



UMDONI LOCAL MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN

AS REVIEWED

2009/2010

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GLOSSARY

AG	Auditor General
AIDS	Acquired Immune Deficiency Syndrome
ART	Antiretroviral therapy
ARV	Antiretroviral
ASGISA	Accelerated Shared Growth Initiative of South Africa
BBBEE	Broad Based Black economic Empowerment
CFO	Chief Financial Officer
DBSA	Development Bank of Southern Africa
DEAT	Department of Environmental Affairs and Tourism
DFA	Development Facilitation Act
DFID	Department for International Development
DLA	Department of Land Affairs
DLGTA	Department of Local Government and Traditional Affairs
DM	District Municipality
DoH	Department of Housing
DoL	Department of Labour
DWAF	Department of Water Affairs & Forestry
EMP	Environmental Management Plan
EPWP PSC	EPWP Provincial Steering Committee
EPWP	Expanded Public Works Programme
FBS	Free Basic Services
FET	Further Education and Training
HH	Households
HIV	Human Immuno-deficiency Virus
HR	Human Resources
ICT	Information Communications Technologies

IDP	Integrated Development Plan
IDPRF	Integrated Development Plan Representative Forum
IGR	Inter Governmental Relations
ISRDP	Integrated Sustainable Rural Development Programme
KZN	KwaZulu-Natal
LED	Local Economic Development
LGSETA	Local Government SETA
LM	Local Municipality
LRAD	Land Redistribution Programme
LUF	Land Use Framework
LUMS	Land Use Management System
MDG	Millennium Development Goals
MIG	Municipal Improvement Grant
MLL	minimum Living Level
MM	Municipal Manager
MPA	Municipal Plan of Action
MSIG	Municipal Systems Improvement Grant
NSDP	National Spatial Development Perspective
OHS	Occupational Health and Safety
OPMS	Organisational Performance Management System
PC	Project Consolidate
PCPMU	Project Consolidate Project Management Unit
PGDS	Provincial Growth and Development Strategy
PMS	Performance Management System
PMTCT	Prevention of Mother to Child Transmission
PSEDS	Provincial Spatial Economic Development Strategy
RDP	Reconstruction and Development Programme
SANRAL	South African National Roads Agency Limited
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SIC	Standard Industrial Codes
SLA	Sustainable Livelihood Approach
STATSSA	Statistics South Africa
ToR	Terms of Reference
VCT	Voluntary Counseling and Testing

GLOSSARY OF LEGISLATIVE ENACTMENTS

The Constitution	South African Constitution Act 108 of 1996
The Systems Act	Municipal Systems Act No 32 of 2000
The Structures Act	Municipal Structures Act No 117 of 1998
DFA	Development Facilitation Act No 67 of 1995
MFMA	Municipal Finance Management Act No 56 of 2003

MAYOR'S FOREWORD



As the leadership of Umdoni we are faced with an enormous task of addressing the plight of the poor through local economic development and balancing the interests of investors and the business sector at large. This is the year to accelerate service delivery and improve on people's lives. This IDP is therefore important as the strategic tool to realize this particular objective and to enable us to fulfill our constitutional mandate of being a developmental local government.

We attempted to give effect to a partnership approach to local governance by extensively engaging with the business sector and by supporting the establishment of the Umdoni Business Chamber in which the business community and the municipality are jointly holding hands in developing our area.

The IDP therefore paves the way into an exciting and promising future for Umdoni Municipality. Over the review period we have tread the length and breadth of Umdoni in consultation with our many different stakeholders through Mayoral Izimbizo and IDP/Budget Roadshows where we went into areas that we have never been to before. I must admit that the rural areas have been a little bit neglected when it came to public consultation and it was during this review period that we attempted to change that and we will continue to do so as long as our people are still out there seeking services.

It therefore gives me great pleasure to be part of this process and the 2009-10 financial year reflects Umdoni Municipality's commitment to enhance service delivery for all communities which we duly serve. The alignment of the budget with the IDP is also a process that we should always undertake and keep to not just for compliance purposes but as an assurance that what we have budgeted for in 2009/10 is indeed what the people wanted.

In the name of service delivery let us therefore move forward and put the people first uniting and servicing all communities equally so as to overcome what can be seen as the urban/rural bias within our municipality. As I conclude it would be a mistake if I do not express my gratitude to all the stakeholders who assisted in putting up this document and to the public and councilors for their valued contribution in this review process.

Thank you,

CLLR NH GUMEDE

HONOURABLE MADAME MAYOR

REMARKS BY THE MUNICIPAL MANAGER



Over the past years our IDP's have evolved and we now talk of a credible IDP in which we are still striving to achieve. During the previous assessment and upon return of the assessment results Umdoni municipality proved that with much effort we can even do much better. One of our democracy's objective is to create a country characterised by equality, justice and prosperity, which is one of the reason why Madame Mayor has said "service delivery for all communities".

We are indeed coming to the end of the 2009/10 review process for the IDP; we are now ready to leap into the next platform which is the implementation phase. Endless efforts have been made to ensure that a useful and credible IDP is produced. Once again the political leadership and administration worked together in a two day strategic planning session where deliberations on objectives and various strategies were developed. The vision and Mission of the municipality was therefore also reviewed in this process. Management has started being involved in the IDP and I would continue to urge the departments to further take ownership of the IDP.

We are not just producing an IDP so as to comply with the relevant legislation but we are doing so as to ensure a better life for all the people of Umdoni, moving from simple legal compliance to actual service delivery is a challenging task taking into cognisance the historic difficulties encountered by our municipality especially when looking at the rural areas. Without repeating what has already been said by the Mayor we see ourselves as an institution ready and geared to fulfill our constitutional mandate.

The following national IDP key performance areas (KPA's) were taken into consideration during the review of this IDP:

- Infrastructure and basic service delivery
- Social and Economic Development
- Institutional Development and Transformation
- Democracy and Governance
- Financial Management and Viability

The recent floods have once again reminded us about the importance of planning, and we have to made sure that in this review disaster management is extensively covered and addressed within our IDP.

Part of the success of this municipality is attributed to the good working relations between the political leadership and the administration. As the administration we will continue to carry the mandate given to

us by our leaders and will continue to keep the developmental wheels turning so as to advance the future of the people of Umdoni.

To all the stakeholders who contributed into shaping this document to what it is now, thank you for all your hard work, dedication and time. I would also like to extend my gratitude to the Councilors, members of the community and all stakeholders who made contributions to this draft your valuable input was greatly appreciated.

The draft is a working document and therefore input will still be received from the various stakeholders, until the draft is adopted by Council.

DD NAIDOO

MUNICIPAL MANAGER

EXCECUTIVE SUMMARY

1. INTRODUCTION

The Umdoni Municipality's Reviewed Integrated Development Plan 2009/10 is a dynamic document which has undergone a review this financial year from the original formulation document 2007-2012; and it will undergo the last review again during the next financial year.

This reviewed plan is the Umdoni Municipality's credible plan for the following prioritized, amongst many others, developmental outcomes:

- Quality, Affordable Integrated Housing, addressing various housing needs of the people of Umdoni;
- A spatially integrated and socially inclusive geographical area;
- Services that work efficiently and effectively for all;
- Infrastructure development and maintenance for all to benefit, and enabling economic development;
- HIV/Aids and its impact are virtually eliminated;
- Poverty and its impact is virtually eliminated;
- People of the Umdoni Municipality live in a healthy and clean environment;
- People of the Umdoni Municipality live in a safe and secure environment;
- The economy grows and people share the benefits of the growth;
- Youth, gender, and disabled persons participate in, and benefit from being inhabitants of Umdoni;

The objectives and strategies are aligned to the national, provincial legislation, policy and guidelines.

2. BACKGROUND

The IDP as mandated by the Systems Act (32 of 2000), must be reviewed on a yearly basis so as to adapt to and accommodate the changing circumstances within the municipal area.

As indicated, this review emanates from the 2007/2012 in which the document is still applicable in this IDP; the review seeks to address the following issues:

ASSESSMENT ISSUES

Comments received from Department of Local Government and Traditional Affairs in the assessment of the 08/09 draft IDP documents,

REVIEW OF THE STRATEGIC ELEMENTS OF THE IDP IN TERMS OF COUNCIL'S PRIORITIES

- Review of the Vision, Mission and Objectives;
- Review of the Strategic elements of the IDP; and

INCLUSION OF NEW INFORMATION WHERE NECESSARY

- Addressing areas requiring additional attention in terms of legislative requirements not addressed during the previous years of the IDP Review Process;
- Alignment of the IDP with newly completed Sector Plans;
- Review of the Strategic elements of the IDP;
- The ongoing alignment of the Performance Management System (PMS), in terms of Chapter 6 of the MSA, with the IDP; and
- The update of the Financial Plan, the list of projects (both internal and external funded).

3. PARTICIPATION

When the process started, the intention to begin with the process was advertised, this process was followed by mayoral izimbizo's which took place as follows

DATE	WARD	VENUE
23 OCTOBER 2007	2 (Cllr PH Ngcobo)	MGWEMPISI SPORTSFIELD
24 OCTOBER 2007	9 (Cllr ES Gumede)	MALANGENI SECONDARY SCHOOL (BHINIVA)
26 OCTOBER 2007	5 (Cllr EV Baptie)	FULL GOSPEL CHURCH (AMANDAWE)
29 OCTOBER 2007	1 (Cllr D Cele)	OLWASINI SPORTSGROUND

SUBSEQUENT TO THE ABOVE IDP/BUDGET ROADSHOWS ALSO TOOK PLACE IN APRIL IN A JOINT VENTURE WITH THE DISTRICT MUNICIPALITY. THE DRAFT DOCUMENT FOR THE 08/09 IDP REVIEW WAS FURTHER ADVERTISED FOR 21-DAYS FOR PUBLIC COMMENTS, IN WHICH THIS PERIOD CLOSED ON THE 20TH JUNE 2008.

Internally Councillors and officials were work shopped on this document whereby the document was discussed. In addition to this a strategic planning session was held with the councilors and officials where deliberations and review of the strategic framework, vision and mission took place.

4. SECTOR PLANS

The following Sector Plans have been prepared by the municipality since 2001 and are aligned to the IDP. The following therefore indicates the current status of our IDP sector plans

SECTOR PLAN	COMMENTS/ PROGRESS
Housing Plan	Completed.
Local Economic Development Plan	Completed

Disaster Management Plan	In Progress
Supply Chain Management Policy	Completed
Indigent Policy	Completed
Agriculture Development Plan	In Progress
Tourism development and marketing strategy	Completed
Environmental Management Plan	Funding is being secured
Spatial Development Framework	Currently under reviewed
Risk Assessment Plan	Completed
Skill Development Plan	100% Completed
Fleet Management Policy	100% Completed
Employment Equity Plan	100% Completed
Land Use Management Framework	Rural component in progress
Disaster Management Plan	In progress
Financial Plan	Included in this document
Waste Management Plan	Funding to be secured
Beachfront Master Plan	Completed
Rural Development plan	In progress
Communication Plan	100% completed
Infrastructure Investment Plan	Funding to be secured
Area Based Plan	In progress(DLA)
IDP Process Plan	Completed
Organisational PMS	Under review
Comprehensive Infrastructure Plans	Not yet done

5. CONCLUSION

Statistical data is still a challenge in which the municipality will need to look at in the future. Census information is outdated and the recently conducted community surveys do not go down at ward and municipal level which makes it difficult to obtain data. It is acknowledged that other source of data can be obtained and such possibilities will be looked at in the next review. Progress has been made in this years review; we now need to polish up again in the next review.

CHAPTER 1: INTRODUCTION AND OVERVIEW

1.1 INTRODUCTION

Since the early 1990's there has been a significant shift in focus in municipal development planning. Previously municipal planning mainly concerned itself with the provision of technical aspects of land-use control through various legal mechanisms, and the provision of infrastructure by the public sector. As such, it was relatively inflexible and predominately sector-based and public consultation was limited. Environmental issues were not given sufficient attention and perhaps most importantly; there was no integration with the municipal budgeting processes nor any systematized performance management system. Consequently, few of the former structure/development plans were implemented. In response to this, the various negotiating forums that were established during the early 1990's developed the idea of integrated development planning, which formed the basis of the Integrated Development Plans (IDP's) which are now recognised as the critical component in municipal planning and development planning.

The initial IDP approach was refined in a number of policy documents and given legal substance in the Municipal Structures Act, Act 117 of 1998, the Municipal Systems Act, Act 32 of 2000 and the White Paper on Local Government, 1998.

Despite this legislation and policy context integrated development planning failed to provide the tool it was envisaged to be, and therefore an in-depth review of integrated development planning occurred in 2006, and the concept of a "credible integrated development planning process and plan" was developed which provides clear guidelines on IDP development and content requirements.

Therefore development planning has "evolved", and having evaluated previous experiences is now at the stage whereby its requirements, contents, approaches and best-practice have been widely communicated to be utilized – to ensure effective developmental planning at municipal level.

Integrated Development Planning is a process through which municipalities decide on their strategic development path for a five year period: the IDP is a product of the process.

The IDP is the principle strategic planning document which guides all planning, budgeting, management and decision-making in the municipality, and the IDP is therefore one of the key tools for local government to fulfill its developmental role: or arguable the key tool to fulfill its developmental role, as it is aligned to budget and the performance management system. In addition, the IDP enables coordinated and integrated development interventions within an area of jurisdiction.

The IDP, is however, a continuous process and not a once-off inflexible product. The IDP and its various components are reviewed and updated annually. The purpose of reviewing IDP's are to essentially ensure the plan reflects community needs, the status quo, and development priorities at that time, so as to enable "informed" decisions regarding development priorities, and the allocation of resources.

The third sphere of government is a key vehicle of the state in implementing its developmental goals. Prior to implementing programmes, however planning is required and hence integrated development planning at a municipal level is legally required.

1.2 BASIC MUNICIPAL INFORMATION

The purpose of the situational analysis is to provide some basic facts and figures about the existing situation within the Umdoni Municipal area. This information serves to assist the municipality and stakeholder representatives to decide on strategic development priorities on an informed basis.

A challenge facing the situational analysis is the lack of up-to-date valid and reliable data. Despite working closely with Statistics SA, and other body's statistical information, in the desktop situational analysis, this may be considered a shortcoming of the Reviewed IDP.

Umdoni Municipality has not commissioned any studies or surveys to assist with the situational analysis (commonly referred to as backlog studies). Despite this shortcoming, if the statistics are approached from a perspective of assessing trends it enables predications to be made which assist development decisions. In the absence of valid and reliable data, ward level sustainable livelihood methodologies are able to assist with the situational analysis and refinement of information.

Data was sourced from the following sources to provide information for the situational analysis:

- ✓ Statistics South Africa (1996 & 2001 Census) & 2007 survey;
- ✓ Municipal Demarcation Board (1996 & 2001 Census);
- ✓ Development Bank of Southern Africa (2002-2006 estimates);
- ✓ Eskom
- ✓ Ugu District Water Services Development Plan

The Umdoni Municipality KZ 212 is situated in the Ugu District Municipality DC21 on the KwaZulu Natal South Coast. The Municipality is conveniently located about 50 km from Durban and 65 km from Port Shepstone. Umdoni has an approximate coastline of 40 km and stretches inland as far as Umzinto. It abuts the Umzombe Municipality to the south, the West is the Vulamehlo Municipality and Ethekewini Municipality to the North.

The Municipality can be divided into three major land use zones, those are commercial agriculture dominated by sugar cane, the traditional authority areas located in the north of the municipal area and coastal urban nodes forming part of the ribbon development stretching from Amanzimtoti down to the South Coast. The Urban nodes include Scottburgh, Park Rynie, Kelso, Pennington, Bazley, Ifafa Beach, Elysium, Mtwalume and the historic town of Umzinto. The Municipality has 9 wards. The Umdoni Municipality, according to the 2007 Community Survey by Statistics South Africa has a population of 74 437.

1.2.1 DEMOGRAPHICS OF UMDONI

Population for Umdoni Municipality is illustrated below and is based on Census 2001 and 2007 Community surveys.

TABLE 1: UMDONI POPULATION

Population		No of Households	
Census 2001	Community Survey 2007	Census 2001	Community Survey 2007
62 293	74 437	15 806	16 383

TABLE 2: POPULATION BY WARD

Ward	Total	%
1	7857	13
2	8839	11
3	8534	14
4	10182	11
5	3685	10
6	6938	11
7	6866	10
8	3715	8
9	5668	12

Source: National Statistics Census 2001

1.3 POWERS AND FUNCTIONS

The Municipality has a policy on Delegation of Powers in terms of Section 59 of the Municipal Systems Act, 32 of 2000. These Delegations of Powers have been reviewed and adopted by the council.

The powers and functions of local government are reflected in the list below. This is based on the provisions of the Municipal Structures Act 117 of 1998 (as amended) and the Municipal Demarcation Board. It must be noted that the allocation of powers and functions does not include the adjustments by the MEC following the recommendations of the Municipal Demarcations Board.

TABLE 3: POWERS AND FUNCTIONS

Local Function	Shared Function	District Function
✓ Air Pollution (Local Function)	✓ Fire Fighting Services (Shared Function)	✓ Electricity Reticulation (District function)
✓ Building Regulations (Local Function)	✓ Local Tourism (Shared Function)	✓ Municipal Health Services (District Function)
✓ Child Care Facilities (Local function)	✓ Municipal Airports (Shared Function)	✓ Potable Water (District Function)
✓ Pontoons, Ferries, Jetties, Piers and Harbours (Local Function)	✓ Municipal Public Transport (Shared Function)	✓ Sanitation (District Function)
✓ Storm Water Management Systems in Built up Areas (Local Function)	✓ Cemeteries, Funeral Parlours and Crematoria (Shared Function)	
✓ Trading Regulations (Local Function)	✓ Markets (Shared Function)	
✓ Billboards and the Display of Advertisements in Public Places (Local Function)	✓ Municipal Abattoirs (Shared Function)	
✓ Cleansing (Local Function)	✓ Municipal Roads (Shared Function)	
✓ Control of Public Nuisances (Local Function)	✓ Refuse Removal, Refuse Dumps and Solid Waste (Shared Function)	
✓ Control of Undertakings that Sell Liquor to the Public (Local Function)	✓ Development Planning	
✓ Facilities for the Accommodation, Care and Burial of Animals (Local Function)		
✓ Fencing and Fences (Local Function)		
✓ Licensing of Dogs (Local Function)		
✓ Licensing and Control of Undertakings that sell food to the public (Local		

Local Function	Shared Function	District Function
Function)		
✓ Local Amenities (Local Function)		
✓ Local Sport Facilities (Local Function)		
✓ Municipal Parks and Recreation (Local Function)		
✓ Noise Pollution (Local Function)		
✓ Pounds (Local Function)		
✓ Public Places (Local Function)		
✓ Street Trading (Local Function)		
✓ Street Lighting (Local Function)		
✓ Traffic and Parking (Local Function)		

ACKNOWLEDGEMENT OF THE CONSTITUTIONAL MANDATE BY THE MUNICIPALITY

“Councillors and officials of the Municipality as the key drivers of the Municipal processes do hereby acknowledge and recognize the overriding significance and critical importance of operating and running affairs of the Municipality in accordance and in terms of Chapter 7 of the Constitution which is solely devoted to establishment and operation of Local Government”

1.4 LEGISLATION AND POLICIES

The preparation of an Integrated Development Plan (IDP) by municipalities is a legislative requirement according to the Municipal Systems Act (MSA) Act No. 32 of 2000; together with the Local Government: Municipal Planning and Performance Management Regulations, 2001 (R796, 24 August 2001), set out the core components of the IDP, as well as, the requirements for public participation in its drafting, reviewing and adoption.

In addition to the Municipal Systems Act, Act 32 of 2000, the Constitution of the Republic of South Africa mandates that a municipality must undertake developmentally-oriented planning so as to ensure that it:

- Strives to achieve the objects of local government as set out in Section 152;
- Gives effect to its developmental duties as required by Section 153;
- Together with other organs of state contribute to the progressive realization of the fundamental rights contained in Sections 24, 25, 26, 27 and 29.

The White Paper on Local Government (March 1998) further establishes the basis for developmental local government and emphasizes a system which is committed to working with citizens, groups and communities

to create sustainable human settlements which provide for a decent quality of life and meets the social, economic and material needs of communities in a holistic manner.

To achieve developmental outcomes the White Paper puts forward three interrelated approaches which can assist municipalities to become developmental:

- ✓ integrated development planning and budgeting;
- ✓ Performance management and
- ✓ Community participation.

The Municipal Systems Act, 32 of 2000, is the key legislation that gives direction and guidance to the development processes of the IDP. Chapter five specifically details the process. Whilst the Local Government: Municipal Planning and Performance Management Regulations, 2001 further develops guidelines and clarity in the issues of IDP, in relation to municipal planning and performance management.

The Municipal Finance Management Act, 56 of 2003 advocates the promotion of cooperative governance and emphasizes the alignment of the IDP and the budget, in chapter five.

Umdoni Municipality completed its IDP 2007-2012, and this IDP has undergone a review.

1.5 PUBLIC PARTICIPATION

The municipality has actively engaged its citizens through the ward based approach, especially focussing in the rural areas. The municipal resources are limited and the municipality is wide, hence certain wards were attended through the Mayoral Izimbizo and the others through IDP/Budget Roadshows. The Mayoral Izimbizo takes place in October while the IDP Roadshows takes place in March/April.

TABLE 4: IZIMBIZO/ROADSHOWS

DATE	WARD	VENUE	PARTICIPATION
21 October 2008	9 - Cllr ES Gumede	Oswanini – Ngubo Zone	Mayoral Imbizo
22 October 2008	8 – Cllr GH Myende	Nkombo Sportsfield	Mayoral Imbizo
24 October 2008	1 – Cllr D Cele	Okhalweni	Mayoral Imbizo
27 October 2008	2 –Cllr PH Ngcobo	KwaCele	Mayoral Imbizo
28 April 2009	1 Cllr D Cele	Amahlongwa Community Hall	IDP/Budget Roadshows
28 April 2009	5 Cllr E Baptie	Scottburgh Town Hall	IDP/Budget Roadshows
30 April 2009	4 Cllr O Zama	Amandawe Community Hall	IDP/Budget Roadshows
30 April 2009	6 Cllr NH Gumede	Umzinto Town Hall	IDP/Budget Roadshows

Community Issues

Ward 4

- Satellite police station – agricultural office
- Library – Gugulesizwe High School
- Convent road in Park Rynie for black topping
- Wright lane
- Community Garden
- Lower Primary Magcino LP School

Ward 2

- Pay Point facility – MPCC
- Extension of Macebo Road
- Construction of bridge to Okwalweni
- Bridge from Shayamoya to Ogqolweni
- Incomplete Sanitation

Ward 5

- Road naming and naming of roads
- Incomplete sanitation
- Damaged houses from disaster
- Msani Road to be cut at the hilltop – its dangerous
- Shozi road – needs repairs and boulder to be removed
- Construction of road to veg. garden
- Amandawe sportsfield

- Water
- Upgrade of beach facilities
- Upgrade of public toilets in Scott street
- Upgrade library frontage
- Repairing traders
- Taxi rank
- Pedestrian crossing at the main road opposite GJ Crookes
- Upgrade of sewer system
- Valuation roll

Ward 7

- Pot holes
- Street lights
- Beachfront upgrade – Elysium and Umthwalume
- Signage
- Tidal pools
- Road repairs
- Repair storm water drainage – Elysium
- Speed humps in Elysium
- Upgrade of Ifafa clinic
- Water in Ifafa
- Tarring of Baker street – Sezela
- Pathway from suburb to school
- Repairing of storm water drains in Syringa Road
- Kelso Bridge

Ward 8

- Road to Mbhaqa
- Water
- Bridge Mkhumbane

Ward 9

- Mapitoli road
- Learnerships
- Bus shelter
- Social services

1.6 CHALLENGES IN THE 2009-10 REVIEW PROCESS

The IDP is improving however there are still common challenges that seem to crop up every now and then. The following just lists a few of the challenges experienced during the 2009-10 review:

- ✓ Budgetary constraints
- ✓ commitment to the IDP from HOD's not strong enough.
- ✓ To a certain extent the IDP still being seen as a one woman document.
- ✓ Obtaining information especially the METF of the various departments in time.
- ✓ Environmental management plans are still lacking

CHAPTER 2: MUNICIPAL STRATEGIC FOCUS

2.1 BACKGROUND

This section provides the strategic IDP Review Framework (Implementation Framework) for Reviewed Integrated Development Plan. The municipal vision provides an overarching guideline to the municipality, with the municipal objectives and strategies providing the detail implementation framework.

THE MUNICIPALITY'S DEVELOPMENT VISION

A vision is a statement of the desired long-term development of the municipality based on the identified strategic issues and related to the specific conditions in the municipal area. During the IDP Review the Vision was amended, and a new Mission and Values were agreed to. The Municipality's Development Vision reads as follows:



UMDONI VISION

“By 2011 Umdoni Municipality will be synonymous with service delivery excellence, good corporate governance, financial viability and a vibrant local economy delivering services to all its communities in an efficient, effective and economical manner.”

UMDONI MISSION

“Striving to utilise all our resources in a fair and **just** manner to create a safe, healthy, economically vibrant and participative community enjoying quality services.”

The following are the municipal values:

- ✓ Accountability;
- ✓ Transparency, honesty and integrity;
- ✓ Accessibility;
- ✓ Fairness;
- ✓ Batho Pele – People First;
- ✓ Dignity and Respect;
- ✓ Professionalism;
- ✓ Co-operation and Trust;

2.2 DEVELOPMENT PRIORITIES

Having reviewed the development priorities, objectives and in some cases strategies: an exercise in agreeing to the priorities and then prioritising the priorities was undertaken. Each participant had three development priority objectives they could indicate under any national key performance area using a ZOPP card. Then each participant was given three stickers to vote: to put on the development priorities they considered most important – to be prioritised.

Overwhelmingly Roads: development and maintenance, debt recovery and housing matters appear to be priorities, according to the ZOPP card exercise. Following is what was put up as important in terms of 3 cards each.

1. Financial Management

Debt Recovery

- ✓ Debt Recovery – a clear concise plan is needed with time-frames;
- ✓ To reduce outstanding debt to fund infrastructure development;
- ✓ Debt: assess all resources in the Department and allocate to collect arrear rates;
- ✓ collect all revenue due to us – otherwise service delivery is hampered;
- ✓ revenue collection;
- ✓ Debt recovery: our monetary needs are tied up in debtors and must be released;
- ✓ debt recovery: collection a must, urgently require finances;
- ✓ debt recovery – currently is not effective;
- ✓ debt recovery capacity needed;
- ✓ debt: need to collect and expedite collection.

Budgeting

- ✓ ensuring effective spending of budgetary provision, value for money and improved accountability.

2. Infrastructure and Services

Housing:

- ✓ improve implementation of housing programmes;
- ✓ make resources available to really fast track housing

- ✓ eradicate slums and Umzinto will fall into place
- ✓ prioritising and including flood damaged houses in our housing provision
- ✓ Extend rural housing programme to all poor people
- ✓ provision of new housing

Roads

- ✓ lets get the infrastructure right and development will follow;
- ✓ pavements, roads and drainage maintenance and expansion
- ✓ rehabilitation of existing roads;
- ✓ improved infrastructure maintenance plans to maintain and enhance the useful life of the roads
- ✓ rural roads need to be developed;
- ✓ preference to ratepayer areas and drainage
- ✓ rehabilitation of all existing black top roads
- ✓ maintenance of urban and development of new in rural areas
- ✓ sealing of roads and maintenance of roads
- ✓ better storm water management and road audit to inform approach and plans
- ✓ implement 5 year plan: very serious problem
- ✓ maintain and expand road network
- ✓ roads, potholes, storm water infrastructure need serious attention, require maintenance plan
- ✓ improve roads infrastructure especially in rural areas, regular rural roads maintenance with proper supervision
- ✓ plans for storm water drainage throughout Umdoni

3. Social and Economic

health and safety

- ✓ HIV education

safety and security

- ✓ CCTV cameras

poverty alleviation:

- ✓ SMME development and support to help reduce unemployment

Tourism:

- ✓ coastal beach and rural cultural villages;
- ✓ arts and crafts and tourist attractions in rural areas;
- ✓ development of products;
- ✓ enhance tourism hub;
- ✓ baseline study, growth and diversification and marketing and preservation of tourism infrastructure.

Education and Training

- ✓ we need to education and train our community so as to provide the skills to support our future needs.

Industry

- ✓ it is a priority that we develop strategies to attract industry so as to afford employment and assist in changing the rates base;
- ✓ Industry to improve for job creation;
- ✓ Industrial development for job creation;
- ✓ to create an enabling environment for industrial expansion, to address jobs, expand rates and alleviate poverty
- ✓ increase the economic base, alleviate poverty, address unemployment.

Sports and Recreation

- ✓ develop and encourage sports development programmes (swimming)

Disability

- ✓ improved public buildings and disabled toilets

Youth

- ✓ establishment of municipal bursary fund
- ✓ establishment of youth unit with resources

4. Institutional Development and Governance**Risk Management:**

- ✓ management to take control and minimise risk: breed a conducive environment;

Improved communication:

- ✓ way communication
- ✓ timeous and frequent press releases

effective governance

- ✓ organisational alignment and recruitment

Utilising information provided by, the situational analysis; Community consultation and stakeholder inputs; strategic planning of the Political and Administrative Leadership; whilst giving due recognition to the macro socio-economic and political development agenda imperatives the following key priorities, amongst others, have been identified:

Voting indicated the following:

DEVELOPMENT PRIORITY AREA & ISSUES WITHIN WHICH WERE PRIORITISED	VOTES
Roads	17
Financial Management:	10
Housing	5
Industry	5
Tourism	5
Improved Communication	2
Safety and Security	1
Poverty Reduction	1
Sports And recreation	1
Education	1
Youth	1
Disability	1
Organisational Alignment	1

Following the strategic planning session of the 19th -20th February 2009; the administration have cascaded the information further by doing a detailed planning during 12-13 March 2009 in which the information developed will be utilized further as Service Delivery and Budget Implementation Plans which serves as our implementation plan.

2.3 STRATEGIC PLANNING SESSION

The Umdoni Local Municipality held a two day Strategic Planning Session on the 19 and 20 February 2009. The two day strategic planning session was not an isolated event in the calendar of the municipality, but is part of an ongoing process of institutionalizing a culture of planning, monitoring, evaluation, reporting and aiming to improve its performance and achieve service excellence.

The two day strategic session was used to Review the Integrated Develop Plan, and was a continuation of the process which commenced in March 2008 with strategic planning, and IDP Review, followed by implementation until this Strategic Planning. Following this strategic planning, detailed strategic and operational planning will be done, the IDP Review Adopted, the budget and service delivery and budget implementation plan for the next financial year adopted – then implemented within a performance management system of monitoring, review, and reporting. Towards the end of the financial year, a similar strategic planning/IDP Review will be undertaken....and so the process will continue.

The aim of the strategic planning was to have a strategic framework as the OUTPUT to enable the administration to plan at a more detailed level: to enable the IDP Review to proceed, Budget Process to proceed and SDBIP to proceed. The Strategic Planning Session held this year, differed from last year in many respects, and the maturity in terms of using the planning as a tool to improve service delivery was evident, and agreed by participants.

The programme aimed to ensure:

- ✓ Contextualization of the planning process: at a macro-level of the state and state priorities and the current economic climate;
- ✓ Shared understanding of what strategic planning is, why it is done, how it is located in local government and importantly concepts;
- ✓ Review of the Integrated Development Plan from an approach which was not structured by templates but through an open-discussion approach: within Key Performance Areas group discussions utilized the IDP, and the Previous years strategic planning documents to assess and review whether development priorities, objectives and strategies were still relevant to be considered this year in planning and resource allocation;
- ✓ Reviewed development priorities, reviewed objectives and strategies;
- ✓ Identification of issues, approaches and principles to be considered in informing decision-making in the planning process;
- ✓ Agreement on relevant development priorities and prioritization of the development priorities.

To enable meaningful participation during the sessions and to work towards a “team” for the leadership of the organization there were ‘team-building’ exercises slotted in the programme, and methodologies used for

some of the strategic planning exercises were participatory with the ZOPP card methods used, and this also was conducive towards a participatory, team-based approach towards the strategic planning. Annexure B: document of participatory exercises done.

As with all strategic plannings there were issues raised, but not at the appropriate time – although relevant, and these issues were captured in the “Parking Bay” and are attached [Annexure C](#) to this report.

2.3.1. PROCEEDINGS OF STRATEGIC PLANNING

2.3.1.1. Strategic Planning Context Session

Within the context of the State of the Nation and Budget Speeches for 2009, and the current economic climate the following issues were identified as relevant for the Umdoni Municipality to consider:

- ✓ The need to proactively devise responses that will minimize the potential negative impact on the current economic climate for Umdoni residents, especially the most vulnerable.
- ✓ Strategies for poverty-reduction: addressing unemployment through job-creation such as using labour-intensive methods for municipal functions of service delivery, even if temporary job creation;
- ✓ Using the fiscus as an instrument to encourage and support local businesses such as the Supply Chain Management weighting of points allocated to local suppliers and businesses;
- ✓ Stimulate the local economy;
 - *aim at keeping money from Umdoni – within Umdoni: circulation within.*
- ✓ The need to improve/invest/develop infrastructure in poor, rural and/or underdeveloped areas, especially road access whilst maintaining existing infrastructure: and the need to make decisions to inform the appropriate budgetary and resource allocations: to balance development of “new” and maintenance of “old”.
- ✓ Maintaining a sustainable debt level (in terms of borrowing) so that Umdoni Municipality’s actions today do not constrain development tomorrow: in decisions for resources for service delivery.
- ✓ Prudent management of income and debtors: such as expanding the rates base, whilst moving away from a rates-dependency on homeowners, and debt management strategies to collect outstanding debt: and this was reiterated as a priority.
- ✓ A need to be rigorous with all resource usage and staff performance. To cut-back on expenditure where there is non- or minimal delivery/performance: to address under-performance in the organization.

The Under-pinning agreed upon approach is that:

- ✓ *There is a need to make **TOUGH DECISIONS** and to **STICK BY THEM**;*

- ✓ **There is a need to be MORE FOCUSED, and realistic, IN TARGETTED INTERVENTIONS TO ACHIEVE OBJECTIVES AND HAVE AN IMPACT, rather than spreading resources too thinly to cover “everything” and yet have minimal impact, and being unrealistic as to what is achievable.**

- ✓ **There is a need to constantly THINK ABOUT THE LEGACY WE ARE LEAVING BEHIND, as a result of our decisions.**

2.3.1.2. Decisions that need to be made: in relation to contextual discussions

Throughout the two days there was discussion and general agreement that there were key areas requiring decisions to be made, as follows:

- a) What are the development priorities which can be implemented within resources at our disposal, which will have the maximum impact in achieving our objectives?
- b) How do we enable job creation and use the fiscus to assist in job creation without flouting legislation?
- c) How do we prioritise trade-offs between a service delivery focus, which will increase risks and/or ensuring sound audit reports?
- d) How do we maintain the present infrastructure and provide for needed infrastructural development? and future development?
- e) How do we prepare for the future requirement of municipalities having to pay for service infrastructural development in housing projects?
- f) How do we prioritise our roads: development and maintenance?
- g) Do we cluster wards to maximize usage and impact of resources? i.e. A larger sports complex serving a few wards than individual sports fields in each ward?

2.3.2. Strategic Planning Process and Concepts

A presentation indicating the purpose of strategic planning and within Local Government how it is manifested with IDP, budget, SDBIP and performance management was done, which is annexure D to this report.

Following the presentation there was group work, in which groups were divided according to strategic planning concepts: with each group being given a concept to:

- ✓ Firstly, explain (not define!);
- ✓ Secondly, to give one or two relevant to Umdoni and strategic planning – examples of usage of the concept.

Following the group work, using the ZOPP methodology, cards with explanations and examples were put on the wall as part of the report back. As teams put the cards on the wall, they explained their concept and gave their examples. The broader group then either elaborated, disagreed and/or agreed and so the process continued.

These cards remained on the wall throughout the two days – as a point of reference to remind participants of conceptual understandings.

The following concepts were focused on:

- ✓ Development Priority;
- ✓ Objective/s;
- ✓ Baseline;
- ✓ Strategy/ies;
- ✓ Key Performance Indicator (KPI): Output
- ✓ Key Performance Indicator (KPI): Outcome
- ✓ Target
- ✓ Programme and Project

DEVELOPMENT PRIORITY	OBJECTIVE	BASELINE	STRATEGY	KPI : OUTPUT/ DELIVERABLE	KPI: OUTCOME	TARGET
<p>Functional Area considered important, and more important than others which may also be important.</p> <p>An area of focus which guides the funds and resources.</p> <p>It is a main/overarching sector</p>	<p>WHAT DO YOU WISH TO ACHIEVE? It must be measurable, quantifiable and achievable.</p> <p>Is a statement which specifies results that are expected: it gives direction to planning.</p> <p>The end to which the activity is directed.</p> <p>SMART: Specific, Measurable, Achievable, realistic and time-based.</p>	<p>Point of departure: current status</p> <p>Context of baseline study</p> <p>Reference point from which measurement of progress towards achieving something is made.</p>	<p>How you achieve your goal?</p> <p>An approach (more than an activity)</p> <p>Have an objective first.</p> <p>Always a verb.</p> <p>Doing.....</p>	<p>End result which is tangible.</p> <p>Measurable indicator/statement of something that has been achieved/done?</p> <p>Use outputs to measure whether the municipality is moving towards achieving its objectives.</p>	<p>Consequence of the intervention.</p> <p>Measurable indicator of the effects of the output/ IMPACT.</p>	<p>A specific, measurable aim or something to achieve a goal by a specific time-period.</p>

Programme: a clustering of similar projects or an activity schedule within project management. **Project:** needs driven physical structure or works, an intervention planned into activities, which require resource allocation etc. Flowing from a “shared understanding” of strategic planning concepts a quick session on Umdoni’s Vision, Mission and Values took place. The question asked was: Are the Vision, Mission and Values adopted in the IDP Review 2008 still relevant? It was agreed they are still relevant. And it was agreed that they were still relevant.

2.3.3. Umdoni Development Priorities; IDP Review & Strategic Planning Recapitulation of 2008

Prior to dividing into national key performance area groups to review development priorities, objectives and strategies: a quick recap of 2008 strategic planning and IDP Review Priorities were presented. ***It was agreed these priorities were too many, and unrealistic and the number of priorities needs to be lessened to “narrow the focus”.***

- i) Facilitation of job creation strategies and projects, as a mainstreamed approach within all development interventions;
- ii) Development and support for small, medium, and micro enterprises (smmes) and cooperatives, both by mainstreaming within Municipal operations and specific projects;
- iii) Tourism, Agriculture and Industrial sectors within the economy will receive focused attention:
 - ✓ products will be diversified and will include prioritizing value-add products,
 - ✓ there will be targeted marketing of the diversified products, and
 - ✓ creating an enabling environment for investment and growth through institutional arrangements and efficient approvals.
- iv) The development and maintenance of a database to provide information to support economic growth and development covering all necessary/required information for Umdoni area;
- v) Integrated poverty alleviation: targeted, inter-sectoral approach which will include a holistic approach with one co-ordinated intervention, within poverty pockets/targeted clusters, which will include elements such as:
 - ✓ Ensuring income increases through economic growth which includes job creation and economic activities which are labour intensive;
 - ✓ Ensuring basic needs/services provision is prioritized in areas with backlogs;
 - ✓ Ensuring food security through ensuring projects within a partnership approach addresses nutritional and food security needs (and in including “food for waste” programme within the integrated waste management plan);
 - ✓ Ensuring those qualifying for social benefits: receive such benefits;
 - ✓ Improving “employability” of unemployed people, through skills development opportunities which are linked to the economic growth demands and requirements.
- v) Infrastructure development within a focused, targeted, planned investment approach will be targeted: i.e. crime prevention, backlogs, inclusion, rural priorities, linkage to existing development nodes/space economy: the development of a 3 Year infrastructure investment plan;
- vi) Infrastructure development and maintenance will focus on “enabling” job creation and smme support.
- vii) Addressing backlogs in basic services.
- iv) Addressing housing backlogs (and ensuring implementation of slums clearance programme) and the varied/different needs of housing within a integrated human settlement approach and where possible partnering with the private sector.
- v) Integrated state wide planning within Umdoni through the integrated development plan, including re-assessing existing planning institutional arrangements in an attempt to ensure participation of all state stakeholders to the planning process;

- vi) Human Capital development/skilling both administrative and political leadership and structures/institutions (ward committees included);
- viii) Performance Management implementation of a system which will include the entire organization within a planning, monitoring, evaluating, reporting and accountability framework, and will give due recognition to good performance;
- ix) To give focused attention and allocate resources to a community outreach/public participation programme, which will include community participation mechanisms and ward committees feedback mechanisms, and responsiveness to communities;
- viv) Pro-active internal and external communication to strengthen democracy;
- x) To give attention to a programme of equal, easy and convenient access to municipality and its services.
- xi) A Public Confidence Focus approach will inform municipal operations, especially with regard to financial matters:
- xii) The SAMRAS financial system will be utilized to maximum benefit, within an approach of integration and computerization of financial services;
- xiii) Attain and maintain or improve the audit report; therefore ensuring risk management, legislative compliance and “sound” financial and resource management;
- xiv) Revenue enhancement/expansion of revenue base.

2.4. STRATEGIC OBJECTIVES

The Strategic Framework has been revised and grouped in line with the Five National Key Performance Areas and 5 year strategic Local Government Agenda Imperatives within the 5 National KPAs. For the purposes of accountability for services delivery, the municipal key issues have also been grouped into five national Key Performance Areas (KPA's) namely;

- ✓ Infrastructure and services
- ✓ Social and Economic Development
- ✓ Institutional Development and Transformation
- ✓ Democracy and Governance
- ✓ Financial Management and Viability

This grouping will facilitate effective functioning of institutional structures and systems to ensure that national, provincial, and local spheres of government plan and work collaboratively whilst ensuring that legislative requirements are met.

At the strategic planning session heads of Departments became group leaders and participants then divided themselves, according to their choices, into the National Key Performance Areas as indicated below:

- ✓ Infrastructure & Services
- ✓ Financial Management
- ✓ Social and Economic Development

✓ Institutional Development and Governance

Each group using the IDP Review 2008, Strategic Planning document from 2008 and the Strategic Framework of 2008, then systematically worked through the development priorities, objectives and in some cases strategies: asking whether they were still relevant for Umdoni, to be included in the IDP Review 2009.

Report backs were very focused as follows:

- ✓ Relevant Development Priorities;
- ✓ Objectives;
- ✓ And in some cases strategies.

The purpose was not to speak about programmes and projects, however, housing and infrastructure did to a certain extent delve to that level of detail. This detail will however be used in the Administrative planning in March 2009, and not be documented in this report; which aims to remain at a strategic level.

2.4.1. KPA: INFRASTRUCTURE AND SERVICES

Priorities Agreed Upon for Infrastructure & Services:

- Waste Management including: landfill site, refuse, recycling, street sweeping;
- Roads including: including storm water, pavements and divided into new and existing and then categories within them;
- Parks and Gardens;
- Building Control;
- Environmental;

DEVELOPMENT PRIORITY	OBJECTIVE	STRATEGIES
Waste Management	Reclaim status as the best land fill site.	
	To provide an effective and efficient refuse collection throughout Umdoni.	<ul style="list-style-type: none"> ✓ Wheelie Bins: charge on billing for businesses also ensure cashiers are aware of the buy one get one free approach if it continues. ✓ Aesthetically pleasing rubbish bins; ✓ Skips for businesses – efficient system/approach;
	To sustain and manage non-renewable resources.	
	To ensure clean and tidy roads, pavements and walkways.	<ul style="list-style-type: none"> ✓ Job Creation approach?
Roads	To develop and implement a 5 year roads development and maintenance plan: prioritising development of access roads on strategic routes which have a maximum benefit to the most people.	<ul style="list-style-type: none"> ✓ Existing/Maintenance strategy; <ul style="list-style-type: none"> - gravel,blacktop,stormwater,pavements ✓ New development strategy: <ul style="list-style-type: none"> -gravel, blacktop,stormwater,pavements.

DEVELOPMENT PRIORITY	OBJECTIVE	STRATEGIES
Parks and Gardens	To maintain a clean and aesthetically green environment, including and to convert the old depot into a park in 2009/2010.	<ul style="list-style-type: none"> ✓ Tree felling strategies ✓ Grass cutting strategies ✓ Plot clearing ✓ Verge maintenance
Building Control	To ensure compliance with all applicable legislation and to provide an efficient and effective “one stop shop” adhering to a 30 day approval time-frame.	<ul style="list-style-type: none"> ✓ Building application approvals strategies ✓ Inspections strategies: actual building, compliance ✓ Project Management: secure resources to fulfil project management function of the municipality and locate appropriately within the organisational structure.
Environment	To create and maintain a cleaner, healthier environment and ensure all properties are maintained in an aesthetically pleasing condition.	<ul style="list-style-type: none"> ✓ Conservation strategies ✓ Rehabilitation strategies ✓ Develop and implement an EMP ✓ Plot clearing strategies
Housing: Projects	To complete existing projects and commence implementation on new projects.	<ul style="list-style-type: none"> ✓ Project by Project Strategies were given Title deed handovers, DFA and strategies, ✓ Address red-tape challenges in strategies.
Discount Housing	To transfer government stock to beneficiaries where possible and implement a strategy to deal with challenges.	
Damaged Housing	Complete: identification of land and decision.	
Slums Clearance	Implement the policy and strategy in place: and monitor to prevent further settlements.	

KEY ISSUES DISCUSSED IN INFRASTRUCTURE:

- ✓ Focused attention and resources need to be allocated to the prioritisation of roads;
- ✓ Project Management function needs to be resourced and located appropriately in the organisation – this department is doing too many functions.

2.4.2. KPA: SOCIAL AND ECONOMIC DEVELOPMENT

Priorities Agreed Upon for Social and Economic Development included:

- Local economic development;
- Poverty Alleviation;
- Tourism Economic Sector.

DEVELOPMENT PRIORITY	OBJECTIVE	STRATEGIES
Local Economic Development	Increase economic investment to reduce unemployment and poverty.	<ul style="list-style-type: none"> ✓ SCM points for local business weight; ✓ Industrial Parks ✓ Incentives policy ✓ Business chamber ✓ Diversification of agriculture ✓ Tourism Packages
Tourism Sector		<ul style="list-style-type: none"> ✓ Packages: urban and rural linkages approach.
Poverty Alleviation		
Health care and HIV and AIDS reduction	To reduce vulnerability in communities and ensure that new infections in Umdoni are reduced by 50% for HIV by 2011	<ul style="list-style-type: none"> ✓ Employee Assistance Programme; ✓ Partnering strategy; ✓
Gender	To ensure that the needs of women, and gender relations are taken into account and integrated/mainstreamed within the municipalities operations; to aim towards 50% parity at management levels by 2012.	<p>To ensure the administration prioritises the employment of women through its employment equity plan. (50% of management target aim but not agreed)</p> <p>To ensure women representation in Council institutional arrangements ie. Structures.</p> <p>To ensure each department has a operational mainstreaming plan, which is implemented annually: which is integrated into a broader organisational gender framework and programme (including employment targets for developments, and service provision)</p>
Disability	To ensure the needs of physically challenged residents and visitors needs are taken into account and mainstreamed within municipal operations, and to ensure a society for all, recognising human	<p>Develop and implement a disability programme including: awareness, sensitisation, needs, municipal buildings and development plan approvals, and projects, events: within a policy framework, linked annually to an implementation plan;</p> <p>Recognise employment equity imperatives: increase percentage of disabled people</p>

DEVELOPMENT PRIORITY	OBJECTIVE	STRATEGIES
	<p>diversity and the development of all human potential.</p> <p>To achieve a higher percentage of employment of disabled employees in Umdoni.</p>	<p>employed.</p> <p>Within building plan approvals and site inspections to enforce building regulations regarding accessibility for disabled people.</p>
Education, Training and Skills Development	To improve the education and skills levels within Umdoni to meet the needs of the economy and local government.	To explore FET college for Umdoni Municipal area: and a tertiary educational institution as a district/shared initiative with neighbouring municipalities.
Safety & Security	To ensure all residents live in a safe and secure environment: to reduce crime, road accidents and ensure minimal fires and damage by fires.	<p>Implementation of a local crime prevention strategy aligned to the national crime prevention strategy within a partnering approach (including social crimes): visible policing approach.</p> <p>Prioritise high crime areas for street lights, high masts and community sector policing initiatives.</p> <p>Give attention and resources to ensuring payment of fines: service provider to complete court rolls and fines payment.</p> <p>Implement CCTV system within an approach that the municipality pays for initial investment but operations/maintenance the community pay.</p> <p>Participate in shared district disaster management, and construction of a centre.</p> <p>Fire awareness programme.</p>
SPORTS AND RECREATION	Development and encouragement of sports development programmes which seek to unleash the potential of Umdoni youth.	<p>Facilitate the establishment of associations and enhance youth participation of annual sports tournament (Mayors cup);</p> <p>Assess sporting events linked to tourism product diversification, and marketing.</p> <p>Rural schools learn to swim programmes implemented and introduce lifesaving and other sports</p> <p>Beach maintenance and cleanliness given focused attention, and market days seasonally</p>

DEVELOPMENT PRIORITY	OBJECTIVE	STRATEGIES
		planned.
YOUTH	To prioritise and mainstream youth related programmes: installation of national consciousness and responsible citizens who will contribute meaningfully to society	<p>Development and implementation of a municipal youth development policy to include the following:</p> <ul style="list-style-type: none"> ✓ Establishment of a Youth Unit within Umdoni, and youth institutional arrangements; ✓ Integration of youth development into mainstreamed operations of Umdoni: including policies and programmes; ✓ Establishment of a municipal bursary fund to assist indigent youth that perform well in school (in partnership with Department of Education); ✓ Facilitation of learnerships for unemployed youth; ✓ Facilitate active participation of youth in economic development and growth of Umdoni: Local economic development (smmes, cooperatives), municipal infrastructural grant implementation, expanded public works programmes implementation – projects. ✓ Training Facilitation and linkages for youth;

KEY ISSUES DISCUSSED:

- ✓ Realistic, feasible poverty-alleviation approach; consider job creation strategies;
- ✓ SCM weighting of points allocated to local businesses to ensure cash is spent and moves around Umdoni.
- ✓ Tourism is a priority sector to give focus to: and realistic approaches;
- ✓ Consideration needs to be given to having one policy for special programmes/social programmes – but this is debatable.
- ✓ CCTV cameras – Umdoni can fund the infrastructure but the community need to support it by contributing to operations. Areas that support this approach Umdoni will implement – areas that don't – Umdoni wont implement there.
- ✓ Youth: sports focus not just swimming and life saving but other sports also;
- ✓ FET and/or tertiary institution to be facilitated (even if as a shared municipal approach).
- ✓ Disabled accessibility in buildings needs attention, including municipal buildings.
- ✓ 50% parity for women in management should be an aim...by 2012.
- ✓ Employment of more disabled people within the municipality needs to be considered.
- ✓ Even cultural and social integration are not mentioned as priorities they are being mainstreamed into the existing programmes.

2.4.3. KPA: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

Priorities Agreed Upon in Institutional and Governance included:

- ✓ Organisational Alignment;
- ✓ Communication;

DEVELOPMENT PRIORITY	OBJECTIVE	STRATEGIES
Organisational Alignment	To ensure an efficient and effective developmental local government: and create a culture of service excellence.	<p>To prioritise skills development and training:</p> <ul style="list-style-type: none"> ✓ learning support ; ✓ career pathing/succession planning; ✓ staff development programme, ✓ workplace skills plan development, ✓ bursary scheme for staff. <p>✓ To ensure councilor capacity building,</p> <p>✓ ward committee training and ward secretariat training;</p> <p>✓ Adult basic education for employees;</p> <p>To prioritise adult basic education for employees of the municipality to achieve the literacy target of 2009 of the province.</p> <p>To develop, implement and review annually the employment equity plan.</p> <p>To implement the approved Employee Wellness Programme.</p> <p>Ensure linkage between employment equity and recruitment policy implementation.</p> <p>Implement, and continually assess various policies: recruitment and retention policy;</p> <p>To priorities the PMS implementation and staff performance recognition through service excellence.</p> <ul style="list-style-type: none"> ✓ Staff awards implemented. <p>Staff Morale monitored through annual surveys which inform the development of appropriate interventions within the SDBIP for the following year to ensure staff motivation.</p> <p>Communication prioritized: proactive approach.</p> <ul style="list-style-type: none"> ✓ Ambassadorial programmed implemented.

DEVELOPMENT PRIORITY	OBJECTIVE	STRATEGIES
		Information technology including IT infrastructure, wireless networks establishment and website maintenance.
Communication	To ensure well informed inhabitants of the Umdoni, and the organization of Umdoni.	Implementation of the internal and external communication strategy and community participation strategy. Implementation of various communication policies ie. Communication Services Plan, Internal Communication, Policy on Ward committees, language policy. On various operational matters related to services adhoc communication through creative means.

KEY ISSUES DISCUSSED:

- ✓ Council and structures alignment: assess current status quo especially Portfolio Committees – and aim to improve their functioning (but full ambit of attendance, how it works, delegations, monitoring etc); interface between council and Administration – how to work smarter!
- ✓ Communication needs focused attention and linkage to accountability and roles in decision-making and supporting that decision.
- ✓ Performance management of staff: and addressing underperformance – to ensure resources ie salaries accrue benefits to service delivery.

2.4.4. KPA: DEMOCRACY AND GOVERNANCE

Priorities Agreed Upon in Institutional and Governance included:

- ✓ Governance;
- ✓ Risk Management.

DEVELOPMENT PRIORITY	OBJECTIVE	STRATEGIES
Governance	To ensure continuous functioning of Council with the view to addressing community needs: Strengthened democracy and improved quality of life of Undone Inhabitants.	<p>Development and Implementation of a Corporate Governance/Service Delivery Charter: including bathos peel principles.</p> <p>To strengthen and consolidate participatory governance through ward committees institutionalization. (I.e. linkage to Council and to communities they represent) and public participation, with public participation unit established to give focused attention.</p> <p>To ensure continuous functioning of Council's governance structures. Alignment of administration with structures (discussion to articulate into activities in planning)</p> <p>To give focused attention to communication: internal and external: proactive including media relations, public participation strategy development.</p>
	To ensure integrated, co-ordinate government.	To ensure continuous participation and adherence with Inter-Governmental Relations.
Risk Management & Anti -Corruption	<p>To minimize and mitigate risks.</p> <p>To ensure minimal corruption.</p>	<p>Enforcing existing controls, and improving controls and culture of implementing controls to minimize risks. (also within performance management system)</p> <p>Facilitate the development of a "risk-aware" culture - identify risks, and develop control measures to mitigate risks. A culture that ensures risk is "managed", and within performance management system risk management, starting from HOD Performance Agreements will be included. (recognition that risk management is not just about finances – but includes social, reputational etc)</p> <p>To develop and implement a fraud prevention plan, and raise awareness of whistle blowing channels within the organization and with the residents of Umdoni; but with FACTUAL EVIDENCE</p>

KEY ISSUES DISCUSSED:

- ✓ Risk management as an entire organisational responsibility, in its various forms such as social, reputational, financial etc. needs focused attention: develop a culture of MANAGING risk, enforcing controls, linkage into performance management system starting with Heads of Department and holding officials accountable needs to be considered.
- ✓ Performance management of staff: and addressing underperformance – to ensure resources ie salaries accrue benefits to service delivery.

2.4.5. KPA: FINANCIAL MANAGEMENT AND VIABILITY

Priorities Agreed Upon for Finance included:

- ✓ Financial Management
- ✓ Asset Management & Maintenance
- ✓ Supply Chain Management
- ✓ Accurate, relevant, reliable and understandable budgeting and simplified reporting.

DEVELOPMENT PRIORITY	OBJECTIVE	STRATEGIES
Financial Management	To ensure effective, efficient & cost effective/economical expenditure, revenue and cash management.	<p>Computerisation and integration of Financial Management Systems.</p> <p>Debt Recovery Continued Focused attention within strategic approach (legally through sale & execution & through identifying examples to give focus legal attention to, "make examples of" either one or two or within a few areas in Umdoni to have an impact)</p> <p>Reviewing credit control and debt collection policy;</p> <p>Revenue-Enhancement Strategies: optimise revenue-enhancing through sound business processes and management: tariffs revue, property rates, billing, address dependency on homeowners only as a rates base.</p>
Asset Management.	To ensure sound asset management: which is aligned to GRAP and Local Government Best Practices.	<p>To develop an asset management policy and implementation (which is not just an accounting tool, but a management tool for control and management of assets: lifecycle management tool approach).</p> <p>Fleet Management policy and procedures implemented, reviewed.</p>
Supply Chain Management	To implement an efficient and enabling supply chain management service which contributes towards development objectives: and is legally compliant.	<p>Implementation of the Supply Chain Management policies and procedures.</p> <p>Assess points allocation (and weighting) strategy to achieve maximum economic benefits for the area. Targetted Procurement/Weighting for local businesses. And linkage of this to a reporting system on achieving of such imperatives for quarterly reporting purposes.</p>

DEVELOPMENT PRIORITY	OBJECTIVE	STRATEGIES
		<p>Develop and Implement a realistic Service Level Agreement between core and support function departments in relation to SCM. Detail Business processes, and link to time-frames and responsibilities and develop into a service level agreement between core and support function departments/responsible officials. Link into the performance management system to ensure timeous, value for money supply chain management.</p> <p>Assess development of a rating system for contract management performance evaluation: and strategies for tighter contract management.</p>
<p>Accurate, relevant, reliable and understandable budgeting and simplified reporting</p>	<p>To develop and implement a sound budget, and healthy cash flow management.</p>	<p>Maintain and/or improve on the existing unqualified audit report.</p> <p>Ensure public confidence through various strategies, including customer care, communication etc.</p> <p>Enforce budgetary discipline: in reporting with consequences, and within performance management system starting with HOD's Performance Agreements indicating performance measures related to budgetary matters.</p> <p>Approach towards budgeting processes methodology change to: budget linked to cash flow management & linkage to IDP and IDP processes: from priorities decisions around allocation.</p>

KEY ISSUES DISCUSSED IN FINANCIAL MANAGEMENT:

- ✓ Debt Recovery Imperative: legal process of sale and execution to be prioritised;
- ✓ Budgeting approach should be cash-flow, income-driven & be aligned with IDP closely;
- ✓ Budget and budget reporting should become user-friendly, and understandable;
- ✓ Accountability of financial matters: expenditure and reporting should be given focus.

CHAPTER 3: LOCAL ECONOMIC DEVELOPMENT

3.1 SITUATIONAL ANALYSIS

3.1.1 SOCIO ECONOMIC ANALYSIS

The demographic and socio –economic trends within Umdoni municipality indicate a number of changes that need to be considered when looking at longer term interventions. Below is the summary of most noteworthy trends

TABLE 5: SUMMARY OF SELECTED SOCIO-ECONOMIC CHALLENGES

DEMOGRAPHIC AREA	TREND
Occupational group	Decline in profession by 9%
Age Groups	The average age group of the population is increasing
Unemployment Rate	Increased from 25% in 1996 to 42% in 2001
Poverty	90% earn less than R800-00 per month
Employability	Population not trained or skilled in areas potential demand may arise such as tourism and manufacturing
Labour absorption	Potential is poor. Economy appear to have labour surplus
Wages and sectors	Employment is in low wage sectors

3.1.2 POPULATION DYNAMICS

POPULATION BY GROUP AND SIZE

TABLE 6: POPULATION BY GROUP AND SIZE

Persons	2001	1996	% Change 1996 - 2001	% of population, 1996	% Of population, 2001
African	43275	33929	27.55	62.58	75.40
Coloured	724	767	-5.61	1.41	1.00
Indian	12338	12516	-1.42	23.08	17.63
White	5956	6634	-10.22	12.24	7.94
Total Population	62293	54220	14.89	100.00	100.00

A marked feature of the above table is the substantial decrease in White, Coloured and Indian persons that reside in the Umdoni Municipality. White, Coloured and Indian groups have decreased markedly by 10.22%, 5.61% and 1,42% from 1996 to 2001 respectively, with the African population increasing by 28% over the same period . However, the absolute figures for these race groups still fall way short of the African race group, which comprises well over 75% of the total Umdoni Municipality population. An overall population growth rate of 3% per annum for the Umdoni Municipality is much higher with the estimated overall population growth rate for South Africa of 1.0% per annum over the period 2000 to 2010 (Barker, 2003: 49).

PROJECTED POPULATION SIZE IN 2004

TABLE 7: PROJECTED POPULATION SIZE

<i>Persons</i>	<i>Projected Size, 2004</i>	<i>% Of population, 2004</i>
<i>African</i>	52215	75.40
<i>Coloured</i>	694	1.00
<i>Indian</i>	12206	17.63
<i>White</i>	5499	7.94
<i>Total Population</i>	69249	100.00

The assumption underlying the projected size of the Umdoni Municipality population in 2004 is to establish that the African race group will experience positive growth into the future. The projected population figure for the Umdoni Municipality in 2004 is estimated as 69 249 (refer to table 4) and was extrapolated using the 3% per annum growth rate calculated in the previous table.12.3 Gender by Age

TABLE 8: GENDER BY AGE

<i>Persons</i>	<i>2004</i>	<i>2001</i>	<i>1996</i>	<i>% Change 1996 - 2001</i>	<i>% Of population 1996</i>	<i>% Of population 2004</i>
<i>Males - 0 to 4</i>	2728	2611	2464	5.97	4.54	3.94
<i>Males - 5 to 14</i>	6713	6224	5634	10.47	10.39	9.69
<i>Males - 15 to 34</i>	12805	11199	9401	19.13	17.34	18.49
<i>Males - 35 to 64</i>	9445	8098	6628	22.18	12.22	13.64
<i>Males - Over 65</i>	1834	1700	1538	10.53	2.84	2.65

Females - 0 to 4	2681	2653	2616	1.41	4.82	3.87
Females - 5 to 14	6902	6397	5788	10.52	10.68	9.97
Females - 15 to 34	12912	11410	9706	17.56	17.90	18.65
Females - 35 to 64	11235	9553	7737	23.47	14.27	16.22
Females - Over 65	2804	2448	2050	19.41	3.78	4.05
Males - Total	33465	29832	25665	16.24	47.33	48.32
Females - Total	36444	32461	27897	16.36	51.45	52.63

Both males and females have experienced positive growth of 4% per annum, between 1996 and 2001, in the age cohort 15 to 34. This group represents the driving force behind the economically active population (EAP) or total labour force in the Umdoni Municipality. Both males and females have experienced a small positive growth rate of 1.19% and 0.28% per annum respectively, between 1996 and 2001, in the age cohort 0 to 4. This could have a decreasing effect on the number of economic active people in 15 to 20 years.

TABLE 9: % DISTRIBUTION OF THE PPOPULATION BY GENDER

AGE	%OF TOTAL POPULATION 2004	% OF TOTAL POP. 2001	% OF TOTAL POP. 1996
0 – 4	7.91	8.71	9.85
5 – 14	19.91	20.88	22.14
15 – 34	35.16	34.34	33.22
35 – 64	30.24	29.21	27.84
Over 65	6.78	6.86	6.95

The above table clearly illustrates a decreasing trend in children and young adults as a proportion of the total population. This is an extremely unhealthy situation in that the future generation of consumers, entrepreneurs and workers are disappearing. The Umdoni population is becoming older and older. This will create a massive social problem in the very near future.

3.1.3 HOUSEHOLD SIZE AND DWELLING TYPE

Umdoni Municipality is also facing challenge in as far as housing development is concerned. There has been an increase in the overall proportion of informally settled households in the municipality between 1996 and 2001. There has also been an increase in absolute numbers from 884 informal households in 1996 to 2104 in 2001 and an average annual growth of 18.9%. Assuming that this growth rate has remained constant since 2001, approximately 4 201 households are currently residing in the municipality in informal structures.

In contrast to the growth of informal settlements, the formal sector has only seen a growth of 1.6%. This growth figure for formal housing includes the construction of middle and upper income housing development, and it is therefore likely that the growth rate of formal housing provision for low-income households is significantly lower

Census data clearly indicates that the rate of developing new houses for low income household has been significantly outstripped by the rate of new household formation in informal settlements.

Analysis of number of households living in informal areas suggests that the intercensal average annual growth rate of 18.9% has continued in the post 2001 census period.

The backlog of houses more than doubles to over 10 000 units when the rural areas are taken into account.

Based on current growth rates the projected need/demand for housing by the end of the five year housing strategy period (2011) will be in the order of another 10 000 units.

Household types - 1996 to 2001 (Demarcation Board, 2006)

TABLE 10: HOUSIEHOLD TYPES - 1996 & 2001

Households	1996	2001
Formal	8778	9530
Informal	884	2104
Traditional	2728	3583
Other	135	70

Population Density

The number of persons per square kilometer (1 km²) is 285. The population density for the province is about 102 persons/1 km². Such a very high-density figure is indicative of a relatively small area and an exceptionally high urbanization level, with an economically specialized city population drawing also on rural resources outside the area. There definitely might be a high degree of over-population taking place. According to the IDP of the Umdoni Municipality the 15% of the population resides in the urban coastal strip, 15% on commercial farms, and 70% in traditional rural areas.

3.1.4 EDUCATION PROFILE

The overall percentage change in persons with no schooling as a percentage of the total number of over 20 year olds decreased slightly between 1996 and 2004. This encouraging statistics are the large increases in those with grade 12 and higher education of 36% and 64% respectively. This means that almost 60% of the Umdoni Municipality population has some secondary, matric-level and/or higher education. This has implications for poverty reduction and productivity growth in the labour sector. Functional literacy of people aged 20 years and over is between 65% and 70% and is in line with national estimates for 2001 of 71.6% (South Africa Survey 2002/2003, 2003).

TABLE 11: EDUCATION PROFILE

Highest Education Levels Attained by Over 20 year olds	2004	2001	1996	% Change 1996 – 2001	% Of over 20 year olds, 1996	% Of over 20 year olds, 2004
No Schooling	9648	7342	5175	41.87	17.40	20.94
Some Primary	7649	6868	5964	15.16	20.05	16.60
Complete Primary	2309	2097	1848	13.47	6.21	5.01
Secondary	12532	11091	9453	17.33	31.78	27.21
Grade 12	9574	7521	5514	36.40	18.54	20.78
Higher	4354	2942	1794	63.99	6.03	9.45

3.1.5 EMPLOYMENT PROFILE

TOTAL LABOUR FORCE

For the Umdoni Municipality, the total labour force as a percentage of total population was 60% in 2001 and 50% in 1996. This shows that roughly one out-of-two of the total district population comprises the total labour force (EAP). The EAP is defined as the sum of workers in the formal sector, self-employed persons and employers, informal sector workers and unemployed persons and generally includes people between the ages of 15 to 65 years of age. A noteworthy comment relates to the increasing rate of unemployed observed between the two major census periods (1996 and 2001). The rate of unemployment quoted above represents the expanded definition of unemployment and is consistent with the approach adopted by the Labour Force Survey undertaken by Statistics South Africa. The expanded as opposed to strict definition of unemployment means that unemployment figures will tend to be somewhat inflated, but may give a more realistic representation of unemployment as it includes individuals who are not necessarily taking active steps to find employment, but simply have the desire to want to work and take up active employment (Barker, 2003: 209). The unemployment rate of 42% in 2001 as opposed to 25% in 1996 not only indicates a roughly 100% increase in unemployment (or 20

percentage increase per annum from 1996 to 2001), but is higher to current national estimates of unemployment using the expanded definition which are around 40%.

TABLE 12: EMPLOYMENT PROFILE

LABOUR FORCE	2001	1996
Employed	13463	13646
Unemployed	9810	4784
Not Economically Active	17345	-
Total Labour Force	23273	-

EMPLOYMENT BY INDUSTRY

Employment by industry reveals steady growth (per annum) in the sub-sectors agriculture/forestry/fishing of 9%, financial/insurance/real estate/business of 5% and wholesale/retail of 5%. This implies that employment growth in the Umdoni Municipality is showing an increasing trend towards the primary and tertiary sectors, i.e. services whilst maintaining steady growth in the primary (agriculture, forestry and fishing) sector of the local economy. However, almost all of the secondary sector sub-sectors have decreased their staff numbers. This highlights the continued dependence of people resident in the Umdoni Municipality on employment opportunities in the primary sector of the economy. With increasing education levels, this is however expected to decline over time as more people seek work opportunity in the better paying secondary and tertiary sectors of the economy.

TABLE 13: EMPLOYMENT BY INDUSTRY

Industry	2001	1996	% Change 1996 - 2001	% employed 1996	Of % employed 2004	Of
Agriculture/Forestry/Fishing	2012	1351	48.93	9.90	14.94	
Community/Social/Personal	2081	2073	0.39	15.19	15.46	
Construction	540	793	-31.90	5.81	4.01	
Electricity/Gas/Water	106	177	-40.11	1.30	0.79	
Financial/Insurance/Real Estate/Business	887	709	25.11	5.20	6.59	
Manufacturing	1971	2494	-20.97	18.28	14.64	

Mining/Quarrying	13	30	-56.67	0.22	0.10
Other	0	-	-	-	0.00
Private Households	1131	1703	-33.59	12.48	8.40
Transport/Storage/Communication	599	623	-3.85	4.57	4.45
Undetermined	1791	1912	-6.33	14.01	13.30
Wholesale/Retail	2330	1870	24.60	13.70	17.31

There could be structural problems in the labour market in that people that worked in the secondary sector and have become unemployed will find it very difficult to find work in the tertiary sector. The skills and expertise demanded in the tertiary sector is very different than those demanded in secondary sector. This creates a situation where the unemployed become unemployable. It is estimated that about 66% of the labour force are directly or indirectly dependent on tourism. (Coetzee, Ugu District Tourism Development Plan)

EMPLOYMENT BY OCCUPATION

TABLE 14: EMPLOYMENT BY OCCUPATION

<i>Persons</i>	<i>2001</i>	<i>1996</i>	<i>% Change 1996 2001</i>	<i>% Of -1996 employed</i>	<i>% Of 2004 employed</i>
<i>Clerks</i>	1320	978	34.97	7.17	9.80
<i>Craft/Trade</i>	1491	1687	-11.62	12.36	11.07
<i>Elementary</i>	3669	3394	8.10	24.87	27.25
<i>Legislators/Senior Officials</i>	693	520	33.27	3.81	5.15
<i>Unspecified/Not Economically Classified</i>	0	-	-	-	0.00
<i>Plant/Machine Operators</i>	1212	1036	16.99	7.59	9.00
<i>Professionals</i>	579	1027	-43.62	7.53	4.30
<i>Service Workers</i>	1678	1292	-	-	12.46
<i>Agricultural/Fishery</i>	446	-	-	-	3.31
<i>Technicians</i>	1208	631	91.44	4.62	8.97
<i>Undetermined</i>	1169	-	-	-	8.68

In terms of employment by occupation, there has been sound growth in legislators/senior officials and clerks. However, there has been noteworthy decline in craft/trade and professional occupations. There has been a substantial increase in the number of technicians employed indicating a possible upturn in the tertiary sector of the economy into the future. Notwithstanding the results, a very evident feature of the above table is the large decline in professionals (a key employment category that is synonymous with a burgeoning middle class and hence positive future economic growth outlook). Professionals have declined by 9% per annum between 1996 and 2001. Given that SA has been experiencing reasonable levels of economic growth over the past several years, one possible explanation for this anomaly is that upcoming professionals who previously resided in the Umdoni Municipality have now relocated elsewhere in the province and the country.

This process of relocation would be to more affluent areas, where access to schooling, service provision and work, for instance, is more convenient. This is a common trend in all societies where a growing middle class exhibits migratory patterns consistent with seeking a better standard of living.

3.1.6 INCOME PROFILE

INDIVIDUAL MONTHLY INCOME

Total individual income for the Umdoni Municipality increased from about R38mil pa in 1996 to R58mil pa in 2001 and to R73mil pa in 2004. Annual household income indicates the same trends as with individual monthly income statistics. One must also take note that about 90% of the population of the Umdoni Municipality earns less than R800 a month. This seems to suggest that wage levels are extremely low in the Umdoni area.

<i>Income: Persons</i>	<i>2004</i>	<i>2001</i>	<i>1996</i>	IND IVI DUA
<i>None</i>		40822	30599	

L MONTHLY INCOME

TABLE 15: INDIVIDUAL MONTHLY INCOME

<i>R1 – 400</i>		3721	1439
<i>R401 – 800</i>		7800	9897
<i>R801 – 1600</i>		3493	2357
<i>R1601 – 3200</i>		2881	2248
<i>R3201 – 6400</i>		2188	2634
<i>R6401 – 12800</i>		948	565
<i>R12801 – 25600</i>		246	110
<i>R25601 – 51200</i>		81	61
<i>R51201 – 102400</i>		56	11
<i>R102401 – 204800</i>		55	-
<i>Over R204801</i>		3	-
Total Individual Income (pm)	R 72,953,296 [^]	R 57,645,800	R 37,816,000
Total Individual Income (pa)	R875,439,556 [^]	R 691,749,600	R 453,792,000

ANNUAL HOUSEHOLD INCOME

The World Bank suggests that people living on less than one dollar a day are living in poverty. This works out to about R200 a month or R2 400 per year (at an average exchange rate of R6.50/\$1). Between 10 000 and 15 000 people or between 2 500 and 3 500 households in the Umdoni Municipality seem to be living on less than one dollar a day, i.e. in poverty.

3.2 TOURISM

This is one of the main pillars within Umdoni especially within the coastal strip of the municipality. Although a decline in tourism has been noticed in the province this can be associated with the economic turmoil that is currently being experienced by the country.

The municipality should also be focusing on the benefits of 2010 and beyond especially considering the close proximity to eThekweni and the plans that the district municipality has regarding the establishment of a base camp. The municipality has a number of accommodation establishments including a golf course.

3.3 COMPETITIVE ADVANTAGE AND OPPORTUNITIES

- ✓ The area has natural assets: a natural coastline, good quality soils, temperate climate: these can be harnessed to contribute to economic development imperatives through the tourism and agriculture sectors;
- ✓ The area has a diversity of cultural assets: which are currently not harnessed to contribute towards economic imperatives;
- ✓ Umdoni is easily accessible by air, road and rail: it is located along the primary movement corridor of the N2, and has an existing railway line; and is located in close proximity to Durban: with its harbor, airport, markets and logistics.
- ✓ Umdoni has established tourism infrastructure and an existing tourism market for coastal, golf and diving adventure tourism. Diversification of tourism products will improve the market share of Umdoni.
- ✓ Umdoni has a reasonable level of existing infrastructure along the coastline, and is considered a “going concern”;

Opportunities include the following:

- ✓ Tourism can be grown and diversified due to the existing market, infrastructural development, natural products, going concern of the area, and location to transportation;

- ✓ Agriculture can be diversified and niche as well as value add considered in product diversification due to Umdoni's location, soils and climate which auger well for agricultural development;
- ✓ With a human capital resource, jobs and employment provide opportunities for investors and economic growth interventions;
- ✓ Existing agricultural products grown lend themselves to explore by-products being utilized for energy production i.e. Ethanol, and in terms of its location, possibly even a processing plan for ethanol;
- ✓ There is land in Umdoni for development, investors and development needs ie. Housing which can be harnessed.

3.4 CHALLENGES FACING UMDONI

The Umdoni Municipality is a small municipality and is faced with many challenges, some of which are indicated below:

- ✓ Unemployment and Poverty: large percentage of the population is not economically active and lacks skills
- ✓ Backlog on the provision of basic services in rural areas
- ✓ Limited financial resources/income and a limited rates base;
- ✓ Limited available, suitable Land for housing development
- ✓ Limited available, suitable Land for expansion and industrial development
- ✓ Negative Impacts of certain social issues e.g. HIV/AIDS, poverty, unemployment etc.
- ✓ Lack of the provision of social services throughout the area e.g. health, education
- ✓ Participation in the economy, and benefits, by previously disadvantaged groups.
- ✓ Lack of necessary skills to contribute to economic growth, and address unemployment in the area;
- ✓ Lack of certain key established, operating institutional arrangements such a Business Chamber;
- ✓ Limited or lack of adequate public transport;
- ✓ Limited or lack of entertainment, sports and recreation;
- ✓ Public Participation is considered an area where improvement is required, especially to include the entire geographical area;
- ✓ Inter-governmental alignment challenges persist.
- ✓ Crime levels are considered a challenge;
- ✓ Lack of trade;
- ✓ Outstanding debt to the municipality is considered a challenge;
- ✓ Eskom, energy is a challenge;
- ✓ Skills migrations;
- ✓ Low industrial base, with limited industrial economic activity and over reliance on primary products in agriculture and tourism sectors;
- ✓ Disparity and inequality: including rural and urban dichotomies.

3.5 PRIORITY ISSUES

- ✓ Industry
- ✓ Poverty reduction
- ✓ Economic development

CHAPTER 4: BASIC SERVICE DELIVERY AND INFRASTRUCTURE

4.1 SITUATIONAL ANALYSIS/ACCESS TO SERVICES

The basic services are a challenge as they involve a number of stakeholders, with Umdoni being the recipient for some and the implementing agent for others.

UGU District municipality is the service provider for the water and sanitation projects and has since adopted a Water Services Development Plan in which a backlog study was undertaken.

Electricity supply in the rural areas remains a major challenge.

4.1.1 WATER

MAIN SOURCE OF DRINKING WATER BY WARD - 2001 (DEMARCATIION BOARD, 2006)

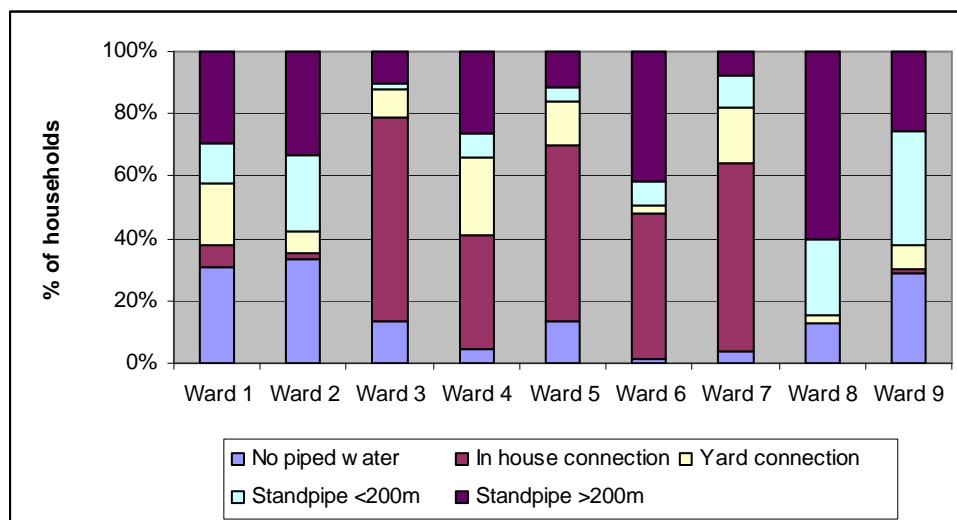


FIGURE 1: MAIN SOURCE OF DRINKING WATER BY WARD -2001

As illustrated above access to a safe source of piped drinking water the highest in wards 3, 4, 5 and 6. However, although access to safe drinking water is high, this has been achieved through the provision of a low level of service. One of the municipality's objectives, as outlined in the IDP, is the provision of water to "at least those levels agreed to at national and provincial levels. Areas with high population density are to be given the highest priority for water provision.

It should also be noted that there has been some improvement in the provision of safe drinking water within Umdoni area if comparing information from census 2001 and 2007. The table below illustrates improvements

TABLE 16: % OF HOUSEHOLDS HAVING ACCESS TO PIPED WATER WITHIN UMDONI

Piped water inside dwelling	Piped water inside yard	Piped water(tap) to community stand distance< 200m from dwelling	Piped (tap) water to community stand distance >200mfrom dwelling	Total piped water	Piped water inside the dwelling	Piped water inside the yard	Piped water from access point outside the yard	Total Piped water
38.5	9.8	12.1	25.0	85.4	36.1	9.6	50.0	95.6

Census 2001 and CS 2007

Ugu District Municipality as the service provider for water has undertaken a survey in 2007/2008 so as to indicate the backlog statistics. The population figures as assessed were based on estimates and sample surveys and hence were much higher than the projections made by StatsSA. The figures represent the worst case scenario which is considered reasonable for water resources planning purposes.

TABLE 17: WATER BACKLOG

Municipality	Estimated Population (Backlog study stats)	Backlog Population	% Backlog (Backlog study stats)	Estimated Cost To eradicate backlog
Umdoni	62 084	5 519	2.1	R 22,076,000.00

4.1.2 SANITATION

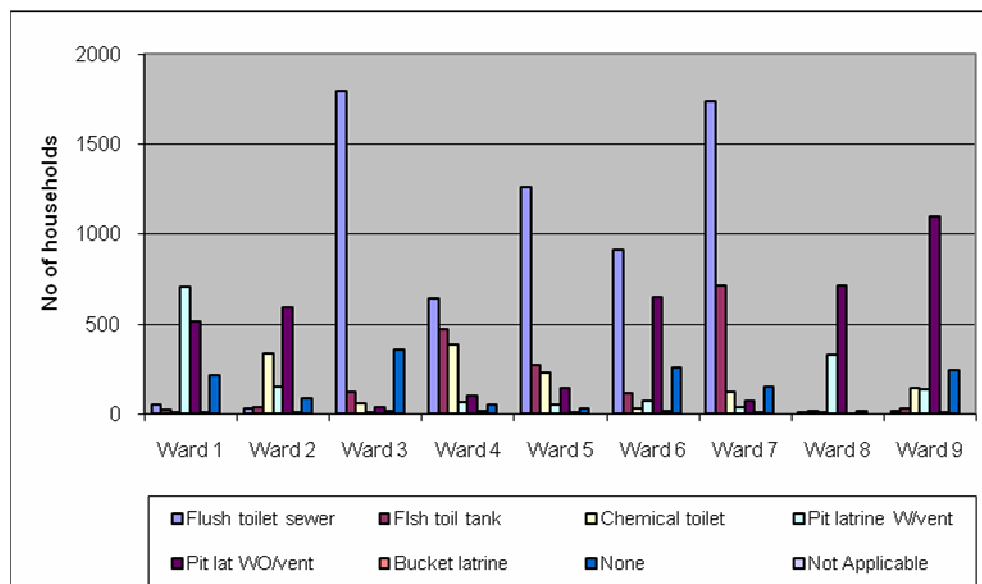


FIGURE 2: SANITATION BY WARD - 2001(DEMARICATION BOARD, 2006)

Wards 3, 4, 5, 6 and 7 are well served with water borne sewage disposal or by septic tanks. The more rural nature of wards 1, 2, 8 and 9 is highlighted by the predominant use of pit latrines (with or without vents) for the purposes of sewage disposal.

According to the 2007 Census Community Survey the table below is the indication of the current status of the provision of sanitation services within Umdoni area in terms of pit latrines, bucket system and those households with no toilets at all.

TABLE 18: STATRUS QUO - % PROVISION OF SANITATION SERVICES

% of Households using pit latrines		% of households with Bucket system		% of households with No Toilet	
2001	2007	2001	2007	2001	2007
34.7	32.5	0.7	-	3.8	3.1

TABLE 19: SANITATION BACKLOG - UGU

Municipality	Total Number of People	Number of Household	Number of Households in need of sanitation	%Backlog (Backlog Study)	Estimated cost to eradicate the backlogs.
Umdoni	62 084	14 017	3 249	6.9	R 25,119,800.00

4.1.3 ELECTRICITY

Electricity is the major source of energy for both cooking and lighting throughout the municipality. Due to lack of electricity candles and paraffin are the next mostly used sources of energy for lighting and cooking purposes respectively. Other alternative sources of energy that are used in areas where there is no electricity are the use of gel for cooking and heating. The municipality is currently supplying gel stoves and 5L gel to 2000 households on a monthly basis to those household that have no access to electricity. With current energy problem other sources of energy are being investigated e.g. wind energy and solar energy etc. The benefiting wards in the current programme are ward 1, 2, 3 and 6 which are mainly rural and informal settlements. The figure below illustrates access to electricity by different areas.

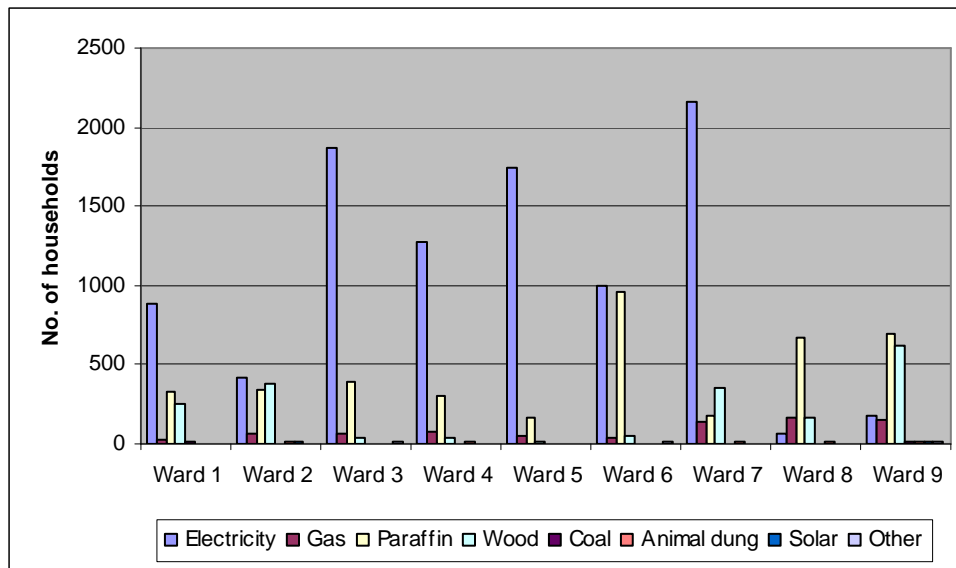


FIGURE 3: ACCESS TO ELECTRICITY PER WARD

The district Municipality is in possession of an Electricity Sector Development Plan (ESDP) which is currently in place. However, the Eskom roll-out plan does not always take this study into consideration. The rural areas are the mostly affected areas in which the backlog within Umdoni is indicated in Table 20 below.

TABLE 20: ELECTRICITY BACKLOG

Total no of Households	No of Households electrified		No of households not electrified		Total no of Schools	No of Schools electrified			No of Schools not electrified	
15 280	11 025	72%	4 255	28%	24	17	71%	7	29%	

National targets – the President has set a target that by 2012, 100% of households in South Africa should be electrified. It is clear that more funds need to be availed if the municipality were to reach the 2012 national target.

4.1.4 HOUSING

IFafa GLEBE HOUSING PROJECT IN MALANGENI

The Department of Housing approved 1981 houses and of this 1981 houses have been completed by the Section 21 Company. 36 houses have been partially completed. Vandalism and theft of building materials from built houses is posing a serious problem. This project has to be completed and individual

houses will have to be transferred to beneficiaries. Ugu District Municipality has planned to reticulate water borne sanitation system to replace the current low flush toilet system that lead to pits.

MALANGENI RURAL HOUSING PROJECT

The DFA Hearing was held in February 2008 and a favourable judgment was received in March 2008 for the construction 1000 in situ rural upgraded houses. Tranche 2 of the project is to be implemented. Tender advertisements to appoint building contractors are to be published in February 2009. Service providers will be appointed in March 2009. Construction is expected to commence in April/May 2009.

AMAHLONGWA MISSION RESERVE RURAL HOUSING PROJECT

The DFA Hearing was held in November 2008 and a favourable judgment was received to build 1000 houses. Tranche 2 of the project is to be implemented. An implementing Agent is to be appointed in March 2009 and construction is expected to commence in May 2009.

UMZINTO SLUMS CLEARANCE – FARM ISONTI PROJECT

The Provincial MEC for Local Government, Housing and Traditional Affairs has approved funding of R118 Million for the project comprising 2250 housing units. Reports are being compiled for the DFA Tribunal. Land acquisition is presenting a problem and Council has adopted a resolution to expropriate the development land as the negotiations route has not yielded the desired results. Tight time frames have to be adhered to in order to deliver the houses to our people. Regular stakeholders meetings are being held to ensure that problems are addressed timeously.

ENHANCED EXTENDED DISCOUNT SCHEME [EEDBS]

The discount scheme offered by the Department of Housing has been made available to the beneficiaries of Gandhi Nagar Township. Consequently 231 properties have been transferred onto the names of beneficiaries. 341 beneficiaries have not taken advantage of the offer. A survey into this category of residents has to be undertaken and a way forward has to be mapped out.

EMERGENCY TEMPORARY HOUSING

Immediately after the June 2008 floods the Provincial MEC for Local Government, Housing and Traditional Affairs made a public announcement that temporary houses will be constructed to re-house families that lost their dwellings in the floods. Province appointed a service provider and some 200 houses have been built to the north of the main Umzinto Town. About 150 desperate families have been accommodated in this project thus far. All these families who occupy the temporary houses will eventually be relocated permanently to the Farm Isonti Housing Project.

DAMAGE TO GOVERNMENT HOUSING STOCK BY JUNE FLOODS

Two blocks of flats in River Side Park that was damaged in the June 2008 is to be replaced by 2 new buildings that are being constructed. Alternate accommodation had to be found for the victims of the flood. About 30 houses in Gandhi Nagar was badly flooded in the June 2008 floods and also some these houses were affected during the recent rains. An alternate site is being sought to construct replacement houses

For those residents whose houses are situated in the flood plain and are constantly threatened by flooding.

RIVER SIDE PARK NEW LEASE AGREEMENTS

All tenants in River Side Park will be signing new lease agreements with the Municipality. This is being done to update Council's records, to regularise the "illegal' tenants and to enhance revenue collection.

SLUMS CONTROL AND RE-EMERGENCE OF SLUMS

Council policy on Slums Control and the prevention of the re-emergence of slums will be vigorously implemented. The rural and urban housing projects will be able to absorb most of the residents who are living in informal settlements.

4.1.5 REFUSE REMOVAL

Ward 3, 4, 5, 6 and 7 are well served in terms of refuse removal with the majority of households having refuse removed once a week. Rural wards have no refuse removal service and household use their own refuse dumps to dispose of solid waste. The municipality is planning to provide this service in the rural wards in the form of providing skips.

REFUSE REMOVAL BY WARD - 2001 (DEMARCATIION BOARD, 2006)

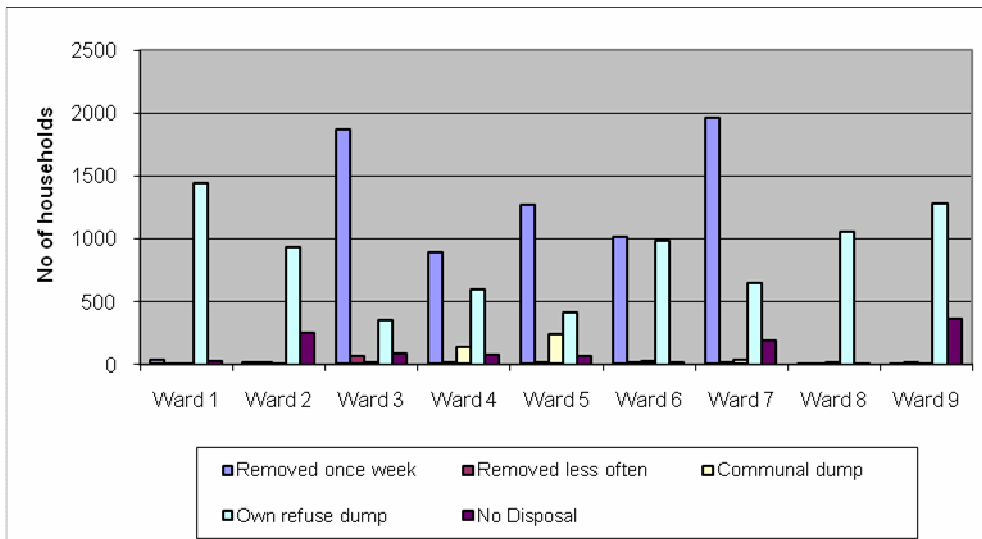


FIGURE 4: REFUSE REMOVAL BY WARD - 2001

THE 2007 CENSUS COMMUNITY SURVEY INDICATES WASTE REMOVAL FOR UMDONI AREA:

TABLE 21: % WASTE REMOVAL

REMOVED BY LOCAL AUTHORITY		NO REFUSE DISPOSAL	
2001	2007	2001	2007
44,2	49.5	6.2	5.7

4.1.6 ROADS

The road infrastructure within Umdoni is deteriorating with the recent disasters having a major impact on the damaged roads. Most of the rural access roads are gravel and therefore require constant maintenance. Whilst certain urban roads are often characterised by potholes.

4.1.7 HEALTH

The municipal area has one hospital GJ Crookes Hospital and a three clinics in the following areas:

- ✓ **Umzinto Clinic**
- ✓ **Scottburgh Clinic**
- ✓ **Pennington Clinic**

The above number is complemented by mobile clinics once a month which operate in the various areas within Umdoni. Certain areas in the rural are still on the cry for clinics most of these though are serviced by mobile clinics.

DAY	CLINIC POINT	AREA
TUESDAY	JABULASAGA	INKOMBO

WEDNESDAY	AMAHLONGWA	AMAHLONGWA
THURSDAY	MDASHA	IFafa MISSION
TUESDAY	IFafa BEACH	IFafa
WEDNESDAY	MTHIYANE	MTHWALUME
THURSDAY	DLAMINI	MTHWALUME
TUESDAY	LWASINI	LWASINI
WEDNESDAY	DLOMO	IFafa MISSION
TUESDAY	THUTHUKANI	IFafa
WEDNESDAY	MBALENHLE	MTHWALUME

✓ roads

CHAPTER 5: INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

5.1 HR STRATEGY

The municipality does not have a HR Strategy however a number of policies exist that relate to Human Resources. Also see chapter 12 for a list of existing policies.

5.2 ORGANISATIONAL STRUCTURE

The institutional arrangements within the municipality in relation to the IDP process are illustrated in the diagram below. The transformation process commenced in 2004 with the employment of two Section 57 Managers in the adopted organogram. Due to salary levels and the Municipal grading as regulated by organized local government structures, the municipality faces challenges in retaining staff and this is attributed to the salary packages offered by the municipality as compared to other local municipalities and institutions which often offer more attractive packages.

TABLE 22: NO. PEOPLE EMPLOYED PER RACE - TOP MAGEMENT

MALES	FEMALES	AFRICANS	INDIANS	TOTAL
3	4	3	4	7

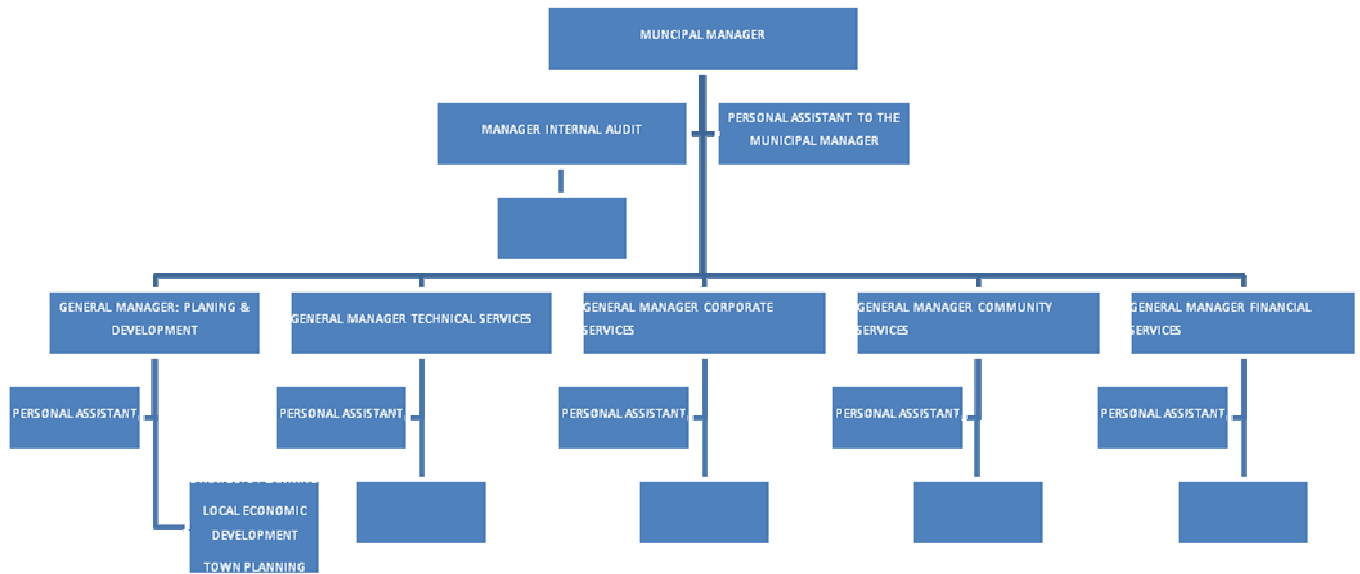


FIGURE 5: ORGANISATIONAL STRUCTURE

5.3 WORK PLACE SKILLS PLAN

The Municipality prepared the Workplace Skills Plan (WSP) which incorporated the Skills Development Plan for the 2008/09 financial year and the WSP was duly signed and submitted to Local Government SETA before the deadline of 30 June 2008. The Municipality will also prepare Workplace Skills Development Plan for 2009/10 for submission on or before 30 June 2009. The skills audit and training needs survey will be conducted by the Municipality prior to the submission of the Workplace Skills Plan.

5.4 EMPLOYMENT EQUITY PLAN

Umdoni Municipality has adopted its Employment Equity Plan which provides a framework for improving gender equity within the ranks of the Municipal workforce. There is also a need to constantly observe and monitor the implementation of the Plan and its integration with the Recruitment and Selection Policy.

5.5 TRAINING AND DEVELOPMENT

The Municipality conducts training needs survey and analysis of both Councillors and employees on an annual basis with a purpose of addressing the skill development needs. An annual training plan is formulated with the purpose of ensuring that training interventions are in line with the Workplace Skills Plan. An annual training budget is allocated for in-service training interventions and conditional educational grants. There has also been an intervention for unemployed graduates who volunteer their

service to the Municipality. The Municipality in turn provides relevant training in line with their profession as well as subsistence and travelling allowance on a monthly basis. The Municipality has, through the Financial Management Grant (FMG) appointed four budget interns and one Budget and Compliance Manager who are allocated to the Finance department to ensure that the Municipality complies with relevant legislation and legislated reporting requirements.

5.6 EMPLOYEE HEALTH AND SAFETY PLAN

The Municipality has developed and adopted the Occupational Health and Safety Policy which has been work shopped to municipal employees. The policy is based on the provisions of the Occupational Health and is aimed at ensuring that employee safety controls are in place with the view to guarantee employee health and safety in the work place. An Employee Wellness Programme is being established to strengthen the employer support to employees affected and infected by HIV and Aids and psycho-social and health related problems.

5.7 RECRUITMENT AND RETENTION STRATEGY

The Municipality has formulated recruitment and selection policy as means of tightening its recruitment strategy.

5.8 IGR STRUCTURES

Umdoni Municipality is participating in all IGR Structures provincially and within the district. All spheres of government are being utilized to fast track development and other issues that are faced by Umdoni Municipality.

5.9 AUDITOR GENERAL AND ADDRESSING AG COMMENTS

Umdoni has received an unqualified audit report for the past two audited financial years. Umdoni has and shall continue to endeavour to ensure that a more co-operative and favourable relationship is bred and sustained between the Office of the Auditor-General and the Umdoni Municipality.

The status of Audit Reports received by the Municipality is to significantly improve and the submission to all respective Financial Statements and processing of audit reports is to result in a break-even point by Umdoni Municipality.

The municipality in its Management letter, has responded sufficiently to the recommendations made by the Auditor General and has subsequently indicated the corrective measures that will be undertaken by the municipality so as to improve the status of our audit report.

5.10 PRIORITY ISSUES

The following were identified as the priority areas within the national KPA Institutional and Governance inclusive of Risk Management.

- Organisational Alignment;
- Governance;
- Communication;
- Risk Management.

CHAPTER 6: ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM (OPMS)

6.1 INTRODUCTION

A consultant was appointed to review performance management system which is to be aligned to the IDP, National Priorities, Provincial priorities, PGDS so as to improve service delivery. This Section details the OPMS framework, and service delivery and budget implementation plan which will clearly highlight resource allocation. The Municipal Systems Act of 2000 requires the establishment of both an IDP and PMS and links the two. Specifically section 26 of the MSA identifies the core components of the IDP which includes the establishment of performance indicators and performance targets. Further Section 41, identifies core components of the PMS as including:

- ✓ *An appropriate set of Key Performance Indicators for measuring performance in relation to IDP and*
- ✓ *Setting measurable performance targets for each development priority and objective in the IDP.*

Umdoni Council has undergone an intensive strategic planning session where it mapped out its development priorities and came out with clear strategies to deliver on its mandate for the coming year which is in line with Local Government Development agenda and other National and Provincial and provincial programs and priorities. This is in accordance with the five National KPA's.

The Service Delivery and Budget Implementation Plan (SDBIP) will be serving as our implementation which will be derived from proceedings of the strategic planning session. The final SD BIP will be annexured in the final document.

6.2 POLICY

Umdoni Municipality is currently reviewing its organizational performance management. This will be finalized in June 2009 and will form part of the final IDP which will be adopted by end of June 2009. To this far PMS Framework, Policy and Guidelines for the performance evaluation committee has been developed and were adopted by Council in June 2008.

6.3 PERFORMANCE CONTRACTS

The staff performance management is currently confined to the Section 57 Managers. On an annual basis section 57 employees sign performance contracts and performance plans which are based on the adopted IDP and budget. All section 57 managers have been appointed on a five year contract. This category of Municipal officials is expected to report on their performance on a quarterly basis. Annual performance of up to a maximum of 10% and 14% is payable to these employees upon completion of assessment of performance at the end of each financial year, upon the adoption of the annual report by Council. Probation management is conducted for the first six months of employment respectively on all appropriate categories of employees

6.4 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

Section 69(3)(a) of the Municipal Finance Management Act, Act 56 of 2003(MFMA) requires the Accounting Officer to submit a draft Service Delivery and Budget Implementation Plan (SDBIP) to the Mayor no later than 14 days after the approval of the Budget and drafts of the performance agreements as required in terms of Section 57 (1) (b) of the Municipal Systems Act, Act 32 of 2000. The Mayor must subsequently approve the SDBIP no later than 28 days after the approval of the Budget in accordance with section 53(1)(c)(ii) of the MFMA.

This is a one year detailed implementation plan which gives effects to the IDP and Budget and provide measuring performance in service delivery against end year targets.

Being the medium capacity municipality Umdoni commenced with the development of Service Delivery and Budget Implementation Plan during the 2007/2008 Financial Year. The SDBIP for the 2009/2010 financial year will be developed and will take into consideration the approved 2009/2010 budget and IDP.

6.5 REVIEWS

Reviews are conducted on a quarterly basis. This often poses a challenge as review dates often gets postponed, to avoid this dilemma the review dates are now included in the Council Rooster which all the dates for the year are shown, making it easier for everyone to diarise the dates.

6.6 ANNUAL REPORT

Section 121 of the Municipal Finance Management Act 56 of 2003 requires municipalities to develop annual performance reports for each financial year. This must be prepared within nine months after the end of a financial year. Umdoni has developed the 2007/2008 Annual Performance Report and was adopted by Council in March.

CHAPTER 7: GOOD GOVERNANCE AND COMMUNITY PARTICIPATION

Today one of the biggest threats to development in many countries is corruption. It weakens fundamental systems, it distorts markets, and it encourages people to apply their skills and energies in non-productive ways. In the end governments and citizens will pay a price, a price in lower incomes (and) lower investment. In local government the end result would be an inability to deliver services in the manner in which government has promised them. In essence, public discontent about service delivery is frequently related back to issues of governance.

It is easy to see why this might happen: Good Governance is described as “involving fairness, accountability, responsibility and transparency on a foundation of intellectual honesty”. Without these qualities, municipal representatives and officials will not be able to collaborate with their own communities, and will not be able to fulfill their roles in terms of managing efficient organizations with accountability, devising policies and budgets, exercising financial controls and procurement procedures, as well as implementing all aspects of delivery with the desired quality. Quite simply, targets will not be met, and residents will not be satisfied.

During the previous local government terms of office, corporate governance became firmly accepted as not only a legitimate management requisite, but also as a necessary means to address competing interests, social and environmental responsibilities, the need for increased efficiencies, combating corruption and increasing the incidence of ethical conduct. With the myriad of support mechanisms in place and the increasing national emphasis on accountability and delivery, management performance has probably improved across the board.

Increasingly, governance in the municipal context is seen as embracing inclusive practices, transparency, performance evaluations, the use of reliable financial systems, the inclusion of risk management and various forms of internal financial control, as well as a range of audits, from financial to compliance audits. Governance begins though, with sound structuring and organization, good planning and the creation of mechanisms for participation and accountability.

That governance is firmly on the local government agenda is clear from the frequency with which it is mentioned at and included in conference, workshop and forum programmes.

7.1 IDP/BUDGET/PMS PROCESS PLAN

In order to ensure certain minimum quality standards of the Integrated Development Plan (IDP), and a proper coordination between and within spheres of government, the preparation of the Process Plan has been regulated in the Municipal Systems Act (2000). The preparation of a Process Plan, which is in essence the IDP Process set out in writing, requires the adoption by Council. This plan has to include the following:

- A programme specifying the time frames for the different planning steps;
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role players in the IDP drafting process;
- An indication of the organisational arrangements for the IDP process;
- Binding plans and planning requirements, i.e. policy and legislation; and
- Mechanisms and procedures for vertical and horizontal alignment.

This year Umdoni has worked closely with the Treasury department to develop a combined IDP/BUDGET AND PMS process plan which was adopted by Council in September 2008.

7.2 COMMUNITY PARTICIPATION STRATEGY

The municipality does not have a community participation strategy but does however have a Communication strategy which is annexed to the document in which community participation is addressed. The municipality also has community participation programmes, such as:

- Mayoral Izimbizo – these take place in the second quarter of the financial year.
- IDP/Budget Roadshows – these take place in the second or third quarter of a financial year and are done in collaboration with the district municipality
- Customer Care vehicle – this service is new to the municipality and the first of its kind in the district where the municipality will be going to the people in trying to assess their needs and in doing so working together with other departments that offer social services to our communities. The targeted communities are those communities living in poverty and those that have difficulty in accessing government services and information

7.3 WARD COMMITTEE

In 2006 all 9 wards within Umdoni established their ward committees, in which their ward committee members were invited to attend an induction workshop which was held during the first weekend of December 2006. This was a two day workshop held in Amandawe Community Hall and Umzinto Library simultaneously.

This however seemed to be non-functional until the second quarter of 2008 whereby the structures were revitalized and a policy to guide their establishment was developed in accordance with national guidelines set by the Department of Local Government.

The municipality is peri-urban and therefore has utilized two electoral procedures in the nomination and election of ward committee members. In rural part of the municipality the geographical system of nominating and electing was used, whereby representative of different areas were called for, whereas in the urban areas the sectoral system of nominating and electing was utilized and different sectors representatives were called to serve in the committee.

The following forms part of the policy:

- a) Each ward committee is made up of 11 members and all ward councilors are chairpersons of these committees.
- b) The term of office for ward committee members as stipulated in Umdoni ward committee policy is 5 years.
- c) Umdoni ward committee policy is available for public viewing at the Municipal Offices in Scottburgh.

Council also made a provision for an allowance to Ward Committee upon proof of attendance at Ward Committee meetings. Ward Committee secretaries were appointed and work-shopped on secretariat duties. There has been an improvement in attendance at ward committee meetings and this can be attributed to these interventions. Monitoring and evaluation of procedure and implementation of Ward Committee policy is ongoing.

7.4 INTERNAL AUDIT COMMITTEE

Parallel to Section 165, Chapter 14, of the Municipal Finance Management Act (MFMA) Umdoni Municipality has established its own Internal Audit Unit with effect from 01 June 2005 and has complied to all criterias of this section. In terms of sustainability and good governance in the form of this unit being effective and economical, Umdoni Municipality has opted to join the co-sourced venture under the umbrella of Ugu District Municipality in terms of functionality but for operational purposes has adopted the District Municipality's Audit Committee as Umdoni Municipality's Audit Committee. Both the Internal Audit Unit and the Audit Committee are both governed by their respective charters.

The Audit Committee is a portfolio committee and it reports directly to Council. The committee comprises of five members, three of which are external members who have been recruited via public tender. The other two members are part of Umdoni Municipality's senior management team. Senior management of the Financial Services Department and Internal Audit are in attendance to the Audit Committee as per the Audit Committee Charter.

7.5 SHARED SERVICES

7.5.1 INTERNAL AUDIT

Provides an independent, objective assurance and consulting activity that adds value and improve the operations of the municipality. Helps the organisation to accomplish its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, control and governance process.

Internal Audit, inter alia, functions as follows, on a daily basis with respect to routine matters:-

- a Provides a set of guidelines;
- b Provides Best Practice Policies; and
- c Provides guidelines that are not prescriptive.

The Internal Audit Unit utilises the standards as set by the Institute of Internal Auditors (IIASA) a body which functions within a professional practice framework being the Standards of Best Practice of Internal Auditing which became effective on 01 January 2004, Version 05/03/2004.

In its process and analysis and evaluation, Internal Audit identifies with engagement planning, objectives and execution throughout its interaction on a daily basis be it with line function managers or

external auditors even in the form of the Auditor-General, as governed by the Public Audit Act 25 of 2004.

7.5.2 DEVELOPMENT PLANNING

Province has proposed a development planning shared service in which the municipality has welcomed; the municipality will be sharing this service with Vulamehlo Municipality. Upon approval by the Province and the availability of funding, the municipality has considered restructuring the town planning section and the development planning section into one department of Planning and Development.

The above is expected to kick off in this financial year.

7.6 RISK MANAGEMENT

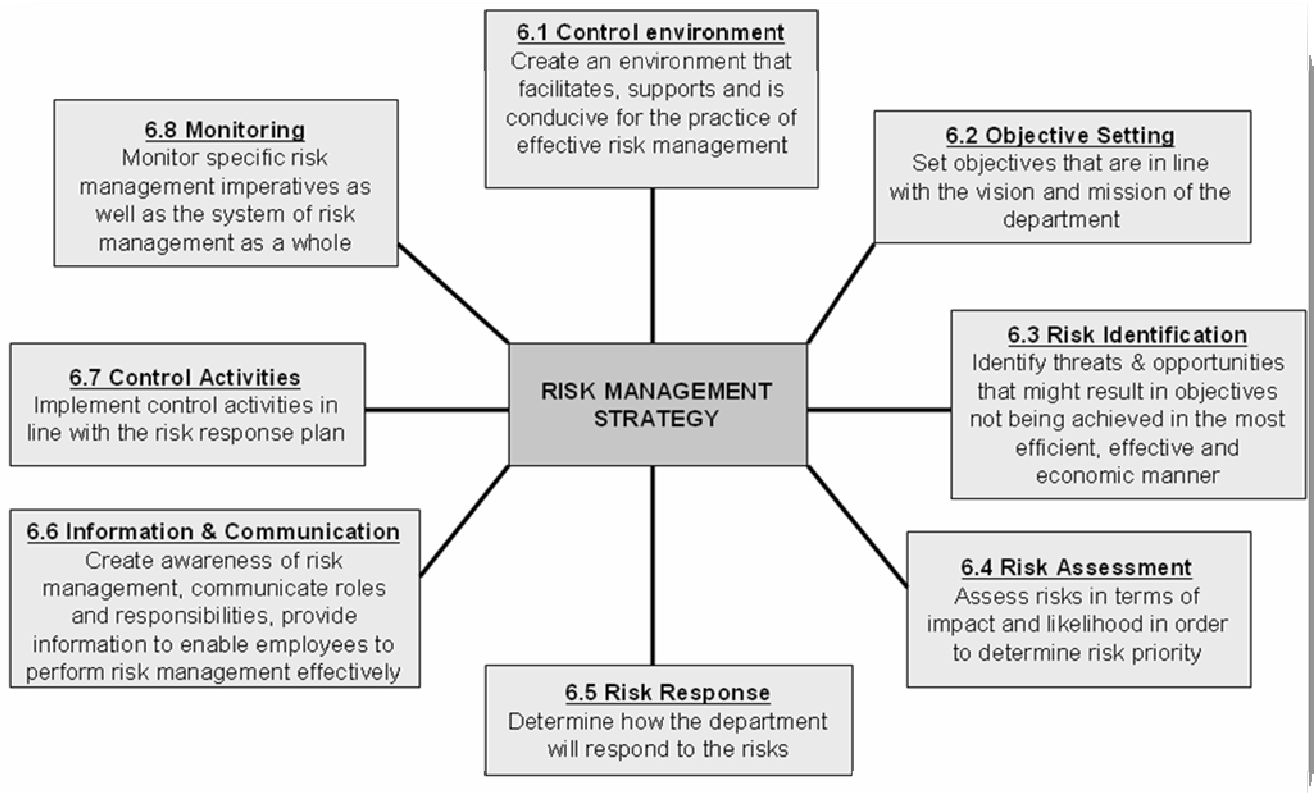
A risk is anything that presents an impediment, or that which could become an impediment in the foreseeable future, to the ability of the municipality to achieve its objectives in the most efficient, effective and economic manner. A missed opportunity to enhance the efficiency, effectiveness and economy of the municipality performance shall also be construed as a risk. Risk management constitutes the convergence of various activities undertaken by the municipality to obtain a thorough understanding of its exposure to risks, followed by the management of such risks in a manner that improves the municipality's overall ability to achieve its objectives. Risk management traverses all strategic and operational activities of the municipality. As such the principles of risk management shall be implemented by each and every employee of the municipality within his or her specific role. Risk management shall be applied in all strategic and operational activities, spanning the disciplines of planning, implementation and monitoring, to identify risks that may affect the municipality's ability to meet its objectives, and to manage such risks to be within the agency's risk tolerance framework.

The mandate for this policy and strategy is derived from the following pieces of legislation and corporate governance guidelines:

- ✓ Section 62(1)(c)(i) of the Municipal Finance Management Act 56 of 2003 (MFMA), which prescribes that the accounting officer must ensure that the institution has and maintains effective, efficient and transparent systems of financial and **risk** management and internal control.
- ✓ Section 3.2.1 of the Treasury Regulations which further prescribes that: "the accounting officer must ensure that a risk assessment is conducted regularly to identify emerging risks of the institution. A risk management strategy, which must include a fraud prevention plan, must be used to direct internal audit effort and priority, and to determine the skills required of managers and staff to improve controls and to manage these risks. The strategy must be clearly communicated to all officials to ensure that the risk management strategy is incorporated into the language and culture of the institution."

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

The risk management strategy, in order to give effect to the risk management policy, shall be underpinned by eight distinctive elements, as set out in the diagram below, and the discussions following thereafter. This represents the broad macro organisational strategy that shall be adopted. It does not preclude the option of the development of tailored strategies for specific areas of operations (e.g. fraud prevention strategy) provided that such strategies remain aligned to the afore-mentioned broad strategy.



7.7 BATHO PELE

The municipality has established a Service Delivery Committee which will identify and address issues customer relations, service delivery excellence. The committee has been tasked with the main responsibility to undertake initiatives that are geared towards encouraging and enforcing a culture of service excellence. This will then mean that the implementation of the Batho Pele principles will be monitored under this auspice.

7.8 PRIORITY ISSUES

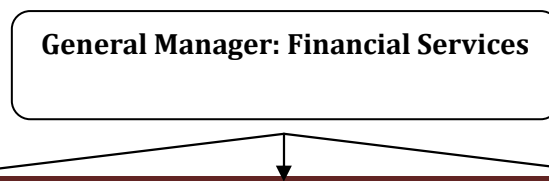
Priorities Agreed Upon in Institutional and Governance included:

- Organisational Alignment;
- Governance;
- Communication;
- Risk Management.

CHAPTER 8: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

8.1 SITUATIONAL ANALYSIS

Financial Services comprises of the following organizational structure:



**Manager:
Income**

Income
Housing
Debt Recovery
Grants

**Manager: Budget
and Compliance**

Assets
Budget Management

**Manager:
Expenditure**

Supply Chain Management
Expenditure
Salaries

The 2008/09 financial year has been characterised by the following key aspects:

1. The global financial downturn
2. June 2008 Floods
3. Preparation for the 2010 Soccer World Cup

8.1.1. The Global Financial Down Turn

This has resulted in both the developed and developing nations' financial systems being placed under severe pressure across all sectors. Whilst South Africa has remained relatively shielded from the first phase due to sound economic policies and fiscal regulations, the down-turn is expected to hit our shores during the last two quarters of the 2008/09 financial year. This is expected to last for the ensuing three to four years until substantial recoveries are noted.

It is in this economic environment that we find ourselves in. The economic downturn is likely to manifest itself in the following methods at Umdoni:

- Decrease in collection rates from ratepayers.
- Increase in the cost of goods and services from suppliers.

8.1.2. June 2008 Floods

The June 2008 Floods has placed pressure on our operational and administrative capacity as a municipality to fund and account for the repairs to areas affected by the Floods.

National Government has approved the release of disaster rehabilitation funds of approximately R 378 000 000. Whilst this has eased the pressure on the municipality to fund the priority projects, adequate resources will need to be dedicated towards the effective financial management of these projects in the upcoming years.

8.1.3. Preparation for the 2010 Soccer World Cup

The forthcoming years will require a conscious shift of our key focus areas as the 2010 Soccer World Cup will require additional financial resources to be directed towards law enforcement and security within our jurisdiction.

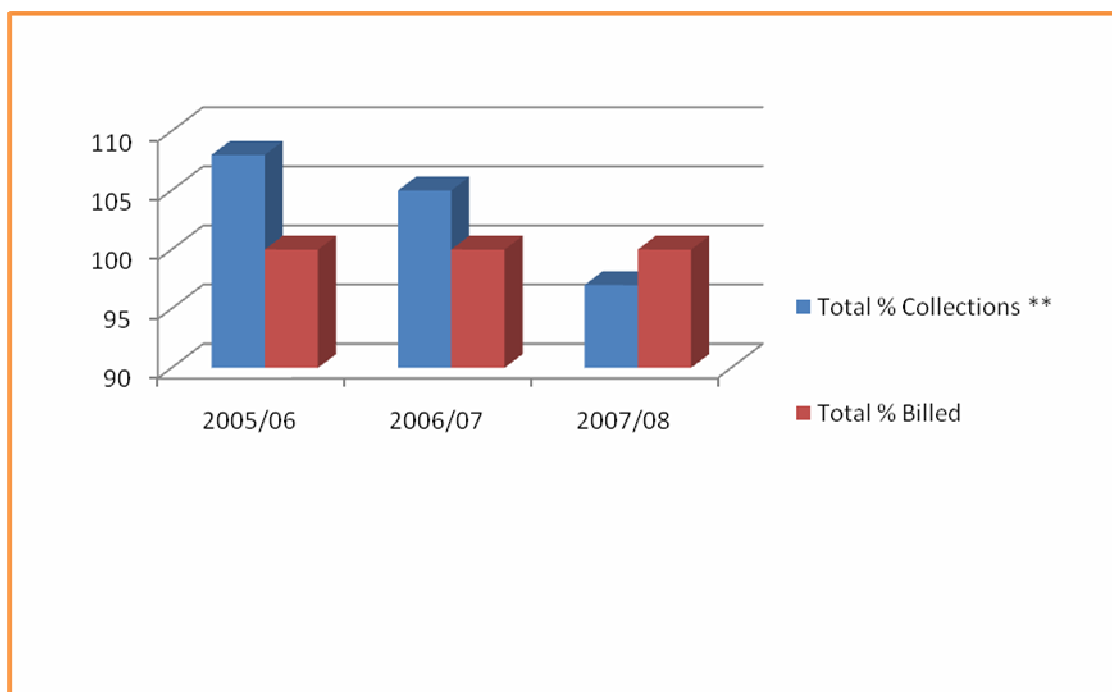
8.2 DEBT RECOVERY

Governmental institutions have had a history of poor collection of rates in previous years. This in turn places pressure on National Government to subsidize these institutions via increased grant allocation.

Further, the core services delivery priorities of the intuitions cannot be addressed due to inadequate cash flow.

It is because of this that debt recovery has and will be a core focus area of council as we continue to implement mechanisms and procedures to address non-payment for municipal services and taxes. The past year has seen restructuring of the debt recovery department, together with increased training and support being provided to the unit. The “in-house” processes has now also been extended to obviate the delays that may be experienced with the appointment of attorneys.

An analysis of the prior three year payment history has indicated the following trend :



** Represents total collections, irrespective of the year in which the income was raised.

As graphically indicated above the 2005/06, 2006/07 and 2007/08 year has reflected collection percentages of 108%, 105% and 97% respectively.

This decrease in the payment rate has become evident as the “easy debt” collection process has neared the end of its course and collections on the “hard debt” have begun. It is for this reason that we are required to continually revise our strategies to ensure collections remain within acceptable levels. Upcoming plans include the appointment of a revised panel of attorneys, revision of the debt recovery policy and an enhanced debtor profiling resulting in a category driven approach to the collection of outstanding debt. The fruits of this intensified prioritization are expected to bear fruit in the upcoming year.

8.3 FINANCIAL SYSTEMS

Umdoni Municipality currently utilizes the SAMRAS financial package for the processing and recording of transactions. This system has been extended to allow read only access to the various departments within the municipality so as to allow them to better manage their respective budgets. The above mentioned system is being used for billing, debt recovery and revenue collection as well.

8.4 DRAFT BUDGET 09-10

The draft document has been adopted by Council on the 26 March 2009



UMDONI MUNICIPALITY


TOGETHER BUILDING UNITY – SIYAKHISANA – TESAME BOU ONS EENHEID

DRAFT CAPITAL BUDGET FOR THE 2009/2010 FINANCIAL YEAR

RECONCILIATION OF IDP AND BUDGET - CAPEX

		2009/2010	2010/2011	2011/2012
--	--	-----------	-----------	-----------

STRATEGIC OBJECTIVE	ACTION PLAN	BUDGET YEAR	BUDGET YEAR	BUDGET YEAR
Good Governance	Executive and Council	-	-	-
Good Governance	Finance and Admin	139,600	-	-
Sustainable Services	Health	36,311	-	-
Sustainable Services	Community and Social Services	3,106,600	9,897,000	12,145,000
Infrastructure	Housing	20,000	-	-
Safety and Security	Public safety	104,400	-	-
Social Development	Sport and recreation	275,000	-	-
Environmental Management	Environmental Protection	21,100	-	-
Sustainable Services	Waste Management	-	-	-
Infrastructure	Road transport	277,550,325	-	-
Sustainable Services	Street Lighting	-	-	-
Economic Development	Planning and Development	1,600	-	-
Sustainable Services	Electricity			
TOTAL CAPITAL EXPENDITURE		281,254,936	9,897,000	12,145,000

DRAFT OPERATING REVENUE BY SOURCE 09-10		2009/2010 MTREF BUDGET
 OP REVENUE BY SOURCE:		
Property rates		-44,593,890
General Rates		-50,453,890
Rebates		5,860,000
Property rates - penalties & collection charges		-2,600,000

Service charges - refuse removal	-6,673,021
Refuse tariff	-6,373,021
Special refuse removal	-
Bulk removal	-300,000
Rental of facilities and equipment	-2,847,200
Hire of halls	-106,000
Scottburgh Caravan Park - rental	-1,352,000
Other rental income	-1,389,200
Interest earned - external investments	-7,030,000
Interest earned - outstanding debtors	-500
Fines and Penalty income	-1,681,840
Licences and permits	-4,061,540
Motor licence fees	-1,000,000
Drivers licence	-3,055,000
Trade licence fees	-6,140
Other licence and permit income	-400
Government grants and subsidies	-20,182,000
Finance Management Grant	-750,000
Disaster Management Grant	-
Clinic Subsidy	-1,953,000
Library Opening Grant	-
Umdoni Womens Council Grant	-
Development Capacity Building Grant	-
Youth Grant	-
Project Management Grant - MIG	-
Equitable Share Grant	-16,484,000
Free Basic Service Grant	-460,000
Website grant	-
Roads Subsidy - Department of Transport	-
Seta Grant	-200,000
Community Grant	-
MSIG - Ward Committees	-115,000
MSIG - Fixed asset verification	-220,000
MSIG - Municipal Property Rates	-
Recognition of Deferred Income	-

Spatial Development Framework	-
Indept Monitoring Grant	-
MAP Grant	-
MFMA Grant	-
Gijima Funding	-
Skills training Centre	-
Flagship feasibility	-
Sustainable Livelihood	-
Other Grants	-
Other income:	-2,134,400
Sundry income	-276,800
Disaster relief donations income	-
Admin Charged: Housing	-
Commission earned	-9,200
Powers and Functions	-
Interest on advanced loans	-
Rates certificates	-88,800
Non refundable tender deposits	-30,000
Insurance recovery	-
Subscriptions	-1,000
Lost book recovery	-4,500
Informal traders	-800
Taxi fees	-14,600
Car Parking	-190,000
Plot clearing	-
Site income	-120,000
Electricity - Income	-483,000
Building Plan Fees	-326,000
Subdivision & Town Planning	-
Encroachment Fees	-1,500
Inspections	-90,000
Rezoning Advertising and Advertising Fees	-
Building Deposit	-
Demolition & Dumping	-
Rezoning Application	-
Special Consents	-
Relaxation	-
Home Activities	-
Proceeds from the Sale of Council Property	-
Signage	-250,000
Business licences	-
Cemetery fees	-35,200

Refuse site	-43,000
Advertising fees	-8,000
Pollution control	-
Fire service income	-57,000
Development levy - Environmental	-105,000
Total Revenue by Source	-91,804,392

UMDONI MUNICIPALITY

TOGETHER BUILDING UNITY – SIYAKHISANA – TESAME BOU ONS EENHEID
FINANCIAL PERFORMANCE (OPERATING) BUDGET FOR THE 2009/2010 FINANCIAL YEAR

SUMMARY FOR ALL DEPARTMENTS - GFS CLASSIFICATION

	2009/2010 MTREF BUDGET		

	BUDGET		
<u>Operating Revenue</u>			
Executive and Council	-16,950,140	-20,956,754	-22,902,030
Finance and Admin	-56,126,190	-61,671,809	-67,988,990
Health	-1,953,000	-2,148,300	-2,363,130
Community and Social Services	-1,190,800	-1,309,880	-1,440,868
Housing	-1,775,000	-1,952,500	-2,147,750
Public safety	-3,835,600	-4,219,160	-4,641,076
Sport and recreation	-2,337,400	-2,571,140	-2,828,254
Environmental Protection	-	-	-
Waste Management	-7,047,021	-7,751,723	-8,526,895
Road transport	-105,000	-115,500	-127,050
Planning and Development	-484,240	-532,664	-585,930
Total Revenue	-91,804,392	-103,229,431	-113,551,974
<u>Operating Expenditure</u>			
Executive and Council	11,040,382	12,012,420	13,211,726
Finance and Admin	26,227,096	27,998,845	30,798,730
Health	1,993,684	2,193,053	2,412,358
Community and Social Services	13,225,216	13,770,038	15,147,042
Housing	1,979,590	2,177,549	2,395,303
Public safety	8,051,448	8,856,592	9,742,252
Sport and recreation	6,592,049	7,251,254	7,976,379
Environmental Protection	642,874	707,161	777,877
Waste Management	8,013,492	8,814,842	9,696,326
Planning and Development	3,600,670	3,960,737	4,356,811
Road transport	10,435,274	11,376,391	12,514,030
Total Operating Expenditure	91,801,774	99,118,882	109,028,834
SURPLUS/(DEFICIT)	-2,617	-4,110,549	-4,523,140

OPERATING EXPENDITURE BY TYPE:

-

Employee Related Costs

40,031,367

Salaries

30,323,261

Overtime

1,031,500

Seasonal Workers

930,884

Housing Subsidy

167,206

Council Contributions	5,165,162
Rental/Housing Subsidy	-
Travelling Allowance	81,450
Bonus	2,128,511
Long Service	-
Telephone allowance	133,293
Standby allowance	70,100
Medical Aid -Retired Members	-
Remuneration of Councillors	4,327,694
Salaries	3,126,177
Travelling Allowance	1,042,058
Telephone Allowance	159,459
Facilities	-
Equalisation - Salaries	-
Depreciation	3,550,121
Repairs and maintenance	5,095,760
Equipment	1,109,560
Buildings	330,200
Vehicles	1,344,000
Robots	50,000
Road marking	85,000
Traffic signs	40,000
Fire fighting equipment	20,000
Roads and pavements	1,000,000
Dunes	-
Ablutions	20,000
Tidal Pool	60,000
Rural Roads	1,000,000
Cemetery	-
Stormwater Drains	-
Flood damage	-
Refuse site	7,000
Skips	30,000

Interest paid	986,600
Contracted services:	8,010,890
Security	1,550,000
Armed banking	72,050
Machinery lease	441,075
Contracted Services - Flood Disaster (Plant Hire)	-
SAMRAS monthly support	281,645
Geo reality support	141,240
Fixed asset register and verification	637,000
Computer support	13,000
Cleaning contract	1,015,000
Lifeguard services	646,200
IT Specialist Support	40,000
Vehicle lease	248,340
Verge Contract	1,450,000
Contractor - Refuse site	1,475,340
Grants and subsidies paid	2,770,000
Grants & Donations - Grant in Aid	100,000
Indigent Burials	-
Alternate Electricity	1,260,000
Electricity -High Mast	200,000
Indigent Support	-
Indigent Refuse	170,000
Rural Refuse	100,000
Indigent Sanitation	460,000
Electricity Indigent	450,000
Indigent Damaged Houses	30,000
General expenses:	20,358,472
Valuation Fees	300,000
Workmens Compensation	405,871
Advertising	335,500
Printing, Stationery and Publications	961,735
Administration	

Sundries & Materials	470,855
Licences (Software/TV/Vehicles)	406,380
Telecommunications	1,017,142
Travelling & Subsistence	152,490
Legal Expenses	400,000
Debt recovery initiatives - Umsekeli loan	150,000
Entertainment	-
Conference & Meeting	132,340
Subscriptions	31,000
Seasonal night markets	10,000
Insurance	480,000
Bank charges	250,000
Consultant/Professional fees	574,330
Internal meetings and workshops	61,200
MAP expenses	-
Indepartment monitoring expenses	-
Audit fees	900,000
Protective clothing	386,500
Replacement and new books	35,000
Money loss	-
Electricity, water and sewerage	3,841,803
Electricity - Street lighting	684,630
Petrol and oil	2,498,382
Projects	-
Router contract	-
Amunition	3,000
First aid kits	15,000
Bobbies on the beat	70,000
Stripping of vehicle	-
Camera film	-
Drivers licence	1,300,000
Ugu Contribution	160,000
Emergency relief - Disaster management	90,000
Fire extinguishers	10,000
Toilet Hire	30,000
VTS Service	70,000

Meshing fees	750,000
Transfer of flats - Riverside Park	-
Medicines	45,315
Vet services	50,000
Sport and recreation	230,000
HIV/AIDS	150,000
Women special projects	70,000
Disability	70,000
Special functions	170,000
Hall music licence	-
Strategic Planning - Umsekeli	70,000
Umdoni Business Chamber	50,000
Training materials - Skills centre	60,000
Transport/Catering for SMME	35,000
PMS/SDBIIP	60,000
Flagship Feasibility	-
Skills training centre	-
Sustainable livelihood	-
Gijjima Project	-
Spatial Development Framework	-
Youth development	200,000
Crime prevention	-
Surplus to Housing fund	-
Library Opening	-
Internal audit projects/audit committee expenses	140,000
Fraud Prevention Strategies	10,000
Corporate marketing/branding	95,000
Bulk SMS and DID	45,000
IT Equipment	5,000
IT Infrastructure	25,000
Telephone monitoring system	50,000
Service Delivery Initiatives	20,000
Disaster Relief - Food supplies	-
Performance Management	-
Institutional Plan	-
Infrastructure Investments	-

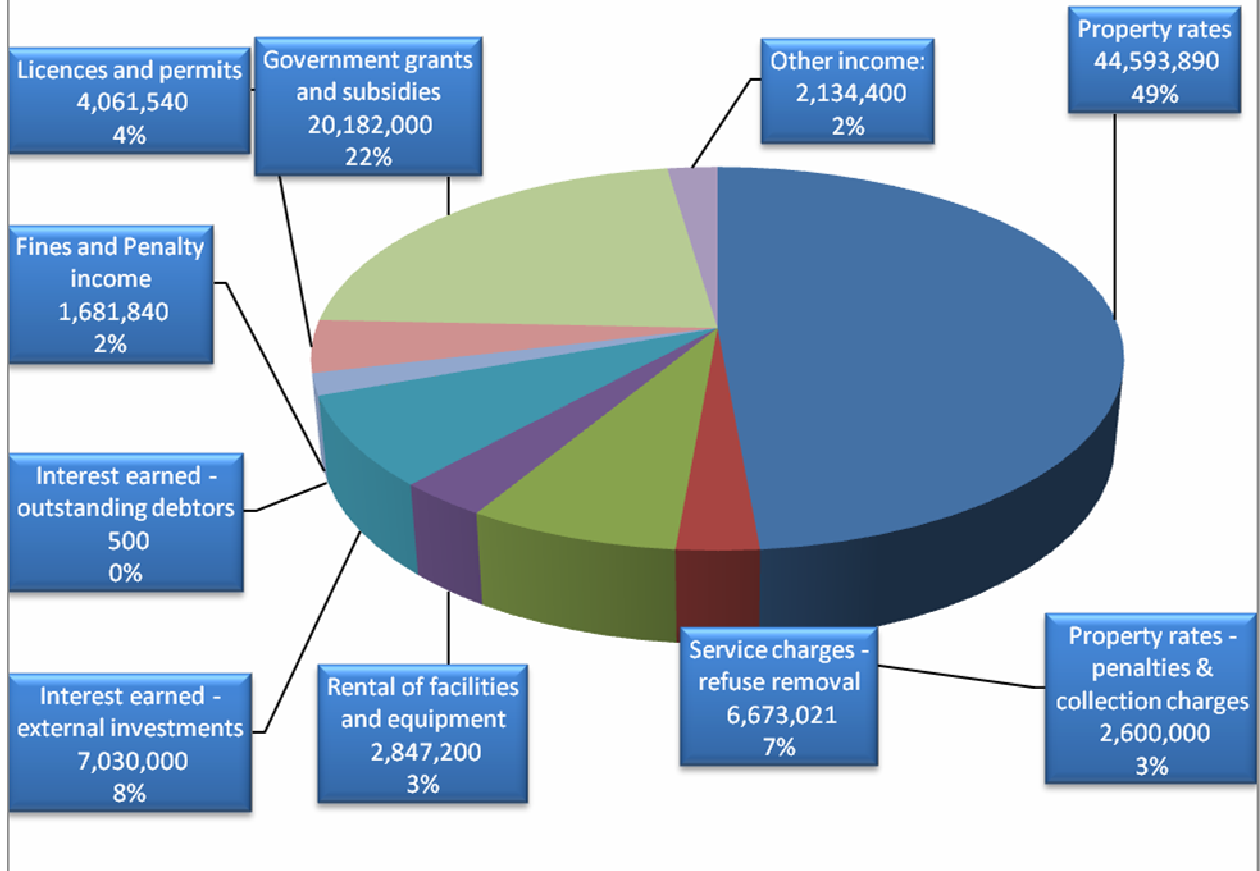
Financial Plan	-
Kwanaloga Games/SALGA	-
Tourism Contribution	200,000
Mayoral Fund and initiatives	100,000
Speaker's/Councillors' Capacity Programmes	5,000
Indigent verification	30,000
Equitable share	-
MIG Consulting fees	-
PMU expenses	-
Community skills training	-
Plot Clearing	194,000
Signage - Planning	10,000
Signage - Community Services	25,000
Investment Initiatives - Umsekeli loan	-
Demolition and Dumping	-
Town planning	100,000
Website Management	20,000
Translation	20,000
Annual report	100,000
Staff Training	300,000
Communications	25,000
IDP and budget/lzimbozos	50,000
Information technology	-
Ward committees	115,000
Fleet software maintenance	-
Signage - Commission Paid	162,500
Fleet - Fuel management - Umsekeli loan	40,000
Training internship - Umsekeli	120,000
Internal audit training- FMG	-
Community Grant expenses	-
Planning and auditing	-
Samples	45,000
Site fees	-
Pollution control	7,000
Environmental rehab and conservation	31,500
Specialist tree felling	25,000

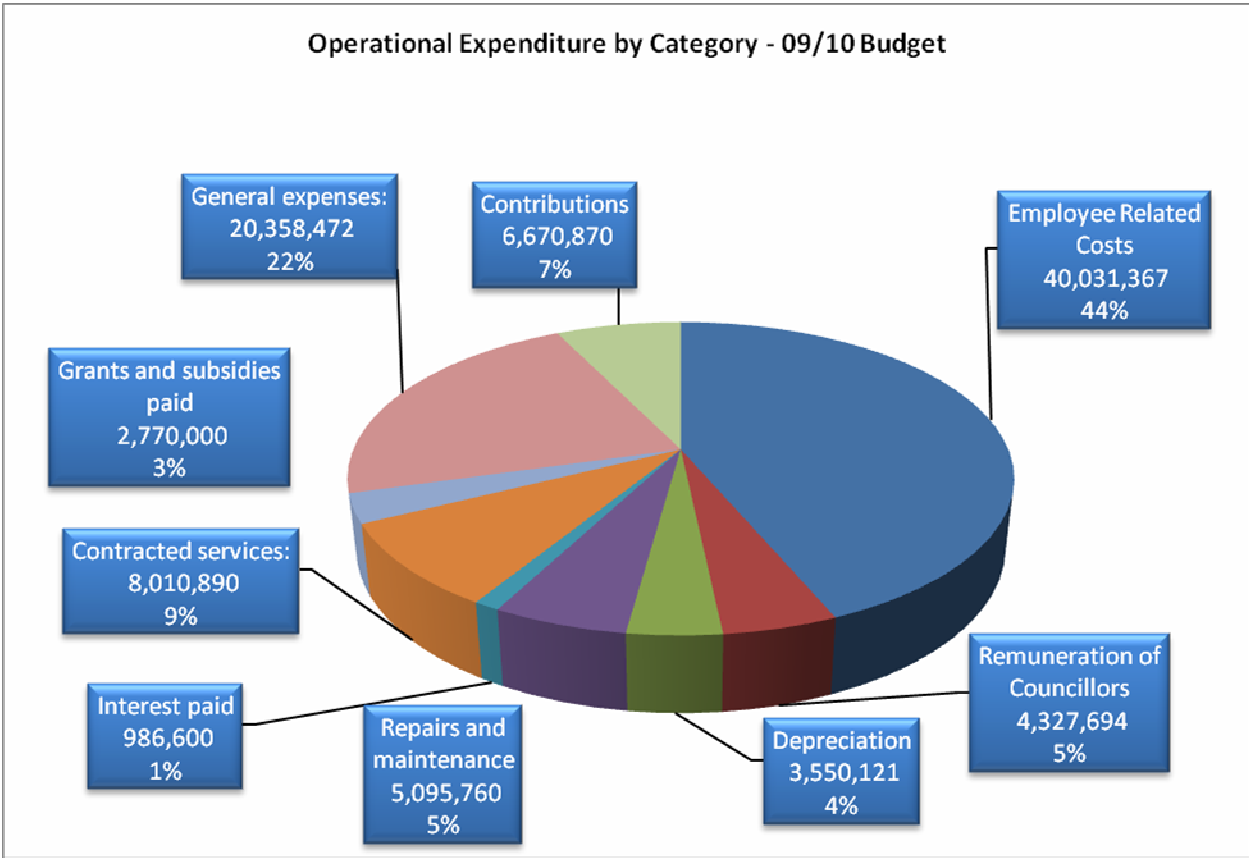
Computer Support	-
Disaster Funded	-
Street cleaning	-
Contributions	6,670,870
Leave reserve	933,259
General Capital	1,600
Bad debt	3,000,000
Legal expense provision	-
Community facilities	-
Maintenance Reserve	90,000
Surplus to housing fund	-
Staff Study Reserve	-
Loan repayment - Umsekeli	-
Loan repayment - MPRA	-
Loan repayment - external loans	600,000
Retirement and long service benefits	850,000
Rehabilitation - landfill site	220,000
Contribution to general capital	976,011
Contribution to compactor	-
Total Operating Expenditure	91,801,774

SURPLUS/DEFICIT TOTALS FOR ALL DEPTS

-2,617

Operating Revenue by Source - 09/10 Budget





8.5 CHALLENGES

- ✓ Supply Chain Management
- ✓ Implementation of the MPRA
- ✓ Amendment of the Accounting Standards.

8.6 PRIORITY ISSUES

- ✓ Debt Recovery
- ✓ Budgeting

CHAPTER 9: SOCIAL DEVELOPMENT

9.1 INTRODUCTION/ANALYSIS

The advent of democracy in 1994 recognised the importance of previously disadvantaged groups and their social upliftment. Central to the new developmental government has been a commitment to work with disadvantaged groups, including youth, women, disabled people, to find sustainable ways of meeting their social, economic and material needs, and to improve the quality of their lives. Various Acts were promulgated and integrated frameworks developed, as Government's demonstration of its intense interest and major commitment to treat needs of these groups in a serious and comprehensive manner.

In 2007 Umdoni Municipality has also shown its commitment to the course of disadvantaged groups by establishing Special Programmes unit within the department of community services. This represents an important milestone towards well coordinated and integrated local response to the needs of vulnerable groups.

The municipality has a special programmes office with dedicated personnel to ensure the mainstreaming of the following programmes:

- ✓ HIV and AIDS
- ✓ Youth
- ✓ Vulnerable children
- ✓ People with Disability
- ✓ Women

9.2 YOUTH DEVELOPMENT

Youth aged 14 – 35 in South Africa constitutes 41% of the South African Population (statistics South Africa, November 2006). The trend will be almost the same in Umdoni Municipality. This is a substantial percentage to warrant special and prioritised attention.

Youth, like any other previously disadvantaged groups were victims of previous unjust government systems and were not afforded opportunity to develop to their fullest potential. As a developmental local government one of our responsibilities is to play our part in redressing the imbalances of the past through developing a coordinated and integrated response to challenges facing young people.

In the past two years Umdoni Municipality has made significant achievement in developing its institutional capacity to make positive change in the lives of young people. Some of targeted programmatic interventions include formulation of a municipal youth development policy which was adopted by council. This policy represents an important milestone towards an integrated and holistic approach to youth development for the advantage of the young people of our municipality.

We have recently initiated a bursary fund to assist youth from disadvantaged families to pursue their tertiary education. Though we started with awarding only ten youth with registration fees in tertiary institutions, we believe this has gone a long way in bring hope to the beneficiaries.

9.3 HIV AND AIDS

In South Africa, the AIDS pandemic is no longer a distant threat but an immediate reality reflected in the early death of hundreds of people every year. About 34% of the total population is infected with the human immunodeficiency virus (HIV) that causes AIDS. People having HIV may be symptom- free for years without developing AIDS. The scale of the problem has been largely hidden. Today's invisible HIV pandemic is tomorrow's AIDS pandemic. In theory, they follow each other like waves, eventually becoming similar in size. Hundreds of thousands of South Africans are already infected and there is no way to avert their illness and eventual death. HIV is spread in other ways but mainly through sexual transmission and this means that it can be prevented by behavioral change as has happened in countries as diverse as Australia, Thailand and Uganda. HIV and AIDS is perceived by many as a disease and the emphasis has been on prevention. Others, however, see HIV and AIDS as more than a disease. It affects the whole of society. No part of society could be excluded from the impact of HIV and AIDS, although some sectors such as mining and transport would be affected more than others. It is this factor, which makes HIV and AIDS important to the business community.

The Municipality has adopted its HIV and AIDS Policy. The Municipality is currently putting together an employee wellness programme. A number of support services not necessarily confined to HIV and AIDS will be provided to support employees.

9.4 SENIOR CITIZENS

Senior citizens have been one of the neglected sectors in terms of targeted programmes in all spheres of governance other than old age grants. The programme targeting senior citizens has recently been introduced at a Provincial and District level.

With limited budget we made a senior citizens dinner that was co funded by Department of Social Development. The event was to celebrate the lives of our seniors and affirm their value in the society. We will be soon launching a senior citizens forum, a civil society structure that will be interacting with Umdoni Municipality as part of our public participation programme.

9.5 WOMEN DEVELOPMENT

Women form a significant percentage of our population and government; through various legislations have shown commitment to address their social and economic needs. Part of the government commitment has been to make decisive interventions to redress imbalances of the past where women were seen as secondary citizens to men.

Through the guidance of spheres of government above Umdoni Municipality, we have since launched a women council, which was later changed to Gender Forum. The purpose of the forum is to consult and advise municipality on matters and priorities relating to women programmes.

Umdoni vulnerable group fund has been one of our flagship projects aimed at assisting women agricultural groups with garden tools and seeds. We have since assisted at least two groups, with the other four groups earmarked for 2008 / 2009 financial year.

9.6 DISABILITY DEVELOPMENT

Central to developmental local government is a commitment to work with disadvantaged groups, including people with disabilities, to find sustainable ways of meeting their needs and improve their lives. This commitment is related to two approaches addressed in the Local Government Municipal Systems Act (MSA), 2000 (No. 32 of 2000) namely, Integrated Development Planning and Performance Management.

The shift from pure service delivery to a developmental approach has presented our municipality with new challenges. Umdoni Municipality is expected not only to respond to the service needs of local communities, but also to establish, understand and accommodate the needs of disabled people, and ensure that they benefit from development initiatives.

Umdoni Municipality has been making attempts to implement key legislation such as the Employment Equity Act, Skills Development Act and the Preferential Document Act. Generally, these efforts are still at a very infant stage, at best fragmented and with very few pockets of excellence. Umdoni Disability Forum was launched and we have engaged in the development of a local strategic plan in partnership and with assistance from Kwa- Zulu Natal Premiers Office. This strategic plan will assist in accelerating our pace in developing decisive interventions for the benefit of disabled people.

9.7 PRIORITY ISSUES

- ✓ Health and safety
- ✓ Education and Training
- ✓ Sports and Recreation
- ✓ Disability
- ✓ Youth
- ✓ Safety and security
- ✓ Poverty alleviation

CHAPTER 10: SPATIAL PLANNING AND ENVIRONMENTAL MANAGEMENT

10.1 INTRODUCTION

The Umdoni municipality requires a comprehensive SDF which covers all aspects of development and which, while providing appropriate detail enabling development guidance, implementation and management, is strategic and forward-looking. The SDF therefore needs to be all-inclusive in terms of development components and influences and to provide appropriate details to link to development implementation and management.

At the same time the SDF needs to establish strategic spatial guidance for the creation of a greater level of equal development opportunities for all areas and communities within the municipality.

Therefore the opportunities derived from the location of Umdoni surrounding the coastal development corridor, the coast itself and its proximity to eThekweni in the north need to be better utilised while inter alia better integrating the western portion of the municipality into the coastal development opportunities and providing better access and linkage to the underdeveloped municipalities to the west.

At the same time future development requires a greater awareness of the importance of integrating a functional natural environment and to retain an appropriate agricultural component.

10.2 SPATIAL DEVELOPMENT FRAMEWORK (SDF)

The SDF is an integral part of the IDP, i.e. it provides spatial contents and expression for physical, economic, social, environmental, institutional development intentions identified in the IDP. Consequently the SDF needs to also reflect the contents of the various sector plans forming part of the IDP, including the environmental management plan, the housing plan, the Infrastructure plan, the local economic development plan, the agricultural plan, the tourism development plan etc. The SDF needs to be detailed enough to create the basis for an implementation framework (as part of the SDF) and the establishment of development programmes and projects, (leaving inter alia as little as possible to individual interpretation). In particular within the unique historical context of South Africa it is important that the SDF, in conjunction with all other plans guiding the development of the area, contributes to the appropriate restructuring of the urban and rural landscape to ensure a more equal access for all communities to the opportunities and activities in the municipality. In the context of the Umdoni Municipality some of the primary objectives of the SDF would therefore include:

- ✓ The appropriate development of the opportunities of the coastal corridor, without negatively affecting the sensitive nature of some of the areas,
- ✓ Maintenance of the agricultural potential of the area,
- ✓ Development of the MR197 corridor as a secondary inland north-south development axis,
- ✓ Appropriate environmental protection and potential rehabilitation extending also beyond the coastal area,
- ✓ Further development of the tourism sector,
- ✓ Improved integration of the disadvantaged areas within the municipality and improved physical, economic, social etc linkage to the municipalities to the west,
- ✓ Better utilisation of the municipality's proximity to the provincial development engine of eThekweni and along a major provincial development corridor.

10.3 SPATIAL DEVELOPMENT TRENDS

Infrastructure is a critical component for any future development. For the purposes of this Spatial Development Framework, a desktop study of the existing infrastructure would be undertaken to provide an inventory of the existing services and to undertake a broad-based assessment as to whether the infrastructure would be able to cater for the conceptual framework.

SUMMARY OF DEVELOPMENT ISSUES

- Coast along entire length of municipality
- Substantial existing tourism and associated development
- Need for upgrading existing coastal development
- Additional coastal development opportunities
- Protecting and managing sensitive coastal/riverine environments
- Balancing development opportunities/pressures and environmental requirements
- Maintaining and diversifying agricultural developments and utilising the benefitiation opportunities
- Upgrading living conditions in the municipality's hinterland
- Creating new economic opportunities in the western areas
- Improving integration of the hinterland with the coast
- Identifying inland tourism opportunities
- Strengthening linkages to the eThekweni development engine
- Improving linkages to the poorer municipalities in the west
- Continuous process of infrastructure improvement
- Continuous process of providing range of housing in appropriate locations
- Improving inland north-south road linkages
- Better utilisation of existing rail infrastructure

The SDF that Umdoni has is outdated and hence the municipality commissioned a team to review the SDF. For the purposes of the draft IDP the draft concept has been attached as the final document will be adopted before the 30 June 2009. Upon adoption the SDF will be annexed to the final document.

10.4 DEVELOPMENT PLANNING/LUMS

As part of development planning the municipality has adopted the shared services approach, whereby the service will be shared with Vulamehlo Local Municipality. To further enhance this it has therefore restructured one of the departments creating a new department of Planning and Development. This department is comprised of Strategic Planning, Town Planning and Local Economic Development. The new Planning and Development Act to be effective from 09-10 has had a major influence in the restructuring.

The municipality has recently adopted its Urban LUMS which is a consolidation of all the existing schemes within Umdoni, however the municipality is still left with the challenge of developing the rural LUMS. Therefore the municipality is busy with the development of the rural LUMS

10.5 LAND REFORM

The Department of Land Affairs has the primary responsibility for the implementation of land reform projects in the municipal area. However, it is essential that these projects do not occur in isolation, and

that the potential linkages with the local economy are optimised. Council recognises the need to actively support these projects and ensure their long-term viability, in order to prevent the loss of productive agricultural land to non-agricultural uses. Closer engagement is required with the Department of Land Affairs through the IDP Representative Forum locally and the Service Providers forum at a District level.

10.6 ENVIRONMENTAL MANAGEMENT

Over millions of years the Umdoni Municipality has been shaped by climatic and geological process into what is today an internationally recognised area of conservation significance. The subtropical climatic conditions and contrasting landscapes has largely contributed to the tremendous diversity of species that occur within the Umdoni region. The Umdoni Municipality is situated within the second richest floristic region in southern Africa and contains arguably of the best coastal grasslands in the Africa, some of which have more Red Data or Protected species per hectare than any other such biome in the country. Several ecologically rich areas within the Umdoni Municipality have been specifically identified by Ezemvelo KZN Wildlife as 'biodiversity hotspots'. Parts of the Umdoni coastal zone falls within a nationally declared Marine Protected Area that features the world renowned Aliwal Shoal and surrounding reefs.

Ten years ago the Umdoni Municipality was characterised as having relatively low levels of development, however the rapid growth in the real estate market between 2002 and 2008 has resulted in a huge increase in development along the environmentally sensitive coastal strip. The areas relatively unspoilt natural features is constantly under threat from developments and practices that are not in accordance with environmental management principles. It is for this reason that the Umdoni Municipality has to put plans and policies in place to ensure the natural assets of Umdoni are enhanced and protected for the continued supply of environmental goods and services for present and future generations.

The primary aim of the developing and implementing environmental plans and policies is to ensure that all development and land transformation activities are in accordance with environmental legislation and environmental management best practice principles, and should there be a breach in the law, appropriate enforcement and remedial measures are taken.

The importance of adopting environmental management plans and policies is being increasingly recognised globally, however to date the Umdoni Municipality as not adopted any major environmental plan or policy. The rapid transformation of the of the municipality in recent years has made it essential that adequate Environmental Management tools be set in place to guide the municipality in reducing the stress placed on the environment by considering the best ideas, policies, strategies and processes available. The IDP calls for action that will lead the Umdoni Municipality to a sustainable future in which we consider economic, environmental and societal implications together, therefore the formulation of environmental management plans and policies must identified as a priority in terms of the IDP. The Umdoni Municipality should ideally develop a Strategic Environmental Assessment (SEA) with an Environmental Management Plan, an Estuary Management Plan for all estuaries within Umdoni, an alien eradication programme, Waste Management Plan and a Coastal Management Plan.

10.6.1. STRATEGIC ENVIRONMENTAL ASSESSMENT

A Strategic Environmental Assessment is study that will identify strategies and procedures for achieving a balance in the social economic and environmental needs of the municipality to ensure development occurs within the carrying capacity of the natural environment. A Strategic Environmental Assessment will set the levels of environmental quality or limits of acceptable change and is designed to improve the health of the environment and at the same time support economic growth and the social well being of the municipality. A Strategic Environmental Assessment is flexible and participative process that is set within the context of alternative scenarios and includes the concepts of precaution and continuous social, environmental and economic improvement. A Strategic Environmental Assessment is an important tool used in the development of Spatial Development Frameworks, Land Use Management Systems and Disaster Management Plans as the SEA includes a detailed analysis that identifies ecologically sensitive areas, zones with good agricultural potential, areas ideally suited to residential and industrial expansion, ecological corridors as well as areas not suitable for development such as flood plains, wetlands, coastal zones and places of geological instability.

10.6.2 WASTE MANAGEMENT PLAN

Waste services are one of the key service delivery areas of the municipality, with services rendered in the form of refuse collection, landfilling and street sweeping. A Waste management plan can set measures in place to provide a more effective and efficient waste management service thereby reducing operational cost and improving service delivery. A significant part of the municipal budget is allocated to waste related services and this is likely to increase it is therefore imperative that the municipality take measures to reduce cost by implementing plans to promote recycling, reduce the production of waste and control the consumption of non-recyclable materials

10.6.3. ALIEN ERADICATION PROGRAMME

Invasive alien organisms pose the greatest threat to the biodiversity of the Umdoni region and if left unchecked will result in a tremendous loss in species diversity and localised extinctions. The Umdoni Municipality is currently experiencing a huge problem of alien plant infestations and if uncontrolled the problem will double within the next 10 years. Alien species pose an enormous risk to the environment as the invasion of aliens can:

- Cause decline in species diversity,
- Destroy and displace indigenous vegetation thereby contributing to the local extinction of indigenous species,
- Contribute to the impacts of climate change
- Substantially reduce agricultural resources and food security,
- Considerably increase agricultural input cost,
- Increase the loss of valuable ground water,
- Create an ecological imbalance, thereby increasing the risk of catastrophic events.
- Exuberate the threat of fires on infrastructure and ecosystems

An alien eradication programme must be complied and implemented to combat the spread of alien species in the Umdoni Municipality.

CHAPTER 11: DISASTER MANAGEMENT

11.1 SITUATIONAL ANALYSIS

Within the municipality disaster management is a shared service between the neighbouring local municipalities (i.e. Umzumbe and Vulamehlo).

The municipality has recently been hit by a number of disasters both along the coast and inland, the municipality has since received funding for the recent disaster events and the projects will be reflected on the final IDP document to be adopted in June.

Currently the municipality has the following resources 1 major pump , 1 middle pump, 1 rescue vehicle, 2 fire bakkie(skid unit) and 1 bakkie. Staff, we have 4 permanent and 5 reservists with 4 control room operators.

The following services are available:

- Fire fighting services
- Rescue services
- Fire prevention services
- Building plan inspection
- Control room 24 hours emergency operation
- Risk mitigation and prevention.
- Disaster management awareness

11.2 DISASTER CENTRE

The disaster Management Centre is currently under construction with completion anticipated within this financial year.

It the municipality's intention to have 18 fire fighters and 8 controllers and 16 reservist with the following equipment envisaged, 1 major fire pump, 2 middle fire pump, 1 water tanker, 1 rescue vehicle with 3 fire skid unit and 1 Haz-mat vehicle.

As per shape services we also need 1 sub – fire station per Municipality which is Umzumbe, Vulamehlo 3 staff per station and 10 reservists in order to have fully operational shared service for 24 hours.

As per SABS 090, the responding time is five minutes from the time of receiving a call. We are therefore required to have 2 control room operators per shift according to the area of operational as a shared service.

More support is required from the two neighbouring Local Municipality Umzumbe and Vulamehlo on vehicle maintenance, staff, and buying of equipment.

11.3 DISASTER MANAGEMENT PLAN

The disaster Management Plan being utilised by the municipality is that of the district.

CHAPTER 12: SECTOR PLANS AND POLICIES

12.1 MUNICIPAL POLICIES

The Municipality has developed and adopted a number sector plans, some sector plans are being developed and require funding to be secured.

12.2 PROGRESS ON SECTOR PLANS

SECTOR PLAN	COMMENTS/ PROGRESS
Housing Plan	Completed.
Local Economic Development Plan	Completed
Disaster Management Plan	In Progress
Supply Chain Management Policy	Completed
Indigent Policy	Completed
Agriculture Development Plan	In Progress
Tourism development and marketing strategy	Completed
Environmental Management Plan	Funding is being secured
Spatial Development Framework	Currently under review
Risk Assessment Plan	Completed
Employment Equity Plan	100% Completed
Skill Development Plan	100% Completed
Fleet Management Policy	100% Completed
Employment Equity Plan	100% Completed
Land Use Management Framework	Rural component in progress
Disaster Management Plan	In progress
Financial Plan	included in this document
Waste Management Plan	Funding to be secured
Beachfront Master Plan	Completed
Rural Development plan	In progress
Communication Plan	100% completed
Infrastructure Investment Plan	Funding to be secured
Area Based Plan	In progress(DLA)
IDP Process Plan	Completed
Organisational PMS	Under review
Comprehensive Infrastructure Plan	Not included
Estuary Management Plan	Funding required
Strategic Environmental Assessment	Funding required

SECTOR PLAN	COMMENTS/ PROGRESS
Coastal Management Plan	Funding required
Alien Eradication Plan	Funding required
Greening Plan	Funding required

CHAPTER 13: PROJECTS

13.1 UMDONI MUNICIPALITY FUNDED PROJECTS

SCHEDULE OF MAJOR CAPITAL PROJECTS FOR 2009/2010

Project ID	Project Name	Project Location	Estimated Cost	07/08 Budget Allocation	08/09 Budget Allocation	09/10 Budget Allocation	10/11 Budget Allocation	11/12 Budget Allocation	Source of Funding	Implementing Agency
1.	FLOOD REHABILITATION PROJECTS:				± R100 000 000	R277 478 325			Disaster Funds	Umdoni LM
2.a)	BUS SHELTERS:		R190 000				R190 000		Sale of Council Properties	Umdoni LM
2.b)	Bus Shelters Pennington/ Shayamoya (Capital Budget)	Ward 7 & 3			R454 000				National Grant	
3.	CEMETERIES:									
3.a)	Humberdale Cemetery Phase 2	Ward 7	R10 M		±2.7 M	R4 431 314			MIG	Umdoni LM
4.	SPORTSFIELDS:									
4.a)	Malangeni Sportsfield Phase 1	Ward 8 and 9	R2 900 000						MIG	Umdoni LM
4.b)	Malangeni Sportsfield Phase 2	Ward 8 and 9				R6 000 000			Disaster	Umdoni LM
4.c)	Amandawe Sportsfield	Ward 5	R2.7 M			R1 783 000			MIG	Umdoni LM
4.d)	Ghandinagar	Ward 3	R2.9 M			R1 900 000	R1 000 000		MIG	Umdoni

Project ID	Project Name	Project Location	Estimated Cost	07/08 Budget Allocation	08/09 Budget Allocation	09/10 Budget Allocation	10/11 Budget Allocation	11/12 Budget Allocation	Source of Funding	Implementing Agency
	Sportsfield									LM
4.e)	Shayamoya Sportsfield	Ward 3	R2 900 000						MIG	Umdoni LM
4.f)	Okhalweni Sportsfield	Ward 2	R2 900 000						MIG	Umdoni LM
4.g)	Maqcino Sportsfield	Ward	R2 900 000						MIG	Umdoni LM
4.h)	Olwasini Sportsfield	Ward 1	R1 900 000		R1 900 000					
4.i)	Umzinto Sportsfield		R4M		R1.3M	R1M	R1.7M		Sports & Recreation MIG	
4.j)	Umgwempisi Sportsfield								Sports & Recreation	
4.k)	Ifafa Sportsfield Upgrade								Sports & Recreation	
4.l)	Nkomba Sportsfield								MIG	
4.m)	Cricket Field								MIG	
5.	ROADS AND STORMWATER									
5.a)	Mvuvwini Road/ Stormwater		R400 000						MIG	Umdoni LM
5.b)	Shoza Road	Ward 9	R1.2 M						MIG	Umdoni LM
5.c)	Gumbi Road		R1.2M						MIG	Umdoni

Project ID	Project Name	Project Location	Estimated Cost	07/08 Budget Allocation	08/09 Budget Allocation	09/10 Budget Allocation	10/11 Budget Allocation	11/12 Budget Allocation	Source of Funding	Implementing Agency
										LM
5.d)	Matsheketshehi Road	Ward 1	R2 M						MIG	Umdoni LM
5.e)	Upgrade of Ntintisi Road and Dizi Road	Ward 4								
5.f)	Upgrade of Themba and Khomo Roads	Ward 5								
5.g)	Upgrade of Nkombo Road – Nkombo Area	Ward 8								
5.h)	Upgrade of roads in Okhalweni area	Ward 1								
	ROADS UPGRADE (CAPITAL BUDGET)			R540 000						
5.l)	Blacktopping / re-sealing (Capital Budget)	All urban areas				R3M			Flood Disaster Grant	
5.j)	Pavements and Curbing (Capital Budget)	All urban areas				R700 000			Flood Disaster Grant	
5.k)	Stormwater Ghandinagar	Ward 3				R2 200 000			Housing	
6.	UGU UMDONI DISASTER CENTRE:				R10 500 000				MIG	Umdoni LM
7.	COMMUNITY									

Project ID	Project Name	Project Location	Estimated Cost	07/08 Budget Allocation	08/09 Budget Allocation	09/10 Budget Allocation	10/11 Budget Allocation	11/12 Budget Allocation	Source of Funding	Implementing Agency
	HALLS AND DINING HALLS:									
7.a)	Umzinto Dining Hall		R2 M		R1.3M	R700 000			MIG	Umdoni LM
7.b)	Amahlongwa Centre and Community Hall		R2 M			R2 M			MIG	Umdoni LM
7.c)	Shayamoya Community Hall		R2 000 000						MIG	Umdoni LM
7.d)	Amandawe Community Hall	Ward 4	R2 000 000						MIG	Umdoni LM
7.e)	Okhaweni Community Hall		R2 000 000						MIG	Umdoni LM
7.f)	Uqwempisi Service Centre and Community Hall	Ward 9	R2 000 000						MIG	Umdoni LM
8.	CRECHES:									
8.1	Amandawe Creche		R750 000						MIG	Umdoni LM
8.2	Amahlongwa Creche		R750 000						MIG	Umdoni LM
8.3	Malangeni Creche		R750 000						MIG	Umdoni LM
9.	LIBRARIES:									
9.a)	Amahlongwa Library	Ward 1	R1 000 000						Library Services	Umdoni LM
9.b)	Amandawe Library	Ward 4	R1 000 000						MIG	Umdoni LM
10.	PUBLIC									

Project ID	Project Name	Project Location	Estimated Cost	07/08 Budget Allocation	08/09 Budget Allocation	09/10 Budget Allocation	10/11 Budget Allocation	11/12 Budget Allocation	Source of Funding	Implementing Agency
	LIGHTING:									
10.a)	Street Lighting		R2 900 000						MIG	Umdoni LM
10.b)	High Mast Lighting		R50 000.00						MIG	Umdoni LM
10.c)	Street Lighting (Capital Budget)				R200 000				MIG	
11.	REFUSE:									
11.a)	Refuse Rural: Vehicles and Plant		R2 000 000				R2 000 000		MIG	Umdoni LM
12.	CONSTRUCTION OF RIVERSIDE PARK FLATS:		R2.3M		R2.5M					
13.	SANITATION:									
13.a)	Ifafa Glebe Housing Project in Malangeni – reticulation of a water-borne sanitation system					No Budget			Ugu District Municipality	
14.	ELECTRIFICATION									
14.a)	Electrification of 1165 connections – Malangeni Rural #2		R11 757 336			R11 757 336			Eskom	
14.b)	Normal Reticulation – Amandawe Overload		R1 100 000						Eskom	

Project ID	Project Name	Project Location	Estimated Cost	07/08 Budget Allocation	08/09 Budget Allocation	09/10 Budget Allocation	10/11 Budget Allocation	11/12 Budget Allocation	Source of Funding	Implementing Agency
	Transformers – Preliminary Design Stage									
14.c)	Electrification of 1165 Connections – Malangeni Rural #2		R11 757 336			R11 757 336			Eskom	
14.d)	Normal Reticulation - Amandawe Overloaded Transformers – Preliminary Design Stage		R1 100 000						Eskom	Eskom
14.e)	Olwasini/Umgwe mpisi Area					No funds				
14.f)	Sustainable energy projects									
15.	HOUSING PROJECTS									
15.a)	Malangeni Rural Housing Project – 1000								KZN Department of Housing	
15.b)	Amahlongwa Mission Reserve Rural Housing Project – 1000								KZN Department of Housing	
15.c)	Umzinto Slums					R118 M			KZN	

Project ID	Project Name	Project Location	Estimated Cost	07/08 Budget Allocation	08/09 Budget Allocation	09/10 Budget Allocation	10/11 Budget Allocation	11/12 Budget Allocation	Source of Funding	Implementing Agency
	Clearance – Farm Isonti Project 2250 housing units								Department of Housing	
15.d)	Enhanced Extended Discount Scheme (EEDBS) – Ghandinagar Township – 341					NO FUNDING			KZN Department of Housing	
15.e)	Ingonyama Rural Housing					No funding				
15.f)	Phase II Rural Housing					Awaiting approval from DoH				
16.	COUNCIL BUILDINGS:									
16.a)	New Depot			R60 000	R1 500 000	R3 000 000			Sale of Council Property	
16.b)	Upgrade Ablutions				R150 000				Ex revenue	
17.	UMZINTO CBD UPGRADE:	Ward 3		R1 M	R3 M				DBSA	
18.	UGU PROJECTS									
18.a)	SANITATION VIP	Ward 1, 2, 5 & 9				1 500 000			MIG	UGU
18.b)	Pennington Water borne	Ward 7				13 300 000			UGU	UGU
18.c)	Park Rynie	Ward 4				8 000 000			UGU	UGU

Project ID	Project Name	Project Location	Estimated Cost	07/08 Budget Allocation	08/09 Budget Allocation	09/10 Budget Allocation	10/11 Budget Allocation	11/12 Budget Allocation	Source of Funding	Implementing Agency
18.d)	Scottburg sewerage works treatment works	Ward 5				1 200 000			UGU	UGU
18.e)	Malangeni waterborne sanitation	Ward 9				7 200 000			UGU	UGU

The above projects excludes project covered by the disaster funding, however are reflected as A A, in this document.

13.2 THREE YEAR CAPITAL PLAN

The following section deals the financial framework plan: which is then linked into a three year implementation capital plan. The municipality currently does not have a three year capital plan and will therefore develop this during the 10/11 review. In the meantime the municipality will utilise the Comprehensive Infrastructure Plans (CIP's).

CHAPTER 14: CONCLUSION

The municipality has engaged and attempted various processes to address all the shortcomings of the previous IDP document, as identified by the relevant stakeholders including the IDP Assessment comments as well as communities' inputs. However the 08-09 assessment comments had a number of issues which some of them could not be affected within the 08-09 review, but the municipality will attempt including them in this review. Certain issues raised require financial commitments which still need to be sourced.

The Spatial Development Framework which was also identified as one of the weaknesses in 08-09 because it was outdated and its data limited, we are now currently reviewing the SDF, therefore it will form part of the this review. The detailed plan will be annexured in the final document; however comments have been made on the SDF.

Tremendous progress has been made with regard to addressing the Key Challenges identified and faced by our municipality. Despite all that has been done challenges were still encountered especially with respect to the statistical data used in this document. Statistics 2001 figures are outdated and the 2007 Community Survey does not go down to a ward and municipal level. The municipality is currently engaging in exploring different options that it might have at its disposal to ensure the use of recent reliable data for final document.

In conclusion, quoting from an unknown source it should always be borne in mind that "service delivery is a journey not a destination", therefore, constant consultation and engagement with stakeholders and clients should always be maintained to ensure continuous improvement. Therefore as Umdoni we shall deliver to the people.

LIST OF APPENDIXES

- A. DISASTER PROJECTS – JUNE 2008
- B. COUNCIL RESOLUTION
- C. SPATIAL DEVELOPMENT FRAMEWORK
- D. LED PLAN
- E. LUMS
- F. PMS FRAMEWORK
- G. PMS POLICY
- H. PMS GUIDELINES
- I. HOUSING SECTOR PLAN
- J. DRAFT CREDIT CONTROL AND DEBT COLLECTION POLICY
- K. COMMUNICATION STRATEGY

A. DISASTER PROJECTS

B. COUNCIL RESOLUTION

C. SPATIAL DEVELOPMENT FRAMEWORK

D. LED PLAN

E. LUMS

F. PMS FRAMEWORK

G. PMS POLICY

H. PMS GUIDELINES

I. HOUSING SECTOR PLAN

J. DRAFT CREDIT CONTROL AND DEBT COLLECTION POLICY

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