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EXECUTIVE SUMMARY

'RESHAPING LOCAL GOVERNMENT IN SOUTH AFRICA'

The National Government paints a holistic picture in measuring whether, the lives of people are improved and local government is the local sphere that translates the vision of the national into action. It is through local government that tangible results are evident and lives of people within respective areas are shaped, improved and confidence is high. It is also the first door that ordinary citizens knock on to express concerns about any elements that touch life, be it economic or social dimension. It is also an orthodoxy of humanity that the very same citizens do not know about Powers and Functions of local government. The fact that Water and Sanitation is being managed by another separate sphere, whilst refuse and electricity is being billed by local government is identical to them. When there not enough health services in the particular or requires financial assistance to start new entrepreneurship citizens first approach municipalities and it is at this stage that they get directed to correct government departments or agencies. Immediately this calls for local government to approach developmental issues in an integrated manner and act as an agent that collects and coordinates the information in a friendly manner from national departments to local people. In certain instances information is not cascaded in a manner that is well understood by our local people, and/or not presented to them at all. It also happens that local people do not know about the opportunities offered by the municipality when South Africa among other countries has progressed so much in terms of public participation.

The IDP approach is one that is BEST in tackling development in a manner that contains all attributes of developing and improving human life, however, this is not realised by some of other government departments. There is commonality in all objectives of government departments, that, which is to improve the lives of the people occupying the space of SA region. Even through the IDP's are developed, the reality is that they are not taken in the same spirit by other contributing and profound

parties for various reasons. This means that to a certain extent development and implementation of IDP is not synergistically approached.

Over the recent months local municipalities across South Africa have witness a new era, in conducting its business from the citizens who are outraged by what appears to be poor performance of the government they trust to develop, enhance their lives and material standards since birth of the new country which respects the rule of law and democracy for all that live within such space. It has emerged through industrial actions that citizens of South Africa have lost hope in the municipalities that govern their local areas, pool of jobless have widen, poverty has reinforce itself in another form especially with the world economic situation being so lied back, the elite class having better opportunities whilst the poor are still stuck in their traditional methods of living and youth being unoccupied has resorted on engaging with criminal activities.

The study conducted by Cooperative and Traditional Government states that the situation is exacerbated by local officials and councillors who are motivated by greed and poor standards of ethic. Poor performance of local government effectively means that National Sphere of government is failing the people of South African Region. People of South Africa when lambasting the local government do not take into account other contributing factors, such as the limited resources that municipalities are suffering from. These include insufficient financing of local projects that we better the lives and upgrade community skills, the equipment which is obsolete and require constant maintenance etc. Over a very long period of time rateable areas have not been paying rates, leaving municipalities with billion of Rands being owed. This is the loss of income to the municipality which could be used fruitfully in community projects. The roll out of housing projects either by small or metros for instance indicates that municipality do not have the capacity to do and satisfy all people at once.

Local citizens have become very dependent upon government to provide jobs such that an initiative from the side of the community is gradually picking up. Social capital within municipal areas that are poverty stricken seems to be low. It is alarming that,

the eruption on the dissatisfaction of citizens has been demonstrated ahead of South Africa hosting the 2010 Soccer World Cup. This means that, government has to balance between priorities of communities whilst, pumping large amounts of money for upgrade and new construction of public infrastructure. To a certain extent, people who are in the pool of poverty view this taking precedent over delivering on the basic needs. This also means that people of South Africa will welcome the world whilst being unhappy about their lives at a local level. These are reasons why, the government deemed it imperative to conduct an assessment of how the political and administrative system of municipalities is being managed.

To this extent it appears that, albeit the National Government and leading political party have made commitments to the people of South Africa in general, implementation of these goals have gradually fallen to the administration that has compromised the needs of our local people. Introduction of a Turn-Around Strategy aims to reinstate confidence among people of South Africa by making local government more efficient and effective in terms of public administration. By and large, ensure that the government does not go out making false promises that cannot be achieved through local government. This on its own vindicates the fact that, local governments in South Africa, has not been effectively accountable to its citizens and National government in terms of delivering on the mandated targets. The audit conducted by the Cooperative and Traditional Government came at the correct time to rule all elements of maladministration.

The above was just drawing on a broader perspective of SA issues. Emnambithi/Ladysmith Municipality is one of the medium sized municipalities that is also characterised with high debt rate owed individuals, high levels of unemployment, spatially unsuitably distributed pockets of areas that are slightly receiving basic services, high rate of crime, deteriorating health standards, gradually increasing young graduates without jobs. This municipality performs within specified powers and functions. This does not mean that if a required scope falls outside the powers and function of the municipality becomes irrelevant, but rather, the municipality coordinates and facilitate with the correct departments until the issue is successfully address.

THE MUNICIPAL SPACE

Emnambithi/Ladysmith Municipality is laid on the banks of UThukela River within the region of Northern KZN and bordered by the greater Drakensberg Mountains to the extreme West. This municipality forms part of UThukela District Municipality and is the main economical administration centre of the entire district. This municipality covers approximately 3000 km² of which 70% is rural with limited basic services. Within a broader context, Ladysmith is midway between Johannesburg, Durban and Free-State Province. Until the construction of Qedusizi Dam, lower parts of the Ladysmith CBD continuously experienced flooding and this part of the town lacks investments from private owners. According to the recent statistics a number of 225 459 residents are settled within the municipal area.

LEADERSHIP OF THE MUNICIPALITY

This municipality strives to ensure that we continuously provide good leadership politically, administratively and other ways. We present this Council on the basis of the following:

- We remain accountable to the people we govern;
- We hold high good principles of public management;
- we are guided by good objectives to see the lives of our citizens improved;
- we instil the notion of equal society;
- we respect the rule of law;
- we are sensitive towards the needs of the community;
- we maintain good integrity;
- We conduct our financials in a sound manner

THE COUNCIL

The Council is led by the Mayor: Honourable Cllr. BCP Mazibuko and complemented by 60 Councillor in addition, including the Speaker Cllr. R. Niemand and Deputy

Mayor Cllr Madlala. Decisions taken by this leadership are as a result of targets they put in place in the IDP. This shows that, IDP is not considered as standard document required by the Premier of the province who is bound by the legislation. This Council structure regards IDP as a living document within which guides their decision making and business. Councillors of this Municipality respect the Code of Conduct and the Speaker always provides direction in such matters. The full Council usually meets once a month to discuss important matters. Prior to Council meetings, is the EXCO which is chaired by the mayor and sits at least twice a month with all respective councillors and heads of municipal departments.

ADMINISTRATION

Municipality consist of seven departments all led by competent managers, who provide long, medium and short term goals, coordinate the resources to in order for subordinates to execute tasks effectively and efficiently, lead and inspire the middle managers to deliver speedily with limited resources and lastly ensure that they control and remain accountable for administrative decisions taken under their leadership. One of the challenges that all these managers face is the low staff morale, which has prompted the Manager of Cooperate Services to acquaint other senior managers on the significance of boosting confidence of our technicians. Further, on this management team is bound by performance contracts under the watch of the performance manager in the office of the accounting officer. Similar to other municipalities of our size, we also face shortage of resources but does not excuse the slow pace of service delivery. Four senior management posts are section 57, whilst 3 are managers reporting directly to the Municipal Manager. Out of the four section 57's two of those posts are vacant (CFO& Infrastructure), however, competent managers are currently acting to ensure continuity.

THE INTEGRATED APPROACH

Over the years IDP's in the whole province have been developed and evolved with others regarding it as a compliance documents, whilst other municipalities such as this one have analysed with an intention to put IDP into action through which tangible

results could be observed by the communities. From the commencement and submission of IDP's to the Premier's Office, we have always received an assessment report touching on areas of concern and at times commending municipality for good initiatives demonstrated during the review cycle of the upcoming IDP. The IDP 's in general in the entire province will not improve without such comments and the Province is commended for this continuous capacity building. During this year, Council carefully analysed its strategy when approaching IDP and as such arrived at the following as an ideal approach:

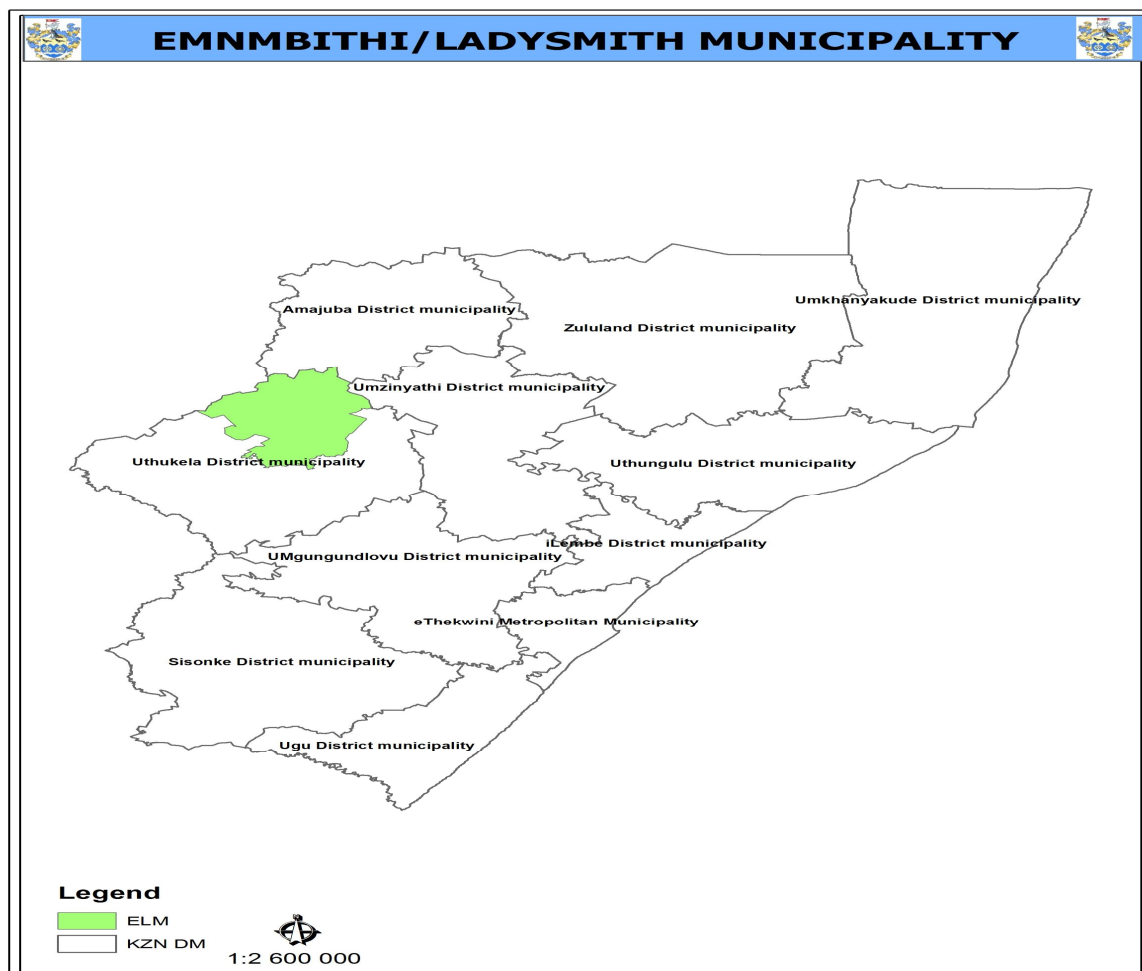
- Go out on community workshops to gather data in terms of what affects community the most over and above what was contained in the IDP of 2009/2010;
- Community to select what has become a priority given the circumstances, particularly in view of the World economic crisis;
- Give a projection of what will be cost to Council on each project identified by the community;
- Capture all of the above in a friendly format which is easy to interpret;
- Conduct a SWOT analysis for each department in the municipality to verify feasibility of establishing and maintaining the project;
- Make comparison of the projected costs against Strengths and Opportunities of each Department;
- Make submissions and discuss with sector departments on funding projects and roles to be played
- Prioritise Projects that can be funded through municipal budget immediately before the end 2011 Those that are beyond 2011;
- Appraise the community through public participation

Prior to the approval of the IDP, the following structures meet to discuss it in detail. Council in terms of the legislation is the structure that is entrusted with the responsibility of IDP approval. Our municipal IDP is then fed to the District IDP to give the holistic view. It is the same IDP that coordinates and link spatial information with non-spatial data in a single and user friendly presentation.

CHAPTER ONE

INTRODUCTION

Emnambithi/Ladysmith Municipality is laid on a 3000km² of the District Regional Space, it is the primary node of within the District Municipality and accommodates high order services such administrative utilities. It is located on the towards the Northern part of the of KZN and halfway between Durban and Johannesburg. Approximately 30% of the municipality is urban whilst 70% is rural.



POLICY	DIRECTIVES
<p>Constitution of the Republic of South Africa, 1996</p> <p>The constitution is the supreme law of land. The Bill of Rights enshrines the rights of all people in our country and affirms the democratic values of human dignity, equality, and freedom.</p>	<ul style="list-style-type: none"> • Section 24: Everyone has the right to an environment which is not harmful to their health or well-being. • Section 26. (1): everyone has the right to have access to adequate housing. • Section 152 spelling out the objectives of local government as insuring access to at least basic services and facilitating economic development within a framework of financial sustainability.
<p>Municipal Systems Act, 2000 (Act 32 of 2000)</p> <p>In terms of the Act and the Local Government: Municipal Planning and Performance Management Regulations, 2001 all municipalities must prepare a Spatial Development Framework (SDF) as a core component of the Integrated</p>	<ul style="list-style-type: none"> • It must give effect on the Chapter 1 Principles of the Development Facilitation Act, 1995. • Set out objectives that reflect the desired spatial form of the city. • Contain strategies and policies regarding the manner in which the objectives will be achieved. • Set out basic guidelines for a land-use management system in the municipality. • Set out the Capital investment Framework for the municipality's development programs. • Contain a strategic assessment of the environmental impact of the SDF. • Identify programmes and projects for the development of land;

Development Plan (IDP).

- Provide visual representation of the desired spatial form of the city, indicating the following:
 - Where public and private development and infrastructure investment should take place;
 - Desired or undesired utilisation of space in particular areas;
 - Urban edge;
 - Areas where strategic intervention is required;
 - Areas where spending is required; and
 - Alignment with Spatial Development Frameworks of neighbouring municipalities.

Development Facilitation Act, 1995

The most significant Act defining principles to guide planning and development.

- Promote the integration of social, economic, institutional, and physical aspects of land development.
- Promote integrated land development in rural and urban areas in support of each other.
- Promote the availability of residential and employment opportunities in close proximity to or integrated with each other.
- Optimise the use of existing resources relating to agriculture, land, minerals, bulk infrastructure, roads, transportation, and social facilities.

	<p>Promote a diverse combination of land uses, also at the level of individual erven or subdivisions of land.</p> <ul style="list-style-type: none"> • Discourage the phenomenon of urban sprawl in urban areas and contribute to the development of more compact towns and cities. • Contribute to the correction of historically distorted spatial patterns of settlement. • Encourage environmentally sustainable land development practices and processes. •
<p>National Environmental Management Act, 1998 (Act 107 of 1998)</p> <p>Establishes principles for decision-making matters affecting the environment.</p>	<ul style="list-style-type: none"> • Development must be socially, environmentally and economically sustainable. • Equal access to environmental resources, benefits, and services to meet basic human needs; • The utmost caution should be used when permission for new developers is granted
<p>National Housing Act, 1997 (Act no. 107 of 1997) and National Housing Code</p>	<ul style="list-style-type: none"> • Prioritise the housing needs of the poor. • Provide as wide a choice of housing and tenure options as is reasonably possible. • Be economically, fiscally, socially financially affordable and sustainable.

To provide for the facilitation of a sustainable housing development process and to lay down general principles applicable to housing development.

The National Land Transport Transition Act, 2000 (Act 22 of 2000)

The purpose of the act is to provide for the transformation and restructuring of the national land transport system of the country.

- Be based on integrated development planning.
 - Consider and address the impact on the environment.
 - Socially and economically viable communities.
 - Safe and healthy living conditions.
 - Racial, social, economic and physical integration in urban and rural areas;
 - Effective functioning of the housing market and level playing fields.
 - Higher densities and the economic utilisation of land and services.
 - Community and recreational facilities in residential areas.
- Land transport planning must be integrated with the land development process.
 - Enhance the effective functioning of cities, towns and rural areas through integrated planning of transport infrastructure and facilities.
 - Direct employment opportunities and activities, mixed land uses and high density residential development into utilisation public transport corridors interconnected through development nodes within corridors.
 - Discourage urban sprawl where public transport services are inadequate.
 - Give priority to infilling and densification along public transport corridors;
 - Enhance accessibility to public transport services and facilities.

Millennim Development Goals, 2000

The Unoted Nation's Millennium Development Goals is an ambitious agenda for reducing poverty and improving lives. The target for archeiving most of the goals is 2015, using 1990 as benchmark

National 2014 Vision**National Spatial Development Perspective**

- Halving extreme poverty and hunger;
- Achieving universal primary education;
- Promoting gender equity;
- Reducing under-five mortality by two-thirds;
- Reducing maternal mortality by three-quarters;
- Resrving the spread of HID and AIDS, malaria and TB;
- Ensuring environmental sustainability;
- Developing a global partnership for development, with targets for aid, trade and debt relief

- Reduce unemployment by half;
- Provide the skills required by the economy;
- Ensure that all South Africans are fully able to exercise their constitutional rights and enjoy the full dignity of freedom;
- Compassionate government service to the people;
- Massively reduce health risks;
- Significantly reduce the number of serious priority crimes;
- Position South Africa strategically as an effective force in global relations

- Economic growth is a prerequisite for the achievement of poverty alleviation;
- Government has a constitutional obligation to provide basic services to all citizens wherever they reside;
- Beyond basic services, government spending an fixed investment should be focused on localities of economic growth and /or economic potential;
- In localities with low demonstrated economic potential, government should, beyond the provision of basic service, concentrate primarily on human capital development;
- Future settlement and economic development opportunities should be channelled into activity corridors and nodes.

Provincial Growth and Development Strategy

- Increasing investment in the Province;
- Skills and capacity building;
- Broadening participation in the economy;
- Increasing competitiveness

ASSESSMENT OF PREVIOUS IDP

MEC COMMENTS

1.1 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

I note that there is an Organisational Performance Management System (OPMS) in place. This is not comprehensive and insufficient information is provided. It is unclear whether a comprehensive Performance Management System (PMS) has been completed but not included in the IDP, or whether the PMS Section of the IDP constitutes your entire PMS. Improvement in the quality of your IDP can be achieved in terms of providing an indication of baseline targets/ the achievements of previous years targets and how they have influenced the setting of the 10/11 IDP targets. You are reminded in terms of Section 34 of the Municipal Systems Act (MSA), that your IDP review must be in accordance with the assessment of your performance measurements in terms of Section 41 of the MSA.

In terms of institutional capacity, an organogram (2004) has been included and indicates several vacancies. Due to the organogram being outdated I am unable to ascertain how critical vacancies impact on Municipal performance and service delivery. The development and implementation of a Human Resource (HR) Strategy has not been addressed in the IDP although there is evidence of other HR Policies. The filling of vacancies and the implementation of HR Strategies and Policies are important in order to improve organisational and staff capacity and capability, and ensure effective and efficient functioning of your Municipality.

1.2 LOCAL ECONOMIC DEVELOPMENT

A local Economic Development (LED) Plan has been developed and included in the IDP. The Plan was adopted in 2004 and is currently under review. In addition, I note that an Agricultural Plan, Tourism Plan and Economic Development Strategy were also adopted in 2004.

The LED plan has taken cognisance of competitive and comparative advantages that your Municipality has; identifying and promoting opportunities presented for Small, Medium and Micro-Enterprise (SMME), tourism and agricultural development; and alignment with the National Spatial Development Perspective (NSDP). Improvement is required with regard to the implementation of the LED Plan in terms of setting clear objectives and strategies linked to realistic time-frames. I therefore recommend that progress on the implementation of the LED Plan be included and integrated, particularly with regard to the priority projects which will stimulate local economic development in your Municipality.

1.3 BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT

I note that Sector Plans for service delivery and infrastructure investment have been prepared and implemented, however, the structure of the key Performance Area is lacking in terms of identified objectives, strategies and targets. There needs to be a more holistic approach to infrastructure planning and it needs to be clearly articulated in the IDP. The 11/12 IDP needs to provide more detail in terms of service delivery and infrastructure investment in terms of service delivery and infrastructure investment in terms of baseline information, how the Municipality is addressing backlogs and those areas requiring special attention. It is apparent from your IDP that Operational and Maintenance is a challenge and strategies need to be developed to address this issue.

In terms of free basic Services (FBS), I note that your Municipality has developed an indigent Policy and committed to providing FBS to the relevant households in your Municipality.

1.4 FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT

Financial information has been provided and includes a multi-year budget, a capital and operational budget and articulates internal and external funding sources. I note the development and implementation of Financial Policies which is positive as the implementation of these Policies will ensure financial viability and sustainability of your Municipality. I further note issues raised by the Auditor-General have been

addressed. There is evidence of budget, performance management and IDP alignment. This key Performance Area could be enhanced through development of a comprehensive Financial Plan that includes a long-term strategy on how your Municipality will be resourced over the medium and long-term, and its alignment to the development strategies of the IDP. It needs to include a one year operational plan, and a Medium Term expenditure Framework with key deliverables for the next five years, support by a measurable budget which is then translated into the Service Delivery Budget Implementation Plan (SDBIP).

1.5 GOOD GOVERNANCE AND COMMUNITY PARTICIPATION

Community participation forms the core of the Good Governance Key Performance Area. There is strong evidence of community participation in the Municipality, however, a Communication Strategy/ Plan has not been developed. The development and implementation of Communication Plan/Strategy would improve the credibility of this Key Performance Area as well as strength Wards, wards-based plans and the institution.

In terms of the needs of special groups, your Municipality needs to ensure mainstreaming of the needs of all special groups such as gender issues, HIV/AIDS, youth, disabled, children and senior citizens.

1.6 SPATIAL DEVELOPEMNT FRAMEWORK

The Spatial development Framework (SDF) has been included. I note from the information provided that the SDF is comprehensive although it would be enhanced through alignment to National and Provincial priorities such as the National Spatial Development Perspective (NSDP), incorporating the Strategic Environment Management Plan into the Spatial Development Framework and development of maps to argument the IDP and give a visual representation of the text. I would further recommend that a spatial representation of you Capital Investment Framework be included as part of your SDF.

1.7 GENERAL COMMENTS

The following general comments regarding the content and structure of your IDP could assist in further improving your IDP during the 2011/12 review cycle:

Your IDP is not well structured or user- friendly, and it does not make use of the recommended Generic Guideline as advocated by Department of Cooperative Governance and Traditional Affairs (COGTA). The credibility of your IDP would be enhanced by the use of the guideline document. Further improvement is required in terms of page numbering and editing.

2. OTHER KEY OBSERVATIONS TO TAKE INTO CONSIDERATION

In addition to the comments that have been made above, below are points that have to be adhered to regarding developments, intricacies and challenges that Municipalities face in the arena of development and planning. I particularly note the following:

2.1 NATIONAL TEN PRIORITY AREAS

As stated in my previous letter, the national ten priority areas identified in the Medium Term Strategic Framework (MTSF) (2009 to 2014) provide a clear indication of Government's intent to give effect to its strategic objectives and electoral mandate over the next five years. These priorities are:

- more inclusive economic growth, decent work and sustainable livelihoods;
- economic and social infrastructure; rural development, food security and land reform;
- access to quality education
- improved health care;
- the fight against crime and corruption;
- cohesive and sustainable communities;
- creation of a better Africa and a better world;
- sustainable resource management and use; and

- a developmental state including improvement of public services.

These MTSF priorities should continue to inform your 2011/12 IDP process, until such time as more details become available from the national and Provincial Planning Commissions.

2.2 IMPLICATIONS OF LOCAL GOVERNMENT ELECTIONS 2011

The Local Government elections are due to be concluded early in 2011, but this process should not affect the flow of the IDP process. In the event of the new Council wanting to make changes to the 2011/12 IDP, the new Council can follow the amendment procedures contained in the Section Three of the Local Government: Municipal Planning and Performance Management Regulations, 2001.

2.3 MUNICIPAL TURNAROUND STRATEGY

I acknowledge that you have incorporated your Municipal turn-around Strategy (MTAS) in the IDP.

Be advised that as of 01st July 2010, we are at implementation phase of the MTAS. Please note that there will be no additional financial assistance to support Municipalities to achieve the objectives identified in their respective strategies.

2.4 IMPLICATIONS OF KZN PLANNING AND DEVELOPMENT ACT 6 OF 2008

The KwaZulu-Natal Planning and Development Act, 2008 (Act 6 of 2008) came into effect on 1 May 2010 and the first Amendment to the Act has been developed and is currently in the public comment stage. Currently, a draft KwaZulu-Natal Planning and Development Act (KZNPDA) Manual is available on the Department Website and has been prepared to guide municipalities in their successful implementation of the Act.

Invitations calling for nominations to serve on the KZNPDA Norms and Standards Steering Committees have been published and appointment process is going. Once appointed these Steering Committees will develop Norms and Standards for the

following topics: Urban densification; spatial imperatives for public capital investment; Provincial Norms and Standards on rural land use; protection and enhancement of the character of Kwazulu-Natal's landscapes; and sustainable energy usage. You are encouraged to participate in this process as it unfolds. You are furthermore requested to incorporate the Norms and Standards into you IDP and scheme, as they become available.

3. OVERALL CREDIBILITY ASSESSMENT OF YOUR IDP

The credibility of your IDP would be enhanced through further improvement in all the Key Performance Areas. Specific attention should be given to institutional and Good Governance.

INTERNAL ORGANISATIONAL CHALLENGES

DEPARTMENTAL SWOT ANALYSIS

This Council decided to tackle issues head on and developed an analysis of each Department within the Municipality. This serves as our basis and is measured against the Powers and Functions to evaluate the level of services that we deliver to the community. It also assist municipality to assess comprehensively the speed within which we deliver the services in terms of the Service Charter which we developed during year 2007. However, the following will focus more on the problems currently experienced within each section of the department and solutions have been provided but have not been adopted by Council as either a short or long term plan. Nonetheless, the Turn Around Strategy will focus on projects that Council committees prior and post 2011

DEPARTMENT OF PUBLIC SAFETY

Problem Statement: Disaster Management

- ▶ Disaster Management plans are not updated regularly
- ▶ Risk Assessment plans are not updated regularly

Root of the Problems Identified

- ▶ Control Officer Disaster Management has to also conduct the duties of the Specialist Fire Officer, whose post is vacant since 2000.

Problem Statement: Fire Fighting Services

- Fire prevention inspection are not done regularly
- Building plans are delayed
- The fire tenders and equipment is in a unacceptable state of disrepair
- The turn-out time to remote areas is not up to standard

Root of the Problem

- The distance between Ladysmith and the remote areas
- The fire-fighting machines and equipment is old and not replaced regularly

Problem Statement: Licensing Section

- Backlog of driver's license bookings - four month waiting period
- Backlog of Learner's license bookings - four month waiting period
- Long queues
- Waiting for certain vehicle transactions up to six weeks
- No waiting room for learner's license applicants
- No host to assist the public when they enter the building

The root of the problem identified

- Existing building too small - only five terminals for vehicles and driver's license transaction
- Inadequate testing facility
- Staff shortage
- Current staff is performing both DLTC and MLB functions
- No inquiries counter

Problem Statement: Fleet Management

- Waiting period for repairs of vehicles
- Waiting period for repairs of tires

Root of the Problems identified

- Shortage of staff, mechanics and assistants
- Outsourcing of repairs to vehicles
- Driver negligence

Problem Statement: Traffic Management

- Shortage of Staff
- Poor tarred roads
- Inadequate budget
- No co-operation from Provincial Department

Root of the Problem identified

- Staff not budgeted for when Steadville, Ezakheni, Colenso and Van Reenen were incorporated into Emnambithi / Ladysmith. One supervisor and five general workers that conducted road markings in the then Ladysmith continue to mark roads and such all areas cannot be covered.

Problem Statement: Street Naming

- Lack of street names in the new developments
- Inadequate budget
- Damage to Street names in Ezakheni and Steadville
- Shortage of staff

Root of Problems identified

- More staff is needed which must be included in the road marking team to perform the dual function of erecting street names.
- Funds allocated for the financial year for the purchase of street names is inadequate as the budget on the maintenance of street name line item was not increased to accommodate the areas incorporated into Ladysmith.
- A total of 137 damaged street names in the central business district and suburbs have to be replaced.
- Street names in Ezakheni and Steadville are purposely damaged or removed. This is evident as in most areas only the street name is removed leaving the road sign to be displayed.
- Numbering of housing not done systematically in Steadville and Ezakheni. Due to the lack of funds Council cannot comply with new legislation (white background with black letters).

DEPARTMENT OF FINANCE

Strengths: Credit Control and Debt Collection

- Credit Control to improve collection processes on an ongoing basis, for example the focus on contrasts for owners and implementation of supply of electricity via pre-paid systems;
- Successful write off debts for services (+/- R27 million and +/-11 million for arrear indigency);
- Consumer deposits increased over the year from +/- 4 million to +/- 8 million with the implementation of credit control of arrear debtors (additional increase of R100.00 per disconnection);
- Handover accounts- debt is handed over to the legal section for collections at the age of 60 days significant improvement.
- Training- the credit control and legal sections have received training on the Debt Collection System (Geo-Reality).
- ITC credit checks are done to get more information on consumers, including indigent applications. This process has enhanced debt collection.
- Processing of the benefit to indigent consumers is immediate.
- Successful interactions with debt of Public Works resulted in upfront payment of rates for the 2009/10 FY.
- The Credit Control Section now produces final notices to be posted to the consumers. The Legal Section thereafter prepares final demands and summons in the legal process (registered post)

Weaknesses: Credit Control and Debt Collection

- The time frames do not comply by all role players. The administrative burden regarding the Indigent and record keeping for arrangements is problematic (filing systems)
- Deposits are currently charged at R500.00 per household and R300.00 per flat. This needs to be revised, increased and approved by Council.
- Deceased estates- This forms about +/- 40% of the total debt.
- Title Deeds and ownership details is problematic.
- Lack of credible data to speed up collection of debt, especially old debt.
- Queried accounts are timeously resolved (notepads not purged)
- Lack of co-ordination and communication between departments of disconnections and re-connections.
- Interest is inflating the debt, and creating an unrealistic picture of debt.
- The verification process for application indigency is time consuming and the administrative burden.
- The Dept of Finance is not giving the legal section a file with a full analysis of the handover debt.
- The Legal section has not identified debt that has prescribed in the legal process, and needs to be written off. This must be done urgently as this will assist in identifying debt that is collectable. This will decrease legal costs as we will be

actioning only collectable debt.

Opportunities: Credit Control and Debt Collection

- To develop in house methods for the improvement of collecting outstanding municipal debt, for example, the control and in house Legal Section must interface with the new prepaid vending system.
- Meetings with ward councillors to improve payment rate in Ezakheni must be revived, and must contribute to debt reduction. Currently, debt in Ezakheni is increasing by approximately R500 000.00 per month.
- Streamlining of credit control action to reduce bottlenecks.
- Developing effective systems to allocate indigent funding to the poorest of the poor.

Treats: Credit Control and Debt Collection

- Not achieving targets regarding the collection rate has a negative impact on the budget, and on service delivery.
- Incorrect debit raising, for example refuse being charged on vacant land.
- Electricity is often estimated after a property has is disconnected for non-payment. This has an impact on the debit raising and performance targets.
- Consumers submitting false information to qualify for indigency.
- Huge turnover of staff in the credit control section-no stability and continuity.
- Workshop on Debt Collection-workshop on debt collection held with management. Two workshops with Councillors did not materialise.

Strengths: Income Section

- Implementation of a consumer query list.
- New service contracts are entered into with owners of properties only.
- Electronic processing of departmental payments and staff deductions.
- Refund payments processed via ACB.
- The successful implementation of the Municipal Property Rates Act.
- The property rates do not prescribe and can be collected through the legal process.
- All ratepayers were billed accordingly over 11 installments.
- The successful processing of the supplementary valuation rolls (sv1, sv2, sv3, sv4) increased the rates income of the municipality.
- Major cleanup of ownership data has been effected and is ongoing.
- Implementation of new service contracts.
- Implementation of new service contracts.
- Implementation of new journal form including the checklist.

Weaknesses: Income Section

- ensuring that the valuation data is aligned to Samras in respect of values and categories
- Receipt of timeous information in respect of installation of prepaid meters.
- Resolving of consumer queries need to improve.
- Improvement in the turnaround time on the issuing of rates clearance certificates.
- Too many mistakes are made in the punching and capturing of journals.
- An incorrect database for owners (estates not registered) and housing allocations to new owners
- The municipality official receipt, new thermal printer to be purchased and programmed (log 8832 with IT): Outstanding since September 2009. Receipt without an official municipal logo/ letterhead is a concern for consumers.
- At times, delays are experienced in the updating of cash.
- Huge absenteeism in this section is problematic: front line staff.
- Staff does not follow correct procedures although standard operating procedures have been developed.
- Electronic processing of supplementary valuation calculations and rates clearance applications still not finalised.
- Interfacing Samras with Deeds Office to ensure accurate information on owner accounts is still outstanding.
- Filing: inadequate filing system, source documents cannot be traced.
- Disciplinary action: Process of disciplining staff is slow.
- Analysis of accounts takes long.
- Finalisation of the electronic process on SAMRAS needs to be expedited, e.g. issuing of RCC.

Opportunities: Income Section

- Contour Third Party Vending to be made available at major outlets to be expedited. This will make services accessible to more consumers, and will alleviate queues at municipal offices.
- Consideration of rates incentives for customers paying rates in advance for the year.
- Making the pre-paid electricity tariff cheaper than the conventional tariff will be an incentive for consumers to install pre-paid meters.

Strengths: Expenditure Section

- 90% of Creditors are paid within 30 days from date of statement.
- 95% of Creditors and direct payments are paid via ACB.
- Implementation of the self insurance fund has significantly reduced council's Insurance premium.

Weaknesses: Expenditure Section

- 25% of Creditors deliver goods to the department and leave original.
- Invoices with the department which leads to misplacement of such invoices.
- Non Compliance with Supply Chain Management Procedures which leads to
- Supplies rendering services without official order numbers.
- Departments do not keep delivery notes for goods delivered, which is problematic when invoices are to be certified.

Opportunities: Expenditure Section

- Department of finance has taken a decision to ensure that all supplies' original tax invoices be posted/delivered directly to our department.
- Submission of all suppliers' original tax invoices by the 5th of every month.
- Co-operation and communication with all departments.

Threats: Expenditure Section

- The submission of invoices to other departments during the delivery of goods and services.
- Creditors putting account on hold for non payment.
- Interest and penalties are being charged and legal action may be taken against the municipality (fruitless and wasteful expenditure).

Strengths: Annual Financial Section

- The grant payments are done immediately after the MCM's approval unless or otherwise there are some missing documents then payments are delayed.
- Grants Reconciliation is prepared on a monthly basis and presented to the relevant committees.
- Grants queries are also attended and resolved with a maximum of 30 days.
- New stock item numbers has been issued for all stock items.
- Stock reconciliations are now being prepared monthly.

Weaknesses: Annual Financial section

- Pressure from contractors demanding payments before approval is obtained from MCM.
- Receiving incomplete invoices from the departments.
- Incorrect vote numbers being used when receipting the Grants Payments.
- Processing of journal vouchers after the recon' has been reconciled.
- Processing of journal vouchers without supporting documents.
- Contractors failing to put all information on invoices, example vat numbers.

- Stock has not been conducted in the 2009/2010 financial year.
- The formula to calculate the unit price of the stock item must be reviewed.
- The unit price must be market related.
- Fuel and oil requisitions are not captured daily.
- Unidentified deposits on the bank reconciliation are problematic.
- No progress made towards moving an electronic bank reconciliation system.
- Lack of communication between sections in the department regarding receipting of direct deposits.
- Sections and departments do not adhere to the action plan in the timeous completion and submission of AFS (blue light scenario).

Strengths: Asset Management

- A lot of work has been done to convert the asset register to be GRAP compliant.
- Bar-coding of assets successfully completed.
- Funding approved and awarded by Province for the Asset Management Program to be GRAP compliant.
- Appointment of accounting firm to ensure that all disclosure of assets in terms of GRAP is done correctly and to train all staff to ensure that the costing of assets is correct so that the register will show repairs and maintenance of each asset.
- Appointing SAMRAS to set all parameters for the asset register to be GRAP compliant on the SAMRAS system.
- Setting up a land committee to deal with disposal of all land and to determine the use of all land and municipal houses.
- Appointment of staff to work with the evaluator to check all servitudes under the municipality.
- Formation of the asset management steering committee to look at the changes in assets in terms of asset management and GRAP. Formation of the asset unit.
- Training of staff.

Weaknesses: Asset Management

- Bar-coding of assets to be updated before 30 June 2010.
- Physical verification and condition assessment of all movable assets before 30 June 2010.
- Reviewing of all useful life of assets before 30 June 2010.
- Formation of all land register before 30 June 2010.
- Identifying all servitudes owned by municipality before 30 June 2010.
- Identifying all impairment assets on infrastructure assets before 30 June 2010.
- Identifying all investment assets and all land held for sale before 30 June 2010.
- Investment and inventory policy 30 June 2010.
- Failure to action and use the asset management module on the SAMRAS system.
- Disposal plans to be actioned before 30 June 2010.
- Disposal of assets to be actioned by 30 June 2010.
- Identifying all minor assets e.g. library books and loose tools and information of the register.
- Identifying all lease assets and checking all finance leases.
- Ensuring that all costing of assets is done correctly by all departments in order to

- show all repairs and maintenance, new assets, spare parts in the register.
- Reviewing of all procedures for asset count and stock count before 30 June 2010.

DEPARTMENT OF COOPERATE SERVICES

Strengths:

- Adequate capacity exist to do competency based recruitment and selection;
- Knowledgeable staff available to deal with labour matters;
- Knowledgeable staff to do job evaluations;
- Sufficiently qualified staff to deal with EAP;
- Skills Development Facilitator appointed and approved Skills Development Plan in place.

Weaknesses:

- Co-operation from some departments and postponement of short listing and interviews;
- Everybody tries to be labour expert.
- Managers do not subject newly created posts to evaluation.
- No support for the cause;
- Training department not adequately capacitated;

Opportunities:

- The right people will be appointed for the right jobs;
- Sound labour relations;
- Proper identification of job description and performance enhancement;
- The avoidance of a sick unproductive workforce;
- Utilization of external service providers for training programs.

Threats:

- The danger of other municipalities poaching staff;
- Unions may assume to be left out.
- Section may be overloaded by requests from other municipal;
- Referrals may be too late and costly to council;
- Cost of council may be very high;

DEPARTMENT OF ENGINEERING

Strengths: Building Control

- The Section Head has more than forty (40) years of knowledge in this field.
- The section is able to improve with limited resources that are at their disposal.
- Good organizing Skills with basic equipment.
- Excellent teamwork + Skills co-ordination.
- A commitment level of majority of staff is high.
- Communication with and assisting other departments is common.
- Able to react and adapt to the changing political and administrative demand made.
- Academically qualified individuals / expertise.

Weaknesses: Building Control

- There is a shortage of skilled staff applying for vacancies. No Building Control Officer.
- Retention of skilled staff.
- Most staff is trained leave the organisation for greener pastures.
- The salary scales does not reflect the current market related remuneration for scarce skilled staff.
- The appointment of qualified but inexperienced staff.
- Productivity levels of staff low.
- Punctuality of staff.
- Disruptions, e.g. Union Meetings, ABET Classes, Disciplinary Hearings.
- Absenteeism of staff.
- Lack of discipline of staff.
- Contractors that are appointed are not experienced and do not have the required knowledge and experience and lack of resources.
- Filling of Vacant Posts with Job Creation Staff.
- Misuse of council's property, accidents.
- Support departments not effective, we have to beg for the staff in the departments to do their job, when they should be doing what they are paid for.
- Lack of procedures in various departments.
- The Municipality (processes and staff) are not very flexible.
- Lack of IT software (recording and monitoring backlogs, work undertaken, vehicle tracking).
- No admin support.
- Non compliant Buildings.

Opportunities: Building Control

- Possible implementation of scarcity allowance will assist in attracting and retaining skilled staff.
- Grooming, training and providing training for young unemployed residents.
- Economic downturn may result in municipalities attracting more skilled personnel.

- By training of internal staff will result in upward mobility and improve service delivery.
- Appointment of more admin, technical and field staff.
- New developments will increase rates based and result in more money for service delivery.
- Use of new technology / innovation.

Threats: Building Control Section

- Experienced staff going on pension.
- Health related issues, increase AIDS, TB, Alcohol Abuse, Drug Abuse, Stress.
- Economic Melt Down will result in more residents becoming indigent.
- Inability to pay for services.
- Shrinking of rates base.
- Inability of contractors to perform.
- Non compliant construction.
- Loss of revenue.

Strengths: Public Works Section

- Experienced people in the roads and structural section who have more than thirty (30) years experience individually in their field.
- We are able to improvise with limited resources that we have at our disposal.
- Excellent teamwork within the department.
- A commitment level of majority of staff is high.
- Communication with and assisting departments is ongoing.
- New plant and equipment have been acquired, however not adequate / enough.
- Able to understand, react and adapt to the changing political environment.
- Academically qualified individuals / expertise.
- Knowledge of the area and environment.
- Effective communication with public.

Strengths: Public Works Section

- There is a shortage of skilled technical staff applying for vacancies.
- Retention of skilled staff.
- Most staff that is trained leaves the organisation for greener pastures.
- The salary scales do not reflect the current market related remuneration for Scarce Skilled Staff.
- The appointment of qualified but inexperienced staff.
- Productivity levels of staff.
- Punctuality of staff.
- Disruptions, e.g. Union Meetings, Training, etc.
- Absenteeism of staff.
- Lack of discipline of staff.
- No internal departmental stores.

- Supply Chain Processes is cumbersome (Bid Processes, Orders, etc) and is not working efficiently.
- Budget constraints restricting service delivery relating to vacancies, materials.
- Bids are being advertised one (1) to three (3) times before Constraints are awarded.
- Contractors that are appointed are inexperienced and do not have the required knowledge and expertise and lack of resources.
- Filling of Vacant Posts with Job Creation Staff.
- Support departments not effective, we have to beg for the staff in the Departments to do their job, when they should be doing they were paid for.
- Lack of procedures in the various departments.

Opportunities: Public Works Section

- Possible implementation of Scarcity Allowance will assist in attracting and retaining skilled staff.
- Providing training for In-Service Training Students/ Skills Transfer
- Economic downturn may result in municipalities attracting more skilled personnel.
- Training of internal staff will result in upward Mobility and improve Service Delivery.
- Use of Tasked Based, Project Based/ Job Creation to acquire skills and ensure basic delivery.
- Appointment of more admin, technical and field staff.
- New developments will increase rates based and result in more money for the service delivery.
- Use of new technology/ innovation

Threats: Public Works Section

- Skilled staff being head hunted.
- Vacant posts
- Health related issues, increase AIDS, TB, Alcohol Abuse, Drug Abuse, Stress
- Lack of Productivity, Punctuality, Commitment.
- Economic Melt Down will result in more residents becoming Indigent. Non payment of accounts resulting in no funds for service delivery.
- Shrinking of Rates Base.
- Political and environmental climate.
- Skills shortage
- Appointment of Section 57 employees.
- Abuse of resources
- Unions
- Environmental Legislation.

Strengths: PMU

- Academically qualified individuals/ expertise.
- Excellent teamwork within the Department.

- Good organizing skills- enable the Department to improve and utilize resources to the maximum.
- Able to understand the Political environment to some extent.

Weaknesses: PMU

- Supply Chain Processes is cumbersome (Bid Processes, Orders, etc) and is working inefficiently.
- Budget constraints restricting service delivery relating to vacancies, materials.
- Bids are being advertised one (1) to three (3) times before Suitable Contractor is found.
- Contractors that are appointed are in-experienced and do not have the required knowledge and expertise and lack of resources.
- Contractors cannot provide surety.
- Contractors experience cash flow problem, request cash flow problem, request cash flow payments early, etc. Demand payments prior to completion of the work (cannot wait the 30 day period).
- Filling of Vacant Posts with Job Creation Staff.

Opportunities: PMU

- Possible implementation of Scarcity Allowance will assist in attracting and retaining skilled staff.
- Providing training for In-Service Training Students.
- Economic downturn may result in municipalities attracting more skilled personnel.
- Training of internal staff will result in Upward Mobility and Improve Service Delivery.

Threats: PMU

- Not able to implement MIG projects prioritised in 2009/2010 because of the ffg:
- No multi-year budgeting;
- Planning takes up to two (2) years before a contractor is on site;
- Registration of MIG projects takes up to six (6) months before funding is approved.
- Twelve (12) ROD, EIA, DWAF,
- Four months to advertise and appoint a contractor
- Land related issues need to be resolved.
- Design - three (3) months.
- Health related issues, increase AIDS, TB, Alcohol Abuse, Drug Abuse, Stress,
- Economic meltdown will result in more residents being indigent. Non payments of accounts resulting in no funds for service delivery.
- Shrinking of Rates Base.
- Financial stability of municipality due to melt down.
- Economic Melt Down restricting growth.
- Environmental legislation.
- Inadequate planning.

DEPARTMENT OF ELECTRICITY

Strengths:

- Distribution network is well ring fenced (LV and MV)
- All data and cables sketches are recorded.
- Schematic electrical drawings ranging from 11 kV TO 132 kV are accessible to electricians
- Senior and middle managers have sound knowledge on the electrical networks
- Street lighting of a high standard is maintained regularly
- Digging permits in place with regards to any excavation done within the municipal area. - reduces power interruption.
- Good management system – Help desk.
- Completing of faults.
- Completing of street light complaints issued.
- Issuing of job cards.
- Reliable staff that is also prepared to assist during major breakdowns.

Weaknesses:

- Staff turnover.
- Disrespect from staff towards management.
- Previously uncontrolled overtime.
- Lack of standard procedures.

Opportunities:

- Experience in all fields.
- Rotation of staff.
- In-house promotions.
- Training of students.
- Recruitment apprentices.
- Training needs of staff related to job.
- Embracing new technologies – smart meeting, AMR,
- Energy Efficient Lighting.

Threats:

- Ageing infrastructure
- Lack of resources
- vandalism of council property
- Theft of conductors and cables.
- Storms – lighting damage to infrastructure – results in power interruptions
- Illegal connections and tampering of electricity meters.
- Staff moral low.

DEPARTMENT OF GOVERNANCE AND TRANSFORMATION**Strengths: Valuation section**

- IT equipment
- Back up system
- Communication system
- Office accommodation
- Transportation
- Strategically situated office
- Financial
- Good relationship with various interest groups

Weaknesses: Valuation Section

- IT support
- Inter departmental communication
- Staff training
- Staff upward mobility
- Bad relationship with interest groups

Opportunities: Valuation Section

- Communities
- Officials
- Councillors

Threats: Valuation Section

- Staff morale
- Financial
- Misunderstandings

Strengths: Legal Services

- Appointment of 2 additional prosecutors
- Legal Officer has nine years experience in disciplinary matters

Weaknesses: Legal Services

- Less serious matters must be dealt with at department level.
- Lack of proper checks and balances in departments is the primary problematic
- HODs should investigate thoroughly
- HODs should be informed immediately of misdemeanors and follow it up
- Presiding Officers dismiss cases for alleged delays
- No proper legal research and investigation by Presiding Officers – lack of understanding of legal processes and decided cases

Opportunities: Legal Services

- If less serious are referred to HODs – HOD can establish if there operational defects
- Departments to have precise Standard Operating Procedures
- Proper investigation to be concluded by HOD to detect weaknesses in system
- Supervisor and line managers should be in control of staff
- Presiding officers to take case law in respect of delayed cases
- Presiding Officers should review course material
- To have effective discipline in the workplace, each department section should have clear SOP's

Threats: Legal Services

- Management need to consider the maxim – prevention is better than cure
- Creating a culture of discipline
- Proper SOP's
- Internal/departmental discipline
- Morale/Team building exercise
- Developing a sense of ownership by employees

Strengths: Real Estate Section

- Staff have in depth knowledge and insight into local government matters
- Wide experience of urban, township and land restitution issues

Weaknesses: Real estate**SIGNING OF DOCUMENTS**

- Process is long winded and convoluted
- Information moves from EMGT to records to shute building – item to management, Asset Regulations Committee, Portfolio Committee, Exco and Council

- MM proceeds to sign off
- Back to section for covering letter, and then back to Records for posting
- Turnaround – one month or more

Opportunities: Real Estate

- Employees need to be given opportunity to package new housing projects
- Department of Human Settlement has a standard operating procedure, relevant application forms, standard policies, standards and norms, financial progress claim procedures
- Need to have a dedicated staff member

Threats: Real Estate

- Interference by councillors
- Management unappreciative of the work done by the section
- Constant criticism by Executive Manager of delays, complacency, non responsiveness and tardiness
- Criticism by members of the community
- Low staff moral

Strengths: Administration

- Good support from Management
- Good team spirit within the Department
- Post recovered and distributed daily by a dedicated Messenger, supplemented by several departments collecting the post.
- All letters, periodicals, and journals are distributed within the 24 hrs of receipt.
- All filing completed within a seven (7) day turn-around time.
- Web based dashboard has been created to inform Councillors of all programmes they are involved in.

Weaknesses: Administration

- Lack of filing space
- Lack of training staff
- Lack of information safety.
- Limited progress has been made with regards to moving away from the old and outdated filing system to the new electronic filing system.
- Reluctance of IT Section to purchase computers, scanner and relevant software.
- No budget has been reserved for over-hauling of Registry Section to comply with the current legislation.
- Registry is not centralised its scattered to all the departments of the municipality.

Opportunities: Administration

- Notwithstanding the fact that Registry has no electronic equipment, some files are being captured electronically using the Microsoft Word and folder format.
- With the provision of computers to Councillors and sending of agendas and notices electronically, has reduced the turn-around time for sending information to Councillors.
- Durban Records and Archives team has conducted an audit of our current filing and records system and has given us some pointers as to how to improve our filing system, and we have also applied for grant funding to the Department of Local Government and Traditional Affairs (DLGTA) in order to upgrade our system so as to comply with the National Archives and Records Act.
- Staff empowerment.

Threats: Administration

- Non compliance with the aforesaid legislation.
- Lack of commitment from staff.
- Not keeping abreast with technological developments and requirements.
- Confined to the basement, there is no ventilation system required for file preservation, its dampness and smelly, and flooding is a problem.
- Noncompliance with risk management e.g. in the case of a fire in the building all municipal records will perish, since there is no back up systems that have been put in place.
- No proper access control at the records to prevent files from being lost.
- The credibility of the municipality is at stake.

DEPARTMENT OF ECONOMIC DEVELOPMENT

Problem Statement: Environmental Section

- Dilapidated Infrastructure on Public Amenities
- Lack of strategy to deal with Illegal Dumping
- Shortage of vehicles for refuse Collection
- Lack of Public Awareness on littering
- Delays on filling posts

Problem Statement: Parks

- Lack of controlling measures at the Pond
- Shortage of Swimming Pools in Townships and Rural Areas
- Lack of Sport facilities in Watersmeet/ Bluebank
- Poor condition of Entrances

Problem Statement: Local Economic Development

- Lack of strategy to eradicate Poverty
- Lack of incentive for Business retention
- Lack of Strategy to attract new business
- lack of Strategy to Market our town

Problem Statement: Public Participation

- Failure by Ward Committees to understand issues.
- Poor attendance by communities on Public Meetings
- Lack of funding to support CDW's
- Lack of policy for alternative Free Basic Energy
- Lack of Funding for Musical Festival

Problem Statement: Town and Regional Planning

- Inadequate information on densification of residential areas
- Outdated town planning schemes
- Absence of single integrated town planning scheme
- Lack of transport plans
- Lack of well-versed spatial development framework
- Lack of strategy on development nodes and corridors

Opportunities

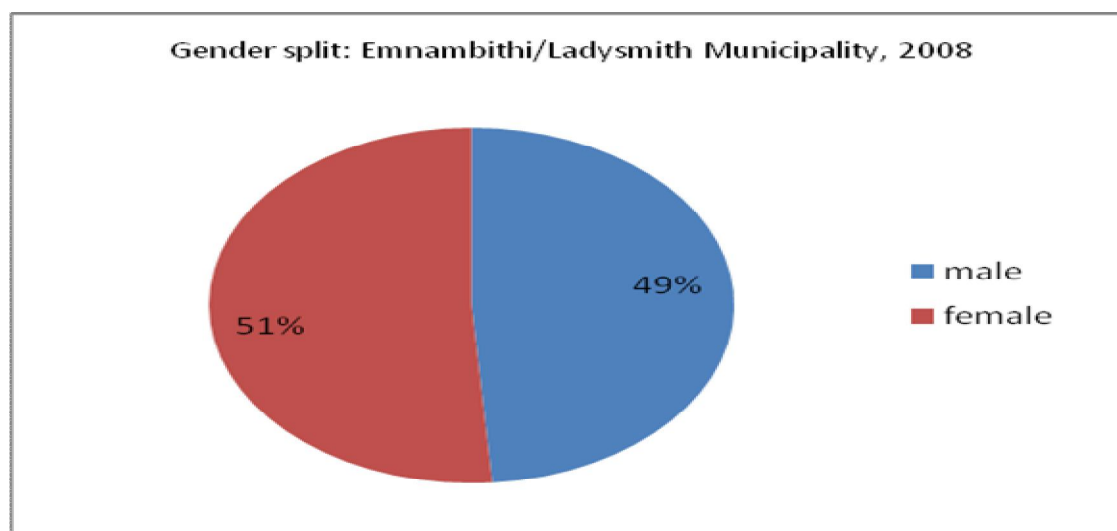
- Grant funding from sector departments
- Strategic positions held by the Hon. Mayor
- Strategic Location of the town
- Existing Rail Infrastructure
- Become a regional Economic Hub for Northern KZN
- Become a regional hub for Sports and Recreation
- Become a regional hub for Logistic Freights

Threats

- High insurance premiums
- Disinvestment
- Loss of income
- Collapse of projects
- Increasing Crime rate
- Land invasion
- Delays in the submission of credible reports
- Uncooperative employees who do not like to do extra jobs
- Lack of moral among workers.

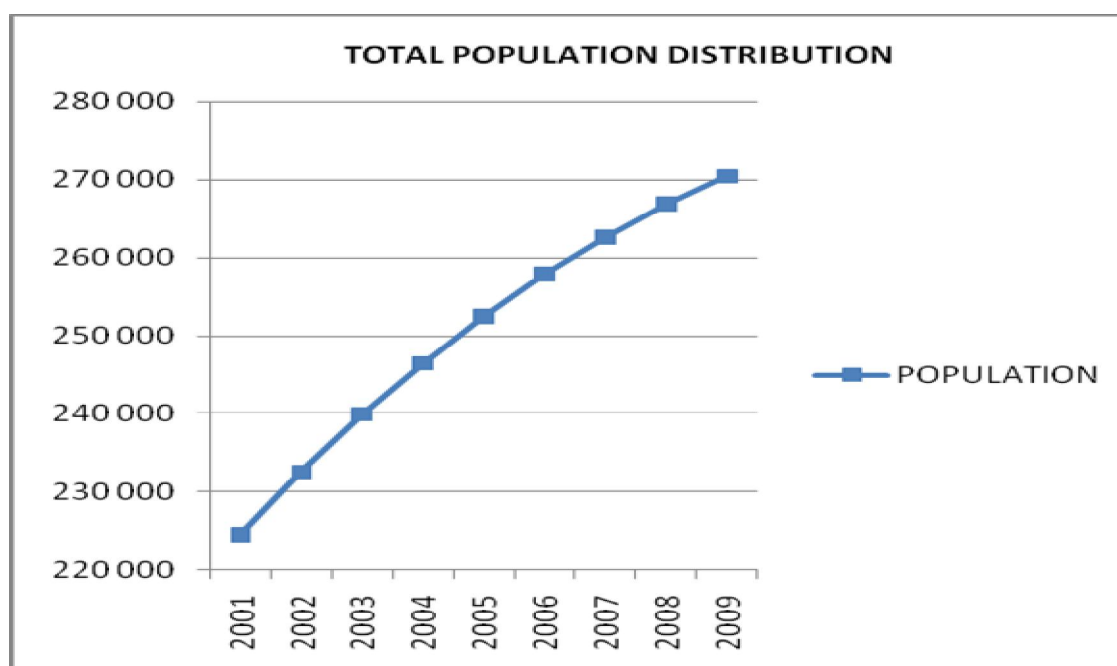
Surely the above cannot endlessly remain as challenges, the municipality needs to make means on how to effectively address issues raised by managers in their SWOT analysis. Largely most of the concerns raised will require a lot of financing, which the municipality does not have. It is also important to acknowledge that not all concerns raised will be addressed in a short space of time, however, an initiative needs to be taken at some point. It is a well detailed exercise that all managers of various departments undertook in this municipality. It is an expected fact generally that often times managers get very busy with planning, and may end compromising daily operations. The staff morale which seems to be prevailing in all the challenges that the departments have identified, will have to be boosted if municipality was to encourage its employees to turn things around and make local government every person's business. This Council acknowledges the significant role that middle and low managers as well as technical staff undertake through hosting Mayoral Awards at the end of each year. Compensation varies from monetary, vouchers and certificates. The proposed MUNICIPAL STRATEGIES on section 3 have been drawn from this exercise. All concerns identified in the category of the SWOT were thereafter consolidated to seven commitment, which proposed strategies and projects that needs to be fulfilled in order to achieve our vision.

MUNICIPAL DEMOGRAPHICS



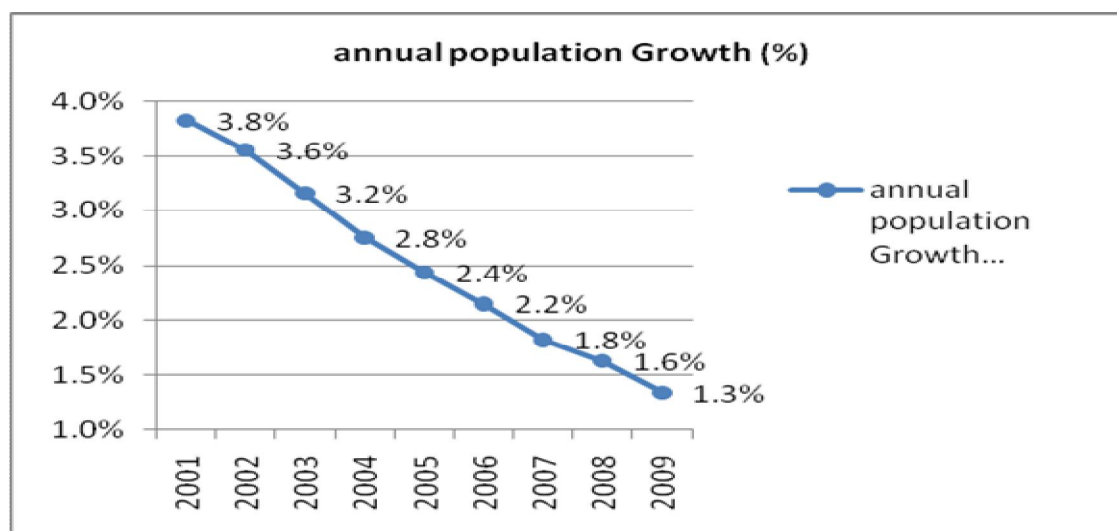
SOURCE: GLOBAL INSIGHT (2011)

The table above reflects a gender split, which is common national phenomenon that number of women is above that of men.



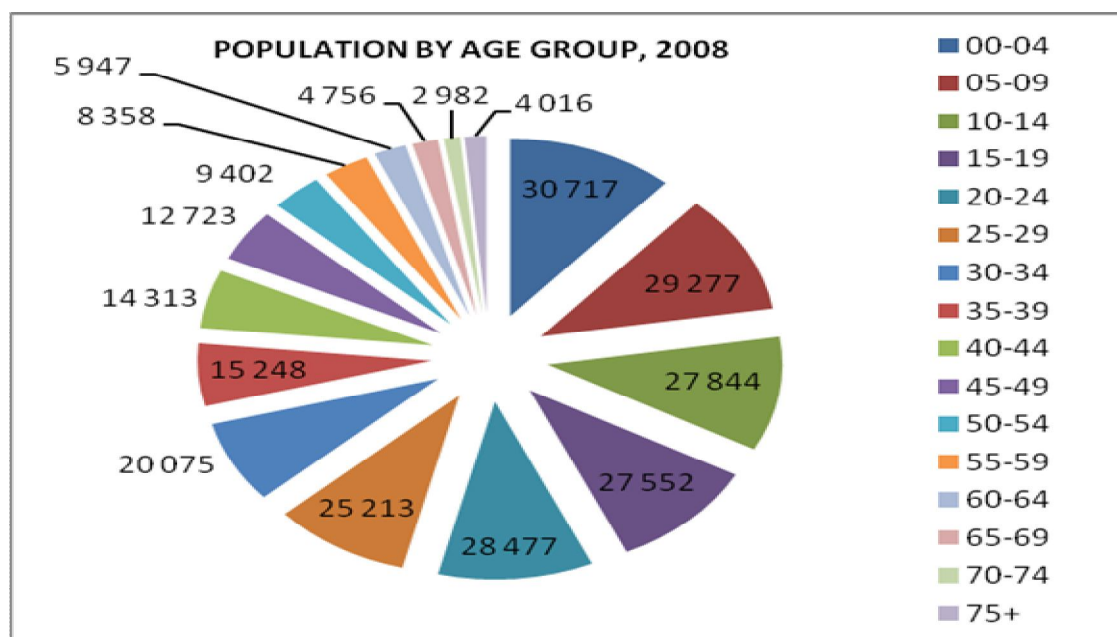
SOURCE: GLOBAL INSIGHT (2011)

The total population distribution for Emnambithi/Ladysmith Municipality has increased progressively from 2001 (224 543) to 2009 (270 000). The increase in the total population can be attributed to factors such as increased levels of in-migration that exceed out-migration as well as births exceeding deaths



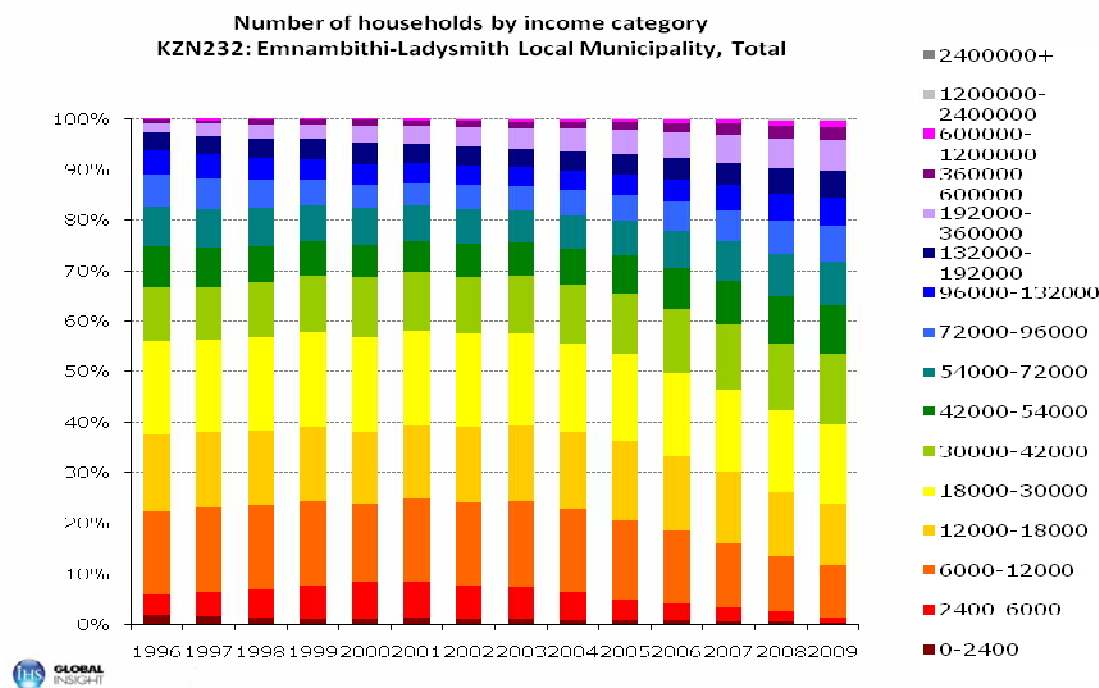
SOURCE: GLOBAL INSIGHT (2011)

The table above depicts the trends in the annual population growth rate for Emnambithi/Ladysmith Municipality for the period 2001-2009. Although the population size for the municipality has been growing steadily, the annual population growth rate (year on year) has been declining since 2001. Therefore the trends depicted shows a steady decline in the rate at which the population has been growing at since 2001.

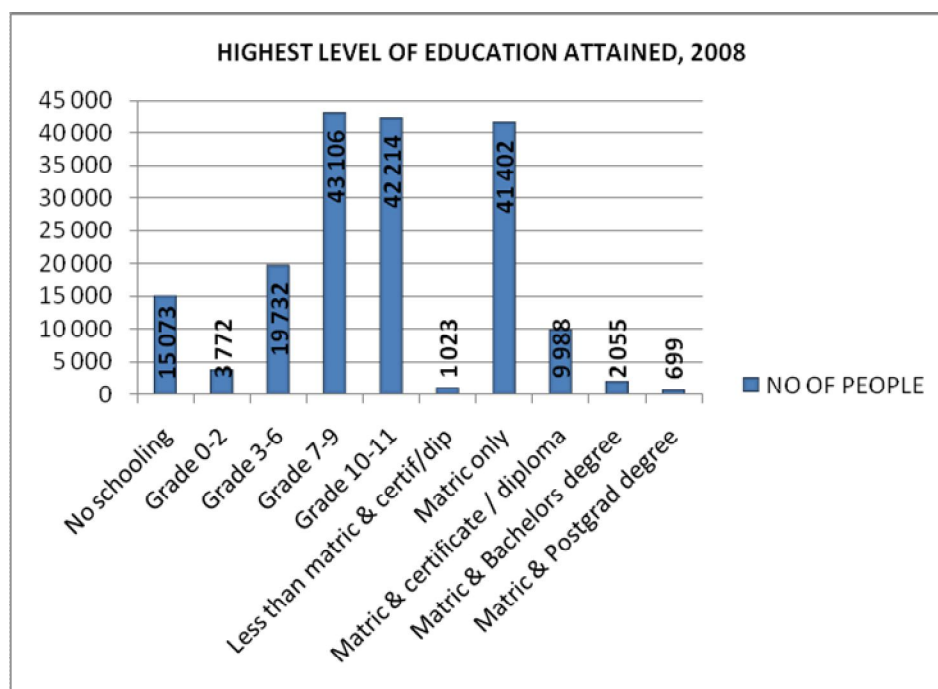


SOURCE: GLOBAL INSIGHT (2011)

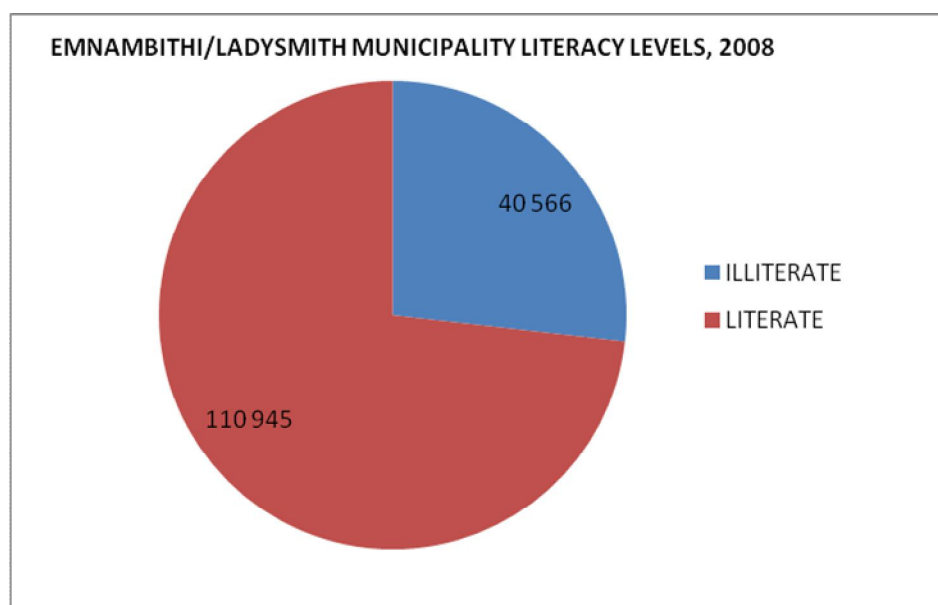
The graph above reflect population by age group, what is evident from this is that there appears to be a large number of the population between ages 00- 4 years.



SOURCE: GLOBAL INSIGHT (2011)



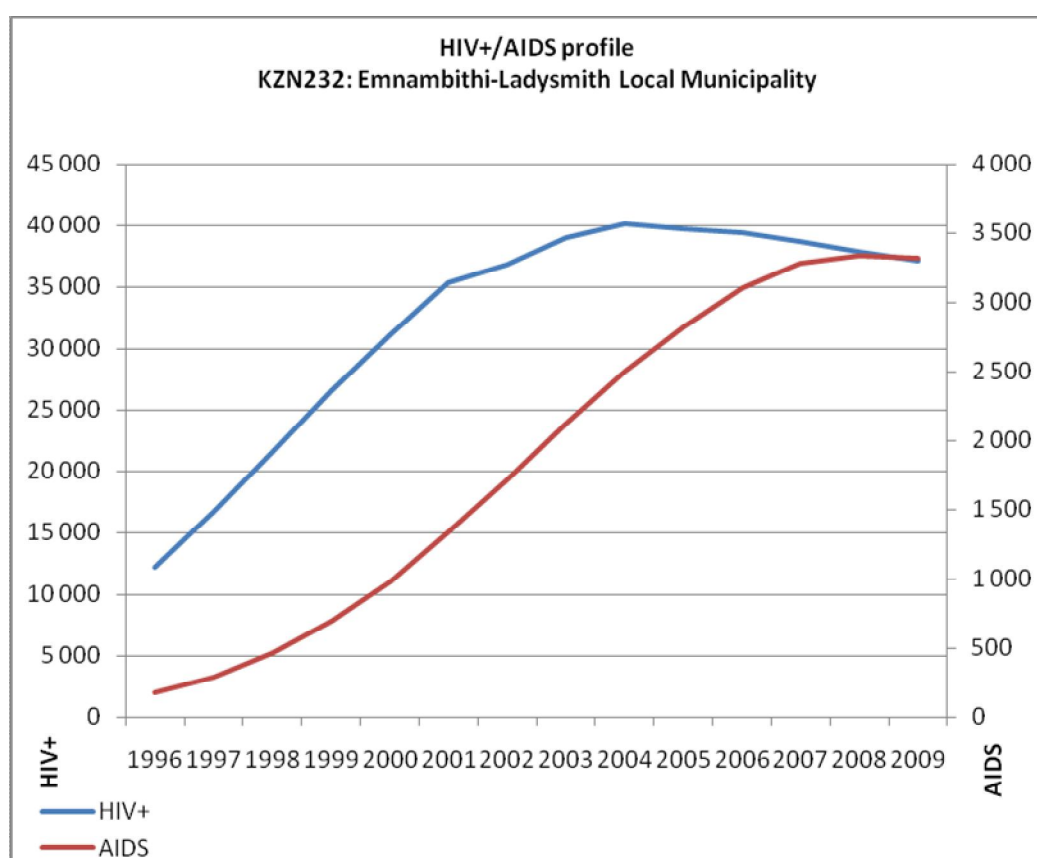
SOURCE: GLOBAL INSIGHT (2011)



SOURCE: GLOBAL INSIGHT (2011)

Council endeavours to launch a Local Youth Forum where all the needs of the youth will be forwarded to and addressed effectively depending on the availability of funds.

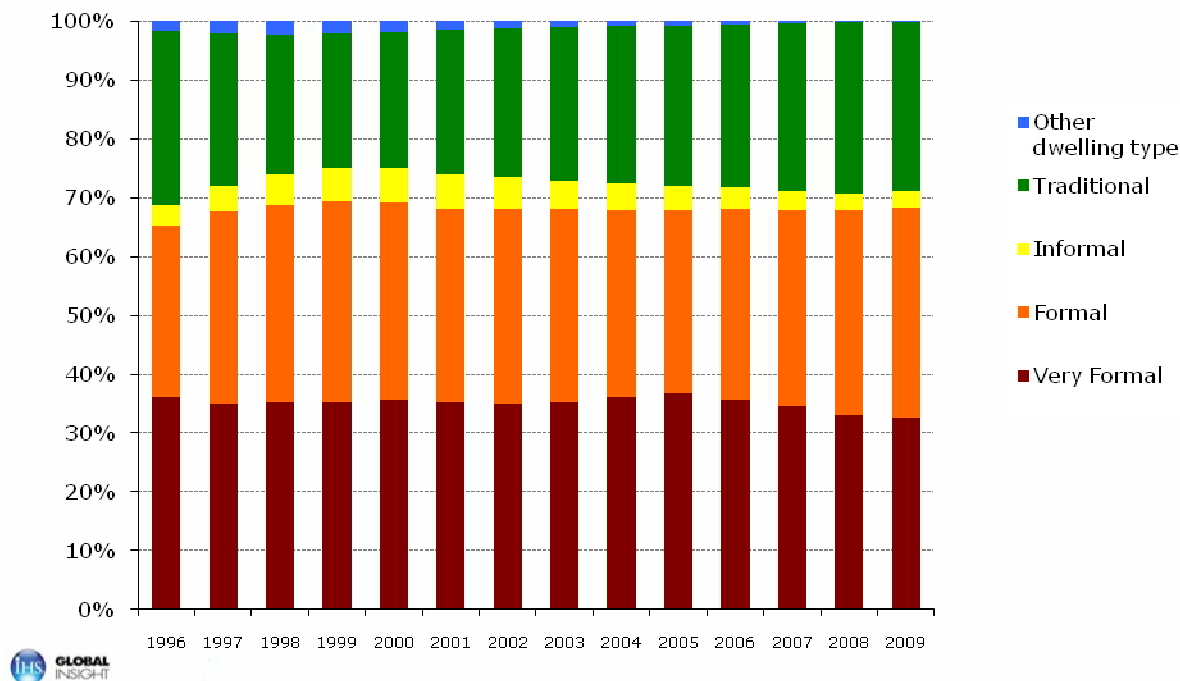
This Forum will be collecting information from all wards and will be accessible to all those that are in need. Nonetheless, Council engaged in several programmes to assist the youth through the office of the Mayor, i.e. we always identify those students that have excelled in their Grade 12 Studies and offer them awards. Council also sets aside certain portion of its budget to cater for bursaries of students in dire need of education. We always encourage students to focus on the “scarce skills” in order to contribute to the skills development of South Africa. These include the field of engineering and built environment



SOURCE: GLOBAL INSIGHT (2011)

The graph above reflect the state of health of our South African population, this has major implications, as health issues have direct impact over the work force. This Council currently has a plan to address HIV/AIDS related matters for the work force of the municipality.

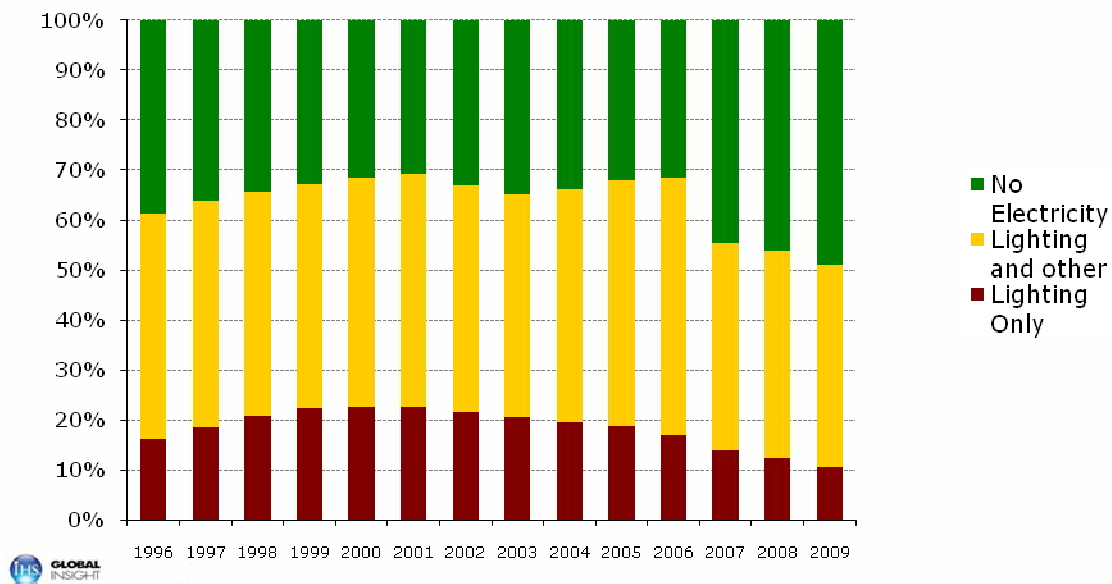
Households by dwelling type
KZN232: Emnambithi-Ladysmith Local Municipality



SOURCE: GLOBAL INSIGHT (2011)

Emnambithi/ Ladysmith has seen a slight increase in its traditional and informal dwelling types. In 2009, 28% of the households resided in traditional dwelling type and 3% of Emnambithi/ Ladysmith Municipality's households resided in informal dwellings. Further it is clear that more and more households are building or acquiring formal dwelling type which in 2009 stood at about 35% and a 33% in the very formal dwelling type which is a slight decrease as compared to the past 13 years.

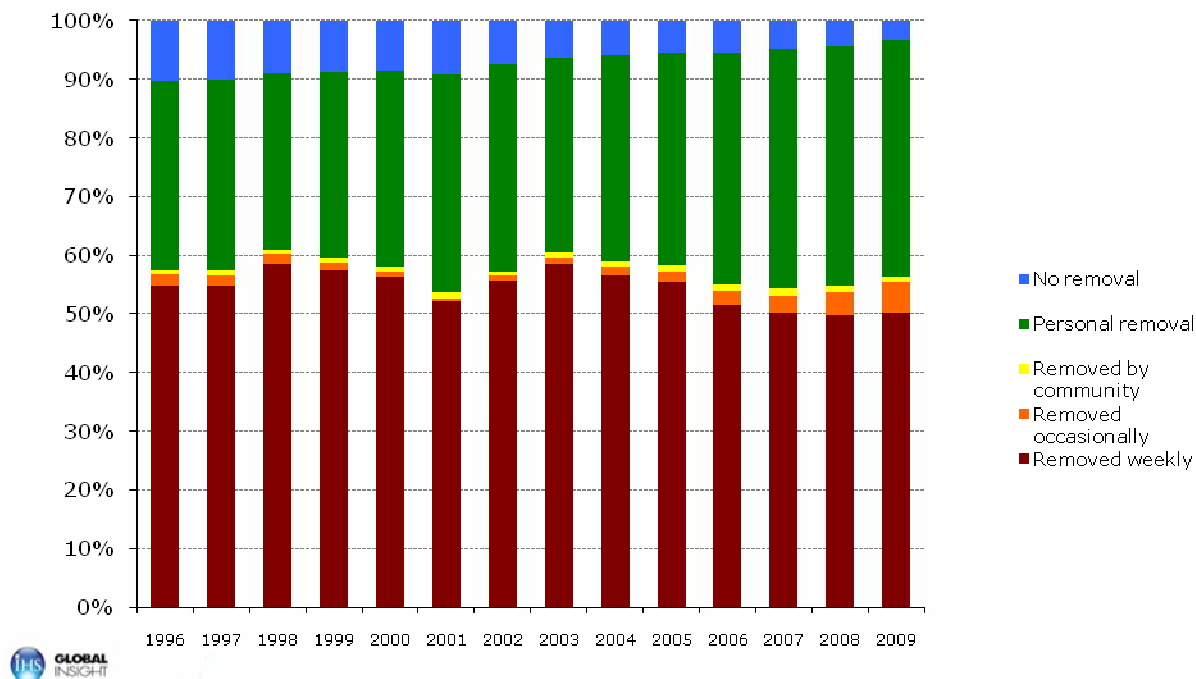
**Households by electrical connections
KZN232: Emnambithi-Ladysmith Local Municipality**



SOURCE: GLOBAL INSIGHT (2011)

The appears to be large number of people without electricity, which means that Council need to put in more effort in ensuring that people have access to electricity both for lighting and cooking. DME through their grant has been assisting Council to finance supply of electricity even to the rural areas. There has bot been substantial amount of capital budget from the Council own reveunue to finance electricity supply.

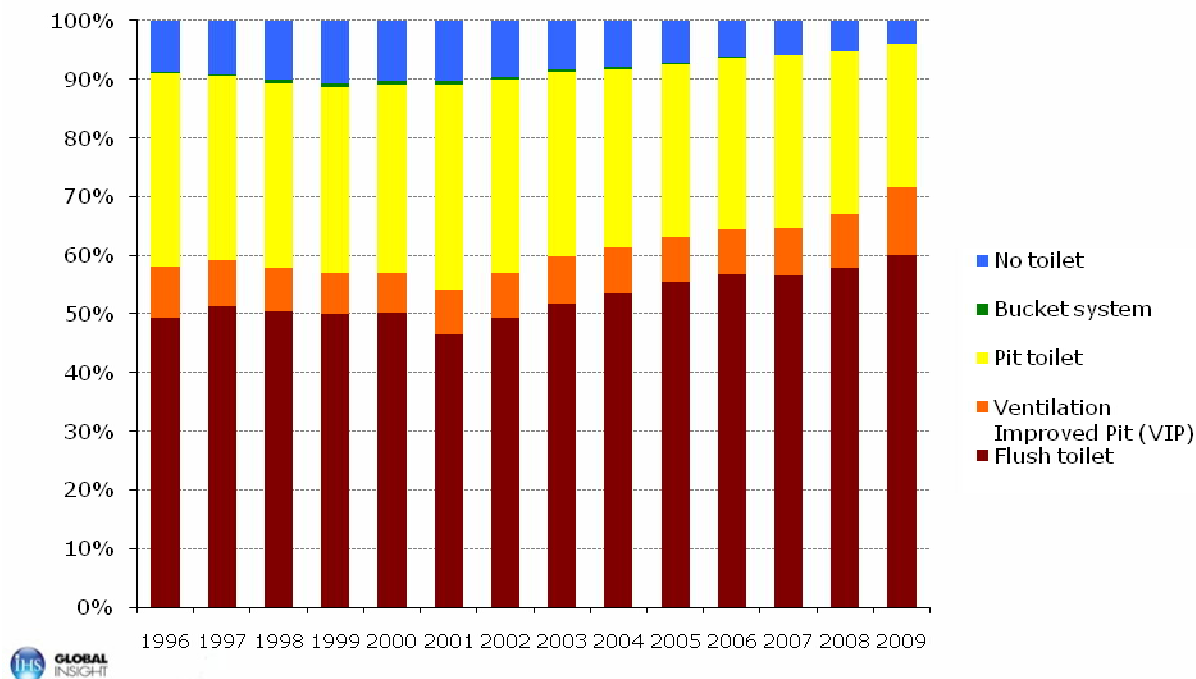
Households by type of refuse removal KZN232: Emnambithi-Ladysmith Local Municipality



SOURCE: GLOBAL INSIGHT (2011)

The graph above displays Emnambithi/ Ladysmith Local Municipality's households by type of refuse removal between 1996 and 2009. From the graph it is clear that more and more people are taking the initiative and removing refuse themselves. The number of households with refuse removed on a weekly basis has plummeted from a 57% in 2003 to a 50% in 2009. In 2009 less than 5% of the households did not have refuse removal system which is an improvement from 11% in 1996. Percentages of refuse removed by communities has been stable (around 1%) over the 13 years. A new trend is emerging where refuse is either removed (occasionally) or residents remove it themselves.

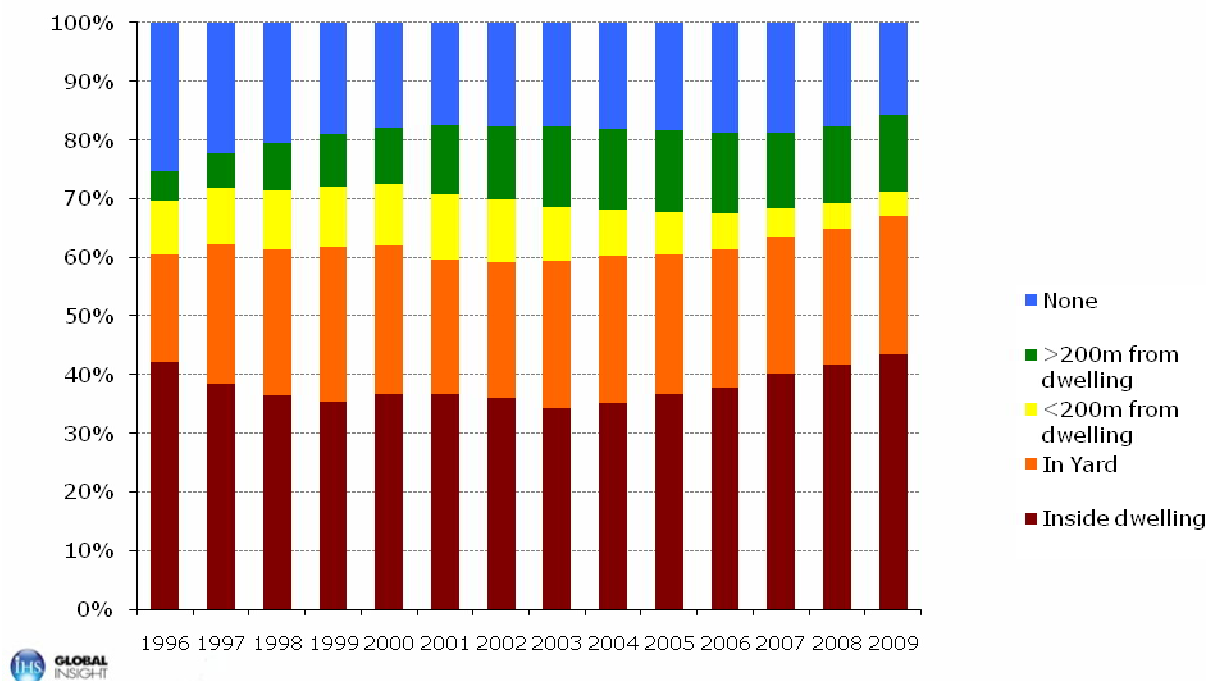
Households by toilet facilities KZN232: Emnambithi-Ladysmith Local Municipality



SOURCE: GLOBAL INSIGHT (2011)

In 2009 Emnambithi/ Ladysmith Municipality has had the highest percentages in the number of households with flush toilets over the past 13 years standing at 60% and also households with Ventilation Improved Pit (VIP) at 12%. The number of households with pit toilets has to some extent decreased over the past 8 years and its now at 23,5%.

**Households by water infrastructure
KZN232: Emnambithi-Ladysmith Local Municipality**



SOURCE: GLOBAL INSIGHT (2011)

Water:

	Census 2001	Census 2007
Piped water inside dwelling	32,5	40,8
Piped water inside yard	22,4	22,2
From access point outside the yard	25,3	15,4
Borehole	8,3	14,8
Spring	3,5	2,2
Rain-water tank	2,0	0,3
Dam/ pool/ stagnant water	3,5	0,9
River/ Stream	6	2,0
Water vendor	5	-
Other	1,4	1,4
Total	100%	100%

Source: Statics South Africa 2007

ADDRESSING BACKLOG

Water is the function of the DM but there is direct communication between these Municipalities in terms of identified housing projects by ELM and need access to water and sanitation. One will notice from the table and progress made in some of the housing projects the DM must still come on board to make sure that the growth of the town (EL) is not compromised and residents access what is constitutionally theirs. Several developments that must still take place in a year will also require certain capacity of water and Council experts of the DDDM to accommodate such endeavours as they are of the benefit to all residents. One can obviously notice from the table above that there has been reasonably some reduction of at least 8,3% in respect of those that now access water inside their dwelling.

SANITATION:

Flush toilet (connected to sewage system)	44,5	45,7
Flush toilet (with septic tank)	9	9,4
Dry toilet facility	-	10,6
Chemical toilet	2,8	6,4
Pit latrine with ventilation (VIP)	8,7	22,7
Pit latrine without ventilation	33,0	2
Bucket latrine	9	-
None	9,1	5,0
Total	100%	100%

Source: Statistic South Africa 2007

Key: Below basic means bucket or other

Basic: Pit Latrine

Intermediate/ Full: flush toilet or chemical

ADDRESSING BACKLOG

This function is also in the competence of the DM. It is apparent that the process of reticulation and connection of households to the sewage system is yielded very slowly. It has been raised as a concern by the DM that the coverage works has reached its capacity and will be difficulty for new development to be connected. It is believed that the plan of DM to attend the concerns raised is underway. It is also noted that it is the National Government approach through Breaking New Grounds to densify areas with a view to eliminate urban sprawl which were previously promoted by apartheid planning.

TELEPHONES:

	Households
Telephone in dwelling and cell-phone	5179
Telephone in dwelling only	4162
Cell-phone only	10419
At a neighbour nearby	3313
At a public telephone nearby	21908
At another location nearby	2235
At another location; not nearby	2010
No access to a telephone	2656
Total	51881

Source: Statistic South Africa 2007

Below basic: means no access to or within the proximity or unspecified.

Basic means: telephone at a neighbourhood, public phone,

Intermediate means: telephone in dwelling cell phone.

ADDRESSING THE BACKLOG

Council has engaged with several cellular service providers to acquaint Council on the proposed new telecommunications base station and masts so as to enhance the quality of communication in ELM; rolling out of Telkom projects for land lines to rural areas is still underway. With the new construction of Cellular Masts and base Stations by Vodacom and MTN several areas will have better reception including those that were previously disadvantaged.

ELECTRICITY

Within the Municipal area of jurisdiction Eskom is responsible for the rural component. The slow pace in infrastructure provision in the rural areas has led to a municipal programme for free basic alternative energy (Pilot) being provided to 2100 households living in the rural areas earning less than R1 400 per month. Eskom has submitted their spatial plan for electrification with ELM and over and above they are building Ingula Pump Station in Braamhoek estimated at 8 Billion rand and the economic pin-offs that this development has had already are tremendous. Local business people particularly those that have B&B are ripping the benefits while the development is at its construction phase. The EL Taxi Association has also seen support through transport of labour workers from homes to the construction site.

DISTRIBUTION OF HOUSEHOLDS BY TYPE OF ENERGY FOR HEATING

	Census 2001	Census 2007
Electricity	39,3	35,6
Gas	1,1	0,9
Paraffin	22,9	24,2
Wood	24,7	24,9
Coal	4,8	3,7
Animal dung	3,3	1,7
Solar	2	-
Other	3,7	9

Total	100,0%	100,0%
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Source: Statistic South Africa 2007

Belo basic: means paraffin, wood, animal dung, gas, and other

Basic means: electricity from other source

Intermediate means: electricity directly supplied by the authority.

% DISTRIBUTION OF HOUSEHOLDS BY TYPE OF ENERGY FOR LIGHTING

	Census 2001	Census 2007
Electricity	67,6	69,5
Gas	4	-
Paraffin	1,9	1,9
Candles	29,7	27,9
Solar	1	-
Other	3	6
Total	100,0%	100,0%

Source: Statistics South Africa 2007

REFUSE

Refuse Removal Service is provided to all residing within the urban areas. The challenge is to make provision for resident of rural areas which consists of 13 wards from a total of 25 wards. The Municipality has however completed a study into the alternative means of providing this service to the rural component in an effective manner.

	Census 2001	Census 2007
Removed by local authority at least once a week	52,3	51,2
Removed by local authority less often	3	3,1
Communal refuse dump	9	1,2
Own refuse dump	35,7	39,0

No rubbish disposal	10,8	4,6
Other	-	9
Total	100	100

Source: Statistics South Africa 2007

TRANSPORT:

	Persons
Not application	115487
On foot	64924
By bicycle	686
By motorcycle	442
By car as a driver	7109
By car as a passenger	8834
By minibus/taxi	20600
By bus	6752
By train	329
Other	301
Total	225464

Source: Statistics South Africa 2007

Transport means are in the form of buses and taxis mainly in EL area, with the townships located at least 20km from the main economic activities. Most of the transport routes are in poor conditions and require intervention from Council.

ADDRESSING THE BACKLOG

Council has approved r10 million in its 2008/2009 budget for connection of tarred roads with specific reference to Ezakheni in order to construct routes that are accessible to Motor vehicles. Accessible Routes in rural areas are normally provided through MIG programme and these are detailed further on this report on projects. Council is busy with study of profiling all wards in the EL with a view to identify specifically the needs of the community. This study will be looking at the various

attributes that had direct impact on the community, namely housing and land, economic development, transport viability, access to infrastructure and services. It is envisaged that this study will be finalised before the end of the year and needs and analysis of the community in the next IDP will be based on it.

HOUSING:

	Census 2001	Census 2007
House or brick structure on a separate stand or yard	56,0	59,8
Traditional dwelling/hut/structure made of traditional materials	10,1	29,1
Flat in block of flats	4,1	3,6
Town/cluster/ semi-detached house (simplex; duplex; triplex)	1,0	8
House/flat/room in back yard	2,3	1,5
Informal dwelling/ Shack NOT in back yard	1,3	1,5
Room/flat let not in back yard but on shared property	3,8	1,8
Caravan or tent	1,3	1
Private ship/ boat	1	-
Worker's hostel (living quarters is not housing unit)	-	2
Other	-	1
Total	100,0	100,0

Source: Statistics South Africa 2007

Priority: Removal of Shacks through the provision of formal Housing. The SDF is currently being refined will assist in indicating areas for expansion and suitable housing development.

CHAPTER TWO

DEVELOPMENTAL LOCAL GOVERNMENT

1. INSTITUTIONAL MATTERS

This Council strongly subscribes to the notion that before it can live to the expectations of being a developmental local government it must first do analysis in its own internal state of affairs with a view to understand if the developmental mandate imposed by the constitution and the National/Provincial directives upon the sphere closest to people will be fulfilled. It is at this level that the municipality takes an internalised orientation which displays results and paves the way for the formulation of SMART Goals. Having observed good elements of Leadership in public management, the team of managers led by the municipal manager went on the vigorous exercise to identify and magnify into the problems that this municipality is experiencing. Within the similar context of exercise, managers identified areas of strengths and opportunities which may be maximised to ensure that Council provides basic household infrastructure, present job opportunities in order for people to sustain their lives and develop skills. During this year another assessment will be done with a primary objective to evaluate if challenges identified in the last financial year have been addressed.

All these processes mentioned above require certain skills from low, middle to senior level. Furthermore, Council has a strict policy for recruitment and appointment of technical and senior staff since these are the people that will ensure that all projects proposed by Council are technically sound and accounted for. At the beginning, this IDP outlines the challenges that Council faces and there is no intention to provide repetition within this key performance area, but will rather provide an overview.

“Foster Institutional Matters whilst ensuring proper asset management of the entire municipality through various initiatives and according to standards approved by the Auditor General”

GUIDING PRINCIPLES:

- To value assess as the Municipality;
- To register all assets of the municipality in the asset register
- To ensure that asset register is compliant with GRAP standards;
- To update the asset register when and if required;
- To protect and develop our municipal resources be if physical or, financial, human, information;
- To conserve and take pleasure in our natural resources so that generations in future can benefit;
- To intensify internal operating measures and level of standard;
- To enhance municipal operating system through Information Technology;
- To bridge the digital divide between communities;
- To render services according to the municipal service charter;

1.1 IMPLEMENTATION OF ACTION PLANS

ACTION PLAN NUMBER ONE: ASSET REGISTER

TO REGISTER ALL ASSETS OF THE MUNICIPALITY IN THE ASSET REGISTER

The AG Office has become very strict when it comes to assets of the municipality, with intentions to provide accountability and acknowledgment of assets that may

depreciate whilst others gain value in time on the other hand. This helps ELM to manage its assets appropriately. As such Council developed an Asset register which is updated often. This register consists of movable and immovable property. On an annual basis budget is set aside to further improve on areas that had been identified by the AG on the previous assessment. To this end, Council has managed to identify all the gaps that exist in the Asset Register. In respect of the fixed Asset Register, future development of Council is guided by Spatial Development Framework, which is a legal and binding document that translates the objectives of the IDP and other national and provincial policies into spatial implementable tangibles.

Similar to most municipalities ELM has very old fleet which results into high financing of maintenance. Recently, Council has bought new fleet with a view to reduce maintenance costs as well as the percentage of depreciation. Moreover, meaningful progress has been made to ensure that the asset register is GRAP compliant. This register will go beyond being a compliant document but in future will also focus on all the resources of Council, namely information, financial, physical as well as human. It is this same register that will also recognise and advocate conservation of natural resources over and environmental policies.

The register is widely spread out and all encompassing. Furthermore, it will focus on registering all servitudes of the municipality. This could be a challenge as council may not have all the layout plans showing all the underground services, such as electrical cables. However, Council in the near future will budget with an intension to purchase software that will digitally capture all the underground services. This is very important when considering financial implications for replacement and maintenance of underground services. Council still need to progress regarding the fixed asset register and how the income derived from investment property is utilised.

ACTION PLAN NUMBER TWO: ORGANISATIONAL ORGANOGRAM

TO PROVIDE ORGANISATIONAL ORGANOGRAM & SKILLS RETENTION THAT IS INFORMATIVE TO EXECUTION OF POWERS AND FUNCTIONS

The existing organogram was approved by Council in 2004 and was implemented soon after. However, there are positions on the organisational organogram that have been vacated such as the Executive Manager: Economic Development. Indeed there are other vacancies that are vacant within departmental organograms, some of which budget has been set aside. Whilst others have no urgency to be filled. There are scarce skills which involve those in the engineering services, which Council need to look at closely with a view of attracting skills in to the town, this is with noting that ELM is one of the municipalities that have experienced engineers, employed on a permanent basis. Applicants may be concerned about salary packages that ELM pays towards these skills. A Skills Retention Strategy was recently adopted by Council and Implementation thereof is underway.

The Organisational Organogram is under review and has not yet been presented to Council for approval. This review document acknowledges critical information such as development of succession plan which is not yet in place. With the implementation of this organogram, Council will soon develop a Succession Plan. Promotion, Recruitment & Selection Policy which is in place regulates the recruitment and promotion processes of staff. This plan has been recently reviewed to ensure that it responds to the evolving circumstances. What is of importance to note is that Council does not deal with these issues in isolation, but rather these plans are implemented as part of the IDP Implementation Plan. It is at this level of alignment that the municipal administration is able to allocate staff and coordinate all necessary resources to execute projects identified by the IDP. This means that the Powers and Functions of Council are linked to the Human Resources. Evident to this statement proven lately, where i.e. additional building inspectors have been appointed and assigned specifically to deal with the quality of built RDP houses . Although ELM strives to appoint suitably qualified staff it also recognises the need to

capacitate and improve on the skills of the current staff. When posts are vacated depending on the complexity of the job description, work is unbundled and distributed to various competent staff members to ensure efficiency and progression. Surely the skill and capacity building becomes central to such unbundling of duties.

ACTION PLAN NUMBER THREE: SKILLS DEVELOPMENT

TO PROVIDE FOR SKILLS DEVELOPMENT AND CAPACITY BUILDING FOR MUNICIPAL WORKFORCE

Council developed skills Development Plan as per SETA requirements and fully complies with such plan. So much so that Skills Development Facilitator was appointed and is currently executing all the responsibilities entrusted to such employee. Over and above that, Council has set-up a training committee which seats on a monthly basis to discuss matters pertaining to staff training. In line with this plan Council has compiled a Workplace Skills Plan which is being continuously implemented as well. The same plan is also submitted to SETA for information. It is within the ambit of SDP that senior managers from various departments identify lacking skills within the area of performance and submit the same to Corporate Services for all staff who require training on particular training fields. One of the issues under consideration is the scarce skill allowance that needs to be paid towards all skills identified as scarce. This technical skill is very necessary to ensure that the quality service that distinguishes the image of the municipality is preserved.

Council is currently sending Senior Managers including Councillors of this municipality for training on courses such as CPMD which is the national requirement. There are a lot of other courses that are also explored by officials of this municipality. Municipal Bursary Policy encourages whilst at the same time regulates employees desiring to advance in their studies. Within skills development, Council initiated appointment of unemployed graduates from different fields to serve in the employ of ELM, so that they can be acquainted with practical experience in their field of training. All the resources which will help execute tasks are allocated to these graduates. Furthermore, under the Internship Programme, in-service training

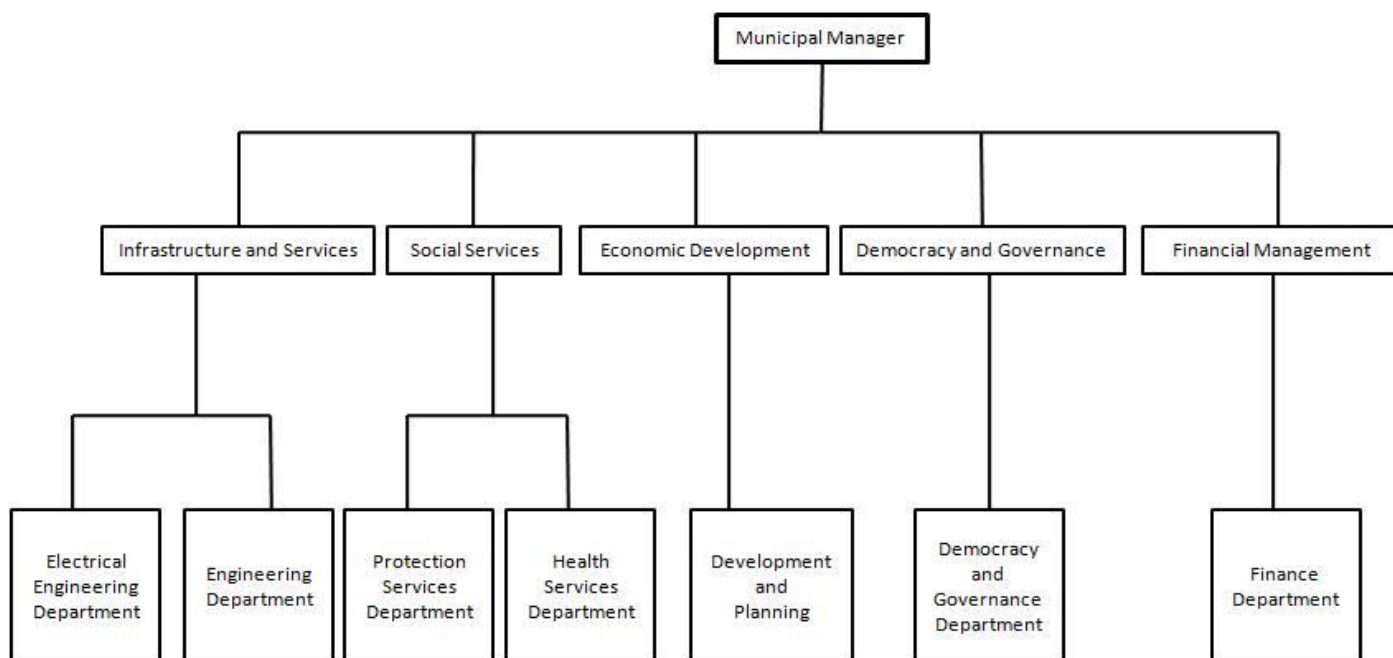
students in different field are appointed. In this municipality skill is also built within job-creation programme which employs people for a maximum period of six months, unless if extended or people reabsorbed back into the municipal system.

The new (2010) Job Evaluation was implemented during the course of last year. As a result of this it became apparent that to a certain degree the workforce some how is dissatisfied since the outcome process was not what was anticipated. This leaves staff with difficulty to compare the same salaries with other municipalities.

- Skills Training - 19
- Computer Skills Basic - 29
- Advanced Computer Training - 72
- Receptionist Etiquette Course - 20
- Sign Language - 58
- Basic Isizulu Course - 14
- Council also trained Protection Officers - 7

Currently the Mayor has come up with Mass Youth Skilling that will address the following

- Unemployed Graduates: 10 Learners
- IT Learning - 60 Learners
- Matric to be exposed to work environment - 8 Learners



ACTION PLAN NUMBER FOUR: INTERNAL AUDITING

INTERNAL AUDITING

All managers have acknowledged the role and responsibilities of a good functioning audit committee. The directive from the office of the municipal manager is that, audit section should be very pro-active in all affairs of Council and be able to forecast queries that may be identified by the AG and propose mitigation measures even before the office of the AG. Moreover, the Internal Audit Charter has been reviewed lately and approved by Council. The internal Audit Committee meets every month to

discuss affairs of the municipality. Auditors also form part of the oversight committee which looks on annual report. Immediately after the AG report this committee draws up an action to facilitate with managers to address the queries of the AG. On a monthly basis the committee looks at the progress made on addressing the queries raised either by the AG or internal Audit Committee. This team also takes into account the concerns that the MEC for COGTA raises on each year's IDP assessment. Consensus was reached amongst officials and politicians that MEC'S report will amongst, other be the foundation of next IDP review.

ACTION PLAN NUMBER FIVE: INTERGOVERNMENTAL RELATIONS

IGR STRUCTURES

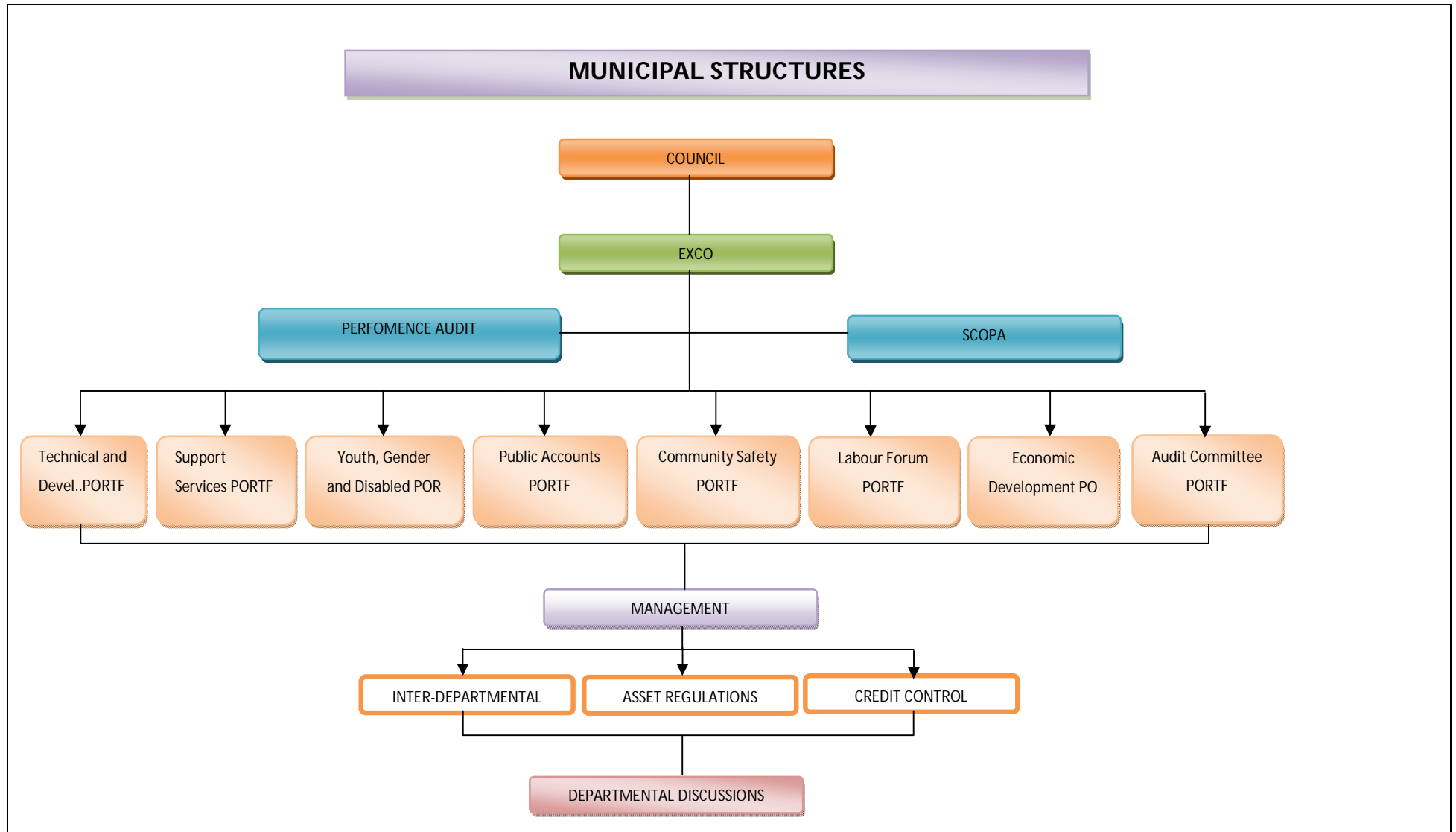
ELM has identified through the SWOT analysis exercise the poor communication between sector departments to be a challenge. Currently ELM and Sector Departments will only meet to discuss Review and the extent of implementation of IDP. The ward committees also do the same to cascade the information from the public to sector departments on implementation of the IDP. However, there has been an attempt to by ELM to formulate an IGR Structure WITH THE District Municipality and unfortunately due certain reasons this attempt was in vein. It however, needs to be appreciated that the level of participation on IDP related matters with sector departments has been improved.

ACTION PLAN NUMBER SIX: INTER-MUNICIPAL PLANNING

STRUCTURE OF COUNCIL

Execution of duties in this Council is guided by Delegation of Power Register, which varies for instance there are powers delegated to the Municipal Manager by legislation and as such all these powers are entrenched in the municipal delegation manual and register. This register is reviewed when and if the need arise. Implementation of the KwaZulu-Natal Planning and Development Act, which

introduced a paradigm shift in municipal planning and enforcing Section 156 of the Constitution, has prompted for the review of delegation of power. In this case Power is delegated from the COGTA to municipalities who further sub-delegate to a lower level of management. However, in all these instances it is important that Council follows an integrated approach in that matters which may require an EXCO resolution are discussed by a group middle manager who will provide the technical expertise into matters of Council.



The diagram above represents a hierarchy of structure, where matters of Council are discussed, issues depending on the delegation of power will first be discussed at the departmental level and if it cannot be resolved it is taken further to relevant portfolio committees who will put forward certain recommendations to EXCO. The matter can be taken as far as Council, in this instance IDP goes through the same string of relevant committees.

ACTION PLAN NUMBER SEVEN

ELECTRONIC COMMUNICATION POLICY

ELECTRONICS COMMUNICATIONS POLICY

APPROVED 02 OCTOBER 2008 BY COUNCIL AND IMPLEMENTED

This ensures utilisation of modernised electronic processing techniques.

Council allocated 50 councillors with laptops with the aim of saving on printing stationery and transport for delivering agendas and minutes.

REMARKS: The policy addresses usage of software, confidentiality of information and Internet access as well as record keeping.

GENERAL POLICY STATEMENT

The provision of Municipal electronic communication equipment, software and access to the Internet and e-mail facilities are intended to increase productivity in the conduct of official duties within the Municipality. All users of electronic communication equipment shall comply with the Electronic Communications and Transactions Act 2002 and Electronic Communications Act 2005 as it relates to electronic communications. Inappropriate use of information systems or electronic communication equipment, as defined in this policy, is prohibited.

ACTION PLAN NUMBER EIGHT

EMPLOYEE WELLNESS PROGRAMME

STATEMENT OF THE POLICY

The Council recognizes that any personal problem can and do affect workers job performance/behavior.

As a result of the above, the Council provides an Employee Wellness Programme, which is a confidential assistance/advisory service, designed to assist employees in dealing with their problems.

Such problems may include personal, psychological, marital, substance dependency or work related problems, which definitely and repeatedly interfere with the employees' health and or productivity.

The Employee Wellness Programme is available to all employees of the Council and persons experiencing problems are encouraged to seek advice from their Employee Wellness Programme Co-ordinator. The programme is further aimed at assisting Management to improve or restore impaired job performance.

CONFIDENTIALITY of all records will be strictly preserved.

Participation in this programme is voluntary and utilization of the programme will not jeopardize the employee's promotional opportunities, job security or disciplinary process.

Diagnosis of an employee's personal problem (s) is not part of the Supervisor's or Manager's job function. Therefore referral for diagnosis and treatment will be based only on job performance/behavior.

The employee has a right to refuse referral to the EAP. However, such cases can be

referred to Manager Corporate Services to arrange a focus discussion.

The purpose of this HIV/AIDS Workplace Policy is to:

- Ensure a uniform and fair approach to the effective prevention of HIV/AIDS amongst employees and the comprehensive management of employees infected with or affected by HIV/AIDS.
- Provide guidelines on how to determine, reduce and manage the impact of HIV/AIDS on the employees and business of the Emnambithi/Ladysmith Municipality.
- Create an environment that is conducive to protected disclosure, acceptance and access to care and support benefits for HIV infected and affected employees.

ACTION PLAN NUMBER NINE

LANGUAGE POLICY

APPROVED BY COUNCIL ON TH E05 MAY 2008 AND IMPLEMENTED

THIS POLICY IS ACHIEVING THE DESIRED OUTCOME

To establish the language use of the residents of the municipality and to take into account such preferences;

To support service delivery by promoting equal access to municipal services and programmes by removing communication/language barriers;

To promote multilingualism within the municipal staff and communities within the municipal jurisdiction;

In the interim, promote the use of the three official languages in the affairs of the municipality;

Upon request, from people with disabilities, Council, where practical, will make provisions to address their special needs.

ACTION PLAN NUMBER TEN

OVERTIME POLICY

APPROVED 10/06/2006 BY COUNCIL AND IMPLEMENTED
THIS IS TO ASSIST MANAGERS IN TERMS OF COMPLYING WITH BASIC
CONDITIONS OF EMPLOYMENT ACT

THIS ASSISTS COUNCIL TO MINIMISE WORKING OF OVERTIME AND ENSURE
COMPLIANCE, ADMINISTRATIVE MEASURES FOR MANAGING AND CONTROL
OF OVERTIME

Each Manager is responsible and accountable to constantly monitor and review the provisions for overtime on his / her budget and to ensure that trends are noted early; funds are adequate; over expenditure does **not** occur, it is justified and provided for timeously:

Each Manager is responsible and accountable to provide the pay office with a list of officials or representatives (name, signature, department) who are authorized in terms of the delegated powers to approve overtime work and overtime payment. It is the responsibility of each Manager (or nominee) to update and maintain the information on the list. The authorizing bodies must determine whether the information on the overtime form is accurate before they authorize the form for payment.

The Pay Office or any other body or person executing overtime payment is responsible to ensure that all payments for overtime are duly authorized by a competent authority. The Pay Office is specifically responsible to compare the overtime signatures with the authorization list provided.

Attendance register / time sheets, which should indicate starting and ending times, must be kept for all employees who qualify for overtime payment or time off in terms of this policy. Attendance registers / time sheets serve as source documents to complete overtime sheets.

Overtime worked must be reflected on the employee's attendance register / time sheet. Line' Managers and supervisors are responsible to monitor and sign attendance register / time sheets on a monthly / weekly basis.

Employee's who work overtime need to be allocated with the appropriate resources required to perform overtime work.

ACTION PLAN NUMBER ELEVEN

PRACTICAL AND EXPERIENTIAL TRAINING

APPROVED AND IMPLEMENTED 08/02/2007

COUNCIL IS ASSISTING NEWLY QUALIFIED LEARNERS TO BE EXPOSED TO A WORKS ENVIRONMENT IN ACCORDANCE WITH THEIR QUALIFICATION REQUIREMENTS AND IS PAYING LEARNERS R50.00 PER DAY TO COMPENSATE TRANSPORT AND FOOD.

EMNAMBITHI/LADYSMITH MUNICIPALITY PRACTICAL EXPERIENTIAL TRAINING SYSTEM (PETS) POLICY

This policy is to enhance capacity building to students who want to do their practical experiential training at the Emnambithi/Ladysmith Municipality. To fulfill the under mentioned objectives:-

Provide students with the opportunity to apply theoretical knowledge in practice;

Increase the levels of investment in education and training in the labour market and to improve the return on that investment (Section 2(1)(b) of the Act).

Use the workplace as an active learning environment (Section (2)(c)(i) of the Act).

Provide opportunity for new entrants to the market to gain work experience (Section (i)(c)(iii) of the Act).

ACTION PLAN NUMBER THIRTEEN

SEXUAL HARRASMENT POLICY

POLICY ON THE HANDLING OF SEXUAL HARASSMENT CASES

APPROVED 01/ 06/ 2007 AND IMPLEMENTED

The objective of this policy is to eliminate sexual harassment in the workplace. This policy provides appropriate procedures to deal with the problem and prevent its recurrence. This policy encourages and promotes the development and implementation of policies and procedures that will lead to the creation of workplaces that are free of sexual harassment, where employers and employees respect one another's integrity and dignity, their privacy, and their right to equity in the workplace.

THIS ADDRESSES THE CODE OF CONDUCT BY ALL EMPLOYEES OF THE COUNCIL.

The policy is achieving the desired outcomes

ACTION PLAN NUMBER FOURTEEN

SCOPA POLICY

APPROVED ON THE 01/10/2008 AND IMPLEMENTED

This is compliance with Legal requirement

The lack of effective oversight can be attributed in some measure to the absence of an oversight body like the Standing Committee on Public Accounts (SCOPA) operating at Provincial and National Government level, in Local Government. Weaknesses in accountability, may have lead, at least partly, to a perpetual situation of qualified and adverse audit reports, without clear and concrete interventions by Municipalities to correct the situation.

There is a clear need for the creation of enhanced financial management oversight capacity, and the creation of a Municipal SCOPA will ensure that the oversight role of Council is secured and enable it to evaluate whether the Municipal Administration use public funds in a lawful, efficient and effective manner.

ACTION PLAN NUMBER FIVETEEN: MUNICIPAL TURN-AROUND STRATEGY

TO PROVIDE A TURN-AROUND STRATEGY AS A MECHASIM OF RENDERING EFFECTIVE SERVICES

Substantial amount of work has been done in preparing ELM to implement TAS which is aimed at making this council more efficient and responsive to civil society's concerns using the available limited resources. The work involves SWOT analysis exercise with an intention to consider 'quick wins' that can be implemented . All the projects identified to be implemented prior 2011 have been implemented and Council is busy with the second round of LGTAS. Although this Council has always been geared to running a clean government informed by principles of good public management and respecting peoples rights whilst delivering services that will improve the quality of life, it has identified certain flaws, which some of them are outside powers and functions, but yet at the core of IDP implementation.

In the first LGTAS (2010) Council identified the following projects namely Tarring townships Roads, establishment of mini-parks in at least 8 rural wards, considering that in 2009/10 financial year 7 mini-parks were established in townships; partial development of agri-processing hub by the LED unit. As part of TAS it has appeared that, there are certain policies developed and approved by this Council on institutional issues which are not yet implemented. Another important issue in this regard is staff complement to deal with Municipal IT issues. Currently departments are very concerned about the turnaround times of the IT section, but yet acknowledging the capacity constraints in terms of staff complement in this section. The following table represent status of projects identified on the TAS.

PROJ. NO.	PROJECT NAME	STATUS OF PROJECT	PROJECT SPAN	LIFE	ACTUAL DATE OF COMPLETION	REASONS FOR DELAYS
1	Access to electricity management and maintenance	Project is 90% complete	April-Dec 2010		IN PROGRESS	Shortage of material
BASIC SERVICE DELIVERY (EXPECTED OUTCOME)						
2.	Tarring of Roads in Ward 3;5;9					
	Ward 3	Project is 80% complete	July-Dec 2010		IN PROGRESS	Shortage of butchmen and unknown underground pipes
	Ward 5	Project is 80% complete	July-Dec 2010		IN PROGRESS	Shortage of butchment and unknown underground water pipes
	Ward 9	Project is 90% complete	July-Dec 2010		IN PROGRESS	Shortage of butchment
	Construction of Rural Roads					
3	Formalisation of informal settlements (what is required i.r.o township formalization, basic services and housing)	Project is 60% complete	May 2010-April 2011		IN PROGRESS	In progress
POLITICAL MANAGEMENT OVERSIGHT						
4	Inter-governmental relations	Has not commenced	May 200-April 2011			Poor relations with Uthukela District Municipality
5	Feedback to council	Complete	2010-Dec 2010		Dec 2010	
6	Delegation of functions between political and administration	85% Complete	April-Dec 2010		IN PROGRESS	
7	Submission of unqualified Annual Financial Statements	Complete	May-Dec 2010		Dec 2010	
8	Councillor oversight Framework (functioning SCOPA)	60% Complete	April-Dec 2010		IN PROGRESS	Councillors had to undergo training
ADMINISTRATION						
9	Vacancies (S57) Status of filling vacant positions	Complete	April-Dec 2010		Dec 2010	
LED STRATEGY ADOPTED BY COUNCIL						

10	LED plan aligned to the PGDS and adopted by council	90% Complete	May-Dec 2010	IN PROGRESS	Heavy rains	
PROJ. NO.	PROJECT NAME	STATUS OF PROJECT	PROJECT SPAN	LIFE	ACTUAL DATE OF COMPLETION	REASONS FOR DELAYS
1	Access to electricity management and maintenance					
2.	Tarring of Roads in Ward 3;5;9					
	Ward 3	Project is 80% complete	July-Dec 2010	IN PROGRESS		Shortage of butchment and unknown underground pipes
	Ward 5	Project is 80% complete	July-Dec 2010	IN PROGRESS		Shortage of butchment and unknown underground water pipes
	Ward 9	Project 90% complete	July-Dec 2010	IN PROGRESS		Shortage of butchment
	Construction of Rural Roads					
3						

ACTION PLAN NUMBER SIX: ORGANISATIONAL PERFORMENCE MANAGEMENT

ORGANISATIONAL PERFORMENCE MANAGEMENT

Organisational Performance Management emanates from the IDP and its implementation in ELM has been very successful. To demonstrate that this Council considers the commitment mentioned above, it has built staff capacity in the OPMS Unit, from 1 person to seven employees. Performance evaluation processes are not only restricted to Sec.57 Employees, but now also cover Level 1-6 employees. The clear alignment from IDP-BUDGET-LGTAS-OPMS has been over emphasised by this Council. This alignment is evident when considering the fact that operational plans are formulated on the basis on the programmes and projects stated in the IDP. The same applies for the Key Performance Indicators. Not only is the PMS dealt with as a central function, but over and above that, Heads of Departments receives weekly plans. It has gone to an extent of strictly controlling the movement of staff between offices and the field. All necessary committees such as Performance Audit

are in place. SDBIP for each financial year is developed and well managed by the same financial office. SDBIP over the years has been refined from being merely a financial progress report, but now also includes identification of stumbling blocks that are delaying projects from being completed within the specified time lines. The team at the PMS office has recently developed risk management for each section in 7 Departments of the municipality.

SERVICE CHATER

- **DEPARTMENT OF GOVERNANCE AND TRANSFORMATION**
- **Key Performance Areas:**
 - All slum areas (Informal Dwellings) be eradicated by 2010 and the Municipality ensure that programmes to deal with this matter be instituted by 2007
 - Interim valuations of new sub-divisions, new buildings, alterations and additions to buildings, updating of ownership
 - Development and promotion of tourism
 - Upgrade of community facilities
 - Support constituents
 - Promotion of libraries in rural areas

Description	Time Frame
Annual Grants-in-Aid Applications (when cash flow allows)	2 months from closing date
Ad-hoc Grants-in-Aid applications (when cash flow allows)	30 days from receipt of application by responsible official
Grants-in-Aid applications (when cash flow do not allow)	2 days from receipt of application by responsible official
Completion of departmental related questionnaires	3 weeks
Compilation, Printing and Distribution of Agenda	30 days (Minimum)
Period from any meeting to distribution of minutes	5 working days
Execution of EXCO and Council resolutions	2 days after receipt of minutes
By laws & Tariffs of Change- Advertisements in local newspapers & submission to Province for promulgations	6-8 weeks after Council's approval. Objections received will cause delay.
By laws- General queries	1-2 days

Period from receipt of invoices to submission for payment to Department Finance	14 days
General public inquiries received telephonically or in person	Same day
General public enquiries received in writing	Immediately to 1 month depending on council's meetings, if applicable
Contracts – finalization of rental agreements, advertising and general queries i.r.o contracts	6-8 weeks
Answering of switchboard calls from public	3 seconds
Sale of houses in terms of DBS, substitutions, interim valuations	14 days
Signing of contracts, Subdivision applications	21 days
Cancellations	60 days
Requests for pauper burials, issuing of Title Deeds, opening account for land sale & housing, Valuation certificates	Same day
Housing development	Ongoing
Sale of readily not available land	24 months
Settlement figures	4 days
Sale of readily available land	90 days
Request for transfer	30 days
Special requests (books, audio visual material)	2 weeks
Bookings of Activities Room	Immediately
Application for library membership	24 hours
Issue of discharge of library material	Immediately
Written enquiries for bookings	7 days
Period from hire of venue to application for refunds to Department of Finance	14 days
Provision of facilities (if available)	Immediately
Availability – cleaning	1-4 hours
Daily tourism information	Immediately
Telephonic & personal inquiries on museum related issues	Immediately to 7 days
Written inquiries on museum related issues	Acknowledge receipt within 7 days – full reply within 14 days

DEPARTMENT OF ECONOMIC DEVELOPMENT

Key Performance Areas

- Institutional development
- Integrated development plan
- Establish GIS Section
- Social Development
- Land Tenure / Ownership
- Provide efficient and effective solid waste removal
- Promotion of a clean and healthy environment
- Economic development and Planning
- Local Economic Development
- Agriculture
- Industrial and Commercial Expansion and Retention
- Job Creation and Poverty alleviation
- SMME development
- Spatial Development Framework
- Environmental and Land Use Management

TURN-AROUND TIME

Description	Time Frame
Neglect in removal of refuse	1 hour
Removal of dead animals	1 hour
Clearance of litter	2 hours
Clearance of conservancy tanks and pit latrines, illegal dumping, pollution (smell, smoke)	2 days
Miscellaneous problems	10 days
Dog, poultry nuisance	15 days
Untidy/dirty premises	5-15 days
Clearance of overgrowth (municipal owned), removal of illegal dumping (garden refuse), cleaning of storm water drains, miscellaneous problems	10 days
Stray animals (cattle, goats, etc.)	1 hour
Written enquiries received	Within 7 days
Personal visits and enquiries	Immediately
Assistance on request from existing industrialists	Within 24 hours
Contravention of town planning scheme	45 days
Special consent	65 days

Rezoning	85 days
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DEPARTMENT OF FINANCE

Key Performance Areas

- To ensure maximum collection of revenue due to the municipality
- Provide an appropriate acceptable standard of services to the consumers at our rate payment areas
- Ensure the timeous and accurate delivery of accounts to consumers
- Ensure the timeous payment of creditors and cash flow management
- Ensure the staff are adequately equipped to perform their functions by providing training;
- Promote the principles of the MFMA and ensure its implementation compliance
- Promote ongoing financial stability
- Proactively manage debtor collection to levels
- To reduce debt owed to the municipality

TURN AROUND TIME

Description	Time Frame
Telephone	2 weeks
Written	14 days
Counter	Daily
Receipt of cash, cheques, direct deposits	Immediately
Payment of creditors	30 days
Claims	30 days

CORPORATE SERVICES

Key performances:

- The finalization and approval of organizational restructuring
- The replacement of staff.
- The completion of the Job Evaluation Exercise and the implementation of the job evaluation results
- The implementation of employment equity in the first level of management
- The training of staff in terms of the Skills Development Plan to improve productivity

TURN-AROUND TIME

Description	Time frame
Purchase requisitions, subsistence & Travelling claims, Leave files	Daily
Refunds, Cash takings	Weekly
Monitoring of paper used, monitoring and issuing of face value stationery	Monthly
Line item investigations, Service account investigations	Daily
Preparation of: Overtime reports, Leave and sick leave reports, Internal Audit report	Monthly
Attending and monitoring tenders, pound sales	Monthly
Verification of: Electricity Error Report, Monitoring of Interims, Credits, Debits, RD Journals and Tax Invoices, Verification of Creditors Run & Reconciliation, Bulk Diesel, Automatic Indigent Journals, Application Indigent Journals, Electricity Connections/disconnections	Monthly
Deceased/Retired/Resignations of employees	Monthly
Salary run, ACB Salaries & Housing, Trial run for services, Petty cash counts	Monthly
Special Audits	Ongoing
Departmental Audits	6-8 weeks
Stock count, Rates Assessment	Annually
Compile & update employment equity statistics	Monthly
Submit Employment Equity report to the Department of Labour	Annually

DEPARTMENT OF ENGINEERING SERVICES

LINE OF PERFORMANCE:

- Construction of New Tarred Roads
- Construction of New Gravel Roads
- Rehabilitation of Tarred Roads including base failures, potholes, sealing overlays, etc.
- Rehabilitation of Gravel Roads including re-gravelling, grading etc.
- Urban Storm water rehabilitation
- Rural Storm water Rehabilitation
- Construction of new sidewalks
- Rehabilitation of existing sidewalks
- Job Creation/Skills Development in terms of the expanded Public Works Programme
- Construction of Low Water Crossing, Pedestrian Bridges, Vehicular Bridges
- Approval of building Plans and Inspection
- Construction of Taxi Ranks and Bus Shelters

TURN-AROUND TIME

Description	Time Frame
Potholes	5 days
Base failures	15 days
Sidewalks	15 days
Road construction – urban (New)	IDP/Budget meeting
Road construction - rural	As per approved program/2km per month
Grading of gravel roads	30 days
Miscellaneous problems – town/urban	15 days from date of reporting
Non-maintenance issues	Budget meeting
Stormwater problems, kerb & channel repair, sidewalk repairs, repairs to buildings, repairs to culverts & barriers, construction of new scoops and gutter bridges	30 days

Miscellaneous - urban	30 days
Non-maintenance issues	Budget meeting
Approval of building plans, urban aesthetics	30 days from date of submission
Building inspections for construction/Low Cost Housing	5 days from date of notice
Miscellaneous	15 days

ELECTRICAL SERVICES DEPARTMENT

LINE FUNCTION:

- To address the backlogs for electrification projects.
- To target more indigent consumers and increase Free Basic Electricity to these consumers.

TURN-AROUND TIME

Description	Time Frame
Processing of service applications where already infrastructure exists – New supplies, upgrading of existing supplies	5 days
Processing of service applications where no infrastructure exists – New supplies	1 month or period agreed upon by applicant and license
Reading of credit meters	Monthly
Disconnections for non-payment	At least 14 days after due date for payment of account
Notice period of impending disconnection – commercial and industrial customers	24 hours
Reconnections	No later than first working day after account has been settled
Account queries in person or telephonically	3 working days
Account queries in writing	5 working days
Meter Accuracy Queries	15 working days from receipt of prescribed fee
Restoration time after forced interruptions	Max 1 day
Notification of planned interruptions	At least 48 hours prior to interruption
Telephone answering response	10-15 seconds
Street lighting – restore	Max 5 working days from receipt of complaint

OFFICE OF THE MAYOR
TURN AROUND TIME

Description	Time Frame
Request for Mayoral appointments	Immediately to 24 hours
Written Enquiries directed to Mayor	Acknowledge receipt immediately, follow-up letters on receipt of comments from managers
Personal enquiries and visits	Immediately
Mayoral invitations received	Depending on nature of invitation, reply within RSVP date
Organizing of sport activities	Annual Program
Youth, Gender and People with disabilities, Development Issues	Ongoing

2. FINANCIAL PLANNING AND BUDGETING

3.1 THE VISION, GOALS AND OBJECTIVES

FOSTER INSTITUTIONAL MATTERS WHILST ENSURING PROPER ASSET MANAGEMENT OF THE ENTIRE MUNICIPALITY THROUGH VARIOUS INITIATIVES AND ACCORDING TO STANDARDS APPROVED BY THE EUDITOR-GENERAL

OBJECTIVES:

- To run this municipality with financial integrity;
- To account for all monies and expenditure of the municipality;
- To expand the municipal rate base as a source of income;
- To collect monies due to Council which will increase the budget;
- To provide budget that is sound, balanced, responding to IDP priorities;
- To conduct financial matter according to Standard prescribed by the National Treasury;
- To strengthen all internal operating system to address queries and opinions of Auditor General;
- To strive to obtain a clean Internal Auditors

ACTION PLAN NUMBER ONE: FINANCIAL PLAN

TO RUN THE MUNICIPAL FIANCIAL INTEGRITY;

In ensuring that Council is MSA compliant it has a financial plan in place which includes a reflection of a short term period by representing budget for the next 3 years. Over and above this plan Council has additional policies that regulate Council monies, these include, Supply Chain Management, Cash Management, Investment Policy, Credit Control, Tariffs as well as Rates policy. Council is satisfied that all pertinent policies pertaining to finance are in place and are reviewed from time to

time. Council further, in terms of our internal administrative procedures, adopted a strict policy to regulate expenditure. This is very important on management of rates payers monies.

In ensuring that Council does not suffer immensely, during the period when the global economy is slightly picking up, we approached several departments with the primary purpose to seek funding to finance infrastructure projects. Funders such as COGTA through the Special Initiatives on Small Town Rehabilitation Grant, donated R23 million to the municipality since 2009, whilst on the other hand National Treasury granted Leverage funding worth 63 million since 2008. Projects funded through these monies are still underway. This funding really provided relief to Council.

ACTION PLAN NUMBER TWO: EXPENDITURE

TO ACCOUNT FOR ALL MONIES AND EXPENDITURE OF THE MUNICIPALITY

Council still experience expenditure on conditional grants, transferred by other government departments, and needs to improve on this area greatly. However, progress has been made lately on these grants. Each Head of Department in the municipality submits progress report in respect of expenditure on grants to MANCO on a monthly basis, further this information is reconciled by finance department and submitted to EXCO for further attention.

Thus far Council is at 50% expenditure both on revenue financed projects as well as grant funding. 90% of own revenue and grant funding has been spent on infrastructure projects. MIG funding was all exhausted during the last year's (2009/10) allocation.

SDBIP as financial tool, will greatly assist Council in terms of execution of projects approved in the budget for 2011/12. All these projects are extracted from this IDP. However, it has emerged that management of this Council is experiencing some challenges regarding Civil Engineering Consultants and Contractor who tend to

under-perform or produce work that is of a low standard. Mechanisms have been put in place to ensure that all projects that have been delayed, such as tarring of roads in townships and extension of municipal offices accelerated and finalised within a short space of time.

Further, a benchmark of R100 thousand per department was agreed by MANCO that each department should not exceed, with exception to Engineering Departments, which largely deals with infrastructure and vehicle maintenance matters. Over the last 2 years municipal capital funding has been spent as represented below.

ACTION PLAN NUMBER TWO: EXPANSION OF RATE BASE AREA

TO EXPAND THE MUNICIPAL RATE BASE AS A SOURCE OF INCOME;

This is done in collaboration with other municipal departments, such as Planning to identify vacant land owned by Council and could be developed with Council's intention to obtain rates from the same. Cove Crescent Housing Development as an example, was a Council project where all sites were serviced with infrastructure to enable them to put in housing market, people take ownership and Council to obtain rates. Although not all residential sites have been bought through our Real Estate Section, these Erven are continuously made available on the market for people to purchase. The planning office through the SDF is also busy identifying areas that should be serviced with an intention of selling these in future.

ACTION PLAN NUMBER THREE: COLLECTION OF DEBT

TO COLLECT MONIES DUE TO COUNCIL WHICH WILL INCREASE THE BUDGET

It is a know fact that municipalities over the country are owed million's of Rands and this Council resolved that collection of debt is one of the policy statement which must be implemented and EXCO be appraised of progress made on such. Council has an in-house established Legal Section which deals with all legal matters of municipal

affairs. Collection of municipal debt is done by our municipal legal section which report to credit control committee, that seats every Wednesday of the week. SDBIP as a performance tool, contains amongst other activities KPI and targets to be reached by the Legal Services on an annual basis. Legal Services target is to collect R500 000,00 per month which accumulates to be R6 000,000,00 a year of handed over debt, thus far the average collection rate is 97%.

Collection of debt is done under the credit control policy. The policy amongst other aspect protects and give Council right to disconnect a person's electricity if rates are outstanding, this scenario is for current occurring debt. It serves as a measure to ensure that whilst, the Legal Services may be collecting old recoverable debt, new one does not accumulate which may create problems in the future. The Legal Services goes as far as attaching immovable properties if arrangements to repay the debt amount is not made between the municipality and debtor. Legal Services dedicate a proportion of their budget towards implementation of outstanding debt.

Since the implementation of rates act, Council has made substantial progress towards collection of rates in vacant lands. In the next two years people owning big chunk of farms which are lying undeveloped will have a challenge, as they will gradually be expected to pay for rates, irrespective if their properties are developed or not. The planning office to a certain extent has commenced with planning such pieces of land in an event they become available for future development.

ACTION PLAN NUMBER FOUR: 2011/12 BUDGET

TO PROVIDE BUDGET THAT IS SOUND, BALANCED, RESPONDING TO IDP PRIORITIES;

This budget for 2011/12 is different from other budgets in that it proposed a few initiatives which was not the case previously. It more friendly both towards rates payers in general and investor oriented. For instance there has been no increase in rates, that means people will have a relief in the household budget. On the other side, investors will also enjoy incentives proposed if they bring and sustain their

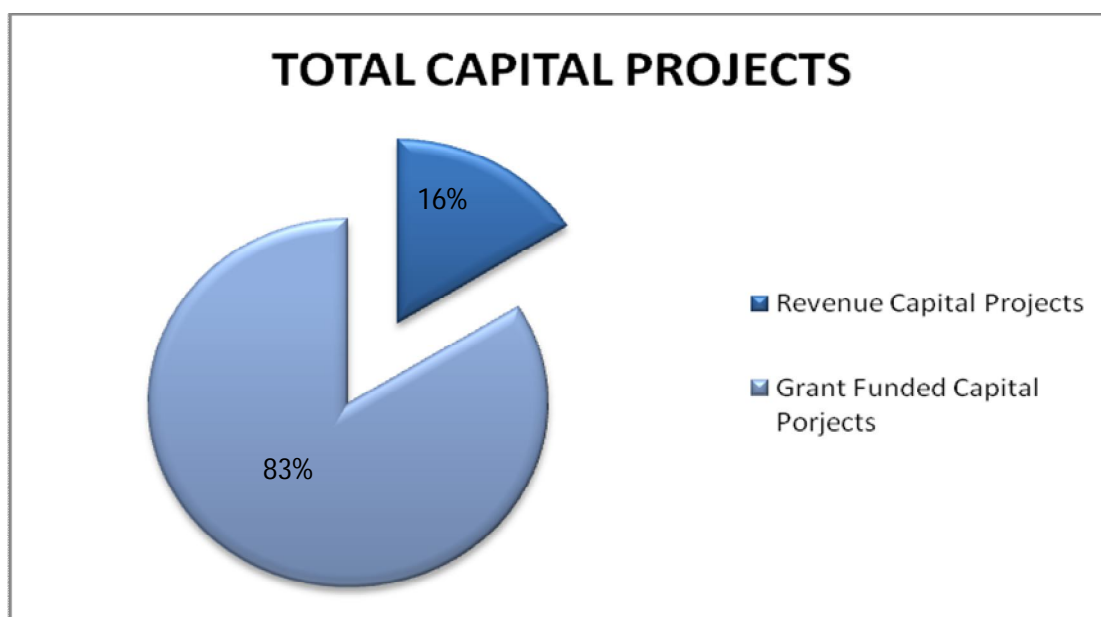
development within town. For instance the rates policy gives 100% exemption over a period of 3 years from levying rates if a new business locates in the town, gradually the exemption is reduced until such time that a person has comfortably established the business. This is one measure Council has proposed to stimulate and sustain investment in this town. This comes as realisation that over the years and through LED visit (business and retention), investors complained about high costs of sustaining a business in this town due high levies.

Minor tariffs as well to a certain extent have been relaxed, where an increase occurred, it not in excess of 5%. Since implementation of the PDA budget has featured new tariffs, for instance for subdivision and consolidation of land. Electricity tariffs are done in terms of NERSA requirements.

Substantial amount on municipal capital budget will be directed towards infrastructure projects, such as tarring of roads in the townships and replacement of old infrastructure in the CBD. MIG budget will be used mainly for construction of facilities in rural areas.

One of the concerns raised by the AG, was that virtually all municipalities are battling to fund the depreciation and few suggestions have been made, however, implications of these suggestions have not been evaluated thus far. Suggestions include, consideration to hire some of the municipal assets as opposed to purchasing these since it triggers financing the depreciation value.

In the up coming financial year, 2011/12, Council will spend R76,627,330 on capital projects for which a large proportion of money will be from the existing grant funding such Neighbourhood Development Grant from National Treasury, Small Town Rehabilitation Grant from Cogta as well as MIG. Grant Funded Capital projects amount to R63 million, whilst own revenue is R12,7 million.



ACTION PLAN NUMBER FIVE: COLLECTION OF DEBT

TO CONDUCT FINANCIAL MATTER ACCORDING TO STANDARD PRESCRIBED BY THE NATIONAL TREASURY;

Our financial matters are based from a variety of National and Provincial legislations, such as Municipal Finance Management Act and Systems Act, as well as the host of others. These legislations require Council to come up with several policies which inter alia Supply Chain Management. As result of this policy, Council has a functional Supply Chain Units, based in the finance department. The core function of this unit is to facilitate and coordinate all matter pertaining to Procurement of Goods and Services, and no other department, other than in case of extreme emergencies are responsible entertain procurement matters. Supply Chain has been used as a tool to bring SMME's to the market of providing goods and services to the municipality. This policy has been reviewed to accommodate Coorps and SMME's following an initiative from the LED office. The small scale items such as provision of toilet papers for public toilets are sought from the Coorps or SMME's.

The rates policy for the next financial year has guided Council throughout the budgeting process. It was within such policy that Council opted not increase rates for the next financial year. This policy further made the environment to be investment friendly, in that depending on the scale of investment, developers and investors have been given a relief/exemption from payment of rates over a certain period of time.

Credit Control and debt collection policy plays a vital role on the municipal expenditure and collection of monies due to Council. On a continuous basis finance will hand over proportional amount of debt to the Legal Services to recover the money from debtors, who in turn follow a certain legal process to collect the money. The target for collection of outstanding monies in terms of performance management is R500 000,00 monthly, which the accumulates to R6 000 000,00 annually.

Asset Management policy has assisted the municipality to develop an Assets Register through grant funding by National Treasury. All assets are captured on the assets register and allocated with bar codes. When assets are sold or other ways disposed of, they are also removed from the asset register.

As part of the MFMA requirements, Council developed a Policy on Disposal of Council Assets, which guides Council in all disposal of land for various purposes.

ACTION PLAN NUMBER SIX: CLEAN REPORT

TO STRENGTHEN ALL INTERNAL OPERATING SYSTEM TO ADDRESS QUERIES AND OPINIONS OF AUDITOR GENERAL

In the last financial year (2009/10) Council obtained an unqualified audit opinion from the AG, although it was with matters. Council endeavours to move towards a clean audit report, and as such has propose mechanism to ensure that we comply and improve on the concerns raised by the AG. The internal audit section is seeing to this compliance through progress reporting on matters raised by the AG. One of concerns raised was on inadequacy of budget to fund the depreciation, however, in the adjustment budget for 2010/11 this has been rectified. Going forward managers

are still discussing, the sound approach on funding depreciation, even though such depreciation appears to be quite high and may be difficult to finance from municipal own revenue. Performance is said to be one of the areas that will be audited in the next round of auditing, therefore this means that all our processes dealing with performance management are being revisited and improved to ensure that we are compliant. In the last three years Council obtained one audit qualification in 2008/09 financial year. ELM is regarded by the AG as high capacity municipality with the District, which therefore means a lot is expected from our municipality as trendsetter in the region. Internal measures on a monthly inventory counts are undertaken.

ACTION PLAN NUMBER SEVEN: TURN-AROUND STRATEGY

PROVISION OF INCENTIVES AND INDIGENCY

Having observed that some businesses, particularly the in the industrial sector are relocating to other town or cities due numerous reasons including high costs of rates and electricity, Management endeavours that such situation should not occur in future, which is why an initiative to relax rates starting from the next financial year has been widely supported. The rates policy makes the provision as follows going forward:

○	<i>From years 0 -4</i>	=	<i>100% rebate</i>
○	<i>From year 5</i>	=	<i>75% rebate</i>
○	<i>From year 6</i>	=	<i>60% rebate</i>
○	<i>From year 7</i>	=	<i>50% rebate</i>
○	<i>From year 8</i>	=	<i>40% rebate</i>
○	<i>From year 9</i>	=	<i>30% rebate</i>
○	<i>From year 10</i>	=	<i>20% rebate</i>
○	<i>From year 11- 15</i>	=	<i>10% rebate</i>
○	<i>From year 16</i>	=	<i>0% rebate</i>

From the first year that business locates in the Ladysmith area, it will receive 100% rebate on rates for an uninterrupted period of 4 years, after which there will be slight reduction from the full exemption over the period of 16 years. This is aimed at attracting industries into town and stimulating economic growth into the region.

During the period of exemption business owners will be expected to submit annually, audited financial statements to the municipality. Properties located in the CBD that have refurbished their buildings are limited to 50% rebate.

Another special initiative introduced by Council is that of child headed households to receive automatic indigence. Alongside with this automatic application process is the, indigency relief to medically bordered people, disabled and pensioners.

3. GOOD GOVERNANCE

3.1 THE VISION, GOALS AND OBJECTIVES

TO ADVOCATE COOPERTATIVE GOVENENCE WITH A VEIW TO REALISE THE STRENGTHS OF INTEGRATED PLANNING

THE OBJECTIVES:

- To contextualise the meaning of 'DEVELOPMENTAL GOVERNMENT';
- To take local government to the people on the ground including poorest of the poor;
- To reaffirm the standard of good public management and run municipality with intergrity;
- To implement national political directives;
- To account for all decision making process undertaken within the municipality;
- To move all frontiers serve to divide society with a view to bring social equity;
- To ensure that the voice of the marginalised within the society is heard;
- To foster cooperative governance across all sectors of government;
- To run a clean government that is responsive to people's need;
- To respect the rule of Law;

3.2 PROGRESS MADE ON ACTION PLANS

ACTION PLAN NUMBER ONE: BATO PELE PRINCIPLES

TO UPHOLD PRINCIPLES OF BATO PELE

- Consult;
- Service Standards;
- Access;
- Courtesy;

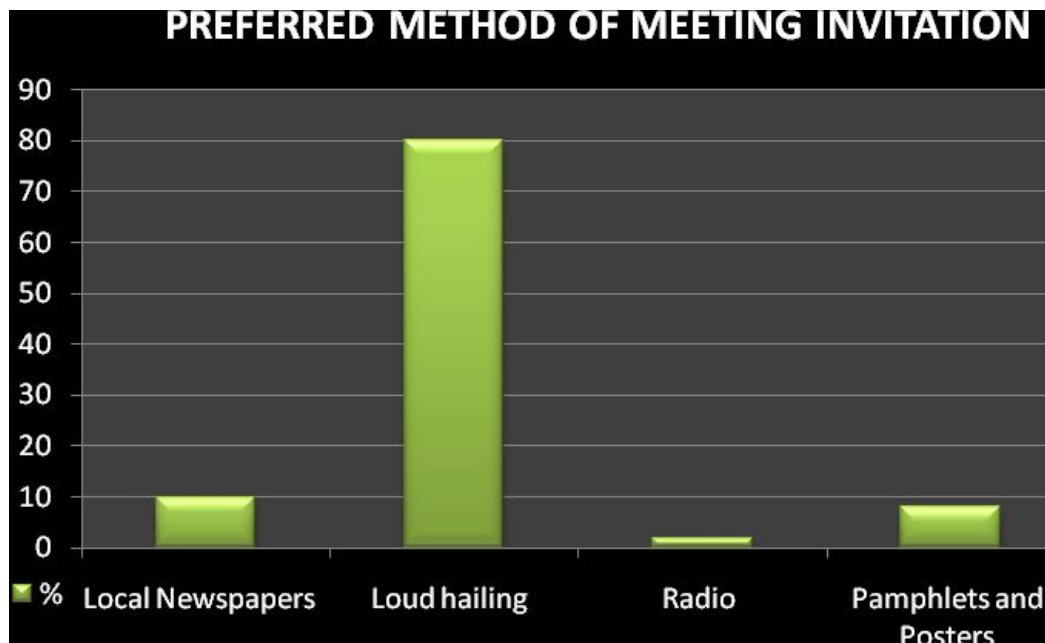
- Information;
- Openness and Transparency;
- Redress;
- Value for money;
- Encouraging Innovation and rewarding excellence;
- Customer Impact

ACTION PLAN NUMBER ONE: PUBLIC PARTICIPATION

PUBLIC PARTICIPATION

Public participation is central to municipal state of affairs, for instance the IDP, Budget, Annual Report all involve participation of the community at large. During development of this IDP, community participated in different level i.e the Process Plan as well as the original document of the IDP. Over and above that community meetings were held for two consecutive months. Criticism from the community regarding projects, that the community expect would be implemented in their respective wards does emerge during IDP public participation process. The recent demarcations reflects Emnambithi/Ladysmith area with 27 Wards for which 85% is rural in nature. One of the concerns that seem to feature mainly during IDP consultation in former black townships and rural areas, is that the youth is the group that is hardly hit by unavailability of employment. There is also growing concern from the community that development in particular geographical areas take too long before it is delivered. It can be safely concluded that public participation thus far is effective. From the community satisfaction survey is became apparent depending on the geographical area, but people seem to favour loud hailing as an effective mode of advertising over other forms. In actual fact 80% of the people from the random community survey prefer that they be informed about community meetings through loud hailing, whilst 10% prefer pamphlets and posters.

Input on IDP is not only restricted to the community at large, but an equal opportunity is also given to stakeholder such Sporting bodies, Traditional Leaders, NGO's etc.



IDP CONSULTATION PROGRAMME














































ACTION PLAN NUMBER ONE: WARD COMMITTEES

WARD COMMITTEES

Functioning of ward committees has been satisfactory thus far. Ward Committees are continuously given necessary tools to perform their duties. Over the last year all 180 ward committee members have been given cell phones with airtime. Over the last year Council adopted Public Participation Policy, which is used as a guide for all community engagements. Ward Committee submit weekly reports to the Office of the Speaker, who closely manage the Committee. Not only do ward committees participate on affairs of IDP.

Some of the inputs coming from certain groups of people or stakeholder was profound in that people, would expect Council representatives to indicate in terms of Spatial Development Framework future possibilities of land development.

RATING GOOD GOVERNENCE

NO	DRIVERS	Good  In progress  Intervention required 	ASSESSMENT		
			Financial	Performance	Compliance
	LEADERSHIP				
1.a	Provide effective leadership based on a culture of honesty, ethical business practices and good governance, protecting and enhancing the best interests of the entity				
1.b	Exercise oversight responsibility regarding financial and performance reporting and compliance and related internal controls				
1.c	Implement effective HR management to ensure that adequate and sufficiently skilled resources are in place and that performance is monitored				
1.d	Establish and communicate policies and procedures to enable and support understanding and execution of internal control objectives, processes, and responsibilities				
1.e	Develop and monitor the implementation of action plans to address internal control deficiencies				
1.f	Establish an IT governance framework that supports and enables the business, delivers value and improves performance				
	FINANCIAL AND PERFORMANCE MANAGEMENT				
2.a	Implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting				
2.b	Implement controls over daily and monthly processing and reconciling of transactions				
2.c	Prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information				
2.d	Review and monitor compliance with applicable laws and regulations				
2.e	Design and implement formal controls over IT systems to ensure the reliability of the systems and the availability, accuracy and protection of information				
	GOVERNANCE				
3.a	Implement appropriate risk management activities to ensure that regular risk assessments, including consideration of IT risks and fraud prevention, are conducted and that a risk strategy to address the risks is developed and monitored				
3.b	Ensure that there is an adequately resourced and functioning internal audit unit that identifies internal control deficiencies and recommends corrective action effectively				
3.c	Ensure that the audit committee promotes accountability and service delivery through evaluating and monitoring responses to risks and providing oversight over the effectiveness of the internal control environment including financial and performance reporting and compliance with laws and regulations				

NO	DRIVERS	COMMITMENTS
	LEADERSHIP	
1.a	Provide effective leadership based on a culture of honesty, ethical business practices and good governance, protecting and enhancing the best interests of the entity	Management to finalise the draft code of ethics and code of conduct, submit to council for approval and then roll out to all staff.
1.b	Exercise oversight responsibility regarding financial and performance reporting and compliance and related internal controls	Management to review all performance indicators and targets and ensure that indicators are well-defined and targets are specific, time-bound and measurable.
1.c	Implement effective HR management to ensure that adequate and sufficiently skilled resources are in place and that performance is monitored	Performance of staff (excluding level 1 to 6) to be measured six monthly and to ensure that they perform their duties as per the employment contract and job profiles.
1.d	Establish and communicate policies and procedures to enable and support understanding and execution of internal control objectives, processes, and responsibilities	Management to improve the budgeting processes for non-cash items i.e. depreciation and provisions to prevent unauthorised expenditure.
1.e	Develop and monitor the implementation of action plans to address internal control deficiencies	Management to consolidate all internal audit findings and monitor the implementation of the recommendations regularly and in accordance with an action plan.
1.f	Establish an IT governance framework that supports and enables the business, delivers value and improves performance	
	FINANCIAL AND PERFORMANCE MANAGEMENT	
2.a	Implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting	An adequate archiving system will be investigated and implemented to ensure proper record keeping.
2.b	Implement controls over daily and monthly processing and reconciling of transactions	CFO/Manager Finance to approve adjusting journals and follow up on unallocated deposits.
2.c	Prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information	CFO to finalise interim AFS for period ending December 2010. CFO to establish a register for unauthorised, irregular and fruitless and wasteful expenditure. Significant and non-routine journals must be authorised by CFO/Manager Finance.

NO	DRIVERS	COMMITMENTS
		<p>Monthly payroll to be certified by the relevant dept heads to confirm that only existing employees are being paid.</p> <p>Management to improve the recording of inventory and ensure that monthly reconciliations between the stock ledger and the GL are performed. Stock obsolescence to be considered during the valuation of stock at year end.</p> <p>Asset manager duties to be assigned to another staff member until the vacancy has been filled to ensure that the asset register is updated timeously and monthly reconciliations are performed.</p> <p>All additions to fixed assets to be barcoded and updated to the asset register. Asset counts to be performed at least on a quarterly basis.</p>
2.d	Review and monitor compliance with applicable laws and regulations	
2.e	Design and implement formal controls over IT systems to ensure the reliability of the systems and the availability, accuracy and protection of information	All IT findings from the previous year to be resolved as per the action plan.
	GOVERNANCE	
3.a	Implement appropriate risk management activities to ensure that regular risk assessments, including consideration of IT risks and fraud prevention, are conducted and that a risk strategy to address the risks is developed and monitored	Management to roll out the fraud prevention plan to all staff and create awareness of its existence in respect of all new appointees.
3.b	Ensure that there is an adequately resourced and functioning internal audit unit that identifies internal control deficiencies and recommends corrective action effectively	
3.c	Ensure that the audit committee promotes accountability and service delivery through evaluating and monitoring responses to risks and providing oversight over the effectiveness of the internal control environment including financial and performance reporting and	Audit Committee to assess the effectiveness of internal audit on an annual basis, and advise management of their findings.

NO	DRIVERS	COMMITMENTS
	compliance with laws and regulations	

4. LOCAL ECONOMIC DEVELOPMENT

4.1 THE VISION, GOALS AND OBJECTIVES

TO PRESENT A CLEAR, FOCUSED GROWTH PATH WHICH WILL ASSIST IN THE DEVELOPMENT OF THE SOCIAL, POLITICAL AND ECONOMIC ENVIRONMENT, AND ENHANCE THE COORDINATION AND RELATIONSHIP BETWEEN LOCAL GOVERNMENT AND BUSINESS, LOCAL GOVERNMENT AND THE COMMUNITY, AND LOCAL GOVERNMENT AND THE DISTRICT MUNICIPALITY, IN ORDER TO BE MORE RESPONSIVE TO THE NEEDS OF THE COMMUNITY AND BUSINESS.

As entrenched in the Constitution of South Africa, LED is one of the competencies of the local municipalities, where it is expected that Council facilitates and coordinates all resources necessary for successful implementation and sustainability of economy of towns. Successful implementation of LED activities varies from one geographical area to another, based on the spatial and non-spatial circumstances that prevail in each area. Poor implementation of LED projects can also relate to lack of understanding by the municipal administration on the significance of LED or lack of reliable data within which decisions can be based. ELM is one of those municipalities that are very mindful about implantation of LED across all wards of the municipality. As such the following are the goals and objectives that apply to this Council in relation LED.

THE GOALS:

- Create sustainable employment;
- Enhance SMME development;
- Address the community's social needs;
- Reduce poverty; and
- Promote rural development.

THE OBJECTIVES:

In order to achieve these goals, the LED Strategy needs to present a number of objectives which are achievable, measurable and viable, as well as provide a guideline for the implementation of tangible projects relating to these goals. Therefore our objectives are as follows:

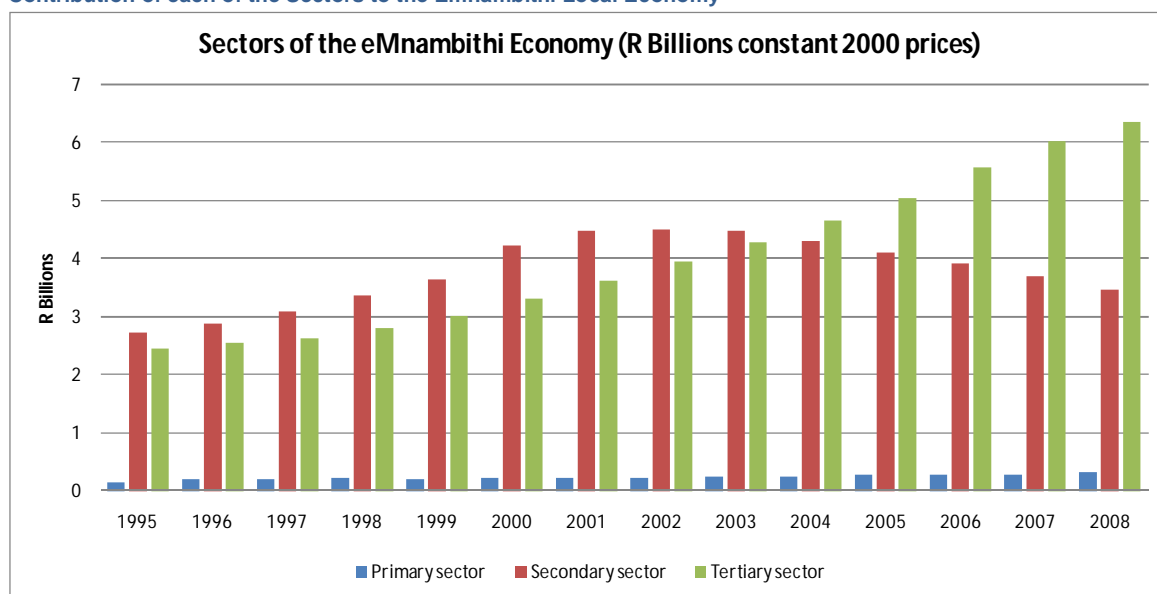
1. To attract investment & resources into the Municipality;
2. To promote skills development within our society as a whole;
3. To ensure economic growth by bringing and sustaining investment within our region and creating an enabling environment;
4. To promote Broad –Based Economic Entrepreneurship;
5. To alleviate poverty through initiatives that target vigorously pockets of areas that are still trapped in the pool of poverty within the municipal area;
6. To bridge the gap between the first and second economy
7. To encourage to retention and expansion of existing business;
8. To create new local business;
9. To enhance cooperative governance;
10. To ensure the delivery of physical infrastructure and services;
11. To develop social infrastructure;
12. To market and promote Emnambithi/Ladysmith; and
13. To plug the ‘economic’ and ‘social’ leaks;
14. To trap and ensure that the economy made in our area does not escape this region;

We therefore convert the above to be action plans for the implementation of the of the LED initiatives and as such we measure progress made and review strategies set out, if they no longer address the latest circumstances. However prior to the above action plans being implemented as Council we conduct an in-depth analysis of the situation that prevail within our area of jurisdiction. This helps in terms of deploying and coordinating resources to respond direct to the problems identified.

Not only does Council stop at the implementation stage, but through **Performance Management** we evaluate the impact made by the strategy to the receiving area.

Graph below displays the contribution of each sector to the total output of the ELM, which is displayed in Rands (Billions in constant 2000 prices):

Contribution of each of the Sectors to the Emnambithi Local Economy



Source: Quantec Database & Urban-Econ (2010)

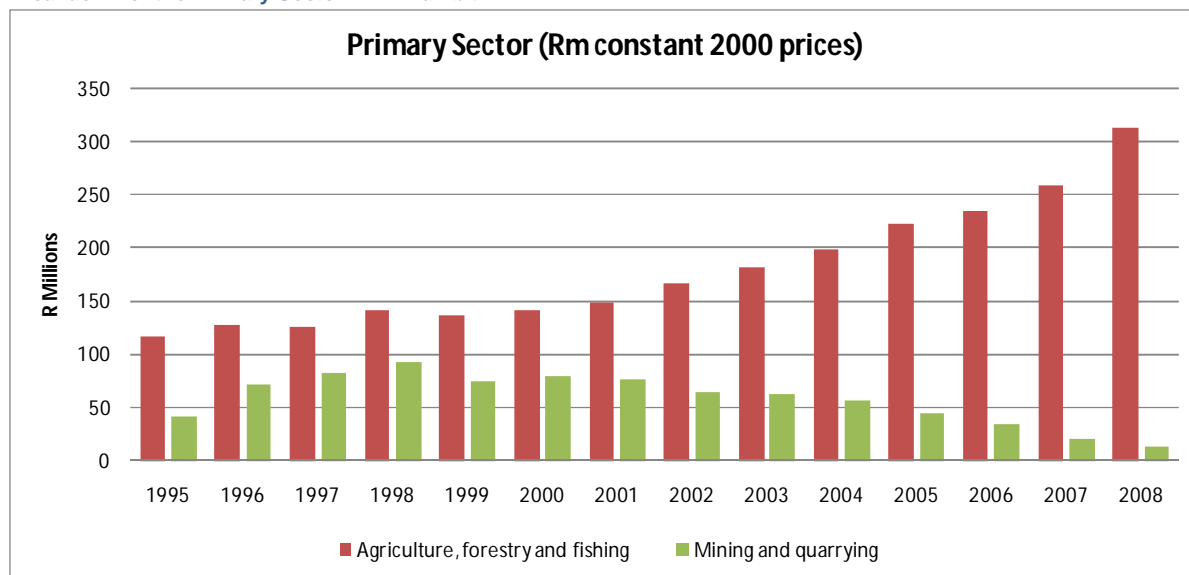
The primary sector which consists of agriculture, fishing & forestry and mining & quarrying, contributes the least to total production output, with a value of approximately R327 million in 2008. The secondary and tertiary sectors contribute much more to total output in the municipality, although since 2001, the secondary sector has declined substantially, with the tertiary sector continuing to increase exponentially since 2001.

The secondary sector contributed approximately R3.4 billion in 2008 in comparison with 2001/2002 when it contributed about R4.5 billion to total output. The tertiary sector more than doubled between 2001 and 2008, contributing approximately R6.3 billion to total output in 2008, up from R3.6 billion in 2001.

This indicates that municipal policy should provide support for the further development of the rapidly increasing tertiary sector, while placing emphasis on strengthening and growing the declining secondary sector. The primary sector will continue to contribute only a small portion of total output, but should be enhanced and strengthened to ensure that its contribution too can grow in the medium term.

Graph on the following page displays a breakdown of the primary sector into its components, namely, agriculture, forestry and fishing; and mining and quarrying:

Breakdown of the Primary Sector in Emnambithi



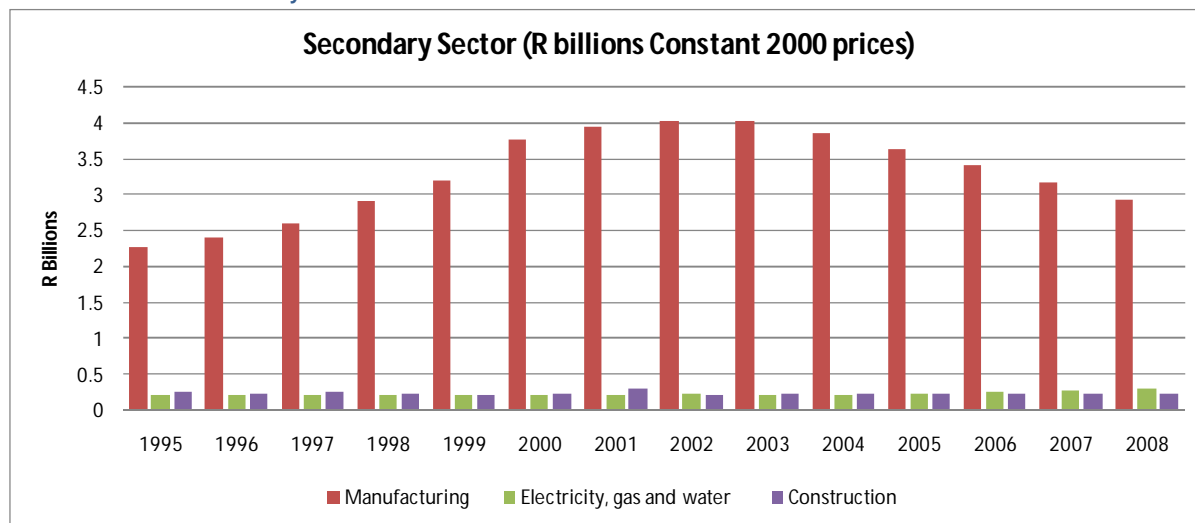
Source: Quantec Database & Urban-Econ (2010)

Agriculture, forestry and fishing (although fishing would not be included) has grown substantially since 2001, contributing 96% to total primary sector output in 2008, with a value of approximately R314 million. This sector has experienced an average annual growth rate of 11% between 2001 and 2008, which indicates the potential to enhance this sector.

Mining and Quarrying has declined considerably since 1998 due to the decline in the coal mining industry in that region, down from a contribution of R93 million in 1998, to approximately R13 million in 2008.

Graph below displays the contribution of each of the sectors within the secondary sector:

Breakdown of the Secondary Sector in Emnambithi



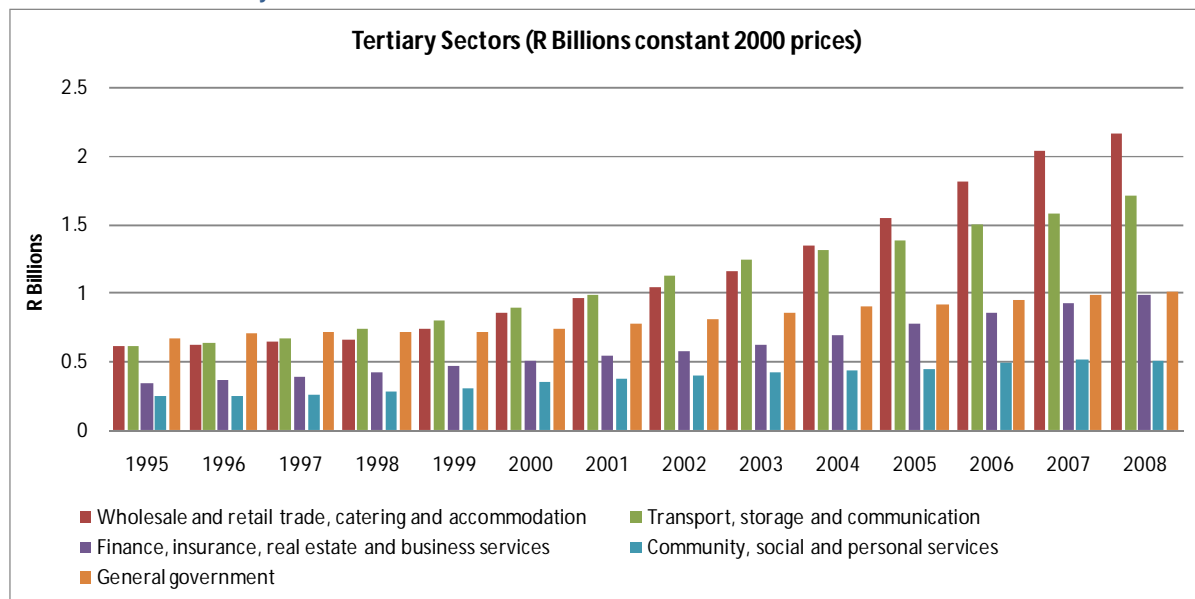
Source: Quantec Database & Urban-Econ (2010)

Most notable is the decline in the manufacturing industry since 2001/2002, with an average annual growth rate of -4% since 2001. Due to the large contribution of manufacturing to the total secondary sector production output values, this confirms why there has been a decline in the entire secondary sector since 2001. Manufacturing has decreased from approximately R4 billion in 2002 to approximately R2.9 billion in 2008, and is a sign of concern given that it is the single largest contributor to the entire Emnambithi local economy.

In terms of electricity, gas and water, production output has increased from approximately R200 million in 1998, to about R300 million in 2008. The construction industry has declined from its high of R306 million in 2001 to about R234 million in 2008.

Graph; below displays the breakdown of the tertiary sector into its main sectors:

Breakdown of the Tertiary Sector in Emnambithi



Source: Quantec Database & Urban-Econ (2010)

The dramatic increase in the total tertiary sector's production output which was discussed previously can be attributed to high growth in the wholesale, retail, catering and accommodation sector, as well as the transport, storage and communications sector. These sectors grew at an annual growth rate of 12% and 8% respectively since 2001, to an output of approximately R2.1 billion and R1.7 billion in 2008 respectively, with wholesale, retail, catering and accommodation almost overtaking manufacturing as the largest contributor to the Emnambithi local economy.

There has also been substantial growth in the finance, insurance, real estate and business services sector, reaching an output contribution of approximately R980 million in 2008. This indicates an average annual growth rate of 9% since 2001. Community, social and personal services, as well as general government services has both experienced average growth of between 4 and 5% since 2001, contributing R500 million and R1 billion to total output in 2008 respectively.

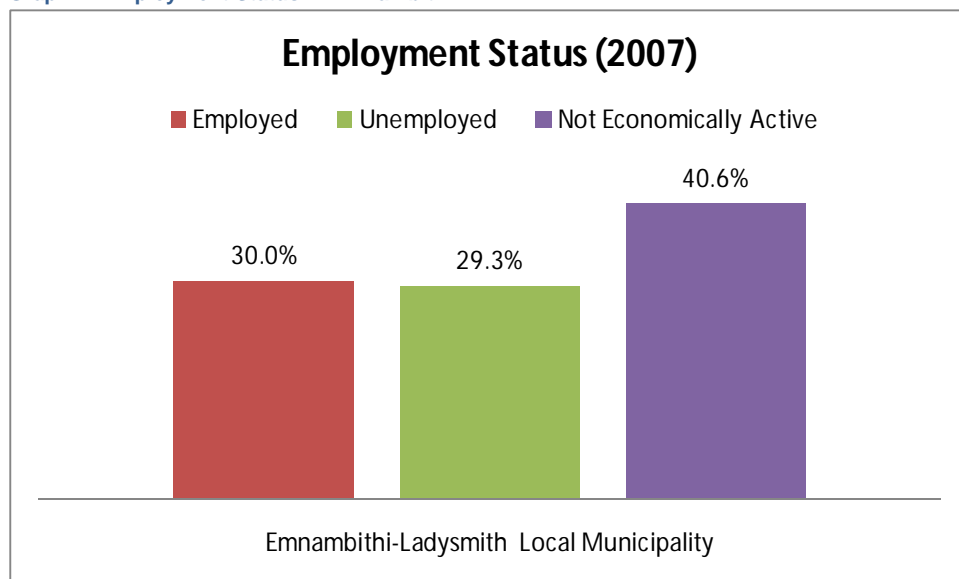
In conclusion, the above sector analysis identifies the sectors that have experienced substantial growth in the past few years, as well as those sectors that have declined but have the potential to grow in the medium to long-run.

Wholesale, retail, catering & accommodation; agriculture, fishing & forestry; finance, insurance, real estate and business services; and transport, storage & communications and are sectors which have shown the most positive growth, while sectors such as manufacturing have declined substantially, and need to be supported to enhance its growth prospects, as it is currently the largest contributing sector in the local economy.

EMPLOYMENT

In 2007, 146,288 people were eligible for employment (15-64 years old). Of these people, 30% were employed, 29.3% were unemployed, and 40.6% were not economically active. Graph below displays the breakdown of employment in Emnambithi/Ladysmith in 2007:

Graph 1: Employment Status in Emnambithi



Source: Quantec Database & Urban-Econ (2010)

This indicates that there is a large portion of the population that have either been discouraged from seeking work, or who are under or over the working age.

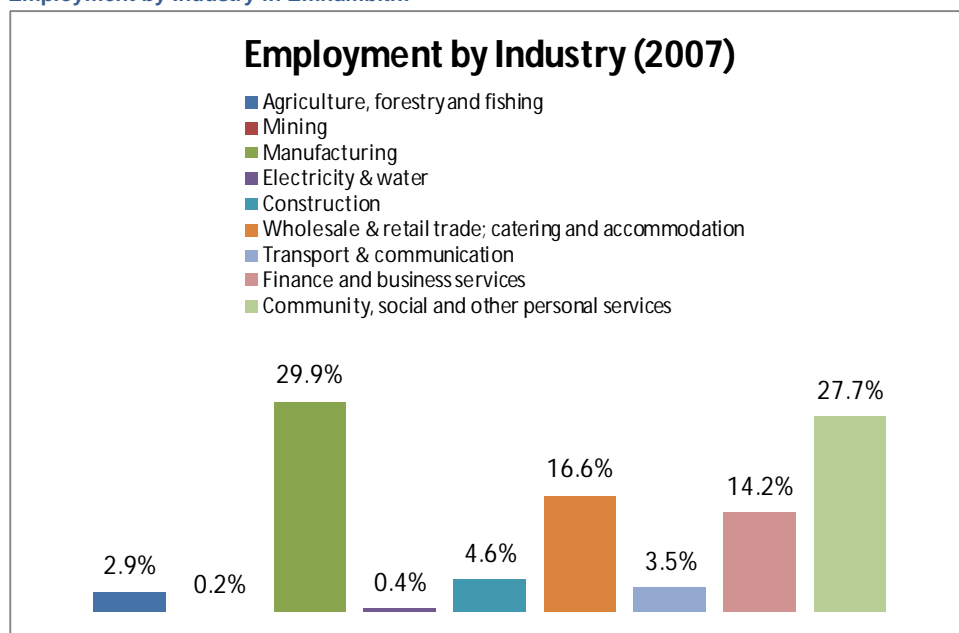
This is consistent with the age distribution presented earlier which indicates that a large portion of the population is under the age of 19 years, with only a small contribution from the working age brackets. Of those who were employed (53,510

people), 79.3% were employed in the formal sector and 20.7% were employed in the informal sector.

Therefore, projects and programmes need to focus on stimulating the sectors that create the most employment. Project and programmes should also focus on providing support and training for informal businesses, as a significant portion of the employed population fall within the informal sector.

The graph below displays the breakdown of formal employment into the respective industry:

Employment by Industry in Emnambithi



Source: Quantec Database & Urban-Econ (2010)

The manufacturing industry is the largest contributor to employment hiring 29.9% of the formally employed, while community, social and other personal services contributes 27.7% to total formal employment.

Wholesale, retail, trade and accommodation contribute 16.6% to formal employment, with finance and business services contribute 14.2%. Other sectors such as construction, agriculture, forestry and fishing, and transport and communications all contribute below 5% to total formal employment.

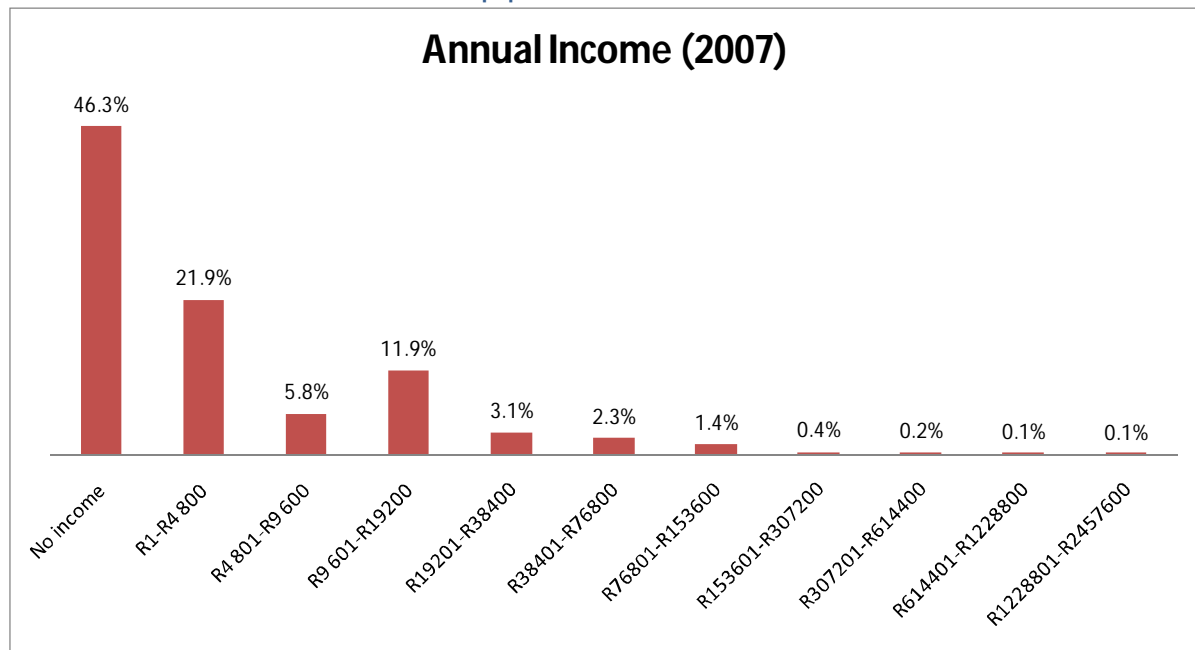
The Manufacturing Sector Strategy will provide a more in-depth analysis of employment in the manufacturing sector, breaking down this sector into its core sub-sectors. It will also provide an assessment into the critical components of the manufacturing sector that create substantial levels of employment and contribute to growth and economic development in the Emnambithi/Ladysmith local economy.

For the purpose of the LED Strategy review, it is important to note the above mentioned sectors that make the greatest contribution to formal employment, namely manufacturing; wholesale, retail, catering and accommodation; and community, social and other personal services, as these sectors need to be strengthened to assist in accelerating employment creation.

INCOME PROFILE

The graph on the following page displays the annual income profile of the Emnambithi population in 2007:

Annual income distribution of the Emnambithi population



Source: Quantec Database & Urban-Econ (2010)

46.3% of the population do not earn an income. This is consistent with the age distribution presented earlier which indicates that a large portion of the population of

over or under the working age (39.7% of the population is under the age of 14 or over the age of 65).

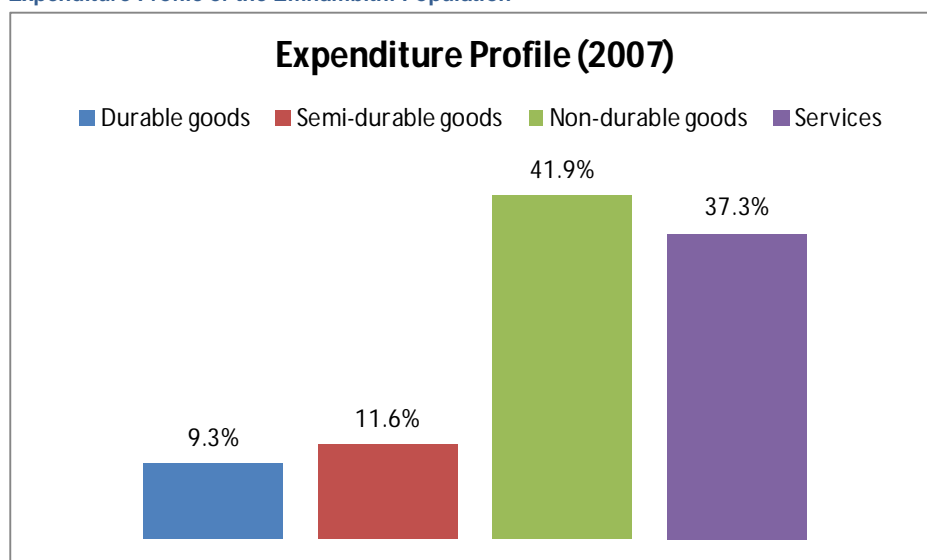
Almost 22% of the population earns between R1-R4800 per year, which is less than R400 per month. Almost 6% of the population earn between R4800-R9600 per year while 11.9% earn between R9600-R19200 per year.

This indicates that 39.6% of the income earning population earn below R1600 per month. Only 7.5% of the population earn over R1600 per month, which indicates that a large percentage of the Emnambithi/Ladysmith population is living in poverty.

EXPENDITURE PROFILE

Graph on the following page displays the expenditure profile of the population broken down into the four main expenditure categories, namely, durable goods, semi-durable goods, non-durable goods, and services:

Expenditure Profile of the Emnambithi Population



Source: Quantec Database & Urban-Econ (2010)

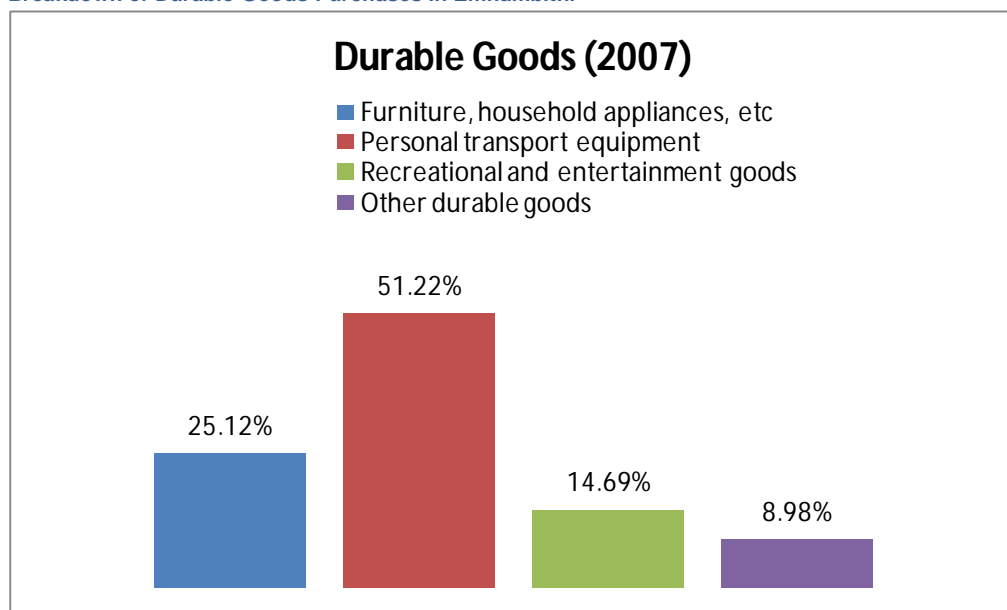
Non-durable goods (i.e: food, beverages) contribute 41.9% to total expenditure, with services (i.e: rent, transport) contributing 37.3%. Durable goods (i.e:

vehicles/furniture) only contribute 9.3% to total expenditure while semi-durable goods (i.e: clothing, household accessories) contribute 11.6%.

This indicates that the majority of expenditure is being channelled towards the necessity items such as food, and necessity services such as rent and transport. The above categories are broken down into greater detail below.

Graph 10 below displays the breakdown of durable good purchases. Personal transport equipment (i.e: vehicles, motorbikes) contributes 51.22%, while furniture & household appliances contribute 25.12%. Recreational, entertainment and other durable goods contribute to the remainder of durable expenditure.

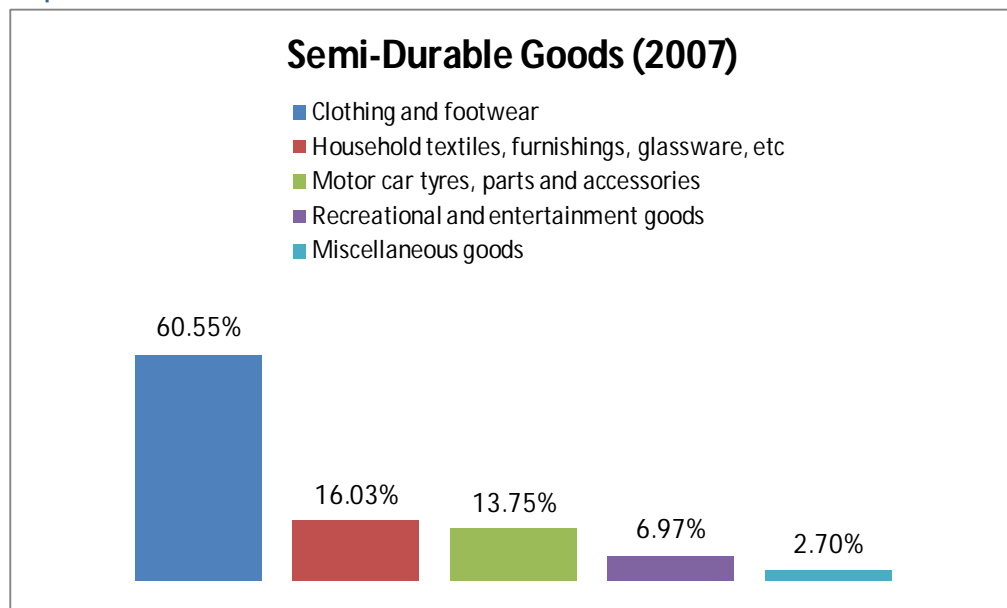
Breakdown of Durable-Goods Purchases in Emnambithi



Source: Quantec Database & Urban-Econ (2010)

Graph 11 below displays the semi-durable expenditure category. 60.55% of purchases are clothing and footwear, while only 16% is on household textiles, furnishings and glassware, and 13.75% is on motor car tyres, parts and accessories. The remaining 9.67% of semi-durable expenditure is on recreational and entertainment goods and miscellaneous goods.

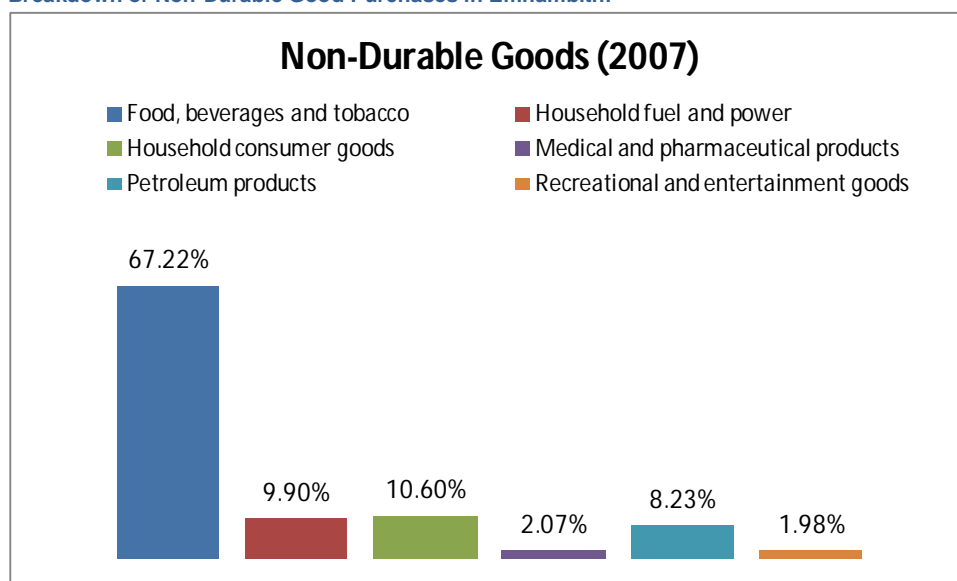
Graph 2: Breakdown of the Semi-Durable Good Purchases in Emnambithi



Source: Quantec Database & Urban-Econ (2010)

Graph 12 below displays the breakdown of non-durable goods. Over 67% of expenditure in this category is on food, beverages and tobacco. Household fuel and power, and household consumer goods contribute just over 20%, while petroleum products contribute 8.23%, medical and pharmaceuticals products contribute 2% and recreational and entertainment goods contribute almost 2%.

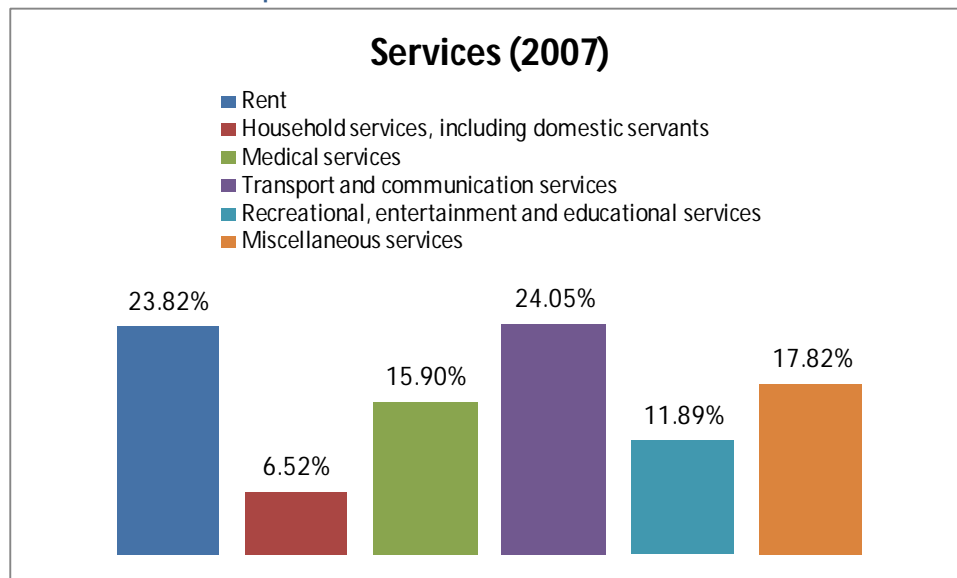
Breakdown of Non-Durable Good Purchases in Emnambithi



Source: Quantec Database & Urban-Econ (2010)

The final expenditure category is services. Graph below displays the breakdown of the services category into its major components.

Breakdown of Service Expenditure in Emnambithi



Source: Quantec Database & Urban-Econ (2010)

Rent and transport & communication services contribute a similar amount to service expenditure with 23.8% and 24% respectively. Medical services (i.e: doctors, clinics) contribute 15.9%, while household services only contribute 6.5%. Recreational, entertainment and educational services contribute 11.8% while miscellaneous services contribute 17.8%.

In conclusion, non-durable goods and services contribute to almost 80% of total expenditure, with the main components consisting of food, beverages and tobacco (28% of total expenditure), rent (8.9%), and transport & communications services (9%).

4.2 LED IN ACTION: RESOURCES

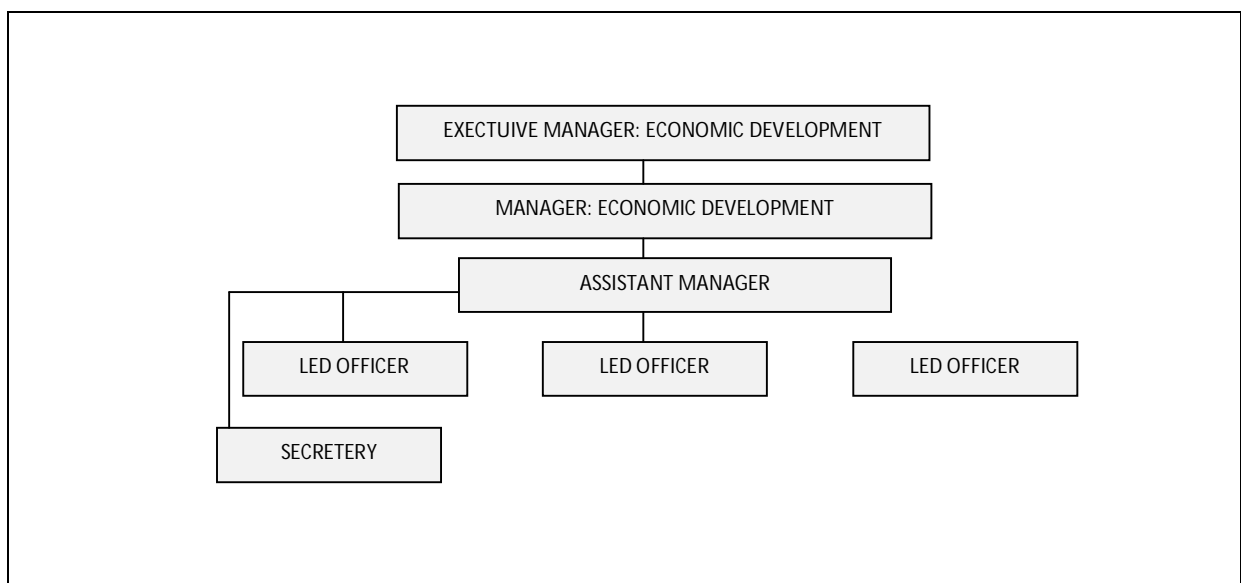
In order for any project to be successful, it requires careful allocation of resources namely the following.

1. Human Resources;
2. Information Resources;
3. Infrastructure Resources and;
4. Financial Resources

This section of the report will concentrate on how the implementation of LED has been undertaken in the ELM given the above status quo as well as drawing from the situational analysis in **Section TWO** of this IDP.

4.2.1 HUMAN RESOURCES

The diagram bellows reflect the Organisational Structure of LED Section. LED Section is an integral of the Economic Development and Planning, which was established in 2005. To this end this LED Section is dominated by permanent positions. And as part of LED mentoring, this Section on a continuous basis employ in-service training students from various field to capacitate them on matters relating to LED.



Notes: Permanent

Not Permanent

Staff to the LED Section is also deployed to assist during peak seasons. Each staff member is given job description, so as to avoid duplication of work.

4.2.2 INFORMATION RESOURCES

The diagram below reflect the progress that Council has made in reviewing LED Strategy, since it was last adopted in 2007. However, prior to the implementation of 2010-2015 LED Strategy, Council had put in place governance matters of LED. This involve the LED Portfolio Committee that sits every month for which its core function is to oversee successful implementation of the LED Plan within Emnambithi Area. Further to the interactive structures of LED, the district municipality holds LED Forums, where participants from this municipality also attends. This plan own its own propose a lot of strategies for which some have been implemented already. But more importantly is how it links with other Strategies of Council and National/Provincial Government. Although the process of LED Strategy Reviewal may occur separately, it still forms part of the IDP. LED Portfolio Committee is chaired by the Mayor and also comprise of relevant departments and certain councillors. This committee monitors progress on all LED projects.

THE FLOW OF LED REVIEWED PLAN 2010-2015



NATIONAL SPATIAL AND DEVELOPMENT PERSPECTIVE

As illustrated from the above diagram that this provides a framework within which to discuss the future development of the national space economy by reflecting the localities of severe deprivation and needs, of resource potential, of infrastructure endowment, and of current and potential activity by describing the social, economic and natural resources trends and issues shaping the national geography. The development of NSDP is an ongoing process of elaboration, refinement and revision that takes into account the dynamics nature of the space. This policy further directs as follows:

- Identification of strategic areas where government should direct its investment initiatives so as to achieve maximum and sustainable impact;
- Creating forms of spatial arrangements that are conducive to the achievement of the national objectives of democratic national building and socio-economic inclusion and;
- Taking the government beyond the rhetoric of integration and coordination and start putting into place clear procedures and systems for achieving these ideas;

The principles as a guide to implementation of the NSDP are very important. These are translated as follows:

- Location is critical for the poor to exploit opportunities for growth;
- The poor, concentrated around economic centres have greater opportunity to gain from economic growth;
- Areas with demonstrated economic potential provide greater protection due to greater diversity of income sources;
- Area with demonstrated economic potential are most favourable for overcoming poverty;
- The poor are making rational choices about relocating to areas of opportunity;

Theses principles have also become a guide to new developments, especially those that are as a result municipal initiative. For instance low cost housing development as well as social housing development has been proposed at least within 2-3 kilometres from opportunity areas, in this instance an opportunity area is the proposed 42 thousand square meter mall.

4.2.3 PROGRESS MADE ON ACTION PLANS

ACTION PLAN NUMBER ONE:

TO ATTRACT INVESTMENT & RESOURCES INTO THE MUNICIPALITY

The purpose of this section is to zoom into each and every **ACTION PLAN** set above by Council with a view to trace and report on progress made since establishment of the LED Section. The intention is further propose without necessarily duplicating strategies as proposed in Section Three of this document.

Council has learnt from its mistakes/ stringent policies and bylaws that sustaining business in the town is not just an investors sole responsibility. But rather it is joint venture between the municipality and the private sector. Attracting business to town is not an easy task, it requires a lot of effort.

What is meant by this is that, there should be structures in place where concern of the private sector are expressed without fear to compromise. Municipality must ensure that the environment is friendly to allow for interaction and engagement on matters that touch directly on LED.



For the last three years, Economic Development Department has proactively initiated, developed and established a corporate calling program that engages the local business community. This involves a comprehensive interview with a member of a company's Senior Management Team to gauge information on the current trends and economic forecast for the community. We have gathered preliminary intelligence on company markets, industry trends, future growth opportunities, current and future workforce needs, and exporting activities. From interviews with over 80 companies, we know the following:

Some of the companies have foreign-owned parents: mainly Indian, Chinese or European. 75% plan to introduce new products/ services in the next 2 years – often by adding new product mandates and business lines. 40% of manufacturing firms already have connections to international markets through export activities. The percentage of exporting firms is expected to grow to 50% in ten years.

In our endeavour to attract investment into the town, we also advertise for investors to express their interest, as well as advertising Ladysmith in general in the Braby's, the Ladysmith Chamber of Commerce and Industry Booklet, KZN Business Booklet as well as National magazines. With this initiatives some industries have located in Ladysmith even though it is at very low pace.

ACTION PLAN NUMBER TWO:

TO PROMOTE SKILLS DEVELOPMENT WITHIN OUR SOCIETY AS A WHOLE

An on going campaign by Council to ensure that Cooperatives and SMME's are capacitated in running and sustaining their businesses. Relevant stakeholder such as SEDA; Department of Economic Development and Tourism as well as Department of Agriculture have been playing a vital role in assisting the municipality to promote skills within the society. SEDA mainly assist Coop's and SMME's with compilation of business plans. On the other side the banking sector assist with financial management skills. A group of Coop's or SMME's are on a frequent basis are trained by the financial sector, since they have a roll-out plan. Depending on

what SMME's specialise on, but Dept of Agriculture focus their training of crop farming, poultry and piggery. Recent initiatives also involve the Dept of Health so that they can also train these emerging business in relation to HIV/AIDS. To ensure that street traders are informed about dangers of environmental degradation, Council sources services providers to assist with environment observance.

ACTION PLAN NUMBER THREE:

TO ENSURE ECONOMIC GROWTH BY BRINGING AND SUSTAINING INVESTMENT WITHIN OUR REGION AND CREATING AN ENABLING ENVIRONMENT

This is done through the following:

Work closely with TIKZN.

Meetings held.

Inspection-in-loco held

Advertise in National Newspapers

ACTION PLAN NUMBER FOUR: GABANGAYE PROGRAMME

TO PROMOTE BROAD –BASED ECONOMIC ENTREPRENEURSHIP;

Council has an established regulatory framework to support Small Micro and Medium Enterprises (SMME Policy). This framework allows for targeted procurement procedures which are in line with affirmative action policy to address the legacy of apartheid and gender discrimination. The Emerging Contractor Programme is a 5 staged advancement programme facilitating the growth and development of small businesses. Each stage of advancement is characterised by higher levels of risk to the contractor and the removal of support mechanisms by the Municipality. The staged advancement programme is designed to effectively remove barriers that prevent the full participation of emerging contractors in the civil construction industry.

Contracts are awarded against Municipal estimates to contractors who are on the verified SCM's database.

- Effective emerging contractor development.
- Increase Department spending to emerging contractors
- Promotion of SMMEs
- Advance Sector Transformation

AIMS OF GABANGAYE ECDP

The aims are to:

- Create a conducive environment in which emerging contractors can thrive, by facilitating access to:
 - Markets (Municipal contracts)
 - Financial support
 - Training and Mentoring
 - Skills transfer
- Create an emerging contractor development mechanism, performing:
 - Basic business management and technical training
 - Implementing targeted procurement interventions
 - Ongoing Technical support through a mentorship plan
 - Linkages with Financial Institutions or Funding agencies for appropriate financing products
 - Ongoing monitoring and evaluation of participating contractors
- Establish a credible database of emerging contractors, which will encompass:
 - A screening mechanism for profiling HDI status and technical competence
 - A profile verification mechanism
 - A performance monitoring and evaluation mechanism

- Adequate elevation of participating contractors through CIDB linked grading system

TARGET GROUPS

The procurement policy shall apply the following HDI procurement scoring:

- Women 40%
- Youth 20%
- Priority Population Group 35%
- Physically Disabled 5%

SECTORS OF THE PROGRAMME

The emerging contractor development programme will focus mainly on two classes of construction work:

- Civil Engineering Work
- General Building Works

The programme will determine the targeted procurement intervention in the three main categories, namely:

- Repairs and renovations
- Specific Construction type of work
- Special projects work

PROGRAMME CONTRACTOR SUPPORT FRAMEWORK

Key constraints to entry and performance of emerging contracts are the specialized skills required in the construction industry. The municipality will provide contracts

with tendering skills to assist them in the building-up of their tender rates. This assists them in the understanding of what resources and construction methodologies are required to successfully perform their contractual obligations.

- **Training and Development** will be implemented through the Construction Contract Learnerships programme which is provided by the Construction SETA to assist emerging contractors with acquiring recognized skills to manage their businesses. The Municipality and CETA will continuously work together to ensure that appropriate skills are developed within the emerging market.
- **Business Training**:- business administration and management skills' training will be provided to assist with compliance to all statutory requirements. This support programme will improve the credit rating of contractors. The Department has assisted many contractors to understand and honour their obligations to the Receiver of Revenue.
- **Technical training**:- tendering, project costing and construction management
- **Mentorship**:- ongoing onsite technical support and business management On site mentorship will be continuously provided to assist contractors with ordering materials, negotiations with suppliers and production rates. This mentorship will be provided through contract management support or through joint ventures with established contractors.
- **Financial Support** Introduction of ECDP contractor funding products via traditional and government funding agencies (utilizing cessions), building to established relationships between contractors and such funding agencies.
- Introduction of performance guarantee waiver principle, in lieu of Contract Retentions and a relaxation of sureties.

ACTION PLAN NUMBER FIVE:

TO ALLEVIATE POVERTY THROUGH INITIATIVES THAT TARGET VIGOROUSLY POCKETS OF AREAS THAT ARE STILL TRAPPED IN THE POOL OF POVERTY WITHIN THE MUNICIPAL AREA;

CROP FARMING

NAME OF PROJECT	AREA	WARD	REMARKS
Besters Farm	Besters	13	Supplied with 4 bags 2:4:3 fertilizer, 2x5kg bags of butternut seeds, assisted with labour to help in the planting of butternuts. They are given continuous support by the Municipality and The Department of Agriculture. Also assisted the Farm with 3 bags of 2:4:3 fertilizer and maize seeds (planting starts this week).
Mthanti Farm	Mthanti	20	The Municipality gives continuous support to the beneficiaries with marketing of their produce. The farm is supplying the Siyazenzela project with butternuts and potatoes.
Colenso Farm (Engunjini)	Colenso	11	We assisted by planting of tomatoes
Bambanani Community Garden	St Chads	9	Installation of irrigation pipes is in progress, new pump house will be built next week
Ubumbano Community Garden	Engunini	9	Assisted with sweet chilli seedlings and 5 bags of fertilizer for sweet chilli seedlings
Nonhlalwane co-operative (Unregistered co-op.)	Nhlalakahle (St Chads)		Assisted with brinjal, green pepper and spinach seeds, also assisted with registration of their co-operative
Hake Farm	St Chads		Assisted with 25kg bag of bean seeds

CULTIVATION PROGRAMME

AREA	WARD	Ha Ploughed	Ha Disced	Ha Planted
Matiwane (Pieters)	23	43ha	9ha	9ha maize
Besters	13	3ha	3ha	3ha butternuts
Mthanti	20	5ha	5ha	5ha maize
Thembalihle	9	5ha	5ha	5ha
Umbulwane	9	3ha	3ha	3ha
St Chads	7/20	20ha		
Watersmeet	26	22ha		
Schoeman	19	1ha		
Mcitsheni	7	2ha		
Inkunzi	24	2ha		
Colenso	25	10ha	10ha	
Roosboom	13	2ha		2ha
Ndomba	20	1ha		
Peacetown	15	1ha	1ha	
Boshbuck	23	1ha		
Hopesland	14	3ha		
	TOTAL NO. OF HA	125ha	36ha	27ha

ACTION PLAN NUMBER SIX:

TO BRIDGE THE GAP BETWEEN THE FIRST AND SECOND ECONOMY

The fact is that the economy of our country has undergone profound restructuring over the years to achieve growth, employment creation and poverty eradication. Thus, the Department of Economic Development has identified the need to effect redress in the interests of equity, advancement of construction sector transformation, the promotion of SMMEs and the effective emerging contractor development programme. The MED has realized that the deracialization of our economy is a moral requirement in keeping with the values and principles of equity enshrined in our Constitution. The department has also realized that the extent to which the economic success of our country has been shared by all of our people is still inadequate for the requirements of a prosperous and stable society.

The MED therefore felt that the time is right for the introduction of a focused strategy for broad-based black economic empowerment which aims to contribute to the broader national priority of economic advancement of all our people. Outlined in this document is the Emerging Contractor Development Programme called Gabangaye (former mayor) which we have no doubt that it will add impetus to the process by providing greater clarity of our intentions to transform the construction industry in the municipality.

The document also seeks to highlight the benefits of the programme to all emerging contractors particularly CIDB Level 1-5 so that the efforts of the department to help them progress from being emerging to a well and self-sustainable business enterprises are well articulated and guide them towards their goals of achieving economic independence.

Council at its meeting held on the 24 February 2011 re-iterated its previous resolution that was taken in June 2010 that:

“The Department of Economic Development provide a list of 5 SMME’s per category to the Department of Finance. The Department of Finance be authorized to access goods and services from these SMME’s at a premium of 10%.”

The following categories were identified by the MED for prioritization by Council: Agricultural Cooperatives; Civil Work Close Corporations/Cooperatives; Manufacturing Close Corporations/Cooperatives; Service Cooperatives/Close Corporations and

Agricultural	Construction	Manufacturing	Services	General
Crop Farming	Civil Engineering Work	Textile	Publishing	Welding
Poultry Farming	Repairs and Renovations	Food Processing	Signage	Catering
Medicinal Plants	Specific Construction Type work	Furniture	Printing	Security
	General Building Works		Glass Windows	Recycling

ACTION PLAN NUMBER SEVEN:

TO ENCOURAGE TO RETENTION AND EXPANSION OF EXISTING BUSINESS;

Over and above the approved incentive scheme, Council through rates policy will adopt a budget that includes relaxation on the rates and other municipal tariffs and this is not only applicable to new locating business, but also the existing major businesses. This is aimed at ensuring that our major employers such as Dunlop and other role players are not attracted by other towns, who may propose attractive packages. At least once a month, a delegation led by the mayor of Council visits, major businesses in town, to have a one-on-one discussion.

ACTION PLAN NUMBER EIGHT:

TO CREATE NEW LOCAL BUSINESS;

Council aims to achieve this through the following programmes

Incentive Scheme

Industrial land for sale

Establishment of new shopping malls in Ezakheni and Ladysmith ensure opportunities for new local businesses.

ACTION PLAN NUMBER NINE:

TO MARKET AND PROMOTE EMNAMBITHI/LADYSMITH;

Council has developed the following:

Marketing DVD

Marketing Brochure

Advertisements

Promotion materials

Ladysmith Black Mambaso used as branding of Ladysmith

Twinning of Cities – Trade Missions

4.2.3. INFRASTRUCTURE RESOURCES

LED Section falls within the Economic Development Department, which is headed by Mr M. P. Khathide. As reflected above on the organogram, that this section consist of 5 permanent employees, with two additional interns. Municipal employees are housed in Economic Development Offices and at the same time consists of satellite projects in various townships. For instance LED Section established Trading centres in Colenso, Steadville, Ezakheni, whilst Aloe and Berg Tea project is housed in Windsor Dam. Moreover, in Roosboom and St Chads, at least four units in each Multi-Purpose Centre/Community Centre will be used for SMME's. These two projects are scheduled to be lodged at least before July this year. Council also resolved to identify all the redundant municipal buildings such hostels, Old municipal stores and offices to convert the same to trading centres. Monitoring on a weekly basis to all the centres is carried out by Project Managers within the LED Section.

These buildings are let out on a market related rental basis, for which the municipal valuer determines the rental. The Municipal Manager is delegated by Council to sign lease agreements between beneficiaries and Council. Beneficiaries are not charged rental on the first year, but this commences on the second year. Maintenance of the buildings is the responsibility of the Municipality. Beneficiaries are further allocated with pre-paid cards, whilst the municipality pays for common water in the units, however, in an event whereby the establishment requires a lot of water, it is therefore the responsibility of the beneficiary to obtain a separate water metre.

4.2.4. FINANCIAL RESOURCES: BUDGET ALLOCATION

Budget to finance LED initiatives is key to successful implementation of LED, without the budget, efforts are void. Therefore, it is paramount that meaningful budget is set aside with a primary purpose to fund LED. Over and above in-house budget, Council also receives financial assistance through Conditional Grants from various government Departments/ Agencies, etc. Similarly to monthly grant reports which is presented by the HOD to the Management/ Portfolio Committees, the same expenditure reports are submitted to the financiers, who then asses if money has

been well spent and if the impacts of LED projects yield positive results. The table below demonstrates progression from what used be a limited budget, to the figures modelled for the next financial year. This is a significant indication that Council does not set strategies for the sake of compliance with the National and Provincial directives, but has taken LED initiatives to the level where tangible results are evident on the ground and to the recipients.

5. SPATIAL PLANNING

5.1 THE VISION, GOALS AND OBJECTIVES

“PROVIDING COMPACTED, INTEGRATED AND SUSTAINABLE LIVING HUMAN SETTLEMENTS OFFERING BETTER AND EQUAL OPPORTUNITIES TO ALL SOCIETY WITHIN THE MUNICIPAL SPACE”

GUIDING PRINCIPLES:

- To abolish legacy of apartheid through compacted and integrates human settlements;
- To ensure that the utilisation of land resources is planned and implemented in an organised manner to meet the present and future generation;
- To guide and direct land uses in a harmonious manner;
- To facilitate efficient public transportation network system;
- To establish and the growth trends of the CBD;
- To maintain and enhance pedestrian linkages to and from public transport installation;
- To help residents to enter the housing markets;
- To establish character for precincts and street through landscaping and appropriate built form controls;
- To promote new and existing developments embracing new urbanism
- To treat land as scarce resource which the future generation must enjoy;
- To retain the ecological integrity;

ACTION PLAN NUMBER ONE: ANALYSING THE STAUS QUO

TO UNDERSTAND THE EXISTING SPATIAL PATTERNS OF THE MUNICIPALITY

The scars left by the apartheid legacy have made it difficult for spatial integration to take place as speedily as envisaged. In 2004 Council first adopted the SDF which has been reviewed on annual basis since then. Depending on the complexity of the tasks identified as areas that needs improvement SDF is reviewed internally. It gives a spatial representation of the IDP. Some of the projects mentioned in the SDF have been financed such as the Formulation of the CBD Regeneration Plan and construction of the mid-block parking in the CBD. This Plan is designed according to the MSA and is also informed by the National and Provincial directives.

EXISTING URBAN AREAS

These are formalized urban areas, which are covered by a Town Planning Scheme. These areas have an urban setting usually with a concentration of economic and administration activities that accommodates the municipal offices, major schools, main police station and magistrate court as well as a large variety of commercial, industrial, and retail outlets. In this town planning scheme several shortfalls and imbalances exists, to name but the few, the need to change nature of certain properties so they can be established as a Place of Public Assembly. This is a result of an outcry by the different communities; the key interest from these communities is get land that is owned by Council as a reasonable amount and practice religion associated activities. Few of these sites have been identified and we in a process of obtaining Council resolution to dispose off these services sites.

TRIBAL AREAS

The municipality has one tribal area, Abantungwa-Kholwa. This tribal area of the ELM covers a small geographic area within the municipality. However, it is characterized by the highest population densities in the municipality, with densities of up to more than 500 people per square kilometre. This is where the majority of the

households reside. This area is characterized by lack of social, economic and bulk infrastructure coupled with an extremely weak economy. The area is classified as a secondary node in the municipal Spatial Development Framework, that is, the Driefontein Complex. In the IDP this complex has identified this complex as an area of priority spending by the municipality in its Integrated Development Plan. The high densities provide an opportunity for the provision of both infrastructure and social services.

FARM LANDS

The farmlands cover a large extent of the municipal geographic area. Population densities are low in the farmlands with densities of up to 20 people per square kilometre. Ward 24, 23, 8, parts of ward 7 and 13 have significantly low densities of less than 5 people per kilometre square.

Consequently the provision of bulk services proves to be expensive particularly water borne sewage and on site water. This includes the area of St Chad's, Roodeport, Roosboom and Elandslaagte amongst others. High levels of mechanization, seasonality and vulnerability of the agricultural sector to trade liberalization has led to a further loss of jobs in the sector. Thus these areas are to experience decline as their economic base continues to get eroded.

Anecdotal evidence from the Western Cape and the Eastern Cape suggest a tendency for migration to take place from more rural villages to major roads that cross these areas. In this way households manage to maintain a link to a form of rural agriculture. At the same time, they seek to gain from being on a conduct (the road) of buying power in the form of passing traffic, and to facilitate movement to towns and cities with a view of finding employment. Therefore, the physical location of housing development in these areas becomes critical for the sustainability of these settlements.

URBAN AREAS

The urban areas of Ladysmith geographically occupy a very small area of the municipality. These include the urban areas of Ladysmith, Ezakheni, and Colenso including Inkanyezi. However, these areas are characterized by high concentration of people as they provide high economic opportunities and social services. Inevitable as a major centre in the district it is characterized by inward migration heightening pressure on urban services. Water shortages are increasingly becoming a problem in Ladysmith. Demand for housing is also high. These settlements are densely populated and can be serviced by both social and engineering infrastructure.

Tourism Battle sites

These are areas of historical importance where famous and historic battles took place. These areas form part of the Province's Battle Site Route, which runs from Zululand, through Amajuba, UMzinyathi, to UThukela Districts and is recognised as an important tourism route. As such this Council receives at least 2 applications for either B&B's or Guesthouses per month. These establishments are also listed in our billboards to inform the users of these facilities of the available accommodation. Council has, to a very large extent assisted these facilities through speedy approval in terms of Town Planning requirements.

AGRICULTURAL AREAS

In relation to the rest of the country and to KZN, the size of ELM's agricultural economy is small with the possible exception of livestock sector. Agricultural land within ELM comprises approximately 270 000 km², which represents ± 30 of KZN agricultural land (if Traditional Authority areas are included) and 0.3% of that of SA as a whole. The recent estimates of the Gross Geographic contributes of agriculture in the "Klip River District (ELM)" is around 4,5%. Though generally speaking, agricultural performance is declining due to the impact of deregulation, trade liberalization, weakening global and domestic markets, as well as frequent drought

conditions and theft, which in turn have caused diminishing profit margins and serious financial problems among farmers.

Agricultural Contributions of ELM compared to other districts in KZN

	Total Agricultural	Field Crop	Horticulture	Livestock
ELM ranking out of 40 in KZN	24%	33%	37%	13%
% contr. To KZN Farming income of top 8 districts	55%	66%	27%	48%
ELM % contribution to KZN Agric	1.2%	0.2%	0.1%	2.4%

Source: Statistics South Africa 2001

CONSERVATION AREAS

This is highest priority, it ensures the long terms conservation of natural resource base is surely the highest priority of Government in respect of rural areas. The conservation challenges include; combating the spread of invasive alien species, taking steps to prevent loss of bio-diversity. Several legislation have been passed to deal with these problems, amongst other is NEMA. The Driefontein Watersmeet complex in total covers approximately 30 000ha and th this should be added at least the following major areas, Roosboom ±1000-2000h, Piter's ±2000ha, Steenkoolpruit ±1000ha and Matiwaneskop ±2000ha. This makes for a total in access of 10% of the entire surface area of the ELM comes which has been severely degraded through dense settlement and the heavy trafficking and grazing pressures which comes with it.

ACTION PLAN NUMBER TWO- TRANSFORMING PLANNING

SANRAL INVESTMENT

In the spirit of investigating in public infrastructure as a valuable asset of the community that brings about the sense of place, SANRAL is putting substantial investment into our area of jurisdiction. Over and the above major contribution by SANRAL over the past year, N11 Corridor has been given redefined as a route that acknowledges the role played by both pedestrians as well as vehicles. Both users of this Route no longer compete for space as opposed to situation which use to prevail, in essence the public is able to move with ease on the paved pedestrian paths. Council is ecstatic that SANRAL's first investment was not only limited to upgrading of N11 by constructing pedestrian paths bus stop and drop-off zones in limit Hill, but over and above that has initiated a massive project of establishing a major traffic interchange at the corner of Helpmekaar (Provincial Road) and N11 which is a National Route. Project value by SANRAL's first investment was approximately R13 million, the second leg of their project is the upgrade from Bergville Toll Plaza, which is estimated to be around R1.3 million. Establishment of an interchange is the third leg of SANRAL's investment into Ladysmith in just 3 years consecutively. This is said to be the biggest public investment next to the Braamhoek Eskom Pump Station located further North of ELM area.

This project is still on the planning phase and SANRAL being the applicant has commenced with their EIA process as part of the requirements prior to construction of the major interchange. Preliminary designs of this interchange have been drawn and yet to be released to Council for consideration. This traffic interchange will complete and provide easy access to the proposed major mixed use node to be established at the intersection of Helpmekaar and N11 Roads. N11, in terms of the SDF for 2009/10 is identified as a primary corridor and the appearance as well as general amenity of this corridor needs to be substantially improved. The current appearance of this Route is not what is desired from a town planning perspective, in that it does not pronounce the elements of urban modernity. It currently resembles the redundant and neglected image, in contrast to the fact that it is primarily one of

the busiest routes used by people travelling to as far as Impumalanga Province. Council supports this development by SANRAL and will engage the Agency to allow for vigorous public participation and further ensures that our local people directly benefit from the project through temporary job creation and skills transfer. Council is of the opinion that these type of major investments will attract additional investors to the town, create economic spin-offs and there will be further substantial progress in terms of town's growth.

ACTION PLAN NUMBER THREE- ESTABLISHMENT OF MIXED USE NODES

EXTENSION 15 MIXED USE NODE DEVELOPMENT

With apartheid era leaving scars on the way the spatial patterns are distributed in South Africa, town planners have to deal with this challenge on how to best integrate settlements as a strategy to abolish apartheid planning. As such there seem to be a growing trend in South Africa to establish shopping centres outside the CBD area. There is also a continuous debate among the schools of planning on the impact these commercial centres have on the existing CBD's which were established during the apartheid era and the appearance and functioning thereof evolved over time. The issue that planners sometimes overlook is the sustainability of these shopping complexes, which is enormously constrained by suitability of the location.

Proposed within ELM area of jurisdiction in Extension 15 is a major Mixed-Use Node, which consist of shopping complex at the intersection of Helpmekaar and N11 as a catalyst project, specialised land uses, variety of residential components such as medium to high density, active open spaces, etc. This major development is proposed on the vacant major industrial area as per the Ladysmith Town Planning Scheme. The project will be laid on the approximately 410 ha of vacant land and located at the corner of a Provincial and National Routes and extends towards the established and built-up residential township Steadville. The area proposed to be taken up by the project was set aside for the expansion of the Industrial area and has not been utilised from the time when the township was laid.

This study area (Extension 15) contains clumps of wetlands identified through the Municipal Open Space, which will be protected from hard development by the developers. Detailed environmental investigations are underway to determine the extent of wetland where the shopping complex is proposed to be located. The site is predominately gentle on slope with certain Portions of land consisting of steep areas with possibility to be developed for various needs. The developer on board, which is Stedone Investments has stated to Council through progress reporting that the development will be established on different phases.

Shopping complex is intended to be the first phase and submission of planning authorisation thereof is imminent. This project commenced in 2006, where Council at its meeting stated that the property is not needed for basic services in terms of the MFMA of 2003, this process entailed public consultation process and neither objections nor representations were received by this Municipality that may have compromised the project. Investors/Developers were therefore, invited to submitted their development proposals, which were ultimately approved by Council. Further public consultation will be explored during the application process which either be in terms of PDA or DFA, whichever is the fastest at this point evolution planning procedures. Advanced discussions between Council and Investors are continuous and to this end it is agreed that the land will be developed through a 99 year Notarial Lease with an option to buy. Careful consideration in terms of the Spatial Development Plan as well as Land-Use Management will be given.

The area has been identified as a major municipal mixed use node, although there has not been extensive investigation from a planning perspective on the sustainability of this node. Developers, have also been mindful of investing in an area without testing if the market exist in the municipal area and generally the further Northern KZN towns such as Newcastle and so on. This warranted for the market and retail studies to be conducted and the outcome of such crucial documents remain confidential with the investors until such time that they motivate the Need and Desirability of establishing such a major development. Council is in full support of the whole project, particularly the major Regional Shopping Complex which is anticipated

to discourage the customers to travel long distances such as Pietermaritzburg to do competitive shopping. Since this was a Council's initiative informed by the need to deliver to the developmental state, there is still full commitment to the success of the project subject to all planning procures being recognised. What makes this development to be distinct from other projects which Council initiated is that it is not constrained by the fact that it is located on the National Route, which may restrict ingress and egress to/from the shopping centre.

SANRAL has embraced the goal of this development in that they intend to provide a stop shop along N11 or Helpmekaar without diverting traffic flow too-much of the primary corridor, in actual fact the proposed designs by SANRAL for a major intersection accesses and exits the property without interfering with existing traffic flow on the N11 or Helpmekaar. Council is indebted to SANRAL that, it comes to this development as a partner and not just as an authority that facilitates. It will be very interesting if this intersection by SANRAL could be approved during environmental and town planning procedures, which will make this development distinct as compared to other shopping malls such Westwood Mall which recently became operational.

EZAKHENI CREST

“EZAKHENI WHERE YOU CAN WORK AND PLAY IN A SAFE AND ATTRACTIVE ENVIRONMENT”

National Treasury over a specified period of time has engaged on process of regenerating the former Black Townships with a view to abolish the legacy of apartheid planning and transform these built-up spaces to develop a new image and become people's place, where they can shop, live and interact with each other, whilst realising the need and giving careful consideration of activities that take place on land with a view to preserve and protect land as a scarce resources for future generation. This partnership by National Treasury with municipalities, where one party bring private investors on board and the other provides leverage funding to complement the project. In the same spirit, this Council was awarded R63 million by National Treasury for regeneration of Ezakheni Township. Each year from the time when the project commenced Council is allocated specific funding in terms of DORA. Council is still on the planning phase in terms of the grant awarded by National Treasury, which means that ELM needs to satisfy the Treasury that the commercial node is ideally located and will be sustainable from a planning perspective. To this end Council and National Treasury have different perspective on the location proposed. National Treasury maintains that if they are to provide massive investment to Council such as funding construction of Roads and Bridges that lead to the commercial node, landscaping and street furniture as elements of urbanity, it must be on a well investigated commercial node. As such Council appointed Kv3 Consultants to Review the Regeneration Strategy for Ezakheni, which will then preliminary focus on the identified projects and will be complemented by investigated Nodal Study and subsequently formulation of urban design framework which will consist of artist impressions for land uses proposed to be established in nodes.

There seem to be careful consideration from National Treasury's perspective for a centre to be established within existing and centralised administrative facilities that

draw people into the area, in essence this therefore means that development is brought where there is influx of people. Movement of people in this way is carefully regulated in that they converge in one agglomerated area, where they can shop, undertake administrative/social activities and live. This kind of spatial integration of mixed and diverse land-use is viewed from a town planning perspective as one that naturally developed, driven by different circumstances over years and warrants to be formalised through establishment of an area as a node. This will mean that future investment should be directed into and around improving this node.

Planning for development is one of the challenging activities to undertake, it means though the processes of preparing the site may be viewed as JUST it does not pre-empt that the results thereof will be JUST despite market research studies conducted and yielding positive outcomes. Mixed reactions from the public/consumers may emerge, which strains development. Therefore, planners need to be extra-ordinary careful when they distribute land –uses within space land. Council adopted TRS for Ezakheni which laid the following vision:

The challenge in establishing commercial development to complement the administrative node within Ezakheni will be provision of active open spaces, where people can rest, socialise and enjoy interacting with nature. This vision has been accepted and adopted by Council in 2009. The current TRS under review also identifies strategies on how to achieve the goals and targets that Council has developed in line with Ezakheni Vision.

ACTION PLAN NUMBER THREE- RESIDENTIAL DEVELOPMENT

In fill development gained popularity since the introduction of the Development Facilitation Act of 1996 which promotes the notion that town planners have a great responsibility to fulfil in transformation of South African town and cities Spatial pattern. It views the process of transforming through the pronounced compaction and integration of diverse land uses within a close proximity to each other. ELM is also no exception to this orthodox of planning and as such intends to fast track the delivery

of housing to people with a view to eradicate the huge backlog. Housing backlog in this Municipality is further exacerbated by migration patterns that continue to be a challenge in addressing the housing backlog. Indeed Council is not only focusing on the speedy delivery of housing which was the short fall of the South African Housing Policy on commencement.

We strive to ensure that the houses that are delivered to the community are of good quality and an asset that people can improve and use as collateral when applying for bank loans. There are conflicting ideas from the schools of thought when it comes to tackling poverty issues, one of the most popular ideology by Henry De Soto, a renounced International Economists that wrote '*The Mystery of Capital*' is that people should be given land ownership rights so as to allow them to enter and grow through the ladder in the housing market. Council is also mindful not to concentrate on a particular housing market but also to start tapping into the Housing Gap Market which caters for the R7500-R15000 Market.

As such a brilliant concept was introduced by Developers of the Area called '*Mkhamba Gardens*' located on the North of the Ladysmith urban area. Housing market for this area is the previously disadvantaged, mainly those that are coming from the former black townships are now staying approximately 2 km from the CBD as opposed to 25 km's from places of works and administration centres which was previously the situation. Moreover, working class, the middle class in particular who previously did not own any property, also get an opportunity to be accommodated in this area, subject to bank approvals. Council rates this initiative by private developers as great success, where they continuously manage to produce quality houses with affordable bond repayments. The development kick-started as Mkhamba Phase I and the introduction of Phase II was a complete face uplift of the previous phase with the concept of modern designs such as Tuscany. However, once this settlement was in operation storm water problems erupted, where properties get flooded because of the over flow and uncontrollable spillage of water each time there are heavy rains.

Counter accusations of whether is the responsibility of Council in terms of maintaining the area or the designs standards by developers are of poor quality are being debated amongst the professionals in the municipality. To this end Council will support any housing development that is sound and satisfies all concerns that may be raised by both users of the settlements and Council. This therefore, means that any housing development proposed to be established must first be submitted to Council for approval and support and ultimately to any relevant development bodies such as the DFA Tribunal for final approval. Council is in support of good working relationship between ourselves as Council and Tribunal, since at the end of it all it is Council that will inherent all the problems that may be created by the development once the services have been handed over to Council.

Stormwater problems is not only on the above mentioned areas, but seem to be a growing concern of most of the residents in the municipality. This emerged during the IDP community meetings that even the rural areas are complaining about the flow of water into their properties. It is this concern that has made Council to include construction and maintenance of storm water measures amongst the priorities for current and future planning. The office of the Municipal Manager has been undated with request from parents of the young people residing in Ladysmith when schools have to re-open at the beginning of year. They have critiqued management of the municipality for poor planning and falling to forecast that there will be shortage of schools in the urban area especially High Schools.

The trend from parents is to accommodate their children in Schools located in urban areas, as they perceive these to have better education opportunities as compared to the townships and rural areas. It is therefore a difficult situation for this Council, since Department Of Education does not actively participate during IDP Sector meetings, which is the correct platform to raise all these comments gathered at IDP community meetings. Department of Education has generally being labelled by most municipalities in KZN for non cooperation on IDP matters regardless of investigations as well as one-on-one meetings. Council in terms of delivering to its developmental state planned several housing developments.

Govt. Policies	ELM SDF RESPONSE
PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY	
<p>Partnerships: Developing a wide range of effective partnerships, working with national and local government, the business community and civil society, and building on their respective strengths;</p>	<ul style="list-style-type: none"> • Strengthening governance and service delivery; • Sustainable economic development and job creation; • Integrating investment in community infrastructure; • Fighting poverty and protecting vulnerable groups in society;
<p>Coordination: Creating an enabling environment for implementation of coordinated programmes with stakeholders in developing and implementing strategic interventions;</p>	
<p>Sustainable use of natural resources: Application of sound environmental principles and responsible environmental management for long-term socio-economic development, as no real growth can occur without natural resources conservation;</p>	
<p>Communication: Commitment from role players is only possible through effective communication; and</p>	
<p>Implementation, Monitoring & Evaluation: It is necessary to implement well designated and effective implementation plans which are linked to targets, milestones and timeframes</p>	

ACCELERATED AND SHARED GROWTH INITIATIVE FOR SOUTH AFRICA

Accelerated growth in the economy to more than 4,5% in the period 2009, and more than 6% from 2010 to 2014;	<ul style="list-style-type: none"> • Rationalise the economic space with an intention to contribute in the accelerated growth in the economy to more than 4,5% in the period 2009 and more than 6% from 2010 to 2014; • Reduce the gap between the 1st & 2nd economies, and halt poverty and unemployment; • Ensure that social security reaches all who are eligible
Reduce the gap between the 1 st & 2 nd economy and halve poverty and unemployment by 2014	
Ensure that society security reaches all who are eligible	

NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE

Overcome the spatial imbalances of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link to the main growth centres	<ul style="list-style-type: none"> • Provision of basic services to all citizens wherever they currently are located; • Focus spending on localities of economic growth or economic potential in order to leverage private sector involvement; • Efforts to address past and current social inequalities are focused on people, and not on places; • Overcome the spatial imbalances of apartheid,
Rapid economic growth that is inclusive and sustained is a pre-requisite for the achievement of other policy objectives, of poverty alleviation is fundamental.	
A set of principles and mechanisms to guide infrastructure investment and development decisions;	

	<p>future settlement and economic development opportunities are channelled into activity corridors and nodes are adjacent to or that link to the main growth centres.</p>
PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY-PRIORITY SECTORS	
Agricultural sector (incl. agri-processing) and land reform;	<ul style="list-style-type: none"> • Emnambithi area is identified as a provincial tourism priority area as part of the cultural sector and battlefields route sub-sector. The SDF seeks to develop this further.
Industrial sector	<ul style="list-style-type: none"> • In terms of industrial development, the corridor linking the two nodes of Ladysmith and Newcastle, and extending to Gauteng, from a secondary zone of industrial potential. The SDF seeks to develop this further
Tourism sector	<ul style="list-style-type: none"> • In terms of tertiary/ service sector, the ELM is identified as a 3rd order node. It is also noted that such nodes are imperative to supporting development in poor rural areas. The SDF builds on these issues.
Service sector	

WHITE PAPER ON SPATIAL PLANNING AND LAND USE MANAGEMENT	
Land Use Regulatory	<ul style="list-style-type: none"> • Stipulate guidelines for Land Use Management;
IDP based spatial planning	
Uniformity in the set of procedures for land development approvals	
National spatial planning frameworks	
KWA-ZULU NATAL HERITAGE ACT	
“No person may demolish or alter any structure or part of a structure which is older than 60 years without a permit issued by the relevant provincial heritage resource authority”	<ul style="list-style-type: none"> • It reaffirms the need to comply with these set of regulations
<p>Densifying existing urban nodes in appropriate locations</p> <p>Strengthening secondary service centres</p> <p>Identifying and implementing development corridors</p> <p>Ensure more efficient use of infrastructure</p> <p>Promoting a more appropriate land use mix</p> <p>Giving preference to those land uses that will assist in achieving the Municipality’s Vision and particularly the local economic development and environmental objectives.</p> <p>Preserving high quality agricultural land</p> <p>Promoting diversity in land use, especially in and around the nodes</p>	<ul style="list-style-type: none"> • SFD fully subscribes to these all these principles

Ensuring that environmental objectives are taken in to account in the formulation and adjudication of development proposals
Creating an environment conducive to small entrepreneurs
Optimizing the inherent tourism and recreation potential of the area

Councils goes beyond providing theoretical information on the SFD and makes this plan a vibrant future development guide of the municipality that talks to all programmes and projects within a municipal space. As such Council has appointed Consultants that are busy doing the Strategic Environmental Management Plan due for completion in June this year.

6. ENVIRONMENTAL PLANNING AND MANAGEMENT

6.1 THE VISION, GOALS AND OBJECTIVES

THE OBJECTIVES:

- To assure a healthy and productive life for present and future generations;
- To protect and sustainably utilise physical attributes of the district in a manner that assures ecological integrity, biodiversity;
- To minimise and manage impact of development;
- To ensure that emissions and discharges of pollutants into air, water and soil should not exceed acceptable levels of standards;
- To preserve cultural and historic features;
- To explore and expand opportunities for tourism, ecotourism and sustainable land use;
- To encourage emerging technologies requiring open space for implementation;
- To make available adequate infrastructure to all inhabitants with due regard to environmental sustainability;
- To efficiently utilise renewable resources so as to protect natural systems;
- To encourage a high degree of environmental awareness amongst all development planning and implementation entities in both public and private sector;

ENVIRONMENTAL CONSERVATION ACT

The Environmental Conservation Act (No. 73 of 1989) is intended to provide for the effective protection and controlled utilisation of the environment. Part five of the Act refers to the control of activities that may have a detrimental effect on the environment. Section 21 of the Act refers to the Minister being permitted to identify those activities, which in his opinion have substantially detrimental effects on the environment, whether in general or in respect of certain areas. Any change in land use from agriculture, or undetermined use, to any other land use, and any use for

nature conservation or zoned open space to any other land use, is subject to a mandatory EIA (Environmental Impact Assessment).

NATIONAL ENVIRONMENTAL MANAGEMENT ACT

The National Environmental Management Act (No. 27 of 1998) was drawn up to provide for co-operative, environmental governance by establishing principles for decision-making on matters affecting the environment, institutions that will promote co-operative governance and procedures for co-coordinating environmental functions exercised by organs of state; and to provide for matters connected therewith.

Section 28 of the Act that falls within Chapter 7 – Compliance, Enforcement and Protection can be related to future developments. Part 1 of the Chapter focuses on environmental hazards and Section 28 relates to the duty care and redemption of environmental damage. Section 28 provides that every person who causes, has caused, or may cause, significant pollution or degradation of the environment, must take reasonable measures to prevent such pollution or degradation from occurring, continuing or reoccurring or, insofar as such harm to the environment is authorised by law or cannot reasonably be avoided or stopped, to minimize and rectify such pollution or degradation of the environment.

Though ELM amongst other municipalities is characterized with skewed settlements patterns, we do not shy away from this; we align our thinking and practice with the modern day planning legislations enacted over the recent year. We do not compromise in ensuring that we continuously practice the following:

- To densify existing urban nodes in appropriate locations;
- Strengthening secondary service centres;
- Identifying and implementation development corridors;
- Ensure more efficient use of infrastructure;
- Promoting a more appropriate land use mix;
- Giving preferences to those land uses that will assist in achieving the vision of the Municipality and particularly the local economic development and environmental objectives;
- Preserving high quality agricultural land;
- Promoting diversity in land use, especially in and around the nodes;
- Ensuring that environmental objectives are taken in to account in the formulation and adjudication of development proposals;

STATE OF THE ENVIRONMENT

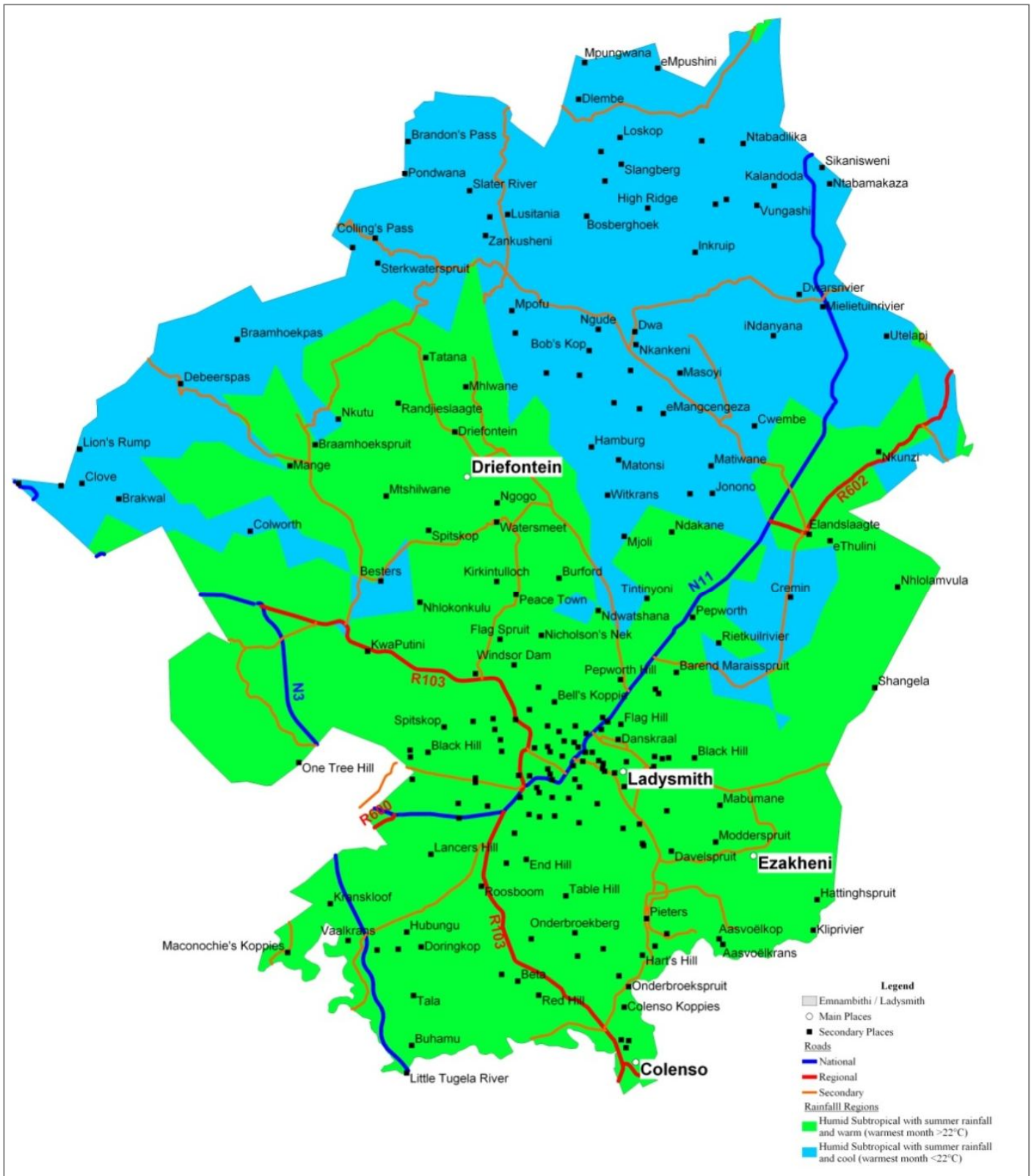
This section describes the state of the natural, social and economic environment within the ELLM.

THE PHYSICAL ENVIRONMENT

CLIMATE

Ladysmith is characterised by a temperate climate with warm to hot summers and mild to cold winters. The days are usually bright and sunny and the nights clear and cool. Winter sunshine averages almost 7 hours a day, some of the highest in the country.

Ladysmith is situated at an altitude of approximately 1 015m above sea level. The town experiences an average maximum temperature of 25°C and an average minimum temperature of 10°C. The mean annual temperature is 16.5°C. The highest temperatures are experienced during the month of January where temperatures reach 30°C. July is the coldest month of the year with temperatures of 3°C on average during the night. During winter temperatures sometimes drop below freezing point. Frost does occur in the region with an average of 15 frost days per year.



Climatic regions map within the ELLM

The above map indicates that there are two rainfall regions within the ELLM. The Humid Subtropical rainfall region is characterised by summer rainfall and cool temperatures. During the warmest month temperatures reach up to 22⁰C. This rainfall region is dominant in the north area of the ELLM.

The Humid Subtropical rainfall region is characterised by summer rainfall and warm temperatures. During the warmest month temperatures reach over 22⁰C.

This rainfall region features in and around Driefontein, north of Ladysmith as well as south of Ladysmith, including Ezakheni and Colenso.

According to Mucina and Rutheford (2006) *“Mean monthly maximum and minimum temperatures for Ladysmith 36.1⁰C and -3.6⁰C for January and July, respectively”*.

In the region, the Drakensberg, to the south west, can experience heavy winter snow, with light snow occasionally experienced on the highest peaks during summer. The weather is generally wet and cold in the Drakensberg Mountains and dry and hot in the Tugela Valley from Colenso down towards the coast. Annual runoff varies from 600 mm in the Drakensberg to as little as 50 mm in the dry bushveld areas.

Approximately 700-750 mm of rainfall occurs annually. Most annual rainfall occurs during summer, with the highest rainfall recorded during the month of January. The lowest rainfall is occurring during the month of June with an average precipitation of 10mm; the lowest rainfall registered being 1mm. The mean annual potential evaporation is 1 833 mm.

Climate chart temperature and precipitation, Ladysmith, KwaZulu Natal

Temperature and Precipitation	Jan	Feb	March	April	May	June	July	Aug	Sep	Oct	Nov	Dec
Average high in °C	29	29	28	26	23	21	21	24	27	27	29	29
Average low in °C	17	17	15	12	7	3	3	7	11	13	14	16
Average Precipitation - mm	147	101	87	48	16	10	6	27	35	74	93	102

Source: <http://www.climatedata.eu/climate.php?loc=sfzz0018&lang=en>

The prevailing winds are northerly and north-westerly with most being windy days.

AIR QUALITY

Air Quality Management is a shared function between the District Municipality and the Local Municipalities.

According to the State of the Uthukela District Report (2007) the major air pollutants within the ELLM are the Dunlop and Lasher Tools companies.

TABLE below indicates the emission inventory database for the ELLM.

Emission inventory database for the ELLM

Name of Industry	Location	Schedule Process
AJ Charnaud	Ladysmith	Protective clothing and coated fabric
Aders Fashions	Ladysmith	Manufacturers of hosiery (stockists)
BJK Clothing	Ladysmith	Clothing
Blue Disa Trading	Ladysmith	Clothing
Bon Voyage	Ladysmith	Stainless steel, aluminum & enamel products
Chin Ho Industrial	Ladysmith	Manufacturers of woven polypropylene materials
Chisa Welding Consumables	Ladysmith	Welding rods
Canvas & Tent	Ladysmith	Tent manufacturer
Samson Ropes	Ladysmith	Manufactures of fibrous ropes & twines

Name of Industry	Location	Schedule Process
Sterling Footwear	Ladysmith	Manufacturers of footwear
Taxi Star Intercity Caltex Garage	Ladysmith	Ezakheni Service Station
U.F.I. Bag	Ladysmith	Manufacturers of woven polypropolene bags
A&D Manufacturing Group	Ladysmith	Engineering
A B I	Ladysmith	Beverages
Action Engineering & Steel Manufacturing	Ladysmith	Engineering
Boardman Bros	Ladysmith	Sundry chemical products
Cupboard Master	Ladysmith	Office furniture/BIC's
Door & Window Specialist	Ladysmith	Doors & windows
Dunlop	Ladysmith	Tyres
Durban Overall (Pty) Ltd.	Ladysmith	Clothing & shoes
Emnambithi Bakery	Ladysmith	Bakery
Frame Textiles	Ladysmith	Textiles
Furniture & Door Manufacturers	Ladysmith	Wooden products
K R P Clothing Manufacturers	Ladysmith	Clothing
Lasher Tools	Ladysmith	Tools
Leisure Knit	Ladysmith	Clothing & shoes
Lu-Jean Clothing	Ladysmith	Clothing
Magnum Timber Products	Ladysmith	Furniture
Mao Hsiang Furniture	Ladysmith	Furniture
My Jeans Clothing CC	Ladysmith	Clothing/Jeans
Nambiti Sofas	Ladysmith	Lounge suites
Northern Natal Plastics	Ladysmith	Plastic Manufacture & printing
Pine Design	Ladysmith	Furniture
Quatro Clothing	Ladysmith	Clothing
Sasko Mills	Ladysmith	Milling & baking

Name of Industry	Location	Schedule Process
Smiles Foods	Ladysmith	Chips & snacks
Spargo Structural Steels	Ladysmith	Steel
Steeldale Reinforcing & Trading Company	Ladysmith	Re-inforcing & steel
Transvaal Gate & Wire	Ladysmith	Fencing products
Zorbatex (Pty) Ltd	Ladysmith	Towering & allied products
Chuan Yi Paper Industrial	Ladysmith	Corrugated cardboard
Class A/Trifecta Trading t/a Fu Sheng Textiles	Ladysmith	Clothing
Contractools	Ladysmith	Injection molding
CYP Packaging	Ladysmith	Packaging
Defy Appliances	Ladysmith	Manufacturers of electrical appliances
Derlon Spinning	Ladysmith	Manufacturers of yarn
Drankensburg Logistics Warehouse	Ladysmith	Logistics services
Duro Pressings	Ladysmith	Manufacturers of: steel window frames, door frames and stockist of roll-up garage.
Ezakheni Service Station-Caltex	Ladysmith	Café and Service Station
Electronic Assemblies	Ladysmith	Manufacturers of: 100 v mini subs. 7 fibre glass metering pillars
Elephant Clothing	Ladysmith	Clothing
Eza Manufacturers t/a Paramount Fashions	Ladysmith	Clothing
Footech	Ladysmith	Manufacturers and importers of footwear
Goldenstar Magnetic	Ladysmith	Manufacturers of audio cassettes head cleaner tapes
Goodpac Packaging	Ladysmith	Manufacturers of corrugated cardboard boxes
Impala Stationery	Ladysmith	Manufacturers of stationery

Name of Industry	Location	Schedule Process
Ithala Development Finance Co-operation	Ladysmith	Estate Management 2
Indusplas Laminating	Ladysmith	Manufacturers of polypropolene bags
Industrial Park Security Systems (IPSS)	Ladysmith	Security providers, CCTV electric gates, security officers & fast armed response
Indiza Infrastructure	Ladysmith	Warehousing and distribution
Isolite Holdings	Ladysmith	Polusterine molding
KZN Security Services (Wing A)	Ladysmith	Security providers
Feltex Automotive Leathers (Formally Kolosus)	Ladysmith	Manufacturers of Automotive, furniture, aviation & upholstery leathers. ISO 14001, 9001& TS 16949
Ladysmith Taxi Assosiation	Ladysmith	Providers of public transport
Ladysmith Plastic Weavers	Ladysmith	Plastic weavers
Lih Dah Shoes	Ladysmith	Manufacturer of footwear
Lucky Footwear	Ladysmith	Manufacture of footwear
Lindiwe Industrial Laundry & Dry Cleaning Services	Ladysmith	Industrial laundry services
Mamsy Global Maintenance	Ladysmith	Manufacturers of dry walling
Mobile Telephonic Network (MTN)	Ladysmith	Tower/Mast
Northlake Investments	Ladysmith	Warehouse
Natal Park Waste (Porterfield Trust)	Ladysmith	Removal of Waste
Polyung Bag Manufacturers	Ladysmith	Manufacturers of Polypropolene woven cloth & bags
Plus Pack Packaging	Ladysmith	Manufacturers of Polypropolene woven cloth & bags
Lilanie Clothing	Ladysmith	Manufacturers of clothing
Pro Fortune	Ladysmith	Manufacturers of clothing
Rusmar Packaging	Ladysmith	Packaging
Rhino Clothing	Ladysmith	Clothing
S.A. Greetings	Ladysmith	Suppliers of wrapping paper

Name of Industry	Location	Schedule Process
Lasher Tools	Ladysmith	Manufacturers
Zorbatex	Ladysmith	Towelling-making company
Transvaal Pressed Nuts & Bolts	Ladysmith	Manufacturers of pressed nuts & bolts
Spotless Laundry & Dry Cleaning Services	Ladysmith	Laundry & dry cleaning services
Midlands Steam Laundry (Pty) Ltd	Ladysmith	Laundry & dry cleaning services
Ladysmith Abattoir	Ladysmith	Meat producers
Alcam Industrial Supplies	Ladysmith	Manufacturers of industrial supplies

Source: Department of Agriculture, Environmental Affairs & Rural Development, Umzinyathi District

TOPOGRAPHY

The topography of the region is diverse and is characterised by hilly, undulating landscapes, broad valleys, moderate and steep slopes, rolling hills and flat plains. The dominant landscape features are valley slopes and undulating hills. West of Ladysmith small dolerite koppies and steeper slopes of ridges occur.

Ladysmith is located on the foothills of the Drakensberg Mountains, approximately 26kms from the Van Reenen pass. The Drakensberg Mountain Range features approximately 60kms to the west and southwest. The Drakensberg Mountain Range forms the escarpment.

GEOLOGY

The terrain within the ELLM region is characterised as predominantly rolling terrain and secondary broken terrain. The slope within the ELLM region is predominantly moderate however there are also some steep slope areas.

The Grassland Biome is characterised by a topography that is mainly flat and rolling, but includes the escarpment itself.

The geology in the Ladysmith area is characterised by shales, mudstones and fine-grained sandstones of the Ecca and Beaufort Groups and of the Karoo Supergroup.

According to the Mucina L. and Rutherford M.C. (2006) the geology of the area is characterised by various Karoo Supergroup rocks such as Dwyka, Ecca and Beaufort Groups and limited Jurassic dolerite intrusions.

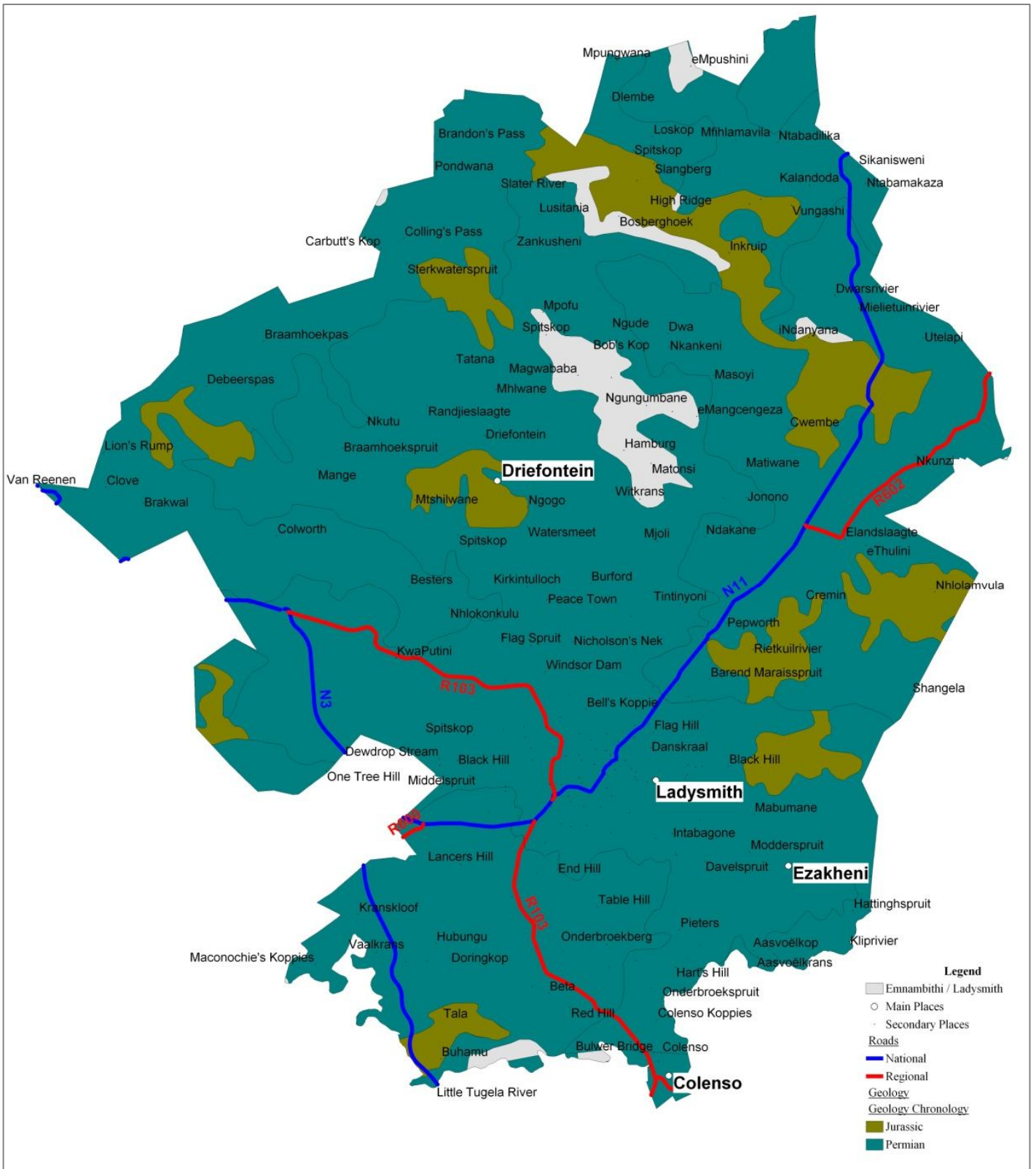


Figure 5: Geological Chronology map, ELLM

The above geological map indicates the chronological geology of the area. The two geological periods featuring in the map include the Jurassic geological period and the Permian geological period.

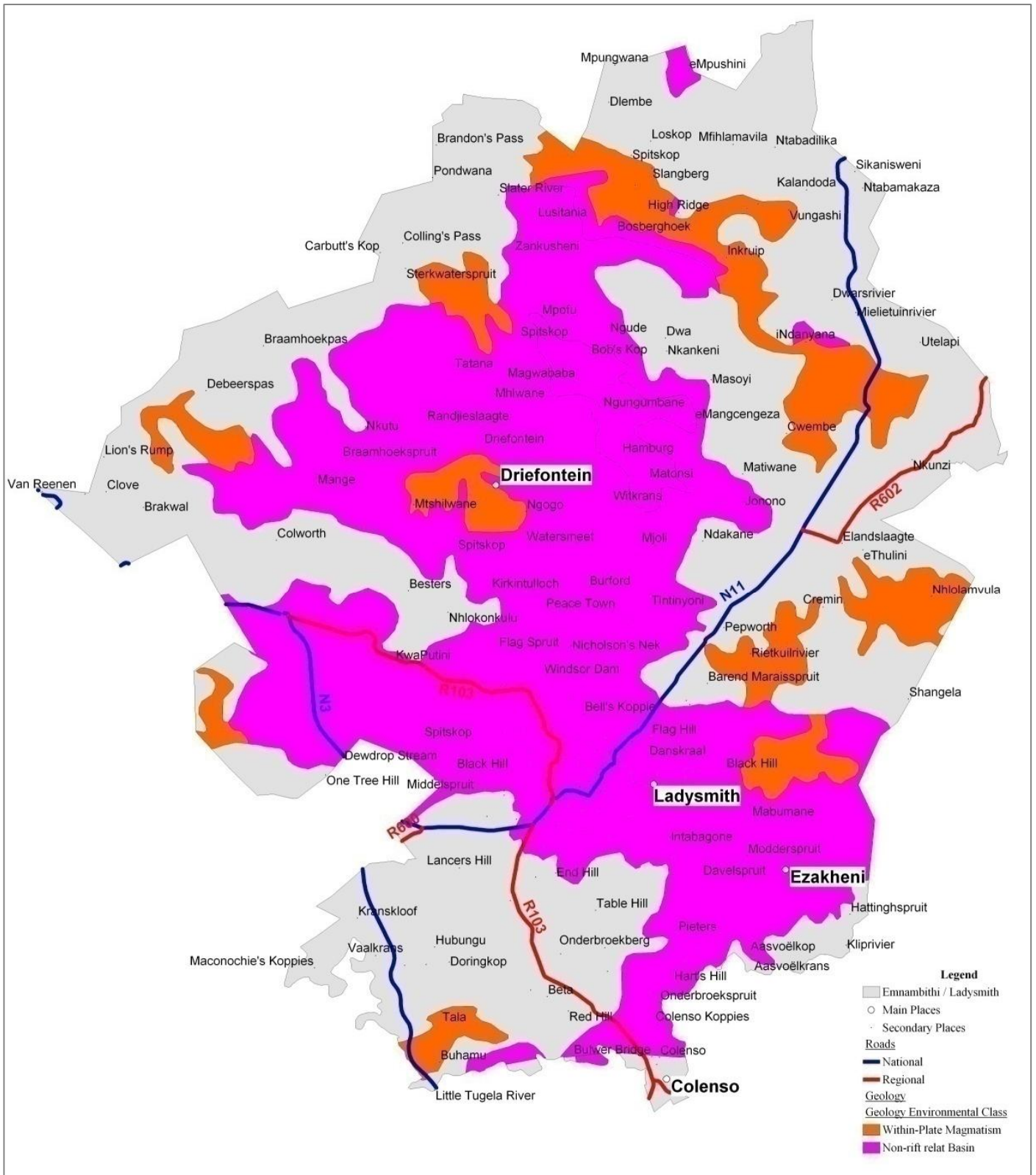
The Jurassic Period featured during the Mesozoic Era which comprises of three periods including Cretaceous, Jurassic and Triassic. The Jurassic Period featured between the Cretaceous Period and the Triassic Period.

The Permian Period featured during the Paleozoic Era which comprises of six periods. These periods include Permian, Carboniferous, Devonian, Silurian, Ordovician and Cambrian. The Permian Period featured between the Triassic Period and the Carboniferous Period.

The above map clearly indicates that the geology of the Permian Period is the dominant geology in the area. Some areas indicate the presence of the Jurassic Period's geology, These areas mainly feature north of the Ladysmith town, in and around Driefontein with very limited occurrences south of Ladysmith.

The map to follow indicates the environmental class geology in the ELLM area. The dominant environmental class geology is the non rift related Basin which occurs throughout the ELLM area, including Ladysmith and Ezakheni towns.

Another environmental class geology in the ELLM area is the Within-Plate Magmatism. This class features in some areas throughout the ELLM region. It mainly occurs in the north and near and around Driefontein.

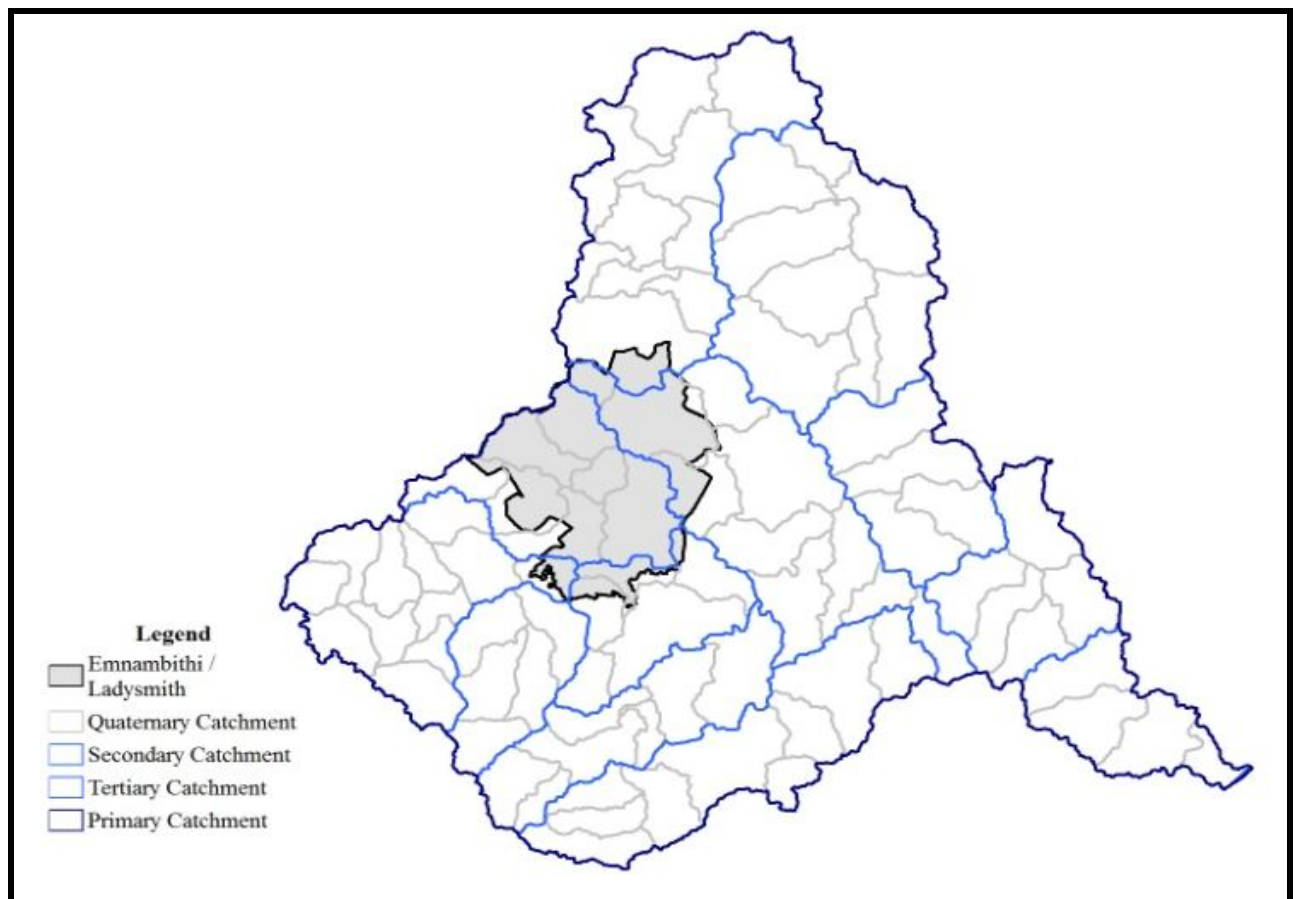


Geology Environmental Class map, ELLM

HYDROLOGY

Overview

The study area is situated in the Thukela Water Management Area (WMA), MWA number 7.



Catchment areas map, ELLM

The drainage areas and major rivers within the ELLM are listed in the table to follow.

Drainage areas and major rivers in ELLM

WMA	Quaternary Catchments	Major Rivers
Thukela (WMA 10)	V11M	Tugela River
	V12A	Klip River (and tributary Braamhoekspruit)
	V12B	Ngogo River (and tributaries Tatana and Mhlawane)
	V12C	Klip River (and tributaries Ngogo and Flagspruit)
	V12D (partial)	Ngwenyana
	V12E (partial)	Sand River
	V12F (partial)	Klip River (and tributary Sand River)
	V12G	Klip River (and tributary Modderspruit)
	V14A (partial)	Tugela River
	V14B (partial)	Tugela River
	V14E (partial)	Tugela River
	V31E (partial)	Jim Shore; Mhlonyane; Fouriespruit; Amanzamnyama
	V60A (partial)	Sunday's River (and tributaries Ndaka, Emnyameni and Nhlolamvula)
	V60B (partial)	Sunday's River (and tributaries Cwembe and Nkunzi)
V60C (partial)	Sunday's River	

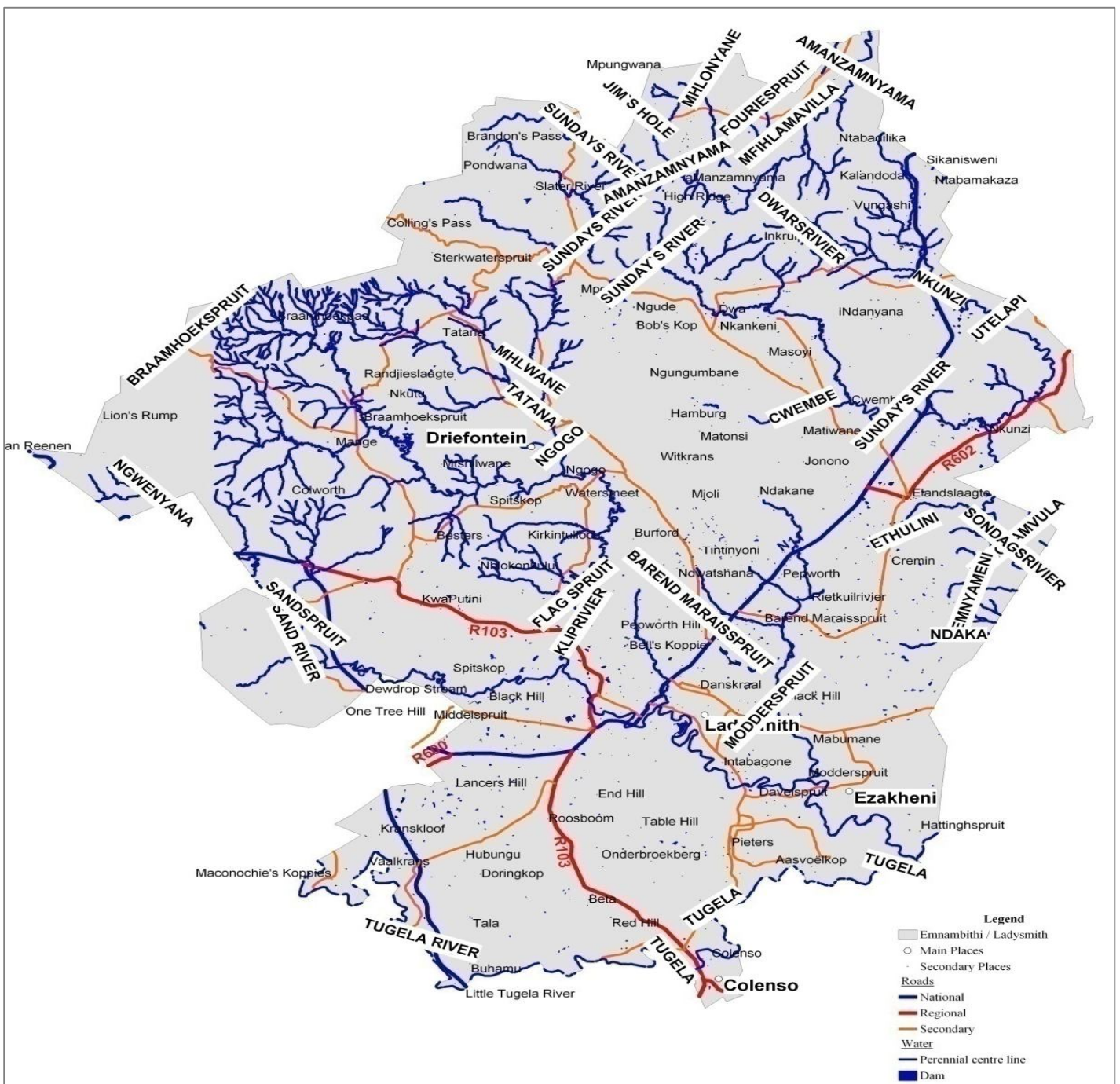
Perennial and non-perennial rivers in the study are shown on the figures to follow.

The major rivers traversing the municipal area include the Klip River and Sunday's Rivers and their tributaries. Both the aforementioned watercourses drain into the Tugela River.

The Tugela (also known as Thukela) is the largest river system in KwaZulu-Natal, and the river and its tributaries meander through the central part of this province and drain from the Drakensberg escarpment towards the Indian Ocean. The total area of the Thukela River catchment is approximately 30 000 km² in extent (DWAF, 2004). Due to the mountainous nature of the Thukela WMA and its proximity to the Indian Ocean, the rainfall is high by South African standards, ranging from over 1 500 mm per annum in the mountains to about 650 mm per annum in the central parts of the catchment. As a result of the high rainfall, there is substantial runoff from the Thukela catchment, with the Mean Annual Runoff estimated at 3 799 million m³/a.

The Klip River drains the western and southern portion of the municipality. This river rises in the Drakensberg below Van Reenen and is joined by the Sandspruit River northwest and upstream of Ladysmith. The confluence of the Klip and Tugela Rivers is approximately 20 km southeast of Ladysmith.

Perennial Rivers map, ELLM



FNon Perennial Rivers map, ELLM



The Qedusizi Dam on the Klip River, a few kilometres upstream of the Ladysmith town attenuates flow in the Klip River as it passes through Ladysmith, and prevents flood damage. The ELLM developed a flood defence system known as the Ladysmith Flood Control Scheme which involves the maintenance of levees and the channel of the Klip River.

The Sunday's River, which drains the north-eastern part of the municipal area, flows in a south-easterly direction from the eastern escarpment to its confluence with the Thukela River near the Bushmans River confluence.

There are a few large dams and numerous smaller ones in the Thukela River System, they are mainly located in the upper reaches of the Thukela River itself and in some of its tributaries. For the most part, the Thukela River remains comparatively unregulated. Water resource developments within the catchment are generally small and relate primarily to the needs of individual towns. The largest components of existing water development infrastructure are those associated with four inter-basin transfer schemes:

- The Tugela-Vaal Project through which water is transferred via the Drakensberg Pumped Storage Scheme to Sterkfontein Dam in the Vaal River Catchment;
- The Zaaihoek Scheme through which water is transferred to Majuba Power Station and the Grootdraai Dam in the Vaal River Catchment;
- The Mooi-Mgeni Scheme through which water will be transferred to Midmar Dam in the Mgeni River; and
- The Thukela-Mhlatuze Scheme through which water is transferred to Goedetrouw Dam near Richards Bay.

The Tugela Vaal Scheme transfers water from KwaZulu Natal to Gauteng. The Tugela catchment basin plays a critical role in the operation of the Tugela Vaal Scheme. The Tugela Vaal Scheme with a transferring capacity of approximately 30%

represents an important resource available in the Upper Vaal Water Management Area. Therefore the region is one of the main water supplier at a provincial and national level and plays a critical role in current and future water supply.

Land uses in the catchment are mainly rural subsistence farming and commercial forestry. According to DWAF (2004), the estimated irrigated area is some 276 km² in the WMA. Another important land-use that has an impact on the water resources of the Thukela River catchment is commercial timber. Small to medium-sized industries are also situated in the peripheral industrial zones in and around Ladysmith.

Since its establishment and due to its location on the banks of the Klip River, Ladysmith has experienced severe flooding. During the 110 year period between 1887 and 1997 29 major floods have occurred. The flood of 1996 was a major flood and several hundred families had to be evacuated. Minor flooding occurs almost every year.

The Windsor Dam, which was constructed in the Klip River in 1950, is above the confluence of the Klip River and Sandspruit River. The Windsor Dam located north of Ladysmith was build to control flooding of Ladysmith by the Klip River, but silt buildup reduced its efficiency. The dam was commissioned in 1950 and has a capacity of 27,300 megaliters and a surface area of 826 km². Historically, the Windsor Dam was the main water supply source of Ladysmith but is now largely silted up and consequently has decreased in importance.

Qedusizi flood attenuation dam is located approximately 5 kms downstream of the Windsor Dam downstream of the confluence of the Klip River and Sandspruit River. Quedusizi Dam near Ladysmith was completed in 1998 has a capacity of 133,295 megaliters and a surface area of 19 594km².

Slangdraai Dam on the Sundays River near Ladysmith was completed in 1986 has a capacity of 10, 300 megaliters and a surface area of 2 400km².

According to the State of the Uthukela District Report (2007) Steadville, Ezakheni and Colenso are characterised by inadequate storm water drainage systems. Furthermore the terrain in these areas is prone to soil erosion and flood damage of houses and infrastructure due to frequent high intensity storms occurring in the area. The residents in these areas do not support open storm water drainage systems but prefer piped storm water drainage.

According to the Emnambithi / Ladysmith Agricultural Development Plan, the irrigation water within the region is currently sourced from the Sundays River, the Klip River and partly from a short section of the Uthukela River. Additional smaller water resources are found on privately owned farms within the region. A large private irrigation board dam features in the upper regions of the Sundays River Valley.

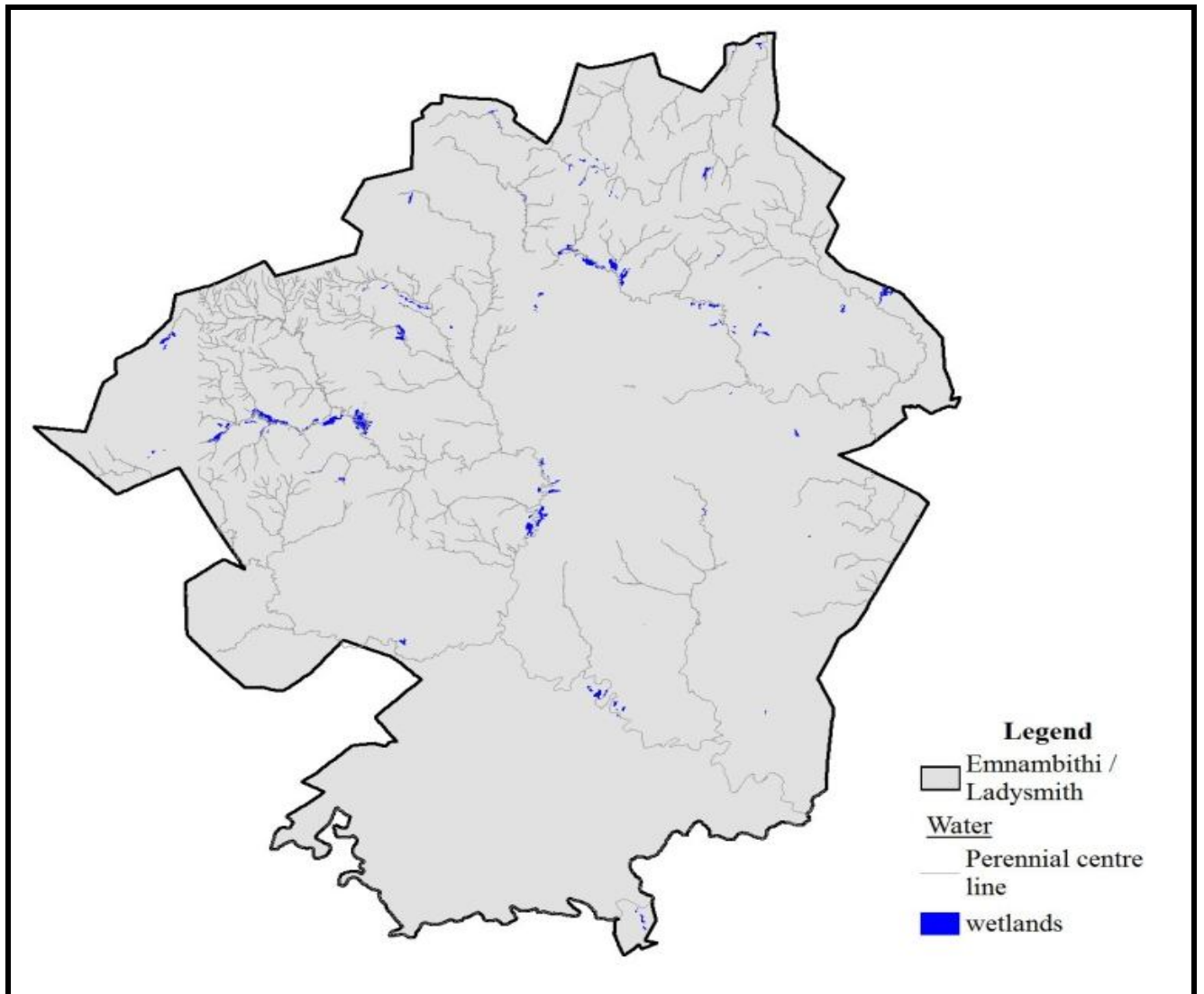
GROUNDWATER

Figure indicates the location of wetlands within the Emnambithi / Ladysmith area. It is noted that there are numerous wetland areas throughout the Emnambithi / Ladysmith with most wetland areas featuring in the northern parts.

Wetlands are considered the most biologically diverse of all ecosystems. They play a significant role in biodiversity conservation and their protection and preservation is of utmost importance. Wetlands perform various important functions including flood attenuation, retaining sediments, nutrients and pathogens thus being very good natural filters. They provide habitat and food sources for high levels of biodiversity. Wetlands are also considered popular tourist attractions.

All areas of a wetland nature are included in this category. Their ecological status might not always be intact as they are susceptible to degradation such as high agricultural and grazing pressures. High conservation value and biodiversity sensitivity should be attributed to all wetlands featuring in the area.

According to Kanz W.A., O'Connor T.G., Richardson J., Nel G, Nel, W. (2009), *“The rivers and associated wetlands within this District, particularly upper catchment wetlands, are of national importance.”* Many wetland areas are located in the north of the ELLM area, east, north and west of the Ladysmith town.



Wetlands map within the ELLM

SOILS

The soils in the Ladysmith Local Municipality vary widely in terms of drainage conditions, clay content, depth and agricultural potential. The soil data for the area was derived from the land type data that was obtained from the Institute for Soil Climate and Water (ISCW) of the Agricultural

Research Council (ARC) (Land Type Survey Staff, 1972 – 2006). The land type data is presented at a scale of 1:250 000 and entails the division of land into land types, typical terrain cross sections for the land type and the presentation of dominant soil types for each of the identified terrain units (in the cross section). The soil data is classified according to the Binomial System (MacVicar et al., 1977) and was interpreted and re-classified according to the Taxonomic System (MacVicar, C.N. et al. 1991). For the purposes of this discussion the broader land type categories have been indicated on a map and each of these will be described in more detail regarding soil properties, agricultural potential and degradation.

The following broad land types, with their distribution indicated on the attached map and their areas as presented in **Table 4**, were identified for the area:

- **Ac and Ad land types** (yellow-red apedal, freely drained) dominate the north western section of the survey area. These soils are red and yellow in colour –an indication of the iron mineralogy that is dominated by hematite and Al substituted goethite. The soils are mainly freely drained, exhibit an apedal structure and a clay content of between 35 and 55 %. Near stream beds and areas that exhibit wetland characteristics the soils show distinct signs of hydromorphism and can have clay contents exceeding 60%. Soil depths range from 50 to 1200 mm with the majority of the soils exhibiting a depth of 250 mm and deeper. Soil rockiness, broadly speaking, is not such that it lowers the agricultural potential of the soils, although soil-rock complexes and rock outcrops dominate the higher lying areas. Some of the soils in these land types are severely eroded due to the dominant geological influences and over grazing.

Land types and areas for the Ladysmith Local Municipality Area

Land Type	Area	
	ha	%
Ac	45121	15.2
Ad	13272	4.5
Bb	52918	17.8
Ca	27850	9.4
Db	37631	12.7
Dc	13340	4.5
Ea	3505	1.2
Fa	79913	26.5
Fb	19753	6.7
Fc	2121	0.7
Ia	986	0.3
Wa	116	0.04
Total	296527	

- The **Bb land type** soils (plinthic catena soils) occur in the northern section of the area. A patch of these soils also occurs towards the western border of the survey area. These soils range in depth from 200 to 1200 mm with the majority of the soils ranging between 600 and 1200 mm. The clay content of the top soil layers vary between 15 and 35 %. In many cases the top soil horizon is underlain by an horizon that has undergone leaching and a removal of Fe, Mn, Al oxide (sesquioxide) and clay minerals. The clay content of these horizons range from 12 to 25 %. Deeper horizons can exhibit up to 60 % clay content and may be enriched by sesquioxide minerals. The Bb land type soils occur at a slope of between 4 and 35 %.
- Soils of the **Ca land type** (plinthic catena, duplex/margalitic soils common) are common in the central and western section of the survey area. Duplex soils refer to soils with a permeable topsoil horizon/s that abruptly overlies an impermeable or poorly permeable subsoil horizon of a high clay content (often dispersive). Margalitic soils refer to soils that exhibit a dark A-horizon with strongly developed

structure and a high base status. According to the land type data the soils of the study area range in soil depth from 100 to 1200 mm with most of the soils between 200 and 300 mm deep. Clay content of the soils range from 20 to 60 %. The majority of the soils are located on a slope of between 2 and 8 % and, to a lesser extent, between 1 and 3 %. These soils exhibit a low degree of rockiness but are prone to erosion and may impede water percolation and drainage.

Soils of the **Dc and Db land type** (duplex soils) occur in the southern section of the survey area. These soils are seldom deeper than 600 mm, although soils that exhibit depths of up to 1000 mm can be found. Clay content varies from 20 to 50 %. In some cases the A-horizon is be underlain by an E-horizon (horizon that has undergone a removal of sesquioxide and clay minerals due to lateral water flow). The degree of rockiness is low but soil erosion is a major problem due to dispersive soil conditions.

The **Ea land type** (one or more of vertic, melanic and/or red structured diagnostic horizons) soils occur in the central and eastern portions of the survey area. This land type is an indication of soils that exhibit a high base status, dark or red colouration and high clay content. The majority of these soils are found on a slope of 5 to 20 %. Soil depth ranges from 100 to 1200 mm with the majority of the soils exhibiting a depth of between 400 and 1200 mm. Soil clay content ranges from 10 to 70 % with clay content increasing as soil depth increases. The degree of rockiness is high in many cases.

Soils of the **Fa, Fb, and Fc land type** (Glenrosa and/or Mispah forms) dominate the central and southern section of the survey area. These soils are also found towards the northern and north western sections of the survey area. These land types indicate areas that are dominated by soils where the A-horizon is underlain by hard rock or weathering rock. Soil depth predominantly ranges between 100 and 300 mm, although soils that are in excess of 1200 mm deep are also found in this area. Clay content ranges between 2 and 35 %. These soils are mostly found on steeper slopes that may range from 7 to 90 % as well as crests in the landscape.

The **la land type** (miscellaneous land classes) soils occur in the southern portion of the survey area. This land type refers to soils that are difficult to accommodate in other land type categories. At least 60% of these areas comprise soils that are pedologically young (stratified or with incipient soil formation) and composed of deep (> 1000mm) unconsolidated material. In the study area these soils occur mainly on slopes of between 15 and 50 %. The soils can exhibit a high degree of rockiness and a clay content of 15 to 40 %. The **Wa land type** refers to water bodies.

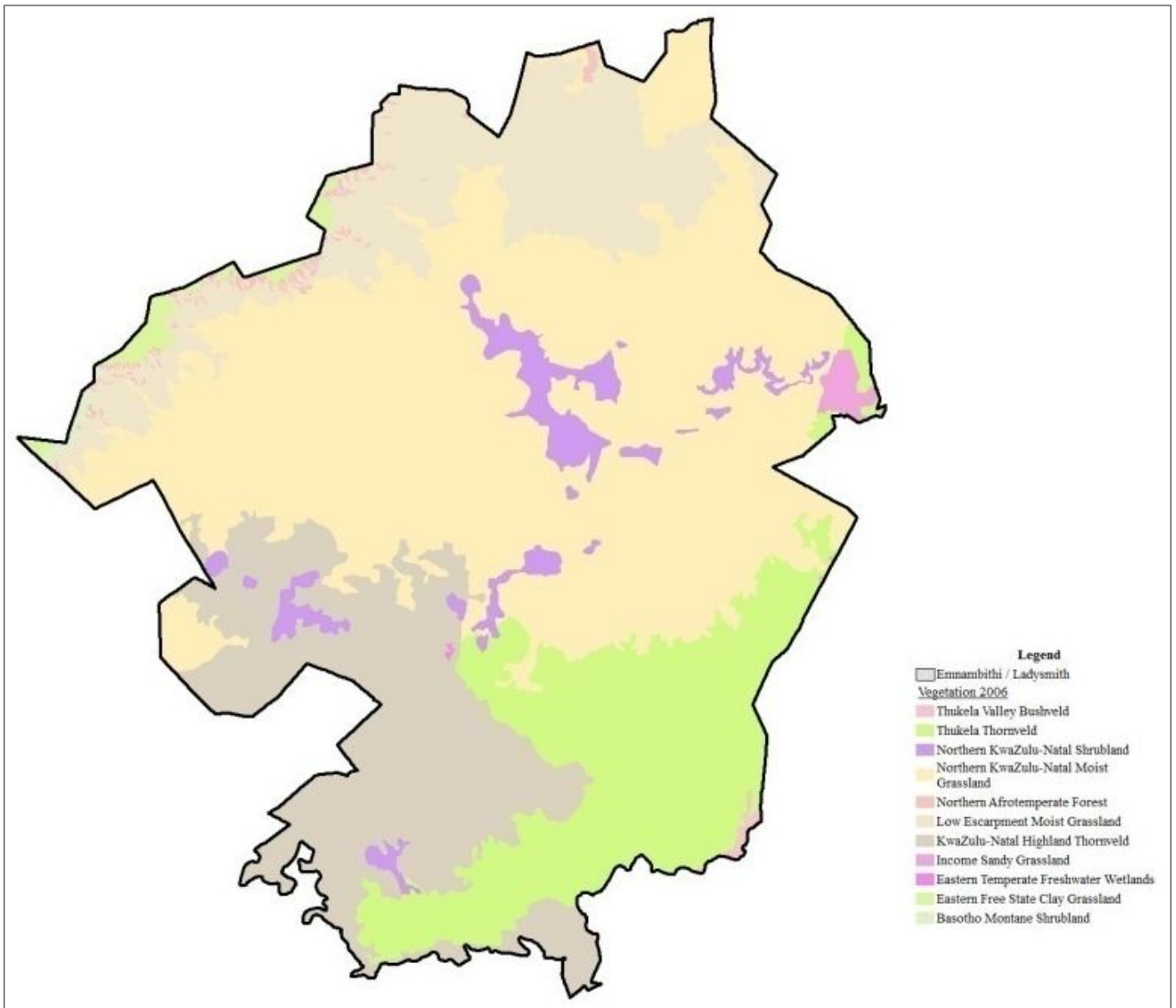
The rainfall of the area varies, on average, between 600 and 800 mm per year. This is adequate for dry-land crop cultivation on especially the Ac, Ad, Bb and, dependant on soil physical and chemical factors, la land types. Ac and Ad land type soils are also generally suited to irrigated agriculture if water is available. Ca land type soils are not suited to irrigated agriculture unless large scale intensive preparation (deep ripping with bulldozer) or artificial drainage and soil stabilisation is considered.

The Dc and Db land type soils are highly unstable and erodible due to the dominance of dispersive clay minerals and soil conditions. As such they are not considered suitable for tillage and uncontrolled grazing. The dominant land use for the Fa, Fb and Fc land types is grazing with limited crop production due to the shallow nature of the soils.

FLORA

The map below indicates the vegetation types that occur within the Emnambithi / Ladysmith area. It is noted that the dominant vegetation types in the area include: the Northern KwaZulu Natal Shrubland; the Thukela Thornveld, the KwaZulu Natal Highland Thornveld and Tugela Valley Bushveld. Smaller pockets of other vegetation types include: the Northern KwaZulu Natal Shrubland, the Northern Afrotemperate Forest, Income Sandy Grassland, Eastern Temperate Freshwater Wetlands, Eastern Free State Clay Grassland and Basotho Montane Shrubland (Mucina & Rutheford, 2006).

Vegetation has been divided into biomes and their associated vegetation units. According to Mucina & Rutheford (2006) a biome is defined as a “*broad ecological spatial unit...defined mainly by vegetation structure, climate as well as major large-scale disturbance factors*”. The biomes comprise of vegetation units. These vegetation units are described as units of plant groups that have similar ecological requirements and conservation requirements.



Vegetation map, ELLM

The vegetation communities within the ELLM that require environmental protection include wetlands and grasslands as they provide habitats for various local species.

According to Kanz *et al.* (2009), the critical biodiversity areas are found in many areas within the ELLM, north, east, west and southwest of the Ladysmith town.

According to Rutherford & Westfall (1994), the ELLM is characterised by two biomes, namely the Grassland and the Savanna Biomes. The Grassland Biome within the ELLM comprises of the Sub-Escarpment Grassland Bioregion and the Savanna Biome comprises of the Central Bushveld Bioregion. The dominant vegetation group within the ELLM is KwaZulu – Natal Highland Thornveld, followed by Thukela Thornveld and Northern KwaZulu-Natal Shrubland (Mucina & Rutherford, 2006).

The KwaZulu Natal Highland Thornveld vegetation unit covers the majority of the ELLM area. The Thukela Thornveld covers the area east and partly northeast and partly southeast of the Ladysmith town. The Northern KwaZulu-Natal Shrubland vegetation unit is occurs in small areas north and southwest of the Ladysmith town.

Some rare plants are often found in the grasslands, especially in the escarpment area. These rare species are often endangered. They mainly include endemic geophytes or herbaceous plants.

According to Kanz *et al.* (2009), regarding protected species “*Most of the these species are well conserved within existing Protected Areas, however, four priority species were identified, namely Barleria greenii, Barleria argillicola, Hemizigia bulosii and Calpurnia woodii, which are considered very rare and are not within Protected Areas. The District is especially important for the conservation of these priority species as they are almost exclusively found within this District*”.

The *Barleria greenii* is a low shrub which is endemic to Ladysmith and Colenso and is part of the KwaZulu-Natal Highland Thornveld vegetation unit.

The following information was extracted from Mucina & Rutheford (2006).

Some of the most extensive areas of the KwaZulu-Natal Highland Thornveld vegetation unit are found in the Ladysmith and Colenso areas. This vegetation unit is characterised by tall tussock grassland mainly comprising of *Hyparrhenia hirta* and some savannoid woodlands comprising of *Acacia sieberiana* and limited occurrences of *Acacia karoo* and *Acacia nilotica*. Other small trees include *Acacia natalitia*, and *Dichrostachys cinerea*. Low shrubs include *Barleria obtusa*, *Antospermum rigidum*, *Chaetochantus setiger*, *Gymnosporia heterophylla*. A semiparasitic shrub is *Thesium costatum*. Graminoids include *Abildgaardia ovata*, *Andropogon eucomus*, *Aristida bipartita*, *Aristida Congesta*, *Chloris virgata*, *Cynodon dactylon*, *Elionurus muticus*, *Eragrostis capensis*, *Eragrostis chloromelas*, *Eragrostis plana*, *Eragrostis racemosa*, *Eragrostis superba*, *Heteropogon contortus*, *Hyparrhenia hirta*, *Setaria sphacelata*, *Themeda triandra*, *Tristachya leucothrix*, *Andropogon appendiculatus*, *Brachiaria serrata*, *Cymbopogon caesius*, *Cymbopogon marginatus*, *Cymbopogon pospischilii*, *Cyperus obtusiflorus*, *Digitaria monodactyla*, *Digitaria tricholaenoides*, *Diheteropogon amplectens*, *Eragrostis curvula*, *Eragrostis gummiflua*, *Eragrostis patentissima*, *Harpochoa falx*, *Microchloa caffra*, *Panicum natalense*, *Setaria nigriorostris*, *Sporobolus africanus* and *Sporobolus pyramidalis*. Herbs include *Hermania depressa*, *Becium filamentosum*, *Chamaecrista mimosoides*, *Euryops transvaalensis*, *Haplocarpha scaposa* and *Helichysum rugulosum*. Herbaceous climbers include *Rhynchosia totta*. Geophytic herbs include *Haemanthus montanus*. Succulent herbs include *Aloe dominella*, *Aloe greenii* and *Orbea woodii*.

Endemic vegetation include low shrub such as *Barleria greenii*; succulent shrub such as *Aloe gerstneri* and succulent herb such as *Aloe inconspicua*.

The following photographs indicate various types of vegetation within the KwaZulu-Natal Highland Thornveld vegetation unit, the dominant vegetation unit within the ELLM area.



Acacia sieberiana - savannoid woodland; *Dichrostachys cinerea* - small trees *Barleria obtusa* - low shrub



Aristida bipartita – graminoid; *Hermania depressa* – herb; *Chamaecrista mimosoides* - herb



Rhynchosia totta - herbaceous climber; *Haemanthus montanus* - geophytic herb; *Aloe greenii* - succulent herb



Orbea woodii - succulent herb

The following photos indicate some of the endemic taxa within the KwaZulu-Natal Highland Thornveld vegetation unit, the dominant vegetation unit within the ELLM area.



Barleria greenii - low shrub; Status: Critically Endangered; *Aloe gerstneri* - succulent shrub; *Aloe inconspicua* - succulent herb

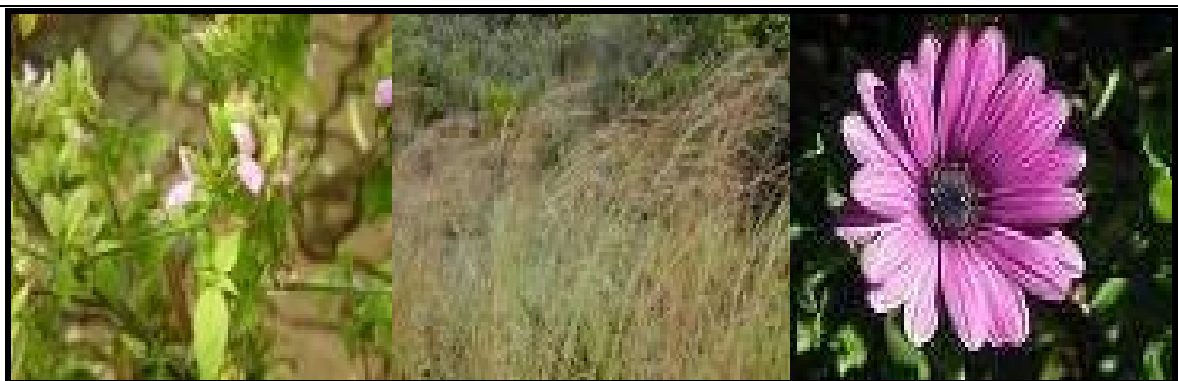
The largest areas of the Thukela Thornveld vegetation unit are found east of Ladysmith, east of Colenso and east of Estcourt. This vegetation unit is characterised by small trees such as *Acacia natalitia*, *Acacia nilotica*, *Acacia Siberiana*, *Acacia tortilis*, *Allohylus melanocarpus*, *Boscia albitrunca*, *Clausena anisata*, *Cussonia spicata*, *Dais cotinifolia* and *Ziziphus mucronata*. Tall shrubs include *Coddia rudis*, *Buddleja saligna*, *Clerodendrum glabrum*, *Euclea crispa*, *Heteromorpha arborescens*, *Hibiscus calyphyllus*, *Lippia javanica*, *Pachystigma macrocalyx*, *Rhus pentheri* and *Rhus rehmanniana*. Low shrubs include *Barleria obtusa* and *Justicia flava*. Amongst soft shrubs is the *Peristrophe cernua*. Woody succulent climbers include *Senecio brachypodus*. Graminoids include, amongst others, *Eragrostis curvula*, *Hyparrhenia hirta*, *Melinis repens*, *Panicum maximum*, *Themeda triandra*, *Tristachya leucothrix*, *Aristida congesta*, *Digitaria eriantha*, *Elionurus muticus*, *Eragrostis chloromelas*, *Eragrostis superba*, *Heteropogon*

contortus, *Setaria sphacelata*, and *Sporobolus pyramidalis*. Herbs include *Osteospermum muricatum*. Geophytic herbs include *Sansevieria hyacinthoides*. Succulent herbs include *Aloe mudenensis*.

The following photographs indicate various types of vegetation within the Thukela Thornveld vegetation unit within the ELLM area.



Acacia natalitia - small tree; *Coddia rudis* - tall shrub; *Justicia flava* - low shrub

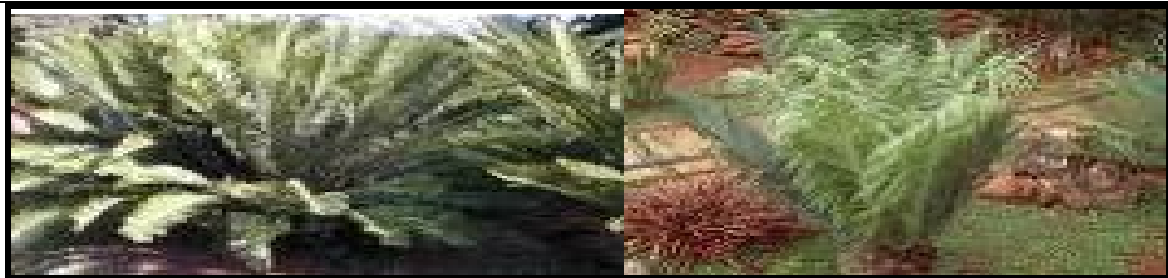


Peristrophe cernua - soft shrub; *Hyparrhenia hirta* – graminoid; *Osteospermum muricatum* - herb



Sansevieria hyacinthoides - geophytic herb; *Aloe mudenensis* - succulent herb

The following photos indicate the endemic taxa of the Thukela Thornveld vegetation unit within the ELLM area.



Encephalartos msinganus – small tree; *Encephalartos cerinus* - small tree; Status: Critically Endangered

The Northern KwaZulu-Natal Shrubland vegetation unit covers some areas west of Ladysmith. This vegetation unit includes small trees such as *Acacia caffra*, *Acacia natalitia*, *Acacia sieberiana*, *Cussonia paniculata*, *Euclea crispa*, *Heteromorpha arborescens*, *Hippobromus pauciflorus*, *Scutia myrtina* and *Ziziphus mucronata*. Tall shrubs include *Diospyros lycioides*, *Rhus rehmanniana*, *Acokanthera oppositifolia*, *Asparagus setaceus*, *Canthium mundianum*, *Cephalantus natalensis*, *Leonotis leonurus*, *Lippia javanica*, *Pavetta gardeniifolia*, *Rhus dentate*, *Rhus lucida*, *Rhus*

pentheri, *Rhus pyroides* and *Scopolia zeyheri*. Woody climbers include *Clematis brachiata*, *Dalbergia obovata*, *Discorea sylvatica*, *Jasminum breviflorum* and *Rhoicissus tridentata*. A succulent woody climber featuring is the *Sarcostemma viminale*.

Low shrubs found in the region are *Barleria obtusa*, *Anthospermum rigidum*, *Artemisia afra*, *Chaetecanthus burchellii*, *Euryops pedunculatus*, *Grewia hispida*, *Phyllanthus glaucophyllus* and *Pygmaeothamnus chamaedendrum*. A succulent shrub featuring in the region is the *Euphorbia clavarioides*. Graminoids in the area include *Cymbopogon caesius*, *Eragrostis racemosa*, *Hyparrhenia hirta*, *Themeda triandra*, *Bothriochloa insculpta*, *Cymbopogon nardus*, *Eragrostis curvula*, *Eragrostis plana*, *Hyparrhenia dregeana* and *Setaria sphacelata*. Herbs *Acalypha caperonioides*, *Acalypha punctata*, *Aster bakerianus*, *Commelina africana*, *Conyza obscura*, *Chorcorus confusus*, *Crabbea angustifolia*, *Dicoma anomala*, *Eriosema cordatum*, *Helichrysum rugulosum*, *Ipomoea oblongata*, *Monsonia angustifolia*, *Selago densiflora*, and *Stachys natalensis*. Geophytic herbs include *Cheilanthes hirta*, *Cheilanthes quadripinnata*, *Hypoxis rigidula*, *Ledebouria ovatifolia*, *Oxalis obliquifolia*, *Pellaea calomelanos* and *Raphionacme hirsuta*. Succulent herbs in the area include *Aloe maculate* and *Crassula alba*. Endemic vegetation in the area includes tall shrubs such as *Calpurnia woodii*.

Species of conservation importance that could be found in the ELLM are listed in Plates 24-32 and Table 5 below.



Euclea crispa - small tree; *Diospyros lycioides* - tall shrub; *Pavetta gardeniifolia* - tall shrub



Clematis brachiata - woody climber; *Sarcostemma viminale* - succulent woody climber; *Euphorbia clavarioides* - succulent shrub



Eragrostis racemosa – Graminoids; *Acalypha caperonioides* – herb; *Crassula alba* - succulent herb

Species of conservation importance that could occur within the ELLM

Form/Uses	Species	Conservation Status
Plant	<i>Barleria greenii</i>	Critically Endangered
Plant	<i>Encephalartos cerinus</i>	Critically Endangered
Plant	<i>Kniphofia flammula</i>	Endangered
Medicinal plant	<i>Alepidea amatymbica</i>	Vulnerable
Plant	<i>Bowiea volubilis</i>	Vulnerable
Medicinal plant	<i>Eucomis autumnalis</i>	Declining
Medicinal plant	<i>Curtisia dentata</i>	Near Threatened
Plant	<i>Ocotea bullata</i>	Lower Risk
Plant	<i>Stachys rivularis</i>	Data Deficient

Source: Ezemvelo KZN Wildlife, Strategic Environmental Assessment modelling the distribution of a selection of 255 red data and endemic species of KZN

Medicinal plants that that could occur in the area are listed below.



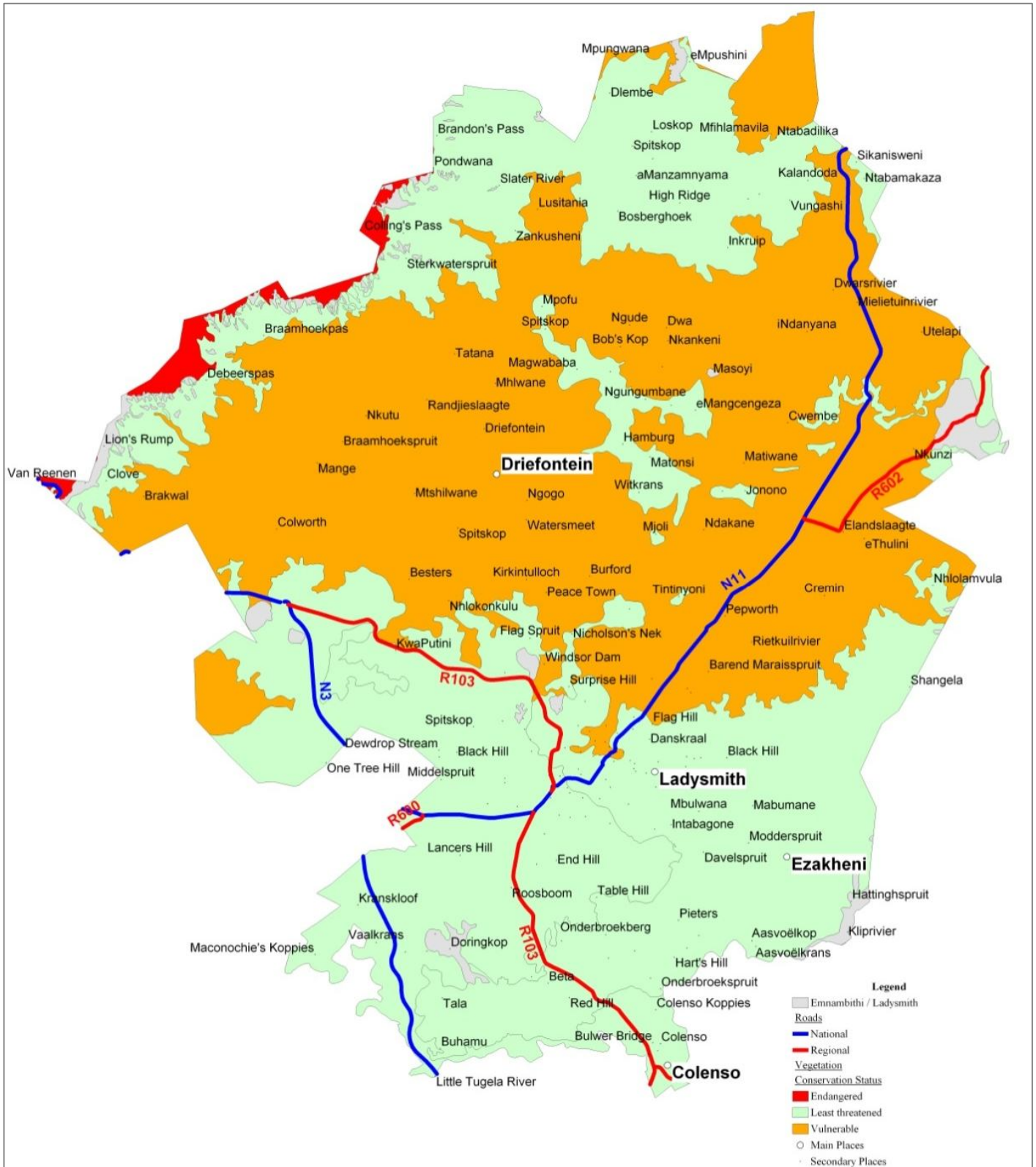
Alepidea amatymbica - medicinal plant; Status: Vulnerable; *Bowiea volubilis*; Status: Vulnerable; *Eucomis autumnalis* - medicinal plant; Status: Declining

Protected Areas

Currently there is only one formally protected area within the ELLM, namely the Tugela Drift Nature Reserve. This nature reserve is located on the banks of the Tugela River, south of Colenso town.

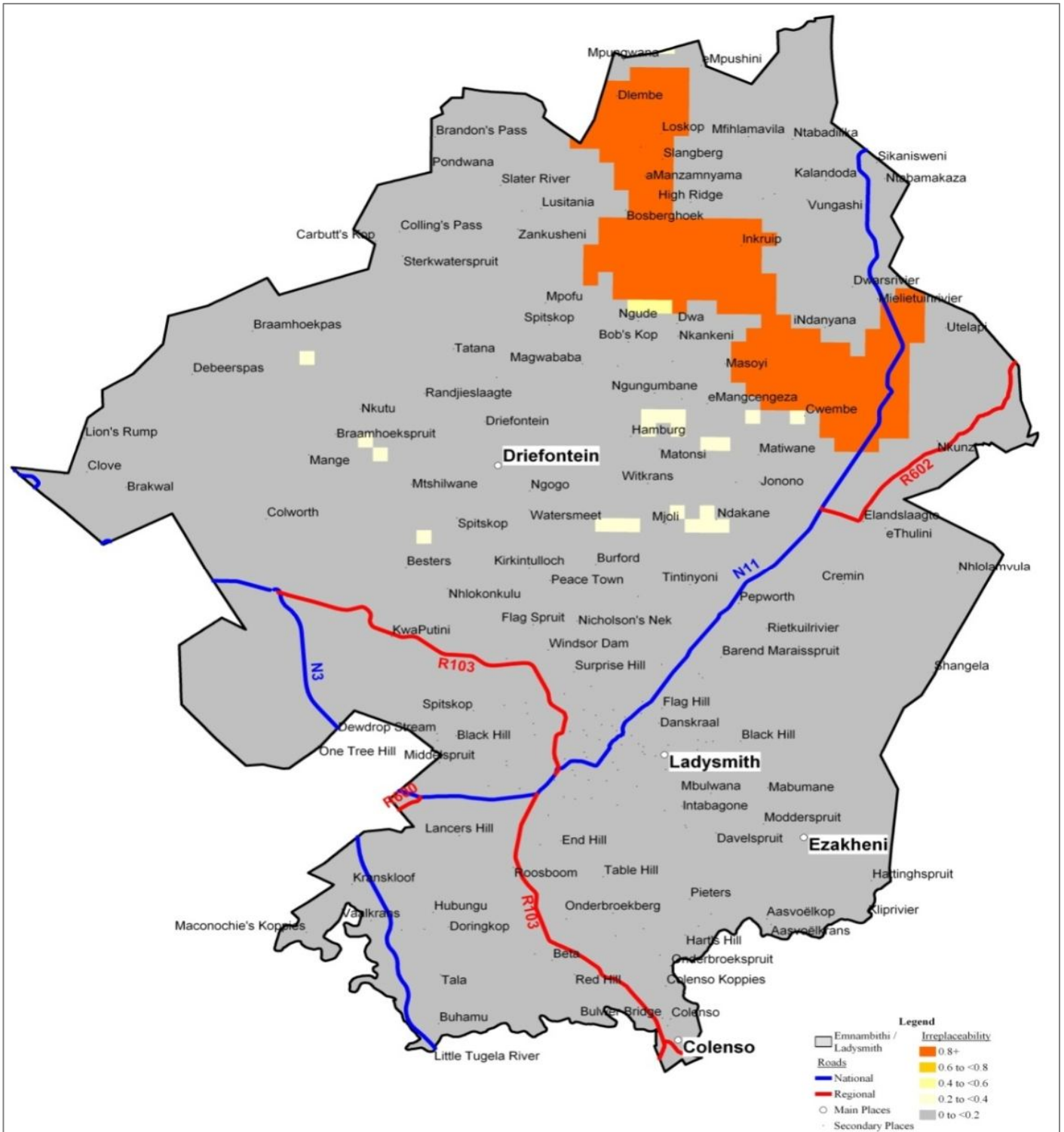
The accompanying map indicates that a very small section on the north-western municipal border has an endangered conservation status.

From a conservation perspective the central and northern parts of the ELLM are characterised as vulnerable. These areas include the Driefontein town and the settlements in the central and northern parts of the ELLM. Areas with least threatened conservation status are dominant in the central and the south parts of the ELLM. These areas include the Ladysmith, Ezakheni and Colenso towns and the majority of the settlements areas surrounding them. Areas northwest and northeast of Ladysmith town indicate a least threatened conservation status.



Conservation map, ELLM

The map to follow indicates the conservation irreplaceability status within the ELLM region.



Irreplaceability status map, ELLM

It can be noted that areas of conservation irreplaceability greater than 80% are recorded within the northern parts of the ELLM to the north and northeast of Driefontein. These areas of high conservation irreplaceability have also been recorded by Kanz *et al* (2009) in the Biodiversity Sector Plan for the Uthukela District Municipality in KwaZulu Natal Province.

Small areas of low conservation irreplaceability status are recorded in the north area of the ELLM around the Driefontein town.

FAUNA

The fauna that inhabits the ELLM area comprises of various mammals; arachnids, various reptile species, insect species, amphibians and various bird species.

The Nambithi Game Reserve which covers approximately 20 000 acres of land is located approximately 25kms east of Ladysmith. This private game reserve is the only reserve in the region with the big five, namely buffalo, elephant, leopard, lion and rhino and has over thirty other species of game including giraffe, hippo, hyena, impala, springbok, and zebra. The vegetation types include grasslands, savannah, thornveld and *Acacia* trees. The Sundays River and its waterfalls provide the habitat for various birds' species.

The Nambithi Conservancy is located at Elandslaagte within the ELLM region.

According to Kanz *et al* (2009) important bird species were identified and their roosting and nesting sites were identified as a critical biodiversity area (CBA). Crane critical biodiversity areas were identified within the ELLM north and southwest of the Ladysmith town. Oribi critical biodiversity areas identified within the ELLM are located north and northeast of the Ladysmith town. It is important that the vegetation cover in these areas is maintained and protected which will continue to provide habitat and food sources for these critical bird species. Table 6 and Plates 36-49 indicate the species of conservation importance that could be found in the ELLM area.

Species that have the potential to occur within the Emnambithi / Ladysmith area

Family	Species	Conservation Status
Fish	<i>Barbus pallidus</i>	Least Concern
Amphibian	<i>Leptopelis xenodactylus</i>	Endangered
Amphibian	<i>Afrixalus spinifrons</i>	Vulnerable
Annelid	<i>Proandricus babanango</i>	No entries found
Annelid	<i>Proandricus bourquini</i>	No entries found
Arachnid	<i>Hadogenes trichiurus pallidus</i>	No entries found
Bird	<i>Bugeranus carunculatus</i>	Critically Endangered
Bird	<i>Hirundo atrocaerulea</i>	Critically Endangered
Bird	<i>Anthropoides Paradisea</i>	Vulnerable
Bird	<i>Balearica regulorum</i>	Vulnerable
Bird	<i>Bucorvus leadbeateri</i>	Vulnerable
Bird	<i>Gyps africanus</i>	Vulnerable
Bird	<i>Hemimacronyx chloris</i>	Vulnerable
Bird	<i>Neotis denhami</i>	Vulnerable
Bird	<i>Lioptilus nigricapillus</i>	Near Threatened
Bird	<i>Zoothera gurneyi</i>	Near Threatened
Gastropod	<i>Archachatina burnupi</i>	No entries found
Gastropod	<i>Archachatina simplex</i>	No entries found
Gastropod	<i>Natalina reenenensis</i>	No entries found
Insect	<i>Chrysoritis aureus</i>	Rare
Insect	<i>Iolus diametra natalica</i>	Rare
Insect	<i>Durbania amakosa flavida</i>	Indeterminate
Insect	<i>Bittacus bicornis</i>	No entries found
Insect	<i>Bittacus sobrinis</i>	No entries found
Insect	<i>Bittacus zulu</i>	No entries found

Family	Species	Conservation Status
Insect	<i>Charaxes xiphares penningtoni</i>	No entries found
Insect	<i>Damalis femoralis</i>	No entries found
Insect	<i>Dasophrys androclea</i>	No entries found
Insect	<i>Dasophrys dorattina</i>	No entries found
Insect	<i>Dasophrys umbripennis</i>	No entries found
Insect	<i>Durbania amakosa natalensis</i>	No entries found
Insect	<i>Neolophonotus argyphus</i>	No entries found
Insect	<i>Neolophonotus hirsutus</i>	No entries found
Insect	<i>Neolophonotus io</i>	No entries found
Insect	<i>Neolophonotus leucodiadema</i>	No entries found
Insect	<i>Stagira dracomontanoides</i>	No entries found
Mammal	<i>Chrysospalyx villosus</i>	Critically Endangered
Reptile	<i>Bradypodion thamnobates</i>	Near threatened
Reptile	<i>Bradypodion melanocephalum</i>	No entries found
Reptile	<i>Scelotes bourquini</i>	No entries found

Source: Ezemvelo KZN Wildlife, Strategic Environmental Assessment modelling the distribution of a selection of 255 red data and endemic species of KZN



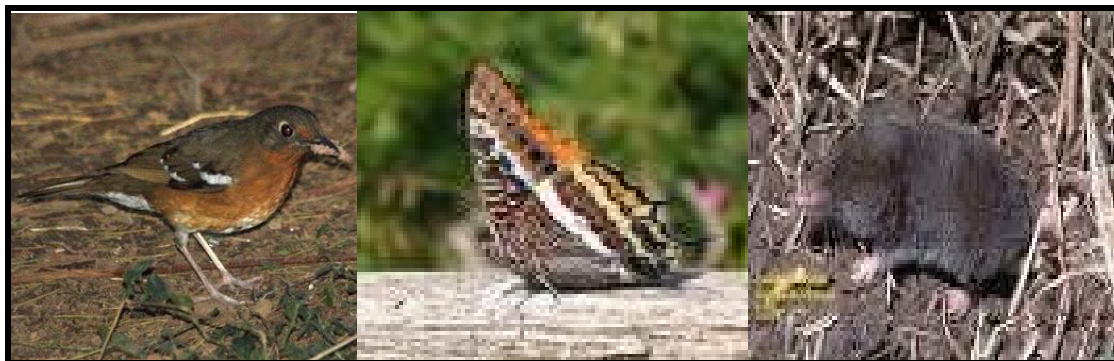
Bugeranus Carunculatus; Status: Critically endangered; *Hirundo atrocaerulea*; Status: Critically Endangered; *Anthropoides paradise*; Status: Vulnerable



Balearica regulorum;Status: Vulnerable; *Bucorvus leadbeateri*;Status: Vulnerable;
Gyps africanus;Status: Vulnerable



Hemimacronyx chloris;Status: Vulnerable; *Lioptilus nigricapillus*;Status: Near
 Threatened



Status: Near Threatened; *Charaxes xiphares penningtoni*; *Chrysospalix villosus*;Status: Critically Endangered



Bradypodion thamnobates; Status: Near Threatened; *Bradypodion melanocephalum*

According to Kanz *et al.* (2009), “*The District, particularly the Drakensberg, is considered a hotspot for amphibian and bird diversity. Threatened Cape Goshawk (Gyps coprotheres) and Bearded Vulture (Gypaetus barbatus), as well as other raptors including Black Eagles (Aquila verreauxii), nest on the cliffs along the Drakensberg escarpment but they forage throughout the District. Many of the above species require a large area for foraging of an individual animal, which emphasizes the importance of maintaining large areas of natural habitat for ensuring their viability.*”

It is therefore important that the existing habitat in the area is protected in order to ensure the continuous existence of the species living in the area.

Domestic animals within the ELLM include sheep; goats; cows; horses and donkeys. Small areas within the ELLM region are characterised by sheep, goat and cattle farming. Horses and donkeys are used for agricultural activities and as a mode of transport by the local people.

5. INFRASTRUCTURE PLANNING AND MANAGEMENT

5.1

THE VISION, GOALS AND OBJECTIVES

“INVEST ON THE DEVELOPMENT AND MAINTENANCE OF INFRASTRUCTURE THROUGH MUNICIPAL INITIATIVES THAT MEETS BUILT ENVIRONMENT STANDARDS AS A PATH TO HAVE EMNAMBITHI/LADYSMITH MUNICIPALITY TO BE A VIBRANT, INDUSTRIAL, COMMERCIAL, TRADE AND TOURISM INTERLINK, WHERE ALL RESIDENTS ENJOY A PROSPEROUS, CARING, SAFE AND SECURE ENVIRONMENT WHICH PROMOTES CULTURAL DIVERSITY”

GUIDING PRINCIPLES:

- To implement projects by making use of limited resources with the funding provided within the stipulated time frame placing emphasis on providing the local communities with quality services that will contribute in improving their quality of life.
- To ensure that the building environment conforms to all legislative requirements.
- To take necessary action to encourage compliance within the built environment in order to ensure that Emnambithi/Ladysmith becomes a vibrant, industrial, commercial, trade and tourism interlink, where all residents enjoy a prosperous, caring, safe and secure environment, which promotes cultural diversity;
- To provide infrastructure that is of structural integrity;
- To pushed back all frontiers of poor infrastructure to promote a safe environment;
- To maintain public infrastructure as a valued asset of public;

- To protect our natural environment to equally benefit the future planning;

“ENSURING SAFETY AND SECURE ENVIRONMENT FOR ALL AND ALSO PROMOTE SOCIAL JUSTICE”

THE GUIDING PRINCIPLES:

- To promote safety while travelling on Municipal Roads and Pedestrian Paths;
- To enforce the Law within the area of jurisdiction;
- To protect the public from natural and man-made disasters;
- To ensure the security of staff while working in the premises of the municipality;
- To implement and monitor effective security system

ACTION PLAN NUMBER ONE: ENERGY AND ELECTRICITY

ENERGY AND ELECTRICITY

Huge land parcels of the municipality are regard as rural and need to electrificated. In partnership with Eskorm who is busy implementing electrification projects within the municipal area. At the same time O&M budget is used to finance upgrade in infrastructure particularly the urban areas. The electricity crisis that the country faces has advocated the imperative need to switch the ways in which business is conducted. Currently Council going on tender to call consultants who will design street poles that live from natural energy. Council will also be taking over the Street lights maintenance of Ezakheni township. According to the budget for the next financial year the following areas will be electrified; Pieters area, Mcitsheni area; St.Chads area, Mthandi area, Zwelisha area and Nkunzi. Over and above that Council received grant from DME for connection. According to the business plan the funding will be spent on doing 248 connection in Thembalihle; 50@ Umbulwane;

50@ Steadvile Area D; 20@ Community gardens; 57@ Area 'J'; 500@ Area 'H'; 184@ Area 'E'. All in all these projects will take R21,876,000,00 in totality. The intention is to give access to electricity by 2012.

ACTION PLAN NUMBER ONE: CIVIL ENGINEERING PLANS

TRANSPORT PLAN

The growth of the town has proven that there is dire need to have infrastructure plan in place in order to advise on sustainable modes of transport. The Threat posed by global warming has proven beyond reasonable doubt that our transportation system gradually has to be improved in order to eradicate poisonous emissions discharged to the air. Moreover, since environmental issues have become a core to IDP of this Council, a group of specialists has been appointed to put together an Integrated

ACTION PLAN NUMBER TWO: WASTE MANAGEMENT PLAN

WASTE MANAGEMENT PLANS

Waste Management Plan since the life span of the current land fill site is eminent. The location of the existing land fill site is also a challenge since it is located within 1km from the fully built up settlements and the Department of Agriculture has raised its concerns with this site. The Waste Management Plan was adopted by Council at the beginning of the year.

ACTION PLAN NUMBER THREE: LAND FILL SITE

TO ESTABLISH AND PROPERLY MANAGE LAND-FILL SITE

Substantial progress in respect of the existing Landfill site has been made. This involve fencing the entire site with controlled access. Management on the site is at an acceptable, there is plans and equipment specifically allocated to cover and compact. Complain from the public as well regarding poor maintenance of the site have been reduced. This landfill is also aimed generating a small amount of money, as it is proposed that people who access the land-fill with the purpose to deposit garbage will be charged. Tariffs for using the land fill will be charged at the gate when entering, however, risks of implementing such restriction is being evaluated. There is a concern that illegal dumping will may be at the raise, when these restrictions have been implemented. Since this landfill is nearing its life span, Level 3 Candidate sites have been approved by Council and these sites need to test in terms of Geo-Tech and Hydro Investigations.

Through O&M budget natural resources of Council such as the Klip River are continuous maintained.

ACTION PLAN NUMBER FOUR: MUNICIPAL ROADS

TO CONSTRUCT AND MAINTAIN ROADS TO ENSURE EASE OF ACCESS

Rural Roads are financed by MIG funding, which Council has given a clear 3-year programme on the construction of these Roads. ELM is one of the few municipalities that spend the financial year MIG allocation. This is evident from the fact that MIG allocation for this current financial year has been depleted already. More information on actual financing of these projects is indicated on Section 7 of this document. Council implemented a project since last year for the tarring of Roads in Ezakheni township which is financed internally. This project is continuous and allocation for the next financial year has been set budgeted for. In total Council is looking at spend R16,605,917 for all the projects. Since Ezakheni is getting a new township face

uplift, Council is in a process of putting all the necessary infrastructure in place such as swimming pool, sports complex, cricket pitch, sports ground to form an integrated recreational node. All of it is expected to be operational before the end of the upcoming financial year.

On the other hand trenches dug by Uthukela Water when fixing burst pipes and poles are funded through O&M budget. The status of our local Roads is major concern of the public in urban areas. The frequency of the burst pipes on the other hand has created maintenance havoc for this Council. Council has been approached by SANRAL to investigate an upgrade of the Helpmekaar and N11 traffic interchange. This process ignited following negotiations and imminent establishment of a Regional Shopping Mall along Helpmekaar Provincial Road. The project is still at the feasibility level and not costing and designs have been produced so far. However, this will be highly welcomed by ELM in terms of infrastructure development. The investment injected by SANRAL to this Council so far, especially the upgrade in the form of pedestrian foot-paths on N11 is highly appreciated. The Small Town Rehabilitation Grant received in this financial year has reinforced preservation of the image of this town. In total the grant is 24M. R2.2 from that amount is for the construction of pavements and midblock parking in the CBD, since parking space has proved to be challenge in the CBD. Both these projects are 90% complete. After constructions have been completed, CBD will no longer be the same as before

ACTION PLAN NUMBER FIVE: STORM-WATER

TO CONSTRUCT AND MAINTAIN PROPER STORMWATER NETWORK

Stormwater seems to be a huge challenge in the CBD. This problem even extends to residential settlements, where people's houses within the close proximity to the CBD are flooded. Lyllel Street which is the preferred Routed that links Newcastle with Pietermaritzburg is constantly flooded when even the area experiences heavy rains. This Road becomes N11 on the edges and is the responsibility of SANRAL to maintain. It is hoped that negotiations with SANRAL will lead into this Route being brought to standard regarding storm water maintenance. This should not take place since Council progressed substantially and with the assistance of Water Affairs built a Dam as a corrective measure to redress the flooding of the CBD as used to be the case 8 years ago. Lately the residents of Umkhamba Residential area which is close to the CBD is also suffering from the spillage of water every time they experience rains. Arguments between developers and Engineers that it is either the maintenance issue by the municipality or the type of piping installed by the developer with a view to reduce construct costs have sparked. During IDP public participation it was also uncovered that even the rural areas are facing the same challenge of uncontrolled storm water. By and large storm water seems to be big and yet not emphasised problem of this Council

ACTION PLAN NUMBER SEVEN: BRIDGES

TO CONSTRUCT AND MAINTAIN STRUCTURALLY SOUND BRIDGES

When need arises bridges are constructed by Council in specific areas. As it is two bridges are proposed to be constructed in the upcoming financial year. One is from Ezakheni to Esidakeni area, another one is from Watersmeet to Burford. However, both these bridges are still at the planning phase and depending on the receiving the Record of Decision of the Department Agriculture and Environmental Affairs, construction will commence soon thereafter. As Council we cite the lengthy period that the respective Department takes in issuing of ROD which results in projects

being delayed and funding becoming inadequate to construction escalation costs. The Dept. should improve and assist the municipality to grow infrastructure investment as one of key elements of economic growth.

ACTION PLAN NUMBER EIGHT: EXPANDED PUBLIC WORKS PROGRAMME

Construction and maintenance is being undertaken using local skills and most of these projects are done in house. For instance the construction of Ezakheni Roads is one of the EPWP with internal supervision. Considering the scale and number of projects that this Dept. handles, vacant posts require to be filled urgently. Such posts include a vacated vacancy by the PMU Manager who was also the building control Officer for the Council. This section is key to successful implementation and completion of projects. These technical Engineers are qualified academically with Degrees from accredited institutions. Equipment used in this department is not adequate to satisfy all projects simultaneously, that means that there is direct competition amongst the resources. Sometimes projects will also be distracted by emergency plans. However, Council strives to meet the deadlines, which some times mean approval of overtime. Reduction on overtime whilst is the good measure, but at the same time it has caused some projects not to be completed within timeframes. To this end Council is doing its best with limited resources and appreciates the work of engineers in this municipality.

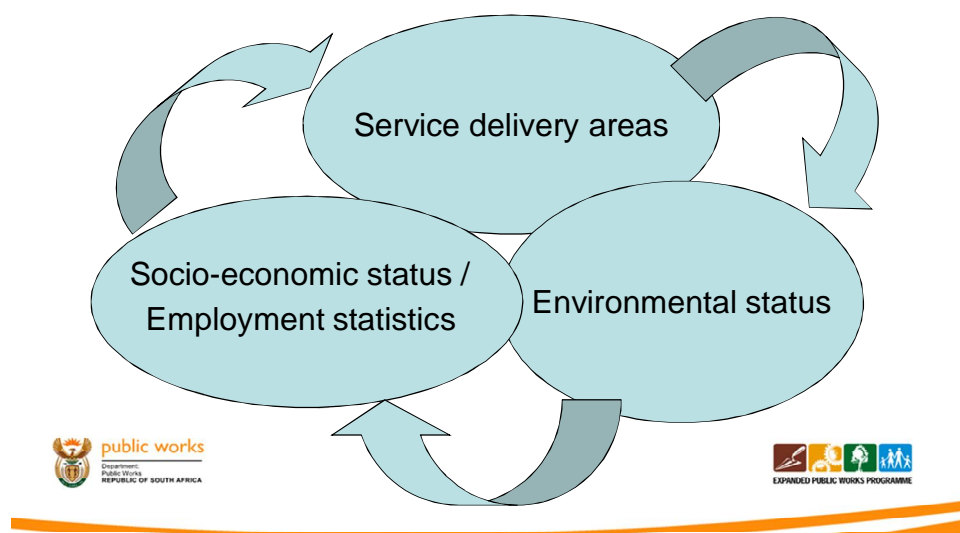
SIYAZENZELA FOOD FOR WASTE PROJECT

Project called Siyazenzela Food for Waste was first piloted by the Dept of Transport to target the disadvantage group to collect refuse, deposit it into the central place where Council will pick it up and discharge at the land fill site. This project has yielded success since it's implementation, such that it is not funded through revenue finance. Initially the project was launched to cover informal settlements where the municipal refuse trucks could not access, however due the success of this pilot project it was further extended into rural areas. The project has been further

extended to also collect waste in townships and certain urban areas. The primary focus is to clear illegal dumping and litter. Beneficiaries of Siyazenzela are remunerated with food parcels worth R700. All the necessary resources are given by Council to users of this project.

Currently this project entail 235 beneficiaries, but due successes that has been observed, Public Works will now extend this number to a 1000 beneficiaries.

EPWP SECTOR MODEL



ZIBAMBELE PROJECT

Zibambele Project is a labour intensive project, which if translated into English means 'Do it Yourself'. The primary focus of this project is to maintain rural access roads constructed by the municipality. This involves filling of potholes, removal of silt from stormwater drains and clearing veges. The targeted group for this programme are household beneficiaries who are unemployed, the poorest of the poor and child headed households. This project was launched two weeks ago and performance of this project can not be reported yet. The estimated budget for this financial year is

approximately R1 million. The programme is structured in such a way that a household member works three days a week and are paid grocery worth R600 per month.

SANITATION PROGRAMME

The IDT was appointed by the Department of Human Settlements as the implementing agent for the Rural Household Infrastructure Programme (RHIP) in Emnambithi/Ladysmith Municipality. Emnambithi Municipality has been allocated R 4 million for the 2010/11FY.

The delivery focus for 2010/2011 Financial Year will be Sanitation Facilities. Water facilities will be included in 2011/2012 and 2012/2013 Financial Years.

The major objectives for this programme as set out in the sanitation policy will be as follows:

- 1) Improve the health and quality of life;
- 2) Integrate the development of a community in the provision of sanitation;
- 3) Protect the environment;
- 4) Engage households with the responsibility for the provision of sanitation
- 5) To deliver required sustainable basic sanitation and water facilities.

Local Municipality	Ward No.	Village Name	Budget Allocated for 2010/2011	No. of Households per village	Total No. of Households for 2010/2011 FY
Ernambithi	7	St Chads	4,000,000.00	100	533
	15	Peacetown		183	
	13	Besters		130	
	14	KwaGodi		120	

- 1) Introduction of the project to the community –ELM
- 2) Establish PSC at the introduction meeting – IDT and ELM
- 3) Conduct Ground Water Protocol Investigations – IDT
- 4) Social Facilitation – IDT Social Facilitator
- 5) PSC Training – IDT Social Facilitator
- 6) Finalise Household List – ELM
- 7) Identification of the local builders (skilled labourers) and assistants/labourers – ELM and PSC
- 8) Pre Health & Hygiene Training – IDT Social Facilitator
- 9) Appointment of builders and labourers – IDT Construction Manager
- 10) Provide builders with designs and specifications – IDT Construction Manager
- 11) Construction (Digging of the pits and construction of the lining)
- 12) During Health & Hygiene Education – IDT Social Facilitator
- 13) Provide training for the builders on fixing of the top structure – Supplier for the top structure (IDT Construction Manager will ensure that the supplier provides this training)
- 14) Fix top –structures + all fittings – Builders and labourers
- 15) Units handed over with happy letters – IDT

ACTION PLAN NUMBER NINE: FREE BASIC SERVICES

FREE BASIC ENERGY

People that cannot afford to pay rates register for indigency and are exempted from payment of rates. Free Basic Energy Gel and stoves are for given to these people for both heating and cooking. Free basic energy largely applies in rural areas and budgeted through municipal own finance. 15 000 RDP households will also receive solar geysers.

ACTION PLAN NUMBER TEN: PUBLIC SAFETY

SAFETY AND SECURITY

During 2010/11 through the Small Town Rehabilitation Grant, Council managed to installed at approximately 25 surveillance cameras within the CBD and in problematic areas in townships. This has greatly improved security of people in areas where cameras are installed. There is staff appointed to men these cameras during day and night shift and these attendants work closely with SAPS. NDPG capital grant allocation for this financial year is being spent currently and so far this has been directed towards landscaping projects and street furniture. Furthermore, Council will construct at least two robots in the townships.

ACTION PLAN NUMBER ELEVEN: TRAFFIC CALMING MEASSURES

TRAFFIC CALMING MEASSURES

Where and when necessary subject to the availability of funds Council construct decent traffic calming measures. Transportation plan under compilation will evaluate functionality of this transportation system and make recommendations to Council. In the next financial year Council has set aside R100 thousand for construction of speed humps in areas yet to be determined.

ACTION PLAN NUMBER TWELVE: SPEED TRAPS

SPEED TRAPS

ELM is notorious for law enforcement, since these also means obeying the rules of the Roads In N11 alone at least three speed traps are projected and Council has made substantial progress in collecting monies owed to the municipality for traffic fines. In actual fact this one of the top five sources of income for the municipality. New types of speed traps are being installed currently since expirer of the old 5 year contract.

ACTION PLAN NUMBER THIRTEEN: PARKS AND RECREATIONAL FACILITIES

PARKS

Parks: Council established mini-parks in township and urban wards. Old play equipment has been repaired in house using O&M budget. The new equipment is manufactured in house and installed in all the parks that are in need. So far 7 mini-parks have been established in different wards. These new parks are now operational and maintenance plan is in place.

SPORTS GROUNDS

ELM jointly with department of Sports and Recreation and MIG provide sporting facilities to areas that are in need of such facilities. Existing sports grounds are graded every year and at least 20 new ones are also established in townships and rural areas. Equipments such as goal posts (netball and soccer) complimented with seating stands are internally manufactured. It is interesting to observe that people are making use of these recreational facilities and Council's money is not wasted by idling and under utilised infrastructure.

STADIUMS

With additional funding from the dept of Sports, Council has extended the extent of Ezakheni Sports Stadium and at the same time established combi courts (basket ball and tennis court.) In Kandahar ground installed a new irrigation system, concrete fencing of Limit Hill Sports ground and upgraded change rooms similar also applies for the Acaciaville grounds.

SWIMMING POOLS

3 swimming pools are going to be upgraded in the next financial year (Town, Limit Hill and Agra pools). Council is launching a new programme in partnership with the Department of Sports, where school children are being taught swimming lessons at no charge to the. Children from the rural areas are provided with transport at cost to council to come and swim in the nearest swimming pools. Trained lifeguards provide training to the students

CEMETERIES

Council prioritised establishment of a new cemetery site in Ezakheni since the functional cemetery is soon to reach a life span. At this end a Property owned by the Ingonyama Trust failed Hydro and Geo-Technical Investigations. Ingonyama Trust has given positive response to ownership acquisition of this property subject to market related value being attached and paid by the municipality. Digging of burial spaces has also been extended to rural areas. During the next financial year the scope of cemetery plan will be extended to cover establishment of cemeteries in rural areas. For the next financial year Council will construct fencing and ablution facilities for the established cemeteries namely; Ndomba and Bluebank.

LANDSCAPING AND AESTHETICS

Building Improvements: Council has introduced a new principle of approaching all buildings within the CBD to revamp appearance of their buildings. Through incentive Scheme, those that renovate their building will receive a certain amount of rebate on rates. In terms of enforcement, Council will approve and adopt fines that will applied to all property owners who neglect their buildings. Enforcement of this will be regulated by the Guidelines for the CBD Urban Design. What these guidelines are trying to achieved is a decent urban environment, where all people feel safe and improved functionality of the CBD.

THE STORM DAMGE IN EMNAMBITHI/LADYSMITH MUNICIPALITY

After the heavy rains experienced in Ladysmith an inspections were conducted by the staff of the Department of the Engineering Services on the 4th of January 2011 at the Emnambithi/Ladysmith jurisdiction. Various sites were visited where photos were taken and information gathered, they are as follows:

WARD 1

- Ntokozweni – erosion occurred on the road and the sand deposit are on the main road, it can also cause accident due to slippery condition and stone on the roads. can easily hit by passing car to another or households.
- Opposite the sports field the catchpit is blocked causing damming on the road.
- Intshola Road – Stormwater system is insufficient road was eroded.
- Sigebengu Road - Stormwater system is insufficient road was eroded.
- Ntokozweni encane - Stormwater system is insufficient road was eroded.
- Road runs pass D39 The gradient of the road is not right and the road was eroded.

Cost of the damage : R 2 970 000.00

WARD 2

- The road from the taxi rank to Ezakheni Junior Secondary School wash washed away - inadequate stormwater system.

Cost of the damage : R 98 500.00

WARD 3

- Inkezo Street – Stormwater pipe was silted and insufficient needs upgrade.
- Road run pass Mapetla store.
- Isithala Street – The gradient of the is not right houses along the street were flooded.
- Umhlanga Street - road eroded stormwater system not sufficient.

Cost of the damage : R354 000.00

WARD 4

- Catchpit is blocked at Stimela Road – causing serious damming on the road.

Cost of the damage : R 26 000.00

WARD 6

- The Pedestrian bridge in E Section - The whole bridge was destroyed.
- Steve Biko Street – Stormwater pipe inadequate road eroded.
- White City - Stormwater pipe inadequate road eroded.

WARD 7

- Vehicle bridge – The approach slabs and the deck was washed away.

Cost of the damage : R 352 000.00

WARD15 PEACETOWN - EMBUZWENI

- Road next to Embuzweni was washed away.
- Water coming straight from the main road to the houses and three houses collapsed.
- No proper drainage to channel water (no drainage). Roads that goes to the houses has been washed away .The road belongs to DOT Transport.Open drain that will go across the mountain will be the solution.
- Road that goes to the graves next to the quarry.
- Road has been washed away, lot of water in the road. That roads needs to be regravelled.
- Bridge next to the graves at Embuzweni.
- Bridge has been washed away, lot of water in road

Cost of the damage : R736 000.00

WARD 18 TIMOTHY AREA

- The main bridge (Culverts) Watersmeet to Driefontein constructed on the Department Of Transport (DOT) route has collapsed on the wing walls. Therefore the bridge is not accessible.

Cost of the damage : R475 000.00

WARD 18 EMHLWANENI AREA

- 6 of Storm water pipe crossings has been washed away
- The pedestrian/ Vehicular Bridge- watershed to driefontein is not accessible due to the approach slab that has collapsed on both ends.
- The water has washed off One (1) house.

Cost of the damage : R198 000.00

WARD 19 NGOGO AREA

- 15 Of the mud houses has completely collapsed to the ground.

Cost of the damage : THE ESTIMATE WITH DOH (MUNICIPALITY)

WARD 22

- The level crossing linking the main road and St Chads Primary School could be accessed due water undermining the low water crossing.
- There has been a severe erosion on approach slab in low water crossing linking St Chads (Gudlintaba Area and Nhlalakahle Area).

Cost of the damage : R933 000.00

CBD AREA

- Lyell Street – from Alexander St to King St
- Queen Street – from Lyell St to Forbes St
- King Street – from Lyell St to Forbes St
- Box drain from Princess Street to King Street is in adequate to take the volume of water resulting in flooding the properties along this drain.

Cost of the damage : R22 000.00

FARQUAHAR:

- House at the foot of the hill are getting flooded by water from the hill
- Possible solution: Cut off drain on property R/1587.

Cost of the damage : R22 000.00

CHISTY PLACE:

- Road surface is pumping up, there is wash away material on the road.
- Possible solution: Clean washaways.

Cost of the damage : R33 270.43

RIVER BANK:

- Where we laid a stormwater pipe water from the river is pushing back from the banks.
- Possible Solution: Loads of dolerite are stockpile on site to be used to block water should need arise.

Cost of the damage : R1 399.46

KLIPRIVER:

- Box drain is silted up and there is overgrown vegetation trapping rubble and causing number 41 Klipbank.
- Possible solution: Clear box drain and cut grass on the cut off drain.

Cost of the damage : R3 270.43

MODELKLOOF

- 14 Riddle road – catchpit has been cleared.
- 35 Longtom Road – Sewer related problem.
- 16 Dragon Road – Sewer related problem.
- 23 Metford Road – catchpit block and to be cleared after 16 Lager road has been attended too.
- 16 Lager Road – catchpit block, there is a team on site.
- In Grimwood road six of the eight properties which lie at the lower side of the road are covered with water.
- Windsor road ten (10) properties which lie on the lower side of the road covered with water.

Cost of the damage : R478 000.00

MKHAMBA

- Hyde road next to the shop there is stagnant water on the road. If the TLB could be provided and excavated.

Cost of the damage : R10 000.00

STEADVILLE AREA “J”

- Open drain full of sand and grass overgrown near Malinga's site office.
- Big open drain which separate 770 and Area “J” blocked with sand and grass overgrown.
- Lid for the catch-pit broken.
- Road near house 13150 flooded.
- Road opposite house 13226 flooded.
- Drain opposite 13228 not working
- Road opposite 13100 flooded.
- Catch-pit opposite 13082 full of sand and road eroded on the sides.
- Road along 12850 is eroded and drains blocked.
- Oliver Tambo road flooded opposite 13566.
- Road adjacent 12955 eroded.
- Road opposite 12938 flooded.
- Along house 13118 portion of the road eroded and drain full grass.

- Road opposite 12944 eroded and 14827.
- Road opposite 14824 flooded.
- Road adjacent to house 14832 eroded
- Road opposite main road's car wash eroded.
- Road along house 13673 eroded.
- Road along house 13355 eroded, catchpit blocked.
- Road along house 13701 grass in the middle of the road.
- Catchpit on the same road full of sand and grass.
- Catchpit opposite 13370 full of sand and grass.
- Catchpit opposite 13647 blocked.
- Open drain opposite 13390 blocked.
- Drain blocked along erf 13654.
- Road along erf 13431 eroded and drain blocked.
- Road opposite house 13444 eroded.

Cost of the damage : R775 000.00

TSAKANE

Main road opposite Community Hall under construction and there is big pot holes.

- Road opposite house 1537 full of rubble and stones.
- Open drain opposite house 1520 full of sand and grass.
- Road along 1655 full of water and eroded.
- Road adjacent house 1655 eroded.
- Sibisi Crescent road full of mud.
- Road opposite 1657 eroded.
- Open drain opposite 1640 full of sand.
- Road opposite 1608 eroded and full of sand.
- Road opposite 1456 eroded and full of water.
- Open drain opposite 1456 full of sand and grass.
- Road opposite 1477 eroded.
- Zuma Street road flooded.
- Drain opposite 2149 full of sand and grass.
- Mavundla place road eroded.
- Road adjacent house 2173 flooded.
- Road opposite creche full of potholes.

- Road opposite house 2175 eroded.
- Road opposite 2241 eroded.
- Mahlambi road eroded
- Drain opposite 2252 full of rubble.
- Road opposite 2198 eroded.
- Road adjacent house 2128 drain full of sand

Cost of the damage : R3 452 000.00

ROOSBOOM

- Wash away at V-drain and at road crossing and driveways need a grader to polish and regrade.

Cost of the damage : R15 000.00

COLENZO

- Road to be regraded: Newtown, Nkanyezi Township and 2nd Avenue.
- Berg Street stormwater blockage.

Cost of the damage : R17 510.00

After an inspection the various departments including Department Of Transport (DOT), Public Safety, Housing Department were informed about the situation. Also present on the scene was the disaster management team from Uthukela.

CHAPTER THREE

MUNICIPAL STRATEGIES

MUNICIPAL KPA	OBJECTIVE/GOAL	KEY PERFORMANCE INDICATOR	TARGET DATES	PROJECT TITLE	BUDGET	FUNDER
HOUSING	<ul style="list-style-type: none"> To improve access to quality affordable housing; 	<ul style="list-style-type: none"> Number of new houses handed over to targeted recipients of low income housing; 	2012	St. Chads housing units;	R9,044,505	DoH
	<ul style="list-style-type: none"> To ensure that all communities live in formal settlements by 2012 	<ul style="list-style-type: none"> Project approval for slum clearance; 		Acaciaville Slums Clearance;	R4,122,273	DoH
	<ul style="list-style-type: none"> To construct affordable housing for the income category R3500.00-R7500.00 	<ul style="list-style-type: none"> Housing development within LED initiatives; 	2011 continuous	Thembalihle Slums Clearance;	R8,244,545	DoH

	<ul style="list-style-type: none"> To provide institutional housing within the economic Development Projects 			EZakheniSlums Clearance;	R4,946727	DoH
	<ul style="list-style-type: none"> Municipality to make land available for construction of upper class housing development as a private initiative 			Mithandi	R,244,545	DoH
				Storm Damaged Houses	R30N	DoH
ROADS	<ul style="list-style-type: none"> To improve the road network system and provide well maintained all weather community access roads. 	<ul style="list-style-type: none"> Number of urban households in the Service Authority Area, which did not have direct access to at least gravel or graded road. 	Street names (Steadville)		8,000	ELM

			Street names (Ezakheni)		8,000	ELM
	<ul style="list-style-type: none"> To coordinate work between Transport Forums and the Municipality. 	Municipal representative servicing on the Transport forum.	Rural roads wards 3, 4,9		1,982,000	MIG
	<ul style="list-style-type: none"> Clarify roles and responsibilities for different road classes. 	List of roads falling within the municipal authority.	Transport Plan		500,000	ELM
	<ul style="list-style-type: none"> To maintain and expand existing storm-water systems 	Quantified storm water backlog.	Bridges Ezakheni to Esdakeni (Planning)		100,000	MIG
	<ul style="list-style-type: none"> To improve road infrastructure and provide bridges where necessary 	Number of bridges constructed.	Bridges Watersmeet		100,000	MIG

			to Burford (Planning)			
WASTE MANAGEMENT AND CEMETARY NEEDS	<ul style="list-style-type: none"> To holistically address waste management in the Municipal Area 	<ul style="list-style-type: none"> Reduction on illegal dumping sites; 		Bluebank Cemetary (ablution, Road, Water & Fence)	1,500,000	ELM
	<ul style="list-style-type: none"> To ensure provision of healthy and clean environment; 	<ul style="list-style-type: none"> Reduction on street littering; 		Ndomba cemetery (ablution, Road, Water & Fence)	1,500,000	ELM
	<ul style="list-style-type: none"> To conduct public hearing on waste management; 	<ul style="list-style-type: none"> Reduction on number of complaints on waste (household and business) collection; 		Ezakheni Cemetery (ablution, Road, Water & fence)	1,500,000	ELM
	<ul style="list-style-type: none"> To develop a cemetery plan; 	<ul style="list-style-type: none"> Number of cemeteries to be incorporated into Municipal Cemetery System; 		Landfill Site phase 1 & 2	300,000	MIG
	<ul style="list-style-type: none"> To identify and establish more cemeteries in the Municipal area and provide proper 					

	maintenance					
SPATIAL PLANNING	<ul style="list-style-type: none"> To implement Environmental Management Policies through pollution Management, Erosion Management, Conservation Management, Eco-enhancement and environmental rehabilitation. 	<ul style="list-style-type: none"> Spatial Development Plan for both urban and rural in place 	2010 & beyond	CBD Regeneration Plan;	R500 thou;	COGTA
	<ul style="list-style-type: none"> To implement the recommendations of the SDF 			Strategic Environmental plan;	R700 thou;	ELM
	<ul style="list-style-type: none"> To implement integration thereby prohibiting urban sprawl and contributing to more densified 			New Township establishment on infill areas;	R200 thou;	ELM

	towns and cities. Densifying of vacant land parcels and the integration of Ezakheni and Steadville;					
	<ul style="list-style-type: none"> To develop a comprehensive plan for bulk infrastructure with 			Integrated Transport Plan;	R500 thou;	ELM
	<ul style="list-style-type: none"> To promote equitable access to social services which is mainly provided in the Ladysmith area; 			Open Space Policy;	No cost to Council;	ELM
	<ul style="list-style-type: none"> To ensure the effectiveness of aligning land use and transportation integration; 			Densification Plan with design requirements;	R300 thou;	ELM
COMMUNITY FACILITIES	<ul style="list-style-type: none"> To protect agriculture and Open Space since land is a fragile and scarce resource. 			Cemetery Plan	R150 thou;	ELM
	<ul style="list-style-type: none"> To reduce backlog of community 	<ul style="list-style-type: none"> 2 Community Facilities provided to 		Renovation of old	250,000	ELM

	facilities.	address the backlogs.		Church to training facilities		
	<ul style="list-style-type: none"> To improve access to and management of community facilities. 	Quantified list of backlogs.		Community hall-Watersmeet phase	950,000	ELM
	<ul style="list-style-type: none"> To ensure access to sports and recreational facilities. 			Community hall-Emcitsheni phase 2	950,000	ELM
SAFETY AND SECURITY	<ul style="list-style-type: none"> Strengthening of the Policing Services and encourage public visible policing. 	<ul style="list-style-type: none"> Strategy for crime prevention. 		Vehicles tracking System	50,000	ELM
	<ul style="list-style-type: none"> The eradication of crime which has affected business confidence levels and tourism. 	<ul style="list-style-type: none"> Number of fines issued for traffic offenses. 		Replace 12x Drager BA Sets	180,000	ELM
				Upgrade Jaws of life unit	200,000	ELM
				Testing Station		

				Analog number plate recognition	1,000,000	ELM
				Equipment for testing station	228,000	ELM
					50,000	ELM

ECONOMIC DEVELOPMENT

MUNICIPAL KPA	OBJECTIVE/ GOAL	KEY PERFORMANCE INDICATOR	TARGET DATES	PROJECT TITLE	BUDGET	FUNDER
ECONOMIC DEVELOPMENT	To promote Job Creation and local economic development largely based on agriculture industry, SMME development and tourism; To ensure 15% reduction in unemployment by 2011	Employment, development of entrepreneurial skills; link 1 st and 2 nd economy	2010/2011 and beyond	Renovation of Old municipal buildings for trading centres	R1,5 m	ELM
	To enable land reform effective implementation;	Number of jobs created by Municipal LED activities.		Community gardens;	R300 thou	
	To provide for Job Creation through various programmes;	Number of jobs created by Municipal capital projects		Prickle Pear Plants;	R500 thou	

	To open access to land as a catalyst for BBBEE;			Establishment of Regional Shopping Center in Helpmekar route;	R60 M worth project	
	To halve poverty and unemployment by 2014			Upgrade of the Aerodrome;	R55 M worth of project	
	To make a conducive environment for economic growth to take place at all level;			Establishment of Ezakheni Plaza	R20 M worth of project	
	To establish good relations with private investors, private banks and other relevant stakeholders;					
	To reduce the gap between the 1 st and 2 nd economies.					

FINANCIAL VIABILITY

MUNICIPAL KPA	OBJECTIVE / GOAL	KEY PERFORMANCE INDICATOR	TARGET DATES	PROJECT TITLE	BUDGET	FUNDER
FINANCIAL MANAGEMENT	To improve the municipality's rate base by implementing Property Rates Act;	No. Of billable properties	2010/11 Financial Year and Beyond;	Review of the Asset Register	R1M	ELM
	To develop and implement an investment policy;	Clean Audit Report	2010/11 Financial Year and beyond			
	To develop and implement an inventory management policy;					
	To ensure that the Municipality is financially					

	viable and to recover outstanding debts;					
	To make provision for depreciating assets;					
	To subject timeously produce and report on progress made in spending the budget;					
	To maximise effectiveness of the Supply Chain Management unit which was established last year;					
	To establish a data base for service providers;					
	To ensure that the indigent receives support as required by the					

	legislation using the equitable share to supply FBS and MIG funds for the provision of capital element of the mentioned free basic services.					
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KPA: TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

MUNICIPAL KPA	OBJECTIVE / GOAL	KEY PERFORMANCE INDICATOR	TARGET DATES	PROJECT TITLE	BUDGET	FUNDER
ORGANISTIONAL DEVELOPMENT	<p>To ensure institutional equity through capacity building initiatives.</p> <p>To improve internal skills level and capacitating.</p> <p>To address issues of HIV/AIDS in the workplace.</p>	<p>% of the top three levels of management staff classified as Black (inclusive of African, Asian, Coloured)</p> <p>% of (out of total number of staff) staff in the municipality are women.</p> <p>% of staff in Municipality are disabled.</p> <p>Workplace skills development strategy</p> <p>% of skills levy received in debate from SETA for last financial year.</p>				
PUBLIC PARTICIPATION	To encourage and ensure the involvement of communities in the affairs of the Municipality.	<p>Community communication strategy</p> <p>% of wards that have established ward committee structures</p>	November 2010	<p>Mega Festival</p> <p>Fan Parks</p>	<p>R1M</p> <p>R1M</p>	<p>ELM & Ukhozi FM etc;</p> <p>Dept. Sports & Recreation</p>

		Average numbers of ward committee meetings with quorum for all wards with ward committees.				
CO-OPERATIVE GOVERNANCE	To ensure that the institution operates in line with appropriate legislation.	Financial Audit Committee functional				
	To encourage inter governmental relationships.	Participation in the intergovernmental forums.				
SPORTS AND RECREATION				Ezakheni Sports Complex and swimming Pool	7,600,000	MIG
OVERLAPPING PROJECT				Neighborhood Development grant	1,000,000	DLGTA

CHAPTER FOUR

SPATIAL DEVELOPMENT FRAMEWORK

SECTION 1: INTRODUCTION

1.1 BACKGROUND TO THE PROJECT

SiVEST Town and Regional Planning Division was appointed by the Emnambithi/Ladysmith Municipality (ELM) to undertake a review of the municipal Spatial Development Framework (SDF). The need for the project stems from the Municipality's acknowledgement that the SDF's are a legally required component of a Municipality's IDP framework, in terms of Section 26 (e) of the Municipal Systems Act (Act No 32 of 2000). The Municipality also accepts that SDF's (like IDP's) need to be reviewed on a continuous basis to ensure synergy between the various spheres of Government.

1.2 NEED FOR THE PROJECT

In Accordance to the Municipal Systems Act (MSA) all municipalities are obliged to prepare Integrated Development Plans (IDPs). In terms of the core components of an integrated development plan as per section 26 of the MSA, an integrated development plan must reflect, *inter alia*, 'a spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality'. The SDF is therefore a spatial representation of the municipality's vision and is to be used to guide the location of development as envisaged in the IDP.

The current ELMSDF dates back to 2008 and it is the municipality's intention to review its current SDF so as to ensure that future development takes place in an integrated and sustainable manner. The reviewed ELM SDF is to carry more emphasis on the Ladysmith and eZakheni areas, and are to focus on the following objectives:

- To provide a strategic, indicative and flexible forward planning instrument to guide decisions on land development;
- To provide a set of policies, principles and directives for spatial development;
- To provide a clear and logical framework for private and public sector investment;
- To promote sustainable development in terms of the natural and built environment ;
- To facilitate social, economic and environmental sustainability;
- To provide a framework for dealing with key issues such as natural resource management, land reform and land use management;
- To facilitate the development of aesthetic urban form and landscape.

1.3 WHAT IS A SPATIAL DEVELOPMENT FRAMEWORK?

A Spatial Development Framework (SDF) is a plan that seeks to guide overall spatial distribution of current and future desirable land uses within a municipality, in order to give physical effect to the vision, goals and objectives of the municipal IDP.

It is a spatial representation of the creation of integrated and habitable urban and rural areas and provides general direction to guide decision-making and action over a multi-year period.

The intention of a SDF is to provide the basis to inform the land-use management system. The SDF thereby informs development decisions and creates a framework for investment confidence that facilitates both public and private spending.

A SDF is strategic and 'indicative' in nature and highlights amongst other things:

- the desired land use pattern,
- directions of growth,

- special development areas;
- and conservation areas of a specific municipality.

A SDF is prepared at a broad scale and whilst the SDF is indicative of where it wants to propose certain types of land uses, it is not prescriptive with regard to the way each and every piece of land is to be used.

An SDF should include:

- Spatial development trends and issues;
- Localised spatial development principles and includes specific strategic guidelines for spatial restructuring and spatial integration, and a spatial representation of all development objectives and strategies with a spatial dimension;
- The location of all capital projects;
- A strategic environmental assessment;
- Guidelines for Land Use Management;
- Broad policy intentions for land use and development;
- Land reform issues and related projects or project components; and
- Maps to inform land management and investment decisions and which indicate spatial objectives and strategies.

As the SDF is a spatial representation of a desired outcome, it is represented visually through maps. It is important that the maps inform land management and investment decisions and therefore, must indicate precisely:

- Preferential and focal areas for certain types of land use;
- Areas for which certain types of land use are excluded; and
- The location of IDP projects (to provide evidence of compliance of the IDP with the spatial objectives and strategies reflected in the map).

The SDF is supposed to form a legally binding component of the IDP. Therefore the SDF needs to be specific and precise in cases where it wants to enforce or to prevent certain types of land use. It does not operate in isolation from other planning initiatives initiated by the municipality.

In summary, the Spatial Development Framework is 'indicative' of the broad use of land and the directions of future development. It reflects land uses such as major transport routes, future transport links, environmentally important areas and key potentials and constraints. A Planning Scheme or Land Use Management Scheme (LUMS) will then be used to flesh out the detail shown in such a framework.

1.4 HOW DOES A SPATIAL DEVELOPMENT FRAMEWORK WORK?

An Integrated Development Plan (IDP), is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality (Section 35 of the Municipal Systems Act, 32 of 2000) (hereafter referred to as the MSA). As an integral part of an IDP, an SDF is a visual tool to guide planning and development as underpinned in the IDP of a municipality. The SDF is the framework to guide development as envisaged in the IDP.

The purpose, and therefore intended use, of a SDF is to guide all decisions of a municipality relating to the use, development and planning of land and should guide and inform:

- Direction of growth,
- Major movement routes,
- Special development areas for targeted management to redress past imbalances,
- Conservation of both natural and built environment,

- Areas in which particular types of land use should be encouraged or discouraged, and
- Areas in which the intensity of land development could either be increased or reduced

As the SDF provides a broad framework for land use planning, it must be used to guide the municipality for the management of land and facilitate the land management process.

A SDF must therefore ensure that public and private sector money and activities are located in areas that can best:

- Promote economic generation potential,
- Maximise opportunities for the poor,
- Promote accessibility,
- Minimise the cost of physical expansion,
- Ensure that people are well located, and
- Promote a sustainable environment.

According to the MSA, the IDP, of which the SDF forms a part, forms the policy framework and general basis on which annual budgets must be based (Sec 25 (1)(c)). The municipal council is politically accountable for deciding and conducting its affairs in line with the approved IDP. The IDP also serves as a means of performance management.

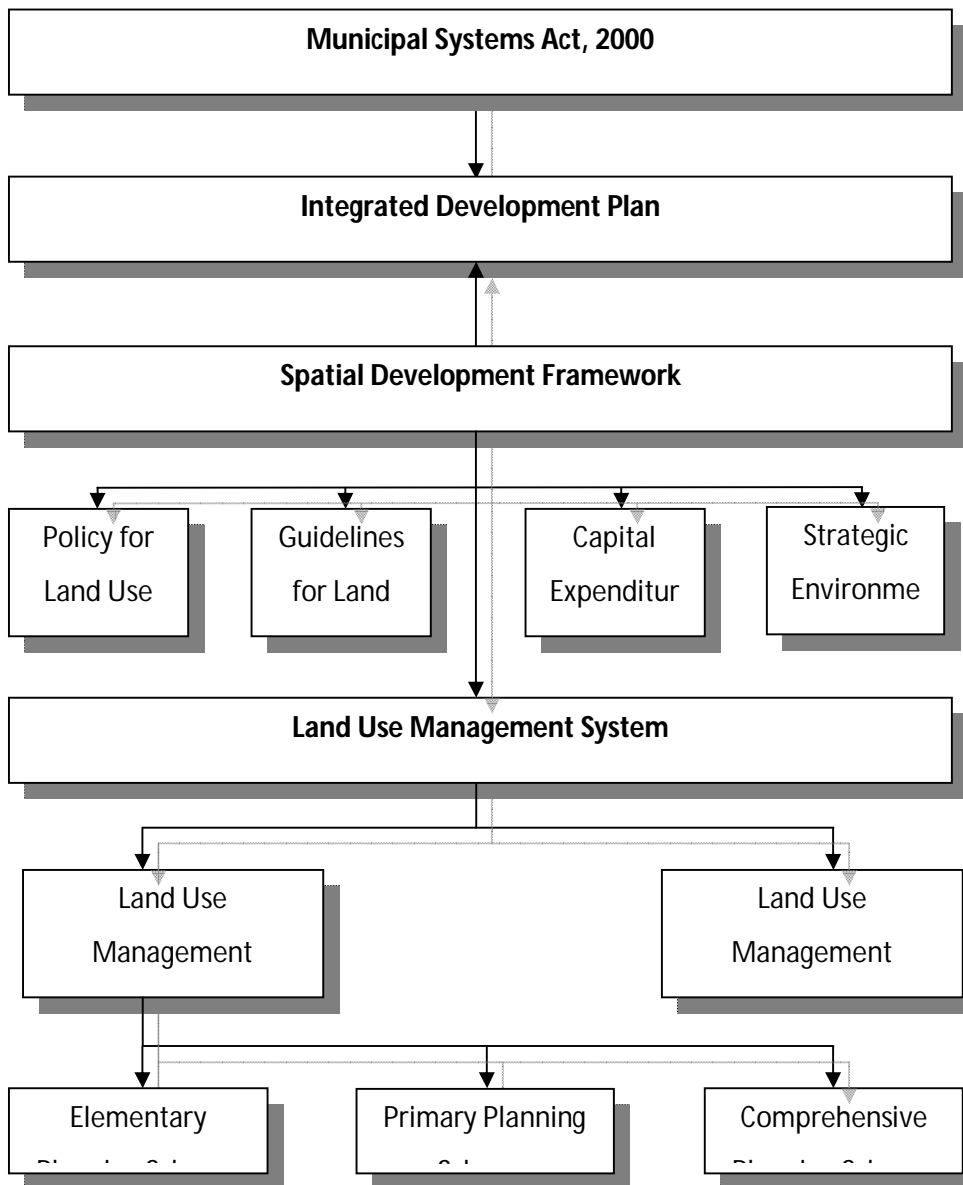
Therefore, the SDF is a legal framework, which guides development in the municipal area, and thus needs to be as accurate as possible with respect to the information presented for guidance and decision-making.

1.5 THE RELATIONSHIP BETWEEN THE SDF AND THE IDP

Integrated development planning is seen as a tool for developmental local government. It is a mechanism to restructure our cities, towns and rural areas, eradicating the development legacy of the past. One of the means through which integrated development planning intends to achieve this is through the formulation of a spatial development framework that provides a spatial overview of planned public and private sector investment.

The SDF is a spatial representation of the vision and is a primary component of the annually reviewed IDP. The SDF is an integrated part of the IDP, the formulation of which forms part of the integration phase in the preparation of the IDP. In terms of the core components of an integrated development plan as per section 26 of the MSA, an integrated development plan must reflect, *inter alia*, 'a spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality'. The SDF, being an integrated plan, is to be compiled on the basis of the project proposals and the localised strategic guidelines of the IDP. The integration of projects and programmes ensures consistency in regard to cross-cutting aspects such as financial feasibility, spatial effect, and economic, social and environmental impacts.

The diagram below indicates the relationship between the SDF, IDP and other plans to be formulated by the municipality, informed by the MSA.



1.6 PLANNING PROCESS

The current situational analyses was chiefly informed by the IDP (Revision) documents which were obtained from the relevant local authorities and supplemented by any other existing documents such as structure plans, old SDFs and LDOs.

Following the local municipalities status quo analyses, the District status quo analysis was undertaken which was dually informed by the local analysis processes as well as the District IDP. Where additional regional documents and information was available such was also considered and incorporated where relevant.

SECTION 2: OVERVIEW OF RELEVANT LEGISLATIVE GUIDELINES

2.1 INTRODUCTION

While the very nature of 'integrated' planning requires the plan to take into consideration all sectors of development such as transport, housing, environment and land reform, this section will highlight the legislation and policy guidelines formulated with the specific intent to guide integrated development planning.

A product of the integrated development planning process is an integrated development plan (IDP). A key component of this IDP is the preparation of a Spatial Development Framework (SDF) with a Land Use Management System (LUMS) that can be applied to the whole municipality. There is however, a need to bridge the gap in terms of legislation between integrated development plans and the detailed requirements of land use management applies at municipal level.

Nationally, this gap is being filled to an extent by the draft white paper on spatial planning and the national land use bill (2001), which seeks to establish land use planning as a key component of Integrated Development Plans. The national land use bill (will) establish the framework to guide spatial planning, land use management and land development throughout the republic and requires all municipalities to prepare Land Use Schemes to regulate the use and development of land.

In terms of approval, IDPs (of which the SDF is an integral part) have to be approved by the municipal councils only. The approved IDP is to be submitted to the MEC for local government who may request the municipality to amend the plan if it does not comply with legal requirements or development plans or strategies of other municipalities or spheres of government. The approved spatial development framework (with the IDP) is

then a legally binding document for all land use management decisions. The municipal council is then politically accountable for deciding and conducting its affairs in line with the IDP, and, the IDP also serves as a means of performance management.

2.2 SUMMARY OF RELEVANT LEGISLATION

The key legislation in terms of the preparation of IDPs is the Municipal Systems Act (Act 32 of 2000) (MSA). Section 26 of the MSA obligates all municipalities to prepare an IDP (which must include land use management as part of its spatial development framework) as the primary and overriding management tool. In terms of Section 26 of the MSA, core components of integrated development plans, an integrated development plan must reflect:

- ❑ The municipal council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;
- ❑ An assessment of the existing level of development in the municipality, which must include an identification of communities which for not have access to basic municipal services;
- ❑ The council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
- ❑ The council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
- ❑ A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
- The council's operational strategies;
- ❑ Applicable disaster management plans;
- ❑ A financial plan, which must include a budget projection for at least the

next three years; and

- ❑ The key performance indicators and performance targets determined in terms of section 41 (of the Act).

As such, there is a legal obligation for municipalities to prepare a spatial development framework in terms of section 26 of the MSA. The preparation of a SDF is guided by the Municipal Systems Act Regulations which states that a spatial development framework reflected in a municipality's integrated development plan must:

- ❑ Give effect to the principles contained in chapter 1 of the Development Facilitation Act 1995 (Act No. 67 of 1995);
- ❑ Set out objectives that reflect the desired spatial form of the municipality;
- ❑ Contain strategies and policies regarding the manner in which to achieve the objectives referred to in paragraph (b), which strategies and policies must:
 - Indicate desired patterns of land use within the municipality;
 - Address the spatial reconstruction of the municipality; and
 - Provide strategic guidance in respect of the location and nature of development within the municipality.
- ❑ Set out basic guidelines for a land use management system in the municipality;
- ❑ Set out a capital investment framework for the municipality's development programs;
- ❑ Contain a strategic assessment of the environmental impact of the spatial

- development framework;
- ❑ Identify programs and projects for the development of land within the municipality;
 - ❑ Be aligned with the spatial development frameworks reflected in the integrated development plans of neighbouring municipalities; and
 - ❑ Provide a visual representation of the desired spatial form of the municipality, which representation:
 - Must indicate where public and private land development and infrastructure investment should take place;
 - Must indicate desired or undesired utilisation of space in a particular area;
 - May delineate the urban edge;
 - Must identify areas where strategic intervention is required; and
 - Must indicate areas where priority spending is required’.
 - Additional sections of the MSA to note include:
-
- ❑ In terms of section 24, the municipality must align its planning with the development plans and strategies of other affected municipalities and organs of state to give effect to the principles of co-operative governance contained in section 41 of the Constitution.
 - ❑ Section 35 (2) of the MSA states ‘a spatial development framework contained in an integrated development plan prevails over a plan as defined in section 1 of the Physical Planning Act, 1991 (Act No. 125 of 1991)’.
 - ❑ The respective level of detail between the local municipality and district municipality SDFs is not clarified in the MSA or the regulations.

As an integral component of the IDP, the SDF must also adhere to the requirements of the Local Government: Municipal Planning and Performance Management Regulations, 2001 (Government Notice 22605, 24 August 2001). In summary, the SDF must:

- ❑ Give effect to the Chapter 1 development principles of the Development Facilitation Act (DFA) (Act 67 of 1995);
- ❑ Set out objectives that reflect the desired spatial form of the city;
- ❑ Contain strategies and policies regarding the manner in which to achieve the objectives;
- ❑ Set out basic guidelines for a land use management system;
- ❑ Set out a Capital Investment Framework for the municipality's development programs;
- ❑ Contain a strategic assessment of the environmental impact of the Spatial Development Framework;
- ❑ Identify programs and projects for the development of land within the municipality; and
- ❑ Provide a visual representation of the desired spatial form of the municipality, including:
 - Identification of where public and private land development and infrastructure investments should take place;
 - Delineation of the urban edge if feasible;
 - Strategic interventions; and
 - Priority spending areas.

2.3 SUMMARY OF RELEVANT GUIDELINES, POLICIES AND STRATEGIES

The White Paper on Spatial Planning and Land Use Management, National Land Use Bill, and Development Facilitation Act provide guidelines on spatial development.

In terms of the White Paper on Spatial Planning and Land Use Management, a spatial development framework must guide and inform the following:

- ❑ Directions of growth
- ❑ Major movement routes
- ❑ Special development areas for targeted management to redress past imbalances
- ❑ Conservation of both the built and natural environment
- ❑ Areas in which particular types of land use should be encouraged and others discouraged
- ❑ Areas in which the intensity of land development could either be increased or reduced

The white paper states the primary purpose of the spatial development framework is to represent the spatial development goals of a local authority that result from an integrated consideration and sifting of the spatial implications of different sectoral issues. The spatial development framework should not attempt to be comprehensive. It should take the form of a broad framework that identifies minimum public actions necessary to achieve the direction of the plan. It must have sufficient clarity to guide decision makers in respect of development applications. It should describe the existing and desired future spatial patterns that provide for integrated, efficient and sustainable settlements. In this regard, the spatial development framework should:

- ❑ Only be a strategic, indicative and flexible forward planning tool to guide planning and decisions on land development
- ❑ Develop an argument or approach to the development of the area of jurisdiction which is clear enough to allow decision-makers to deal with the unexpected (e.g. applications from private sector)

- ❑ Develop a spatial logic that guides private sector investment. This logic primarily relates to establishing a clear hierarchy of accessibility;
- ❑ Ensure the social, economic and environmental sustainability of the area;
- ❑ Establishes priorities in terms of public sector development and investment, and
- ❑ Identify spatial priorities and places where public-private partnerships are a possibility.

THE NATIONAL LAND USE BILL (21 JUNE 2002)

In terms of the Bill, a municipality has to prepare a municipal SDF. In terms of the definition, this is the same SDF referred to in chapter 5 of the MSA.

In terms of the Bill, the SDF must:

- ❑ Give effect to directive principles
- ❑ Be consistent with the national land use framework
- ❑ Be consistent with the Provincial Growth and Development Strategy of the province.
- ❑ Be consistent with any applicable national and provincial legislation on environmental management
- ❑ Give effect to any national and provincial plans and planning legislation.

A SDF must further reflect:

- ❑ A status quo on land use including any spatial dysfunctionality.
- ❑ A framework reflecting the desired spatial growth patterns.
- ❑ A multi-sector based spatial plan to achieve the desired spatial goals including:
 - Correction of past spatial imbalances and the integration of disadvantaged persons / categories of persons;

- Settlement linkages with respect to appropriate transport routes; and
 - Vacant land analysis which should include issues such as strategically located vacant land, ownership of such land, current zoning, value, surrounding land uses, geotechnical conditions, most suitable use.
- A multi-sector resource plan for the implementation of the SDF.

The Bill does not refer to cross-border (District Municipality-District Municipality, province-province) alignment of SDFs nor does it make reference to the respective responsibilities of the SDF at local and district levels. The bill does however state those local municipalities within a district municipality must align their respective SDFs with one another.

DEVELOPMENT FACILITATION ACT

DFA General Principles for Land Development (Chapter 1)

(1) The following general principles apply to all land development:

- (a) Policy, administrative practice and laws should provide for urban and rural land development and should facilitate the development of formal and informal, existing and new settlements.
- (b) Policy, administrative practices and laws should discourage the illegal occupation of land, with due recognition of informal land development processes.
- (c) Policy, administrative practice and laws should promote efficient and integrated land development in that they:
 - (i) promote the integration of the social, economic, institutional and physical aspects of land development;

- (ii) promote integrated land development in rural and urban areas in support of each other;
 - (iii) promote the availability of residential and employment opportunities in close proximity to or integrated with each other;
 - (iv) optimise the use of existing resources including such resources relating to agriculture, land, minerals, bulk infrastructure, roads, transportation and social facilities;
 - (v) promote a diverse combination of land uses, also at the level of individual erven or subdivisions of land;
 - (vi) discourage the phenomenon of "urban sprawl" in urban areas and contribute to the development of more compact towns and cities;
 - (vii) contribute to the correction of the historically distorted spatial patterns of settlement in the Republic and to the optimum use of existing infrastructure in excess of current needs; and
 - (viii) encourage environmentally sustainable land development practices and processes.
- (d) Members of communities affected by land development should actively participate in the process of land development.
- (e) The skills and capacities of disadvantaged persons involved in land development should be developed.
- (f) Policy, administrative practice and laws should encourage and optimise the contributions of all sectors of the economy (government and non-government) to land development so as to maximise the Republic's capacity to undertake land development and to this end, and without derogating from the generality of this principle-

- (i) national, provincial and local governments should strive clearly to define and make known the required functions and responsibilities of all sectors of the economy in relation to land development as well as the desired relationship between such sectors; and
 - (ii) a competent authority in national, provincial or local government responsible for the administration of any law relating to land development shall provide particulars of the identity of legislation administered by it, the posts and names of persons responsible for the administration of such legislation and the addresses and locality of the offices of such persons to any person who requires such information.
- (g) Laws, procedures and administrative practice relating to land development should-
- (i) be clear and generally available to those likely to be affected thereby;
 - (ii) in addition to serving as regulatory measures, also provide guidance and information to those affected thereby;
 - (iii) be calculated to promote trust and acceptance on the part of those likely to be affected thereby; and
 - (iv) give further content to the fundamental rights set out in the Constitution.
- (h) Policy, administrative practice and laws should promote sustainable land development at the required scale in that they should-
- (i) promote land development which is within the fiscal, institutional and administrative means of the Republic;
 - (ii) promote the establishment of viable communities;

- (iii) promote sustained protection of the environment;
 - (iv) meet the basic needs of all citizens in an affordable way; and
 - (v) ensure the safe utilisation of land by taking into consideration factors such as geological formations and hazardous undermined areas.
- (i) Policy, administrative practice and laws should promote speedy land development.
- (j) Each proposed land development area should be judged on its own merits and no particular use of land, such as residential, commercial, conservational, industrial, community facility, mining, agricultural or public use, should in advance or in general be regarded as being less important or desirable than any other use of land.
- (k) Land development should result in security of tenure, provide for the widest possible range of tenure alternatives, including individual and communal tenure, and in cases where land development takes the form of upgrading an existing settlement, not deprive beneficial occupiers of homes or land or, where it is necessary for land or homes occupied by them to be utilised for other purposes, their interests in such land or homes should be reasonably accommodated in some other manner.
- (l) A competent authority at national, provincial and local government level should co-ordinate the interests of the various sectors involved in or affected by land development so as to minimize conflicting demands on scarce resources.
- (m) Policy, administrative practice and laws relating to land development should stimulate the effective functioning of a land development market based on open competition between suppliers of goods and services.

SECTION 3: LOCAL MUNICIPAL CONTEXT

3.1 LOCALITY

The ELM was established on 5 December 2000 comprises an area of approximately 300km² and falls within the uThukela District Municipality (UDM), located in the northern quadrant of the UDM. Ladysmith is the main administration and business centre of the ELM, and is located just off the N3, 3½ hours South-East of Johannesburg and 2½ hours North-West of Duran.

Ladysmith has a number of strategic geographical advantages, including its central locality between Gauteng and the Coast, as well as the Battlefields and the Drakensberg Mountain Range which are known to have global appeal as tourist attraction areas. The ELM is easily accessible from major National Freeways i.e. N3 and N11.

(See Annexure 1 – Locality Plan)

3.2 STRUCTURE OF THE MUNICIPALITY

ELM is one of the five category B Local Municipalities in the uThukela District Municipality. ELM comprises of 25 wards representing a range of settlements from urban to municipal service centres, agricultural landscapes, industrial and semi-rural residential settlements.

The 25 wards within the Municipal jurisdiction are represented by 50 councilors, 10 of which sit on the Executive Committee

ELM comprises of the following areas

- Ladysmith Area;
- Colenso;
- Ezakheni;
- Steadville;

- St Chads;
- Driefontein Complex;
- Matiwaneskop;
- Roosboom

3.3 SOCIO-ECONOMICS

3.3.1 Population

The total population for the area according to the 1996 census figures was estimated at approximately 178 5000 whilst, the 2001 Census results estimated a total of 225 459, an increase of 46952 over the two periods. In terms of 2007 survey the total population is now estimated at 236 748, however it is noted that these figures do not represent the true reflection of the status quo as the methodology used in gathering the stats was random. Therefore, the 2001 stats for the purposed of this report are deemed to be applicable.

In terms of the gender breakdown the majority of the population are females at 120 486 representing 53.4% whilst their male counterparts estimated at 104 966.

The racial breakdown is tabulated as follows;

Table 1: Population Breakdown

RACE	POPULATION	PERCENTAGE
Black South Africans	202 749	89.9%
White South Africans	8 962	4%
Indians/Asians	11 505	5.1%
Coloured	2 241	1%

Ref: ELM IDP: Source: Statistics South Africa, 2007

The Black African population has the most number of households with a fairly large number of more than 5 members per household. The majority of these households are in the rural component of the municipality that has a significant backlog in terms of social and infrastructural service provision.

Table 2: Population by Age Group

POPULATION BY AGE GROUP	
AGE GROUP	NUMBER OF PERSONS
0-1	10 097
2-5	20 038
6-14	47 270
15-17	15 934
18-35	70 479
36-65	53 300
66+	8 345

Source: Statistics South Africa 2001:

The above table reveals the ELM as having a fairly youthful population, with more than 85% falling into the under 35 age category.

(See Annexure 2 – Population Distribution)

3.3.2 Employment

Table 3: Level of Employment

CATEGORY	NO. OF PERSONS
Employed	42 124
Unemployed	40 856

Not economically active	56 732
TOTAL	139 712

Ref: ELM IDP: Source: Statistics South Africa, 2007

The above diagram demonstrates that the number of unemployed population is almost tantamount to that of the employed population (30% and 30% respectively), whilst a significant 40% of the population is not economically active. The non-economically active sector of the population could be assumed as the 0 – 15 ages group and over 65 years. This could also contribute to increased dependency ratio.

For the purposes of this report it is assumed that economically inactive population is school-going, those not seeking work and pensioners. The high number of potentially economically active persons creates a growing labour pool. The constant availability of labour is an essential element in economic growth, which is considered as being an important development opportunity for establishing a more balanced area and local economic base.

The levels of unemployment are possibly attributed to: the perpetuation of informal living conditions, little opportunity for self-improvement, low levels of social and physical mobility, social deviations in an effort to survive, the perpetuation of an unstable community comprising mass poverty and an increasing burden on the state to assist the impoverished sector

3.3.3 Level of Education of those Aged 20+

Table 4: Level of Education

CATEGORY	PERSONS	PERCENTAGE
No Schooling	19 293	15.85
Some Primary	23 182	19.05
Complete Primary	8 108	6.66
Some Secondary	37 716	30.99
Std 10 (Grade 12)	25 306	20.79
Higher Education	8 062	6.62

TOTAL	121 667	100
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Source: ELM Housing Sector Plan, April 2009

Education levels are always closely linked to skills availability. Education levels in ELM remain low. 16% of persons above the age of 20 have no schooling; while 19% have some primary schooling. About 21% have attained grade 12 education whereas only 6.6% of the population has obtained tertiary education. If levels of education are used as an indicator of prosperity it is strikingly obvious that economic mobility of the municipality is limited by education levels.

3.4 SETTLEMENT AND HOUSING

It is critical that Municipalities assess the extent of the housing need for two key reasons. Firstly, to establish the extent of the problem for the whole Municipal area to institutionally gear resources to meet the housing challenge. Secondly, to appropriately plan for housing delivery in areas of greatest need, to maximise impact.

The majority of the population in ELM resides predominantly in tribal areas with densities up to more than 500 people per square kilometer. The municipality has resolved to focus on rural housing in terms of housing development. This is reflected by the spatial location of identified housing projects. There are inherent spatial challenges associated with providing housing development in the low density farmlands as these settlement patterns make provision of social infrastructure roads, water, electricity, community facilities etc.), and the associated costs very high.

In terms of the numeric extent of housing need, the ELM has an active list of applicants which was compiled in 2004. It currently has a total of 10 523 applicants awaiting housing support. The municipality has to date created 1 538 housing opportunities representing only 14.6% of the required housing backlog. To this end, the municipality has compiled a list of future of 36 future

projects with a total of 21 510 units. This reflects the understanding of the depth of the problem by the municipality.

(See Annexure 3 – Settlement Pattern)

The table below seeks to demonstrate the numeric extent of the housing backlog since 2001 to 2007 as per the respective census data from statistic South Africa.

Table 5: Types of Dwelling

CATEGORY	CENSUS 2001	CENSUS 2007
House or brick structure on a separate stand or yard	56.0	59.8
Traditional dwelling/hut/structure made of traditional materials	30.1	29.1
Flat in block of Flats	4.1	3.6
Town/cluster semi-detached house (simplex, duplex; triplex)	1.0	0.8
House/Flat Room in back Yard	2.3	1.5
Informal Dwelling/Shack Not in Back Yard	1.3	1.5
Room/Flat to let not back yard but on shared property	3.8	1.8
Caravan or Tent	1.3	0.1
Private ship/Boat	0.1	0.0
Workers' hostel	0.0	0.2
Other	0.0	0.1
TOTAL	100.0	100.0

Ref: ELM IDP: Source: Statistics South Africa, 2007

3.4.1 Current Projects

Current projects include active projects, blocked or defective projects and slow moving projects.

Table 6: Current Projects

Name of Project	Date of Initial Approval	Instrument	No of Subsidies
St Chads (Urban)	15/12/03	PLS Slums	2 500
St. Chads (Rural)	15/12/03	PLS	544
Steadville Area (J)	16/10/02	PLS	967
Ezakheni B&C Phase 2	23/12/02	PLS	1 000
Umbulwane Area (H)	11/07/97	PLS Slums	560
UmbulwaNE Phase 1	22/01/97	PLS	194
Umbulwane Phase 2	22/01/97	PLS	259
Roosbom Phase 3	27/08/02	PLS	200
Ntombi Camp	22/06/97	PLS	509
Steadville Area E	24/03/04	PLS	175
Steadville Phase 4	31/03/99	PLS	168
Ezakheni Section C		PLS	688
TOTAL			7 764

Ref: ELM IDP: Source: Statistics South Africa, 2007

A Defective Projects

Table 7: Defective Projects

Area	Number of Subsidies
Steadville	770
Tsakane	1010
Ezakheni B Phase 1,2,3,	(182+160+213), respectively.

B Projects Prioritised for Implementation

Table 8: Projects Prioritised for Implementation

Name of Project	Instrument	No. of Subsidies
Acaciavale (Ndomba)	PLS (slums)	250
Thembalihle	PLS (slums)	1 000
Ezakheni Section E	PLS (slums)	300
Mthandi (Pieters)	PLS (slums)	500
Total		2 050

Ref: ELM IDP: Source: Statistics South Africa, 2007

C Progress on Current and Planned Projects

These projects are classified into two namely; those that have received conditional approval from the DoH. Second, projects ready for the implementation process and those that are at preparation phase.

Table 9: Progress on Current and Planned Projects

PROJECT AREA	LAND OWNER	PROJECT PHASE	BULK INFRASTRUCTURE
Thembalihle (Steadville)	Council Land	Project preparation	Approval status of bulk

1000		funding has been approved	infrastructure: there in no commitment from the District to fund bulk infrastructure. It is estimated that R2.5m is required to install the sewer rising main.
Ezakheni E 3000	Council	Project preparation funding has been approved	The District had not made commitment not fund bulk infrastructure
Acaciavale 250	Council	Project preparation funding has been approved	There is insufficient water supply to cater for the project and therefore the District cannot provide water and sanitation until the Ezakheni works has been upgraded.
Mthandi (Pieters) 500	Ingonyama Trust		There is a need to upgrade the water works. The upgrade is scheduled for the 2009/2010 financial year.
Ntokozweni, Gum Tree (Colenso) 200	Council Erf 153	DOH has conditionally approved the project	The infrastructure budget (water and sanitation) has been approved by the District Municipality
Nkanyezi 120	Nkanyezi an R293 township that fell under KwaZulu		Only 85 units were completed. 205 sites were services, however the top structure was never built as the developer was eventually liquidated. There is no record of contract between the developer and Government.

Ref: ELM IDP: Source: Statistics South Africa, 2007

3.4.2 Planned Projects (un-prioritised)

Listed hereunder are projects identified by the Municipality as future projects. However, detailed planning in terms of the project preparation phase requirement is required to determine the feasibility of these projects. These projects are estimated to be implemented in the next five years in order to address the housing demand in ELM. Council is still working on prioritizing these housing projects according to needs and analysis, feasibility studies and will be weighed accordingly in the next IDP.

It is deemed prudent to note that the ELM has given focus to rural housing, which is their area of greatest need and slums clearance classified as a Provincial priority.

Table 10: Planned Projects (Un-prioritized)

NO	RURAL	UNIT S	URBAN	UNIT S
1	Besters Housing Project	800	Colenso Cluster	1 200
2	Cremin	600	Colenso Cluster	2 150
3	Sadeers Farm	1000	Shayamoya Phase	3 400
4	Peacetown	1 500	Acaciavale Phase	2 974
5	Steenkoolspruit	600	Pretoriusdorp	25
6	Blue Bank	800	Stimaela (Ezakheni D)	400
7	Ematsheni	1 000		
8	Roosboom	200		
9	Kleinfontein	1 000		
10	Jononosko/Matiwane's	1 000		
11	Emathodwane	500		
12	Gcezele	500		
13	Groogwal	20		
14	Krkintulloch	1 000		

15	Madilika	500		
16	Driefontein	1 500		
17	Pieters (Wzintabeni)	400		
18	Walkers Hoek	1 000		
19	Quinisa	300		
20	Klipfontein/Compensati on	600		
21	Balderskrall	500		
22	Zaaifontein			

Ref: ELM IDP: Source: Statistics South Africa, 2007

3.4.3 Completed Projects

ELM needs to measure its housing development progress against the extent of housing need. Listed below are projects that have been classified as complete, that is, with the transfers completed and happy letters signed by beneficiaries:

Table 11: Completed Projects

PROJECT NAME	NO. OF UNITS
Ezakheni B, Phase 1	5000
Ezakheni A, Tsakane	598
Ntokozweni B	209
Roosboom Phase A, 1&2	400
Ezakheni C	221
Steadville	690
Ezakheni A&B	509
Total	3127

Source: ELM Municipal Housing Sector Plan, April 2009

3.4.4 Settlement Functionality

The current functioning of settlements clusters within the ELM is set out below:

Table 12: Settlement Functionality

SETTLEMENT NAME	FUNCTIONAL CLASSIFICATION	FUNCTIONS PROVIDED
Ladysmith/Ezakheni	<input type="checkbox"/> Urban core <input type="checkbox"/> Major Service Centre <input type="checkbox"/> Economic Heart	<input type="checkbox"/> Main economic hub of the District <input type="checkbox"/> Provides higher order social services <input type="checkbox"/> Industrial Hub <input type="checkbox"/> Commercial Services <input type="checkbox"/> High order retail
<input type="checkbox"/> Driefontien Complex <input type="checkbox"/> Matiwanoskop Complex <input type="checkbox"/> Colenso Complex <input type="checkbox"/> Van Reenen Complex	Residential	<input type="checkbox"/> Residential <input type="checkbox"/> Social & community services e.g. education, health, pension payout points, recreation, informal trading areas <input type="checkbox"/> Retail facilities for daily needs Tourism
<input type="checkbox"/> Bluebank <input type="checkbox"/> Roosboom Complex <input type="checkbox"/> St. Joseph's Mission <input type="checkbox"/> Droogwaal <input type="checkbox"/> Lucitania	<input type="checkbox"/> Tourism <input type="checkbox"/> Residential <input type="checkbox"/> Gateway	<input type="checkbox"/> Residential <input type="checkbox"/> Social & community services <input type="checkbox"/> Tourism Facilities
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Source: ELM Municipal Housing Sector Plan, April 2009

3.4.5 Land Use

Current Land Uses

Farmlands have the biggest spatial footprint in the municipality largely used for commercial farming. Their output is surpassed by the secondary and tertiary sectors of the economy. This agricultural land is under private ownership. Residential areas, both tribal and urban, are quite small in terms of the geographical space that they occupy. However, this is where the majority of the population resides as densities are high. Industries and the services sector are located in the urban complex of Ezakheni and Ladysmith.

Land Identified for Housing Projects

This section presents the legal status of the land that has been identified for housing development. It is important that the municipality has classified projects in terms of priority and future projects. This section will only focus on the prioritised projects as the future projects have not been investigated for their feasibility.

The underlying land for all prioritised projects is owned by ELM with the exception of Mthandi Project where land is under tribal ownership.

Most future projects are in rural areas where the backlog is high. The lack of housing development in rural areas can be ascribed to a number of factors, the most important of these being the security of tenure on Ingonyama Trust Land. Consequently, there has been no development of Ingonyama Trust Land, the area where the majority of the municipal population resides. The introduction of the Institutional subsidy now provides a mechanism for development on Ingonyama Trust Land which provides the beneficiary with a long term lease.

3.5 LOCAL ECONOMY

According to NSDP, ELM contributes a fair amount of 0.2 on the Country's National GVA whilst identified as one of the Functional Urban Areas within South Africa. The economies of ELM are envisaged in the medium to long-term face some challenges as it is reported that this area is one of those that are affected the highest loss in population through HIV and AIDS. This will be exacerbated by indications that ELM in relation to other towns has a relatively high increase in unemployment. The NSDP goes further to project that at least by 2010 ELM will experience a high GVA.

The overview of the commercial sector in Ladysmith is categorized into formal and informal retails centre. Ladysmith is the commercial centre for a large farming district and serves as a major shopping centre for towns such as Colenso, Glencoe, Bergville and Dundee. The local economy of ELM is relatively diversified. However the overall economy is in decline evidenced by the low rate of overall growth, poor sectoral performance and the closing down of big business. The most important economic sectors are:

- ❖ Manufacturing
- ❖ Commercial Services
- ❖ Social Services
- ❖ Trade

Manufacturing is the biggest sector within the regional economy situated in Ladysmith. This result from the state support offered to the sector in the past. This includes the textiles, clothing, footwear and leather industries with food, beverages and tobacco being the other significant manufacturing sub-sectors

3.5.1 Formal

The formal sector in Ladysmith is comprised of two types of operation i.e. National chains mostly operating form the mall in town and privately run businesses operating from private premises. Privately owned retail businesses are predominantly owned by established Indian families.

3.5.2 Informal

The informal sector in Ladysmith is concentrated in the downtown and township areas where a number of traders are active in the supply of goods and services to lower income groups. A project to provide wooden trading stall (Wendy Houses) to informal traders saw some improvement in their trading conditions although with varying results.

3.5.3 Industrial Sector

This sector of the economy is dominated by manufacturing which represents the single largest contributor to the GDP of the Provincial economy. The range of items manufactured in ELM is considerable and indicates growth.

3.5.4 Professional Sector

This sector is characterised by established firms and individuals offering services to a limited clientele. It is robust and firms and individuals are an asset to the community in terms of their commitment to the future growth of the town. These include Legal, General Practitioners, Specialised Medical, and Accounting, Land Surveying and Educational.

3.5.5 Agriculture¹

It is recorded that ELM itself has Municipal agricultural land available of which perhaps several hundred hectares are suitable for irrigation having the necessary soil potential and also being in close proximity to water sources. Proposals for using this land for agricultural development are already underway.

Obviously the selection of land for development needs to be carefully considered in the light of the soil potential, sustainability and profitability.

¹ *Emnambithi/Ladysmith Municipality: Agricultural Development Plan, 2006*

Furthermore, the developments will depend on the decisions of farmers (both established and emerging framers) making the decision to go ahead.

a) Specific Development Opportunities and Projects:

Field Crops	
Goal	<ul style="list-style-type: none"> • To develop an additional 2000 hectares of irrigated crops and/or pasture • Achievement of 20% yield improvements over 5 years
Discussion	<ul style="list-style-type: none"> • The yield improvements should be easily obtained through the normal development of better cultivars and selection of more suited crops. It is not specifically recommended that there be increased cultivated areas under dry land crops because of erratic rainfall. However the achievement of 2000 ha of new irrigation development should be possible. Whilst this is dependent on the individual choice of farmers, a supportive environment should see this goal achieved or exceeded.

Horticulture	
Goal	<ul style="list-style-type: none"> • Development of 1000 hectares new production area • Development of deciduous fruits (peaches and apricots) • Continuing development of pecan nuts • Support for strong markets gardening initiatives
Discussion	<ul style="list-style-type: none"> • Horticulture (including fruits) has by far the greatest potential to make a dramatic impact on agricultural income and job creation. • Fruit production offers the added advantage of being very suited to cooperative small output-grower schemes. • The Ladysmith climate offers several areas which appear well suited to deciduous fruit. • It should be noted that deciduous fruit production is under consideration in the Winteron area. There could be significant synergy between these two neighbouring production areas.

	<ul style="list-style-type: none"> • Fruit production offers many opportunities for processing added value • Together with the undoubted potential to supply local demand for vegetables and the urban markets of eThekweni and Gauteng, 1000 hectares under fruit and vegetable production for ELM is not unrealistic. • The current planned pecan nut plantings alone total 60 hectares with substantial out-grower schemes to follow.
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Poultry	
Goal	<ul style="list-style-type: none"> • Better coordination of cooperative procurement and marketing of poultry and poultry products
Discussion	<ul style="list-style-type: none"> • ELM previously was home to a significant poultry industry especially concentrated around Ezakheni area. For various reasons this industry has been totally abandoned and/or relocated to other areas. • The infrastructure has also been dismantled. There is however a rapid resurgence of small scale poultry farmers with support from various Departments.

Agri-Tourism	
Goal	
Discussion	<ul style="list-style-type: none"> • The varied and beautiful landscape of ELM and areas of relative seclusion offer tremendous potential for a resurgence in agri-tourism. Together with the implementation of the tourism development strategy, agri-tourism ventures which have had mixed success in the past should quickly flourish. • Development of these opportunities should be promoted. • These agri-tourism ventures should be developed in conjunction with the general tourism strategy.

b) Overall Conclusions of Agricultural Status Quo

- ❖ Primary agriculture is a very minor contributor to the ELM overall economy;
- ❖ The ELM agricultural potential is significantly limited by environmental factors;
- ❖ Some significant areas of agricultural land have been lost to dense residential peri-urban settlements;
- ❖ Nevertheless the commercial agricultural sector, being based on extensive beef ranching is reasonably stable even if not a very profitable sub-sector;
- ❖ Dairy farming and irrigated vegetables offer the biggest growth potential in conventional agricultural activity;
- ❖ Game ranching with its tourism components is a growth area;
- ❖ There are some areas of innovative agricultural production which could offer significant potential to make a substantial percentage impact on the agricultural economy of ELM.

(See Annexure 4 – Local Economy)

3.6 LAND REFORM

New land reform projects on appropriately located land should be identified, in particular those associated with commercial agriculture in order to prevent the loss of productive agricultural land to non-agricultural uses, and to facilitate the managed transition of tenure for farm worker communities.

The Municipality is working in close corporation with the Department of Land Affairs (DLA) in ensuring that the above is achieved and one example of this cooperation has resulted in a successful pilot project at Besters.

It is worth mentioning that the land already transferred to Black owners constitute approximately 24 000ha and includes the significant land reform initiatives around Besters which are approximately 14 000ha. The housing plan, which is currently being prepared by the Municipality, will promote the above objectives.

3.7 ENVIRONMENTAL

3.7.1 Protected Areas

There is only one formally proclaimed conservation area within the municipality, namely **Tugela Drift Nature Reserve**.

The KZN Wildlife C-Plan and Minset Analysis (2007) identifies other sensitive areas requiring formal conservation. Significant to the ELM are:

C-Plan areas identified as areas of 'irreplacability' include:

- The areas to the north-east of the municipality corresponding with the high-lying areas and forming important Catchment areas.

Minset areas identified include:

- The 'mandatory reserve' areas that correspond with the C-Plan areas of irreplacability.

The eKangala Grassland Trust has developed a C-Plan for the grasslands to the north-west of the municipality in the Drakensburg range that carries on up into the Amajuba District Municipality (DC25). This information has as yet never been aligned to the spatial planning of the ELM. eKangala C-Plan areas include:

The areas along the western boundary of the Municipality which link in with other grassland areas in the Amajuba DM, as well as in the Thabo Mofutsanyane DM in the Free State.

3.7.2 Conservation Areas

Conservation of environmentally sensitive areas is of highest priority as it ensures the long term conservation of natural resource base is protected. The conservation challenges include; combating degradation through erosion, combating the spread of invasive alien species, taking steps to prepress loss of bio-diversity,

Several legislations have been passed to deals with these issues, particularly National Environmental Management Act (NEMA). The Driefontein Watersmeet complex in total covers approximately 30 000ha and to this should be added at least the following major areas:

Table 13: Conservation Areas

CONSERVATION AREA	EXTENT IN HECTARES
Roosboom	±1000 – 2000
Pieter's	±2000
Steenkoolpruit	±1000
Matiwaneskop	±2000

Ref: ELM IDP: Source: Statistics South Africa, 2007

This table above makes for a total in excess of 10% of the entire surface area of the ELM which has been severely degraded through dense settlement and associated heavy trafficking and grazing pressures. The other relevant pieces of legislation in this regard are as follows:

- The National Environmental Management Act No. 107 of 1998

- The Conservation of Agricultural Resources Act (Act 43 of 1983); and
- The National Water Act No. 36 of 1998
- Development Facilitation Act No.67 of 1995
- Town and Regional Planning Act no.19 1984
- Sub-division of Agricultural Land Act 70 of 1970

3.7.3 Required Interventions

The following needs to be undertaken to ensure that the conservation of the Minset and C-Plan areas occurs:

The identification of the spatial “footprint” of these areas needs to be linked to the cadastral base for the municipality and the exact extent of the areas needs to be rationalised beyond the raster two-by-two kilometre cells currently provided.

The municipality needs to develop bylaws and incentives to entice land owners in these areas to participate in conservation initiatives for the identified areas. These areas need to be incorporated into the ELM LUMS to ensure planning control over development within these areas.

(See Annexure 5 – Environmental Considerations)

3.8 TOURISM

3.8.1 Tourism Battle Sites

These are areas of historical importance where famous and historic battles took place. These areas form part of the Province’s Battle site Route, which runs from Zululand, through Amajuba, Umzinyathi, to uThukela Districts and is

recognised as an important tourism route. As such this Council receives at least 2 applications for either B&B's or Guesthouses per month.

These establishments are also listed on billboards to inform the users of these facilities of the available accommodation. Council has to a very large extent assisted these facilities through speedy approval in terms of Town Planning requirements.

(See Annexure 6 – Existing Tourism Activities)

3.9 INFRASTRUCTURE

3.9.1 Electricity

Eskom and ELM are the responsible authorities for the provision of electricity within the Municipal area of jurisdiction. ELM is responsible for the urban component whilst Eskom is responsible for the rural component. The slow pace in which provision of infrastructure in the rural areas has led to a municipal programme for free basic alternative energy (Pilot) being provided to 210 R1 400 per month earning households.

ESKOM has submitted their spatial plan for electrification with ELM, and over and above they are building Ingula Pump Station in Braamhoek estimated at R8 billion and the economic spin-offs that this development has had already are tremendous. Local Business people particularly those that have B&B's are reaping the benefits while the development is at its construction phase. The Emnambithi/Ladysmith Taxi Association has also seen support though transportation of labour workers from home to construction site.

Table 14: Percentage of Households by Type of Energy for Heating

SOURCE OF ENERGY	CENSUS 2001	CENSUS 2007
Electricity	39.3	6
Gas	1.1	0.9
Paraffin	22.9	24.2
Wood	24.7	24.9
Coal	4.8	3.7
Animal dung	3.3	1.7
Solar	0.2	0.0
Other	3.7	9
TOTAL	100.0%	100.0%

Source: Statistics South Africa, 2001

(See Annexure 7 – Infrastructure and Services: Electricity)

3.9.3 Water

Water services is the function of the District Municipality but there is direct communication between these Municipalities in terms of identified housing projects by ELM and need access to water and sanitation.

The main infrastructure components of ELM are listed in Table 15 hereunder.

Table 15: Main components of Emnambithi LM water services infrastructure²

Component ID	Component	Description of the main functional tasks	Responsibility
EMN 1	Klip River	Water supply for Ladysmith	NA
EMN 2	Spioenkop Dam	Water supply for Ladysmith	DWAF
EMN 3	Tugela River	Water supply for Ezakheni and Colenso	NA
EMN 4	Ladysmith WTW	Potable water supply to Ladysmith and Steadville	uThukela District Municipality
EMN 5	Ezakheni WTW	Potable water supply to Ezakheni, Ladysmith and Steadville	uThukela District Municipality
EMN 6	Colenso WTW	Potable water supply to Colenso	uThukela District Municipality
EMN 7	Ladysmith WWTW	Treatment of domestic and industrial effluents	uThukela District Municipality
EMN 8	Ezakheni WWTW	Treatment of domestic and industrial effluents	uThukela District Municipality
EMN 9	Colenso WWTW	Treatment of domestic effluents	uThukela District Municipality
EMN 10	Spioenkop raw PS	Pumps to Ladysmith WTW	uThukela District Municipality
EMN 11	Ladysmith WTW PS	Pumps to Cove Crescent	uThukela District Municipality
EMN 12	Cove Crescent PS	Pumps to Observation Hill	uThukela District Municipality
EMN 13	Rosepark PS	Pump station	uThukela District Municipality
EMN 14	Ezakheni PS	Pumps to Ezakheni WTW	uThukela District Municipality
EMN 15	CWR1 PS	Pumps to Abattoir Hill	uThukela District Municipality
EMN 16	Aasvoelkop PS	Pumps to Aasvoelkop	uThukela District Municipality
EMN 17	Rose Hill Booster	Pumps to Unit A and College	uThukela District Municipality
EMN 18	Colenso raw PS	Pumps to Colenso WTW	uThukela District Municipality
EMN 19	Colenso WTW	Pumps to Berea tanks	uThukela District Municipality
EMN 20	Ladysmith bulks	Bulk pipeline to Ladysmith/Steadville	uThukela District Municipality
EMN 21	Ezakheni bulks	Bulk pipeline to Ezakheni	uThukela District Municipality
EMN 22	Colenso bulks	Bulk pipeline to Colenso/Nkanyezi	uThukela District Municipality
EMN 23	Observation Hill Res	Ladysmith reticulation water storage	uThukela District Municipality
EMN 24	Cove Crescent Res	Ladysmith reticulation water storage	uThukela District Municipality
EMN 25	Nehru Rd Res	Ladysmith reticulation water storage	uThukela District Municipality
EMN 26	Clear Waters Res	Ladysmith reticulation water storage	uThukela District Municipality
EMN 27	Rosepark Res	Ladysmith reticulation water storage	uThukela District Municipality
EMN 28	Nambithi Res	Ladysmith reticulation water storage	uThukela District Municipality
EMN 29	Mbulwana Res	Ladysmith reticulation water storage	uThukela District Municipality
EMN 30	Aasvoelkop Res	Ezakheni reticulation water storage	uThukela District Municipality
EMN 31	Abattoir Hill Res	Ezakheni reticulation water storage	uThukela District Municipality
EMN 32	Weltevreden Res	Ezakheni reticulation water storage	uThukela District Municipality
EMN 33	Rose Valley Res	Ezakheni reticulation water storage	uThukela District Municipality
EMN 34	Unit A Res	Ezakheni reticulation water storage	uThukela District Municipality
EMN 35	College Res	Ezakheni reticulation water storage	uThukela District Municipality
EMN 36	Ezakheni Res	Ezakheni reticulation water storage	uThukela District Municipality
EMN 37	Colenso Res	Colenso reticulation water storage	uThukela District Municipality
EMN 38	Berea Res	Colenso reticulation water storage	uThukela District Municipality
EMN 39	Erishsen Res	Colenso reticulation water storage	uThukela District Municipality
EMN 40	Ladysmith Zone	Reticulation to Ladysmith/Steadville	uThukela District Municipality
EMN 41	Ezakheni Zone	Reticulation to Ezakheni	uThukela District Municipality
EMN 42	Colenso Zone	Reticulation to Colenso/Nkanyezi	uThukela District Municipality

² Source: UDM SERVICES AUTHORITY: WSDP: *Water & Sanitation Backlog Eradication Strategy, 29 June 2007*

For planning purposes and prioritisation, the following definition will be applicable:

KEY	
Below Basic	Water carrier, tanker, well, dam, river, stream, spring and other
Basic:	Tap
Intermediate:	Piped water on site
Fully Serviced:	Water within dwelling

Table 16: Type of Water Services

LEVEL OF SERVICE	CENSUS 2001	COMMUNITY SURVEY 2007
Piped water inside dwelling	32.5	40.8
Piped water inside yard	22.4	22.2
From access point outside the yard	25.3	15.4
Borehole	8.3	14.8
Spring	3.5	2.2
Rain-water tank	2.0	0.3
Dam/Pool/Stagnant water	3.5	0.9
River/Stream	0.6	2.0
Water Vendor	0.5	0.0
Other	1.4	1.4
TOTAL	100.0%	100.0%

Ref: ELM IDP: Source: Statistics South Africa, 2007

Existing Infrastructure: Rural³

The existing known rural infrastructure is given in this section and has been divided between bulk, schemes and rudimentary supply. A brief description of the main aspects of these schemes is given in the following table.

Table 17: ELM Rural Infrastructure

Scheme Name	Comp. ID	Source	Commiss.	Level of Service	Current WSP	Est. Population
Ezintabeni	Emn 101	Ezakheni WTW	2000	Standpipes	uThukela DM	2073
Mthandi	Emn 102	Ezakheni WTW	2002	Standpipes	uThukela DM	2000
Qinisa	Emn 103	Ezakheni WTW	2003	Standpipes	uThukela DM	2,000
St Chads	Emn 104	Ezakheni WTW	2002	Standpipes	uThukela DM	7253
Burford	Emn 105	Boreholes (2)	2001	Standpipes	uThukela DM	6088
Driefontein	Emn 106	Borehole	2001	Standpipes	uThukela DM	2930
Kirkentulloch	Emn 107	Borehole	2001	Standpipes	uThukela DM	3326
Peace Town	Emn 112	Borehole	2001	Standpipes	uThukela DM	3331
Watersmeet	Emn 115	Borehole	2001	Standpipes	uThukela DM	8881
Roosboom	Emn 113	Borehole	2001	Standpipes	uThukela DM	1200
Van Reenen	Emn 114	Borehole	2001	Yard taps	uThukela DM	356
Madilika	Emn 108	Spring		Standpipes	uThukela DM	1320
Matiwanoskop	Emn 109	Spring		Standpipes	uThukela DM	20000
Mtateni	Emn 110	Spring		Standpipes	uThukela DM	600
Nkunzi	Emn 111	Spring		Standpipes	uThukela DM	600

Source: UDM SERVICES AUTHORITY: WSDP: *Water & Sanitation Backlog Eradication Strategy*, 29 June 2007

Bulk water schemes

The rural areas that receive water from bulk schemes include St Chads, Mthandi, Qinisa and

Ezintabeni. Surface water is not used directly to supply water to these rural areas within

³³ **Source:** UDM SERVICES AUTHORITY: WSDP: *Water & Sanitation Backlog Eradication Strategy*, 29 June 2007

ELM. However the water comes from Ezakheni WTW, which abstracts water from the Tugela River. As such there are no WTW or WWTW in these rural areas. Sanitation in these areas is VIP or lower.

A summary of the components of these schemes is given in the following tables.

Water is pumped from the Ezakheni WTW – DM to provide further outstanding information. Maintenance of infrastructure is on demand.

Rural water schemes

There are 11 communal rural schemes within ELM that utilise groundwater as a resource, either through boreholes or springs. Surface water is not used directly as a formal supply resource within the rural areas of ELM. The rural schemes include Burford, Driefontein, Watersmeet, Peace Town, Kirkentulloch, Van Reenen, Roosboom, Matiwanoskop, Madilika, Mtateni and Nkunzi.

Data on the first five schemes was obtained from Mvula Trust, as they were the implementing agents. Detailed information on Van Reenen, Roosboom Matiwanoskop, Madilika, Mtateni and Nkunzi still needs to be obtained.

In addition to the water schemes, the DM supplies a basic survival level service through boreholes equipped with handpumps and protected springs. These resources are referred to as a rudimentary supply, and are used to service those areas where a communal rural water scheme is not yet in place.

There are no WTW or WWTW in the rural areas. The water is purified via manual chlorination in the reservoirs. Maintenance of infrastructure is on demand.

(See Annexure 8 – Infrastructure and Services: Water)

3.9.4 Sanitation

This function is also within the competency of uThukela District Municipality.

Table 18: Type of Sanitation Services

LEVEL OF SERVICE	CENSUS	COMMUNITY SURVEY
	2001	2007
Flush Toilet (connected to Sewerage System)	44.5	45.7
Flush Toilet (with septic tank)	0.9	9.4
Dry toilet facility	0.0	10.6
Chemical Toilet	2.8	6.4
Pit latrine with Ventilation (VIP)	8.7	22.7
Pit Latrine without Ventilation	33.0	0.2
Bucket Latrine	0.9	0.0
None	9.1	5.0
TOTAL	100.0%	100.0%

Ref: ELM IDP: Source: Statistics South Africa, 2007

The table above clearly demonstrates that Municipality has a low sanitation backlog with only 5% of the total municipal population that has no access to a toilet facility. Furthermore the bucket toilet system has been completely eradicated.

⁴In general sanitation within the rural areas is provided as VIP latrines. Once built this infrastructure belongs to the household. Therefore, in the rural areas sanitation infrastructure is minimal.

VIPs require pumping or redeveloping every five to ten years. These costs are usually borne by the consumer. However, apart from the current sanitation projects, there are many persons within the area have no sanitation provided. The DM is planning to address this backlog.

(See Annexure 9 – Infrastructure and Services: Sanitation)

3.9.5 Solid Waste Management

Refuse Removal Service is solely confined to the urban areas. The challenge is to make provision for refuse removal of rural areas which consists of 13 wards from a total of 25 wards. The Municipality has however completed a study into the alternative means of providing this service to the rural component in an effective manner.

Table 19: Frequency of Solid Waste Removal

LEVEL OF SERVICE	CENSUS 2001	CENSUS 207
Removed by Local Authority at least once a week	52.3	51.2
Removed by Local Authority less often	0.3	3.1
Communal Refuse Dump	0.9	1.2
One Refuse Dump	35.7	39.0
No Rubbish Disposal	10.8	4.6
Other	0.0	0.9
TOTAL	100.0%	100.0%

Ref: ELM IDP: Source: Statistics South Africa, 2007

⁴ **Source:** UDM SERVICES AUTHORITY: *WSDP: Water & Sanitation Backlog Eradication Strategy, 29 June 2007*

3.10 SPATIAL DEVELOPMENT ISSUES

This section seeks to outline pertinent issues relating to Spatial Development element within the ELM, which are as follows

- ❖ The strategic location of the towns (Ladysmith, Ezakheni, and Colenso) along and on the main access routes (i.e. N3 & N11) makes them highly accessible;
- ❖ The number of roads dissecting the area creates strong linkages with major urban centres and adjacent municipalities, as well as provinces;
- ❖ High potential agricultural land to the North;
- ❖ A number of areas of historical and heritage importance, including Platrand and Lombardskop;
- ❖ The strategic location of a major tourist attraction such as Drakensberg and the battlefields;
- ❖ High quality potential recreation resources (e.g. Qedusizi Dam, Windsor Dam etc)
- ❖ Relatively low levels of access to urban services and facilities for some rural communities; and
- ❖ Extensive area of watercourses requiring careful environmental management.

SECTION 4: CURRENT SPATIAL PATTERN

In addition to the Municipal Context (Section 3) above, the aim of this section is to take an overall look at key spatial elements within the ELM and how they relate to the preparation of the a SDF.

4.1 COMPOSITION OF DEVELOPMENT CENTRES

For ease of understanding, the composition of Development Centres within the ELM are the significant settlement areas have been informally ranked as Primary, Secondary and Tertiary settlements, based on the current SDF and stratified in terms of existing infrastructure, services and economic diversification. The ranking is not scientifically based, but attempts to highlight which places are more prevalent spatially and with respect to economic role and service function at a municipal level.

It must be noted that the Composition analysis relates directly to Towns and Settlements and their structure. The creation of this division within the urban fabric, acts as an informative tool, which will help guide the SDF in creating points of interest and concentration.

4.1.1 PRIMARY ADMINISTRATION CENTRE

As discussed above, Ladysmith is the most dominant urban area within the ELM and is referred to as the Primary Administration Centre, owing to its diverse economy (when compared to the other main centres), superior level of infrastructure and service, and sphere of influence.

4.1.2 SECONDARY CENTRES

Whilst their potential and reach is somewhat inferior to Ladysmith, these settlements are the key links to the rural hinterland, as they are the only “trading posts” for these areas.

The definitive reason behind these towns being classified as Secondary Centres, is their development potential as well the thresholds of service that

exist which are significant smaller to those within the major town centre of Ladysmith.

Table 20: Secondary Centres

NAME	LOCATION/DESCRIPTION
Matiwanoskop Complex	<p>The Matiwanoskop complex is located to the north of the urban core of Ladysmith and in close proximity to the N11. Primary access to the site is via a gravel road linking Collings Pass and Free State to the N11. There are two secondary access roads to the community with one servicing the Jononoskop settlement and linking it to the N11, while the other links the Matiwanoskop settlement to the Driefontein Complex.</p> <p>Existing settlements are generally located along the primary and secondary access roads. There are three settlement clusters in the complex, namely; Matiwanoskop adjacent to the primary access, Jononoskop to the south adjacent to the secondary access, and a further cluster of settlements to the north adjacent to the primary access.</p> <p>Two infill developments have been identified, namely to the north of the settlement adjacent to the existing settlement clusters, and to the east of the settlement between the Matiwanoskop settlement and the eastern complex boundary.</p> <p>Large portions of the complex are currently unutilized for agricultural purposes due to existing communal grazing camps or to the existence of watercourses.</p>
Driefontein Complex	<p>The Driefontein complex is situated directly to the north of the Ladysmith CBD. The complex consists of the settlements of Driefontein, Watersmeet, Kirkintulloch and Burford.</p> <p>Primary access is via the D343 to Ladysmith and via the D189 to the N11. There are five secondary access roads identified within the complex,</p>

	<p>including the D44, D798, D837, D836 and the D797.</p> <p>Three roads have been identified as tertiary access roads and move eastwards from Driefontein and linking together towards Besters. Existing settlements are predominantly urban/formal in nature, however suitable land exists for the development of infill settlements between existing residential areas as well as between these areas and the primary and secondary access roads (Land ownership would have to be determined)</p> <p>Large portions of the complex to the north, as well as small pockets adjacent to Burford and Kirktulloch, are currently unutilized due to existing communal grazing camps or due to the existence of dongas associated with watercourses.</p>
<p>Colenso Complex</p>	<p>The Colenso complex is located in the extreme south of the municipality and straddles the R103. The Primary access is via the R103 linking Colenso to Ladysmith and two tertiary access roads have been identified, namely; the road linking the R103 to the CBD and portions of the town between the rail line and the R103, and the access road to the east of the settlement serving the previously non-white areas.</p> <p>The Tugela river is the significant watercourse within the settlement with several other smaller watercourses intersperse the area and the existing settlements are buffered from these in the form of open space system.</p> <p>The majority of the settlement is located on formal cadastral (Urban), there are however smaller pockets of informal settlements.</p> <p>In terms of infill development, there exist `suitable' (<i>subject to specialist's studies</i>) land which have been identified.</p> <p>Large portion of the settlement have been identified for low impact agriculture.</p>
<p>Van Reenen Complex</p>	<p>The Van Reenen settlement forms a kidney shape settlement which straddles the N3 between Harrismith and Ladysmith. The settlement has the</p>

potential to develop into a tourism node particularly with the potential development of the Polo Estate.

Existing settlements are located to the north of the N3.

Infill development has been identified to the south of the N3 whereas a small portion has been identified to the east of the existing settlement.

Van Reenen has also been identified as a Tourism Node as it is the gateway to the province of KwaZulu Natal and is the first settlement tourists pass through on the voyage southwards along the N3. Existing tourism facilities are clustered within this node.

4.1.3 TERTIARY CENTRES

In general terms, the Tertiary Centers are emerging centers characterized by population densification, which have located themselves along transport routes. Whilst there maybe instances of basic administrative functions being available as well as localized services, these areas are poorly serviced and poverty is rife.

As with above, from a intervention point of view it is important to rank these centres in terms of those that are well serviced through to those that are poorly serviced, in turn determining the level of intervention need at the these centres.

Table 21: Tertiary Centres

NAME	LOCATION/DESCRIPTION
Roosboom Complex	<p>The Roosboom complex consists of linear development which is in close proximity and straddles the R103 from Ladysmith to Colenso. The settlement is also bisected by the P182 which links the R103 to the N3 and Winterton.</p> <p>Primary access is via the R103 linking Ladysmith to Colenso, however this route is primarily a movement corridor.</p> <p>Existing settlements are located adjacent to the R103 as well as in two strips to the west of the complex.</p> <p>Large portions of agricultural land in the area are currently underutilized and this could be attributed to the current practices of communal grazing and significant watercourses.</p>
Blue Bank Settlement	This settlement is located to the west of the N3 adjacent to the P187.
St. Joseph's Mission	Similar to the Blue Bank settlement, this settlement is located to the west of the N3 adjacent to the P409 and is located on old Mission ground.
Droogval Settlement	<p>This settlement is located to the west of the N11 and north of the urban core of Ladysmith.</p> <p>The settlement is predominantly rural in nature</p>
Steincoal Spruit Complex	These settlements are located adjacent to the R602 and in close proximity to the Wasbank settlements in the Endumeni Municipality.
Lucitania Settlement	This settlement is situated to the north of the Collings Pass Road which links the N11 to the Matiwanoskop complex, as well as to the Free State. It is also predominantly rural in nature

4.2 DEVELOPMENT CORRIDORS

The ELM IDP has identified a number of roads as part of their Development Corridor network based on condition of roads, level of access afforded and its importance at a district/regional scale in terms of access to economic and service centers, and as carriers of investment. The existing Development Corridors are broken down in descending order (in terms of the above criteria) into Primary, Secondary and Tertiary Corridors.

4.2.1 Primary Corridors

Table 22: Primary Corridors

NAME	LOCATION/DESCRIPTION
N3 National Freeway	<p>The N3 is the Primary transportation route that traverses the municipality to the west. The corridor is however, largely a movement corridor between the dominant urban cores of Johannesburg and Durban.</p> <p>Due to the limited access nature of this road, opportunity points exist at key intersections and off-ramps along its route of which only one occurs in the municipality. This intersection (246), where the R103 and N3 intersect, does not offer many opportunities for development.</p> <p>The other intersection, which is the closest to the urban core of the municipality, namely the N11 and N3 interchange, is not located in the municipality and falls in the Okhahlamba Local Municipality.</p>
N11 Corridor	<p>As with the N3, the N11 corridor is a movement corridor transporting vehicular traffic from Gauteng to Durban. This corridor forms an alternative route from KwaZulu-Natal to Gauteng. Due to the lower volumes of traffic along this road,</p>

and the fact that it is largely being utilised as an alternative route by trucks and other freight vehicles, very few opportunities exist to develop nodes along the route.

One potential position for node, however, is at the R602 and N11 junction which leads traffic of the N11 to the Endumeni Local Municipality. Here numerous commercial enterprises have been established in the past, some enjoying some levels of success, but the majority not able to realise same.

There are Direct Access Centres (DAC) (petrol filling stations and ancillary facilities) along the N11 between the N3 and Newcastle.

4.2.2 Secondary Corridors

Table 23: Secondary Corridors

NAME	LOCATION/DESCRIPTION
R103 between N3 and Ladysmith	This road links the N3 to Ladysmith and passes through the settlement of Brookfield. This is a movement corridor and limited opportunities exist for the development of nodes along this corridor. As aforementioned, one opportunity exists in the vicinity of the N3 and R103 intersection, although this is limited due to the fact that this interchange is tolled by SANRA which may discourage the free flow of traffic through this intersection.
R103 between Colenso and Ladysmith	This route's primary function is also that of vehicular movement and is used by residents as an alternative route to avoid the tolls on the N11 and N3 interchange. This corridor links the urban core of Ladysmith with the Roosboom settlement and the Colenso complex.
Road between Steadville and Colenso	As the R103 between Colenso and Ladysmith, this road is used as an alternative route to access the N3. Residents and road users from up-country, including Dundee and Newcastle, use this road to by-pass the CBD of Ladysmith in the travels north and south.
Road from the N11 through Ezakheni through to the Indaka Municipality	This route carries heavy commuter traffic between Ezakheni and the CBD.

4.2.3 Tertiary Corridor

Table 24: Tertiary Corridors

NAME	LOCATION/DESCRIPTION
Driefontein Access Road	This road forms a loop which links the Driefontein complex to Ladysmith via the N11 to the east, and to the R103 to the west. This road is primarily an access road for the Driefontein community.

4.3 BROAD LAND USE STRUCTURE

4.3.1 Existing Urban Areas

These are formalized urban areas, which are covered by a Town Planning Scheme. These areas have an urban setting usually with a concentration of economic and administration activities that accommodates the municipal offices, major schools, main police station and magistrate court as well as a large variety of commercial, industrial, and retail outlets.

The more formalized urban areas of Ladysmith geographically occupy a relatively small area of the municipality. These areas include Ladysmith, Ezakheni, and Colenso including Inkanyezi. However, these areas are characterized by a high concentration of people as they provide high economic opportunities and social services.

As a major centre in the District, Ladysmith is characterised by inward migration thereby exacerbating pressure on urban services. Water shortages are increasingly becoming a problem in Ladysmith. Demand for housing is also high. These settlements are densely populated and therefore require a high level of social services and engineering infrastructure.

4.3.2 Tribal Areas

The municipality has one tribal area, namely, Abantubgwa-Kholwa. This tribal area of the ELM covers a small geographic area within the municipality. However, it is characterised by the highest population densities in the municipality, with densities of up to more than 500 people per square kilometre.

This is where the majority of the households reside. This area is characterised by lack of social, economic and bulk infrastructure coupled with an extremely weak economy. The area known as Driefontein Complex is classified as a secondary node in the municipal Spatial Development Framework.

In the Municipal Integrated Development Plan (IDP) this complex has been identified as an area of priority spending by the municipality. The high densities provide an opportunity for the provision of both infrastructure and social services.

4.3.3 Farmlands

The farmlands cover a large extent of the municipal geographic area. However, population densities are significantly low with densities of up to 20 people per square kilometre. Wards 24,23,8 and parts of ward 7 and 13 respectively have significantly low densities of less than 5 people per kilometre square. As a consequence thereof, the provision of bulk services proves to be expensive particularly water-borne sewage and on site water supply. This includes the areas of St Chad's Roodepoort, Roosboom and Elandslaagte amongst others.

High levels of mechanization, seasonality and the vulnerability of the agricultural sector to trade liberalization has led to a further loss of jobs in the sector. Thus these areas are to experience a decline as their economic base continues to get eroded.

4.3.4 Agricultural Areas

Agricultural land within ELM comprises approximately 270 000km² which represents $\pm 3\%$ of KwaZulu-Natal agricultural Land. Ordinarily, the subdivision of agricultural land is discouraged.

4.4 KEY ENVIRONMENTAL ISSUES

As part of the ELM IDP Process, an evaluation of the existing environmental situation/issues was not carried out in the form of a Strategic Environmental Assessment (SEA).

The evaluation of key environmental issues for the purposes of this report is based on available literature review which entails an assessment of Biophysical Issues, and is evaluated in terms of their Strengths, Weaknesses, Opportunities and Treats (SWOT Analysis).

This section will further take this analysis by looking at what responses Spatial and Development Planning can make to such issues, if any:

Table 25: SWOT Analysis

STRENGTHS	
Issues	Spatial Development Planning Response
<ul style="list-style-type: none"> • Although there is only one formally proclaimed conservation area within the municipality, namely Tugela Drift Nature Reserve, there is always potential to further increase this conservation area and thereby further improve tourism potential and biodiversity service delivery. • The KZN Wildlife Minset and C-Plan analysis identifies other sensitive areas requiring formal conservation. Minset areas identified include: <ul style="list-style-type: none"> ▪ The 'mandatory reserve' areas correspond with the C-Plan areas of irreplaceability; and ▪ Several areas are identified as areas for 'negotiated reserves'. <p>C-Plan areas identified as areas of 'irreplaceability' include:</p>	<ul style="list-style-type: none"> • Spatial and Development Planning tools such as IDP's, SDF's and LUMS etc must recognize and protect such areas, and should be flexible enough to accommodate future conservations areas.

<ul style="list-style-type: none"> ▪ The areas to the north-east of the municipality corresponding with the high-lying areas and forming important Catchment areas. • The eKangala Grassland Trust has developed a C-Plan for the grasslands to the north-west of the municipality in the Drakensburg range that carries on up into the Amajuba District Municipality (DC25). This information has as yet never been aligned to the spatial planning of the ELM. eKangala C-Plan areas include: <ul style="list-style-type: none"> ▪ The lying areas along the western boundary of the Municipality which link in with other grassland areas in the Amajuba DM, as well as in the Thabo Mofutsanyane DM in the Free State. 	
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WEAKNESSES

Issues	Spatial Development Planning Response
<ul style="list-style-type: none"> • Degradation of wetlands as identified as a result of cultivation, communal grazing and artificial drainage, river nitrification, dams, urbanisation, soil erosion and alien plant invasion will have far 	<ul style="list-style-type: none"> • Spatial and Development Planning tools such as IDP's, SDF's and LUMS etc must recognize and protect such areas.

<p>reaching consequences for ecological function and water quality.</p> <ul style="list-style-type: none"> • Informal settlements specifically on the banks of rivers and near major roads are a weakness that must be addressed. Informal housing has large biophysical, and social impacts namely water pollution due to a lack of water or sanitation, aesthetic impacts, poor land management and health and safety issues • Areas of eco-tourism, conservation and flood plains are classified as un-developable land as they are prone to disaster. Parts of the municipality particularly along the Klip River are on the floodplain and they are inherently prone to flooding. 	<ul style="list-style-type: none"> • Spatial and Development Planning tools such as IDP's, Housing Sector Plan, SDF's and LUMS should create a framework within which suitable Housing sites are identified and recommended.
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<p style="text-align: center;">OPPORTUNITIES</p>	
<p style="text-align: center;">Issues</p>	<p style="text-align: center;">Spatial Development Planning Response</p>
<ul style="list-style-type: none"> • An open space system will help to ensure the maintenance of the biodiversity and amenity of the municipality. • To ensure linkages and the added benefit of improving biodiversity goods and services, the plan should focus on catchments and rivers as well as entry points to the area in terms of amenity. 	<ul style="list-style-type: none"> • All Spatial and Development Planning tools, initiatives, objectives, projects and programs must recognize and incorporate such an Open Space System should and when one is adopted. Furthermore delineate of boundaries for areas that have the potential to be included on the L'MOSS. • The development, implementation and management of the Municipal

<ul style="list-style-type: none"> • This should look at the existing areas and work of the conservancies as well as the existing protected area. • A Land Use Management System for the municipality is critical to ensure sustainable well planned development that will not jeopardise the biodiversity, amenity or atmosphere of the municipality. The Open Space System as discussed above should be incorporated into this. • Visitors are often impressed by the abundant greenery and well-maintained open spaces that are available for leisure, recreation and tourism 	<p>Land Use Management System (LUMS) must promote sustainable development as well as protect and promote the amenity cultural heritage and biodiversity of the Municipality as educational and tourism resources.</p> <ul style="list-style-type: none"> • Areas of biodiversity and conservation, together with the rich cultural heritage of the ELM form part of conservation “green routes” and heritage routes (battle fields) respectively, which often cross over into adjacent municipalities. It is important for Spatial and Development Planning to recognize such linkages and exploit potential “cross border” opportunities that may exist. • The value of landscape forms in the municipality should be conserved
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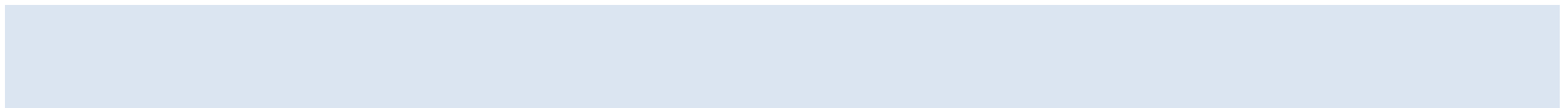
THREATS

Issues	Spatial Development Planning Response
<ul style="list-style-type: none"> • Subdivision of agricultural land is of concern as small subdivisions have in the past proved to be unsustainable and therefore have an impact on the agricultural potential and economic development of and area. • A total in excess of 10% of the entire surface area of the ELM 	<ul style="list-style-type: none"> • Guidelines for development controls and LUMS must be set in a manner that eliminates over-exploitation and strives for greater yield through sustainability. • The following needs to be undertaken to ensure that the conservation of the Minset and C-Plan areas occurs:

<p>which has been severely degraded through dense settlement and associated heavy trafficking and grazing pressures.</p>	<ul style="list-style-type: none"> • The identification of the spatial “footprint” of these areas needs to be linked to the cadastral base for the municipality and the exact extent of the areas needs to be rationalised beyond the raster two-by-two kilometre cells currently provided. • The municipality needs to develop bylaws and incentives to entice land owners in these areas to participate in conservation initiatives for the identified areas. These areas need to be incorporated into the ELM LUMS to ensure planning control over development within these areas.
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THREATS	
Social Issues	Spatial Development Planning Response
<ul style="list-style-type: none"> • Over development of the area due to the large demand for tourism and residential development in the area is a threat to the atmosphere and as such the areas appeal as a tourism destination. • Game ranching with its tourism components is a growth potential. <p>The underlying land for all prioritized projects is owned by Council with the exception of Mthandi Project where land is in Tribal</p>	<ul style="list-style-type: none"> • Spatial and Development Planning must ensure that development is sustainable yet able to capitalize of current economic growth without altering the status quo. Adopted Nodal Plans must be strategic and capitalize on local strengths and opportunities. • Guidelines for development controls and urban design must be set in a manner that preserves atmosphere and aesthetics of nodes in relation to their function.

<p>ownership.</p> <ul style="list-style-type: none"> • Due to the lack of employment opportunities within the municipality and the cutting back of farm worker employment opportunities much of the population is involved in migrant labour. 	<ul style="list-style-type: none"> • Spatial and Development Planning with the in the pursuit of stimulating LED in the Municipality can aid in improving job opportunities, in turn reducing the rate of migrant labor as well as increasing the local labor pool.
<p>Economic Issues</p>	<p>Spatial Development Planning Response</p>
<ul style="list-style-type: none"> • Inappropriate development will impact on the aesthetics and amenity of the area and will result in a loss of tourism potential. 	<ul style="list-style-type: none"> • Guidelines for development controls and urban design must be set in a manner that preserves atmosphere and aesthetics of nodes in relation to their function. Thereby sustaining the attraction to the area



(See Annexure 10 – Current Spatial Pattern)

4.5 HOUSING PROJECTS

In terms of intervention with the principal aim of minimising the existing housing backlogs, the following projects tabulated hereunder are currently being implemented and have been budgeted for by the Department of Housing.

Table 26: Current Housing Projects

Name of Project	Date of Initial Approval	Instrument	No of Subsidies
St Chads (Urban)	15/12/03	PLS Slums	2 500
St. Chads (Rural)	15/12/03	PLS	544
Steadville Area (J)	16/10/02	PLS	967
Ezakheni B&C Phase 2	23/12/02	PLS	1 000
Umbulwane Area (H)	11/07/97	PLS Slums	560
UmbulwaNE Phase 1	22/01/97	PLS	194
Umbulwane Phase 2	22/01/97	PLS	259
Roosbom Phase 3	27/08/02	PLS	200
Ntombi Camp	22/06/97	PLS	509
Steadville Area E	24/03/04	PLS	175
Steadville Phase 4	31/03/99	PLS	168
Ezakheni Section C		PLS	688
TOTAL			7 764

Ref: ELM IDP: Source: Statistics South Africa, 2007

4.6 KEY SPATIAL PLANNING AND DEVELOPMENT ISSUES

Table 27: SWOT Analysis

STRENGTHS	
Issues	Spatial Development Planning Response
<ul style="list-style-type: none"> • The Municipal Area has good Agricultural Potential particularly in areas located to the north adjoining Amajuba DM, as well as the central and eastern portions of the ELM. • The strategic location of the towns (Ladysmith, Ezakheni, and Colenso) along and on the main access routes (i.e. N3 & N11) makes them highly accessible; • The number of roads dissecting the area creates strong linkages with major urban centres and adjacent municipalities, as well as provinces; • A number of areas of historical and heritage importance, including Platrand and Lombardskop; • The strategic location of major tourist attractions such as Drakensberg and the battlefields; • High potential quality recreation resources (e.g. Qedusizi Dam, Windsor Dam etc) • Rail Tourism: TKZN accepted a Rail Tourism Strategy for the province where Ladysmith forms a core railhead for the trips into the Battlefields and Drakensberg. • Climate Conditions: Ladysmith has welcoming climate that all its inhabitants take pleasure in. • Heritage: Ladysmith, Proclaimed in 1850 was named after the Spanish wife of Sir, Harry Smith. It made international headlines at the end of the 19th Century when it was besieged for 118 days during the most 	<ul style="list-style-type: none"> • These areas need to be incorporated into ELM LUMS to ensure planning control over developments within these areas • Plan for/Control development (Land Use Management) to a degree that is not detrimental to the natural assets of the ELM, nor does under-capitalize on them. • Ensure that a synergy exists between the Spatial/Development Planning function of the Municipality and the Social and Community Based Projects Program. • Development however must occur in a manner that capitalizes on the natural resources in a manner that stimulates the Local Economy without detriment to natural environment. • Encouragement of development that supports such tourism potential e.g. deregulation of B&B establishments etc. • Planning and investment in roads and corridors, in a manner that unlocks the hinterland. • A strategic location of industrial development to ensure the proximity to labour pool.

crucial stage of the Anglo Boer/South African War. Its historic heritage is its main claim to fame, with many fascinating sites to discover.

WEAKNESSES

Issues	Spatial Development Planning Response
<ul style="list-style-type: none"> • The major challenge faced by the municipality is with regard to the spatial location of informal settlements as their emergence was ad hoc with no consideration of spatial planning rationale. Backyard shacks are also common and constitute part of the slums clearance programme. • Poverty and unemployment is a problem throughout the country however it is particularly problematic in rural areas. • As a small to medium entity the Municipality faces challenges in respect of infrastructure, socio-economic, local economic development, spatial and housing issues and lastly around delivering social facilities. 	<ul style="list-style-type: none"> • All informal settlements in the ELM have been prioritised for implementation in line with the Provincial Department of Housing commitment to eradicate slums by 2010. • Spatial and Development Planning tools such as IDP's, SDF's and LUMS should create a framework within which suitable sites are identified and recommended • Spatial and Development Planning should align themselves with existing Poverty Reduction strategies and flexible enough to accommodate future strategies.

<ul style="list-style-type: none"> • Lack of quantifies base line information regarding back logs in order to establish the status quo; • Lack of operations and maintenance needs to be catered for in order to refurbish infrastructure • Lack of sector plans; 	<ul style="list-style-type: none"> • Planning and investment in roads and corridors, in a manner that unlocks the hinterland and improves Agriculture and Tourism Potential. • Spatial and Development Planning should encourage Mixed Used Development within the Development Nodes of the Municipality, thereby overcoming and eventually eliminating Income Dispersion. • Densifying existing urban nodes in appropriate locations and strengthening secondary service centres. • Promote development along corridors; • Promote development and investment for CBD regeneration; • Accelerate service delivery at all levels;
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OPPORTUNITIES

Issues	Spatial Development Planning Response
<ul style="list-style-type: none"> • Social upliftment as a result of economic growth is an expected positive spin off. Economic growth is expected mainly in areas of tourism attraction such as the Battlefields, near the protected areas as a result of increased tourism interest. • Care should however be taken to strategically determine nodes for various types of development. • This will help the preservation of the holiday atmosphere of the tourist and residential nodes and enable efficient service delivery to the various tourism, residential, agricultural an industrial nodes. 	<ul style="list-style-type: none"> • Spatial and Development Planning must ensure that development is sustainable yet able to capitalize of current economic growth without altering the status quo. • Adopted Nodal Plans must be strategic and capitalize on local strengths and opportunities. • Guidelines for urban design must be set in a manner that preserves atmosphere and aesthetics of nodes in relation to their function.

- Provision of housing and basic services, particularly in the rural areas, including the identification of areas with potential for housing development and the formalisation of current informal or overcrowded settlements with housing, sanitation and storm water drainage.
- Through increasing awareness of planning documents and procedures in the municipality, integrated development will be encouraged and community capacity increased to enable the communities to realise development opportunities in their areas.
- As mentioned above the municipality has a large capacity for tourism and value adding in the agricultural industry.
- Economic growth through integrated development that fits with municipal spatial planning objectives will uplift the economic environment without encouraging piecemeal development.
- Optimisation of the tourism potential of the region, through sustainable development and association with the district tourism promotion, will highlight the environmental and tourism assets of the area and aid in poverty alleviation.
- In terms of PSEDS, the ELM area is identified as a Provincial Tourism Priority area as part of the cultural tourism sub-sector
- In terms of Industrial development, the corridor lining the two nodes of Ladysmith and Newcastle, form a secondary zone of industrial potential.
- In terms of the tertiary/service sector, the Ladysmith is identified as a third order node. It is also noted that such nodes are vital to supporting development in poor rural areas
- The varied and beautiful landscape of ELM and areas of relative seclusion offer tremendous potential for a
- Spatial and Development Planning tools such as IDP's, Housing Sector Plan, SDF's and LUMS should create a framework within which suitable Housing sites are identified and recommended.
- Bulk infrastructure provision must be planned in accordance with current threshold populations as well as anticipated growth rates.
- Public/Community Participation in the development of planning documents and planning procedures is of paramount importance.
- Plan for/Control development (Land Use Management) to a degree that is not detrimental to the natural assets of the ELM, nor does under-capitalize on them.
- Planning and development in a manner that unlocks inland areas.
- A synergy must be established between the objective both the ELM IDP and Spatial Planning Objectives.
- Spatial and Development Planning must take cognizance of and support DM level Tourism Promotion initiatives.
- These agri-tourism ventures should be developed in conjunction with the general tourism strategy

resurgence in agri-tourism.	
THREATS	
Issues	Spatial Development Planning Response
<ul style="list-style-type: none"> • Potential threats particularly for tourism are that of safety and security, Land invasion, illegal/inappropriate development • Due to the lack of employment opportunities within the municipality and the cutting back of farm worker employment opportunities much of the population is involved in migrant labour. • This has many social impacts and results in the demographic anomalies exhibited above such as the high percentage of the population that are not of employable age. • Inappropriate development will impact on the aesthetics and amenity of the area and will result in a loss of tourism potential. • Defective/Blocked Projects and Slow moving projects. • Over development of the area due to the large demand residential development in the area is a threat to the atmosphere and as such the areas appeal as a tourism destination. Areas of development pressure should mainly be along the identified nodes and development corridors. 	<ul style="list-style-type: none"> • Spatial and Development Planning must ensure that development is sustainable yet able to capitalize of current economic growth without altering the status quo. • Adopted Nodal Plans must be strategic and capitalize on local strengths and opportunities. Guidelines for development controls and urban design must be set in a manner that preserves atmosphere and aesthetics of nodes in relation to their function. • Spatial and Development Planning with the in the pursuit of stimulating LED in the Municipality can aid in improving job opportunities, in turn reducing the rate of migrant labor as well as increasing the local labor pool. • Guidelines for development controls and urban design must be set in a manner that preserves atmosphere and aesthetics of nodes in relation to their function. Thereby sustaining the attraction to the area

4.7 AREAS OF GREATEST NEED

The identification of these Areas of Greatest Need and the interrogation of it relationship with municipal population provides a solid foundation from which strategic interventions can be generated within the SDF, which will in turn facilitate:

- Direct Infrastructure Investment,
- Positive Action for Growth
- Basic Service Delivery to all.

Ladysmith/Ezakhani/Steadville Complex by its nature as a major urban node, an employment magnet area, and more resources will need to be channeled to ensure that economic and social opportunities are equally accessible to all people of the urban environment, and ensuring that there is a mixture of compatible land uses. Significant forms of housing development (informal settlement upgrade, hostel upgrade and low cost housing, middle income and inclusionary housing) that have been the focused around this Primary node bears testimony to its importance as an investment destination.

Driefontein Complex is identified as the area that is densely populated yet it lacks progressive development and the economy is very weak. This complex has been identified as an area of priority spending. It has also been identified for infill housing which will inevitably translate to more people who will invariably require more social and infrastructural services.

The **Matiwaneskop Complex** being already a densely populated area, more residential infill is earmarked which will have a similar effect to Driefontein both in terms of associated social –economic and bulk infrastructural services.

The Van Reenen Complex which forms a gateway to the Province and its strategic location cannot be ignored, thus a strategic investment on inherent tourism opportunities (proposed Polo Estate) as well as enhancement of existing tourism facilities should be encouraged. The proposed development would serve as an important employment driver to cater for the proposed residential infill development to the east of the existing settlement and to the south of the N3.

4.7.1 Concluding Remarks

The identification of the above areas of greatest need seek to subscribe to the notion of '*Redressing Imbalances*' ,with a specific focus on areas that have previously been at a disadvantage. The implications thereof are that future planning initiatives should route large portion of private sector investment into areas that were previously marginalized. Furthermore, the elected *criterion* seeks to amplify pertinent issues outlined above.

(See Annexure 11 – Areas of Greatest Need)

4.8 IMPLICATIONS FOR THE ELM SPATIAL DEVELOPMENT FRAMEWORK

The Municipal Situation (Section 3) as well as the above mentioned Current Spatial Pattern paints an adequate picture of the current situation for the ELM. A collective survey of spatial elements such as environment significance, urban composition as well the state of the economy, movement systems and Areas of Greatest Need make it possible to demonstrate resultant spatial imbalances in respect of the current situation.

Based on analysis documented above, it is now possible to illustrate the desired spatial form of the Municipality and align it with the goals and objectives of the IDP. The spatial pattern and resultant imbalances would also allow for the exhibition of the underlying spatial design principles which would convey the municipality's thinking of the desired spatial form.

SECTION 5: GUIDING DEVELOPMENT PRINCIPLES FOR THE EMNAMBITHI/LADYSMITH MUNICIPALITY

5.1 THE VISION

The current vision for the ELM has been unaltered since the 2007/08 IDP review. It is therefore deemed prudent to review the vision in relation to other proposed interventions such as EL'MOSS and Strategic Environmental Assessment. In the preparation of the Strategic Environmental Assessment for the ELM, the existing vision should be adapted to include environmental issues and it is thus recommended, for the sake of consistency, that the vision be as follows:

“By 2021, Emnambithi/Ladysmith will be KZN’s vibrant, industrial, commercial, trade and tourism inter-link, where all residents enjoy a prosperous, caring, safe & secure environment which promotes cultural diversity. The establishment of a sustainable community that will protect the natural resource base for present and future generations; to provide access for all to basic services without compromising the integrity of the natural resources, biodiversity and it’s associated goods and services on which these services rely and to reduce poverty through the creation of sustainable employment opportunities through the optimization of agricultural production and the realization of the areas of tourism opportunities.

The above vision has the following key elements thereto:

- **The establishment of a sustainable community.** It is implied that one community will be able to operate within the municipal structure and will be enabled to live.
- **The protection of the natural resource base.** The vision recognizes the importance of natural resources not only for the present generation, but also for the generations to come.

- **Basic services are to be made available to all without compromising natural resources.** Services should therefore be provided without disturbing the natural environment.
- **Creation of employment opportunities.** The focus in this respect remains firmly on the agricultural potential and tourism in the area.

5.2 GOALS AND OBJECTIVES FOR DEVELOPMENT

Without any reference to the identified community needs, the broad base of needs in terms of the current reality (backlogs in the provision of services, housing, etc.) is used to formulate the goals for achieving the perceived community needs.

- **Eradication of poverty**
- **Provision of water**
- **Provision of sanitation**
- **Road improvements**
- **Access improvements**
- **Provision of electricity**
- **Provision of health-care facilities**
- **Improvements in safety and security**
- **Provision of housing**
- **Provision of sports grounds, community centres and community halls**
- **Solid waste disposal facilities**
- **Educational facilities**

5.3 PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY (PSEDS)

The PSEDS is a KwaZulu-Natal (KZN) Provincial Government effort to eliminate the significant inequalities that exist within the sub-region, with specific regard to poverty and unemployment. The KZN Provincial Government has set itself a number of goals to confront such inequalities. These goals are focused on halving poverty and unemployment, which is also

in line with national objectives such as National Spatial Development Perspective (NSDP) and the Millennium Development Goals (MDG). The PSEDS is a provincially adopted strategy that aims to facilitate the achievement of the goals by the year 2014.

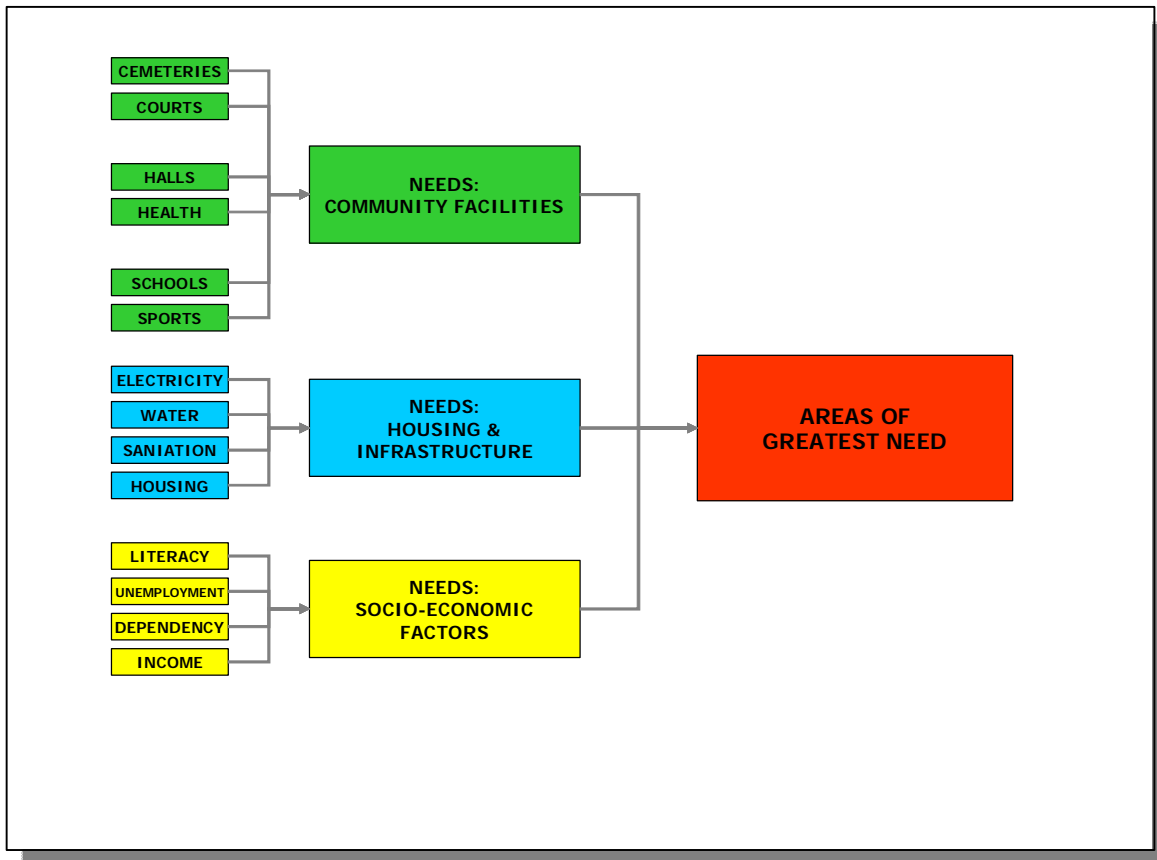
The PSEDS focuses on two core issues:

- All communities are to be provided with at least a basic level of service.
- Areas targeted for economic growth and development are provided with appropriate levels of infrastructure to attract investment interest – to address immediate needs as well as to provide for a reliable expansion and growth trends.

To achieve its goals and to deal with the issues set out above, the bases itself of four founding principles:

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

A key focus of the SDF should be a review of areas of highest Need and Potential.



The identification of these Areas of Greatest Need provides a solid foundation from which strategic interventions can be generated within the SDF, which will in turn facilitate:

- Direct Infrastructure Investment,
- Positive Action for Growth
- Basic Service Delivery to all.

SECTION 6: SDF DEVELOPMENT PRINCIPLES FOR THE EMNAMBITHI/LADYSMITH MUNICIPALITY

6.1 INTRODUCTION

In order to guide the preparation of the Spatial Development Framework certain universal development principles have been identified which all spatial plans should aim to meet.

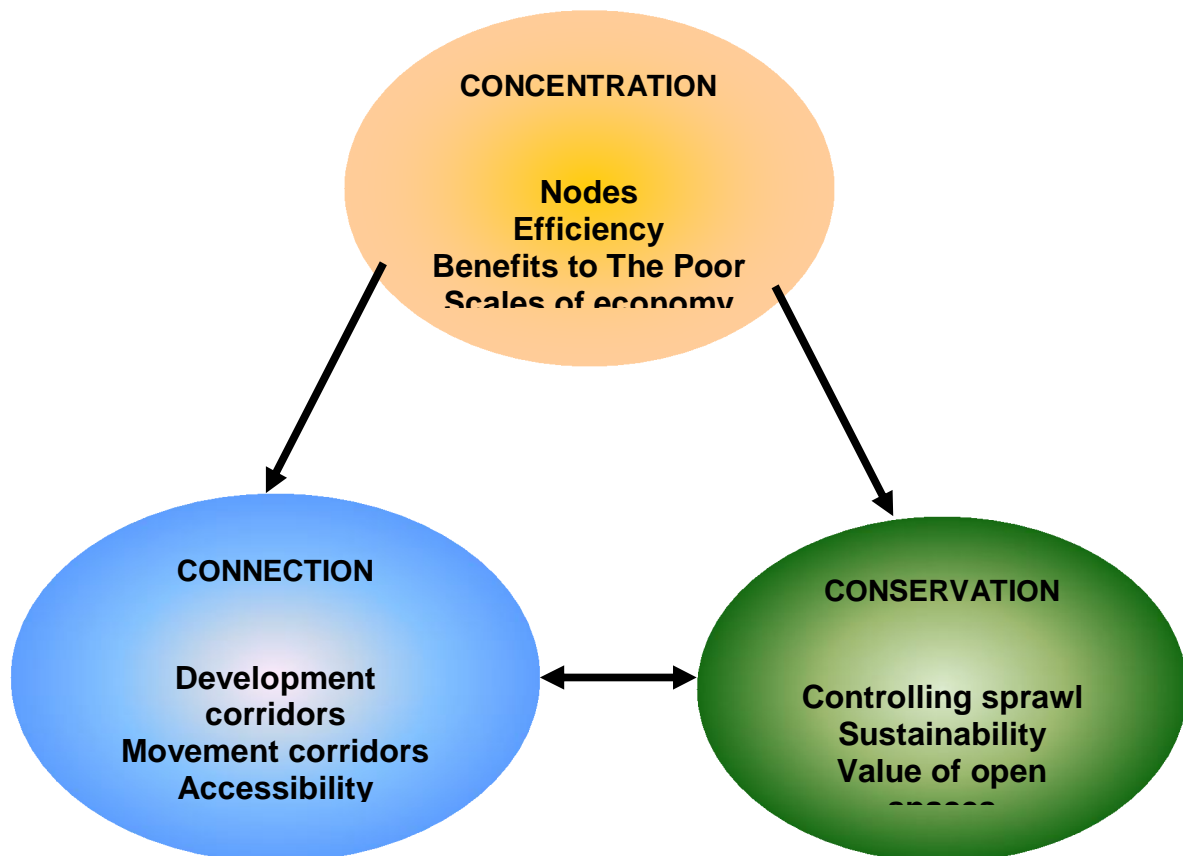
This section identifies the development principles that if met, would result in what could be considered good spatial form. In turn, if these principles are met the implication is that the *spatial aspects* of the municipal vision will also be met.

The principles thus offer a way of testing whether development decisions are appropriate or not.

In examining the principles of good spatial form it is important to note that:

- Spatial planning decisions taken by individuals as well as by organisations affect the economic, social and physical environment of an area.
- In the study area, spatial form has been largely influenced by political decisions of individuals and organisation.
- Given the strong rural base and scattered urban developments in the area, good spatial form should be examined in a way that creates balance between these two spatial characteristics.

The development principles that inform good spatial form are represented as follows:



6.2 CONCENTRATION

Spatial form should aim to achieve equitability by ensuring services and facilities are concentrated in areas of high accessibility.

This makes life more convenient and allows for such services and opportunities to be shared among communities and hence reduces duplication of inaccessible services.

Concentration of services and facilities allows for benefits through scales of economy.

Such clustering of facilities is time efficient and works to the benefit of the poor in particular who are frequently located on the periphery of serviced areas.

Concentration of services and facilities also promotes an efficient transport system. When development is concentrated at certain nodes, transport routes are clearly defined and serve maximum volumes of people with minimal facilities.

Areas with concentrated pockets of development promote vibrant economic and social life.

6.3 CONNECTIVITY

Transport networks are to be promoted as they are the 'veins' of economic growth and are an important catalyst in economic development.

Areas that are highly accessible through transport networks have better opportunities for economic growth by increasing their sphere of influence and in turn their market threshold increases.

When transport systems are in place and are reliable, goods can be quickly and efficiently transported thereby increasing investor confidence.

When diverse goods and services are located along the transport network that have high traffic volumes it allows for the generation of income by taking advantage of passing traffic.

Despite the above, it is important that the free flow of traffic is obstructed

In urban areas development corridors need be supported by dense residential bases.

6.4 CONSERVATION

Spatial planning should encourage sustainable, balanced growth and development within the carrying capacity of the area.

One of such mechanisms of this is through controlling urban sprawl and the conservation of agricultural and environmentally important land

Efficient land use management will preserve and support agricultural uses and maintain and revitalise existing urban centres.

Rural areas that are able to sustain themselves without being over dependant on urban areas are achieved through rural development and investment initiatives. In some cases this can mean tapping into other economic sectors.

Such conservation includes the preservation of natural resources. Spatial planning needs to conserve limited natural resources and ensure that sustainability is achieved.

Networks of open spaces are to be created which are accessible to all people.

Open space and natural resources can be used as a base on which to build the tourism industry.

6.5 SUMMARY

Good spatial form can be achieved through adherence to certain universal spatial principles. Concentration, connectivity and conservation are the core principles that need to guide spatial development.

However the applicability of these principles will vary from place to place depending on the location, type and function of existing development and the will of those in authority to implement them.

The benefits of applying these spatial principles are that all aspects of development i.e. economic, environmental and social benefit.

The next section searches for a spatial model that can be used to guide the development of the Spatial Development Framework. The choice of an appropriate model will be guided by whether it will ensure the three principles of development; concentration, connectivity and conservation, can be met.

SECTION 7: SPATIAL DEVELOPMENT FRAMEWORK

7.1 NEED FOR A SPATIAL MODEL

Spatial planning in any municipality must strive to facilitate the provision of appropriate services in order to meet basic needs and for social and economic upliftment to be achieved

The principal aim of the ELM SDF is to adequately display the municipality's "desired spatial form" which is in-line with the IDP and as well as other guiding documents. Thus a need arises for the application of an appropriate model to the development of the SDF.

An applicable model should enable the municipality to:

- ❑ realise the vision of the municipality, and the provision of services in an efficient and sustainable manner;
- ❑ ensure proper investment decisions are made;
- ❑ ensure that there is a sufficient threshold to support facilities and services;
- ❑ ensure proper services and facilities are provided in accordance with the need of the community; and
- ❑ adhere to the principles of conservation, concentration and connectivity, as discussed in the previous chapter.

The model applied to the preparation of the ELM SDF is derived from a range of spatial development policies and principles used particularly in municipalities which have a significantly similar profile to that of the ELM:

- Dominance of rural landscape,
- Significant Agriculture Sector,
- Minimum number of urban points with varying infrastructure and services,

A key directive pointed out by such a model is the Municipal wide application of investment and management policy at three specific levels, in order to achieve significant results:

Level 1

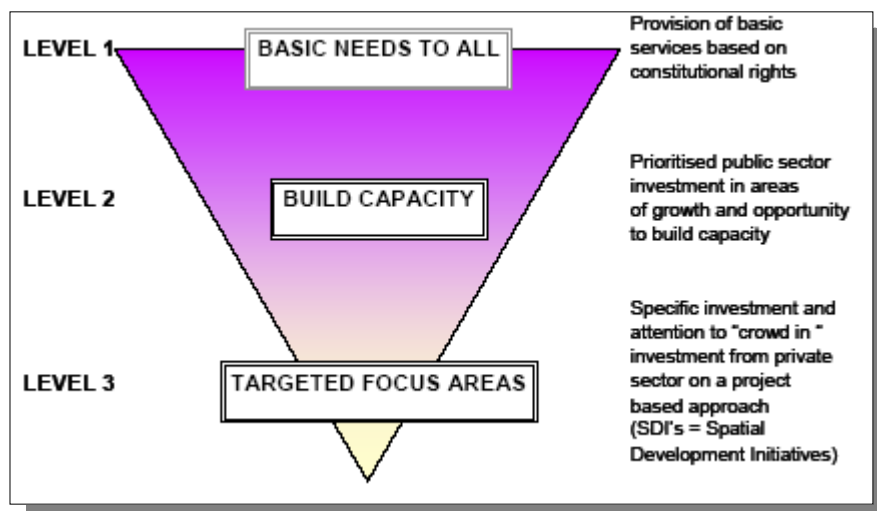
Fulfils basic human rights in the provisions of services to both urban and rural areas, at a minimum level in terms of available resources. This would be guided by the incidence of service and infrastructure backlogs, the proximity of existing bulk services and infrastructure backlogs, the proximity of existing bulk services and the priorities identified in terms of District and Local Municipality IDP's.

Level 2

Ensures the managed investment of public sector funding in urban and rural areas in order to strengthen local capacity, build on the strengths and opportunities that exist and maximises the development potential of existing infrastructure and settlement systems. Capacity building must include institution building, training, and skills transfer and community empowerment.

Level 3

Involves the provision of adequate funding to strategically targeted development zones which have development potential. These will represent nodes or areas of opportunity, where a special focus of effort and investment will attract interest from the private sector to invest; either in joint ventures with Government or independently, in order to develop economic growth opportunities and to realise the potential that already exists.



7.2 TOWARDS SPATIAL STRUCTURING

Key to shaping and guiding development of an area is the development and display of hierarchies of different development elements such as Development Corridors and Development Nodes.

7.2.1 Development Nodes

- Inevitably the development nodes are largely main centres (albeit at different levels) which are being fed by development corridors in terms of people and physical thresholds.

- Nodes are important points providing concentration of different activities.
- Again nodal points have a potential to expand in size based on different uses.
- Nodal points can be used to concentrate specific activities which could have a multiplier

There are 3 identifiable tiers of Development Nodes:

- Primary Node
- Secondary Node
- Tertiary Node

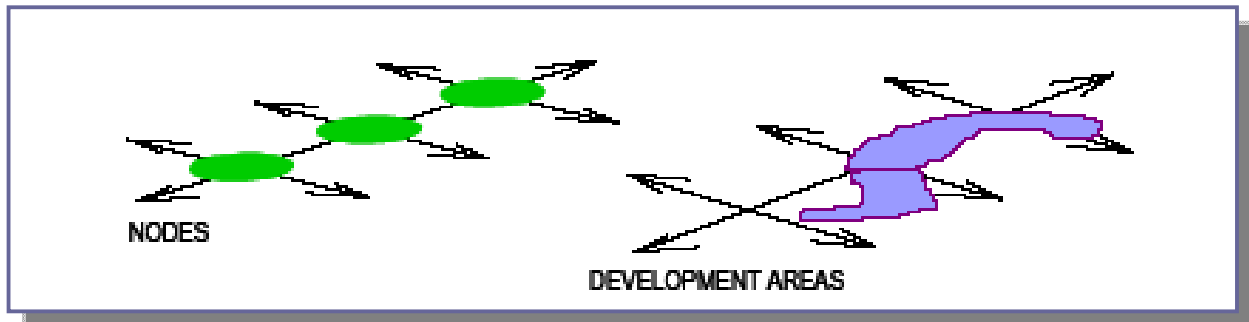
7.2.2 Development Corridors

Whilst Development Corridors are strongly influenced by access and key roads, they can be defined as areas of greatest activity that should be managed in a particular way. In identifying development corridors the following should be looked at:

- The type of development that should be encouraged in these areas.
- The objective in promoting a particular development corridor.
- The actions needed to ensure growth and protection of this corridor in order that the objectives clarified above are met.

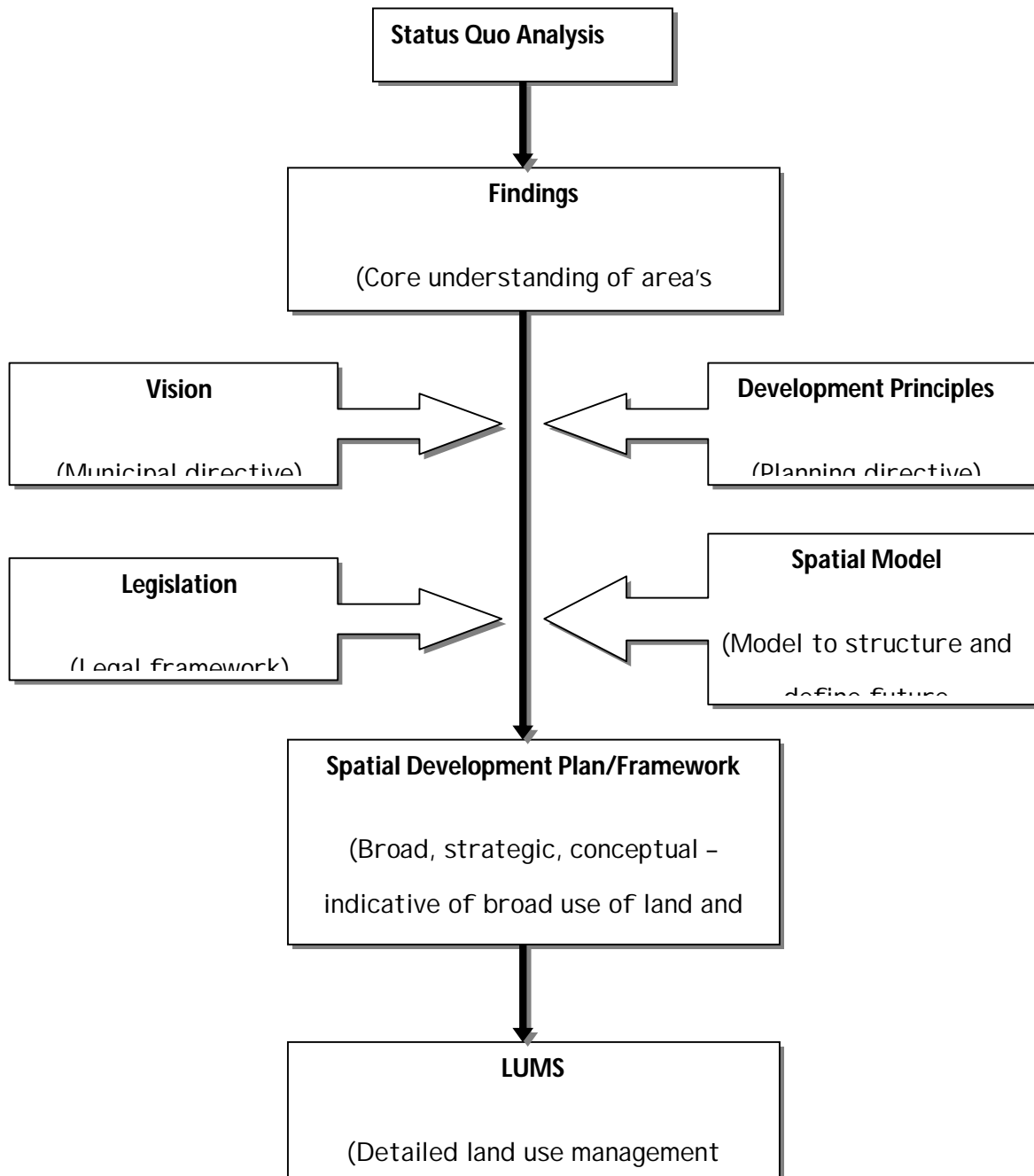
Identifiable development corridors include:

- Primary Development Corridors.
- Secondary Development Corridors.



7.3 EMNAMBITHI/LADYSMITH SPATIAL DEVELOPMENT PLAN

The SDP is a product of the analysis, development principles, legal requirements, vision and mission and spatial model.



7.3.1 LEVELS OF INVESTMENT

The principles the abovementioned spatial model have been applied to the ELM Context i.e. within the Development Centres/Nodes as well as in and around the rural hinterland. With this application, the allocation of investment and development will be based on need in relation to the status quo.

The identification of these Nodes and Areas provides a solid foundation from which strategic interventions can be generated within the SDF, which will in turn facilitate:

- Direct Infrastructure Investment,
- Positive Action for Growth
- Basic Service Delivery to all.

Level of Investment – Nodes

The Levels of Investment model has been applied to the existing “Development Centres” hierarchy that has been identified in the **Section 4: Current Spatial Pattern**.

LEVEL	NODE	EXPLANATION
Level 3	Ladysmith/Ezakheni/Steadville Complex	<p>As previously alluded to in various sections of this document, Ladysmith is the predominant urban area within the ELM and is referred to as the Primary Administration Centre, owing to its diverse economy (when compared to the other main centres), superior level of infrastructure and service, and sphere of influence.</p> <p>Ladysmith/Ezakheni/Steadville Complex is the only area allocated with Level 3 investment, in that it is the area of highest development. Whilst there exists basic services and local capacity and existing infrastructure within the town, there is a need for strategic focus towards development help sustain growth and multiplier effects.</p>
Level 2	<ul style="list-style-type: none"> ▀ Matiwanoskop Complex ▀ Driefontein Complex ▀ Colenso Complex ▀ Van Reenen Complex 	<p>These secondary centres are earmarked as Level 2 investment nodes. Whilst these towns have access to basic services, there is a critical need to develop local capacity and eliminate infrastructure backlogs</p> <p>These nodes correspond with settlements that function as important urban foci in the rural areas. They have lower levels of services than the primary node and often act as dormitories for the primary node.</p>
Level 1	▀ Roosboom Complex	These lower order centres fall under the Level 1

	<ul style="list-style-type: none">▪ Blue Bank Settlement▪ St. Joseph's Mission▪ Droogval Settlement▪ Steincoal Spruit Complex▪ Lucitania Settlement	investment. In most cases these areas are deeply rural and have minimal to non-existent access to basic services.
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Table 28: Levels of Investment - Nodes

7.3.2 CONSERVATION INITIATIVES

The ELM unfortunately still requires formulating a comprehensive package of environmental plans which would include *inter alia* an Integrated Environmental Program (IEP), Strategic Environmental Framework (SEA) and even an Environmental Management Program (EMP).

However the Municipality has appointed a consultant to undertake the formulation of Municipal Open Space System which is at this stage in draft format. It is deemed prudent that for the purposes of this report, the core areas forming part of the EL'MOSS be taken cognisance of.

Table 29: Environmentally Significant Demarcations

Parameter	Function/Environmental Significance	Addressing	Inclusions in Open Space System
Hydrological Services	Management of the hydrology of the Ladysmith region will serve to ensure in the urban areas that water quality is maintained or improved, flood risk is reduced and resource availability is guaranteed on a regional basis.	Floods Water Quality Pollution Resource management	Rivers, streams, wetlands, springs and dams. Floodplains and in some cases drainage lines or “mesic” areas that lie adjacent to significant water resources have been included in the polygon. North western areas of the Emnambithi region which lays above 1200m amsl as well any other elevated portions of land were considered to be hydrologically linked through the watershed for the region.
Ecological Services	Preservation of bio-diversity. Areas of natural veld and topographically variable regions with high potential habitat areas are seen to assist in the preservation of flora and fauna within the region. Such areas should be linked through an open space system and would support biodiversity preservation	Bio diversity loss Habitat degradation	Areas of grassland, thicket and woodland as well as scarp or kopje areas and wetlands
Aesthetic Value	The maintenance of areas that are deemed to be significant from a visual perspective.	View shed loss Sense of place	Elevated areas in both urban and rural settings. Residential areas and major thoroughfares into towns
Community Asset	Areas used for the establishment of public infrastructure including schools, sewerage and water works.		Sewerage treatment works, water treatment works, schools.
Recreational Asset	Public and private lands that were utilized for recreational purposes or may be utilized for recreational purposes.	Social improvement Urban sprawl	Playing fields, school playing grounds, parks and golf courses
Cultural Value	Areas that were deemed to be significant or	Sense of place	Historical sites, sites of cultural significance.

	associated with significant cultural or historical areas	Landscape value	
cultural Value	Areas presently or formerly under pasture, grazing or cultivation	Urban sprawl Economic decline of agricultural sector Food security	Farms, cultivated lands. Urban agricultural areas
Parameter	Function	Addressing	Inclusions in Open Space System
Carbon Sequestration and Containment (CSC)	Areas that are heavily wooded and may offer opportunities to establish “carbon sinks”.	Air pollution Climate change	Open areas, near urban areas that may offer opportunities for the establishment of open planted carbon sequestration areas. Sites should ideally be in proximity to water resources.

These demarcations form a critical component the Spatial Development Plan for the ELM, as they provide specific land use guidelines within which the Municipal Spatial Desired Form can be worked towards.

7.3.3 IDP PROJECTS 2009/2010 IN RELATION TO SPATIAL DEVELOPMENT FRAMEWORK

The table below represents the position/relevance/alignment current/future IDP Projects have in relation to the Reviewed SDF and the Levels of Investment model:

Table 30: IDP Projects in Relation to Spatial Development Framework

PROJECT DESCRIPTION	LEVEL OF INVESTMENT
Renovation and Alteration of Municipal Buildings into Trading Centres for SMMEs	Level 3
+ - 5km Road in Steadville/Umbulwane	Level 2
12km Ezakheni A,B,C,D,E	Level 2
Umbulwane to Ndomba Cemetery (Road)	Level 1
Pedestrian Bridge: Mbababantu River (Road)	Level 1
Levelling and Grading of Sports Fields (Goal Posts and Netball Posts)	Level 1
Bridges Ezakheni to Esidakeni (Planning)	Level 3
Bridges Watersmeet to Burford (Planning)	Level 1
Landfill site phase 1	Level 2
Housing Projects	Level 2
Emahukwini Community Hall	Level 1
Steadville Taxi Rank Phase 2-4	Level 3
Ezakheni Sports Complex (Indoor Sports Complex)	Level 3
Steadville to Industrial Area	Level 3
Upgrade of Access Roads	Level 1

Waste Management Upgrading	Level 2
Integrated National Electrification Programme	Level 1
COMMERCIAL DEVELOPMENT (PRIVATE INVESTORS)	
Airport development and Eco-estate and Residential	Level3
Mixed-Use Development incl. Sports stadium	Level 3
Mixed used	Level 3
Shopping Complex	Level 2/3
Commercial Development (Mega Mica)	Level 2/3

7.3.4 CURRENT AND PLANNED HOUSING PROJECTS

Table 31: Current Projects

PROJECT AREA	LAND OWNER	PROJECT PHASE
Thembalihle (Steadville) 1000	Council Land	Project preparation funding has been approved
Ezakheni E 3000	Council	Project preparation funding has been approved
Acaciavale 250	Council	Project preparation funding has been approved
Mthandi (Pieters) 500	Ingonyama Trust	
Ntokozweni, Gum Tree (Colenso) 200	Council Erf 153	DOH has conditionally approved the project
Nkanyezi 120	Nkanyezi an R293	

township that fell
under KwaZulu

Ref: ELM IDP: Source: Statistics South Africa, 2007

Table 32: Planned Projects (Un-prioritized)

NO	RURAL	UNIT S	URBAN	UNIT S
1	Besters Housing Project	800	Colenso Cluster	1 200
2	Cremin	600	Colenso Cluster	2 150
3	Sadeers Farm	1000	Shayamoya Phase	3 400
4	Peacetown	1 500	Acaciavale Phase	2 974
5	Steenkoolspruit	600	Pretoriusdorp	25
6	Blue Bank	800	Stimaela (Ezakheni D)	400
7	Ematsheni	1 000		
8	Roosboom	200		
9	Kleinfontein	1 000		
10	Jononosko/Matiwane's	1 000		
11	Emathodwane	500		
12	Gcezele	500		
13	Groogwal	20		
14	Krkintulloch	1 000		
15	Madilika	500		
16	Driefontein	1 500		
17	Pieters (Wzintabeni)	400		
18	Walkers Hoek	1 000		
19	Quinisa	300		
20	Klipfontein/Compensation	600		
21	Balderskrall	500		

22

Zaaifontein

Ref: ELM IDP: Source: Statistics South Africa, 2007

(See Annexure 12 – Spatial Development Plan)

SECTION 8: LAND USE MANAGEMENT SYSTEMS

8.1 WHAT IS A LUMS

LUMS means Land Use Management System, which is the combination of all the tools and mechanisms used by a municipality to manage the way in which land is used and developed. Such tools and mechanisms include Land Use Schemes; by-laws; licensing; rates and general property information.

The management of land use is a mechanism used by municipalities in order to create safe and liveable environments. One of the primary tools used for control of land use and development of land and buildings are land use schemes and other plans. The Land Use Scheme Plan reflects intended land uses on a map. A land use scheme is prepared for all the land under a municipality's jurisdiction and set the rules and procedure for land development.

In order to prevent uncoordinated development and manage the impact of the development on each site on neighbouring sites and surrounding areas, the scheme consists of a plan and a document that regulate land in two ways:

- Through stipulating permitted land uses for each site within the municipality; and
- Putting in place development controls in terms of the shape, size and position of buildings.

8.2 WHAT ARE THE AIMS OF LUMS

- **A Healthy Living Environment:** through separation of land uses which cause a nuisance and pollution and provision of open space and community facilities.
- **Safety:** controlling the development of land uses that are harmful to our health ensures that safety is attained.

- **Conservation:** this includes preservation of buildings and sites that are of historical significance.
- **Order:** to prevent conflict in land use management, order in development should be promoted. This means that incompatible land uses should be separated and compatible land uses be clustered.
- **Amenity:** this refers to creating pleasant living environments.
- **Convenience:** in terms of location of employment, community and other opportunities.
- **General Welfare:** adequate provision of services and facilities and creation of *safe and healthy environments*.
- **Efficiency and Economy:** this refers to maximum use of scarce resources that are available in an area.
- **Participation** of people in managing land.

8.3 OBJECTIVES OF LUMS

In order to achieve a spatial form that has the above mentioned characteristics, spatial planning should seek to achieve LUMS' objectives which can include:

- Compliance with the principles of the White Paper which includes sustainability, equity, efficiency, integration and fair and good governance.

- To link land use and environmental management with development planning.
- To provide mechanisms to:
 - accommodate desirable land uses;
 - provide a framework to resolve conflict between different land uses;
 - promote certainty of land use;
 - promote efficient use of land;
 - promote efficient movement of persons and goods;
 - promote economic activity;
 - protect the amenity of adjacent land uses;
 - protect natural resources including agricultural resources;
 - protect cultural resources and give due consideration to the diversity of communities;
 - protect unique areas or features; and
 - manage land generally, including change of land use.

8.4 LEGISLATION AND GUIDELINES

As discussed in chapter 3, all municipalities are obligated to prepare an Integrated Development Plan (IDP) for its area of jurisdiction in terms of the Municipal Systems Act (Act 32 of 2000). A key component of an Integrated Development Plan is the preparation of a Spatial Development Framework that contains a broad Land Use Management System (LUMS) that can be applied to the whole municipality. Land Use Schemes are developed based on numerous aspects identified in the IDP and reflected visually on the SDF. Land Use Schemes reflect this information in greater detail, showing the details for every individual site on a plan.

While the preparation of Spatial Development Frameworks is guided by the MSA regulations, there are no specific guidelines or regulations pertaining to the

preparation of a LUMS. However government has recognised the importance of land use management and the need for introducing legislation particularly in respect of Land Use Management.

The detailed requirements of land use management applied at municipal level is, to some extent, being addressed nationally by the draft white paper on Spatial Planning and the National Land Use Bill (March 2001) which seek to establish land use planning as a key component of Integrated Development Plans

The national land use bill (will) establish the framework to guide spatial planning, land use management and land development throughout the republic and requires all municipalities to prepare Land Use Schemes to regulate the use and development of land.

The white paper on Spatial Planning and Land Use Management (2001) follows closely the Green Paper on Development and Planning. The intended outcome of the white paper is a new national law, the land use bill. The bill will replace, *inter alia*, the Physical Planning Acts and Development Facilitation Act.

The ultimate goal is a legislative and policy framework that enables government, and especially local government, to formulate policies, plans and strategies for land-use and land development that address, confront and resolve the spatial, economic, social and environmental problems of the country.

The White Paper on spatial planning and land use management contains the following principles that LUMS should comply with:

- Sustainability
- Equality

- ❑ Efficient
- ❑ Integration and
- ❑ Fair and good governance.

In order to comply with legislative requirements, Planning Schemes will need to:

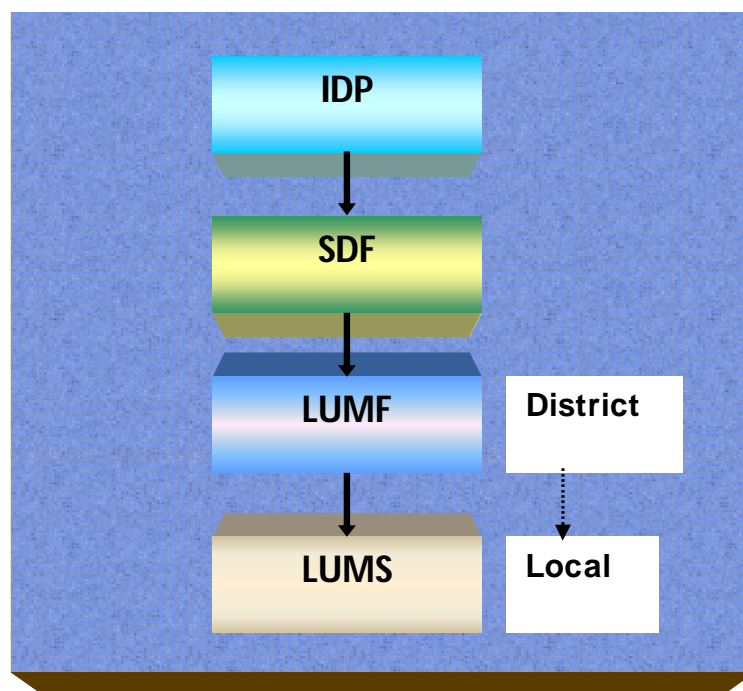
- ❑ Define the area of effect thereof;
- ❑ Define terminology;
- ❑ Specify development, or classes of development, which are permitted, or prohibited and any permissions, conditions, limitations or exemptions, subject to which such developments may be permitted; and
- ❑ Specify for any area or part thereof:
 - floor area and coverage limitations;
 - building height limits;
 - building density limits;
 - space limitations around buildings, including minimum building lines;
 - parking standards and requirements;
 - external building appearance, landscaping, overshadowing, aesthetics, and maintenance standards;
 - advertising and signage standards;
 - provisions which advise prospective developers of the facilities which they will be required to provide;
 - moratoriums on further development where land use and servicing restrictions are severe; or,
 - any other norms or standards which require compliance with, or other matters necessary for, the effective administration thereof.

8.5 ROLE OF THE DISTRICT IN RESPECT OF LUMS

It evidences from the above that the implementation of the LUMS is the responsibility of the local municipalities and not that of the district, since land use management systems are pertinent at the very grass roots level of land management. However, the district has a very distinct role to play, which is in step with its position as overarching authority.

The district should be responsible for the setting of standards for the LUMS, supporting the local municipalities in establishing the LUMS, providing or assisting with required funding, standardization of the content of the LUMS, and co-ordinating and overseeing the local process. Thus, in effect the District should be accountable for compiling the Land Use Management Framework which precedes the LUMS.

It is concluded from the foregone sections that the LUMS is the last component of a comprehensive planning process which can be illustrated as follows:



Clearly there is a link of information between the IDP, the SDF, the LUMF and the LUMS. In which case, the LUMF is at a district level and the LUMS at the local level. Thus, like the District SDF, which is overarching and broad serving as a directive for the local SDFs, so the LUMF is overarching and broad being directive and descriptive for the LUMS. Where the LUMS is the actual mechanism with which land is managed, the LUMF is the instruction manual to create the mechanism.

Following from the above it is deemed that the District has to undertake the following in terms of compiling the LUMF (Note: list is not necessarily comprehensive):

- Identify all the critical areas of first intervention. Thus single out those areas where standardized LUMS are most needed;
- Determine the actual content of each level of LUMS, viz. what detail should be covered in a comprehensive LUMS versus a primary LUMS, versus an elementary LUMS;
- Determine the level of LUMS, viz. elementary, primary or comprehensive, needed for the different types of areas, viz. urban, rural, hub, satellite, etc. which constitute the municipal area;
- Define a timeframe for LUMS implementation, realizing that the LUMS can only be implemented through an incremental process because financial and human resources are scarce and the complexity of LUMS can be overwhelming especially in areas which have never been part of any form of land use management; and
- It should launch the project; assist with funding and co-ordinate the process to ensure execution and alignment.

The District's role therefore remains at the District level.

8.6 POINTS OF DEPARTURE FROM THE SDF

While the detail for the LUMS should be extracted from the Local SDFs, the District SDF provides key clues of where the LUMS should start, hence, what the initial focus areas of the LUMS are.

The District SDF identifies that the major urban centres, including an emerging major urban centre, are the key areas of economic growth, where infrastructure exist, thresholds are greatest to attract more activity and land uses are most diverse, economic opportunities prevail and integration is to be achieved.

Of importance is that development must be facilitated and one way of achieving this is by making development easy and fast and another is by being transparent. An effective LUMS can achieve these. And since, development in all major urban centres is desirable and effective LUMS is also.

In addition to the major urban centres, other critical areas include the key intervention areas, which can be either urban or rural, in existing or outside existing town planning scheme areas, areas of conflict or areas of opportunity. Either way both the major urban centres and the key intervention areas are first on the priority list for LUMS and these should be done at a comprehensive level in order to be fully transparent.

Though the major urban centres may presently be governed by a town planning scheme it is suggested that the first phase of the incremental LUMS process be to standardize the content of the different schemes and to transform the existing schemes into a structured LUMS. It is accepted that a fully-fledge LUMS will take more time and funds.

It is recognised that the process is (has to be) incremental as a boundary to boundary comprehensive LUMS is for many reasons unattainable in one shot and that a hierarchy and process of implementation must form part of the LUMF.

8.7 THE ELM LAND USE MANAGEMENT PACKAGE

The ELM LUMS must be configured as such that it consists of the following:

The Spatial Development Framework

The Spatial Development Framework would be the first level of spatial planning and as such, be strategic and indicative in nature. The SDF will strive to guide and inform all land development and land management in ELM.

Nodal Spatial Development Plans

These Plans will form the next level of spatial planning. Detailed Nodal Spatial Development Plans will put into action the strategies introduced by the SDF at a nodal and in some instances regional level. Such development plans will be strategic in nature, and the proposals brought to the fore will facilitate implementation via Local Development Plan (LDO's), Planning Schemes and specific development projects/programs.

Local Policy Plans

These plans will comprise of detailed implementation objectives for specific areas and will be based various contexts i.e. residential density, alternative tenure, land use etc.

Planning Schemes

The Planning Schemes are Statutory Mechanisms which dictate the manner in which land can be developed, managed and regulated. Planning schemes will be developed for the urban areas where current town planning schemes are in place (and further evolved as per LUMS Guidelines) as well as the Rural Areas i.e. Rural Planning Scheme. In a way, Planning Schemes provide the tools that give effect to the spatial guidelines introduced by the SDF.

8.8 CONCLUSION

Compiling an IDP is a much more involved process than producing a single document. It is a comprehensive multi-faceted project which comprises different components with different processes. The LUMS is one component thereof, probably at the bottom end of the entire system.

The LUMS is not alone-standing. It is dependant on the LUMF which is the overarching descriptive manual detailing the content, level, priority, timeframe, etc. of the LUMS. It is therefore the responsibility of the District Municipality to compile the LUMF, co-ordinate implementation and as far as possible financially assist the local municipalities to undertake the LUMS. Once the LUMF is in place the local municipalities should engage in compiling the LUMS, which is an incremental process and where attention should be given to the most critical areas first. In time a fully-fledge LUMS boundary to boundary will have been produced.

SECTION 9: CONCLUSION

Population of the ELM is in the order of 225 459. Farmlands have the biggest spatial footprint in the Municipality, largely used for commercial farming. This agricultural land is under private ownership. Residential areas, both tribal and urban, are quite small in terms of space that they occupy geographically. However, this is where the majority of the population resides as densities are high. .

The economic make-up of the Municipality provides only for limited economic beneficiation. This aspect needs to be addressed to attain economic growth in the area. Industries and the services sector are located in the urban complex of Ezakheni and Ladysmith.

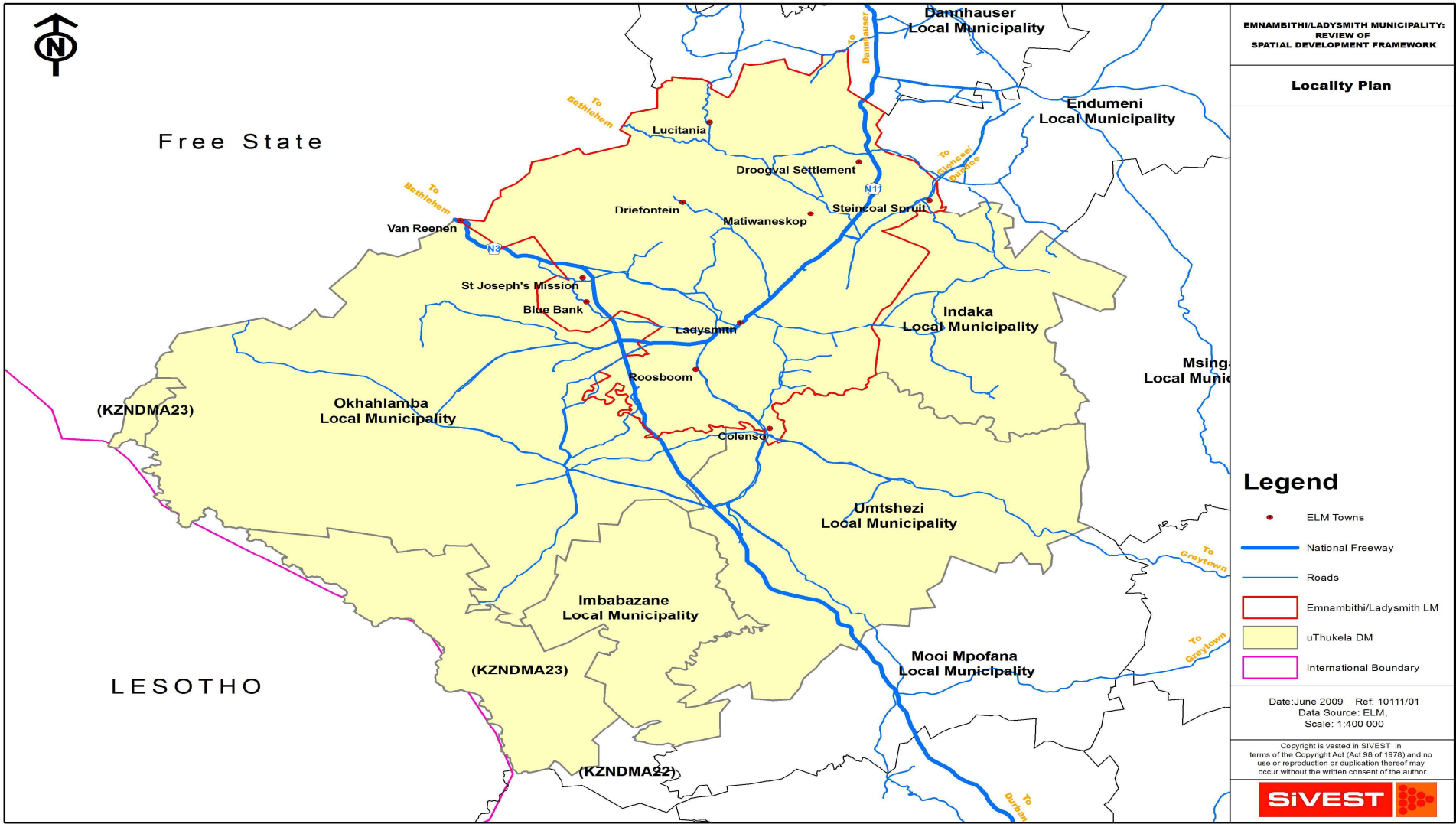
Typical of most Municipalities in the country there are discrepancies in respect of levels of service delivery, income and education levels between the urban and rural components of the area. In response to the challenges noted above, and elaborated upon in the main report, the SDF has identified opportunities at certain localities. Similarly, constraints have also been noted.

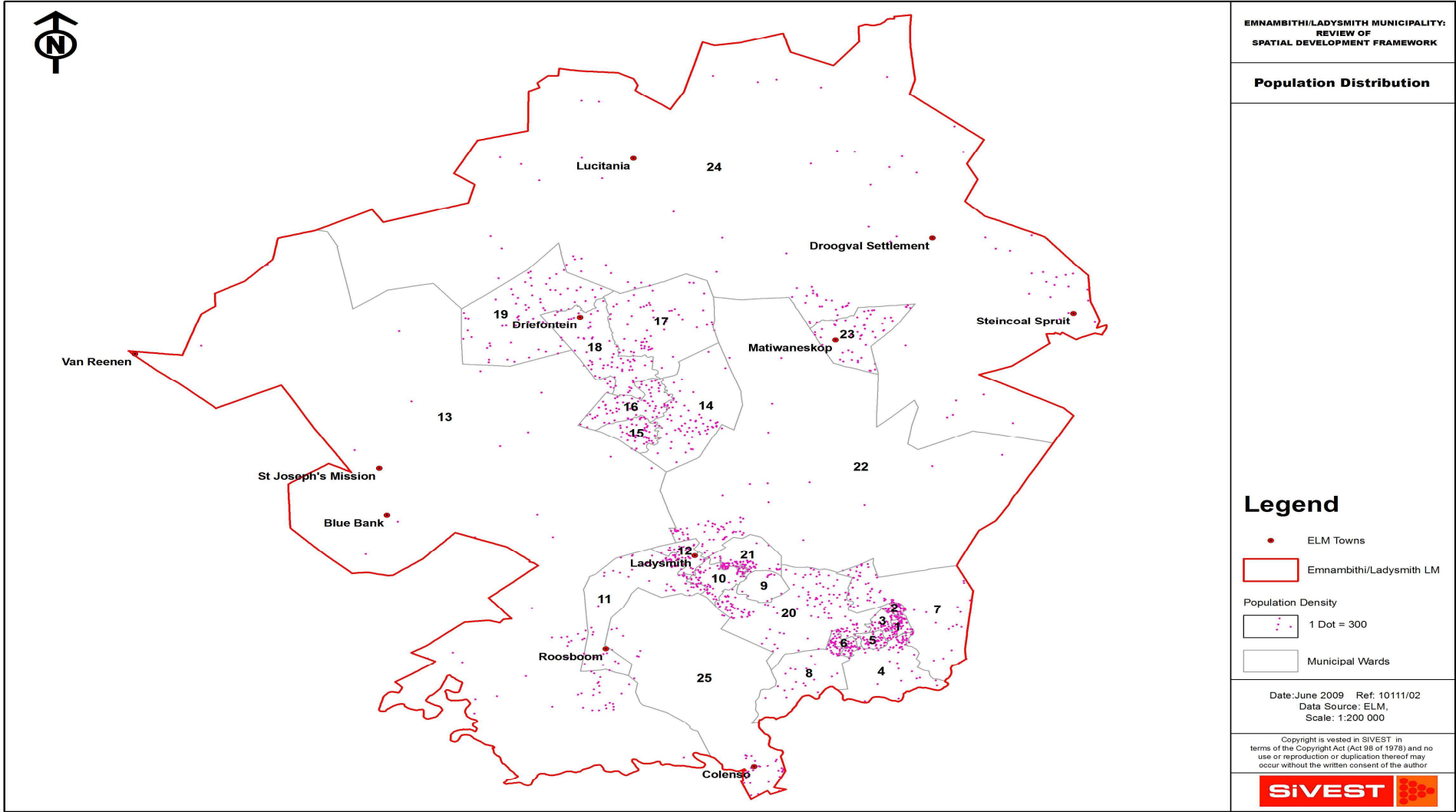
The ELM SDF is the first step in spatially representing the vision of the Municipality in such a manner to guide the location of development. The next step is to elaborate upon the district SDF in a lower level of detail at the local municipality level. More specifically, areas of investment should be shown, special development areas as well as intervention areas and areas for future growth.

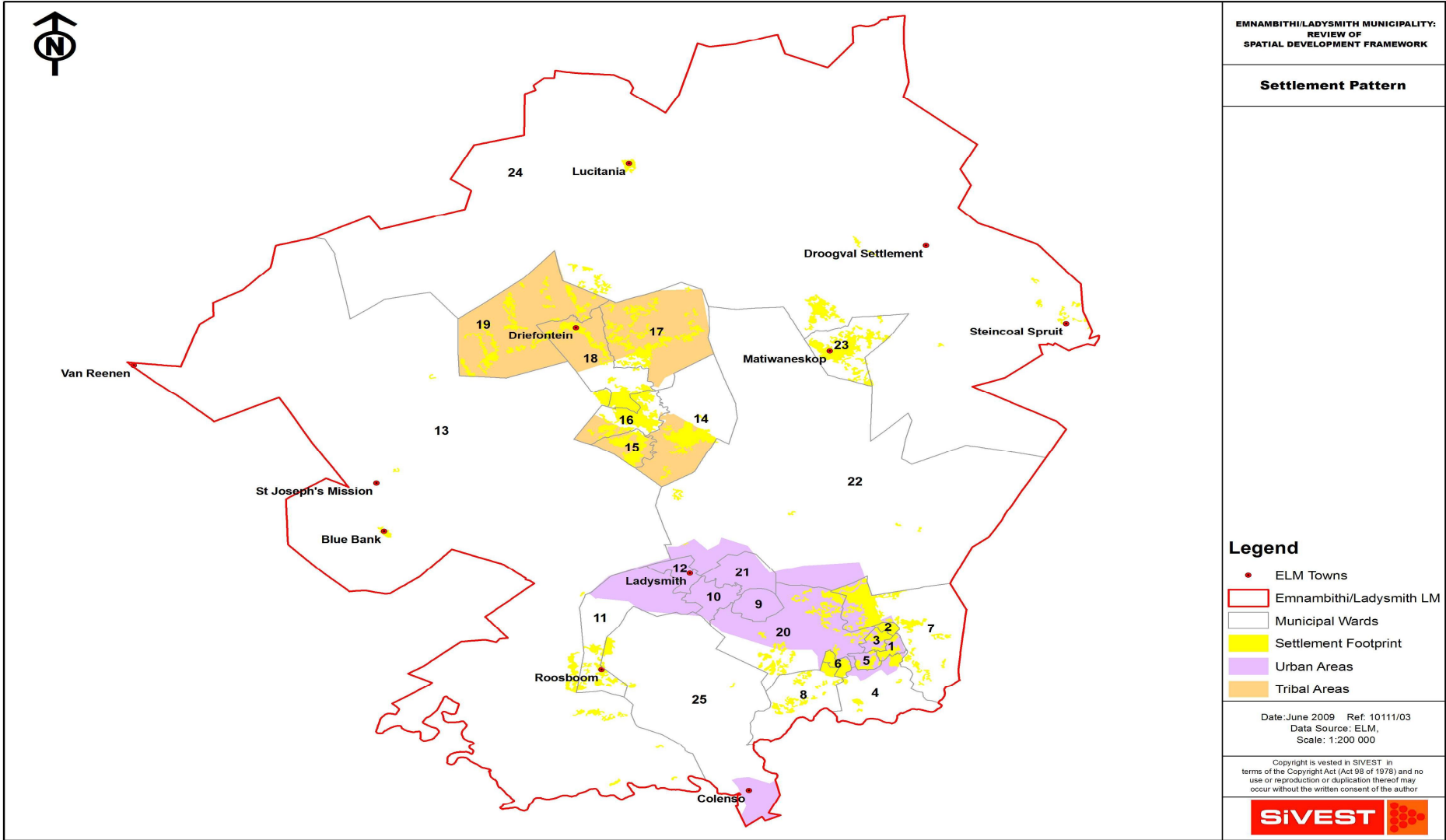
Following the completion of the review of the SDF, a detailed LUMS at the local level have to be prepared. The LUMS will be informed by the district and local SDF. A well-prepared LUMS can facilitate development as contemplated in the SDF. However, the successful implementation of the SDF and enforcement of a LUMS is dependent on not only enforcing legislation but also the buy-in of land owners and developers. As such, the process of preparing the LUMS is an inclusive, consultative process.

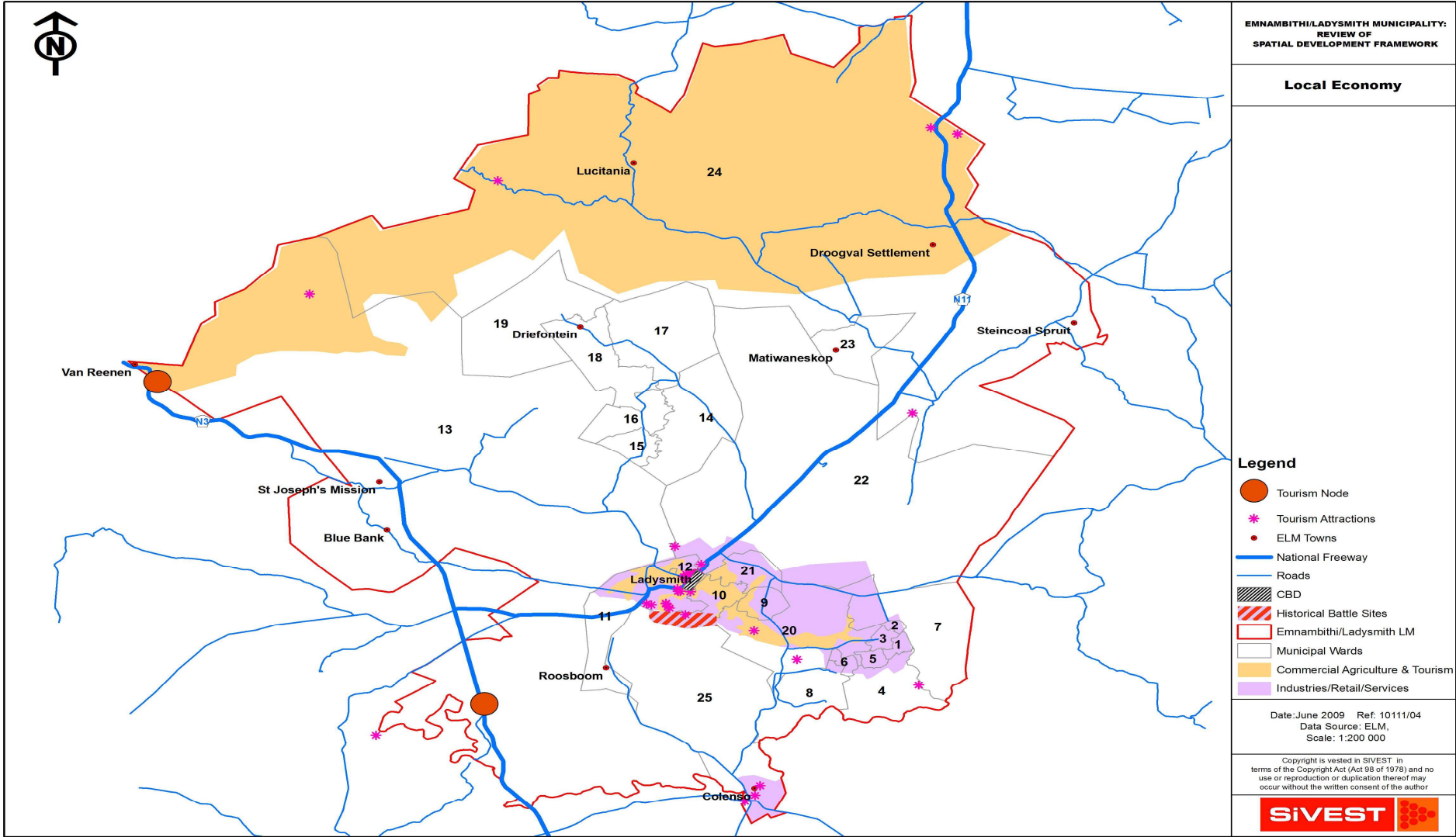
The process of preparing the SDF and LUMF/LUMS is an incremental one. The SDF can depict a more detailed, and focused, level of information than a district SDF. In response thereto, the LUMS defines land use scheme areas and districts at even a more detail. Such investigations could very well lead to the identification of opportunities and constraints which have an impact on potentially the whole district. Then, the necessary changes to the district SDF have to be effected.

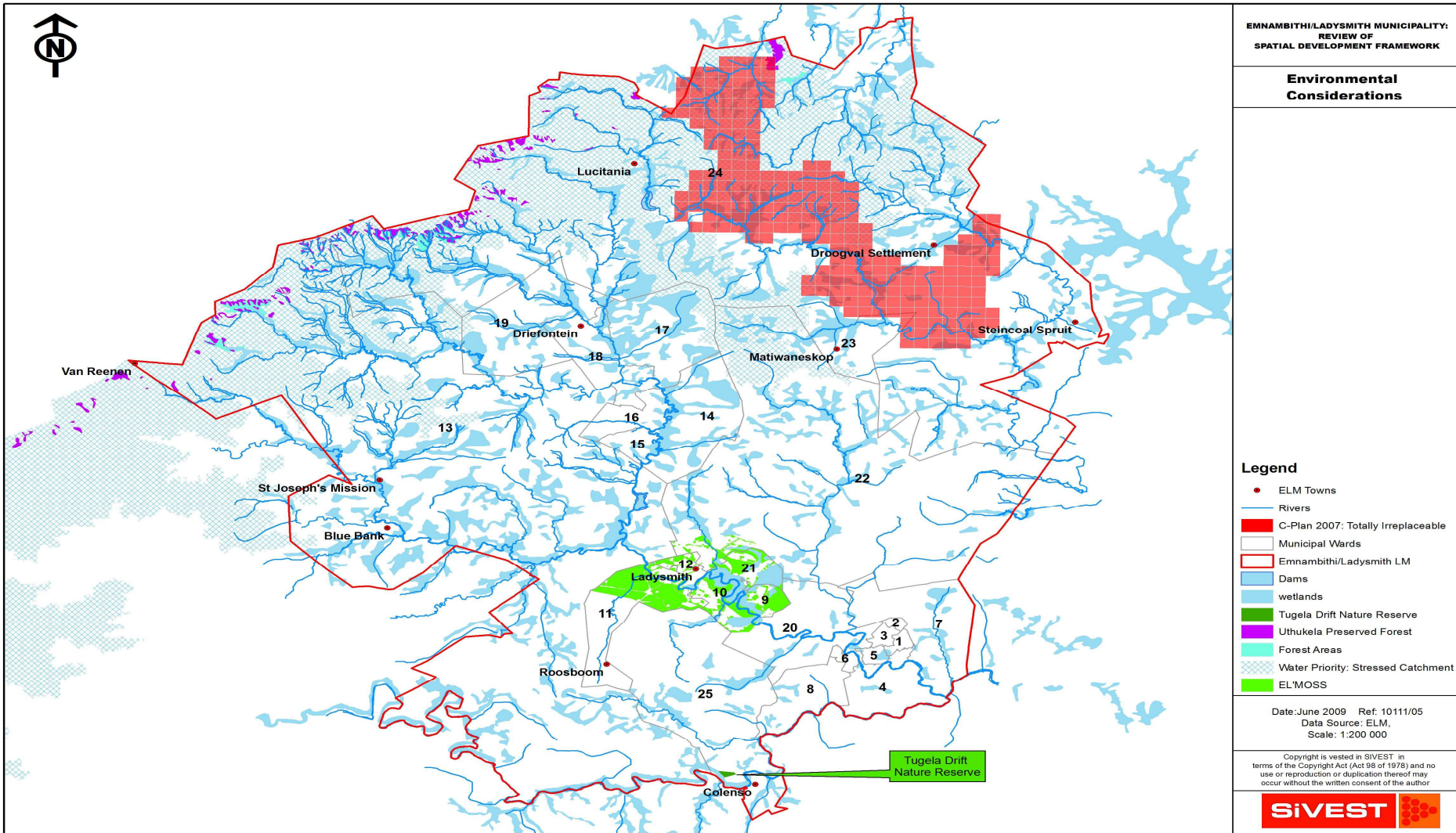
As with the preparation of review of IDPs, a SDF should also be reviewed in line with changing circumstances.

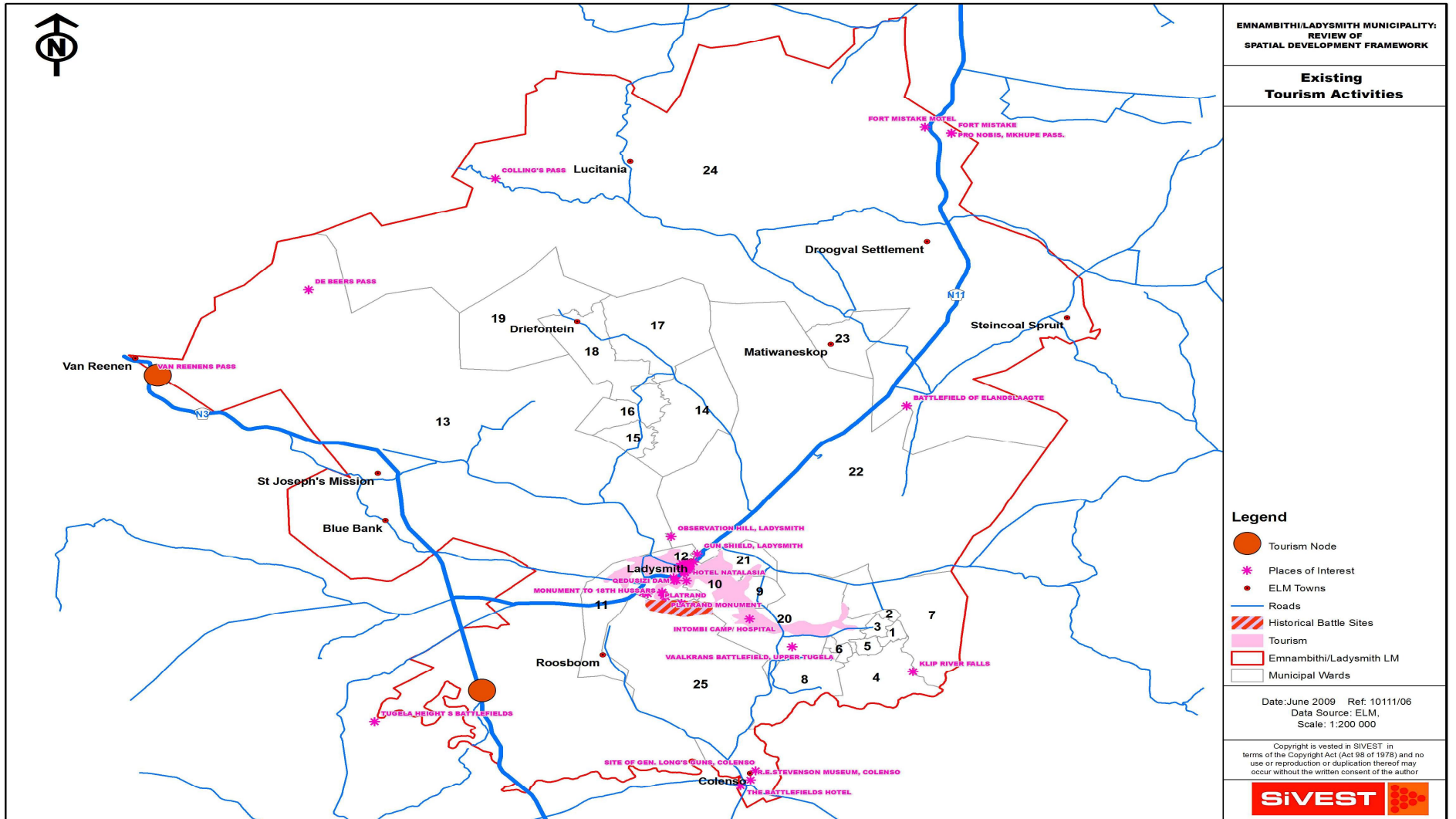


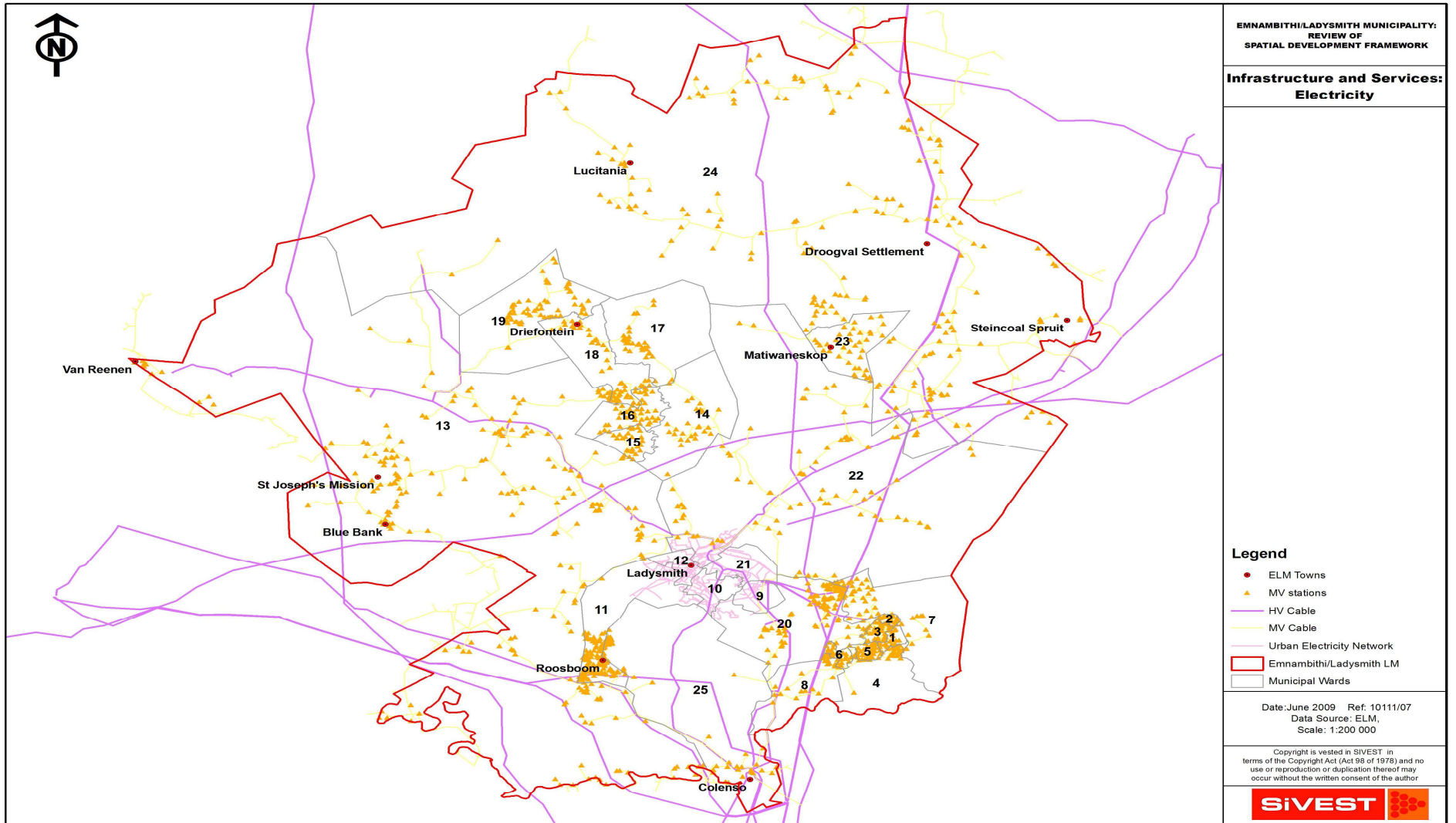


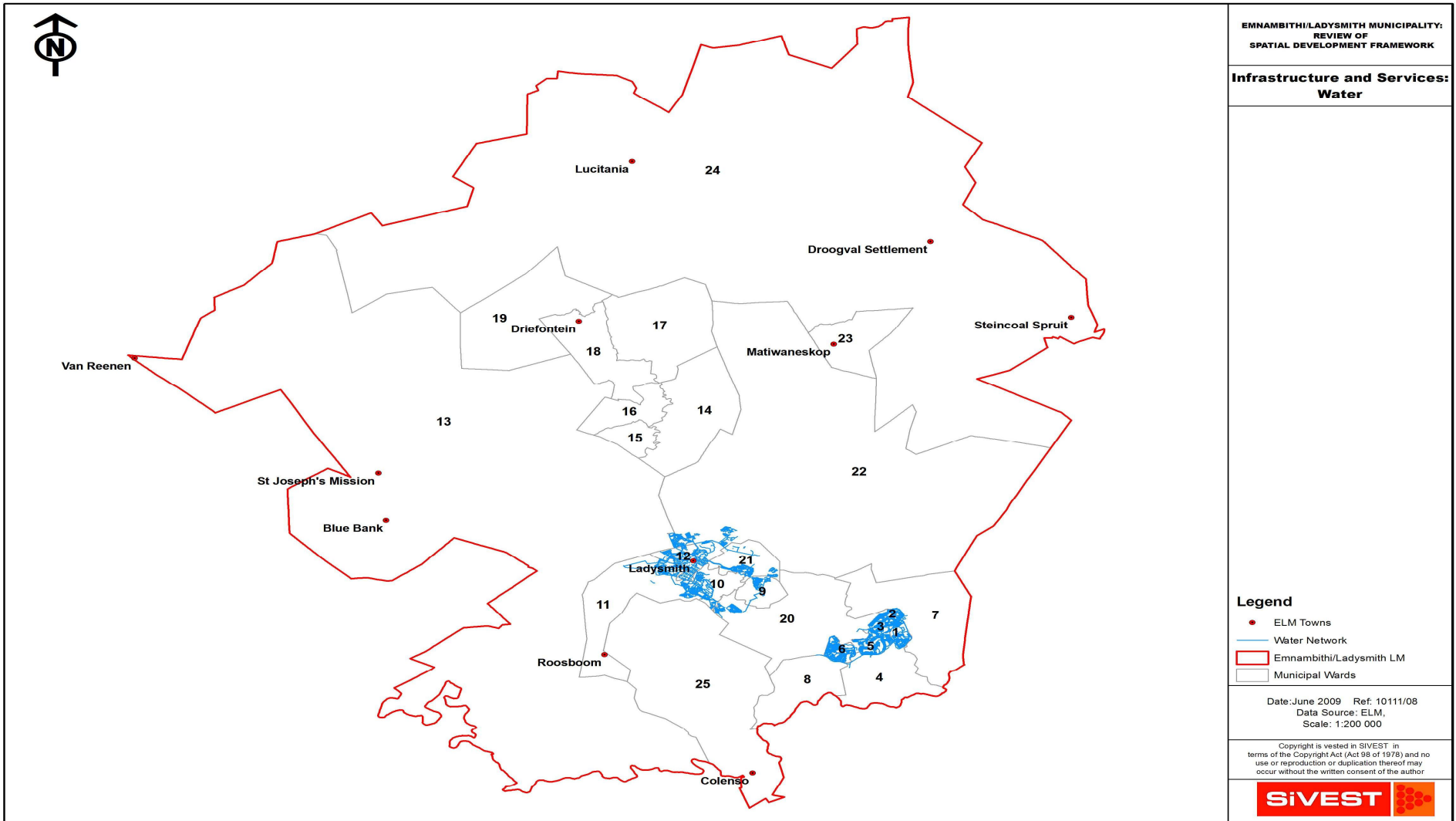


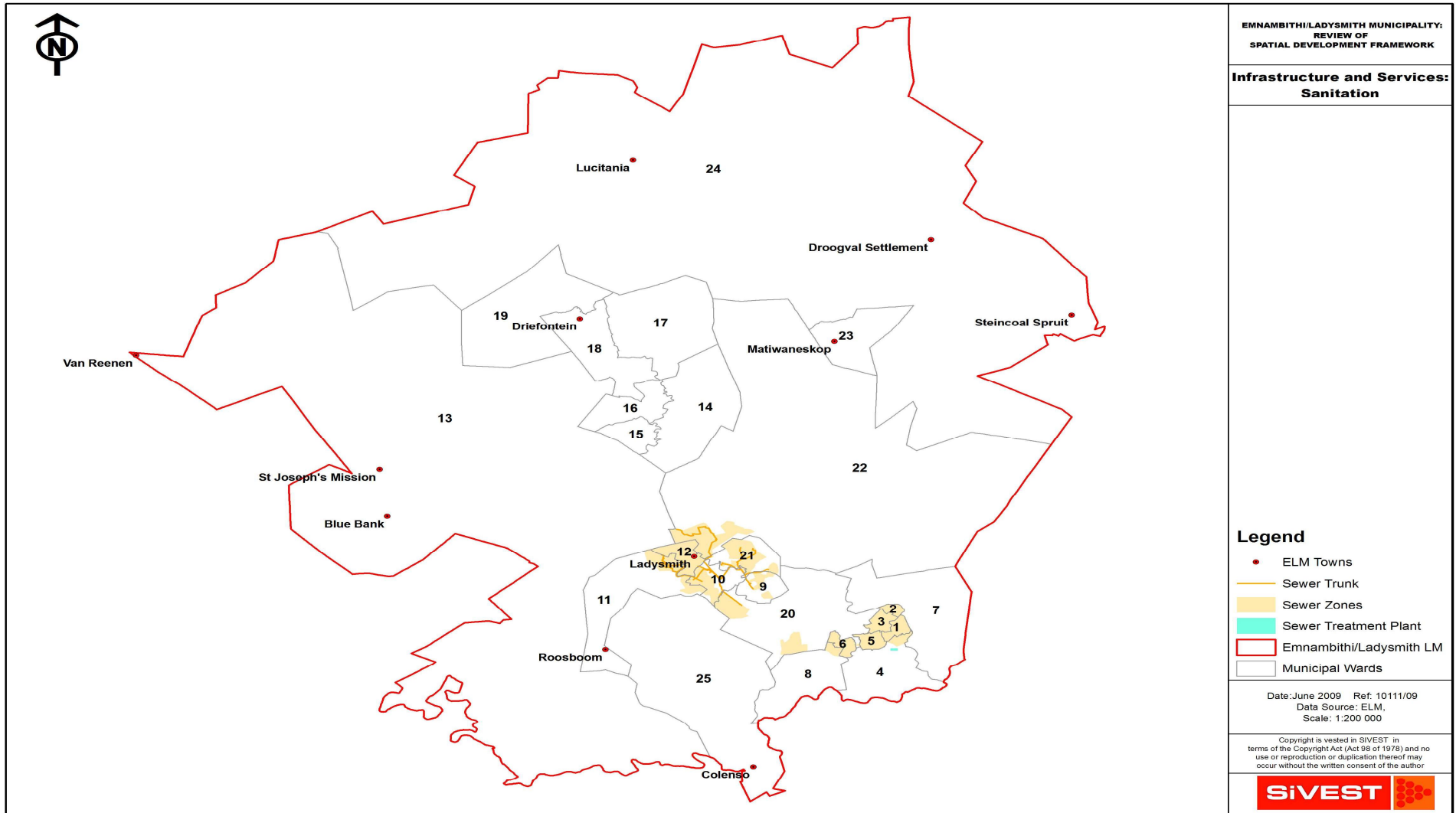


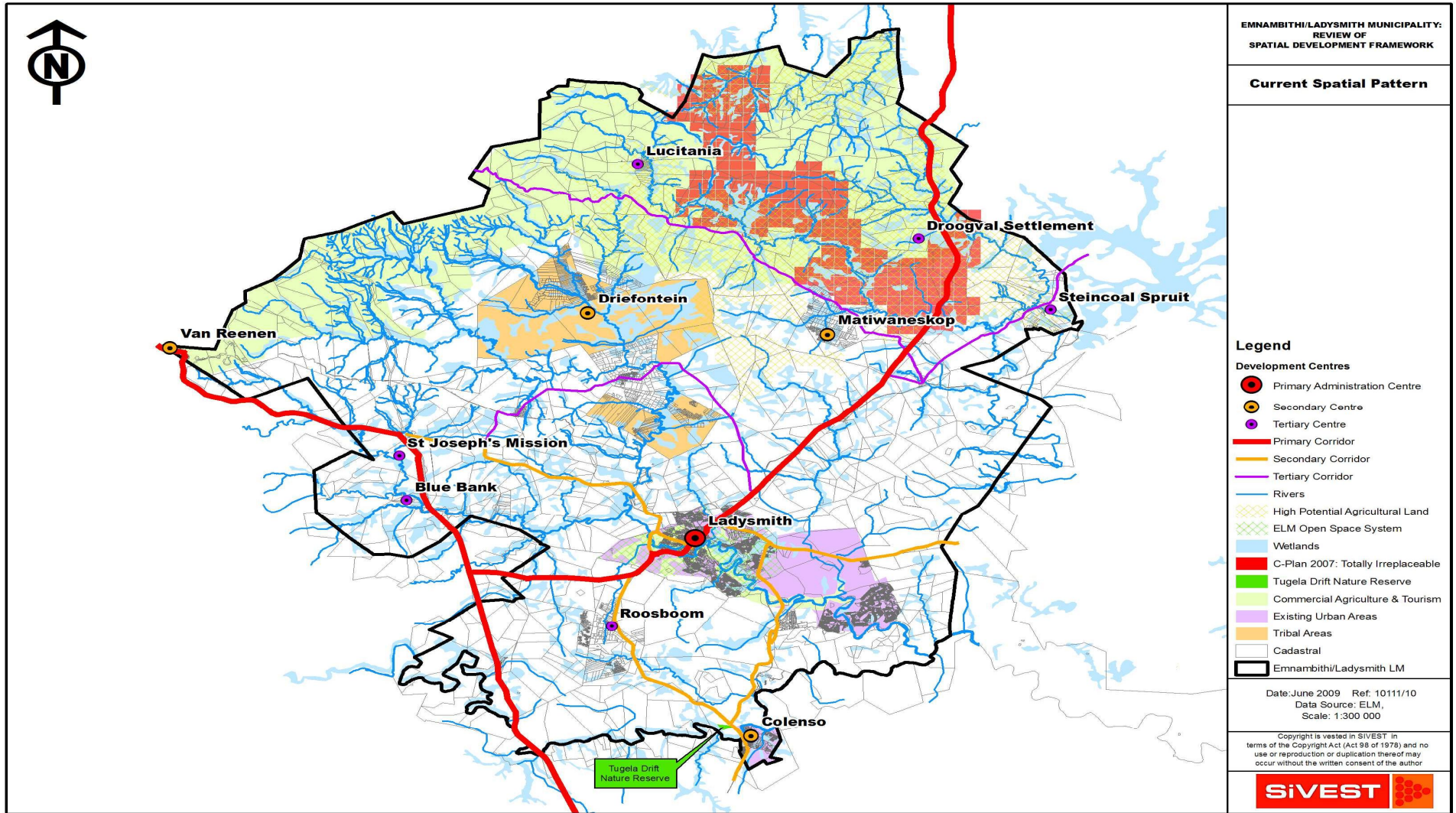


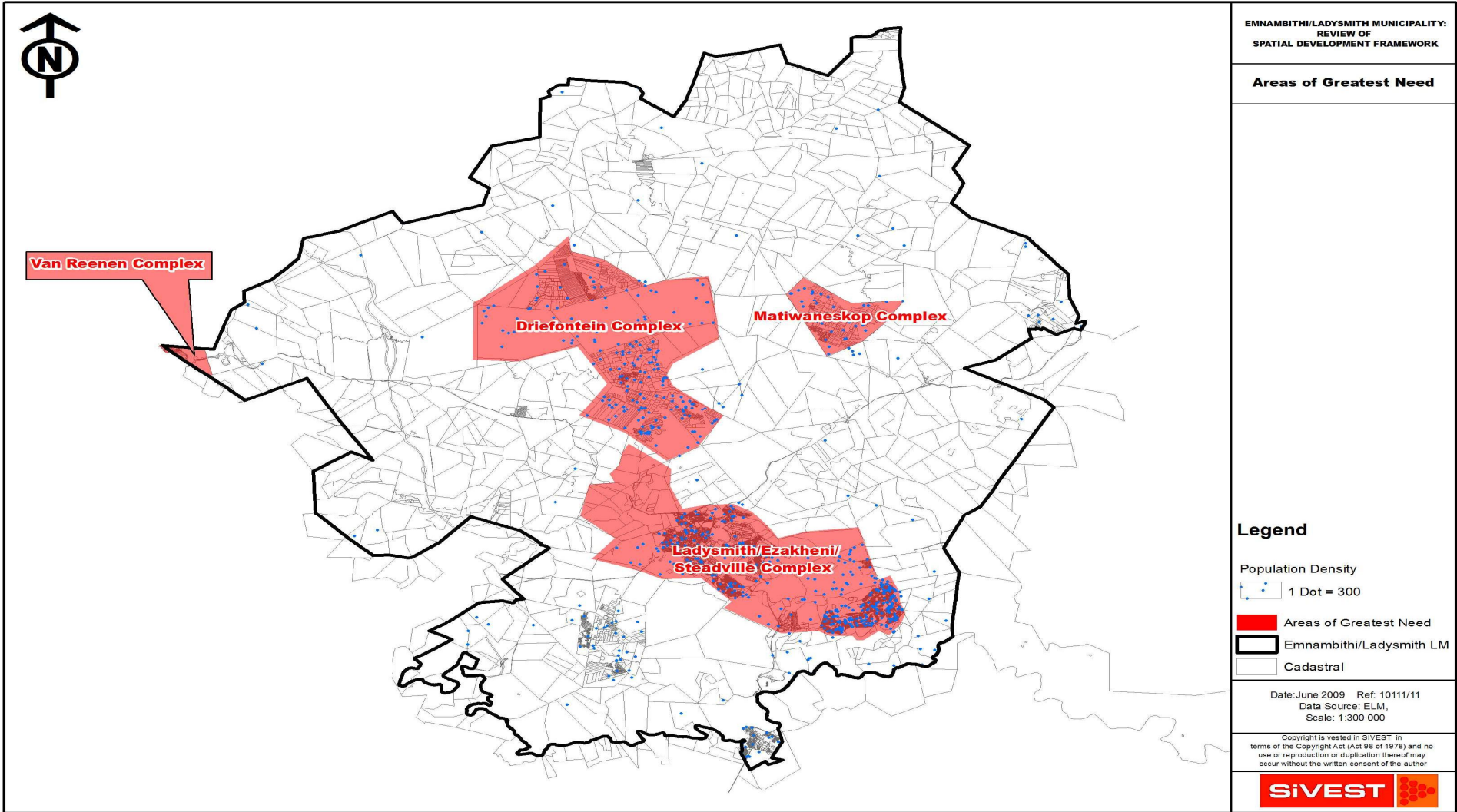


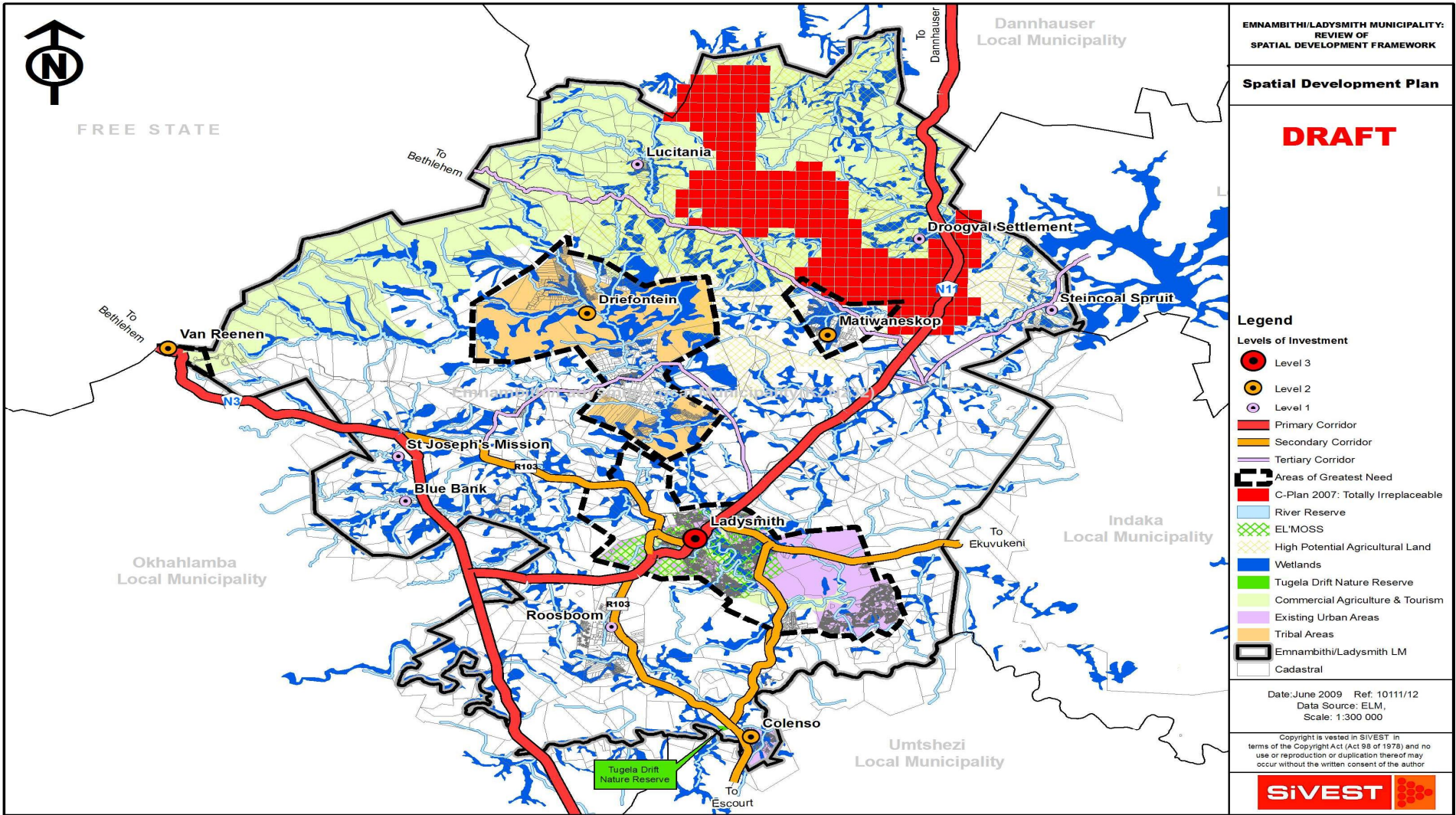












CHAPTER FIVE

PUBLIC AND SECTOR ENGAGEMENT

Participation in the IDP for 2011/12 took place various forms and was done according to the Process Plan mentioned earlier in the document. We various government and were informed about their future plans for the municipality and a District as a whole. The participation in preparation for this IDP is welcomed. Obtaining information from sector departments follows an extensive exercise on one-one engagements with various departments. To this end information is awaited from the following departments:

- Public Works;
- Department of Education;
- Department of Transport;
- Department of Health;
- Department of Social Development;
- South African Police Services;
- Department of Agriculture
- Vodacom/MTN/CELL C;
-

CHAPTER SIX

FINANCIAL MODELLING PLAN

CAPEX – NEW LOANS	2010/2011		2010/2011 ADJUSTMENTS BUDGET		2011/2012		2012/2013		2013/2014	
EXPENDITURE	-						0			
Salaries			-				0			
Salaries Existing										
Staff	106,079,441		107,849,664		130,035,487		138,487,793		148,181,939	
Pensioners Medical										
Aid	-						-		0.00%	-
Pension Surcharge					-		-			
Bargaining Council	8.50%	9,016,752			6.50%	8,452,307	7.00%	9,694,146	10.00%	14,818,194
Increase			9,986,616		6.50%	8,452,307	7.00%	9,694,146	10.00%	14,818,194
Overtime	5,794,966		6,185,142		6.50%	6,587,176	7.00%	7,048,279	10.00%	7,753,106

Job creation	11,009,454	15,200,750	6.50%	16,188,799	7.00%	17,322,015	10.00%	19,054,216
Scarcity Allowance	500,000	-				-	10.00%	-
Section 57 Employees	-							
Advertised			0.00%	-	0.00%	-	10.00%	-
Performance Bonus - Section 57 Employees	567,432	567,432	6.50%	604,315	7.00%	646,617	10.00%	711,279
	1,000,000							
Job Evaluation Councillor		600,000				-	10.00%	-
Allowances Existing Councillor	7,829,640	7,829,640		7,595,640	7.00%	8,555,987	10.00%	9,154,906
Allowances Pension and Medical Councillor						-	10.00%	-
	8.50%							
Allowances Increase Central Government Allowance	901,734	901,734	6.50%	960,347	7.00%	598,919	10.00%	1,290,718
	2,779,000	2,779,000		3,188,000	7.00%	3,411,160	10.00%	3,752,276

Less: Labour to be charged to maintenance Adjustments Budget	(16,922,460)	(17,509,858)	-	20,913,608	7.00%	-	22,377,561	0.00%	-22,377,561
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Total Emoluments		128,555,960	134,390,120	11.99	152,698,462	17.80%	185,764,915	9.26%	204,716,634
General Expenses									
Free Basic Electricity	115012434	2,663,550	2,663,550	5.50%	2,810,045	4.00%	2,922,447	12.00%	3,273,141
Free Basic Refuse	113292433	6,856,410	6,856,410	5.50%	7,233,513	4.00%	7,522,853	12.00%	8,425,595
Rates Indigency	110032146	11,745,020	11,745,020	5.50%	12,390,996	4.00%	12,886,636	12.00%	14,433,032
Bulk purchases - Electricity	28.90 %			26.71 %					
Cove Crescent Development	115022185	146,122,634	129,500,000	%	164,089,450	25.90%	206,588,618	25.90%	260,095,069
Property Rates Act	110362203	4,687,000	4,687,000	5.50%	-	4.00%	-	12.00%	-
Emergency Relief	110152189	2,000,000	1,500,000	5.50%	1,582,500	4.00%	1,645,800	12.00%	1,843,296
Electrical	11503243			5.50%		4.00%	9,106,760	12.00%	

Refurbishment	9	8,300,000	8,300,000		8,756,500				10,199,571
	11015231								
Youth Development	3.	700,000	810,000	5.50%	854,550	4.00%	888,732	12.00%	995,380
Postage Services	11116217								
Accounts	8	1,243,910	944,200	5.50%	996,131	4.00%	1,035,976	12.00%	1,160,293
Pauper Burials	110032176	500,000	500,000	5.50%	527,500	4.00%	548,600	12.00%	614,432
Special Programmes	110152314.	1,030,000	1,110,100	5.50%	1,171,156	4.00%	1,218,002	12.00%	1,364,162
Legal Expenses	110372165	1,500,000	1,000,000	5.50%	1,055,000	4.00%	1,097,200	12.00%	1,228,864
Asset Management	111142508.	1,177,000	1,177,000	5.50%	1,241,735	4.00%	1,291,404	12.00%	1,446,373
Ward Committees	112412507	450,000	450,000	5.50%	474,750	4.00%	493,740	12.00%	552,989
Free Basic Alternate Energy	112422533	1,000,000	1,000,000	5.50%	1,055,000	4.00%	1,097,200	12.00%	1,228,864
Landfill site Transport	112482220	110,000	548,522	5.50%	578,691	4.00%	601,838	12.00%	674,059
Transport Refuse	113292220	1,000,000	1,000,000	5.50%	1,055,000	4.00%	1,097,200	12.00%	1,228,864
Transport Traffic	114012220			5.50%		4.00%	905,190	12.00%	

		825,000	825,000		870,375				1,013,813
Transport Fire	114032220	920,620	920,620	5.50%	971,254	4.00%	1,010,104	12.00%	1,131,317
Disconnections and Reconnections	115032135.	300,000	234,958	5.50%	247,881	4.00%	257,796	12.00%	288,731
Siyazenzela Project	113292128	1,500,000	1,500,000	5.50%	1,582,500	4.00%	1,645,800	12.00%	1,843,296
Local Economic Development	112422502	150,000	300,000	5.50%	316,500	4.00%	329,160	12.00%	368,659
Zimbabwe EPW Pilot Project (Rural Areas)	110032256	1,000,000	1,000,000	5.50%	1,055,000	4.00%	1,097,200	12.00%	1,228,864
Project development	112422323	80,000	490,000	5.50%	516,950	4.00%	537,628	12.00%	602,143
Cleansing	113292249	350,000	300,000	5.50%	316,500	4.00%	329,160	12.00%	368,659
Public Participation Events	112412214	700,000	708,000	5.50%	746,940	4.00%	776,818	12.00%	870,036
Other General Expenses		84,373,760	94,719,811	0.00%	65,292,497	4.00%	67,904,197	12.00%	76,052,701
Total General Expenses		281,284,904	274,790,191		277,788,913		324,836,059		392,532,204
Software	110523350	281,284,904	274,790,191	5.50%	277,788,913	4.00%	324,836,059	12.00%	392,532,204

		800,000	941,668		993,460				1,157,182
Roads Tarred and Earth	112033341	9,800,400	9,800,400	5.50%	10,339,422	4.00%	10,752,999	12.00%	12,043,359
Stormwater	112033390	8,361,170	8,051,170	5.50%	8,493,984	4.00%	8,833,744	12.00%	9,893,793
Levelling of Dump site	112483325	250,000	275,851	5.50%	291,023	4.00%	302,664	12.00%	338,983
Surveillance Cameras	114103362	1,533,780	1,533,780	5.50%	355,296	4.00%	369,508	12.00%	413,849
Electricity Mains	115033333	800,000	800,000	5.50%	844,000	4.00%	877,760	12.00%	983,091
Substation equipment and Building	115033355	800,000	800,000	5.50%	844,000	4.00%	877,760	12.00%	983,091
Streetlighting	115033359	1,300,000	1,173,000	5.50%	1,237,515	4.00%	1,287,016	12.00%	1,441,457
New meters	115093332	187,190	80,000	5.50%	84,400	4.00%	87,776	12.00%	98,309
Council Infrastructure	110033351	-	52,769	5.50%	55,671	4.00%	57,898	12.00%	64,846
Other Repairs and Maintenance		6,353,750	6,617,388	0.00%	6,617,388	4.00%	6,882,084	12.00%	7,707,934
Total Repairs & Maintenance		30,186,290	30,126,026		30,156,159		31,362,406	6.00%	33,244,150

Capital Charges									
	Depreciation 33.00%	17,742,249	10,725,137	6.00%	11,368,645	1.00%	11,482,332	15.00%	13,204,681
Unfunded Depreciation		-			73,119,906		-		-
Existing Loans		2,689,621	1,673,000				691,998		
NEW LOANS - 20 YRS		-			1,765,125				691,998
NEW LOANS - 20 YRS		-					-		-
Reduction in no. of months (loans)		-					-		-
Total Capital Charges		20,431,870	12,398,137		86,253,676		12,174,330		13,896,679

Contributions									
Contributions to capital outlay		-		-		-	6.00%		-
			1,861,4						
Pensioners Medical Aid	8.50%	1,861,420	20	2,010,334	4.00%	2,090,747	6.00%	2,216,192	
			1,527,9						
Leave Reserve		1,527,990	90	1,650,229	4.00%	1,716,238	6.00%	1,819,212	
Rates	Rebates		1,926,0						
pensioners		1,926,000	00	2,041,560	4.00%	2,123,222	10.00%	2,335,545	
			11,037,						
Non-Payment		11,037,230	230	11,147,602	4.00%	11,593,506	10.00%	12,752,857	
Total Contributions		16,352,640	640	16,849,725		15,432,967		16,907,614	

Departmental Charges		24,094,360	24,094,360		36,718,453	4.00%	38,187,191	0.00%	38,187,191
		-	-						-
Less : Charge Outs		24,094,360	24,094,360		-36,718,453	4.00%	-38,187,191	0.00%	38,187,191
NET EXPENDITURE		476,811,665	468,057,114		563,746,935		569,570,676		681,581,808
REVENUE				0.00%					-
		-	-						-
Other Rates	8.00%	25,731,881	25,731,881	0.00%	-25,731,881	10.00%	-28,305,069	0.00%	28,305,069
		-	-						-
Agricultural Rates	8.00%	1,002,265	1,002,265	0.00%	-1,002,265	10.00%	-1,102,492	0.00%	1,102,492
		-	-						-
Commercial Rates	5.00%	25,274,256	25,274,256	0.00%	-25,274,256	10.00%	-27,801,682	0.00%	27,801,682
		-	-						-
Residential Rates	8.00%	48,467,349	49,012,273		-49,012,273	10.00%	-53,913,500	0.00%	53,913,500
		-	-						-
Total Rates		100,475,751	101,020,675	10.00%	-101,020,675		-111,122,743		111,122,743
		-	-						-
Refuse	8.00%	9,144,061	9,144,061		-11,930,602	15.00%	-13,720,193	0.00%	13,720,193
		-	-						-
Equitable Share		80,526,000	80,526,000		-90,180,000	8.00%	-97,394,400	0.00%	97,394,400
Councillor Allowances		-	-						-
Subsidy		2,779,000	2,779,000	2.00%	-3,188,000	8.00%	-3,443,040		3,443,040

Traffic & Licencing	8.00%	7,231,392	11,137,821	22.38%	(11,360,577)	10.00%	-12,496,635	0.00%	12,496,635
Electricity	18.03%	178,686,531	162,681,491	22.38%	-199,043,447	25.90%	-250,595,700	25.90%	315,499,986
Electricity Availability charge		-	-						-
Vacant Land		700,430	700,430		-842,354	25.90%	-1,060,524	25.90%	1,335,199
Grants		20,426,195	22,508,745		-15,042,496	8.00%	-16,245,896	0.00%	16,245,896
Other		71,642,305	72,358,891		-55,008,593	10.00%	-60,509,452	0.00%	60,509,452
Land Sales		5,000,000	5,000,000		-3,000,000		-3,000,000		3,000,000
Weigh bridge income		200,000	200,000		-200,000		-200,000		200,000
Capital grants					-65,356,000		-		
Sales of Staff Houses and Flats					-1,500,000		-		
TOTAL REVENUE		476,811,664	468,057,114		-557,672,745		-569,788,582		746,090,286
(SURPLUS)/DEFICIT		0	-		6,074,191		-217,905		64,508,478
Unfunded Depreciation			56,968,026						

NETT(SURPLUS)/DEFICIT		-			
		56,968,026		6,074,191	
SALARIES AS A % OF TOTAL BUDGET	27%	29%	27%	33%	30%
SALARIES EXCLUDING COUNCILLOR ALLOWANCES AS A % OF TOTAL BUDGET	25%	26%	25%	30%	28%

CHAPTER SEVEN

IMPLEMENTATION BUDGET

<u>Capital Budget 2011/2012</u>				
<u>Ward</u>	<u>Economic Development</u>	<u>2011/2012</u>	<u>2012/2013</u>	<u>2013/2014</u>
	CEMETERIES			
	Bluebank Cemetery (Ablution,Road, Water & Fence)	750,000		230105561
	Ndomba Cemetery (Ablution,Road, Water & Fence)	750,000		230105561
	Ezakheni Cemetery (Ablution,Road, Water & Fence)	750,000		230105561
		2,250,000		
	<u>ELECTRICITY</u>	-	-	-
		-	-	-
	Settlers Park 11kv	3,571,330		250109261
	<u>Borough Engineer</u>			
	Extension of Lister Clarence Building	1,500,000		220100121
	Community hall- Watersmeet phase 2	500,000		220100141
	Transport Plan	500,000		220100151
	Community hall- Emcitsheni phase 2	500,000		220100131

		3,000,000	
	Total Carry-over projects	8,821,330	

	<u>Revenue funded projects</u>				
	Speed humps	150,000			240109981
	Furniture new Licencing Office	200,000			240101541
	Surveillance Camera Phase 3	1,000,000			240100461
	Steadville Area E Housing project	500,000	500,000	500,000	200100551
	IT plan	1,100,000			205300541
	IT equipment for Extension of Lister Clarence Building	1,000,000			205300331
	Total Revenue Funded Projects	3,950,000			
	<u>Grant Funded</u>				
	<u>Economic Development</u>				
	Rural Household Infrastructure Grants	-	-		230100451
	<u>Electrical Engineering Services</u> Design,Planning & Projects (DOE funded projects)				
	INEP	15,000,000	8,000,000	7,560,000	250102601
	Electricity Demand side Mngt	4,000,000	-		250100371
	Sub-Total	19,000,000	8,000,000	7,560,000	
	Electricity Demand Side Management Grant-ESKOM	-	-		250104021
	Intergrated National Electrification Programme -ESKOM	-	33,262,000	24,639,000	250104021
		-	33,262,000	24,639,000	
	Borough Engineer Grant Funded Projects				
	Neighbourhood development grant (Technical Assistance)	456,000	709,000		230103331
	Neighbourhood development grant (Capital Assistance)	12,000,000	13,000,000	5,500,000	230100271
		12,456,000	13,709,000	5,500,000	
	MIG Allocation				
1	3KM Tarred Road Ezakheni c	10,500,000			220106631

3	Community Hall Ezakheni B	1,500,000	-		220100471
4	Sports Complex	-	-		
7	Street lights-Mcitsheni and Zwelisha	4,000,000	-	-	220100381
13	Street lights-Phase I & II Roosboom	4,000,000	-		220100391
15	3 KM Tarred Road-PR ROADS Peacetown	-			
18	Street Lights Watersmeet	5,000,000			220100401
20	Street Lights-Mthandi	3,000,000			220100421
24	Low water crossing-Balderskraal	2,000,000			220100431
25	Swimming Pool Colenso	2,400,000			220100441
		32,400,000			
7	Mini Community facility- Mcitsheni		350,000		
14	3 KM Tarred Road		10,500,000		
16	Swimming Pool		2,400,000		
17	Street Lights		5,000,000		
20	Community Hall-Mthandi		3,000,000		
21	3 KM Tarred Road-Area J		10,500,000		
23	Street Lights		6,000,000		
24	Community Hall-Nkunzi		3,000,000		
25	Street Lights-Ntokozweni		3,000,000		
26	Street Lights-Blue Bank		3,000,000		
			46,750,000		
		<u>2011/2012</u>	<u>2012/2013</u>	<u>2013/2014</u>	
2	3 KM Tarred Road			10,500,000	
3	1 Robot next to Emanzini abilayo			175,000	
5	Mini Community facility-C1			350,000	
6	3 KM Tarred Road			10,500,000	
6	1 Robot-White City			175,000	
8	Street Light- Pieters			3,000,000	
14	Street Lights				

16	3 KM Tarred Road-Tholulwazi and Gcizela		10,500,000
18	Swimming Pool		2,400,000
21	Community Hall-Area J		3,000,000
24	Street Light- Lustania		3,000,000
26	Mini Community facility-Zaaifontein		350,000
27	Street Llights		4,000,000
			47,950,000
	Public Safety		
1	1 Robot- eMpukaneni	175,000	
2	1 Robot- next to Ezakheni College	175,000	
5	Satellite Fire Station	5,000,000	
		5,350,000	
	Total	63,856,000	101,721,000
	Grants & Subsidies	63,856,000	101,721,000
	Own Revenue	12,771,330	500,000
	Total capital budget	76,627,330	107,571,000

CHAPTER NINE

ORGANISATIONAL PERFORMANCE MANAGEMENT

8.1 THE VISION, GOALS AND OBJECTIVES

OPMS is not a free standing department, however, it is based in the office of the Municipal Manager, so as to ensure that instructions of the Performance Manager are not undermined, there is accountability even from the managers who are on seniors levels than of the MPM. The diagram below indicates the existing staff complement in the office of the Municipal Manager, who perform PMS and other related matters. PMS is divided into at least three Units namely, MONITERING; EVALUATION AND RISK MANAGEMENT;

8.2 THE VISION, GOALS AND OBJECTIVES

OBJECTIVE:

- To strengthen community and stakeholders;
- To ensure continuous municipal growth and improved services;
- To ensure efficient and effective administrative system;
- To excel in good governance

OFFICE OF THE MUNICIPAL MANAGER

KEY PERFORMANCE AREAS	KEY PERFORMANCE INDICATORS
To Ensure the Proper Revision, Implementation and Monitoring of Performance Management System (PMS)	Approval Of Legislative Compliant of PMS, Development of Performance Frame Work
	All Section 57 Managers and Managers directly accountable to the MM sign Performance Agreements
	Compilation of the Service Delivery Budget Improvements Plan
	Performance Evaluation of all Managers (MM and Managers reporting directly to MM)
	Training of Level one to Six on PMS
	Development of Guidelines and procedures for the Implementations of PMS level one to six
	Co-ordinate Meetings of the Performance Audit Committee
	Develop Annual Reports to council
	Co-ordinate strategic meetings and workshops for Management and staff

KEY PERFORMANCE AREAS	KEY PERFORMANCE INDICATORS
Participation/Batho	Consult the Community on the Development of Municipal KPI and the Final Performance Score Cards of the Organization and the Managers
	Involve the Community in the Annual Report and submit views to the Oversight Committee
	Assist members of the community on service level and Batho Pele issues.
	The establishment of a Municipal Central Help Desk.
	Conducting of Community Surveys Twice a Year
	Provide on-going management and supervision in the office of the Mayor and the Municipal Manager
	Co-ordinate the Mayoral Address to the state of the municipality.
	Prepare the Annual Mayoral Employees Performance Awards

DEPARTMENT: CORPORATE SERVICES

KEY PERFORMANCE AREAS	KEY PERFORMANCE INDICATORS
Manage staff within the department so that they are able to meet their objectives.	To ensure that the Institution operates in line with appropriate Legislation.
	To encourage Intergovernmental Relations
Oversee the Training Plans of staff and Councillors so that each staff member within the Municipality has an updated and active training plan	Individual training plans including career development issues and progress against plans available for inspection.
	To improve internal Skills Development and Capacity.
	To develop Councillors
Improve internal Job Evaluation and Employment Equity Plan	To ensure Institutional Equity through Capacity Building Initiatives
Health Care and Employee Wellness	To address issues of HIV/AIDS in the workplace

<p>CREDIT CONTROL</p>	<p>To ensure the Municipality's financially viable and recovers outstanding debts</p>
<p>INCOME</p>	<p>To provide Accurate and Timeouts Billing</p>
<p>MFMA Budget Office</p>	<p>To comply with Financial Legislation</p>

SUPPLY CHAIN MANAGEMENT	To ensure prudent and transparent procurement processes
MONITORING	Performance Management System
	To comply with MFMA requirements
EXPENDITURE	To ensure the Municipality's financially viable and recovers outstanding debts
ANNUAL FINANCIAL STATEMENTS OR INTERNAL CONTROL	To provide an efficient, sound, economically viable and sustainable financial support service
ASSET MANAGEMENT	To Safe Guard Council's Assets

FINANCIAL VIABILITY	To provide an efficient, sound, economically viable and sustainable financial support service
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DEPARTMENT: ENGINEERING SERVICES

KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATORS
Public Works Infrastructure	To improve and maintain the existing road network and provide accessibility for all
	To improve road infrastructure
	To improve Air Infrastructure
	To maintain Storm water Infrastructure
Solid Waste/Flood Management/Private Sidings	To ensure that all waste disposed at the Landfill site is compacted and covered
	To provide safe and accessible infrastructure for siding users in terms of Rail Regulations Act
Klip river Maintenance	To comply with the requirements of Part D of the Operational Manual of Qedusuzi Dam
Project Management	To implement projects
	To provide management and leadership to various sections within the department
	To implement Performance Management
Housing and Building Control Infrastructure	To ensure that all buildings constructed comply with relevant legislation: National Building Regulation, Town Planning Schemes and Local By-Laws
	To ensure that low cost housing are constructed to be safe and compliant with National Building Regulations, Town Planning Scheme and Local By-Laws
	To ensure that Building Plans, Inspection Assessments and Approvals are compliant with relevant legislation
Implementation of Municipal Infrastructure Grant Funding Projects	To construct Capital Projects and Roads Rehabilitation
	To Construct Lister Clarence Building
	To construct an additional building at Driefontein Multi Purpose Centre

KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATORS
	To construct a community Hall at Mcitsheni
	To construct a Testing facility/building at Public Safety
	To construct an Electricity Sub-station
	To Upgrade Alexandra Street Bus Shelters
	To fence the Land Fill Site
	To construct Pension Pay Points
	To construct High Mast Lights
	To a construct Emahukwini Community Hall
	To construct a Kitchen at Steadville Community Hall
	To construct a Taxi Rank at Watersmeet Phase One
	To construct a Taxi Rank at Blue Bank
	To construct a Taxi Rank at Steadville
	To construct a road to the bridge linking Ndomba and Steadville
	To construct a Pedestrian Bridge linking Watersmeet to Burford
	To construct low water crossings in Rural wards
	To construct a Pedestrian bridge linking Umbulwane to Industrial area
	Landfill Site Phase one
	To level and grade Sports Fields
	To construct a Sports Complex in Ezakheni
	To construct a Vehicular bridge linking Hobsland and Peacetown
	To construct a tarred road at Ezakheni
	To construct a Vehicular bridge linking Baldaskraal and Lucitania
	To construct a Pedestrian Bridge linking Ezakheni and Esidakeni
	To construct a Vehicular/Pedestrian Bridge across Mbababantu River
	To construct roads in Rural Areas

KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATORS
	NEIGHBOURHOOD GRANT
	WEIGHBRIDGE
	SAND MINING
	LIMIT HILL SPORTS FIELD
	STORM WATER DRAINS IN STEADVILLE
	STORM WATER DRAINS IN EZAKHENI
	To construct a Crèche in Kleinfontein
	DEPARTMENT OF SPORTS AND RECREATION
	SMALL TOWN REGENERATION STUDY: Surveillance Cameras, Mid Block parking, Rehabilitation of Sidewalks, Beautification of three town entrances and Wimpy, Sondela Parks
	Development of a Municipal Transport Plan

DEPARTMENT: ELECTRICITY

KEY PERFORMANCE AREAS	KEY PERFORMANCE INDICATORS
Provision of Electricity	Management and Leadership
	To provide Free Basic Electricity to all indigent customers (50 kwh)
	To promote Batho Pele Standards of Customer Service
Purchasing	To minimise electricity costs
Distribution	Reduce electricity service backlogs by connecting new consumers within the prescribed times.
	To maintain and keep existing infrastructure in a safe and good working conditions
	To reduce electricity service backlogs by improving existing network to meet current and future needs

KEY PERFORMANCE AREAS	KEY PERFORMANCE INDICATORS
Revenue Protection/Loss Control	To increase revenue and provide value for money expenditure
Maintenance	To maintain Transformer Services
	To maintain Street Lights
	To maintain Settlers Park 11KV Panels
	To strengthen an Electrical System

DEPARTMENT OF GOVERNANCE AND TRANSFORMATION

KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATORS
Good Governance	To provide efficient, effective and up to date business support to the Organization
	Personnel Expenditure for Records
	To implement Performance Management Systems
	To ensure that the institution operates in line with appropriate legislation
	Debt collection
	To maintain an updated valuation roll for rating purposes.
	To ensure that halls are available to the public and others within Municipal Areas
	To promote Tourism & Education within the municipal area
Human Settlement	To Dispose Land
	To facilitate Housing Community Meetings
	To develop a plan for affordable Housing Scheme
	To eradicate B&C Tin Houses

KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATORS
	Construction of Housing Units at Ezakheni C 624
	Construction of Housing Units at Ezakheni C 524
	Limit Hill Housing Scheme
	St. Chads Urban Housing Scheme
	St. Chads Rural Housing Scheme
	Steadville Area J
	Steadville Area E
	Steadville Area H
	Umbulwane Phase 1&2 Housing Scheme
	Ezakheni DD Section Housing Scheme
	Hobsland Housing Scheme
	Inkanyezi Hostel conversion into family units
	Upgrading of Steadville Hostel and Nurses Home
	Housing Database
	Housing Database for Informal Residents
	Disposal of Staff Houses
Social and economic support	To review existing Lease Agreements
	Funeral Assistance

DEPARTMENT OF PUBLIC SAFETY

KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATORS
Management	To complete Performance Management Assessment for employees up to level 6
Strengthen policing services and encouraging visible policing	Law Enforcement
	Total number of traffic education awareness workshops
	Road Blocks
Traffic Engineering	Road signs replaced
	Road markings
	Traffic Calming
Fire Fighting and Natural Disaster	To reduce the risks of fire and disaster
Licensing Services	Testing and issuing of Drivers Licences
	Registration of vehicles and licensing
	Revenue Generation
	To provide efficient, effective and up to date business support to the organisation
	To maintain surveillance cameras system

KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATORS
Fleet Management	Light Vehicle turnaround time
	Heavy Vehicle turnaround time
	Heavy Plant turnaround time
	Expenditure on vehicles

KEY PERFORMANCE AREAS	KEY PERFORMANCE INDICATORS
Job Creation & Local Economic Development	To promote job creation and local economic development largely based on agricultural industry, SMME development and tourism.
	Formulation of Ward Based Statistics
	To conduct LED Logistic Hub Feasibility Study
	To promote Industrial Development:
	To assist Emerging Business Development
	To promote LED Tourism Development Strategy
To supply Free Basic Alternative Energy	
Environmental Hygiene	To ensure the provision of a healthy and clean environment in all areas of economic activity per national requirements and standards

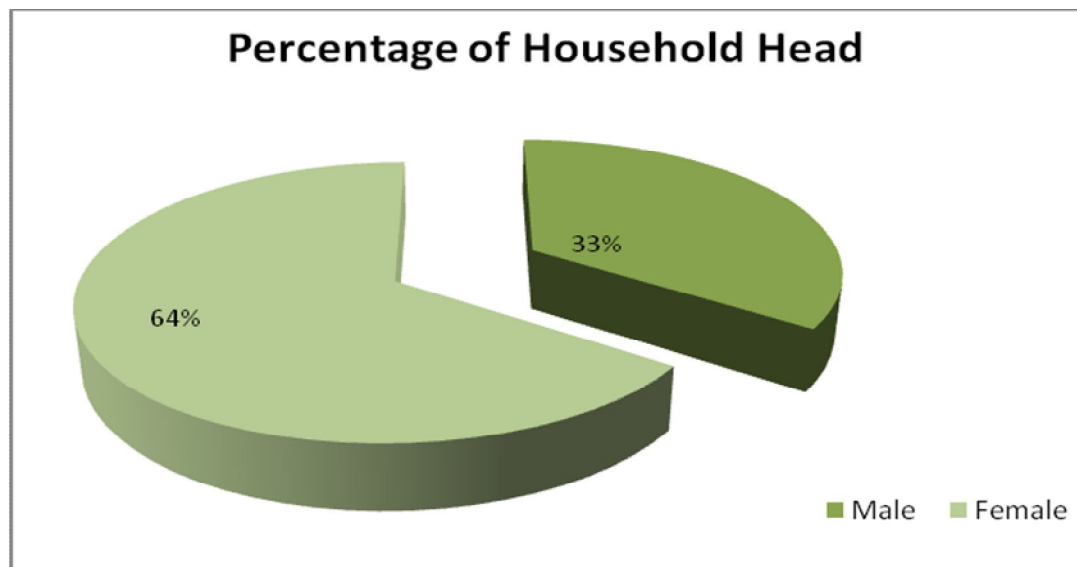
KEY PERFORMANCE AREAS	KEY PERFORMANCE INDICATORS
Parks & Gardens	<p>To ensure the beautification of the environment and promotion of recreational amenities</p> <p>Management of Swimming Pools</p> <p>To develop and implement operational plans to maintain municipal gardens /Sports Fields and open spaces.</p>
Public Participation	To promote& ensure Community Participation in the Municipal Affairs: Chapter 4 Municipal Systems Act.
Spatial Planning	<p>To establish a viable Human Settlements an efficient utilisation of land as a scarce resource</p> <p>Enforcement of Advertising By-Laws</p>

KEY PERFORMANCE AREAS	KEY PERFORMANCE INDICATORS
Integrated Development Plan	To review the Integrated Development Plan annually
Land Use Management	To refine current Town Planning Schemes, advise on land use rights and effectively manage development of land
Geographic Information Systems	To implement GIS that is fully utilised throughout the Municipality

HOW SATISFIED IS THE COMMUNITY WE SERVE?

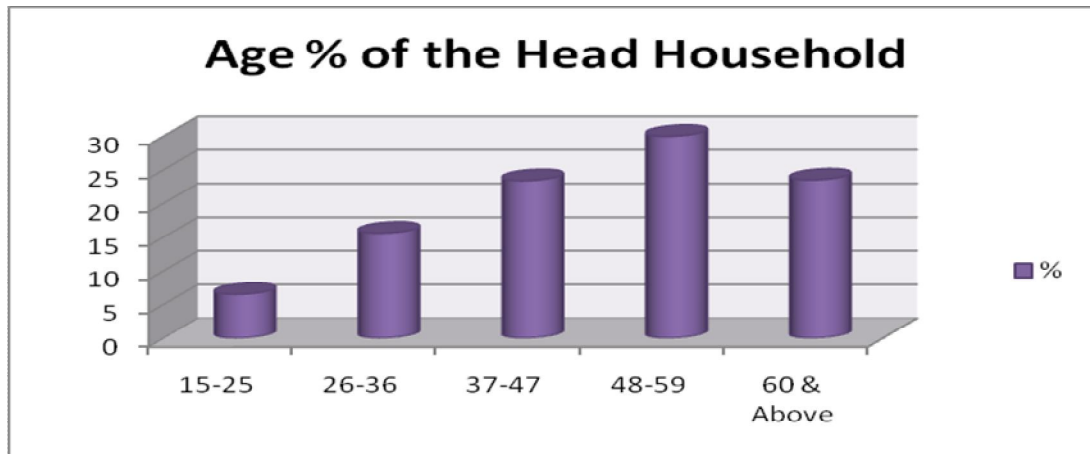
9.5 CLIENT SASISTFACTION

As mentioned in this report that one of the objectives of PMS is to ensure that the municipality is democratic in all aspects and also account for its decisions and how they get implemented. As can be seen from the graph below, the sample had 244 (33%) males as heads of households and 472 (64%) females as households. An observation made here quite clearly is that the majority of the households are run by females, most of whom might fall on the categories of single mother or widows, which still gives us a picture that women still continue to play a dominant role in the running of the households.



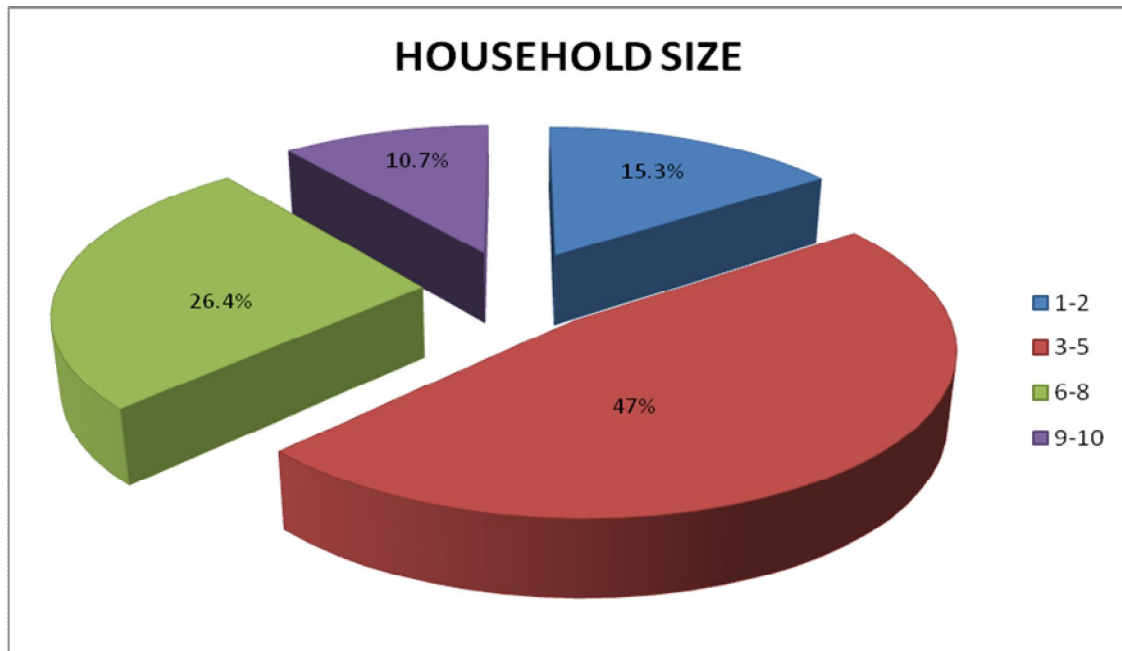
Source: Municipal Survey Report 2010/11

The age groups, clearly the majority of the sample was people in the category above 37 (80%). The following category (15.6%) was people in the 26 to 36 category, and then followed by the 37 to 47 group (23.4%), then the 60 and above group (23.5%) and then lastly the smallest was in the 15 to 25 category (6.5%). Taking the sample as though it were the actual population, one would say the municipality is serving 23.5 population that is about to reach retirement if not in the retirement stage of life. There is a probability that there is a 6.5% population which also includes house-headed children.



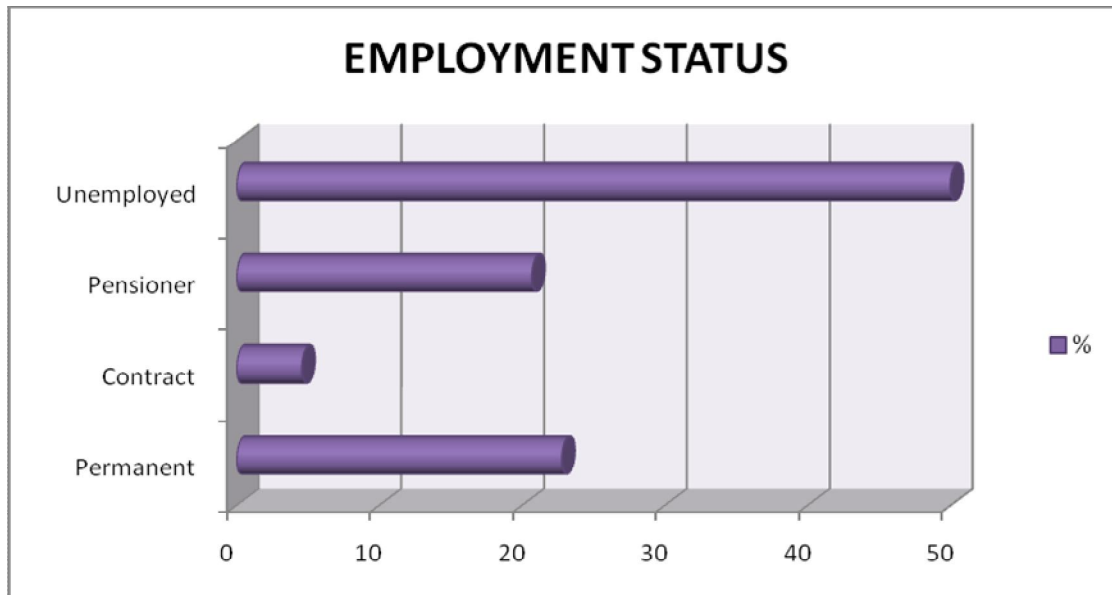
Source: Municipal Survey Report 2010/11

Family size per household varies, clearly the majority of the households in the sample had comprised of family members that were in the 3-5 members category (47%) which is the majority in the category, followed by the 6-8 members category (26.4%), then the 9-10 category (10.7%) and then lastly the smallest being the 1-2 membership (15.3%). The majority of households in the ward which consists of family members above 5 are mainly in the poor areas, especially wards in the township areas.



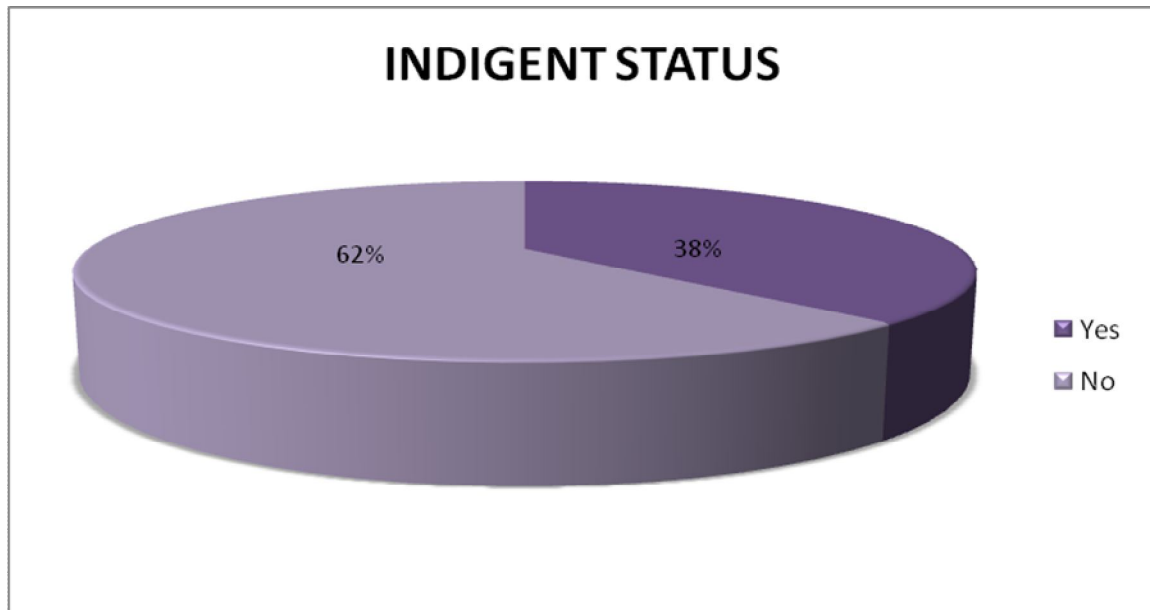
Source: Municipal Survey Report 2010/11

The majority of the sampled households represent a whopping high rate of unemployment in the ward (70% represent both the unemployed as well as pensioners). Less than 30% were income generating families. However the income source would give clear indication of what is happening as far as income generation is concerned. However, the variable income below, reflect that more than 80% of households are earning an income below R3500 per month.



Source: Municipal Survey Report 2010/11

This is an ever escalating and worrying variable, as can be seen on the graph as well as table, 62% of the sample had answered no when asked whether they were indigent or not. Only 38% had answered yes, but what is peculiar about this, when asked if they paid rates, most would indicate that they had filled in a form which precludes them from paying. Perhaps confusion may have stemmed from the actual meaning of the word, and how the research members themselves understood the question.



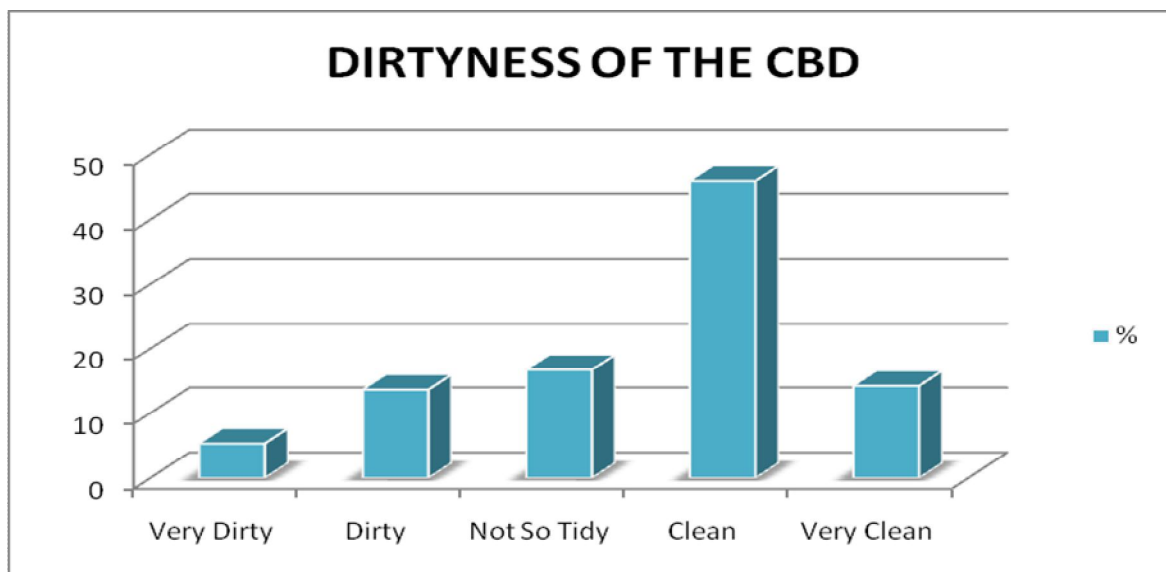
Source: Municipal Survey Report 2010/11

As can be seen in these figures, when asked if the municipality collected refuse in the area 94% of the sample said yes, in one's view the 6% that had responded no was a reactionary response, perhaps indicating a particular attitude towards the municipality as well as the municipal staff that collects refuse, numerous complaints were reported about the staff's refusal to take rubbish that is dispersed on the road or if the waste bins are located within the yard.

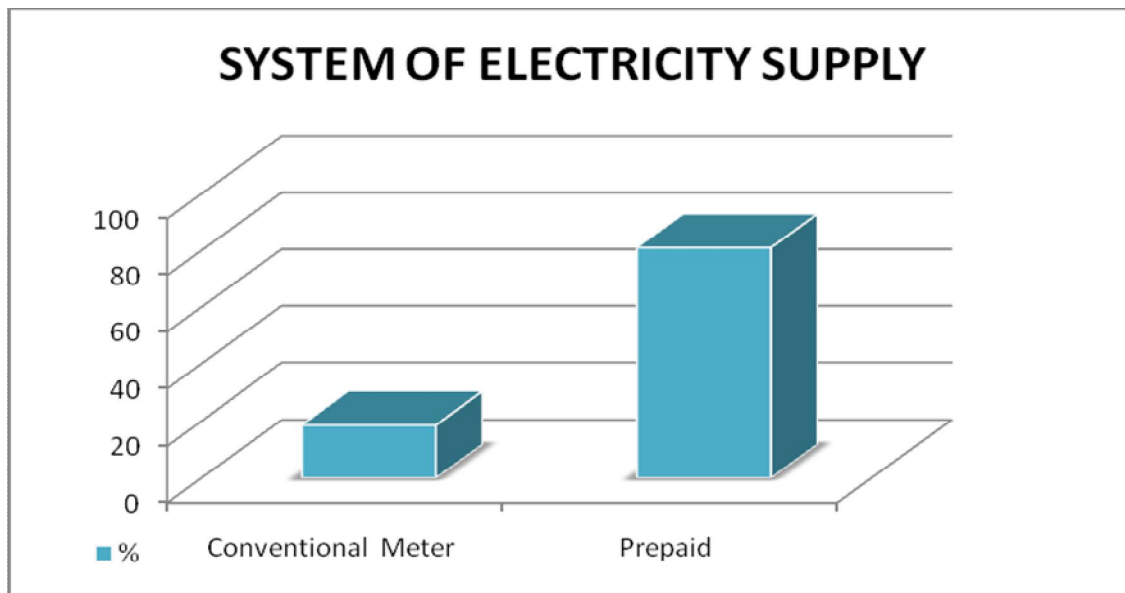


Source: Municipal Survey Report 2010/11

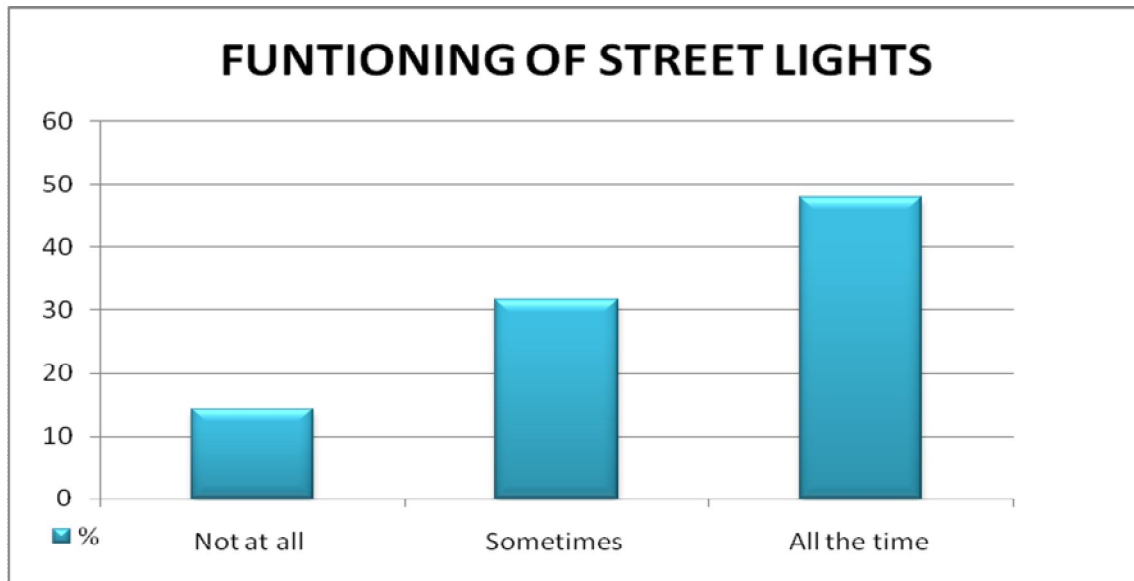
Here the majority of the respondents (60%) had said that the central business district is clean, while less than 20% felt it is tidy. Perhaps these figures are in recognition of the municipality's efforts to collect waste and clean up on the busiest parts of the town. The general feeling, however, was that, depending on where you are focusing in the CBD, some parts were cleaner than the others, while others suffered total neglect, with individuals left to their own discretions in as far as the actual clean up is concerned.



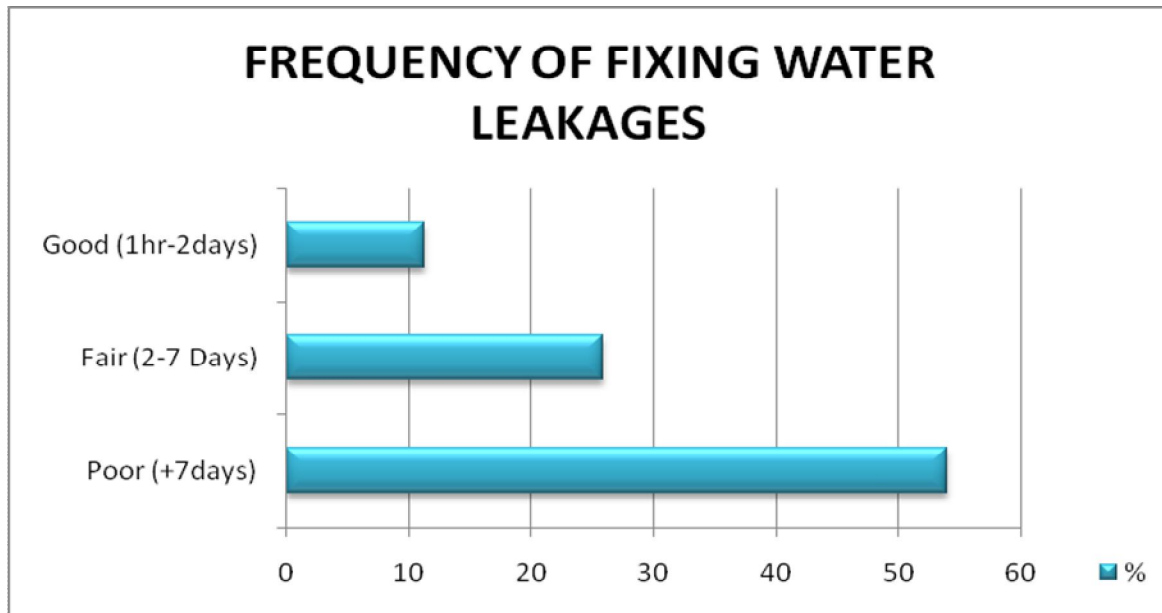
The majority (81%) of the sample said they used prepaid electricity, while only 81.1% use conventional meters.



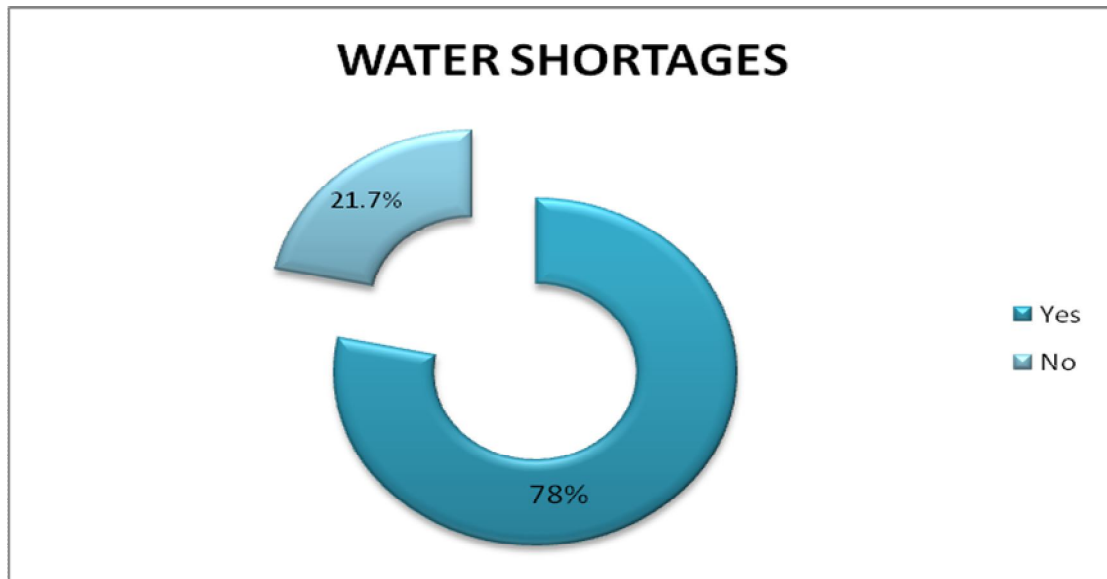
In as far as street lights are concerned, 80% of the sample reported functionality, it must also be noted that on those who may have reported non-functionality (15%) may have been speaking in relation to the street lights next to their homes, rather than the entire community. Perhaps attending to those cases reported as non-functional may reflect a different opinion altogether in future.



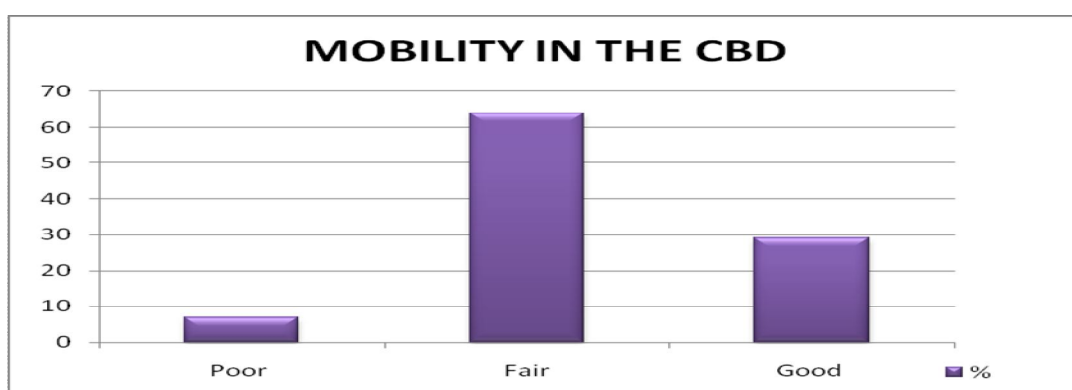
In terms of water pipe leaks, the majority of the households (54%) felt that the services provider was not doing a good job attending to leaks. Some went to the extent of saying that water has been running for months. One would feel that this is a total insult to efforts and messages that encourage people to save water. Leaks say that leaks are reported in time, but it often takes a long period at times before any attention is given to those leaks, at times the services provider comes and acknowledges the problem, but nothing is done to curb the waste of this scarce precious resource. 78% of the households said they experience water shortages in the areas on a regular bases, leaks etc., and 18% said they do not experience any water shortages.



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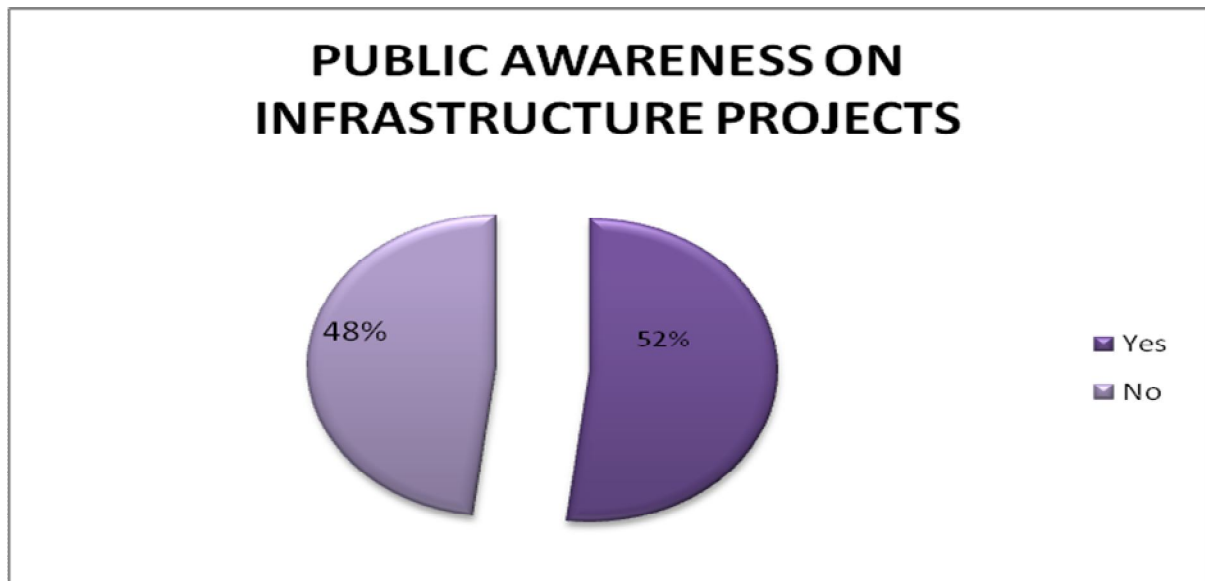


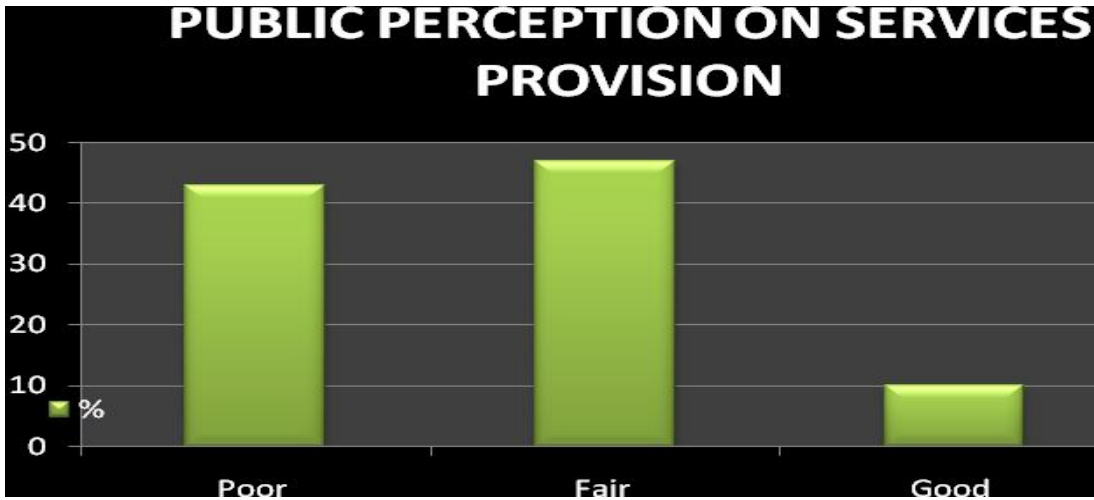
64% of the respondent fair with the CBD road network system, whilst 29% indicated that the CBD road network as good. Whilst and extreme 7% of the population indicated that the CBD road network as poor. The sample was taken prior the implementation of the new traffic road act, which proclaimed the removal of Green Arrows in some parts of our intersections. Below is a graphical representation of the CBD respondents to CBD road networks.



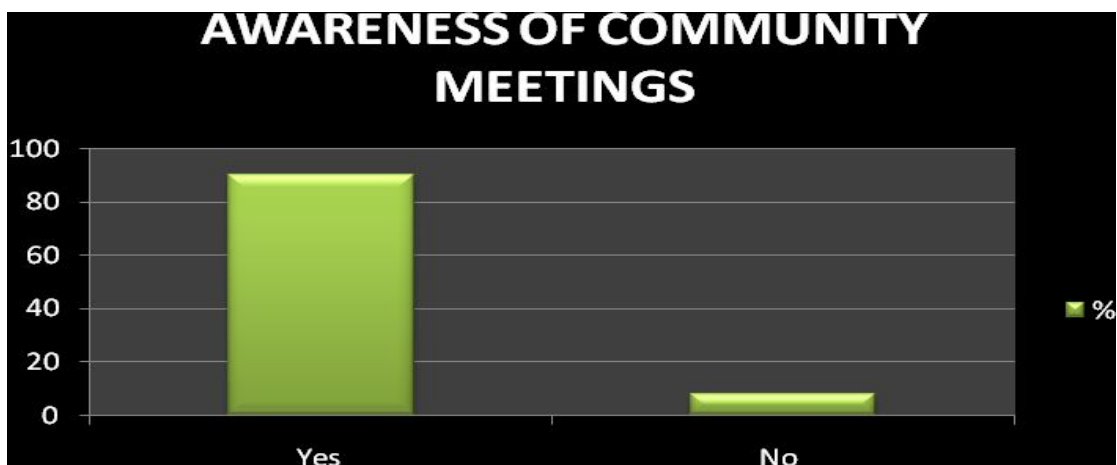
In case of infrastructure development, respondents were requested if are aware of any developments that may have taken place since 2006 in their areas, in the form of roads, bridges, community facilities etc. 52% of the respondents reported having seen developments in the particular area of residents; these were in the form of tar roads 53%,

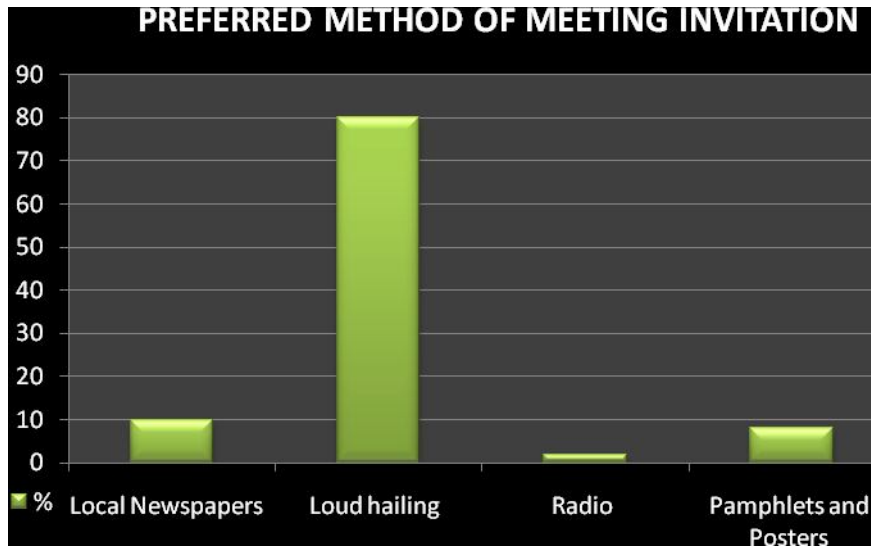
Gravel Roads 29%, Recreational Facilities 8%, Bridges 3%, Community Facilities 6% and electrification 1%. Most of the respondents had positive feelings (66%) towards these developments sighting, amongst others, the convenience travel (roads and bridges), and safe places of play for children (recreational facilities).



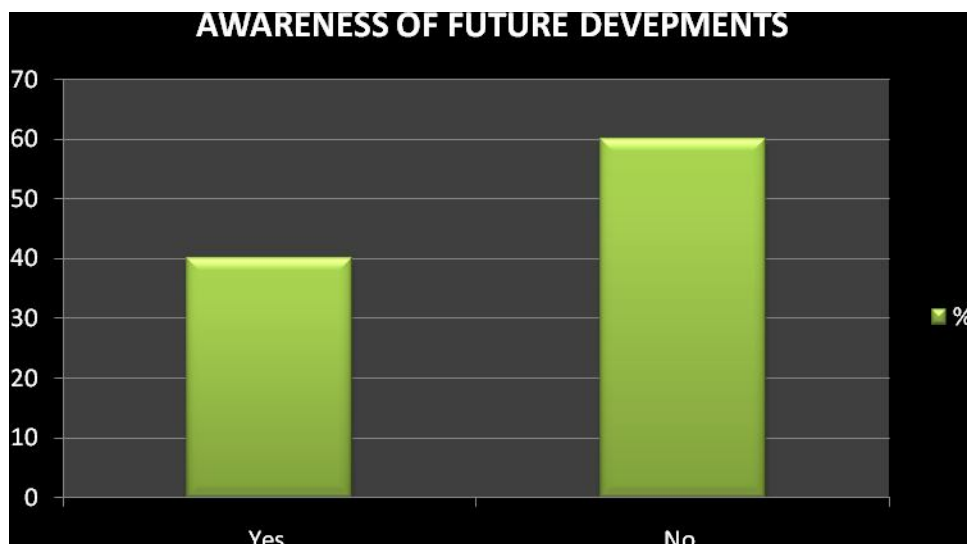


Public participation, 88% of the sample said they had access to information about municipal or community events. Often the information was obtained through loud hailing 80%; while 2% said they learned about events on the radio. In terms of preferred alternatives 65% said they would still prefer loud hailing, 5% said they preferred radio, 6% said they preferred Local Newspapers, posters and Pamphlets. In terms of community meetings, 24% of the sample indicated that the councillor does call community meetings.

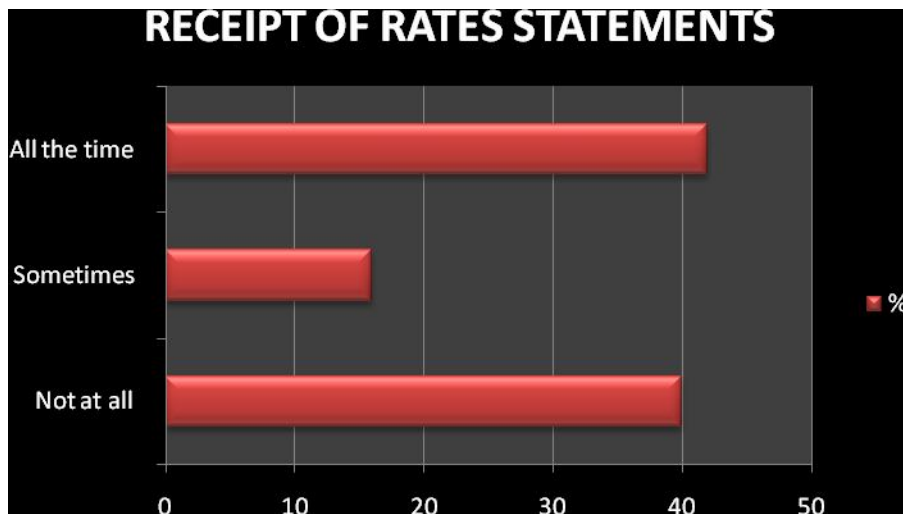




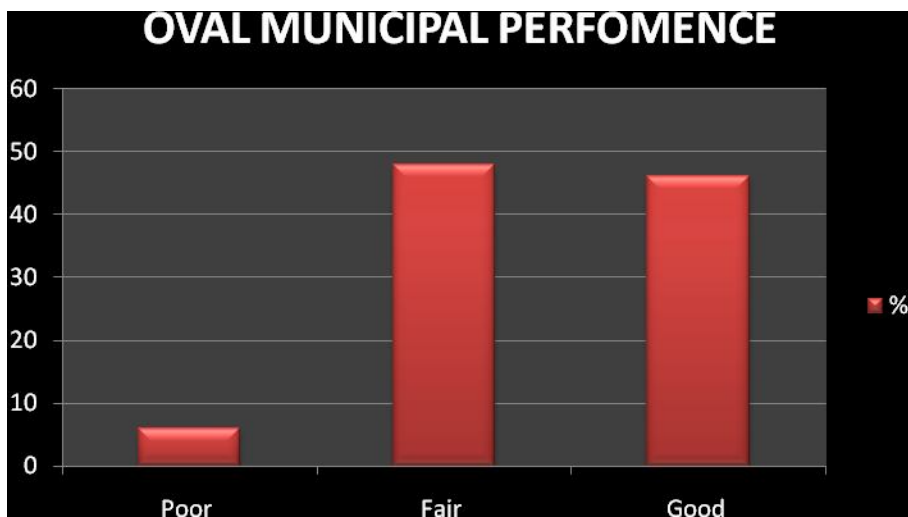
80% of the respondents preferred loud hailing as the communication method informing them about events, whilst the print media came second. The majority of the respondents who prefer loud hailing are urban residents.



60% of the respondents indicated not to be aware of any future development within the Municipality. Whilst 40% indicated knowledge of future development within the Municipality.



58% of households receive their rates accounts in time and regularly, for which 42% receive account all the time and 16% sometimes, whilst 40% do not receive rates accounts at all. The reasons for not receiving rates accounts varies and need further investigation



The Municipal Overall performance is rated at 54%, with 32% of the respondents rating it fair. The rating of 54% is a critical one in the light of the sporadic municipal uprisings currently taking place in the country against service delivery. the indication that at least 2% rate the Municipality excellent is a clear indication that the Municipality is doing well under the circumstances.