



# INTEGRATED DEVELOPMENT PLAN

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*2012/2013 – 2016/2017*

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# EXECUTIVE SUMMARY

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## Who are we?

Umzumbe Municipality (KZ213) is one of the six local municipalities within the District of Ugu (DC21).. The Municipal boundary runs along the coast for a short strip between Mthwalume and Hibberdene and then balloons out into the hinterland for approximately 60 km. It is the largest municipality within the district and has no established towns. It covers a vast, largely rural area of some 1260 square kilometers with approximately 1% being built up/ semi-urban area. The municipality incorporates 17 traditional authority areas comprising 19 municipal wards. The Umzumbe Council comprises of 19 ward Councillors and 18 Proportional Representation Councillors.

It embraces 17 traditional authority areas: the Bhekani, Cele, Dungeni, Emandleni, Frankland, Hlongwa, Hlubi, Izimpethu Zendlovu, Mabheleni, Ndelu, Nhlanguwini, Nyavivini, Qoloqolo, Qwabe N, Qwabe P, Shiyabanye and Thulini Traditional Authorities.

The (2007) Community Survey indicates that “the total population within Umzumbe Municipality has been estimated at 176, 287 persons which covers up to 25% of the District

## Vision

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

## Mission

The Municipality is dedicated to promote people-centred development, acceleration of service delivery and sustainable local economic development.

## Investment Opportunities

### Coastal Strip

The municipality runs along the coast for a strip of 4 kilometres between Mthwalume and Hibberdene. The coastal strip is currently not active. This could offer an opportunity to the community of Umzumbe and investors who would wish to invest in activities related to fishing, leisure and water sports etc.

10% of Umzumbe households are sustained fishing activities taking in the said coastal strip. Sea harvest is sold to restaurants along the coast whilst remnants are along N2 freeway. A lot could be done to make this livelihood for some sustainable and have more economic benefits.

### Revitalization of small towns

The municipality has two economic nodes namely, Turton and St Faiths areas and along major transport routes R102 and P68 St Faiths Road. These two major nodes within Umzumbe are sustained by taxi ranks and informal trading. There is a need to revitalise the two areas as they would serve as the main economic pillars in the municipal jurisdictional area. The municipality intends to refocus on the revitalization of the two nodes as it was once prioritised. The sites would offer a number of economic opportunities to the investors.



## **Agricultural sector**

Agriculture is the major source of income in Umzumbe. It boasts of SAPPI SAICCOR being the largest employer in the forestry industry and the sugar cane farms being the second largest employer. In addition to this there is a magnitude of subsistence farmers and organised government supported farming projects that have a steady surplus with the potential of supplying major markets provided they have the necessary infrastructure

The agricultural sector in Umzumbe still possesses significant development potential. Agriculture in this area is characterized by a minority of highly developed and competitive commercial farming, whilst the bulk of agricultural activities are mainly subsistence farming on rural communal land. The major commercial farming enterprises are in sugar cane, bananas and timber. Subsistence agriculture comprises mostly of livestock, dry land cropping and vegetable production. Currently the municipality is receiving starter packs from the department of Agriculture. Those packs include different crops, equipment and irrigation tools that are distributed to the community.

## **River sand Mining**

Most of the mining activities occur along the rivers of Umzumbe and Umthwalume rivers, which are known for river sand mining. These are the mining sites for plaster sand mining which is currently done informally. There is a huge demand for these mining products on a commercial level.

## **Tourism**

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

Ntelezi Msani Memorial Project is one of the flagship projects that have been identified by the municipality as the key project that will contribute in unlocking the tourism potential in the hinterland and also contributes in the transformation of the heritage sector in the district. It is a heritage project that seeks to highlight and commemorate the role, participation and effect of the Bhambatha rebellion in the greater Ugu and Umthwalume area. Being a focused and resource driven initiative to honour the unsung heroes of the 1906 Poll tax uprising that were led by Ntelezi ka Khukhulela Msani.

# Chapter 1 INTRODUCTION AND BACKGROUND

## 1.1. Why IDP?

The Integrated Development Planning is a strategic planning document which guides all planning, budgeting, management and decision making in the municipality. It is therefore one of the key tools for local government to fulfil its developmental role. It is an approach that seeks community involvement in planning to identify key priorities and ensure that maximized resources are directed at delivering the identified priorities.

It is however, a continuous process that is reviewed and updated annually. The purpose of reviewing IDPs is to essentially ensure that the plan reflects the community needs, the status quo, and development priorities at the said time, so as to enable “informed” decisions regarding development priorities and the allocation of resources.

A number of community meetings, IDP forum, IDP and Budget road shows and the municipality’s strategic planning workshop were held with aim of planning together and integrating sectoral strategies in the municipality. It also was for purposes of aligning the strategies to the municipality’s vision and mission.

In line with the Municipal Finance Management Act (Act No 56) of 2003 (MFMA) requires the IDP annual review and budget to be prepared alongside each other thus necessitating a joint process plan. The process plan on how to develop the IDP for 2011/2012 financial year was adopted by Council in August 2010. It gives direction in terms of Institutional procedures for participation and alignment, IDP review action programme and details on roles and responsibilities of different committees.

### 1.1.1. Policy Directives and Legislative Mandates

As a planning tool it is particularly guided by government policies, programmes and strategies. These define the municipality as the primary point of service delivery of development and as a result have to be considered in municipal planning and development processes.

### 1.1.2. Objectives of Umzumbe’s 5 year IDP

- To solicit input and information towards the development of a credible 5 year IDP.
- To review the municipality’s mission, vision and strategic objectives of the municipality in line with government priorities.
- To align the IDP with local government’s Turn Around Strategy and the service delivery agreement (outcome nine) and with other policy imperatives.
- To develop an IDP that factors in the rural context of Umzumbe and possible benefits of Government Rural Development Priority.
- To identify strategic focus areas for the next five years.

### 1.1.3. Management Involvement in the IDP development

The 5 year IDP has been prepared in terms of the Local Government: Municipal Systems Act (Act No 32 of 2000). It took into consideration the MEC comments that were raised in the 2011/2012 IDP review as well as the ones from the IDP assessment on the draft IDPs of Kwa Zulu Natal’s municipalities. Municipal Lekgotla resolutions were also considered in the compilation of the IDP.

There was emphasis on involvement of the senior and middle managers in the compilation of all phases in the IDP. The focus was done through the linkage on the municipality’s proposed vision, mission, strategies and objectives as well as prioritization of projects and the budget. There was high level of inputs and involvement and a strong recognition of the importance of an integrated approach to programmes and projects identified in the IDP.

A number of community engagements, ward committee meetings, IDP forum took place as from November 2011 to March 2012. Such engagements were meant to strength participation of all stakeholders (sector departments, private sector), alignment of programmes and projects in the municipality.

#### **1.1.4. Performance Measurement**

The Municipal Planning and Performance Management Regulations stipulate that a municipality's Organisational Performance Management System (OPMS) must entail a framework that sets out how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role-players. The municipality has completed its PMS framework and scorecards. There is now an ongoing evaluation and monitoring of performance through quarterly reviews.

#### **1.1.5. What are the development challenges**

Key steps have been taken to address the key development challenges in the municipality. Even though progress has been made in some of the municipality's focus areas, there is still some improvement that still needs to be done in addressing the following challenges:

- High rate of unemployment.
- Lack of private sector investments.
- High levels of poverty.
- Lack of infrastructure.
- Social issues e.g. teenage pregnancy, HIV/AIDS
- Lack of recreation.
- Crime and substance abuse.
- Financial constraints.
- Lack of appropriate working environment e.g. space and technological infrastructure.
- Inability to own land.
- Poor communication (internally and externally).

#### **1.1.6. Expectations from Umzumbe's 5 year IDP**

- Alignment of strategies and IDP objectives to the vision.
- Alignment of municipal key performance areas to the 6 national priorities.
- Rapid response analysis and reporting templates on community needs identified both at ward committee meetings and IDP and budget road shows.
- Plans for addressing institutional challenges and priorities linked to the turnaround strategy.
- Reconciliation of the IDP projects with the budget

#### **1.1.7. Strategic Focus Area**

In the municipality's strategic session, key performance areas were identified and linked to the budget. These are as follows:

- Financial viability.
- Basic service delivery and infrastructure.
- Good governance and public participation.
- Local Economic Development.
- Municipal transformation and institutional development
- Spatial analysis and environmental management.

#### **1.1.8. Powers and Functions**

The Municipal Structures Act of 1998 makes provision for the division of powers and functions between the district municipality and the local municipality. It assigned district wide functions to district municipalities

and most day to day service delivery functions to local municipalities. The provincial MECs were empowered to adjust these powers and functions according to the capacity of municipalities to deliver services.

With regard to the above statement for instance, the Local Municipality is responsible for day to day Planning, it is also in liaison with the District for advice and support.

## **1.2. ANALYSIS OF THE FIVE YEAR STRATEGIC LOCAL GOVERNMENT PRIORITIES/ NATIONAL KEY PERFORMANCE AREAS**

### **1.2.1. Municipal Transformation and Institutional Development**

The municipality comprises of the following departments:

- Office of the Municipal Manager.
- Technical Services.
- Corporate Services.
- Social and Economic Development.
- Financial Services

### **1.2.2. Financial Viability and Management**

The management and reporting of the municipality's finances is a crucial factor that affects the extent, quality and prioritization of its implementation programme.

### **1.2.3. Local Economic Development**

Local Economic Development is the process by which the public, business and NGOs partners work collectively to create better conditions for economic growth and employment creation.

The unit is responsible for all the activities associated with economic development initiatives which include the following key functions:

- Agricultural development programme
- Cooperate Development
- SMME Development and Support
- Tourism Development and Support
- Performing Arts Development Programme

### **1.2.4. Good governance and Community Participation**

The IDP Framework Plan provides the linkage for binding relationships to be established in the municipality and its stakeholders. By so doing, proper consultation, Co-ordination and alignment of the review process has been maintained between the municipality, its stakeholders and the District Municipality. The IDP Forum serves a platform where all stakeholders are given an opportunity to debate on developmental issues affecting the municipality but the challenge is that the structure is not fully functional. Communication strategy is used to ensure proper governance and community participation.

### **1.2.5. Basic Service Delivery and Infrastructure Investment**

Umzumbe Municipality's core mandate is providing access to basic infrastructure and services. This is at the centre of development and is necessary for improving people's lives, as stipulated in the Constitution of the Republic of South Africa. Even though the responsible department is mandated to provide infrastructural services, the municipality still encounters challenges in terms of addressing amongst others roads infrastructure especially in deep rural areas.

### 1.2.6. Spatial Analysis and Environmental Management

The municipality has a number of plans that are addressing spatial planning issues but are out dated. These include the Spatial Development Framework (SDF) etc. It currently faces a challenge of lack of researched data. The SDF is under review is envisaged to be approved by Council and implemented at the end of the second quarter in the next financial year.

### 1.2.7. Structure of the Document

<b>CHAPTER 1</b>	<b>Introduction and Background:</b> deals with pieces of legislation that give direction and guidance on the development processes of the IDP.it also gives analysis of the current development level and background of different components, opportunities, challenges and national key priority key performance areas.
<b>CHAPTER 2</b>	<b>Situational Analysis:</b> deals with the current state of development within Umzumbe Municipality and provide demographic, economic, infrastructure and environmental basic facts, figures and analysis.
<b>CHAPTER 3</b>	<b>Development Strategies:-</b> This chapter entails Umzumbe’s vision and mission statement which give directives to what the municipality wants to achieve in terms of its long term developmental goals. Local Government priorities and Umzumbe Municipality’s strategic focus areas are highlighted.
<b>CHAPTER 4</b>	<b>High Level Spatial Development Framework:-</b> sets out the spatial development framework of the municipality.
<b>CHAPTER 5</b>	<b>Sector Plans and Sector Co-ordination:-</b> This section outlines the status of sector plans and sector co-ordination in support of Umzumbe Municipality to achieve its development goals as stated in the Integrated Development Plan.
<b>CHAPTER 6</b>	<b>Programmes and Projects:</b> - this section sets out the municipal budget overview which is to be translated into SDBIP and projects to be implemented in the year under review.
<b>CHAPTER 7</b>	<b>Organisational Performance Management System:-</b> sets out the Performance Management System.
<b>REFERENCES</b>	These are documents referred to and/ or available for further detail such as Spatial Development Framework, Disaster Management Plan, Waste Management Plan, Hosing Plan and Water Service Development Plan.
<b>ANNEXURE</b>	<b>Annexure A:</b> needs identified in ward committee meetings and priority needs raised by communities during the local area planning sessions which were held in the wards of Umzumbe Municipality, concerns and issues raised during IDP road shows whereby the draft IDP and budget were presented in all the community clusters in Umzumbe Municipality. <b>Annexure B:</b> Turn Around Strategy & Action Plan <b>Annexure C:</b> Financial Plan <b>Annexure D:</b> Organogram <b>Annexure E:</b> Service Delivery and Budget Implementation Plan <b>Annexure F:</b> Disaster Management Plan <b>Annexure G:</b> Organisational Scorecard

## 1.3. INTRODUCTION

Municipalities are now expected to play an important role in the country's fight against poverty and underdevelopment. Government policies require municipalities to play a developmental role. This suggests that local government must be committed to work with different groups within the community in order to find ways to their social, economic and material needs and improve the quality of their lives. It should target especially those members and groups within communities that are marginalised, such as women, disabled people, and very poor people (White Paper 1998).

In responding to the developmental role that municipalities are supposed to play, it is crucial that government works jointly with local communities and businesses and adopt a developmental approach that is going to be more responsive, efficient, effective and accountable to the people it serves.

Umzumbe's (5 year IDP) 2012/2013 – 2016/2017 is the first strategic document that the newly elected Council will adopt for the term of office. For the next five years, Umzumbe Municipality will in each year review its objectives and strategies with the aim of ensuring the implementation of developmental goals and speedily service delivery.

The document intends to give the municipality a tool for development and will also give an indication of the status quo of levels of development that do already exist and where the needs for development are. It will also look at the revised vision, mission, strategies, objectives and ultimately projects to develop the municipality's jurisdictional area and insure a better life for its communities.

### 1.3.1. Integrated Development Planning

Integrated Development Planning is process through which municipalities prepare a strategic plan containing short, medium and long term development objectives, strategies and programmes for the municipal area. The IDP is a principal strategic planning instrument, which guides and informs all planning, budgeting, management and decision making in a municipality. All municipalities must in terms of the Municipal Systems Act 2000 undertake an integrated development process to produce an integrated development plan, thus the IDP is a legislative requirement.

The IDP helps to:

- Make more effective use of scarce resources;
- Speed up delivery;
- Attract additional investment;
- Attract additional funds;
- Strengthen democracy and hence institutional transformation;
- Overcome the apartheid legacy at local level; and
- Promotes intergovernmental coordination.

It should inform the municipality about the problems affecting the municipal area and being guided by the information on available resources. The process should be able to develop and implement appropriate strategies and projects to address the problems. As a strategic plan for local government, it uses the national policies and legislative imperatives to analyse development challenges and propose interventions for the area of a municipality's jurisdiction.

### **1.3.2. Legislative Framework Informing the Planning Process**

The National Co-operative Governance and Traditional Affairs through consultation with other stakeholders such as the Provincial Department of Co-operative Governance and Traditional Affairs (COGTA) and other stakeholders i.e. (SALGA) in particular, have developed a number of policies and legislations to assist in realising the developmental mandate of the local government. Municipalities are guided by these pieces of policies and legislations in developing their respective IDPs. The key legislative imperatives are as follows:

### **1.3.3. Constitution of the Republic of South Africa, Act 108 of 1996**

The Constitution mandates that a municipality must undertake developmental orientated planning so as to ensure that it:

- Strives to achieve the objectives of local government set out in section 152.
- Gives effect to its developmental duties as required by section 153.
- Together with other organs of state it contributes to the progressive realisation of fundamental rights contained in section 24, 25, 26, 27, and 29

### **1.3.4. Municipal Systems Act (MSA), Act No 32 of 2000**

The Municipal Systems Act (No 32) of 2000 requires that local government structures prepare Integrated Development Plans (IDPs). The IDPs serve as tools for transforming local government towards facilitation and management of development with their areas of jurisdiction. The Systems Act identifies IDP as the vehicle to be used in the achievement of these goals.

Umzumbe Municipality's commitment to "building a better future for its inhabitants" has been the main focus in the current IDP, with a specific emphasis on the review of the municipal vision, IDP objectives and strategies as well as implementation. The focus of the 2011/2012 – 2015/2016 IDP is on building a more inclusive developmental local government that would translate the Municipality's vision into action.

### **1.3.5. Municipal Structures Act, No 117 of 1998**

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

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

**Table 1: Municipalities Powers and functions**

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

### 1.3.6. Constitution of the Republic of South Africa, Act 108 of 1996

The constitution mandates that a municipality must undertake developmental orientated planning so as to ensure that it:

- Strives to achieve the objects of local government set out in section 152;
- Gives effect to its developmental duties as required by section 153;
- Together with other organs of state contribute to the progressive realization of fundamental rights contained in section 24, 25, 26, 27, and 29
- Section 152 of the Constitution also provides the objectives of local government to be as follows:
  - To provide democratic accountable government for local communities;
  - To ensure the provision of services to communities in a sustainable manner;
  - To promote social and economic development;
  - To promote a safe and healthy environment and
  - To encourage the involvement of communities and community organisations in the matters of local government.

Whilst working to achieve these objectives, municipalities are also expected to transform their approach and focus to be developmental in nature (section 153). To do this the Constitution requires a municipality to structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community; and thus participating in national and provincial development programs together with other organs of state contribute to the progressive realization of fundamental rights contained in sections 24 to 27 and 29.



### 1.3.7. Municipal Finance Management Act (MFMA), Act No 56 of 2003

Section 21 of the MFMA stipulates that the mayor of a municipality must;

- Coordinate the processes for the annual budget and for reviewing the municipality's IDP and budget – related policies to ensure that the tabled budget and any revisions of the IDP and budget related policies are mutually consistent and credible.
- At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for:-

The preparation, tabling and approval of the annual budget;

(ii). The annual review of the budget

(a). The IDP in terms of section 34 of the Municipal Systems Act (MSA) and (b) The budget related policies.

(iii). The tabling and adoption of any amendments to the IDP and budget related policies.

(iv). Any consultative process forming part of the processes referred to in sub-paragraph (i), (ii) and (iii).

1.2.5. Local Government: Municipal Planning and Performance Management Regulations, 2001

Disaster Management Act, Act No 57 of 2002

The Disaster Management Act, (Act 57 of 2002) aimed to provide integrated and coordinated disaster management policy, in which the main features of disaster management are described as preventing or reducing the risk of disasters, mitigation the severity of disasters, emergency preparedness, rapid and effective response to disasters and post disaster recovery and rehabilitation.

The Disaster Management Act provides for the declaration of disasters through national, provincial and local government spheres. In the case where Provincial and Local authorities have determined that a disastrous drought occurred or threatens to occur, the disaster management centres of both the province and municipality must immediately; initiate efforts to assess the magnitude and severity or potential magnitude and severity of the disaster; inform the national centres of the disaster and its initial assessment of the magnitude and severity or potential magnitude and severity of the disaster; alert disaster management role-players in the province that may be of assistance in the circumstances and; initiate the implementation of any contingency plans and emergency procedures that may be applicable in all circumstances.

### 1.3.8. White Paper on Local Government (1998)

The White Paper establishes the basis for a new developmental local government and characterizes it as a system, which is committed to working with citizens, groups and communities to create sustainable human settlements which provide for a decent quality of life and meet the social, economic and material needs of communities in a holistic way.

To achieve developmental outcomes will require significant changes in the way local government works. The White paper further puts forward three interrelated approaches which can assist municipalities to become more developmental. These entail the following:

- Integrated development planning and budgeting.
- Performance management.
- Working together with local citizens and partners.

### 1.3.9. National Spatial Development Perspective (NSDP)

Government's key priority is to increase economic growth and promote social inclusion. Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, amongst which poverty alleviation is key; provide basic services to all citizens wherever they reside.

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 order to overcome the spatial distortions, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres; infrastructure investment should primarily support localities that will become major growth nodes within Umzumbe Municipality and Ugu District Municipality to create regional gateways to the KZN Province and South African economy.

### 1.3.10. KZN Provincial Growth and Development Strategy (PGDS)



### 1.3.11. Ugu Growth and Development Strategy

Vision reads as follows:

“ By 2030, the Ugu District will be leading KZN and Leisure tourism destination, driven by investment into the productive sectors of agriculture and manufacturing, supported by healthy, educated and skilled labour force, and underpinned by world class-infrastructure. The district will provide safe, healthy, environmentally sustainable living environment, where all people have access to economic opportunities and social amenities.”

- It is a long term socio- economic development plan/ strategy.
- Focusing on building a growing and developing district.
- Positioning Ugu as a self-sufficient food secure district.
- Improve education and training of its entire people.
- Focus on improvement of access to health, education, and welfare services.
- Promotes entrepreneurship.

### 1.3.12. National Development Plan vs Policy Guidelines

Below is table highlighting national development plan, key priority issues that have to be addressed through responses to already existing policy guidelines.

**Table 2: National development plan, priority issues, and policy guidelines**

National Development Plan	Key Priority Issues	Policy Guidelines
<ul style="list-style-type: none"><li>• Creating jobs and livelihoods</li><li>• Expanding infrastructure</li><li>• Transforming to low carbon economy</li><li>• Transforming urban and rural spaces</li><li>• Improving education and training</li><li>• Providing quality health care</li><li>• Building a capable state</li><li>• Fighting corruption and enhancing accountability</li><li>• Transforming society and uniting the nation</li></ul>	<ul style="list-style-type: none"><li>• Rural Development</li><li>• Economic Growth</li><li>• Health</li><li>• Education</li><li>• Crime and Corruption</li><li>• Job creation</li></ul>	<ul style="list-style-type: none"><li>• Medium Term Strategic Framework</li><li>• New Economic Growth Path</li><li>• New Education Curriculum</li><li>• Comprehensive Rural Development programme</li><li>• Outcome 9 and Service Delivery Agreement</li><li>• Operation clean audit by 2014</li><li>• Apprenticeships within FET colleges.</li></ul>

### 1.3.13. Development Challenges in Umzumbe

In a strategic session held in the 2011/ 2012 financial year, it was noted that significant steps have been made to address the key challenges in the municipality. While significant progress has been made in all areas, there is still a lot of work that needs to be done towards addressing the challenges listed below:

- High rates of unemployment and low economic growth
- High levels of poverty
- Lack of infrastructure
- Inadequate financial viability
- Low levels of skills development and literacy
- Increased incidents of HIV/AIDS and communicable diseases
- High levels of crime
- Unsustainable developmental practices

### 1.3.14. Point of reference for an Ideal Functional Umzumbe Municipality

First term of democratic local government has been one of the most complex projects of state transformation since 1994. The tasks of local government transformation have proven to be more complex and protracted than was initially anticipated. Therefore what must be done in this third generation of IDPs? In order to achieve our vision and address the above mentioned developmental challenges, there are a number of the key performance areas of the municipality that have to be addressed. These are as follows:

<b>KPA 1 :Municipal Transformation and Institutional Development</b> <ul style="list-style-type: none"> <li>• An IDP that is the expression of state-wide planning as a whole.</li> <li>• A balanced infrastructure investment and sustainable economic development programme that is part of the IDP.</li> <li>• Establishment and functionality of all core municipal policies and systems as required by law.</li> </ul>	<b>KPA 2: Local Economic Development</b> <ul style="list-style-type: none"> <li>• Thriving and vibrant local economy and neighbourhoods.</li> <li>• Facilitation of job creation and access to business opportunities.</li> <li>• Continuous and positive interactions with all key economic anchors and actors.</li> </ul>
<b>KPA 3: Basic Service Delivery and Infrastructure Investment</b> <ul style="list-style-type: none"> <li>• A clean, safe and healthy municipality.</li> <li>• Universal access to quality, affordable and reliable municipal services (e.g. water, sanitation, electricity, refuse removal, transportation).</li> <li>• Regular investment in infrastructure and productive equipment.</li> </ul>	<b>KPA 4: Financial Viability and Financial Management</b> <ul style="list-style-type: none"> <li>• Sound financial management systems.</li> <li>• Development of annual and medium term outlook on revenue and expenditure plans and targets.</li> <li>• Reduced dependency on grant transfers.</li> </ul>
<b>KPA 5: Good Governance and Community Participation</b> <ul style="list-style-type: none"> <li>• Functional community participation mechanisms and ward committees.</li> <li>• Continuous and special attention to historically marginalised and excluded communities</li> <li>• Equal, easy and convenient access for the public to the municipality and its services.</li> <li>• Effective intergovernmental relations.</li> </ul>	<b>KPA 6: Spatial Planning and Environmental Management</b> <ul style="list-style-type: none"> <li>• Sharing of boundaries and spatial pattern activities.</li> <li>• Legislative directive by land use management approach.</li> <li>• Fast track municipality's spatial development framework.</li> <li>• Through the implantation of the Planning Development Act.</li> </ul>





## 2.2. POPULATION

The people who reside within the municipal area consist of individuals from different ethnic groups. The majority of the population comes from the Black community (178,975) followed by the Coloured community (491). The White community accounts for (109) and the Asian community (62). The figures are based on Quantec 2009. It is evident that there is high concentration of blacks than other racial groups. The distribution shows that 178, 975 are from a population that was historically disadvantaged by apartheid. These levels of population groups emphasize the importance of the municipality to actively address issues of imbalances particularly regarding economic development, infrastructure, housing and social services.

The estimated population of the municipality is approximately 179, 638 persons. The table below indicates the composition of the population in terms of population estimates in the municipality. Umzumbe Municipality population estimates have an average share of 25.5% and ranges between 186, 879 and 179, 638. Generally, the number of males has continued declining between 2006 and 2008 and bit high for year 2009. One of the factors that could explain the phenomenon is the rampant migration among which is observable in most rural South Africa.

**Table 3: Demographic Information**

Municipality	Black		Coloured	Asian		White		Total Population
	<b>Population Group</b>							
Umzumbe	178,975		491	62		109		179,638
	<b>Population Estimates</b>							
	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>Average Share</b>
	186,879	185,004	182,329	179,217	176,546	174,444	179,638	25.5
	<b>Population by Gender</b>							
	<b>2006</b>		<b>2007</b>		<b>2008</b>		<b>2009</b>	
	<b>Male</b>	<b>Female</b>	<b>Male</b>	<b>Female</b>	<b>Male</b>	<b>Female</b>	<b>Male</b>	<b>Female</b>
	81, 072	98,145	79,758	96,758	78,712	95,732	81,574	98,064

Source: Quantec 2009

## 2.3. SOCIO-ECONOMIC ANALYSIS

Socio economic analysis gives a summary of the municipal area in terms of its physical, social and economic characteristics. This information is to contribute towards informed planning and decision making.

### 2.3.1. Economic Activity

Umzumbe has a great economic potential; like most rural municipalities it represents an extensive natural, human and economic potential which is utilized unevenly and imperfectly. This presents an opportunity engagement to develop economic activities that are balanced and sustainable. The tendency of settlements developing in the areas of the municipality that have infrastructural development; such as water and electricity; have created nodes with vibrant socio economic activities. An example of which; are Umthwalume, Ophepheni and St Faiths.

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

**Table 4: Number of People living with less than USD 1 per day I Umzumbe**

Municipality	2003	2004	2005	2006	2007	2008
Umzumbe	15,892	12,735	9, 340	8,320	7,235	5,577

**Source: Global Insight 2009**

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

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

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

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

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

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

The municipality with the assistance of DED has been exposing local people with talent to the local and international markets through exhibitions. This sector has a huge potential for development and growth. Inhibiting this growth is shortage of working space and the lack of basic infrastructure such as water and electricity. The multipurpose centers that are built by government should play a role in addressing such problems but their design is not suitable. The dire need of a business incubator has long been identified but has not materialized due to lack of resources. The business incubator would produce more able and sustainable businesses and thus create more jobs to combat the scourge of poverty in the municipality.

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

The tertiary sector is one sector that when assessed has been found more wanting than the other two mentioned. In the first place Umzumbe does not have even a single banking institution or insurance or financial services owing to its rural nature. Retail, however are thriving within the municipality both formal

and informal retail outlets is prevalent. This sector is more prevalent in wards 19, 10, 18, and 3 this is due to the mobility as a result of road infrastructure that is fairly good in the wards mentioned.

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

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

It is therefore imperative for Umzumbe municipality amongst other initiatives to focus on its competitive and comparative advantage in order to unlock its LED potential. Currently the municipality's economic strengths lie in agriculture; subsistence farming, tourism and manufacturing (beneficiation). In addition to this, there is also potential in the retail, trade and services sectors.

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

### **2.3.2. Agriculture**

The agricultural sector in Umzumbe still possesses significant development potential. Agriculture in this area is characterized by a minority of highly developed and competitive commercial farming, whilst the bulk of agricultural activities are mainly subsistence farming on rural communal land. The major commercial farming enterprises are in sugar cane, bananas and timber. Subsistence agriculture comprises mostly of livestock, dry land cropping and vegetable production. Currently the municipality is receiving starter packs from the department of Agriculture. Those packs include different crops, equipment and irrigation tools that are distributed to the community.

### **2.3.3. Tourism**

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

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

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

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



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

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

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

#### 2.3.4. Manufacturing

The contribution by the manufacturing sector within the municipal economy is increasing steadily. The municipality is seeing more youth entrepreneurial initiatives. The municipality has played a significant role in capacitating crafters and people living with disabilities with different skills in arts and craft and they are now implementing those skills. The drive is to improve the quality of local products to appeal to both domestic and international markets. The municipality has promoted and marketed outstanding talents within the municipality with the assistance of the Department of Economic Development through exhibitions locally and abroad.

#### 2.3.5. Poverty

Umzumbe is the worst municipality within Ugu district that is affected by extreme poverty. Economic trends show that the municipality achieved the biggest decline in poverty levels over the 6 years period. However an infrastructural project initiative that had the greatest impact under the Integrated Sustainable Rural Development Programme (ISRDP) is the construction of P68 road between oShabeni and Highflats. This road network is seen to have increased economic activity and job opportunities in the municipality. Below is the table showing the extent of poverty in the municipality.

**Table 5: Number of People living in poverty in Umzumbe**

Municipality	2003	2004	2005	2006	2007	2008
Umzumbe	15,892	12,735	9, 340	8,320	7,235	5,577

Source: Global Insight 2010

#### 2.3.6. Employment

The percentage of unemployed people in Umzumbe is 72%. This suggests that unemployment level remains high within the municipality. This could be as a result of limited and irregular household income, inadequate levels of education and training. The formal sector only caters for 38%. This suggests that there was a steady increase in unemployment numbers in the year 2007. This is depicted in the table below. Strategies would have to be developed in order to ensure that the Municipality is able to meet the Millennium Development Goals and National targets of halving poverty by 2014.

**Table : Employment**

Employment		
	Employed	28%
	Unemployed	72%

**Source: Stats SA, Community Survey 2007**

### 2.3.7. Health

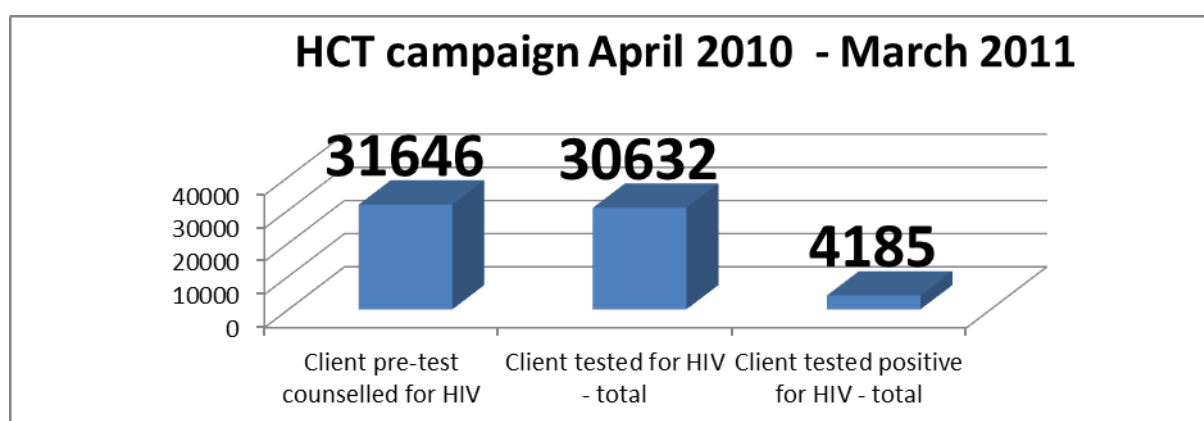
According to the Health District, Umzumbe Municipality is experiencing a prevalence and impact of HIV/AIDS. It is estimated that in 2004, 25, 788 people in Umzumbe were affected by HIV/AIDS. The annual growth rate of HIV and infections in Umzumbe is 13.7% per year. The KZN Department of Health, indicates that between 1994 and 2004, there has been a sharp increase from 11.7% to 53.3% of deaths which were AIDS related. This number has substantially increased over the last nine years; there has been a 32.3% annual growth rate in AIDS related deaths.

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

The municipality's strategic intervention focuses on AIDS awareness and support programme within the communities of Umzumbe. As a result the municipality currently plays a co-ordination role of the registered Non-governmental Organizations, Department of Health with regards to HIV/AIDS programme. This is done through distribution of health kits. Another initiative by the Municipality is a project t which deals orphans leaving with HIV/AIDS, the Assissi Children Shelter.

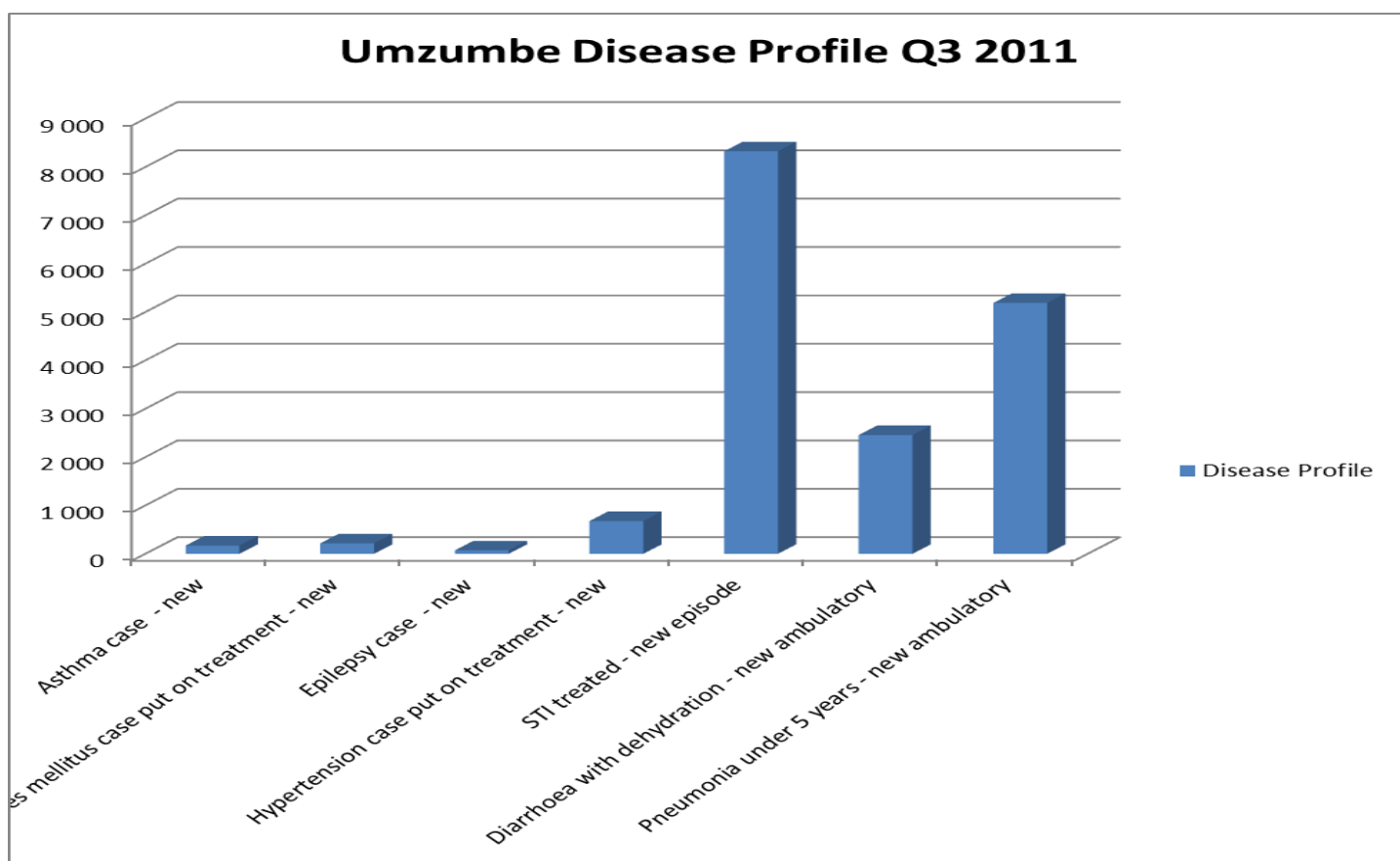
The graph below shows statistical information recorded during an HIV/ Counselling Testing (HIV) in Umzumbe locality from the month of April20- March 2011.

**Graph 1: HIV Counseling Testing**



### Department of Health Statistics (2010/2011)

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



Graph 2: Umzumbe disease profile

#### Department of Health Statistics (2011)

A number of health facilities designated for Ugu Health District service Umzumbe municipality. However these are not sufficient for the people as they have to travel long distances to access health care. These facilities are tabulated in the table below.

Table 6: Health facilities

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

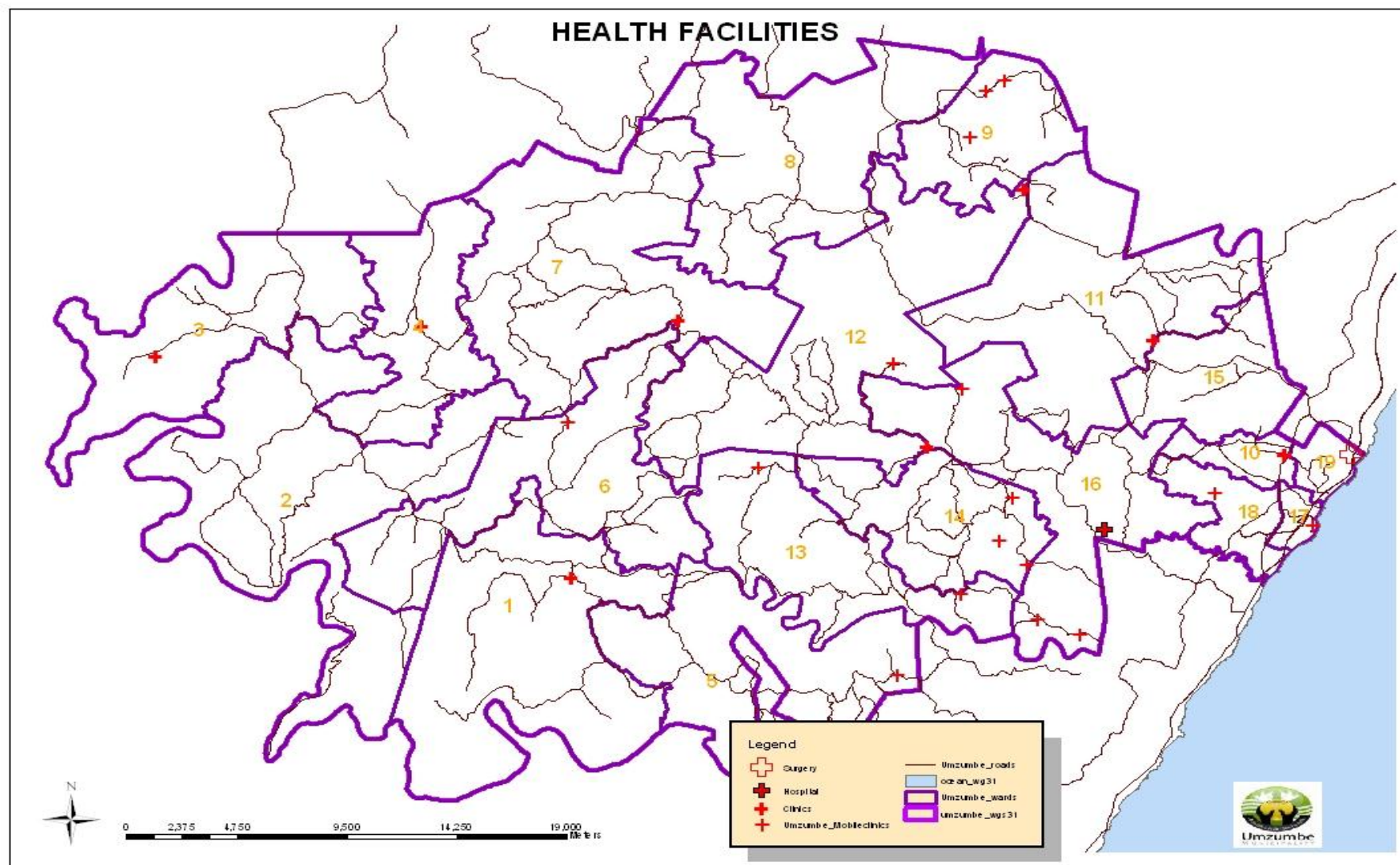
Source: Department of Health Statistics (2010/2011)

The Department of Health is involved in the **flagship programme** in wards 6, 8 and 12. Questionnaires are used for purposes of profiling households. Information gathered is meant to look at issues such the pap smears, immunization, eye care, rehabilitation services of the people. This kind of information informs what kind of intervention is required from the Department of Health.

There are also clinic committees that are responsible collecting community needs and at times Izimbizos and open days' sessions are held to get views of the communities on healthcare services/ campaigns. From time to time community health workers dispatch immunization drops to the communities.

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

Map 1: Health Facilities in Umzumbe



### 2.3.8. Public Transport

The primary mode of travel by the communities is public transport that being busses and taxis. Along the coastal area and in primary economic nodes is a relatively reliable means of transportation in the form of minibus taxis. As a result the standard of living is relatively better in easily accessible areas. Inland areas within Umzumbe, public transport services are lacking and communities are highly dependent on the weather conditions as there are areas that are inaccessible during the rainy days. The lack of infrastructure partly contributes to the fact that this particular is not yet well developed within the jurisdiction of the municipality.

The contribution by the manufacturing sector within the municipal economy is increasing steadily. The municipality is seeing more youth entrepreneurial initiatives. The municipality has played a significant role in capacitating crafters and people living with disabilities with different skills in arts and craft and they are now are implementing those skills. The drive is to improve the quality of local products to appeal to both domestic and international markets. The municipality has promoted and marketed outstanding talents within the municipality with the assistance of the Department of Economic Development through exhibitions locally and abroad.

### 2.3.9. Food Security

Hunger and food insecurity are great challenges facing communities residing within the municipal area. The key challenges faced include lack of financial and non-financial resources. The municipality has initiated a number of programmes to assist in the alleviation of food insecurity. These include self-sustaining projects such as poultry farming, community gardens, one home one garden programme etc. Support in the form of seedlings and compost together with expertise is provided by the municipality in conjunction with Department of Agriculture to communities to assist them in ensuring their food security.

### 2.3.10. Climate Change

Climate change is likely to cause challenges for Umzumbe municipality. This is directly associated with global weather changes such as extreme weather events e.g. flooding and drought etc. Unforeseen climatic conditions are challenge in Umzumbe as houses built out of mud and gravel roads collapse during the rainy days. This result in a financial burden upon the municipality, as it has to resort to disaster contingency plans and other forms of financial aid from other stakeholders in order with such incidents.

### 2.3.11. Communications

Telecommunications data is generally not easy to access due to its sensitive nature. Whilst no detailed indication of fixed line or broadband services is available, it has been identified that broadband services are limited and only available in the major centres. Lower lying areas of Umzumbe have difficulty in accessing these services.

**Table 6: GSM/Broadband coverage in Umzumbe**

Municipality	GSM Only	GSM and Edge	GSM and 3G	Total Coverage	Total
Umzumbe	75.3%	13.5%	10.9%	99.7%	31,801

Source: Ugu Infrastructure Audit 2011

Information and Communication Technology is important for businesses to be able to communicate within the global village. The municipality has started with eight computer workstations earmarked for business promotion and training in order to address this shortfall.

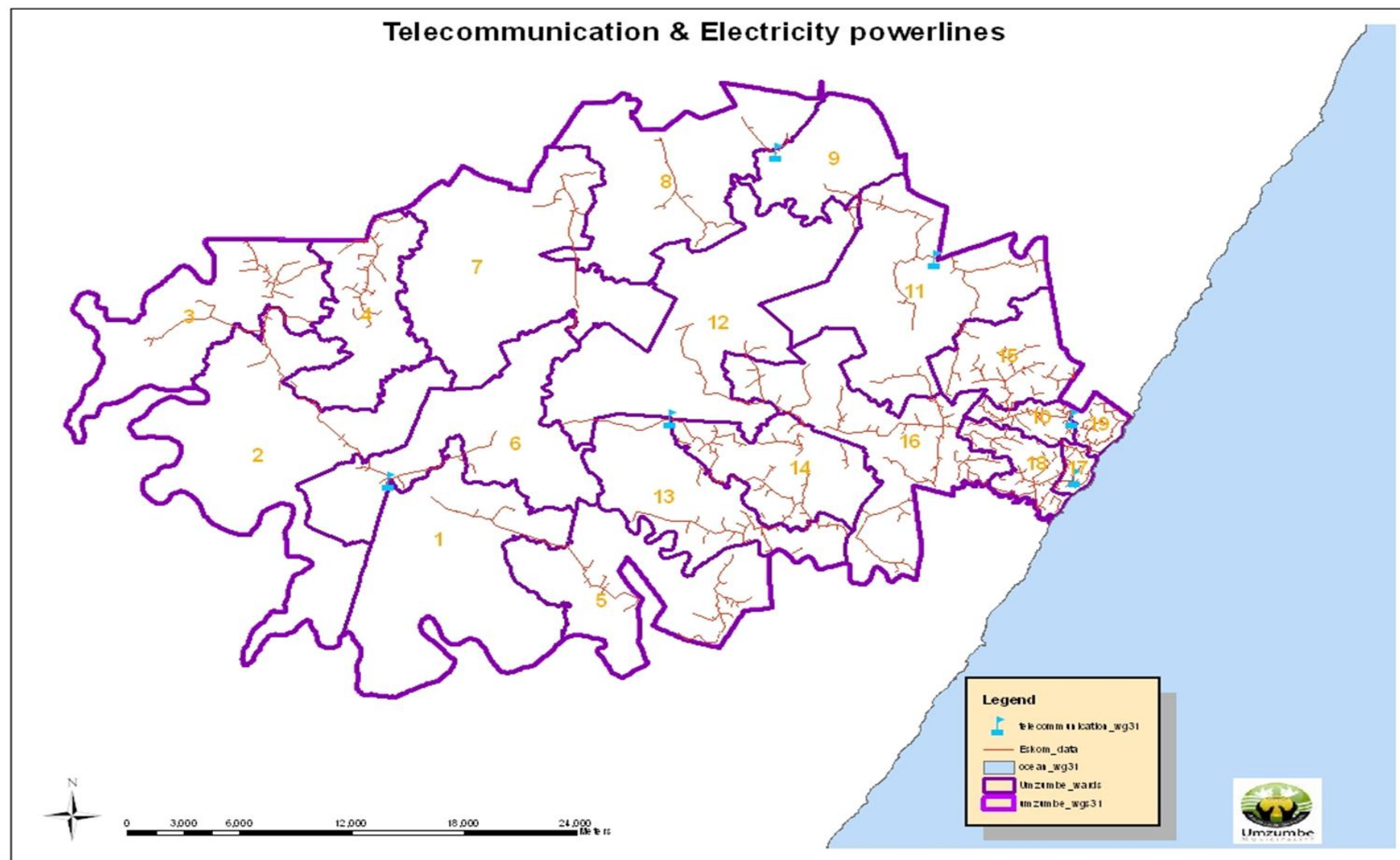
The municipality aims to increase the number of such centres to cater for local businesses and youth. ICT is the sector in the modern economy that offers the greatest potential for SMME development and employment creation.

ICT can also make a significant contribution to poverty reduction and eradication in poor and marginalized communities by increasing access to information, as well as supporting SMME development in other sectors through reduced transaction costs.

The development of the ICT sector and relevant infrastructure is a key national and provincial strategy to unlock the inherent business development potential in the sector, improve competitiveness of the economy and assist in poverty eradication.



Map 2: Telecommunications and Electricity Power lines





## 2.4. INFRASTRUCTURE AND BASIC SERVICE DELIVERY

Without a clear outline of the situational analysis of what really exists on the ground, municipalities are forced to make development decisions based upon unknown factors. This in return leads to inefficiencies and in some instances duplication of effort. Further to this, the section reveals the backlogs and demand vs supply over the past 5 years and projected capacity requirements over the next 5 to 10 years for electricity, waste, roads, water, sanitation etc.

### 2.4.1. Electricity

Access to electricity remains a challenge to the municipality. Lack of bulk infrastructure and lack of funding pose a challenge. The area with the largest concentration of backlogs is the St Faiths area. This is also a factor of the terrain and the scattered low density nature of the settlements in that part of the municipality's jurisdiction.

The table below reflects on the number and percentage of households in Umzumbe supplied with electricity.

**Table 7: Households with access to electricity supply in Umzumbe**

Municipality	Electrified Households	Total Households	% of HHs
Umzumbe	21, 407	31, 801	67%

Source: Ugu Infrastructure 2011

**Table 8: Households with potential for electricity infill connections by local municipality**

Municipality	Households
Umzumbe	811

Source: Ugu Infrastructure Audit 2011

**Table 9: Households with no electricity supply**

Municipality	None	Off Grid
Umzumbe	9, 474	109

Source: Ugu Infrastructure Audit 2011

In order to meet the backlog as well as improve the network, regional projects have been identified for the period (2011-2024). These include the Kenterton substation and Qwabe NB 5.8. As part of regional planning, Eskom has therefore budgeted to spend a total of R196 million over the next 15 years to improve the core infrastructure.

### 2.4.2. Solid Waste and Cemeteries

Municipal solid waste management involves the collection, transportation and safe disposal of refuse from residential areas to landfill. The National Environmental Management: Waste Act (Act 59 of 2008) has placed a huge responsibility on local municipalities to deliver waste services. Solid waste service is not offered by Umzumbe municipality. This kind of a service is virtually non-existent in the municipality.

This therefore suggests none of the consumers residing in Umzumbe municipal area have access to refuse removal at least once per week. However the developed integrated waste management plan identifies all areas that generate waste within the municipality. This includes cluster A residential areas e.g. wards 10, 16,

17, 18 and 19. Health facilities such as clinics and community facilities have been identified as second major waste generators in the municipality.

In terms of cemeteries, Umzumbe has a majority rural population which practise traditional on-site burial of deceased family members. In some cases there has been resistance to the development of cemeteries as this is a sensitive matter with cultural implications.

Below is a table showing waste services per settlement category.

**Table 10: Umzumbe waste services per settlement category**

Settlement Category	Serviced Households	Not serviced	Total Households
Formal Urban	0	25	25
Informal Residential Upgrade	0	0	0
Linked Rural Upgrade	169	8,998	9,167
Good Access Rural Upgrade	136	8,034	8,170
Limited Access Rural Upgrade	131	5,541	5,672

Source: Ugu Infrastructure Audit 2011

It is clear that there are significant backlogs in the municipality. The ability to render such a service depends on a number of factors e.g. availability of landfill facility which Umzumbe does not have. The municipality is also not involved in minimisation initiatives.

### 2.4.3. Roads

The road network hierarchy starts with national roads, provincial roads down to local municipal roads. Umzumbe municipality falls within class 7 category according to road network hierarchy. The inland road network system is still at a level where most roads are gravel and not in good conditions on rainy days. Only a limited number of access roads have been constructed by the municipality as it is totally dependent on grants from other spheres of government.

The municipality has also supported the Expanded Public Works Programme through the emerging contractors' programme which has 200 contractors and many of them employed in as general workers. Amongst other responsibilities assigned to the contractors, is maintenance of access roads that have been upgraded through the EPWP criteria. This has resulted in the transfer of skill and job opportunities.

With regards to the backlog, an extensive higher order network exists within the district. In the table below access to transport is measured in terms of the percentage of households that have access to a Level 1 to Level 3 road e.g. (national, main and district roads)

**Table 11: Access to road transport infrastructure (household within 1 km of national, main and district roads)**

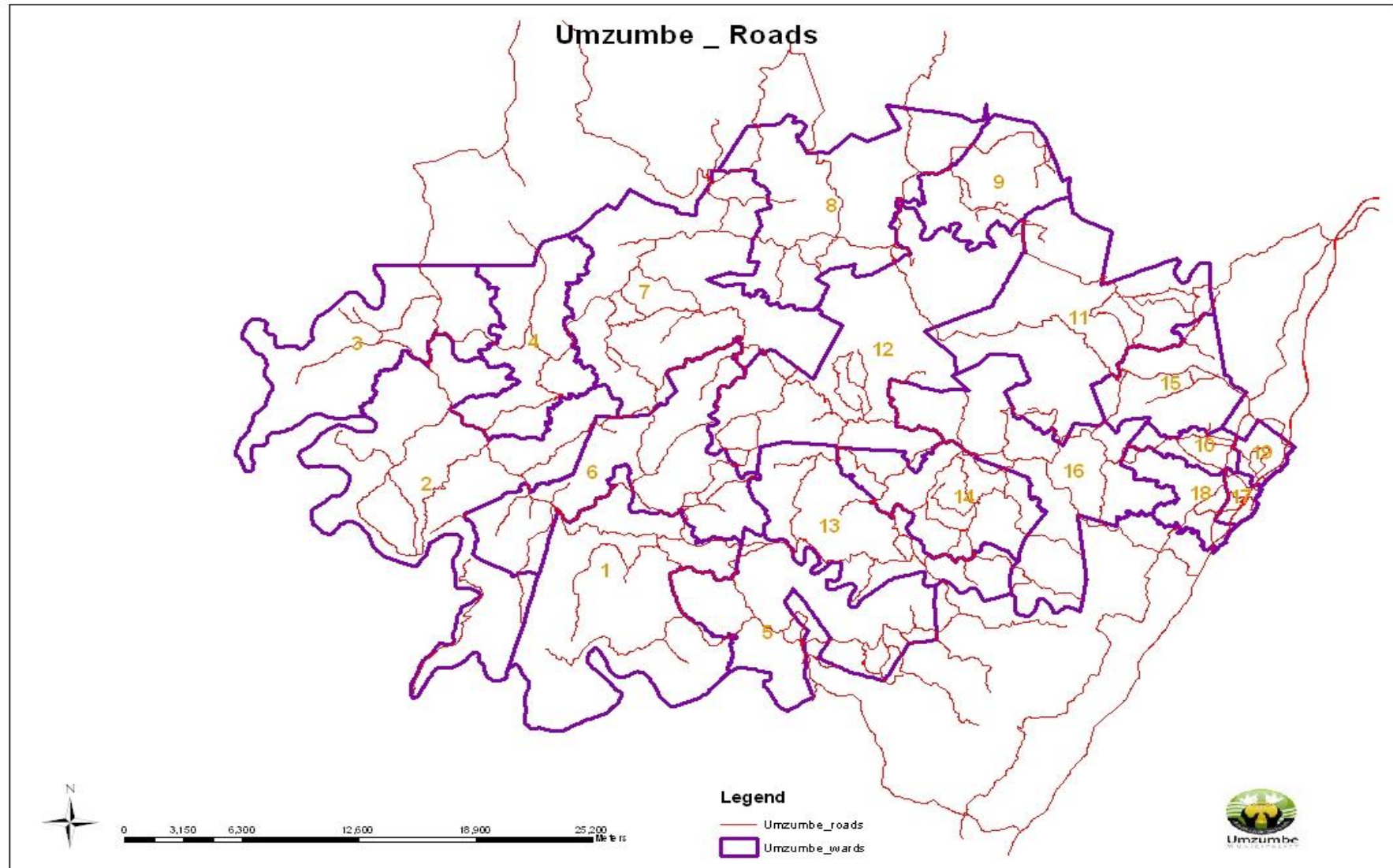
Municipality	HH within 1 km of a road	Total HH	Percentage
Umzumbe	24,274	31,801	76%

Source: Ugu Infrastructure Audit 2011

Umzumbe still lags behind other municipalities within the district. It has a backlog of 8%. The provision of a transport network within 1 km of each household, particularly in a rural environment like Umzumbe is

almost unaffordable, this is shown in the table below, households within the delivery standard in the municipality.

Map 3: Roads within Umzumbe



**Table 12: Households within the delivery standard**

Municipality	HH within service delivery standard	Households	Percentage
Umzumbe	29,203	31, 088	92%

Source: Ugu Infrastructure Audit 2011

Department of transport has presented a project priority list for 2010-2015 financial periods, and this highlights local roads and causeways prioritised for construction or upgrade. These are to be implemented in the following areas:

Mathulini, Hlubi, Cele K, Nhangwini, Mfangisale, Bhekani, KwaNyuswa, Mthimude, Kwambotho, Bashaweni, KwaDuma, Kwajali, KwaCele, Ndwalande, Lushaba, Mavundla,

#### 2.4.4. Water

Water provision is essential component for any investment decisions within the municipality. The water backlog is being experienced in almost all areas within the municipality. The table below indicates the number of households with limited access to water (water below RDP level). Umzumbe in the entire district municipality has by far the highest water backlogs. Water backlogs, even though not significant, are showing an increasing trend in this locality. The largest water backlog is experienced in Umzumbe and accounts for over 35%.

**Table 13: Water backlog-number of households below RDP –level**

Year	2003	2004	2005	2006	2007	2008
Umzumbe	33,193	33,162	31,066	31,838	31,930	31,975

Source: Global Insight 2010

According to Ugu Infrastructure Audit report, infrastructure development in the rural areas was historically done in a haphazard manner and this resulted in a number of stand-alone rural water schemes that many times are supplied from unsustainable water sources. The existing infrastructure and future master planning identified a number of bulk supply sources that form the basis of the current and future water supply systems in the entire district. The supply zones located in Umzumbe jurisdictional area are:

**Ndelu Supply Zone:** is supplied by Ndelu waterworks from Umzumbe River. The supply zone will also be extended in future to include the areas of Ndelu, Qwabe N, kwa Hlongwa and parts of Mabheleni and Mathulini of the Umzumbe tribal authority areas.

**Mthwalume Supply Zone:** is supplied by mthwalume waterworks and includes the rural areas of Mathulini and Qoloqolo, as well as the urban coastal areas of Mthwalume and Ifafa Beach

**Mhlabatshane Supply Zone:** currently comprises of a number of stand-alone rural schemes (Phungashe, Ndwebu, Assisi schemes) which will in future be incorporated into a single regional water supply scheme. The supply zone covers the area between Umzimkhulu and Umzumbe rivers, from Phungashe in the North West to Frankland in the south east.

Ugu district has been served with RDP level of service. The table below shows population in Umzumbe with access to water services.

**Table 14: Access to water services in Umzumbe local municipality**

Settlement Category	Serviced RDP	Serviced < RDP	Not Serviced	Total No of People
	< 200 m	200m - 800 m		
Umzumbe	41,514 (27%)	38,917 (25%)	73, 959 (48%)	154, 389

Source: Ugu Infrastructure Audit 2011

#### 2.4.5. Sanitation (Rural)

In terms of the 2007 Community Survey the sanitation provision in Umzumbe Municipality as tabulated in the table below. It is evident communities are not well provided with the necessary basic infrastructure. Even though in community meetings residents request for upgrade of ablution facilities but the challenge remains in proving such at a cost that is affordable to the users.

With regards to water 39.1% community members have access to piped water, 13.8% to spring or borehole and 43.7% still depend on dams or streams and only 3.4% of the community depends on other methods of water provision.

**Table 15: Access to sanitation**

Resource	Umzumbe Municipality
Flush	1.9
Pit (including VIPs)	66.6
Chemical	20.9
None	10.7

Community Survey Data, Statistics SA 2007

In the Ugu Infrastructure Audit report, it is stated that there is no reliable data pertaining to either the location of ventilated improved pit latrines constructed within the district. This poses a major challenge as there is no data with which to plan for relocation of VIPs and also prevents the accurate determination of the backlog. In order to obtain a better understanding regarding the status quo of the rural sanitation within Ugu, a number of random sample surveys were undertaken within each local municipal area. The table below shows the level of service by survey area.

**Table 16: Level of service by survey area**

Survey Area	VIP	Informal Long Drop	None
Umzumbe (WARD 1)	100%	None	None

Source: Ugu Infrastructure Audit 2011

#### 2.4.6. Housing Chapter

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

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

implementation of projects. She regularly liaises with Implementing Agents and relevant government departments inspect and monitor progress and compile reports for Council and Housing Portfolio committee. The manager also has to inspect and monitor progress during the construction of houses and meet with project steering committees to address community challenges.

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

## **Objective**

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

1. To eradicate the housing backlog;
2. To ensure Job creation through housing delivery
3. To create sustainable Human settlement.

## **Housing Demand List**

The Municipality does not have an existing data base. In the absence of housing list the numerical extent of the housing backlog in the Umzumbe Municipality has been quantified as the sum total of household that earn less than R3500. This data will be updated on completion of the housing list. The 2001 census claims that 96% of household in the Municipality have an income of less than R3500.

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

## **Urbanization, Population Growth, Challenges**

The Umzumbe Municipality is the second large Municipality within the District. The (2007) community survey indicates that “the total population within Umzumbe Municipality has been estimated at 176,287 persons which covers up to 25% of the District” Ward 3 is the largest with 13308 people and ward 18, with population densities of 65 to 95 people square kilometers. Coastal wards 10 and 17 have densities of 600 to almost 800 people per square kilometer. The population congregates towards the coast, where fast transport routes allow access to economic opportunity.

## **Land Identification and Availability**

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

- Umgayi cluster
- Umzumbe Cluster
- Assissi Cluster



- Odeke Cluster
- Hlokozi Cluster
- Ndwebu cluster
- St Faiths Cluster
- Mzimkhulu river valley

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

### **Land Identified for Housing Projects**

This section presents the legal status of the land that has been identified for housing development. In line with the land ownership patterns in the municipality the majority of the land in Umzumbe Municipality is held under communal ownership through tribal authorities. Therefore the possible land reform programme that could be undertaken is tenure reform wherein the settlement would be established as a township with formal tenure.

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

### **Bulk Services**

#### **Local Municipal Roads**

Umzumbe Municipality rendered road maintenance in the entire rural projects and, the level of service provided comply with the housing Code 2009 and in terms of the conditions stipulated in the planning approval.

#### **District Municipality**

##### **Water and Sanitation**

Ugu District Municipality is responsible for water reticulation and sanitation.

##### **Electricity**

Eskom is the service provider of the electricity and they are supplying electricity in terms of their programmes and budget. They have full records of our current projects and the proposed or planned housing projects.

### **Social Viability**

In planning the rural project cognizance has been taken of the existing transport route, access road and to ensure sustainability of the settlement community provision has been made for schools, open spaces, sports field, crèche, small industry and commercial centre.

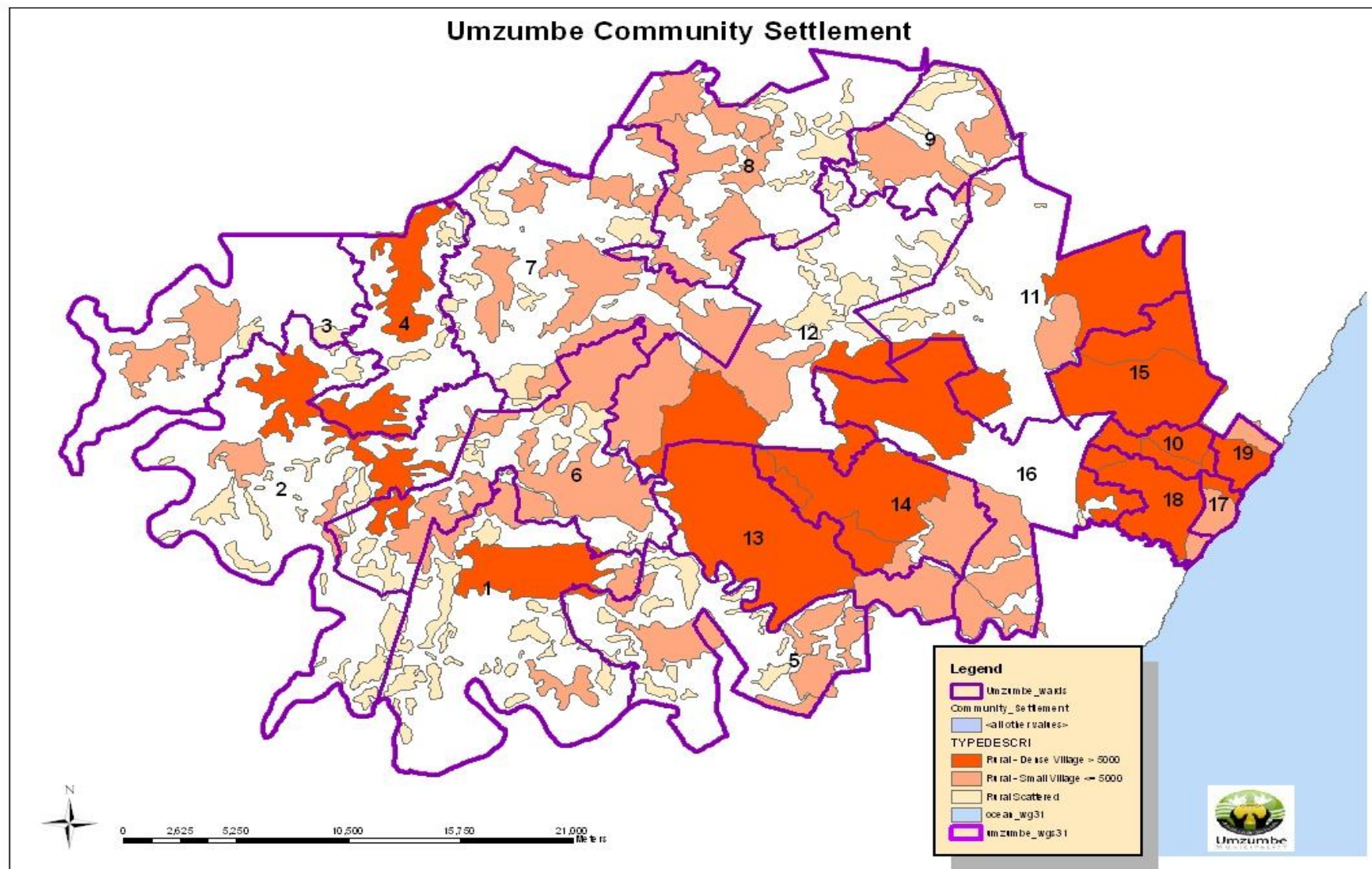
The aspect of social viability and sustainability of the project will be adequately addressed in the application for project approval to Council via the PDA [Provincial Development Act] route which has replaced the DFA [Development Facilitation Act] and LEFTI [Less Formal Township].

In terms of housing **flagship programme**, the municipality is assisting the Department of Human Settlements with profiling within the priority wards which are wards 6, 8 and 12. Profiling has been completed in ward 8 for 63 people. The profiling process has to be completed in the two remaining wards prior to any request being made to the Department for funding. Once profiling is completed, the results will be forwarded to the Department of Human Settlements for approval.

#### CURRENT PROJECTS

Project Number / Budget	Name	Type	Number of units	Status	Project year
K :04110008 R72,928.180.00	Cluster A Rural Housing Project	Rural	1000	Construction Stage	2012/2013 – 2013/2014
K 05070003 R64,868 080.00	Cluster B Rural Housing Project	Rural	1000	Construction Stage	2011/2012- 2012/2013
K 04100001 R777,125.00	Cluster C Rural Housing Project	Rural	1000	Planning stage: The Contract was terminated currently the New IA has been appointed currently awaiting for the Tripartite Agreement to be concluded.	2013/2014 – 2014/2015
R 2,819 590.00	Cluster D Rural Housing Projects(ward 8&9) and Ward 11&15	Rural	1000	Project recommended for approval	2012/2013 – 2013/2014
K: 04030010 R 2,442.35	Nhlangwini Rural housing Project	Rural	1000	Planning Stage	2012/2013- 2013/2014
R4,376 390.76	Ward 8 flagship programme	Emergency houses	63	Construction stage	2011/2012
R 4,469 665.20	Ward 12 Flagship Programme	Emergency houses	65	Project Recommended for approval	2011/2012
R68,764.08	Ward 11	Individual subsidy	1	Project Recommended for approval	2011/2012

Map 4: Community Settlements in Umzumbe

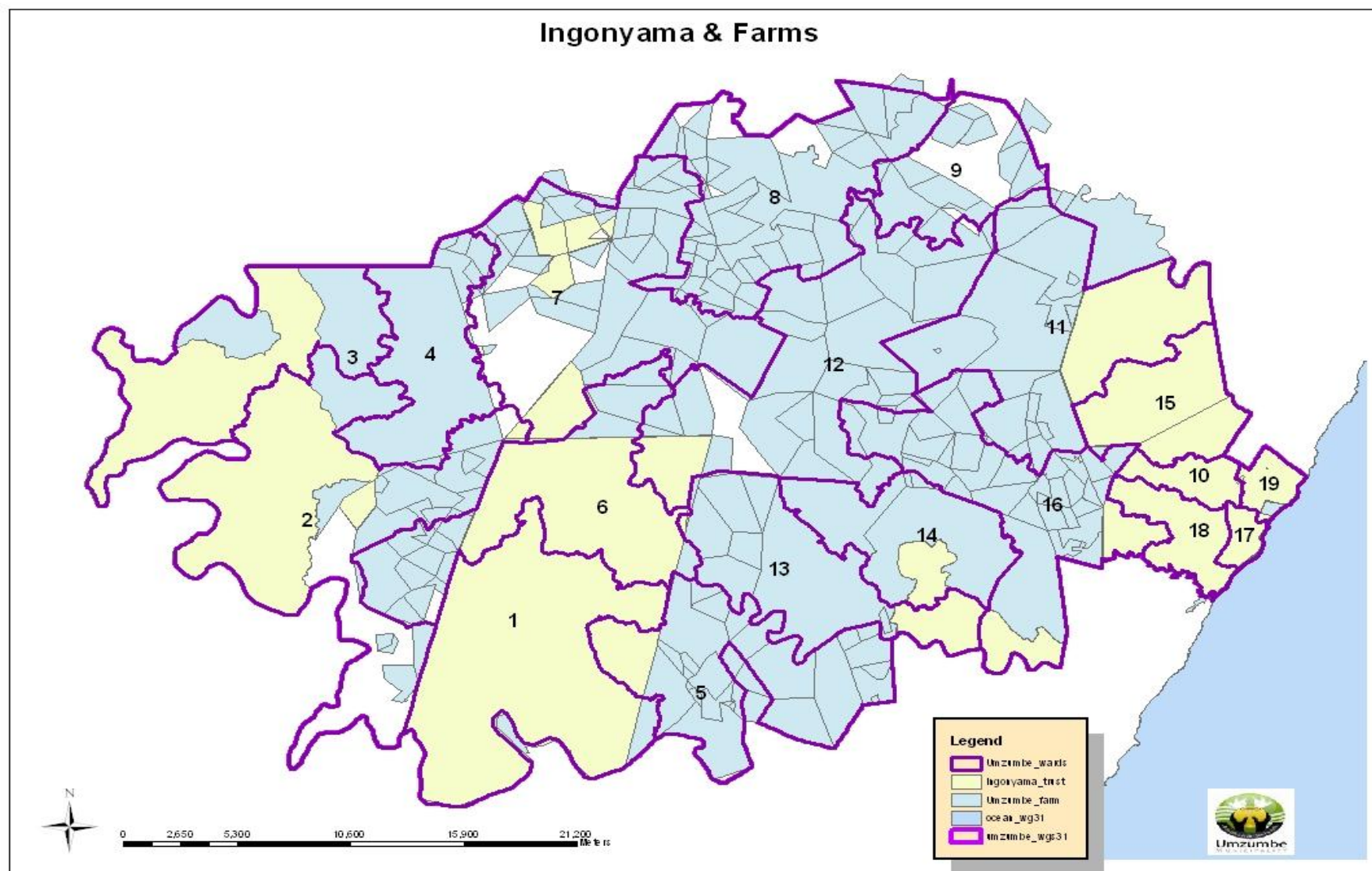


#### **2.4.7. Spatial Planning**

Umzumbe Municipality is currently developing a comprehensive Spatial Development Framework to give effect to the requirements of Section 26 of the Municipal Systems Act (2000). The SDF is envisaged to respond to spatial development and the proposed vision of the municipality. It is meant to translate social, economic and environmental development issues and will serve as the primary land use management tool of the municipality.

Below is a map showing land that belongs to Ingonyama Trust and farms.

Map 5: Ingonyama Trust land and Farms in Umzumbe





## 2.5. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

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

### 2.5.1. Institutional Arrangement

It comprises of two categories:

- **Council:** is the structure in which the executive and legislative authorities of a municipality are vested. The roles of Council amongst others are the approval of policies, budgets, by-laws etc.
- **Administration:** is headed by the Municipal Manager. The municipality has five administrative departments, four being headed by relevant Directors and one by the Chief Financial Officer. The Municipal Manager is responsible for the efficient and effective operations of all departments.

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

**Table 17: Institutional Arrangement of the municipality.**

Department	Responsibilities	Designated Official
Office of the Municipal Manager	<p>The office of the Municipal Manager is responsible for the following services: Development Planning, Communications, Mayoralty Youth Development and Special Programmes.</p> <p><b>Development Planning</b> – functions are the development of the integrated development plan aligned to performance management system and development planning.</p> <p><b>Communications, Mayoralty, Youth Development and Special Programmes</b> – main functions of the department are to plan, develop and implement strategies and projects in order to achieve a co-ordinated internal and external communication process, support the administrative functioning of the Mayor's Office and advance the interest of special groups and young people within Umzumbe.</p>	Municipal Manager
Corporate Services Department	Corporate Services Department is composed of two sections. These are <b>Human Resources</b> and <b>Administrative Support</b> Sections with different legislative mandate. The department is mainly operational in nature. It provides strategic direction and support to the services' departments, that by ensuring that human/ physical resources are in place to enable the municipality to meet its service delivery objectives.	Director: Corporate Services
Financial Services Department	The Department is responsible for managing the financial administration of the municipality. It comprises of sub departments i.e. <b>Expenditure and Assets, Budget, Treasury and Revenue and Supply Chain Management.</b>	Chief Financial Officer
Technical Services Department	This is the department that has been entrusted with delivery of basic services through operations and maintenance of existing infrastructural services as well as delivering new services so as to reduce backlog in the municipality. It consists of two units namely, <b>Housing Unit</b> and. <b>Project Management Unit</b>	Director: Technical Services
Social and	The Department comprises of three units namely, <b>Community Services,</b>	Director: Social and

Economic Development	<b>Local Economic Development and Disaster Management.</b> It facilitates and co-ordinates activities and programmes that would yield shared economic growth and marketing of the municipality.	Economic Development
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**See attached Organogram**

### 2.5.2. Skills Base

The municipality has well developed and experienced technical skills in the areas of municipal service delivery and all other municipal functions are well structured within the organization, as the municipality has pro-actively developed new units to support important functions such as the Disaster unit in the Social and Economic Development Department. The municipality, however still needs to focus attention to address the new functions, especially in the environmental sphere where there is lack in both organizational structure and the necessary technical skills.

### 2.5.3. Work Place Skills Plan

Co-operate Services Department is responsible for the development of the above mentioned plan in order to facilitate skills training of the employees and Council. The programme caters for all those who have identified a need to improve on the skills they have. It has in each year ensured a smooth implementation of the unemployed graduates' programme, whereby graduates are placed within the relevant departments in the municipality.

In 2012/2013 financial year a total of 12 graduates have been employed by the municipality and have been placed in the following departments namely, Financial Services Department, Human Resources, Department, Information Systems Department, Youth Development and Communications Departments. They will undergo experiential training in their specific fields of specialities and in turn also assist the municipality to improve service delivery.

### 2.5.4. Information Systems Management

The municipality is dependent upon an ad hoc municipal information system serving different departments. This poses a problem in the Corporate Management of its delivery programme. The importance of a well-designed integrated information system management serving all departments in the municipality has been identified as a priority. Focus has been given to address this aspect by the appointment of an additional information systems specialist.

The municipality still lacks an integrated approach to information system management. This is important if Umzumbe is to avoid building its information system around ad hoc acquired information system (IT) rather than on the basis on identified specific information systems management needs.

### 2.5.5. Policies

Corporate Services Department is the custodians of policies of the municipality. It is responsible for facilitating the development and review the policies. The following policies were developed and in certain cases reviewed during the 2011/ 2012 financial year. Below is a list of policies and procedures of the municipality.



	Policies and Procedures	Status Quo				Responsibility
No	Policy Title	Policy formulated/ amended and Approved	Policy Drafted	Policy drafted but not approved	Policy requiring review	
1.	Skills Retention Policy	*				
2.	Supply Chain Management Policy	*				
3.	Property Rates Policy	*				
4.	Credit Control Policy	*				
5.	Workplace Skills Plan	*				
6.	Telephone and cell phone Policy	*				
7.	Human Resource Policy	*				
8.	Registry Policy			*		
9.	Records Management policy	*				
10	Communications Policy	*				
	Public Participation policy	*				
	Awarding of bursaries Policy	*				

**Table 18: List of Policies**

### 2.5.6. Labour Relations

The Municipality does not have a specialist to efficiently deal with labour relations issues; it currently relies on the services of the support offered by Salga specifically with regard to the disciplinary matters. A lack of this service is attributed to budget constraints and the size of the Municipality. However it, fully participating in the programme for training of Managers and supervisors in conducting disciplinary hearings offered by Kwanaloga. The Municipality has a functional Local Labour forum which meets on frequent basis to deal with labour issues and which has been trained on various aspects of their work.

### 2.5.7. Internal Audit Function

The municipality has a fully functional Audit Committee and internal audit which is part of the shared services agreement with District Municipality. The Audit Committee meets quarterly where various governance issues are discussed. The internal audit performs their Audit in terms of the Audit plan and the charter.

### 2.5.8. Council Committees

Council Committee are comprised of the following:

- SCOPA
- Finance and Budget Control and Corporate Services Committee
- Housing Committee

The above committees conduct monthly meetings.

- Planning Portfolio Committee
- Local Economic Development Committee

- Infrastructure Committee

The above committees meet bi-monthly. All of the portfolio committees are chaired by members of the Executive Committee.

### **2.5.9. Risk Management**

Risk is an inherent part of all activities undertaken by the municipality. Risk management provides a reasonable assurance to government that the municipal organizational objectives will be achieved within a tolerable level of residual risks.

Risk management derive its mandate from the following legislation and corporate governance guidelines

Section 62(1)(c)(i) of the Municipal Finance Management Act 56 of 2003 (MFMA), which prescribes that the accounting officer must ensure that the institution has and maintains effective, efficient and transparent systems of financial and risk management and internal control.

Section 3.2.1 of the Treasury Regulations which further prescribes that: “the accounting officer must ensure that a risk assessment is conducted regularly to identify emerging risks of the institution. A risk management strategy, which must include a fraud prevention plan, must be used to direct internal audit effort and priority, and to determine the skills required of managers and staff to improve controls and to manage these risks. The strategy must be clearly communicated to all officials to ensure that the risk management strategy is incorporated into the language and culture of the institution.”

King Report on Corporate Governance for South Africa 2002, which applies to “public sector enterprises and agencies falling under the Public Finance Management Act and the Municipal Finance Management Act...”

#### **2.5.9.1. Mainstreaming of risk management in the organization**

There is an urgent need to mainstream risk management in the organization.

#### **2.5.9.2. Integration of all risks for the organization**

There is a need to integrate internal and external risks.

#### **2.5.9.3. Batho Pele**

Batho Pele, a seSotho word meaning “people first”, is a notion which was adopted in 1994 and became a policy in 1997. Batho Pele concept has a main objective of addressing service delivery improvement by introducing principles which guide the transformation of service delivery to be people centric.

#### **Legislative imperatives**

Batho Pele has its roots in a series of policies and legislative frameworks which have been categorised into three themes namely; those that are overarching or transversal, those that deal with access to information and those that deal with transformation of Service Delivery:

The Constitution of the Republic of South Africa of 1996(as amended)

The White Paper on the Transformation of the Public Service of 1995(WTPPS)

The White Paper on the Transformation of Service Delivery of 1997, also known as Batho Pele White Paper

Public Service Regulations of 1999 and 2001

The legislative framework calls for setting up of Service standards, defining outputs and targets, and benchmarking performance indicators against international standards. Similarly, it also calls for the

introduction of monitoring and evaluation mechanism and structures to measure progress on a continuous basis.

#### 2.5.9.3.1. Batho Pele Flagship Projects

This is where Batho Pele services in Umzumbe are promoted, and the Municipality educates it. There is a need to t community about their rights. These are as follows:

- Unannounced site visits projects brief.
- Municipal Service Week.
- Know your service Rights Campaign Change.
- Management Engagement Programme.
- Batho Pele Learning Network coordinator forums.

#### 2.5.10. Shared Services

Shared services look into the possibility and feasibility of a number of municipalities pooling resources to deliver services in the most cost effective manner from one of the better resourced Municipality or shared services centre. Owing to the fact that we are a low capacity municipality management and leadership resolved to enter into a shared service with the Ugu District Family of Municipalities for the following:

- Emergency and fire fighting
- Internal and external audit
- Development Planning (geographic information systems, development planning and performance management system).

The Shared Services has to achieve the following:

**Shared know-how** - the benefits associated with the sharing of knowledge and practice across the Municipalities. This involves sharing best practice in service delivery;

**Reducing costs and avoiding duplication of effort** - the benefits from economies of scale and elimination of duplicated effort will streamline and simplify delivery of services to reduce costs;

**Improving quality of service to customers** - the benefits from more efficient processes can deliver greater consistency, timely and effective service delivery to customers and help reduce competition and rivalry between the Ugu DM Family of Municipalities;

**Responding to and facilitating organizational change** - the benefits of greater structural flexibility, improving organisational learning are seen as an important levers for re-positioning the contribution of Shared Services as a business-driven function focused on facilitating and supporting organisational change;

#### 2.5.11. Annual Report

Umzumbe Municipality prepares annual reports for all financial years. The 2010/2011 annual report consisting of the annual performance report has been prepared and adopted by Council.

### 2.6. ORGANISATIONAL PERFORMANCE MANAGEMENT

In managing the roll out of its work as per the objective of local government, enshrined in Chapter 7 of the Constitution of the republic of South Africa and the package of legislation that followed, the municipality needs to have a well-organized mechanism to track its performance. Since 2003/ 2004, prior to issuing of the guidelines by organs of state and making it an administrative requirement, the municipality implemented its Performance Management System.

The system was developed as a result of the legacy of non-performance of municipalities. In the context of local government, a comprehensive system of monitoring and performance in municipalities has been legislated. The system is intended to continuously monitor the performance of municipalities in fulfilling their developmental mandate. Central to the system is the development of key performance indicators as instruments to assess performance. The indicators help to translate complex socio- economic development challenges into quantifiable and measurable outputs. They are therefore crucial if a proper assessment is to be done of the impact of government in improving the quality of life of all.

## **2.7. YOUTH DEVELOPMENT**

The IDP objective for undertaking youth development within the municipality is to promote a culture of participatory and integration. Youth Development falls under the National Key Performance Area of Good Governance and Public Participation. The focus areas are derived from the National Government Directives of ensuring the institutionalisation and mainstreaming of Youth Development at Local Government Level.

The Ugu Youth Development Policy Framework, developed and approved by the District Municipality serves as a guiding tool for the implementation of youth development programmes in the municipality.

### **2.7.1. Institutionalisation and Mainstreaming**

The Youth Development Office serves as a consultative body representing the interests of the young people, that are communicated to government and vice versa, further more an annual youth summit is held in March and in which youth of Umzumbe engage in a dialogue with the Management of the municipality and other stakeholders and share their development goals. Below are some of the key youth programmes that are implemented on a yearly basis.

### **2.7.2. Education and Skills Development**

Ugu District forged a strategic partnership with National Youth Development Agency. This led to youth advisory centre being created at Umzumbe Municipality. This is a one stop youth facility that dispenses information relating to the livelihoods of the young people such as career guidance, life skills, computer/internet skills, bursary opportunities et.c. There is an Outreach officer and Career guidance Advisor responsible for interacting and assisting the young people of Umzumbe. Proposed activities for the above mentioned programme are as follows:

- Formulation of skills audit and database development for the youth.
- Driver's license programme.
- Registration fee programme.
- Recruiting of young people for experiential training.

### **2.7.3. Youth Economic Transformation**

Youth transformation in Umzumbe is vital in the creation of a better life for the youth in business and local economic development. In order for the municipality's vision to be realised by 2030, it is critical that young people of Umzumbe are part of the economic decisions taken. Follow up on the matter below:

- - 2nd Youth in Business Resolutions are critical in the youth economic transformation.

### **2.7.4. Social Well Being**

There is a project initiative co-ordinated by the Youth Development office and is aimed at creating awareness amongst youth to refrain from abusing drugs and other related substances. This project also highlights amongst other issues the health dangers and behavioural problems affecting the community at large, the disease profile in Umzumbe is high, mobile clinics are not visible and teenage pregnancy is a common challenge. Activities planned are as follows:

- Edutainment awareness creation campaign for the entire Umzumbe Municipality.
- Decentralization of the mobile clinics.
- The Youth Council to engage the CHC Management Committee, as custodians of the youth issues and have a share on the socio-economic activities in the CHC
- The Men's Forum shall be engaged for a campaign to educate young men on a healthy lifestyle.

### **2.7.5. Sport and Recreation**

Infrastructure development of facilities is still a challenge within Umzumbe. Sports are vital in the development of young people and promotion of a healthy lifestyle. In trying to promote healthy lifestyles amongst the youth, the Youth Development organises each year the winter and beach games in which youth compete for different prizes in different sporting codes. This encourages a spirit of unity and also serves as platform for selection of players to play for provincial and national teams.

## **2.8. LOCAL ECONOMIC DEVELOPMENT**

Umzumbe has a great economic potential; like most rural municipalities it represent an extensive territorial or natural, human and economic potential which is utilized unevenly and imperfectly. This presents an opportunity engagement to develop economic activities that are balanced and sustainable. The tendency of settlements developing in the areas of the municipality that have infrastructural development; such as water and electricity; have created nodes with vibrant socio economic activities.

An example of which; are Umthwalume, Ophepheni and St Faiths. It is envisaged that the development of P68 and P73 as corridors linking Umzumbe with the N2 and Sisonke will unlock more economic potential as mobility would be enhanced culminating in further infrastructural development that would result in more economic nodes. Umzumbe is also rich in natural resources with an aesthetic nature that appeals to the tourism industry.

### **2.8.1. Economic Sectors**

Umzumbe; in the face of all the adversities that it faces is fortunate that it has al three economic sectors namely: primary, secondary and tertiary sectors of the economy.

#### **2.8.1.1. Primary Sector**

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

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

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

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

The two kilometer stretch of Umthwalume beach is the best fishing spot. It sustains 10% of Umzumbe households who have no bread winners. The sea harvest is sold to restaurants along the coast whilst

remnant of which is sold along the N2 freeway. A lot could be done to make this livelihood for some sustainable and have more economic benefits.

#### *2.8.1.2. Secondary Sector*

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

The municipality with the assistance of DED has been exposing them to the local and international markets through exhibitions. This sector has a huge potential for development and growth. Inhibiting this growth is shortage of working space and the lack of basic infrastructure such as water and electricity. The multipurpose centres that are built by government should play a role in addressing such problems but their design is not suitable.

The municipality is in the process of raising funds to have business units built to address the above problem. The dire need of a business incubator has long been identified but has not materialised due to lack of resources. The business incubator would produce more able and sustainable businesses and thus create more jobs to combat the scourge of poverty in the municipality.

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

#### *2.8.1.3. Tertiary sector*

This is the one sector that when assessed has been found more wanting than the other two mentioned. In the first place Umzumbe does not have even a single banking institution or insurance or financial services owing to its rural nature. Retail, however is thriving within the municipality both formal and informal retail outlets are prevalent.

This sector is more prevalent in wards 19,10,18, and 3 this is due to the mobility as a result of road infrastructure that is fairly good in the wards mentioned. Although Umzumbe is rich in schools but it has no institutions of higher learning. This fact coupled with the high levels of poverty has resulted in a highly illiterate population.

Transport is a key component of this sector. Along the coastal area and the other economic nodes of Umzumbe there is a relatively reliable means of transportation in the form of minibus taxis. This is facilitated by the relatively good transportation infrastructure found in those areas.

As a result even the standard of life is relatively better. Inland within Umzumbe transport is lacking and is highly dependent on the weather conditions as there are inaccessible areas during the rainy season. Information and communication services is a vital component of this sector that has not developed within the municipality, partly due to the lack of infrastructure but as well as resources.

However the municipality is facilitating a tourism initiative which is the Ntelezi Msane Heritage Centre. This centre will consist of a museum with an interpretive centre, and a school / academy that deals with arts, crafts and heritage. There will also be a Ntelezi Msane monument, an amphitheatre where historic environment education, time travels and live performances conducted, an African-themed restaurant. These will be designed around historical cultural and natural heritage themes.

The centre will present a niche tourism product focused on cultural, heritage and history. The aim is to attract a defined group of visitors who are interested in this product. There will be three market segments and these to include the following:

- International visitors interested in culture and heritage.
- Students who aspire to become performing artists or visual artists.
- Domestic tourists interested in South African History.

#### **2.8.1.4. Manufacturing**

The contribution by the manufacturing sector within the municipal economy is increasing steadily. The municipality is seeing more youth entrepreneurial initiatives. The municipality has played a significant role in capacitating crafters and people living with disabilities with different skills in arts and craft and they are now are implementing those skills. The drive is to improve the quality of local products to appeal to both domestic and international markets. The municipality has promoted and marketed outstanding talents within the municipality with the assistance of the Department of Economic Development through exhibitions locally and abroad.

#### **2.8.3. Economic Performance**

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

Whilst Umzumbe has a great economic potential but it should be mentioned that due to the high rates of poverty, unemployment, illiteracy and seclusion from the main stream economy; the line between Local Economic Development and Community Development is blurred.

Developing the projects that are already there with the focus of developing a value chain may be a vehicle that would see economic activities that are inclusive and organic in formation. It is therefore imperative for Umzumbe municipality amongst other initiatives to focus on its competitive and comparative advantage in order to unlock its LED potential. Currently the municipality's economic strengths lie in agriculture; subsistence farming, tourism and manufacturing (beneficiation). In addition to this, there is also potential in the retail, trade and services sectors.

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

### **2.9. FINANCIAL VIABILITY AND MANAGEMENT**

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

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



### **2.9.1. Supply Chain Management (SCM)**

The Municipality has a Supply Chain Management Unit which falls within the Finance Department. The Manager: Supply Chain Management is responsible for the implementation of the Supply Chain Management policy and ensuring that the goods and services are procured in manner which are transparent, competitive, equitable, cost effective and fair.

The unit responds to the authorized purchase requisitions for other departments within the municipality using the electronic accounting system called Pastel Evolution. The speedy response to the authorized purchase requisitions where possible is always ensured.

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

### **2.9.2. Revenue Enhancement**

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

Most of the land within Umzumbe belongs to Ingonyama Trust. As per the Department of Local Government and Traditional Affairs all the municipalities (including low capacity municipalities) were to implement the Property Rates Act.

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

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

The budgeted property rates revenue for 2010/2011 and 2011/2012 is R1,7m and R2,3m respectively. Property rates revenue makes up 2% of the budgeted revenue for 2011/2012 financial which makes the municipality depended on grant transfers.

### **2.9.3. Unqualified Report**

The municipality received an unqualified report for year under review. This is a result f the implementation of good financial management systems and sound management practices. Secondly this has been achieved through compliance to prescripts such as MFMA.

## **2.10. SPATIAL ANALYSIS AND ENVIRONMENTAL MANAGEMENT**

The Municipality is vast therefore rural/urban interaction should be promoted to ensure sustainable economic and social development. The absence of the land audit and the fact that most of the land is owned by Ingonyama Trust make it difficult to determine available land stock for future development.

Unavailability of an approved Spatial Development Framework and schemes does not promote developmental issues and is difficult to administer. However The MEC for Cooperative Governance and Traditional Affairs (COGTA) in her previous comments on our IDP dated 22/11/2010 in point 1.6 regarding the SDF raised concerns pertaining to our SDF lack of improvement, that it was:

- Not credible.
- Out-dated.
- There was lack of alignment between the Integrated Development Plan and the Spatial Development Framework.
- Nodes and corridors not prioritised.

In order to ensure alignment with the National, District and other neighbouring municipalities, Umzumbe's SDF is currently under review. The review process will ensure that the SDF is based on a sound empirical analysis, for an example it will have ensured that:

- Available environmental baseline informs planning.
- Ensure that the SDF is economically, socially, ecologically and institutionally sustainable:
- Sustainability assessment – facilitate integration at various stages of the SDF process
- Ensure legal compliance of an SDF:

#### **2.10.1. Aims and Objectives**

- To give effect to vision, goals & objectives of IDP, Spatial Planning, Land Use Management Bill, DFA & NSDP.
- To engage interested and affected parties in a strategic planning process.
- To promote inter-governmental relations (consult all relevant stakeholders).
- To provide for the spatial transformation of municipal area.
- To provide for sustainable development.
- To facilitate development of efficient & effective spatial structure.
- To develop framework for public & private sector investment.

#### **2.10.2. Environmental Management**

Umzumbe municipality is dependent on the district on the issues pertaining to environmental management since there are no dedicated personnel within the municipality. All environmental matters are presented to the district for further advice.

### **2.11. GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

The municipality is accountable to the people who provide the resources, for what they do with the resources. The budgeting process and other financial decisions must therefore be open to public scrutiny and participation. In addition, the accounting and financial reporting procedures must minimize opportunities for corruption. It is also essential that accurate financial information is produced within acceptable timeframes.

#### **2.11.1. IDP Framework**

The IDP Framework Plan provides a process to be established in the municipality, during the compilation of the IDP. In so doing, proper consultation, co-ordination and alignment of the review process of the Municipality has been maintained with its communities. In 2010 the Municipality, as a legislative requirement, adopted its 2011/2012 IDP Review Framework Plan. This was to guide the IDP process plan of the municipality.

#### **2.11.2. Community Participation Strategy**

The municipality has, however, managed to establish fully functional public participation structures. The Ward Committees are functioning in all the Wards; CDWs continue to play a very supportive role to Ward Committees; IDP Representative Forum is fully functional; mayoral izimbizo are proving to be effective, etc. The Office of the Speaker co-ordinates public participation meetings of communities and those of Ward Committees meetings are also held regularly to deliberate on developmental matters of the municipality as well as ensuring proper reporting.

### 2.11.3. Ward Committees

The municipality has 19 wards and in all of them, ward committees have been established. However, the key challenges that hinder effectiveness of ward committees include administration / logistics support and the vastness and inaccessibility of rural wards. Some of the areas are serviced by the Community Development Workers who have a dual responsibility to report to Department of Local Government and Traditional Affairs and Local Municipalities.

### 2.11.4. Inter-governmental Relations

The municipality has no IGR Policy in place. However, it is highly involved in IGR structures that are existing e.g. District Coordinating Committees, CFOs Forums (provincial and District level)

## 2.12. Operation Sukuma Sakhe

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

The focus areas of the said programme are as follows:

Poverty Alleviation	Illiteracy & other educational programmes
HIV/AIDS, TB & STIs as well as health matters	Food security & social relief
Employment Creation	Economic Development
Youth Development	Provision of critical registration documents (e.g. birth certificates, IDs)
Drug & substance abuse and other social ills	
Orphaned & Vulnerable groups e.g. Senior Citizens, Women, Farm Workers & people living with disabilities	

The programme is implemented in the following wards

Most Deprived wars	Frequency of war room meetings in most deprived wards	Meduim Deprived Wards	Least Deprived wards
Ward 6 St Faiths	Fridays	Wards 9,13,15,16,14,11,5,4,10,18	Wards 3,17,19
Ward 8 Nyavini	Thursdays		
Ward 12 Mabheleni	Tuesdays		
Ward 4 Mandawe	Fridays		

## Chapter 3 MUNICIPAL DEVELOPMENT STRATEGIES

### 3.1. INTRODUCTION

Chapter three outlines how the municipality intends to translate its proposed long term 2030 Municipality vision into an operational plan that is aligned to the budget, organisational performance management system, medium/ long term developmental goals and timeframes for service delivery. The proposed vision, mission, strategic focus areas and objectives are closely aligned to the context of the National and Local Government policies and priorities.

In strategic sessions held at Karredene Protea Hotel and Estuary Country Hotel key developmental challenges were identified. In response to these challenges a proposed vision and mission were then crafted. These were refined in order to support the key actions that would help the municipality achieve its IDP goals, strategies, programmes in order to ensure that the IDP responses to amongst other government programmes, the MTSF. These were divided into two categories namely, internal and external municipal challenges and are briefly summarised in the paragraphs below.

Government priorities, policy imperatives, and local government key development programmes to ensure that the developmental mandate of the municipality is achieved (outcome based approach of the third generation of Umzumbe's IDP) are summarised below.

#### 3.1.1. Vision

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

#### 3.1.2. Mission and principles

The Municipality is dedicated to promote people-centred development, acceleration of service delivery and sustainable local economic development.

#### **We will achieve this by:**

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

#### **The Principles and Values of the Council Are As Follows:**

- ❖ To be responsive to the needs of citizens of Umzumbe.
- ❖ Develop partnership for development with “friends of Umzumbe” (other government departments and service providers.
- ❖ To be transparent, accountable and participative in our dealings with each other and our partners.
- ❖ To cultivate a work ethic on performance, achievement and results.
- ❖ To promote and pursue key national, provincial and local development goals.
- ❖ To ensure a representative organization

- ❖ To be democratic in the pursuance of our objectives.

## 3.2. Developmental Challenges

Key steps have been taken to address the key development challenges in the municipality. Even though progress has been made in some of the municipality's focus areas, there is still some improvement that still needs to be done in addressing the following internal and external challenges:

### 3.2.1. Internal Challenges

- **Financial constraints:** the municipality is predominantly rural with high level of unemployment and poverty, and as a result it makes it difficult to generate own venue. It depends on government grants as it does not have any revenue base. About 60% of the budget is focussed on basic service delivery and infrastructure key performance area and leaving other areas to a share of 40% of the budget.
- **Lack of appropriate working environment:** the municipal offices are not adequate for the staff component that is currently employed and as a result the working environment is not favourable.
- **Technological infrastructure:** information management system poses a challenge as it unexpectedly shuts down at times. This leads to low productivity levels of employees, as some of the critical tools that employees use do not function satisfactorily e.g. computers. This particular challenge could be rated as the key one.
- **Inability to own land:** The municipality owns no land, close to 40% of the land falls under Ingonyama trust and about 35% is under private ownership. The municipality has no authority to use the land and as a result is unable to develop it.
- **Poor communication:** There is poor communication both internally and externally. The existing communication strategy is not effectively implemented for an example a scheduled date for municipal events at times clash and reflects on weak communication channels in the municipality and with other external stakeholders.

### 3.2.2. External Challenges

- **High rate of unemployment:** This is a challenge to the municipality as it has a negative impact on most families. This constrains the municipality to direct some of the resources to wards supplementing its communities with food parcels, burial support, indigent services e.g. distribution of gel etc.
- **Lack of private sector investments:** Private sector investments initiatives do not exist currently, but has been identified as one area that needs more attention, in order to economically develop Umzumbe. Strategic programmes aimed at unlocking economic potential of Umzumbe will have to be developed. This needs an integrated approach that would include the community, public and private sector partnerships.
- **High levels of poverty:** high levels of dependency and unemployment rates of communities result in abject poverty. More municipality's initiatives should be encouraged to ensure job creation and that economic development programmes are sustainable so as to lift the affected communities out of poverty.
- **Lack of infrastructure:** lack of maintained roads, water, and electricity are some of the critical services that communities continuously complain about. Limited funding is one of the causes to this particular challenge and this causes service delivery programme to always not be up to date.
- **Social issues e.g. teenage pregnancy, HIV/AIDS, crime and substance abuse:** Umzumbe municipality is negatively affected by the HIV/AIDS epidemic. Even though awareness and education and poverty alleviation programmes are in place, the rate at which HIV/AIDS incidents are decreased is low. According to statistical information from Department of Health, it shows that the teenage pregnancy challenge affects mostly girls that are between 10 and 14 years of age. These on the other hand

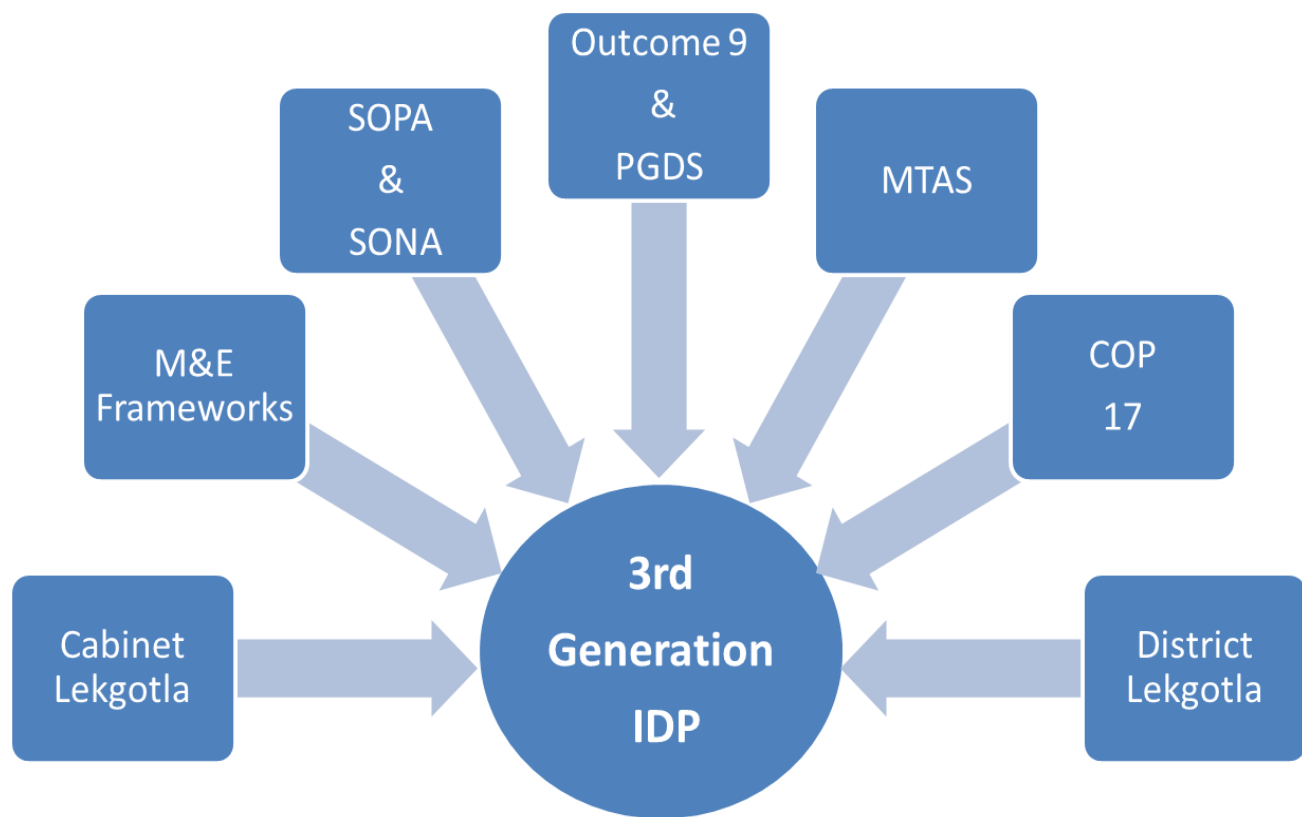
increase sexually transmitted diseases amongst the youth. Youth also are involved in crime and substance abuse.

### 3.3. High Development Framework

High Development Framework encompasses a number of government priorities, policy imperatives and sectoral alignment programmes. These programmes are critical in trying to help the municipality achieve its vision and deal with the development challenges.

#### 3.3.1. Third Generation Approach

With regards to the third generation of IDPs, there is need to simply IDPs. Umzumbe's IDP was crafted based on the critical government priorities as reflected in the diagram. These are briefly discussed in the paragraphs below.



rd  
**Outcome Based Approach For 3<sup>rd</sup> Generation IDPs**

- **Monitoring and Evaluation Framework:** tracks performance against what was planned by collecting and analysing data on the indicators established for monitoring and evaluation purposes. This also includes The framework must:
  - Identify the roles of the different role players in monitoring and measuring the Municipality's performance;
  - Allocate specific tasks to the gathering of data and submission of reports;
  - Determine the data that must be collected in order to assess performance,

- how that data is to be collected, stored, verified and analysed and how reports on that data are to be compiled;
  - Provide for reporting to the municipal Council at least quarterly;
  - Be designed in a manner that enables the Municipality to detect early indications of under-performance;
  - Provide for corrective measures where under- performance has been identified; and
  - Compare current performance with performance during the previous financial year and baseline indicators.
- **State of the Nation Address:** Guides government policies and actions. It seeks to reaffirm government's commitment to advance ideals of the country's Constitution at all times. The statement focuses on the steady progress made in various areas such as health, education, and fight against crime, human settlements, water provision, energy, rural development and many ore. The main priorities identified are:
    - Poverty, inequality and unemployment
    - Job creation(new growth approach)
    - Rail, road and water infrastructure
    - Movement of goods and economic integration
    - Industrial and agricultural development
    - Export capacity.
    - Improvement to infrastructure development.
    - Access to basic services e.g. water, electricity and sanitation

**State of the Province Address:** The mid-term review indicated steady progress in various areas. However, the triple challenge of unemployment, poverty and inequality persists, despite the progress made. Africans, women and the youth continue to suffer most from this challenge. Both in 2011 and 2012 the central theme of the President in his State of the Nation address was that of job creation. Some of the priority issues identified are:

- Infrastructure revolution
  - Provincial Growth and Development Strategy
  - Water
  - Electricity
  - Human Settlements
  - Expanded Public Works Programme
  - Rail transport strategy
  - Upgrading of ports
  - Operation Sukuma Sakhe
  - Building Maritime industry
  - Development of economic zones
  - Tourism
  - Building a spirit of entrepreneurship
- **Outcome 9:** The vision is to develop a rigorous data driven and detailed segmentation of municipalities that better reflect the varied and capacities and contexts within municipalities and lays the basis for a differentiated approach to municipal financing, planning and support through:
    - Ensuring improved access to essential services.
    - Initiating ward-based programmes to sustain livelihoods.
    - Contributing to the achievement of sustainable human settlements and quality neighbourhoods.



- Strengthening participatory governance.
  - Strengthening the administrative and financial capability of municipalities.
  - Addressing coordination problems and strengthen cross-departmental initiatives.
- **Provincial Growth and Development Strategy:** A long term socio-economic development strategy focusing on building a growing and developing the Province / District Municipalities.
    - Critical to that is positioning of Umzumbe as a self-sufficient food secure municipality.
    - Improvement in education and training of all the people.
    - Focus on improvement of access to health, education.
    - Provision of welfare services.
    - Promoting entrepreneurship.
  - **Municipal Turn Around Strategy:** developed tailor made strategy which is meant to assist municipalities in identifying key challenges in terms of service delivery. The key challenges were identified according to the key performance areas of the municipality e.g.
    - Financial viability and management
    - Good Governance and Public Participation
    - Municipal Transformation
    - Basic Services Delivery and Infrastructure Development

### 3.4. Strategic Objectives

IDP/SDBI P pg	Strategic Objective (IDP)	Strategies	(Measurable Objective/ Output)	Performance Indicator	Year 1	Year 2	Year 3	Year 4	Year 5	Responsibility
<b>DEPARTMENT: MUNICIPAL MANAGER'S OFFICE</b>										
<b>NATIONAL KEY PERFORMANCE AREA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT</b>										
<b>OUTCOME 9: DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT</b>										
	To ensure compliance with MSA,	Annual reviewal of the IDP	Simplified IDPs focusing on planning for the delivery of 10 critical municipal services	IDP's Adopted	Final draft adopted by council					IDP Manager
	To ensure compliance with MSA,	Annual reviewal of the IDP	Simplified IDPs focusing on planning for the delivery of 10 critical municipal services	10 Critical services identified and included in the IDP						
	To ensure compliance with MSA,	Annual reviewal of the IDP	Simplified IDPs focusing on planning for the delivery of 10 critical municipal services	IDP aligned to Outcome 9	Yes					IDP Manager
	To ensure compliance with MSA, performance regulations, MFMA	OPMS Development	Implementation of Performance Contracts	Number (as well as percentage) of performance agreements signed reflecting national government priorities	5					IDP Manager
	To ensure establishment of a functional PMS	OPMS Development	Functional PMS	Fully functional OPMS	Yes					IDP Manager

	in the municipality									
	To ensure establishment of a functional PMS in the municipality	OPMS Development	Functional PMS	Number of quarterly reviews conducted	4					IDP Manager
	To ensure establishment of a functional PMS in the municipality	OPMS Development	Functional PMS	Number of reports submitted on performance in terms of Section 46 of the MSA	1					IDP Manager
	To ensure establishment of a functional PMS in the municipality	OPMS Development	Functional PMS	adoption date of the annual report	Mar-13					IDP Manager
	To ensure establishment of a functional PMS in the municipality	OPMS Development	Functional PMS	Number of corrective actions taken to improve performance						Municipal Manage
		Improved stakeholder involvement	Improve stakeholder involvement in all planning development programmes	Hold meeting to ensure a functional IGR structures						Communicaiton s Manager
<b>NATIONAL KEY PEROFROAMCNE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>										
<b>OUTCOME 9: DEEPEN DEMOCRACY THOUGH A REFINED WARD COMMITTEE SYSTEM</b>										
	To ensure functionality of ward committeees	Functionality of ward committees	Improved Ward Committees	Number of ward committee management meetings held and percentage attendance by members	19					Manager: Speaker's office

	To ensure functionality of ward committeees	Functionality of ward committees	Improved Ward Committees	Number of community meetings organized by the ward committee and percentage attendance by the ward community	19					Manager: Speaker's office
	To ensure functionality of ward committeees	Functionality of ward committees	Improved Ward Committees	Submission and tabling of ward reports and plans to the council covering needs and priorities for the ward, feedback on the performance of the Councils various line/service functions and their impact on the ward	4					Manager: Speaker's office
	To ensure functionality of ward committeees	Functionality of ward committees	Improved Ward Committees	Number of complaints, queries and requests registered from the community and attended to (checklist for meetings needs against registered needs and turn around time)	200					Manager: MM's Office
	To ensure functionality of ward committeees	Functionality of ward committees	Payment of ward committee stipends	Percentage of stipends paid to ward committees	100%					Manager: Speaker's office
	To ensure functionality of ward committeees	Functionality of ward committees	Policy on ward committee stipends	Development of policy on ward committee stipends	Jun-13					Manager: Speaker's office

			Improved Ward Committees	Participation in plans and programmes of municipalities and other spheres of government impacting on the ward development and monitoring						All
	To ensure functionality of ward committees	Functionality of ward committees	Improved Ward Committees	Ward committee skills development	2					Manager: Speaker's office
	To ensure functionality of ward committees	Functionality of ward committees	Improved Ward Committees	Public participation framework	01 November 2012					Manager: Speaker's office
	To ensure access to municipal information	Functional and updated website	Improved Communications Systems	Ensure a functional and updated website	4 times a year					Senior Manager: Communication, Youth Development and Mayoralty
	To ensure access to municipal information		Improved Communications Systems	Conduct customer satisfaction surveys	2 surveys conducted					Manager: MM's Office
	To implement a Communications Strategy	Municipal matters well communicated	Improved Communications Systems	Dispatching of Municipal newspaper	20450					Senior Manager: Communication, Youth Development and Mayoralty
	To improve quality of life of vulnerable groups	HIV/AIDS Programmes	To improve the quality of life of vulnerable groups	HIV/AIDS awareness campaigns	5 HIV/AIDS Programs					Manager: Special Programmes

	To improve quality of life of vulnerable groups	Disability Programmes	To improve the quality of life of vulnerable groups	Hold disability events	4					Manager: Special Programmes
	To improve quality of life of vulnerable groups	Gender programmes	To improve the quality of life of vulnerable groups	Implement gender programmes	5					Manager: Sepcial Programmes
	To improve quality of life of vulnerable groups	Orphanage and vulnerable children Programmes	To improve the quality of life of vulnerable groups	Implement vulnerable children programmes	9					Manager: Sepcial Programmes
	To improve quality of life of vulnerable groups	Senior Citizen Programmes	To improve the quality of life of vulnerable groups	Senior Citizen Programmes	10					Manager: Special Programmes
	To promote a culture of participatory democracy and integration amongst the youth	Youth Development Programmes	Promotion of participatory democracy	Number of Youth programs	20					Manager: Youth Development
	To promote a culture of participatory democracy and integration amongst the youth	Youth Development Programmes	Promotion of participatory democracy	External bursaries awarded	2					Manager: Youth Development
	To promote a culture of participatory democracy and integration	Youth Development Programmes	Promotion of participatory democracy	Participation in the District Games	4					Manager: Youth Development

	amongst the youth									
	To promote a culture of participatory democracy and integration amongst the youth	Youth Development Programmes	Promotion of participatory democracy	KwaNaloga Games	3					Manager: Youth Development
	To promote a culture of participatory democracy and integration amongst the youth	Youth Development Programmes	Promotion of participatory democracy	Unemployed graduates						
	To ensure implementation of Batho Pele Programme	Promote a culture and practice of Batho Pele Programme	Batho Pele Programme	Batho Pele Programmes conducted	9					MM: Manager
	To ensure implementation of risk management programme	Developed risk management plan for the municipality	Risk Management Programme	Risk Management Committee Meetings	5					MM: Manager
	To ensure a free fraud and corruption environment	Presidential hotline	Service Delivery Report	Presidential Hotline calls received	200					MM: Manager
			Business plans developed	Development of business plans/ proposals	4					MM: Manager



			Community participation programmes held	Marketing, promotion and branding activities	70%					
	Improving intergovernmental relations	Improved intergovernmental relations	Functional Development Planning and PMS	Shared services (Development planning and PMS)	48					IDP Manager
			Community participation programmes held	number of meetings held with all stakeholders						
<b>NATIONAL KEY PERFORMANCE AREA: FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT</b>										
<b>OUTCOME 9: IMPROVED MUNICIPAL FINANCIAL AND ADMINISTRATIVE CAPABILITY</b>										
	To ensure compliance with MFMA	Improved oversight role	Improved Audit Opinion	Established internal audit	4+					Auditor
	To ensure compliance with MFMA	Improved oversight role	Improved Audit Opinion	Fraud prevention plan in place and implemented	30 June 2013					MM: Manager
<b>NATIONAL KEY PERFORMANCE AREA: SPATIAL PLANNING AND MANAGEMENT</b>										
<b>OUTCOME 9</b>										
	Creation of favourable environment for service delivery	Development and implementation of SDF	Integrated Spatial Planning	Developed and adopted spatial development framework	Nov-12					IDP Manager
	Creation of favourable environment for service delivery	Development and implementation of SDF	Integrated Spatial Planning	Implementation of LUMS						IDP Manager
	To encourage investment within the municipality	Public/private investment partnership	Municipal Investment	Encourage public private investment partnerships	3 SLAs signed					IDP Manager

	To encourage investment within the municipality	Conduct detailed land audit	Land Audit Report	Conducting a detailed land audit						IDP Manger
	Investing in localities of economic growth	Development of sustainable economic nodes and corridors	Integrated Spatial Planning	Identification of land for development projects	100%					IDP Manger
	Investing in localities of economic growth	Development of sustainable economic nodes and corridors	Local Economic Growth	Identific ation of viable economic nodes	2					IDP Manger
	To ensure up to date inforamtion systems	Establishment of a GIS	Up todate GIS	Functionality of a GIS that covers the whole municipality	100%					IDP Manger
<b>DAPARTMENT: CO-OPERATE SERVICES DEPARTMENT</b>										
<b>KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT</b>										
	To ensure compliance with policies and internal controls	Compliance with policies and intenal controls	Restructuring and Human Resource Profile	Compliance with policies and internal controls	4 policies adopted and implemented					Manager: Human Resources
	To ensure compliance with policies and internal controls	Compliance with policies and intenal controls	Restructuring and Human Resource Profile	Induction of New employees	13 employees inducted					Manager: Human Resources
	To ensure compliance with policies and internal controls	Compliance with policies and intenal controls	Restructuring and Human Resource Profile	Review of Organogram to ensure the filling of vacant posts	13 people employed					Manager: Human Resources
	To ensure compliance with policies and internal controls	Compliance with policies and intenal controls	Scarce skills retention strategy	Develop and Implement a retention policy	reviewed policy on scarce skills retention policy					Manager: Human Resources

	To ensure compliance with policies and internal controls	Compliance with policies and internal controls	Scarce skills retention strategy	Capacity and Skills development	2 councilors enrolled CPMD, 2 councillors ELMDP, and short courses 1 employee CPMD, 1 employee ELMDP, 2 Employees Project Management, 16 employees short courses and other training as per WSP					Manager: Human Resources
	To ensure compliance with policies and internal controls		Implementation of Performancne Contracts	Number (as well as percentage) of critical posts filled	5 posts to be filled					Manager: Human Resources
	To ensure compliance with policies and internal controls		Implementation of Performancne Contracts	Budget spent on Work Skills Plan	1% of the salary budget					Manager: Human Resources
	To ensure compliance with policies and internal controls		Implementation of Performancne Contracts	Number of people from employment equity target groups employed in the three highest levels of management	5					Manager: Human Resources
				Participation in plans and programmes of municipalities and other spheres of government impacting on the	2 vehicles					Administration

				ward development and monitoring( <b>number of fleet to be purchased</b> )						
				Participation in plans and programmes of municipalities and other spheres of government impacting on the ward development and monitoring( <b>number of parkhomes to be purchased</b> )	2 parkhomes					Administration
				Participation in plans and programmes of municipalities and other spheres of government impacting on the ward development and monitoring( <b>number of offices to be furnished</b> )	3 offices					Administration
				Participation in plans and programmes of municipalities and other spheres of government impacting on the ward development and monitoring( <b>legal charges</b> )	3 cases					HR department

				Participation in plans and programmes of municipalities and other spheres of government impacting on the ward development and monitoring( <b>number of advertising and public relation)</b>	7 posts to be advertised						HR department
				Participation in plans and programmes of municipalities and other spheres of government impacting on the ward development and monitoring( <b>number of conferences and workshops or summits for staff)</b>	2 workshops						HR department
			Office refreshments	Participation in plans and programmes of municipalities and other spheres of government impacting on the ward development and monitoring( <b>number of office refreshments purchased)</b>	12 months						Administration

			catering for Council and Port-folio meetings	Participation in plans and programmes of municipalities and other spheres of government impacting on the ward development and monitoring( <b>catering for Council and port folio meetings</b> )	67 meeting all for Council committees					Administration
				Participation in plans and programmes of municipalities and other spheres of government impacting on the ward development and monitoring ( <b>insurance</b> )	facilitation of Insurance payments, 12 Vehicles, and 1 office building and 2 Community Facilities.					Administration
				Participation in plans and programmes of municipalities and other spheres of government impacting on the ward development and monitoring( <b>printing and stationery</b> )	12 per annum					Administration
				Participation in plans and programmes of municipalities and other spheres of government impacting on the ward development and monitoring( <b>rental</b>	facilitation of rent for 3 photo copy machine					Administration

				and lease charges)						
				Participation in plans and programmes of municipalities and other spheres of government impacting on the ward development and monitoring <b>(security)</b>	facilitation for payments once a month and appointment of 1 new security company					Administration
				Participation in plans and programmes of municipalities and other spheres of government impacting on the ward development and monitoring <b>(workmen's compensation)</b>	reduction of number of work related accidents claimed					Administration
				Participation in plans and programmes of municipalities and other spheres of government impacting on the ward development and monitoring <b>(re-imbursment of interviews)</b>	as per number of Section 57 posts candidate interviewed					HR department
				Participation in plans and programmes of municipalities and other spheres of government	as per number of filled vacancies					HR department



				impacting on the ward development and monitoring( <b>staff relocation</b> )						
				Participation in plans and programmes of municipalities and other spheres of government impacting on the ward development and monitoring( <b>internal bursaries</b> )	4 employees					HR department
				Participation in plans and programmes of municipalities and other spheres of government impacting on the ward development and monitoring( <b>subsistence and travelling</b> )	100%					HR department
				Participation in plans and programmes of municipalities and other spheres of government impacting on the ward development and monitoring(subsistence and travelling( <b>fleet computers and license fees</b> )	10 vehicles, 1 grader, 1 TLB and 4 tractors					Administration

				Participation in plans and programmes of municipalities and other spheres of government impacting on the ward development and monitoring( <b>facilitation of telephone and contracted cellphone bills</b> )	reduce bills by 3%					HR department
				Participation in plans and programmes of municipalities and other spheres of government impacting on the ward development and monitoring( <b>uniform and protective clothing</b> )	7 General assistants employees					Administration
				Participation in plans and programmes of municipalities and other spheres of government impacting on the ward development and monitoring( <b>computer equipment and acquisition</b> )	For IT Manager, Fleet Control officer, SDF					administration
				Participation in plans and programmes of municipalities and other spheres of government impacting on the	upgrade of website and configuration 1 server for email hosting					Administration/ IT

				ward development and monitoring( <b>IT upgrade</b> )						
				Participation in plans and programmes of municipalities and other spheres of government impacting on the ward development and monitoring( <b>acquisitio n of fleet</b> )	Disposal of 2 vehicles , purchase of 2 vehicles					Administration
				Participation in plans and programmes of municipalities and other spheres of government impacting on the ward development and monitoring( <b>maintanc e of plant, equipment , fleet and running costs</b> )	1 grader, 1 TLB and 10 vehicles					Administration
				Participation in plans and programmes of municipalities and other spheres of government impacting on the ward development and monitoring	5 office to be maintained					administartion
				Participation in plans and programmes of municipalities and other spheres of	3% reduction					administration

				government impacting on the ward development and monitoring(electricity )						
				Participation in plans and programmes of municipalities and other spheres of government impacting on the ward development and monitoring(water)	2% reduction					administartion

**Department: Technical Services**

**KPA: Basic Service delivery and infrastructure**

**OUTCOME 9: IMPROVED ACCESS TO BASIC SERVICES**

	To ensure that facilitation of other basic services as this is a function of the district municipality	Constitutional mandate in the provision of basic services to the communities	Improved access to basic services	Number (as well as percentage ) of consumer units with access to portable (drinkable) water	DM					District Municipality
	To ensure that facilitation of other basic services as this is a function of the district municipality	Constitutional mandate in the provision of basic services to the communities	Improved access to basic services	Number (as well as percentage ) of schools with access to portable (drinkable) water	DM					District Municipality
	To ensure that facilitation of other basic services as this is a function of the district	Constitutional mandate in the provision of basic services to the communities	Improved access to basic services	Number ( as well as percentage) of clinics with access to portable (drinkable ) water	DM					District Municipality

	municipality									
	To ensure that facilitation of other basic services as this is a function of the district municipality	Constitutional mandate in the provision of basic services to the communities	Improved access to basic services	Number (as well as percentage of consumer units access to sanitation	DM					District Municipality
	To ensure that facilitation of other basic services as this is a function of the district municipality	Constitutional mandate in the provision of basic services to the communities	Improved access to basic services	Facilitation for the constant supply of water to the Umzumbe community	Facilitation of access to water to 3000 households					Director: Technical Services
	To ensure that facilitation of other basic services as this is a function of the district municipality	Constitutional mandate in the provision of basic services to the communities	Improved access to basic services	Number (as well as percentage ) of schools with access to sanitation	DM					District Municipality
	To ensure that facilitation of other basic services as this is a function of the district municipality	Constitutional mandate in the provision of basic services to the communities	Improved access to basic services	Number (as well as percentage ) of clinics access to sanitation	DM					District Municipality
	To promote a healthy and hygienic environment, which supports sustainable	Constitutional mandate in the provision of basic services to the communities	Improved access to basic services	Number of consumer units with access to refuse removal at least once per week	DM					Director: Technical Services

	utilisation of natural resources									
	T promote a healthy and hygienic environment, which supports sustainable utilisation of natural resources	Constitutional mandate in the provision of basic services to the communities	Improved access to basic services	Implementation of the Umzumbe Waste Management Plan	40% implementation integrated waste management plan					Director: Technical Services
	T promote a healthy and hygienic environment, which supports sustainable utilisation of natural resources	Constitutional mandate in the provision of basic services to the communities	Improved access to basic services	Implementation of the Umzumbe Waste Management Plan	1 waste management vehicle purchased					Director: Technical Services
	T promote a healthy and hygienic environment, which supports sustainable utilisation of natural resources	Constitutional mandate in the provision of basic services to the communities	Improved access to basic services	Number of registered landfill/ waste disposal sites	Nil					Director: Technical Services
	T promote a healthy and hygienic environment, which supports sustainable utilisation of	Constitutional mandate in the provision of basic services to the communities	Improved access to basic services	Number (as well percentage) of consumer with units with access to electricity	466 households with access to electricity					Director: Technical Services

	natural resources									
	To ensure implementation of electricity installation as it is an Eskom function	Constitutional mandate in the provision of basic services to the communities	Improved access to basic services	Implementation of the Electricity Master Plan	31-Dec-12					Director: Technical Services
	To ensure infrastructure development and rehabilitation	Constitutional mandate in the provision of basic services to the communities	Improved Access to free basic services	Number (as well as percentage) of households with access to free basic water	DM					
	To ensure infrastructure development and rehabilitation	Constitutional mandate in the provision of basic services to the communities	Improved Access to free basic services	Number (as well as percentage) of households with access to free basic sanitation	Facilitation of access to sanitation 1000 households					Director: Technical Services
		Constitutional mandate in the provision of basic services to the communities	Improved Access to free basic services	Number (as well as percentage) of households with access to free basic electricity	Eskom					Director: Technical Services
	To ensure infrastructure development and rehabilitation	Constitutional mandate in the provision of basic services to the communities	Provision of basic services and infrastructure	Upgrading of sports fields	4 Sports fields upgraded					Director: Technical Services
	To ensure infrastructure development and rehabilitation	Constitutional mandate in the provision of basic services to the communities	Provision of basic services and infrastructure	Km of access roads constructed and maintained	53 km of access roads constructed					Director: Technical Services



	To ensure infrastructure development and rehabilitation	Constitutional mandate in the provision of basic services to the communities	Provision of basic services and infrastructure	Number of community facilities maintained	19 community facilities maintained					Director: Technical Services
	To ensure infrastructure development and rehabilitation	Constitutional mandate in the provision of basic services to the communities	Provision of basic services and infrastructure	Facilitation for the construction of Ukwakha Craft Centre	1 craft centre constructed					Director: Technical Services
	To ensure infrastructure development and rehabilitation	Constitutional mandate in the provision of basic services to the communities	Provision of basic services and infrastructure	Procurement of plant and equipment	1 grader purchased					Director: Technical Services
		Constitutional mandate in the provision of basic services to the communities	Housing Development	Facilitation for the provision of housing to the Umzumbe Community	500 Houses built					Director: Technical Services
	To ensure infrastructure development and rehabilitation	Municipal Transformation and Institutional Development	Municipal Transformation and Institutional Development	Renovations, repairs and maintenance of municipal buildings	Municipal office buildings improved and maintained					Director: Technical Services
<b>Department: Social and Economic Development</b>										
<b>OUTCOME 9: COMMUNITY WORK PROGRAMME IMPLEMENTED AND COOPERATIVES SUPPORTED</b>										
	To strengthen co-operation amongst all spheres of Government	Restoring Dignity through work opportunities	Community work programme implemented and cooperatives supported	Number of wards where CWP has been implemented	11 wards					Manager: Community Services
	To strengthen co-operation amongst all spheres of Government		Community work programme implemented and cooperatives supported	Number of projects implemented per ward						Manager: Community Services

	To strengthen co-operation amongst all spheres of Government			Types of projects implemented per ward						Manager: Community Services
	To create an enabling environment to attract LED	Development of SMMEs	Community work programme implemented and cooperatives supported	Development of SMMEs (number of training s and workshops offered)	8					Manager: Local Economic Development
	To create an enabling environment to attract LED		Community work programme implemented and cooperatives supported	Development of SMMEs(number of emerging contractors on data base and registered)	20					Manager: Local Economic Development
	To create an enabling environment to attract LED		Community work programme implemented and cooperatives supported	Development of SMMEs (number of SMMEs assisted)	10 funded SMMEs					Manager: Local Economic Development
	To create an enabling environment to attract LED	Development of SMMEs	Community work programme implemented and cooperatives supported	Development of SMMEs (number of cooperatives assisted)	8					Manager: Local Economic Development
	To create an enabling environment to attract LED		Community work programme implemented and cooperatives supported	Development of SMMEs (number of crafters exposed to markets)	5 mentored crafters					
	To create an enabling environment to attract LED		Community work programme implemented and cooperatives supported	Development of SMMEs ( number of different genre competitions-ingoma, isicathamiya,gospel)	3 artists within genres performing at a professional level					

	To promote trade initiatives in uMzumbe	Promotion of provincial trade networks	Promotion of Trade initiatives	Promote Trade initiatives( <b>fully equipped bakery</b> )	1 equipped and functional bakery					Manager: Local Economic Development
	To promote trade initiatives in uMzumbe	Promotion of provincial trade networks	Promotion of Trade initiatives	Promote Trade initiatives( <b>number of informal traders per ward</b> )	15					Manager: Local Economic Development
	To promote trade initiatives in uMzumbe	Promotion of provincial trade networks	Promotion of Trade initiatives	Promote Trade initiatives ( <b>number of business licenses</b> )	15					Manager: Local Economic Development
	To encourage heritage/ tourism in uMzumbe	Promotion of Heritage sites	Heritage and tourism initiatives	Promotion Heritage Sites	3 sites developed					Manager: Local Economic Development
	To encourage heritage/ tourism in uMzumbe	Promotion of Tourism initiatives	Heritage and tourism initiatives	Promotion of Tourism Initiative ( <b>tour guide development</b> )	2 tourism initiatives					Manager: Local Economic Development
	To encourage heritage/ tourism in uMzumbe	Promotion of Tourism initiatives	Heritage and tourism initiatives	Promotion of Tourism Initiative ( <b>number of tourism initiatives</b> )						Manager: Local Economic Development
	To promote community participation in the municipality's economic growth programmes	Promotion of sustainable agricultural programmes	Promotion of sustainable economic growth	Implement ation of agricultural programmes	1 Sustainable agricultural project per ward (19)					Manager: Local Economic Development
	To promote community participation in the municipality's	Promotion of sustainable agricultural programmes	Promotion of sustainable economic growth	Creation fully functional produce markets	1 market stall					Manager: Local Economic Development

	economic growth programmes									
	Continous and positive interactions with all key economic anchors and actors	Stakeholder participation	Improved Ward Committtees	Participation in plans and programmes of municipalities and other spheres of government impacting on the ward development and monitoring <b>(number of LED forums held)</b>	4 LED forums held					Manager: Local Economic Development
	Disaster Management Marshalling Program	Capacity Building on Disaater Management	Improved Ward Committtees	Participation in plans and programmes of municipalities and other spheres of government impacting on the ward development and monitoring ( <b>number of marshals to be recruited)</b>	Recruit and Training of Event Marshalls					Manager: Disaster Management
	Adherance to NFPA standards for fire	Provide sound Disaster Management Services	Improved Ward Committtees	Participation in plans and programmes of municipalities and other spheres of government impacting on the ward development and monitoring <b>(number of community facilities to be installed with fire exstinguishers)</b>	Installation of 5 fire exstinguishers					Manager: Disaster Management

	To ensure that interests of the special groups are championed	Disaster Management Advisory Forums	Improved Ward Committtees	Participation in plans and programmes of municipalities and other spheres of government impacting on the ward development and monitoring <b>(number of advisory forums to be held)</b>	4 forum meetings					Manager: Disaster Management
	To ensure the proper management of community facilities	Revenue collection for the maintenance of Community facilities	Management of Community Facilities	Participation in plans and programmes of municipalities and other spheres of government impacting on the ward development and monitoring <b>(% revenue collection)</b>	Revenue collection from 10 Community facilities					Manager: Community Services
	To ensure that the interest of special groups are championed	Provide support and capacity building to special groups	Adopted Grant in Aid policy	Participation in plans and programmes of municipalities and other spheres of government impacting on the ward development and monitoring <b>( grant in aid policy)</b>	Adopted and implemented Grant in Aid policy					Manager: Community Services
<b>NATIONAL KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>										
<b>OUTCOME 9: DEEPEN DEMOCRACY TRHROUGH WIDE PARTICIPATORY SYSTEM</b>										
			Improved ward committees	Management and updating of ward profiles and database of indigent households	19 wards to be profiled					Manager: Community Services

	To ensure revenue enhancement	Establishment of traffic department	Establishment of a traffic department	Conduct a feasibility study	Jun-13					Manager: Community Servcies
	To ensure controlled traffic flow in and out of Umzumbe	Development of Turton Off ramp	Improved traffci control	Facilitate the development of the Turton off ramp						Manager: Community Servcies
	To Establish Integrated Institutional Capacity	Partnerships in Disaster Management	Fire fighting shared service	Signed SLA with partners	1 signed Service Level Agreement					Manager: Disaster Mangement
	To ensure that interests of the special groups are championed	Public Awareness on Disaster Management	Risk Identficaiton, Prevention and Mitigation	Response to incident in 72 hours from reporting	provide support to affected families within 72 hours of incident reporting					Manager: Disaster Mangement
	To ensure that interests of the special groups are championed	Public Awareness on Disaster Management	Risk Identficaiton, Prevention and Mitigation	No of awareness campaigns conducted	4 awarensess campaigns done					Manager: Disaster Mangement
	To ensure that interests of the special groups are championed	Capacity Building on Disaater Management	Risk Identficaiton, Prevention and Mitigation	Number of meetings nd trainings	4 volunteer programmes					Manager:Disast er Management
		To ensure that interests of the special groups are championed	Risk Identficaiton, Prevention and Mitigation	Approved disaster management communicaiton plan	2013/06/01 apporved disaster management communicatin plan					Manager: Disaster Management
	To ensure that the interest of special groups are championed	Provide support and capacity building to special groups	Improved ward committees	Number of NGO programs and initiatives implemented	2 forums and 4 initiatives					Manager: Community Servcies

	To ensure that the interest of special groups are championed	Eradication of extreme poverty and hunger		A total number of indigent households, 38 women and households	278 families benefiting					Manager: Community Servcies
	To ensure that the interest of special groups are championed	Eradication of extreme poverty and hunger		Burial support	120 families					Manager: Community Servcies
BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT										
OUTCOME 9: IMPROVED ACCESS TO BASIC SERVCIES										
	To ensure the provision of high quality infrastructure services that will enhance the standard of living for the people	Update of an Indigent Register	Improved access to free basic services	An adopted and updated Indigent Register for the municipality	1 indigent register updated					Manager: Community Servcies
	To ensure the provision of high quality infrastructure services that will enhance the standard of living for the people	Provision of alternative energy	Improved access to free basic services	Distribution of free basic energy (gel and tokens)	4 783 households benefiting					Manager: Community Servcies
	To collect household data with access to water and	Household profiling with Ward committee members	Improved access to free basic services	Percentage of households earning less than R1100 per month with access to free basic services	19 wards to be profiled					Manager: Community Servcies
Department: Finance Department										
KPA : FINANCIAL VIABILITY										
Budget,Treasury and other statutory reporting										



	To strengthen the financial viability of the municipality	To ensure compliance with MFMA and Treasury regulations and implement internal controls	Preparation of 2013/2014 Annual Budget	Approved 2013/2014 Annual Budget	Approved 2013/2014 Annual Budget					CFO
		To ensure compliance with MFMA and Treasury regulations and implement internal controls	Preparation of Mid term performance assessment and adjustment budget for 2012/2013	Approved 2012/2013 performance assessment and adjustment budget	Approved 2012/2013 performance assessment and adjustment budget					CFO
		To ensure compliance with MFMA and Treasury regulations and implement internal controls	Monthly Budget Statements in terms of section 71 of the MFMA produced timeously i.e. by no later than the 10 <sup>th</sup> working day of each month	12 Monthly Financial Reports submitted to the Accounting Officer and Provincial Treasury before the 10th working day of each month	12 Monthly Financial Reports					CFO
		To ensure compliance with MFMA and Treasury regulations and implement internal controls	Preparation of 2011/2012 annual financial statements in GRAP Compliance	Audited Annual Financial Statements for 2011/2012	Prepared and submitted by 31 August 2012					CFO
		To ensure compliance with MFMA and Treasury regulations and implement internal controls	Assist in the preparation of the Annual Report for 2011/2012 financial year.	2011/2012 Approved Annual Report	2011/2012 Approved Annual Report					CFO

		To ensure compliance with MFMA and Treasury regulations and implement internal controls	Report all Closing bank balances for 2011/2012 to Auditor-General, Provincial Treasury within 30 days after 2011/2012 financial year in terms of the MFMA	Report on closing balances	Report on closing balances						CFO
		<b>Income and expenditure</b>									
		To ensure compliance with MFMA and Treasury regulations and implement internal controls	Preparation of monthly cashbook,update d general ledger and preparation of reconciliations	Updated cash books,Updated General Ledger,Bank and Creditors reconciliation statements	12 Updated cash books.Update d General Ledger,12 Bank reconciliations , Creditors reconciliations						CFO
		To ensure compliance with MFMA and Treasury regulations and implement internal controls	Timeous payment of internal and external audit fees	Payment vouchers	Maintaining timeous payment of internal and external audit fees						CFO
		To ensure compliance with MFMA and Treasury regulations and implement internal controls	Timeous payment of service providers upon the receipt of the invoice	Payment of service providers within 30 days	Maintaining timeous payment of service providers upon the receipt of the invoice						CFO

		To ensure compliance with MFMA and Treasury regulations and implement internal controls	Compliance with SARS directive on VAT issues.	No. of VAT 201 returns	Submission of 12 VAT 201 returns					CFO
		To ensure compliance with MFMA and Treasury regulations and implement internal controls	Timeous authorised payment of salaries and delivery of salary advices.	Remuneration schedule and payslips by the 19th of each month.	Maintaining timeous payment of salaries and delivery of salary advices					CFO
		To ensure compliance with MFMA and Treasury regulations and implement internal controls	Timeous payment of 3rd parties.	Payment vouchers by the 7th of each month	Maintaining Timeous payment of 3rd parties.					CFO
		To ensure compliance with MFMA and Treasury regulations and implement internal controls	Reconciliation of Payday and Pastel accounting systems.	No. of Journal entries	12 monthly journal entries					CFO
		To ensure compliance with MFMA and Treasury regulations and implement internal controls	Timeous Issue of employees IRP5s.	IRP5's issued as per approval from SARS	IRP5's issued to all employees					CFO

		To ensure compliance with MFMA and Treasury regulations and implement internal controls	Authorization of financial inputs to Pay Day.	No. of authorised input forms	12 monthly authorised inputs					CFO
		To ensure compliance with MFMA and Treasury regulations and implement internal controls	Ensure that S/T budget is spent	% of S/T budget spent	100% Spending of S/T budget					CFO
	To ensure revenue generation and financial viability	Improved property rates collection	Accurate rates billing and maintenance of valuation roll.	Post billing report and valuation roll	Maintain accurate rates billing and maintenance valuation roll					CFO
	To strengthen the financial viability of the municipality	<b>Assets &amp; Investments</b>								
		To ensure compliance with MFMA and Treasury regulations and implement internal controls	Updated GRAP compliant assets register corresponding to the general ledger and depreciation	Assets Register and General ledger and depreciation	1 GRAP compliant asset register and updated general ledger and depreciation					CFO
		To ensure compliance with MFMA and Treasury regulations and implement internal controls	Surplus money invested and updated investment register	Investment Register and Bank Statements	1 Updated investment register and updated general ledger					CFO

		To ensure compliance with MFMA and Treasury regulations and implement internal controls	Effective management of municipal bank account and petty cash	Bank statements	12 Monthly bank statements					CFO
		To ensure compliance with MFMA and Treasury regulations and implement internal controls	Ensuring finance staff have sufficient tools of trade	Computers	Staff are properly equipped to perform their functions					CFO
		<b>Supply Chain Management</b>								
		To ensure compliance with MFMA and Treasury regulations and implement internal controls	Orders are authorised after an authorised requisition form and three quotations requested	Authorised requisition , Purchase order,quotations and quotation summaries	Authorsied orders, requisition forms and quotations					CFO
		To ensure compliance with MFMA and Treasury regulations and implement internal controls	Timeous adjudication of Bid documents after evaluation	Bid adjudication report	Maintain Timeous adjudication of Bid documents after evaluation					CFO
		To ensure compliance with MFMA and Treasury regulations and implement internal controls	Reporting of bids above R100 000 to National and Provincial Treasury	Listing of bids as per Treasury web site	Maintain reporting compliance					CFO

		To ensure compliance with MFMA and Treasury regulations and implement internal controls	Service providers taxation status is in order	Tax clearance certificates and registration certificates	Tax clearance certificates submitted					CFO
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## **Chapter 4 HIGH LEVEL SPATIAL DEVELOPMENT FRAMEWORK**

### **4. INTRODUCTION**

#### **4.1. BACKGROUND**

Umzumbe Municipality, with the assistance of Department of Cooperative Governance and Traditional Affairs (COGTA) has initiated a process towards the preparation of a Spatial Development Framework (SDF) for its area of jurisdiction. COGTA has accordingly enlisted the services of Isibuko Development Planners to undertake this project in accordance with the terms of reference (ToR).

The project will unfold in phases with a report being delivered for each phase. This document is the first in a series of reports to be produced as part of the process. It presents a Project Inception Report (PIR) and is intended to serve as a guide throughout the planning process. It opens with a brief introduction outlining the need and the basis for the SDF, proposed approach and focuses mainly on the planning process and its deliverables. It concludes with a detailed program.

The SDF will be prepared substantially in accordance with Guidelines for the Formulation of SDF's developed by the Department of Rural Development and Land Reform, the Provincial Spatial development guidelines in accordance with section three of the ToR. Where necessary and applicable, the guidelines will be fine-tuned to suite the specific circumstances of the Umzumbe Local Municipality.

#### **4.2. UMZUMBE MUNICIPALITY**

Umzumbe Municipality (KZN 213) is one of the six local municipalities within the Ugu District. It runs along the coast for a short strip between Mthwalume and Hibberdene and then balloons out into the hinterland for approximately 60 km. It covers a vast rural area of some 1260 km<sup>2</sup> with approximately 1% only being semi-urban. The municipality incorporates 17 traditional authority areas and comprises of 19 municipal wards. Umzumbe Municipality is the second largest municipality within the district.

The community survey (2007), suggests that the total population of the Umzumbe Municipality is approximately 176, 287 persons. The average ward population is 9155 people. There are no established towns within the municipality. A huge service backlog, high levels of poverty and lack of economic base are some of the key features of the area. The most striking physical feature is the extent of undeveloped natural land, representing almost 60% of the total land area. Agriculture is the mainstay of the economy with the main activities being sugar cane and small- scale farming. The proposed SDF should contribute towards the spatial transformation and development of the municipality as a functional, sustainable and generative administrative and economic region.



**Client:** UMZUMBE LOCAL MUNICIPALITY  
**SCIP REVIEW 2009**  
**Map 11: Spatial Development Framework**  
**Date:** March 2009

**Nodes**

- Primary Node (Red dot)
- Secondary Node (Blue dot)
- Tertiary Node (Green dot)
- Agricultural Service Centre (Green dot)

**Corridors**

- Primary Corridor (Red line)
- Secondary Corridor (Blue line)
- Tertiary Corridor (Green line)
- External Corridor (Pink line)
- Future Corridors (Red arrow)

**Primary Land Use**

- Existing Commercial Agriculture (Green)
- Potential Commercial Agriculture (Yellow)
- Sensitive Environmental Areas/Tourism/Specialist Agriculture (Brown)
- High Biodiversity Areas/Tourism Potential/Specialist Agriculture (Grey)
- Traditional Settlement/Agriculture (Grey)
- Settlement Clusters (Grey)

**Other Symbols**

- External Main Centres (Yellow dot)
- Missions (Green cross)
- Main Rivers (Blue line)
- Railway Line (Black line)
- Conservation (Green outline)

**Town & Regional Partners:**

**AFRISPACE**

**GIS Consultant:**

**ED-DYNAMIC SYSTEMS**

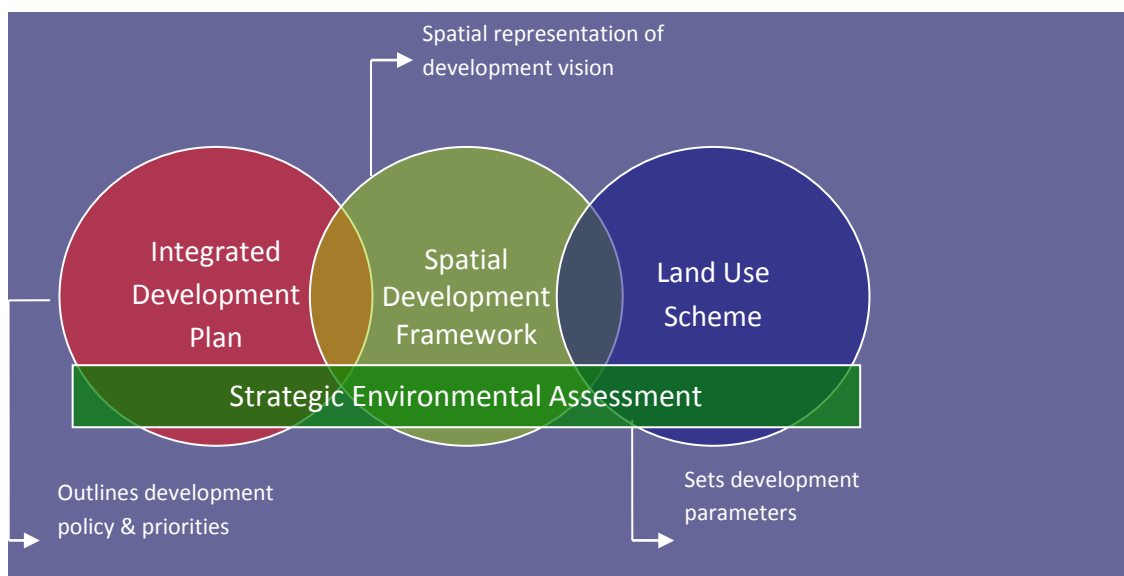
### 4.3. Defining the SDF

The Spatial Development Framework is a **process** through which a municipality prepares a medium to long-term strategic spatial development plan for its area of jurisdiction. The SDF will serve as a principal strategic spatial planning instrument, which guides and informs all planning, land management, development and spatial decision-making in a municipality. It is a component of an Integrated Development Plan (IDP) and aims to create a spatial interpretation of the strategies and projects already contained within the IDP. It should not be seen as a separate planning process, but only aims to assist in the prioritisation of resources towards implementing the IDP. The current SDF is depicted on the Map above.

### 4.4. NEED FOR SDF IN UMZUMBE

The proposed Umzumbe Municipality SDF is intended, in part, to comply with Section 26(e) of the Municipal Systems Act, Act No. 32 of 2000). The MSA requires a municipality to prepare and adopt an SDF as a component of its Integrated Development Plan (IDP). Most importantly, the municipality has initiated this process as a means to facilitate development of a spatial structure that promotes integrated development and an efficient delivery of services. The SDF will give direction to future planning and development within the municipality, and provide a framework for site or area specific land use management system (refer to the figure below).

Figure 1: IDP, SDF, SEA and LUMS Process



The Constitution of the Republic of South Africa confers major developmental responsibilities to municipalities to ensure that the quality of life for its citizens is improved. An SDF therefore, forms part of the systems and procedures at the disposal of the municipality to perform on its developmental mandate and facilitate removal of spatial remnants of the apartheid past. The main purpose of the SDF is to guide the form and location of future spatial development within a Municipal area. It is a legislative requirement and has a legal status. It provides an analysis of the spatial problems and provides strategies and programs to address the challenges. In summary, the SDF has the following benefits:

As the SDF is a legislative requirement it has legal status and it supersedes all other spatial plans that guide development at local government level.

The SDF will enable the municipality to manage its land resources effectively in a sustainable manner.

Through the SDF, the municipality is able to develop and implement appropriate strategies and projects to address spatial problems and to guide private and public sector investment.

The SDF completes the toolbox of the

Figure 1 indicates the link Land Use Scheme. As development principles municipality, while the representation of the and the Land Use development Environmental the link between the IDP, sustainability and spatial development.

In addition, the SDF (service delivery, LED, rigorous assessment of This should form the Strategic Environmental

#### BOX 1

- Develop Spatial vision & objectives;
- Develop conceptual scenario for envisaged spatial form;
- Develop more detailed spatial linkage plans for the core areas;
- Set out of objectives that reflect the desired spatial form of the municipality;
- Contain strategies, policies and plans which must-
  - Analyse opportunities & constraints;
  - Delineate agricultural land that has high potential;
  - Indicate desired patterns of land use within the municipality;

strategic spatial planning municipality.

between the IDP, SDF, SEA and such, the IDP outlines the and priorities of the SDF provides the spatial municipal development vision Scheme sets specific parameters. The Strategic Assessment (SEA) process forms SDF and scheme by providing environmental guidelines for

should align with all sector plans etc) and be informed by a the state of the environment. basis for the preparation of a Assessment.

### 4.5. Aims and Objectives

The primary aim of this project is to develop a Spatial Development Framework for Umzumbe Municipality, which will address spatial, environmental, institutional, socio-economic and economic issues confronting Umzumbe as a municipality. Its objectives are as follows:

To give effect to the vision, goals and objectives of the municipal IDP, Spatial Planning and Land Use Management Bill, DFA, NSDP and the most recent NDP and Provincial Spatial Framework developed by the Planning Commission.

To engage the interested and affected parties in a strategic planning process taking into account their views, concerns and interests.

To promote inter-governmental relations by ensuring that all relevant stakeholders are consulted and participate actively in the planning process.

To provide for the spatial transformation of the municipal area.

To provide for sustainable development in line with the norms and standards for environmental management.

To facilitate the development of an efficient and effective spatial structure.

To develop a framework for public and private sector investment.

In addition, the SDF is required:

To comply with the requirements of the MSA and the Municipal Planning and Performance Management Regulations, 2001.

To complete the toolbox for effective spatial planning and land use management. This includes the generation of GIS data that would enable the municipality to promote environmentally sustainable and harmonious development.

The SDF will be prepared in accordance with the guidelines as introduced by DRDLR. The key components are indicated in Box 1.

#### **4.6. Scope of the Study**

The scope of the project is understood to include the preparation of a detailed yet strategic SDF for Umzumbe Municipality as a means to give effect to the legislated mandate and municipal development strategy as outlined in the IDP. This includes completion of the following main activities:

Stakeholder mobilization and consultation in line with the communication and public participation procedures of the municipality. The mobilisation of stakeholders should be in support of a common vision for the future spatial setting of Umzumbe Municipality.

Review of government policies with a particular focus on the implications for Umzumbe Municipality. This will include the alignment of spatial development programmes with the district, provincial and national spatial planning policies and directives.

Identification and analysis of the external development trends and patterns that impacts on land use and settlement pattern in Umzumbe. This may include regional access and movement patterns, nature conservation initiative, catchment management, etc.

Strategies that could influence the settlement pattern that would result in the effective delivery of services and infrastructure.

The integration of environmental management practices and systems into the municipal spatial planning and development toolbox. This will be achieved through the development of the Strategic Environmental Assessment. The SEA entails the identification of the social, economic and biophysical resources that should be maintained and enhanced, as well as the trends, institutions, legislation and other factors that influence the maintenance and enhancement of these resources.

The development of frameworks for the preparation of area based plans and the introduction of area/site specific and a wall-to-wall land use scheme.

The preparation of a SDF in accordance with the national guidelines and legal requirements.

#### **4.7. STATUS QOU (SPATIAL DEVELOPMENT FRAMEWORK)**

Introduction The Spatial Development Framework (SDF) provides the locational guidelines for desired land use and development. It is intended to provide the spatial parameters for implementation of the development strategies and projects. The SDF should assist the Municipality with short and long term decisions with regard to the location of various development interventions. It is therefore a framework for future investment and is intended to direct national, provincial and local government investment towards disadvantaged areas. It should promote a spatial form that promotes efficiency and sustainability, redresses historical imbalances, and generates investor confidence.

Through providing the spatial parameters for future development, the SDF will provide a very important tool for decision-makers and officials within local government and provide residents and other stakeholders within the sub-region with a sense of where development is likely to occur, and how they will be affected.

#### **4.8. kEy informants**

The 2008/2009 Ugu District IDP; The Umzumbe 2008/2009 IDP

The existing pattern of development based on the current SDF and baseline GIS data;

The development goals, objectives and strategies discussed under items 4,5 and 6 in this report;

The Turton Township Establishment Project,

The Umzumbe LED Plan

The draft Umzumbe Infrastructure Investment Plan



**4.9. The following environmental issues have been sourced from a number of previous studies that have been commissioned at District and local levels:**

Soil erosion associated with roads, pathways and quarries;  
Proliferation of alien invasive plants, particularly in watercourses, wetlands and forests;  
Loss of indigenous vegetation due to poor farming practices,  
Alien plant invasion, poor catchment management and harvesting for firewood;  
Wetland degradation through development within drainage lines, wetlands and on stream banks;  
Pollution of water resources through inadequate waste and sanitation management

**4.10. Whilst the above provide the base information and analytical framework for the SDF, there IS a number of key spatial development principles contained in National Government policy as reflected in the Development Facilitation Act of 1995 that needs to be adhered to:**

- Integrated and liveable settlements
- Compact towns that mitigate against urban sprawl
- Optimal use of existing infrastructure and services
- Equal consideration of formal and informal settlements
- The 2009 SDF Review builds up on the current SDF and is also informed by interaction with the Planning municipal officials. Key spatial issues have been obtained from the 2008/2009 IDP.

**4.11. Suggested Principles & Approaches for the SDF 2009 Review**

The following outlines basic physical / spatial development principles and approaches envisaged to guide the future development of Umzumbe.



Integrated Development, i.e. basing development on the notions of integration both in terms of various scales of planning, integrating various development sectors and integrating the various development components

Efficient Development, i.e. promoting development efficiency in terms of location, accessibility, density, integration, uniqueness etc.

- Sustainable Development, i.e. promoting the establishment of sustainable development both in terms of environmental considerations as well as with regards to economic, social and institutional sustainability.
- Development as continuous process, i.e. accepting that development takes the form of a continuous process of a series of actions and reactions, created during this process, new realities which cannot always be accurately predicted. Appropriate planning therefore needs to concentrate rather on structuring the envisaged development than fixing individual land uses.
- Framework planning, i.e. guiding development through an on-going process, establishing a development structure and direction rather than a fixed end product, including providing guidance for the performance of the development components rather than prescribing their form and contents.
- Establishment of Structure, i.e. creating the backbone of development around which activities and land uses will change over time.
- Focus on movement, i.e. acknowledging that the movement system represents one of the most obvious structuring elements, providing different levels of accessibility, providing internal and external linkage and integration and guiding the location of facilities, activities and densities.
- Establishment of service nodes, i.e. locating and associating a hierarchy of activities and land uses to the relevant hierarchy of interceptor points and creating a hierarchy of threshold levels by concentrating a variety of amenities and activities at such points.
- Settlement structure, i.e. creating a hierarchy of settlement areas in terms of density, level of service provision, type of development etc informed by both the settlement structure and topographic, geotechnical, environmental etc considerations.
- Secure land tenure, i.e. facilitating the improved economic development and investment as well as appropriate institutional integration of traditional settlement areas.
- Local economic development, i.e. structuring the future development by increasing local threshold levels, is providing greater levels of development certainty, identifying unique needs and opportunities and providing a realistic implementation process.
- Protection and integration of environmental resources, i.e. creating improved living conditions and creating unique settlement areas by identifying the local environmental resources, establishing systems for their appropriate protection, rehabilitation and management, as well as identifying means of integration of the natural into the built environment and of appropriate utilisation.

#### **4.12. PLANNING OBJECTIVES**

The following provides an outline of some of the major objectives for the planning and development of Umzumbe.

#### **4.13. ESTABLISHING STRUCTURE**

Of a land use structure provides guidance and certainty for future development and intentions as well as for the control and management of such development. As such it facilitates the appropriate location of land uses and physical and social services contributing to the appropriate utilization of the unique resources of the area and the adequate integration of the various development components. Such development structure would primarily be established on the basis of a hierarchy of levels of accessibility, and a resulting hierarchy of development / investment corridors and a hierarchy of activity nodes. A further significant structuring element consists of natural environment components such as river valleys, coastal environments, river mouths, lagoons etc and other significant environmental resources.

#### 4.14. FACILITATING INTEGRATION

Issues of integration at the district level relate primarily to aspects such as integration with the development of surrounding districts, the integration and appropriate linkage of local municipal development within the district, the integration and appropriate connection of major land use components, the integration of underdeveloped areas into the systems of higher development areas, the integration of natural environments with urban developments etc.

Integration allows for the creation of a richer and more varied development environment providing greater development options.

#### 4.15. CREATING GENERATIVE SYSTEMS

The land use structure established should be able to guide the generation of activity in appropriate locations and for adequate spatial capacity to provide accommodation for the expected generation of increased thresholds. The concentration of appropriate development in adequately located development nodes and corridors will enable the provision of a range of amenities and facilities and the consequent creation of increased levels of thresholds for local economic development. Appropriate initial impetus should be created for the establishment of generative and on-going development process.

#### 4.16. SEEKING COMPLEXITY IN SYSTEMS

The creation of complexity, as opposed to promoting monotonous single use development, creates greater variety and attractively, encourages the shared use of scarce resource and opportunities and enables the development of greater threshold levels for local economic development.

#### 4.17. PROMOTING INCREMENTALISM

Development does not consist of a single event but of a process of action, reaction and renewed action. Development planning needs to be appropriately accommodate such natural development progression. It needs to ensure that the appropriate strategic initial development steps are taken and that planning is adequately visionary to provide guidance for the future continued development without being too prescriptive.

#### 4.18. UNIQUE SPACES AND PLACES

Appropriate development planning, both at the local and the district level of planning, needs to respond appropriately to the context and uniqueness of places and areas. It is this input which provides the appropriate structuring elements of the development, the appropriate usage and development of areas, while building on the uniqueness of areas and while creating unique and appropriate development.

#### 4.19. PLANNING & DEVELOPMENT STRATEGIES

Based on the principles and objectives outlined the following establishes strategies intended to guide the planning and development of Umzumbe.

##### • CENTRE STRATEGY

Following an outline of service centre strategy which has been developed within the provincial context and which is appropriate to the establishment of district and local municipality SDF.

**DISTRICT CENTRE**, i.e. the municipal and administrative centre of the district, providing services to the entire district, depending on the location of the centre providing also a high level of economic development, being easily accessible from all areas of the district.

**PRIMARY CENTRE**, i.e. the centres of the local municipalities within the district, serving generally a radius of 25 km, providing most services and activities required at the local municipality level, being appropriately located to be easily accessed by the majority of the residents of the municipality, appropriate public transport providing accessibility for weekly and monthly requirements.

**SECONDARY CENTRE**, i.e. nodal development serving several local communities with above-local level facilities, amenities and activities, serving generally a radius of approximately 10km providing services

required on a weekly to monthly basis, depending on the conditions of a local municipality, the municipality would accommodate two to four such nodes.

**TERTIARY CENTRE**, i.e. strictly local community centre providing for the basic needs of a community in terms of education, health, recreation, civic and economic activities, depending on local conditions serving an area of 2 – 5 km radius, potentially accessed by the residents of the community on daily basis. It should be noted that local conditions may require a variation of the above structure and that higher order centres will at the same time provide the services and amenities of the relevant lower order centres.

#### **CLUSTER STRATEGY**

Sprawling and dispersed settlement is a commonly acknowledged characteristic of many areas of the provincial landscape. The required provision of improved levels of services, the better management and protection of the natural resources of the area, the more efficient usage of the natural resources etc suggest a growth strategy which provides for guided and structured growth while accepting the present dispersed development.

#### **4.20. This suggests inter alia the following approaches:**

- Emphasis on a hierarchy of nodal developments,
- Structuring settlement growth primarily around development nodes and identified development corridors,
- Provision of improved services, facilities and promotion of increased levels of local economic activity in nodes and identified corridors,
- Promotion of increased levels of agricultural activity in areas outside the identified corridors and nodes, structured on appropriate community base and informed by specific local opportunities,
- Actively limiting settlement growth in areas of agricultural opportunity and in identified environmental resource areas,
- Identifying appropriate limits for urban growth and sprawl,
- Establishing appropriate land use and management controls.

#### **4.21. INVESTMENT FRAMEWORK STRATEGY**

##### **ACCESS ROUTES AS INVESTMENT LINES**

A primary strategy is that of developing a district and local municipality structure.

The notion of structure aims at establishing a clear framework which facilitates access, (access here refers not just too physical access but also access to a range of social and economic opportunities), and which creates a framework to direct public and private investment. One of the main challenges in this regard is working within a context of scattered settlement. The concept in terms of creating structure is based on working with the resource base, existing settlement pattern and within a developing lattice or network of opportunity.

A key informant here is the existing network of roads and access ways as the foundation of the framework. Access opportunities come however in different levels of importance informing therefore the type of development and activity potentially to be associated with the access route. At both the local and district levels it is important to ensure on the one hand that such access opportunities are linked to each other across local municipality boundaries, that the SDFs extend beyond the mere identification of existing access routes and identify potential future strategic linkage opportunities, while on the other hand ensuring that such potential additional access and linkage contributes to the reconstruction and integration of peripheral and underdeveloped areas.

##### **INVESTMENT CENTRES BASED ON LOCAL OPPORTUNITY**

Extending the concept of an investment framework further, the next stage is based on establishing points within the system where investment should be made. The strategy suggests that where particular



investment lines meet or in places of an established presence, these would become the ideal locations to serve as investment centres. Based on the position of particular settlements and the different levels of investment lines, certain points within the system would serve as higher order investment centres while others would serve a more local function.

While initially serving as investment centres primarily for public sector investment, renewed investment is likely to spark processes of private sector investment over time. Together the investment lines and investment centres provide the basic investment framework and structure for future development. (See Investment Framework in terms of the proposed Investment Lines, Points and Investment areas)

#### **NATURAL RESOURCES AS PRIMARY ASSET**

A fundamental starting point for the spatial framework should be acknowledging, protecting and enhancing the inherent qualities of the landscape. Here the concern rests in managing the natural environment as a prime asset and resource base for the municipality. Environmental sustainability, restoration and rehabilitation as a means to create an appropriate platform for rural development and in its own right as a meaningful part of development forms part of the approach.

#### **4.22. Some of the more important development aspects depending on maintaining and improving the natural environment of Umzumbe include:**

Creating good living environments, i.e. taking clues from the existing natural environment, its topography, land form etc and promoting the creation of unique developments in harmony with and integrating the natural environment,

Promoting the establishment of sustainable agricultural activities, i.e. establishing appropriate and suitable agricultural activities, ensuring adherence to sound and sustainable usage of the environment,

Promoting the establishment of a range of tourism and recreational development, i.e. ensuring that the unique natural environment as one of the major assets of Umzumbe is appropriately maintained, rehabilitated and managed to further the development intentions

#### **4.23. ESTABLISHING A MANAGEMENT FRAMEWORK**

Having established an investment framework, and being informed by the natural resource base, it is possible to identify an overall management framework to guide future development.

Such guidance will include the identification of primary land use zones including environmental conservation zones, agricultural zones, areas for residential settlement etc.

#### **4.24. IDP OVERALL DEVELOPMENT VISION**

The future development of Umzumbe should contribute to furthering the human potential of its residents.

It should maximise the physical and economic potential of the area, while retaining and further developing the uniqueness of Umzumbe. Providing a safe and secure environment for residents, visitors and investors, the development should be based on sound and democratic local institutions and realistic financing.

#### **4.25. SDF OVERALL DEVELOPMENT VISION**

The Umzumbe Spatial Development Framework identifies the unique resources of the study area and establishes a guiding framework for the future development of the area appropriately integrating physical / spatial, social, economic, institutional and environmental issues into a plan which creates improved living conditions for the local communities within the unique context and opportunities of the area.

#### **4.26. OVERVIEW OF KEY SPATIAL ISSUES**

Primary and secondary data sources that have been consulted highlight the following key issues:

Dispersed low-density settlement pattern, making the provision of physical and social infrastructure (roads, water, electricity, clinics, schools, and police stations), and the costs of installing, maintaining and operating infrastructure very high.

Steep river valleys and hilly terrain, which create obstacles to accessibility, and limits the extent of agricultural production. Weak road and communication linkages exacerbated by hilly topography, with few tarred surfaces and few bridges across rivers. In particular, north-south linkages are very poorly developed within and beyond the sub-region.

Limited farming practices in traditional areas that do not make optimal productive use of the agricultural potential of the area. Subsistence farming in the sub-region is beset by numerous problems: lack of water, destruction of crops by livestock, and inability to afford necessary farming inputs, services and infrastructure. Thus arable land is often left unutilized or underutilized, because the returns of subsistence farming are so minimal.

Limited economic activity in traditional areas, resulting in income leakage outside these areas, exacerbated by a lack of business support services (training, banking, advice, etc.).

There are no tourism infrastructure and services beyond the coastal corridor despite a diverse range of attractions within the rural hinterland.

Overgrazing, fire, illegal sand winning operations and encroaching settlement have begun to cause environmental degradation, although not irreparable damage. Given these issues, a key goal of the Umzumbe IDP is to provide an efficient and effective spatial framework that enables the optimal use of resources and delivery of services. Whilst it is intended to provide the spatial parameters for development in this IDP period, it is intended to guide development in the long term.

#### **4.27. Spatial Elements**

The Spatial elements in this plan are intended to be the building blocks around which the SDF is constructed. These are structuring elements that reflect the spatial concept for the area, with more specific land use proposals made to enable detailed decision making. The SDF is intended to be the framework for a detailed landuse management system, effectively a development control mechanism whereby the Municipality should administer the land.

#### **4.28. Proposed / Future administrative clusters**

The Umzumbe Municipal area is very large measuring some 1 260 square km's, is intersected by two major rivers (the Umzimkhulu River to the south, and the Umzumbe River further north), and is characterized by broken topography. It therefore includes pockets of land secluded from the rest of the study area, perpetuating communities' feeling of isolation and lack of access to services.

In order to address these issues, it is proposed that a basic area-based management system (ABMS) be implemented. An ABMS is intended to facilitate decentralised local governance through the delineation of ward clusters within the area, each containing one central service node that accommodates local government functions. These functions include information sharing and dissemination, training, enabling payment of services and other forms of governance. The ABMS is intended to achieve a network of service "hubs", with strong linkages in between, facilitating information sharing and service delivery.

Boundaries are based upon the existing wards; the 19 wards are grouped into 4 clusters, based upon topography, accessibility and existing infrastructure. The clusters were used as a basis for participation during the analysis phase, and were therefore implicitly agreed to as a logical grouping in terms of the above criteria. These groupings were later agreed to during the participation processes for this strategy phase. What should be considered, however, and was raised as an issue during consultation, is the relation of Tribal

boundaries to the ward clusters. Perhaps the biggest discrepancy is the tribal area to the northwest of the study area (see Figure 1) which overshoots the actual Municipal boundary by about 5 km's. Whilst the ward boundaries form the logical basis for the ABMS (given ward representation on the Umzumbe Council), the underlying tribal boundaries need to be considered in its administration by the Municipality.

The composition of each ward cluster is indicated in Table 1 below and illustrated graphically in Figure 1: Proposed Ward Clusters

Table 1: Ward clusters

Cluster number	Wards	No of wards	Area Sq km	Population (households)	Predominant land use	Existing centers
A	Initially 8, 10,16, 17,18, 19	6	263	43 900 (8 380)	Agriculture – commercial and Subsistence Forest plantations Coastal strip and settlements	Mtwalume Turton/Nyangwini Msinsini
B	5, 7, 12,13, 14	5	388	49 300 (7 980)	Degraded thicket and bushland Commercial and subsistence Agriculture	Morrisons Post Sipofu St Patrick's Mission
C	1,2 3, 4,6	5	461	49 300 (9 250)	Agriculture – subsistence Thicket and bushland Degraded thicket and bushland Some commercial Agriculture Dense settlement along major routes	St Faiths Phungashe Ndwebu Deshula
D	9, 11, 15 (8 to be Included at a Later stage)	3	148	22 200 (3 100)	Thicket and bushland Commercial agriculture Forest Forest plantations	Umgayi Qoloqolo
Total		19	1260	164 700 (28 710)		

Sources: Calculated from Ugu District GIS, ESKOM Megasub study and Census 1996

The inclusion of Ward 8 in Cluster A is due to the one road that connects it with Wards 12 and 16. The combination of Ward 8 with 9, 11 and 15 into Cluster D would lead to a more equitable distribution of services and population. This is however not presently possible, given the lack of access between wards 8 and 9. It is proposed that the feasibility of constructing a route between these two wards be investigated in order to facilitate the inclusion of Ward 8 in Cluster D in future.

#### 4.29. Nodes

Activities are currently very dispersed in the area, with some concentration beginning to occur in some centers. Concentrated settlements are emerging along the R68 and include Assisi, KwaDweshula, St Faiths and Phungashe; whilst denser settlement can be observed near the coastal strip in the Turton/Nyangwini area. The SDF endeavors to encourage densification, on the one hand, yet also allow for future densification in remote areas inland. In order to optimize existing social and infrastructural services, the SDF proposed three types of nodes:

#### 4.30. Primary Service Centres

Major node within each ward cluster; intended to be a local authority service node from which higher order social, institutional and infrastructural services are available to the whole ward cluster.

#### 4.31. Local Service Centres (LSC's)

Localized services that provide concentration of permanent and mobile services and commercial activities

#### 4.32. Agricultural Service Centres (ASC's)

Localized services with particular emphasis on agricultural activity

**Table 2: Proposed nodes**

Type	Name	Ward Cluster	Existing Social services	No of households within 5km radius (% of total households in Ward Cluster)	Future interventions
Primary Service Centres	Turton	A	Schools Clinic	4150 (50%)	Decentralized Municipal Office with Community Hall Commercial Multi-purpose Centre with Taxi Rank High order service infrastructure: - reticulated water - waterborne sanitation - electricity - telephones - waste management Community Safety Centre, with Periodic Magistrate Pension pay point and information shelter Worship, Cemetery (subject to Geotech conditions) Community Health Centre Multi-media Centre and Library Sports Complex
	Morrisons Post	B	Schools	1 700 (21%)	
	St Faiths	C	Schools	1 850	

			Clinic Police Station	(20%)	
	Umgayi	D	Schools Clinic Tribal court	870 (28%)	
Local Service Centres		A	Tribal Court Clinics Schools	1 330 (16 %)	Periodic LA services in Community Hall with Information dissemination point (Tribal Court) Basic service infrastructure Satellite Police Station Pension pay point Worship Sports field Small commercial facility with Taxi Stop Periodic Market with Social welfare services Day Clinic
	Sipofu	B	Schools Tribal Court	1 750 (22 %)	
		B	Police Station Clinic Schools Tribal Court	930 (12 %)	
	Phungashe	C	Tribal Court Clinic Schools	1 930 (21 %)	
Agricultural Service Centres	Msinsini	A	Police Station 3 Clinics Schools	1 170 (14 %)	Land Affairs information point Basic service infrastructure Agricultural Extension Office Pension pay point Worship Sports field Periodic Market with mobile welfare and social services near Taxi Stop Agricultural Demonstration plots Agricultural training programme with assistance to cooperatives Day Clinic Police Charge Office
		C	Clinic  School	1 760 (19 %)	
		C	Clinic  Schools	1 750 (19 %)	
		D	2 Clinics  Schools	1 620 (52 %)	

## **ACTIVITY ROUTES**

The roads that presently run throughout the Umzumbe Municipality present opportunities for creating the communication and access networks necessary to permeate the area. Along these routes services are provided and public transport operates, whilst many of these routes provide gathering places for those attracted to the activities along them. Existing high order routes could potentially evolve into movement corridors in the first instance, with high order activity developing along them over time. The R102/P03 provides the main north-south link and compliments the high-speed N2, with the following routes providing important east-west linkages: R68, R75 and the R286.

There are five types of activity routes proposed, varying in accordance to the level of activity encouraged along them as well as their primary function:

## **SPINES**

High order routes that require a high level of maintenance and carry through traffic. They accommodate emergency services, public transport and inter-Municipal traffic. These are the routes that integrated Umzumbe with its surroundings.

## **CORRIDORS**

Local corridors have a high intensity of activity along them, and are combined with nodes to provide the thresholds of activity to sustain economic and social development. They cannot be long, due to the fact that a high order of activity cannot be sustained over too long a distance in sparsely populated areas.

## Chapter 5 SECTOR PLANS AND CO-ORDINATION

### 5.1. Sector Plans

The purpose of this section is to outline the status of sector plans in support of Umzumbe Municipality to achieve its development goals as stated in the Integrated Development Plan. The government wide commitment to support the development objectives of municipalities has been evident in the distribution of its programs and budget. The table below shows status of sector plans in the municipal IDP.

Sector Plan	Umzumbe	Adoption/ Review date	Progress	Responsible Departments
<b>SPATIAL DEVELOPMENT ANALYSIS AND RATIONALE</b>				
	YES/NO			
Spatial Development Framework	Yes	29 May 2009	Do not have an updated one in place. However a service provider has been appointed by CoGTA to assist the municipality with drafting of the SDF.	Planning Department
Disaster Management Plan	Yes	January 2009	Available Council approved document. Currently, the plan is under review and is to be adopted in June 2011	Social and Economic Department
Organizational Performance Management Plan (OPMS) and Service Delivery and Budget Implementation Plan (SDBIP)	Yes		In place however Provincial PMS Unit has introduced a new OPM/Annual Report template for purposes of standardising the PMS in the Province	Development Planning Department
Integrated Transport Plan	No		Will benefit from the district wide plan compiled by Siyazithula Consultants on behalf of Ugu and local municipalities.	Planning Department
<b>SERVICE DELIVERY AND INFRASTRUCTURE PLANNING</b>				
Housing Sector Plan	Yes		The plan is currently under review. The Housing Chapter is a summarized version of the Housing Sector Plan and focuses on certain key areas for the purpose of the IDP. For more detailed information	Technical Services Department



			reference should be made to the Housing Sector Plan.	
Integrated Waste Management Plan	Yes	Not adopted yet	The municipality developed its IWMP which identified all areas generating waste within the municipality and identified strategies for waste management in the municipality.	Technical Services
Environmental Management Plan	No	N/A	Do not have a detailed analysis of the natural environment and its elements including priorities and risk aspects. However there projects identified to address some of the environmental issues in the municipality.	Technical Services
Energy and Electricity Plan	N/A	N/A/	Dependant on Eskom but have budgeted for compilation of the said plan for the municipality in the next financial year	Technical Services
Infrastructure Investment Plan	Yes	Reviewed 2010	The plan looks at the status of basic service delivery issues in Umzumbe Municipality	Technical Services
<b>LOCAL ECONOMIC DEVELOPMENT</b>				
Local Economic Development	Yes	December 2011	The LED strategy is in place as the LED programmes are informed by this strategy. It is aligned with the national, provincial and district objectives and management structures are in place.	Social and Economic Department
<b>INSTITUTIONAL ARRANGEMENT</b>				
Work Skills Plan	Yes	Reviewed	WSP is available and contains training needs of the employees and Councillors , budget for training needs etc.	Corporate Services Department

## **Chapter 6 PROGRAMMES AND PROJECTS**

### **6.1. IDP IMPLEMENTATION**

#### **6.1.1. The Implementation Plan**

Umzumbe's implementation plan (both 5 year and annual) is the linkage of projects to budget allocations and the year of implementation. The detail planning of most of the projects will commence during the 2012/2013 financial year.

The timing of the projects could change due to availability of human and non-human resources. Financial resources other than own municipal sources could also have an effect on when a project will be implemented, depending on when these resources will be released. The implementation plan is the primary management guide to implement the IDP.

All projects planned for implementation in year one have budgeted amounts. The Capital budget was prepared on the basis of the prioritised projects that emanated from the IDP process. Below are copies of the budget as well as programmes and projects.

### **6.2. BUDGET**

Please see attached annexure G

## 6.3. PROGRAMMES AND PROJECTS

Project ID	Programmes/ Project	Wards	Sources of funding	Year 2012/2013	Year 2013/2014	Year 2014/2015	Year 2015/2016	Year 2016/2017
<b>Good Governance and Public Participation</b>								
	<b>Youth Development Programmes</b>			1, 250 000,00	1,375 000,00	1, 512 500,00	1, 663 750,00	1, 830 125,00
	*Skills Development 1. Drivers License 1 per ward in all wards 2. Learner ships (NQF Level 5)	1-19	Umzumbe LM					
	*Education 1.Career Exhibition  2.Registration Fees Assistance  3. Construction of the University within Umzumbe	1-19  1-19  Cluster A	Umzumbe LM  Umzumbe LM  Department of Education					
	*Youth Economic Transformation  1. Youth In Business Indaba  2. Formation of Youth In Business database  3. 04 Cooperatives	  1-19  1-19  1-19	  Umzumbe LM  Umzumbe LM  DEDT					
	*Social Wellbeing e.g. Health, Community Safety. 1. Exams Prayer 2.Mandela Day 3. HIV&AIDS 16 days of activism 4. Crime, Substance and Drugs awareness campaign 5.Teenage Pregnancy Awareness Campaign 6. Youth Day Commemoration	 1-19 1-19 1-19 1-19 1-19 1-19	Department of Education Umzumbe LM Department of Education, Department of Health SAPS, Department of Health Department of Health All Stakeholders					
	*Social Mobilization, Lobby & Advocacy							

	1. Youth Council Meetings	1-19	Umzumbe LM					
	2. Youth Summit	1-19	Umzumbe LM					
	3. Youth Special General Meetings	1-19	Umzumbe LM					
	4. Workshops	1-19	Umzumbe LM					
	*Youth Advisory Centre/ Office							
	1. YAC Kiosk	1-19	Umzumbe LM					
	2. Training of staff	Umzumbe LM	Umzumbe LM					
	*Sport Development	1. Sport Indaba  2. Beach Games  3. Winter Games  4. Mayoral Cup  5. Indoor Sport Centers 1 per Cluster	Sports and Recreation	400, 000,00	440, 000,00	484,000,00	532, 400,00	585,640,00
	*SALGA GAMES	SALGA Games logistics and Paraphernalia	Kwanaloga/Salga inter-district Vote	500, 000,00	450, 000,00	494,000,00	542, 400,00	595,640,00
	*External Bursaries:	Registration Fees	External Bursaries Vote	450,000,00	495, 000,00	544, 500,00	598, 950,00	658, 845,00
	Unemployed Graduates Recruitment of 10 Unemployed Graduates	1-19	Unemployed Graduates Vote	360, 000,00	396,000,00	435, 600,00	479, 160,00	527, 076,00
	*Filling of post in the organogram: Outreach Officer Career Guidance Advisor		As per the approved organogram Level 05					
	*New proposed post: Sport development practitioner As per the youth development		Level 06					

	summit resolutions in 2009/10 and 2010/11							
	<b>Speaker's Office</b>							
	Development of public participation framework			R50 000	53 000	56 180	59 550	63 123
	Capacity building programme for ward committees and payment of stipends			R1 750 000	1 855 000	196 630	208 427	220 932, 62
	Caucus Funding			76 000.00	83 600.00	91 960.00	101 156.00	111 271.60
	<b>Corporate Services</b>							
	Information System		Umzumbe LM	R 392 200	R 415 732	R 440 675.92		
	Batho Pele Program		Umzumbe LM	Preparation of SDIP	Review SDIP.	Review SDIP.		
	Tools of trade		Umzumbe LM	R 196 100	R 207 866	R 220 337.96		
	<b>Municipal Manager's Office</b>							
	Batho Pele Programs		Umzumbe LM	200 000.00	220 000.00	240 000.00	260 000.00	280 000.00
	Risk Management		Umzumbe LM	In house	In house	In house	In house	In house
	Prevention of Fraud and corruption		Umzumbe LM	In house	In house	In house	In house	In house
	Presidential Hotline		Umzumbe LM	In house	In house	In house	In house	In house
	Office Space (Land acquisition)		Umzumbe LM	500 000.00	550 000.00	600 000.00	650 000.00	700 000.00
	Park homes		Umzumbe LM	500 000.00	550 000.00	605 000.00	665 500.00	732 050.00
	Renovations and face lift of the offices		Umzumbe LM	500 000.00	550 000.00	605 000.00	665 500.00	732 050.00
	Sports and recreation			70 000.00	77 000.00	84 700.00	93 170.00	102 487.00
	Annual Internal Audit Plan			Nil	Nil	Nil	Nil	Nil
	Internal Audit Charter			Nil	Nil	Nil	Nil	Nil
	Internal Audit reporting			Nil	Nil	Nil	Nil	Nil
	Sourcing of funds from government spheres			70 000.00	77 000.00	84 700.00	93 170.00	102 487.00
	<b>Special Programmes</b>			R2000	R2000	R3 500	R3 500	R4000
	<b>Disability Programmes</b>			R100 000	R100 000	R150 000	R150 000	R150 000
	Disability Forum Meeting							
	Disability Sport Day			R10 000	R10 000	R20 000	R20 000	R 30 000
	Carrier Day For Disabled Children			R2000	R2000	R3 000	R3 000	R 3000
	Disability Forum meeting			R50 000	R50 000	R 100 000	R 100 000	R 100 000
	Drama and Music show			R 100 000	R 100 000	R 150 000	R 150 000	R 150 000
	Disability Day (National Calendar)			R2000	R2000	R3 000	R 3 000	R 3000
	Disability Forum meeting			R 2000	R 2000	R 3000	R 3000	R 4000
	HIV/AIDS Awareness Campaign			R50 000	R50 000	R60 000	R60 000	R60 000

	to the Disabled							
	Life Skill training to the disabled			R3000	R3000	R3 500	R3 500	R3 500
	Disability Forum Meeting			N/A	N/A	N/A	N/A	N/A
	<b>Gender Programmes</b>			R20 000	R20 000	R20 000	R20 000	R20 000
	Ugu Men's Dialogue							
	Provincial Men's Dialogue			R20 000	R20 000	R20 000	R30 000	R30 000
	National Women's Day			R20 000	R20 000	R30 000	R30 000	R30 000
	Establishment of Young Women Forum			R10 000	R10 000	R10 000	R20 000	R20 000
	Women in Health Indaba			R30 000	R30 000	R30 000	R40 000	R50 000
	16 Days of Activism against women and child abuse			N/A	N/A	N/A	N/A	N/A
	Moral regeneration day			N/A	N/A	N/A	N/A	N/A
	International Women's Day			R50 000	R50 000	R60 000	R60 000	R60 000
	Widows Summit			R50 000	R50 000	R60 000	R60 000	R60 000
	Establishment of young men's forum			R100 000	R100 000	R150 000	R150 000	R150 000
	Umzumbe Men's Dialogue			N/A	N/A	N/A	N/A	N/A
	<b>Farm Workers</b>			R30 000	R30 000	R40 000	R40 000	R40 000
	Meeting with farmers Association/Farm Managers							
	Establishment of Umzumbe Forum for farm workers			R50 000	R50 000	R60 000	R60 000	R60 000
	Support capacity for building activities aimed at farm workers			N/A	N/A	N/A	N/A	N/A
	HIV/AIDS Campaign aimed at farm workers			R10 000	R10 000	R20 000	R20 000	R20 000
	Back to school campaign aimed in children living on farms			N/A	N/A	N/A	N/A	N/A
	Creating data base for children living on farms who are at school and out of school			N/A	N/A	N/A	N/A	N/A
	Carrier guidance in schools that are on farms			R10 000	R10 000	R20 000	R20 000	R20 000
	Taking services from government department to farm workers			R10 000	R10 000	R20 000	R20 000	R20 000
	<b>Right of Child Programme</b>			R10 000	R10 000	R20 000	R20 000	R20 000
	Mandela day: Programme of visiting orphanage or children's home to give them gifts and seeds and paint their homes							

	Take a boy child to work			R5000	R5000	R10 000	R10 000	R10 000
	Sanitary dignity campaign schools			R10 000	R10 000	R20 000	R20 000	R20 000
	Take a girl child to work			R3000	R3000	R4000	R4000	R4000
	Right of a child forum meeting			R100 000	R100 000	R150 000	R150 000	R150 000
	Reed Dance Plenary			R10 000	R10 000	R20 000	R20 000	R20 000
	One Child one garden			R15 000	R15 000	R20 000	R20 000	R20 000
	16 days of Activism Against women and children abuse			R100 000	R100 000	R150 000	R150 000	R150 000
	Christmas party for orphans and disabled children			R5000	R5000	R5000		
	Back to school campaign			R800 000	R800 000	R900 000	R900 000	R900 000
	Dress a Child			R15 000	R15 000	R20 000	R20 000	R20 000
	Launch of local advisory council for children			R20 000	R20 000	R30 000	R30 000	R30 000
	Moral regeneration in schools and ensuring of quality learning			R30 000	R30 000	R40 000	R40 000	R40 000
	<b>HIV/AIDS Programmes</b> Umzumbe local aids council			N/A	N/A	N/A	N/A	N/A
	UGu District Aids Council			R40 000	R40 000	R50 000	R50 000	R50 00
	Campaign against HIV/AIDS in school teenage pregnancy			R40 000	R40 000	R50 000	R50 000	R50 00
	Chronic diseases campaign			R30 000	R30 000	R40 000	R40 000	R40 000
	Training of home base care/care givers			R50 000	R50 000	R100 000	R100 000	R100 00
	Promotion on Establishment of home base care centres			R50 000	R50 000	R60 000	R60 000	R60 000
	Other events at District and Provincial			R10 000	R10 000	R20 000	R20 000	R20 000
	Care and Support workshops			R50 000	R50 000	R60 000	R60 000	R60 000
	One home one garden campaign (Sukuma Sakhe Programme)			R150 000	R150 000	R200 000	R200 000	R200 00
	Umzumbe HIV/AIDS Summit			N/A	N/A	N/A	N/A	N/A
	Back to school campaign			N/A	N/A	N/A	N/A	N/A
	Dress a Child			N/A	N/A	N/A	N/A	N/A
	Launch of local advisory council for children			R15 000	R15 000	R20 000	R20 000	R20 00
	Moral regeneration in schools and ensuring of quality learning			R30 000	R30 000	R40 000	R40 000	R40 000

	<b>Senior Citizens Programme</b> Intergeneration Dialogue			R50 000	R50 000	R100 000	R100 000	R100 00
	Senior Citizens Golden Games in Local Municipality			R100 000	R100 000	R150 000	R150 000	R150 000
	Wednesday Games			N/A	N/A	N/A	N/A	N/A
	District Golden Games			N/A	N/A	N/A	N/A	N/A
	Provincial Golden Games			R150 000	R150 000	R20 000	R20 000	R20 000
	Promotion Establishment of Luncheon clubs/Service Centres			R2000	R2000	R3 500	R3 500	R4000
	National Golden Games			R100 000	R100 000	R150 000	R150 000	R150 000
	Care and Support workshops			R10 000	R10 000	R20 000	R20 000	R 30 000
	One home one garden campaign(Sukuma Sakhe Programme)			R2000	R2000	R3 000	R3 000	R 3000
	Senior Citizens Summit			R50 000	R50 000	R 100 000	R 100 000	R 100 000
	<b>Disaster Management</b>							
	Manpower (1 Disaster Management Practitioners)							
	Trainings on Disaster Management			80 000	50 000	50 000	50 000	50 000
	Volunteer Program			200 000	230 000	250 000	270 000	300 000
	Equipment for Volunteers			80 000	80 000	85 000	85 000	90 000
	Uniform and Protective Clothing			70 000	75 000	80 000	85 000	90 000
	Events Marshaling			100 000	105 000	110 000	115 000	120 000
	Awareness Campaigns and Risk Assessments			180 000	200 000	220 000	230 000	250 000
	Advisory Forum Consultations			30 000	33 000	35 000	37 000	39 000
	Fire Fighting Shared Service			550 000	600 000	650 000	700 000	750 000
	4 Hydrants (per cluster)			400 000	250 000	300 000	350 000	400 000
	Incident Support			150 000	170 000	180 000	190 000	200 000
	Purchase Fire Extinguisher and maintenance			40 000	15 000	17 000	19 000	21 000
<b>Project ID</b>	<b>Programmes/ Project</b>	<b>Wards</b>	<b>Sources of funding</b>	<b>Year 2012/2013</b>	<b>Year 2013/2014</b>	<b>Year 2014/2015</b>	<b>Year 2015/2016</b>	<b>Year 2016/2017</b>



Institutional Development and Transformation								
	<b>Communications and Mayoral Support</b>					-	-	
	Development of a marketing strategy		Umzumbe LM	150 000	150 000			
	Implementation of a communication strategy		Umzumbe LM	100 000	126 000	132 300	138 915	145 861
	Review of a communication Policy & strategy		Umzumbe LM	100 000	150 000	200 000	220 000	242 000
	Printing of calendars, diaries and purchasing of Stationery		Umzumbe LM	150 000	157 500	165 375	173 644	182 326
	Procurement of new office equipment		Umzumbe LM	80 000	84 000	88 200	92 610	97 241
	Filling of Special Programmes Officer positions ( 2 approved Positions @level 5)		Umzumbe LM	333 132	349 789	367 278	385 642	404 924
	Training of staff on desktop publishing, events management and customer care		Umzumbe LM	135 000	141 750	148 838	156 279	164 093
	Printing & distribution of internal Publications		Umzumbe LM	320 000	336 000	352 800	370 440	388 962
	Training of ward committees		Umzumbe LM	1500 000	1575 000	1653 750	1736 438	1823 259
	Payment of ward committee stipends		Umzumbe LM	1140 000	1197 000	1256 850	1319 693	1385 677
	Development of a public participation framework		Umzumbe LM	50 000	-	55 000	60 500	66 550
	Official launch of a municipal website		Umzumbe LM	100 000	-	-	-	-
	External directional signage		Umzumbe LM	150 000	70 000	73 500	77 175	81 034
	Holding of media tours and media briefings		Umzumbe LM	120 000	126 000	132 300	138 915	145 861
	Co- ordination of mayoral radio slots		Umzumbe LM	350 000	367 500	385 875	405 169	425 428
	Planning and co-ordination of mayoral izimbizo, budget road shows, sod turnings and hand over events.		Umzumbe LM	1500 000	157 5000	165 3750	173 6438	1823259
	Community Initiatives Support		Umzumbe LM	700 000	735 000	771 750	810 338	850 854
	<b>Corporate Services</b>							

	Recruitment and Selection		Umzumbe LM	R 1 304 723.26	R 1 383 006.66	R 1 465 987.06		
	Training of staff and Councillors		Umzumbe LM	R 795 000	R 842 700	R 893 262		
	Development and Review of Policies		Umzumbe LM	R 371 000	R 392 260	R 415 795.60		
	Workmen's compensation		Umzumbe LM	R 265 000	R 280 900	R 297 754		
	Acquisition of Fleet		Umzumbe LM	R 1 378 000	R 1 460 680	R 1 548 320.80		
	Effective property management.		Umzumbe LM	R 159 000	R 168 540	R 178 652.40		
	Provision of efficient secretariat and auxiliary services		Umzumbe LM	R 190 800	R202 248	R 214 382.88		
<b>Financial Viability and Management</b>								
	<b>Financial Viability</b>							
	Preparation of Annual Budget		Umzumbe LM	0	0	0	0	0
	Preparation of Mid-term performance assessment and adjustment budget		Umzumbe LM	0	0	0	0	0
	Monthly Budget Statements in terms of section 71 of the MFMA produced timeously i.e. by no later than the 10 <sup>th</sup> working day of each month		Umzumbe LM	0	0	0	0	0
	Preparation of annual financial statements in GRAP Compliance		Umzumbe LM	280 000	280 000	280 000	280 000	280 000
	Provide financial inputs for preparation of the Annual Report		Umzumbe LM	0	0	0	0	0
	Report all Closing bank balances to Auditor-General, Provincial Treasury within 30 days after financial year in terms of the MFMA		Umzumbe LM	0	0	0	0	0
	Preparation of monthly cashbook, updated general ledger and reconciliations		Umzumbe LM	0	0	0	0	0
	Timeous payment of internal and external audit fees		Umzumbe LM	1 316 000.00	1 381 800.00	1 450 890.00	1 523 434.50	1 599 606.23
	Timeous payment of service providers upon the receipt of		Umzumbe LM	0	0	0	0	0

	the invoice							
	Compliance with SARS directive on VAT issues.		Umzumbe LM	0	0	0	0	0
	Timeous authorised payment of salaries and delivery of salary advices.		Umzumbe LM	0	0	0	0	0
	Timeous payment of 3rd parties.		Umzumbe LM	0	0	0	0	0
	Reconciliation of Payday and Pastel accounting systems.		Umzumbe LM	0	0	0	0	0
	Timeous Issue of employees IRP5s.		Umzumbe LM	0	0	0	0	0
	Authorization of financial inputs to Pay Day.		Umzumbe LM	0	0	0	0	0
	Accurate rates billing and maintenance of valuation roll.		Umzumbe LM	1 500 000	200 000	200 000	2 000 000	200 000
	Updated GRAP compliant assets register corresponding to the general ledger		Umzumbe LM	370 000	370 000	370 000	370 000	370 000
	Surplus money invested and updated investment register		Umzumbe LM	0	0	0	0	0
	Orders are authorised after an authorised requisition form and three quotations requested		Umzumbe LM	0	0	0	0	0
	Timeous adjudication of Bid documents after evaluation		Umzumbe LM	0	0	0	0	0
	Reporting of bids above R100 000 to National and Provincial Treasury		Umzumbe LM	0	0	0	0	0
	Service providers taxation status is in order		Umzumbe LM	0	0	0	0	0
	Assist in addressing internal and external audit queries		Umzumbe LM	0	0	0	0	0
	Budget road shows, advertising of budgets and supplementary valuation rolls		Umzumbe LM	0	0	0	0	0
	Local suppliers used		Umzumbe LM	0	0	0	0	0
	Public perception through Batho Pele principles		Umzumbe LM					
<b>Project ID</b>	<b>Programmes/ Project</b>	<b>Wards</b>	<b>Sources of funding</b>	<b>Year 2012/2013</b>	<b>Year 2013/2014</b>	<b>Year 2014/2015</b>	<b>Year 2015/2016</b>	<b>Year 2016/2017</b>
<b>Spatial Planning and Environmental Management</b>								
	<b>Development Planning</b>							

	Revitalisation of small towns	19, 3	Umzumbe LM	500 000	0	0	0	0
<b>Basic Services Delivery and Infrastructure Development</b>								
	<b>Housing</b>							<b>Project Estimated Years</b>
	Cluster A Rural Housing Project with anticipated number of 200 units	10, 16, 17, 18, 19						2014/2015 - 2015/2016- 2016/2017
	Cluster B Rural Housing Project with anticipated number of 200 units	5, 7, 13, 14, 12						2014/2015- 2015/2016- 2016/2017
	Cluster C Rural Housing Project with anticipated number of 200 units	1,2,3,4, 6						2015/2016- 2016/2017
	Cluster D Rural Housing Project with anticipated number of 500 units	11, 15, 8, 9						2016/2017
	Assisi Children Shelter with anticipated number of 60 units	5						2013/2014
	<b>Technical Services</b>			<b>R36,354,392.00</b>	<b>R38,644,719.00</b>	<b>R41,079,336.00</b>	<b>R43,667,334.00</b>	<b>R36,354,392.00</b>
	Staff Training on EPWP, Project management , Contract administration, financial management, file administration, typing skills,							
	Compliance with MFMA and contribution towards clean audit							
	<b>CLUSTER A</b> Ward 10 (Thamizulu, Khoza - Phase 2 and Emthini owomile access roads) Electrification, Community hall construction, Bridge construction	10						
	Ward 16 (Ndunge, Isivivane, Gospel, Msabala, Emanandini and Mhlanga access roads) Electrification, Community hall construction, Bridge construction	16						
	Ward 17 (Malinga, Mashazini and Mfazazane access roads)	17						

	Electrification, Community hall construction, Bridge construction							
	Ward18 (Mfule, Mlotshwa, Mkhize and Mashembeni access road) Electrification, Community hall construction, Bridge construction Electrification, Community hall construction, Bridge construction, Mpelazwe Road	18						
	Ward 19 (Mpisane, Dembese, Nazareth, Sgananda and Bhunwini access roads) Electrification, Community hall construction, Bridge construction	19						
	<b>CLUSTER B</b> Ward 5 ( completion of manoka access roads phase two, completion of ntengale access road phase two) Electrification, Community hall construction, Gwala Gwala Bridge construction Electrification, Community hall construction, pikitwane pedestrian bridge construction	5						
	Ward 7 (Joyisa, Ncapheni, Msontini access roads) Electrification, Community hall construction, Bridge construction	7						
	Ward 12 (Mfomfo, Spofu, Sangqu and Vukani access roads) Electrification, Community hall construction, Bridge construction	12						
	Ward 13 (Khokhoba , Esihlabeni, Khulu access roads) Electrification, Community hall	13						

	construction, Bridge construction							
	Ward 14 (Malukhakhe, Zakhe, Mhlangeni access road, Mtumaseli Bridge Mhlangeni access road and Mashembeni access road) Electrification, Community hall construction, Bridge construction	14						
	<b><u>CLUSTER C</u></b> Ward 1 (Nkomba, Mqangqala, Madundube, Khanyile access roads) Electrification, Community hall construction, Bridge construction Electrification, Community hall construction, Bridge construction	1						
	Ward 2 (Makhowana, Ngcengesi -phase 2 and Ndilinde- Phase 2 access roads)	2						
	Ward 3 (Sosibo, Isigubho, Mfeni and Depho access roads) Electrification, Community hall construction, Bridge construction	3						
	Ward 4 (Enduneni, Fodo and Roman access roads) Electrification, Community hall construction, Bridge construction	4						
	Ward 6 (Ncazolo, Vethe, Mshizela and Umuzilanyoni access roads) Electrification, Community hall construction, Bridge construction	6						
	<b><u>CLUSTER D</u></b> Ward 8 (Esivivaneni, Sdakeni Link, Ntashana access road, Upper Mtwalume Bridge and	8						

	Mswazi access Road) Electrification, Community hall construction, Bridge construction Electrification, Bhatata Community hall construction, Bridge construction							
	Ward 9 (Mbeyane, Dulwini and Masenti access roads) Electrification, Community hall construction, Bridge construction	9						
	Ward 11 (Gumede, Mzimkhwane and Sgodiphola access roads) Electrification, Community hall construction, Bridge construction	11						
	Ward 15 (Zibonele, Othandweni, Lower Mtwalume Bridge, Mqokolweni and Siyakhula access roads) Electrification, Community hall construction, Bridge construction	15						
Project ID	Programmes/ Project	Wards	Sources of funding	Year 2012/2013	Year 2013/2014	Year 2014/2015	Year 2015/2016	Year 2016/2017
<b>Local Economic Development and Social Development</b>								
	<b>Local Economic Development</b>							
	LED Forum			200 000	250 000	300 000	350 000	400 000
	LED summit			0	500 000	0	600 000	0
	Ntelezi Msani construction			8 000 000	5 000 000	5 000 000	5 000 000	5 000 000
	Phepheni Market Stalls			500 000	0	0	0	0
	Poverty Alleviation			R450 000	R480 000	R500 000	R520 000	R550 000
	Burial Support			R450 000	R500 000	R550 000	R600 000	R650 000
	NGO			R300 000	R350 000	R400 000	R450 000	R500 000
	Free Basic Energy			R 2 500 000	R3 000 000	R3 200 000	R3 500 000	R3 700 000
	Social Awareness			R 200 000	R220 000	R240 000	R260 000	R280 000
	Management of Stakeholder's			R100 000	R150 000	R200 000	R250 000	R300 000

	Forum							
	Research and Development			R200 000	R220 000	R250 000	R280 000	R300 000
	Management of Community Facilities							
	Establishment of Protection Services and licensing centre							



## 6.4. Sector Departments Projects

### 6.4.1. Umngeni Water Projects

Project ID	Programmes/ Projects	Wards	Financial Year	Budget (Subject to review)
	Mhlabathsane Bulk Water SUPPLY scheme (Phase 1)	Ward 3		
			2012/2013	R60 000,000
			2013/2014	R45 000,000
			2014/2015	R14, 814,000
	South Coast Pipeline (Phase 2b)	Ward 19	2022/2023	R14 500,000
			2024/2025	R85 000,000
			20225/2026	R20 500,000

### 6.4.2. Department of health

Project ID	Programmes/ Projects	Wards	Financial Year	Budget (Subject to review)
	Building of a new clinic:	Nyavini Ward 8	2012/2013	B.M.W & D.O.H
		Esihoyini Ward 6	2012/2013	D.O.H
		Peakstore/Odeke ward 13/14	2013/2014	D.O.H
		Mabiya Ward 12	2015/2016	D.O.H
		KwaNguza Ward 2	2015/2016	D.O.H
		Cabane Ward 16	2018/2019	D.O.H
	Upgrading of Ndelu clinics-Staff Accommodation & ARV Unit	Ward	2012/2013	D.O.H
	Upgrading of Mabheloni clinic –ARV Unit	Ward 12	2012/2013	D.O.H
	Upgrading of Morrison Clinic –Staff Accommodation	Ward 13	2014/2015	D.O.H
	Upgrade of Ntibankulu clinic	Ward	2012/2013	D.O.H
	Establishment of EMRS (Ambulance Services Based at turton Community Health Centre)	Ward 19	(first quarter of) 2012/2013	D.O.H
	Establishment of High Volume Male Medical Circumcision (MMC) Centre at ex Nyangwini Clinic	Ward 10	(first quarter of ) 2012/201	D.O.H

### 6.4.3. Department of transport

Project ID	Programmes/ Projects	Wards	Financial Year	Budget (Subject to review)
	Guardrail repairs	KZ213	2012/2013	1 000 000
	Road Marking & Studs	KZ214	2012/2013	1 000 000
	Blacktop Patching	KZ213	2012/2013	1 928 000
	New Gravel Road	KZ213	2012/2013	1 378 126
	New Gravel Road	KZ213	2012/2013	1 378 126
	New Gravel Road	KZ211	2012/2013	1 000 000
	New Gravel Road	KZ211	2012/2013	0
	Causeway Construction	KZ212	2012/2013	1 199 667
	Causeway Construction	KZ211	2012/2013	1 199 667
	Blading	KZ213	2012/2013	1 500 000
	Drain clearing & Verge Maintenance	KZ213	2012/2013	450 000
	Drain clearing & Verge Maintenance	KZ213	2012/2013	450 000
	Drain clearing & Verge Maintenance	KZ213	2012/2013	750 000
	Patch Gravelling	KZ213	2012/2013	1 200 000
	Maintenance of information/guidance signs	KZ216	2012/2013	100 000
	Betterment & Regravelling	KZ213	2012/2013	17 023 500

## **Chapter 7 ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM**

### **7.1. Introduction**

In the local government context, a comprehensive and elaborate system of monitoring performance of municipalities has been developed. The system is designed to continuously monitor the performance of municipalities in fulfilling their developmental mandate. Central to the system is the development of key performance indicators as instruments to assess performance. The indicators help to translate complex socio-economic development challenges into quantifiable and measurable constructs. They are therefore crucial if a proper assessment of the impact of government in improving the quality of life of all is to be done.

### **7.2. Legal Framework**

The framework of Chapter 6 of the Municipal Systems Act requires municipalities to develop performance monitoring systems that are intended as strategic management tools to enable municipalities to:

Monitor their own performance in the implementation of IDPs.

Improve efficiency, effectiveness, quality and accountability in delivery of services.

Enable communities to hold municipalities accountable for the performance.

Performance management is aimed at ensuring that IDPs are monitored in order for municipalities to continuously improve their operations. In terms of Section 19 of the Municipal Systems Act, municipalities need to review their overall performance annually, a local Performance Management System must:

- Set appropriate performance indicators, including outcomes and impact, with regard to the municipality's development priorities and objectives set out in the IDP.
- Set measurable targets.
- Monitor performance.
- Measure and review performance at least once a year.
- Aim to improve performance.
- Establish a process of regular reporting.

### **7.3. National Key Performance Indicators**

The Municipal Systems Act provides for a national system of monitoring performance of municipalities. The following key performance indicators are required to comply with as prescribed in terms of Section 10 of the Local Government Municipal Planning and Performance Management Regulations, 2001:

The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal.

The percentage of households earning less than R 1100 per month with access to basic free services.

The percentage of a municipality's capital budget actually spent on the capital projects identified for a particular financial year in terms of the municipality's integrated development plan.

The number of jobs created through the municipality's local economic development initiatives including capital projects.

The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan. The percentage of a municipality's budget actually spent of implementing its workplace skills plan and financial viability with respect to debt coverage, outstanding debtors in relation to revenue and cost coverage.

The objective of institutionalizing a Performance Management System (PMS), beyond the fulfilling of legislative requirements, is to serve as a primary mechanism to monitor, review and improve the implementation of the municipality's IDP.

#### **7.4. Adoption of a Performance Management Framework**

In terms of the Municipal Systems Act (2000), the Municipal Council adopted performance management system framework. The last review was done in 2009/2010 financial year. The PMs Framework adheres to the legal requirements as summarized above. The framework for performance management of Umzumbe municipality describes how the process of performance planning, monitoring, measurement, review and reporting will happen. The said document has guided the municipality with the preparation and the implementation of an Institutional and Individual PMS.

The following activities were done:

Setting of key performance indicators based on the municipality's priority issues and objectives and incorporating general key performance indicators that are prescribed in ministerial regulations.

Setting targets.

Linking the organisational performance with employee performance. This was done with assistance of the ESP consulting which was appointed by Province (Department of Cooperative governance and Traditional Affairs) to help local municipalities. However, there is still a challenge pertaining to some performance indicators of the institution, as these cannot be really measured against the end result.

The quality and scope of the PMS has evolved with the recent introduction of further details through the MFMA's Service Delivery and Budget Implementation Plan. While the two documents have different levels of emphasis in different issues, with SDBIP focusing on financial details and PMS on non-financial aspects of service delivery, they are both tools used by local government to enable Monitoring, Reporting and Evaluation of its work.

In Umzumbe Municipality, SDBIP is developed annually and for ease of reference the municipality opted to develop a reporting template that seeks to put all the requirements in the SDBIP and Scorecards. The challenge however is to align these to Governments programmes of action as outlined in the IDP.

#### **7.5. Organisational Performance Management System**

OPMS is aimed at translating the municipality's vision, mission and IDP into clear measurable outcomes, indicators and performance levels that define success. These are supposed to be shared throughout the municipality and with the municipality's stakeholders.

It also ensures the implementation of plans and programmes and provides a tool for assessing, managing and improving the overall health and success of business processes and systems. To measure the development impact, ensure efficient utilisation of resources and promoting accountability amongst all municipal employees.

Umzumbe's OPMS allows for the Municipal Manager and Heads of Departments to sign performance contracts aligned to the organizational IDP which is monitored on quarterly basis to ensure that their targets are met. Performance Bonuses for Section 57 Managers are only paid once the Performance Annual Report has been approved and adopted by Council. The assessment is done in a form of an evaluation of performance of the Director.

## Chapter 8 Annexures

### Annexure A

#### Needs identified during ward committee meetings and priority needs raised during local area planning

Ward	Project	Funding	Area	Priority
1	Housing	None	All of ward 1	
1	Access Roads	None	All of ward 1	
1	Water	None	All of ward 1	
1	Electricity	None	All of ward 1	
1	Skills development centre	None	In an accessible place	
2	Water	None	All of ward 2	
2	Sanitation	None	All of ward 2	
2	Electricity	None	All of ward 2	
2	Housing	None	To the needy families	
2	Access roads	None	All of ward 2	
3	Road maintenance	None	All over the ward	
3	Water	None	All over the ward	
3	Sanitation	None	All over the ward	
3	Electricity	None	All over the ward	
3	Community hall	None	In an accessible area	
4	Access road maintenance	None	All over the ward	
4	Community garden fencing	None	In an accessible area	
4	Employment opportunities	None	For unemployed people in the ward	
4	Sports field	None	Upgrading of existing one	
4	Roads	None	All over the ward	
5	Library	None	In an accessible area	
5	Market for selling farming products	None	In an accessible area	
5	Sports Ground	None	In an accessible area	
5	Employment opportunities	None	To the unemployed	
5	Sports field	None	In an accessible area	
6	Roads	None	All over the ward	
6	Housing	None	Everyone	
6	Sanitation	None	Everyone	
6	Electricity	None	Everyone	
6	Community gardens	None		
7	Maintenance of access roads	None		
7	Housing	None	To poor families	
7	Electricity	None	All over the ward	
7	Water	None	All over the ward	
7	Sanitation	None	All over the ward	
8	Housing	None	All over the ward	
8	Water	None	All over the ward	
8	Electricity	None	All over the ward	
8	Clinic	None	In an accessible area	

8	Roads	None	All over the ward	
8	Community gardens	None	To the ones that need	
9	Electricity	None	All over the ward	
9	Water	None	All over the ward	
9	Sanitation	None	All over the ward	
9	Garden Fencing	None	To community gardens that exist	
9	Municipal ploughing tractor	None	All over the ward	
10	Housing	None	All over the ward	
10	Sanitation	None	All over the ward	
10	Maintenance of roads	None	All over the ward	
10	Employment opportunities	None	To the unemployed	
10	Housing	None	All over the ward	
10	Sanitation	None	All over the ward	
11	Access roads	None	1. UCC access road 2. Mzimkwani Access road 3. Gumede Access road	
11	Community hall	None	In an accessible area	
11	Housing	None	All over the ward	
11	Sanitation	None	All over the ward	
11	Sports ground	None	In an accessible area	
12	Electricity	None	All over the ward	
12	Community hall	None	In an accessible area	
12	Crèche	None	To the needy children	
12	Roads	None	All over the ward	
12	Housing	None	To poor families	
13	Housing	None	Poor families	
13	Roads	None	All over the ward	
13	Community hall	None	In an accessible area	
13	Crèche	None	To needy children	
13	High school	None	In an accessible are	
14	High School	None	Address problems in the existing one	
14	Electricity	None	All over the ward	
14	Creche	None	In an accessible area	
14	Maintenance of roads	None	All over the ward	
14	Skills development Centre	None	At the old municipal offices	
15	Water	None	All over the ward	
15	Crèche	None	In an accessible area	
15	Roads	None	All over the ward	
15	Housing	None	All over the ward	
15	Community hall	None	In an accessible area	
16	Housing	None	To poor families	
16	Electricity	None	All over the ward	
16	Water	None	All over the ward	
16	Maintenance of access roads	None	All over the ward	
16	Bridge	None	To cross river	
17	Roads	None	All over the ward	
17	Housing	None	All over the ward	
17	Sanitation	None	All over the ward	

17	Water	None	All over the ward	
17	Opening of MPCC	None	Open the one that is in the area	
18	Access roads	None	All over the ward	
18	Housing	None	To families that need	
18	Orphanage	None	Ward 18	
18	Sports Ground	None	Ward 18	
18	Sanitation	None	All over the ward	
19	Maintenance of access roads	None	All over the ward	
19	Up grading of FET college	None	Ward 19	
19	Off ramp	None	Ward 19	
19	Housing	None	All over the ward	
19	Sanitation	None	All over the ward	

## IDP road show issues

### Cluster A

#### IDP road show

#### Ward 10

- Thabizulu road, the mayor had told us that money is available for the road in 2009 but till this day nothing has been done
- The school that needs to be constructed in Mgangeni what is happening on that?
- Emthini Owomile there is no bridge that needs repairs and a road that is badly damaged and is unusable.
- We need to know if the burial support program is still done by the municipality because we had come to the municipality before to ask for the assistance in terms of burial support and we were told that it is not done anymore.
- Housing is still a problem because we have not received any government subsidies as yet and we need housing
- Sanitation there are some people who get and there those who do not get provision of sanitation.
- A letter was read during this session from people that live in the community called tin town, the letter stated that there was a big hole in the road that has been there from 2008, Mrs Mnyandu was called by the municipality saying that a TLB will be sent soon to fill up the hole. It is said to be approximately 500m wide. The letter was written on 8 November 2011.

#### Ward 16

- We compliment to ugu for the work done in the past few years. We have a problem with access to water, the water pipe has been connected to the rest of the residence but there is no water the water supply is at SbonguShozi School. We as a community only have access to water during school hours and when the school is closed we have to travel long distances.
- Malkhakhi river needs a bridge there to connect to the schools near by
- Sports ground was done there but not in a good state it is by Mnguni close to Rostenville

#### Ward 17



- We need a sports ground in Mfazazana
- We need the road from Boshongweni to Mqadi to madayana road to be constructed because that road is very bad
- There is a bridge in Makhoso road that needs to be constructed so that school kids and people can cross
- We need a bridge by Mdubeki to be maintained it was damaged by the rains that we have experienced.
- We need a road to be maintained that runs from Jackson to Emapoyiseni
- The road that runs from the fountain lake tavern to dark city is not road worthy for taxis and other people that travel on it
- The road from Malinga passing the power of faith to Emathulini needs to be fixed people are even threatening not to vote
- The road from Phahla to Mandlayana needs to be fixed
- Bhukulwandle School requested exhumation of graves to be moved from the school yard to the homes of the families they belong to.
- There is no hall in the area; I would like to know when the toilets will be built. We need humps on the road of Snokbonga and a bridge so children can cross over
- We need a road from the area of Manaka to Mbhoshongweni to be fixed and maintained
- We are still awaiting electricity and housing that was promised to us all these years ago

#### **Ward 18**

- A hall in the center of ward 18, there is a hall in KwaFica High school and in emgangezi these are not accessible to us.
- We are in need of a skills center for our youth
- An old age home for the elderly
- We also need a sports complex
- Nkanini roads are bad we need to priorities the fixing of the roads
- The road from Bangbizo to love life is in a bad state it needs to be done
- We need a bridge by Kwankungu School

#### **Answers from the Speaker of Umzumbe Municipality and the deputy mayor of the Ugu District Municipality**

##### **Hall:**

The hall in ward 18 there is one in Kwafica I agree it is not central but people can still use it, this will need to be relooked again though

The MPCC in ward 17 was constructed

##### **School in Mgangeni:**

There is a school site there that was identified and has been earmarked for a school, we recently went there with the department of education and public works to see it and they are still busy making preparations because there is a need for it in that area.

## **Roads**

With some of the roads I cannot tell when they will be done but there is a list of roads that are in the pipeline to be maintained, fixed or constructed it is good to mention the problem roads in our wards because it will allow us to add to the list if they have not yet been included before.

Thamizulu road is in the pipeline to be done as well as Amunici it's at a registration stage 4 million will be put aside for it in the 2012/2013 financial year.

The road from Mbhoshongweni to mandwalane was done in the 2007/2008 financial year however the issue of maintenance will be looked at

Makhayay access road was also done we may need to be looking at the issue of maintenance

The road in makhoso was done

Jackson road has been done as well as the road in Manaka was done before the issue here is maintenance of these roads

## **Sports ground**

This is not the first time this issue has come up so it will be included in the five year plan

## **Burial support**

In terms of this support initiative there is currently no money all the money is used up as of now, this initiative has had problems before because people abused it.

## **Hole in road**

We as a municipality have been to the area and have seen the road, it may take more than the TLB to solve the problem. However it can try to do the work but it will not be enough. Even after we have closed the hole the road is too badly damaged and will need to be redone altogether.

## **Malinga Bridge**

We have done the bridge twice and it was only damaged now during the rains that have hit us now, we will need to have a look into fixing it.

## **Street Humps**

We will need to have a look at putting humps on the road because accidents do happen there due to high speed driving.

## **Orphanage**

The orphanage will be looked into by both municipalities however it is a provincial function and province will have to do it.

The link of P198 is going to be done and will need to be budgeted for within the following financial years

The ward 18 road will be done by the department of transport.

## **Bridge**

The contractor let us down on this issue however the public should not suffer and it will be done. The road to Bonguzwane school will be done by January preparations for the road will be made.

## **Chabhane bridge**

The community should contact the ward councillor to write a letter and send to us as the department of transport.

Cluster C

IDP Road show

## **Ward 1**

- How can we ensure that everyone that deserves an RDP house gets one?
- We need roads to be fixed or maintained
- We have no electricity
- The sports ground is unusable because cattle graze on it
- We do not have access to housing

## **Ward 2**

- There is no portable water in some of the areas and when the Jojo tanks are filled not all get filled and sometimes days go by without the tanks getting filled.
- Gumantane Main road is too far for us, we need employment opportunities as well as access to water
- There is no clinic in the area we have to travel long distances to access a health facilities we need a clinic within our reach.
- Employment of people to work on community facilities but were not paid, what will be done about their payment know?

## **Ward 3**

- A sports ground: the current sports ground has no fencing, no lanes, no change rooms as well as seating for spectators.
- Helping people: there is a religious group in the ward that gets together to assist poor people, they do it out of the goodness of their hearts and they need assistance from government.
- The electricity lines that run passed the forest how safe are these lines? Whilst we are waiting for electricity to be connected by Eskom could we at least have solar panels installed on each home for the time being?
- thank you for the work done on Ndilindi road but there is one portion that is not complete, we don't know whether the work is still going to continue or not because at the end of where the road works were done there is another portion that still needs work
- in 2006 we were promised a hall but it was never built it had been budgeted for in the 2006 IDP.
- We have a problem of no access to electricity
- We need a sports ground that will be well maintained and cattle will not graze on it

- We have not received any housing as yet we would like to know what is going on?
- We are abused by taxi drivers especially the ones going to Ixopo there is no formal taxi fare the one taxi driver changes his own fee and the other charges his own fee
- Access to housing is still a problem we have not received it
- On the side of agriculture there is a problem of wild pigs which destroy all our hard work
- I have paid for water connection for my home and I have not gotten any connection till this day when I call the Ugu offices in Park Rynie no one answers the phone

#### **Ward 4**

What are the plans for youth Co-operatives?

#### **Ward 6**

- Ncazolo road is still a problem nothing has been done about it our vehicles cannot travel on the road especially if it has been raining this is a very important road to use and we ask the environmental department for leniency when it comes to assessing the road for environmental approval
- We do not have access to water

#### **Responses by the Umzumbe Mayor**

##### **Taxi abuse:**

It would be good if taxi owners and drivers were here to hear these outcries, but the taxi drivers that are here can tell the bosses about this sort of abuse.

##### **Wild pigs:**

We've had a meeting about these wild pigs with the department of environmental affairs and there is constant engagement in terms of finding a solution on what can be done about these animals because they are a danger to people.

##### **Clinic:**

With regards to the clinic in ward 2 the municipality would need to consult the department of health provincially to see what can be done

##### **Employed but not paid:**

There were problems with the CWP we are currently working towards resolving the issue with the relevant department; this was a national program to relieve hunger

##### **Electricity:**

The matter on electricity supply is currently being handled because there was a problem with the connection of the power lines from the Kentaton substation. Currently Eskom needs to redirect the power lines to take an alternative route this will take approximately six months to complete.

##### **Housing :**

There is a special program for the provision of housing for those cases that are urgent

**Ntimbankulu road:**

The money for the project is available but nothing can be done right now because we are still awaiting the findings from the Environmental Impact Assessment (EIA). We need to look at an alternative route for the road to take if the EIA does not approve it.

**Housing:**

Housing will be done and people will get the housing right now what people can do is assist councillors in identifying those households that are in need of housing.

**Hall:**

The hall was promised by a previous mayor and at the time Umzumbe could not construct halls, we depended on the district municipality to for fill this task. We need to check and see if it

**Roads:**

Sometimes roads are done but not finished it was done to a certain portion this is due to the amount of money is available so certain Kilometers can be done a time. In future can the public please identify the road so we can know what people are talking about?

Solar: there is no problem with solar energy but electricity connection is near we have not budgeted for those and it might take a year so solar panels won't help any more, I ask the community to be patient.

**Electricity:**

With regards to the power lines I don't know how safe the power lines are.

**Youth Programs**

There is a separate budget set out for youth of Umzumbe where they decide on what must be done with the money which will enable them to develop projects for themselves.

**Sports grounds:**

This issue is surprising me because this sports field of KaNhlalwane was fenced before but the fencing was removed by the people, however we would need to have a relook at the upgrades that need to be done on the ground.

## Community needs

### 05 year plan

#### Ward 18 needs 21 february 2012

##### Infrastructure

School lower primary: mgangeni

Hall: esiqungeni

Creche: dingimbiza

M.p.c.c: centre

Ground: enkanini

Electricity: esihlonyaneni

Senior citizen: emathulini building

Equipment: mathulini creche and mgangeni creche

Chairs: for mobile clinic and creche

Hall and chairs: esihlonyaneni, zamani, mgangeni

House and sanitation

Renovation and fencing: esihlonyaneni hall, mgangeni creche, zamani creche

Water : extending at esihlonyaneni and the whole ward and fixing of the dry standpipes

Bridges and roads:

Onella to mgangeni – emazelemini

Onella to bangibizo branch

26 esihlonyaneni- govender area

26 esihlonyaneni- makhaye road which is eroded

Emashanganeni otherside of the freeway access

Emathulini and gologodo access road

Above shlonyaneni hall to main road (sthela)

Emathulini creche to bangibizo near (kwafica)

Cllr mthethwa to mbhobho river road and bridge

#### Ward 08 priority list

##### 19<sup>th</sup> february 2012 (nyavini community hall)

1. Ntantshana access road
2. Upper mtwalume bridge
3. Mswazi access road
4. Nyavini sport field
5. Skills development training withon the ward
6. Creche at mhlahlane area
7. Sewing machines at mahlaya
8. Poultry farming projects
9. M.p.c.c furniture
10. Gardens fencing
11. Tourism and development at nkulunkulu area
12. Nature reserve between ward 08,09 and 11

Svivane road,sdakeni hnk was left during the past term

#### Ward 09 umgayi branch

##### Priorities list

1. Mbiyane access road

2. Gobume community hall(renovatio)
3. Mbiyana sports ground
4. Amen creche
5. Ameni sports ground
6. Electricity and water
7. Houses

#### **Ward 10**

##### **Priority needs**

1. Thami zulu access road
2. Indoor sport centre at esibanini
3. Primary school at makhoso
4. Access road construction
5. Electricity infills
6. Intersections robots
7. Construction of mathulini, turton taxi rank
8. Creches
9. Speed humps at mahlangwini and doncabe store
10. Flood ligts

##### **Access road constructions**

1. Kwampande to makhoso access road
2. Magistrate court access road
3. Tintown access road
4. Khwane access road
5. Sfiso access road
6. Mndaweni access road
7. Hontshi access road
8. Ntokozo nyuswa access road
9. Mvubu access road
10. Ngwane access road
11. Buys access road

#### **Ward 16 priority list**

1. Electricity
2. Water and sanitation
3. Ndunge sportsground
4. Icabhane clinic
5. Mahwaqa crèche
6. Ntengo crèche
7. Icabhane community hall
8. Satellite police station
9. Housing
10. Malukhakha crèche
11. Mahwaqa secondary school

#### **Ward 17 priority needs (21 / 02/ 2012)**

##### **Infrastructure**

1. School : high school

2. Hall : ward 17 community hall
3. Ground kwa-mbambo sport ground
4. Electricity : m.p.c.c
5. Senior citizen : m.p.c.c
6. M.p.c.c equipment : chairs and water
7. Water : for non operating springs

#### **Bridges and roads**

1. Malinga road to makhoso school (bridge)
2. Makhoso school to nkambini (bridge)
3. Bhoshongweni arts centre to mfazana sbhekulwandle access road
4. Mashanganeni access road
5. Sibhekulwandle to kwa mbambo sportground access road
6. Sompisi access road
7. 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup> priority roads
  - 1<sup>st</sup> mashazini access road
  - 2<sup>nd</sup> mfazazana access road or freeway side access road
  - 3<sup>rd</sup> malinga access road
8. Makhoso access road
9. Mpelazwe access road

#### **Projects**

1. Senior citizen club
2. Disability forum/ project
3. Springs cleaning
4. Chicken/poultry farming

#### **Ward 11 priority list**

1. U.c.c access road
2. Zwelisha access road
3. Umzimkhwani access road
4. Magwaza crèche
5. Water
6. Primary school at odadeni /umngeni
7. Nkungwini sports ground
8. Qwabe sports ground
9. Nkoxe sports ground
10. Nkungwini community hall
11. Odadeni access bridge

#### **Ward 14 priority list**

1. Electricity
2. Water
3. Housing
4. High school
5. Pre-school
6. Community hall
7. Crèche



8. In door centre
9. Police station network

#### **Ward 07 priority list**

1. Community hall in all voting districts
2. Crèche
3. Esinyameni access road
4. Soviyo bridge
5. Primary school oetting mission voting districts
6. Upgrading of the following sports field :
  - Msontini
  - Gubhuza
  - S.t patric (mabheleni)
  - Dudusini
  - Khoza
7. Clinic

#### **Ward 19 priority list**

1. Indoor centre
2. Library
3. Turton beach
4. Primary school at phini voting district
5. High school
6. Offramp (turton)
7. Robots or traffic circle
8. Electricity(infields)
9. Roads (all roads- nkambeni,senzo bhengu,mqadi,goldstone and sengane)
10. Stand pipes
11. Sportfield at luthuli
12. Houses
13. Fet
14. Municipal offices
15. Mnafu bridge and ezivandeni road, madlala road
16. Lights

#### **Ward 05 priority list**

1. Maqongqo
2. Lower mtwalume bridge
3. Nomakhanzane sport field and recreation
4. Enyaneni access road
5. Crèche near ngceche
6. Qokolweni access road
7. Hall near mazondini
8. Wilder sportsfield
9. Crèche near wilder school
10. Siyakhule access road
11. Upgrading of nomakhanzana hall

#### **Ward 13 priority list**

1. Community hall/crèche
2. Houses
3. High school (baphumile area)
4. Water and electricity
5. Library
6. Sport facilities-combo courts
7. Projects like cwp
8. Community gardens (fencing and tools)
9. Youth development programme
10. Programme to deal with social problems
11. Arts and culture development programme

#### **Ward 01 priority list**

1. Mgamule access that is not completed
2. Dweshula sports ground vandalised during the dress a child campaign
3. Dweshula crèche not fully fenced from its construction
4. Construction of chris khuzwayo access road
5. Construction of lahlumlenze road
6. Khanyile hall repairing the damages
7. Upgrading of ngaleka primary school
8. Upgrading of mgamule high school

#### **Ward 02 priority list**

1. Thaleni community hall
2. Gumatane community hall
3. Manyonga community hall
4. Installation of electricity
5. Kwa-nguza clinic
6. Qwabe access road
7. Emaholweni access road
8. Mevane access road
9. Crèche at kwa-nguza
10. Bridge at umzumkhulu ward 02 to umuziwabantu from d1121
11. Community gardens

#### **Ward 05 priority list**

1. Ukhomazane access road
2. Ukholombe bridge
3. Mpikitwana pedestrian bridge
4. Skills centre

#### **Ward 06 priority list**

1. Electricity
2. Mabheleni clinic
3. Esiwoyimi hall
4. Crèche at ngcazolo v.d and thaskweni
5. Ngcazoloroad from ntilini
6. Water
7. Roads to households

8. Ezitendeni crèche
9. R.d.p houses
10. Sports grounds at ngcazolo v.d and s.t faiths v.d
11. Community gardens
12. Opening of the m.p.c.c
13. Taxi rank at s.t faiths
14. Ngcazolo community hall

## Chapter 9 Annexure B

### Municipal Turnaround strategy

Out put	PRIORITY AREA	BASELINE	INDICATORS	ACTION	TARGETS	PROGRESS ACHIEVED	BLOCKAGES	CORRECTIVE MEASURES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
<b>Service delivery</b>									
<b>Improve the quantity and quality of municipal basic services to the people in the areas of access to water, sanitation, electricity, waste management, roads and disaster management</b>	Access to municipal roads	53 Km of Municipal road constructed	km of Municipal road constructed.	Km of municipal roads constructed	100km road constructed	53 km of gravel road constructed	Lack of funding	More roads to be registered with MIG	Increase the budget allocation
	Access to basic (or higher) electricity	0 nr of household provided with electricity	Nr of households with access to basic (or higher) electricity	Development and implementation of Electrification Master plan	150 household per financial year	0	Lack of Funding for building power stations	Engage DME to provide funding	Construction of Dweshula & Qoloqolo Sub- stations by Eskom,
	Maintenance of access road	70 km to be	Km of roads maintained	20 km maintained	70 km to be maintained	20 km maintained	lack of funding	Owning plant rather that depending on hiring	Funding to purchase plant
	Provision of 40 m2 Houses and VIP toilets in Umzumbe Municipality	1200 unit with VIP constructed	No of houses constructed	1200 houses constructed	5000 houses constucted	1200 units constructed	Funding Approval by DOHS	DOHS to fasttrack their approval system	To engage DOHS in terms increasing the speed of funding approvals
	Access to basic (or higher) refuse removal and solid waste disposal	0	Nr of households with access to basic (or higher) refuse removal	Development of Waste Management plan	Approved waste management plan	0	Capacity	Ugu District to finalise their intergrated waste management plan	Finalization of IWMP by Ugu District
<b>Financial and Administrative Capacity</b>									
<b>Build and strengthen the administrative, institutional and</b>	Revenue management	MPRA	Collection rate on billings	Maintain a reasonable collection rate	Collection of all outstanding rates	System generated bills were sent to government	Not all departments have paid;	Engaging directly with stakeholders to facilitate	Assistance/cooperation from government in fast tracking payments from their

financial capabilities of the municipality						departments; Received money from some departments; 62.66% collection received to date.	Difficulty in rates bills reaching households and households paying  Staff capacity	payment	departments.  Support for rates management and training.
	Debt management	MPRA	Percentage of debt collected as a percentage of money owed to the municipality	Maintain a constant collection of rates outstanding	Collection of outstanding rates	45,6 %	Rates bills reaching households and households paying  Government debt	Engaging with stakeholders	Support for collecting government and household debt  Staff capacity and training
	Expenditure Management		Monthly operational expenditure as a percentage of budgeted expenditure	Maintaining operational expenditure in line with budget	Maintaining expenditure in line with budget	19.17 %	None	None	None
			Monthly capital expenditure as a % of budgeted capital expenditure	Maintaining capital expenditure in line with budget	Maintaining expenditure in line with budget	12.2 %	None	None	None
	Unqualified audit	Unqualified audit opinion	Audit opinion	To maintain unqualified opinion	unqualified opinion	Unqualified audit report for past two years	None	As per the corrective measures	None
	MFMA deadline	Timeous adoption of budget	To keep within the deadline	To keep within the deadline	The 2010/11 budget was adopted within the deadline	None	None	None	MFMA deadline
	MFMA deadline	Timeous submission of annual financial statements	Maintain compliance in terms of statutory deadline	Submission by 31 August	Annual financial statements for 2010/11 submitted on the 31 August 2011	None	None	None	MFMA deadline
	MFMA,GRAP	Updated and credible asset	Maintain compliance	GRAP compliant asset register	Compiled GRAP asset register	None	None	None	MFMA,GRAP

		register							
<b>Uproot fraud, corruption, nepotism and all forms of maladministration affecting local government</b>	Reduced corruption	SCM Policy, Treasury Regulations	Functional supply chain management system	Maintain compliance	Fully compliant supply chain management system	There has been a reduction in the number of audit queries	Staff capacity	Employment of more staff in procurement section	Training
<b>Development Planning</b>									
<b>Ensure the development and adoption of reliable and credible integrated development plan</b>	Integrated development planning	Approved IDP (2011/2012 financial year)	Timeous adoption of IDP	Develop credible IDP in terms of MSA	Credible IDP adopted	In the process of reviewing housing, LED, disaster management and integrated waste management sector plans.	Some sector plans are still outstanding e.g.EMP, institutional plan, agrarian reform document	Update of all necessary sector plans	Relevant sector departments to assist with compilation of outstanding sector plans and input into the reviewed ones.
	Spatial Development Framework	Out dated Spatial Development Framework	Adopted Spatial Development Framework	Review SDF and ensure compliance with the IDP	Reviewed SDF for the next 5 year cycle.	In the progress of review	Human capacity, time and financial constraints	Need to review SDF so that it is relevant to Umzumbe's situation	Engage Provincial CoGTA department
<b>create single window of co-ordination for the support, monitoring and intervention in municipalities</b>	OPMS	None	Functional OPMS	Complete OPMS scorecard as	Quarterly submission of performance progress reports on the mun's OPMS	OPMS for 2009/2011 financial completed	Human capacity, time and financial constraints		Engage Shared Services and Provincial PMS CoGTA department
<b>Actions to support the human settlements outcome</b>	Town Planning Scheme	Outdated Town Planning Scheme	Adopted Town Planning Scheme	Busy with draft town planning scheme	2014	None	Financial constraints		Provincial support in collecting spatial information (land audit) and implementation as well as monitor the interventions agreed upon.
<b>Labour Relations</b>									
<b>Build and</b>	Labour relations	4 Critical post	80% of critical	Filling of one(1)	01 January 2012	<b>The appointment</b>	Appointm	Continue the	Executive Committee

strengthen the administrative, institutional and financial capabilities of the municipality		filled	posts filled	Critical post	one critical post filled	process is in progress.	ent of Section 57 is the responsibility of the Executive Committee. There were delays in the progress	process of appointment.	to appoint.
Municipal Transformation and Institutional Development	Local Labour Forum	New Local Labour Forum members has been appointed	Meeting s as per roster	The Local Labour Forum meets on a regular basis as per roster of meetings, look into labour issues.	Monthly meetings	The Local Labour Forum meets as per roster.	There are no blockages	There are no corrective measures	Capacity development support in the form of training is required.
Alignment of District issues to the Municipal Council agenda	District Council Agenda	One Council agenda were requested for the Departments of the Municipal Manager.	Meetings held as per roster	The district Council meeting held on Quarterly basis to look into issues that affect Umzumbe Municipality	Quarterly meetings	Dates of the Local labour forum are set.	Agenda not always available to the Municipality. Items relevant to Umzumb e are seldom in the District Agenda.	To regularly request for the Council Agenda.	The District Municipal Manager ensure that the requested information is provided on time.
LOCAL ECONOMIC DEVELOPMENT									
Enhance the municipal contribution to job creation and sustainable livelihoods	Co operative and SMME development.	Non functional co operatives and SMMEs that had not operated since registration.	Creation of sustainable livelihood through food security, and income generating projects.	Assisting co ops and SMMEs with inputs to facilitate production. Monitoring	To develop at least 10 co operatives to become functional and expose SMMEs	Currently there are 4 co operatives that have been supported and are functional. SMMEs are attending local and international	Limited resources in terms of capitalizin g these	None have been taken	Trading stalls are needed. Bulk infrastructure dev to facilitate even anchor businesses entering the area. Ease of

through Local Economic Development				progress and saving of income.	to local and international markets.	exhibitions.	enterprises. Lack of business or trading in place in economic nodes. The inavailability of land and bulk infrastructure to facilitate economic activity.		access to Ngonyama trust land as the municipality owns none.
Led strategy	Facilitate local economic development in uMzumbe through implementation of a relevant strategy.	A 2007 LED strategy that was not aligned to the district and provincial as well as some local issues.	Adoption of the reviewed LED strategy	Work on the implementation plan of the strategy and focus on the sourcing of funds for implementation.	To start implementing the reviewed strategy by June 2012	Arranging a workshop for the councillors to understand and make an input into the LED strategy	Only four (4) councillors attended	Distribute LED strategy document for councillor benefit	Capacity building for all staff and councillors in terms of understanding the importance of LED
Tourism development	Develop pro poor and hinterland tourism in uMzumbe promoting local history and heritage		Construction of Ntelezi Msane Heritage project and development and documentation of other tourist sites and marketing thereof	Developing a stakeholder base as well as local interest group as tour guides and tour operators	Start construction of Ntelezi Msane project by February 2012.	Have been funded by Cogta for R5000 000.00. Have trained tour guides and operators. Have advertised for the project manager of same	Need for more funding to finish the Ntelezi Msane project as the business plan projected R18 000 000.00 There is also need	Have invited potential funders to sit in the technical team for the Ntelezi Msane project	More funds are needed and expertise in terms of enhancing the other tourist sites without spoiling the indigenous nature of the environment



							for funding for the development of the other tourist sites		
Disaster Management									
Provide a sound Disaster Management service	Disaster Management	Disaster Management Plan 2008/2009	Reviewed and updated Disaster Management Plan	Review and update Disaster Management Plan	Updated Disaster Management Plan adopted by Council	Assessed Risks, Prioritized and Profiled them	Slow movement of the process due to understaffing	Employment of Disaster Management Practitioners will assist	Assistance with the reviewing and updating of the Disaster Management and Communication Plan.
Responding to Disaster Incidents	None	Assessment forms and report on attended incidents	Responding to disaster incidents as and when they occur	Responding to Disaster Incidents within 72 hours of reporting	Responding to disaster incidents as and when they occur	Vastness of Umzumbe, lack of space to keep stock (tents and blankets are kept at Umdoni) and understaffing pose challenge to achieving the target	Employment of Disaster Management Practitioners will assist.	Infrastructural development that will enable Disaster Management services to reach all areas in reasonable time.	Responding to Disaster Incidents
	Responding to Disaster Incidents	None	Assessment forms and report on attended incidents	Responding to disaster incidents as and when they occur	Responding to Disaster Incidents within 72 hours of reporting	Responding to disaster incidents as and when they occur	Vastness of Umzumbe, lack of space to keep stock (tents and blankets are kept at Umdoni) and understaffing pose challenge	Employment of Disaster Management Practitioners will assist.	Infrastructural development that will enable Disaster Management services to reach all areas in reasonable time.

							to achieving the target		

## ACTION PLAN FOR EACH MTAS PRIORITY

NAME OF MUNICIPALITY: UMZUMBE LOCAL MUNICIPALITY

MTAS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES / CHALLENGES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
Revenue management		Maintain a reasonable collection rate Collection of all outstanding rates System generated bills were sent to government departments	<b>CFO</b>	30 June 2012	Not all departments have paid;  Difficulty in rates bills reaching households and households paying  Staff capacity	Assistance/cooperation from government in fast tracking payments from their departments.  Support for rates management and training.
Debt management		Maintain a reasonable collection rate Collection of all outstanding rates System generated bills were sent to government departments	<b>CFO</b>	30 June 2012	Not all departments have paid;  Difficulty in rates bills reaching households and households paying  Staff capacity	Support for collecting government and household debt  Staff capacity and training
Functional supply chain management system		Implementing a fully compliant supply chain management system	<b>CFO</b>	30 June 2012	Staff capacity	Employment of more staff in procurement section and training
Development and implementation of Electrification Master Plan		Appointment of service provider to develop the Electrification plan	<b>Director Technical Services</b>	30 June 2012	Implementation of the plan due to Lack of Funding for the construction of Power stations	Engage DME for Funding and Eskom for the construction of power stations

Construction of Municipal access road		Appointment of contractors to execute the work.	<b>Director Technical Services</b>	30 June 2011	Lack of funding	More Funds to be allocated
Maintenance of Umzumbe Municipal access roads		Hiring of graders to maintain the access roads	<b>Director Technical Services</b>	On-going process	Lack of plant	Funding for the purchase of more plant
Construction of houses within cluster A,B,C,D, and Ehlangwini housing project in Umzumbe Municipality		5000 number houses built	<b>Director Technical Services</b>	As per the Approval by DoHS	Funding Approvals by DoHS	Engage DoHS in order to improve their funding approval systems.
Development of Waste Management Plan		Appointment of service provider for the development of plan	<b>Director Technical Services</b>	30 June 2012	Ugu district to finalise their Integrated waste Management plan.	Funding for the implementation of the plan
Reviewed sector plans in the approved IDP	LED strategy reviewed, housing sector plan in the process of being reviewed.	Finalise the sector plans that are under review.  Compilation of the outstanding sector plans	<b>IDP Manager</b>	30 June 2012	Some sector plans are still outstanding e.g.EMP, institutional plan, agrarian reform document	Relevant sector departments to assist with compilation of outstanding sector plans and input into the reviewed ones.
Reviewed Spatial Development Framework	Terms of reference have been compiled and about to be advertised.	Appointment of the service provider to facilitate the compilation of the SDF.  Ensure alignment with PGDS and LED strategy.	<b>IDP Manager</b>	30 June 2012	Human capacity, time and financial constraints	Engage Provincial Planning CoGTA department
Established OPMS for the municipality	Draft policy framework adopted by Council and draft policy	Regular update of OPMS as per legislated timeframes	<b>IDP Manager</b>	On going	Human capacity, time and financial constraints	Engage Shared Services and Provincial PMS CoGTA department

	still to be tabled for approval  To review set indicators in the scorecards for 2012/2013 financial year					
Developed and functional town planning scheme	Initiated the process with CoGTA, still have to compile a draft document.	Development of the scheme	<b>IDP Manager</b>	30 June 2012	Financial constraints	Provincial support in collecting spatial information (land audit) and implementation as well as monitor the interventions agreed upon.
Post of the Municipal Manger advertised			<b>Director: Corporate Services</b>	01 January 20121	Appointments of Section 57 are the responsibility of the Executive Committee. The process was delayed.	Executive Committee to appoint.
New local Labour Forum members appointed		The Local labour forum meets on a regular basis as per roster of meetings to look into labour issues.	<b>Director: Corporate Services</b>	Monthly meetings	There are no blockages.	Capacity development support in the form of training is required.
One Council agenda received		District agenda were requested foe the department of the Municipal Manager	<b>Director: Corporate Services</b>	Quarterly meetings	Agenda not always availed to the Municipality. Items relevant to Umzumbe are seldom in the District	The District Municipal Manager to ensure that the requested information is provided on time.
Providing a sound disaster management service		Reviewing disaster management plan	<b>Director: Social and economic development</b>	30 June 2012	Slow movement of the process due to understaffing	Assistance with the reviewing and updating of the Disaster Management and Communication Plan.
Responding to disaster incidents as and when they occur		To assess damage, source assistance, distribute assistance to affected families	<b>Director: Social and economic development</b>	As and when incidents occur	Vastness of Umzumbe, lack of space to keep stock (tents and blankets are kept at Umdoni) and understaffing pose challenge to achieving	Infrastructural development that will enable Disaster Management services to reach all areas in reasonable time.

					the target	
Including co operatives in the Adluck mass poultry production project Facilitating SMMEs entry in exhibitions funded by uMzumbe and DED		Acquiring DTI co operative incentive to cover project costs  Covering commitment fees for the SMMEs Requisitioning project inputs for them	<b>Director: Social and economic development</b>	30 June 2012	Limited resources in terms of capitalizing these enterprises. Lack of business or trading in place in economic nodes. The inavailability of land and bulk infrastructure to facilitate economic activity.	Trading stalls are needed. Bulk infrastructure dev to facilitate even anchor businesses entering the area. Ease of access to Ngonyama trust land as the municipality owns none.
Adopted LED strategy		Tabling the strategy to EXCo and full council	<b>Director: Social and economic development</b>	30 June 2012	Only four (4) councillors attended	Capacity building for all staff and councillors in terms of understanding the importance of LED
Properly marketed and functioning tourism projects.		Appoint project manager for Ntelezi msane project Start implementation of project Source more funds7	<b>Director: Social and economic development</b>	30 June 2012	Need for more funding to finish the Ntelezi Msane project as the business plan projected R18 000 000.00 There is also need for funding for the development of the other tourist sites	Moree funds are needed and expertise in terms of enhancing the other tourist sites without spoiling the indegious nature of the environment

**Annexure C**

**Financial Plan**

**Annexure D**

**Organogram**



**Annexure E**

**Service Delivery Implementation Plan (SDBIP)**

**Annexure F**

**Disaster management plan**

**Annexure G**

**Organisational Scorecard**

