

# **uMHLATHUZE MUNICIPALITY**



## **IDP REVIEW**

**2013/2014**

**FINAL**

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## SECTION A: EXECUTIVE SUMMARY

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### 1. Who are we?

The City of uMhlathuze (KZ 282) is situated on the north-east coast of the province of KwaZulu-Natal, about 180 kilometres north-east of Durban. The uMhlathuze area covers 795 km<sup>2</sup> and incorporates Richards Bay, Empangeni, eSikheleni, Ngwelezane, eNseleni, Felixton and Vulindlela, as well as the rural areas under Traditional Councils namely, Dube, Mkhwananzi, Khoza, and Zungu (Madlebe). The population is estimated at 334459 (2011 Census). The municipality borders a coastline that spans approximately 45 kilometers. The N2 highway traverses the uMhlathuze Municipality in a north-east direction towards the Swaziland border and south-west towards Durban. It effectively forms a division between Empangeni and Richards Bay. The R34 Provincial Main Road passes through Empangeni towards Melmoth.

The uMhlathuze Municipality was established on 5 December 2000 after the demarcation process and the local government elections of that date. As such it encompasses the towns of Empangeni, Richards Bay, eSikheleni, Ngwelezane, eNseleni, Vulindlela and Felixton as well as the Traditional Authority areas under Amakhosi Dube, Mkhwanazi, Khoza, Mbuyazi and Zungu. The uMhlathuze Local Municipality has been divided into 30 municipal wards.

There are a number of natural and man-made phenomena that have shaped and continue to shape the uMhlathuze Municipality. The area is inundated with a system of wetlands and natural water features such as Lakes Cubhu, Mzingazi, Nsezi and Nhlabane. Major rivers include the Mhlathuze and Nsezi.

The main access into the municipal area is via the N2 in a north south direction and in an east west direction the R34 from Ntambanana. Other significant roads in the area include the MR431 (that provides a northerly entry into Richards Bay from the N2) as well as the Old Main Road that straddles the N2. Railway lines are prevalent in the municipal area but do not provide a passenger service, only a commercial/industrial service is provided.

The municipality has the benefit of about 45km of coastline of which about 80% is in its natural state. Linked to its coastal locality is the Richards Bay deep-water port that has been instrumental in the spatial development of the area in the past and will definitely impact on the areas' future spatial development. There is one airport and a couple of land strips in the municipal area.

The municipal areas includes the formal towns of Empangeni, Richards Bay, eSikheleni, Ngwelezane, eNseleni, Vulindlela and Felixton as well as the Traditional Authority areas under Amakhosi Dube, Mkhwanazi, Khoza, Mbuyazi and Zungu. Apart from the areas of natural significance, large tracts of land are under commercial agricultural production.

The municipal population has increased by, on average, 1.45% per annum from 2011. In 2001 there were 289 189 people in the Municipality and in 2011 the census indicated a population of 334 459. The number of households increased from 67 127 in 2001 to 86 609 in 2011.

## 2. What are our Key Challenges?

Nr.	Key Challenge	Description
1	Sustainable Financial Management and Cash Flow Management	In order to maintain our financial stability and still align with the Municipality's sustainable development strategy, new approaches to risk and growth need to be created. The municipality should maintain favourable credit balance, enhanced rate base by supporting high density developments. The agreed terms of the financial management system must be respected.
2	Low Levels of Skills Development and Literacy	The Municipality has a responsibility to facilitate the improvement of literacy levels of the community and to ensure an adequate skills base to foster enterprise growth and job creation. Scarce skills need to be transferred by partnership relations with industries and the different organizations that exist in the area.
3	Limited access to basic household and community services	Limited access to basic and community is the cause for a low quality of life in the municipal area. An area such as uMhlathuze is characterized by an in-flow of people in search of opportunities thereby increasing pressures on social and infrastructure services. Programmes from government departments are being pursued to address typical problems created as a result thereof.
4	High rates of unemployment and low economic growth	Considering the current economic climate and global recession, significant strides have been made to address the key development challenges in the Municipality. Different department are engaging with different sector departments and agencies in search for funding to assist in the implementation of proposed projects.
5	High levels of poverty	The current welfare dependency on grants, packages offered by the municipality is soon being felt since the financial situation the municipality is in. It is therefore necessary to come up with strategic objectives to enable job opportunities in the area, economic development programmes. The situation the community is finding themselves in leads to many more households being unable to sustain themselves.
6	Limited access to basic household and community services	The provision of acceptable basic services is a critical element in the national developmental agenda. Water, electricity, sanitation, waste removal and social amenities are key critical services which have been identified by communities that are required to meet their basic needs. Limited funding and the increasing numbers of the community daily increases the levels of backlogs.
7	Unsustainable developmental practices	The Municipality faces a challenge of reacting to urban sprawl, which, in turn, results in increased informal settlement, overcrowded schools, ill health, marked spatial disparities, higher cost of providing infrastructure and services, disturbed ecosystems and environmental resources, changes in air quality, change in aesthetics and urban form, as well as loss of land for economic and

		agricultural services. Our spatial policies and development have not have not helped in the reconstruction and integration processes.
8	Ensuring adequate energy and water supply	The unsustainable use of resources such as energy and water has major impacts on the environment, and will ultimately compromise the Municipality's energy security, as well as its ability to deliver water of adequate quality and quantity to its citizens. . In the case of water, whole catchment management (including areas that fall outside of the municipal area) as well as efficient nature conservation programmes will help to ensure that there is an adequate supply of clean water. The most sustainable solution to the energy crisis is to reduce the demand for energy and at the same time investigate alternative renewable energy sources.
9	High levels of crime and risk	Strategies for addressing crime including both reactive strategies to respond to crime, and proactive strategies, aimed at stopping crime before it happens, are required. The response requires an integrated, multifaceted approach that includes working closely with the different stakeholders such as communities, National and Provincial Government, other stakeholders and service providers in all areas of crime prevention.
10	Increased incidents of HIV/AIDS and communicable diseases	HIV/AIDS is an epidemic which is increasing at an alarming rate and affects communities negatively. External support to ensure continuous support for efficient and effective service delivery in terms of health related issues. Provision of basic health services and effective healthcare infrastructure, increased financial and human resources in healthcare, awareness and education and poverty alleviation programmes will reduce the increased incidents of HIV/AIDS and communicable diseases
11	Infrastructure degradation	Degradation has become a critical social problem. It is therefore critical that the Municipality works towards managing its assets, work towards mitigating climate change, ensure life cycle management of infrastructure, thus ensuring value for money.
12	Climate change	Escalating greenhouse gas emissions contribute towards climate change and will ultimately impact on human health, food security, natural resources, sea level rise, land loss and coastal infrastructure. As such climate change runs the risk of undoing all of the development gains of the last one and a half decades, and for a city such as Durban climate change adaptation in all sectors will have to become one of the Municipality's top development priorities.

### 3. What is our long term Vision?

*“The Port City of uMhlathuze offering improved quality of life for all its citizens through sustainable development.”*

Mission statement that underpins the above vision:

- Job Creation through Economic Development
- Improving Citizens Skills Levels and Education
- Improve Quality of Citizens Health
- Creation of Secure and Friendly City through Fighting Crime
- Planned Rural Development Interventions
- Maintaining Consistent Spatial Development
- Commitment to Sustainable Environmental Management

### 4. What are we going to do to unlock and address our Key Challenges?

#### NATIONAL KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

#### STRATEGY 1: GOOD GOVERNANCE

GOALS	OBJECTIVES
1. Democratic, responsible, transparent, objective and equitable municipal governance	<ul style="list-style-type: none"> <li>○ Effective and efficient municipal structure that is resourced to fulfil roles and responsibilities</li> <li>○ Implement “Batho Pele” principles</li> <li>○ Effective and efficient community participation mechanisms and processes</li> </ul>
2. Compliance with relevant legislation and policies	<ul style="list-style-type: none"> <li>○ Preparation of credible and implementable Integrated Development Plan</li> <li>○ Compilation of “SMART” Organisational Performance Management</li> <li>○ Records Management</li> <li>○ Occupational health and safety processes and procedures in place</li> <li>○ Develop required policies, procedures and registers</li> <li>○ Legal vetting of contracts</li> <li>○ Internal and External Audit</li> </ul>
3. Uninterrupted service delivery	<ul style="list-style-type: none"> <li>○ Improved relationship between management and labour</li> <li>○ Provision for service delivery during industrial action</li> </ul>

4. Public Safety and Security and protection of Council property	<ul style="list-style-type: none"> <li>○ Provision of security, fire, rescue and traffic services</li> <li>○ Provision of Disaster Management Services</li> <li>○ Policy against fraud, corruption, theft, misuse and damage to Council property by members of the public and officials</li> </ul>
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## **NATIONAL KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE PROVISION**

### **STRATEGY 2: SUSTAINABLE INFRASTRUCTURE AND SERVICE DELIVERY**

<b>GOALS</b>	<b>OBJECTIVES</b>
1. Efficient and integrated infrastructure and services	<ul style="list-style-type: none"> <li>○ Provision of water, sanitation, transport and electrical infrastructure</li> <li>○ Ensure Quality control measures in respect of Municipal Services</li> <li>○ Stormwater systems and management</li> <li>○ Infrastructure Maintenance</li> <li>○ Council Fleet and asset management</li> <li>○ Promote development densification for efficient and cost effective provision of services</li> <li>○ Improvements to Public Transport facilities and infrastructure</li> <li>○ Promote pedestrian friendly environment</li> </ul>
2. Compliance with legislation, policies and guidelines	<ul style="list-style-type: none"> <li>○ Planning for provision of water, sanitation, transport and electrical infrastructure in line with relevant government legislation and policies</li> <li>○ Development of asset registers for management and maintenance purposes</li> </ul>
3. Integrated urban and rural development	<ul style="list-style-type: none"> <li>○ Identify and plan areas for future development</li> <li>○ Development of Integrated Human Settlements</li> <li>○ Promote development densification for cost effective provision of services</li> </ul>
4. Effective project management	<ul style="list-style-type: none"> <li>○ Ensure completion of projects within time and budget constraints</li> </ul>
5. Environmental Sustainability	<ul style="list-style-type: none"> <li>○ Coastal management</li> <li>○ Investigate alternative energy sources and the recycling of resources</li> <li>○ Support environmental sustainable developments</li> <li>○ Solid waste management</li> <li>○ Develop a good relationship with relevant stakeholders in order to promote sustainable development</li> <li>○ Implementation of relevant COP17/CMP 7 agreements</li> </ul>

**NATIONAL KPA: LOCAL ECONOMIC DEVELOPMENT**

**STRATEGY 3: SOCIAL AND ECONOMIC DEVELOPMENT**

<b>GOALS</b>	<b>OBJECTIVES</b>
1. Safe and Healthy Living Environment	<ul style="list-style-type: none"> <li>○ Provision of health facilities and services</li> <li>○ Provision of a safe and clean environment</li> <li>○ Solid waste management</li> <li>○ Horticultural management</li> </ul>
2. Social Cohesion	<ul style="list-style-type: none"> <li>○ Provision of community and sports facilities and services, arts and culture</li> </ul>
3. Create environment conducive for economic growth and development	<ul style="list-style-type: none"> <li>○ Implement LED plan/strategy</li> <li>○ Land Use Management</li> <li>○ Promotion of tourism</li> <li>○ Support to informal economy and SMME sector</li> <li>○ Identification and planning of priority nodes and corridors</li> <li>○ Property evaluation and administration</li> <li>○ Public Transport coordination</li> <li>○ Review and implementation of Tourism strategy/plan</li> </ul>

**NATIONAL KPA: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION**

**STRATEGY 4: INSTITUTIONAL DEVELOPMENT**

<b>GOALS</b>	<b>OBJECTIVES</b>
1. Municipality resourced and committed to attaining the vision and mission of the organization	<ul style="list-style-type: none"> <li>○ Appropriate organizational climate to attract and retain appropriate skills</li> <li>○ Development and appropriate training and assistance to employees</li> <li>○ Clean and secure working environment</li> <li>○ Improved relationship between management and labour</li> </ul>
2. Appropriate communication and Technology Services	<ul style="list-style-type: none"> <li>○ Improve inter-departmental communication and cooperation within Municipality</li> <li>○ Improve external communication</li> <li>○ Innovative Information Management Systems</li> <li>○ Appropriate ICT infrastructure, processes and procedures</li> </ul>
3. Manage ethnic and religious diversity	<ul style="list-style-type: none"> <li>○ Implement "Batho Pele" principles</li> <li>○ Promote synergistic partnership with relevant stakeholders</li> </ul>



## **NATIONAL KPA: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT**

### **STRATEGY 5: SOUND FINANCIAL MANAGEMENT**

<b>GOALS</b>	<b>OBJECTIVES</b>
1. Compliance with financial legislation and policies	<ul style="list-style-type: none"> <li>○ Ensure GRAP compliance</li> <li>○ Ongoing review of SCM policies and procedures</li> <li>○ Ongoing internal and external capacity building in Supply Chain Management and Budgeting Models</li> </ul>
2. Sustainable Financial Management	<ul style="list-style-type: none"> <li>○ Improve internal communication on budget matters</li> <li>○ Maintenance of fixed asset register</li> <li>○ Credit control and debt collection</li> <li>○ Compliant internal controls</li> <li>○ Compliant grant reporting</li> <li>○ Obtain targeted cash-backed statutory reserves</li> <li>○ Development and appropriate training and assistance to employees</li> <li>○ Identify and redress water and electricity tampering</li> </ul>

### **5. What could you expect from us?**

Our implementation plan is attached at overleaf.

IDP STRAT	IDP PROG	ASSET CLASS	PROJECT DESCRIPTION	WARD BENEFITTING	PLANNED START DATE	PLANNED COMPLETION DATE	FINAL ADOPTED 2013/2014 (INCL CARRY OVERS)	FINAL ADOPTED 2014/2015 REVISED	FINAL ADOPTED 2015/2016 REVISED
<b>PROJECTS UNDER THE RESPONSIBILITY OF THE DEPUTY MUNICIPAL MANAGER: CITY DEVELOPMENT</b>									
2	2.3	STREETS AND STORMWATER	DUMISANI MAKHAYE VILLAGE INTERNAL SERVICES PHASE 7	9	Jul-13	Jun-14	2,970,000		
2	2.3	STREETS AND STORMWATER	DUMISANI MAKHAYE VILLAGE INTERNAL SERVICES PHASE 7	9	Jul-13	Jun-14	2,230,000		
3	3.1.5	LAND AND BUILDINGS	TOURISM DEVELOPMENT	ALL WARDS	Jul-13	Jun-14	7,000,000		
3	3.1.3	LAND AND BUILDINGS	CONSTRUCTION OF NEW INFORMAL TRADING STALLS	ALL WARDS	Jul-13	Jun-14	3,000,000		
2	2.1	LAND AND BUILDINGS	DUMISANI MAKHAYE VILLAGE INTERNAL SERVICES PHASE 7	9	Jul-13	Jun-14	420,500		
2	2.1	LAND AND BUILDINGS	DUMISANI MAKHAYE VILLAGE INTERNAL SERVICES PHASE 7	9	Jul-12	Jun-13	960,000		
3	3.2	PLANNING	MZINGAZI VILLAGE	1	Jul-13	Jun-14	700,000		
3	3.2	PLANNING	MANDLAZINI AGRI-VILLAGE	4	Jul-13	Jun-14	123,100	208,000	
3	3.2	PLANNING	WATERFRONT DEVELOPMENT	ALL WARDS	Jul-13	Jun-14	-		138,000
2	2.1	LAND AND BUILDINGS	DUMISANI MAKHAYE VILLAGE INTERNAL SERVICES PHASE 7	9	Jul-13	Jun-14	1,200,000		
<b>PROJECTS UNDER THE RESPONSIBILITY OF THE DEPUTY MUNICIPAL MANAGER: COMMUNITY SERVICES</b>									
<b>COMMUNITY SERVICES, HEALTH AND PUBLIC SAFETY</b>									
1	1.4.1	LAND AND BUILDINGS	ESIKHALENI FIRE STATION - PLAN AND CONSTRUCT	ALL WARDS	Jul-13	Jun-14	4,550,000	2,725,700	-
1	1.4.1	LAND AND BUILDINGS	EMPANGENI FIRE STATION - CONSTRUCTION OF LECTURE ROOM	ALL WARDS	Jul-13	Jun-16	-	250,000	
1	1.4.1	LAND AND BUILDINGS	ESIKHALENI FIRE STATION - PLAN AND CONSTRUCT	ALL WARDS	Jul-13	Jun-14	-	774,300	3,000,000
1	1.4.2.3	LAND AND BUILDINGS	DESIGN AND CONSTRUCTION OF TRAFFIC	ALL WARDS	Jul-13	Jun-16	500,000	2,000,000	2,000,000
1	1.4.2.3	MACHINERY AND EQUIPMENT	ELECTRONIC SIGNAGE	ALL WARDS	Jul-13	Jun-15	613,000		
2	2.4.2	LAND AND BUILDINGS	RENOVATIONS - MZINGAZI CLINIC	ALL WARDS	Jul-13	Jun-16	500,000	525,000	556,500
2	2.4.1	LAND AND BUILDINGS	ESTABLISHMENT TRANSFER STATION ENSELENI FOR RECYCLING	ALL WARDS	Jul-13	Jun-16	1,200,000	468,000	-
2	2.4.1	LAND AND BUILDINGS	ESTABLISHMENT TRANSFER STATION ENSELENI FOR RECYCLING	ALL WARDS	Jul-13	Jun-16	1,200,000	800,000	800,000
2	2.4.1	LAND AND BUILDINGS	ESTABLISHMENT TRANSFER STATION MZINGAZI AGRI-VILLAGE	ALL WARDS	Jul-13	Jun-16	1,200,000	800,000	800,000
2	2.4.1	LAND AND BUILDINGS	ESTABLISHMENT TRANSFER STATION NGWELEZANE	ALL WARDS	Jul-13	Jun-16	1,200,000	800,000	800,000
2	2.4.1	LAND AND BUILDINGS	ALTON TRANSFER STATION - CAPPING	ALL WARDS	Jul-13	Jun-16	3,000,000		1,500,000
2	2.4.1	LAND AND BUILDINGS	ESTABLISHMENT TRANSFER STATION ENSELENI FOR RECYCLING	ALL WARDS	Jul-13	Jun-16	-	332,000	332,000
2	2.4.1	MACHINERY AND EQUIPMENT	SKIPS	ALL WARDS	Mar-14	Jul-15	3,100,000	3,000,000	
<b>RECREATION AND ENVIRONMENTAL SERVICES</b>									
2	2.6.1.1	LAND AND BUILDINGS	R/BAY EXTENSION/DEVELOPMENT OF CEMETARY	ALL WARDS	Jul-13	Jun-14	1,167,800	1,500,000	1,000,000
2	2.6.1.1	LAND AND BUILDINGS	ESIKHALENI EXTENSION/DEVELOPMENT OF CEMETARY	ALL WARDS	Jul-13	Jun-14	100,000	500,000	1,000,000
2	2.6.3.1	LAND AND BUILDINGS	ESIK LIBRARY - EXTENSION	ALL WARDS	Jul-13	Jun-16	1,500,000		
2	2.6.3.1	LAND AND BUILDINGS	AQUADENE LIBRARY	ALL WARDS	Jul-13	Jun-16	1,500,000	1,300,000	-
2	2.6.3.1	LAND AND BUILDINGS	ENSELENI LIBRARY - EXTENSION	ALL WARDS	Jul-13	Jun-16	-		1,300,000
2	2.6.3.1	LAND AND BUILDINGS	R/BAY LIBRARY - EXTENSION	ALL WARDS	Jul-13	Jun-16	-	1,500,000	
2	2.6.2.2	LAND AND BUILDINGS	PARKS DEVELOPMENT	ALL WARDS	Apr-13	Jun-15	900,000	1,500,000	2,000,000
2	2.6.2.2	LAND AND BUILDINGS	EMPANGENI PARKS DEPT ABLUTIONS - REFURBISHMENT	ALL WARDS	Jul-13	Jun-14	400,000		
2	2.6.2.2	LAND AND BUILDINGS	RBCC IMPROVEMENTS TO CLUB FACILITIES	ALL WARDS	Jul-12	Jun-13	211,200		
2	2.6.2.2	LAND AND BUILDINGS	PLAYGROUND EQUIPMENT	ALL WARDS	Jul-13	Jun-15	335,000	156,900	170,000
2	2.6.2.2	LAND AND BUILDINGS	ESIKHALENI COLLEGE - SPORT FIELDS REHABILITATION	ALL WARDS	Jul-13	Jun-15	455,000	250,000	250,000
2	2.6.2.2	LAND AND BUILDINGS	REGIONAL FACILITIES IRRIGATION SYSTEM	ALL WARDS	Jul-13	Jun-15	400,000	300,000	300,000
2	2.6.2.2	LAND AND BUILDINGS	ESIKHALENI COLLEGE COURTS UPGRADE	ALL WARDS	Jul-13	Jun-15	250,000		
2	2.6.2.2	LAND AND BUILDINGS	J2 TENNIS COURT - UPGRADE	ALL WARDS	Jul-13	Jun-15	250,000		
2	2.6.2.2	LAND AND BUILDINGS	FLOODLIGHTS - VARIOUS SPORTSFIELDS	ALL WARDS	Jul-13	Jun-15	5,962,400		
2	2.6.2.2	LAND AND BUILDINGS	AQUADENE SPORTFIELD - CONSTRUCTION	ALL WARDS	Jul-13	Jun-15	-	1,500,000	
2	2.6.2.2	MACHINERY AND EQUIPMENT	SPORTS FACILITIES - EQUIPMENT	ALL WARDS	Jul-13	Jun-15	1,610,700	500,000	500,000
2	2.6.2.2	LAND AND BUILDINGS	NEW FIELD COURTS - UPGRADE	ALL WARDS	Jul-13	Jun-15	180,000		
2	2.6.2.2	LAND AND BUILDINGS	VARIOUS SPORTSFIELDS - GOAL POSTS	ALL WARDS	Jul-13	Jun-15	150,000	150,000	150,000
2	2.6.2.2	LAND AND BUILDINGS	REFURBISHMENT OF STADIUM LEAKAGES	ALL WARDS	Jul-13	Jun-15	300,000		
2	2.6.2.2	LAND AND BUILDINGS	UPGRADING RURAL SPORTSFIELDS	ALL WARDS	Jul-13	Jun-15	940,000	940,000	940,000
2	2.6.2.2	LAND AND BUILDINGS	BEACH DEVELOPMENT	ALL WARDS	Jul-13	Jun-15	500,000	400,000	400,000
2	2.6.2.2	LAND AND BUILDINGS	UPGRADE ENSELENI POOL (COLLEGE)	ALL WARDS	Jan-13	Jun-13	200,000		
2	2.6.2.2	LAND AND BUILDINGS	UPGRADE BAY HALL POOL	ALL WARDS	Jan-13	Jun-13	300,000		
4	4.2	LAND AND BUILDINGS	CCTV SYSTEM - ALKANDSTRAND BEACH BUILDING	ALL WARDS	Jul-13	Jun-16	250,000	262,500	275,600
<b>PROJECTS UNDER THE RESPONSIBILITY OF THE DEPUTY MUNICIPAL MANAGER: CORPORATE SERVICES</b>									
<b>ADMINISTRATION</b>									
2	2.6.3.3	LAND AND BUILDINGS	GORANDLOVU HALL - UPGRADE (CONSTRUCT GUARD HOUSE, FENCING AND LIFT DISABLED)	12,13 & 14	Jul-13	Jun-14	555,000	400,000	
2	2.6.3.3	LAND AND BUILDINGS	NTUZE HALL - UPGRADE (CONSTRUCT GUARD HOUSE, FENCING AND LIFT DISABLED)	10,11 & 18	Jul-12	Jun-13	250,000		
2	2.6.3.3	LAND AND BUILDINGS	EMPANGENI HALL - UPGRADE	ALL WARDS	Jul-13	Jun-14	766,100	900,000	
2	2.6.3.3	LAND AND BUILDINGS	MANDLAKALA HALL - REFURBISHMENT	12,13 & 14	Jul-13	Jun-14	313,800		
2	2.6.3.3	LAND AND BUILDINGS	NHLANGENYUKA HALL - UPGRADE (CONSTRUCT GUARD HOUSE, FENCING AND LIFT DISABLED)	ALL WARDS	Jul-13	Jun-16	550,000		
2	2.6.3.3	LAND AND BUILDINGS	UMSASANDLA THUSONG CENTRE - EXTENSION	ALL WARDS	Jul-13	Jun-14	430,000		500,000
2	2.6.3.3	LAND AND BUILDINGS	VELDENVLEI HALL - REFURBISHMENT	ALL WARDS	Jul-13	Jun-14	430,000		500,000
2	2.6.3.3	LAND AND BUILDINGS	NGWELEZANE HALL - EXTENSION	ALL WARDS	Jul-13	Jun-16	350,000	900,000	
2	2.6.3.3	LAND AND BUILDINGS	MADLANZINI HALL - UPGRADE (CONSTRUCT GUARD HOUSE, FENCING AND LIFT DISABLED)	ALL WARDS	Jul-13	Jun-16	550,000	500,000	
2	2.6.3.3	LAND AND BUILDINGS	ENSELENI HALL - UPGRADE (CONSTRUCT FENCING AND LIFT FOR DISABLED)	ALL WARDS	Jul-13	Jun-16	-	500,000	
2	2.6.3.3	LAND AND BUILDINGS	VULINDLELA HALL - UPGRADE (CONSTRUCT GUARD HOUSE, FENCING AND LIFT DISABLED)	ALL WARDS	Jul-13	Jun-16	-		900,000
2	2.6.3.3	LAND AND BUILDINGS	HLANGANANI HALL - PARKING	ALL WARDS	Jul-13	Jun-16	-		1,000,000
1	1.2	LAND AND BUILDINGS	RENOVATIONS - CIVIC CENTRE	ALL WARDS	Jul-13	Jun-14	1,000,000		
4	4.2	LAND AND BUILDINGS	IT INFRASTRUCTURE	ALL WARDS	Jul-12	Jun-13	1,112,200		
4	4.2	LAND AND BUILDINGS	SOFTWARE LICENSING COMPLIANCE (MICROSOFT)	ALL WARDS	Jul-12	Jun-13	1,400,000		
4	4.2	LAND AND BUILDINGS	REPLACE DELEGATE SYSTEM - COUNCIL CHAMBERS	ALL WARDS	Jul-13	Jun-14	590,000		
4	4.2	LAND AND BUILDINGS	FINGER PRINTING TIME AND ATTENDANCE SYSTEM	ALL WARDS	Jul-13	Jun-16	-	1,600,000	
4	4.2	MACHINERY AND EQUIPMENT	NEW & REPLACEMENT OF IT RELATED EQUIPMENT	ALL WARDS	Jul-13	Jun-14	3,134,900	1,300,000	1,780,300
4	4.2	MACHINERY AND EQUIPMENT	COUNCILLORS TOOLS OF TRADE	ALL WARDS	Jul-12	Jun-13	598,000		
4	4.2	LAND AND BUILDINGS	DATA BACKUP SYSTEM (NET BACKUP)	ALL WARDS	Jul-12	Jun-13	161,600		
4	4.2	LAND AND BUILDINGS	CALL CENTRE	ALL WARDS	Jul-13	Jun-13	938,800	262,500	
4	4.2	LAND AND BUILDINGS	NETWORK PHYSICAL INFRASTRUCTURE UPGRADE	ALL WARDS	Jul-13	Jun-16	2,900,000	3,200,000	3,500,000
<b>PROJECTS UNDER THE RESPONSIBILITY OF THE DEPUTY MUNICIPAL MANAGER: FINANCIAL SERVICES</b>									
5	5	LAND AND BUILDINGS	RENOVATIONS FINANCIAL SERVICES OFFICE	ALL WARDS	Jul-12	Jun-13	673,700		
5	5	LAND AND BUILDINGS	RENOVATIONS FINANCIAL SERVICES SECTION	ALL WARDS	Jan-13	Jun-13	3,901,600		
5	5	LAND AND BUILDINGS	SUPPORT SERVICES PROJECTS	ALL WARDS	Jul-13	Jun-16	789,000	605,000	552,000
4	4.2	LAND AND BUILDINGS	FINANCIAL ERP SYSTEM	ALL WARDS	Jul-13	Jun-14	1,000,000	15,000,000	25,000,000

IDP STRAT	IDP PROG	ASSET CLASS	PROJECT DESCRIPTION	WARD BENEFITTING	PLANNED START DATE	PLANNED COMPLETION DATE	FINAL ADOPTED 2013/2014 (INCL CARRY OVERS)	FINAL ADOPTED 2014/2015 REVISED	FINAL ADOPTED 2015/2016 REVISED
<b>PROJECTS UNDER THE RESPONSIBILITY OF THE DEPUTY MUNICIPAL MANAGER: INFRASTRUCTURE AND TECHNICAL SERVICES</b>									
<b>ELECTRICAL SUPPLY SERVICES</b>									
2	2.2.1	STREETLIGHTING	JOHN ROSS/EMPANGENI MAIN STREETLIGHTING	2,9,23,26	Jan-14	Jun-14	2,360,500	-	565,500
2	2.2.1	STREETLIGHTING	GENERAL IMPROVEMENT	ALL WARDS	Jul-13	Jun-14	500,000	-	700,000
2	2.2.1	STREETLIGHTING	EMPANGENI - MAIN ROAD INTERSECTIONS	ALL WARDS	Jul-12	Jun-13	736,700		
2	2.2.1	STREETLIGHTING	REDUNDANT STREETLIGHTS - VULINDLELA & NGWELEZANE	ALL WARDS	Jan-13	Jun-13	500,000		
2	2.2.1	STREETLIGHTING	MANDLANKALA STREETLIGHTING PROJECT	ALL WARDS	Jul-13	Jun-14	2,450,000		
2	2.2.1	STREETLIGHTING	VULINDLELA/ESIKHALENI	15,16,17,18,19,30	Jan-14	Jun-14	-		350,000
2	2.2.1	STREETLIGHTING	RICHARDS BAY - GULDENGGRACHT ROAD & JOHN ROSS	2,9,23,26	Jan-14	Jun-14	-		900,000
2	2.2.1	STREETLIGHTING	REPLACEMENT REDUNDANT POLES IN EMPANGENI, VULINDLELA, NGWELE, & ENSELENI	ALL WARDS	Jan-14	Jun-14	-		950,000
2	2.2.1	STREETLIGHTING	JOHN ROSS/EMPANGENI MAIN STREETLIGHTING	ALL WARDS	Jan-14	Jun-14	-	1,700,000	534,500
2	2.2	LAND AND BUILDINGS	UPGRADE SIRIUS SUBSTATION	1	Jan-13	Jun-15	5,803,600		
2	2.2	LAND AND BUILDINGS	132 KV SUBSTATIONS	ALL WARDS	Jul-13	Jun-15	573,800		
2	2.2	LAND AND BUILDINGS	11 KV SWITCHING SUBSTATIONS	ALL WARDS	Jul-13	Jun-14	722,100		
2	2.2	ELECTRICITY SUPPLY	BRACKENHAM 4WAY RMU REPLACEMENT	4	Jan-13	Jun-13	175,000		
2	2.2	ELECTRICITY SUPPLY	VULINDLELA 3WAY RMU TOWNSUPPLY	30	Jan-13	Jun-13	164,000		
2	2.2	ELECTRICITY SUPPLY	CYGNUS MV SWITCHGEAR REPLACEMENT	2	Jan-14	Jun-14	-	3,500,000	
2	2.2	LAND AND BUILDINGS	132KV SUBSTATIONS	ALL WARDS	Jul-13	Jun-14	200,000		
2	2.2	LAND AND BUILDINGS	ESIKHALENI - REPLACE XLPE MEDIUM VOLTAGE CABLE WITH PAPER INSULATED CABLE	17,20	Jan-14	Jun-14	-		3,500,000
2	2.2	LAND AND BUILDINGS	HYDRA SUBSTATION	2	Jul-12	Jun-13	2,028,300		
2	2.2	LAND AND BUILDINGS	INSTALLATION OF POWER MONITORING EQUIPMENT	ALL WARDS	Jul-13	Jun-14	1,290,500		500,000
2	2.2	LAND AND BUILDINGS	IMPROVEMENT OF ABLUTION FACILITIES - ELECTRICAL WORKSHOP	ALL WARDS	Jul-13	Jun-14	670,000		
2	2.2	LAND AND BUILDINGS	DC SYSTEMS REPLACEMENTS (BATTERIES)	ALL WARDS	Jan-14	Jun-14	850,000		
2	2.2	LAND AND BUILDINGS	CASTOR SUBSTATION MV SWITCHGEAR REPLACEMENT	ALL WARDS	Jan-14	Jun-14	2,500,000	2,300,000	
2	2.2	LAND AND BUILDINGS	FORMALHAUT SUBSTATION S/S MV SWITCHGEAR REPLACEMENT	ALL WARDS	Jan-14	Jun-14	3,500,000	3,000,000	
2	2.2	ELECTRICITY SUPPLY	DUMISANI MAKHAYE VILLAGE ELECTRIFICATION	9	Jan-14	Jun-14	1,500,000		1,500,000
2	2.2	ELECTRICITY SUPPLY	HYDRA 132KV SUPPLY TO CYGNUS	2	Jan-14	Jun-14	6,900,000	10,000,000	10,000,000
2	2.2	ELECTRICITY SUPPLY	ESIKHALENI INFILLS	16,17,20,21	Jan-13	Jun-13	500,000		
2	2.2	ELECTRICITY SUPPLY	ENERGY LOSSES PROJECT	ALL WARDS	Jan-14	Jun-14	5,900,000	3,000,000	1,500,000
2	2.2	ELECTRICITY SUPPLY	NYATHI (NDLOVU) S/S TWO 4-WAY RMU'S	ALL WARDS	Jan-14	Jun-14	380,000		
2	2.2	ELECTRICITY SUPPLY	RETICULATION EXTENSIONS	ALL WARDS	Jan-14	Jun-14	250,000	500,000	250,000
2	2.2	ELECTRICITY SUPPLY	NGWELEZANE MAIN REBUILD - REPLACEMENT OF SWITCHSTATION	24,25,27,28,29	Jan-14	Jun-14	8,250,000		
2	2.2	ELECTRICITY SUPPLY	IDZ 1A -10MVA	ALL WARDS	Jul-13	Jun-14	16,237,000		
<b>ENGINEERING SUPPORT SERVICES</b>									
2	2.1	LAND AND BUILDINGS	GENERATOR LAKE CUBU WATER TREATMENT PLANT	ALL WARDS	Jul-13	Jun-14	2,000,000		
2	2.1	LAND AND BUILDINGS	REPLACEMENT SEWER (A NGWELEZANE)	28	Jul-13	Jun-14	700,000		
2	2.1	LAND AND BUILDINGS	REPLACEMENT URBAN SEWER (ZIDEDELE AND LOGAN)	9	Jul-13	Jun-14	790,000		
2	2.1	LAND AND BUILDINGS	REPLACEMENT SEWER RETICULATION & UPGRADE MANHOLE	9	Jul-13	Jun-14	1,300,000	2,000,000	
2	2.1	LAND AND BUILDINGS	UPGRADE - HILLVIEW SEWER RISING MAIN	9	Jul-13	Jun-14	2,000,000		
2	2.1	LAND AND BUILDINGS	DOUBLING SECTION OF MAIN OUTFALL SEWER ARBORETUM MACERATOR	9	Jul-13	Jun-14	2,000,000	5,000,000	2,000,000
2	2.1	LAND AND BUILDINGS	UPGRADE - VULINDLELA SEWER PIPELINE	9	Jul-13	Jun-14	1,500,000	5,000,000	8,500,000
2	2.1	LAND AND BUILDINGS	RURAL SANITATION	12,13,14,15,22,18	Jul-13	Jun-14	45,590,000	35,022,100	37,417,100
2	2.1	LAND AND BUILDINGS	MIGVAT	ALL WARDS	Jul-13	Jun-14	6,382,600	4,903,000	5,238,400
2	2.1	WATER SUPPLY	RURAL AREAS - DUBE TRIBAL AREA NORTH BULK WATER SUPPLY LINE (CO	14 & 12	Aug-11	Sep-11	500,000		
2	2.1	WATER SUPPLY	RURAL AREAS - MKHWANAZI NORTH PHASE 5 WATER SUPPLY (COUNTER F	10,11 &30	Jul-12	Jun-14	500,000		
2	2.1	WATER SUPPLY	MIGVAT	ALL WARDS	Jul-13	Jun-14	3,909,200	5,868,700	6,270,000
2	2.1	WATER SUPPLY	RURAL/SEMI-URBAN AREAS	RURAL WARDS	Jul-13	Jun-15	-	41,919,000	44,785,700
2	2.1	WATER SUPPLY	ESIKHALENI WATER IMPROVEMENTS	19,15,21	Jul-13	Jun-14	27,815,600		
2	2.5.3	LAND AND BUILDINGS	MUNICIPAL TRACKING SYSTEMS	ALL WARDS	Jul-12	Jun-15	1,166,800		
2	2.5.3	MACHINERY AND EQUIPMENT	UPGRADE OF TELEMTRY	ALL WARDS	Jul-12	Jun-15	187,100		
2	2.5.3	MACHINERY AND EQUIPMENT	UPGRADE OF TELEMTRY (RESERVOIRS)	ALL WARDS	Jul-12	Jun-15	104,900		
2	2.5.3	LAND AND BUILDINGS	MUNICIPAL ISSUE TRACKING SYSTEMS	ALL WARDS	Jul-13	Jun-15	1,000,000		
2	2.5.3	LAND AND BUILDINGS	UPGRADE RADIO SYSTEMS TO SUSTAIN NETWORK COVERAGE WITHIN TH	24	Jul-13	Jun-14	500,000		
2	2.5.3	LAND AND BUILDINGS	PRESSURE MANAGEMENT THROUGHOUT THE PIPE NETWORK	ALL WARDS	Jul-13	Jun-14	500,000		
2	2.5.3	LAND AND BUILDINGS	SMART METERING INSTALLATION ON BULK NETWORK	ALL WARDS	Jul-13	Jun-14	807,000		
2	2.5.3	LAND AND BUILDINGS	TECHNICAL OPERATIONAL CENTRE	ALL WARDS	Jul-13	Jun-14	1,000,000		
2	2.1	WATER SUPPLY	WATER PROJECTS	ALL WARDS	Jul-13	Jun-16	-	2,050,000	-
<b>TRANSPORT, ROADS AND STORMWATER</b>									
2	2.3	STREETS AND STORMWATER	UPGRADING AND WIDENING MAIN ROAD THROUGH EMPANGENI	ALL WARDS	Jul-12	Jun-13	3,400,000		
2	2.3	STREETS AND STORMWATER	WALKWAYS URBAN AREAS	2,6,8,9,16,23,28,30	Nov-13	Mar-14	352,000		
2	2.3	STREETS AND STORMWATER	TRAFFIC CALMING	1,2,3,4,6,7,8,9,14,16,17,19,20,21,23,27,28,30	Oct-13	Apr-14	429,000		
2	2.3	STREETS AND STORMWATER	TUSK CASINO PEDESTRIAN SAFETY - NEW ROBOTS & ASSOCIATED WORK (COUNCIL CONTRIBUTION)	ALL WARDS	Jul-13	Jun-14	1,279,300		
2	2.3	STREETS AND STORMWATER	BUS SHELTERS & LAYBYES - ALL AREAS	6,11,18,5,8,10	Nov-13	May-14	1,198,400		
2	2.3	STREETS AND STORMWATER	ROADS PROJECTS	ALL WARDS	Jul-13	Jun-16	-	11,854,000	10,823,000
2	2.3	STREETS AND STORMWATER	STREET REHABILITATION - TANNER ROAD	9	Jul-13	Jun-14	4,531,300		
2	2.3	STREETS AND STORMWATER	ESIKHALENI MALL ROAD SAFETY	20	Jul-13	Jun-14	1,000,000		
2	2.3	STREETS AND STORMWATER	CIVIL SERVICES - B1030 NGWELEZANE	27,28	Jul-13	Jun-14	8,134,400		
2	2.3	STREETS AND STORMWATER	CIVIL SERVICES - INFILL AREAS (J2 & H2 AREA ESIKHALENI)	20 & 21	Jul-13	Jun-13	7,815,500		
2	2.3	STREETS AND STORMWATER	ESIKHALENI MALL PARKING - TAXI LOADING & HOLDING AREAS	14,16,17,20,21	Jul-13	Jun-14	381,100		
2	2.3	STREETS AND STORMWATER	EMPANGENI DEPOT YARD UPGRADE (BASE & PREMISE PHASE 1)	9,24,25,28,29,28,5	Jul-13	Jun-14	250,000		
2	2.3	STREETS AND STORMWATER	STRUCTURAL UPGRADE AND ROOFING - STORE ROOM WESTERN ROADS C	9,24,25,28,29,28,5	Jul-13	Jun-14	250,000		
2	2.3	STREETS AND STORMWATER	RELOCATION OF SW ESIK STAND H4186 (INFILL SITE)	22	Jul-13	Jun-14	500,000		
2	2.3	STREETS AND STORMWATER	COMPREHENSIVE INTEGRATED TRANSPORT PLAN (CITP) - COUNTER FUND	ALL WARDS	Jul-13	Jun-14	700,000		
2	2.3	STREETS AND STORMWATER	NKONINGA/ FISH EAGLE FLIGHT - ROAD UPGRADES TRAFFIC INTERSECTION	4	Jul-13	Jun-14	925,000		
<b>WATER AND SANITATION</b>									
2	2.1.3	LAND AND BUILDINGS	BUILDING ALTERATIONS - SCIENTIFIC SERVICES BUILDING	ALL WARDS	Jul-12	Jun-15	1,000,000		
2	2.1	LAND AND BUILDINGS	SANITATION PROJECTS	RURAL WARDS	Jul-12	Jun-13	757,300		
2	2.1	LAND AND BUILDINGS	RURAL SANITATION (COUNTER FUNDING)	RURAL WARDS	Jul-12	Jun-13	1,041,700		
2	2.1	LAND AND BUILDINGS	MZINGAZI VILLAGE SEWER PROJECT (COUNTER FUNDING)	1	Jul-12	Jun-13	8,600		
2	2.1	MACHINERY AND EQUIPMENT	WATER METERS - RURAL AREAS	12,13,14,15	Jul-13	Jun-14	2,000,000	2,000,000	
2	2.1	WATER SUPPLY	BULK AND RETICULATION	10,11	Jul-13	Jun-14	6,000,000	2,000,000	1,850,000
2	2.1.4	MACHINERY AND EQUIPMENT	INSTALLATION BULK METER	ALL WARDS	Mar-14	Jun-14	1,000,000	-	
2	2.1.4	WATER SUPPLY	BULK MASTER PLAN	ALL WARDS	Jul-12	Jun-15	1,198,400		



IDP STRAT	IDP PROG	ASSET CLASS	PROJECT DESCRIPTION	WARD BENEFITTING	PLANNED START DATE	PLANNED COMPLETION DATE	FINAL ADOPTED 2013/2014 (INCL CARRY OVERS)	FINAL ADOPTED 2014/2015 REVISED	FINAL ADOPTED 2015/2016 REVISED
2	2.1.4	MACHINERY AND EQUIPMENT	INSTALLATION BULK METER	ALL WARDS	Jul-13	Jun-14	-	1,000,000	
2	2.1.4	WATER SUPPLY	BULK MASTER PLAN	ALL WARDS	Jul-13	Jun-14	700,000		
2	2.1	LAND AND BUILDINGS	VALVES UPGRADE (POTABLE WATER)	5,28,30	Jul-13	Jun-14	1,000,000	1,000,000	
2	2.1	WATER SUPPLY	UPGRADE OF MAGAZULU RISER MAIN	9	Jul-13	Jun-14	2,000,000		
2	2.1	WATER SUPPLY	CONSTRUCTION OF 20ML RESERVOIR EMPANGENI (HILLTOP)	5,9	Jul-13	Jun-14	6,000,000	10,000,000	16,000,000
2	2.1	WATER SUPPLY	WATER LOSS INTERVENTION	ALL WARDS	Mar-13	Jun-13	380,100		
2	2.1	LAND AND BUILDINGS	BRACKENHAM PUMPSTATION RISER MAIN	ALL WARDS	Jul-13	Jun-14	500,000		
2	2.1	LAND AND BUILDINGS	KULEKA PUMP STATION - UPGRADE PIPES, VALVES AND PUMPS	ALL WARDS	Jul-13	Jun-14	800,000		
2	2.1	LAND AND BUILDINGS	MS 10 DOUBLE PUMP PLUS ADDITIONAL PUMP AND ELECTRICAL PANEL SE	ALL WARDS	Jul-13	Jun-14	800,000		
2	2.1	LAND AND BUILDINGS	NORTH ROAD PUMP STATION - COMPLETE UPGRADE	ALL WARDS	Jul-13	Jun-14	1,000,000		
2	2.1	LAND AND BUILDINGS	FELIXTON PUMPSTATION UPGRADE	ALL WARDS	Jul-13	Jun-14	1,200,000		

## SECTION B 1: PLANNING AND DEVELOPMENT PRINCIPLES

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- Development / investment must only happen in locations that are sustainable (NSDP, SPLUMB)
- Balance between urban and rural land development in support of each other (DFA Principles)
- The discouragement of urban sprawl by encouraging settlement at existing and proposed nodes and settlement corridors, whilst also promoting densification. Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres (DFA Principles)
- The direction of new development towards logical infill areas (DFA Principles)
- Compact urban form is desirable (DFA Principles)
- Development should be within limited resources (financial, institutional and physical). Development must optimise the use of existing resources and infrastructure in a sustainable manner (DFA Principles, SPLUMB, CRDP, National Strategy on Sustainable Development)
- Stimulate and reinforce cross boundary linkages.
- Basic services (water, sanitation, access and energy) must be provided to all households (NSDP)
- Development / investment should be focused on localities of economic growth and/or economic potential (NSDP)
- In localities with low demonstrated economic potential, development / investment must concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes (NSDP)
- Land development procedures must include provisions that accommodate access to secure tenure (SPLUMB)
- Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilised (SPLUMB)
- Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral and local levels is central to achieving coherent and effective planning and development (SPLUMB).
- If there is a need to low-income housing, it must be provided in close proximity to areas of opportunity ("Breaking New Ground": from Housing to Sustainable Human Settlements)
- During planning processes and subsequent development, the reduction of resource use, as well as the carbon intensity of the economy, must be promoted (National Strategy on Sustainable Development)
- Environmentally responsible behaviour must be promoted through incentives and disincentives (National Strategy on Sustainable Development, KZN PGDS).
- The principle of self-sufficiency must be promoted. Development must be located in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally. Furthermore, the principle is underpinned by an assessment of each areas unique competencies towards its own self-reliance and need to consider the environment, human skills,

infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency (KZN PGDS)

- Planning and subsequent development must strive to provide the highest level of accessibility to resources, services and opportunities (KZN PGDS)

## SECTION B2: GOVERNMENT PRIORITIES

### MILLENNIUM DEVELOPMENT GOALS

The United Nations Millennium Development Goals (to meet set targets by 2015):

No.	Millennium Development Goals
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

### NATIONAL PLAN PRIORITIES

The National Planning Commission issued the first draft of the National Development Plan in November 2011 for consideration – its priorities are summarized in the table below:

No. (in no specific order)	National Plan Priorities
1	Create jobs
2	Expand infrastructure
3	Use resources properly
4	Inclusive planning
5	Quality education
6	Quality healthcare
7	Build a capable state
8	Fight corruption
9	Unite the nation

### 12 NATIONAL OUTCOMES

The 12 National Outcomes that all provincial governments must align to are:

No.	National Outcome
1	Quality basic education
2	A long and healthy life for all South Africans
3	All people in South Africa are and feel safe
4	Decent employment through inclusive economic growth
5	Skilled and capable workforce to support an inclusive growth path
6	An efficient, competitive and responsive infrastructure network
7	Vibrant, equitable, sustainable rural communities contributing towards food security for all
8	Sustainable human settlements and improved quality of household life
9	Responsive, accountable, effective and efficient local government system
10	Protect and enhance our environmental assets and natural resources
11	Create a better South Africa, a better Africa, and a better world
12	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship

## 5 NATIONAL PRIORITIES

The Five National and Six Provincial Priorities include the following:

No.	Five National (Including 6 <sup>th</sup> Provincial) Priorities
1	Job creation (Decent work and Economic growth)
2	Education
3	Health
4	Rural development, food security and land reform
5	Fighting crime and corruption
6	Nation-building and good governance (State of KZN Province Address February 2010)

### STATE OF THE NATION ADDRESS

The State of the Nation Address was delivered by His Excellency, Jacob G Zuma, President of the Republic of South Africa on the occasion of the joint sitting of Parliament in Cape Town on 14 February 2013.

The President reported on progress made with the implementation of the National Plan and reiterated that the priorities as expressed in the National Plan need to be addressed.

### STATE OF THE PROVINCE (KZN) ADDRESS

The State of the KwaZulu-Natal Province Address was delivered by the Honourable Premier of the Province, Dr ZL Mkhize, on 21 February 2012. In his address the Premier aligns the Province with the strategic direction provided by the State of the Nation Address in meeting the challenges of unemployment, poverty and inequality. The Premier notes that the creation of decent work and building the economy has been highlighted as top priority for Government and, consequently, the Province will respond by directing and demonstrating the opportunities available through integrated Government investment, infrastructural development and targeted policy choices.

In his address the Premier touches on a number of service delivery, social and economic focus areas that have an impact on the communities in the Province including:-

No.	KZN Focus Areas
1	Health, schools and roads infrastructure
2	Human Settlements – access to housing
3	Access to potable water and an acceptable standard of sanitation
4	Access to energy
5	Centres of Growth and Corridors of Development – Special Economic Zones
6	Tourism
7	Building a culture of entrepreneurship
8	Agriculture and Food Security
9	Climate Change
10	Nature Conservation
11	Rural Development
12	Education
13	Health matters with particular reference to HIV / AIDS
14	Social Development
15	Fighting Crime and Corruption
16	Clean Governance
17	Operation Sukuma Sakhe



## PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS) GOALS

No.	PGDS Strategic Goal
1	Job Creation
2	Human Resource Development
3	Human and Community Development
4	Strategic Infrastructure
5	Responses to Climate Change
6	Governance and Policy
7	Spatial Equity

## SECTION C: SITUATIONAL ANALYSIS

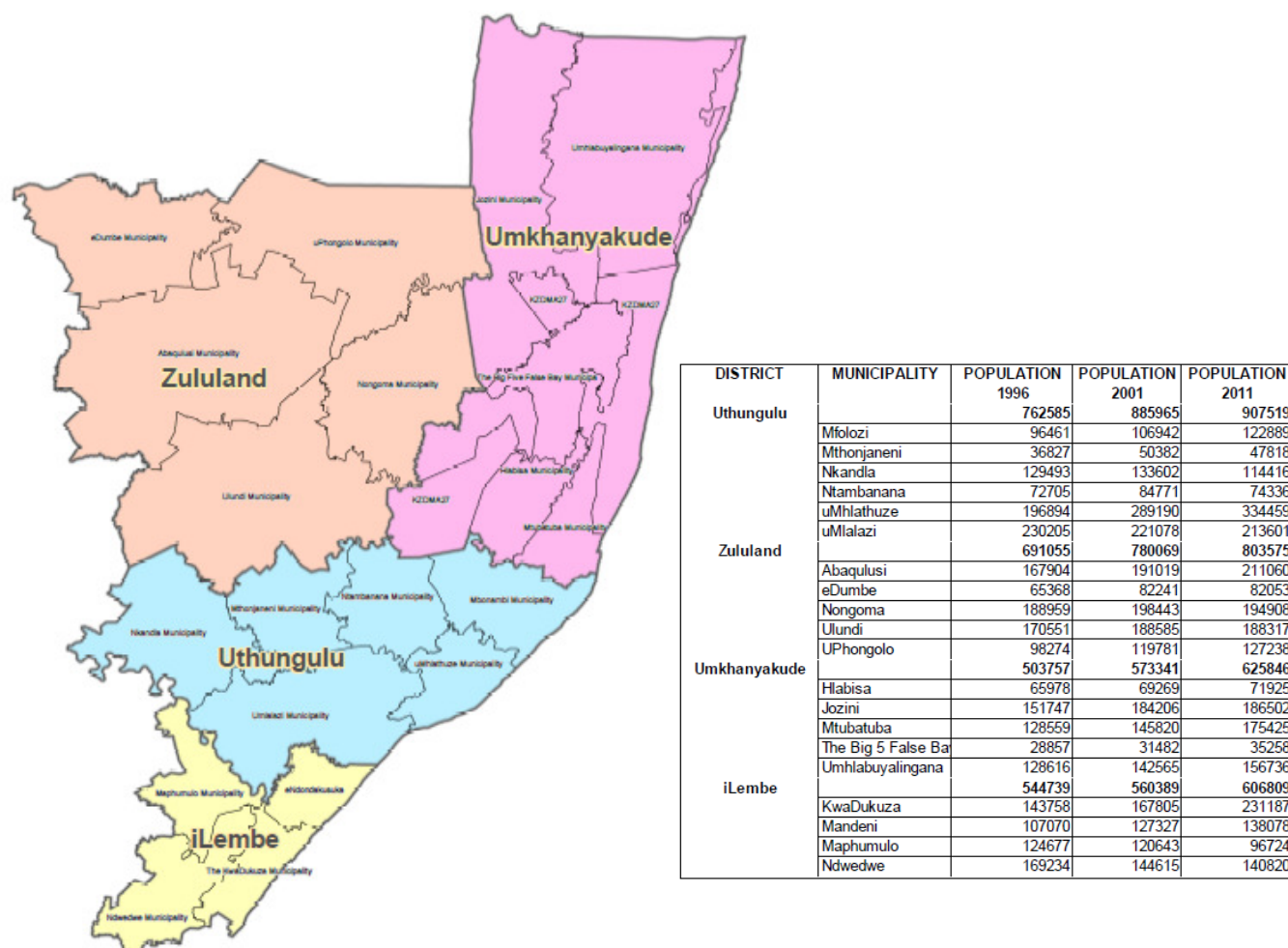
### 6. SPATIAL ANALYSIS

#### 6.1 REGIONAL CONTEXT

The City of uMhlathuze (KZ 282) is situated on the north-east coast of the province of KwaZulu-Natal, about 180 kilometres north-east of Durban. The uMhlathuze area covers 795 km<sup>2</sup> and incorporates Richards Bay, Empangeni, eSikheleni, Ngwelezane, eNseleni, Felixton and Vulindlela, as well as the rural areas under Traditional Councils namely, Dube, Mkhwananzi, Khoza, and Zungu (Madlebe). The population is estimated at 334459 (2011 Census). The municipality borders a coastline that spans approximately 45 kilometers. The N2 highway traverses the uMhlathuze Municipality in a north-east direction towards the Swaziland border and south-west towards Durban. It effectively forms a division between Empangeni and Richards Bay. The R34 Provincial Main Road passes through Empangeni towards Melmoth.

The following map and supporting table provides details in respect of the locality of the uMhlathuze Municipality and population changes in the area between 1996, 2001 and 2011.

**Map 1: uMhlathuze in Regional Context**



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

The Richards Bay area is generally very flat and is situated on a coastal plain and whilst going west towards Empangeni the terrain rises and becomes undulating.

## 6.2 ADMINISTRATIVE ENTITIES

The uMhlathuze Municipality was established on 5 December 2000 after the demarcation process and the local government elections of that date. As such it encompasses the towns of Empangeni, Richards Bay, eSikhaleni, Ngwelezane, eNseleni, Vulindlela and Felixton as well as the Traditional Authority areas under Amakhosi Dube, Mkhwanazi, Khoza, Mbuyazi and Zungu. The uMhlathuze Local Municipality has been divided into 30 municipal wards.

The following table provides an indication of the land area covered by the respective towns, settlements and rural areas:

**Table 1: Land Area in km<sup>2</sup>**

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

Source: Key Statistics and Information on the uMhlathuze Municipal Area 2009

## 6.3 STRUCTURING ELEMENTS

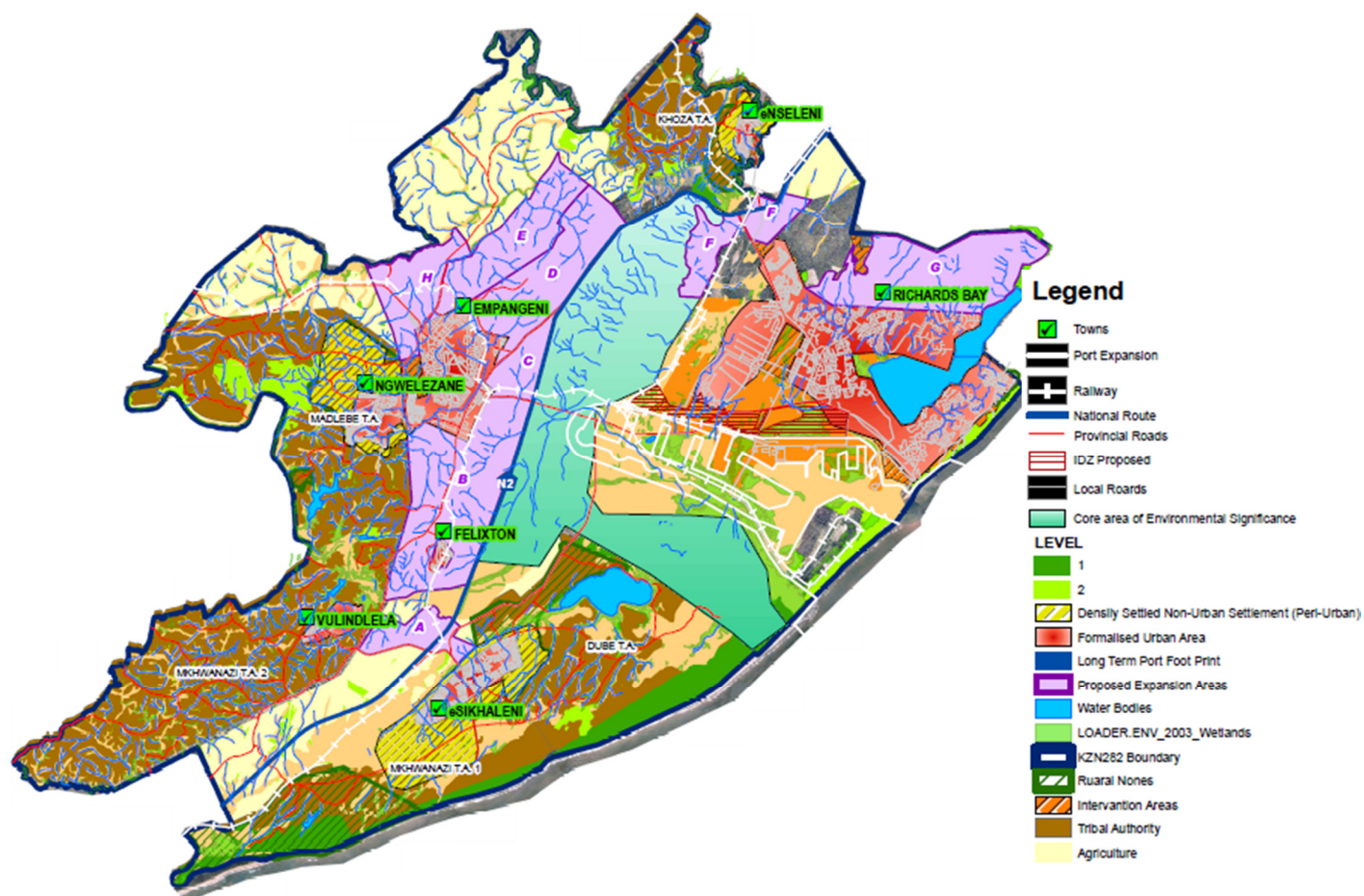
There are a number of natural and man-made phenomenons that have shaped and continue to shape the uMhlathuze Municipality. The area is inundated with a system of wetlands and natural water features such as Lakes Cubhu, Mzingazi, Nsezi and Nhlabane. Major rivers include the Mhlathuze and Nsezi.

The main access into the municipal area is via the N2 in a north south direction and in an east west direction the R34 from Ntambanana. Other significant roads in the area include the MR431 (that provides a northerly entry into Richards Bay from the N2) as well as the Old Main Road that straddles the N2. Railway lines are prevalent in the municipal area but do not provide a passenger service, only a commercial/industrial service is provided.

The municipality has the benefit of about 45km of coastline of which about 80% is in its natural state. Linked to its coastal locality is the Richards Bay deep-water port that has been instrumental in the spatial development of the area in the past and will definitely impact on the areas' future spatial development. There is one airport and a couple of land strips in the municipal area.

The municipal areas includes the formal towns of Empangeni, Richards Bay, eSikhaleni, Ngwelezane, eNseleni, Vulindlela and Felixton as well as the Traditional Authority areas under Amakhosi Dube, Mkhwanazi, Khoza, Mbuyazi and Zungu. Apart from the areas of natural significance, large tracts of land are under commercial agricultural production.

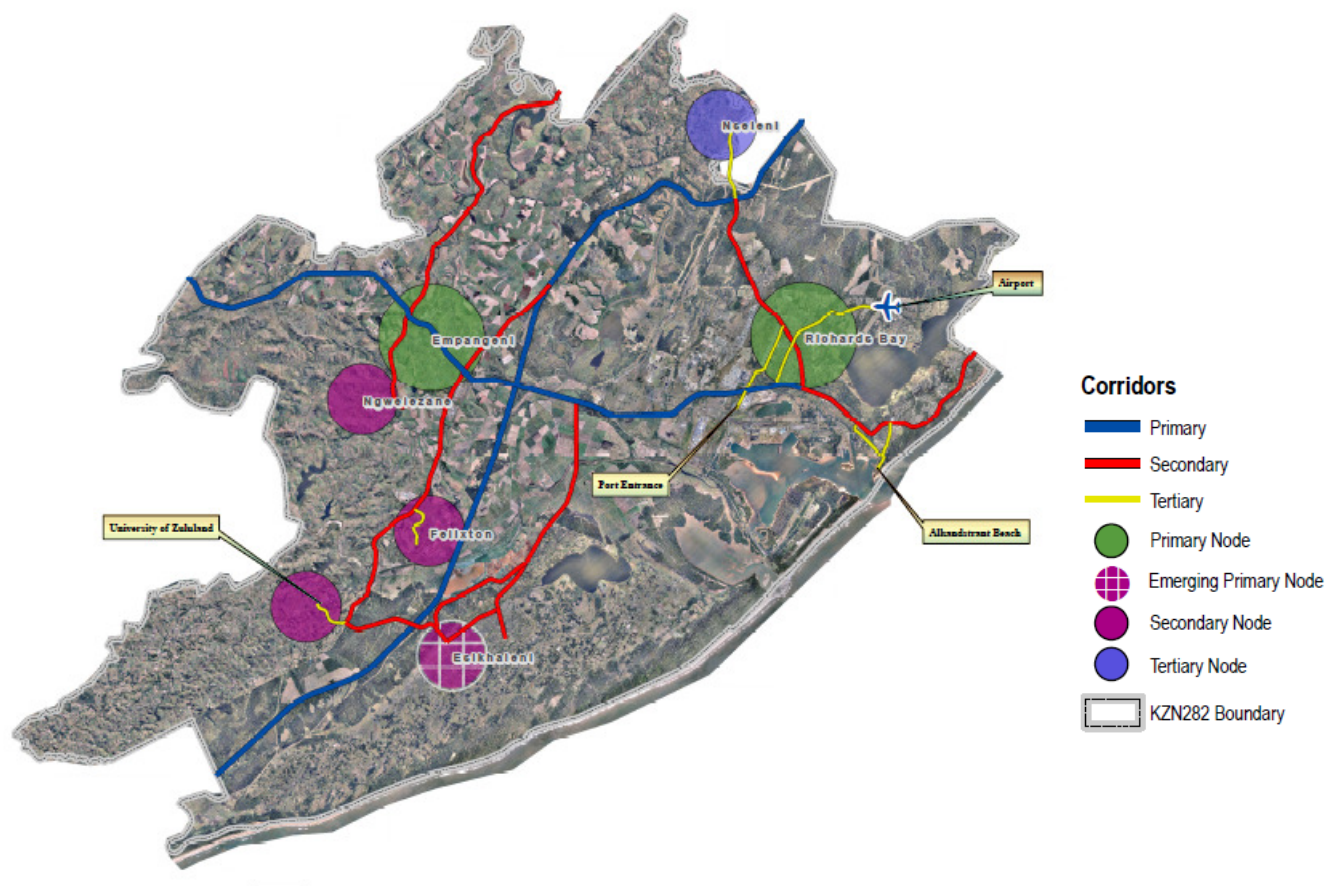
**Map 2: Structuring Elements**



## 6.4 EXISTING NODES AND CORRIDORS

The following map inset provides more details in respect of the main nodes and corridors in the uMhlathuze Municipality.

**Map 3: Nodes and Corridors**

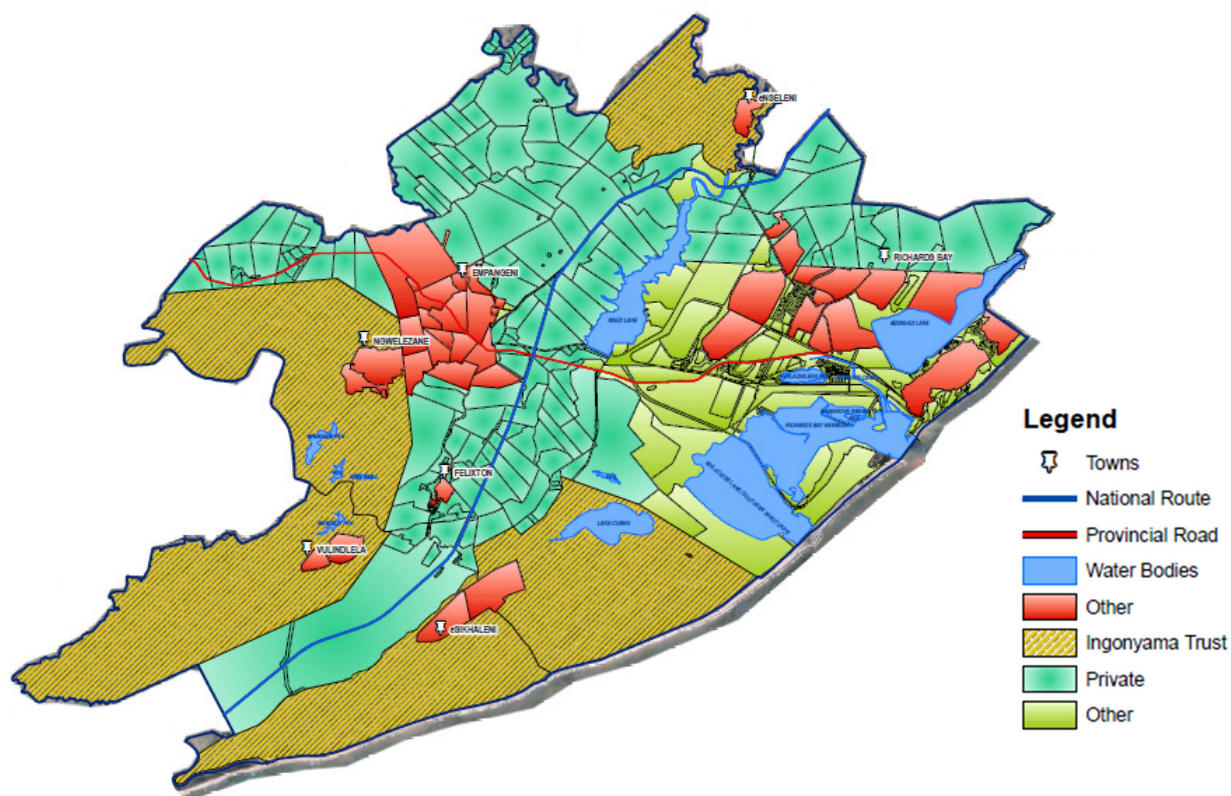


From the map it can be seen that the two primary nodes on the municipal area are Richards Bay and Felixton. Esikhaleni is an emerging primary node. The towns of Ngwelezane, Vulindlela and Felixton are primary nodes while Nseleni has been classified as a tertiary node.



## 6.5 LAND OWNERSHIP

Map 4: Land Ownership in uMhlathuze



The following table provides a breakdown of the land ownership in terms of hectares and percentages (%).

Table 2: Land Ownership Breakdown

	Size(hectares)	Percentange(%)
Other	12460ha	16%
Ingonyama Trust	27953ha	35%
Private	33380ha	42%
Water Bodies	5542ha	7%
<b>Total</b>	<b>79334ha</b>	<b>100%</b>

## 6.6 LAND CLAIMS

The uMhlathuze Municipality area was subject to two land claims filed in accordance with the Restitution of Land Rights Act 22 of 1994.

1. Combined claim filed by the Mbonambi/Mbuyazi and Mthiyane Traditional Authorities – Richards Bay. The original claims focused on the following areas:

- Mbonambi claim - extending from the Reserve 4 boundary in the North/East of Mzingazi Village incorporating the whole of Meerensee and the beach and bay area towards the south up to the bridge over the John Ross road near the northern turnoff to the harbour. This is the general area where the people of Mbonambi lived (comprising of Erf 5333, Richards Bay).
- Mthiyane claim - extending from the north eastern boundary of Reserve 6 to Lake Nsezi in the south (the whole of the original Reserve 6) incorporating various residential areas, the Central Business area, general industrial area and Mondli. This is the general area where members of the Mthiyane Tribe (Mandlazini group) resided. (This area excludes the Mandlazini Trust area which has already been returned to the Mandlazini people).

The above-mentioned two claims were subsequently combined by the Land Claims Commissioner and are now referred to as the Mandlazini claim.

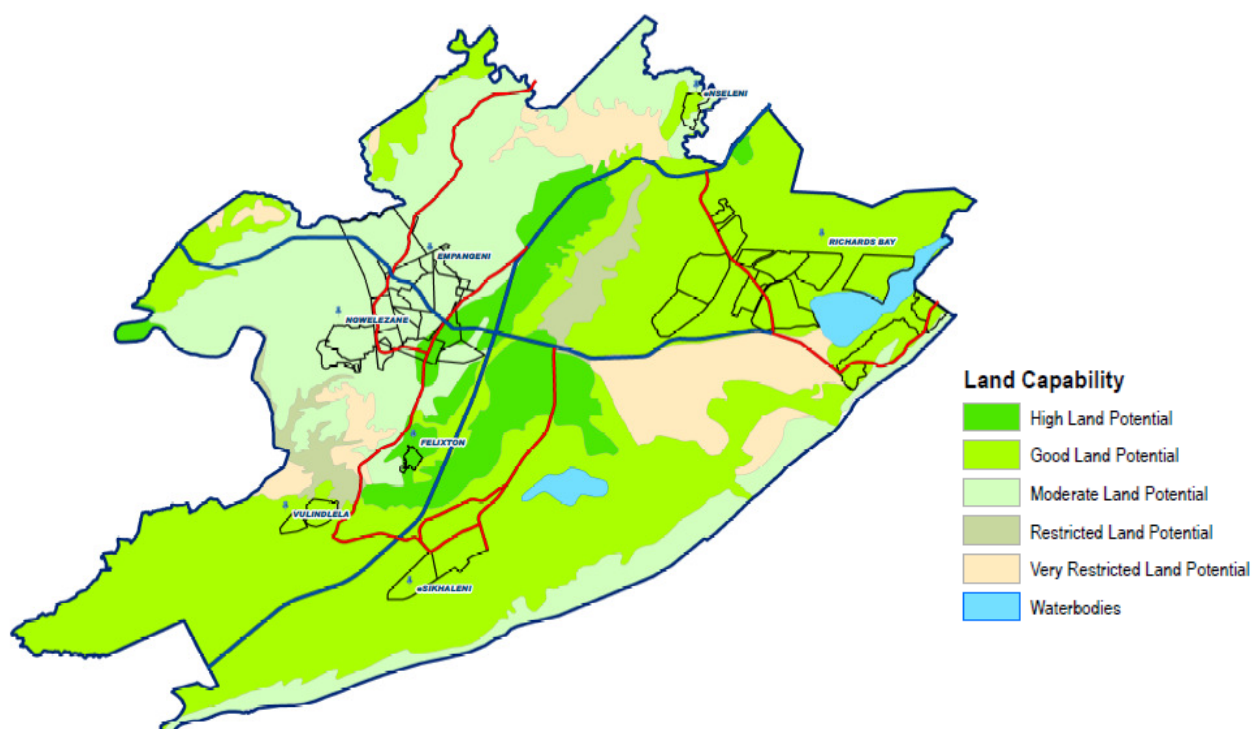
## 2. Claim filed by the Mkhwanazi Traditional – Esikhaleni Area

A claim related to the Esikhaleni residential area known as the “Mkhwanazi” claim has been ongoing from January 2004. The land claim affects the following properties:

No.	Property Description	Extent	Current Title Deed	Current Owner	Bonds & Restrictive Conditions (Interdicts)
1	Erf No 2868 of the Township of Esikhaleni	262,4109 ha	T52531/1999 T52610/2001	uMhlathuze Municipality	None
2	Portion 5 of the farm Reserve No. 10 No. 15830	360,6249 ha	T52530/1999 T52610/2001	uMhlathuze Municipality	None

Updates in respect of the above are sought by the Municipality on a regular basis.

## 6.7 LAND CAPABILITY



The following table provides a breakdown of land potential/capability in terms of hectares and percentages.

**Table 3: Land Capability Breakdown**

	<b>Size(hectares)</b>	<b>Percentage(%)</b>
High Land Potential	6959ha	9%
Good land Potential	39519ha	50%
Moderate Land Potential	21565ha	27%
Restricted Land Potential	2259ha	3%
Very Resticted Land Potential	7632ha	10%
Waterbodies	1400ha	1%
<b>Total</b>	<b>79334ha</b>	<b>100%</b>

## **6.8 ENVIRONMENTAL ANALYSIS**

### **6.8.1 Geomorphology**

The geomorphology of the landscape is generally described as a low-relief area that is bounded by a coastline and a high-relieve terrain on the landward side. Forming part of the Zululand Coastal Plain, the area indicates a history of erosion and sedimentation, and sea level fluctuations. Past geomorphologic processes have resulted in a unique landscape that supports complex hydrological systems, which in turn have resulted in high level of species diversity. The low level coastal floodplain is subject to natural flooding, climate change and sea level rise, and may increase flood risks over time Landscape features are therefore important factors for decision-making and development planning.

### **6.8.2 Climate**

The City of uMhlathuze is characterized by a warm to hot and humid subtropical climate, with warm moist winters. Average daily maximum temperatures range from 29°C in January to 23°C in July, and extremes can reach more than 40 °C in summer. The average annual rainfall is 1228mm and mot (80 %) of the rainfall occurs in the summer, from October to March. Extreme rainfall and thundershowers has occurred on several occasions in the Zululand Region, resulting in extensive flooding with loss of life, property and infrastructure. An increasing trend in the frequency of cyclonic activity has been observed, which needs to be considered in future planning of the region.

### **6.8.3 Biodiversity**

The area falls within the Maputaland-Pondoland-Albany Biodiversity hotspot which is recognized as the second richest floristic region in Africa: containing approximately 80 % of the of South Africa's remaining forests, rich birdlife and many other significant flora and fauna species. The uMhlathuze Municipal Area supports a total of 174 Red Data species, which has been reported as amongst the highest in the country for an area of its size. This remarkable concentration of Red Data Species is one of the main reasons that the remaining percentage of its surface area under indigenous cover is considered largely irreplaceable by KZN Wildlife for meetings its conservation objectives in the province.



#### 6.8.4 Water Resources

The geology and geomorphology of the area controls the transport and storage of water and influences the hydraulic functions of the ground water system. Furthermore, the soils are very permeable and almost all the rainfall infiltrates into the groundwater, where it is temporarily stored before being discharged into the streams, lakes and wetlands. Consequently the streams are generally perennial and seldom stop flowing even in drought conditions. This also creates a large underground storage reservoir that consistently sustains the coastal lakes which form the main water supply resources for the municipality.

#### 6.8.5 Heritage

The City of uMhlathuze has high potential for archaeological heritage resources of different classes of significance. Although a considerable amount of sites have been recorded, there remain gaps in availability of data on the local heritage. A desktop survey indicated a total of 125 recorded archaeological sites, which range from the Stone Age Period to the recent historic period. Most of the sites recorded indicated pressure from mining and infrastructure development within the municipal area.

#### 6.8.6 Environmental Assets

**Economic Development:** Coastal Dunes contain heavy minerals that are sought after for mining, which is a key sector in the context of regional economic development and national plans.

**Tourism:** The beaches are significant tourism assets for the municipality, attracting an Annual Beach Festival a hosting beach events at Alkanstrand, and providing seasonal holiday destination and on-going recreational amenity. Other tourism assets worthy of preservation are the area's lakes and forests, heritage sites, conservation areas around Mzingazi River, and the estuary found south of the Port. The proposed developments of the waterfront, has a strong tourism focus. Environmental assets and socio-economic indicators have therefore been considered in the conceptual plans for the Waterfront.

**Water Resources:** The coastal Lakes (Lake Mzingazi, Lake Cubhu and Lake Nseze) are important water resources for the municipality. The development of Richards Bay in particular, with its industrial development, has seen a significant increase in the abstraction rates of these lakes over the past 20 years.

**Ecological Features:** Water logged areas have been drained to accommodate development but has in the process, created important hydrological and ecological linkages. In certain instances, these artificial regimes, have resulted in the formation of valuable natural assets that support high levels of biodiversity and species endemism. An example of such is the Thulazihleka Pan system in Richards Bay.

#### 6.8.7 Threats to Ecosystem Goods and Services

**Atmosphere:** Local ambient air quality conditions, particularly in industrial areas, indicate the inability for such areas to deal with any further emissions. This is because the quality of the air influences people's well-being and ecological integrity. It has been reported that there will be adverse risks to human health and to the environment, as well as exacerbating climate change, should current trends prevail.

**Landscape:** Coastal Dune areas are sensitive to change and erosion remains a key concern along a coastline that is susceptible to the sea level rise.

**Hydrology and Water Resources:** The area is characterized by a complex hydrology and climate change would therefore have an impact on water resources in the area. At present, the availability and variability of water within the catchment is fully subscribed or allocated and there are predictions that the demand for water will grow. Against this backdrop, there are questions where future water will come from. Furthermore a decline in water quality in streams, lakes and rivers pose a risk for communities that extract water for subsistence, domestic or personal consumption

**Figure 1: Air and Water Pollution from industrial and mining activities**



**Pollution:** Established developments, by virtue of specific land-uses, and growing population pressures, have resulted in intrinsic pressures on the environment. These manifest in the form of pollution which impact on the environment on various scales from localized illegal dumping to air and water pollution.

**Figure 2: Illegal dumping is a serious cause for concern and which warrants significant resources to manage**



**Landscape:** Specific qualities of a landscape (natural vegetation, water bodies, landscaped parks etc) provide aesthetically pleasing environments for the inhabitants of the area. The cumulative impact of

development pressure and future planning scenarios however, pose a major threat to visual quality and a sense of place.

**Coastal Management:** Coastal Dune areas are sensitive to change and erosion remains a key concern along a coastline that is susceptible to the sea level rise.

**Biodiversity:** A large proportion of the Biodiversity Hotspot is being transformed and degraded by human activities, resulting in many vegetation types being vulnerable to further disturbances. These disturbances threaten species complexity and lead to imbalances within ecosystem.

### 6.8.8 Environmental Priorities and Objectives

Having considered various sources of information, and given the current sphere of governance and accountability, the City of uMhlathuze has identified and prioritized the following as key to meeting its environmental targets and objectives:

- To ensure legal compliance of environmental bylaws and legislative requirements by all (Council, Employees, Contractors)
- To ensure sufficient suite of local environmental bylaws and effective enforcement thereof
- Regulation of land use and enforcement of usage of land in terms of the town planning scheme and land use management system
- To minimize air pollution (prevention and reduction) in the City of uMhlathuze through efficient monitoring
- To reduce overall water pollution within the municipality as a result of land use practices through monitoring hotspots and imposing stringent requirements during EIA and planning processes
- To ensure management of all water resources in a sustainable manner by adhering to lake management plans and water services bylaws
- To ensure the management of soil and land resources in a sustainable manner through environmental and land use planning
- To ensure the protection of habitats and natural resources that would contribute to conservation targets of the province
- To preserve heritage resources by preventing damage and loss through development planning processes and through the tourism sector
- Complying with the provisions of the National Environmental Management: Integrated Coastal Management Act
- Maintaining the biological diversity and productivity of coastal ecosystems through implementation of coastal management programme and estuary management plans
- To comply with the provisions of National Environmental Management: Waste Act by appointment of a waste management officer and compilation of a waste management plan for the City of uMhlathuze
- To improve energy efficiency of existing facilities and reducing demand in terms of the strategy set out in the energy sector plan, and facilitating renewable energy/co-generation initiatives and projects
- To be prepared and anticipate disaster management within the municipality
- To ensure that the municipality maintains its environmental assets through environmental tools such as project specific EIA's, the EMF and the Environmental Framework of the SDF
- To increase the knowledge and understanding, and prepare for vulnerability to environmental changes within the municipality

### 6.8.9 Comparative and Competitive Advantages of the Municipality

Given the strategic economic or development imperatives of the area, some of which are of National importance, the City of uMhlathuze needs to ensure that the landscape and social indicators are managed sustainably.

**Table 4: Competitive and Comparative Advantages**

<b>LANDSCAPE FACTORS: LAND USE</b>	
Port and related infrastructure	As the main economic attraction of the area, the port is the overarching priority for stimulating the local economy. It is also a provincial priority in that it is the growth engine for one of the primary provincial growth nodes. Port and related infrastructure is classified as Strategic Important Developments and such is important for the national economy. Port expansion options are addressed in the Port Development Framework (2007) which has been integrated with the City's IDP and SDF and form parts of the City's Local Economic Development Strategy.
Transport	The City's Arterial Road Framework and Airport Framework Plan are under review (2009). The John Ross Parkway is currently being upgraded. Over the long-term it may need to be rebuilt to accommodate the proposed port layout plan, encroaching into land earmarked for development for the IDZ.
Rail infrastructure	Rail infrastructure links the port with the hinterland to ensure the flow of resources. The National Infrastructure Plan makes provision for expansion and upgrades of transport networks.
Industrial development	The Richards Bay Industrial Development Zone has been designated as a national priority for stimulating growth in the manufacturing sector. The manufacturing sector is important in the province (largest contributor to PGDP). The City promotes "competitiveness in the manufacturing sector whilst advancing downstream value-adding opportunities that are labour intensive".
Commercial activities	National Government: Promote Local Economic Development Initiatives  The City's IDP promotes a diversity of economic activities and the Local Economic Development Plan makes provision for growth in the commercial sector by encouraging new initiatives for emerging businesses, the informal sector and SMMEs.
Agriculture	Agriculture is a provincial development priority (food security). The focus of the City's Agricultural Development Strategy and Plan is on traditional authority areas and addressed emerging farmers. There are no local priorities for agriculture expansion within the study area.
Tourism	The region within which the study area is located has been identified as a provincial tourism priority. The City's IDP acknowledges the tourism potential of the area and promotes the enhancement of this potential.
Mining	Mining of mineral resources is an important economic activity in the region. There is only one mine in the study area while mining rights have been assigned to the south of the area.
Energy	The City has an Energy Strategy (2009) to "minimise the local and global environmental impacts of energy use by adopting and promoting efficient demand-side practices and by encouraging the uptake of renewable energy options within all sectors". The strategy defines objectives for the environmental, social, economic and institutional sectors. It also sets demand side and supply side targets for the municipality. Existing electric overhead power lines serves the city and the aluminium smelters. These power lines may need to be relocated further north to accommodate

	the proposed port layout plan, encroaching into land earmarked for development for the IDZ.
Housing	Sustainable human settlements are a national policy goal. Private land ownership, lack of suitable infrastructure, environmentally sensitive wetlands, geotechnical and environmental considerations limits suitability. A number of potential land parcels have been identified with housing potential and urban densification is receiving attention. An increasing need for housing within or close to the CBD is projected. The greatest need for housing occurs in rural/tribal areas and the removal of slums and informal settlements is a priority. Land tenure is a major challenge.
Waste Services and Infrastructure	The management and minimisation of waste streams in the study area is a concern due to a lack of adequate disposal infrastructure and services. The City has an Integrated Waste Management Plan (2005) to “protect natural resources by managing and minimising waste streams” in the study area. The City has adopted a “0 waste to landfill” policy with targets of 50% reduction of waste by 2012 and 0% waste by 2020. However, the Plan gives scant attention to industrial waste disposal needs. In view of future potential industrial expansion the Plan may need to be reviewed and strategies need to be devised, in cooperation with the District Municipality who is responsible for addressing the inadequate landfill capacity to serve the area over the short-term.
Water and sanitation services and infrastructure	The uMhlathuze Municipal area is supplied with potable water from Lake Mzingazi, Lake Cubhu, Nseleni river (Nsezi Lake) and Mhlathuze river. There are concerns about the long-term sustainable supply of water to sustain economic growth. The priorities for water and sanitation provision are specified in the City’s Water Services Management Plan (2008) where the focus is predominantly on the “provision of safe, sustainable and affordable water services, the right of access to basic water supply and sanitation”. The Plan acknowledges the threats of diseases and environmental problems posed by water and sanitation backlogs in the rural areas. The Plan does not consider the supply of water to meet future growth demands nor ways to optimise use of existing water resources.
<b>LANDSCAPE FACTORS: SOCIAL</b>	
Community health and wellbeing	<p>Reducing poverty and unemployment and inequalities are national and provincial priorities.</p> <p>The city’s IDP defines the associated priorities based on the needs of urban vs. rural communities. Safety and security, employment creation, social welfare, community facilities, health, education, housing and agriculture is important to the communities in the area. Community upliftment and empowerment of rural areas and demand for affordable housing are priorities in terms of community well-being.</p> <p>The IDP gives special attention to sport and recreation in order to “develop provide and maintain suitable sport and recreation facilities and amenities in an organised, effective and cost-efficient manner with the co-operation of all role-players whilst utilising available resources efficiently and effectively”. There are important natural assets that are valued by communities in the north of the study area for their recreational value.</p> <p>The City’s Disaster Management Plan aims to protect the public, public property, infrastructure and services from the risk of disaster potential through prevention and mitigation. There are low-lying areas in the study area (within flood lines) which may be exposed to risk.</p> <p>The health of all communities is a concern due to the prevailing air pollution levels but this is not acknowledged in local plans.</p>

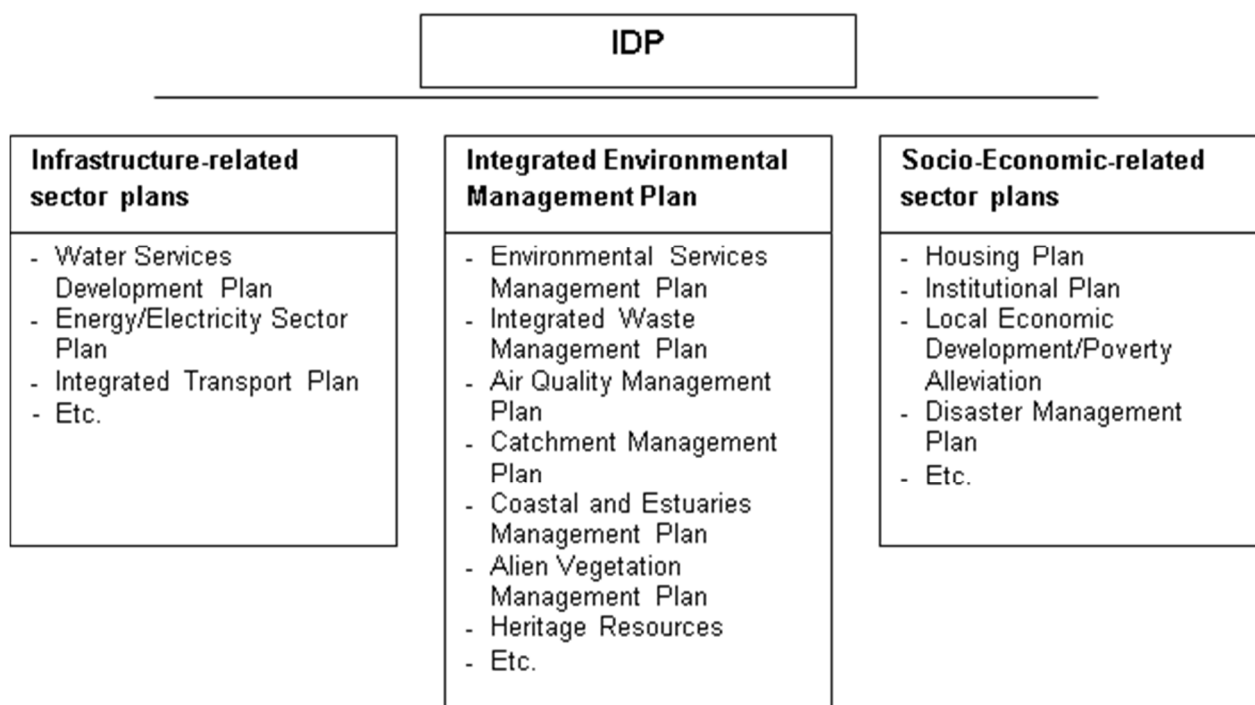
Vulnerable communities	Rural communities are vulnerable because of their economic status. Poor people must receive special attention in planning. The threat of diseases and environmental problems posed by water and sanitation backlogs in the rural areas are important.
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### 6.8.10 Environmental Governance

Despite policy challenges on a national and provincial level from where legislation is derived, the prevailing system of environmental governance within the municipal jurisdiction is reasonably strong, both in the private and public sectors. This is particularly resonant amongst industries that interact with the global community, who are compelled to meet international standards and subscribe best practice guidelines when it comes to environmental performance. There is however, unprecedented pressure on the municipality to manage local environmental objectives and deliver on the following:

- Plan and manage for a sustainable City
- Deliver sustainable services
- Govern the area in a responsible manner
- 

The overarching plan that enables Council to perform these functions in terms of the abovementioned two roles is the IDP, and its associated Sector Plans, as prescribed in legislation or as required during the IDP process:



### Public participation and engagement during environmental planning

Public participation and involvement of interested and affected parties is a legal requirement of an EIA process. All applications subject to environmental approval thus go through rigorous public participation. This has furthermore cascaded to other processes such as the EMF and conceptual planning for proposed developments. In fact with the case of the Waterfront Planning, a public participation exercise was conducted upfront to inform the conceptual designs.

## **Environmental Awareness and Campaigns**

One of the over-arching principles of the National Environmental Management Act, No. 107 of 1998, (NEMA) categorically states that: "Community wellbeing and empowerment must be promoted through environmental education, the raising of environmental awareness, the sharing of knowledge and experience and other appropriate means."

Considerable resources are hence set aside annually by the City of uMhlathuze towards creating environmental awareness programmes that are aimed at environmental protection and quality (protection of indigenous plants, wetlands, coastal management, water and promotion of recycling). Such programmes are often collaborated with Provincial environmental authorities, the District and importantly, leverage support from local industry.

Initiatives for 2013/2014 include:

- Schools cleanup campaigns jointly with DAEA.
- Community cleanups involving ward members in various suburbs
- Recycling Project in Meerensee to emphasize the concept of kerbside recycling
- Job creation initiative at Alton Recycling and Resource Centre
- eSikhaleni Transfer Station Project- Zoning phase and before construction
- Essenwood Way Drop off- Community members recycling, job creation
- eNseleni Recycling: promoting recycling of glass.
- Informal Traders: Health & Hygiene education-especially in our Taxi and Bus Rank -food and personal hygiene, house-keeping and preserving the environment
- Regular visits to illegal dumping sites and community awareness

## **Environmental Policy and Bylaws**

Certain environmental or public health issues are not provided for in terms of Provincial or National Environmental Legislation, which implies that the municipality must rely on enabling powers of the Local Authority to ensure that communities are safeguarded against environmental degradation. The municipality has, to this end, numerous bylaws that serve to protect the environment, and the community's rights to a healthy environment. To achieve this, the following applicable bylaws must be enforced:

- Beach
- Cemetery
- Electricity Supply
- Environmental Health
- Flammable Liquids
- Funeral Undertakers
- Keeping of animals
- Nuisances
- Outdoor Advertising
- Possession and Discharge of Fireworks
- Solid Waste
- Street Trading
- Water Services Bylaws (Including Storm water management)

Furthermore, various policies have been adopted by the Council, namely, a broad Environmental Policy that is aligned to the principles of Section 28 NEMA: Duty of Care to the Environment; Policy on EIA's, and the clearing of vegetation within Public Open Spaces.

The focus on energy management and green buildings presents further opportunities for development of a policy framework for the City, which the relevant sectors are looking into.

### Accountability towards Environmental Performance

A range of environmental competencies and responsibilities have been delegated to South African local authorities that may be controlled or influenced by appointed officials, elected politicians or civil society. Within the City of uMhlathuze, the environmental performance needs to be addressed by means of the implementing the programmes identified in the table below:

**Table 5: Tools for Measuring Environmental Performance**

Tools/Programmes for Measuring Environmental Performance	Status	Responsible Department/Section
Permit Registers	Proposed	Community Services
EIA Registers (Internal & External applications)	Implemented	City Development
Air Quality Management Plan	Proposed	Community Services
Wetland Management Plan	Proposed	City Development, DWA, KZNWL, and DAEA
Biodiversity Sector Plan	Proposed	City Development, SANBI, KZNWL, and DAEA
Water Services Development Plan	Commenced	Infrastructure and Technical Services
Lake Management Plans	Proposed	Infrastructure and Technical Services
Alien Weed Control Programme	Commenced	Infrastructure and Technical Services
Estuary Management Plan	In Progress	Community Services
Heritage Management Plan	Proposed	City Development, uThungulu District, DAEA and KZNWL
Waste Management Plan	Proposed	City Development
Climate Change Strategy	Budgeted for	Community Services
Energy Sector Plan	Adopted by Council. Implementation ongoing	Championed by City Development
Health / Air Quality Study	Adopted by Council. Implementation phase	Championed by Infrastructure and Technical Services
Low Emissions Development Strategy	Commissioned by DAEA (CEDARA/Head Office)	Community Services, uThungulu District Municipality,
	Commenced: Partnership with ICLEI	

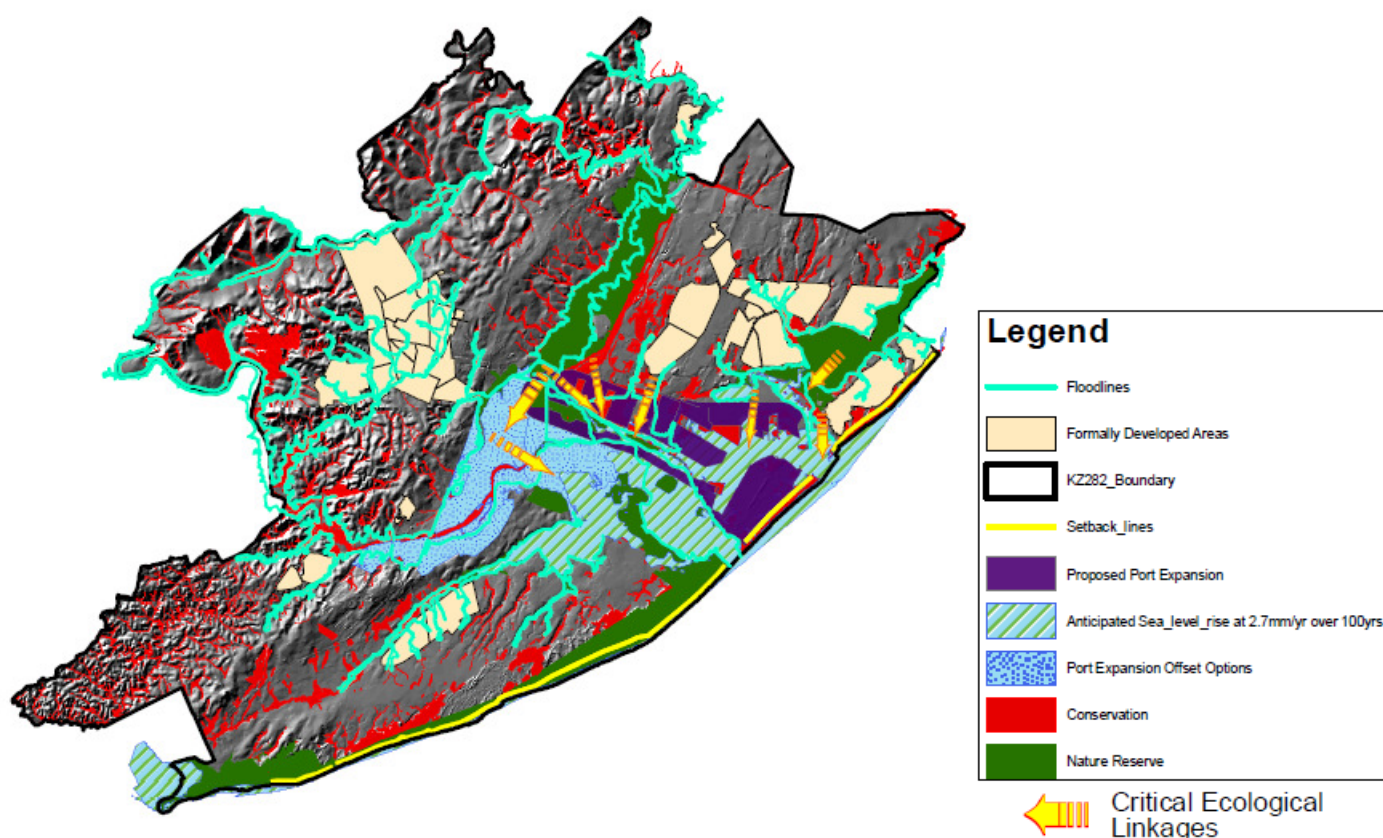


It is important to note that the above programmes have taken into consideration the outcomes and recommendations of the EMF.

### 6.8.11 Spatial Development Framework

Future development projections, would no doubt, change the landscape of the municipality. With such development pressure, sensitive areas will be impacted upon. It is therefore imperative that the City adopts a forward-planning approach to ensure that environmental impacts are minimized or taken cognizance of. Key elements of this plan reflect ecological and hydrological linkages that provide for corridors for conservation instead of isolated, disconnected systems. A further feature of the environmental framework plan is that it caters for future offset development, which requires extensive consultation with the relevant authorities and an enabling policy framework through which such negotiations are undertaken.

**Map 5: Draft Environmental Framework**



### The Environmental Management Framework (EMF)

In accordance with *Council Resolution 4292* of December 2006, approval was granted to commission an Environmental Management Framework for the Richards Bay Port expansion area. The EMF was initiated by the Department of Agriculture and Environmental Affairs through the Danish Government funding agency (DANIDA), whilst the Municipality, Port and the IDZ were consulted extensively throughout the process. The study area was confined to the Port expansion area owing to environmental sensitivity (mainly hydrological and ecological) versus enhancement of socio-economic incentives that such development would foster.

Key findings of the EMF were:

#### Port Expansion

- The port and harbour area falls within environmental management zones of the EMF which both yield high levels of sensitivity in terms of biodiversity and geotechnical constraints.
- The Transnet Due Diligence Investigation for the acquisition of land for the proposed port development framework has however identified areas that are potentially suitable for offsetting the above environmental risks. These areas however, would first have to be accepted either prior to, or in the process of the EIA should Transnet be granted environmental authorization. It must be noted that in the absence of formal guidelines, there was reluctance on the part of the environmental authorities to pay attention to offset development in the EMF.
- The EMF identified a number of existing activities that render further constraints to the proposed expansion of the port:
  - The slimes dam from the mining operations at Hillendale (Exxarro) poses a risk to the hydrological and ecological integrity of the area. This is a concern in terms of this being a possible offset area should the Port proceed with its EIA application for the proposed Port expansion;
  - The Foskor Gypsum Stack or slimes dam between Bayside and the Papyrus Swamp is a contaminated site with potential to severely constrain future port expansion;
  - The location of Bayside Aluminium; and
  - The potential conflict between conservation and port/harbour expansion that would require strict development control.

#### IDZ Development

- The EMF sensitivity analysis points to areas that are of great concern for the IDZ and for particularly IDZ 1A which has geotechnical constraints. Further, the issue of Kwambonambi Grassland shall further hinder development on IDZ 1D (in the Pulp United area) as well as the IDZ 1C site.
- There are also a number of significant environmental management issues that would require strict management measures in terms of air quality.
- The high environmental risk rating for the IDZ is also a business risk and may discourage investors into the area.

#### The Environmental Services Management Plan

Whilst the EMF is relatively focused in terms of scope of area, the Municipality adopted an Environmental Services Management Plan (ESMP) as broader planning tool to guide spatial development.

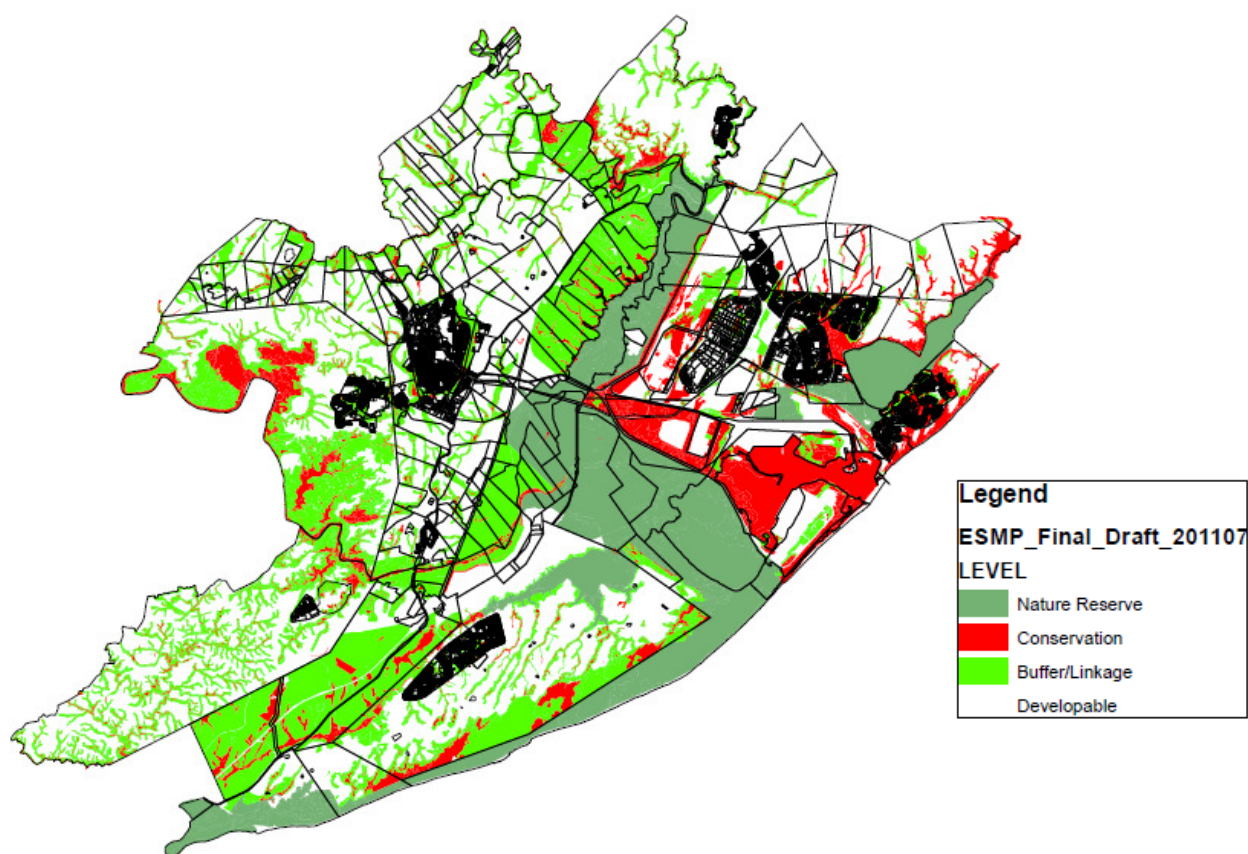
The ESMP outlines a number of goals for Environmental Services Management. Two critical goals are:

- *'To define cohesive and functional spatial management units within the municipal area that need to be managed in order to optimise the delivery of environment services.'*
- *'To develop management plans for each management unit that identify the management activities required to secure environmental services supply.'*

The areas that provide environmental services to the City are spatially defined, and the following "Levels" of protection were determined:

- **Nature Reserves (Level 1):** Included in the nature reserve zone are areas of high biodiversity and environmental significance that require a high level of legal protection. Included are unique habitats or areas that are considered important at International, National or Provincial level; estuaries, lakes, major wetlands, natural forests, coastal buffers and critically endangered habitats that are protected in terms of international or national legislation and/or treaties. It is recommended that these areas be proclaimed as nature reserves in terms of relevant legislation such as the National Environmental Management Protected Areas Act.

**Map 6: The Draft Municipal Environmental Services Management Plan Spatially Defined**



- **Conservation Zone (Level 2):** Included in the conservation zone are areas of biodiversity / environmental significance, which are not viable for proclamation as nature reserves, but that require some form of legal protection. Included are unique or regionally important natural habitats; wetland and forest areas that are protected in terms of national legislation; and all areas that fall within the 1:100 year flood line. No transformation of the natural assets or the development of land for purposes other than conservation should be permitted in this zone. Sustainable use of renewable resources is permitted.
- **Open Space Linkage Zone (Level 3):** Included in the open space linkage zone are areas that provide a natural buffer for Level 1 and 2 Zones, areas that provide a natural link between Level 1 and 2 Zones and areas that supply, or ensure the supply of, significant environmental services. Transformation of natural assets and the development of land in these zones should only be permitted under controlled conditions.
- **Development Zone (Level 4):** Includes all areas that are not included in Level 1, 2 and 3 zones. Areas in this zone are either already developed or transformed and contain land and natural assets that are not critical for environmental service supply. However, it is recognised that the development of these zones can impact on environmental services supply. As such, they should be developed in a manner that supports, or at least does not adversely impact on, the sustainability of environmental service supply in Level 1, 2 and 3 zones.

A significant feature of the ESMP is the economic value attached to environmental goods and services. These are outlined in the table herewith:

**Table 6: Economic Value of Environmental Goods and Services**

Environmental Services	Estimated annual value (millions)	Environmental services	Estimated annual value (millions)
Atmosphere regulation - CO <sub>2</sub> , etc	R 23,39	Pollination - legume and fruit crops	R 1,53
Climate regulation - urban heat sinks	Unknown	Disease and pest control	R 9,74
Flood and drought management	R 244,11	Refugia - for wildlife and nursery for fisheries	R 15,90
Water regulation - timing, rate	R 137,39	Food production	R 30,18
Water supply – volume	R 297,92	Raw materials - housing, medicinals, craft	R 20,90
Erosion control	R 16,10	Genetic resources – chemicals	R 2,33
Soil formation	R 0,65	Recreation	R 37,73
Nutrient cycling	R 714,90	Cultural	R 67,20
Waste treatment - assimilation and dilution	R 137,74	<b>Annual total value (millions)</b>	<b>R 1,757,72</b>

### 6.8.12 Air Quality

In 2006, the Environmental Planning Division of the City of uMhlathuze understood the integral part air quality management needs to play in land use planning and zoning. A study was initiated to assess air quality within the municipality and use this as one of the tools to inform their Spatial Development Framework. The main objective of the air quality investigation was to inform the Spatial Development Framework for the City of uMhlathuze to ensure all environmental aspects were considered for current and future planning. This is in line with the City's vision and mission statements, which stress the improvement of quality of life through sustainable development.

Airshed Planning Professionals (Pty) Ltd was contracted by the City of uMhlathuze to conduct an air quality investigation for the local municipal area. Although Airshed represented the lead consultancy, Airshed conducted the project in partnership with Ecoserv (Pty) Ltd and the Richards Bay Clean Air Association (RBCAA) that was in support of the project.

In order to achieve the main objective of the study, the following steps were followed:

- Determination of ambient air quality limits to be adopted as targets for areas within the City of uMhlathuze;
- Determination of areas where local air quality limits are exceeded or are in danger of being exceeded;
- Determination of buffer zones for existing industrial areas; and,
- Identification of possible future industrial development areas that would not impact on the health and well-being of the residents in uMhlathuze or on the sensitive environment.

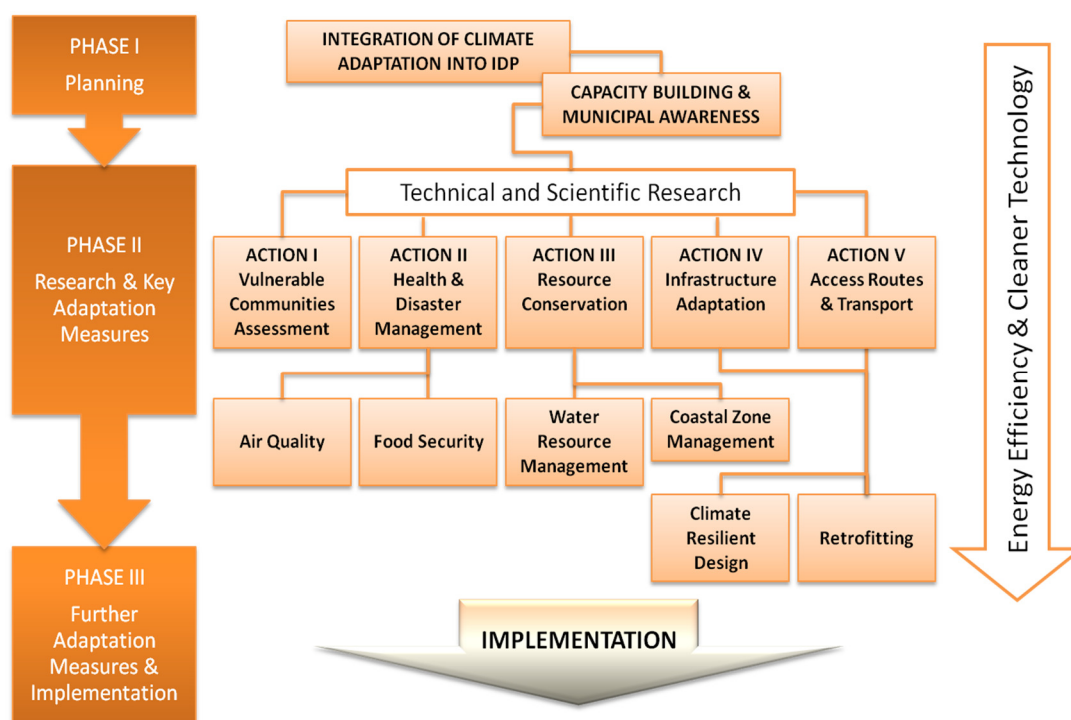
Council adopted the outcomes of the study in November 2006.

### 6.8.13 Response to Climate Change

Regardless of the attempts to mitigate the impacts of climate change, it is widely accepted that many of the anticipated changes are destined to take place. The climate change strategy was therefore drafted on the basis of two fundamental principles, i.e. **mitigation** and **adaptation** through the implementation of the Climate Change Municipal Action Plan.

The Municipal Action plan adopts a phased approach to allow for a systematic and realistic response to potential climate impacts. Represented in the following figure, it is proposed that the plan be adopted over a 5-year period, coinciding with the rollout of the Municipality's Integrated Development Plan (IDP).

**Figure 3: Phased Approach to Municipal Action Plan**



The following table provides a more detailed explanation of the above:

**Table 7: Phased Approach to Municipal Action Plan**

<b>Phase 1</b>	<b><u>Integration into the IDP</u></b>  The long term vision of the municipality is to mainstream all sector plans within the IDP and within decision-making procedures to allow for protection of resources and communities, in line with the Climate Change Strategy.
	<b><u>Appointment of a Climate "Champion"</u></b>  The climate champion would ensure that the Municipality's projects and activities are



	<p>carried out in accordance with local and international environmental legislation and policy, and within the Integrated Development Plan (IDP). In summary, this role would be included as a performance area of the Department: City Development, which would involve:</p> <ul style="list-style-type: none"> <li>○ Awareness creation in terms of local climate change impacts</li> <li>○ Development of climate change mitigation and adaptation plans</li> <li>○ Ensure integration into IDP</li> <li>○ Initiating international fundraising for climate change related projects; which would utilise existing personnel</li> </ul> <p><b><u>Municipal Awareness Programme</u></b></p> <p>The process of mainstreaming climate change issues into municipal planning should begin within the Municipality itself, with the aim of disseminating this knowledge to decision makers. This should be initiated through a brief awareness campaign for various departments (perhaps through a presentation by the climate champion within branch meetings), and provision of a communicative pamphlet or brief. This should serve, at a minimum, to initiate climate thinking within Municipal structures.</p> <p><b><u>Climate Change Working Group</u></b></p> <p>The establishment of a Climate Change Working Group or partnership will encourage communication between Municipal departments, industry and NGO role-players for open discussion of climate impacts and solutions from various points of view.</p>
<p><b>Phase 2</b></p> <p><b>Adaptation Actions</b></p>	<p><b><u>Vulnerable Communities Assessment</u></b></p> <p>It is recommended that the Municipality undertake a vulnerability profile of the area in order to determine geographically where climate-related health impacts are likely to be exacerbated by differential vulnerability. The results of this assessment will provide maps indicating areas of concern and priority with regard to climate change impacts in the Municipality – an example may be communities living within flood line areas, which would be vulnerable to floods.</p> <p><b><u>Health and Disaster Management</u></b></p> <p>A two-step response to Health and Disaster management is recommended:</p> <ul style="list-style-type: none"> <li>○ An assessment of health care facilities in the Municipality in terms of capacity and facilities. Identification of obvious shortcomings or priority areas.</li> <li>○ Completion of the Disaster Management Plan taking into account the need for responses to climate change induced flood or storm events and/or disease outbreaks. This Plan furthermore requires communication and dissemination to the Municipality and public.</li> </ul> <p><b><u>Agriculture and Communities</u></b></p> <p>Food security of Municipal residents, particularly in peri-urban and rural settlements, is a long-term concern for the Municipality. Although responsibility in terms of food security for the public is not considered to lie with the Municipality, but rather with government, it is important that the Municipality assess agricultural concerns and is aware of the need to alleviate climate-induced pressure on food security. Some examples include:</p> <ul style="list-style-type: none"> <li>○ Launching of marketing campaigns for local fresh produce</li> <li>○ Establishment of food production partnerships within the communities (CBOs)</li> </ul>

	<ul style="list-style-type: none"> <li>○ Knowledge sharing regarding crop type and yield assessment for future initiatives</li> </ul> <p>This may lead to longer term research projects into crop viability and livelihoods assessment. The Municipality could potentially apply for international funding for such initiatives.</p> <hr/> <p><b><u>Resource Conservation</u></b></p> <p>Water resources are of extreme importance within South Africa, and water quality is of particular concern in the uMhlathuze area. The following responses to this issue are recommended:</p> <ul style="list-style-type: none"> <li>○ The Municipality, in conjunction with Mhlathuze Water should evaluate the existing infrastructure to determine the sustainability of that infrastructure to supply water in an uncertain climatic future. The investigation should prepare a “Future’s demand” profile for the city in terms of water requirements which should be evaluated in terms of climate influenced rainfall.</li> <li>○ The Municipality forming a partnership with the Catchment Management Forum to allow for reporting and assessment of water quality testing and management.</li> <li>○ Make improvements to urban drainage, the use of sustainable drainage systems, schemes that ‘make space for water’</li> <li>○ Stormwater retention/detention ponds and constructed wetlands</li> <li>○ Incorporation of extreme precipitation events into storm sewer design, land use planning and zoning to avoid locating structures and buildings in flood/landslide prone areas (these will need to be mapped as a component of re-setting the city 1:50 year floodlines).</li> </ul> <hr/> <p><b><u>Biodiversity</u></b></p> <p>Through discussions with local stakeholders, the development of an Invasive Species Management Plan was seen as significant in addressing of biodiversity and conservation concerns within the Municipality</p> <hr/> <p><b><u>Infrastructure Adaptation</u></b></p> <p>A culture of ‘climate resilient’ infrastructure design and construction needs to be instilled within the Municipality’s decision makers, engineers and architects. In terms of city buildings, roads and water management structures, the Municipality may respond through the ‘retrofitting’ of facilities (widening of storm water channels, fitting of cooling devices, etc.) or through the proactive construction of new infrastructure with climate change impacts in mind. Dialogue with engineers and architects are required to disseminate climate change modelling data and to discuss the implications, both practically and economically, and to allow for discussions around the best possible action.</p> <p>This action applies to both residential and commercial buildings, and includes the following aspects:</p> <ul style="list-style-type: none"> <li>○ Determining whether the existing dams and reservoirs provide adequate storage capacity under variable rainfall conditions Evaluate whether pipeline infrastructure can cope with increased flows</li> <li>○ Establishment of a culture of ‘climate resilient’ planning</li> <li>○ The establishment of effective building guidelines, including, for example, the use of vegetation buffers and reduced amounts of impervious surfacing to reduce runoff.</li> <li>○ Revision of the Municipality’s flood lines and adequate design of storm water drains and water storage structures. These should take into account heavier, more intense floods and increased runoff.</li> <li>○ Use of ‘climate resilient’ building materials (particularly for informal housing).</li> </ul>
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	<ul style="list-style-type: none"> <li>○ Prevention of settlement and development in floodplains.</li> <li>○ Confirmation and consideration of the ocean setback lines and beach erosion study in terms of projected sea level rise, and risk assessment for these with regard to vulnerable communities and infrastructure.</li> </ul> <hr/> <p><b><u>Transport Planning</u></b></p> <p>It is recommended that the Municipality identify problem areas for widening of bridges (retrofitting) or provision of alternate routes. Problem areas already identified include the Richards Bay Minerals and the Nseze Lake Routes. It is understood that road and transport infrastructure is managed at a provincial level; however the Municipality should play an important role in the identification of problem areas and the lobbying to provincial government in terms of infrastructure improvement. Part of the process also entails a campaign to encourage incentives for car-pooling and the use of cleaner fuels for Municipal vehicles. Dialogue should be initiated on the introduction of safe and energy efficient public transport mechanisms, which could aim to improve air quality and congestion in the city centre.</p> <p>The first two phases of the Climate Change Strategy require thorough implementation, follow up and monitoring. These actions should be continuously assessed and supplemented with new findings, and updated with municipal plans, goals and communication resources. Through this iterative process the City of uMhlathuze would demonstrate its proactive response to the threat of climate change, for the City, its industries and local communities.</p>
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## 6.9 SPATIAL AND ENVIRONMENTAL SWOT ANALYSIS

### Strengths/Opportunities

- Proximity of the municipal area to the N2 highway that traverses the Municipality in a north-east direction towards the Swaziland border and south-west towards Durban.
- The R34 Provincial Main Road passes through Empangeni towards Melmoth.
- Linked to its coastal locality is the Richards Bay deep-water port that has been instrumental in the spatial development of the area in the past and will definitely impact on the areas' future spatial development.
- There is one airport and a couple of land strips in the municipal area.
- There are two primary nodes in the municipal area i.e. Richards Bay and Felixton. Esikhaleni is an emerging primary node.
- High level of species diversity.
- Streams are generally perennial and seldom stop flowing even in drought conditions.
- Coastal Dunes contain heavy minerals that are sought after for mining.
- The beaches are significant tourism assets for the municipality.
- Programmes aimed at Environmental protection and quality (protection of indigenous plants, wetlands, water and promotion of recycling) are in operation.
- Alien Invasive and Greening Strategy in place.
- The climate change strategy was drafted on the basis of two fundamental principals: **mitigation** and **adaptation** through the implementation of the Climate Change Municipal Action Plan.
- The municipality borders a coastline that spans approximately 45 kilometres
- Good road accessibility
- Act as economic node to the north-eastern parts of the province.



## **Weaknesses/Threats**

- Distance from major economic node in the province
- The low level coastal floodplain is subject to natural flooding, climate change and sea level rise, and may increase flood risks over time.
- Funding challenges to implement Alien Invasive and Greening Strategy.
- The area is inundated with a system of wetlands and natural water features such as Lakes Cubhu, Mzingazi, Nsezi and Nhlabane. Major rivers include the Mhlathuze and Nsezi. These water systems offer opportunities but also limit development opportunities.
- The coastal Lakes (Lake Mzingazi, Lake Cubhu and Lake Nseze) are important water resources for the municipality. There has been a significant increase in the abstraction rates of these lakes over the past 20 years.
- An increasing trend in the frequency of cyclonic activity has been observed.
- A remarkable concentration of Red Data Species is one of the main reasons that the remaining percentage of the municipal surface area under indigenous cover is considered largely irreplaceable by KZN Wildlife for meeting its conservation objectives in the province.
- Gaps in availability of data on the local heritage.
- Local ambient air quality conditions, particularly in industrial areas, indicate the inability for such areas to deal with any further emissions.
- Coastal Dune areas are sensitive to change and erosion remains a key concern along a coastline that is susceptible to the sea level rise.
- The area is characterized by a complex hydrology and climate change would therefore have an impact on water resources in the area.

## **6.10 DISASTER MANAGEMENT**

### **6.10.1 Disaster Management Framework**

The uMhlathuze Disaster Management Framework was compiled during 2009 in terms of section 42 of the Disaster Management Act, (Act 57 of 2002), in line with the National Disaster Management Framework of 2005. The City of uMhlathuze's Disaster Management Framework is essential to ensure an efficient and effective disaster management effort in its area of jurisdiction. The Disaster Management Framework also has to ensure that all role players in the disaster management arena (including Government, Non-Government Organizations, Traditional Authorities and the Private Sector) work together in a coherent and coordinated fashion to prevent and or mitigate the occurrence of disasters.

The framework identified the following imminent risks that could lead to disaster incidents/disasters:

- a wide range of natural weather hazards such as:
  - floods;
  - cyclones;
  - earthquakes; and
  - high tides;
- Human-induced hazards such as:
  - aircraft incidents;
  - fire incidents; and
  - toxic gases;

Furthermore, the location of the municipality on the coastline and its proximity to shipping routes present numerous natural marine and coastal threats. Due to the deep-water port in Richards Bay, the City is a choice location for heavy industries that inevitably present a range of human-induced disaster risks.

The settlement of communities in disaster high risk areas also leads to chronic disaster vulnerability faced with recurrent natural and human induced threats that range from floods to repeated informal settlement

fires. The most important primary responsibility for disaster management is that of saving lives and secondary saving property and infrastructure.

Disaster management bylaws are in the process of being adopted by Council. Bylaws have to be promulgated to give effect to the provisions of Council's Disaster Management Framework. These bylaws will be aimed at ensuring public safety before, during and or after the occurrence of a catastrophic event.

### **6.10.2 Disaster Management Center**

The focal point of all efforts in disaster risk management lies in the Disaster Management Center. The center is required to fulfill numerous important disaster risk management functions; namely planning, resource management, reporting etc. The City of uMhlathuze is utilizing the Fire Station as the base of its disaster management center.

The disaster management unit is strategically placed at the fire station to meet all the requirements of the disaster management center, as most of such are readily available.

The City of uMhlathuze shall entirely execute, facilitate and promote an integrated, coordinated and uniform approach to the disaster management continuum (prevention, mitigation and recovery) in its area of jurisdiction. This disaster management approach involves and will take cognizance of national, provincial and municipal organs of state, statutory functionaries, private sector, communities and other role players involved in disaster management.

### **6.10.3 Disaster Management Advisory Forum**

This is a body in which the municipality and other disaster management role-players consult one another and coordinate their actions on matters relating to disaster management within the area of jurisdiction of the municipality. At least the following persons/organizations serve on the above forum:

- Head of Disaster Management Center
- Representatives of line function departments in the municipality
- Traditional leaders
- Councillor responsible for disaster management
- Non-Governmental Organizations (NGOs)
- Community Based Organizations (CBOs)
- Private Sector e.g. Chamber of Business
- Institutions that can provide scientific and technological advice

The roles and functions of the Disaster Management Advisory Forum can be summarized as follow:

- To be the point of coordination for all the role players.
- To facilitate cooperation amongst disaster management role-players.
- To develop the capacity and understating about disaster management amongst the key role-players.
- To develop resources sharing arrangements around financing including the delivery of emergency services and responding to emergencies or disasters.
- To report to key-stakeholders including the municipal council, district municipality, provincial and national government of matters of disaster management.

### **6.10.4 Municipal Cross-Boundary Cooperation**

According to the new dispensation of wall- to- wall municipalities clearly indicating that, there is no land that does not fall under a municipal area, it is of paramount to understand that, disasters know no boundaries and as a result a strategy in a form of a memorandum of understanding is crucial to ensure cooperation amongst neighbouring municipalities during disasters.

### **6.10.5 Disaster Management: SWOT Analysis**

#### **Strengths/Opportunities**

- Disaster Management Framework in place
- All role players in the disaster management arena (including Government, None-Government Organizations, Traditional Authorities and the Private Sector) work together to prevent and or mitigate the occurrence of disasters
- Disaster Management Bylaws aimed give effect to the provisions of Council's Disaster Management Framework.
- Existing disaster management centre located at the Fire Station
- Disaster Management Advisory Forum in place

#### **Weaknesses/Threats**

- Efficient provision of disaster management services reliant on ongoing cooperation between all role players in the disaster management area
- The location of the municipality on the coastline and its proximity to shipping routes present numerous natural marine and coastal threats.
- Due to the deep-water port in Richards Bay, the City is a choice location for heavy industries that inevitably present a range of human-induced disaster risks.
- The settlement of communities in disaster high risk also leads to chronic disaster vulnerability threats that range from floods to repeated informal settlement fires

## 7. DEMOGRAPHIC CHARACTERISTICS

### 7.1 DEMOGRAPHIC INDICATORS

#### 7.1.1 Population and Household Numbers

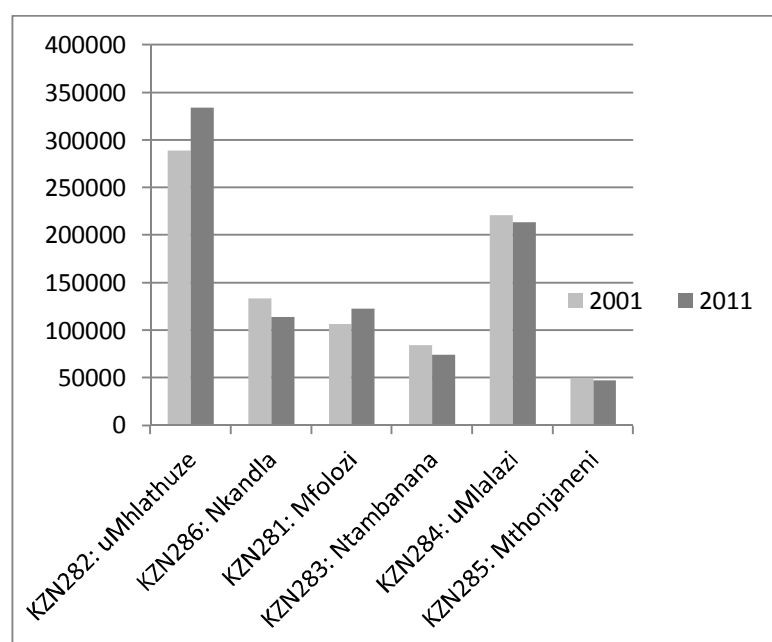
uMhlathuze is located in the uThungulu District. The population increase in the uThungulu District, broken down per municipality is indicated in the table and explanatory figure herewith.

**Table 8: Population Numbers**

	Population		
	2001	2011	% change
KZN282: uMhlathuze	289190	334459	15.65
KZN286: Nkandla	133602	114416	-14.36
KZN281: Mfolozi	106942	122889	14.91
KZN283: Ntambanana	84771	74336	-12.31
KZN284: uMlalazi	221078	213601	-3.38
KZN285: Mthonjaneni	50382	47818	-5.09

Source: Census 2011

**Figure 4: Population Numbers**



The uMhlathuze and Mfolozi Local Municipalities are the only municipalities in the uThungulu District that have experienced and net population increase between 2001 and 2011. Their population increase has been significant, more than 14%. uMhlathuze has remained the municipality with the largest population in the district.

Source: Census 2011

**Table 9: Population Growth over Census Periods**

	1996 - 2001	2001 -2011
<b>DC28: Uthungulu</b>	3.00	0.24
<b>KZN282: uMhlathuze</b>	7.69	1.45
<b>KZN286: Nkandla</b>	0.62	-1.55
<b>KZN281: Mfolozi</b>	2.06	1.39
<b>KZN283: Ntambanana</b>	3.07	-1.31
<b>KZN284: uMlalazi</b>	-0.81	-0.34
<b>KZN285: Mthonjaneni</b>	6.27	-0.52

Source: Census 2011

The increase in the population from 1996 to 2011 has been just below 2% per annum in the uMhlathuze Municipality as indicated in the following table that was part of the 2007 SDF Review of the uMhlathuze Municipality:

**Table 10: Annual Population Growth of 1.45% between 2001 and 2011 for uMhlathuze**

Census	Applied Annual Growth Rate of 1.45%				
<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>
289,189	293,382	297,636	301,952	306,330	310,772
Applied Annual Growth Rate of 1.45%					
<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
315,278	319,850	324,488	329,193	333,966	338,809

The following tables provide a **projection** of the population for 2015, 2020, 2025, 2030, 2040 and 2050 at the following annual growth rate scenarios:

- 1.45%
- 2%
- 3%
- 5%
- 10%

**Table 11: Projected Population Growth at 1.45%**

2011	2015	2020	2025	2030	2040	2050
334,459	354,284	380,725	409,140	439,675	507,753	586,372

**Table 12: Projected Population Growth at 2%**

2011	2015	2020	2025	2030	2040	2050
334,459	362,029	399,709	441,312	487,244	593,947	724,018

The above two tables indicate the projected population for uMhlathuze at a rate of 1.45% and 2% respectively. It can be seen that at a 2% growth rate, the municipal population will double by the year 2050, 35 years from now. The impact of such a population increase on municipal services as well as other governmental services is very significant.

**Table 13: Projected Population Growth at 3%**

2011	2015	2020	2025	2030	2040	2050
334,459	376,437	436,393	505,899	586,476	788,175	1,059,241

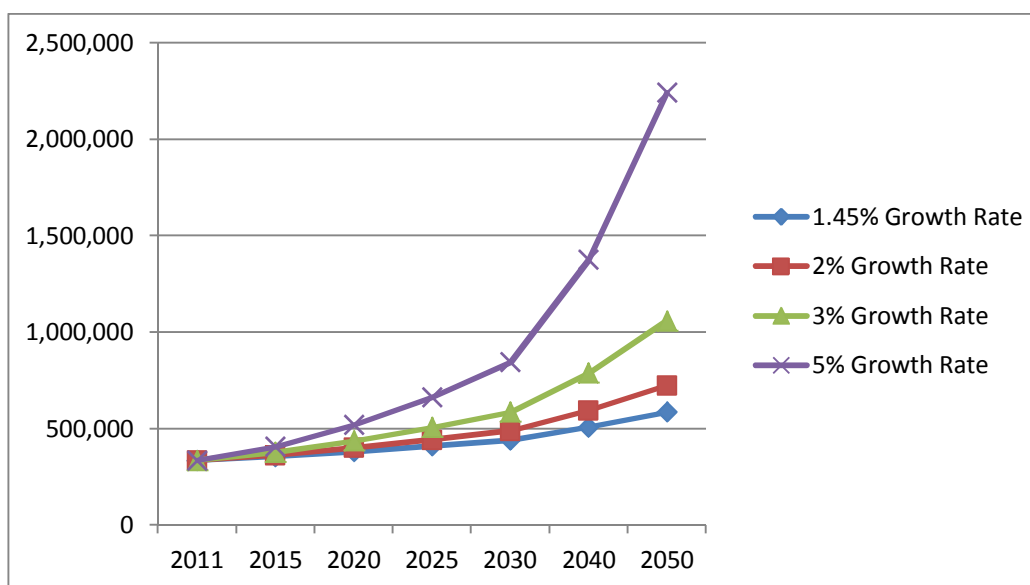
**Table 14: Projected Population Growth at 5%**

2011	2015	2020	2025	2030	2040	2050
334,459	406,537	518,856	662,206	845,161	1,376,679	2,242,464

**Table 15: Projected Population Growth at 10%**

2011	2015	2020	2025	2030	2040	2050
334,459	489,681	788,637	1,270,107	2,045,521	5,305,554	13,761,241

The following graph is a graphical illustration of the above tables indicating a 1.45%, 2%, 3%, and 5% annual population growth rate.

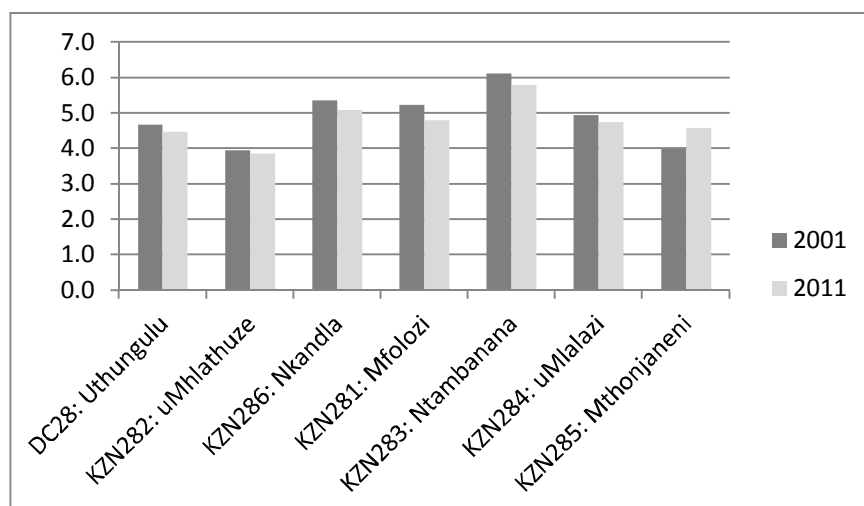
**Figure 5: Population Growth Projections to 2050**

Comparative household numbers and sizes over the 2001 and 2011 census years are provided in the following table.

**Table 16: Comparative Household Numbers and Sizes for the uThungulu District**

	Households		Household Size	
	2001	2011	2001	2011
DC28: Uthungulu	171480	202976	4.7	4.5
KZN282: uMhlathuze	67127	86609	3.9	3.9
KZN286: Nkandla	24216	22463	5.4	5.1
KZN281: Mfolozi	19143	25584	5.2	4.8
KZN283: Ntambanana	12441	12826	6.1	5.8
KZN284: uMlalazi	38446	45062	5.0	4.7
KZN285: Mthonjaneni	10108	10433	4.0	4.6

Source: Census 2011

**Figure 6: Comparative Household Sizes**

Source: Census 2011

The uMhlathuze Local Municipality has the smallest household size in the district with 3.9. This has remained the same since 2001.

### 7.1.2 Population Gender Breakdown

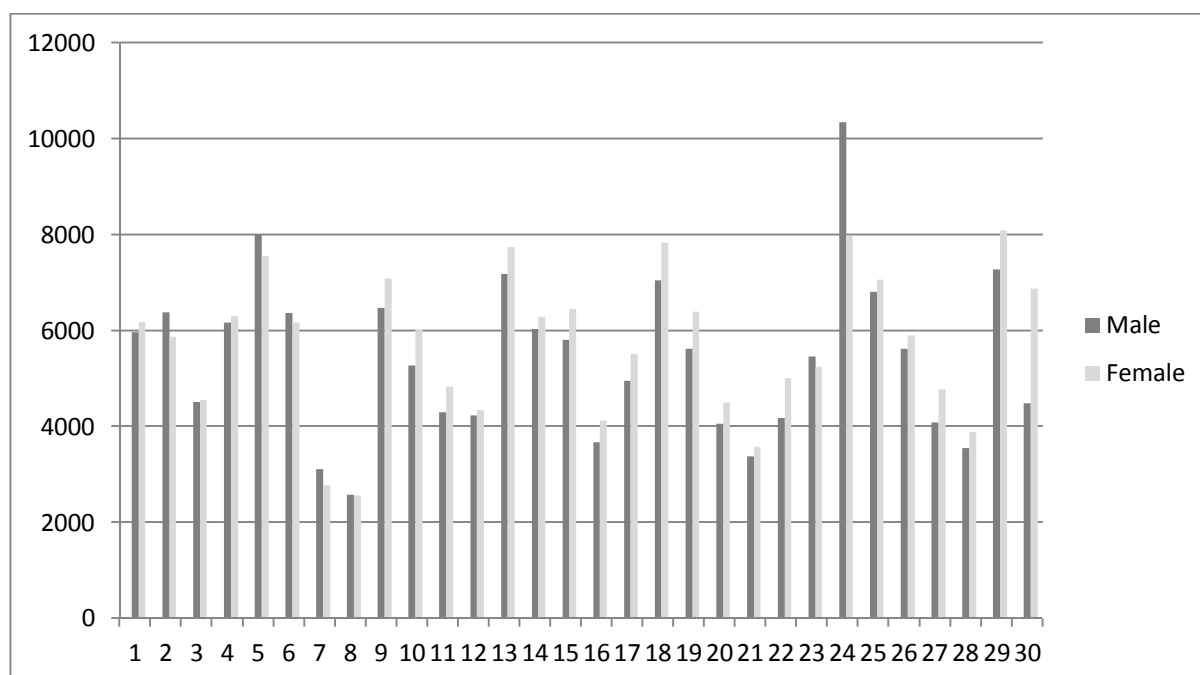
**Table 17: Population and Gender per Ward**

Ward	Male	Female	Grand Total
1	5966	6179	12145
2	6377	5877	12254
3	4510	4548	9058
4	6168	6304	12472
5	8003	7560	15564
6	6371	6173	12544
7	3116	2780	5896
8	2577	2559	5137
9	6473	7085	13558
10	5277	6033	11310
11	4295	4836	9131
12	4234	4341	8574
13	7190	7738	14928
14	6033	6283	12315
15	5808	6444	12252
16	3669	4132	7801
17	4949	5514	10463
18	7050	7837	14887
19	5626	6394	12020
20	4055	4497	8552
21	3377	3573	6950
22	4180	5001	9181
23	5461	5242	10703
24	10346	7985	18331
25	6804	7067	13871
26	5622	5901	11523
27	4090	4783	8873
28	3550	3890	7440
29	7281	8086	15367
30	4485	6874	11359
<b>TOTAL</b>	<b>162943</b>	<b>171516</b>	<b>334459</b>

The municipal wards that have the highest population numbers are wards 5, 13, 18, 24, 25 and 29.

In line with national and provincial trends, there are more females than males in the Municipality, i.e. 171 516 females and 162 943 males. The wards where the number of males is higher than the number of females are wards 2, 5, 7, 8, 23 and 24. It is possible that single males live in these wards and are employed in the municipal area and that their families live elsewhere.

Source: Census 2011

**Figure 7: Gender Breakdown per Ward**

Source: Census 2011

### 7.1.3 Age Breakdown

The population age cohort <15 has been declining at the district and uMhlathuze Local Municipality level while the population cohort for the 15-64 age group has shown an increase at both the district and local municipality level between 2001 and 2011. The latter could be indicative of increased perceptions of employment opportunities in the uMhlathuze area resulting in an in-migration into the area. An increase in the older age cohort (65+) is also observed between 2001 and 2011. Such could be indicative of the elderly deciding to reside in the area upon retirement or of improved health care facilities and an improved standard of living.

**Table 18: Population Age Structure**

	Population		Age Structure (Percentage % of Population)					
			<15		15-64		65+	
	2001	2011	2001	2011	2001	2011	2001	2011
<b>DC28: Uthungulu</b>	885965	907519	38.3	34.8	57.3	60.7	4.4	4.5
<b>KZN282: uMhlathuze</b>	289190	334459	33.0	29.3	64.2	67.5	2.8	3.2

Source: Census 2011



### 7.1.4 Education

Education levels are provided for the 2001 and 2011 census years. Comparisons are made with the levels in the country, the uThungulu District as well as the local municipalities in the uThungulu district. The following table provides a summary of the situation while more explanatory figures are provided hereafter of specific situations.

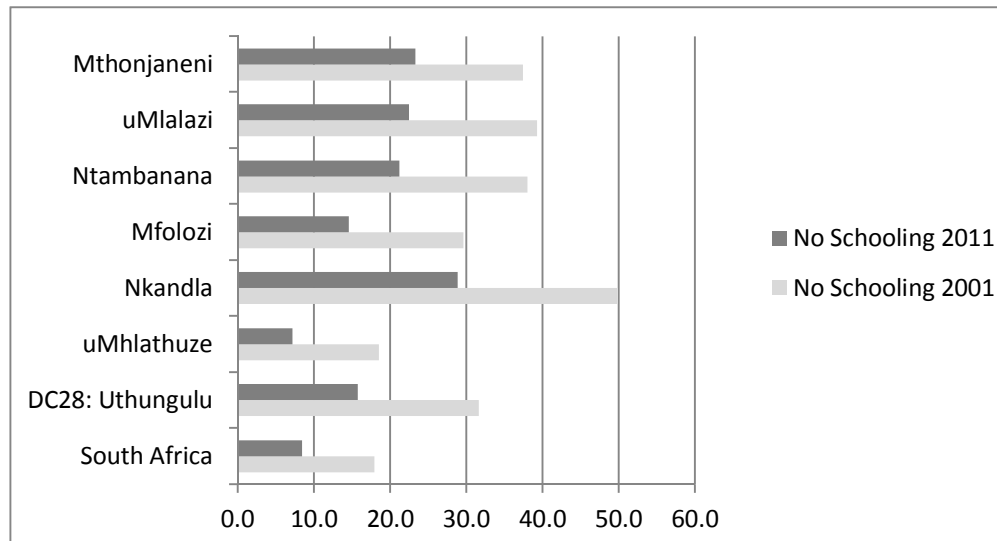
**Table 19: Comparative Education Levels**

	No Schooling		Higher Education		Matric		Primary Educational Enrolment aged 6-13	
	2001	2011	2001	2011	2001	2011	2001	2011
<b>South Africa</b>	17.9	8.4	8.4	6.7	22.1	27.8	91	93.1
<b>DC28: Uthungulu</b>	31.6	15.7	5.8	4.2	18.3	29.5	88.3	89.6
<b>uMhlathuze</b>	18.5	7.2	10.9	7.3	27.6	36.9	90.1	91.7
<b>Nkandla</b>	49.8	28.8	2.5	1.7	11.5	21.0	88.7	86.7
<b>Mfolozi</b>	29.6	14.6	2.3	1.2	14.5	30.3	89.3	88.2
<b>Ntambanana</b>	38.0	21.2	1.5	0.8	10.4	23.1	86.4	91.3
<b>uMlalazi</b>	39.2	22.5	3.5	2.9	13.2	22.9	87.0	88.9
<b>Mthonjaneni</b>	37.3	23.3	3.9	2.3	14.7	22.1	85.6	88.9

Source: Census 2011

Although there has been a slight increase in the primary enrolment levels at national and district level, it remains concerning that, in some instances, nearly 10% of children of school going age, are not attending school. Reasons could relate to access, affordability and other poverty related factors such as HIV/Aids for this. The number of persons that do not have any education (no schooling) has declined between 2001 and 2011 as indicated in the figure hereunder.

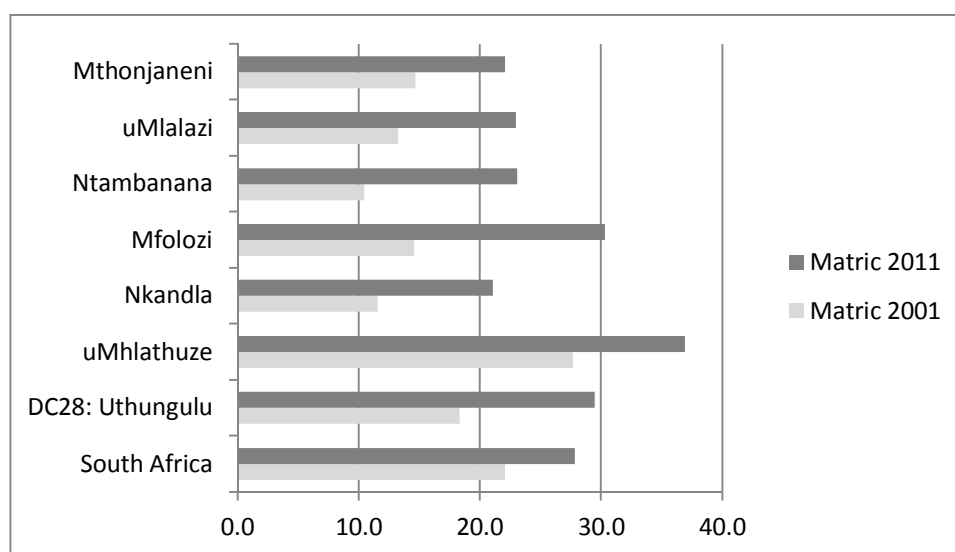
**Figure 8: Persons with No Schooling**



Source: Census 2011

It is also concerning to note with reference to the previous table that there has been a decline in the percentage (%) of persons with a higher education. Again, affordability and accessibility could be main contributors. On the contrary, the following figure indicates that the percentage (%) of persons with a matric qualification has increased in all areas.

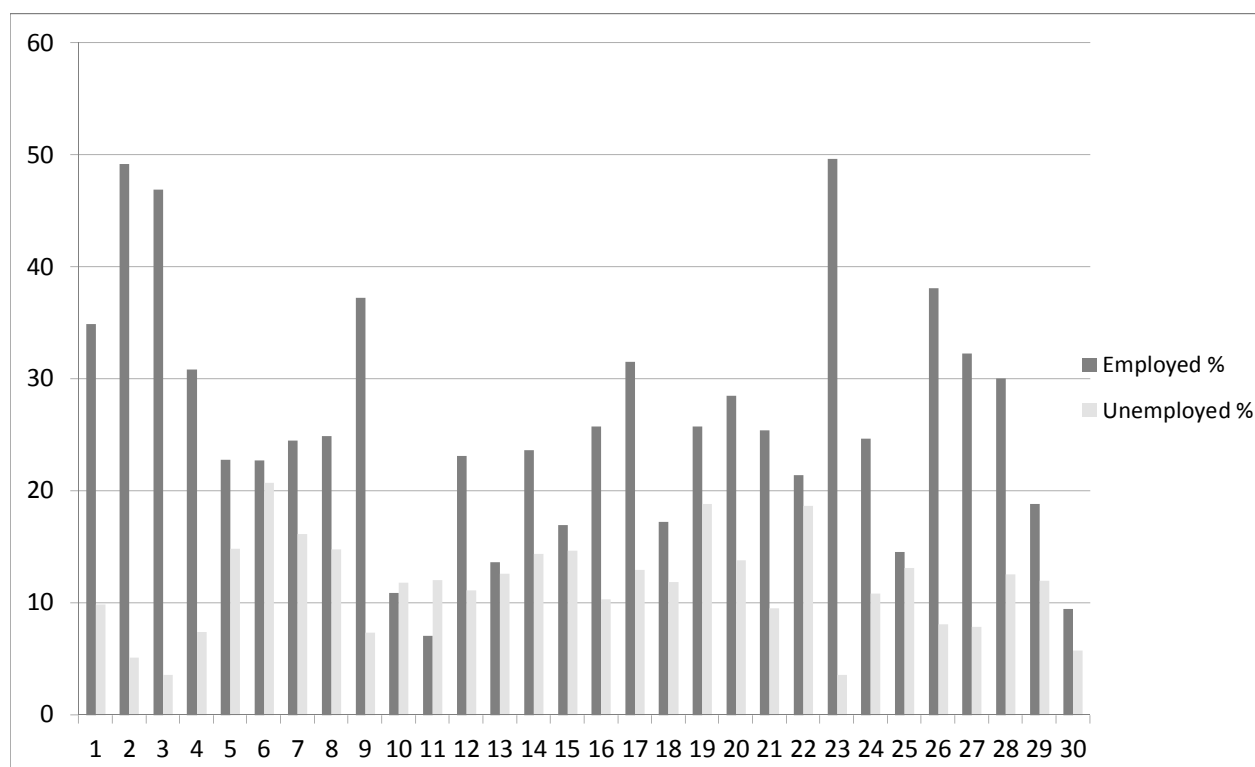
**Figure 9: Persons with Matric**



Source: Census 2011

## 7.1.5 Employment

**Figure 10: Percentage Employment per Ward**



Source: Census 2011

The above figure shows the percentage of persons in the respective municipal wards that are employed and unemployed. The highest percentage employment is in Ward 1, 2, 3, 9, 23 and 29. These wards largely correlate with the developed urban areas of Richards Bay and Empangeni. Unemployment levels seem to be highest (as a percentage) in Wards 6, 19 and 22. These wards largely correlate with areas that are developing (densifying) on the urban periphery of Esikhaleni and Nseleni.

### 7.1.6 Income and Dependency

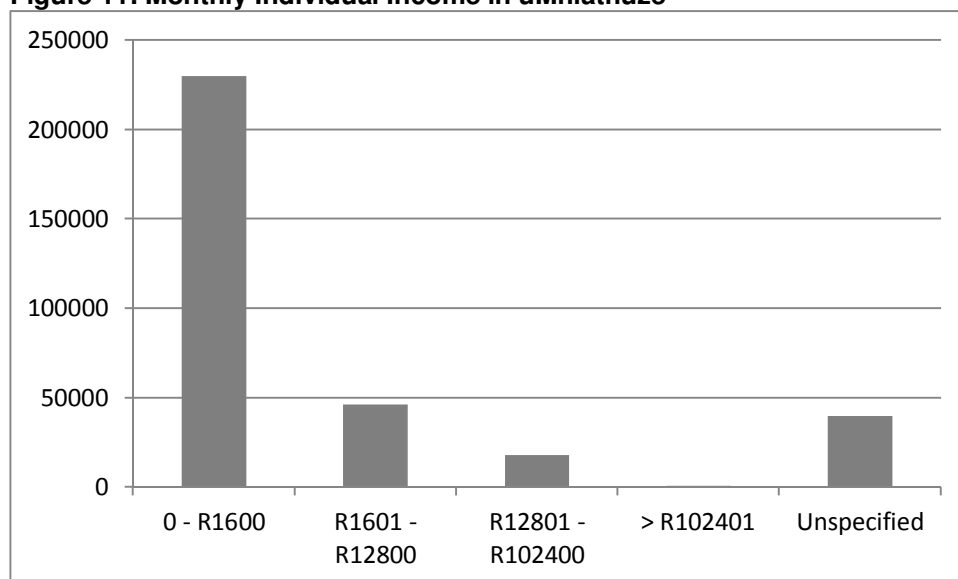
Income levels and the number of dependents have a significant impact on the ability of an employed person to meet the financial needs of his/her dependents. The following table does indicate monthly individual income levels for all 30 wards in uMhlathuze.

**Table 20: Individual Monthly Income at Ward Level**

<b>Wards</b>	<b>0 - R1600</b>	<b>R1601 - R12800</b>	<b>R12801 - R102400</b>	<b>&gt; R102401</b>	<b>Unspecified</b>
1	6463	2064	1552	97	1969
2	3829	2740	2507	70	3108
3	3532	2169	1706	51	1600
4	7841	1773	1356	60	1442
5	12857	1337	157	4	1209
6	10135	1377	144	12	875
7	4774	649	75	0	397
8	3926	925	60	3	223
9	7426	3054	1660	35	1381
10	7641	1364	129	4	2170
11	7886	397	42	6	800
12	6943	1002	38	6	586
13	13029	1030	110	4	756
14	9854	1513	96	3	849
15	10559	1010	110	9	563
16	6172	817	343	50	419
17	7277	1783	887	9	506
18	12036	1153	129	7	1561
19	8852	1666	684	12	807
20	6201	1501	303	13	535
21	5211	1266	226	8	238
22	6984	1084	292	2	819
23	4945	2629	1735	82	1312
24	8881	2357	946	36	6109
25	11664	1212	72	10	912
26	5930	2797	1154	14	1628
27	6013	1749	762	12	338
28	4622	1678	246	1	891
29	12832	1618	260	6	652
30	5590	592	112	13	5052
<b>Total</b>	<b>229905</b>	<b>46306</b>	<b>17893</b>	<b>639</b>	<b>39707</b>

Source: Census 2011

Although the above table does not indicate percentage (%) but numbers only, it still provides a clear indication of the magnitude of poverty (in respect of income levels) in the respective wards. Very high numbers of persons in Wards 5, 6, 13, 15, 18, 25 and 29 earn less than R1600 per month.

**Figure 11: Monthly Individual Income in uMhlathuze**

Source: Census 2011

As noted, the number of dependents on a salary has a significant impact on the ability of the salary to meet basic needs. The following table provides the official Census 2011 dependency ratios for South Africa, KwaZulu-Natal, the uThungulu District as well as the Local Municipalities in the uThungulu District.

**Table 21: Comparative Dependency Ratio**

	Dependency Ratio per 100 (15-64)	
	2001	2011
<b>SOUTH AFRICA</b>	58.7	52.7
<b>KWAZULU-NATAL</b>	65.4	58.5
<b>DC28: Uthungulu</b>	74.5	64.7
<b>KZN282: uMhlathuze</b>	55.8	48.2
<b>KZN286: Nkandla</b>	99.2	86.6
<b>KZN281: Mfolozi</b>	80.2	68.2
<b>KZN283: Ntambanana</b>	85.7	79.3
<b>KZN284: uMlalazi</b>	81.5	74.9
<b>KZN285: Mthonjaneni</b>	78.2	75.6

Source: Census 2011

The dependency ratio on KZN was higher in 2001 and remains higher in 2011 than that of the country. The situation is also worse in uThungulu than in the province. The dependency in uMhlathuze is lower than that of the country.

### 7.1.7 HIV/Aids

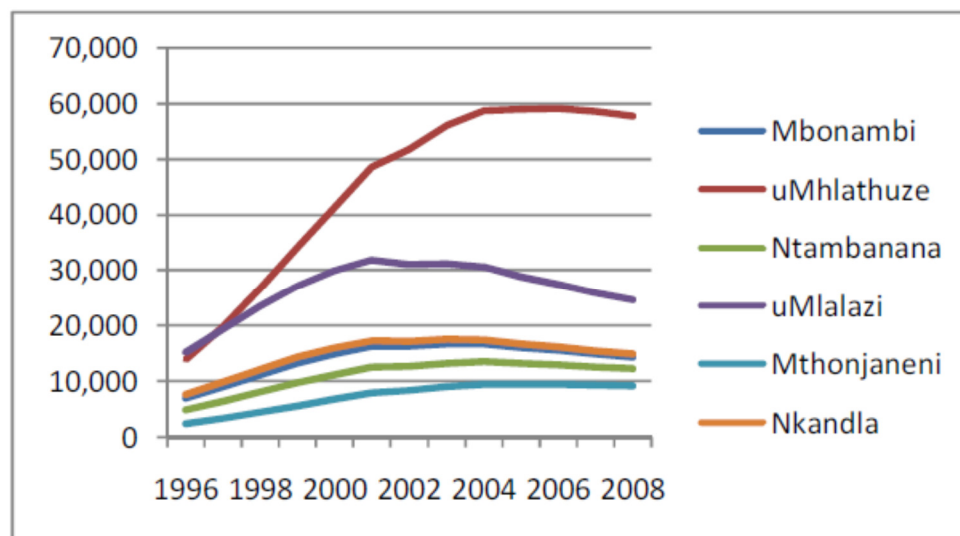
It is difficult to quantify the impact of HIV/AIDS on population growth. Local conditions inform a number of assumptions in this regard. In addition to infectious diseases, a high number of deaths are attributed to diseases of lifestyle with leading causes of death linked to hypertension, diabetes, cancer, epilepsy and asthma. Tuberculosis is recognised as the leading opportunistic infection amongst HIV positive persons with approximately two thirds of HIV infected persons co-infected with TB. In South Africa, including the uMhlathuze municipal area is one of the few countries where mortality rates have increased in children less than five years of age due to HIV and AIDS.

uMhlathuze is providing resources to the Premier's Sukuma Sakhe Programme which seeks to reduce HIV and AIDS which is also prevalent amongst young people through awareness programmes.

Typical impacts of AIDS include decreased productivity of workers, increased absenteeism and additional costs of training new workers. It also represents a greater demand and pressure on health facilities and as the statistics gathered from antenatal clinics indicate a very real problem of AIDS orphans and child (minor) headed households. These factors must be taken cognizance of when devising local economic development strategies.

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

**Figure 12: Incidence of HIV/Aids**



Source: Global Insight 2008

## 7.2 KEY FINDINGS

- The uMhlathuze and Mfolozi Local Municipalities are the only municipalities in the uThungulu District that have experienced a net population increase between 2001 and 2011. Their population increase has been significant, more than 14%. The increase in the population from 1996 to 2011 has been just below 2% per annum
- uMhlathuze is the municipality with the largest population in the district.
- At a projected population annual growth rate for uMhlathuze of 2%, the municipal population will double by the year 2050, 35 years from now. The impact of such a population increase on municipal services as well as other governmental services is very significant.
- The uMhlathuze Local Municipality has the smallest household size in the district with 3.9. This has remained the same since 2001.
- The municipal wards that have the highest population numbers are wards 5, 13, 18, 24, 25 and 29.
- In line with national and provincial trends, there are more females than males in the Municipality, i.e. 171 516 females and 162 943 males.
- The wards where the number of males is higher than the number of females are wards 2, 5, 7, 8, 23 and 24. It is possible that single males live in these wards and are employed in the municipal area and that their families live elsewhere.
- The population age cohort <15 has been declining at the district and uMhlathuze Local Municipality level while the population cohort for the 15-64 age group has shown an increase at both the district and local municipality level between 2001 and 2011. The latter could be indicative of increased perceptions of employment opportunities in the uMhlathuze area resulting in an in-migration into the area.

- Although there has been a slight increase in the primary enrolment levels at national and district level, it remains concerning that, in some instances, nearly 10% of children of school going age, are not attending school.
- It is also concerning to note with reference to the previous table that there has been a decline in the percentage (%) of persons with a higher education.
- The highest percentage employment is in Ward 1, 2, 3, 9, 23 and 29. These wards largely correlate with the developed urban areas of Richards Bay and Empangeni.
- Unemployment levels seem to be highest (as a percentage) in Wards 6, 19 and 22. These wards largely correlate with areas that are developing (densifying) on the urban periphery of Esikhaleni and Nseleni.
- Very high numbers of persons in Wards 5, 6, 13, 15, 18, 25 and 29 earn less than R1600 per month.
- The dependency ratio on KZN was higher in 2001 and remains higher in 2011 than that of the country. The situation is also worse in uThungulu than in the province. The dependency in uMhlathuze is lower than that of the country.

## **8. MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT ANALYSIS**

### **8.1 MUNICIPAL POWERS AND FUNCTIONS**

A municipality has the functions and powers assigned to it in terms of Sections 156 and 229 of the Constitution. Chapter 5 of the Local Government: Municipal Structures Act, 117 of 1998 clearly defines those functions and powers vested in a local municipality, notably:

- a) to provide democratic and accountable government for local communities;
- b) to ensure the provision of services to communities in a sustainable manner;
- c) to promote social and economic development;
- d) to promote a safe and healthy environment, and
- e) to encourage the involvement of communities and community organizations in the matters of local government.

In setting out the functions of a Local Municipality, the Municipal Systems Act indicates that the Minister responsible for Local Government may authorize a Local Municipality to perform the following functions of a District Municipality. The uMhlathuze Municipality performs the following:

- Potable water supply systems
- Bulk supply of electricity
- Domestic waste-water systems
- Sewage disposal systems
- Municipal Health Services.

More specifically, the objectives of local government are:-

- Air and Noise Pollution
- Building, Trading Regulations, Liquor and Public, Nuisance Control
- Fire Fighting Services
- Pounds
- Public Places
- Refuse Removal, Refuse Dumps and Solid Waste
- Street Trading
- Street Lighting
- Traffic and Parks
- Electricity Reticulation
- Cleansing and Trade Areas
- Beaches and Amusement Facilities
- Billboards and Display of Advertisements in Public Places
- Cemeteries, Funeral Parlors and Crematoria
- Licensing, Facilities for Accommodation, Care and Burial of Animals
- Fencing and Fences
- Local Amenities
- Local Tourism
- Municipal Airports
- Municipal Planning
- Municipal Public Transport
- Storm Water Management
- Local Sport Facilities
- Markets Stalls / Trade Areas
- Municipal Abattoirs
- Municipal Parks and Recreation

## 8.2 MUNICIPAL TRANSFORMATION

### 8.2.1 Employment Equity

The number and levels of employees from designated and non-designated groups (first quarter 2013) is provided in the following table:

**Figure 13: Designated and Non-Designated Employment Numbers and Levels**

OCCUPATIONAL LEVELS	LEVEL		DESIGNATED																NON-DESIGNATED					
			MALE						FEMALE								DISABLED		WHITE MALE		FOREIGN NATIONALS			
			AFRICAN		COLOURED		INDIAN		AFRICAN		COLOURED		INDIAN		WHITE									
			CUR	NUM GOAL	CUR	NUM GOAL	CUR	NUM GOAL	CUR	NUM GOAL	CUR	NUM GOAL	CUR	NUM GOAL	CUR	NUM GOAL								
TEMPORARY EMPLOYEES	TOTAL	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	
CONTRACTORS	TOTAL	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2	
TOP MANAGEMENT	23	0	4	4	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	5	5	
	22	5	2	7	0	0	1	1	2	3	0	0	0	0	0	0	0	0	0	0	7	12		
	21	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	TOTAL	5	6	11	0	0	1	1	3	4	0	0	0	0	0	0	0	2	1	0	0	12	17	
SENIOR MANAGEMENT	20	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	19	10	14	14	0	1	0	4	3	11	0	2	0	2	2	2	0	0	0	0	29	39		
	18	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	17	8	9	9	0	1	2	3	2	6	0	0	0	1	2	2	0	1	2	0	16	24		
	16	5	6	6	0	1	0	1	1	7	0	0	1	1	2	1	0	0	0	0	14	19		
	15	5	19	18	0	0	2	6	8	13	1	2	1	3	7	3	0	3	1	0	41	46		
	TOTAL	28	48	47	0	3	4	14	14	37	1	4	2	7	13	8	0	18	8	0	100	128		
MIDDLE MANAGEMENT, PROF QUALIFIED AND EXP SPECIALISTS	14	1	0	1	0	0	0	0	1	0	0	0	0	1	0	0	0	1	1	0	2	3		
	13	1	2	4	0	0	0	0	2	4	0	0	0	0	0	0	0	4	1	0	8	9		
	12	6	10	10	0	1	2	2	3	7	0	1	2	2	1	2	0	4	3	0	22	28		
	11	29	41	50	1	5	1	10	36	47	1	5	7	9	13	6	0	16	13	0	116	145		
	TOTAL	37	53	65	1	6	3	12	41	59	1	6	9	11	15	8	0	25	18	0	148	185		
JUNIOR MANAGEMENT, SUPERVISORS, FOREMEN, SUPERINTENDENTS, SKILLED TECH AND ACADEMIC QUALIFIED WORKERS	10	22	41	35	0	2	2	4	8	28	0	3	1	3	2	4	0	8	4	0	61	83		
	9	27	54	60	1	5	7	9	23	34	1	5	7	8	13	8	0	16	19	0	122	149		
	8	17	37	45	2	3	2	4	23	28	4	2	0	2	1	3	0	9	8	0	78	95		
	7	10	7	15	0	2	2	4	22	21	0	2	5	5	3	1	0	8	3	0	45	55		
	6	27	135	128	1	7	8	18	61	69	2	7	4	9	11	12	1	12	12	0	235	262		
	5	19	106	103	1	7	3	6	67	72	1	8	5	6	16	10	0	3	9	0	202	221		
	TOTAL	122	380	386	5	26	24	45	204	252	8	27	22	33	46	41	2	51	55	0	743	865		
SEMI-SKILLED AND DISCRETIONARY DECISION MAKING - UNSKILLED AND DEFINED DECISION MAKING	4	38	152	148	0	6	2	7	80	91	1	6	5	6	4	7	0	1	4	16	249	287		
	3	49	239	236	0	12	1	21	200	205	0	8	1	8	0	7	0	6	25	0	497	546		
	2	12	25	24	0	2	1	2	7	8	0	1	0	1	0	1	0	0	6	0	33	45		
	1	1	0	1	0	0	0	0	3	3	0	0	0	0	0	0	0	0	0	0	3	4		
	TOTAL	100	466	433	0	20	4	30	290	307	1	15	6	15	4	15	0	1	10	47	782	882		
TOTAL PERMANENT EMPLOYEES		292	953	942	6	55	36	102	552	659	11	52	39	66	78	72	2	1	106	129	0	1785	2077	
TOTAL TEMPORARY EMPLOYEES		0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2		
TOTAL CONTRACTORS		1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2		
GRAND TOTAL		293	956	942	6	55	36	102	552	659	11	52	39	66	78	72	2	1	106	129	0	1788	2081	

An Employment Equity Committee has been established and will be responsible for the following:

- Development of Employment Equity Plans.
- Ensuring that the Employment Equity Act is being implemented.

### 8.2.2 Employment of Disabled Employees

As per the requirement from the Department of Labour, employers are required to employ a total of 2% disabled persons, meaning that Council needs to employ a minimum of 44 disabled persons. Council



currently has 8 known disabled employees. In order to attract people with disabilities, positions which are suitable for people with disabilities are to be identified and will be stated as such on the advertisements.

### **8.2.3 Labour Relations**

The main focus of Labour Relations is to manage and strengthen relations between Organised Labour and Management. Council is currently engaged in a facilitation process under the auspices of the South African Local Government Bargaining Council (SALGBC).

All disciplinary processes and grievance processes are dealt with in terms of the Collective Agreements agreed upon by SALGA and Organised Labour. Appeals are also dealt with in terms of the same Collective Agreement until cases are referred to the Bargaining Council. Labour Relations also represents Council with cases which appears before the Bargaining Council and the CCMA.

The Labour Relations section is also responsible for the following:

- Facilitation of preparation meetings for Local Labour Forum (LLF prep);
- Attending of Local Labour Forum meetings;
- Assisting Employee Assistance Programme (EAP) with drug and alcohol awareness sessions with employees;
- Workshop disciplinary process and procedures with employees;
- Foster better relationships between management and Organised Labour;
- Assist and advise line management and employees on good line management.

## **8.3 ORGANISATIONAL DEVELOPMENT**

The Council strives to maintain and enforce a strict workflow to ensure:-

- Uniformity
- Security
- Accessibility
- Transparency

during the reporting procedure, from report preparation to the finalization or implementation of recommendations and resolutions.

There are more than 15 Portfolio Committees which are scheduled to meet twice a month that feed into the two EXCO's per month. Numerous ad hoc and other departmental committees exist and are operational.

All reports are approved by the Municipal Manager before they are placed on an agenda.

### **8.3.1 Institutional Arrangements**

In lieu of the above, the following committee structures are in the place in the Municipality:

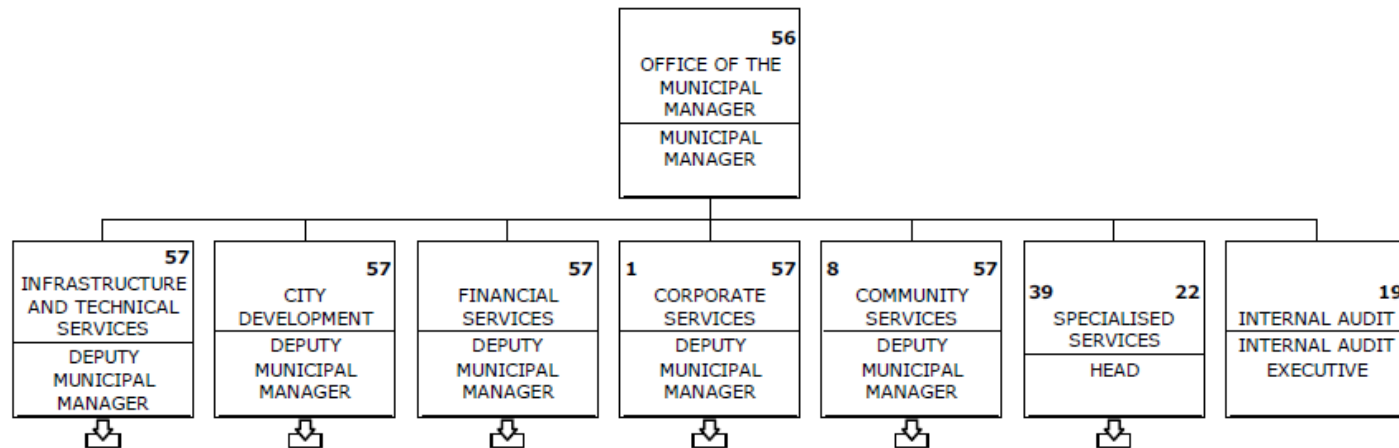
**Table 22: Council Committees**

<ul style="list-style-type: none"> <li>○ Bylaws</li> <li>○ Standing Orders</li> <li>○ uMhlathuze Public Transport Liaison Committee</li> <li>○ Public Participation Committee</li> <li>○ Community Safety Forum</li> </ul>	Section 79 Committees
<ul style="list-style-type: none"> <li>○ Corporate Services</li> <li>○ Community Services</li> <li>○ Financial Services</li> <li>○ City Development                             <ul style="list-style-type: none"> <li>○ Aesthetics</li> <li>○ Naming Structure</li> <li>○ Mandlazini Trust</li> <li>○ Mzingazi Joint Steering Committee</li> <li>○ Social Compact</li> </ul> </li> <li>○ Infrastructure and Technical Services</li> </ul>	Section 80 Committees
<ul style="list-style-type: none"> <li>○ Municipal Public Accounts Committee (MPAC)</li> </ul>	Establishment in terms of Municipal Structures Act, Municipal Systems Act and Municipal Finance Management Act
<ul style="list-style-type: none"> <li>○ Section 62 Appeals Committee</li> </ul>	Established in terms of Local Government Municipal Systems Act, 32 of 2000.
<ul style="list-style-type: none"> <li>○ Local Labour Forum</li> </ul>	Established in terms of the Organizational Rights Agreement
<ul style="list-style-type: none"> <li>○ Audit Committee</li> <li>○ Performance Audit Committee</li> <li>○ Performance Evaluation Panel (Section 57 Employees)</li> <li>○ Performance Evaluation Panel (Municipal Manager)</li> </ul>	Performance Audit, Performance Evaluation Panels
<ul style="list-style-type: none"> <li>○ Board of Trustees</li> </ul>	
<ul style="list-style-type: none"> <li>○ Bid Specification</li> <li>○ Bid Evaluation</li> <li>○ Bid Adjudication</li> </ul>	Supply Chain Management Committees

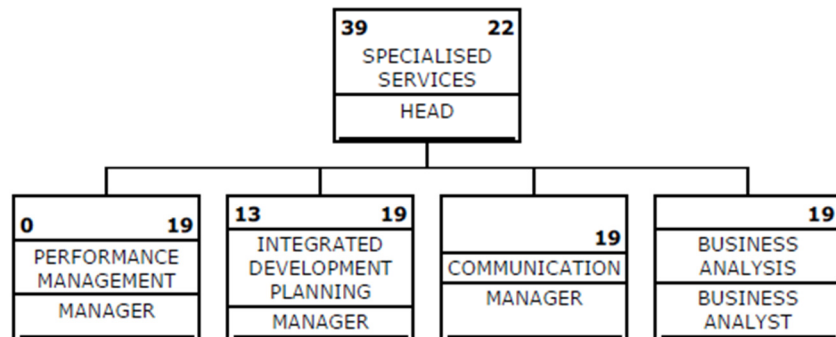
### 8.3.2 Organizational Structure

The organizational structure of the Municipality aligns, to a large degree to the National Key Performance Areas (as well as the corresponding municipal strategies). The Top and Senior Management organograms for the Municipality are provided on the following pages.

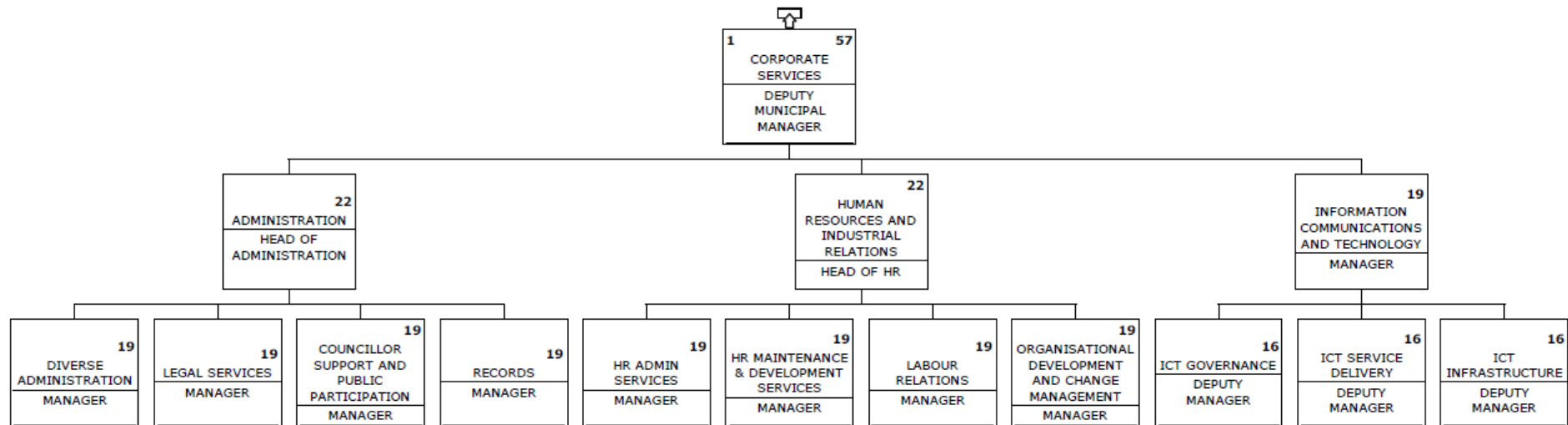
**Figure 14: Top Management Organogram**



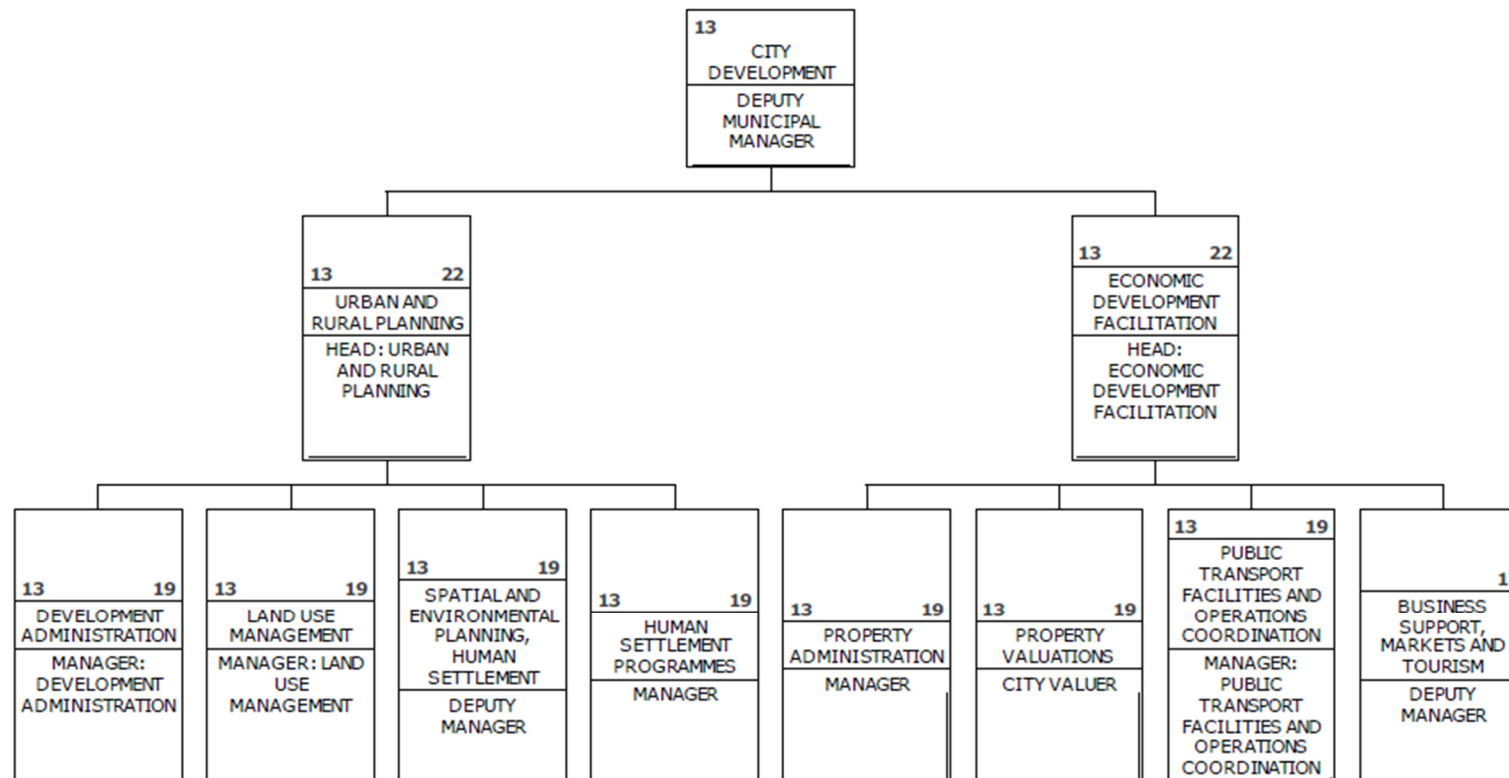
**Figure 15: Specialized Services**



**Figure 16: Corporate Services Department**



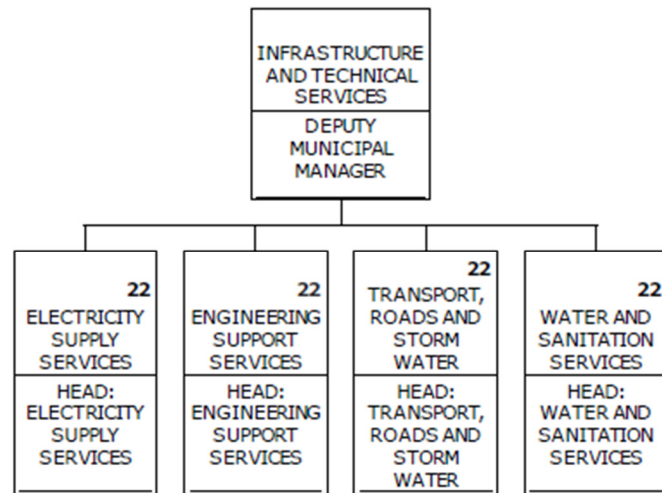
**Figure 17: City Development Department**



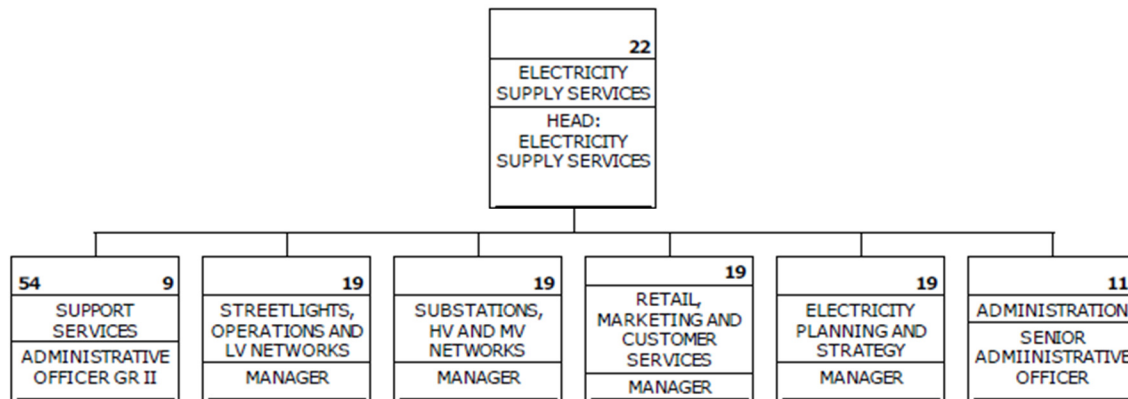
Environmental Project Manager post filled under Spatial and Environmental Planning. Duties include:

- Advisory to line Departments regarding environmental applications
- Liaison with Energy Management Unit of Infrastructure and Technical Services Department
- Instrumental with the compilation of Climate Change policy

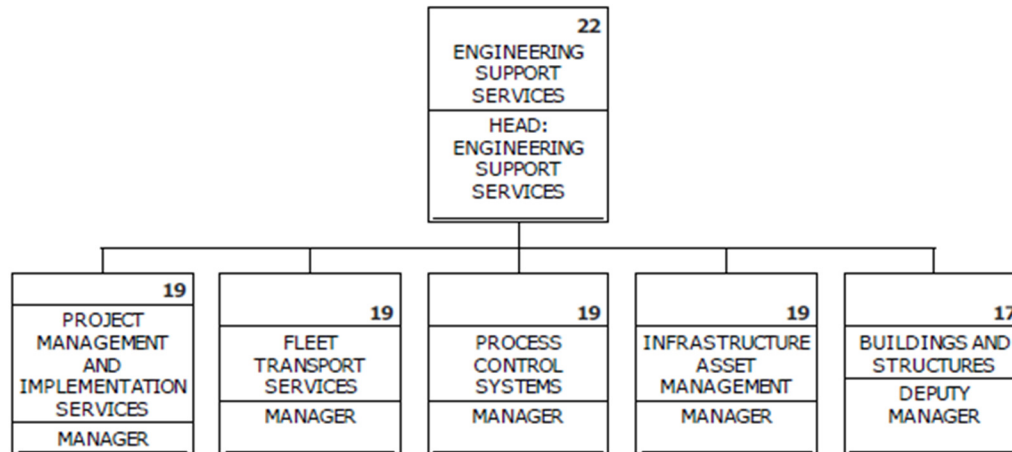
**Figure 18: Infrastructure and Technical Services: Top Structure**



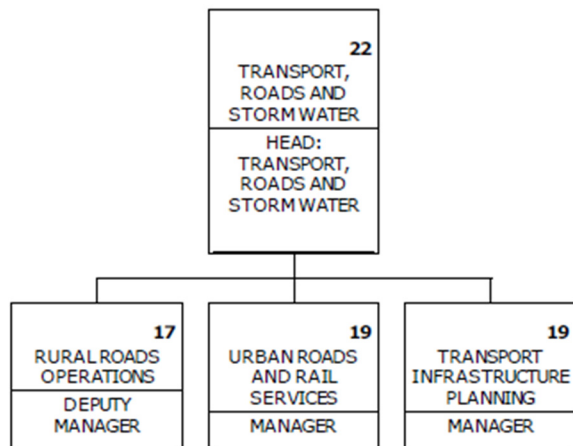
**Figure 19: Infrastructure and Technical Services: Electricity Supply Services**



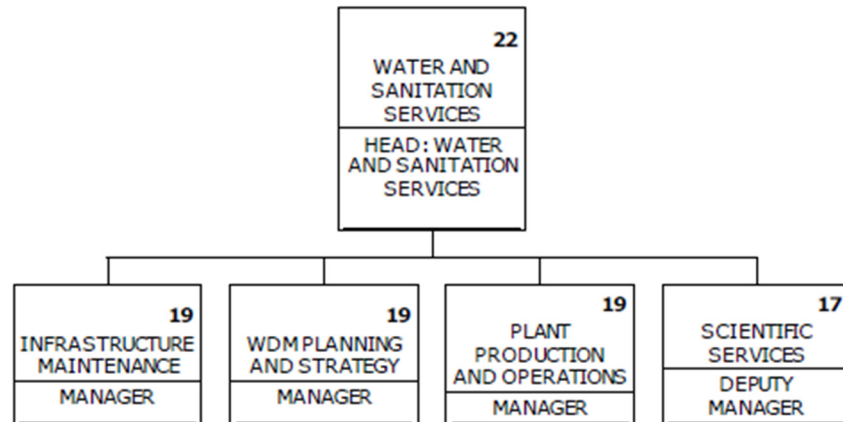
**Figure 20: Infrastructure and Technical Services: Engineering Support Services**



**Figure 21: Infrastructure and Technical Services: Transport, Roads and Stormwater**

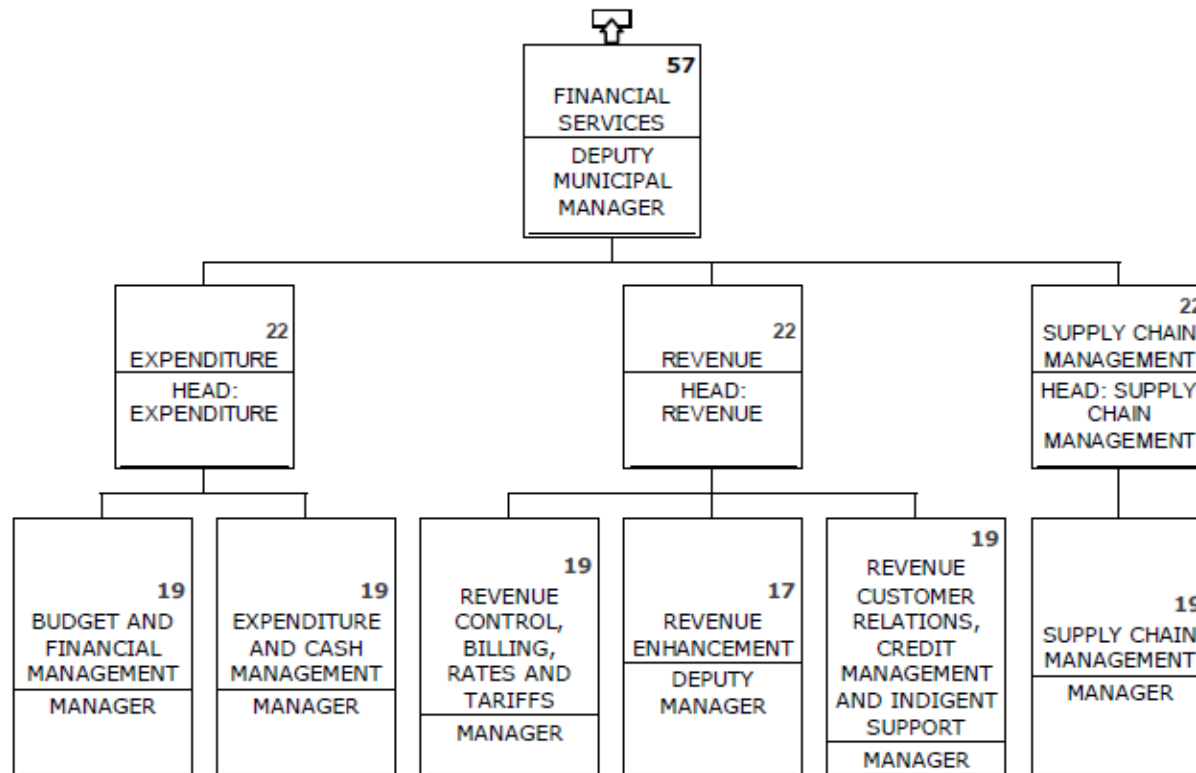


**Figure 22: Infrastructure and Technical Services: Water and Sanitation Services**

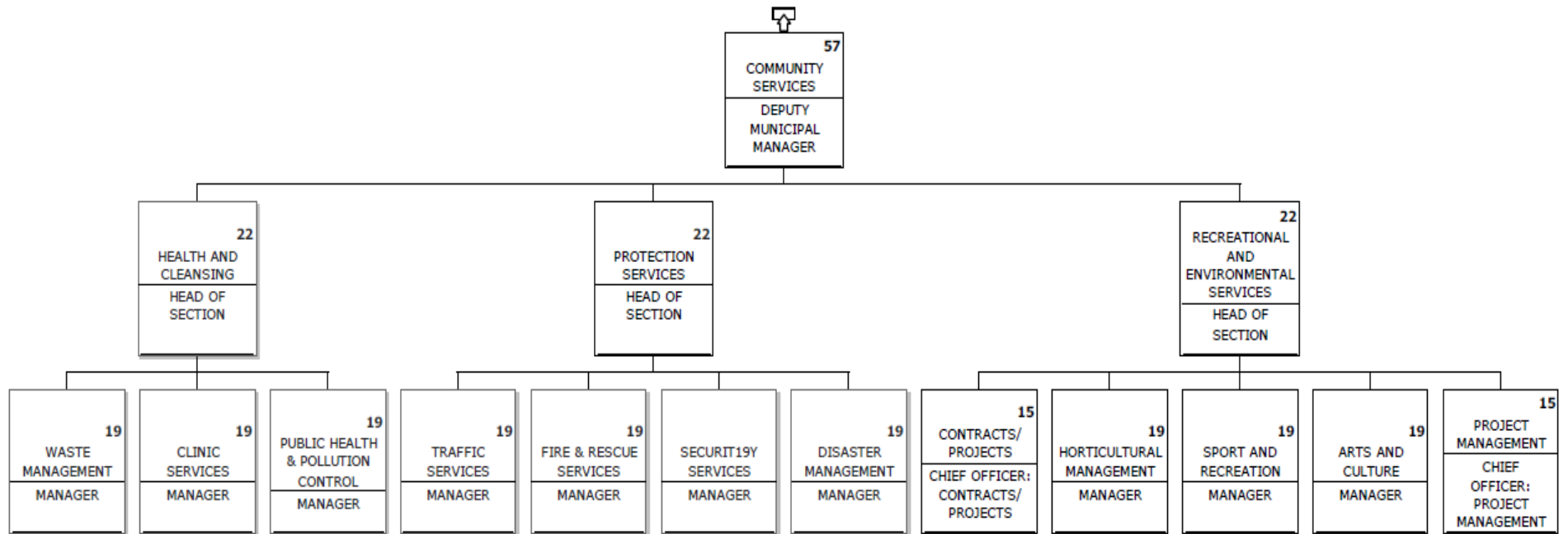




**Figure 23: Financial Services**



**Figure 24: Community Services**



The **Corporate Services Department** houses a number of sections that provide support to the other municipal departments. More details are provided herewith in respect of Diverse Administration, i.e. Secretariat, Legal Services and ICT.

### **Diverse Administration**

The printing and distribution function is centralized. Given the costs involved with the printing and distribution of agendas and minutes, plans are underway to minimize the use of paper through E-Councilor.

Plans are at an advanced stage to turn the Switchboard into a Call Centre and introduce a toll free number for ease of handling of complaints thereby relieving the Fire Brigade from attending normal service delivery complaints to focus on emergencies calls only.

The Records Section handles all incoming and outgoing mail and is responsible for ensuring that there is proper records management in place. Mail is received through various means, i.e. daily postal collections, via email or facsimile and hand deliveries. A new filing system was recently approved for the uMhlathuze Municipality by the Provincial Archivist and implementation is running smoothly.

### **Legal Services**

Legal Services provides support to both the Administration and Council. The key functions and responsibilities of Legal Services are as follows:

- Ensuring legal compliance by Council
- Giving advice and opinions
- Labour Law services
- Draft Municipal Bylaws
- Instituting and defending actions for the Municipality
- Providing a contracts management service
- Land ownership and transfer

### **ICT**

ICT is at the core of municipal operations and an important strategic partner to ensuring efficient service delivery. ICT is considered as an integral part of any well-functioning municipality.

In January 2011 the ICT Section was in-sourced giving effect to the Council resolution taken the previous year. During the same period, Council formally adopted and aligned the ICT Services with COBIT ICT Governance Framework. It was also during this time that the ICT Steering Committee was reconstituted to ensure legitimacy and effectiveness of its decisions.

The ICT Section has the following sub-sections:

- ICT Service Delivery: The ICT Service Delivery sub-section is among others responsible for the establishment, management and maintenance of a functional and effective ICT Service Desk. Provision of ICT support services to the end-users as per logged support requests. Planning, installation and upgrade of end-user software and hardware.
- ICT Infrastructure: This sub-section is responsible for planning, design, installation, support, maintenance and management of all network services including the links, Disaster Recovery Site, off-site backups and ICT Service Continuity.
- ICT Governance: Is responsible for assisting the ICT Manager in providing strategic direction for the entire ICT Section, ensure ICT goals are aligned with business objectives and are achieved, risks are managed appropriately, and resources are allocated used responsibly

The performance of the ICT Section is continuously monitored and assessed on a monthly, quarterly and yearly basis by the following structures:

- ICT Steering Committee: The committee meets monthly to assess the performance of the ICT Section and discuss the reports submitted.
- Corporate Services Portfolio: The ICT Section also submits performance and progress reports to the Corporate Services Portfolio Committee.
- Audit Committee: On a quarterly basis, the ICT Section submits progress reports to the Audit Committee with special focus on the progress in addressing the critical issues listed the ICT Risk register.
- Auditor General: The ICT Section is audited annually by the Auditor General to ensure compliance with relevant legislation, frameworks and performance targets thereof.

### **8.3.3 Human Resource Development**

#### **Training and Development**

The vision of Training and Development is to ensure that Council has a skilled and capable workforce to support inclusive growth and development of skills within the City.

This is achieved through co-ordinating and providing quality assured skills development and training to Council employees to ensure that they function at an optimal level thus contributing to effective and efficient service delivery.

The Training and Development component is positioning itself strategically to improve current training and development practises within Council by forming strategic partnerships and alliances with accredited Training and Development Institutions, Corporates as well as other entities within the Local Government Sector to establish a standard of best practice.

Council as well as the Local Government Sector Education Training Authority (LGSETA) has identified artisans as being a scarce skill for the local government sector. The Umfolozi FET College on the other hand has found it difficult for it's artisan graduates to get workplace experience and be absorbed in to the formal employment sector. A Memorandum of Agreement (MOA) was signed between the City of uMhlathuze and the Umfolozi FET College to address these two issues where the MOA is an ideal opportunity for the Umfolozi FET College to provide the off-the-job training and Council to provide the workplace experience.

Skilling of Council employees is achieved through relevant training interventions and sustainable development initiatives that cascade skills to all disciplines on all levels within the organisation.

The Workplace Skills Plan (WSP) serves as the strategic document that gives direction on training and development within the Municipality. The WSP is aligned to the National Skills Development Strategy, the Skills Development Act 97 of 1998 as well as the Skills Levies Act 09 of 1999. The WSP and Annual Training Report are submitted annually to the LGSETA. Submission of these reports ensures that the Municipality receives its mandatory grant.

Council also has a Bursary Policy which caters for employees, their children and members of the Community (Community Achievement Bursaries).

During the current financial year 2012/2013, Council employees were trained on the following;

- Conflict Management
- Ride on Mowers
- Safety Representatives Training
- Fire Extinguisher

- Bruschcutter
- Tree pruning
- Customer car
- Operate Chainsaws
- Demarcation and signing workshops
- National Road traffic legislation
- ICDL
- Workshop on Disciplinary procedure and collective agreement
- Enterprise risk management
- Municipal Public Accounts Committee (MPAC)
- Method Validation
- Separate, Handle, store treat and transport waste
- Supervisory Training
- Handle and dispose of waste
- High Angle rope rescue
- Induction for new employees, and
- Minimum Competency training

During the current financial year 2012/2013, Councillors were trained on the following;

- Operation clean audit
- Municipal Public Accounts Committee (MPAC)
- Municipal strategic session
- Municipal Public Accounts Committee (MPAC) conducted by Cogta
- Women Councillor Training

The Municipality has also provided workplace training for five human resource and five office administration learners. These learners shall receive workplace training for a period of six months and shall be paid stipends by the Services Seta.

### **Graduate Development Programme**

Council has also embarked on a Graduate Development Programme that has been funded by National Treasury. At the beginning of January 2013, science and engineering graduates joined the City of uMhlathuze to receive skills development and experience as part of a three year programme funded by the National Government through the Infrastructure Skills Development Grant (ISDG). The aim of the programme is to develop the engineering and technical knowledge of the graduates in their chosen fields in line with the requirements of respective statutory bodies for them to be registered as professionals on the completion of the training period.

The graduates were chosen from applications received by the City in response to an advertisement, with preference given to graduates from KwaZulu-Natal. Categories of study included Electrical Engineering, Mechanical Engineering, Civil Engineering, Project Management, Scientists (Chemistry), Scientists (Microbiology), Environmental Planning, Computer Science and Town and Regional Planning.

### **Employee Assistance Programme (EAP)**

The Employee Assistance Programme (EAP) section works tirelessly to assist employees and their family members in need of counseling assistance. Some of their achievements are noted hereunder:

- The section conducted 267 basic counselling and trauma debriefing sessions and assisted 117 employees
- The section coordinated financial literacy education training workshops facilitated by Liberty Life facilitators which were mainly focusing on the importance of budgeting and saving.
- Alcohol and drug abuse awareness sessions were held throughout the Municipality in collaboration with other HR sections (Labour Relations and SHE Risk) and SANCA to alert employees about the dangers of alcohol abuse and the consequences of drinking on duty.

- Spiritual Uplifting Programmes such as prayer days.
- The EAP section is continually motivating staff through The EAP Motivational Corner, an informative and topical column in the organisation's internal newsletter.
- EAP section is the champion of the Ndabayakhe project.

In addition to the above mentioned programmes EAP section has mandated itself to give back to the University of Zululand Psychology and Human Resources students by conducting EAP and HR (in collaboration with other HR sections) information sharing workshop sessions where Employee Assistance programme content and other HR sections duties and functions were shared to attendees.

The current challenge is inadequate budget allocations to perform all the proactive programmes to assist employees as per the section's work plan.

**Table 23: Human Resource Policies**

Policy Name		Approved by Council	Council Resolution
Staff Recruitment, Retention and Succession Plan	Ensures fair, efficient, effective and transparent personnel administration, including the recruitment, selection and appointment of persons as staff members." Development and maintenance of an integrated, systematic approach to attracting, developing and retaining talent for key positions within uMhlathuze Municipality.	7 June 2009	5959
Anti-Nepotism Policy	Establish a consistent set of guidelines by which recruitment decisions can be made in terms of employment of immediate family members, relatives, friends and associates of employees.	2 Nov 2010	6978
SHEQ Policy	Continual provision of quality services to all stakeholders in a healthy, safe and environmentally responsible manner	3 July 2008	5411
EAP Policy	Aims at developing an Employee Assistance Programme to promote the mental, social health and wellbeing of all employees and to create a working environment that is conducive for the effective and efficient delivery of services	6 Oct 2009	6311
HIV/AIDS Policy for Employees		4 Sept 2007	4777

### 8.3.4 Change Management

This unit aims at improving the overall effectiveness of the organisation through planned, comprehensive and systematic processes. It involves intervening in the processes, structure and culture of the organisation. There is a strong emphasis on organisational behaviour, human resource development and organisational change. The following are important issue to note:

- Organisational design refers to the process of aligning the structure of the organisation with its objectives, with the ultimate aim of improving the efficiency and effectiveness of the organisation.
- Managing change and transition cuts across all the phases of the organisational structuring process. It includes communication and consultation with staff and key stakeholders. How effectively change and transition are managed has a major impact on the final outcome of the organisational structuring processes or any other changes the organisation have to deal with.

A workshop for both officials and councillors was conducted in December 2012, which dealt with the framework within which organisational development and change management takes place. This will be followed up by a workshop on management team level, to debate issues around transformation within the local municipal environment.

No major organisational structure changes took place after the restructuring exercise during 2010/11. Finer adjustments are however continuously taking place.

One of the major challenges experienced by the Municipality is the lack of a job evaluation forum in order to determine post levels. The South African Local Government Association is however in the process of getting a job evaluation framework in place. Five Job Evaluation Units were established in the Province. uThungulu/uMhlathuze is Region 4. Job evaluation should commence during the course of 2013.

### **8.3.5 Safety, Health and Environmental (SHE) Risk Management**

A new SHE Committee structure was adopted in July 2011 to improve the management of Safety, Health and Environmental risks in the workplace throughout the organization. Four Safety Officers were appointed to the section to assist departments and the organization as a whole to ensure compliance with the OHS Act and other safety standards and regulations.

Weekly safety messages are disseminated to all employees via the GroupWise system to foster the ideology of "Safety being a Way of Life". These topics are utilized by SHE Reps and Supervisors in sections as toolbox talk topics, ensuring ongoing awareness and communication in health and safety.

A comprehensive Hazard Identification Risk Assessment (HIRA) exercise has commenced with the aim of identifying each section's top five risks and establishes control measures to reduce, or eliminate the risk levels.

The Chief HR Officer is a founding member of the Zululand Health and Safety Forum, representing the City of uMhlathuze as one of the sponsors of the forum. The deliverables of the forum are as follows:

- Sharing best practice within the Zululand region in respect of:
  - Legal Compliance
  - System compliance and application
  - Management systems compliance and application
  - Behavioural Change and Company Culture Change
- External best practice- promoting good initiatives identified nationally and internationally
- Shaping Safety Culture
- Building the capacity of Health and Safety Practitioners

## **8.4 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT: SWOT ANALYSIS**

### **Strengths/Opportunities**

- An Employment Equity Committee has been established and will be responsible for the development of Employment Equity Plans and ensuring that the Employment Equity Act is being implemented.
- All disciplinary processes and grievance processes are dealt with in terms of the Collective Agreements agreed upon by SALGA and Organised Labour
- There are more than 15 Portfolio Committees operational in the organisation.
- The Top and Senior Management organograms for the Municipality are in place and evaluated when change is required.
- ICT is at the core of municipal operations and an important strategic partner to ensuring efficient service delivery. ICT is considered as an integral part of any well-functioning municipality. The

ICT Section performance is continuously assessed on a monthly, quarterly and yearly basis by the ICT Steering Committee, Corporate Services Portfolio, Audit Committee and Auditor General.

- Council also has a Bursary Policy which caters for employees, their children and members of the Community (Community Achievement Bursaries).
- The Employee Assistance Programme (EAP) section works tirelessly to assist employees and their family members in need of counseling assistance.
- A new SHE Committee structure was adopted in July 2011 to improve the management of Safety, Health and Environmental risks in the workplace throughout the organization and weekly safety messages are disseminated to all employees via the GroupWise system to foster the ideology of "Safety being a Way of Life".
- A comprehensive Hazard Identification Risk Assessment (HIRA) exercise has commenced with the aim of identifying each section's top five risks and establishes control measures to reduce, or eliminate the risk levels.
- A Memorandum of Agreement (MOA) was signed between the City of uMhlathuze and the Umfolozi FET College to assist the FET with off-the-job training and Council to provide the workplace experience.
- Council has also embarked on a Graduate Development Programme that has been funded by National Treasury.
- Given the costs involved with the printing and distribution of agendas and minutes, plans are underway to minimize the use of paper through E-Councilor.
- ⇒ Plans are at an advanced stage to turn the Switchboard into a Call Centre and introduce a toll free number for ease of handling of complaints thereby relieving the Fire Brigade from attending normal service delivery complaints to focus on emergencies calls only.

#### **Weaknesses/Threats**

- Council needs to employ a minimum of 44 disabled persons. Council currently has 8 known disabled employees.
- Inadequate budget allocations to perform all the proactive programmes from the EAP to assist employees as per the section's work plan.
- Lack of a job evaluation forum in order to determine post levels. The South African Local Government Association is however in the process of getting a job evaluation framework in place.



## 9. SERVICE DELIVERY AND INFRASTRUCTURE ANALYSIS

### 9.1 WATER AND SANITATION

Water and sanitation backlogs have been monitored and are reported on a quarterly basis to the Council structures by the Infrastructure and Technical Services Department. The following table is a summary of the water backlogs in the municipal area providing a comparison of the estimated backlog in 2004 to the backlog in December 2012. Thereafter the details obtained from the 2011 census are provided for comparison purposes.

The City of uMhlathuze has formulated a level of service policy and this is defined in the Free Basic Water (FBW) policy. The policy identifies and deals with the following levels of water services:

- (a) Supply of water through communal water services i.e. Standpipe.
- (b) Supply of uncontrolled volume of water to a household where a water meter is installed.

The City of uMhlathuze has formulated a Level of Service Policy for Sanitation in rural and urban areas. In formalised urban areas a waterborne system will be implemented and in rural areas Ventilated Improved Pit (VIP) Latrines will be installed.

It must be noted that in peri-urban areas or dense settlements adjacent to urban areas, which are close to a Water Resource, it will be advisable that shallow sewers be installed in order to protect a water resource.

The Municipality currently receives funding through the Municipal Infrastructure Grant (MIG), of which **70%** is for water and **30%** for sanitation. It has been proven that such funding is not adequate to reduce backlogs for sanitation. According to the previous OPMS scorecard figures the total numbers of households was amended from 82972 to 86609 to align with the 2011 Sensus figures by Statistics South Africa.

The need has arisen for the total review of baseline data to ensure complete alignment with the latest available 2011 Statistics South Africa by not only adjusting the total number of household figure, which negatively impact on the accuracy of reporting on backlogs. The 2013/2014 Integrated Development Plan review, the Medium Term Budget as well as the Organisational Performance Scorecard were therefor aligned (where applicable) with the latest statistical data as baseline for 2013/2014.

The amended figures pertaining to households with access to basic water resulted in amendment of the target from **87.57%** to **83.89%** households with access to the basic RDP level of water supply service. The basic level for the provision of water is communal and supply less than 200 metres from a household.

**Table 24: Water Backlogs**

TOTAL HOUSEHOLDS SENSUS 2011 = 86609 Service Level	ACCESS ENDING JUNE 2013	SENSUS 2011 (NEW BASELINE JUNE 2013)	2013/2014 TARGET	2014/2015 TARGET	2015/2016 TARGET
House connections	35 984	43 530	43 530	43 530	43 530
Yard Connections	35 619	36 474	38 474	40 474	42 474
Communal Supply < 200 m	1 810	2 838	1 338	0	0
New Installations	1 953		2 000	2 000	2 000
Access to Basic Water	73 613	82 842	83 342	84 004	86 004
Communal Supply > 200 m #		1 234	1 234	1 234	605
No Piped water #		2 533	2 033	1 371	0
Total Backlog #	13 196	3 767	3 267	2 605	605

Access to Water as of 30 June 2013 is (73 613 households or 84.99%) and the basic water backlog is (12 996 households or 15.01%) as per OPMS Scorecard. The challenge that needs to be dealt with is the constant supply of water with fewer interruptions, therefore funding must be provided for future upgrades.

The new baseline for the 2013/2014 financial year will be (82 842 households or 95.65%) access to basic water and (3 767 households or 4.35%) backlog as indicated in the table above.

**Table 25: Municipality Calculated Sanitation Backlogs**

TOTAL HOUSEHOLDS SENSUS 2011 = 86609 Service Level	ACCESS ENDING JUNE 2013	SENSUS 2011 (NEW BASELINE JUNE 2013)	2013/2014 TARGET	2014/2015 TARGET	2015/2016 TARGET
Waterborne Sewerage	32 605	43 068	43 068	45 078	47 088
VIPs	21 062	23 754	28 754	33 754	38 754
New Installations	5 617		5 000	7 010	7 010
Access to Basic Sanitation	53 667	66 822	71 822	78 832	85 842
No formal Service (Bucket, Chemical, septic tank, other, none) Backlog	32 942	19 787	14 787	7 777	767
Total Backlog #	32 942	19 787	14 787	7 777	767

A total of **61.96%** households have access to the basic level of service for sanitation. The basic (RDP) level is one VIP per household. The amended figures pertaining to households with access to basic sanitation service resulted in change of the target from **63%** to **60.1%** households. The target for 2012/2013 for basic RDP level of sanitation service was to construct **4000** VIP toilets. For quarter 3, **577** VIP toilets have been constructed and for the full year **5 617** VIP toilets were constructed as result of a

carry-over project from 2011/2012 financial year. The funding received from the Municipal Infrastructure Grant is not sufficient to satisfactorily accelerate the provision of VIP toilets.

The new baseline for the 2013/2014 financial year will be (66 822 households or 77.15%) access to basic sanitation services and (19 787 households or 22.85%) backlog as indicated in the table above.

### 9.1.1 Water Quality Assurance

The City of uMhlathuze in its capacity as the Water Services Authority and juristic entity is compelled by the Water Services act 107 of 1997 and National Water act 36 of 1998 to ensure that the quality of the city's water resources, portable water and wastewater systems are continually monitored in an endeavour to maintain quality and evaluate against set standards/specifications/guidelines. The Scientific Services section is responsible for the effective management of this function within the Water Services Authority Division.

Various key functional areas within the Scientific Services contribute to the reliability and credibility of an effective water quality management system.

#### Sample Management

Samples from various sources are collected for analysis of key parameters to determine water quality. Onsite testing for pH, free chlorine, temperature and dissolved oxygen are conducted as per prescribed procedure. The following table indicated the total samples from July 2011 to June 2012.

**Table 26: Total Samples from July 2011 to June 2012**

SOURCE	SAMPLES
Surface Water (Industrial)	78
Surface Water (Urban-Pumpstation)	153
Surface Water (Urban/Rural Suburbs)	42
Surface Water (Rivers/Streams/Canal)	44
Industrial Effluent	296
External Service Provider (Sampling Only)	47
<b>GRAND TOTAL</b>	<b>613</b>

#### Online Instrumentation Management

The technical section provides for the maintenance of online instrumentation at 14 sewage pumpstations, 3 water treatment plants and 1 wastewater treatment plant to effectively monitor quality of these vulnerable sites on a continual basis.

**Table 27: Online Instrumentation**

Site Location	Total Instrumentation
Waste Water Treatment Works (pH, Conductivity, Chlorine)	5
Water Treatment Works (pH, Conductivity, Chlorine And Turbidity)	12
Sewage Pump station (pH)	12

The aforementioned instrumentation records information on an on-going basis to ensure that quality standards are been maintained.

### **Laboratory Testing Services (Chemistry & Microbiology)**

The laboratory comprises three sections namely Chemistry, Microbiology and Technical. These sections analyse samples on various water types:

**Table 28: Total Number of Tests per Sample Type from June 2011 to July 2012**

<b>SAMPLE TYPE</b>	<b>TOTAL NUMBER OF ANALYSIS</b>
Lakes (Cubhu & Mzingazi)	4275
Surface Water	3756
Sewage	2339
Drinking Water	09
Ground Water	1297
Adhoc Analysis	294
<b>GRAND TOTAL OF ANALYSIS PER SAMPLE TYPE</b>	<b>11970</b>

Formal recognition that laboratories are competent to carry out specific tasks/tests given by the South African National Accreditation System (SANAS) presents challenges. In response to this, DWA with sector partners developed a strategy to ensure Institutions use laboratories deemed competent and produce credible results to manage and report on their drinking and wastewater quality. To this end, DWA shall approve the use of laboratories competent to analyse drinking- and wastewater samples.

The laboratory is currently undergoing method development and verification as well as phased implementation of ISO 17025. The laboratory is also participating in Proficiency Testing schemes for Chemistry and Microbiology in order to continually improve accuracy and precision when compared to other laboratories.

As a prelude to ISO 17025 accreditation, the municipal laboratory currently meets the requirements to register for DWA-approval per method.

Future plans for the laboratory include:

- Introduction of new methodology
- Introduction of new tests
- Inter-laboratory studies
- Accreditation to Department of Water Affairs (DWA) approved per method
- Accreditation to ISO17025
- Development of laboratory methods and method verification.
- Completion of the Method Validation/Verification process for the Microbiology Laboratory
- Application for ISO 17205 accreditation

Achievements include:

- Successful implementation of the Quality Management System, the management system adopted from ISO 17025 requirements for testing laboratories.
- Second phase development of laboratory information management system (LIMS). It is a database where all laboratory information, including test results is kept.
- Participation into the Proficiency Testing Scheme. Proficiency testing is a quality procedure for monitoring the validity of the tests undertaken by the laboratory. It involves a group of laboratories

- or analysts performing the same analyses on the same samples and comparing results. Scientific Services laboratory is ranked as a lab that produces accurate and precise results.
- Completion of the Method Validation/Verification process for the Chemistry Laboratory.

### **Water Quality Management**

Functions in respect of the above include:

- Water and wastewater quality monitoring as per the Water Quality Monitoring Program (WQMP)
- Drinking Water Quality Management (including consumer complaint management)
- Industrial Effluent Permit Management
- Industrial Pollution Management
- Water pollution incident investigations

### **Drinking Water and Wastewater Systems**

There are currently two Water Service Providers (WSP) who are contractually responsible for the water and wastewater purification and distribution function. An extensive water quality-monitoring program for drinking water and wastewater quality has been implemented. The two WSP's are:

- Water and Sanitation Services of South Africa (WSSA) for the Northern; Sourthen and some part of Western region; and
- Mhlathuze Water for Empangeni(Western Region)

Their monitoring program contains the following:

- Water Treatment Works at Esikhaleni Water Treatment Works, Mzingazi Water Treatment Works and Ngwelezane Water Treatment Works
- Drinking Water Reticulation monitoring

Regarding the above, there are a number of test points along the water networks that serve to ensure that the quality of potable water (to the consumer) complies with national standards (SANS 241:2011). There are 42 samples tested per week/month by WSSA and 8 sample points by Mhlathuze Water.

Waste Water Treatment works are as follow:

- Alton Macerator Station
- Arboretum Macerator Station
- Nseleni Wastewater Treatment Woks
- Esikhaleni Wastewater Treatment Woks
- Empangeni Wastewater Treatment Woks
- Ngwelazane Wastewater Treatment Woks
- Vulindela Wastewater Treatment Woks

Wastewater Treatment monitoring is undertaken at 7 test points at the wastewater treatment works and macerator stations, which ensure that the final effluent quality complies with national standards before discharge. Additional monitoring from the councils own laboratory adds credibility to the monitoring program.

Department of Water affairs drinking water quality status for the past 12 months ending May 2012, in comparison with provincial and national statistics for the City of uMhlathuze is shown in the following table:

**Table 29: Drinking Water Quality Statistics from June 2011 to May 2012**

Area	Overall Score	Drinking Water Quality Score	Appropriate Parameters Score	Appropriate Number of Samples Score	Frequency of Monitoring Score
	%	%	%	%	%
South Africa	12.9	13.5	10.4	13.7	14.2
KwaZulu-Natal	51.6	52.9	42.9	55.7	55
City of uMhlathuze	100	100	100	100	100

Water quality status for the city in some instances far exceeds provincial and national percentages. This is a clear indication of the status of the Water Quality Monitoring Program in place and affirms that the operational integrity of the various systems is maintained optimally.

### **Water Pollution Management**

The Water Quality Monitoring Program (WQMP) (CR4711, 7 August 2008) has been developed and implemented, so that council meets the statutory requirements and for the sustainability of water resources within its area of jurisdiction. The WQMP will not only be utilised as a tool in decision making on water resource management but will also be an invaluable database of reference data of individual sample locations. The programme has been developed taking into consideration work currently being performed in other departments. The following areas are being monitored for possible pollution:

**Table 30: Sample Types being monitored by WQMP**

SAMPLE TYPE	DESCRIPTION
Surface Water	Lakes (Cubhu & Mzingazi) Rural/Urban Suburbs (stormwater streams) Rivers/Streams/ Canals Industrial (stormwater streams) Pump-stations (streams close to pumpstations)
Coastal Water	Alkantstrand
Groundwater	Municipal Cemetery Landfill Site
Sewage	Industrial Effluent (sewage network)

### **9.1.2 Water Pollution Control**

Water pollution control includes monitoring of Waste Water Treatment Works, streams and rivers, water bodies and borehole monitoring. These all are influenced by industrial waste, pump station- and sewer overflows and non-compliances of industry and WSP's to national effluent standards. The WQMP is the monitoring programme that the laboratory follows to conduct its testing. The WQMP comprises the standards/guidelines and regulations that are required to effectively and efficiently monitor all of the city's water sources. Trend analyses will in future assist the council to detect from early on the water quality status of the water sources and timeously put in mitigation measures.



### 9.1.3 Blue and Green Drop Incentive Based Programmes

The Minister of Water Affairs introduced the concept of Incentive Based Regulation on 11 September 2008 to the water sector at the National Municipal Indaba held in Johannesburg. The concept was defined by two programmes: the Blue Drop Certification Programme for Drinking Water Quality Management Regulation and the Green Drop Certification Programme for Wastewater Quality Management Regulation.

#### Blue Drop Incentive Based Program

The Blue Drop process measures and compares the results of the performance of Water Service Authorities and their providers, and subsequently rewards (or penalises) the municipality upon evidence of their excellence (or failures) according to the minimum standards or requirements that have been defined.

**Table 31: Comparative Results for Blue Drop Status from June 2011 to June 2012**

Blue Drop Systems	2010 Score	2011 Score	2012 Score
Mzingazi WTW	81.25%	89.28%	89.91%
Esikhaleni WTW	79.75%	90.07%	92.35%
Ngwelezane WTW 	79.75%	91.35%	96.37%
Nsezi WTW 	NA	88.90%	98.39%
<b>Average Score</b>	80.4%	89.26%	92.94%

#### Green Drop Incentive Based Program

The Green Drop process measures and compares the results of the performance of Water Service Authorities and their Providers, and subsequently rewards (or penalizes) the municipality upon evidence of their excellence (or failures) according to the minimum standards or requirements that have been defined.

Green Drop Certification seeks to improve Municipal Wastewater Services through the effective and efficient management of wastewater treatment and effluent discharge while promoting transparency and subsequent accountability.

**Table 32: Green Drop Scores for uMhlathuze Municipality**

Green Drop Systems	2010 Score	2011 Score
Empangeni WWTW	72%	82.6%
Esikhaleni WWTW	72%	84.3%
Ngwelezane WWTW	72%	83.2%
Nseleni WWTW	72%	86.1%
Vulindlela WWTW	72%	83.2%
<b>The Average Score</b>	72%	83.3%

Future plans for water quality include:

- Complete Lakes Cubhu management plans.
- Improved efficiency of permit management system by initiating an online application process
- Initiate a risk-based approach to monitoring of wastewater systems
- Introduction of Water Safety and Risk-abatement Plans for the city
- Introduction of Tariff based Trade Effluent permit management system.
- Development of Document Control Management system as per ISO 9001.

Achievements include:

- Water pollution control section has managed to implement permit system, which assist the municipality to minimise impacts to the sewage system from discharge of effluent by companies.
- The implementation of the Drinking Water and Wastewater Incident and Failure Response Management Protocols
- Improved Cumulative Risk Ratio (CRR) for our Waste water treatment works.
- Attaining of two Blue Drop status for Ngwelezane Water Treatment Works and Nsezi Water Treatment Works
- Development and implementation of Water Safety Plan and Wastewater Risk Abatement Plan.

#### 9.1.4 Water and Wastewater Operation

The Municipality has 3 WTW (Water Treatment Works) and 5 WWTW (Waste Water Treatment Works). The following table indicates their design capacities and operating capacities. In addition, challenges with the operations are also noted.

**Table 33: Design and Operating Capacities of Treatment Plants**

Name	Design Capacity (ML/day)	Operating Capacity (ML/day)	Challenges
Mzingazi WTW	65	60	○ Increased rural demand for uThungulu
Esikhaleni WTW	36	31	○ High demand compared to capacity ○ No alternative power supply during Eskom power outages ○ Night restrictions
Ngwelezane WTW	8	8	○ Breakdown on raw water pumps due to sand in the river ○ High raw turbidity when raining ○ High demand and need Magazulu supplementary ○ Flooding during summer season
Esikhaleni WWTW	12.5	6.5	-
Ngwelezane WWTW	5.8	2.9	○ Community members are building houses on the ponds



			<ul style="list-style-type: none"> <li>○ Aerators need to be replaced</li> <li>○ Flooding of the plant when it rains</li> </ul>
Nseleni WWTW	3	1.2	-
Empangeni WWTW	14.5	9	<ul style="list-style-type: none"> <li>○ Degritter to be replaced</li> <li>○ Digesters to be repaired</li> <li>○ Drying beds to be rehabilitated</li> <li>○ Ponds to be rehabilitated</li> </ul>
Vulindlela WWTW	2.8	1	<ul style="list-style-type: none"> <li>○ Flooding of the plant when it rains</li> </ul>

## 9.2 SOLID WASTE MANAGEMENT

### 9.2.1 Waste Collection

The collection, transportation and proper disposal of waste on an approved landfill site is a legal mandate of uMhlathuze Municipality in terms of the National Environment: Waste Management Act, Act 59 of 2009. Further to this, the Constitution of South Africa (1996), Section 24 calls for an environment which is conducive to living for all citizens of the country.

The following core functions are undertaken by the Municipality:

- Weekly waste collection and disposal thereof at the uThungulu Regional Landfill site
- Recovery of reusable material by separation at source and directing usable waste to the recycling project at Alton Resource Centre
- Collection, removal and disposal of illegally dumped waste
- Taking part in Greenest Municipality Competition run by the Department of Agriculture and Environmental Affairs

The following quantities of waste were collected and disposed of at uThungulu Regional Landfill site:

- 76 023 tons of domestic refuse
- 4 831cm<sup>3</sup> of garden refuse
- 1 434 tons of mixed waste from illegal dumps, consisting of domestic waste, garden refuse and builders rubble.

The latter is problematic due to indiscriminate dumping by residents. The Waste and Environmental Health Section are continuously engaging communities on environmental awareness by attending ward meetings and through clean up campaigns with an aim of getting communities to take responsibility of their actions.

The tonnage disposed increased as a result of various clean-up campaigns launched, such as the campaign during COP17, the Municipal Annual Address, communities volunteering to do clean up in their wards and municipal Operation Khanyisa by staff of various departments that targeted various areas.

The acquisition of 10 new refuse trucks in the municipality improved service delivery to its citizens. Interruptions in waste removal service due to truck breakdown have significantly reduced.

Apart from industries and commercial businesses, the municipality services 58 894 households, emptying 61 924 trolley bins. Free basic service is also rendered to 12 633 low income (indigent) households. There are 130 skips currently dedicated to rural communities under the City of uMhlathuze. More skips are being repaired in order to increase the number of households with access to the service in Traditional Council areas. Therefore service delivery is accessible to at least more than 71% when communal skips servicing rural communities and rural schools are considered.

**Table 34: Solid Waste Management**

TOTAL HOUSEHOLDS SENSUS 2011 = 86609 Service Level	ACCESS ENDING JUNE 2013	SENSUS 2011 (NEW BASELINE JUNE 2013)	2013/2014 TARGET	2014/2015 TARGET	2015/2016 TARGET
Weekly 240 L bins	46 326	46 326	46 326	46 326	46 326
Communal Skips	12 882	13 500	15 500	17 500	19 500
Additional Skips (sensitive areas not included in total)	3 000	NA	3 000	3 000	3 000
Access to Basic Sanitation	59 208	59 826	61 826	63 826	65 826
No formal Service Backlog	27 401	26 783	24 783	22 783	20 783
Total Backlog #	27 401	26 783	24 783	22 783	20 783

A total of **68.40%** (59 208) households have access to the basic weekly solid waste removal service at the end of June 2013, excluding communal skips placed in sensitive areas serving an additional 3000 households on a more regular basis. The baseline for setting of target in the medium term (three years) will be to serve additional 2000 households per year with communal skip services.

## 9.2.2 Recycling

The Municipality is running a recycling project with the goal of increasing recyclable materials recovered from the suburbs. At present, only Meerensee suburb is involved in the project. Reusable waste is put into yellow refuse bags supplied by the municipality. The refuse bags containing reusable materials are collected weekly on Wednesday and Thursday and delivered to Alton Transfer Station for sorting into various usable items by unemployed members of Mandlazini and Mzingazi community. There 13 members of the community involved at present.

The uMhlathuze Municipality has put aside R1, 2 million for the establishment of a second transfer station at eSikhaleni. This project is presently at the design stage and environmental compliance is being pursued. Construction will follow soon and expected to be completed end of December 2012. This is a major achievement considering the economic situation. The eSikhaleni Transfer Station will increase recyclable waste tonnage as well as reducing waste tonnage to be landfilled.

### 9.2.3 Community Outreach Programmes

Waste Management Services achieved 83.3% of its target in school clean-up campaigns. Ten (10) school clean-up campaigns were conducted during this financial year versus the targeted 12 schools. This means an involvement of more than 3000 pupils from various schools including educators and community members. These people received education regarding environmental awareness and were sensitised into loving their living environment. The increase in number of community members volunteering into cleaning their wards and requesting for assistance in the form of refuse bags and collection of waste thereafter has been an indication that residents are becoming conscious of their environments.

## 9.3 TRANSPORTATION AND STORMWATER INFRASTRUCTURE

Within the Infrastructure and Technical Services Department there is a unit responsible for transport, roads, stormwater and coastal management. As such, the unit has the following sub-sections:

- Urban Roads, Rail and Road Markings
- Transportation Planning and Traffic Signs
- Rural Roads and Stormwater
- Stormwater Coastal Management

### 9.3.1 Urban Roads, Rail and Road Markings

This maintenance entails daily pothole repairs, repairs in roads where pipe bursts occurred. Major maintenance is done via the pavement management system.

The following lengths of urban roads are maintained by this section:

**Table 35: Urban Maintenance Road lengths**

Area	Suburb	Length of Road (km)
Richards Bay	Alton North	20.5
	Alton South	32.5
	Aquadene	9.8
	Arboreturm	51.7
	Birdswood	22.5
	Brackenham	24.3
	Meerensee	51.2
	Sports complex	0.839
	Veldenvlei	19.2
	Wildenweide	7.3
	Mandlazini	18.2
	Mzingazi	5.5
Empangeni	Central	11.6
	CBD	22
	Empangeni Rail	17
	Fairview	10.1
	Grantham Park	13.8
	Kildare	6.9

	Kuleka	11
	Noordsig	3.8
	Nyala park	13.3
	Richem	6.1
	uMhlathuze Village	10.1
	ZSM Industrial	0.82
	Carsdale	0.4
	Hillview	2.7
	Panorama	6.5
	Zidedele Village	1.4
<b>Ngwelezane</b>	Unit A	17.8
	Unit B	15.1
<b>Esikhaleni</b>	Unit H	48.5
	Unit J	33.7
<b>Felixton</b>		9.8
<b>Nseleni</b>		22.2
<b>Vulindlela</b>		7.9
<b>Not available</b>		15.36
<b>TOTAL</b>		<b>571.419</b>

The rail sidings are maintained to comply with the standards of the Rail Safety Regulator, which is a national body responsible for the safe operation of all rail lines. Maintenance work is generated by monthly inspections done by representatives from the municipality, a consulting firm and a maintenance contractor. A total length of 17.2 km of rail sidings and 38 turnouts is maintained.

The road markings and traffic signs section is hampered by staff shortages.

The main project of this section revolves around the PMS (Pavement Management System). The PMS is a system that was developed to inform the user of all future major maintenance work required on the roads such as mill and fill activities, seals such as chip-and-spray as well as slurry seals and asphalt overlays. It informs the user of estimated costs and assist in the preparation of maintenance tenders. The PMS is reviewed and updated every three years after an intensive assessment to determine the condition of the roads.

### 9.3.2 Transportation Planning and Traffic Signals

This section consists of three divisions, i.e.:

- Transportation Planning
- Contract Maintenance
- Traffic Signals

**Transportation planning** includes the following:

- Planning on the upgrading of existing road infrastructure
- Planning of new roads infrastructure
- Road classification
- Integrated transport mode planning
- Public transport infrastructure planning
- Heavy vehicles operations planning
- Airport framework plan
- Arterial Framework plan

**Transport Planning Assistance** includes the following:

- Maintenance related quotations for upgrading of existing infrastructure

- Implementation of Traffic Calming
- Traffic counts and planning
- Warrant of traffic signals
- Upgrading of Traffic signals
- Design and Implementation of new Traffic Signals

**Traffic Signals** relates to the following:

- Maintenance of traffic signals
- Upgrading of traffic signals
- Improvement of technology

**Projects and Activities** in this section are summarized hereunder:

- Rural Roads Development to source funding via a Business Plan for the upgrading and developing of the rural roads.
- To develop a business plan for the sourcing of funding for the implementation of the Comprehensive Integrated Transport Plan (CITP).
- To develop The Comprehensive Integrated Transport Plan for the City of uMhlathuze (CITP).
- Upgrade of the existing road from North Central Arterial to Grantham Road in Empangeni (John Ross Highway).

### 9.3.3 Rural Roads and Stormwater

Rural road services are provided to four Traditional Council areas. Infrastructure maintenance section is responsible for maintenance of roads and storm water, pedestrian bridges, bus shelters and vehicle bridges.



### 9.3.4 Stormwater Systems and Coastal Management

The Stormwater Systems and Coastal Planning section deals with the overall stormwater management and operations functions throughout the City, as well as the Coastal management functions through liason and coordination of meetings with various stakeholders involved in all activities and functions along the City's coastline.

**Priorities** for this section include:

- Maintenance and Cleaning of all Stormwater facilities throughout the City.
  - A two (2) year Stormwater Cleaning Contract is currently underway to address the overgrown open drains and stormwater servitudes.

- The Stormwater Cleaning Contract as above also addresses the cleaning of our streets since waste from streets collects within the stormwater services and causes blockages
- Creating social upliftment through employment from the local community to clean the stormwater facilities and carry out routine maintenance.
- A two (2) year Stormwater Cleaning Contract is addressing the unemployment conditions throughout the City by means of employment opportunities through the EPWP – Expanded Public Works Programme

**Challenges** include the following:

- Short to no supply of permanent staff to carry out daily functions.
- Currently section is almost 100% reliant on outsourcing of work to undertake its functions which results in delays when having to execute emergency functions
- Illegal dumping of waste within streets and stormwater servitudes by the community causes overflows through blockages that creates flooding of streets and properties.
- Requirement of “peace officers” to address the issuing of fines to members of the community that engage in illegal dumping.

**Projects and Activities** of the section include:

- Repair of Mzingazi River Salt Water Barrier Weir at John Ross Highway Bridge to prevent ingress of salt water through the weir into the fresh water course.
- Community Awareness Project for a Stream Clean-up crossing Saligna Road between John Ross College and Via Cassiandra Road.
- Replacement of all stormwater manhole covers throughout the City with Polymer Concrete manhole covers to prevent scrap metal theft and create a safe environment to the community.
- Maintenance and Cleaning of all Stormwater facilities throughout the City.

## **9.4 ENERGY**

### **9.4.1 Summary of Infrastructure**

The following provides a synopsis of the extent and nature of infrastructure in the uMhlathuze Municipality for electricity supply purposes:

- 43 sub stations and switching stations
- 7 Eskom PoD (Point of Delivery) sub stations
- Some water and sewer pump stations supplied directly by Eskom 11kV
- Backbone network on 132kV, 11kV and 400V
- Mostly ring, with some radial feed
- Installed capacity is 296MVA
- Highest recorded MD (Maximum Demand) is 274MVA
- 356km of MV (Medium Voltage) underground cables
- 81km of MV overhead lines
- 789km of LV (Low Voltage) underground cables
- 143km LV overhead lines

The above supplies a total of 39 782 customers, including Industrial, Commercial and Residential.

The following table summarises the Notified Maximum Demand (NMD) and Recorded Peak in the Municipality:

**Table 36: Notified Maximum Demand and Recorded Peak**

Point of Delivery (PoD)	Notified Demand (MVA)	Maximum	Recorded Peak (MVA)
Impala/Polaris	230		226.72
Impala/Cygnus	16		9.41
Empangeni Main/ Empangeni Municipality	20		18.55
Logal/Empangeni Municipality	20		18.77
Ngwelezane/Ngwelezane	7		6.35
Avior/ Nseleni	2.5		2.76
Ngoye/Felixton	0.7		0.7
<b>Total</b>	<b>296.20</b>		<b>283.26</b>

### 9.4.2 Infrastructure Planning

The Electricity Department strives to always maintain a 10% to 20% reserve margin of supply. The impact on capacity is continually assessed given:

- Residential growth, due to individual applications and residential developments
- Individual commercial applications and commercial/office campus developments
- Light & heavy industrial developments

The network infrastructure reliability sustainability is assessed based on:

- Age of infrastructure
- Refurbishment requirements
- Upgrade requirements
- Replacement requirements
- Expansion requirements

It is critical for the Electricity Department to liaise with relevant stakeholders, on future capacity requirements, to achieve integrated development planning. Such stakeholders include Eskom, LPU's (Large Power Users), Private Developers, IDZ (Industrial Development Zone), SEZ (Special Economic Zone), District Municipality, Provincial and National Governments, Internal Customers from within the Municipal structure.

### 9.4.3 Operation and Maintenance

Network maintenance is informed by:

- Inspections
- Maintenance planning, scheduling and execution
- Performing standby, in case of breakdowns
- Responding to breakdowns
- Responding to technical customer queries
- Power quality monitoring

It is also critical to ensure proper installation during projects implementation for O&M suitability.

### 9.4.4 Energy Efficient Demand Side Management and Renewable Energy

EEDSM (Energy Efficiency Demand Side Management) involves the following:

- Eskom IDM (Integrated Demand Management) program
  - Public Lighting
  - RLM (Ripple/Residential Load Management)
  - Building Lighting
  - HVAC (Heating Ventilation Air Conditioning)
  - Grid-tie Solar PV Panels – main municipal building
  - Water and Sewer Pumping
- DoE (Department of Energy)
  - Traffic Signals and Controllers
  - Household Survey on Energy Consumption – 200 units
- Renewable Energy – various technologies

#### **9.4.5 Power Purchase Agreements and Energy Buy Back**

Mondi entered into a PPA with Eskom that is valid until 2016. Phase 1 is initially for self-generation and Phase 2 entails wheeling power back into the Eskom grid via the municipal grid, as there is not direct physical connection between Mondi and Eskom. Tata Steel entered into an Energy Buy Back agreement with Eskom for a period of 6 months.

#### **9.4.6 N2 Corridor and Non-Island Areas**

The Municipality COU submitted an application to Eskom to cede license for the N2 buffer area (brown field) and “Hand over” assets in the rural areas to the Municipality. The Municipality intends to appoint a services provider to assess the cost implications of the above in respect of:

- Current equipment life expectancy
- Immediate capital outlay
- Refurbishment
- Replacement
- Upgrades
- Expansion
- Maintenance

#### **9.4.7 Electrification and Backlogs**

The following is a summary of the electrification projects and backlogs in the municipal area:

**Table 37: Electrification and Backlogs**

uMhlathuze Village Phase 7	<ul style="list-style-type: none"><li>○ Application submitted to DoE (Department of Energy) for 700 units</li><li>○ R3m allocated for 2013/2014 for estimated 206 units</li></ul>
Esikhaleni H and J Sections	<ul style="list-style-type: none"><li>○ Require 65 units</li><li>○ Project underway to install backbone</li></ul>
Ngwelezane B1030	<ul style="list-style-type: none"><li>○ 53 units</li><li>○ Project completed to install backbone</li></ul>
Mandlazini	<ul style="list-style-type: none"><li>○ 800 requests received</li></ul>



	<ul style="list-style-type: none"> <li>○ R11,6 million required to electrify areas</li> <li>○ Awaiting finalisation of geotech report</li> </ul>
Mzingazi	<ul style="list-style-type: none"> <li>○ 300 requests received</li> <li>○ R4,35 million required to electrify areas</li> <li>○ Awaiting finalisation of geotech report</li> </ul>
Eskom supply areas	<ul style="list-style-type: none"> <li>○ Reported backlog of estimated 8986</li> <li>○ Planned installation for 2013/2014 estimated 4958</li> </ul>
RBIDZ (Richards Bay Industrial Development Zone)	<ul style="list-style-type: none"> <li>○ Applied for 10MVA – Phase 1</li> <li>○ Later amended SoW, in terms of switching station location</li> <li>○ R6.2m short of payment</li> <li>○ SCM process underway</li> <li>○ Phase 2 application to be submitted soon</li> <li>○ Submitted the internal reticulation design</li> <li>○ City of uMhlathuze has responded with a few amendments</li> </ul>

#### 9.4.8 Energy Losses

The value of Energy losses in the Municipality for the two last quarters of 2012 are provided hereunder:

	July – Sept 2012	Oct – Dec 2012	Total
<b>Richards Bay</b>	R17.1m	R13.9m	<b>R31.1m</b>
<b>Empangeni/Felixton</b>	R2.5m	R2.2m	<b>R4.8m</b>
<b>Ngwelezane</b>	R1.6m	R0.447m	<b>R2.1m</b>
<b>Esikhaleni</b>	R0.940m	R0.720m	<b>R1.7m</b>
<b>Nseleni</b>	R0.286m	R0.254m	<b>R0.540m</b>
<b>Vulindlela</b>	R0.251m	R0.136m	<b>R0.387m</b>
<b>TOTAL</b>	<b>R22.8m</b>	<b>R17.8m</b>	<b>R40.6m</b>

The following initiatives are pursued to address energy losses:

- 132kV customers (3 in total)
  - All meter installations have been audited
  - All meters calibrated, CT's and VT's tested
  - All customers have on-line metering installed, with test blocks
- 11kV customers (73 in total)
  - 32 meter installations have been audited
  - 32 meters calibrated, CT's & VT's tested
  - 32 customers have on-line metering installed, with test blocks
  - 41 customers to have meters calibrated, CT's & VT's tested and on-line metering installed with test blocks
- 400V customers (754 Demflex and 2000 Complex )
  - 150 customers with old Indigo and CYLP meters to have meters calibrated, CT's and VT's tested and on-line metering installed with test blocks
- All 132kV S/S feeders, 11kV S/S feeders, approximately 850 mini sub-stations, pole-mounted transformers and RMU's (Ring Main Units), are having on-line meters being installed on them
- An electronic on-line system to read the check meters over 3 months is to be implemented. This will also do an automatic comparison with the Itron billing system

## **9.5 ACCESS TO COMMUNITY FACILITIES**

During November 2008, a service provider was appointed to assist with the "Determination of Suitable Localities and uses for various Community Centres". The project was borne from the fact that the Council had been receiving a number of requests for integrated services at localities closer to where people live.

The project had the following main components:

### **Status Quo**

As part of the status quo permission was obtained from the Traditional Council to undertake fieldwork in their areas. The intention was to undertake fieldwork to augment existing data.

### **Analysis**

A mapping analysis was undertaken of the current situation in the municipality in respect of community facilities. The analysis considered the following:

- The current ratio of community halls to population
- Distribution of pension pay points
- Accessibility to Home Affairs type services
- Frequency of accessing listed services
- Travel distances to facilities
- Population size within specified distance from facility

### **Proposals**

The outcomes of the above analysis alluded to the identification of areas that do not have access to a range of community type facilities; areas that have large population numbers that have access to a community facility that may not have adequate capacity. The results of the technical analysis was then used to make proposals on suitable locations to develop such facilities.

The community facilities investigated was:

- Community Halls
- Pension pay points
- Clinics
- Sport grounds
- Crèche
- Tribal Court
- Markets

The table below sets out the number of facilities per Traditional Council which have been identified, photographed and GPS-referenced:

**Table 38: Number of Facilities per Traditional Council Area**

	<b>Mkhwanazi</b>	<b>Dube</b>	<b>Khoza</b>	<b>Madlebe</b>	<b>TOTAL</b>
<b>Halls</b>	3	1	1	1	6
<b>Pension</b>	5	3	1	7	16
<b>Clinic</b>	2	2	1	1	6
<b>Sport ground</b>	3	9	7	4	23
<b>Crèche</b>	1	3	3	4	11
<b>Tribal Court</b>	1	2	2	1	6
<b>Market/Craft</b>	0	2	0	0	2
<b>TOTAL</b>	<b>15</b>	<b>22</b>	<b>15</b>	<b>18</b>	<b>70</b>

The following series of tables provide a summary of the accessibility to community facilities in the respective Traditional Council areas. It is important to note that the data presented in the following tables is based in 2001 census figures. It is therefore prudent to undertake the exercise again with the results of the 2011 census.

**Table 39: Dube Traditional Council Access to Community Facilities**

<b>CALCULATIONS OF POPULATION WITHIN DUBE TA (2001)</b>			
<b>FACILITY TYPE</b>	<b>TOTAL PERSONS (INSIDE DUBE TA )WITHIN 2KM RADIUS OF FACILITY</b>	<b>NO OF PEOPLE &lt;5YRS OF AGE (INSIDE DUBE TA ) WITHIN 2KM RADIUS OF FACILITY</b>	<b>NO OF PEOPLE &gt;64YRS OF AGE (INSIDE DUBE TA ) WITHIN 2KM RADIUS OF FACILITY</b>
COURTS (2)	9849		
CRECHES (3)	21309	3026	
HALLS (1)	12061		
HEALTH FACILITIES (2)	10770		
PENSION PAY POINTS (4)	35466		929
SPORTS FIELDS (9)	52358		
<b>DUBE TA TOTALS (2001)</b>			
TOTAL POPULATION	58245		
TOTAL <5YRS	8060		
TOTAL >64YRS	1474		

**Table 40: Khoza Traditional Council Access to Community Facilities**

CALCULATIONS OF POPULATION WITHIN KHOZA TA (2001)			
FACILITY TYPE	TOTAL PERSONS (INSIDE KHOZA TA) WITHIN 2KM RADIUS OF FACILITY	NO OF PEOPLE <5YRS OF AGE (INSIDE KHOZA TA) WITHIN 2KM RADIUS OF FACILITY	NO OF PEOPLE >64YRS OF AGE (INSIDE KHOZA TA) WITHIN 2KM RADIUS OF FACILITY
COURTS (2)	16051		
CRECHES (3)	10334	1333	
HALLS (1)	14318		
HEALTH FACILITIES (1)	2726		
PENSION PAY POINTS (1)	16512		457
SPORTS FIELDS (7)	37303		
<b>KHOZA TA TOTALS (2001)</b>			
TOTAL POPULATION	37699		
TOTAL <5YRS	4708		
TOTAL >64YRS	888		

**Table 41: Madlebe Traditional Council Access to Community Facilities**

CALCULATIONS OF POPULATION WITHIN MADLEBE TA (2001)			
FACILITY TYPE	TOTAL PERSONS (INSIDE MADLEBE TA )WITHIN 2KM RADIUS OF FACILITY	NO OF PEOPLE <5YRS OF AGE (INSIDE MADLEBE TA) WITHIN 2KM RADIUS OF FACILITY	NO OF PEOPLE >64YRS OF AGE (INSIDE MADLEBE TA) WITHIN 2KM RADIUS OF FACILITY
CRECHES (4)	32299	3736	
HEALTH FACILITIES (1)	6466		
PENSION PAY POINTS (7)	36916		1257
SPORTS FIELDS (4)	34536		
<b>MADLEBE TA TOTALS (2001)</b>			
TOTAL POPULATION	48968		
TOTAL <5YRS	5716		
TOTAL >64YRS	1673		

**Table 42: Mkhwanazi Traditional Council Access to Community Facilities**

CALCULATIONS OF POPULATION WITHIN MKHWANAZI TA (2001)			
FACILITY TYPE	TOTAL PERSONS (INSIDE MKHWANAZI TA) WITHIN 2KM RADIUS OF FACILITY	NO OF PEOPLE <5YRS OF AGE (INSIDE MKHWANAZI TA) WITHIN 2KM RADIUS OF FACILITY	NO OF PEOPLE >64YRS OF AGE (INSIDE MKHWANAZI TA) WITHIN 2KM RADIUS OF FACILITY
COURTS (1)	7175		
CRECHES (1)	3919	469	
HALLS (2)	6578		
HEALTH FACILITIES (2)	6361		
PENSION PAY POINTS (5)	16456		702
SPORTS FIELDS (3)	8840		
<b>MKHWANAZI TA TOTALS (2001)</b>			
TOTAL POPULATION	77751		
TOTAL <5YRS	8496		
TOTAL >64YRS	2257		

A summary of the above results is provided in the composite table herewith.

**Table 43: uMhlathuze Municipality Access to Community Facilities**

FACILITY	TOTAL NO FACILITIES	TOTAL POPULATION (2001)*	% OF TOTAL POPULATION PER TRAVEL TIME RANGE			
			<30 MINUTES	31 - 60 MINUTES	61 - 90 MINUTES	>90 MINUTES
Cemeteries	2	289186	74.24%	23.24%	2.10%	0.42%
Community Centres/Halls	16		95.23%	4.09%	0.60%	0.08%
Pension Pay Points	6		86.71%	12.07%	1.11%	0.12%
Sports Fields/Facilities	34		95.07%	4.34%	0.53%	0.06%
FACILITY	TOTAL NO FACILITIES	TOTAL POPULATION (2001)*	<15 MINUTES	16 - 30 MINUTES	31 - 60 MINUTES	>60 MINUTES
Creches	49	289186	84.90%	9.86%	4.52%	0.73%

FACILITY	TOTAL NO FACILITIES	POPULATION <5 YEARS (2001)*	% OF POPULATION <5 YEARS PER TRAVEL TIME RANGE			
			<15 MINUTES	16 - 30 MINUTES	31 - 60 MINUTES	>60 MINUTES
Creches	49	31347	35.47%	41.80%	19.66%	3.07%

FACILITY	TOTAL NO FACILITIES	POPULATION >64 YEARS (2001)*	% OF POPULATION >64 YEARS PER TRAVEL TIME RANGE			
			<30 MINUTES	31 - 60 MINUTES	61 - 90 MINUTES	>90 MINUTES
Pension Pay Points	6	8052	83.82%	14.80%	1.29%	0.10%

The following important issues are highlighted in respect of the above community facilities assessment:

- About 20% of children under the age of 5 years is not within 30 minutes travelling time from a crèche facility.
- About 15% of the population aged over 64 years is not within 30 minutes travelling time from a pension pay point facility.
- There is a general good level of accessibility to community halls and sports fields/facilities. However, the condition of the facilities nor the hours of access have not been taken into consideration in the above access determinations.
- As previously noted, the above data has been derived from 2001 census data and it would be prudent to undertake the assessment with the 2011 data when available in an appropriate format.

## 9.6 HUMAN SETTLEMENTS

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

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

The National Housing Code identifies the primary role of the municipality as taking all reasonable and necessary steps, within the framework of national and provincial legislation and policy, to ensure that the inhabitants within its area of jurisdiction have access to adequate housing on a progressive basis.

The uMhlathuze Municipality developed a comprehensive Housing Sector Plan that was adopted by Council in May 2012. A summarized version of the Housing Sector Plan is provided herewith and focuses on certain key areas for the purpose of the IDP.

### 9.6.1 Housing Demand

The housing demand within municipalities can be determined in two ways viz. statistical calculations or the establishment of housing waiting lists. The uMhlathuze municipal area is characterized by a shortage of suitably well-located land for housing development. It is noted that the removal of slums and informal settlements is a priority to the Department of Human Settlements. The current demand for housing is as per the estimates in the following table:

**Table 44: Estimated Housing Demand**

Urban Areas	8248
Rural Areas	6622
<b>TOTAL</b>	<b>14870</b>

### 9.6.2 Housing Affordability

In the past, persons who fall under the gap market category (i.e. R7501-R15000) had a challenged in accessing government housing subsidy and bonds from financial institutions. In most cases this category include professional such as nurses, teachers, administration clerks etc. The President of the Republic of South Africa, Mr. JG Zuma in his State of the National Address on 9 February 2012 stated that R1 billion guarantee funds announced in 2010 to promote access to loans will start its operations in April 2012 and will be managed by the National Housing Finance Corporation. The scheme will enable the Banks to lend to people earning between R3500 and R15 000. The fund will be able to obtain a subsidy of up to R83 000 from Provinces, to enable them to obtain housing finance from an accredited Bank.

### 9.6.3 Urbanization and Population Growth

Over the years there had been an influx of people from the rural to the urban areas of the Umhlathuze Municipality. The highest population densities are observed in Nseleni and Esikhaleni while the predominantly settled areas around Nseleni, Esikhaleni and Ngwelezane towns depict the second highest population density. The lowest population densities are found in the non-tribal rural areas of the municipality. The removal of slums and informal settlements is a priority of the Department of Human Settlements.

### 9.6.4 Human Settlement Programmes

#### **Hostel Refurbishment**

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

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

The following table illustrates the current status of Esikhaleni Hostel Upgrade Programme:

**Table 45: Hostel Refurbishment Progress**

HOSTEL NAME	STATUS
H862 (2 blocks)	Refurbishment underway
H395 (3 blocks)	Refurbishment underway
H396 (5 blocks)	Refurbishment underway
J1169 (2 blocks)	Refurbished
J1083 (4 blocks)	Refurbished
J223 (2 blocks)	Refurbished
J464 (2 blocks)	Refurbished

### **Informal Settlement Upgrade**

The Municipality will ensure that it fulfill the objectives of the Outcome 8, to upgrade 76 200 households in well located informal settlements. The Municipality will also fulfil the requirements of the National Upgrading of Informal Settlements Programme (UISP). The following informal settlements/slums clearance priorities are noted:

#### ***uMzingwenya Informal Settlement and Slums Clearance***

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

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

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

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

#### ***Mzingazi Informal Settlement and Slums Clearance***

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

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

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

The Mandlazini-Airport Buffer Strip measures approximately 65 hectares in extent and according to a November 2010 survey, there are approximately 520 residential structures in the buffer strip. Some of the structures are of an informal/temporary nature while other structures are built from brick and mortar. The land in question is owned by the uMhlathuze Municipality. There are two main concerns relating to the

settlement in this buffer strip. In the first instance, some of the structures are believed to be located within a watercourse. In the second instance, this settlement is located within the predicted 55dBA noise contour as determined by the 2010 Update of the Richards Bay Airport Master Plan.

#### ***Ngwelezane Informal Settlement***

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

#### ***University of Zululand Informal Settlement***

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

#### ***Mzingazi and Mandlazini Agri-Villages***

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

### **9.6.5 Identification of Land for Housing**

One of the primary challenges facing the uMhlathuze Municipality is the identification of suitably located land for development. The Municipality has recognized this need through focusing much of its capacity to the investigation of land that is suitable for housing development. The identification of land is a priority of the Municipal IDP and SDF.

The following criteria was used in identification of land suitable of Housing Development

- location;
- ownership;
- availability of bulk and/or connector services;
- accessibility in terms of transport and economic opportunities; and
- linkage to Spatial Development Framework.



**Table 46: Land Suitable for Housing Development - SDF Expansion Areas**

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

The table below indicated identified State owned land that is suitable for housing development

**Table 47: State Owned Land Suitable for Housing Development**

Erf Number	Ownership	Hectares
11488	State	217
16833	State	920 (100 ha required)
Portion 1 of Erf11489	State	368
16715	State	537

### 9.6.6 Human Settlements Projects in uMhlathuze

**Table 48: Municipal Human Settlements Current Projects**

PRIORITY	PROJECT NAME	PROJECT TYPE	WARD	NO. OF SITES	PROJECT VALUE	IMPL. DATE OR PLANNED IMPL. DATE
1	Umhlathuze Village Phase 1	Urban Greenfield (Low Income housing)	9	1191	R46,36,416.50	1997/1998
2	Umhlathuze Phase 5	Urban Greenfield (Low Income housing)	9	313	R18,596,588.26	2009/2010
3	Umhlathuze Phase 7	Urban Greenfield (Low Income housing)	23	585	R50,149,955.70	2011/2012
4	Esikhaleni Hostel Upgrade(CRU's)	CRU	20, 21	360 (50% completed)	12,000,000.00	2011/2012
5	IDT Area (People's Housing Process)	In-situ upgrade/Slums Clearance	27	+250	R1,789,309.04	2013/2014

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	Ngwelezane					
6	Dube Rural Housing	Rural Low income housing	12,13, 14,15, 16, 17	1500	R3,663,525.00 (Stage 1)	2012/2013
		Slums Clearance				
7	Khoza/Bhejane Rural Housing	Rural Low income housing	5,6,7, 8	1200	R2,930,820.00 (Stage 1)	2012/2013
8	Mkhwanazi Rural Housing	Rural Low income housing	24,25,27, 28, 29	1000	R59, 361, 700.00	2011/2012
9	Madlebe Rural Housing	Rural Low income housing	10,11,17, 18,19, 22, 30	1000	R73,506,880.00	2011/2012

### **Projects Envisaged for Next 7 Years**

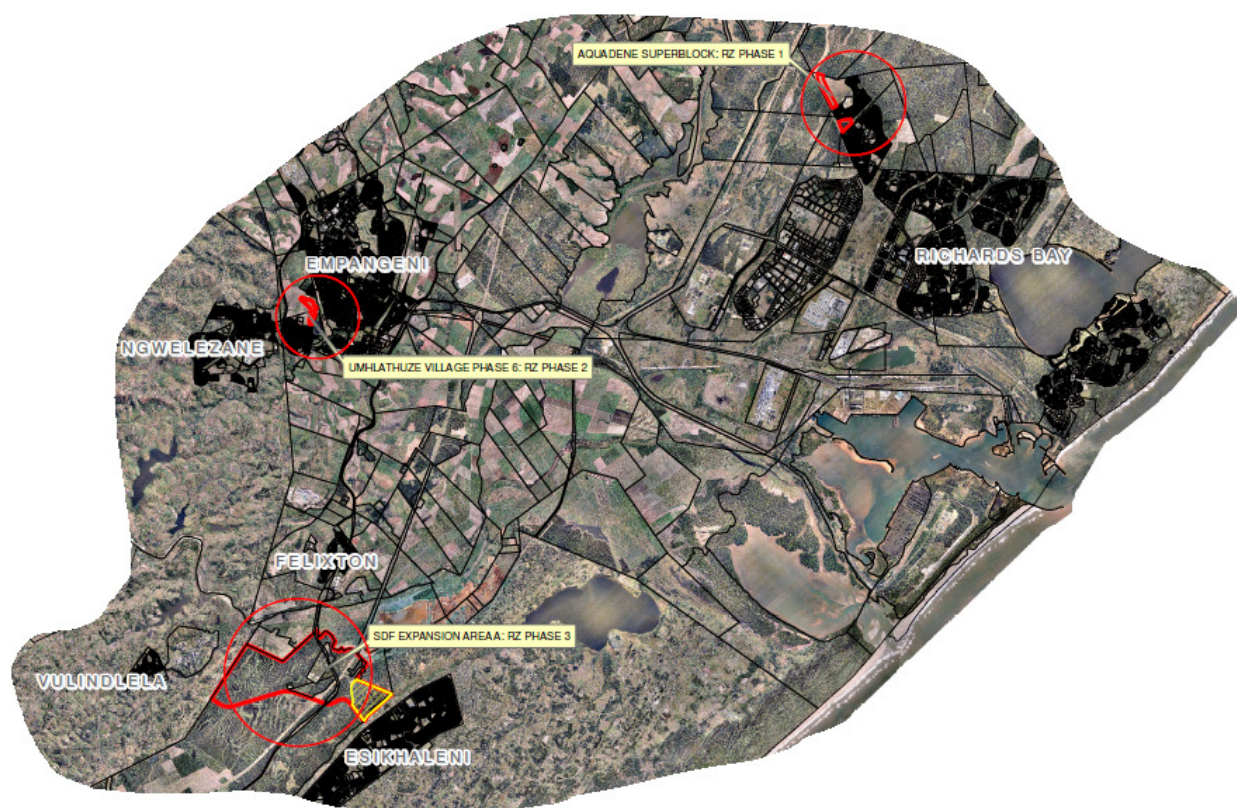
The following priority list (not in any order) is an extract from the Draft Municipal Human Settlements Plan:

**Social/Rental Housing:** It be noted that the Municipality is in the process of applying to the Department of Human Settlements to be declared as restructuring zone in order to receive the restructuring or Institutional grant from the department to implement the social/rental housing project. Umhlathuze Municipality has been identified by the KwaZulu-Natal Department of Human Settlements as one of the five Local Municipality with a possibility to be declared as **Restructuring Zones**.

Restructuring Zones will be used to open up areas which have major economic opportunities and for poor people who have been excluded or to protect poor people from being displaced from areas within economic opportunities. uMhlathuze Municipality has identified Richards Bay and eMpangeni as its Restructuring zones. The Municipality has identified three projects (as indicated on the map provided) within its proposed Restructuring Zones. The three identified projects are:

- Aquadene Superblock: Phase 1
- uMhlathuze Village Phase 6: Phase 2
- SDF Expansion Area A (Erf 16833): Phase 3

### **Map 7: uMhlathuze Restructuring Zones**



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

The Municipal Planning at this stage will focus on phase 1, 3 and 4. The previous development layout plan has been amended to accommodate Community Residential Units and Social Housing as part of the inclusive project.

Sixteen developmental blocks have been designed for future Community Residential Units and Social/Rental housing. The remaining portion of land will be used for low income housing development.

The Municipality has a high demand for government related human settlements assistance. Therefore the successful implementation of **uMhlathuze Village Phase 6** as the Community Residential Unit/Social will reduce the housing demand in the uMhlathuze Municipality.

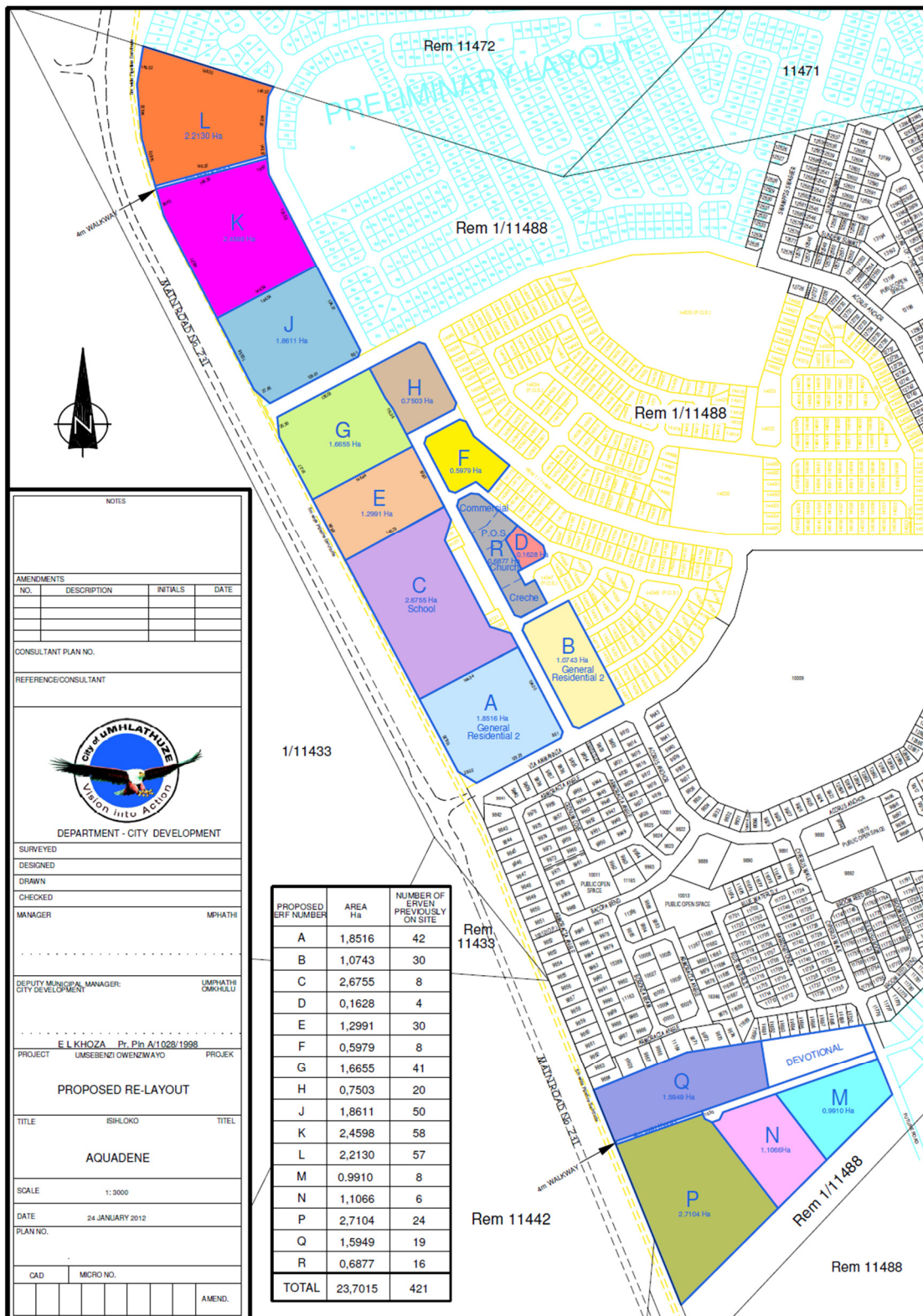
**Expansion area A** (Esikhaleni-Vulindlela Corridor) has been identified as priority number 1 for possible relocation of uMzingwenya settlement communities who are located in a 1:100 year floodline. The expansion Area A is currently subject to a commercial forestry lease with a small portion of the corridor having been developed as a municipal cemetery. The required 100 ha could alleviate housing development pressures in Esikhaleni (the uMzingwenya settlement as well as people from Vulindlela and Esikhaleni) and from other critical intervention areas in the municipality.

It is important to note that final estimates regarding the yield in these restructuring zones will be available once detailed designs have been completed.

**Table 49: Summary of Planned Human Settlements Projects**

Priority	Name	Type	Ward	Yield	Value	Planned Impl. Date
1	Aquadene	Low Cost  Social CRU	26	508 low cost  3521 Social/CRU	TBD	2013/2014
2	Mzingazi Village	In-situ	1	300	TBD	TBD
3	Mandlazini	In-situ	4	300	TBD	TBD
4	SDF Expansion Area A (for uMzingwenya)	In-situ Urban Greenfield CRU Social	14, 17, 19, 20	TBD	TBD	TBD
5	uMhlathuze Village Ph 6	CRU Social	9, 28	TBD	TBD	2013/2014
6	Vulindlela /University of Zulu-Land Informal Settlement	In-situ Urban Greenfield	30	TBD	TBD	2014/2015
7	Nseleni Informal Settlement	Greenfield Relocation	5, 6, 7, 8	TBD	TBD	2014/2015
8	Ngwelezane Informal Settlement on Erf 1241	Greenfield Relocation	28	TBD	TBD	2014/2015

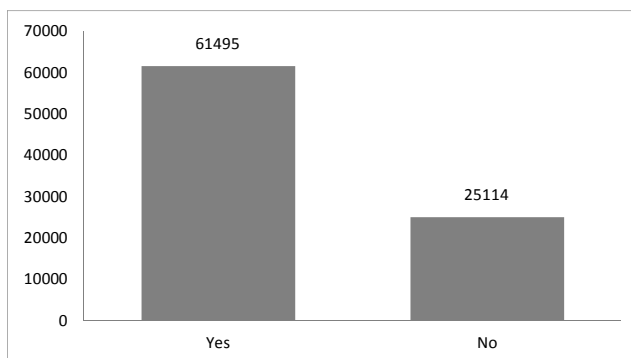
**Map 8: Aquadene Amended Superblock**



## 9.7 TELECOMMUNICATIONS

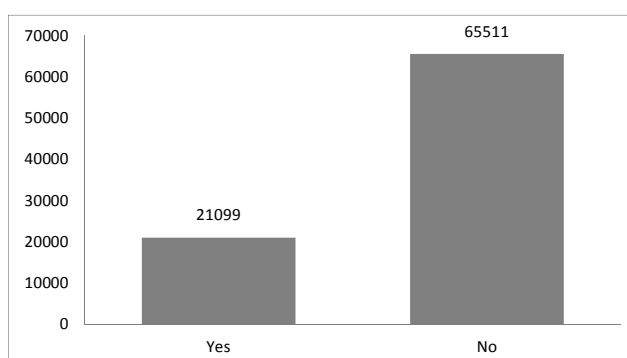
The 2011 census results indicate the following in respect of telecommunications.

**Figure 25: Household Access to Radio**



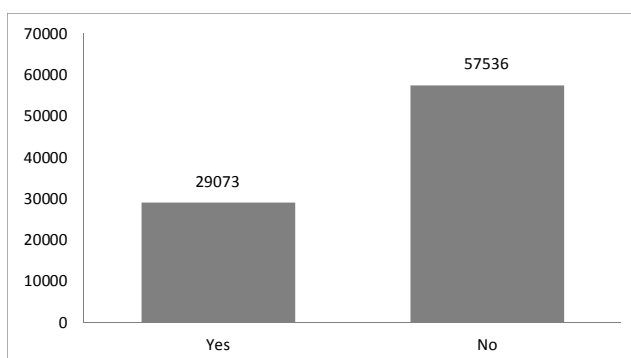
Source: 2011 Census

**Figure 26: Household Access to Computer**



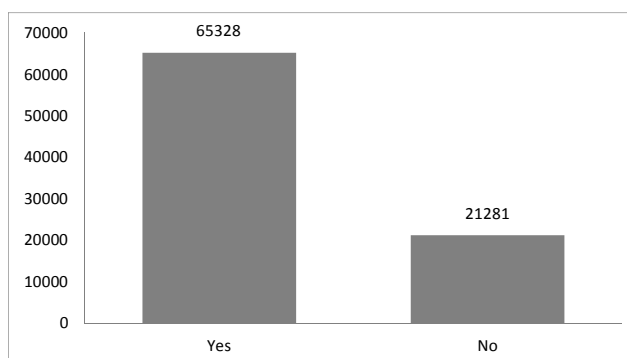
Source: 2011 Census

**Figure 27: Household Access to Satellite Television**



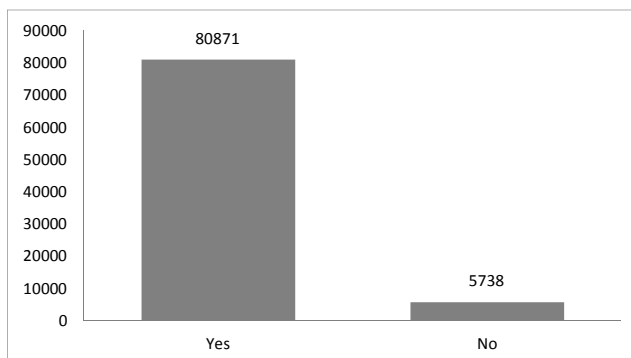
Source: 2011 Census

**Figure 28: Household Access to Television**



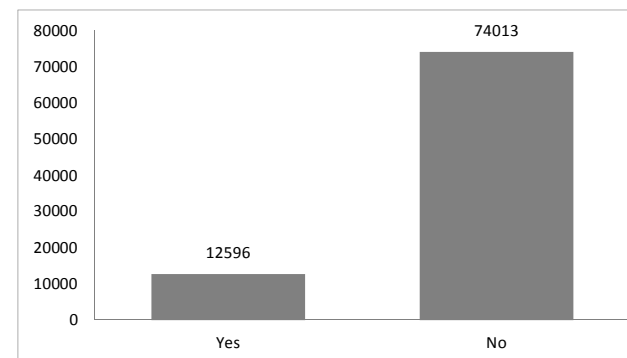
Source: 2011 Census

**Figure 29: Household Access to Cellphone**



Source: 2011 Census

**Figure 30: Household Access to Landline**



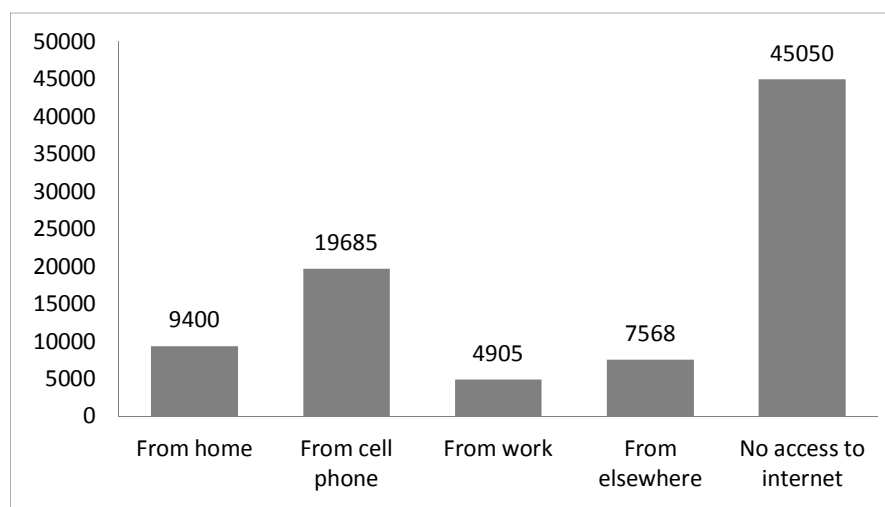
Source: 2011 Census

From the above table it is interesting to note that radio remains a very important and widely used form of communication. Household access to computers is low considering the increasing reliance on computers to perform tasks and activities from school to tertiary education. The comparison between cellphone and landline telephone usage is very interesting and clearly indicates the reliance on mobile communications.



The following graph further indicates that mobile phones are the source of internet access to many households as well.

**Figure 31: Household Access to Internet**



Source: 2011 Census

## 9.8 SERVICE DELIVERY AND INFRASTRUCTURE: SWOT ANALYSIS

### Strengths/Opportunities

- Well-structured organogram to attend to range of responsibilities and needs in respect of infrastructure and service provision.
- Very high level of access to water in the uMhlathuze municipal area.
- The most important aspect of the backlogs is that figures re reducing – from 42 000 in 2004 to 30 000 currently.
- Well-functioning Scientific Services section to ensure that the quality of the city's water resources, portable water and wastewater systems are continually monitored in an endeavour to maintain quality and evaluate against set standards/specifications/guidelines.
- Successful implementation of the Quality Management System, the management system adopted from ISO 17025 requirements for testing laboratories.
- Water quality status for the city in some instances far exceeds provincial and national percentages. This is a clear indication of the status of the Water Quality Monitoring Program in place and affirms that the operational integrity of the various systems is maintained optimally.
- The acquisition of 10 new refuse trucks in the municipality improved service delivery to its citizens. Interruptions in waste removal service due to truck breakdown have significantly reduced.
- The Municipality is running a recycling project with the goal of increasing recyclable materials recovered from the suburbs. At present, only Meerensee suburb is involved in the project. Reusable waste is put into yellow refuse bags supplied by the municipality.
- Level 2 Accreditation has been granted to the uMhlathuze Municipality in respect of Human Settlements.
- A number of human settlement programmes are in progress.
- Continual improvement of the Blue Drop score for the Municipality
- Continual improvement of the Green Drop score for the Municipality
- Creating social upliftment through employment from the local community to clean the stormwater facilities and carry out routine maintenance through a two (2) year stormwater cleaning contract.
- Access to additional forms of housing support from government in respect of income groups earning above R3 500 per month.

### **Weaknesses/Threats**

- No electricity supply to the Esikhaleni WTW during Eskom outages and evening restrictions.
- High cost of much needed maintenance at WTW and WWTW
- The Municipality is running a recycling project with the goal of increasing recyclable materials recovered from the suburbs. At present, only Meerensee suburb is involved in the project.
- Short to no supply of permanent staff to carry out daily functions.
- Increased water demand for rural reticulation at the Mzingazi WTW
- Community members are building houses on the ponds at the Ngwelezane WWTW
- High cost of much needed maintenance at WTW and WWTW
- Indiscriminate dumping by residents of garden waste and builders rubble.
- Illegal dumping of waste within streets and stormwater servitudes by the community causes overflows through blockages that creates flooding of streets and properties.
- Influx and settlement along urban boundaries.
- Access to appropriate land for human settlement purposes.



## 10. LOCAL ECONOMIC AND SOCIAL DEVELOPMENT ANALYSIS

### 10.1 NATIONAL DEVELOPMENT PLAN

The National Development Plan aims to eliminate poverty and reduce inequality by 2030. The Commission's *Diagnostic Report*, released in June 2011, set out South Africa's achievements and shortcomings since 1994. It identified a failure to implement policies and an absence of broad partnerships as the main reasons for slow progress, and set out the following nine primary challenges:

1. Too few people work
2. The quality of school education for black people is poor
3. Infrastructure is poorly located, inadequate and under-maintained
4. Spatial divides hobble inclusive development
5. The economy is unsustainably resource intensive
6. The public health system cannot meet demand or sustain quality
7. Public services are uneven and often of poor quality
8. Corruption levels are high
9. South Africa remains a divided society

The National Development Plan provides a target for 2030 and notes a number of enabling milestones as summarised in the following table. The following provides a brief summary of the implication of the NDP target and milestones for the uMhlathuze Municipality:

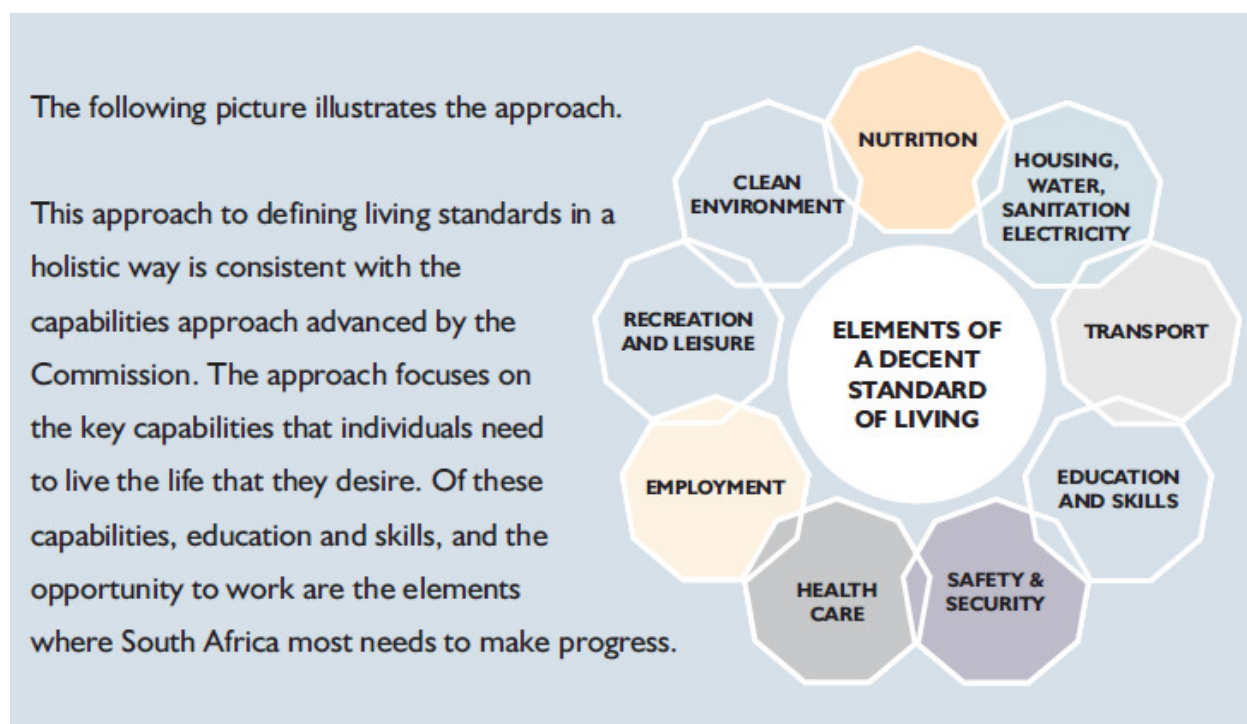
- According to STATSSA, uMhlathuze had a population of 338,000 and the country 51,700,000 in 2011. This equates to uMhlathuze having a 0.65% of the country's population. Given that uMhlathuze is a centre of employment and economic activity it can be expected that the area should be providing at least 0.65% of the employment targeted by 2030 as per the NDP. This equates to just over 70 000 employment opportunities by 2030.
- The NDP further requires an improvement of the Gini-coefficient from 0.69 to 0.6. The figure for uMhlathuze was 0.67 in 2008.
- Generally employment creation will address the majority of the NDPs milestones, i.e. gini-coefficient, income per capita, ownership, quality of services and education etc.
- Other, non-income and employment elements, that require ongoing attention from the Municipality in relation to the NDP relate filling of managerial posts, energy supply, public transport, primary health care and water quality.

**Table 50: Summary of National Development Plan**

THE PLAN IN BRIEF	
<p><b>By 2030</b></p> <ul style="list-style-type: none"> <li>○ Eliminate income poverty – Reduce the proportion of households with a monthly income below R419 per person (in 2009 prices) from 39 percent to zero.</li> <li>○ Reduce inequality – The Gini coefficient should fall from 0.69 to 0.6.</li> </ul> <p><b>Enabling milestones</b></p> <ul style="list-style-type: none"> <li>○ Increase employment from 13 million in 2010 to 24 million in 2030.</li> <li>○ Raise per capita income from R50 000 in 2010 to R120 000 by 2030.</li> <li>○ Increase the share of national income of the bottom 40 percent from 6 percent to 10 percent.</li> <li>○ Establish a competitive base of infrastructure, human resources and regulatory frameworks.</li> <li>○ Ensure that skilled, technical, professional and managerial posts better reflect the country's racial, gender and disability makeup.</li> <li>○ Broaden ownership of assets to historically disadvantaged groups.</li> <li>○ Increase the quality of education so that all children have at least two years of preschool education and all children in grade 3 can read and write.</li> <li>○ Provide affordable access to quality health care while promoting health and wellbeing.</li> <li>○ Establish effective, safe and affordable public transport.</li> <li>○ Produce sufficient energy to support industry at competitive prices, ensuring access for poor households, while reducing carbon emissions per unit of power by about one-third.</li> <li>○ Ensure that all South Africans have access to clean running water in their homes.</li> <li>○ Make high-speed broadband internet universally available at competitive prices.</li> <li>○ Realise a food trade surplus, with one-third produced by small-scale farmers or households.</li> <li>○ Ensure household food and nutrition security.</li> <li>○ Entrench a social security system covering all working people, with social protection for the poor and other</li> </ul>	<ul style="list-style-type: none"> <li>○ groups in need, such as children and people with disabilities.</li> <li>○ Realise a developmental, capable and ethical state that treats citizens with dignity.</li> <li>○ Ensure that all people live safely, with an independent and fair criminal justice system.</li> <li>○ Broaden social cohesion and unity while redressing the inequities of the past.</li> <li>○ Play a leading role in continental development, economic integration and human rights.</li> </ul> <p><b>Critical actions</b></p> <ol style="list-style-type: none"> <li>1. A social compact to reduce poverty and inequality, and raise employment and investment.</li> <li>2. A strategy to address poverty and its impacts by broadening access to employment, strengthening the social wage, improving public transport and raising rural incomes.</li> <li>3. Steps by the state to professionalise the public service, strengthen accountability, improve coordination and prosecute corruption.</li> <li>4. Boost private investment in labour-intensive areas, competitiveness and exports, with adjustments to lower the risk of hiring younger workers.</li> <li>5. An education accountability chain, with lines of responsibility from state to classroom.</li> <li>6. Phase in national health insurance, with a focus on upgrading public health facilities, producing more health professionals and reducing the relative cost of private health care.</li> <li>7. Public infrastructure investment at 10 percent of gross domestic product (GDP), financed through tariffs, public-private partnerships, taxes and loans and focused on transport, energy and water.</li> <li>8. Interventions to ensure environmental sustainability and resilience to future shocks.</li> <li>9. New spatial norms and standards – densifying cities, improving transport, locating jobs where people live, upgrading informal settlements and fixing housing market gaps.</li> <li>10. Reduce crime by strengthening criminal justice and improving community environments.</li> </ol>

The National Development Plan also elicits the following elements of a decent standard of living:

**Figure 32: Elements of a Decent Standard of Living**



## 10.2 LOCAL ECONOMIC DEVELOPMENT ANALYSIS

### 10.2.1 Economic Profile of Community

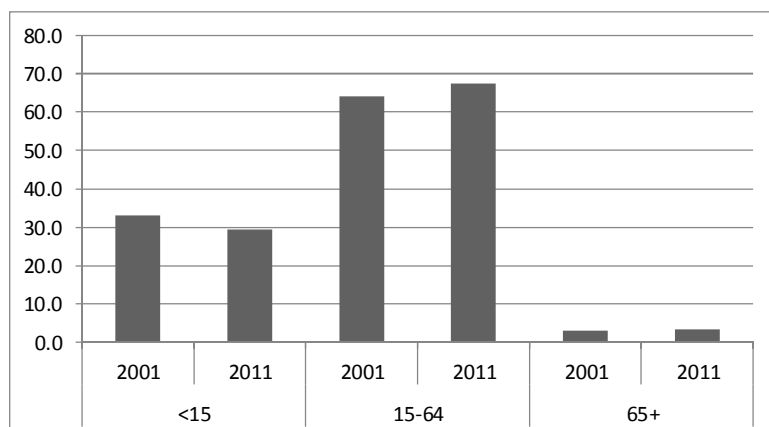
Functional age groups indicate the level of the potential work force in the region. Therefore, the key age group relates to individuals aged 15 to 64 years. The following tables provide a comparison between the 2001 and 2011 census years in respect of the 0-14, 15-64 and 65+ population age cohorts for uMhlathuze and the other municipalities in the uThungulu District.

**Table 51: Economic Population**

	Population		Age Structure					
			<15		15-64		65+	
	2001	2011	2001	2011	2001	2011	2001	2011
<b>DC28: Uthungulu</b>	885965	907519	38.3	34.8	57.3	60.7	4.4	4.5
KZN282: uMhlathuze	289190	334459	33.0	29.3	64.2	67.5	2.8	3.2
KZN286: Nkandla	133602	114416	43.7	40.3	50.2	53.6	6.1	6.1
KZN281: Mfolozi	106942	122889	40.1	36.1	55.5	59.5	4.4	4.4
KZN283: Ntambanana	84771	74336	41.5	39.2	53.8	55.8	4.7	5.0
KZN284: uMlalazi	221078	213601	39.7	37.2	55.1	57.2	5.2	5.6
KZN285: Mthonjaneni	50382	47818	39.1	38.3	56.1	56.9	4.8	4.7

Source: 2011 Census

**Figure 33: Economic Population**



The data presented indicates that there has been a slight decline in the <15 year age cohort and a slight increase in the 15-64 age cohort between the 2001 and 2011 census years.

Source: 2011 Census

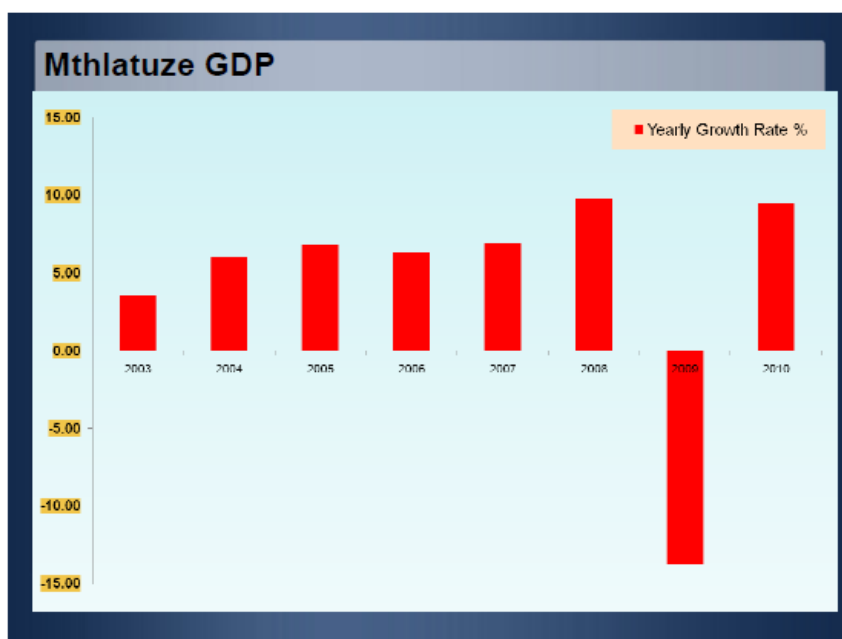
## 10.2.2 Economic Realities

The LED Strategy for the uMhlathuze Municipality was reviewed during 2012. It is noted that the Municipality has an important role in the national, provincial and district economies on account of the bulk-handling harbour facilities at Richards Bay that enable international trade links. Richards Bay is the largest deepwater port in Africa, and handles the bulk of South Africa's exports. Its development has provided the impetus for large-scale industrial growth.

uMhlathuze has the most developed economy of all the municipalities in the district and is the major contributor to the District GGP (it is the third largest economy in KwaZulu-Natal). Its most important industries are BHP Billiton Aluminum, Mondi, SAPPI, RBCT, Tata Steel and Bell Equipment.

The following bar chart indicates the impact of the global recession on the GDP of the uMhlathuze Municipality.

**Figure 34: uMhlathuze GDP**



Source: Clive Coetzee, KZN Treasury

### **Human Development Index**

Measuring the life expectancy, literacy rates and income levels as proxy of quality of living, the Human Development Index (HDI) of the uThungulu District was lower than the provincial HDI in 2008, i.e. 0.53 for the province compared to 0.47 for uThungulu in 2008. By definition:

*The Human Development Index (HDI) is defined as a “composite, relative index which attempts to quantify the extent of human development of a community. It is based on measures of life expectancy, literacy and income ...”. The HDI can assume a maximum value of 1, indicating a high level of human development, and a minimum value of 0.*

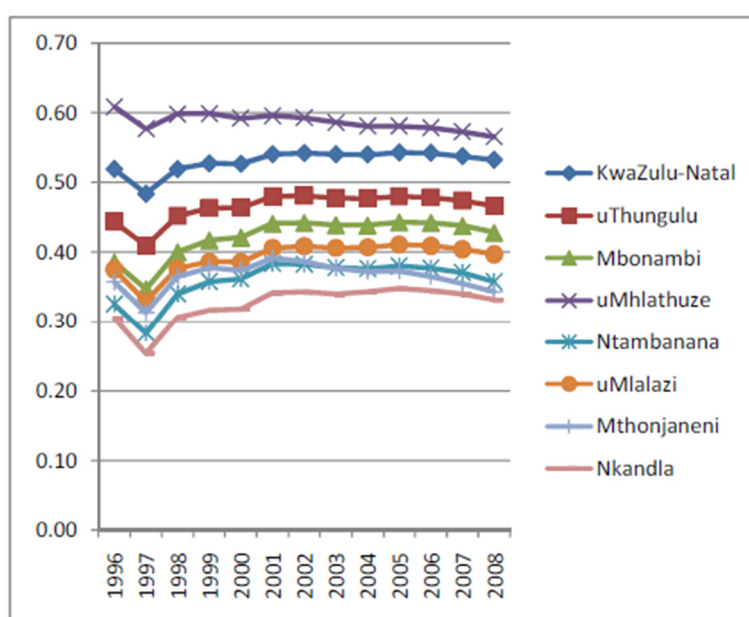
The following table and figure provides a comparison of the HDI for KwaZulu-Natal, the uThungulu District and the uMhlathuze Local Municipality over a given period of time.

**Table 52: Human Development Index (HDI)**

Year	KwaZulu-Natal	uThungulu	uMhlathuze
1996	0.52	0.44	0.61
1997	0.48	0.41	0.58
1998	0.52	0.45	0.60
1999	0.53	0.46	0.60
2000	0.53	0.46	0.59
2001	0.54	0.48	0.60
2002	0.54	0.48	0.59
2003	0.54	0.48	0.59
2004	0.54	0.48	0.58
2005	0.54	0.48	0.58
2006	0.54	0.48	0.58
2007	0.54	0.47	0.57
2008	0.53	0.47	0.57

Source: Global Insight 2008

**Figure 35: Human Development Index (HDI)**



Source: Global Insight 2008

From the aforementioned it is apparent that the HDI for uMhlathuze is higher than the HDI for both the uThungulu District and the Province between 1996 and 2008.

### **Gini-coefficient**

Income inequality is indicated by the Gini-coefficient. Income inequality in the uThungulu District and Province has become less equal over time – from 0.64 in 1996 to 0.67 in 2008 in the District – and – from 0.62 in 1996 to 0.66 in 2008 in the Province. The situation in the uMhlathuze Municipality has also worsened from 0.59 in 1996 to 0.67 in 2008.

## **10.2.3 Employment and Income Levels**

### **Labour Force Participation**

High unemployment undermines the equitable distribution of income and underpins poverty. Employment is one of the main desired outcomes of economic growth and is currently a major focus of government policy at the national level. The table hereunder summarizes some critical labour market indicators for the uMhlathuze Municipality.

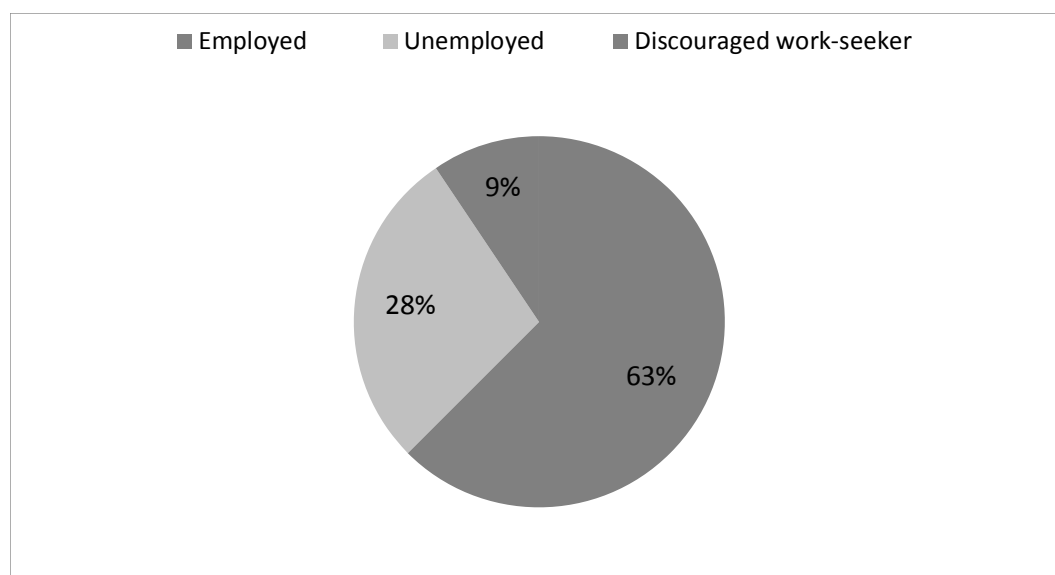
**Table 53: Labour Market Indicators**

<b>Description</b>	<b>Number</b>
Employed	85876
Unemployed	38532
Discouraged work-seeker	12948
Other not economically active	88314
Not applicable	108789
<b>TOTAL</b>	<b>334459</b>

The number of persons employed is similar to the not economically active portion of the population. About 9% are discouraged work-seekers.

Source: 2011 Census

**Figure 36: Labour Market Indicators**

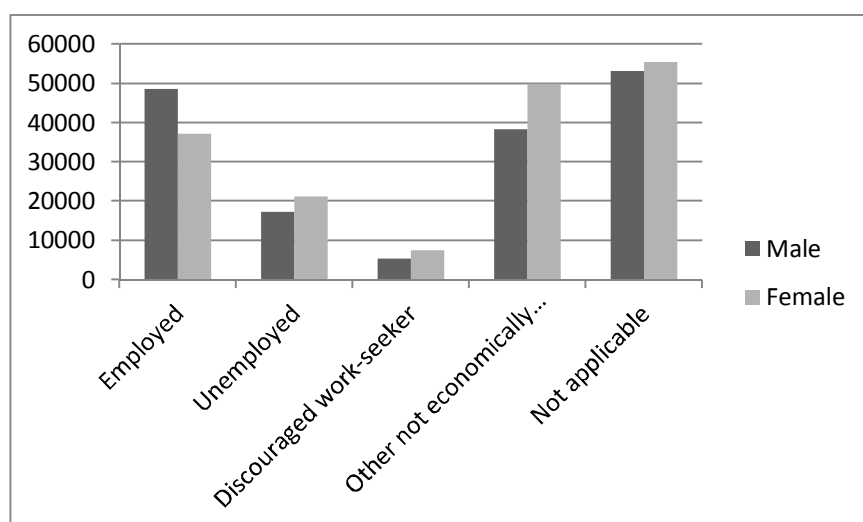


Source: 2011 Census

**Table 54: Employment by Gender**

	Male	Female
<b>Employed</b>	48600	37276
<b>Unemployed</b>	17308	21224
<b>Discouraged work-seeker</b>	5404	7544
<b>Other not economically active</b>	38380	49934
<b>Not applicable</b>	53251	55538
<b>TOTAL</b>	<b>162943</b>	<b>171516</b>

**Figure 37: Employment by Gender**



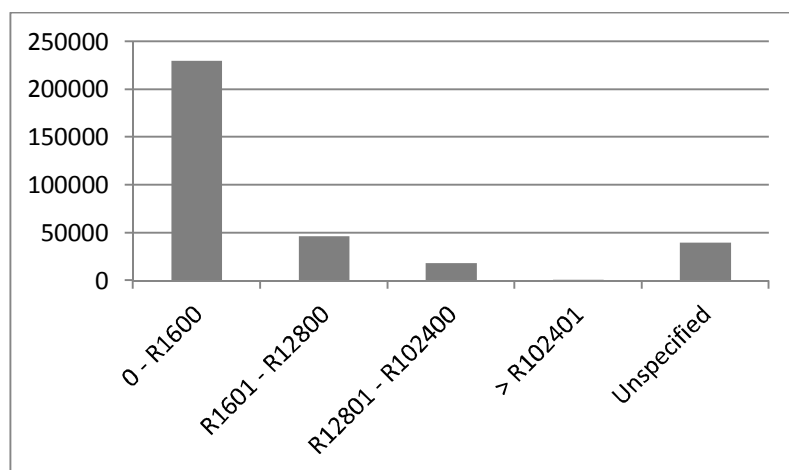
The table and figure herewith depicts that employment levels in the municipality are higher for males than for females. Also, the unemployed, discouraged and not economically-active counts are higher for females.

Source: 2011 Census

### **Income and Dependency**

Income levels and the number of dependents have a significant impact on the ability of an employed person to meet the financial needs of his/her dependents.

**Figure 38: Monthly Individual Income in uMhlathuze**



Source: Census 2011

As noted, the number of dependents on a salary has a significant impact on the ability of the salary to meet basic needs. The following table provides the official Census 2011 dependency ratios for South Africa, KwaZulu-Natal, the uThungulu District as well as the Local Municipalities in the uThungulu District.

**Table 55: Comparative Dependency Ratio**

	<b>Dependency Ratio</b>	
	<b>per 100 (15-64)</b>	
	<b>2001</b>	<b>2011</b>
<b>SOUTH AFRICA</b>	58.7	52.7
<b>KWAZULU-NATAL</b>	65.4	58.5
<b>DC28: Uthungulu</b>	74.5	64.7
<b>KZN282: uMhlathuze</b>	55.8	48.2
<b>KZN286: Nkandla</b>	99.2	86.6
<b>KZN281: Mfolozi</b>	80.2	68.2
<b>KZN283: Ntambanana</b>	85.7	79.3
<b>KZN284: uMlalazi</b>	81.5	74.9
<b>KZN285: Mthonjaneni</b>	78.2	75.6

Source: Census 2011

The dependency ratio on KZN was higher in 2001 and remains higher in 2011 than that of the country. The situation is also worse in uThungulu than in the province. The dependency in uMhlathuze is lower than that of the country.

#### 10.2.4 SMMEs AND THE INFORMAL ECONOMY

There is a branch of SEDA in Richards Bay which provides support to SMMEs, and Richards Bay Minerals has a Business Development Programme, but the Municipality could also contribute to SMME development in a number of ways. The following critical principles are noted:

- SMME development should be a key focus in the interest of economic growth and job creation.
- In Richards Bay, the presence of a cluster of large corporates presents opportunities for downstream small business development.

SMMEs, particularly those setting up businesses, are in dire need of financial and non-financial assistance. In addition to the acquisition of business management skills, they require access to finance and to opportunities for the sale of goods and services. In short, SMME support comprises skills development, access to finance, and access to markets.

According to the recently reviewed LED Strategy, strategies to realize opportunities in the SMME sector relate to the following:

- Compilation of an SMME Database
- Provision of Training
- Procurement Policy
- Supply chain management
- Registration
- Provision of Financial Services
- Building Contractual Relationships
- Economic Infrastructure
- Marketing Support
- Monitoring and evaluation

The Quality of Life Survey conducted for Uthungulu District Municipality in 2009 noted that a large number of formally unemployed people are involved in informal trading in public spaces such as taxi ranks and street corners. Some informal traders consider themselves to be self-employed whilst others see themselves as unemployed because they are working as street vendors as a last resort.



An investigation of informal traders operating in the City was conducted in 2011. A matter of great concern is that 56% of traders were operating without a licence. There was also concern that damage was being done within public spaces and that trader stalls were untidy and unsightly. Traders do not locate in demarcated areas, but set up wherever good opportunities for trade present themselves. The review of the informal sector led to a number of recommendations:

The City Development: Business Support, Markets and Tourism Section would coordinate with regard to informal traders; an Informal Traders Working Group would be established including representatives from a number of sections; responsibility for permit issue and renewal would be moved from the Traffic Section to the City Development: Business Support, Markets and Tourism Section; additional sites would be demarcated by the Spatial Planning Section; and additional informal trader infrastructure would be budgeted and planned for. In addition, make-shift stalls would be removed and road side mechanics would be fined and the vehicles impounded.

Given that there are 1616 informal traders within the City of uMhlathuze (only 710 of whom are registered), it would seem that a comprehensive support policy should be formulated and adopted.

The following principles should underscore the said policy:

- The City is not unsympathetic to informal traders and recognizes that under harsh economic conditions, the sector enables people to generate some sort of livelihood, however modest. Instead of tolerance and, in some instances, clamp down, the City needs a proactive and supportive informal trader policy.
- The City should recognize that the informal sector is here to stay in both urban and rural contexts. Providing support to informal traders means providing support to the poorer people in the community and their families.
- Informal traders own and run very modest businesses. However, the potential exists for these businesses to grow if they are appropriately supported. This would create opportunities for small businesses to enter the formal sector from below.
- The Municipality needs to foster a relationship of trust with informal traders and their structures. A positive relationship would facilitate the provision of appropriate infrastructure and support.

Challenges faced by informal traders themselves include no access to training, no access to finance, lack of storage facilities, lack of access to ablution facilities, lack of access to water, low incomes with household expenses competing with business needs such as maintaining stock levels, and lack of capital for business expansion.

Strategies to realize opportunities in the Informal Economy relate to the following:

- that support for the informal economy is reflected in their IDP
- facilitate the establishment of an informal actors' chamber as a means of engaging with informal economy actors appoint officials who are able to communicate with informal economy actors in a gender sensitive way
- make provision for regular contact with informal economy organizations and actors
- ensure that there is a dedicated office to liaise with organizations and individual traders
- ensure that decisions about issues such as site allocation are made in an open and transparent way
- specify the roles and responsibilities of traders and of the municipality
- respect the rights of foreigners
- register all informal traders
- provide basic infrastructure and services for informal traders
- take account of informal trader interests in the context of approving new developments

## 10.2.5 Agriculture

Given that agriculture is a provincial competency, municipalities should facilitate and support the activities of the Department of Agriculture, the Environment and Rural Development. The aims of agricultural development should be to ensure food security, to promote food sovereignty, to encourage subsistence producers to commercialize, and to move away from primary production through identifying opportunities for value adding.

Current challenges being experienced in the sector relate to the following:

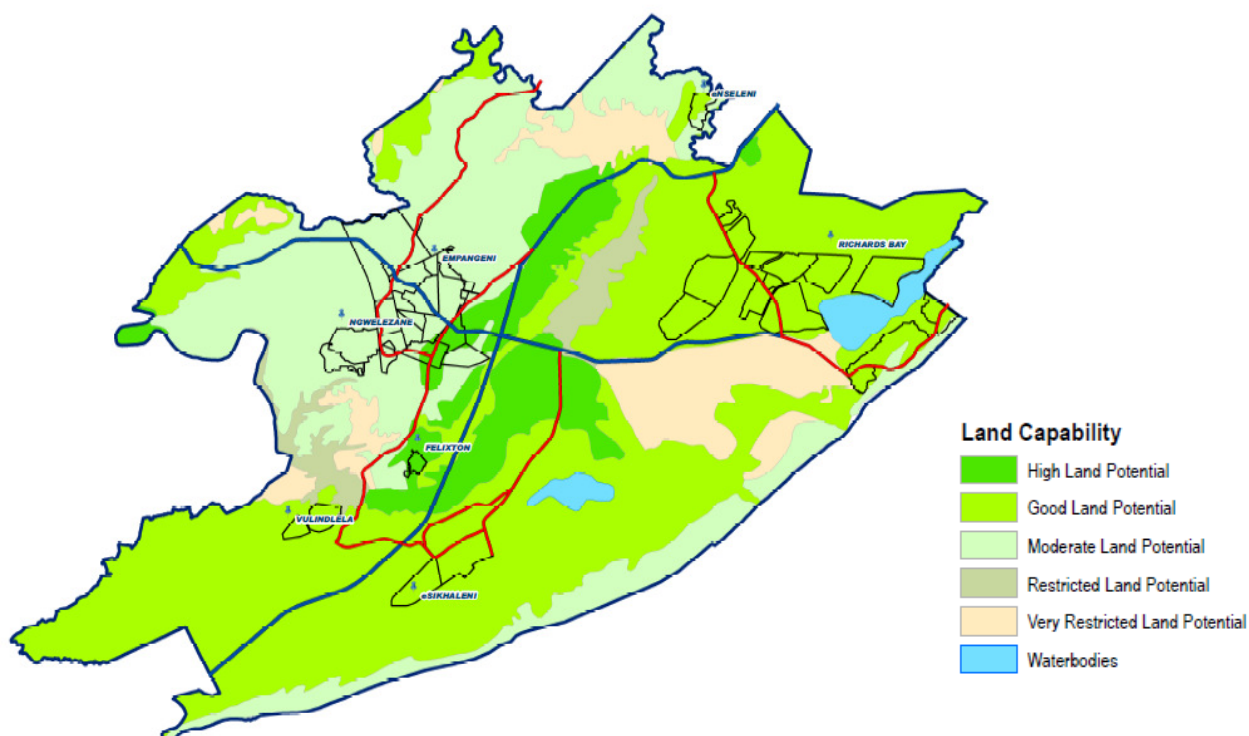
- Economic stagnation due to unresolved or unprocessed land claims and failed redistribution projects.
- Underutilization of good agricultural land in the traditional council areas.
- Loss of good agricultural land in the traditional council areas to unplanned settlement.
- Failure to realize the potential for value adding through agro-processing.
- Volatile world markets which affect prices for some agricultural commodities, for example, sugar.
- The demise of the South African Sugar Association's credit facility for small-scale cane growers.

Strategies to realize opportunities in this sector relate to the following:

- Food security and food sovereignty should be promoted.
- In the traditional council areas where the land falls under the Ingonyama Trust, and where land is held under communal tenure, subsistence agriculture prevails, with the exception of small-scale farming in the sugar and timber.
- An Agribusiness Development Agency has been established in KwaZulu-Natal under the auspices of the Department of Economic Development and Tourism. The primary aim of this institution is to identify failed land redistribution projects that have some potential for revitalization. The Agency puts in place the appropriate mechanisms to assist the land reform beneficiaries of these projects to turn projects around so that they become viable farming enterprises.
- Small-scale farmers should be encouraged to add value to their produce.

The following map provides details of the land potential within the uMhlathuze Municipality.

**Map 9: Land Capability**



## 10.2.6 Tourism

The tourism potential within the City of uMhlathuze has not been realized.

- In formulating a tourism development strategy for the Municipality, the principles of responsible tourism should be adhered to.
- Since the promotion of tourism involves both local and regional initiatives, a tourism strategy for the Municipality should align with the strategies of the District and the Province. There should be collaboration and coordination across spheres of government in developing and promoting tourism.
- The private sector and communities are key actors in the development and promotion of tourism.

Some of the challenges being experienced relate to the following:

- The City of uMhlathuze has a Tourism Forum, but this needs to be strengthened and supported.
- The City of uMhlathuze has endorsed a Community Tourism Organization – Esikhalene Sennkosi Tourism Association – but this is dysfunctional. It is not an inclusive organization and has enjoyed minimal support from the Municipality.

Strategies to realize opportunities in the tourism sector of uMhlathuze relate to the following:

- A tourism sector plan needs to be formulated. This should spell out the institutional arrangements through which tourism development and promotion are to be driven.
  - 1. The Municipality should propose changing the name of the CTO so that it has a broader connotation.
  - 2. Within the Municipality, there needs to be coordination on tourism related matters; for example, between a beach responsibility and an environmental one.
- The sector plan should be focused on the enhancement of existing tourism assets and attractions, and should identify new attractions and products and indicate how these would be developed and promoted. Areas that could be focused on include:
  - 1. The beach and beach activities (Blue flag status for the beach should be the aim of initiatives to develop beach tourism)
  - 2. Culture and heritage (This would involve documenting the rich history of the area and establishing heritage sites where facilities for tourists are provided. Tourism routes should be developed which link the heritage sites.)
  - 3. Passenger and cargo ships. (Proper facilities and retail outlets should be provided for passengers and crews.
- Branding and marketing are key to drawing in tourism business.

## 10.2.7 Manufacturing, Commerce, Retail

The recession has had a negative impact on business in the main centres of the Municipality as is evident from the number of businesses that have closed down in the area. Some of the principles to support the above sector relate to the following:

- Local government needs to commit to facilitating the retention and growth of business within its area of jurisdiction.
- Once issues that negatively impact on businesses are identified, the Municipality should follow through by addressing these, where possible and appropriate.

Strategies to realize opportunities in the above sector relate to the following:

- An important intervention is to assess the status of business in the two main centres within uMhlathuze Municipality so that steps can be taken to assist businesses faced with different challenges. The City of uMhlathuze should facilitate a Business Retention and Expansion process in Empangeni and Richards Bay.
- A Business Retention and Expansion process was undertaken in Empangeni but the proposals were not implemented. As such, an action plan should be formulated and implemented to address the challenges facing the business community.

## **10.2.8 Industrial Development Zone**

The history and potential of the Industrial Development Zone is key in considering the development of industry and manufacturing in uMhlathuze. Initially, Trade and Investment KwaZulu-Natal was the majority shareholder with the Municipality. The shares have been sold to the Department of Economic Development and Tourism making Provincial Government the single shareholder. The land within the IDZ has been subject to a number of agreements through which some of the ecologically sensitive land had been returned to the Municipality.

Tata Steel is the only industry that has been established in the IDZ to date. Pulp United have a purchase agreement, but work on a structure has not yet started. A few other industries have expressed interest.

The benefits to industries located in the IDZ include:

- Existing efficient deep-water port
- Suited to export-orientated production
- Customs controlled area
- VAT and import duty exemption
- Same time zone as Europe
- Strategic location to access world markets
- Allowance for 100% foreign ownership
- Established local and service industries
- Down-streaming opportunities with respect to: Aluminium, Heavy Metals,
- Chemicals, Wood, Paper, Pulp and various agricultural products

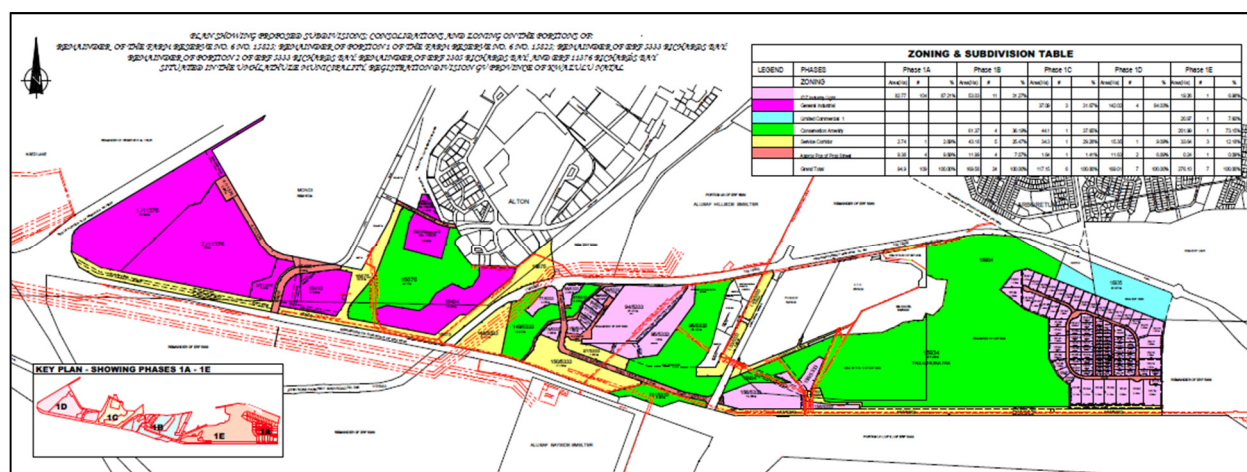
National government's initiative to establish Special Economic Zones is potentially a serious threat to the long term feasibility and viability of IDZ's for the following two reasons:

1. Unlike an IDZ, an SEZ may be established in any area. The area does not necessarily need to be adjacent to, or in proximity to a port or harbour or airport.
2. Secondly, in contrast to an IDZ, an SEZ is not required to focus on production for export, and may also provide services.

As such, SEZ's can be established anywhere, and for any purpose and would compete with existing IDZs for funding and support, particularly from national government.

The footprint of the IDZ for Richards Bay as it was designed prior to the transfer of land back to the uMhlathuze Municipality is shown herewith.

## Map 10: IDZ Footprint



## 10.3 SOCIAL DEVELOPMENT ANALYSIS

### 10.3.1 Broad Based Community Needs

As part of the 2012/2017 IDP preparation a series of ward meetings/engagements took place to confirm wards based community needs. Most of these were revisited as part of the 2013/2014 IDP Review process. At Annexure 1, the Public Participation Report based on the outcomes of these wards meetings/engagements is provided.

### 10.3.2 Education

Education was discussed in the section dealing with the demographic characteristics of the area and is repeated herewith for ease of reference.

Education levels are provided for the 2001 and 2011 census years. Comparisons are made with the levels in the country, the uThungulu District as well as the local municipalities in the uThungulu district. The following table provides a summary of the situation while more explanatory figures are provided hereafter of specific situations.

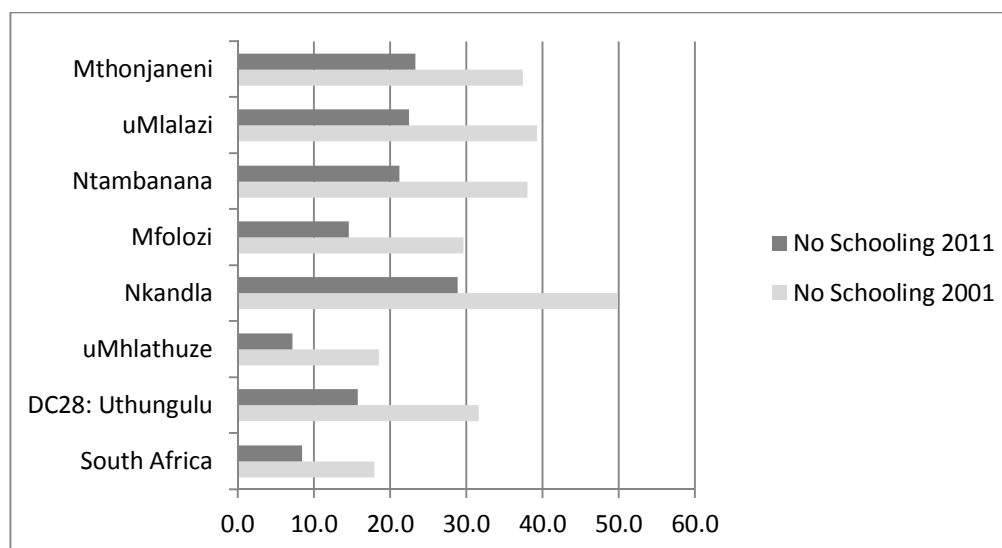
**Table 56 : Comparative Education Levels**

	No Schooling		Higher Education		Matric		Primary Educational Enrolment aged 6-13	
	2001	2011	2001	2011	2001	2011	2001	2011
South Africa	17.9	8.4	8.4	6.7	22.1	27.8	91	93.1
DC28: Uthungulu	31.6	15.7	5.8	4.2	18.3	29.5	88.3	89.6
uMhlathuze	18.5	7.2	10.9	7.3	27.6	36.9	90.1	91.7
Nkandla	49.8	28.8	2.5	1.7	11.5	21.0	88.7	86.7
Mfolozi	29.6	14.6	2.3	1.2	14.5	30.3	89.3	88.2
Ntambanana	38.0	21.2	1.5	0.8	10.4	23.1	86.4	91.3
uMlalazi	39.2	22.5	3.5	2.9	13.2	22.9	87.0	88.9
Mthonjaneni	37.3	23.3	3.9	2.3	14.7	22.1	85.6	88.9

Source: Census 2011

Although there has been a slight increase in the primary enrolment levels at national and district level, it remains concerning that, in some instances, nearly 10% of children of school going age, are not attending school. Reasons could relate to access, affordability and other poverty related factors such as HIV/Aids for this. The number of persons that do not have any education (no schooling) has declined between 2001 and 2011 as indicated in the figure herewith.

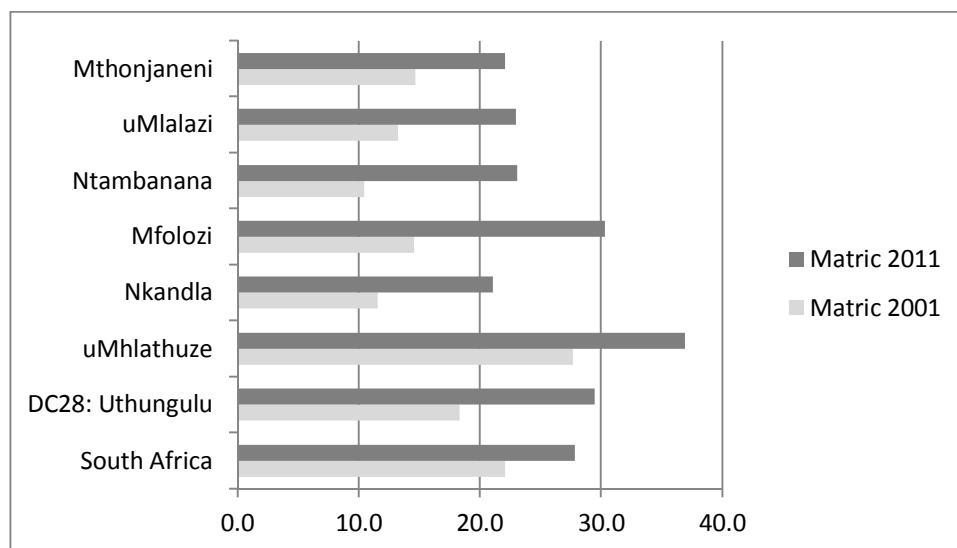
**Figure 39: Persons with no Schooling**



Source: Census 2011

It is also concerning to note with reference to the previous table that there has been a decline in the percentage (%) of persons with a higher education. Again, affordability and accessibility could be main contributors. On the contrary, the following figure indicates that the percentage (%) of persons with a matric qualification has increased in all areas.

**Figure 40: Persons with Matric**



Source: Census 2011

### 10.3.3 Health

The uMhlathuze Municipality **Primary Health Care Services** are provided from two main Clinics, being Richards Bay and Empangeni with 6 satellite Clinics as indicated in the table below:

**Table 57: Attendees at Primary Health Care Facilities (1 July 2011 to 30 June 2012)**

<b>FACILITY NAME</b>	<b>TOTAL</b>
Aquadene	3 414
Baptist Church	3 765
Brackenham	12 066
Civic: Empangeni	11 7695
Civic: Richards Bay	95 480
Felixton	2 255
Zidedele	1 711
Meerensee	18 761
<b>TOTAL</b>	<b>255 147</b>

The main disease conditions for which the clinics were visited were Hypertension and Diabetes follow up visits as well as Tuberculosis. Sexual Transmitted infections remain a growing concern.

In prevention, 37 990 immunizations was given to protect children against disease. The clinics participate in the following Immunization campaigns: PCV (Pneumococcal Conjugate Vaccine) catch up and H1N1 (Flue Vaccine). Staff visited preschool and crèches to immunize children. The clinics and Cansa worked together as well. The aim is to detect cancer in earlier stages. Cansa utilized a mobile unit to go to areas and also attended to a high numbers of patients in the clinics. The ARV clinics are growing rapidly with the two main clinics currently serving 4000 patients collecting treatment.

The **Environmental Health Services** perform numerous functions some of which are incorporated under Municipal Health Services, which in terms of the National Health Act No. 61 of 2003, including:

- i. water quality monitoring;
- ii. food control;
- iii. waste management;
- iv. health surveillance of premises;
- v. surveillance and prevention of communicable diseases;
- vi. vector control;
- vii. environmental pollution control;
- viii. disposal of the dead; and
- ix. chemical safety,

The Environmental Health Service is involved in the following campaigns:

- Bilharzia Survey and Awareness
- Communicable Disease education and training
- Rabies Vaccinations
- Malaria

### 10.3.4 Nation Building and Social Cohesion

Libraries are the centres of knowledge and are vital for community upliftment. Libraries in the municipality provide internet access at no charge to users. Payment is only required for printing. Study facilities are provided at the libraries and are very well utilized. The Toy Library and Gaming Centre at the eSikhaleni library are very popular.

**Table 58: Usage of Libraries in uMhlathuze**

Library	Circulation	Visitors	Active Members
Richards Bay	133201	206584	7069
Empangeni	76179	196029	4601
Esikhaleni	12643	99278	3551
Brackenham	10174	33096	353
Enseleni	8094	99784	1846
Felixton	6927	26449	553
Ngwelezane	5417	113240	625
<b>TOTAL</b>	<b>252635</b>	<b>774460</b>	<b>18598</b>

The museum at Empangeni displays new artwork every month. Some of the main events in the past year included the Empangeni High School Artwork, Local Artist displays and the Mondri Eisteddfod.

Various events and programmes are hosted by the Sport and Recreation Section including the following:

- Indigenous Games
- Mini Olympics
- Women's Sport Festivals
- Fun Days
- Golden Games
- Healthy Lifestyle Programs
- Councillors in Action

Sport Development **programs** were hosted between July 2011 and June 2012 include:

- Talent Identification Events



- Various Sport Tournaments
- Learn to Swim Programs
- Kwanaloga Games

A new sports facility has recently been provided in Ward 13 and a further 2 existing facilities in Wards 11 and 18 respectively were upgraded in Partnership with RB Minerals. Work is currently underway with the establishment of the Madlebe Sports Facility. Lotto funding will be utilized for the development.

### **10.3.5 Special Programmes: Operation Sukuma Sakhe**

Operation Sukuma Sakhe is a call for the people of KwaZulu-Natal to be determined to overcome the issues that have destroyed the communities such as poverty, unemployment, crime, substance abuse, HIV/AIDS and TB.

Operation Sukuma Sakhe has a “whole of Government approach” as its philosophical basis. It spells out every initiative and how it links to initiatives being implemented by the different sector departments and the spheres of government. Therefore delivery of services is required through partnership with the community, stakeholders and government.

Operation Sukuma Sakhe is a continuous interaction between Government and the community to come together to achieve 12 National Outcomes. It encourages social mobilization where communities have a role, as well as delivery of government services in a more integrated way.

It is the KwaZulu-Natal Provincial Government flagship programme that seeks to combat all kinds of ills affecting the society. It calls for joint efforts from all sectors to contribute towards sustainable upliftment of the standard of living for the people of KZN at the National Government level and is called “war on poverty”.

#### **Mission**

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

#### **Goal**

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

#### **Objectives**

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

For Operation Sukuma Sakhe to operate it needs the existence of the following core group of stakeholders and structures with different responsibilities:

- Business Sector
- Traditional Leadership Sector
- NGO Sector
- Religious Sector
- Sporting Fraternity
- Women
- Children
- Youth
- People with disability
- Senior Citizens

The following structures starting from Districts to Wards have different responsibilities to discharge in relation to Operation Sukuma Sakhe:

1. District Task Team
2. District AIDS Council
3. Local Task Team (LTT)
4. Local AIDS Council
5. Ward Task Team
6. Ward AIDS Council

Some of the critical success factors to ensure the effective functioning of OSS in the uMhlathuze Municipality are noted hereunder:

- Inclusion of community structures that include civil society, business and development partners and other key stakeholders.
- Institutional arrangement linkages and integrated development planning.
- Integrating Operational Plans with Governmental Department plans.
- Establishing of a permanent “War Room.”
- Allocating cadres to conduct Household Profiling to identify needs.
- Ensuring that different Departments sit in the LTT.
- Constantly building capacity of Managers through presentations on OSS reporting.
- Managers assisting war rooms in building capacity.

#### **Benefits of OSS to Civil Society**

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

The following table provides a summary of the some of the successful initiatives hosted by the Special Programmes Unit under the auspices of Operation Sukuma Sakhe.

**Table 59: Special Programmes Initiatives**

<b>Program</b>	<b>Date</b>	<b>Objective</b>	<b>Brief description</b>	<b>Impact</b>
Youth entrepreneurship awareness workshop	14 July 2011	To develop entrepreneurial skills among young people in business and enhance their business management ability	The workshop was conducted by National Youth Development Agencies and attended by local young people in	It has assisted young people within the municipality to develop necessary confidence and the knowhow in the management of the

			business	business. It has also assisted them in identifying business opportunities
Intercultural & intergenerational dialogue	10 August 2011	To develop the understanding amongst people of different generational groups on how each generation view some moral topical issues	The dialogue was conducted in partnership with Dept. of Arts and Culture it was held at R/Bay Auditorium it was attended by 150 school children and 50 adults	It managed to create an understanding on how different generations viewed different moral topical issues and in the process it enhanced the tolerance of different generations different views
Women in local govt. leadership conference	07 October 2011	To create a platform where women within management could share their experiences with an intention to enhance their work performance	The conference was attended by 86 women leaders from level 11 upwards and Women Councillors it received presentations on women related topical issues	It boosted the moral of the women leaders and it managed to come up with a programme for women empowerment
Launch of people living with disability forum	26 May 2012	To create a platform where people living with disability can sit and share their experiences with an intention to develop the program and structure that will deal with their issues	The launch was held at Hlanganani hall and it was attended by 40 people living with disability representing different organizations	Through presentations people living with disability managed to know about different govt. programs targeting them and their rights. They also managed to develop a program and the structure
Multi-stakeholder HIV/AIDS workshop	01 June 2012	To discuss the five year draft strategy for HIV/AIDS and adopt it, to pave the way forward on the establishment of the Local AIDS Council	It was attended by Councilors led by Mayor, business, traditional healers, civil society, academics and labour	The workshop managed to effect some changes on the draft strategy and paved the way forward on the establishment of Local AIDS Council

## 10.4 LED AND SOCIAL DEVELOPMENT: SWOT ANALYSIS

### Strengths/Opportunities

- Increase in functional age group between 2001 and 2011.
- Bulk-handling harbour facilities at Richards Bay that enable international trade links. Richards Bay is the largest deepwater port in Africa, and handles the bulk of South Africa's exports
- The dependency ratio in uMhlathuze is lower than that of the country.
- There is a branch of SEDA in Richards Bay which provides support to SMMEs, and Richards Bay Minerals has a Business Development Programme, but the Municipality could also contribute to SMME development in a number of ways
- Libraries in the municipality provide internet access at no charge to users. Study facilities are provided at the libraries and are very well utilized.
- Harbour development has provided the impetus for large-scale industrial growth.
- There is a branch of SEDA in Richards Bay which provides support to SMMEs, and Richards Bay Minerals has a Business Development Programme, but the Municipality could also contribute to SMME development in a number of ways.
- Libraries in the municipality provide internet access at no charge to users. Study facilities are provided at the libraries and are very well utilized.
- Functional Operation Sukume Sakhe Unit in the Municipality

### Weaknesses/Threats

- Many discouraged work seekers, about 9% of population.
- A matter of great concern is that 56% of informal traders operating without a licence.
- Underutilization of good agricultural land in the traditional council areas.
- Loss of good agricultural land in the traditional council areas to unplanned settlement.
- Failure to realize the potential for value adding through agro-processing.
- Funding to assist Operation Sukume Sakhe
- Increase in functional age group between 2001 and 2011 indicate of increased pressure for employment opportunities.
- Economic stagnation due to unresolved or unprocessed land claims and failed redistribution projects
- Volatile world markets which affect prices for some agricultural commodities, for example, sugar.
- The demise of the South African Sugar Association's credit facility for small-scale cane growers.
- Nearly 10% of children of school going age, are not attending school.
- There has been a decline in the percentage (%) of persons with a higher education.
- Sexual Transmitted infections remain a growing concern.

## **11. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS**

### **11.1 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS**

#### **11.1.1 Capability of the Municipality to execute Capital Projects**

A number of challenges have been identified regarding slow expenditure of conditional grants, notably on the following MIG projects.

- Mzingazi Waterborne Sewer
- Rural Sanitation Top Structure Manufacturing
- eSikhaleni Water Improvements

Delays have resulted in slow expenditure in respect of the above projects that have a value of more than R100 million.

The challenges or delays relate to disputes or objections during the tender process, claims as well as the rejecting or declining the award of the tender by the awarded tenderer.

#### **11.1.2 Indigent Support**

Council reviewed its Indigent Policy in 2010. The policy outlines the approach to accounts of indigent households and provides for a universal approach to the handling of the indigent.

There are currently 4 separate policies that provide for support to the indigent.

- The Indigent Policy
- The Rates Policy
- The Credit Control Policy
- The Free basic Electricity Policy

**A new policy was compiled that is based on a targeted approach.** The policy seeks to address a number of challenges that currently prevent some of the poor people from receiving their basic benefits.

It is noted that all policies dealing with indigent look at only the ownership but in reality one finds that some indigent families (especially women or child headed households) are living in properties for many years (some more than 30 years) but they are not the registered owners. The property belongs to a relative or they do not have the money to transfer the property to their names from a deceased estate.

Also, the current policies on indigent households are silent regarding indigent people who are renting from the municipality: such as hostels and cottages.

On electricity, the policy proposes that Council must assist those indigent customers who are still conventional because they cannot raise the required money for prepayment electricity to be installed.

The policy also proposes that the current free 6 kilolitres be increased to 12 kilolitres to those that have small vegetable gardens to feed their families. This would promote the national government's call of "one home one garden". It would furthermore be able to sustain water borne sewage systems.

### 11.1.3 Revenue Enhancement and Protection Strategies

During the latter part of 2009, the uMhlathuze Council approved cash flow recovery plan to circumvent a short term cash flow and service delivery impediment. A number of reasons were identified as the source of the cash flow situation and mitigation measures proposed and adhered to.

This plan has been adhered to and the cash flow situation has been improving steadily over the last number of years as a result of the plan. The essence of the municipal cash flow recovery plan focused on, amongst others, the following:

1. Operational expenditure that was not contractually bound or did not affect immediate service delivery was placed on hold until funds became available.
2. Capital expenditure that had not yet commenced in terms of a tender award was placed on hold until funds became available.
3. A working committee of senior officials was set up consisting of Senior Managers to expedite all land sale transactions that have gone through the tender process.
4. In terms of Section 45 of the MFMA council approved a short term borrowing facility of R 100 million. The availability of this facility did not imply that the money would necessarily be borrowed but would be bridging facility should the other interventions not materialise.
5. Council approved the phasing out of the dependence of the Operating Budget on land sales in the multi year budget. For all future budgets – Annual and Adjustments Budget, approval of capex only be allowed if the revenue from land sales has materialised.
6. Regular updates on the implementation of the interventions were reported to the Mayor.

### 11.1.4 Municipal Consumer Debt Position

Electricity and water meters readings are performed, processed and posted monthly to ensure that all account holders receive accurate accounts and that a high payment rate is maintained. The collection of monies remains a challenge. However, the department has obtained an average debt collection ratio of **99.49%**.

The overall payment rate for the past seven years is illustrated below:

**Table 60: Debt Payment Rate**

Year	Payment Rate
2005/2006	99.34 %
2006/2007	101.81 %
2007/2008	98.74 %
2008/2009	98.56 %
2009/2010	98.67 %
2010/2011	100.11 %
2011/2012	<b>99.49 %</b>

More specifically, the following is the assessment for the financial year ending 30 June 2012.

**Table 61: Debt Payment Ratio for 2012**

Suburb	Debt Collection Ratio – In Days	Debtors Turnover Rate - %	Average Payment Rate - %
Richards Bay	29 days	8.00%	100.36
Vulindlela	85 days	23.18%	117.75
eNseleni	92 days	25.27%	97.19
eSikhaleni	112 days	30.61%	96.24
Sundry Debtors	35 days	9.70%	94.54
Empangeni	39 days	10.65%	98.94

Ngwelezane	99 days	27.16%	77.80
<b>Average</b>	<b>36.79 days</b>	<b>10.08%</b>	<b>99.49</b>

- The debtor's turnover rate represents the outstanding debtors' amount expressed as a percentage of the last 12 months billed revenue.
- The payment rate is the average of the 12 months preceding 30 June 2012.

### 11.1.5 Grants and Subsidies

The following two tables provide a description of the capital and operational grants received by the uMhlathuze Municipality for the tabled 2013/2014 financial year.

**Table 62: Description of Capital Grants**

<b>DESCRIPTION OF GRANT</b>	<b>TABLED 2013/2014</b>
Integrated National Electrification Programme Grant (National)	3 000 000
Municipal Infrastructure Grant (National)	83 697 400
Expansion and Upgrade of beached - Alkanstrant (CoGTA)	7 000 000
New and Upgrading of Informal Traders (CoGTA)	3 000 000
<b>TOTAL</b>	<b>96 697 400</b>

**Table 63: Description of Operating Grants**

<b>DESCRIPTION OF GRANT</b>	<b>TABLED 2013/2014</b>
Local Government Financial Management Grant	1 550 000
Municipal Systems Improvement Programme Grant	890 000
Project Management Unit Allocation	3 035 600
Equitable Share	190 384 000
Museum Subsidy	143 000
Provincialisation of Libraries	5 846 000
Community Library Services Grant	720 000
Infrastructure Skills Development Grant	4 000 000
Expanded Public Works Programme Integrated Grant	1 000 000
Environmental Health - uThungulu District	4 856 400
Water Services Operating Subsidy	7 210 000
<b>TOTAL</b>	<b>219 635 000</b>

### 11.1.6 Municipal Infrastructure Assets and Maintenance

The following table provides details with regard to Repairs and Maintenance by asset class in the Municipality.

**Table 64: Repairs and Maintenance by Asset Class**

	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>Repairs and Maintenance by Asset Class</b>	<b>240,280</b>	<b>234,599</b>	<b>234,599</b>	<b>293,170</b>	<b>311,888</b>	<b>333,397</b>
Infrastructure - Road transport	60,500	51,103	51,103	71,075	75,624	80,842
Infrastructure - Electricity	39,339	37,705	37,705	60,251	64,107	68,531
Infrastructure - Water	35,031	34,871	34,871	45,078	47,963	51,272
Infrastructure - Sanitation	19,194	22,900	22,900	27,459	29,156	31,167
Infrastructure - Other	4,409	4,436	4,436	1,197	1,274	1,345
<b>Infrastructure</b>	<b>158,472</b>	<b>151,016</b>	<b>151,016</b>	<b>205,060</b>	<b>218,124</b>	<b>233,157</b>
<b>Community</b>	<b>49,155</b>	<b>48,863</b>	<b>48,863</b>	<b>53,633</b>	<b>57,065</b>	<b>61,002</b>
<b>Heritage assets</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Investment properties</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Other assets</b>	<b>32,653</b>	<b>34,721</b>	<b>34,721</b>	<b>34,477</b>	<b>36,699</b>	<b>39,239</b>

Repairs and Maintenance Strategies are in place in the Municipality. It be noted that a Pavement Management System is in place for tarred road resealing. Regarding water and sanitation, pipe replacement are a priority as more than 50% of the water and sewer lines are AC (asbestos cement) that are replaced by UPVC, HDPE etc. A Maintenance Management System is in place for electrical related maintenance.

### 11.1.7 Current and Planned Borrowings

The following table provides a summary of the current borrowing of Council as at end of February 2013:

**Table 65: Current Municipal Borrowings**

INSTITUTION	AMOUNT
<b>DBSA</b>	24,972,182.90
<b>DBSA</b>	178,390,793.22
<b>DBSA</b>	102,141,046.94
<b>INCA</b>	10,230,340.83
<b>INCA</b>	163,315,514.32
<b>Standard Bank</b>	35,426,630.53
<b>Nedbank</b>	38,584,044.31
<b>Nedbank</b>	151,664,837.97
<b>Nedbank</b>	75,598,915.55
<b>TOTAL</b>	<b>780,324,306.57</b>



**Table 66: Planned Municipal Borrowings**

YEAR	AMOUNT
2013/2014	100,000,000
2014/2015	80,000,000
2015/2016	80,000,000
<b>TOTAL</b>	<b>260,000,000</b>

### 11.1.8 Municipality's Credit Rating

The rating of a Municipality has an impact on its ability to raise external funds. The current credit score of the Municipality is BBB. The Municipality had an A investment grade in 2005 but the grading was lowered mainly due to increased level of external gearing.

The grading can be improved to AA by achieving the following:

- Posting of operational surpluses
- Continued improvement of income and expenditure management
- Continued increasing levels of cash reserves through sound cash management
- Maintenance of a good collection rate by focusing on both old and current debt.

### 11.1.9 Employee Related Costs

Employee related costs, including Councilor Allowances and provided for in the MTREF is summarized hereunder.

**Table 67: Employee and Councilor Related Costs**

EXPENDITURE PER CATEGORY	2012/2013 ADJUSTMENT BUDGET	TABLED BUDGET 2013/2014	% OF TABLED BUDGET	ADOPTED 2013/2014 MTREF	% OF ADOPTED BUDGET
	R'000	R'000		R'000	
Employee related costs	449 751	502 238	25,9%	508 764	25,6%
Remuneration of Councillors	19 388	21 529	1,1%	21 529	1,1%

### 11.1.10 Supply Chain Management

The City of uMhlathuze has a fully functional Supply Chain Management Unit. Supply Chain Management in the Municipality is guided by the SCM Policy prepared, adopted and reviewed by Council when required. The Council's Preferential Procurement Policy has also been aligned to the 2011 Procurement Regulations of Government Gazette 34350 Regulation 502.

Monthly reports are submitted in respect of procurement of goods and services in terms of each required regulation of the Supply Chain Management Policy of the Council. Bid committee meetings have been recorded and submitted on a monthly basis.

Appointment letters were served to all members of the different bid committees stating their roles and responsibilities and their acceptance as member on the respective committees. Training of all bid committee members on their roles and responsibilities was done by Provincial Treasury. Training on oversight role of Council was conducted with Councilors by Provincial Treasury.

In terms of Government Gazette No 34350, the Preferential Procurement Regulations 2001 was repealed and replaced with the Preferential Procurement Regulations 2011 and the Preferential Procurement Policy was amended and approved by Council.

In order to ensure that all contractors are afforded the opportunity to participate in Council's SCM process, all works related orders in excess of R2 000 are advertised on all Council notice boards around the City. This has proven to be highly successful as several new contractors are now afforded an opportunity to perform work for Council. All quotations from R30 000 and above are advertised on Council's website.

The Supply Chain Management Unit (SCMU) continues to ensure that stricter control measures are put in place to manage materials. It will be noticed that compared to previous years, the value of orders placed by the Supply Chain Management Unit has increased substantially which indicates growth in the orders handled by SCMU.

2009/2010 Total Transactions: R104 221 294.00

2010/2011 Total Transactions: R166 969 064.00

2011/2012 Total Transactions: R256 852 052.24

## **11.2 FINANCIAL VIABILITY AND MANAGEMENT: SWOT ANALYSIS**

### **Strengths/Opportunities**

- Council reviewed its Indigent Policy in 2010. The policy outlines the approach to accounts of indigent households and provides for a universal approach to the handling of the indigent. The policy seeks to address a number of challenges that currently prevent some of the poor people from receiving their basic benefits.
- During the latter part of 2009, the uMhlathuze Council approved cash flow recovery plan to circumvent a short term cash flow and service delivery impediment. A number of reasons were identified as the source of the cash flow situation and mitigation measures proposed and adhered to. This plan has been adhered to and the cash flow situation has been improving steadily over the last number of years as a result of the plan.
- The collection of monies remains a challenge. However, the Municipality has obtained an average debt collection ratio of **99.49%**.
- The City of uMhlathuze has a fully functional Supply Chain Management Unit. In terms of Government Gazette No 34350, the Preferential Procurement Regulations 2001 was repealed and replaced with the Preferential Procurement Regulations 2011 and the Preferential Procurement Policy was amended and approved by Council.

### **Weaknesses/Threats**

- The challenges or delays relating to disputes or objections during the tender process, claims as well as the rejecting or declining the award of a tender by the awarded tenderer have been pivotal in the slow capital budget expenditure.
- Ongoing challenges to spend internal and grant funds.
- The current credit score of the Municipality is BBB.
- The Council is limited in its leverage to borrow money externally.
- Limited resources provided in capital refurbishment and replacement programs.
- Absence of financial implementation plan approved by Council for new organizational structure.

## **12. GOOD GOVERNANCE AND PUBLIC PARTICIPATION ANALYSIS**

### **12.1 GOOD GOVERNANCE ANALYSIS**

#### **12.1.1 Provincial Programmes/Priorities rolled-out at Municipal Level**

Operation Sukuma Sakhe is a call for the people of KwaZulu-Natal to be determined to overcome the issues that have destroyed the communities such as poverty, unemployment, crime, substance abuse, HIV/AIDS and TB.

Operation Sukuma Sakhe has a “whole of Government approach” as its philosophical basis. It spells out every initiative and how it links to initiatives being implemented by the different sector departments and the spheres of government. Therefore delivery of services is required through partnership with the community, stakeholders and government.

Operation Sukuma Sakhe is a continuous interaction between Government and the community to come together to achieve 12 National Outcomes. It encourages social mobilization where communities have a role, as well as delivery of government services in a more integrated way.



It is the KwaZulu-Natal Provincial Government flagship programme that seeks to combat all kinds of ills affecting the society. It calls for joint efforts from all sectors to contribute towards sustainable upliftment of the standard of living for the people of KZN at the National Government level and is called “war on poverty”.

Operation Sukuma Sakhe (OSS) was established in the uMhlathuze Municipality during 2011. Ongoing activities and strategies planning are increasing the effectiveness of the structure. The target is to move all wards to functional level in 6 months.

The Municipality has 10 CDWs (Community Development Workers) that provide a foundation for at least 10 wards. The deployment of managers to war rooms is being pursued and managers are to act as mentors for the war rooms. In addition, all Departments should sit in the LTT. More details in respect of OSS are provided in section 5 of this report.

#### **12.1.2 IGR**

The Council has initiated a number of programmes and actions to improve good governance and relations with external role-players but also to improve internal efficiencies. Municipal venues (within the Council complexes and inclusive of the Auditorium and Restaurant) host numerous departmental award ceremonies, Independent Electoral Commission meetings and training sessions, Human Resources Relationship Building Programmes, sports meetings, budget meetings with the public and Traditional Councils and many more. A great number of events by external organisations ranging from the Youth Ambassador Conference by the Premiers Office, the Women’s Day Summit, Statistics South Africa Census Programme, uThungulu District Municipality sessions, Small Town Rehabilitation and Corridor Development Programme by the Department of Cooperative Governance and Traditional Affairs, BEE Training Workshop as well as various Tourism Workshops by the Department of Economic Affairs and Tourism, Hospice, National Prosecution Authority Workshop, Annual Spelling Bee and numerous seminars and exhibitions have been hosted in the Auditorium.

### 12.1.3 MPAC

Guidelines for the Establishment of Municipal Public Accounts Committees were issued jointly by Cooperative Governance and Traditional Affairs and National Treasury Departments during August 2011.

The MPAC may engage directly with the public and consider public comments when received and will be entitled to request for documents or evidence from the Accounting Officer of a municipality or municipal entity.

The primary functions of the Municipal Public Accounts Committees are as follows:

- To consider and evaluate the content of the Annual Report and to make recommendations to Council when adopting an oversight report on the Annual Report;
- In order to assist with the conclusion of matters that may not be finalised, information relating to past recommendations made on the Annual Report, must also be reviewed. This relates to current in-year reports, including the quarterly, mid-year and Annual Reports;
- To examine the financial statements and audit reports of the municipality and municipal entities, and in doing so, the committee must consider improvements from previous statements and reports and must evaluate the extent to which the Audit Committee's and the Auditor General's recommendations have been implemented;
- To promote good governance, transparency and accountability on the use of municipal resources;
- To recommend or undertake any investigation in its area of responsibility, after reviewing any investigation report already undertaken by the municipality or the Audit Committee; and
- To perform any other functions assigned to it through a resolution of Council within its area of responsibility.

The MPAC reports to Council, at least quarterly, on the activities of the Committee which will include a report detailing its activities of the preceding and current financial years, the number of meetings held, the membership of the committee and key resolutions taken in the annual report.

Municipal Public Accounts Committee (MPAC) is established instead of the Standing Committee on Public Accounts (SCOPA).

### 12.1.4 Municipal Structures

**Table 68: Section 79 Committees of Council**

<b>Committee</b>	<b>Chairperson</b>
Executive Committee	Cllr EF Mbatha
Bylaws Integration Committee	Cllr SN Hlope
Standing Orders and Disciplinary Committee	Cllr MS Mngayi
uMhlathuze Public Transport Liaison Committee	Cllr SB Xaba
uMhlathuze Transport and Taxi Liaison Forum	
Community Safety Forum	Cllr K Sukreben
Public Participation Committee	Cllr MS Mngayi
Standing Committee on Municipal Public Accounts (SCOPA)	Cllr AS Dawood

**Table 69: Section 80 Committees of Council**

<b>Committee</b>	<b>Chairperson</b>
Financial Services	Cllr EF Mbatha
Corporate Services	Cllr NV Gumbi
Community Services	Cllr AH Mthembu
City Development	Cllr M Sookroo
Infrastructure and Technical Services	Cllr SG Mkhize

**Table 70: Good Governance, Performance Audit and Performance Evaluation Panels**

<b>Committee</b>	<b>Chairperson/Panel</b>
Section 62 Appeals Committee	Cllr A Viljoen
Audit Committee	Mr JH de Wet
Performance Audit Committee	Mr P C Oosthuizen
Performance Evaluation Panel (Heads of Department)	Dr NJ Sibeko, Mr P C Oosthuizen, Cllr EF Mbatha, Mr M Khozi, Cllr NV Gumbi
Performance Evaluation Panel (Municipal Manager)	Cllr EF Mbatha, Cllr NV Gumbi, Mr P C Oosthuizen, Mrs T Mchunu

Following the election of new Councilors in July 2011, Council vigorously drove the establishment of **Ward Committees** in all its thirty wards. Officials were deployed to assist Ward Councillors in workshopping communities about ward committees, particularly the role they play in giving the community a voice. The newly elected Ward Committees were inaugurated and also provided with information about the roles and responsibilities of various departments.

Subsequent to the inauguration, a series of capacity building programs were rolled out. This saw the training that targeted secretaries on minutes taking etc. Council further appointed a Consultant that conducted further training equivalent to NQF 2. Statistics being gathered every month are all pointing to a high level of enthusiasm and dedication by the ward committee members towards their task.

Council values the role fulfilled by ward committees in ensuring a link between the municipality and the community/citizens.

### **12.1.5 Audit Committee**

The uMhlathuze Municipality has established an Audit Committee in accordance with section 166 of the Municipal Finance Management Act, no 56 of 2003. The status, authority, roles and responsibilities are in accordance with section 166 of the Municipal Finance Management Act (MFMA), no 56 of 2003 and MFMA Circular 65 of 2013 and is delegated by the uMhlathuze Municipality's Municipal Council. Consideration has also been given to the recommendations contained in the King Report on Governance for South Africa 2009 (King III). This charter guides the Audit Committee in fulfilling its obligations.

The Audit Committee of the uMhlathuze Municipality is authorized, in terms of its charter, to perform the duties and functions required to ensure adherence to the provisions of the Municipal Finance Management Act, the applicable provisions of the Municipal Systems Act and the Municipal Structures Act and other applicable regulations. In carrying out its mandate, the Audit Committee must have regard to the strategic goals of uMhlathuze Municipality and its strategic focus areas and development priorities as outlined in the Integrated Development Plan (IDP) and the Service Delivery Budget Implementation Plan (SDBIP).

The Audit Committee is required to consider any matters relating to the financial affairs of the municipality, internal and external audit matters. The committee must review and assess the qualitative aspects of financial reporting, the municipality's processes to manage business and financial risk, governance processes and compliance with applicable legal, ethical and regulatory requirements. The Audit Committee does not assume the functions of management which remain the responsibility of Exco, Council and the delegated officials.

The Audit Committee may:

- Communicate with the Council, Municipal Manager or the internal and external auditors of the municipality.
- Have access to municipal records containing information that is needed to perform its duties or exercise its powers.
- Request any relevant person to attend any of its meetings, and, if necessary, to provide information requested by the Audit Committee.

- Conduct investigations into the financial affairs of the municipality, as may be requested by the Council.
- Obtain outside legal or other professional advice within the scope of its responsibilities and allocated budget provision.

### 12.1.6 Status of Municipal Policies

Herewith a summary of municipal human resource and budget policies already reported on in separate sections:

**Table 71: Status of Municipal Policies**

Policy Name	Description	Approved by Council
Staff Recruitment, Retention and Succession Plan	Ensures fair, efficient, effective and transparent personnel administration, including the recruitment, selection and appointment of persons as staff members."  Development and maintenance of an integrated, systematic approach to attracting, developing and retaining talent for key positions within uMhlathuze Municipality.	7 June 2009, Resolution 5959
Anti-Nepotism Policy	Establish a consistent set of guidelines by which recruitment decisions can be made in terms of employment of immediate family members, relatives, friends and associates of employees.	2 Nov 2010, Resolution 6978
SHEQ Policy	Continual provision of quality services to all stakeholders in a healthy, safe and environmentally responsible manner	3 July 2008, Resolution 5411
EAP Policy	Aims at developing an Employee Assistance Programme to promote the mental, social health and wellbeing of all employees and to create a working environment that is conducive for the effective and efficient delivery of services	6 Oct 2009, Resolution 6311
HIV/AIDS Policy for Employees		4 Sept 2007, Resolution 4777
Tariff of Charges	DMS 873147	To serve at Council with the Adopted 2013/2014 Medium Term Revenue and Expenditure Framework (MTREF) in May 2013.
Investment and Cash Management Policy	RPT 141398 DMS 454662 DMS 458007 Review	Council Resolution 4600 dated 3 July 2007. Council Resolution 6336 dated 3 November 2009.
Supply Chain Management Policy	RPT 137944 RPT 145110 DMS 439330 (review)	Council Resolution 3386 dated 4 October 2005. Council Resolution 4211 (res 3) dated 5 December 2006 Council Resolution 6174 dated 4 August 2009.

Credit Management Policy (Credit Control, Debt Collection and Indigent Support)	DMS 438088  DMS 716354	Council Resolution 4650 dated 3 July 2007. Amended in terms of Council Resolution 5968 dated 5 May 2009 Amended in terms of Council Resolution 7970 dated 10 July 2012
Tariff Policy	DMS 418186	Council Resolution 4169 dated 7 November 2006.
Rates Policy	DMS 473856 (2008/2009) DMS 566699 (2009/2010) DMS 637432 (2010/2011) DMS 701131 (2011/2012) DMS 789516 (2012/2013) DMS 873351 (2013/2014)	Council Resolution 4169 dated 29 May 2008. Council Resolution 4914 dated 4 December 2009. Council Resolution 6686 dated 8 June 2010. Council Resolution 7172 dated 1 March 2011. Council Resolution 7938 dated 30 May 2012. Adopted Budget in progress.
Fraud Prevention Policy	RPT 143608 DMS 497798	Council Resolution 6084 dated 9 June 2009.
Virement Policy (transfers of funds)	RPT 147986 DMS 635065	Council Resolution 6737 dated 6 July 2010. Paragraph 5.7 of policy amended in terms of Council resolution 7524 dated 4 October 2011.
Fixed Asset Management Policy	RPT 145981 DMS 562968	Council Resolution 6048 dated 9 June 2009.

### 12.1.7 Local Aids Strategy 2012 - 2016

In line with the vision of developmental local government, the uMhlathuze Municipality sees itself as a key role-player in all efforts to prevent the spread of HIV and mitigate the negative impacts of AIDS on its communities. As such, the municipality has prepared an HIV and AIDS Strategy for 2012 – 2016 as a broad framework to work with civil society organisations and departments from the other spheres of government in an effort to reduce the infection rate and the socio-economic impact of the pandemic on its citizenry.

In line with the National Strategic Plan (NSP), the overall goal of this five year strategy is to by 2016:

- Halve the number of new HIV infections;
- Ensure that at least 80% of people who are eligible for treatment for HIV are receiving it. (At least 70% should be alive and still on treatment after five years.)
- Halve the number of new TB infections and deaths from TB;
- Ensure that the rights of people living HIV with are protected; and
- Halve stigma related to HIV and TB.

In light of this, the HIV and AIDS strategy focuses its interventions in five key areas with the following strategic objectives and sub-objectives:

## **STRATEGIC OBJECTIVE 1: PREVENTION OF HIV, STIs & TB TRANSMISSION**

- Sub-objective 1.1** To reduce new HIV infections to less than half by 2016
- Sub-objective 1.2** To reduce new STI incidence to less than 0.5% by 2016
- Sub-objective 1.3** To reduce new smear positive TB infections to less than 1000/100 000 population by 2016

## **STRATEGIC OBJECTIVE 2: SUSTAINING HEALTH AND WELLNESS**

- Sub-objective 2.1** To reduce disability and death resulting from HIV, STIs and TB through universal access to HIV, STIs and TB screening, diagnosis, care and treatment
- Sub-objective 2.2** To ensure that people living with HIV, STIs and TB remain within the health care system and are adherent to treatment and maintain optimal health and wellness
- Sub-objective 2.3** To ensure that systems and services remain responsive to the needs of people living with HIV, STIs and TB

## **STRATEGIC OBJECTIVE 3: PROTECTION OF HUMAN RIGHTS AND PROMOTION OF ACCESS TO JUSTICE**

- Sub-objective 3.1** To halve the stigma related to HIV and TB by 2016
- Sub-objective 3.2** To ensure establishment of mechanisms to monitor human rights abuses and exercising rights

## **STRATEGIC OBJECTIVE 4: REDUCING STRUCTURAL VULNERABILITY RELATING, SOCIAL AND CULTURAL NORMS AND VALUES TOWARDS HIV, TB AND STIs**

- Sub-objective 4.1** To reduce vulnerability to HIV, STIs and TB due to poverty, socio-cultural norms and gender imbalance by 2016
- Sub-objective 4.2** To address social, economic and behavioural drivers of HIV, STIs & TB
- Sub-objective 4.3** To address gender inequalities and gender based violence as drivers of HIV and STIs

## **STRATEGIC OBJECTIVE 5: CO-ORDINATION, MONITORING, EVALUATION AND RESEARCH**

- Sub-objective 5.1** To monitor the effectiveness of the response to HIV, STIs and TB
- Sub-objective 5.2** To have a well coordinated district response to HIV, STIs and TB that is informed by an effective M&E system by 2016

## **12.2 PUBLIC PARTICIPATION ANALYSIS**

### **12.2.1 Taking Council to the Community**

In ensuring an unfading sense of connection with its community, the municipality staged an unprecedented *"Taking Council to the Community"* Program on 17 April 2012 at the uMfolozi Further Education and Training (FET) at Esikhaleni. This initiative involved taking both the Executive Committee as well as Council meetings to the said venue and thus providing the community with an opportunity to witness how such meetings are conducted. About 1700 people (the public) were present.

During March 2013, the program created the opportunity for the Nseleni community to attend a full meeting of Council.

The above meetings were actually the climax following a series of preceding activities which, amongst others, saw the handing over of wheel chairs, school visits, clean up campaigns, repainting of the roads etc. Councillors led by the His Worship the Mayor took part throughout these activities thereby demonstrating Council's seriousness about service delivery and being closer to the community in pushing developmental objectives.



## 12.2.2 Communication Strategy

Participatory mechanisms that take place throughout the IDP process help the project to ensure that the process, plans, goals, and implementation of the planned intervention is inclusive, and importantly address the needs of marginalized groups and minorities to ensure nondiscrimination and equality. Participation has built up ownership and partnerships which have made the projects that have been implemented within the community more sustainable.

During the IDP process, participation is implemented during the assessment and planning phase to help gather relevant data to define development challenges and to identify vulnerable groups, map out root causes, and set priorities

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

The objective of the IDP process is to facilitate deliberations resulting in decisions being made on the strategic development direction of the municipality and includes issues such as municipal budgets, land management, promotion of local economic development and institutional transformation in a consultative, systematic and strategic manner. The IDP, however, will not only inform municipal management; it is intended to guide the activities of any agency from other spheres of government, corporate service providers, NGOs and the private sector within uThungulu district.

uMhlathuze Municipality's communication strategy entails that:

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

## 12.3 GOOD GOVERNANCE AND PUBLIC PARTICIPATION: SWOT ANALYSIS

### Strengths/Opportunities

- Operation Sukuma Sakhe (OSS) established in the uMhlathuze Municipality during 2011. Ongoing activities and strategies planning are increasing the effectiveness of the structure.
- The Council has initiated a number of programmes and actions to improve good governance and relations with external role-players but also to improve internal efficiencies.
- Municipal Public Accounts Committee (MPAC) is established instead of the Standing Committee on Public Accounts (SCOPA).
- Functional section 79 and Section 80 committees.
- Ward committees established for all 30 wards.
- uMhlathuze Municipality has established an Audit Committee in accordance with section 166 of the Municipal Finance Management Act, no 56 of 2003.
- Range of municipal policies in place.
- The municipality has prepared an HIV and AIDS Strategy for 2012 – 2016 as a broad framework to work with civil society organisations and departments from the other spheres of government in an effort to reduce the infection rate and the socio-economic impact of the pandemic on its citizenry.
- *"Taking Council to the Community"* Program ongoing in the Municipality.
- Communication strategy in place.

**Weaknesses/Threats**

- Resourcing, human and financial, to ensure efficient operation of OSS structures is challenging in some areas.
- Ward Committees have to remain functional.
- IGR and Good Governance in general is dependent on the support from various institutions and organs of state to ensure success.

## 13. UMHLATHUZE: COMBINED SWOT ANALYSIS

### 13.1 STRENGTHS/OPPORTUNITIES

- Proximity of the municipal area to the N2 highway that traverses the Municipality in a north-east direction towards the Swaziland border and south-west towards Durban.
- The R34 Provincial Main Road passes through Empangeni towards Melmoth.
- Linked to its coastal locality is the Richards Bay deep-water port that has been instrumental in the spatial development of the area in the past and will definitely impact on the areas' future spatial development.
- There is one airport and a couple of land strips in the municipal area.
- There are two primary nodes in the municipal area i.e. Richards Bay and Felixton. Esikhaleni is an emerging primary node.
- High level of species diversity.
- Streams are generally perennial and seldom stop flowing even in drought conditions.
- Coastal Dunes contain heavy minerals that are sought after for mining.
- The beaches are significant tourism assets for the municipality.
- Programmes aimed at Environmental protection and quality (protection of indigenous plants, wetlands, water and promotion of recycling) are in operation.
- Alien Invasive and Greening Strategy in place.
- The climate change strategy was drafted on the basis of two fundamental principals: **mitigation** and **adaptation** through the implementation of the Climate Change Municipal Action Plan.
- The disaster management unit is strategically placed at the fire station to meet all the requirements of the disaster management center, as most of such are readily available.
- An Employment Equity Committee has been established and will be responsible for the development of Employment Equity Plans and ensuring that the Employment Equity Act is being implemented.
- All disciplinary processes and grievance processes are dealt with in terms of the Collective Agreements agreed upon by SALGA and Organised Labour
- There are more than 15 Portfolio Committees operational in the organisation.
- The Top and Senior Management organograms for the Municipality are in place and evaluated when change is required.
- ICT is at the core of municipal operations and an important strategic partner to ensuring efficient service delivery. ICT is considered as an integral part of any well-functioning municipality. The ICT Section performance is continuously assessed on a monthly, quarterly and yearly basis by the ICT Steering Committee, Corporate Services Portfolio, Audit Committee and Auditor General.
- Council also has a Bursary Policy which caters for employees, their children and members of the Community (Community Achievement Bursaries).
- The Employee Assistance Programme (EAP) section works tirelessly to assist employees and their family members in need of counseling assistance.
- A new SHE Committee structure was adopted in July 2011 to improve the management of Safety, Health and Environmental risks in the workplace throughout the organization and weekly safety messages are disseminated to all employees via the GroupWise system to foster the ideology of "Safety being a Way of Life".
- A comprehensive Hazard Identification Risk Assessment (HIRA) exercise has commenced with the aim of identifying each section's top five risks and establishes control measures to reduce, or eliminate the risk levels.
- Well-structured organogram to attend to range of responsibilities and needs in respect of infrastructure and service provision.
- Very high level of access to water in the uMhlathuze municipal area.
- The most important aspect of the backlogs is that figures re reducing – from 42 000 in 2004 to 30 000 currently.
- Well-functioning Scientific Services section to ensure that the quality of the city's water resources, portable water and wastewater systems are continually monitored in an endeavour to maintain quality and evaluate against set standards/specifications/guidelines.

- Successful implementation of the Quality Management System, the management system adopted from ISO 17025 requirements for testing laboratories.
- Water quality status for the city in some instances far exceeds provincial and national percentages. This is a clear indication of the status of the Water Quality Monitoring Program in place and affirms that the operational integrity of the various systems is maintained optimally.
- The acquisition of 10 new refuse trucks in the municipality improved service delivery to its citizens. Interruptions in waste removal service due to truck breakdown have significantly reduced.
- The Municipality is running a recycling project with the goal of increasing recyclable materials recovered from the suburbs. At present, only Meerensee suburb is involved in the project. Reusable waste is put into yellow refuse bags supplied by the municipality.
- Level 2 Accreditation has been granted to the uMhlathuze Municipality in respect of Human Settlements.
- A number of human settlement programmes are in progress.
- Increase in functional age group between 2001 and 2011.
- Bulk-handling harbour facilities at Richards Bay that enable international trade links. Richards Bay is the largest deepwater port in Africa, and handles the bulk of South Africa's exports
- The dependency ratio in uMhlathuze is lower than that of the country.
- There is a branch of SEDA in Richards Bay which provides support to SMMEs, and Richards Bay Minerals has a Business Development Programme, but the Municipality could also contribute to SMME development in a number of ways
- Libraries in the municipality provide internet access at no charge to users. Study facilities are provided at the libraries and are very well utilized.
- The municipality borders a coastline that spans approximately 45 kilometres
- Good road accessibility
- Act as economic node to the north-eastern parts of the province.
- A Memorandum of Agreement (MOA) was signed between the City of uMhlathuze and the Umfolozi FET College to assist the FET with off-the-job training and Council to provide the workplace experience.
- Council has also embarked on a Graduate Development Programme that has been funded by National Treasury.
- Given the costs involved with the printing and distribution of agendas and minutes, plans are underway to minimize the use of paper through E-Councilor.
- Plans are at an advanced stage to turn the Switchboard into a Call Centre and introduce a toll free number for ease of handling of complaints thereby relieving the Fire Brigade from attending normal service delivery complaints to focus on emergencies calls only.
- Continual improvement of the Blue Drop score for the Municipality
- Continual improvement of the Green Drop score for the Municipality
- Creating social upliftment through employment from the local community to clean the stormwater facilities and carry out routine maintenance through a two (2) year stormwater cleaning contract.
- Access to additional forms of housing support from government in respect of income groups earning above R3 500 per month.
- Harbour development has provided the impetus for large-scale industrial growth.
- There is a branch of SEDA in Richards Bay which provides support to SMMEs, and Richards Bay Minerals has a Business Development Programme, but the Municipality could also contribute to SMME development in a number of ways.
- Libraries in the municipality provide internet access at no charge to users. Study facilities are provided at the libraries and are very well utilized.
- Functional Operation Sukume Sakhe Unit in the Municipality
- Disaster Management Framework in place
- All role players in the disaster management arena (including Government, None-Government Organizations, Traditional Authorities and the Private Sector) work together to prevent and or mitigate the occurrence of disasters
- Disaster Management Bylaws aimed give effect to the provisions of Council's Disaster Management Framework.
- Existing disaster management centre located at the Fire Station
- Disaster Management Advisory Forum in place
- Council reviewed its Indigent Policy in 2010. The policy outlines the approach to accounts of indigent households and provides for a universal approach to the handling of the indigent. The policy seeks to address a number of challenges that currently prevent some of the poor people from receiving their basic benefits.

- During the latter part of 2009, the uMhlathuze Council approved cash flow recovery plan to circumvent a short term cash flow and service delivery impediment. A number of reasons were identified as the source of the cash flow situation and mitigation measures proposed and adhered to. This plan has been adhered to and the cash flow situation has been improving steadily over the last number of years as a result of the plan.
- The collection of monies remains a challenge. However, the Municipality has obtained an average debt collection ratio of **99.49%**.
- The City of uMhlathuze has a fully functional Supply Chain Management Unit. In terms of Government Gazette No 34350, the Preferential Procurement Regulations 2001 was repealed and replaced with the Preferential Procurement Regulations 2011 and the Preferential Procurement Policy was amended and approved by Council.
- Operation Sukuma Sakhe (OSS) established in the uMhlathuze Municipality during 2011. Ongoing activities and strategies planning are increasing the effectiveness of the structure.
- The Council has initiated a number of programmes and actions to improve good governance and relations with external role-players but also to improve internal efficiencies.
- Municipal Public Accounts Committee (MPAC) is established instead of the Standing Committee on Public Accounts (SCOPA).
- Functional section 79 and Section 80 committees.
- Ward committees established for all 30 wards.
- uMhlathuze Municipality has established an Audit Committee in accordance with section 166 of the Municipal Finance Management Act, no 56 of 2003.
- Range of municipal policies in place.
- The municipality has prepared an HIV and AIDS Strategy for 2012 – 2016 as a broad framework to work with civil society organisations and departments from the other spheres of government in an effort to reduce the infection rate and the socio-economic impact of the pandemic on its citizenry.
- *“Taking Council to the Community”* Program ongoing in the Municipality.
- Communication strategy in place.

### 13.2 WEAKNESSES/THREATS

- Distance from major economic node in the province
- The low level coastal floodplain is subject to natural flooding, climate change and sea level rise, and may increase flood risks over time.
- Funding challenges to implement Alien Invasive and Greening Strategy.
- Council needs to employ a minimum of 44 disabled persons. Council currently has 8 known disabled employees.
- No electricity supply to the Esikhaleni WTW during Eskom outages and evening restrictions.
- High cost of much needed maintenance at WTW and WWTW
- The Municipality is running a recycling project with the goal of increasing recyclable materials recovered from the suburbs. At present, only Meerensee suburb is involved in the project.
- Short to no supply of permanent staff to carry out daily functions.
- Many discouraged work seekers, about 9% of population.
- A matter of great concern is that 56% of informal traders operating without a licence.
- Underutilization of good agricultural land in the traditional council areas.
- Loss of good agricultural land in the traditional council areas to unplanned settlement.
- Failure to realize the potential for value adding through agro-processing.
- Funding to assist Operation Sukume Sakhe
- The area is inundated with a system of wetlands and natural water features such as Lakes Cubhu, Mzingazi, Nsezi and Nhlabane. Major rivers include the Mhlathuze and Nsezi. These water systems offer opportunities but also limit development opportunities.
- The coastal Lakes (Lake Mzingazi, Lake Cubhu and Lake Nseze) are important water resources for the municipality. There has been a significant increase in the abstraction rates of these lakes over the past 20 years.
- An increasing trend in the frequency of cyclonic activity has been observed.
- A remarkable concentration of Red Data Species is one of the main reasons that the remaining percentage of the municipal surface area under indigenous cover is considered largely irreplaceable by KZN Wildlife for meeting its conservation objectives in the province.
- Gaps in availability of data on the local heritage.
- Local ambient air quality conditions, particularly in industrial areas, indicate the inability for such areas to deal with any further emissions.

- Coastal Dune areas are sensitive to change and erosion remains a key concern along a coastline that is susceptible to the sea level rise.
- The area is characterized by a complex hydrology and climate change would therefore have an impact on water resources in the area.
- A wide range of natural weather hazards such as floods, cyclones, earthquakes and high tides.
- Human-induced hazards such as aircraft incidents, fire incidents and toxic gases.
- Location of the municipality on the coastline and its proximity to shipping routes present numerous natural marine and coastal threats.
- Due to the deep-water port in Richards Bay, the City is a choice location for heavy industries that inevitably present a range of human-induced disaster risks.
- The settlement of communities in disaster high risk areas also leads to chronic disaster vulnerability faced with recurrent natural and human induced threats that range from floods to repeated informal settlement fires.
- Inadequate budget allocations to perform all the proactive programmes from the EAP to assist employees as per the section's work plan.
- Lack of a job evaluation forum in order to determine post levels. The South African Local Government Association is however in the process of getting a job evaluation framework in place.
- Increased water demand for rural reticulation at the Mzingazi WTW
- Community members are building houses on the ponds at the Ngwelezane WWTW
- High cost of much needed maintenance at WTW and WWTW
- Indiscriminate dumping by residents of garden waste and builders rubble.
- Illegal dumping of waste within streets and stormwater servitudes by the community causes overflows through blockages that creates flooding of streets and properties.
- Influx and settlement along urban boundaries.
- Access to appropriate land for human settlement purposes.
- Increase in functional age group between 2001 and 2011 indicate of increased pressure for employment opportunities.
- Economic stagnation due to unresolved or unprocessed land claims and failed redistribution projects
- Volatile world markets which affect prices for some agricultural commodities, for example, sugar.
- The demise of the South African Sugar Association's credit facility for small-scale cane growers.
- Nearly 10% of children of school going age, are not attending school.
- There has been a decline in the percentage (%) of persons with a higher education.
- Sexual Transmitted infections remain a growing concern.
- Efficient provision of disaster management services reliant on ongoing cooperation between all role players in the disaster management area.
- The location of the municipality on the coastline and its proximity to shipping routes present numerous natural marine and coastal threats.
- Due to the deep-water port in Richards Bay, the City is a choice location for heavy industries that inevitably present a range of human-induced disaster risks.
- The settlement of communities in disaster high risk also leads to chronic disaster vulnerability threats that range from floods to repeated informal settlement fires.
- The challenges or delays relating to disputes or objections during the tender process, claims as well as the rejecting or declining the award of a tender by the awarded tenderer have been pivotal in the slow capital budget expenditure.
- Ongoing challenges to spend internal and grant funds.
- The current credit score of the Municipality is BBB.
- The Council is limited in its leverage to borrow money externally.
- Limited resources provided in capital refurbishment and replacement programs.
- Absence of financial implementation plan approved by Council for new organizational structure.
- Resourcing, human and financial, to ensure efficient operation of OSS structures is challenging in some areas.
- Ward Committees have to remain functional.
- IGR and Good Governance in general is dependent on the support from various institutions and organs of state to ensure success.

## 14. KEY CHALLENGES

From the aforementioned sections, the following summary of key challenges can be extracted:

**Table 72: Key Challenges**

Nr.	Key Challenge	Description
1	Sustainable Financial Management and Cash Flow Management	In order to maintain our financial stability and still align with the Municipality's sustainable development strategy, new approaches to risk and growth need to be created. The municipality should maintain favourable credit balance, enhanced rate base by supporting high density developments. The agreed terms of the financial management system must be respected.
2	Low Levels of Skills Development and Literacy	The Municipality has a responsibility to facilitate the improvement of literacy levels of the community and to ensure an adequate skills base to foster enterprise growth and job creation. Scarce skills need to be transferred by partnership relations with industries and the different organizations that exist in the area.
3	Limited access to basic household and community services	Limited access to basic and community is the cause for a low quality of life in the municipal area. An area such as uMhlathuze is characterized by an in-flow of people in search of opportunities thereby increasing pressures on social and infrastructure services. Programmes from government departments are being pursued to address typical problems created as a result thereof.
4	High rates of unemployment and low economic growth	Considering the current economic climate and global recession, significant strides have been made to address the key development challenges in the Municipality. Different department are engaging with different sector departments and agencies in search for funding to assist in the implementation of proposed projects.
5	High levels of poverty	The current welfare dependency on grants, packages offered by the municipality is soon being felt since the financial situation the municipality is in. It is therefore necessary to come up with strategic objectives to enable job opportunities in the area, economic development programmes. The situation the community is finding themselves in leads to many more households being unable to sustain themselves.
6	Limited access to basic household and community services	The provision of acceptable basic services is a critical element in the national developmental agenda. Water, electricity, sanitation, waste removal and social amenities are key critical services which have been identified by communities that are required to meet their basic needs. Limited funding and the increasing numbers of the community daily increases the levels of backlogs.
7	Unsustainable developmental practices	The Municipality faces a challenge of reacting to urban sprawl, which, in turn, results in increased informal settlement, overcrowded schools, ill health, marked spatial disparities, higher cost of providing

		infrastructure and services, disturbed ecosystems and environmental resources, changes in air quality, change in aesthetics and urban form, as well as loss of land for economic and agricultural services. Our spatial policies and development have not have not helped in the reconstruction and integration processes.
8	Ensuring adequate energy and water supply	The unsustainable use of resources such as energy and water has major impacts on the environment, and will ultimately compromise the Municipality's energy security, as well as its ability to deliver water of adequate quality and quantity to its citizens. . In the case of water, whole catchment management (including areas that fall outside of the municipal area) as well as efficient nature conservation programmes will help to ensure that there is an adequate supply of clean water. The most sustainable solution to the energy crisis is to reduce the demand for energy and at the same time investigate alternative renewable energy sources.
9	High levels of crime and risk	Strategies for addressing crime including both reactive strategies to respond to crime, and proactive strategies, aimed at stopping crime before it happens, are required. The response requires an integrated, multifaceted approach that includes working closely with the different stakeholders such as communities, National and Provincial Government, other stakeholders and service providers in all areas of crime prevention.
10	Increased incidents of HIV/AIDS and communicable diseases	HIV/AIDS is an epidemic which is increasing at an alarming rate and affects communities negatively. External support to ensure continuous support for efficient and effective service delivery in terms of health related issues. Provision of basic health services and effective healthcare infrastructure, increased financial and human resources in healthcare, awareness and education and poverty alleviation programmes will reduce the increased incidents of HIV/AIDS and communicable diseases
11	Infrastructure degradation	Degradation has become a critical social problem. It is therefore critical that the Municipality works towards managing its assets, work towards mitigating climate change, ensure life cycle management of infrastructure, thus ensuring value for money.
12	Climate change	Escalating greenhouse gas emissions contribute towards climate change and will ultimately impact on human health, food security, natural resources, sea level rise, land loss and coastal infrastructure. As such climate change runs the risk of undoing all of the development gains of the last one and a half decades, and for a city such as Durban climate change adaptation in all sectors will have to become one of the Municipality's top development priorities.



## **15. ENTERPRISE RISK MANAGEMENT**

Risk management, a Corporate Governance imperative, is one of Management's core responsibilities in terms of section 62 of the Municipal Finance Management Act (MFMA) and is an integral part of the internal processes of the municipality. It is a systematic process to identify, evaluate and address risks on a continuous basis before such risks can impact negatively on the service delivery capacity of the municipality. It also focuses on reducing materialized risks to acceptable levels. When properly executed, risk management provides reasonable assurance that the institution will be successful in achieving its goals and objectives.

In order to enhance risk management processes to ensure a truly integrated and enterprise-wide approach, the City has approved and is in the process of reviewing an Enterprise Risk Management Policy and Strategy, which when applied, will ensure:

- more sustainable and reliable delivery of services
- informed decisions underpinned by appropriate rigour and analysis
- innovation
- reduced waste
- prevention of fraud and corruption
- better value for money through more efficient use of resources
- better outputs and outcomes through improved project and programme management
- pursuing institutional objectives through transparent identification and management of risk
- prioritizing risk management activities
- enhancing risk response decisions
- reducing operational losses and surprises
- seizing opportunities
- increasing the probability of achieving organizational objectives; and
- identifying and planning for any other negative events which may confront the municipality.

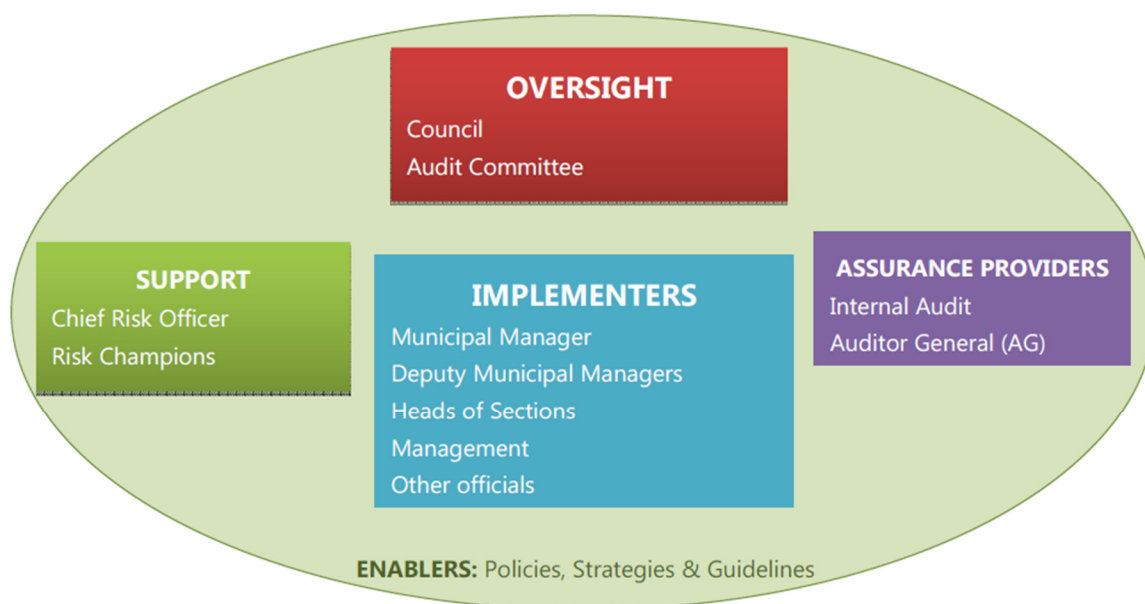
Enterprise Risk Management involves:

- Objective setting
- Risk Identification
- Risk Assessment
- Risk Response
- Communication and reporting
- Monitoring and review

The City has in place an Enterprise Risk Management Committee reporting to Council as oversight. A Chief Risk Officer co-ordinates activities and is in the process of setting up a fully functional Enterprise Risk Management Unit. Risk Champions in each department report to Management on risk management matters. Continuous training and awareness is an important part of the process effected to ensure that risk management is understood, embraced and integrated into the organizational culture- filtering from Top Management to all levels of staff. Risk Assessments are conducted, reviewed and updated annually and on a continuous basis- and are carried out on both a strategic and operational level to ensure a thorough approach. The Municipal Manager is the ultimate Chief Risk Officer and is responsible for championing risk management and ensuring that its activities are monitored in terms of performance management throughout the organization.

Overall, the role players in Enterprise Risk Management are as follows:

**Figure 41: Enterprise Risk Management Role Players**



There are varying levels of risk maturity in local government, and the City of uMhlathuze is at an advanced stage in this regard. More information, if required regarding enterprise risk management in the City of uMhlathuze is available.

## SECTION D: VISION, STRATEGIES, GOALS AND OBJECTIVES

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### 16. VISION AND MISSION OF THE UMHLATHUZE MUNICIPALITY

*"The Port City of uMhlathuze offering improved quality of life for all its citizens through sustainable development."*

Mission statement that underpins the above vision:

- Job Creation through Economic Development
- Improving Citizens Skills Levels and Education
- Improve Quality of Citizens Health
- Creation of Secure and Friendly City through Fighting Crime
- Planned Rural Development Interventions
- Maintaining Consistent Spatial Development
- Commitment to Sustainable Environmental Management

### 17. STRATEGIES, GOALS AND OBJECTIVES

The following tables provide a summary of the municipal strategies, goals and objectives as well as a summary of the alignment of the municipal approach to that adopted and followed by provincial and national government.

**Table 73: uMhlathuze Strategies, Goals and Objectives**

<b>NATIONAL KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>	
<b>STRATEGY 1: GOOD GOVERNANCE</b>	
<b>GOALS</b>	<b>OBJECTIVES</b>
1. Democratic, responsible, transparent, objective and equitable municipal governance	<ul style="list-style-type: none"> <li>○ Effective and efficient municipal structure that is resourced to fulfil roles and responsibilities</li> <li>○ Implement “Batho Pele” principles</li> <li>○ Effective and efficient community participation mechanisms and processes</li> </ul>
2. Compliance with relevant legislation and policies	<ul style="list-style-type: none"> <li>○ Preparation of credible and implementable Integrated Development Plan</li> <li>○ Compilation of “SMART” Organisational Performance Management</li> <li>○ Records Management</li> <li>○ Occupational health and safety processes and procedures in place</li> <li>○ Develop required policies, procedures and registers</li> <li>○ Legal vetting of contracts</li> <li>○ Internal and External Audit</li> </ul>
3. Uninterrupted service delivery	<ul style="list-style-type: none"> <li>○ Improved relationship between management and labour</li> <li>○ Provision for service delivery during industrial action</li> </ul>
4. Public Safety and Security and protection of Council property	<ul style="list-style-type: none"> <li>○ Provision of security, fire, rescue and traffic services</li> <li>○ Provision of Disaster Management Services</li> <li>○ Policy against fraud, corruption, theft, misuse and damage to Council property by members of the public and officials</li> </ul>

<b>NATIONAL KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE PROVISION</b>	
<b>STRATEGY 2: SUSTAINABLE INFRASTRUCTURE AND SERVICE DELIVERY</b>	
<b>GOALS</b>	<b>OBJECTIVES</b>
1. Efficient and integrated infrastructure and services	<ul style="list-style-type: none"> <li>○ Provision of water, sanitation, transport and electrical infrastructure</li> <li>○ Ensure Quality control measures in respect of Municipal Services</li> <li>○ Stormwater systems and management</li> <li>○ Infrastructure Maintenance</li> <li>○ Council Fleet and asset management</li> <li>○ Promote development densification for efficient and cost effective provision of services</li> <li>○ Improvements to Public Transport facilities and infrastructure</li> <li>○ Promote pedestrian friendly environment</li> </ul>
2. Compliance with legislation, policies and guidelines	<ul style="list-style-type: none"> <li>○ Planning for provision of water, sanitation, transport and electrical infrastructure in line with relevant government legislation and policies</li> <li>○ Development of asset registers for management and maintenance purposes</li> </ul>
3. Integrated urban and rural development	<ul style="list-style-type: none"> <li>○ Identify and plan areas for future development</li> <li>○ Development of Integrated Human Settlements</li> <li>○ Promote development densification for cost effective provision of services</li> </ul>
4. Effective project management	<ul style="list-style-type: none"> <li>○ Ensure completion of projects within time and budget constraints</li> </ul>

5. Environmental Sustainability	<ul style="list-style-type: none"> <li>○ Coastal management</li> <li>○ Investigate alternative energy sources and the recycling of resources</li> <li>○ Support environmental sustainable developments</li> <li>○ Solid waste management</li> <li>○ Develop a good relationship with relevant stakeholders in order to promote sustainable development</li> <li>○ Implementation of relevant COP17/CMP 7 agreements</li> </ul>
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<b>NATIONAL KPA: LOCAL ECONOMIC DEVELOPMENT</b>	
<b>STRATEGY 3: SOCIAL AND ECONOMIC DEVELOPMENT</b>	
<b>GOALS</b>	<b>OBJECTIVES</b>
1. Safe and Healthy Living Environment	<ul style="list-style-type: none"> <li>○ Provision of health facilities and services</li> <li>○ Provision of a safe and clean environment</li> <li>○ Solid waste management</li> <li>○ Horticultural management</li> </ul>
2. Social Cohesion	<ul style="list-style-type: none"> <li>○ Provision of community and sports facilities and services, arts and culture</li> </ul>
3. Create environment conducive for economic growth and development	<ul style="list-style-type: none"> <li>○ Implement LED plan/strategy</li> <li>○ Land Use Management</li> <li>○ Promotion of tourism</li> <li>○ Support to informal economy and SMME sector</li> <li>○ Identification and planning of priority nodes and corridors</li> <li>○ Property evaluation and administration</li> <li>○ Public Transport coordination</li> <li>○ Review and implementation of Tourism strategy/plan</li> </ul>

<b>NATIONAL KPA: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION</b>	
<b>STRATEGY 4: INSTITUTIONAL DEVELOPMENT</b>	
<b>GOALS</b>	<b>OBJECTIVES</b>
1. Municipality resourced and committed to attaining the vision and mission of the organization	<ul style="list-style-type: none"> <li>○ Appropriate organizational climate to attract and retain appropriate skills</li> <li>○ Development and appropriate training and assistance to employees</li> <li>○ Clean and secure working environment</li> <li>○ Improved relationship between management and labour</li> </ul>
2. Appropriate communication and Technology Services	<ul style="list-style-type: none"> <li>○ Improve inter-departmental communication and cooperation within Municipality</li> <li>○ Improve external communication</li> <li>○ Innovative Information Management Systems</li> <li>○ Appropriate ICT infrastructure, processes and procedures</li> </ul>
3. Manage ethnic and religious diversity	<ul style="list-style-type: none"> <li>○ Implement “Batho Pele” principles</li> <li>○ Promote synergistic partnership with relevant stakeholders</li> </ul>

<b>NATIONAL KPA: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</b>	
<b>STRATEGY 5: SOUND FINANCIAL MANAGEMENT</b>	
<b>GOALS</b>	<b>OBJECTIVES</b>
1. Compliance with financial legislation and policies	<ul style="list-style-type: none"> <li>○ Ensure GRAP compliance</li> <li>○ Ongoing review of SCM policies and procedures</li> <li>○ Ongoing internal and external capacity building in Supply Chain Management and Budgeting Models</li> </ul>
2. Sustainable Financial Management	<ul style="list-style-type: none"> <li>○ Improve internal communication on budget matters</li> <li>○ Maintenance of fixed asset register</li> <li>○ Credit control and debt collection</li> <li>○ Compliant internal controls</li> <li>○ Compliant grant reporting</li> <li>○ Obtain targeted cash-backed statutory reserves</li> <li>○ Development and appropriate training and assistance to employees</li> <li>○ Identify and redress water and electricity tampering</li> </ul>



## 18. IDP FRAMEWORK

The municipal vision, strategies, goals and objectives are linked to municipal functions and departments as indicated herewith. Importantly, the relation between the IDP objectives, programmes, sub-programmes and projects is established.

No	National Key Performance Area	Developmental Strategies	IDP No	Strategic Objectives	IDP No	Programmes	IDP No	Sub Programmes/Projects
1	Good Governance & Public Participation	Good Governance	1.1	Office of the Municipal Manager				
					1.1.1	Risk Management (Internal Audit)		
							1.1.1.1	Municipal Public Accounts
					1.1.2	Integrated Development Planning		
							1.1.2.1	Strategic Planning, Business Planning, City Development Strategies
					1.1.3	Performance Management		
							1.1.3.1	Organisational Performance
							1.1.3.2	Individual Performance
							1.1.3.3	Community Satisfaction
					1.1.4	Public Communications		
					1.1.5	Special Projects		
			1.2	Corporate Services				
					1.2.1	Diverse Administration Services		
							1.2.1.1	Secretariat Services
							1.2.1.2	Facilities Management
					1.2.2	Legal Support Services		
					1.2.3	Records Management		
							1.2.3.1	Central Registry and Switchbord
			1.3	Councillors				
					1.3.1	Councillor Support and Public Participation Services		
							1.3.1.1	Office of the Mayor
							1.3.1.2	Office of the Speaker
							1.3.1.3	Special Programmes
			1.4	Public Safety and Security Services (Public Safety)				
					1.4.1	Fire & Rescue Services		
							1.4.1.1	Fire Prevention
							1.4.1.2	Fire Training
							1.4.1.3	Fire and Rescue Operations
							1.4.1.4	Fire and Rescue Administration
					1.4.2	Traffic Services		
							1.4.2.1	Crime Prevention
							1.4.2.2	Licensing (Vehicles)
							1.4.2.3	Traffic Operations and Administration
							1.4.2.4	Traffic Control Room
					1.4.3	Security Services (Crime Prevention and CCTV System)		
					1.4.4	Disaster Management		

No	National Key Performance Area	Developmental Strategies	IDP No	Strategic Objectives	IDP No	Programmes	IDP No	Sub Programmes/Projects
2	Basic Service Delivery & Infrastructure Development	Sustainable Infrastructure and Service Provision	2.1	Water and Sanitation				
					2.1.1	Plant Production and Operations		
							2.1.1.1	Plant Availability (Water and Wastewater Treatment Plants)
							2.1.1.2	Plant Availability (Pumpstations)
							2.1.1.3	Wastewater Final Effluent Quality Compliance (General Authorization March 2004 and General Standard 9225 May 1984 )
							2.1.1.4	Water Treatment Final Portable Water Compliance (SANS241-2011)
					2.1.2	Infrastructure Maintenance		
							2.1.2.1	Water and Wastewater Network Reliability Program
							2.1.2.2	Planned Maintenance Program for all Pumpstations
							2.1.2.3	Planned Maintenance Program for all Network Pipelines
							2.1.2.4	Planned Maintenance Program for all Water Meters
					2.1.3	Scientific Services		
							2.1.3.1	Blue and Green Incentive Based Program
							2.1.3.2	Surface Water Monitoring Program (DWA Guidelines 1996)
							2.1.3.3	Wastewater Quality Monitoring Program (General Authorization
							2.1.3.4	Water Services Bylaw Compliance Program
							2.1.3.5	Online Water Quality Monitoring Program
					2.1.4	Water Demand Management and Strategy		
							2.1.4.1	Water Loss Management Program
							2.1.4.2	Water and Wastewater Demand Management Program
							2.1.4.3	Water Services Development Plan Annual review
							2.1.4.4	Water Services Bylaws Annual review
							2.1.4.5	Water Safety and Risk Abatement Annual Review
							2.1.4.6	Bulk Water and Wastewater Master Plan Development and Review
							2.1.4.7	Wastewater Effluent Re-Use Program
			2.2	Electricity Supply Services				
					2.2.1	Streetlights, Operations and LV Networks		
							2.2.1.1	Electrical Planned Maintenance
							2.2.1.2	Reticulation, Operations and Maintenance

No	National Key Performance Area	Developmental Strategies	IDP No	Strategic Objectives	IDP No	Programmes	IDP No	Sub Programmes/Projects
2	Basic Service Delivery & Infrastructure Development	Sustainable Infrastructure and Service Provision (continue)			2.2.2	Substations, HV and MV Networks		
							2.2.2.1	Electrical Protection
							2.2.2.2	Electrical Cable Faults
							2.2.2.3	Electrical Network Switching
							2.2.2.4	Electrical Light Current
					2.2.3	Electricity Retail, Marketing and Customer Services		
							2.2.3.1	Electricity Retail and Auditing
							2.2.3.2	Electricity Marketing and Customer Services
					2.2.4	Electrical Planning and Strategy Services		
							2.2.4.1	Electrical Planning
							2.2.4.2	System Reinforcement
							2.2.4.3	Electricity Contracts
			2.3	Transport, Roads and Stormwater				
					2.3.1	Rural Roads Operations		
							2.3.1.1	Planned Rural Road Maintenance Program for Kwa Madlebe
							2.3.1.2	Planned Rural Road Maintenance Program for Kwa Dube
							2.3.1.3	Planned Rural Road Maintenance Program for Kwa Mkhwanazi
							2.3.1.4	Planned Rural Road Maintenance Program for Kwa Khoza
							2.3.1.5	Planned Maintenance Program for all Pedestrian Bridges
							2.3.1.6	Construction of New Culverts and Bridges
							2.3.1.7	Management and Monitoring Program for all Rural Road Mining Operations
					2.3.2	Urban Roads and Railway Services		
							2.3.2.1	Planned Urban Road Maintenance Program (North)
							2.3.2.2	Planned Urban Road Maintenance Program (South)
							2.3.2.3	Planned Urban Road Maintenance Program (West)
							2.3.2.4	Planned Rail Maintenance Program for all Urban Areas
							2.3.2.5	Planned Urban Road Maintenance Resealing Program for all Urban Areas
							2.3.2.6	Planned Urban Road Marking & Signage Program(All Areas)

No	National Key Performance Area	Developmental Strategies	IDP No	Strategic Objectives	IDP No	Programmes	IDP No	Sub Programmes/Projects
2	Basic Service Delivery & Infrastructure Development	Sustainable Infrastructure and Service Provision (continue)			2.3.3	Transport Infrastructure Planning and Strategy		
							2.3.3.1	Transport Infrastructure Plan Development and/or Annual Review
							2.3.3.2	Traffic Management Studies Program (All Areas)
							2.3.3.3	Transport Master Plan (Urban, Rural and Rail)
					2.3.4	Storm Water Systems , Catchment and Coastal Management		
							2.3.4.1	Stormwater Management Bylaw Annual Review
							2.3.4.2	Stormwater Drains Planned Maintenance Program
							2.3.4.3	Catchment Management Program
							2.3.4.4	Coastal Management Program
					2.3.5	Public Transport Operations		
							2.3.5.1	Road Side Furniture Development Program
							2.3.5.2	Public Transport Integration Program
							2.3.5.3	Public Transport Master Plan Program
			2.4	Health and Cleansing				
					2.4.1	Solid Waste Management		
							2.4.1.1	Waste Management Inland
							2.4.1.2	Waste Management Coastal
							2.4.1.3	Waste Management Administration
					2.4.2	Primary Health (Clinic Services)		
							2.4.2.1	Clinic Services - Empangeni
							2.4.2.2	Clinic Services - Richards Bay
							2.4.2.3	Occupational Health
					2.4.3	Public Health and Pollution Control		
							2.4.3.1	Environmental Health Coastal
							2.4.3.2	Environmental Health Inland
							2.4.3.3	Air Pollution Control and Environmental Impact
			2.5	Engineering Support Services				
					2.5.1	Engineering Projects Management and Implementation		
							2.5.1.1	Electrical Projects Implementation Program
							2.5.1.2	Civil Engineering Projects Implementation Program
							2.5.1.3	Mechanical Projects Implementation Program
							2.5.1.4	Capital Project Funding Program

No	National Key Performance Area	Developmental Strategies	IDP No	Strategic Objectives	IDP No	Programmes	IDP No	Sub Programmes/Projects
2	Basic Service Delivery & Infrastructure Development (continue)	Sustainable Infrastructure and Service Provision (continue)			2.5.2	Fleet Management Services		
							2.5.2.1	Fleet Planned Maintenance Program
							2.5.2.2	Equipment and Small Plant Planned Maintenance Program
							2.5.2.3	Vehicle Utilization and Optimization Program
							2.5.2.4	Vehicle Replacement Program
					2.5.3	Process Control Systems		
							2.5.3.1	Planned Maintenance Program (Telemetry and Scada Systems)
							2.5.3.2	Planned Maintenance Program (Instrumentation)
							2.5.3.3	Planned Maintenance Program (Radio Engineering)
							2.5.3.4	Master Plan Development and/or Review (Process Control Systems)
					2.5.4	Municipal Infrastructure Asset Management		
							2.5.4.1	GIS Management Program
							2.5.4.2	Integrated Infrastructure Plan Program (Development & Review)
							2.5.4.3	Maintenance Plans Program Management
							2.5.4.4	Technical Operations Center Management Program
							2.5.4.5	Engineering Document Management Program
					2.5.5	Municipal Buildings and Structures		
							2.5.5.1	Planned Building Maintenance Program (Civils)
							2.5.5.2	Planned Building Maintenance Program (Electrical)
							2.5.5.3	Planned Building Maintenance Program (Mechanical)
							2.5.5.4	Planned Structures Maintenance
							2.5.5.5	Building Construction and New Works Program
			2.6	Recreation and Environmental Services				
					2.6.1	Horticultural Management		
							2.6.1.1	Biodiversity (Cemeteries) and Conservation
							2.6.1.2	Operations management
					2.6.2	Sport & Recreation		
							2.6.2.1	Recreational Facilities Management
							2.6.2.2	Sport and Recreation Development
					2.6.3	Arts and Culture		
							2.6.3.1	Public Libraries
							2.6.3.2	Museum
							2.6.3.3	Community Halls and Thusong Centres
					2.6.4	Recreational Projects Management		
					2.6.5	Horticultural Contracts Management		

No	National Key Performance Area	Developmental Strategies	IDP No	Strategic Objectives	IDP No	Programmes	IDP No	Sub Programmes/Projects
3	Local Economic Development	Social and Economic Development	3.1	Local Economic Development				
					3.1.1	Community Capacity Building & Training		
					3.1.2	Business Support		
					3.1.3	Development & Support of markets		
					3.1.4	Economic Facilitation		
					3.1.5	Marketing & Tourism Development		
			3.2	Urban and Rural Planning				
					3.2.1	Land Use Management (LUMS)		
							3.2.1.1	Building Management and Control
							3.2.1.2	Planning and Development Evaluation
							3.2.1.3	Development Control, Appeals and Consent use
							3.2.1.4	Surveys, Analysis, Data, Research and GIS information
					3.2.2	Spatial and Environmental Planning		
					3.2.3	Development Administration		
					3.2.4	Human Settlement Programmes		
			3.3	Economic Development Facilitation				
					3.3.1	Property Administration		
					3.3.2	Property Evaluations		
					3.3.3	Business Support, Markets and Tourism		
							3.3.3.1	Tourism
							3.3.3.2	Business Support and Markets
							3.3.3.3	Investment Promotion
					3.3.4	Public Transport Facilities and Operations Coordination		

No	National Key Performance Area	Developmental Strategies	IDP No	Strategic Objectives	IDP No	Programmes	IDP No	Sub Programmes/Projects
4	Municipal Institutional Development & Transformation	Institutional Development	4.1	Human Resource and Industrial Relations Services				
					4.1.1	Personnel Administration, Recruitment and Placement		
					4.1.2	Personnel Maintenance and Development		
							4.4.2.1	SHE Risk Management
							4.4.2.2	Training Development and Education
							4.4.2.3	Employee wellness
					4.1.3	Labour Relations Management		
					4.1.4	Organisation Development and Change Management		
			4.2	Information, Communications and Technology Services				
					4.2.1	ICT Governance		
					4.2.2	ICT Service Delivery		
					4.2.3	ICT Infrastructure		
5	Municipal Financial Viability & Management	Sound Financial Management	5.1	Expenditure				
					5.1.1	Budget and Financial Management		
							5.1.1.1	Budget and Financial Control
							5.1.1.2	Annual Financial Statements, Assets, Reporting and Loans
			5.2	Revenue				
							5.1.2.1	Creditors Management
							5.1.2.2	Payroll and Policy Management
			5.2.1	Revenue Control, Billing, Rates and Tariffs				
							5.2.1.1	Rates, Non-Metered Services, Cash Control
							5.2.1.2	Revenue Control, Tariff Design, Budget and Reporting
							5.2.1.3	Billing, Metered Services, System Tariff Administration and Reporting
			5.2.2	Revenue Enhancement				
							5.2.2.1	Metered Services
							5.2.2.2	Sundry Services
			5.2.3	Revenue Customer Relations, Credit Management and Indigent Support				
							5.2.3.1	Branch Management and Community Liaison
							5.2.3.2	Customer Relations and Indigent Support
			5.3	Supply Chain Management				
					5.3.1	Demand and Acquisitions		
					5.3.2	Stores Control		
					5.3.3	Logistics and Supply Chain Management Risk		

**Table 74: Local, Provincial and National Alignment**

National KPA	uMhlathuze Strategies	uMhlathuze Mission	MDG	National Plan Priorities	12 National Outcomes	5 National Priorities	PGDS Goals
Good Governance and Public Participation	Good Governance		Develop a Global Partnership for Development	Inclusive Planning	Responsive, accountable, effective and efficient local government system	Nation Building and Good Governance	Governance and Policy
				Unite the Nation			
				Fight Corruption			
Basic Service Delivery and Infrastructure Provision	Sustainable Infrastructure and Service Delivery			Expand Infrastructure	An efficient, competitive and responsive infrastructure network		Strategic Infrastructure
		Planned Rural Development Interventions			Vibrant, equitable, sustainable rural communities contributing towards food security for all		
		Maintaining Consistent Spatial Development			Sustainable human settlements and improved quality of household life		Spatial Equity
		Commitment to Sustainable Environmental Management	Ensure environmental sustainability		Protect and enhance our environmental assets and natural resources		Response to Climate Change
Local Economic Development	Social and Economic Development	Job Creation through Economic Development	Eradicate extreme Poverty and Hunger	Create Jobs		Job Creation	Job Creation
		Improve Citizens Skills Levels and Education	Achieve Universal Primary Education	Quality Education	Skilled and capable workforce to support an inclusive growth path	Education	
					Quality basic education		
		Improve Quality of Citizens Health	Combat HIV/Aids, malaria and other diseases	Quality Healthcare	A long and healthy life for all South Africans	Health	
			Reduce Child Mortality				
		Planned Rural Development Interventions			Decent employment through inclusive economic growth	Rural development, food security and land reform	
		Creation of Secure and Friendly City through Fighting Crime	Promote Gender Equality and Empower Women		All people in South Africa are and feel safe	Fighting crime and corruption	
Municipal Institutional Development and Transformation	Institutional Development			Build a Capable State	Create a better South Africa, a better Africa, and a better world		Human Resource Development
					An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship		Human and Community Development
Municipal Financial Viability and Management	Sound Financial Management			Use Resources Properly			



## SECTION E: STRATEGIC MAPPING AND IMPLEMENTATION PLAN

### 19. STRATEGIC DEVELOPMENT MAPPING

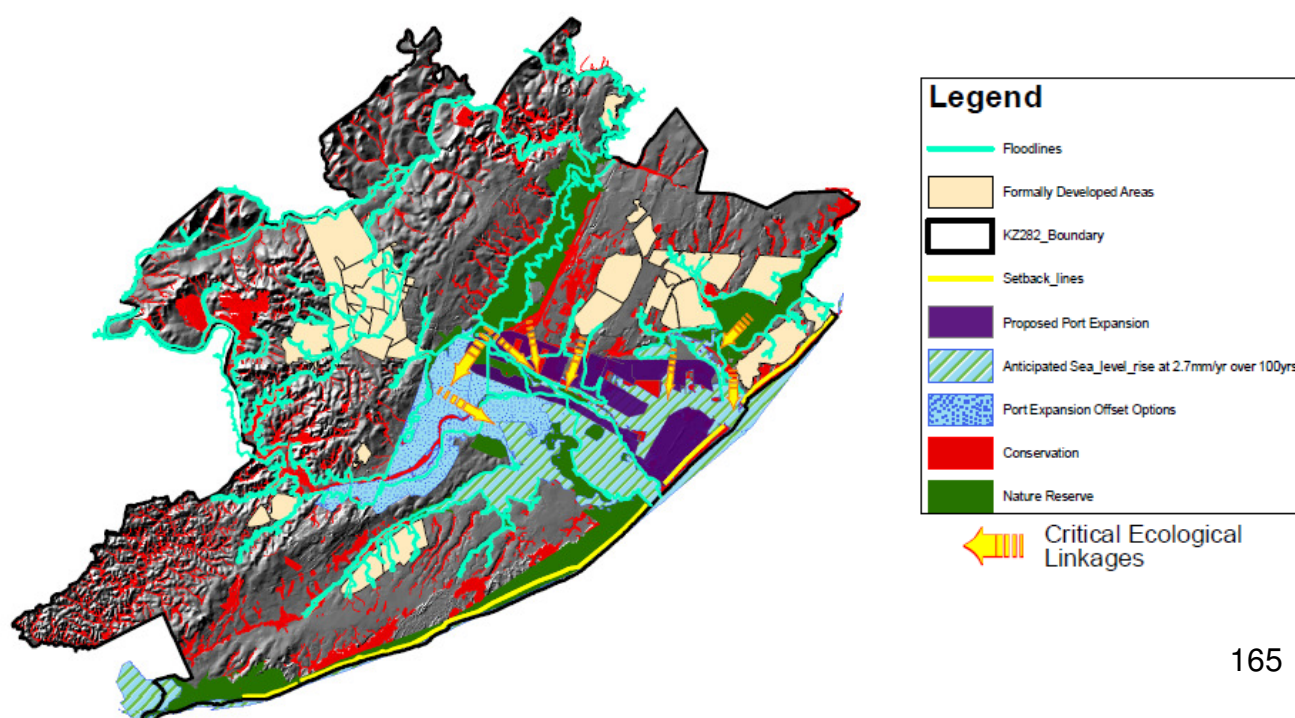
This section essentially provides a summary of components of the Municipal SDF (Spatial Development Framework) and provides some indication of where development interventions are required, where development potential is limited, where development is proposed to take place etc. As such, the following information is provided herewith:

- Environmentally sensitive areas
- Desired spatial form and use
- Spatial reconstruction
- Strategic guidance in respect of the location and nature of development within the Municipality
- Areas where strategic interventions is required
- Areas where priority spending is required

#### 19.1 ENVIRONMENTALLY SENSITIVE AREAS

As noted in previous sections of this report, the municipal area has significant environmental features. These features have been unpacked in detail in ESMP (Environmental Services Management Plan) and the EMF (Environmental Management Framework). Apart from the ESMP, the Port of Richards Bay undertook a Due Diligence Investigation (DDI) into Future Port Expansion. The inputs from the Port DDI have been considered by Council and amendments to the Municipal SDF made accordingly. As can be seen from the inset mapping herewith, potential Port Expansion offsets as well as critical ecological linkages have been considered.

**Figure 42: Spatial Environmental Considerations**

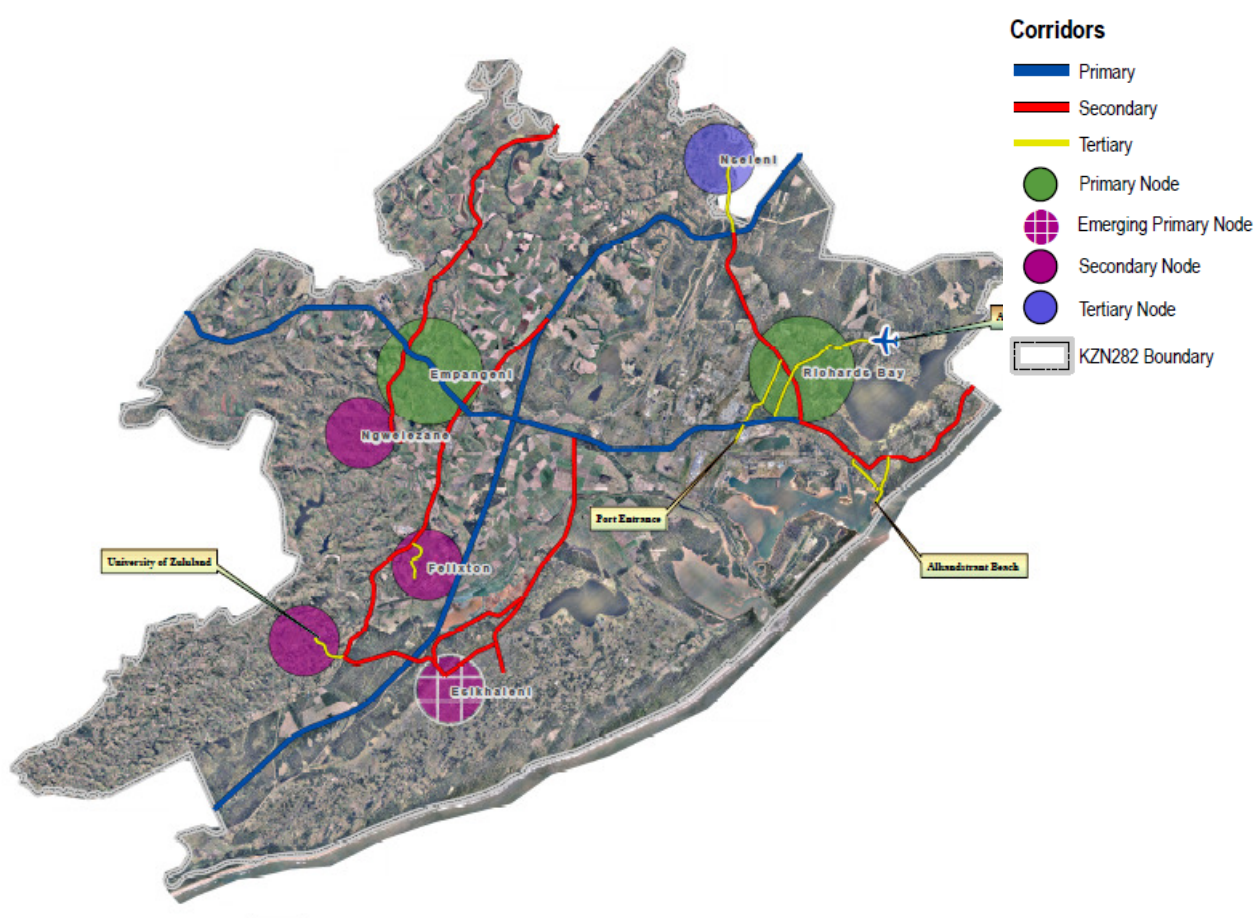


## 19.2 DESIRED SPATIAL FORM AND USE

As part of the SDF process, a number of issues that impact on spatial form and land use have been considered, notably:

- Nodes and Corridors
- Urban Compaction
- Urban Densification

The municipal nodes and corridors are reflected (as extracted from the SDF) in the following map inset. Certain responses and proactive actions are required in respect of these nodes and corridors regarding the provision and maintenance of infrastructure and services as well as land use management guidelines.

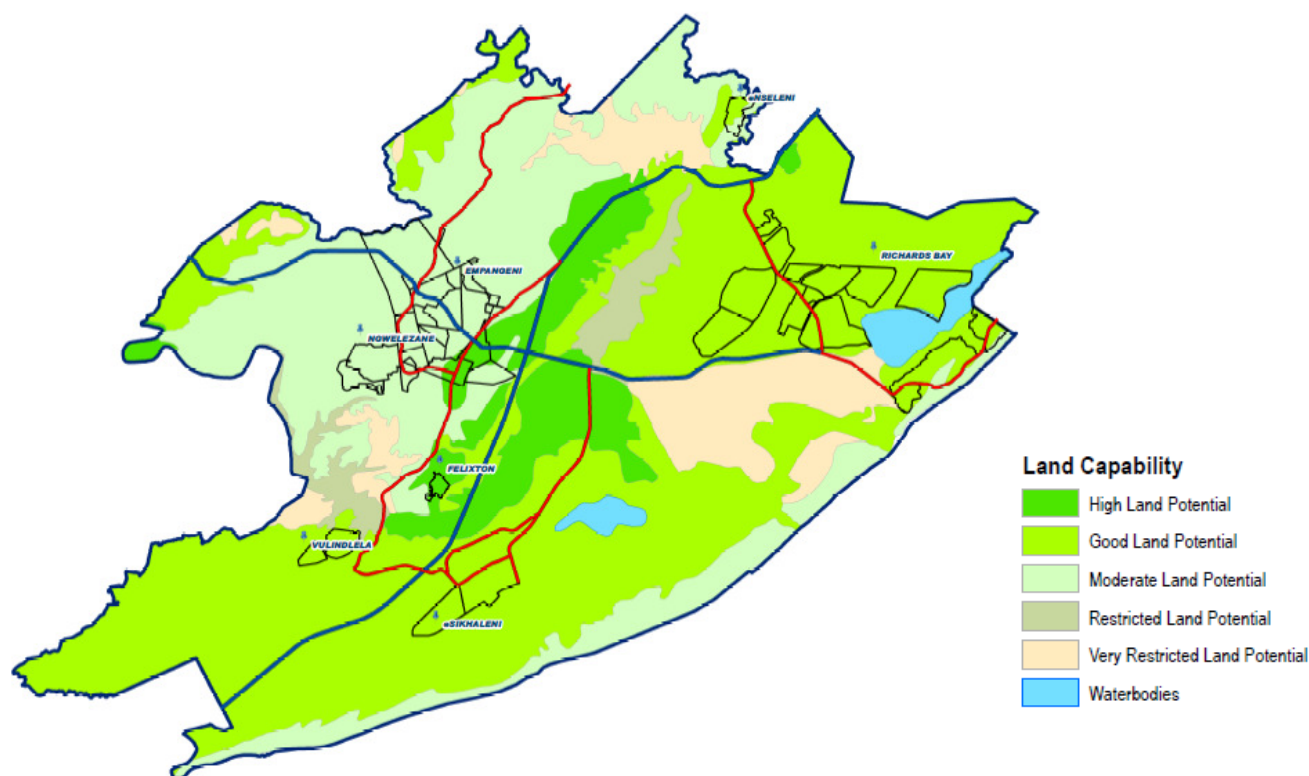


The nodes and corridors have a very important role to play in respect of creating a more efficient urban economy. A case in point is Esikhaleni that is developing into an emerging primary node with increasing services and utilities being available to the community.

Closely linked to the nodes and corridors are the proposed municipal expansion areas. The criteria applied to identify them focused on increase efficiencies, spatial integration, service provision and environmental sustainability. More detail regarding the municipal spatial expansion areas is provided in a following sub-section.

Apart from the environmental issues already alluded to the use of land is critical, specifically with regard to agricultural and urban related uses. Apart from Act 70 of 1970 and Land Use Management processes underway, cognizance has to be taken of the agricultural potential of land in the municipality as reflected in the following map.

**Figure 43: Land Capability**



### **19.3 STRATEGIC GUIDANCE IN RESPECT OF THE LOCATION AND NATURE OF DEVELOPMENT WITHIN THE MUNICIPALITY**

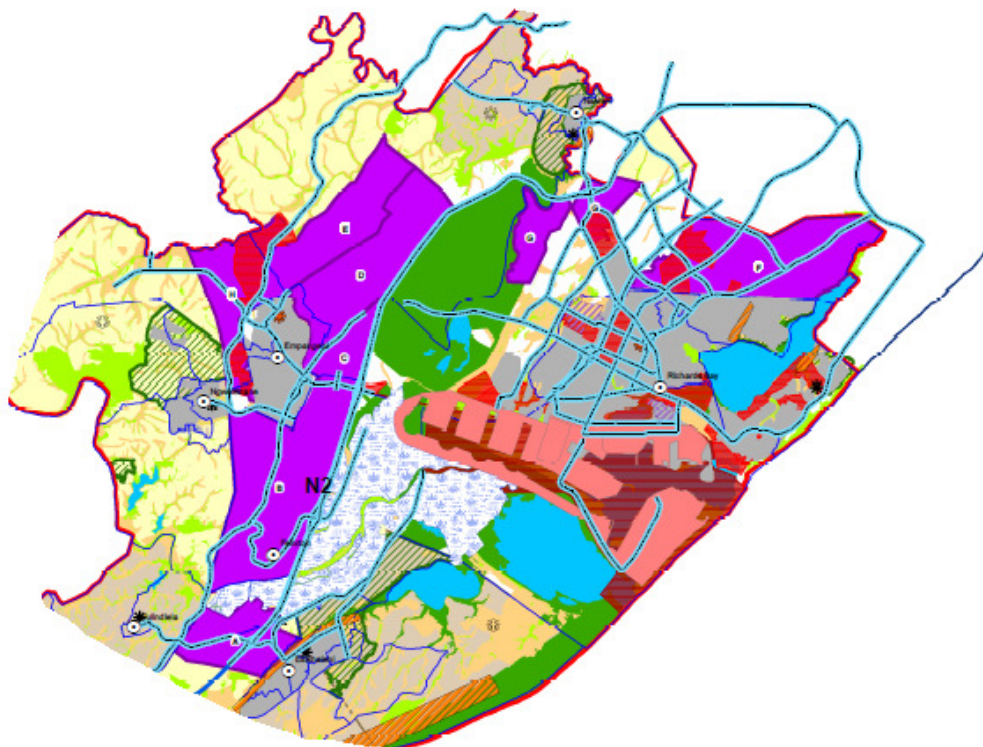
As part of the municipal SDF process, expansion areas were identified giving due consideration to environmental, geotechnical, air quality, slope and other developmental informants. A process is currently underway to refine the planning of these expansion areas and to determine their suitability for development purposes.

A total of 8 expansion areas (A-H) have been identified and preliminary planning completed for 6 of them (A-F). The total area available for the suite of land uses in these expansion areas have been determined and land requirements have been related to anticipated population increase. In addition, consideration has also been given to private and publicly funded initiatives in Municipality that could alleviate development pressures, i.e. Waterstone, Carsdale, SAPPI Housing as well as the Aquadene government funded housing project.

Apart from considering the development potential in the municipal identified expansion areas, an infrastructure limit is also being determined, i.e. "urban edge". This delineation is of importance considering the provision of urban services and infrastructure to the areas beyond the current formal urban boundaries. A map indicating the proposed Expansion Areas (A-H) is provided herewith.



**Figure 44: Proposed Municipal Expansion Areas**



More details in respect of the scenarios created will be provided in the final IDP submitted.

## **19.4 AREAS WHERE STRATEGIC INTERVENTIONS IS REQUIRED**

As noted in an earlier comment, pro-active action is preferable although in some instances, interventions are required to redress a situation. Two instances are elaborated for the purpose of this report. In the first instance, the Council has been pro-active in defining restructuring zones in terms of the guidelines from the Department of Human Settlement where integrated, government supported and funded, housing development should be focused. These restructuring zones are indicated on the following map inset.

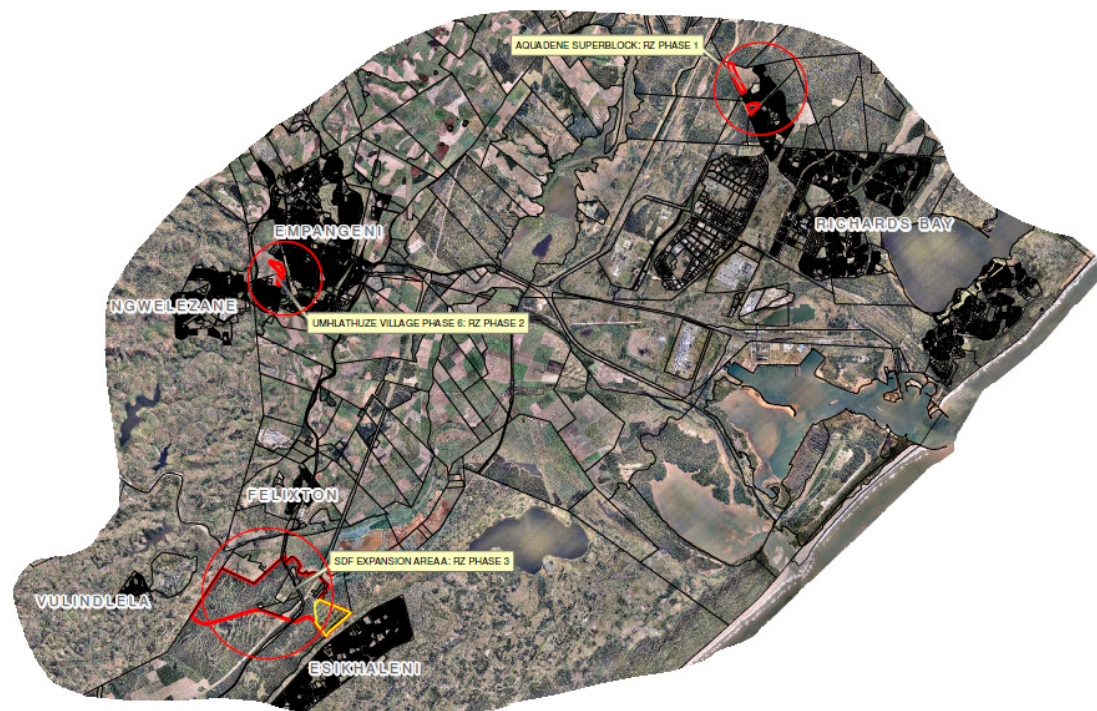
These restructuring zones are located at:

- Aquadene
- uMhlathuze Village Phase 6
- uMzingwenya Informal Settlement

Apart from the above restructuring zones, areas that require intervention have also been identified where a conflict exists between human settlement and the environment or disaster prone areas. Examples of these areas are:

- uMzingwenya Informal Settlement
- Mandlazini – Airport Buffer Strip
- Areas settled in low lying flood prone areas in Mzingazi specifically

**Figure 45: Municipal Restructuring Zones**



## **19.5 AREAS WHERE PRIORITY SPENDING IS REQUIRED**

At the district level, spatial development mapping has been done that can strategically inform responses from the respective local municipalities. The following strategic mapping has been compiled at the district level that is of relevance to the uMhlathuze Municipality:

- Poverty in relation to population density
- Poverty in relation to agricultural potential
- Population density in relation to areas of highest infrastructure needs
- Population density in relation to areas of highest socio-economic needs

## **20. IMPLEMENTATION PLAN**

The following table at overleaf represents the MTREF three year roll out of capital projects for the uMhlathuze Municipality.



IDP STRAT	IDP PROG	ASSET CLASS	PROJECT DESCRIPTION	WARD BENEFITTING	PLANNED START DATE	PLANNED COMPLETION DATE	FINAL ADOPTED 2013/2014 (INCL CARRY OVERS)	FINAL ADOPTED 2014/2015 REVISED	FINAL ADOPTED 2015/2016 REVISED
<b>PROJECTS UNDER THE RESPONSIBILITY OF THE DEPUTY MUNICIPAL MANAGER: CITY DEVELOPMENT</b>									
2	2.3	STREETS AND STORMWATER	DUMISANI MAKHAYE VILLAGE INTERNAL SERVICES PHASE 7	9	Jul-13	Jun-14	2,970,000		
2	2.3	STREETS AND STORMWATER	DUMISANI MAKHAYE VILLAGE INTERNAL SERVICES PHASE 7	9	Jul-13	Jun-14	2,230,000		
3	3.1.5	LAND AND BUILDINGS	TOURISM DEVELOPMENT	ALL WARDS	Jul-13	Jun-14	7,000,000		
3	3.1.3	LAND AND BUILDINGS	CONSTRUCTION OF NEW INFORMAL TRADING STALLS	ALL WARDS	Jul-13	Jun-14	3,000,000		
2	2.1	LAND AND BUILDINGS	DUMISANI MAKHAYE VILLAGE INTERNAL SERVICES PHASE 7	9	Jul-13	Jun-14	420,500		
2	2.1	LAND AND BUILDINGS	DUMISANI MAKHAYE VILLAGE INTERNAL SERVICES PHASE 7	9	Jul-12	Jun-13	960,000		
3	3.2	PLANNING	MZINGAZI VILLAGE	1	Jul-13	Jun-14	700,000		
3	3.2	PLANNING	MANDLAZINI AGRI-VILLAGE	4	Jul-13	Jun-14	123,100	208,000	
3	3.2	PLANNING	WATERFRONT DEVELOPMENT	ALL WARDS	Jul-13	Jun-14	-		138,000
2	2.1	LAND AND BUILDINGS	DUMISANI MAKHAYE VILLAGE INTERNAL SERVICES PHASE 7	9	Jul-13	Jun-14	1,200,000		
<b>PROJECTS UNDER THE RESPONSIBILITY OF THE DEPUTY MUNICIPAL MANAGER: COMMUNITY SERVICES</b>									
<b>COMMUNITY SERVICES, HEALTH AND PUBLIC SAFETY</b>									
1	1.4.1	LAND AND BUILDINGS	ESIKHALENI FIRE STATION - PLAN AND CONSTRUCT	ALL WARDS	Jul-13	Jun-14	4,550,000	2,725,700	-
1	1.4.1	LAND AND BUILDINGS	EMPANGENI FIRE STATION - CONSTRUCTION OF LECTURE ROOM	ALL WARDS	Jul-13	Jun-16	-	250,000	
1	1.4.1	LAND AND BUILDINGS	ESIKHALENI FIRE STATION - PLAN AND CONSTRUCT	ALL WARDS	Jul-13	Jun-14	-	774,300	3,000,000
1	1.4.2.3	LAND AND BUILDINGS	DESIGN AND CONSTRUCTION OF TRAFFIC	ALL WARDS	Jul-13	Jun-16	500,000	2,000,000	2,000,000
1	1.4.2.3	MACHINERY AND EQUIPMENT	ELECTRONIC SIGNAGE	ALL WARDS	Jul-13	Jun-15	613,000		
2	2.4.2	LAND AND BUILDINGS	RENOVATIONS - MZINGAZI CLINIC	ALL WARDS	Jul-13	Jun-16	500,000	525,000	556,500
2	2.4.1	LAND AND BUILDINGS	ESTABLISHMENT TRANSFER STATION ENELENI FOR RECYCLING	ALL WARDS	Jul-13	Jun-16	1,200,000	468,000	-
2	2.4.1	LAND AND BUILDINGS	ESTABLISHMENT TRANSFER STATION ESIKHALENI FOR RECYCLING	ALL WARDS	Jul-13	Jun-16	1,200,000	800,000	800,000
2	2.4.1	LAND AND BUILDINGS	ESTABLISHMENT TRANSFER STATION MZINGAZI AGRI-VILLAGE	ALL WARDS	Jul-13	Jun-16	1,200,000	800,000	800,000
2	2.4.1	LAND AND BUILDINGS	ESTABLISHMENT TRANSFER STATION NGWELEZANE	ALL WARDS	Jul-13	Jun-16	1,200,000	800,000	800,000
2	2.4.1	LAND AND BUILDINGS	ALTON TRANSFER STATION - CAPPING	ALL WARDS	Jul-13	Jun-16	3,000,000		1,500,000
2	2.4.1	LAND AND BUILDINGS	ESTABLISHMENT TRANSFER STATION ENELENI FOR RECYCLING	ALL WARDS	Jul-13	Jun-16	-	332,000	332,000
2	2.4.1	MACHINERY AND EQUIPMENT	SKIPS	ALL WARDS	Mar-14	Jul-15	3,100,000	3,000,000	
<b>RECREATION AND ENVIRONMENTAL SERVICES</b>									
2	2.6.1.1	LAND AND BUILDINGS	R/BAY EXTENSION/DEVELOPMENT OF CEMETARY	ALL WARDS	Jul-13	Jun-14	1,167,800	1,500,000	1,000,000
2	2.6.1.1	LAND AND BUILDINGS	ESIKHALENI EXTENSION/DEVELOPMENT OF CEMETARY	ALL WARDS	Jul-13	Jun-14	100,000	500,000	1,000,000
2	2.6.3.1	LAND AND BUILDINGS	ESIK LIBRARY - EXTENSION	ALL WARDS	Jul-13	Jun-16	1,500,000		
2	2.6.3.1	LAND AND BUILDINGS	AQUADENE LIBRARY	ALL WARDS	Jul-13	Jun-16	1,500,000	1,300,000	-
2	2.6.3.1	LAND AND BUILDINGS	ENSELENI LIBRARY - EXTENSION	ALL WARDS	Jul-13	Jun-16	-		1,300,000
2	2.6.3.1	LAND AND BUILDINGS	R/BAY LIBRARY - EXTENSION	ALL WARDS	Jul-13	Jun-16	-	1,500,000	
2	2.6.2.2	LAND AND BUILDINGS	PARKS DEVELOPMENT	ALL WARDS	Apr-13	Jun-15	900,000	1,500,000	2,000,000
2	2.6.2.2	LAND AND BUILDINGS	EMPANGENI PARKS DEPT ABLUTIONS - REFURBISHMENT	ALL WARDS	Jul-13	Jun-14	400,000		
2	2.6.2.2	LAND AND BUILDINGS	RBCC IMPROVEMENTS TO CLUB FACILITIES	ALL WARDS	Jul-12	Jun-13	211,200		
2	2.6.2.2	LAND AND BUILDINGS	PLAYGROUND EQUIPMENT	ALL WARDS	Jul-13	Jun-15	335,000	156,900	170,000
2	2.6.2.2	LAND AND BUILDINGS	ESIKHALENI COLLEGE - SPORT FIELDS REHABILITATION	ALL WARDS	Jul-13	Jun-15	455,000	250,000	250,000
2	2.6.2.2	LAND AND BUILDINGS	REGIONAL FACILITIES IRRIGATION SYSTEM	ALL WARDS	Jul-13	Jun-15	400,000	300,000	300,000
2	2.6.2.2	LAND AND BUILDINGS	ESIKHALENI COLLEGE COURTS UPGRADE	ALL WARDS	Jul-13	Jun-15	250,000		
2	2.6.2.2	LAND AND BUILDINGS	J2 TENNIS COURT - UPGRADE	ALL WARDS	Jul-13	Jun-15	250,000		
2	2.6.2.2	LAND AND BUILDINGS	FLOODLIGHTS - VARIOUS SPORTSFIELDS	ALL WARDS	Jul-13	Jun-15	5,962,400		
2	2.6.2.2	LAND AND BUILDINGS	AQUADENE SPORTFIELD - CONSTRUCTION	ALL WARDS	Jul-13	Jun-15	-	1,500,000	
2	2.6.2.2	MACHINERY AND EQUIPMENT	SPORTS FACILITIES - EQUIPMENT	ALL WARDS	Jul-13	Jun-15	1,610,700	500,000	500,000
2	2.6.2.2	LAND AND BUILDINGS	NEW FIELD COURTS - UPGRADE	ALL WARDS	Jul-13	Jun-15	180,000		
2	2.6.2.2	LAND AND BUILDINGS	VARIOUS SPORTSFIELDS - GOAL POSTS	ALL WARDS	Jul-13	Jun-15	150,000	150,000	150,000
2	2.6.2.2	LAND AND BUILDINGS	REFURBISHMENT OF STADIUM LEAKAGES	ALL WARDS	Jul-13	Jun-15	300,000		
2	2.6.2.2	LAND AND BUILDINGS	UPGRADING RURAL SPORTSFIELDS	ALL WARDS	Jul-13	Jun-15	940,000	940,000	940,000
2	2.6.2.2	LAND AND BUILDINGS	BEACH DEVELOPMENT	ALL WARDS	Jul-13	Jun-15	500,000	400,000	400,000
2	2.6.2.2	LAND AND BUILDINGS	UPGRADE ESIKHALENI POOL (COLLEGE)	ALL WARDS	Jan-13	Jun-13	200,000		
2	2.6.2.2	LAND AND BUILDINGS	UPGRADE BAY HALL POOL	ALL WARDS	Jan-13	Jun-13	300,000		
4	4.2	LAND AND BUILDINGS	CCTV SYSTEM - ALKANDSTRAND BEACH BUILDING	ALL WARDS	Jul-13	Jun-16	250,000	262,500	275,600
<b>PROJECTS UNDER THE RESPONSIBILITY OF THE DEPUTY MUNICIPAL MANAGER: CORPORATE SERVICES</b>									
<b>ADMINISTRATION</b>									
2	2.6.3.3	LAND AND BUILDINGS	GORANDLOVU HALL - UPGRADE (CONSTRUCT GUARD HOUSE, FENCING AND LIFT DISABLED)	12,13 & 14	Jul-13	Jun-14	555,000	400,000	
2	2.6.3.3	LAND AND BUILDINGS	NTUZE HALL - UPGRADE (CONSTRUCT GUARD HOUSE, FENCING AND LIFT DISABLED)	10,11 & 18	Jul-12	Jun-13	250,000		
2	2.6.3.3	LAND AND BUILDINGS	EMPANGENI HALL - UPGRADE	ALL WARDS	Jul-13	Jun-14	766,100	900,000	
2	2.6.3.3	LAND AND BUILDINGS	MANDLAKALA HALL - REFURBISHMENT	12,13 & 14	Jul-13	Jun-14	313,800		
2	2.6.3.3	LAND AND BUILDINGS	NHLANGENYUKA HALL - UPGRADE (CONSTRUCT GUARD HOUSE, FENCING AND LIFT DISABLED)	ALL WARDS	Jul-13	Jun-16	550,000		
2	2.6.3.3	LAND AND BUILDINGS	UMSASANDLA THUSONG CENTRE - EXTENSION	ALL WARDS	Jul-13	Jun-14	430,000		500,000
2	2.6.3.3	LAND AND BUILDINGS	VELDENVLEI HALL - REFURBISHMENT	ALL WARDS	Jul-13	Jun-14	430,000		500,000
2	2.6.3.3	LAND AND BUILDINGS	NGWELEZANE HALL - EXTENSION	ALL WARDS	Jul-13	Jun-16	350,000	900,000	
2	2.6.3.3	LAND AND BUILDINGS	MADLANZINI HALL - UPGRADE (CONSTRUCT GUARD HOUSE, FENCING AND LIFT DISABLED)	ALL WARDS	Jul-13	Jun-16	550,000	500,000	
2	2.6.3.3	LAND AND BUILDINGS	ENSELENI HALL - UPGRADE (CONSTRUCT FENCING AND LIFT FOR DISABLED)	ALL WARDS	Jul-13	Jun-16	-	500,000	
2	2.6.3.3	LAND AND BUILDINGS	VULINDLELA HALL - UPGRADE (CONSTRUCT GUARD HOUSE, FENCING AND LIFT DISABLED)	ALL WARDS	Jul-13	Jun-16	-		900,000
2	2.6.3.3	LAND AND BUILDINGS	HLANGANANI HALL - PARKING	ALL WARDS	Jul-13	Jun-16	-		1,000,000
1	1.2	LAND AND BUILDINGS	RENOVATIONS - CIVIC CENTRE	ALL WARDS	Jul-13	Jun-14	1,000,000		
4	4.2	LAND AND BUILDINGS	IT INFRASTRUCTURE	ALL WARDS	Jul-12	Jun-13	1,112,200		
4	4.2	LAND AND BUILDINGS	SOFTWARE LICENSING COMPLIANCE (MICROSOFT)	ALL WARDS	Jul-12	Jun-13	1,400,000		
4	4.2	LAND AND BUILDINGS	REPLACE DELEGATE SYSTEM - COUNCIL CHAMBERS	ALL WARDS	Jul-13	Jun-14	590,000		
4	4.2	LAND AND BUILDINGS	FINGER PRINTING TIME AND ATTENDANCE SYSTEM	ALL WARDS	Jul-13	Jun-16	-	1,600,000	
4	4.2	MACHINERY AND EQUIPMENT	NEW & REPLACEMENT OF IT RELATED EQUIPMENT	ALL WARDS	Jul-13	Jun-14	3,134,900	1,300,000	1,780,300
4	4.2	MACHINERY AND EQUIPMENT	COUNCILLORS TOOLS OF TRADE	ALL WARDS	Jul-12	Jun-13	598,000		
4	4.2	LAND AND BUILDINGS	DATA BACKUP SYSTEM (NET BACKUP)	ALL WARDS	Jul-12	Jun-13	161,600		
4	4.2	LAND AND BUILDINGS	CALL CENTRE	ALL WARDS	Jul-13	Jun-13	938,800	262,500	
4	4.2	LAND AND BUILDINGS	NETWORK PHYSICAL INFRASTRUCTURE UPGRADE	ALL WARDS	Jul-13	Jun-16	2,900,000	3,200,000	3,500,000
<b>PROJECTS UNDER THE RESPONSIBILITY OF THE DEPUTY MUNICIPAL MANAGER: FINANCIAL SERVICES</b>									
5	5	LAND AND BUILDINGS	RENOVATIONS FINANCIAL SERVICES OFFICE	ALL WARDS	Jul-12	Jun-13	673,700		
5	5	LAND AND BUILDINGS	RENOVATIONS FINANCIAL SERVICES SECTION	ALL WARDS	Jan-13	Jun-13	3,901,600		
5	5	LAND AND BUILDINGS	SUPPORT SERVICES PROJECTS	ALL WARDS	Jul-13	Jun-16	789,000	605,000	552,000
4	4.2	LAND AND BUILDINGS	FINANCIAL ERP SYSTEM	ALL WARDS	Jul-13	Jun-14	1,000,000	15,000,000	25,000,000

## uMhlathuze Local Municipality: Draft IDP Review 2013/2014

IDP STRAT	IDP PROG	ASSET CLASS	PROJECT DESCRIPTION	WARD BENEFITTING	PLANNED START DATE	PLANNED COMPLETION DATE	FINAL ADOPTED 2013/2014 (INCL CARRY OVERS)	FINAL ADOPTED 2014/2015 REVISED	FINAL ADOPTED 2015/2016 REVISED
<b>PROJECTS UNDER THE RESPONSIBILITY OF THE DEPUTY MUNICIPAL MANAGER: INFRASTRUCTURE AND TECHNICAL SERVICES</b>									
<b>ELECTRICAL SUPPLY SERVICES</b>									
2	2.2.1	STREETLIGHTING	JOHN ROSS/EMPANGENI MAIN STREETLIGHTING	2,9,23,26	Jan-14	Jun-14	2,360,500	-	565,500
2	2.2.1	STREETLIGHTING	GENERAL IMPROVEMENT	ALL WARDS	Jul-13	Jun-14	500,000	-	700,000
2	2.2.1	STREETLIGHTING	EMPANGENI - MAIN ROAD INTERSECTIONS	ALL WARDS	Jul-12	Jun-13	736,700		
2	2.2.1	STREETLIGHTING	REDUNDANT STREETLIGHTS - VULINDLELA & NGWELEZANE	ALL WARDS	Jan-13	Jun-13	500,000		
2	2.2.1	STREETLIGHTING	MANDLANKALA STREETLIGHTING PROJECT	ALL WARDS	Jul-13	Jun-14	2,450,000		
2	2.2.1	STREETLIGHTING	VULINDLELA/ESIKHALENI	15,16,17,18,19,30	Jan-14	Jun-14	-		350,000
2	2.2.1	STREETLIGHTING	RICHARDS BAY - GULDENGGRACHT ROAD & JOHN ROSS	2,9,23,26	Jan-14	Jun-14	-		900,000
2	2.2.1	STREETLIGHTING	REPLACEMENT REDUNDANT POLES IN EMPANGENI, VULINDLELA, NGWELE, & EENSELENI	ALL WARDS	Jan-14	Jun-14	-		950,000
2	2.2.1	STREETLIGHTING	JOHN ROSS/EMPANGENI MAIN STREETLIGHTING	ALL WARDS	Jan-14	Jun-14	-	1,700,000	534,500
2	2.2	LAND AND BUILDINGS	UPGRADE SIRIUS SUBSTATION	1	Jan-13	Jun-15	5,803,600		
2	2.2	LAND AND BUILDINGS	132 KV SUBSTATIONS	ALL WARDS	Jul-13	Jun-15	573,800		
2	2.2	LAND AND BUILDINGS	11 KV SWITCHING SUBSTATIONS	ALL WARDS	Jul-13	Jun-14	722,100		
2	2.2	ELECTRICITY SUPPLY	BRACKENHAM 4WAY RMU REPLACEMENT	4	Jan-13	Jun-13	175,000		
2	2.2	ELECTRICITY SUPPLY	VULINDLELA 3WAY RMU TOWNSUPPLY	30	Jan-13	Jun-13	164,000		
2	2.2	ELECTRICITY SUPPLY	CYGNUS MV SWITCHGEAR REPLACEMENT	2	Jan-14	Jun-14	-	3,500,000	
2	2.2	LAND AND BUILDINGS	132KV SUBSTATIONS	ALL WARDS	Jul-13	Jun-14	200,000		
2	2.2	LAND AND BUILDINGS	ESIKHALENI - REPLACE XLPE MEDIUM VOLTAGE CABLE WITH PAPER INSULATED CABLE	17,20	Jan-14	Jun-14	-		3,500,000
2	2.2	LAND AND BUILDINGS	HYDRA SUBSTATION	2	Jul-12	Jun-13	2,028,300		
2	2.2	LAND AND BUILDINGS	INSTALLATION OF POWER MONITORING EQUIPMENT	ALL WARDS	Jul-13	Jun-14	1,290,500		500,000
2	2.2	LAND AND BUILDINGS	IMPROVEMENT OF ABUTMENT FACILITIES - ELECTRICAL WORKSHOP	ALL WARDS	Jul-13	Jun-14	670,000		
2	2.2	LAND AND BUILDINGS	DC SYSTEMS REPLACEMENTS (BATTERIES)	ALL WARDS	Jan-14	Jun-14	850,000		
2	2.2	LAND AND BUILDINGS	CASTOR SUBSTATION M/V SWITCHGEAR REPLACEMENT	ALL WARDS	Jan-14	Jun-14	2,500,000	2,300,000	
2	2.2	LAND AND BUILDINGS	FORMALHAUT SUBSTATION S/S M/V SWITCHGEAR REPLACEMENT	ALL WARDS	Jan-14	Jun-14	3,500,000	3,000,000	
2	2.2	ELECTRICITY SUPPLY	DUMISANI MAKHAYE VILLAGE ELECTRIFICATION	9	Jan-14	Jun-14	1,500,000		1,500,000
2	2.2	ELECTRICITY SUPPLY	HYDRA 132KV SUPPLY TO CYGNUS	2	Jan-14	Jun-14	6,900,000	10,000,000	10,000,000
2	2.2	ELECTRICITY SUPPLY	ESIKHALENI INFILLS	16,17,20,21	Jan-13	Jun-13	500,000		
2	2.2	ELECTRICITY SUPPLY	ENERGY LOSSES PROJECT	ALL WARDS	Jan-14	Jun-14	5,900,000	3,000,000	1,500,000
2	2.2	ELECTRICITY SUPPLY	NYATHI (INDLOVU) S/S TWO 4-WAY RMU'S	ALL WARDS	Jan-14	Jun-14	380,000		
2	2.2	ELECTRICITY SUPPLY	RETICULATION EXTENSIONS	ALL WARDS	Jan-14	Jun-14	250,000	500,000	250,000
2	2.2	ELECTRICITY SUPPLY	NGWELEZANE MAIN REBUILD - REPLACEMENT OF SWITCHSTATION	24,25,27,28,29	Jan-14	Jun-14	8,250,000		
2	2.2	ELECTRICITY SUPPLY	IDZ 1A - 10MVA	ALL WARDS	Jul-13	Jun-14	16,237,000		
<b>ENGINEERING SUPPORT SERVICES</b>									
2	2.1	LAND AND BUILDINGS	GENERATOR LAKE CUBU WATER TREATMENT PLANT	ALL WARDS	Jul-13	Jun-14	2,000,000		
2	2.1	LAND AND BUILDINGS	REPLACEMENT SEWER (A NGWELEZANE)	28	Jul-13	Jun-14	700,000		
2	2.1	LAND AND BUILDINGS	REPLACEMENT URBAN SEWER (ZIDEDELE AND LOGAN)	9	Jul-13	Jun-14	790,000		
2	2.1	LAND AND BUILDINGS	REPLACEMENT SEWER RETICULATION & UPGRADE MANHOLE	9	Jul-13	Jun-14	1,300,000	2,000,000	
2	2.1	LAND AND BUILDINGS	UPGRADE - HILLVIEW SEWER RISING MAIN	9	Jul-13	Jun-14	2,000,000		
2	2.1	LAND AND BUILDINGS	DOUBLING SECTION OF MAIN OUTFALL SEWER ARBORETUM MACERATOR	9	Jul-13	Jun-14	2,000,000	5,000,000	2,000,000
2	2.1	LAND AND BUILDINGS	UPGRADE - VULINDLELA SEWER PIPELINE	9	Jul-13	Jun-14	1,500,000	5,000,000	8,500,000
2	2.1	LAND AND BUILDINGS	RURAL SANITATION	12,13,14,15,22,18	Jul-13	Jun-14	45,590,000	35,022,100	37,417,100
2	2.1	LAND AND BUILDINGS	MIGVAT	ALL WARDS	Jul-13	Jun-14	6,382,600	4,903,000	5,238,400
2	2.1	WATER SUPPLY	RURAL AREAS - DUBE TRIBAL AREA NORTH BULK WATER SUPPLY LINE (CO	14 & 12	Aug-11	Sep-11	500,000		
2	2.1	WATER SUPPLY	RURAL AREAS - MKHWANAZI NORTH PHASE 5 WATER SUPPLY (COUNTER F	10,11 & 30	Jul-12	Jun-14	500,000		
2	2.1	WATER SUPPLY	MIGVAT	ALL WARDS	Jul-13	Jun-14	3,909,200	5,868,700	6,270,000
2	2.1	WATER SUPPLY	RURAL/SEMI-URBAN AREAS	RURAL WARDS	Jul-13	Jun-15	-	41,919,000	44,785,700
2	2.1	WATER SUPPLY	ESIKHALENI WATER IMPROVEMENTS	19,15,21	Jul-13	Jun-14	27,815,600		
2	2.5.3	LAND AND BUILDINGS	MUNICIPAL TRACKING SYSTEMS	ALL WARDS	Jul-12	Jun-15	1,166,800		
2	2.5.3	MACHINERY AND EQUIPMENT	UPGRADE OF TELEMETRY	ALL WARDS	Jul-12	Jun-15	187,100		
2	2.5.3	MACHINERY AND EQUIPMENT	UPGRADE OF TELEMETRY (RESERVOIRS)	ALL WARDS	Jul-12	Jun-15	104,900		
2	2.5.3	LAND AND BUILDINGS	MUNICIPAL ISSUE TRACKING SYSTEMS	ALL WARDS	Jul-13	Jun-15	1,000,000		
2	2.5.3	LAND AND BUILDINGS	UPGRADE RADIO SYSTEMS TO SUSTAIN NETWORK COVERAGE WITHIN TH	24	Jul-13	Jun-14	500,000		
2	2.5.3	LAND AND BUILDINGS	PRESSURE MANAGEMENT THROUGHOUT THE PIPE NETWORK	ALL WARDS	Jul-13	Jun-14	500,000		
2	2.5.3	LAND AND BUILDINGS	SMART METERING INSTALLATION ON BULK NETWORK	ALL WARDS	Jul-13	Jun-14	807,000		
2	2.5.3	LAND AND BUILDINGS	TECHNICAL OPERATIONAL CENTRE	ALL WARDS	Jul-13	Jun-14	1,000,000		
2	2.1	WATER SUPPLY	WATER PROJECTS	ALL WARDS	Jul-13	Jun-16	-	2,050,000	-
<b>TRANSPORT, ROADS AND STORMWATER</b>									
2	2.3	STREETS AND STORMWATER	UPGRADING AND WIDENING MAIN ROAD THROUGH EMPANGENI	ALL WARDS	Jul-12	Jun-13	3,400,000		
2	2.3	STREETS AND STORMWATER	WALKWAYS URBAN AREAS	2,6,8,9,16,23,28,30	Nov-13	Mar-14	352,000		
2	2.3	STREETS AND STORMWATER	TRAFFIC CALMING	1,2,3,4,6,7,8,9,14,16,17,19,20,21,23,27,28,30	Oct-13	Apr-14	429,000		
2	2.3	STREETS AND STORMWATER	TUSK CASINO PEDESTRIAN SAFETY - NEW ROBOTS & ASSOCIATED WORK (COUNCIL CONTRIBUTION)	ALL WARDS	Jul-13	Jun-14	1,279,300		
2	2.3	STREETS AND STORMWATER	BUS SHELTERS & LAYBYES - ALL AREAS	6,11,18,5,8,10	Nov-13	May-14	1,198,400		
2	2.3	STREETS AND STORMWATER	ROADS PROJECTS	ALL WARDS	Jul-13	Jun-16	-	11,854,000	10,823,000
2	2.3	STREETS AND STORMWATER	STREET REHABILITATION - TANNER ROAD	9	Jul-13	Jun-14	4,531,300		
2	2.3	STREETS AND STORMWATER	ESIKHALENI MALL ROAD SAFETY	20	Jul-13	Jun-14	1,000,000		
2	2.3	STREETS AND STORMWATER	CIVIL SERVICES - B1030 NGWELEZANE	27,28	Jul-13	Jun-14	8,134,400		
2	2.3	STREETS AND STORMWATER	CIVIL SERVICES - INFILL AREAS (J2 & H2 AREA ESIKHALENI)	20 & 21	Jul-12	Jun-13	7,815,500		
2	2.3	STREETS AND STORMWATER	ESIKHALENI MALL PARKING - TAXI LOADING & HOLDING AREAS	14,16,17,20,21	Jul-13	Jun-14	381,100		
2	2.3	STREETS AND STORMWATER	EMPANGENI DEPOT YARD UPGRADE (BASE & PREMIX PHASE 1)	9,24,25,28,29,28,5	Jul-13	Jun-14	250,000		
2	2.3	STREETS AND STORMWATER	STRUCTURAL UPGRADE AND ROOFING - STORE ROOM WESTERN ROADS	9,24,25,28,29,28,5	Jul-13	Jun-14	250,000		
2	2.3	STREETS AND STORMWATER	RELOCATION OF SW ESIK STAND H4186 (INFILL SITE)	22	Jul-13	Jun-14	500,000		
2	2.3	STREETS AND STORMWATER	COMPREHENSIVE INTEGRATED TRANSPORT PLAN (CITP) - COUNTER FUND	ALL WARDS	Jul-13	Jun-14	700,000		
2	2.3	STREETS AND STORMWATER	NKONINGA/ FISH EAGLE FLIGHT - ROAD UPGRADES TRAFFIC INTERSECTION	4	Jul-13	Jun-14	925,000		
<b>WATER AND SANITATION</b>									
2	2.1.3	LAND AND BUILDINGS	BUILDING ALTERATIONS - SCIENTIFIC SERVICES BUILDING	ALL WARDS	Jul-12	Jun-15	1,000,000		
2	2.1	LAND AND BUILDINGS	SANITATION PROJECTS	RURAL WARDS	Jul-12	Jun-13	757,300		
2	2.1	LAND AND BUILDINGS	RURAL SANITATION (COUNTER FUNDING)	RURAL WARDS	Jul-12	Jun-13	1,041,700		
2	2.1	LAND AND BUILDINGS	MZINGAZI VILLAGE SEWER PROJECT (COUNTER FUNDING)	1	Jul-12	Jun-13	8,600		
2	2.1	MACHINERY AND EQUIPMENT	WATER METERS - RURAL AREAS	12,13,14,15	Jul-13	Jun-14	2,000,000	2,000,000	
2	2.1	WATER SUPPLY	BULK AND RETICULATION	10,11	Jul-13	Jun-14	6,000,000	2,000,000	1,850,000
2	2.1.4	MACHINERY AND EQUIPMENT	INSTALLATION BULK METER	ALL WARDS	Mar-14	Jun-14	1,000,000	-	
2	2.1.4	WATER SUPPLY	BULK MASTER PLAN	ALL WARDS	Jul-12	Jun-15	1,198,400		



IDP STRAT	IDP PROG	ASSET CLASS	PROJECT DESCRIPTION	WARD BENEFITTING	PLANNED START DATE	PLANNED COMPLETION DATE	FINAL ADOPTED 2013/2014 (INCL CARRY OVERS)	FINAL ADOPTED 2014/2015 REVISED	FINAL ADOPTED 2015/2016 REVISED
2	2.1.4	MACHINERY AND EQUIPMENT	INSTALLATION BULK METER	ALL WARDS	Jul-13	Jun-14	-	1,000,000	
2	2.1.4	WATER SUPPLY	BULK MASTER PLAN	ALL WARDS	Jul-13	Jun-14	700,000		
2	2.1	LAND AND BUILDINGS	VALVES UPGRADE (POTABLE WATER)	5,28,30	Jul-13	Jun-14	1,000,000	1,000,000	
2	2.1	WATER SUPPLY	UPGRADE OF MAGAZULU RISER MAIN	9	Jul-13	Jun-14	2,000,000		
2	2.1	WATER SUPPLY	CONSTRUCTION OF 20ML RESERVOIR EMPANGENI (HILLTOP)	5,9	Jul-13	Jun-14	6,000,000	10,000,000	16,000,000
2	2.1	WATER SUPPLY	WATER LOSS INTERVENTION	ALL WARDS	Mar-13	Jun-13	380,100		
2	2.1	LAND AND BUILDINGS	BRACKENHAM PUMPSTATION RISER MAIN	ALL WARDS	Jul-13	Jun-14	500,000		
2	2.1	LAND AND BUILDINGS	KULEKA PUMP STATION - UPGRADE PIPES, VALVES AND PUMPS	ALL WARDS	Jul-13	Jun-14	800,000		
2	2.1	LAND AND BUILDINGS	MS 10 DOUBLE PUMP PLUS ADDITIONAL PUMP AND ELECTRICAL PANEL SE	ALL WARDS	Jul-13	Jun-14	800,000		
2	2.1	LAND AND BUILDINGS	NORTH ROAD PUMP STATION - COMPLETE UPGRADE	ALL WARDS	Jul-13	Jun-14	1,000,000		
2	2.1	LAND AND BUILDINGS	FELIXTON PUMPSTATION UPGRADE	ALL WARDS	Jul-13	Jun-14	1,200,000		

The information presented on the previous pages can be summarized according to departmental and IDP strategy allocations as indicated hereunder.

**Table 75: Departmental Capital Budget Allocation**

	2013/2014	%	2014/2015	%	2015/2016	%
<b>City Development</b>	<b>16 585 800</b>	<b>6</b>	<b>228 000</b>	<b>0</b>	<b>208 000</b>	<b>0</b>
<b>Community Services</b>	<b>47 460 100</b>	<b>18</b>	<b>36 070 700</b>	<b>17</b>	<b>33 222 500</b>	<b>14</b>
Community Services, Health and Public Safety	24 563 700		18 294 600		17 743 700	
Recreation and Environmental Services	22 896 400		17 776 100		15 478 800	
<b>Corporate Services</b>	<b>6 559 900</b>	<b>3</b>	<b>6 923 000</b>	<b>3</b>	<b>6 321 000</b>	<b>3</b>
Administration	6 544 900		6 814 000		6 222 000	
Human Resources	15 000		109 000		99 000	
<b>Financial Services</b>	<b>1 789 000</b>	<b>1</b>	<b>15 605 000</b>	<b>7</b>	<b>25 552 000</b>	<b>11</b>
<b>Infrastructure and Technical Services</b>	<b>184 420 400</b>	<b>72</b>	<b>158 886 100</b>	<b>73</b>	<b>168 407 700</b>	<b>72</b>
Electrical Supply Services	35 650 000		24 060 000		31 250 000	
Engineering Support Services	12 461 000		4 209 300		4 273 500	
Transport, Roads and Stormwater	13 932 000		11 854 000		10 823 000	
Water and Sanitation	122 377 400		118 762 800		122 061 200	
<b>TOTAL</b>	<b>256 815 200</b>	<b>100</b>	<b>217 712 800</b>	<b>100</b>	<b>233 711 200</b>	<b>100</b>

**Table 76: Strategy Budget Allocation**

<b>Strategy 1: Good Governance</b>	7 574 000	3
<b>Strategy 2: Sustainable Infrastructure and Service Delivery</b>	239 132 100	93
<b>Strategy 3: Social and Economic Development</b>	200 000	0
<b>Strategy 4: Institutional Development</b>	9 120 100	4
<b>Strategy 5: Sound Financial Management</b>	789 000	0
<b>TOTAL</b>	<b>256 815 200</b>	<b>100</b>

## SECTION F: FINANCIAL PLAN

### 21. BUDGET SUMMARY

The uMhlathuze Budget Summary of the MTREF is provided hereunder.

**Table 77: MTREF Budget Summary**

	<b>ADOPTED 2013/2014 MTREF</b>	<b>ADOPTED 2014/2015 MTREF</b>	<b>ADOPTED 2015/2016 MTREF</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Total Operating Revenue	2 091 453	2 276 616	2 440 996
Total Operating Expenditure	1 989 414	2 161 056	2 312 858
Surplus/ (Deficit)	102 039	115 560	128 138
Less: Capital Grants recognised In Revenue	(93 697)	(87 713)	(103 711)
<b>Operating Surplus/ (Deficit)</b>	<b>8 342</b>	<b>27 847</b>	<b>24 427</b>
<b>Capital Budget</b>	<b>338 714</b>	<b>217 716</b>	<b>233 711</b>

### 22. CAPITAL BUDGET SUMMARY

The primary points of note and challenges as far as capital budget is concerned are:

- 1) The limit of leverage the Municipality has in borrowing money externally. Following an independent analysis by INCA Local Government Financial Management Consultants, the exposure of R100 million, R80million and R80million over the next three financial years under the current financial conditions is acceptable;
- 2) Although the needs for services far outweigh the resources available, the ability of the Administration to spend both internal and grant funds needs to be first considered before the final decision is made to take up any further loans. The recommendations in this report are structured such so as to mitigate the risk here.
- 3) The importance of proper assets management to allow for correctly prioritised assets maintenance programs to ensure that such assets do not fail is an imperative not only for efficient and effective service delivery but also to ensure that the limited resources provided in Repairs and Maintenance budgets and Capital refurbishment and Replacement programs are used with optimum priority. This because it is not financially sustainable to be replacing or renewing components of assets that have not met their economic life span or on non-priority assets;
- 4) The table herewith indicates the proposed own capital funding:

**Table 78: Sources of own Capital Funding**

	<b>2013/2014 Proposed Tabled MTREF</b>	<b>2012/2013 Carry over</b>	<b>Additional/ exclusions</b>	<b>2013/2014 Proposed Adopted MTREF (incl. Carry overs)</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Capital Replacement Reserve	50 000	34 820	3 000	87 820
External Financing Fund	100 000	36 119	0	136 119
<b>Total own funding</b>	<b>150 000</b>	<b>70 939</b>	<b>3 000</b>	<b>223 939</b>

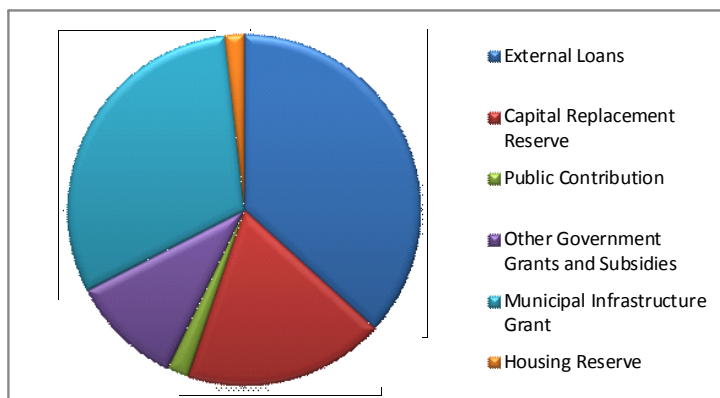
- 5) Grant Funding made up primarily of MIG grants to the tune of R112m (MIG R83m) is provided in the budget as per the DORA Gazette. The risk for Council with these funds is that under spending on the current years grants may result in funds been withdrawn at year end.

The 2013/2014 Proposed Adopted Capital Budget amounting to R339 million will be financed from the sources as outlined herewith.

**Table 79: Source of Capital Finance**

<b>SOURCES OF FINANCE</b>	<b>2012/2013 ADJUSTED BUDGET</b>	<b>TABLED 2013/2014 BUDGET</b>	<b>ADOPTED 2013/2014 BUDGET</b>
	<b>R' 000</b>	<b>R' 000</b>	<b>R' 000</b>
External Loans	55 093	100 000	136 119
Capital Replacement Reserve (CRR)	50 834	50 000	87 820
Public Contribution	2 130	5 360	16 237
Other Government Grants and Subsidies	25 425	13 000	10 000
Municipal Infrastructure Grant	83 518	83 697	83 697
Housing Reserve	16 547	4 758	4 841
<b>TOTAL FINANCING</b>	<b>233 547</b>	<b>256 815</b>	<b>338 714</b>

**Figure 46: Capital Budget by Source**

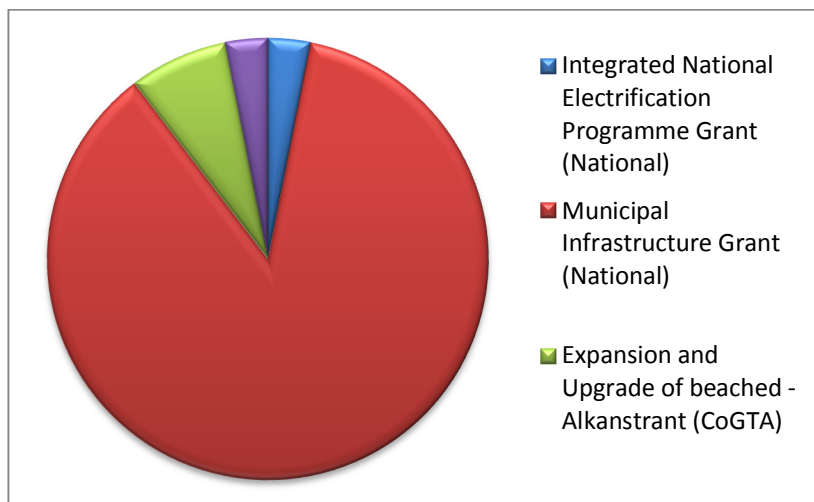


It is clear that external loans and MIG are the main sources of capital budget for the Municipality for the tabled budget year.

**Table 80: Description of Capital Grants**

DESCRIPTION OF GRANT	TABLED 2013/2014
Integrated National Electrification Programme Grant (National)	3,000,000
Municipal Infrastructure Grant (National)	83,697,400
Expansion and Upgrade of beached - Alkanstrant (CoGTA)	7,000,000
New and Upgrading of Informal Traders (CoGTA)	3,000,000
<b>TOTAL</b>	<b>96,697,400</b>

**Figure 47: Description of Capital Grants**



## 23. OPERATIONAL BUDGET SUMMARY

The primary points of note and challenges as far as the operating budget is concerned are:

- 1) Council is only now in its third year of the “Tariff Pricing Risk Strategy” which is an endeavor to make tariffs more cost reflective, properly bench marked and strategically structured to support the universal approach to providing for the poor and providing free basic services to indigent consumers. The down side of the “pricing strategy” is that it is taking place in a depressed economy where increases should ideally be in line with inflation and not above the inflation rate;
- 2) The 2013/14 operating budget includes the costing reforms proposed by National Treasury in their project to use uMhlathuze as a pilot site for such reforms. Refer to paragraph “Management Accounting and Tariff Setting” on page 10 of Circular 66. The objective of this specific reform is to ensure municipal service tariffs are more cost reflective of the service they are rendering and provide the Administration with management account reports;
- 3) One of the reforms in terms of the phased in approach to the “Tariff Pricing Risk Strategy” that is proposed in the Tariff of Charges to be finalized in the final adopted budget approval, is that of domestic refuse tariffs. These will be based on land value as the parameters for a tiered or IBT (Inclining Block Tariff). This approach is exactly in line with the approach adopted for Rates, Electricity and Water charges on residential consumers. In the 2014/15/16 budget the same methodology will be applied to the residential sewer tariffs. Please see detail in 10.3 of Budget Assumptions;
- 4) The absence of a financial implementation plan approved by Council for the new organizational structure is placing tremendous strain on the compilation of the operational budget. An amount of R10 million has been included in the Salary Budget to fund newly created but previously unfunded posts. Departments will be required to submit their five year implementation plan for the organogram to Council prior to any filling of such post in the 2013/2014 financial year;

The following tables summarizes the expenditure and revenue budgets by category and source respectively:

**Table 81: Surplus/(Deficit)**

	<b>TABLED 2013/2014 MTREF</b>	<b>ADOPTED 2013/2014 MTREF</b>	<b>TABLED 2014/2015 MTREF</b>	<b>ADOPTED 2014/2015 MTREF</b>	<b>TABLED 2015/2016 MTREF</b>	<b>ADOPTED 2015/2016 MTREF</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Total Operating Revenue	2 047 563	2 091 453	2 206 616	2 276 616	2 430 981	2 440 996
Total Operating Expenditure	1 941 725	1 989 414	2 111 222	2 161 056	2 319 575	2 312 858
Operating Surplus/(Deficit)	105 838	102 039	95 394	115 560	111 406	128 138
Less: Capital Grants recognized	(96 697)	(93 697)	(87 713)	(87 713)	(103 711)	(103 711)
<b>Surplus/(Deficit) for the year</b>	<b>9 141</b>	<b>8 342</b>	<b>7 681</b>	<b>27 847</b>	<b>7 695</b>	<b>24 427</b>

**Table 82: Operating Expenditure by Category**

EXPENDITURE PER CATEGORY	2012/2013 ADJUSTMENT BUDGET	TABLED BUDGET201 3/2014	% OF TABLED BUDGET	ADOPTED 2013/2014 MTREF	% OF ADOPTEDB UDGET
	R'000	R'000		R'000	
Employee related costs	449 751	502 238	25,9%	508 764	25,6%
Remuneration of Councillors	19 388	21 529	1,1%	21 529	1,1%
Debt Impairment	2 500	2 075	0,1%	2 075	0,1%
Depreciation	106 218	145 218	7,5%	145 218	7,3%
Finance Charges (Interest paid)	82 441	78 288	4,0%	75 538	3,8%
Bulk Purchases - Electricity	820 535	833 637	42,9%	830 923	41,8%
Bulk Purchases - Water	93 688	93 300	4,8%	97 958	4,9%
Other materials	34 560	36 045	1,9%	24 033	1,2%
Contracted Services	123 264	180 010	9,3%	129 661	6,5%
Transfers and grants	8 930	9 288	0,5%	9 904	0,5%
Other Expenditure	130 034	40 096	2,1%	143 811	7,2%
<b>TOTAL</b>	<b>1 871 308</b>	<b>1 941 725</b>	<b>100%</b>	<b>1 989 414</b>	<b>100%</b>

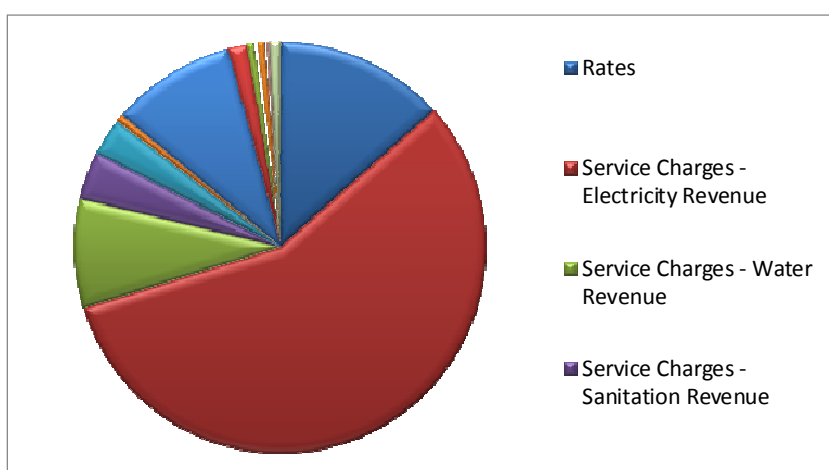
## 24. REVENUE BY SOURCE

**Table 83: Revenue by Source**

REVENUE BY SOURCE	2012/2013 ADJUSTMENT BUDGET	TABLED BUDGET201 3/2014	% OF TABLED BUDGET	ADOPTED 2013/2014 MTREF	% OF ADOPTED BUDGET
	R'000	R'000		R'000	
Rates	238 260	261 609	13,4%	275 000	13,8%
Service Charges - Electricity Revenue	1 093 000	1 108 000	56,8%	1 141 500	57,1%
Service Charges - Water Revenue	152 265	166 853	8,6%	166 853	8,4%
Service Charges - Sanitation Revenue	67 800	74 241	3,8%	74 241	3,7%
Service Charges - Refuse Revenue	52 100	57 050	2,9%	57 050	2,9%

REVENUE BY SOURCE	2012/2013 ADJUSTMENT BUDGET	TABLED BUDGET 201 3/2014	% OF TABLED BUDGET	ADOPTED 2013/2014 MTREF	% OF ADOPTED BUDGET
Service Charges - Other Revenue	14 993	12 472	0,6%	12 472	0,6%
Operating Grants and Subsidies - Equitable Share	179 139	190 384	9,8%	190 384	9,5%
Operating Grants and Subsidies - Other Grants	25 852	29 251	1,5%	29 251	1,5%
Rental of facilities and equipment	15 204	10 878	0,6%	10 878	0,5%
Interest Received - External Investments	3 954	4 152	0,2%	4 152	0,2%
Interest Received - Outstanding debtors	1 601	1 597	0,1%	1 597	0,1%
Fines	11 412	10 102	0,5%	10 102	0,5%
Licenses and permits	1 883	2 747	0,1%	2 747	0,1%
Agency services	5 800	5 800	0,3%	5 800	0,3%
Other Revenue	13 263	15 729	0,8%	15 729	0,8%
<b>TOTAL</b>	<b>1 876 526</b>	<b>1 950 865</b>	<b>100%</b>	<b>1 997 756</b>	<b>100%</b>

Figure 48: Revenue by Source



Details of the operating grants received are provided in the following table:

**Table 84: Description of Operating Grants**

<b>DESCRIPTION OF GRANT</b>	<b>TABLED 2013/2014</b>
Local Government Financial Management Grant	1 550 000
Municipal Systems Improvement Programme Grant	890 000
Project Management Unit Allocation	3 035 600
Equitable Share	190 384 000
Museum Subsidy	143 000
Provincialisation of Libraries	5 846 000
Community Library Services Grant	720 000
Infrastructure Skills Development Grant	4 000 000
Expanded Public Works Programme Integrated Grant	1 000 000
Environmental Health - uThungulu District	4 856 400
Water Services Operating Subsidy	7 210 000
<b>TOTAL</b>	<b>219 635 000</b>

## **25. SOCIAL INITIATIVES SUMMARY**

Only the following social initiatives are summarized for the purpose of this report:

### **Indigent Relief**

- Free first 6 kilolitres of water
- Free rates if property is valued at less than R75 000
- Free refuse if property is valued at less than R75 000
- Free sewer if property is valued at less than R75 000
- Free 50 kilowatts of electricity

### **Poor Household Relief**

Over and above the free services for indigent consumers, relief on a targeted basis is also provided to specific households whose socio/economic circumstances are dire.

### **Pensioner and Social Grantees**

- Date for application for rebates and exemptions before 31 May of each year
- Rebate of R100 000 on primary residential property on application

The following amounts are projected for Free Basic Services using the Universal Approach:



**Table 85: Projected Free Basic Services**

<b>Services</b>	<b>2013/2014</b>	<b>2014/2015</b>	<b>2015/2016</b>
Water	R 14 237 408	R 14 954 974	R 15 708 705
Households	71 660	75 272	79 066
Refuse	R 1 810 307	R 1 901 138	R 1 996 195
Households	5 129	5 209	5 289
Waterborne sewerage	R 2 798 181	R 2 938 090	R 3 084 994
Households	5 129	5 209	5 289
Rates	R 3 004 604	R 3 156 036	R 3 315 100
Households	29 769	29 780	29 780

## 26. SUMMARY OF BUDGET POLICIES

Below is a schedule of Council's budget related policies.

**Table 86: Summary of Budget Policies**

<b>Name of Policy</b>	<b>Type</b>	<b>Reference</b>	<b>Date of Council adoption</b>
Tariff of Charges	Current	DMS 873147	To serve at Council with the Adopted 2013/2014 Medium Term Revenue and Expenditure Framework (MTREF) in May 2013.
Investment and Cash Management Policy	Current	RPT 141398 DMS 454662 DMS 458007 Review	Council Resolution 4600 dated 3 July 2007. Council Resolution 6336 dated 3 November 2009.
Supply Chain Management Policy	Current	RPT 137944 RPT 145110 DMS 439330 (review)	Council Resolution 3386 dated 4 October 2005. Council Resolution 4211 (res 3) dated 5 December 2006 Council Resolution 6174 dated 4 August 2009.
Credit Management Policy (Credit Control, Debt Collection and Indigent Support)	Current	DMS 438088  DMS 716354	Council Resolution 4650 dated 3 July 2007. Amended in terms of Council Resolution 5968 dated 5 May 2009 Amended in terms of Council Resolution 7970 dated 10 July 2012
Tariff Policy	Current	DMS 418186	Council Resolution 4169 dated 7 November 2006.
Rates Policy	Current Draft	DMS 473856 (2008/2009) DMS 566699 (2009/2010) DMS 637432 (2010/2011) DMS 701131 (2011/2012) DMS 789516 (2012/2013) DMS 873351 (2013/2014)	Council Resolution 4169 dated 29 May 2008. Council Resolution 4914 dated 4 December 2009. Council Resolution 6686 dated 8 June 2010. Council Resolution 7172 dated 1 March 2011. Council Resolution 7938 dated 30 May 2012. Adopted Budget in progress.

Name of Policy	Type	Reference	Date of Council adoption
Fraud Prevention Policy	Current	RPT 143608 DMS 497798	Council Resolution 6084 dated 9 June 2009.
Virement Policy (transfers of funds)	Current	RPT 147986 DMS 635065	Council Resolution 6737 dated 6 July 2010. Paragraph 5.7 of policy amended in terms of Council resolution 7524 dated 4 October 2011.
Fixed Asset Management Policy	Current	RPT 145981 DMS 562968	Council Resolution 6048 dated 9 June 2009.

## 27. MUNICIPAL PROJECT PRIORITISATION

There are a large number, and a wide range of projects that have been identified through technical analysis and community consultation processes of the IDP. Many of these projects are reliant on grant funding while other projects are likely to be funded from loans and other reserves as outlined in the financial sections of this report. However, due to resource constraints, not all projects can be funded and it is therefore very important to determine which the priority projects are.

Apart from determining project priorities, emergency situations arise and funding has to be channeled toward such project or actions.

A Project Prioritization Model is a technical tool to assist decision makers in prioritizing projects. However, some components thereof remain open to subjective interpretation.

Over time, a numerical project prioritization model has been developed and applied to assist the municipality with the prioritization and scheduling of projects.

### How does the Model Work?

Each project that has been identified through the IDP or which is currently on the municipality's "wish list" is assessed in terms of Project Assessment Criteria. A "Yes" answer to a question posed in terms of the Assessment Criteria scores the corresponding score. A "No" answer scores zero. The Score sheet is depicted below:

Criteria	Description	Score
Direct Health Risks	Will the postponement of the project lead to a considerable direct negative impact with regard to health?	9.55
Direct Safety Hazard	Will the postponement of the project lead to a considerable direct negative impact with regard to safety?	9.18
Direct Commercial Risks	Will the postponement of the project lead to a considerable direct negative impact with regard to commercial risk?	7.18

Legal Requirement	Is the project both critical and required by legislation?	8.95
Basic Service	Is the project providing or assisting in providing a basic service (water, sanitation) – particularly in those areas where such a service is non-existent or lacking?	8.64
Crime Reduction	Will the project contribute towards a reduction in crime?	7.27
Grant Funding & Sustainability	Is 100% grant funding available for the project, and will the project be sustainable or self-sufficient?	7.09
Effect on Operating Budget	Will the project result in a decrease in the net operating budget?	5.59
Usage of Asset	Will the immovable asset be used throughout the year?	5.95
	Is the movable asset required to be available at all times?	6.00
Economic Development	Will the project create economic development opportunities within a community?	7.64
	Will the project encourage capital investment by the public or private sector?	7.14
Permanent Job Creation	Will the project have a considerable positive impact on the socio-economic situation with the Municipality through the creation of permanent direct jobs?	7.14
Community Facilities	Is the project a community facility, which is also linked to community needs as expressed in the IDP?	6.09
Spatial Framework	Does the project comply with or reinforce the proposed municipal spatial framework?	5.59
Environmental	Will the project have a positive impact on the Environment?	6.86
	Will the project have no diverse impact on the Environment?	5.27

Each Project Assessment Rating is then multiplied by a Project Category weighting, which provides a project's final score. The Project Categories and Weightings were reviewed during 2012 and are depicted in the table below:

PROJECT CATEGORY	WEIGHT
Water	100%
Sanitation	95%
Electricity	80%%

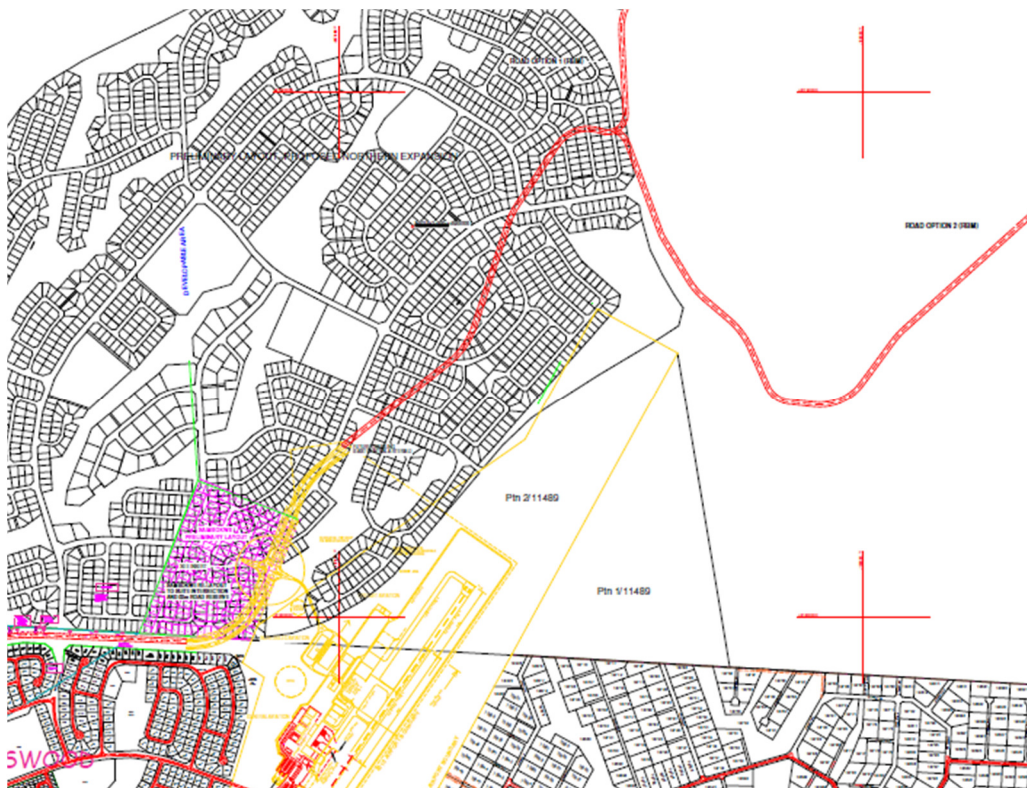
PROJECT CATEGORY	WEIGHT
Human Settlements	70%
Roads and Stormwater	80%
Solid Waste	73%
Strategic Planning	73%
Land Use Management	61%

## 28. EXTERNALLY FUNDED PROJECTS

There are a number of projects being planned and implemented in the municipal area that are funded by non-public funding sources. Notably, in uMhlathuze many projects are underway as part of capital investments by corporates. The details of projects being planned and implemented by RBM are noted in this report and further details from other corporates will be included in the final IDP report.

**RBM Road:** The extension of the East Central Arterial in a northerly direction to provide an alternative access to and from the RBM northern mining areas and headquarters. The options being investigated by RBM are indicated in the following map inset.

**Figure 49: Proposed RBM Road**



**RBM Zulti South Mining and Resettlement Action Plan (RAP):** A number of households' assets are located within the proposed mining area and/or within the exclusion zone and due to mining activities may face economic or physical displacement. As a result, RBM has appointed a service provider to prepare a Resettlement Action Plan (RAP) that aims to guide an internationally compliant resettlement process.

**RBM LED Projects:** A number of projects relating to LED and Infrastructure (roads etc) are underway as part of the RBM current and future planned activities at Zulti-South. A detailed list will be provided in the final IDP document.

## **SECTION G: ANNUAL OPERATIONAL PLAN – SDBIP**

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Provided as an annexure to the main report.

## **SECTION H: ORGANISATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM**

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<b>29. ANNUAL PERFORMANCE REPORT</b>
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Provided as an annexure to the main report.

<b>30. DRAFT ORGANIZATIONAL PERFORMANCE SCORECARD</b>
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Provided at overleaf



UMHLATHUZE ORGANISATIONAL PERFORMANCE SCORECARD 2013/2014																
IDP Ref	Outcome 9	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure / Unit of Measure	2012/2013		SENSUS 2011 and/or 2012 ACTUAL  NEW BASELINE (for 2013/2014 where applicable)	2013/2014	2013/2014				Responsible Department		
						Adjustment	Target		Actual (Baseline for 2013/2014)	Annual	Q1 & Q2		Q3 & Q4			
										Target	Target Q1	Target Q2	Target Q3		Target Q4	
1.1.4		Good Governance, Community Participation and Ward Committee Systems	Effective and efficient community participation mechanisms and processes	Public meetings (IDP and Budget meetings)	Number of meetings	147	140	N/A	147	32	39	32	44	Office of the MM (IDP) Financial Services		
1.1.4				Number of ward committee management meetings held	Number of meetings	330	362	N/A	330	90	60	90	90	Corporate Services Ward Committees		
1.1.5				Number of community meetings per ward	Number of meetings	New	new	N/A	120	30	30	30	30	Corporate Services Ward Committees		
1.1.4				Stakeholder liaison meetings	Number of meetings	17	17	N/A	17	3	4	5	5	Office of the MM		
2.1	Improving access to basic services	Basic Service Delivery and Infrastructure Development	Provision of Water infrastructure	% Households with access to basic water	% Households with access to basic water (82972 revised in Jan 2013 to 86609)	83.89%	84.99%	95.65%	96.23%	95.65%	96.23%	96.23%	96.23%	Infrastructure and Technical Services		
2.1				Households with access to basic water	Total number of Households (82972 revised in Jan 2013 to 86609)	72660	73613	82842	83342	82842	83342	83342	83342	Infrastructure and Technical Services		
2.1				Number of House Connections	NA	35984	43530	43530	43530	43530	43530	43530	43530	Infrastructure and Technical Services		
2.1				Number of Yard Connections	NA	35619	36474	38474	36974	37474	37974	38474	Infrastructure and Technical Services			
2.1				Number of Communal Supply (Standpipes) <200m	NA	1810	2838	1338	2838	2338	1838	1338	Infrastructure and Technical Services			
2.1				Households without Basic Water services (BACKLOG)	Number of Households (Backlog) Communal Supply >200m and no formal service	13949	12996	3767	3267	3767	3767	3767	3267	Infrastructure and Technical Services		
2.1				New Water Connections	Number of new connections	1000	1953	N/A	2000	500	500	500	500	Infrastructure and Technical Services		
2.1			Provision of Sanitation infrastructure	% Households with access to basic sanitation	% Households of with access to basic sanitation (82972 revised in Jan 2013 to 86609)	60.10%	61.96%	77.15%	82.93%	78.31%	79.46%	80.62%	82.93%	Infrastructure and Technical Services		
2.1				Households with access to basic sanitation	Total number of Households (82972 revised in Jan 2013 to 86609)	52050	53667	66822	71822	67822	68822	69822	71822	Infrastructure and Technical Services		
2.1				Number of Waterborne Sewerage	NA	32605	43068	43068	43068	43068	43068	43068	43068	Infrastructure and Technical Services		
2.1				Number of VIP's	NA	21062	23754	28754	24754	25754	26754	28754	Infrastructure and Technical Services			
2.1				Households without Basic Sanitation services (BACKLOG)	Number of Households (82972 revised in Jan 2013 to 86609)	New	32942	19787	14787	18787	17787	16787	14787	Infrastructure and Technical Services		
2.1				New sanitation connections	Number of new VIP's	4000	5617	N/A	5000	1000	1000	1000	2000	Infrastructure and Technical Services		
2.1				Number of new waterborne toilets	0	0	N/A	0	0	0	0	0	0	Infrastructure and Technical Services		
2.2			Improving access to basic services	Basic Service Delivery and Infrastructure Development	Provision of Electricity infrastructure	Households with access to electricity (uMhlathuze municipal supply)	Number of Households	31617	31667	31667	32367	31842	32017	32192	32367	Infrastructure and Technical Services
2.2						Households without Electricity services - uMhlathuze supply (BACKLOG)	Number of Households (Backlog at Jun 2013 = 1918) IDP Pg 92	New	1918	1918	1594	81	81	81	81	Infrastructure and Technical Services
2.2						Households without Electricity services - ESKOM supply (BACKLOG)	Number of Households (Backlog at Jun 2013 = 8986) IDP Pg 92	New	8986	8986	4958	1240	1239	1240	1239	Infrastructure and Technical Services ESKOM
2.2						New Electrical Connections	Number of new connections	134	247	247	700	175	175	175	175	Infrastructure and Technical Services

UMHLATHUZE ORGANISATIONAL PERFORMANCE SCORECARD 2013/2014																
IDP Ref	Outcome 9	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure / Unit of Measure	2012/2013		SENSUS 2011 and/or 2012 ACTUAL	2013/2014	2013/2014				Responsible Department		
						Adjustment Target	Actual (Baseline for 2013/2014)	NEW BASELINE (for 2013/2014 where applicable)	Annual	Q1 & Q2		Q3 & Q4				
									Target	Target Q1	Target Q2	Target Q3	Target Q4			
2.4.1	Improving access to basic services	Basic Service Delivery and Infrastructure Development	Provision of Solid Waste infrastructure	% Households with access to waste disposal services	% Households (82972 revised in Jan 2013 to 86609)	70.3%	68.7%	69.08%	71.39%	69.36%	69.65%	70.52%	71.39%	Community Services		
2.4.1				Households with access to waste disposal services	Number of Households (82972 revised in Jan 2013 to 86609)	60894	59494	59826	61826	60076	60326	61076	61826	Community Services		
2.4.1				Weekly 240 litre bins		New	46326	46326	46326	46326	46326	46326	46326	Community Services		
2.4.1				Communal Skips		New	12882	13500	15500	13750	14000	14750	15500	Community Services		
2.4.1				Households without Solid Waste Removal services (BACKLOG)	Number of Households (82972 revised in Jan 2013 to 86609)	25715	27401	26783	24783	26533	26283	25533	24783	Community Services		
2.4.1				New households with access to weekly waste disposal services	Number of new households	2000	600	N/A	2000	250	250	750	750	Community Services		
2.1			Free Basic Services	Households with access to free basic water	Number of Households	72660	73613	82842	83342	82842	83342	83342	83342	Infrastructure and Technical Services		
2.1				Households with access to free basic sanitation	Number of Households	19445	21061	23754	28754	24754	25754	26754	28754	Infrastructure and Technical Services		
2.2				Households with access to free electricity	Number of Households (Municipal supply)	632	573	N/A	N/A	N/A	N/A	N/A	N/A	Infrastructure and Technical Services		
2.2					Number of Households (Eskom supply)	1523	1472	N/A	N/A	N/A	N/A	N/A	N/A	Infrastructure and Technical Services		
2.3			Improving access to basic services	Basic Service Delivery and Infrastructure Development	Provision and Improvement to Public transport facilities and infrastructure	Kilometres of tarred roads established	Number of km	0	0	600	0	0	0	0	0	Infrastructure and Technical Services
2.3						Kilometres of rural gravel roads established	Number of km	12	50	137.9	36	9	9	9	9	Infrastructure and Technical Services
2.3	Kilometres of rural gravel roads maintained	Number of km				600	609	120	600	150	150	150	150	Infrastructure and Technical Services		
2.3	Kilometres of urban gravel roads maintained	Number of km				new	new	20	40	10	10	10	10	Infrastructure and Technical Services		
2.3	Kilometres of tarred roads maintained	Number of km				600	600	600	600	5	5	0	0	Infrastructure and Technical Services		
2.3	Stormwater systems and management	Kilometres of Stormwater open drains maintained			Number of Km's	new	new	50	50	50	50	50	50	Infrastructure and Technical Services		
2.3		Kilometres of Stormwater pipelines maintained			Number of Km's	new	new	300	300	75	75	75	75	Infrastructure and Technical Services		
2.3		Number of kerb inlets maintained			Number of kerbs	new	new	3076	3076	764	764	769	769	Infrastructure and Technical Services		
2.5.5	Provision of community and sports facilities and services, arts and culture	New facilities provided			Number of facilities	0	0	0	4	0	0	3	1	Community Services		
2.5.5		Upgraded facilities provided			Number of facilities	10	4	4	2	0	1	0	1	Community Services		
3.2.4	Implementation of Community Works Programme Actions supportive of the human settlement outcome	Local Economic Development	Human Settlements	Number of Hostel units refurbished	Number of units	90	36	NA	90	18	36	18	18	City Development		
3.2.4				Number of new low-cost Houses build (uMhlathuze Village and Rural housing projects)	Number of units	720	1448	1448	1050	240	270	270	270	City Development		
3.1.1			Development of Prioritised Groups	Capacity Building Initiatives undertaken	Number of Initiatives	2	2	2	1	0	0	0	1	City Development		
3.1			Promotion of Local Economy	Jobs created through the municipality's LED initiatives and Capital Projects	Number of jobs	520	1201	922	669	235	150	170	115	Infrastructure and Technical Services		

UMLATHUZE ORGANISATIONAL PERFORMANCE SCORECARD 2013/2014														
IDP Ref	Outcome 9	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure / Unit of Measure	2012/2013		SENSUS 2011 and/or 2012 ACTUAL  NEW BASELINE (for 2013/2014 where applicable)	2013/2014	2013/2014				Responsible Department
						Adjustment Target	Actual (Baseline for 2013/2014)		Annual	Q1 & Q2		Q3 & Q4		
									Target	Target Q1	Target Q2	Target Q3	Target Q4	
4.1	Deepen democracy through a refined Ward Committee model	Municipal Transformation and Institutional Development	Human Resources Management	Number of black staff employed in management (level 15 >)	Number of black staff	85	87	N/A	103	3	3	5	5	Corporate Services
4.1				Number of Women employed in the Top Four Management positions (Level 19 >)	Number of women	new	new	N/A	4	1	1	1	1	Corporate Services
4.1				Women employed by the municipality	Number of women	659	703	N/A	723	5	5	1	1	Corporate Services
4.1				Number of Youth Employed in the Management positions (level 15 >)	Number of youth	new	new	N/A	4	1	1	1	1	Corporate Services
4.1				Youth employed by the municipality	Number of youth	598	655	N/A	679	5	5	1	1	Corporate Services
4.1				People with Disability employed by the municipality	Number of staff	5	10	N/A	12	1	0	1	1	Corporate Services
4.1				Number of EAP programmes implemented	Number of programmes	new	new	N/A	4	0	2	1	1	Corporate Services
4.1			Development and appropriate training and assistance to employees	Workplace Skills training programs conducted	Number of trainings	new	new	N/A	22	5	5	8	4	Corporate Services
4.1				Budget Spent on Workplace Skills Plan (cumulative)	Percentage Spent on budgeted amount	100%	65%	N/A	100%	26%	26%	26%	26%	Corporate Services
4.1				% Operating Budget spent on implementing Workplace Skills Plan	Skills levy / Salaries budget x 100 = percentage (Target 1.00% p.a.)	100.00%	3685647 / 897500 = 78%	N/A	3734469 / 60636380 = 73%	826100 / 60636380 = 18.3%	826100 / 60636380 = 18.3%	826100 / 60636380 = 18.3%	826100 / 60636380 = 18.3%	Corporate Services
4.4.2.1			Clean and secure working environment	Occupational health and safety initiatives implemented	Number of Initiatives	new	new	N/A	4	1	1	1	1	Corporate Services
4.1.3			Improved relationship between management and Labour	Labour Relations disciplinary cases	Percentage Reduction in outstanding disciplinary cases	new	86%	N/A	86%	86%	86%	86%	86%	Corporate Services
4.1.3				Facilitation and preparation of Labour Forum meetings	Number of meetings	new	11	N/A	11	3	3	2	3	Corporate Services
4.1.3				Joint team building exercise with organised labour	Number of team building exercises	new	new	N/A	4	1	2	1	0	Corporate Services
1.1.3.3			Batho Pele Principles	Community Surveys conducted	Number of surveys	1	1	N/A	0	0	0	0	0	Office of the MM
1.1.3.2			Performance Management Systems	S57 Performance Agreements	Number of agreements	6	6	N/A	6	6	6	6	6	Office of the MM
1.1.3			Municipal Turnaround Strategy	Implementation of the National Municipal Turnaround Strategy	% Implemented	100%	100%	N/A	100%	100%	100%	100%	100%	All

UMHLATHUZE ORGANISATIONAL PERFORMANCE SCORECARD 2013/2014														
IDP Ref	Outcome 9	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure / Unit of Measure	2012/2013		SENSUS 2011 and/or 2012 ACTUAL	2013/2014	2013/2014				Responsible Department
						Adjustment Target	Actual (Baseline for 2013/2014)		Annual	Q1 & Q2		Q3 & Q4		
								NEW BASELINE (for 2013/2014 where applicable)	Target	Target Q1	Target Q2	Target Q3	Target Q4	
5.2	Differentiated approach to Municipal financing, planning and support	Financial Viability and Financial Management	Revenue Enhancement	Cash collected from customers	R value of revenue collected	1,544,088,000	1,656,139,524	N/A	1,669,068,380	417,267,095	417,267,095	417,267,095	417,267,095	Financial Services
5.2				Amount invoiced/billed to customers	R value of invoices raised	1,575,200,000	1,683,349,716	N/A	1,703,131,000	425,782,750	425,782,750	425,782,750	425,782,750	Financial Services
5.1.2			Financial management	Debt service payments	R value (non-cumulative)	187,258,000	176,643,000	N/A	184,629,000	9,901,000	88,595,000	98,520,000	184,629,000	Financial Services
5.2				Total revenue received from grants and subsidies	R value Cumulative	313,934,300	321,429,027	N/A	313,332,400	94,198,100	188,396,800	282,959,300	313,332,400	Financial Services
5.1.2				Total of grants and subsidies spent	Total grants and subsidies spent / Total grants and subsidies received x 100 = Percentage spent	100%	79%	N/A	100%	100%	100%	100%	100%	Financial Services
5.1.1.2		Financial Viability and Financial Management	Debt Control	Debt coverage ratio (cumulative)	(Total operating revenue received - operating grants) / debts service payments (interest & redemption due for the year) (x 1000)	<u>1,876,526-204,991</u> 177,232 = 9.44%	<u>1904060-</u> 195157000 177237 = 9.64	N/A	9.63	2.41	4.82	7.22	9.63	Financial Services
5.2.1.2				Outstanding service debtors to revenue	Outstanding service debtors / revenue actually received for services	0.09	<u>154843895</u> 1647668296 = 0.094	N/A	<u>159,761,024</u> 1,669,068,380 = 10%	<u>159,761,024</u> 417,267,095 = 38%	<u>159,761,024</u> 417,267,095 = 38%	<u>159,761,024</u> 417,267,095 = 38%	<u>159,761,024</u> 417,267,095 = 38%	Financial Services
5.1.2.1				Cost coverage ratio (cumulative)	(Available cash at particular time + Investments) / Monthly fixed operating expenditure	<u>201,247,000</u> 138,861,000 = 1.45%	<u>280396000</u> 150278000 = 1.87	N/A	2.13	2.76	2.51	3.2	2.13	Financial Services
5.1.1.2			Budgeting and reporting	Total operating budget (revenue)	R value YTD	1,876,525,999	2,040,074,844	N/A	2,091,453,700	522,864,425	1,045,726,850	1,568,590,275	2,091,453,700	Financial Services
5.1.2.2				Total Salaries and Wages budget (including benefits)	R value YTD	449,751,000	437,423,707	N/A	508,764,400	127,191,700	254,382,200	381,573,300	508,764,400	Financial Services
5.1.2			Expenditure control	Percentage Capital Budget spent on Capital project i.e. IDP	Capital Budget amount spent on Capital Projects / Total Capital Budget x 100 = Percentage spent YTD	<u>175821000+507260</u> 00 233547000 = 97%	<u>115 037 000</u> / 233 547 000 = 49,26%	N/A	338,713,300 =100%	<u>65350300</u> 338713300 = 19.3%	<u>134917100+</u> 65350300/ 338713300 = 59.13%	<u>65350300+</u> 134917100+ 80847100/ 338713300 = 82.99%	<u>65350300+</u> 134917100+ 80847100/ 338713300 = 100%	Financial Services
5.1.2				Total Operating expenditure	R value YTD	1,829,596,730	2,092,074,844	N/A	1,989,414,100	497,353,525	994,707,050	1,492,060,575	1,989,414,100	Financial Services

**KEY FOR THE MEASURABLE OBJECTIVES:**

**Priority**

**Vuna**

**Additional /Departmental**

<b><u>Comments:</u></b>
<b><u>Access to electricity(New connections):</u></b> The Quarterly targets and achievements for this KPI are dependent on the number on applications received.
<b><u>Free basic Service(Households with access to free electricity):</u></b> The Quarterly targets and achievements for this KPI are dependent on the number on applications received.
<b><u>Basic Services Backlogs:</u></b> New KPI's added for Households without access to basic water, sanitation and refuse removal services as from March 2013
<b><u>Total number of households:</u></b> The annual targets as reflected in the approved IDP have been revised to adjust the total number of households previously reported from 74269 to the total of 82972 in 2011/2012 aligned with KZN CoGTA statistics and revised in Feb 2013 to 86609 based on Stats SA figures.

## **SECTION I: ANNEXURES**

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1. SDBIP
2. Annual Performance Report 2011/2012
3. SDF
4. Disaster Management Plan
5. Public Participation Report