure Act. These land tenure rights should be confirmed as part of a process towards the development of these areas into sustainable human settlements. This practice is common mainly in the areas around Umgayi in Emadungeni Traditional Council area.

## 1.7 Land Capability

The greater part of the land area falls within Class VI. This is non-arable land, which is generally unsuited to cultivation and mostly suited to grazing. Land use options are limited to wildlife, forestry, light grazing and moderate grazing.

Land in Class VI has severe limitations that make it generally unsuited to cultivation and limit its use largely to pasture and range, woodland or wildlife food and cover; continuing limitations that cannot be corrected include steep slope, severe erosion hazard, effects of past erosion, stoniness, shallow rooting zone, excessive wetness or flooding, low water-holding capacity; salinity or sodicity and severe climate.



Map 6: Land Ownership

Towards the northern section of Umzumbe, there are vast land areas that fall within Class IV. This is arable land, which requires very careful management. Land use options include wildlife, forestry, light grazing, moderate grazing, intensive grazing and poorly adapted cultivation.

Land in Class IV has very severe limitations that restrict the choice of plants, require very careful management, or both; it may be used for cultivated crops, but more careful management is required than for Class III and conservation practices are more difficult to apply and maintain; restrictions to land use are greater than those in Class III and the choice of plants is more limited.

In the north-eastern section, east of the Mhlabatshane River there is a land area that falls within Class III. This

is arable land, which requires special conservation practices. Land use options include wildlife, forestry, light grazing, moderate grazing, intensive grazing, poorly adapted cultivation and moderately well adapted cultivation.

Land in Class III has severe limitations that reduce the choice of plants or require special conservation practices, or both; it may be used for cultivated crops, but has more restrictions than Class II; when used for cultivated crops, the conservation practices are usually more difficult to apply and to maintain; the number of practical alternatives for average farmers is less than that for soils in Class II.

It is evident that the inherent potential of the area is low and the risk of land damage is high.



## 1.8 Private Sector Developments

The municipality is predominantly rural and has no existing planning scheme. As a result of the municipality being rural very few developments take place within the local space, to date the municipality has only received two PDA applications both of these applications are rural housing projects. The number of applications is expected to increase in the upcoming years with more housing developments going through the PDA process. Private development applications will also increase when the municipality has fully developed a wall to wall scheme by 2015 which will also be including areas falling under Ingonyama ownership.

## 1.9 Environmental Analysis

### 1.9.1 Biodiversity

Environmental sensitivity is a measure of how easy it is to inflict damage on a particular area or produce serious consequences from actions on a limited scale. The inherent sensitivity (potential) of a resource is its ability to sustain the ecological goods and services it provides and/or whether the resource has the ability to absorb more change/impact. Sensitivity informs the opportunities and constraints for development. For example, low sensitivity presents high development potential or high sensitivity presents low development potential.

All the remaining rivers in Umzumbe as well as the land and the smaller stream networks in their sub-quaternary catchments are also sensitive to change, albeit to varying degrees. They have all been identified as national priorities for conserving South Africa's freshwater ecosystems and supporting sustainable use of water resources.

### 1.9.2 Terrestrial Biodiversity Priorities

The status of vegetation types informs the spatial delineation of priorities for conservation. For example,

the grassland biome, which is represented by three grassland vegetation types, has been classified nationally as 'critically endangered', while the forests occurring in Umzumbe have been classified as 'endangered'. Most of the remaining vegetation in the area has been classified as 'vulnerable' to extinction.

Map 7 illustrates the *draft* provincial priorities for conserving South Africa's terrestrial biodiversity. These priorities are known as Critical Biodiversity Areas (CBAs). The map is a draft product from the Ugu

District's Biodiversity Sector Plan, which is in the process of being finalised and as such may still be subjected to amendments. The potential impact of these spatial terrestrial priorities is significant, for example:

- Critically endangered vegetation types occur in areas that have been identified by the previous Umzumbe SDF for agricultural development, land reform and town establishment.
- Considering the low development potential in the area, it is likely that development in Umzumbe will have significant adverse impacts on biodiversity. This is a strategic conflict that, if not resolved, will secure "unsustainability" or "weak sustainability" in Umzumbe.

### 1.9.3 Bio-Diversity Corridors

The spatial distribution of environmental bio-diversity areas of significance is considered vital to provide the spatial framework for future spatial development planning, particularly indicating those areas where development needs to be avoided or at best, carefully managed. This spatial structuring principle focuses on conserving the core biodiversity areas (wetlands, flood plains, steep slopes and special sensitive bio-diversity areas) where no development should take place and emphasises importance of the biodiversity corridors (buffer areas) which should link those core areas together. These assets perform a substantial



and significant role in conserving biodiversity as well protecting the quality of life of the residents of Umzumbe.

#### 1.9.4 Biodiversity Management

The Biodiversity Management Strategy for the area will seek to achieve the following outcomes:

- The rate of ecosystem and species extinction in Umzumbe has been reduced.
- Biodiversity assets are protected to secure a sustained supply of ecosystem goods and services over time.
- The ability to secure the ecosystem goods and services upon which future communities must build their livelihoods will require short-term responses. This is challenging in a “pro poor” policy environment where an eco-centric approach to development is neither applicable nor achievable.
- However, there are limits to change and the reality is that Umzumbe contains vast areas of critically endangered, endangered and vulnerable ecosystems, which need some level of protection. These areas represent the key strategic development conflict of the SDF and it will require responses to satisfy national policy priorities. The following activities should be strengthened:
  - Participation in the National Protected Area Expansion Strategy with a focus on the area adjacent to the UMzimkhulu River
  - More detailed spatial linkage plans for core areas where critical biodiversity areas occur.
  - Applying appropriately restrictive zoning categories for ecologically important areas
  - Adhering to regulatory requirements (i.e. NEMA Listing Notice 3) for development that is proposed within critical biodiversity areas
- There may be opportunities in this situation in that the municipality can harness benefits presented by threatened ecosystems for local economic

development, for example:

- Accessing national and provincial intervention programmes to implement IDP projects with biodiversity benefits, linked to management of threatened ecosystems (such as clearing of invasive aliens through Working for Water, or other forms of rehabilitation e.g. through Working for Wetlands, Land Care, Coast Care etc).

#### 1.9.5 Hydrology

The Umzumbe Municipal Area falls within the Mvoti to Mzimkulu Water Management Area (WMA 11).

The drainage patterns in the area follow the topography. The area comprises two primary water catchments (Map 7). The south western parts of the area are drained by the Mzimkhulu River and its tributaries. The eastern portion is drained by a network of primary rivers and their tributaries, including the Mhlabatshane River, the KwaMalukaka-Mzumbe River, the Mzimayi/Mfazazana River, and the Qula-Mtwalume-uMgeni Rivers, which drains excess water towards the coast.

Runoff fed directly or indirectly by precipitation continuously carves and forms the features in the landscape. It creates different moisture environments, which in turn give rise to different plant habitats. These formative processes and their effects on the landscape must be taken into account in spatial planning.

The “KZN High Water Yield Zone” indicated on the map is an important sub-quaternary catchment where mean annual runoff is at least three times more than the average for the related primary catchment. It is also a freshwater ecosystem priority area

#### 1.9.6 Air Quality

The quality of the air in Umzumbe is good. This can be ascribed to the rural nature of the area, with low densities of motor vehicles and no heavy industries



that can contribute to a marked decrease in air quality. Air pollution is most likely to be associated with the burning of sugar cane, fuel wood and fugitive dust emissions generated from unpaved roads.

**1.9.7 Coastal Management**

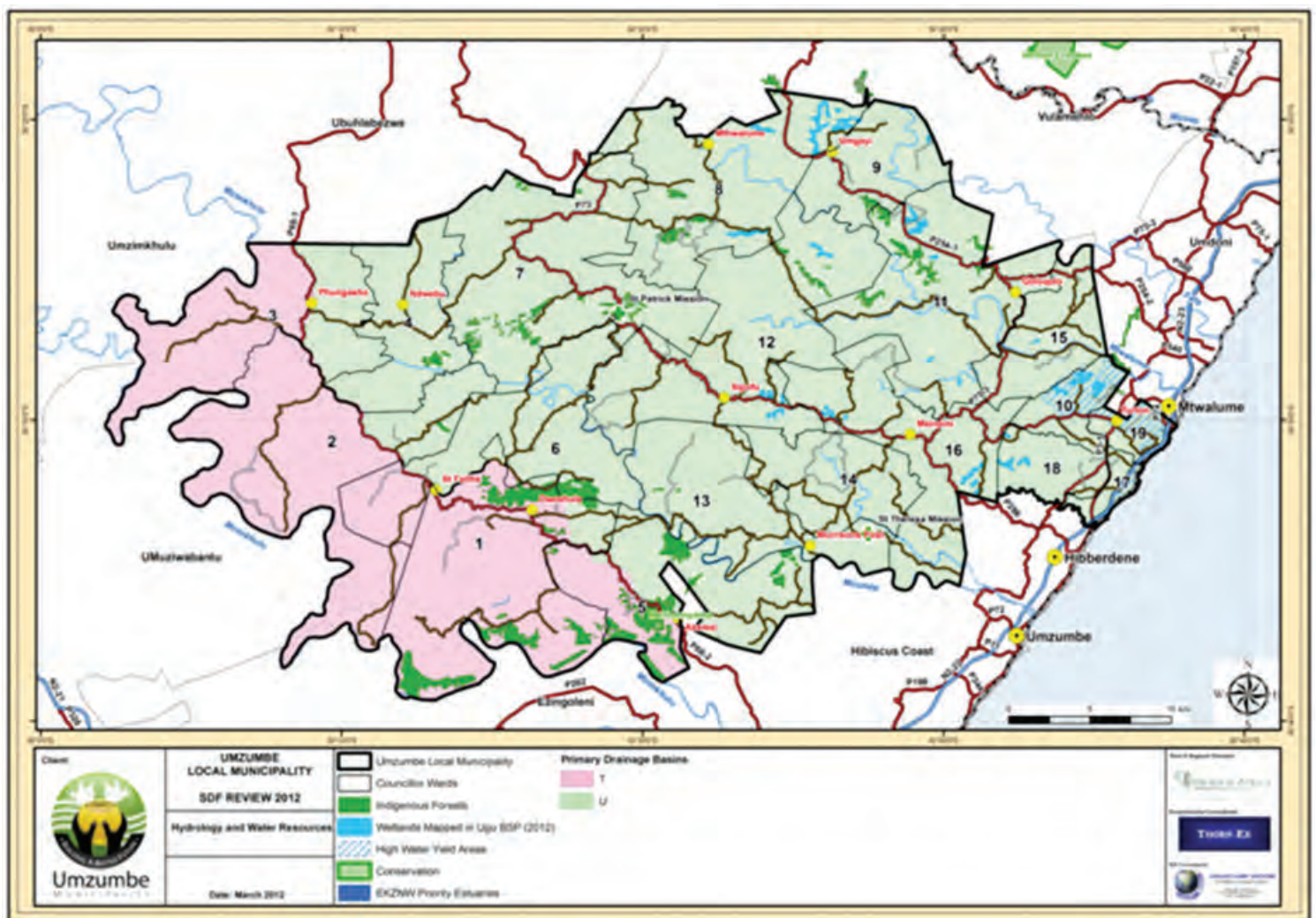
This strategic overlay zone incorporates the quaternary catchment boundaries of the four main rivers and estuaries in the coastal strip.

It is an area with high resource sensitivity and high development pressure with the likelihood of potential development conflict. The main concern in this zone is the potential impact of the SDF proposal to develop Turton as a centre for the coordination of development within Umzumbi and the expectation to utilise this area for coastal tourism. The receiving environment

contains sensitive environmental attributes and is subject to unsustainable land use practices. It is also an area of high flood risk that may affect people and the environment. More detailed spatial planning is required for this area.

People in Umzumbi use the coastal environment for fishing, harvesting of marine animals and plants, and recreation. The municipality also identified the coast as a potential opportunity for promoting tourism. This resource must therefore be protected from harm in order to ensure that continued use of these resources can be guaranteed over time.

An integrated coastal management approach means that the following features should be reflected spatially in the SDF and must be used to inform the desired patterns of land use.



Map 7: Hydrology and Water Resources



### 1.9.8 Climate Change

This policy relates to the sustainability issues that have emerged from the SDF process, as it relates to and impacts on climate change. Umzumbe is an area that is highly sensitive and vulnerable to climate change, due to the high degree of natural variability in climate, and regular climate extreme events that are already affecting the inhabitants of Umzumbe negatively.

The high levels and densities of poverty in Umzumbe in combination with the existing levels of degradation and the flood hazard record constitute a high level of sensitivity and vulnerability for the resource-poor people in the area.

In an attempt to mitigate the effect of climate change and the vulnerability of the people of Umzumbe, the following actions are required:

- Delineate and map areas with high flood risk;
- Develop a risk reduction strategy that is aimed at relocating settlements that reside in high flood risk areas;
- Relocating settlements that reside in floodplain areas;
- Empowering traditional leaders in respect of the consequences of allocating land for settlements in flood risk areas;
- Prohibit development of land on steep slopes – specifically areas steeper than 1:3;
- Prohibit development where the land is in the opinion of the Municipality otherwise affected by virtue of soil instability, liability to flooding, inaccessibility or topography;
- Coastal erosion must be avoided and managed.

### 1.9.9 Strategic Environmental Assessment

A Strategic Environmental Assessment (SEA) was undertaken as part of the Umzumbe Spatial Development Framework (SDF) in order to give effect to the Municipal Planning and Performance

Regulations (2001) that requires inter alia that

*“a spatial development framework reflected in a municipality’s integrated development plan must contain a strategic assessment of the environmental impact of the spatial development framework”.*

The primary reason for this legal requirement is to give effect to Chapter 5 of the National Environmental Management Act (1998) which deals with Integrated Environmental Management (IEM). The purpose of the Umzumbe SEA was therefore to integrate the objective of IEM into the process of developing the Umzumbe SDF and into the hierarchy of decisions which may follow the SDF in order to ensure that all future actions and activities in the municipal area promote sustainability.

The primary purpose of this section is to evaluate the sustainability of the SDF as required by the project terms of reference. The aim of the evaluation is to confirm that the SDF is compliant with the MSA Regulations as indicted above and that it contributes positively towards sustainability in the institutional, economic, social and ecological dimensions across sectors. As such the report contains the following information to strengthen the draft SDF:

- A summary of the process that was followed to integrate the objective of IEM into the SDF;
- A sustainability framework which forms part of the SDF;
- A spatial environmental framework; and
- An implementation framework.

### 1.10 Spatial & Environmental Trends & Analysis

Factors dictating and directing spatial planning in Umzumbe all, basically, relates to the rural nature of the area and the fact that the majority of the municipal area are Traditional Authority land. Rural settlements have different dynamics, which has certain implications for spatial planning that is ignored





easily by high-level development plans and IDP's. It is imperative that the Umzumbe SDF responds to the rural dynamics of the area, in order to make the SDF a functional and useful spatial planning tool.

Rural settlements have to respond to a range of factors including topographical features, access to natural resources, livelihood strategies, access to basic services and road infrastructure. With the current national government emphasis on rural development, and the mandatory introduction of land use schemes in rural areas in terms of the KZN PDA, it has become imperative to base spatial planning in these areas on informed understanding of spatial dynamics, trends and patterns. Also critical is the relationship between these settlements and other key structuring elements .

### **Changing Settlement Pattern**

One of the main spatial trends in Umzumbe is the changing settlement pattern. Umzumbe is characterised and highly influenced by rural settlement dynamics, which have developed contrary to orthodox spatial planning paradigms. These rural settlements did not necessarily develop according to predetermined systems and procedures.

The majority developed and emerged in the context of social identity and livelihood strategies. Settlements have however, undergone change and are highly influenced by factors of accessibility and proximity to public transport routes. Settlements tend to develop or concentrate along ridgelines and create a complex web. This is usually where transport routes run, which provides people with easy access to public transport that links them to areas that provide a range of services and public facilities.

In addition, access to basic services and public facilities (schools, clinics, etc) are emerging as critical factors in the growth and expansion of rural settlements. People thus tend to locate closer to areas where basic services are available and where a range of public facilities can be accessed. Basic

services tend to be concentrated only in some areas of the municipality and bulk infrastructure tends to be located along main roads.

One such example is in the Phungasho area, which is located on the P68-2 that makes the area easily accessible. Phungasho offers a range of public facilities and has relatively good access to basic services like electricity and water. As a result, people move closer to the road and locate along the ridgeline and in close proximity to public facilities.

Settlements are grouped into spatially defined izigodi, which are the traditional wards that existed over time. These are demarcated using ridgelines, rivers and other natural features. The boundaries of izigodi are not demarcated, but common knowledge among locals.

Each isigodi has its own Induna and his/her assistants, who provide leadership on behalf of the senior traditional leader (Inkosi). Induna, with the assistance of Ibandla, is entrusted with the responsibility to allocate sites for different land uses. This includes land allocation to new community members or households, public facilities, crop production and 'commercial uses'. The process is complete when land allocation is ratified at a traditional council meeting.

The assistants (Amaphoyisa Enkosi), among other things, ensure that community members respect and obey community rules. These include rules pertaining to access and use of land (e.g. restricted communal access to crop production fields).

Traditional settlements (imizi / family based village or homestead) occur as discrete isolated parts of izigodi and are monitored by an elderly person isibonda (KZN Development & Planning Commission, 2010). Spatial logic is established in terms of access to sufficient land to meet a household's livelihood needs and the level of access to common resources. However, they are highly inefficient and expensive in terms of the delivery of services such as access roads, piped water and grid electricity.



Public facilities such as schools, clinics and community halls are often positioned strategically to promote access from different settlements. As such, they serve as integrators, structuring elements and catalysts for development. This includes increase in the number of households within good access to a facility, and improved road access.

The major spatial planning challenge is at a settlement (Indawo) level. Land is allocated to each household and there is very weak if any connection with the surrounding allocations. As such, the primary focus is not the development of a settlement, but meeting land need of a household that has expressed land need. Development issues are secondary. This gives rise to unequal site sizes, lack of uniformity in the shape of sites, lack of space reserved for services and road access, and general lack of spatial structure.

### **Emerging Small Centres**

There are emerging small centres in Umzumbe, which are, basically, areas that are accessible to the local community and close to major transportation routes. These centres are usually characterised by a central informal taxi rank or public transport area and other localised services that develop as a result of the accessibility to public transport. These emerging small centres usually lead to the concentration of permanent and mobile services, commercial activities and investment.

One such area is the Thutwini / Turton area, which is a rather large settlement area and consists of a low-density concentration of settlement located along the coast. The Ugu SDF describes the area as a dense informal area and identifies it as a convenience node, which requires improvement. The area along the R102 and the T-junction leading to the municipal buildings is of particular importance, as this is a public transport spot where other activities are attracted to.

### **Demand For Land Along The Coast**

The coastline of Umzumbe is a very short stretch of land. This area has been subject to development

pressure and an increasing demand for land. Several factors give rise to this increase in demand for land along the coast, including the following:

- This coastal area falls within the Thulini Traditional area and are Ingonyama Trust land. As a result, the land is relatively cheap and there are no rates attached to the land.
- The area is provided with infrastructure, such as water, electricity and road infrastructure.
- Umzumbe only has a very short stretch of coastline, which increase the demand for land in this area and provides opportunities for an untapped tourism market.
- The area is easily accessible with the N2 providing easy access to major economic areas along the coastline.

This area houses a range of facilities, such as the municipal offices, health, educational and public transport facilities. The area is relatively flat and suitable for development. Densities in this area are relatively low and range between 127 – 176 homesteads per km<sup>2</sup>, which translates into rather large site sizes of 5680m<sup>2</sup>-7880m<sup>2</sup>.

The growth of this area and increasing demand for land makes it a critical focus area for spatial planning and environmental management. It would seem that development issues and access to infrastructure and services are fast becoming more important than cultural factors, which kept people in the rural areas of Umzumbe

### **Decline In Agricultural Activity**

Traditional land use practices include subsistence farming, which usually takes place in close proximity to the homestead where vegetable gardens are grown and some dry-land cropping undertaken. This promotes food security and sustains livelihoods. However, due to changing settlement patterns, out-migration of young people and consequent changes in household structures, the agricultural activity in Umzumbe is declining.



The changing settlement pattern is confirmed by the increasing concentration of settlement along public transport routes and the tendency that transport routes move people out of the area to larger urban centres where a variety of services and employment opportunities are on offer. It is further strengthened by the changing household structure, which has left many of the households with less youth to farm their parents/grandparents fields productively.

This also results in a decline in agricultural activity. Households require less land in close proximity to their dwelling, as children move out of the area in search of employment opportunities and the household becomes smaller. As a result, the need to cultivate crops decline, since there are fewer people in the household to sustain, or the land area required has become smaller.

Further to the above, the decline of agricultural activity can also be attributed to the dependency of people on social grants to sustain their livelihoods. People who still farm, farm because they want to or because they have been so accustomed to farming that it has become a way of life, but not because they depend on subsistence farming as a livelihood strategy. The importance of agriculture for communities has thus diminished.

### **Increasing Need for Commercial Land**

The increasing need for commercial land revolves around the ever increasing transportation costs, which has an impact on travelling to larger centres for certain services. As a result, there is a tendency toward the localisation of smaller commercial centres and developers are more interested in developing small commercial centres that can service the local community. Although these types of developments bring investment to an area, it usually only creates a small amount of employment opportunities and it can negatively affect smaller business operators in an area.

The Thutwini / Turton area, which is experiencing development pressure due to its accessible location

and access to basic services and public facilities, is an area where the need to identify commercial land for development is critical. Despite the services and facilities offered in this area, it still lacks other important commercial services, such as supermarkets or shopping centres, banks, ATMs and petrol filling stations.

### **Outmigration of Young People**

There is a tendency of young people to migrate out of Umzumbe to larger towns and cities in search of better education or seeking employment opportunities. This outmigration has a number of socio-economic consequences, including the following:

**Changes in the structure of the population:** The majority of young people leaving the area are the economic active section of the population. They leave behind the older generation, as well as their children, which becomes the responsibility of the grandparents. As such, emphasis on early childhood development is critical, as well as a focus on services for the elderly.

**Educational facilities:** The decrease in the young population influences the need for tertiary educational facilities in Umzumbe. Since young people seek tertiary education in larger centres, there is less need to plan for tertiary education facilities within the municipality.

**Decline in agricultural activity:** As discussed in section 3.4, the decline in agricultural activity can partially be contributed to young people that leave the area, resulting in changing household structure, less young people to productively use the land and fewer dependents on subsistence farming.

**Economy of the municipality:** the loss of the economic active portion of the population has certain consequences for the municipality. Economic productivity is effected and the future growth of the area is questionable, since it is unclear if these young people will return to Umzumbe, or if they will return to retire on their ancestral land.



Although there is no statistical evidence to confirm the outmigration of young people, this tendency was confirmed during interviews with Amakhosi and it was an observation of interviewers during their visits to the area.

### Traditional Land Use Practices

One of the traditional land uses associated with the homestead are traditional burial practices that takes place on-site. This is an important cultural tradition, which affects spatial planning in rural areas of Umzumbe. Burial is a very sensitive cultural issue, and care should be taken when allocating land for cemetery purposes. In addition, the identification of land for cemeteries will require extensive public participation and specialist investigations.

### Landscape and Settlement

Landscapes are composed of different elements. It includes landforms such as valleys, ridges, mountains or plains and vegetation, as well as land-use or activities such as agriculture or settlement. A landscape can thus be described as what the viewer perceives when standing in a particular place and is driven by the character of the landscape.

In Umzumbe, the landscape character consists of low-density settlements located or concentrated

along ridgelines and transport routes. The setting is of a rural nature and due to the vastness and availability of space; development is easily absorbed in the rural areas of Umzumbe. However, different landscapes within Umzumbe have different capacities to absorb development. For example, steeper areas (which have unspoilt landscapes) are more sensitive to development as opposed to flatter areas.

This requires the direction of development into areas where it is most appropriate, through the identification of landscapes that are more sensitive to development. Landscape should spatially guide development and should protect the intrinsic character of sensitive and valuable landscapes. Planning in the western portion of the Umzumbe municipality, which exhibits more sensitive areas, should thus be carefully guided.

### Drivers of Change

Drivers of change refer to internal or external factors or circumstances that have influence changes that takes place over a period of time. In the context of Umzumbe, there are certain factors that contribute to changes and patterns discussed above. Such factors include; Climate change and disaster risk, Delivery of Services, Leadership, Access and Mobility and Access to Public Facilities.

## 1.11 Spatial & Environmental: SWOT Analysis

Strengths	Opportunities
<ul style="list-style-type: none"> <li>• Location along the coast.</li> <li>• Settlements located largely along the main roads.</li> <li>• Relatively good regional road network.</li> <li>• Social stratification of settlements into traditional council areas, izigodi, etc.</li> <li>• Ward boundaries and the associated ward committees.</li> <li>• Good working relationship between the councillors and traditional leaders.</li> <li>• Rich biodiversity.</li> <li>• Turton and other small service centres.</li> <li>• Availability of agricultural land.</li> </ul>	<ul style="list-style-type: none"> <li>• Provincial development corridors that runs through Umzumbe.</li> <li>• South coast tourism region and the significance of coastal tourism in the province and the district.</li> <li>• Shared service centre as a means to create capacity for spatial planning.</li> <li>• Ugu district development and service delivery programme.</li> <li>• Coastal management programme.</li> <li>• Catchment management programme.</li> <li>• Densification policy of the Provincial Government.</li> <li>• Planning and Development Act that introduces wall-to-wall land use management scheme.</li> <li>• National and provincial rural development programs.</li> </ul>



Weaknesses	Threats
<ul style="list-style-type: none"> <li>• Rugged terrain.</li> <li>• Soil erosion and environmental degradation.</li> <li>• Scattered settlement pattern.</li> <li>• Poor quality of access roads.</li> <li>• Poor north-south linkages in the inland part of Umzumbe.</li> <li>• Settlements located on land with good to high agricultural potential resulting in the loss of agricultural land.</li> <li>• Lack of spatial structure with no central point that serves as a centre for the whole area.</li> <li>• Lack of employment opportunities.</li> <li>• Lack of natural resource management programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Peripheral location in relation to the provincial economy.</li> <li>• Impact of climate change.</li> <li>• Poor regional integration into the regional road network.</li> <li>• Lack of catchment management programs.</li> <li>• Municipal boundaries and structure.</li> </ul>

## 1.12 Disaster Management

### 1.12.1 Municipal Institutional Capacity

**Staffing:** the municipal Disaster management unit is currently experiencing challenges in human capital. The section is struggling with regards to the staff. Currently only the manager is managing and also implementing the programs. The unemployed graduate that was allocated had to leave because his contract came to an end. This is hindering the progress and rendering it very slow. It becomes a challenge when multi activities have to be performed and one person is not enough especially when disasters strike.

**Resources:** The section is dealing with emergencies e.g. fires and accidents. The section also has a target of 72 hours response time that has to be met and this requires resources. Space is also important if we are to have the fulltime fire fighters dedicated to the municipality.

**Firefighting:** Shared Services: The shared service seems to be going through challenges. Operational funding is the main challenge. Umzumbe was requested to pay R233 340 on top of the R250 000 that was paid in the beginning of the financial

year. Other municipalities also in the shared services were requested to pay their share. It then became apparent that Ugu is struggling financially thus could not pay. This resulted in staff (fire fighters) being out of work. This also in turn meant that services delivery was hindered.

### 1.12.2 Risk Assessment

#### Risk Profile of the Umzumbe Local Municipality

The following disaster risks were identified during a risk assessment process conducted throughout the Umzumbe municipality in 2007/2008:

#### Risks requiring risk reduction plans

- Fire
- Severe weather (Floods, Drought, Wind storms, Tornados)
- Hazardous accidents

#### Risks requiring preparedness plans

- Fire
- Drought
- Floods
- Snow
- Hazardous Material Accidents
- Tornados
- Diseases such as: HIV / Aids; TB; Cholera



### Priority risks

- Fire
- Flood
- Severe Weather (Snow, Tornado)
- Hazardous Materials Incidents (especially road accidents)

The above lists exhibit the types of disasters that might occur within the area of the Umzumbe Local Municipality and their possible effects. The communities at risk can be derived from the risk lists, and are also shown in the risk assessment that was conducted for the area. The detailed risk analysis and risk descriptions are provided in the risk assessment annexure.

### 1.12.3 Risk Reduction and Prevention

The risk reduction plans outlined in this document and its annexures which are implementable must be considered for inclusion within the IDP projects of the municipality and if included must be budgeted for in terms of the operating and capital budgets of the municipality.

Each project should be evaluated to determine which municipal department can lead its implementation. When a lead department is assigned through consensus in the DMAF, such a lead department must manage all planning and budgeting processes for said project.

The Disaster Management department of the Umzumbe Municipality must assist in this regard. Where the proposed project falls outside the mandate of the municipality, the municipality should establish a lobbying and monitoring mechanism to motivate the need for the project in the correct governmental or societal sector and to track progress on the project.

It is anticipated that many projects will need to be executed on a partnership level, and in such cases the department of the municipality responsible for service delivery partnerships should take the lead with

support from the Umzumbe Disaster Management team.

### Risk reduction capacity for the Umzumbe Local Municipality

The organisational structure for risk reduction within the municipality includes Umzumbe Local Management, the Disaster Management Advisory Forum (when established), the Interdepartmental Disaster Management Committee, the nodal points for disaster management within municipal departments the district disaster management, District disaster management, departmental and local municipal planning groups, risk reduction project teams and preparedness planning groups. The total structure of the municipality, with every member of personnel and every resource should also be committed to disaster risk reduction. Ongoing capacity building programmes will be required to ensure the availability of adequate capacity for risk reduction.

### 1.12.4 Response and Recovery

#### Preparedness plans

Preparedness plans have been compiled through a participative process and have not been vetted in terms of practical execution.

#### Preparedness capacity for the Umzumbe Local Municipality

The organisational structure for preparedness within the municipality includes Umzumbe Disaster Management, the Disaster Management Advisory Forum (when established), the Interdepartmental Disaster Management Committee, the nodal points for disaster management within municipal departments and local municipalities within the district, departmental and local municipal planning groups, preparedness planning groups, Joint Response & Relief Management Teams, Recovery & Rehabilitation Project Teams, and the Umzumbe Emergency Control Group (when established).



The total structure of the municipality, with every member of personnel and every resource can potentially form part of preparedness capacity. Ongoing capacity building programmes will be required to ensure the availability of adequate capacity for disaster preparedness. The Umzumbe Emergency Control Group is responsible for the operational procedures associated with day-to-day operational response to emergencies by municipal departments. The Umzumbe Emergency Control Group and the Umzumbe Interdepartmental Disaster Management Committee are jointly responsible for the emergency management policy framework and organisation that will be utilized to mitigate any significant emergency or disaster affecting the municipality.

It is recommended that the initial phase to capacitate the Umzumbe disaster management team include the allocation or appointment of a Manager: Disaster management and field worker or officer which are dedicated to the implementation of the disaster management plan and other day-to-day responsibilities.

**Response and recovery**

During response and recovery operations the relevant disaster preparedness plans of the municipality will be executed by the disaster management structures.

**Disaster Management SWOT Analysis**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• All critical posts have been filled</li> <li>• Timeous sitting of meetings (council, portfolio meetings etc.)</li> <li>• Constant review of municipal policies</li> <li>• Sound fleet management</li> </ul>	<ul style="list-style-type: none"> <li>• Network is an issue due to non-availability of ADSL (IT)</li> <li>• High costs of maintenance of fleet due to nature of municipality most roads are gravel</li> <li>• Limited Budget and human resources</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Growing IT department</li> <li>• Efilling of municipal documents</li> </ul>	<ul style="list-style-type: none"> <li>• High Staff turn over</li> <li>• Limited office space</li> <li>• Outdated filing system and limited storage capacity</li> </ul>



## 2. MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT ANALYSIS

### 2.2 Municipal Transformation

Resources available to deliver its developmental programme rest with the organizational structuring of its staffing and financial resources. As such the section is concerned with the overall institutional environment in the municipality. Programmes and projects in this plan have been formulated in order to improve efficient and effective operations. Below are some of the key issues that fall within the department that is responsible for institutional development in the municipality.

### 2.3 Organisational Development

#### 2.3.1 Institutional Arrangements

The Institutional arrangement of the Municipality is divided into two categories namely:

**Council:** is the structure in which the executive and legislative authorities of a municipality are vested. The roles of Council amongst others are the approval of policies, budgets, by-laws etc.

**Administration:** is headed by the Municipal Manager. The municipality has five administrative departments, three being headed by relevant Directors and one by the Chief Financial Officer. The Municipal Manager is responsible for the efficient and effective operations of all departments.

Below is a table showing municipal departments, responsibilities and responsible official.

Department	Responsibilities	Designated Official
Office of the Municipal Manager	The office of the Municipal Manager is responsible for the following services: Development Planning, Communications, Mayorality Youth Development and Special Programmes. <b>Development Planning</b> – functions are the development of the integrated development plan aligned to performance management system and development planning. <b>Communications, Mayorality, Youth Development and Special Programmes</b> – main functions of the department are to plan, develop and implement strategies and projects in order to achieve a co-ordinated internal and external communication process, support the administrative functioning of the Mayor’s Office and advance the interest of special groups and young people within Umzumbe.	Municipal Manager
Corporate Services Department	Corporate Services Department is composed of two sections. These are <b>Human Resources</b> and <b>Administrative Support</b> Sections with different legislative mandate. The department is mainly operational in nature. It provides strategic direction and support to the services’ departments, that by ensuring that human/ physical resources are in place to enable the municipality to meet its service delivery objectives.	Director: Corporate Services





Department	Responsibilities	Designated Official
Financial Services Department	The Department is responsible for managing the financial administration of the municipality. It comprises of sub departments i.e. <b>Expenditure and Assets, Budget, Treasury and Revenue</b> and <b>Supply Chain Management</b> .	Chief Financial Officer
Technical Services Department	This is the department that has been entrusted with delivery of basic services through operations and maintenance of existing infrastructural services as well as delivering new services so as to reduce backlog in the municipality. It consists of two units namely, <b>Housing Unit</b> and <b>Project Management Unit</b>	Director: Technical Services
Social and Economic Development	The Department comprises of three units namely, <b>Community Services, Local Economic Development</b> and <b>Disaster Management</b> . It facilitates and co-ordinates activities and programmes that would yield shared economic growth and marketing of the municipality.	Director: Social and Economic Development

### 2.3.2 Powers and Functions

The Municipal Structures Act of 1998 makes provision for the division of powers and functions between the district and local municipalities. It assigns the day to day service delivery functions to the local municipalities. The Provincial MECs are empowered to adjust these powers and functions according to the capacity of the municipalities to deliver services. With regard to the above statement for instance, the function of Water and Sanitation as well as the maintenance of water infrastructure is the function of the district municipality.

Whilst the Local Municipality is responsible for day to day Planning, it is also in liaison with the District for advice and support. Amongst other things the powers and functions of the municipalities are as indicated in the table on the following page.

Local Functions		District Functions	Shared services
<ul style="list-style-type: none"> <li>• Building Regulations</li> <li>• Child Care Facilities</li> <li>• Pontoons, Ferries, Jetties, Piers and Harbours</li> <li>• Storm Water Management Systems in Built up Areas</li> <li>• Trading Regulations</li> <li>• Billboards and the Display of Advertisements in Public Places</li> <li>• Cleansing</li> <li>• Control of Public Nuisances</li> <li>• Street Lighting</li> <li>• Traffic and Parking</li> </ul>	<ul style="list-style-type: none"> <li>• Control of Undertakings that Sell Liquor to the Public</li> <li>• Facilities for the Accommodation, Care and Burial of Animals</li> <li>• Fences and Fencing</li> <li>• Licensing of Dogs</li> <li>• Licensing and Control of Undertakings that sell food to the public</li> <li>• Local Amenities</li> <li>• Local Sport Facilities</li> <li>• Municipal Parks and Recreation</li> <li>• Noise Pollution</li> <li>• Pounds</li> <li>• Public Places</li> <li>• Street Trading</li> </ul>	<ul style="list-style-type: none"> <li>• Municipal Health Services</li> <li>• Potable Water</li> <li>• Sanitation</li> <li>• Air Quality Management</li> </ul>	<ul style="list-style-type: none"> <li>• Fire Fighting Services</li> <li>• Local Tourism</li> <li>• Municipal Airports</li> <li>• Municipal Public Transport Cemeteries, Funeral Parlours and Crematoria</li> <li>• Markets</li> <li>• Municipal Abattoirs</li> <li>• Municipal Roads</li> <li>• Refuse Removal, Refuse Dumps and Solid Waste</li> <li>• Development Planning</li> </ul>



### 3. SERVICE DELIVERY AND INFRASTRUCTURE ANALYSIS

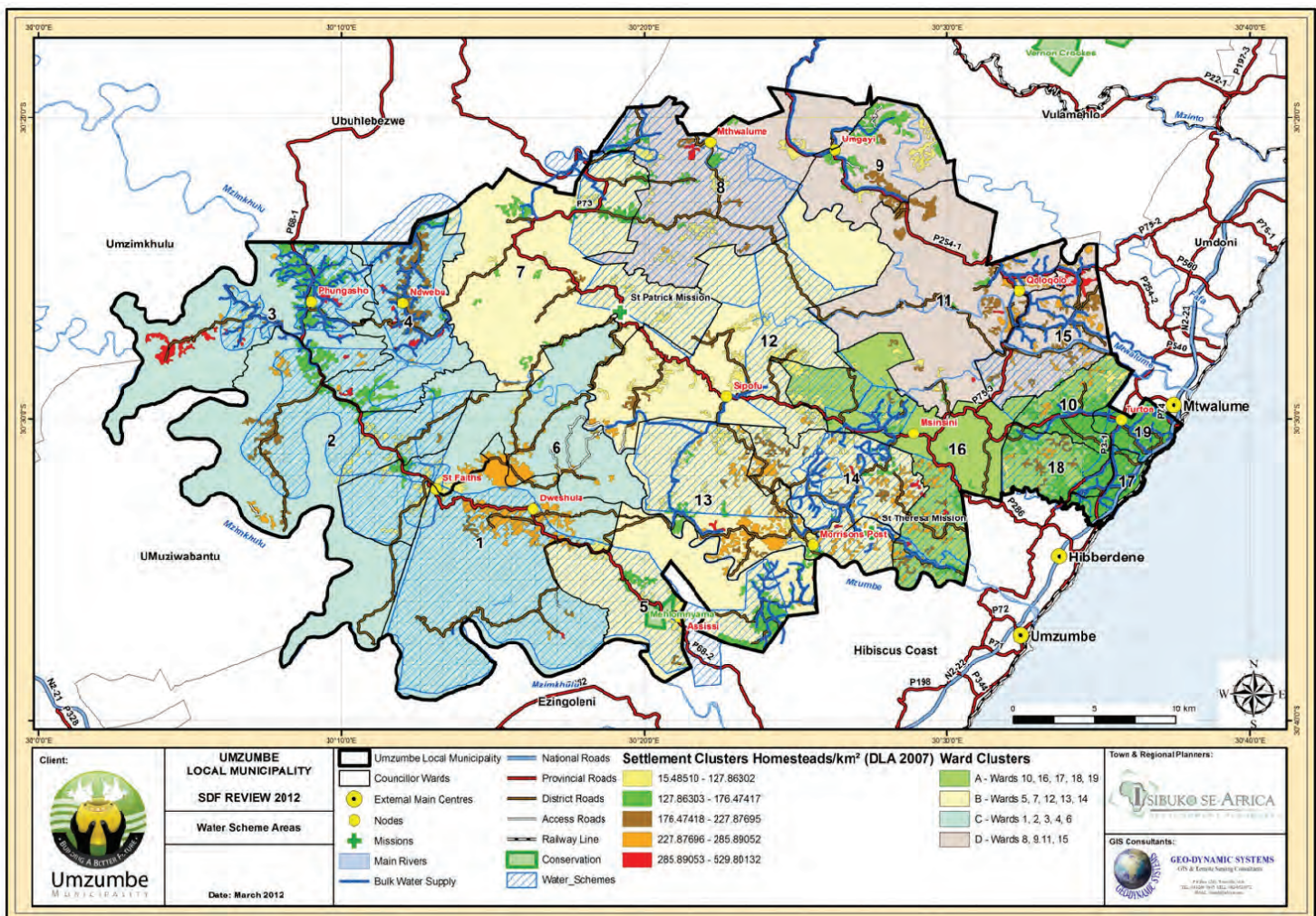
#### 3.2 Water and Sanitation

The Ugu District Municipality is the Water Services Authority and the Water Service Provider for the District. They are responsible for the provision of water and sanitation services within the district.

##### Water Supply Zones

Umzumbe falls within the Mtwalume, Ndelu and Mhlabatshane Supply Zone water supply zones. The Ndelu supply zone is supplied by the Ndelu waterworks from the Umzumbe River and will also be extended in future to include the areas of Ndelu, Qwabe N, Kwa Hlongwa and parts of Mabheleni and Mathulini of the Umzumbe tribal authority area.

The Mtwalume supply zone is supplied by the Mtwalume waterworks and includes the rural areas of Mathulini and Qolo, as well as the urban coastal areas of Mtwalume, Ifafa Beach and Bazely Beach. The Mhlabatshane supply zone is situated in the Umzumbe Municipality and currently comprises of a number of stand-alone rural schemes (Phungashe, Ndwebu and Assissi schemes), which will in future be incorporated into a single regional water supply scheme. The supply zone covers the area between the Umzimkulu and Mzumbe rivers, from Phungashe in the north-west to Frankland in the south-east.



Map 8 Water Scheme Areas



## Water Resources

Umzumbe municipality are located in the South Coast catchment, which includes the Mzumbe, Mtwalume and Mpambanyoni Rivers. Currently, this catchment is experiencing a small deficit, mostly during holiday peak season. The provision of off-channel storage can solve this problem. Groundwater is an available, but still undeveloped resource, which can be very valuable to rural communities. However, the sustainable use of this resource is very important and the use thereof should be monitored continuously.

## Access To Water

The basic water service in Umzumbe is community standpipes within 200m -800m radius of all households. The Ugu Infrastructure Audit undertaken in 2011 indicates the following levels of access to water in Umzumbe: 27% of the population have access to a RDP level of service (households within a 200m walking distance of a pipeline); 25% have access to a lower than RDP level of service (households within a 800m walking distance of a pipeline); and 48% do not have access to formal water supply. This is a clear indication of the huge water backlog in Umzumbe.

## Sanitation

The only sewer option in Umzumbe, are Ventilated Pit Latrines (VIP). The Ugu Infrastructure Audit indicates the lack of reliable data (spatial or otherwise) pertaining to rural sanitation. This complicates the development of plans for de-sludging /re-location of VIPs when full and it prevents the accurate determination of the backlog. Based on a sample survey, the sanitation backlog is estimated of 30%, which equates to approximately 9 424 households in need in Umzumbe.

The greatest challenge facing the rural sanitation programme is identified as how to deal with the emptying of full pits in a hygienic and cost effective manner. This is a national challenge that requires careful consideration and management.

## 3.3 Solid Waste Management

Solid waste management involves the collection, transportation and safe disposal of refuse from residential areas to landfill. However, solid waste services in Umzumbe are virtually non-existent. It is estimated that 98.3% of households are not serviced with solid waste services.

The majority of the population buries or burns their waste in their own backyard. This has environmental, health and safety implications for of the community of Umzumbe. In addition, there is no official landfill site in the municipal area and Ugu District only has three landfills. These are the Oatlands, Humberdale and Harding landfill sites. Factors that affect waste collection services are as follows:

- Distance: If the distance between the point of generation of waste and the disposal site is more than 30 km, transportation of waste becomes more difficult for municipal mobile compactors or noncompaction 3-ton trucks.
- Accessibility: The accessibility of settlements via the existing road network must also be considered.

The rural nature of settlements, topography and road infrastructure in

Umzumbe is a case in point, which complicates waste collection and services. As such, a formal municipal refuse removal service to every single household in Umzumbe is not practical. Alternative waste management practices that could be implemented in Umzumbe include community contractors collecting waste door to door and transporting it directly to a landfill, or on-site supervised disposal by a waste management officer from the municipality. In the context of Umzumbe, the latter would be more appropriate for rural settlements.



### 3.4 Transportation Infrastructure

#### Rail Transport

The south coast railway line is electrified and in use by Spoornet as far as Port Shepstone. However, no commuter services are offered south of the three stations that form part of the metropolitan rail system serving the Ethekwini area. These stations include Kelso, Park Rynie and Scottburgh, all of which are located to the north of Umzumbe.

#### Public Transport

Public transport operations in Umzumbe are geared to move people out of the area to places of work or shopping. This can be ascribed to the rural nature of Umzumbe, combined with the settlement pattern and the lack of a hub or major town. The result of the settlement pattern is that people have to travel long distances to access certain services, causing underutilised operator vehicles on most routes.

#### Taxi Ranks

The Ugu Public Transport Plan identifies seven taxi ranks serving the population of Umzumbe. The majority of these taxi ranks are of an informal nature and have no amenities. The location of these ranks is along main routes, providing a central pick-up or drop-off point to communities. However, this requires commuters to have to walk to and from the taxi ranks.

The following associates are primarily based at the following ranks:

- Bekezela Taxi Owners Association at St Faiths taxi rank.
- Umzumbe Taxi Owners Association at the Morrison Taxi rank.

#### Bus Transport

There is only one subsidised bus operator in the Ugu district, namely KZT. One of KZT's three contracts, service the Nhlalwane, Assissi Mission and the surrounding areas to Port Shepstone. The only unsubsidised bus service in Umzumbe operates from the Odeke Bus Rank. This informal bus rank is located in the Umzumbe area along the Kwahlongwe

route. It is an informal ranking area with no amenities. Bus routes originating from this rank go to Durban and Port Shepstone.

### 3.5 Energy

The main supplier of electricity in Umzumbe is Eskom. It is stated in the Ugu Infrastructure Audit report (2011), that the majority of electricity problems are of a localised nature, since major capacity problems in Ugu has been addressed about ten years ago through the construction of major infrastructure. Localised problems are stated as being a result of 'Electrification for All' programme:

- Two high voltage power lines running in a northeast to south-western direction parallel to the coastline, including high voltage substations along these power lines
- Medium voltage power lines traversing the municipal area, including several medium voltage substations

During the determination of the backlog, delivery standards that was adopted was that all households greater than 4km from the network and in settlements of less than 50 households per square kilometer can theoretically not be supplied by the existing network. The survey indicated that 21 407 (67%) households have access to electricity supply. In addition, 811 households have been identified for potential for electricity infill connections. These households are located within 500m of an existing transformer. The electricity backlog in Umzumbe is thus estimated as follows:

9 474 households do not have access to electricity and are located further than 500m from a transformer.

109 households are off-grid, thus further than 4km away from a transformer.

Eskom has identified extensive areas within Umzumbe for community level planned projects over the next five years. In addition, regional level infrastructure development planning includes projects that will not only facilitate these community level projects, but also



serve to improve the existing network capacity. The spatial position of these regional projects is evident in Umzumbe.

### Access to community Facilities

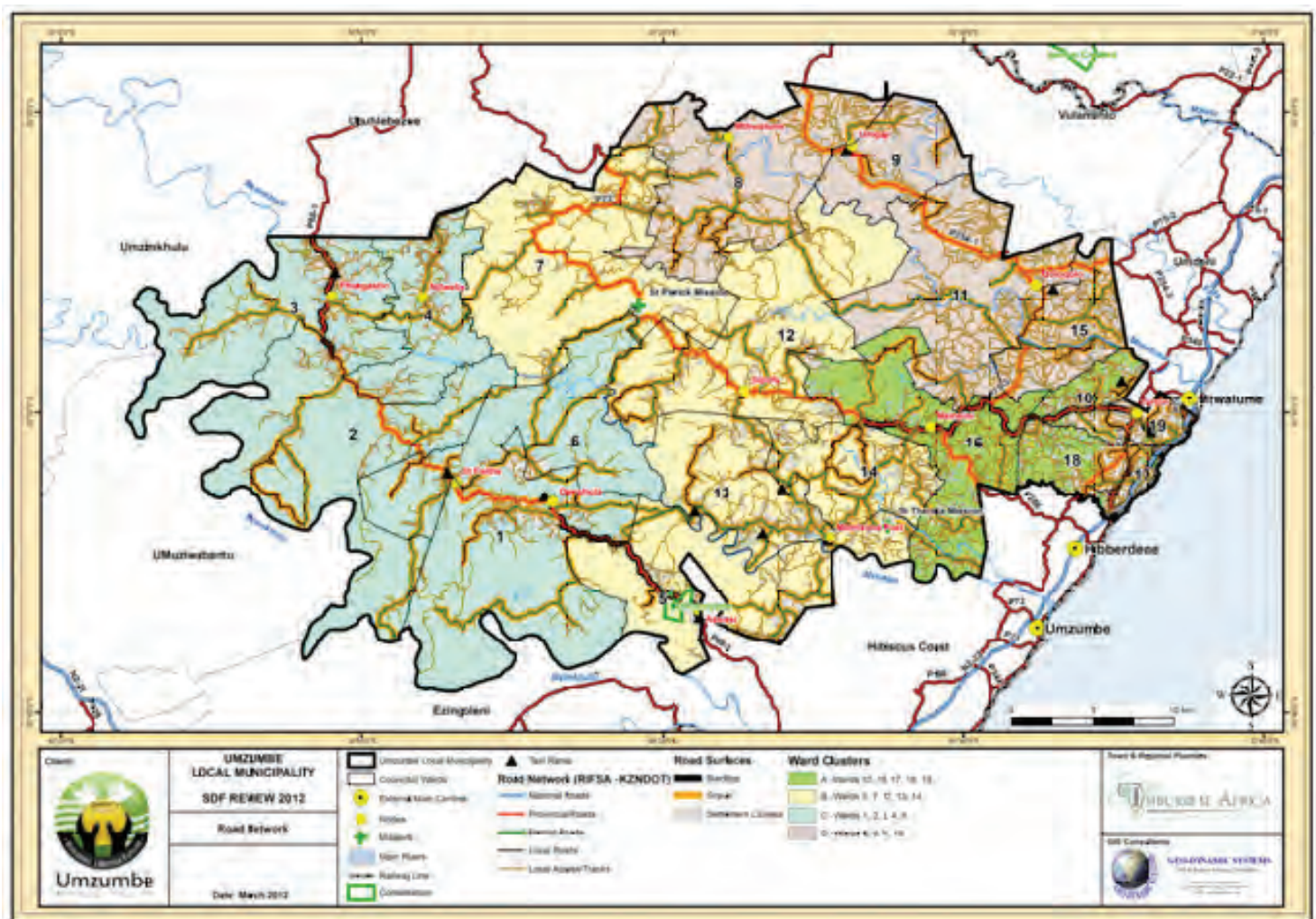
#### Education

There are a number of educational facilities within Umzumbe. These include 5 combined schools, 1 pre-primary school, 93 primary schools, 38 secondary schools and 2 education C schools.

School type	Total
Combined	5
Education C	2
Pre-Primary	1
Primary	93
Secondary	38
Grand Total	139

Challenges facing these schools are capacity and the quality of education. Presently, there are no plans to build new schools in the Umzumbe area, but the Department is planning one in the future in the Phumula/Hibberdene area, which would benefit the Umzumbe area. In terms of school buildings, the Malusi High moved to their new premises and the mobiles classes will be replaced with new buildings. Buhlebethu Secondary will receive repairs and renovations.

The application of planning standards for educational facilities reveals that between 44 and 60 primary schools are required for Umzumbe, and in respect of secondary schools between 18 and 30 schools are required. It is thus clear that Umzumbe is sufficiently supplied with schools. However, there are no higher educational facilities in Umzumbe and surrounding tertiary facilities have to be attended.



Map 9 Road Network



### Health

The only hospital located in Umzumbe is the Dunstan Farrel Hospital, which is a TB hospital in ward 16. The buildings and infrastructure of this hospital, is however in a state of disrepair and requires urgent attention. Communities have to make use of other hospitals within the district, but have access to eight (8) clinics and two (2) mobile clinics that service Umzumbe municipality.

The administration falls under the Department of Health. The Turton Community Health Centre in ward 10 is a future project identified for Umzumbe. An application of planning standards for health services in the area (one small clinic for every 5000 households or one large clinic for every 70 000) suggest a severe backlog in terms of small clinics in Umzumbe.

### Police Stations

There are three police stations in Umzumbe with a ratio of 1:1 063. The police stations are located at Msinsini, KwaDweshula and St Faiths. Community policing forums have been set up throughout the municipal area. In addition, there is a main office of the Magistrate's Court and nine tribal courts. Tribal courts generally deal with civil cases. They are situated in the KwaCele, Bhekani, Nhangwini, Qwabem Ndelu, KwaHlongwane, Nyavini and Izimpethu Zendlovu areas (Umzumbe HSP, 2008).

According to planning standards, which requires one police station per 50 000 people, Umzumbe requires 3.5 police station and are within an acceptable range.

### Sports Facilities

Sports facilities in Umzumbe include school fields, sports fields and sport complexes, scattered throughout the area. There are 74 sports fields indicated on the spatial data in Umzumbe, of which 10 are classified as school fields, seven are classified as sport complexes and 57 are sports fields.

The municipality administer the majority of the sport complexes, with the exception of one privately owned sport complex in Cibini community settlement near

Phungashe.

Recreational facilities form an important aspect within a community. It provides a place for physical activity, as well as a space for social functions where people can gather and interact. The application of planning standards indicates that at least one sport complex is required per 50 000 people.

As such, Umzumbe seems to be supplied adequately with sports complexes. In terms of sports fields, one sports field is required for every 7700-12000 people. Umzumbe thus requires 15 sports fields and is supplied adequately in this regard

### Library

There are no public libraries within Umzumbe. This has serious implications for students and general literacy within Umzumbe, since people have to travel to surrounding areas to access this facility. In terms of planning standards, at least one library should be provided for every 5000-50 000 people. As such, at least three (3) libraries are required in Umzumbe.

### Community Halls

There are 28 community halls within Umzumbe, of which eight (8) are administered by the district, 17 by the municipality and 3 by traditional authorities. The local community mainly uses these halls, with only a few being used by government departments. The provision of services such as access to water, electricity and sanitation are limited to just a few of these halls. In addition, it is stated that some the halls are in a bad state of disrepair.

An application of planning standards to community halls, which requires one hall for 20 000 people within a 30 minute walking time or 1.5km walking distance, reveal that approximately 8 community halls are required. As such, it would seem that Umzumbe is adequately supplied with community halls. Endowed

### Cemeteries

The majority of the rural population in Umzumbe use traditional burial practices. Deceased family members



are buried on-site. There are no formal cemeteries in Umzumbe and in some instances, there has been resistance to the development of cemeteries due to the sensitive nature and cultural implications of burial practices.

**Human Settlements**

Umzumbe Municipality has developed and adopted a Housing Sector Plan, which outlines housing delivery goals and targets for the municipality and provides an approach to housing delivery and spatial transformation. One of the major challenges in Umzumbe is to transform the vast rural settlements into sustainable human settlements, in line with national housing policy.

Human settlements are the spatial dimension as well as the physical expression of economic and social activity. The creation of sustainable human settlements is inevitably an objective for social development, as it defines and conditions the relationship between where people live, play and work on the one hand, and how this occurs within the confines of the natural environment.

The majority of housing projects in Umzumbe are packaged as rural housing projects, in line with Government’s rural housing assistance programme. This programme has been designed to complement the realisation of the objectives of the Integrated and Sustainable Human Settlements.

It focuses on areas outside formalised townships where tenure options are not registered in the Deeds

Office, but are rather protected in terms of land rights legislation. As opposed to registered individual ownership in formal towns, rural households enjoy protected informal tenure rights and/or rental or permission to occupy.

Access adequate housing is still a challenge to the most of the people within the municipality a significantly large population resides within privately owned land. At the moment there is no clear plan to provide housing on privately owned land, however there is a need to provide housing in these areas.

**Telecommunications**

Adequate provision of telecommunication infrastructure in Umzumbe remains a challenge. Major cell phone companies provide coverage to the rural areas of Umzumbe, but internet access is not available in the majority of the municipality. The Ugu Infrastructure Audit revealed a lack of data from service providers and based their findings of data supplied by Vodacom (Ugu Infrastructure Audit report 2011).

This data indicates that Umzumbe has a cellular coverage of 99.7%. However, only 11% of households in Umzumbe have access to high-speed internet through the 3G network, while 13.5% have access to the internet through EDGE (Enhanced Data rates for GSM Evolution). Areas experiencing some problems with access to cellular services are the lower lying areas. Television as well as national, regional and local radio broadcasts is accessible in Umzumbe.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Proper planning</li> <li>• Dedicated man power</li> <li>• Steady spending on MIG funds</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient budget in the appointment of engineers based on level 4 of construction monitoring</li> <li>• Limited budget for maintenance as well as man power</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Previously disadvantage contractors are given opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Municipal geographic area is too big thus there is limited budget therefor increasing backlogs</li> <li>• Gravel roads need maintenance regularly therefore weather conditions</li> <li>• Limited maintenance budget resources and man power</li> </ul>



## LOCAL ECONOMIC AND SOCIAL DEVELOPMENT ANALYSIS

### Local Economic Development Analysis

#### Municipal Competitive Advantages

Umzumbe has a great economic potential; like most rural municipalities it represents an extensive natural, human and economic potential which is utilized unevenly and imperfectly. This presents an opportunity engagement to develop economic activities that are balanced and sustainable.

The tendency of settlements developing in the areas of the municipality that have infrastructural development; such as water and electricity; have created nodes with vibrant socio economic activities. An example of which; are Umthwalume, Ophepheni and St Faiths.

It is envisaged that the development of P68 and P73 as corridors linking Umzumbe with the N2 and Sisonke will unlock more economic potential as mobility would be enhanced culminating in further infrastructural development that would result in more economic nodes. Umzumbe is also rich in natural resources that appeal to the tourism industry.

#### Agriculture

The agricultural sector in Umzumbe still possesses significant development potential. Agriculture in this area is characterized by a minority of highly developed and competitive commercial farming, whilst the bulk of agricultural activities are mainly subsistence farming on rural communal land.

The major commercial farming enterprises are in sugar cane, bananas and timber. Subsistence agriculture comprises mostly of livestock, dry land cropping and vegetable production. Currently the municipality is receiving starter packs from the department of Agriculture. Those packs include different crops, equipment and irrigation tools that are distributed to the community.

Agriculture as a primary sector is the major source of income in Umzumbe. Most of the unskilled human capital and both illiterate and semi illiterate are employed within this sector; with the largest employer being Sappi in the forestry industry and the sugar cane farms.

Although most of the commercial farmers in Umzumbe are white but there is a strong minority of African commercial farmers are now available since the 1994 elections. In addition to this, there is a magnitude of subsistence farmers, organized and government supported farming projects that have a steady surplus with the potential of supplying major markets provided they have the necessary infrastructure.

The secondary sector is growing steadily, within the manufacturing sector the municipality can boast, locally made furniture, sculptured wood, tissue manufacturing, jewelery manufacturing and water bottling. The municipality has contributed by partly funding, provision of inputs and assisting in the establishment of these initiatives. There is a huge pool of crafters and artist in Umzumbe that fall under this category.

The municipality with the assistance of DED has been exposing local people with talent to the local and international markets through exhibitions. This sector has a huge potential for development and growth. Inhibiting this growth is shortage of working space and the lack of basic infrastructure such as water and electricity.

The multipurpose centers that are built by government should play a role in addressing such problems but their design is not suitable. The dire need of a business incubator has long been identified but has not materialized due to lack of resources. The business incubator would produce more able and sustainable businesses and thus create more jobs to combat the scourge of poverty in the municipality.





The municipality has embarked on a gender approach to LED in order to bridge the gender gap of which women are 2% more than men in numbers. The strong emphasis on empowering women is hoped to boost this sector due to the resilient nature and being on the receiving end of poverty of women as opposed to men.

The tertiary sector is one sector that when assessed has been found more wanting than the other two mentioned. In the first place Umzumbe does not have even a single banking institution or insurance or financial services owing to its rural nature. Retail, however are thriving within the municipality both formal and informal retail outlets is prevalent. This sector is more prevalent in wards 19, 10, 18, and 3 this is due to the mobility as a result of road infrastructure that fairly good in the wards mentioned.

The municipality is one amongst the others in the country that are facing challenges in improving the quality of life. There is high level of poverty and unemployment as well as low economic growth in the area. Food security and economic development are critical issues in the Municipality therefore a more prescriptive approach to land use management to ensure that the suitable areas are used and managed appropriately.

Whilst Umzumbe has a great economic potential but it should be mentioned that due to the high rates of poverty, unemployment, illiteracy and seclusion from the main stream economy; the line between Local Economic Development and Community Development is blurred. Developing the projects that are already there with the focus of developing a value chain may be a vehicle that would see economic activities that are inclusive and organic in formation.

It is therefore imperative for Umzumbe municipality amongst other initiatives to focus on its competitive and comparative advantage in order to unlock its LED potential. Currently the municipality's economic strengths lie in agriculture; subsistence farming,

tourism and manufacturing (beneficiation). In addition to this, there is also potential in the retail, trade and services sectors.

Informal trade is the backbone of Umzumbe's economy and is mostly situated in the areas that have already been identified as the municipality's economic nodes. The development on the coastal zone is critical and is in line with the provincial Growth and Development Strategy (PGDS); the municipality is in the process of raising funds for Umthwalume beach development. This would make Umzumbe a role player and beneficiary of the lucrative beach tourism economy of KwaZulu-Natal.

### **Tourism**

The municipality has identified a number of projects and initiatives to develop the tourism assets and improve the management and marketing of Umzumbe tourist products and services. This will be achieved by further researching the new products, vigorously marketing Umzumbe as a destination and contributing in transforming the face of tourism in the South coast.

Transformation of the sector will include attracting the emerging middle class and developing an annual calendar of events to attract tourists. Umzumbe shall focus on its competitive advantage in order to make tourism a success. There are opportunities in Agri tourism, cultural and heritage tourism.

Umzumbe has a wealth of untapped potential in this regard. Research has been done in the identified areas of attraction and the municipality shall work with South coast tourism in packaging and marketing the new products. The tourism industry has the potential of employing more people in a sustainable manner, whilst empowering them to take initiatives in the pro poor tourism approach. The development of Umthwalume beach is one catalyst that would unlock the tourism potential to the pristine coastline of Umzumbe.



The unique scenery of Umzumbe with its rivers, beautiful mountains like uMsikazi and indigenous as well as cultivated forestry offers sound eco tourism. Ntelezi Msani.

Memorial Project is one of the flagship projects that have been identified by the District Municipality and Umzumbe Municipality as the key project that will contribute in unlocking the tourism potential in the hinterland and also contributes in the transformation of the heritage sector in the district.

It is a heritage project that seeks to highlight and commemorate the role, participation and effect of the Bhambatha rebellion in the greater UGU and Umthwalume area. Being a focused and resource driven initiative to honour the unsung heroes of the 1906 Poll tax uprising that were led by Ntelezi ka Khukhulela Msani.

The project will be adding value to the existing Cultural Node (Gobhela Arts and Crafts Centre and Shosholozza Recording Studio), which in the long run will become a new tourism route that links with Emthini Holiday Resort (African Cuisine Offering Lodge in the South Coast). The Project is a worthy investment for Ugu District and Umzumbe Municipality that needs a tourism route linkage from Freedom Park Trust and other battle fields in KwaZulu Natal province.

### Manufacturing

The contribution by the manufacturing sector within the municipal economy is increasing steadily. The municipality is seeing more youth entrepreneurial initiatives. The municipality has played a significant role in capacitating crafters and people living with disabilities with different skills in arts and craft and they are now implementing those skills.

The drive is to improve the quality of local products to appeal to both domestic and international markets. The municipality has promoted and marketed outstanding talents within the municipality with the assistance of the Department of Economic Development through exhibitions locally and abroad.

### Mining

Quarrying has not been formalized yet within the municipality. Currently quarries belong to no particular person as there are no licenses for such. On the other hand the mining sector is becoming more formal than quarrying as an increasing number of miners have or are in the process of applying for mining licenses.

Most of the river sand mining activities occur along the rivers of Umzumbe such as Umzumbe and Umthwalume rivers. There are minor mining sites for plaster sand that are informal. There is a huge demand for these mining products outside of Umzumbe on a commercial level as well as locally as Umzumbe is developing rapidly.

The two kilometer stretch of Umthwalume beach is the best fishing spot. It sustains 10% of Umzumbe households who have no bread winners. The sea harvest is sold to restaurants along the coast whilst remnant of which is sold along the N2 freeway. A lot could be done to make this livelihood for some sustainable and have more economic benefits.

## Social Development Analysis

### Broad Based Community Needs

Ward	Community need
1	Water Electricity Housing
2	Water Roads Housing
3	Housing Access Roads Water
4	Water Electricity Access roads
5	Housing Electricity Water
6	Housing Ncazolo Access Road Water



Ward	Community need
7	Water Electricity Housing
8	Clinic Water Electricity
9	Road Community hall housing
10	Road Sanitation Housing
11	Housing Electricity Water
12	Water Electricity Sanitation
13	Housing Water Roads
14	Roads Electricity Community hall
15	Water Electricity
16	Housing Water Electricity
17	Housing Sanitation Roads
18	Roads Sanitation Housing
19	Access roads Housing Sanitation

## Community Development with particular Focus on Vulnerable

### Development of people with Disabilities

A fair number of people located within the municipal jurisdiction are disabled; statistics on this issue are not yet available from the department of stats SA in the 2011 census. Umzumbe is made up of 19 wards, all these wards have people with disabilities. Each ward has a representation of people with disabilities and that person is a member of Umzumbe Disability Forum.

The Municipality assists the disabled with co-ordination of their programmes working together with government departments such as Department of Social Development, Health, SASSA, Department of Sports and Recreation and others. There is a budget allocation for senior citizens, allocated under Special Programmes Unit.

### Development of the Elderly

Umzumbe is made up of 19 wards, all these wards have senior citizens. Each ward has a representation of senior citizens that person is a member of Umzumbe Senior Citizens Forum. The Municipality assists the senior citizens with co-ordination of their programmes working together with government departments such as Department of Social Development, Health, SASSA, Department of Sports and Recreation and others. There is a budget allocation for senior citizens, allocated under Special Programmes Unit.

### People affected by Crime, HIV/AIDS, Drugs, etc

Few cases has been reported where elderly people has been victims of rape and robbery. Drugs are the main cause of criminal activities that are taking place at Umzumbe. According to the Department of Health Stats, Umzumbe rated as the highest in terms of HIV/AIDS infection.



## **Municipal Financial Viability and Management Analysis**

### **Financial Viability and Management Analysis**

The management of municipal finances involve both strategic and operational component. Strategically, the finances must be managed to accommodate fluctuations in the economy and the resulting changes in costs and revenues. Operationally, the municipality must put in place clear financial goals, policies, and tolls to implement its strategic plan. It must be noted that not all municipalities are the same and this should be kept in mind when assessing the financial health of, and the setting of benchmarks for a municipality.

It is thus essential that the municipality has access to adequate sources of revenue, from both its own operations and intergovernmental transfers, to enable it to carry out its functions. In addition, it is necessary that there is reasonable degree of certainty with regard to source, amount and timing of revenue. The Division of Revenue Act has always laid out the level of funding from National Government that will be received for the three financial years with the first year being concrete and other years' estimates.

### **Indigent Support (including free basic services)**

A large portion of the people in the municipality live under poverty caused by various factors namely unemployment, lack of employment opportunities in the local area, dependency on government grants, lack of an education to obtain better earning employment and many more.

The municipality has taken to provide indigent relief to those households that are living in poverty and find it difficult to live from day to day. Where there is electricity, tokens are provided to those families so as to relieve the burden. Where there is no electricity in wards such as ward 8 and 11 Nyavini and Nkoxe area Gel stoves were handed out to people and there has been ongoing gel provision to those families there.

There were however solar panels installed in other areas of the municipality where electricity was seen as going to be taking a bit longer to be installed due to lack of infrastructure and finances on the side of Eskom. The solar panels are maintained by the municipality.

### **Revenue Enhancement and Protection Strategies**

Revenue is crucial in every organization for day to day operations and sustainability. The municipality is predominantly rural with high level of unemployment and poverty. This makes it very difficult for the municipality to be able to generate its own revenue in terms of waste removal, electricity, sanitation and other municipal services.

The municipality has implemented the Property Rates Act from 2008/2009 financial year. The valuation roll has been compiled by the registered value which was appointed as a shared service with other municipalities within Ugu District. The value maintains the valuation roll on a monthly basis.

There are challenges in terms of the implementation of Property Rates Act due to the fact that the municipality is predominantly rural which makes it very difficult to find the postal addresses for the rate payers in order to send the bills. High level of poverty and unemployment is also a challenge. Our rates payers are made of Government departments, private businesses and household.

### **Municipal Consumer Debt Position**

The municipality has a very low rates base comprising of farm owners, local businesses, government departments and a very few private land owners. Being a local municipality services such as water and sanitation are not provided electricity is provided by Eskom directly to the people therefore there are no debtors as such however we have been receiving steadily payments fro government departments and businesses.



**Grants and subsidies**

The municipality does not generate much in terms of rates therefore it is a grant dependent municipality. Grants are received from a wide range of stakeholders namely the MIG, equitable share and various others.

There is steady spending of grants such as MIG.

**Municipal Infrastructure Assets and Maintenance**

There is steady spending in terms of the Municipal Infrastructure Grants (MIG) spending.

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

Budget has been adequately compiled to make provision for repair and maintenance of existing infrastructure as well as the development of infrastructure.

**Current and Planned Borrowings**

The municipality does not plan on borrowing any funds.

**Municipality's Credit Rating**

Umzumbe municipality has received an unqualified audit Report for the past three years.

**Employee Related Costs**

The municipality is able to sustain the costs provided in the budget

**Supply Chain Management (SCM)**

The Municipality has a Supply Chain Management Unit falls within the Finance Department. The unit is responsible for ensuring that the goods and services are procured in manner which is transparent, competitive, equitable, cost effective and fair, through proper implementation of the SCM policy which is reviewed on a regular basis, the Pastel Evolution System is used to request goods and services required for the various functions of the municipality.

The municipality is striving to empower local businesses and cooperatives to improve our Local Economic Development. The suppliers are rotated in terms of the National Treasury regulations to ensure that everyone is getting equal chance however there are challenges since most of our local businesses are not well established and therefore cannot supply or provide certain goods or services.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Received unqualified audit reports for the past 3</li> <li>• Sound financial position and management</li> <li>• Good complaints and reporting</li> <li>• Dedicated personal strong internal control processes</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of human resource Capacity</li> <li>• Lack of expert on accounting information systems</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Revenue Enhancement</li> <li>• Property rates collection</li> <li>• Experienced skilled labour force</li> </ul>	<ul style="list-style-type: none"> <li>• Predominantly grant dependent</li> <li>• Limited revenue generation</li> <li>• Loss of skilled staff</li> </ul>



## 7. GOOD GOVERNANCE AND PUBLIC PARTICIPATION ANALYSIS

### 7.1 Good Governance Analysis

#### 7.1.1 National and Provincial Programmes rolled-out at Municipal Level

##### Operation Sukuma Sakhe

The Operation Sukuma Sakhe Programme (OSSP), formerly known as the Flagship, Social Cluster Programme (War on Poverty), was introduced to the Ugu District in 2009. In introducing the programme, the Kwa-Zulu Natal, Office of the Premier gave a mandate to all districts, to ensure that the following is in place, to ensure successful implementation of the OSSP.

At the local municipal level Umzumbe municipality plays a coordination role to ensure all departments when providing service delivery provides it in an integrated approach. Thus ensuring the different government departments work together to address the social ills and service backlogs that are existing within our communities. Umzumbe municipality with its 19 wards has established wall rooms in all its wards with only 17 of these wall rooms functional. Only 2 of the wall rooms are not fully functional.

Wall rooms within the municipality meet on a Wednesdays and Thursdays sitting a total of four times a ward each month which equals to fourthy times per annum. All departments participate equally in the wall rooms except for departments such as Community liason, Economic development, justice and constitutional development, treasury and Warter affairs and forestry.

##### Community works programme (CWP)

The Community Work Programme (CWP) is a government programme aimed at tackling poverty and unemployment. The programme provides an employment safety net by giving participants a minimum number of regular days of work, typically two days a week or eight days a month, thus providing a predictable income stream.

The CWP was initiated by the Second Economy Strategy Project, an initiative of the Presidency located in Trade and Industrial Policy Strategies (TIPS), a policy research non-governmental organisation (NGO). In 2007, a pilot programme to test the approach was implemented under the auspices of a partnership between the Presidency and the Department for Social Development, which established a Steering Committee and provided oversight.

In Umzumbe there is a total of 1500 participants and the program is implemented in 12 wards namely ward 1, 2, 5, 6, 8, 10, 12, 15, 16, 17, 18 and 19. The program started in 2009 and has been flourishing ever since. Umzumbe plays a monitoring and coordination role through the reference committee where all stakeholders sit.

The programme includes teacher aid, working with schools, road maintenance, setting up food gardens for poverty alleviation as well as home based care.

##### Intergovernmental Relations (IGR)

The municipality has no IGR Policy in place. However, it is highly involved in IGR structures that exist such as. District Coordinating Committees, CFOs Forums (provincial and District level), Mayors forum, Municipal Managers Forum, IDP Forum (local and District),



Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Good working relations with stakeholders</li> <li>• Will and Political support in all programs</li> <li>• Collaboration with the community</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient budget and human resource for the execution of certain projects and programs</li> <li>• Technical resources</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Alignment of municipal programs with national and provincial departments</li> <li>• Development of new programs addressing the needs of the community</li> <li>• Strengthening working relations with traditional leaders</li> <li>• Increasing public safety through establishing a policing unit and generation of income thereof</li> </ul>	<ul style="list-style-type: none"> <li>• High staff turn over</li> <li>• Poor participation of sector departments in municipal affairs</li> <li>• lack of plans and strategies to address community needs and addressing issues such as poverty alleviation</li> </ul>

Strengths	Opportunities
<ul style="list-style-type: none"> <li>• Location along the coast.</li> <li>• Settlements located largely along the main roads.</li> <li>• Relatively good regional road network.</li> <li>• Social stratification of settlements into traditional council areas, izigodi, etc.</li> <li>• Ward boundaries and the associated ward committees.</li> <li>• Good working relationship between the councillors and traditional leaders.</li> <li>• Rich biodiversity.</li> <li>• Turton and other small service centres.</li> <li>• Availability of agricultural land.</li> <li>• High level involvement and participation by local municipality departments/section</li> <li>• Political leadership and management showing interest and responding to disaster issues</li> <li>• Across spectrum officials ever prepared to learn new ideas and skills.</li> <li>• All critical posts have been filled</li> <li>• Timeous sitting of meetings (council, portfolio meetings etc.)</li> <li>• Constant review of municipal policies</li> <li>• Sound fleet management</li> <li>• Proper planning</li> <li>• Dedicated man power</li> <li>• Steady spending on MIG funds</li> <li>• Received unqualified audit reports for the past 3</li> <li>• Sound financial position and management</li> <li>• Good complaints and reporting</li> <li>• Dedicated personal strong internal control processes</li> </ul>	<ul style="list-style-type: none"> <li>• Provincial development corridors that runs through Umzumbe.</li> <li>• South coast tourism region and the significance of coastal tourism in the province and the district.</li> <li>• Shared service centre as a means to create capacity for spatial planning.</li> <li>• Ugu district development and service delivery programme.</li> <li>• Coastal management programme.</li> <li>• Catchment management programme.</li> <li>• Densification policy of the Provincial Government.</li> <li>• Planning and Development Act that introduces wall-to-wall land use management scheme.</li> <li>• National and provincial rural development programs.</li> <li>• More training for staff officials</li> <li>• More training for communities</li> <li>• Further participation and involvement of traditional leaders and other stake holders.</li> <li>• Possibilities for two satellite setups within local municipality</li> <li>• Recognition and complementing of indigenous knowledge with academic</li> <li>• Previously disadvantage contractors are given opportunities</li> <li>• Growing IT department</li> <li>• Efilling of municipal documents</li> </ul>



Weaknesses	Threats
<ul style="list-style-type: none"> <li>• Rugged terrain.</li> <li>• Soil erosion and environmental degradation.</li> <li>• Scattered settlement pattern.</li> <li>• Poor quality of access roads.</li> <li>• Poor north-south linkages in the inland part of Umzumbe.</li> <li>• Settlements located on land with good to high agricultural potential resulting in the loss of agricultural land.</li> <li>• Lack of spatial structure with no central point that serves as a centre for the whole area.</li> <li>• Lack of employment opportunities.</li> <li>• Lack of natural resource management programs.</li> <li>• Limited revenue base</li> <li>• Shortage of resources relevant to disaster issues</li> <li>• Lack of local municipality owned disaster managements centre</li> <li>• Existing shared centre, discharge poor services</li> <li>• Poor terrain.</li> <li>• Network is an issue due to non-availability of ADSL (IT)</li> <li>• High costs of maintenance of fleet due to nature of municipality most roads are gravel</li> <li>• Limited Budget and human resources</li> <li>• Insufficient budget in the appointment of engineers based on level 4 of construction monitoring</li> <li>• Limited budget for maintenance as well as man power</li> <li>• Lack of human resource Capacity</li> <li>• Lack of expert on accounting information systems</li> <li>• Revenue Enhancement</li> <li>• Property rates collection</li> <li>• Experienced skilled labour force</li> </ul>	<ul style="list-style-type: none"> <li>• Peripheral location in relation to the provincial economy.</li> <li>• Impact of climate change.</li> <li>• Poor regional integration into the regional road network.</li> <li>• Lack of catchment management programs.</li> <li>• Municipal boundaries and structure.</li> <li>• Limited budget</li> <li>• Staff migration</li> <li>• Climate change</li> <li>• Topography</li> <li>• Retarded attendants to shared service centre</li> <li>• Municipal geographic area is too big thus there is limited budget therefor increasing backlogs</li> <li>• Gravel roads need maintenance regularly therefore weather conditions</li> <li>• Limited maintenance budget resources and man power</li> <li>• High Staff turn over</li> <li>• Limited office space</li> <li>• Outdated filling system and limited storage capacity</li> <li>• Predominantly grant dependent</li> <li>• Limited revenue generation</li> <li>• Loss of skilled staff</li> </ul>

### Municipal Structures

Please see organograms on pages 62–65.





## Audit Committee

An Audit Committee is a committee appointed in terms of the Municipal Finance Management Act Section 166(1) which requires that each municipality must have an audit committee.

### Functions

In terms of Section 166(2); this Audit Committee is an independent advisory body which must advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality on matters relating to:

- internal financial control and internal audits;
- risk management;
- accounting policies;
- the adequacy, reliability and accuracy of financial reporting and information;
- performance management;
- effective governance;
- compliance with this Act, the annual Division of Revenue Act and any other applicable legislation;
- performance evaluation; and
- any other issues referred to it by the municipality or municipal entity;

Review the annual financial statements to provide the council of the municipality, with an authoritative and credible view of the financial position of the municipality, its efficiency and effectiveness and its overall level of compliance with this Act, the annual Division of Revenue Act and any other applicable legislation;

Respond to the council on any issues raised by the Auditor-General in the audit report;

Carry out such investigations into the financial affairs of the municipality as the council of the municipality may request; and

Perform such other functions as may be prescribed.

### In performing its functions, an audit committee:

Has access to the financial records and other relevant information of the municipality; and

Must liaise with:

the internal audit unit of the municipality; and

the person designated by the Auditor-General to audit the financial statements of the municipality

### Membership of the audit committee

An audit committee must:

Consist of at least three persons with appropriate experience, of whom the majority may not be in the employ of the municipality, as the case may be; and

Meet as often as is required to perform its functions, but at least four times a year.

### Current Situation

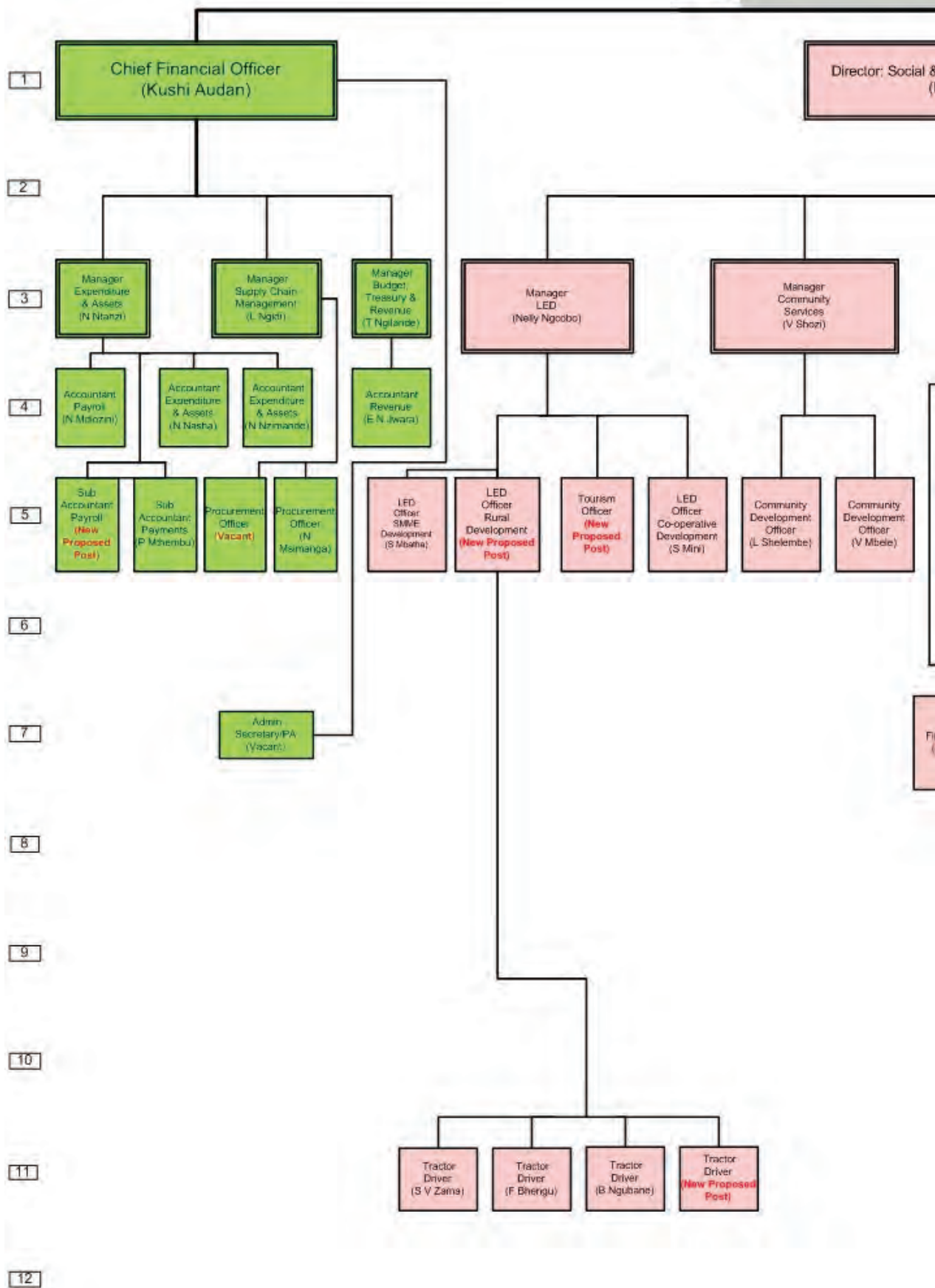
Umzumbe has four external independent members. None of the members are or were Councillors. The Audit Committee included the following members listed hereunder. These members were appointed by Ugu Council to serve on a shared service serving local municipalities within the district.

This committee executes its functions as displayed on the MFMA as well as the Audit Committee Charter. This audit committee meets regularly to execute the above depicted functions. Details of the external members and their appointment dates are as follows:

Name of Member	Qualifications	Appointed
Mr Paul Preston	BA LLB	01/07/2010
Mr Siphon Nzuza	B.Com, MBA	01/02/2011
Ms Chantel Elliott	B.Com(Hons), CA(SA)	01/02/2011
Mr Imraan Lockhat	B.Com(Hons), CA(SA)	01/02/2011

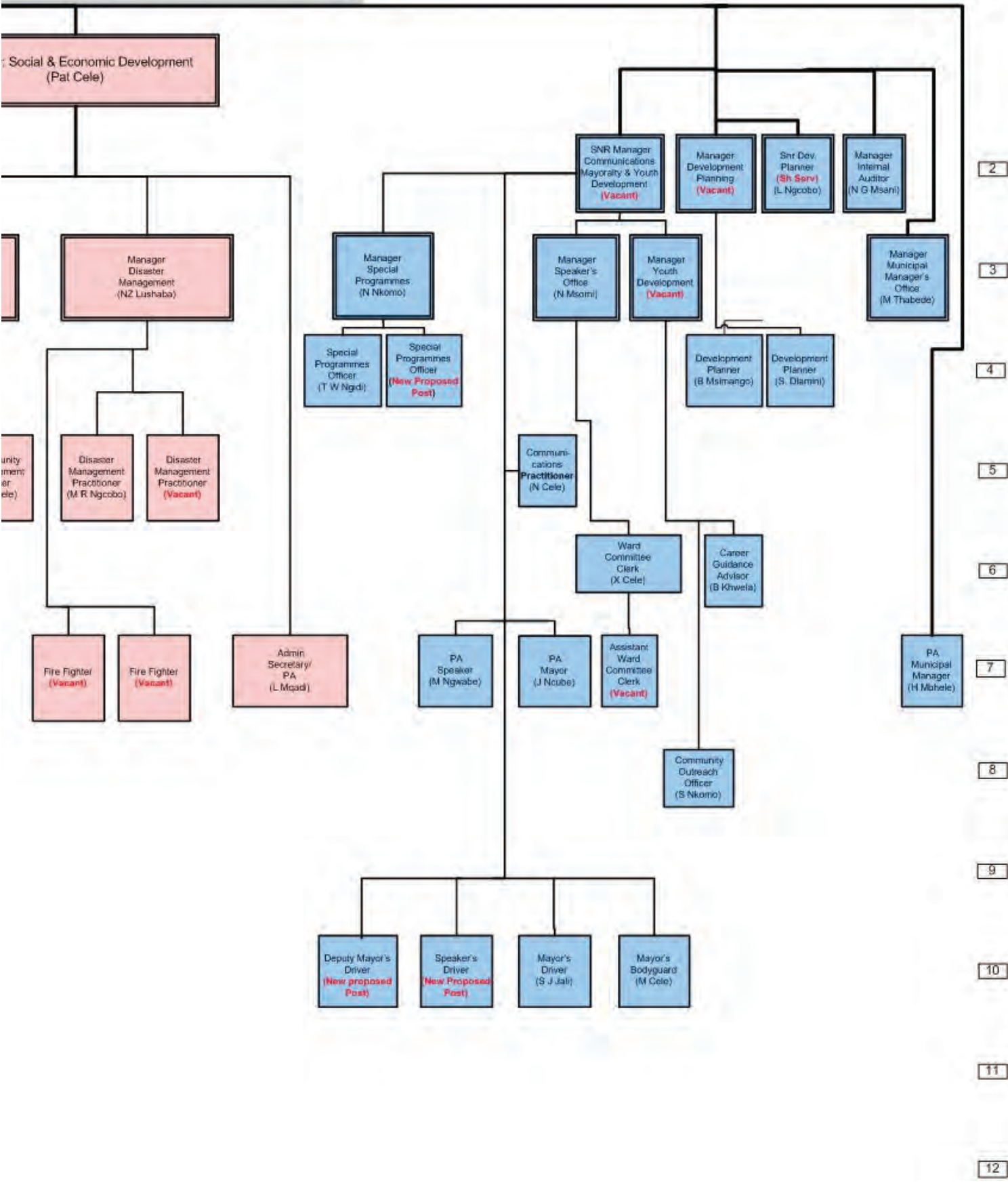
### Future Plans

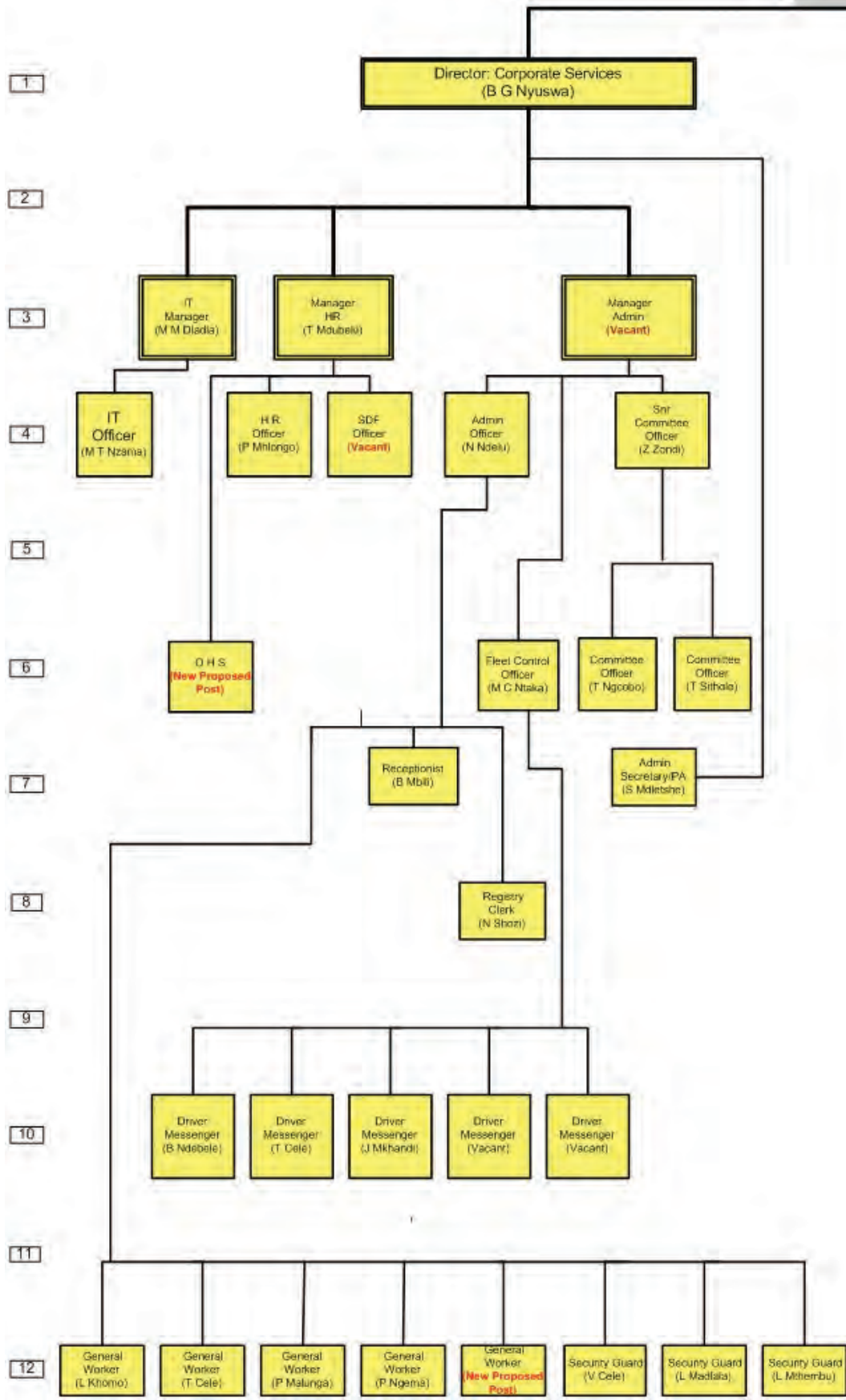
The Audit Committee has a schedule of meetings prepared for 2012/2013 financial year overlapping to 2014 when in members, Accounting Officer, Chief





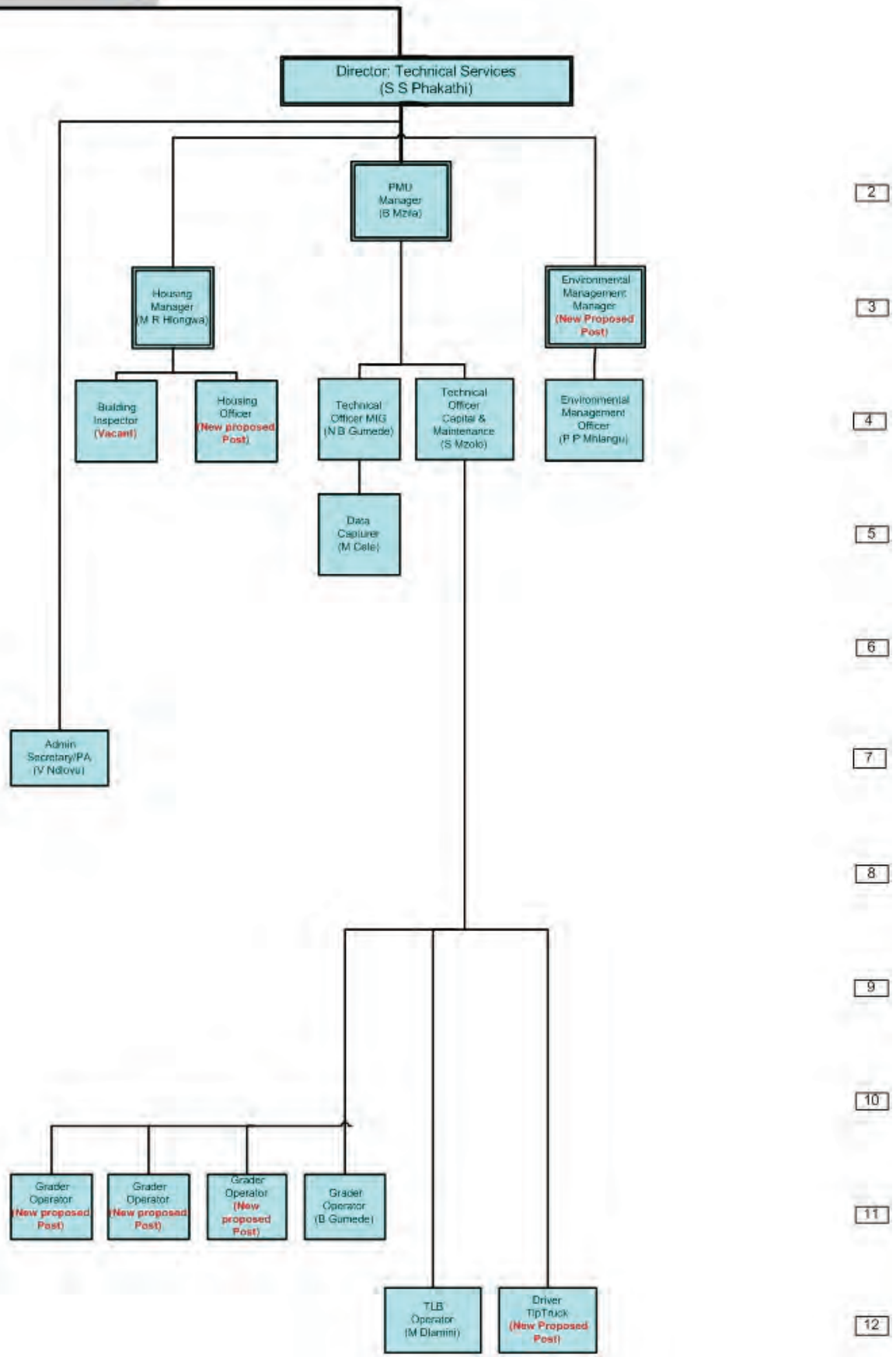
**MUNICIPAL MANAGER (N C Mgiijima)**







**MUNICIPAL MANAGER**  
**(C. Mjijima)**





Financial Officer, Stakeholders such as representative from the Auditor General of South Africa, COGTA as well Provincial Treasury to discuss and review matters relating to:

### **Auditors and External Audit**

Discuss and review with external auditors, inter alia:

- the nature and scope of the audit function;
- agreeing to the timing and nature of reports from the external auditors;
- considering any problems identified in the going concern of the Municipality;
- review the Auditor-General's management letter and management response; and
- meeting the Auditor-General at least annually to ensure that there are no unresolved issues of concern.

### **Annual Financial Statements**

- Review significant adjustments resulting from the audit;
- Review effectiveness of the internal audit;
- Review risk areas of the operations to be covered in the scope of the internal and external audits; and
- Review the adequacy, reliability and accuracy of the financial information provided to management and other users of such information.

### **Performance Management**

- Review of the quarterly reports submitted by internal audit on the performance management system;
- Review the performance management system ensuring functionality thereof and compliance with the Act;
- Focus on economy, effectiveness, efficiency, reliability and impact applicable to the Municipality's own key performance indicators; and

- Reporting on the outcomes of its review and focus areas to the Council, at least twice per annum.

### **Internal Control and Internal Audit**

The monitoring and supervising of the effective function of the internal audit including:

- evaluating performance, independence and effectiveness of internal audit and external service providers through internal audit;
- review the effectiveness of the internal controls and to consider the most appropriate system for the effective operation of its business; and
- initiating investigations within its scope, e.g. employee fraud, misconduct or conflict of interest.

### **Ethics**

Reviewing the effectiveness of mechanisms for the identification and reporting of:

- Any material violations of ethical conduct of Councillors and municipal staff;
- Compliance with laws and regulations; and
- Environmental and social issues.

### **Compliance**

- Reviewing the effectiveness of mechanisms for the identification and reporting of:  
Compliance with laws and regulations; and  
The findings of regulatory bodies or audit observations

### **Oversight structures**

- Carrying out investigations into financial matters as Council may request
- Discuss and advise the MPAC on reliability of information submitted by the administration.



## Status of Municipal Policies

No.	Policy	Completed? (Y/N)	Adopted (Y/N)	Adoption Date	Date of next review
1	HR policy	Yes	yes		
2	Employment equity policy	Yes			
3	Internship, learner ship, in-service and voluntary policy	Yes			
4	Policy for the secretariat and meeting procedure	Yes			
5	Policy for code of conduct	Yes			
6	Communication policy	Yes	yes	28/052012	
7	Induction plan	Yes			
8	Complaints management policy and process	Yes			
9	Nursery scheme policy	Yes			
10	Records management policy	Yes			
11	Information technology management policy	Yes			
13	Umkumbe youth development policy	Yes			
14	Occupational health and safety policy	Yes	yes	22/11/2006	
15	Skills retention policy	Yes			
16	Enterprise risk management policy	Yes			
17	Traffic policy	yes			
18	SCM policy	yes	Yes		
19	Indigent policy	yes			
20	Public participation policy	yes	No		
21	Uniform policy	yes			

## Municipal Bylaws

Municipal by-laws are public regulatory laws which apply in a certain area. The main difference between a by-law and a law passed by a national/federal or regional/state body is that a bylaw is made by a non-sovereign body, which derives its authority from another governing body, and can only be made on a limited range of matters. A local municipal gets its power to pass laws through a law of the national or regional government which specifies what things the town or city may regulate through bylaws. It is therefore a form of delegated legislation.

Within its jurisdiction and specific to those areas mandated by the higher body, a municipal by-law is no different than any other law of the land, and can

be enforced with penalties, challenged in court and must comply with other laws of the land, such as the country's constitution. Municipal bylaws are often enforceable through the public justice system, and offenders can be charged with a criminal offence for breach of a bylaw. The municipality has developed and adopted a set of bylaws,

## Public Participation

The municipality has, however, managed to establish fully functional public participation structures. The Ward Committees are functioning in all the Wards; CDWs continue to play a very supportive role to Ward Committees; IDP Representative Forum is fully functional; mayoral izimbizo and IDP roadshows are proving to be effective, etc.



The Office of the Speaker co-ordinates public participation meetings of communities and those of Ward Committees meetings are also held regularly to deliberate on developmental matters of the municipality as well as ensuring proper reporting. The public participation policy is under review.

## Key Challenges

### Internal Challenges

**Financial constraints:** the municipality is predominantly rural with high level of unemployment and poverty, and as a result it makes it difficult to generate own venue. It depends on government grants as it does not have any revenue base. About 60% of the budget is focussed on basic service delivery and infrastructure key performance area and leaving other areas to a share of 40% of the budget.

**Limited office space:** the municipal offices are not adequate for the staff component that is currently employed space is an issue.

**Technological infrastructure:** information management system poses a challenge as it unexpectedly shuts down at times. This leads to low productivity levels of employees, as some of the critical tools that employees use do not function satisfactorily e.g. computers. This particular challenge could be rated as the key one.

**Inability to own land:** The municipality owns no land, close to 40% of the land falls under Ingonyama trust and about 35% is under private ownership. The municipality has no authority to use the land and as a result is unable to develop it.

**Poor communication:** There is poor communication both internally and externally. The existing communication strategy is not effectively implemented for an example a scheduled date for municipal events at times clash and reflects on weak communication channels in the municipality and with other external stakeholders.

### External Challenges

**High rate of unemployment:** This is a challenge to the municipality as it has a negative impact on most families. This constrains the municipality to direct some of the resources to wards supplementing its communities with food parcels, burial support, indigent services e.g. distribution of gel etc.

**Lack of private sector investments:** Private sector investments initiatives do not exist currently, but has been identified as one area that needs more attention, in order to economically develop Umzumbe. Strategic programmes aimed at unlocking economic potential of Umzumbe will have to be developed. This needs an integrated approach that would include the community, public and private sector partnerships.

**High levels of poverty:** high levels of dependency and unemployment rates of communities result in abject poverty. More municipality's initiatives should be encouraged to ensure job creation and that economic development programmes are sustainable so as to lift the affected communities out of poverty.

**Lack of infrastructure:** lack of maintained roads, water, and electricity are some of the critical services that communities continuously complain about. Limited funding is one of the causes to this particular challenge and this causes service delivery programme to always not be up to date.

**Social issues e.g. teenage pregnancy, HIV/AIDS, crime and substance abuse:** Umzumbe municipality is negatively affected by the HIV/AIDS epidemic. Even though awareness and education and poverty alleviation programmes are in place, the rate at which HIV/AIDS incidents are decreased is low. According to statistical information from Department of Health, it shows that the teenage pregnancy challenge affects mostly girls that are between 10 and 14 years of age. These on the other hand increase sexually transmitted diseases amongst the youth. Youth also are involved in crime and substance abuse.





## Vision

By 2030 Umzumbe will be economically viable enjoying heritage, tourism and agricultural benefits.

We will achieve this by:

- Implementing “new development approach” that strategically addresses the key challenges of the people
- Integrated development planning and proper co-ordination and integration of development initiatives of the Municipality and other spheres of government
- Ensuring the fair and just allocation and distribution of resources within the municipality
- Enhancing the economic development and growth within the municipality
- Infrastructure development and service provision that meets priority needs of communities
- Learning from other municipalities with the best practice in service delivery
- Empowering our citizen through capacity building initiatives that characterizes developmental local government

KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT		
Goal	Objective	Strategy
Provision of basic services and infrastructure	To ensure infrastructure development and rehabilitation	Constitutional mandate in the provision of basic services to the communities e.g.
		• upgrading sports fields
		• upgrading of community facilities
		• construction and maintenance of access roads
Provision of basic services and infrastructure	To ensure that facilitation of other basic service e.g. water, sanitation (as they are a function of the district municipality)	Facilitation of
		• basic water programme
		• basic sanitation programme
Provision of basic services and infrastructure	To ensure facilitation of electricity installation (as it is Eskom’s function)	Facilitation of electricity installation
		Development of an electricity master plan
		Implementation of Expanded Public Works Programme
Environmental Management	To promote a healthy and hygienic environment, which supports sustainable utilisation of natural resources	Development and implementation of Environmental Management Plans for the following: coastal strip, air quality and flood lines.
		Implementation of the Integrated Waste Management Plan
Housing Development	To facilitate the housing development programme	Housing provision in all the 4 clusters of Umzumbe
Restructuring and Human Resource Profile	To ensure compliance with policies and internal controls	Compliance with policies and internal controls
		Induction of new employees
		Review of organogram
Scarce skills retention	To ensure retention of scarce skills already existing in the municipality	Implementation of the retention policy
	To ensure work capacity of all employees	Implementation of the work skills plan
Transparency through an efficient information flow between the municipality and its stakeholders	To ensure stakeholders’ involvement in all planning and development programmes of the municipality	Revival and functionality of IGR structures
		Implementation of OPMS
		Adoption of the annual report



<b>KPA: LOCAL ECONOMIC DEVELOPMENT AND SOCIAL DEVELOPMENT</b>		
<b>Goal</b>	<b>Objective</b>	<b>Strategy</b>
Local Economic Development	To create an enabling environment to attract LED	Development of SMMEs
		Strengthen LED projects
Trade Initiatives	To promote trade initiatives in Umzumbe	Promotion of Provincial trade networks
Heritage and tourism initiatives	To encourage heritage/tourism in Umzumbe	Promotion of heritage sites
		Promotion of tourism
Promotion of sustainable economic growth	To promote community participation in the municipality's economic growth programmes	Promotion of sustainable agricultural programmes
		Creation of markets for garden produce of communities.
To have a community that is sexually, socially, psychologically and economically empowered	To improve quality of life of vulnerable groups	Rigorous implementation HIV/AIDS programmes
		Disability programmes
		Gender programmes
		Orphanage and vulnerable children programmes
Promotion of participatory democracy	To promote a culture of participatory democracy and integration amongst the youth	Moral regeneration programmes
		Youth development programmes
		Co-ordination of sport games

<b>Municipal Financial Viability and Management</b>		
<b>Goal</b>	<b>Objective</b>	<b>Strategy</b>
Improved revenue base	To ensure revenue generation and financial viability	Improved property rates collection
Development and implementation of proper financial controls	To strengthen the financial viability of the municipality	To ensure compliance with MFMA and Treasury regulations and implement internal controls.
Enabling environment to attract LED	To ensure enhanced sustainable LED	Implementation of LED initiatives

<b>KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>		
<b>Goal</b>	<b>Objective</b>	<b>Strategy</b>
Improved communication network system	To ensure access to municipal information	Functional and updated website
	To ensure effective customer satisfaction	External satisfaction survey
	To implement communications strategy	Municipal matters well communicated
	To ensure functionality of ward committees	Functionality of ward committees
Improved Traffic control	To ensure revenue enhancement	Conduct a feasibility study for the establishment of a traffic department
	To ensure controlled traffic flow in and out of Umzumbe	Development of Turton Off ramp



<b>KPA: SPATIAL PLANNING AND ENVIRONMENTAL MANAGEMENT</b>		
<b>Goal</b>	<b>Objective</b>	<b>Strategy</b>
Integrated Spatial Planning	To ensure creation of favourable environment for service delivery	Development and implementation of Spatial Development Framework
		Fully implemented Land Use Management System throughout the municipality
	To encourage investment within the municipality	Public/private investment partnership
		Conduct detailed land audit
Investing in localities of economic growth	Development of sustainable economic nodes and corridors	
	Turton beach establishment	
Establishing a Geographic Information Systems	To ensure up to date information system	Geo referencing all land parcels and projects as well as municipal development activities

### Sector plans

<b>SECTOR PLAN</b>	<b>STATUS</b>
Spatial development framework	Draft
LED strategy	Adopted
Housing sector Plan	Adopted
Electricity master plan	Adopted
Budget plan	Adopted
Capital investment plan	To be reviewed
Institutional development plan	Under review
Waste management plan	Adopted
Tourism plan	Development
Disaster Management Plan	Under Review
Fraud and prevention Plan	Adopted



## Demographics

### Population

Table: gender population per ward

KZN213: Umzumbe	Male	Female	Total
	74819	86156	160 975
Ward 1	3639	4042	7681
Ward 2	4042	4776	8818
Ward 3	4259	4831	9090
Ward 4	4376	5185	9561
Ward 5	4391	5126	9517
Ward 6	2716	3206	5923
Ward 7	2812	3301	6113
Ward 8	3718	4593	8311
Ward 9	2853	3450	6303
Ward 10	5218	6022	11240
Ward 11	3897	4698	8595
Ward 12	3013	3576	6589
Ward 13	3108	3622	6730
Ward 14	3544	4196	7740
Ward 15	4276	4722	8997
Ward 16	4643	4634	9277
Ward 17	3591	4107	7699
Ward 18	6135	6922	13056
Ward 19	4590	5146	9735

Source: Stats SA census 2011

The latest 2011 census indicates that Umzumbe municipalities total population is 160 975 people, where males account for 46% of the population and the female is 54%. The most populated ward in the municipality is ward 18 with 13056 people and ward 6 with a total population of 5923 people.

During the 2007 community survey which is the most recent survey conducted prior to the 2011 national census, the municipality accounted for a total number of 176,546 people. This figure has since dropped due to the fact that people have migrated to places

such as Durban, Johannesburg and other economic hubs of the country. the migration is largely caused by the constant search of employment opportunities, access to higher education and various other pull factor drawing people into larger cities.

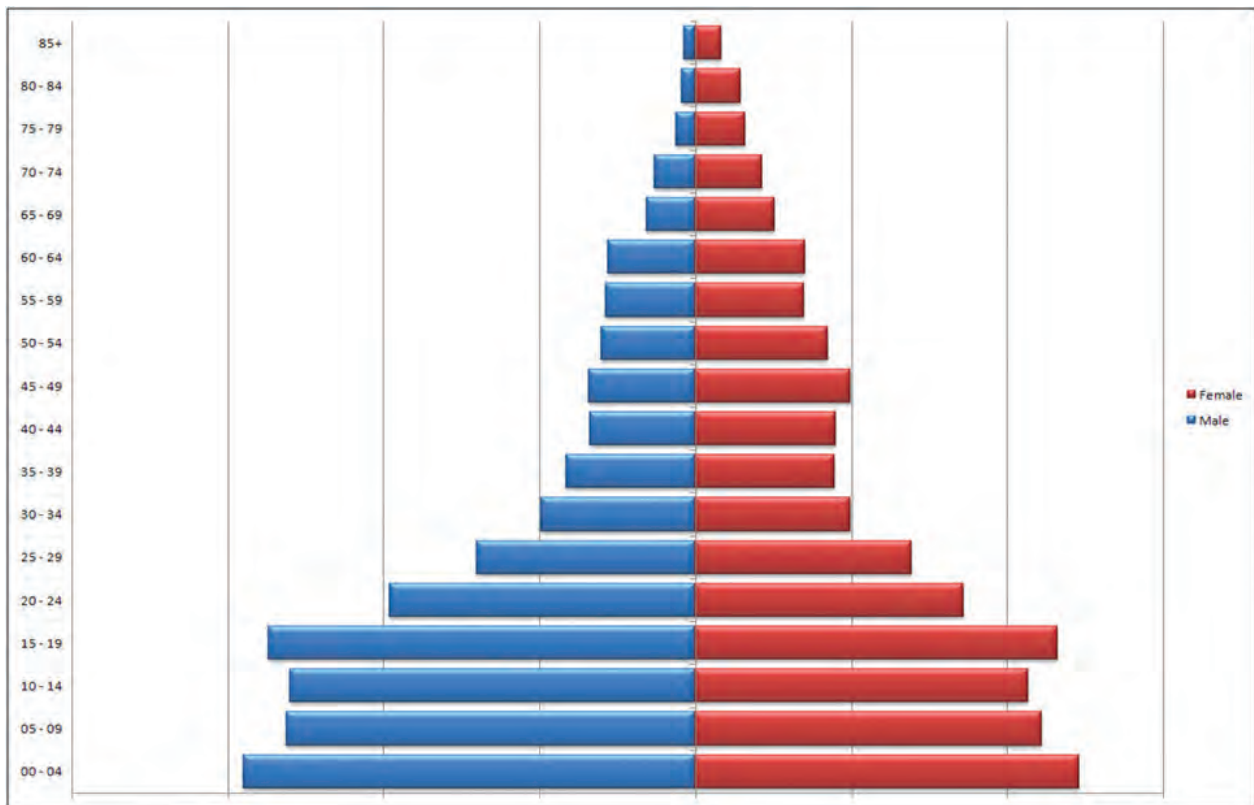
The graph below indicates the relationship between male and female population where in all the wards of the municipality females' account for most of the population.

Municipality	2001		2011	
	N	%	N	%
Umzumbe	193 768	27.5	160 975	22.3

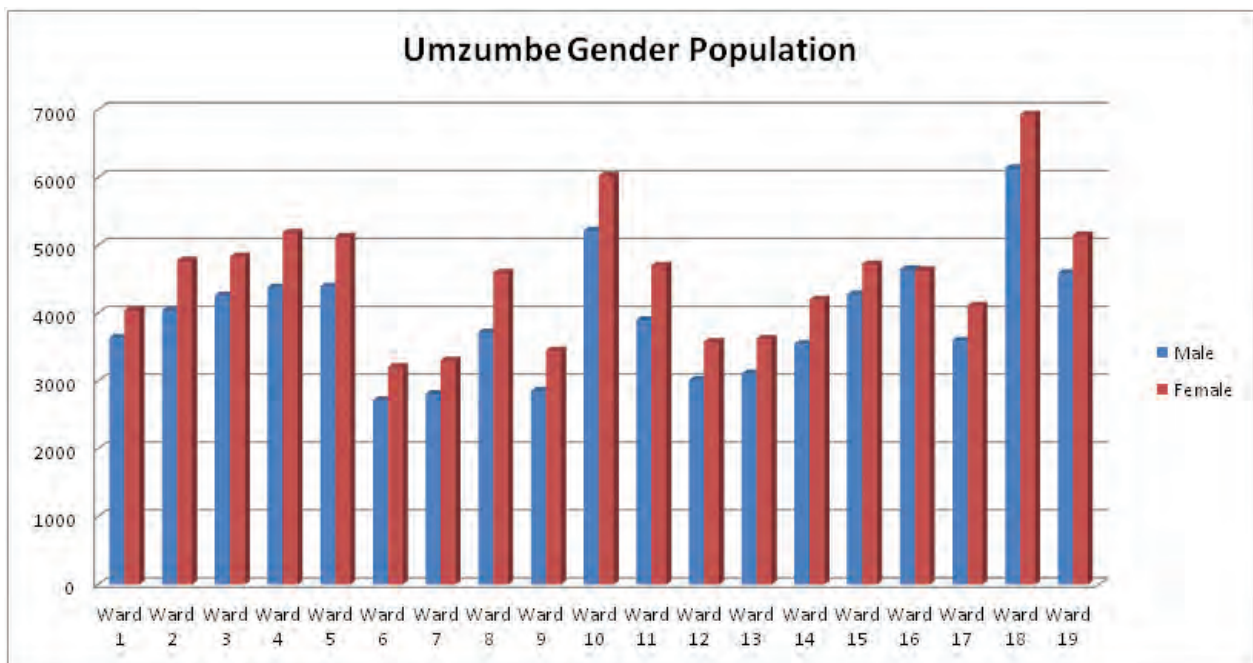
Source: Stats SA census 2011



Population in five-year age group by sex, Umzumbe Local Municipality, Census 2011



Graph 1: Gender population



Source: Stats SA census 2011



Table 3: Race group population

Umzumbe Municipality	Black African	Coloured	Indian or Asian	White	Other	Total
	160288	194	181	171	141	160975
Ward 1	7662	1	8	8	2	7681
Ward 2	8784	2	9	13	10	8818
Ward 3	9059	2	12	9	9	9091
Ward 4	9522	6	19	3	11	9561
Ward 5	9475	15	8	15	4	9517
Ward 6	5906	9	3	2	2	5922
Ward 7	6101	2	6	1	3	6113
Ward 8	8291	2	14	-	3	8310
Ward 9	6288	2	1	1	11	6303
Ward 10	11214	5	6	2	13	11240
Ward 11	8544	24	13	15	-	8596
Ward 12	6569	1	2	11	6	6589
Ward 13	6705	-	11	13	1	6730
Ward 14	7712	3	4	15	5	7739
Ward 15	8962	7	9	3	15	8996
Ward 16	9191	29	8	37	12	9277
Ward 17	7679	6	10	4	-	7699
Ward 18	12969	42	9	13	23	13056
Ward 19	9655	33	29	7	11	9735

Source: Stats SA census 2011

Within the locality of Umzumbe it is clear to see that the area is not that diverse in terms of different race groups living together, Umzumbe is completely rural in nature and due to past segregation laws past

under the apartheid era the legacy is still visible today. Most of the populations within the area are African Zulu speaking people the Asian population makes up the least number of people.

### Population composition

Table: Age Profile

Umzumbe Municipality	0 - 14	15 - 21	22 - 35	36 - 45	46 - 63	65+
	59733	27054	28583	13178	20872	10642
Ward 1	2845	1287	1185	667	1074	569
Ward 2	3504	1357	1212	645	1336	708
Ward 3	3524	1569	1439	726	1141	645
Ward 4	3572	1669	1538	739	1304	659
Ward 5	3267	1658	1971	788	1167	618
Ward 6	2309	1032	878	413	772	470
Ward 7	2414	1085	814	437	878	445
Ward 8	3392	1361	1182	664	1086	593
Ward 9	2631	1028	954	447	787	415
Ward 10	4025	1829	2388	1062	1331	551
Ward 11	3100	1590	1371	716	1127	644
Ward 12	2479	1087	953	490	993	537
Ward 13	2477	1203	1004	538	909	564
Ward 14	2949	1324	1242	522	1031	624
Ward 15	3362	1491	1617	727	1175	574
Ward 16	3042	1551	2019	823	1177	610
Ward 17	2730	1234	1746	705	890	354
Ward 18	4652	2180	2898	1142	1499	629
Ward 19	3461	1520	2171	924	1194	433

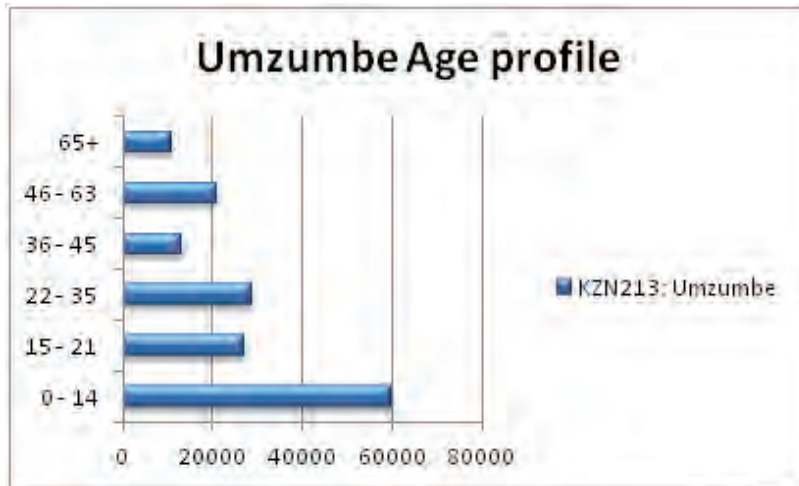
Source: Stats SA census 2011



The above table indicates the municipalities age profile, it is evident to see that the Umzumbe is a growing population meaning that most of the people

in the municipality are youth aged 0-14. followed by the age group of 22 -25 year old. The graph below clearly indicates the population composition.

Graph: Age Profile



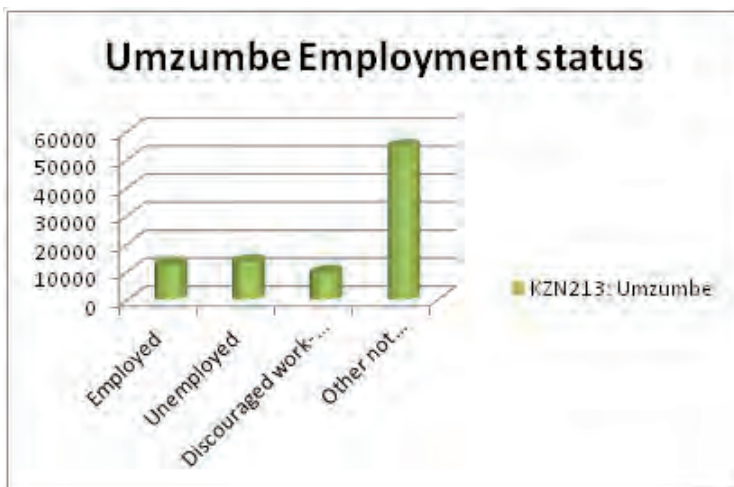
Source: Stats SA census 2011

### Employment

The rural nature of the municipality means that there are very little employment opportunities available within the local area, farming throughout the rural areas of south Africa is still the highest employer this is no different in Umzumbe, according to the census conducted in 2011 a large portion of the population is not economically active. Such a statement can be attributed to the fact that the municipality's population composition is a youthful population who are not yet employable.

The reality is that a lot of people seek work opportunities in bigger towns such metropolitan areas as Durban and Johannesburg which are economically active and create more employment opportunities than the local areas. The graph below shows employment status of the population of Umzumbe.

Graph: Employment Status



Source: Stats SA census 2011

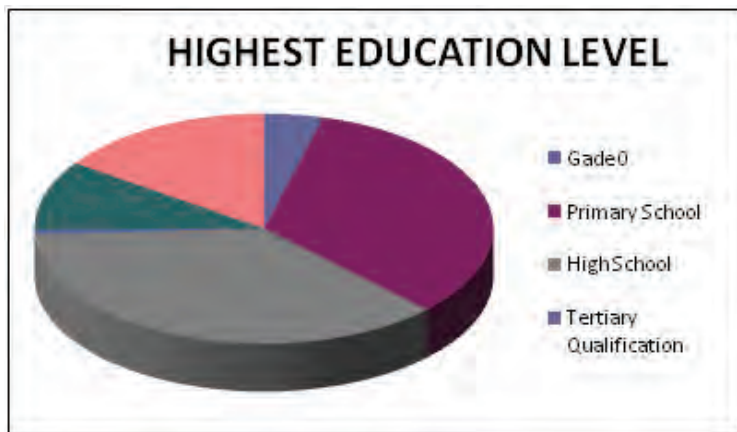


## Education level

The diagram below indicates the highest education levels within Umzumbe. Most of the people living within the area have a high school education. This is due to the fact that there are no tertiary facilities

for further learning. Poverty is also a big contributor to people not being able to move to bigger cities to access tertiary facilities.

Graph: Level of education



Source: Stats SA census 2011

## Poverty

Umzumbe is the worst municipality within Ugu district that is affected by extreme poverty. Economic trends show that the municipality achieved the biggest decline in poverty levels over the 6 years period. However an infrastructural project initiative that had the greatest impact under the Integrated Sustainable Rural Development Programme (ISRDP) is

the construction of P68 road between oShabeni and Highflats.

This road network is seen to have increased economic activity and job opportunities in the municipality. Below is the table showing the extent of poverty in the municipality.

Number of People living in poverty in Umzumbe

Municipality	2003	2004	2005	2006	2007	2008
Umzumbe	147,674	149,763	150,279	144,652	142,419	141,226

Source: Ugu Infrastructure Audit 2011

## Health

According to the Health District, Umzumbe Municipality is experiencing a prevalence and impact of HIV/AIDS. It is estimated that in 2004, 25, 788 people in Umzumbe were affected by HIV/AIDS. The annual growth rate of HIV and infections in Umzumbe is 13.7% per year.

The KZN Department of Health, indicates that between 1994 and 2004, there has been a sharp increase from 11.7% to 53.3% of deaths which were AIDS related. This number has substantially increased over the last nine years; there has been a 32.3% annual growth rate in AIDS related deaths.





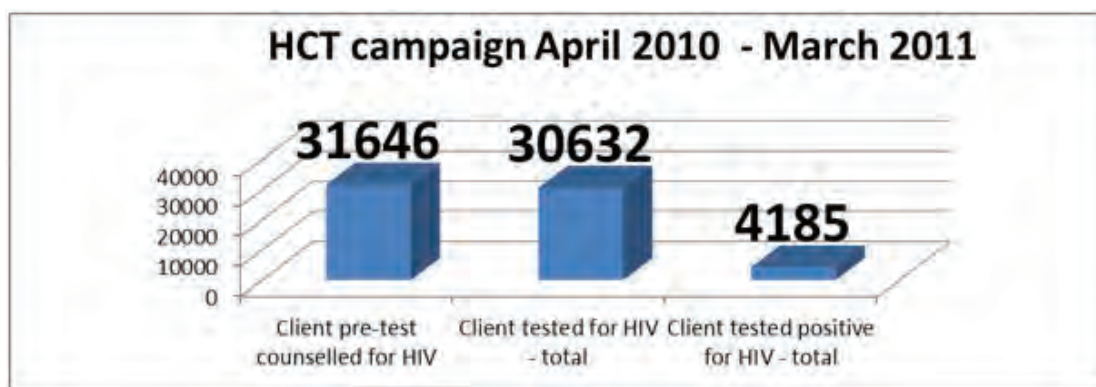
The increase of the HIV/AIDS pandemic has had an impact on the demographic profile of the municipality. The municipal population has decreased between 2001 and 2007 by more than 20 000 residents. This can be attributed to two main factors, that is, HIV/ Aids and outward migration due to lack of socio-economic opportunities.

The municipality’s strategic intervention focuses on AIDS awareness and support programme within the communities of Umzumbe. As a result the municipality currently plays a co-ordination role of the registered

Non-governmental Organizations, Department of Health with regards to HIV/AIDS programme. This is done through distribution of health kits. Another initiative by the Municipality is a project which deals orphans living with HIV/AIDS, the Assissi Children Shelter.

The graph below shows statistical information recorded during an HIV/ Counselling Testing (HIV) in Umzumbe locality from the month of April20–March 2011.

Graph: HIV Counselling Testing



Department of Health Statistics (2010/2011)

Different types of diseases that have been recorded by the Department of Health in Umzumbe locality for the year 2011 are reflected in the graph below.

**Population in five-year age group by sex, Umzumbe Local Municipality, Census 2011**

There are also clinic committees that are responsible collecting community needs and at times Izimbizos and open days’ sessions are held to get views of the

communities on healthcare services/ campaigns. From time to time community health workers dispatch immunization drops to the communities.

The Dunstin Farrel is the only available TB Hospital in Umzumbe. It has dilapidated buildings and old septic tanks are used for disposal of sewerage waste. Amongst other concerns are high rate of TB/HIV co infection rates in the hospital as well as emergence of TB strains resistance.

*Health facilities*

No of facilities	Type of Facility	Location	Management Under
1	Dunstan Farrell (TB Hospital)	Ward 16	Provincial Health Department
13	Clinics		Provincial Health Department
2	Mobile Clinics	2	Provincial Health Department
Future	Turton Community Health Centre	Ward 10	Provincial Health Department

Source: Department of Health Statistics (2010/2011)



The map on the following page indicates the location of health facilities within the municipality. These facilities include Hospital, clinics as well as mobile clinics. It is important to highlight that in some areas of the municipality there is no stationary clinic and these areas are served entirely by mobile clinics. In some cases roads leading to these areas are blocked due to hazardous weather the mobile clinic cannot service that area on that day.

The department of health has however put in place plans for the construction of more clinics in the upcoming financial years especially in areas such as Nyavini ward 8 where people over the years have travelled very long distances to access medical facilities.

People within the municipality depend largely on government medical facilities, there are no private practices within the area and people who can afford to use them travel to areas such as Hibberdene, Port Shepstone, Umzinto or Scottsburg. These areas are located out of the jurisdiction of the municipality in well-established towns.

## Housing

The current Housing Sector Plan will be reviewed and updated. The Housing Chapter is a summarized version of the Housing Sector Plan and focuses on essential points certain for the purpose of the IDP. For more detailed information reference should be made to the Housing Sector Plan.

The Housing Section consists of a Housing Manager who reports to the Director Technical Services. The Manager is responsible for housing delivery process in terms of initiation, co-ordination, planning and implementation of projects. The manager regularly liaises with Implementing

Agents and relevant government departments inspect and monitor progress and compile reports for Council and Housing Portfolio committee. The

manager also has to inspect and monitor progress during the construction of houses and meet with project steering committees to address community challenges.

The housing manager works closely with the Provincial Department of Human Settlements and other stakeholders, eliciting their assistance and attendance at meetings to address challenges and thereby ensuring that housing delivery is at its premium.

### Objective

The objectives of Umzumbe Municipality in terms of Housing delivery are as follows:

- To eradicate the housing backlog;
  - To ensure Job creation through housing delivery
  - To create sustainable Human settlement.
- Housing Demand List

The Municipality does not have an existing data base. In the absence of housing list the numerical extent of the housing backlog in the Umzumbe Municipality has been quantified as the sum total of household that earn less than R3500. This data will be updated on completion of the housing list.

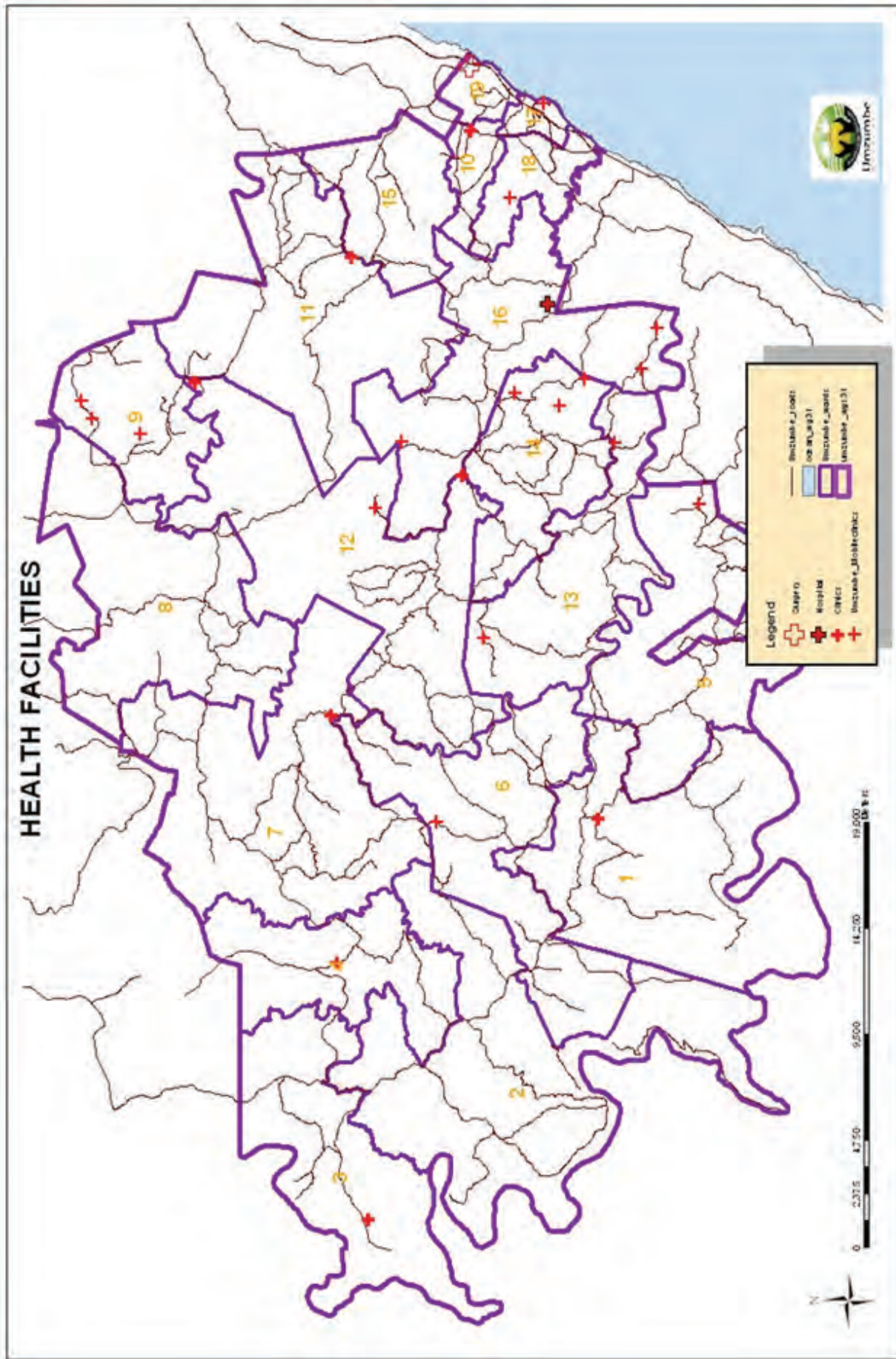
The 2001 census claims that 96% of household in the Municipality have an income of less than R3500. Household that earn less than R3500 are eligible for a full government housing subsidy, however this is no indication that every household that qualifies, will apply for a housing subsidy as they may either be formal homes or traditional homesteads. The condition of the housing structure for the poorest household is a reflection of their means to provide their own shelter.

### Urbanisation, Population Growth, Challenges

The Umzumbe Municipality is the second large Municipality within the District. The (2007) community survey indicates that "the total population within Umzumbe Municipality has been estimated at



Health Facilities in Umzumbe





176,287 persons which covers up to 25% of the District” Ward 3 is the largest with 13308 people and ward 18, with population densities of 65 to 95 people square kilometers. Coastal wards 10 and 17 have densities of 600 to almost 800 people per square kilometer. The population congregates towards the coast, where fast transport routes allow access to access to economic opportunity.

### Land Identification and Availability

The largest portion of land in Umzumbe is state owned .Apart from the extent of state land in the Municipality, many of these areas have high agricultural, conservation and/or tourism potential clearly this represents a significant opportunity for productive enterprises, and appropriate development should be promoted. The following parcels of land have been identified:

- Umgayi cluster
- Umzumbe Cluster
- Assisi Cluster
- Odeke Cluster
- Hlokozi Cluster
- Ndwebu cluster
- St Faiths Cluster
- Mzimkhulu river valley

Besides the above state land that has been identified, there is other of state land that is currently occupied or settled which can be used for housing development. The state can dispose this land for housing development purpose. It has been suggested by DLA that land use audit need to be conducted to determine the status of this land and the possibility of utilizing it for housing development.

### Land Identified for Housing Projects

This section presents the legal status of the land that has been identified for housing development. In line with the land ownership patterns in the municipality the majority of the land in Umzumbe Municipality is held under communal ownership through tribal authorities.

Therefore the possible land reform programme that could be undertaken is tenure reform wherein the settlement would be established as a township with formal tenure. However, all the current projects are an in-situ upgrade wherein the municipality identified households with houses that are in a state of disrepair and were proved to be low income earners through the indigent data base. Thus there are no proposals to upgrade tenure. The less formal means of tenure have implications for investment in property. Housing development amongst others is intended to contribute towards the eradication of asset poverty. With less formal means of tenure this cannot be achieved.





**Implementation plan**

Basic Service Delivery											
IDP REFERENCE	NATIONAL KPA	PROGRAMME	PROJECT	WARD	BASELINE/ STATUS QUO	ANNUAL KPI: OUTPUT	KPI MEASURE	ANNUAL BUDGET INFORMATION			
								OPEX VOTE	CAPEX VOTE	REV. VOTE	FUNDING SOURCE
TS/2013/1	Basic Service Delivery and Infrastructure Development	Portable Water	Number (as well as percentage ) of consumer units with access to portable (drinkable) water	1 to 19	DM	DM	Quartely progress reports	NA	N/A	N/A	N/A
TS/2013/2	Basic Service Delivery and Infrastructure Development	Portable Water	Number (as well as percentage ) of schools with access to portable (drinkable) water	1 to 19	DM	DM	Quartely progress reports	NA	N/A	N/A	N/A
TS/2013/3	Basic Service Delivery and Infrastructure Development	Portable Water	Number (as well as percentage ) of schools with access to portable (drinkable) water	1 to 19	DM	DM	Quartely progress reports	NA	N/A	N/A	N/A
TS/2013/4	Basic Service Delivery and Infrastructure Development	Supply of water	Facilitation for the constant supply of water to the Umzumbi community	1 to 19	DM	DM	Quartely progress reports	N/A	N/A	N/A	N/A
TS/2013/5	Basic Service Delivery and Infrastructure Development	Sanitation	Number (as well as percentage ) of schools with access to sanitation	ward (1-19)	DM	DM	Quartely progress reports	N/A	N/A	N/A	N/A
TS/2013/6	Basic Service Delivery and Infrastructure Development	Sanitation	Number (as well as percentage ) of clinics access to sanitation	1 to 19	DM	DM	Quartely progress reports	N/A	N/A	N/A	N/A
TS/2013/7	Basic Service Delivery and Infrastructure Development	Waste management	Refuse removal	18,19,6 &3	No previous refuse removal service.	Waste Collected once a week in wards 18,19,6,3.	Number of collections per ward per week	R 1.3 m	N/A	N/A	Internal
								7160-02-0201			



Basic Service Delivery

IDP REFERENCE	NATIONAL KPA	PROGRAMME	PROJECT	WARD	BASELINE/ STATUS QUO	ANNUAL KPI: OUTPUT	KPI MEASURE	ANNUAL BUDGET INFORMATION				FUNDING SOURCE
								OPEX VOTE	CAPEX VOTE	REV. VOTE		
TS/2013/8	Basic Service Delivery and Infrastructure Development	Roads maintenance equipments	Plant & Equipment	1 to 19	Grader, TLB	2 Graders Acquired	Number of graders acquired	R 5,000,000.00 7075-14-1405	N/A	N/A	N/A	Internal
TS/2013/9	Basic Service Delivery and Infrastructure Development	Roads and stormwater maintenance	Roads Maintenance	1 to 19	Re-gravelling and stormwater maintenance on various roads within Umzumbe	Regravelling 12.1 Kms of roads with associated stormwater structures	km of roads maintained	R 3,500,000.00 7060-14-1405	N/A	N/A	N/A	Internal
TS/2013/10	Basic Service Delivery and Infrastructure Development	New roads and stormwater	Bhunwini	19	20.3 km of roads constructed	Constructed 1.8 kms of new access road.	kms of new access road constructed	N/A	R4,881,288.99 7060-14-1405	N/A	N/A	MIG
TS/2013/11	Basic Service Delivery and Infrastructure Development		Mpelazwe	18	20.3 km of roads constructed	Constructed 2.1 kms of new access road.	kms of new access road constructed	N/A	R 3,643,990.42 7060-14-1405	N/A	N/A	MIG
TS/2013/12	Basic Service Delivery and Infrastructure Development		Thamizulu	10	20.3 km of roads constructed	Constructed 1.3 kms of new access road.	kms of new access road constructed	N/A	R 3,121,275.29	N/A	N/A	MIG
TS/2013/13	Basic Service Delivery and Infrastructure Development		Makhoso	10	20.3 km of roads constructed	Constructed 3.5 kms of new access road.	kms of new access road constructed	N/A	R 5,759,769.31 7060-14-1405	N/A	N/A	MIG
TS/2013/14	Basic Service Delivery and Infrastructure Development		Othandweni	15	20.3 km of roads constructed	Constructed 3.4 kms of new access road.	kms of new access road constructed	N/A	R 2,900,000.00 7060-14-1405	N/A	N/A	MIG



Basic Service Delivery

IDP REFERENCE	NATIONAL KPA	PROGRAMME	PROJECT	WARD	BASELINE/ STATUS QUO	ANNUAL KPI: OUTPUT	KPI MEASURE	ANNUAL BUDGET INFORMATION				
								OPEX VOTE	CAPEX VOTE	REV. VOTE	FUNDING SOURCE	
TS/2013/15	Basic Service Delivery and Infrastructure Development	Electricity connections	St Nivads	ward(9)	250 households at Nkehmandla	80 household connected at St Nivads	Number of connections	N/A	5 million	N/A	N/A	Dom&E
TS/2013/16	Basic Service Delivery and Infrastructure Development	Water supply	Number (as well as percentage) of households with access to free basic water	ward(1-19)	DM	DM	Quarterly progress reports	N/A	N/A	N/A	N/A	N/A
TS/2013/17	Basic Service Delivery and Infrastructure Development	Sanitation	Number (as well as percentage) of households with access to free basic sanitation	1 to 19	DM	DM	Quarterly progress reports	N/A	N/A	N/A	N/A	N/A
TS/2013/18	Basic Service Delivery and Infrastructure Development	Electricity	Number (as well as percentage) of households with access to free basic electricity	1 to 19	Eskom	Eskom	number of households with free basic electricity	N/A	N/A	N/A	N/A	N/A
TS/2013/19	Basic Service Delivery and Infrastructure Development	Municipality buildings maintenance	Halls and MPCC's	1 to 19	21 community facilities	15 facilities maintained	Number of facilities maintained	R 2,500,000.00	N/A	N/A	N/A	Internal
TS/2013/20	Basic Service Delivery and Infrastructure Development	Maintenance of Municipal office building	Municipal Offices	10	Stormwater covered parking, closing leaks at offices, buglars at registry	Entire Office Complex burglar guarded, and landscaped. & Maintenance	burglar guards, landscape.	R650 000,00	N/A	N/A	N/A	Internal



Basic Service Delivery

IDP REFERENCE	NATIONAL KPA	PROGRAMME	PROJECT	WARD	BASELINE/ STATUS QUO	ANNUAL KPI: OUTPUT	KPI MEASURE	ANNUAL BUDGET INFORMATION				FUNDING SOURCE
								OPEX VOTE	CAPEX VOTE	REV. VOTE		
	Basic Service Delivery and Infrastructure Development	Heritage Site	Ntelezi Msane heritage centre	10	Site Identified, surveyed and fenced	Designs completed	Date of Completed Designs	N/A	R 760,765.63	3808-14-1405	N/A	MIG
	Basic Service Delivery and Infrastructure Development	Human Settlement	Nhangwini	4	Beneficiaries Approved	400 houses constructed	Number of houses constructed					Human Settlement
	Basic Service Delivery and Infrastructure Development		Cluster D Phase 2	8,9	Beneficiaries Approved	300 houses completed	Number of houses constructed					Human Settlement
	Basic Service Delivery and Infrastructure Development		Cluster C phase 1	1,2,3,6	Beneficiaries Approved	400 houses constructed	Number of houses constructed					Human Settlement
	Basic Service Delivery and Infrastructure Development		Cluster B Phase II	5,7,12,13,14	1000 houses completed	1000 beneficiary approved	Number of beneficiary approved					Human Settlement
	Basic Service Delivery and Infrastructure Development		Cluster A Phase 1	10,16,17,18,19	700 completed houses	300 houses completed	Number of houses constructed	N/A			N/A	Human Settlement
	Basic Service Delivery and Infrastructure Development	Construction of indoor sport centre	Construction of indoor sport centre (Phase1)	18	Site Identified and project registered on MIG	100% earthworks & fencing completed	percentage completion	N/A	R 4,732,350.00	7085-14-1405	N/A	MIG
	Basic Service Delivery and Infrastructure Development		New office buildings	ward 19				N/A	1 800 000. 00		N/A	Equitable share





**Municipal Financial Viability and Management**

IDP REFERENCE	NATIONAL KPA	PROGRAMMES	PROJECT	WARD	BASELINE/ STATUS QUO	ANNUAL KPI:OUTPUT	KPI MEASURE	ANNUAL BUDGET INFORMATION			
								OPEX	CAPEX	REV.	FUNDING SOURCE
								VOTE	VOTE	VOTE	VOTE
<b>Budget, Treasury and other statutory reporting</b>											
FS/2013/1	Financial Viability and Management	Budget, Reporting & Compliance	2014/2015 Annual Budget	Council	Adopted by 31 May	Approved 2014/2015 Annual Budget by 31 May	Approved by date	N/A	N/A	N/A	N/A
FS/2013/2			Mid term performance assessment and adjustment budget for 2013/2014	Council	Adopted by 31 January	Approved 2013/2014 performance assessment and adjustment budget by 31 January	Approved by date	N/A	N/A	N/A	N/A
FS/2013/3			Monthly Budget Statements in terms of section 71 of the MFMA	Council	Approved monthly	12 Monthly Financial Reports submitted to the Accounting Officer and Provincial Treasury before the 10th working day of each month	No of Monthly Financial Reports submitted by date	N/A	N/A	N/A	N/A
FS/2013/4			2012/2013 GRAP compliant annual financial statements	Council	Submitted by 31 August	Annual Financial Statements for 2012/2013 submitted by 31 August and audit report received by 31 December	Submitted by date	R 250,000	N/A	N/A	FMG
FS/2013/5			Closing bank balances report for 2012/2013 submitted to Auditor-General, & Provincial Treasury within 30 days after financial year in terms of the MFMA	Council	Submitted by 30 days after financial year end	Report on closing balances by 30 of July	Report on closing balances by date	N/A	N/A	N/A	N/A



**Municipal Financial Viability and Management**

IDP REFERENCE	NATIONAL KPA	PROGRAMMES	PROJECT	WARD	BASELINE/ STATUS QUO	ANNUAL KPI:OUTPUT	KPI MEASURE	ANNUAL BUDGET INFORMATION				
								OPEX	CAPEX	REV.	FUNDING SOURCE	
								VOTE	VOTE	VOTE	VOTE	
FS/2013/6	Financial Viability and Management	<b>Income and expenditure</b>										
		Expenditure management	Monthly cashbook, updated general ledger and preparation of reconciliations	Council	All transactions recorded monthly on system	12 Updated cash books, Updated General Ledger, Bank and Creditors reconciliations	No. of Updated cash books, Up-dated General Ledger, Bank reconciliations, Creditors reconciliations	N/A	N/A	N/A	N/A	N/A
FS/2013/7			Payment of service providers upon the receipt of the invoice	Council	Payments made within 30 days	Payment of service providers within 30 days	Within no. of days	N/A	N/A	N/A	N/A	N/A
FS/2013/8			VAT Compliance	Council	Submitted VAT returns	Submission of 12 VAT 201 returns	No. of VAT 201 returns submitted	N/A	N/A	N/A	N/A	N/A
FS/2013/9	Revenue management	Rates billing system	Council	Rates billed and approved valuation roll	1 post billing report and 1 approved valuation roll	No. of post billing reports and valuation rolls	R 600,000	N/A	N/A	N/A	N/A	FMG
FS/2013/10	<b>Assets &amp; Investments</b>											
	Financial Viability and Management	Asset management	Updated GRAP compliant assets register	Council	GRAP compliant assets register	1 00% updated GRAP compliant asset register	Percentage (%)	R 6,930,000	N/A	N/A	N/A	FMG
			Investment management	Investment policy	Council	Outdated investment policy	Approved investment policy	3700-02-0201; 4426-02-0201	N/A	N/A	N/A	N/A
FS/2013/11							Adopted investment policy	N/A	N/A	N/A	N/A	N/A



Municipal Financial Viability and Management													
IDP REFERENCE	NATIONAL KPA	PROGRAMMES	PROJECT	WARD	BASELINE/ STATUS QUO	ANNUAL KPI:OUTPUT	KPI MEASURE	ANNUAL BUDGET INFORMATION					
								OPEX	CAPEX	REV.	FUNDING SOURCE		
							VOTE	VOTE	VOTE	VOTE			
FS/2013/12	<b>Supply Chain Management</b>	Supply chain management	Bid committees	Council	Bid documents were evaluated & adjudicated.	Awarding of bids	Bid committee reports	N/A			N/A	N/A	N/A
FS/2013/13	Financial Viability and Management	Supply chain management	Reporting of bids above R100 000 to National and Provincial Treasury & other SCM matters	Council	Reports completed	100 % reporting of bids above R100 000 & other SCM matters	Percentage (%)	N/A	N/A	N/A	N/A	N/A	N/A
FS/2013/14		Supply chain management	Annual Procurement Plan	Council	Developed procurement plan	Approved Procurement Plan by 30 June 2014	Date of approval of procurement plan	N/A	N/A	N/A	N/A	N/A	N/A



**Good Governance and Public Participation**

IDP REFERENCE	NATIONAL KPA	PROGRAMME	PROJECT	WARD	BASELINE/ STATUS QUO	ANNUAL KPI: OUTPUT	KPI MEASURE	ANNUAL BUDGET INFORMATION			
								OPEX	CAPEX	REV.	FUNDING SOURCE
<b>OFFICE OF THE MUNICIPAL MANAGER</b>											
MM/2013/1	Institutional Development and Transformation	Batho Pele	Batho Pele Awareness Campaigns		4	4 campaigns	Number of awareness campaigns	80,000.00	N/A	N/A	Equitable Share
MM/2013/2	Institutional Development and Transformation	Presidential Hotline	Presidential hotline queries	All	N/A	4 progress reports submitted to council	Number of progress reports submitted to Council	N/A	N/A	N/A	Inhouse
MM/2013/3	Good Governance and Public Participation	Good governance practices (dashboard)	Compliance Checklist	N/A	N/A	12 compliance checklist submitted to EXCO	number of checklists submitted to EXCO	N/A	N/A	N/A	Inhouse
<b>INTERNAL AUDITOR</b>											
MM/2013/4	Institutional Development and Transformation	Audit Plan	Approval of Annual Audit Plan	N/A	Current Plan approved 20 December 2012	Annual plan to be approved by Audit Committee by 31 September 2013	Approved by date	N/A	N/A	N/A	Nil Required
MM/2013/5	Institutional Development and Transformation	Audit Plan	Completion of Annual Audit Plan	N/A	6 projects completed 2012/13	9 Projects completed as per audit plan	Number of Audit reports presented to Audit Committee	500,000	N/A	N/A	Equitable Share
MM/2013/6	Institutional Development and Transformation	Enterprise Risk Management & Compliance	Update Risk Register	N/A	Risk Assessment finalised 31/05/13	1xComprehensive Revised Risk Register compiled by 31 July 2013	Date of completed risk register	N/A	N/A	N/A	Nil Required
MM/2013/7	Institutional Development and Transformation	Enterprise Risk Management & Compliance	Review and Adopt Risk Management Policy	N/A	Nil	1 x Risk Mgt Policy Reviewed and adopted by 30 September 2013	Council Resolution of reviewed risk management policy by date	N/A	N/A	N/A	Council



**Good Governance and Public Participation**

IDP REFERENCE	NATIONAL KPA	PROGRAMME	PROJECT	WARD	BASELINE/ STATUS QUO	ANNUAL KPI: OUTPUT	KPI MEASURE	ANNUAL BUDGET INFORMATION					
								OPEX VOTE	CAPEX VOTE	REV. VOTE	FUNDING SOURCE		
MM/2013/8	Institutional Development and Transformation	Fraud and Corruption plan	Monitoring and reporting fraud and corruption issues.	N/A	Nil	4 progress reports on reported issues	MPAC Resolutions	N/A	N/A	N/A	N/A	Nil	Required
<b>IDP/PLANNING</b>													
MM/2013/9	Good Governance & Public Participation	Preparation of the 2013/2014 IDP	IDP review 2013/14	All wards	Credible Adopted IDP 2012/13	Credible IDP adopted by Council with 10 critical services identified and included and aligned to outcome 9 by 30 June 2014	Council Adopted IDP by the 30 June 2014	200 000	N/A	N/A	N/A	Equitable share	
MM/2013/10	Good Governance & Public Participation	2012/2013 annual report	2012/2013 annual report	All wards	Adopted Annual report for 2011/2012 fy	Adopted annual report for the 2012/2013 annual report by the 30 March 2014	date	200 000	N/A	N/A	N/A	Equitable share	
MM/2013/11	Municipal Transformation & Institutional Development	Organisational Performance Management System	2013/2014 SDBIP	All Wards	2012/2013 SDBIP	Council adopted SDBIP for 2013/2014 fy 28 days after the approval of the budget	date	N/A	N/A	N/A	N/A	Equitable share	
MM/2013/12			Quarterly review	All Wards	4 reviews conducted	4 quarterly reviews conducted	Number					Equitable share	
MM/2013/13			Annual performance report	All	1	Completed Annual Performance Report submitted to the Auditor General by 31st August 2012	Date of submission	200 000				Equitable share	
MM/2013/14			Submission of reports	N/A	1	reports submitted on performance in terms of Section 46 of the MSA	Number	N/A	N/A	N/A	N/A	N/A	
MM/2013/15			Performance Agreements	All	5	5 performance agreements signed within the first month of the beginning of the financial year	number	N/A	N/A	N/A	N/A	N/A	



**Good Governance and Public Participation**

IDP REFERENCE	NATIONAL KPA	PROGRAMME	PROJECT	WARD	BASELINE/ STATUS QUO	ANNUAL KPI: OUTPUT	KPI MEASURE	ANNUAL BUDGET INFORMATION				
								OPEX VOTE	CAPEX VOTE	REV. VOTE	FUNDING SOURCE	
MM/2013/17	Spatial Planning and environmental management	land use management	wall to wall Scheme	All Wards	N/A	umzumbe municipal land use scheme	municipal wall to wall scheme adopted by 30 june 2014	500 000	N/A	N/A	N/A	Equitable share
MM/2013/18			Geographic Information System	All Wards	N/A	umzumbe municipal geographic information system	Functionality	N/A	200 000	N/A	N/A	Equitable share
MM/2013/19			Timeouse processing of development application through the PDA process	All Wards	N/A	Council adopted GIS policy by June 2014 PDA Applications finalised within 90 days of receipt	adoption date Time	N/A	N/A	N/A	N/A	N/A

**COMMUNICATIONS MAYORALTY AND YOUTH DEVELOPMENT**

MM/2013/20	Municipal Transformation and Institutional Development	Corporate Image	Branding	All	All municipal vehicles branded	90% branding of municipal services	percentage of branded items and facilities % Implementation	500,000.00	N/A	N/A	N/A	Equitable Share
MM/2013/21	Municipal Transformation and Institutional Development	Marketing	radio slots and print advertisements	All	12 radio slots with ukhozi fm and 12 with RSS	36 radio slots, and 12 print advertisements	number of radio slots and print advertisements % Implemented	350,000.00	N/A	N/A	N/A	Equitable Share
MM/2013/22			municipal website	All	new website published	website content updated 12 times a year	number of updates for website content	N/A	N/A	N/A	N/A	Equitable Share



Good Governance and Public Participation											
IDP REFERENCE	NATIONAL KPA	PROGRAMME	PROJECT	WARD	BASELINE/ STATUS QUO	ANNUAL KPI: OUTPUT	KPI MEASURE	ANNUAL BUDGET INFORMATION			FUNDING SOURCE
								OPEX VOTE	CAPEX VOTE	REV. VOTE	
MM/2013/23	Good Governance	Communication	Inkanyezi Yomzombe Newspaper & Translation of annual report	N/A	24 000 copies of inkanyezi yomzombe printed and distributed	6 000 copies of inkanyezi yomzombe published & distributed quarterly, & 36 Copies of annual report translated	Number of Newspapers published and distributed quarterly, and number of annual reports translated	300,000.00	N/A	N/A	equitable share
MM/2013/24	Good Governance		Municipal events	All	24 events held during 2012/13 financial year	21 municipal events held	Number of municipal events	1,500,000.00	N/A	N/A	Equitable Share
MM/2013/25	Good Governance	Ward committees	Training of ward committees on module 4	All	ward committees trained on modules 1-3	ward committees trained on module 4	number of trainings conducted	710,000.00	N/A	N/A	Equitable Share
MM/2013/26	Good Governance		Payment of ward committee stipends	All	100% ward committees paid stipends per seating	100% payment of ward committee stipends per seating	Percentage of stipends paid to ward committees	950,000.00	N/A	N/A	Equitable Share
MM/2013/27	Good Governance		ward committee support plan	All	N/A	ward committee support plan developed	Date plan developed		N/A	N/A	Equitable Share
MM/2013/28	Good Governance		Tabling of ward committee reports to council	All	minutes of ward committee meetings submitted to council for noting	4 reports tabled at council meetings	number of reports submitted to council	N/A	N/A	N/A	Equitable Share



Good Governance and Public Participation

IDP REFERENCE	NATIONAL KPA	PROGRAMME	PROJECT	WARD	BASELINE/ STATUS QUO	ANNUAL KPI: OUTPUT	KPI MEASURE	ANNUAL BUDGET INFORMATION				FUNDING SOURCE	
								OPEX	CAPEX	REV.	VOTE		
MM/2013/29	Good Governance	Ward committees	development of ward plans	All	7 ward plans developed	12 ward plans developed	number of ward plans developed	190,000.00	N/A	N/A	N/A	N/A	Equitable Share
MM/2013/30	Good Governance		development of a community participation plan	All	N/A	community participation plan developed by 30 June 2014	date of development of a community participation plan	N/A	N/A	N/A	N/A	N/A	Equitable Share
MM/2013/31	Good Governance		ward committee meetings	All	All ward committee meetings seating as per schedule	seating of 190 ward committee meetings	Number of ward committee management meetings held and percentage attendance by members	N/A	N/A	N/A	N/A	N/A	Equitable Share
MM/2013/32	Good Governance			All	Schedule of meetings developed for 2012/13 financial year	seating of 190 community meetings	number of community meetings organized by ward committee and percentage attendance by the community	N/A	N/A	N/A	N/A	N/A	Equitable Share
MM/2013/33	Good Governance and Public Participation	Youth Structures	Youth Council,	municipal level	Quarterly Meetings	One meeting per month	no of meetings per quarter	N/A	N/A	N/A	N/A	N/A	Equitable Share
MM/2013/34			Youth Committee	municipal level	Quarterly Meetings	One meeting per quarter	no of meetings per quarter						Equitable Share
MM/2013/35			Youth Special General Meeting	municipal level	1 Quarterly Meeting	One meeting in one Quarter	no of meetings per quarter						Equitable Share





Good Governance and Public Participation													
IDP REFERENCE	NATIONAL KPA	PROGRAMME	PROJECT	WARD	BASELINE/ STATUS QUO	ANNUAL KPI: OUTPUT	KPI MEASURE	ANNUAL BUDGET INFORMATION				FUNDING SOURCE	
								OPEX	CAPEX	REV.	VOTE		
MM/2013/36			Youth In Business Forum	municipal level	Quarterly Meetings	One meeting in one Quarter	no of meetings per quarter						
MM/2013/37			Sport Council,	municipal level	Quarterly meetings	One meeting in one Quarter	no of meetings per quarter						
MM/2013/38	To promote a culture of participatory democracy and integration amongst the youth	Youth Development Programs	Young women empowerment;	All	annually 3day workshop held with 38 women participants.	A three day workshop conducted with 38 young women by end of Q1.	no of young women participated by date.	N/A	N/A	N/A	N/A	Equitable Share	
MM/2013/39			Youth In Business Indaba	All	annually youth indaba held with 150 delegates.	two day youth indaba with 150 delegates by end of Q1	NO of delegates participated and date	N/A	N/A	N/A	N/A	Equitable Share	
MM/2013/40			Learnerships	All	50 learners recruited annually	2 types of learnerships being conducted focusing on youth with grade 12 and those who have lower grades by end of Q3	No of Learners recruited	N/A	N/A	N/A	N/A	Equitable Share	
MM/2013/41			Outreach Programmes	All	38 schools visited per annum	38 schools visited on a monthly basis	no of learners reached	N/A	N/A	N/A	N/A	Equitable Share	
MM/2013/42	To promote a culture of participatory democracy and integration amongst the youth		1 Exams Prayer	All	4 exam prayers conducted per annum	1 exam prayer conducted per cluster by end of Q1	No of prayers conducted by date	N/A	N/A	N/A	N/A	Equitable Share	
MM/2013/43			Youth Information Distribution	All	annual distribution of information to all wards	distribution of pamphlets per ward per annum	no of pamphlets and number of youth with information distributed by end of Q4	N/A	N/A	N/A	N/A	Inhouse	



Good Governance and Public Participation

IDP REFERENCE	NATIONAL KPA	PROGRAMME	PROJECT	WARD	BASELINE/ STATUS QUO	ANNUAL KPI: OUTPUT	KPI MEASURE	ANNUAL BUDGET INFORMATION					
								OPEX VOTE	CAPEX VOTE	REV. VOTE	FUNDING SOURCE		
MM/2013/44			Matric High Achievers Awards	all	Top 10 Matriculants given token of appreciation on their merit attained during their Matric		number of ceremony conducted and a date						
MM/2013/45			1 Career Guidance and Exhibition	All	Annual career guidance conducted in all the wards.	number of career guidance per cluster per annum	career guidance conducted by Q3.	N/A	N/A	N/A	N/A	Equitable Share	
MM/2013/46			1 Youth Day commemoration	All	Annual youth day commemoration	1 youth day commemorated per annum.	1 Youth day commemoration conducted by end of Q4	N/A	N/A	N/A	N/A	Equitable Share	
MM/2013/47			1 Youth Development Summit	all	annually 3day summit held with 150 youth participants.	A three day summit conducted with 150 youth by end of Q3.	no of youth participated by date.	N/A	N/A	N/A	N/A	Equitable Share	
MM/2013/48			1 IEC Youth Voter Campaign	all	Minimum Number of young people who are registered to vote	A campaign that will assist IEC on Youth Voter Registration by the end of Q3	no of youth registered	N/A	N/A	N/A	N/A	Equitable Share	
MM/2013/49	Skills Development		Full Package Bursaries (2 Students)	2 wards	0 student with full bursary.	2 learners assisted with full bursary by end of Q 3	No of learners assisted by date	N/A	N/A	N/A	N/A	Equitable Share	
MM/2013/50			Tertiary registration Fees Assistance	All	138 learners in 2012/13 financial year.	150 learners assisted with registration fees by end of Q3.	No of learners assisted by date.	N/A	N/A	N/A	N/A	Equitable Share	



Good Governance and Public Participation												
IDP REFERENCE	NATIONAL KPA	PROGRAMME	PROJECT	WARD	BASELINE/ STATUS QUO	ANNUAL KPI: OUTPUT	KPI MEASURE	ANNUAL BUDGET INFORMATION				
								OPEX VOTE	CAPEX VOTE	REV. VOTE	FUNDING SOURCE	
MM/2013/51	Good Governance and Public Participation		Sport Development Indaba	All	annual sports youth indaba	1 annual youth indaba conducted with 50 participants by end of Q1	Sports youth indaba by date.		N/A	N/A	N/A	Equitable Share
MM/2013/52			Sports codes development tournaments	ALL	Annual Sports code development	4 sports code development conducted per annum	1 sport code development conducted per cluster by end of Q3		N/A	N/A	N/A	Equitable Share
MM/2013/53			Turton beach games	All	Annual Turton Beach games conducted	Conduct Turton Beach Games by end of Q3	Turton Beach Games Being conducted and number wards and sport codes participated by end of Q2		N/A	N/A	N/A	Equitable Share
MM/2013/54			Winter Games Tournaments (Mass Participation)	all	Winter Games conducted annually to prepare for Winter Games	Sports Codes Development through coaching clinics	winter games being conducted by the end of Q2		N/A	N/A	N/A	Equitable Share
MM/2013/55			Mayoral cup	all	mayoral cup conducted annually.	mayoral cup conducted by end of Q4.	No of sport codes participated in the mayoral cup by date.		N/A	N/A	N/A	Equitable Share



**Good Governance and Public Participation**

IDP REFERENCE	NATIONAL KPA	PROGRAMME	PROJECT	WARD	BASELINE/ STATUS QUO	ANNUAL KPI: OUTPUT	KPI MEASURE	ANNUAL BUDGET INFORMATION				
								OPEX	CAPEX	REV.	FUNDING SOURCE	
								VOTE	VOTE	VOTE	VOTE	
<b>SPECIAL PROGRAMMES</b>												
MM/2013/56	Good Governance and Public Participation	HIV/AIDS PROGRAMME	LAC meetings	All	4 LAC meetings held in the previous financial year	4 LAC meetings to be held	Number of LAC Meetings	40 000	N/A	N/A	N/A	Equitable share
MM/2013/57	Good Governance and Public Participation		Commemoration of world AIDS day	All		hosting of world AIDS day	World aids day event hosted	200 000	N/A	N/A	N/A	Equitable share
MM/2013/58	Good Governance and Public Participation		umzumbe AIDS Summit	All	N/A	hosting of Umzumbe AIDS Summit	Umzumbe	210 000	N/A	N/A	N/A	Equitable share
MM/2013/59	Good Governance and Public Participation	Disability Programme	Disability Sports Day	All	Disability sports day held in 2012/13 financial year	host disability sports day	Disability Sports day hosted	100 000	N/A	N/A	N/A	Equitable share
MM/2013/60	Good Governance and Public Participation		National Disability day	All	National Disability Day held in the 2012/13 Financial year	Host disability day	disability day hosted	2053-01-0103	N/A	N/A	N/A	Equitable share
MM/2013/61	Good Governance and Public Participation		Health and hygiene awareness	All	N/A	disabled people educated about health and hygiene	health and hygiene awareness event held	100 000	N/A	N/A	N/A	Equitable share
			Capacity building on self reliance and business skills	All	N/A	Skills development for disabled people	number of disabled people trained on self reliance and business management	25 000	N/A	N/A	N/A	Equitable share
MM/2013/62	Good Governance and Public Participation	Gender Programmes	Awareness events	All	N/A	host events to create awareness on social issues	number of awareness events held	450,000.00	N/A	N/A	N/A	Equitable share
								2052-01-0103	N/A	N/A	N/A	



Good Governance and Public Participation												
IDP REFERENCE	NATIONAL KPA	PROGRAMME	PROJECT	WARD	BASELINE/ STATUS QUO	ANNUAL KPI: OUTPUT	KPI MEASURE	ANNUAL BUDGET INFORMATION				
								OPEX VOTE	CAPEX VOTE	REV. VOTE	FUNDING SOURCE	
MM/2013/63	Good Governance and Public Participation	Vulnerable Children Programme	Umkhosi womhlanga	All	annual event	participation of maidens at umkhosi womhlanga	date and number of participants	150 000	N/A	N/A	N/A	Equitable share
MM/2013/64	Good Governance and Public Participation		Awareness campaigns	All			number of awareness campaigns held	150 000	N/A	N/A	N/A	Equitable share
MM/2013/65	Good Governance and Public Participation		christmas party for OVCs			enable OVCs to celebrate christmas day	number of OVCs attended christmas party	100 000	N/A	N/A	N/A	Equitable share
MM/2013/66	Good Governance and Public Participation	Senior Citizens programme	Golden games	All	annual games	participation of senior citizens in the golden games	number of participants at the golden games	300 000	N/A	N/A	N/A	Equitable share
MM/2013/67	Good Governance and Public Participation		Awareness campaigns	All	Annual Awareness Programme	create awareness and education through campaigns	number of awareness campaigns	50 000	N/A	N/A	N/A	Equitable share



SDBIP REFERENCE	NATIONAL KPA	PROGRAMME	PROJECT	WARD	BASELINE/ STATUS QUO	ANNUAL KPI: OUTPUT	KPI MEASURE	ANNUAL BUDGET INFORMATION						
								OPEX	CAPEX	REV.	FUNDINGSOURCE			
								VOTE	VOTE	VOTE	VOTE			
<b>COMMUNITY SERVICES</b>														
S&E/2013/1	good governance and public participation	Community Work Programme	CWP site plan	12 ?????	Nil	number of wards participated in the development of the site plan	12 wards participated	N/A	N/A	N/A	N/A	N/A	N/A	NIL
S&E/2013/2			CWP reference committee	all wards		number of meetings held	4 meetings	N/A	N/A	N/A	N/A	N/A	N/A	No funding required
S&E/2013/3	good governance and public participation		Skills Audit	12 ?????	N/A	Skills audit conducted in 12 wards	12 wards participated	N/A	N/A	N/A	N/A	N/A	N/A	Cogta funding
S&E/2013/4	good governance and public participation	Free basic energy	free basic electricity tokens	all wards	16000	number of tokens distributed	16 000 tokens distributed	R 1,082,663	N/A	N/A	N/A	N/A	N/A	equitable share
S&E/2013/5	Social and Economic Development		Gel provision	ward 08 and ward 11	634 per quarter 2012/2013	number of gel units purchased and distributed to beneficiaries	634 per quarter	4490-05-0507	N/A	N/A	N/A	N/A	N/A	equitable share
S&E/2013/6	Social and Economic Development	poverty alleviation	Poverty alleviation strategy	All wards	Nil	poverty alleviation strategy developed and adopted by 30 June 2014	adopted poverty alleviation strategy document -Date	N/A	N/A	N/A	N/A	N/A	N/A	equitable share



SDBIP REFERENCE	NATIONAL KPA	PROGRAMME	PROJECT	WARD	BASELINE/ STATUS QUO	ANNUAL KPI: OUTPUT	KPI MEASURE	ANNUAL BUDGET INFORMATION				FUNDINGSOURCE
								OPEX VOTE	CAPEX VOTE	REV. VOTE		
S&E/2013/7	Social and Economic Development		one home one garden	All Wards	450 households 2012/2013	number of households benefited	500 households	100,000				equitable share
S&E/2013/8	Social and Economic Development		Indigent register	all wards	1 adopted indigent register	1 reviewed indigent register	number	2060-05-0507	N/A	N/A	N/A	equitable share
S&E/2013/9	Social and Economic Development		Dress a child	all wards	1425 learners	1500 learners received school uniform	number	350,000	N/A	N/A	N/A	equitable share
S&E/2013/10	Social and economic development		Indigent support	All	200	60 families supported	number	600,000	N/A	N/A	N/A	equitable share
S&E/2013/11	good governance and public participation	Operation Sukuma Sakhe	Local Task Team	all wards	???	10 meetings held	number	2054-05-0508	N/A	N/A	N/A	equitable share
S&E/2013/12	good governance and public participation	Community facilities	Maintenance of community facilities	all wards	19 wards	?? Of community facilities cleaned	number	2,500,000	N/A	N/A	N/A	equitable share
			Repairs and maintenance of Community facilities	All		% of community facilities repaired	number	7065-14-1405	N/A	N/A	N/A	equitable share



SDBIP REFERENCE	NATIONAL KPA	PROGRAMME	PROJECT	WARD	BASELINE/ STATUS QUO	ANNUAL KPI: OUTPUT	KPI MEASURE	ANNUAL BUDGET INFORMATION				
								OPEX VOTE	CAPEX VOTE	REV. VOTE	FUNDINGSOURCE	
S&E/2013/13	good governance and public participation	Non Governmental Organizations (NGO)	NGO support	N/A	27	6 NGO's supported and capacitated	number	450,000	N/A	N/A	N/A	equitable share
S&E/2013/14	good governance and public participation		Capacity Building and training	N/A	1 training	number of trainings conducted	4 trainings		N/A	N/A	N/A	equitable share
S&E/2013/15	good governance and public participation		Grant in aid	N/A	15 Non profit organizations	6 NGO's supported	number		N/A	N/A	N/A	equitable share
S&E/2013/16		Traffic Department/ public safety	Traffic department feasibility study	N/A	Nil	traffic department feasibility study developed by 30 June 2014	Date	2062-05-0507	N/A	N/A	N/A	
								350,000	N/A	N/A	N/A	equitable share
<b>DISASTER MANAGEMENT SECTION</b>												
S&E/2013/17	Good Governance	Disaster Management	DM Awareness Campaigns	N/A	8 campaigns	4 Public Awareness Campaigns conducted	Number	227,500	N/A	N/A	N/A	Equitable share
S&E/2013/18	Good Governance		Disaster Risk Identification and confirmation	All Wards	2010/2011 Risks Assessment	19 wards assessed and confirmed on risks	number	R 40,000	N/A	N/A	N/A	Equitable Share
S&E/2013/19	Good Governance	Disaster Management Response and Recovery	Fire Fighting Shared Service, Service Level Agreement	Council	SLA 2012/13	SLA 2013/14 reviewed by 31 December 2013	Date	2059-05-0507	N/A	N/A	N/A	N/A
								R 600,000	N/A	N/A	N/A	Equitable Share
								2059-05-0507	N/A	N/A	N/A	N/A





SDBIP REFERENCE	NATIONAL KPA	PROGRAMME	PROJECT	WARD	BASELINE/ STATUS QUO	ANNUAL KPI: OUTPUT	KPI MEASURE	ANNUAL BUDGET INFORMATION				FUNDINGSOURCE
								OPEX	CAPEX	REV.		
								VOTE	VOTE	VOTE		
S&E/2013/20	Good Governance		Incident support	All wards	72 hours	72 hours Turn around time to respond to incidents	time	127,500	N/A	N/A	N/A	Equitable share
S&E/2013/21	Good Governance	DM Advisory Forum meetings	Facilitation of Local Disaster Management Advisory Forum (LDMAF)	N/A	4 Quarterly meetings	4 Local Disaster Management Advisory Forum (LDMAF) Meetings conducted	number	R 15,000	N/A	N/A	N/A	Equitable share
S&E/2013/22	Good Governance	Disaster Management Capacity Building and trainings	Capacity Building and training	N/A	3 trainings	Number of trainings conducted	3 trainings	R 250,000		N/A		Equitable share
S&E/2013/23	Good Governance	Disaster Management Volunteer Support	DM ward Volunteers meetings	All wards	4 meetings in 2012/13 conducted	4 meetings conducted	number	R 40,000	N/A	N/A	N/A	Equitable share
S&E/2013/24	Good Governance	Disaster Risk mitigation	100 % compliance with standards and Regulations as stated in Gathering Act and Disaster Management Act	N/A	N/A	100 % compliance with standards and Regulations as stated in Gathering Act and Disaster Management Act	by %	2059-05-0507	N/A	N/A	N/A	Equitable share



SDBIP REFERENCE	NATIONAL KPA	PROGRAMME	PROJECT	WARD	BASELINE/ STATUS QUO	ANNUAL KPI: OUTPUT	KPI MEASURE	ANNUAL BUDGET INFORMATION			
								OPEX	CAPEX	REV.	FUNDINGSOURCE
								VOTE	VOTE	VOTE	
<b>LOCAL ECONOMIC DEVELOPMENT</b>											
S&E/2013/25	Local Economic Development	SMME Development and Support	SMMEs Audit review	All wards	2007 audit was conducted	SMME audit reviewed by 30 June 2014	date	500,000.00	N/A	N/A	equitable share
S&E/2013/26	Local Economic Development		SMME Incubator programme	N/A	NIL	20 SMME's engaged in the incubator programme	number	4471-05-0508	N/A	N/A	N/A
S&E/2013/27	Local Economic Development	Arts and Craft Development and Support	Capacity building and training of crafters	Council	5	6 Crafters supported and exhibiting their artworks	number		N/A	N/A	N/A
S&E/2013/28			Arts and Culture Competitions		1	1 Arts and Culture Competitions hosted	Number	2058-05-0508	N/A	N/A	N/A
S&E/2013/29			Arts ad Culture Festival		1	Arts and Culture Festival Heritage hosted by 30 September	by date	600 000	N/A	N/A	Equitable share
S&E/2013/30	Local Economic Development		Professionalisation of Artists and their production		3	5 Artists with recorded music	Number		N/A	N/A	
S&E/2013/31								2058-05-0508	N/A	N/A	



SDBIP REFERENCE	NATIONAL KPA	PROGRAMME	PROJECT	WARD	BASELINE/ STATUS QUO	ANNUAL KPI: OUTPUT	KPI MEASURE	ANNUAL BUDGET INFORMATION			
								OPEX	CAPEX	REV.	FUNDINGSOURCE
								VOTE	VOTE	VOTE	
S&E/2013/32	Local Economic Development	Tourism Development	Facilitation for the Development of Ntelezi Msani Heritage site and social awareness		2 events by 20 March 2013 and 20 April 2013	Ntelezi Msani Heritage site Development and social awareness facilitated	1 Heritage site Developed and 2 social awarenesses conducted	1,800,000	N/A	N/A	equitable share
S&E/2013/33	Local Economic Development		Facilitation for the development of Isivivane sika Shaka Heritage site Development ad social awarenesses	ward 15	1 event conducted on the 4th & 5th October 2012	Isivivane Sika Shaka Heritage site Development by June 2014 and social awareness facilitated by october 2013	by date	N/A	N/A	N/A	N/A
S&E/2013/34	Local Economic Development		Tourism Development Support	N/A	Nil	3 mini projects implemented	number	4474-05-0508	N/A	N/A	Equitable share
S&E/2013/35	Local Economic Development	Cooperative development and Support	Capacity Building and Training of Cooperarives	All	19	19 Cooperatives trained and supported	number	950,000.00	N/A	N/A	Equitable Share
								4483-05-0508	N/A	N/A	N/A



SDBIP REFERENCE	NATIONAL KPA	PROGRAMME	PROJECT	WARD	BASELINE/ STATUS QUO	ANNUAL KPI: OUTPUT	KPI MEASURE	ANNUAL BUDGET INFORMATION							
								OPEX	CAPEX	REV.	FUNDINGSOURCE				
								VOTE	VOTE	VOTE					
S&E/2013/36			SMME's and Cooperative Development Strategy	All wards	Nil	SMME and Cooperative Development strategy completed and adopted by 30 June 2014	by date								
								N/A	N/A					Equitable Share	
S&E/2013/37			Cooperative Development Incubator Programme	all	Nil	8 Cooperatives incubated	number							Council	
	Local Economic Development							4471-05-0508	N/A	N/A					
S&E/2013/38	Local Economic Development	Agriculture Development Programme	Provision Tractor Services for Agriculture	all	Municipal Sports field grass cutting was done 2012/2013, 19 community gardens assessed and supported	number of community gardens per ward assisted through land preparation and grass cutting	19								equitable share
									4485-05-0508	N/A	N/A				
S&E/2013/39	Local Economic Development	LED Forum	Quarterly Meetings	N/A	4 LED Forum meetings held	4 LED Forum meetings held	number								
S&E/2013/40	Local Economic Development	Business Licensing	Facilitation and Inspection of Businesses as per Applications received	N/A	12 business licences facilitated	facilitation of 15 business licences	number								
									4474-05-0508	N/A	N/A				
								N/A	N/A	N/A					
								N/A	N/A	N/A					
								N/A	N/A	N/A					



## Sector department Projects

### Department of health

STAKEHOLDER	KPA	PROJECT / PROGRAMMES	TARGET	BUDGET#	TIME FRAME					GEOGRAPHICAL AREA
					2012/13	2013/14	2014/15	2015/16	2016/17	
Department of Health	Basic Service Delivery & Infrastructure Development	Eshoyini	New Clinic			X				Umzumbé
		Kwa Nguza	New Clinic					X		Umzumbé
		Peak Store/Odeke	New Clinic			X				Umzumbé
		Mabiya	New Clinic					X		Umzumbé
		Assisi	Maternal obstetric unit			X				Umzumbé

Project name	Scope Of Work	Progress	Estimated Project Budget (R'000)	Project comments
Road signage for all Clinics	Road signage			In progress by DOT.

Project name	Scope Of Work	Progress	Estimated Project Budget (R'000)	Project comments
Ndelu Clinic	New (Replacement)	0%	R8,000	Specifications in Progress up to tender stage Replacement clinic on new site.
Ndwebu Clinic	Construct elevated steel water tank	0%		With DOW
Ntmbankulu Clinic	Additional staff accommodation	0%	R300	Awaiting head office approval.

Clinic	Project	Sub-district	Comments
Morrison's Post	Felling of trees	Umzumbé	Job request to Turton SCM for procurement.
Gqayinyanga	Repairs to clinic roof	Umzumbé	Job request to GJ Crookes SCM for procurement.
Baphumile	Replace carport	Umzumbé	Job request to Turton SCM for procurement.



**Department of Human Settlement**

Name of Project	Beneficiaries/Ward	Sources of funding	Implementing Agency	2013/14	2014/15	2015/16
Nhangwini Rural Housing Project	1000 beneficiaries the project will cover Wards 2,3 and 4	DoHS	Masakhane Project Managers	6 405 000.00	9 150 000.00	10 370 000.00
Umzumbe cluster D	1000 beneficiaries the project will cover a portion of wards 8 and 9	DoHS	MGM Holdings	11 590 000.00	6 100 000.00	9 150 000.00
Umzumbe cluster C	1000 beneficiaries the project will cover wards 1, 2,3 ,4 and 6	DoHS	Mashi – Mollo Civil Engineers	R650 000.00 (Planning)	12 200 000.00	10 370 000.00
Umzumbe cluster A	1000 beneficiaries project will cover Wards 10, 16- 19	DoHS	Ncolosi consulting engineers	R26 000 000.00		
Umzumbe cluster B	1000 beneficiaries project Wards 5,7,12,13,14	DoHS	Bigen Africa	R21 282 042.00		



## Umzumbe DAEA projects 2013/14

Mbodiya piggery –	R1,5million (ward 18)
Inggophamlando Poultry –	R1,2million (ward 6)
Budubhudu irrigation (fenc) –	R120 000( ward 12)
Budubhudu –	Rehabilitate flooded-pump-Awaiting price quote
Gumatane –	cover tank reservoir – quote awaited

### MECHANISATION

- Mechanisation to be project based
- Umgayi – 50ha beans
- Hlokozi – 50ha Maize
- Nyavini – 10ha-beans and 5ha maize
- Cabhane – 5ha Maize and 15ha beans
- Qwabe – 5ha Maize and 6ha beans
- Kwa Ndelu – 10ha Maize
- The plan is to:
- Plough and plant for farmers
- Provide inputs
- Farmers to do weeding
- Farmers to do harvesting
- MARKET
- LESOTHO market available at market value
- Only buys minimum of 50 tons-Small holders
- Collects straight from farmers
- Local market

### POTATOES

- 10HA OF POTATOES TO BE PLANTED
- Only in irrigated areas
- Ward 12 1ha
- Ward 8 1ha
- Ward 2 2ha
- Ward 4 1ha
- Ward 13 1ha
- Ward 16 1ha
- Ward 2 1ha
- Ward 5 1ha
- Ward 9 1ha

Eskom



Project Name	Project Type	Gazette Connection	Gazette Capex	Actual Conn	Actual Capex	Comment
Mehlomyama	Household	250	R 3,201,639.17	252	R 3,166,293.94	Completed
Siphofu	Household	516	R 8,374,752.79	124	R 8,492,780.11	Continuing in 2013/14
Goloqolo	Infills	72	R 727,000.00	70	R 468,331.30	Completed
Mfazazana	Infills	150	R 1,507,000.00	410	R 2,918,536.97	Completed
Gobhamehlo 01	Household	0	R 10,300,449.77	171	R 10,513,095.44	Continuing in 2013/14
Dweshula Mvozana & Emseni	Pre Engineering	0	R 150,000.00	0	R 319,942.00	Design costs incurred, project in construction in 2013/14
Umzinto 02 NU	Pre Engineering	0	R 92,232.53	0	R 997,477.81	Design costs incurred, project in construction in 2013/14

Project Name	Project Type	Gazette Connection	Gazette Capex	Actual Conn	Actual Capex	Comment
Dweshula Mvozana & Emseni	Household	950	R 13,000,000.00	0	R 568,644.34	Project in construction
Umzinto 02 NU	Household	821	R 11,245,000.00	0	R 1,358,409.83	Project in construction
Gobhamehlo 01	Household	840	R 2,520,000.00	62	R 586,251.12	Project in construction
Mehlomyama AS	Household	49	R 147,000.00	15	R 777,861.39	Additional scope being completed in 2013/14
Siphofu	Household R/O	371	4739878.29	21	R 2,137,951.34	Project continuing from 2012/13
Mfazazane	Infills R/O	0	1689176.13	1	R 1,693,856.81	Project is now complete. Final costs for contractor received, and connection queries being resolved

### Rural Development and Land Reform

Local Municipality	Project Name	Ward	Product
UZUMBE	GDA Zoha Seedcane fencing	Not specified	18km fencing
UGu District	Roads infrastructure development for small sugar growers in the District.	Not specified	Fairview Mission: Grade 1km of road 5m wide with drains approximately every 100m from main road to the zone





## Department of Water Affairs

PRJNR (MW/G Project Number)	Project Origin	LM	Project Name	Project Description	Project Status	Type of Intervention	Total Project Cost	Short Term Actions	Short Term Fund Requirement	Medium Term Actions	Medium Term Funding Requirement	Long Term Actions	Long Term Funding Requirement
ZKZNUGU03	23DM	Umzumbe	KwaLembe WTW Upgrade	Provision of Bulk and reticulation infrastructure. AFA to be compiled for submission to DWA for funding.	Feasibility	Increase bulk capacity	50,000,000	Complete planning and submit BP to DWA	1,500,000	Detail Design & Tender	10,083,333	Construction	19,208,333
ZKZNUGU05	23DM	Umzumbe	Nowabeni Dam	Provision of Bulk infrastructure ( Dam, WTW, Storage Reservoirs, Pump Stations, Power infrastructure and bulk pipelines). DWA Project - Feasibility Study Completed.	Awaiting Funding	Develop new water resource	600,000,000	Detail planning	3,000,000	Planning and Prelim-design	15,000,000	Detail Design	24,000,000
2005MIG-FDC210018	MIG	Umzumbe	Ndelu Water Ph 1C, 2,3,4,5 & 6	The Ndelu Tribal Area (Location 1:6460), under the leadership of Inkosi Sifiso Shinga has 9 Tribal Wards with one Induna per ward. The Wards are Baphumile, Nxobho, Nyonyana, KwaHlaba, Gumbini, Mswilili, Ndu-makude, Enkulu and Insanggo. The August 2003 estimated population in Ndelu is 24,000 people.	Construction	Formal water supply	26,850,000	-	-	-	-	-	-



PRJNR (MWIG Project Number)	Project Origin	LM	Project Name	Project Description	Project Status	Type of Intervention	Total Project Cost	Short Term Actions	Short Term Fund Requirement	Medium Term Actions	Medium Term Funding Requirement	Long Term Actions	Long Term Funding Requirement	
2006MIG-FDC21107154	MIG	Umzumbe	Qoloqolo Rural Water Supply Scheme Phase 4	In the Qoloqolo Water Supply Scheme - Phases 1, 2 and 3 the bulk water supply infrastructure has been constructed as well as the reticulation to a portion of Qoloqolo. Prior to the construction of Phases 1 to 3, the Qoloqolo area had no formal water supply. The Qoloqolo area has an estimated population of 13 350 people and the area to be served under this project comprises approximately 839 households and 4475 people. The primary objective of this project (Qoloqolo - Phase 4), therefore, is to extend the existing water supply scheme constructed under Phases 1 to 3 to provide a safe and reliable source of potable water to the remaining rural communities of Qoloqolo. The level of service for this water supply scheme is according to RDP guidelines, providing standpipes within 200m of each household. This phase of the project comprises the construction of approximately 40km of water reticulation pipelines supplying approximately 88 metered standpipes.	Construction	Extend water reticulation	4,795,050	-	-	-	-	-	-	-



PRJNR (MW/G Project Number)	Project Origin	LM	Project Name	Project Description	Project Status	Type of Intervention	Total Project Cost	Short Term Actions	Short Term Fund Requirement	Medium Term Actions	Medium Term Funding Requirement	Long Term Actions	Long Term Funding Requirement
2006MIG-FDC2111967	MIG	Umzumbe	Nya-vini water supply scheme	0	Construction	-	32,722,174	-	-	-	-	-	-
2008MIG-FDC21160981	MIG	Umzumbe	Thoyane Water Project Phases 4 & 7	The proposed scheme will consist of extensions to the bulk supply mains from the proposed supply points. Additional pump stations, rising mains and reservoirs throughout the area will complete the bulk water supply.	Construction	-	59,931,952	-	-	-	-	-	-
KNR013	RBIG	Umzumbe	Mhlabatsheane Regional Water Supply Scheme	0	Construction	-	70,000,000	-	-	-	-	-	-
ZKZNUGU24	Other	Umzumbe	Cabane/Velumeze Water Supply	Provision of bulk and reticulation infrastructure	Planning	To secure funding	35,000,000	-	350,000	-	525,000	-	23,333,333
ZKZNUGU25	Other	Umzumbe	Thoyane Water Supply Project phase 4 & 7	Provision of Bulk and reticulation infrastructure	Tender	To secure funding	39,000,000	-	234,000	-	351,000	-	26,000,000
ZKZNUGU26	Other	Umzumbe	Nkangala (Egoli) Water Supply	Provision of reticulation infrastructure	Planning	To secure funding	20,000,000	-	200,000	-	300,000	-	13,333,333



PRJNR (MWIG Project Number)	Project Origin	LM	Project Name	Project Description	Project Status	Type of Intervention	Total Project Cost	Short Term Actions	Short Term Fund Requirement	Medium Term Actions	Medium Term Funding Requirement	Long Term Actions	Long Term Funding Requirement
ZKZNUGU27	Other	Umzumbe	Extension of Ma-phumulo water supply ( Ntukwini, Qumbu )	Provision of Bulk and reticulation infrastructure	Feasibility	To secure funding	25,000,000		250,000	-	375,000	-	8,333,333
ZKZNUGU28	Other	Umzumbe	Qoqolo Water Supply	Provision of Bulk and reticulation infrastructure	Feasibility	To secure funding	140,000,000		1,400,000	-	2,100,000	-	70,000,000
ZKZNUGU29	Other	Umzumbe	Assis Abstraction Works	Provision of Bulk and reticulation infrastructure	Conceptual	To secure funding	80,000,000		160,000	-	240,000	-	40,000,000
ZKZNUGU30	Other	Umzumbe	Ndelu WTW upgrade	Provision of Bulk and reticulation infrastructure	Conceptual	To secure funding	120,000,000		1,200,000	-	1,800,000	-	80,000,000
ZKZNUGU31	Other	Umzumbe	KwaNy-uswa Water Supply Phase 6 & 7	Provision of Bulk and reticulation infrastructure	Tender	To secure funding	25,000,000		250,000	-	375,000	-	16,666,667
							1,328,299,176	-	8,544,000	-	31,149,333	-	320,875,000
Totals							1,328,299,176	-	8,544,000	-	31,149,333	-	320,875,000



**CoGTA**

<b>DEVELOPMENT INFORMATION SERVICES (DIS)</b>		
<b>PROGRAMME/PROJECT</b>	<b>MUNICIPALITY</b>	<b>FUNDING</b>
DPSS/Imagery	Umzumbe	R 3 300 000
MPRA		R 86 000
Business Intelligence		R 83 000
Municipal Websites		R 83 000
PSEDS		R 83 000

<b>LAND USE MANAGEMENT</b>		
<b>PROGRAMME/PROJECT</b>	<b>MUNICIPALITY</b>	<b>FUNDING</b>
Formalisation of Turton Town	Umzumbe	Service providers



# FINANCIAL PLAN

## 2013/2014 Budget

### Government Grants Allocations

GOVERNMENT GRANTS AND SUBSIDIES-ALLOCATION	Preceding year 2011/2012		Current Year 2012/2013			Medium Term Framework		
	Audited	Approved	Adjusted	Full Year	Budget Year	Budget Year	Budget Year	Budget Year
<b>National Grants Allocations</b>								
Equitable share	60,966,000.00	86,177,000.00	86,177,000.00	86,177,000.00	94,545,000.00	105,482,000.00	128,104,000.00	
Municipal Systems Improvement Grant (MSIG)	750,000.00	800,000.00	800,000.00	800,000.00	890,000.00	934,000.00	967,000.00	
Local Government Financial Management Grant (FMG)	1,250,000.00	1,500,000.00	1,500,000.00	1,500,000.00	1,650,000.00	1,800,000.00	1,950,000.00	
Municipal Infrastructure Grant (MIG)	20,499,000.00	29,908,000.00	29,908,000.00	29,908,000.00	31,189,000.00	33,392,000.00	35,581,000.00	
Rural Household Infrastructure					4,000,000.00	4,500,000.00	5,000,000.00	
<b>Sub Total - National Grant Allocations</b>	<b>83,465,000.00</b>	<b>118,385,000.00</b>	<b>118,385,000.00</b>	<b>118,385,000.00</b>	<b>132,274,000.00</b>	<b>146,108,000.00</b>	<b>171,602,000.00</b>	
<b>Provincial Grants Allocations</b>								
Department of Sports and Recreation	-	150,000.00	150,000.00	150,000.00				
Integrated national Electrification Programme		7,000,000.00	7,000,000.00	7,000,000.00	5,000,000.00	5,500,000.00	6,000,000.00	
Implementation of KZN Pound Act of 2006	1,000,000.00	-	-	-				
Tourism grant		-	1,000,000.00	1,000,000.00				
<b>Sub Total - Provincial Grants</b>	<b>1,000,000.00</b>	<b>7,150,000.00</b>	<b>7,150,000.00</b>	<b>7,150,000.00</b>	<b>5,000,000.00</b>	<b>5,500,000.00</b>	<b>6,000,000.00</b>	
<b>TOTAL GRANT ALLOCATIONS</b>	<b>84,465,000.00</b>	<b>125,535,000.00</b>	<b>125,535,000.00</b>	<b>125,535,000.00</b>	<b>137,274,000.00</b>	<b>151,608,000.00</b>	<b>177,602,000.00</b>	


**Revenue Budget by Source**

Revenue by source	Medium Term Income and Expenditure Framework	
	Budget year	Budget Year
Government Grants and Subsidies	137,274,000.00	177,602,000.00
Interest from investments	1,600,000.00	1,883,520.00
Tender Sales	130,000.00	153,036.00
Rates Income	4,157,557.00	4,894,276.10
<b>TOTAL INCOME BUDGET</b>	<b>143,161,557.00</b>	<b>184,532,832.10</b>

**Operating Expenditure By Vote**

Description	COMMUNITY AND SOCIAL SERVICES		FINANCE AND ADMIN			EXECUTIVE AND COUNCIL		
	Technical	Social and Economic Development	Finance	Corporate	Planning	MM office	Mayor's office	TOTAL
Employee related costs			-	30,144,907.74				30,144,907.74
Remuneration of councillors	-	-	-	10,918,255.17	-	-	-	10,918,255.17
Advertising & Public Relations	-	-	-	500,000.00	-	-	185,000.00	685,000.00
External Audit Fees	-	-	1,000,000.00	-	-	-	-	1,000,000.00
Internal Audit Fees	-	-	-	-	-	500,000.00	-	500,000.00
Depreciation/ Amortisation	-	-	6,500,000.00	-	-	-	-	6,500,000.00
Bank Charges	-	-	100,000.00	-	-	-	-	100,000.00
Conferences and Workshops or Summits: Staff	-	-	-	100,000.00	-	-	-	100,000.00
Consultants Fees	500,000.00	-	680,000.00	100,000.00	-	-	-	1,280,000.00
Shared Services	-	-	-	-	300,000.00	-	-	300,000.00
Development Planning	-	-	-	-	900,000.00	-	-	900,000.00



Description	COMMUNITY AND SOCIAL SERVICES		FINANCE AND ADMIN				EXECUTIVE AND COUNCIL	
	Technical	Social and Economic Development	Finance	Corporate	Planning	MM office	Mayor's office	TOTAL
Public/Community Participation	-	-	-	-	-	-	1,650,000.00	1,650,000.00
Community Initiatives Support	-	-	-	-	-	-	500,000.00	500,000.00
Electricity	-	-	-	400,000.00	-	-	-	400,000.00
Water	-	-	-	50,000.00	-	-	-	50,000.00
Functions: Staff and Councillors	-	-	-	-	-	60,000.00	-	60,000.00
Entertainment: Office refreshments	-	-	-	70,000.00	-	-	-	70,000.00
Entertainment: Mayor	-	-	-	-	-	-	10,000.00	10,000.00
Entertainment: Speaker	-	-	-	-	-	-	50,000.00	50,000.00
Entertainment: Municipal Manager	-	-	-	-	-	30,000.00	-	30,000.00
Catering: Full Council Meetings	-	-	-	60,000.00	-	-	-	60,000.00
Catering: Executive Committee Meetings	-	-	-	45,000.00	-	-	-	45,000.00
Catering: Portfolio Committees Meetings	-	-	-	70,000.00	-	-	-	70,000.00
Catering: Other Meetings	-	-	-	130,000.00	-	50,000.00	-	180,000.00
Salga Subscription	-	-	-	155,000.00	-	-	-	155,000.00
Insurance: General	-	-	-	1,200,000.00	-	-	-	1,200,000.00
Legal Charges	-	-	-	200,000.00	-	-	-	200,000.00
Maintenance Agreements - Community Projects (FACILITIES)	2,500,000.00	-	-	-	-	-	-	2,500,000.00





Description	COMMUNITY AND SOCIAL SERVICES		FINANCE AND ADMIN				EXECUTIVE AND COUNCIL	
	Technical	Social and Economic Development	Finance	Corporate	Planning	MM office	Mayor's office	TOTAL
Maintenance Agreements - Plant and Equipment	-	-	-	600,000.00	-	-	-	600,000.00
Maintenance Agreements - Office Buildings	650,000.00	-	-	150,000.00	-	-	-	800,000.00
Maintenance Agreements: Motor Vehicles repairs	-	-	-	170,000.00	-	-	-	170,000.00
Maintenance Agreements: Roads repairs	3,500,000.00	-	-	-	-	-	-	3,500,000.00
Maintenance Agreements: Computer Equipment	-	-	-	75,000.00	-	-	-	75,000.00
Fleet Running Costs (fuel)	-	-	-	900,000.00	-	-	-	900,000.00
Printing & Stationery	-	-	-	1,052,000.00	-	-	-	1,052,000.00
Subscriptions & Publications	-	-	-	-	-	-	300,000.00	300,000.00
BATHO PELE	-	-	-	-	-	80,000.00	-	80,000.00
Marketing & promotion/ Branding & internal communication	-	-	-	-	-	200,000.00	580,000.00	780,000.00
Rental and lease charges	-	-	-	260,000.00	-	-	-	260,000.00
Radio Slots	-	-	-	-	-	-	350,000.00	350,000.00
Security	-	-	-	1,000,000.00	-	-	-	1,000,000.00
Workmen's Compensation	-	-	-	50,000.00	-	-	-	50,000.00



Description	COMMUNITY AND SOCIAL SERVICES		FINANCE AND ADMIN			EXECUTIVE AND COUNCIL		
	Technical	Social and Economic Development	Finance	Corporate	Planning	MM office	Mayor's office	TOTAL
Training: Staff	-	-	-	350,000.00	-	-	-	350,000.00
Training: Councillors	-	-	-	350,000.00	-	-	-	350,000.00
Bursaries: External	-	-	-	-	-	-	500,000.00	500,000.00
Bursaries: Internal	-	-	-	250,000.00	-	-	-	250,000.00
Staff Relocation Costs	-	-	-	20,000.00	-	-	-	20,000.00
Subsistence & Travelling and Accommodation	157,000.00	223,000.00	220,000.00	274,730.69	133,000.00	193,000.00	300,000.00	1,500,730.69
Team building	-	-	-	350,000.00	-	-	-	350,000.00
Departmental Strategic Sessions	-	-	-	60,000.00	-	-	-	60,000.00
Telephones	-	-	-	600,000.00	-	-	-	600,000.00
Contracted cellphones	-	-	-	700,000.00	-	-	-	700,000.00
Uniforms & Protective Clothing	20,000.00	20,000.00	-	100,000.00	-	-	-	140,000.00
Licence Fees (i.e. Fleet and Computers)	-	-	-	500,000.00	-	-	-	500,000.00
Performance Management System and IDP	-	-	-	-	400,000.00	-	-	400,000.00
Property rates implementation	-	-	600,000.00	-	-	-	-	600,000.00
IT Upgrade and web site hosting	-	-	-	180,000.00	-	-	-	180,000.00
Medical Examinations	-	-	-	20,000.00	-	-	-	20,000.00
Ward Committees: Stipends, Capacity building and other expenses	-	-	-	-	-	-	1,850,000.00	1,850,000.00
Petty Cash	-	-	24,000.00	-	-	-	-	24,000.00



Description	COMMUNITY AND SOCIAL SERVICES		FINANCE AND ADMIN				EXECUTIVE AND COUNCIL	
	Technical	Social and Economic Development	Finance	Corporate	Planning	MM office	Mayor's office	TOTAL
Grid electricity/Free Basic Electricity/Gel/Solar	5,000,000.00	1,082,663.40	-	-	-	-	-	6,082,663.40
Waste management, Plastic bags	1,300,000.00	-	-	-	-	-	-	1,300,000.00
Community Gardens/ Small Farmers	-	1,300,000.00	-	-	-	-	-	1,300,000.00
Co-operatives Development	-	950,000.00	-	-	-	-	-	950,000.00
SMMES Development	-	500,000.00	-	-	-	-	-	500,000.00
Tourism development	-	1,800,000.00	-	-	-	-	-	1,800,000.00
Art and Culture (including performing arts)	-	600,000.00	-	-	-	-	-	600,000.00
Art and Craft	-	300,000.00	-	-	-	-	-	300,000.00
HIV and AIDS Programmes	-	-	-	-	-	-	450,000.00	450,000.00
Disability programmes	-	-	-	-	-	-	250,000.00	250,000.00
Senior citizens programmes	-	-	-	-	-	-	350,000.00	350,000.00
Vulnerable/Right of a child(ren) programmes	-	660,000.00	-	-	-	-	500,000.00	1,160,000.00
Gender programmes	-	-	-	-	-	-	450,000.00	450,000.00
Disaster management	-	1,300,000.00	-	-	-	-	-	1,300,000.00
Poverty Alleviation programme / Indigent register	-	1,350,000.00	-	-	-	-	-	1,350,000.00
NGO's Programme	-	450,000.00	-	-	-	-	-	450,000.00
Farm Workers	-	-	-	-	-	-	-	-



Description	COMMUNITY AND SOCIAL SERVICES		FINANCE AND ADMIN				EXECUTIVE AND COUNCIL	
	Technical	Social and Economic Development	Finance	Corporate	Planning	MM office	Mayor's office	TOTAL
Youth programmes	-	-	-	-	-	-	1,300,000.00	1,300,000.00
Sport and recreation development	-	-	-	-	-	80,000.00	600,000.00	680,000.00
Social Awareness / Traffic	-	350,000.00	-	-	-	-	-	350,000.00
TOTAL	13,627,000.00	10,885,663.40	9,124,000.00	52,154,893.60	1,733,000.00	1,193,000.00	10,175,000.00	98,892,557.00
CAPEX	41,989,000.00	-	-	2,160,000.00	-	-	120,000.00	44,269,000.00
	55,616,000.00	10,885,663.40	9,124,000.00	54,314,893.60	1,733,000.00	1,193,000.00	10,295,000.00	143,161,557.00


**Operating Expenditure By Nature**

Operating Expenditure By Nature	Medium Term Income and Expenditure Framework		
	Budget year 2013/2014 Budget	Budget Year 2014/2015 Budget	Budget Year 2015/2016 Budget
Employee related costs	30,144,907.74	32,556,500.36	35,486,585.39
Remuneration of councillors	10,918,255.17	11,791,715.59	12,852,969.99
Advertising/Public Relations	685,000.00	739,800.00	806,382.00
Audit Fees : External	1,000,000.00	1,080,000.00	1,177,200.00
Audit Fees : Internal	500,000.00	540,000.00	588,600.00
Capital Charges: Depreciation	6,500,000.00	7,020,000.00	7,651,800.00
Bank Charges	100,000.00	108,000.00	117,720.00
Conferences and Workshops or Summits: Staff	100,000.00	108,000.00	117,720.00
Consultants Fees	1,280,000.00	1,382,400.00	1,506,816.00
Shared Services	300,000.00	324,000.00	353,160.00
Development Planning	900,000.00	972,000.00	1,059,480.00
Community Participation	1,650,000.00	1,782,000.00	1,942,380.00
Community Initiatives Support	500,000.00	540,000.00	588,600.00
Electricity	400,000.00	432,000.00	470,880.00
Water	50,000.00	54,000.00	58,860.00
Year End Function: Staff and Councillors	60,000.00	64,800.00	70,632.00
Entertainment:Office	70,000.00	75,600.00	82,404.00
Entertainment: Mayor	10,000.00	10,800.00	11,772.00
Entertainment: Speaker	50,000.00	54,000.00	58,860.00
Entertainment: Municipal Manager	30,000.00	32,400.00	35,316.00
Catering: Full Council Meetings	60,000.00	64,800.00	70,632.00
Catering: EXCO	45,000.00	48,600.00	52,974.00
Catering: Portfolio Committees Meetings	70,000.00	75,600.00	82,404.00
Catering: Other Meetings	180,000.00	194,400.00	211,896.00



Operating Expenditure By Nature	Medium Term Income and Expenditure Framework		
	Budget year 2013/2014 Budget	Budget Year 2014/2015 Budget	Budget Year 2015/2016 Budget
Salga Subscriptions	155,000.00	167,400.00	182,466.00
Insurance: General	1,200,000.00	1,296,000.00	1,412,640.00
Legal Charges	200,000.00	216,000.00	235,440.00
Maintenance-Community Projects	2,500,000.00	2,700,000.00	2,943,000.00
Maintenance Agreements - Plant and equipment Equipment	600,000.00	648,000.00	706,320.00
Maintenance Agreements - Buildings	800,000.00	864,000.00	941,760.00
Maintenance Agreements: Motor Vehicles	170,000.00	183,600.00	200,124.00
Maintenance Agreements: Roads repairs	3,500,000.00	3,780,000.00	4,120,200.00
Maintenance Agreements: Computer Equipment	75,000.00	81,000.00	88,290.00
Fleet Running Costs	900,000.00	972,000.00	1,059,480.00
Printing & Stationery	1,052,000.00	1,136,160.00	1,238,414.40
Subscriptions & Publications	300,000.00	324,000.00	353,160.00
BATHO PELE	80,000.00	86,400.00	94,176.00
Marketing and promotion	780,000.00	842,400.00	918,216.00
Rental and lease charges	260,000.00	280,800.00	306,072.00


**Capital Expenditure by Category**

Capital Expenditure by category	Medium Term Income and Expenditure Framework		
	Budget year 2013/2014 Budget	Budget Year 2014/2015 Budget	Budget Year 2015/2016 Budget
<b>Infrastructure and services</b>			
Roads	20,306,324.01	21,930,829.93	23,465,988.03
Rural Household Infrastructure	4,000,000.00	4,500,000.00	5,000,000.00
<b>Community Services</b>			
Ntfelezi Msani	760,765.63	821,626.88	895,573.30
Construction of Sportfields	10,121,910.36	10,931,663.19	11,915,512.88
<b>Operational Assets</b>			
Purchase of plant	5,000,000.00	5,400,000.00	5,886,000.00
Park Homes	250,000.00	270,000.00	294,300.00
Municipal Office Buildings	1,800,000.00	1,944,000.00	2,118,960.00
Motor Vehicles	700,000.00	756,000.00	824,040.00
Furniture and Fittings	585,000.00	631,800.00	688,662.00
Sound System	120,000.00	129,600.00	141,264.00
Computer and Equipment	625,000.00	675,000.00	735,750.00
<b>TOTAL</b>	<b>44,269,000.00</b>	<b>47,990,520.00</b>	<b>51,966,050.20</b>



**Capital Expenditure By Vote**

Description	COMMUNITY AND SOCIAL SERVICES		FINANCE AND ADMIN			EXECUTIVE AND COUNCIL		
	Technical	Social and Economic Development	Finance	Corporate	Planning	MM office	Mayor's office	TOTAL
<b>Infrastructure and services</b>								
<b>Roads</b>	20,306,324.01							20,306,324.01
Othandweni Access Road	2,900,000.00							
Thami Zulu Access Road	3,121,275.29							
Makhoso Access Road	5,759,769.31							
Mpelazwe Access Road	3,643,990.42							
Bhunwini Access Road	4,881,288.99							
Rural Household Infrastructure	4,000,000.00							4,000,000.00
<b>Community Services</b>								
Ntelezi Nsani	760,765.63							760,765.63
Construction of Sports Complex	10,121,910.36							10,121,910.36
<b>Operational Assets</b>								
Purchase of plant	5,000,000.00							5,000,000.00
Park homes			250,000.00					250,000.00
Municipal office Buildings	1,800,000.00							1,800,000.00
Motor vehicles			700,000.00					700,000.00
Furniture and fittings			585,000.00					585,000.00
Sound System							120,000.00	120,000.00
Computers & Equipment			625,000.00					625,000.00
	<b>41,989,000.00</b>	-	-	<b>2,160,000.00</b>	-	-	<b>120,000.00</b>	<b>44,269,000.00</b>




**Disclosure of Salaries, Allowances & Benefits**

Disclosure of salaries, Allowances & Benefits	Salaries pa	Cellphone Allowances pa	Car Allowances pa	Performance Bonuses Rand pa (14%)	Total Package
<b>Councillors</b>					
Mayor	646,772.24	39,828.00	161,693.06	-	848,293.30
Deputy Mayor	517,417.72	19,872.00	129,354.43	-	666,644.15
Speaker	517,417.72	19,872.00	129,354.43	-	666,644.15
Members of Executive Committee	1,819,047.94	99,360.00	454,761.98	-	2,373,169.92
Other Members of the Council	4,220,186.74	359,484.00	1,055,046.69	-	5,634,717.43
Chairperson of MPAC	249,007.19	12,396.00	62,251.80	-	323,654.99
<b>TOTAL</b>	<b>7,969,849.55</b>	<b>550,812.00</b>	<b>1,992,462.39</b>	<b>-</b>	<b>10,513,123.93</b>
<b>Officials of the municipality</b>					
Municipal Manager (MM)	905,039.96	-	-	126,705.59	1,031,745.55
Chief Financial Officer (CFO)	786,240.04	-	-	110,073.61	896,313.65
Director: Corporate Services	735,359.08	-	-	102,950.27	838,309.35
Director: Technical Services	786,240.04	-	-	110,073.61	896,313.65
Director: Community Services	735,359.47	-	-	102,950.33	838,309.80
<b>TOTAL</b>	<b>3,948,238.60</b>	<b>-</b>	<b>-</b>	<b>552,753.40</b>	<b>4,500,992.00</b>
TOTAL COST	11,918,088.14	550,812.00	1,992,462.39	552,753.40	15,014,115.94



**Summary of Total Salaries and Allowances**

<b>Summary of total Salaries and Allowances</b>	<b>Budget year 2013/2014</b>	<b>Budget Year 2014/2015</b>	<b>Budget Year 2015/2016</b>
<b>Councillors</b>			
Basic salaries	7,969,849.55	8,607,437.51	9,382,106.89
Car Allowances	1,992,462.39	2,151,859.38	2,345,526.72
Skills Development levy	105,131.24	112,490.43	122,614.56
Travel claims	300,000.00	321,000.00	349,890.00
Cellphone Allowances	550,812.00	594,876.96	648,415.89
<b>Sub- Total-Councillors</b>	<b>10,918,255.17</b>	<b>11,787,664.27</b>	<b>12,848,554.06</b>
<b>Section 57 Employees</b>			
Basic salaries	3,948,238.20	4,264,097.26	4,647,866.01
Skills Development levy	39,482.38	42,640.97	46,478.66
Travel claims	200,000.00	216,000.00	235,440.00
Performance Bonuses	552,753.40	596,973.68	650,701.31
<b>Sub Total - Section 57 Employees</b>	<b>4,740,473.99</b>	<b>5,119,711.90</b>	<b>5,580,485.98</b>
<b>Other Municipal Staff</b>			
Basic salaries	16,483,884.86	17,802,595.65	19,404,829.26
Pension contributions	2,650,016.47	2,862,017.79	3,119,599.39
Medical Aids contributions	1,419,302.00	1,532,846.16	1,670,802.31
Car Allowances	1,840,000.00	1,987,200.00	2,166,048.00
Travel Claims	300,000.00	324,000.00	353,160.00
Overtime	200,000.00	216,000.00	235,440.00
Skills Levy	183,238.85	197,897.96	215,708.77
UJF Contributions	164,838.85	178,025.96	194,048.29
Rental Allowance	158,401.00	171,073.08	186,469.66
Home owner Allowances	20,250.00	21,870.00	23,838.30
Group Life	661,035.15	713,917.96	778,170.58
IDC	8,232.00	8,890.56	9,690.71
Service Bonuses	1,315,234.57	1,420,453.34	1,548,294.14
<b>Sub Total - Other Municipal Staff</b>	<b>25,404,433.75</b>	<b>27,436,788.45</b>	<b>29,906,099.41</b>
<b>TOTAL SALARIES</b>	<b>41,063,162.91</b>	<b>44,344,164.63</b>	<b>48,335,139.45</b>