

SISONKE DISTRICT MUNICIPALITY
INTEGRATED DEVELOPMENT PLAN



TOGETHER WE DELIVER AND GROW

2008/2009

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SISONKE DISTRICT MUNICIPALITY 2008/09 IDP

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1. Executive Summary

(a) Who are we?

Location

The Sisonke District Municipality is located to the South West of the KwaZulu-Natal province. And its population is sparsely spread throughout an area of 11 127. 89997 square kilometers. The Sisonke District municipality forms part of the boarder between KwaZulu-Natal and Eastern Cape Province. The District Management Area (DMA) is located to the West the District and it forms part of the boarder between the KwaZulu-Natal Province and Lesotho. The Sisonke District Municipality (DC43) is composed of the following five local municipalities: Ubuhlebezwe, Ingwe, Kwa-Sani, Greater Kokstad and Umzimkhulu.

Provincial Location Context

The Sisonke District Municipality is one of the ten District Municipalities that forms part of the KwaZulu-Natal Province. It is located at the extreme south of the Province. The Sisonke District Municipality bordered by the following District Municipalities: Uthukela to the North; Umgungundlovu to the North East; Alfred Nzo and Ugu to the South East; and OR Tambo to the South.

The location of the District in relation to the aforesaid District municipalities means that, any planning and development-taking place in each District will have an impact on the neighbouring Districts. It is therefore imperative to align planning and development activities between the Sisonke District Municipality and the respective District Municipalities.

(b) What are the issues we face?

After the analysis of the development challenges facing the District, the Sisonke District Council has agreed to identify the following as key performance areas and priority issues:

NATIONAL KEY PERFORMANCE AREAS	DISTRICT PRIORITIES
Infrastructure and Services	Delivery of Water
	Provision of basic sanitation facilities
	Supply of bulk electricity
	Improvement of roads infrastructure
Finance Management	Economic Regeneration
	Improving Financial Affairs and Viability of the Municipality
Institutional Transformation	Development of the Disabled
	Establishment of Gender Programs

	Development of Youth
	Improve Coordination in Service Delivery
	Improve Intergovernmental Relations
	Improve Monitoring and Reporting Procedures
Democracy and Governance	Marketing the District
	Promote Public Participation
Socio Economic Development	Promotion of Agriculture and Tourism
	Poverty Alleviation
	Improvement of Health Care facilities
	HIV/AIDS
	Land Reform
	Disaster Management
	Promote Environmental Integrity
	Waste management
	Environmental Health
	Access to finance
	Promote SMME development
	Establishment of sustainable human settlements
	Ensure access to social facilities

(c) What are we doing to improve ourselves?

Sisonke District Municipality together with its sister Municipalities are closely working with other spheres of government and members of the community to try and improve their quality of life and further create a conducive environment where business opportunities can flourish. Such an intervention will help improve the economy of the District and eventually create employment opportunities to help improve and sustain the social well being of the communities within Sisonke DM. There are a number of Local Economic Development programs and other interventions that the district has embarked on in order to fastrack poverty alleviation, for more details please see the Strategic Matrix in Section D of this document.

(d) What could you expect from us? /Our Vision

The Sisonke District Municipality strives to uplift the quality of life of its residents by providing sustainable infrastructure, water, health services, sanitation and social amenities through intergovernmental collaboration by 2010. There will be equitable distribution of land for residential, farming, investors and sports and recreation. Sisonke will be one of the Province's viable tourist destinations characterized by sustainable natural, social and economic environment. Men, women, the elderly, disabled, youth and children will equally enjoy living in a safe and healthy environment.

2. INTRODUCTION

The Municipal Systems Act (MSA) Act (No.32) of 2000 as amended and other relevant supplementary legislative and policy frameworks require that local government structures prepare Integrated Development Plans (IDPs). As a local government structure, Sisonke District Municipality is therefore no exception to this process. The election of the new municipal councillors meant that local government structures have to prepare full five (5) year IDP documents to correspond with their (councillors) five (5) year term of office which must be reviewed annually. This IDP document is reviewed annually to re-assess and re-evaluate Municipal's development priorities and challenges and accommodate new developments in local governance processes. This report therefore is in part fulfillment of the IDP review 2008/2009 for Sisonke District Municipality.

3. ANALYSIS OF THE CURRENT SITUATION

Demographic Analysis

This section looks at overall District demographic make up. The population projection were worked on two growth scenarios in line with generic growth parameters being applied across the country as well as taking into cognizance the effect of AIDS in population growth. The projections are based on 2.21% growth rate.

Population Distribution

The figures below are based on Census 2001 estimates. These figures indicate a population sparsely spread throughout an area of 11 127.89997 square meters.

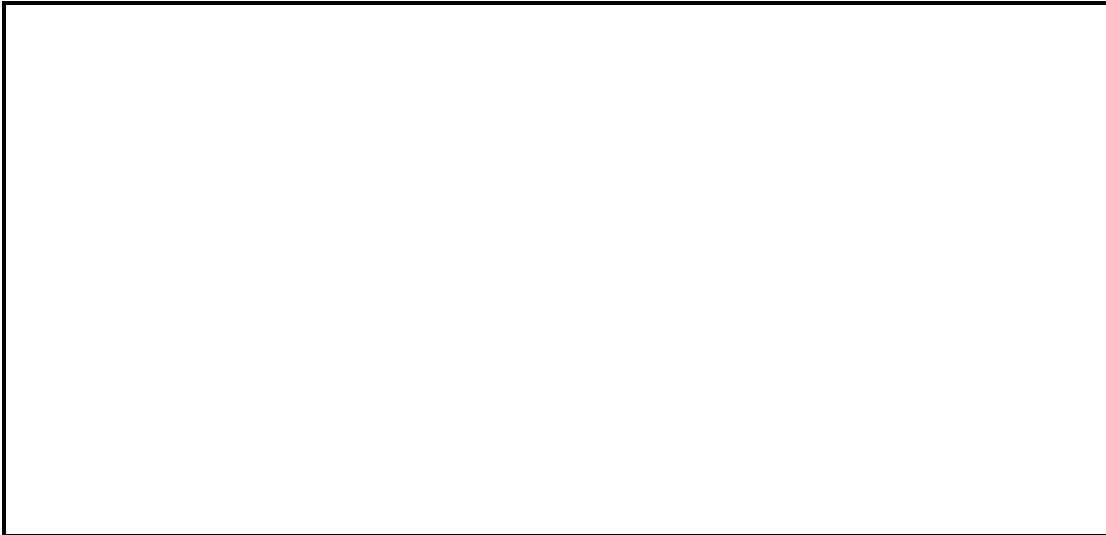
Municipality	Existing 2001 figures	Estimated total in 2002.	Estimated total in 2003	Estimated total in 2004	Estimated total in 2005	Estimated total in 2006	Estimated total in 2007
Umzimkhulu	174 337	178 190	182 128	186 153	190 267	194 472	198 770
Ubuhlebezwe	101 959	104 212	106 515	108 869	111 275	113 734	116 248
Greater Kokstad	56 285	57 529	58 800	60 009	61 427	62 785	64 173
KwaSani	15 309	15 647	15 993	16 346	16 707	17 076	17 453
Ingwe	107 558	109 935	112 365	114 848	117 386	119 980	122 632
DMA/Umkhomazi Wilderness Area			900 (informal household count)	920	940	961	982
TOTAL	455 448	465 513	475 801	486 315	498 002	509 008	517 608

Source: Statistics 2001

The rural settlements are spatially disintegrated and nonfunctional in nature. The District Municipality has prepared a Spatial Development Framework which aim at integrating rural settlements to the regional economy. The Spatial Development Framework outlines hierarchy of nodes in terms of

primary, secondary, tertiary nodes and hubs. The above figure indicates that Umzimkhulu, Ingwe and Ubuhlebezwe Local Municipalities are the most populated respectively, within the District. Greater Kokstad is the fourth populated after the mentioned three local municipalities followed by KwaSani and DMA/ Umkhomazi Wilderness Area.

The following figure however indicates a graphical representation of population/ racial distribution within Sisonke District:



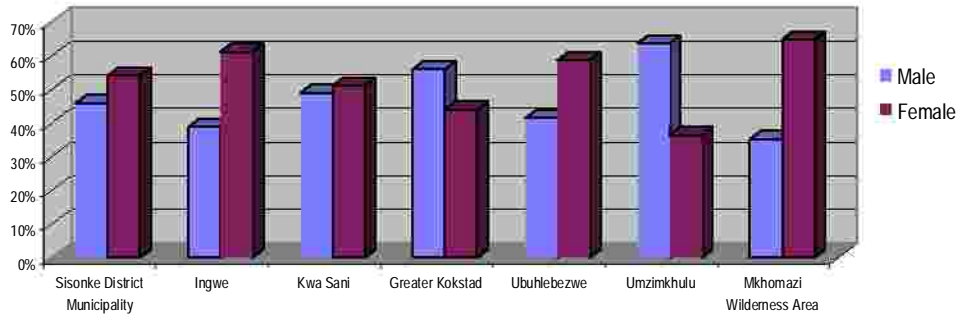
Source: Statistics 2001

The above figure reflects the Black African dominance across all the Municipalities. This is an indication or confirmation of the racial demographics across the country. One notices the second dominant group of Whites across the entire district except in Greater Kokstad where the Coloured population is the second dominant within the Municipality. The rural nature of the District and the dominance of Black African may indicate the plight of all rural communities that are characterised by huge service backlogs, abject poverty, unemployment and social development challenges.

Gender Distribution

Gender distribution is also a determinant factor in assisting the government at all levels to focus investment especially to vulnerable groups like women. The gender figures also help the government to provide appropriate facilities and social investments in line with gender demographics other programs can be seen in our strategic matrix in section D of this document. The following figure indicates the gender distribution within the Sisonke District:

Gender Distribution



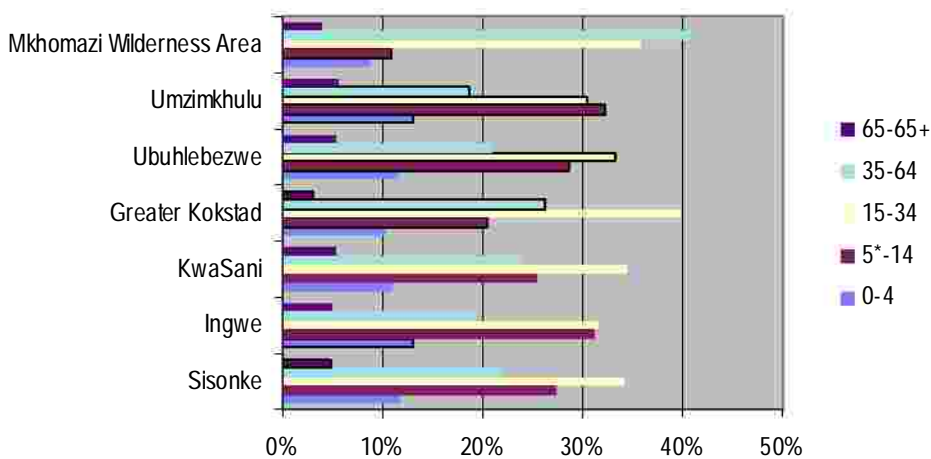
Source: Statistics 2001

The above figure clearly indicates the female dominance at a district level with the exception of Umzimkhulu and Greater Kokstad Municipalities. The situation in these municipalities may be attributed to female absenteeism who work as migrant workers in the major towns of the country or HIV/Aids devastation which is arguably stronger to women folk. This can also be true where there is a huge dominance of women which can be attributed to single women households, husbands working as migrant workers or have died because of HIV/ Aids.

Age Composition

The age distribution in a society is also a determinant for the government institutions to supply appropriate social investments for the relevant age groupings. The following indicates the age distribution of the population within Sisonke District:

Age Distribution



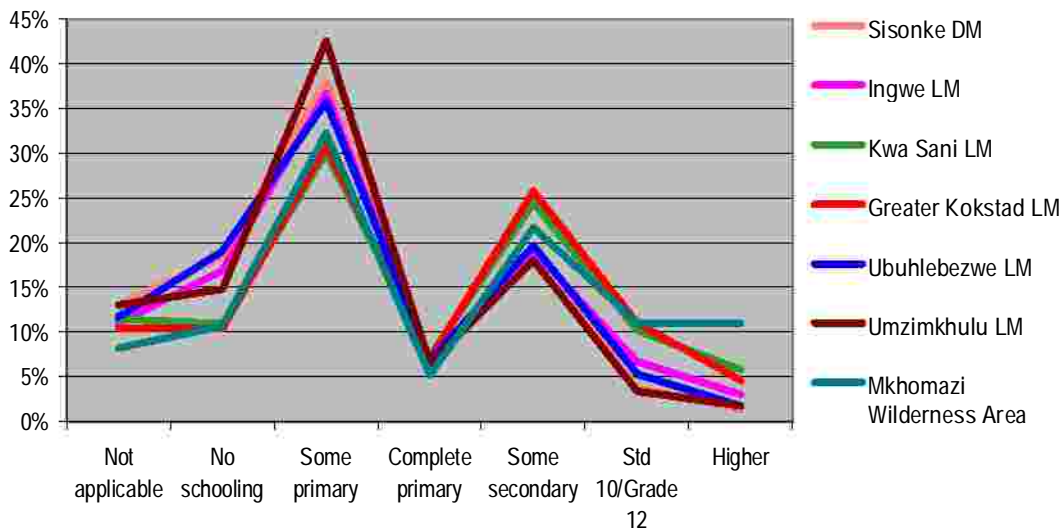
Source: Statistics 2001

At a district level the age group between 15 to 34 years, which is categorized as youth, is the most dominant and in almost all the local municipalities. This is the same group that forms part of the active labour group, which is also sexually active. This is the most vulnerable group to the social ills including unemployment, prone to HIV/ Aids and other infections, involvement in crime and drugs etc. Improper handling of this group may result to negative social challenges. The huge numbers of this age group call for a need for creation of employment opportunities, provision of educational facilities to cater for their needs. Failure to do so will result to a huge influx of youthful members of Sisonke to other major towns for better employment (brain-drain) and education opportunities. As a district we have put money aside to assist this group of our population, see our Strategic Framework in Section D at the back of this document. The senior citizens record the lowest number across all municipalities. The middle age (35 to 64) is the third in dominance of the Sisonke population.

Education Profile

The level of education attained by an individual is a measure upon which s/he is able to compete effectively for job opportunities. The inability of an individual to be unable to perform certain basic functions due to literacy is also defined as human poverty. Low educational levels are likely to push individuals to unemployment and in low paying jobs. Low educational levels also limit the ability of an individual to learn new skills and be trained. The following figure indicates educational levels within the District:

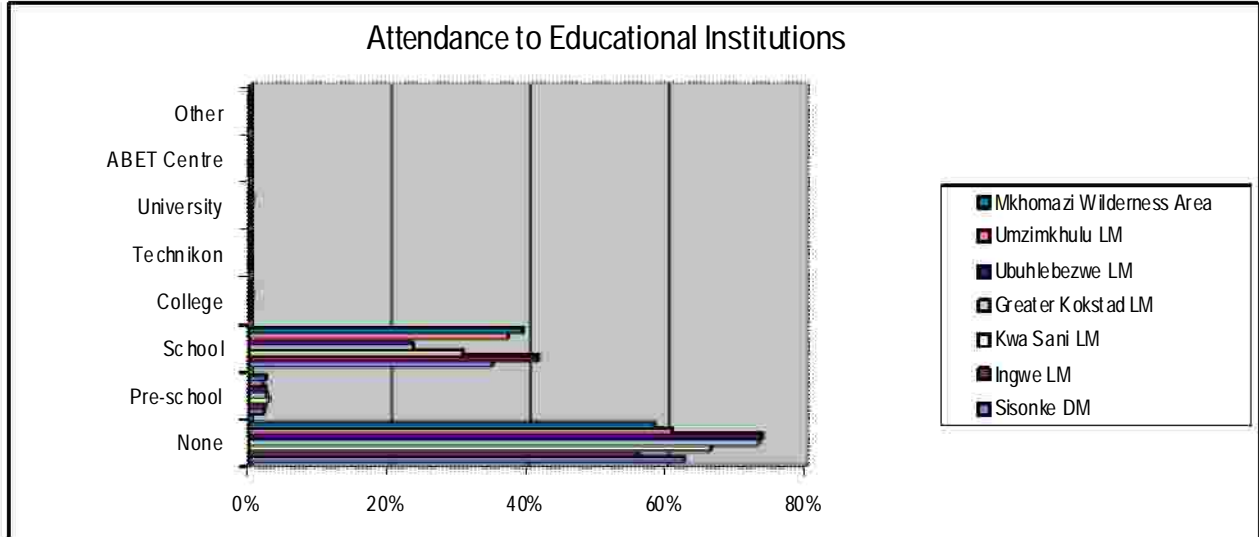
Education Levels



Source: Statistics 2001

The figure indicates less than 20% of people that are illiterate and a majority of people with some primary (grade 1 to 7) and less than 10% who completed primary education. Less than 30% of people have attained some secondary education. Less than 15% of the people have passed Grade 12. Less than 10% of the population attained educational qualifications beyond Grade 12 with the exception of Mkhomazi Wilderness areas with more than 10% recordings. These figures pose a serious threat to

the income levels and affordability levels of households to cater for their children. The following figure indicates the school attendance of various community groupings: As a district we are working together with the Department of Education in instilling the culture of learning to our children. For more details see our Strategic Matrix in Section of this document.



Source: Statistics 2001

The above figure indicates lowest to non-existent numbers of people attending educational institutions beyond Grade 12. This may be owed to low affordability levels and/or lack of tertiary facilities within the District. Low affordability levels of households can result to early school leavers and high dependency ratios. It is also worrying to have low figures of people attending ABET Centres in order to improve literacy levels.

Employment Status

Employment status is strongly related to educational status. The following table indicates the employment status of the labour active population:

EMPLOYMENT STATUS ACROSS MUNICIPALITIES							
	Sisonke DM	Ingwe LM	Kwa Sani LM	Greater Kokstad LM	Ubuhlebezwe LM	Umzimkhulu LM	Mkhomazi Wilderness Area
Employed	24%	11%	37%	44%	16%	10%	79%
Unemployed	25%	21%	17%	31%	26%	22%	7%
Scholar or student	20%	24%	14%	11%	24%	24%	3%
Home-maker or housewife	10%	14%	9%	2%	12%	14%	2%

Pensioner or retired person/too old to work	5%	6%	5%	3%	5%	5%	4%
Unable to work due to illness or disability	3%	5%	4%	2%	3%	5%	0%
Seasonal worker not working presently	1%	1%	1%	0%	1%	1%	0%
Does not choose to work	4%	5%	5%	2%	5%	8%	2%
Could not find work	9%	13%	8%	4%	8%	12%	2%

Source: Statistics 2001

The above table indicates high unemployment figures, which can be interpreted to mean high dependency ratios and low affordability levels. This is not however surprising given low educational levels. Sisonke District Municipality has since coordinated a number of Local Economic Development programs and cooperatives together with various sector departments to assist this section of our society in trying to push back frontiers of poverty.

The table below indicates the individual monthly income levels across all municipalities:

INDIVIDUAL MONTHLY INCOME												
Sisonke District Municipality	No income	R1 - R400	R401 - R800	R801 - R1 600	R1 601 - R3 200	R3 201 - R6 400	R6 401 - R12 800	R12 801 - R25 600	R25 601 - R51 200	R51 201 - R102 400	R102 401 - R204 800	R204 801 or more
Ingwe	67%	12%	10%	4%	3%	2%	1%	0%	0%	0%	0%	0%
Kwa Sani	76%	9%	9%	2%	1%	1%	0%	0%	0%	0%	0%	0%
Greater Kokstad	55%	15%	17%	5%	4%	2%	1%	0%	0%	0%	0%	0%
Ubuhlebezwe	45%	20%	11%	7%	8%	6%	3%	0%	0%	0%	0%	0%
Umzimkhulu	52%	17%	11%	7%	6%	4%	2%	1%	0%	0%	0%	0%
Mkhomazi Wilderness Area	75%	8%	10%	3%	2%	2%	1%	0%	0%	0%	0%	0%

Source: Statistics 2001

The above figure reflects education and unemployment levels with over 40% of labour active individuals in each municipality without income. This means that there are individuals living below the poverty datum line which is an equivalent of \$1 US per day. If converted to South African Currency it should be R7 per day. The above table also indicates low income levels resulting to low affordability levels.

4. How was this plan developed? (IDP Process)

All IDPs have five (5) distinct yet interrelated phases, namely:

4.1 Analysis

This phase is concerned with the existing situation in the municipal area. Out of this investigation is the identification of key development challenges or issues per each sector.

4.2 Strategies

This component of planning process is concerned with determining means towards addressing key challenges. It further looks at means of integration.

4.3 Projects

At this point of planning process concrete and tangible projects are identified and sector plans developed. The projects should however reinforce the suggested strategies and must also relate to the core challenges identified in the analysis phase.

4.4 Integration

This component is concerned with ensuring vertical and horizontal linkages.

4.5 Approval

At this level all organs of the municipality including stakeholders and council must adopt a completed plan and thereafter forward it to the MEC.

The preparation process of 2008/09 IDP is informed by a number of public consultations and public events. In 2006 SDM hosted a Presidential Imbizo. The Presidential Imbizo was preceded by a number of public engagements, which were aimed at identifying key development needs and challenges. Further, during the Presidential Imbizo the community was also afforded an opportunity to raise their concerns, needs and aspirations. These public comments were documented and two processes emerged from them. Firstly, the Imbizo Action Plan, which outlines all the comments and activities to be undertaken to address issues and the identification of responsible bodies. Secondly, these comments also formed the basis within which this IDP is being drafted. Some strategies and programmes that are reflected in this document are aimed at dealing with some of these issues.

The Presidential Imbizo was then followed by the Provincial LED summit. This summit was aimed at identifying the key developmental opportunities within SDM. The public also played a major role during this summit, and public comments were documented and thus forming the bases for public participation. An action plan was also prepared to address issues that were raised during the summit.

Both the public comments received during the Presidential Imbizo and the LED summit formed the bases within which SDM has prepared 2007/11 IDP and 2008/09 IDP review. Further, the process of preparing this strategic document was also informed by issues raised in formal Municipal Structures e.g. Mayor's Forum, IDP Service Providers' Forum and IDP Alignment Committee.

Both the Draft IDP 08/09 and Budget 08/09 were presented in all five Local Municipalities and Traditional Leaders through Mayoral Izimbizo. Mayoral Izimbizo were aimed at obtaining public comments and approval of the draft IDP and Budget. The schedule of these Izimbizo was as follows:

Municipality	Venue	Date	Time
Kwa-Sani	Stepmore Sports field	18 May 2008	11h00
Ubuhlebezwe	Umhlabashana Sports Ground	13 May 2008	11h00
Greater Kokstad	Riverview Stadium	29 April 2008	11h00
Ingwe	Gqumeni Stadium	16 May 2008	11h00
Umzimkulu	Rietvlei Grounds	14 May 2008	11h00

The National Department of Provincial and Local Government have developed guidelines to assist local municipalities in the development of their respective IDPs. A Credible IDP Framework was developed in due consultation with local government structures as a tool to align activities of government structures.

4.5.1 Sisonke IDP Participation Arrangements

To ensure greater participation and involvement of all stakeholders and interested and affected parties in the IDP process, the following fora/committees were established and adopted by the Sisonke District Council:

The IDP Alignment Committee

4.5.1.1 Alignment Committee

This committee was established to ensure:

- horizontal alignment among LM's; and
- vertical alignment between LM's and the DM.

4.5.1.2 Service Provider's Forum

This forum was established to foster:

- alignment between sector departments and all municipalities within the District
- synergies in planning; and
- alignment of budget and programs.

4.5.1.3 Steering Committee

The Steering Committee is there for:

- overall co-ordination.
- monitoring of adherence to IDP terms of reference.

4.5.2 Roles and Responsibilities

It is one of the pre-requisites of the smooth and well organized IDP process that all role players be aware of their own and other role players' responsibilities. Therefore, it is important that clear terms of reference for all role players' are developed and be output oriented.

ROLE PLAYERS	ROLES AND RESPONSIBILITIES
Sisonke District Municipality	Adopting the Framework Plan and Process Plan Managing and coordinating the IDP review process by: <ul style="list-style-type: none"> • Ensuring horizontal alignment between the District municipality and five local municipalities. • Ensuring the vertical alignment between District municipality and Sector departments. • Preparing joint strategic workshops with all spheres of government • Ensuring that business plans, land use management system and budget decisions are based on the IDP. • Ensuring that Key Performance Indicators and Targets outlined in the IDP are realistic and achievable • Ensuring that the IDP is tied to budget • Ensuring that the IDP and PMS processes are developed together • Ensuring that Service Delivery and Budget Implementation Plan is in place and aligned with the IDP and budget processes • Ensuring the linkages between the IDP, PMS, Budget and Service Delivery and Budget Implementation Plans processes • Monitoring the implementation of the IDP/ Service Delivery and Budget Implementation Plan • Ensuring that the review process complies with the prescribed legislation • Adopting and approving the reviewed IDP, Budget and PMS.
Councillors/Ward Committees	<ul style="list-style-type: none"> • Linking the IDP review process to their constituencies. • Facilitating public consultation and participation • Ensuring transparency in the review process • Facilitating community ownership
Executive Committee	<ul style="list-style-type: none"> • Deciding on the process plan • Monitoring the IDP review, budget and PMS Processes • Doing overall management and co-ordination
IDP /PMS Manager	<ul style="list-style-type: none"> • Preparing the Framework and Process Plan • Nominate persons/ role players • Ensuring appropriate participation • Responsible for day to day management of the IDP Review process and PMS under consideration of time and resources • Ensuring that the review process complies with the prescribed legislation • Ensuring that the Service Delivery and Budget Implementation Plan is in place • Ensuring that the SDBIP is informed by the IDP and Budget • Day to day management of PMS • Ensuring that the IDP is tied to budget • Prepare Quarterly reports on implementation of municipal targets • Arranging meetings for IDP Structures to participate in the process
IDP Steering Committee	<ul style="list-style-type: none"> • Discussing the content of the IDP • Commission research studies • Consider and comment on: <ul style="list-style-type: none"> ✓ Inputs from sub committee/s study teams and consultants ✓ Inputs from provincial sector departments and support providers ✓ Process, summaries and document outputs • Makes content recommendations
Municipal Officials	<ul style="list-style-type: none"> • Providing technical/sector expertise

	<ul style="list-style-type: none"> • Providing departmental and capital budgetary information. • Providing the IDP / PMS Manager with information relating to their specific departments • Ensuring that all processes undertaken by the municipality are reflected in the IDP • Preparing draft project proposals
IDP Representative Forum	<ul style="list-style-type: none"> • Represent the interest of their constituents • To ensure transparency in the process • To ensure the involvement of different stakeholders in decision making • Ensure communication between all stakeholders • Recommend reports for approval • Provide organizational mechanism for discussion, negotiation and decision making between the stakeholders including municipal government.
Local Municipalities	<ul style="list-style-type: none"> • Preparing their own Process Plans • Managing and coordinating the local review process • Adopting and approving their IDP's • Aligning the review process with other Local Municipalities and the District Municipality • Contributing in the formulation of the District Framework Plan • Ensuring alignment of their respective IDP's with national and provincial departments and corporate service providers.
Department of Local Government and Traditional Affairs	<ul style="list-style-type: none"> • Providing data and information • Providing guidelines for the review process • Providing guidelines for the preparation of Sector Plans • Providing methodological guidance • Providing technical support • Providing funding for IDP Review and PMS • Monitoring the review process • Coordinating IDP and PMS related training • To provide guidelines for IDP • To provide all IDP related information e.g. MTEF and Departmental strategic plans
Government Departments	<ul style="list-style-type: none"> • Provide data and information • Assist in the preparation guidelines for sector plans • Provide funding for the preparation of sector plans • Facilitate alignment • To provide all IDP related information e.g. MTEF and Departmental strategic plans
IDP Service Providers Forum	<ul style="list-style-type: none"> • Engage in alignment process (aligning projects and programs) • To provide all IDP related information e.g. strategic development plans
IDP Alignment Committee	<ul style="list-style-type: none"> • To ensure alignment between the DM and the LM's
Office of the Mayor and Finance Dep.	<ul style="list-style-type: none"> • Preparing the budget • Managing the budget process • Liaising with different role players • Ensuring transparency in the process • Ensuring that budget process is informed by and tied to the IDP • Ensuring that the budget process complies with the prescribed legislation

SECTION B

5. LEGAL BACKGROUND

5.1 Municipal Structures Act

The act was promulgated to provide for the establishment of municipalities in accordance with the requirements relating to categories and types of municipality; to establish criteria for determining the category of municipality to be established in an area; to define the type of municipality that may be established within each category; to provide for an appropriate division of functions and powers between categories of municipality; to regulate the internal systems, structures and office-bearers of municipalities; to provide for appropriate electoral systems; and to provide for matters in connection therewith. But of importance are the following:

Co-operation between district and local municipalities in the following instances:

- (1) A district municipality and the local municipality within the area of that district municipality must co-operate with one another by assisting and supporting each other;
- (2) (a) A district municipality on request by a local municipality within its area may provide financial, technical and administrative support services to that local municipality to the extent;
- (b) A local municipality on request of a district municipality in whose area that local municipality falls may provide financial, technical and administrative support services to that district municipality to the extent that local municipality has the capacity to provide those support services;
- (c) A local municipality may provide financial, technical or administrative support services to another local municipality within the area of the same district municipality to the extent that it has the capacity to provide those support services, if the district municipality or that local municipality so requests; and
- (3) The MEC for local government in a province must assist a district municipality to provide support services to a local municipality.

5.2 Municipal Systems Act and Municipal Finance Management Act

Municipalities are guided by various legislations and policies which have been carefully considered whilst compiling this document. Amongst these legislations is the Municipal Systems Act (MSA), (Act no 32 of 2000); the Municipal Finance Management Act of 2003. Chapter 5 of the Municipal Systems Act specifies that each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality, which:

- Links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- Aligns the resources and capacity of the municipality with the implementation of the IDP;
- Forms the policy framework and general basis on which annual budgets must be based; and

- Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of the legislation.

The Act also requires municipality to review the IDP annually. The IDP is for a five-year period, unless decided otherwise by the Council to adopt the IDP of its predecessor for another five-year period.

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

- Coordinate the processes for preparing the annual budget and for reviewing the municipality's integrated development plan and budget – related policies to ensure that the tabled budget and any revisions of the integrated development plan 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 -
 - (i) The preparation, tabling and approval of the annual budget;
 - (ii) The annual review of -
 - (aa) the integrated development plan in terms of section 34 of the Municipal Systems Act; and
 - (bb) the budget related policies
 - (iii) the tabling and adoption of any amendments to the integrated development plan and budget related policies; and
 - (iv) any consultative processes forming part of the processes referred to in subparagraph (i), (ii) and (iii).

(a) Spatial Development Framework

National Spatial Development Perspective (NSDP)

The Policy Co-ordination and Advisory Services introduced a National Spatial Development Perspective (NSDP), which was then endorsed by the Cabinet in March 2003. The NSDP works in conjunction with different Departmental and Provincial spatial and development strategies. The four principles of the NSDP are as follows:

- Economic growth is a prerequisite for achievement of policy objectives;
- Government spending should concentrate on fixed investment, focusing on localities of economic growth and/or economic potential;
- Efforts to address the past and current inequalities should focus on people not on places; and
- To overcome spatial distortions of apartheid, future settlement and economic development opportunities should be channeled into nodes adjacent to the main growth centres.

In order to distinguish between localities, the NSDP uses two concepts as methodological tools, which are Potential and Poverty Gap. These two concepts will assist the NSDP in providing a course-grained analysis from a national perspective, which will be supplemented by a more finely grained analysis at Provincial and Local Government level.

In defining potential, the NSDP has drawn on recent tradition of “institutional economics” a field that has come to dominate both developmental economics and regional planning. The institutional approach suggests that beyond the usual sources of comparative advantage, the institutional adequacy of a locality will help determine whether development is sustainable or not. The NSDP therefore uses concepts of potential that rely strongly on the presence of institutional capacity to realize the developmental impact of other resources.

In summary, the NSDP will have a role to play as an instrument that informs the respective development plans of the three spheres of government i.e. IDP, PGDS and the Medium Term Strategic Framework (MTSF).

(b) ASGISA

The mandate was for government to halve poverty by 2014 and to do this the country needs a growth rate of 5% on average. Because of backlogs in infrastructure, investment, inadequate planning, and in some cases market structures that do not encourage competition, the price of moving goods and conveying services over distance is higher than it should be. In South Africa, which is a large country, with considerable concentration of production inland, and which is some distance from all major industrial markets, deficiencies in logistics are keenly felt. This is the main reason why beneficiation processes need to be encouraged in the development of the local economy.

Those parts of the legacy of apartheid most difficult to unwind are the deliberately inferior system of education and the irrational patterns of population settlement. In a period of growth, it is evident that we lack sufficient skilled professionals, managers and artisans, and that the uneven quality of education remains a contributory factor. In addition the price of Labour of the poor is pushed up by the fact that many live a great distance from their places of work.

Certain weaknesses in the way government is organised, in the capacity of key institutions, including some of those providing economic services, and insufficiently decisive leadership in policy development and implementation all negatively impact on the country's growth potential. Countering these constraints entails a series of decisive interventions. These interventions amount not to a shift in economic policy so much as a set of initiatives designed to achieve our objectives more effectively.

In developing responses to the binding constraints, certain measures to counter the constraints were developed.

- Macroeconomic issues;
- Infrastructure programmes;
- Sector investment strategies (or industrial strategies);
- Skills and education initiatives,
- Second economy interventions; and
- Public administration issues.

(c) Provincial Growth and Development Strategy (PGDS)

Inequalities exist in our economy and there is a legacy of inequitable spatial development. This has had a negative impact on public sector investment as highlighted by the National Spatial Development Perspective (NSDP). This is evident in the lopsided economic and social costs for poor communities in locations far from employment and other opportunities. The PGDS is a vehicle to address the legacies of the apartheid space economy, to promote sustainable development and to ensure poverty eradication and employment creation.

Government has a mandate to restructure the process of development and service delivery in the province. This is to be achieved through the three spheres of government, the different government sectors and the various strategic frameworks. The key challenge it faces is to effectively align and harmonise these structures towards this end; and to harness and align fiscal, financial and human resources at its disposal towards eradicating poverty, creating employment and laying the foundations for accelerated economic growth.

The PGDS offers a tool through which provincial government can direct and articulate its strategy and similarly for local government to reflect the necessary human, financial and fiscal support it needs to achieve these outcomes. It facilitates proper coordination between different spheres of government and aims to prevent provincial departments from acting out of concert with local municipalities. It enables intergovernmental alignment and guides activities of various role players and agencies (provincial sector departments, parastatals, district and local municipalities). The PGDS will enhance service delivery.

It is a framework for public and private sector investment, indicating areas of opportunities and development priorities. It addresses key issues of implementation blockages whilst providing strategic direction.

The PGDS implies a developmental approach to government. This implies a pro-active and facilitative approach to development and not one based on formulation and applying regulations and restrictions.

The PGDS on the one hand involves preparing policies, strategies and guidelines and on the other hand it involves preparing mechanisms to align and facilitate implementation, monitoring and evaluation of key growth and development priorities.

The following highlights the key economic development challenges within KZN Province and the strategic approach upon which the PGDS is geared to address them:

Key Challenges based on Provincial Profile	PGDS Responses
The largely rural nature of the Province with a limited natural resource base compared to the vastness of the Province.	Exploit what we have maximally.
Poor co-ordination, synergy and integration between departments, spheres of government and between municipalities and traditional councils.	Put systems in place to effect synergy and co-operation; Align IDPs with Departmental Strategic Plans
Insufficient legislative compliance and poor budget management performance.	Strengthen and build government to facilitate sustainable development, popular participation in decision-making, implement performance-driven transformation and co-operative governance.
Service delivery backlogs (2001 Census Profile): Only 41% of households have flushable toilets; 35.1% use pit latrines; 10.2% of households have access to piped water; 62.4% of households use electricity; generally or infrastructure.	Improve and integrate service delivery for better quality of life for all.
Economic growth rate of 2.5%: Rigidity of financing institutions with regard to funding and loan capital to black SMMEs and entrepreneurs. Existence of two economies and the widening of the gap.	Implement economic development programmes to raise investment, increase exports and capitalize on provincial resources, strengths and synergies. Engage the financing institutions to get buy-in. Address challenges of the second economy.
32% of labour force classified as unemployed (official definition – 2004)	Create programmes to increase employment opportunities, access to finance; build human capacity.
28.2% of households earn less than R800/month	Create programmes to increase vulnerable groups' access to social security nets and services.
General HIV/AIDS prevalence rate of 11.7% - the highest in the country (2002)	Comprehensively address the spread of the HIV and AIDS.
Lack of sustainable environmental management programmes in the province.	Manage, preserve and enhance natural environment and comprehensively address and environmental management system for sustainable development.
Human Capacity problems – mismatch between supply and demand, illiteracy and low retention of appropriately trained and skilled staff in rural municipalities; limited development in innovation.	Address human capacity challenges appropriately.
Elements of fraud and corruption and, general lack of a corporate culture of ethics, professionalism and accountability.	Revitalise Batho Pele Principles – through Service Commitment Charters.

SECTION C

SITUATIONAL ANALYSIS

6. TOPOGRAPHICAL FEATURES AND BUILT ENVIRONMENT

(a) Topography

UBuhlebezwe demonstrates rugged terrain with hilly rolling country. In the East numerous river valleys fragment the Local Municipality making the topography steep with gently sloping valley bottoms. KwaSani demonstrates moderately rolling topography with much of the area covered by mountainous topography. The DMA moves from moderately rolling topography to the steeply rising foothills of the little berg. The rest of the District including Kokstad is generally characterised by rolling topography and uncharacteristic flat topography.

(b) Geology

Soils and geology vary greatly throughout the District. Around Ixopo soils are leached and of low inherent nutrient status with problems with Phosphorus fixation and aluminium toxicity, they have low agricultural potential. East of Ixopo soils on hillsides are shallow of the Mispah and Glenrosa.

In the valley bottoms pockets of deep alluvial soils are found. Areas of calcareous duplex soils are also found east of Ixopo, these soils are highly erodible. Around the edges of UBuhlebezwe soils are of the Table Mountain Sandstone plateau, with rugged low potential soils in the north of the Local Municipality. On the eastern boundary of the Municipality the soils are acid and leached. They consist of shallow sandy soils derived from the Table Mountain shales with heavier soils are derived from dolerite and Dwyka Tillite. Within the UBuhlebezwe Local Municipality however small pockets of high potential soils do occur, erosion on the steep slopes is however problematic in these areas.

Surrounding Creighton soils are highly variable in both depth and drainage. These soils have a relatively low agricultural potential. The rest of the Ingwe Local municipal area however has soils of higher potential. East of Underberg and Himeville soils are sedimentary derived and tend to be shallow and dry or poorly drained. The rest of the Municipality is characterised by high potential soils that support a large variety of crops. The majority of the Municipality however is dominated by sedimentary derived soils that tend to be shallow and dry or poorly drained. The District Management Area consists of highly erodible humic soils with high aluminium toxicity, which limits rehabilitative growth. Soils in Umzimkhulu consist of moderately deep to deep red and yellow structure-less soils with moderate agricultural potential.

(c) Vegetation

The general vegetation types found in the District are Ngongoni veld, Highland sourveld and transitional veld. In the UBuhlebezwe Municipality the vegetation is varied while the rest of the Municipality has a smaller variation in vegetation types. Ngongoni veld exists in a narrow belt of rolling country just above the Coastal Forest belt. While the vegetation has forest and scrub forest affinity it lacks the important constituents of essential tropical nature. Within the District Ngongoni Veld usually occupies the valleys while Highland Sourveld and Natal Mist Belt Ngongoni Veld exist on the ridges. Highland Sourveld exists in the rolling country of the Drakensberg foothills and dominates a large portion of the Municipality from Parts of Ingwe. The Natal Mist Belt Ngongoni Veld on the other hand is less prominent in the District occurring mainly in the UBuhlebezwe area of the District. Within the DMA and approaching it some of the pure grassveld types occur particularly between Matatiele and Underberg and within the DMA itself.

(d) Rainfall and Temperature

UBuhlebezwe demonstrates a mean annual temperature of approximately 18°C with an approximate mean annual rainfall of between 600 to 850 mm. Summers are warm with Mild winters. Moderate frost occurs with occasional severe frost. Mists occur in spring and early summer. Surrounding Ixopo occasional drought occurs, with heavy mists, occasional hail and frost also being experienced. Berg winds and sudden cold fronts in the area result in unpredictable weather conditions particularly in spring and early summer.

Ingwe experiences average annual rainfall of approximately 800 to 1116 mm with much less rainfall surrounding Creighton. In KwaSani the mean annual rainfall is from 800 to 1265 mm with a frequent occurrence of mist and occasional snow. Winters are cool with severe frost and a mean annual temp of approximately 14°C. Surrounding and to the east of Underberg however frost is common in occurring most commonly on the flats or in hollows while the slopes experience lighter, less frequent frost. There is a clearly defined cold dry season with mist and snow occurring less frequently than in the rest of the Municipality.

In the Greater Kokstad municipality is summer rainfall group with a mean annual temperature of 14°C. In Umzimkhulu municipality summer is predominantly warm and winter is cold with frost in some areas. Rainfall ranges from 750mm to 1050mm per annum.

The DMA has a mean annual rainfall is between 900 to over 1400mm with a mean annual temperature of 11.5 °C. Summers are cool and winters are mild with frequent severe frost and snowfalls especially in the Kwa Sani Municipal area and hail.

The District has prepared a Draft Strategic Environmental Assessment and Environmental Management Plan. The plans will be reviewed in 2008/09.

One of the areas of concern that is outlined in the IDP Hearing Assessment Report is the Development of Air Quality Management Plan in terms of the new Air Quality Management Act 39 of 2004. It is worth mentioning that Air Quality is not a problem in the area, this is due to the fact that the district does not have a well developed industrial and manufacturing sector which produce emissions that might affect air quality. The Air Quality Management Plan will then be considered once the industrial/manufacturing sector starts to grow and poses a threat to the environment.

(e) Land Cover and Land Use

Agriculture is the dominant land cover within the district with rural communities located in the outskirts of the towns. The major land use within the district is commercial farming. Tourism facilities are mainly located within KwaSani Local Municipality. As indicated the various pockets of settlement that are sparsely populated are located in a manner that is not cost effective for rendering of infrastructural and social services. Commercial and retail services are mainly located in major nodes of the municipality. Some of these nodes or towns are experiencing declining economies hence they are termed 'ghost towns'.

SECTION D

MUNICIPAL DEPARTMENTS

7. OFFICE OF THE MUNICIPAL MANAGER

The Office of the municipal Manager is responsible for Special Programmes in conjunction with the Office of the Mayor and the Office of the Speaker. The following sub-headings indicate the status quo regarding the implementation of Special Programmes. This office is also responsible to over-see municipal communication issues, which is a new unit that was established in 2006/7 financial year. The key focus areas of this unit will be to improve communication of the Council with stakeholders and the community. The Internal Audit and IDP/PMS units are also managed directly by the office of the Municipal Manager. Also, the youth unit has been established and incorporated in this department. It must also be borne in mind that all the above units and functions fall under the Operations department as per Organogram, but due to the vacant position of the HOD, the Municipal manager takes control of the department pending the filling of the vacancy.

7.1 SPECIAL PROGRAMMES

(a) HIV/AIDS

HIV/AIDS pandemic is prevalent in the whole world and statistics clearly show that KwaZulu Natal province has the most number of people infected and affected by HIV/AIDS in the republic and Sisonke District Municipality is no exception. Sisonke District Municipality has already begun to take active steps to ensure that alarming rate of infection is kept at a very minimal level. This is done through collaborative efforts with government departments, CBOs, NGOs and other concerned organizations and departments. This collaboration is intended to lead to the formalization of a District Wide HIV/AIDS Council. This council will be the principal body that will deal with HIV/AIDS issues. In the meantime the municipality in conjunction with Government departments organizes HIV/AIDS awareness campaigns within the district. Furthermore the municipality will participate in programmes to assist HIV/AIDS infected people with the formation of support groups since the municipality has been inundated with such need from the community. Also, acknowledging that municipal employees are not immune to the pandemic hence the intention is that we have a special programmes unit to give attention to these issues.

(b) Women/ Gender Issues

Sisonke District Municipality is a predominantly rural municipality and characterized by high illiteracy rate, lack of skills and poverty. Most affected by this are women who historically were left at home to look after children and not attend school or work. The municipality then has a mammoth task of relieving women from the dependency mindset and the deprivation trap. Women are not fully represented in all government structures and other non governmental structures within the District. There is also a lack of economic

empowerment of women. Notwithstanding these challenges, the municipality in conjunction with government departments does have adhoc capacity building workshops for women which are not enough considering magnitude of this challenge. Amongst other things the municipality has the remedial measures in place to address this challenge: Learnership programme, Human Resources Development Strategy, skills development plan. Awareness campaigns on women and gender issues also form integral part of our strategy. All above are aimed at ensuring recruitment of women and capacity building initiatives. In the near future, Sisonke District Municipality will establish a District Women's Forum. Also, Sisonke District Municipality support women initiatives through assisting the following garden projects, Sukume vegetable project, Kraansdraai vegetable project etc.

(c) Elderly / Aged

Sisonke District Municipality recognizes and respects the rights of the elderly who are faced with abuse, lack of access to social grants poor welfare at their homes. The municipality has continuous elderly Izimbizo where the said challenges are discussed. The municipality intends to have bilateral meetings with Department of Social Development and Home Affairs to address challenges faced by the elderly.

(d) Sports and Recreation

Sisonke District Municipality is faced with a challenge of lack of advancement and excellence of youth in sport as result of lack of sports facilities, non existence of sports federations within the district. The youth is always engaged in different sporting activities but there do not perform to the required standards or win as a result they become disillusioned and resort to crime. The municipality does have competitions like KWANALOGA Games, Masidlale etc but still the participants do not excel in various sporting codes. The municipality is a process of negotiating with different role players/bodies and experts in various sporting codes to solicit assistance in this regard. Sisonke District Municipality will also solicit funding to construct facilities especially on sports predominantly played in urban areas e.g. Cricket, Rugby, Tennis, basketball. This is coupled with the employment of Sports and Recreation Officer and the establishment of a District Sports Council.

(e) Youth

Apart from sport, the youth of Sisonke District Municipality is faced with challenges like; unemployment, poor representation of youth in all structures and economic empowerment. With the above challenges addressed, half of the battle against crime will be won. The municipality does have capacity building/Training workshops aimed at the youth. The municipality also boasts a high percentage of youth employed within its workforce through learnership programme and other policies aimed at youth advancement. Engagement of stakeholders like SEDA, Umsobomvu and Youth commission is sought to engage more youth in the economy. The Youth Council will be established in 2008/09 financial year. The youth unit which deals with all above issues has already been established.

(f) Culture

Sisonke District Municipality arguably boasts the most diverse community in terms of culture and languages in the province; however our languages and cultures must be revived and protected against extinction. Also various cultural events /competitions are held in Sisonke District Municipality showcasing cultural diversity of the area. Department of Arts and Culture and Tourism are amongst role players engaged by the municipality to promote language and cultural diversity. Continuous cultural activities and awareness campaigns are held to alert and sustain diversity.

(g) Disabled

The Sisonke District Municipality recognizes and respects the rights of the disabled. People with disabilities are marginalized; abused and disrespected as a result they are not sufficiently represented in government and other community structures. Some do not have access to education as result of lack of special schools within the district. The municipality seeks to address this through engagement of Department of Education, Premier's Office and Social Development. The municipality has human resource policies to ensure that the disabled have access to employment. Workshops for the disabled are also held continuously within the district.

The Sisonke District Municipality has established a Disabled Forum as measure to address this challenge. This forum meets quarterly to discuss issues affecting the disabled. Sisonke District Municipality, Social Development, Department of Health and Local municipalities held a disabled day in Vulekani Special School, where wheelchairs were donated to the disabled attending the school. The Sisonke District Municipality will endeavor to give unwavering support to this special school in 2008/09 and years beyond.

(h) Children

The office on the Rights of the Child (ORC) within the Human Rights Chief Directorate, situated under the auspices of the Kwazulu-Natal office of the Premier, is a Presidential Initiative which is Constitutionally mandated. It has the following core functions:

- § To promote and enable the realization of the child's rights to survival, development, protection and participation in Kwazulu-Natal.
- § To monitor and evaluate service delivery on children's issues in the Province.
- § Analyse policy, conduct research and mainstream the children's rights in all spheres of Government.
- § To advocate and lobby for children's rights in the Province.
- § To do capacity building on children's rights issues.
- § To co-ordinate all activities and programmes pertaining to children's rights.
- § To encourage the communities to do what is in the best interest of the children.

Section 152 of Chapter 7 of the constitution of South Africa sets out the objectives of Local Government. From a Child Rights Perspective, democracy is also for children as children are part of the local communities.

Services to our communities must meet children's needs and promote their well being . Children are the future of our communities.

Children need to be safe, need shelter, Health Care and clean water. Children need to have a voice and have a right to be heard when expressing their thoughts feelings, and ideas within their Communities.

Section 153 of the Constitution sets out the Development duties of Municipalities, which is to structure and manage it's administration giving priority to the basic needs of the communities where adults and children exist.

The National Children's Rights Co-ordination Framework consists of the National Children's Rights Advisory Council and Technical Committees with the Office on the Rights of the Child within Presidency.

Provincially, Children's Rights issues are attended to the Office on the Rights of the Child, Provincial Advisory Councils and Technical Teams (KPACC). KPACC has the function of monitoring and mainstreaming Children's Rights.

Districts and Local Municipalities have an obligation to form structures that will attend to Children's Rights. eg. DACC and LACC. (District Advisory Council for Children and Local Advisory Council for Children) in accordance with the National Children's Rights co-ordinating Framework.

The District attends to the obligation towards Children's Rights by working closely with the Department of Education and the Department of Welfare. Back to School Campaigns, School Visits and events such as Taking the Girl Child to Work have been conducted successfully. Food parcels have been distributed at Schools.

7.2 MUNICIPAL COMMUNICATION/ PUBLIC RELATIONS AND COMMUNITY PARTICIPATION

Chapter 4 of the Municipal systems Act requires municipalities to develop a culture of Municipal Governance that complements formal representative government with a system of participatory governance; therefore Sisonke District Municipality is expected to create a conducive environment for community participation.

During the 2006/7 IDP review process SDM identified communication as one of the areas that requires attention, hence the establishment of the Municipal communication unit. Through this unit, SDM aims to improve its ability to communicate with the public. A need was identified to develop strategies and mechanisms that will enable the community to have channels of communication with the municipality and vice-versa, hence the establishment of the Communications Unit.

These channels will enable community to inform the municipality about its needs and for the municipality to consult with its constituency and it encourages interaction with stakeholders.

The principal objectives of the on municipal communication are summarised as follows:

- Development and improvement of channels within which the public can communicate with the municipality;
- Development of programmes and structured timeframes where the municipality will communicate with the public;
- To communicate municipal's performance and ability to delivery on specified targets
- To communicate key developmental programmes
- To put Sisonke District Municipality on the media, this is hoped to improve investment interest for the District
- To communicate challenges that are faced by the municipality and proposed programmes to address such challenges.

The Draft Communication strategy also seeks to address District Communication objectives relating to internal and external Communication, Media Relations and Advertising, Mass Communication and Events Management, Reputation Management, Medium of Communication, the SDM Newsletter, Exhibitions, Campaigns, Road shows and Izimbizo.

Communication and Public Relations have identified a need to conduct workshops on the importance of Communication through co-ordination and co-operation, Public Relations, Media Relations and Marketing.

Over and above Mayoral Izimbizos with various stakeholders, Sisonke DM has identified some strategies that will be put in place in order to achieve the abovementioned objectives. These strategies and their programme of action will be detailed in the Communication Strategy which is still a draft. The following are some of these strategies:

- Development of a Municipal news letter, which will be released on a continuous bases as will be defined by CS;
- A Municipal Tabloid, which will be circulated in local and provincial newspapers on quarterly bases;
- The Open Council Day is one of the strategies proposed to bring government to the people.
- The municipality also aims at holding a number of public events that will deal specific issues which are identified as the priority of council in that financial year.
- Workshops with Ward Committees and CDWs on municipal affairs

Municipal communication will also seek ways of improving communication within the institution between political and the administrative components. Furthermore, the unit will strengthen communication with other

spheres of government, civic society and all other stockholders which are affected and interested in Municipal affairs.

Sisonke District Municipality within the Province of KwaZulu-Natal is featured by the Drakensburg landscape. SDM is a Tourism and Recreation destination area e.g. Sani Pass, Garden Castle and Bushman's Neck.

Public Relations and Communication seeks to showcase Tourism nodes through mainstream Media (National Newspapers, Radio and SABC) with the intention of attracting the Tourism industry. In order to market SDM effectively, the Unit seeks to compile an information brochure.

The Unit seeks to utilize the PLASMA Screen as an effective Educational Communication Tool for the General Public that enter into the main offices e.g. DVD viewing on HIV/AIDS Awareness Camps, Child Protection and the Children's Act, Geographical Naming, Batho Pele Principles, SDM Izimbizo and Service Delivery Departmental Events.

As a future endeavor guided by financial viability, the Unit seeks to assist in the facilitation of the establishment of an SDM Community Radio Station. An increase in capacity within the Unit is necessary in order to effectively meet the desired Communication and Public Relations objectives.

7.3 INTERNAL AUDIT

Internal audit is an independent and objective assurance and consulting activity designed to add value and improve an entity's operations. It helps an entity to accomplish its objectives by bringing a systematic, disciplined approach in evaluating and improving the effectiveness of risk management, control and governance process.

7.3.1 BACKGROUND

According to the legislative prescripts municipality must have an internal audit section could be within municipal organogram or be shared amongst municipalities or be outsourced. This is evident by section 165 and 166 of the Municipal Financial Management Act, which read as follows:

The above mentioned section states that each municipality must have an internal audit unit, which must prepare a risk-based audit plan and an internal audit program for each financial year. Advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to:

-Internal audit, internal controls, accounting procedures and practices, risk and risk management, performance management, loss control, and compliance with this Act, the annual division of revenue act and any other applicable legislation.

Section 166 states that each municipality must have an audit committee which is an independent advisory body which must advise the municipal council, the political office bearers, municipal manager and the management staff of the municipality on matters relating to:

- Internal financial control and internal audits, risk management, accounting policies, the adequacy, reliability and accuracy of financial reporting and information, performance management, effective governance, performance evaluation, review the annual financial statements to provide the council of the municipality with an authoritative and credible view of the financial position of the municipality, its efficiency and effectiveness and its overall level of compliance with all relevant pieces of legislation. Must carry out investigations into the financial affairs of the municipality as the council of the municipality may request. In performing its functions, an audit committee has access to the financial records and other relevant information of the municipality and must liaise with the internal audit unit of the municipality and the person designated by the Auditor General to audit the financial statements of the municipality. An audit committee must consist of at least three persons with appropriate experience, of whom the majority may not be in the employment of the municipality and must meet as is required to perform its functions, or at least four times a year.

7.3.2 INTERNAL AUDIT WITHIN SISONKE DISTRICT

Sisonke DM has taken all necessary steps to comply with section 5 and 166. This is evident by an existing and functioning internal audit unit, comprised of four internal auditors and three members of the audit committee. However one Audit Committee member resigned and that hampered the functioning of the committee. The Sisonke District Municipality has then resorted to head hunt the other reputable and experienced members. On the 10 April 2006, Thabani Zulu and Company was appointed as a service provider to formulate, communicate and oversee implementation of a shared service model, in respect of an internal audit unit and to transfer capacity in respect of such a shared service in order to ensure sustainability. The following objectives and deliverables have been met and realized within the district:

- (a) The audit committee was been established and is fully functioning.
- (b) The audit committee and internal audit charters have been developed and approved, which are documents that govern the audit committee and internal audit function by providing guidelines in terms of discipline and professional standards required when discharging their functions.
- (c) The internal audit methodology has been developed, which is a strategic document that guide the internal audit unit in carrying out its function.
- (d) Job descriptions of internal audit staff at all levels have been developed.
- (e) Performance management system for the internal audit unit has been developed.

- (f) Recruitment of internal audit staff at junior level has been done and one resigned in February 2008.
- (g) The internal audit structure has been finalized. Development of an annual audit plan has been finalized, waiting for approval by the audit committee.
- (h) Risk assessment and documentation of all the systems have been done to all the municipalities.
- (i) Risk management strategy for all the municipalities have been developed and presented.
- (j) Engagement and training of key personnel has been done.

Department of Traditional and Local Government Affairs allocated funding for one year and further funding was needed to ensure effective implementation and DTLG allowed the municipality to utilize all allocated funds for a shared service model.

7.3.3 BENEFITS OF A SHARED INTERNAL AUDIT

The benefit of having a shared internal audit is cost effective compared to outsourcing it or each municipality having its own internal audit unit.

7.3.4 SHORT TERM BENEFITS

Municipalities are now having risk management strategy in place. Municipalities are aware of the risk that impacts negatively or that threatens their operations which hinders the achievement of objectives, and they are also aware of the areas that warrant improvement.

7.3.5 MEDIUM TERM BENEFITS

Sisonke District municipality has been receiving disclaimers and qualified reports from the office of the Auditor General for the past three years. It is ideal that the number of qualified audit report from the office of the Auditor General on financial statements be reduced to a minimum level. A new financial management system has been installed. Data is currently being updated. Steps are made to address the audit queries.

Qualified report: Is a report that depicts or portrait that the accounting practice employed by the municipality is not applied to an acceptable standard.

Disclaimer report: It depicts that the municipality cannot produce evidence to support the presented figures in the financial statements.

They are many other factors other than those mentioned above that are considered to determine whether a municipality be qualified or given a disclaimer.

7.3.6 LONG TERM BENEFITS

A sustainable and solid internal audit function within the district that will add value and contribute on improving the mechanism in place that are utilized to h the mandate of service delivery to the community. It will also ensure efficient and effective service delivery.

7.3.7 CHALLENGES AND PROPOSED SOLUTIONS

- (a) Lack of audit committee expertise
- (b) The ideal audit committee was to have five members, each municipality having a representative, but due to the limited skills, Sisonke only managed to source three members, unfortunately one resigned and the municipality is headhunting a replacement as previously stated.
- (c) Lack of understanding the function of an internal audit and it has been proposed that workshops be run for both municipal officials and political office bearers with the assistance of the Audit Committee.
- (d) There is a lack of communication between the district and local municipalities in terms of the issues relating to internal audit so much that no local municipality made a contribution for internal audit functions despite resolutions that they were participating in. attempts eing made to resuscitate the discussions of the shared services concept.
- (e) Sisonke District Municipality is also in the process of filling the vacancy of the head of internal audit unit. This should be finalized before the end of the financial year.

It has been proposed that a communication strategy be formulated that will address the gap of stifing the flow of information on matters relating to internal au ssistance of the Audit Committee.

The internal audit at Sisonke district has been assess by the Office of the Accountant General and it has been found complying fully with the aspects of the required compliance, except few areas that needs to be fine-tuned. This indicates the commitment of Sisonke to the legislative prescripts.

8. ECONOMIC AND COMMUNITY SERVICES

The Department of Economic and Community Services is one of the six departments within SDM as reflected in the Institutional Plan/Organogram. The DECS is mainly responsible for two Directorates, Development and Planning and Social Services. Development and Planning Directorate is responsible for Town Planning/Strategic Planning, Local Economic Development/Tourism, Environmental Management and Geographic Information Systems. The Social Services Directorate includes Environmental Health, Disaster Management.

8.1 Development and Planning

Strategic Planning

The change of Municipal boundaries during the last Municipal elections excluded Matatiele Local Municipality and incorporated uMzimkhulu Municipality as part of Sisonke DM. These changes require the municipality to review some of its strategic plans and frameworks. In response to this, Sisonke DM is currently implementing and/or reviewing a number of strategic plans:

Spatial Development Framework: The SDM is currently finalizing the review of the SDF. Its objectives were:

- (a) to incorporate special development pattern for uMzimkhulu Municipality
- (b) to outline objectives that reflect the desired spatial form of the district and its local municipalities;
- (c) to outline strategies and policies that indicate desired patterns of land use;
- (d) to outline strategies and policies that provide strategic guidance in respect of the location and nature of development within the municipality;
- (e) to outline strategies and policies that address the spatial reconstruction of the municipality;
- (f) to depict an aligned district-wide spatial framework, as well as showing its alignment vertically and horizontally;
- (g) to provide a capital investment framework for the municipality's development framework;
- (h) to provide strategic assessment of the environment; and
 - ✚ to identify programs and projects for the development of land within the municipality (Land availability; informal settlements, backlogs, delivery, etc.
 - ✚ to identify transportation routes (existing and proposed), modes of transport (rail, road), etc.

Underlying Principles of the Draft SDF

- Integrated Development
- Sustainable Development
- Establishment of Structure
- Unique Character
- Implementation Orientated Planning
- Development as a Continuous Process
- Participatory Planning

8.2 Planning Strategies

- Access Routes as Investment Lines
 - Developing a district structure
 - Establishing a clear framework which facilitates access in its wider context
 - Creating a framework to direct public and private investment
 - Developing a network of opportunity on the basis of existing roads, settlement, natural resources and features
 - These routes represent the spines around which existing development has been attracted, and to represent potential opportunities for future development
 - A hierarchy of investment lines can be distinguished consisting of primary, secondary and tertiary routes
 - The identification of this hierarchy provides guidance for the location of relevant land uses.
- A Service Centre Strategy
 - Creating a hierarchy of service centres (nodes) offering a range of facilities and activities throughout the district.
 - Four levels of areas are suggested to include a district centre, primary, secondary and satellite service nodes.
 - The centres are conceptualised as serving different catchments and offering a range of services and opportunities
 - In general higher order centres will at the same time serve as the relevant lower order centres
 - The principles suggested will have to be adjusted to specific local circumstances.
- Natural Resource as Primary Asset and Structuring Element
 - Acknowledging, protecting and enhancing the inherent qualities of the landscape and managing the natural environment as a prime asset and resource base for the district.
 - Environmental sustainability, restoration and rehabilitation and appropriate usage forms the basis for this

- The sustainable utilization of natural resources is suggested to inter alia promote the development of agriculture as a key driver of the rural economy incorporating currently underutilized agricultural land
- The identification of new inherent opportunities to be found within the picturesque landscape which characterizes much of the district including developing latent potential particularly with regards to tourism opportunities.
- Establishing a Management Framework
 - Having established an investment framework and a 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 such as environmental conservation zones, agricultural zones, areas for residential settlement etc.

8.3 THE PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY

KwaZulu-Natal has developed and adopted a comprehensive provincial Spatial Economic Development Strategy (PSEDS) during the past year. This is seen as a logical step since the adoption of the Provincial Growth and Development Strategy. The principles and imperatives of the National Spatial Development Perspective (NSDP) form the basis of any provincial development strategy to which it must be aligned. The implication of this is that provincial development strategies must take cognizance of and clearly reflect national strategic developmental and spatial imperatives and priorities, whilst at the same time providing a framework for the development of municipal spatial development strategies. The PSEDS seeks to address a key weakness identified in the current Provincial Growth and Development Strategy (PGDS), namely that it lacks a spatial context. The PSEDS is premised on the recognition that all government development programmes necessarily have to take place within a spatial context and therefore directs its fixed infrastructure investments to areas of greatest economic development potential as well as areas of greatest need based on poverty densities. The PSEDS reviewed the competitive and comparative advantages of the province's economy to identify the sectors which have the greatest potential to drive growth and impact on poverty and unemployment. This exercise confirmed that the following broad sectors really make up the base for the economy of the province:

- Agriculture and agri-industry (including land utilisation mapping and giving particular attention to Land Reform.)
- Industry, including heavy and light industry and manufacturing
- Tourism, including domestic and foreign tourism
- Services sector, including financial, social, transport, retail and government.

The Provincial Spatial Economic Development Strategy has been developed in order to achieve the objectives of ASGISA within the framework of the NSDP and the PGDS. The Provincial Spatial Development Strategy (PSEDS) sets out to:

- Focus where government directs its investment and development initiatives to ensure sustainable and maximum impact massification.
- Capitalise on complementarities and facilitate consistent and focused decision making

- Act as a tool to help government move beyond mere focusing on integration and co-ordination procedures to establishing processes and mechanisms to bring out strategic co-ordination, interaction and alignment.

Both the NSDP and PGDS recognise that social and economic development is never evenly distributed and spatial disparities will always exist due to the spatial distribution of natural resources, historical imperatives and cultural factors. These spatial disparities have been aggravated by apartheid spatial planning. This has resulted in a disjuncture between where people live and where social and economic opportunities are concentrated. This spatial marginalization from economic opportunities of the majority of the population needs to be addressed in order to reduce poverty and inequality and ensure shared growth.

In recognition of the above it is imperative that Government spatially references the programmes and plans contained in the PGDS. This ensures that plans take account of the inevitable spatial disparities and ensure that optimal investment decisions are made. It is against this background that the PSEDS has been developed.

The PSEDS focuses fixed infrastructure investments in areas of economic development potential (whether realised or dormant), and prioritises areas of greatest need based on poverty densities. This does not imply that other areas, with lower economic growth potential, will be neglected. All areas in the Province will receive investments in development and the provision of basic services.

8.4 PROVINCIAL SPACIAL STRATEGIES WILL GUIDE AND INFORM THE FOLLOWING:

- Spatial principles that will direct growth and development in the Province, such as inter alia, principles of sustainability, the need to address historic spatial imbalances, curbing urban sprawl and differentiated levels of infrastructure provision.
- Identification of priority development areas, focusing on areas in which specific types of development should be encouraged or discouraged.
- Strengthening or development of major movement routes or corridors.
- Identification of areas that have to be protected for biodiversity and conservation purposes.
- The preparation of Municipal Spatial Development Frameworks, to ensure full alignment of national, provincial and municipal spatial visions.
- Budgeting processes of all spheres of government to ensure that government creates an environment conducive for development in the prioritised areas.
- The investment decisions of the private sector, not only in pursuance of optimal returns, but also in support of a shared spatial vision for the Province.

8.4.1 Provincial Economic Potential

The sectors of the provincial economy which will drive the growth of the province and address unemployment and poverty are the following:

- Agriculture, including agri-industry (with opportunities to impact considerably on the economic needs of the poor through Land Reform)

- Industry, including heavy and light industry and manufacturing
- Tourism, including domestic and foreign tourism
- Service sector including financial, social, transport, retail and government

8.4.2 Nodes and Activity Corridors

These are to serve the following functions:

- To facilitate the increased growth of existing centres and corridors of economic development in the province.
- To ensure that the potential for economic development within areas of high poverty is realised.

8.4.3 Threats

- Agriculture and Land Reform
 - Loss of productive commercial agricultural land to residential development
 - Loss of land with agricultural potential in poor rural areas
 - Land reform resulting in a loss of productive commercial agriculture
 - Municipal rates on agricultural land
 - Provision of adequate water supplies.
- Tourism
 - Safety and Security
 - Land Invasion and illegal activities affecting tourism assets.
- Industry
 - Reliability of services
 - Social support services
 - Destructive Inter-Municipal competition
 - Municipal rates on Industrial and Commercial development

8.5 Priority and Objectives for Sisonke District

- Agriculture and Land Reform
- Tourism
- Industry
- Services
- Transport Plan: The municipality is in a process of appointing a service provider to review the Transport Plan. The key focus areas of this review are:
 - The incorporation of uMzimkhulu Municipality on the plan
 - The development of an Operating License Strategy
 - The development of the rationalization plan; and
 - Updating of projects and programmes

Road Networks / Public Transportation

The location and roles of nodes and corridors will have a significant impact on the shape of the district transport infrastructure. In terms of additional spatial impacts it is also important that any future major land developments which rely on access to transport is located in such a manner that it will support and enhance these major transport routes and corridors.

In terms of future investment in infrastructure nodes and corridors must also be used as a guide in terms of location to ensure that maximum benefit is derived from locating land uses at their optimal locations.

It should also be noted that in the PSEDS the corridor running from the Eastern Cape through to Pietermaritzburg is regarded as a high priority corridor and as such the spatial planning of the district should be centred around this corridor to ensure that as wide an area as possible derives benefit from it.

The location of the major Public Transport Routes appears in Fig 3.4.1.1 on p27 and those of the supporting Public Transport Facilities are captured in Fig 3.2.1.1 on p15 of the Public Transport Plan (PTP). These two maps have been extracted and appear hereunder. It is included as part of the SDF as it provides a backbone for overlays relating to locations for future development which relies on the provision of public transport.

In relation to more localised interventions and projects impacting on the transport industry, specific reference should be made to section 4.2.2 of the PTP where projects per local municipality are listed.

Corridor Development: The municipality is also conducting a feasibility study for the Fresh Produce Market along the Ixopo-St Faiths corridor. A service provider has been appointed for this project and it is anticipated that the study will be complete in three months time. The district has also secured some additional funding for the implementation of the corridor objectives.

(a) Land Use and Environmental Management

The Previous Council has adopted the Land Use Management Framework, Environmental management Plan and Strategic Environmental Assessment. Due to the change in municipal demarcation all these plans are subject to review. These plans identify huge environmental and natural resources that exist within Sisonke DM. These resources present a number of opportunities in Eco-tourism and improved agricultural production. The challenge that still remains is to educate the general public and to develop implementation programmes to realize the objectives articulated in these documents.

(b) Land Reform

The land ownership pattern in Sisonke DM has not transformed to reflect the objectives of government. Sisonke DM is one of the municipalities which had experienced very minimal progress with regards to the Land Reform process. It is however anticipated that the pace is about to change as Department of Land Affairs (DLA) is in a process of acquiring a number of farms within the District through their new programme which is called Pro-Active Land Acquisition Strategy (PLAS). Further, Sisonke DM in partnership with DLA is in a process of preparing an Area Based Plan (ABP). The Plan will be prepared at a District level, but it will be Local Municipality focused in order to ensure that it covers all land issues per municipality. Area Based Planning (ABP) is a tool for the sustainable delivery and integration of land and agrarian reform programmes within the strategic priorities of municipalities (as expressed in IDPs), national programmes and provincial imperatives. The ABP is designed to speed up the Land and Agrarian reform programme while at the same time providing for enhanced economic development. It is therefore an important tool in the delivery of key national policy objectives such as Accelerated and Shared Growth Initiative of South Africa.

- Objectives of Area Based Planning

The broad objectives of Area Based Planning are:

- (i) To speed up the pace of land reform in South Africa in order to achieve national land reform targets;
- (ii) To contribute to enhanced economic development thereby contributing to the targets as set out in ASGISA;
- (iii) To integrate land reform into provincial and municipal development frameworks;
- (iv) To improve the sustainability of the land reform projects;
- (v) To promote sector alignment: agriculture, LED, Integrated Sustainable Human Settlements, tenure security / upgrade linked to the provision of basic services.
- (vi) To promote the objectives of intergovernmental relations with municipalities and sector departments;
- (vii) To empower communities to participate actively in project formulation and implementation of land reform projects.

The Department of Land Affairs through the Port Shepstone Land Reform District Office through its different programmes aims to deliver 16 761ha during this financial year as follows:

The Department of Land Affairs through the KZN Provincial Land Reform Office (PLRO) through its different programmes aims to deliver 16 761ha during this financial year as follows:

Programme	Targeted ha	Budget
LRAD/PLAS	7413	R52 747 765
Human Settlement	194	R2 473 000
Esta/ Tenure Upgrade	1076	R 1250 000
Labour Tenants	5518	R 60 170 000
Post Settlement	N/A	R 4 991 211
Total	16 761	

8.5 Statutory Planning

The Municipal Structures Act as Amended provides that planning is a Local Municipal function and the District is to coordinate and provide capacity where necessary. This means that all Local Municipal principals are responsible to manage their statutory planning matters. However, it is important to note that all five Local Municipalities within the District are not the approving authorities except for the Special Consent applications. The Provincial Government through the Department of Local Government and Traditional Affairs (DLGTA) is the approving authority.

In such circumstances all development applications are lodged with DLGTA then the District and the affected Local Municipality will provide comments to be considered in processing the application. However, there are challenges with the coordination of this process in order to ensure compliance with statutory requirements. First, the internal processes differ from municipality to municipality. Secondly, the capacity of Local Municipality to assess and process development applications in Local municipalities requires attention. Lastly, in some cases strategic documents like SDF, LUMS, EMP, etc are not considered when assessing development applications.

In this regard Sisonke DM is rolling out training programs to capacitate affected municipal officials and councillors on development planning issues. The first training is focusing on Integrated Development Planning (IDP). This program is also aimed at training ward committee and/or development committee members.

8.5.1 Urban Growth and Development

The revised 2006/07 Integrated Development Plan introduced a concept of declining towns and urban centres within the District. The intention of this concept is to identify these towns and their economic viability which is threatened and to develop remedial measures to rectify the situation. In response, to this problem the council intends to develop focused strategies that will revitalize these towns/ urban centres. There are three main factors of concern i.e. Age, Functionality and Efficiency. It is therefore imperative that the SDF should start to form the basis within which this process will be based by defining the spatial form of nodes. The council aims and objectives are:

- To ensure the rehabilitation of main streets, trading and movement environment on certain portions of the CBD;
- To improve economic and social conditions of towns;
- To ensure the improvement of building facades in the CBD, targeting formal business and the public in general;
- To ensure that hawkers, taxis and buses are located in area suitable for such activities;
- To ensure the provision and the maintenance of side walks;
- To create clean, health and safe environment;
- To improve conditions and livelihoods of people conducting informal business in the CBD.
- To ensure compliance with law and order through existing legislations and policies.

It is important to note that this program is being implemented at uMzimkhulu and is known as uMzimkhulu Urban Regeneration Project. The project aims at achieving the abovementioned objectives and to serve as basis to channel investment and funding in the area.

The revitalization of urban centres will realize a number opportunities like infrastructural development, investment confidences, etc. which all will promote economic growth. The NSDP urges that the development of urban centres will slowly serve as a gateway of development in underdeveloped areas. It is in this regard Sisonke DM is also pioneering the programme of sustainable human settlement with the intention of improving rural livelihoods. SDM is aiming at undertaking a detailed study to improve livelihood of poverty stricken rural settlements.

8.5.2. Urban Growth and Development

Urban management is a necessary complement to development, and without it any development initiative cannot be sustainable. The historically distorted spatial economics and urban form resulted in displaced urbanization has resulted among other things, on uncontrolled expansion of multiple business nodes and peripheral location of low income housing and informal settlements. Rehabilitation of small towns is therefore an important component of global competitiveness of towns.

The SDM has identified towns with economic viability which needed to be including in the urban renewal program. The municipality has priorities to pilot the Urban Renewal Program at Ixopo. This program will assist in revitalize the towns/ urban centres. Small town rehabilitation programmes will involve activities that create jobs, increase the income spent locally, increase income invested in the town centers, increase broad based taxes and levies, promote effective and efficient governance, reduce poverty and improve utility services.

There are three main factors of concern i.e. Image, Functionality and Efficiency. The council aims and objectives are:

- To ensure the rehabilitation of main streets, trading and movement environment on certain portions of the CBD;
- To improve economic and social conditions of towns;
- To ensure the improvement of building facades in the CBD, targeting formal business and the public in general;
- To ensure that hawkers, taxis and buses are located in area suitable for such activities;
- To ensure the provision and the maintenance of side walks;
- To create clean, health and safe environment;

- To improve conditions and livelihoods of people conducting informal business in the CBD.
- To ensure compliance with law and order through existing legislations and policies.

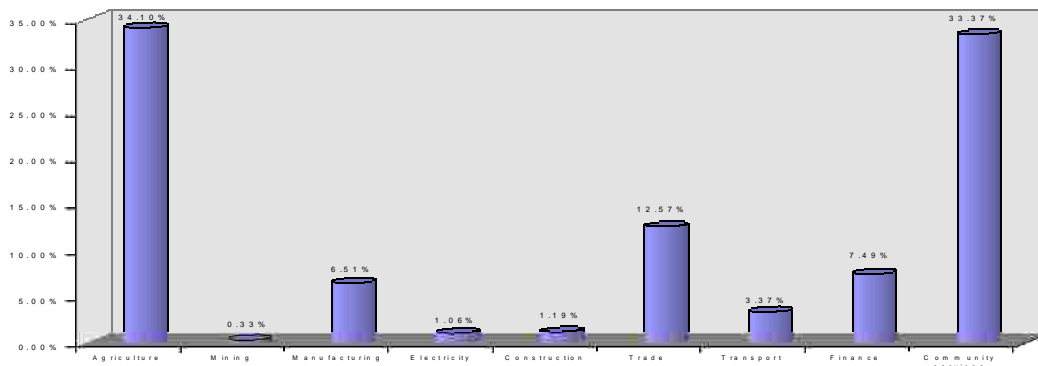
It is important to note that this program is currently being implemented at uMzimkhulu and is known as uMzimkhulu Urban Regeneration Project. The project aim at achieving the abovementioned objectives and to serve as basis to channel investment and funding in the area. The SDM has allocated funding toward Ixopo Taxi Rank as the project from the urban renewal program. The revitalization of urban centres will realize a number opportunities like infrastructural development, investment confidences, etc. which all will promote economic growth. The NSDP urges that the development of urban centres will slowly serve as a gateway of development in underdeveloped areas. It is in this regard that Sisonke DM is also pioneering the programme of sustainable human settlement with the intention of improving rural livelihoods. SDM is aiming at undertaking a detailed study to improve live ihood of poverty stricken rural settlements.

8.6 Socio-Economic Analysis

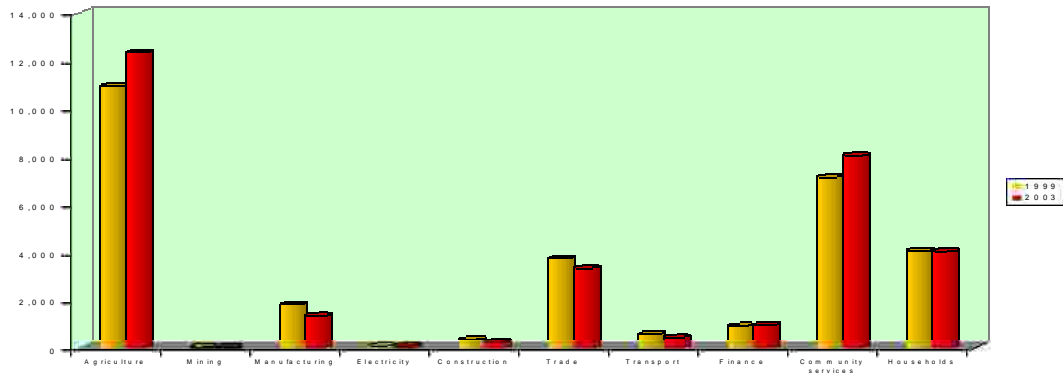
Agriculture in the form of commercial farms and to large extent commercial plantations forms the bedrock of the economy of the district. The abundance of high quality soils, high altitude, abundant water, climatic extremes makes the area suitable for dairy farming and as a result a significant portion of dairy produce consumed in KZN is produced within the district. A huge section of the commercial farmers is also engaged in crop farming and the most famous being potatoes and cabbages. In addition there are also huge tracts of commercial plantations and the wood harvested provides raw materials for paper. An application for funding has been packaged with the Ingwe Local Municipality to solicit funding from the Department of Environmental Affairs and Tourism for the production bio-fuel derived from waste material from the sawmill.

Sisonke District Municipality has a comparative advantage in Agriculture; Trade and Community Services . Important to note is that there is no value added to these agricultural products.

Economic Profile: Sector Share



Economic Profile : Formal Employment



Strengths

- Varying climate makes the area unique for specific agricultural produce

Weaknesses

- Uncertainty regarding pending land claims is demoralizing commercial farmers
- Wages paid to farm labourers reinforces poverty
- Tribal areas have no well developed agricultural sector and greater cooperation between commercial farmers and subsistence farmers needs to be reinforced.

Opportunities

- Potential for rolling Agri-BEE
- Potential for agro-processing industries
- Release productive agricultural land (Land Reform Projects)

Threats

- Farm attacks although marginal are scaring commercial farmers
- Rate of conversion of agricultural land around Underberg and Himeville is cause for concern
- The Property Rates Act is perceived by farmers as an attempt to push them out of business as agricultural land is now ratable.

An economic profile has been prepared by the district and the preparation of a Comprehensive LED Strategy is underway. The municipality has also embarked on the development of the SMME database and is facilitating the establishment of district wide organized business structure. In the next financial year the municipality will embark on the preparation of the LED Investment Strategy for the district.

8.7 Tourism

SDM has a great variety of natural tourism assets and is reasonably endowed with accommodation establishments such as guest houses, bed and breakfast establishments and hotels. By 2003 it is estimated that there was a total of 2609 tourist beds available (Environmental and Rural Solutions) with the majority of these being located at KwaSani Local Municipality the gateway to Ukhahlamba Drakensberg Park. Important to note also is that the Kwa Sani Local Municipality enjoys higher percentage of leisure based holiday occupancy rates and is relatively well developed to cater for tourism. Foreign tourists also enjoy a steady flow in the region.

Although the other four municipalities have a steady flow of business travellers in the off season; this pattern is gradually changing in municipalities such as Ingwe due to various tourists unique selling features that are being promoted: Sisonke Rail and Heritage Route; Missi Tourism and Avi-tourism. The accurate results in terms of the changing patterns will be well outlined in the District Tourism Plan to be prepared in the next financial year.

Purpose of the visit	Percentage
Visiting Friends and Relatives	54
Leisure	28
Religious	11
Health	4
Business	3
TOTAL	100

Source: Environmental and Rural Solutions cc October 2003

Interesting to look forward to is how the above statistics has changed over the past three years.

The disappointing fact is that there is no updated information to indicate the portion of foreign tourists that have been attracted to the district and as a result the district share of tourism spend can not be quantified. In an effort to avert this scenario the district has identified key unique tourism unique selling features:

Rail Tourism: this is one of the main attractions in the district. It is an initiative being undertaken by a partnership of district and local municipalities; private rail and tourism role players for the purposes of adding to and growing the rail tourism sector in the Southern Kwa Zulu Natal. The aim of this project is to support the establishment of a competitive and sustainable rail and heritage tourism sector through: restoring steam locomotives; establishing a rail bike developing infrastructure in the deep rural tribal areas; constructing 10 kilometers of narrow gauge railway line (from Ncalu to Umzimkhulu); developing a narrow gauge steam train tourism experience departing from Umzimkhulu and converting 6 narrow gauge trucks to Coaches. Funding has been sourced through Social Responsibility Program from DEAT to address the above mentioned issues.

Another selling feature aligned to this is the Paton's s which compliments the Sisonke Rail Tourism. It is a narrow gauge train excursion travelling through spectacular scenery which inspired Alan Paton to write 'Cry the Beloved Country'

Also two rivers in the district, the Umzimkhulu and Umkomaas virtually run parallel. In the words of Alan Paton 'between the two rivers are hills, grass covered and rolling, and they are lovely beyond any singing of it. The grass is rich and matted, it holds the rain and the mist and they seep into the ground feeding the streams in every kloof '

Avi-tourism: The district municipality has rare and endangered bird species such as Blue Swallow and Yellow Crane to mention but a few which has made Sisonke to realize its potential as a birding destination. This has led to the business plan to access funding from Gijima KZN for the Sisonke Birding Route Competitiveness Action Plan. The objectives of this assignment are to: forge partnerships around avi-tourism business opportunities; to package a minimum of four Avi-tourism business opportunities for implementation; to increase awareness of the economic potential of Avi- tourism and to increase capacity of the district to capitalize on Avi- tourism and Eco- tourism.

Ukhahlamba Drakensberg World Heritage Site: The status of the site as a world heritage brings tourism potential in the area with regards to eco-tourism. It is a conservation site and calls proper management.

Eco and Adventure Tourism: The winter snow especially in the Kwa Sani area provides an opportunity for ice skating attracting a wide range of tourists. Rivers provide an excellent basis for paddling and the mountainous landscapes provides a basis for 4x4 owners looking for challenging destinations.

Cultural Tourism: This is based on traditional villages; production of Arts and Craft and traditional Dancing to mention but a few. A number of community residents who have embarked on Arts and Craft Work. There is a group of Crafters in Umzimkhulu which is currently being supported by the Department of Arts; Culture and Tourism. Cultural tourism has potential through out the district. The Sisonke District Municipality in partnership with the Greater Kokstad Municipality has packaged an application on the establishment of a Cultural Village Complex in the Greater Kokstad area to promote cultural tourism. Also, in partnership with the Kwa Sani Municipality the district has packaged an application for the establishment of a Craft and Commodity Centre to market craft work to tourists.

Strengths

- Great summer climate and snowfalls in winter
- Beautiful natural landscape/Scenic beauty
- Diverse Natural Attractions
- Huge wetlands with a wide variety of birds
- Rural character – tranquillity and serenity

Weaknesses

- Less involvement of Blacks
- Insignificant tourist spend in comparison with other districts

Opportunities

- Rail and avi-tourism have a potential to increase revenue generated tourism
- Potential for fly-fishing
- Potential for cultural tourism and Tourism – BEE
- Drakensburg Mountains

Threats

- Uncoordinated tourism marketing initiatives not bringing in a critical mass
- No formal ties/working relationships with municipalities yet tourism is everybody's business

8.8 Municipal Health Services

The purpose of Municipal Health Services (Environmental Health Services) is to ensure health and safety of the environment we live in and to ensure the prevention of diseases. The Municipal Health Services were previously performed by local municipalities and the provincial department of health. In terms of the Municipal Structures Act (Act 117 of 1998) section 84 (i), municipal health services are now a responsibility of district municipalities and metropolitans. The Health Act (Act 61 of 2003), then gave effect that, by the 01 July 2004 municipal health services shall be transferred to the district municipalities and metropolitans.

Due to certain technicalities the above did not happen as was anticipated by the act and as a result some district municipalities including Sisonke District Municipality only transferred municipal health services from the local municipalities on the 01 July 2005. The service from the provincial department of health has not been transferred to date as negotiations are still in progress.

In terms of service provision, functional integration is taking place between the municipality and the provincial department of health within the district to ensure that, service provision to the community is not interrupted during this transformation phase. The district municipality has also received the status of enforcing the Food, Cosmetics and Disinfectants Act (Act 54 of 1972) from the national minister of health. We are also in the process of applying to the national minister in terms of the R1555 regulations that regulate the sale of milk to have permission to sell both raw and treated milk in our area of jurisdiction.

The municipality has also gone another step further by developing municipal health bylaws draft for the district municipality, which draft has been tabled before council and was adopted. It is therefore awaiting the publication of comments and the work-shopping of communities so as to complete its legislative process. The expedition of the transfer of municipal health services from province to district municipalities will have positive impact to the provision of the service in terms of having all the resources in one place other than different areas.

Currently the municipality has to implement section 78 of the Municipal Systems Act (Act 32 of 2000), so as to ascertain the following:

- Direct and indirect impact of the service
- The capacity and potential future capacity to furnish the skills, expertise and resources necessary for the provision of the service.

The National Health Act (Act 61 of 2003) defines Municipal Health Services as follows and all functional areas include but not limited to:

8.8.1 Environmental pollution control

This is the identification, evaluation, monitoring and prevention of land, soil, noise, water and air pollution. Inspections are therefore conducted to the environment to ensure that environmental pollution does not take place and where witnessed to be taking place remedial measures are installed by

- Complaints investigations
- Identification and monitoring of sources and agents of pollution
- Measuring of pollutants against required standards.
- Law enforcement.

8.8.2 Chemical safety

This is the monitoring, identification, evaluation and prevention of the risks of chemicals that are harmful to human health and to the environment. Chemical safety awareness programmes are conducted especially on the farms to conscientize farm workers and retailers that deal with chemicals about the danger/ hazards associated with chemicals and how they can protect themselves, dispose empty containers in an environmental friendly manner. Functional activities still include:

- Monitoring of safe disposal of chemical waste.
- Identification and control of premises manufacturing, transporting, storing and selling chemicals.
- Health education and training on chemical safety.
- Complaints investigations.
- Law enforcement.

8.8.3 Disposal of the dead

This is the compliance, monitoring of funeral undertakers mortuaries, embalmers, crematoria, graves and cemeteries and to manage, control and monitor exhumations and reburial or disposal of the dead. Funeral undertakers as well are inspected on regular basis. It also includes:

The district municipality has quite a number of funeral undertakers within its area of jurisdiction and such funeral undertakers are inspected and monitored on regular basis.

8.8.4 Water quality monitoring

The district municipality monitors, survey the water quality and availability that is intended for human consumption, recreational and industrial use.

Water quality monitoring is done on monthly basis to ensure the safety of the water. Cholera samples are also conducted. Water sampling is conducted to ensure that:

- a hygienically safe and adequate supply of potable water provision.
- consumer complaints on contamination/ impurities are attended to promptly.
- legislation related to water quality is enforced.
- protection of water sources takes place to prevent contamination

Other important aspects on water monitoring include:

- Implementation of health and hygiene awareness and educational campaigns which are done through out the year.
- Monitoring of water reticulation systems and other sources of water supply.
- Monitoring and control of storm-water runoff from premises which may impact on public health.
- Ensure safety of boreholes, wells and excavations.

The district municipality as a water provision authority, it is very crucial that, the above is implemented so as to comply with statutory documents and thus ensuring the safety of the water supplied to the community.

8.8.5 Food control

Food control is described by the World Health Organisation (WHO) as a mandatory regulatory activity of enforcement by National and or Local Authorities to provide consumer protection and ensure that all food during production, handling, storage, processing and distribution is safe, wholesome for human consumption and conform to quality and safety requirements and is honestly, accurately labelled as prescribed by the law.

The following activities are therefore undertaken to make sure food is safe:

- Investigation of all food quality and safety related complaints.
- Conduct food safety related education and training and community development programmes for food handlers (formal and informal), schools, industries and consumers.
- Implement measures for the recall and or condemnation and proper disposal of foodstuffs unfit, unwholesome for human consumption.
- Carry out routine inspections of food handling establishments.
- Investigate outbreaks/ incidents of food borne infections or poisons and introduce appropriate preventative and remedial measures.
- Scrutinize/ review of building plans of new or remodelled food establishments.
- Enforcement of food legislation.
- Implement control programmes for specific high risk foodstuffs.
- Taking of samples for analysis.
- Promote the utilization of the HACCP and other food quality assurance management systems to ensure food safety.

- Support food industries with health certificates of consignments of foodstuffs destined for export and with special monitoring programmes implemented by approved certifying authorities e.g. agriculture, SABS e,t,c.
- Ensure cooperation with other components of food control authorities.
- Implement an appropriate food control programme management information system as part of national environmental health services
- Issuing of certificates of acceptability in terms of regulation R918.
- Monitoring and control.
- Ensure compliance of tobacco control legislation excluding policing.

8.8.6 Waste management

This is the monitoring of waste management systems- such as refuse, health care risk waste, hazardous waste and sewerage or waste water. The Sisonke district municipality's area of jurisdiction has got health facilities that produce health care risk waste (hospitals, clinics and surgeries) and different commercial operations and residents that also produce waste. The district municipality and its five local municipalities have to make sure that every waste produced is dealt with in a proper manner and that it is stored, collected, transported, treated and disposed of properly. Currently most of the local municipalities within the district have got their own waste disposal sites except for one (Ubuhlebezwe Local Municipality) which is utilizing the disposal site for Umzimkulu Local Municipality.

The Sisonke District Municipality is currently developing a waste management plan for the whole district which will address all the waste problems as ascertained within the district and this does not limit the municipality from entering into partnership with a neighbouring district or metropolitan whenever seen necessary in order to establish a landfill site or any other disposal facility that may be envisaged. The plan is developed by the district as per the statutory document (Municipal Structures Act 117 of 1998 as amended from time to time) section 84 d and e which the latter indicate that, the district municipalities shall ensure that waste disposal sites in so far as it relates to the determination of a waste disposal strategy, regulation of waste disposal and the establishment, operation and control of waste disposal sites, bulk waste transfer (transfer stations) facilities and waste disposal facilities for more than one local municipality in our area of jurisdiction. The Municipal Health services are therefore the overlooking section to ensure that waste management is taken care of and its activities include:

- Complaints investigation and inspections on all activities relating to waste or any production resulting thereof.
- Ensure proper refuse disposal
- Sampling and analysis of waste.
- Advocacy on sanitation.
- Ensure proper handling, storage, collection, treatment and disposal of health care risk waste, hazardous and general solid waste.
- Improve and control the handling and disposal of human tissue.
- Ensure proper facilities and containers are provided by relevant departments.
- Monitor and control garden refuse sites, refuse transfer stations, landfill sites, Incinerators, recycling sites, sewerage and water works.
- Law enforcement.

8.8.7 Health surveillance of premises

This is the identification, monitoring and evaluation of health risks, nuisances and hazards and thus instituting remedial and preventative measures.

Inspections of premises are conducted on regular basis to ensure compliance in terms of the R918 regulations and other applicable legislations on food establishments. There are a lot of activities that take place to ensure the above is implemented which include

- Complaints investigation
- Give advice on legal requirements for the establishment of premises as when and required.
- Compliance monitoring in terms of legislative requirements and provisions and instate remedial and or preventative measures.
- Identification of high risks, nuisances and hazards and institute remedial and preventative measures.
- Identification, monitoring and control of overcrowding where applicable.
- Monitoring indoor air quality, ventilation, illumination and dampness.
- Monitor and control of sanitary and ablution facilities.
- Monitoring and control of pests.
- Scrutinize building plans.

In the rural areas and informal settlements indoor air quality, ventilation, illumination and dampness are also monitored so as to promote and uplift the living standards of such communities. The above also play a very big role in prevention of communicable diseases.

8.8.8 Surveillance and control of communicable diseases excluding immunization

Again it is the identification, monitoring and prevention of any disease which can be communicated directly or indirectly from any animal or through any agent to any person or from any person suffering there-from or who is a carrier to any other person.

Communicable diseases are also monitored closely within our district to reduce the number of infections and where transmission has occurred to make sure that, those infected get medical attention to curb the diseases. The Sisonke DM shall ensure that diseases controls encompass the following as means to render the district at least to be a disease free zone whenever is possible:

- Health and hygiene promotion in prevention of communicable diseases.
- Complaint investigation and follow ups of bacterial, viral and parasitic infections.
- Case investigations and reporting.
- Determination of sources of infections, contacts and carriers of diseases.
- Collection of appropriate epidemiological information on communicable diseases.
- Collaborate with other stakeholders and departments regarding outbreaks.
- Take samples and specimens for analysis and further action where necessary.

- Institute remedial and preventative measures including health education.

8.8.9 Vector control

This encompasses the monitoring, identification, evaluation and prevention of vectors, which also play a very big role in diseases transmission when not controlled accordingly. Such processes take place by

- Identification of vectors, their habitats and breeding places.
- Carry out routine surveillance actions and surveys to determine the prevalence of vectors.
- Monitoring of high risks areas.
- Community awareness
- Collection of specimens and analysis.
- Removal of favourable conditions permitting prevalence of vectors.
- Institute eradication of vectors by spraying, of premises, baiting, fumigation, application of pesticides traps on premises.

Health and hygiene awareness programmes are also conducted in the whole district to uplift the standard of living conditions for the communities within our district.

Health related complaints are addressed as received on daily basis to eliminate the negative impact the same may have on our environment.

In overall municipal health services within the district are well coordinated and service provision is promptly due to functional integration that exists between the district municipality and the provincial department of health.

The municipality shall therefore ensure that, its residents have access to an environment that is not harmful to their health and well being. (Section 24 of the constitution), and it shall ensure the promotion of social and economic upliftment (object of the municipal systems act) of its residents.

8.9 Disaster Management

The Sisonke District Municipality is striving to comply with the disaster management act (Act 57 of 2002). The green paper on disaster management as was tabled in parliament in 1998, which was followed by the white paper in 1999 which gave birth to the Disaster Management Act (Act 57 of 2002), saw South Africa shifting from the paradigm of reactive and response to disasters, to a proactive approach that seek prevention, mitigation, preparedness, response, recovery and or rehabilitation to disasters.

The disaster management act, has highlighted projects in disaster management which will assist municipalities to deal with disasters effectively in their areas of operation.

Such projects are as follows:

8.9.1 Disaster Management Centre

The municipality is in a process of procuring a property where the disaster management centre will be erected. Proposals were invited from the public to procure a property by the municipality and three proposals were received. Once the property has been procured, it will be handed over to our infrastructure department to begin with all the arrangements for construction work.

Establishment of disaster management centre is very crucial because it will serve as the base of dispatch to disaster management responses and shall serve as conduit to information of the same.

8.9.2 Disaster Management Plan

The municipality has advertised for proposals from suitable qualified and experienced service providers to undertake the development of the district disaster management plan. The municipality has appointed a service provider to undertake the development of the disaster management plan which is anticipated to take one full year to complete.

This is because the development of the plan needs a lot of consultation with different stakeholders and communities and holding of workshops to make sure a good plan is produced which reflects a true picture of the whole district of Sisonke.

The development of a disaster management plan, shall seek to address the following:

- Identification of risks or hazards.
- Identification of those communities most at risk and to reduce their vulnerability.
- Prioritizing of all the hazards and risks.
- Development of options for treating the priority risks.
- Includes contingency and preparedness plans for responding to disasters or incidents.
- Outlines training and awareness for key stakeholders and community.
- Development of ways of recovering from disasters.

8.9.3 Disaster Management Forum

The disaster management forum has been established and it is up and running and it is meeting on bi-monthly basis. It was launched in August 2007.

The Disaster Management Forum has got the following terms of reference:

- The coordination of disaster management role players within the district.
- To facilitate consultation with local municipalities.
- To ensure that, all aspects of disaster management, i.e. prevention, mitigation, response, and recovery are undertaken.

- To oversee the development of the district disaster management framework and plan and ensure that, it is integrated with the Integrated Development Plan (IDP).
- To coordinate the development of disaster management plans by all line function departments.
- To support the local municipalities in the development of disaster management arrangements.
- To work with the province in the provision of capacity building and training programmes.
- To identify funding requirements and creative solutions to funding e.g. resource sharing.
- To coordinate efficient and effective responses to incidents and disasters.
- To engage with the community.
- To provide monthly and annual reports to the Department of Traditional and Local Government Affairs.

8.9.4 Disaster Management Framework

The disaster framework is a generic document which, the head of the disaster management center can produce through the national one.

The development of the disaster management framework is very imperative because it is a policy document for the municipality which facilitates and ensures an integrated and uniform approach to disaster management.

The Disaster Unit is responsible for ensuring that such policy document is in place. This project is at a tender stage.

8.9.5 Disaster Management Awareness

The municipality has disaster management awareness campaigns to capacitate the communities within the district about disaster management issues, which assists them to lessen/ reduce the impact of disaster incidents and also lessen the vulnerability of communities to the same. Such a programme is ongoing and will be conducted through out the years.

8.9.6 Disaster Management Budget

The municipality is receiving tremendous support from the Department of Local Government and Traditional Affairs in terms of grant funding to implement the above projects within our area of jurisdiction. The municipality also provides internal funding for disaster management to ensure optimal service provision for disaster relief and other matters.

8.9.7 Disaster Equipment

In order for the municipality to respond effectively to disasters and or incidents, it needs to have sufficient equipment to do so. Like wise, the municipality procured such equipment in September 2007. The equipment makes it easier for the municipality to attend or respond to emergencies.

8.10 Health

The prevalent settlement pattern in farming areas as well as the traditional areas makes effective delivery of health services difficult. Ubuhlebezwe local municipal area provides important public health service for a much broader catchment. However, there is a general spread of clinics particularly within Ingwe, Umzimkhulu and Ubuhlebezwe municipalities. Based on the population spread particularly in the three mentioned local municipalities, there is a need for supplementary health measures. The common problem facing the health sector also relates to poor services. Where clinics are available they are characterized with restricted hours of operation, poor service due to lack of medication, uneven distribution (location) and poor to non-existent accessibility.

Mobile clinics are also available in certain areas, although their service is reportedly equally poor. It has been reported that they generally lack adequate medication and in certain instances their visits become irregular especially on rainy days.

Health workers are also deployed in a number of traditional areas. The community health workers have to cover vast areas. This situation leaves other households without the benefit of the services provided. In certain areas the community health workers utilize the prescribed list of households to be covered. In the discussions with the community it became apparent that there is a need for the increase of community health workers. Causing factors that contribute to the problem can be summarized as follows:

- Lack of hygienic water.
- Lack of educational programmes aimed at creating awareness about the importance of hygiene.
- Sparse population patterns particularly in the traditional areas
- Lack of access roads, thereby limiting possibility of sharing facilities
- High illiteracy levels also limit the ability of people absorbing new ideas and their readiness in accepting change.
- Shortages of staff and appropriate medication.

Effects or consequences of the problems are:

- High cholera statistical figures.
- More demand for health services within already over-crowded health institutions.

The Port Shepstone based Health Regional Director's office is in the process of reviewing areas of focus as well as specific teams that will work in line with District Council boundaries. To this end specific programmes have been established in the case of SISONKE District Council, namely:

- District Nursing Services
- Pharmacy
- Municipal Health Services
- Health Programme
- Administration
- Clinic upgrading and building programme

In so far as health issues are concerned the strategic framework of the district council builds on the health department's strategies.

The following table indicates the District Health Plan to be Implemented by Provincial Department of Health 2007/08:

ACTIVITY	LOCATION	FUNDING	EXPECTED INTERSECTORAL CONTRIBUTION
Improve outreach and community programmes:			
Facilitate construction of the following clinics: KwaSokhela – 2 consultation rooms (on tender again) New Underberg 6 consultation rooms (Under construction) Mqatsheni -2 consultation rooms (site investigation) Shayamoya – 2 consultation rooms (site investigation) Gala (Site investigation & awaiting Permission To Occupy) Ikhwezi lokusa - 2 consultation rooms (Site investigation) Ofafa -2 consultation rooms (Site investigation)	Creighton Underberg KwaSani Kokstad Ingwe uBuhlebezwe uBuhlebezwe	Yes	Provision of relevant infrastructure e.g. roads, electricity and telephone
06/07 Activities carried forward			
Facilitate electrification to the following clinics: KwaSokhela Underberg Qulashe (Solar) Kilmun (Solar)	Donnybrook Underberg	Yes	Electrification by Eskom
Facilitate improvement of access roads to the following clinics: Gqumeni(bad on rainy days) KwaSokhela Underberg (new & old)	Bulwer Donnybrook	No	Improvement of access roads
Facilitate provision of telephone to the following clinics: Pholela (dependant on weather) Mnyamana (weather) Sandanezwe (On & off) Kilmun Qulashe St. Apollinaris hospital KwaSokhela Underberg (new) KwaMashumi	Hlanganani Hlanganani Donnybrook Donnybrook Ubuhebezwe	Yes	Telkom
Facilitate installation of proper signage to the all t clinics except Pholela and Umzimkhulu	Sisonke		

8.11 Education

Though the District appears to have fairly adequate schools, much of education-associated problems are experienced in farm and rural schools. Existing schools do not offer up-to-standard science and technical subjects. School property is continuously vandalized. Most schools lack water and sanitation.

These problems mainly affect young people. Lack of electricity in the schools also precludes sharing of educational facilities by adults through Adult Based Education and literacy Programmes. The challenges facing education in the district can be summarized as follows:

- Lack of adequate schooling facilities;

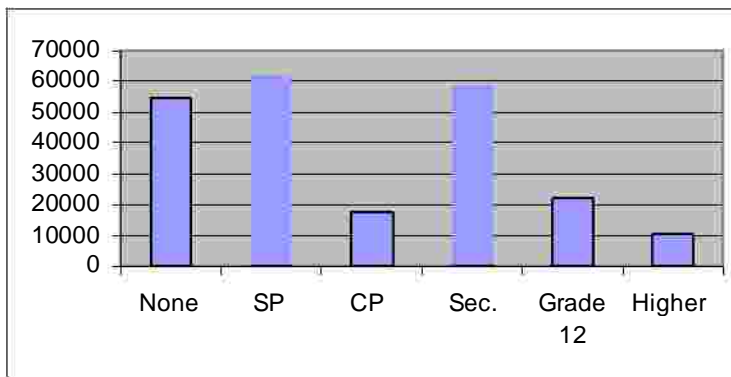
- Lack of electrical reticulation within rural areas;
- Poor road networking within the rural areas;
- Topographical barriers that limit movement; and
- Affordability levels for transport costs.
- Inadequate water and sanitation facilities

8.11.1 Effects or consequences of the problems are:

- Low educational levels;
- Low science and technical skills base;
- Out-migration of youth to urban areas;
- High unemployment rates;
- Lack of proper care for elder people (pensioners);
- High dependency rates; and
- Employment to low paying jobs.
- Poor payments for services rendered by the municipality.

HIGHEST LEVEL	2001	2002	2003	2004	2005	2006	2007
None	48 878	49 953	51 052	52 175	53 322	54 495	55 694
Some Primary (SP)	59 417	60 724	62 060	63 425	64 820	62 466	63 840
Complete Primary (CP)	15 527	15 869	16 218	16 577	16 942	17 315	17 696
Secondary	52 888	54 052	55 241	56 456	57 698	58 967	60 264
Grade 12	20 001	20 441	20 891	21 350	21 820	22 300	22 791
Higher	9 257	9 460	9 668	9 880	10 097	10 319	10 546

Educational levels: Demarcation Board



The above table (census information) shows Education level as very low with approximately 10 319 of the total population having higher education. NB: these figures apply to the over 20 year olds.

Under these circumstances the role of training institutions (geared at skills development) will be very crucial for the survival of many households.

A detailed programme for 2007/8 is attached as an annexure under departmental project Section

8.12 Safety and Security

Crime is a serious issue in the District with assault, burglary and stock theft being the most prevalent. Stock theft is prevalent in the KwaSani Municipal area, Umzimkhulu Municipality and the District Management Area (DMA), both areas forming the border of Sisonke District Municipality and Lesotho. To deal with stock theft the Sisonke District Municipality undertook to engage SANDF.

Another crime that has been reported to be disturbing the farm areas is one of "pot theft" whereby people kill an animal on the spot and cut it up for taking there and then. The District police service has indicated that these crimes are committed mostly by the youth. It has also been highlighted that alcohol abuse is the main driving force behind the crimes committed in the area. As in most cases, it could be safe to assume that the crime status of the area is related to the socio-economic condition of that area. The District does not fall far from this truth. Lack of employment and thus poor economic situation, coupled by the minimal recreation activity for the youth, could be a contributing factor in the crimes committed. It is therefore important that the District looks into such issues and develops measures that will assist in alleviating crime in the area.

DISTRIBUTION OF POLICE STATIONS WITHIN THE DISTRICT		
Local Municipality	Number of Police Stations	Names of Police Stations
Ingwe Municipality	3	Bulwer, Creighton and Donnybrook
Ubuhlebezwe Municipality	2	Ixopo and Highflats
Kwa-Sani Municipality	3	Himeville, Bushmansnek and Lotheni
Greater Kokstad Municipality	1	Kokstad
Umzimkulu Municipality	4	Umzimkulu, Ibisi and Ntsikeni and Gowan-Lea

8.13 Telecommunication

The district is not adequately reticulated by TELKOM I line infrastructure. The DECT system (telecommunication equipment using solar power) provided in a number remote an area is often malfunctioning. Solar panels for the system are often stolen for use to generate household power. Other DECT systems are plugged to electrical power, and do not function when there are power failures. Cell phone network systems are non-existent in most parts of the rural municipal area.

Causing factors that contribute to the problem

- Sparse settlement pattern of the community
- Lack of electrical power for the DECT system
- General lack of electricity
- Crime

Effects or consequences of the problems

- The community members cannot call for help in emergencies

Useful potentials/ resources

- Telkom
- Connections within nodal areas
- Cell phone connections

8.14 Sports and Recreation

The youth have no places for recreational activities. Abuse of alcohol and other drug substances by the youth are major problems within the district. Lack of recreational facilities entrench the culture of soccer as the only sport for African communities. This is based on the existence of informal soccer-fields as the only sporting option.

Causing factors that contribute to the problem include:

- Topographical constraints
- Focus is more on the provision of infrastructural services

Effects or consequences of the problems are:

- Increase of crime levels.
- Slow progress in youth development
- Lack of diversified sporting activities

Useful potentials/ resources

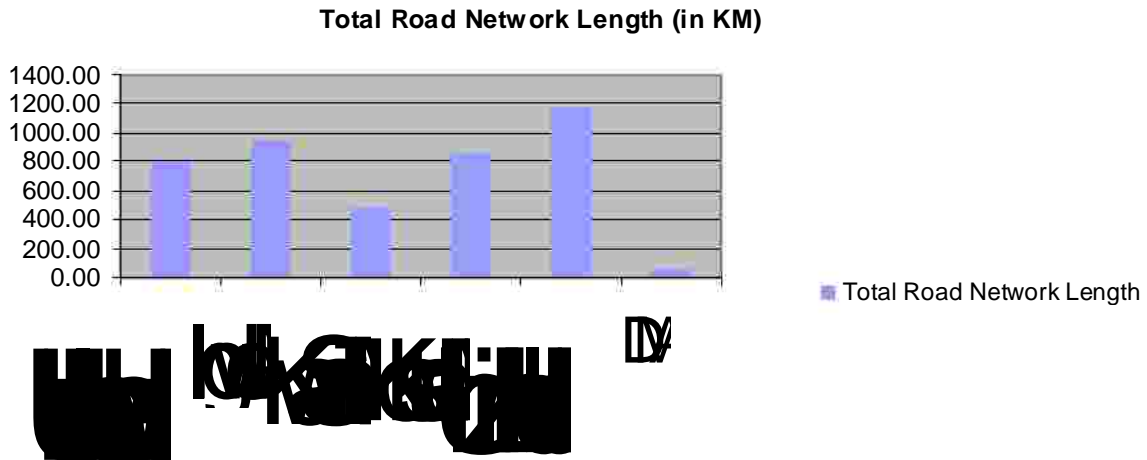
- Upgrading and sharing of existing sports fields

As alluded to above, soccer fields in bushy and steep areas are the only symbols of recreational facilities. These soccer fields were developed by communities, which is an indication of the existing backlog in recreational facilities. Although the communities indicate their interest in ensuring that the youth participate in sporting activities, there is however a need for the diversification of sports activities.

9. INFRASTRUCTURE SERVICES

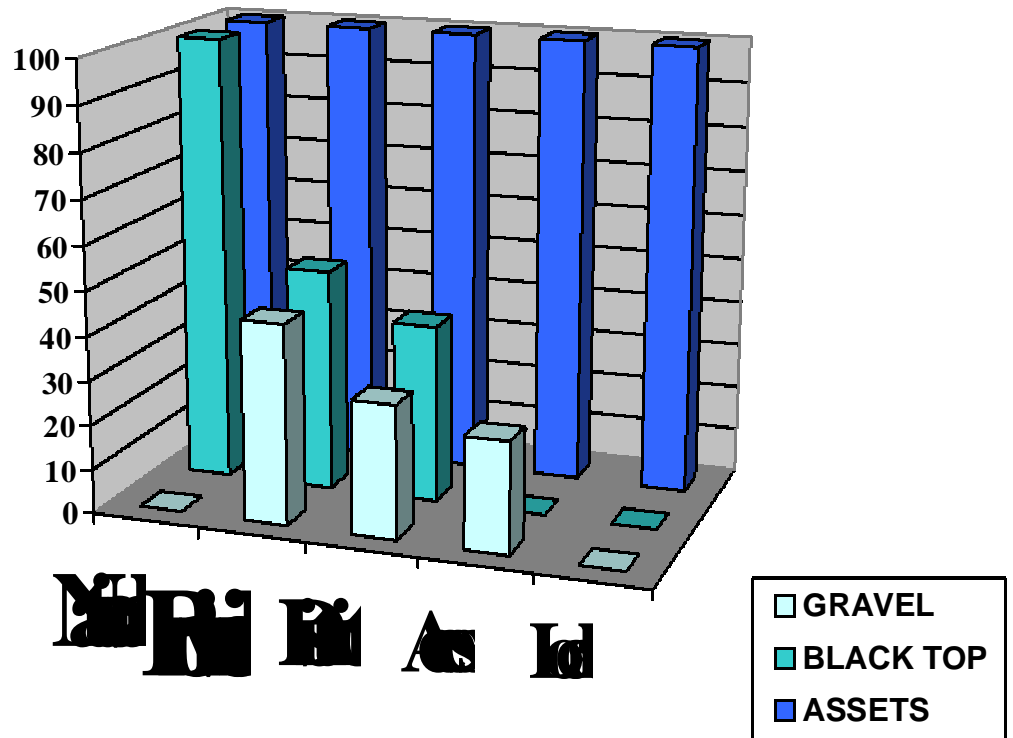
9.1 Roads

In urban areas of Ixopo, Underberg and Kokstad, fair to adequate road infrastructure is generally in place. However funding for maintenance of these roads not always readily accessible. Ingwe, Greater Kokstad, Umzimkhulu and Ubuhlebezwe have the highest portion of roads network (length). Umzimkhulu has an estimated road network length of between 1000 and 1200.00 km. This is due to the extent of the area in terms of area size, rural settlements and the settlement pattern thereof. These settlements are integrated to the regional economy by road networks.



Source: Sisonke DM IDP 2006/07

The following graph highlights Maintenance on Gravel and Black Top Roads within Sisonke District Municipality



Source: KwaZulu Natal Department of Transports – transport authorities

The above graph indicates roads within the district, the percentage of black top as well as gravel roads that are being maintained

This table reflects Provincial and District roads that needs to be upgraded and the actual kilometers of black top and gravel roads in local municipalities and roads planned to be upgraded when the funds are made available

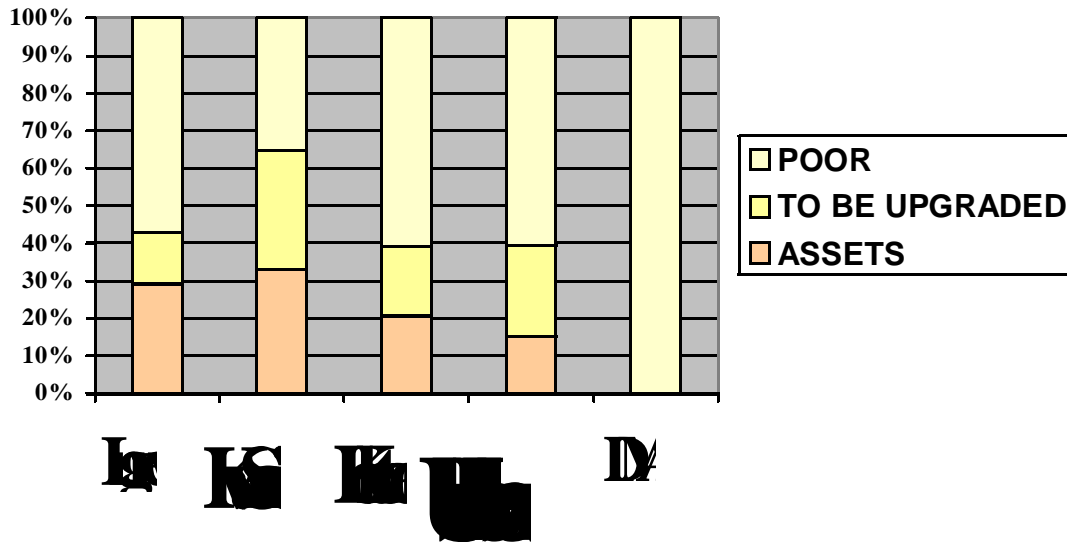
Type of Roads	Ingwe	KwaSani	Kokstad	Ubuhebezwe	DMA
Black Top	106.21	219.61	126.22	157.69	0
Gravel	557.51	161.29	440.76	407.76	46
Upgraded	134.89	149.84	135.57	150.42	0

In the context of local municipalities with a large rural component, e.g. Ingwe and Ubuhebezwe, apart from the main access routes, the roads condition is appalling. This becomes the biggest limitation for a range of development initiatives which would otherwise function with maximum impact.

Due to poor road conditions certain areas do not have public transport in the form of taxis and buses. Communities have to take circuitous routes, which are very in order to reach nearby areas (also due to

natural barriers in the form of mountains and major river systems). Social facilities are not adequately used due to these barriers and certain daily human activities are suspended when it is raining, due to inaccessibility.

The table above has been translated into percentages and is shown in the graph below:



Source: KwaZulu Natal Department of Transport – transport authorities

The graph reflects roads (assets) within the district, the percentage of poor roads that needs to be upgraded and the percentage that are planned to be upgraded.

In order for Sisonke District Municipality to address the backlog in roads infrastructure, it has prioritized constructing gravel roads and bridges totalling to 30km and has budgeted an amount of R 11,5 million in the 2007/2008 financial year in order to meet its priority. These roads are 7B type gravel roads which are the acceptable standard of road services that is approved in accordance with the Department of Transport standards of construction in the province.

The municipality is striving to provide means of linking the most isolated and inaccessible rural areas with the more developed areas or areas of economic activities and also to provide access to places of basic needs provision such as clinics, schools, pension payout points, etc.

The District is presently focusing on developing gravel roads. With regard to grading services, the District has no programme since the KZN Department of Transport provides the service. The District assists KZN DOT in addressing backlogs in constructing gravel road to give access to communities.

The following tables highlight the KwaZulu-Natal Department of Transport's plan for road infrastructure development per each local municipality:

Umzimkhulu Local Municipality 2007/08 Outputs

Sisonke District Municipality's IDP 2008/09

Description	Length / Quantity	Value
Causeways	12 No	R 8 000 000
Betterment and Re-gravelling	124 km	R 27 000 000
Black Top Patching	1721 m ²	
Road Marking	40 km	
Blading	1167 km	R 2 850 000
Zibambele	421 No	R 2 021 000
<u>Special Projects</u>		
Umzimkhulu River Bridge		R 4 000 000
Replacement of damage Causeway D2416		R 1 500 000
Reseal of P416		R 2 750 000
Widening of P416	20 km	R 25 000 000
Upgrading of P749	3km	R 9 000 000
Upgrading of P601	3km	R 9 000 000
Upgrading of P602	3km	R 9 000 000
<u>Vukuzakhe Projects</u>		
	1a	9 No
	1b	6 No
	2	3 No
	3	25 No
	4	2 No

Ingwe Local Municipality 2007/08 Outputs

Sisonke District Municipality's IDP 2008/09

Description	Length / Quantity	Value
Betterment and Re-gravelling	42.47 km	R 7 191 593
Black Top Patching	327 m ²	
Road Marking	0 km	
Blading	291 km	R 550 000
Zibambebe	1148 No	R 5 515 150
Causeways	3 No	R 1 315 830
New Gravel Roads	8.8 Km	R 3 320 000

KwaSani Local Municipality 2007/08 Outputs

Description	Length / Quantity	Value
Betterment and Re-gravelling	15 km	R 2 564 340
Black Top Patching	635 m ²	
Road Marking	39.5 km	
Blading	225 km	R 1 052 390
Zibambebe	127 No	R 612 000

Greater Kokstad Local Municipality 2007/08 Outputs

Description	Length / Quantity	Value
Betterment and Re-gravelling	46.30 km	R 5 394 735
Black Top Patching	322 m ²	
Road Marking	47,5 km	
Blading	269 km	R 1 095 163
Zibambebe	470 No	R 2 260 401
New Gravel Roads	9 Km	R 800 000

Ubuhlebezwe Local Municipality 2007/08 Outputs

Description	Length / Quantity	Value
Betterment and Re-gravelling	35,50 km	R 4 751 091
Black Top Patching	289 m ²	
Road Marking	3,2 km	
Blading	83 km	R 596 290
Zibambebe	1351 No	R 6 487 635
Causeway		
New Gravel Roads	6,8 Km	R 1 921 780

(Source: KZN Department of Transport 2007/08)

9.2 Electricity

The municipality has formulated an Electricity Service Development Plan (ESDP) (which has currently not been adopted by the council, still in its consultation phase with locals before tabling to EXCO and adoption by council) and which contextualizes the electrification planning with the national policy framework and within the Municipality's Integrated Development Plan. The planning takes into consideration and includes the full spectrum of activities within the electricity supply and distribution, i.e. backlog electrification, provision of free basic electricity, infrastructure creation as well as non-grid electrification.

The District is currently experiencing a massive challenge to eradicate backlogs which are indicated in the Electricity Service Delivery Plan in the Ubuhlebezwe, Umzimkhulu and Ingwe local municipalities where it is tribal areas and farm land. The challenge is the overload of networks. New substations have to be built to cater for future load and in other networks they have to be split into two to create new feeder lines and/or install an additional feeder bays which will sustain Local Economic Development.

The area in question extends from Umzimkulu, Highflats, Jolivet, Ixopo and Creighton to Underberg. The Underberg sub-transmission system is supplied by the Elandskop substation. The Ixopo sub-transmission system extends from Ariadne to Eros. Umzali sub-station de-loads Ixopo but still there's not enough energy for both Umzimkhulu and Ubuhlebezwe. The construction of Corinth substation will be off a great assistance and this is a long term technical solution that will also yield improved reliability.

Sisonke District Municipality has budgeted R 1million for bulk infrastructure in the 2007/2008 financial year and has also requested additional funding from the Department of minerals and energy to assist from their schools electrification programme. The municipality also provides the areas identified as non-grid areas in the ESDP with gel type of free basic alternative energy. The project started in the 2005/2006 financial year as a pilot project but since been implemented as it has brought hope and improved lives of our needy communities, and an amount of R 1,5 million has been budgeted for in the next financial year 2007/2008.

The district municipality only provides bulk lines/infrastructure (MV lines) to enable household connections locals to do as indicated. Currently only one local has a license which is Greater Kokstad and therefore the other four cannot provide house connections themselves but they are assisted by Eskom. Eskom/locals are obviously following the ESDP as it already prioritizes projects which are done by everyone during the formulation of such plan. The lines that we provide start from a certain point and end at another point and we use schools because they benefit by having electricity is needed in most of our schools as they now have laboratories and computers. Eskom is responsible for sub-stations, power stations etc they own the infrastructure in most cases. We plan and they implement.

9.3 Waste Management

The district municipality has a waste management plan which was developed in 2001 which encompasses other areas of the former Indlovu Regional Council; however the municipality is currently developing a comprehensive integrated waste management plan for the district which is according to the new boundaries of Sisonke since the inclusion of Umzimkhulu to the family. The plan is anticipated to be completed in July 2007.

The district municipality is responsible for planning and such a plan is developed for locals who implement it.

9.4 Expanded Public Works Programme (EPWP)

Sisonke District Municipality always strives to plough back to its communities by creating as much job opportunities, poverty alleviation and transferring of skills as possible. In all the projects that are implemented by the municipality the EPWP guidelines are implemented to a certain level. The employment of local labour and providing them with training when projects are being implemented and labour intensive projects has been on going and the municipality is continuing with such programs in the up-coming financial years.

The opportunity for implementing the EPWP was identified within the infrastructure the emphasis is on job creation through the implementation of labour-intensive project coupled with training. Ufafa sanitation is a good example of our EPWP projects. As it is stipulated in the Code of Good Practice for Special Public Works Programmes that workers are entitled to formal training, Ufafa sanitation as an EPWP project received a 30 days training. The training was conducted by an accredited training provider appointed by the Department of Labour. The training started on the 16th of January 2007 whereby 36 people were trained on brick laying, foundation and roofing which is related to the sanitation activities.

79 jobs were created and 6 people were trained on quality assurance. Local transport was used for material delivery and local blocks supplier was also used.

10. WATER SERVICES

At the time of its establishment the Sisonke District Municipality has been the Water Services Authority only in rural areas of the district. In January 2003, the Minister of Provincial and Local Government finalised the authorization of powers and functions between Local, M & District municipalities by Government Notice No 51 of January 2003. By this, Sisonke District Municipality was authorised as the only Water Services Authority (WSA) within the area of its jurisdiction. The Water Services Act, Act 108 of 1997 describes a Water Services Authority as "any municipality, including a district or rural council as defined in the Local Government Transition Act, (Act 209 of 1993) responsible for ensuring access to water services". The Strategic Framework for Water Services defines the "water services" as water supply services and / or sanitation services or any part thereof.

After conducting an assessment of providing water services as prescribed by Section 78-80 of the Local Government Municipal Systems Act (Act 32 of 2000), the Sisonke District Municipality's Council, in a Council meeting held on 09 November 2004 resolved that an internal mechanism is the most suitable and viable for provision of water services within its area of jurisdiction. This means that the Sisonke District Municipality is both the Water Services Authority and Water Services Provider. The Water Services Act defines the "water services provider" as any person who provides water services to or to another water services institution but does not include a water services intermediary.

The following highlights on the applicable key legislation for the Sisonke District Municipality in the performance of water services function:

- § The Water Services Act (Act 108 of 1997)
- § Local Government Municipal Systems Act (Act 32 of 2000)
- § Local Government Municipal Structures Act (Act 117 of 1998)
- § National Water Act (Act 36 of 1998)
- § Strategic Framework for Water Services (2003)
- § Basic Household Sanitation Policy

The following sections highlight on Water Services Departmental Activities.

10.1 Institutional Arrangements

The municipality has a Water Services Department which consists of the Water Services Authority and Water Services Provider sections. Projects implementation is undertaken under the municipality's Infrastructure Department which has Municipal Works and Project Management units. For access to our consumers the municipality has Water Service Provision satellite offices in Kokstad, Umzimkhulu, Ixopo and Underberg towns. The district has been demarcated into regions to ensure that services are brought closer to the people. The staff in satellite offices is both finance staff (for proper billing and collection) and technical staff (for operations, maintenance and repairs).

10.2 Water Services Authority

a) Planning- Water Services Development Plan

- § Water & Sanitation Master Plans & Project Business Plans
- § Water & Sanitation Backlog Studies
- § Hydro-census
- § Financial & Infrastructure Investment Plan
- § Water Demand & Conservation Management
- § Institutional arrangements
- § Disaster & Health & Hygiene Strategy

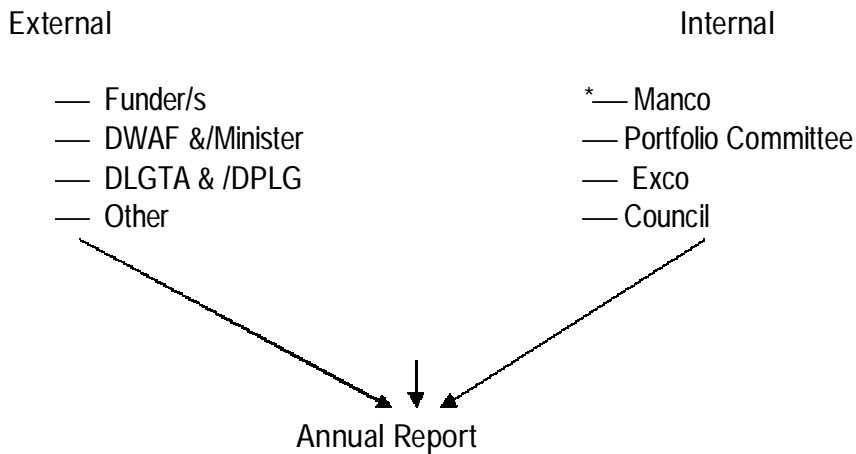
(b) Monitor & Report on the Implementation of the Water Services Development Plan

- § Implementation of capital projects for backlog alleviation

(c) Regulation

- § Appointing Water Service Providers
- § Monitor compliance to Policies & Bylaws
- § Tariffs Setting
- § Monitoring & Evaluation performance of Water Service Providers
- § Approval of Water Service Provider's budgets & Operational Plans
- § Service Provider Agreements
- § Transfers of water services functions & or infrastructure

(d) Reporting



*Including integration with other departments (both internal & external)

10.3 Water Services Provision

- (a) Daily operations, maintenance & repairs of water infrastructure and ensuring acceptable quality of service that complies with legislation and set standards
- (b) Formulating budgets & operational plans
- (c) Accounting for water treated & distributed
- (d) Formulating customer care strategies and targets & implementation thereof
- (e) Water Services Billing & collection
- (f) Water quality testing
- (g) Reporting

10.4 Departmental Strategies

10.4.1 Backlog study completed

National targets were set (Strategic Framework for Water Services, 2003) for the eradication of water and sanitation backlogs by 2008 & 2010 respectively). The purpose of the study was to provide quantitative and qualitative information for managing to deal with the backlogs.

The objectives of the study were:

- § To develop a better understanding of complexity of the backlog, linking it with focus on vertical and horizontal equity
- § To develop a system to quantify, manage and reduce the backlog with financial implications identified
- § Service delivery models (cost recovery, progressive block tariffs and integrated development planning)
- § Public partnerships and or Public Private Partnerships
- § Developing comparative data in order to explore similarities, differences and trends in implementation and service delivery

Since the backlog study has been completed, Sanitation master is underway, and Water master plan has been developed to address the findings of the study, which is to be adopted by municipal council.

10.4.2 Sustainability of Water Services

Within this considerable achievement, there is an enormous pressure to fast track service delivery to achieve the set targets. This raises a need to ensure service delivery but the service provided is sustainable even though there is a need to accelerate service delivery but the service provided is sustainable this means there is a need to take cognizance of issues such as institutional arrangements, sustainable water sources, appropriate technology,

community participation, health & hygiene; local economic development, water conservation; appropriate levels of service; water quality monitoring and effective monitoring and evaluation systems.

Objectives:

- § Advocating use of appropriate technology
- § Ensuring community participation & capacity building
- § Improved social; health and economic status of the beneficiaries (this will take into account national development goals and strategies i.e. LED; BBBEE; ASGISA; EPWP etc)
- § Proper water use and conservation of this scarce resource

To address the use of appropriate technology as one of the objectives set above the department has installed telemetry system to monitor levels of water and the status of our reservoirs and pumps. This system is currently being installed in two areas, KwaPitela and eBhayi.

In 2008/2009 financial year the department is anticipating to use lighter material, e.g fiber glass for sanitation purpose particularly inaccessible terrains.

In terms of community participation the department has ensured that there are community based Project Steering Committees which is involved in the planning of the entire project. In ensuring that there is capacity building members of the community recruited and trained and further employed by the municipality to further enhance their skills. It was envisaged that this will in turn improve their socio-economic and health well being. Health and hygiene promotion have been conducted.

In 2008/09 community participation and capacity building will continue to be one of the functions of the department so as to ensure that the lives of the people are improved.

The service provider has been appointed to conduct water conservation and demand management study. There is further a pilot project within the district on rain water harvesting which will benefit +3000 households.

10.4.3 Strategy to deal with emergencies

There is a need to plan properly on how to deal with emergency circumstances like outbreak of water borne diseases, drought and major infrastructure burst (reservoirs, major/bulk pipe line, dams etc).

Objectives

- § To develop contingency plans on how to deal with emergency situations
- § Identify critical stakeholders and clear definition of roles
- § To co-ordinate and align the implementation of the plan with other stakeholders

A drought action plan has been compiled and submitted to DWAF and a funding amounting to 3 million to implement such a plan.

A draft health and hygiene strategy has been developed and still to align with disaster management plan which is still being prepared. The disaster management plan is currently at stage 4 and it has 6 stages altogether.

In 2008/2009 a draft bid document has been prepared to assist the department in sourcing a suitable service provider to deal with emergency situations.

10.5 Summary status of water services backlogs

Name of municipality	Population		Access to water services								Estimated Cost to wipe out backlog			
	Household Count	2001 Census	% of population served above RDP		% of population served at RDP		% of population served below RDP		% of population unserved		Capital Costs (R)		Annual Operating costs (R)	
			Water	Sanitation	Water	Sanitation	Water	Sanitation	Water	Sanitation	Water	Sanitation	Water	Sanitation
Kwa Sani LM	45558	15309	82.97%	79.02%	0.37%	7.15%	0.21%	0.00%	16.45%	13.83%	18,644,340.00	1,960,000.00	6,079,460.40	272,796.30
Ubuhlebezwe LM	165924	101959	8%	6%	43%	22%	23.98%	0.00%	24.14%	71.35%	223,814,760.00	61,040,770.00	13,595,072.40	610,035.30
Umzimkulu LM	274858	0	7.00%	6.30%	25.10%	14.06%	20.78%	0.19%	47.12%	79.45%	563,643,340.00	143,584,000.00	31,751,187.00	8,150,067.00
Ingwe LM	155984	107558	4.05%	1.52%	7.45%	9.57%	31.48%	0.00%	57.02%	89.97%	316,443,920.00	83,949,138.00	15,862,847.00	854,153.30
Greater Kokstad LM	56686	56285	78.49%	76.28%	10.80%	11.21%	0.00%	0.00%	10.60%	12.52%	13,104,780.00	3,548,300.00	6,299,389.20	282,664.90
DMA	1878		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	4,313,140.00	1,016,540.00	43,131.40	11,612.30
Sisonke DM	700888	281111	14.64%	13.11%	22.95%	14.33%	20.85%	0.07%	38.81%	69.98%	1,139,964,280.00	295,098,748.00	73,631,087.40	10,181,329.10

- NB:
- 1 The Capital costs for LM's are derived from an average cost of R13000 per household for water and R3500 per HH for sanitation.
 - 2 The average annual operating costs for water supply schemes were taken as 5% of the total capital cost.
 - 3 The average annual operating costs for sanitation were taken as 0.1% of the capital cost. This may still be higher than the real cost, however, chances of exceeding this estimate are extremely slim. The actual operating cost will obviously depend on the nature of the scheme as well as infrastructure components used.
 - 4 The sanitation in Kokstad has reached its full capacity and needs to be upgraded urgently.

A draft indigent register has been developed for all sister municipalities which will assist the Sisonke DM to formalize and standardize the provision of free basic services. The manner in which free basic services is provided currently is that in low cost housing, in some townships and rural areas consumers have access to unlimited free supply of water. In some urban areas there is provision of 6kl free per household per month whilst in others there is no provision. The indigent register once completed will enable the municipality to provide free basic services appropriately.

A workshop is still to be conducted with all municipalities to verify the information gathered.

10.6 Status Quo of Water Services

(1) Water Services Development Plan (WSDP)

The latest WSDP was adopted by Council on the 14th December 2006. The electronic copy has been submitted to the Department of Water Affairs & Forestry.

Currently the WSDP is under review by a service provider to take into consideration the health & hygiene and other water related disaster management strategies. This review should be complete by the end of June 2008.

(2) Water & Sanitation Master Plans

Water master plan has been prepared, currently an assessment to include Umzimkhulu local municipal area is already in the pipeline. The appointment of a service provider to assist in preparation of the Sanitation Master plan is underway. The preparation process has already started

(3) Projects business Plans (Water and Sanitation business plans appraisal and development applications assessment –BPDAC)

This is an ongoing process where for all prioritized water and sanitation projects.

A Business Plan Appraisal Unit has been formed and is headed by the ED: Water Services, comprising of the Planning Section in the ECSD, Infrastructure Development Finance Dept and a rep from DWAF. The main function of this unit is to appraise the business plans and development applications before they are forwarded to the relevant dept. There is monthly sitting for this committee.

(4) Developing policies and bylaws and implementation thereof

Water Services policies were adopted by Council in December 2005 and Water Services Bylaws were adopted by Council in December 2003. The Sisonke District Municipality water services by-laws have been gazetted, Vol.1, 12 November 2007, No. 49.

(5) Water and Sanitation Backlog Studies

The final draft of water and sanitation backlogs assessment in the whole district has been concluded and a final copy of the report has been received, but it is not up to quality as some areas are located in the maps outside where it is actually located.

A presentation was conducted to all ward councillors on 14 May 2007.

(6) Hydrocensus

Hydrocensus studies for Ingwe and Ubuhlebezwe municipalities have been undertaken. A service provider has been appointed to undertake the Umzimkhulu municipal area. District Management area; Greater Kokstad and Kwa-Sani municipal areas will be allocated funding in 2007/8 financial years.

(7) Groundwater protection protocol

A service provider has been appointed to undertake the process of conducting a district wide ground water protection protocol. Umzimkhulu has been prioritized as there is a need to continue with the implementation of sanitation projects in this area.

(8) Drought Relief Programme

Received R 3 million for drought relief from Department of Water Affairs and Forestry and we developed a programme.

(9) Water Conservation and Demand Management (WCDM)

(10) Setting up of a water and sanitation library

(11) Establishment of central laboratories

(12) Establishment of an emergency response team

(13) Development and roll-out of ECSA and SAICE approved mentorship programme

(14) Development and implementation of customer care and management systems in conjunction with the Corporate Services department

(15) Annual review of statistics and data on water and sanitation services consumption and utilization

(16) Health and Hygiene awareness

(17) Water Monitors

(18) Bucket system eradication at Umzimkhulu

A service provider has been engaged to oversee the implementation of this project. This project is under implementation. 80 toilets have been built, but there are challenges with regards to quality and cash flow.

(19) Water quality monitoring

(20) Borehole maintenance

(21) Protected springs

(22) Regional bulk water supply

(23) Water packaged plants for isolated communities

(24) Installation of telemetry system

(25) Aging water and sanitation infrastructure

(26) Supply of water and sanitation to schools and clinics

(27) Conducting of routine operations and maintenance projects on water and sanitation infrastructure

(28) Development of indigent register

A service provider has been appointed to undertake this study.

(29) Standardization of water tariffs

(30) Disconnection of illegal connections and non-paying consumers

(31) Installation of water meters

(32) Umzimkhulu Flood Attenuation Study

A service provider has been appointed to undertake this study. A steering committee has been formed by Sisonke, DLGTA, Umzimkhulu Local Municipality, Department of Transport, DWAF – Directorate Options Analysis, DWAF Regional Water Resources Directorate.

(33) Section 78 Assessment

Arcuss Gibb has completed this draft business plan, which was presented on 11th July 2007.

Together with DWAF, Water Services staff, and Finance Dept, the Business Plan was reviewed and comments were made.

10.7 State of infrastructure per local municipality and Plans

(a) Umzimkhulu local municipal area

In Umzimkhulu town, there is a mixed level of service here some residents have an above RDP level and some have a below RDP level in sanitation. This was addressed through a bucket eradication project which is now complete. The whole water infrastructure in the whole municipal area needs to be upgraded as it is of a low standard. A budget of R26m funded by the Department of Local Government Housing and Traditional Affairs was set aside to address this situation and refurbishment of water infrastructure is already underway in some rural areas. Further funds are required to ensure that all infrastructure is functioning properly.

(b) Ubuhlebezwe Municipal area

Sewer lines have been extended at Ixopo to eliminate septic tanks in some households. After the discussions between the municipality and Umgeni water to plan for the increase of demand in town Umgeni water is currently upgrading water treatment plant. Some of the existing schemes need water sources to be augmented since the yield is low and also to be able to increase the foot print of the scheme in order to ensure service is provided to a larger population. Infrastructure in low cost housing needs upgrade as it is costly for the municipality to repair it on a daily basis. There was a challenge to serve the informal settlement in Highflats as there is a pending transfer of Transnet housing infrastructure to the Local Municipality. As a short term measure, Sisonke DM has since connected the Highflats settlement with tap water, pending Transnet negotiations.

(c) Ingwe Municipal area

Some of the existing schemes need that water source be augmented as the yield is very low and also to be able increase the foot print of the scheme in order to ensure service is provided to a larger population. Also infrastructure in low cost housing and some villages needs upgrade as it is very costly for the municipality to repair it on a daily basis, also there is a need to put a water borne sewer system as the RDP sanitation facilities being utilised might have a negative impact to the water source.

However, in some areas like Creighton water treatment plant has been upgraded, at Kilimon the water supply scheme was completed 2007/08.

(d) KwaSani municipal area

Business plans to eradicate water and sanitation backlog has been completed and approved by DWAF. A project to eradicate sanitation backlog has been registered with MIG and anticipated to resume in 2008/09. There is an urgent need to put a sewer system in Underberg town, currently the town use conservancy tanks that are costing the municipality to empty the tanks almost on a daily basis. Underberg is a tourist area and it is critical for this town to have appropriate sanitation infrastructure.

(e) Greater Kokstad municipal area

The major water source is Crystal Springs Dam with a well as a support in Umzintlanga river. Currently the infrastructure is dilapidated but the municipality has set aside an amount of R59m from its MIG allocation to upgrade the infrastructure in Kokstad. This will be spend over a period of three years. The area that remains a major challenge is Franklin where infrastructure is dilapidated and the area is privately owned by Spoornet. Several meetings have been held with Transnet and what remains a challenge is that Spoornet through Transnet Housing has indicated that they are not going to be able to provide the R1.8m required to bring the infrastructure in standard. This has a major impact to the planned housing development as this project is planned to use the same water source and some bulk. The major challenge is that there is an ASGISA (Hans Merensky) and Makhoba Housing projects in this town and this implies that there is going to be major growth in this area. Sisonke District Municipality is looking at budgeting for these projects in the 09/10 financial year.

10.8 Major development plans

Funding of R26 million was allocated to refurbish water infrastructure in Umzimkhulu municipal area and R59 million was allocated to upgrade and refurbish infrastructure in Kokstad town. The municipality has completed a study on provision of bulk and regional schemes in the whole district with the exception of uMzimkhulu. Also a sanitation master plan is underway.

10.9 Issues to work on 2008/2009

1. To ring fence the water services function holistically
2. To have a water services plan that supports and respond to local economic development
3. To define backlogs (taking into account new housing developments, households in private lands, refurbishment and upgrade requirements, informal settlements and general households)
4. To meet with farmers in Ingwe municipal area regarding their plans to build dams. This will assist the municipality to come up with strategy to serve some communities nearby the planned dams.
5. Implementation of all approved project for 08/09 financial year
6. Monitoring and evaluation of all projects under implementation using the SDBIP.

10.10 Challenges

1. The infrastructure in most urban and some rural areas needs urgent attention
2. There is a need to build a dam that will be a sustainable source to supply bulk water throughout the district
3. To balance resources for provision of services in backlog areas and other developments (human and financial)
4. Close monitoring and evaluation of projects under implementation.

11 FINANCIAL SERVICES

11.1 FINANCIAL SERVICES

BACKGROUND

The finance department has grown from a staff compliment of just less than ten employees managing the municipal budget of just under R14m in 2000/01 to 25 employees (total number of posts =) with a budget of R201m in the 2007/2008 budget year. This growth and the introduction of the Municipal Finance Management Act (MFMA) in 2004 has changed the way the finance department functions from a traditional record keeping function to a key role player in the service delivery process. The budget & treasury office as it is now called, amongst other duties, is responsible for providing the management with useful reports to assist them in managing their budgets and thereby enhancing the service delivery process. As the MFMA is a relatively new legislation, the municipality has challenges in attracting appropriately skilled staff, especially senior management.

11.2 Mission Statement/ Purpose of the Department

The financial services department is committed to providing reasonable assurance that sound and sustainable management of the fiscal and financial affairs of Sisonke District Municipality is accomplished.

11.3 The functions of the Financial Services Department

11.3.1 General Financial Management

- The Department manages the financial administration of the Municipality.
- Ensures economic and efficient use of the Municipality's resources.
- The Department designs, implements and maintains effective, efficient and transparent systems and policies.
- It must account and reconcile on a monthly basis all the Municipality's bank accounts.

11.3.2 Assets and Liability Management

- The Department safeguards and maintains the economic value of those assets.
- The Department in co-operation with all other departments should ensure that a comprehensive asset maintenance strategic plan is developed, implemented and maintained.
- Ensure that assets and Liabilities registers are opened.

11.3.3 Revenue Management

- The Department must design a tariff model that recovers all the costs associated with the provision of services.
- The Department should ensure that all consumers of the District Municipality are billed for the service.
- It should have reasonable assurance that the District Municipality has effective and efficient revenue collection systems consistent with the Municipality's credit control and debt collection policy.
- The Department should take care of its indigent member of the community.

11.3.4 Expenditure Management

- The Financial Services Department develops implements and maintains an effective system of expenditure control, including procedures for the approval, authorization, withdrawal and payment of funds.
- Ensure accurate and timely recording of accounting information.
- Ensures that all statutory commitments are paid in time.
- Provide reasonable assurance that payments are made within 30 days of receiving relevant invoice or statements.

11.3.5 Budget Preparation

- The Financial Services Department co-ordinates the compilation of the master budget of Sisonke District Municipality in terms of the Municipal Finance Management Act format.
- In carrying out the duty outlined above, this section ensures that the Mayor tables to council 10 months before the start of the financial year a schedule of key deadlines for the preparation of the budget that ensures a comprehensive consultative process, which is done through izimbizo's.
- Submits the budget to the Accounting Officer for further submission to Council and Provincial Treasury Department.
- Ensure that a draft budget is tabled to Council 90 days before the start of a financial year.

11.3.6 Reporting

- Financial Services Department must by no later than 10 working days after the end of each month submit to the Accounting Officer a statement on the state of the Municipality's budget.
- The department must prepare a mid-year budget & performance assessment in order to enable the Accounting Officer to assess the performance of the municipality during the first half of the financial year and also to assist him recommend whether:-
 - An adjustments budget is necessary; and
 - Recommend revised projections for revenue and expenditure to the extent that this may be necessary.

11.3.7 Financial Reporting

- The Financial Services Department must prepare for each financial year a set of annual financial statements.
- Submit the Annual Financial Statement to the Office of the Auditor General within 2 (two) months after the end of the financial year to which the statements relate.

11.3.8. Supply Chain Management

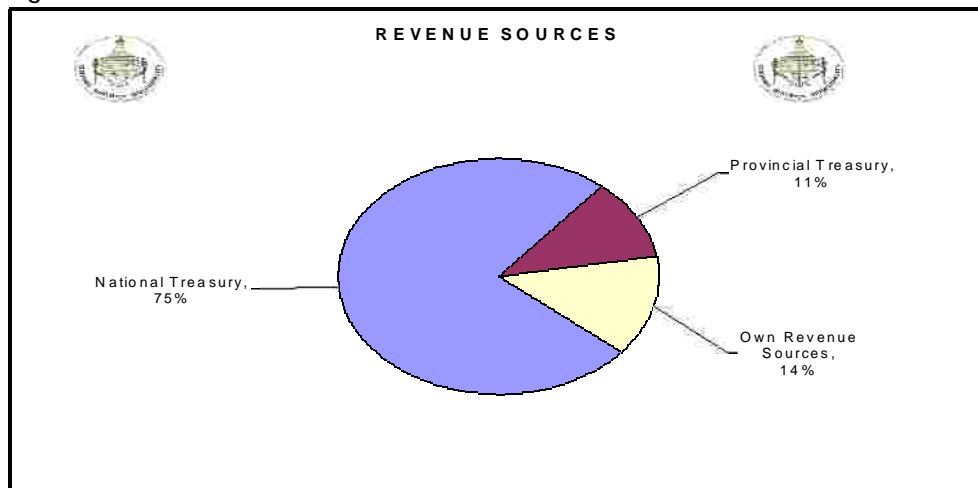
- The financial Services Department administers the Supply Chain Management process.
- The department is responsible for the administration of Bid Committees.
- Ensures the economic and efficient use of resources in relation to the all kinds of inventory that is stored for derivation of maximum economic benefit for the Municipality.

12 Challenges

The following are the changes some of which have come about with the implementation of the MFMA.

- Budget implications associated with the establishment of a Supply Chain Management (SCM) & Budget and Treasury unit requiring skilled expertise.
- Enhancement of own Revenue sources (see figure 2 below)
- Changes in the reporting formats and municipal accounting standards requiring compliant financial systems and the implementation thereof.
- Disclaimer audit opinions.

Figure 2: Revenue Sources



13 Addressing Challenges

- The SCM unit with its bid committees and the budget of have been established. The new financial system will provide the much needed support the functioning of these units.
- Revenue enhancement: The data cleansing & verification process coupled with the implementation of the new financial management system ill certainly improve the municipality's revenue management.
- Although delayed due to the system implementation, expenditure reports have been submitted to the Provincial Treasury and full compliance to the FMA is forecasted to be achieved during the 2008/09 budget year.
- In the previous financial years, a partial response to addressing the issues raised in the audit reports existed and currently, finance is working on d vising a detailed strategic plan to address the issues raised in these reports.

13.1 Integrated Development Plan

In order for the Department to accomplish these mandat s the following plans / projects will be enshrined in the Integrated Development Plan.

Revenue Enhancement

The Water Services Provision is responsible and accoun able for the water loss prevention in order to enhance revenue. In order to enhance revenue there must be a service delivery plan which is aimed at best practice and also water resources must be protect d, used, developed, conserved, managed and controlled.

In order to ensure that the water resources are conser ed, managed and controlled there are key questions related to Water Conservation and water demand management which must b answered by Water Services Provision.

These questions are as follows:

- 1) How much water is actually used in the area of Water Services Provision?
- 2) How much is lost?
- 3) Where is the water lost in the system?
- 4) What is the primary cause of the losses?
- 5) What action plan is in place to address the losses?

In order to account for the above questions, customers must be divided into two categories i.e. paying customers and indigent customers.

Paying Customers

- ✓ In order for consumers to be consistence in paying, qualit services must be rendered i.e. accurate billing every month and uniformity must be en ed.

- ✓ All customers must be billed i.e. all customers must be metered or accounted for in the case of flat rate charges.
- ✓ A credit control and Debit management policy must be in place in order to deal with non-complying customers.
- ✓ A water flow management controlling tool (restriction/reducer) must be in a place to deal with non paying customers.
- ✓ Plan to deal with burst pipes must be in place.
- ✓ Water loss insurance must be in place to overcome burst pipe situation and avoid revenue losses.
- ✓ Data verification and cleaning must be done to ensure that correct and valid customers are billed.

Indigent Customers

- ✓ The indigent policy must be in place in order to identify needy clients.
- ✓ A register must be maintained for indigent customers; in order to be able to account for their consumed water.
- ✓ Equitable share must be reconciled in order to be able to account for indigent customers.

13.2 Installation of Financial Management System Venus

13.4.1. Introduction

Sisonke District Municipality identified a need to discontinue of the old Financial Management System as it lacks vital and adequate functionalities.

Tenders were invited after which Business Connexion was awarded a tender to install their Financial Management System- Venus.

13.4.2. Objectives of the project

The objectives of the project are for the successful installation, implementation and training of the staff or users. The system includes the following elements:

Hardware/ Software supplied by Business Connexion, Web Browser, Venus Receipting, E-Venus Billing Models – (1) Consumer Debtors (2) Sundry Debtors; E-Venus expenditure Modules (1) Budgeting (2) General Ledger (3) Bank Control (4) Stores (5) Creditors (6) Purchasing (7) Contracts (8) Civil contracts (9) Fleet Management (10) Asset Management (11) Job Costing. E-Venus Report writer, E-Venus Corporate document Management / Workshop E-Venus financial workflow E-mail, SMS and faxing solution.

13.4.3. Progress made

The hardware was bought and incorporated into Sisonke District Municipality asset register. The accounting structure had already been installed. This structure is GAMAP compliance and complies

with the National Treasury regulations. The budget for 2006/2007 financial year has been captured into the system.

13.3 Setting up of an Economic Tariff Model

Sisonke District Municipality inherited different tariffs from Local Municipalities on taking over the provision of water & sanitation function. There was no analysis of how the tariffs were constituted. A cost volume profit analysis has to be performed in order to set the tariffs that take cost recovery into account.

13.5.1 Generally Accepted Municipal Accounting Practice or Generally Recognized Accounting Practice.

Sisonke District Municipality is rated as a low capacity Municipality and thus giving it a chance to prepare for the GAMAP compliance requirement in presenting its annual financial statements. The department of financial services is required to prepare annual financial statements in 2007/2008 financial year. It is therefore imperative that financial services department prepares for the conversion from fund accounting to GAMAP reporting.

13.5.2 Asset maintenance Strategic Plan

Sisonke District Municipality has a number of assets worth millions of rands in particular in the form of water & sanitation projects. These assets have to be maintained so as to keep in line with their life expectancy as well as to protect the balance sheet of the Municipality. This necessitates that comprehensive asset maintenance strategic plan be formulated in order to prolong the lifespan of the Council assets.

13.5.3 Formulation of Policies and Procedures

Policies and procedures are important instruments for risk management and corporate Government therefore it is important that policies such as Credit Control Policy, Budget Policy, and Assets Management Policy etc. are designed, implemented and maintained.

13.5.4 Financial Plan

A financial plan provides the financial direction that the Municipality wants to take in the next 5 to 10 years. The compilation of the plan is an involved exercise as such that it requires the involvement of all departments and heads of department.

14 CORPORATE SERVICES

14.1 Organizational Human Resource Management

14.1.1 Human Resource Strategy

Successful human resources are often the difference between success and failure. The Sisonke District Municipality was faced with specific problems after the Disintegration from Indlovu District Municipality. The transformation demanded that the municipality respond with transformation agents, policy makers and innovative thinkers who could assist the municipality deal with financial sustainability, basic service delivery, integration of historically disadvantaged and divided communities, backlogs and addressing the basics – such as grass cutting, traffic management and public lighting. As the Sisonke District Municipality aims to consolidate the solid gains of the last five years, and offer better quality services and performance such as exemplary political and administrative governance, it is crucial to build human resource capital to support the needs of the five year IDP.

14.1.2 The key challenges identified include the following:

- Strategic partnering with customers to improve service delivery
- Implementation of a remuneration philosophy which include differentiating
- salary scale notch increases, to attract and retain critical and scarce skills
- Rigid remuneration frameworks that stifle creativity and mitigate against the
- implementation of market related salary scales and remuneration
- philosophies.
- Integration of systems for Human Resource Administration and Finance
- Reduction of absenteeism
- Eliminate unfunded liabilities
- Establishment and evaluation of Human Resources benchmarks
- Refinement of the Performance Management policy and procedures
- Ensuring effective delegation of powers
- Establish uniform and equitable conditions of service
- Developing a blueprint for organizational transformation
- Ensuring sound and effective labour relations
- Enhancing employee and managerial skills as well as leadership qualities
- Introduction of a talent management strategy
- Establishment of a knowledge management framework to enhance
- organizational learning
- Transforming the organizational culture to a culture of service excellence
- The Human Resources strategy emphasizes the fundamental requirement to create an accountable and excellent workforce for the administration which is geared towards ensuring a quality life for the SDM residents and visitors.

14.1.3 Staffing and Remuneration

The Sisonke District Municipality has employed competent staff in various departments to provide efficient service delivery but its remuneration policy has attracted the sufficient requisite talents capable of responding to the needs of the last council Term.

The Human Resources will however constantly research trends in local government both nationally and internally in the areas of staffing and remuneration to make sure that the SDM is permanently adaptable to the challenges of service delivery and policy changes. The remuneration policy of the SDM will also address market trends to sufficiently respond to poaching of staff.

The SDM staffing and remuneration policy should exclusively pre-occupy itself with attracting the right people, but also focus on people on the internal issues in terms of on-going training and development programmes and how to deal with staff misplacements over the next five years.

14.1.4 Succession Planning

Due to the realization that in some specific categories, specialized staff can be easily attracted by the private sector for their skills, the succession planning project will be consolidated and enhanced to develop a remuneration strategy to retain staff. Talent management is to be developed to retain staff and improve skills.

Succession planning should be characterized by an aggressive career-pathing, where staff would be continuously alerted of the opportunities for growth in the municipality.

Succession planning also would aim to create conditions where the departure of a leadership does not signal collapse in organizational leadership.

Every leadership level should be immediately replaceable internally, through a properly managed succession planning process.

14.1.5 Skills Development and Training

The SDM had developed a programme to address the skills and competency needs of staff. New challenges demand the staff perform optimally to meet the identified needs.

Changes also impact on processes, necessitating rapid adjustment by the departments. In the 2006 to 2011 council Term, the municipality aims to invigorate the progress around skills development driven by the programme priorities rather than the compliance requirements of the Skills Development Act. Skills development programmes will be aggressively undertaken by the municipality to ensure that staff already in the employ of the SDM are ready for deployment to new responsibilities and/or added demands to their existing functions.

The Sisonke District Municipality recognizes the importance of investing in its human capital through carefully planned skills development initiatives and activities. It is succeeding in creating a learning organization by placing significant value on the education, training and development of its workforce, and by encouraging employees to take advantage of appropriate opportunities aimed at advancing their skills and competency levels.

The SDM is in a process of establishing partnerships with higher education institutions and other role players to ensure that its strategic skills and competency needs are addressed through relevant and customized skills development interventions.

Skills development is also seen as a vehicle that would facilitate and enhance achievement of the SDM Employment Equity agenda.

Although skills development is aimed at benefiting all employees, it has to make significant progress in advancing the development interests of the designated groups (black, women, and the disabled), in line with the SDM Employment Equity targets.

An intensive skills audit is conducted annually to identify the SDM strategic and operational skills needs. A Workplace Skills plan has been developed and implemented to address skills needs.

Skills development is linked to other human resource processes and provides valuable information for recruitment and, and promotion processes.

The SDM also provides a subsidized education scheme, assisting all permanent employees who wish to pursue part-time studies towards formal tertiary qualifications.

The SDM is complying with the skills development legislation and pays a monthly skills levy of 1% of its salary bill to the South African Revenue Service, in line with the provisions of the Skills Development Levies Act. Part of this money is claimed back in the form of grants from the Local Government and Water Sector Education and Training Authority (LGWSETA), in compliance with applicable grant disbursement criteria.

The SDM has submitted its Workplace Skills Plan the Annual Training Report to the authority.

A Skills Audit was conducted during the 2006/07 period with the main purpose being to gather information of qualifications and levels of skills of SDM employees, compare job requirements to those of incumbents, verify employee qualifications, and identify employees' development needs and to update employee records.

The Skills Audit revealed the following:

- Skills mismatches, where employees had qualifications which were not a requirement or relevant for their current job.
- Under qualified employees, where employees are in a possession of a lower level qualification.
- Unqualified employees, where employees occupies a position for which they do not meet the minimum or basic academic, skill and competency requirements.

- Appropriately qualified employees: Employees meet job requirements adequately
- Employees who do not possess formal academic qualifications but have managed to develop and acquire the required skills and competence through workplace exposure and development experience.
- No formal academic qualification and limited education: In these cases, employees had little or no access to appropriate educational and developmental opportunities.
- The SDM is considering a number of interventions to address skills mismatches and to facilitate and support optimal utilization of SDM human capital.
- These include but are not limited to up skilling, reskilling, mentoring and coaching, redeployment, recognition of prior learning, on-the-job training and development as well as ongoing professional development.
- R260,207.20 in rebates was received from the LGWSETA. The SDM will have to resolve that each department should spend 1% of its total budget on training and development, in an attempt to ensure that employees are trained appropriately and a learning organization is created.

Over R238,096.40 was spent on training resulting in a ratio of 92% expenditure on training in relation to the total salary bill, which is above the set target of 1%.

The SDM further managed to enroll interns in the SDM internship programs. Three Learners were identified for interns and twelve learners for Learner ships,

14.1.6 ABET Training

In order to eradicate illiteracy, a program needs to be initiated to educate all adults on basic literacy, numeric and basic life skills. This program recognizes prior learning and prepares the adult learners who are employees of the SDM to cope better with the work expectations in a changing world. The program will be enhanced in the current council Term, and conditions for career pathing need be created to ensure proper alignment between educational advancement and career opportunities.

Partnership with educational institutions The SDM is to develop a strong research capacity to constantly look at the emerging skills gaps. This capacity will allow the SDM to engage with high schools and academic institutions to advise students on career opportunities and as well engage academic institutions in the curricula development. The SDM will also go beyond internal skills trends to advise learners, especially from the historically disadvantaged backgrounds, on skills demanding areas such as accountancy and IT skills.

14.1.7 New Conditions of Service

The local government context presents a highly formalized structural arrangement of bargaining and engagement with organized labour. The Sisonke District Municipality is represented by South African Local Government Association (SALGA) in the South African Local Bargaining Council. SALGA ensures that collective bargaining strategies support the overall organizational strategies, through a consistent approach to labour conditions. The SDM managed to overcome major challenges with respect to the establishment of uniform conditions of service that creates a sound basis for equality as highlighted below. SALGA National Conditions of service were implemented effective 1 January 2006.

14.1.8 Employment Equity

The Employment Equity Act dictates that all work place promote equity in terms of gender, race and disability.

The Employment Equity Act stipulates that every employer should have an employment equity plan in place which must contain affirmative action measures, objectives for each year of the plan, and numerical goals for achieving equitable representation.

- The Employment Equity policy of the SDM broadly aims t :
- Foster diversity in the workplace;
- Eliminate all forms of unfair discrimination;
- Ensure that all the people of South Africa are equitably represented in the SDM environment;
- Prepare the ground for effective change through appropriate and ongoing nvestment in training and development;
- Prohibit and combat unfair discrimination and harassment among employees; and Provide reasonable facilities to designated groups, in particular people with disabilities.
- The plan targets Council employment ratios that reflec the demographics of the SDM community.

The Employment Equity profile of the SDM was completed in the 2006/07 financial year leading to an Employment Equity Blueprint plan for the municipality.

Group Target Actual

African 85.90 %

Coloured 10.26 %

Indians 1.28 %

Whites 2.56%

People with Disabilities 1 %

Overall the gender split target for the SDM is and the Core administration has not yet achieved a split of 73.03 % males and 26.93% female representation.

The SDM is closer to achieving this target and working hard toward reaching this target.

An independent assessment of Policies and Procedures for compliance with Employment Equity Legislation will be conducted. The analysis will determine if there were any potential barriers by the policies and procedures to the effective implementatio of Employment Equity or for any evidence of unfair discrimination.

The development of the Disability Management Strategy implementation will lead to the development and approval of the Disability policy by Council. A physical audit on environment for disabilities will be conducted in the 2007/08 financial year with results to be forwarded to the council. Research will also be conducted on sensitivity and accommodation of people with disabilities.

Key amongst the development of the Disability Policy is to ensure that the barriers and stereotypes that directly and indirectly discriminate against people with disabilities are removed and to ensure that suitably qualified people with disabilities are accommodated on an equal basis for promotion and equitably represented in the SDM.

14.1.10 Employee Wellness Programs

Employee Wellness is a strategic approach that is workplace based and directed at the improvement of the quality of life of employees and their families. The approach is to be facilitated by programs providing a supportive system that alleviate the impact of everyday work and personal challenges.

The Employee Wellness Programs recognizes that short-term personal and psychological related problems may adversely affect an employee's well-being and ability to effectively execute their function. It is further imperative that involvement in the programs do not jeopardize an employee's job security, compensation, promotional opportunities and/ reputation, hence the need to have an integrated and well planned policy to govern implementation.

The SDM's Wellness HIV and AIDS policy will be developed to create a holistic framework for Employee Wellness through its integration of HIV and AIDS programs with its Employee Assistance Programs.

The main aim will be to manage HIV and AIDS in the workplace, to eliminate unfair discrimination and to promote a supportive environment regardless of an employee's HIV and AIDS status.

14.1.11 HIV/AIDS

The management of HIV/AIDS is an important challenge for every organization in South Africa. The SDM has determined that HIV/AIDS will have an impact on the following risk areas: operations, supplier risk, legal risk and health risk. While all these risks are under further investigation, the SDM will have to adopt the following core principles as the primary basis for a HIV/AIDS policy and action plans:

- Continuously assess the risks posed by HIV/AIDS on the SDM
- Limit the number of new infections among employees
- Ensure employees living with HIV/AIDS are aware of their rights and that their rights are respected and protected
- Provide care and support to employees living with HIV/AIDS

The SDM will adopt the view that a holistic approach to organizational health is appropriate dealing with a health challenges facing its employees generally. The Council through the

Employee Wellness programs will aim to craft strategies and actions design to address HIV/AIDS challenges on a continuous basis.

Peer educators who will fulltime employees and who will also have show passion and a willingness to assist the HIV positive colleagues, will have to be trained to ensure that HIV positive employees receive appropriate care and support in the work environment.

The specific cost implication of the pandemic on the SDM has not yet been determined but is estimated to have a severe impact that necessitate prominent action to limit the organizational risk linked to HIV/AIDS.

Ongoing education programmes will have to be initiated to build on the awareness programme.

The training will concentrate on training Peer Educators who will be responsible for training staff.

Peer educator training will also concentrate on lay counselling, grief management, first aid and treatment of workplace injuries.

HIV/AIDS awareness and information kiosks to support education programmes. Employees will be encouraged to go for Voluntary Counselling and Testing where the necessary support will be offered in accordance with their status.

Over 10,000 condoms will be distributed during the 2007/08 period.

14.1.12 Information and Communication Technology

Currently there is one person who is responsible for ICT. My proposal is for the Municipality to establish ICT section that can be headed by ICT Manager and below that can employ three ICT technicians. These technicians will not only be responsible for SDM but they will also provide ICT support to the Local Municipalities. Our server-room is not in good state. We need to relocate for security reasons. Our website will be launched towards the end of April.

14.1.13 Reception & Switchboard

There is currently one receptionist holding this position because of lack of human capacity. The municipality is yet to decide on whether to hire a receptionist or outsource the service.

14.1.14 Archives and Records Management

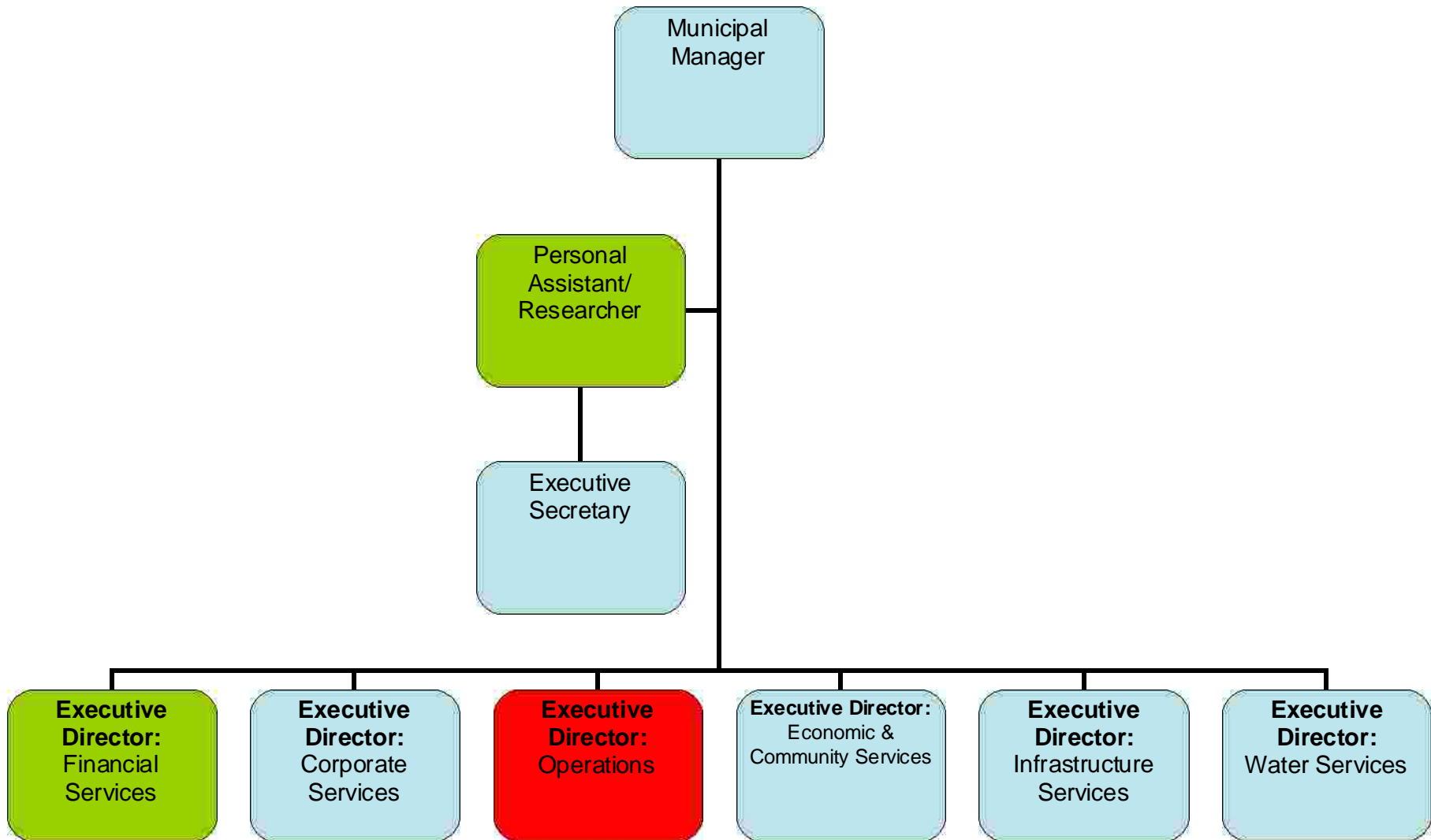
We have only one incumbent occupying the post of Archives officer. In this section we need to have at least two people, one responsible for Archives and one for Records. There is a company that has been engaged to assist in this section. This section is the most important section in any organization, as it keeps the organizational memory. There is also a need to get a secured office space for our records. Some documents have been disposed off due to the unavailability of space. Information sessions have been held with all office staff in all our departments.

14.1.15 Sisonke District Municipality's Organogram

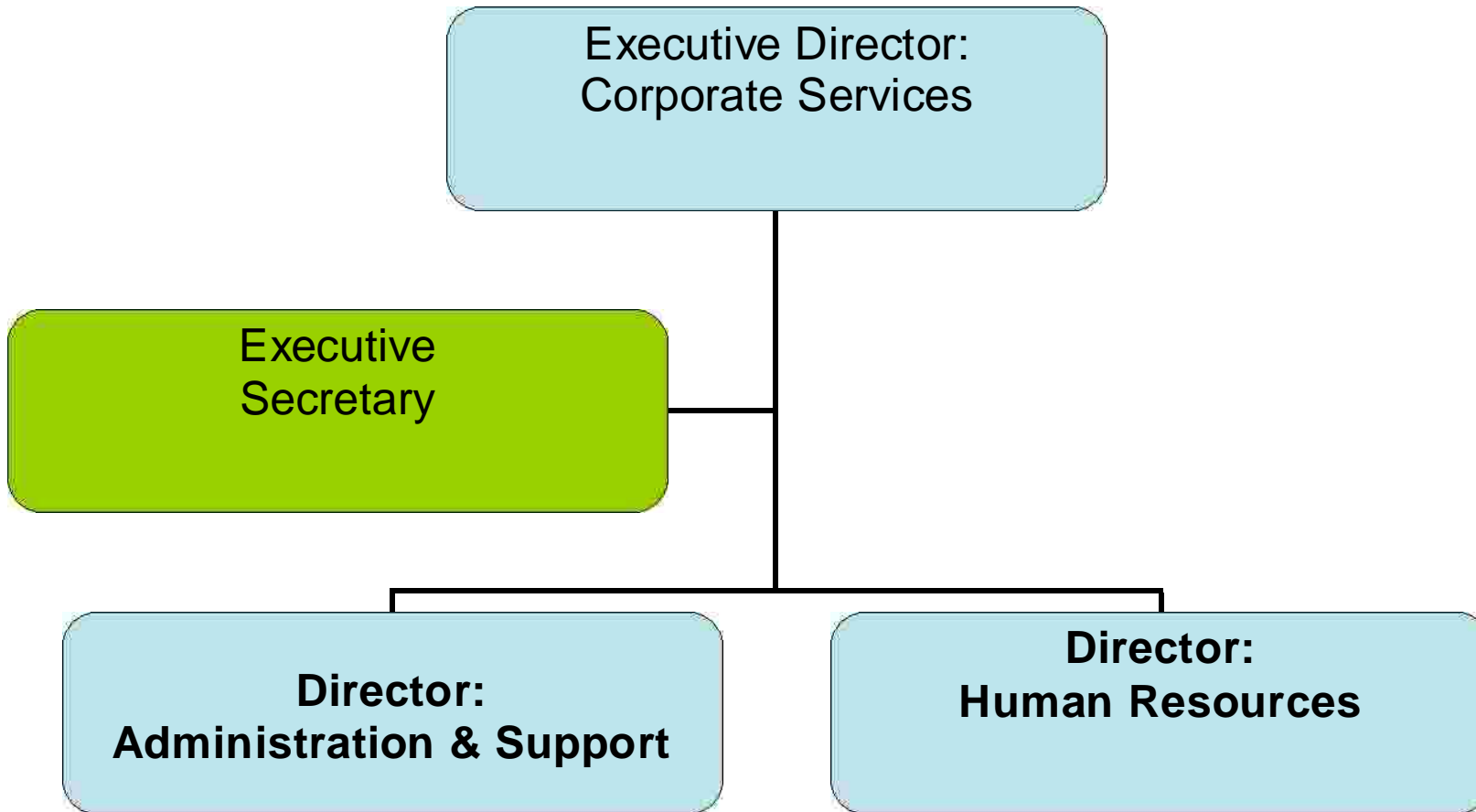
Below is the new structure which has been adopted by the Council. Detailed organogram of each of the following departments is available on request.

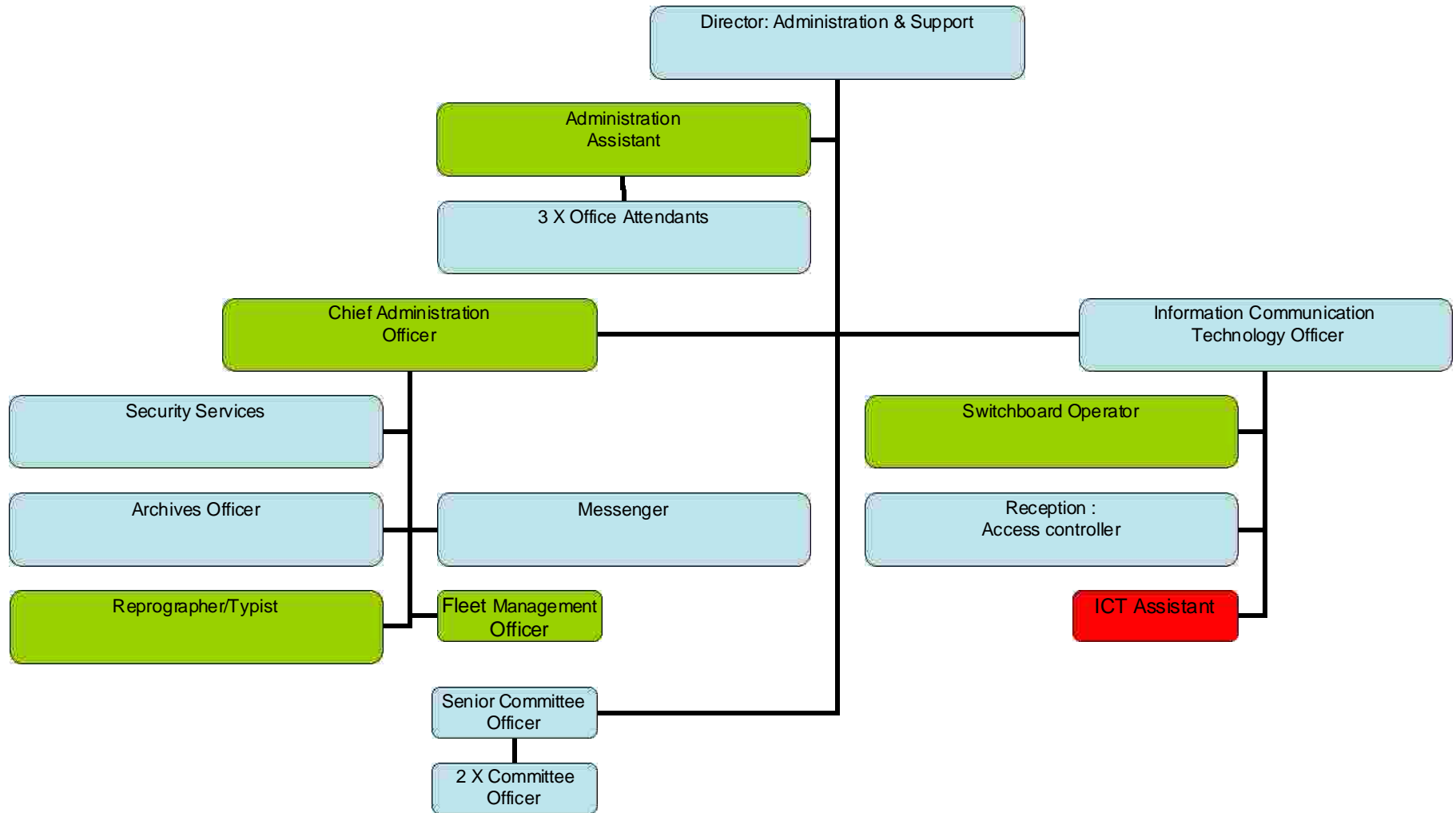
Blue: Filled Posts; Red: Frozen until funding is available; Green: vacant and to be filled and Purple: temporary filled

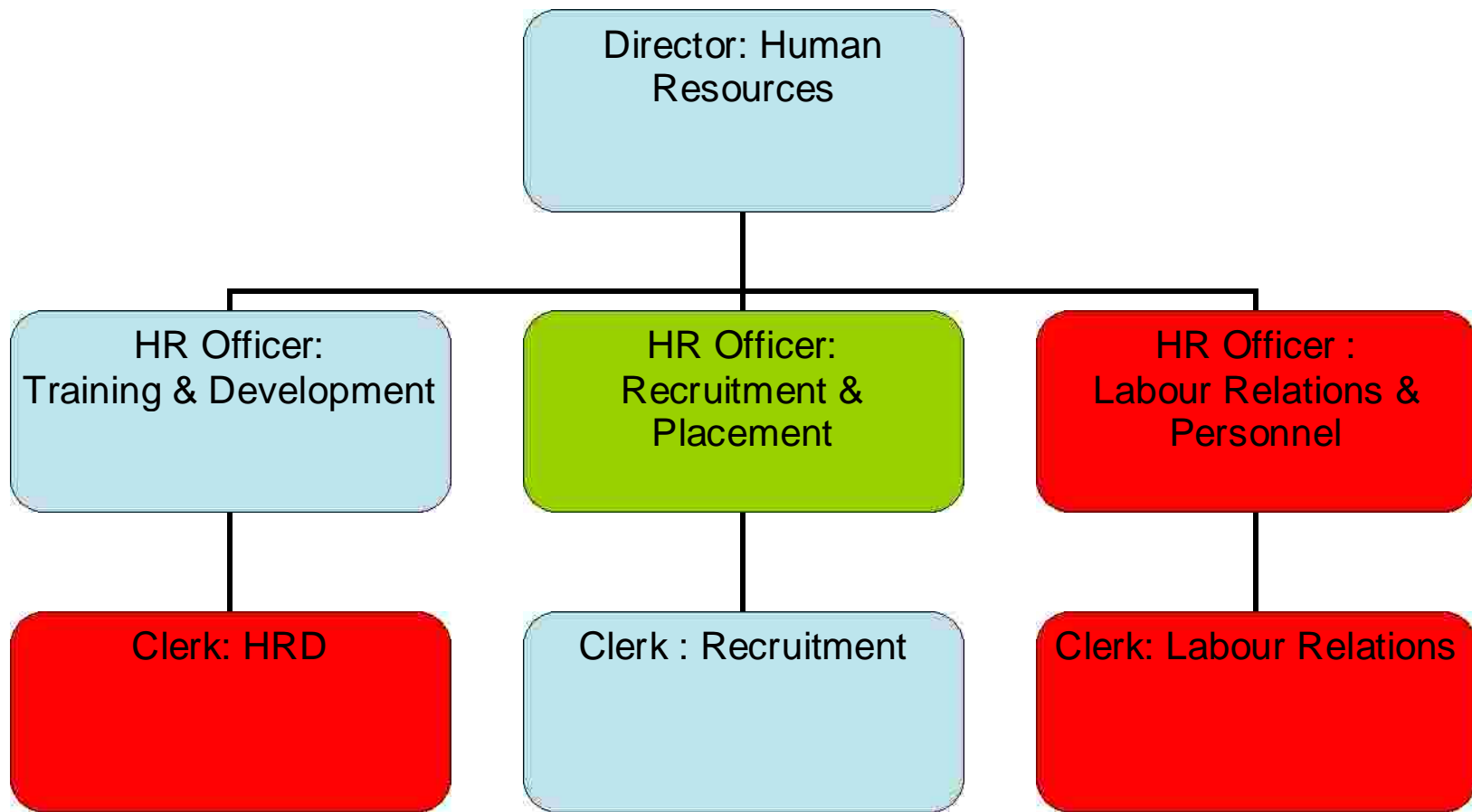
(The following figures indicate the Municipal and departmental organograms)



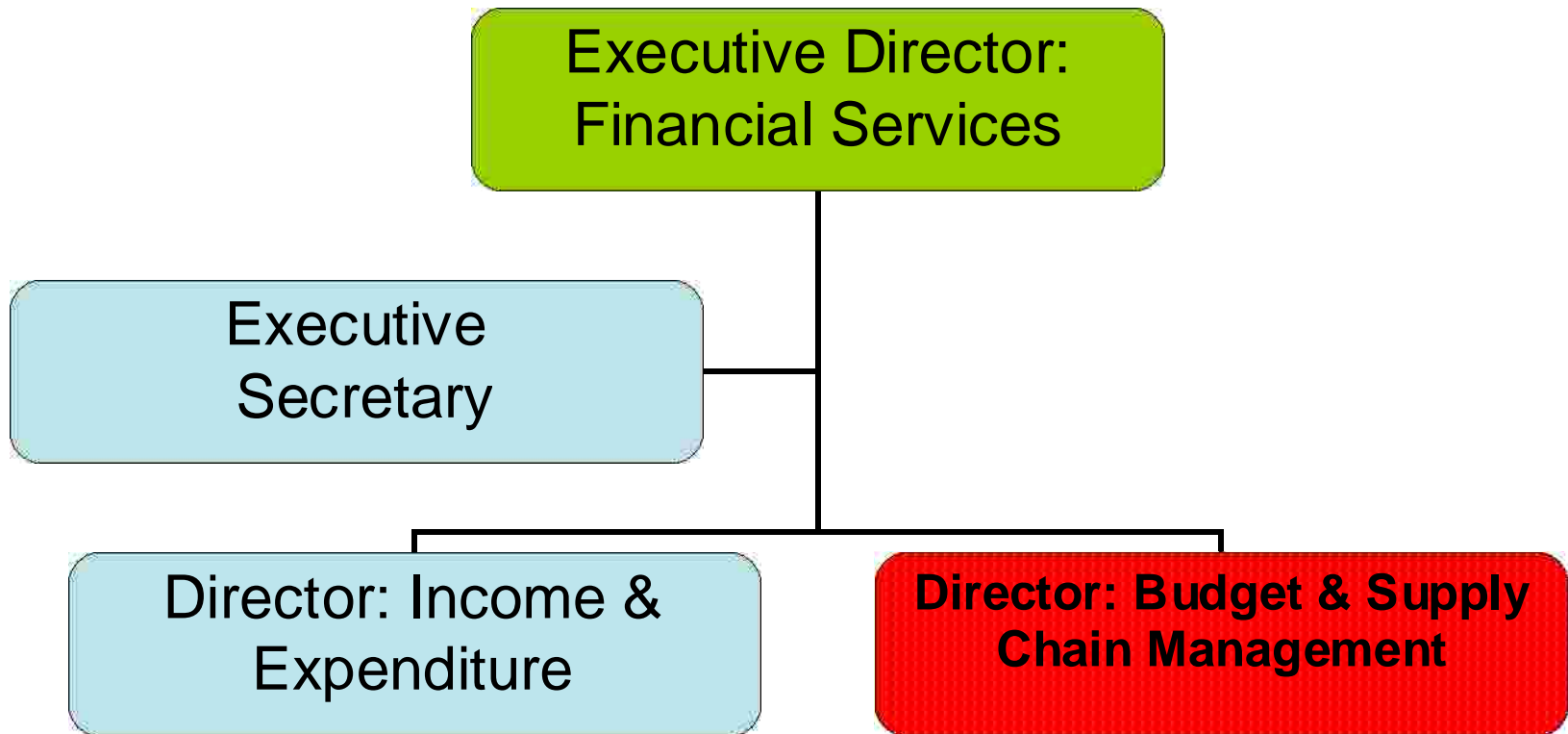
CORPORATE SERVICES DEPARTMENT

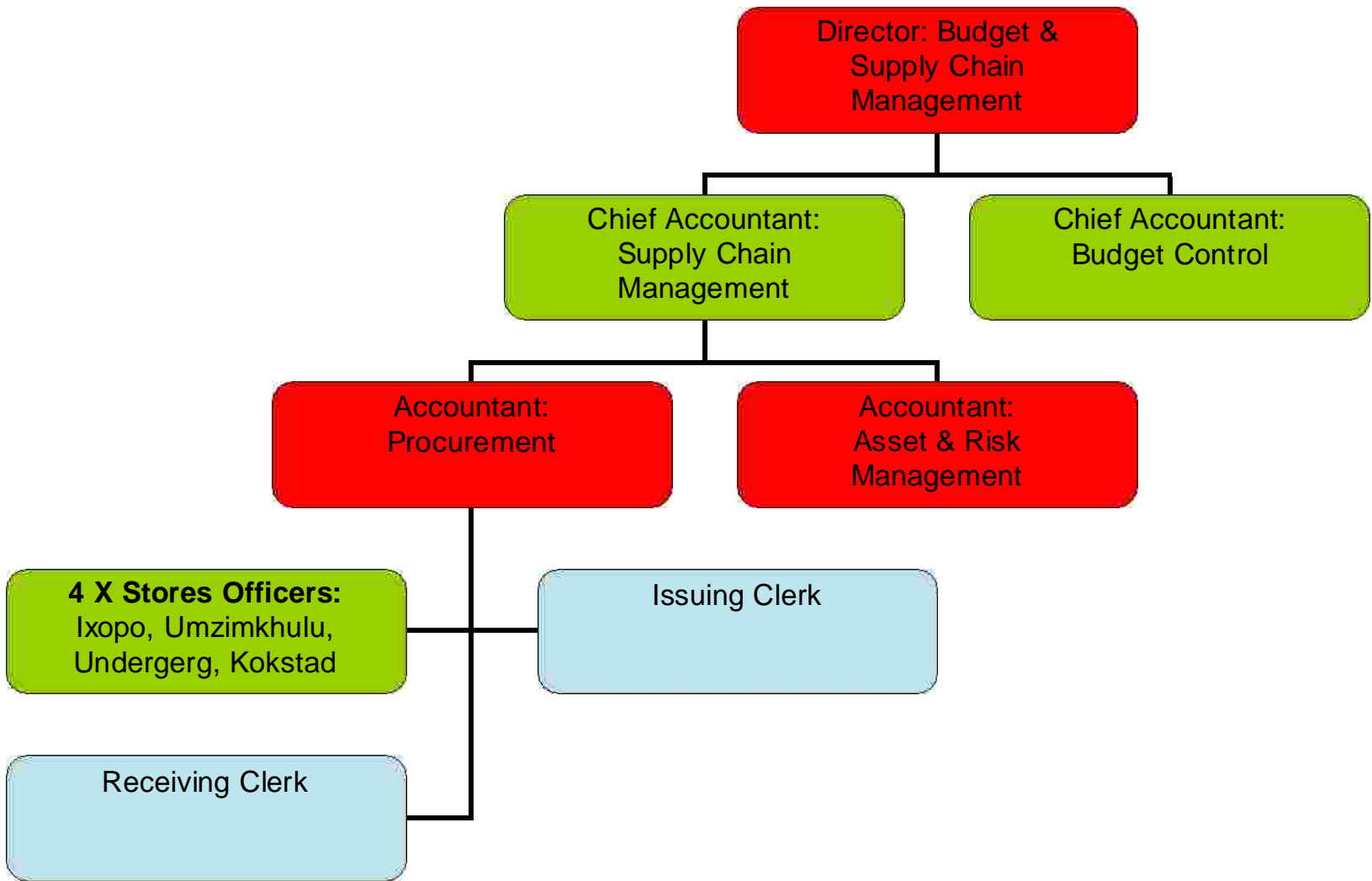


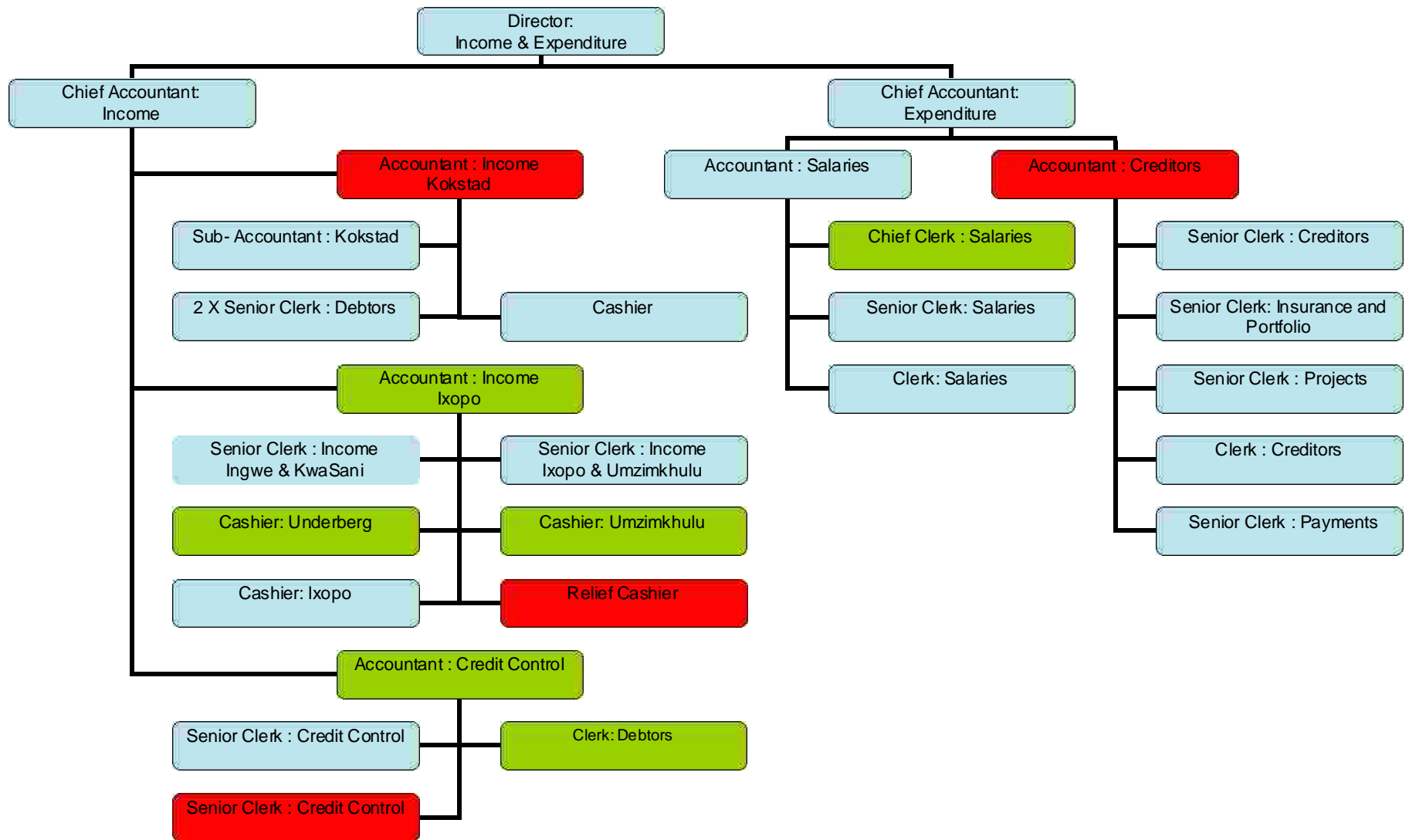




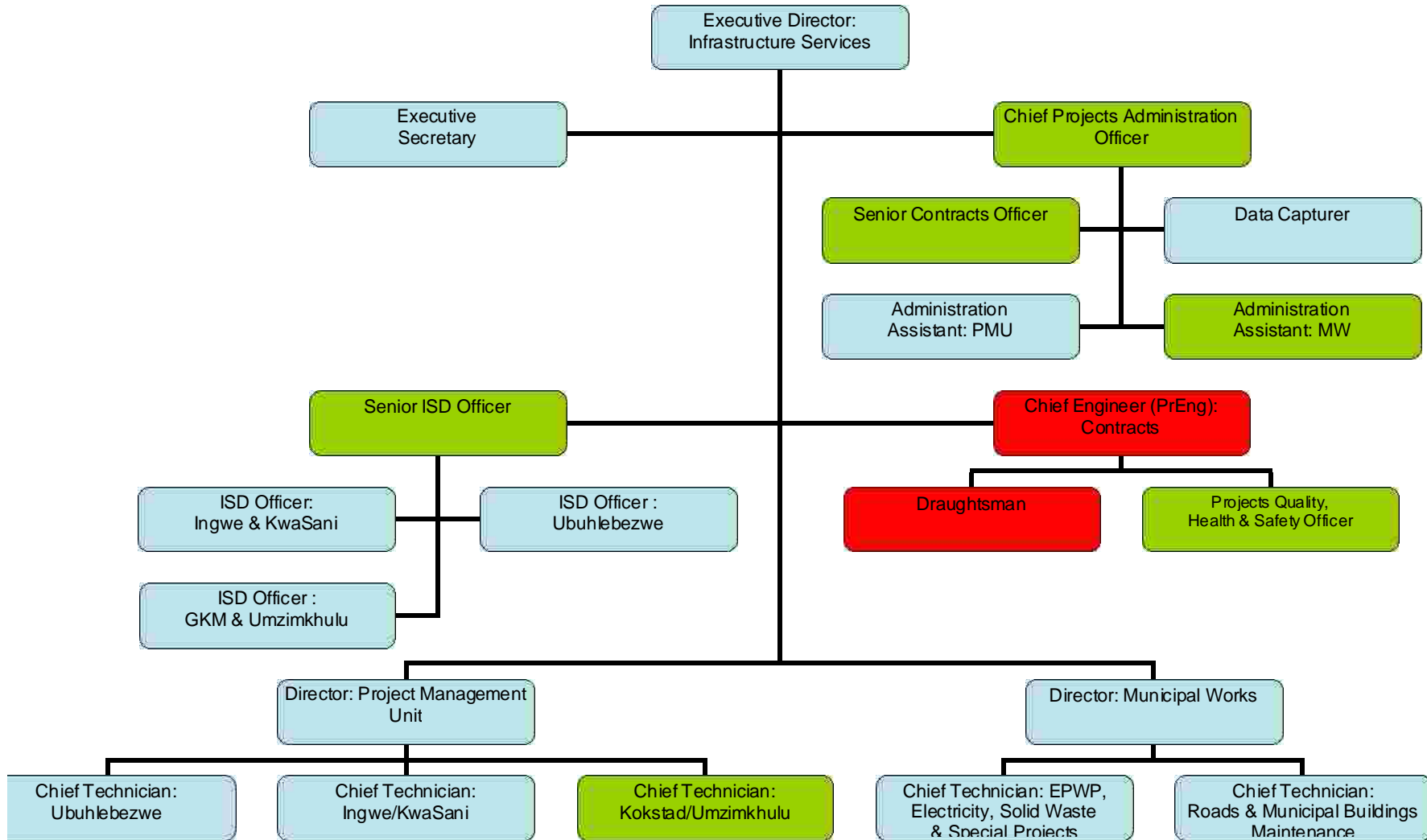
FINANCIAL SERVICES DEPARTMENT



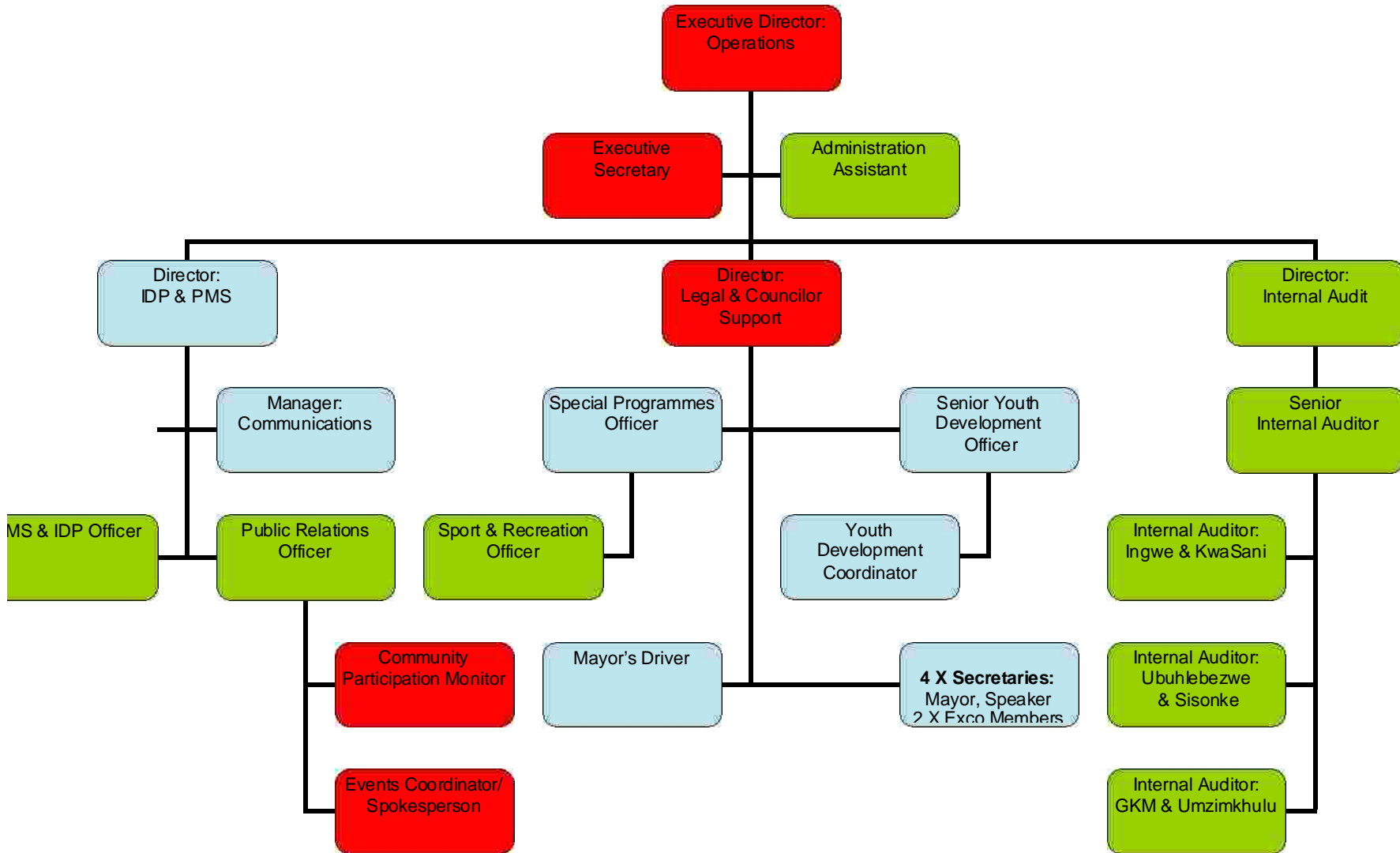




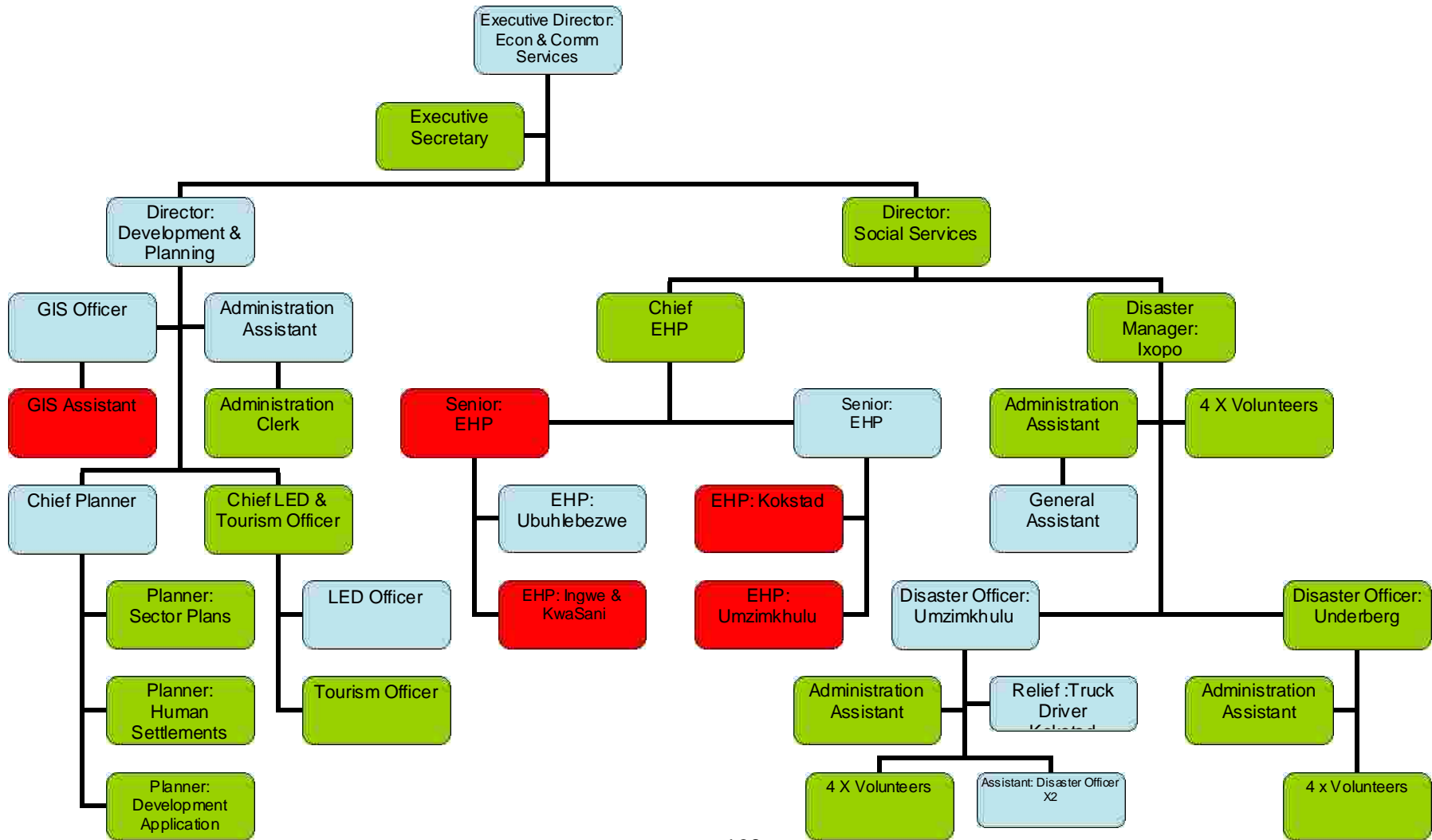
INFRASTRUCTURE SERVICES DEPARTMENT



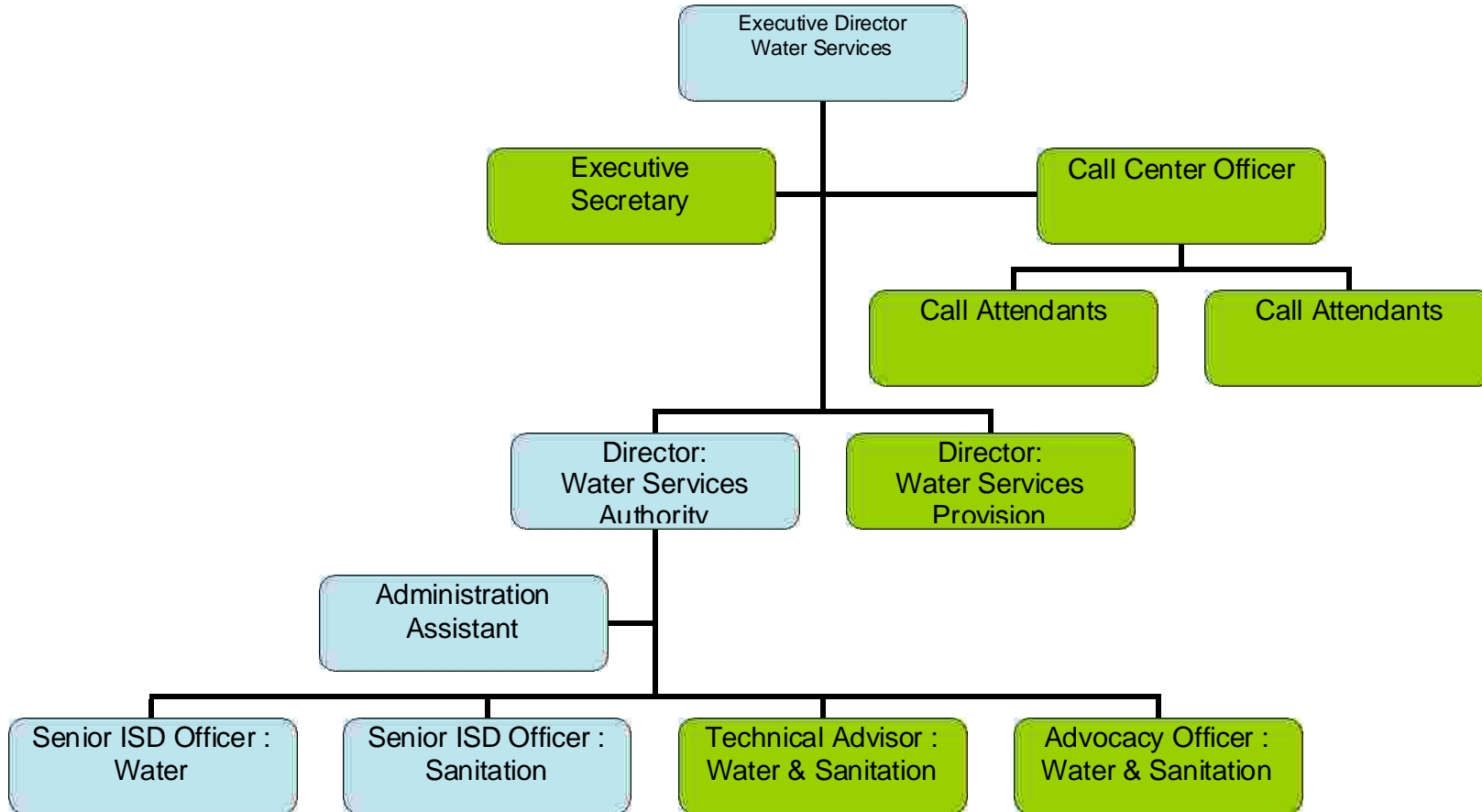
OPERATIONS SERVICES DEPARTMENT

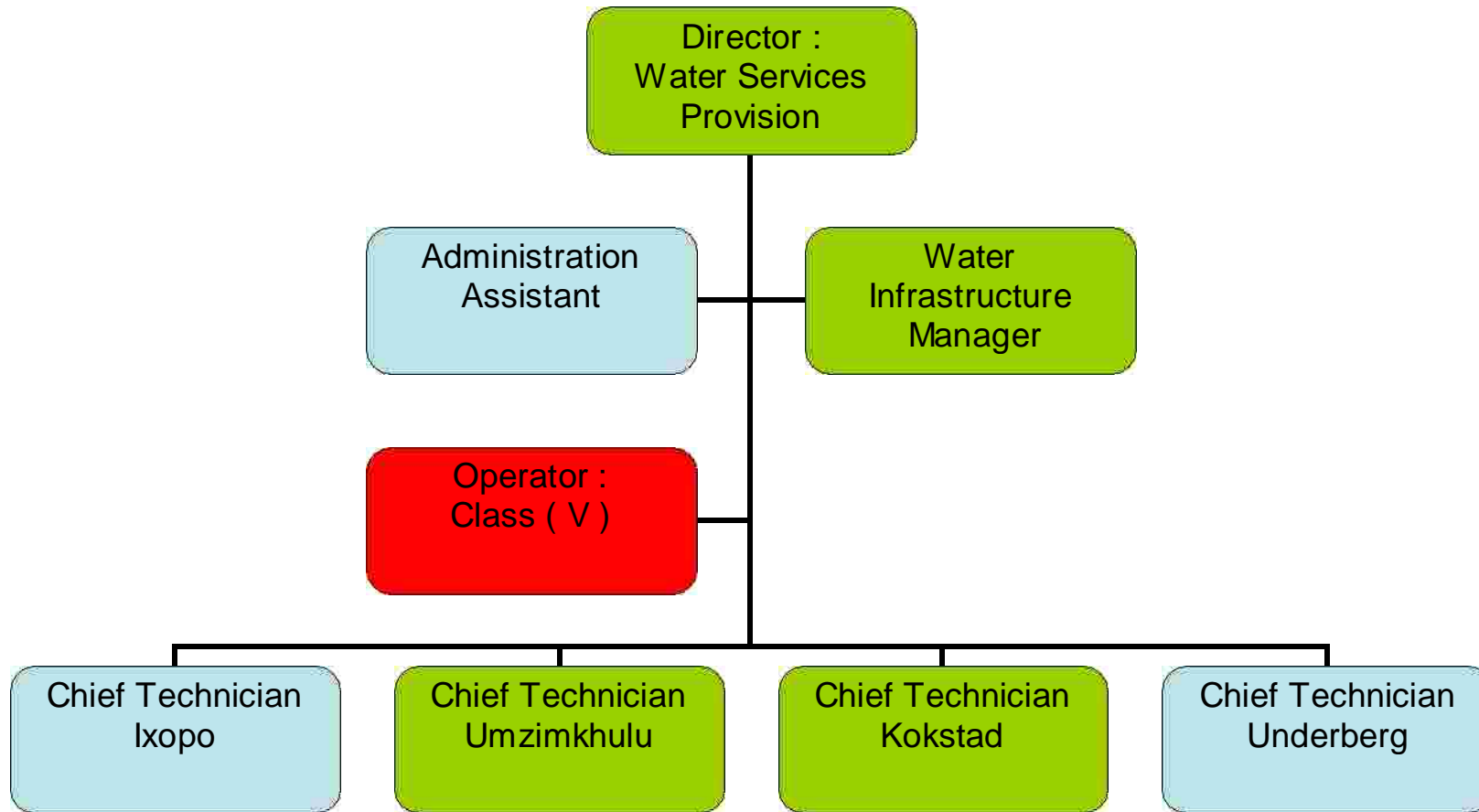


COMMUNITY SERVICES DEPARTMENT

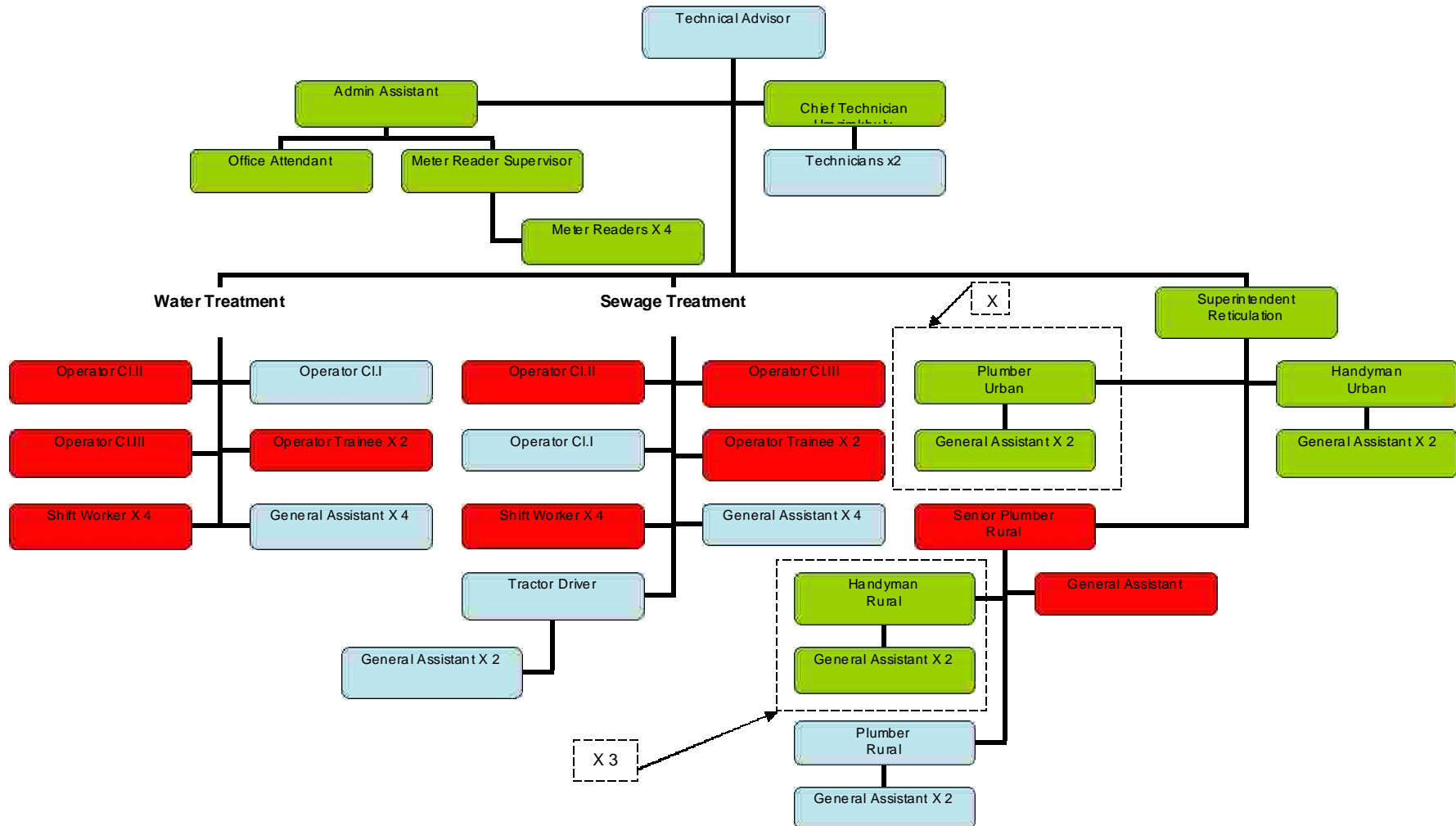


WATER SERVICES DEPARTMENT

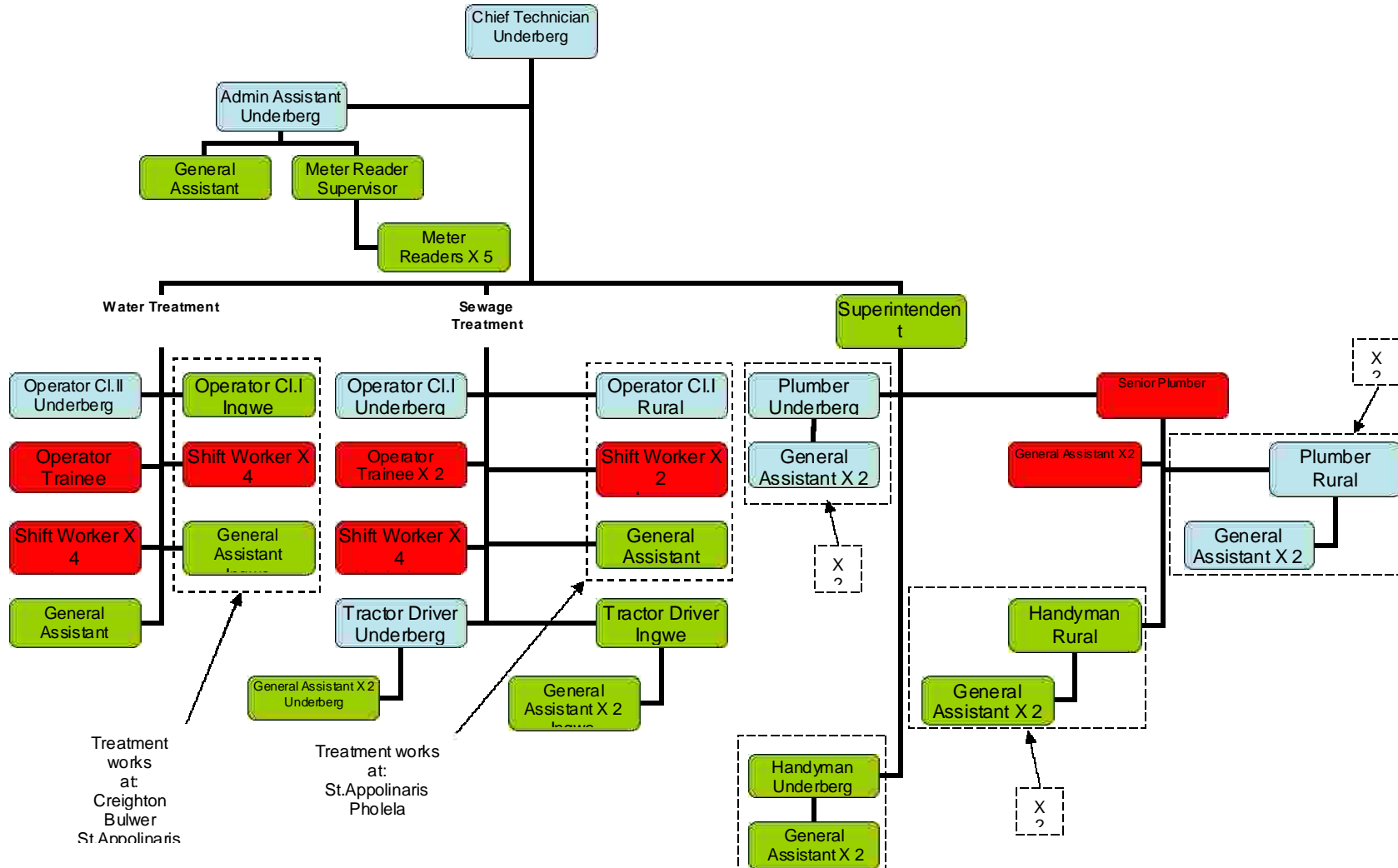




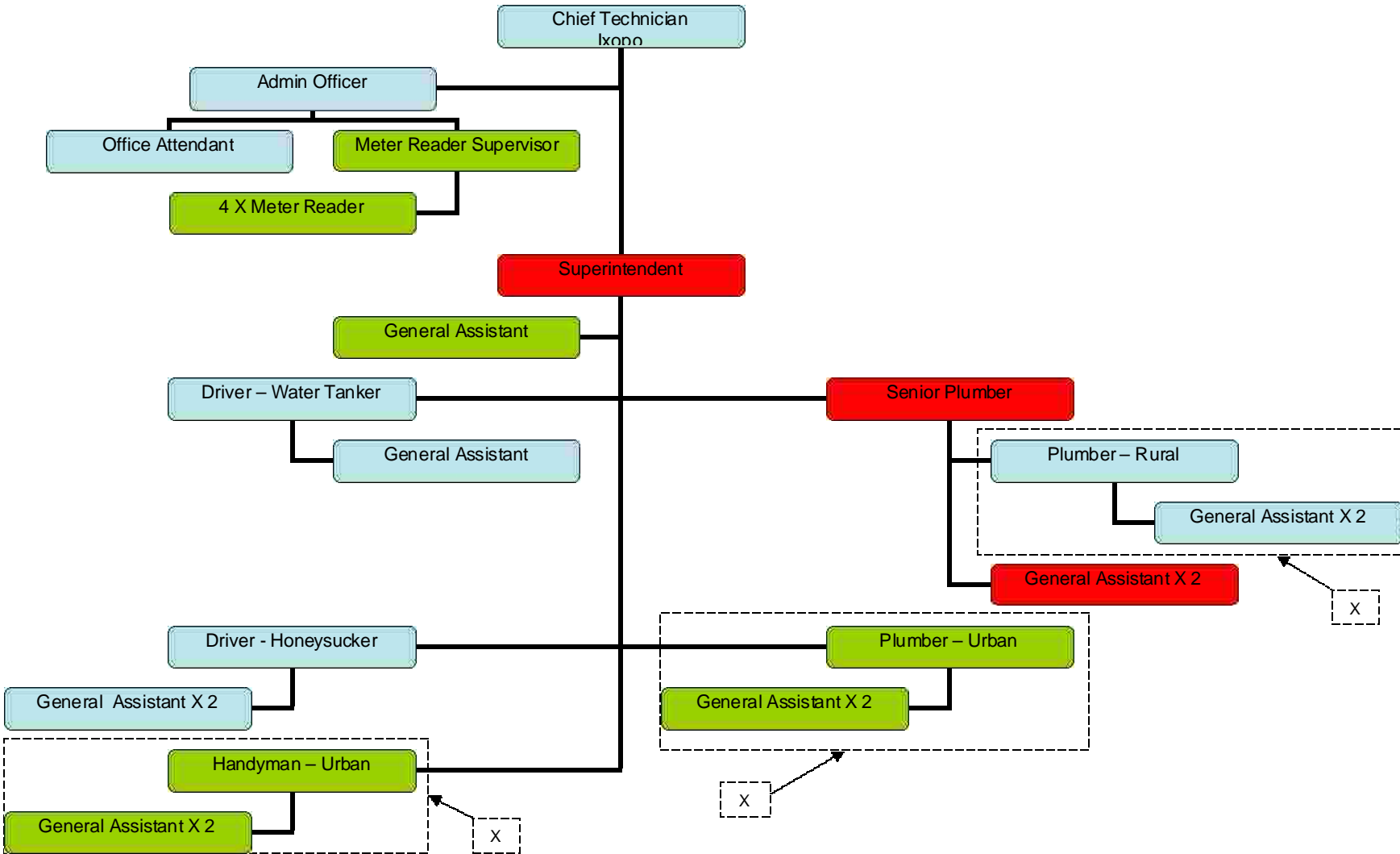
WATER SERVICES - UMZIMKHULU



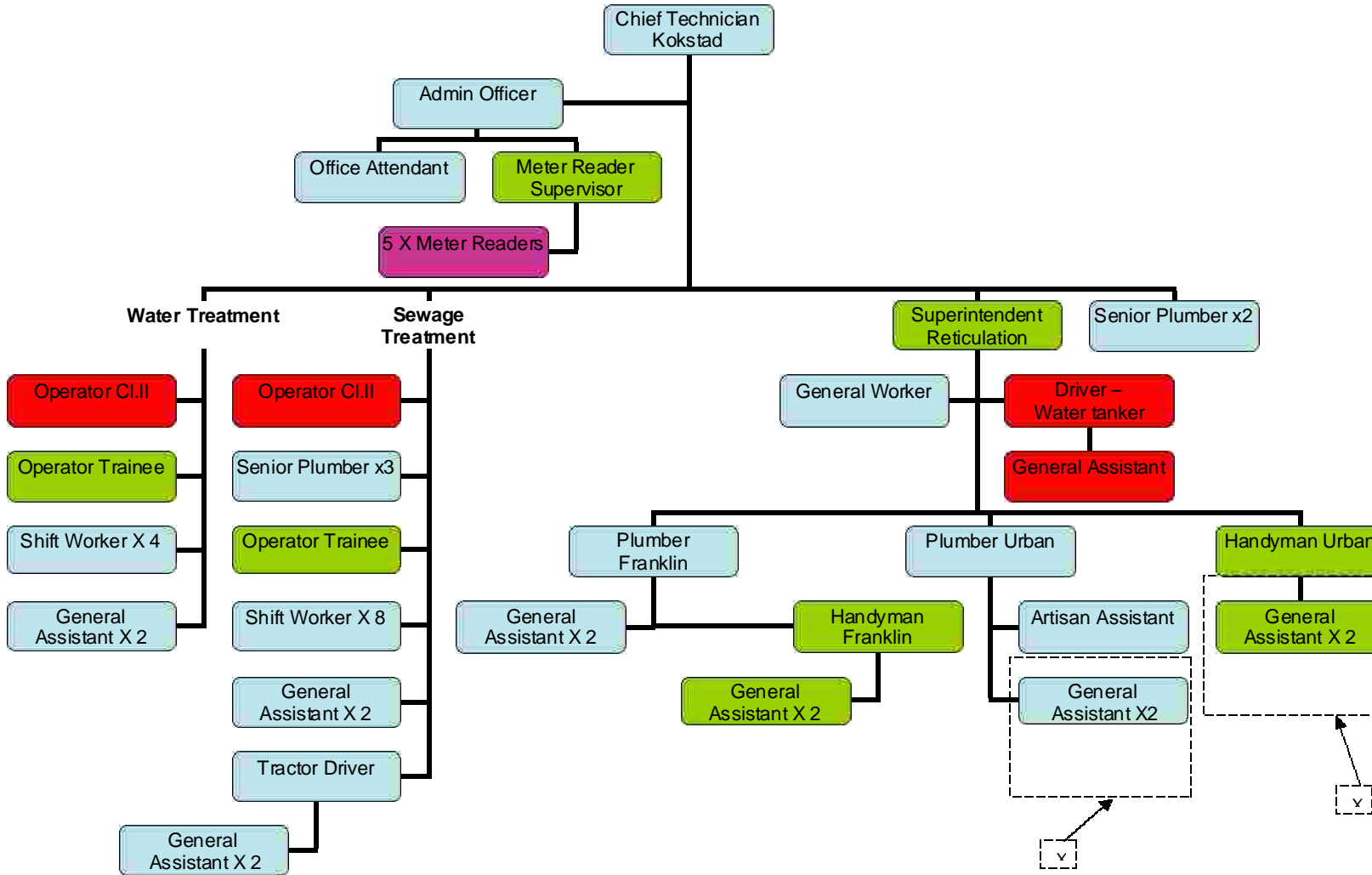
WATER SERVICES - UNDERBERG



WATER SERVICES - IXOPO



WATER SERVICES - KOKSTAD



15. THE MUNICIPAL COUNCIL

Governed by the rules and standing orders

15.1 THE EXECUTIVE COMMITTEE

INTRODUCTION

The Municipal Structures Act, 117 of 1998 prescribes the methodology for the establishment of Municipal Council Committees.

FUNCTIONS AND SCOPE OF MANDATE FOR THE COMMITTEE

- An Executive Committee is a principal committee of the Council of the municipality
- The Committee receives reports from other committees of the Council and which must forward the reports together with its recommendations to the Council when it can not dispose of the matter in terms of its delegated powers
- The Committee identifies the needs of the municipality
- Review and evaluate those needs in order of priority
- Recommend to the municipal council strategies, program and services to address priority needs through the integrated development plan and estimates of expenditure and revenue, taking into cognizance any applicable national and provincial development plans; and
- Recommend or determine the best methods, including partnership and other approaches , to deliver those strategies, programs and services to the maximum benefit of the community
- Identify and develop criteria in terms of which progress in the implementation of the strategies, programs and services can be evaluated, including key performance indicators which are specific to the municipality and common to local government in general
- Evaluate progress against the key performance indicators
- Review the performance of the municipality in order to improve:
 - 1) the economy, efficiency and effectiveness of the municipality
 - 2) the efficiency of credit control and revenue and debt collection services; and
 - 3) the implementation of the municipality's by-laws

- Monitor the management of the municipality's administration in accordance with the policy directions of the municipal council
- Oversee the provision of services to communities in the municipality in a sustainable manner
- Perform such duties and exercise such powers as council may delegate to it in terms of section 32
- Annually report on the involvement of communities and community organizations in the affairs of the municipality and
- Ensure that regard is given to public views and report on the effect of consultation on the decisions of the council.

15.2 SOCIAL SERVICES, SPORTS AND RECREATION COMMITTEE

INTRODUCTION

The Municipal Structures Act, 117 of 1998 prescribes the methodology for the establishment of Municipal Council Committees.

FUNCTIONS AND SCOPE OF MANDATE FOR THE COMMITTEE

The Social Services, Sports and Recreation is to assist the Executive Committee to promote a safe, healthy and enabling environment. The Committee shall be responsible for undertaking research, planning and recommendation of best methods and strategies with respect to the following functions of the Municipal Council, in each case advising the Executive Committee:-

- Ø Social Development strategies for all sectors of the District community, including but not limited to Senior Citizens, Youth, Women (Gender issues), children and people with disabilities.
- Ø Environmental Health System: the planning and development of a system and mechanisms to implement an effective and efficient environmental health system.
- Ø Sports and Recreation, Heritage, Arts and Culture: coordinating and initiating programmes and projects aimed at developing the skills, knowledge, talent and participating in social regeneration of all sectors of the community.
- Ø Disaster Management: planning and local economic including disaster mitigation i.e. put measures in place to deal with disaster should it happen.
- Ø Undertaking any other related functions which may be requested by the Committee from the Executive Committee.
- Ø Receive reports and evaluate progress.

DELEGATED AUTHORITY/POWERS OF THE COMMITTEE

The Committee shall have delegated powers with respect to the following, which may be extended or amended by the Executive Committee at any given point:-

- Ø Participating in National and Provincial social development programmes.
- Ø The Committee shall consider supporting indigent families for burial services of their family members.
- Ø Referral of any matter falling within its delegated authority to the Executive Committee or any Committee for consideration in the first instance.
- Ø Requesting that an item be deliberated on in a joint session with another Municipal Council Committee.
- Ø Formulating policies and procedures in respect of its legislative functions and considering all matters of a policy nature incidental to the terms of reference.
- Ø And other authority delegated to it by the Executive Committee, notwithstanding that a request may be made for a delegation to be authorized.

ADMINISTRATIVE FUNCTIONS

- The Committee shall advise the Executive Committee on all fiscal and other strategies designed to promote development and sound management of social community issues.
- The Committee shall set its annual calendar for meetings and programmes, which shall be advertised in the print or broadcast media.
- The Committee shall oversee the implementation of resolutions taken by the Executive Committee with respect to relevant functions.
- The Committee shall receive secretarial support services from the Corporate Services Department.
- Guidance, support and deliberations on reports will be led by the Executive Director: Economic and Community Services.

15.3 THE INFRASTRUCTURE COMMITTEE

INTRODUCTION

The Municipal Structures Act, 117 of 1998 prescribes the methodology for establishment of Municipal Council Committees. The Infrastructure Committee (hereby referred to as the "Committee" is established in terms of Section 80 of the Municipal Structures Act.

FUNCTIONS AND SCOPE OF MANDATE OF THE COMMITTEE

The object of the Infrastructure Committee is to assist the Executive Committee to promote service delivery with the District Municipality. The Committee shall be responsible for undertaking research planning and recommendation of best methods and strategies with respect to the following functions of the Municipal Council, in each case advising the Executive Committee:-

- Ø Bulk electricity supply which includes for the purposes of such supply, the transmission, distribution and where applicable the generation of electricity.
- Ø Bulk sewage reticulation infrastructure (including bulk water reticulation and domestic waste water) and solid waste disposal.
- Ø Solid Waste disposal infrastructure relating to the determination of waste disposal strategy. Establishment operation and control of waste disposal sites, bulk waste transfer facilities and waste disposal facilities.
- Ø Municipal roads which form an integral part of a road transport system for the area of the district municipality as a whole.

- Ø Any other municipal public works allocated to the municipality.
- Ø The Infrastructure Committee shall advise the Executive Committee on all fiscal and other incentives designed to promote infrastructure development.
- Ø Overseeing of the implementation of infrastructure project.
- Ø Prioritization of infrastructure development projects and recommend to the Executive Committee.
- Ø Support administration in community liaison issues relevant to infrastructure development.
- Ø Represent council on seminars/ workshops related to Infrastructure development.
- Ø The Committee must recommend the provision/approval of funds for unforeseen infrastructural improvements.
- Ø Overseeing the implementation of projects and support committees relevant to community development.

DELEGATED AUTHORITY/POWERS OF THE COMMITTEE

The Committee shall have delegated powers with respect to the following which may be extended or amended by the Executive Committee at any given point:-

- Ø The infrastructure Committee may perform any duties and exercise any powers delegated to it by the executive committee.
- Ø The infrastructure Committee shall report to the Executive Committee in accordance with the directions of the Executive Committee.
- Ø Participating in national and provincial infrastructure related development programmes.
- Ø Requesting that an item be deliberated on in a joint session with another Municipal Council Committee.
- Ø Formulating policies and procedures in respect of its legislative functions and considering all matters of a policy nature.
- Ø Combine priority lists of infrastructural projects for approval by the Executive Committee.
- Ø On site inspection of projects on the ground.
- Ø Monitor projects implementation.
- Ø Receive and evaluate progress reports of infrastructure projects.
- Ø Nominate delegates to attend seminars, conferences and summits.

ADMINISTRATIVE FUNCTIONS

- The Committee shall advise the Executive Committee on all fiscal and other strategies designed to promote development and sound management of projects.
- The Committee shall set its annual calendar for meetings and programmes, which shall be advertised in the print or broadcast media.
- The Committee shall oversee the implementation of resolutions taken by the Executive Committee with respect to relevant functions.
- The Committee shall receive secretarial support services from the Corporate Services Department.
- Administration and giving advice and guidance will be led by the Executive Director: Infrastructure/ Technical Services.

15.4 FINANCE, PLANNING AND DEVELOPMENT COMMITTEE

INTRODUCTION

The Municipal Structures Act, 117 of 1998 prescribes the methodology for the establishment of Municipal Council Committees. The Planning and Development Committee (hereby referred to as the "Committee" is established in terms of Section 80 of the Municipal Structures Act.

FUNCTIONS AND SCOPE OF MANDATE FOR THE COMMITTEE

The Planning and Development Committee is to assist the Executive Committee to promote a safe, healthy and enabling environment. The Committee shall be responsible for undertaking research, planning and recommendation of best methods with respect to the following functions of the Municipal Council, in each case advising the Executive Committee:-

- Ø The Planning and Development Committee shall oversee that Planning and Development within the district municipality area of jurisdiction takes place.
- Ø The Committee shall receive and evaluate reports relating to development.
- Ø The Committee shall establish partnership with already established businesses in order to expand Local Economic Development.
- Ø Inward investment and promotion.
- Ø The Committee will work towards broadening advancement of Black Economic Empowerment.
- Ø The Committee shall approve development applications.
- Ø The Committee will work in promoting tourism within the district.
- Ø Establishment of poverty alleviation initiatives.
- Ø The Committee shall monitor progress and use of land after transfer.
- Ø Revitalization of declining towns.
- Ø Job creation initiatives
- Ø Identify mechanisms and advise the Executive Committee on viable Infrastructure for Local Economic Development ensuring creation of jobs, development of Local markets and ensuring community empowerment.
- Ø Encouragement livable and sustainable human settlements.
- Ø Disposal of carcasses and solid waste.
- Ø Development of sector plans and monitor that sector plans are undertaken.

DELEGATED AUTHORITY/ POWERS OF THE COMMITTEE

The Committee shall have delegated powers with respect to the following which may be extended or amended by the Executive Committee at any given point:-

- Ø Participating in National and Provincial planning and development programmes.

- Ø Referral of any matter falling within its delegated authority to the Executive Committee or any Committee for consideration in the first instance.
- Ø Requesting that an item be deliberated on in a joint session with another Municipal Council Committees.
- Ø Formulating policies and procedures in respect of its legislative functions and considering all matters of a policy nature incidental to the terms of reference.
- Ø Any other authority delegated to it by the Executive Committee, notwithstanding that a request may be made for a delegation to be authorized.

ADMINISTRATIVE FUNCTIONS

- § The Committee shall advise the Executive Committee on all fiscal and other strategies designed to promote planning and development.
- § The Committee shall set its annual calendar for meetings and programmes.
- § The Committee shall oversee the implementation of resolutions taken by the Executive Committee with respect to relevant functions.
- § The guidance and direction to be given by the Executive Committee to Economic and Community Services.

15.5 WATER AND SANITATION COMMITTEE

INTRODUCTION

The Municipal Structures Act, 117 of 1998 prescribes the methodology for establishment of Municipal Council Committees. The Water and Sanitation Committee (hereby referred to as the "Committee" is established in terms of Section 80 of the Municipal Structures Act.

FUNCTIONS AND SCOPE OF MANDATE

- Provide to the Executive Committee, recommendations on legislation and policies relating to the following functions:
 - 1) Water;
 - 2) Sanitation;
 - 3) Ensure that all Safety issues relating to the above are adhered to;
 - 4) Legislative compliance

- 5) Receive progress reports on the issues mentioned above and evaluate progress
- Responsible to assist the Executive Committee in the co-ordination of functions pertaining to its portfolio.
 - Considering reports from the designated officials for the portfolio, or other functionary and submit its recommendations on such issues to the Executive Committee
 - Perform any duties and exercise any powers delegated to it by the Executive Committee
 - May sub-delegate any duty or power delegated to it by the Executive Committee to an Political Office Bearer or the Municipal Manager
 - May within the limits of any Policy Directives of the Executive Committee and adopted Integrated Development Plan issue policy directives to any Political Office Bearer or the Municipal Manager to whom discretion has been sub-delegated by it for the exercise of any power by such person under such sub-delegation
 - To assist the Executive Committee to promote a safe and healthy environment by advising the Executive Committee on:
 - 1) All policies and bylaws for the water and sanitation services
 - 2) The review of those bylaws, regulations, rules and that regulate and arise out of matters within the Terms of Reference of the Committee and the proposal of amendments and additions thereto.
 - Appoint from within its membership a sub-committee with powers to co-opt such other members as the sub-committee deem fit, to consider and report to the committee on any matter falling within its terms of reference
 - Consider all matters of a policy nature incidental to the terms of reference
 - Recommend to the Executive Committee strategies, programs and services to address water and sanitation needs through the water services development plan and integrated development plan; taking into account any applicable national and provincial development strategies and
 - Recommend or determine the best methods, including partnership and other approaches, to deliver water and sanitation services, programs and services to the maximum benefit of the community
 - Oversee random water quality testing undertaken within the district municipality
 - The Water and Sanitation Committee in performing its duties must:
 - 1) Identify and develop criteria in terms of which progress in the implementation of water and sanitation strategies, programs and services it recommended to the Executive Committee can be evaluated, including key performance indicators which are specific to the Municipality and common to local government and water sector in general
 - Evaluate progress against the key performance indicators, which include provision of water and sanitation
 - Monitor water services administration

- Oversee the provision of water and basic sanitation services to the community in a sustainable manner, in compliance with Section 3 of the Water Services Act
- Ensure that regard is given of particular scheme specific and reports on the effect of consultation on the decisions of the Executive Committee
- Make recommendations to the Executive Committee about provision of water services to areas outside the district municipality
- To report to the Executive Committee on all decisions and resolutions taken by it
- Where necessary, make a request to the district municipality for financial, technical and administrative support services for unforeseen water development services, planning and provision related matters.

DELEGATED AUTHORITY/ POWERS OF THE COMMITTEE

The Committee shall have delegated powers with respect to the following, which may be extended or amended by the Executive Committee

- Participating in National and Provincial water and sanitation programs
- Referral of any matter falling within its delegated authority to the Executive Committee for consideration in the first instance
- Requesting that an item be deliberated on in a joint session with another Municipal Council Committee
- Formulating policies and procedures in respect of its legislative functions and considering all matters of a policy nature incidental to the terms of reference
- Any other authority delegated to it by the Executive Committee, notwithstanding that a request may be made for a delegation to be authorized

ADMINISTRATIVE FUNCTIONS

- The Committee shall advise the Executive Committee on all fiscal and other strategies designed to promote development and sound management of water and sanitation issues
- The Committee shall set its annual calendar for meetings and programs
- The Committee shall oversee the implementation of resolutions taken by the Executive Committee with respect to relevant functions
- The Committee shall receive secretarial support services from the Corporate Services Department
- The Executive Director: Water Services shall give direction, guidance, support and reports to the Committee

SECTION D

16. Strategic Framework Matrix

The following Tables indicate the Strategic Framework Matrix for the Sisonke District Municipality structured in terms of National Key Performance Areas, Local Key Performance Areas, Objectives, Key Performance Indicators, Strategies and Budget.

SECTION E

Spatial Development Framework and Maps

EXECUTIVE SUMMARY

SISONKE DISTRICT MUNICIPALITY SDF REVIEW 2007/2011

According to the Municipal Systems Act 32, 2000, every municipality has to prepare an IDP and a SDF, which is a component of the IDP. The main purpose of the SDF is to guide overall spatial distribution of current and desirable land uses within the municipality to give effect to the vision, goals and objectives of a municipal IDP. It is at a broader level of detail than a Land Use Management System (LUMS). A Municipal SDF needs to be reviewed over a period of time, but the Sisonke SDF has not been reviewed since 2003/2004 therefore the Sisonke Municipality has appointed Uddi and Arup SA to review and update the District SDF. The review will have to take into account changes in the jurisdiction of the district environment and the findings of different sector plans which already exist. The Sisonke District is located in the south of KwaZulu Natal and there are five local municipalities located within the Sisonke District.

Principles that guides the SDF compilation review are:

- Integrated development
- Sustainable development
- Establishment of structures
- Unique character
- Implementation orientated planning
- Development as a continuous process
- Participatory planning

Planning Strategies includes:

- Using access routes as investment lines
- Using a service centre (hierarchy of nodes)
- Using natural resources as primary assets
- Structuring element; and
- Finally establishing a management framework.

In February 2007, KwaZulu Natal developed a comprehensive Provincial Spatial Economic Development Strategy (PSEDS). The PSEDS seeks to address the spatial context which the Provincial Growth and Development Strategy (PGDS) failed to. The PSEDS must be interpreted and applied at a district level and emphasize and explore local comparative advantages. The KZN PSEDS detaches three sectors as being of special relevance for Sisonke i.e. Agriculture, tourism and services. The frequent source of livelihood for Sisonke are public sector services and government grants and assistance, but these are mainly relevant for redistribution and poverty alleviation and not economic growth. For economic growth the PSEDS pinpoints agriculture and agri-business as the largest existing and potential employer in rural areas and tourism as being second in overall provincial economic growth potential.

The priority and objective for Sisonke District is to develop agricultural potential in low income peri-urban fringe, protect high potential agricultural land for commercial production and support land reform beneficiaries to increase agricultural production. Because agriculture is important within the district, there should also be consideration to identify and promote agri-industry. In terms of tourism the recommendation contained in the existing district tourism plan needs to be incorporated into the SDF. The District is however pursuing a Tourism Development Plan review which should take note of the proposals contained in this SDF.

LOCAL AND DISTRICT MUNICIPALITIES SDF STATUS QUO

Local Municipalities' and District Municipalities' existing SDFs were taken into account when preparing the reviewed SDF for the District.

DISTRICT CHARACTERISTICS

Sisonke District Municipality has the least population of all district municipalities in KZN but is characterised with a very low level of education, poor health service, a deficiency in telecommunication, electricity, business and commercial activity. SDM is therefore experiencing emigration due to economic depression and one of the interventions proposed in response to economic decline is the LED plan. The district also lacks a waste management plan. In terms of the district transport infrastructure, it is suggested that the location and role of nodes and corridors will have a significant impact on shaping it.

There is a need for structure and master planning on land on the urban fringe in all local municipalities to accommodate future development so as to prevent urban sprawl. There are three land reform programmes in Sisonke these are: Land Redistribution, Land Restitution and Tenure Reform. The land uses are currently distributed as follows: 64 % rangelands, 22.1% commercial farming, 7.7 % other environmentally sensitive areas, 6 % sparse rural settlements, 0.2 % urban settlements.

With reference to the environment, the municipal area experiences moderate rainfall and considerable cold temperatures. The soils and geology differs throughout the district and the vegetation found in the area also differs (with Ngonyoni Veld, Highland Sourveld, and Transitional veld). While the vegetation has forest and shrub forest affinity it lacks the important ingredients of essential tropical nature, The topography moves from moderately rolling topography to the steeply rising foothills of the little berg while the rest of the district is generally characterised by rolling topography and characteristic flat topography.

The Sisonke Land Use Management Framework 04/05 has reference: Land use management priority zones were defined to reflect the envisaged nature and intensity of the required land use planning and management response which needs to be detailed in the local municipalities LUMS. There were some key variables that were identified across the district.

The Sisonke SEA / EMP also has reference and proposes four priority zones which have specific land uses suggested for them.

When applying the general concepts and approaches to the realities of the district there are structuring elements which are established, i.e. creating an access and development structure, integrating the natural structuring elements, identifying potential development focus areas etc.

An important feature of any Spatial Framework is the system of nodes and corridors, because the spatial development concept is based on: Location and accessibility, population concentrations, availability of services, economic opportunities. etc.

Development Informants includes: Geographical location – how and where the area is located in relation to opportunities, traditional authority areas. These areas are scattered within the borders of the districts. One of the challenges they impose for the SDF is to explore ways in which to integrate them, Transport Infrastructure (Nodes and Corridors); Agricultural potential – this is an informant that shapes the spatial form indicating where various agricultural potentials and purposes exists within the district; Environmental considerations. The Sisonke SEA / EMP through which the Ezemvelo Wildlife C-Plan and Minset data were used to come up with priority ratings serves as an informant to incorporate environmental considerations into principal planning at both local and district level; a Sisonke LUMF – as an informant will assist in assessing the extent of alignment of the SDF's of the local Municipalities.

Development objectives and key performance indicators: the development objectives are devised to ensure that the SDF has sound principles as its base. To help the SDF implementation, key indicators per objective has been designed, as this will also help measure the overall development function of the municipality in terms of the proposals contained in this SDF. The SDF has applied the principles of the NSDP and PSEDS to decide on its preferred SDF development concept.

Reviewed Spatial Development Framework: Taking from the development objectives and by applying the principles of the NSDP and PSEDS to the regional and district context a hierarchy of nodes connected by a range of development corridors is recommended. The main elements of the SDF are therefore:

- (a) Development nodes – they reflect the economic development potential, the must provide the spatial dimension of economic trends and objectives and on this basis a hierarchy of nodes consisting of primary, secondary, tertiary, rural service and tourism and recreation nodes is proposed.
- (b) Development Corridors – This concept is established in national and provincial policies, the PSEDS identifies Industrial development as a key element of economic growth and tourism as the next provincial priority.
- (c) Agricultural Priority Areas – are the areas with high potential agricultural land areas with non agricultural development, which would detract from the production potential of these areas and which should be discouraged.
- (d) Strategic water production areas – These areas contain the strategic headwater areas of the major water courses in the district.
- (e) Areas of Conservation Significance – these areas are found on both private and communal land which have important water and nature conservation values but they do not have legal protection.
- (f) Rural Settlement – Tourism developments must be based on rural areas be small scale, labour orientated and related to the existing agricultural activities and the natural resource base.
- (g) SCAP Buffer Zone – This serves to protect special areas (eg. Drakensberg Mountain Range) from inappropriate development which could erode or destroy tourism potential and impact on resources, biodiversity and cultural resources.

Guidance Framework for Local SDF's and Alignment:

The requirements of an SDF must be adhered to and they should be a spatial reflection of the municipality's general objectives as reflected in the IDP.

Development Nodes: Shows the economic development potential of the areas and the range of services that must be provided. The identification and classification of nodes at the local SDF level should follow a similar methodology as that of the district but it must be influenced by the various centres of the economy.

Development Corridors: It is important for spatial planning at a local level to address the imbalances of the past and one of the tools that can be used to achieve this is development corridors. Development corridors connect areas and create opportunities for economic development especially for previously disadvantaged communities.

Agriculture and Land Reform: The correct management of agricultural land will be a critical element of local SDF's. Allowance should be made for different types of agriculture and the need to accommodate land reform programmes.

Environmental Considerations and Waste Management: The district is well endowed with regard to areas of environmental significance. With regard to water management, the importance of the district as a water producing region cannot be overemphasized, but at a local SDF level the possible impact of development on water quality and quantity would be a critical consideration.

Legal Designation and Linkages to the LUMS: Even though the SDF does not confer zoning and legal development rights on land, it should be sufficiently specific to guide investment and land use decisions. The local municipal SDF should be the primary informant to the preparation of the local LUMS.

Bulk Infrastructure: The SDF should reflect the infrastructure investment programs as contained in the local Municipalities' IDPs.

The Sisonke District Municipality should ensure that it is aligned with the surrounding districts, with local municipalities within the district, with other district sector plans, and with other government departments

NB: All other maps are separately available together with a complete Spatial Development framework:

SECTION F

SECTOR DEPARTMENTAL PROGRAMS

SECTION G

THREE YEAR CAPITAL DEVELOPMENT PLAN

SECTION H

Service Delivery and Budget Implementation Plan and Budget

Section 1 of the Municipal Finance Management Act defines the Service Delivery and Budget Implementation Plan (SDBIP) as a detailed plan approved by the mayor of a municipality in terms of section 53(1) (c) (ii) for implementing the municipality's delivery of services and the execution of its annual budget and which must include as part of top layer the following:

- 1) projections for each month of
 - (i) revenue to be collected, by source and
 - (ii) operational and capital expenditure, by vote
- 2) service delivery targets and performance indicators for each quarter

The process of developing SDBIP has been completed before for 2008/09 financial year. The process was informed by the following three key components:

- 1) Monthly projections of expenditure (operating and capital) and revenue for each vote
- 2) Quarterly projections of service delivery targets and performance indicators for each vote
- 3) Municipal information for expenditure and service delivery and

The plan serves as an implementation tool and will assist in monitoring performance of the municipality in terms of set targets.

NB: A copy of the 2008/09 Sisonke District Service Delivery and Budget Implementation Plan is provided separately:

SECTION I

Performance Management System

The municipality has developed the Organizational Performance Management System and is using a Spread Sheet Model. The model looks at the National Key Performance Areas; Local Key Performance Areas; Objectives; Key Performance Indicators; Source; Frequency of reporting, Comments; Baseline and Targets for 2008/09.

The system allows for departmental performance reviews monthly, quarterly, bi-annually and annually. The Executive Committee performance reviews will be conducted quarterly and the Council and public review will be done annually.

The Municipal Manager will coordinate and ensure good quality of reporting and reviews and will also ensure conformity to reporting formats and check the reliability of reported information where possible.

NB: A copy of the 2008/09 Sisonke District Organizational Performance Management System is provided separately:

SECTION J

Annexures and Appendices Table

ANNEXURES OR APPENDICES	AVAILABILITY	
	Yes	No
Spatial Development Framework	Yes	
Detailed Disaster Management Plan	Yes, currently being prepared	
Land Use Management Framework	Yes	
Land Use Management System	Yes for DMA	
Environmental Management Plan	Yes	
Strategic Environmental Management Plan	Yes	
Coastal Zone Management Plan		No, Not applicable
Waste Management Plan	Yes	
A. Water Service Development Plan (all WSAs)	Yes	
B. Water Matser Plan	Yes	
Integrated Transport Plan	Yes	
Housing Plan		No, not applicable
Electricity Services Development Plan	Yes	
Local Economic Development Plan		No, but at a tender stage
Infrastructure Investment Plan (EPWP Compliant)		No, but have EPWP compliant projects
Area Based Plans (Land Reform)	Yes, draft phase	

Organizational PMS	Yes	
IDP Process Plan/ IDP Framework Plan	Yes	
District Health Plan	Yes (DOH)	