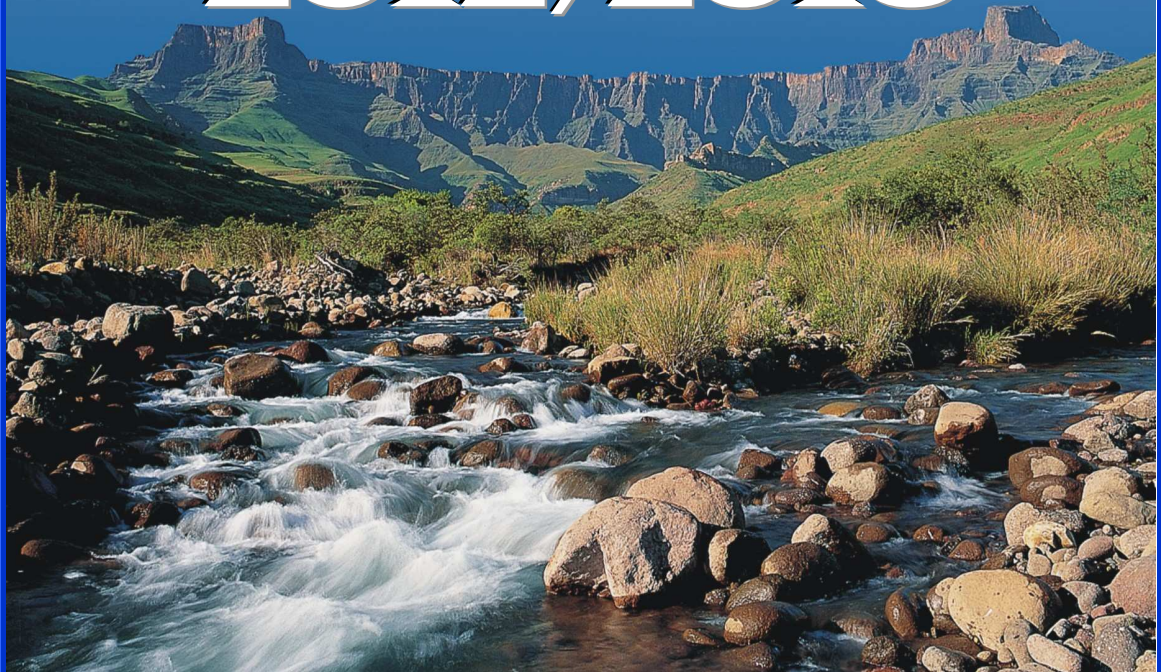


UTHUKELA
UMKHANDLU WESIFUNDA
DISTRKSMUNISIPALITEIT
DISTRICT MUNICIPALITY

I.D.P

DRAFT
2012/2016



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Acronyms and Abbreviations

ABET	Adult Basic Education and Training
AIDS	Acquired Immune Deficiency Syndrome
ARV	Antiretroviral
ASGISA	Accelerated Shared Growth Initiatives for South Africa
BBBEE	Broad Based Black Economic Empowerment
BEE	Black Economic Empowerment
CBD	Central Business District
COGTA	Department of Co-operative Governance and Traditional Affairs
CIP	Comprehensive Infrastructure Plan
COP	Conference of Parties
CPI	Consumer Price Index
CSP	Community Safety Plan
DoRA	Division of Revenue Act
EAP	Economically Active Population
EPWP	Expanded Public Works Programme
EMF	Environmental Management Framework
EMP	Environmental Management Plan
EXCO	Executive Council
GDP	Gross Domestic Product
GIS	Geographic Information System
GRAP	Generally Recognised Accounting Practice
HIV	Human Immunodeficiency Virus
HR	Human Resources
IDP	Integrated Development Plan
ITP	Integrated Transport Plan
IT	Information Technology
KPA	Key Performance Area
KPI	key Performance Indicator
KZN	KwaZulu-Natal
LAP	Local Area Plan
LED	Local Economic Development

LGSETA	Local Government Sector Education Training Authority
LGTAS	Local Government Turn Around Strategy
LUMS	Land Use Management System
M&E	Monitoring and Evaluation
MDG	Millennium Development Goals
MTEF	Medium-Term and Expenditure Framework
MSA	Municipal Systems Act
MEC	Member of Executive Council
MFMA	Municipal Finance Management Act
MPRA	Municipal Property Rates Act
NSDP	National Spatial Development Perspective
NDP	National Development Plan
OPMS	Organisational Performance Management System
PHC	Primary Health Care
PMS	Performance Management System
PPP	Public-private partnership
PSEDS	Provincial Spatial Economic Development Strategy
PGDS	Provincial Growth and Development Strategy
SAPS	South African Police Service
SONA	State of National Address
SOPA	State of Province Address
SCM	Supply Chain Management
SDBIP	Service Delivery Budget Implementation Plan
SDIP	Service Delivery Improvement Plan
SDF	Spatial Development Framework
SLA	Service Level Agreement
SMME	Small Medium and Micro Enterprise
STI	Sexually Transmitted Infection
TB	Tuberculosis
TP	Town Planning
UTDM	uThukela District Municipality
VIP's	Ventilated improved pit latrines

CHAPTER 1: EXECUTIVE SUMMARY

1.1. INTRODUCTION

The Municipal Systems Act (No.32) of 2000 requires that local government structures prepare Integrated Development Plans (IDPs). The IDPs serve as tools for transforming local governments towards facilitation and management of development within their areas of jurisdiction. The Systems Act identifies the IDP as the vehicle to be used in the achievement of these goals. In conforming to the Act's requirements the uThukela district municipality has delegated the authority to the Municipal Manager to prepare the IDP.

The uThukela district municipality, as a government institution is legally obligated to develop a municipal Integrated Development Plan (IDP), which will act as the guiding document towards municipal development and service delivery.

uThukela district municipality is embarking on the third generation IDP which starts in 2012 to 2016. This IDP is using the Outcome Based Approach as opposed to the 1st and 2nd generations of the IDP's. The plan is informed by the following:

- Municipal Turnaround strategy
- UTDM water and Sanitation Indaba
- Outcome 9
- PGDS
- SOPA
- SONA
- M&E Frameworks
- Cabinet Legotla
- COPE 17
- UTDM strategic planning workshop
- MDG'S

The focus of the 3rd generation IDP of uThukela is on building a more inclusive developmental local government that would translate the municipality's vision into action.

1.2. OPPORTUNITIES OFFERS BY UTHUKELA DISTRICT MUNICIPALITY

The uThukela district municipality is located in the World Heritage Site. uThukela district municipality is a unique mix of the majestic Drakensberg Mountains, historical and world renowned battle sites and out of Africa experiences. These qualities have created a District that is a tourism magnet in Southern Africa. The investments opportunities are as follows:

- Two national roads which is N3 and N11 which has a potential for economic development because it forms the critical link between uThukela, Provincial and International destinations
- Cable Way-Mnweni Valley which takes the tourism investment to new heights
- Spionkop lodge offers an investor the opportunity to become a 50% partner in a unique out of Africa tourism experience
- Weenen Cultural theme park offers the opportunity to invest in tourism fascination with the customs, traditions and culture of the amaZulu.
- Zulu Gateway an opportunity for investors to become involved in a tourism experience strategically positioned on the N3, Midway between Durban and Johannesburg
- Woodstock Dam it gives an investor an opportunity to invest in a fishing and camping attraction on the banks of a dam located in the foothills off the Drakensberg
- The Cannibal Route an opportunity to invest in a unique and historic visitor attraction within an established tourism district.
- The Zulu Experience an opportunity for an investor to import, distribute and sell arts and crafts in selected international markets
- Dinosaur Valley it gives an investor an opportunity to invest in archaeology based visitor attraction in an established tourism sector of the Drekenberg Mountains

- The District is well endowed with water, pockets of good soils and the cultural beauty of the Drakensberg.

1.3. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS(SWOT ANALYSIS)

STRENGTHS	OPPORTUNITIES
<ol style="list-style-type: none"> 1. Willingness to work together 2. Abundance of water 3. Female Mayors (2 out of 6) 4. Willingness to change towards workers 5. Objective leadership (decision making) 6. Industries 7. Existing infrastructure 8. Existing relations with Traditional Leaders 	<ul style="list-style-type: none"> • Natural resources • Strategic located between Jo'burg and Durban • Geographical location of the district • World Heritage Sites • Tourist attraction sites • Agrarian reform • Twinning with well-performing municipalities • Skills development • Regional offices – (National and Provincial spheres) • Revival and erection of youth centres • Development of environmental management tools • Conducive climate conditions
WEAKNESSS	THREATS
<ol style="list-style-type: none"> 1) Political instability 2) Ageing infrastructure 3) Too politicized officials 4) Institutional capacity- critical vacant post 5) Difficulty in attracting highly qualified (skilled) personnel 6) Corruption 7) Political appointments (deployees) 8) Failure to attract investors (poor incentives) 9) Dysfunctional organograms (High rate of vacancies) 10) Limited funding to implement youth programmes 11) Illiterate and new councilors 12) High levels of infrastructure backlogs 13) Poor response to emergencies (e.g. Disaster, Reticulation) 	<ul style="list-style-type: none"> ❖ High levels of poverty ❖ High levels of illiteracy ❖ High level of HIV/Aids ❖ High level of early parenthood ❖ Racial division ❖ Natural disasters ❖ Drug and substance abuse ❖ High levels of crime ❖ Industry disinvestment ❖ Urbanization ❖ Migration of skilled labour ❖ Low revenue base ❖ High rate of unemployment

1.4. POLITICAL,ECONOMICAL ,SOCIAL and TECHNOLOGICAL(PEST ANALYSIS)

uThukela district municipality uses the four quadrants (tool) wherein they scan the business forces obtained within the district in order to arrive at a comprehensive planning for the area. The PEST analysis is an acknowledgement that the municipality at a macro level is influenced by business forces which is taken into account as we formulate the strategic plan of the municipality.

PEST

(Examples of Business Forces that were taken care in compiling an IDP)

POLITICAL (Legal) FORCES	ECONOMICAL FORCES
<ul style="list-style-type: none"> ✓ Constitution of the RSA ✓ White Paper on LG ✓ LG: Municipal Structures Act ✓ LG: Municipal Systems Act ✓ LG: Municipal Finance Management Act ✓ LG: Municipal Rates Act ✓ LG Turn Around Strategy ✓ Operation Clean Audit 2014 	<ul style="list-style-type: none"> ✓ New Growth Path ✓ NEPAD ✓ National Development Plan ✓ PGDS ✓ Job creation targets ✓ Inflation targeting ✓ EPWP targets ✓ Economic growth targets
SOCIO-CULTURAL FORCES	TECHNOLOGICAL FORCES
<ul style="list-style-type: none"> ✓ HIV & AIDS pandemic ✓ Teenage pregnancies ✓ Child-headed families ✓ Secular state not encouraging prayer in public schools ✓ Few learners matriculating with maths and science ✓ Drug & substance abuse ✓ Organized crime syndicates 	<ul style="list-style-type: none"> ✓ Access to internet: a <i>must</i> for effective studying & research ✓ Advent of cellphone ✓ Facebook, mixit, tweeter & other social networks ✓ Broadband rollout & new ICT opportunities ✓ White collar crime & financial scams ✓ Electronic media ✓ Internet & intranet

1.5. CHALLENGES

Considering the current economic climate and global recession, significant strides have been made to address the key development challenges in the municipality. There is however, some distance to go towards addressing the following challenges:

- The socio-economic indicators such as low revenue base
- Poor and ageing infrastructure especially water and sanitation infrastructure
- Limited access to services and obviously low economic base
- High levels of poverty
- Unemployment Rate
- Skills shortage
- Lack of resources and low level of education
- Un/under-developed land and settlement patterns that make it difficult to plan for effective service delivery.
- Lack of attraction of investors

1.6. STRATEGIES FOR IMPROVEMENT

In dealing with the challenges faced by the district, uThukela district municipality have highlighted the following strategies for 2012/2013 and beyond:

- Implementing financial management capacity building programme
- Supporting public safety programmes aimed at combating and reducing crime
- Promoting the investment initiative in the identified nodes
- Promoting the Tourism in the District because the District is rich in Tourism especially in the Drakensberg Mountains
- Implementation of an SMME's programme and promote PPP'S
- Through efficient and effective management of resources and assets
- Through the creation of an environment that is conducive to Economic Development
- Capacitating of Cooperatives in the District.
- Utilisation of the shared services centre.
- Optimal utilisation and management of the District resources
- Localisation of the National policies and Formulation of the District Agency

1.7. STRATEGIC PARTNESHIPS

uThukela district municipality believes that there is a lot that can be learned from other municipalities and those municipalities also can learn something from uThukela, In striving towards translating the vision into action, the municipality has started forging some strategic partnerships with the following institutions so far:

- Ethekwini municipality
- Gert Sibande district municipality
- Abaqulusi local municipality
- Durban University of Technology

1.8. UTHUKELA DISTRICT MUNICIPALITY IN THE NEXT FIVE YEARS

UThukela is part of the Global Economy and is striving to become competitive, not only locally or nationally but internationally. The emphasis will be on retaining industry and commercial activities in Ladysmith and Estcourt. The District Municipality will strive to spread the economic activities to the disadvantaged areas of the region like Indaka and Imbabazane. The natural beauty of UThukela should be enhanced through marketing and maintenance of the existing infrastructure. The regional Development that will applied to UThukela District is the establishment of the Industrial Park that aims to concentrate in one area a number of high technology industrial firms that will provide jobs and skills and which will eventually generate enough income and demand to sustain economic growth.

1.9. HOW WAS THIS PLAN WAS DEVELOPED?

uThukela district municipality 3rd generation IDP was fully developed in house. The IDP Framework and Process Plan was drafted and adopted by full council of uThukela district municipality on the 04 October 2011. The Framework Plan was drafted to ensure that the process of the district IDP and local municipality's IDP's are linked and equally informed by each other. The Process Plan specifies the time frames for the different planning steps, as well as the appropriate mechanisms, processes and procedures for consultation and participation in drafting the IDP document. This IDP has been informed by the IDP's of the Local Municipalities.

In developing this plan the following Key Focal Areas which are the cornerstone of sustainable service delivery and development in the uThukela district municipality were taken into consideration which are:

- Municipal Transformation and Institutional Development
- Service Delivery and infrastructure
- Local Economic Development
- Good governance and Public participation
- Spatial Development and environmental planning
- Financial Viability and management

For the UTDM to ensure that the IDP is used as a coordination tool for development activities it has for the past years, with increasing success, engaged the relevant stakeholders through the IDP Representative Forum, IDP Managers supporting Forum, Mayor's Forum, Service Providers Forum, Ward Committees of the local municipalities and other structures to deliberate and make inputs on this critical document. This consultation process has had significant impact in ensuring that stakeholders realise and embrace the importance of integrated planning within the municipality.

The various sectors are now in step with the process and they work hard to ensure timeous inclusion of their programmes as well as planning together in the IDP. Furthermore, the process has ensured that members of the community have an opportunity to contribute to the UTDM's IDP and as a result this has fostered a sense of ownership among stakeholders.

It is also promoting the spirit of good governance and a positive professional relationship. It is significant to note that UTDM has provided a platform for stakeholders to understand the roles and responsibilities of the municipalities as well as the budgeting processes for the identified projects. The stakeholders have been able to come together with a common objective in ensuring that the citizens within the family of municipalities work towards improving the quality of life for all the people residing in uThukela.

The UTDM prides itself in presenting the 3rd generation IDP, which has attempted in addressing the comments made by the MEC for COGTA in 2011/12 adopted IDP in her letter dated 08/12/2011, Auditor General Report for 2010/2011 financial year, inputs made by stakeholders during IDP Representative Forums meetings as well as self assessment. Integrated Planning is central to the Municipality's philosophy as it relates to effective service delivery.

CHAPTER 2: THE SITUATIONAL ANALYSIS

2.1. OVERVIEW

uThukela district municipality (DC23) is one of ten district municipalities in the Province of KwaZulu-Natal. uThukela district municipality derives its name from one of the major rivers in the Province of KwaZulu-Natal, the uThukela River that rises from the Drakensberg Mountains and supplies water to a large portion of KZN and as well as Gauteng. uThukela district municipality has three district municipalities bordering onto it within the Province of KwaZulu -Natal, namely Amajuba, Umzinyathi and UMgungundlovu.

uThukela district municipality consists of five local municipalities namely,

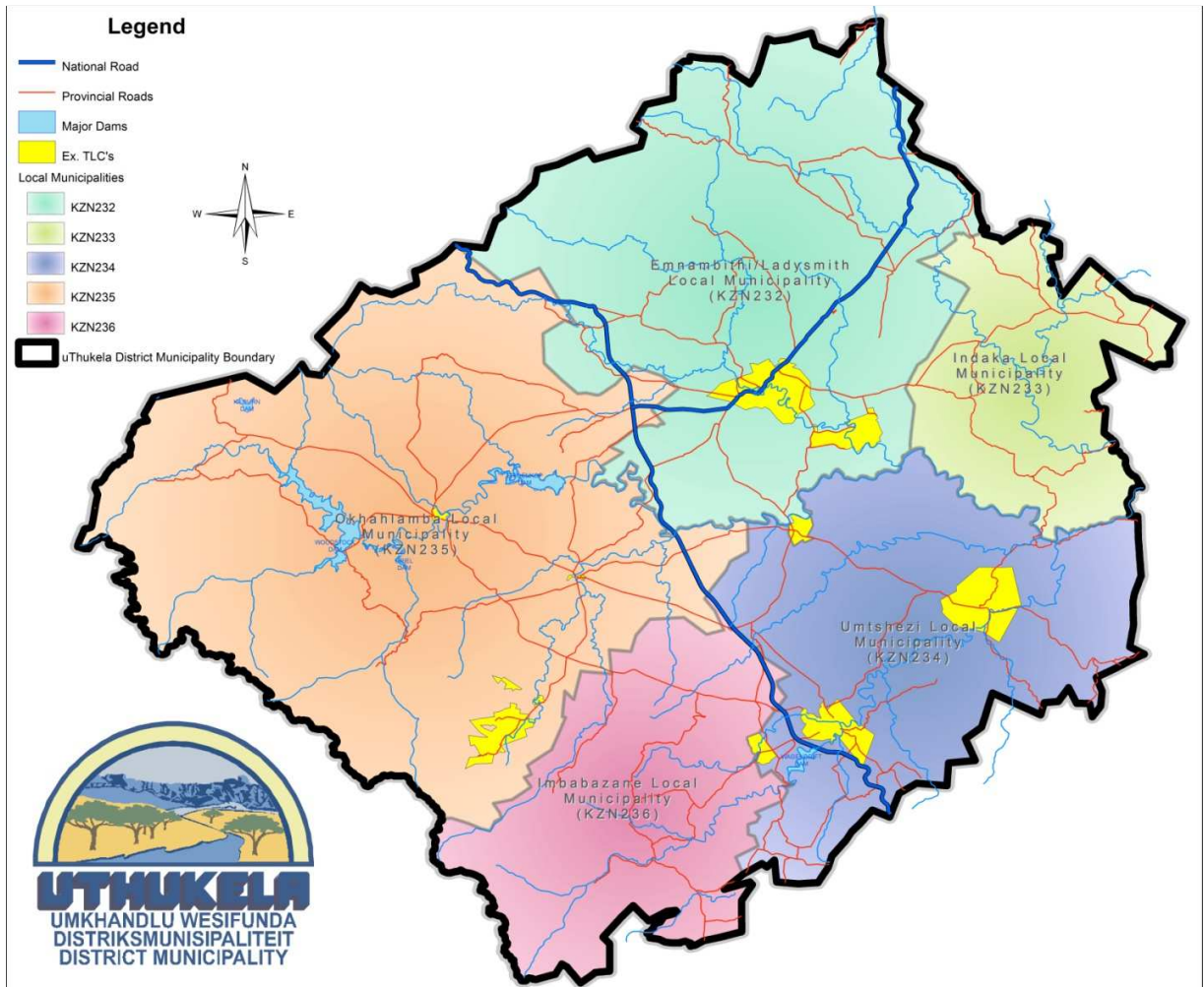
1. Indaka (KZ233)
2. Emnambithi/Ladysmith(KZ232)
3. Umtshezi (KZ234)
4. Okhahlamba(KZ235)
5. Imbabazane (KZ236)

The size of uThukela district municipality is approximately 11500km².Emnambithi is occupying 2,965.92km²,Indaka is on 991.71km²,Umtshezi 2130.85km²,Okhahlamba which is the largest is on 3540.63km²,Imbabazane is on 827.74km².It is located in the western boundary of Kwazulu-Natal. uThukela district municipality is 70 % rural and the newly demarcated local municipalities, Indaka and Imbabazane, having no formal towns and mainly comprising of traditional areas.

The main tourism hub is the Cathkin Park ,that falls within the Cathkin Park node, and another node located near the Royal Natal National Park, called Babangibone Development Node. The Ladysmith town is a significant historical tourism destination and offers a number museums and historical sites while Bergville and Winterton towns are located within the vicinity of the Drakensberg and derive some benefits from the tourism industry.

uThukela district municipality has a good climate and abundance of natural resources like water. The intrinsic beauty of the area enhances the tourism opportunities in the district. Below is the map of uThukela district municipality with the changes from 2011 demarcation Board.

(uThukela district municipality)



2.2. POPULATION

According to the 2007 Community Survey, there are 714 909 people living at uThukela, The Community Survey that was conducted in 2007 indicates that the number of people living in uThukela has been increased from 656 986 in 2001 to 714 909 which is 7.0% of the Province. The population of uThukela district municipality is unevenly distributed. The largest population is in Emnambithi/Ladysmith local municipality and the small population is in Umtshezi local municipality.

The affected municipalities in the family with regards to new wards are Emnambithi(2), Okhahlamba(1), Imbabazane(1) and Umtshezi(2). The new additional wards are highlighted in the following table.

The table below indicates how the population of uThukela district municipality is distributed.

Municipality	Wards	2001 census	Percentage	2007 survey	Percentage
Emnambithi	25+2=27	225 459	34,3 of district	236 748	33% of district
Okhahlamba	13+1=14	137 525	20,9 of district	151 441	21% of district
Imbabazane	12+1=13	119 925	18,3 of district	140 745	20% of district
Indaka	10	113 644	17,3 of district	101 557	14% of district
Umtshezi	7+2=10	59 921	9,1 of district	83 906	12% of district
Total population of uThukela	73	656986	100	714 909	7.0% of province

(Source: Statistics SA: Census 2001 and Community survey 2007)

2.3. POPULATION BREAKDOWN PER GROUP

The following table indicates the population breakdown of the uThukela district municipality. This breakdown is showing the Africans, Coloureds, Indians and Whites. The majority of the people that lives in uThukela district municipality are Africans and Coloureds are minority. The total population of the district increased by 8,8% between 2001 to 2007.

Group	2001 census	%	2007 survey	%
African	620 733	94.48	681998	95.4
Coloured	4 055	0,62	2231	0.3
Indian	17 156	2.61	23200	3,2
White	15 042	2,29	7482	1,0
Total	656 986	100.00	714,909	100.00

(Source: Statistics South Africa: Census 2001 and Community Survey 2007)

2.4. AGE AND GENDER

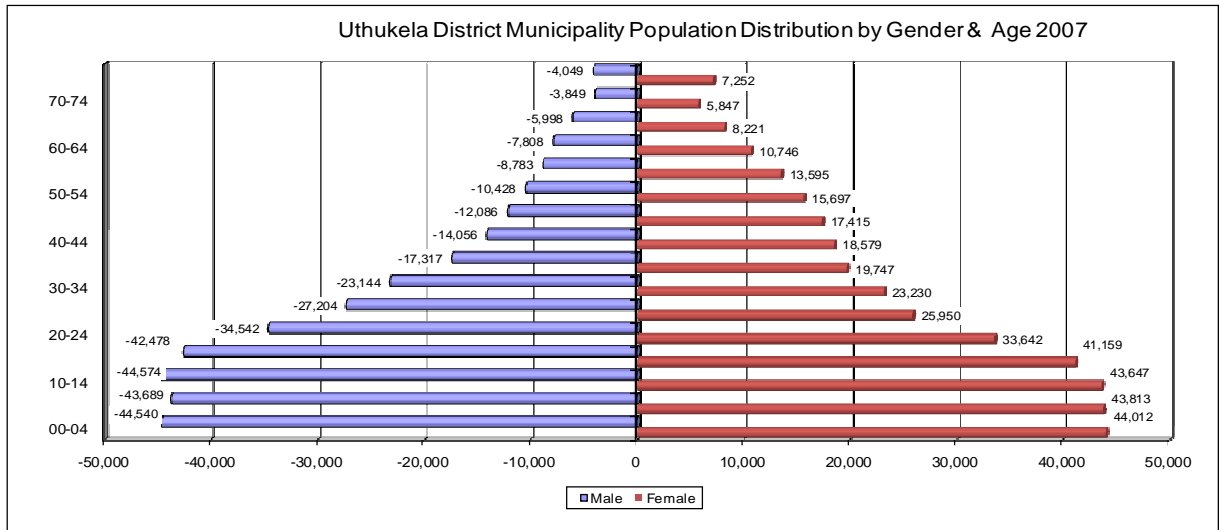
The highest percentage of the population of uThukela is between the 0 to 4 years of age (13%). This shows a relatively high birth rate. The young generation constitute more than 60% being between the ages of 5 to 34 years. Ages 0 to 24 are relatively constant showing a 4.1% decrease. Ages from 0 to 4 years is at 13.1% and decrease slightly on ages between 20 and 24 to 9%. The 4.1% difference is due to factors like infant mortality and migration.

The population pyramid below has a broad base that reflects a high proportion of children and youth, commonly known as the youth bulge. It also shows a tapering off of adults, indicating two possible trends which is the migration of economically active people, and the impact of HIV/ AIDS-related deaths. The lower proportion of men to women (46:54) would support the former explanation, as men continue to leave the area and follow historical migrancy patterns.

The pyramid also shows a decline in population by band from the age of 25 upwards. This clearly suggests that the life expectancy in the district is low. This explains the

low population growth rate. Clearly this points towards factors that result in drastic increase in population mortality.

The population structure of the district municipality indicates several challenges. Firstly, the district has a young population that accounts for more than 60% of the total. Secondly, the economically active population accounts for only 36% of the district population. Thirdly, the prevalence estimates among the antenatal clinic attendees in 2011 recorded HIV/AIDS at 22.1%. Finally, these factors consequently put pressure onto the state to provide grants and the municipalities to provide adequate services, such as water and sanitation.



2.5. LITERACY RATE

Overall the district's literacy levels have increased from 56% to 60% from 2005 to 2010. The table below shows that the functional literacy of the Black population has increased more substantially than that of other population groups.

Literacy Rate in KZN, uThukela District & LMs 2001, 2005 & 2010

	2001	2005	2010
KwaZulu-Natal	61.8%	65.1%	68.3%
Uthukela	53.3%	56.8%	60.2%
Emnambithi/Ladysmith	65.8%	69.4%	73.2%
Indaka	39.3%	42.2%	45.1%
Umtshezi	57.7%	59.9%	62.3%
Okhahlamba	41.7%	44.7%	47.4%
Imbabazane	47.6%	51.0%	54.5%

Source: Global Insight, 2011

uThukela district municipality do not have any tertiary education institution like university or voluntary associations that can champion research and development. There is one FET College and other smaller private colleges. Most people seeking degrees and diplomas either move to Pietermaritzburg or Durban or migrate to the north to Gauteng. Similarly, the district depends on other towns like Pietermaritzburg and Durban in the south and Johannesburg and Pretoria in the north for innovation, research and development in the economic fields. However, there is high presence of University of KwaZulu-Natal research institutions like Farmer Support Group (FSG) in Okhahlamba.

2.6. MIGRATION – *internal/external*

The population movement in the district follows the concentration of economic and employment opportunities. These are located mainly in the town of Ladysmith followed by the smaller industrial town of Estcourt in Umtshezi. Ladysmith has a high concentration of social and economic infrastructure resulting in a development imbalance compared to other towns in the district. Smaller towns and rural settlements in Okhahlamba, Umtshezi, Imbabazane and Indaka flock to Ladysmith for a number of activities beyond employment.

The same trend is noticed with small towns and rural settlements of Umzinyathi district municipality coming to Ladysmith. This could be influenced by the number of regional government offices located in Ladysmith and serving both uThukela and Umzinyathi district municipalities. Consequently this puts pressure on Ladysmith suggesting strain on local and physical infrastructure. Few economic and employment opportunities in the district pulls people to larger urban areas in the district. The N11 leads them to Newcastle and Johannesburg, while the N3 corridor leads them to Johannesburg in the north and Pietermaritzburg and Durban in the south.

2.7. URBANIZATION

The most urbanized population group is the Asian community (98%) followed by Coloureds (83%) and Whites (82%). Only 25% of the Black population lives within urban areas. This urbanization rate for the Black population has been increasing steadily each year, unlike the other groups which have displayed static or slightly declining rates of urbanization.

The table below shows the urbanization by rates in the uThukela district municipality.

Urbanization rates by race, uThukela district municipality, 2003 - 2007

	Black	White	Colored	Asian	Total
2003	23.7%	81.7%	83.6%	97.7%	27.5%
2004	24.0%	81.5%	83.4%	97.7%	27.7%
2005	24.3%	81.4%	83.2%	97.7%	28.0%
2006	24.6%	81.3%	82.9%	97.7%	28.2%
2007	24.9%	81.4%	82.6%	97.7%	28.5%

Source: Global Insights Africa International

2.8. HIV/AIDS PREVALENCE

uThukela district municipality has shown a decrease of almost 10% from 46.4% in 2009 to 36.7% in 2010. Umzinyathi still has the lowest prevalence, but increased from 28.2% in 2009 to 31.1% in 2010.

In 2009 five districts in KZN viz: UGu, UMkhanyakude, eThekwini, ILembe and uMgungundlovu recorded HIV prevalence estimates of above 40%. The 2010 survey has again recorded the same 5 districts with prevalence rate over 40% which is ILembe and uMgungundlovu (42% each), eThekwini and uGu (41,1% each) and uMkhanyakude (41.9%)

The provincial overall on HIV prevalence remains at 39.5%, which is 9.5% above the national prevalence. Eight out of eleven districts viz: Sisonke, UMkhanyakude, UMzinyathi, Zululand, ILembe and uMgungundlovu have recorded an increase of between 0.4% in uGu and 2.9% in UMzinyathi between 2009 to 2010. eThekwini and uThungulu are showing stabilization since 2008. The table below shows the HIV prevalence in the KZN Districts from 2008 to 2010.

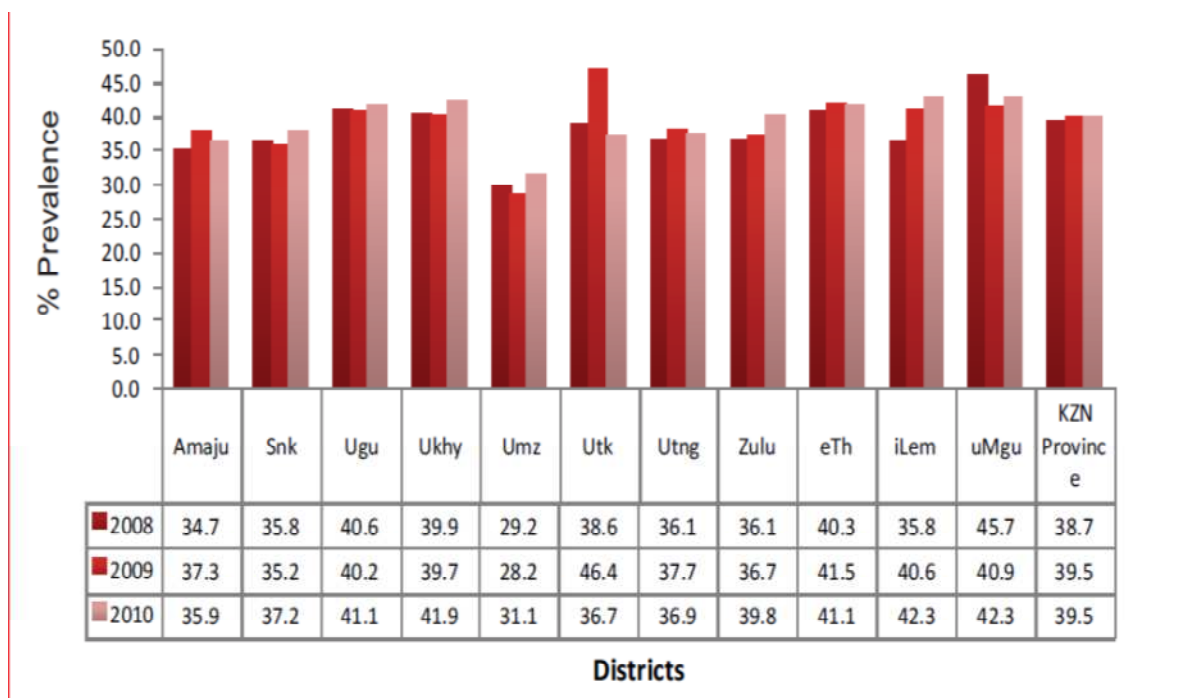


Figure 25: HIV prevalence trends among antenatal women by district, KwaZulu-Natal, 2008 to 2010.

Amaj = Amajuba; Snk = Sisonke; Umkh = Umkhanyakude; Umzny = Umzinyathi; Utng = Uthungulu; Utki = Uthukela; Zulu = Zululand; eTkn = eThekweni; iLem = iLembe; uMg = uMgungundlovu

2.9. ECONOMIC REALITIES

2.9.1. OVERVIEW

Economic development is uneven across the district, with large disparities across local municipalities. Emnambithi/Ladysmith local municipality dominates, with smaller towns being less developed. Outside the urban areas, are areas of rural poverty and some wealthier commercial farming areas especially in Okhahlamba. In terms of employment and GVA, Okhahlamba is predominantly agricultural followed by Indaka. Community services consistently dominate in terms of employment in all local municipalities besides Emnambithi/Ladysmith where manufacturing is neck to neck with community services.

2.9.2. STRUCTURE OF THE DISTRICT ECONOMY

The spatial economy of the district is dominated by Emnambithi/Ladysmith local municipality that remains the economic hub of uThukela district municipality. Manufacturing is concentrated in Ladysmith. Limited industrial activities are also found in Estcourt. The other municipalities have relatively small economies that are dependent on community services. Okhahlamba has a window of opportunity to improve in agriculture and tourism economies.

Major players in the manufacturing sector in Ladysmith are Zorbatex, Dunlop rubber products and the Defy plant. Estcourt has town houses food and beverages manufactures like Nestle, Sasko Milling, Eskort meat factory and Clover SA. There is also a Masonite Africa (wood products) glass manufactures (Glamosa Glass) and Karbotek. Okhahlamba leads with agriculture in the district.

There is an opportunity to exploit economic opportunities in the tourism sector in Okhahlamba and Emnambithi. Okhahlamba has Ukhahlamba-Drakensberg World Heritage site while Emnambithi is linked to the popular Battlefields products.

2.9.3. ECONOMIC GROWTH

According to uThukela NSDP, Emnambithi contributes considerably higher levels of GVA than the other four municipalities, with Umtshezi contributing the lowest to the district GVA.

At 26% Community Services is the largest GVA contributor, followed by manufacturing (18%), financial services (16%), agriculture(13%), transport (11.5%), trade (11%), electricity(3%), construction(2%) and mining(1%). The over dominance of the community services sector is illustrated by its negligible provincial (2.6%) and national (2.5%) GVA contributions.

The second most significant sector in the district, in terms of GVA, is the manufacturing sector which contributed 18% of the total district GVA in 2007. This is slightly lower than the sector's contribution to the provincial GVA (19%) and that of the sector's national share (22%). The third most significant sector is

financial services, which represents almost 16% of the district GVA, but only contributes a marginal 2.5% GVA share in both the provincial and national economies.

The contribution of the transport sector at the district level (11.5%) is similar to the sector's provincial share (12%) and higher than the national (9%) shares. Conversely, trade's GVA contribution at the district level (11%) is much higher than that at the provincial economy (2%), but somewhat closer to that of the national (8%) level.

All sectors in the district and within each of the local municipalities recorded positive growth during the 2007-2010 period. However, provincial and national growth has generally outstripped the performance of sectors in uThukela, particularly in the mining, electricity and construction sectors. The district showed a slightly higher percentage change in both the agriculture and finance sectors than provincial and national rates.

Umtshezi, in particular, has registered change in agriculture, finance and community services sectors that are higher than both the provincial and national rate of change over this five year period. Okhahlamba, too, has shown higher than average performance in the agriculture, manufacturing and finance sectors.

The GVA contribution by sector has increased by sector in all municipalities except for the mining sector that has remained stagnant in Indaka. This clearly points out that the district has experienced economic growth.

2.10 SOCIO – ECONOMIC REALITIES

2.10.1. HOUSEHOLD SIZE

According to 2007 Community Survey they are 139 639 Household in the uThukela. The majority which is 50 259 and the household size is 4,5 and the number of rooms are 5. The Household was increased from 134 845 to 139 639 in 2010. The table below shows the Households, size and the number of rooms

Municipality	Households	%	Average household size	Average no. of rooms
uThukela	139 639	6,3 of province	5,0	5
Emnambithi	50 259	36 of district	4,5	5
Indaka	21 081	15 of district	5,5	5
Umtshezi	15 232	11 of district	4,5	4
Okhahlamba	28 508	20 of district	5,2	5
Imbabazane	24 559	18 of district	5,4	5

(Source: Community survey 2007)(**Total Households: 139 639**)

2.10.2. ANNUAL HOUSEHOLD INCOME

The highest numbers of households are to be found in the income categories between R6000 and R42000 per annum. These income categories account for almost 65% of all households in the district. This proportion is higher than provincial (51%) and national statistics (47%), and this means that in uThukela, a larger proportion of households earn lower than the provincial and national income levels.

Black households have the highest number of income earners, followed by White, Asian and Coloured households. In the higher income earning categories (R72000-R96000) to the highest category (R2400000), Black households remain highest, while the white population is the second highest group. In the lowest income categories (R0-R6000) White, Coloured and Asian populations are negligible.

The table show the household income for uThukela district municipality.

Income Category	Black	White	Coloured	Asian	Total	% Total district income
0-2400	1,238	0	31	0	1,269	0.84
2400-6000	5,359	12	33	0	5,403	3.57
6000-12000	28,012	29	206	111	28,357	18.75
12000-18000	26,959	38	102	129	27,229	18.00
18000-30000	25,030	92	105	323	25,550	16.89
30000-42000	16,661	89	89	408	17,246	11.40
42000-54000	10,666	237	56	335	11,293	7.47
54000-72000	8,019	400	66	634	9,120	6.03
72000-96000	5,560	601	63	672	6,895	4.56
96000-132000	3,944	862	64	315	5,184	3.43
132000-192000	2,987	997	58	545	4,588	3.03
192000-360000	2,884	1,849	89	778	5,600	3.70
360000-600000	1,091	859	47	289	2,285	1.51
600000-1200000	433	390	1	151	975	0.64
1200000-2400000	109	86	0	26	222	0.15
2400000+	25	15	0	2	42	0.03
Total	138,976	6,555	1,010	4,718	151,258	100.00

Source: Global Insights Africa International

2.10.3. POVERTY

The HDI for the vast majority of the population is low (0.45) and has not increased over the past five years. In stark contrast, the White population exhibits a high HDI of 0.85 which is comparable to Northern European levels of development. The Asian and Coloured communities show high and middle range levels of development with indices of 0.60 and 0.74 respectively.

The high Gini coefficient of 0.65 for the district means that there are high levels of income inequality across the district. The overall proportion of people living in poverty in uThukela is about 65% in 2010. The table below shows the total number of people living in Poverty in KZN and uThukela 2001, 2005 and 2010

and the indications is that number of people living in poverty is increasing in uThukela.

Within the district context, the most poverty stricken areas are found in the rural municipalities which is Indaka and Imbabazane. The overwhelming majority of people living in poverty are from the black community. The three measures of poverty and social inequality clearly show that poverty is concentrated in the Black communities and that inequality are widening over time.

Total number of people living in Poverty in KZN and uThukela 2001,2005 and 2010

	2001		2005		2010	
	Number of people living in poverty	% share of people living in poverty	Number of people living in poverty	% share of people living in poverty	Number of people living in poverty	% share of people living in poverty
KwaZulu-Natal	5 477 226	57.1%	5 513 551	55.2%	5 174 062	49.6%
Uthukela	467 655	71.7%	495 871	70.7%	494 537	65.7%
Emnambithi/Ladysmith	123 526	54.9%	147 052	58.2%	157 635	56.4%
Indaka	96 463	86.0%	96 189	81.6%	91 479	73.6%
Umtshezi	38 105	64.6%	44 008	66.3%	45 856	62.3%
Okhahlamba	117 591	86.1%	122 729	84.2%	121 440	78.1%
Imbabazane	91 969	76.9%	85 895	72.3%	78 126	65.3%

Source Global insight,2011

2.10.4. EMPLOYMENT PROFILE

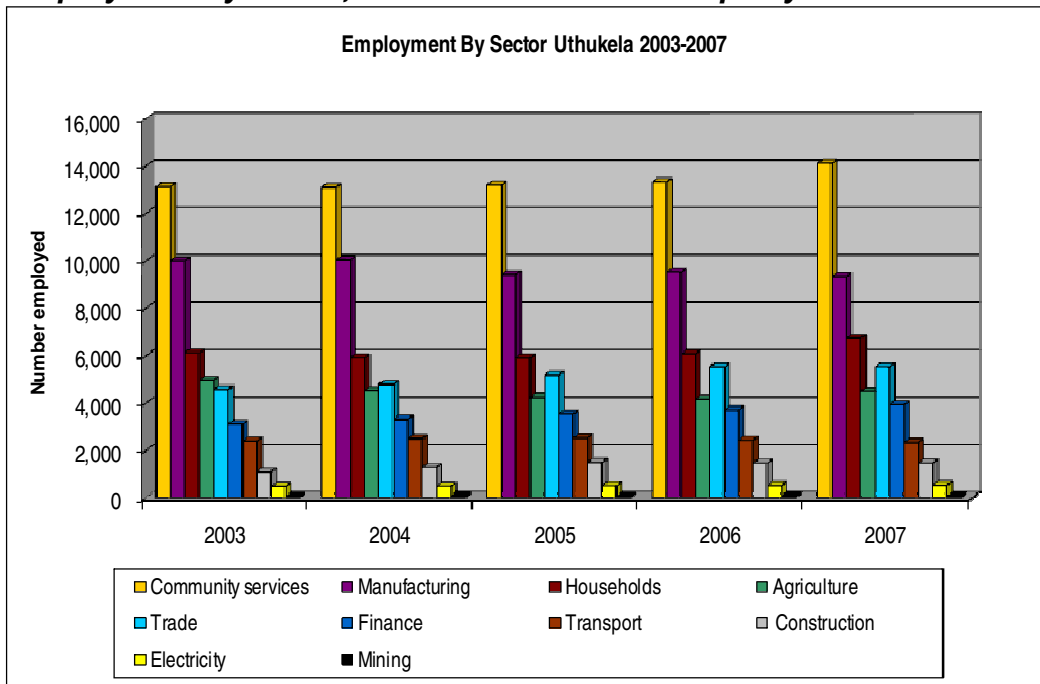
uThukela district municipality has a population of 714,910 people (community survey 2007) The density is about 63 people per square kilometre. The population is dominated by females, with 389,415 and 325,495 males. From the 400,921 economically active population, 120,415 (30%) is employed, 68,564 (17%) is unemployed and 211,942 (53%) is not working. The table below shows the comparison between uThukela district municipality's employment figures with that of the KZN Province.

	Population employed	Population unemployed	Population not working	Absolute employment rate	Absolute unemployment rate
KZN 1991	28%	26%	46%	51.26%	48.74%
KZN 2007	34%	21%	45%	58.91%	41.09%
uThukela 1991	20%	29%	51%	41.22%	58.78%
uThukela DM 2007	30%	17%	53%	59.13%	40.87%

2.10.5. EMPLOYMENT SECTORS

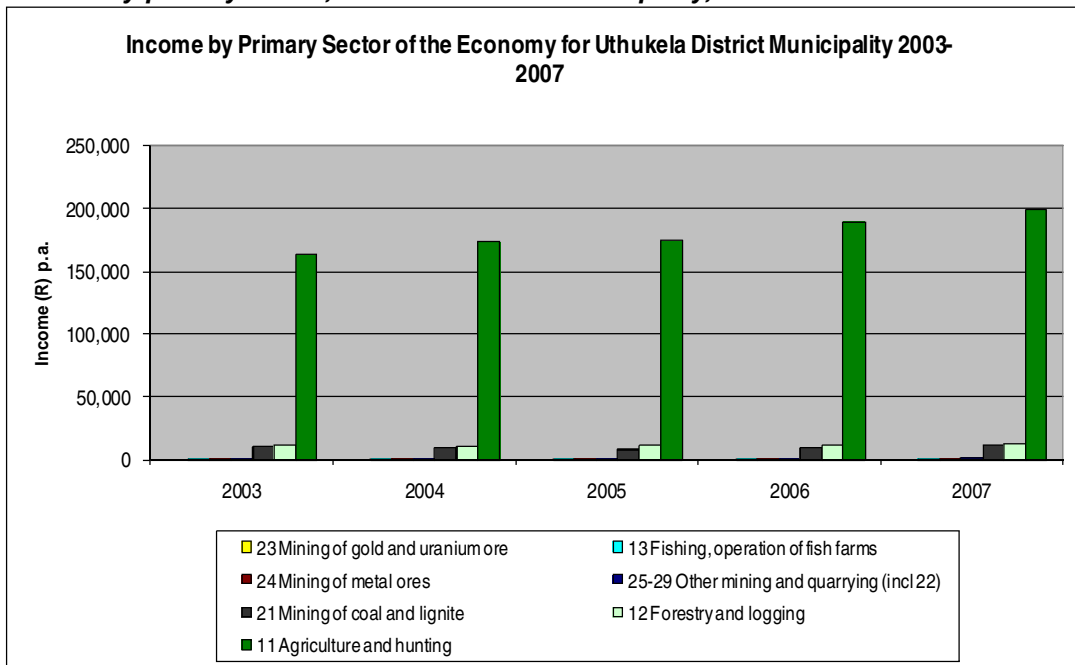
The graphs below illustrate employment by sector over time, comparing the situation in each local municipality with that of the district.

Employment by sector, uThukela district municipality



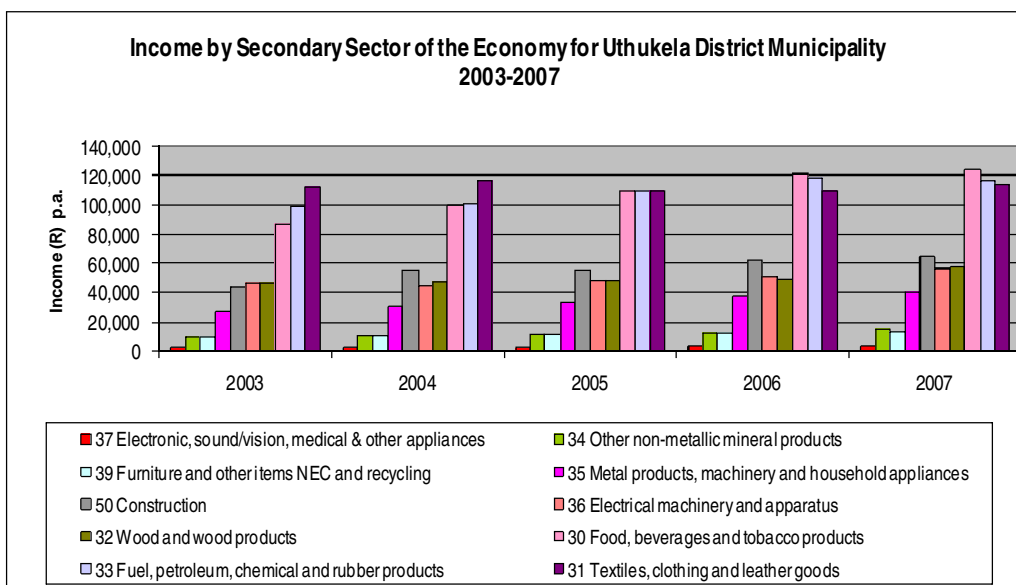
2.10.6. INCOME BY SECTOR

Income by primary sector, uThukela district municipality, 2003 – 2007



With regards to the primary sector, the highest income generating sector during the period 2003 to 2007 was agriculture and hunting. This sector saw consistent income growth and it generated incomes of over R150 000 to R200 000 p.a. during this period. All other sectors generated incomes of less than R50 000 p.a. over the same period.

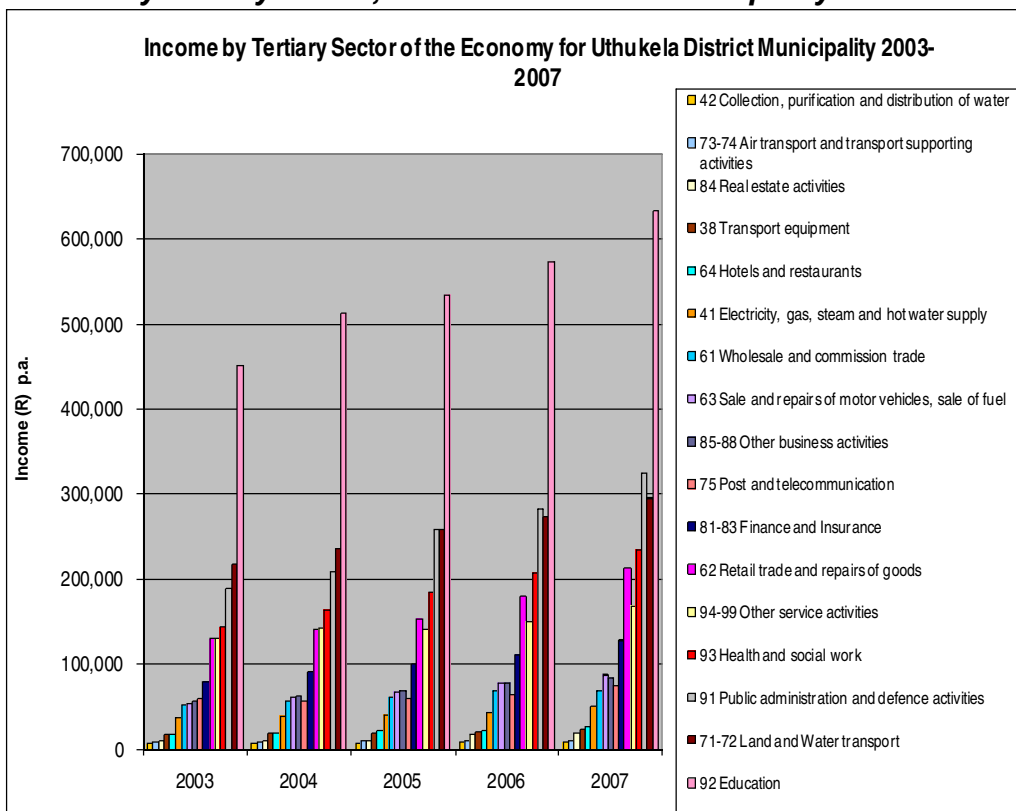
Income by secondary sector, uThukela district municipality



During the period 2003 to 2007, in the secondary sector the three highest income generating sectors were textiles, clothing and leather goods, followed by fuel, petroleum, chemical and rubber products and lastly, food, beverages and tobacco products. They generated incomes of between R80 000 p.a. and just over R120 000 p.a. Most other sectors generated incomes of around R40 000 p.a. and less.

The three highest income generating sectors all showed growth over the period, although the textiles, clothing and leather goods sector only showed a marginal increase, and both the other sectors overtook it in 2006, with food, beverages and tobacco products showing the greatest growth.

Income by tertiary sector, uThukela district municipality



The tertiary sector, during the period 2003 to 2007, was dominated by, in order of importance, the education, transport equipment, public administration and defence activities, health and social work, and retail trade and repairs of goods, which generated incomes of over R200 000 pa by 2007. They all exhibited

convincing rates of growth, particularly in the education, public administration, health and retail sectors. Between R130 000 p.a. and R650 000 p.a. The education sector generated the most income, reaching levels above R650 000 p.a. in 2007. All other sectors generated incomes of less than R100 000 p.a. over the same period, except other business activities which exceeded this income level in 2006.

2.11. SPATIAL ANALYSIS

uThukela district municipality is predominantly rural in character with a dispersed rural settlement. Rural dense villages with a population of over 5,000 people are mostly found within the traditional areas of the Indaka and Imbabazane local municipalities. Both these municipalities are characterised by very steep mountainous areas with limited opportunities for agricultural activities and creating difficulties in the provision of infrastructure.

Ladysmith and Estcourt are the two major towns and economic hubs within the uThukela district municipality. Both Ladysmith and Estcourt are commercial centres for surrounding farming areas and serve as shopping centres for towns such as Bergville, which lacks a strong commercial presence. Ladysmith is the economic and regional hub, the banking sector and service industry is prevalent. The town is further the industrial hub, with the majority of industries being located around Ladysmith. The only industrial estate in the District is also located a short distance from Ladysmith.

Large areas of traditional land are located within uThukela, with about 35% of land classified as either "tribal" or peri-urban. A spatial analysis revealed that a large portion of degraded land is located in traditional areas. This is especially true in the Emnambithi, Indaka and Umtshezi local municipalities. The high propensity for soil erosion in these areas, coupled with land mismanagement, has contributed to this.

Indaka and Imbabazane has by far the largest share in traditional land, with areas as high as 83% being traditional land. As such, very little of the municipality's land

has been transferred through the land reform process. By comparison, the municipalities with the smallest percentage of traditional land, being Emnambithi and Umtshezi have also experienced the highest level of land reform. In terms of overall ownership, tribal lands and land reform areas account for about 40% of all land in uThukela.

There are two national routes, the N3 and N11, traversing the district, which forms a critical link between uThukela and provincial, national and international destinations. The Indaka and Imbabazane municipal areas are relatively isolated from these routes and can only be accessed via the provincial road network.

The N3 traverses uThukela and form the connection between Durban and Gauteng. This route carries a vast amount of goods and passengers, with only a few filling stations along the route gaining economic benefit. The N11 is an alternative route from Ladysmith to Gauteng and Limpopo and forms an important route between Ladysmith and Newcastle located in the neighbouring Amajuba district municipality.

In line with Provincial Guidelines, tourism routes have been identified along the Drakensberg, linking areas such as Cathkin Park, Bergville, Winterton and the Northern Berg. The route has been expanded recently to include linkages to tourism nodes within the Drakensberg range.

2.12. DEVELOPMENT PRIORITIES FOR 2012/2016

The developments priorities of uThukela district municipality are informed by the local municipalities. Some of our priority needs are from the huge disparity of provision of services and major service backlogs experienced, the lack of maintenance of existing infrastructure especially in water and sanitation and uThukela district municipality and its family of municipalities have identified the provision of basic services to poor communities and the improvement of service delivery as critical developmental challenges. A good Working relationship with sector departments and stakeholders is considered important in addressing these

challenges. The following are the key development priorities of uThukela district municipality in a priority order:

1. Water
2. Sanitation
3. Infrastructure
 - *Roads*
 - *Housing*
 - *Electricity and*
 - *Social amenities*
4. Local Economic Development
5. HIV, Aids, TB and STIs
6. Environmental issues
7. Public safety and security

CHAPTER 3:

ENVIRONMENTAL MANAGEMENT

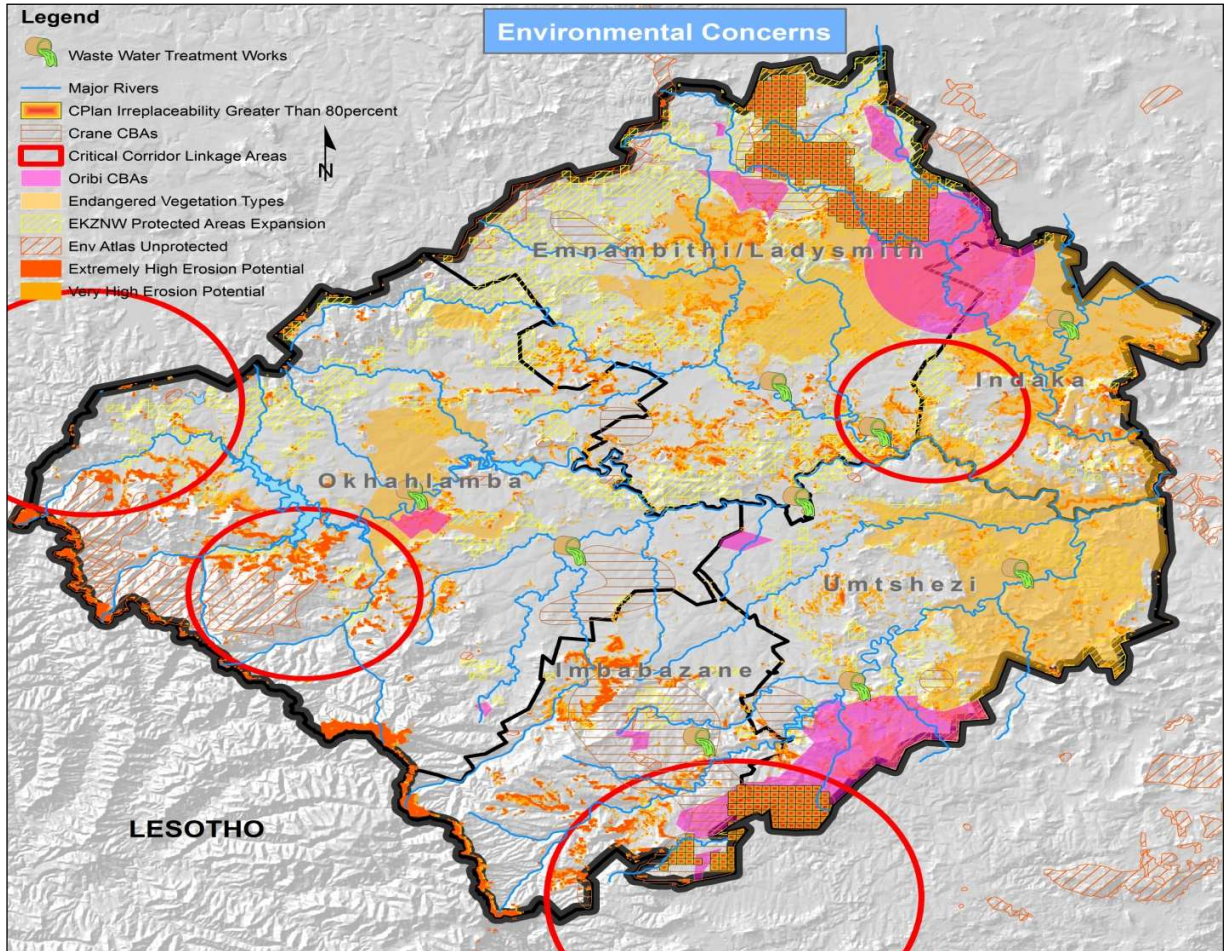
3.1. OVERVIEW OF NATURAL ENVIRONMENT

uThukela is committed to sustainable development to all projects linked to integrated development plan. Sustainable development is defined as the integration of social, economic, & environmental factors into planning, implementation & decision-making so as to ensure that development serves present & future generations. Environmental management leads to sustainable development through application of NEMA (act no. 108 of 1996) in all phases of integrated development Plan for uThukela district namely: Analysis, Vision & Strategies, Projects, & Integration. NEMA provides a set of detailed environmental principles to which all subsequent environmental legislation has to be adhered to.

3.2. ENVIRONMENTAL ANALYSIS (BIODIVERSITY)

There is a range of environmentally sensitive areas within uThukela and include amongst others natural resources such as the important species sites, sites of intrinsic biodiversity value, watercourses and steep slopes. The greater central plateau and river valleys, such as the Sundays and Tugela River are some of the natural resources that should be protected. The most important environmental value associated with these valleys, are there value as catchments areas. The prevalence of dongas and soil erosion are also an indication of poor environmental management and there is therefore a need to implement an environmental management approach.

The following map shows the Unprotected Areas, Wetlands, Major Dams And Topology of uThukela district municipality.



3.3. CRITICAL ECOLOGICAL SUPPORT AREAS

3.3.1. ECOLOGICAL CORRIDORS

The maintenance of connectivity is essential to a number of movement-related ecological processes, including species migrations, seasonal and altitudinal dispersal, and range displacement in response to climate change. The ecological corridor CESA does not relate to specific biodiversity targets, but rather regional connectivity to ensure persistence of ecosystem processes.

A number of ecological principles formed the basis of the area selection process, as follows:

- a) Corridors located along major climatic and upland-lowland gradients, including East–west and north-south corridors, were selected in order to cater for potential impacts of climate change on the biota of the region.
- b) The principle of connectivity within and between vegetation types was a key principle in the selection of vegetation CBAs. The vegetation CBAs therefore formed the basis of the vegetation corridor CESA for the District.
- c) Large areas were selected in preference to small areas on account of the impact of fragmentation.
- d) Vegetation corridors were demarcated to align with corridors identified by the NSBA, the MDTP, and EKZNW. The NSBA has identified an ecological corridor along the Drakensberg as a key national topographical corridor, which would further serve to protect healthy high altitude grasslands that are vital for catchment integrity, and water provision and regulation. This corridor area currently does not have in place the guarantees to ensure long term protection of natural asset, and is in part under significant threat.

The proposed Babangibone Development Node (identified in the Special Case Area Plan and Drakensberg Approaches Policy) represents a potential threat to connectivity in the east-west direction of the national topographical corridor. The Babangibone Development Node, extending from the escarpment into the foothills of the Drakensberg, has the potential to cause a complete break in the corridor.

The relatively intact natural areas within the proposed Babangibone Development Node, forming part of the National Corridor, have therefore been designated a CBA, in addition to forming part of the ecological corridor. The areas to the east of the Babangibone Development Node along the northern boundary of the District were incorporated into the ecological corridor by incorporating all areas above the 1600m contour. These areas, although not under formal protection, are considered relatively secure from land use impacts on account of the low density of adjacent settlement.

The linkage between Royal Natal National Park and Cathedral Peak has been identified as a Provincial Priority Biodiversity Implementation Area (the Upper uThukela Catchment Conservation Area) by MDTP. The linkage is vital in ensuring the integrity of the ecological corridor, but also linking the relatively isolated Royal Natal National Park to other parts of the UDPWHS. The significance of this linkage warrants a formal protected area status. This linkage is coming under increasing pressure from settlement expansion, and its associated environmental impacts. This important linkage was incorporated into the study by integrating into the mapping exercise the community-supported Wilderness Buffer Zone described in the 2007 Integrated Natural and Cultural Heritage Management Plan for the Mountain Areas of the Mweni Triangle, Busingatha, Obonjaneni and Okhombe (Northern Drakensberg, developed during the course of the Amagugu Esizwe Project.

The 1600m contour level was adopted in places where the delineation of this Wilderness Buffer Zone has not been completed. East-west ecological corridors were developed along the northern boundary of the District and through the Mweni area (Upper Thukela Corridor CBA) and further inland in the District (Lower Thukela Corridor CBA). The northern boundary east-west corridor represents a relatively intact east-west corridor in the District, whilst the latter two are heavily fragmented, degraded in parts, and under significant threat from adjacent settlement. The Upper Thukela Corridor CBA is also designated as a

“Primary Tourism and Recreation Node” (Okhahlamba Municipal Area, 1st Draft Spatial Development Framework).

The Upper and Lower Thukela east-west corridors have therefore been designated a CBA, in addition to forming part of the ecological corridor. These ecological corridors are connected to lower lying areas of the District by two north south corridors. The central north-south corridor is aligned along the N3 Freeway, which incorporates four N3 Corridor Development Nodes, which has the potential to impact on connectivity and porosity. Corridors were expanded in these areas to take into account potential development, and freeway underpasses were incorporated wherever possible.

Both north-south corridors extend across marked biophysical gradients, incorporating ridge lines, existing Protected Areas, private game reserves, important stem rivers, and connecting the complete range of vegetation types in the District. A shortcoming within the District is poor connectivity between these north south corridors. High altitude boundaries with Lesotho and the Free State were considered to have been accommodated by MDTP planning, and linkages to Sterkfontein Dam Nature Reserve were also catered for in the BSP. The northern boundary of the District adjacent to the Free State has been designated as an ecological corridor, linking down into the District along vegetation corridors. Another important cross-municipal corridor linkage was identified with the Mooi Mpfana Municipality, in order to secure a viable east–west corridor linking the UDPWHS with the remainder of the uThukela District using Highmoor Reserve and surrounds.

3.3.2. RIVER CORRIDORS

Maintaining the remaining natural systems along the main stem rivers was considered critical for ensuring continued delivery of ecosystem services and connectivity required for biodiversity persistence. River corridors comprised all stem rivers and all quivery catchments intersected by these rivers, including stem rivers adjoined by heavily transformed areas. River corridors were developed

along north-south and east-west axes. A shortcoming within the planning domain is the high level of transformation directly adjacent to stem rivers, highlighting the importance of catchment management in the District. Water catchments are classified as follows, from largest to smallest: Primary, Secondary, Tertiary, Quaternary, and Quinary catchments, each are nested within the previous category.

3.3.3. WETLANDS

All wetlands are essential for maintaining hydrological services, including flow regulation, water purification and preventing sedimentation. Accordingly, a persistence target of 100% of all wetlands was adopted, including a 30m buffer on each wetland to ensure sustained wetland functioning. The 100 % wetland target is based on wetland functioning to ensure the delivery of ecosystem services goods and services, rather than biodiversity targets. The majority of wetlands within the district are nested within supporting CBAs and CESAs, with a significant proportion within transformed areas directly adjacent to the Drakensberg.

3.3.4. RIDGELINE CORRIDORS

East-west and north-south inter-fluvial ridgeline corridors were developed to include the main climatic, upland-lowland, and altitudinal gradients, which should contribute to ameliorating the potential impacts of climate change on the biota of the region. The spatial extent of these ridgeline corridors was determined by the level of transformation within adjacent areas. East-west ridgeline corridors were limited to relatively high altitude areas on account of adjacent transformation, whilst it was possible for north-south ridgeline corridors to link highland and lower lying areas. These corridors traverse significant biophysical gradients in the district.

3.4. ENVIRONMENTAL SECTOR PLANS

3.4.1. AIR QUALITY MANAGEMENT PLAN

In terms of National Environmental Management: Air Quality Act (No. 39 of 2004): municipalities have a critical role to play in protecting the environment by providing reasonable measures for the prevention of pollution, ecological degradation, and for securing ecologically sustainable development while justifiable economic and social development.

uThukela district municipality established Air Quality Management Plan (AQMP) which is aimed at the following: achieving acceptable air quality levels throughout the district, To promote a clean and healthy environment for all citizens within uThukela District, to minimize the negative impacts of air pollution on health and the environment, to promote the reduction of greenhouse gases so as to respond to climate change challenges.

3.4.2. INTEGRATED WASTE MANAGEMENT PLAN

In terms of National Environmental Management: Waste Act (No. 59 of 2008): the legislation provides for the regulation of waste management in order to protect health & the environment by providing reasonable measures for the prevention of pollution & ecological degradation, for securing ecologically sustainable development; to provide for provide for institutional arrangements & planning matters; to provide for specific waste management activities. In order to achieve all these, UThukela District developed an Integrated Waste Management Plan (IWMP).

3.4.3 UTHUKELA BIODIVERSITY SECTOR PLAN

In terms of the National Environment Management Act (NEMA) 107 of 1998, all organs of state are obligated to take biodiversity considerations into account and to ensure decisions are informed by the most up to date information. KZN Ezemvelo Wildlife prepared uThukela Biodiversity Sector Plan which is intended

to help guide land-use planning, environmental assessments and authorizations; and, natural resource management in order to promote sustainable development.

It has been developed to further the awareness of the unique biodiversity in the area, the value this biodiversity represents to people and promote the management mechanisms that can ensure its protection and sustainable utilization.

3.4.4. UTHUKELA DISTRICT ENVIRONMENTAL MANAGEMENT FRAMEWORK (EMF)

uThukela district municipality had received R 1, 5 Million from Department of Agriculture, Environmental Affairs & Rural Development (DAERD) to develop uThukela district Environmental Management Framework (EMF). The service provider has been appointed to develop the plan. An EMF allows environmental opportunities & constraints to be examined at a regional level to influence project specific decisions before they are made.

3.4.5 ENVIRONMENTAL MANAGEMENT POLICIES & BY-LAWS

UThukela District has a guiding policies & by-laws relating to environmental management namely: water services by-laws, environmental management policy, & environmental pollution control by-laws. The water services Bylaws was adopted on the 5 February 2004 and the Environmental Pollution Control By laws on the 30 June 2006.

3.5. GEOGRAPHICAL INFORMATION SYSTEM (GIS)

uThukela DM has GIS tool through shared services. The tool is used to capture, store, manipulate, analyze, manage, and present all types of geographically referenced data for uThukela District.

3.6. PUBLIC PARTICIPATION & ENGAGEMENT ON ENVIRONMENTAL MATTERS

uThukela district municipality participates in numerous structures or forums where it engages on environmental matters. There is district waste environmental forum, health risk waste forum, KZN Waste inaugural forum, buffer technical committee, KZN provincial air quality forum, IDP representative forum, IDP service providers forum & IDP forum, district tourism forum, climate change forum. The mentioned structures were designed to address numerous issues in the district and the entire province; this includes environmental matters as a dominating concept in most forums indicated.

3.7 ENVIRONMENTAL CAPACITY BUILDING INITIATIVES

uThukela district municipality plays a coordinating and supporting role (financial and human resource support) in all district environmental awareness arranged by other sector departments. uThukela plays important role in climate change programs which are intending to educate communities on issues around climate change and disaster management.

Deforestation is one of the leading causes of climate change. The campaigns seek to reduce deforestation and protect standing forests, by recognizing the additional value of forests based on their capacity to store carbon & thus reduce greenhouse gases. uThukela has a critical role to play in celebration of calendar days namely: Arbor Day, Wetlands Day, World environmental day, Clean-Up Week.

uThukela district municipality core function is the provision of water and sanitation ,therefore it has a commitment to lead water conservation initiatives around uThukela district. These programs are aimed at educating communities on water conservation strategies since water is a scarce resource and the municipality is characterized by the high loss of water.

3.8. DEVELOPMENT PROJECTS & ENVIRONMENTAL SUSTAINABILITY

uThukela District is committed to apply NEMA & sustainability principles in all development projects, this ensures that it aligns with the SDF & does not compromise any sensitive, fragile or protected environments. Also make sure that the impact on biodiversity loss that impact on high potential agricultural land has been considered.

In the Municipal Infrastructural Grant (MIG) Projects, uThukela district municipality ensures that consultants report on environmental management per project, this helps in environmental compliance for all uThukela district MIG projects. All proposed projects in the UKhahlamba Drakensberg Heritage Site are discussed through Buffer Zone Technical Committee to ensure that NEMA principles are adhered to in all proposed development, this ensures environmental sustainability. If the proposed project is a listed activity it will undergo EIA process.

3.9. RESPONSE TO CLIMATE CHANGE

uThukela district municipality is consciously aware that climate change poses critical threats to socio-economic development, in areas as diverse as water and sanitation, food security, health and energy. uThukela district municipality has engaged itself in numerous initiatives aimed at capacitating communities on global warming & climate change.

The municipality supplies schools with gardens tools to support food gardens initiative, also support “green events” in their municipal activities; this is achieved through green procurement when organizing municipal events, waste management plan designed solely for the event, inviting Department of environmental Affairs to raise environmental awareness to communities during the day of an event e.g. distributing environmental education material to communities.

uThukela district municipality is committed to understanding water resources, strategies & methods of utilizing water more efficiently & effectively going forward. uThukela DM acknowledges the fact that it does not have environmentalist in its organogram to perform environmental management functions instead it has got designated waste management officer & air quality management officer appointed from the municipal administration as per the requirements of the Waste Act & Air Quality Act. The role of the waste management officer is to coordinate & account on matters pertained to waste management whilst air quality management accounts on air quality management matters. Moreover,

uThukela district municipality gets environmental management support from Assistant Directors deployed to municipalities (National Department of Environmental Affairs) & also receive support from Assistant Managers-Municipal Support (Provincial Agriculture, Environmental Affairs &, Rural Development) section) since there is no environmental management capacity in all municipalities within the family of uThukela.

The municipality has a new proposed structure which includes position of Assistant Director environmental management & compliance monitoring, the structure is awaiting for approval from council.

3.10 ALIGNMENT OF THE IDP PHASES AND ENVIRONMENTAL PLANNING

In ensuring the alignment between the IDP and the Environmental Planning, uThukela district uses the following table that illustrates the proper alignment. The Integrated Environmental Programme for Municipal Integrated development plans was integrated into phases of the IDP to mainstream environmental sustainability into the process.

The table below highlights the minimum requirement at each stage of the IDP process to ensure that environmental issues are incorporated into the IDP.

Integrated Development Plan	Integrated Environmental Programme	Outputs from municipal IEP
Preparation	Identify environmental stakeholder	List of environmental stakeholders with contact details
Analysis	Sustainability analysis <ul style="list-style-type: none"> - Focused analysis of problems faced by the community - Listing and prioritization of developmental issues 	List of major environmental resources, assets, problems threat and how these should shape development
Vision, objectives and strategies	Identify solutions through vision, objectives and strategies Ensure NEMA and LA 21 principles are applied	Localised strategic environmental objectives and strategies. A set of sustainability principles
Projects	Each project design must include sustainability objectives and performance indicators. Identification of the projects that significantly affect the environment	<ul style="list-style-type: none"> - Identification of IEP or various component plans as projects if this has not been undertaken. Key plans are - Water and Sanitation - Solid waste - Cemetery - Air Quality
Integration including SDF	Ensure projects are in line with vision objectives and strategies and comply with legal requirements	Strategic environmental assessment of the SDF
Approval	Ensure approval process refers back to environmental objectives and strategies	Council resolution approving IEP
Monitoring and Evaluation	Development of the environmental KPIs and monitoring of projects accordingly	Environmental sustainability KPIs

CHAPTER 4:

DEVELOPMENT STRATEGIES

4.1 INTRODUCTION

uThukela district municipality has contributed to the achievement of social, environmental and economic development advances since the development of the local government in December 2000. Local Government is a fundamental component of the reconstruction and development mandate of our country. The aim of democratising the society, protecting the natural resources and becoming financially sustainably can only be realised through a Local Government system that is accountable, responsive, effective and efficient. The 5 year plan of uThukela district municipality would focus on building a more inclusive developmental local government that would translate the municipal vision into action.

To develop a more responsive, and accountable local government, uThukela district municipality's IDP intend to translate its "Long Term Vision" into effective plan that aligns the municipal budgets, M&E mechanisms and timeframes and timeframes for service delivery, in order to achieve the developments targets. The municipality has taken the strategic direction to achieve the alignment between the Long term development objectives and the IDP.

As much as uThukela district municipality is changing the life of the people by service delivery but we also acknowledge the challenges faced by the municipality especially in reducing the water and sanitation backlogs. In response to these challenges we have refined the "municipal vision" to be more robust, realistic and useful tool to guide the actions of the municipality, its community and the development.

The strategic approach to the development of uThukela district municipality is underpinned by national and international policy. The development objectives of these policies have influenced the development of strategic direction that the municipality has identified. The most recent and relevant developmental policies into our district are Millennium Development Goals, Provincial Growth and Development Strategy, Service delivery agreement Outcome 9, Provincial Government Priorities and the National Development Plan are explained below.

4.2. MILLENIUM DEVELOPMENT GOALS

The main aim of Millennium Development Goals(MDGs) is to encourage development by improving economic and social conditions, It also provides a framework for the entire international community to work together in ensuring that the human development reaches everyone, everywhere. The MDGs focus on three main areas of human development which are increasing social, economic and political rights, bolstering human capital and improving infrastructure. If the above goals are achieved, world poverty will be reduced, community will have the opportunity to benefit from the global economy. The eight MDGs which have been identified are as follows:

- Combat HIV/AIDS and other diseases
- Reduce child mortality
- Develop a Global Partnership for Development
- Achieve universal primary education
- Improve maternal health
- Ensure environmental sustainability
- Eradicate extreme poverty and hunger
- Promote gender equality and empower women

The goals consist of quantified targets to address extreme poverty in its many dimension which are lack of adequate shelter, poverty, hunger, environmental sustainability and education. The goals also represent basic human rights like shelter and security as well as education

4.3. PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY 2030 (PGDS)

The PGDS has been reviewed in order for the municipalities to align with it. The PGDS 2030 set a long term vision and direction for the development in the KZN Province. It also serve as a the overarching strategic framework for the development in the province applying 80/20 principle. PGDS provide spatial context and prioritisation and guide the activities and resources allocations of provincial government and other spheres of government, business sectors, organised labour and other stakeholders from the civil society that contribute to development in the province

The PGDS set the clear targets, indicators and establish clear institutional arrangement to secure ownership through a structured consultation process with all developments partners. It also capitalise on the wealth of information available and focus on new research only in areas where no credible information is available. The provincial Growth and Development Strategy 2030 consists of the following seven strategic objectives:

1. Job Creation
2. Human resource development
3. Human and community development
4. Strategic infrastructure
5. Environmental sustainability
6. Governance and policy
7. Spatial Equity

The PGDS 2030 also consists of the thirty strategic goals that will set growth and the development agenda for the next twenty years.

4.4. SERVICE DELIVERY AGREEMENT :OUTCOME 9

Municipalities are the key delivery partners in the implementation of this agreement. As with Organisational Performance Management System, the performance management system of government will cascade from the Presidency down to smallest municipality. The aim of the service delivery agreement: Outcome 9 is to ensure a responsive, accountable, effective and efficient local government system so as to restore the confidence of citizens in the local government sphere.

Municipalities need to ensure that the basic needs of communities are met, effective, efficient, responsive and accountable local government, improve performance and professionalism and strengthen partnerships between local government, civil society and communities. The Outcome 9 consist of seven outputs that need to be achieved:

- Implement a differentiated approach to municipal financing, planning and support
- Improve access to basic services
- Implementation of the community work programme
- Actions supportive of the human settlement outcome
- Deepen democracy through a refined ward committee model
- Improve administrative and financial capability
- A single window of coordination

The above mentioned outputs consist of targets, indicators as well as the key activities that need to be achieved. The achievement of these outputs will go in improving the lives of the community and at the same time it will improve the processes within government so that are able to operate more effectively and efficiently.

4.5. NATIONAL DEVELOPMENT PLAN

The national development plan (NDP) was prepared by the National Planning Commission. The NDP has a vision and targets to be achieved from now until 2030. By 2030, seek to eliminate poverty and reduce inequality. The National Development Plan is a step in the new path for the country. The plan serves to change the life of millions of people. The National Development Plan consists of the priorities viz:

- Fighting corruption and enhancing accountability
- Transforming society and uniting the country
- Building safer communities
- Social protection
- Health care for all
- Education, training and innovation
- Economy and employment
- Economic infrastructure
- Transition to a low carbon economy
- Inclusive rural economy

The NDP identified the nine main challenges which are

- Too few people work
- The standard of education for most black learners is of poor quality
- Infrastructure is of poor quality and under maintained
- Spatial patterns exclude the poor from the fruits of development
- The economy is overly and unsustainably resource intensive
- A widespread disease burden is compounded by a failing public health system
- South Africa remains a divided society
- Corruption is wide spread
- Public services are uneven and often of poor quality

4.6. PROVINCIAL PRIORITIES (STATE OF PROVINCIAL ADDRESS)SOPA

uThukela district municipality invested a substantial amount on infrastructure as a remedial action for economic recovery and a mechanism to create job opportunities.

uThukela district municipality service delivery plan takes into cognisance all the Provincial Programmes of action which are Fighting crime, Fighting corruption, Education, Health, Creating decent work and economic growth, Rural development/agrarian reform and food security.

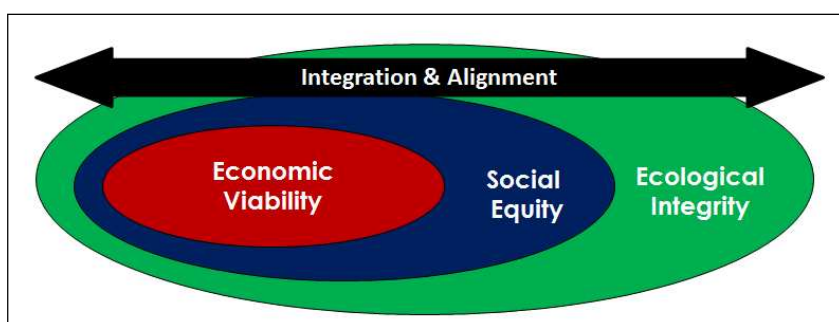
Among the projects earmarked is the construction of health facilities in Estcourt which is under uThukela district municipality. In the SOPA, the Premier indicated that Eskom is completing the 22-billion Ingula pump station in the drakensberg to come on stream by 2014, providing 1300 Mega-Watts of renewal energy into the national grid. This would be KwaZulu-Natal's contribution to the 20 000 Mega Watts of clean energy envisaged in the National Development Plan. On the other hand, Eskom will spend R24-billion to boost distribution and improve access for social and economic needs of the Province in an effort to eliminate the backlog. This will also include the electrification of islands that were left in-between villages as reported last year.

The municipality embarks on various food security programmes such as community gardens. The one home one garden programme has been implemented in partnership with the Department of Agriculture. Fighting crime is a priority in uThukela district, the DM encourages the effectiveness of the Community Forum within wards.

The district municipality promotes good governance through effective customer relations, opening platforms for community participation and the effective communication of policies and plans.

4.7 INTEGRATION AND ALIGNMENT

The schematic representation below provides outline of the integrated approach followed in the formulation of uThukela district municipality's IDP, which demonstrates the alignment between the National Key Performance Areas (NKPA's) and the Provincial Key Priorities supported by the State of Province Address 2011. These key areas of intervention are in turn aligned with the 12 National Outcomes that serve as the Development Thrusts (regarded as the non-negotiables). Each of these priorities are benchmarked against the backbone of the Provincial Sustainability Approach followed in the formulation of the Provincial Growth and Development Strategy (PGDS) 2011. The supporting pillars are:-
Economic Efficiency through capital gain to attain Prosperity;
Social Equity to ensure the development of Human Capital; and
Ecological Integrity to ensure Environmental Capital.

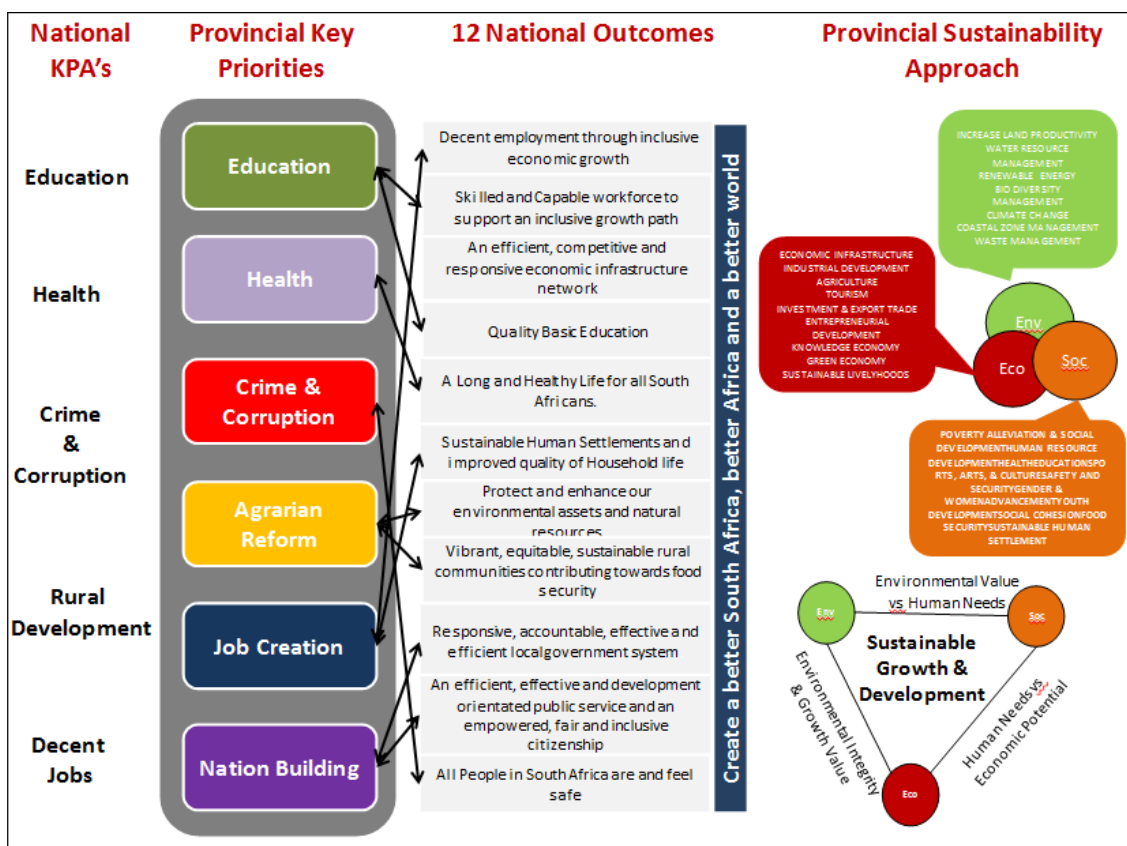


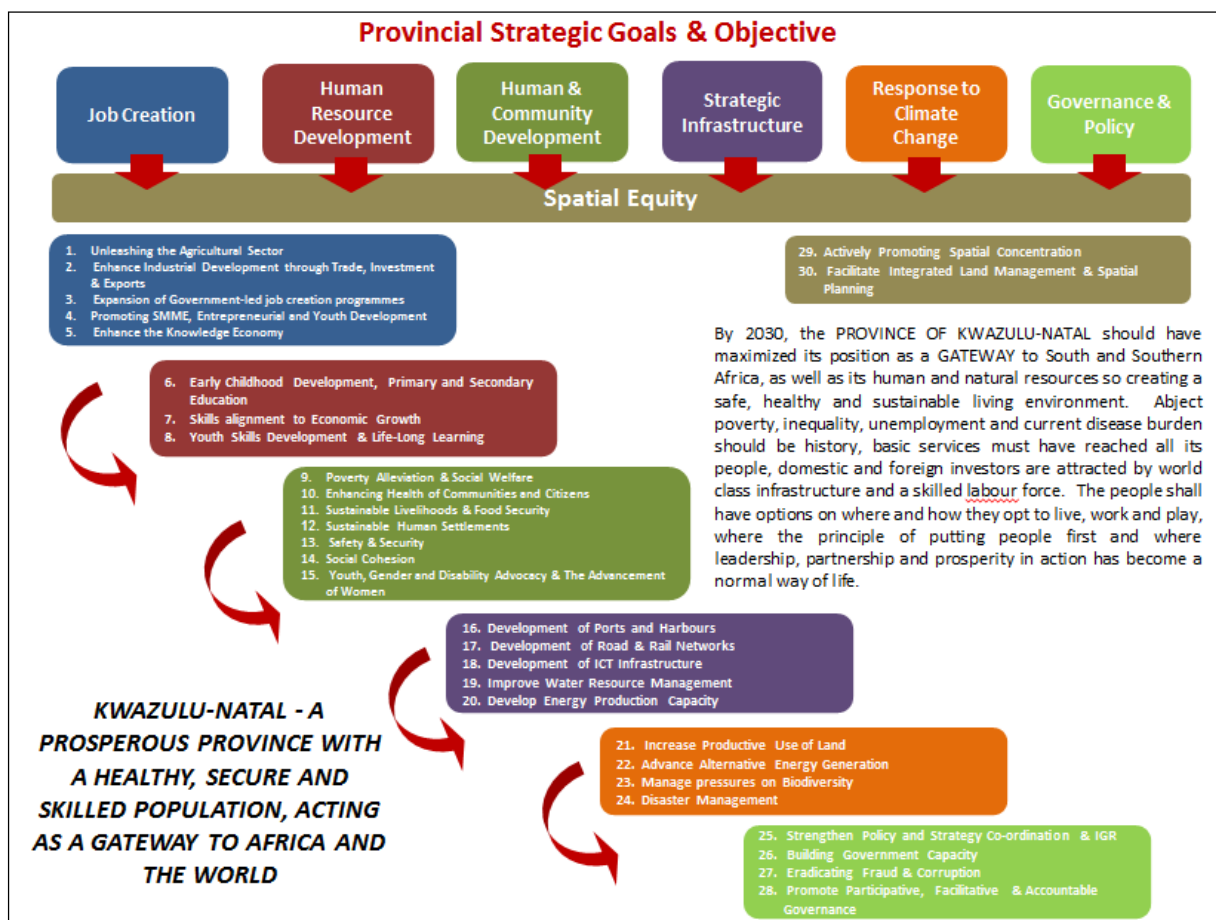
The following triggers have been identified in support of the sustainability approach:-

- *Economic Strengths – higher living greater prosperity*
- *Competitiveness to Attract Capital – economic incentives*
- *Infrastructure Strength – sustain & promote*
- *Housing Development – ownership opportunity*
- *Social Strength – public assets*
- *Energy Usage- environmental change*
- *Agriculture Protection – urbanization to non-renewable*
- *Environmental Conservation – balance development*
- *Good Governance – pro-poor approach*
- *Safety & Security – community stability*

These sustainable pillars are further support by:-

- **Good Governance**, building capacity within province to guide and direct growth and development through policy and strategic coordination, to ensure effective, accountable, competent, caring, facilitating government and will eradicate corruption;
- **Strategic Infrastructure Development**, focusing on catalytic projects to stimulate and growth and development at national and provincial scale such as public and freight transport, ICT, water and electricity;
- **Spatial Development and Management**, focusing of poly centric development, population density management, rural development, appropriate land use management through spatial referencing and guidance.





In response to the sustainability approach the province developed a Strategic Framework formulating seven (7) Strategic Goals and thirty (30) Strategic Objectives in support of the Key Priorities to achieve its desired 2030 growth and development vision as outlined in the diagram. Of note, is that these strategic goals and objectives manifests itself within a-spatial and spatial context, hence the formulation of a Provincial Spatial Development Framework (PSDF) to guide and direct district and local level integration and alignment. (Refer to SDF of uThukela district municipality for more details with regards to how the uThukela family of municipalities have adopted this philosophy and its response in support of the strategic goals and objectives at local level)

4.8. DEVELOPMENT VISION AND MISSION STATEMENT

The vision and mission was created in the strategic planning that was held in January 2012. In order for the municipality to achieve its mandate of service delivery to the community, the following issues were taken into consideration when developing the municipal vision:

- Self reliance
- Sustainability
- Prosperous
- Stable environment
- Caring
- Economic-Tourism destination
- Leaders with determination
- Serving people and
- Excelling in governance and service delivery

4.8.1. LONG TERM VISION

A stable, sustainable and prosperous district with caring leaders who serve with excellence in governance, service delivery and economic development.

4.8.2. MISSION STATEMENT

We promote a people-centred environment with emphasis on communication, integrity, economy, effectiveness and efficiency.

4.8.3. CORE VALUES

- Solidarity
- Honesty
- Ownership
- Professionalism
- Self-reliance

“SHOPS”

4.9 MUNICIPAL TURN AROUND STRATEGY

uThukela district municipality developed and adopted their turnaround strategy in April 2010. The turnaround strategy falls in the municipal manager's office. The current Municipal Turn Around Strategy is under review and after the review, it will be presented to Council for adoption. The current Turnaround strategy of the municipality is structured per Key Performance Areas(KPA) and funding constraints continues to hamper progress in some of the KPA's. The table below is the uThukela Turn Around Strategy.

ADOPTED BY COUNCIL ON THURSDAY, 15 APRIL 2010

NO.	PRIORITY TURN AROUND FOCAL AREA	CAPACITY ASSESSMENT FINDINGS	MARCH 2010 (Current Situation/ Baseline)	TARGET FOR DECEMBER 2010 (Changed Situation)	MUNICIPAL ACTION	UNBLOCKING ACTION NEEDED FROM OTHER SPHERES AND AGENCIES (e.g. intervention or technical support)	START DATE	END DATE	MEANS OF VERIFICATION	HUMAN RESOURCES ALLOCATED	BUDGET ALLOCATED	BUDGET PROJECTED	QUARTERLY PROGRESS
1	Basic Service Delivery												
1.1	Access to water, management & maintenance	Insufficient funds to eradicate water backlogs	Water backlog 16.5%	District Master Plan	Engagement of National Treasury, National & Provincial Cogta & DWA for financial support	Financial support needed from National Treasury, National & Provincial Cogta & DWA	May 2010	Dec-10	Final District Master Plan	Mayor, MM, CFO, WSA Manager	R 0	R1million	
		No funds for replacing old & dilapidated water pipe lines resulting in perpetual bursting of water pipes	60% of infrastructure over 50 years old	Preventative Maintenance Plan	1. Preparation of Maintenance Plan 2. Seek funding from prospective funders	Financial support needed from National Treasury, National & Provincial Cogta & DWA	May 2010	Dec-10	Comprehensive O&M	Mayor, MM, CFO, WSA Manager	R 0	R2million	
		Water purification plants have exceeded designed capacity.	Plants operating beyond designed capacity	Designs for upgrading of plants in place	Prepare designs for the upgrading of plants	Engagement of National Treasury, National & Provincial Cogta & DWA	May 2010	Dec 2010	Feasibility Study/Technical Report	Technical Manager	R 0	R17million (14% of total project)	
		High water wastage & water loss	Estimated 40% water loss	Water conservation program completed.	Prepare water conservation programme.	Financial support needed from DWA,others	May 2010	Sept 2010	Water conservation programme finalised.	Technical Manager	R 200 000	R1 mill	
1.2	Access to sanitation, management and maintenance	Waste water purification plants have exceeded designed capacity.	Sanitation backlog 21%	Designs for upgrading of plants in place	Prepare designs for the upgrading of plants	Engagement of National Treasury, National & Provincial Cogta & DWA	May 2010	Dec-10	Upgrade design	Technical Manager	R 0	R 0	
	ACCESS TO ELECTRICITY	Electricity outages	Outages in Ezakheni purification plant	Solution to Ezakheni electricity outages	1) Follow-up on the application made by the municipality to ESKOM 2) Municipality to follow up with Task Team	1) ESKOM to respond on application 2) ESKOM to provide costings	May 2010	Dec-10	Solution to outages	WSM	R 0	R 0	
		Electricity outages	Outages at Olifantskop purification plant	Solution to Olifantskop plant electricity outages	Municipality to make an electricity upgrade application to ESKOM	1) ESKOM to respond on application 2) ESKOM to provide costings	May 2010	Dec-10	Solution to outages	WSM	R 0	R 0	

2	Public Participation												
2.1	Communication with stakeholders	Fragmented public participation	Unstructured public participation processes	Public participation framework developed and implemented	Preparation of public participation framework	COGTA to provide support	May 2010	Dec 2010	Public participation Framework	Exec. Dir. Corporate Services	R2.1million	R2.1million	
3	Governance												
	Labour Relations												
	Wage parity	wage parity issues emanating from transfer of	Disparity in salaries of people doing the same task	Job evaluation completed	Municipality to facilitate finalisation of job evaluation	Finalisation of job evaluation by SALGA	June 2010	Dec 2010	Minutes of meeting with SALGA	Exec. Dir. Corporate Services	R 0	R 0	
3.1	Political management & oversight												
	Council Oversight	Limited Council Oversight	No Council Oversight Framework	Oversight Framework developed and implemented	Prepare and implement Oversight Framework	COGTA to provide support	May 2010	Dec 2010	Oversight Framework	MM	R 0	R 0	
	Intergovernmental relations	Poor relation between government institutions	Un-coordinated service delivery	Functional intergovernmental structures	Resuscitate intergovernmental relations structures and affirm terms of reference	COGTA and KWANALOGA	May 2010	Dec 2010	Functional Structures	MM	R 500 000	R 500 000	
3.2	Administration												
	Technical skills	Inability to attract and retain technical skills	1) Recruitment policy in place. 2) Vacancies in critical posts	Recruitment and retention strategy	Prepare Recruitment and retention strategy	Engagement of DBSA and SALGA	May 2010	Dec 2010	Documented Strategy	Exec. Dir. Corporate Services	R 0	R 0	
4	Financial Management												
4.1	Financial viability of the municipality	Detoriating financial position of the municipality	Weak financial position	Financial recovery plan prepared and implemented	Prepare financial recovery plan	COGTA, Provincial Treasurer, DBSA	May-10	Dec-10	Recovery plan	CFO	R 320.00	R 0	

4.10. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

i. Overview

Transformation is part of the Municipality's strategy and has to be driven from the highest level of management and leadership. It is the intention of uThukela district municipality to enhance management skills to facilitate team players who will cascade the transformation assignment to the lowest levels of staff.

Municipal transformation and institutional development relates to a fundamental and significant change in the way the municipalities perform their functions and the calibre of human resources used in the delivery of quality services to the communities served. Service delivery planning has changed from municipal centred approach to community participatory approach.

ii. Challenges

The non-filling of critical positions is still a challenge that the municipality needs to improve on as a matter of urgency in order for the institution to function properly.

iii. Interventions

The municipality is in the process of filling in all the critical post and they started with the Executive Director Technical services who started in February 2012.

4.10.1 HUMAN RESOURCE STRATEGY

The Human Resource Policies has been compiled in an enabling spirit and sets out the policy relating to employment within the municipality, These policies are the enabling tool to facilitate human resources management within the municipality. In compiling the uThukela district municipality Human Resource Policies a reference was made to the Employment Equity Act No.55 of 1998, the Labour Relations Act No.66 of 1995, the Skills Development Act No.97 of 1998, the Municipal Finance Management Act No.56 of 2003, White Paper on Affirmative Action in the Public Service and the White Paper on Human Resource

Management in the Public Service. uThukela district municipality has developed the following HR policies.

- Promotion policy
- Placement Policy
- Employment policy
- Employment Equity policy
- Leave policy
- Recruitment, Retention and Selection policy
- Permanent employment policy
- Temporal employment policy
- HIV/AIDS policy
- Smoking policy
- Sexual Harassment policy
- In service Training policy
- Communication policy
- Training and Development policy
- S&T policy

4.10.2. SKILLS DEVELOPMENT PLAN AND WORKPLACE SKILLS PLAN

Skills planning are central to the improvement of the overall skills level of the municipal officials as well as the unemployed in the uThukela district municipality. The municipality identifies what skills are required and develop strategies, tasks and schedules to ensure that we build those skills in order to deliver on our Integrated Development Plan strategic objectives.

uThukela district municipality do comply with Skills Development Act. The District has developed and implementing workplace skills development plan in order to enhance the skills of the staff and thereby improve their competencies. The Workplace Skills Plan is developed on annual basis and adopted by Council. After the adoption it is then submitted to LGSETA for accessing funds. However the funding that was received was insufficient to meet the needs of the District. uThukela workplace skills plan outlines the training and development for the municipality. It also addresses the gaps and shortfalls in skills required and identified positive ways of addressing them.

In the financial year 2011/2012, 44 employees received formal training in the total cost of R 93 025.78. The Municipality also offers bursaries to the community for matriculated students and for the 2012 academic year, the municipality is focusing on the critical scarce skills areas, namely **FINANCE, HUMAN RESOURCES, ARTISAN and ENGINEERING.**

The municipal employees also have a bursary scheme wherein about 15 employees benefited from it in this past year. The municipality is currently engaged in the following skills development programmes namely :- Graduate training program in partnership with the National Treasury; the internship program with the Provincial Economic Development and Tourism.

Nine(9) water and waste water process controllers are currently engaged in the NQF2/NQF 3 Process Control Learnership facilitated by Water Academy which is anticipated to be completed by the end of April 2012.

All senior managers (except for one who has recently joined the municipality) have completed their minimum competency requirements in Finance Management as required by the National Treasury through the CPMD qualification the Wits Business School.

4.10.3. EMPLOYMENT EQUITY PLAN

In terms of the Employment Equity Act, 1998, it is the duty of uThukela district municipality to consult, draft and implement the an Employment Equity Plan in order to achieve equity in the workplace. uThukela district municipality has developed an Employment Equity Plan that is promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination.

In drafting of the Employment Equity Plan all the relevant stakeholders were involved including the Local Labour Forum. One of the objectives of the Plan is to focus on the development of present staff and an affirmative action programme aimed at specifically addressing the training and advancement needs of previously disadvantaged groups.

4.10.4. ANNUAL REPORT

The uThukela district municipality 2010/2011 annual report was drafted and submitted to Council on the 23 February 2012, as per Section 127(2) of the Municipal Finance Management Act (No. 56 of 2003). The annual report includes among other things the annual performance reports, annual financial statements etc. The council establish the municipal Oversight Committee of non executive members and the draft annual report was made public and invited the local community to make comments for a period of three weeks. After the public participation, the draft annual report together with the comments received will be submitted to the Oversight Committee and after that it will be submitted to the Auditor General

4.10.5. ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

uThukela district municipality has comply with section 38 of Municipal Systems Act by establishing the PMS that promote a performance culture, administer its affairs in an economical, effective, efficient and accountable manner. The PMS of uThukela district municipality is in line with priorities, strategic objectives, indicators and 5 year targets contained in the integrated development plan(IDP). The performance management system is broken down into the development of the individual performance plans. ***The PMS of uThukela district is well articulated in chapter 9 of this document.***

4.10.6. INTERGOVERNMENTAL RELATIONS

uThukela district municipality has established the Intergovernmental Relations that is in line with the Intergovernmental Relations Act. uThukela IGR consist of 5 mayors from all local municipalities within the district and a chairperson who is the uThukela district mayor. All the mayors in the family of municipalities have signed the IGR protocols to strengthen the intergovernmental relations. The Forum was formed to discuss matters of mutual interest, alignment and support to improve service delivery in the district.

However, there are challenges regarding the frequency of meetings. Mayors to commit themselves and ensure that the forum meetings take place as scheduled. The district municipality is utilising the grant funding from COGTA in improving and implementing the IGR. The other critical elements in the implementation plan of the IGR is the improvement of the working relationships with the local municipalities and sharing of resources.

uThukela district Mayor, as chairperson of the Mayors Intergovernmental Forum, attends the KZN Provincial Premier's Forum meetings and ensures the dissemination of information between the two Forums. The municipality has also established the Technical Support Forum(MM Forum) that supports the Mayors Forum. There are number of sub committees that were formed by the municipality in making sure that all the three spheres of government talk to each other e.g. uThukela District Municipality Service Providers Forum, IDP Technical Support Structure, IDP Representative Forum, CFO Forum, and District Aids Council etc.

4.10.7. MEC COMMENTS ON THE 2011/2012 IDP REVIEW

uThukela district municipality submitted the adopted 2011/12 reviewed Integrated Development Plan(IDP) on the 4th July 2011 to the MEC for Co-operative Governance and Traditional Affairs. The MEC made comments and those comments needs to be taken into account in the preparation of this 3rd generation IDP. The table below highlights some of the comments raised by the MEC per KPA and action plan by a municipality to address those gaps.

KPA	ISSUES RAISED	RESPONSE 12/13 IDP
Municipal transformation and Institutional development	Number of critical positions are not filled	The Council is in the process of reviewing the organogram and fill the critical positions as they started filled in the Executive director Technical Services post
LED	Progress of the implementation of the District Growth and Development Summit(DGDS) action plan and resolution need to be reported upon	Progress on the implementation of the DGDS action plan is part of this document

Basic service delivery and infrastructure		
Financial Viability and Financial management	None	
Good governance and community participation	Not all IGR structures are functioning effectively	All the members of the family of municipalities have committed themselves in improving the functionality of the IGR structures by signing the IGR protocols
Spatial Development Framework	Your municipality is required to submit a full hardcopy SDF in order to comply with section 2(4) of the Local Government Planning and Performance Management Regulations,2001. Your SDF does not sufficiently address alignment with surrounding municipalities	The municipality is working on improving the SDF with the assistance from COGTA taking into considerations the comprehensive assessment report that prepared by Spatial Planning unit (COGTA).

4.10.8. AUDIT RESPONSE

The municipality has been audited by Auditor General and received comments. The municipality has prepared the action plan to address issues raised by the AG ***but note that is covered in Financial Viability and Financial Management KPA which is part of this document.***

4.10.9. INTER-MUNICIPAL PLANNING

In ensuring the inter-municipal planning, the uThukela district municipality is utilising the Planners Forum that suppose to meet on weekly basis to discuss the issues related to planning like PDA,SDF,LUMS etc. The Planners Forum is coordinated at the district level and all planners of the uThukela family of municipalities are part of the forum. However, there are challenges regarding the frequency of meetings. Planners to commit themselves and ensure that the forum meetings take place as scheduled.

The other structure that is being used by uThukela family of municipalities which is effective in enforcing the inter-municipal planning is the IDP Coordinating structure that meets on monthly basis to discuss the planning issues in uThukela district municipality. This structure is also coordinated at the district level and we rotate meetings to all municipalities to ensure ownership by the IDP Managers. uThukela district is also utilising the Shared Services in ensuring the inter-municipal planning but there are challenges regarding the shared services in the municipality.

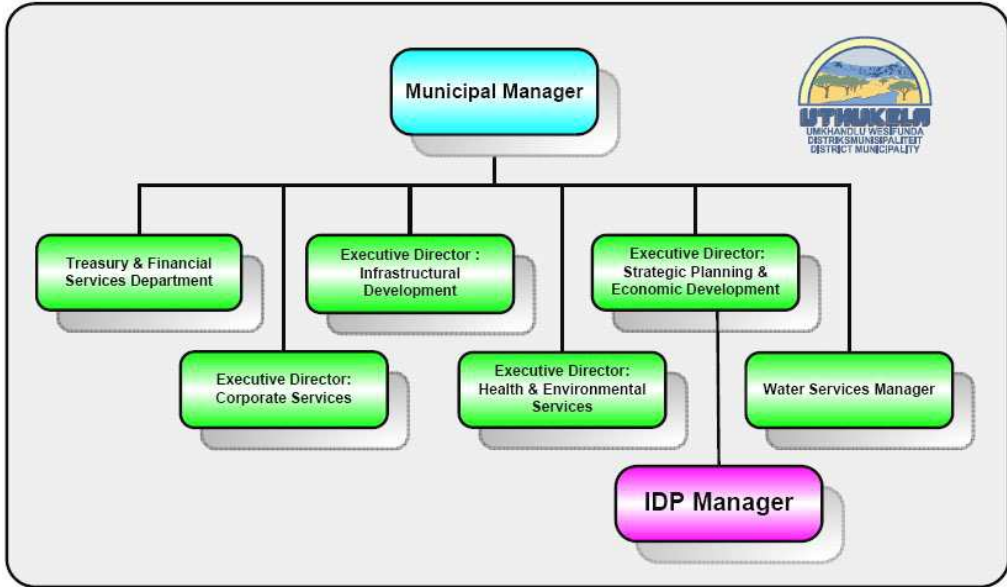
4.10.10. ORGANOGRAM

uThukela district municipality has adopted the structure that is aligned with the Powers and Functions assigned to the district municipality as well as the implementation of the IDP. The District Municipality is having ± 510 permanent staff members and ±140 part time staff members.

Note that the Council is in the process of reviewing the attached adopted organogram and in the adopted IDP, an updated organogram with key positions filled will be attached.

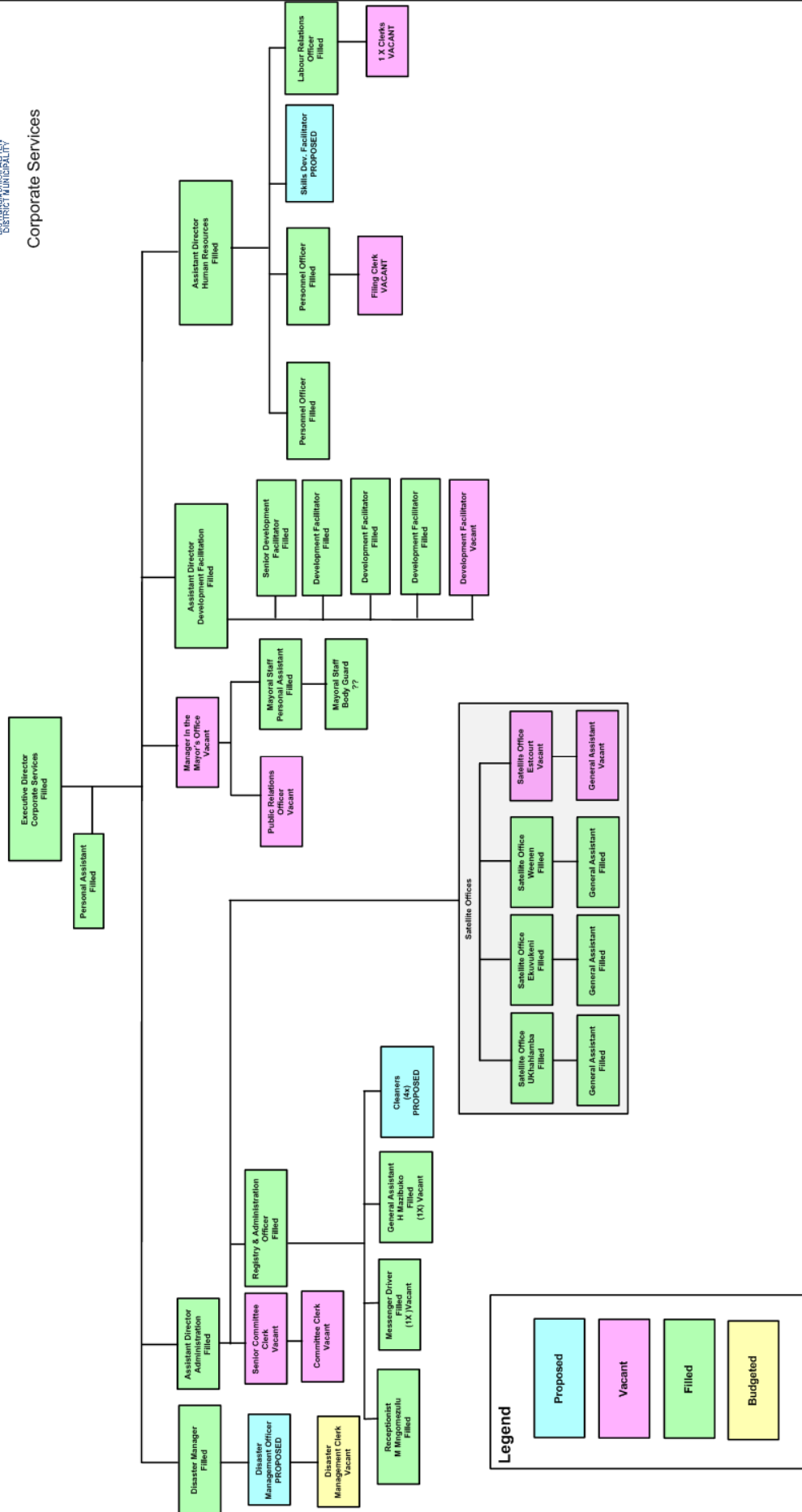
The uThukela district municipality consist of six directorates and their responsibilities are aligned to the Performance Management System (PMS) namely:

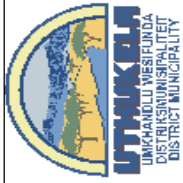
- Treasury and Finance
- Corporate services
- Infrastructure Development
- Municipal Health and Water Services Authority
- Strategic Planning and Economic Development
- Water Services



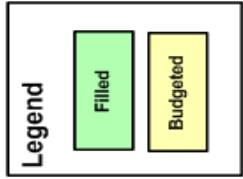
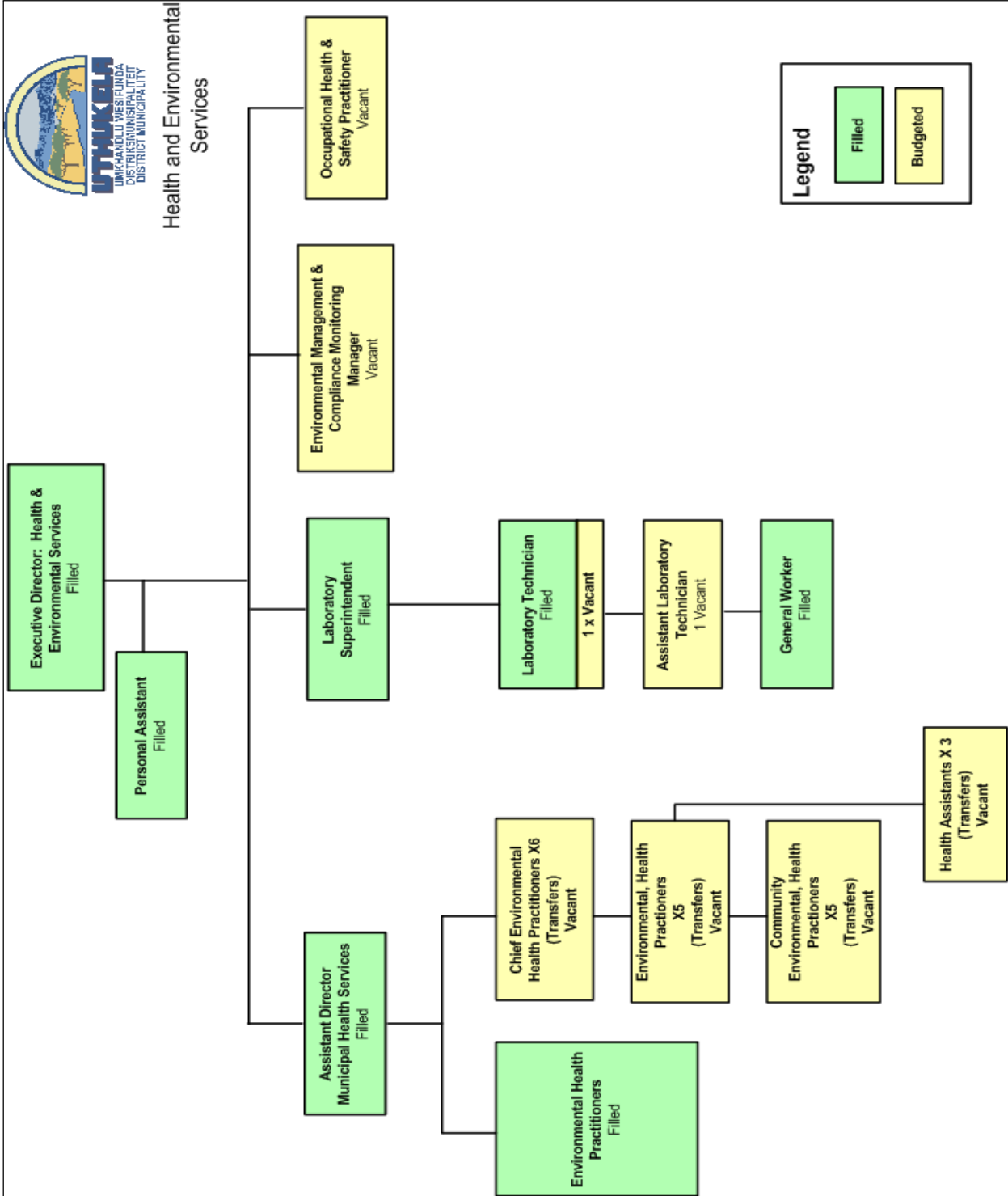


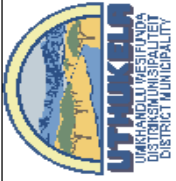
Corporate Services



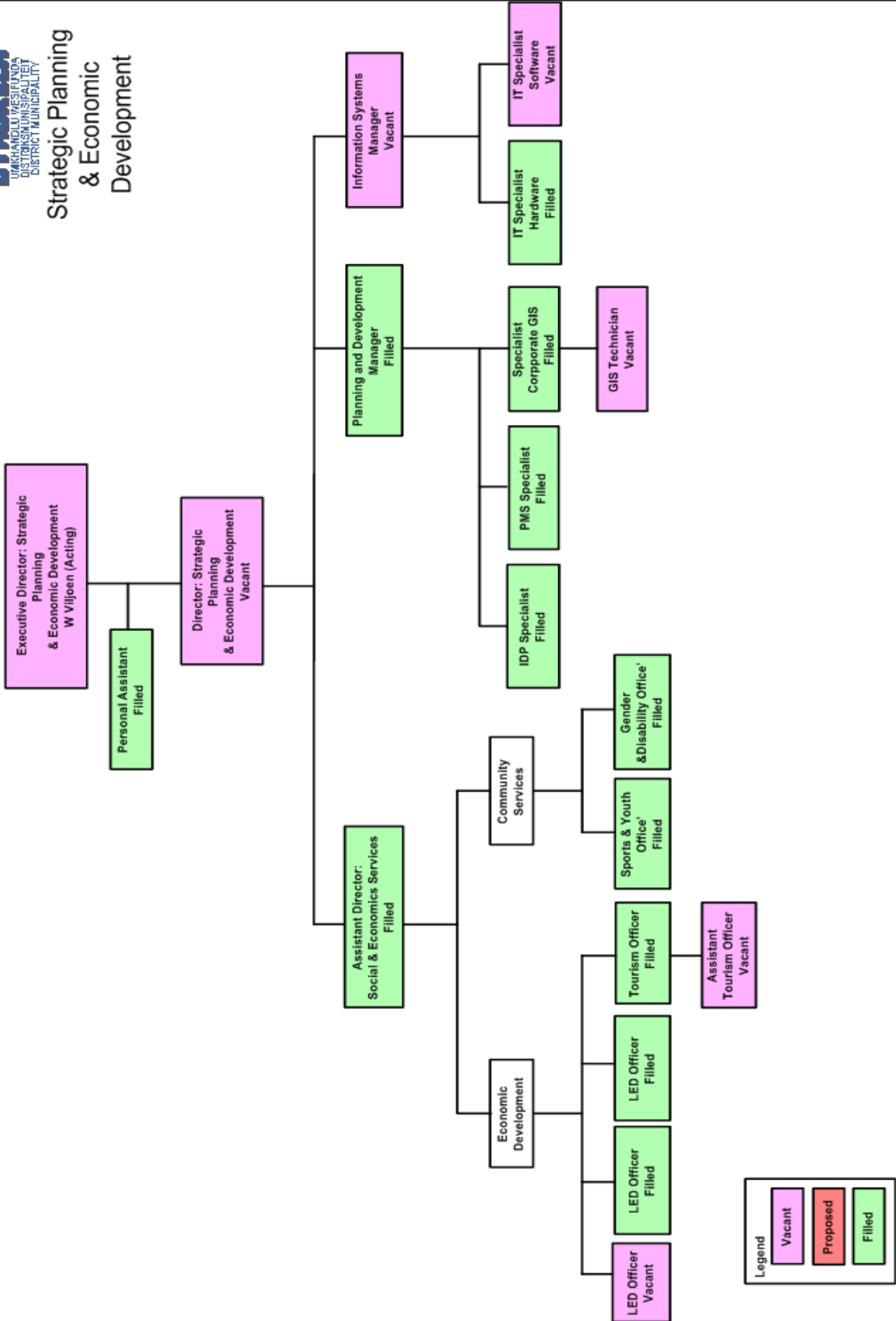


Health and Environmental Services



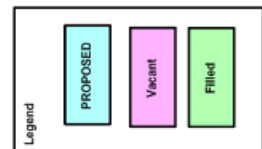
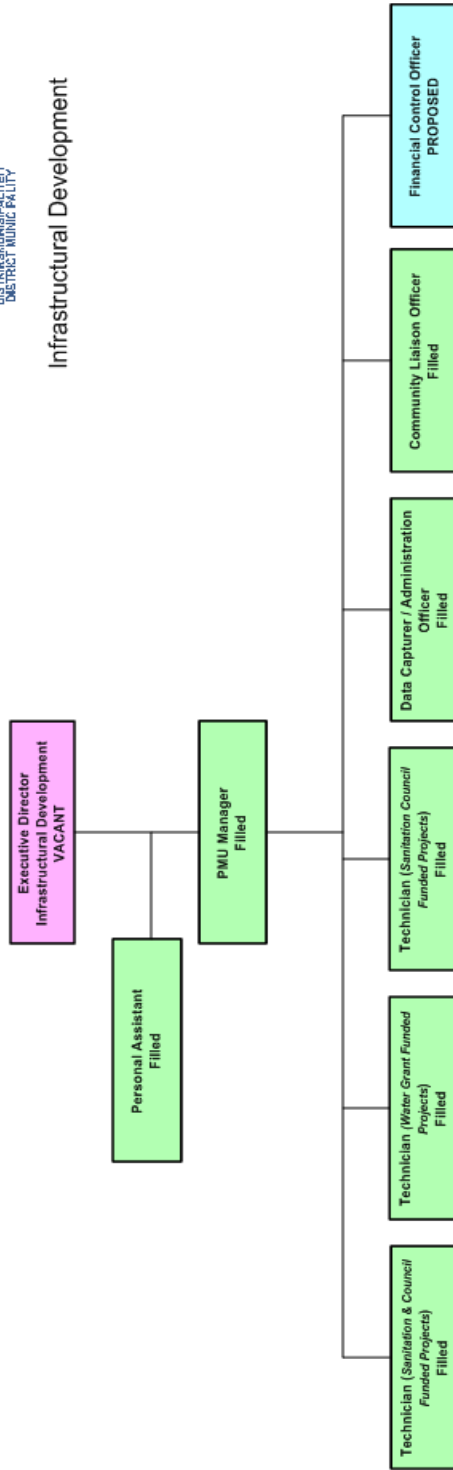


Strategic Planning & Economic Development





Infrastructural Development



4.10.11. POWERS AND FUNCTIONS THAT ALIGNS TO ORGANOGRAM OF UTHUKELA DISTRICT MUNICIPALITY

- Water supply and sanitation services
- Municipal Health services
- Solid waste disposal sites
- Municipal roads
- Regulation of passenger transport services
- Municipal airports serving the area of the whole district
- Fire fighting serving the whole District
- Establishment and control of fresh produce markets
- Establishment, conduct and control of cemeteries
- Promotion of local tourism for the area of the district municipality
- Municipal public works relating to any of the above functions or any other functions assigned to the district municipality.

4.11. GOOD GOVERNANCE, PUBLIC PARTICIPATION AND ALIGNMENTS

i. Overview

Good governance in a municipal context relates to the process whereby municipalities conduct public affairs and manage public resources in a responsible and accountable manner and in line with the provisions of the rule of law for the benefit of the citizens served and the realization of human rights. The key attributes for good governance are transparency, responsibility, accountability, participation and responsiveness to the need of the people. Consultation with stakeholders is a continuous process within uThukela district municipality, in compliance with the stipulation in Chapter 4 of the MSA of 2000.

After completing the draft IDP and the draft budget, the municipality will advertise both the draft IDP and the draft budget in local newspapers to get inputs from the community. The consultation process is stipulated in the process plan and is aligned to the family of municipalities.

In order to ensure alignment between the IDP, Budget and PMS processes, an IDP Framework and IDP/Budget Process Plan was drafted incorporating all three activities with monthly milestones and this was workshopped with communities and other stakeholders through the Representative Forum and service providers forum meetings. The 2012/2013 IDP Framework and Process Plan was adopted on the 04 October 2011.

The IDP Framework and IDP/Budget Process Plan was drafted to ensure that the development process of the uThukela district IDP and local municipalities IDP are aligned and equally informed by each other, In addition to that, the Mayor of uThukela district municipality will be having a series of road shows in April and May 2012 in ensuring that the community are part and parcel of the IDP and Budget. The road shows schedule are aligned to those of local municipalities. She will also be utilising the Ukhozi FM slot to inform the community about the draft IDP and draft budget. This formed the basis for stakeholder input to ensure effective public participation in the IDP and Budget process.

It is the policy of uThukela district municipality to ensure that the development is driven by the community. The whole community of uThukela district municipality will be given the chance to comment and make recommendations on their draft IDP and draft budget.

4.11.1 COMMUNICATION STRATEGY

uThukela district municipality do have the communication strategy. The strategy consist of the following aspects:

- Road shows
- Ukhozi FM slot
- Local newspapers
- UThukela district municipality website and its local municipalities
- Annual report
- District Mayors Forum meetings
- IDP and Budget alignment meetings and technical support meetings
- Mayoral Izimbizo
- Presentation to the Local House of Amakhosi

4.11.2. TRADITIONAL LEADERSHIPS

In uThukela district municipality , the institution of Traditional Leadership is highly recognized and supported. There are 18 Traditional authorities in the uThukela district. The Municipality works closely with the Traditional Leadership within the district. Traditional Leaders are represented at the District Aids Council Structure and they attend the IDP/Budget road shows as well as the IDP Representative Forums meeting. uThukela local house of AmaKhosi has been established in line with the new legislation on Traditional Leadership. The municipality meets on regular basis with uThukela local house to deal with issues of development, budget.IDP etc.

4.11.3. PORTFOLIO COMMITTEES

uThukela district municipality has established 5 standing committees or portfolio committees and these committees are

1. Finance and Budget
2. Cooperate, Disaster, Health and Environment,
3. Water, Sanitation infrastructure and technical services
4. Strategic Planning, Economic Development and Tourism
5. Youth, Gender, Sport and recreation.

All the standing committees are chaired by the members of the EXCO and they have their own programme but reports to EXCO and from EXCO to Council

4.11.4. WARD COMMITTEES

Ward Committees are an exciting route of achieving one of the aims of the developmental local government mentioned in the Constitution of the Republic of South Africa. In this Forum is where communities and community organizations are able to participate more on issues of improving service delivery and strengthening local government. uThukela district municipality is relying on utilising the ward committees that are functional in the District in dealing with the issues of service delivery, public participation especially in the Budget and IDP.

The challenge that is facing the family of municipalities is that some ward committees are not functional like Umtshezi and Okhahlamba. The other challenge that makes it difficult for the Ward Committees to function is that it is expensive for members to attend Ward Committees meetings as the area is too wide in other municipalities.

4.11.5. COMMUNITY DEVELOPMENT WORKERS

There are 36 Community Development Workers(CDW) deployed within uThukela district municipality. There is a need of deploying more Community Development Workers in order to be able to cover all wards in uThukela district municipality. All the CDW finished their learnships programme

4.11.6. AUDIT COMMITTEE

The Audit Committee of the municipality is fully functional. The audit committee of uThukela district municipality consist of three members and these members are not councillors or employees of the municipality. It came into existence in February 2007.They sit four times per year. Some of the functions of the Audit Committee is to evaluate the reports of the Heads of Departments. They also review the financial statements of the municipality and discuss the findings from the Auditor General. They also prepare the audit performance report for the council.

The new Council decided to advertised for the new Audit Committee members because the term for the current members has expired. The new committee has not been appointed yet and the municipality is utilising the current audit committee.

4.11.7. COMMUNITY BASED PLANNING

In uThukela district municipality, Imbabazane at ward 9 was piloted by Department of Cooperative governance and Traditional Affairs(COGTA) for community based planning. There is a lot of strategic meetings in the family of municipalities in trying to expand the Community based planning in the whole of district. The purpose of community based planning is to improve the quality of plans and services, extend community control over development and to empower communities so that they can take action and become less dependent. It also involve the community especially poor people.

4.11.8. SPORTS AND YOUTH

uThukela district municipality is playing a vital role in supporting and promoting the sports and youth throughout the district. The primary aim of the municipality is to ensure that the youth take part in sports so that they don't focus on crime. The district municipality has appointed a dedicated person that deals with the issues of sports and youth throughout the district. They are many programmes and projects for youth that has been prioritized by uThukela district municipality for 2012/2013 financial year.

The municipality host the competition that is known as the Mayoral Cup that is played on annual basis where the district municipality invites the professional teams to play with uThukela squad and the professional teams select from the uThukela squad and be given an opportunity to play for those teams. They also have the SALGA games that take place annually with all the other district municipalities in the province of KwaZulu Natal.

The selections starts at the municipal level for the players who will represent uThukela on various sporting codes. In those games they can be selected to represent the province of KwaZulu Natal and also those games are attended by professionals coaches who are looking for players for that particular sporting codes. The municipality supports football associations, netball and boxing.

uThukela district is also involved in the arts and culture competitions. They also support the youth on business. uThukela district municipality has a lot of youth projects that will promote sports in the district.

4.11.9. PHYSICALLY CHALLENGED

uThukela district municipality has appointed a dedicated person to deal with issues of physically challenged in the uThukela district municipality. The municipality has formed the Disability Forum where all the physically challenged people are able to raise their issues. The challenge that they are facing are the accessing the Municipal offices, Transportation Recreational Facilities.

The municipality future programmes on people with disabilities are as follows:

- Capacity building
- Tree-Training and resources in early education
- Awareness on HIV/AIDS
- Healthy lifestyle
- Social security
- Protection and safety

The municipality is also hosting the Internal day of disabled, Albinism day, Sport and recreation day, Deaf and dumb sign language teaching as well as Blind day and Deaf day.

4.11.10. GENDER ISSUES

The municipality has appointed a dedicated person who deals with the issues of gender throughout the district. Gender committee has been established and is functional. The municipality is taking seriously the gender issues and the municipality is working closely with other government departments in facilitating the gender programmes. Amongst the programmes and the events that the municipality will facilitate include the following:

- Know your rights
- Rural women's day
- Women's voice
- Masifundisane
- Food security

The municipality has established the Men's Sector Forum in championing the gender issues especially in Men.

4.11.11. SENIOR CITIZEN

uThukela district has formed the Senior citizen and it was launched in 2008. The municipality visits the old age homes around uThukela to give them presents, wheel chairs, walking sticks and food. The municipality also facilitate the awareness of the senior citizen where the community is encouraged to take care and support the older people in the community at large. The municipality is also facilitating the implementation of the extended indigent support programme. The other continuous programme that the municipality is coordinating with other departments is to conduct the dialogs between the Senior citizen and teenagers

4.11.12. UTHUKELA DISTRICT AIDS COUNCIL(DAC)

UTDM has established a co-ordinating forum for HIV/AIDS issues involving all stakeholders and role-players called uThukela District Aids Council to fulfil the following functions as outlined under the terms of reference.

- Development of the District AIDS Plan.
- Monitor the implementation of the District AIDS Plan quarterly.
- Review and evaluate the implementation of the District AIDS Plan annually.
- Facilitate the establishment of Local AIDS Councils.
- Facilitate multi-sectoral and interdepartmental collaboration in the campaign against AIDS.
- Facilitate capacity building on HIV related issues.
- Mobilise financial and technical resources for the campaign against HIV/AIDS and ensure equitable distribution of such resources.
- Commission relevant research and review statistics and other research reports relating to the District.
- Serve as the leading District public advocate to create an enabling environment for HIV/AIDS prevention, care and support.
- Report to the Provincial AIDS Council quarterly and annually on the progress made and challenges which need to be addressed to combat HIV/AIDS in the District.

4.11.13. HIV STRATEGY

uThukela district municipality has developed the HIV/AIDS strategy for both the community and for the workplace. In the strategy there are number of projects identified for 2012/2016 in mitigating the impact of HIV/AIDS like awareness programmes.

4.11.14. HIV/AIDS STRATEGIC PLAN

uThukela district have developed the HIV/AIDS strategic plan 2012-2016 to fight against HIV /AIDS, STIs &TB. The purpose of the uThukela District Plan 2012-2016 is to provide strategic guidance to the district HAST response and acts as a framework within which various initiatives will be implemented by a wide range of stakeholders working collaboratively to achieve the intended results of the plan. It is a document that conveys a clear message on how uThukela district municipality and its partners intend to combat HIV/AIDS in the district. It is the document that summarizes the district's response to HIV/AIDS pandemic.

The first draft was developed on 14 October 2011 through a participative and consultative process involving all role players and stakeholders namely:- uThukela District Municipality, Local Municipalities within the district, Government Departments, NGOs/CBOs, Traditional Leaders, Traditional Healers, Faith Based Organizations, People Living with Aids, Disabled People, Business Chamber, Organized Labour and Farm Dwellers / Landless People movement.

4.11.15. OPERATION SUKUMA SAKHE PROGRAMME(OSS)

OSS was launched in July 2009, under the campaign “One Home One Garden one product one village”, with the following objectives:

- Making meaningful household intervention on poverty.
- Behavioural Change to address HIV and AIDS, Crime, Substance Abuse, road accidents, abuse
- Addressing the needs of the most vulnerable and deprived communities and households.
- Making rural development a realizable vision
- Creating opportunities for skills development and employment.
- Ensuring cooperative governance for better & faster service delivery

OSS delivery model is designed to address the critical areas of community participation, integrated services delivery, behaviour change, economic empowerment and environmental care. In the OSS model, coordination of services delivery at the ward level is centred around the “war room”. Each war room has a dedicated team that include community care givers, who provide services at household level; Youth Ambassadors, who promote behaviour change and healthy lifestyle and; community development workers (CDWs), who provide secretariat functions and monitor interventions initiated through the war rooms.

All government departments have been mandated to align their operational plans with OSS and have indeed translated the mandate into action and aligned their operations to OSS. At the district and local levels mayors and counsellors are the

champions for the OSS approach and provide support and oversight to the activities. Meanwhile the MEC and HOD are champions and oversee OSS implementation in uThukela district. All the outputs and outcomes of OSS initiatives are reported to WAC, LAC, DAC and ultimately to the PCA.

Considering that the interventions in the DSP 2012-2016 are an inherent part of the OSS programme and will be implemented through OSS, the approach will augur very well for the sustainability of the DSP.

4.11.16. INVOLVEMENT OF UTHUKELA DAC AND LACs IN OPERATION SUKUMA SAKHE

Members of the uThukela DAC and LACs participated in the activities of Sukuma Sakhe Task Teams. Sukuma Sakhe Task Teams are functional in all five local municipalities as well as the district. War rooms have been set up in certain wards, however there is a challenge in providing equipment in war room centres. ***The following war rooms are functional in uThukela district:-***

- Emnambithi/Ladysmith LM - 7 functional war rooms, ward 1,3,5,7,17,23 and 27
- Umtshezi LM – 1 functional war room, ward 9
- Indaka LM – 1 functional war room ,ward 8
- Okhahlamba LM – 1 functional war room ,ward 8
- Imbabazane LM – 1 functional war room, ward 8

Profiling of households is continuing in the district. A total of 962 households were profiled during the quarter under review. There are 759 cadres and 276 youth ambassadors operating in the district. They all interact at various war rooms where they share service delivery information. Through Operation Sukuma Sakhe , we share resources and maximize utilization thereof and thus creating healthy and sustainable communities.

4.11.17. FUTURE PROGRAMMES OF UTHUKELA IN SUKUMA SAKHE

- Leleti Foundation Road show to be held during March 2012 at Mangwane High School.
- School Garden Project launch to be held on the 12 April 2012 at Watersmeet, Emnambithi/Ladysmith LM.
- Launch of uThukela District HIV,STIs and TB Operational Plan 2012-2016 financial year on the 24 March 2012.

4.11.18 ALIGNMENT OF UTHUKELA IDP WITH LOCAL MUNICIPALITIES

Several strategic meetings have been held involving the district and family of municipalities with the primary objective of aligning this IDP with those of the local municipalities. On the 23 -24 January 2012,uThukela district municipality hosted a strategic workshop where all the members of the family of municipalities were present. The primary aim of having the session with the family of municipalities was to align our programmes with local municipalities, the strategic issues that were aligned was the key development priorities, vision and strategic objectives for 5 years.

uThukela has established the IDP Supporting Committee that is comprises of all the IDP Managers and COGTA and the objective of the Committee is to ensure that the IDP's are talking to each other and is coordinated at the district level.

The alignment started at initial stages where all the IDP managers met to discuss the process to be followed in preparation of this 5 year plan. The process was instrumental in ensuring that the 2012/2016 IDP is holistic and addresses issues of integrated planning and development. For example, all identified projects for 2012/2016 financial year, as listed in this IDP, emanated from discussions held with family of municipalities.

4.11.19. SERVICE PROVIDERS ALIGNMENT

In involving and aligning with sector departments in 2012/2016 3rd IDP , uThukela district municipality used the IDP Service Providers Forum, but it was not effective enough because of inconstancy of attending meeting. The municipality strongly believes that “IDP is a plan for all Government” so therefore, all sector Government must be part of the IDP process, uThukela district municipality and its family of municipalities came up with the innovative ways of ensuring that sector departments are involved in the 3rd generation IDP by adopting a strategy of one on one process..

The challenge that came from the discussion between uThukela district municipality and sector departments on “one on one approach” was the different budgeting cycles between the three spheres of government that needs to be addressed because its affect the planning process.

4.11.20. CROSS MUNICIPAL BORDER ALIGNMENT

uThukela district municipality and its family of municipalities had a number of strategic meetings with neighbouring districts municipalities on cross border issues. The last alignment meeting took place at Amajuba district municipality. The neighbouring districts which interacts with them include Thabo Mafutsanyana in Free State, Gert Sibande in Mpumalanga ,Amajuba in Newcastle, and Umzinyathi in Dundee.

In those alignment meetings, municipalities focuses on aligning the Spatial Development Frameworks(SDF) and also looking into issues that are cross border development in nature such as projects that have service delivery impact like transport systems as we share with Amajuba the likes of N11 and the Fort Mistake Motel which is having a lot of potential.

4.11.21. SAFETY AND SECURITY

uThukela district municipality’s strategies for addressing the issue of crime include both reactive strategies to respond to incidents of crime and pro active strategies aimed at stopping crime before it happens. The response follows an approach that works closely with communities, community policing forum and other spheres of

Government (National and Provincial) the strategy of the municipality covers the following to create safer environments: viz Environmental for Safety, Effective policing, Community Safety initiatives and Social Crime Prevention

4.11.22. DISASTER MANAGEMENT

uThukela district municipality is concerned about the human suffering and economic loss due to the result of disasters. uThukela district municipality is affected by numerous disasters that include Veldfires, Floods, Strong Winds, and snow. uThukela district municipality experienced the number of heavy rains, thunderstorms and strong winds related incidents and the municipality responded swiftly to the incidents. It was among the districts that was currently attacked by floods and was declared as national disaster. uThukela district municipality and its family of municipalities was made aware of the cyclone Irine that occurred recently. The state of readiness in responding to cyclone was discussed in Joint Coordination committee.

In terms of District Disaster Management Centre, uThukela district is utilising one of its offices as the operational centre and the municipality is investigating the building the fully fledged centre.

The district municipality has also established the Disaster Management Advisory Forum that is comprises of local municipalities, NGO's, and other relevant stakeholders. The committee meets four times per year. uThukela district is concerned with preventing disasters whenever possible and reducing the impact on the lives of citizens of any disasters that do occur. The district municipality is ready to respond in an integrated and co-ordinated manner. The district has also installed the communication system to ensure that our contingency plans are working properly and operational committee is able to use it during accidents.

4.11.23. DISASTER MANAGEMENT PLAN

The Disaster Management Plan was developed and adopted by Council. The Plan was developed in accordance with the format developed by the Australian South African Local Government Partnership based on the Comprehensive Hazard and Risk Management (CHARM) process. The challenge with the current disaster

management plan is not updated and it needs to be reviewed and aligned it to local municipality's disaster management plans. ***The adopted IDP will contain an updated Disaster Management Plan***

4.12. SERVICE DELIVERY AND INFRASTRUCTURE PLANNING

i. Overview

The core function of uThukela district municipality is the provision of water and sanitation services. The primary objective is to extend portable water and sanitation services throughout the district by eliminating the backlogs and also to maintain and ensure sustainability of the existing water and sanitation infrastructure.

ii. Challenges

The challenges that are faced by uThukela district municipality in rendering services are

- Old and dilapidated water sanitation infrastructure causing perpetual bursting of water and sewer pipe
- Insufficient funding to eradicate water and sanitation backlogs
- Operational and Maintenance
- Vandalization of the existing infrastructure
- Bulk water supply is a major challenge that needs urgent attention
- Water losses
- High number of indigent consumers resulting in non-payment for services

iii. Interventions

uThukela district municipality requested the technical support from the department of Cooperative Governance and Traditional Affairs(COGTA).The technical team from COGTA are working closely with the newly appointed Executive Director Technical Services in dealing with the challenges faced by the municipality.

4.12.1. WATER

The core function of uThukela district municipality is the provision of water and sanitation services. The main objective of the municipality is to ensure the quality of drinking water in the region is improved in as far as the blue and green drop is concerned.

4.12.2. WATER BACKLOG

Water supply backlog as at the end of June 2011 was 28.75%(based on 2007 community survey household figures. This translates that 40146 households do not have access to safe water supply and 99 492 households have access to water supply in uThukela district municipality. The funding required to eradicate water backlog in the municipality is R2 500 000 000.00.It is regrettable to say that uThukela district municipality will not meet the targets of eradicating backlogs of water in 2014 because of limited funding allocation. The table below shows the backlog per local municipality.

STATUS OF WATER SUPPLY BACKLOG

Municipality	Total number of Households	Households with access to safe water supply	Households without access to safe water supply	Percentage water backlog
Emnambithi/Ladysmith	50 258	42 421	7 837	15.59%
Indaka	21 082	16 372	4 710	22.34
uMtshezi	15 232	11 343	3 889	25.53%
Okhahlamba	28 508	15 941	12 567	44.08%
Imbabazane	24 558	13 415	11 143	45.37%
uThukela	139638	99 492	40 146	28.75%

(source: AB Projects)June 2011

4.12.3. WATER QUALITY

There were 70 drinking water sampling points that were monitored in uThukela District. Chemical and Physical analysis were conducted over a period of 12 months by qualified and experienced Laboratory Technicians and Environmental Health Practitioners of uThukela district municipality. The analysis was done to ensure that the water supplied to the public is good for human consumption.

The overall microbiological compliance rate for uThukela district municipality was 99%. This indicates that water supplied by uThukela district to its consumers during the 2010/2011 financial year complied with SANS-241 drinking water quality standard. The total number of samples taken from the 13 water purification works including reservoirs and reticulation points was 1 910.

4.12.4. BLUE DROP/GREEN DROP STATUS

uThukela district municipality is involved in the Blue drop/green drop process. This involvement is intended to achieve optimum compliance, operating and process controls. Blue Drop System and Green Drop System scores for uThukela district municipality are low. The Blue Drop System (BDS) score is currently sitting at 55,% and the Green Drop System (GDS) score is currently sitting at 38.% as per the report released by the Department of Water Affairs in July 2011.

It is hoped that the abovementioned water supply challenges will be addressed if all relevant role players namely, the community ,private sector and spheres of government co-operate and play their respective roles in supporting uThukela district municipality in managing water services. The implementation of effective interventions to address water and sanitation challenges will not only improve the quality of water and sanitation services delivery in the district but will also improve the Blue Drop and Green Drop scores.

4.12.5. WASTE WATER TREATMENT

uThukela district municipality currently operates 7 waste water treatment namely Ladysmith, Colenso, Estcourt, Bergville, Ekuvukeni, Wembezi and Ezakheni waste water works. uThukela waste water works receive waste water(grey water) from industrial(efficient) and domestic premises. The above waste water works are

operated within the guidelines and general standards issued by Department of Water Affairs (DWA)

4.12.6. WATER SERVICES DEVELOPMENT PLAN (WSDP)

As a Water Services Authority, uThukela district municipality has developed and adopted the Water Services Development Plan (WSDP) in 2006. This plan was prepared in accordance with the Department of Water Affairs and (DWA) preparation guide. This sector plan (WSDP) is reviewed annually to ensure relevancy in the municipality. The plan also includes the issues of sanitation.

According to the adopted WSDP the DM has a wealth of surface water resources, however much of the dammed water is transferred to Gauteng Province as part of the Tugela-Vaal scheme. Most surface water is abstracted from the Tugela River or one of its tributaries, such as the Klip, Little Tugela or Bushmans.

uThukela district municipality has developed Water Services By-laws. Council has also resolved a free basic water concept, to help the plight of indigent persons with lower levels of services. In rural areas free water is supplied to communities, under a policy of free communal water provision. The district strategies on water conservation and demand management is a priority and started implementing it. Through the Implementation of Sustainable Water Services Institutions Programme (ISWIP) the DM is assisted to attain the necessary capacity to perform these WSA functions.

Water services infrastructure is more developed in the urban areas supplying a higher level of service, as opposed to the rural areas. Each urban area generally has its own water and wastewater treatment facility. The challenge that is facing the municipality is that some water infrastructure is dilapidated; the date of construction of some components is unknown.

The WSDP is prioritising projects in following phases:

- Phase 1, is the short-term five-year implementation plan and is generally restricted to current projected funding allocations (0 – 5 Yrs);
- Phase 2, constitutes medium- (6 – 10 Yrs) and long-term (11 – 20 Yrs) planning, that targets the alleviation of current water services backlogs by

allowing for realistic target setting to improve the quality of life for the entire population;

- Phase 3 is the long-term vision (> 20 Yrs) for water services in the DM constituting ideal goals and objectives.

THE DISTRICT MUNICIPALITY IS THE PROCESS OF UPDATING THE WATER SERVICES PLAN(WSDP)

4.12.7. COMPREHENSIVE INFRASTRUCTURE PLAN(CIP)

uThukela district municipality has developed the Comprehensive Infrastructure Plan(CIP) to enhance the preparation of the IDP and consolidates the information from a wide range of planning instruments(SDF, existing IDP, master Plans, Sector Plans etc).uThukela district municipality CIP summarises the data at ward level by exploring the unique needs of communities, and then formulate plans and projects for providing housing and infrastructure to service these needs. It therefore creates the basis for confirming the alignment of the different sector plans.

The uThukela district municipality CIP consolidate and report on infrastructure needs/backlogs, planned projects/initiatives, funding requirements and institutional challenges in terms of water, sanitation, housing roads, institutional interventions and action plan to implement the process. It also addresses the additional functions like electricity, solid waste, institutional development needs and financial sustainability.

The CIP identifies the different challenges in the LM's, the overall assessment of service delivery in the DM, the budgets, institutional issues, namely policies, processes and structure, which have an impact on services delivery and the different needs for project implementation.

The institutional assessment determined that all the municipalities need to give urgent attention to their policies. Policies provide the framework for infrastructure management.

The total funding required for the projects listed in this phase of the CIP process amount up to R 3,9 billion.

An intervention plan is formulated for this DM and is divided into an immediate impact, medium term and longer term plans. The implementation plan needs to address the improvement of policies and project management skills. Funding interventions such as reprioritisation of projects, improvement of billing systems and the need to establish partnerships are considered.

4.12.8. SANITATION

Sanitation is one of the core function of uThukela district municipality. In the previous financial year, 6 504 new households were provided with appropriate sanitation services in form of VIP Latrines. During the implementation of sanitation projects, a total of 5 298 local community people were employed for the duration of the projects and some of them were also empowered with new skills such as building and project management.

The DM is in the process of developing the Sanitation Master Plan. The plan will be dealing with backlogs, strategies of eradicating the sanitation backlogs.

The appropriate sanitation services backlog as a the end of June 2011 was 22.85%(based on the 2007 community survey households figures. This simple translates that 31907 households do not have appropriate sanitation services. To eradicate sanitation backlog, a sum of R400 000 000.00 is required.

The table below shows the sanitation backlog per local municipality.

STATUS OF SANITATION BACKLOG

Municipality	Total number of Households	Households with access to appropriate sanitation	Households without access to appropriate sanitation	Percentage sanitation backlog
Emnambithi/Ladysmith	50 258	41 554	8 704	17.31%
Indaka	21 082	15 639	5 443	25.81%
uMtshezi	15 232	10 912	4 320	28.36%
Okhahlamba	28 508	22 073	6 435	22.57%
Imbabazane	24 558	17 553	7005	28.52%
uThukela	139638	107 731	31 907	22.85%

(source: AB Projects) June 2011

4.12.9. FREE BASIC WATER

In terms of uThukela district municipality Free Basic Water Policy, all rural communities qualify for up to 6kl of free basic water. Urban indigent consumers are required to register as indigent consumers and thereafter qualify for up to 6kl of free basic water and the municipality is implementing the free basic water which is 6kl. During 2010/11 financial year, 2 018 households were provided with free basic water and the majority of households benefited were rural based households.

4.12.10. FREE BASIC SANITATION

In 2010/2011 financial year, 6 504 new households were provided with appropriate sanitation services (VIP Latrines) in uThukela district municipality. Rural communities are benefiting from the free basic service.

4.12.11. UTHUKELA DISTRICT MUNICIPALITY WATER AND SANITATION INDABA

uThukela district municipality hosted the first water and sanitation Indaba. The main aim of Indaba was to get different ideas from stakeholders of how to deal

with the challenges of water and sanitation and also learning from other WSA and providers who are excelling in providing water and sanitation services.

The other main objective of Indaba was to formulate a strategic document which will serve as a business plan for the current administration and the political principals. The objectives of uThukela district municipality Water and Sanitation Indaba are summarised as follows:

- Discuss the water and sanitation status quo with an aim to optimize the use of current available resources
- Integrate resources within the district with the aim to render efficient, effective services
- Creation of information sharing platform with an aim of optimizing communication within the district and other stakeholders
- Presentation of areas of challenges faced by the municipality and possible solutions
- Identifying possible funding models to fast-track processes aimed at addressing backlog for possible achievement of 2014 targets
- Expected role to be played by the family of municipalities in water conservation, credit control and indigent management
- Exploration of available solutions to cater for current and future needs
- Formulation of Specialist Advisory District Task Team from within the major stakeholders so as to continually give strategic guidance and support for effective and efficient delivery of water services within the District.
- Formulation of a District Strategic Plan for Water Services MDGS

4.12.12. UTHUKELA DISTRICT MUNICIPALITY WATER & SANITATION INDABA 2011 RESOLUTIONS

Activity	Person responsible	Starting Time	Ending Time	Comments
<ul style="list-style-type: none"> • To provide a dedicated Customer Call Centre that will provide efficient, effective and responsive communication to the communities at large; • To promote the Batho Pele principles in all interactions with the communities • To provide on-going training and development of staff 	Customer Care Manager	September 2011		Ongoing
	Customer Care Manager	September 2011		Ongoing
	Human Resources Manager	September 2011		Ongoing
<ul style="list-style-type: none"> • To achieve the premier 	Water Services	September		Ongoing

<ul style="list-style-type: none"> targets of either a BLUE DROP or a GREEN DROP status, WSP must ensure quality control in the provision of water services The WSP must provide an inclusive service to both the private sector (business, industries) and the communities at an affordable cost; 	Manager (All Staff)	2011		
	Water Services Manager (All Staff)	September 2011		Ongoing
<ul style="list-style-type: none"> To implement a smart intelligent metering system in all areas; To assist in preventing water loss through community-wide educational programmes To provide for constant maintenance and timeous repair of infrastructure To prevent the continuous sedimentation of the water pumps at the Ezakheni Water works 	Finance Department	November 2011		Ongoing
	WSA Manager	September 2011		Ongoing
	Water Services Manager	September 2011		Ongoing
	Water Services Manager (Ezakheni Bulk Superintendent and Operators)	September 2011		Ongoing
<ul style="list-style-type: none"> To engage with communities through the Ward Councillors and Ward Committees, and setting up Information Sessions with Councillors on a quarterly basis; To set up Water Committees in all wards that would provide a point of interaction between the WSP and the community; Engaging and consultation with the community is a Constitutional imperative. 	Councillors (Mayor)	September 2011		Ongoing
	Councillors (Mayor)	September 2011		Ongoing
	Councillors (Mayor)	September 2011		Ongoing
<ul style="list-style-type: none"> The WSP to set up collaborative partnerships with Ethekewini, Umngeni Water Services and SALGA KZN To critically examine best practices in the sector, and learn from such experiences; To replicate lessons 	Municipal Manager / Water Services Manager	September 2011		Ongoing
	Water Services Manager	September 2011		Ongoing
	Water Services	September		Ongoing

learnt from local and international case studies as part of the WSP Research and Development Unit.	Manager	2011		
<ul style="list-style-type: none"> To prioritize water and sanitation as critical elements in the District IDP; To avoid waste and unnecessary projects that would divert much needed funds to fruitless exercises; Focus on improving water and sanitation services through a rapid response exercise; Provide HR capacity by collaborating within the family of local municipalities. 	Water Services Manager / IDP Manager	September 2011		Ongoing
	Water Services Manager / Exec Director Technical	September 2011		Ongoing
	Water Services Manager	September 2011		Ongoing
	Water Services Manager / Human Resources Mngr	September 2011		Ongoing
<ul style="list-style-type: none"> Ward Councillors and ward committees to play an oversight role in the distribution of potable water through trucks; Local Municipalities to play a direct role in the directing trucks to areas in most need; WSP must report on instances where trucks are used, which areas covered, cost implications to Water Committees on a regular basis. 	Councillors (Mayor)	September 2011		Ongoing
	Councillors (Mayor)	September 2011		Ongoing
	Water Services Manager	September 2011		Ongoing
<ul style="list-style-type: none"> WSP resolve the issue of qualified staff and engineers by engaging with DBSA and the Siyenza Manje project; To provide a team of qualified workforce to work as a RAPID RESPONSE UNIT to resolve burst pipes and sanitation overflows within 24 hours; Work in consultation with local municipalities on a proactive basis! 	Water Services Manager / Human Resources Mngr	September 2011		Ongoing
	Water Services Manager	September 2011		Ongoing
	Municipal Manager / Water Services Manager	September 2011		Ongoing

4.12.13. UTHUKELA DISTRICT MUNICIPALITY BASIC INFRASTRUCTURE DEVELOPMENT PROGRAMME

MIG FUNDED WATER CAPITAL PROJECTS 2012/2013 FINANCIAL YEAR

Project Name	Budget	Ward	Comments
1. Ntabamhlophe Water Supply Ph 4 to 13	R55 000 000.00	4, 5, 6 (Imbabazane)	
2. Bhekuzulu/Ephangwini Community Water Supply	R50 000 000.00	12, 13 (Imbabazane)	
3. Driefontein Complex Bulk Water Supply	R15 000 000.00	17, 18, 19 (Emnambithi)	
TOTAL	R120 000 000		

MIG FUNDED SANITATION CAPITAL PROJECTS 2012/2013 FINANCIAL YEAR

Project Name	Budget	Ward	Comments
1. Imbabazane sanitation	R17 000,000	12	
2. Indaka sanitation	R13,000,000	6	
3. Indaka sanitation	11,000,000	7	
4. Indaka sanitation	R10, 000 000.00	8	
5. Indaka sanitation	R11,000,000	9	
TOTAL	R62 000 000		

MIG FUNDED SANITATION CAPITAL PROJECTS 2013/2014 FINANCIAL YEAR

Project Name	Budget	Ward	Comments
1. Imbabazane Ward 12 Sanitation	R6 000 000.00	12 (Imbabazane)	
2. Indaka LM Ward 6 Sanitation	R6 000 000.00	6 (Indaka)	
3. Indaka LM Ward 8 Sanitation	R5 000 000.00	8 (Indaka)	
4. Indaka Ward 9 Sanitation	R5 000 000.00	9 (Indaka)	
TOTAL	R22 000 000.00		

DEPARTMENT OF HUMAN SETTLEMENT SANITATION CAPITAL PROJECTS 2012/2013 FINANCIAL YEAR

Project Name	Budget	Ward	Comments
1. St Chads Sanitation	R2 000 000.00	27 (Emnambithi)	
2. Kwagodi Sanitation	R2 000 000.00	14 (Emnambithi)	
3. Peacetown Sanitation	R2 000 000.00	15 (Emnambithi)	
4. Besters Sanitation	R2 000 000.00	26 (Emnambithi)	
5. Hoffental Sanitation	R4 000 000.00	4 (Okhahlamba)	

6. Sandlwana Sanitation	R4 000 000.00	5 (Okhahlamba)	
TOTAL	R16 000 000.00		

**DEPARTMENT OF HUMAN SETTLEMENT SANITATION CAPITAL PROJECTS
2013/2014 FINANCIAL YEAR**

Project Name	Budget	Ward	Comments
1. St Chads Sanitation	R2 500 000.00	27 (Emnambithi)	
2. Kwagodi Sanitation	R2 500 000.00	14 (Emnambithi)	
3. Peacetown Sanitation	R2 500 000.00	15 (Emnambithi)	
4. Besters Sanitation	R2 500 000.00	26 (Emnambithi)	
5. Thintwa Sanitation	R10 000 000.00	13 (Okhahlamba)	
TOTAL	R20 000 000.00		

**DWA FUNDED WASTE WATER TREATMENT WORKS CAPITAL PROJECTS (ACIP)
2012/2013 FINANCIAL YEAR**

Project Name	Budget	Ward	Comments
1. Estcourt Waste Water Works Refurbishment	R550 000.00	Umtshezi	
2. Colenso Waste Water Works Refurbishment	R3 390 000.00	Emnambithi	
3. Winterton Waste Water Works Refurbishment	R550 000.00	Okhahlamba	
4. Ezakheni Waste Water Works Refurbishment	R3 340 000.00	Emnambithi	
5. Wembezi Waste Water Works Refurbishment	R960 000.00	Umtshezi	
TOTAL	R8 790 000.00		

MIG FUNDED WATER CAPITAL PROJECTS 2013/2014 FINANCIAL YEAR

Project Name	Budget	Ward	Comments
1. Ntabamhlophe Water Supply Ph 4 to 13	R10 000 000.00	4, 5, 6 (Imbabazane)	
2. Bhekuzulu/Ephangwini Community Water Supply	R25 000 000.00	12, 13 (Imbabazane)	
3. Driefontein Complex Bulk Water Supply	R30 000 000.00	17, 18, 19 (Emnambithi)	
TOTAL	R65 000 000.00		

DWA FUNDED WATER CAPITAL PROJECTS 2012/2013 FINANCIAL YEAR

Project Name	Budget	Ward	Comments
Driefontein Complex Bulk Water Supply	R10 000 000.00	17, 18, 19 Emnambithi	
TOTAL	R10 000 000.00		

DWA FUNDED WATER CAPITAL PROJECTS 2013/2014 FINANCIAL YEAR

Project Name	Budget	Ward	Comments
Driefontein Complex Bulk Water Supply	R50 000 000.00	17, 18, 19 Emnambithi	
TOTAL	R50 000 000.00		

DWA FUNDED WATER CAPITAL PROJECTS 2014/2015 FINANCIAL YEAR

Project Name	Budget	Ward	Comments
Driefontein Complex Bulk Water Supply	R75 000 000.00	17, 18, 19 Emnambithi	
TOTAL	R75 000 000.00		

DWA FUNDED WATER CAPITAL PROJECTS 2015/2016 FINANCIAL YEAR

Project Name	Budget	Ward	Comments
Driefontein Complex Bulk Water Supply	R85 000 000.00	17, 18, 19 Emnambithi	
TOTAL	R85 000 000.00		

IDENTIFIED WATER PROJECTS WITHOUT FUNDING

Project Name	Budget
Dedicated rising main to Maidens Castle Reservoir (Emnambithi)	R99 000 000.00
Dedicated rising main to Lombardskop Reservoir (Emnambithi)	R24 550 000.00
Dedicated rising main to Observation Hill Reservoir (Emnambithi)	R37 600 000.00
Replacement of asbestos/cement piping (60% of system) (Emnambithi)	R207 000 000.00
Implementation of water loss control program (Emnambithi)	R1 500 000.00
Installation of bulk meters (Emnambithi)	R1 000 000.00
Upgrading of bulk supply from Spioenkop Dam (Okhahlamba/Emnambithi)	R359 000 000.00
Construction of new 50MI/day Water Works at Spioenkop Dam (Okhahlamba)	R155 000 000.00
Ladysmith to Ezakheni bulk extension (Emnambithi)	R41 100 000.00
Installation of booster pump station to Roosboom	R5 500 000.00
Bulk supply connection for Driefontein/Indaka	R4 200 000.00
Construction of 2 nd 50MI/day Water Works at Spioenkop Dam (Okhahlamba)	R105 000 000.00
Construction of 3 rd 50MI/day Water Works at Spioenkop Dam (Okhahlamba)	R105 000 000.00
TOTAL BUDGET REQUIRED	R1 145 450 000.00

IDENTIFIED SANITATION PROJECTS WITHOUT FUNDING

Project Name	Local Municipality	Ward
Mathondwane	Emnambithi	17
Kleinfontein	Emnambithi	19
Peacetown	Emnambithi	15
Burford	Emnambithi	14
Driefontein	Emnambithi	13, 18
Inkunzi	Emnambithi	24
KwaMthandi	Emnambithi	20
Weenen	Umtshezi	5, 7
Thembalihle	Umtshezi	4
Umtshezi	Umtshezi	3
Shayamoya	Imbabazane	3
Emhubheni	Imbabazane	7
Etholeni	Indaka	3
Uitval/ Emlilweni	Indaka	2

4.12.14. HOUSING

In the uThukela district municipality 92,719 households currently do not have sufficient housing. There are projects identified to address the need for housing. The following table indicates the total housing needs and budgets required to housing needs.

LM Name	Below RDP	No Of Houses	Total
Emnambithi/Ladysmith	41,455	7,627	R822
Imbabazane	13,915	13,915	R604
Indaka	11,812		
Okhahlamba	18,298	2,104	R91
Umtshezi	7,240	4,345	R189
Total	92,719	27,991	R1,706

The table below indicates the housing backlogs in uThukela district municipality. According to uThukela district municipality Comprehensive Infrastructure Plan(CIP) The total amount of 1, 7 million is required to eradicate the backlog of 66% or 92,719.

LM Code	Municipality	Households	Backlogs (%)	Backlogs
KZ232	Emnambithi	50,259	82%	41,455
KZ233	Indaka	21,080	56%	11,812
KZ234	Umtshezi	15,232	48%	7,240
KZ235	Okhahlamba	28,509	64%	18,298
KZ236	Imbabazane	24,559	57%	39,915
Total	uThukela	139,639	66%	92,719

4.12.15. ENERGY/ELECTRICITY

Electricity is supplied by Eskom. Only 65% RDP electricity. Electricity supply is still a challenge especially in rural areas. A pattern emerges which shows that Indaka, Okhahlamba and Imbabazane remain relatively underprovided with all household services.

According to Global insight 2011, uThukela district municipality is having the average of 61,1% households with RDP electricity levels, Emnambithi with 65,4%, Indaka with 57,3%, Umtshezi is on the 65,1%, Okhahlamba 59,1% and Imbabazane with 53,2%. The following table shows the Percentage share of households with electricity connections, 2001, 2005, 2010.

District	2001	2005	2010
KZN	64.0%	69.2%	70.9%
uThukela	59.5%	62.4%	61.1%
Emnambithi/Ladysmith	69.2%	68.9%	65.4%
Indaka	48.2%	55.8%	57.3%
Umtshezi	65.8%	66.0%	65.1%
Okhahlamba	42.1%	54.8%	59.1%
Imbabazane	65.5%	59.6%	53.2%

Source: Global Insight 2011

4.12.16. FREE BASIC ELECTRICITY

Free Basic Electricity/Energy was introduced from 01 July 2003. Due to initial teething problems and signing of the funding agreement with ESKOM, the municipality commenced with the initial roll out of Free Basic Electricity on 01 April 2004 and Eskom commenced on 1 August 2004. A total of about 4000 customers benefited from this programme. Relief for the poorest of the poor was continued for the 2005/2006 financial year.

Free basic electricity(50KWh per month was provided to 7803 indigent consumers which is almost 50% more households than the previous year as indicated in Table below: Free basic electricity. Free basic services were expanded to include free basic energy totalling in assistance amounting to R3, 721,250. Fire Gel stoves provided to 4000 consumers.

Free basic electricity

Details	Quantity	Value
7803 households	50 kWh per indigent household	R18.41 per household per month = R1,723,370.00 per annum

4.12.17. REFUSE COLLECTION AND DISPOSAL

Access to refuse removal remains a problem in the district, particularly in Imbabazane, which only has 1% of households that benefit from this service.

There is however a decrease of households utilising community and own dumps, as well as households receiving a service from the municipality, other than on a weekly basis. Refuse collection therefore remains a serious environmental health issue. The District municipality has finalized the Integrated Waste Management Plan and is providing strategies in addressing the backlogs in refuse collection, both at district and local level. Less capacitated local municipalities should however start to initiate a community based refuse collection service in order to address the nearly 18% of households that has no means of disposing of refuse. The municipality is also implementing the free basic solid waste for the indigent.

The table below indicates the households with RDP refuse removal levels.

Municipality	% Households with RDP refuse removal levels ¹
uThukela district municipality	29.4%
Emnambithi-Ladysmith local municipality	54.3%
Indaka local municipality	12.5%
Umtshezi local municipality	59.1%
Okhahlamba local municipality	6.8%
Imbabazane local municipality	0.9%

Source: 2007 MDB Municipal Capacity Assessment

4.12.18. INTEGRATED WASTE MANAGEMENT PLAN

There are two main categories that describe the waste that is generated within uThukela district municipality namely,

- General waste: - this is waste that does not pose an immediate threat to humans or the environment (like household waste, building rubble, garden waste and certain dry industrial and business waste).
- Hazardous waste: - means waste that is associated with chemical reactivity or toxic, explosive, corrosive or other characteristics which cause or are likely to cause danger to health or the environment whether alone or in contact with other waste. Medical waste which is quite prevalent in the area falls under this category.

Existing Waste Management Systems and Practice

VARIABLE	EMNAMBITHI	IMBABAZANE	INDAKA	OKHAHLAMBA	UMTSHEZI
Collection Services	Yes	No	Yes	Yes	Yes
Cleansing Services	Yes	No	Yes	Yes	Yes
Transport of Waste	Yes	No	Yes	Yes	Yes
Transfer of Waste	No	No	No	No	Yes
Waste Minimisation	No	No	No	No	No
Recycling Systems	No	No	No	No	No
Waste Disposal	Yes	No	Yes	Yes	Yes

Waste Treatment Facility

DESCRIPTION	EMNAMBITHI	IMBABAZANE	INDAKA	OKHAHLAMBA	UMTSHEZI
Name	None	None	None	Bergville	None
Geographic Location	None	None	None	Cathkin Park	None
Type of Treatment	None	None	None	Incineration	None
Year of Construction	None	None	None	2001	None
Capacity	None	None	None	NR	None
Throughput	None	None	None	NR	None
Hours of Operation	None	None	None	8	None
Input & Output Chart	None	None	None	None	None
Residue Characteristics	None	None	None	Ash	None
Enviro Monitoring Programme	None	None	None	Monthly	None
Environmental Impact	None	None	None	None	None

Permit Certificate	None	None	None	None	None
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Waste Disposal Site

DESCRIPTION	EMNAMBITHI	IMBABAZANE	INDAKA	OKHAHLAMBA	UMTSHEZI
Name	Acaciavale	None	Ekuvukeni	Bergville	Umtshezi
Geographic Location	Acaciavale	None		R74 Bergville	Beacon Hill near R103
Area Covered	Ladysmith, Steadville & Zakheni	None	Ekuvukeni T/ship	Bergville & Winterton	Escort & Weenen
Year of Construction	1995	None		1975	1993
Resources Available	Compactor	None	None, Ransacked	Incinerator	Guard house, shed, jojo water tank, compactor, leachate dam, high pressure washer, tools & spanners
Permit Certificate	B33/2/2020/p163	None	None	None	B33/2/2020/15pP76
Type and Quantities	Household, Business & Industrial 44 640 tons	None	Household, 66 tons	Household & Business, 117 tons	Household, Business & Industrial 581 tons
Description of Neighbouring Area	Residential	None	Residential & Rural	Residential, River	Informal Settlement
Signposting & Road Access	Yes	None	Yes	Poor & Accessible	Yes
Type of Site	General	None	General	General	General
Access Control	No	None	No	Yes	24 Hour Security
Collection of Disposal Tariffs	Yes	None	Yes	Yes	Yes
Landfill Operation	Compacting & Cover	None	None, just throw staff	Cover	Compacting & Cover
Method of Landfilling	Trench System	None	Trench System	Trench System	Trench System
Co-disposal	Solid Waste Only	None	Solid Waste Only	Solid Waste Only	None
Health Care Waste	None	None	None	None	None
Excavation for Cover	Yes	None	Yes	No	Yes
Drainage	Yes, cut off drains around site	None	None	Not Required	Yes, cut off drains around site
Control of Nuisances	Daily Covering	None	None	Daily Covering	Daily Covering
Salvaging Activities	Prohibited	None	Prohibited	Prohibited	Prohibited
Waste Reclamation	Prohibited	None	None	Prohibited	Prohibited
Leachate & Waste Management	Random Checks	None	None	Not Checked	Random Checks

Rehabilitation	Ongoing	None	None	Ongoing	Ongoing
Final Cover	Ongoing	None	None	Ongoing	Ongoing
Public Participation		None	No		Yes
Plans for Extending/Closing		None	Extension	Closing	No, 10 years left
Environmental Monitoring	Yes, Random	None	None	Yes	Yes, Random

Supporting budgets

LM	2007	2008	2009	2010	2011
Emnambithi	11 164 537.00	12 504 281.00	14 004 795.00	15 685 370.00	17 567 614.00
Imbabazane			4 950 000	1 500 000	1 680 000
Indaka	679 400	781310	898 507	1 033283	1 288 276
Okhahlamba	1 000 000	1 500 000	1 680 000	1 881 600	2 107 392
Umtshezi	4 000 000 00	4 925 841 00	5 664 717 00	6 514 425 00	7 491589 00

It is clear from the above discussion that a lot needs to be done for waste management practices within uThukela district municipality to conform to the National Integrated Pollution and Waste Management Strategy. The municipality is also investigating the District Waste Disposal Site.

4.12.19. ROADS AND PUBLIC TRANSPORT

ROADS

uThukela is mainly served by an East-West and North-South corridor. These corridors are the N11 national route that connects the N3 with Mpumalanga Province coal mining areas and the N3 that forms an East-West link which connects two of the country's most economically active metropolitan areas namely Gauteng and Durban in Kwazulu Natal. The N3 also serves a major urban community namely Pietermaritzburg.

Of all roads in the uThukela district area 1 410km are surfaced roads and 1 320km are un-surfaced or gravel roads. The majority of the surfaced roads can be found in Emnambithi/Ladysmith municipality. According to Comprehensive Infrastructure Plan (CIP), the budget required to eradicate roads backlog in the whole of uThukela district is R141.4 million.

PUBLIC TRANSPORT PLANNING

The National Department of Transport came with the initiative of placing transport planning interns across the country to assist the district municipalities to execute transport planning and implementation functions as stipulated in section 11(c) of the National Land Transport Act. (Act 5 of 2009) Amongst other functions of the interns will be to develop the ITP and align it with the IDP. The interns started their duties on the 2nd April 2012.

4.12.20. PUBLIC TRANSPORT PLAN(PTP)

uThukela District Municipality has complied with the National Land Transport Transition Act (NLTTA), act 22 of 2000 that requires that the district and local municipalities compile a public transport plan (PTP). The plan is a 5 year plan that is reviewed annually. This plan was prepared in conjunction with the local municipalities. It was also aligned with the IDP. In the plan there are number of identified projects that require implementation over the period of 5 years. Additional projects were identified for implementation after 5 year period. The municipality is negotiating with the KZN Department of Transport to assist the municipality with funding for the review of the Public Transport Plan and to prepare the Integrated Transport Plan(ITP) as per the requirement of the National Land Transport Transition Act(Act No.26 of 2006).

According to the plan there are 31 minibus taxi ranks in the uThukela district municipality area. A total of 25 ranks provide commuter services only, while the remaining six provide both commuter and long distance services. Only ten of the 31 minibus-taxi ranks in uThukela are formal ranks, with 22 being located off-street of which nine ranks have any type of all weather surfacing. Some of the projects that were prioritized in the Public Transport Plan(PTP) are completed and a total amount of R30 million is required to complete all the identified projects.

4.12.21. HEALTH FACILITIES

uThukela has 35 fixed PHC clinics and 14 mobile clinics for service delivery in the district. Emnambithi has the highest number of clinics at 13 with 5 mobiles, this is

due to the urban nature of the sub-district and the fact that there is a main town within the sub-district. Imbabazane has the least clinics at 4 and the 2 mobiles although it is the most densely populated sub-district at 178 / km² it is the smallest in terms of area. The table shows the provincial facilities in uThukela district municipality as per local municipality

Facilities	Emnambithi / Ladysmith	Imbabazane	Indaka	Okhahlamba	Umtshezi	uThukela District
PHC Facilities						
Health Posts	0	0	0	0	0	0
Mobiles	5	2	2	3	2	14
Satellites	1	0	0	0	0	1
Clinics	13	4	6	6	6	35
Community Health Centres	0	0	0	0	0	0
MOU's	0	0	0	0	2	2
Hospitals						
District Hospitals	0	0	0	1	1	2
Regional Hospitals	1	0	0	0	0	1

Source: Dept of Health

4.12.22. EDUCATION FACILITIES

There are 448 public schools and 20 independent schools in uThukela district municipality. The primary and high schools are fairly adequate in the district and institutions for higher learning are not available. Only one Further Education and Training(FET) College that is based in Ladysmith town is offering education and training to prospective students in the district.

The challenge is that schools buildings are vandalised during school holidays in the district. The uThukela district municipality is also facing the shortage of training and tertiary institutions that makes the people of uThukela district to leave our district.

4.12.23. EXPANDED PUBLIC WORKS PROGRAMME (EPWP)

The aim of this programme is to institute a sustainable Expanded Public Works Programme (EPWP) within the uThukela district municipality as provided in the EPWP national framework. Its aim is to establish the EPWP as a socio-economic development and poverty alleviation program, expand the current service delivery model of goods and services to ensure shared economic growth and ensure developmental integration across all sectors.

The expanded public works programme(EPWP) was launched in April 2004 to promote economic growth and create sustainable development. The legacy of the past has resulted in a large proportion of population not yet having the skills or opportunities to effectively participate in the economy and earn a living. The EPWP is one of the governments initiatives to bridge the gap between the growing economy and the large number of unskilled and unemployed people who have yet to fully enjoy the benefits of the economic development. The EPWP is the government program aimed at providing poverty and income relief through temporary work for the unemployed to carry out socially useful activities.

uThukela district municipality is implementing the EPWP. The work opportunities created in the 2011/2012 financial is 2291 through water and sanitation projects. uThukela district municipality do comply with the immediate goal of Phase 1 of EPWP by ensuring that the municipality adheres to the following targets: women 40%,youth 30%,men18% and 2% people with disabilities. The municipality also adheres in terms of training, employment targets and distribution of safety clothing as well the rotation of employees.

It is the policy of the municipality to ascertain that before issuing any tender to a contractor it must first submitted to Expanded Public Works Programme (EPWP) technical support for approval to ensure that all the above mentioned guidelines are considered to by the municipality.

4.13. FINANCIAL VIABILITY AND MANAGEMENT

i. Overview

uThukela district municipality has ensured that the finances of the municipality are managed, utilized and accounted for in a professional manner. It is for this reason that UTDM has established a well resourced Treasury and Financial Services Department to ensure that the objectives of UTDM are not compromised. The Accounting Officer is accountable for the finances of the Council. The Chief Finance Officer is a Section 57 employee, who is responsible for the running of the department, producing expenditure reports, allocating budgets for all KPA's and responding to audit queries in compliance with the Municipal Finance Management Act No 56 of 2003 (MFMA).

In the drawing of the Financial Plan, the municipality has taken into cognisance the need to balance the Financial Plan and the IDP process. As a result, the IDP is aligned to the municipality budget and PMS. The municipality's cash flow situation still needs to improve further.

ii. Challenges

uThukela district municipality's financial challenges include the following:

- Critical positions vacant – Assistant Director Expenditure, Financial Controller, Supply Chain manager, Senior Salaries Clerk, Senior Meter Reader and fleet manager.
- Credit Control and debt collection.
- High indigence rate - outdated indigent register and non implementation thereof.
- Non billing of consumers – Ezakheni and Indaka.
- Control votes and suspense votes not cleared.
- Data cleansing process to slow.
- Writing off of bad debt.
- Illegal connections.
- Submission of returns and stats.
- Cash flow and payment of creditors.
- Supply chain management.
- Control over Council Fleet.

iii. Proposed interventions

The following proposed interventions will assist the district municipality in financial management and viability:

- Critical positions to be filled with competent individuals to spread workload more evenly. This will also address clearing of control and suspense votes.
- Credit control policy to be reviewed, alternate debt collection and credit control mechanisms to be explored.
- Incentive scheme to be adopted and implemented to encourage payment of debtor accounts.
- Indigent registers be obtained from Local Municipalities for integration, consumers database updated, indigent register implemented and indigent policy applied.
- Billing to be implemented to incorporate entire district – wider rate base.
- Data cleansing exercise to be expedited – possible appointment of service provider to speed up the process.
- Writing off of irrecoverable debt.
- Legal action to be taken in terms of the water services bylaws against consumers guilty of tampering with water supply system.
- Staff audits to be conducted to establish over and under utilization of staff. This will assist with the spreading of workload.
- Filling of critical positions will address the issue of returns and stats.
- Cash flow projections to be submitted by each HOD on a weekly bases to assist CFO to do proper financial planning. (Payment of creditors, Investments etc.)
- Continues update of supply chain database and implementation of computerized supply chain module.
- Competent fleet manager to be appointed, fleet management policy to be reviewed, monthly reporting.
- Possible closure of satellite offices and MOA to be entered into with local municipalities to act as collecting agents.
- In order to achieve a clean audit the audit unit should be expanded and be more proactive in their approach and not perform the same function as the AG.

4.13.1. SUPPORT ON LOCAL MUNICIPALITIES

uThukela district municipality is supporting the local municipalities through the following:

- Administration of the financial systems
- Funding for public participation
- Capacitation of the Ward committees
- Funding through MIG projects

4.13.2. CREDIT CONTROL AND DEBT COLLECTION

The municipality has developed the credit control and debt collection policy. This policy provides direction in areas of credit control, collection of amounts billed to customers, procedures for recovery of arrear accounts. The credit control and debt collection policy was adopted by council and reviewed annually.

With regards to the debt collection function is performed in-house. The municipality has established the Credit Control Task Team. The task team meets on every Fridays. The task team meets to strategise on how to improve the debt collection rate which is 49% per month.

4.13.3. AUDIT COMMITTEE

The Audit Committee of the municipality is fully functional. The audit committee of uThukela district municipality consist of three members and these members are not councillors or employees of the municipality. It came into existence in February 2007. They sit four times per year. Some of the functions of the Audit Committee is to evaluate the reports of the Heads of Departments. They also review the financial statements of the municipality and discuss the findings from the Auditor General. They also prepare the audit performance report for the council.

The new Council decided to advertised for the new Audit Committee members because the term for the current members has expired. The new committee has not been appointed yet and the municipality is utilising the current audit committee.

4.13.4. INTERNAL AUDIT

uThukela district municipality has complied with section 165 of the MFMA which says each municipality must have an internal audit unit, subject to subsection (3) which says the municipality may outsource services if the municipality requires assistance to develop its internal capacity. Therefore the internal audit is functional. The council internal audit function is co-sourced, Umnotho Business Consultants is the service provider assisting the municipality's newly established unit, through transfer of skills from the external party, in the near future the municipality will have an in-house section with internal audit responsibilities.

Their responsibilities is to advice the accounting officer. The internal auditors audit the performance measurements of the municipality on a continuous basis and submit their reports quarterly to the Accounting Officer and Audit Committee They report to the audit committee on the implementation of the internal audit plan, risk assessment, PMS etc.

4.13.5. BUDGET POLICY

The annual budget is the central financial planning document that entails all revenue and expenditure decisions. It is important that the Budget is informed by the IDP of the municipality. It establishes the level of services to be provided by each department. The accounting officer confirms the municipal's priorities in the formulation of the draft and the final budget document proposal. A budget, as per S71 of the MFMA, is subject to monthly control and be reported to Council with recommendations of action to be taken to achieve the budget's goals.

The budget is also subject to a mid-term review which might result in a revised budget, thereby resulting in the adjustments budget, which is in terms of S28 of the MFMA. Unfinished capital project budgets shall not be carried forward to future fiscal years unless the project expenditure is committed or funded from grant funding, which will require the rolling over of those funds together with the project.

4.13.6. INDIGENT POLICY

In terms of uThukela district municipality's Indigents Policy, all rural communities qualify for up to 6kl of free basic water. Urban indigent consumers are required to register as indigent consumers and thereafter qualify for up to 6kl of free basic water. Rural communities are provided with free basic water and free basic sanitation facilities mainly through Ventilated Improved Pit Latrines (VIPs). In 2010/2011 financial year, 2018 households benefited with water and 6504 benefited with free sanitation.

4.13.7. BILLING SYSTEM

The municipality do have a billing system in place. Clients are billed according to consumption. The readings function is performed by the meter readers of the municipality. The readings are captured and clients are billed to pay before the last day of every month.

4.13.8. SUPPLY CHAIN MANAGEMENT POLICY

uThukela district municipality has developed and adopted the Supply Chain Management Policy. Supply Chain Management Policy is guiding procurement of goods and services in a fair, transparent, competitive and efficient manner and to ensure that historically disadvantaged individuals (HDI) are accorded preferential consideration.

The municipality have a fully fledged section of supply chain that is situated in the Budget and Treasury Office. The challenges were around stores management ,this included breach of some internal control mechanism. In moving forward the district municipality is in the process of upgrading the system to be fully computerized. Software company has indicated their readiness to implement

4.13.9. ASSETS MANAGEMENT

uThukela district municipality has developed a fully compliant asset register. There is a full time employee fully responsible for the management of assets. The area of improvement is around constant management of this area and the Council decided to formulate a committee to deal with the assets management.

The Council has appointed a service provider to do a verification of fixed assets, compile GAMAP/ GRAP compliance asset register. The appointed service provider has developed an implementation plan for asset policies and procedures, supply GPS coordinates infrastructure assets. They also submit to the municipality a status quo report on backlogs and replacement of assets.

4.13.10. FRAUD PREVENTION PLAN

uThukela district has developed and adopted the Fraud Prevention Plan. The plan recognises basis fraud and corruption prevention measures which are in a place within uThukela district municipality. The plan was designed to the combating of Corrupt Activities, Act 2004. It is aimed at achieving the following:

- Encourage ethical behaviour
- Improved accountability
- Improve application of systems, policies, procedures and regulations
- Change aspects which could lead to unnoticed or unreported fraud and corruption

It also identifies strategic fraud and corruption risks that must be addressed and could jeopardise the successful implementation of each component of the plan. The plan also incorporates principles contained in the Public Sector Anti Corruption Strategy dated January 2002 endorsed by Cabinet.

The plan is reviewed annually, whilst progress with the implementation of the various components will be reviewed on quarterly basis. Fraud prevention plan has been workshopped to the departments of the council.

4.13.11. RISK MANAGEMENT

Risk management policy was developed and adopted by Council in July 2008 and the municipality is in the process of updating current the policy and the updated policy will be available in June 2012.

In terms of section 165(b)(iv) of the Municipal Finance Management Act(Act no:56 of 2003 states that, the internal audit of a municipality must advise the accounting officer and report to the audit committee on the implementation of internal audit plan and matters related to risk and risk management, In complying with the above

Act, uThukela district municipality is utilising Umnotho Business Consulting as they are performing the internal audit of the municipality

Risk assessment is conducted by Umnotho Business Consulting (Internal Audit) in conjunction with the KZN Provincial Treasury. The risk assessment report is then submitted to the Audit Performance Committee including the top ten strategically risk identified

4.13.12. RISK MANAGEMENT COMMITTEE

uThukela has complied with MFMA in establishing a risk management committee that sits on regular basis to advice about risk and also to manage risk. This committee report to the Accountable Officer or the Management of the Council.

4.13.13. INVESTMENTS POLICY

Every municipal council and its body is in terms of Section 13(2) of the Municipal Finance Management Act (MFMA) no 56 of 2003 is required to draft the Municipal's investment regulations. The primary objective of the investment policy is to gain the highest possible return, without unnecessary risk, during periods when excess funds are not being used. For this to be achieved, it is essential to have an effective cash flow management program. Before any monies can be invested, the Chief Financial Officer or his/her delegate must determine whether there will be surplus funds available during the term of the investment.

The term of the investment should be fixed and in order to do this it is essential for the cash flow estimates to be drawn up. Investment shall be made with care, skill, prudence and diligence. Investment officials are required to adhere to written procedures and policy guidelines, exercise due diligence and exercise strict compliance with all legislation. The Minister of finance may identify by regulation in terms of Section 168 of the MFMA instruments or investments other than those referred to below in which the Municipality may invest e.g. deposit with banks registered in terms of the banks Act, 1990 (Act No.94 of 1990)

4.13.14. INTEGRATED FINANCIAL SYSTEM

uThukela district municipality is using an Integrated System which comprises of the following modules:

General ledger (Income and Expenditure)

Debtors Sundry debtors

Creditors Assets

Costing Cashbook

Procurement Receipt

Stores Budget control

Supply chain

4.13.15. AUDITOR GENERAL OPINION

The auditor general opinion on the financial management for the past three years can be summarised as follows:

Financial year	Audit outcome	Basis for Qualified opinion
2010/2011	Qualified	<ul style="list-style-type: none">• Commitments• Suspense accounts
2009/2010	Unqualified	Auditors opinion addressed
2008/2009	Unqualified	Auditors opinion addressed

uThukela district municipality strategic objective is to achieve clean audit as pronounced by the national minister of COGTA ,In order to achieve the clean audit, uThukela district municipality has requested the administrative support from the Provincial Treasury and the Department of Cooperative Governance and Traditional Affairs (COGTA) of which they started assisting the district on the 01 February 2012.

**4.13.16. MATTERS TO BE ADRESSED BY THE MUNICIPALITY
TO ACHIEVE THE CLEAN AUDIT IN 2014**

The municipality is committed in achieving the clean Audit by 2014 by addressing the following:

Compliance with laws and regulations

- By monitoring compliance checklist for financial management on a monthly basis
- Prevention of irregular expenditure especially in the area of Supply Chain Management
- Address the identified IT challenges

Reporting on predetermined objectives

- Implementation and monitoring compliance checklist for performance management on a monthly basis.
- Usefulness of information

Material misstatements in financial statements

- Maintain no misstatements at financial statement level.

4.13.17. REPORT OF THE AUDITOR-GENERAL TO THE KWAZULU-NATAL PROVINCIAL LEGISLATURE AND THE COUNCIL ON UTHUKELA DISTRICT MUNICIPALITY

REPORT ON THE FINANCIAL STATEMENTS

Introduction

1. I have audited the accompanying financial statements of the Uthukela District Municipality, which comprise the statement of financial position as at 30 June 2011, and the statement of financial performance, statement of changes in net assets and cash flow statement for the year then ended, a summary of significant accounting policies and other explanatory information, as set out on pages ... to

Accounting officer's responsibility for the financial statements

2. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Local Government: Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and Division of Revenue Act of South Africa, 2010 (Act No. 1 of 2010) (DoRA), and for such internal control as management determines necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor-General's responsibility

3. As required by section 188 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), section 4 of the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and section 126(3) of the MFMA, my responsibility is to express an opinion on these financial statements based on my audit.
4. I conducted my audit in accordance with International Standards on Auditing and *General Notice No. 1111 of 2010*, issued in *Government Gazette No. 33872 of 15 December 2010*. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
5. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the municipality's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
6. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified audit opinion.

Basis for qualified opinion

Commitments

7. No contract management system was in place at the municipality for the identification and recognition of contracts. I could not perform alternate audit procedures to obtain reasonable assurance that all commitments were properly recorded. Consequently, I was unable to obtain sufficient appropriate audit evidence to satisfy myself as to the completeness of commitments of R171,697 million (2010: R148,976 million), as disclosed in note 29 to the financial statements.

Suspense accounts

8. Salary and other suspense accounts of R5,081 million were not supported by reconciliations, documentation and adequate explanations. I could also not determine the effect on the other account balances or classes of transactions as recorded in the financial statements.

Opinion

9. In my opinion, except for the possible effects of the matters described in the Basis for qualified opinion paragraphs, the financial statements present fairly, in all material respects, the financial position of the Uthukela District Municipality as at 30 June 2011, and its financial performance and cash flows for the year then ended, in accordance with SA Standards of GRAP and the requirements of the MFMA and DoRA.

Emphasis of matters

10. I draw attention to the matters below. My opinion is not modified in respect of these matters:

Significant uncertainties

11. As disclosed in note 30 to the financial statements, the municipality is the defendant in 12 lawsuits with an estimated value of R14,237 million. The outcome of the matters can currently not be determined, and thus no provision for any liability that may arise, has been made in the financial statements.

Restatement of corresponding figures

12. As disclosed in note 32 to the financial statements, the corresponding figures for 30 June 2010 have been restated as a result of errors or omissions discovered during 2010-2011 in the financial statements of the municipality at, and for the year ended, 30 June 2010.

Going concern

13. As disclosed in note 34 to the financial statements, the municipality is currently facing financial challenges having a net bank overdraft of R7,962 million as at 30 June 2011. Moreover the municipality is experiencing a delay in the payment of creditors and has utilised grant income of R25,680 million to defray operating expenditure. These conditions, along with other matters as set out in the note mentioned above, indicate the existence of a material uncertainty that may cast significant doubt on the entity's ability to operate as a going concern.

Unauthorised expenditure

14. As disclosed in note 36 to the financial statements, the municipality incurred unauthorised expenditure of R8,441 million, due to overspending on certain votes within the approved budget.

Fruitless and wasteful expenditure

15. As disclosed in note 37 to the financial statements, the municipality incurred fruitless and wasteful expenditure of R146 757, due to penalty interest raised by suppliers arising from late payment of creditors.

Irregular expenditure

16. As disclosed in note 39 to the financial statements, the municipality incurred irregular expenditure totalling R577 566, as payments were made to a supplier without following proper tender procedures.

Material losses

17. As disclosed in note 38 to the financial statements, the municipality incurred significant water losses of R18,513 million (26,260 million kilolitres) during the year under review.

Additional matters

18. I draw attention to the matters below. My opinion is not modified in respect of these matters:

Unaudited supplementary schedules

19. The supplementary schedules set out on pages XX to XX do not form part of the financial statements and are presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion thereon.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

20. In accordance with the PAA and in terms of *General Notice No. 1111 of 2010*, issued in *Government Gazette No. 33872 of 15 December 2010*, I include below my findings on the annual performance report as set out on pages XX to XX and material non-compliance with laws and regulations applicable to the municipality.

Predetermined objectives

Presentation of information

21. The following criteria are relevant to the findings below:
- Performance against predetermined objectives is reported using the National Treasury guidelines.
22. The following audit findings relate to the above criteria:
- Reasons for material variances between planned and actual reported targets were not provided in the report on the predetermined objectives.
 - Certain planned targets, objectives and indicators have been duplicated in certain departments within the municipality.

Usefulness of information

23. The following criteria are relevant to the findings below:

- **Measurability:** Indicators are well defined and verifiable, and targets are specific, measurable and time bound.
- **Relevance:** A clear and logical link exists between the objectives, outcomes, outputs, indicators and performance targets.
- **Consistency:** Objectives, indicators and targets are consistent between planning and reporting documents.

24. The following audit findings relate to the above criteria:

- Planned and reported targets were not specific in clearly identifying the nature and the required level of performance and measurable in identifying the required level of performance.
- Reported performance against predetermined targets is not consistent with the approved measures/indicators.
- No performance measures/indicators were presented for certain objectives of the municipality.

Reliability of information

25. The following criteria are relevant to the findings below:

- **Validity:** Actual reported performance has occurred and pertains to the entity.
- **Accuracy:** Amounts, numbers, and other data relating to reported actual performance have been recorded and reported appropriately.
- **Completeness:** All actual results and events that should have been recorded have been included in the annual performance report.

26. The following audit findings relate to the above criteria:

- Sufficient appropriate evidence was not submitted to support reported targets.

Compliance with laws and regulations

Strategic planning and performance management

27. The accounting officer did not perform a mid-year budget assessment, as required by section 72(1)(a) of the MFMA. Consequently such a report was not submitted to the mayor, the National Treasury and the provincial treasury, as required by section 72(1)(b) of the MFMA.

28. The municipality did not prepare a performance report, as required by section 46 of the Local Government: Municipal Systems Act of South Africa, 2000 (Act No. 32 of 2000) (MSA) read with section 121(3)(c) of the MFMA, for the financial year that reflects:

- the performance of each service provider
- a comparison of the performance with targets set for and performances in the previous financial year
- measures taken to improve performance.

Budgets

29. The municipality incurred unauthorised expenditure as a result of over-expenditure on certain votes within the approved budget, contrary to section 15 of the MFMA.

30. The mayor did not submit a report to the council on the implementation of the budget and the financial state of affairs of the municipality, within 30 days after the end of each quarter, as required by section 52(d) of the MFMA.
31. The accounting officer did not submit monthly budget statements to the mayor, as required by section 71 of the MFMA.

Annual financial statements

32. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122 of the MFMA. Material misstatements of provision for bad debts, depreciation and inventory identified by the auditors were subsequently corrected, but the uncorrected material misstatements resulted in the financial statements receiving a qualified audit opinion.

Audit committee

33. The audit committee did not substantially fulfil all its duties, as required by section 166(2)(a) and 166(2)(v) of the MFMA.

Internal audit

34. The internal audit did not substantially fulfil all its duties, as required by section 165 of the MFMA.

Expenditure management

35. The municipality did not submit reports to the MEC, the mayor and the AGSA regarding unauthorised as well as fruitless and wasteful expenditure, as required by section 32(4) of the MFMA.
36. Payments were not made to suppliers within 30 days of receiving the relevant invoice or statement, as required by section 65(2)(e) of the MFMA.

Revenue management

37. The accounting officer did not notify the treasury of any payments due by an organ of state, where such payments are regularly in arrears, as required by section 64(3) of the MFMA.

INTERNAL CONTROL

38. In accordance with the PAA and in terms of *General Notice No. 1111 of 2010*, issued in *Government Gazette No. 33872 of 15 December 2010*, I considered internal control relevant to my audit, but not for the purpose of expressing an opinion on the effectiveness of internal control. The matters reported below are limited to the significant deficiencies that resulted in the basis for qualified opinion, the findings on the annual performance report and the findings on compliance with laws and regulations included in this report.

Leadership

39. The accounting officer did not exercise effective oversight responsibility over monthly financial reporting, reporting on predetermined objectives and compliance with laws and regulations and the relevant internal controls. Consequently actions were not taken to mitigate weakness to timeously respond to financial, performance and compliance related risks.

Financial and performance management

40. Systems and controls were not designed in a manner to prevent, detect and address risks that impact on financial and compliance reporting. In this regard, the accounting officer did

not ensure that regular, accurate and complete financial reports were prepared, which were supported and evidenced by reliable information. Moreover, compliance with applicable laws and regulations was not monitored regularly. This resulted in material corrections in financial statements and reportable compliance related issues.

Governance

41. The audit committee did not report to or advise the council on matters relating to internal control, financial-related issues and performance management. The internal audit unit was appointed four months before the end of the financial year and thus could not perform its duties for the full year under review.

OTHER REPORTS

Investigations

The following investigations are currently underway:

42. An investigation into allegations of financial misconduct and maladministration against the municipal manager.
43. An investigation, in terms of section 106 of the MSA, has been instituted at the municipality by the provincial government.

Pietermaritzburg

30 November 2011



A U D I T O R - G E N E R A L
S O U T H A F R I C A

Auditing to build public confidence

4.13.18. AUDIT ACTION PLAN IN ADDRESSING THE AG REPORT

The following is the action plan prepared by the district municipality in ensuring that the AG reports are taken into consideration. According to this action plan, weekly follow up will be done to ensure that the planned action is taking place.

AUDIT FINDING	MANAGEMENT RESPONSE	RESPONSIBLE OFFICIAL	TARGET DATE	PROGRESS ACTION
Basis for qualification				
<p>Supporting documentation for commitments could not be provided.</p> <p>No contract management system in place at the municipality for the identification and recognition of contracts.</p> <p>I could not perform alternate audit procedures to obtain reasonable assurance that all commitments were properly recorded. Consequently, I was unable to obtain sufficient appropriate audit evidence to satisfy myself as to the completeness of commitments of R 171 697 million (2010: R 148, 976 million), as disclosed in note 29 to the financial statements.</p>	<p>The commitments have been incorrectly disclosed under note 29 of the AFS and have been adjusted as follows (R171,697,015)</p> <p>Regional Bulk Infrastructure grant - Driefontein (DORA) – R18,430,000 Municipal Infrastructure Grant (DORA) – R148,733,885 Rural Transport Services & Infrastructure Grant (DORA) – R1,688,000 Office Furniture and Equipment (Internal Funding) – R2,845,130. Refer capital budget for 2011/2012 financial year adopted and approved by Council attached.</p>	<p>Contract Manager</p> <p>Director Finance</p>	<p>January – June 2012</p>	<p>Contract management is in place.</p> <p>A contract register during an audit was incomplete due to other contract documents being taken from the municipality for investigation.</p> <p>An audit finding was rectified.</p>

AUDIT FINDING	MANAGEMENT RESPONSE	RESPONSIBLE OFFICIAL	TARGET DATE	PROGRESS ACTION
<p>Suspense accounts not reconciled and cleared at year end</p> <p>Numerous accounts have not been reconciled and cleared at year end.</p> <p>Supervisory reviews are not performed to ensure suspense accounts are cleared to a nil balance on monthly basis.</p>	<p>Management will ensure that in future accounts are being monitored, reconciled and cleared on a monthly basis.</p>	<p>Chief Financial Officer</p>	<p>Monthly</p>	<p>A review performed by an Internal Auditor in January indicated the following: No progress has been made with the reconciliation and clearing of the salary suspense account. Water refund suspense has been reconciled on monthly basis however it still have a carried balance due to documents being taken for investigation. Consumer debtors recon obtain Creditors recon not provided for review Vat recon not provided for review Fuel fleet recons not provided for review. Inventory recon not provided for review</p>
<p>Emphasis of matter</p>				
<p>Going Concern</p> <p>As disclosed in note 34 to the financial statements, the municipality is currently facing financial challenges having a net bank overdraft of R7, 962 million as at 30 June 2011. Moreover the municipality is experiencing a delay in the payment of creditors and has utilised grant income of R 25, 680 million to defray operating expenditure. These conditions, along with other matters as set out in the note mentioned above, indicate the</p>	<p>Council has adopted and implemented a turnaround strategy to improve the cash flow situation which in turn will improve payment terms to creditors.</p>	<p>Chief Financial Officer</p>		<p>The municipality has developed a turnaround strategy in addressing issues affecting a going concern.</p> <p>Turnaround strategy in progress.</p>

AUDIT FINDING	RMANAGEMENT RESPONSE	RESPONSIBLE OFFICIAL	TARGET DATE	PROGRESS ACTION
existence of a material uncertainty that may cast significant doubt on the entity's ability to operate as a going concern				
<p>Distribution losses not monitored</p> <p>As disclosed in note 38 to the financial statements, the municipality incurred significant water losses of R 18,513million(260 million kilometres) during the year under review</p>	<p>The municipality realizes that bulk meters has to be installed or replaced at the distribution points of the water treatment works and has prioritized maintenance of infrastructure to this control mechanism. This process is hampered by budget constraints however all attempts will be made to cater for this.</p> <p>The only measure the municipality has to calculate distribution losses is to compare the annual production capacity of the purification plants with the water sold as per the billing system.</p>	Water Services Manager		Material losses issues forms part of the turnaround strategy which is in process.
<p>Usefulness of information</p> <p>Planned and reported targets were not specific in clearly identifying the nature and the required level of performance and measurable in identifying the required level of performance.</p> <p>Reported performance against</p>	Submit performance indicators and targets to the Internal Audit Unit prior to finalisation.	Performance Management System Manager	Quarterly monitoring	Internal Audit unit have performed an audit review for the first semester. (Refer draft PMS report)

AUDIT FINDING	MANAGEMENT RESPONSE	RESPONSIBLE OFFICIAL	TARGET DATE	PROGRESS ACTION
<p>predetermined targets is not consistent with the approved measures/indicators.</p> <p>No performance measures/indicators were presented for certain objectives of the municipality</p>				
<p>Reliability of information</p> <p>Sufficient appropriate evidence was not submitted to support reported targets.</p>	<p>Facilitate systems in the Water Services Department to document achievements and service delivery.</p>			
<p>Strategic planning and performance management</p> <p>The accounting officer did not perform a mid-year budget assessment, as required by section 72(1)(a) of the MFMA. Consequently such a report was not submitted to the mayor, the National Treasury and the provincial treasury, as required by section 72(1)(b) of the MFMA.</p>		<p>Performance Management System Manager</p>		
<p>The municipality did not prepare a performance report, as required by section 46 of the Local government: Municipal Systems Act of South Africa, 2000(Act No 32 of 2000)MSA read with section 121(3)© of the MFMA, for the</p>	<p>Submit reports to the Internal Audit Unit and COGTA prior to finalisation.</p> <p>Communicate to HODs the need to have performance reports for service providers in place.</p>	<p>Performance Management System Manager</p>		<p>I</p>

AUDIT FINDING	MANAGEMENT RESPONSE	RESPONSIBLE OFFICIAL	TARGET DATE	PROGRESS ACTION
<p>financial year that reflects:</p> <ul style="list-style-type: none"> • The performance of each service provider; • A comparison of the performance with targets set for the performances in the previous year; • Measures taken to improve performance. 				
<p>Budgets</p> <p>The municipality incurred unauthorised expenditure as a result of over expenditure on certain votes within the approved budget, contrary to section 15 of the MFMA.</p> <p>The mayor did not submit a report to the council on the implementation of budget and the financial state of affairs of the municipalities, within 30 days after the end of each quarter, as required by section 52(d) of the MFMA.</p> <p>The accounting officer did not submit monthly budget statements to the mayor , as</p>				

AUDIT FINDING	MANAGEMENT RESPONSE	RESPONSIBLE OFFICIAL	TARGET DATE	PROGRESS ACTION
required by section 71 of the MFMA				
<p>Audit committee</p> <p>The audit committee did not substantially fulfil its as required by section 166(2) (a) and 166(2)(v) of the MFMA. No evidence could be obtained indicating that the audit committee has submitted an audit report on performance to management council and that there is regular communication between the audit committee and council.</p>	<p>The Executive Director Corporate services have been instructed to ensure that these minutes are submitted to Council on a regular base.</p>	<p>Acting Municipal Manager</p>	<p>Quarterly</p>	<p>Audit performance committee is functional. The committee has advised and performed a review on the following matters</p> <ul style="list-style-type: none"> (i) Discuss audit report 2010/2011 (ii) Performed a review on risk assessment report (iii) Approved an internal audit plan. (iv) Performed a review on draft annual report for 2010/2011. <p>In January 2012, the chairperson of the audit performance committee submitted a report which included a performance report and other audited sections to Council.</p>
<p>Internal Audit</p> <p>The internal audit did not substantially fulfil all its duties as required by section 165 of the MFMA.</p>	<p>Auditor General's comment have been noted.</p>	<p>Acting Municipal Manager</p>		<p>Internal audit unit is functional. Internal audit strategic plan for 2011/2012 has been approved and the internal audit unit is in the process of executing the plan.</p>
<p>Expenditure Management</p> <p>The municipality did not submit reports to MEC the mayor and AGSA regarding unauthorised as well as fruitless and wasteful expenditure, as required by section 3294) of the MFMA.</p>	<p>Auditor General's comment have been noted.</p>	<p>Chief Financial Officer</p>	<p>Monthly monitoring</p>	<p>Unauthorised, irregular, fruitless and wasteful expenditure forms part of the section 71 reports and they are submitted to the mayor and Council. However these reports have not been forwarded to Auditor General and the MEC</p>

AUDIT FINDING	MANAGEMENT RESPONSE	RESPONSIBLE OFFICIAL	TARGET DATE	PROGRESS ACTION
<p>Payments were not made to suppliers within 30 days of receiving the relevant invoice or statement, as required by section 65(2)(e) of the MFMA.</p>				
<p>Revenue Management The accounting officer did not notify the treasury of any payments due by organ of state, where such payments are regularly in arrears, as required by section 64(3) of the MFMA.</p>	<p>Auditor General's comment have been noted.</p>	<p>Chief Financial officer</p>		

4.14. LOCAL ECONOMIC DEVELOPMENT

i. Overview

Local economic development(LED) in uThukela district municipality is seen as one of the most important ways of decreasing poverty. uThukela's LED aim to create jobs by making the local economy grow. Local economic development focuses on the development of rural enterprise guided by the statistical population distribution of the district municipality. Statistics indicate that 70% of the population of uThukela district municipality lives in rural areas. It is also responding to some of the Provincial Priorities which is Rural Development, Food security, economic growth and agrarian reform.

The LED of uThukela identified four basic sectors to focus on which are

- Crafts
- Crop farming
- Capacity building and
- Small Livestock farming

CRAFTS

uThukela district has establish the craft marketing and development strategy.

The mandate for activities and programmes in the development of the craft sector is derived from the policy on arts, culture and heritage. Development of the craft industry is an ongoing program and the district has continued to work with other stakeholders in various initiatives to develop this sector. The other stakeholders is the Department of DED and Tourism, the DTI, the Cooperate Social Investment Programme of the Old Mutual, The Africa Growth Institute, SEDA, Trade point South Africa Durban.

uThukela district municipality had played a major role in supporting the crafters to take part to a number of exhibitions like Derox Cape Town, Kizo Art Gallery. Sinothando from Weenen and Sinothando-Lusanda from Emnambithi won awards in the 2010 soccer World Cup event. Presently there are 32 craft cooperatives in uThukela district municipality. A Secondary craft secondary co-op was established in 2009 to assist with marketing, training and networking of primary co-ops.

AGRICULTURE

The district has produced an Agricultural Development Plan which is reviewed annually and informs agricultural planning for the district and is linked to the IDP as well as the departmental strategy. The Department of Agriculture and Environmental Affairs has supported various projects within uThukela district as part of its Agrarian Revolution Programme. The main objective of this programme is to facilitate economic development and food security through agriculture.

Crop farming: Maize trials

The municipality able to secure the expertise of a volunteer plan breeding specialist for trials on planting ZM 523 maize variety from the Agricultural Research Council. This variety is drought resistant has high yield and can withstand many adverse conditions. Secondly only two farmers planted the ZM 523 variety. From one 2 x 25 Kg seed that was planted the yield was a harvest of 1130Kg maize from two farmers, One in Ward 4 in Nazareth under Indaka Local municipality and Inkunzi under Emnambithi Local municipality. The maize is sold as seed in units of one Kg in order to be available to the community.

More farmers are participating in the experimentation, packaging facilities. From these trials it has been established that the potential yield is very high in uThukela and farmers who feared the risk of using an unknown seed variety are now buying seed.

Small livestock farming: Poultry

Eight poultry co-operatives funded by COGTA in Indaka operated small scale farm operations totalling four thousand birds every six weeks. This project enables farmers to earn money from the sale of chickens and also provided shared support and learning from the stakeholders and the project steering committee.

CAPACITY BUILDING

In the district municipality Amazizi co-operative was accepted for business training and mentorship by the legends programme. It is through the initiative that the district is accessing sponsorship for business skills training on behalf of the uThukela communities to equip them with business skills which was lacking in the

past. This business skills training which is a cooperative social investment programme to cover all the five local municipalities under uThukela district municipality in business skills training for small business. At this juncture a total number of 83 participants have trained and the following year another group will be trained.

ii. Challenges

Among issues that needed to be dealt with in order for the craft industry to be progressive include the following: Access to technology, Access to production materials, Access to capital, Market need assessment. Need for a regular training in business management and marketing. Craft development focused on addressing co-ordination of the sector, preserving indigenous knowledge systems and culture, acknowledging the product development and training skills development, market access and funding.

With regards to agriculture especially in crop farming, the challenges are drought, floods and lack of information on the performance of different markets for maize. The small livestock farmers are having challenges of poor access to markets and this results in lower profit margin, shortage in the supply of water in other areas, Limited production capacity when compared to market demand and profit making and farmers needs to be trained and monitored so as to balance the inputs versus the outputs.

In terms of the Provincial Spatial Economic Development Strategy, challenges exist in terms of people's migrations patterns from rural areas in search of better opportunities .The other challenge is around the sustainability of LED projects because projects depended on on-going subsidy injection in order to survive.

iii. Interventions

To respond to the above mentioned challenge, programmes that are directed at curbing migration through the development of social and economic opportunities for rural residents are supported in terms of Comprehensive Rural Development Framework, hence the support of rural and economic development infrastructure

which opens up job opportunities. In order to deal with the non sustainability of the LED projects, The following interventions need to be considered:

- The business needs to be organized within the legal entity
- A functioning and operational management structure should be in place
- The project should generate income
- Infrastructure should be available to support long term production of goods and services

iv Proposed development agency

uThukela district municipality is investigating on the establishment of the LED agency as the municipal systems act and the municipal finance management act permit the establishment of a local economic development agency as a possible special purpose organisation to promote the local economy.

LED agencies are special implementation vehicles created by municipalities and other stakeholders to achieve their common objectives. The economic development agency will implement the policy that were made by the Council. It will be the role of the agency to implement the local economic development policy set out in the Integrated Development Plan (IDP).

4.14.1. BENCHMARKING LED MATURITY IN KZN MUNICIPALITIES

uThukela district municipality is one of the 14 municipalities in the country that was chosen by the Department of Cooperative Governance and Traditional Affairs(COGTA) to be assessed in the LED initiatives. The tool that will be used in assessing is the LED Maturity Assessment. The aim of the tool is check the strengths and weakness in as far as the LED is concerned and come up with the support and also prioritize the area of concerns that will come from the recommendations. This initiative will assist uThukela district municipality and its family of municipalities in identifying the strengths and weaknesses in the LED

The tool will also assist uThukela district municipality in addressing the gaps identified and strengthen the capacity of the LED programmes.

The LED maturity assessment tool will monitor growth in the LED maturity and it is important to note that the tool will not measure the LED but it measures the District municipality in terms of capacity. This assessment tool was endorsed by GTZ and SALGA in 2010.

4.14.2. LOCAL ECONOMIC DEVELOPMENT STRATEGY

uThukela district municipality has developed an LED Strategy for the entire municipality. The challenge with the strategy is that it needs to be reviewed, and the municipality has received a funding from the Department of Economic Development to review the existing LED strategy to talk to the needs and new developments of the municipality. The updated LED sector plan will assist the uThukela family of municipalities in ensuring that the LED is developed in a sustainable manner and is aligned to neighbouring districts.

uThukela district municipality LED strategy will be based on the overall vision outlined in the IDP and will be taking into cognisance the result of the analysis done to identify problems and prioritise development projects. The strategy will target the previously disadvantaged people, marginalised communities and geographical regions, black economic empowerment enterprises and SMME's to allow the community to take part in the economy .

The municipality is in the process of appointing the suitable service provider to review the existing LED plan. it is anticipated that the plan will be finalised by June 2012 and ***it will form part of the adopted IDP***

4.14.3. ALIGNMENT OF THE EXISTING LED STRATEGY WITH PROVINCIAL AND NATIONAL OBJECTIVES

The uThukela district municipality current LED strategy was formulated within the context of the national and provincial economically related policies and programmes, the LED for all five local municipalities and the sector specific strategies that have been formulated which are:

- The National Spatial and Development Perspective (2006)
- Accelerated and Shared Growth Initiative for South Africa (ASGISA).

- National Framework for Local Economic Development in South Africa Provincial Growth and Development Strategy (PGDS).
- Provincial Spatial Economic Development Strategy (PSEDS).
- The DPLGs Toolkit for Economic Development
- New Growth Path

The process of formulating the LED Strategy reflects the bottom up approach adopted where the District LED is informed by the local municipalities LED strategies. The purpose of uThukela LED strategy is to utilise the outcome of the GDS report to formulate and implement a LED Strategy for the next 5 years, to achieve economic growth and development. It aims to bring about higher levels of economic activity in uThukela by addressing the issues of the Growth and Development Summit.

4.14.4. UTHUKELA DISTRICT LED FORUM

uThukela district municipality has established the LED Forum. The Forum is coordinated at the district level and it comprises of five local municipalities LED managers, private sector companies within the district, NGO's and LED stakeholders where they discuss the issues pertaining to Local Economic Development (LED) that includes the alignment of local municipalities LED strategies to the district and reviewing of LED strategies within the family of uThukela.

4.14.5. UTHUKELA DISTRICT CONSUMER FORUM

uThukela district municipality has established the consumer forum on the 24th June 2010. The Forum consist of all local municipalities under uThukela district. The objectives of the Forum is to protect and promote consumer rights, It also promote and protect the economic interest of the consumer. The Forum improves access to and the quality of information that is necessary so that consumer is able to make informed choices according to their individual wishes and needs.

4.14.6. DEVELOPMENT OF SMME'S AND SECOND ECONOMY

The South African economy is highly centralised and dominated by a set of monopoly industries. Capital intensive industries tend to exclude SMME'S participation and make employment creation expensive. The SMME's strategy that has been finalised by uThukela district municipality deals with the following:

- Addressing poverty, economic marginalisation and equality.
- Improving the distribution of returns from economic activity more equitably across the society
- Ensuring the basic needs are accessible and affordable
- Improving the way in which people participate in the economy
- Increasing poor people's ability to gain and secure assets.
- Reducing unemployment

Currently the uThukela District Municipality is engaged in partnership with SEDA to try and assist all the emerging business entrepreneurs within the jurisdiction of the district. The partnership started in 2006; SEDA offers technical support to the entrepreneurs

4.14.7. TOURISM

uThukela district municipality is "Tourism Potential", Apart from the Drakensberg World Heritage Site, this has an obvious scenic attraction and many battles that were fought within the district are a major tourism attraction. The tourism opportunities created by these historical events include cultural and historical tourism.

4.14.8. UTHUKELA DISTRICT TOURISM FORUM

uThukela has established the tourism forum on the 4th August 2009. The forum consist of the representative from all the local municipalities, Private sector and provincial department responsible for Tourism. The committee is chaired by the chairperson of the Tourism portfolio committee. The main responsibility of the forum is to integrate the provincial tourism objectives into district plans and priorities and also inform the district budgetary process for the effective implementation of tourism in line with provincial objectives.

4.14.9. TOURISM PLAN

uThukela district municipality has received a funding from the department of Economic Development and Tourism to review the existing tourism plan to talk to the KwaZulu- Natal provincial master plan. The Tourism sector plan will assist the uThukela family of municipalities in ensuring that the tourism is developed in a sustainable manner.

The Urban-Econ was appointed to review the Tourism sector plan for the District. The first project meeting was held on the 11 November 2011 and it is anticipated that the plan will be finalised by the end of April 2012. The status quo of the plan is in the phase 3 where they are formulating the tourism vision, goals and strategies.

AN UPDATED TOURISM SECTOR PLAN WILL BE PART OF THE ADOPTED IDP.

4.14.10. DISTRICT GROWTH AND DEVELOPMENT SUMMIT (DGDS) AND RESOLUTIONS

The last uThukela growth and development summit (DGDS) was held in February 2007. The outcome of the summit was the compilation of the action programme to be implemented by the various stakeholders. There was a series of follow up meetings with the various stakeholders in making sure that the outcomes are implemented. Several resolutions were taken in the Summit. ***The following were the resolutions and action plan that were taken in the DGDS in response to the MEC letter for the Assessment of the 2011/2012 reviewed IDP.***

REPORT BACK ON IMPLEMENTATION OF THE RESOLUTIONS: EMNAMBITHI/ LADYSMITH LOCAL MUNICIPALITY

OPPORTUNITY	CONSTRAINTS	PROPOSED INTERVENTION	Report Back
Location Advantage	No interventions to Improved Trade	Need to explore mechanisms to let the towns benefit from the passing traffic along the N3	Emnambithi/ Ladysmith has a plan of intervention in Van Reenen and along the N3
Abundance of land for development	No professional Planners to look at the land release matters	Municipalities to review their organograms and ensure that they have requisite expertise to address land release matters	Emnambithi /Ladysmith has appointed two town planners
Agricultural land	No value add interventions such as processing	Development or Review of an LED Plan identifying value add interventions	Emnambithi/ Ladysmith has developed the LED plan is aligned to the UTDM existing LED plan
Availability of young active people	No sufficient employment opportunities	Municipality to support entrepreneurial Skills development to young people	There is a Youth Advisory Centre in Emnambithi/ Ladysmith. The centre is also hands on in terms of SMME Development
Potential opportunities to link a Dube Trade Port	Inefficient transport system	Extend the Runway at the Airport and provide other necessities	Tender for Airport Development was awarded. The process of subdividing land has started.
	Inefficient transport system	Upgrade the one way system in Ladysmith	The municipality has implemented the upgrading of the one way
	Inadequate infrastructure	Municipalities to improve their allocation for infrastructure provision	Council has a plan for the upgrading electricity network and Infrastructure.
There are unexploited assets in the large dams, the undeveloped areas in the mountains, rivers and other natural environments	Limited Tourism Activity	Appoint official to champion tourism in town	The function is currently managed by LED Unit and the municipality is very active on tourism issues and they also partake in the District Tourism Forum and Provincial Tourism committee.
		Try to promote Ladysmith as wedding and conference centre	The Municipality is intending to engage private sector on this.
		To promote domestic tourism by special rates for local people	No Progress
Agriculture	Transport and Logistics	Let us capitalise on Road and transport infrastructure	The logistics hub is in the process of being established, Spoornet and the private company (Manzi Trade) will drive this project.

IMBABAZANE LOCAL MUNICIPALITY

OPPORTUNITY	CONSTRAINTS	PROPOSED INTERVENTION	Report Back
Abundance of land for development	No professional Planners to look at the land release matters	Municipalities to review their organograms and ensure that they have requisite expertise to address land release matters	The organogram was reviewed to include the position and the Town Planner has been appointed.
Agricultural land	No value add interventions such as processing	Development or Review of an LED Plan identifying value add interventions	The agricultural strategy has been developed. various add value projects on agriculture have been identified
Availability of young active people	No sufficient employment opportunities	Municipality to support entrepreneurial Skills development to young people	The municipality has established a youth advisory centre through partnership with uMsobomvu Youth Fund. Two young people are running the centre. The centre specialises on advising young people on exit opportunities. The centre was officially launched on the 10 October 2008.
Potential opportunities to link a Dube Trade Port	Inadequate infrastructure	Municipalities to improve their allocation for infrastructure provision	MIG allocation is our main source and we don't have our own Revenue sources. The municipality needed to finalize their SDFs before embarking on applications for other external funding. The establishment of the Traffic unit will also assist the municipality in terms of revenue
Land	Loss of land with agriculture potential in rural areas to dispersed settlements	Municipalities to develop and review their SDFs to address the problem of dispersed settlements.	The Draft SDF has been reviewed and is to be adopted by council. It also addresses the problem of dispersed settlements.
Land		To improve employment drive establishment of agricultural cooperatives	65 co-operatives have been established and trained in partnership with DED
		Support for land reform cluster projects across uThukela, Besters, Ladysmith, Weenen (with special focus on maize and beef farming)	The Municipality is supporting Local subsistence farmers to plant maize. 250 Hectors was planted in the previous financial year. The Municipality supports by buying inputs.
Drakensberg Region/Eco Tourism	Development has huge impact on the environment.	Improve tourism signage along Drakensberg	The Municipality submitted all areas that require new signage to UThukela DM for funding. Funding from UThukela District has been received and the appointment of the service provider will commence.

UMTSHEZI LOCAL MUNICIPALITY

OPPORTUNITY	CONSTRAINTS	PROPOSED INTERVENTION	Report Back
Locational Advantage	No interventions to Improved Trade	Need to explore mechanisms to let the towns benefit from the passing traffic along the N3	In partnership with the roads Agency, the Wembezi Off ramp is constructed.
Abundance of land for development	No professional Planners to look at the land release matters	Municipalities to review their organograms and ensure that they have requisite expertise to address land release matters	This duty is currently undertaken by the IDP/LED Manager and Director: Planning
Agricultural land	No value add interventions such as processing	Development or Review of an LED Plan identifying value add interventions	LED Plan has been developed, LED forum to identify projects. Weenen has been identified as agricultural node. We have applied to N.T. for funding to explore Agri Processing.
Availability of young active people	No sufficient employment opportunities	Municipality to support entrepreneurial Skills development to young people	The municipality has developed the youth policy.
Land	Loss of land with agriculture potential in rural areas to dispersed settlements	Municipalities to develop and review their SDFs to address the problem of dispersed settlements.	The municipalities has developed the SDF and it will be submitted with the draft IDP.
	Unsupported land reform resulting in a collapse of commercial agriculture	Support land reform beneficiaries (Weenen & Winterton)	The municipality has approached the Land Affairs for support
		To improve employment drive establishment of agricultural cooperatives	Assisted in the formation of co-operatives
		Support for land reform cluster projects across Uthukela, Besters, Ladysmith, Weenen (with special focus on maize and beef farming	No progress has been made
Drakensberg Region/Eco Tourism	Development has huge impact on the environment.	Improve tourism signage along Drakensberg	In partnership with Bushmans River Tourism a tourism route has been developed and launched. The development of this will include signage.

INDAKA LOCAL MUNICIPALITY

OPPORTUNITY	CONSTRAINTS	PROPOSED INTERVENTION	Report Back
Abundance of land for development	No professional Planners to look at the land release matters	Municipalities to review their organograms and ensure that they have requisite expertise to address land release matters	The vacancy of a Planner has been filled. The newly appointed planner is being capacitated by DBSA.
Agricultural land	No value add interventions such as processing	Development or Review of an LED Plan identifying value add interventions	The first LED plan was developed and adopted on 2006/ 07 financial year and currently they are reviewing it.
Availability of young active people	No sufficient employment opportunities	Municipality to support entrepreneurial Skills development to young people	The office of the Mayor is responsible for issuing of bursaries to the youth who needs to pursue tertiary studies.
Potential opportunities to link a Dube Trade Port	Inadequate infrastructure	Municipalities to improve their allocation for infrastructure provision	The PMU Manager has been appointed.
Land	Loss of land with agriculture potential in rural areas to dispersed settlements	Municipalities to develop and review their SDFs to address the problem of dispersed settlements.	The adopted IDP will contain an adopted SDF that addresses the dispersed settlements
		To improve employment drive establishment of agricultural cooperatives	The co – operatives have been registered but the challenge is around the functionality of this cooperatives .
	Poor Land use Management	Address the Illegal status of landfill site	Waste Management Plan was done. The municipality needs to appoint the service provider to licence the site.
There are unexploited assets in the large dams, the undeveloped areas in the mountains, rivers and other natural environments	Limited Tourism Activity	Appoint official to champion tourism in town	The LED officer performs the tourism functions.
		To promote domestic tourism by special rates for local people	No progress

OKHAHLAMBA LOCAL MUNICIPALITY

OPPORTUNITY	CONSTRAINTS	PROPOSED INTERVENTION	Report Back)
Location Advantage	No interventions to Improved Trade	Need to explore mechanisms to let the towns benefit from the passing traffic along the N3	It is contained in OLMs LED Plan
Abundance of land for development	No professional Planners to look at the land release matters	Municipalities to review their organograms and ensure that they have requisite expertise to address land release matters	The municipality has appointed a qualified Planner.
Agricultural land	No value add interventions such as processing	Development or Review of an LED Plan identifying value add interventions	In process of reviewing the LED
Availability of young active people	No sufficient employment opportunities	Municipality to support entrepreneurial Skills development to young people	Municipality is the process of developing the policy to assist the young people
Potential opportunities to link a Dube Trade Port	Inefficient transport system	Extend the Runway at the Airport and provide other necessities	Investigating agri-processing possibilities
	Inefficient transport system	Upgrade the one way system in Ladysmith	n/a
	Inadequate infrastructure	Municipalities to improve their allocation for infrastructure provision	IDC is undertaking a study in this regard that will assist the municipality to improve their infrastructure allocation.
Land	Loss of land with agriculture potential in rural areas to dispersed settlements	Municipalities to develop and review their SDFs to address the problem of dispersed settlements.	The municipality SDF is under review with the assistance from Blue point planning that was assigned by COGTA.
		To improve employment drive establishment of agricultural cooperatives	Okhahlamba is one the municipality in the family that is having a lot of cooperatives. They need to improve on the functionality.
		Support for land reform cluster projects across Uthukela, Besters, Ladysmith, Weenen (with special focus on maize and beef farming)	No progress. Need to convene a district meeting to discuss the way forward with DLA
Drakensberg Region/Eco Tourism	Development has huge impact on the environment.	Improve tourism signage along Drakensberg	Amount of R200 000 was budgeted to address it.

UTHUKELA DISTRICT MUNICIPALITY

OPPORTUNITY	CONSTRAINTS	PROPOSED INTERVENTION	Report Back
BBBEE	No readymade BBBEE partners available in the District	Establishment of a warehouse/register of black partners. Forming Section 21 Company to access funds to form BEE partnerships.	No Progress
Agricultural land	No value add interventions such as processing	Development or Review of an LED Plan identifying value add interventions	The LED Plan was developed and incorporated on the 2008/ 09 IDP. During the 2007/ 08 Financial Year, UThukela also undertook a study on the Operationalization of LED plans across the District. The study was completed with business plans that were packaged for sourcing funds for improving Agricultural output in areas with potential within UThukela. LM were involved in the process. <i>Currently the DM is in the process of updating the LED plan using the funding from DED.</i>
	High levels of poverty	Inception of a district wide Poverty alleviation plan	The district is involved in a lot of flagship projects and is also involved on war on poverty to reduce the high level of poverty which is 58%
	Lack of information	Proposal for a news Bulletin mainly focusing on Economic Development	UThukela is utilising the newsletter that comes on quarterly basis. They also approached a local newspaper (Herald) for the publication of LED issues.
Diversity of institutions	Lack of engagement and seeing things beyond political and Sector differences. Political Fragmentation of municipalities	Establishment of uThukela Growth Coalition. Operational IGR Forum	IGR exists and is fully functional and all local municipalities have signed the protocol agreement
There are unexploited assets in the large dams, the undeveloped areas in the mountains, rivers and other natural environments	Limited Tourism Activity	Develop Comprehensive Tourism marketing plan	The service provider has been appointed to undertake the development of the Tourism Marketing Strategy and Investment Plan for UThukela District.

DEPARTMENT OF AGRICULTURE

OPPORTUNITY	CONSTRAINTS	PROPOSED INTERVENTION	Report Back
Land	Misconceptions around land reform	Fast tract the resolution of land claims. Land reform as an enabler For LED and shared growth	Attended to Land Reform beneficiaries to identify training need, technical support and assist in compilation of Business Plan.
Abundance of markets	Many people in second economy are unable to access financial support from Banking institutions	Explore further development of Village Banks	Sold idea to farmers. Farmers hesitant because of high crime rate.
Land		To improve employment drive establishment of agricultural cooperatives	Department is working with farmers by assisting Associations to form Co-operatives.
Agricultural Development	Limited information and advice	Deploy more Agric Technical services and extension officers. Beneficiated nitche products Carneff stock farming Abattoir	Extension Officers are providing extension and advisory services to farmers.

DEPARTMENT OF ECONOMIC DEVELOPMENT

OPPORTUNITY	CONSTRAINTS	PROPOSED INTERVENTION	Report Back (Status as at 30 October 2008)
Land	Loss of land with agriculture potential in rural areas to dispersed settlements	To improve employment drive establishment of agricultural cooperatives	The co – ops that DED is involved in are not the agricultural co – ops. In terms of the co – ops that the Department is responsible for, DED has engaged the municipalities in establishing these co – ops. There are DED officials who are temporally deployed to the District Municipal Offices to provide hands on support.

DEPARTMENT OF EDUCATION: FET DIRECTORATE

OPPORTUNITY	CONSTRAINTS	PROPOSED INTERVENTION	Report Back
Availability of people	No skilled personnel	FET Colleges must redesign their curriculum to provide skills that are needed by the district economy	The Department of Education is in the process to support the implementation of the New Curriculum of the FET Colleges based on the skills that are needed by the economy. There are eleven programmes that have been identified which the Department will support that are aligned to the needs of Uthukela District Economy are there are (1) Agriculture, (2) Tourism and Hospitality Studies, (3) Three sectors of engineering including building and civil, (4) Four Business i.e. Finance, Office Administration, Management and Marketing and (5) Information Technology

DEPARTMENT OF ARTS, CULTURE AND TOURISM

OPPORTUNITY	CONSTRAINTS	PROPOSED INTERVENTION	Report Back (Status as at 31 March 2009)
There are unexploited assets in the large dams, the undeveloped areas in the mountains, rivers and other natural environments	Limited Tourism Activity	Implement Flagship Project welcome to KZN gateway project	
		Develop Comprehensive Tourism marketing plan	Tourism marketing is undertaken under the auspices of TKZN which advertises and market the tourist's attractions within UThukela – Drakensberg and other parts of KwaZulu – Natal through the websites, pamphlets and outdoor advertising. However, the Tourism Comprehensive Marketing Plan has not been prepared.
		Try to promote Ladysmith as wedding and conference centre	
		To promote domestic tourism by special rates for local people	No – progress. Domestic tourism was only promoted through the undertaking of special events such as Annual Jazz Festival.

CHAPTER 5:

SPATIAL DEVELOPMENT FRAMEWORK

i. Overview

The uThukela district municipality has developed and adopted their Spatial Development Framework(SDF) on the 20th June 2011 to assist the municipality in the planning and identification of the available land. The SDF serves as the basis upon which the district evaluated all planning applications as well as determines the current and future bulk infrastructure supply. The 2012/2013 Spatial Development Framework of uThukela district municipality is still on a draft stage. It addresses the comments that were raised by COGTA during the 2011/12 SDF assessment.

The draft SDF is incorporated as an Annexure and the adopted IDP will contain an Adopted and full SDF as to comply with Section 2(4)of the Local Government Planning and Performance Management Regulations,2001.

5.1. ALIGNMENT OF UTHUKELA SDF WITH LOCAL MUNICIPALITIES AND NEIGHBOURING DISTRICTS

uThukela district municipality and its family of municipalities had a number of strategic meetings with neighbouring districts municipalities on cross border issues. The last alignment meeting took place at Amajuba district municipality. The neighbouring districts which interacts with them include Thabo Mofutsanyane in Free State, Gert Sibande in Mpumalanga ,Amajuba in Newcastle, and UMzinyathi in Dundee.

In those alignment meetings, municipalities focuses on aligning the Spatial Development Frameworks(SDF) and also looking into issues that are cross border development in nature such as projects that have service delivery impact like transport systems as we share with Amajuba the likes of N11 and the Fort Mistake Motel which is having a lot of potential.

5.2. ALIGNMENT OF THE SDF WITH KEY PROVINCIAL & NATIONAL POLICIES

Policy Context

Since 2009, Government departments and institutions of Government have been required to focus their planning drawing from a number of inter-related policy documents. Of significance here is the five (5) National and six (6) Provincial Priorities, the twelve (12) National Outcomes, the New Growth Path the National Planning Commissions Diagnostic and at the global level the Millennium Development Goals (MDGs).

This policy context serves to highlight the key threads of the different yet related policy frameworks. Their relevance lies in their developmental principles that any growth and development strategy will need to subscribe to in order to address the constraints and so harness the provincial strengths to bring about growth and development that will benefit all KZN people.

The Five National and Six Provincial Priorities include the following:

- Job Creation (Decent work and Economic growth);

- Education;
- Health;
- Rural Development, food security and land reform;
- Fighting Crime and corruption; and
- Nation Building and Good Governance (*State of KZN Province Address February 2010*).

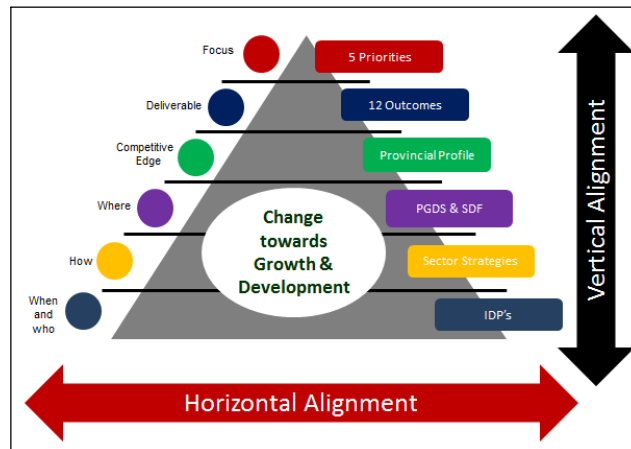
The 12 National Outcomes that all provincial governments must align too, has played a critical role in providing the foundation towards alignment and integration of current policy directives.

The United Nations MDGs declaration aims to promote a 'comprehensive approach and a coordinated strategy, tackling many problems simultaneously across a broad front'. It is a critical document whereby all signatory countries and development organizations have committed to aligning themselves with achieving the targets set by 2015. The goals are as follows:

- Goal 1: Eradicate extreme poverty and hunger
- Goal 2: Achieve universal primary education
- Goal 3: Promote gender equality and empower women
- Goal 4: Reduce child mortality
- Goal 5: Improve maternal health
- Goal 6: Combat HIV/Aids, malaria and other diseases
- Goal 7: Ensure environmental sustainability
- Goal 8: Develop a global partnership for development

The uThukela family of municipalities has considered the National Spatial Development Perspective (NSDP), the current Provincial Growth & Development Strategy (PGDS), the Spatial Development Framework (SDF) and the Provincial Spatial Economic Development Perspective (PSEDS) 2006 *under review* to ensure that there is alignment between the all the planning and policy directives/imperatives and to ensure its IDP Sector Plans are aligned and integrated. The schematic diagram below demonstrates the vertical and horizontal alignment processes

considered and followed in the formulation of the uThukela district municipality 3rd generation IDP.



5.3. ALIGNMENT OF SDF WITH NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)

The principles of **the NSDP** considered in the formulation of uThukela IDP are summarised as follows:

- Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities) focus on localities of economic growth and/ or economic potential. This is in order to attract private- sector investment, stimulate sustainable economic activities and/ or create long-term employment opportunities.
- Economic growth is a pre-requisite for the achievement of other policy objectives, key among which are poverty alleviation.
- In localities where there are both high levels of poverty and development potential, fixed capital investment beyond basic services are to be included to exploit the potential of these areas.
- Efforts to address past and current social inequalities should focus on people and not places.
- In order to overcome the spatial distortions of Apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres.

- In localities where there is low development potential, government spending beyond basic services should focus on providing social transfers, human resource development and labour market intelligence.

5.4. THE NEW GROWTH PATH

5.4.1 Introduction

The government is committed to forging the growing consensus that creating decent work, reducing inequality and defeating poverty can happen only through a new growth path, and leading the way by:

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

The New Growth Path must:

- Provide bold, imaginative and effective strategies for job creation;
- Lay out a dynamic vision as to how a more developed, democratic, cohesive and equitable economy and society can be collectively achieved in the context of sustained growth;
- Require creative and collective efforts of all section of South Africa society;
- Require strong leadership and governance;
- Take account of the new opportunities, our strengths and our constraints;
- Change the character of the South African economy to ensure that benefits are shared more equitably by everyone.

Achieving the New Growth Path requires that we address key trade-offs, some of which are:

- Between present consumption & future growth, since that requires higher investment & saving in the present;
- Between the needs of different industries for infrastructure, skills & other interventions;
- Between policies that promise high benefits but also entail substantial risks, and policies that are less transformative & dynamic but are also less likely to have unintended consequences;
- Between a competitive currency that supports growth in production, employment & exports & a stronger rand that makes imports of capital & consumer goods cheaper; and
- Between the present costs & future benefits of a green economy.

5.4.2. The New Growth Path Focus

The focus of the Growth Path can be summarised as follows:

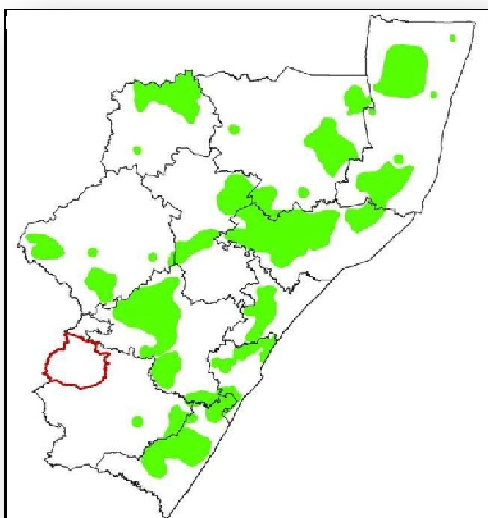
- The New Growth path identifies where employment creation is possible, both within economic sectors and cross-cutting activities, then analyses policies and institutional developments required to take advantage of these opportunities.
- The aim is to target our limited capital and capacity at activities that maximise the creation of decent work opportunities.
- The main indicators of success will be: jobs, growth, equity and environmental outcomes.
- To achieve profound changes in savings, investment and production, the government must consistently pursue key policies & programmes over at least a decade, and co-ordinate its efforts around core priorities.
- Long-term structural change also requires phasing to establish the preconditions for success over time.
- In the case of employment, the steps that the state can take vary over time:
 - Short term: it can accelerate employment creation through direct employment schemes, targeted subsidies and / or a more expansionary macroeconomic package;
 - Short to medium term: it can support labour-absorbing activities, i.e. agricultural value chain, light manufacturing and services, to generate large-scale employment.

- Long term: as full employment is achieved, the state must increasingly support knowledge and capital intensive sectors in order to remain competitive.
- Inherent phasing means that in the medium term state must focus on facilitating growth in sectors able to create employment on a large scale but must not neglect more advanced industries that are crucial for sustained long-run growth.
- The growth path emphasises supply-side needs (improve demand).
- The measures in the growth path:
 - Address the income inequalities of our society;
 - Place decent work at the centre of the fight against inequality;
 - Include measure such as skills enhancement, small enterprise development, wage & productivity gain-sharing policies, addressing the excessive pay gap, progressive taxation & support for the social wage.
- The connection between economic and social measures needs to be further strengthened.

5.5. Provincial Spatial Economic Development Strategy (PSEDS)

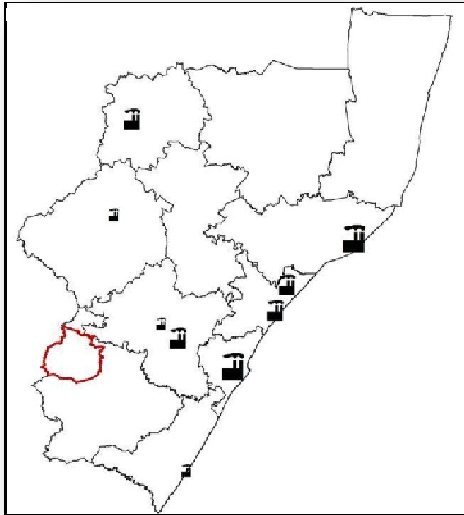
Agriculture and agri-processing

- Massive potential for growth
- This sector urgently needs transformation and Land reform is the key lever of transformation



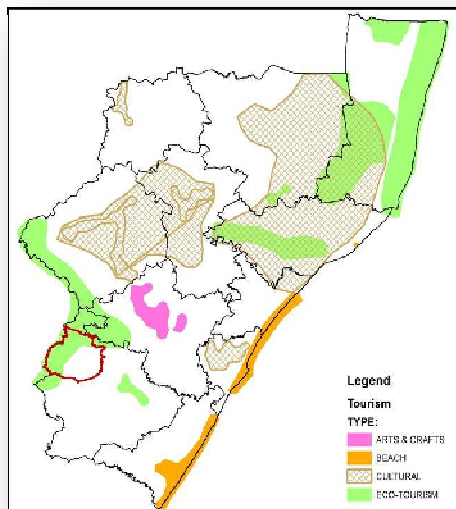
Industrial development

According to the PSEDS in uThukela district municipality, Emnambithi/Ladysmith has been identified as a secondary nodes for the industrial development potential



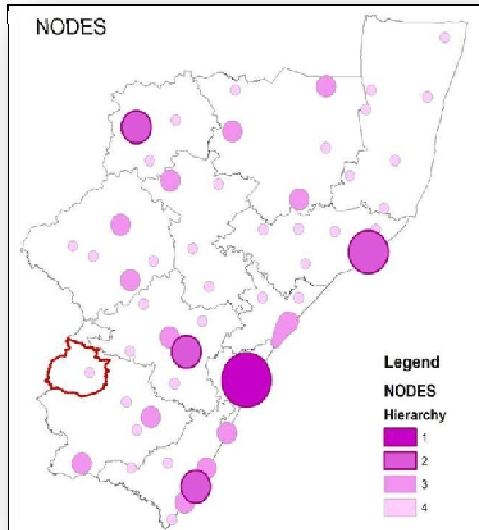
Tourism

Drakensberg region and Battlefields are the provincial tourism priorities in uThukela district



Tertiary sector

According to the PSEDS, the tertiary sector is the largest contributor to the economies for all except for Ilembe and uThungulu. This sector is vital in uThukela because is supporting development in poor rural areas.



According to PSEDS, the following nodes were prioritised as follows in uThukela district:

Tertiary Node7	LADYSMITH
Quaternary Node1	BERGVILLE
Quaternary Node33	WEENEN
Quaternary Node34	WINTERTON
Secondary Corridor 8	OKHAHLAMBA

5.6. THE PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS)

5.6.1. Introduction

The KwaZulu-Natal Provincial Spatial Economic Development Strategy, as well as the recently Developed KwaZulu-Natal Spatial Development Strategy provides direction regarding the proposed economic drivers that should be focused on and enhanced in specific localities. The recommendations are outlined below.

5.6.2. Provincial Spatial Development Framework implications for the Municipality

The KwaZulu-Natal Provincial Growth and Development Strategy (PGDS) was reviewed in 2011 and adopted by cabinet in August 2011. This PGDS provides KwaZulu-Natal with a reasoned strategic framework for accelerated and shared economic growth through catalytic and developmental interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments. Concomitant attention is also given to the provision of infrastructure and services, restoring the natural resources, public sector leadership, delivery and accountability, ensuring that these changes are responded to with resilience, innovation and adaptability. This will lay the foundations for attracting and instilling confidence from potential investors and developing social compacts that seek to address the inter-connectedness of the Provincial challenges in a holistic, sustainable manner, whilst nurturing a populous that is productive, healthy and socially cohesive.

Against this background, the 2011 KZN PGDS is designed to facilitate sustainable economic growth, reduce growing inequality and promote environmental sustainability. To realise the vision of “***KwaZulu-Natal – A Prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the World***”, the following long-term strategic goals and objectives have been identified as the compass to guide policy-making and resource allocation to 2030.

Listing of Strategic Goals & Objectives of the PGDS

LISTING OF STRATEGIC GOALS AND OBJECTIVES	
STRATEGIC GOAL	STRATEGIC OBJECTIVE
1. JOB CREATION	<ul style="list-style-type: none"> • Unleashing Agricultural Potential; • Enhance Industrial Development through Trade, Investment & Exports; • Expansion of Government-led Job Creation Programmes; • Promoting SMME, Entrepreneurial & Youth Development; and • Enhance the Knowledge Economy.
2. HUMAN RESOURCE DEVELOPMENT	<ul style="list-style-type: none"> • Improve Early Childhood Development, Primary & Secondary Education; • Support Skills Alignment to Economic Growth; and • Promote Enhance Youth Skills Development & Life-Long Learning.
3. HUMAN & COMMUNITY DEVELOPMENT	<ul style="list-style-type: none"> • Poverty Alleviation & Social Welfare; • Enhancing Health of Communities & Citizens; • Safeguard Sustainable Livelihoods & Food Security; • Sustainable Human Settlements; • Enhancing Safety & Security; • Advance Social Cohesion; and • Promote Youth, Gender & Disability Advocacy & the Advancement of Women.
4. STRATEGIC INFRASTRUCTURE	<ul style="list-style-type: none"> • Development of Ports & Harbours; • Development of Road & Rail Networks; • Development of ICT Infrastructure; • Improve Water Resource Management; and • Develop Energy Production Capacity.
5. RESPONSES TO CLIMATE CHANGE	<ul style="list-style-type: none"> • Increase Productive Use of Land; • Advance Alternative Energy Generation; • Manage Pressures on Biodiversity; and • Disaster Management.
6. GOVERNANCE & POLICY	<ul style="list-style-type: none"> • Strengthen Policy, Strategy Co-ordination & IGR; • Building Government Capacity; • Eradicating Fraud & Corruption; and • Promote Participative, Facilitative & Accountable Governance.
7. SPATIAL EQUITY	<ul style="list-style-type: none"> • Actively Promoting Spatial Concentration; and • Facilitate Integrated Land Management & Spatial Planning.

Although these goals and objectives are intended to guide provincial growth and development, the focus and rationale is applicable to all municipalities and towns within the province and addressing applicable issues at local level will contribute to addressing those strategic issues at a provincial scale.

In attempting to address the challenges highlighted above and embrace the policy intentions, the following principles were developed to facilitate overall guidance in the development of the 2011 KZN PGDS Strategic Framework, namely:-

- Harness the Provinces assets and endowments,
- Develop the Province's greatest asset, its human capital,
- Harmonise environmental integrity, human and social development with economic development,

- Government must be developmental, competent, caring and facilitating,
- Private Sector must grow a shared economy, providing employment,
- Organised Labour must protect workers from exploitation while promoting labour productivity, and
- Civil Society must be responsible in shaping its own destiny.

5.7. Provincial Spatial Development Framework

5.7.1. Introduction and Purpose

The Provincial Growth and Development Strategy recognises that environmental vulnerability, social need and economic development are not evenly distributed and spatial disparities will always exist due to the spatial distribution of natural resources, historical imperatives and cultural factors. These spatial disparities have often been aggravated by past spatial planning. This has resulted in a disjuncture between where people live and where social and economic opportunities are concentrated.

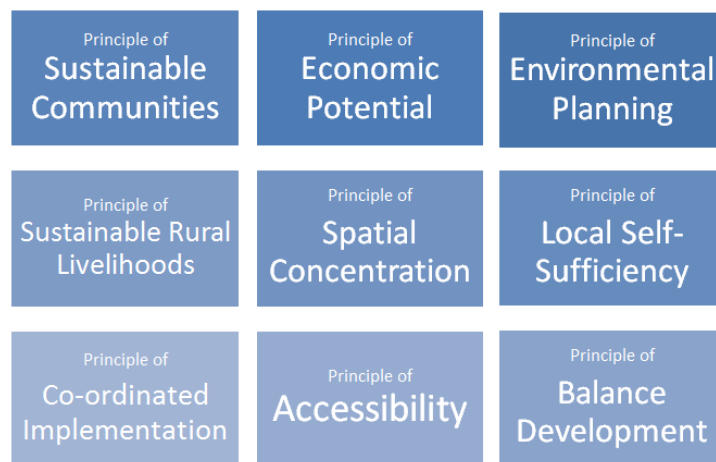
This spatial marginalization from economic opportunities of the majority of the population needs to be addressed in order to reduce poverty and inequality and ensure shared growth and the protection of vulnerable bio-resources. The KwaZulu-Natal Provincial Spatial Development Strategy has therefore been developed in order to achieve the goals and objectives of the PGDS in a targeted and spatial coordinated manner. The Provincial Spatial Development Strategy sets out to:

- Be the spatial expression of the Provincial Growth and Development Strategy (PGDS) and provide spatial context for proposed strategic interventions;
- Provides a set of normative principles or departure points that guide the Province's approach to dealing with socio-economic issues that are manifested spatially;
- Provide a basis for informed consensus on the province's spatial priorities by providing a map giving guidance for the future spatial development of the Province based on Broad Provincial Spatial Planning Categories (BPSPCs) and a series of other relevant features;
- Assist to prioritise and align where government directs its investment and development initiatives to ensure sustainable and maximum impact;

- Capitalise on complementarities and facilitate consistent and focused decision making,
- Guide municipal integrated development plans (IDPs), spatial development frameworks (SDFs) and provincial and municipal framework plans (i.e. sub-SDF spatial plans); with normative principles, approach and content.
- Provide clear intent to the private sector about desired development directions;
- Increase predictability in the development environment,

The following nine spatial principles underscores the general spatial intentions of the PGDS and serves as provincial guiding principles which should ideally be pursued within all levels of spatial planning at district and local level in alignment with the provincial spatial development strategy.

Spatial Principles



Principle of Environmental Planning

The Principle of Environmental Planning (Bioregional Planning) refers to understanding and respecting the environmental character (potential and vulnerability) and distinctiveness of places and landscapes and promoting balanced development in such areas. The PSDF supports environmental planning as the fundamental methodology on which spatial planning should be based. Environmental planning can be defined as land-use planning and management that promotes sustainable development.

Principle of Economic Potential

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

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

Principle of Sustainable Communities

The Principle of Sustainable Communities promotes the balance between environmental quality, addressing social need and promoting economic activities within communities.

Principle of Local Self-Sufficiency

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

Principle of Spatial Concentration

The Principle of Spatial Concentration aims to build on existing concentrations of activities and infrastructure towards improved access of communities to social services and economic activities. In practical terms this promotes concentration along nodes and corridors with multi-sectoral investment i.e. roads, facilities, housing etc. Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres in order for them to become regional gateways.

Principle of Sustainable Rural Livelihoods

The Principle of Sustainable Rural Livelihoods considers rural areas in a way which is integrated with other decision making associated with the Sustainable Livelihoods

framework. This principle requires that spatial planning consider the locality and impact of human, physical, natural, financial and social capitals of an area and spatially structure these in support of each other.

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

Principle of Balanced Development

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

Principle of Accessibility

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

Principle of Co-ordinated Implementation

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

definitions of the various departments away, from single mandates to enable the spatial alignment of growth and development investment.

From these principles, the Provincial Spatial Development Strategy identified a number of provincial priority nodes, corridors and broad planning categories. The map overleaf illustrates the resulting provincial spatial strategy, localised for uThukela district municipality and need to be read in conjunction with the tables below, providing a brief explanation to the categories illustrated on the map

The various nodes and their broad intended function and possible interventions are described by the table below.

Intervention Node	Broad Intended Function
Primary Node	Only eThekweni is classified as a Primary Node within the Provincial Context as an urban centre with very high existing economic growth and the potential for expansion thereof. Provides service to the national and provincial economy.
Secondary Nodes	Richards Bay, Msunduzi, Newcastle and Port Shepstone has been identified as provincial Secondary Nodes and thus urban centres with good existing economic development and the potential for growth and services to the regional economy.
Tertiary Nodes	These nodes are mainly centres which should provide service to the sub-regional economy and community needs and is represented by the following towns such as Pongola, Vryheid, Ulundi, Dundee, Ladysmith, Estcourt, Howick, KwaDukuza, Ixopo, Scottburgh, Hibberdene, Kokstad, Margate.
Quaternary Nodes	These nodes are mainly centres which should provide service to the local economy and community needs and is represented by 31 towns, such as but not limited to: Port Edward Nongoma, Nkandla, Bergville, Greytown, Underberg, uMzimkhulu, etc.
Rural Service Centres	<p>The proposed rural service centres are envisaged to serve as the lowest level of provincial nodes and could typically be established around existing traditional administration centres as well as other accessible rural points identified as periodic markets. These will be identified in consultation with the district municipalities and should serve as first access to basic services within rural areas. These rural service centres will include, as some have already emerged to include, a combination of the following activities:</p> <ul style="list-style-type: none"> • Traditional administration centre, • Taxi/ bus stop, • Informal trading / market area, • Social facility (clinic, library etc), • Skills development centre (mainly local schools), • Mobile services point (mobile clinics, pension pay points, mobile Library etc.) • Small commercial facility • Recreational facility such as a sport field. <p>A conceptual model of these rural service centres will guide the formulation of a provincial implementation strategy towards the implementation of the proposed Rural Service Centres.</p>

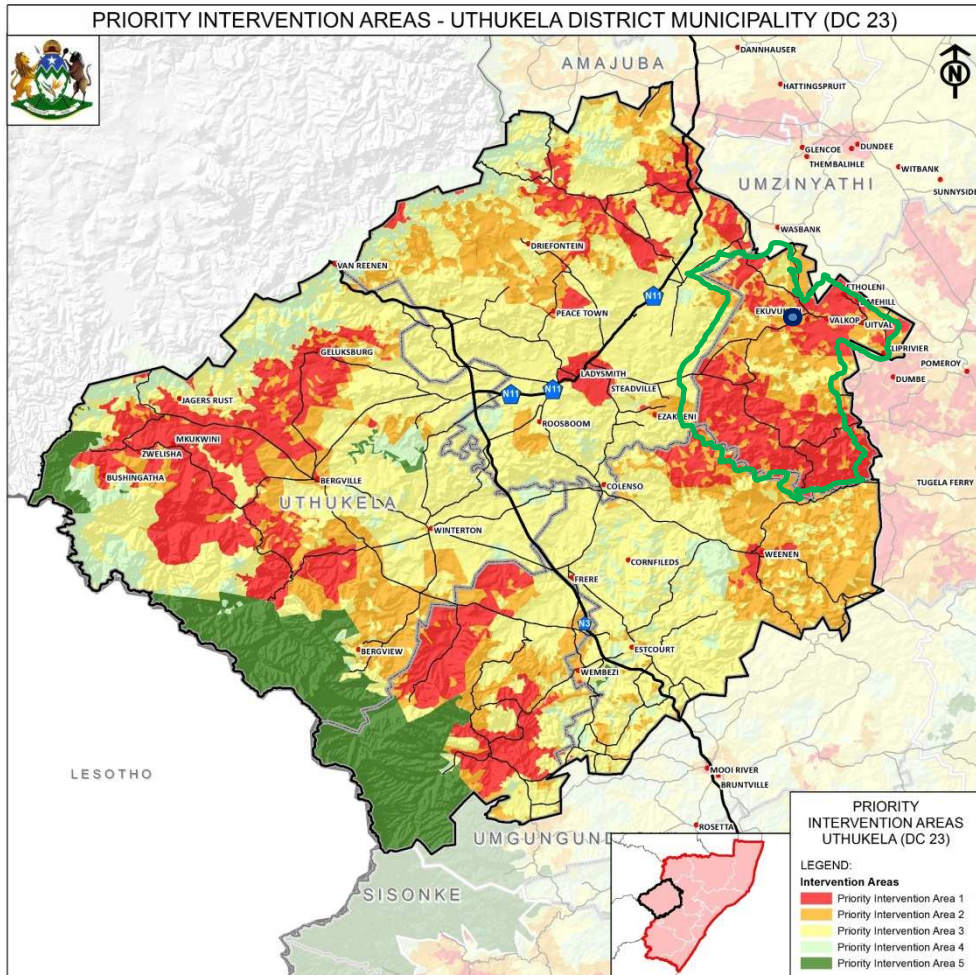
The Broad Provincial Spatial Planning Categories (BPSPCs) which are indicated within the above illustrated provincial spatial development framework should be interpreted as follows:

KZN Spatial Development Plan – Interpretation Notes

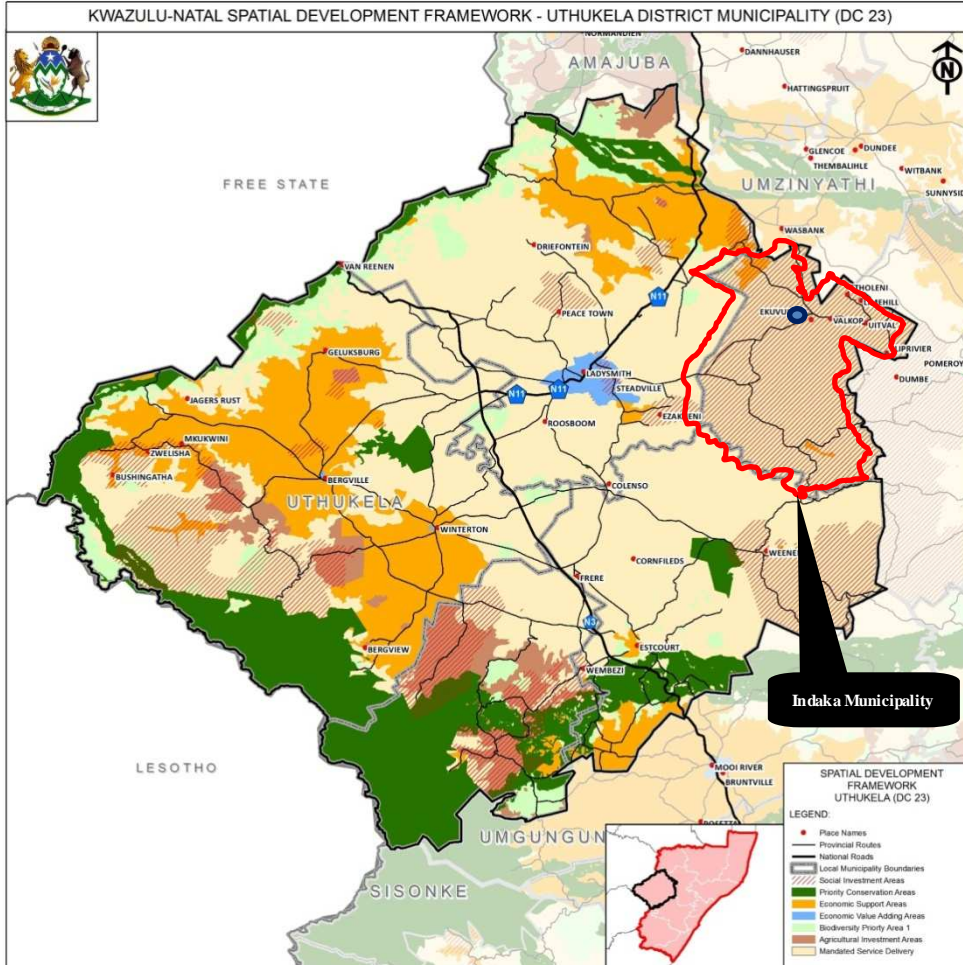
Spatial Category	Planning	Broad Intended Land Use and Interventions
Conservation Corridors		Proposed regional critical conservation areas which are linked in a continuous system of ecosystems and bioregions traversing the province between the Drakensberg and the Indian Ocean. These areas were identified combining existing environmentally protected areas as well as conservation corridors proposed by Ezemvelo KZN Wildlife, through combining extensive environmental research into bio-resources throughout the province as part of the formulation of a Critical Biodiversity Plan for the province. These Conservation Corridors are not suggested as absolute “no-go” areas, but rather highlighted as areas of environmental significance to the sustainable development of the entire province. Where economic opportunity (such as tourism development) and high social need exist within these Conservation Corridors, it implies both that the rich natural environment should contribute to the address such needs and potential, and further that any interventions in these areas need to consider the impact on such important regional ecological corridors. These corridors are however perceived as areas where extensive densification would be discouraged and sensitive development promoted.
Biodiversity Areas	Priority	Areas with a significantly high biodiversity value expressed in the number of species and sensitive environments as identified through extensive research by Ezemvelo KZN Wildlife. These areas are most often located in close proximity to the identified Conservation Corridors and may serve as an additional buffer to these corridors. These areas too are not (at a provincial level) proposed as absolute “no-go” areas, but are identified to indicate areas where extensive densification would be discouraged and sensitive development promoted.
Areas of Economic Value Adding		The key economic centres and areas where all of the varieties of economic sectors (Agriculture, Tourism, Manufacturing, and Services) are prevalent and perceived to have good potential to be further expanded on. These areas are visibly linked to high accessibility areas with existing bulk infrastructure and relatively high population densities which would both contribute to the economic expansion and benefit from interventions in these areas. Due to these factors, further economic processing and value adding at a provincial level, are mainly proposed within these identified areas.
Areas of Economic Support		A number of regions resembled areas of good economic potential in more than just one of the key provincial economic sectors. Due to the fact that these areas represent a larger distribution across the entire province than the core areas of economic value adding, these zones are considered important areas of Economic Support. Typical interventions in these areas would include economic prioritisation of development, labour force interventions (e.g. skills development), key economic infrastructure investment and area promotion.
Areas of Agricultural Development		Relatively high agricultural production areas, which are not located within biodiversity areas of combined with other potential economic sectors, are highlighted by this category to identify and promote areas with the potential to make a significant contribution through agricultural production. Although successful farming practices are already occurring on some of these areas, it is proposed that underutilised agricultural land within these zones are more effectively utilised for sustainable agricultural production. Associated interventions may include agriculture specific infrastructure, skills development, market access interventions etc.
Areas of High Social Need		The highest ranges of combined social need when considering the population density, dependency ratio as the provincial index of multiple deprivations is illustrated by this category of high social need. These areas broadly the areas where the most intensive social interventions area required and this category is further over layed above all other categories to provide a spatial reference to the types of interventions which might be pursued towards addressing the concentrated social need within these areas. As example where high social need is identified within an area earmarked as a conservation corridor, this firstly provides a reference to the fact that social conditions of communities will need to be addressed if any conservation is to be promoted within such areas. Further it suggests that the effective utilisation of the high biodiversity within such areas might be harnessed towards addressing social need through example conservation tourism.
Undifferentiated Areas		The areas which are not representative of any of the above mentioned categories are classified as undifferentiated areas. It is acknowledged that these areas also have communities residing on them with economic potential and environmental resources, however, based on the approach followed these areas weren't differentiated to the same degree as the identified preceding categories. It is therefore important that this category is not neglected from public and private interventions and as the various departmental programmes are inclusive in nature, these areas should also benefit from it. It is anticipated that the intensity of such programmes and the total portion of resource allocation to these areas would be less than the identified categories as well as the key intervention areas identified previously.

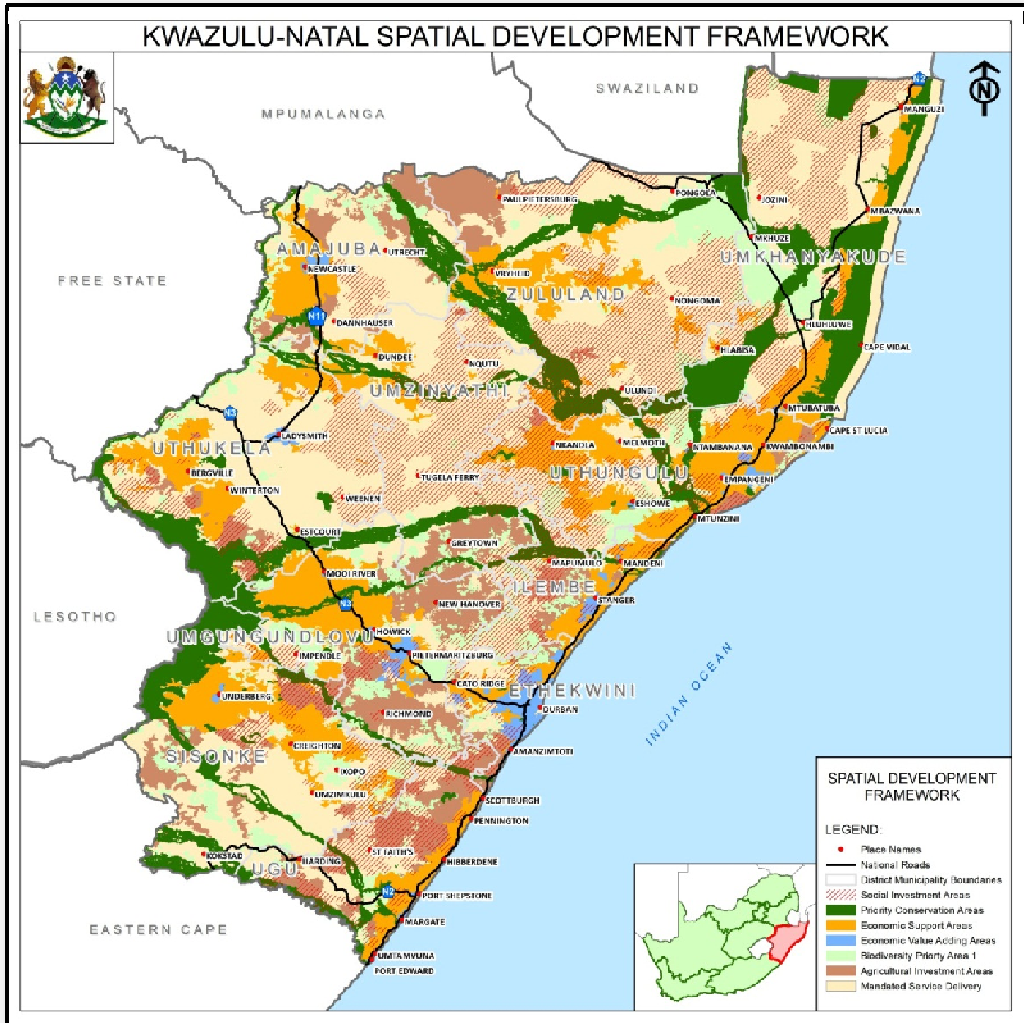
Please refer to the plan below for an extract of the Provincial Spatial Development Strategy related to the uThukela District Municipality :Provincial Spatial Development Framework Map on over leave for a depiction of the above.

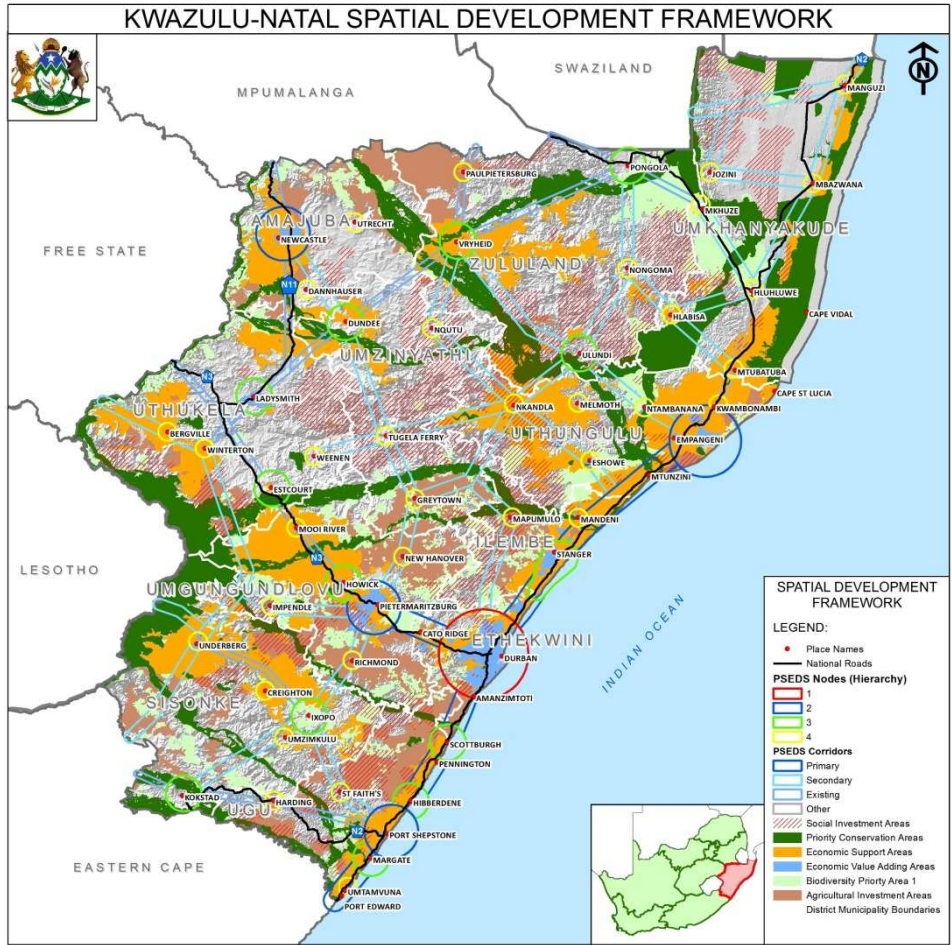
Provincial Spatial Development Framework – uThukela district municipality



KWAZULU-NATAL SPATIAL DEVELOPMENT FRAMEWORK - UTHUKELA DISTRICT MUNICIPALITY (DC 23)







5.8. LAND USE MANAGEMENT SYSTEM

The main role of uThukela district municipality is to give support and develop the LUMS Guidelines/Framework that assists the local municipalities in preparation of LUMS. In order to ensure that there is a sustainable development; the LUMS Framework considers the environmental conservation of resources. The all 5 local municipalities under uThukela have developed, reviewed and adopted their LUMS using the guidelines formulated by uThukela district municipality. The challenge that faces local municipalities is the implementation of these LUMS.

5.9. UTHUKELA DISTRICT MUNICIPALITY LAND USE MANAGEMENT FRAMEWORK

The uThukela district municipality is responsible for the LUMF and has embarked on the framework that encompasses a variety of elements that impact on land use in the uThukela district. The LUMF focuses on a Planning Scheme Continuum. The process incorporates the following Planning Schemes:

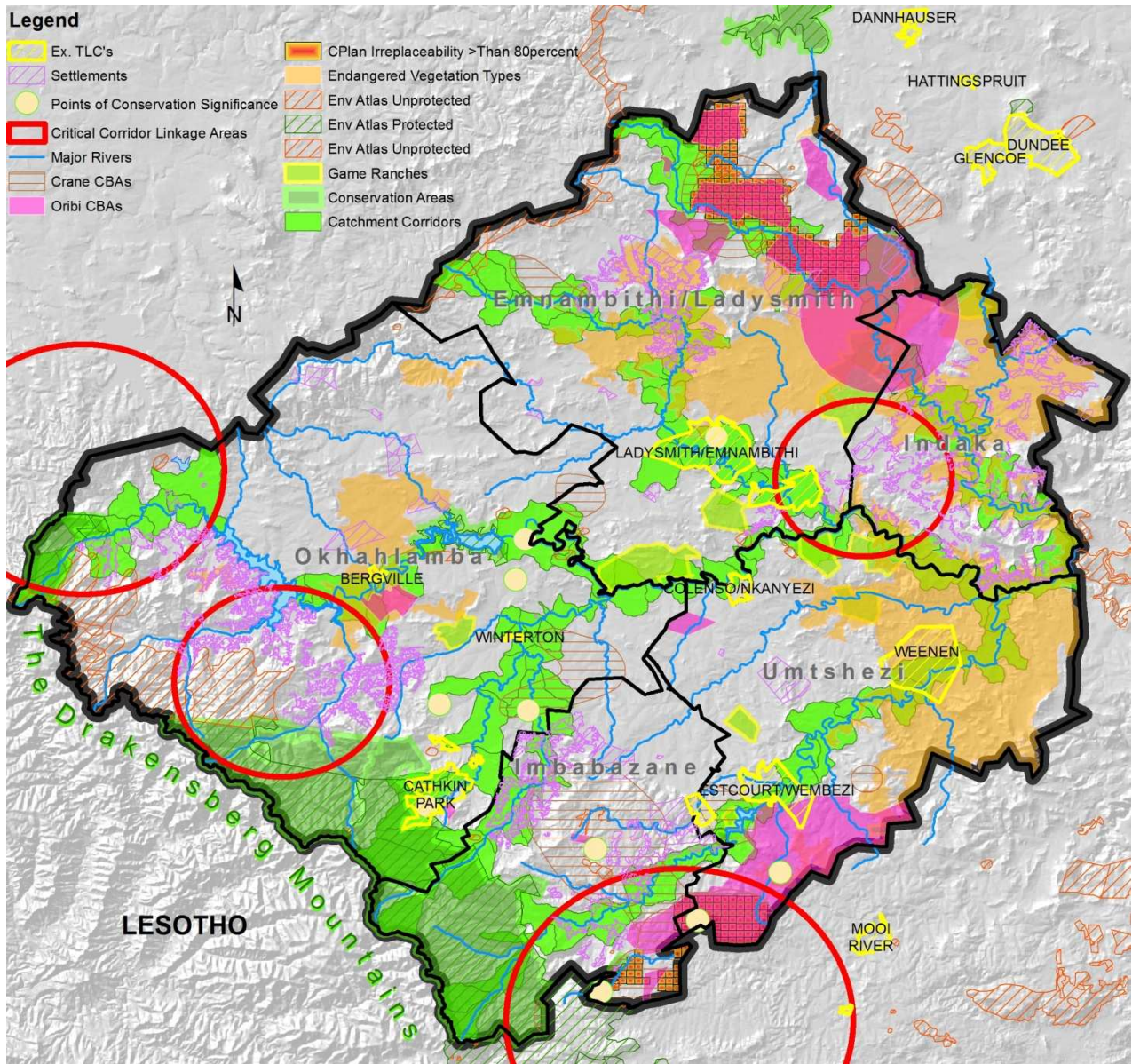
- Rural Planning Scheme
- Elementary Planning Scheme
- Primary Planning Scheme
- Primary/Comprehensive Planning Scheme
- Comprehensive Planning Scheme

The following diagram illustrate the process:

The LUMF incorporates and integrates the Traditional Areas/Agricultural land with the economically active commercial and industrial areas or growth nodes in the uThukela district. It is important to note that a policy-based approach is used in Traditional Areas whereby policy statements/guidelines are used to manage land use as opposed to a more prescriptive approach in comprehensive schemes.

The LUMF is a structure that assists the local municipalities in the formulation of the Land Use Management Systems by understanding the complexities and integrating the geographic areas into a management system. The importance of the environmental issues is a further fundamental entity in ensuring that the LUMF adheres to the environmental conservation of resources to ensure economic and sustainable development.

The LUMF is a responsible entity in ensuring that efficient and effective Land Use Management Systems (LUMS) are formulated and implemented. Having the knowledge of the environmental areas and the various planning schemes the LUMF may be formulated. The map below illustrates areas of conservation and environmental linkages, highlighting important ecosystems and communities.



CHAPTER:6

SECTOR INVOLVEMENT

6.1. OVERVIEW

In involving and aligning with sector departments in 2012/2016 3rd IDP , uThukela district municipality used the IDP Service Providers Forum, but it was not effective enough because of inconstancy of attending meeting. The municipality strongly believes that “IDP is a plan for all Government” so therefore, all sector Government must be part of the IDP process, uThukela district municipality and its family of municipalities came up with the innovative ways of ensuring that sector departments are involved in the 3rd generation IDP by adopting a strategy of “one on one process”.

The challenge that came from the discussion between uThukela district municipality and sector departments on “one on one approach” was the different budgeting cycles between the three spheres of government that needs to be addressed because its affect the planning process. The table below shows the sector departments who believes that “IDP is a plan for all government” as well their programmes.

Department of Arts and Culture

		Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium Term Estimates		
R thousand		2010/11			2011/12	2012/13	2013/14
Total: Uthukela Municipalities		530	476	476	4 117	4 343	8 870
KZN232	Emnabithi / Ladysmith	168	180	180	1 737	1 830	3 524
KZN233	Indaka	-	-	-	233	245	964
KZN234	Umtshezi	194	194	194	1 315	1 390	2 411
KZN235	Okhahlamba	73	12	12	503	532	899
KZN236	Imbabazane	95	90	90	329	346	1 072
DC23	Uthukela District Municipality	-	-	-	-	-	-
<i>Transfers to municipalities - Library Building Projects</i>							

		Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium Term Estimates		
R thousand		2010/11			2011/12	2012/13	2013/14
Total: Uthukela Municipalities		285	304	304	323	341	358
KZN232	Emnabithi / Ladysmith	95	107	107	108	115	121
KZN233	Indaka	-	-	-	-	-	-
KZN234	Umtshezi	95	95	95	101	106	111
KZN235	Okhahlamba	-	12	12	18	19	20
KZN236	Imbabazane	95	90	90	96	101	106
DC23	Uthukela District Municipality	-	-	-	-	-	-
Transfers to municipalities - Museum Subsidies							

		Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium Term Estimates		
R thousand		2010/11			2011/12	2012/13	2013/14
Total: Uthukela Municipalities		245	172	172	724	780	844
KZN232	Emnabithi / Ladysmith	73	73	73	181	195	211
KZN233	Indaka	-	-	-	-	-	-
KZN234	Umtshezi	99	99	99	362	390	422
KZN235	Okhahlamba	73	-	-	181	195	211
KZN236	Imbabazane	-	-	-	-	-	-
DC23	Uthukela District Municipality	-	-	-	-	-	-
Transfers to municipalities - Provincialisation of libraries							

		Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium Term Estimates		
R thousand		2010/11			2011/12	2012/13	2013/14
Total: Uthukela Municipalities		-	-	-	3 070	3 222	7 668
KZN232	Emnabithi / Ladysmith	-	-	-	1 448	1 520	3 192
KZN233	Indaka	-	-	-	233	245	964
KZN234	Umtshezi	-	-	-	852	894	1 878
KZN235	Okhahlamba	-	-	-	304	318	668
KZN236	Imbabazane	-	-	-	233	245	966
DC23	Uthukela District Municipality	-	-	-	-	-	-

Department of Health

Okhahlamba local municipality

AREA	PROJECT TITLE/NAME	PROJECT DESCRIPTION	LAND OWNER	OBJECTIVE/GOAL	TARGET DATES	BUDGET	FUNDER	FINANCIAL YEAR
DUKUZA	DUKUZA CLINIC	CONSTRUCTION OF MATERNITY AND OBSTRETIC UNIT	DOH	TO INCREASE THE CAPACITY OF THE PRIMARY HEALTH CARE SYSTEM WITHIN THE DISTRICT	2012/2013	R 1 500 000	DOH	2012/2013
OLIVIERSHOEK	OLIVIERSHOEK CLINIC	CONSTRUCTION OF MATERNITY AND OBSTRETIC UNIT	DOH	TO INCREASE THE CAPACITY OF THE PRIMARY HEALTH CARE SYSTEM WITHIN THE DISTRICT	2012/2013	R 1 500 000	DOH	2012/2013
EMMAUS	EMMAUS HOSPITAL	NEW OPD, CASUALTY, TRAUMA UNIT, X-RAY AND RELATED FACILITIES	DOH	TO PROVIDE IMPROVED PHYSICAL INFRASTRUCTURE FOR HEALTHCARE DELIVERY	2012/2013	R 96 650 000	DOH	2012/2013
KETHANI	KETHANI CLINIC	CONSTRUCTION OF A NEW MEDIUM CLINIC WITH DOUBLE ACCOMMODATION	DOH	DELIVER NEW CLINICAL INFRASTRUCTURE IN LINE WITH THE STP AND APPROVED INFRASTRUCTURE PROGRAMME IMPLEMENTATION PLAN (IPIP)	2012/2013	R 20 000 000	DOH	2012/2013
ISANDLWANA	ISANDLWANA CLINIC	CONSTRUCTION OF A NEW MEDIUM CLINIC WITH DOUBLE ACCOMMODATION	DOH	DELIVER NEW CLINICAL INFRASTRUCTURE IN LINE WITH THE STP AND APPROVED INFRASTRUCTURE PROGRAMME IMPLEMENTATION PLAN (IPIP)	2012/2013	R 20 000 000	DOH	2012/2013

Umtshezi local municipality

AREA	PROJECT TITLE/NAME	PROJECT DESCRIPTION	LAND OWNER	OBJECTIVE/GOAL	TARGET DATES	BUDGET	FUNDER	FINANCIAL YEAR
ESTCOURT	CON NOR STREET CLINIC	BUILD NEW CLINIC TO REPLACE CURRENT BUILDING	LAND NOT IDENTIFIED	DELIVER NEW CLINICAL INFRASTRUCTURE IN LINE WITH STP AND APPROVED INFRASTRUCTURE PROGRAMME IMPLEMENTATION PLAN (IPIP)	2015/2016	R 15 000 000	DOH	2015/2016
ESTCOURT	FORDERVILLE CLINIC	CONSTRUCTION OF MATERNITY AND OBSTRETIC UNIT	IN PROCESS OF TRANSFER FROM MUNICIPALITY TO DOH	TO INCREASE THE CAPACITY OF THE PRIMARY HEALTH CARE SYSTEM WITHIN THE DISTRICT	2014/2015	R 1 500 000	DOH	2014/2015
ESTCOURT	ESTCOURT GATEWAY CLINIC	BUILD NEW CLINIC OUTSIDE HOSPITAL PREMISES	LAND NOT IDENTIFIED	DELIVER NEW CLINICAL INFRASTRUCTURE IN LINE WITH STP AND APPROVED INFRASTRUCTURE PROGRAMME IMPLEMENTATION PLAN (IPIP)	2013/2014	R 15 000 000	DOH	2013/2014
WEMBEZI	WEMBEZI CLINIC	BUILD NEW STAFF RESIDENCES	DOH	CREATE AN ENABLING ENVIRONMENT TO SUPPORT SERVICE DELIVERY	2012/2013	R 4 000 000	DOH	2013/2014
ESTCOURT	ESTCOURT HOSPITAL	CONSTRUCTION OF NEW OPD/CASUALTY/PHARMACY	DOH	TO PROVIDE IMPROVED PHYSICAL INFRASTRUCTURE FOR HEALTHCARE DELIVERY	2012/2013	R 140 511 000	DOH	2012/2013
ESTCOURT	ESTCOURT HOSPITAL	NEW WARD, X-RAY, THEATRES AND CSSD	DOH	TO PROVIDE IMPROVED PHYSICAL INFRASTRUCTURE FOR HEALTHCARE DELIVERY	2015/2016	R 129 000 000	DOH	2015/2016

Emnambithi local municipality

AREA	PROJECT TITLE/NAME	PROJECT DESCRIPTION	LAND OWNER	OBJECTIVE/GOAL	TARGET DATES	BUDGET	FUNDER	FINANCIAL YEAR
LIMITHILL	LIMITHILL CLINIC	CONSTRUCTION OF A NEW CLINIC	MUNICIPALITY	TO INCREASE THE CAPACITY OF THE PRIMARY HEALTH CARE SYSTEM WITHIN THE DISTRICT	2013/2014	R 20 000 000	DOH	2013/2014
THOLUSIZO	THOLUSIZO CLINIC	EXTENSION TO EXISTING CLINIC	DOH	TO INCREASE THE CAPACITY OF THE PRIMARY HEALTH CARE SYSTEM WITHIN THE DISTRICT	2012/2013	R 4 000 000	DOH	2012/2013
DRIEFONTEIN	DRIEFONTEIN CLINIC	CONSTRUCTION OF MATERNITY AND OBSTETRIC UNIT	DOH	TO INCREASE THE CAPACITY OF THE PRIMARY HEALTH CARE SYSTEM WITHIN THE DISTRICT	2012/2013	R 1 500 000	DOH	2012/2013
WATERSMEET	WATERSMEET CLINIC	CONSTRUCTION OF MATERNITY AND OBSTETRIC UNIT	DOH	TO INCREASE THE CAPACITY OF THE PRIMARY HEALTH CARE SYSTEM WITHIN THE DISTRICT	2014/2015	R 2 000 000	DOH	2014/2015
ROOSBOOM	ROOSBOOM CLINIC	CONSTRUCTION OF A NEW CLINIC	MUNICIPALITY	TO INCREASE THE CAPACITY OF THE PRIMARY HEALTH CARE SYSTEM WITHIN THE DISTRICT	2013/2014	R 20 000 000	DOH	2013/2014
BURFORD	BURFORD CLINIC	CONSTRUCTION OF A NEW CLINIC	MUNICIPALITY	TO INCREASE THE CAPACITY OF THE PRIMARY HEALTH CARE SYSTEM WITHIN THE DISTRICT	2013/2014	R 20 000 000	DOH	2013/2014
LADYSMITH	LADYSMITH PROVINCIAL HOSPITAL	UPGRADE ALL LIFTS	DOH	TO REHABILITATE INFRASTRUCTURE	2012/2013	R 5 000 000	DOH	2012/2013
LADYSMITH	LADYSMITH PROVINCIAL HOSPITAL	EXTENSION TO OPD & RECONFIGURATION	DOH	TO INCREASE THE CAPACITY OF SERVICE DELIVERY WITHIN THE OUTPATIENT DEPARTMENT	2012/2013	R 4 000 000	DOH	2012/2013
LADYSMITH	LADYSMITH PROVINCIAL HOSPITAL	EXTENSION AND ALTERATION OF GATEWAY CLINIC AND THE PRESENT CDC BUILDING	DOH	TO INCREASE THE CAPACITY OF THE PRIMARY HEALTH CARE SYSTEM WITHIN THE DISTRICT	2012/2013	R 5 500 000	DOH	2012/2013

Department of Human Settlement

Project Name	Local Municipality	Sub-Programme Business Plan Instrument	2012/ 13 Annual Budget	2013/14Budget	2014/15Budget
Purchase of Land	Emnambithi/Ladysmith KZ232	1.13a land parcels procured	-		20000000
Steadville, Nkanyezi,ezakheni	Ladysmith	1.4 Enhanced Extended Discount Benefit Scheme	265 500.00		
Wembezi,Colita,Fodder	Umtshezi	1.4 Enhanced Extended Discount Benefit Scheme	212 400.00		
KWEZI	Mtshezi	3.4 Community residential units (CRU)	3 960 000.00		
Moyeni	Okhahlamba KZ235	2.1a Project Linked Subsidies (current commitments approved up to 31/03/07) : Excluding blocked projects	-	2 442 350	8 000 000.00
Dakuza	Okhahlamba KZ235	2.5a ISU: Phase 1 to 2 - Planning & Services - Informal Settlements	-	2 442 350	8 000 000.00
Umbulwane Area H	Emnambithi/Ladysmith KZ232	2.1a Project Linked Subsidies (current commitments approved up to 31/03/07) : Excluding blocked projects	-	5 745 000	0.00
Thembalihle	Emnambithi/Ladysmith KZ232	2.5b ISU: Phase 3 - Top Structure Construction - Informal Settlements	-	5 200 000	5 280 445.00
Wembezi C Ph 3	umtshezi KZ234	2.1a Project Linked Subsidies (current commitments approved up to 31/03/07) : Excluding blocked projects	-	2 575 000	2 000 000.00
Mimosadale Ph 2	Umtshezi KZ234	2.5b ISU: Phase 3 - Top Structure Construction - Informal Settlements	-	2 442 350	7 000 000.00
Rensburgdrift	Umtshezi KZ234	2.5b ISU: Phase 3 - Top Structure Construction - Informal Settlements	2 442 350.00	9 043 640	10 000 000.00
Owl & Elephant	Umtshezi KZ234	2.1a Project Linked Subsidies (current commitments approved up to 31/03/07) : Excluding blocked projects	-	0	1 000 000.00
Msobotsheni	Umtshezi KZ234	2.1a Project Linked Subsidies (current commitments approved up to 31/03/07) : Excluding blocked projects	-	0	1 000 000.00
Lot 449 Ingodini	Umtshezi KZ234	2.1a Project Linked Subsidies (current commitments approved up to 31/03/07) : Excluding blocked projects	-	0	1 000 000.00
Loch Sloy 1	Imbabazane KZ236	2.5b ISU: Phase 3 - Top Structure Construction - Informal Settlements	6 000 000.00	6 000 000	1 000 000.00
Loch Sloy 2	Imbabazane KZ236	2.5b ISU: Phase 3 - Top Structure Construction - Informal Settlements	4 400 000.00	0	0.00
Mqedandaba	Imbabazane KZ236	4.2 Rural Housing: Communal land rights	2 442 350.00	7 000 000	12 000 000.00
Sobabili	Imbabazane KZ236	4.2 Rural Housing: Communal land rights	13 157 650.00	6 000 000	10 000 000.00
Ngonyameni	Imbabazane KZ236	4.2 Rural Housing: Communal land rights	-	0	2 442 350.00
Mnyangweni	Imbabazane KZ236	4.2 Rural Housing: Communal land rights	-	0	2 442 350.00
Shayamoya	Imbabazane KZ236	4.2 Rural Housing: Communal land rights	-	0	2 442 350.00
Mhlungwini	Imbabazane KZ236	4.2 Rural Housing: Communal land rights	-	0	2 442 350.00
Sahlumbe	Indaka KZ233	4.2 Rural Housing: Communal land rights	9 062 000.00	0	0.00
Limehill	Indaka KZ233	4.2 Rural Housing: Communal land rights	6 000 000.00	7 000 000	12 000 000.00
UITVAL	Indaka KZ233	4.2 Rural Housing: Communal land rights	6 000 000.00	7 000 000	10 000 000.00
Somshoek	Indaka KZ233	2.5a ISU: Phase 1 to 2 : Planning and	-	0	1 000 000.00
Nazerath	Indaka KZ233	2.5a ISU: Phase 1 to 2 : Planning and	-	0	1 000 000.00
Kw ashuzi	Indaka KZ233	4.2 Rural Housing: Communal land rights	-	0	1 000 000.00

Department of Transport

Project name	LM	WARD	BUDGET	FINANCIAL YEAR
D1240 Causeway	Umtshezi	4	R4 000 000.00	2012/2013
P176 Causeway	Umtshezi	7	R 4000 000.00	2012/2013
Ebhoshi 1&2	Imbabazane	5	R3 000 000.00	2012/2013
Regravelling L471	Imbabazane	6	R1 500 000.00	2012/2013
Regravelling D11	Umtshezi	5	R 900 000.00	2012/2013
Regravelling P201	Umstshezi	2	R2 600 000 .00	2012/2013
Regravelling D1244	Imbabazane	3	R 510 000	2012/2013
Regravelling D1382	Imbabazane	1	R1 890 000	2012/2013
Regravelling D1246	Imbabazane	5	R1 380 000	2012/2013
Regravelling A1327	Imbabazane	9	R420 000	2012/2013
Regravelling D 2141	Imbabazane	3	R1 500 000	2012/2013
Regravelling L 470	Imbabazane	2	R 1 050 000	2012/2013
Regravelling L 1156	Umtshezi	5	R6 390 000	2012/2013
D2255 Causeway	Indaka	9	R1 200 000.00	2012/2013
Regravelling L1525	Emnambithi	1	R1 050 000	2012/2013
Regravelling D1276	Indaka	6	R1 350 000	2012/2013
Regravelling D	Indaka	10	R2 100 000.00	2012/2013

1275				
Regravelling P281	Indaka	9	R2 580 000.00	2012/2013
Regravelling 555	Emnambithi	24	R1 500 000.00	2012/2013
Regravelling D 713	Emnambithi	19	R2 190 000	2012/2013
Regravelling L2061	Emnambithi	14	R1 800 000	2012/2013
Regravelling D 837	Emnambithi	17	R1 530 000	2012/2013
Regravelling P191	Indaka	5	R1 500 000	2012/2013
Regravelling D344	Emnambithi	13	R1 350 000	2012/2013
Regravelling L455	Emnambithi	20	R1 200 000	2012/2013
Regravelling D386	Emnambithi	24	R1 200 000	2012/2013
Regravelling L1909	Indaka	9	R 900 000	2012/2013
Regravelling L1524	Emnambithi	15	R 900 000	2012/2013
Regravelling D1278	Indaka	7	R 900 000	2012/2013
Regravelling L1289	Emnambithi	24	R 900 000	2012/2013
Regravelling L 2079	Indaka	2	R1 500 000	2012/2013
Nsetheni Road	Okhahlamba	5	R1 100 000.00	2012/2013
L444 Causeway	Okhahlamba	2	R 715 000.00	2012/2013
Eqeleni Road	Okhahlamba	2	R1 200 000 .00	2012/2013
D1377 Causeway	Okhahlamba	5	R800 000.00	2012/2013

Regravelling D 275	Okhahlamba	1	R1 500 000.00	2012/2013
Regravelling P183	Okhahlamba	11	R2 250 000.00	2012/2013
Regravelling D 118	Okhahlamba	11	R1 800 000.00	2012/2013
Regravelling P 341	Okhahlamba	10	R3 900 000	2012/2013
Regravelling P 388	Okhahlamba	4	R2 100 000	2012/2013
Regravelling L1528	Okhahlamba	10	R600 000	2012/2013

The other projects from the Department of Transport is the Ultra thin concrete at Okhahlamba in Ward 6 under Inkosi Miya. This is a labour intensive for three years and the budget is 43 Million and the projects has employed more than 60 local people and spent 5 million rands on 800m stretch including plant. The department has also invested 4,4 million rands on construction of access roads to Bhande High School, Ntokozweni Primary, Sifisokuhle, Mondisa, Phuthini and Sipiwo samangwe.

CHAPTER 7 : PROJECTS

ONE YEAR OPERATIONAL PLAN

MAYOR AND COUNCIL

PROJECT NAME	ESTIMATED BUDGET	FUNDER	FINANCIAL YEAR
Councillors Empowerment	R600 000	UTDM	2012/2013

FINANCE

PROJECT NAME	ESTIMATED BUDGET	FUNDER	FINANCIAL YEAR
Upgrade IT system(Munsoft)	R200 000	UTDM	2012/2013
Data cleansing	R100 000	UTDM	2012/2013
Assets verification	R1 500 000	UTDM	2012/2013
Review of Financial Policies	R100 000	UTDM	2012/2013

MUNICIPAL HEALTH AND WSA

PROJECT NAME	ESTIMATED BUDGET	FUNDER	FINANCIAL YEAR
Investigation of Waste disposal site	R400 000	UTDM	2012/2013
Implementation of health and safety programme	R100 000	UTDM	2012/2013
Water conservation	R500 000	UTDM	2012/2013
District Aids Council Activities	R800 000	UTDM	2012/2013
Development of the Environmental Management Framework	R1 500 000	UTDM	2012/2013

STRATEGIC PLANNING AND ECONOMIC DEVELOPMENT

PROJECT NAME	ESTIMATED BUDGET	FUNDER	FINANCIAL YEAR
SALGA KZN games	R2 160 000	UTDM	2012/2013
Sports and recreation	R600 000	UTDM	2012/2013
Youth Development	R500 000	UTDM	2012/2013
LED Programme	R1 500 000	UTDM	2012/2013
Mayoral Cup	R1 002 000	UTDM	2012/2013
Children programme	R150 000	UTDM	2012/2013
Performance management system	R60 000	UTDM	2012/2013
IDP	100 000	UTDM	2012/2013
Development shared services	750 000	UTDM	2012/2013

Hosting of the DGDS	100 000	UTDM	2012/2013
IT equipment, upgrade and maintenance	1 414 062	UTDM	2012/2013
Gender upliftment programme	300 000	UTDM	2012/2013
Educational support activities	600 000	UTDM	2012/2013
senior citizen Programme	250 000	UTDM	2012/2013
Disability programmes	200 000	UTDM	2012/2013
Tourism projects	200 000	UTDM	2012/2013

COMMUNICATIONS

PROJECT NAME	ESTIMATED BUDGET	FUNDER	F/YEAR
Radio Ukhozi slot	400 000	UTDM	2012/2013
Mayoral izimbizo		UTDM	2012/2013
Advertising/Marketing	400 000	UTDM	2012/2013
Stipend community workers		UTDM	2012/2013
Consultation process(IDP& Budget)	2 500 000	UTDM	2012/2013

TECHNICAL

PROJECT NAME	ESTIMATED BUDGET	FUNDER	FINANCIAL YEAR
Implementation of water and sanitation projects as per WSDP	180 745 111	MIG	2012/2013
Infrastructural development	4 000 000	UTDM	2012/2013

CORPORATE SERVICES

PROJECT NAME	ESTIMATED BUDGET	FUNDER	FINANCIAL YEAR
Review and implement disaster management strategy	150 000	UTDM	2012/2013
Firefighting equipment	R150 000	UTDM	2012/2013
Facilitate the disaster Management Advisory Forum	Operational	UTDM	2012/2013
Review and amend the District workplace skills Plan	Operational	UTDM	2012/2013
Support the district policing forum	Operational	UTDM	2012/2013
Facilitate the Joint Operation Committee	Operational	UTDM	2012/2013
Installation of the disaster communication system	R150 000	UTDM	2012/2013
Facilitate the community engagement meetings	Operational	UTDM	2012/2013
Implementation of the communication strategy	Operational	UTDM	2012/2013

Emergency Disaster Provision/Relief	1,700,000	UTDM	2012/2013
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WATER

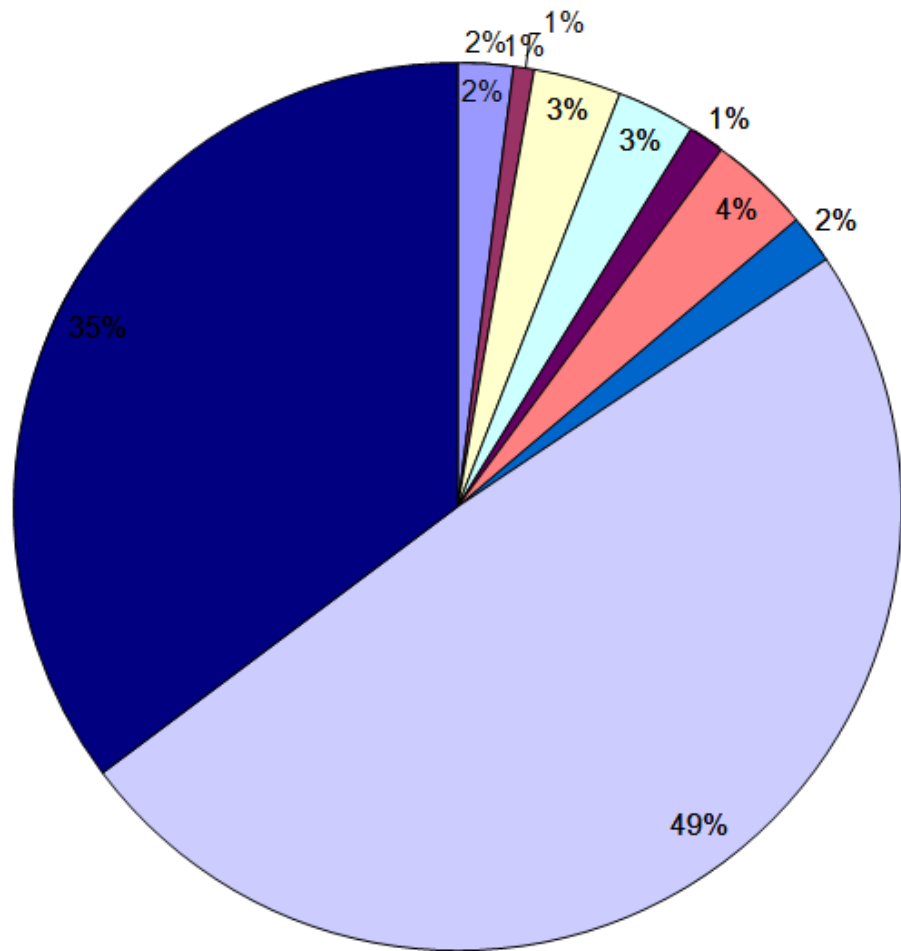
PROJECT NAME	ESTIMATED BUDGET	FUNDER	FINANCIAL YEAR
Security contract	9 350 000	UTDM	2012/2013
Drought Relief	2000 000	UTDM	2012/2013
Water Conservation	3000 000	DWA	2012/2013
Start up Water Conservation	3000 000	DWA	2012/2013
Refurbishment of existing schemes	5000 000	UTDM	2012/2013

CHAPTER: 8 MUNICIPAL BUDGET OVERVIEW

OPERATING INCOME BUDGET					
INCOME	BUDGET 2011/2012	ESTIMATED ACTUAL 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014	BUDGET 2014/2015
Government Grant - Equity Share (DORA)	137 682 600	137 682 600	152 046 000	163 201 000	175 635 000
Property Rates	0	0	0	0	0
Penalties on Property Rates	0	0	0	0	0
Interest Other	918 000	723 363	724 000	767 440	813 486
Interest On Investments	218 000	158 337	159 000	168 540	178 652
Fines	0	0	0	0	0
Cashier Surpluses	0	0	0	0	0
Sundry Income	5 000	6 314	6 400	6 784	7 191
Database Registration	7 000	4 725	4 800	5 088	5 393
Insurance Claims	0	249 804	0	0	0
Tender Deposits	94 000	79 196	80 000	84 800	89 888
Adverts Quotations & tenders	0	0	0	0	0
Maps - GIS	2 700	2 145	2 200	2 200	2 332
MIG Agency Fees (Project Management Costs)	2 126 130	1 579 334	2 161 930	2 257 359	2 380 466
Sponsorships	34 200	34 185	0	0	0
Shared Services	215 000	160 704	161 000	170 660	180 900
TOTAL RESOURCE SUPPORT SERVICES	141 302 630	140 680 707	155 345 330	166 663 871	179 293 309
Regional Bulk Infrastructure grant - Driefontein (DORA)	18 000 000	18 000 000	25 000 000	46 910 000	37 000 000
Municipal Infrastructure Grant (DORA)	148 613 870	149 160 667	180 696 070	190 636 641	209 301 534
Rural Transport Services & Infrastructure Grant (DORA)	1 688 000	1 688 000	1 776 000	1 865 000	1 972 000
TOTAL CAPITAL GRANTS	168 301 870	168 848 667	207 472 070	239 411 641	248 273 534
Municipal Systems Improv. Program Grant (DORA)	790 000	790 000	1 000 000	900 000	950 000
Local Government Fin Mangt Grant (DORA)	1 250 000	1 250 000	1 250 000	1 250 000	1 250 000
KZN-District Growth Development Summit	0	0	400 000	0	0
KZN-Infrastructure	0	0	1 050 000	0	0
Expanded Public Works Program Incentive Grant (DORA)	16 729 000	16 729 000	2 874 000	0	0
Cocta/Dwa (Water and Sanitation Master Plans)	9 000 000	0	0	0	0
Dwa Prepaid Meters and Water Conservation	6 000 000	0	6 000 000	0	0
TOTAL OTHER CONDITIONAL GRANTS	33 769 000	18 769 000	12 574 000	2 150 000	2 200 000

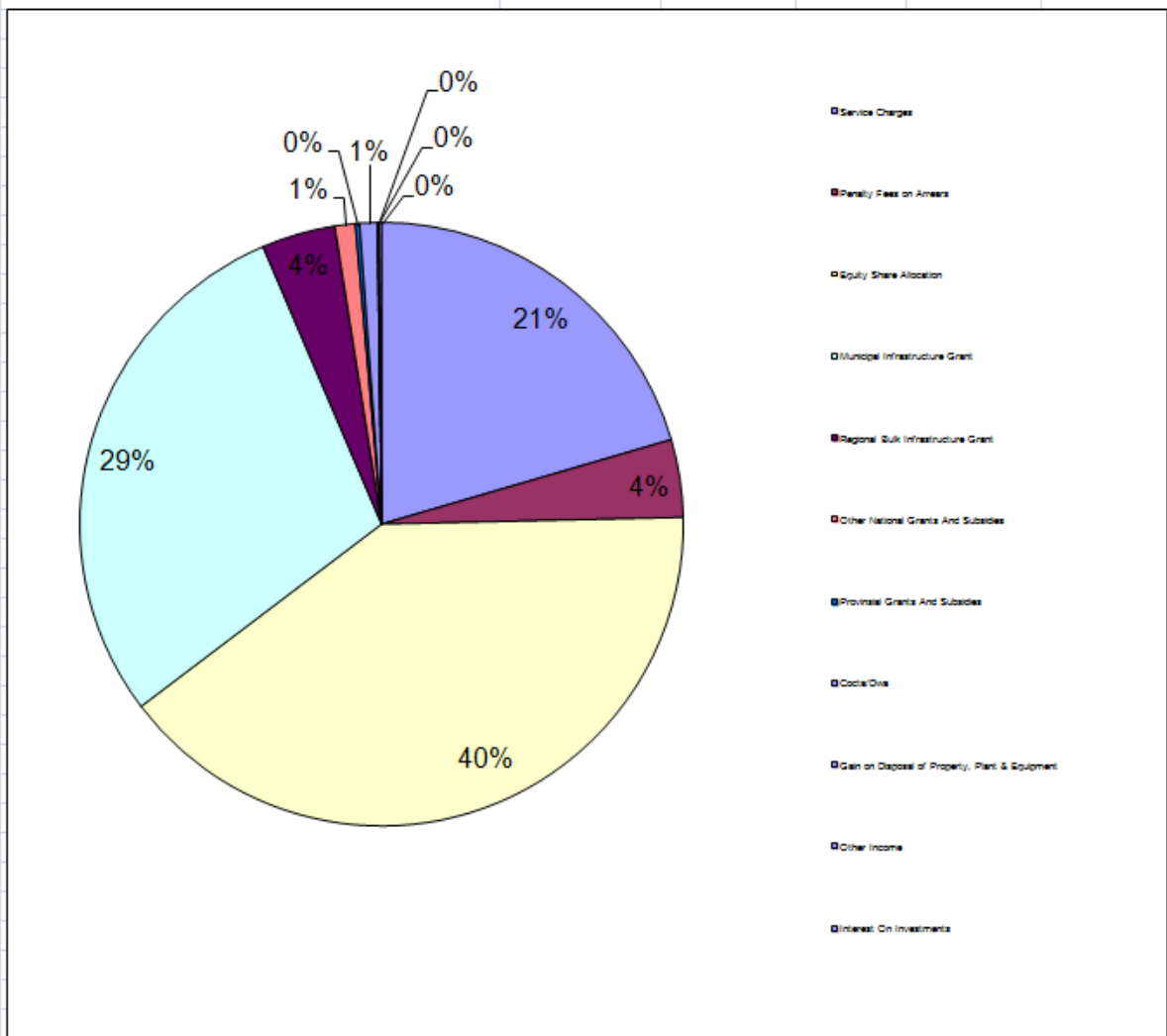
EXPENDITURE PER DEPARTMENT FOR 2012/2013

COUNCIL	12 739 674	2.01%
MUNICIPAL MANAGER	4 750 948	0.75%
CORPORATE SERVICES	20 186 987	3.19%
FINANCE	18 084 950	2.86%
TECHNICAL REGIONAL	8 323 860	1.32%
TECHNICAL PLANNING AND IT	23 365 728	3.69%
MUNICIPAL HEALTH SERVICES	11 238 879	1.78%
WATER & SEWERAGE	311 226 478	49.17%
CAPITAL PROJECTS	223 046 070	35.24%
	632 963 575	100.00%



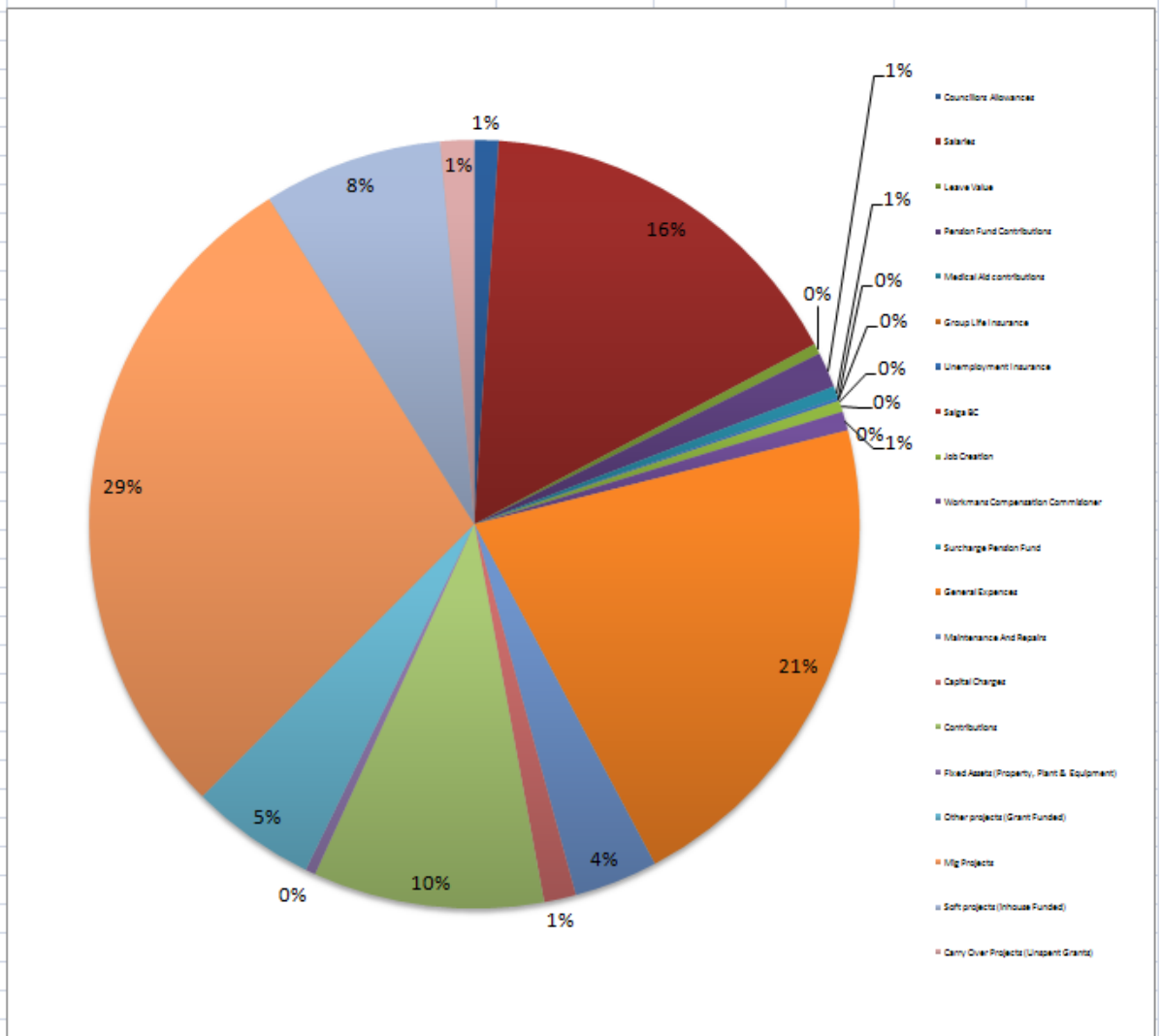
OPERATIONAL INCOME BUDGET 2012/2013

Service Charges	129 615 671	20.48%
Penalty Fees on Arrears	26 377 504	4.17%
Equity Share Allocation	253 410 000	40.04%
Municipal Infrastructure Grant	182 858 000	28.89%
Regional Bulk Infrastructure Grant	25 000 000	3.95%
Other National Grants And Subsidies	6 900 000	1.09%
Provincial Grants And Subsidies	1 450 000	0.23%
Cocta/Dwa	6 000 000	0.95%
Gain on Disposal of Property, Plant & Equipment	0	0.00%
Other Income	424 400	0.07%
Interest On Investments	928 000	0.15%
	632 963 575	100.00%



OPERATIONAL EXPENDITURE BUDGET 2012/2013

Councillors Allowances	6 391 534	1.01%
Salaries	102 833 541	16.25%
Leave Value	2 757 058	0.44%
Pension Fund Contributions	9 394 134	1.48%
Medical Aid contributions	3 183 166	0.50%
Group Life Insurance	0	0.00%
Unemployment Insurance	780 115	0.12%
Salga BC	32 488	0.01%
Job Creation	3 000 000	0.47%
Workmans Compensation Commisioner	5 019 459	0.79%
Surcharge Pension Fund	0	0.00%
General Expences	133 862 352	21.15%
Maintenance And Repairs	22 310 000	3.52%
Capital Charges	8 500 084	1.34%
Contributions	61 474 511	9.71%
Fixed Assets (Property, Plant & Equipment)	2 705 000	0.43%
Other projects (Grant Funded)	33 350 000	5.27%
Mig Projects	180 696 070	28.55%
Soft projects (inhouse Funded)	47 674 062	7.53%
Carry Over Projects (Unspent Grants)	9 000 000	1.42%
	632 963 575	100.00%



EXPENDITURE	BUDGET 2011/2012	ESTIMATED ACTUAL 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014	BUDGET 2014/2015
Brought forward	221 025 534	218 924 725	288 876 478	305 892 549	323 744 737
Projects					
Other					
Security Contract	8 400 000	8 422 517	9 350 000	9 911 000	10 505 660
Pre-Paid Meters	3 000 000	0	0	0	0
Drought Relief Project	2 000 000	2 000 000	2 000 000	2 120 000	2 247 200
Develop O & M Plan	100 000	0	0	0	0
Develop Loss Reduction Plan	250 000	0	0	0	0
Develop Water & Sanitation Responce Plan	250 000	0	0	0	0
Water Conservation	3 000 000	0	3 000 000	3 180 000	3 370 800
Sartup water Conservation	3 000 000	0	3 000 000	3 180 000	3 370 800
Refurbishment of Existing Schemes	0	0	5 000 000	5 300 000	5 618 000
Sub total - Projects	20 000 000	10 422 517	22 350 000	23 691 000	25 112 460
GRAND TOTALS	241 025 534	229 347 242	311 226 478	329 583 549	348 857 197

EXPENDITURE	BUDGET 2011/2012	ESTIMATED ACTUAL 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014	BUDGET 2014/2015
Brought forward	18 449 310	18 157 992	17 848 987	18 866 062	19 912 705
Projects					
Disaster Management			0		
Tents	0	0	0	0	0
Licence Fees	10 000	9 204	10 000	10 600	11 236
Ladysmith L.C. Control	0	0	0	0	0
Insurance Disaster Management Vehicle	27 320	27 153	28 000	35 000	43 750
Emergency Disaster Provision / relief	1 100 000	1 100 000	1 700 000	1 802 000	1 910 120
Repeater Fees / Access Fees	0	0	0	0	0
Pole Radio System Maintenance	0	0	0	0	0
Managemen & Operations of Disaster Man	0	0	0	0	0
Review & Implement Disaster Man Strategy	0	0	150 000	159 000	168 540
Fuel And Oil Disaster Management Vehicle	58 000	43 491	50 000	53 000	56 180
Maintenance Disaster Management Vehicle	100 000	20 325	100 000	106 000	112 360
Fire Fighting Equipment	150 000	0	150 000	159 000	168 540
Disaster Management Advisory Forum	0	0	0	0	0
Disaster Communication System	150 000	0	150 000	159 000	168 540
Re-Location Costs	25 000	24 883	0	0	0
Sub total - Projects	1 620 320	1 225 056	2 338 000	2 483 600	2 639 266
GRAND TOTALS	20 069 630	19 383 048	20 186 987	21 349 662	22 551 971

EXPENDITURE	BUDGET 2011/2012	ESTIMATED ACTUAL 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014	BUDGET 2014/2015
Brought forward	6 823 938	5 407 763	7 938 879	8 386 640	8 844 580
Projects					
	0	0	0	0	0
Implement Health Promotion Awareness	500 000	79 447	0	0	0
Develop HIV/AIDS Strategy (Community)	0	0	0	0	0
Implement HIV/AIDS Strategy (Community)	500 000	395 540	0	0	0
Implement HIV/AIDS policy (Workplace)	0	0	0	0	0
Establish health safety committee and organise workshops	0	0	0	0	0
Food premises inspections	0	0	0	0	0
Food sampling bact/chem	0	0	0	0	0
Develop adopt env pollution control by-laws	0	0	0	0	0
Implement Air quality Management Plan	0	0	0	0	0
Investigation of Waste Disposal Site	0	0	400 000	424 000	449 440
Implement Health And Safety Program	100 000	0	100 000	106 000	112 360
Develop Integrated Energy Distribution Plan	0	0	0	0	0
Water Conservation	500 000	285 408	500 000	530 000	561 800
Implement HIV/AIDS Strategy (Workplace)	0	0	0	0	0
Conduct Strategic Environmental Assessment	0	0	0	0	0
Environmental Management Plan	100 000	0	0	0	0
Review of WSDP	50 000	0	0	0	0
Review of CIP	300 000	0	0	0	0
District Aids Council Activities	0	0	800 000	848 000	898 880
Environmental Management Framework	0	0	1 500 000	1 590 000	1 685 400
	0	0	0	0	0
Sub total - Projects	2 050 000	760 395	3 300 000	3 498 000	3 707 880
GRAND TOTALS	8 873 938	6 168 158	11 238 879	11 884 640	12 552 460

EXPENDITURE	BUDGET 2011/2012	ESTIMATED ACTUAL 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014	BUDGET 2014/2015
Brought forward	4 252 260	3 158 667	4 323 860	4 514 718	4 760 932
Projects					
	0	0	0	0	0
Other	0	0	0	0	0
Infrastructural Development	3 000 000	976 494	4 000 000	4 240 000	4 494 400
Mgazizni Water Project	0	0	0	0	0
Kwanomoya Water Project	0	0	0	0	0
Ncunjane Water Project	0	0	0	0	0
Maintenance Network Infrastructure	0	0	0	0	0
Develop Water Master Plan (Cocta/Dwa)	7 000 000	0	0	0	0
Develop Sanitation Master Plan (Cocta/Dwa)	2 000 000	0	0	0	0
	0	0	0	0	0
Sub total - Projects	12 000 000	976 494	4 000 000	4 240 000	4 494 400
GRAND TOTALS	16 252 260	4 135 161	8 323 860	8 754 718	9 255 332

EXPENDITURE	BUDGET 2011/2012	ESTIMATED ACTUAL 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014	BUDGET 2014/2015
Brought forward	11 280 250	10 389 807	16 184 950	17 119 636	18 089 138
Projects					
Other	0	0	0	0	0
MPRA Implementation	0	0	0	0	0
Credit Control Road Shows & Implementati	0	0	0	0	0
Community consultation meetings on Servi	0	0	0	0	0
Upgrad IT System (Munsoft)	200 000	0	200 000	212 000	224 720
GRAP/GAMAP Compliance	400 000	233 537	0	0	0
Fleet Management	0	0	0	0	0
Supply Chain Management	0	0	0	0	0
Reviewal of Financial Policies	100 000	0	100 000	106 000	112 360
Asset Verification	1 000 000	999 612	1 500 000	1 590 000	1 685 400
Data Cleansing	250 000	0	100 000	106 000	112 360
	0	0	0	0	0
Sub total - Projects	1 950 000	1 233 149	1 900 000	2 014 000	2 134 840
GRAND TOTALS	13 230 250	11 622 956	18 084 950	19 133 636	20 223 978

EXPENDITURE	BUDGET 2011/2012	ESTIMATED ACTUAL 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014	BUDGET 2014/2015
Brought forward	6 525 611	5 518 748	10 179 666	10 762 459	11 363 876
Projects					
Uthukela District Associations (SAFA)	0	0	0	0	0
Salga KZN Games	2 500 000	2 320 553	2 160 000	2 289 600	2 426 976
Sports and Recreation	0	0	600 000	636 000	674 160
Social Economic Activities	0	0	0	0	0
Arts, Culture and Music	0	0	0	0	0
Counter Funding - Projects	0	0	0	0	0
Youth Development	400 000	393 181	500 000	530 000	561 800
LED Program	2 000 000	386 725	1 500 000	1 590 000	1 685 400
Mayoral Cup	1 002 000	1 001 048	1 002 000	1 062 120	1 125 847
Youth Day (Children)	150 000	0	150 000	159 000	168 540
Intergrated Development Plan	60 000	83 935	100 000	106 000	112 360
Performance Management System	60 000	0	60 000	63 600	67 416
IT And Establishment Cost - New Building	0	0	0	0	0
Development Planned Shared Services	750 000	0	750 000	795 000	842 700
Hosting Annual DGDS	100 000	0	100 000	106 000	112 360
IT Equipment, Upgrade & Maintenance	1 100 000	1 229 619	1 414 062	1 498 906	1 588 840
PMS Framework	0	0	0	0	0
Gender Upliftment Program	150 000	150 000	300 000	318 000	337 080
Educational Support Activities	300 000	0	600 000	636 000	674 160
Elderly Persons Program	250 000	187 908	250 000	265 000	280 900
Disability Programs	150 000	17 310	200 000	212 000	224 720
Communications			0		
Consultation Process (Budget & IDP)	2 400 000	14 942	2 500 000	2 650 000	2 809 000
Advertising/Marketing	0	0	400 000	424 000	449 440
Outsourced Public Relations Function	0	0	0	0	0
Radio Ukhozi	500 000	421 200	400 000	424 000	449 440
Mayoral Izimbizo	500 000	9 333	0	0	0
Communication/ Newsletter/Magazine	600 000	593 971	0	0	0
Stipend Community Workers	300 000	0	0	0	0
Tourism			0		
Promotional Items	0	0	0	0	0
SMMES Support	200 000	0	0	0	0
Shows And Exhibitions	0	0	0	0	0
Advertisements	0	0	0	0	0
Production of Tourism Brochure	0	0	0	0	0
Cultural Ceremonies	0	0	0	0	0
News Letters	0	0	0	0	0
Music In The Mountains	0	0	0	0	0
Senze-nje (Play House)	0	0	0	0	0
Tourism Projects	200 000	38 524	200 000	212 000	224 720
Funding Support to Community Tourism	0	0	0	0	0
Develop District Marketing Strategy	0	0	0	0	0
Feasibility study of Tourism Initiatives	0	0	0	0	0
Identify and Create Database of all Historical	0	0	0	0	0
Tourism Signage (Distric Roads)	0	0	0	0	0
Investment Project Support	0	0	0	0	0
New Oppertunities	0	0	0	0	0
Sub total - Projects	13 672 000	6 848 249	13 186 062	13 977 226	14 815 859
GRAND TOTALS	20 197 611	12 366 997	23 365 728	24 739 685	26 179 735

UTHUKELA DISTRICT MUNICIPALITY - BUDGET SUMMARY - R. S. S.										
DEPARTMENT	SALARIES AND ALLOWANCES	GENERAL EXPENCES	MAINTENANCE AND REPAIRS	CAPITAL CHARGES	CONTRIBUTIONS	REVENUE CONTRIBUTIONS	PROJECTS	TOTAL EXPENDITURE	INCOME	SURPLUS (DEFICIT)
MAYOR AND COUNCIL	6 391 534	4 969 336	120 000	658 804	0	0	600 000	12 739 674	153 183 400	140 443 726
MUNICIPAL MANAGERS OFFICE	2 249 001	2 501 948	0	0	0	0	0	4 750 948	0	(4 750 948)
CORPORATE & SOCIAL SERVICES	13 466 000	4 042 987	310 000	0	0	30 000	2 338 000	20 186 987	0	(20 186 987)
BUDGET & TREASURY OFFICE	9 102 893	2 720 943	0	199 280	4 126 834	35 000	1 900 000	18 084 950	0	(18 084 950)
TECHNICAL INFRASTRUCTURE DEVELOPMENT	3 893 385	430 475	0	0	0	0	4 000 000	8 323 860	2 161 930	(6 161 930)
PLANNING ECONOMIC DEVELOPMENT & TOURISM	6 996 653	643 013	0	0	0	2 540 000	13 186 062	23 365 728	0	(23 365 728)
MUNICIPAL HEALTH & WSA	7 143 047	660 832	35 000	0	0	100 000	3 300 000	11 238 879	0	(11 238 879)
SUB TOTAL R.S.S	49 242 512	15 969 534	465 000	858 084	4 126 834	2 705 000	25 324 062	98 691 026	155 345 330	56 654 304
UTHUKELA DISTRICT MUNICIPALITY - BUDGET SUMMARY - CAPITAL PROJECTS										
CONDITIONAL GRANTS	0	0	0	0	0	0	223 046 070	223 046 070	220 046 070	(3 000 000)
GRAND TOTAL R.S.S	49 242 512	15 969 534	465 000	858 084	4 126 834	2 705 000	248 370 132	321 737 096	375 391 400	53 654 304
UTHUKELA DISTRICT MUNICIPALITY - BUDGET SUMMARY - WATER, SEWERAGE AND SANITATION										
DEPARTMENT	SALARIES AND ALLOWANCES	GENERAL EXPENCES	MAINTENANCE AND REPAIRS	CAPITAL CHARGES	CONTRIBUTIONS	REVENUE CONTRIBUTIONS	PROJECTS	TOTAL EXPENDITURE	INCOME	SURPLUS (DEFICIT)
WATER, SEWERAGE & SANITATION SERVICES	79 129 525	122 912 277	21 845 000	7 642 000	57 347 677	0	22 360 000	311 226 478	257 572 175	(53 654 303)
SUB TOTAL UDM WATER & SEWERAGE	79 129 525	122 912 277	21 845 000	7 642 000	57 347 677	0	22 360 000	311 226 478	257 572 175	(53 654 303)
GRAND TOTAL UDM WATER, SEWERAGE & SANITATION SERVICES	79 129 525	122 912 277	21 845 000	7 642 000	57 347 677	0	22 360 000	311 226 478	257 572 175	(53 654 303)
UTHUKELA DISTRICT MUNICIPALITY - BUDGET SUMMARY - GRAND TOTALS										
GRAND TOTALS	128 372 037	138 881 811	22 310 000	8 500 084	61 474 511	2 705 000	270 720 132	632 963 575	632 963 575	0
	20.28%	21.94%	3.52%	1.34%	9.71%	0.43%	42.77%	PERCENTAGE OF TOTAL EXPENDITRE		

8.2. SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN(SDBIP)

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

Every financial year uThukela district municipality prepare the SDBIP for the implementation of the annual budget. The SDBIP of the municipality is guided by the MFMA. Chapter 7, Section 53(1)(c)(ii) of the Municipal Finance Management Act (MFMA) (Act 56 of 2003), states that the mayor must take all reasonable steps to ensure the municipality's SDBIP is approved within 28 days after the approval of the budget. Section 53(1)(c)(iii)(bb) states that the mayor must take steps to ensure that the annual performance agreements are linked to the SDBIP. Section 53(3)(a) requires that the mayor makes public the SDBIP within 14 days after its approval. uThukela 2012/2013 SDBIP will contain the following:

- Monthly projections of revenue to be collected by source
- Quarterly projections of service delivery targets and performance indicators by vote

- Monthly projections of operating and capital expenditure and revenue for each vote.
- Detailed capital works plan broken down by ward over three years.
- Service delivery targets and performance indicators for each quarter; and
- Any other matters that may be prescribed and includes any revisions imposed by the Mayor in terms of Section 54 (1)(c).

The uThukela SDBIP that will be approved by the Mayor within 28 days after the approval of the budget and will be incorporated into the adopted IDP.

CHAPTER: 9 ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

9.1. LEGISLATIVE REQUIREMENTS

The Municipal Planning and Performance Regulations (MPPMR) is a set of regulations which clarifies the process of how the Performance Management System and Integrated Development Plan should be developed and implemented. It also indicates how the auditing of the Performance Management System should take place. The section 14(1) of the Municipal Planning and Performance Regulations states that a municipality must develop and implement mechanisms, systems and process for auditing the results of performance measurements as part of the internal auditing process.

The municipal Structures Act in section 19(1) states that a municipal council must strive within its capability to achieve the objectives set out in section 152 of the Constitution of the Republic of South Africa and section 19(2) states that a municipal council must annually review its overall performance in achieving the objectives have been met, is thus through the performance management system. Government, within this governance framework, gives us the tools to execute the above objects and developmental duties.

The White Paper on Local Government, March 1998, refers: "Integrated development planning, budgeting and performance management are powerful tools which can assist municipalities to develop an integrated perspective on the development in their area. It will enable them to focus on priorities within an increasingly complex and diverse set of demands. It will enable them to direct resource allocation and institutional systems to a new set of development objectives."

Section 7(2) (c) of the MPPR requires the municipality to clarify the roles and responsibilities of each stakeholders, including the local community in the functioning of the PMS. The Municipal Systems Act (Act 32 of 2000) stipulates the

development of a Performance Management System for all spheres of local government in order to assist in the implementation of their IDP's.

Chapter 6 of the MSA requires local government to:

- Develop a performance management system.
- Set targets, monitor and review performance based on indicators linked to the Integrated Development Plan (IDP).
- Publish an annual report on performance management for the councillors, staff, the public and other spheres of government.
- Incorporate and report on a set of general indicators prescribed nationally by the Minister responsible for local government.
- Conduct an internal audit on performance before tabling the report.
- Have the annual performance report audited by the Auditor-General.
- Involve the community in setting indicators and targets and reviewing municipal performance.

Furthermore, the MFMA obligates a SDBIP to be based on specific targets and performance indicators derived from the IDP, PMS and the budget. Section 67 of the MSA perceives the monitoring, measuring and evaluating of the performance of staff as a platform to develop human resources and to develop an efficient and effective culture.

9.2. OVERVIEW OF POLICIES GUIDING PERFORMANCE MANAGEMENT SYSTEM IN UTHUKELA DISTRICT MUNICIPALITY

i. Framework

The uThukela District Municipality has therefore commissioned the development of a Performance Management Framework in order to enable the municipalities within uThukela to comply with the legal mandate. The framework was adopted by council. The main function of the Framework is to provide guidelines on the development and implementation of the organizational performance management system. The current PMS framework is under review.

ii. Planning for the performance management

In planning for performance management and in the process of reviewing its policy, uThukela district municipality has aimed to ensure that the system complies with all the requirements set out in the 2001 Regulations. Amongst others the municipality aims to link the organizational performance management system to the employee performance management system and to clarify how it will implement the system within the framework of the IDP processes.

It must also be noted that the council is in the process of updating the current Framework so as to ensure proper alignment between the IDP and the PMS processes. Through the IDP, the municipality plans for the performance management and through the PMS they monitor and evaluates the achievement of the IDP.

iii. Planning

Planning is the first phase of an organizational performance management system and the key output is the development of the IDP. The IDP process assist the municipality with the considering of the existing conditions and problems and resources available for the development, How uThukela district municipality will measure the achievement of the objectives via clear indicators, What are strategic objectives and key development challenges of the municipality.

iv Targets

In setting of uThukela district municipality targets, the guidance is obtained from Performance management regulations(Regulation 12,2001)where it states that the targets that are set in the IDP have to be:

- Realistic and practical
- Indicate the responsible department who will deliver the target
- It must include funding and talk to the priorities and objectives as set in the municipal IDP.

v. Monitoring of performance

Monitoring continuously tracks performance against what was planned by collecting and analyzing data on the indicators established for monitoring and evaluation process. It provides information on progress made towards achieving results (outputs, outcomes and goals through record keeping and regular reporting systems. It looks at both programme process and changes in conditions of targets groups and institutions brought about by programmes.

Once a municipality has developed outcomes, outputs, targets and performance indicators in the IDP, SDBIP and Individual performance plans, it should set up the mechanisms to monitor the extent to which objectives and projects are realized. Monitoring of performance runs parallel with the implantation of the IDP.

vi. Municipal Scorecard

uThukela district municipality has developed five year scorecard but is not yet adopted is still on a draft stage and the main aim of the uThukela scorecard is to measure performance across the five National KPA' of the local government agenda which are:

- Municipal Transformation and Institutional Development
- Local Economic Development
- Basic service delivery and infrastructure
- Financial viability and management
- Good governance, Public participation and alignments

vii. Capacity

uThukela district municipality has appointed a dedicated PMS manager to manage the PMS of the municipality. The PMS of uThukela is located in the Strategic planning and Economic Development but the accountability still lies with the Municipal Manager. The municipality is in the process of moving the PMS to the Municipal Manager's office. The following are some of the roles and the responsibilities of uThukela PMS Manager:

- Give strategic direction and developing strategies and policies for the municipality
- Identify and propose indicators and targets

- Communicate the plan with other stakeholders
- Conduct regular reviews of performance
- Ensure regular monitoring(measurement, analysis and reporting)

viii. Reporting

SDBIP Reporting

The SDBIP determines the performance agreements for the accounting officer and all section 57 employee, whose performance agreements can be monitored through Section 71 monthly reports, and evaluated in the annual report. The SDBIP will be monitored and reported monthly by the municipal manager in terms of 71(1)(a) and (e).

Section 1 of the MFMA, Act 56 of 2003 states that the SDBIP should make projections for each month of the revenue to be collected by source and by vote. The targets and performance indicators need to be reported on quarterly basis as per MFMA, 2003

Mid-year Budget

As to comply with section 72 of the MFMA, the municipal manager of uThukela district municipality submit a mid-year budget performance assessment to the mayor, provincial treasury and national treasury in the first half of the financial year.

Annual Performance Report

Section 46 of the Municipal Systems Act states that a municipality must prepare for each financial year a performance report reflecting the following:

- The performance of the municipality and of each external service provider during the financial year
- A comparison of the performances referred to in paragraph(a) with targets set for and performance in the previous year
- Measures taken to improve performance

It is critical that the annual performance report forms part of the municipality's annual report in terms of chapter 12 of the MFMA.

Annual report

In terms of the section 121 of the MMFA(Act 56 of 2003)every municipality and the municipal entity must for each financial year prepare an annual report in accordance with this chapter. The council of a municipality must within nine months after the end of the financial year deal with the annual report of the municipality and of any municipal entity under the municipality. The annual report must cover the following:

- Annual financial statements as submitted to the Auditor General
- Auditor general report
- The annual performance report of the municipality
- Assessment by the accounting officer of the municipality's performance against the measurable performance objectives
- Particulars of any corrective action taken or to be taken in response to issues raised in the audit reports.
- Any explanations that may be necessary to clarify issues in connection with the financial statements
- Recommendations of the municipality's audit committee

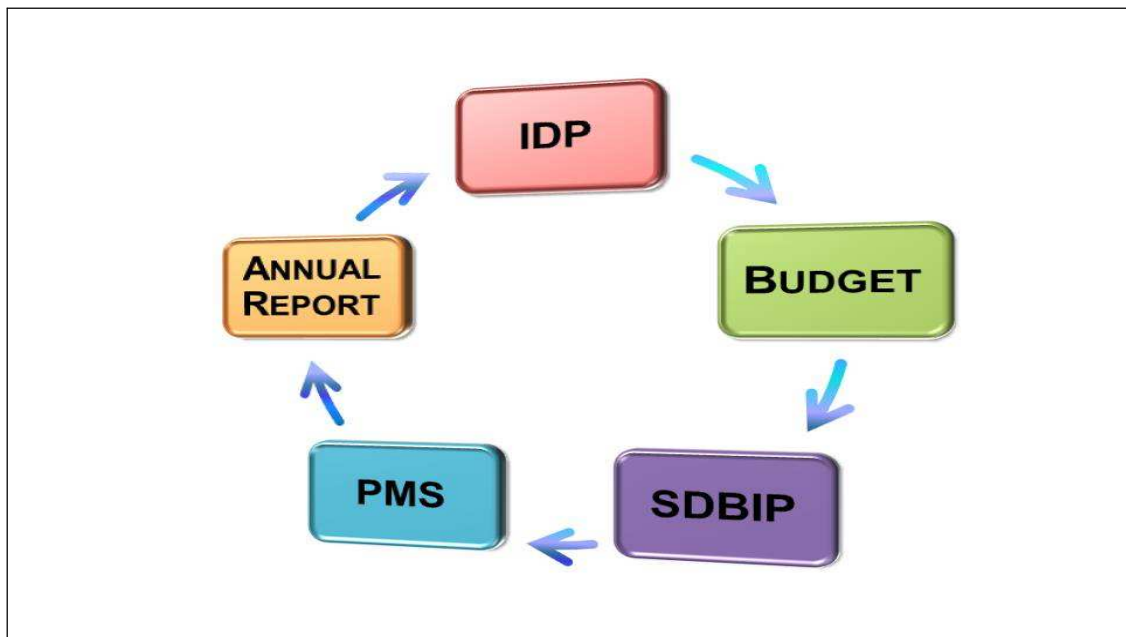
Oversight report

In terms of section 129, within two months from the date on which the annual report was tabled in the council, the municipality adopt an oversight report containing the council's comments on the annual report, which must include a statement whether the council:

- Has approved the annual report with or without reservations
- Has rejected the annual report
- Has referred the annual report back for revisions of those components that can be revised

In terms of section 21, the accounting officer must within seven days after the council has adopted the oversight report submit all the oversight reports

uThukela district municipality uses this flow chart to ensure monitoring and reporting.



Auditing structures

uThukela district municipality has established the performance audit committee. The committee meets four times a year to review the quarterly progress. It came into existence in February 2007. Some of the functions of the Performance Audit Committee is to evaluate the reports of the Heads of Departments. They also review the financial statements of the municipality and discuss the findings from the Auditor General. They also prepare the audit performance report for the council.

9.3. CHALLENGES IN IMPLEMENTING THE PMS

The following are the challenges that the municipality is facing and still needs to be addressed:

- lack of cooperation from the relevant stakeholders especially the senior management who supposed to lead the process
- Lack of understanding from the politicians as they suppose to play an oversight role in implementation of PMS.

- The non compliance with the logic model as it makes it difficult for a municipality to measure its outcomes and impacts.
- Cascading down the PMS to the lower level
- The district municipality don't budget for measures in which the planning document would be filled with unimplementable measures.

9.4.ALIGNMENT BETWEEN IDP, PMS AND THE SDBIP

The table below shows the linkage between the IDP, PMS and the SDBIP in uThukela district municipality.

IDP							Performance Management			Budget and Monthly Expenditure (SDBIP)	
Priority	Issue	Objectives	Strategies	Resp. Dept.	5-year Target	2012/2013 Project	KPA	KPI	Annual Target	Budget	Funding Source
1	Water	1.1 To eliminate the water backlog	Through the 100% utilisation of the MIG	Technical	30 000 new households connected to safe water supply	Implementation of water projects	Service delivery & infrastructure	Number of households connected to safe water supply	6000 households	R 130 000 000	MIG
			Through ensuring that MIG funding is available when required	Finance	To adhere to the 30 day payment period of invoices upon submission for payment		Financial viability and management				
		1.2 To refurbish the existing water infrastructure	Through the development and implementation of an infrastructure refurbishment plan	Water	Refurbishment of a minimum of five WTW's	Development of Infrastructure Refurbishment Plan	Service delivery & infrastructure	Completed Infrastructural Refurbishment plan	Development of Infrastructural Refurbishment plan	R 300 000	uThukela DM / DWA
			Through the sourcing of funding to implement the infrastructure refurbishment	Water	Sourcing of funding to fully implement the plan by 30 June 2017	Development of business plan	Service delivery & infrastructure	Completed Business Plan	2 WTW's to be refurbished	R 10 000 000	DWA
			Through enhancing revenue collection and curbing expenditure	Finance	To increase revenue collection by 10% by 30 June 2017		Financial viability and management				
					To curb expenditure by 5% by 30 June 2017		Financial viability and management				

		1.3 To capture all water infrastructure on GIS	Putting systems in place to ensure capturing of all water infrastructure data on GIS	Water	To capture all water infrastructure in GIS format	Capturing of water infrastructure into GIS format	Service delivery & infrastructure	Water infrastructure data captured	All water infrastructure within a specific local municipality	R 500 000	Uthukela DM DWA/COGTA
2	Sanitation	2.1 To eliminate the sanitation backlog	Through the 100% utilisation of the MIG	Technical	25 000 sanitation units completed	Implementation of sanitation projects	Service delivery & infrastructure	Number of sanitation units completed	5000 sanitation units completed	R 50 000 000	MIG
			Through ensuring that MIG funding is available when required	Finance	To adhere to the 30 day payment period of invoices upon submission for payment	Ring fencing of MIG funding	Financial viability and management				
		2.2 To upgrade the existing sanitation infrastructure	Through the development and implementation of an infrastructure refurbishment plan	Water	Refurbishment of a minimum of three WWTW's	Development of Infrastructure Refurbishment Plan	Service delivery & infrastructure	Completed Infrastructural Refurbishment plan	Development of Infrastructural Refurbishment plan	R 300 000	uThukela DM / DWA
			Through the sourcing of funding to implement the infrastructure refurbishment	Water	Sourcing of funding to fully implement the plan by 30 June 2017	Development of business plan	Service delivery & infrastructure	Completed Business Plan	1 WWTW's to be refurbished	R 10 000 000	DWA
			Through enhancing revenue collection and curbing expenditure	Finance	To increase revenue collection by 10% by 30 June 2017		Financial viability and management				
					To curb expenditure by 5% by 30 June 2017		Financial viability and management				
		2.3 To capture all sanitation infrastructure on GIS	Putting systems in place to ensure capturing of all sanitation infrastructure data on GIS	Water	To capture all sanitation infrastructure in GIS format	Capturing of sanitation infrastructure into GIS format	Service delivery & infrastructure	Sanitation infrastructure data captured	All sanitation infrastructure within a specific local municipality	R 500 000	Uthukela DM DWA/COGTA

3	Infrastructure Roads, Housing, Electricity and Social amenities	3.1 To implement Service Delivery Plans	Through monitoring of implementation of the Service Delivery Plans	Technical	To implement all the projects that were identified in the service delivery plan	Implementation of prioritised and budgeted projects	Service delivery & infrastructure	Number of projects completed	20 projects (4 projects per LM)	R 100 000 000	Relevant Government dept's and LMs	
4	Local Economic Development	4.1 To host a District Economic Development Summit	Through the hosting of annual summits and feedback sessions	Planning	Five summits by 30 June 2017	Host District Economic Development Summit	LED	Number of Summits held per annum	1	R 100 000	COGTA	
						District Economic Development Summit Feedback Session	LED	Number of feedback/follow-up sessions held per annum	1	R 50 000	uThukela DM	
		4.2 To establish a District Development Agency	Through the establishment and adoption of a strategy and structure	Planning	Establishment of the District Development Agency	Develop and implementation of District Development Agency strategy	LED	District Development Agency Strategy document	Adopted Strategy	R 500 000	uThukela DM	
			Implementation of the strategy and annual reporting	Planning	To have a functional District Development Agency by 30 June 2017	Development of business plans for funding projects	LED	Number of business plans developed	To have a resource development agency unit			
					Annual reporting to be included in the DM Annual Report until 30 June 2017	None						
		4.3 To establish a functional District Development Forum	Through the revival of the Forum and Terms of Reference	Planning	Revival and revised terms of reference by 31 December 2012	Review Forum and Terms of Reference	LED	Terms of Reference and updated members list	Adopted Terms of Reference and members list	R 0	Internal	
			Through 6-monthly Forum meetings	Planning	Four Forum meetings per annum until 30 June 2017	Two Forum meeting	LED	Number of Forum meetings per annum	2 Forum meeting by 30 June 2013	R 20 000	uThukela DM	

		4.4 To facilitate the implementation of the LED Strategy	Through the budgeting of at least two LED projects as contained in the LED Strategy per financial year	Planning	Budget and implementation of at least one LED project as per LED Strategy until 31 December 2017	Project/s as prioritized and budgeted for in the LED Strategy	LED	Number of projects completed	At least one as per municipal budget	R 1 500 000	uThukela DM
		4.5 To facilitate the implementation of the Tourism Strategy	Through the budgeting of at least two Tourism projects as contained in the Tourism Strategy per financial year	Planning	Budget and implementation of at least one Tourism project as per Tourism Strategy until 31 December 2017	Project/s as prioritized and budgeted for in the Tourism Strategy	LED	Number of projects completed	At least one as per municipal budget	R 750 000	uThukela DM
		4.3 To establish a functional District Tourism Forum	Through the revival of the Forum and Terms of Reference	Planning	Revival and revised terms of reference by 31 December 2012	Review Forum and Terms of Reference	LED	Terms of Reference and updated members list	Adopted Terms of Reference and members list	R 0	Internal
			Through 6-monthly Forum meetings	Planning	Four Forum meetings per annum until 30 June 2017	Two Forum meeting	LED	Number of Forum meetings per annum	2 Forum meeting by 30 June 2013	R 20 000	uThukela DM
5	Water	To ensure compliance with SANS241 Water Quality Standards	Through compliance monitoring of the quality of water.	Health	To do water quality monitoring in line with water sampling program for 13 plants	Water sampling and analysis	Service delivery & infrastructure	Number of samples taken and analysed	900	R 120 000	uThukela DM
			Through operational monitoring of the quality of water	Water	Compliance with Blue Drop system requirements	Water sampling and analysis	Service delivery & infrastructure	Number of samples taken and analysed	33212	R 100 000	uThukela DM
	HIV, Aids, TB and STIs	To mitigate the impact of HIV/AIDS	Through effective functioning of district HIV/AIDS council	Health	Twenty meetings of the District HIV/AIDS Council	Strengthening of the District Aids Council	Good governance	Number of DAC meetings held	4	R 800 000	uThukela DM

6	Environmental Issues	To ensure the sustainable development of the environment	Through the implementation of the Environment Management Framework	Health	Review of environmental related plans (biodiversity, air quality, water safety, waste management)	Implementation of the various environmental plans identified by the Environmental Management Framework	Spatial & environmental	Number of plans implemented	4	R 2 600 000	DAERD 1.5m UTDM 1.1m
7	Safety and Security	To ensure the functionality of the Disaster Management Advisory Forum	Through coordinating the meetings of the Disaster Management Advisory Forum	Corporate	Four meetings with the Disaster management Advisory Forum per annum until 30 June 2017	Revival of Disaster Management Advisory Forum	Service delivery & infrastructure	Terms of Reference and updated members list	4	R 100 000	UTDM
		To coordinate a swift response to incidents of disaster	Through the swift convening of the Joint Operation Committee (JOC)/Incident Management Committee	Corporate	To convene a JOC meeting within 24 hours of a disaster incident	Quarterly meetings	Service delivery & infrastructure	Meetings to be convened after disaster - quarterly updated members list	4	R 100 000	UTDM
		To establish a functional Disaster Management Centre	Through the review, alignment and implementation of Disaster Management Plan	Corporate	Review of Disaster Management Strategy by 30 June 2013	Review of Disaster Management Plan	Service delivery & infrastructure	Reviewed and aligned Disaster Management Plan	Adopted Disaster management Plan	R 450 000	UTDM
			Through the establishment of a functional Disaster Management Centre	Corporate	Established and functional Disaster Management Centre by 30 June 2015	Establishment of Disaster Management Centre	Service delivery & infrastructure	Functional Disaster Management Centre	Procurement of Disaster Management Resources	R 3 000 000	UTDM 1.5m CoGTA 1.5m

SECTION 10: ANNEXURES

J1.1.1 LIST OF ANNEXURES

	YES	NO	Comments
J.1 Spatial Development Framework	✓		Under review
J.2 Disaster Management Plan	✓		Will be reviewed in 2012/2013
K. APPENDICES	YES	NO	
K.1 Water Services Development Plan	✓		
K.2 Local Economic Development Plan	✓		Under review
K.3 Organisational Performance Management System	✓		
K.4 IDP Process Plan and Framework Plan	✓		
K.5 Public Transport Plan	✓		
K.6 Tourism Plan	✓		Under review
K.7 Agricultural Plan		✓	
K.8 Forestry Plan		✓	
K.9 Energy Master Plan		✓	
K.10 Area Based Plan		✓	
K.11 HIV /AIDS Strategy	✓		
K.12 Land Use Management Framework	✓		
K.13 Environmental Management Plan	✓		
K.14 Integrated Waste Management Plan	✓		
K.15 Fraud Prevention Plan	✓		
K.16 Biodiversity sector Plan	✓		