

uMHLATHUZE

INTEGRATED DEVELOPMENT PLAN

2012 / 2017



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1. EXECUTIVE SUMMARY

The City of uMhlathuze is situated on the north, eastern coast of KwaZulu Natal (KZN), spanning some 796 km², is one of six local municipalities within the uThungulu District. The population is estimated at 349 576 distributed equally between rural and urban areas. Unemployment levels sit at around 40%. The City provides an attractive reference point and essential socio- economic amenities and facilities to most of the towns in the northern region.

Attraction to the City has been promoted by the vast natural mineral resources that are in existence. The major primary industries that exist have provided job opportunities within and outside the district. The climate and the location of the city within the lush vegetation, lakes and sea provide the ingredients for a most sort after destination with unique features.

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

As a City great efforts are being made to reduce backlogs by prioritising basic needs to improve the quality of life of its citizens and also to involve the community in the affairs of the municipality thus keeping them informed and having a say. In order for the city to deal with financial management the city needs to curb over expenditure. Responsibility to ensure that all projects run effectively is to be practiced. A budget for disaster needs to be kept aside for any outstanding projects and management needs to tighten the belt on overtime. The next five years projects need to be managed accordingly with their timeframes. Meters in the rural areas are a concern.

The municipality has put in place a performance management system to record progress and report quarterly to council for performance assessments. The drafting of this Integrated Development Plan (IDP) is undertaken internally, using a framework provided by the Department of Cooperative Governance and Traditional Affairs.

In order **for local government** to operate the same they have to follow the following **objectives**:

- Provide democratic and accountable government;
- Provision of Services to the community in a sustainable manner;
- Promote Social and Economic Development;
- Promote safe and healthy environment; and
- Encourage the involvement of communities and community organisation in matters of local government

National Government and Provincial Government Objectives

National Government has provided local government with the set of objectives to work towards. They are:

- Job creation through Economic development Initiatives;
- Improving Citizens Skills levels/Education;
- Improve Quality of Citizens Health;
- Creation of secure and friendly City through Fighting Crime;

- Stimulate Rural Development;
- Consistent Spatial Development Framework; and
- Sustainable Environmental Management

Municipal Vision

The current municipal “Vision” is as follows:

"The City of uMhlathuze, as a port city, will offer improved quality of life for all its citizens through sustainable development. It will be a renowned centre for: Trade, Tourism and Nature-lovers, Coastal Recreation, Commerce, Industry, Forestry, and Agriculture"

Council deliberated on a couple of “Vision” suggestions and chose the most suitable for the municipality and the City.

uMhlathuze’s new “Vision”

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

DEVELOPMENT STRATEGIES

Development Strategy 1: Good Governance

Objective/s	<ul style="list-style-type: none"> • Ensuring compliance and implementation of legislations, policies, resolutions and programmes of provincial and national governments in performing its functions and duties. • Strictly ensuring the IDP is the principal strategic planning instrument that guides and informs all planning and development and all decisions with regard to planning, management and development of the municipality.
Action Plans	<ul style="list-style-type: none"> • Ensure appropriate, effective and efficient municipal structure is in place with clear and distinctive functions and responsibilities and appropriate equipment for each department in the municipality to carry out its constitutional mandate. • To serve the community with honesty and integrity. • Provide a fair opportunity to the community and stakeholders to have a say and/in-put into developments affecting them and the town. • Harness a good relationship between labour and management. • Enforce policy for public and officials is respect of fraud, corruption, theft, misuse and damage to council property.

Development Strategy 2: Infrastructure & Services Provision

Objective/s	Development of an environmentally friendly, efficient and integrated city with sustainable Municipal Infrastructure Provision and Service Delivery
Action Plans	<ul style="list-style-type: none"> • Support / encourage proactive planning, decision making and budgeting for the provision, upgrading and maintenance of Infrastructure for growth and investment attraction. • All development plans for the City to align, meet the requirements of local, provincial and national standards, guidelines, frameworks, policies and legislation, developed from time to time. • Promote sustainability through timeous planning, implementation and monitoring. • Ensure projects undertaken are completed within time, budget and required quality. • Strive to enhance Service Levels by being effective and efficient and always maintaining high quality standards. • Undertake Housing Development in the city in terms of Sustainable Human Settlements requirements, have in place a comprehensive Demand Database catering for the different needs and included in the IDP for prioritisation and budget allocation. • Vigorously promote higher density developments to increase revenue base Support environmentally sustainable developments. • Improve Public transport such that land and transport planning is integrated with the land development plans to enhance the effective and efficient functioning of the city and rural areas, giving priority to public transport than private transport to support pedestrian friendly city centres and reduce the social wage. • Support research for innovative and creative plans for alternative sources of energy and water. • Develop: Asset Management Policies and Strategies, Infrastructure Asset Management Plans, Comprehensive Infrastructure Plans, Infrastructure Asset Management Systems and Infrastructure Asset Management Registers.

Development Strategy 3: Social and Economic Development

Objective/s	<ul style="list-style-type: none"> To create opportunities through economic growth and development to increase economic stability by creating new functional linkages with other economic activities through enhancing a prudent and efficient use of social and economic infrastructure to meet future demands. To promote social cohesion and the creation of a safe and healthy living environment.
Action Plans	<ul style="list-style-type: none"> Provide appropriate and valuable social facilities within the communities catering for various needs, age groups and physically challenged. Improve quality of Health Services and Health of Citizens. Promote the development and management of a clean, safe, secure and friendly city for people to work, live and play. Create an enabling environment to grow and become locally and globally competitive. Development of priority nodes and corridors for growth and economic opportunities. Promote and encourage exceptional and unique developments for attractions using our strategic advantages to draw tourists and to grow our tourism sector. Stimulate economic growth through strategic economic interventions e.g. the promotion of the dry dock and container terminal developments. Facilitate and guide the informal economy

Development Strategy 4: Institutional Development

Objective/s	<ul style="list-style-type: none"> A healthy, harmonious and enthusiastic team committed to achieving the Vision and Mission of the Municipality
Action Plans	<ul style="list-style-type: none"> Officials are briefed / educated and committee to service delivery by putting "People First". Workers are encouraged to be smart workers and always keep abreast of new legislation affecting their standard of work. Council take keen interest in the well-being of the employees and councillors, their development and growth path. Ensure the prospective incumbents to be employed has the requisite skills and experience required of that position to avoid the need to outsource. Progressively acquire and implement innovative Information Management System/s for better planning, decision making and management. Embrace innovation and new generation technologies.
Action Plans	<ul style="list-style-type: none"> Enforce policy for public and officials is respect of fraud, corruption, theft,

(continued)	<p>misuse and damage to council property.</p> <ul style="list-style-type: none"> • Safe, clean and secure working environment. • Manage diversities in terms of race ethnic groups.
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Development Strategy 5: Sound Financial Management

Objective/s	<ul style="list-style-type: none"> • Secure, sound and sustainable management of the fiscal and financial affairs of the municipality. • IDP to inform the budget.
Action Plans	<ul style="list-style-type: none"> • Officials are briefed / educated and committee to service delivery by putting "People First". • Workers are encouraged to be smart workers and always keep abreast of new legislation affecting their standard of work. Ensure that Financial Planning, Budgeting and Expenditure aligns with the priorities of the current IDP. • Improve communications with user departments on roles and responsibilities regarding financial management. • Ensure accurate and timely revenue budget input data. • Ensure that a GRAP compliant fixed asset register is maintained. • Ensure the optimization of regulatory and sundry income. • Ensure over a 5 year period the municipality has in place cash-backed statutory reserves as well as a working capital reserve equal to two times the average monthly financial commitment. • Maintain high levels of Credit Control and Debt collection. • Review SCM policy and ensure adherence to policy. • Ensure status of internal controls is reliable, compliant and continuous. • Ensure compliance and quality of grant reporting (S71) is maintained to ensure complete spending. • Provide assistant to Technical Services Department to identify possible electricity and water tampering and losses in order to ensure that accurate consumptions are recorded.

The overarching challenges that were overcome compiling the budget can be summarised as follows:

- A significant amount of restraint was placed on operating expenditure, which would not have an immediate effect on service delivery.
- A significant amount of capital deferral to the outer years, until such time that the municipality can leverage capital funds without negatively affecting the Municipality's credit rating i.e. Council's debt exposure needs to be contained.
- Turning around the historical rates and service charges pricing risk. To implement this within one budget period would not be fair on the community, hence will be right sized over a five period. Currently Council is in the third year of the pricing strategy turn around.
- Community upliftment and empowerment of rural areas.
- Economic development and attraction of investment.
- Maintenance of development standards in all areas.
- Opportunities for affordable housing.
- Protection of the poor.
- Balancing social and economic progress whilst protecting the integrity of the ecological environment.

The City's consolidated Capital and Operational Budgets for the Medium Term is as follows:

	2012/2013	2013/2014	2014/2015
	R'000	R'000	R'000
Capital	206 483	233 630	238 754
Operational	1 812 294	2 007 865	2 165 894
Total	2 018 777	2 241 495	2 449 648

Source: Budget Report 2012/2017

Capital Budget Summary

	ADOPTED 2012/2013 BUDGET
	R' 000
Budget and Treasury Office	409
Corporate Services	22 983
Community and Social services	7 099
Sport and Recreation	4 199
Public Safety	4 916
Housing	8 925
Health	320
Planning and Development	72
Road Transport	23 160
Electricity	23 179
Water	41 016
Waste Water Management (Sanitation)	68 986
Waste Management (Solid waste)	1 220
Total	206 483

SOURCES OF FINANCE	ADOPTED 2012/2013 BUDGET
	R' 000
External Loans	58 372
Capital Replacement Reserve (CRR)	41 867
Other Government Grants and Subsidies	17 525
Municipal Infrastructure Grant	84 019
Housing Reserve	4 700
TOTAL FINANCING	206 483

The 2012/2013 Operational Budget amounting to **R1 812 293 800** comprises of the following elements:

The IDP Framework 2012/2017 has been created to align all projects and projects of the municipality with National Key Performance Areas (KPA's).

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

The strategic programmes are derived from the following:

- Legislation (notably the Municipal Structures, Municipal Systems and Demarcation Acts) and policy that outlines the functions of local government, with specific reference to that of the District Council;
- The needs and key issues identified in the district through previous planning reports and research, through the public participation (Representative Forums) processes and the meetings and discussions with the Portfolio Committees and the Management Committees; and
- The key issues and developmental outcomes of the municipality.

2012/2013 Projects to be implemented from the above action plans are as follows: The projects identified for the uMhlathuze Municipality have emerged from the priority needs identified by the communities, the status quo of the area, the agreed vision, strategies and objectives for the future development.

The strategic programmes are derived from the following:

- Legislation (notably the Municipal Structures, Municipal Systems and Demarcation Acts) and policy that outlines the functions of local government, with specific reference to that of the District Council;
- The needs and key issues identified in the district through previous planning reports and research, through the public participation (Representative Forums) processes and the meetings and discussions with the Portfolio Committees and the Management Committees; and
- The key issues and developmental outcomes of the municipality.

The table below identifies the alignment of major capital municipal projects and priorities of National Government

Job creation through Economic development Initiatives	Improving Citizens Skills levels/Education	Improve Quality of Citizens Health	Creation of secure and friendly City through Fighting Crime	Stimulate Rural Development	Consistent Spatial Development Framework	Sustainable Environmental Management
Municipal Fleet – Replacement (R2 500 000)	Upgrade Empangeni Town Hall (1,2m)	R/Bay extension/development of Cemetery	Bus shelters & Laybys - all areas (R1 310 000)		Planning projects (R 275 000)	Energy Management (Grant funded) (R8 000 000)
Civil services - B1030 Ngwelezane (R6 000 000)	Gobandlovu Hall - Upgrade (construct guard house, fencing and disabled ramp) (R400 000)	eSikhaleni extension/development of Cemetery	Pedestrian Bridges and Walkways Rural Areas (R90 0000)		Planning projects: Mzingazi Village (R500 000)	
Civil services - Infill areas (J2 & H2 area eSikhaleni) (R8 000 000)	Mandlakala Hall - Upgrade (construct guard house, fencing and disabled ramp) (R400 000)	Recreation parks development (R100 000)	Traffic Calming measures – All areas (R900 000)			
Streets and Stormwater - uMhlathuze Village Internal Services (R4 400 000)	Ntuze Hall - Upgrade (construct guard house, fencing and disabled ramp) (R500 000)	eSikhaleni College Sports field renovation (R200 000)	Tusk Casino Pedestrian Safety – New robots & associated work (Council Contribution) (R1 650 000)			
132kv Supply to Cygnus Substation (R1 565 000)		Playground equipment for all areas (R170 000)	Street lighting – Empangeni Main Road (R1 450 000)			
		Water Pumpstations – Telemetry (R767 000)	Street lighting – John Ross/Main Road (R2 300 000)			

Job creation through Economic development Initiatives	Improving Citizens Skills levels/Education	Improve Quality of Citizens Health	Creation of secure and friendly City through Fighting Crime	Stimulate Rural Development	Consistent Spatial Development Framework	Sustainable Environmental Management
Alton North (R1 500 000)		Upgrade Waste Management Depot – Empangeni	Sports facilities – Equipment(R946 000)			
RBCC Improvements to club facilities (Council's contribution) (R770 000)		Refuse Trucks – Balance of 2011/2012 funding provided (R6 795 000)	Swimming Pools – Replacement of air conditioners, alarm systems, filters, desks and chairs (R295 000)			
Regional Facilities - Irrigation system (R100 000)		Refuse Trucks – Balance of 2011/2012 funding provided (R6 795 000)	Machinery & Equipment – Fire Department (Jaws of life (2), chemical suites (3), gas monitor and power cutter) (R1 000 000)			
Beach Equipment and Office Furniture – Replacement of existing (R150 000)		Scientific Services – Building Alterations (R400 000)	Parks – Replacement of ride-on mowers, slashers and brushcutters (R1 418 000)			
Hydra Substation (R7000 000)		Emergency pipeline to Lake Qubu (R101 000)	Upgrade Internal CCTV cameras – Various sites (R211 000)			
Upgrade Sirius Substation (R4900 000)		Rural Sanitation – MIG Funds and Counter funding (R58 114 000)				

Job creation through Economic development Initiatives	Improving Citizens Skills levels/Education	Improve Quality of Citizens Health	Creation of secure and friendly City through Fighting Crime	Stimulate Rural Development	Consistent Spatial Development Framework	Sustainable Environmental Management
Upgrade Aquila Substation (R201 000)		Mzingazi Village sewer project (counter funding) R1 200 000)				
Infrastructure SMME's (R455 000)		Various Sanitation projects (R 3 400 000)				
		Sanitation - uMhlathuze Village Internal Services (R2 460 000)				
		Machinery and Equipment – Sewerage Pumpstations – Replacement of electric hoist, standby pumps, submersible pumps, (R1 209 000)				
		Rural Water – MIG Funds (R32 048 000)				
		Rural areas - Dube Tribal area North Bulk water supply line (counter funding) (R500 000)				
		Rural areas - Mkhwanazi North Phase 5 water supply (counter funding) (R2 500 000)				

Job creation through Economic development Initiatives	Improving Citizens Skills levels/Education	Improve Quality of Citizens Health	Creation of secure and friendly City through Fighting Crime	Stimulate Rural Development	Consistent Spatial Development Framework	Sustainable Environmental Management
		Water Meters – Rural Areas (R1 500 000)				
		eSikhaleni Water Treatment Plant High Lift Pumpstation (R125 000)				
		Water - uMhlathuze Village Internal Services (R1 840000)				
		Bulk Water Master Plan & WSDP (R1 500 000)				
		Water Quality Compliance (R387 000)				
		Water and Sanitation Distribution – New staff furniture (R502 000)				
		eSikhaleni refurbish Hostels (R8 925 000)				

PROJECTS

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

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

- Reticulation for water, sewer and electricity – R 74,9 million
- Road maintenance and road resealing – R 27,2 million
- Pedestrian bridges and walkways – R 0,5 million
- Parks maintenance – R 45,2 million
- Storm water network ditches and drains – R 5,5 million
- Streets and Parking – R 15,2 million
- Sports Development – R 1,2 million
- Indigent Burial provision – R 0,4 million
- Various halls maintenance – R 1,2 million
- Beach maintenance including provision of shark nets – R 2,7 million
- Sport fields maintenance – R 1,8 million
- Crime prevention initiatives – R0,4 million
- Commuter facilities maintenance – R0,1million
- Various libraries maintenance – R 0,6 million
- Various swimming pools maintenance – R 0,8 million
- Richards extension/ development of cemetery – R600 000.00
- Land and Buildings – Replacement of Carpets, Airconditioners and security fencing – All libraries - R655 000
- Office Furniture – Replacement of tables and chairs – All libraries – R655 000.00
- Upgrade Empangeni Town Hall – R1 2 million -
- Gobandlovu Hall - Upgrade (construct guard house, fencing and disabled ramp) – R400 000
- Ntuzi Hall - Upgrade (construct guard house, fencing and disabled ramp) R500 000.00
- Mandlakala Hall - Upgrade (construct guard house, fencing and disabled ramp) – R400 000.00
- Recreation parks development – R100 000.00
- Sports fields – Replacement office furniture for Civic Centre staff- R50 000.00
- eSikhaleni College Sports field renovation – R200 000.00
- RBCC Improvements to club facilities (Council's contribution) – R770 000.00
- Regional Facilities - Irrigation system – R100 000.00
- Sports facilities – Equipment – R946 000.00
- Beach Equipment and Office Furniture – Replacement of existing – R150 000
- Parks – Replacement of ride-on mowers, slashers and brushcutters – R1 418 000.00
- Machinery & Equipment – Fire Department (Jaws of life (2), chemical suites (3), gas monitor and power cutter) – R1 000 000.00
- Swimming Pools – Replacement of air conditioners, alarm systems, filters, desks and chairs – R295 000.00
- Machinery & Equipment and Office Furniture – Fire Department (Replacement of Radios and chairs) – R29 000.00

- Machinery & Equipment and Office Furniture – Traffic Department (Electronic signage) – R136 000.00
- Machinery & Equipment and Office Furniture – Health Department (Replacement of fridge/freezer, stationery cabinets, chairs) – R70 000.00
- Machinery & Equipment and Office Furniture – Clinics (Replacement of chairs, clinic equipment) – R250 000.00
- Upgrade Waste Management Depot – Empangeni – R280 000.00
- Transfer Station – eSikhaleni – R1 200 000.00
- Machinery & Equipment and Office Furniture – Waste Management (Replacement of chairs) – R20 000.00
- Personnel Carriers (Waste Management) – R7 795 000.00
- Traffic Sedans – Replacement – R700 000.00
- Machinery & Equipment and Office Furniture – Waste Management (Replacement of chairs) – R20 000.00
- Machinery and Equipment – Sewerage Pumpstations – Replacement of electric hoist, standby pumps, submersible pumps – R1 209 000.00
- Rural Water – MIG Funds - R32 048 000.00
- Rural areas - Dube Tribal area North Bulk water supply line (counter funding) – R500 000.00
- Rural areas - Mkhwanazi North Phase 5 water supply (counter funding) – R2 500 000.00
- Water Meters – Rural Areas – R1 500 000.00
- Rural Water – MIG Funds – R32 048 000.00
- eSikhaleni Water Treatment Plant High Lift Pumpstation – R125 000.00
- Water - uMhlathuze Village Internal Services - R1 840 000.00
- Bulk Water Master Plan & WSDP - R1 500 00.00
- Water Quality Compliance - R387 000.00
- Water and Sanitation Distribution – New staff furniture - R502 000.00
- Water and Sanitation Distribution – Plumbers Tools - R1 301 000.00
- Civic Centre renovations/alterations - R40 000.00
- Fencing – Alton Service Centre - R10 000.00
- Sewerage Pumpstations – Telemetry - R767 000.00
- Water Pumpstations – Telemetry - R767 000.00
- Mayoral Fleet - Replacement of NRB1 - R750 000.00
- Municipal Fleet – Replacement - R2 500 000.00
- Water Pumpstations – Telemetry - R767 000.00
- Bus shelters & Laybys - all areas - R1 310 000.00
- Civil services - B1030 Ngwelezane - R6 000 000.00
- Civil services - Infill areas (J2 & H2 area eSikhaleni) - R8 000 000.00
- Pedestrian Bridges and Walkways Rural Areas - R900 000.00
- Water - uMhlathuze Village Internal Services - R1 840 000.00
- Bulk Water Master Plan & WSDP - R1 500 000.00
- Water Quality Compliance - R387 000.00
- Water and Sanitation Distribution – New staff furniture - R502 00.00
- Water and Sanitation Distribution – Plumbers Tools - R1 301 000.00
- Civic Centre renovations/alterations - R40 000.00
- Fencing – Alton Service Centre - R10 000.00

- Sewerage Pumpstations – Telemetry - R767 000.00
- Traffic Calming measures – All areas- R900 000.00
- Tusk Casino Pedestrian Safety – New robots & associated work (Council Contribution) - R1 650 000.00
- Streets and Stormwater - uMhlathuze Village Internal Services - R4 400 000.00
- Street lighting – Empangeni Main Road - R1 450 000.00
- Street lighting – John Ross/Main Road - R2 300 000.00
- 132kv Supply to Cygnus Substation - R1 565 000.00
- Alton North - R1 500 000.00
- Hydra Substation - R7 000 00.00
- Upgrade Aquila Substation - R201 000.00
- Upgrade Sirius Substation - R4 900 000.00
- Energy Management (Grant funded) - R8 000 000.00
- Upgrade Internal CCTV cameras – Various sites - R211 000.00
- Data Backup System (Network backup) - R1 007 000.00
- Data Projector Council Chambers - R160 000.00
- DMS Archives Compliance - R119 000.00
- GIS - City Electrical Engineer - R700 000.00
- GIS Database enhancements and capturing - R500 000.00
- IT Equipment – ICT Switch - R90 000.00
- IT Infrastructure - R1 631 000.00
- Electronic Facsimile Upgrade - R36 000.00
- Machinery and Equipment - Replacement of IT related equipment - R1 500 000.00
- Planning projects - R275 000.00
- Planning – Mzingazi Village -R500 000.00
- Office Furniture – Purchase of furniture for new posts - R32 000.00
- Infrastructure SMME's - R455 000.00
- eSikhaleni refurbish Hostels - R8 925 000.00

2. EXPANDED PUBLIC WORKS REGISTERED PROJECTS

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

Municipal Intervention to Support Projects:

Intervention Projects (Zulti South Mining)

- RBM Zulti South Mine Development Project - Value - R2.6 Billion - Public Contribution
- Dube/Mkhwanazi Water Reticulation Project - Value - R7 Million
- D887 Dube Road Construction Project (4.7 KM) and P534 Mine Branch Road Construction Project (2KM) - Value - R43 Million
- Dube Port Dunford Thusong Centre - R4million
- Dube/Mkhwanazi New Housing Units - Value -R 12.5 Million
- Dube/Mkhwanazi LED Projects - Value - R3.75 Million
- 30MVA (power) at 33kV (voltage) premium supply at Cygnus Substation in Esikhawini.
- Upgrade Cygnus Substation (transformation),
- Apply for 2 x 132kV feeder bays at Eskom Ngoye substation
- Build a double circuit line from Ngoye Substation to Cygnus Substation.

Community Social Investments Projects (RBM)

- Schools Upgrade
- On-going Education Programmes
- Opening of Science Centre
- Promotion of football in the community

Priority Projects for the City of uMhlathuze

- Central Municipal Library = R180 mill - Frozen due to cash problems
- eSikhaleni Pipeline Replacement Program - R190 mill - No funds available
- Mzingazi Waterborne Sewage - R60 mill - No funds available
- Mandlazini Waterborne Sewage - R50 mill - No funds available.
- Community Halls Refurbishment Various - R20 mill - No funds available
- eNseleni Township Upgrade Program - R250 mill - No funds available

The above projects have to be translated into the municipal Service Delivery Budget Implementation Plan (SDBIP). The SDBIP provides the vital link between the Mayor, Council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the Mayor, Councillors, Municipal Manager, senior managers and community.

A properly formulated SDBIP ensures that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, performance of senior management and achievement of the strategic objectives set by council.

3. SECTION B: SITUATIONAL ANALYSIS

uMHLATHUZE'S PHYSICAL CONTEXT

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

Table 1: Municipal Land Area

Area	Km ²	%
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
Total municipal land area	795,9707	100

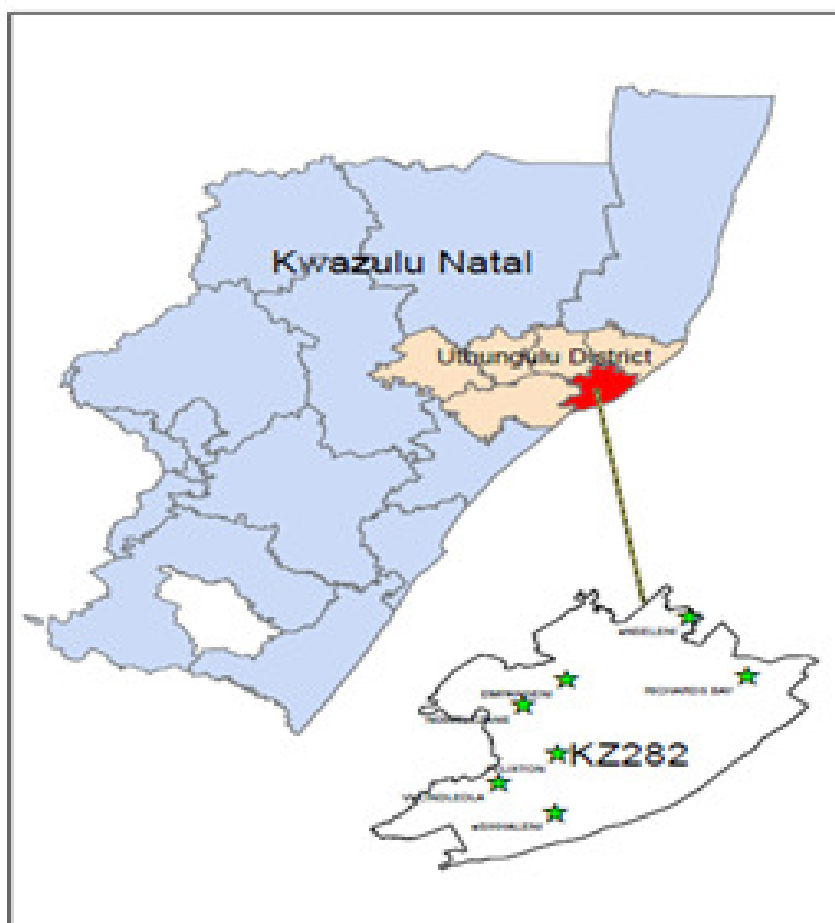
Richards Bay's climate is characterised by a warm to hot and humid subtropical climate, with warm moist summers. Average daily maximum temperatures range from 29 °C in January to 23 °C in July, and extremes can reach more than 40 °C in summer. The average annual rainfall is 1 228 mm and most (~80%) of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

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

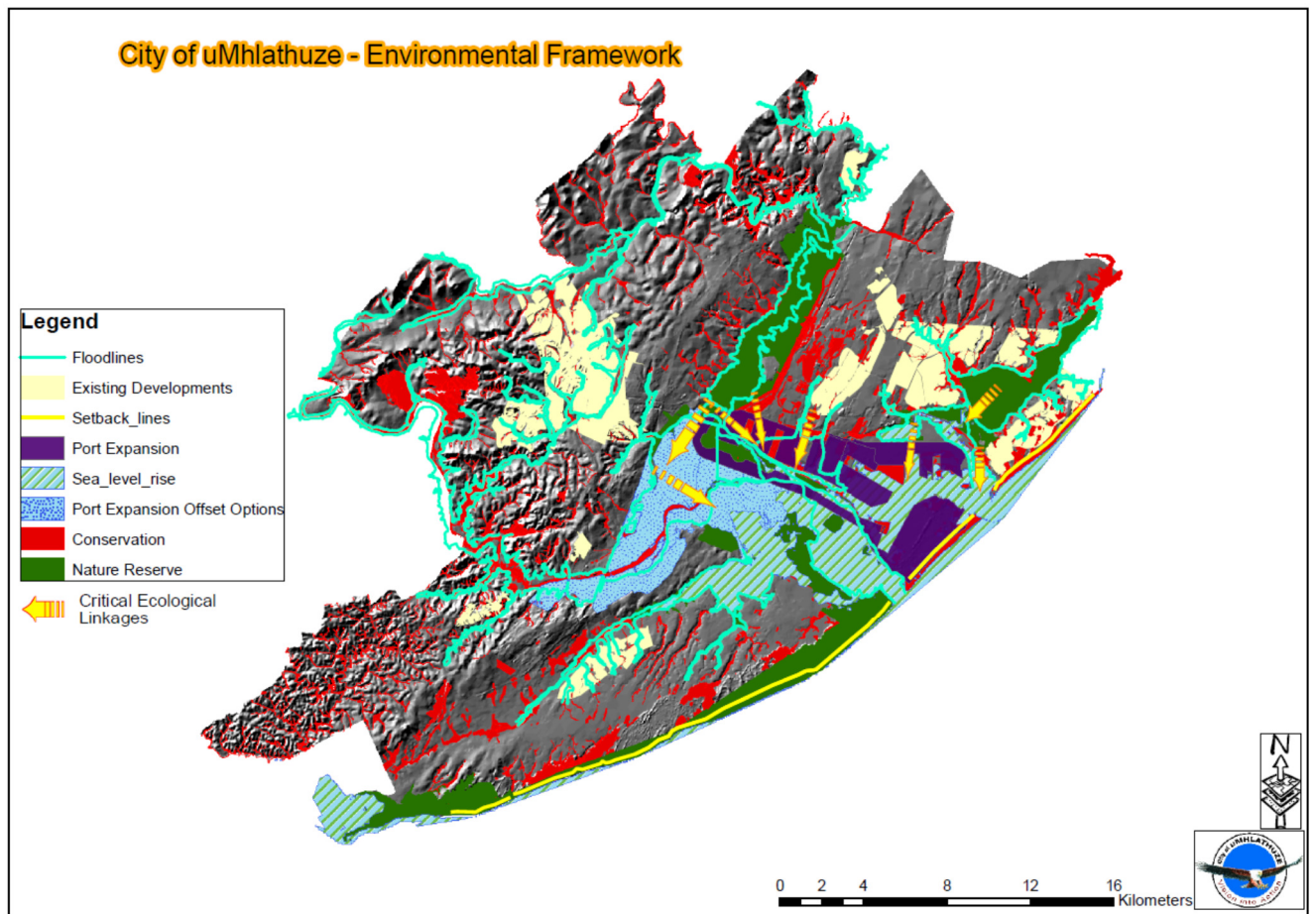
FIGURE 1: NATIONAL CONTEXT



FIGURE 2: PROVINCIAL CONTEXT



PLAN 1: BROAD BASE PLAN



SOCIAL ASPECTS

Demographics

The City of uMhlathuze has an estimated **349 576** total population and about **82 972** households. This makes the average household size 4.2 persons per household.

TABLE 2: POPULATION DISTRIBUTION

	Males	Females	Total	% of whole population
0 - 4	17 445	18 007	35 452	10.41
5 - 9	16 766	20 867	37 633	11.07
10 - 14	18 602	17 903	36 505	10.70
15 - 19	17 480	21 243	38 723	11.40
20 - 24	21 854	28 407	48 261	14.12
25 - 29	17 419	15 875	34 294	9.76
30 - 34	12 973	12 371	25 344	7.36
35 - 39	11 088	11 852	22 940	6.63
40 - 44	7 618	10 605	18 223	5.20
45 - 49	7 145	9 220	16 365	4.64
50 - 54	5 389	6 984	11 373	3.13
55 - 59	4 080	4 483	8 563	2.28
60 - 64	2 677	3 442	6 119	1.54
65 - 69	1 270	3 412	4 682	1.11
70 - 74	1 010	2 032	3 042	0.61
75 - 79	972	2 755	3 227	0.67
80 - 84	810	1 079	889	0.26
	171 939	167 537	349 576	100%

Source: Community Survey, 2007

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

TABLE 3: POPULATION'S WELL-BEING

	Male	Female
Population	163 098	167 537
Annual Growth Rate (KZN)	2.2%	
Life expectancy (KZN)	47.3 yrs	51.9 yrs
Average life expectancy (KZN)	49.1 yrs	
Infant mortality (KZN)	60/1000	

Source: Stats SA, 2009 (Medical Research)

The table above clearly depicts a situation where the City has to strategies for years to come in order to rectify the consequences of the above situation. There are a high number of infants that die at birth. Females account for 51% of the total population. The estimated

population growth rate is 1,18% for males and 0,94 for females. This means that it will take a short period for the population of uMhlathuze to double. By 2043 the population of uMhlathuze would be 705 382. Increased population growth generally represents problems.

This means that there will be an increase in the need for food, infrastructure, and services. These are expenses that are difficult for most cities to provide. Life expectancy of our communities' has decreased due to health related conditions like TB and HIV/AIDS.

TABLE 4: SUBURBS AND TRADITIONAL AREAS

Place	Population
KwaDube	52 239
KwaKhoza	17 950
KwaZungu	48 977
KwaMkhwanazi	32 758
Ngwelezane	11 327
eSikhaleni	32 437
Vulindlela	30 605
eNseleni	8 873
Richards Bay	32 437
Empangeni	13 306
Remainder of municipality	108 862
Total	349 576

Source: Stats SA, 2007

TABLE 5: CONCENTRATION OF PEOPLE PER SUBURB

Area	Km ²	%	Persons per km ²
Richards Bay	289, 9966	36,5	526 – 1 192
eNseleni	1,3325	0,2	3 899 – 6 421
Empangeni	28,9386	3,6	526 – 1 192
Felixton	2,7835	0,3	2 - 525
eSikhaleni	6,2304	0,8	3 899 – 6 421
Vulindlela	0,8464	0,1	1 193-2 084
Ngwelezane	3,7001	0,5	1 193-2 084
5 Traditional Authority areas, 21 rural settlements and 61 farms	462,1426	58,0	
Total municipal land area	795,9707	100	3 899 – 6 421

Source: Quality of Life Survey, 2007

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

Socio-Economics Profile

Richards Bay falls within the fastest growing provincial economies at an average rate of 4,3% per annum. The Port of Richards Bay is one of the two largest and busiest Ports in Africa creating a drive for the area to be one of the major industrial investment opportunities. The Port plays an important economic role not only for this province but for the whole of South Africa (SA). Whilst we are presently export oriented, the potential for import prospects are being contemplated. The City also functions as a district node and dominant commercial centre in the uThungulu District providing greater economic opportunities for the town and hinterland. The key feature of uMhlathuze Municipality is the N2 Development Corridor, eThekweni-Ilembe-uMhlathuze Corridor. The Dube Trade Port, (King Shaka Airport), is approximately 145 kilometers away from the City is also which again makes it an added advantage to the area in terms of investment attraction.

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

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

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

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

The City of uMhlathuze meanwhile participating in this initiative, has concurrently been implementing its Local Economic Development Strategy 2007-2011. This programme has assisted many community members with programmes such as agricultural support, community skills development, and informal trading administration tourism development. The City is still to develop **its LED Strategy for the years 2012-2017**. It will be approved in September 2012. A total of 519 community members have benefited from the LED programme since 2010 to date.

The Local Economy

uMhlathuze's Economy has the following components:

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

Key issues that we have seen that relate to the Economy:

- Increase in unemployment;
- 41, 8% of population subject to conditions associated with poverty;
- Little or no diversity in the economy;
- Declining resource base and the impacts of climate change.

(Sources: Global Insight, Policy, Strategy, Information & Research Dept., Economic Development Unit)

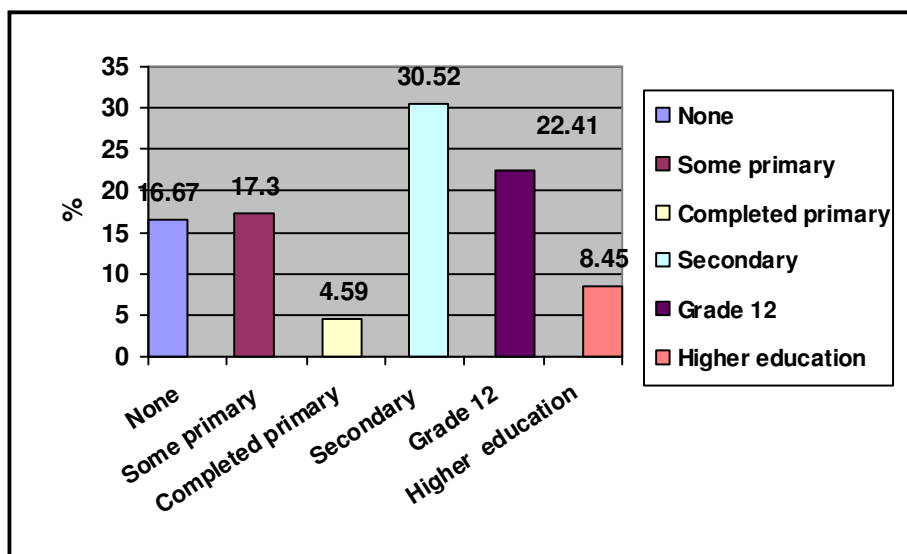
TABLE 6:SECTORAL CONTRIBUTIONS TO THE ECONOMY

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

Source: Stats SA, 2001

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

4. EDUCATION AND SKILLS GRAPH 1: EDUCATIONAL LEVELS



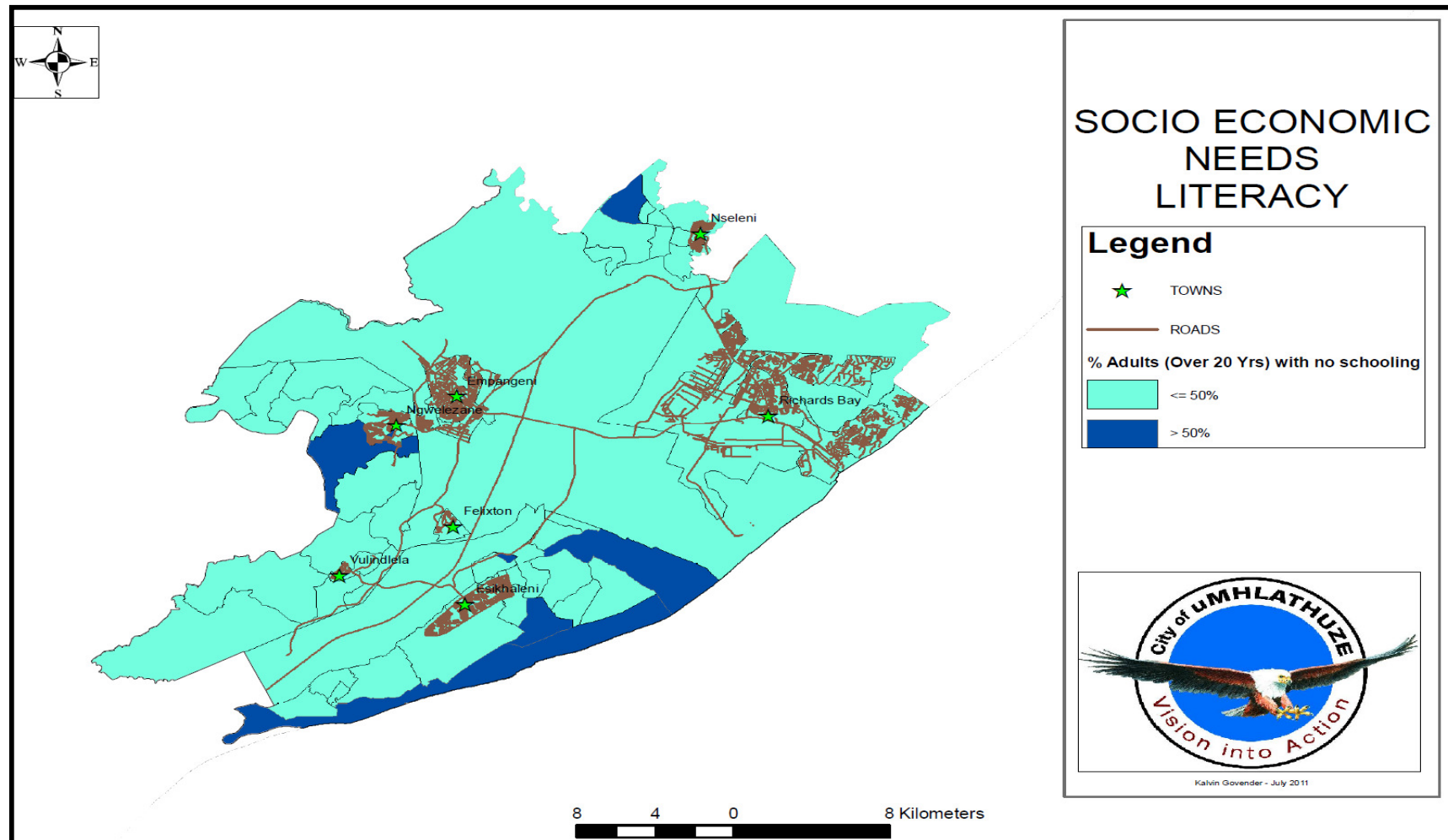
Source: uThungulu Quality of Life Survey 2009: Stats SA, 2001

The table above is a reflection of the number of individuals that participated at in the education system. Most pupils reached secondary schooling. The percentage of the population that was older than 20 with higher education was 8.45%. There is then a drop in the system of people that complete Grade 12. It is after Grade 12 that the community is unable to continue with their studies. The above could be attributed to immigration of skilled workers into the area.

The percentage of people with a level of education less than Grade 12 was very high at 52.4%. Education levels have shown a decrease while demand for skills has increased. Provincial government has budgeted R3 billion for equalization of subsidies to no fee schools and for the expansion of access to Grade R. In order for the City to develop we should make education one of the most far-reaching requirements for development, alleviating poverty, improving health outcomes and quality of life, reducing gender and social disparities, and enhancing economic productivity. Education is a contributor to economic growth and societal stability through developing individuals equipped with cognitive and life skills necessary for sustaining the livelihood, and contributing to the productive sector.

We have to ensure that suitable infrastructure services are provided to the schools for future capacitation and empowerment of our younger generation. The municipality has recently signed a Memorandum of Agreement between uMhlathuze Municipality and Umfolozi FET College (June). It is intended to give the youth opportunities through skills acquisition to provide training and job opportunities to the youth. Through this partnership, 150 learners will be trained in various skills through internship programmes wherein they will be mentored by qualified expert in engineering and other technical fields. This is intended to reduce skills shortage and contribute to a skilled workforce in accordance with the 12 government outcomes.

Plan: uMhlathuze Socio-Economic Needs



Employment Profile

In South Africa, where the unemployment rate is sitting at 25%, provincial figure sits at 22.6% and uMhlathuze's is estimated at 40%. Manufacturing the dominant economic sector in the uThungulu District is centered in the City of uMhlathuze, only 24% of people employed work within this sector as described in the laid out hereunder: Food security in our Country is very important and it is for this reason that the uThungulu District Municipality, Foskop, the City of uMhlathuze and Traditional Leaders established a Trust. Foskop donated 3 tractors for use by informal farmers and gardeners. Meetings are attended regularly by informal farmers was to get young people who may be interested in agribusiness.

The Agribusiness Development Agency has pledged to support informal farmers by providing capacity building and technical support.

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

TABLE 7: EMPLOYMENT LEVELS

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

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

It is for the above reasons that an appropriate Economic Development Strategy for the municipality is concentrated on Small, Medium and Micro Enterprise (SMME) development as a means of promoting emerging entrepreneurs who will initiate labour intensive job growth.

Furthermore, the strategy aims to provide support to the informal sector as it is recognised that it currently provides many households with an income and it is anticipated to play an increasingly more important role in the future.

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

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

Household Income

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

Table 8: Employment Sectors

ECONOMIC SECTOR	(2001) % TOTAL
Manufacturing	24
Community Services/ Social/ Personal	16
Trade	13
Financial/ Real Estate/ Business	10
Agriculture/ Forestry/ Fishing	9
Construction	8
Transport/ Communication	7
Households	6
Mining/Quarrying	5
Other	2
TOTAL	100%

Source: Statistics 2007

Table 9: Employable Workforce

Employable workforce with skills	(2001) % TOTAL
Elementary	20
Craft and trade	14
Clerks	11
Technicians	11
Plant/machinery operators	9
Professionals	8
Transport/ Communication	7
Households	6
Mining/Quarrying	5
Other	2
TOTAL	100%

Source: Statistics 2007

The National Government's New Growth Path 2010 aims to grow the economy by 7% and create 5 million additional jobs by 2020. The main indicators will be jobs (the number and quality of jobs created) growth (the rate, labour intensity and composition of economic growth), equity (lower income in equality and poverty and environmental outcome).

The City must also target an economic growth and contribute towards the national employment target by creating 520 jobs per annum.

The new **National Development Plan 2030** by national government is proposing to create 11 million jobs by 2030. Some of the ways they plan to achieve this is by promoting employment in labor-absorbing industries, raising exports and competitiveness, strengthening government's capacity to give leadership to economic development and mobilising all sectors of society around a national vision. The Plan acknowledges that the factors that drive growth are not always the factors that drive job creation – and the issues that are good for job creation are not always good for growth. The uMhlathuze's Municipality's Local Economic Strategy should therefore focus on the various aspects within the Municipality that would contribute to both job creation and growth as both will be necessary in order to ensure a path of sustained economic prosperity.

5. HIV/AIDS

It is difficult to estimate what the population due to the HIV/AIDS pandemic. The City of uMhlathuze is one of the major provincial nodes and attracts people to employment opportunities. The update of land is also dependent on the rather uncertain impact of the HIV/Aids pandemic on the municipal population growth rate. It is a known fact that there is a lack of clear and reliable data regarding HIV at a local municipal level. However, it is nonetheless clear that it is a very serious issue and should be incorporated into whatever strategies or developments are undertaken in the study area.

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. Although the main role of environmental health services is to prevent disease burden emanating from environmental risks, at the present levels of productivity it is unclear what impact this service has on mitigating these risks.

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, sepsis, injuries, pneumonia and diarrhea.

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. Young people will be taught to prevent transmittable diseases and to get skills and work experiences that are required by employers. Although the main role of environmental health services is to prevent disease burden emanating from environmental risks, at the present levels of productivity.

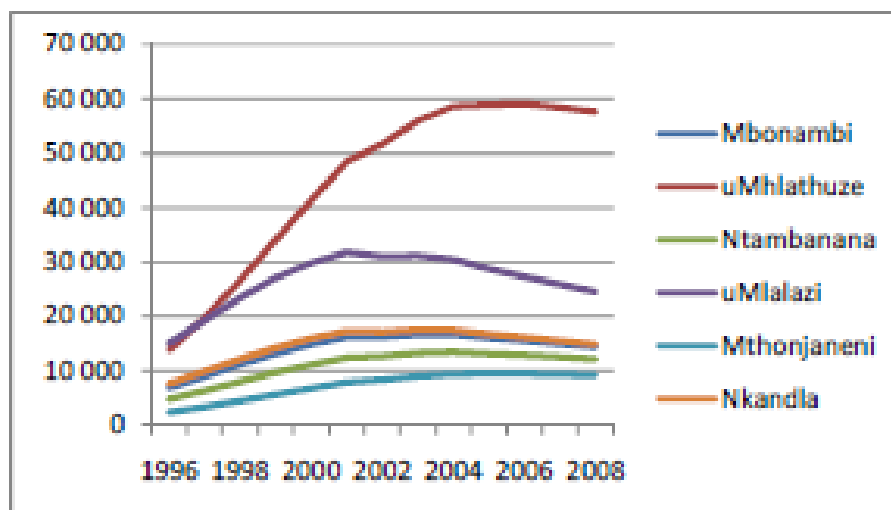
Typical impacts of AIDS include decreased productivity of workers, increased absenteeism and additional costs of training of new workers. It also represents a greater demand and pressure on health facilities and as the statistics gathered from antenatal clinics indicate a very real problem of AIDS orphans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

Other Government objectives of the campaign are to:

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

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

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



Source: Global Insight (2008)

Analysis Outcome: BACKLOGS

Infrastructure

Areas in Need of Infrastructure / Engineering Services

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

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

% households with no electricity (>75%)

% households with no access to hygienic toilets (>75%)

% households with no access to piped water (>75%)

% households living in informal housing (>75%)

Each of the abovementioned data sets was mapped individually.

Water Backlog

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. **86.37%** households have access to the basic RDP level of water supply service. The basic level for the provision of water is communal supply less than 200 m from a household. The target for 2012/2013 on Water Provision is **87.57%**.

A : WATER

SERVICE LEVEL	H/h	Baseline 2010/2011	Access No 30 Jun 2012	Access % 30 Jun 2012	Backlogs % 30 Jun 2012
	backlog study (Sivest)		households		households
House connections	31 533	35 563	35 563		
Yard Connections	17 532	33 545	34 087		
Communal Supply < 200 m	8 305	2 552	2 010		
Communal Supply > 200 m	16 899	2 609			
TOTAL	82 972	71 660	71 660		
Access to Water		71 660	71 660	86.37%	
Backlog No					11 312
Backlogs					13.63%
Achievements		542			

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

B: SANITATION

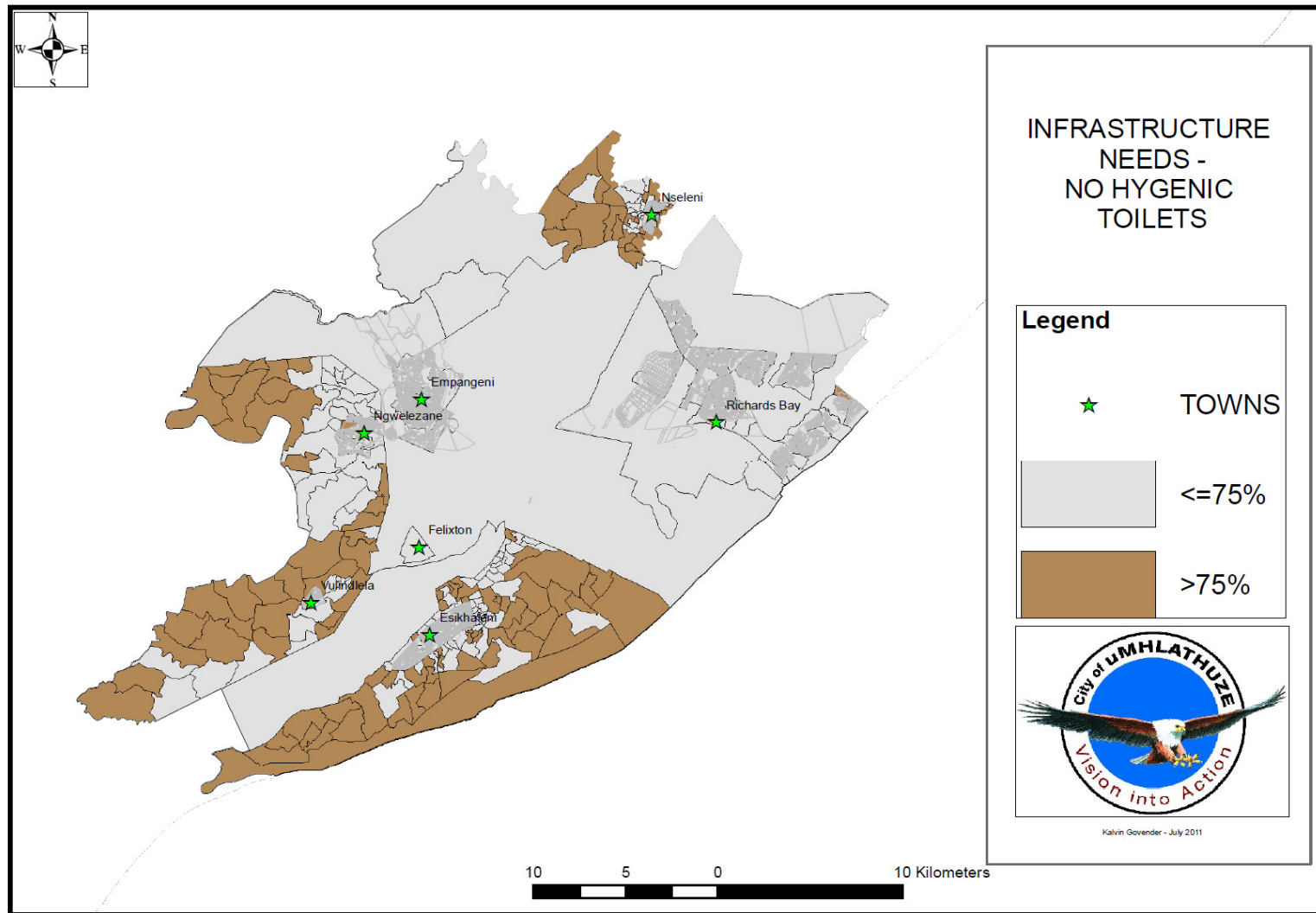
SERVICE LEVEL	H/h	Baseline 2010/2011	Access No 30 Jun 2012	Access % 30 Jun 2012	Backlogs 30 Jun 2012
	backlog study (Sivest)		households		households
Waterborne Sewerage	32 091	36 142	36 142		
VIPs	0	11 908	15 445		
No formal Service	42 178	29 756			
TOTAL	82 972	82 972	48 050		
Access to Sanitation		44 513	48050	57.91%	
Backlog No					34 922
Backlog %					39.57%
Achievements		384	3 537 VIP's		

57.91% households have access to the basic level of service for sanitation. The basic (RDP) level is a VIP per household. The target for 2012/2013 for basic RDP level of sanitation service is **62.73%** for the 2011/2012 financial year, (4 000 VIP toilets will be constructed).

In terms of water and sanitation backlogs, the Figure does not correspond well with the Municipality's reported backlogs. In terms of the water and sewer backlogs as reported in the uMhlathuze IDP, Wards 2, 13, 14 and 15 have the highest number of households in need of infrastructure intervention

The inconsistencies could be attributed to the fact that updated Census Data (2007) is used to map while the Municipality has been implementing numerous projects in the last three years to provide basic water and sanitation services.

Figure: Sanitation Needs.



Provision of Electricity

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

Information has been received by the municipality that the grid code will be enforced by the regulator. This provides the guidelines and rules that will govern how Municipalities create and maintain electrical infrastructure assets. As part of the licence to distribute electricity distributors have to comply with the "Distribution Grid Code".

The municipality completed its maintenance and electricity infrastructure audit. A risk report was compiled and is currently under review for comments. Several items that were deemed critical and within the means of Council's budget were addressed.

The following initiatives by the municipality

- **In the Msasandla:** 70% of the work has been done by end of March 2012.
- **Dlangezwa area:** 145 houses to be connected in the 2012/2013 financial year.
- **Mkhoma Mampolwane** has 108 houses as infill's to be connected in the 2012/2013 financial year.
- **Bomvini/Mhlanga** has 140 houses to be connected in the 2012/2013 financial year.
- ESKOM is requesting proper planning from the Municipal side especially at Esikhaleni where they can't cope with the infill houses 10.
- Municipality and Councillors to assist ESKOM in prioritizing the projects and infills through council resolution to avoid them being pulled into different directions whiles they have started with their plan of electrification.

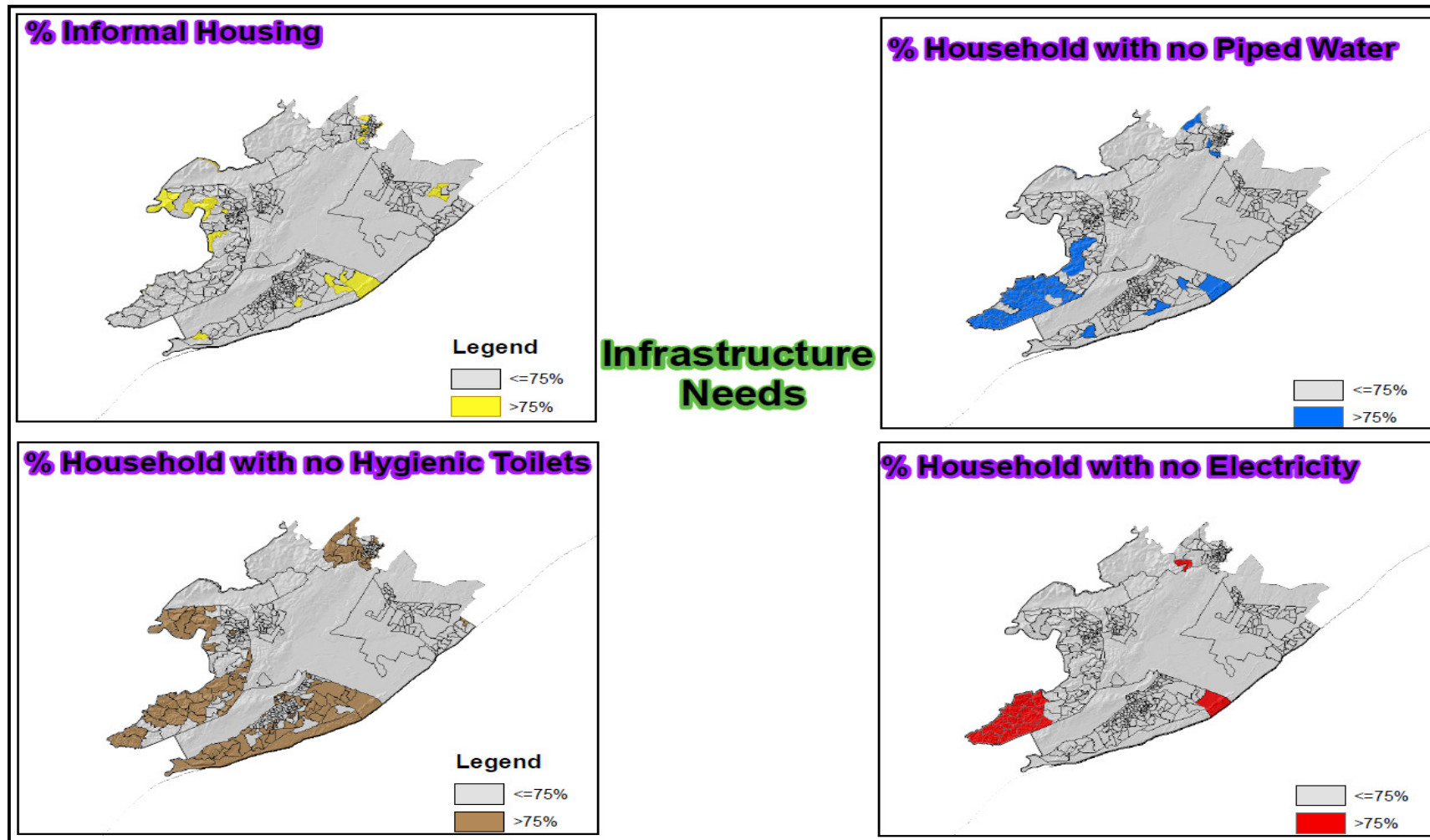
Provision of Housing

In terms of housing, the Municipality is in the process of implementing Rural Housing Projects in the KwaMkhawanazi, Dube, KwaKhoza and Madlebe Traditional Authority Areas. Furthermore, a hostel upgrade project is underway.

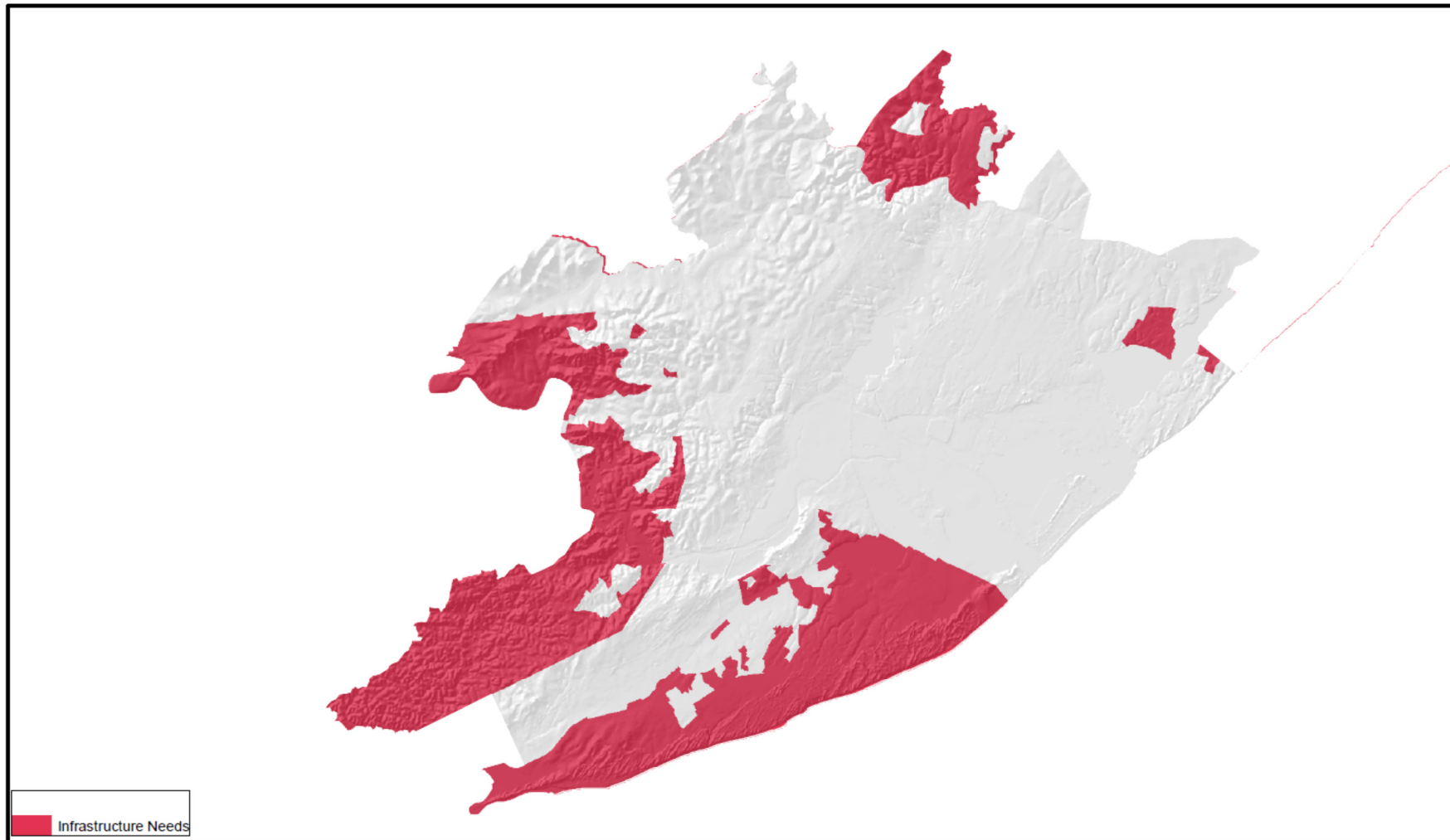
The Municipality is also in the process of formalising the Mandlazini Agri-Village adjacent to Lake Mzinagzi. Funding will be requested in the near future to also address the formalization of the Mzingazi Agri-Village adjacent to Lake Mzingazi. (Refer to Housing Chapter on page 22)

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

Figure: Areas in Need Of Infrastructure Intervention



FIGURE—AREAS IN NEED OF INFRASTRUCTURE INTERVENTION



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

- 87, 57% households have access to the basic RDP level of water supply service. The basic level for the provision of water is communal supply less than 200 m from a household.
- 62.73% households have access to the basic level of service for sanitation. The basic (RDP) level is a VIP per household.
- The current rate of providing sanitation services is very low, however, the funding received from the Municipality Infrastructure Grant is not sufficient to accelerate the provision VIP toilets in satisfactory manner.
- Various housing projects are underway, which will provide some relief.
- The Municipality does not have any electricity backlogs. Eskom's electricity backlogs are focused on Ward 11, followed by wards 5, 24, 18, 8 and 13.
- Unplanned settlement in Traditional Authority Areas remains a problem. Demand for housing and other services will surely continue, and the sustainability of maintaining these services is in doubt.

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

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

Access to Community Services

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

The criteria used to determine travelling time to facilities was very conservative, and is as follows:

- National Routes: 60km/hr
- Provincial Routes: 40km/hr
- District Roads: 30km/hr
- Community Access Roads: 20km/hr

The following facilities were accessed:

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

uMhlathuze municipality has two athletic fields, 15 basketball courts, one baseball field, five cricket fields (two floodlit), four hockey fields (two floodlit), 10 villey ball courts, four rugby fields, seven tennis courts, two polo fields, five aquash courts, two golf courses, two bowling greens, 15 combi courts and nine swimming pools

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

Access to Cemeteries

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

At present the City accommodates four (4) cemeteries.

Access to Education Facilities:

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

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

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

102 schools exist in the area. Tertiary facilities are available in uMhlathuze, and a new Zululand University City Campus opened in Richards Bay making this three Tertiary Institutions. It is therefore assumed that no additional tertiary facilities are necessary at present.

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

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

Access to Community Halls/ Multi-Purpose:

According to the Red Book, a community centre provides a variety of services to a number of residential communities and, as such, it should be easily accessible to these communities, preferably on a main thoroughfare in close proximity to public transport stops. It may be shared with other public facilities such as clinics, parks, libraries, playgrounds, and schools. Guidelines prescribe one community centre per 10 000 people. The City has a total of 15 community halls.

Access to Health Facilities

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

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

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

Within the municipal area there are four hospitals and 23 health clinics.

6. PRIORITY NEEDS FOR BUDGET PURPOSES

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

WARDS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	Tot
Upgrade of (Access)roads/ (markings)		✓			✓	✓		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	24
Job creation				✓		✓	✓			✓	✓		✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	22
Housing	✓	✓	✓		✓	✓	✓	✓		✓		✓		✓			✓	✓		✓		✓	✓	✓	✓	✓		✓	✓	✓	21
Electricity installations/upgrade		✓	✓	✓	✓		✓	✓	✓		✓	✓	✓	✓	✓	✓		✓		✓	✓			✓			✓	✓	✓		20
Speed Humps	✓		✓	✓	✓	✓	✓	✓	✓			✓	✓			✓	✓		✓	✓	✓	✓	✓	✓		✓	✓				20
Recreational /Sport Facilities New/ Upgrade/ Maintenance		✓		✓	✓	✓	✓	✓	✓	✓				✓				✓	✓	✓		✓	✓	✓	✓	✓	✓				19
Sanitation	✓	✓	✓	✓	✓	✓	✓			✓		✓		✓			✓	✓	✓	✓			✓		✓			✓		✓	18
Community Halls/Multi-Purpose Centre/upgrade		✓		✓	✓	✓			✓		✓		✓	✓	✓		✓	✓	✓	✓		✓	✓		✓	✓					17
Pedestrian Bridges (rural)	✓				✓					✓	✓				✓	✓	✓	✓		✓	✓	✓	✓	✓	✓			✓	✓	✓	17
Water/Water tanks/ water meters	✓	✓			✓			✓		✓	✓	✓	✓	✓				✓	✓	✓		✓			✓	-	✓		✓		16
Refuse Removal/ Waste Collect				✓			✓	✓	✓			✓	✓	✓				✓	✓			✓	✓	✓							12
Clinic/ Mobile Clinic	✓		✓	✓	✓				✓			✓		✓	✓					✓				✓		✓			✓		12

Wards	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	Tot	
Crime/SAPS prevention								✓	✓				✓		✓	✓	✓	✓		✓		✓	✓	✓	✓							12
Stormwater Drainage/ upgrade																✓	✓	✓	✓	✓		✓	✓			✓		✓			✓	10
Pedestrian pathways & road paintings (tarring)			✓	✓				✓									✓	✓	✓		✓			✓			✓		✓			10
Streetlights																	✓	✓	✓	✓			✓	✓	✓		✓		✓			9
Streetlights																	✓	✓	✓	✓			✓	✓	✓		✓		✓			9
Crèche						✓		✓										✓	✓	✓	✓				✓				✓	✓		8
Primary/High Schools	✓								✓						✓	✓			✓					✓	✓						✓	8
Installation of Flood/Street lights		✓				✓	✓	✓								✓					✓	✓										7
Installation of Flood/Street lights		✓				✓	✓	✓								✓					✓	✓										7
Urban Regeneration/ Holistic development	✓		✓	✓																✓	✓		✓			✓						7
Bus Shelter													✓					✓		✓		✓	✓				✓		✓			7
Community gardens								✓	✓									✓		✓							✓		✓	✓		7
Installation of Flood/Street lights		✓				✓	✓	✓								✓					✓	✓										6
Beach development	✓			✓														✓		✓												4
Public Transport/ /taxi rank																	✓				✓	✓				✓						4

Wards	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	Tot
Upgrade of storm water drainage system								✓	✓					✓																	3
Accommodation for the physically challenged (various)										✓										✓				✓							3
Taxi rank							✓	✓	✓																						3
Tourism enhancement		✓																			✓										2
Old Age Facilities																			✓					✓							2
Beatification of the City		✓																													1
Cutting of grass							✓																								1
Maintenance of urban roads								✓																							1
Solar Energy/Geyser									✓																						1
Telephone Lines									✓																						1
Welfare Office																								✓							1
Intersection Improvement	✓																														1
Township establish	✓																														1
Fire Station																	✓														1
Taxi rank									✓																						1
Sustainable rural development																												✓			1
Intersection Improvement	✓																														1
Township establish	✓																														1

Issues which have been identified as the most serious day to day problems experienced by citizen's includes the upgrade of rural roads, poverty/ job creation, housing, crime, provision of electricity, sanitation and water

The following key issues were identified per sector in terms of a SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats): **Table: SWOT Analysis**

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

7. ASSESSMENT OF THE SITUATIONAL ANALYSIS

Sustainable financial 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.

The municipality has been trying the following strategies:

Cash Flow Management

- Primary cause still a challenge (unfunded CAPEX in 2007/8 & 2008/9), but easing slowly;
- Senior management monitoring moved from “daily” to “weekly”; middle management - daily basis;
- Continued management buy-in and engagement;

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 organisations that exist in the area.

Limited access to basic household and community services

The Municipality faces a challenge with regard to a marketable and skilled work force, thereby creating a gap in productivity, which in turn has a negative impact on the economic growth path. Limited efforts to encourage development of the green economy and development of infrastructure to support economic development will future stifle opportunities to reduce the high levels of unemployment.

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.

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.

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.

Unsustainable developmental practises

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.

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.

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.

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.

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.

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.

8. PROJECT PRIORITISATION MODEL

There are a large number, and a wide range of projects which have been identified through the IDP processes of the uMhlathuze Municipality. A substantial number of these proposed projects will require grant funding or loans if they are to be undertaken. Further, due to resource constraints, they cannot all be funded at once.

It is therefore vitally important to be able to determine which are the priority projects in a fair and informed manner.

Some of the challenges that are faced in this regard are:

- how to determine the highest priority projects;
- how to align the IDP development strategies, programmes and sub-programmes to projects;
- how to cater for emergency projects; and
- how to manage priorities in terms of budgets.

At the outset it should be clearly stated that the development of a numerical Project Prioritisation Model remains open to subjective interpretation. As such it must be accepted that the Model is only a technical tool to assist decision makers in prioritising projects.

Given the above, a numerical project prioritisation model (which is an improvement of a similar model currently in use by the municipality) has been developed to assist the municipality in the prioritisation and scheduling of projects. The model has involved technical input from individual Heads of Department.

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 regards to health?	9.55
Direct Safety Hazard	Will the postponement of the project lead to a considerable direct negative impact with regards to safety?	9.18
Direct Commercial Risks	Will the postponement of the project lead to a considerable direct negative impact with regards 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 within 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 are depicted in the table below:

PROJECT CATEGORY	CAT.WEIGHT
Water	100%
Sanitation	99%
Land Use Management	98%

PROJECT CATEGORY	CAT.WEIGHT
Health	97%
Electricity	97%
Human Settlements	95%
Roads and Stormwater	94%
Public Transport	93%
Solid Waste	92%
Education	90%
Commerce / Business / SMMEs	90%
Sports & Cultural	90%
Community Facilities	89%
Tourism	87%
Agriculture	86%
Safety & Security	83%
Environmental Management	82%
Training & Capacity Building	82%
Taxi Ranks	80
Speed Humps	79%

Note: The various Project Categories have not been prioritised. The prioritisation process will involve all relevant Council and official role-players. The intention of the Category Weight, at this

9. INSTITUTIONAL ARRANGEMENT

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

TABLE 9: UMLATHUZE'S COMPOSITION

Summary of Personnel Nos. (Full Time)	2008/2009	2010/2011	2011/2012
Councillor's/ Political Office Bearers plus other	60	60	60
Senior Managers including Municipal Manager (Section 57 of Systems Act)	6	5	6
Other Managers	28	32	
Technical/ Professional Staff	698	717	
Other Staff/ (Clerical Labourers)	964	966	
Total Personnel nos.	1 695	1 720	1 774

10. HUMAN RESOURCE STRATEGY

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

Human Resource Vision

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

Mission

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

Strategic Priorities:

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

Council's Training and Development Strategy be aligned to the District and Provincial Human Resource Development Strategy as well as the National Skills Development Strategy (NSDS).

To ensure that Council receives it's mandatory grants by complying with the submission of the Annual Workplace Skills Plan (WSP) and Annual Training Report (ATR).

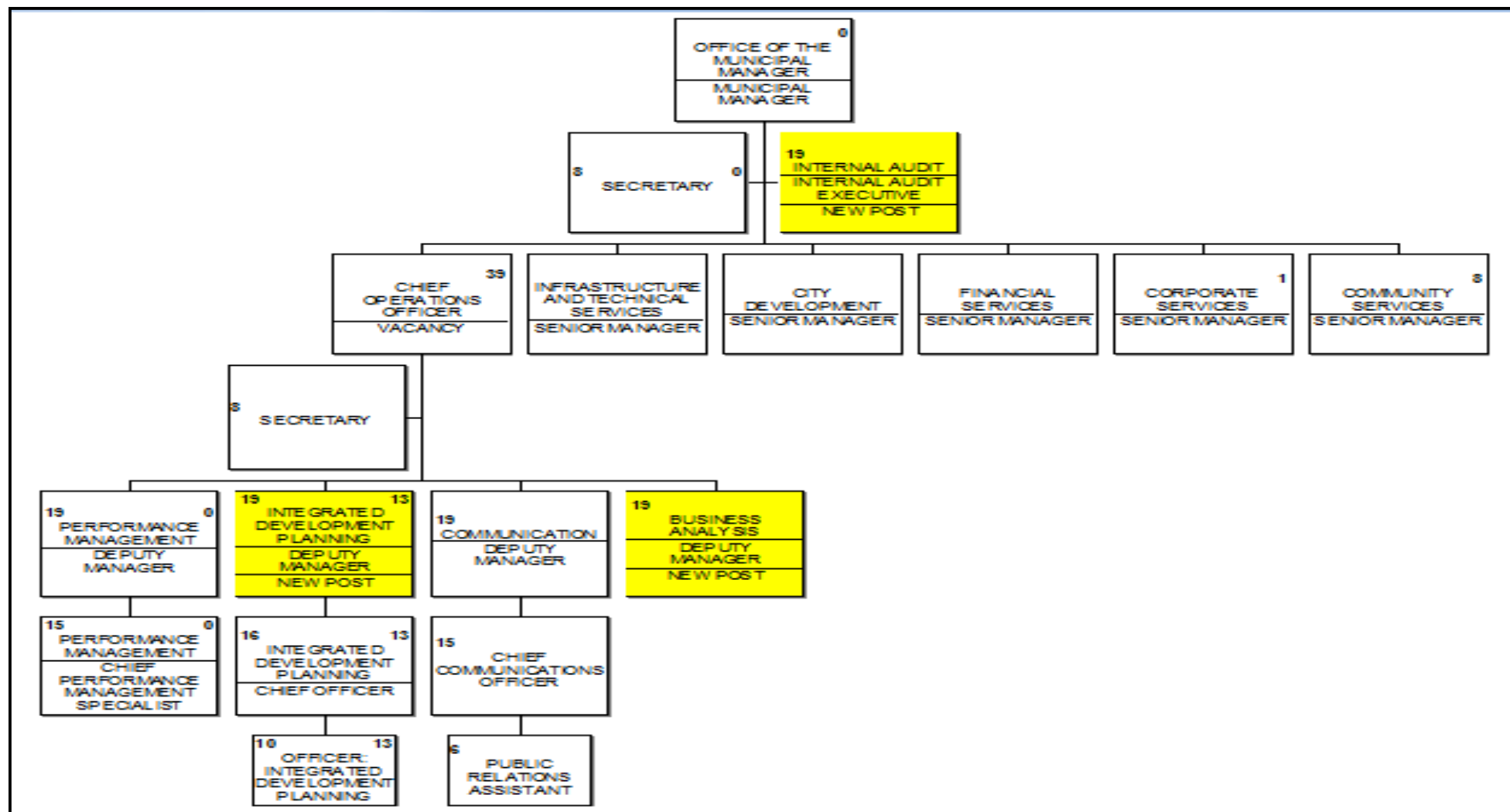
TABLE : HUMAN RESOURCES POLICIES

Policy Name		Approved by Council	Council Resolution
Staff Recruitment, Retention & 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.	2 Nov 2010	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
Health Safety Environmental Policy: Management Involvement	Strives to ensure a work environment where hazards and associated risks are eliminated.		

Prevention of Fraud and Anti-Corruption		4 Sept 2007	4777
Supply Chain Management		4 Aug 2009	6174
HIV/AIDS Policy for Employees		4 Sept 2007	4777

11. MUNICIPAL ORGANOGRAM

Senior Management Structure



12. GOOD GOVERNANCE

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 assessment and planning phase to help gather relevant data to define development challenges and to identify vulnerable groups, map out root causes, and set priorities

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

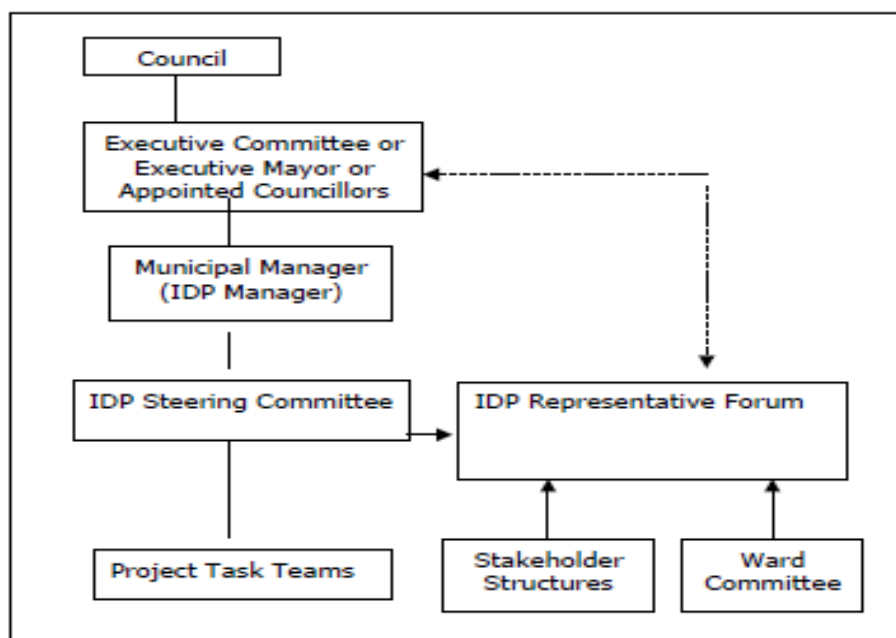
Municipal Departments participated throughout the process by contributing relevant aspects of their sections. Some Provincial line function departments co-operated fully in the review process through their participation in the IDP Representative Forum and during alignment meetings.

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

uMhlathuze Municipality's communication strategy entails that:

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

Stakeholder Organogram



Source: 2011/2012 uMhlathuze IDP Process Plan

Roles and Responsibilities (IDP Representative Forum)

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

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

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

IDP Steering Committee

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

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

Broad Public

The significance of public participation is emphasised in the Municipal Systems Act, 2000 as the foundation for the IDP Process. It is the responsibility of the uMhlathuze Municipality through ward Councillors, ward committees and the Chief Control Officer for the IDP process to ensure that communities are invited to the public sessions. These sessions focus on creating an understanding of the IDP Process. The public should also participate in the formulation of the “Vision”; the overall needs assessment; objectives and strategies; Spatial Development Framework (SDF) and Implementation Plan. The community is clustered accordingly so that all areas are reached.

13. SHE POLICY

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

Strategic Role of Management in Risk Management

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

14. THE DISASTER MANAGEMENT FRAMEWORK

As enshrined in the Disaster Management Act, section 53, each municipality is required to develop a disaster management plan for its area of jurisdiction in accordance with the circumstances that prevail in the municipality. A reporting framework and template from the Provincial Disaster Management Centre originally from the National Disaster Management Centre is utilised in compiling their Annual Disaster Management Reports.

The main aim of the Disaster Management Annual Report is to comply with the Disaster Management Act (Act 57 of 2002) as enshrined in section 50 of the Act. The report is a mechanism that is utilised to share information amongst the government spheres, which assist in many ways to improve the disaster management service which in turn uplifts the standard of service to the communities.

The annual submission of this report by the Disaster Management Unit to Council is based on its activities during the year;

- the results of the centre's monitoring of prevention and mitigation initiatives;
- disaster incidents that occurred during the year in the area;
- the classification, magnitude and severity of these disasters;
- the effect they had; and
- the particular problems that were experienced in dealing with such disasters and or incidents;
- generally in implementing the Act, National Framework, the Disaster Management Framework of the province and the Disaster Framework of the municipality.
- the manner in which these problems were addressed and any recommendations thereof;
- progress with the preparations and regular updating in terms of Section 52 and 53 of Disaster Management plans and strategies by municipal organs of state involved in disaster management in the municipal area; and
- evaluation of the implementation of such plans.

Section 2(a) indicates that a Municipal Disaster Management Centre must at the same time that a report is submitted to the Municipal Council in terms of Section (1), submit a copy of the report to the National Disaster Management Centre and the relevant Provincial Disaster Management Centre. In Section 2 (b) the Act requires that Local Municipalities submit a copy of the report to the District Municipalities in their area of jurisdiction.

The City of uMhlathuze has developed a disaster management plan, which is updated on regular basis. Due to change of circumstances and more information received it has been realized that, such plan needs to be upgraded in terms of risks identification, assessment and prioritisation to feed the same into the plan. The officials in the municipality have been and are still committed to developing their own departmental contingency plans, which are incorporated into the plan thus forming a comprehensive disaster management plan. In the municipality, the Disaster Management Plans for each level of administration form part of its tactical and planning processes. They determine the approach of the administration to risk reduction and in the event of an incident or catastrophic event occurring, the response and recovery actions and matters incidental thereto.

These municipality has recently prepared disaster management by-laws in terms of Section 55 (2) of the Disaster Management Act (Act 57 of 2002) to ensure public safety before, during and or after the occurrence of a catastrophic event. The proposed bylaws were accepted at the Disaster Management Advisory Forum that was held on 23 April 2012 with the neighbouring municipalities

The proposed bylaws have been adopted with the main aim of giving effect to the Municipality's Disaster Management as stipulated in the Disaster Management Framework .

15. IDP STRATEGIC APPROACH

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

As Local Government, uMhlathuze Municipality has contributed to the achievement of a number of significant social, environmental and economic development advances, since the ushering in of the new democratic municipal dispensation in December 2000.

The majority of the citizens have increased access to a wide range of basic services and more opportunities have been created for their participation in the economy. Local Government is a fundamental component of the reconstruction and developmental mandate of our country. The aims of democratising our society, protecting our natural assets, becoming financially sustainable and growing our economy inclusively can only be realised through a Local Government system that is accountable, responsive, effective and efficient. Therefore the focus of the 2012/2017 IDP would focus on building a more inclusive developmental local government that would further translate the Municipality's Vision into action.

To develop a more responsive, efficient, effective and accountable local government we will outline, in Chapter Two, precisely how we intend to translate our **Long Term Municipality Vision** into an effective plan that aligns the municipal budgets, monitoring and evaluating mechanisms as well as timeframes for delivery, in order to achieve our five-year 2012/17 developmental targets. The Municipality has taken the strategic direction to achieve closer alignment between the objectives and the IDP.

Whilst the Municipality has a good track record in delivering goods and services effectively to citizens, one has to recognize that there are challenges that we face. A description of the **key developmental challenges** is listed to provide a context for the delivery of goods and services in eThekweni. In response to these challenges, we then outline how we have refined our Municipality's Vision to be more robust, comprehensible and realistic, and a useful tool to help guide the actions of the Municipality, its citizens and key development.

Thereafter, we table the **key development dialogues** that have been made by the Municipal leadership to ensure the developmental mandate of the Municipality is achieved. The key development strategies identified align directly to the objectives of the Long Term Development Plan. This is followed by an explanation of how we **forge a pathway to sustainable development** actions in order that only those programmes and projects that are consistent with and support our Municipality's vision and development objectives are pursued.

The Municipality's five strategies which are aligned to National performance areas are summarised and further build on a clear plan of action that will deliver on the Municipality's Vision. Following the Eight Point Plan we will then present the **Strategic Priorities** for the 2012/13 financial year.

The **Municipal Scorecard**, which brings together the Municipality's five Strategies and the respective strategic focus areas, is presented in the form of a matrix. The Scorecard gives us an indication of all the measures that will be used to help us monitor our performance using the **National Key Performance Areas**. This chapter ends with a summary of the key focal points of the 2012/2013 IDP formulation.

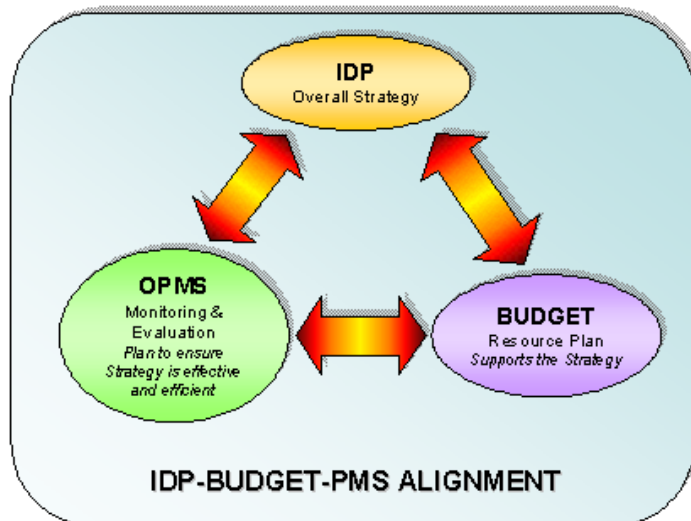
We then present the Municipality's IDP. The desired outcomes and the goals of each of the **five strategies** are tabled together with an abridged Service Delivery Budget Implementation Plan (SDBIP).

The SDBIP's are structured around Strategic Focus Areas (SFAs) with a number of programmes under each SFA. For each programme, a set of key projects are presented in tabulated form. Capital and operational budget allocation (over a three year period) per Plan are also provided.

This why for the above summary we can conclude that the IDP in uMhlathuze sets the basis for translating into financial terms and activities what we foresee as deliverables. The overall objectives of budget planning cycle of the municipality has managed to co-ordinate the implementation of the IDP, which needs to ensure that the budget is affordable to deliver on the expectations of the community.

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

Figure: The integration of the IDP, Budget and PMS

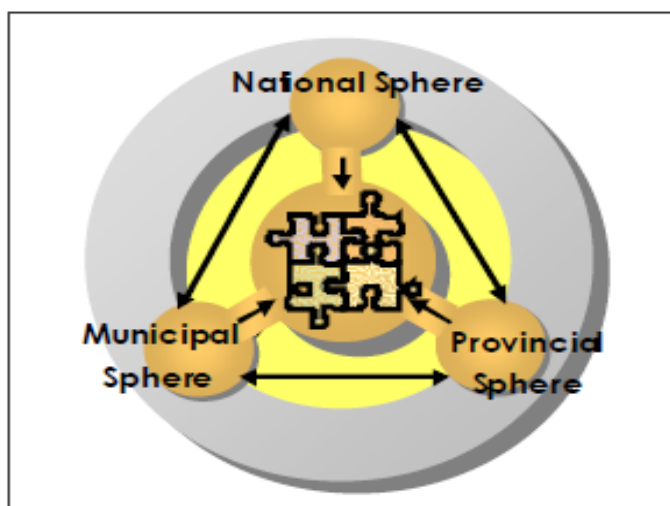


The strategic approach to the development of the Municipality is underpinned by strategic national and international policy. The development objectives of these policies have influenced the development of the strategic direction that the Municipality has identified. Whilst we have assessed and identified key policies, the most recent and relevant developmental policies (as depicted in the diagram below) - Millennium Development Goals, National Development Plan, Service Delivery Agreement Outcome 9, National Government Programme of Action 2009 – 2014, Provincial Growth and Development Strategy and the Provincial Government Priorities for 2011 - are expanded on below.

The purpose and objective of this section is to:

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

We therefore seek to achieve a developmental state:



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

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

KZN Province Priorities
Job Creation
Human Resource Development
Human & Community Development
Strategic Infrastructure
Response to Climate Change
Governance & Policy
Spatial Equity

The following is the key mission of City:

- Job creation through Economic development Initiatives
- Improving Citizens Skills levels/Education
- Improve Quality of Citizens Health
- Creation of secure and friendly City through Fighting Crime
- Stimulate Rural Development
- Consistent Spatial Development Framework
- Sustainable Environmental Management

Table : Alignment of municipal projects with the 7 Key Priorities of Government

Job creation through Economic development Initiatives	Improving Citizens Skills levels/Education	Improve Quality of Citizens Health	Creation of secure and friendly City through Fighting Crime	Stimulate Rural Develop	Consistent Spatial Development Framework	Sustainable Environmental Management
Municipal Fleet – Replacement (R2 500 000)	Upgrade Empangeni Town Hall (1,2m)	R/Bay extension/development of Cemetery	Bus shelters & Laybys - all areas (R1 310 000)		Planning projects (R 275 000)	Energy Management (Grant funded) (R8 000 000)
Civil services - B1030 Ngwelezane (R6 000 000)	Gobandlovu Hall - Upgrade (construct guard house, fencing and disabled ramp) (R400 000)	eSikhaleni extension/development of Cemetery	Pedestrian Bridges and Walkways Rural Areas (R900 000)		Planning projects: Mzingazi Village (R500 000)	
Civil services - Infill areas (J2 & H2 area eSikhaleni) (R8 000 000)	Mandlakala Hall - Upgrade (construct guard house, fencing and disabled ramp) (R400 000)	Recreation parks development (R100 000)	Traffic Calming measures – All areas (R900 000)			
Streets and Stormwater - uMhlathuze Village Internal Services (R4 400 000)	Ntuzi Hall - Upgrade (construct guard house, fencing and disabled ramp) (R500 000)	eSikhaleni College Sports field renovation (R200 000)	Tusk Casino Pedestrian Safety – New robots & associated work (Council Contribution) (R1 650 000)			
132kv Supply to Cygnus Substation (R1 565 000)		Playground equipment for all areas (R170 000)	Street lighting – Empangeni Main Road (R1 450 000)			
Alton North (R1 500 000)		Water Pumpstations – Telemetry (R767 000)	Street lighting – John Ross/Main Road (R2 300 000)			
RBCC Improvements to club facilities (Council's contribution) (R770 000)		Upgrade Waste Management Depot – Empangeni	Sports facilities – Equipment (R946 000)			
		Refuse Trucks – Balance of 2011/2012 funding provided (R6 795 000)	Swimming Pools – Replacement of air conditioners, alarm systems, filters, desks and chairs (R295 000)			

Job creation through Economic development Initiatives	Improving Citizens Skills levels/Education	Improve Quality of Citizens Health	Creation of secure and friendly City through Fighting Crime	Stimulate Rural Develop	Consistent Spatial Development Framework	Sustainable Environmental Management
Regional Facilities - Irrigation system (R100 000)		Refuse Trucks – Balance of 2011/2012 funding provided (R6 795 000)	Machinery & Equipment – Fire Department (Jaws of life (2), chemical suites (3), gas monitor and power cutter) (R1 00 0000)			
Beach Equipment and Office Furniture – Replacement of existing (R150 000)		Scientific Services – Building Alterations (R400 000)	Parks – Replacement of ride-on mowers, slashers and brush cutters (R1 418 000)			
Hydra Substation (R7 000 000)		Emergency pipeline to Lake Qubu (R101 000)	Upgrade Internal CCTV cameras – Various sites (R211 000)			
Upgrade Sirius Substation (R4 900 000)		Rural Sanitation – MIG Funds and Counter funding (R58 114000)				
Upgrade Aquila Substation (R201 000)		Mzingazi Village sewer project (counter funding) (R1 200 000)				
Infrastructure SMME's (R455 000)		Various Sanitation projects (R3 400 000)				
		Sanitation - uMhlathuze Village Internal Services (R2 460 000)				
		Machinery and Equipment – Sewerage Pumpstations – Replacement of electric hoist, standby pumps, submersible pumps, (R1 209 000)				
		Rural Water – MIG Funds (R32 048 000)				

Job creation through Economic development Initiatives	Improving Citizens Skills levels/Education	Improve Quality of Citizens Health	Creation of secure and friendly City through Fighting Crime	Stimulate Rural Develop	Consistent Spatial Development Framework	Sustainable Environmental Management
		Rural areas - Dube Tribal area North Bulk water supply line (counter funding) (R500 000)				
		Rural areas - Mkhwanazi North Phase 5 water supply (counter funding) (R2 500 000)				
		Water Meters – Rural Areas (R1 500 000)				
		eSikhaleni Water Treatment Plant High Lift Pumpstation (R125 000)				
		Water - uMhlathuze Village Internal Services (R1 840 000)				
		Bulk Water Master Plan & WSDP (R1 500 000)				
		Water Quality Compliance (R387 000)				
		Water and Sanitation Distribution – New staff furniture (R502 000)				
		eSikhaleni refurbish Hostels (R8 925 000)				

Kwazulu Natal Provincial Priorities

Each municipality should align its programmes into its integrated development planning vehicle as addressed by the Premier in his State of the Province's address. In line with the international and national priorities the Province strives to boost its economic as well as investment potential by investing a lot on infrastructure.

The City of uMhlathuze has earmarked the developments that will be taking place within the Dube Trade port rail and road corridor as well as the Port development. This will not only open up opportunities for the City's GDP and the healthy economy increase. It will, however, enhance opportunities for a massive corridor development which goes beyond the Provincial boundaries.

Stats SA labour force survey 2011 indicates that KwaZulu Natal economy was second compared to Gauteng in total jobs created, which were 90 000 in the formal sector and 66 000 in the informal sector. Increase in job creation has been seen in the infrastructure and the industrial sector, where uMhlathuze has proven to be a powerhouse in these fields through massive infrastructure investment, sector support programmes and priority node development.

Public-private partnership entered into by the City has seen an increase in employment creation in the rail/ road/ port/EPWP/ tourism and SMME fields, and the city has, through these initiatives, geared itself to add value with regard to pipeline investment that would unlock opportunities for sustained growth. SMME and enterprise development has further created employment and economic opportunities for the citizens of uMhlathuze. Emphasis has been put on fostering linkages between small and big business, which creates an enabling environment, and also enhance competitiveness. The City encourages sustainable agriculture practice. As part of sustainable livelihood, green economy and renewable energy use enables the city to play a massive role in climate change mitigation. A dedicated unit identifies national and international best practices which will enable uMhlathuze to become a clean and green city.

Although education and health are not core competency of the city and they fall under the unfunded mandates of uMhlathuze, the City has spent large sums on libraries and health in the last financial year, which will increase based on the programmes set for 2012/2013. Various awareness campaigns, educational programmes, crime prevention and social development programmes will also feature within **Operation Sukuma Sakhe**. All the ward profiles of uMhlathuze have been completed and war rooms identified. It is through its implementation that service delivery will target the core of the communities, and as a result a blanket approach will be eliminated. The City also ensures that through its community participation programmes citizen participation plays a pivotal role in ensuring that their needs are taken into consideration.

Millennium Development Goals

The Millennium Development Goals (MDGs) are eight international development goals that all 192 United Nations member states have agreed to achieve by the year 2015. The aim of the MDGs is to encourage development by improving social and economic conditions. It provides a framework for the entire international community to work together towards a common end i.e. making sure that human development reaches everyone, everywhere. The MDGs focus on three main areas of human development viz. bolstering human capital, improving infrastructure and increasing social, economic and political rights. If these goals are achieved, world poverty will be reduced, lives will be saved, and people will have the opportunity to benefit from the global economy.

The eight MDGs which have been identified include:

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

The National Planning Report

This report aims to identify the main challenges confronting the country and to examine their underlying causes. The National Development Plan provides a paradigm shift whose focus is to involve communities, youth, workers, the unemployed, and business partnerships with each other, so as to develop a more capable state, to develop capabilities of individuals and the country, as well as to create opportunities for the whole of South Africa. It provides the basis for a plan. The report advises that South Africa needs an informed discussion about the major issues confronting the nation. The diagnostic document serves to advance the discussion. It highlights that we should reach broad consensus on its principal national challenges so that we stand a better chance of coming up with sensible and achievable solutions.

When planning as a City we should ensure that all examine the broad issues of economy, human conditions, material conditions, nation building, and institutions and governance. The City should comment on this diagnostic document to strengthen and guide the people responsible of the analysis on what is wrong and what needs to be fixed. The

IDP is a suitable tool to lead towards the plan that government needs to draft. As a City our IDP will highlight the challenges faced by local communities.

KZN - Provincial Growth & Development Strategy (PGDS)

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

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

National Spatial Development Perspective (NSDP)

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

Given the government's objectives of growing the economy, creating jobs, addressing poverty and promoting social cohesion, the NSDP assists government in confronting three fundamental planning questions:

- If government were to prioritise investment and development spending in line with its goals and objectives, where would it invest/spend to achieve sustainable outcomes?
- Given the apartheid spatial configuration, what kinds of spatial arrangements are more conducive to the achievement of our goals of nation-building and of social and economic inclusion?

- How can government as a whole capitalise on complementarities and facilitate consistent decision making and move beyond focusing on integration and coordination procedures to establishing processes and mechanisms that will bring about strategic coordination, interaction and alignment?

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

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

Twelve National Outcomes

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

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

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

These can also be achieved within the four years.

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

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

16. VISION/ STRATEGIES/ GOALS AND OBJECTIVES

Municipal Vision

The current municipal “Vision” is as follows:

"The City of uMhlathuze, as a port city, will offer improved quality of life for all its citizens through sustainable development. It will be a renowned centre for: Trade, Tourism and Nature-lovers, Coastal Recreation, Commerce, Industry, Forestry, and Agriculture" Council deliberated on a couple of “Vision” suggestions and chose the most suitable for the municipality and the City.

17. UMHLATHUZE’S NEW “VISION”

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

Development Strategies

18. DEVELOPMENT STRATEGY 1: GOOD GOVERNANCE

Objective/s	<ul style="list-style-type: none"> • Ensuring compliance and implementation of legislations, policies, resolutions and programmes of provincial and national governments in performing its functions and duties • Strictly ensuring the IDP is the principal strategic planning instrument that guides and informs all planning and development and all decisions with regard
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	to planning, management and development of the municipality.
Action Plans	<ul style="list-style-type: none"> • Ensure appropriate, effective and efficient municipal structure is in place with clear and distinctive functions and responsibilities and appropriate equipment for each department in the municipality to carry out its constitutional mandate • To serve the community with honesty and integrity • Provide a fair opportunity to the community and stakeholders to have a say and/ inputs into developments affecting them and the town • Harness a good relationship between labour and management • Enforce policy for public and officials in respect of fraud, corruption, theft, misuse and damage to council property

19. DEVELOPMENT STRATEGY 2: INFRASTRUCTURE & SERVICES PROVISION

Objective/s	<ul style="list-style-type: none"> • Development of an environmentally friendly, efficient and integrated city with sustainable Municipal Infrastructure Provision and Service Delivery
Action Plans	<ul style="list-style-type: none"> • Support / encourage proactive planning, decision making and budgeting for the provision/upgrading and maintenance of Infrastructure for growth and investment attraction. • All development plans for the City to align, meet the requirements of local, provincial and national standards, guidelines, frameworks, policies and legislation, developed from time to time • Promote sustainability through timeous planning, implementation and monitoring • Ensure projects undertaken are completed within time, budget and required quality • Strive to enhance Service Levels by being effective and efficient and always maintaining high quality standards • Undertake Housing Development in the city in terms of Sustainable Human Settlements requirements, have in place a comprehensive Demand Database catering for the different needs and included in the IDP for prioritisation and budget allocation. • Vigorously promote higher density developments to increase revenue base • Support environmentally sustainable developments • Improve Public transport such that land and transport planning is integrated with the land development plans to enhance the effective and efficient functioning of the city and rural areas, giving priority to public transport than private transport to support pedestrian friendly city centres and 'reduce the social wage • Support research for innovative and creative plans for alternative sources of energy and water • Develop: Asset management Policies and Strategies, Infrastructure Asset Management Plans, Comprehensive Infrastructure Plans, Infrastructure Asset Management Systems and Infrastructure Asset Management Registers

20. DEVELOPMENT STRATEGY 3: SOCIAL AND ECONOMIC DEVELOPMENT

Objective/s	<ul style="list-style-type: none"> • To create opportunities through economic growth and development to increase economic stability by creating new functional linkages with other economic activities through enhancing a prudent and efficient use of social and economic infrastructure to meet future demands • To promote social cohesion and the creation of a safe and healthy living environment
Action Plans	<ul style="list-style-type: none"> • Provide appropriate and valuable social facilities within the communities catering for various needs, age groups and physically challenged • Improve quality of Health Services and Health of Citizens • Promote the development and management of a clean, safe, secure and friendly city for people to work, live and play • Create an enabling environment to grow and become locally and globally competitive. Development of priority nodes and corridors for growth and economic opportunities • Promote and encourage exceptional and unique developments for attractions using our strategic advantages to draw tourists and to grow our tourism sector • Stimulate economic growth through strategic economic interventions e.g. the promotion of the dry dock and container terminal developments • Facilitate and guide the informal economy

21. DEVELOPMENT STRATEGY 4: INSTITUTIONAL DEVELOPMENT

Objective/s	<ul style="list-style-type: none"> • A healthy, harmonious and enthusiastic team committed to achieving the Vision and Mission of the Municipality
Action Plans	<ul style="list-style-type: none"> • Officials are briefed / educated and committee to service delivery by putting "People First" • Workers are encouraged to be smart workers and always keep abreast of new legislation affecting their standard of work • Council take keen interest in the well-being of the employees and councillors, their development and growth path • Ensure the prospective incumbents to be employed has the requisite skills and experience required of that position to avoid the need to outsource • Progressively acquire and implement innovative Information Management System/s for better planning, decision making and management • Embrace innovation and new generation technologies • Enforce policy for public and officials in respect of fraud, corruption, theft, misuse and damage to council property • Safe, clean and secure working environment • Manage diversities in terms of race ethnic groups

22. DEVELOPMENT STRATEGY 5: SOUND FINANCIAL MANAGEMENT

Objective/s	<ul style="list-style-type: none"> • Secure, sound and sustainable management of the fiscal and financial affairs of the municipality • IDP to inform the budget
Action Plans	<ul style="list-style-type: none"> • Officials are briefed / educated and committee to service delivery by putting "People First" • Workers are encouraged to be smart workers and always keep abreast of new legislation affecting their standard of work • Ensure that Financial Planning, Budgeting and Expenditure aligns with the priorities of the current IDP • Improve communications with user departments on roles and responsibilities regarding financial management • Ensure accurate and timely revenue budget input data • Ensure that a GRAP compliant fixed asset register is maintained • Ensure the optimization of regulatory and sundry income • Ensure over a 5 year period the municipality has in place cash-backed statutory reserves as well as a working capital reserve equal to two times the average monthly financial commitment • Maintain high levels of Credit Control and Debt collection • Review SCM policy and ensure adherence to policy • Ensure status of internal controls is reliable, compliant and continuous. Ensure compliance and quality of grant reporting (S71) is maintained to ensure complete spending. • Provide assistant to Technical Services Department to identify possible electricity and water tampering and losses in order to ensure that accurate consumptions are recorded

23. 2012 – 2017 IDP FRAMEWORK (INDEXING)

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 Switchboard
			1.3	Councillors				
					1.3.1	Councillor Support and Public Participation		
							1.3.1.1	Office of the Mayor
							1.3.1.2	Office of the Speaker
							1.3.1.3	Special Programmes

No	National Key Performance Area	Developmental Strategies	IDP No	Strategic Objectives	IDP No	Programmes	IDP No	Sub Programmes/Projects
			1.4	Public Safety and Security				
					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		
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 (Pump stations)
							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 Pump stations
							2.1.2.3	Planned Maintenance Program for all Network Pipelines

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)	Infrastructure and Service Provision (Continue)					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 18 March 2004 / General Standard 9225 18 may 1984)
							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
					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

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)	Infrastructure and Service Provision (continue)			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 Storm water				
					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
							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 (continue)	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	Storm water Management Bylaw Annual Review
							2.3.4.2	Storm water 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

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)	Infrastructure and Service Provision (Continue)	2.5	Engineering Support Services				
					2.5.1	Engineering Projects Management and		
							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
					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
							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)

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)	Infrastructure and Service Provision (Continue)					2.5.5.4	Planned Structures Maintenance
							2.5.5.5	Building Construction and New Works Program
			2.6	Recreation and Environmental				
					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		
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

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			3.2.2	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		
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		

No	National Key Performance Area	Developmental Strategies	IDP No	Strategic Objectives	IDP No	Programmes	IDP No	Sub Programmes/Projects
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
					5.1.2	Expenditure and Cash Management		
							5.1.2.1	Creditors Management
							5.1.2.2	Payroll and Policy Management
			5.2	Revenue				
					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		
							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		

24. LOCAL ECONOMIC DEVELOPMENT

uMhlathuze is to undertake the review its Local Economic Development(LED) Strategy, and develop a revised LED Framework and Plan. Currently, uMhlathuze has a 5 year LED Strategy that was developed in 2007 for the 2008 to 2011 term. This revised Plan serves to inform LED priorities and provide an LED framework for five years from 2012 – 2016. It outlines the vision and goals for the future economic development of the uMhlathuze Municipality, and is intended as a guide for LED implementation. The LED Plan proposes approaches and programmes to be amended, refined, and consolidated.

The final Growth and Development Strategy will be intended to promote **local employment creation, income generation, and investment**.

LED involves identifying and using primarily local resources and skills to stimulate sustainable economic growth through a participatory approach on the part of all interested parties to address local needs within the context of the national and global economic climate.

The following will be principles that uMhlathuze will focus on during the years 2012-2017

Rural Development

Principles

Since about 50% of the Municipal area is rural in character, rural development should be a development priority.

The prioritization of rural development is in line with the national focus on the up-liftment of the rural areas through the Comprehensive Rural Development Programme. The thrust of this Programme is “agrarian transformation”. The vision of the CRDP is to create vibrant, equitable, and sustainable rural communities. It is aimed at contributing to the redistribution of 30% of the country’s agricultural land; improving food security among the rural poor; creating business opportunities; de-congesting and rehabilitating over-crowded former homeland areas; and expanding opportunities for women, youth, people with disabilities, and older persons who live in rural areas.

Challenges

In the City of uMhlathuze, one of the major challenges is unplanned and ad hoc settlement in the traditional council areas. The type of settlement that has occurred makes the delivery of services extremely difficult. As already noted, good land is lost for agricultural development. The AmaKhosi are the custodians of Ingonyama Trust Land. They are responsible for land management in the rural areas. Land under communal tenure is extremely difficult to manage. This poses a considerable challenge. The AmaKhosi have been instrumental in allocating land along transport routes and along the borders of their areas, as well as in environmentally sensitive places. This has led to rapid development and to densification along transport routes and in places with easy access to formally developed areas.

25. STRATEGIES TO REALISE OPPORTUNITIES

There are two ways in which unplanned ad hoc settlement can be addressed:

The first is to draw traditional authorities and ward councillors in these areas into participatory planning processes. The key issue that should be addressed is land use management, which includes land use planning, use zoning, and land allocation. This approach is informed by a spatial rationale, but it is included in the category of economic interventions, because it is critical to focus services and economic infrastructure at nodal points if economic growth is to be promoted, and if the economic benefits of public and private investment are to be realised.

This leads to the second way in which random unplanned settlement can be addressed. The Municipality should maximize the impacts of public and private investment on economic growth by creating centres (nodes) of vibrant economic activity within the rural areas. Social facilities should also be provided in designated places, as this will increase the customer bases there. The IDP notes that 'the traditional authority areas around eSikhaleni, Vulindlela, eNseleni and Ngwelezane have reached high population densities and may be classified as emerging urban settlements in terms of their density, concentration, housing types and diversity of activities. Although functionally reliant on the facilities in the urban area, these areas are not physically integrated with the urban system. The provision of social and infrastructure services to these areas is a priority. As such, the municipality has embarked on a planning process in these rural nodes, i.e. the uMhlathuze Rural Planning Initiative (PRI). The rationale being that, prior to the actual provision of services, the extent of intervention required to formalize such areas has to be assessed'. It is not clear whether formalisation involves excision of land from the Ingonyama Trust, but this is probably the logical route to follow. In addition to nodal development, rural service centres are planned to concentrate services at specific points within the traditional authority areas.

Rural development, of course, amounts to much more than the management of the space economy. The agrarian question has been dealt with above. For the support of rural businesses refer to the next item.

26. SUPPORT FOR SMME's

The City of uMhlathuze does not have a discrete strategy for the support of SMMEs. The issue of SMME support is briefly dealt with in the existing Local Economic Development Plan. 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 contribute to SMME development in a number of ways.

Principles

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.

Challenges

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.

- Strategies to realize opportunities
- The following steps should be taken:
- Compilation of an SMME Database

A clear and accurate picture of SMMEs is essential if the Municipality is to encourage growth in this sector. A service provider should be commissioned to compile a database of SMMEs in both the urban and the rural areas.

Provision of Training

A service provider should be contracted to design a training package and offer training to SMMEs in a manner that is coherent, appropriate, and targeted. Trainees should be identified from the database and offered training relevant to their needs in building their businesses.

This includes business skills and technical training. **Procurement Policy** Supply chain management is a key tool in encouraging the growth of SMMEs. Where possible, tenders should be broken up into small sections, thus allowing SMMEs to bid. SMMEs should be given active encouragement to tender by means of information provided to those on the database.

Registration

The Municipality and SMME support organizations should encourage SMMEs to register their businesses formally. Informal businesses are not eligible for government tenders.

Provision of Financial Services

Micro-finance is essential for the growth of small businesses, since accessing finance through financial institutions is almost impossible in the absence of collateral and bank accounts. Information about financial institutions and micro-finance service providers needs to be disseminated to the SMMEs on the database. The information about financing possibilities should be contained in a communication strategy that includes workshops, broadsheets, and pamphlets.

Building Contractual Relationships

Larger established businesses should be encouraged to enter into contractual relationships with SMMEs for the provision of goods and services. The larger businesses need to be entered on the SMME data base, so that linkages can be made.

Economic Infrastructure

Operational space needs to be provided for SMMES. A commonly adopted strategy is a hierarchical approach through which SMMES can progress from informal areas to formal market spaces, to incubators and, finally, to industrial sites. Where there is a growing concentration of SMME activity, incubators should be considered as places where SMMES can rely on subsidised rent in order to grow their businesses, but these would also be information offices - places where training and networking can occur, and which Seda could play a role in supporting

Marketing Support

One of the greatest constraints on the growth of SMMES is a lack of markets. SMMES should be assisted in identifying and accessing markets for their goods and services.

Monitoring and evaluation

An M&E strategy aimed at monitoring the needs, training, and progress of all SMMES on the database should be formulated. The M&E system should evaluate to what extent the procurement process is benefiting SMMES, and should examine whether large companies that win tenders do actually outsource to SMMES and make use of local labour.

Support for the Informal Economy

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 move 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.

Principles

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. Recent research in the eThekweni Metropolitan Municipality shows that informal traders are survivalist in character. Although they do not create much employment, they support a number of dependants who, without this source of income, would be destitute.

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

The review of the informal sector conducted by the Municipality identifies some of the challenges such as a plethora of illegal operations that can create litter and pollution, and which can cause damage to property.

There are also challenges of a positive nature centred on the question as to how the Municipality could promote and support informal traders.

Challenges face 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

KwaZulu-Natal is the only province that has adopted an informal economy policy. The policy formulated for the City of uMhlathuze should be in line with the Provincial policy. The intentions of the KwaZulu-Natal Policy is to provide a framework that creates an environment that supports sustainable economic growth in the informal economy, and to work towards the repeal or amendment of laws that obstruct a developmental role for government in

regulating this sector. The aim is to draw informal actors into the mainstream economy thereby reducing their economic vulnerability. It is accepted that the informal economy has a critical role to play in a context where the formal sector is unable to create sufficient jobs for a rapidly growing labour force. The approach is to see informal actors not as people congesting public spaces, but as people who are generating economic growth.

It is recommended in the KwaZulu-Natal policy that a clear policy position be developed at national level. Province needs to develop a law which creates a framework for local municipalities to formulate policies and approaches that will promote the informal economy and support the actors within it. Local Municipalities should ensure 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 organisations and actors, ensure that there is a dedicated office to liaise with organisations 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, and take account of informal trader interests in the context of approving new developments. The private sector can play an important role in assisting actors in the informal economy. In eThekweni, many informal businesses access services by arrangement with nearby formal businesses.

The relationships between the formal and the informal businesses are facilitated by the Municipality's Business Support, Markets and Tourism Unit. There are strong linkages between formal and informal businesses across a number of sectors, for example clothing.

A number of South African cities have adopted policies that recognize the important economic role played by the informal economy and have put in place policies that express recognition of this role. Examples include the City of Johannesburg, Manguang, the City of Cape Town, and the eThekweni Metropolitan Municipality. These policies should be consulted as exemplars of approaches that seek to support informal traders as well as to regulate the informal economy in an appropriate way.

First steps for the City of uMhlathuze are to study existing policies, and in the light of these, and taking into account local realities, to formulate a progressive draft policy aimed at promoting and supporting informal economy actors. This policy should be workshopped with informal traders and refined in the light of a consultative process.

Once a supportive policy has been agreed on, the City of uMhlathuze should pursue the approaches spelled out in the policy. The approaches or stipulations are likely to cover provision on infrastructure and services, access to finance, access to training, and access to

business infrastructure. The Municipality already has a policy for allocating market stalls. This needs to be incorporated into an overarching policy which takes into account all the issues impinging on informal economy actors. The City of uMhlathuze will need to shift its perspective on the informal economy if a proactive approach is to be adopted.

Promoting Investment

The establishment of an institution to promote the Municipality to investors such as the Durban Investment Promotion Agency is not warranted in the City of uMhlathuze at this stage. The Municipality should continue to work through TIKZN. However, there are ways in which the Municipality could attract investment.

- First, a set of guidelines for investors should be prepared.
- Secondly, a package of incentives needs to be investigated.
- Thirdly, land should be made available at competitive prices.
- Finally, a mechanism should be put in place to assist investors through the investment process,

Aligning Public and Private Sector Investment

Alignment of public and private spending on economic development would maximise the impact of that expenditure. At present, there is little engagement between the Municipality and the private sector.

The Municipality should engage with the corporates to find out exactly what programmes and projects are in place

The Municipality should make known its development priorities through publicizing the Local Economic Development Plan,

The Municipality should request participation in the Zululand Forum for sustainable development.

27. HOW THE CITY OF UMHLATUZE SHOULD APPROACH LOCAL ECONOMIC DEVELOPMENT

The City of uMhlatuze should develop relationships of trust with stakeholders from informal traders to the large corporates.

The City of uMhlatuze should create an enabling environment for business to flourish.

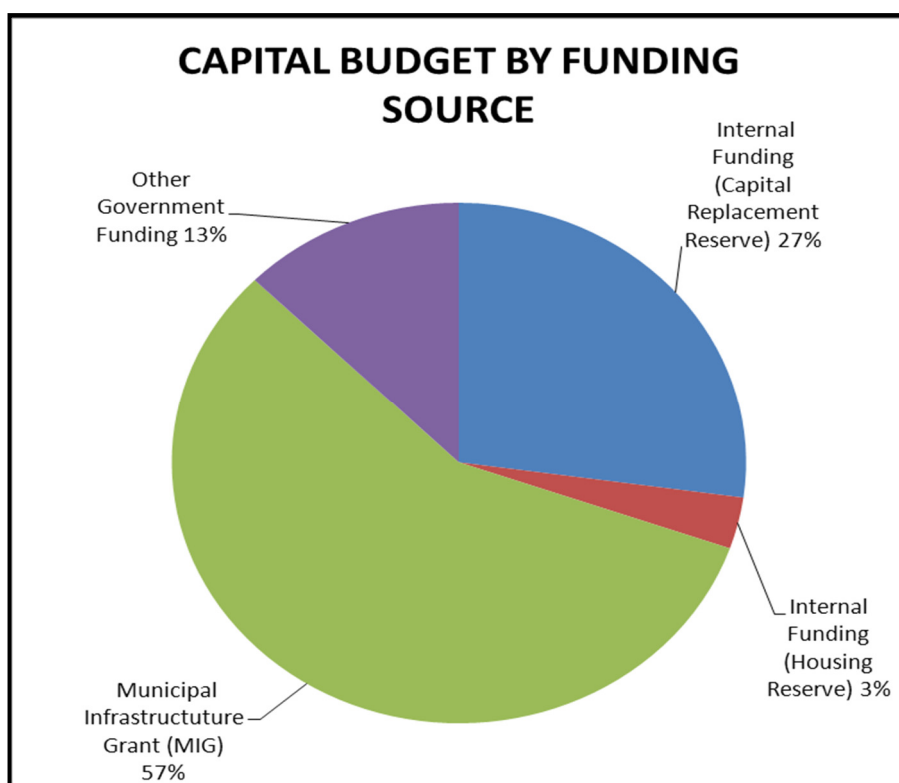
The way in which the Municipality goes about its business should be open and transparent.

The Municipality should formulate a number of detailed plans under the umbrella of the Local Economic Development Plan.

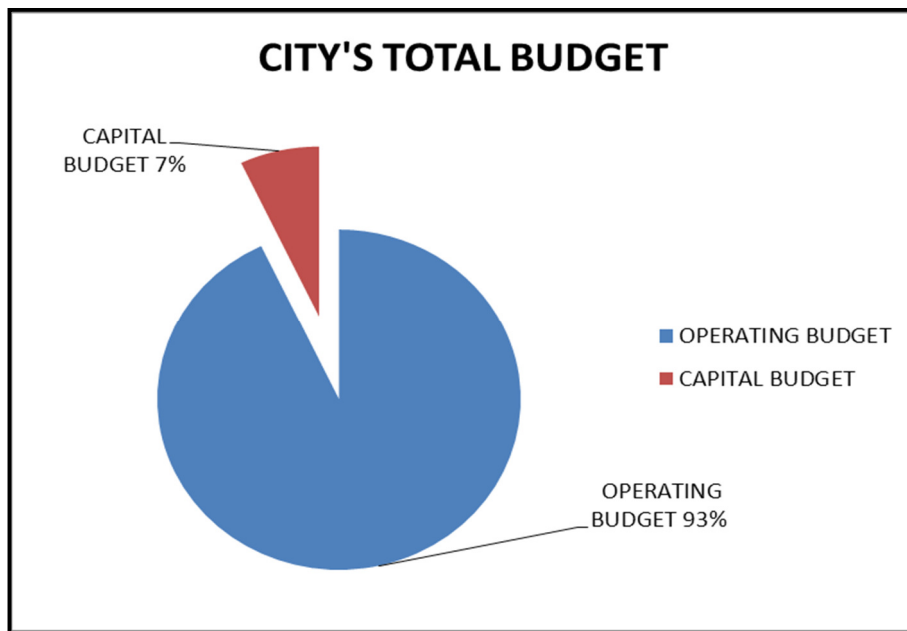
28. THE LINK BETWEEN THE 2012/2013 DRAFT IDP AND THE 2012/2013 DRAFT BUDGET AND THE IDP

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

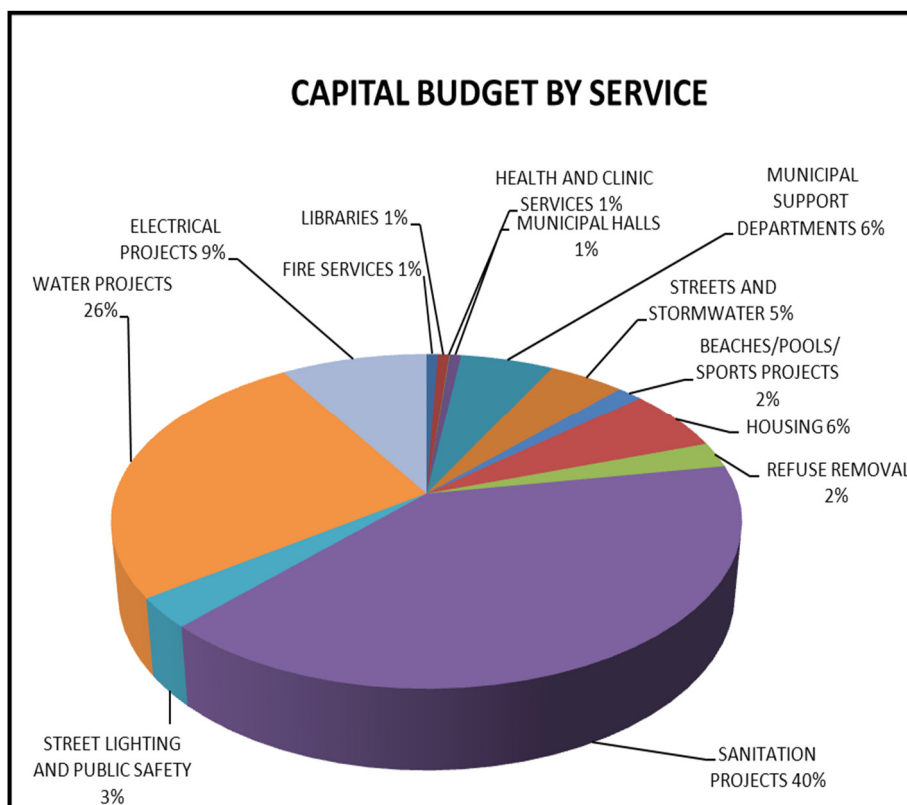
The City's total capital budget of R 147 262 200 is funded as follows:



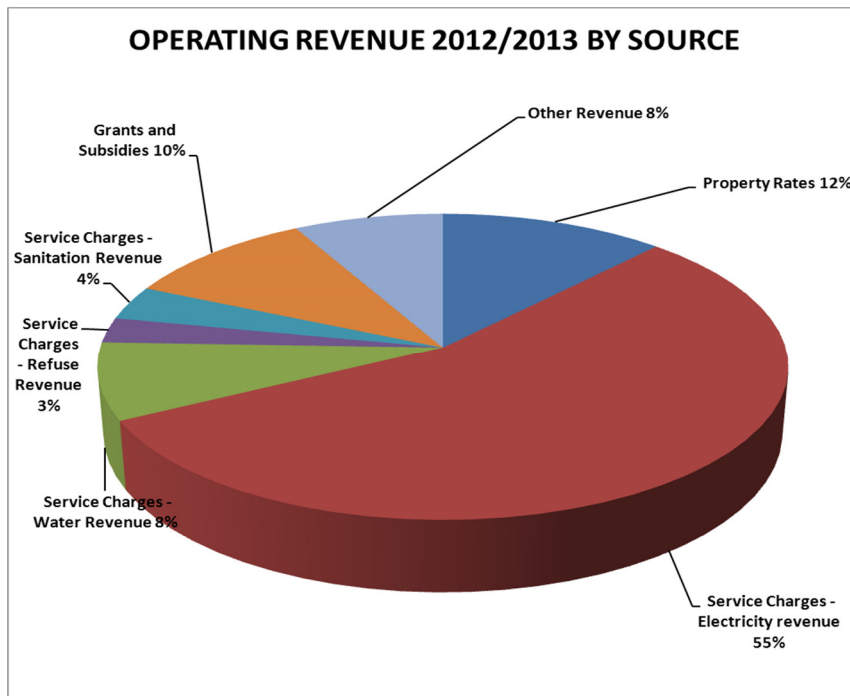
City's Total Budget



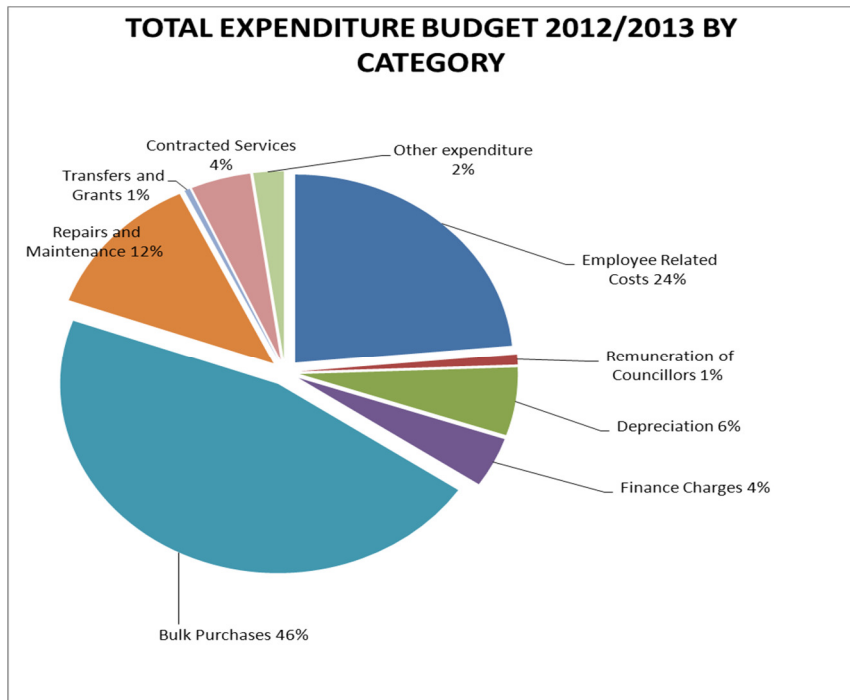
The total capital budget is allocated in the following services



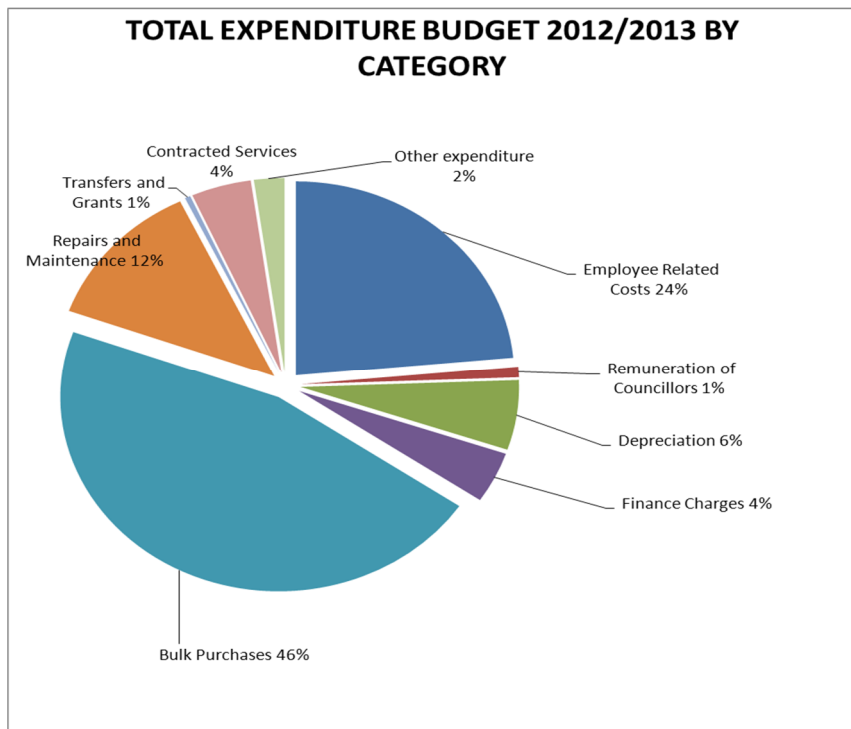
The Operating Revenue



Total Expenditure Budget 2012/2013 by Category



Total Expenditure Budget 2012/2013 by Category



SECTION F: Three Year Implementation Plan with committed Human Resources

IMPLEMENTATION PLAN (Three years) - uMHLATHUZE MUNICIPALITY

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

IMPLEMENTATION PLAN (Three years) - uMHLATHUZE MUNICIPALITY

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

IMPLEMENTATION PLAN (Three years) - uMHLATHUZE MUNICIPALITY

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

SECTION G: PROJECTS/ SERVICES

29. PROJECTS

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

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

- Reticulation for water, sewer and electricity – R 74,9 million
- Road maintenance and road resealing – R 27,2 million
- Pedestrian bridges and walkways – R 0,5 million
- Parks maintenance – R 45,2 million
- Storm water network ditches and drains – R 5,5 million
- Streets and Parking – R 15,2 million
- Sports Development – R 1,2 million
- Indigent Burial provision – R 0,4 million
- Various halls maintenance – R 1,2 million
- Beach maintenance including provision of shark nets – R 2,7 million
- Sport fields maintenance – R 1,8 million
- Crime prevention initiatives – R0,4 million
- Commuter facilities maintenance – R0,1million
- Various libraries maintenance – R 0,6 million
- Various swimming pools maintenance – R 0,8 million
- Richards extension/ development of cemetery – R600 000.00
- Land and Buildings – Replacement of Carpets, Airconditioners and security fencing – All libraries - R655 000
- Office Furniture – Replacement of tables and chairs – All libraries – R655 000.00
- Upgrade Empangeni Town Hall – R1 2 million -
- Gobandlovu Hall - Upgrade (construct guard house, fencing and disabled ramp) – R400 000
- Ntuzi Hall - Upgrade (construct guard house, fencing and disabled ramp) R500 000.00
- Mandlakala Hall - Upgrade (construct guard house, fencing and disabled ramp) – R400 000.00
- Recreation parks development – R100 000.00
- Sports fields – Replacement office furniture for Civic Centre staff- R50 000.00
- eSikhaleni College Sports field renovation – R200 000.00
- RBCC Improvements to club facilities (Council's contribution) – R770 000.00
- Regional Facilities - Irrigation system – R100 000.00
- Sports facilities – Equipment – R946 000.00
- Beach Equipment and Office Furniture – Replacement of existing – R150 000
- Parks – Replacement of ride-on mowers, slashers and brushcutters – R1 418 000.00
- Machinery & Equipment – Fire Department (Jaws of life (2), chemical suites (3), gas monitor and power cutter) – R1 000 000.00

- Swimming Pools – Replacement of air conditioners, alarm systems, filters, desks and chairs – R295 000.00
- Machinery & Equipment and Office Furniture – Fire Department (Replacement of Radios and chairs) – R29 000.00
- Machinery & Equipment and Office Furniture – Traffic Department (Electronic signage) – R136 000.00
- Machinery & Equipment and Office Furniture – Health Department (Replacement of fridge/freezer, stationery cabinets, chairs) – R70 000.00
- Machinery & Equipment and Office Furniture – Clinics (Replacement of chairs, clinic equipment) – R250 000.00
- Upgrade Waste Management Depot – Empangeni – R280 000.00
- Transfer Station – eSikhaleni – R1 200 000.00
- Machinery & Equipment and Office Furniture – Waste Management (Replacement of chairs) – R20 000.00
- Personnel Carriers (Waste Management) – R7 795 000.00
- Traffic Sedans – Replacement – R700 000.00
- Machinery & Equipment and Office Furniture – Waste Management (Replacement of chairs) – R20 000.00
- Machinery and Equipment – Sewerage Pumpstations – Replacement of electric hoist, standby pumps, submersible pumps – R1 209 000.00
- Rural Water – MIG Funds - R32 048 000.00
- Rural areas - Dube Tribal area North Bulk water supply line (counter funding) – R500 000.00
- Rural areas - Mkhwanazi North Phase 5 water supply (counter funding) – R2 500 000.00
- Water Meters – Rural Areas – R1 500 000.00
- Rural Water – MIG Funds – R32 048 000.00
- eSikhaleni Water Treatment Plant High Lift Pumpstation – R125 000.00
- Water - uMhlathuze Village Internal Services - R1 840 000.00
- Bulk Water Master Plan & WSDP - R1 500 00.00
- Water Quality Compliance - R387 000.00
- Water and Sanitation Distribution – New staff furniture - R502 000.00
- Water and Sanitation Distribution – Plumbers Tools - R1 301 000.00
- Civic Centre renovations/alterations - R40 000.00
- Fencing – Alton Service Centre - R10 000.00
- Sewerage Pumpstations – Telemetry - R767 000.00
- Water Pumpstations – Telemetry - R767 000.00
- Mayoral Fleet - Replacement of NRB1 - R750 000.00
- Municipal Fleet – Replacement - R2 500 000.00
- Water Pumpstations – Telemetry - R767 000.00
- Bus shelters & Laybys - all areas - R1 310 000.00
- Civil services - B1030 Ngwelezane - R6 000 000.00
- Civil services - Infill areas (J2 & H2 area eSikhaleni) - R8 000 000.00
- Pedestrian Bridges and Walkways Rural Areas - R900 000.00
- Water - uMhlathuze Village Internal Services - R1 840 000.00
- Bulk Water Master Plan & WSDP - R1 500 000.00
- Water Quality Compliance - R387 000.00

- Water and Sanitation Distribution – New staff furniture - R502 00.00
- Water and Sanitation Distribution – Plumbers Tools - R1 301 000.00
- Civic Centre renovations/alterations - R40 000.00
- Fencing – Alton Service Centre - R10 000.00
- Sewerage Pumpstations – Telemetry - R767 000.00
- Traffic Calming measures – All areas- R900 000.00
- Tusk Casino Pedestrian Safety – New robots & associated work (Council Contribution) - R1 650 000.00
- Streets and Stormwater - uMhlathuze Village Internal Services - R4 400 000.00
- Street lighting – Empangeni Main Road - R1 450 000.00
- Street lighting – John Ross/Main Road - R2 300 000.00
- 132kv Supply to Cygnus Substation - R1 565 000.00
- Alton North - R1 500 000.00
- Hydra Substation - R7 000 00.00
- Upgrade Aquila Substation - R201 000.00
- Upgrade Sirius Substation - R4 900 000.00
- Energy Management (Grant funded) - R8 000 000.00
- Upgrade Internal CCTV cameras – Various sites - R211 000.00
- Data Backup System (Network backup) - R1 007 000.00
- Data Projector Council Chambers - R160 000.00
- DMS Archives Compliance - R119 000.00
- GIS - City Electrical Engineer - R700 000.00
- GIS Database enhancements and capturing - R500 000.00
- IT Equipment – ICT Switch - R90 000.00
- IT Infrastructure - R1 631 000.00
- Electronic Facsimile Upgrade - R36 000.00
- Machinery and Equipment - Replacement of IT related equipment - R1 500 000.00
- Planning projects - R275 000.00
- Planning – Mzingazi Village -R500 000.00
- Office Furniture – Purchase of furniture for new posts - R32 000.00
- Infrastructure SMME's - R455 000.00
- eSikhaleni refurbish Hostels - R8 925 000.00

30. EXPANDED PUBLIC WORKS REGISTERED PROJECTS

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

Municipal Intervention to Support Projects:

Intervention Projects (Zulti South Mining)

- RBM Zulti South Mine Development Project - Value - R2.6 Billion - Public Contribution
- Dube/Mkhwanazi Water Reticulation Project - Value - R7 Million
- D887 Dube Road Construction Project (4.7 KM) and P534 Mine Branch Road Construction Project (2KM) - Value - R43 Million
- Dube Port Dunford Thusong Centre - R4million
- Dube/Mkhwanazi New Housing Units - Value -R 12.5 Million
- Dube/Mkhwanazi LED Projects - Value - R3.75 Million
- 30MVA (power) at 33kV (voltage) premium supply at Cygnus Substation in Esikhawini.
- Upgrade Cygnus Substation (transformation),
- Apply for 2 x 132kV feeder bays at Eskom Ngoye substation
- Build a double circuit line from Ngoye Substation to Cygnus Substation.

Community Social Investments Projects (RBM)

- On-going Education Programmes
- Opening of Science Centre
- Promotion of football in the uMhlathuze community

Priority Projects for the City of uMhlathuze

- Central Municipal Library = R180 mill - Frozen due to cash problems
- eSikhaleni Pipeline Replacement Program - R190 mill - No funds available
- Mzingazi Waterborne Sewage - R60 mill - No funds available
- Mandlazini Waterborne Sewage - R50 mill - No funds available.
- Community Halls Refurbishment Various - R20 mill - No funds available
- eNseleni Township Upgrade Program - R250 mill - No funds available

PROJECT NAME	BASIC DESCRIPTION	ESTIMATE
<i>Beach Development</i> Alkantstrand Port Durnford	This project will be aimed at creating primary events along the two particular coastlines.	R200 million
<i>Waterfront Development</i> Richards Bay	This project will pay attention to historic, current and future development patterns. The waterfront is to provide an excellent opportunity where it will be possible to find a place to live, enjoy art, recreate, shop or relax by the water. This will be a place for multi-use activities, improvement of social interaction and a sense of community. Some kind of a community image should be formed and architectural themes should play an important role.	Unknown
<i>International Convention Centre (ICC)</i>	<p>The International Convention Centre will have to offer superb facilities and quality service with conference, function and exhibition venues that can accommodate major events both internationally and nationally.</p> <p>Aimed to be a modern one-stop business centre with related support services, facilities for the physically disabled , glass-fronted sound proof translation and press booths, on-site medical assistance, security and many other amenities.</p>	R650 million
<i>City Regeneration</i> Empangeni Richards Bay	<p>Urban regeneration projects in both these towns are to completely reform. “Life” and vitality is to be brought back. This will be done with the involvement of the community. The urban regeneration project will minimise the following problems ;-</p> <p><i>Bad Housing</i></p> <p><i>Poverty</i></p> <p><i>Bad Housing</i></p> <p><i>Slums and Unsanitary living conditions</i></p> <p><i>High Crime Rate</i></p> <p><i>High Unemployment</i></p>	R250 million

PROJECT NAME	BASIC DESCRIPTION	ESTIMATE
	<p><i>Low Self Esteem</i></p> <p><i>High rate of drug and alcohol abuse</i></p> <p><i>Stigma and discrimination</i></p> <p><i>Low quality of life</i></p>	
<p>City Parks</p> <p>eSikhaleni</p> <p>Ngwelezane</p> <p>Nseleni</p> <p>Richards Bay</p> <p>Empangeni</p> <p>Mkhwanazi TA</p> <p>Dube TA</p> <p>Madlebe TA</p> <p>Khoza TA</p>	<p>The city would like to create an area with a clear expression of purpose which will be progressively planned with its community. There will need to be adequate equipment to meet the system's goal. Safety planning measures should be looked into and these parks should have benefits for the City beyond normal boundaries of the park.</p>	<p>Richards Bay – R25 mill</p> <p>Empangeni – R25 million</p> <p>Others – R21 million</p>
<p>Local Area Plans</p> <p>(R293) Townships</p> <p>Ngwelezane</p> <p>eSikhaleni</p>	<p>These plans will assess development potential and future development scenarios within nodal points of these areas. The indication of specific infrastructure needs for the area will be highlighted. The LAPs for the R293 suburbs will involve an assessment of identified built and natural environment constraints/opportunities on future development. Product will have to be conceptual plans for these areas.</p>	<p>R4 million</p>

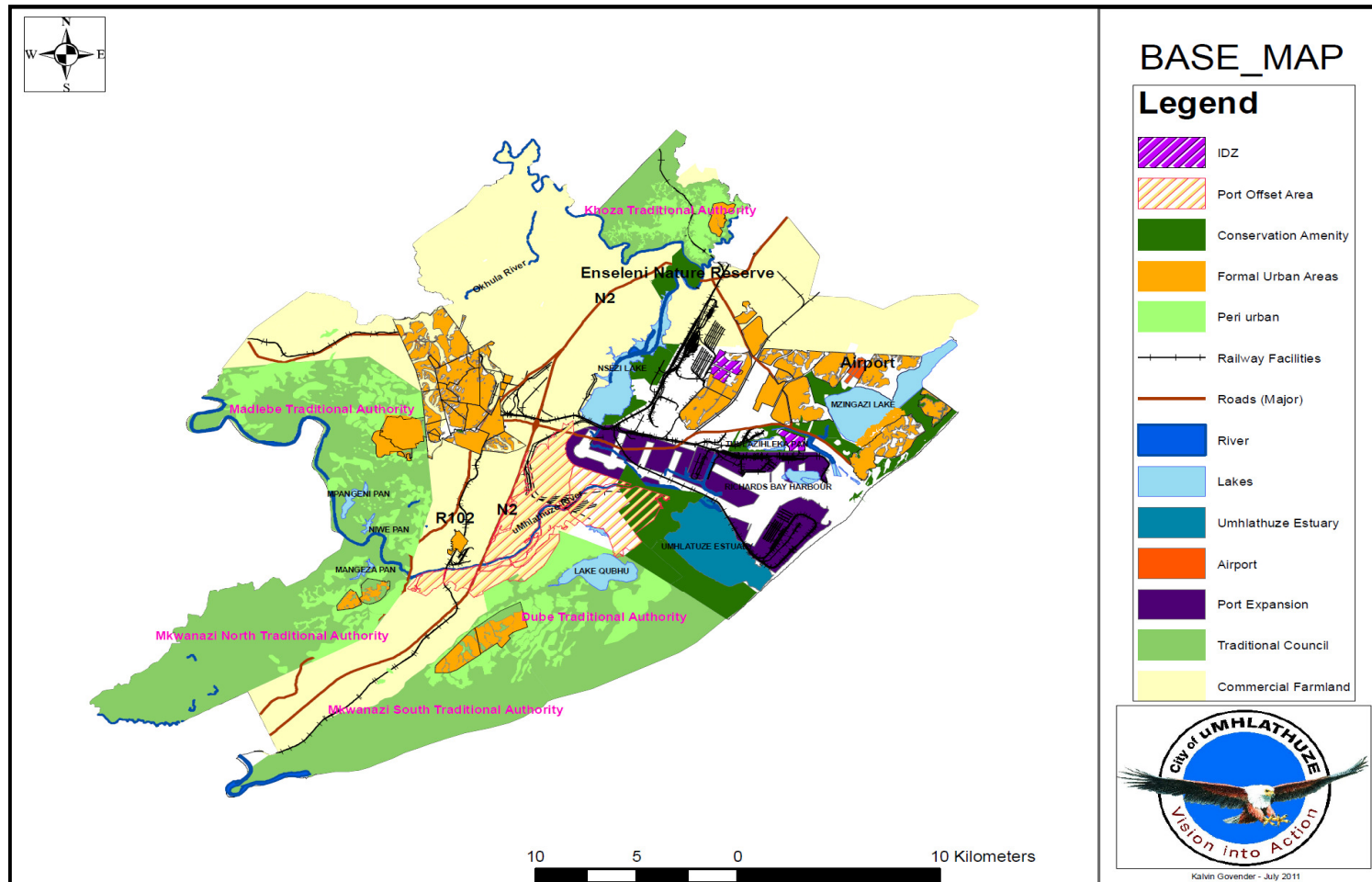
PROJECT NAME	BASIC DESCRIPTION	ESTIMATE
Nseleni		
Rural Area Based Plans Mkhwanazi TA Dube TA Madlebe TA Khoza TA	Trends in the development of rural areas have to be holistic in order to collaborate all the workings of the community. Rural areas do not have to be isolated localities but places people feel they can access. This project will provide concepts that our communities in rural areas feel proud of.	R3 million
City Hall Richards Bay	This initiative will justify the fact that we are an aspiring metro. City Halls are meant for multipurpose use and are a benefit to the city at large. The City of uMhlathuze needs to encourage a unique theme that aligns to its cultural background.	R250 million
City Library Richards Bay	This project was halted due to financial constraints. The is a very strategic project in that it aligns with the newly created Unizul Campus. It will also play a major role in assisting researchers even from the major local industries. This could be looked into as a joint effort from both government and the private sector.	R220 million
City Museum Richards Bay	This will play a major role in creating knowledge and the heritage of our area and all the key and important issues such as promoting tourism in the City.	R100 million
King Cetshwayo Monument Port Durnford	This is a very important heritage site that will promote tourism in the City. It can coincide well with the creation of a crafts centre where locals also promote a heritage agenda. AMAFA are critical in this project and this is a typical example of where they can play a role.	R500 million
Inkosi Mqedi Grave	This is a very important heritage site that will promote tourism in the City. It can coincide well with the creation of a crafts centre where locals also promote a heritage agenda. AMAFA are critical in this project and this is a typical	R200 000

PROJECT NAME	BASIC DESCRIPTION	ESTIMATE
Mandlazini	example of where they can play a role.	
Veldenvlei Stadium <i>Completion</i>	This facility needs to accommodate a large number of games and especially the key PSL matches.	Unknown
Integrated Transport Plan(ITP) All Areas	This will provide a framework that will address the entire transportation challenges that hinder the City of uMhlathuze from progressing toward becoming a modern transport efficient city.	R1 million
Landmark Identification City of uMhlathuze	This is a very critical project that must be pursued. It is a strategic project that cannot be avoided if we need to be recognised as a city of choice that stands out amongst others.	R600 000
uMhlathuze Broadband Project City of uMhlathuze	An economic and social development project. This will allow the business community and community at large to benefit from low cost internet access whilst generating revenue for the municipality.	R70 million
Refurbishment of Various Community Halls Various Wards where necessary	Council wants to create community halls as thriving centres for creativity, support, advice, education and leisure. The halls have to be seen as centres that will bring local people together, to build stronger neighbourhoods.	R40 million
Water Pipes Replacements Various Wards where necessary	Reduction of pipes in overall networks	R1,3 billion
Film Studio	This will consider PPP possibilities	R100 million

PROJECT NAME	BASIC DESCRIPTION	ESTIMATE
Expansion of Empangeni treatment Works	As a result of expansion in Empangeni coupled with the eSikhaleni and Felixton additions	R110 million
North Central Arterial extension	Upgrading between Saligna (Arboretum) and Brackenham (Via Fibrosa)	R120 million
Water and Sewer Framework Master Plans.	Appointing of Consultant to complete Master Plan for whole of KZ282 area	R 4 million
Tanner Road Upgrade	Upgrade of Tanner Road from Inyanga Motors to Traffic circle (South)	R 850 million
CBD Bulk Sewer Line Replacement and Meerensee discharge to Ablution Macerator	Replacement of corroded pipe	R 70 million
Arboretum Grindrod Access to John Ross High Way	Provision of access in terms of agreement	R 4 million
Water House Connections	Provision of yard connections above RDP standard that are covered by MIG (Rural Roads)	R 50 million
GIS Expansion/ Upgrade	Upgrade and expansion of GIS to cater for : Mobile GIS R1,5 million CEE GIS R1 million Orthophoto's 1,5 million Database enhancement R0,5 million	R 4,5 million

PROJECT NAME	BASIC DESCRIPTION	ESTIMATE
<i>SMME/ Business Park</i>	Re-design the ZCBF to house SMMEs and provide support to other businesses. Investigate for PPP possibilities	R50 million
<i>Installation of a dedicated line to Lake Cubhu</i>	Water capacity improvement	R3 million
<i>Pumpstation Upgrades</i>	Infrastructure renewal	R12 million
<i>Empangeni WWTW</i>	Sewer Treatment Works	R8.5 million
<i>eSikhaleni WWTW</i>	Sewer Treatment Works	R4 million

Plan: Capital Investment Framework (Private Initiatives)



31. SECTION G: ONE YEAR DETAILED OPERATIONAL PLAN

NUM BER	VOTE		DESCRIPTION	FIN	TYPE OF FUND ING	DEPUTY MUNICIPAL MANAGER	EXECUTING MANAGER	WARD LOCATION	WARD BENEFITTING	IDP STRATEG Y	IDP PROG	PLANNED START DATE	PLANNED COMPLET ION DATE	TABLED BUDGET 2012/2013		
PROJECTS UNDER THE RESPONSIBILITY OF THE DEPUTY MUNICIPAL MANAGER: CITY DEVELOPMENT																
6	213	532		X	PLANNING PROJECTS	CRR	INT	KHOZA EL	NZIMANDE SP	ALL WARDS	ALL WARDS	4	4.2	Jul-12	Jun-15	40,000
16	228	632		0	SIKHALANI REFURBISH HOSTELS	GOV	EXT	KHOZA EL	STRACHAN B	20,21	ALL WARDS	2	2.10	Sep-12	Jun-13	8,925,000
27	245	816		0	CBD SOUTH	GOV	EXT	KHOZA EL	STRACHAN B	3 & 4	ALL WARDS	3	3.3	Jul-12	Jun-13	1,018,700
TOTAL CITY DEVELOPMENT																
																9,983,700
PROJECTS UNDER THE RESPONSIBILITY OF THE DEPUTY MUNICIPAL MANAGER: COMMUNITY SERVICES																
COMMUNITY SERVICES, HEALTH AND PUBLIC SAFETY																
2	205	532		X	FIRE SERVICES PROJECTS	CRR	INT	OUPHANT M	VUMBA A	ALL WARDS	ALL WARDS	1	1.3	Jul-12	Jun-13	1,000,000
3	205	632		X	FIRE SERVICES PROJECTS	EFF	INT	OUPHANT M	VUMBA A	ALL WARDS	ALL WARDS	1	1.3	Jul-13	Jun-15	-
4	208	532		X	HEALTH PROJECTS	CRR	INT	OUPHANT M	ROSELT J	ALL WARDS	ALL WARDS	2	2.12	Jul-12	Jun-15	20,000
5	209	532		X	CLINIC PROJECTS	CRR	INT	OUPHANT M	WHITE P	ALL WARDS	ALL WARDS	2	2.12	Jul-12	Jun-15	40,000
17	233	532		X	REFUSE REMOVAL PROJECTS	CRR	INT	OUPHANT M	MATHENIWA C	ALL WARDS	ALL WARDS	2	2.4	Jul-12	Jun-13	3,600,000
18	233	632		X	REFUSE REMOVAL PROJECTS	EFF	INT	OUPHANT M	MATHENIWA C	ALL WARDS	ALL WARDS	2	2.4	Jul-12	Jun-15	-
TOTAL COMMUNITY SERVICES, HEALTH AND PUBLIC SAFETY																
																4,660,000
RECREATION AND ENVIRONMENTAL SERVICES																
1	204	532		X	LIBRARIES PROJECTS	CRR	INT	OUPHANT M	NGIDI D	ALL WARDS	ALL WARDS	2	2.11	Jul-12	Jun-15	1,000,000
7	216	532		X	MUNICIPAL HALLS PROJECTS	CRR	INT	OUPHANT M	NGIDI D	ALL WARDS	ALL WARDS	2	2.11	Jul-12	Jun-15	1,000,000
14	224	532		X	SPORTS PROJECTS	CRR	INT	OUPHANT M	NGIDI D	ALL WARDS	ALL WARDS	2	2.11	Jul-12	Jun-15	750,000
15	227	532		X	BEACH PROJECTS	CRR	INT	OUPHANT M	NGIDI D	ALL WARDS	ALL WARDS	2	2.11	Jul-12	Jun-15	750,000
26	242	532		X	SWIMMING POOLS PROJECTS	CRR	INT	OUPHANT M	NGIDI D	ALL WARDS	ALL WARDS	2	2.11	Jul-12	Jun-15	750,000
36	273	532		X	PARKS PROJECTS	CRR	INT	OUPHANT M	MULDER OJH	ALL WARDS	ALL WARDS	2	2.11	Jul-12	Jun-15	750,000
TOTAL RECREATION AND ENVIRONMENTAL SERVICES																
																5,000,000
TOTAL COMMUNITY SERVICES																
																9,660,000
PROJECTS UNDER THE RESPONSIBILITY OF THE DEPUTY MUNICIPAL MANAGER: CORPORATE SERVICES																
ADMINISTRATION																
8	219	532		X	MUNICIPAL BUILDINGS PROJECTS	CRR	INT	NDLOVU M	SIMAMANE T	ALL WARDS	ALL WARDS	4	4.5	Jul-12	Jun-15	1,000,000
9	219	632		X	MUNICIPAL BUILDINGS PROJECTS	EFF	INT	NDLOVU M	SIMAMANE T	ALL WARDS	ALL WARDS	4	4.5	Jul-12	Jun-15	-
40	282	532		X	IT INFRASTRUCTURE PROJECTS	CRR	INT	NDLOVU M	KHUMALO B	ALL WARDS	ALL WARDS	4	4.3	Jul-12	Jun-15	2,500,000
40	282	632		X	IT INFRASTRUCTURE PROJECTS	EFF	EXT	NDLOVU M	KHUMALO B	ALL WARDS	ALL WARDS	4	4.3	Jul-12	Jun-15	-
TOTAL ADMINISTRATION - CORPORATE SERVICES																
																3,500,000
PROJECTS UNDER THE RESPONSIBILITY OF THE DEPUTY MUNICIPAL MANAGER: FINANCIAL SERVICES																
24	240	532		X	SUPPORT SERVICES PROJECTS	CRR	INT	KUNENE M	RENALD H	ALL WARDS	ALL WARDS	5	5.1	Jul-12	Jun-15	400,000
TOTAL FINANCIAL SERVICES																
																400,000

KZN262 uMhlathuze - Supporting Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2012/13												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Cash Receipts By Source													1		
Property rates	16,379	16,379	21,205	16,379	16,379	16,079	16,079	16,079	16,079	16,079	16,079	16,082	230,577	250,714	266,781
Property rates - penalties & collection charges	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Service charges - electricity revenue	86,669	86,669	86,669	86,669	86,669	86,669	86,669	86,669	86,669	86,669	86,669	86,686	1,070,266	1,210,803	1,362,266
Service charges - water revenue	13,259	13,259	13,259	13,259	13,259	13,259	13,259	13,259	13,259	13,259	13,259	13,259	159,105	174,980	192,451
Service charges - sanitation revenue	5,547	5,547	5,547	5,547	5,547	5,547	5,547	5,547	5,547	5,547	5,547	5,547	66,555	73,268	80,836
Service charges - refuse revenue	4,120	4,120	4,120	4,120	4,120	4,120	4,120	4,120	4,120	4,120	4,120	4,115	49,435	53,445	57,780
Service charges - other	1,174	1,174	1,174	1,174	1,174	1,174	1,174	1,174	1,174	1,174	1,174	1,170	14,084	14,812	15,732
Rental of facilities and equipment	511	511	511	511	511	511	511	511	511	511	511	509	6,130	6,468	6,823
Interest earned - external investments	137	137	137	137	137	137	137	137	137	137	137	137	141	1,848	1,917
Interest earned - outstanding debtors	110	110	110	110	110	110	110	110	110	110	110	107	1,307	1,369	1,466
Dividends received	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Fines	171	171	171	171	171	171	171	171	171	171	171	171	2,052	2,165	2,284
Licences and permits	141	141	141	141	141	141	141	141	141	141	141	135	1,608	1,739	1,877
Agency services	442	442	442	442	442	442	442	442	442	442	442	438	5,300	5,582	5,866
Transfer receipts - operational	77,901	1,762	1,762	1,762	60,879	1,762	1,762	1,762	46,547	1,762	1,762	1,766	200,288	217,763	233,458
Other revenue	1,055	1,055	1,055	1,055	1,055	1,055	1,055	1,055	1,055	1,055	1,055	1,050	12,655	13,305	13,005
Cash Receipts by Source	212,436	137,197	136,323	137,197	136,313	137,197	137,197	137,197	191,962	137,197	137,197	137,074	1,927,607	2,636,160	2,866,479
Other Cash Flows by Source															
Transfer receipts - capital	42,648	—	—	—	33,509	—	—	—	26,405	—	—	—	102,562	103,830	106,754
Contributions recognised - capital & Contributed assets	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Proceeds on disposal of PPE	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Short term loans	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Borrowing long term/financing	—	—	—	—	—	—	—	—	—	—	—	—	—	100,000	90,000
Increase (decrease) in consumer deposits	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Decrease (increase) in non-current debtors	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Decrease (increase) other non-current receivables	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Decrease (increase) in non-current investments	—	—	—	—	—	—	—	—	—	—	—	—	—	11,500	5,000
Total Cash Receipts by Source	255,084	137,197	136,323	137,197	226,822	137,197	137,197	137,197	208,367	137,197	137,197	137,074	1,930,669	2,281,310	2,438,233
Cash Payments by Type															
Employee related costs	36,466	36,466	36,466	36,466	36,466	46,129	37,470	37,470	37,470	37,470	37,470	37,489	455,428	510,805	544,281
Remuneration of councillors	1,258	1,258	1,258	1,258	1,258	1,258	1,606	1,606	1,606	1,606	1,606	1,613	17,431	19,477	19,771
Finance charges	—	—	3,288	—	—	38,941	—	—	2,991	—	—	37,223	82,441	81,840	79,388
Bulk purchases - Electricity	64,900	63,500	63,500	63,500	72,200	72,200	72,200	72,200	63,500	63,500	63,500	67,860	801,662	681,535	666,376
Bulk purchases - Water & Sewer	7,415	7,415	7,415	7,415	7,380	7,380	7,380	7,380	7,415	7,415	7,415	7,380	91,224	100,234	110,181
Other materials	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Contracted services	7,176	7,176	7,176	7,176	7,176	7,176	7,176	7,176	7,176	7,176	7,176	7,176	86,112	91,561	97,480
Transfers and grants - other municipalities	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Transfers and grants - other	167	167	167	167	167	167	167	167	167	167	167	167	1,294	1,329	1,427
Other expenditure	13,609	13,609	13,609	13,609	13,609	13,609	13,609	13,609	13,609	13,609	13,609	13,612	163,311	173,132	186,964
Cash Payments by Type	136,161	129,601	132,887	129,601	136,865	136,440	140,140	140,140	133,074	136,865	136,865	172,471	1,699,903	1,699,944	2,008,961
Other Cash Flows/Payments by Type															
Capital assets	8,824	10,858	11,325	11,400	10,167	11,138	11,925	12,449	12,035	12,386	15,224	19,280	147,262	233,830	236,754
Repayment of borrowing	—	—	6,740	—	—	36,260	—	—	7,034	—	—	41,667	64,791	110,915	124,736
Other Cash Flow/Payments	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Total Cash Payments by Type	136,825	140,859	150,952	141,029	146,863	246,939	152,065	152,587	152,945	149,251	146,187	233,398	1,941,956	2,045,489	2,370,543
NET INCREASE(DECREASE) IN CASH HELD	116,809	(3,362)	(11,629)	(3,832)	89,789	(103,731)	(14,943)	(15,400)	35,444	(6,086)	(6,310)	(96,324)	(11,697)	46,220	86,986
Cash/cash equivalents at the month/year begin	86,349	182,308	182,545	170,917	167,585	247,364	144,123	129,237	113,837	106,281	103,196	104,286	86,949	57,262	106,182
Cash/cash equivalents at the month/year end	182,906	182,545	170,917	167,585	247,364	144,123	129,237	113,837	106,281	103,196	104,286	57,962	57,962	106,182	193,072

SECTION F: IMPLEMENTATION PLAN

IMPLEMENTATION PLAN (Three years) - uMHLATHUZE MUNICIPALITY

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

IMPLEMENTATION PLAN (Three years) - uMHLATHUZE MUNICIPALITY

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

IMPLEMENTATION PLAN (Three years) - uMHLATHUZE MUNICIPALITY

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

32. F. (A) MUNICIPAL TURN AROUND STRATEGY

No.	Focal Area	Priorities	Objectives	Target	Municipal Action	Unblocking Action	Start Date	End Date	Human Resource allocated	Municipal Budget (,00)	Status
1.	Interface of Political Leadership & Administration (Governance)	Interface of Political Leadership & Administration	Improvement of service delivery Clarification of roles & responsibilities Minimise officials working between party lines	synergy between administration & political leadership Improved communication	Troika administration Inhouse workshop for Councillors & officials	Sourcing funding from COGTA Scheduled dates and meetings	Troika July 2012 Councillors & officials Quarterly	June 2013	Troika Chief Whip - Councillors & Officials		On going
2.	Public & Community Participation & involvement of Stakeholders (Governance)	Public & Community Participation & involvement of Stakeholders	Compliance with legislation Good relations with public & community Provide a platform for mandate & feedback	Ownership of government programmes by community Transparency Engagement with Traditional Leadership	Road shows Media Slots Scheduled Events	Sourcing of funding Preparation of business plans to source funding	July 2012-	June 2013 (On-going)	Councillor Support Public Participation OMM		On going
3.	Basic Service Delivery	Efficient Service Delivery	Waste Minimisation and Recycling	58 834 households with access to waste disposal services 1 400 to be given access to the service totalling (61709 households)	Fair distribution of skips in rural areas Education of the community in terms of using skips Add skips in rural areas and relevant trucks. Appropriate truck equipment for rural areas. Education campaign, to	Partnering with Private Sector to build Material Separation Plants and other recycling programmes To improve efficiency of the service additional refuse trucks and crew are required	1 July 2012	6/2013	Require additional staff members	On 2013/2014 budget	Ongoing to reach the 12/13 target

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No.	Focal Area	Priorities	Objectives	Target	Municipal Action	Unblocking Action	Start Date	End Date	Human Resource allocated	Municipal Budget (,00)	Status
					<p>communities on how to use skips</p> <p>Illegal dumping coupled with policing of our bylaws</p> <p>Waste removal backlogs</p> <p>Revisit the policy (cutting of trees) along the roads.</p>						
			Development of Rural Roads	On going	<p>Allocation of KMs per ward</p> <p>Communication with Eskom to align their plans with our roads development plans</p> <p>Quality of gravel on rural road</p> <p>Allocation per kilometer be increased</p> <p>Maintenance</p> <p>Issue of communication between the municipality and Eskom</p> <p>Four year plan on rural roads</p>	<p>Numerous engagements with DoT. Still awaiting to sign MOU agreement around the maintenance of rural roads belonging to Dot</p> <p><u>Funds required</u></p>	June 2012	Ongoing	Supervisors	<p>R15 million Rural</p> <p>(Counter funding)</p>	On going

uMhlathuze Municipal IDP | 2012/2017

No.	Focal Area	Priorities	Objectives	Target	Municipal Action	Unblocking Action	Start Date	End Date	Human Resource allocated	Municipal Budget (,00)	Status
			Closing the Electrification Gap	134 to be connected	<p>The Municipality to monitor electrification in rural areas</p> <p>Possibilities of reviewing the licensed areas</p> <p>Intervention at high level from the municipality to Eskom</p>	Intervention at high level from the municipality to Eskom	01/10/2012	20/06/2013	Deputy City Electrical Engineer (Planning)	<p><u>R 1.5 million</u></p> <p>(Counter funding)</p>	On going
			Clean water	<p>71 660 households with access to basic water with a revised total number of 82972 households</p> <p>750 connections to be targeted \</p>	<p>The Backlog issued be quantified</p> <p>Audit of water loses</p> <p>Capacitate community on saving water</p> <p>Improve credit control majors</p>	<p>Quality of water services</p> <p>Installation of flow meters in rural reservoirs</p>	July 2012	June 2013	Supervisors		On going
			Sanitation	<p>48 050 households have access to basic sanitation</p> <p>2 000 households targeted</p>	<p>Tenders to be awarded by August</p>	<p>Ensure that no time is lost in terms of tenders</p>	July 2012	June 2013	PMU and Service Provider	Allocated MIG funding	On going

uMhlathuze Municipal IDP | 2012/2017

No.	Focal Area	Priorities	Objectives	Target	Municipal Action	Unblocking Action	Start Date	End Date	Human Resource allocated	Municipal Budget (,00)	Status
				90 Hostel Unit to be refurbished			July 2012	June 2013		Provincial Funding	On going
			Promotion of Sustainable Human Settlement	Urban Housing- Implementation to start for Phase 7 in uMhlathuze Village Initiate another development in Aquadene	Investigate on releasing per Tribal Authority areas	Tenders were awarded	1/10/2011	31/06/2014	PMU and Service Provider	Nil	On going
				Hostel upgrade- To have completed 10 out of 20 hostel blocks			1/10/2011	31/06/2013		R32 Million	On going
4.		Formalisation of informal settlements (What is required i.r.o. township formalisation, basic services and housing)		Housing in Umzingwenya Role of Councillors in rural housing projects vs Traditional Leaders Investigate allocation of phase2 Allocation of criteria on phase 1	Investigate on releasing allocation per Tribal Authority areas. Human Settlement Accreditations obtained	Final reports on the analysis of Township establishment	1 July 2012	31/06/2013	Human Settlement Unit to be appointed, positions advertised.	Planning projects: Mzingazi Village R500 000	On going

uMhlathuze Municipal IDP 2012/2017

No.	Focal Area	Priorities	Objectives	Target	Municipal Action	Unblocking Action	Start Date	End Date	Human Resource allocated	Municipal Budget (,00)	Status
5.	HR Strategy And Policies	Development of HR Policies	Review and development of policies in line with HR strategy.	Performance Plans of Senior Managers Employment equity plan Employment assistance programme	Priorities the Filling of vacant positions Skills Audit Workplace skills plans	Quarterly Report Showing Progress	1 July 2012	30 June 2013	HR Practioners and Senior Managers from all departments		On going
6.	Financial Management	Revenue Enhancement Strategy	Revenue Enhancement	Documented Revenue Enhancement Strategy Collection of every debt including local businesses within the City Collaboration between municipality and COGTA Process of reviewing the manner we deal with indigent e.g. Informed Policy decision – up to date statistics	Collection of every debt including businesses within the clients MPRA (Property Rates Act) Transfer of property from the municipality to the relevant organisations in order to collect rates Representative of municipality in the Appeals Board Implementation of Appeals Board resolutions/ decisions Fill in the position of a legal person to sit in the Appeals Board	Benchmarking with municipalities that are doing well (e.g. Mbombela) (treat ourselves as one of the municipalities in the forefront) Revenue Manager position to be filled by December 2012 Intervene with regards to the pertinent Equitable Share contribution	01 July 2012	1 Dec 2012	Competent Financial Management staff	R0	On going

uMhlathuze Municipal IDP 2012/2017

No.	Focal Area	Priorities	Objectives	Target	Municipal Action	Unblocking Action	Start Date	End Date	Human Resource allocated	Municipal Budget (,00)	Status
7.	Financial Management	Cash flow Management	Monthly Cash management system but in our case daily basis	At least one month's coverage in the bank account Clean Audit	Start spending on grants	Monthly Reporting to Council Develop Maintenance Plans (Repairs & Mainanance) All departments Investment Policy Each department to Spend of Capex Strategy to deal with water losses Infrastructure Asset Management	1 July 2012		Competent Financial Management staff	Nil	On going
8.	Financial Management	Effect Operation Clean Audit strategy	Unqualified Audit Report with no matters of emphasis by 2014	Implement the Audit Plan	Clear all identified exceptions in the 2008/2009 Audit Asset Register that covers the whole municipality	Liaison with Internal Audit and Office Asset Management Policy in place	Jan 2012	June 2014	All	Nil	On going

33. SECTOR DEPARTMENTS INVOLVEMENT

Operation Sukuma Sakhe (COGTA)

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

February 2008 – SA President announced the National War on Poverty Campaign July 2009
– KZN launches KZN Flagship Programme, a War on Poverty program focused on:

Food Security; Fighting, Diseases Burden (TB, HIV & AIDS), Behavioral Change, Empowerment

Households' profiled and immediate services provided by -PTTs, DTTs, and LTTs established in all districts

March 2011 – KZN Premier re-launches Flagship Programme as Operation Sukuma Sakhe, which focusses on community partnership and integration of fieldworkers.

Three challenges posed great challenges to the community

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

- Antipoverty measures reduced poverty from 1994, but:
- No comprehensive national anti-poverty strategy;
- No comprehensive & credible information about the conditions of the extremely poor within communities
- No monitoring of progress and graduation of poor households from extreme poverty

Challenge 2: Continued lack of access to existing programs

Two million people who qualify don't access SASSA Services

Challenge 3: Persistent poverty & rising inequalities

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

Vision and Mission of Operation Sukuma Sakhe

Mission of Operation Sukuma Sakhe

Mission

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

Goal

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

Objectives

Create and maintain functional task teams at provincial, district, local and ward levels to deliver integrated services to individuals, households and communities.

Create fully efficient and competent OSS human capital structures across all levels of the OSS implementation package.

Profile individuals, households and communities at ward level and build a database of the different services required by communities.

Provide comprehensive, integrated, transversal services to communities.

Develop and implement stakeholder engagement and advocacy plan.

Monitor, evaluate, provide feedback and track service delivery.

Critical Success Factors

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

Beneficiaries and Stakeholders

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

Benefits of OSS to 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

Co-operative Governance and Traditional Affairs (Municipal infrastructure)

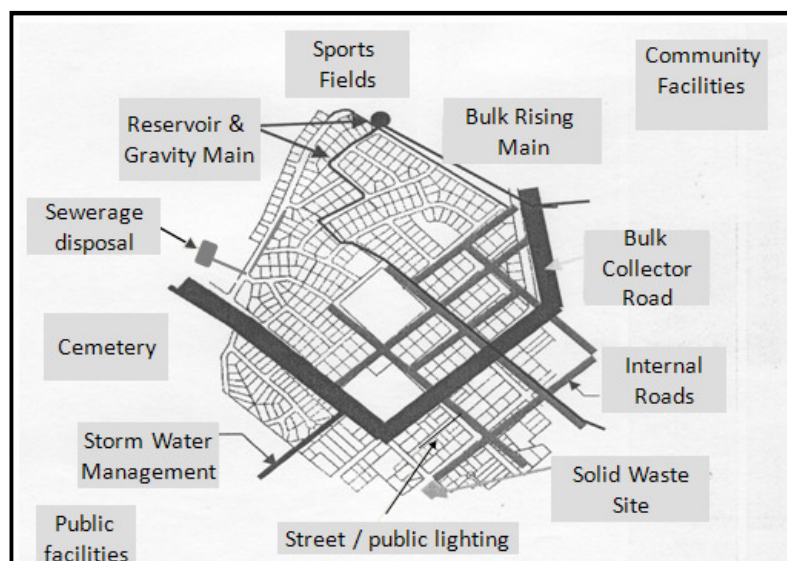
The Municipal Infrastructure unit of Cogta assists municipalities by funding them a grant for municipal infrastructure coordination. They also assist in capacity building i.e. technical and financial on infrastructure programmes. Lastly they monitor infrastructure input.

The following is a table of funds that have been granted and proposed for future years in uMhlathuze

Table : Process for approval for the 2012/2013 MIG funding allocations

ACTIVITY	TIMELINE	RESPONSIBLE
Submit all technical reports to the relevant Sector Department	31-May-12	Municipality
Evaluation of the Technical Reports and final recommendation to the Municipality	31-Jul-12	Responsible Sector Department
Submit all project registration forms for the projects to be implemented in 2013/14 to Provincial CoGTA	01-Aug-12	Municipality
Final recommendations on projects to the Receiving Officer	28-Sep-12	Provincial Department
Submit to National Department detailed project implementation plans for all the projects to be implemented in the 2013/14 and 2014/15 financial years	31-Oct-12	Municipality

Types of Infrastructure funded by MIG



Department of Health

uThungulu District has a total population of 850 032 uninsured population and only one Community Health Centre in uMhlathuze municipality. The whole district has been through research proposed to need four more Community Health Centre(CHC), thirteen additional fixed clinics as per the district Service Transformation Plan (STP).

uMhlathuze Municipality is an industrial area and densely populated municipality. (796 km² with a population of 321 490). This municipality has 9 + 2 fixed clinics. This indicates a need for three additional fixed clinics.

Planning by the Department of Health in the uMhlathuze area will be as follows:

Project name	Project Details	Project status	Projected Construction	Projected Completion Date Construction	Total Project Budget	Expenditure to date	Total Budget 2011/12 R'000)	Comments
Ntuze Clinic	CLINIC MAINTENANCE 2004/2005 (Completion of Terminated Contract)	Construction 75%	01 August 2008	25 September 2009	R 550	R 450	R 100	subcontractor to finish the electrical installation
Ngwelezane Clinic	Repairs and Renovations	Tender	01 June 2011	01 June 2012	R 6,145	R 342	R 3,760	Tenders closed, to be on site on June 2011
Thokozani Clinic	CLINIC MAINTENANCE 2004/2005 (Completion of Terminated Contract)	Construction 75%	03 November 2011	31 March 2012	R 450	R 13	R 437	Awaiting formal termination of the original contract

The eSikhwini Community Health Centre (EHC) Project was initiated by the KZN Department of Health (KZNDH) in July 2011 with the appointment of the Independent Development Trust (IDT) as Implementing Agent. The KZNDH approached the City of uMhlathuze to identify potential sites for the project and five potential sites were proposed. The KZNDH identified a proposed site and a briefing was held on 20 July 2011 with the IDT and the appointed consultant team.

DoH in conjunction with IDT is proposing:

- Clinic
- Additional administration block
- Guard house
- Electrical services & waste building
- Tuck shop
- Mortuary
- Domestic services building
- Mother's lodges
- Staff accommodation
- Three bedroom staff houses

The preferred Site



Eskom

Projects		
Eskom		
PROJECT NAME	Project ID	Municipality
Ngoye Felixton Switching Station 132kv Loop Lines	11998231-00002	uMhlathuze
Ngoye Substation (Felixton 132 kv Switching Station Est)	11998231-00001	uMhlathuze
Ngwelezane SS Capacity Increase (Upgrade from 1x10MVA to 1x20MVA).	ET-STM-1004-1456-00001	uMhlathuze

The following installations are being implemented by Eskom.

- Ntuzi: about 700 house to be electrified
- Mpembeni: Electrical contractor has been appointed, to resume soon

- Nkosazana: Electrical contractor to be appointed soon

All Nseleni infills have been sorted/electrified except for those odd ones and are on the programme.

Ngwelezana Breweries: the customers in this area to be connected in the 2012/2013 financial year

Department of Arts & Culture

The Department of Arts and Culture provides world class services in Arts & Culture, Library Services, Archives and Language Services for the people of KwaZulu Natal.

The following are the programmes they offer in the department:

- Behavioural Change Programme where the department contributes in the fight against social ills including crime prevention, teenage pregnancy, HIV/AIDS, drug and substance abuse
- Nation building, National Identity and promote Multiculturalism which strives to raise awareness on the need for individual and collective contribution in building Social Cohesion and social justice by celebrating our cultural diversity and promoting multiculturalism
- Performing Arts and Visual Arts and Craft Programme which is aimed at discovering, developing and exposing local artists through the implementation of cultural industries growth strategy (trainings and mentorship in different levels viz basic, intermediate and advanced) on different genres
- Decent Employment through inclusive Economic Growth Programme by providing support to Arts and Culture Forums, Arts Centres, Youth Ambassador members and Archives Interest group, Forums at Local and District levels. This is also enhanced by the compilation of Data Base for all artistic genres (Performing and Visual. This department also provides professional support on library services by arranging and

Department of Agriculture, Forestry & Fisheries

The Department has funded a project in this financial year 12/13 that deals with removing alien plants attacking the wetlands and the water streams issues and has been subcontracted to clean the sea and the surroundings.

The project aims at improving wetland and the grazing land by removing the infestation of alien plants alien plants and rehabilitation of the livestock dam. Area has got a lot of Gum trees plantation due to high water table but the project will focus on removing those that are within the streams and the wetlands that are supplying the Icubhu River. The timeframe for this project is April 2014 – March 2015.

Department Of Housing (DoH)

Backlogs in the uThungulu area:

BACKLOGS						
Municipality	Traditional dwelling/hut/structure made of traditional materials	House/flat/room in back yard	Informal dwelling/shack in back yard	Informal dwelling/shack NOT in back yard	Total	Delivery to date
Ethekwini	60,182	28,440	27,293	123,098	239,013	120,444
Ugu	62,649	4,765	1,891	4,396	73,701	12,134
UMgungundlovu	54,541	8,129	5,006	16,538	84,214	38,651
Uthukela	58,738	2,647	1,260	2,777	65,422	32,652
Umzinyathi	53,049	2,334	692	1,322	57,397	5,917
Amajuba	13,429	4,029	3,246	4,388	25,092	12,200
Zululand	65,695	3,289	1,058	2,818	72,860	12,119
Umkhanyakude	51,095	3,265	1,408	2,445	58,213	11,970
Uthungulu	72,135	3,586	1,890	6,507	84,118	4,715
iLembe	49,945	3,645	3,500	10,360	67,450	20,664
Sisonke	39,128	1,764	1,364	2,541	44,797	8,734
KWAZULU-NATAL	580,586	65,893	48,608	177,190	872,277	280,200
Source: Census 2001 and Housing Subsidy System						

Main development Responses in the Housing Department:

RAPID UP-FRONT PRELIMINARY ASSESSMENTS AND CATEGORISATION of all informal settlements in order to obtain an adequate profile and to enable the determination of appropriate developmental response(s).

FULL UPGRADING (full services, top-structures and tenure) where appropriate, affordable and viable.

INTERIM BASIC SERVICES for settlements viable and appropriate for long term full upgrading but where this is not imminent (a situation which often prevails).

EMERGENCY BASIC SERVICES for settlements where long term upgrading is not viable or appropriate but relocation is not urgent or possible (a situation which also often prevails).

RELOCATIONS as a last resort for settlements where this is an urgent priority.

Rural Housing Programme

Acknowledge the current challenges with the rural planning and housing development

Engage with the traditional leaders and councils to address issues of allocation of the sites to ensure that proper settlements are created

Densification and a wider product range (rental, walk-ups, etc)

Will work closer with COGTA and the ITB to facilitate this process and ensure a longer lease period as opposed to short leases currently offered, build capacity of aMakhosi and izinduna to allocate according to plan

Ensure that proper layout plans are produced with the setting aside of sites for community facilities and business sites,

Provision a rainwater harvesting tanks and trees as a means of survival

Properly surveyed lease diagrams

Way forward for Department of Housing

Setting up of district offices seen as the opportunity to pursue regionalized planning and build capacity (co-operation with the Planning Commission and COGTA - IDP process)

Ensure economies of scale and scope and ensure alignment with the PGDS, PSEDS, Human Settlements Strategy, Informal Settlements Strategy, Rural Development Strategy to create a long term horizon (10 – 20 yrs)

District presence ensures delivery closer to the communities that are serviced

Alignment of plans to enforce integration, human settlements require support of socio economic amenities to improve the quality of life

Promoted the planning legislation and the shared services at municipal services

Shift the project identification, prioritisation and packaging (Stage 1) to the Planning Component

The different phases, budget and yield in housing implementation within the uThungulu district area:

UTHUNGULU DISTRICT MUNICIPALITY

CONSTRUCTION PHASE

FINANCIAL YEAR	BUDGET	YIELD
2012/13	R83,96	1,350
2013/14	R60,65	1,120
2014/15	R67,23	1,240
TOTAL	R211,84	3,710

PLANNING PHASE

FINANCIAL YEAR	BUDGET	EXPECTED YIELD
2012/23	R70,53	1,469
2013/14	R106,37	1,925
2014/15	R111,03	2,010
TOTAL	R288,23	5,404

Types, areas, budget and delivery by DoH in uMhlathuze

UMHLATHUZE MUNICIPALITY

PROJECT	STATUS	TYPE	UNITS	BUDGET	CASHFLOW 2012/13	DELIVERY	CASHFLOW 2013/14	DELIVERY	CASHFLOW 2014/15	DELIVERY
MKHWANAZI	CONSTRUCTION	RURAL	1 000	R 59 361 700	R 12 074 320	220	R 12 079 320	220	R 12 079 320	220
DUBE	PLANNING	RURAL	1 000	TBD	R 7 934 490	145	R 7 961 370	145	R 7 961 370	145
MADLEBE	PLANNING	RURAL	1 000	TBD	R 7 385 430	145	R 9 457 239	160	R 9 457 239	160
KWABHEJANE	PLANNING	RURAL	1 000	TBD	R 8 205 180	150	R 12 079 320	220	R 12 079 320	220
TOTAL			4 000	R 59 361 700	R 35 599 420	660	R 41 577 249	745	R 41 577 249	745

Department of Public Works

The Department of Public Works (DPW) leads in infrastructure development and property management in Kwazulu-Natal. They provide:

Building structures and equipment to client departments timeously and according to their specifications

Improve service delivery methodology,

Create an enabling environment for Affirmable Business Enterprises (Masakhe Emerging Contractors) to do business with the Department (in order to comply with BBBEE)

KZN Public Works is not an initiating Department it is an implementing Department (it doesn't confirm budget), and it only provides services for government infrastructure.

Projects that are currently being completed by (DPW) in uMhlathuze

Client Department is Education

Empangeni High School

Description: Repair to collapsed ceiling

Richards Bay Primary School

Description: Replace Rotten Timber

34. SECTOR PLANS

Below is a list of available Sector Plans:

Table 16: Sector Plans

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

INFRASTRUCTURE	
Cemeteries Framework Plan existing and planned facilities services capacity and constraints (2030 and 2099) - key infrastructure investments (5 year and thereafter)	√ (refinement necessary)
SOCIAL	
Housing Framework Plan	√ (refinement necessary)
Community Facilities Plan existing facilities - areas with lack of access	√ (refinement necessary)
ENVIRONMENT	
Environmental Services Management Plan	√
Vegetation Mapping	√
Environmental Management Framework	√
Geotechnical Constraints	√
Geohydrological Constraints	√
Floodlines	√
Air Quality Constraints	√
LOCAL ECONOMIC DEVELOPMENT	
Land Use Framework	√
Mining Potential	√

35. GOOD GOVERNANCE

36. COMMUNICATION STRATEGY

Participatory mechanisms that take place throughout the IDP process help the project to ensure that the process, plans, goals, and implementation of the planned intervention is inclusive, and importantly address the needs of marginalized groups and minorities to ensure non-discrimination and equality. Participation has built up ownership and partnerships which

have made the projects that have been implemented within the community more sustainable. During the IDP process participation is implemented during assessment and planning phase to help gather relevant data to define development challenges and to identify vulnerable groups, map out root causes, and set priorities

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

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

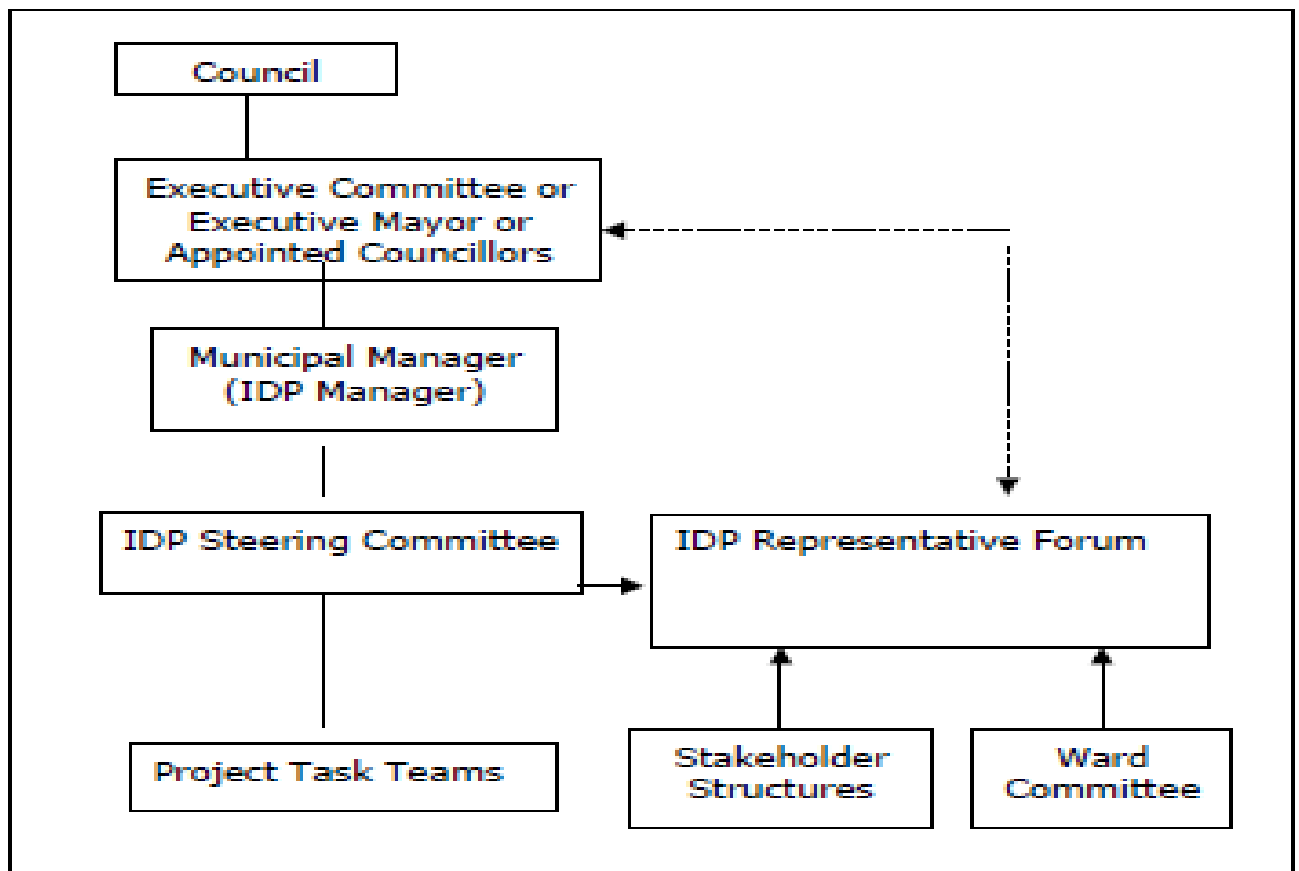
The objective of the IDP process is to facilitate deliberations resulting in decisions being made on the strategic development direction of the municipality and includes issues such as municipal budgets, land management, promotion of local economic development and institutional transformation in a consultative,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

The following organogram identifies role players that were involved in the IDP Process 2012/2013

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; and
- Council provides transport for community members to respective venues.

Stakeholder Organogram



37. SECTION D: UMHLATHUZE SPATIAL DEVELOPMENT FRAMEWORK REVIEW

BACKGROUND

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

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

- uMhlathuze Geohydrological Assessment
- uMhlathuze Floodline Assessment
- Topography
- Environmental Services Management Plans
- Air Quality Study

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

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

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

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

Conflict between the expansion areas and areas of high agricultural potential, as identified by the Department of Agriculture.

Conflict between the expansion areas and “Mineral Rights” as identified by the Department of Minerals and Energy.

Availability of bulk engineering.

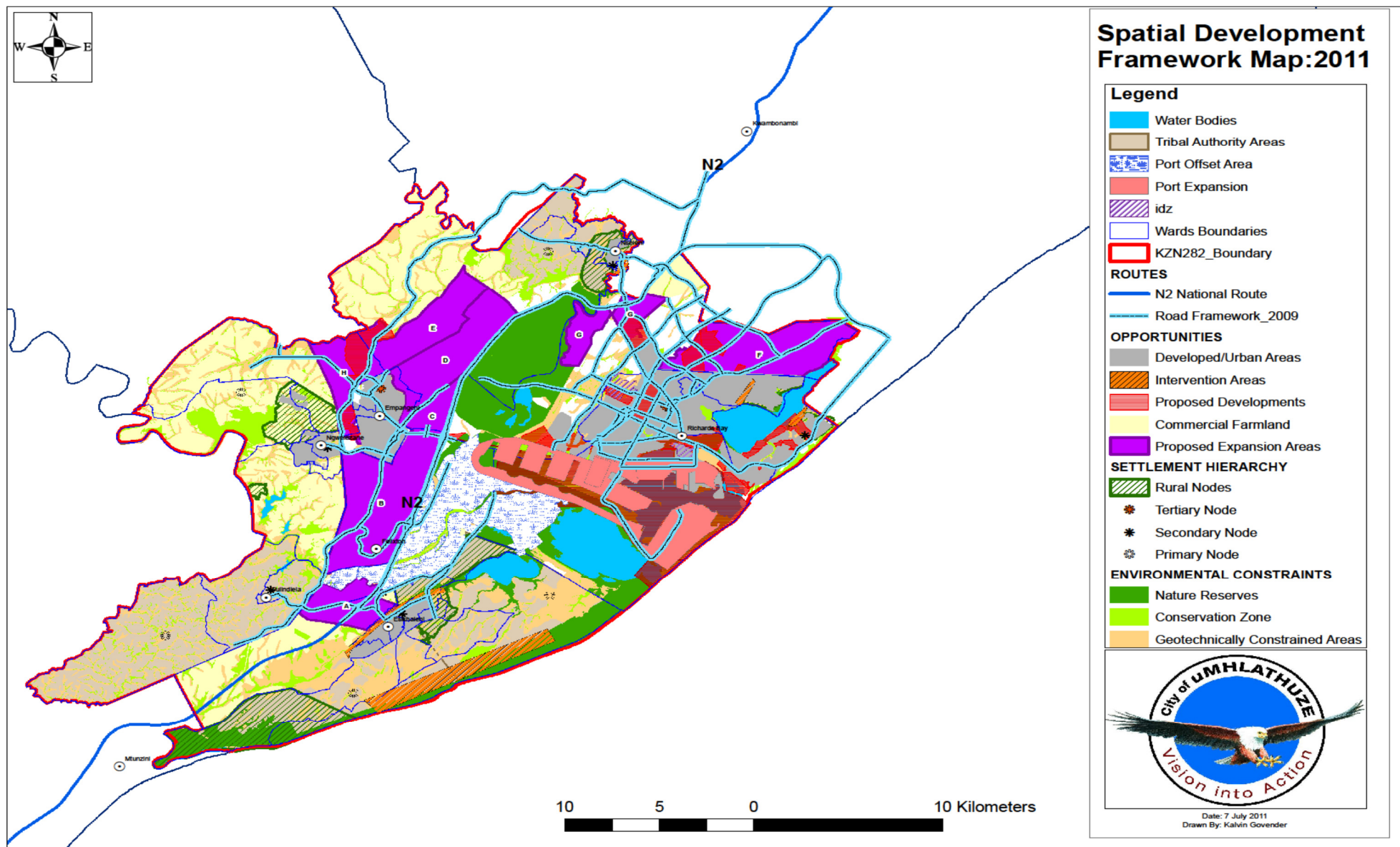
Areas owned by the Ingonyama Trust have been excluded as possible expansion areas. This is mainly as a result of limited exposure/experience relating to development and landowner rights in these areas. However, this does not preclude, Ingonyama Trust areas of being identified as possible expansion areas when more clarity and assurance are available.

The Council is not the land owner and does not have control over the timing of making the land available for development although the Council has a service delivery mandate over the land.

A number of the proposed expansion areas are subject to long term leases in favour of forestry interest groups.

38. DRAFT REVIEW OF THE UMHLATHUZE SPACIAL DEVELOPMENT FRAMEWORK (SDF)

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



39. KEY INFORMANTS OF THE SDF REVIEW

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

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

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

Policy and legal environment

Sustainability

Planning for efficient use of land

Planning for choice and quality of life

Cross boundary and external development influences

Sector Plans

Land Ownership and Land Rights

Infrastructure Assessment

40. CORE COMPONENTS OF THE SDF REVIEW

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

Environmental Framework

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

- Environmental Framework Plan
- Floodline mapping
- Coastal Setback lines

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

The following environmental management zones were identified during the process:

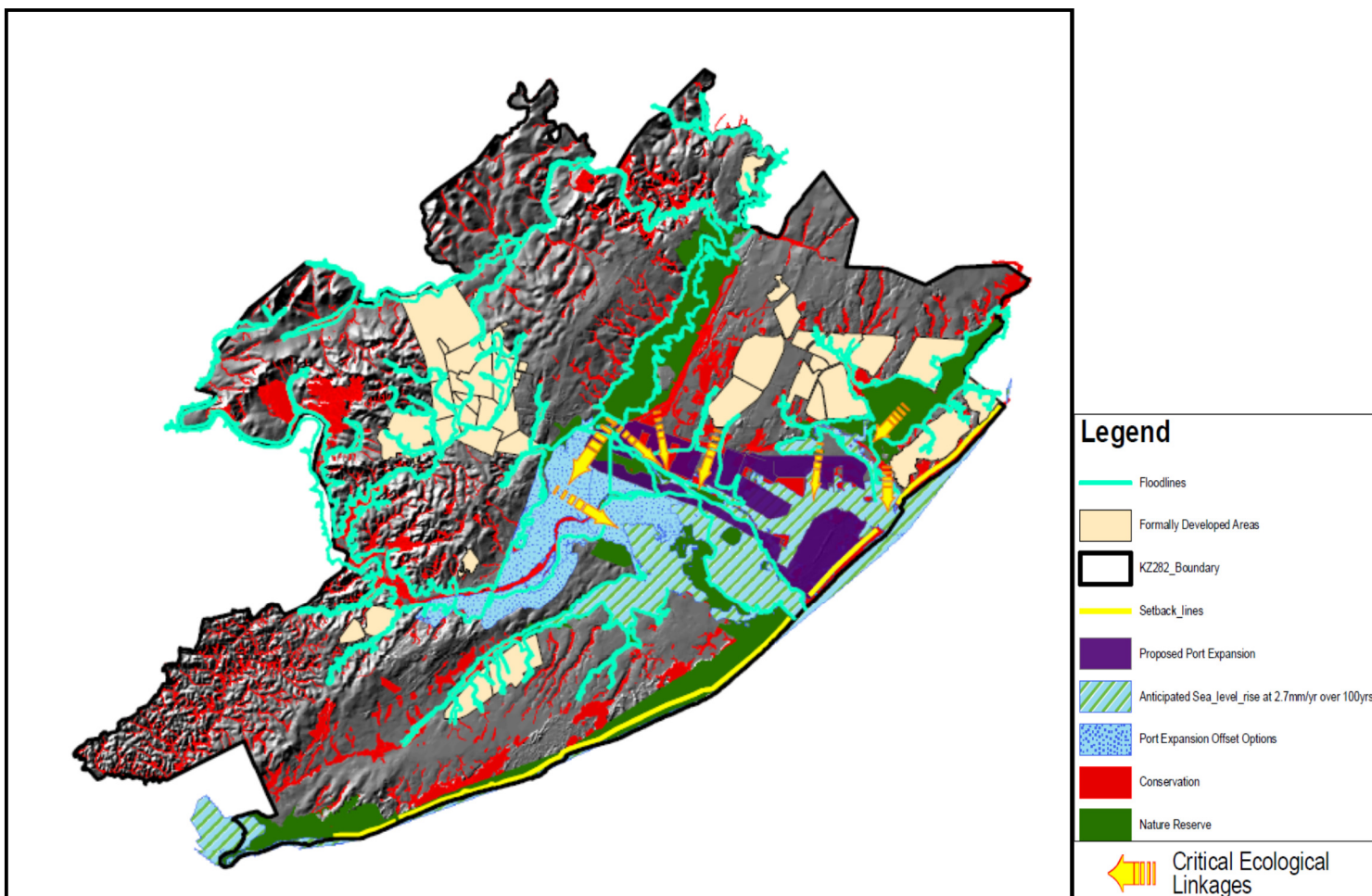
- Lakes and Corridors
- Floodplain
- Port, Estuary, Marine and Seashore Area
- Dune Cordon
- Coastal Plain Residential Area
- Coastal Plain Subsistence Farming Area
- Coastal Plain Commercial-Industrial Area
- External Linkages
- Strategic Development Management Overlay Zone

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

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

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

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



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

Opportunity Assessment

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

Opportunities for residential infill development

During 2007, the Council undertook an exercise to identify opportunities for residential infill development in Richards Bay and Empangeni. The exercise is to be updated and expanded to include the other residential areas of the Municipality.

Opportunities for “greenfields” expansion and development

Future “greenfield” expansion and development in the municipal area, mainly related to the potential Richards Bay port expansion as investigated during the 2009/2010 Due Diligence Investigation. The proposed expansion areas (A-H) as indicated on the SDF mapping have been identified to essentially

accommodate “greenfield” development. In addition, development opportunities are also prevalent at intersection nodes and along certain corridors. Making land available for the development of a truck stop facility is also one of the “greenfield” opportunities that have been investigated.

Opportunities for agricultural investment

Studies and investigations (notably the National Department of Agriculture’s (DoA) Land Capability mapping as well as the uMhlathuze Agricultural Strategy) have indicated that constructive interaction is required between the DoA and the Municipality to reach a compromise between land being reserved for productive agricultural use as opposed to land being made available for future development.

Opportunities for mining investment

The municipal area is rich in mineral resources and mining areas account for at least 2% of the municipal area. It is therefore inevitable that the Municipality and the Department of Minerals engage productively on the issue of mining timing and development.

Tourism and Areas of Natural Beauty

Guided by work undertaken at the district municipality level and a number of sound development principles, guidelines have been proposed for areas of environmental significance and areas outside agreed growth areas.

Regarding the above, appropriate mapping has been prepared.

Intervention Areas

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

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

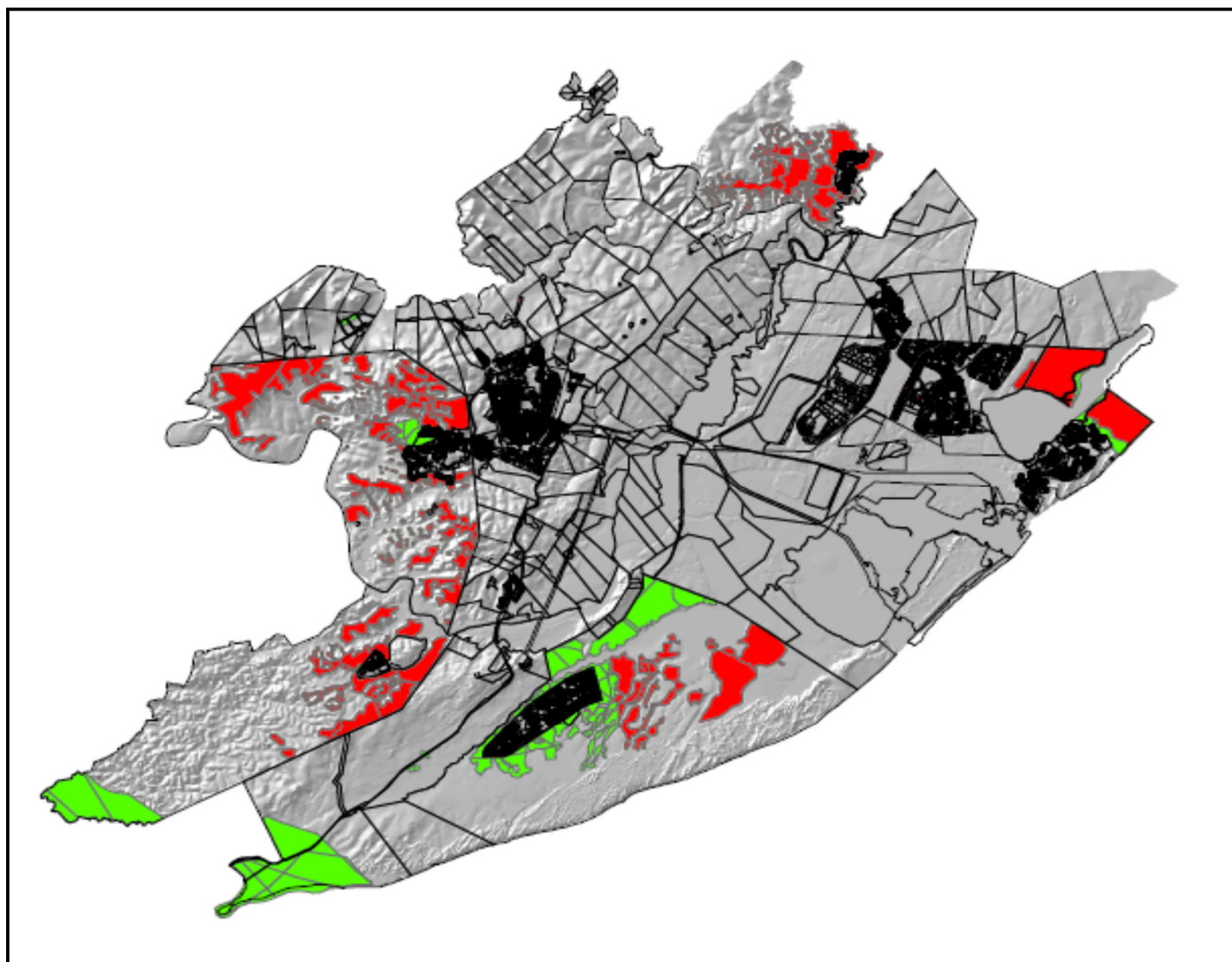
Densely populated informal (peri-urban) areas for potential formalisation

Areas prone to disaster, thereby limiting community risks

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

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

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



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

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

(Please note that the above list is not exhaustive)

Grading Service Delivery

The urban settlement hierarchy for the Municipality indicates which areas are of a formal urban nature and which areas are not. Essentially the primary and secondary settlements are the former TLC areas and are regarded as the urban areas. The remaining areas, i.e. peri-urban, rural settlements and scattered settlements are the municipal rural areas. Both the urban and the rural components of the settlement hierarchy have specific actions or interventions required. The **urban areas** can be considered to delineate the current “urban edge” as it is known in popular literature. However, the uMhlathuze Municipality has not opted for the use of the term “urban edge” and is rather guided by grading the level of service delivery.

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

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

The implication of the above is as following:

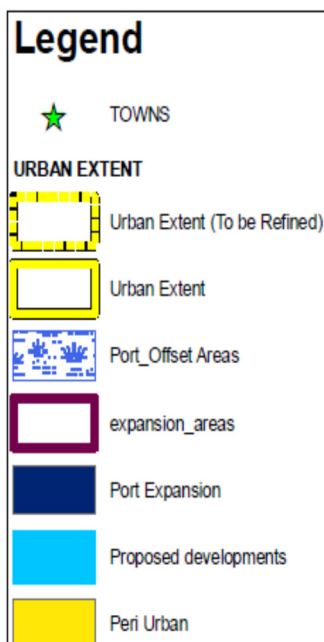
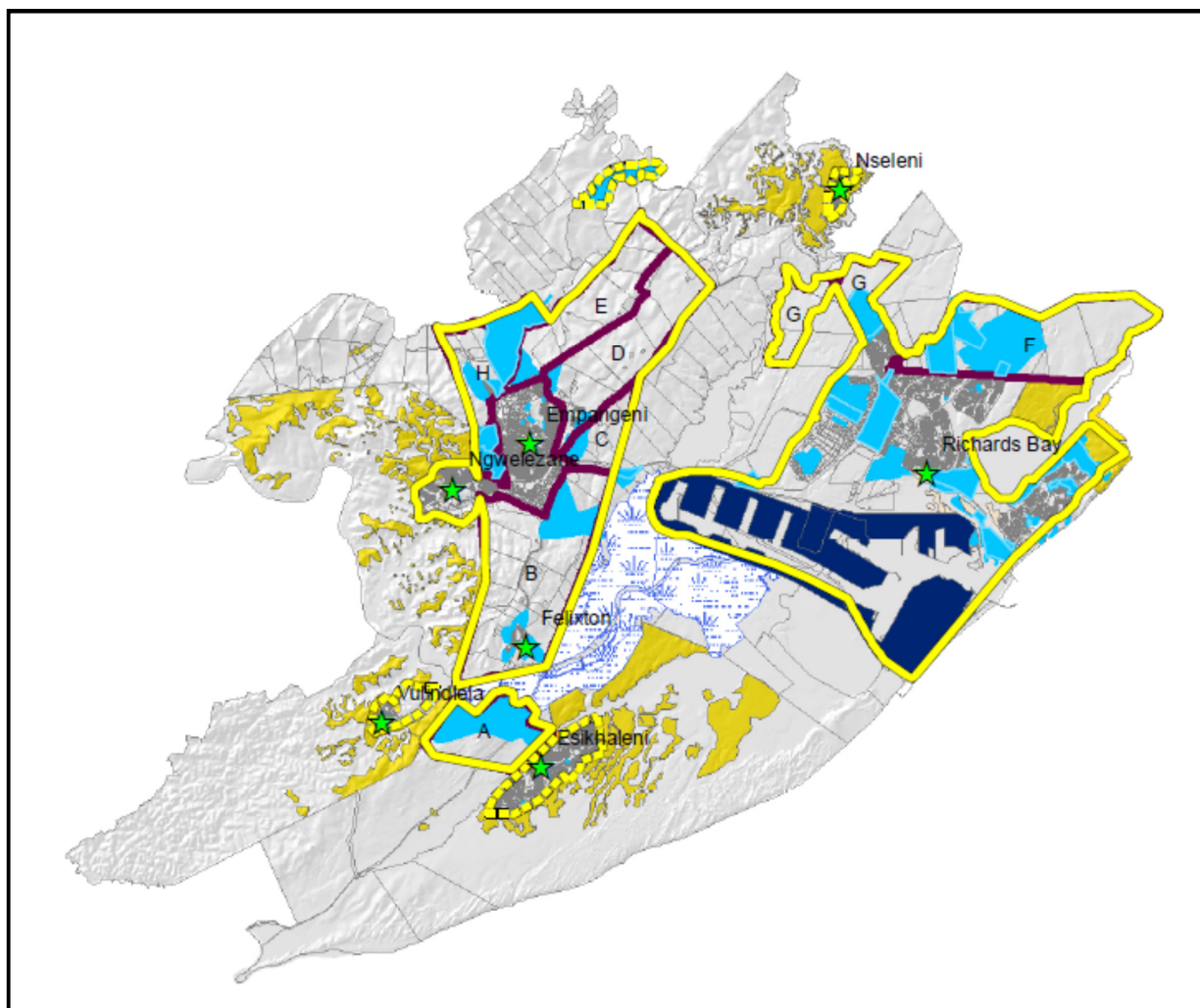
In the existing urban areas being the primary and secondary settlements, densification should be mooted as well as infill development.

The formalisation of the peri-urban areas should be pursued.

More detailed planning for areas A-H should be undertaken and investigations should focus on the availability of commercial, industrial, residential and other supporting uses, the timeframe in which the available land uses are to be developed (i.e. phasing) as well as an appropriate land release strategy.

In line with national and provincial policy, at least a basic (RDP) level of service delivery has to be attained in the rural areas of the municipality provides an illustration of the application of the grading service delivery concept.

The inset hereunder



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

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

Spatial restructuring by bringing lower income (and often disadvantaged) people into areas where there are major economic opportunities.

Social restructuring by promoting a mix of race and classes.

Economic restructuring by promoting spatial access to economic opportunity and promoting job creating via the multiplier effect associated with building medium density housing stock.

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

Proposed Restructuring Zone: Aquadene Superblock

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

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

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

Future Restructuring Zone

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

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

41. HOUSING CHAPTER

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

In terms of Sections 26, 27 and 29 of Chapter 2 - Bill of Rights - everyone has the right to access to adequate housing, health care services, social security and education.

In terms of Schedules 4 and 5, the Province has legislative competence in regard to (*inter alia*): Environment; Urban and Rural development; Welfare; Housing, Health Services; Regional planning and development; (concurrent competence with national) and Provincial planning and Provincial Roads and Traffic (exclusive competence).

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

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

The following factors will be taken into consideration in order to achieve this vision:

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

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

National Government has agreed on 12 Outcomes as its focus of work from now until 2014. The key focus for the Department of Human Settlements is 'creating sustainable human settlements and improving the quality of household's life which is well known as **Outcome 8**.

The Strategic Objectives of Outcome 8 are:

Access to adequate accommodation that is suitable, relevant, appropriately located, affordable and fiscally sustainable

Improving access to basic services for human dignity (water & sanitation, electricity and refuse removal)

Access to social services and economic opportunities within a reasonable distance

Security of tenure irrespective of ownership or rental

Transforming cities and towns (moving towards efficiency, inclusion and sustainability)

Building cohesive and caring communities with improved access to economic and social opportunities

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

Promoting a variety of Housing Typologies and Densities to provide for all Demand Categories

Formalising emerging urban settlements of provide formal housing

Improving the living environment of households in the informal settlements through incremental access to basic services and structured in situ upgrading (where suitable)

Creating other forms of tenure through Social Housing/Rental and building new Community Residential Units whilst upgrading the existing hostel blocks

Pursuing all available options for the release of suitable, well located state owned land for sustainable human settlements

Enabling opportunities in the GAP market for households earning between R7501-R15000 per month

42. HOUSING DEMAND AND PRIORITIES

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

Slums Clearance and Informal Settlements

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

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

uMzingwenya Informal Settlement and Slums Clearance

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

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

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

Nseleni Informal Settlement and Slums Clearance

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

Mzingazi Informal Settlement and Slums Clearance

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

The uMhlathuze Council is currently also planning for the installation of waterborne sewer in Mzingazi and an EIA (Environmental Impact Assessment) has been approved. Recent indications are that 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.

Mandlazi-Airport Buffer Strip Informal Settlement and Slums Clearance

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

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

Ngwelezane Informal Settlement

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

University of Zululand Informal Settlement

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

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 benefit from low income housing program.

Rural Housing

According to the 2001 Census, Dube has the largest number of traditional dwellings with 2 695 (27%), followed by Zungu/Madlebe with 2 110 (21%), Mkhwanazi 1 457 (15%), Khoza 1 401 (14%) and Mkhwanazi 1 259 (13%).

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

Social Housing/Hostels

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

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

Middle Income Housing

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

Upper Income Housing

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

Summary of Housing Priorities

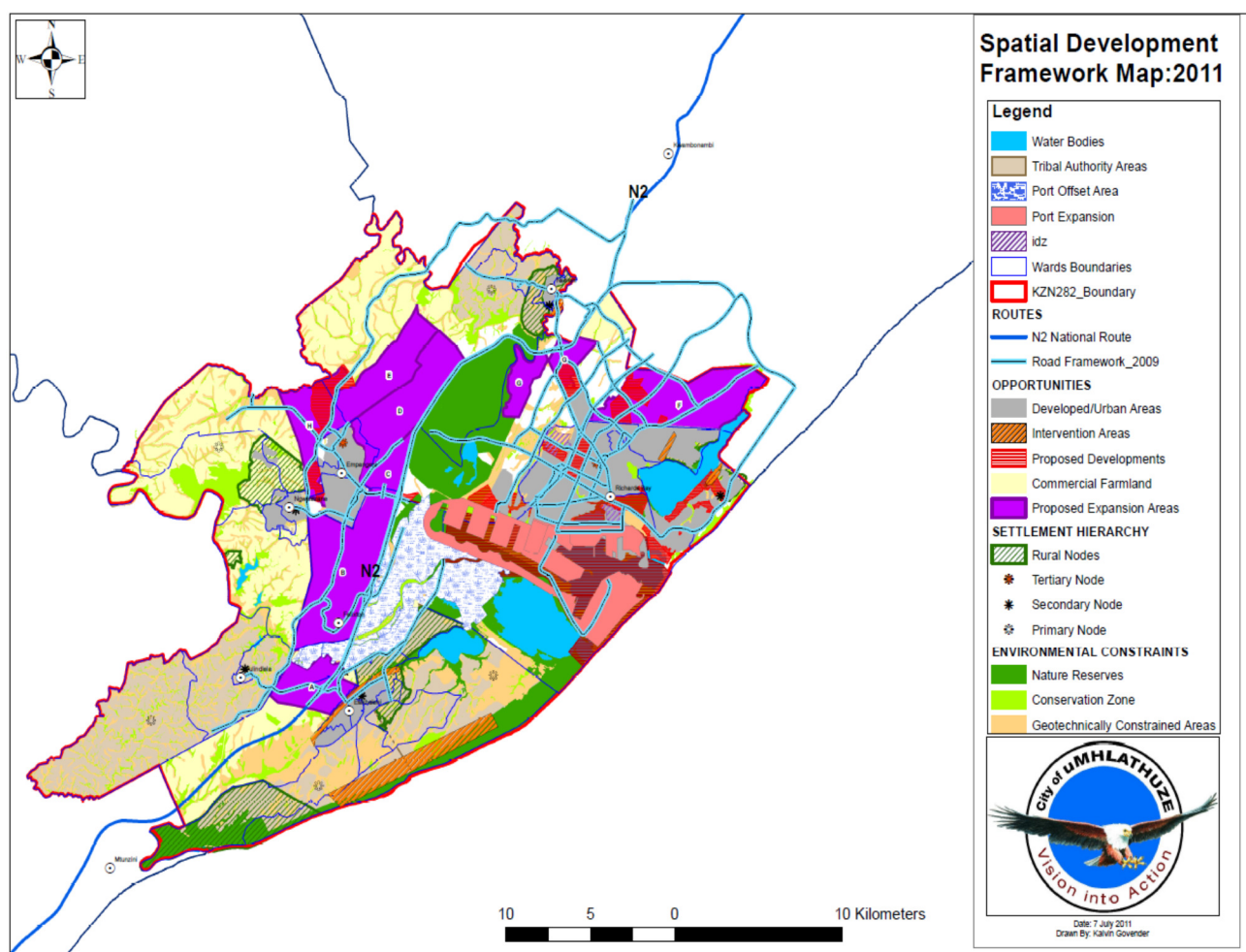
Priority Projects	Sites/Units	Estimated Value (R/million)
SLUMS CLEARANCE/RURAL HOUSING PROJECTS		
Dube (Wards 12,13,14,15,16,17)	1500	R63 million
Bhejane/Khoza (Wards 5,6,7,8)	1200	R50,4 million
RURAL HOUSING PROJECTS		
Madlebe (Wards 24,25,27,28,29)	1000	R58,5 million
Mkhwanazi (Wards 10,11,17,18,19,22)	1000	R60 million
PLS & GREENFILED HOUSING PROJECTS		
uMhlathuze Village Phase 7 (Wards 9,23,24,28)	585	TBD
Aquadene Superblock	Estimated 501 low income Estimated 230 medium income Estimated 584 Rental/CRU units (Block A & B only) Balance of Rental/CRU still to be determined	TBD
SDF Expansion Area A (Mzingwenya Settlement from Wards 14, 17, 19, 20)	Unites to be determined. Approximately 100ha of land to be purchased	TBD
Hostel Refurbishment: Esikhaleni (Wards 20,21)	360	R12,6 million

Priority Projects	Sites/Units	Estimated Value (R/million)
EEDBS		
Nseleni (Ward 8) Ngwelezane (Ward 27, 28) Esikhaleni (Ward 16,17,20,21,22) Vulindlela (Ward 30)	Ongoing process	TBD
IN-SITU UPGRADE		
Mzingazi Village (Ward 1)	TBD	TBD
Mandlazini Village (Ward 4)	TBD	TBD
IDT Area (People's Housing Projects in Ngwelezane)	250	TBD
SPECIAL PROJECT		
Conversion of 18 two-roomed compartments (Ngwelezane)	18	TBD

Land Suitable For Future Human Settlement Development

One of the primary challenges facing the uMhlathuze Municipality is the identification of suitably located land for development. The Municipality has recognized this need through focusing much of its capacity to the investigation of land that is suitable for housing development. The identification of land is a priority of the Municipal IDP and SDF. The uMhlathuze Municipality's draft review of its Spatial Development Framework, see inset hereunder, identified 8 proposed.

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



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

EXPANSION AREA	LOCATION	LAND OWNERS HIP	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	LOCATION	LAND OWNERSHIP	PROJECT TYPE	BULK INFRASTRUCTURE AVAILABILITY
Expansion Area E	Empangeni	Private	Mixed Residential	No
Expansion Area F	Richards Bay-Birdswood-Mandlazini & Veldenvlei	State	Mixed Residential	No
Expansion Area G	Nseleli Interchange	Private	Mixed Residential	No
Expansion Area H	Empangeni (Waterstone)	Private	Mixed Residential	Yes

Overview Of Current Human Settlements Initiatives

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

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

Rural projects

Urban Projects

uMhlathuze Village

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

Aquadene Superblock

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

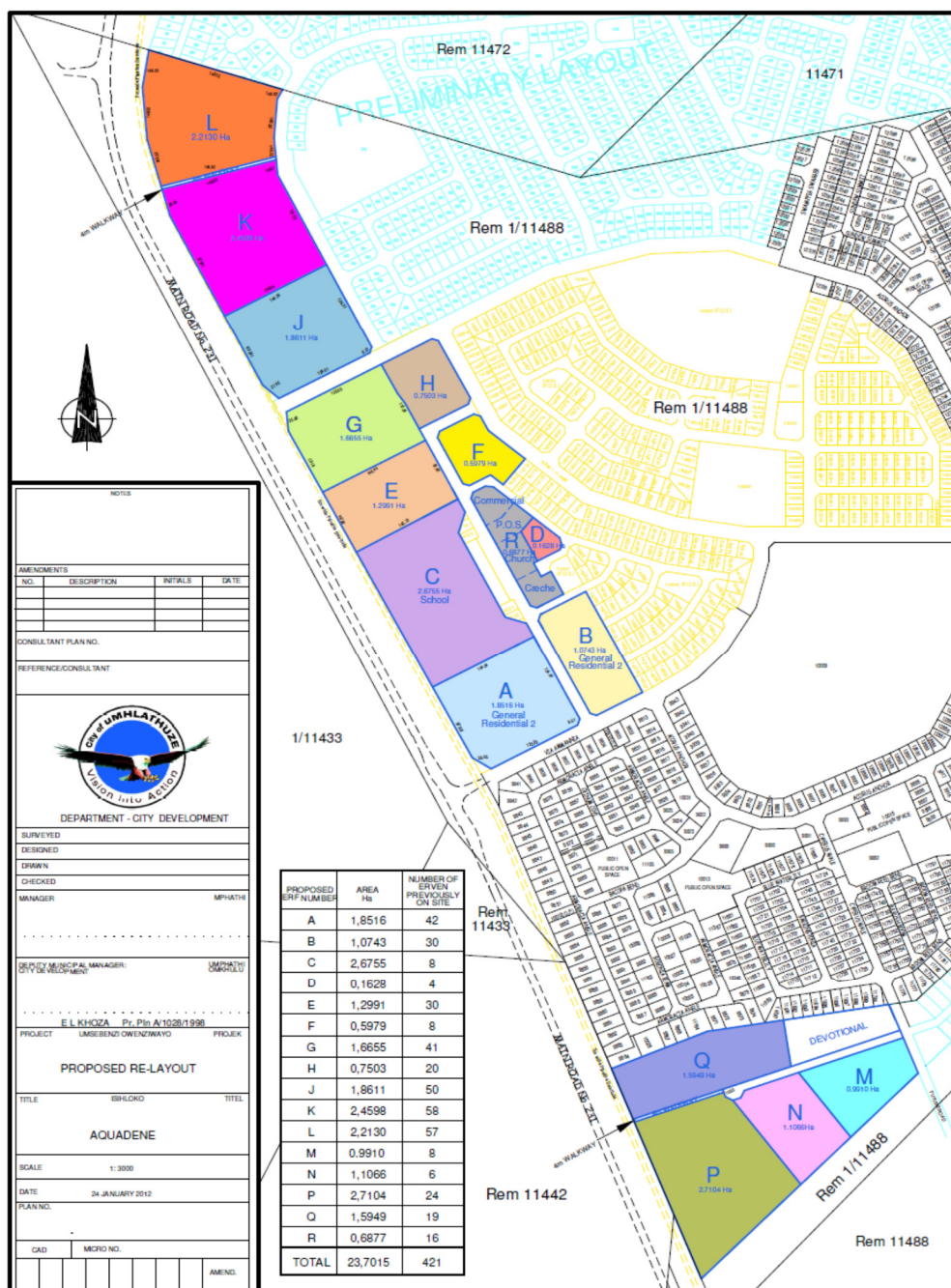
The Aquadene Superblock has undergone some amendments in recent times. The initial plan for Aquadene is summarized in the following table:

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

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

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

BLOCK NO.	SIZE (HA)	PROPOSED DEVELOPMENT	POTENTIAL NO. OF UNITS
L	2,2130	Social/CRU	TBD
M	0,9910	Social/CRU	TBD
N	1,1066	Social/CRU	TBD
P	2,7104	Social/CRU	TBD
Q	1,5949	Social/CRU	TBD



Esikhaleni Hostel Refurbishment

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

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

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

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

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

Rural Projects

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

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

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

Future Human Settlement Initiatives

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

Priority Projects	Sites/Units	Estimated Value (R/million)
PLS & GREENFILED HOUSING PROJECTS		
uMhlathuze Village Phase 6, 8 (Wards 9,23,24,28)	TBD	TBD
Aquadene Superblock	Estimated 501 low income Estimated 230 medium income Estimated 584 Rental/CRU units (Block A & B only) Balance of Rental/CRU still to be determined	TBD
SDF Expansion Area A (Mzingwenya Settlement from Wards 14, 17, 19, 20)	Unites to be determined. Approximately 100ha of land to be purchased	TBD
IN-SITU UPGRADE		
Mzingazi Village (Ward 1)	TBD	TBD
Mandlazini Village (Ward 4)	TBD	TBD
IDT Area (People's Housing Projects in Ngwelezane)	250	TBD
SPECIAL PROJECT		
Conversion of 18 two-roomed compartments (Ngwelezane)	18	TBD

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

Cost for partially cultivated, uneven land = R60 000/ha

Cost for level, well planted areas = R100 000/ha

Estimated 50 ha @ R60 000 = R3 million

Estimated 50 ha @ R100 000 = R5 million

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

Municipal Housing Accreditation

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

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

Beneficiary management;

Subsidy budget planning and allocation; and

Priority programme management and administration

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

Adoption of an updated Municipal Housing Sector Plan aligned to provincial and municipal strategic plans & frameworks

Adopting infrastructure investment plans underpinning the MHSP

Implementing an effective Performance Management System

Clear operational plan for ensuring the expenditure of the Housing Subsidy capital budget

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

Municipal Restructuring Zones

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

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

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Social restructuring by promoting a mix of race and classes.

Economic restructuring by promoting spatial access to economic opportunity and promoting job creating via the multiplier effect associated with building medium density housing stock.

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

Proposed Restructuring Zone Project: Aquadene Superblock

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

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

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

Proposed Restructuring zones

Proposed Restructuring Zone Project: Aquadene Superblock

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

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

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

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

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

Institutional Arrangements (Human Settlements)

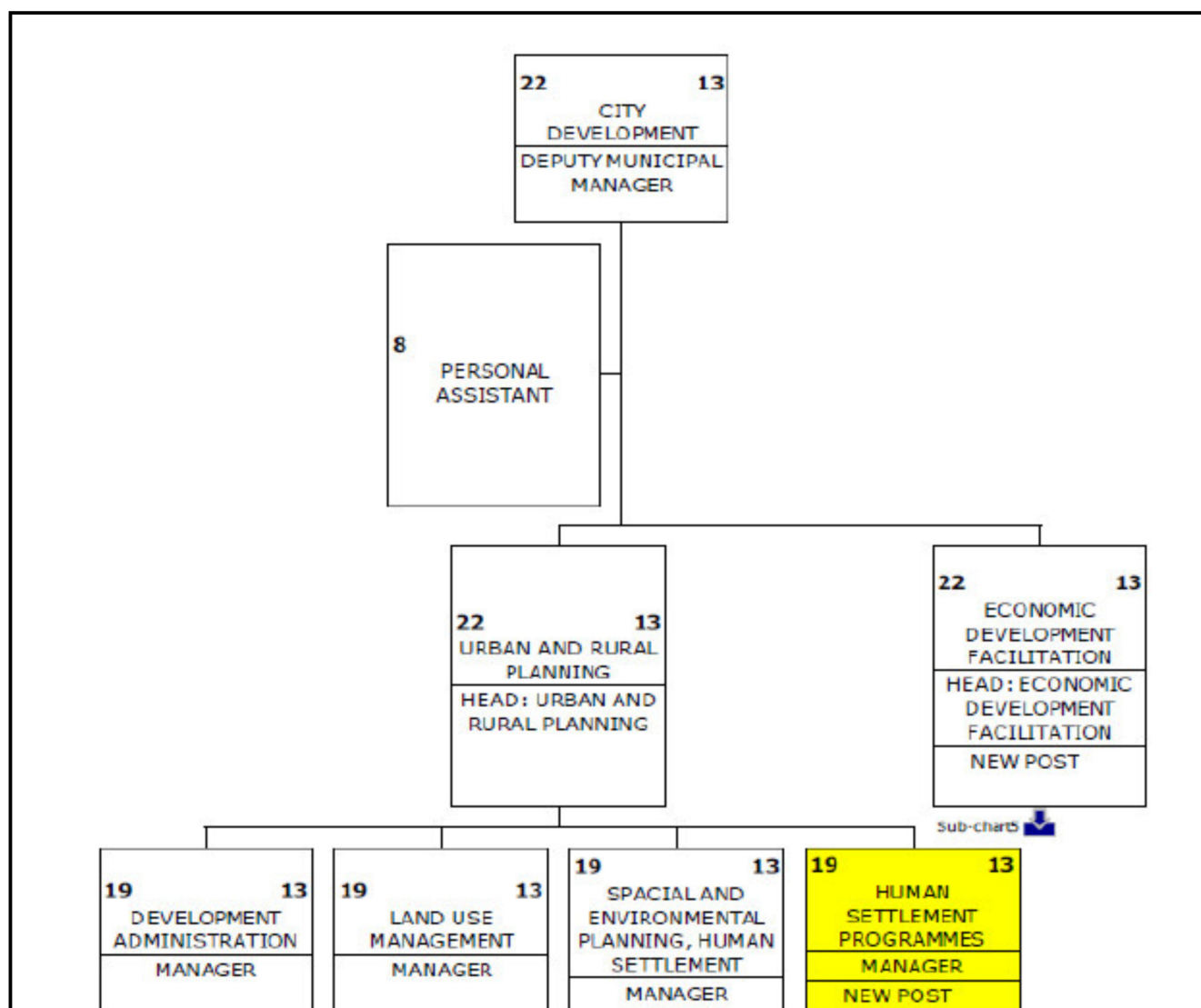
The human settlements unit falls under the City Development Department of the uMhlathuze Municipality. The Human Settlements Unit is staffed by a Chief Housing Officer, 2 Chief Housing Clerks and 3 Housing Administration Clerks. Currently the Chief Housing Officer reports to the Manager Spatial and Environmental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

The municipality has created 3 new Human Settlement key positions to enhance the immediate human settlements project management capacity. These positions are Manager: Human Settlements Programmes, 2 Project Managers, 2 Project Officer and 2 Development Officers.

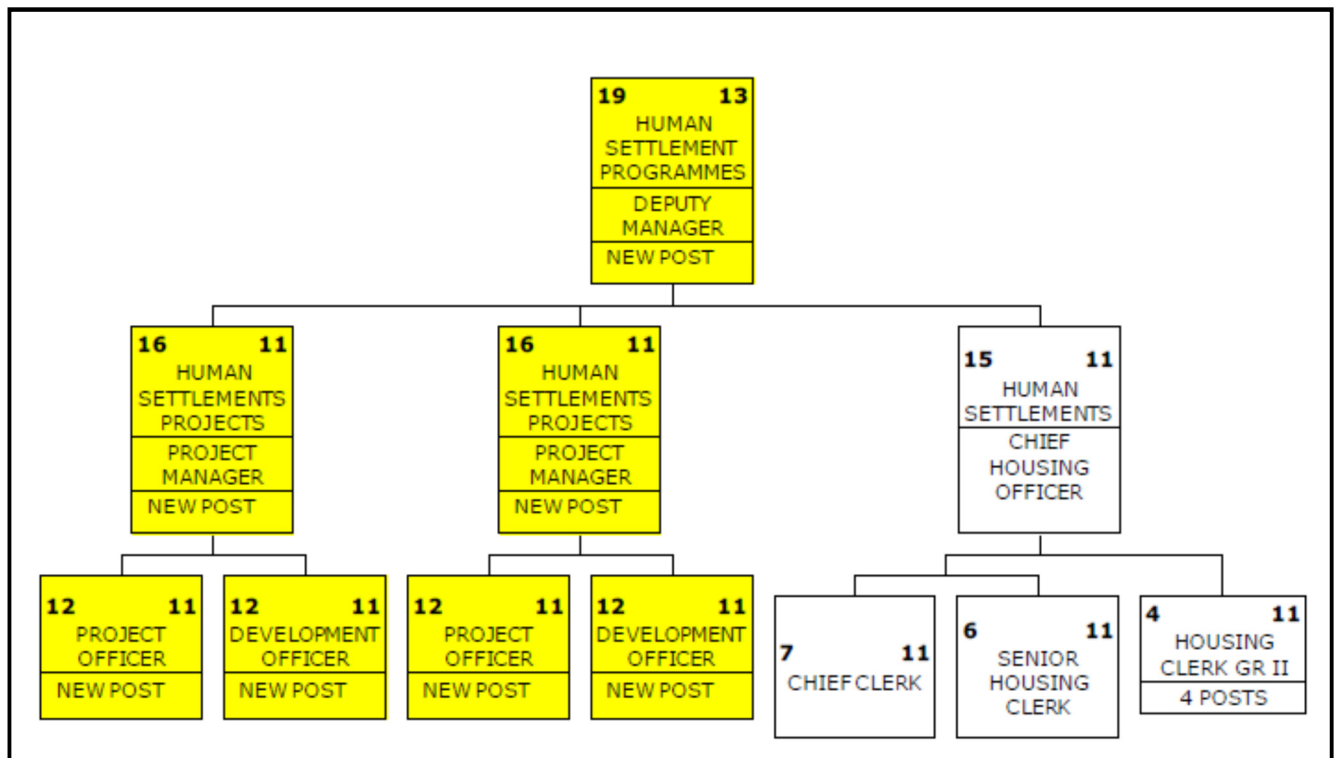
The manager Human Settlements will report to the Deputy Municipal Manager City Development. The Manager's responsibilities will be to coordinates the implementation, monitoring, evaluation and reporting sequences of outcomes associated with plans and programmes designed to accomplish key service delivery objectives with respect to social housing/government funded human settlement projects. The incumbent will work closely with the Provincial Department of Human Settlements and other stakeholders to ensure that housing delivery targets are met.

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

Figure: Organogram showing the location of the Chief Housing Officer with the City Development Department.



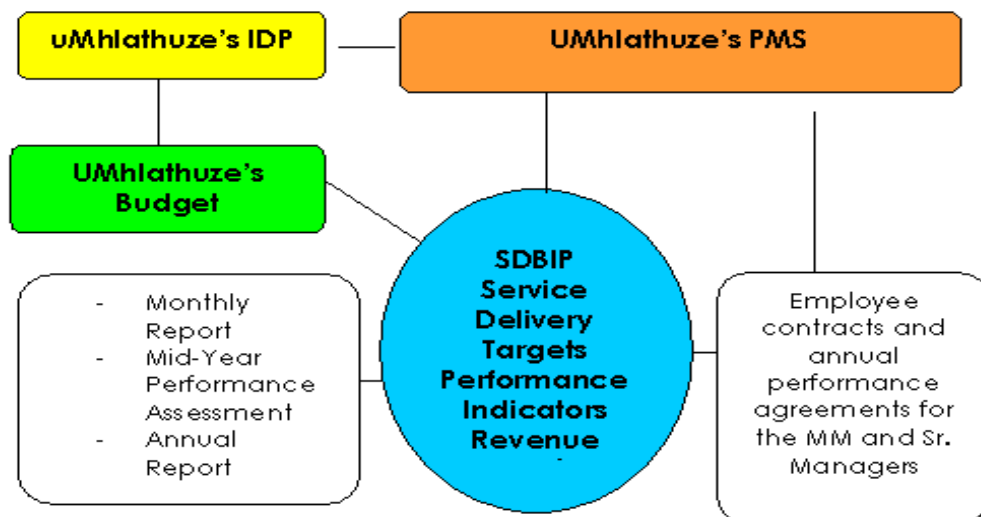
The Proposed Human Settlement Organogram is indicated hereunder:



43. SECTION I: ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

The uMhlathuze Organisational Performance Scorecard (OPMS)

The Service Delivery Budget Implementation Plan (SDBIP) aligns the Organisational Performance Management Scorecard (as required under the Municipal Systems Act) with the Municipal budget and the IDP. Thus the strategic direction is matched with financial resources and delivery of services as specified in the PMS.



The SDBIP allows the budget to be implemented fully as it identifies:

The strategic imperatives through links with the IDP, the financial imperative through links with the budget and the performance imperative through links the PMS.

The Auditor General's Report expressed an unqualified audit opinion on the financial statements, including the Organisational Performance report for the year ended June 2011. The report states that the financial statements present fairly in all material respects, the financial position of the municipality and in a manner required by the MFMA and DORA.

44. ANNUAL ORGANISATIONAL PERFORMANCE INFORMATION

The annual performance reporting on the 2010/2011 financial year was completed and reflected in the Organisational Performance Scorecard in a table format (as prescribed by KZN CoGTA). The Draft Organisational Performance report was presented to the Auditor General for auditing together with the Annual Financial Statements on 30 August 2011. This Annual Performance Report (Tables) should be read in conjunction with the uMhlathuze Annual Report, including the Annual Financial Statements as well as Auditor General Report on the Annual Financial Statements and Performance Information for 2011/2012.

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

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

45. 2012/2013 ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM (OPMS) SCORECARD

DRAFT UMHLATHUZE ORGANISATIONAL PERFORMANCE SCORECARD 2012/2013											
IDP Ref	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure / Unit of Measure	Baseline 2011/2012		2012/2013				
							Q1 & Q2		Q3 & Q4		Annual
					Target	Actual DMS 716929	Target Q1	Target Q2	Target Q3	Target Q4	Target 2013
1.1.4	Good Governance, Community Participation and Ward Committee Systems	Public Participation	Public meetings(IDP and Budget meetings)	Number of meetings	330	341	32	39	43	33	147
		Public Participation	Number of ward committee management meetings held	Number of meetings	New	New	90	60	90	90	330
1.1.4		Stakeholder Liaison	Stakeholder meetings	Number of meetings	3	4	3	4	5	5	17
1.2.2		Policy Development	Compliance with all legal prescripts	Percentage of compliance	100%	100%	100%	100%	100%	100%	100%
2.1	Basic Service Delivery and Infrastructure Development	Access to Water	Households with access to basic water	Number of Households 2011 / 2012 total number 82972	72660	71660	71660	72160	72410	72660	72660
			% Households with access to basic water	% Households with access to basic water 2011 / 2012 total number 82972 revised	87.57%	86.37%	86.37%	86.97%	87.27%	87.57%	87.57%
2.1			New Water Connections	Number of new connections	458	0	0	500	250	250	1000
2.1		Access to Sanitation	Households with access to basic sanitation	Number of Households 2011 / 2012 total number 82972 revised	49013	48050	50050	51050	51550	52050	52050
2.1			% Households with access to basic sanitation	% Households of with access to basic sanitation 2011 / 2012 total number 82972 revised	59.07%	57.91%	60.32%	61.53%	62.13%	62.73%	62.73%

DRAFT UMHLATHUZE ORGANISATIONAL PERFORMANCE SCORECARD 2012/2013

IDP Ref	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure / Unit of Measure	Baseline 2011/2012		2012/2013				
							Q1 & Q2		Q3 & Q4		Annual
					Target	Actual DMS 716929	Target Q1	Target Q2	Target Q3	Target Q4	Target 2013
2.1	Basic Service Delivery and Infrastructure Development		New sanitation connections	Number of new connections	4500	3537	2000	1000	500	500	4000
2.2		Access to Electricity	Households with access to electricity	Number of Households	32996	31483	31517	31517	31617	0	31617
2.2			New Electrical Connections	Number of new connections	120	599	34	0	100	0	134
2.4.1	Basic Service Delivery and Infrastructure Development	Access to Solid Waste	Households with access to waste disposal services	Number of Households / 2012 total number 82972 revised	56086	58894	58894	59194	59894	60894	60894
2.4.1			% Households with access to waste disposal services	% Households / 2012 total number 82972 revised	68%	71.0%	71.0%	71.3%	72.2%	73.4%	73.4%
2.4.1			New households with access to weekly waste disposal services	Number of new households	1200	281	0	300	700	1000	2000
2.1		Free Basic Services	Households with access to free basic water	Number of Households	72660	71660	71660	72160	72410	72660	72660
2.1			Households with access to free basic sanitation	Number of Households	19908	15445	17445	18445	18945	19445	19445
2.2			Households with access to free electricity	Number of Households	570	602	158	158	158	158	632
2.3		Access to roads	Kilometres of tarred roads established	Number of km	0	0	0	0	0	0	0

DRAFT UMHLATHUZE ORGANISATIONAL PERFORMANCE SCORECARD 2012/2013

IDP Ref	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure / Unit of Measure	Baseline 2011/2012		2012/2013				
							Q1 & Q2		Q3 & Q4		Annual
					Target	Actual DMS 716929	Target Q1	Target Q2	Target Q3	Target Q4	Target 2013
2.3	Basic Service Delivery and Infrastructure Development		Kilometres of gravel roads established	Number of km	24	6.1	3	3	3	3	12
2.3			Kilometres of roads maintained	Number of km	800	995	150	150	150	150	600
2.5.5		Community and Public Facilities	New facilities provided	Number of facilities	3	1	0	0	0	0	0
2.5.5			Upgraded facilities provided	Number of facilities	0	2 sports facilities in process	0	0	3 Sport Facilities	1 Renovate Beach Facility 1 Thusong Centre 5 Halls	10
3.2.4	Local Economic Development	Human Settlements	Number of Hostel units refurbished	Number of units	90	0	18	54	18	0	90
3.2.4			Number of new low-cost Houses built	Number of units	New	New	90	90	90	90	360
3.1.1		Development of Prioritised Groups	Capacity Building Initiatives undertaken	Number of Initiatives	4	9	0	1	0	1	2
3.1		Special Projects	Special projects planned	Number of projects	6	1	0	1	1	0	2
3.1		Promotion of Local Economy	Jobs created through the municipality's LED initiatives	Number of jobs	265	119	0	20	70	30	120
3.1			Jobs created through the municipality's Capital Projects	Number of jobs	750	169 at Q3	120	80	180	220	520

DRAFT UMHLATHUZE ORGANISATIONAL PERFORMANCE SCORECARD 2012/2013

IDP Ref	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure / Unit of Measure	Baseline 2011/2012		2012/2013				
							Q1 & Q2		Q3 & Q4		Annual
					Target	Actual DMS 716929	Target Q1	Target Q2	Target Q3	Target Q4	Target 2013
4.1	Municipal Transformation and Institutional Development	Human Resources Management	Number of black staff employed in management (level 15 >)	Number of Black staff	79	77	5	1	2	0	77 + 8 = 85
4.1			Women employed by the municipality	Number of women	881	656	0	0	3	0	656 + 3 = 659
4.1			Youth employed by the municipality	Number of youth	TBA	558	10	15	15	0	558 + 40 = 598
4.1			Disabled staff employed by the municipality	Number of staff	40	3	0	0	2	0	3 + 2 = 5
4.1			Budget Spent on Workplace Skills Plan (cumulative)	Percentage Spent on budgeted amount	100%	59.33%	25.00%	25.00%	30.00%	20.00%	100%
4.1			% Operating Budget spent on implementing Workplace Skills Plan	Skills levy / Salaries budget x 100 = percentage (Target 1.00% p.a.)	1.00%	0.79%	<u>831025</u> 448465000 =0.185%	<u>831025</u> 448465000 =0.185%	<u>831025</u> 448465000 =0.185%	<u>831025</u> 448465000 =0.185%	<u>3324100</u> 448465000 =0.74%
1.1.3.3		Batho Pele Principles	Community Surveys conducted	Number of surveys	0	0	0	0	1	0	1
1.1.3.2		Performance Management Systems	S57 Performance Agreements	Number of agreements	6	6	6	6	6	6	6
1.1.3		Municipal Turn Around Strategy	Implementation of the National Municipal Turnaround Strategy	% Implemented	100%	100%	100%	100%	100%	100%	100%

DRAFT UMHLATHUZE ORGANISATIONAL PERFORMANCE SCORECARD 2012/2013

IDP Ref	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure / Unit of Measure	Baseline 2011/2012		2012/2013				
							Q1 & Q2		Q3 & Q4		Annual
					Target	Actual DMS 716929	Target Q1	Target Q2	Target Q3	Target Q4	Target 2013
5.2	Financial Viability and Financial Management	Revenue Enhancement	Cash collected from customers	R value of revenue collected	1,500,000,000	1,463,556,050	416,500,000	375,732,000	375,928,000	375,928,000	1,544,088,000
5.2			Amount invoiced/billed to customers	R value of invoices raised	1,559,000,000	1,471,349,126	425,000,000	383,400,000	383,400,000	383,400,000	1,575,200,000
5.1.2		Financial management	Debt service payments	R value (cumulative)	182,648,857	164,515,632	10,026,000	88,617,000	98,642,000	177,232,000	374,517,000
5.2			Total revenue received from grants and subsidies	R value	266,485,000	256,277,639	122,966,750	81,904,750	86,771,050	14,791,750	306,434,300
5.1.2			Total of grants and subsidies spent	Total grants and subsidies spent / Total grants and subsidies received x 100 = Percentage spent	100%	107%	100%	100%	100%	100%	100%
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)	9.26 revised to 9.40	(1773193000-167258000) 164515632= 9.77%	458366-50072177232= 2.31	4.62%	6.93%	9.22%	1838068-204891177232= 9.22%
5.2.1.2			Outstanding service debtors to revenue	Outstanding service debtors / revenue actually received for services	130000000 / 1392000000 = 0.09	121700000 1414000000 = 0.09	0.04	0.04	0.04	0.04	0.09
5.1.2.1			Cost coverage ratio (cumulative)	(Available cash at particular time + Investments) / Monthly fixed operating expenditure	0.36 Full year revised to 0.23	188716000 / (1563993000/12) = 1.45	285238000 123000000 = 2.32	197857000 123000000 = 1.61	205832000 123000000 = 1.68%	123896000 123000000 = 1.01%	123896000 123000000 = 1.01%

DRAFT UMHLATHUZE ORGANISATIONAL PERFORMANCE SCORECARD 2012/2013

IDP Ref	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure / Unit of Measure	Baseline 2011/2012		2012/2013				
							Q1 & Q2		Q3 & Q4		Annual
					Target	Actual DMS 716929	Target Q1	Target Q2	Target Q3	Target Q4	Target 2013
5.1.1.2	Financial Viability and Financial Management	Budgeting and reporting	Total operating budget (revenue)	R value YTD	1,861,269,600	1,773,193,429	48,402,775	48,402,775	48,402,775	48,402,775	193,611,100
5.1.2.2			Total Salaries and Wages budget (including benefits)	R value YTD	407,860,500	391,065,574	112,116,250	112,116,250	112,116,250	112,116,250	448,465,000
5			Compliance with MFMA requirements	Percentage compliance	100%	100%	100%	100%	100%	100%	100%
5.1.2		Expenditure control	Percentage Capital Budget spent on Capital project i.t.o. IDP	Capital Budget amount spent on Capital Projects / Total Capital Budget x 100 = Percentage spent YTD	90%	41.00%	$\frac{33514700}{206483100} = 16\%$	$\frac{101288300}{206483100} = 49\%$	$\frac{53975400}{206483100} = 26\%$	$\frac{17704700}{206483100} = 9\%$	100%
5.1.2			Total Operating expenditure	R value YTD	1,859,685,200	1,785,072,917	453,073,450	453,073,450	453,073,450	453,073,450	1,812,293,800