

# **KZN 253: EMADLANGENI LOCAL MUNICIPALITY**

## **2014/2015 INTEGRATED DEVELOPMENT PLAN REVIEW**



**DRAFT: MARCH 2014**

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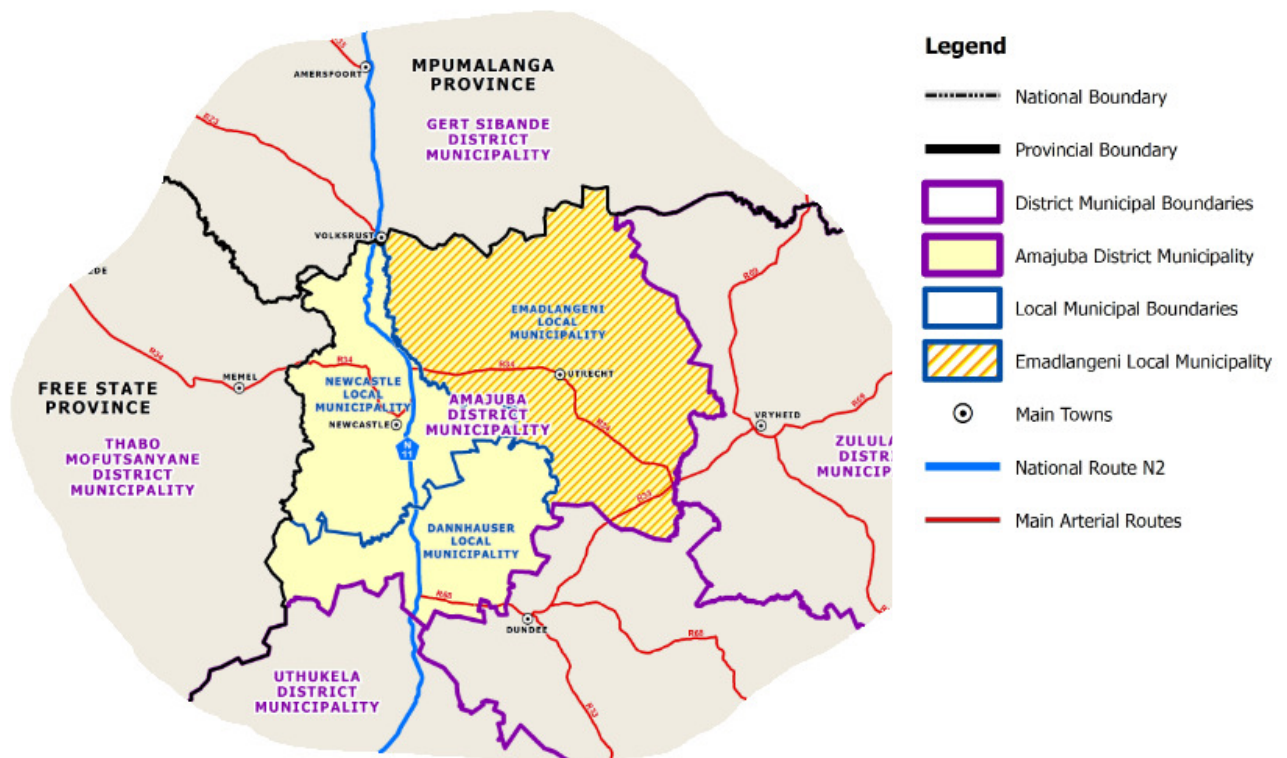
## SECTION A: EXECUTIVE SUMMARY

### 1. BASIC FACTS AND FIGURES

Emadlangeni Municipality (KZ253) is located in the Amajuba District Municipality in the North-western corner of KwaZulu-Natal. Its area in kilometer squared is the largest in the district and comprises 3539km<sup>2</sup>. Newcastle (KZ252) and Dannhauser (KZ254) are respectively 1855km<sup>2</sup> and 1516km<sup>2</sup> in extent.

The Municipality (KZ 253) is surrounded by Newcastle East (52km), 68km west of Vryheid, South West from Dundee and North East from Volksrust/Wakkerstroom. It consists of a vast rural area when compared to other Municipalities in the District but has a low percentage of Economic Activity in the area.

Map 1: Emadlangeni Regional Context



There was a slight increase in the population between 2001 and 2011. The population increased by about 2300 persons from 32 377 to 34 442 and the number of households from 6 189 in 2001 to 6 252 in 2011.

The following table provides a summary of the population age breakdown in the Emadlangeni Municipality.

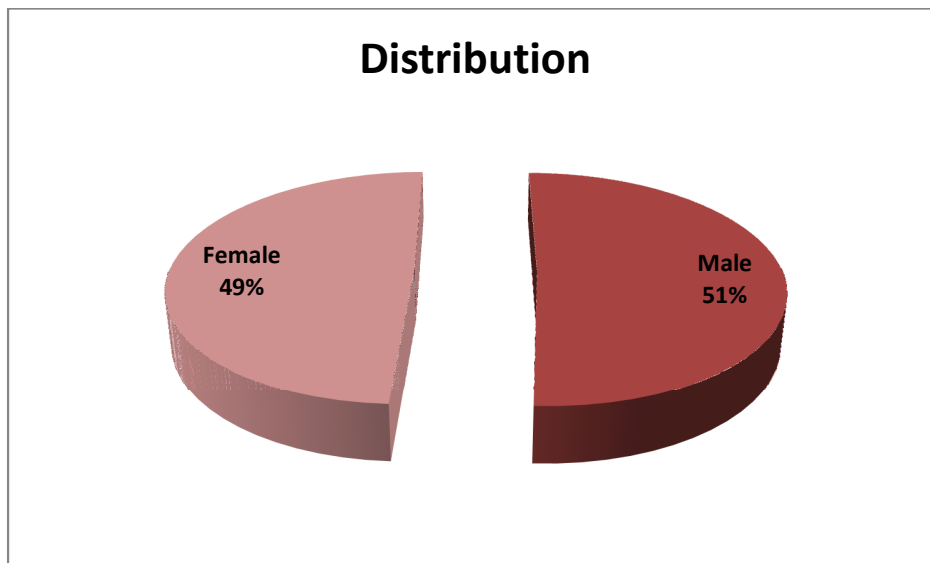
**Table 1: Population Age Breakdown**

	0 - 4	5 - 9	10 - 14	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65 - 69	70 - 74	75 - 79	80 - 84	85+
KZN253: Emadlangeni	4 148	4 173	4 027	3 717	3 197	2 843	2 317	2 034	1 551	1 398	1 260	1 194	835	608	482	266	228	163
Ward 1	1 560	1 449	1 391	1 088	999	865	652	601	420	361	384	361	260	162	145	83	78	51
Ward 2	470	474	547	521	506	440	382	355	289	257	271	234	159	163	110	50	38	23
Ward 3	1 030	1 076	1 039	1 060	905	853	735	624	498	415	326	314	185	135	83	80	53	31
Ward 4	1 089	1 174	1 051	1 049	787	685	547	455	343	365	279	286	231	147	144	53	59	58

Source: Census 2011

The following figure provides a summary of the gender breakdown:

**Figure 1: Gender Distribution**



Source: Census 2011

The table herewith briefly summarizes the demographic profile for the Municipality as per the Statistics South Africa (Stats SA) 2011 census. Additional information in this regard will be highlighted under the Analysis Phase of the document.

**Table 2: Summary Facts**

Basic facts	Figures	
	2001	2011
Total Number of Population	32 277	34 442
Total Number of Households	6189	6252
Age Profile		
0 - 9	23%	24%
10 - 19	22%	22%
20 - 29	19%	17%
30 - 39	12%	12%
40 - 49	10%	8%
50+	14%	14%

Source: Stats SA 2011 Census

The following table provides details in respect of population and gender breakdown.

**Table 3: Population by Gender**

Age Group	Male	Female	Grand Total
0 - 9	4262	4059	8321
10 - 19	4062	3682	7744
20 - 29	3160	2880	6040
30 - 39	2274	2077	4351
40 - 49	1375	1574	2949
50+	2354	2682	5036
<b>Grand Total</b>	<b>17486</b>	<b>16956</b>	<b>34442</b>

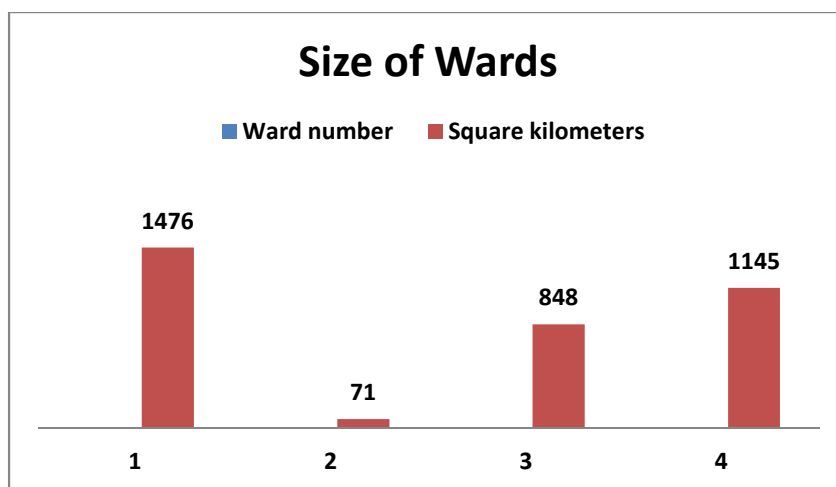
Source: Stats SA 2011 Census

**Table 4: Population by Race Group**

Racial Group	Male	Female	Total
Black African	16240	15680	31920
Coloured	194	237	431
Indian or Asian	28	14	42
White	973	995	1968
<b>Grand Total</b>	<b>17434</b>	<b>16925</b>	<b>34360</b>

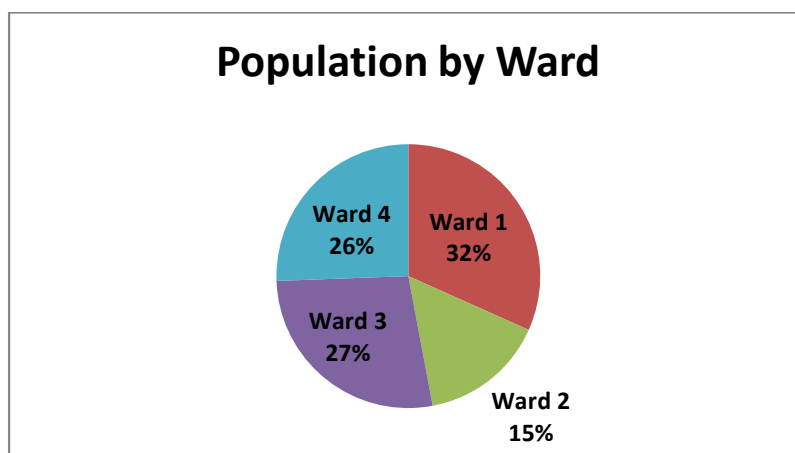
Source: Stats SA 2011 Census

**Figure 2: Comparative Size of Wards**



Ward 1 is the biggest and the most deprived ward in the municipality. Access to basic services is very limited. Ward 2 is smallest yet the economic hub of the municipality. Economic activities also need to be channeled towards the other three wards in order to expedite economic growth, SMME development and job creation.

**Figure 3: Population Distribution by Ward**



Ward 2 is the main rates base of the municipality. Farm owners also pay rates but rates are not collected in Tribal Authorities. The majority of the population in ward 2 is unemployed or earning very little, this means that the municipality can collect very limited revenue and therefore relies on grants to deliver services. There are plans on the pipeline to bring about new revenue streams.

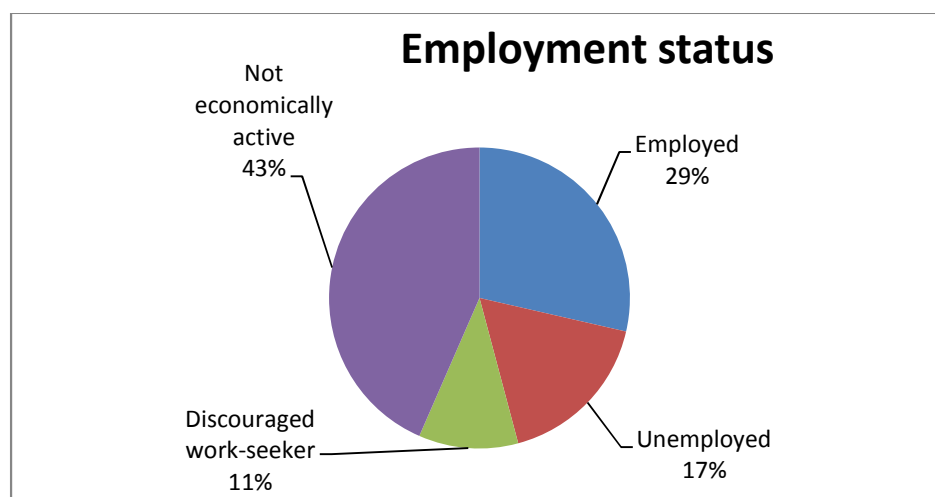
The municipality has five traditional authorities, namely:

**Table 5: Traditional Authorities**

Traditional Authority	Inkosi	Wards
Ndlamlenze TC	Nkosi Nzima	1
Amantungwa TC	Nkosi Khumalo	3 and 4
Thekwane TC	Nkosi Shabalala	4
Mgundeni TC	Nkosi Mabaso	1
Mbatha TC	Nkosi Mbatha	1 and 3

There is a fairly good working relationship between the municipality and Amakhosi. Amakhosi are involved in the development of their areas of jurisdiction. Going forward, the participation of Amakhosi in Council affairs has to be formalized. Section 81 of the Local Government: Municipal Structures Act will be used as a guide in formalizing the process.

**Figure 4: Unemployment**



Source: Stats SA 2011 Census

Employment has grown by 1.9% from 2001 to 2011. The growth is not significant enough to put a dent in the high rate of poverty experienced by the community. The municipality has embarked on the Community Work Programme and the Extended Public Works Programme to try and offset the high levels of unemployment and poverty. To date 650 of jobs have created using the two programmes.

**Table 6: Income**

Income Classifications	Percentage
No income	31.9
R1 - R400	61.8
R401 - R800	5.1
R801 - R1600	1.1
R1601 R3200	0
R3201 - R6400	0
R6401 - R12800	0
R12801 - R25600	0.1
R25601 or more	0

According to the Stats SA census, over 99% of the population earns less than R1600. This puts a strain on the municipal resources because almost the entire population falls within the indigent bracket. Although people have jobs, the lack skills prevent them from getting decent wages or salaries.

## **2. DEVELOPMENT OF THE IDP REVIEW**

In order to ensure certain minimum quality standards of the IDP process, and a proper coordination between and within spheres of government, the preparation of the Process Plan has been regulated in the MSA. The preparation of a Process Plan, which is in essence the IDP Process set in writing, requires adoption by Council.

The IDP Process Plan outlined the following IDP preparation meetings:

To be included in the final IDP

### 3. KEY CHALLENGES

Table 7: Summary of Key Challenges

KEY PERFORMANCE AREA	CHALLENGES
Institutional Transformation	<ul style="list-style-type: none"> <li>• Failure to attract suitable skills</li> <li>• By-laws not reviewed</li> <li>• Failure to implement the WSP</li> <li>• Outdated IT</li> <li>• Loss of skilled employees (institutional memory)</li> </ul>
Infrastructure and Services	<ul style="list-style-type: none"> <li>• Aged infrastructure</li> <li>• Poor infrastructure maintenance</li> <li>• Poor access to infrastructure and services</li> </ul>
Social and Economic Development	<ul style="list-style-type: none"> <li>• High levels of unemployment</li> <li>• High levels of poverty</li> <li>• Lack of SMME support</li> <li>• Lack of skills</li> </ul>
Good Governance and Democracy	<ul style="list-style-type: none"> <li>• Lack of a Community Participation Strategy</li> <li>• Lack of dedicated personnel to deal with community participation</li> <li>• Vastness of most wards prevents Councilors from reaching all their constituency</li> </ul>
Financial Viability	<ul style="list-style-type: none"> <li>• Lack of revenue</li> <li>• Non-payment for services</li> </ul>

	<ul style="list-style-type: none"> <li>• Reliance on grants</li> </ul>
Spatial and Environmental Management	<ul style="list-style-type: none"> <li>• Lack of a Land Use System</li> <li>• Lack of a registered land-fill site</li> </ul>

#### 4. OPPORTUNITIES IN THE MUNICIPALITY

Figure 5: Opportunities within Emadlangeni



#### 5. LONG TERM VISION

The vision of the municipality was reviewed in the 2012/17 IDP review and reads as follows:

*“Emadlangeni Municipality will provide social and economic upliftment on a continuously improving basis”*

## **6. IMPROVEMENT MEASURES**

### **Institutional Transformation/Infrastructure and Services:**

Most the challenges the municipality is facing are as a result of not being able to fill the essential vacant positions. It must also be noted that our geographical location prevents the municipality from having the best possible candidates. Evidence of this was seen with the position of Director: Technical Services.

The position has been advertised twice but no suitable candidate has been obtained. The position has been re-advertised for the third time. Council approved two technician positions. The two technicians will assist the director in terms of maintain existing infrastructure and developing new infrastructure.

The position of Municipal Manager has also been advertised. The appointment of incumbents in these key positions will no doubt turn our fortunes around.

### **Social and Economic Development/Financial Viability:**

The Community Work Programme and the Extended Public Works Programme have been the two employment and poverty alleviation programmes implemented by the municipality. To date 650 of jobs have been created through these programmes.

Amajuba FET College has opened a satellite branch in Utrecht to ensure that the much needed skills are imparted onto our youth.

The cooperatives and SMME's have undergone training and are in the process of registering. This will enable them to access funding and technical support from government and the private sector.

Council commissioned a study to determine the viability of establishing a shopping center in Utrecht. The proposed shopping center will serve as a source of revenue for the municipality and job creation for the community.

### **Spatial and Environmental Management:**

The Amajuba District Municipality, CoGTA and the Department of Agriculture and Environmental Affairs have been engaged in terms of assisting the municipality meet all the requirements of having a legal and registered land-fill site. A quotation was done in 2011 and the process was going to cost R6 000 000. The municipality cannot afford to undertake the process because of the budget limitations. Engagements are still in progress and we are optimistic that funding will be sourced and the project implemented.

## **7. THE NEXT 5 YEARS**

The approach that needs to be followed is that Emadlangeni Municipality together with Amajuba District Municipality and other service providers is to balance the provision of basic services, with the need to develop skills and create economic opportunities for Local Economic Development.

With greater potential incomes and levels of employment, community members are better able to pay for services and this making the roll-out of services quicker and more effective.

## **8. MEASUREMENT OF PROGRESS**

Emadlangeni Municipality has developed a Performance Management System in line with section 41 of the Local Government: Municipal Systems Act and section 9 of the Municipal Planning and Performance Regulations of 2001.

Objectives and indicators have been developed to ensure that we are able track progress and report to Council quarterly. The SMART concept was used in the development of objectives and indicators.

The targets set are in line with our resources and therefore are realistic and practical.

The Municipal Manager's office will coordinate and ensure good quality reporting and reviews and will also ensure conformity to reporting formats and timelines.

## SECTION B.1: PLANNING AND DEVELOPMENT PRINCIPLES

There are various legislative prescripts that should be considered when developing the integrated development plan. The summary of those prescripts is set out hereunder:

**Table 8: Planning Principles**

LEGISLATION/POLICY	PRINCIPLES
The Constitution of the Republic of South Africa, Act 108 of 1996	Supreme law of the country defines how government should function. Chapter 7 sets out how local government should function (includes objectives of LG, powers & functions, co-operative governance).
The Local Government White Paper of 1998	The first national policy framework on local government in the post-apartheid era. The vision & policies of how local government should work are set out in the WPLG. All laws & procedures are written in terms of this policy.
The Local Government: Municipal Structures Act 117 of 1998	Brings into effect structures to ensure local government that is citizen friendly, accountable, & financially sustainable (includes types & categories of municipalities, municipal councils, powers & functions of municipalities).
The Local Government: Municipal Systems Act 98 of 2000	Sets out the principles, mechanisms and processes required for municipalities to shift into a role within the landscape of development. Included in these mechanisms is the IDP process and PMS.
The Municipal Finance Management Act 56 of 2003	Provides a foundation for sound financial management practices in local government. Defines responsibilities in terms of municipal finance management (includes municipal budgets, intergovernmental fiscal relations, financial accountability)
KwaZulu-Natal Planning and Development Act 6 of 2008	Provides for: <ul style="list-style-type: none"> <li>a) a uniform planning and development system that treats all citizens of the Province equitably;</li> <li>b) a fair and equitable standard of planning and development to everyone in the Province, while accommodating diversity such as urban and rural needs;</li> <li>c) the incorporation and building of good practices and approaches to planning and development which have evolved</li> </ul>

	<p>outside of the formal planning and development system;</p> <p>d) a planning and development system that redresses the historic injustices perpetuated by a fragmented planning and development system;</p> <p>e) lawful development;</p> <p>f) clear, practical and certain legislation;</p> <p>g) timeous action by decision makers;</p> <p>h) guidance for decision makers;</p> <p>i) (j) enforcement.</p>
The National Environmental Management Act 107 of 1998	<p>Implementation of sustainability principles in development.</p> <p>Environmental Impact Assessment (relevant to project planning and implementation).</p>

## IMPLEMENTATION OF THE PLANNING AND DEVELOPMENT PRINCIPLES

**Table 9: Implementation of planning and development principles**

PRINCIPLE	SOURCE DOCUMENT	IMPLEMENTATION
Balance between urban and rural land development in support of each other	DFA Principles	In localities with low demonstrated economic potential, investment must concentrate on human capital.
The direction of new development towards logical infill area	DFA Principles	Prime agricultural land, the environment and other protected lands must be protected and land must be safely utilized.
The principle of self-sufficiency must be promoted	KZN PGDS	Implementation of Community Based Planning.
Development or investment must happen in locations that are sustainable	NSDP	Development and adoption of an SDF.
Compact urban form is desirable	DFA Principles	Land identified for low-cost housing is in close proximity with areas of economic opportunity.

## **SECTION B.2: GOVERNMENT PRIORITIES & APPLICATION THEREOF**

The strategic framework will address the objectives and strategies of the municipality that it needs to achieve in a specific time frame to address key issues identified. The objectives and strategies of the municipality must be in line with the national and provincial guidelines as well as aligned to the Amajuba District Municipality's strategy.

### **NATIONAL AND PROVINCIAL STRATEGIES GUIDELINES**

#### **National Spatial Development Perspective**

In endeavoring to achieve the national development vision of a truly united, non-racial, non-sexist and democratic society and in giving effect to the national growth and development objectives, it is inevitable that, due to resource constraints, government will have to make hard choices regarding the allocation of resources between different localities, programmes, spheres and sectors. Policies and principles are some of the tools available to government to provide guidance and direction to those having to make these kinds of difficult decisions in such a way that they do not contradict each other.

The National Spatial Development Perspective (NSDP) describes the national spatial development vision of government and the normative principles that underpin this vision.

The vision and principles serve as a guide for meeting government's objectives of economic growth, employment creation, sustainable service delivery, poverty alleviation and the eradication of historic inequities including spatial distortions.

Government's national spatial development vision is:

South Africa will become a nation in which investment in infrastructure and development programmes support government's growth and development objectives:

- By focusing economic growth and employment creation in areas where this is most effective and sustainable;
- Supporting restructuring where feasible to ensure greater competitiveness;
- Fostering development on the basis of local potential; and
- Ensuring that development institutions are able to provide basic needs throughout the country.

The basic principles of the NSDP underpinning this vision are:

- Economic growth is a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation.
- Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities), should therefore be focused on localities of economic growth and/or economic potential in order to attract Private-sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities.

- Efforts to address past and current social inequalities should focus on people not places. In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low development potential, government spending, beyond basic services, should focus on providing social transfers, human resource development and labour market intelligence. This will enable people to become more mobile and migrate, if they choose to, to localities that are more likely to provide sustainable employment or other economic opportunities.
- In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or link the main growth centers.

The NSDP principles should play an important role in the respective development plans of local and provincial government, namely; Integrated Development Plans (IDP) and Provincial Growth and Development Strategies (PGDS) and are intended to improve the functioning of the state principally to assist government in dealing with the challenges arising from the need to grow the economy and halving unemployment and the social transition.

## **Provincial Growth and Development Strategy**

The PGDS has been developed to enhance service delivery. The PGDS was reviewed in 2011 and is being coordinated through the KZN office of the Premier. The PGDS offers a tool through which national 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 also facilitates proper coordination between different spheres of government and aims to prevent provincial departments from acting without the inputs from local government. It enables intergovernmental alignment and guides activities of various role players and agencies (i.e. Provincial Sector Departments; Parastatals; District and Local Municipalities).

Like the IDP process, the PGDS develops a Vision, Mission and strategies. Of key importance to the Municipal IDP's, however, are Provincial Priorities. The Provincial Priorities drive the PGDS programmes, and are derived from the key developmental challenges related to economic and social needs of the province.

The PGDS goals are as follows:

- Job creation;
- Human Resources Development;
- Human and Community Development;
- Strategic Infrastructure;
- Response to climate change;
- Governance and Policy; and
- Spatial Equity

In an effort to align with the PGDS goals, the municipality seeks to undertake the following activities:

**Table 10: Alignment with PGDS**

<b>PDGS GOAL</b>	<b>MUNICIPAL RESPONSES</b>
Job creation	<ul style="list-style-type: none"> <li>• Implementation of the Extended Public Works Programme</li> <li>• Implementation of the Community Work Programme</li> <li>• Promotion of SMME's and Cooperatives</li> <li>• Infrastructure investment and development</li> <li>• Promotion of mining activities</li> </ul>
Human Resources Development	<ul style="list-style-type: none"> <li>• Facilitating the establishment of Amajuba FET College satellite branch</li> <li>• Promotion of early child development through the establishment of crèches</li> </ul>
Human and Community Development	<ul style="list-style-type: none"> <li>• Constructing and maintaining access roads</li> <li>• Participating in Operation Sukuma Sakhe</li> <li>• Implementation of EPWP and CWP</li> </ul>
Response to climate change	<ul style="list-style-type: none"> <li>• Promoting solar powered energy</li> <li>• Promotion of green building</li> </ul>
Governance and Policy	<ul style="list-style-type: none"> <li>• Annual policy reviews</li> <li>• Functional MPAC</li> </ul>
Spatial Equity	<ul style="list-style-type: none"> <li>• Review of the SDF and LUMS</li> </ul>

### **The Municipal Turnaround Strategy**

On 02 December 2009, the South African Cabinet approved a comprehensive Local Government Turnaround Strategy. The Strategy was presented to Cabinet by the Minister for Cooperative Governance and Traditional Affairs, Mr. Sicelo Shiceka. It is underpinned by two important considerations.

The first is that a “one size fits all” approach to municipalities is not useful or acceptable. Each municipality faces different social and economic conditions and has different performance levels and support needs. Thus a more segmented and differentiated approach was required to address the various challenges of municipalities.

Cabinet recognized that the problems in Local Government are both a result of internal factors within the direct control of municipalities as well as external factors over which municipalities do not have much control. The internal factors relate to issues such as quality of decision-making by Councilors, quality of appointments, transparency of tender and procurement systems, and levels of financial management and accountability. The external factors relate to revenue base and income generation potential, inappropriate legislation and regulation, demographic patterns and trends, macro and micro-economic conditions, undue interference by political parties and weaknesses in national policy, oversight and Inter-Governmental Relations (IGR).

The twin over-arching aim of the Turnaround Strategy is to:

- Restore the confidence of the majority of our people in our municipalities, as the primary delivery machine of the developmental state at a local level.

- Re-build and improve the basic requirements for a functional, responsive, accountable, effective, and efficient developmental local government.

The five strategic objectives of the LGTAS are to:

- *Ensure that municipalities meet basic needs of communities.  
This implies that an environment is created, support provided and systems built to accelerate quality service delivery within the context of each municipality's conditions and needs;*
- *Build clean, responsive and accountable local government.  
Make sure that systems and structures and procedures are developed and enforced to deal with corruption, maladministration and ensure that municipalities communicate and account more to communities;*
- *Improve functionality, performance and professionalism in municipalities.  
Ensure that the core administrative and institutional systems are in place and are operational to improve performance;*
- *Improve national and provincial policy, support and oversight to local government; and*
- *Strengthen partnerships between local government, communities and civil society.  
Ensure that communities and other development partners are mobilized to partner with municipalities in service delivery and development.*

The key interventions under these five strategic objectives focus on ensuring that:

- a) National Government (including state enterprises) organizes itself better in relation to Local Government;
- b) Provinces improve their support and oversight responsibilities over Local Government;
- c) Municipalities reflect on their own performance and identify their own tailor-made turnaround strategies;
- d) All three spheres of government improve Inter-Governmental Relations (IGR) in practice;
- e) Political parties promote and enhance the institutional integrity of municipalities; and
- f) A social compact on Local Government is put in place where all citizens, including public officials at all levels, those in the private sector, trade unions, professional bodies and traditional leaders are guided in their actions and involvement by a common set of governance values.

Municipalities need, on an annual basis to prepare and implement their own tailor-made turnaround strategies that must be incorporated into their IDPs and budgets. The following table shows the Emadlangeni Municipality Local Government Turn Around Strategy Priorities as resolved by council: The following table depicts the Emadlangeni Municipality Municipal Turn-Around Strategy.

**Table 11: Emadlangeni MTAS Priorities**

<b>PRIORITY</b>	<b>CURRENT SITUATION</b>	<b>MUNICIPAL ACTION</b>	<b>TARGET DATE</b>	<b>UNBLOCKING ACTION</b>	<b>HUMAN RESOURCE</b>
Waste Management	The Municipality does not have a licensed landfill site	To establish a legally compliant landfill site	June 2014	To continue engaging the district municipality, CoGTA and Environmental Affairs	Director: Community Services
Skills Development and Retention	Non-compliance with the Skills Development Act High staff turnover	To develop and implement the Skills Retention Plan	June 2013	-	Director: Corporate Services
Office Space	There is not adequate working space for municipal officials	To move one department to the town hall	June 2013	Amafa Trust to grant permission for renovating the offices in the town hall	Director: Technical Services/MM
Outdated IT	Poor communication between the different municipal offices	To upgrade the current IT system	June 2013	MSIG funds to be utilized	Director: Corporate Services/CFO
Depleted Equipment	Most of the equipment used by Parks and Gardens is too old and needs to be replaced	To replace the old equipment	December 2013	Budget for new equipment	Director: Community Services/CFO
MIG Expenditure	Under spending on MIG allocation	Strict adherence with the SDBIP	June 2014	-	Director: Technical Services/CFO/MM

### Local Government Outcome 9

In January 2010, the national Cabinet Lekgotla approved an Outcomes Based Approach to service delivery; adopted twelve outcome areas, and for each outcome, a draft series of strategic outputs and measures. The President expects that the outputs for each of these outcomes should cover the period 2010-2014.

Outcome 9 commits the Minister of Cooperative Governance and Traditional Affairs to develop a local government system which is efficient, effective, responsive and accountable. This outcome forms the basis of the CoGTA Minister's performance agreement (PA) which is to be cascaded through local government MECs and Mayors as well as the signing of performance agreements within CoGTA between the CoGTA Minister and the Directors-General of both Cooperative Governance and Traditional Affairs departments.

It is envisaged that the same process will also be replicated in the provinces between local government MECs and the provincial heads of departments and in local government between mayors and municipal managers.

### Outcomes, Outputs and Programmes

The Ministry for CoGTA has developed 7 outputs as they have been agreed upon between the Minister and President. These are:

- Implementation of the differentiated approach to municipal financing, planning and support;
- Improving access to basic services;
- Implementation of the Community Work Programme;
- Action supportive to human settlement outcomes;
- Deepen democracy through a refined ward committee model;
- Administrative and financial capability; and
- Single window of coordination.

The Minister's performance agreement commits her to achieve the following:

- The delivery of basic services which include water, sanitation, electricity and waste management;
- Creation of 4,5 million job opportunities by 2014 through the Community Work Programme;
- Transformation of administrative and financial systems of local government, which includes supply chain management;
- The filling of six critical senior municipal posts, namely municipal manager, chief financial officer, regional town planner, municipal engineer, corporate services manager and the communications manager as the basic minimum for every municipality;
- That all municipalities in the country achieve clean audits by 2014; and
- Building municipal capacity to enable municipalities to collect 90% of their revenues.

The municipality has undertaken to align itself with Outcome 9 by doing the following:

**Table 12: Alignment with Outcome 9**

<b>OUTPUT</b>	<b>MUNICIPAL RESPONSE</b>
Improving access to basic services	<ul style="list-style-type: none"> <li>• Reviewing the Indigent Register to ensure that even the impoverished have access to at least the basic level of services.</li> <li>• Implementation of the Municipal Capital Programme</li> </ul>
Deepen democracy through a refined ward committee model	<ul style="list-style-type: none"> <li>• Provision of training to Ward Committees</li> <li>• Provision of a monthly stipend to Ward</li> </ul>

	Committees
Implementation of the differentiated approach to municipal financing, planning and support	<ul style="list-style-type: none"> <li>• Functional Municipal Public Accounts Committee</li> </ul>
Action supportive of human settlement outcomes	<ul style="list-style-type: none"> <li>• Construction and maintenance of access roads</li> <li>• Provision of electricity</li> <li>• Facilitating the provision and installation of solar panels</li> </ul>

## COP 17

COP17/CMP7 was a United Nations meeting between more than 190 countries from all over the world to find a solution to the global threat of human-made climate change.

The aim is to stop the amount of carbon dioxide and other greenhouse gases in the atmosphere getting to a level which would cause dangerous changes to the world's climate system.

### Why is it called COP17/CMP17?

This is the 17th meeting of the "Conference of the Parties" (COP) of the international treaty known as the United Nations Framework Convention on Climate Change (UNFCCC). The first COP was held in Berlin, Germany in 1995 and there has been a meeting every year since then in many cities around the world. The second part of the meeting is known as CMP 7 because it is the 7th meeting of countries which have agreed to the Kyoto Protocol.

### Summit resolutions

#### **Resolution 1** - Institutional capacity

The summit resolved to invite all interested and affected parties to pay special attention to the need for building and strengthening institutional capacity and synergies between related instruments at the provincial and national level in order to address the linkages between climate change and governance. Creation of a Provincial Climate Change Council.

#### **Resolution 2** - Education and public awareness

All KwaZulu-Natal (KZN) stakeholders shall cooperate in and promote, develop and exchange of educational and public awareness material on climate change and its effects.

Furthermore KZN stakeholders shall promote the development and implementation of education and training programmes, including the strengthening of academic institutions and the exchange or secondment of personnel to train experts in this field. Lastly we shall encourage the widest participation in this process, in order to ensure broader awareness among communities.

Adequate funding shall be sourced to promote appropriate research to inform evidence based planning.

#### **Resolution 3** - Policy and Strategy

The summit recognized the ecological, social and economic vulnerability of KZN communities to the impact of climate change and in particular of sea level rise, heavy storms, snow, diseases, etc

**Resolution 4 - Infrastructure Service Delivery**

All KZN stakeholders shall take climate change considerations into account, to the extent feasible, in their relevant social, economic and environmental policies and actions, and employ appropriate methods, for example impact assessments- formulated and determined nationally - with a view to minimizing adverse effects on the economy, on public health and on the quality of the environment, of projects or measures undertaken by them to mitigate or adapt to climate change.

**Resolution 5.A - Land use and Planning (Settlement Planning)**

The Summit resolved that KwaZulu-Natal stakeholders particularly amakhosi and municipalities must cooperate in preparing integrated spatial plans for the protection, development, and rehabilitation of land, settlements and towns.

**Resolution 5.B - (Building Methods)**

KZN stakeholders resolved to formulate, implement, publish and regularly update provincial programmes containing measures to mitigate climate change by promoting sustainable building methods.

**Resolution 5.C - (Greening of council operations and systems)**

Promote and cooperate in the development, application and diffusion, including transfer of technologies, practices and processes that control, reduce or prevent anthropogenic emissions of greenhouse gases.

**Resolution 6.A - Natural Resources (Air Quality)**

The summit resolved to encourage all interested and affected bodies to undertake, where possible, studies on the importance of carbon storage and sequestration in mitigating the impacts of climate change.

**Resolution 6.B - Natural Resources (Ecosystems)**

The summit recognized that climate change may substantially affect the ecological character of wetlands and their sustainable use. Furthermore, the summit endorsed the potentially important role of wetlands in adapting to and in mitigating climate change.

**Resolution 7 - Disaster Management**

The summit agreed to the need to improve and apply more widely techniques and methodologies for assessing the potential adverse effects of climate change on settlement, and, implement appropriate measures for prevention, mitigation and adaptation as part of reducing community risks and vulnerabilities, as well as assisting areas that are particularly vulnerable to those effects.

**Resolution 8 - Green Economy**

The summit resolved to redefine our KZN competitive advantage and structurally transform the economy by shifting from energy intensive to a climate-friendly path as part of a pro-growth, pro-development and pro-jobs strategy.

### **Resolution 9 - Rural Development**

All KZN stakeholders, taking into account their common but differentiated responsibilities, agreed to promote sustainable rural land management through conservation and resource enhancement.

In an effort to align with the priorities, Emadlangeni Municipality has undertaken to do the following:

**Table 13: Alignment with COP 17**

<b>RESOLUTION</b>	<b>MUNICIPAL RESPONSES</b>
Natural Resources	<ul style="list-style-type: none"> <li>• Three major wetlands have been identified through the SDF review and declared “no go areas” for any development.</li> </ul>
Building Methods	<ul style="list-style-type: none"> <li>• The municipality is promoting the installation of solar powered energy as a measure of reducing carbon fiber in the ozone layer</li> </ul>
Land Used Planning	<ul style="list-style-type: none"> <li>• Annual review of the SDF and LUMS to promote land use management and adequate settlement planning.</li> </ul>
Infrastructure Service Delivery	<ul style="list-style-type: none"> <li>• All capital projects undergo the EIA process.</li> </ul>
Education and Public Awareness	<ul style="list-style-type: none"> <li>• Implementation of different awareness campaigns i.e. HIV/AIDS</li> </ul>

### **CABINET LEKGOTLA**

The following are priorities were identified by at the Cabinet Lekgotla and determined by cabinet as the government’s programme of action:

- Creating decent work and economic growth
- Education
- Health
- Rural development/food security and land reform
- Fight against crime and corruption

These priorities have been analyzed and grouped into twelve outcomes that are the basis of the programme of action of government, aligned at both the provincial and national levels. The provincial government has adopted an integrated coordinated approach to service delivery. Departments working in silos are a thing of the past.

The outcomes are as determined at national government level are as follows:

- Quality basic education
- A long and healthy life for all South Africans
- All people in South Africa are safe
- Decent employment through inclusive economic growth
- Skilled and capable workforce to support an inclusive growth path
- An efficient, competitive and responsive economic infrastructure network
- Vibrant, equitable, sustainable rural communities contributing towards food security for all
- Sustainable human settlements and improved quality of household life
- Responsive, accountable, effective and efficient local government system
- Protect and enhance our environmental assets and natural resources
- Create a better South Africa, a better Africa and a better world
- An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship

Each Municipality has to; within their budgets align their programmes and projects to the priorities.

In an effort to align with the priorities, Emadlangeni Municipality has undertaken to do the following:

**Table 14: Alignment with Cabinet Lekgotla priorities**

<b>PRIORITY</b>	<b>MUNICIPAL RESONSES</b>
Creating decent work and economic growth	<ul style="list-style-type: none"> <li>• Implementing the EPWP and CWP</li> <li>• Skills development</li> <li>• Promoting mining activities</li> <li>• Development of SMMEs and Cooperatives</li> </ul>
Education	<ul style="list-style-type: none"> <li>• Facilitating the establishment of a satellite branch of the Amajuba FET College</li> <li>• Capacity building of municipal employees</li> <li>• Early child development through the establishment of crèches</li> </ul>
Health	<ul style="list-style-type: none"> <li>• Establishment of a Local Aids Council</li> <li>• HIV/AIDS awareness campaigns</li> <li>• Provision of support infrastructure for the hospital</li> </ul>
Rural development, food security and land reform	<ul style="list-style-type: none"> <li>• Construction of access roads in rural areas</li> <li>• Provision of vegetables to poor households through the community garden project</li> </ul>
Fight against crime and corruption	<ul style="list-style-type: none"> <li>• Functional MPAC</li> <li>• Participating in the Sector Police Forum</li> </ul>

## **STATE OF THE PROVINCE ADDRESS**

The following issues were obtained from the Premiers State of the Province address for 2013.

**Table 15: Alignment with the State of the Province Address**

<b>PRIORITY</b>	<b>MUNICIPAL RESPONSES</b>
Creation of 2.1 million jobs	Creation of 1100 through EPWP and CWP
Reduction of the electricity backlog	Promotion of solar energy
Tourism promotion	Rehabilitation of the Balele Game Park and Caravan Park
Development and support of Cooperatives	Coordinating workshops for cooperatives
Rural development	Construction and maintenance of rural access roads
Increased public participation	Community Based Planning
Education	Establishment of crèches and the facilitating the establishment of the Amajuba FET College satellite branch within our municipal boundaries
Social development	Provision of social infrastructure i.e. Jojo tanks, public tents and fencing for livestock

## SECTION C: SITUATIONAL ANALYSIS

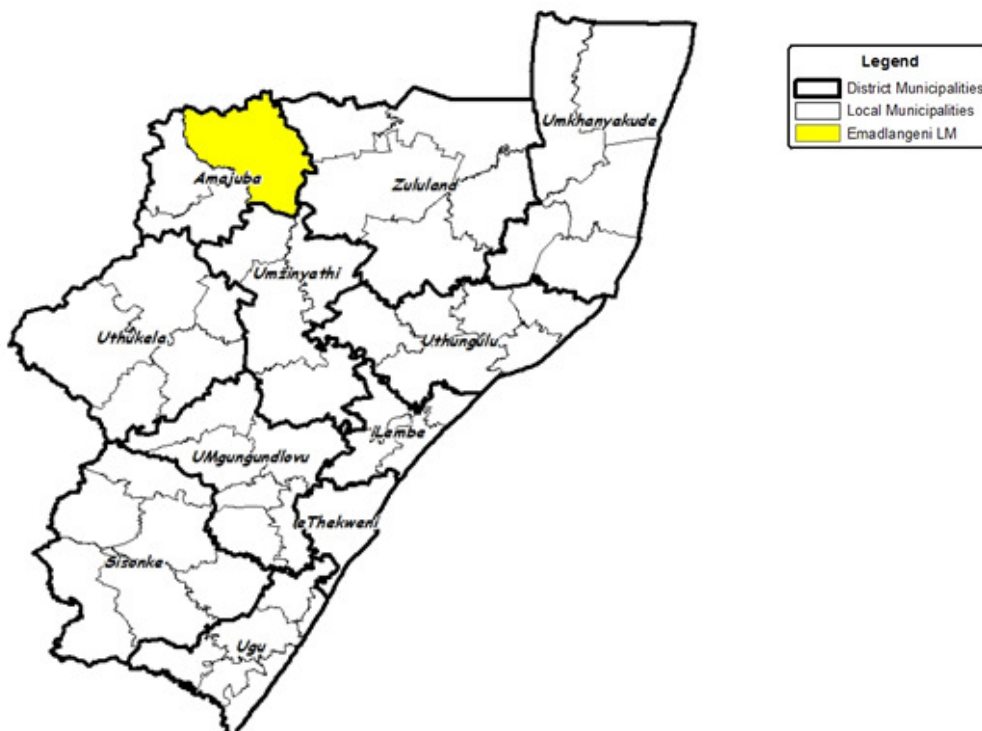
### 1. SPATIAL ANALYSIS

#### 1.1 REGIONAL CONTEXT

Emadlangeni Municipality (KZ253) is located in the Amajuba District Municipality in the North-western corner of KwaZulu-Natal. Its area is the largest in the district and comprises 3539 km<sup>2</sup>.

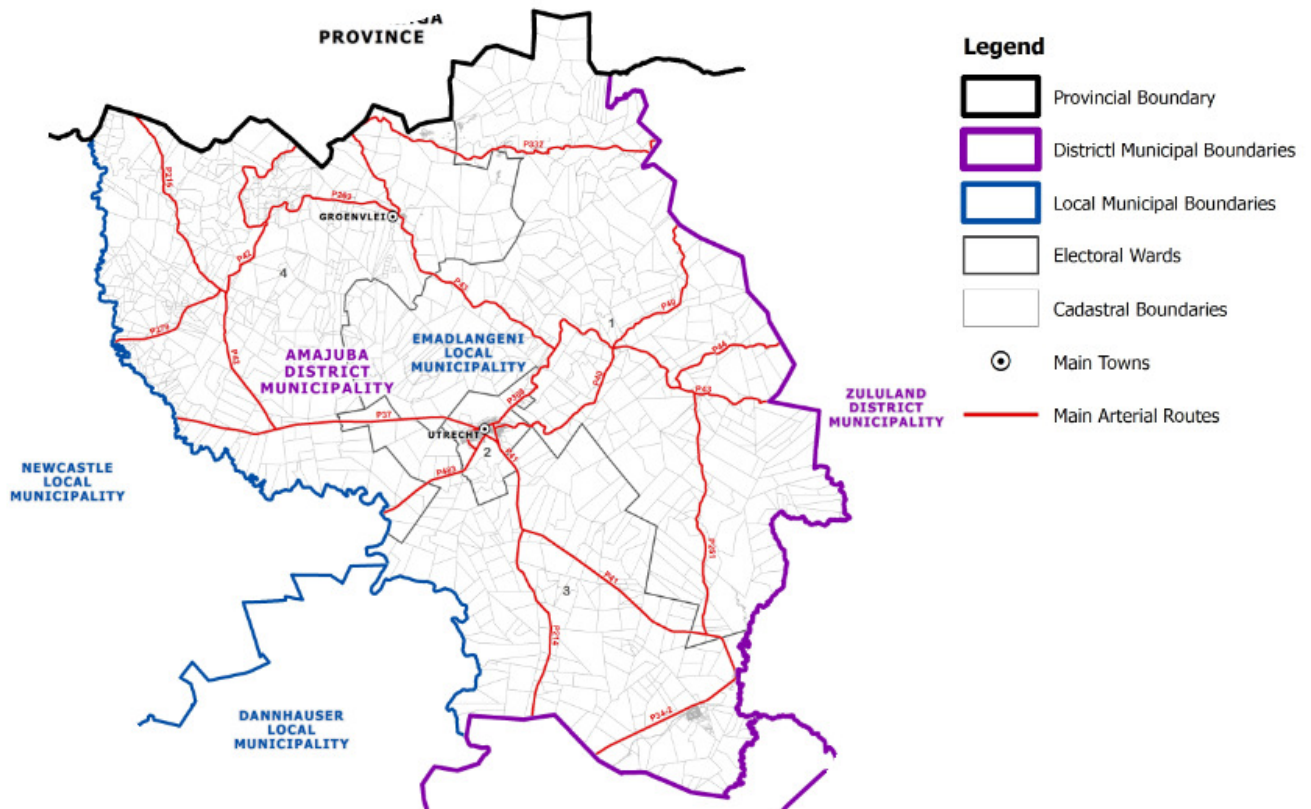
The main transportation route that links the district to the outer areas is the N11 (alternative route from Durban to Johannesburg) but only a small section of this road borders on the western side of Emadlangeni). The R34 that runs through the district from west to east divides Emadlangeni into northern (Utrecht, Groenvlei, Blue Mountain) and southern areas (Kingsley, Waterval).

Map 2: Regional Context



## 1.2 ADMINISTRATIVE ENTITIES

The Emadlangeni Local Municipality consists of 4 wards as indicated hereunder:



## 1.3 NODES AND CORRIDORS

Nodes are areas where higher intensity of land uses and activities will be supported and promoted. Nodal development improves efficiency as it provides easy access and creates thresholds for a variety of uses. In many cases there may be existing corridors between nodes. Corridors are links between nodes along which an increased intensity of development will naturally be attracted and should be encouraged. Nodes and corridors improve access to opportunities. Corridors should provide an appropriate level of access to opportunities along the corridors and would typically include public transport.

### 1.3.1 Regional Center

Although it is not within the Emadlangeni municipality, the size of the Newcastle-Madadeni-Osizweni complex, in terms of its population and economic significance, as well as its

accessibility makes it the District Centre. Furthermore, in terms of its administrative functioning, the complex accommodates numerous government departments and parastatals.

### 1.3.2 Primary Node

A primary node is a distribution and co-ordination point with a greater variety, higher order and more permanent range of services than that which is present in a secondary and tertiary node.

In terms of Emadlangeni Municipality the town of Utrecht serves as the primary node.

### 1.3.3 Secondary Nodes

The primary node is serviced by a number of secondary nodes which deliver supplementary services.

The following settlements have been identified as secondary nodes in the Emadlangeni Municipality:

**Table 16: Secondary Nodes**

<b>Node</b>	<b>Description</b>
Amantungwa	Amantungwa is located along the P243 between Utrecht and Madadeni/Osizweni. It is a land reform settlement. The Amantungwa Trust area is strategically located between the Utrecht Municipality and the Dicks Cluster in the Newcastle Municipality which is ensuring integration and densification.
Groenvlei	This node is situated halfway between Utrecht and Wakkerstroom. The land reform settlement of Nkosi Shabalala at Groenvlei strengthens the development of this node. This node is also linked to Paulpietersburg via a gravel road. A variety of facilities have been developed at Groenvlei.
Kingsley	Kingsley is situated on the R33 road between Bloedrivier and Dundee. It serves the southern part of the district and has to a large extent the same status/priority as the Groenvlei node.

Secondary nodes are served by a series of tertiary nodes to deliver supplementary services. The following sub-satellites have been identified in the Emadlangeni Municipality:

**Table 17: Tertiary Nodes**

<b>Node</b>	<b>Description</b>
Nzima	The Nzima satellite is situated to the far north of the district. Access to the node is via the Wakkerstroom/Piet Retief road. A total of 300 families are settled here. Due to poor direct access to Utrecht district, people experience

	problems regarding the use of social infrastructure. The facilities in this area are limited but will be upgraded with the development of the land reform project.
Mabaso	The Mabaso satellite occurs around the Pivaanspoort area. Adjacent to this development is the Kempslust mine area and SAPPI Forest development. Both these areas also house large numbers of people.
Blue Mountain	This satellite is situated at the fork of the district road which connects the R34 with the D543 road which go to Wakkerstroom and Ingogo respectively.

Services located at each node are listed hereunder:

**Table 18: Services at Nodes**

Type of Services	Utrecht	Amantungwa Trust	Groenvlei	Kingsley	Blue Mountain	Nzima	Mabaso
Police	✓	X	✓	✓	x	x	x
Primary School	✓	✓	✓	✓	✓	✓	✓
Pension Pay-out	✓	✓	✓	✓	x	x	x
Crèche	✓	✓	✓	x	x	x	x
Shops	✓	X	✓	✓	x	x	x
Clinic	✓	X	x	x	x	x	x
Mobile Clinic	✓	✓	✓	✓	✓	✓	✓
Sport Facilities	✓	X	x	x	x	x	x
Community Hall	✓	X	x	x	x	x	x
Taxi Rank / Market Place	✓	X	x	✓	✓	x	x
Petrol	✓	X	x	✓	x	x	x

### 1.3.4 Corridors

Movement Corridors are the connecting infrastructure linking nodes.

### **Primary Movement Corridor**

The R34 is the major Movement Corridor within the Emadlangeni Municipality, and at a district level this is a Secondary Movement Corridor. The R34 links Emadlangeni to Newcastle and Vryheid, as well as the Free State to the port in Richards Bay.

### **Secondary Movement Corridors**

The road linking Madadeni-Osizweni-Emadlangeni is identified as a secondary corridor.

The road linking Emadlangeni to Groenvlei and Wakkerstroom has also been identified as a Secondary Corridor.

### **Mixed Activity Corridor**

The Madadeni road linking Newcastle West to Madadeni, Osizweni and Emadlangeni has been identified as a mixed activity corridor. Mixed-use development allows for the development of parcels of land as different land uses on adjoining sites. Nodal points of activity will develop along this corridor thereby providing points of opportunity for the provision of services as well as economic activities.

## **1.4 LAND COVER**

The majority of the municipality is covered by bushland. There is a significant proportion of commercial forestry in ward 1 and there are areas of mining in ward 2 and 3. The western portion of the municipality has large tracks of eroded land. This has agricultural potential if properly managed and rehabilitated.

## **1.5 LAND USE**

In terms of Land Use Management, the following broad zones are identified:

### **1.5.1 Urban**

This zone relates to the developed urban/nodal areas identified, that is; primary, secondary and tertiary nodes. It is intended to make provision for a range of urban land uses and services identified per node including educational, industrial, commercial, community, government and residential.

### **1.5.2 Agriculture and Tourism**

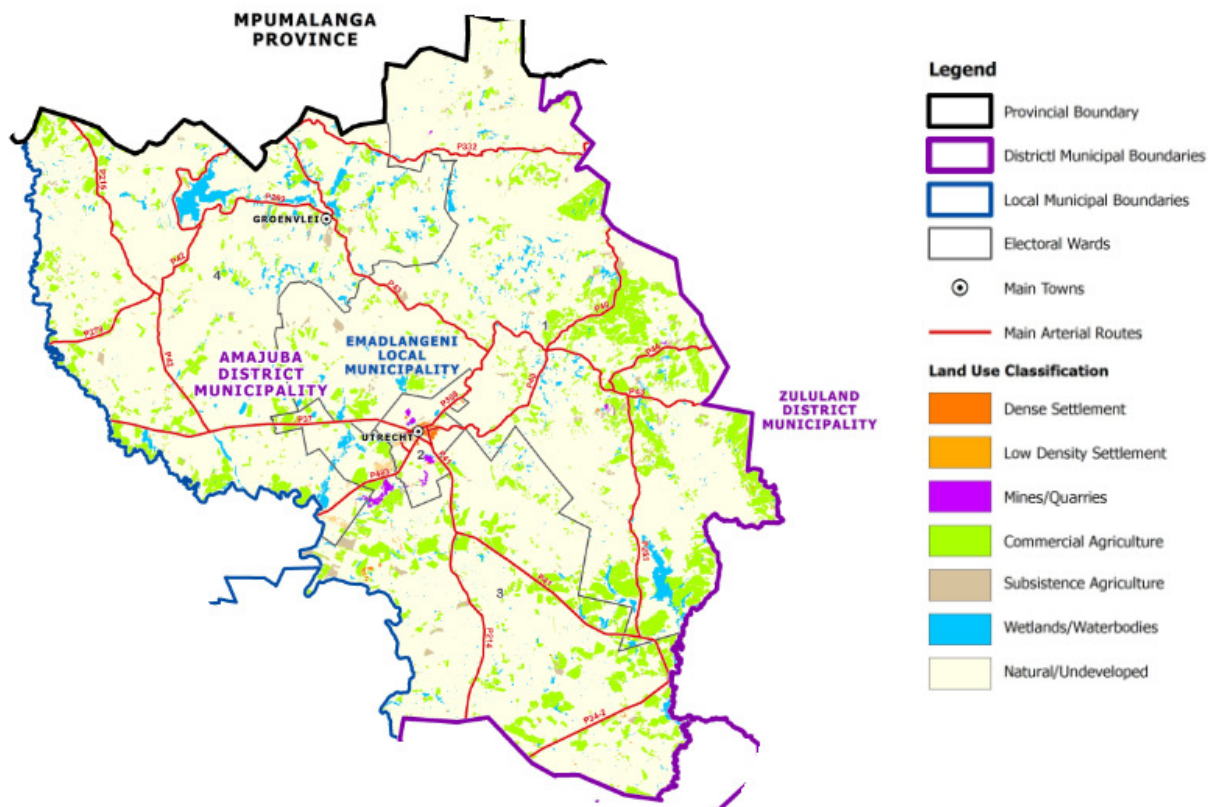
The primary use of this zone is agriculture. However, non-agricultural uses within the municipality also need to be encouraged to create employment and generate economic development. A wide range of tourism activities and facilities should be permitted that do not negatively impact on the agricultural potential.

### 1.5.3 Conservation

The conservation zone includes land which has special environmental status and economic value due to its function and providing an environmental service which contributes to the overall open space system through water courses, wetlands, grasslands, open spaces and other natural habitats. The zone provides for protection and conservation of ecologically sensitive, culturally and historically important sites and the natural habitats of animals, birds in accordance with the national laws and policies, provincial and local guidelines, strategies and programmes.

The following map provides an indication of land use distribution in the Emadlangeni Municipality.

**Map 3: Broad Land Use Classification**



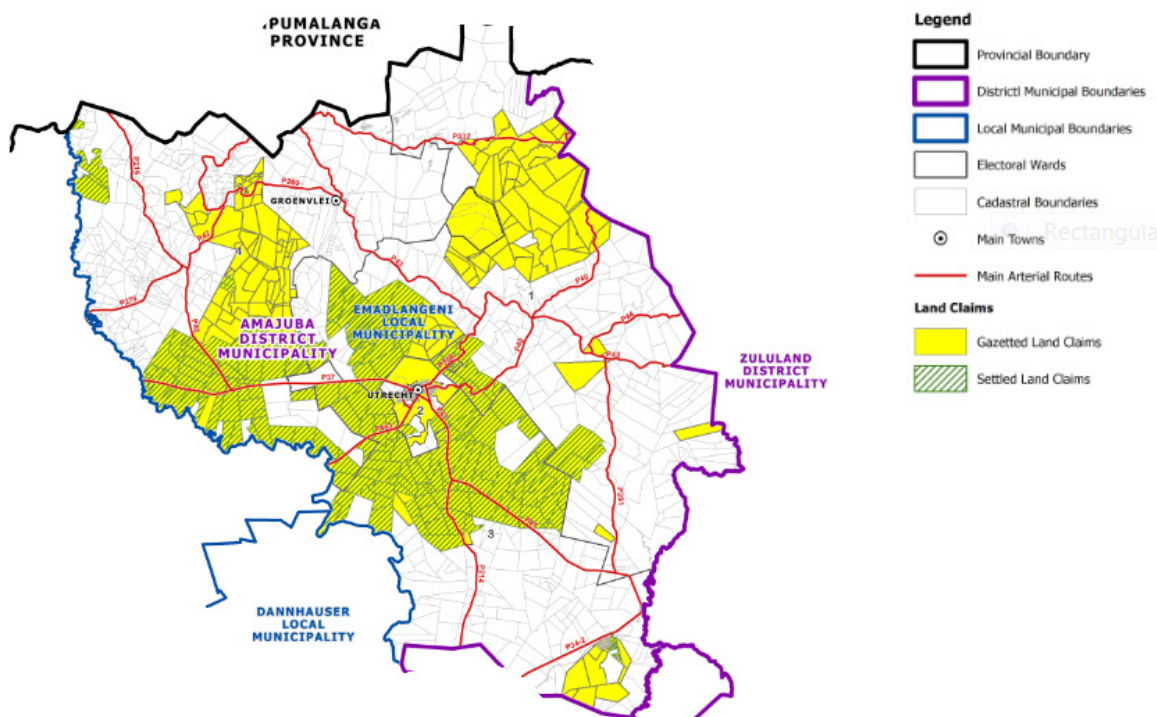
### 1.5.4 Traditional Settlements

These areas fall within Traditional Authority Areas under the authority of the Ingonyama Trust and the Amakhosi and comprise land used predominantly for agricultural purposes and traditional settlement.

## 1.6 LAND REFORM

The municipality has quite a large number of land reform projects which extend throughout the municipality. Gazetted as well as settled land claims are depicted on the following map.

**Map 4: Land Claims**



### 1.6.1 Land Redistribution

Emadlangeni currently has the largest number of land reform projects taking place within the Amajuba District which is seeing large portions of land being transferred to rural communities.

Many of the projects identified correspond with the service satellites and service sub-satellites identified as secondary and tertiary nodes. Future residential and associated social and economic development in terms of land reform should be encouraged at the satellites and at strategic locations.

The locality of satellites and sub-satellites have been determined by the land-reform processes and not by spatial or environmental planning and may thus not be located in the most “environmentally suitable” areas. For example:

- The Groenvlei settlement is located in close proximity to a major wetland;
- The Amantungwa settlement is located in close proximity to the Boschoffsvlei; and
- The Mabaso community is located in a mist belt grassland area, an area of high erodability, along the headwaters of the Bivane River.

Settlement of these areas, along with future expansions, need to be govern thorough Environmental Scoping Reports as well as Environmental Impact Assessments (EIA's) where necessary.

According to Korsman and van Wyk (2003, p 37), it is forseen that only 40% of the people who settle in these satellite and sub-satellites would come from outside of Emadlangeni. The remaining 60% will be from farms within the district and it is therefore anticipated that this process will take some time. This will have a direct impact on the provision of infrastructure.

### **1.6.2 Labour Tenant Projects**

A large number of projects have been registered by people living on individual farms (mainly in Wards 3 and 4) which will have an impact on the provision of infrastructure and social services.

### **1.6.3 Restitution Projects**

There are a large number of restitution claims in the Emadlangeni Municipality. These are still to be validated.

The localities of these projects have environmental significance and therefore proper planning is essential. The Groenvlei settlement is located in close proximity to a major wetland. The Amantungwa settlement is located in close proximity to the Boschoffsvlei and the Mabaso community is located in a mist belt grassland area, an area of high erodability, along the headwaters of the Bivane River.

## **1.7 ENVIRONMENTAL ANALYSIS**

### **1.7.1 Biodiversity**

The long-term survival and well-being of people depends on effective conservation of the world's biodiversity. Pressures on biodiversity show no sign of lessening, yet resources for conservation action are limited. Municipalities need to be strategic and to focus efforts where they will have the greatest impact.

Minset is a data analysis function that identifies a “minimum set” of planning units that will assist in meeting conservation targets. The Minset map indicates areas that are already Protected, Mandatory Reserves and Negotiable Reserves.

The Minset data gives an indication of areas of priority which are classified as follows:

**Biodiversity Priority Area 1:**

These designated planning units contain one or more features within an irreplaceability = 1. This means that there are no other localities which are identified as alternates to try and meet the conservation target for this feature(s). These areas are designated as non-negotiable reserves and have a natural land cover. It includes areas of indigenous forest, grasslands or veld which have a high biodiversity value. These areas have the highest priority for environmental management and development should be low-key, environmentally sensitive and harmonious with the surrounding conditions.

**Biodiversity Priority Area 2:**

This planning unit indicates the presence of one (or more) features with a very high irreplaceability score. In practical terms, this means that there are alternate sites within which the targets can be met, but there aren't many. This site was chosen because it represents the most optimal area for choice in the systematic planning process, meeting both the target goals for the features concerned, as well as a number of other guiding criteria such as high agricultural potential area avoidance, falls within a macro-ecological corridor etc. These areas have natural land cover and are not designated as negotiable reserves. They are areas of moderate biodiversity importance and still maintain natural ecosystems. Developments should still be environmentally sensitive as it could be identified as mandatory reserve at a later stage based on land transformation.

**Biodiversity Priority Area 3:**

These areas have natural land cover but have no reserve status as per the EKZNW Minset data set. They are therefore areas of low biodiversity importance but still maintain natural ecosystems. They have a high importance in terms of providing functional ecosystems.

Areas identified as the natural and/or near natural environmental areas (i.e. non-transformed areas) not identified priority areas should not be misinterpreted as reflecting areas of no biodiversity value. Whilst it is preferred that development be focussed within these areas, this still has to be conducted in an informed and sustainable manner. Important species and ecosystem services can still be associated with these areas and should be accounted for in the EIA process.

There are several areas to the north and north east (ward 1 and 4) of the municipality that are identified as Biodiversity Priority 1 areas. These areas are associated with the Balele Mountains in the north as well as wetlands in the north-west around Zaaihoek Dam which is linked to the birding route to Wakkerstroom. The north-east section incorporates the Balele Conservancy area. There are also two areas near Blood River (south east) that are Biodiversity Priority 1

areas which are linked to wetlands. These Biodiversity Priority 1 areas should be protected and development should be discouraged.

There are several areas dispersed throughout the municipality that are Biodiversity Priority Area 3. These are located to the south, east and north-east. These areas are of low biodiversity importance and settlements and agriculture should be encouraged in these areas.

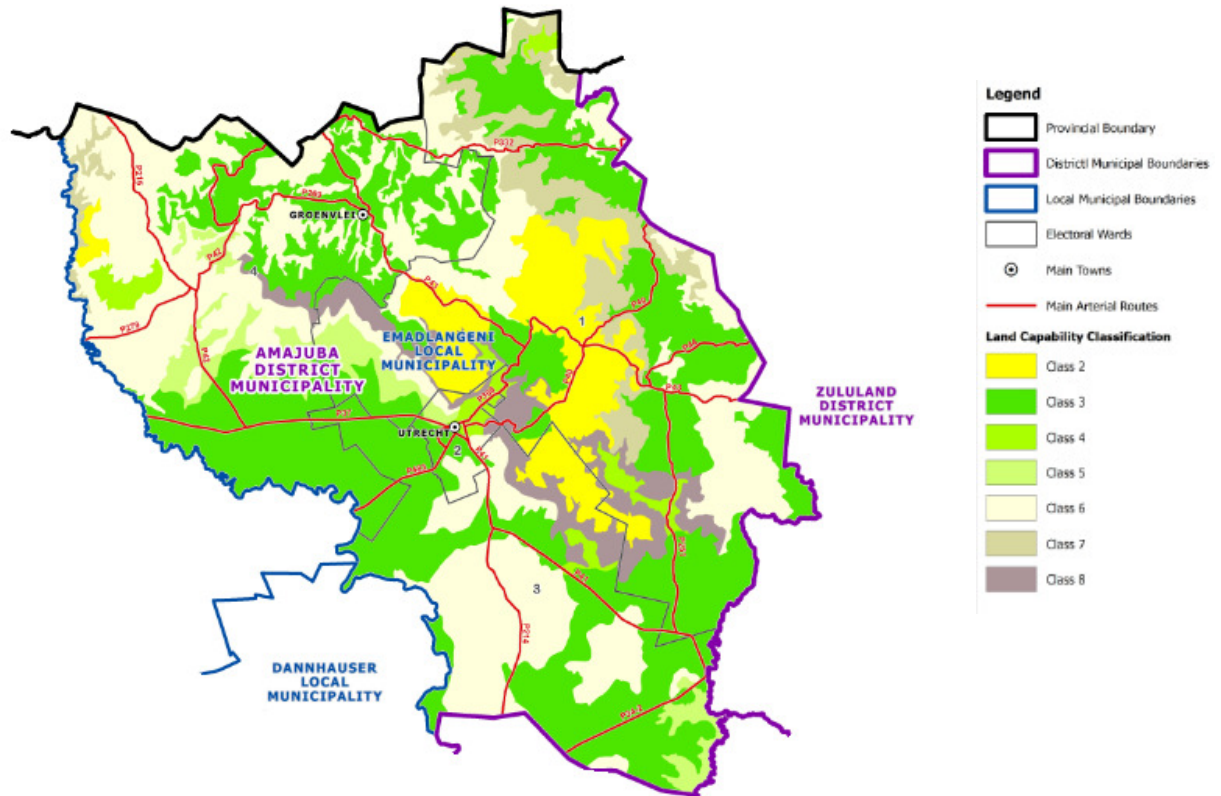
**Figure 6: View of Utrecht with Balele Mountains in the background**



### **1.7.2 Hydrology**

Emadlangeni has three significant wetlands, namely Groenvlei, Boschoffvlei and Blood River vlei. There is also the Zaaihoek Dam which is part of the Groenvlei wetland system. According to Begg (1984), in Emadlangeni SDF (2011/12), wetlands are considered one of the most seriously endangered ecosystems in the world and this is no more evident than in KwaZulu-Natal. Wetlands perform very important hydrological functions such as flood attenuation and the maintenance of water quantity and quality of river systems. These important ecological systems need to be protected and managed as effectively as possible.

### 1.7.3 Land Capability



LAND CLASSIFICATION DESCRIPTIONS		
1. Very High Potential	No limitations	HIGH POTENTIAL AGRICULTURAL LAND
2. High Potential	Minor limitations	
3. Good Potential	Moderate limitations	
4. Moderate Potential	Permission required to plough land	
5. Restricted Potential	Severe limitations due to soils and slopes	NON-ARABLE LAND
6. Very Restricted Potential	Non-Arable	
7. Low Potential	Severe limitations - non-arable	
8. Very Low Potential	Non-arable	

## 1.8 SPATIAL SWOT ANALYSIS

Table 19: Spatial SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Biggest land cover in the district</li> <li>• Covered in Arate which has low erosion potential</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of basic services</li> <li>• Lack of accessibility</li> <li>• Poor protection of grasslands</li> <li>• Lack of preservation of agricultural land</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Good climate</li> <li>• Tourism potential</li> <li>• Availability of the Zaaihoek Dam</li> </ul>	<ul style="list-style-type: none"> <li>• Too many land claims</li> <li>• Lack of food security</li> </ul>

## 1.9 DISASTER MANAGEMENT

**To be included in final IDP**

## 2. DEMOGRAPHIC AND ECONOMIC PROFILE

### 2.1 POPULATION NUMBERS

Table 20: Total Population

Basic facts	Figures	
	Stats SA 2001	Stats SA 2011
Total Population	32 277	34 442
Total Number of house holds	6 189	6252
Age Profile		
0 - 9	23%	24%
10 - 19	22%	22%
20 - 29	19%	17%
30 - 39	12%	12%
40 - 49	10%	8%
50+	14%	14%

Source: Stats SA 2001 and 2011 Census

The population has grown by a mere 6% (2165 people) in 10 years. This could be due to high mortality rate and the migration of people in search of employment opportunities. The area does not offer much in terms of employment opportunities and economic activities.

The decade has seen the number of house -holds grow by 1% (63 new house-holds). This is an indication that Emadlangeni does not experience high levels of in-migration of high population growth.

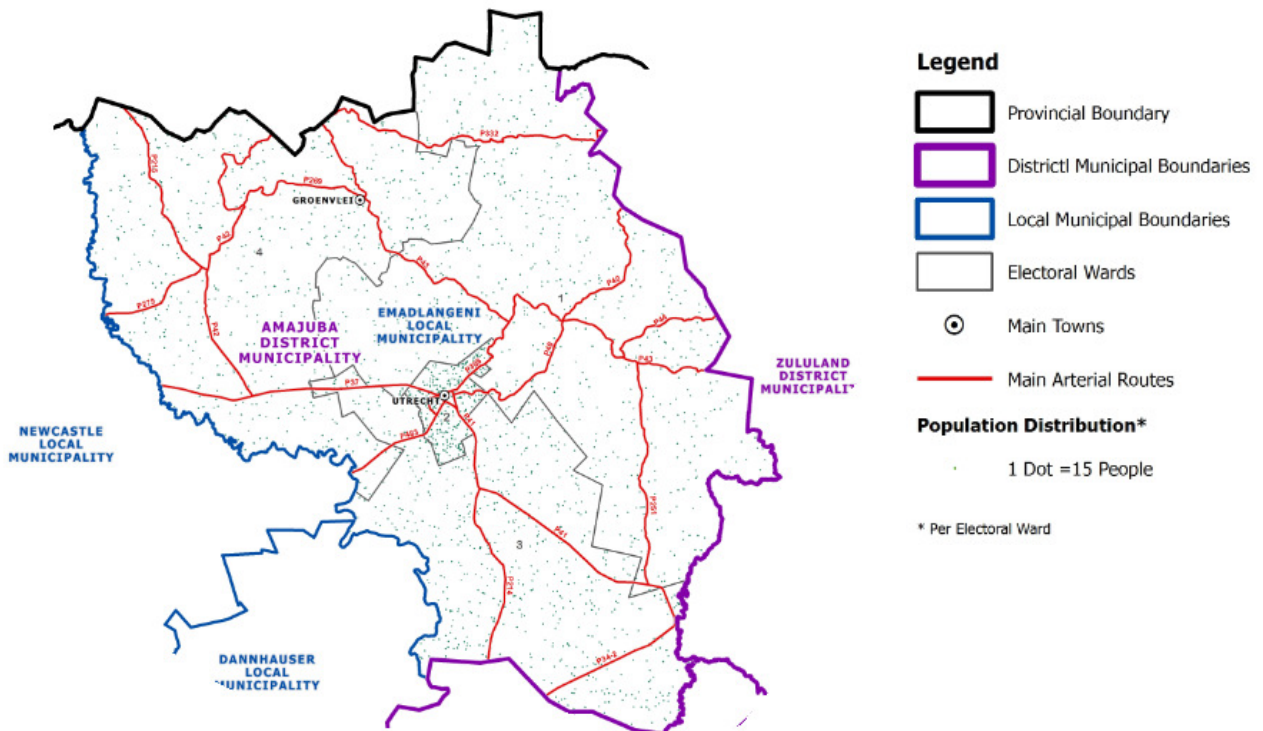
### 2.2 POPULATION DENSITY AND DISTRIBUTION

The population density of the Amajuba DM (67.7 people per km<sup>2</sup>) is lower than the provincial average of 101.5 people per km<sup>2</sup>. Emadlangeni has an exceptionally low population density at 9 people per km<sup>2</sup>. The population density of Newcastle is approximately 179 people per km<sup>2</sup> (2.5 times higher than the district density). These figures are also clearly related to the urbanization rate in the district. Amajuba had the highest urbanization rate in the province at a figure of 55.8%.

Emadlangeni's urbanization rate was however very low compared to Newcastle (74.8%) and Dannhauser (22.8%). The areas of high population density are only found in the nodes being Utrecht town, Kingsley and Groenvlei settlements.

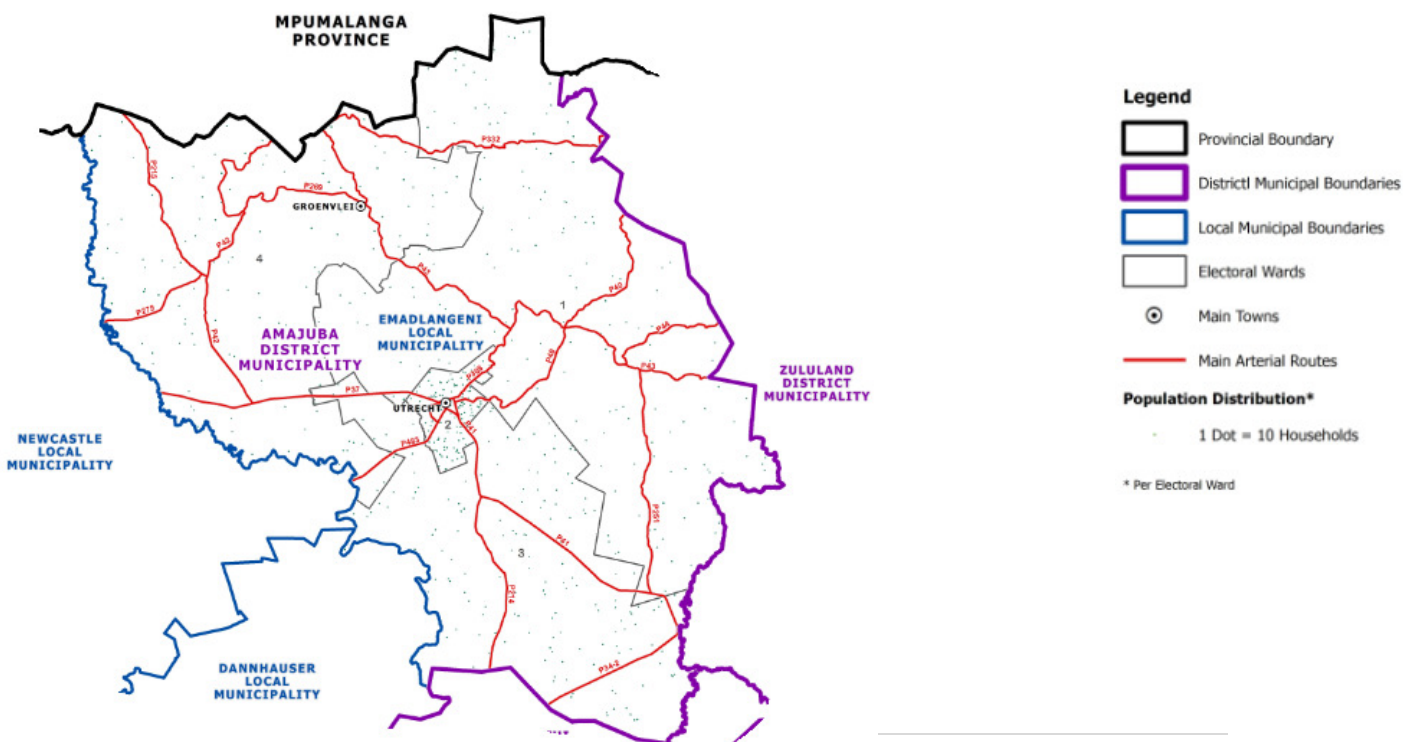
The following map indicates the population distribution in the Emadlangeni Local Municipality.

### Map 5: Population Distribution

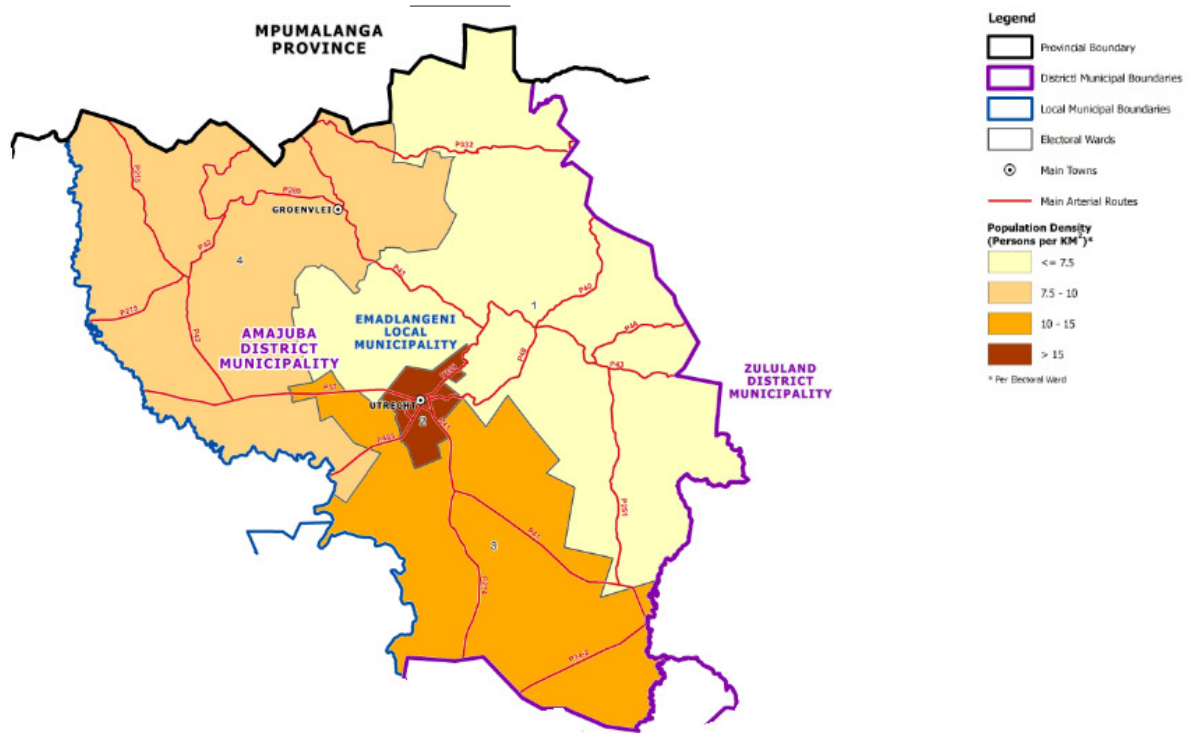


The following map indicates the household distribution in the Emadlangeni Local Municipality.

### Map 6: Household Distribution

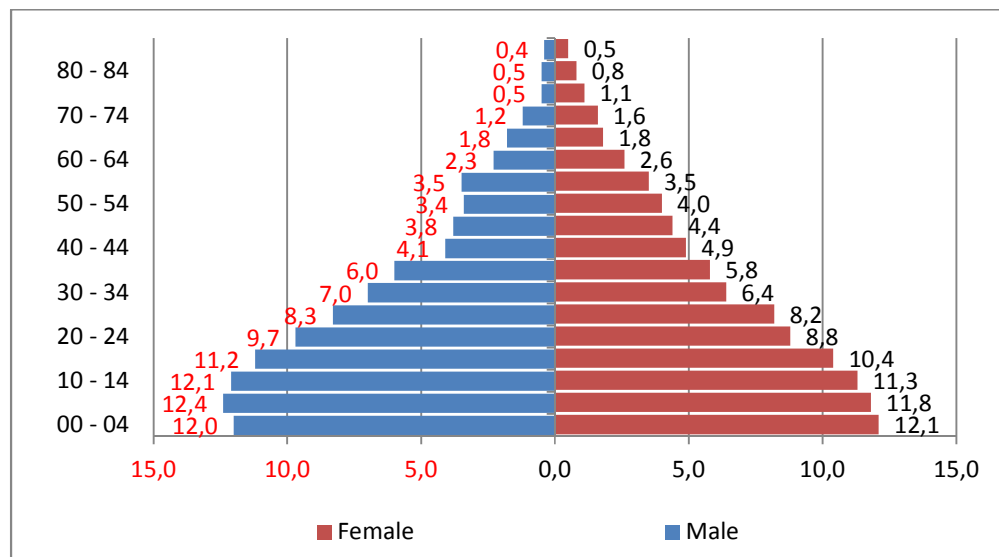


### Map 7: Emadlangeni Population Density



### 2.3 GENDER PROFILES

Figure 7: Gender distribution per Age Group



Source: Stats SA 2011 Census

The gender structure of Amajuba District is marginally female dominated with 52% of the total population being female. The structure is very similar to the provincial profile. Emadlangeni gender structure is however male dominated at 51%.

## 2.4 EDUCATIONAL LEVELS

**Table 21: Educational Levels**

EDUCATIONAL LEVEL	PERCENTAGE (%)
No schooling	14.3
Primary schooling	41.6
Secondary schooling	28.0
Certificate and Diploma with less than grade 12	0.2
Matric	13.0
Higher education	2.9
<b>Total</b>	<b>100.0</b>

Source: Stats SA 2011 Census

**Table 22: Current attendance at educational institutions**

Educational institution	Number of People Attending
Pre-school	373
Primary school	5845
High school	4066
College	51
University/Technikon	49
ABET	0
Other	83

Source: Stats 2011 Census

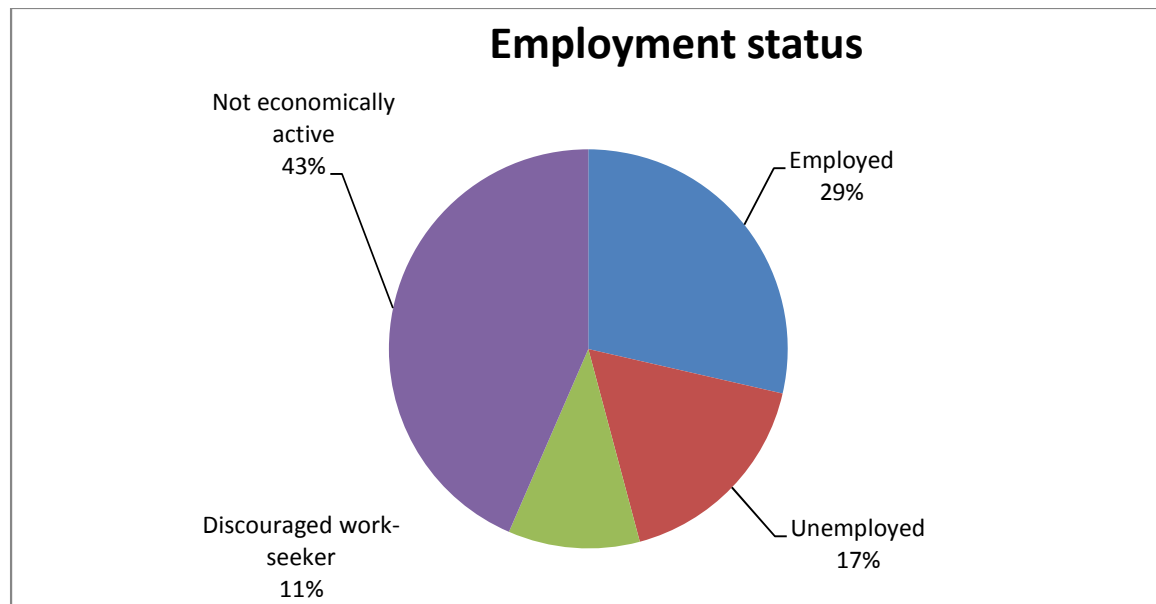
Similar to most rural municipalities in KZN, Emadlangeni is faced with the challenge of limited skills levels. Only 2.9% of the population over the age of 20 years has some form of tertiary qualification after completing grade 12. This creates challenges in terms of obtaining decent job opportunities for the majority of the Emadlangeni population.

The establishment of an Amajuba FET College branch in Utrecht seen as a first step towards the alleviation of this problem.

Universities and other colleges are too far for the poor people of Emadlangeni to access.

## 2.5 ECONOMIC PROFILE

Figure 8: Employment Status



Source: Stats SA 2011 Census

In terms of the statistics, 29% of our labour force is employed. This represents a 24% decrease in employment from 2001 which was 53%. The global credit crunch and mechanization are some of the factors that may have caused the massive job loss.

One of the challenges that prevent local people from getting decent jobs is lack of skills. A majority of the population (55, 9%) did not reach secondary school and therefore only have primary education.

The types of jobs these people get pay them less than the indigent threshold of the municipality. This in turn creates challenges for the municipality in terms of revenue collection and sustainable service delivery.

Through the Extended Public Works Programme and the Community Work Programme, the municipality has been to create over 1000 jobs.

## 2.6 EMPLOYMENT SECTORS

The table below indicates the occupation of the people employed in the Emadlangeni Municipal area. There are a very small number of professional people due to the lack of skills in the area. The elementary sector is the highest employer in craft and related work.

**Table 23: Occupation**

<b>OCCUPATION</b>	<b>MALES</b>	<b>FEMALES</b>
Legislators; senior officials and managers	388	71
Professionals	43	423
Technicians and associate professionals	35	53
Clerks	32	198
Service workers; shop and market sales workers	423	118
Skilled agricultural and fishery workers	400	204
Craft and related trades workers	474	205
Plant and machine operators and assemblers	284	63
Elementary occupations	817	1357
Occupations unspecified and not elsewhere classified	334	225
Not applicable/Institutions	5138	3263
<b>Total</b>	<b>8369</b>	<b>6181</b>

Source: Stats SA 2011 Census

The table below indicates that the industries within which the people are employed. The biggest employers are agriculture, manufacturing and wholesale and retail. These are jobs that require minimal skill and pay minimally as well.

**Table 24: Industry**

<b>INDUSTRY CLASSIFICATION</b>	<b>MALES</b>	<b>FEMALES</b>
Agriculture; hunting; forestry and fishing	382	30
Mining and quarrying	30	25
Manufacturing	342	132
Electricity; gas and water supply	27	9
Construction	78	191
Wholesale and retail trade	283	234
Transport; storage and communication	150	276
Financial; insurance; real estate and business services	230	116
Community; social and personal services	119	581
Other and not adequately defined	532	958
Unspecified	1057	367
Not applicable/Institutions	5138	3263
<b>Total</b>	<b>8369</b>	<b>6181</b>

Source: Stats SA 2011 Census

## 2.7 INCOME

**Table 25: Individual monthly income**

<b>INCOME CATEGORIES</b>	<b>Male</b>	<b>Female</b>
No income	4441	4997
R 1 - R 400	773	848
R 401 - R 800	643	1422
R 801 - R 1 600	1473	919
R 1 601 - R 3 200	433	223
R 3 201 - R 6 400	318	204
R 6 401 - R 12 800	246	200
R 12 801 - R 25 600	168	98
R 25 601 - R 51 200	52	22
R 51 201 - R 102 400	9	4
R 102 401 - R 204 800	10	2
R 204 801 or more	2	1
<b>Total</b>	<b>8569</b>	<b>8940</b>

Source: Stats SA 2011 Census

According to Stats SA the majority of the population (93%) earn below R1601. The lack of skills and diversification in terms of employment opportunities poses a challenge in term of the creation of decent jobs.

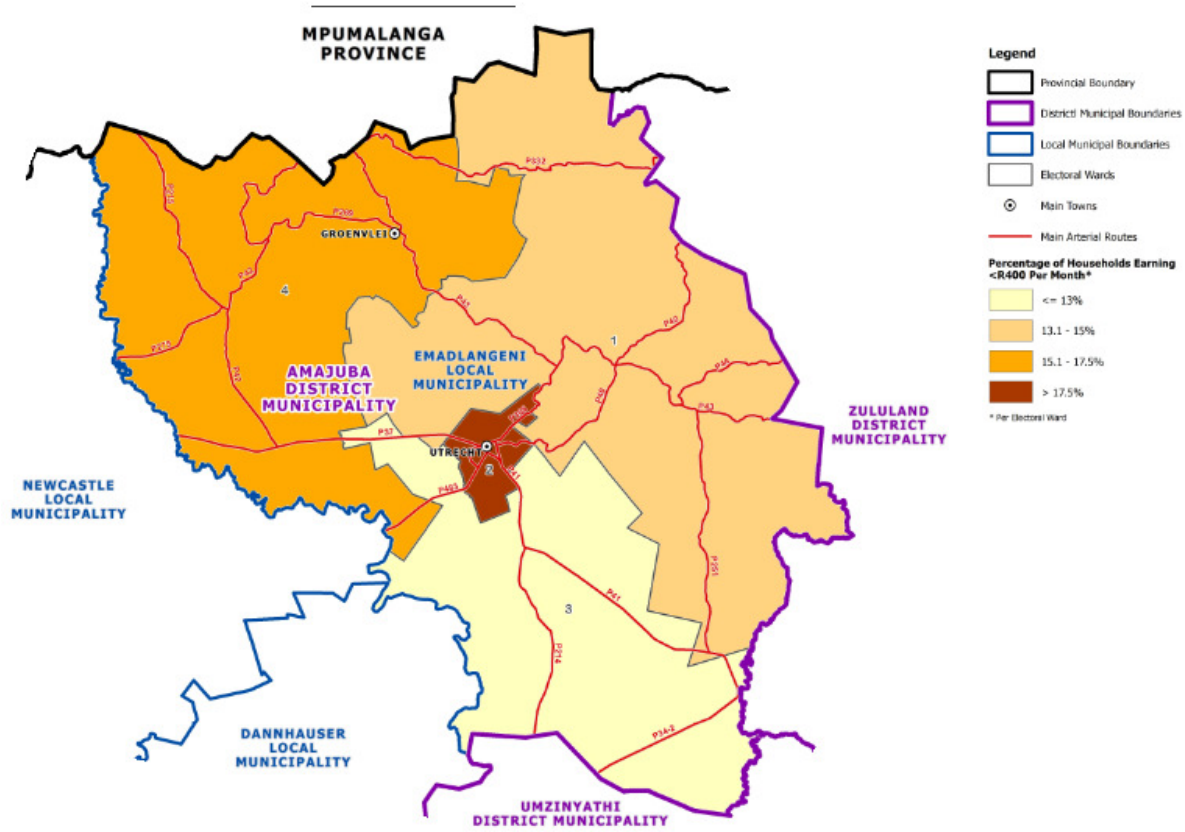
The table excludes those members of the community that get government grants.

**Table 26: Individual monthly income including government grants**

<b>INCOME CATEGORY</b>	<b>Male</b>	<b>Female</b>
No income	5640	6217
R 1 - R 400	5341	5106
R 401 - R 800	865	1636
R 801 - R 1 600	2211	1955
R 1 601 - R 3 200	495	275
R 3 201 - R 6 400	350	230
R 6 401 - R 12 800	303	220
R 12 801 - R 25 600	181	112
R 25 601 - R 51 200	71	25
R 51 201 - R 102 400	10	4
R 102 401 - R 204 800	12	5
R 204 801 or more	2	1
<b>Total</b>	<b>15481</b>	<b>15788</b>

The table indicates a huge leap in the number of people with access to income. A total of 13 760 people are reliant on some form of government grant for income. This shows that the majority of the population is solely dependent on government for survival. This puts added pressure on the already small municipal budget and other resources.

### Map 8: Distribution of Low Income Households



From the above map it can be seen that the highest percentage of low income households are concentrated around the town of Utrecht. The second highest percentage of low income households is in Ward 2.

### 2.8 INDIGENT POPULATION

The Municipality has an indigent policy in place but is yet to review the Indigent register which will inform the provision of free basic services. In terms of free basic services Emadlangeni provides 50kW per household per month as well removal of refuse once per week. The Amajuba District provides 6 kl per household per month and free basic sanitation.

## 3. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL ANALYSIS

### 3.1. MUNICIPAL POWERS AND FUNCTIONS

The powers and functions of the Municipality are described in the table below.

**Table 27: Municipal Powers and Functions**

Function Schedule 4	Authorizations	Description
Air pollution	Yes	Any change in the quality of the air that adversely affects human health or well-being or the ecosystems useful to mankind, now or in the future.
Building regulations	Yes	The regulation, through by-laws, of any temporary or permanent structure attached to, or to be attached to, the soil within the area of jurisdiction of a municipality, which must at least provide for: <ul style="list-style-type: none"> <li>▪ Approval of building plans;</li> <li>▪ Building inspections, and</li> <li>▪ Control of operations and enforcement of contraventions of building regulations.</li> </ul> If not already provided for in the national and provincial legislation.
Child care facilities	Yes	Facilities for early childhood care and development which fall outside the competence of national and provincial government pertaining to child care facilities.
Electricity reticulation	Yes	Bulk supply of electricity, which include for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity, and also the regulation, control and maintenance of the electricity reticulation network, tariff policies, monitoring of the operation of the facilities for adherence to standards and registration requirements, and any other matter pertaining to the provision of electricity in the municipal areas.
Fire Fighting	Yes	In relation to District Municipality "Fire fighting" means: Planning, co-ordination and regulation of fire services; specialized fire fighting services such as mountain, veld and chemical fire services; co-ordination of the standardization of infrastructure.
Local tourism	Yes	The promotion, marketing and if applicable, the development, of any tourists attraction within the area of the municipality with a view to attract tourists, to ensure access, and municipal services to such attractions, and to regulate, structure and control the tourism industry in the municipal area subject to any provincial and national legislation, and

		without affecting the competencies of national and provincial government pertaining to nature conservation, museums, libraries and provincial cultural matters.
Municipal airport	No	A demarcated area of land or water or a building which is used or intended to be used, either wholly or in part, for the arrival or departure of aircraft which includes the establishment and maintenance of such facility including all infrastructure and services associated within an airport, and the regulation and control of the facility, but excludes airport falling within the competence of national and provincial government.
Municipal Planning	Yes	The compilation and implementation of and integrated development plan in terms of the Systems Act.
Municipal Health Services	No	Subject to an arrangement with MECs to do the necessary authorizations, or alternatively, subject to amendments to the Structures Act, Municipal Health Service means environmental health services performed by a district municipality and includes:• Air pollution, Noise pollution; Solid Waste Removal; Water and Sanitation; Licensing and control of undertakings that sell food to the public; Control of public nuisance; and Facilities for the accommodation, care and burial of animals.
Municipal public transport	Yes	The regulation and control, and where applicable, the provision of:• Services for the carriage of passengers, whether scheduled or unscheduled, operated on demand along a specific route or routes or, where applicable, within a particular area• Schedule services for the carriage of passengers, owned and operated by the municipality, on specific routes.
Pontoons and ferries	Yes	Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matter related thereto, and matters falling within the competence of national and provincial governments
Storm water	Yes	The management of systems to deal with storm water in built-up areas
Trading regulations	Yes	The regulation of any area facility and/or activity related to the trading of goods and services within the municipal area not already being regulated by national and provincial legislation
Water (Potable)	No	The establishment, operation, management and regulation of a potable water supply system, including the services and infrastructure required for the regulation of water conservation, purification, reticulation and distribution, bulk supply points, metering, tariffs setting and debt collection so as ensure reliable supply of a sufficient quality and quantity of water to households, including informal households, to support life and personal hygiene.
Sanitation	No	The establishment, provision, operation, management, maintenance and regulation of a system, including infrastructure, for the collection, removal, disposal and/or

		purification of human excreta and domestic waste-water to ensure minimum standard of service necessary for safe and hygienic households.
<b>Schedule 5</b>		
Amusement facilities /Beaches	Yes	A public place for entertainment. The area for recreational opportunities and facilities along the sea shore available for public use and any other aspect in this regard which falls outside the competence of the national and provincial government.
Billboards and the display of advertisements in public places	Yes	The display of written or visual descriptive material, any sign or symbol or light that is not intended solely for illumination or as a warning against danger which promotes the sale and/or encourages the use of goods and services found in: <ul style="list-style-type: none"> <li>▪ Streets;</li> <li>▪ Roads;</li> <li>▪ Thoroughfares;</li> <li>▪ Sanitary passages;</li> <li>▪ Squares or open spaces; and/or</li> <li>▪ Private property.</li> </ul>
Cemeteries, funeral parlours and crematoria	Yes	The establishment, conduct and control of facilities for the purpose of disposing of human and animal remains.
Cleansing	Yes	The cleaning of public streets, roads and other public spaces either manually or mechanically
Control of public nuisance	Yes	The regulation, control and monitoring of any activity, condition or thing that may adversely affect a person or a community
Control of undertakings that sell liquor to the public	Yes	The control of undertakings that sell liquor to the public that is permitted to do so in terms of provincial legislation, regulation and licenses, and includes an inspection service to monitor liquor outlet for compliance to license requirements in as far as such control and regulation are not covered by provincial legislation.
Facilities for the accommodation, care and burial of animals	Yes	The provision of and/or the regulation, control and monitoring of facilities which provide accommodation and care for well or sick animals and the burial or cremation of animals, including monitoring of adherence to any standards and registration requirements outlined in legislation.
Fencing and fences	Yes	The provision and maintenance and/or regulation of any boundary or deterrents to animals and pedestrians along streets or roads.
Licensing of dogs	Yes	The control over the number and health status of dogs through a licensing mechanism.
Licensing and control of undertakings that sell food to the public	Yes	Ensuring the quality and the maintenance of environmental health standards through regulation, a licensing mechanism and monitoring of any place that renders in the course of any commercial transaction, the supply of refreshments or meals for consumption.

Local amenities	Yes	The provision, manage, preserve and maintenance of any municipal place, and building reserved for the protection of places or objects of scenic, natural, historical and cultural value or interest and the provision and control of any such or other facility for public use but excludes such places, land or buildings falling within competencies of national and provincial governments.
Local sport facilities	Yes	The provision, management and/or control of any sport facility within the municipal area.
Markets	Yes	The establishment, operation, management, conduct, regulation and/or control of markets other than fresh produce markets including market permits, location, times, conduct etc.
Municipal abattoirs	Yes	The establishment, conduct and/or control of facilities for the slaughtering of livestock.
Municipal parks and recreation	Yes	The provision, management, control and maintenance of any land, gardens or facility set aside for recreation, sightseeing and/or tourism and includes playgrounds but excludes sport facilities.
Municipal roads	Yes	The construction, maintenance, and control of a road which the public has the right to and includes, in addition to the roadway the land of which the road consists or over which the road extends and anything on that land forming part of, connected with, or belonging to the road.
Noise pollution	Yes	The control and monitoring of any noise that adversely affects human health or well-being or the ecosystems useful to mankind, now or in the future.
Pounds	Yes	The provision, management, maintenance and control of any area or facility set aside by the municipality for the securing of any animal or object confiscated by the municipality in terms of its by laws.
Public places	Yes	The management, maintenance and control of any land or facility owned by the municipality for public use.
Refuse removal, refuse dumps and solid waste disposal	Yes	The removal of any household or other waste and the disposal of such waste in an area, space or facility established for such purpose, and includes the provision, maintenance and control of any infrastructure or facility to ensure a clean and healthy environment for the inhabitants of a municipality.
Street trading	Yes	The control, regulation and monitoring of the selling of goods and services along a public pavement, road reserve and other public places.
Street lighting	Yes	The provision and maintenance of lighting for the illuminating of streets.
Traffic and parking	Yes	The management and regulation of traffic and parking within the area of the municipality including but not limited to, the control over operating speed of vehicles on municipal roads.
Municipal public works		Any supporting infrastructure or services to empower a municipality to perform its functions

### 3.2. ORGANISATIONAL STRUCTURE

The Organisational Structure was reviewed and adopted by Council at the beginning of the financial year. A revised selection, recruitment and appointment policy that seeks to address the imbalances in the employment profile of the Municipality has been adopted by Council. There are ninety nine employees in the Municipality. Council approved five departments in the Municipality the departments are as follows:

- Office of the Municipal Manager
- Corporate Services
- Technical Services
- Budget and Treasury Office
- Community Services

The Heads of each department mentioned above, roles as well as responsibilities are directly linked to the Performance Management System in terms of Section 57 of the Municipal Systems Act. This is turn monitors and reports the performance as suggested in legislation.

**Table 28: Departmental Functions**

Department	Functions
<b>Office of the Municipal Manager</b>	Municipal Management; Municipal Planning (IDP and PMS); and Municipal Finance Management. Town Planning and; Land use management Internal Audit
<b>Corporate Services</b>	<b>Administration:</b> it is responsible for advertisements in public places; skills development, labour relations, council secretariat, registry; communication and IT.
<b>Budget and Treasury Offices</b>	<b>Income:</b> is responsible for Revenue Management; Debt Management and internal control. <b>Expenditure:</b> is responsible for expenditure management; procurement; materials; insurance; internal control and properties Supply Chain Management, assets and facilities.
<b>Technical Services</b>	<b>Electrical:</b> is responsible for electricity and gas reticulation and street lighting.  <b>Civil Services:</b> is responsible for air pollution; municipal airports; municipal public works; storm water management; fence and fences; municipal roads; responsible for Building Regulations, infrastructure planning ,housing, maintenance of assets and facilities
<b>Community Services</b>	<b>Protection:</b> it is responsible for fire-fighting services; noise pollution;

Department	Functions
	public places; street trading; traffic and parking; disaster ; control of public nuisances; municipal public transport; public safety; motor licensing ;roadworthy testing; and municipal policing <b>Community services</b> ::; Pounds; Local Tourism management; promotion of local economic development and facilitation of housing development, municipal parks and recreation, Cemeteries, cleansing, burial of animals, markets; municipal abattoirs, local sports facilities, a refuse removal, refuse dumps, solid waste, HIV/Aids, environment, youth , gender and elders, sports ,arts and culture, disaster management, public nuisance, libraries.

The municipality consists of a workforce of **104 people** of which **64 are permanent, 34 contract workers and 6 temporary employees**. Of which Black males are 62%, black females 18%, white females 6%, white male 8%, colored male 3% and colored female 3%.

The critical vacant positions are: the Municipal Manager, Director Technical Services and Director Corporate Services. The Municipality has a challenge of losing employees to larger municipalities as a result of its inability to compete financially.

There is a dire need to review the Human Resource Strategy and Retention Policy to ensure that the municipality retains its employees.

### 3.3. COUNCIL COMMITTEES

The municipality comprises of seven Councilors. Currently there are 4 portfolio committees established by Council in terms of Section 79, of the Municipal Structures Act, 1998 namely:

- Technical Portfolio Committee
- Finance Portfolio Committee
- Community Portfolio Committee
- Corporate Portfolio Committee

### 3.4. MUNICIPAL POLICIES AND PLANS

The following policies have been developed and implemented in the municipality.

**Table 29: Summary of municipal policies being implemented**

<b>Policy</b>	<b>Status</b>
<b>Human Resources Policies</b>	
Death Responsibility Policy	Draft in place
Recruitment, selection and appointment policy	Adopted and implemented
Council vehicle policy	Adopted and implemented
Delegation Framework	Adopted and implemented
Supply Chain Management Framework	Adopted and implemented
Indigent Policy	Adopted and implemented
Housing Subsidy Policy	Adopted and implemented
Human Resource Development Policy	Adopted and implemented
Code of Conduct	Adopted and implemented
Acting Policy	Adopted and implemented
Placement Policy	Adopted and implemented
Delegation Policy	Adopted and implemented
Workplace Skills Plan	Adopted and implemented
Employment Equity Policy	Adopted and implemented
<b>Financial Policies</b>	
Budget Policy	Adopted and implemented
Virement Policy	Adopted and implemented
Remuneration Policy	Adopted and implemented
Re-imbusement Policy	Adopted and implemented
Travel and Subsistence	Adopted and implemented
<b>Other</b>	

Communication Plan	Draft in place
Property Rates policy	Adopted and implemented
Municipal By-laws	Adopted and implemented
Building works, Building Plans, completion: Policies and Procedures	Adopted and implemented
Ward Committee Establishment Policy	Adopted and implemented
HIV/AIDS and Chronic Illness Policy	Draft in place

### 3.5. HUMAN RESOURCE DEVELOPMENT

#### 3.5.1 Employment Equity

The Municipality adopted an **Employment Equity Plan** on 1 July 2008. The plan was reviewed in 2011. In the plan equitable representation goals and affirmative action objectives have been adhered to.

The Employment Equity Plan strives to undo the imbalances inherent in the employment profile. In terms of the implementation of the Employment Equity Plan it must be noted that Emadlangeni is moving in the right direction. This is evident as fifty (50%) percent of the total top management is made up of the designated group while non-designated group and women are twenty five (25%) percent. The middle management is one hundred (100%) percent women. Seventy five (75%) percent of the professional staff is made up of the designated group and twenty five (25%) percent is the women.

#### 3.5.2 Skills Development and Human Resource Development

The Municipality has adopted a Human Resource Development Policy and is currently being implemented. In terms of the skills development plan the following training programmes were identified for in the 2012/13 financial year:

**Table 30: Summary of training and skills development**

Training and skills development intervention	Skills Priority no	Total number of staff to be trained	Estimated Cost
MFMA	3	15	R 35 000
Records Management	2	1	R 15 000
Supply Chain Management	4	11	R 0
Labour Relations Act	5	2	R 12 000
Policy Development	6	4	R 16 000
Local Economic Development	7	4	R 16 000
Civil Technician	8	1	R 15 000

Electrician	8	1	R 15 000
ABET Level 1 and 2	9	35	R 0
SDF	10	1	R 0
Computer literacy for Councillors	11	7	R 22 000
Loader operator skills	12	4	R 16 000
OHS	13	6	R 21 000
PAYDAY PAYROLL	1	5	R 15 000
Assessor/Mentor/Facilitator Program	14	10	R 20 000
Fire Fighter	15	10	R 20 000

Source: Workplace Skills Plan

The reviewed Work Place Plan has identified new training needs and a budget vote for training will be created to ensure that the municipality complies with the Skills Development Act. A copy of the plan is included in the IDP.

## 4. SERVICE DELIVERY AND INFRASTRUCTURE ANALYSIS

### 4.1 WATER AND SANITATION

Emadlangeni has had enormous challenges in terms of infrastructure development and service delivery. The inability of the Municipality to fill the vacancy of Director: Technical Services for more than a year has contributed to this challenge.

The District Municipality is the mandated authority in respect of water and sanitation.

The following table provides a summary of the level of access to piped water in the 4 wards of the Municipality according to the 2011 Census.

**Table 31: Level of Water Services**

	Piped (tap) water inside dwelling	Piped (tap) water inside yard	Piped (tap) water on community stand: less than 200m from dwelling	Piped (tap) water on community stand: between 200m and 500m from dwelling	Piped (tap) water on community stand: between 500m and 1000m (1km) from dwelling	Piped (tap) water on community stand: greater than 1000m (1km) from dwelling	No access to piped (tap) water	Total
KZN253: Emadlangeni	1 689	721	667	358	149	87	2 581	6 252
Ward 1	152	136	171	19	17	21	1 191	1 706
Ward 2	1 043	368	9	2	0	1	24	1 448
Ward 3	357	117	151	161	95	33	768	1 682
Ward 4	137	100	337	176	37	31	599	1 416

Access to piped water inside dwellings has grown by 5%. The majority of the population uses boreholes, rain water, streams and water tankers as their sources of water. The following table provides a more summarized version of water service level as derived from the Amajuba Internal Backlog Monitoring Database.

**Table 32: Summary of Water Services**

STANDARDS	% DESTRIBUTION
Below basic level of services (backlog)	76
Basic level of service	13,2
Above basic level of service	17.0
<b>Total</b>	<b>100.0</b>

Source: Amajuba Internal Backlog Monitoring Database, 2010

The figures for the eMadlangeni municipality have largely remained unchanged over the past year. The situation will, however, improve with the construction of the eMadlangeni bulk pipe line and the water resources development plan that has been adopted.

**Table 33: Access to water by type**

<b>Access to water</b>	<b>Total</b>
Piped water inside the dwelling	1 752
Piped water inside the yard	514
Piped water from access point outside the yard	391
Borehole	711
Spring	345
Dam / Pool	276
River / Stream	982
Water vendor	40
Rain water tank	141
Other	57

Source: Stats SA 2011 Census

Water supply infrastructure is in a relatively good condition in Utrecht town.

A pressing need exist to provide basic water supply in the rural areas. Many households are still obtaining their water from rivers and boreholes. It must be noted that many of the rural households form part of the land reform projects and that provision of services, including water, should have been provided through the establishment grant. The distorted settlement patterns in the rural areas also make it difficult and very expensive to establish water connections.

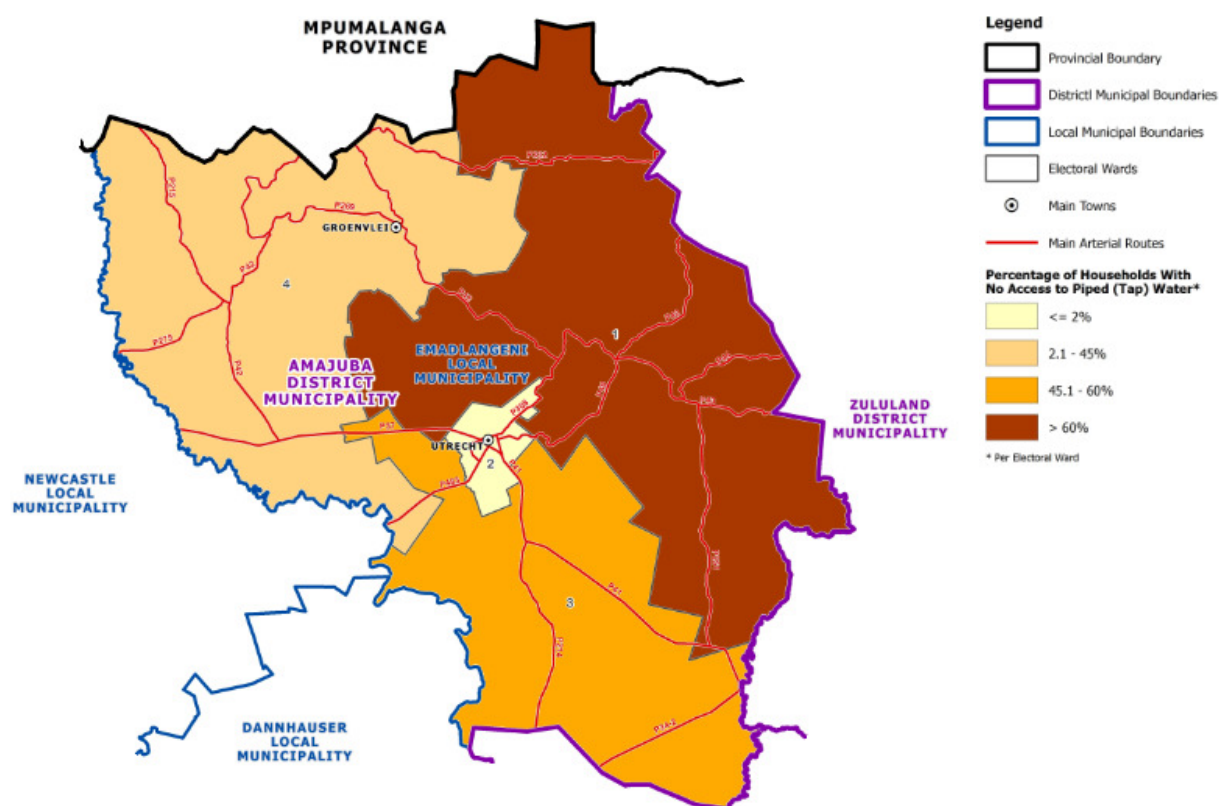
The following table provides an indication of the funding required to eradicate the water backlog within the Emadlangeni Municipality as determined by the Amajuba WSA (Water Services Authority).

**Table 34: Total water Investment Needs**

<b>Funding required to eradicate water backlogs within the national target timeframe in Amajuba WSA</b>	<b>Amount</b>	
	<b>HHs</b>	<b>Amount</b>
Emadlangeni	5 194	85 400 000

Access to piped water in the Emadlangeni Municipality is depicted in the following map.

### Map 9: Access to Piped Water



The following table provides a summary of the access to toilet facilities in the 4 wards of the Municipality according to the 2011 Census.

**Table 35: Access to Toilet Facilities**

	None	Flush toilet (connected to sewerage system)	Flush toilet (with septic tank)	Chemical toilet	Pit toilet with ventilation (VIP)	Pit toilet without ventilation	Bucket toilet
KZN253: Emadlangeni	956	1783	289	759	136	2015	36
Ward 1	588	74	64	368	58	396	25
Ward 2	18	1331	38	2	36	19	1
Ward 3	170	277	135	250	20	736	4
Ward 4	180	102	52	139	22	865	5

The following table provides a summary of access to sanitation facilities (in line with standards) in the municipal wards.

**Table 36: Access to Sanitation Facilities per Ward**

WARD	NUMBER OF HH ACCESS TO SANITATION	BACKLOG	TOTAL	% OF HH WITH ACCESS TO SANITATION	% BACKLOG
1	1118	588	1706	65.5	34.5
2	1429	18	1447	98.7	1.3
3	1512	169	1682	89.9	10.1
4	1235	180	1415	87.3	12.7

Source: Stats SA 2011 Census

**Table 37: Access to sanitation per type**

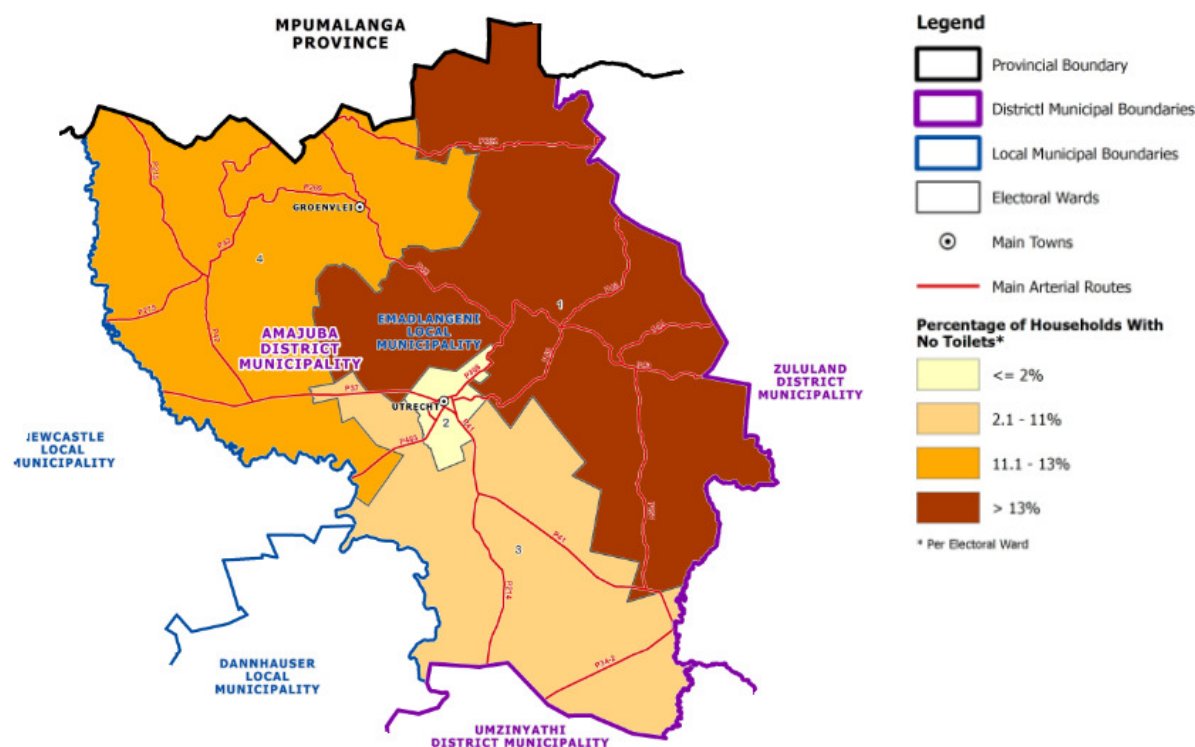
SANITATION TYPE	2001	2011
Flush toilet (connected to sewage)	18.2	29.8
Flush toilet (with septic tank)	9.2	4.8
Chemical toilet	1.7	12.7
Pit toilet with ventilation (VIP)	4.4	2.3
Pit toilet without ventilation	28.4	33.7
Bucket toilet	0.5	0.6
None	37	16
Total	100	100

Source: Stats SA Census 2011

From the tables above, it is evident that great strides have been made in the past 10 years to reduce the backlog in sanitation. There is a 21% decrease in the number of households with no access to any type of sanitation facilities and a 10.1% increase in the number of households with flush toilets connected to the sewage system.

Sanitation interventions are still required to ensure that the backlog is fully eradicated in the near future. The following map provides a more graphic representation of accessibility to toilet facilities in the Emadlangeni Municipality.

### Map 10: Access to Toilet Facilities



## 4.2 ENERGY

According to the 2011 Census, there has been a 19.7% increase of households with access to electricity when compared to 2001. A total of 1222 households have been connected to electricity from 2001. There has also been a significant decrease of households using candles. The following series of tables provide a summary of the latest census figures regarding energy.

**Table 38: Access to Energy for Lighting per Ward**

WARD	ELECTRICITY	GAS	PARAFIN	CANDLES	SOLAR	TOTAL
1	171	6	21	1456	21	1675
2	1382	1	5	56	2	1446
3	929	13	22	683	27	1673
4	551	3	5	827	29	1415
<b>EMADLANGENI</b>	<b>3032</b>	<b>22</b>	<b>53</b>	<b>3022</b>	<b>79</b>	<b>6207</b>

Source: Stats SA 2011 Census

**Table 39: Percentage (%) Access to Electricity for Lighting per Ward**

WARD	ELECTRICITY	GAS	PARAFIN	CANDLES	SOLAR	TOTAL
1	10.2	0.3	1.3	87	1.2	100
2	95.6	0.1	0.3	3.9	0.1	100
3	55.5	0.7	1.3	40.8	1.6	100
4	38.9	0.2	0.3	58.5	2.1	100
<b>EMADLANGENI</b>	<b>48.8</b>	<b>0.4</b>	<b>0.8</b>	<b>48.7</b>	<b>1.3</b>	<b>100</b>

Source: Stats SA 2011 Census

There has been a 9.7% increase in households using electricity for heating from 2001. The settlement patterns in the rural areas are too fragmented thus making it very expensive to connect them to grid electricity. The municipality is exploring the route of solar energy as a possible solution to this challenge.

**Table 40: Electricity for Heating per Ward**

WARD	ELECTRICITY	GAS	PARAFFIN	WOOD	COAL	ANIMAL DUNG	SOLAR	OTHER	TOTAL
1	101	24	10	1484	53	0	1	0	1673
2	1028	48	32	82	74	5	2	0	1271
3	535	41	48	694	142	124	1	2	1587
4	339	14	24	771	89	141	1	2	1380
<b>EMADLANGENI</b>	<b>2003</b>	<b>125</b>	<b>114</b>	<b>3031</b>	<b>358</b>	<b>270</b>	<b>6</b>	<b>4</b>	<b>5911</b>

Source: Stats SA 2011 Census

**Table 41: Percentage (%) Electricity for Heating**

WARD	ELECTRICITY	GAS	PARAFFIN	WOOD	COAL	ANIMAL DUNG	SOLAR	OTHER	TOTAL
1	6	1.4	0.6	88.7	3.2	0	0.1	0	100
2	80.9	3.7	2.5	6.5	5.8	0.4	0.2	0	100
3	33.7	2.6	3.1	43.7	8.9	7.8	0.1	0.1	100
4	24.5	1	1.7	55.8	6.5	10.2	0.1	0.1	100
<b>EMADLANGENI</b>	<b>33.9</b>	<b>2.1</b>	<b>1.9</b>	<b>51.3</b>	<b>6.1</b>	<b>4.6</b>	<b>0.1</b>	<b>0.1</b>	<b>100</b>

Source: Stats SA 2011 Census

The use of wood has increased by 0.1% from 2001. This is an immense challenge because it leads to de-forestration and is harmful to the environment. COP 17 resolutions discourages such practices, it is therefore important that an alternative source of energy be provided in the near future.

**Table 42: Access to Energy for Cooking per Ward**

WARD	ELECTRICITY	GAS	PARAFFIN	WOOD	COAL	ANIMAL DUNG	SOLAR	OTHER	TOTAL
1	135	46	38	1454	28	0	0	0	1702
2	1278	72	50	26	17	5	0	0	1448
3	694	68	103	603	92	113	3	3	1678
4	408	52	44	737	79	93	0	2	1414
<b>EMADLANGENI</b>	<b>2515</b>	<b>238</b>	<b>234</b>	<b>2820</b>	<b>216</b>	<b>211</b>	<b>3</b>	<b>5</b>	<b>6241</b>

Source: Stats SA 2011 Census

**Table 43: Percentage (%) Access to Energy for Cooking**

WARD	ELECTRICITY	GAS	PARAFFIN	WOOD	COAL	ANIMAL DUNG	SOLAR	OTHER	TOTAL
1	8	2.7	2.2	85.4	1.7	0	0	0	100
2	88.3	4.9	3.4	1.8	1.2	0.3	0	0	100
3	41.3	4	6.1	35.9	5.5	6.8	0.2	0.2	100
4	28.8	3.7	3.1	52.1	5.6	6.6	0	0.1	100
<b>EMADLANGENI</b>	40.3	3.8	3.8	45.2	3.5	3.4	0	0.1	100

Source: Stats SA 2011 Census

Wood is again the highest source for heating at 45.2%. As stated above the use of wood is not environmentally friendly and this source will not be sustainable in the long run. It is however pleasing to report that the use of electricity for cooking has increased by 15% from 2001.

### 4.3 REFUSE REMOVAL

A detailed analysis of the refuse collection and waste management in general in the district is contained in the Integrated Waste Management Plan compiled by Amajuba DM. The Solid Waste Plan recommended that the most viable refuse collection option was for the status quo to remain whereby there is no regional disposal site and that the local municipalities collect refuse in their municipal area. The following series of tables provide a summary of the census 2011 outcomes with regard to refuse removal in the Emadlangeni Municipality.

**Table 44: Refuse Disposal per Ward (%)**

WARD	REMOVED BY LOCAL AUTHORITY AT LEAST ONCE A WEEK	REMOVED BY LOCAL AUTHORITY LESS OFTEN	COMMUNAL REFUSE DUMP	OWN RUBBISH DUMP	NO RUBBISH DISPOSAL
1	2.6	0.7	1.5	83	12.1
2	89.4	0.8	6.1	3.4	0.3
3	9	3.5	5.7	77.7	3.9
4	1.6	0.8	0.7	92.2	4.7
<b>EMADLANGENI</b>	24.4	1.5	3.5	65.1	5.5

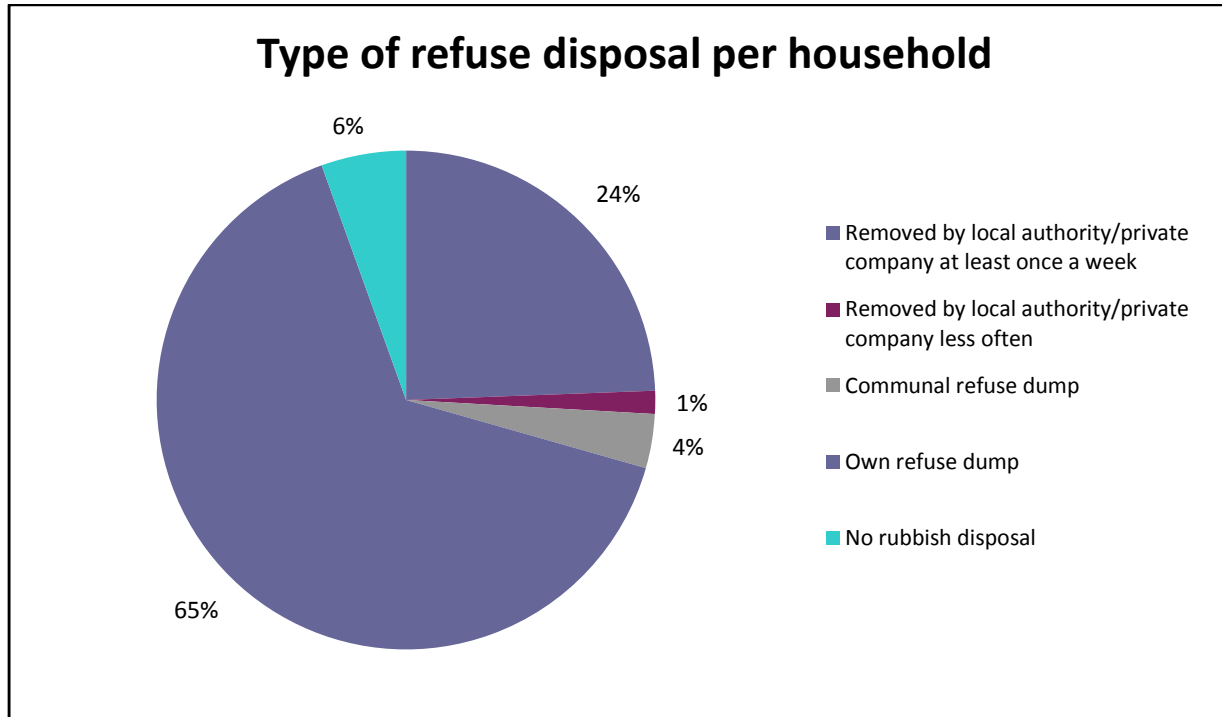
Source: Stats SA 2011 Census

**Table 45: Refuse Disposal Comparisons**

REFUSE DISPOSAL TYPE	CENSUS 2001 (%)	CENSUS 2011 (%)
Removed by local authority at least once a week	17	24.4
Removed by local authority less often	1.9	1.5
Communal refuse dump	2.8	3.5
Own rubbish dump	57.8	65.1
No rubbish dump	20.4	5.5

Source: Stats SA Census 2011

**Figure 9: Type of Refuse Disposal per Household**



Source: Stats SA 2011 Census

The Amajuba District Municipality has proposed that an educational campaign be launched to teach and sensitize households about this subject. Emadlangeni supports this proposal.

Due to the vastness of wards, it would not be viable for the municipality to collect refuse in ward 1, 3 and 4 weekly. It would be too expensive. Alternative methods of refuse disposal must be explored in order to offset this challenge.

Emadlangeni currently has a dump site and is seeking funds to upgrade the dump site into a registered land fill site.

#### **4.4 ROADS**

According to the Amajuba Baseline study conducted in 2005 about 75% of the households have a basic level of road service and only 10% of households walk more than 5km or 30 minutes to the main road.

**Table 46: Accessibility to Roads per Household**

SERVICE STANDARD	NUMBER OF HOUSEHOLDS	% DISTRIBUTION
Below basic level of service	572	10.1
Basic level of service	3998	70.6
Above basic level of service	1093	19.3
<b>Total</b>	<b>5663</b>	<b>100</b>

Source: Amajuba Backlog Study 2005

The municipality relies on the Municipal Infrastructure Grant for the construction and rehabilitation of roads. The grant is conditional and only allows for the construction of gravel roads. This condition is posing a challenge in terms of the rehabilitation of tar roads in ward 2.

The municipality needs to look at methods of enhancing revenue and then address the challenge of the tar roads.

## 4.5 HOUSING

A Housing Plan has been prepared which identifies backlogs and targets for delivery. A high percentage for Emadlangeni inhabitants, reside in traditional dwellings or structures. This indicates a large number of individuals concentrated in rural areas. This also indicates a potential housing backlog within the Municipality. Adding to this, a large of people live in brick structures on separate stands or yards but this figure is not as high as the former category.

Overall this indicates that the Municipality has a large area of land and mostly subserviced. The reason for low level services is partly due to the low population /km making service provision expensive.

**Table 47: Household Types per Ward**

HOUSEHOLD TYPE	WARD1	WARD 2	WARD 3	WARD 4
House or brick/concrete block structure on a separate stand or yard or on a farm	17.8	85.1	67.2	45.9
Traditional dwelling/hut/structure made of traditional materials	75.3	2.9	23.8	48.1
Flat or apartment in a block of flats	4.3	5.7	3.5	0.5
Town/ Cluster/ semi-detached house	0.1	2.8	0.2	0
House/flat/room in backyard	0.6	1.9	0.6	0.5
Informal dwelling (shack; in backyard)	0.3	0.9	1.8	1.6
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	0.7	0.2	1.5	2.5
Room/flatlet on a property or larger	0	0	0.2	0.1

dwelling/servants quarters/granny flat				
Caravan/tent	0.5	0.2	0.8	0.1
Other	0.3	0.3	0.4	0.6
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

Source: Stats SA 2011 Census

**Table 48: Percentage (%) Household Types**

HOUSEHOLD TYPE	CENSUS 2001	CENSUS 2011
House or brick/concrete block structure on a separate stand or yard or on a farm	34.1	53
Traditional dwelling/hut/structure made of traditional materials	48.2	38.5
Flat or apartment in a block of flats	8.2	3.6
Town/ Cluster/ semi-detached house	1.3	7
House/flat/room in backyard	4.4	0.9
Informal dwelling (shack; in backyard)	1.2	1.1
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	1.8	1.2
Room/flatlet on a property or larger dwelling/servants quarters/granny flat	0.7	0.1
Caravan/tent	3	0.4
Other	0	0.4
<b>Total</b>	<b>100</b>	<b>100</b>

Source: Stats SA 2011 Census

There has been a 19% increase of brick or concrete structure built 2001. This reduces the number of households vulnerable to natural disasters like heavy rains and wind.

**Table 49: Housing Backlog**

MUNICIPALITY	BELOW RDP STANDARDS	COST
Emadlangeni	5194	23 000 000.00

The current low cost housing projects in progress are:

- 589 units at GroedeHoop is at a planning phase
- 31 new units to be built and the 60 existing units to be renovated at Khayaletu and transferred to the current occupants.

The main focus of Emadlangeni Municipality is to delivery 589 low cost houses in GroedeHoop. An additional 31 new units and renovations to the 60 existing units at Khayaletu village are at a planning stage as another low cost housing project.

## 4.6 CONSTRAINTS TO SERVICE DELIVERY

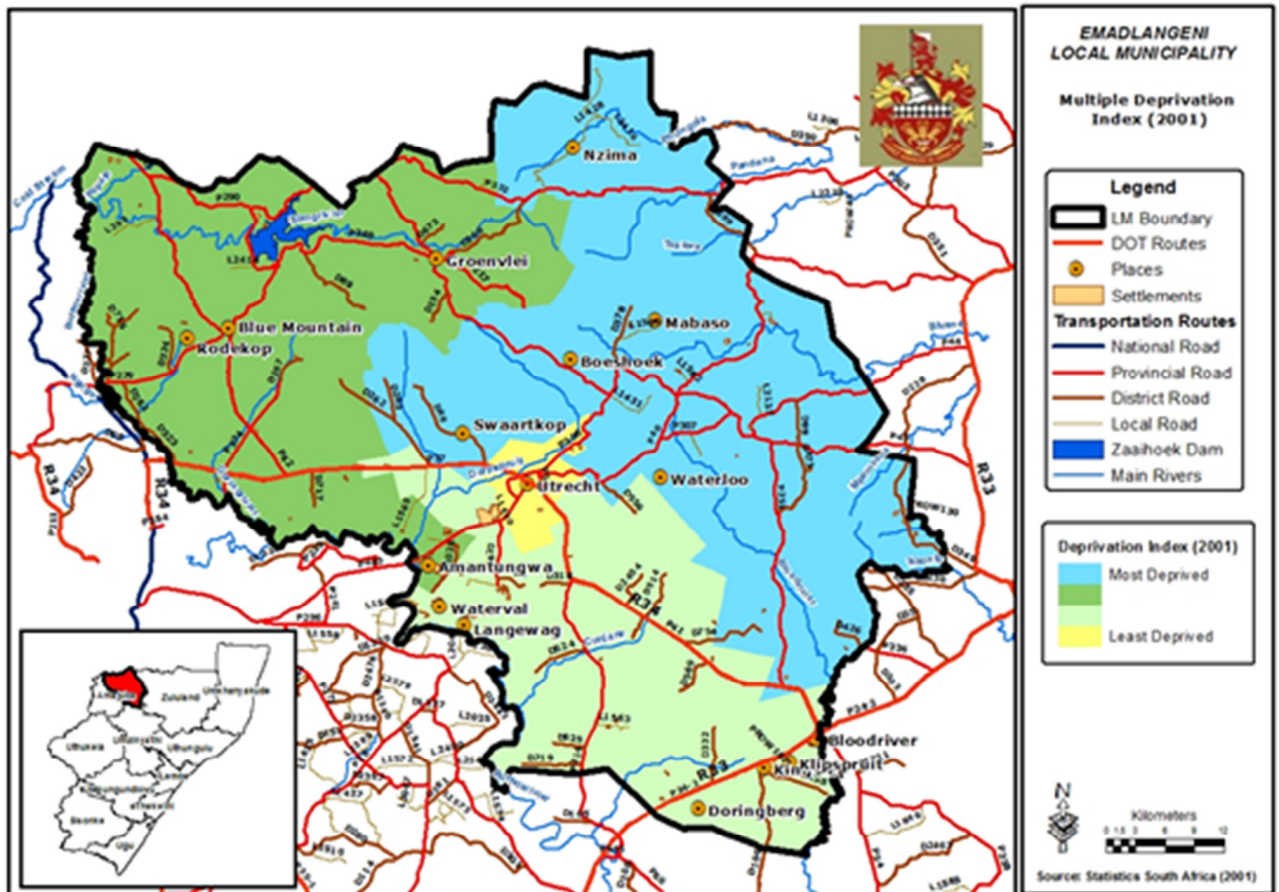
**Table 50: Constraints to Service Delivery**

KEY ISSUE	DESCRIPTION
Lack of municipal infrastructure <b>policies</b>	<ul style="list-style-type: none"> <li>▪ Acceptable service levels: Most of the communities opt for higher services levels that later result in a burden of maintenance and operations.</li> <li>▪ The use of infrastructure asset management principles: Infrastructure life cycle management is not utilised.</li> </ul>
Lack of adequate infrastructure <b>information</b> and infrastructure	<ul style="list-style-type: none"> <li>▪ Historic backlogs: Historic backlogs are not determined and are not time referenced.</li> <li>▪ Inaccurate information and <b>OLD</b> information tabled on the backlogs</li> <li>▪ Increasing needs due to migration and growth in population numbers, thus increasing and decreasing backlog in specific areas.</li> <li>▪ Integrated communities with different service levels (differentiating between basic levels of service and higher order services)</li> </ul>
<b>Deterioration</b> of existing infrastructure	<ul style="list-style-type: none"> <li>▪ Significant water losses</li> <li>▪ Limited conservation and demand management</li> <li>▪ Pollution of rivers and dams</li> <li>▪ Poor or no maintenance</li> </ul>
<b>Institutional</b> arrangements	<ul style="list-style-type: none"> <li>▪ Poor or no maintenance</li> <li>▪ Lacking municipal institutional arrangement</li> <li>▪ Lack of suitably trained staff (or very few staff in the technical departments)</li> <li>▪ Limited or no service quality monitoring (e.g. drinking and effluent water quality, etc)</li> </ul>
<b>Funding</b> and financial issues	<ul style="list-style-type: none"> <li>▪ Metering (either pre-paid or conventional) of water and energy consumption</li> <li>▪ Lack of revenue, indigent policies and enforcement</li> <li>▪ Private sector investors and lenders not attracted to invest in infrastructure roll-out</li> <li>▪ MIG Cashflow constrains is directly attributable for the adverse implementation of the Water and sanitation projects.</li> </ul>

## 4.7 DEPRIVATION

Deprivation refers to peoples' unmet needs, whereas poverty refers to the lack of resources required to meet those needs. In terms of Emadlangeni Municipality, the most deprived Ward is Ward 1 which includes the areas of Mabaso and Nzima. The least deprived Ward is Ward 2 which incorporates the town of Utrecht.

Map 11: Deprivation Map



## 4.8 SWOT ANALYSIS

**Table 51: SWOT Analysis for Service Delivery and Infrastructure**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• Small population</li> </ul>	<ul style="list-style-type: none"> <li>• Scattered settlement patterns</li> </ul>
<ul style="list-style-type: none"> <li>• Availability of a Capital Budget and a Capital Programme</li> </ul>	<ul style="list-style-type: none"> <li>• Poor maintenance of existing infrastructure</li> </ul>
	<ul style="list-style-type: none"> <li>• Depleted equipment</li> </ul>
	<ul style="list-style-type: none"> <li>• Minimal Capital Budget</li> <li>• Huge infrastructure backlogs</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>• Employment of a Senior Engineer and two technician</li> </ul>	<ul style="list-style-type: none"> <li>• Community unrest</li> </ul>
<ul style="list-style-type: none"> <li>• Budget vote for maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of Local Economic Development</li> </ul>

## **5. LOCAL ECONOMIC AND SOCIAL DEVELOPMENT ANALYSIS**

### **5.1 LOCAL ECONOMIC DEVELOPMENT OPPORTUNITIES IN EMADLANGENI**

The purpose of this section of the report is to identify relative competitive advantages within the Emadlangeni Municipality which would serve as the catalyst for local economic development. The Emadlangeni Municipality has significant potential regarding the development of projects through opportunities despite the limitations in terms of infrastructure and the social conditions in the area. It is imperative for the municipality to upgrade their business environments to improve their competitiveness, retain jobs and improve incomes in a way that it attracts external investors. There are many opportunities for collaboration between communities and regional institutions, which need to be put in place and it is essential that the LED strategy has the potential to respond to the ever-changing competitive environment. An important factor is that outside businesses do not locate in an area simply because of available land and cheap labour. The quality of life that families working in the area will experience is the driving element to attract economic development and investment.

### **5.2 ECONOMIC DEVELOPMENT AS A PRIORITY ISSUE**

The importance of economic development comes from understanding the underlying state of the municipality. Emadlangeni municipality does not; at this point in time have the necessary “pull-factor” to attract large scale economic development. As such, outside business is not likely to establish in this area. It is important that smaller, internal businesses are established through entrepreneurship, while the municipality focuses on building up and extending the infrastructure network as well as providing the necessary skills development and local economic development structures in the area.

The key to stimulating and growing local economic development in Emadlangeni is to utilise the existing resources and capitalise on this by adding to the value chain of these commodities.

There are five project fields identified for the Municipality. These are:

- Organic Vegetables;
- Tourism;
- Dairy Farming;
- Coal Mining; and
- Infrastructure Development

### 5.3 LED IMPLEMENTATION AND ACTION

An LED Plan was prepared for the Municipality in July 2012. Local Economic Development is an outcome based on local initiative and driven by local stakeholders. It involves identifying and using local resources, ideas and skills to stimulate economic growth and development. The aim of LED is to create employment opportunities for local residents, alleviate poverty, and redistribute resources and opportunities to the benefit of all local residents.

The aim of LED is:

- “To create robust and inclusive local economies that exploit local opportunities, address local needs and contribute to national development objectives, such as economic growth, jobs and equity”;
- To eradicate poverty and create sustainable work opportunities;
- To integrate the first and second economies; and
- Creating an enabling environment, building economic capability and facilitating productive networks at the local level.

It is important to realise that LED is an ongoing process, rather than a single project or a series of steps to follow. LED encompasses all stakeholders in a local community, involved in a number of different initiatives aimed at addressing a variety of socio-economic needs in that community.

The draft LED Strategy is attached as Appendix K2. In terms of implementation the Amajuba has well established LED structures. The details of which are included in the LED Strategy. An action plan for the development of LED is reflected below and integrated into the IDP strategies and objectives:

**Table 52: LED Action Plan**

Programme	Activity	Action to be undertaken by Emadlangeni Municipality	Partners	Time Frame	Responsibility
<b>Strategy 1: Develop the Agricultural Sector</b>					
Agricultural Promotion	Promote Agricultural Activities	Facilitate the development of an Agricultural Plan which will identify opportunities for both small scale farming and commercial farmers	Department of Agriculture, Environmental Affairs and Rural Development. KWANALU	2012/13	Engineering and Community Services
		Develop a plan of action aimed at disseminating information to	Internal	2013/14	Engineering and Community Services

Programme	Activity	Action to be undertaken by Emadlangeni Municipality	Partners	Time Frame	Responsibility
		promote agricultural development			
		Facilitate presentations at Council meetings, Community meetings, ward meeting to promote agricultural development	Department of Agriculture, Environmental Affairs and Rural Development. KWANALU	2012/13 2013/14 2014/15 2015/2016	Engineering and Community Services
	Promote Environmental Awareness	Investigate environmentally sustainable agriculture eg organic farming practices.	Internal	2013/14	Engineering and Community Services
		Facilitate presentations to Farmer's Associations on environmentally sustainable practices.	Department of Agriculture, Environmental Affairs and Rural Development.	2012/13 2013/14 2014/15 2015/16	Engineering and Community Services
Provision of General Infrastructure	Support the development and maintenance of basic infrastructure	Prepare and update a CIP	District Municipality	2013/14	Engineering and Community Services
		Prioritise the maintenance and upgrading of primary routes	Internal	2012/13 2013/14 2015/16	Engineering and Community Services
		Ensure access to electricity in order to improve opportunities for agricultural development.	ESKOM	2012/13 2013/14 2014/15 2015/16	Engineering and Community Services
		Construct facilities within hubs and satellites that will serve as a centralised fresh produce market and agricultural storage depot	Department of Agriculture, Environmental Affairs and Rural Development Department of Public Works	2013/14 2014/15	Engineering and Community Services
Promote the establishment of	Improve irrigation	Develop a plan to investigate	Department of Agriculture,	2013/14	Engineering and Community

Programme	Activity	Action to be undertaken by Emadlangeni Municipality	Partners	Time Frame	Responsibility
agriculture-specific infrastructure		sustainable irrigation practices and improve irrigation potential.	Environmental Affairs and Rural Development		Services
Expansion & Diversification of Agriculture	Support the emerging farmers	Seek partnerships with established farmers to mentor emerging farmers.	Department of Agriculture, Environmental Affairs and Rural Development KWANALU	2013/14	Engineering and Community Services
	Establish Market Linkages	Determine best crops to grow within Emadlangeni Municipality	Department of Agriculture, Environmental Affairs and Rural Development	2013/14	Engineering and Community Services
		Identify potential markets for agricultural products	Department of Agriculture, Environmental Affairs and Rural Development Department of Economic Affairs and Tourism.	2013/14	Engineering and Community Services
		Facilitate the preparation business plans to supply key retailers in South Africa.	Department of Economic Affairs and Tourism DBSA SEDA	2013/14	Engineering and Community Services
<b>Strategy 2: Tourism Development</b>					
Identify, revitalise and prioritise existing Tourism Potential	Tourism Awareness	Coordinate and develop a plan that can look broadly at: • Routes • Partners • Infrastructure • Marketing and promotion	Department of Economic Affairs and Tourism Amajuba District Municipality	2013/14	Engineering and Community Services
		Develop a plan of action aimed at disseminating information to promote tourism	Internal	2012/13 2013/14	Engineering and Community Services

Programme	Activity	Action to be undertaken by Emadlangeni Municipality	Partners	Time Frame	Responsibility
		Facilitate presentations to tourism associations, bed and breakfast owners, etc.	Department of Economic Affairs and Tourism	2012/13 2013/14 2014/15 2015/16	Engineering and Community Services
	Small Town Revitalisation	Compile and implement an action plan to clean up the town and ensure neatness with a primary focus on the main streets.	Internal	2012/13 2013/14 2014/15	Engineering and Community Services
		To facilitate the development of a shopping centre in Utrecht	Private Sector	2012/13 2013/14 2014/15	Community Services/BTO
	Marketing	Formulate a marketing and investment strategy.	DBSA SEDA	2013/14	Engineering and Community Services
		Lobby all interest groups and develop framework for marketing	Department of Economic Affairs and Tourism Amajuba District DBSA SEDA	2013/14	Engineering and Community Services
		Provide proper signage on roads especially to those areas that are tourist attractions.	Department of Transport.	2013/14	Engineering and Community Services
	Expand tourism niche	Develop business plans in order to seek tourism partners.	Department of Economic Affairs and Tourism Amajuba District DBSA	2013/14 2014/15 2015/16 2016/17	Engineering and Community Services

Programme	Activity	Action to be undertaken by Emadlangeni Municipality	Partners	Time Frame	Responsibility
			SEDA		
		Engage with tourism stakeholders in order to promote tourism.	Internal	2012/13 2013/14 2014/15 2015/16 2016/17	Engineering and Community Services
		To promote game hunting	Internal	2012/13 2013/14 2014/15 2015/16 2016/17	Community Services
	"Twin cities" programme	Seek partnership with Utrecht in Holland in order to revitalise the town.	Utrecht Holland	2013/14	Council and MM
	Communication and Information	Develop a magazine/brochure in conjunction with the District	Amajuba District	2013/14	Corporate Services (Communication and IT)
		Establish and maintain a website	Amajuba District.	2012/13 2013/14 2014/15 2015/16 2016/17	Corporate Services (Communication and IT)
<b>Strategy 3: Promotion of Capacity Building, Training, Monitoring and Support Services</b>					
Facilitate Skills Development and Training Courses	Facilitate mentoring and training	Develop framework for identification, monitoring and evaluation of skills,	Internal	2013/14	Engineering and Community Services

Programme	Activity	Action to be undertaken by Emadlangeni Municipality	Partners	Time Frame	Responsibility
		particularly from local SMMEs.			
		Register all Capital projects with EPWP in order to ensure capacitation of artisans	Internal	2013/14	Community Services
		Coordinate partnerships with established organisations and investors to conduct skills audit and mentor the emerging farmers	Department of Labour Department of Agriculture, Environmental Affairs, Rural Development and Amajuba FET College	2013/14	Engineering and Community Services
Formulate and Implement Systems for Information Dissemination.	Facilitate Information dissemination	Develop databases will assist to convey information to emerging entrepreneurs.	Internal	2013/14	Corporate Services (Communication and IT)
		Design and disseminate brochures.	Internal	2013/14 2014/15 2015/16 2016/17	Corporate Services (Communication and IT)
		Convey information on notice boards within the municipality buildings	Internal	2012/13 2013/14 2014/15	Corporate Services (Communication and IT)
Small business, tourism and agricultural support	Facilitate access to business support organisations. (Technical, Financial, Labour, Technology)	Facilitate access to ICT Hub.	Amajuba District	2013/14	Engineering and Community Services
		Provide support and advice on accessing funds, preparing business plans and legislative requirements	DBSA SEDA Department of Economic Affairs and Tourism Department of Labour Amajuba	2012/13 2013/14 2014/15	Engineering and Community Services

Programme	Activity	Action to be undertaken by Emadlangeni Municipality	Partners	Time Frame	Responsibility
			District		
		Facilitating presentations on agricultural and tourism business development.	DBSA SEDA Department of Economic Affairs and Tourism Department of Labour Amajuba District	2012/13 2013/14 2014/15	Engineering and Community Services
<b>Strategy 4: Promotion of Mining Activities</b>					
Promotion of Mining	Promote new mining opportunities	Facilitate the provision of support services	Amajuba DM and ELM	2012/13 2013/14 2014/15 2015/16 2016/17	Engineering and Community Services
		Train small scale farmers	D.O.E	2013/14	Engineering and Community Services
<b>Strategy 5: Development Infrastructure Capacity</b>					
Infrastructure Rehabilitation	To rehabilitate investment infrastructure	To rehabilitate Balale Game Park and Country Club	Department of Economic Development and Tourism	2013/14	Community Services
		To rehabilitate the information office	Internal	2013/14	Engineering and Community Services
Infrastructure Development	To develop an Industrial Park	To develop an Industrial Park	Amajuba and DTI	2013/14	Engineering and Community Services
<b>Strategy 6: Achieving Institutional Coherence</b>					
LED Institutionalisation	Institutionalising LED	Establishing a Development Agency	National and Provincial Treasury	2013/14	Community Services/BTO
		Budget for LED	DEDT, Cogta	2013/14	Community

Programme	Activity	Action to be undertaken by Emadlangeni Municipality	Partners	Time Frame	Responsibility
		projects	and ELM		Services and BTO
<b>Strategy 7: Job Creation</b>					
Sustainable jobs	To create sustainable jobs	To create sustainable employment through the implementation of CWP and EPWP	Cogta and Department of Public Works	2013/14	Community Services

## 5.4 COMMUNITY WORK PROGRAMME

The Community Work Programme (CWP) is a government programme aimed at tackling poverty and unemployment. The programme provides an employment safety net by giving participants a minimum number of regular days of work, typically two days a week or eight days a month, thus providing a predictable income stream.

The CWP is designed as an employment safety net, not an employment solution for participants. The purpose is to supplement people's existing livelihood strategies by offering a basic level of income security through work. It is an ongoing programme that does not replace government's existing social grants programme but complements it.

CWP sites are being established in marginalised economic areas, both rural and urban, where unemployment is high. Unemployed and underemployed men and women qualify to apply for work. The daily rate paid at present is R63.18.

Communities are actively involved in identifying 'useful work' needed in the area. The first target is one site per municipality operating in at least two wards to reach 1000 people by 2013/14. The number of projects to be implemented per ward will be determined by ward residents.

A total of 650 jobs were created through the Community Work Programme in 2012/13.

The Emadlangeni Municipality intends to create 1000 jobs by 2015 through the implementation of the CWP.

The municipality is envisaging implementing projects such as rehabilitation of damaged roads (pot holes), waste management, planting of trees etc.

## 5.5 Local Economic Development: SWOT ANALYSIS

Table 53: SWOT Analysis

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• Tourism infrastructure established</li> </ul>	<ul style="list-style-type: none"> <li>• Poor maintenance of infrastructure</li> </ul>
<ul style="list-style-type: none"> <li>• Established Community Tourism Organization</li> </ul>	<ul style="list-style-type: none"> <li>• Poor quality of roads</li> </ul>
<ul style="list-style-type: none"> <li>• Different tourist attractions</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of LED budget</li> </ul>
	<ul style="list-style-type: none"> <li>• LED not institutionalized</li> </ul>
	<ul style="list-style-type: none"> <li>• Poor signage</li> </ul>
<ul style="list-style-type: none"> <li>• Insufficient LED and Tourism funds</li> </ul>	
<b>OPPRUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>• Job creation through the various LED initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of only short term employment</li> </ul>
<ul style="list-style-type: none"> <li>• Possible re-opening of mines</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of skills</li> </ul>
<ul style="list-style-type: none"> <li>• CWP and EPWP</li> </ul>	<ul style="list-style-type: none"> <li>• High dependency on government</li> </ul>
<ul style="list-style-type: none"> <li>• Tourism funding from Amajuba District Municipality</li> </ul>	
<ul style="list-style-type: none"> <li>• Emadlangeni identified as the district's tourism node</li> </ul>	

## **5.6 SOCIAL DEVELOPMENT ANALYSIS**

### **5.6.1 Health care facilities**

The Emadlangeni sub-district consists of 1 district hospital, 1 prison hospital, 2 provincial fixed clinics (gate clinic), 2 mobile provincial clinics, 2 EMRS bases and 1 forensic mortuary.

Mobile clinics provide 8 hour services Mon – Fri and the gate clinic provides 8hour services Mon – Sun. One fixed clinic provides 12 hour services

The district hospital, namely Niemeyer mentioned above offers district level services. Patients needing regional level, advanced and specialized health care are referred to Madadeni and Newcastle hospitals.

Access to hospital services is thus reasonable although many people are forced to travel more than 10km to make use of the facilities.

There is a clinic at Groenvlei that is operational. Mobile clinics also visit 35 points throughout the municipality. Although ambulances are dispatched from Newcastle, they now have a depot at Niemeyer Memorial Hospital. This means response time will improve.

The Department of Health has managed to address all of its backlogs for water, sanitation, electricity and telephones for all of its health facilities.

### **5.6.2 Education Facilities**

There are 49 schools in the Emadlangeni municipal area with 19 schools offering Grades 1 to 7. According to the IDP, all schools need additional classrooms and the upgrading of facilities. Due to their location, some schools do not even have access to basic infrastructure services including access roads. Accommodation of teachers in the rural areas is also a big problem. Educators are forced to travel far and during the rainy season, many of the schools are inaccessible.

The Department of Education did provide funding for additional classrooms, labs and toilets in the 2012/2013 budget. The municipality will follow up in terms of how much work was done.

A need for a high school was identified in Ward 1 and Ward 3. Scholars travel long distances to get to school. This can have implications in terms concentration levels, crime and teenage pregnancy.

The community suggested that the department provide transportation as an interim measure.

### **5.6.3 Cemeteries**

A process of establishing a District cemetery commenced with the initial identification of the need for a cemetery and the decision that the cemetery is a District Municipality requirement. Different sites were identified at Emadlangeni after which geo-tech studies were conducted to determine suitability.

The status quo is as follows:

- a) Kingsley: The ownership of land by the Kingsley Community Trust is being disputed by another community; this is despite Kingsley Community Trust having given us a Land Owner's Consent. The matter is currently before Court.
- b) Fairbreeze: Ingonyama Trust Board still awaits an offer from the District Municipality.
- c) Kliprand: The land was initially donated to the District Municipality however; at a later date the offer was withdrawn as it was established that there were prospects of Coal Mining.

### **5.6.4 Sports and Recreation Facilities**

There are disparities with regards to sports grounds and community halls between the urban and rural areas and as it has been noted that many of the existing facilities are not maintained.

The Amajuba District Municipality received funds from Department of Sports and Recreation for the development and upgrading of sports stadiums and requested local municipalities to prioritize projects. The Emadlangeni municipality has prioritized the following project:

- The renovation of the combo court for the stadium in Bendsdorp, Utrecht.
- A soccer stadium in Groenvlei
- Rehabilitation of the horse racing turf in ward 4.

The stadium in Bendsdorp has been completed but is yet to be handed over to Emadlangeni.

### **5.6.5 Safety and Security**

The municipality has three fully fledged police stations (Utrecht, Kingsley and Groenvlei). The most common crimes in the area is stock theft.

Due to the vastness of the area coupled with the bad roads, the response time for the police tends to be longer.

### 5.6.6 Public Library

There is a public library situated in Utrecht. The library contains textbooks which can be utilized by both children and adults. Council Agendas are also placed in the library to ensure that the public is kept informed about Council matters.

The library has recently been equipped with computers and internet to enable the public to have easy access to the internet.

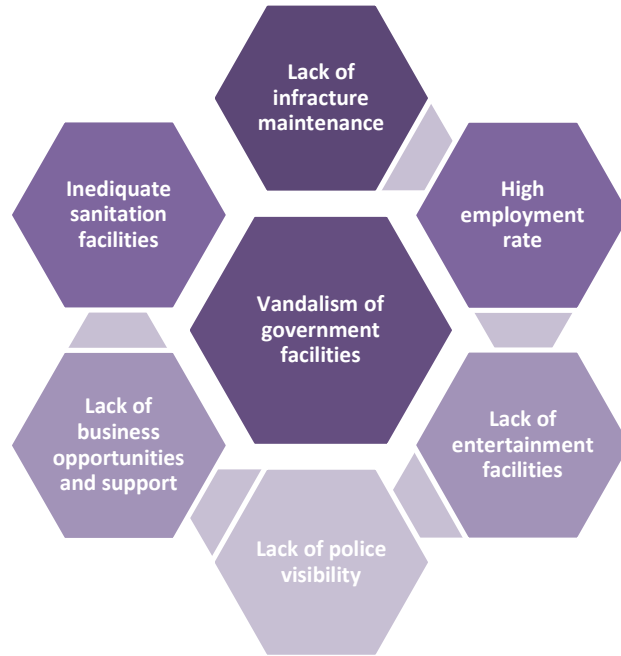
### 5.7 WARD BASED NEEDS AND CHALLENGES

The following needs and challenges were raised by the community during the public participation meetings and community based planning meetings

**Figure 10: Summary of Ward 1 Community Needs and Challenges**



**Figure 11: Summary of Ward 2 Community Needs and Challenges**



**Figure 12: Summary of Ward 3 Community Needs and Challenges**



**Figure 13: Summary of Ward 4 Community Challenges and Needs**



The key priority needs of Emadlangeni Municipal area and the services that the Municipality needs to render in conjunction with other service providers are:

- Access to water, sanitation and electricity
- LED and Job creation through the identification of sustainable projects
- Increased accessibility through construction and maintenance of access roads
- Sustainable human settlements through the provision of support services
- Improve access to social services
- Institutional Development through improved systems and capacity building
- Skills development
- Poverty alleviation through poverty alleviation programmes (CWP & EPWP)

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

### **6.1 COMMUNICATION PLAN**

Emadlangeni Local Municipality has prepared a Communication Plan which is in draft and still to be adopted. Prior to this it has never had a communication strategy or unit hence the important need to develop one. The municipality has a process plan for the budget and IDP in place which forms part of the guideline of our public participation programme eg: public meetings and the Mayors road shows. We also have a suggestion / complaints box placed at reception at the municipal main offices where comments are received and the Office of the Municipal Manager responds to the comments once a week.

#### **6.1.1 Objectives of the Communication Plan**

##### **Popularize**

The Plan should provide the framework to market the Municipality which is located within a game park. This would result job creation and also attract tourists who will contribute to the economic development of the area.

##### **Mobilize**

The communication plan seeks to mobilize communities, to support and participate in municipal community development programmes.

##### **Educate**

One of the objectives of our communication plan is to educate the communities about the social, economic and health issues within our municipality. Further the Plan will aim to educate people about the functions of the Emadlangeni Municipality and how they plan to address these issues through the Integrated Development Plan.

##### **Mainstream Special Groups**

The communication plan will focus on raising awareness of special groups and create structures such as Local AIDS Council, Youth Forum which will mainstream special groups and provide a platform for participation.

##### **Oversight**

The Communication Plan will ensure that the community performs their oversight function to ensure that the municipality is performing efficiently and effectively.

### 6.1.2 Challenges of Communication

The challenges of communication are identified below and the action plans contained in the Communication Plan will be developed to address them:

- Facing high technologic challenges in South Africa for developing in particular rural community usage of website could be a problem.
- Poor e- technology of a large segment of the community which inhibits them from accessing the Municipality's website so that they can be better informed of municipal issues.
- Ability to communicate with persons in the deep rural areas, although the members of the ward committees are making every effort to do so.
- Lack of an in depth understanding of municipal issues by a large section of the community which to a certain extent inhibits constructive input into the Municipality's budget, the integrated development plan and the performance management system.
- To improve the budget for communication purpose.
- Lack of proper coordinated communication processes with other local municipalities and the district municipality which is to be addressed through, inter alia, the District Coordinating Forum established in terms of the Intergovernmental Relations Framework Act, No. 13 of 2005.
- Lack of proper coordinated communication processes with National and Provincial departments which will be addressed through the Premier's Intergovernmental Forum established in terms of the Intergovernmental Relations Framework Act, No. 13 of 2005.

### 6.1.3 Stakeholder Engagement

**Table 54: Strategy to Ensure Stakeholder Input**

PRIORITY ISSUE	DESIRED OUTCOME	TARGET AUDIENCE	KEY MESSAGE COMMUNICATED	TOOLS
Wellbeing of farm dwellers and farm owners	To promote tolerance and wellbeing of all concerned	Farm owners, Farm dwellers, Farmers Association	Unity and tolerance among all people living in farm areas	Public Participation Programmers and Group discussions
Service delivery within traditional authorities	Improved service delivery in Amakhosi areas	Amakhosi and Izinduna	Quality service delivery in rural areas	have meetings with Amakhosi
Awareness on services offered by sector / sister departments	Informed communities on service offering of departments.	Government Departments	Community is aware what each department has to offer	Stakeholder meetings. Flagship programme and IDP Representative Forums
Contribution of private sector towards community development	corporate social responsibility / investment	private sector	Private sector need to give back to communities	Invite them to meetings
More informed communities	To have media that is sensitive to the communication needs of the community.	media	Constructive / positive reporting	Media information sharing sessions.

### **6.1.4 Structures for Communication**

The following intergovernmental relations structures exist:

- Mayoral Forum
- IDP Representative Forum
- Amajuba Forum for LED established by District Municipality

## **6.2 WARD COMMITTEES**

Ward committee elections were held in 2011. The new ward committees were launched in October 2011. The ward committees received training from Cogta on the 18 and 19 March 2012 as part of their induction. Intensive training has is going to take place in April 2013. The training is to ensure that ward committee members know what is expected of them and then deliver accordingly. Ward Committee members are expected to organize community meetings and ensure that community members and other ward committee members attend those meetings.

## **6.3 INTERGOVERNMENTAL RELATIONS**

To ensure co-operative governance and to implement wall to wall development, this municipality participated in the following IGR Forum meetings that sat at District Level, wherein matters that were cross-boundary were discussed and relevant sector departments invited to give inputs on other technical matters:

- The Mayors Forum
- The Municipal Manager's Forum
- The Planning Forum
- The Infra-structure Development Forum
- The LED Forum
- The Co-operate Services Forum
- Financial Management Forum

The Municipality also participates in other structures as the Forum of Municipalities and Members of the Executive Councils, the Speaker's Forum in Legislature and the Premier's Monitoring & Evaluation Committee. Participation in these committees ensures that planning if undertaken in line with National, Provincial & District Priorities and key strategic documents.

## **6.4 RISK MANAGEMENT**

In the year 2012/13 the top five risks as per the risk register are:

1. None existence of Municipal By laws
2. Failure to attract investors
3. Inadequate registry and records management.
4. Lack of health and safety management.
5. Lack of policies.

In mitigating these risks, the following actions were undertaken:

- CoGTA was requested to support the review of the Municipal By-laws, once completed they would be public engagements in the following financial and gazetting;
- The LED & Tourism Plan will be reviewed, active participation in the Amajuba LED Forum in order to take advantage of District opportunities and rehabilitation of infra-structure would need to be undertaken;
- Digi-data was brought on board to development a records management system;
- Support from the Amajuba district was sought, as they have in-house experts on health and safety,
- Policies were reviewed in order to suit changing environments.

## **6.5 ANTI FRAUD AND CORRUPTION STRATEGY**

This Anti-Corruption Strategy and Fraud Prevention Plan has been developed as a result of the expressed commitment of Government to fight corruption. It complements the National Anti-Corruption Strategy of the country and supplements both the Public Service Anti-Corruption Strategy and the Local Government Anti-Corruption Strategy.

The policy is also established to give effect to the various legislative instruments relating to fraud and corruption. In addition, the Policy provides guidelines as to how to respond should instances of fraud and corruption be identified.

Fraud and corruption manifests itself in a number of ways and varying degrees of intensity. These include, but are not limited to:

- unauthorised private use of municipal assets, including vehicles;
- falsifying travel and subsistence claims;
- conspiring unfairly with others to obtain a tender;
- disclosing proprietary information relating to a tender to outside parties;
- accepting inappropriate gifts from suppliers;
- employing family members or close friends;
- operating a private business in working hours;
- stealing equipment or supplies from work;
- accepting bribes or favours to process requests;
- accepting bribes or favours for turning a blind eye to a service provider who does not provide an appropriate service;
- submitting or processing false invoices from contractors or other service providers;
- misappropriating fees received from customers, and avoiding detection by not issuing receipts to those customers;
- misappropriation of Municipal funds;
- falsifying accounting records or documents
- falsifying consumer debtors accounts or amending such accounts without authority;
- theft.

Fraud represents a significant potential risk to the Municipality's assets and reputation. The Municipality is committed to protecting its funds and other assets. It is the policy of the Municipality that fraud, corruption, maladministration or any other dishonest activities of a similar nature will not be

tolerated. Such activities will be investigated, where required, and actions instituted against those found responsible. Such actions may include the laying of criminal charges, civil and administrative actions and the institution of recoveries where applicable. This Policy includes prevention, detection, response and investigative strategies.

Only one disciplinary case was initiated in February 2012 involving falsifying records and was resolved in October 2012 and one Criminal Case also involving falsification of documents and information in March 2013 which has yet to be resolved.

## **6.6 Supply Chain Management**

Council adopted a Supply Chain Management Policy which covers all procurement processes and the various committees that have to be established to ensure transparency in supply chain. The following bid committees were established in 2012/13 with members as follows:

- Bid Specification Committee
- Bid Evaluation Committee
- Bid Adjudication Committee

## **6.7 Public Satisfaction with Municipal Services**

Although no customer satisfaction survey was undertaken to determine the level of satisfaction with Municipal Services, there is a suggestion box that was provided at the rates to enable the community to comment on issues of service and service delivery. Also during the public participation meetings a record is taken on matters that require urgent attention. Key matters that were raised included:

- Rehabilitation of Road Infra-structure and storm water drainage system
- Repairs and maintenance of Municipal Housing (formerly belonging to an old mine) in Khayaletu
- New access roads
- Support of emerging farmers
- Adequate Billing

All the raised matters then became the basis of the Performance Score-card for the following financial year within the respective Key Performance Areas.

## **6.8 Municipal Oversight Committees**

### **6.8.1 The Audit Committee**

Emadlangeni Local Municipality has an Audit Committee as prescribed Section (166) of the Municipal Finance Management Act 56 of 2003. The Audit Committee serves the purpose of being an independent advisory body to the Council, the Political Office Bearers and the Accounting Officer thereby assisting Council in its oversight role.

### **6.8.2 Municipal Public Accounts Committee (MPAC)**

The main purpose of the MPAC is to exercise oversight over the executive functionaries of council and to ensure good governance in the municipality. This will include oversight over municipal entities. In order for the MPAC to fulfil this oversight role, it needs to be provided with the necessary information and documentation to interrogate the actions of the executive.

All political parties within Council are represented in the MPAC

## **7. COMBINED SWOT ANALYSIS**

To be included in final IDP

## **8. KEY CHALLENGES**

To be included in the final IDP

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

### **1. VISION AND MISSION**

The vision of the municipality was reviewed in the 2012/17 IDP review and reads as follows:

*“Emadlangeni Municipality will provide social and economic up-liftment on a continuously improving basis”.*

The mission statement as developed in the IDP Steering Committee meeting on the 06 March 2012 reads as follows:

*We will actively promote opportunities in:  
Tourism Development;  
Game Farming;  
Agriculture;  
Local Economic Development;  
Job Creation;  
Skills Development;  
Mining; and  
Infrastructure Development*

### **2. OBJECTIVES AND KPAs**

The objectives for the Emadlangeni Municipality were reviewed to ensure that they are aligned to national and provincial priorities, to ensure better alignment with the SDBIP and to ensure their relevance due to changing circumstances.

In this section only the objectives and strategies in line with the powers and functions of the municipality to be implemented are included.

The revision processes of KPA's were in alignment with the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Managers (2006). Section 26(6) of the regulations outlines 5 Key Performance Areas (KPA's) for Municipal Managers namely:

- Basic Service Delivery
- Municipal Institutional Development and Transformation

- Local Economic Development
- Municipal Financial Viability and Management
- Good Governance and Public Participation

The focus of Emadlangeni Municipality on delivering on the Key Performance Areas is aligned with the Amajuba Districts focus areas. The reasoning being that linking on the District's strategies and the implementation thereof makes delivery accomplishable when taking into consideration the limited income base and resources of the Municipality. These include:

- Basic Service Delivery
  - Water
  - Sanitation in rural areas
  - Access roads to rural areas
- Municipal Institutional Development and Transformation;
  - Employment Equity
  - Policy Development and Implementation
  - Capacity Building
  - Organizational Development
  - Labour relations
- Local Economic Development;
  - Black economic Empowerment
  - Job Creation
  - Youth Empowerment
  - Women Empowerment
  - Indigent Households
- Municipal Financial Viability and Management; and
  - Financial Management
  - Revenue Enhancement
  - Internal Control
  - Budgeting
  - Operational Cost reduction
  - Supply Chain Management
  - Internal Auditing
  - Asset and Liability Management
- Good Governance and Public Participation.
  - Communication
  - Access to Information
  - Intergovernmental relations
  - Legislative Compliance
  - Organizational Development
  - IDP and Budget
  - Performance Management

The KPA's for each Department and the Municipal Manager's Office is described below

**Table 55: KPAs for Departments in the Municipality**

<b>National KPA</b>	<b>Strategic Objective</b>	<b>Operational Objective/Output</b>	<b>Performance Indicator</b>	<b>Responsible Department</b>
<b>Municipal Transformation and Institutional Development</b>	Effective and efficient Human Resources Management Services	To ensure alignment of the organogram with the IDP	Organogram aligned to IDP	Corporate Services
		To ensure that all critical posts are filled	Number of posts identified	Corporate Services / All
			Number of posts filled	
		To comply with the Employment Equity Act	Equity Plan in place	Corporate Services/ All
			Number of people from employment equity target groups employed in the three highest levels of management.	Corporate Services/ All
				Number of people from employment equity target groups employed in the Municipality
		To promote fair labour practices	Functional Local Labour Forum	Corporate Services/ All
		To comply with the Skills Development Act by June 2013	% of the Municipal budget reserved for capacity building spent	Corporate Services/BTO
			Annual review of the WSP	Corporate Services
			Number of people trained annually	Corporate Services
		To review all municipal policies annually	Number of policies reviewed	Corporate Services/ All
			Number of workshops conducted	Corporate/ Community Services
			Increased awareness of Municipal Policies	

National KPA	Strategic Objective	Operational Objective/Output	Performance Indicator	Responsible Department
		To develop a Human Resource Strategy by September 2013	Date developed	Corporate Services
			% decrease in loss of institutional memory	
		To improve customer care by conforming to Batho Pele Principles	% reduction in customer complaints received	Corporate Services/ All
			Complaints register in place	Corporate Services/ All
	To implement a Performance Management System	To adopt a Performance Management System annually	Date adopted	Office of MM/ All
			Number as well as % of performance agreements signed	Office of MM/ All
			Number of quarterly performance agreements submitted annually	Office of the MM
			Number of quarterly assessments conducted	Office of the MM
			Submission of Annual Report	Office of MM/ All
			To ensure annual adoption and submission of the Annual Report	Date adopted
	Date submitted			
	Updated IT	To upgrade the Communication Technology system by June 2014	% of municipal budget spent on ICT	Corporate Services
	Integrated development and environmental planning	To ensure that the municipality has a reliable and credible IDP annually	Compliance with section 26 of the MSA	Office of MM/ All
			Aligned to outcome 9	Office of MM/ All
			Date adopted	Office of MM/ All
			% implementation of projects	Office of the MM/BTO and Technical Services

National KPA	Strategic Objective	Operational Objective/Output	Performance Indicator	Responsible Department
		To reduce vulnerability to disasters	Annual review of the Disaster Contingency Plan	Community Services/ ALL
		To seek new sources of energy	Number of households using solar powered energy	Community Services/ ALL
<b>Infrastructure and Services</b>	Improved Access to Basic Services	To prepare and update the Capital Investment Plan annually	Updated CIP	Engineering and Community Services
		To ensure continuous access to electricity	% of budget allocated to the provision of electricity spent	Engineering and Community Services
		To facilitate water services delivery needs to the WSA	Developed WSDP	Engineering and Community Services
		To facilitate sanitation service delivery needs to the WSA	Developed WSDP	Engineering and Community Services
		To improve access to roads by 5% by 2013	% increase in access % towards completion % of budget allocated to maintenance of roads spent	Engineering and Community Services/BTO

National KPA	Strategic Objective	Operational Objective/Output	Performance Indicator	Responsible Department
		To promote solar energy as an alternative in the delivery of electricity	% of households using solar powered electricity	Engineering and Community Services
		To ensure access to access to basic (or higher) refuse removal for all households in Ward 2	Number of households with access to refuse removal	Engineering and Community Services
			% of municipal budget allocated to the provision of refuse removal spent	
		To improve solid waste management in the rural areas	Number of waste management workshops conducted annually	Community Services
			Number of people trained annually	
		To reduce service delivery interruptions (electricity) per type of service (time per quarter) and no. of households affected	% reduction interruptions	Engineering and Community Services
				Engineering and Community Services
		To improve maintenance of infrastructure by June 2014	% of budget allocated to maintenance spent	Engineering and Community Services
		To facilitate the construction and delivery of new houses	Support services provided	Engineering and Community Services
			Annual review of the Housing Sector Plan	Engineering and Community Services
		To provide new community facilities	Number of facilities	Engineering and Community Services
	Improved access to free basic services	To have an adopted indigent register for the Municipality by 31 July 2013	Indigent Register in place	Community Services and BTO
		% of households earning less than R2300 per month with access	%	Community Services and BTO

National KPA	Strategic Objective	Operational Objective/Output	Performance Indicator	Responsible Department
		to free basic services		
<b>Social and Local Economic Development</b>	Local Economic Development	To annually review and adopt an LED Strategy	Reviewed LED Strategy	Engineering and Community Services
			Date adopted/reviewed	Engineering and Community Services
		To annually budget for LED projects	% of the municipal budget reserved for LED	Community Services/BTO
			Number of LED projects implemented per year	
		To implement the CWP	Number of wards participating	Community Services
			Number of jobs created	
		To implement the Izandla Ziyagezana Programme	Number of jobs created	Community Services
		To implement the EPWP Programme	Number of jobs created	Community Services
			Number of competence certificates acquired	
		To coordinate the fight against poverty	Functional Sukuma Sakhe	Community Services
			Number of interventions identified and implemented	
		To establish a Development Agency by June 2013	Date established	Community Services
		To improve the skills base by 10% by June 2014	% increase in skills base	Community Services
		To promote mining activities	Number of investors engaged	Community Services
			Number of small scale farmers trained	
	To facilitate the	Land identified	Community	

National KPA	Strategic Objective	Operational Objective/Output	Performance Indicator	Responsible Department
		development of a Shopping Complex by June 2015	Feasibility Study	Services/BTO
		To reduce poverty by 5% by 2017	% reduction in poverty	Community Services
		To facilitate access to business support organisation.	Number of business support organisations on board	Community Services
			Number of SMME's benefiting	
		To develop an Agriculture Development Plan	Develop Agricultural Plan	Engineering and Community Services
		To mentor 5 emerging farmers annually	Number of emerging farmers mentored	
			Number of partnerships established farmers	
		To identify crops suitable for Emadlangeni by August 2012	Number of crops identified	
	Tourism Development	To rehabilitate tourism related infrastructure by June 2014	Adopted Tourism Plan	Engineering and Community Services
			Balele Game Park, Country Club and Tourism Information Office rehabilitated	
			CTO support	
	To mainstream special groups	To develop and adopt an HIV/AIDS Strategy by 31 July 2012	Date adopted	Community Services
			% of municipal budget spent on HIV/AIDS	
			Number of HIV/AIDS programmes implemented	
		To implement 1 youth programme by June 2014	Number of youth programmes implemented	Community Services/BTO

National KPA	Strategic Objective	Operational Objective/Output	Performance Indicator	Responsible Department
			% of municipal budget reserved for youth programmes	
		To implement 1 programme for people living with disabilities by December 2013	Number of programmes implemented	Community Services/BTO
		To implement 1 women's programme by August 2013	Number of programmes implemented	Community Services/BTO
<b>Good Governance, Community Participation and Ward Committee Systems</b>	Community awareness and participation	To review and adopt the Community Participation Strategy annually	Date adopted	Engineering and Community Services
			Number of reviews	
		To ensure functionality of the IDP Representative Forum	% increase in alignment of programmes	Office of MM
		To table ward reports and plans to council	Number of reports and plans submitted	Corporate Services
		To develop and maintain ward profiles by July 2014	Number of ward profiles developed	Corporate Services
	Functional Audit activity and Audit Committee	To ensure functional Internal Audit and Audit Committee	% increase in compliance	Office of MM
		To ensure that audit plans are developed and implemented annual	Number of audits conducted	Office of MM
<b>Financial Viability and Financial Management</b>	To ensure that all Municipal revenue is accounted	To improve annual collection on billings	% increase in collection rate	Financial Services
		To grow in revenue collected by the municipality as a % of projected revenue target	% growth in revenue collected	Financial Services
		To ensure budgeted revenue for property rates collected	% property rates collection	Financial Services
		To fully comply with the Municipal Property Rates Act	% increase in compliance	Financial Services
		To maintain the valuation roll	Number of objections/appeals	Financial Services

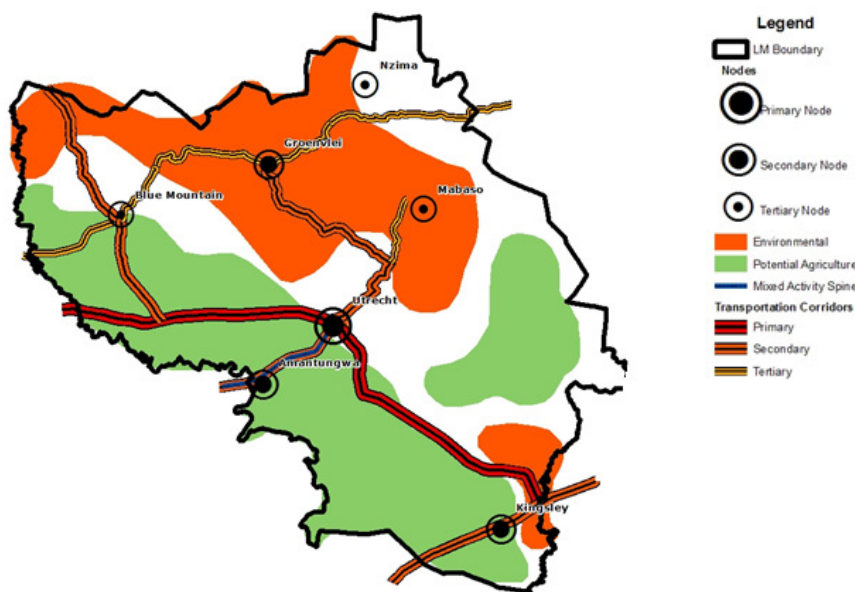
National KPA	Strategic Objective	Operational Objective/Output	Performance Indicator	Responsible Department
		Total revenue received from grants and subsidies	R value	Financial Services
		Grants as a % of revenue received	% of total revenue	Financial Services
	Credible Debt Management	Debtors collected as a % of money owed to the municipality	% debtors collections	Financial Services
		Debt over 90 days	% of debtors >90 days	Financial Services
		Debt recovery	% debt recovered	Financial Services
		Debt coverage ratio	Ratio	Financial Services
		Cost coverage ratio	Ratio	Financial Services
	Expenditure management	Total operating budget	R value	Financial Services
		Total budget spent	% spent	Financial Services
		Quarterly operational expenditure as a % of planned expenditure	% achieved	Financial Services
		Quarterly capital expenditure as a % of planned capital expenditure	% achieved	Financial Services
		MIG expenditure as a % of annual allocation	% achieved	Financial Services
		Total of grants and subsidies spent	% spent	Financial Services
		Municipal capital budget actually spent on capital projects identified on the IDP	% spent	Financial Services
		Percentage operating budget of total budget	%	Financial Services
		Total Salaries and Wages budget (including benefits)	R value	Financial Services
		Percentage own revenue contribution to total budget	%	Financial Services
		Payment of creditors	Number of days	Financial Services
		Debt service payments	R value	Financial Services
		Actual vs. Budget	% variance	Financial Services

<b>National KPA</b>	<b>Strategic Objective</b>	<b>Operational Objective/Output</b>	<b>Performance Indicator</b>	<b>Responsible Department</b>	
	Compliance with all financial management requirements	Compliance with MFMA requirements	% compliance	Financial Service/ All	
		Compliance with GRAP	% compliance	Financial Service	
		Audit Opinion	Opinion	Financial Services	
		SCM performance reporting	Date	Financial Services	
		Updated and credible Asset Register	Credible Indigent Register in place	Financial Services	
		Compliance with SCM Regulations	% compliance	Financial Service/ All	
		Submission of Annual Financial Statements	Date submitted	Financial Services	
		Submission of Annual Report	Date submitted	Financial Services	
		Updated and credible Indigent Policy	Credible Indigent Register in place	Financial/ Engineering Services	
	Reduction of fraud and corruption	Functional Supply Chain Management system	% reduction in queries	Financial Services	
		Anti-corruption strategy implemented by target date	Date implemented	Financial Services	
			% increase in awareness within the municipality	Financial Services	
		To ensure functional MPAC	Number of meetings held Number of reports to Council	Financial Management/Office of the MM	
	<b>Spatial and Environmental Management</b>	Appropriate and effective use of land	To review and adopt Spatial Development Framework annually	Reviewed SDF	Technical Services
			To review and adopt the Land Use Management System annually	Reviewed LUMS	Community Services
Environmental management		To review and adopt the Environmental Management Plan	Reviewed EMP	Community Services	
		To have 4 Clean-up campaigns by June 2013	Number of campaigns	Technical Services	

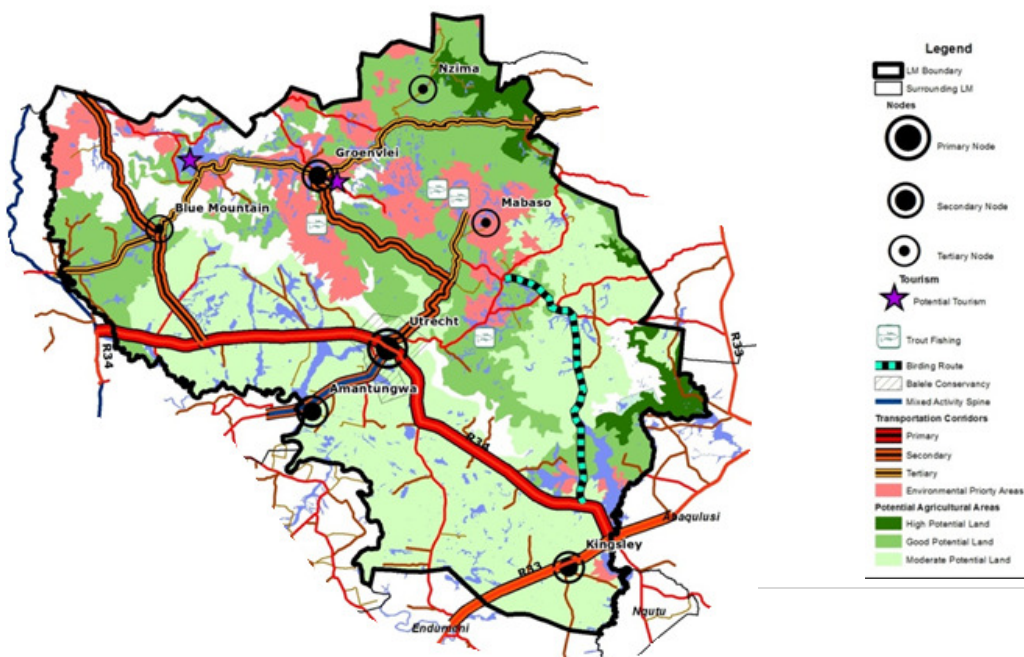
# SECTION E: STRATEGIC MAPPING AND IMPLEMENTATION PLAN

The map below depicts areas to be protected. The map is utilized to protect valuable natural, economic or heritage resources such as agricultural land, wetlands, ecological corridors or scenic landscapes.

**Map 12: Environmentally Sensitive Areas**



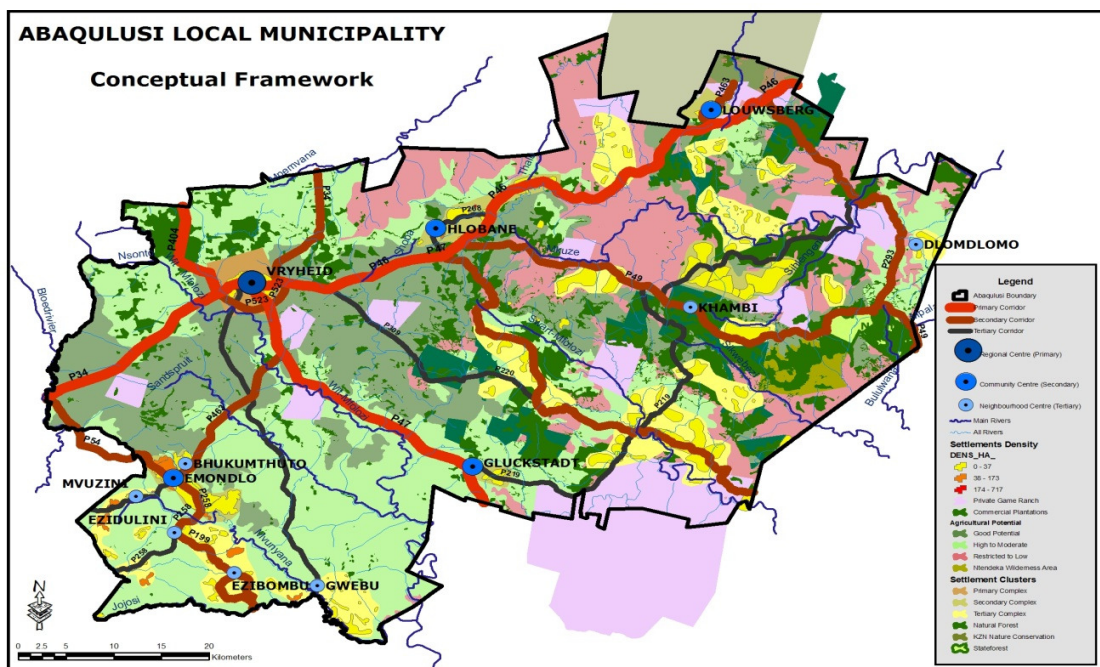
**Map 13: Desired Spatial Outcomes and Land Use**



# 1. SPATIAL ALIGNMENT WITH NEIGHBOURING MUNICIPALITIES

Municipality is located within the Amajuba District Municipality. The Amajuba District Municipality (ADM) is located in the north-western corner of KwaZulu-Natal and comprises the three local municipalities of Newcastle, Emadlangeni and Dannhauser. The ADM is 6 910 km<sup>2</sup> in size with Emadlangeni occupying the largest area of 3 539 km<sup>2</sup>, Newcastle 1 855 km<sup>2</sup> and Dannhauser some 1 516 km<sup>2</sup>.

## 1.1 ABAQULUSI MUNICIPALITY



The commercial farming enterprises in the eastern portions of the municipality has strong linkages to the urban core of Vryheid and services offered in the Abaqulusi Municipality are of a higher order than those offer.

The Provincial Department of Transport is currently reviewing a number of proposals for an upgraded road linking Richards Bay and Gauteng. There are a number of proposals for the new road, one of which is the upgrade of the R34, which will serve to further strengthen the linkages between the Amajuba and Zululand Districts.ed in the Emadlangeni urban area.

## **1.2 NEWCASTLE MUNICIPALITY**

Newcastle has been identified as an industrial hub in the PSEDS. Due to the proximity of Emadlangeni to the Newcastle industrial node potential spin-offs will be investigated in the SDF.

Newcastle has been identified as a District Node in the ADM SDF. A District centre refers to the dominant node in a larger region or district.

Service levels and the nature of facilities are generally the highest in these nodes. This has economic implications as people living in Emadlangeni may need to access higher level services in Newcastle.

The Madadeni road linking Newcastle West to Madadeni, Osizweni and Utrecht has been identified as a mixed activity corridor in the ADM SDF.

Nodal points of activity along this corridor provides opportunities for the provision of services as well as economic activities thereby providing strong linkages between the Municipalities.

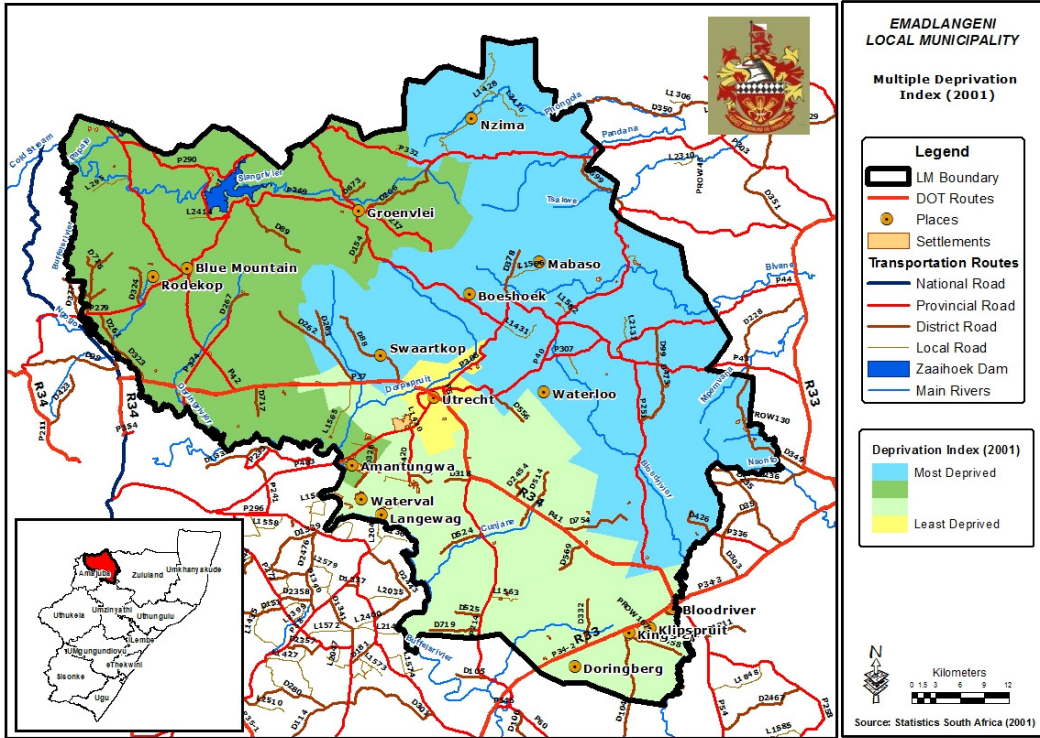
## **1.3 PIXLEY KA SAME MUNICIPALITY**

In terms of linkages between Pixley Ka Seme and Emadlangeni further development could include:

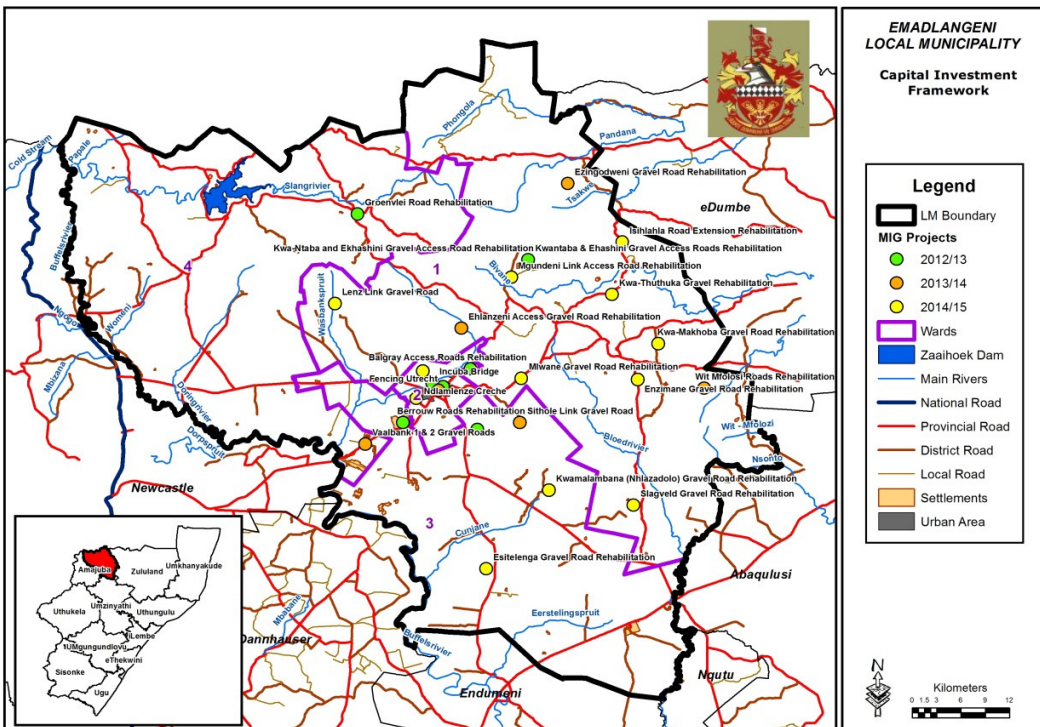
- The birding linkages between Wakkerstroom and the northern portions of the Utrecht Municipality, particularly around Groenvlei and the Zaaihoek Dam;
- The trout fishing linkages between Wakkerstroom and the northern portions of the Utrecht Municipality

### 1.4 AREAS OF PRIORITY SPENDING

Map 14: Areas of Priority Spending



Map 15: Capital Investment Framework



In terms of

Emadlangeni Municipality the most deprived Ward is Ward 1 which includes the areas of Mabaso and Nzima. The least deprived Ward is Ward 2 which incorporates the town of Utrecht.

## 1.5 IMPLEMENTATION PLAN

To be updated with final IDP Review

The following table reflects the capital projects to be implemented by the municipality in the next 3 years using MIG.

**Table 56: Implementation Plan**

Capital Projects	Ward	Indicative Budget 2012/13	Indicative Budget 2013/14	Indicative Budget 2014/15	PRIORITY RANKING
Pension Pay Point	2	1 070 000.00			
Balgray Access Roads	2	1 500 000.00			
Wit Mfolozi Roads Rehabilitation	1		4 275 000.00		1
Berrow Roads Rehabilitation	3		11 850 000.00		1
Ehlanzeni Access Gravel Road Rehabilitation	1		4 500 000.00		1
Groenvlei Roads Rehabilitation	4	4 125 000.00			
Mlwane Gravel Road Rehabilitation				3 375 000.00	
Rondavel Access Gravel	3			2 225 000.00	

<b>Capital Projects</b>	<b>Ward</b>	<b>Indicative Budget 2012/13</b>	<b>Indicative Budget 2013/14</b>	<b>Indicative Budget 2014/15</b>	<b>PRIORITY RANKING</b>
Road Rehabilitation					
Kwa-Thuthuka Gravel Road Rehabilitation	1			3 375 000.00	
Kwa-Malambane (Nhlazadolo) Gravel Road Rehabilitation	1			3 375 000.00	
Esitelenga Gravel Road Rehabilitation	3			4 800 000.00	
Slagveld Gravel Road Rehabilitation	1			825 000.00	
Enzimane Gravel Road Rehabilitation	1			900 000.00	
KwaNtaba & Ehashini Gravel Access Roads Rehabilitation	1	4 984 400.00			
Isihlahla Road Extension Rehabilitation	1			450 000.00	
Vaalbank 1 & 2 Gravel Roads	4		18 975 000.00		1
KwaMakhoba Gravel Road	1			1 875 000.00	

<b>Capital Projects</b>	<b>Ward</b>	<b>Indicative Budget 2012/13</b>	<b>Indicative Budget 2013/14</b>	<b>Indicative Budget 2014/15</b>	<b>PRIORITY RANKING</b>
Rehabilitation					
Ezingodweni Gravel Road Rehabilitaion	1		3 900 000.00	-	1
Mtholweni Access Road Construction	4			-	
Dorothea Bridge Construction	1			-	
Upgrading of Victoria Country Club Swimming Pool	2			-	
Roads Master Plan	N/A		600 000.00		1
Upgrading the Landfill Site	4			-	
Phokweni Access Gravel Road	4			-	
Emanantshini Access Gravel Road Rehabilitation	3			-	
High Mast Lights in White City and Bensdorp	2			-	

<b>Capital Projects</b>	<b>Ward</b>	<b>Indicative Budget 2012/13</b>	<b>Indicative Budget 2013/14</b>	<b>Indicative Budget 2014/15</b>	<b>PRIORITY RANKING</b>
Selandlovu Access Road Rehabilitation	1			-	
Smith Street Rehabilitation	2			-	
Magidela Access Road and Bridge	1			-	
<b>Total Allocation (MIG)</b>		<b>10 461 000.00</b>	<b>9 932 000.00</b>	<b>9 053 000.00</b>	

The projects are prioritized. One (1) representing high priority and five (5) representing low priority.

**Table 57: 2013/14 Operational Projects**

<b>IDP No</b>	<b>Operational Projects</b>	<b>Indicative Budget 2013/14</b>
	Installation of a Security System	200 000.00
	Refurbishment of Information Communication Technology	200 000.00
	Skills development	200 000.00
	Review of the Agricultural Plan	-
	Review of the Communication Strategy	-
	Review the Community Participation Strategy	-
	Review of Plocies	-
	Develop an HIV/AIDS Strategy	-
	Review of the Human Resource Strategy	-

**Table 58: 2013/14 LED and Poverty Alleviation Projects**

<b>Project Name</b>	<b>Budget</b>
Community Gardens	-
Community Skills Development	-
Horse Breeding	-
Chicken Farming	-
Goat Farming	-
Wedding Chapel	-
Development of Shopping Center	-
Ingogo Fresh Produce Market	R10 000.00

## **SECTION F: FINANCIAL PLAN**

### **To be updated in final IDP Review**

Financial Management is the cornerstone of any organization. Controls and policies must be in place to achieve sound financial management. In meeting the demands of sustainable financial viability and service delivery expectations, it is necessary that a comprehensive integrated approach towards financial sustainability be developed.

The Municipality has recognized that to be successful the IDP must be linked to a workable financial plan, which includes a multiyear budget.

The financial plan is set out as follows:

- Legislative requirements
- Risks and challenges in Financial Management
- Financial Framework
- Financial strategies
- Multiyear budgets

### **1. LEGISLATIVE FRAMEWORK**

The financial affairs of the municipality are governed by the following legislation:

- Division of Revenue Act
- Public Finance Management Act
- Municipal Finance Management Act
- Treasury Regulations

#### **1.1 RISKS AND CHALLENGES IN FINANCIAL MANAGEMENT**

The key financial risks and challenges which need to mitigate against are outlined below:

- The continued growth in outstanding debtors;
- Deteriorating collection rate;
- Decrease of collection of service charges;

- Limited maintenance and renewal of infrastructure assets due to resource constraints;
- Administration of agency functions with limited budget allocation;
- Inadequate utilization of tourism facilities and opportunities resulting in revenue losses;
- The need for efficient and effective service delivery; and
- The need to ensure legal compliance through all procedures and programmes.

## **2. FINANCIAL FRAMEWORK**

### **2.1 REVENUE GENERATION**

It is essential that the Municipality has access to adequate sources of revenue, from both its own operations and intergovernmental transfers, to enable it to carry out its functions effectively. It is further necessary that there is a reasonable degree of certainty with regard to the source, amount and timing of its revenue

### **2.2 SUSTAINABILITY**

Essentially the Emadlangeni Municipality's budget must be balanced i.e. anticipated revenue equals anticipated expenditure. As with any budget, revenue is always the limiting factor, therefore it is essential that tariffs are set at affordable levels, and that the full costs of services delivery are recovered. However households that are too poor to even pay for a proportion of service costs, should at least have access to basic services, at a subsidized cost.

### **2.3 EFFECTIVE AND EFFICIENT USE OF RESOURCES**

In an environment of limited resources, it will be essential that the Emadlangeni Municipality makes maximum use of the resources at its disposal, by utilizing them in an effective and efficient manner. Efficiency in operations and investment will ensure financial sustainability.

### **2.4 ACCOUNTABILITY, TRANSPARENCY AND GOOD GOVERNANCE**

The Emadlangeni Municipality is accountable to its community. The budgeting process and other financial decisions should be open to public scrutiny and participation. In addition, the accounting and financial reporting procedures must minimize opportunities for corruption. It

is also essential that accurate financial information is produced within a prescribed timeframe for stakeholders to make informed decisions and create oversight.

## **2.5 EQUITY AND INVESTMENT**

The Emadlangeni Municipality must treat people fairly and justly when it comes to the provision of services, and in the same way deal effectively with its backlogs in services, therefore maximizing its investment in the municipal infrastructure. In doing so Emadlangeni Municipality must efficiently manage its financial systems and underlying policies, which must encourage maximum degree of private sector investments.

## **2.6 FINANCIAL STRATEGIES**

Within the context of the above framework, financial strategies and policies form part of the financial plan to achieve the desired objective of financial viability and sustainability for the Municipality. Financial strategies are essential to ensure increased efficiency and cost effectiveness within the Municipality. The implementation of the financial plan requires the involvement of the Council, Municipal Manager and Chief Financial Officer in implementing these strategies. Councils overall financial strategy is structured into the following core components to allow for clearer understanding of task:

- Asset Management strategies
- Potential Sources of Income and Revenue Raising Strategies
- Debt Control Measures
- Free basic services

These segments are intended to provide operational guidance to staff to assist them in achieving identified objectives and goals. The strategy is ensuring compliance with financial policies, modelled on modernized reform practices applicable to local government. The multiyear budget process reforms currently being implemented has fundamentally changed councils financial focus, through improving the Municipality's ability to deliver basic services to all, highlighting and effectively addressing capital expansion implications on sustainability of operations and that of the organization as whole, and informing policy choices on investment decisions

## **2.7 ASSET MANAGEMENT STRATEGIES**

This policy is deemed necessary in order to facilitate the effective management, control and maintenance of the assets. The policy is in place and is subject to regular review.

In terms of asset management the following are being implemented.

- Implementation of the asset management policy.
- Conducting regular physical audit of all assets of the municipality and ensuring that all assets are accounted for.
- Ensure policies are in place that prevents unauthorized use of municipal assets.
- Consider rent versus buy option when a new asset is required.
- Enter into service contracts with service providers.
- Arrange proper insurance on all municipal assets.

## **2.8 POTENTIAL SOURCES OF INCOME AND REVENUE RAISING STRATEGIES**

The purpose of this strategy is to ensure that all possible avenues are explored to maximize the receipt of any monies available to council by way of intergovernmental transfers and grants or Donations including expanding the billing database and maximizing income opportunities one every registered serviced site within the local municipality jurisdiction.

The second component of this strategy focuses on strengthening and building capacity within credit control and debt management practices and processed of council, ensuring the attainment and exceeding of collection rates in line with key budgetary requirements.

## **2.9 DEBT CONTROL MEASURES**

The policy sets out ways in which the municipality intends to control and manage the recovery of outstanding debt due to council.. The policy lays down the basis for distribution of accounts, collection procedures, interest and penalties to be charged in the event of non-payment, with strong focus on management reporting requirements pursuant of key legislative requirements and performance management.

## **2.10 FREE BASIC SERVICES**

The basic principles of this policy is to ensure that poor households have access to basic services, and this requires the Municipality to implement an indigent support policy that makes adequate financial provision to ensure the provision of efficient and sustainable services to all residents within the area of jurisdiction.

The indigent policy is intended to provide poor households ongoing access to a specified level of service. The subsidies contained in the policy should not compromise the quality of efficiency of service delivery.

In terms of the revenue cost of the free basic services the following provides an indication of allocation over the

**Table 59: Provision of Free Basic Services**

<b>REVENUE COST OF FREE BASIC SERVICES PROVIDED</b>				
<b>Revenue by source</b>	<b>Indicative Budget</b>	<b>Indicative Budget</b>	<b>Indicative Budget</b>	
	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	
Property Rates (other exemptions, reductions and rebates)	10 254 780.72	10 808 538.88	11 392 199.98	
Electricity/other energy	11 831 675.37	12 778 209.40	13 800 466.15	
Refuse	1 327 180.22	1 398 874.95	1 474 385.74	
<b>Total</b>	<b>23 413 636.25</b>	<b>24 985 623.23</b>	<b>26 667 051.87</b>	

## **2.11 MULTI-YEAR BUDGETS**

The municipality is dependent on two primary types of income, namely:

- Operating income and;
- Grants/Transfers

The indicative budget over the next 3 years for income is as follows:

## 2.12 OPERATING INCOME

Table 60: Operating Revenue

Operating Revenue By Source	Indicative Budget	Indicative Budget	Indicative Budget
	2013/14	2014/15	2015/16
Property Rates	10 254 780.72	10 808 538.88	11 392 199.98
Property Rates Penalties	1 952 544.00	2 057 981.38	2 169 112.37
Service Charges- Electricity	11 831 675.37	12 778 209.40	13 800 466.15
Service Charges – Refuse	1 327 180.22	1 398 847.95	1 474 385.74
Rental Facilities and Equipment	861 426.25	907 943.27	956 972.21
Investments Earned – External Investments	840 000.00	885 360.00	933 169.44
Fines	65 530.35	69 068.99	72 798.71
Licenses and Permits	1 020 335.14	1 075 433.24	1 133 506.63
Agency Services	0.00	0.00	0.00
Transfers Recognised – Operational	19 881 000.00	20 887 000.00	24 732 000.00
Grant Income Capital	9 932 000.00	9 053 000.00	9 334 000.00
Other Revenue	1 259 903.67	1 327 938.47	1 399 647.15
<b>Total Revenue</b>	<b>59 226 375.73</b>	<b>61 249 321.57</b>	<b>67 398 258.38</b>

**Table 61: Summarized MTEF**

<b>Medium Term Expenditure Framework</b>			
<b>Income Type</b>	<b>Indicative Budget 2013/14</b>	<b>Indicative Budget 2014/15</b>	<b>Indicative Budget 2015/16</b>
Operating Income	19 881 000.00	20 887 000.00	24 732 000.00
Capital Income	9 932 000.00	9 053 000.00	9 334 000.00
<b>Total</b>	<b>29 813 000.00</b>	<b>29 940 000.00</b>	<b>34 066.00.00</b>

## **2.13 GRANTS AND TRANSFERS**

**Table 62: Grants and Transfers**

<b>Funding Source</b>	<b>Project</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
<b>Operating Transfers And Grants</b>				
National Government	Local Government Equitable Share	15 507 000.00	17 485 000.00	21 116 000.00
	Municipal Systems Improvement Grant	890 000.00	934 000.00	967 000.00
	Financial Management Grant	1 650 000.00	1 800 000.00	1 950 000.00
	Extended Public Works Programme	1 000 000.00	0.00	0.00
Provincial	Sports and Recreation	0.00	0.00	0.00

	Arts and Culture	634 000.00	668 000.00	699 000.00
	Cogta	200 000.00	0.00	0.00
<b>Total</b>		<b>19 881 000.00</b>	<b>20 887 000.00</b>	<b>24 732 000.00</b>
Capital Investments Grants				
National Government	MIG	9 932 000.00	9 053 000.00	9 334 000.00
<b>Total</b>		<b>29 813 000.00</b>	<b>29 940 000.00</b>	<b>34 066 000.00</b>

## 2.14 MUNICIPAL EXPENDITURE

Table 63: Expenditure

Expenditure		2013/14	2014/15	2015/16
Expenditure By Type				
Employee Related Costs		21 002 144.08	22 346 281.00	23 776 443.30
Remuneration of Councilors		1 794 460.68	1 909 306.16	2 031 501.76
Debt Impairment		1 000 000.00	1 054 000.00	1 110 916.00
Depreciation and Asset Impairment		7 027 328.01	7 077 769.08	7 088 050.28
Finance Charges		165 443.65	174 377.60	183 793.99
Bulk Purchases		10 277 280.00	11 099 462.40	11 987 419.39
Other Expenditure		12 327 425.31	12 993 106.27	13 694 734.01
Grant Expenditure		4 724 000.00	3 773 000.00	4 009 000.00
Contracted Services		100 000.00	100 000.00	100 000.00

Loss on Disposal of PPE	0.00	0.00	0.00
<b>Total Expenditure</b>	<b>58 418 081.71</b>	<b>60 527 302.82</b>	<b>63 981 858.74</b>

## 2.15 ASSETS AND LIABILITIES

An overview of the assets and liabilities is as follows:

**Table 64: Assets**

<b>Assets</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
Inventory	0.00	0.00	0.00
Debtors: Consumers	6 000 000.00	6 500 000.00	7 500 000.00
Debtors: Other	2 758 000.00	3 100 000.00	3 600 000.00
Cash	3 925 000.00	2 286 000.00	3 527 000.00
Current Portion of Long Term Receivables	70 000.00	80 000.00	90 000.00
Call Investment Deposits	16 000 000.00	14 000 000.00	12 000 000.00
Non-Current Assets	65 983 000.00	78 833 000.00	87 663 000.00
<b>Total Assets</b>	<b>94 736 000.00</b>	<b>104 799 000.00</b>	<b>114 380 000.00</b>

**Table 65: Liabilities**

<b>Liabilities</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
Current	15 588 000.00	13 450 000.00	9 351 000.00
Non-Current	7 440 000.00	7 500 000.00	7 560 000.00
<b>Total</b>	<b>23 028 000.00</b>	<b>20 950 000.00</b>	<b>16 911 000.00</b>

## 3. SECTOR INVOLVEMENT

To be updated in Final IDP Review

The data in this section is a summary of the information received from Departments as well as information obtained off the respective Departmental websites. Where projects have not been listed, this is due to non-submittal by departments.

### 3.1 DEPARTMENT OF TRANSPORT

#### Departmental Vision

The KwaZulu-Natal Department of Transport's vision is:

"PROSPERITY THROUGH MOBILITY"

This means that all activities of the Department and the manner in which the Department delivers services to communities will increase the wealth and quality of life to all citizens of the province.

#### Mission

"We will provide the public with a safe, integrated, regulated, affordable and accessible transportation system, and ensure that, in delivering on our mandate, we meet the developmental needs of our province."

AND

We will promote transparent and accountable government, plan in accordance with the needs of our customers, and ensure effective, efficient and transparent delivery of services through the appropriate involvement of the public and through regular and accurate reporting."

#### Strategic Goals

The strategic objectives of the department are as follows:

- Improving and ensuring road and public transport safety;
- Developing the people, the economy and the infrastructure of KwaZulu-Natal;
- Institutionalizing public participation and strengthening democratic governance;
- Facilitating rural development, reducing poverty and inequality and ensuring an infrastructure balance;

- Facilitating the growth and development of the road construction industry in KwaZulu-Natal, so as to be fully representative of the demographic profile of the province; and
- Ensuring financial accountability, value based resource management and development of integrated management systems.

**Table 66: List of projects for by Department of Transport for 2013/14 financial year**

<b>Project Name</b>	<b>Project Description</b>	<b>Budget</b>
Betterment and Re-gravelling: D326	Improving gravel roads	352 811.00
Betterment and Re-gravelling: Utrecht	Improving gravel roads	928 000.00
Betterment and Re-gravelling: D324	Improving gravel roads	352 811.00
Betterment and Re-gravelling: P269	Improving gravel roads	352 811.00
Berrow Ext	New Gravel Road	785 610.00
Isibabe	New Gravel Road	785 610.00
Thuthuka Road	New Gravel Road	785 610.00
Umbane Road	New Gravel Road	785 610.00
Mpophomeni Road No.2	New Gravel Road	785 610.00
Spookmill	New Gravel Road	785 610.00
AN Road	New Gravel Road	785 610.00

### 3.2 AMAJUBA DISTRICT MUNICIPALITY

#### Municipal Vision

Amajuba will be a fully developed district, with a vibrant and sustainable economy, a better quality of life, preserved within its own cultural and traditional values.

#### Mission

The Amajuba district will through good governance and management, strive to achieve its vision, within the legal framework by:

- Promoting shared and integrated service delivery
- Creating an enabling environment for economic development
- Increasing opportunities for previously disadvantaged individuals
- Facilitating access to land and social services
- Promoting development of a safe and healthy environment
- Effective planning of infrastructure and technical services

**Table 67: List of projects for by Amajuba for the 2013/14 financial year**

Project Name	Location	Funding Source	Budget Allocation		
			2012/13	2013/14	2014/15
Emadlangeni Rural Water Supply Scheme Phase 1	Emadlangeni	MIG	6 000 000.00	13 380 000.00	2 500 000.00
Emadlangeni Sanitation	Emadlangeni	MIG	3 000 000.00	7 735 000.00	0.00
Emadlangeni Bulk Water Supply	Emadlangeni	DWA	17 000 000.00	50 301 000.00	0.00
Emadlangeni Ward 1 Borehole	Ward 1	ADM	-	1 500 000.00	-

Programme					
Emadlangeni Household Sanitation Project (Planning Stage)	Emadlangeni	-	-	-	-

### **3.3 DEPARTMENT OF HUMAN SETTLEMENTS**

#### **Departmental Vision**

Enabling all people to house themselves by engaging various institutions and stakeholders in the provision of a conducive and enabling environment.

#### **Mission**

To effectively and efficiently manage the implementation of National and Provincial Housing Programmes in partnership with the relevant role players, by developing sustainable human settlements characterized by affordable and adequate shelter for qualifying citizens in KwaZulu-Natal.

#### **Strategic Objectives**

- Eradication for slums in KwaZulu-Natal by 2014;
- Strengthening governance and service delivery;
- Ensuring job creation through housing delivery;
- Accelerating housing delivery in rural areas;
- Accelerating the hostels redevelopment and upgrade programme;
- Creating rental / social housing opportunities;
- Building the capacity of Housing stakeholders (especially municipalities);
- Promotion of homeownership;
- Provision of housing for vulnerable groups including those affected by HIV/ AIDS;
- Ensuring the provision of incremental housing; and

- Implementation of Financial Services Market Programme.

**Table 68: List of projects for Department of Human Settlements for the 2013/14 financial year**

Project Name	Project Description	Budget
Goedehoop Extension 2	Construction of 589 RDP houses	N/A
Khayaletu Housing Project	Renovation of 61 existing houses and construction of 30 new units	N/A

### 3.4 DEPARTMENT OF AGRICULTURE

#### Departmental Vision

Optimum agricultural land use, sustainable food security, sound environmental management and comprehensive, integrated rural development.

#### Mission

The Department, together with its partners and communities, champion quality agricultural, environmental and conservation services and drives integrated comprehensive rural development for all the people of KwaZulu-Natal.

**Table 69: List of projects by Department of Agriculture for the 2013/14 financial year**

Project Name	Area	Budget
Fencing of Grazing Camps	Inkosi Mabaso – 5 km	-
	Vaalspruit (Menziwa) – 10 km	-
Rehabilitation of Dip Tanks	Emxhakeni	R46 000
	Embangweni	R46 000
	Kwathekwane	R46 000

	Berouw	R46 000
Stock Watering Dams	Inkosi Mabaso	R180 000
Irrigation	Engcaka (10 ha)	R250 000
Repairs of Existing Infrastructure	Mazibuye (Survey and repair of Rooipoint Dam, building new wall and clay core on the down stream side of the wall)	-

### 3.5 DEPARTMENT OF SOCIAL DEVELOPMENT

#### Departmental Vision

A caring and integrated system of social development services that facilitates human development and improves the quality of life.

#### Mission

To enable the poor, the vulnerable and the excluded within South African society to secure a better life for themselves, in partnership with them and with all those who are committed to building a caring society.

**Table 70: List of projects by the by the Department of Social Development for the 2013/14 financial year**

NPO Name	Ward	Area
Vukuzakhe Youth Project	2	Utrecht Town
Inqanawe Kingsley Organisation	3	Kingsley
Sinethemba Community Project	3	Emxhakeni
Jabulu Jule Community Project	1	Emgundeni
Zimele Community Project	4	Blue Mountain

### 3.6 ESKOM

**Table 71: List of Electrification Projects**

Project	Priority	Number Of Connections
Izimbuthu 403 connections	1	complete
Emxhakeni/Vaalbank 700 connections	2	complete
Enkululekweni 75 connections	3	75
Kingsley land reform 87 connection	4	87
Nzima land reform 25 connections	5	45
eMange	5	12
Wit-mfolozi 90 connections	5	90
Thabalala 101 connections	6	120
<b>Total Rural Backlog</b>	<b>2045</b>	<b>429</b>

### 3.7 DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM

#### Vision

Creating vibrant, equitable and sustainable rural communities.

#### Mission

To initiate, facilitate, coordinate, catalyse and implement an integrated rural development programme

**Table 72: List of 2013/14 Projects**

Project	Budget
Emadlangeni Sanitation Project	43 000 000.00

**SECTION G: SERVICE DELIVERY BUDGET  
IMPLEMENTATION PLAN - SDBIP**

To be updated in Final IDP Review

## **SECTION H: ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM**

### **To be updated in Final IDP Review**

Performance management is a strategic management approach that equips the Mayor, Municipal Manager, Heads of Departments, employees and stakeholders with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review the performance of the institution against indicators and targets for efficiency, effectiveness and impact.

The PMS entail a framework that describes and represent how the municipality's cycle and processes of performance planning, monitoring, measurements, review, reporting and improvement will be conducted, organised and managed.

The core elements of the system are:

- Organisational PMS;
- Section 57 Performance contracts;
- Employee Performance Appraisal System;
- IT System;
- Performance Audit Committee;
- Annual Report;
- Quarterly Reports
- Public Participation and internal and external communication mechanisms.

The Performance Management Framework has been developed and the PMS policy has been updated and reviewed. The Municipal Manager and Managers directly reporting to the Municipal Manager will sign Performance Agreements as a performance contract between themselves and Council.

## **1. PERFORMANCE MANAGEMENT POLICY STATEMENT**

Both the Performance Management Framework and Policy outlined the objectives and principles of Emadlangeni Municipality PMS.

The objectives of the Emadlangeni PMS are as follows:

- Facilitate increased accountability among the citizens, political and administrative components of the municipality,
- Facilitate learning and improvement through enabling the municipality to employ the best approaches for desired impact and improve service delivery.
- Provide early warning signals in case of a risk against implementation of the IDP and ensuring that the system itself makes provision for Council to be timeously informed of risks for facilitation and intervention.
- Facilitate decision-making through an appropriate information management mechanism enhancing efficient, effective and informed decision making, especially in allocation of resources.

The Performance Management System for the Emadlangeni Municipality is guided by the following principles:

- Simplicity
- The system will need to be kept as simple as possible to ensure that the municipality can develop, implement, manage and review the system without placing an unnecessary great burden on the existing capacity of the municipality.
- Politically acceptable and administratively managed
- The system must be acceptable to political role players on all levels. It must also be flexible enough to be accepted by the municipal council and to enjoy buy-in across political differences. The process will involve both Councilors and officials but the day-to-day management of the process will be managed administratively with regular report back on progress to the political level.
- Implementable
- Considering the resource framework of the municipality, the PMS should be implementable with these resources, which will include time, institutional, financial, and technical resources.

- Transparency and accountability
- The development and implementation of a PMS should be inclusive, transparent and open. The general public should, through the system, be made aware of how the operations of the municipality are being administered, how the public resources are being spent and who certain responsibilities belong to.
- Efficient and sustainable
- The PMS should, like other services within the municipality, be cost effective and should be professionally administered, and needs to happen in a sustainable manner.
- Public participation
- The constituency of the municipality should be granted their legal rights, in terms of the Constitution and the MSA, through encouragement of public participation by the municipality during the development and implementation of a PMS.
- Integration
- The PMS should be developed and implemented in such a manner that it will be integrated with the integrated development process of the municipality and its employee performance management.
- Objectivity
- The PMS to be developed and implemented must be developed on a sound value system with the management of the system and the information it is based upon being objective and credible.
- Reliability
- The PMS should provide reliable information on the progress made by the municipality in achieving the objectives as set out in its IDP.

## **2. ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM**

Performance Management involves the setting of targets, and measuring the desired outcomes and activities undertaken to attain the targets of an organization. It also involves measuring the performance of the individuals who contribute towards the achievement of the strategic vision of the organization.

For a Performance Management System to be successful it is imperative that:

- Top management and the Council take ownership of the development and implementation of the OPMS.
- All stakeholders understand and are actively involved in performance management processes.
- All officials are trained and take responsibility for performance management

The IDP is linked to the PMS and as well as the five national KPAs being:

- Infrastructure and Services / Basic Service Delivery
- Socio-Economic Development / Local Economic Development (LED)
- Institutional Transformation
- Good Governance and Democracy / Public Participation
- Financial Viability and Management

Each organizational KPA is cascaded down to a level at which it could be allocated to the department and this the specific individual Section 57 Manager who need to fulfill that functions. For each KPA, a KPI is derived in respect of each of the development priorities and objectives contained in the IDP and a performance target with a timeline for that particular function is assigned.

In turn the Performance Contracts/Agreements of each Section 57 Managers enters into a Performance Contract with the municipality. The Performance Contracts are reviewed annually, in line with the requirements of that year's strategy.

The organizational scorecard for Emadlangeni is attached..

## **2.1 EMPLOYEE PERFORMANCE APPRAISAL SYSTEMS (EPAS)**

The objectives of the system are:

- Identify critical job elements, expectations, and performance objectives.
- Ensure that performance objectives are aligned to departmental and municipal objectives which flow from the Integrated Development Plan of the municipality.
- Establish agreement on the job objectives and the criteria that will be used for evaluation.
- Establish a set of ongoing processes needed to define and plan performance, to develop the skills, knowledge and abilities to perform as planned, to facilitate self assessment, to review and record performance, and to reward performance.
- Provide feedback on job performance, including strengths and weaknesses.
- Identify a means (for example, training) for improving performance.
- Identify realistic job and career opportunities.
- Provide valid information for personnel decisions that will affect the employee.
- Provide employees with a sense of their work accomplishments relative to expectations and predefined performance indicators.
- Support employee development through discussion of assigned opportunities and training.
- Emphasize the Municipality's commitment to continuous improvement and learning.
- To support the Batho Pele principles of service delivery.

## **2.2 Performance and Financial Audit Committee**

The Emadlangeni Municipality is currently sharing Newcastle Municipality's Audit Committee. It consists of five members and meets quarterly.

## **2.3 Annual Performance Report**

An annual report is prepared annually and one of the issues considered during the IDP review is the issues and challenges raised in the Annual Report. The annual report and the oversight report for the 2011/12 financial year was adopted by Council March 2013. The reports were then submitted to Auditor General ,Cogta and Treasury. A copy of the Annual Performance Report for 2011/12 is attached as annexure E.

## **2.4 Auditor General Queries**

In response to the Annual Report the Auditor-General's queries, the municipality has developed an action plan to respond to the queries. The internal auditors are the custodians of the action plan which is discussed at Manco level and report on to the Audit Committee, MPAC and Council. AG report is attached as annexure D.

## ANNEXURES

### STATUS OF SECTOR PLANS

Sector Plan	Completed	Adopted	Adoption Date	Date Of Next Review
LED Plan	Yes	No	-	May 2013
Environmental Management Plan	No	-	-	May 2013
Disaster Management Plan	Yes	Yes	May 2012	May 2013
Housing Plan	Yes	Yes	May 2012	May 2013
Tourism Plan	Yes	Yes	June 2012	May 2013
SDF	Yes	Yes	March 2012	June 2014

## **ANNEXURE A: SPATIAL DEVELOPMENT FRAMEWORK**

## **ANNEXURE B: DISASTER MANAGEMENT FRAMEWORK**

## **ANNEXURE C: ORGANISATIONAL SCORECARD**

## **ANNEXURE D: AUDITOR GENERAL'S REPORT**

# **ANNEXURE E: 2012/2013 ANNUAL PERFORMANCE REPORT**

## **ANNEXURE F: ENVIRONMENTAL MANAGEMENT PLAN**

## **ANNEXURE G: LED PLAN**

## **ANNEXURE H: HOUSING PLAN**