

# INTEGRATED DEVELOPMENT PLAN 2013-2014

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Emnambithi/Ladysmith  
Municipality



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## MAYORS FOREWORD

As we assumed the responsibilities of a democratic government in the local sphere, we as Emnambithi/Ladysmith Local Municipality had to define the Freedom Charter to an actual programme of government in order for every one of us to feel that South Africa really belongs to all who live in it-whether black or white, and that no government can justly claim authority unless it is based on the will of all the people. It is against this backdrop that the IDP, with all its processes, ambitions and aspirations must be seen as a tool that is used to democratise the state and society. Therefore, this calls upon all our people to participate meaningfully in the process of drafting it.

During the compilation phase of this document we adhere to Chapter 4 of the Municipal Systems Act 32 of 2000 that makes provision for Community Participation in the affairs, programmes and activities of the municipality a legal obligation. We in addition remain committed to the realization of the 5 National Key Performance Areas of municipalities, being the following:

- Good Governance and Public Participation
- Municipal Transformation and Organisational Development
- Basic Infrastructure and Service Delivery
- Local Economic Development
- Municipal Financial Viability and Management

Information gained from our situational analysis (clearly outlined in this document) enable us to take informed decisions on where the greatest needs are, in order for us to spend our limited resources relevantly. Various programmes have been developed with the objectives of enhancing and mainstreaming alignment of the work of government, such as integrated planning.

The needs of our communities always outweigh available resources. Hence, municipalities are obliged to develop tactics to meet their developmental goals. The IDP, therefore, lists priorities for the next five years while at the same time prioritising activities and projects for each financial year.

Alignment of our programmes become key in realising our dream of sustainable development, without which we will not be able to witness the desired positive impact on the lives of our people, particularly the poorest in our society.

“The interactions that we have had with various communities especially during Community Based activities /Ward Committee Meetings demonstrate that the people’s wisdom in both policy development and implementation can only serve to enrich the quality of the services we render and make people-centered and people-driven development a living reality”.

As we continue on our march to deliver on our Manifesto commitments, we pledge ourselves to continue to work with our people to leave no stone unturned in fulfilling our objectives by accelerating and doubling our efforts to bring about a better life to all our people. We will do so in an accountable and ethical manner, as we have been proven to do over the years.

We appreciate the support of Officials from Emnambithi/Ladysmith Local Municipality, Sector Departments, Civil society, Business, Management and the IDP steering committee for their contribution to this document, for it is their effort and hardwork that have contributed to the success of this document.

We hereby present our first IDP document for everyone to utilise. The plan attempts to provide clear, realistic and achievable programmes that will inform our budget allocations for the 2012/2013 financial year.

It is an integrated, coherent and viable plan geared towards qualitatively and quantitatively meeting the needs of our people.

I would like to take this opportunity to thank all Councillors and Senior Managers for their constructive role in making this municipality such a success story.

Our undertaking in the current term of office is to build sustainable infrastructure and provide sustainable services, whilst promoting a caring community.

The IDP is of great importance to the welfare of our nation and could be the turning point for rural development and growth, thus supporting governments' vision of a "BETTER LIFE FOR ALL".

**HIS WORSHIP THE HONOURABLE MAYOR: CLLR MV MADLALA  
EMNAMBITHI/LADYSMITH MUNICIPALITY**

"By 2032 Emnambithi/Ladysmith Local Municipality will be KwaZulu Natal most prosperous city, where all residents will enjoy a high quality of life"

## **MUNICIPAL MANAGERS FOREWORD**

### **M P KHATHIDE**

As we are approaching the first year of our third generation IDP 5-year term, the Emnambithi/Ladysmith Municipality (ELM) has overcome immense institutional and service delivery challenges. Unfortunately, the municipality is also faced with serious threats to its survival. The non-payment of services is disabling the municipality with regards to its normal functioning. Furthermore, the high level of unemployment has a significant impact on the spending patterns in the town and surrounding areas. Finally, the lack of private sector investment is also impacting adversely on development in the area. The above situation suggests that we need to address critical issues in order to achieve an overarching vision of a responsive, accountable, effective and efficient municipal system:

To ensure improved access to essential services;

Initiate ward-based community programmes through Sukuma Sakhe to sustain livelihoods;

Contribute to the achievement of sustainable human settlements and quality

Neighbourhoods;

#### **Strengthen participatory governance;**

Strengthen the administrative and financial capability of the municipality;

Address coordination problems and strengthen cross-departmental initiatives;

Focus on shifting towards Sustainable Economic Development and Job Creation;

Ensuring that the marketing of the Emnambithi/Ladysmith Municipality is emphasized through our programmes and projects.

The harsh reality we are however currently faced with, is unfortunately that a too wide gap still exists between the expectations of our stakeholders and the institutional capacity of the ELM. During 2012/16 the focus will be on initiatives to improve the financial viability and revenue generation of the municipality and the substantial improvement of the day-to-day service delivery products and results of our key service areas. We understand that we will in the finalization of the 2012/16 IDP and Budget have to take cognizance of the state of the economy, the impact of municipal costs that exists in our economy and the service industry and the fact that grant and loan funding is becoming less sustainable.

Another equally significant opportunity is that the Emnambithi/Ladysmith Municipality has been identified by the KZN-PGDS-2011 as a tertiary node with the potential of becoming a city, the relatively high levels of established infrastructure, as well as dedicated personnel who are adequately skilled to meet the challenges within the municipal area.

I believe that the IDP is the management tool for binding all role-players on a continuous basis. The attainment of goals formulated in the IDP will improve the living quality of all residents within the area of jurisdiction. This planning approach gives us the opportunity and the equipment to make the jurisdiction of Emnambithi/Ladysmith Municipality the most progressive in the Northern part of KwaZulu-Natal. Let us work together to create a better future for us, and our children we owe this to the broad public. A word of thanks goes to the Emnambithi/Ladysmith Municipal Team for compiling a focused and relevant IDP document that can take the Municipality into the next five years.



# Chapter 1

## Executive Summary

### 1.1. Introduction & Background

Chapter five of the Municipal Systems Act (MSA) No. 32 of 2000, inter-alia, requires all municipalities to be developmentally-orientated in their planning. This is to ensure that they strive to achieve the objectives of local government as set out in section 152 of the Constitution and give effect to the developmental duties bestowed upon them by the Constitution so as to progressively realize the fundamental rights contained in section 24, 25, 25, 27 and 29 of the Constitution.

The Act further prescribes that as part of the developmental agenda mandated to municipalities, each and every municipality after the start of its elected term, must adopt a single, inclusive and strategic plan for the development of its area of jurisdiction; the Integrated Development Plan (IDP). In terms of the Act, the Integrated Development Plan (IDP) must be developed in a co-operative and participatory manner, taking in to account other strategies and plans of vertical and horizontal departments. The plan must be aligned to resources and capacities of the municipality together with implementation plans. It must be a policy framework through which budgets and strategic decisions can be made from. Subsequent to the Local Government Election in May 2011, Emnambithi/Ladysmith Municipality as part of its legislative mandate embarked on a process of crafting a new, single five year development plan which will be annually reviewed in accordance with S34 of the MSA 32 of 2000 to be a principal strategic planning instrument to guide and inform its planning, management and development.

### 1.2. Emnambithi/Ladysmith Local Municipality Powers and Function

In terms of the Municipal Structures Act No 117 of 1998, Emnambithi/Ladysmith is a category B Local Municipality which has the following powers and functions through which the performance of the municipality can be assessed in terms of the impact it has to its constituencies and service delivery;

- Billboards & Display of Advertisements in Public Places
- Building, Trading Regulations, Liquor & Public, Nuisance Control
- Cemeteries & Funeral Parlours
- Cleansing & Trade Areas
- Electricity Reticulation
- Fire Fighting Services Licensing, Facilities for Accommodation, Care & Burial of Animals
- Local Tourism
- Local Amenities
- Local Sport Facilities
- Markets Stalls / Trade Areas
- Municipal Town Planning & Planning in General
- Municipal Parks and Recreation
- Municipal Roads

- Storm Water Management
- Pounds
- Public, Nuisance Control Fire Fighting Services
- Public Places Booking and Reservation, i.e.; Halls and Parks
- Refuse Removal, Refuse Dumps & Solid Waste
- Street Trading and Informal Sector
- Traffic and Parking
- Storm Water Management
- 

### 1.3. MEC Comments on the 2012/2016 IDP

This 3<sup>rd</sup> generation IDP should have been drafted in accordance with the outcomes based approach:

- Cabinet Lekgotla
- District Lekgotla
- M&E Framework
- State of the nation Address
- State of the Province Address and
- Outcomes 1-12

It should also be noted that this IDP was assessed bearing in mind the seven Provincial Growth and Development Strategy (PGDS) goals. The link between these goals and the relevant KPAs was also considered in the assessment of your IDP.

The seven goals are:

- Job creation
- Human resource development
- Strategic infrastructure
- Environmental sustainability
- Governance and policy and
- Spatial equity

Further I would like to highlight that municipalities need to ensure that development is planned such that it is spread across the municipal area and occurs in all communities so as to avoid the creation of development islands within your area of jurisdiction.

## **1. MUNICIPAL IDP MATTERS OF EMPHASIS AND OBSERVATION**

### **1.1. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT**

It was inspiring to note that your municipality has clearly articulated the institutional management and development challenges. Your municipality went further and did a SWOT analysis for each department which is very thorough introspection and I commend you for that. I do acknowledge that finance could be an impediment to addressing numerous challenges identified as part of this KPA. However, these challenges cannot indefinitely remain if the municipality is to realize any meaningful development and address service delivery. You are thus advised to develop strategies/ programmes on how your municipality will address the issues raised in the SWOT Analysis. These strategies should be accompanied by timewframes.

I acknowledge that your municipality has/is:

- Developed a skills development plan and currently sending senior managers including councilors for training
- Undertook job evaluations (2010/11)
- Came up with mass youth skilling
- Built OPMS staff capacity (from 1 to 7 employees)
- Developed and approved electronic and communications policy
- Developed employee wellness programmes and
- Undertaking practical and experimental training to enhance capacity building on students.

These steps are key ingredients to municipal transformation and institutional development. Your municipality is thus encouraged to monitor and review the outcome of these programs. It will be important for your IDP Review to demonstrate the achievements attained thus far.

## **1.2 LOCAL ECONOMIC DEVELOPMENT (LED)**

Your economic analysis in the IDP was thorough and easy to understand. It highlighted the sectors challenges, remedial actions and action plans. I was also impressed to see a list of projects and their status hence making it easy to relate. Your economic analysis identified key economic sectors and filtered them down to priority projects. I recommend that you develop proper milestones aligned to budgets where appropriate. Similarly, if your municipality is to realize progress and understand the status of projects, I advise that you develop monitoring and evaluating tools that shall always keep track on the progress.

### **1.3 Service delivery and infrastructure**

Your municipality is commended for utilizing data sources from recent information source as Global Insight for service backlog and infrastructure. From this assessment, you did indicate that road and road maintenance, water and housing are most needed services respectively. Although some of these service deliveries may not be the function of the municipality, your municipality is still encouraged to facilitate the provision of these services.

It will be useful to highlight how or what your municipality has put in place or done to address the aforementioned issues in your IDP Review.

### **1.4 Financial Viability and financial Management**

Your objectives in the financial viability and management section of the IDP are good effort. However, the issues raised by the Auditor General (AG) were of grave concern and impact on your compliance with the MFMA no. 56 of 2003. You are encouraged to develop appropriate systems if you are realize your objectives.

Nonetheless, it is encouraged to note that your municipality has developed a detailed table highlighting all issues raised by the Auditor General and actions that you have taken to address them. I urge your municipality to address the issues raised accordingly and report these in the IDP Review. I acknowledge that your municipality is face with amongst others:

Increase in payment levels

Providing adequate infrastructure and assets and

Less money to spend on maintenance

These issues could be somewhat addressed if you adopt the Auditor General's remarks.

Similarly, an increased effort in debt collection could improve your financial muscles. In addition your financial strategies are a good direction to addressing some of these challenges.

### **1.5 Good Governance and Public Participation**

It is pleasing to note that your municipality embraces public participation. The levels of engagements and mechanisms your municipality has adopted involved the general public which is important in development matters. You are encouraged to continue with this approach.

However, I noted with regret that your municipality did not mention any engagements, programs/ plans for special groups e.g. the physically challenged, youth and women. You are thus urged to demonstrate how special groups are engaged in good governance and public participation in the IDP review.

### **1.6 Spatial Development Framework (SDF)**

I note that you have complied with Section 26(e) of the Municipal Systems Act (Act No. 32 of 2000) which requires your municipality to ensure that the SDF is included in your IDP. The SDF is required to be in compliance with Section 2(4) of the Local Government Planning and Performance Management Regulations, 2001 (Reg. 796 of 2001).

While the SDF provides a good appreciation of the national and provincial context, and its local implications, it remains largely broad in its guidance for local development except in that it includes in the SDF a series of Local Area Plans.

In the case of Local Area Plans the guidance becomes very good and detailed and includes inter alia the envisaged development direction, protection of the natural environment, development edges and intensities and where strategic intervention should take place. Broad statements are only provided for the development of land areas, for achieving the desired spatial form, the SDFs alignment with those of surrounding municipalities or relating guidelines for planning schemes.

The SDF does not provide a capital investment framework or a Strategic Environmental Assessment (SEA), nor does it address the issue of sustainability of the SDF or public participation in the development of the SDF.

A comprehensive assessment of your SDF, with specific recommendations is being compiled by my Department and it is recommended that future reviews of your SDF take cognisance thereof. You are lastly reminded that in terms of the KwaZulu-Natal Planning and Development Act, 2008 (Act No. 6 of 2008) (KZN PDA), that your municipality is required to formulate and adopt a municipal wide Scheme, aligned to your IDP and SDF, by 1 May 2015.

## **2. Other Key Observations to take into consideration**

### **2.2 Implementation of Operation Sukuma Sakhe**

I was very encouraged to notice that your municipality has seriously engaged itself in the Operation Sukuma Sakhe Program. The analysis on the Status Quo, SWOT Analysis and Action Plan provided by your IDP was heartening. However, I was disturbed to note that the program is not getting support from Senior Management as noted in your SWOT analysis. I wish to remind you that this program is considered very crucial and this matter requires your direct intervention and your support.

Nonetheless, to ensure that programs you have mentioned come to actuality, you are urged to proceed with the same determination. You are encouraged to establish a monitoring and evaluation tool that shall monitor all programs and all future plans you may have.

### **2.3 Municipal Turnaround Strategy (MTAS)**

I acknowledge that your municipality has incorporated the Turn Around Strategy into the IDP. I am impressed that your municipality understands the significance of MTAS and that all prior identified projects have been implemented and now your Council is busy with the

second round of MTAS. You are thus advised to give progress report on achievements made on the MTAS in your IDP Review.

#### **2.4 Service Delivery Plan**

Your municipality is reminded to finalize the service delivery plan before the end of August 2012. Such plan needs to be adopted by the relevant IGR structure within your district family by the end of August 2012 in order for it to be presented by your district Mayor to the Premiers Co-ordinating Forum (PCF) at a date to be determined.

#### **3. Overall credibility assessment of your IDP**

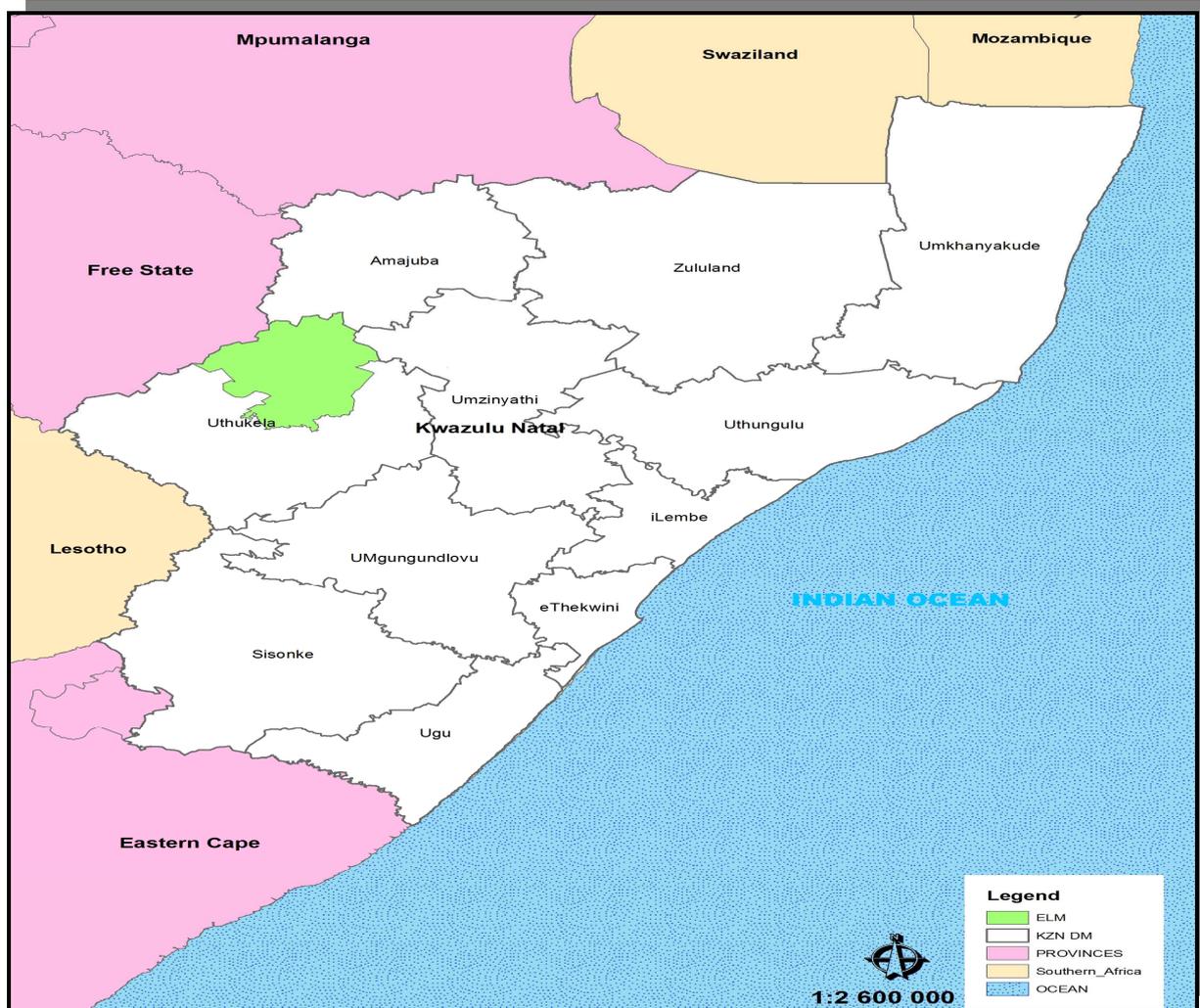
Your DIP has addressed the key issues considerably well and has fairly adopted the COGTA IDP guidelines. Notwithstanding, your municipality is advised to consider all matters that have been mentioned in this assessment in the next IDP Review.

### **1.4. Municipal Socio-Economic Space Overview**

#### **1.4.1. Provincial Space Economy**

Emnambithi/Ladysmith spans over an area of 3020Km<sup>2</sup> of which 70% is rural land with limited basic services and infrastructure. The municipality is laid on the banks of the UThukela River within the region of Northern KwaZulu Natal. It's bordered by the Greater Drakensberg Mountain to the extreme West. In terms of the socio-economic macro context, the municipality is midway between the National Primary Nodes of Johannesburg and Durban. To the west of the municipality lies the Free State Province and to the north the Mpumalanga province. Bisecting the municipality is the presidential prioritised railway corridor which links the areas of Durban and Johannesburg.

**Figure 1: ELM PROVINCIAL OVERVIEW**



#### **1.4.2. District Space Economy**

The Emnambithi/Ladysmith Local Municipality (LM) forms part of the UThukela District Municipality which comprises of 4 other Local Municipalities, namely; Okhahlamba LM, Indaka LM, Umtshezi LM and Imbabazane LM. The municipality currently functions as the main economic hub of the District Municipality with most of the regional offices and industries located in it. In terms of the District Management Area (DMA) of uThukela, the municipality covers approximately 11500km<sup>2</sup>. It is located on the western boundary of Kwazulu Natal.

Figure 2: ELM DISTRICT OVERVIEW



The map above seeks to illustrate the spatial configuration of the District Municipality. It indicates the 5 local municipalities that make up uThukela District. It also shows the movement infrastructure of the municipality. Dissecting the DMA space economy is the N11 provincial route which adjoins to the N3 National Route on the Northern parts of the municipality. This clearly illustrates the infrastructural strengths of the municipality.

#### 1.4.3. Local Space Economy

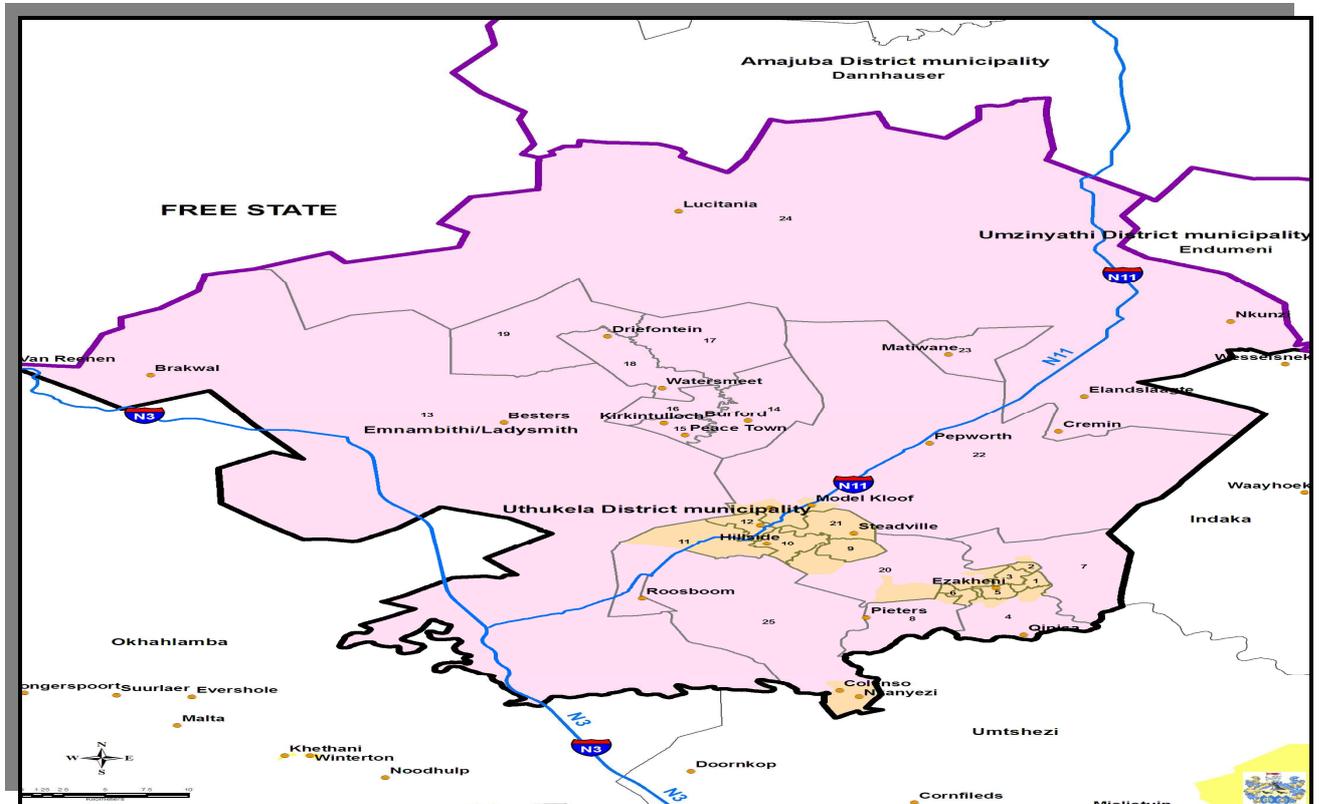
ELM is one of the five category B Local Municipalities in the uThukela District Municipality. ELM comprises of 27 wards representing a range of settlements from urban to municipal service centres, agricultural landscapes, industrial and semi-rural residential settlements. The 27 wards within the Municipal jurisdiction are represented by 50 councilors, 10 of which sit on the Executive Committee

ELM comprises of the following areas

- Ladysmith Area;
- Colenso;
- Ezakheni;
- Steadville;
- St Chads;
- Driefontein Complex;
- Matiwaneskop;
- Roosboom

Ladysmith is the main/primary urban area/town in ELM. The Township was proclaimed in June 1850 and officially named Ladysmith later that year. It is accessed via the N11 that connects the town with the N3 and traverse the town while making its way to the north. The R103 from Colenso and Roosboom in the south intersects the N11 in the southeast. Residential suburbs include Egerton, Observation Hill, Reservoir Hill, Hospital Park, Rose Hill, Residential settlements include Steadville and Leonardsville, with a border of commercial activity on its westernmost edge closest to the river and the CBD. Industrial areas include the Danskrall Industrial area to the north-east and further south-east is the industrial area of Nambiti. The south-westerly periphery of the CBD over the Klip River is characterised by public open space and recreational areas, including Settlers Park, the Indoor Sports Complex and the Aerodrome. The remaining settlements are rural in nature with the exception of Colenso and Ezakheni, and other minor township such as Steadville.

Figure 3: ELM LOCAL OVERVIEW



### 1.5. Locational Attributes of ELM

Emnambithi/Ladysmith Municipality (ELM) forms part of the UThukela District Municipality, which is one of the ten district municipalities in KwaZulu-Natal. The UThukela District is located along the western boundary of the KwaZulu-Natal Province (KZN), and adjoins the Kingdom of Lesotho and the Free State Province. ELM forms the northern segment of UThukela District and is bordered by the Free State province to the west, Dannhauser municipality to the north, Endumeni and Indaka municipalities to the northeast and east, Umtshezi municipality to the southeast and Okhahlamba municipality to the southwest. It covers an area of approximately 3020km<sup>2</sup> in extent and has a population of about 290 000

people (2009). Approximately 30% of the municipality is urban whilst 70% is rural, which presents obstacles in terms of service delivery.

Figure 4: ELM CONTEXTUAL OVERVIEW



The municipality is anchored around Ladysmith Town which serves as a service centre and administrative centre for the whole of Uthukela District, and a commercial hub for the north-western part of KwaZulu-Natal.

The ELM is strategically located at the intersection of two major national development corridors and trade routes, that is: The N11 which runs in a north south direction linking KwaZulu-Natal with Mpumalanga Province; and The N3 which runs in an east west direction linking Durban and Johannesburg Metropolitan areas.

Railway line linking KwaZulu-Natal and provinces such as Gauteng and Mpumalanga also runs through the area creating opportunities for the ELM to benefit from the recently announced rail infrastructure development programme.

As such, the ELM is highly accessible at both regional and national level. This is recognised in the recently introduced Provincial Growth and Development Strategy for KwaZulu-Natal which classifies Ladysmith as a tertiary node with regional significance. This means that the area is earmarked for the location of infrastructure that serves the whole of Uthukela District and beyond, and connects the region with the major urban centres such as Durban and Johannesburg.



The ELM is located in an region with a rich heritage and military history ranging from the uMfecane period (early 1800s) to the turn of the century when the Boers tried to stem the tide of British imperialism. It includes Shaka's predatory campaigns, the arrival of the Voortrekkers, the Anglo-Zulu War and the Anglo-Boer Wars. The Battlefields Route provides a structured journey around the sites of various battles, skirmishes and sieges which are situated in a broad belt running through the central core of the region, from Estcourt in the south, through Ladysmith, Dundee and Newcastle, to Charlestown in the north.

Figure 6: ELM TOURISM SITES



This presents the area with a unique 'tourism triangle' character, consisting of three of the five B's branding of provincial tourism – Berg, Bush and Battlefields. In addition to its three main destinations, there is a diversity of related attractions and accommodation facilities. This rich diversity allows tourists to experience a wide range of activities and scenes within a relatively small area, and is used as an important marketing element in the regional tourism industry.

The municipality is also located in the uThukela Water Management Area (WMA) with the Klip River and Sunday's River and their tributaries traversing the municipality. These rivers drain into the Tugela River (also known as uThukela), which is the largest river system in KwaZulu-Natal. The Tugela River forms part of the Tugela River Catchment, which is approximately 30 000 km<sup>2</sup> in extent. This is one of the important river catchments in South Africa, which drains from the Drakensberg escarpment into the Indian Ocean. There is substantial runoff from the Tugela catchment as a result of high rainfall.

#### 1.6. Integrated Approach to the Development of the ELM IDP

Over the years IDP's in the whole province have been developed and evolved with others regarding it as a compliance documents, whilst other municipalities such as this one have analysed with an intention to put IDP into action through which tangible results could be observed by the communities. From the commencement and submission of IDP's to the Premier's Office, we have always received an assessment report touching on areas of concern and at times commending municipality for good initiatives demonstrated during the review cycle of the upcoming IDP. The IDP's in general in the entire province will not improve without such comments and the Province is commended for this continuous capacity

building. During this year, Council carefully analysed its strategy when approaching IDP and as such arrived at the following as an ideal approach:

- Go out on community workshops to gather data in terms of what affects community the most over and above what was contained in the IDP of 2013/2014;
- Community to select what has become a priority given the circumstances, particularly in view of the World economic crisis;
- Give a projection of what will be cost to Council on each project identified by the community;
- Capture all of the above in a friendly format which is easy to interpret;
- Conduct a SWOT analysis for each department in the municipality to verify feasibility of establishing and maintaining the project;
- Make comparison of the projected costs against Strengths and Opportunities of each Department;
- Make submissions and discuss with sector departments on funding projects and roles to be played
- Prioritise Projects that can be funded through municipal budget immediately before the end 2013 and those that are beyond 2013;
- Appraise the community through public participation

Prior to the approval of the IDP, the following structures meet to discuss it in detail. Council in terms of the legislation is the structure that is entrusted with the responsibility of IDP approval. Our municipal IDP is then fed to the District IDP to give the holistic view. It is the same IDP that coordinates and link spatial information with non-spatial data in a single and user friendly presentation.

Role Player	Roles and Responsibilities
Council	<p><b>Adoption of an IDP</b></p> <p><b>Adoption of a Process Plan.</b></p> <p><b>Annually Review IDP.</b></p> <p><b>Amend IDP under changing circumstances.</b></p>
EXCO	<p><b>General management of the drafting of the IDP.</b></p> <p><b>Assign responsibilities in this regard to the Municipal Manager and Portfolio Committees.</b></p> <p><b>Recommend the IDP draft plan to the Council for adoption.</b></p>
Councillors	<p><b>Linking the IDP process with their constituencies.</b></p> <p><b>Organising the public participation.</b></p>

<b>Portfolio Committees</b>	To make recommendation to EXCO.
<b>Municipal Manager</b>	<p>Decide on planning process;</p> <p>Develop and compile a draft IDP;</p> <p>Monitor the process of IDP Review;</p> <p>Overall Management and co-ordination;</p> <p>Provide the necessary resources for the compilation and implementation of the IDP.</p> <p>Ensure that the Budget and SDBIP is informed by the approved IDP.</p> <p>Submit a draft IDP to the EXCO.</p>
<b>Municipal HoD's</b>	<p>Provide technical/ sector expertise.</p> <p>Prepare and review selected Sector Plans.</p> <p>Prepare draft progress reports and proposals.</p>
<b>IDP Manager</b>	Day-to-day management of the process.
<b>IDP Steering Committee</b>	<p>Assist and support the Municipal Manager/IDP Manager and Representative Forum.</p> <p>Information "GAP" identification.</p> <p>Oversee the alignment of the planning process internally with those of the local municipality areas.</p>

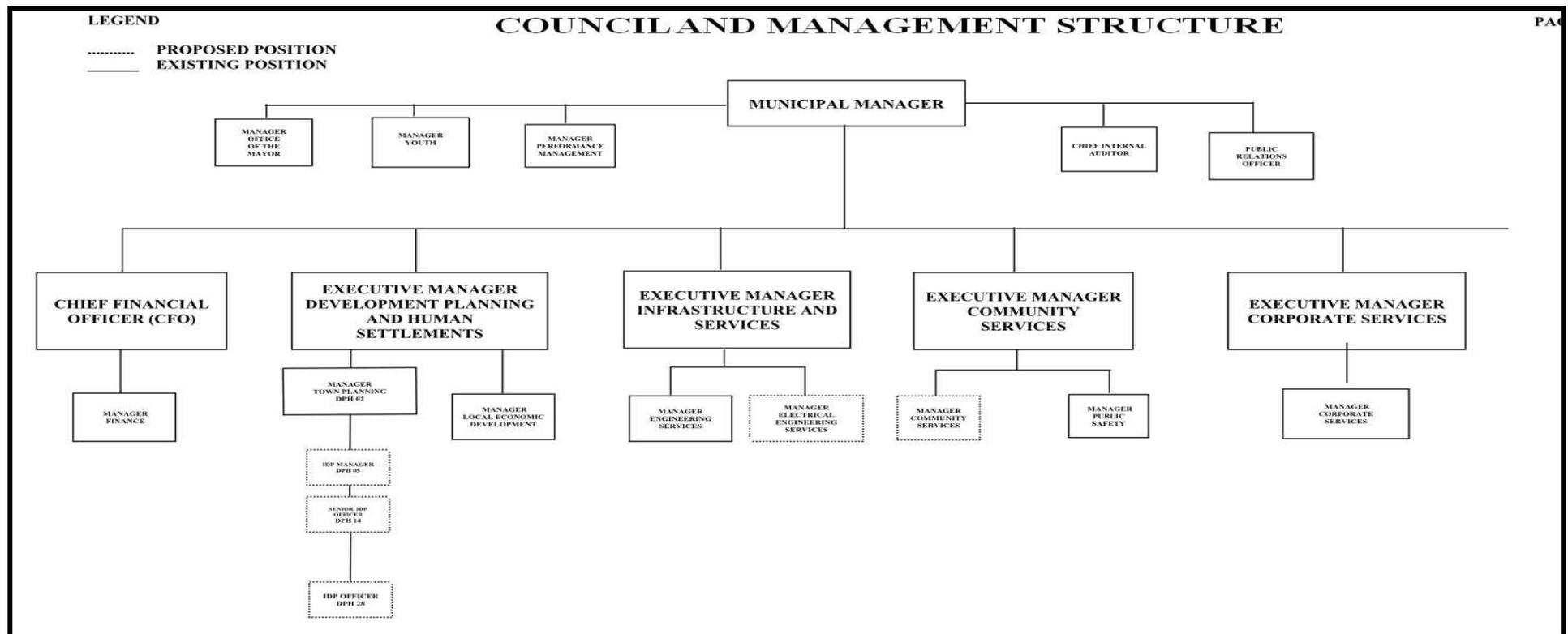
IDP		Budget
Aug 12	Draft and adopt IDP Process Plan	Annual Financial reports (previous year) to Council
Oct 12	Review and align Municipal Vision (What does the municipality want to achieve?)	Budget estimates (All income source, MTEF & Implementing agents & Council) Submit Budgetary time schedule
Oct 12	Engage with Service Providers Re. MTEF's Align Vision, Objectives and Strategies Project (phase two) Identification/ prioritisation per municipality	
Nov 12	RF Meeting- Vision, Objectives, Strategies and Projects Services Providers finalise their MTEF's	Departments submit draft Capital budgets
Nov 12	Finalise MTEF Projects from SP's Finalise project list RF Meetings- Projects	Review budget estimates

Dec 12	Prepare business plans for projects	
Jan 13	Needs Identification through public meetings	Departments submit Draft Operational budgets
Feb 13	Needs Identification through public participation Table the First Draft IDP	Finance Submit First Draft budget to MM Present budget to EXCO
March 13	IDP Approval by EXCO	MM Table the Draft Budget to Council and refer to the public for public comments
March 23	Submission of draft 2012/13 IDP's	
March 25-28	Draft IDP's assessment week	
March 29	Draft IDP assessment Feedback session	
April 13	Public Consultation on the Approved IDP Framework	Council Adopt the Final Budget
May 13	Review of Sector Plans	Consider feedback from community and Provincial and National Mayoral Response
June 13	Council Adoption of IDP	
July 13	Submit the IDP to the MEC Adoption of a Process Plan	Adoption of a Process Plan

## 1.7. Institutional Arrangement

The ELM municipality consist of the following Departments which ensure the delivery of services and oversight of municipal affairs: the Office of the Municipal Manager, Department of Finance, Department Development and Planning, Department Community Services, Department Corporate Services, Department of Human Settlements, Department Engineering Services, Department of Electrical Engineering and worth noting is that all the section 56/57 managers positions are filled except for the CFO where there's an acting person

### ADMINISTRATION STRUCTURE OF EMNAMBITHI/LADYSMITH LOCAL MUNICIPALITY

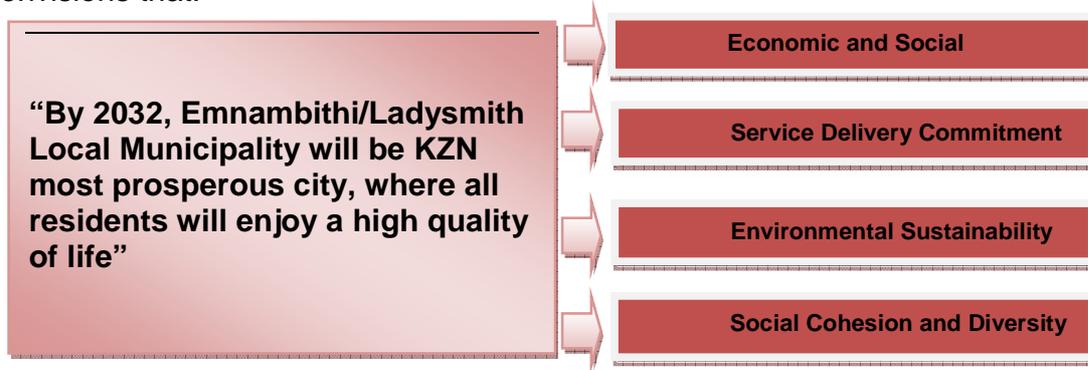


9.1. Emnambithi/ Ladysmith Municipality: Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>✓ Good Infrastructure and Road Networks (road &amp; rail &amp; airport, the N11, N3 &amp; Aerodrome)</li> <li>✓ Proactive municipal structure and administration</li> <li>✓ Diverse and broad economy</li> <li>✓ Abundance of undeveloped land</li> <li>✓ Strong political alignment which creates a conducive environment for functionality and service delivery.</li> <li>✓ Good customer relations with all sectors of our society</li> <li>✓ Skilled and experienced staff compliments that are able to provide administrative and technical leadership to enable effective decision making to politicians.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Weak &amp; poor co-operation &amp; communication between local municipality and district municipality and between municipal internal sector departments</li> <li>✓ Poor investment strategy and business retention.</li> <li>✓ Inefficient communication between business society and the municipality.</li> <li>✓ Poor revenue collection</li> <li>✓ High number of poor and indigent communities</li> <li>✓ Poor staff retention strategy</li> <li>✓ Lack of upwards mobility plans and strategies.</li> <li>✓ In consist job evaluation</li> <li>✓ Poor communication and understanding of roles and responsibilities between councillors and officials.</li> <li>✓ Poor grant funding</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>✓ Strategic located between Johannesburg &amp; Durban economic hubs</li> <li>✓ Branded city “The home of Ladysmith Black Mambazo”</li> <li>✓ Number of tertiary educational facilities</li> <li>✓ The proposed Regional Mall along Helpmekaar Road; Extension 15 Development</li> <li>✓ The location of the Big 5 Game Reserves and tourism facilities &amp; sites.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Aging infrastructural services</li> <li>✓ High rates and property taxes.</li> <li>✓ Poor or lack of disaster management plans and strategies</li> <li>✓ Migration of skilled and competent labour</li> <li>✓ High levels of political interference in administrative processes and procedures</li> <li>✓ Poor intergovernmental relations</li> <li>✓ High crime rates and high levels of poverty.</li> <li>✓ Unequal service delivery that is more urban bias at the negligent of rural communities.</li> <li>✓ HIV/AIDS represents a serious economic threat.</li> </ul>

## 1.6 Vision

Taking into account the human and financial capabilities of the municipality the council envisions that:



The vision commits the municipality to championing economic development within the key sectors that characterises Emnambithi/ Ladysmith. It also entrust the municipality with the responsibility of delivering services and creation of a safe and healthy environment. This vision is also embedded with economic, social, service delivery and social cohesion elements.

## 3.2. Elements of the Vision

The ELM vision encompasses the following five dimensions of development in which we strives for:

1. **Economic:** a broad, diverse and inclusive economy that grows at least at a 7% growth rate per annum in order to create conducive conditions for employment opportunities.
2. **Social:** social harmony and inclusiveness, poverty alleviation and equity
3. **Service Delivery:** an excellent service delivery for all residents
4. **Social Cohesion:** unity and strength and good social relations
5. **Environmental Sustainability and Diversity:** development that meets the needs of today without compromising the ability of the future generations to meet their own needs. We strive for tolerance of diversity and we strive to be a resilient town that can adept and survive all conditions imposed upon it.

### 3.3. Mission

The core mission of Emnambithi/Ladysmith Local Municipality emanates from the 1998 White Paper on Local Government. The municipality sets itself to being:



1. A **developmental** local government that works together with local communities in order to find sustainable ways to meet the local communities' needs and improve the quality of local communities lives.
  1. An **enabling** sphere of government that facilitates the provision of basic services and economic opportunities.
  2. We ensure **good governance**, transparency and accountability in all sectors of the organization.
  3. We maximize the effective utilisation of the municipality's **financial resources** so as to ensure the long term viability and sustainability of the municipality.
  4. We ensure that natural **resources** (renewable and non-renewable) are utilised in a sustainable manner; that their distribution should benefit every individual member of the civil society.

Further to the above, it is a legal requirement of the Municipal Systems Act that Municipalities should set and implement strategic priorities, predetermined objectives, indicators and targets aligned to the local government strategic agenda. Moreover to this, the framework should be in line with the Performance Management System of the municipality so as to enable the assessment of developmental progress and shortfalls of each area and enhance where applicable and necessary. Therefore, Emnambithi/Ladysmith has set the following strategic objectives and goals for the next 5 years:

## **MUNICIPAL STRATEGIC GOALS**

### **GOAL NUMBER ONE: CREATING A CONDUCTIVE ENVIRONMENT FOR JOB CREATION**

- The development of a conducive environment for Economic Development and Tourism
- Bridging the Economic Gap between the Established and the emerging Business Communities
- City Regeneration
- Poverty Alleviation and equality

### **GOAL NUMBER TWO: EDUCATION**

- Skills Development (Officials and Councillors) and the general members of the public
- FET to be developed a Regional Hub

### **GOAL NUMBER THREE: FINANCE**

- The attainment of a Clean Audit
- Financial Viability and sustainability

### **GOAL NUMBER FOUR: SPATIAL DEVELOPMENT**

- Development of Wall to Wall Scheme
- Rural development
- Development of proper Spatial/ land use management
- Settlement restructuring to reflect the ethos of a democratic municipality

### **GOAL NUMBER FIVE: GOVERNANCE**

- Improve accountability
- Strengthening Working relationship with Sector Departments and Neighbouring Municipalities
- Compilation & storage of a credible Information
- Improve community participation within all wards

### **GOAL NUMBER SIX: BASIC INFRASTRUCTURE**

- Access to basic Infrastructure
- Repairs and Maintenance

### **GOAL NUMBER SEVEN: SUSTAINABLE ENVIRONMENT**

- Safety and Security
- Biodiversity & Greening
- Development of Disaster, Emergencies & Disaster Management responses and plans

### **GOAL NUMBER EIGHT: HEALTH**

- Curbing of HIV/AIDS
- Development of Operation Sukuma Sakhe

### **GOAL NUMBER NINE: SOCIAL DEVELOPMENT**

- Gender development
- Sports development
- Youth Development

### **MUNICIPAL STRATEGIC OBJECTIVES**

Proper Human Resource Development & Management  
 Effective Implementation Works Skills Plan  
 Effective Implementation of Employee Equity Plan  
 Effective Employee Assistance Programme  
 Effective Implementation Health Care and Employees Wellness  
 Development and Implementation of effective Valuation  
 Improve Access to Basic Services  
 Expanded Public Works Programme  
 Development and Maintenance of Parks, Gardens, Open Space and Entrance  
 Municipal Greening and Promotion  
 Provision and maintenance of basic sporting facilities and recreational facilities  
 Provision of Library Services  
 Management of Traffic Administration and Income  
 Conduct Law Enforcement  
 Promotion of Compliance with Roads Traffic Act  
 Promotion of Security and Public Safety Management  
 Maintenance of Municipal Fleet  
 Maintenance of Community Facilities  
 Implementation of Municipal Grants  
 Implementation of Expanded Public Works Programme  
 Improve Housing and Building Control  
 Provide Basic Service Delivery  
 Implement Proper Waste Management Improve the implementation of OSS, Ward Committees and Youth Development

## EMNAMBITHI/LADYSMITH PERFORMANCE MANAGMENT SYSTEM

The municipality has adopted the following PMS which consists of National Key Performance Areas, Municipal Strategic Objectives which follow the concept of being smart, followed by that are indicators and units of measurement, targets and budgets.

IDP INDICATOR NUMBER	NATIONAL KEY PERFORMANCE AREAS	OUTPUTS/MEASURABLE OBJECTIVE	INDICATORS	UNIT OF MEASURE/ CALCULATIONS	Annual Target	Annual Budget
2013/083	<b><u>BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT</u></b>	Improved Access to Basic Services	Number of consumers with access to refuse removal at least once per week	Number	37 436	R2 800 000
2013/084			To provide refuse removal in rural areas	Wards	14	R2 438 000
2013/123		Expanded Public Works Programme	Number of Employment through Siyazenzela	Number	233	R 1 091 863
2013/125			Number of Employment through Wood for Waste	Number	100	R 1 164 000
2013/010		Development and Maintenance of Municipal Parks, Gardens, Open Spaces and Entrances	Maintenance of existing Parks,Gardens, Open Spaces and Entrances according to the existing plan	Yes/No	Yes	R909 900.00
2013/011			Development of Open Space System - levelling of plots	Yes/No	Yes	R 50 000
2013/012		Municipal Greening and Promotion of Environmental Campaigns	Entry to Greenest Town Competition	Yes/No	Yes	R 30 000
2013/013			Promotion of Environmental Campaigns - Mayoral Tree Planting	Yes/No	Yes	R 110 600
2013/014		Provision and maintenance of basic sporting facilities and recreational facilities	Maintenance and rejuvenation of play parks	Number	12	R 145 200
2013/015			Maintenance of existing sports facilities according to maintenance plan	Yes/No	Yes	
2013/016		Establishment and management of cemeteries	New cemeteries developed	Number	1	R 346 786
2013/017			Maintenance of existing cemeteries according to maintenance plan	Yes/No	Yes	
2013/018		Compliance with Waste Management regulations	Waste Management Plan Reviewed	Yes/No	Yes	-
				Date of Review	30/06/2013	-

IDP INDICATOR NUMBER	NATIONAL KEY PERFORMANCE AREAS	OUTPUTS/MEASURABLE OBJECTIVE	INDICATORS	UNIT OF MEASURE/ CALCULATIONS	Annual Target	Annual Budget	
2012/085	<b><u>BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT</u></b>	Waste Management	Number of registered landfill / waste disposal sites	Number	1	R 1 560 000.00	
			Maintenance of waste disposal site	Yes/No	Yes		
2012/093		Basic Service delivery	Effectively control runoff water (storm water)	Sealing of roads	m <sup>2</sup>	70000 m2	R 16 706 793
2012/095				Grading and regravelling of roads	km 's	72 Km	
2012/096				Base failures	m <sup>2</sup>	600 m2	
2012/097				Maintenance of sidewalks	m <sup>2</sup>	4000 m2	
2012/098				metres of storm water pipes maintained	15000 m	R 8 700 000	
		metres of new storm water pipes installed	1000 m				
		metres of kerbing and channelling installed/repaired	1000 m				
		Number of catchpits maintained and repaired	500				
		Number of crossings pipes maintained/constructed	20				
2012/100		Basic Service delivery	Maintenance of Klip River Tunnel / Basin according to maintenance plan	Yes/No	Yes	R 600 000	
				km 's of vegetation controlled	10 km		
				metres of sans removed from river channel	5000 m		
				Frequency of inspections of valve chambers	12 pa		
2012/101		Housing and Building Control Infrastructure	Approve building Plans and inspection in accordance with NBR, Town Planning, By laws and the SANS Documents	Number of plans received	Demand driven	N/A	
	Number of plans approved			80%			
	Number of plan files scanned and converted to electronic format			200			
	Number of meetings with building environment service providers			4			
	Number of backlog inspections conducted for plans older than two years			100			

2012/124		Expanded Public Works Programme	Number of Employment through Zibambele	Number	170	R 720 800	
2012/122		Implementation of Grant Projects	Swimming Pool in Colenso	Amount Spent	R 3 430 000.00	R 3 430 000.00	
				Community Hall in Nkunzi	Amount Spent	R 3 646 200.00	R 3 646 200.00
				Community Hall in "B" Section	Amount Spent	R 3 000 000.00	R 3 000 000.00
				Community Hall in Mtandi	Amount Spent	R 4 343 000.00	R 4 343 000.00
				Tarred Roads in Ward 1	Amount Spent	R 13 590 639.68	R 15 100 710.76
				Pedestrian Bridge Watersmeet to Burford	Amount Spent	R 2 425 357.00	R 2 425 357.00
				Pedestrian Bridge Ezakheni to Esidakeni	Amount Spent	R 3 665 720.00	R 3 665 720.00
				Ezakheni Sports Complex	Amount Spent	R 7 500 000.00	R 10 000 000.00
				Steadville Taxi Rank	Amount Spent	R 2 087 000.00	R 2 087 000.00
				CBD Roads Upgrade	Amount Spent	R 7 000 000.00	R 7 000 000.00
				Vehicular Bridge Ezakheni "C" to "E"	Amount Spent	R 5 947 500.00	R 9 150 000.00
				Link Road Acaciavale to Pieters	Amount Spent	R 6 125 000.00	R 24 500 000.00
				Trading Stalls in Ezakheni "A"	Amount Spent	R 1 392 750.00	R 1 857 000.00
				Overhead Bridge Lyell Street	Amount Spent	R 6 000 000.00	R 8 000 000.00
				Lister Clarence Building	Amount Spent	R 2 750 000.00	R 5 500 000.00
				Ezakheni Emergency Centre	Amount Spent	R 1 000 000.00	R 2 000 000.00

IDP INDICATOR NUMBER	NATIONAL KEY PERFORMANCE AREAS	OUTPUTS/MEASURABLE OBJECTIVE	INDICATORS	UNIT OF MEASURE/ CALCULATIONS	Annual Target	Annual Budget
2012/088	<b>BASIC SERVICE DELIVERY</b>	Improved access to Free Basic Services	An adopted and updated Indigent Register for the municipality	Yes/No	Yes	R 1 512 946
2012/090			Number of households earning less than R2 200 per month with access to free basic services	No of households	15337	
2012/055	<b>FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT</b>	Improved Audit Opinion	Established Finance Portfolio committee	Yes/No	Yes	R 585 680
2012/057			Attending to Auditor General Finance Queries timeously	Number of Queries Receieved	N/A	
				Number of Queries Resolved	N/A	
2012/056			Unqualified Audit Opinion	Yes/No	Yes	
2012/058			Current debtors more than 50% of own revenue	Percentage of current debtors - 30 days outstanding	5%	
2012/059	Operational expenditure 100% or less of amount budgeted	Percentage	100%			
2012/060	Percentage spent of Operational Budget (OPEX) on repairs and maintenance of infrastructure	Percentage	8%			
2012/061	Percentage of a municipality's capital budget actually spent on capital projects identified in the IDP	Percentage : Total spending on capital projects divided by total capital budget x 100	100%			
2012/062	Financial viability in terms of debt coverage	Ratio: Total operating revenue received minus operating grants divided by debt service payments (ie. Interests plus redemption)	1:3			
2012/063	Financial viability in terms of cost coverage	Ratio: Available cash plus investments divided by monthly fixed operating expenditure	1:2			
		Improved management of finances				R 4 860 109

2012/064		Financial viability in terms of outstanding service debtors to revenue	Ratio: Outstanding service debtors divided by annual revenue actually received for services	1:1		
2012/065	Improved Revenue Management	Provide Monthly accurate and timeous billing	Yes/No	Yes	-R 196 164	
2012/066		Provide Monthly Debtors Age Analysis to Management	Number of Reports	12		
2012/067		Reduction in Unidentified Deposits	Total Unidentified Deposit in Rand Value			
			Reduction in Rand Value			
			Percentage Reduction	75%		
2012/068		Recovery of outstanding debt	Amount	R105m		
	Percentage		10%			
2012/069	Improved Expenditure Management	Provide Monthly Creditors Age Analysis to Management	Number of Reports	12	R 906 120	
2012/070	Effective Supply Chain Management Unit	Functional Supply Chain Management	Yes/No	Yes	R 1 190 692	
		Processing of Goods and Services less than R30 000 within 14 days	Number of procurement requests received	Demand Driven		
			Number of procurement requests processed	582		
		Processing of Goods and Services from R30 000 to R200 000 within 30 days	Number of procurement requests received	Demand Driven		
			Number of procurement request processed	52		
		Processing of Goods and Services through the Tender Process within 60 days after the tender is advertised.	Number of Tenders Advertised	Demand Driven		
Number of Tenders Awarded	20					
	Incorporation of the SCM Database into the Frontier System (Samras)	Yes/No	Yes			
2012/071	Reporting	Submit monthly National Treasury reports within 10 working days to National Treasury, MFMA Compliance	Number of reports	12	R 59 200	

2012/074			Submit monthly reports to Mayor within 10 working days	Number of reports	12	
2012/072			Report monthly budget statements to management monthly	Number of reports	12	
2012/073			Timeous submission of Annual Financial Statements	Yes/No	Yes	
		Date of Submission		31/08/2012		
2012/075		Stock Management	Monthly update of the Stock movements on financial system (Samras)	Yes/No	Yes	R 141 000
			Quarterly Stock Count Conducted	Number of Counts Conducted	4	
2012/076		Budget	Timeous adoption of the 2012/13 Budget	Yes/No	Yes	R 189 570
				Date of Adpotion	31-May-13	
2012/077		Asset Management	Accurate and credible asset register	Yes/No	Yes	R 254 324
2012/078			Complete Asset Count Conducted	Number of counts	2	
2012/079		Maximise revenue	Quartely collection rate	Percentage	96%	N/A
2012/080			Growth in revenue collected by the municipality	Percentage	5%	N/A
2012/081			Budgeted revenue for property rates collected	Percentage	28%	N/A
2012/082			Grants as a percentage of revenue received	Percentage	20%	N/A

IDP INDICATOR NUMBER	NATIONAL KEY PERFORMANCE AREAS	OUTPUTS/MEASURABLE OBJECTIVE	INDICATORS	UNIT OF MEASURE/ CALCULATIONS	Annual Target	Annual Budget		
2012/034	<b><u>MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT</u></b>	Effective Performance Management Section	Functional OPMS in place	Yes/No	Yes	N/A		
2012/035			Number (as well as percentage) of performance agreements signed reflecting national government priorities	Number of signed performance agreements	6	N/A		
				Percentage of signed performance agreements	100%	N/A		
2012/036			Quarterly reports to be finalised within 30 days of the end of the quarter	Date of report signed	30 days after end quarter	N/A		
			Timeous submission of 2013/14 SDBIP	Date submitted	01-May-13	N/A		
2012/041			Timeous submission of 2012/13 Annual Report	Date submitted	31-Aug-12	N/A		
			Tabling of Annual Report to Council	Date of tabling	31-Dec-12	N/A		
			Calling for Public consultation meeting	Date of meeting	31-Mar-13	N/A		
			Timeous adoption of the Oversight Report	Date of adoption	31-Mar-13			
			Timeous submission of Mid-Year Report in terms of MFMA	Date submitted	25-Jan-13	N/A		
			2012/037	Established and Functional Performance Audit Committee	Yes/No	Yes	N/A	
Number of meetings held					2	N/A		
2012/039			Number of reports submitted on performance in terms of Section 46 of the MSA	Number of reports	2	N/A		
			Number of corrective actions taken to improve performance	Number	4	N/A		
2012/040			Performance Evaluation of all employees from level 12-18 conducted twice per annum	Number of reviews conducted	2	N/A		
2012/038			Effective Internal Audit	Established and Functional Internal Audit	Yes/No	Yes	N/A	
				Approved Internal Audit Charter	Yes/No	Yes	N/A	
2012/150								

				Approval Date	30/09/2012	N/A
			Approved Internal Audit Strategic Plan	Yes/No	Yes	N/A
				Approval Date	30/09/2012	N/A
2012/149		Effective Audit Committee	Established and Functional Audit Committee	Yes/No	Yes	N/A
					Number of meetings held	4
2012/151		Effective Risk Management	Approved Risk Management Strategy and Plan	Yes/No	Yes	N/A
					Approval Date	30/06/2013
2012/152			Established Risk Committee	Yes/No	Yes	N/A
					Number of meetings held	4
2012/053			Fraud prevention plan in place and implemented	Yes/No	Yes	N/A
2012/054		Oversight Structures	Established municipal public accounts committee	Yes/No	Yes	N/A
					Number of meetings held	12

IDP INDICATOR NUMBER	NATIONAL KEY PERFORMANCE AREAS	OUTPUTS/MEASURABLE OBJECTIVE	INDICATORS	UNIT OF MEASURE/ CALCULATIONS	Annual Budget
2012/086	<b><u>BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT</u></b>	Provision of electricity to all households	Number (as well as percentage) of consumer units / households with access to electricity	Number	R 227 141
				Percentage	100%
2012/087			Number (as well as percentage) of commercials/ bulk with access to electricity	Number	R 2 311 397
			Percentage		
2012/089			Number of households with access to free basic electricity	Number	R 2 978 650
2012/102		Improve Customer Service	Dealing with consumer complaints within 3 days	Number of complaints Received	R 2 089 640
				Number of complaints resolved timeously	
			Non-Technical Losses	Percentage	R 519 340
2012/104			Non Payment of consumers	Number of disconnections received	
				Number of disconnections actioned	
2012/105		Enhance Operations and Maintenance	Refurbishment of sub-station	Amount Spent	R 8 281 890
2012/106			Maintenance of buildings	Amount Spent	R 1 272 000
2012/107			Maintenance of Streetlamps	Amount Spent	R 1 834 220
2012/108		Improve Meter Reading	Number of meters read	Number	4875
2012/122		Implementation of Grant Projects	Street Lighting : Roosboom Ph 1 and 2	Amount Spent	R 2 000 000
2012/122			Street lights: Mcitsheni Zwelisha	Amount Spent	R 2 690 400
2012/122			Electrification Colenso Ntokozweni	Amount Spent	R 3 200 000
2012/122			MV Backbone Colenso Ntokozweni	Amount Spent	R 1 600 000
2012/122	Street lights: Watersmeet - Driefontein		Amount Spent	R 2 690 400	

IDP INDICATOR NUMBER	NATIONAL KEY PERFORMANCE AREAS	OUTPUTS/MEASURABLE OBJECTIVE	INDICATORS	UNIT OF MEASURE/ CALCULATIONS	Annual Target	Annual Budget
2012/030	<b><u>MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT</u></b>	Simplified IDPs focusing on planning for the delivery of 10 critical municipal services	IDP for 2013/2014 Adopted	Yes/No	Yes	N/A
				Date Adopted	30/06/2013	N/A
2012/031			IDP for 2012/2016 Reviewed	Yes/No	Yes	N/A
				Date Reviewed	30/06/2013	N/A
2012/032			10 Critical services indentified and included in the IDP	Yes/No	Yes	N/A
2012/033			IDP aligned to Outcome 9	Yes/No	Yes	N/A
2012/024	<b><u>LOCAL ECONOMIC DEVELOPMENT</u></b>	Community Work programme implemented and cooperatives supported	Prvision of support to piggery projects	Number of projects	4	R 870 000
			Provision of support to community gardens	Number of projects	4	
2012/025			Number of work opportunities created through LED development initiatives including Capital Projects	Number	330	
			Number of SMME's and cooperatives supported	Number	110	
			Number of industries supported through LED projects	Number	24	R 500 000
2012/007			Social Development	Number of Rural Job Creation linked to skills training and promoting Economic Livlihoods	Number	20
2012/002	Attraction of investments and resources	Development and implementation of action plans to attract investment and resources	Number of action plans developed	24	R 240 600	
			Number of action plans implemented	24		

2012/019		LED Strategy	Review Municipal LED Strategy	Yes/No	Yes	R 150 000
				Date of reviewal	30/06/2013	
2012/020			Reviewal off a Comprehensive Spatial Development Framework	Yes/No	Yes	N/A
				Date of reviewal	30/06/2013	N/A
2012/021		Formulation of Strategic Future Plans for the municipal area both in Rural and Urban Areas	Compilation of an Area Development Plans	Yes/No	Yes	N/A
				Number of Plans Developed	4	N/A
2012/022			Implementation of Geographical Information Systems	Yes/No	Yes	N/A
2012/023			Development of Logistic Hub and Aerodome	Yes/No	Yes	N/A
2012/136		Museum and Cultural Centre	Provide visitors an international heritage and cultural experience	Number of vistors	6000	R 53 380
				Number of cultural, heritage and tourism programmes	15	R 70 000
			Number of new houses constructed - Colenso, Nkanyezi, Ntokozweni (Slum Clearance)	Number of new houses constructed	361	R 2 077 725
			B&C Tin House Project	Number of new houses constructed	200	R 108 000
			Ezakeni C 624 Project	Number of new houses constructed	6	R 324 000
			Embulwane Phase i & ii Project	Number of new houses constructed	258	R 5 957 000
			Rectifcate: Ezakeni B and Tsakane	Number of new houses constructed	480	R 27 628 546
2012/092			Disposal of Land	Number of land sales	150	R 18 500 000
				Rand Value	R18.5m	

## MUNICIPAL FIVE YEAR SERVICE DELIVERY PLAN

Below is an overview of what the municipality will be doing in the next 5 years in terms of capital projects. The plan has divided the municipal areas into 6 clusters, however these are the carry over projects from the 2011/12 financial year

<b>BUDGET - 2012 / 2013 CARRY OVER PROJECTS</b>						
NO.	PROJECT DESCRIPTION	APPROVED ON THE ADJUSTMENT BUDGET	2012/2013 CARRY OVERS	FUNDING SOURCE	GRANT FUNDING	REVENUE FUNDING
<b>MIG FUNDED PROJECTS</b>						
6	Ezakheni Sports Complex	3 027 000	-	MIG	-	
7	Street Lights – Motsheni and Zwelisha	1 000 000	500 000	MIG	500 000	
8	Street Lights – Roosboom – Phase I and II	1 000 000	500 000	MIG	500 000	
9	Street Lights – Watersmeet	1 300 000	500 000	MIG	500 000	
10	Street Lights – Mthandi	900 000	500 000	MIG	500 000	
12	Swimming Pool – Colenso	1 284 174	1 000 000	MIG	1 000 000	
16	Landfill Site	-	-	MIG	-	
<b>TOTAL</b>		<b>8 491 174</b>	<b>3 000 000</b>		<b>3 000 000</b>	
<b>COGTA PROJECTS</b>						
17	Overhead Bridge – Lyell Street	7 000 000	4 000 000	COUNCIL FUNDING/ COGTA		4 000 000
18	Rehabilitation of CBD Roads	7 000 000	-	COUNCIL FUNDING/ COGTA		-
<b>TOTAL</b>		<b>14 000 000</b>	<b>4 000 000</b>			<b>4 000 000</b>
<b>NDPG PROJECTS</b>						
18	Bridge from Ezakheni E Section to C Section	17 600 000	7 600 000	COUNCIL	-	7 600 000
19	Link Road Aciavale to Ezakheni	3 420 000	2 000 000	NDPG	2 000 000	
	Trading Stalls Ezakheni	2 000 000	1 500 000	NDPG	1 500 000	
<b>TOTAL</b>		<b>23 020 000</b>	<b>11 100 000</b>		<b>3 500 000</b>	<b>7 600 000</b>
<b>CAPITAL PROJECTS</b>						
20	Construction of Lister Clarence Building	5 493 000	1 000 000	COUNCIL		1 000 000
21	Ezakheni Emergency Centre	3 000 000	500 000	COUNCIL		500 000
	Parks Steadville / E Section		1 000 000	COUNCIL		1 000 000
	Constituency Offices		950 000	COUNCIL		950 000
<b>TOTAL</b>		<b>8 493 000</b>	<b>1 500 000</b>			<b>1 500 000</b>
<b>GRAND TOTAL OF CARRY OVER PROJECTS</b>		<b>54 004 174</b>	<b>19 600 000</b>		<b>6 500 000</b>	<b>13 100 000</b>

Cluster one of the municipality consists of Roosboom, Colenso and Bluebank, whereas cluster two is made up of Chads, Ezakheni and Mcitsheni and Cluster three comprises of Matitwane/Jonono/Nkuzi, Cluster four is Watersemeet/Peace Town/Burfod and Cluster five is Driefontein/Kleinfonetin and Cluster six is made up of Acaciaville, Steadville and Mthandi

CAPITAL BUDGET - 2013/2014						
NO.	PROJECT DESCRIPTION	PROJECT BUDGET	AMOUNT AVAILABLE FOR 2013/2014	AMOUNT AVAILABLE FOR 2014/2015	AMOUNT AVAILABLE FOR 2015/2016	SOURCE OF FUNDING
<b>CLUSTER 1</b>						
	Sportsfield – Roosboom	3 000 000	3 000 000			MIG
	Creche in Colenso (Ntokozweni)	750 000	750 000			COUNCIL FUNDING
	Colenso Electricity Strengthening	7 000 000	7 000 000			COUNCIL FUNDING
	1. SPORTSFIELD - BLUEBANK	3 000 000		3 000 000		MIG
	2. COLENZO INDUSTRIAL SITE	7 400 000		7 400 000		COUNCIL FUNDING
	TARRED ROADS- COLENZO	15 000 000			15 000 000	MIG
	SWIMMING POOL - ROOSBOOM	4 000 000				MIG
<b>CLUSTER 2</b>						
	Swimming Pool (St. Chads / A Section)	3 000 000	3 000 000			MIG
	TARRED ROADS 2,6 & 8 (TWO KM'S EA)	28 000 000		28 000 000		MIG
	PEDESTRIAN BRIDGE - ST CHADS	2 000 000		2 000 000		MIG
	TARRED ROADS- WARD 5 - 2KM	10 000 000			10 000 000	MIG
	RECREATIONAL PARK - WARD 5	5 000 000			5 000 000	MIG
	TARRED ROADS WARD 3 & 4	30 000 000				MIG

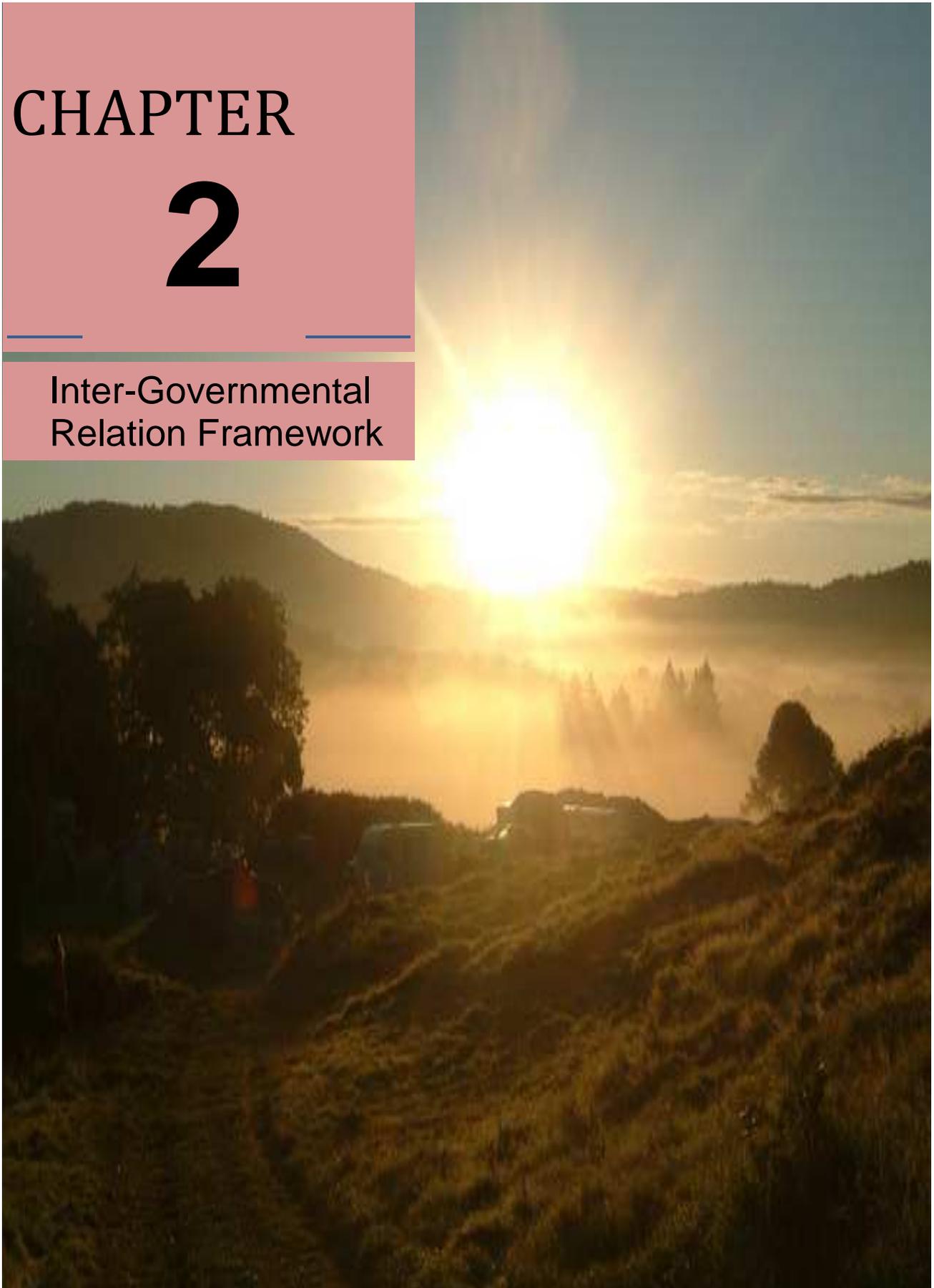
CAPITAL BUDGET - 2013/2014						
NO.	PROJECT DESCRIPTION	PROJECT BUDGET	AMOUNT AVAILABLE FOR 2013/2014	AMOUNT AVAILABLE FOR 2014/2015	AMOUNT AVAILABLE FOR 2015/2016	SOURCE OF FUNDING
<b>CLUSTER 5</b>						
	Community Hall – Ward 19	4 000 000	4 000 000			MIG
	Creche – Mgazini	750 000	750 000			COUNCIL FUNDING
	Bulk Infrastructure – Mgazini	1 000 000	1 000 000			COUNCIL FUNDING
	Swimming pool (DRIEFONTEIN)	3 000 000		3 000 000		MIG
	UPGRADING OF SPORTSFIELD - NKUTHI	3 000 000			3 000 000	MIG
	UPGRADING OF SPORTSFIELD - WARD 19	3 000 000				MIG
<b>CLUSTER 6</b>						
	Tarred Roads – Area J	15 000 000	5 000 000	10 000 000		MIG
	Community Hall – Area "J"	8 000 000	5 000 000	3 000 000		MIG
	Thembaile Housing Project	1 000 000	1 000 000			COUNCIL FUNDING
	CBD Regeneration Projects	2 000 000	2 000 000			COUNCIL FUNDING
	Steadville Area "H" - Intersection	2 500 000	2 500 000			COUNCIL FUNDING
	TARRED ROADS- NTOMBI'S CAMP	15 000 000		15 000 000		COUNCIL FUNDING
	RECREATIONAL PARK - STEADVILLE/TS	3 000 000		3 000 000		COUNCIL FUNDING
	CBD REGENERATION	8 000 000		8 000 000		MIG
	SHAYAMOYA PHASE 3 - INTERSECTION	2 500 000			2 500 000	COUNCIL FUNDING
	THEMBAILE HOUSING PROJECT	-			-	COUNCIL FUNDING
	UPGRADING OF STORM WATER DRAINS AND UPGRADING OF ROADS WARD 22	10 000 000			10 000 000	COUNCIL FUNDING
	TARRED ROADS- WARD 9	15 000 000			15 000 000	COUNCIL FUNDING
	INFRASTRUCTURE REHABILITATION (R)	7 000 000				COUNCIL FUNDING
	CBD REGENERATION	8 000 000				COUNCIL FUNDING
	CONSTRUCTION OF FILLING ROAD TAXI	8 000 000				COUNCIL FUNDING

CAPITAL BUDGET - 2013/2014							
NO.	PROJECT DESCRIPTION	PROJECT BUDGET	AMOUNT AVAILABLE FOR 2013/2014	AMOUNT AVAILABLE FOR 2014/2015	AMOUNT AVAILABLE FOR 2015/2016	AMOUNT AVAILABLE FOR 2016/2017	SOURCE OF FUNDING
<b>Important projects</b>							
	Electricity						COUNCIL FUNDING
	Electrification of 1010stes	11 000 000	11 000 000				COUNCIL FUNDING
	Ezakheni 642 Schedule 6 electricity	8 200 000	3 200 000				COUNCIL FUNDING/NEP
	Corporate Services						
	Fire Suppression system(IT)	200 000	200 000				COUNCIL FUNDING
	Upgrade training centre	150 000	150 000				COUNCIL FUNDING
	Medical Equipment	500 000	500 000				COUNCIL FUNDING
	Renovations of Corporate Services building	100 000	100 000				COUNCIL FUNDING
	Public Safety						
	Speed humps	300 000	300 000				COUNCIL FUNDING
	2 x Robots	800 000	800 000				COUNCIL FUNDING
	Ezakheni Emergency Centre	1 200 000	1 200 000				COUNCIL FUNDING
	Planning Engineering	750 000	750 000				COUNCIL FUNDING
	Municipal Manager						
	Land purchase Transnet	5 000 000	5 000 000				COUNCIL FUNDING
	Plant and Equipment	10 000 000	10 000 000				COUNCIL FUNDING
			74 950 000	86 400 000	75 250 000	69 750 000	
	CARRY OVER PROJECTS		19 600 000				
	<b>GRAND TOTAL CAPITAL PROGRAMME</b>		<b>94 550 000</b>	<b>GRANT AND COUNCIL FUNDING</b>			



# CHAPTER 2

## Inter-Governmental Relation Framework



# INTER-GOVERNMENTAL RELATIONS FRAMEWORK

Chapter three of the Constitution introduced the concept of Cooperative government which is a mechanism to ensure that planning undertaken by the three various spheres of government is aligned, complimentary and supportive of each other. This framework was further enacted by the Intergovernmental Relations Framework Act which further reiterated the notion of cooperative governance. The Act instituted in places structures and bodies to effect to cooperative government. It is for these fundamental reasons and more that Emnambithi/Ladysmith IDP is crafted within a broad set of National, Provincial and District plans and strategies. The aim is to essentially give effect or alive to other spheres of government plans and strategies.

## POLICY CONTEXT

Since 2009, Government departments and institutions of Government have been required to focus their planning drawing from a number of inter-related policy documents. Of significance to this document is the **Five (5) National and Six (6) Provincial Priorities, the Twelve (12) National Outcomes, the New Growth Path the National Planning Commissions Diagnostic Report and at the global level the Millennium Development Goals (MDGs), and the State of the Nation's Address and Cabinet Leg.** This policy context serves to highlight the key threads of the different yet related policy frameworks. Their relevance lies in their developmental principles that any growth and development strategy will need to subscribe to in order to address the constraints and so harness the provincial strengths to bring about growth and development that will benefit all the people of KZN.

### **The Five National and Six Provincial Priorities include the following:**

- Job Creation (Decent work and Economic growth);
- Education;
- Health;
- Rural Development, food security and land reform;
- Fighting Crime and corruption; and
- Nation Building and Good Governance (*State of KZN Province Address February 2010*).

The 12 National Outcomes that all provincial governments must align too, has played a critical role in providing the foundation towards alignment and integration of current policy directives.

The Cabinet Lekgotla held from 20 to 22 January 2010 adopted the following 12 Outcomes:

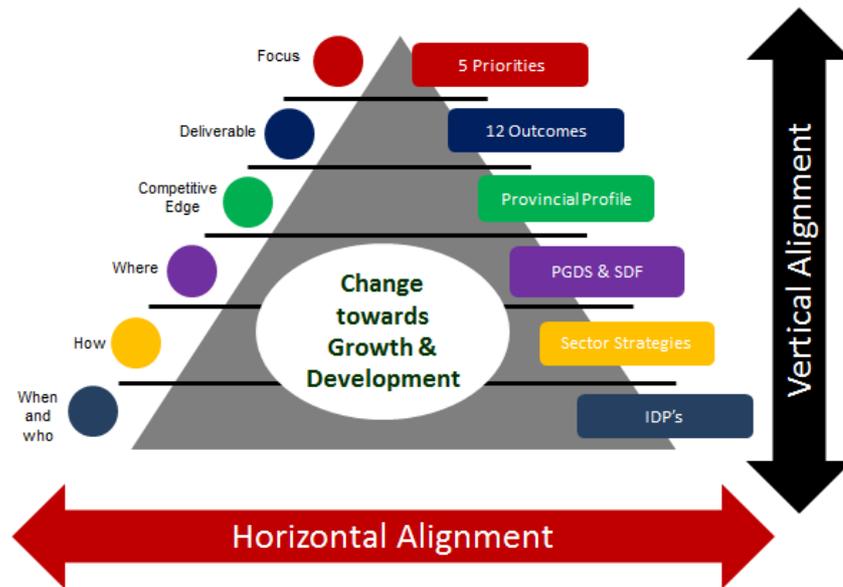
1. Improved quality of basic education.
2. A long and healthy life for all South Africans.

3. All people in South Africa are and feel safe.
4. Decent employment through inclusive economic growth.
5. A skilled and capable workforce to support an inclusive growth path.
6. An efficient, competitive and responsive economic infrastructure network.
7. Vibrant, equitable and sustainable rural communities with food security for all.
8. Sustainable human settlements and improved quality of household life.
9. A responsive, accountable, effective and efficient local government system.
10. Environmental assets and natural resources that are well protected and continually enhanced.
11. Create a better South Africa and contribute to a better and safer Africa and World.
12. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

The United Nations MDGs declaration aims to promote a 'comprehensive approach and a coordinated strategy, tackling many problems simultaneously across a broad front'. It is a critical document whereby all signatory countries and development organizations have committed to aligning themselves with achieving the targets set by 2015. The goals are as follows:

- Goal 1: Eradicate extreme poverty and hunger
- Goal 2: Achieve universal primary education
- Goal 3: Promote gender equality and empower women
- Goal 4: Reduce child mortality
- Goal 5: Improve maternal health
- Goal 6: Combat HIV/Aids, malaria and other diseases
- Goal 7: Ensure environmental sustainability
- Goal 8: Develop a global partnership for development

**The Emnambthi/Ladysmith Municipality has considered the** National Spatial Development Perspective (NSDP), the current Provincial Growth & Development Strategy (PGDS), the Spatial Development Framework (SDF) and the Provincial Spatial Economic Development Perspective (PSEDS) 2006 *under review* to ensure that there is alignment between the all the planning and policy directives/imperatives and to ensure its IDP Sector Plans are aligned and integrated. The schematic diagram below demonstrates the vertical and horizontal alignment processes considered and followed in the formulation of the Emnambithi/Ladysmith IDP.



As illustrated at the top level sits the 5 priorities and 12 National Outcomes, following that is the PGDS & SDF and thereafter the sector plans and our IDP.

The National Development Perspective (2006)

The principles of the NSDP considered in the formulation of the Emnambithi/Ladysmith IDP are summarised as follows:

- Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities) focus on localities of economic growth and/ or economic potential. This is in order to attract private- sector investment, stimulate sustainable economic activities and/ or create long-term employment opportunities.
- Economic growth is a pre-requisite for the achievement of other policy objectives, key among which are poverty alleviation.
- In localities where there are both high levels of poverty and development potential, fixed capital investment beyond basic services are to be included to exploit the potential of these areas.
- Efforts to address past and current social inequalities should focus on people and not places.
- In order to overcome the spatial distortions of Apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres.
- In localities where there is low development potential, government spending beyond basic services should focus on providing social transfers, human resource development and labour market intelligence.

**The bearing Implications of the Plan to Emnambithi/Ladysmith are that investment and economic growth should and will be focused in areas of economic potential and that being the Ladysmith CBD and its urban surroundings. Rural areas such as those of Mcitsheni, Nkunzi, Jonono, Matiwane and so forth will be provided with rudimentary basic services.**

**Secondly, future investment and settlement planning is planned along nodes and corridors, this initiative is specifically underway through the proposed restructuring zone demarcated along the Helpemaaker Corridor, where social housing will be established as one of the rental housing provisions of the municipality in partnership with the Provincial Department of Human Settlement.**

**Thirdly, the municipality's investment in areas that were previously excluded is on people as opposed to localities. This initiative is marked by skills and training development plans in both rural areas and townships.**

## **The New Growth Path**

### **Introduction**

The government is committed to forging the growing consensus that creating decent work, reducing inequality and defeating poverty can happen only through a new growth path, and leading the way by:

- Identifying areas where employment creation is possible on a large scale as a result of substantial changes in conditions in South Africa and globally.
- Developing a policy package to facilitate employment creation in these areas, above all through:
- A comprehensive drive to enhance both social equity and competitiveness;
- Systemic changes to mobilise domestic investment around activities that can create sustainable employment; and
- Strong social dialogue to focus all stakeholders on encouraging growth in employment-creating activities.

The New Growth Path must:

- Provide bold, imaginative and effective strategies for job creation;
- Lay out a dynamic vision as to how a more developed, democratic, cohesive & equitable economy and society can be collectively achieved in the context of sustained growth;

- Require creative and collective efforts of all section of South Africa society;
- Require strong leadership and governance;
- Take account of the new opportunities, our strengths and our constraints;
- Change the character of the South African economy to ensure that benefits are shared more equitably by everyone.

Achieving the New Growth Path requires that we address key trade-offs, some of which are:

- Between present consumption & future growth, since that requires higher investment & saving in the present;
- Between the needs of different industries for infrastructure, skills & other interventions;
- Between policies that promise high benefits but also entail substantial risks, and policies that are less transformative & dynamic but are also less likely to have unintended consequences;
- Between a competitive currency that supports growth in production, employment & exports & a stronger rand that makes imports of capital & consumer goods cheaper; and
- Between the present costs & future benefits of a green economy.

## **The New Growth Path Focus**

### **The focus of the Growth Path can be summarised as follows:**

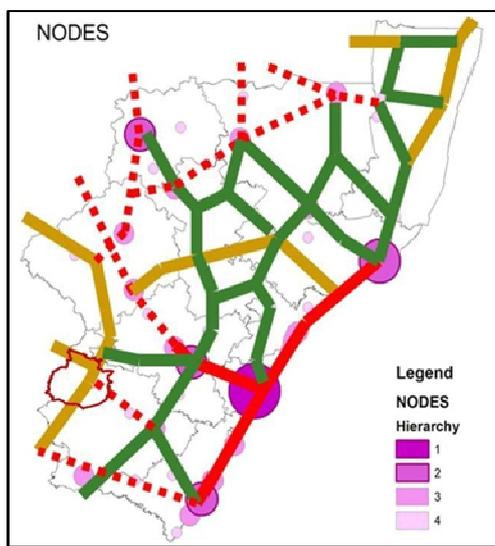
- The New Growth path identifies where employment creation is possible, both within economic sectors and cross-cutting activities, then analyses policies & institutional developments required to take advantage of these opportunities.
- The aim is to target our limited capital and capacity at activities that maximise the creation of decent work opportunities.
- The main indicators of success will be: jobs, growth, equity and environmental outcomes.
- To achieve profound changes in savings, investment and production, the government must consistently pursue key policies & programmes over at least a decade, and co-ordinate its efforts around core priorities.
- Long-term structural change also requires phasing to establish the preconditions for success over time.
- In the case of employment, the steps that the state can take vary over time:
  - Short term: it can accelerate employment creation through direct employment schemes, targeted subsidies and / or a more expansionary macroeconomic package;
  - Short to medium term: it can support labour-absorbing activities, i.e. agricultural value chain, light manufacturing and services, to generate large-scale employment.

- Long term: as full employment is achieved, the state must increasingly support knowledge and capital intensive sectors in order to remain competitive.
- Inherent phasing means that in the medium term state must focus on facilitating growth in sectors able to create employment on a large scale but must not neglect more advanced industries that are crucial for sustained long-run growth.
- The growth path emphasises supply-side needs (improve demand).
- The measures in the growth path:
  - Address the income inequalities of our society;
  - Place decent work at the centre of the fight against inequality;
  - Include measure such as skills enhancement, small enterprise development, wage & productivity gain-sharing policies, addressing the excessive pay gap, progressive taxation & support for the social wage.
- The connection between economic and social measures needs to be further strengthened.

## Provincial Spatial Economic Development Strategy (PSEDS)

### PSEDS Indicators: Corridors

The municipality is traversed by provincial route, the (N3) and a district road, the (N11) both these routes have significance on the proposed provincial growth and development corridors. On one hand it can be argued that the road networks act as social and agriculture network linkages to surrounding areas of opportunity, hence such roads act as pro-poor corridors. Further to that the municipality lies on the presidential proclaimed rail way corridor that runs between Johannesburg and Durban. This corridor is anticipated to have major regional significance in terms of the movement of goods.



**Source: KZN PSEDS 2006**

The PSEDS also identifies Emnambithi/Ladysmith Municipality to lie along an existing Economic Corridor which is surrounded by a Tourism Corridor to the North (Okhahlamba) and an Agricultural Corridor to the South (Umtshezi and Imbabazane LMs).

## The Provincial Growth & Development Strategy (PGDS)

### Introduction

The KwaZulu-Natal Provincial Spatial Economic Development Strategy, as well as the recently Developed KwaZulu-Natal Spatial Development Strategy provides direction regarding the proposed economic drivers that should be focused on and enhanced in specific localities. The recommendations are outlined below.

#### Provincial Spatial Development Framework implications for the Municipality

The KwaZulu-Natal Provincial Growth and Development Strategy (PGDS) was reviewed in 2011 and adopted by cabinet in August 2011. This PGDS provides KwaZulu-Natal with a reasoned strategic framework for accelerated and shared economic growth through catalytic and developmental interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments. Concomitant attention is also given to the provision of infrastructure and services, restoring the natural resources, public sector leadership, delivery and accountability, ensuring that these changes are responded to with resilience, innovation and adaptability. This will lay the foundations for attracting and instilling confidence from potential investors and developing social compacts that seek to address the inter-connectedness of the Provincial challenges in a holistic, sustainable manner, whilst nurturing a populous that is productive, healthy and socially cohesive.

Against this background, the 2011 KZN PGDS is designed to facilitate sustainable economic growth, reduce growing inequality and promote environmental sustainability. To realise the vision of *“KwaZulu-Natal – A Prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the World”*, the following long-term strategic goals and objectives have been identified as the compass to guide policy-making and resource allocation to 2030.

**Table 1: Listing of Strategic Goals & Objectives of the PGDS**

<b>ELM PROGRAMMES AND ACTIONS PLANS AND INTERVENTIONS</b>		
<b>PGDS STRATEGIC GOALS</b>	<b>PGDS STRATEGIC OBJECTIVES</b>	<b>ELM STRATEGIC INTERVENTIONS IN ORDER TO ALIGN TO PGDS</b>
<b>1. JOB CREATION</b>	1.1. Unleashing Agricultural Potential;	1.1.1. ELM is supporting the development of the agricultural sector by releasing land and disposing it to Co-operative & SMMES who are engaged in the agricultural sector.
	1.2. Enhance Industrial Development through Trade, Investment & Exports;	1.1.2. We are also assisting small and emerging farmers by providing them with material and hard infrastructure (electricity & water) for a period of three years in order to help them establish in the agricultural sector  1.1.3. We do marketing for agricultural produce from SMMES 1.1.4. We train agricultural farmers through SEDARA 1.1.5. We convert unproductive land acquired through the restitution programme into formal commercial farming 1.1.6. We have received funding from Cogta to establish a regional agri-processing hub in our municipal area.
	1.3. Expansion of Government-led Job Creation Programmes;	1.2.1. ELM has a Business and Expansion Programme/Committee which sits monthly led by the Office of the Mayor and it targets three businesses per month to discuss those businesses challenges and opportunities which need interventions. Departments are then called to intervene where necessary and applicable.
	1.4. Promoting SMME, Entrepreneurial & Youth Development; and	1.3.1. ELM has an initiative that links infrastructural projects to job creation through the identification of people through ward councillor for government-led projects, however it is acknowledge that this initiative is not formalised and requires formalisation.
	1.5. Enhance the Knowledge Economy.	1.4.1. ELM has a programme for SMMES that registers SMMES and provides them with incubators and links them to training institutions that offer them basic business management skills. We also do referrals for SMMES, linking them to the relevant departments and organs of state and funders that can offer them support.  1.5.1. ELM has ICT Hubs run by SMMES and Co-operatives in Colenso and Ezakheni. These Hubs provide ICT services to the community and they also offer training and skills development to computer illiterate people.
<b>2. HUMAN RESOURCE DEVELOPMENT</b>	2.1. Improve Early Childhood Development, Primary & Secondary Education;	2.1.1. The LED Section within the municipality provides infrastructural support towards early childhood development. They build and upgrade crèches
	2.2. Support Skills Alignment to Economic Growth	2.2.1. ELM has a programme of helping to develop emerging contractors into the relevant sector of the economy. This has been specifically done for the construction sector contractors, i.e; Gabangaye contractor has been assisted to registered with CIBD, however intentions are underway to assist other sectors
	2.3. Promote Enhance Youth Skills Development &	2.2.3. ELM has a programme of employing graduate youth with no experience into various relevant sector

	Life-Long Learning.	departments. This is especially undert-way through the Youth Ambassador Tourism
3. HUMAN & COMMUNITY DEVELOPMENT	<p>3.1. Poverty Alleviation &amp; Social Welfare;</p> <p>3.2. Enhancing Health of Communities &amp; Citizens;</p> <p>3.3. Safeguard Sustainable Livelihoods &amp; Food Security;</p> <p>3.4. Sustainable Human Settlements;</p> <p>3.5. Enhancing Safety &amp; Security;</p> <p>3.6. Advance Social Cohesion; and</p> <p>3.7. Promote Youth, Gender &amp; Disability Advocacy &amp; the Advancement of Women.</p>	<p><b>3.1.1.</b> The LED Section of the municipality supplies SMMES produce to Operation Sukuma Sakhe to give need families/beneficiaries as one of the poverty alleviation strategies.</p> <p><b>3.1.2.</b> We have a <b>One-Home-One-Garden programme</b> and a <b>One-Institution-One Garden programme</b>. Both these programmes assist need families in having food on the table by taking providing seeds and seedlings to those need families to plough in order for them have food.</p> <p><b>3.1.3.</b> We have a farm called Mathews Farm which plants and grows food specifically for the sickly families which are unable to work and the child-head households.</p> <p><b>3.1.4.</b> We have implemented the Operation Sukuma Sakhe (OSS) Programme through the municipality. We have established Wall-Rooms in all our 27 wards and are currently working on finalizing the institutional arrangement of this programme. We also have set a programme and stakeholders forum for OSS where by all Departments will be co-ordinated. We have also unrolled the profiling of our municipal households in order to get a full picture of the interventions needed by the various families within our jurisdiction.</p> <p>3.2.1.</p> <p>3.3.1.</p> <p>We have a food bank in Town, in one of our Halls called the Civic Hall. In this hall we have purchased a huge cold room with the support of private sector and we also obtain food from food outlet stores that they no longer need but still good enough for human consumption and we store this food in this cold room for needy families. Surplus from our farms are also stored in this facility for needy families</p>
4. STRATEGIC INFRASTRUCTURE	<p>4.1. Development of Ports &amp; Harbours;</p> <p>4.2. Development of Road &amp; Rail Networks;</p> <p>4.3. Development of ICT Infrastructure;</p> <p>4.4. Improve Water Resource Management; and</p> <p>4.5. Develop Energy Production Capacity.</p>	<p>4.1.1. ELM has plans to develop the Aerodrome through a private entity. The project is still at the land negotiation stage and License transferring stage.</p> <p>4.2.1. ELM is initiating a private-public partnership to develop the Zenga-Junction Hub, where by truck traffic from the N3 (either going to Johannesburg or Durban) will be re-diverted into the Danskraal area and goods transferred to a railway mode of transport. This is project also ties in with Presidential infrastructural projects of having a railway corridor from Durban-Johannesburg. However, attempts for this project is stifled by the Provincial identification of other areas for this type of facility. The municipality has however made grant applications to Cogta.</p> <p>4.3.1. ELM has a programme of providing network containers and windy-houses to SMMES who want to start network related businesses. We also release land for these SMMES and Co-operatives.</p> <p>4.4.1.</p> <p>4.5.1. ELM provides solar energy geysers to low cost houses as an alternative energy source.</p> <p>4.5.2. We have also teamed up with a company called Proteas Energy to produce alternative energy to two communities of Pep-Worth and Plaatberg who use renewal ... to generate electricity. This project will benefit the communities of both these areas by allowing them to own shares in the company and provide electricity simultaneously. The profit derived by the community will be divided into two Trusts; the Education Trust which will assist in youth skill acquisition and the second one, will assist in basic community infrastructural needs.</p>
5. RESPONSES TO CLIMATE CHANGE	<p>5.1. Increase Productive Use of Land;</p>	<p><b>5.1.1.</b> The Town Planning Section of the municipality is in the process of establishing a compaction and densification policy which will guide land exploitation within and around the urban areas and prevent issues of sprawl. As for the</p>

	<p>5.2. Advance Alternative Energy Generation;</p> <p>5.3. Manage Pressures on Biodiversity; and</p> <p>5.4. Disaster Management.</p>	<p>rural areas, especially the farms, the municipality is releasing land to crop farmers and we also making grass bays for livestock producing farmers.</p> <p>5.1.2. We also cultivating arable land in rural areas</p> <p>5.2.1. We provide Eco-Friendly Gel for fuel purposes to rural communities without electricity.</p> <p>5.2.2. We provide solar geysers to low cost houses.</p> <p>5.2.3. We also have a strategy to utilize the Siyazenzela programme to convert waste into wealth through a company called Cyclo contract that will utilize waste to energy.</p> <p>5.3.1. ELM has environmental policies in place to protect the environment: LMOSS, Strategic Environmental Planning Tool. Biodiversity Tool for the District. All of these frameworks basically work towards the preservation of the environment and especially the environmental sensitive areas.</p> <p>5.3.2. And in terms of ensuring compliance with these plans, ELM has by-laws that guide the environment. These By-laws sets aside penalties for law contravenes towards the environment.</p> <p>5.3.3. In addition to above, we have programmes and projects listed out in ELM Greenest Municipality Document that offers a breakdown of how we are promoting the sustainable environment.</p>
<p>6. GOVERNANCE &amp; POLICY</p>	<p>6.1. Strengthen Policy, Strategy Co-ordination &amp; IGR;</p> <p>6.2. Building Government Capacity;</p> <p>6.3. Eradicating Fraud &amp; Corruption; and</p> <p>6.4. Promote Participative, Facilitative &amp; Accountable Governance.</p>	<p>6.1.1 ELM has the following programmes and action plans in order to fulfil the objectives of this goal: Skills development plan that was approved by Council, an internal auditing system, employees' wellness programme, a recently approved organogramme, sexual policy, MTAS, service chart in place, an effective PMS and inter-municipal and governmental relations.</p>
<p>7. SPATIAL EQUITY</p>	<p>7.1. Actively Promoting Spatial Concentration; and Facilitate Integrated Land Management &amp; Spatial Planning.</p>	<p>7.1.1. ELM is in the process of developing a Spatial Development Framework which is the key guiding spatial document for the municipality. In addition to that, a number of other sub-regional plans have been developed in an effort to create a LUMS. These include Local Area Plans for Drienfontein. Matiwane and Mcitsheni. These plans provide that detailed land use management framework and they also act as a basis for the development of a Wall-to-Wall Scheme.</p> <p>7.1.2. The municipality also plans on developing a compaction and densification policy which will help to ensure that a desired spatial form is created.</p> <p>7.1.3. The municipality has also developed a Restructuring Zone as one of the means to facilitating eradication of the apartheid settlement pattern of exclusion, disintegration in terms of income, race groups and land uses and sprawl.</p>

Although these goals and objectives are intended to guide provincial growth and development, the focus and rationale is applicable to all municipalities and towns within the province and addressing applicable issues at local level will contribute to addressing those strategic issues at a provincial scale.

In attempting to address the challenges highlighted above and embrace the policy intentions, the following principles were developed to facilitate overall guidance in the development of the 2011 KZN PGDS Strategic Framework, namely:-

- Harness the Provinces assets and endowments,
- Develop the Province's greatest asset, its human capital,
- Harmonise environmental integrity, human and social development with economic development,
- Government must be developmental, competent, caring and facilitating,
- Private Sector must grow a shared economy, providing employment,
- Organised Labour must protect workers from exploitation while promoting labour productivity, and
- Civil Society must be responsible in shaping its own destiny.

## ***Provincial Spatial Development Framework***

### **Introduction and Purpose**

The Provincial Growth and Development Strategy recognises that environmental vulnerability, social need and economic development are not evenly distributed and spatial disparities will always exist due to the spatial distribution of natural resources, historical imperatives and cultural factors. These spatial disparities have often been aggravated by past spatial planning. This has resulted in a disjuncture between where people live and where social and economic opportunities are concentrated. This spatial marginalization from economic opportunities of the majority of the population needs to be addressed in order to reduce poverty and inequality and ensure shared growth and the protection of vulnerable bio-resources. The KwaZulu-Natal Provincial Spatial Development Strategy has therefore been developed in order to achieve the goals and objectives of the PGDS in a targeted and spatial co-ordinated manner. The Provincial Spatial Development Strategy sets out to:

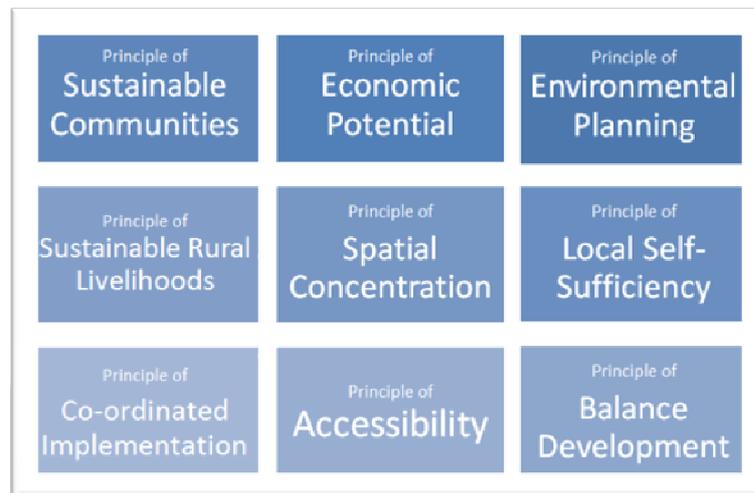
- Be the spatial expression of the Provincial Growth and Development Strategy (PGDS) and provide spatial context for proposed strategic interventions;
- Provides a set of normative principles or departure points that guide the Province's approach to dealing with socio-economic issues that are manifested spatially;
- Provide a basis for informed consensus on the province's spatial priorities by providing a map giving guidance for the future spatial development of the Province based on Broad Provincial Spatial Planning Categories (BPSPCs) and a

series of other relevant features;

- Assist to prioritise and align where government directs its investment and development initiatives to ensure sustainable and maximum impact;
- Capitalise on complementarities and facilitate consistent and focused decision making,
- Guide municipal integrated development plans (IDPs), spatial development frameworks (SDFs) and provincial and municipal framework plans (i.e. sub-SDF spatial plans); with normative principles, approach and content.
- Provide clear intent to the private sector about desired development directions;
- Increase predictability in the development environment,

The following nine spatial principles underscores the general spatial intentions of the PGDS and serves as provincial guiding principles which should ideally be pursued within all levels of spatial planning at district and local level in alignment with the provincial spatial development strategy.

**Figure 7: 9 Spatial Principles**



### Principle of Environmental Planning

The Principle of Environmental Planning (Bioregional Planning) refers to understanding and respecting the environmental character (potential and vulnerability) and distinctiveness of places and landscapes and promoting balanced development in such areas. The PSDF supports environmental planning as the fundamental methodology on which spatial planning should be based. Environmental planning can be defined as land-use planning and management that promotes sustainable development.

### Principle of Economic Potential

The Principle of Economic Potential aims to improving productivity and closing the economic performance gap between the various areas of KwaZulu-Natal towards economic excellence of all areas. Rapid economic growth that is

sustained and inclusive is seen as a pre-requisite for the achievement of poverty alleviation.

The principles further promotes the consideration of spatial needs for Economic Competitiveness (Potential) by proposing an asset based spatial approach based on unique advantages and opportunities within various areas.

#### Principle of Sustainable Communities

The Principle of Sustainable Communities promotes the balance between environmental quality, addressing social need and promoting economic activities within communities.

#### Principle of Local Self-Sufficiency

The Principle of Local Self-Sufficiency promotes locating development in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally as well as . Furthermore, the principle is underpinned by an assessment of each areas unique competency towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency.

#### Principle of Spatial Concentration

The Principle of Spatial Concentration aims to build on existing concentrations of activities and infrastructure towards improved access of communities to social services and economic activities. In practical terms this promotes concentration along nodes and corridors with multi-sectoral investment i.e. roads, facilities, housing etc. Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres in order for them to become regional gateways.

#### Principle of Sustainable Rural Livelihoods

The Principle of Sustainable Rural Livelihoods considers rural areas in a way which is integrated with other decision making associated with the Sustainable Livelihoods framework. This principle requires that spatial planning consider the locality and impact of human, physical, natural , financial and social capitals of an area and spatially structure these in support of each other.

Another aspect of this principle is promoting spatial planning in a continuum where rural areas are not addressed as completely separate entities to urban centres, but rather a gradual change in landscape with the potential progression of rural areas to more closely resemble the service standards and quality of living achieved in some urban contexts.

#### Principle of Balanced Development

The Principle of Balance Development promotes the linking of areas of economic opportunity with areas in greatest need of economic, social and physical

restructuring and regeneration at all spatial scales. In practical terms the principles sought to find a balance between the potentially competing land uses by understanding the relationship and integration between major dimensions within the province and promoting a synergetic mixture of land uses in support of each other at various spatial scales.

#### Principle of Accessibility

The Principle of Accessibility simply promotes the highest level of accessibility to resources, services, opportunities and other communities. This is intrinsically linked to transportation planning and should consider localised needs for the transportation of people and goods by various modes of transport as guided by the scale and function of a region. At a provincial level there is a strong correlation between the most deprived areas and poor regional accessibility to those areas. In addressing accessibility at provincial and local level, the need for possible new linkages, the upgrade in the capacity of existing linkages and the suitable mix of modes of transport should be considered.

#### Principle of Co-ordinated Implementation

The Principle of Co-ordinated Implementation actually projects beyond spatial planning and promotes the alignment of role player mandates and resources with integrated spatial planning across sectors and localities. Essentially the principle suggests that planning-implementation becomes a more continuous process and that government spending on fixed investment should be focused on planned key interventions localities. This principle ultimately also proposes a move towards more developmental mandate definitions of the various departments away, from single mandates to enable the spatial alignment of growth and development investment.

From these principles, the Provincial Spatial Development Strategy identified a number of provincial priority nodes, corridors and broad planning categories. The map overleaf illustrates the resulting provincial spatial strategy, localised for the Indaka Municipality and need to be read in conjunction with the tables below, providing a brief explanation to the categories illustrated on the map

**The various nodes and their broad intended function and possible interventions are described by the table below.**

Intervention Node	Broad Intended Function
Primary Node	Only eThekweni is classified as a Primary Node within the Provincial Context as an urban centre with very high existing economic growth and the potential for expansion thereof. Provides service to the national and provincial economy.
Secondary Nodes	Richards Bay, Msunduzi, Newcastle and Port Shepstone has been identified as provincial Secondary Nodes and thus urban centres with good existing economic development and the potential for growth and services to the regional economy.
Tertiary Nodes	These nodes are mainly centres which should provide service to the sub-regional economy and community needs and is

	represented by the following towns such as Pongola, Vryheid, Ulundi, Dundee, <b>Ladysmith</b> , Estcourt, Howick, KwaDukuza, Ixopo, Scottburgh, Hibberdene, Kokstad, Margate.
Quaternary Nodes	These nodes are mainly centres which should provide service to the local economy and community needs and is represented by 31 towns, such as but not limited to: Port Edward Nongoma, Nkandla, Bergville, Greytown, Underberg, uMzimkulu, etc.
Rural Service Centres	<p>The proposed rural service centres are envisaged to serve as the lowest level of provincial nodes and could typically be established around existing traditional administration centres as well as other accessible rural points identified as periodic markets. These will be identified in consultation with the district municipalities and should serve as first access to basic services within rural areas. These rural service centres will include, as some have already emerged to include, a combination of the following activities:</p> <ul style="list-style-type: none"> <li>• Traditional administration centre,</li> <li>• Taxi/ bus stop,</li> <li>• Informal trading / market area,</li> <li>• Social facility (clinic, library etc),</li> <li>• Skills development centre (mainly local schools),</li> <li>• Mobile services point (mobile clinics, pension pay points, mobile library etc.)</li> <li>• Small commercial facility</li> <li>• Recreational facility such as a sport field.</li> </ul> <p>A conceptual model of these rural service centres will guide the formulation of a provincial implementation strategy towards the implementation of the proposed Rural Service Centres.</p>

The Broad Provincial Spatial Planning Categories (BPSPCs) which are indicated within the above illustrated provincial spatial development framework should be interpreted as follow:

**Table 2: KZN Spatial Development Plan – Interpretation Notes**

Spatial Planning Category	Broad Intended Land Use and Interventions
Conservation Corridors	Proposed regional critical conservation areas which are linked in a continuous system of ecosystems and bioregions traversing the province between the Drakensberg and the Indian Ocean. These areas were identified combining existing environmentally protected areas as well as conservation corridors proposed by Ezemvelo KZN Wildlife, through combining extensive environmental research into bio-resources throughout the province as part of the formulation of a Critical Biodiversity Plan for the province. These Conservation Corridors are not suggested as absolute “no-go” areas, but rather highlighted as areas of environmental

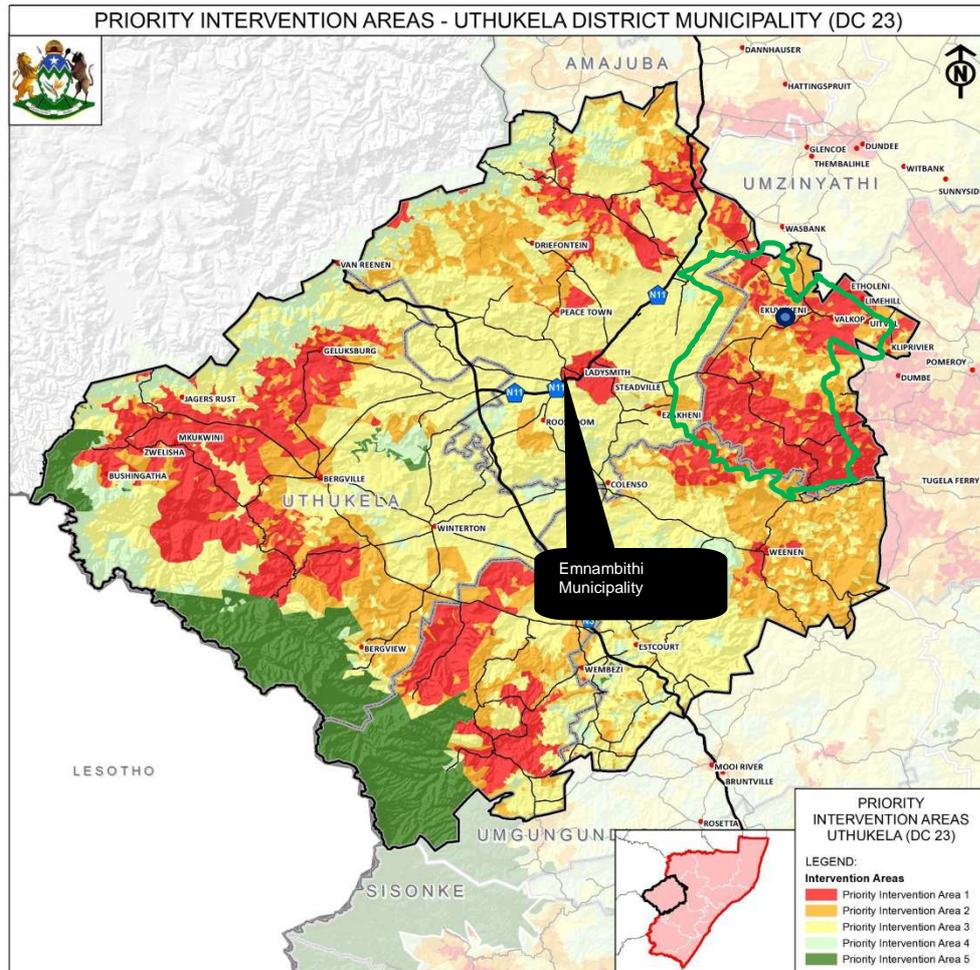
		significance to the sustainable development of the entire province. Where economic opportunity (such as tourism development) and high social need exist within these Conservation Corridors, it implies both that the rich natural environment should contribute to the address such needs and potential, and further that any interventions in these areas need to consider the impact on such important regional ecological corridors. These corridors are however perceived as areas where extensive densification would be discouraged and sensitive development promoted.
Biodiversity Priority Areas		Areas with a significantly high biodiversity value expressed in the number of species and sensitive environments as identified through extensive research by Ezemvelo KZN Wildlife. These areas are most often located in close proximity to the identified Conservation Corridors and may serve as an additional buffer to these corridors. These areas too are not (at a provincial level) proposed as absolute “no-go” areas, but are identified to indicate areas where extensive densification would be discouraged and sensitive development promoted.
Areas of Economic Value Adding		The key economic centres and areas where all of the varieties of economic sectors (Agriculture, Tourism, Manufacturing, and Services) are prevalent and perceived to have good potential to be further expanded on. These areas are visibly linked to high accessibility areas with existing bulk infrastructure and relatively high population densities which would both contribute to the economic expansion and benefit from interventions in these areas. Due to these factors, further economic processing and value adding at a provincial level, are mainly proposed within these identified areas.
Areas of Economic Support		A number of regions resembled areas of good economic potential in more than just one of the key provincial economic sectors. Due to the fact that these areas represent a larger distribution across the entire province than the core areas of economic value adding, these zones are considered important areas of Economic Support. Typical interventions in these areas would include economic prioritisation of development, labour force interventions (e.g. skills development), key economic infrastructure investment and area promotion.
Areas of Agricultural Development		Relatively high agricultural production areas, which are not located within biodiversity areas of combined with other potential economic sectors, are highlighted by this category to identify and promote areas with the potential to make a significant contribution through agricultural production. Although successful farming practices are already occurring on some of these areas, it is proposed that underutilised agricultural land within these zones are more effectively utilised for sustainable agricultural production. Associated interventions may include agriculture specific infrastructure, skills development, market access interventions etc.
Areas of High		The highest ranges of combined social need when considering the

Social Need	population density, dependency ratio as the provincial index of multiple deprivations is illustrated by this category of high social need. These area broadly the areas where the most intensive social interventions area required and this category is further over layed above all other categories to provide a spatial reference to the types of interventions which might be pursued towards addressing the concentrated social need within these areas. As example where high social need is identified within an area earmarked as a conservation corridor, this firstly provides a reference to the fact that social conditions of communities will need to be addressed if any conservation is to be promoted within such areas. Further it suggests that the effective utilisation of the high biodiversity within such areas might be harnessed towards addressing social need through example conservation tourism.
Undifferentiated Areas	The areas which are not representative of any of the above mentioned categories are classified as undifferentiated areas. It is acknowledged that these areas also have communities residing on them with economic potential and environmental resources, however, based on the approach followed these areas weren't differentiated to the same degree as the identified preceding categories. It is therefore important that this category is not neglected from public and private interventions and as the various departmental programmes are inclusive in nature, these areas should also benefit from it. It is anticipated that the intensity of such programmes and the total portion of resource allocation to these areas would be less than the identified categories as well as the key intervention areas identified previously.

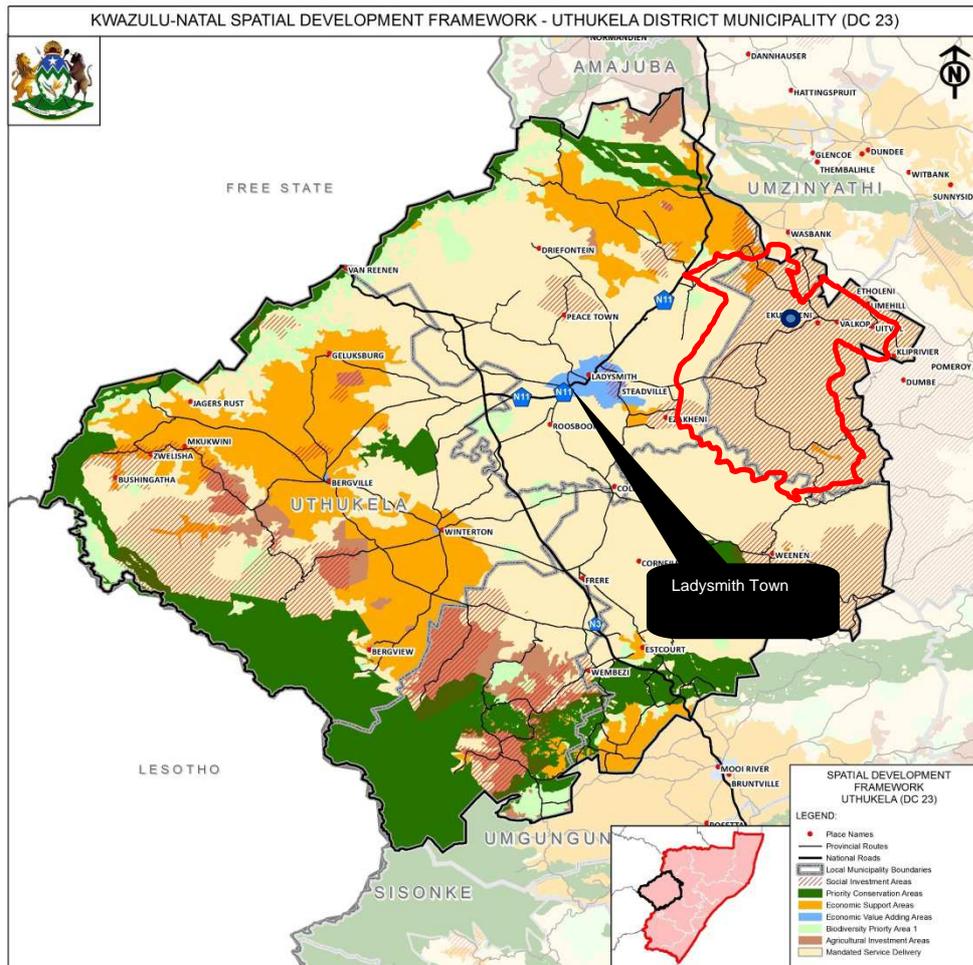
Please refer to the plan below for an extract of the Provincial Spatial Development Strategy related to the uThukela District Municipality, Provincial Spatial Development Framework on over leave for a depiction of the above.

The Provincial Spatial Development Framework depicts the entire area of Emnambithi/Ladysmith as a Priority Intervention Area.

**Map 16: Provincial Spatial Development Framework – uThukela District Municipality**



The map below indicates Ladysmith Town to be an economic value adding area within the District and hence high expectations are placed in Ladysmith Town in terms hard infrastructural provision such as water, electricity and roads, and also soft infrastructural assets are a pre-requisite, assets such as business regulatory environment, sound business enhancing policies, human resource development and political stability. The rural surroundings of the municipality such as Rossboom, Driefontein are expected to be mandated service delivery areas with no major economic significance within the municipality. Ezakheni and Peace Town areas are denoted to be social investment areas.



## Defining Emnambithi/Ladysmith Rational at Policy Context and Alignment

Whilst the previous section of this document has attempted to internalize the policy concepts and imperatives of both National and Provincial government including the District, the rest of the document will try to exhibit alignment of ELM in terms of strategies, goals and targets with the policy framework of other spheres of government. This will be indicated through projects, programmes and initiatives, and in cases whereby spatial denotation is possible, it will be indicated in a spatial manner and fashion.

It has to be noted onset that alignment in our understanding is a parallel process that filters from National government to Provincial, District Municipalities to local municipalities. Issues of National importance and significance are contextualized in provincial levels through studies and policy adoptions and specifically through the Provincial Growth and Development Strategy and Provincial Spatial Development Framework in KZN. So this document is crafted with the belief that if Emnambithi/Ladysmith aligns itself to the provincial policies and frameworks, it automatically align itself to the National policies and frameworks. This rational is

justified by the thinking that provincial policies have national thinking at the centre of their crafting.

**INTERGOVERNMENTAL RELATIONS PROGRAMMES AND PROJECTS:**

The list below provides a schedule of projects and programmes that various government departments and CBO are planning in the area of ELM for 2012 and beyond.

DEPARTMENT OF PUBLIC WORKS LADYSMITH PROJECTS FOR 2012/2013 FINANCIAL YEAR									
AREA	PROJECT TITLE	PROJECT DISCRPTION	TARGET DATE	BUDGET	FUNDER	JOB CREATION (L/labour)	FINANCIAL YEAR	COMMENTS	PREDOMINATE KPA ALIGNMENT
Ladysmith	Amancamakazana Primary School	11 classrooms, 1 admin, 6 Multi Purpose classrooms	21/05/2011	R14 10 000	Education	50	2012/2013	Project on site	BASIC SERVICE DELIVERY
Ladysmith	Buhlebezwe Primary School	Upgrade and Additions	16/07/2012	R5 000 000	Education	15	2012/2013	Project on site	
Ladysmith	Mkhamba Gardens Primary School	Construction of New School	01/05/2012	R20,000,000	Education	70	2012/2013	Dept still finalizing land issues	
Ladysmith	District Public works offices - Ladysmith	Convert office into canteen	29/07/2011	R1 163 000	Public Works	10	2012/2013	Project at an adjudication stage	
Ladysmith	District Public works offices - Ladysmith	Emergency water supply to regional office	30/01/2012	R1 818 000	Public Works	10	2012/2013	Project to be advertised in February 2012	
Ladysmith	Works District Office Complex	Phase 2 Uthukela District extension of office	30/01/2012	R5 000 000	Public Works	15	2012/2013	Project to be advertised in February 2012	
Ladysmith	Regional Office - Midlands	Upgrade and Additions to existing covered carport to be converted to locked up garages	30/01/2012	R190 000	Public Works	5	2012/2013	Project to be advertised in February 2012	
Ladysmith	Ladysmith Provincial Hospital	Refurbishment of 5 Lifts	15/03/2012	R5 130 000	Health	10	2012/2013	Project awarded and to be on site mid February 2012	
Ladysmith	Ezakeni A Works Depot	Izandla Ziyagezana grass cutting project	<b>on-going</b>	R720 per person per month	Public Works	6	2012/2013	on site	
Ladysmith	Pieters Houses	Izandla Ziyagezana grass cutting	ongoing	R720 per	Public Works	30	2012/2013	on site	

		project		person per month					
Ladysmith	Limit Hill	Izandla Ziyagezana grass cutting project	ongoing	R720 per person per month	Public Works	3	2012/2013	on site	
Ladysmith	Emerging Contractor Development	Training	30/09/2012		Public Works		2012/2013	Due budget constrains free venue is requested	
Ladysmith	7 youth members participating in Public Works Property Incubator Programme.	Provided with skills in property management and also the valuation of properties. They are on phase two of the programme	ongoing	R8 500.00 p/p per month	Public Works		2011/2012	programme is currently running	

DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM LADYSMITH PROJECTS FOR 2012/2013 FINANCIAL YEAR									
AREA	PROJECT TITLE/NAME	PROJECT DISCRPTION	OBJECTIVE/GOAL	TARGET DATE	BUDGET	FUNDER	JOB CREATION (L/labour)	FINANCIAL YEAR	KPA ALIGNMENT
Ladysmith/C remin	Ukuthulentokozweni	Farm	Agricultural infrastructure Dev.provision of production inputs and skills development.	Oct-12	R1000 000.00	DRDLR		2012/2013	
Lusitania	Vukuhlale	Farm	Agricultural infrastructure Dev. provision of production inputs and skills development.	Sep-12	R1000 000.00	DRDLR		2012/2013	
Roosboom	Amanguni	Farm	Improve and formalise beef production.	Jul-12	R500 000.00	DRDLR		2012/2013	
Besters	Besters 1 Cluster	Multiple farms	Agricultral infrastructure development and rehabilitation,improve and increase beef production.	April 2012 - February 2013	R22 187 147	DRDLR		2012/2013	
Lusitania	Zankosheni	Land acquisition	To settle labour tenant claim.	Jun-12	R2 366 119.00	DRDLR		2012/2013	
Lusitania	Onbekend/Mtshali	Land acquisition	To settle labour tenant claim.	Sep-12	R2 500 000.00	DRDLR		2012/2013	

DEPARTMENT OF SPORTS AND RECREATION LADYSMITH PROJECTS FOR 2012/2013 FINANCIAL YEAR							
AREA	PROJEC TITLE/NAME	PROJECT DISCRPTION	OBJECTIVE/GOAL	TARGET DATE	FUNDER	FINANCIAL YEAR	KPA ALIGNMENT
Klipriver Ward (Steadville, CBD, Arcacia, Observation Hill, Hospital Park, Limit Hill)	School Sport Mass Participation Programme	The Mass School Sport focuses on mass participation in sport amongst learners from previously disadvantaged urban and rural schools focusing on high crime areas, farm and rural areas and government priority nodes. It encourages exclusivity through the involvement of able-bodied as well as learners with special needs. This programme is run in partnership with the Department of Education.	Reviving school sport Rural Development Training and Education Reduction of crime Employment of Healthy Lifestyle Youth Promotion	1 April 2012 - 31 March 2012	Dept of Sport and Recreation	2012/2013	BASIC SERVICE DELIVERY
Steadville, Tsakane Roosboom Driefontein	Community Mass Participation Programme		Promotion of Healthy Lifestyle Communtiy Cohesion Youth Employment Crime Prevention Training and Education	1 April 2012 - 31 March 2012	Dept of Sport and Recreation	2012/2013	

Ladysmith (all wards)	Club Development	The Club Development Programme is an essential part of the Mass Participation Programme which focuses on ensuring the greater benefit of this Programme will lie in the long-term benefits of ensuring the sustainable involvement of communities in sport and recreation and in the programme aimed at talent identification and fostering the ideals of a healthy nation. The anchor programme in legacy is Club Development which is aimed at increasing participation in sport and recreation at grass roots, at the simplest level of organization, the club.	Formation of Sport Clubs Sustainable sport programmes Talent Identification Promotion of Healthy Lifestyles Good Governance in Sport	1 April 2012 - 31 March 2012	Dept of Sport and Recreation	2012/2013	BASIC SERVICE DELIVERY
Kandahar Sport Complex	Work and Play Programmes	Coordination of a Sport tournament for Government Employees (to promote wellness) Sector Departments support this programme in their numbers. The sport codes focused on are Football, Netball and Volleyball. Leagues are currently being organized to sustain this programme and to develop a lifestyle of wellness.	Government Employee Wellness Encourage Healthy Lifestyle	Nov-12	Dept of Sport and Recreation	2012/2013	
Steadville, Tsakane, Roosboom, Driefontein	Indigenous Games	Improve administration amongst Indigenous games structures and active participation, amongst communities. The codes include Khokho, Induku, Jukskei, Incuva, Inqathu, Arigogo, Amagende, Umlalalaba	Increase participation by developing and implementing targeted recreation programmes in partnership with relevant stakeholders	1 April 2012 - 31 March 2012	Dept of Sport and Recreation	2012/2013	

St Chads Ezakheni, Section B Ezakheni, Section E Zwelisha Pieters Roosboom Watersmeet Burford Peacetown Driefontein Steadville Accaciavale	ActiveSeniors (Golden Games)	Recreational programmes for the Aged, hosting multi-coded sporting tournaments as well as the purchase of critical equipment to sustain the Sport as played by our Active Seniors. The word active in front of seniors cannot be more modest, but through a good working relationship (Partnership) with DSD (Department of Social Development) as well as NGO's like Age in Action, this programme has still a story to tell. A provincial tournament known as the Golden Games is also great attraction to all participants	Promote Healthy Lifestyle	1 April 2012 - 31 March 2012	Dept of Sport and Recreation	2012/2013	BASIC SERVICE DELIVERY
Ladysmith Prison	Recre-hab	Programme for Prison inmates. This aids in the rehabilitation of inmates as it restores dignity on a level playing field.	Contribute to Rehabilitation of Offenders	1 April 2012 - 31 March 2012	Dept of Sport and Recreation	2012/2013	
KwaGodi Lustheni Matiwane Emcitsheni	Rural horse Riding	African Renaissance Initiative – Horse Riding programmes for rural communities. Jockeys and Owners along with their horses participate in weekly stakes.	Resuscitate traditional leisure time amongst the rural community	1 April 2012 - 31 March 2012	Dept of Sport and Recreation	2012/2013	

Ezakheni Sport Complex	Facilities	This programme facilitates the provision of new sport and recreation facilities and the repairs to existing ones. This is part of our contribution and intervention towards addressing backlogs in sport and recreation infrastructure in this provincial strategy of investing in community infrastructure while fighting poverty, creating job opportunities and providing enabling skills	Reducing Backlogs in Sport Infrastructure Creating Jobs Training and Development	1 April 2012 - 31 March 2012	Dept of Sport and Recreation Emnambithi Local Municipality	2012/2013	
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Ladysmith (all wards)	Community Sport	<p>The Community Sport programme aims to promote and develop sport within the community and encourage high performance. Programmes in this component are run in partnership with the governing bodies of the different codes of sport. The Sub-Sub Programme Junior sport is part of Sport and focuses on the promotion of sport with the prime purpose of developing the youth to excel in sport and recreation at a national and international level. The programme is aimed at integrating the able-bodied athletes as well as those with special needs. The implementation of these programmes is undertaken with the federations and the Department of Education, who are the key stakeholders.</p>	<p>Sport Development  Youth Development  Training and Development  Promote Good Governance in Sport  Sustainable sport programmes</p>	<p>1 April 2012 -  31 March  2012</p>	<p>Dept of Sport and  Recreation</p>	<p>2012/2013</p>	<p>BASIC SERVICE DELIVERY</p>
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**DEPARTMENT OF AGRICULTURE LADYSMITH PROJECTS FOR 2012/2013 FINANCIAL YEAR**

AREA	PROJECT TITLE/NAME	PROJECT DISCRIPTION	OBJECTIVE/GOAL	TARGET DATE	BUDGET	FUNDR	JOB CREATION (L/labour)	FINANCIAL YEAR	KAP ALIGNMENT
Ward 7 - Mcitsheni	Asenze	Piggery	To produce pigs on a commercial scale		R1 350 000.00	Dept of Agriculture		2012/13	BASIC SERVICE DELIVERY
Ward 17 - Mtateni	Masiziphilise	Piggery	To produce pigs on a commercial scale		R1 000 000.00	Dept of Agriculture		20113	
Ward 24 - Matiwane	Shelewe	Piggery	To produce pigs on a commercial scale		R1 350 000.00	Dept of Agriculture		2012/13	

**DEPARTMENT OF HEALTH LADYSMITH PROJECTS FOR 2012/2013 FINANCIAL YEAR**

AREA	PROJECT TITLE/NAME	PROJECT DESCRIPTION	LAND OWNER	OBJECTIVE/GOAL	TARGET DATES	BUDGET	FUNDER	FINANCIAL YEAR	KAP ALIGNMENT
Limithill	Limithill clinic	Construction of a new clinic	Municipality	To increase the capacity of the primary health care system within the district	2013/2014	R 20 000 000	Doh	2013/2014	BASIC SERVICE DELIVERY

Tholusizo	Tholusizo clinic	Extension to existing clinic	Doh	To increase the capacity of the primary health care system within the district	2012/2013	R 4 000 000	Doh	2012/2013	
Driefontein	Driefontein clinic	Construction of maternity and obstetric unit	Doh	To increase the capacity of the primary health care system within the district	2012/2013	R 1 500 000	Doh	2012/2013	
Watersmeet	Watersmeet clinic	Construction of maternity and obstetric unit	Doh	To increase the capacity of the primary health care system within the district	2014/2015	R 2 000 000	Doh	2014/2015	
Roosboom	Roosboom clinic	Construction of a new clinic	Municipality	To increase the capacity of the primary health care system within the district	2013/2014	R 20 000 000	Doh	2013/2014	
Burford	Burford clinic	Construction of a new clinic	Municipality	To increase the capacity of the primary health care system within the district	2013/2014	R 20 000 000	Doh	2013/2014	
Ladysmith	Ladysmith provincial hospital	Upgrade all lifts	Doh	To rehabilitate infrastructure	2012/2013	R 5 000 000	Doh	2012/2013	

Ladysmith	Ladysmith provincial hospital	Extension to opd & reconfiguration	Doh	To increase the capacity of service delivery within the outpatient department	2012/2013	R 4 000 000	Doh	2012/2013	
Ladysmith	Ladysmith provincial hospital	Extension and alteration of gateway clinic and the present cdc building	Doh	To increase the capacity of the primary health care system within the district	2012/2013	R 5 500 000	Doh	/2013	

**DEPARTMENT OF HEALTH LADYSMITH PROJECTS FOR 2012/2013 FINANCIAL YEAR**

AREA	PROJECT TITLE/NAME	PROJECT DESCRIPTION	LAND OWNER	OBJECTIVE/GOAL	DEDT UNIT	BUDGET	FUNDER	FINANCIAL YEAR	KPA ALIGNMENT
Winterton	Okhahlamba Enterprise Centre	Enterprise Centre which will provide a facility for crafters, the Development Agency and SEDA	Okhahlamba LM	to provide space for manufacturing and displaying wares	LED	R3,000,000.00	DEDT	2012/13	
Okhahlamba LM	SMME training and capacity building	Business & Technical training	Okhahlamba LM	SMME support	SBD	R 126 920.00	DEDT	2012/13	
Emnambithi LM	SMME training and capacity building	Business & Technical training	Emnambithi LM	SMME support	SBD	R 126 920.00	DEDT	2012/13	
Imbabazane LM	SMME training and capacity building	Business & Technical training	Imbabazane LM	SMME support	SBD	R126 920.00	DEDT	2012/13	
Mtshezi LM	SMME training and capacity building	Business & Technical training	Mtshezi LM	SMME support	SBD	R 126 920.00	DEDT	2012/13	
Indaka LM	SMME training and capacity building	Business & Technical training	Indaka LM	SMME support	SBD	R 126 920.00	DEDT	2012/13	
Uthukela District	Royal Show	Exhibition( SMME;s & Cooperatives	Uthukela District	Business exposure	IBS	R 165 680.00	DEDT	2012/13	
Uthukela	Pre-Finance Training	Business finance	Uthukela	Access to Finance	SBD	R 150 000.00	DEDT	2012/13	

District			District						
Uthukela District	Status of Small Enterprises				SBD	R 184 636.00	DEDT	2012/13	
<b>DEPARTMENT OF HEALTH LADYSMITH PROJECTS FOR 2012/2013 FINANCIAL YEAR</b>									
AREA	PROJECT TITLE/NAME	PROJECT DESCRIPTION	LAND OWNER	OBJECTIVE/GOAL	TARGET DATES	BUDGET	FUNDER	FINANCIAL YEAR	KAP ALIGNMENT
Ladysmith	Pes marketing campaign	Career exhibition		To expose unemployed people to different careers offered by tertiary institutions and prospective employers	2012.08.01	R120 000		2012/2013	
	Pes marketing campaign	Dol briefing sessions		To market DOL services to the targeted community	6/1/2012, August 2012/Sept 2012/Oct 2012/Feb 2013	R100 000		2012/2013	
				To register unemployed people onto our database				2012/2013	
Ladysmith	Ee awareness campaigns	Dol briefing session		To raise awareness on the employment of people with disabilities	2012.07.13			2012/2013	
Ladysmith	Ee awareness campaigns	Dol briefing session		To raise awareness on the management of HIV and AIDS in the workplace	2012.12.03			012/2013	

Ladysmith	Ee awareness campaigns	Dol briefing session		To raise awareness on the preparation, implementation and monitoring of the EE plan	2012.09.13			2012/2013	
Ladysmith	Coida awareness campains	Dol briefing session		To market DOL services to the targeted community	2012.06.21			2012/2013	
Ladysmith	Bcea awareness campains	Dol briefing session		To market DOL services to the targeted community	2012.06.21			2012/2013	
Ladysmith	Ohsa awareness campains	Dol briefing session		To market DOL services to the targeted community	2012.06.21			2012/2013	
Ladysmith	Uia awareness campains	Dol briefing session		To market DOL services to the targeted community	2012.06.21			2012/2013	
DEPARTMENT OF SOCIAL DEVELOPMENT : SASSA EZAKHENI LOCAL OFFICE, LADYSMITH PROJECTS FOR 2012/2013 FINANCIAL YEAR									
AREA	PROJECT TITLE/NAME	PROJECT DESCRIPTION	LAND OWNER	OBJECTIVE/GOAL	TARGET DATES	BUDGET	FUNDER	FINANCIAL YEAR	KAP ALIGNMENT
Rural areas, e.g. Mhlumayo, Mcitsheni. St'Chads, Pieters etc.	Mobile Unit (Truck)	This unit is meant to service the deep rural and for imbizos, lcrops, also available on requests like Flagship programmes etc.		To provide service to people that can not reach our office due to poverty/ means.					

INdaka and Emnambithi/La dysmith Municipalities	School children database	This is meant to get all the names of the children receiving the grants and to refer all those without proper documents like birth certificates to DOHA.		To provide grants to legitimate children that are schooling and existing in the birth register and in the community.					
INdaka and Emnambithi/La dysmith Municipalities	Paypoints Infrastructure/ with facilities	This is to get user friendly pay points		To provide payment services in the pay points with shelter, sanitation, with seats and also fenced for security purposes.					
Emnambithi/La dysmith Municipality around Ezakheni area.	Looking for EZAKHENI SASSA office space	To enable SASSA to have our own lay out and proper labelling							
<b>AREA</b>	<b>PROJECT TITLE/NAME</b>	<b>PROJECT DESCRIPTION</b>	<b>LAND OWNER</b>	<b>OBJECTIVE/GOAL</b>	<b>TARGET DATES</b>	<b>BUDGET</b>	<b>FUNDER</b>	<b>FINANCIAL YEAR</b>	<b>KPA ALIGNMENT</b>

Ezakheni E Section	Refurbishment of hostel	The existing accommodation and food provisioning facilities renovated to accommodate 60 learners	Mnambithi FET College	Learners in different programmes are accommodated according to the need and learners coming from areas far from the College also benefit from the College.	2012/2014	R500, 000. 00	2012/2014		
Ezakheni E Section	Equip Computer Labs	To establish two computer centres with connectivity on the campus which will serve a minimum of 300 students in NCV programmes and 300 learners in short skills courses as well as unit standard based programmes. The centres should be able to accommodate at least 35 learners each	Mnambithi FET College	Learners will be able to access computers for basic end user training purposes and for business support programmes. It will further assist in the placement and support of learners in the NCV programmes.	2012/2014	R 1 200 000.00	2012/2014		
Ezakheni E Section	SML Centre	To establish a Science, Mathematics and Language centre which will support 300 matriculants and out of school learners on a part time basis over	Mnambithi FET College	Learners are supported to improve their mathematical, science and language abilities which will allow them to access HE institutions and	2012/2014	R 1 200 000.00	2012/2014		

		weekends and school holidays		engineering programmes. It will help educators as a teacher development centre in Eng, Maths and Science. It will also create employment opportunities for seasoned educators in these fields					
Ezakheni E Section	E-AGRI-Project	To identify agricultural training facilities and appoint suitably qualified facilitators to train 300 learners on plant propagation and basic agricultural skills. To incorporate accredited service providers through partnerships to assure the quality of programmes and learner certification. to offer accredited unit	Mnambithi FET College	Learners are trained to produce fresh fruit and vegetables for own consumption and trading. Greening the neighbourhood and creating employment / self-employment opportunities. Further up-skilling the community to produce other agricultural products e.g. meat, seedlings and general garden plants.	2012/2017	R 360 000.00	2012/2017		

Ezakheni E Section	E- Skills Project	To train 675 learners in short skills courses by forming partnerships with accredited providers and incorporating them to enable the College to gain accreditation.	Mnambithi FET College	Train learners in basic skills relating to specific trades. This will include basic hand tools , business and computer skills for those who need to start their own businesses to create employment for self and others. The hard skills will enable learners to find employment as they will be able to work in the specific trade as an assistant, can later be trade tested as section 28 learners	2012/2034	R 12 121 650.00	2012/2034		
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Ezakheni E Section	E-Infrastruc	To build 20 classrooms and a multipurpose hall on the campus	Mnambithi FET College	The envisaged programmes will require additional infrastructure as the campus only has 6 classrooms and no hall for examination and general purposes. This will also enable the College to offer NCV programmes on the campus.	2012/2035	R 12 000 000.00	2012/2035		
Ezakheni E Section	E-Infrastruc	To upgrade the accommodation and catering facility	Mnambithi FET College	The College is in a rural setting and will be able to serve the communities of surrounding towns and the rural areas around it by being able to accommodate some of the learners in acceptable living conditions.	2012/2036	R 500 000.00	2012/2036		

Ezakheni E Section	E-Infrastruc	To upgrade the ablution facilities and sewer system	Mnambithi FET College	The ablution facilities need to be upgraded to reflect the image of the College and recognising that students come first. Currently the campus is not connected to the main sewer system	2012/2037	R 800 000.00	2012/2037		
Ezakheni A Section	Mechanical Workshop	To fully equip the mechanical workshop by filling up the gaps to be able to completely support the NCV Electrical Infrastructure Construction programme and to equip local Science high school students with basic hand skills,	Dept of Educ/Mnambithi FETC	Learners will be able to complete practical work in an equipped workshop. The mechanical workshop will result in the students having hand skills, welding skills and the skill to use power tools. This will enable them to find employment or to create self-employment.	2012/2047	R 529 000.00	2012/2047		

Ezakheni A Section	Electronic Workshop	To fit and fully equip the electronic workshop to support the Electrical Infrastructure Construction programme	Dept of Educ/Mnambithi FETC	Learners will be able to do practical work in a fully equipped electronic workshop and in a structured environment.	2012/2048	R 800 000.00	2012/2048		
Ezakheni A Section	Security	To install a fence around the campus and equip the campus with an effective security system	Dept of Educ/Mnambithi FETC	The capital investment on the campus will be secured	2012/2055	R 1 200 000.00	2012/2055		
Ezakheni A Section	Ablution	To build ladies and gents change rooms with washing facilities at the workshops	Dept of Educ/Mnambithi FETC	The students working in the workshops will be able to dress and undress their PPEs when going to and from the workshop. The students will also be able to freshen up before going to class	2012/2056	R 800 000.00	2012/2056		

Ezakheni A Section	Computer Rooms	To install and network 50 computers in the resource centre, to provide modern reference material and spaces to do research	Dept of Educ/Mnambithi FETC	The students will be able to access information to assist them in their studies and broaden their knowledge in general, as most of these students have never had the opportunity to access such facilities. This will improve general performance, the through put rate and ultimately a student who are better informed and exposed to modern research environments	2012/2057	R 1 200 000.00	2012/2057		
Ezakheni A Section	A-AGRI-Project	To identify agricultural training facilities and appoint suitably qualified facilitators to train 300 learners on plant propagation and basic agricultural skills. To incorporate accredited service providers through partnerships to assure the quality	Mnambithi FET College	Learners are trained to produce fresh fruit and vegetables for own consumption and trading. Greening the neighbourhood and creating employment / self-employment opportunities. Further up-skilling the community to produce other	2012/2017	R 360 000.00	2012/2017		

		of programmes and learner certification. to offer accredited unit		agricultural products e.g. meat, seedlings and general garden plants.					
Ezakheni B Section	B-Infrastructure	Renovation to 5 workshops / classrooms and admin block.	Mnambithi FET College	Learners in different programmes trained in a conducive and safe environment	2012/2068	R 800 000.00	2012/2068		
Ezakheni B Section	B-Computers	Procure classroom furniture, fixtures and fitting, learning material, computer based support programmes (software)	Mnambithi FET College	Resources available for teaching and learning	2012/2069	R 600 000.00	2012/2069		

AREA (VENUE)	TARGET DATES	PROJECT DESCRIPTION	PEOPLE PARTICIPATING	KPA ALIGNMENT
Ezakheni area	Every fridays	School visit school conducting awareness campaign in substance and sexual abuse, and human trafficking	Primary and high school learners for ezakheni area	
Venue changes	Every wednesdays	Soccer matches	Saps member and community members	
To be identified	March	Visiting the elders conducting the awareness in domestic violent issues	Elders of ezakheni area	
Ithala (pieter's area)	March 14	Sector meeting	Saps and community members	
Saps ezakheni	22 march	Cpf meeting	Saps and community members	
Thandokazi. January @multichoice.co.za Saps ladysmith	08 march	International woman's day	Saps members, youth desk members from different stations	
Ezakheni area	Every fridays	School visit school conducting awareness campaign in substance and sexual abuse, and human trafficking	Primary and high school learners for ezakheni area	
Venue changes	Every wednesdays	Soccer matches	Saps member and community members	
To be identified	7 april	Fitness walk for the elders, in fighting agaainst the abuse of women and children	Elders of ezakheni area	
Ithala (pieter's area)	April	Sector meeting	Saps and community members	
Saps ezakheni	06 april	Cpf meeting	Saps and community members	
To be identified	April	Children walk against their abuse	Saps members, youth desk members from different stations	

Every fridays	Ezakheni	Visiting primary and high schools conducting awareness campaign on substance abuse, drugs sexual abuse and human trafficking	Ezakheni area	
Every wednesdays	Ezakheni	Soccer games against saps	Venue changes	
18 may	Ezakheni	Visiting the elders(mandela day)	To be identified	
14 may	Ezakheni	Sector meeting	Ithala (pieter's)	
20 may	Ezakheni	Y/desk meeting	Saps ezakheni	
22 may	Ezakheni	Cpf meeting	Saps ladysmith	
May	Ezakheni	Child protection week (campaign with schools, prosecutor and the other dept.(baby stealing)	To be identified at ezakheni	
Ezakheni area	Every fridays	School visit school conducting awareness campaign in substance and sexual abuse, and human trafficking	Primary and high school learners for ezakheni area	
Venue changes	Every wednesdays	Soccer matches	Saps member and community members	
To be identified	June	Schools visiting the station for educational purpose	Different shools of ezakheni area	
Ithala (pieter's area)	June	Sector meeting	Saps and community members	
Saps ezakheni	June	Cpf meeting	Saps and community members	
To be identified	June	Visiting the elders in one of sub forum and conducting the awareness in family violence issues	Saps members, youth desk members and elders	
Ezakheni area	Every fridays	School visit school conducting awareness campaign in substance and sexual abuse, and human trafficking	Primary and high school learners for ezakheni area	
Venue changes	Every wednesdays	Soccer matches	Saps member and community members	
To be identified	August	Visiting the elders conducting the awareness in domestic violent issues	Different shools of ezakheni area	
Ithala (pieter's area)	August	Sector meeting	Saps and community members	

Saps ezakheni	10 august	Cpf meeting	Saps and community members	
To be identified	August	Take girl children to work campaign	Saps members, youth desk members and elders	
Ezakheni area	Every fridays	School visit school conducting awareness campaign in substance and sexual abuse, and human trafficking	Primary and high school learners for ezakheni area	
Venue changes	Every wednesdays	Soccer matches	Saps member and community members	
To be identified	September	Visiting the elders conducting the awareness in domestic violent issues	Elders of ezakheni area	
Ithala (pieter's area)	September	Sector meeting	Saps and community members	

UTHUKELA DISTRICT INFRASTRATURAL PLAN				
Acton Homes	Sub-Programme Business Plan Instrument	2013/14Budget	2014/15Budget	2014/15Tar gets for Sites
Purchase of Land	1.13a land parcels procured		20000000	
Umbulwane Area H	2.1a Project Linked Subsidies (current commitments approved up to 31/03/07) : Excluding blocked projects	5 745 000	0.00	
Thembalihle	2.5b ISU: Phase 3 - Top Structure Construction - Informal Settlements	5 200 000	5 280 445.00	250
Peacetown,Emoba, Kirkintulloch	2.1a Project Linked Subsidies (current commitments approved up to 31/03/07) : Excluding blocked projects	5 100 000.00	0.00	0
Burford, KwaGodi, Esidakeni, Shayinduku, Emaromoni, Emaswazini	2.1a Project Linked Subsidies (current commitments approved up to 31/03/07) : Excluding blocked projects	3 000 000.00	0.00	0
Roosboom (228) Driefontein, Emadrayini, Baldskraal (31), Hobsland, Lusitania (18), Qinisa (20)	2.1a Project Linked Subsidies (current commitments approved up to 31/03/07) : Excluding blocked projects	3 899 155.00	0.00	0
Driefontein (134), Matiwanoskop (400), Jononoskop, Balsaskraal(19)	2.1a Project Linked Subsidies (current commitments approved up to 31/03/07) : Excluding blocked projects	4 700 000.00	0.00	0
Watersmeet (150)	2.1a Project Linked Subsidies (current commitments approved up to 31/03/07) : Excluding blocked projects	6 000 000.00	0.00	0
Steadville D Ezakheni D	1.6a Rectification of RDP Stock 1994-2002	0.00	0.00	0

Ezakheni A, A-B	1.6a Rectification of RDP Stock 1994-2002	0.00	0.00	0
Ezakheni B ph 1;2;3 & 4	1.6a Rectification of RDP Stock 1994-2002	0.00	0.00	0
Ezakheni DD, B, Tsakane, Steadville	1.6a Rectification of RDP Stock 1994-2002	0.00	0.00	0
Ezakheni A, A-B C & B	1.6a Rectification of RDP Stock 1994-2002	0.00	0.00	0
Steadville D	1.6a Rectification of RDP Stock 1994-2002	0.00	0.00	0
Capacity for Accrediation	Accreditation of Municipalities Capacity Bld Support			

UTHUKELA DISTRICT SANITATION PROGRAMME				
MUNICIPAL AREA	EMNAMBITHI / LADYSMITH LOCAL MUNICIPALITY		PROJECT TYPE	THE PROVISION AND MAINTANANCE OF INRASTRUCTURE
Mathondwane Sanitation	The extended community of ward 17, Emnambithi / Ladysmith has been prioritized by Uthukela DM for implementation of sanitation project. Formation of SPSC & Training thereof, health & Hygiene promotion, ISD support, builder training, pit digging, pit lining and construction of VIP toilets.	17	R35, 710,000.00 (Not yet funded)	The project will benefit low income rural communities of Mathondwane, Mtateni and Mahukwini. Beneficiary population 22970 Beneficiary households 3828.
Ezakheni / Emnambithi Bulk Water Infrastructure Upgrade Project	<ul style="list-style-type: none"> <li>- Installation of dedicated pipeline to Maiden Castle Reservoir- Installation of dedicated pipeline to Lombardskop Reservoir</li> <li>- Installation of dedicated pipeline to Observation Hill Reservoir.</li> <li>- Replacement of AC reticulation pipes.</li> <li>- Implementation of water loss programme.</li> <li>- Installation of bulk water meters</li> <li>- Upgrading of bulk water supply from Spioenkop dam</li> <li>- Construction of 150 mega litres of water purification works near Spioenkop dam</li> </ul>	27 Wards	R1 087 050 000.00	The project will benefit the rural and urban communities of ladysmith, Beneficiary population

	- Construction of Roosboom reservoir pump station			
Driefontein Eastern Bulk Water Feeder	<ul style="list-style-type: none"> <li>- 20km of bulk water distribution mains ranging between 110mm &amp; 355mm dia.</li> <li>- 27.5km of reticulation mains ranging between 40mm &amp; 110mm.</li> <li>- Supply &amp; installation of some 60 standpipes.</li> <li>- Development of production boreholes. - 4.7km of feeder mains from the boreholes into the Eastern bulk feeder main.</li> <li>- Construction of bypass chamber at proposed Hobsland reservoir.</li> <li>- Construction of control chambers at offtakes to Burford Reservoir, Reservoir Y and Reservoir L.</li> <li>- Construction of new inlet control chamber at Burford Reservoir.</li> </ul>	14	R11,148,683.22	The project will benefit low income rural communities of Burford , Hobsland and Kwamanzini. Beneficiary population-5400 Beneficiary households 675



CHAPTER

3

Situational Analysis

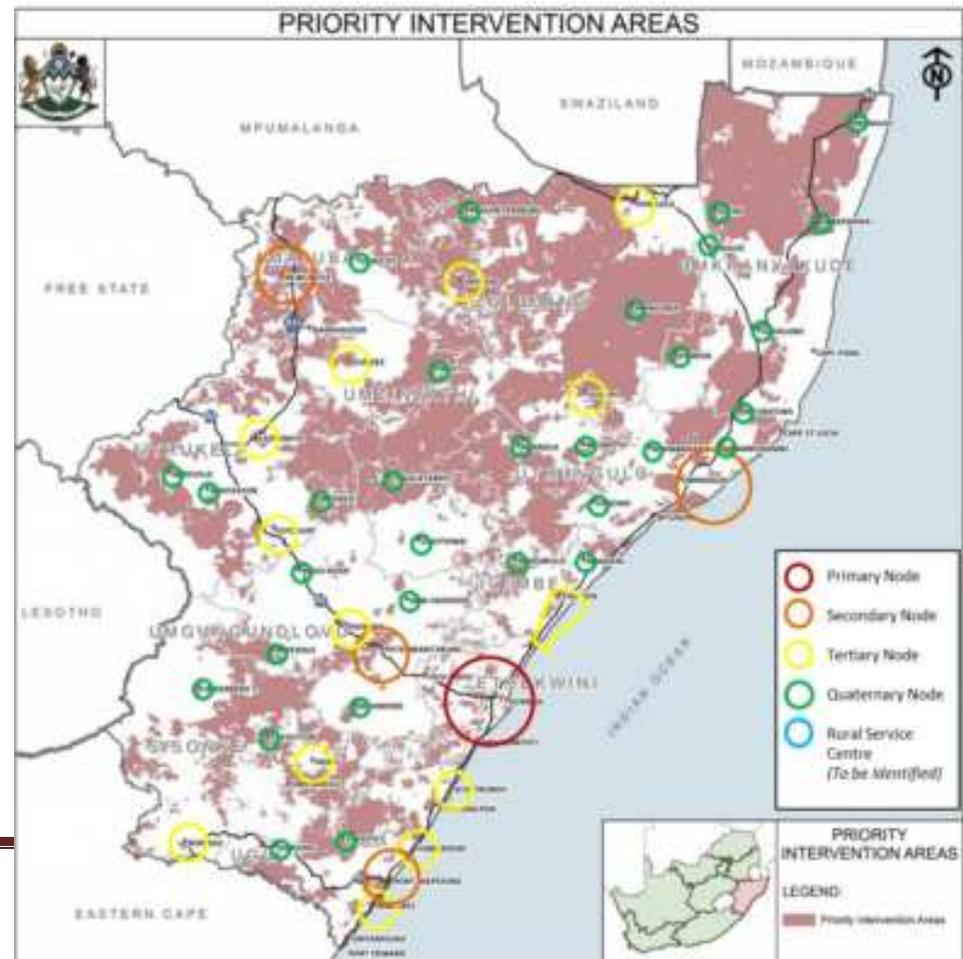
**Regional Context**

The strategic location of the ELM is recognised in the recently introduced Provincial Growth and Development for KwaZulu-Natal which classifies Ladysmith as a tertiary node with regional significance. This means that the area is earmarked for the location of infrastructure that serves the whole of UThukela District and beyond, and connects the region with the major urban centres such as Durban and Johannesburg.

**District Spatial Economy**

Ladysmith provides higher order goods to the whole district and houses most of the major industrial activities. Manufacturing activity is primarily concentrated in the Ladysmith-Ezakheni cluster, and is dominated by the textile and clothing sub-sector. The Emnambithi Local Municipality contains approximately half of the district’s economic activity, particularly concentrated in the Ladysmith CBD and Ezakheni area. The Emnambithi town also contains the majority of the government service sectors that plays a meaningful role to the economy of the uThukela/ Emnambithi sub-region through various logistics.

Figure 2: Provincial Priority Intervention Areas



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## **Regional Tourist Destinations**

The ELM is also well located in relation to at least two of the major tourism destinations in KwaZulu-Natal. In fact, it serves as a base for the exploration of the Battlefields to the north and Ukhahlamba-Drakensburg Park to the south. The latter is a World Heritage Site and a world acclaimed tourist destination. This park is 243 000ha in extent and it is located along uThukela District administrative boundary. There are a number of natural and cultural attractions that exists within UKhahlamba-Drakensberg destination. The natural attractions include the Drakensberg Mountain, Archaeological sites, nature reserves (game viewing and bird watching), UThukela Biosphere Reserve, Tugela Catchments and Tugela River, Natural Bush, Forests and the climate is mostly comfortable. The cultural attractions include the certain parts of the Battlefields and Memorial, Museums, Monuments, Rock Art, Crafts, Recreation (Horse Riding) and tourism routes.

The ELM is located in a region with a rich heritage and military history ranging from the Mfecane period (early 1800s) to the turn of the century when the Boers tried to stem the tide of British imperialism. It includes Shaka's predatory campaigns, the arrival of the Voortrekkers, the Anglo-Zulu War and the Anglo-Boer Wars. The Battlefields Route provides a structured journey around the sites of various battles, skirmishes and sieges which are situated in a broad belt running through the central core of the region, from Esctourt in the south, through Ladysmith, Dundee and Newcastle, to Charlestown in the north. This presents the area with a unique 'tourism triangle' character, consisting of three of the five B's branding of provincial tourism – Berg, Bush and Battlefields. In

addition to its three main destinations, there is a diversity of related attractions and accommodation facilities. This rich diversity allows tourists to experience a wide range of activities and scenes within a relatively small area, and is used as an important marketing element in the regional tourism industry.

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## **Uthukela Catchment Management Area**

The municipality is also located in the Thukela Water Management Area (WMA) with the Klip River and Sunday's River and their tributaries traversing the municipality. These rivers drain into the Tugela River (also known as Thukela), which is the largest river system in KwaZulu-Natal. The Thukela River forms part of the Thukela River Catchment, which is approximately 30 000 km<sup>2</sup> in extent. This is one of the important river catchments in South Africa, which drains from the Drakensberg escarpment into the Indian Ocean. There is substantial runoff from the Thukela catchment as a result of high rainfall.

## **SETTLEMENT PATTERN**

The settlement pattern in the ELM reflects the spatial imprints of the apartheid past, which continue to undermine efforts towards equitable development. Settlements vary significantly in character and form themselves into a continuum of settlements ranging from highly urban and relatively dense settlements Ladysmith Town through to sparsely populated rural settlements located on predominantly agricultural land. Other settlements within the ELM are as follows:

Formal urban settlements of Colenso and Ezakheni and the surrounding formalised areas.

Peri-urban settlements such as Roosboom and St Chads.

Rural settlements such as Matiwane, Driefontein, etc.

Small isolated settlements located on commercial farmlands. Some of these are land reform settlements.

The settlement pattern in the ELM is distorted with the Ladysmith CBD being situated much closer to the more affluent western portions of the ELM, resulting in the poorest residents from the outlying areas having to travel the longest distances, and the wealthier people in the municipality living closest to the most desirable economic and social opportunities.

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## Urban Settlements

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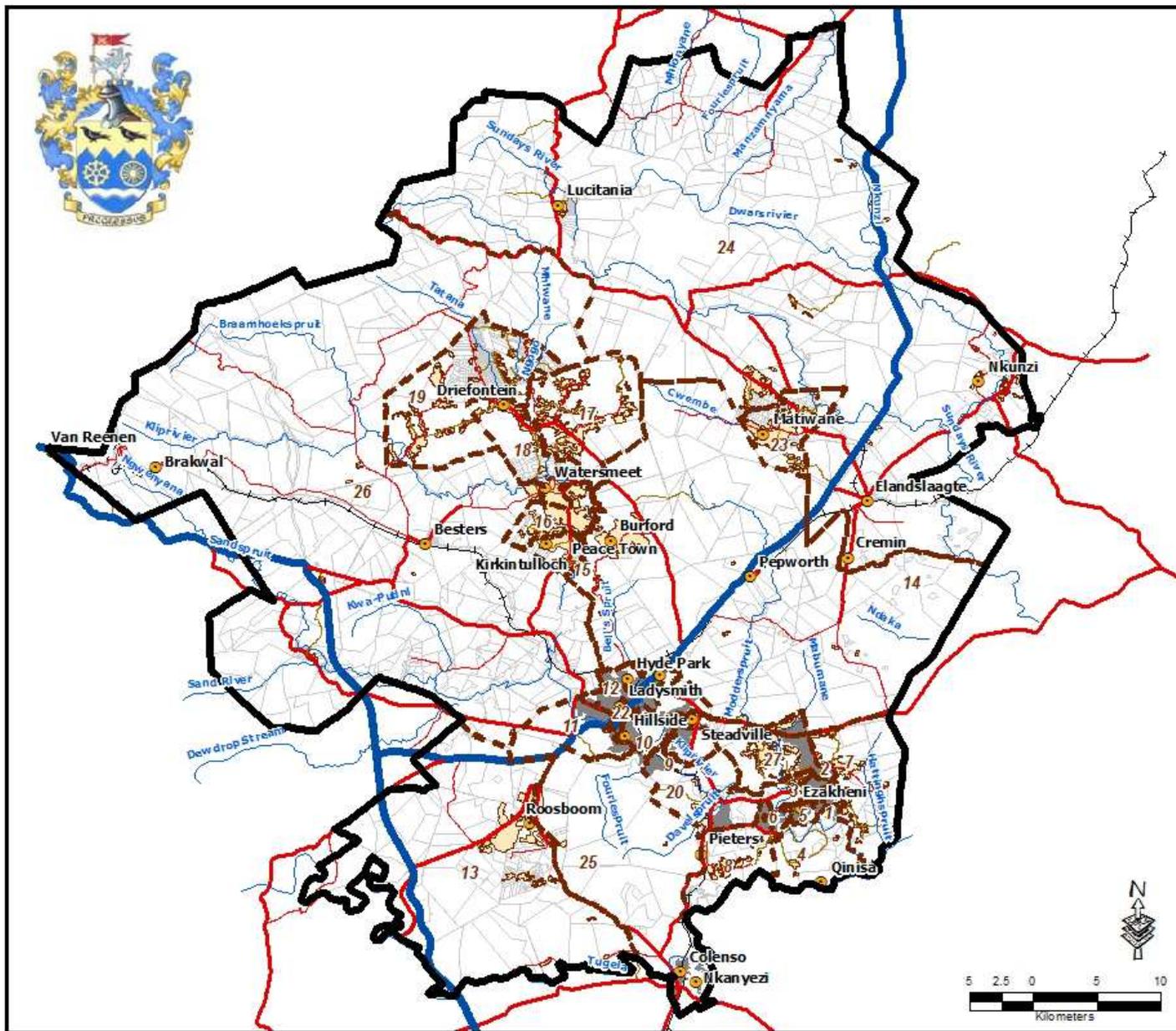
### Ladysmith

Ladysmith is the main/primary urban area/town in the ELM. Primary access to the town is achieved via the N11 and R103. The town is located at the intersection of these two towns with the N11 running in a north-south direction which the R103 runs in an east-west direction. With the exception of the Town Planning Scheme, and the CBD Plan developed recently, Ladysmith does not have any strategic framework to guide its future development. Ladysmith is one of the areas that are experiencing net in-migration within the district. Ladysmith Town is a typical apartheid town characterised by the following:

Spatial fragmentation which arises from the apartheid planning system which separated people along racial lines and pushed the poor and townships such as Ezakheni to peripheral locations

Land use separation emanating from a zoning based land use system and suburban view of quality living environments. As such, places of work are separated from residential and public amenities.

Low density urban sprawl which occurs in the form of uncontrolled land development in peripheral areas eg St Chads.



**EMNAMBITHI / LADY SMITH  
LOCAL MUNICIPALITY**

**Settlements**

**Legend**

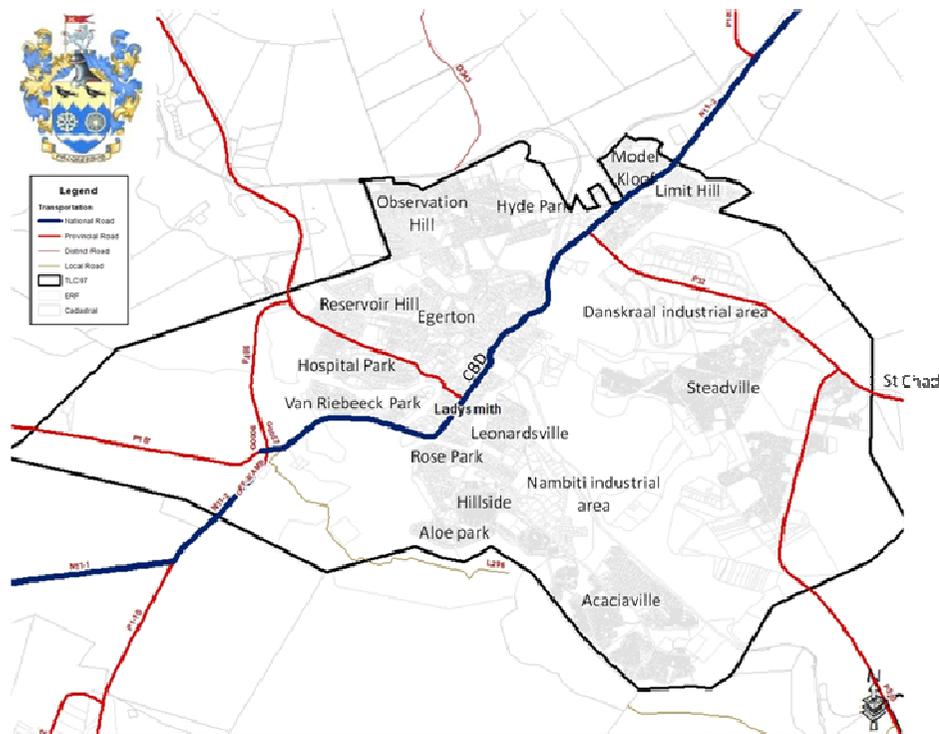
- LM\_Boundary
- Wards
- Places
- Main Rivers
- Transportation**
- National Road
- Provincial Road
- District Road
- Local Road
- Railway Lines
- Urban Areas
- Rural Settlements
- Cadastral

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Cellular development occurring in the form of inward oriented neighbourhoods reflecting the impact of phased or *ad hoc* approach to development.

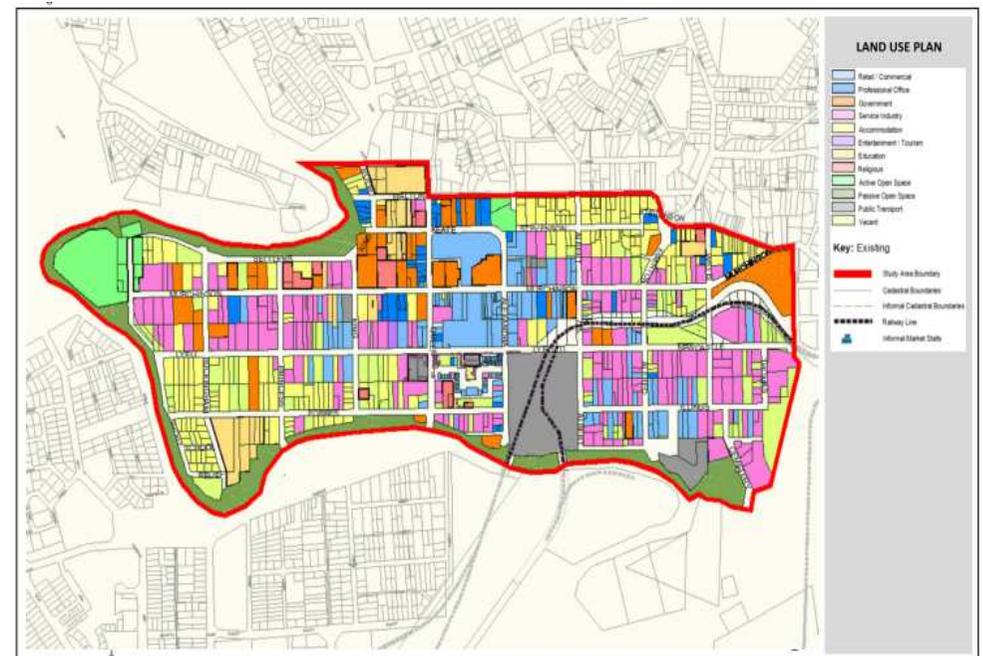
Figure 3: Ladysmith Town



### Central Business District

The CBD serves as the nucleus of the town, and all the other land uses are focused towards the centre. Ladysmith CBD is developed with a range of commercial and public facilities serving not only the ELM population, but the district and beyond. The CBD is laid out in a typical gridiron pattern with Murchison and Lyell Streets being the main activity spines.

Figure 4: Ladysmith CBD Land Use



The Klip River separates the CBD from the industrial and residential areas and defines the frame for the CBD. Service industry and public transport facilities are located at the fringes of the CBD.

Ladysmith CBD has shown resilience, maturity and strength and remains the core of the town. It does not face the same danger of businesses immigrating to decentralised locations on the same scale as some major urban and comparable centres such as Newcastle further north. Although commercial space within the CBD is limited, developers have tended to adopt redevelopment within the CBD as an investment strategy. As a result, Ladysmith CBD is not being drained from businesses yet despite a relatively high demand for commercial space.

The south-westerly periphery of the CBD over the Klip River is characterised by public open space and recreational areas, including Settlers Park, the Indoor Sports Complex and the Aerodrome. However, the CBD is facing a number of challenges. These are typical urban regeneration challenges and include urban decay, informal trading, parking, conflict between pedestrian and vehicular traffic, etc. The CBD Regeneration Plan completed recently seeks to address these issues and ensures long-term sustainability of the CBD. The Plan will be integrated into the SDF.

A few recreational passive open spaces have been supplied randomly throughout Ladysmith. The town is also surrounded by various ridges, which gives a unique character to the area.

The Ladysmith CBD, once considered a floodplain, is no longer regarded as such, due to the newly constructed Qedusizi and Windsor Dams. As a result of this Lyell and Forbes Streets were not considered prime areas for development. This stigma of flooding also led to underutilisation of the river, and is now possible to reconcile the users with the natural environment, i.e. watercourse, by encouraging development along it, as well as the use of it. A small portion of floodplain still exists to the southeast of the CBD.

This flooding may be mitigated by widening the river course in this area.

### **Residential Suburbs**

As in many typical South African Towns, middle to up-market residential areas surrounds the CBD with the majority of these located to the west of the CBD. They include the residential suburbs such as Egerton, Observation Hill, Reservoir Hill, Hospital Park, Rose Hill, Van Riebieck Park, etc. These areas have remained relatively static with limited amount of development occurring in areas such as Hyde Park, Observation Hill, Reservoir Hill and Hillside, extending away from the CBD.

Relatively lower middle to low income communities are within Ladysmith Town is found in the east. They include Steadville Township and Leonardsville, Public facilities such as cemeteries and industrial land separates these areas from the CBD in a typical apartheid planning style. As such, both spatial separation and land use fragmentation remain one of the distinctive anomalies that characterises Ladysmith.

While speculative and low density urban sprawl occurs in the middle income and upmarket areas, the majority of urban growth involves low income communities who occupy and develop land informally. The resulting peri-urban settlements are discussed below.

### **Industrial Area**

Industrial areas include the Danskrall Industrial area to the north-east and further south-east is the industrial area of Nambiti. Uptake of industrial space has been very slow reflecting the

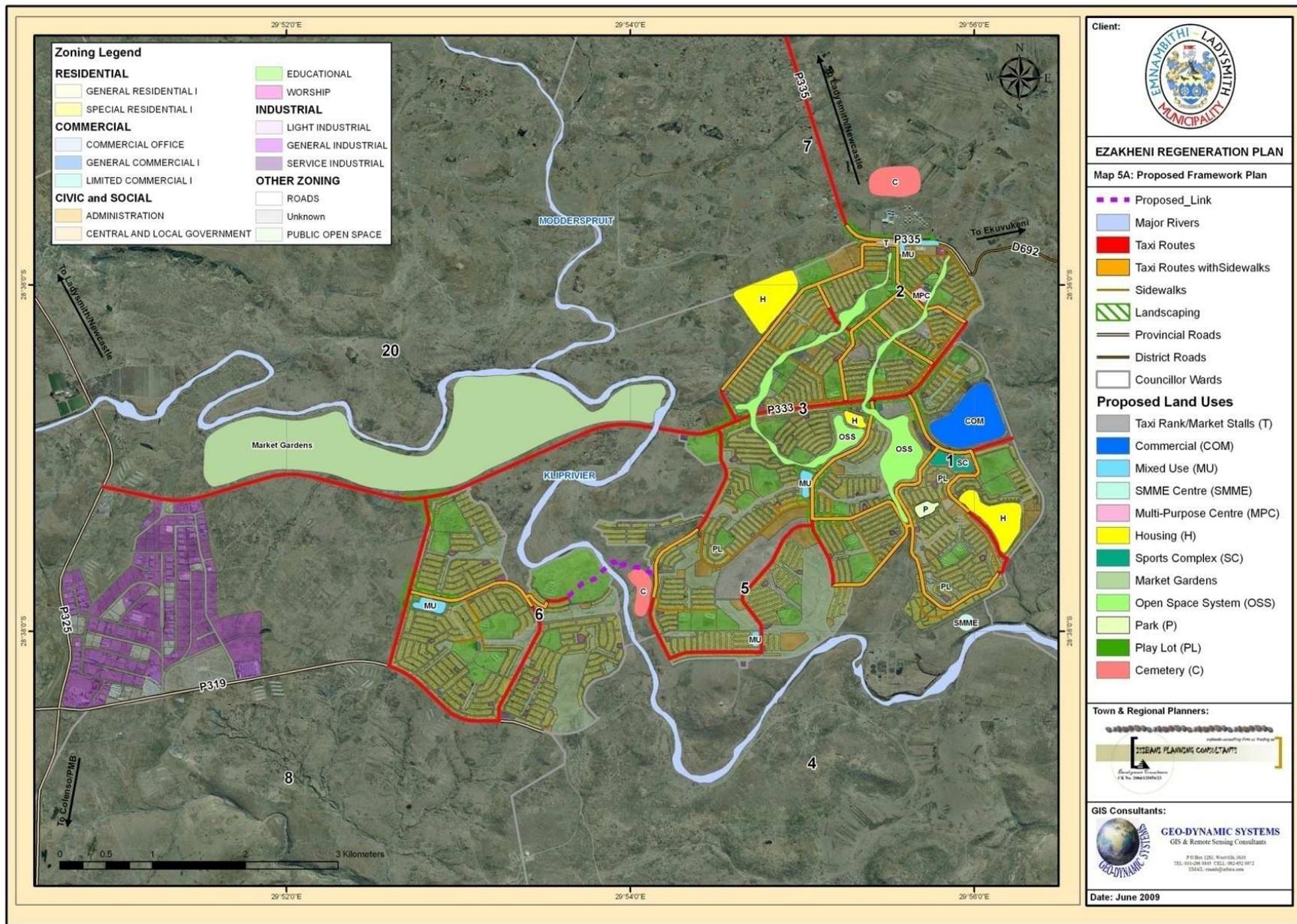
declining economic fortunes and changing role of Ladysmith in the regional economy.

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### **Ezakheni Township**

Ezakheni Township is one of the oldest townships in Ladysmith, situated about 25 kilometres from the Ladysmith CBD in what was the KwaZulu homeland territory. It was established, in part, as a response to the industrial decentralisation program that led to the establishment of Ezakheni Industrial Township and as a means to meet the housing requirements of people who were coming to work in and around the Ladysmith Area. Ezakheni also housed people that were uprooted from black spots in the district which included Roosboom, Hobsland, Umbulwane, and Cremin. In view of its location in relation to Ladysmith, Ezakheni represents one of the footprints of the apartheid past that will take a while to eliminate.

The township is characterised by low levels of economic activity, high rate of unemployment and poverty, crime and poor physical environment. With the dawn of democracy, a number of housing projects have been implemented in the area as a means to address housing backlog and clear an increasing number of slums. More recently, a relatively large township has also developed on what was previously church land in St Chads. As in Ezakheni, this area has been subject of land tenure upgrading and housing development. A review of the plans submitted for the formalisation of this area indicates that the housing project unfolded in about seven phases. The residential area of Ezakheni is divided into different sections, as follows:



Section A is located in the north east of Ezakheni. The area mainly consists of government cluster offices, old government houses, college of education, petrol filling station, shops, and offices in containers located next to informal taxi rank, as well as residential uses.

Section B- C-D was designed to be the town centre of Ezakheni, but failed to achieve the use it was intended for. Activities in this section include a supermarket, community hall, pension payout point, clinic, businesses, church and post office.

Section E is spatially dislocated (to the southeast), from the rest of Ezakheni with limited economic activity.

According to the Ezakheni Township Rogation Strategy (Isibani Consulting, 2009: 2), the Township has suffered a decline in economic fortunes and a rise in social exclusion and deprivation. Occupancy rate in Ezakheni Industrial Estate has declined, partly as a result of the withdrawals of decentralization subsidies and also in response to the liberalization of the South African economy. Ezakheni Industrial Estate is a former 'border' industrial development area, located about 20 km south of Ladysmith and connected to the mainline at Pieters station. It was developed by the KwaZulu Finance & Development Corporation and rail lines served various factories. All lines have been uplifted but there is a possibility that such lines may be of use in the future and a thorough evaluation of such a possibility should be investigated as a matter of urgency. Combined, these forces provide a potentially self-perpetuating downward trajectory for the future of Ezakheni Township and highlight the need for regeneration. The current economic performance of Ezakheni Township is somewhat surprising when considered in the context of the undoubted

economic potential of the township. Locationally, Ezakheni Township is in a very strong position. It is on the edge of the Greater Ladysmith conurbation, in close proximity to Railway line and within commuting distance of the Ladysmith City Centre. This locational advantage has meant that, although it is facing some deep-rooted economic problems, Ezakheni Township has attracted a degree of inward investment.

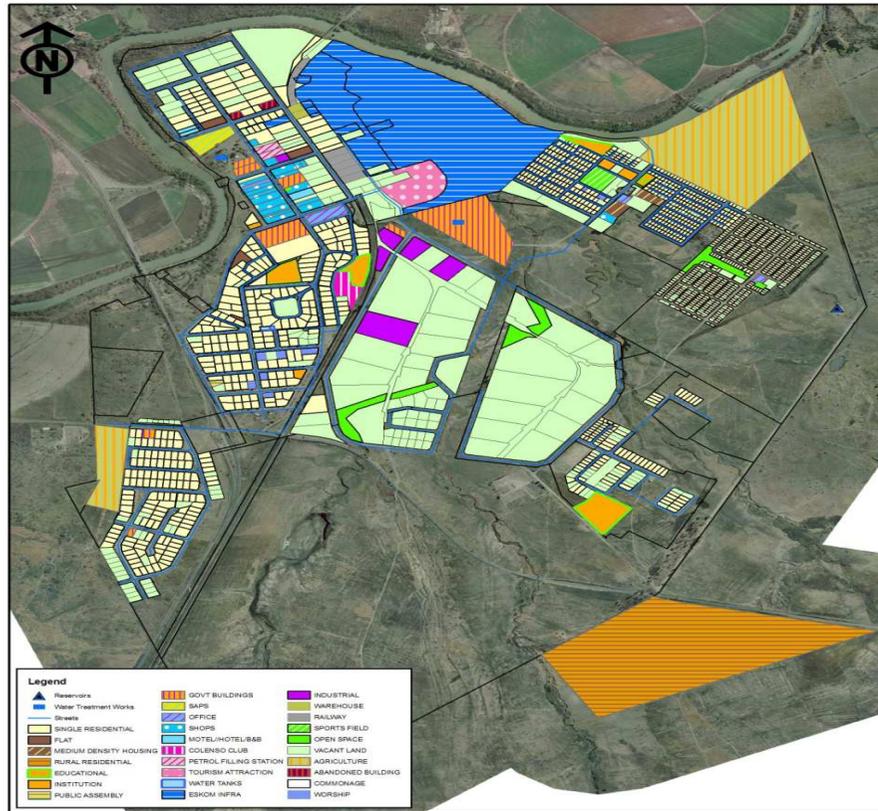
The Ezakheni TRS identifies a step-change in the physical structure of the township as one of the pre-conditions for urban renewal. The township's current infrastructure (across transport, employment, land and premises, housing stock and social infrastructure) is poor, outdated and has suffered from lack of sustained investment. Static population growth and relatively slow employment growth has been insufficient to support sustained economic progress and private sector investment. As a consequence the township is in 'investment deficit' with significant areas in simultaneous decline.

Much of the reason for this is owing to the fact that Ezakheni Township has outgrown its infrastructure (parts of which were never completed according to the requirements of the original plan), but has yet to achieve the critical mass required to generate the necessary private sector investment in renewal and capacity improvements.

Furthermore, the declining urban fabric of the township contributes to Ezakheni Township's negative image. A fundamental change in the physical environment of the township with selective renewal is required to reverse this image and open up the township to private investment. A flagship project within this will be the development of a shopping mall and regeneration of the local shops/supermarket as a symbol and gateway of the township.

## Colenso

Colenso is located in the southern tip of the ELM, on the border



with the Umtshezi municipality. It developed on the banks of the Tugela River (UThukela) and is accessed from the R103 that links Colenso to Ladysmith in the north and to the N3 in the south. The town was proclaimed in 1926 and gradually developed from a rural village to a municipality in 1958.

Figure 5: Colenso Town

Source: Development Framework

The area forms part of the famous Battlefields Route and has a rich history and many historic remnants. The development of the town has however, severely decreased due to the closure of government parastatals such as the Eskom Power Station.

The spatial structure of the town indicates six areas with different characters, as follows:

Colenso Town contains the Colenso CBD, surrounding formal residential and defunct Power Station Complex.

Nkanyezi Township is a former R293 township. It is characterised by low cost housing, poor infrastructure and community facilities.

Newtown Formal middle-income residential units were historically built to absorb the overspill from Colenso Town.

“Indian Area” is a formal middle-income residential that was historically occupied by the Indian Community.

A Rural Residential area is located in the south. It is rural in nature and characterised by a traditional housing types as well as poor infrastructure and community facilities.

Colenso Industrial Cluster contains a cluster of industrial units that formed a key part of an LED initiative to attract investment to the area. Only few land parcels within the cluster have been developed.

Colenso Town faces a number of challenges:

Neighbourhood decay and neglect due to a number of reasons such as inadequate infrastructure maintenance; inconsistent service provision; and poor planning.

Infrastructure and service obsolescence resulting from production and market changes that have rendered the built environment non-functional.

At a residential level, poor economic conditions, declining employment opportunities, and the influence of poorly managed



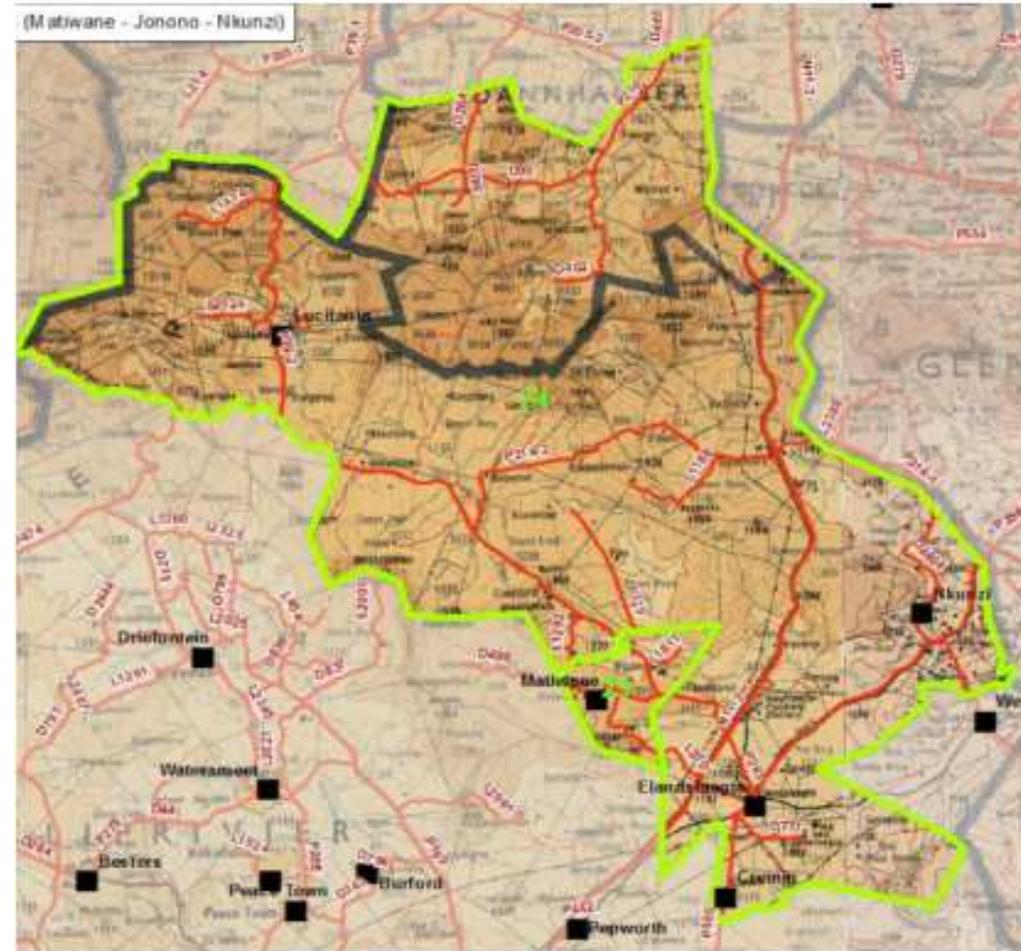
The complex consists of the settlements of Driefontein, Watersmeet, Kirkintulloch and Burford. No formal detailed planning exists for the area, save to mention the Structure Plan that was developed in 1990 and a recently completed Local Area Plan.

A number of smaller dispersed rural settlements have also emerged and are spread within various parts of the farms but mostly along the main roads. This unplanned growth rendered a number of challenges including the provision of services and infrastructure. The area has not attracted any major physical development and has remained economically unproductive. The organs of the state which includes the municipality and government departments have pro-actively embarked on providing certain level of services to the community that reside within the area.

The settlement density slightly differs within various parts of the area. Driefontein appears to be the main settlement as such it has the highest density within the study area as it accounts for 3 – 3,9 households per hectare. This is followed by settlements of Peace Town, Kirkintulloch and Kleinfontein which have a density of 2 – 2,9 households per hectare.

The other settlements with the similar density are located next to Driefontein settlement along P189 and D836. The majority of the settlements within the study area have a far lower density of 0 – 1,9 households per hectare. These include Burford, Watersmeet and settlements along D836. The development challenges that persist within the area include relatively high population density, a lack of social, economic, bulk infrastructure and a poorly developed local economy.

### **northern Settlements**



The northern settlements form part of municipal wards 24 and 25, and covers approximately 99 833 ha of land. The area consists of the following settlement clusters:

Lucitania;

Matiwane;

Elandslaagte;

Cremin; and

Nkunzi.

**Expansive commercial agricultural farmlands covers the majority of the area, while isolated scattered rural settlements are found mainly in Matiwane, Nkunzi and Cremin on either communal property institution (CPI) or privately owned land. None of these settlements is located on Ingonyama Trust land.**

These settlements are situated approximately 30km north of Ladysmith, in close proximity to the N11. The local access road (P263) linking Matiwaneskop to the N11, as well as the access road servicing Jonoskop, is gravel. The other access road links Matiwaneskop to Driefontein. The settlements of Matiwane, Jonono, Nkunzi and surrounding farmlands are located as far as 30 – 50km away from the central business district of Ladysmith. These areas function as the residential areas for the farming community and labour and can be considered as the peripheral to the economy of Emnambithi/ Ladysmith. The study area is made out of ward 23 and 24 of Emnambithi/ Ladysmith Municipality and it shares the administrative boundaries with Endumeni and Emadlangeni Local Municipalities. Over the years, these farms attracted rural settlements with different which are spread within various parts of the farms but mostly along the main roads. This unplanned growth rendered a number of challenges including the provision of services and infrastructure. The area has not attracted any major physical development and has remained economically unproductive. This

was further exacerbated by the closure of the mining activities within the area.

The study area comprises of discrete pocket of settlements that are separated by a group of farms while linked by the main routes to each other. Matiwaneskop, Jononoskop and Lucitania share the same pattern which is a simple grid-iron. This pattern is familiar amongst betterment planning and early township planning approaches. The grid-iron pattern is favourable considered for the delivery of services. However Nkunzi and Cremin settlement areas do not follow this pattern. It appears as if these areas were not subjected to any proper land use allocation as a result these settlements do not have any recognizable structure (Status Quo Report, 2012:34).

## Peri-urban Settlements

### Roosboom

Historically, Roosboom was one of a few areas where black people were could purchase and own land in KwaZulu-Natal. However, in the early 1970s, pressure mounted to have the people of Roosboom removed. The presence of the settlement next to the main road to Johannesburg was seen as reflecting poorly on the Klip River District. Much was also made of the danger of increased road accidents in the area. More than 7,000 people were relocated in 1975 and 1976 to the newly-established Ezakheni Township.

Although the land owned by all African landowners at Roosboom was expropriated by the government and reverted to state ownership, removals from Roosboom during 1975-76 did not completely uproot Africans from the land. A few scattered portions

of land owned by Indian and coloured landowners were not affected by the removal and several new African families moved into their lands as tenants or simply as squatters.

In 1994, Roosboom was selected as one of ten nationwide RDP lead projects on land restitution. This meant that Roosboom land restoration was identified as one of the important projects for the aim of RDP and as such it would receive a special financial support for settlement planning and infrastructure development.

The number of households who had returned to Roosboom by 1992 was 177. It increased to 230 (1,380 people) by mid-1993 and 684 (4,310 people) in 1996. It projected that it would increase up to 1,000 households (6,300 people) by 2000. Today, Roosboom has grown substantially in terms of both population size and extent of the area. In fact, it has become one of the peri-urban settlements in the ELM. Unless, outward growth and increase in density is managed, the area runs a risk of degenerating into a sprawling peri-urban slum.

### **st chads**

St Chads is located situated approximately 10km north east of Ladysmith on the Farm Modder Spruit No. 1185. The farm adjoins the northern boundary of Ezakheni Township. It was acquired by the Emnambithi /Ladysmith Municipality for the upgrading of St Chads over the last ninety years. According to a Less Formal township Establishment (LFTEA) application, there are approximately 3000 families who are accommodated in informal/semi-formal housing structures.

**The area is subject to a multi-phased housing project which involves an in-situ upgrade of the existing settlement to provide the existing**

**occupants/beneficiaries with proper sanitation, purified water, access roads and fencing, as well as utilizing the residual subsidy amount for the construction of a 30-40 square metre top structure / starter home or a supply of building material to upgrade the existing structures. Some years ago, electricity was provided to a large part of the settlement by ESKOM.**

The area is a natural extension to Ezakheni and can basically be regarded as an 'infill' development which will ultimately serve to integrate the existing town of Ezakheni and Ladysmith. The LFTEA application further states that, over the years, two separate areas of St Chads have evolved with distinctly different settlement patterns and densities as follows:

St Chads In-Situ Upgrade (Urban) – East of Modder Spruit

St Chads In-Situ Upgrade (Rural)- west of Modder Spruit

These distinct areas have emerged and are classified mainly as a result of the density of settlement. The dense patterns of settlement are concentrated closer to the existing tarred main road, resulting in the so called "URBAN "node. The so called "RURAL" node to the west of the Modder Spruit is much less densely settled resembles an 'agric-village' type of settlement.

In terms of the Deed of Sale between the Emnambithi/Ladysmith Municipality and the Anglican Church, a portion of land of approximately 38 hectares which surrounds the existing St Chads church buildings and property, is to be subdivided and retained by the Anglican Church. This subdivision is registered as Portion 5 of the Farm Modder Spruit No. 1185.

The area is a natural extension to Ezakheni and can basically be regarded as an 'infill' development which will ultimately serve to

integrate the existing town of Ezakheni and Ladysmith. St Chads is characterised by a denser settlement pattern (east of the Modder Spruit), concentrated closer to the existing tarred main road, and a much less densely settled area (west of the Modder Spruit), resembling an 'agric-village' type of settlement.

### **Smaller Settlements**

Smaller settlements within ELM include the following:

Blue Bank Settlement is located to the west of the N3 adjacent to the P187.

Van Reenen settlement is located in the most western tip of ELM along the N3. The settlement is to the north of the N3 and the area has been identified as the gateway into the province.

St. Joseph's Mission is further north of the Blue Bank settlement, also located to the west of the N3 and adjacent to the P409. The area is located on old Mission ground.

Droogval Settlement is located to the west of the N11 and in the northern portion of ELM.

Steincoal Spruit is located adjacent to the R602 and in close proximity to the Wasbank settlements in the Endumeni Municipality.

Lucitania Settlement is situated to the north of the Collings Pass Road, which links the N11 to Matiwaneskop complex, as well as to the Free State.

### **Settlement Density**

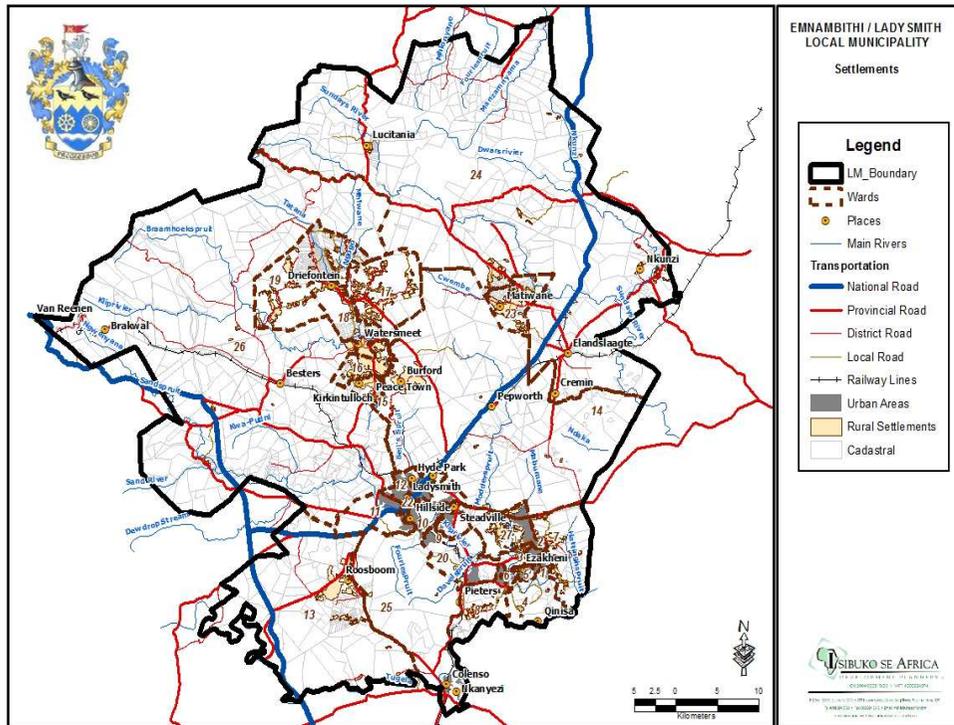
The highest settlement densities are found within some of the rural settlements that form part of the Matiwane area. This is followed by relatively high densities in parts of the main urban areas of

Ladysmith and Ezakheni, as well as parts of Colenso. Settlement densities can be described as follows:

Matiwane area: Matiwaneskop and Jononoskop have approximately 16 household per hectare. Cremin and Elandsplaagte have a relatively low density of approximately 3- 3.9 households per ha. This is followed by a settlements adjacent to P314 which has a density of 2 – 2.9 households per hectare. Other settlement pressure point are Nkunzi area and Lucitania, with about 10 households per ha.

Ezakheni Township: Some of the highest density settlements are found in Ezakheni with an average density of 9.5 households per ha.

Ladysmith area: Densities in the Ladysmith complex vary according to different areas within the complex. The highest densities are found in the eastern areas of Ladysmith (Steadville) with 8 households per ha. Lower densities ranging from between 3 to 5 households per ha are found in the central, north-western and southern parts of the complex.



The Colenso settlement has household densities that vary between 2.7 to 14 (eastern part) households per ha. The Driefontein area is less densely populated. Driefontein has the highest density within this area of 3 – 3.9 households per hectare. This is followed by settlements of Peace Town, Kirkintulloch and Kleinfontein, which have a density of 2 – 2.9 households per hectare. The other settlements with the similar density are located next to Driefontein settlement along P189 and D836. The majority of the settlements within the study area have a far lower density of 0 – 1, 9 households per hectare and includes Burford, Watersmeet and settlements along D836.

Other rural settlements, such as Roosboom accommodate between 1.2 and 1.8 households per ha, which is relatively low-density developments.

## CURRENT LAND USE

### Commercial Agriculture

The dominant land use within ELM is commercial agriculture, which covers 189 125.57ha or 63.8% of the geographic area of the municipality. In terms of land uses, commercial agriculture consists of existing and potential commercial agriculture. Existing commercial agriculture is represented by commercial crops (14 079ha) and commercial forestry (1 754ha), which accounts for 5% of the municipal area. The potential commercial agriculture category refers to grassland, covering 173 325ha or 58.45% of the municipal area. Clearly, this is the land use presenting significant potential for development.

### Settlements

Settlements represent 4% of the land uses in ELM, which is a small percentage of geographical space. The majority of the urban settlements and population concentration in ELM is in the central and southern portions of the municipality. It includes the main urban complexes of Ladysmith and Ezakheni, as well as Colenso. These settlements are formalised urban areas, with Ladysmith being the main economic and administrative centre in ELM. Land uses within the main urban centres include residential, commercial, industrial and a range of other complementary land uses. These areas also provide a high level of social and infrastructural services.



## Environmental Areas

Approximately 26% of the municipal area's land use is taken up by environmental areas. These consist of sensitive environmental areas (indigenous bush - 35 122.65ha) and high biodiversity areas (41 711.78ha).

## Spatial Economy

### Industry

The manufacturing industry is the greatest contributor to the economy of ELM, as well as to employment in ELM. This sector hires approximately 29% of formally employed people and contributed R2.9 billion in 2008 to the local economy. However, there has been a serious decline in the manufacturing industry since 2001/2002, with an average annual growth rate of -4% since 2001. As such, it is imperative that this sector needs to be supported to enhance growth prospects.

ELM is uThukela's manufacturing hub as a result of previous Government planning efforts that designated Ladysmith as a growth point in 1968. The town's development role was further cemented with the establishment of the Peter's industrial estate at Ezakheni in 1983, as part of the Government's Regional Industrial Development Programme. Today, Emnambithi's main industries are textile, clothing, footwear and leather, food, beverages and tobacco. The main industrial clusters in ELM are located in the Ladysmith complex. It includes the Nambithi Industrial Area,

Peter's industrial estate (Ezakheni) and Danskraal (Helpmekeer Road).

### Pieter's Industrial Park

The Peter's (Ezakheni) industrial area is situated approximately 16km from Ladysmith CBD, between Hillside and the residential areas of Ezakheni. It is bordered by the P333 to the north, the P325 to the east and the P319 to the south. According to iThala, the total land area of the estate is approximately 630ha, of which 27ha is under roof. Recent vacant site listings for this area by iThala, indicates that there are 23 sites or approximately 2.7ha of industrial land available for lease (<http://www.ithala.co.za/>). The current occupancy rate of the industrial estate is approximately 78%.

iThala manage and operate the area and there are roughly 50 manufacturers located within the industrial park. Industrial activities include Defy Appliances, Sterling Footwear, Canvas & Tent, CYP Packaging, Derlon Textiles, and Evertrade Feeds. According to the ELM Manufacturing Strategy (2010), around 40% of the businesses manufacture textiles, clothing and footwear. The remaining industrialists manufacture office equipment and stationery, tents, safety materials, cardboard and cardboard boxes, plastic mouldings, kitchen appliances, animal feed and packaging materials and bags.

### Danskraal industrial area

The Danskraal industrial area is situated approximately 4km from the CBD along the Helpmekeer Road and is approximately 141ha in size. The area houses a variety of manufacturers. These include

clothing and textiles, plastics and bread making. Some residents of this area include Sasko Milling, Lasher Tools, Dunlop, Zorbatex, Northern Natal Plastics, and Durban Overall.

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### **Nambithi Industrial Area**

The Nambithi Industrial Area lies approximately 2km south-east of the town centre. The area covers an area of approximately 121ha. It is home to a variety of manufacturers such as Distell, Roll Print Labels and Chep SA.

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### **Trade and Commerce**

The commercial sector in Ladysmith can be separated into the formal and informal sector. The formal sector is represented by formal businesses, operating from formal business premises in the CBD of Ladysmith and regulated by the Ladysmith Town Planning Scheme and by-laws.

The informal sector (traders/hawkers activities), on the other hand, are concentrated in the town of Ladysmith and is represented by informal traders, operating from temporary structures and concentrated in the downtown area (along the taxi ranks at Ayle Street) and in townships. As a result of the increase in informal trading, the municipality has developed the Informal Trading Policy, which enables the traders to be registered with the municipality for their operations and also regulate informal trading within the Emnambithi town. Among the issues identified in the Informal Policy are the zones or streets whereby the hawkers are permitted to operate. ELM also plays a major role in support of the Small Micro Medium Enterprises (SMMEs) and has established the

Emerging Business Forum, which is meant to address challenges facing the Co-operatives and SMMEs.

The main commercial activities are concentrated in the Central Business District of Ladysmith. This area is dissected by Lyell Street (N11) and is defined as the area north and west of the Klip River with Walton and Keate streets to the west, the area up to Willis street in the north and business quarter north of the Ladysmith Railway Station up to Thomas and Cemetery Streets. The area is approximately 195ha in size and seems to be contained from further growth by the edge of the Klip River and the rail on the east and south, and by the developed suburban areas to the north and west. Land Use Management within the CBD is mainly controlled through the Ladysmith Scheme, but there are no measures are contained in the scheme relating to certain trading controls, landscaping and urban design priorities. Commercial and trade activities are also found within smaller settlements within ELM, but is mainly uncontrolled and in the form of spaza and tuck shops.

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### **Agriculture**

The majority of ELM is categorised as having moderate potential, with an area in the north being categorised as good agricultural potential.

The ELM has a relatively small agricultural economy, although the livestock sector is relatively well-developed. Agricultural land (including Traditional Authority areas) covers approximately 270,000 km<sup>2</sup> of the ELM, which represents about 30% of KwaZulu-Natal's and 0.3% of South Africa's agricultural land (IDP 2011/2012).

Beef ranching is the dominant agricultural activity within the ELM, although sheep and dairy are also farmed. This is due to significant

natural resource limitations (including unsuitable soils, climate and erratic rainfall in some areas), which limit the production of field crops and horticultural (for example fruit) production. Field crops grown within the municipality include maize, potatoes, dry beans, cabbage, onions, tomatoes, spinach, green pepper, carrot and beetroot, and horticultural crops include pecan nuts. There are also small plantations within the municipality. Game ranching and related tourism is growing within the ELLM, and there are also possibilities for the harvesting of indigenous products. The ELLM previously had a significant poultry industry (especially near Ezakheni). The poultry industry has been largely abandoned, although there appears to be a re-emergence of small-scale poultry farmers.

Farmers within the ELLM include established commercial farmers, growing numbers of emerging farmers and subsistence farmers. This takes place mostly on privately-owned land, which is owned, rented or used.

The grazing capacity of the municipality, along with dryland agriculture, is essentially fully utilised / developed. Further agricultural development is therefore likely to rely heavily on the availability of water for irrigation.

Water for irrigation is abstracted from the Klip River, Sundays River, and from a short section of the Thukela River, as well as smaller rivers and dams on privately-owned farms. There is also one large private irrigation board dam in the upper Sundays River Valley.

## Mining

The ELLM Strategic Environmental Planning Tool for the Municipality (Nemai Consulting, 2010) showed that mining and quarrying activities are being carried out within the municipality but the spatial extent and location of these activities was unclear.

According to Jeffrey (2005), the Klip River coalfield is present within the municipal area. This coalfield extends across much of the eastern and southern parts of the municipality and encompasses Ladysmith and Colenso in the south. The town of Newcastle is situated within the same coalfield.

The geology of the coalfield (coal seams) can be described as follows: the Bottom Seam is present (equivalent to the Gus Seam; 1.3 m in north, 0.5 m in south), along with the Top Seam (equivalent to the Alfred, better developed than Bottom Seam, 3.3 m in north, 1.5 m in south). The coal seams have a gentle southerly dip, with 9 dolerite sills—4 major sills (Zuinguin, Utrecht, Ingogo and Talana)—which have caused major displacement of up to 137 m, as well as common dykes (in a northwest-southeast and northeast-southwest direction), which are associated with minor displacements.

The quality of the coal is described as follows:

The Bottom Seam in the Klip River Coalfield (equivalent to the Gus Seam) is high in sulphur and phosphorus, with sulphur usually ranging from 1.3 to 1.8%.

The Top Seam (corresponding to the Alfred Seam) has a smaller bright coal proportion than the Bottom Seam, but like the Bottom Seam, the rank of the Top Seam ranges from bituminous to anthracitic with generally high sulphur and phosphorus content.

In general, the Klip River Coalfield contains bright coal with the rank ranging from bituminous to anthracite; in the central part of the coalfield, good coking coal has been produced in the past.

There has been a substantial decline in coal-mining in KwaZulu-Natal over recent years, with the closing of major collieries within the coalfields. Four collieries are currently operational within the Klip River coalfields (although it is unclear if these are within the ELLM). The KwaZulu-Natal coalfields are the major producers of high quality anthracite in the country. The total saleable anthracite production for 2001 amounted to 2.56 Mt; around 80% of it came from the KwaZulu-Natal coalfields while 4% came from Nkomati Anthracite in the Kangwane Coalfield and 8% from small ad-hoc exporters (SACSM18). Before the opening of Grootegeluk (GCM) and Tshikondeni Coal Mines, the KwaZulu-Natal coalfields were the only source of high-grade coking coal for Iscor. The coalfields are still set to remain the country's major source of anthracite, bituminous and high quality metallurgical coal for local industry. Other major coal users in the area are the pulp, paper and textile industry.

DWAF (2004) mention that there are two dormant and six closed coalmines that is located in the Sundays River Key Area. The natural drainage from these mines contains appreciable amounts of nitrates and phosphate and contributes to significant water pollution.

## Tourism

ELM has a geographic advantage due to its strategic locality. It is located centrally between Gauteng and the coast, as well as between the Battlefields and the Drakensberg. In addition, it is easily accessible from major national highways (the N3 and N11). Its close proximity to the Battlefields and the Drakensberg, as well as the fact that Van Reenen is a main entrance point into the province, makes ELM a 'gateway' to various attractions within KZN.

Figure 7: Destinations visited by the foreign tourism market

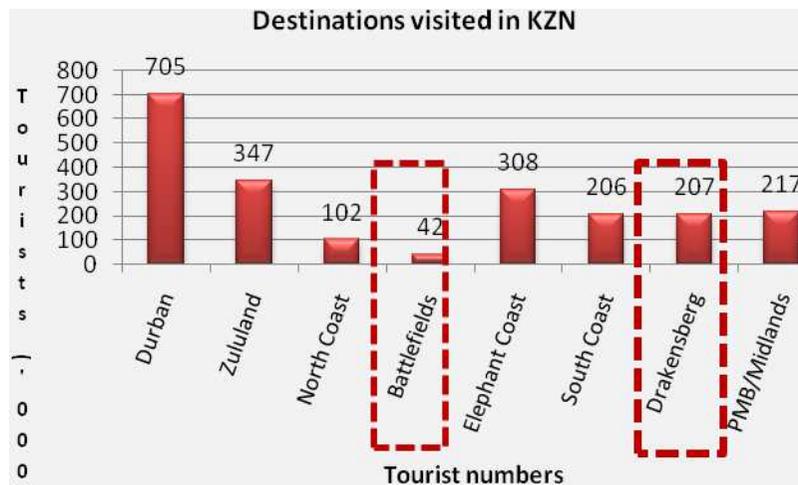


Source: KZN Tourism Statistics brochure 2010

The primary attractions that currently draw tourists to the Emnambithi/Ladysmith Municipality are the Battlefields, Drakensberg and flow-through tourists travelling to the coast (or interior). Figure 7 indicates the most popular destinations visited

by foreign tourists in KZN. Research conducted by Tourism KwaZulu-Natal indicates that 27% of KwaZulu-Natal's overseas and African 'air departures' market primarily visited the Drakensberg and 7% the Battlefields in 2009.

Figure 8: Destinations visited by the domestic tourism market



Source: KZN Tourism Statistics brochure 2010

According to figure 8, it could thus be estimated that approximately 412 420 foreign tourists either visited or passed through ELM in 2009 to the above destinations. In terms of the domestic tourism market, it could be estimated that

249 000 domestic tourists either visited a destination within ELM, or passed through the area (refer to figure 2).

ELM experiences tourism development through the emphasis on historical, cultural and eco-tourism. The ELM has commissioned the Tourism strategy in order to realize the full potential of tourism given that the sub-region is under achieving in terms of tourism development. The Tourism strategy attempt to position ELM in tourism development that will provide economic and social benefits to all the people of the ELM and tourism development will be conducted on a pro-poor and responsible tourism basis. The ELM area will not aim to be a destination in its own right but will form linkages with other primary destinations within its surrounding areas such as Okhahlamba.

Tourism products that have been identified during Tourism Strategy can be summarised as follows (Emnambithi/Ladysmith Municipality: Tourism Development Strategy 2006:54):

Cultural heritage: The ELM has unique roots founded in its association with Ladysmith Black Mambazo.  
The Battlefields: Particularly relating to the Siege of Ladysmith and the improvement of existing products from an interpretive aspect.

Drakensberg: Particularly relating to Van Reenen and linkages with the Drakensberg Boy's Choir.

Wildlife and nature: The ELM has only recently seen growth in wildlife products, especially with the developments of Nambiti Conservancy, Emnambithi Game Reserve and the game reserve outside Colenso.

Rail tourism: TKZN has recently accepted a Rail Tourism Strategy for the province where Ladysmith forms a core railhead for trips into the Battlefields and Drakensberg. This option is not currently available in the municipality.

Events: The ELM has a limited number of events and no events strategy but the potential exists to use events as key marketing tools for tourism in the municipality.

Transit: The ELM has a large transit market, especially in terms of foreign tourists, who pass through the area along the N3 and N11. Flow-through tourism is an important aspect of tourism in the municipality.

Business: The largest current source of domestic tourists to the ELM is business tourists. The number of business tourists to the municipality is relatively fixed, because industry within the ELM is the primary attractions for those visitors. However, there is a need to develop products and activities that can be enjoyed by these tourists during the evenings. Shopping and entertainment development within the ELM should be encouraged. In addition, if product development within the ELM is of a high quality standard and business tourists are able to enjoy the products during their stay then they may be encouraged to return on weekends with their families.

Scenic: There is a number of mountain passes that have not been marketed, nor has product been developed. These include Van Reenen, in particular, De Beers Pass and Collings Pass.

Adventure: Potential may exist in the mountain passes, wildlife areas and along the Tugela River.

However, the lack of tourism resorts and tourism infrastructure deprives the tourism development in the Emnambithi area whilst tourists use the area as a bypass.

## ***Land Issues***

### **Traditional Authority Areas**

The only tribal area in ELM is the Abatungwa Kholwa Tribal Authority in the Driefontein Complex (ward 14, 17, 18 and 19). It accounts for approximately 9% (26 655ha) of the municipal area. The bulk of these areas still falls under private ownership and includes Driefontein and surrounding settlements. The main land use in the Driefontein complex is residential, with small, scattered commercial shops and government offices.

### **Land Ownership Pattern**

The pattern of land ownership within Emnambithi/ Ladysmith Municipality demonstrates multiple tenure rights which ranges from freehold, communal and an array of land that is under the control of the state and government. This has implications in terms of spatial planning such that the land that is under freehold and state control is more conversant towards attracting development as well as social and economic investments. On the other hand attracting investments tends to be more complex on communal or

tribal land tends to some of the tedious procedures. The land ownership pattern within the area can be outlined as follows:

### **privately Owned Land**

The land ownership pattern within Emnambithi/ Ladysmith Municipality demonstrates a dominance of private ownership especially within economically active areas and regions of the municipality. This is evident from urban areas such as Ladysmith town, Colenso retail hub as well as the commercial farms located along Matiwanoskop and Jonono areas within the northern parts of the municipality.

Although private ownership is common within the economically productive areas including both urban and rural areas, however the extent of its existence is also historic. Such that the majority of the farmland with high agricultural potential and strategically located urban areas within the town is in the hands of the whites on the other hand the farming areas with less potential for agriculture as well as economically inactive urban area such as Ezakheni and Steadville townships are in the hands of the black.

### **State land**

There are a number of land parcels that belong to government within the urban and rural areas. These include the large tracks of land that exists on the periphery of Colenso urban area which belong to the municipality. Ezakheni Township on the other hand is surrounded by large tracks of land which are administered by the Department of Rural Development and Land Reform while some are registered under as state land as well as the municipality. There

are fewer properties within Ladysmith town which belong to the municipality and government.

There are some of the farms which are under land reform but the processes have not been finalized so these are currently registered under the name of the Department of Rural Development and Land Reform. There are few properties which also belong to the parastatals. These include the railway line stations, servitudes and properties that belong to Transnet. There are also a number of electricity servitudes and sub-stations that belong to Eskom while the properties that accommodate the telecommunication infrastructure are under Telkom.

### **syndicate ownership**

There are large tracks of land that are not vested in an individual but a rather complex web of social group. These include the farms that belong to different trustees. Although a clear set of rules exists to regulate the rights of all members to the land, this is the most diverse form of ownership especially in terms of getting development to be initiated within the area. In some instances this requires tenure upgrading processes especially for the purpose of housing projects where the people who occupy the land are not the legitimate owners i.e. they pay rent to the syndicate (trust).

There are cases whereby some of the areas that fall within syndicate ownership are also occupied by the traditional council. These specifically exist within Driefontein complex as well as Matiwanoskop and Jononoskop. Ideally the tribal chiefs concerned are not suppose to allocate land for any purpose within such areas since such land does not legally belong to their traditional council's area of influence. However this issues needs to be properly

addressed as it has a potential to raise hostilities amongst the parties involved.

### **communal property associations (cpa's)**

The number of claims implies that the land would increasingly be registered in the name of communities. The land reform beneficiaries usually form a structure called Communal Property Association (CPA). The land that has been acquired through the land reform programme is commonly procured by the Department of Rural Development and Land Reform (DRDLR) and then transferred in the name of the CPA. Each CPA is supposed to have a constitution that guides and balances the rights and obligations by its members towards the use and entitlement to their land.

## **Land Administration**

### **Land Use Management**

Land use management in Emnambithi/ Ladysmith Local Municipality has in the past been fragmented due to the impact of the apartheid policies. This was mainly evident from the urban areas of Ladysmith and Colenso that were guided by the Town Planning Schemes while the other areas just remained without any formal land use controls. However, the situation is changing given the introduction of the KwaZulu-Natal Planning and Development Act, Act No. 6 of 2008 that required Emnambithi/ Ladysmith Municipality to introduce a wall-to-wall Land Use Scheme (LUS) within five years from the implementation date of the relevant provisions of the Act. The municipality has commenced with the processes to respond to this provincial directive though the

development of the local area plans that covers the entire municipal area.

### **Town Planning Scheme Areas**

Development that takes place within the urban areas of Ladysmith and Colenso are still guided by the town planning schemes that were developed during the Transitional Local Council (TLCs). These are presented in the form of scheme maps and clauses. These are confined and enforceable within the demarcated urban scheme boundary. While the development of the whole municipal area is undertaken in terms of KwaZulu-Natal Planning and Development Act No. 06 of 2008, the provisions that the legislation apply to the municipal area are not the same since the urban areas are within a scheme and some areas are outside the scheme area. This potentially undermines uniformity in terms of the nature and extent of land development that is lodged and approved within different areas within the municipality. This situation will eventually be put to rest once the municipality has introduced the wall-to-wall land use management scheme that covers the whole municipal area.

There are situations whereby there is collapse or breakdown of land use management even in areas that are covered by the formal town planning schemes of Ladysmith and Colenso. These include amongst others the informal settlements that are located on the area that was initially designated for General Residential 2. This property belongs to the municipality. There also a number of illegal taverns and sheebens that are found in Colenso and Ladysmith Scheme areas.

### **land use management in semi-urban and rural areas**

There are no formal land use controls in the form of planning schemes that covers the rural and semi-urban areas. The municipality has initiated processes for the preparation of the Local Area Plans in partial pursuit of promoting proper planning within the previously neglected areas. Although these plans do not take away a need to for a comprehensive wall-to-wall planning scheme, they form an important footprint in terms of promoting proper development. There is also an increasing need for residential land as certain areas experience in-migration and an increase in small and nuclear families so these plans strike a balance between these need and agricultural protection from encroachment of settlement (into high potential agricultural land). Land use management and administration can be a very daunting task if the systems are not in place. The municipality is therefore advised to ensure that it takes the following into account in order to improve managing land uses within its area of jurisdiction:

The municipality needs to develop a wall-to-wall land use management scheme as entrenched by the KwaZulu-Natal Planning and Development Act No. 06 of 2008 (PDA).

The municipality needs to move towards keeping and maintaining a register that records the scheme amendment and consent uses that have been granted within the entire municipal area.

The municipality must move towards pro-active measures of enforcing the scheme as recommended by Chapter 8 of the PDA. This implies that any person who undertakes an illegal development should be fined between 10% - 100% of the value of development.

### ***Land reform Programme***

### **Land Tenure Upgrading**

There is no land tenure upgrading projects that have been initiated within Emnambithi/ Ladysmith Municipality. However it is evident that the scope of this initiative would need to be explored within some parts of the municipal area. This would probably include the upgrading of land tenure rights into freehold ownership for the households that currently reside informally on state land within Colenso and outside of Ezakheni Township. There are a number of informal settlements that have occurred within some of the privately owned farms around Peacetown and Driefontein. There is a need to upgrade land tenure in these areas.

### **Land Restitution**

A substantial amount of restitution claims were lodged with the Regional Land Claims Commission within Emnambithi/Ladysmith Municipality. With reference to the map below, there are 470 restitution claims that were lodged. 66 of these claims have been transferred and 152 have been settled. The total size of land that is under restitution claims amounts to 33 016ha and 6442ha of that land has already been transferred to black owners. Delays in the finalisation of rural land claims create uncertainty and deny the area investment. Despite the progress that has been made in terms of resolving these land claims a lot of work still needs to be done. This relates to resourcing the new farm owned with capital and soft skills to manage the farms in a manner that ensures that these remain productive.



## Land Redistribution

An extensive amount of labour tenant applications have been lodged within the municipal area. There are approximately 394 applications that have been lodged and only 22 of these have been transferred. Initially the most important aspect of land tenure and redistribution is security of tenure especially for farm workers but over the years it increasingly becomes important to ensure that the community uses the land beyond dwelling purposes.

The Department of Rural Development and Land Reform has therefore introduced a programme (called Recapitalization and Development Programme) which seeks to assist the community to increase agricultural production, guarantee food security, job creation and graduate small scale farmers to commercial farmers in the agricultural sector. The emerging black farmers are funded under close supervision of the department in order to ensure sustainability and avoid the increase of unproductive farms.

Infrastructure Assessment

## Infrastructure Assessment

Although bulk infrastructure development is a function of the District Municipality in respect of water and sanitation, and ESKOM in respect of electricity, it is critically important for the ELM SDF include a spatial depiction of the issues in this regard.

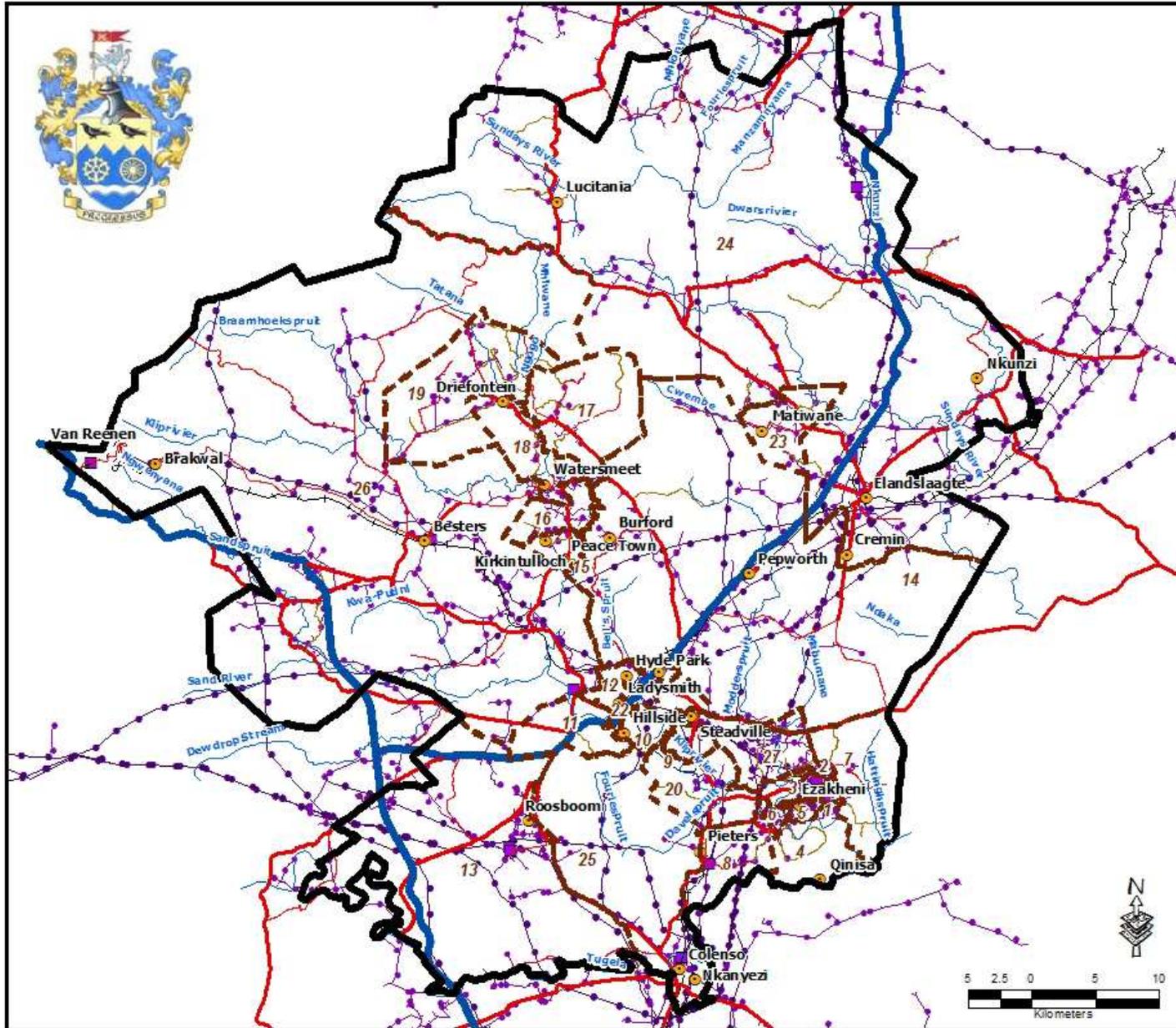
## Electricity

### BULK ELECTRICITY INFRASTRUCTURE

Emnambithi/ Ladysmith Local Municipality have access to bulk electrical infrastructure within its area of jurisdiction. There are a number of sub-stations that exist within the area. There are also a number of HV and MV cables that originate from these substations which distribute electricity within different parts of the municipal area. This is further supported by the MV stations. The capacity of the existing sub-stations is nearing its capacity; however Eskom has made plans to address this situation. This includes the development of two major sub-stations in Braamhoek and Driefontein (Mathondwane). Each of these sub-stations has a capacity of 22kv and costs approximately R8billion. Ladysmith and Colenso urban areas are more developed with electricity network than rural areas, farmlands and township.

## Licensed Distributors

Eskom is the licensed distributor of electricity within the majority of the municipal areas. Emnambithi/ Ladysmith Municipalities have obtained a licence to purchase and sell electricity within some of the urban areas. Eskom is still however responsible for the provision of electricity within the rural areas of the municipality.

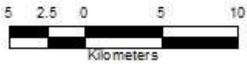


**EMNAMBITHI / LADY SMITH  
LOCAL MUNICIPALITY**

**Infrastructure**

**Legend**

- LM\_Boundary
- Wards
- Places
- Main Rivers
- Transportation**
- National Road
- Provincial Road
- District Road
- Local Road
- Railway Lines
- Eskom\_Substations
- Eskom\_MV\_Network
- Eskom\_HV\_Network



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The capacity of some of the electricity infrastructure within the area appears to be weak such that they were indications of challenges which include the weak and overloaded sub-stations and power failures during the windy and stormy periods.

### **settlements without electricity supply**

According to the discussions with Eskom, there are seven settlements that do not have access to electricity within Emnambithi/ Ladysmith Municipal area. These are as follows:

- Mathondwane,
- Watershed,
- Kleinfontein,
- Qinisa,
- Nkunzi,
- St. Joseph's Mission, and
- Kirkintulloch.

## **Water**

### **BULK WATER INFRASTRUCTURE**

There are vast disparities in terms of the provision bulk electrical infrastructure within Emnambithi/ Ladysmith Municipal area. The

urban areas are supplied with an advanced level of water infrastructure than other area. Ladysmith town has a Water Treatment Plant which is located on the western outskirts of the town. The plant has a daily capacity of 30 Mega litres per day. 17 ML comes from Spienkop Dam (which is 30km south west of Ladysmith) and 13 ML comes from the Klipriver which is adjacent to the Water Treatment Plant. This infrastructure has reached its capacity. There is also a Water Treatment Plant within Ezakheni. This WTP abstracts water from Tugela River and supplies Ezakheni Township and St. Chads. There are plans that UThukela District Municipality have made to upgrade these Water Treatment Works in order to ensure that there is sufficient capacity for water within the area.

The rural areas do not have the advanced bulk water supply infrastructure such as the Water Treatment Works (WTW), Waste Water Treatment Works and there are no water networks. There are rural areas that receive water from bulk schemes these include St Chads, Mthandi, Qinisa and Ezintabeni. Surface water is not used directly to supply water to these rural areas within ELM. There are 11 communal rural schemes within ELM that utilise groundwater as a resource, either through boreholes or springs. Surface water is not used directly as a formal supply resource within the rural areas of ELM.

The rural schemes include Burford, Driefontein, Watersmeet, Peace Town, Kirkintulloch, Van Reenen, Roosboom, Matiwanekop, Madilika, Mtateni and Nkunzi. In addition to the water schemes, the DM supplies a basic survival level service through boreholes equipped with hand pumps and protected springs. These resources are referred to as a rudimentary supply, and are used to service those areas where a communal rural water scheme is not yet in

place. There are no WTW or WWTW in the rural areas. The water is purified via manual chlorination in the reservoirs. This infrastructure needs to be maintained.

Based on the discussion with UThukela District Municipality, the entire municipal area does not have enough capacity for bulk water supply to accommodate any future large scale developments. UThukela District is busy developing a master plan in order to address this. The district considers the provision of rudimentary boreholes in rural areas as just an interim arrangement that may need to be phased out once the area's bulk water supply infrastructure is sufficiently catered for.

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## **Sanitation**

The level of sanitation and sewerage infrastructure within Emnambithi/ Ladysmith Municipality demonstrates unevenness in the provision of services within the municipal area. The urban areas such as Ladysmith and Ezakheni are well provided with waterborne sanitation infrastructure. These urban areas are fully fledged with sewerage reticulation networks, sewer pump stations and sewer treatment plants. Ladysmith town is serviced by a series of gravity sewer lines which gravitate into two sewage pump stations. The northern section of Ladysmith town feeds into a pump station adjacent to the Illing Road bus terminus. The south and central section of Ladysmith feeds into another pump station at the corner of Queen and Forbes streets. The pump stations in Ladysmith town are easily upgradeable. The pipe fittings for additional pumps in the pump stations are already in place. The sanitation infrastructure in Ladysmith town is in a good condition.

The households that fall outside of the urban areas use pit latrines for sanitation purposes. This may be considered as a limiting factor

in terms of future development (i.e. large scale commercial or industrial) that may take place within these areas. This is particularly due to the fact that pit latrines and VIP sanitation is unattractive to business zones, bad odour due the nature of the facility, environmental degradation due to contamination with underground water table.

The provision of appropriate waterborne sewerage system will be critical for specific development of specific areas. The other alternative may be the provision of septic tank sewerage system. The Septic Tank System is a small scale (on – site) sewage treatment facility common in areas with no connection to main sewage pipes. The septic tanks infrastructure may not be as expensive as the waterborne sewerage.

## ***Transport Infrastructure***

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### **Roads**

The road hierarchy within the municipal area can be divided in three major categories which can be classified as:

National roads;

Provincial roads; and

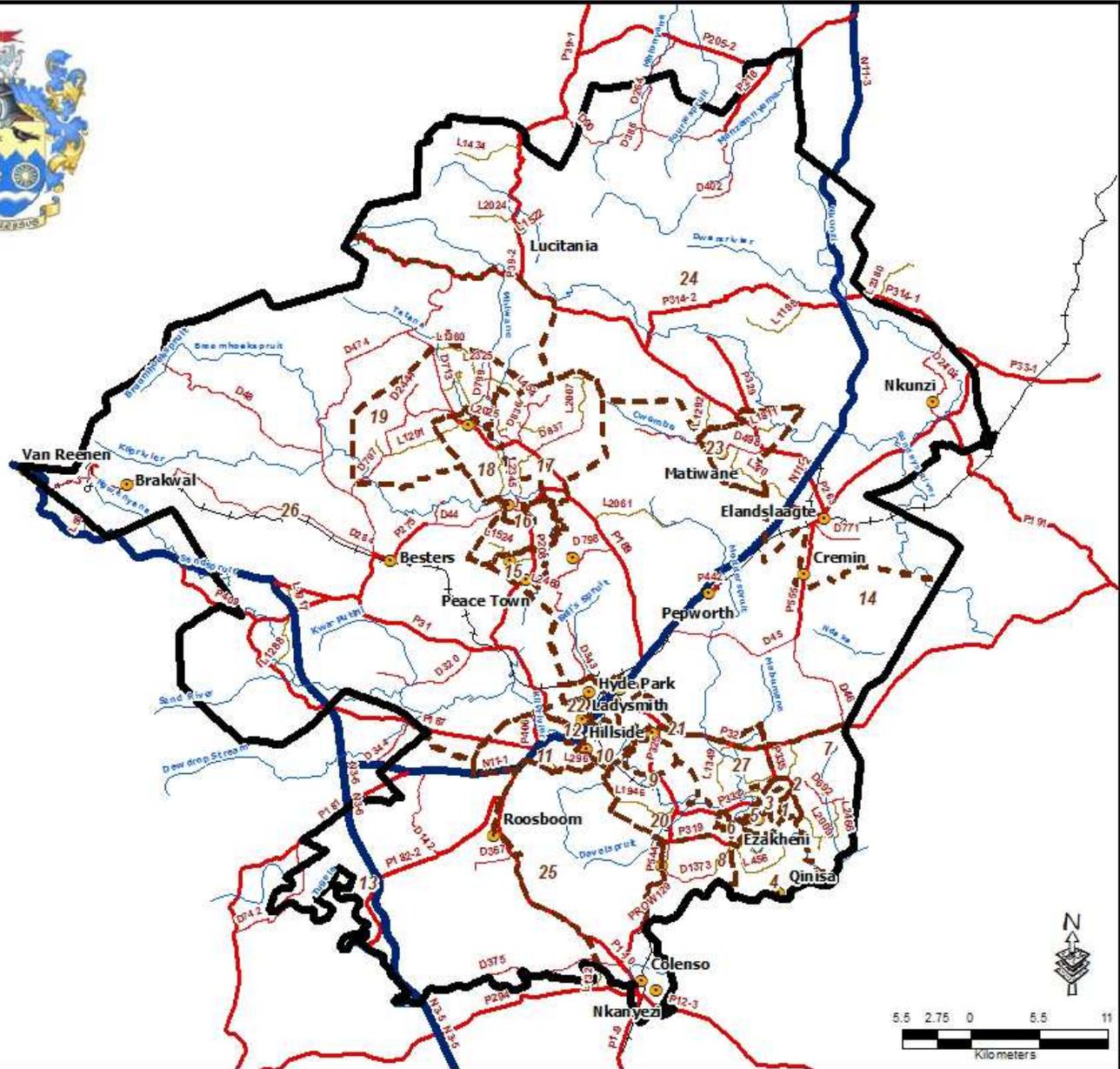
District and local roads.

The primary routes include the national routes that exist within the area and few strategic provincial routes. The secondary and tertiary routes are mainly the provincial and district roads that exist within the area. The general quality of these routes is good with exception of the local access routes within the rural areas.

## **National Roads**

N3 and N11 can be considered as the primary routes within the municipal area. The N3 corridor traverses towards the west of the municipality. The route is however, largely a movement corridor between linking Johannesburg and Durban. However, opportunity points exist at key intersections or off-ramps.

Similarly, the N11 is a movement corridor Linking KwaZulu-Natal with Mpumalanga Province through the north-western region of KwaZulu-Natal. This corridor forms an alternative route from KwaZulu-Natal to Gauteng and Mpumalanga. Due to the lower volumes of traffic along this road, and the fact that it is largely being utilised as an alternative route by trucks and other freight vehicles, very few opportunities exist to develop nodes along the route. One potential position for a node, however, is at the R602 and N11 junction which leads traffic of the N11 to the Endumeni Municipality. Here numerous commercial enterprises have been established in the past, some enjoying some levels of success, but the majority with low levels of success. There are no Direct Access Centres (DACs) along the N11 between the N3 and Newcastle. Opportunities exist to permit such a development along the N11, particularly in areas of major intersections or where traffic volumes merge.



**EMNAMBITHI / LADY SMITH  
LOCAL MUNICIPALITY**

**Transportation Routes**

**Legend**

- LM\_Boundary
- Wards
- Places
- Main Rivers
- Transportation**
- National Road
- Provincial Road
- District Road
- Local Road
- Railway Lines



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## Provincial Roads

R103 is the provincial route that runs parallel to the N3. It can be considered as the secondary corridor of the municipal area and it is also an alternative route for the traffic that passes through Ladysmith to other towns which choose not to use the N3. The R103 (between Ladysmith and N3) links the N3 to Ladysmith and passes through the settlement of Brookfield. This is a movement corridor and limited opportunities exist for the development of nodes along this corridor. As mentioned above, one opportunity exists in the vicinity of the N3 and R103 intersection, although this is limited due to the fact that this interchange is tolled by SANRA which may discourage the free flow of traffic through this intersection.

The R103 (between Colenso and Ladysmith) is primarily a movement corridor and is used by residents as an alternative route to avoid the tolls on the N11 and N3 interchange. This corridor links the urban core of Ladysmith with the Roosboom settlement and the Colenso complex. The road between Colenso and Ladysmith like the R103 is used as an alternative route to access the N3. Residents and road users from upcountry, including Dundee and Newcastle, use this road to by-pass the CBD of Ladysmith in the travels north and south. The road from the N11 through Ezakheni through to the Indaka Municipality carries heavy commuter traffic between Ezakheni and the CBD

There are also a number of Provincial Routes that act as the access roads to settlement areas. These can be considered as the tertiary corridors and include the Driefontein Access Roads (P289 and P189). These form a loop which links the Driefontein complex to

Ladysmith via the N11 to the east, and to the R103 to the west. This road is primarily an access road for the Driefontein community. The Matiwanoskop Access Road (P263) links Elandslaagte in the south to the N11, the community residing in the Matiwanoskop, and then through to the Free State via Collings Pass. This road is primarily an access road linking the Matiwanoskop community to the N11 and onto Ladysmith. The R602 links Elanslaagte and the N11 to Glencoe and Dundee, and it is a blacktop road.

## district and local Roads

These are the smallest order of the movement network within Emnambithi/ Ladysmith Municipal Area. The role of the District Roads is to connect different settlements and provide access to public facilities. The majority of rural villages are located along these roads. These routes are mainly managed by UThukela District. The Local Access Roads provide access within each settlement and sites. These routes are managed by Emnambithi/ Ladysmith Municipality.

## Social Facilities

### Health Facilities

There are two main hospitals within the ELM region, namely the Ladysmith Provincial Public Hospital and La Verna Hospital which is a private hospital. They both serve as regional facilities and have a service threshold that goes beyond the ELM boundaries.

Primary health care is provided through public clinics strategically located to serve the existing settlements (refer to the Map below).

Some of the areas receive health services by means of mobile clinics supported by the Provincial Hospital. The mobile clinic points are located in areas that have all weather roads and accessible by a car.

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### **Education Facilities**

The ELM is generally well provided with primary and secondary schools. Mnambithi FET College is the only tertiary institution found in the area. Given the regional role of the Ladysmith as a town, and the size of its service threshold, the area provides opportunities for the location of other training institutions.

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### **Libraries**

There are five public libraries within the ELLM area (ibid):  
Ladysmith Library;  
Colenso Library;  
Ezakhani Library;  
Steadville Library; and  
Agra Crescent Library (located approximately 35kms west of Ladysmith).

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### **Police Stations**

The following police stations are located within the ELLM region:  
Ladysmith Police Station;  
Besters Police Station;  
Colenso Police Station;  
Elandslaagte Police Station;  
Ezakhani Police Station; and

Ekuvukeni Police Station.

There are no planning standards that deal specifically with police stations.

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### **Cemeteries**

Access to cemeteries is one of the main challenges facing the ELM. The cemeteries in Ezakhani C1 and C3 are both located along a river and adjacent to wetlands. As such, it violates the requirements as suggested by the Department of Water and Environmental Affairs. None of the e benefitted from formal planning and has now reached their capacity. Ndomba Cemetery in Steadville was also closed due to poor location and lack of space.

Ladysmith Town Cemetery is located about 25km from Ezakhani and St Chads along the road to Steadville from Ladysmith town. It is the only formally established cemetery in Ladysmith-Emnambithi Municipality. This facility is also fast reaching its capacity due to pressure. Informal burial sites are also found in various rural settlements such as Driefontein, Matiwane and Roosboom. Studies for the identification of land and development of a regional burial facility are currently underway.

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### **LandFill Sites**

Emnambithi/ Ladysmith Municipality do not have a proper waste treatment facility (e.g. incineration, gasification). The municipality has over the years closed many small illegally operating landfill sites in order to comply with the standards of the Department of Water Affairs and Forestry. The Municipality is currently operating with one municipal landfill site, namely Acaciavalle. However, this site also does not conform to DWAF Minimum Requirements and its

licencing requirements, and currently the ELM is completing the site selection phase for establishing a new licence landfill site. Once a new site has been selected, licensed and become operational, the Acaciavalle landfill will be closed and rehabilitated in accordance with DWAF Minimum Requirements. Based on the information obtained from the municipality IDPs, waste collection is only undertaken within the urban areas.

### ***sustainable human settlements***

Human settlements are the spatial dimension as well as the physical expression of economic and social activity. The creation of sustainable human settlements is inevitably an objective for social development as it defines and conditions the relationship between where people live, play and work on the one hand and how this occurs within the confines of the natural environment. It is one of the most visible and quantifiable indicators of the society's ability to meet one of its basic needs - shelter, and a pre-requisite for sustainable human development and economic growth.

#### **Land Release**

Emnambithi/ Ladysmith Municipality have initiated a process of developing the Local Area Plans that covers the entire municipal area. This process has afforded the municipality an opportunity to undertake an identification and mapping of land that is strategically located and suitable for a range of housing development initiatives. These LAP have taken into account of various criteria's which are:

- Ownership of land.
- Restrictive conditions of title and other encumbrances.
- Current land use.

Existing zoning.

Size and potential yield for different housing products.

Availability of services.

Location in relation to employment and other urban opportunities.

Market value of the land as determined by the municipality for rating purposes.

Geotechnical, topographical and other environmental conditions should allow cost-effective development and servicing of the land.

Adherence with IDP and the associated sector plans.

These LAP processes can then be advanced to implementation since they had facilitated the release of strategically and suitably located land as rapidly and cost effectively as possible so as to provide a range of housing products. Particular focus may be paid to state owned land and land located within development nodes and along development corridors and spines as identified in the detailed LAPs. This includes land registered in the name of the Emnambithi/ Ladysmith Municipality, land held by the Provincial Department of Human Settlements in terms of the power of attorney and land administered by the national Department of Rural Development and Land Affairs.

#### **Housing Delivery**

A differential strategy will be followed in the development of human settlements. Particular focus in the urban areas will be paid to the eradication of informal settlements and release of land for the establishment of new settlements and delivery of a range of housing products within the urban edge. Dense rural settlements will be prioritised for the development of human settlements through the rural housing subsidy scheme.

### **Slums Clearance**

The following spatial planning directives will be applied in the implementation of slums clearance projects:

Identify all informal settlements and quantify housing need.

Mapping and assessment of informal settlements to establish whether they can be upgraded in-situ or requires relocation.

Develop and introduce a land invasion policy as a means to prevent development of new and expansion of the existing informal settlements.

### **Rural Housing**

The Government's rural housing assistance programme has been designed to complement the realisation of the objectives of the Integrated and Sustainable Human Settlements. It focuses on areas outside formalised townships where tenure options are not registered in the Deeds Office but rather protected in terms of land rights legislation - Interim Protection of Informal Land Rights Act, 1996 (Act No. 31 of 1996).

As opposed to registered individual ownership in formal towns, rural households enjoy protected informal tenure rights and/or rental or permission to occupy. The rural housing assistance programme is needs or demand based and designed to provide housing and infrastructure assistance within the specific circumstances. Dense rural prioritized settlements will be for rural housing.

### **Breaking New Ground Projects**

Emnambithi/ Ladysmith Local Municipality developed the Housing Sector Plan in 2008 which estimated the total housing demand to

be 10523 units. It is important to note that this figure is based on the housing waiting list dated 2008 as such it is difficult to establish the accurate extent of housing backlog, particularly for low cost and middle income housing. Housing need is intense in areas such as Ezakheni, Roosboom, Driefontein, Matiwane and other similar settlements.

### **Middle Income and Upmarket Housing**

Middle income and up market housing is undertaken by the private sector in response to a latent need. However, the municipality can facilitate the delivery of this form of housing through the incorporation of appropriately located land into the town planning scheme area and introduction of appropriate zoning.

## ***Physical Environment***

### **Climate**

Ladysmith is 1,015m above sea level and has a temperate climate, with an annual average temperature of 16.5°C. Summers are warm to hot and winters mild to cold. Winter sunshine averages almost 7 hours a day, which is among the highest in the country, which could create opportunities for solar power generation. During winter, temperatures may drop below freezing, and Ladysmith experiences an average of 15 frost days annually.

The municipality can be characterised as a humid subtropical rainfall region with summer rainfall, but this can be further subdivided into regions which reach temperatures of over 22°C during the warmest months and regions where temperatures are below 22°C during these months. The warmer rainfall region covers

the majority of the ELM and encompasses the southern areas of the municipality, while the cooler rainfall region is generally concentrated to the north.

Annual rainfall is approximately 700 – 750mm, with the highest and lowest rainfalls in January and July respectively. The mean annual potential evaporation is 1,833mm. The ELM experiences many windy days, with northerly and north-westerly prevailing winds. Climate-related natural disasters experienced within the ELM include hail and windstorms as well as flooding. More detail on areas that are sensitive to flooding is provided below.

### **Topography**

The town of Ladysmith is located in the foothills of the Drakensberg Mountains, which form the escarpment. The dominant topographical features of the ELM are valley slopes and undulating hills, but the topography is highly diverse and also includes broad valleys, moderate to steep slopes, rolling hills, flat plains, dolerite koppies and steep ridges (Nemai Consulting, 2010).

### **Geology and soils**

The geology of the area is characterised by Karoo Supergroup rocks including shales, mudstones and fine-grained sandstones of the Dwyka, Ecca and Beaufort Group strata, with some Jurassic Period dolerite intrusions. There is a great diversity of soil types within the ELM, with varying drainage conditions, clay content, depth and agricultural potential (Nemai Consulting, 2010).

### **Heritage Areas**

The ELM region is characterised by a rich cultural and historic heritage. The historical buildings, the museums, the churches and the Battlefield sites offer an opportunity to explore the local history and represent an important tourism attraction within the municipality.

### **Heritage Sites**

The ELM has a large number of areas of historical and heritage importance, including Platrand and Lombardskop. The towns of Ladysmith and Colenso are important historic and cultural centres being characterised by a rich historic heritage with numerous historical sites.

Ladysmith is the home of the world famous Ladysmith Black Mambazo. The Siege Museum and Cultural Centre in Ladysmith contain exhibitions on Ladysmith Black Mambazo and the Drakensberg Boys' Choir. Historical and cultural attractions in Colenso include the R. E.

### **Archaeological Sites**

The ELM features numerous archaeological sites spread throughout the area. However the data coverage as provided by the Natal Museum is by no means complete. It is important to note that no area has been totally surveyed for archaeological sites. Therefore the recorded sites provide only an indication of what is available in the area. Many other archaeological sites are likely to occur within the Ladysmith area (Nemai Consulting September 2010:124) .

## Water resources and catchment management

The following information is based on the Department of Water Affairs and Forestry's Internal Strategic Perspective on the Thukela Water Management Area (2004).

### Thukela Water Management Area

The ELM is within the Thukela Water Management Area (WMA), which is characterised by extensive drainage systems. The Thukela catchment experiences relatively high rainfall, which leads to a high Mean Annual Runoff (MAR) of approximately 3,799 million m<sup>3</sup>/annum. Groundwater quality within the WMA is generally good, and usage only equates to about 100 m<sup>3</sup>/km<sup>2</sup>/annum, which is only 0.4% of the mean annual recharge over the WMA as a whole.

Table 1: Drainage areas and major rivers

Quaternary catchments	Major river
V11M	Tugela River
V12A	Kip River (and tributary Braamhoekspruit)
V12B	Ngogo River (and tributaries Tatana and Mhlawane)
V12C	Klip River (and tributaries Ngogo and Flagspruit)
V12D (partial)	Ngwenyana
V12E (partial)	Sand River
V12F (partial)	Klip River (and tributary Sand River)

Quaternary catchments	Major river
V12G	Klip River (and tributary Modderspruit)
V14A (partial)	Tugela River
V14B (partial)	Tugela River
V14E (partial)	Tugela River
V31E (partial)	Jim Shole; Mhlonyane; Fouriespruit; Amanzamnyama
V60A (partial)	Sunday's River (and tributaries Ndaka, Emnyameni and Nhlolamvula)
V60B (partial)	Sunday's River (and tributaries Cwembe and Nkunzi)
V60C (partial)	Sunday's River

Source: Nema Consulting, 2010

The table above lists the drainage areas and major rivers of the Thukela WMA that fall within the ELM. There are two sub-catchments of the Thukela WMA within the ELM: the Upper Thukela Key Area and Sundays River Key Area, which are discussed in more detail below.

### Upper Thukela Key Area

The Upper Thukela Key Area covers the western parts of the municipal area and has a MAR of 1,256 million m<sup>3</sup>/annum. The Thukela river system is the largest in KwaZulu-Natal, and the presence of four major inter-basin transfer schemes (Tugela-Vaal Project, Zaaihoek Scheme, Thukela-Mhlathuze Scheme and

Braamhoek Pumped Storage Scheme) means this river system is of major significance for the industrial economy of South Africa (Kanz *et al.*, 2009).

The Klip and Thukela Rivers are the main rivers of the Upper Tugela Key Area, which fall within the ELM. The Thukela drains the area to the south of Ladysmith, passing north of Colenso and forming most of the southern boundary of the municipality, while the Klip River drains the western and southern portions of the municipality and passes through Ladysmith. The Thukela and Klip Rivers converge about 20km southeast of Ladysmith.

There are only two major dams within the sub-catchment. Windsor Dam, which has a capacity of 27,300 mega litres and a surface area of 826 km<sup>2</sup>, was constructed on the Klip River north of Ladysmith in 1950. It was historically the main water supply and flood control for Ladysmith, but the build-up of silt has reduced its efficiency. The Qedusizi flood attenuation dam is situated 5km downstream of the Windsor Dam and was completed in 1998. It has a capacity of 133,295 mega litres and a surface area of 19,594km<sup>2</sup>. According to EnvironDev (2009), irrigation water in this area is abstracted from the Klip River and from a small section of the Thukela River.

Ladysmith is regularly affected by flooding due to its location on the Klip River. Minor flooding occurs almost annually, but during the period between 1887 and 1987, 29 major floods have occurred, including the flood of 1996 in which hundreds of families had to be evacuated. A flood defence system known as the Ladysmith Flood Control Scheme has also been developed and involves maintenance of levees and the Klip River channel (Nemai Consulting, 2009).

According to the State of the uThukela District Report (2007), Ezakheni and Colenso have inadequate storm water systems, and

these areas are also regularly affected by flooding due to the frequent storms which occur in the area.

### **Sundays River Key Area**

The Sundays River Key Area is the other sub-catchment within the Thukela WMA. The Sundays River drains the north-eastern section of the municipal area and flows in a south-easterly direction from the Eastern Escarpment to converge with the Thukela River to the south of the municipality. This sub-catchment area has a MAR of 220 million m<sup>3</sup>/annum, and the gross available water in the Sundays River, based on current development levels, is estimated to be 12 million m<sup>3</sup>/annum.

Commercial dryland agriculture is the dominant land use in the section of the Sundays River Key Area within the ELM. Irrigation is supplied from farm dams and rivers, but the only significant water storage is the Slangdraai Dam on the Sundays River near Ladysmith, which was completed in 1986 and has a capacity of 10,300 mega litres and a surface area of 2,400km<sup>2</sup> (Nemai Consulting, 2009). The return flows from irrigation and two dormant and six closed coal mines in the upper catchment areas are significant and contribute to water quality problems.

### **Wetlands**

The well-developed river systems within the ELM give rise to numerous wetlands throughout the municipality, with the majority concentrated in the areas northeast, north and northwest of Ladysmith. Kanz *et al.* (2009) state that wetland systems within the uThukela District Municipality are distributed in a complex mosaic,

occupying a variety of positions in the landscape across altitudinal gradients, ranging from open water bodies such as mountain tarns, small hanging wetlands, high on valley sides, a variety of vleis and marshes, down to extensive wetlands associated with an intricate network of stream and river courses.

Wetlands support high levels of biodiversity due to the variation in abiotic conditions, which gives rise to a diversity of ecotones supporting varied faunal assemblages, and they are therefore of major importance for nature conservation. Wetlands perform various other important functions, including flood attenuation and improvement of water quality due to the retention of sediments, nutrients and pathogens and are therefore critical for the continued provision of ecosystem services. Wetlands also have value as tourist attractions.

Kanz *et al.* (2009) used the Ezemvelo KwaZulu-Natal Wildlife systematic aquatic conservation plan when determining the areas of conservation priority for the uThukela District Municipality. The Earmarked Areas are required to be kept in a compatible form of land use so that the biodiversity goals and targets for the Province can be achieved, but many of these areas have already been transformed. Critically important areas in the ELM were located in a band from northwest to southeast along the western and southern Municipal boundaries, with a small section in the north of the Municipal area, near and along the boundary.

The rivers and associated wetlands within the uThukela District Municipality (particularly the upper catchment wetlands) have been classified by Kanz *et al.* (2009) as being of 'national importance'. High conservation value and biodiversity sensitivity should be attributed to all wetlands within the District, even if they are degraded (Nemai Consulting, 2010). According to Kanz *et al.*,

the sustained provision of clean water is dependent on the wetlands, rivers and grasslands in the uThukela District Municipality. The vegetation needs to be well-managed to maintain the vegetation cover that ensures the protection of the soil during precipitation events, effective absorption of water into the soil and the slow release of the water into the system thereafter.

## **Biodiversity**

The following sections are based on information obtained from the Biodiversity Sector Plan for the uThukela District Municipality (Kanz *et al.*, 2009). The District Municipality comprises marked biophysical gradients influenced by altitude, slope position, aspect, climate, topography and geology, which creates a diversity of habitat types. This translates into 'exceptional' terrestrial and aquatic biodiversity, species richness and endemism.

## **Flora**

The majority of the Municipal area is classified as the grassland biome, but savannah is present in the areas near the south and south-eastern boundaries, extending westwards as far as Ladysmith.

The flora can be further subdivided into vegetation types, which can be defined in terms of dominant, common and rare species that may be associated with landscape and physical features such as topography, geology, soils and climate. **Error! Reference source not found.** shows the vegetation types found within the ELM and provides an overview of the position each vegetation type occupies and its conservation status. The dominant vegetation types are Northern KwaZulu-Natal Moist Grassland, KwaZulu-Natal Highland

Thornveld, Thukela Thornveld and Low Escarpment Moist Grassland, and of these vegetation types, only the Northern KwaZulu-Natal Moist Grassland is considered a threatened ecosystem (listed as Vulnerable).

Other vegetation types found within the municipality include Northern KwaZulu-Natal Shrubland, Eastern Free State Sandy Grassland (Endangered), Income Sandy Grassland (Vulnerable), Basotho Montane Shrubland (Vulnerable), Northern Afrotropical Forest, Thukela Valley Bushveld and Eastern Temperate Freshwater Wetland.

## Fauna

The ELM supports various faunal taxa including mammal, bird, reptile, amphibian, insect and arachnid species. Game farms are present near the southern and eastern boundaries of the municipality. The Nambithi Game Reserve, which covers approximately 20,000 acres, is located approximately 25km east of Ladysmith. This private game reserve is the only reserve in the region that is home to all of the big five (buffalo, elephant, leopard, lion and rhino), and it also supports over thirty other species of game including giraffe, hippo, hyena, impala, springbok and zebra. According to *Kanz et al.* (2009), the uThukela District Municipality is considered a hotspot for amphibian and bird diversity (although this is primarily in the Drakensberg). Threatened bird species, such as Cape Goshawk (*Gyps coprotheres*) and Bearded Vulture (*Gypaetus barbatus*), as well as other raptors including Black Eagles (*Aquila verreauxii*), nest on the cliffs along the escarpment but they forage throughout the District and may require a large area to satisfy their food requirements. It is therefore important that the habitat is

protected not only for animals which reside in it, but also for animals which may use it temporarily.

Crane critical biodiversity areas were identified within the ELM to the north and southwest of Ladysmith. Oribi critical biodiversity areas identified within the ELM are located north and northeast of the Ladysmith town. The Sundays River area is a habitat for various birds' species.

## Protected and Development Exclusion Areas

In order to conserve the high levels of biodiversity within the ELM, conservation planning must incorporate the range of biophysical features and diverse habitat types in order to retain the high levels of biodiversity associated therewith.

## Formal Protected Areas

The ELM only contains one formal protected area, the Tugela Drift Nature Reserve situated northwest of Colenso. It has a very small spatial extent but contains Thukela Thornveld and KwaZulu-Natal Highland Thornveld vegetation types. It is managed by Ezemvelo KwaZulu-Natal Wildlife.

## Informal Protected Areas

*Kanz et al.* (2009) indicate that there are a few Private Game Reserves and Private Nature Reserves within the ELM. They are considered as second order conservation areas due to land under private ownership generally being subject to commercial land use, which does not necessarily result in effective conservation. These areas do, however, represent opportunities for stewardship

initiatives and protected area expansion. The Nambithi Conservancy is located at Elandslaagte.

## Areas That Require Conservation

### Provincial/District Conservation Status

Kanz *et al.* (2009) identified a section within the ELM as being one of two Critical Biodiversity Areas for 'immediate conservation action' within the uThukela District Municipality. Critical Biodiversity Areas are defined as follows:

*"Irreplaceable and highly significant areas that need to be maintained in a natural state in order to ensure the continued existence and functioning of species and ecosystems and the delivery of ecosystem services. A Critical Biodiversity Area comprises the best choice of area for achieving biodiversity targets of the relevant biodiversity feature(s)"*

### National Conservation Status

The National Environmental Management: Biodiversity Act, 2004 (Act 10 of 2004) provides for the listing of ecosystems which are threatened and in need of protection. The List of Ecosystems that are threatened and in Need of Protection (Government Notice No. 1002 of 9 December 2011) has been published for terrestrial ecosystems. The reasons for listing threatened ecosystems are as follows:

"The purpose of listing threatened ecosystems is primarily to reduce the rate of ecosystem and species extinction. This includes

preventing further degradation and loss of structure, function and composition of threatened ecosystems. The purpose of listing protected ecosystems is primarily to preserve witness sites of exceptionally high conservation value. For both threatened and protected ecosystems, the purpose includes enabling or facilitating proactive management of these ecosystems. It is likely that ecosystem listing will also play a symbolic and awareness-raising role; however, this is not the primary purpose of listing ecosystems (List of Ecosystems that are threatened and in Need of Protection). The purpose of listing threatened or protected ecosystems is not to ensure the persistence of landscape-scale ecological processes or to ensure the provision of ecosystem services, even though listing ecosystems may contribute towards these important goals".

Listed ecosystems are based on one of the following information sources:

South African Vegetation Map

National forest types recognised by DAFF

Priority areas identified in a provincial systematic biodiversity plan

High irreplaceability forest patches or clusters systematically identified by DAFF

The implications of listing the ecosystems are as follows:

Planning-related implications, linked to the requirement in the Biodiversity Act for listed ecosystems to be taken into account in municipal IDPs and SDFs

Environmental authorisation implications, in terms of NEMA and EIA regulations

Proactive management implications, in terms of the Biodiversity Act

Monitoring and reporting implications, in terms of the Biodiversity Act

Of the three ecosystems listed, the Nkunzi/ Sundays River Grasslands can be considered the highest priority for conservation due to the fact that this ecosystem has a limited extent (only occurring within Emnambithi / Ladysmith and Dannhauser Local Municipalities) and because it supports five protected / endemic species (two bird species, the Wattled Crane and White-winged Flufftail; one mammal species, the Oribi' and two plant species, *Kniphofia breviflora* and *Selago longicalyx*). According to Mucina and Rutherford (2006), this ecosystem contains four vegetation types: Northern KwaZulu-Natal Moist Grassland, Low Escarpment Moist Grassland, Northern Afrotropical Forest and Northern KwaZulu-Natal Shrubland.

## **SPATIAL PLANNING ISSUES**

Based on the ensuing analysis of the current spatial situation within the ELM, it follows that there is a number of issues that need to be considered in order to formulate a credible and meaningful spatial framework for the area. These can be divided into the following categories:

Policy directives

Regional and external influences

Internal spatial dynamics and trends

### **Policy Directives**

The following policy directives provide a framework for the consideration of area specific spatial issues:

In terms of the Constitution and various local government legislation, the municipality has a mandate to undertake wall-to-wall spatial planning. This includes providing guidance to land owners and developers for the location of different uses and direction of growth. This mandate should be undertaken in a fair and impartial manner.

Spatial planning should have a clear focus on transformation issues with particular emphasis on undoing the spatial imprints of the apartheid and colonial past. The transformation of existing settlements (both urban and rural) into sustainable human settlements should form the core of this agenda.

In addition, execution of this mandate should strengthen the developmental role of the ELM, and give effect to the spirit of cooperative government. As such, the SDF should reflect a shared vision.

Furthermore, development (both social and economic) occurs in a natural environment. As such, the SDF should advance the course of environmental and natural resource management and give effect to the intention of the environmental management agenda of the national government.

Lastly planning should drive development. The SDF should indicate areas where development should not be promoted and priority areas for service delivery and socio-economic development.

In short, the SDF should be underpinned by a set of normative and substantive principles reflected in various policy documents. The normative principles are focused on and correlated to the field of spatial planning, land use management and land development, but, as is the case with all principles and norms, need further actualization in specific, concrete contexts.

### **Regional and External Influences**

Although the ELM is a spatially defined local government structure, it is subject to a range of influences. Some of these relates to the spatial trends and patterns that pertains at a regional level while others are general factors that affects spatial planning at large. These are summarised hereunder as follows:

The ELM forms part of UThukela River Catchment and is located at the headwaters of this provincial resource. As such, communities located downstream are dependant, in part, on the good catchment management practices within the ELM for access to water. As such, the SDF should be formulated within a broader perspective.

Two national roads that serve as both national and provincial corridors runs through the ELM in a north-south direction and east-west direction. The SDF should reposition the ELM to seize the opportunities associated with these corridors and facilitate the attainment of the national and provincial development imperatives.

Ladysmith town plays a significant role within the municipal area and UThukela District as a whole. It is an administrative, service and main economic centre with a threshold that covers the full extent of the municipal area and beyond. It is a link with other towns within the district as well as the major provincial centres and beyond. As such, the town should be planned as a rural town and be structured and managed to enable it to perform its functions efficiently and effectively.

The ELM is located at the intersection of two major provincial and national tourism regions, that is, the Drakensburg and the battlefields. Ladysmith is the only major town within the Drakensburg and is strategically positioned to serve as a gateway into each of these regions.

### **Internal Spatial Dynamics and Trends**

Critical internal spatial dynamics and trends include the following:

Previous regional spatial plans ignored completely the spatial dynamics of rural settlements. They identified these areas blobs of rural settlements giving an impression that they are all the same and should be treated as such in spatial planning processes. On the contrary, these settlements are dynamic complex spatial systems. As such an understanding of the factors that shapes these settlements is critical in an SDF t

Expansive rural settlements that characterises Ladysmith Municipality area are spread in space in a manner that follows different logic from the orthodox spatial planning paradigms. Their establishment neither followed legal prescripts nor has land use pattern evolved in line with the dictates of systems and procedures such as Town Planning Schemes. Instead, they have emerged in the context of social identity and livelihood strategies. In modern days, they are highly influenced by access to basic services and public facilities.

The environment within Ladysmith Municipality provides several opportunities for eco-tourism development provided these would be harnessed appropriately and utilised on a sustainable basis. Although there are numerous benefits provided by the environment, there are also several environmental threats and limitations which if not addressed could contribute to decline in t

Land capability of the Ladysmith Municipality is significantly limited. Only an estimated 30% of the total land area of the municipality has land with minor limitations to agricultural production. Unfortunately, the limited land for agriculture is decimated by extensive settlement and the associated uses.

The sprawl of rural settlements and growth of informal settlement in around the rural service centres of Ladysmith and Ezakheni in particular is considered a critical issue affecting the municipal area.

The spatial imprints of the apartheid past remain and continue to undermine efforts towards equitable development. The past segregationist and apartheid policies have had a

profound impact on the spatial structure of Ladysmith-Emnambithi area. Apartheid policies gave rise to fragmented communities, marginalised the poor from the economic activities and undermined their participation in the economy.

The illegal occupation of land by those who either cannot find space in designated housing development areas or seek locations closer to urban opportunities but want to maintain their rural base (circular migration).

More recently, the location of low cost housing projects in peripheral areas away from urban opportunities. The majority of these are found either in Ezakheni/St Chads area or just outside Steadville.

In addition, the growth of dislocated settlements (former black spots and land reform settlements) either in peri-urban areas or commercial farmlands.

### Regional and External Influences

Although the ELM is a spatially defined local government structure, it is subject to a range of influences. Some of these relates to the spatial trends and patterns that pertains at a regional level while others are general factors that affects spatial planning at large.

### **Emnambithi/Ladysmith Municipality as Part of Uthukela District**

The ELM is one of the four local municipalities that makes up Uthukela District. However, it occupies a strategic position and accounts for the majority of the district economy. The district boundaries were delineated in terms of the Municipal Demarcation Act in a manner that includes the whole of the Ladysmith Town catchment area with the following being key determinants in this regard:

population movement trends;

regional economic patterns; and

land use pattern.

As such, the boundaries are not just administrative, but are also intended to promote social and economic development. They also strengthen regional economic and functional linkages with towns/rural service centre serving as central points.

### **Uthukela River Catchment**

The ELM forms part of Uthukela River Catchment and is located, in part, at the headwaters of this provincial resource. The major rivers traversing the municipal area include the Klip River and Sunday's Rivers and their tributaries. Both the aforementioned watercourses drain into the Tugela River.

The Thukela River is the largest river system in KwaZulu-Natal. Uthukela River and its tributaries meander through the central part of the province and drain from the Drakensberg escarpment towards the Indian Ocean. The total area of the Thukela River catchment is approximately 30 000 km<sup>2</sup> in extent (Nemai Consulting, 2009).

As such, communities located downstream are dependant, in part, on the good catchment management practices within the ELM for access to water. As such, the SDF should be formulated within a broader perspective.

### **The N3 and the N11 Development Corridors**

Two national roads that serve as both national and provincial corridors runs through the ELM in a north-south direction and east-west direction. The N2 is a limited access national trade route. It runs along the southern boundary of the ELM and by-passes Ladysmith. Despite this, it presents a number of opportunities especially at key road intersection. The N11 on the other hand connects a number of towns both within and outside of the province and thus also serves as a regional trade route. The SDF should reposition the ELM to seize the opportunities associated with these corridors and facilitate the attainment of the national and provincial development imperatives.

### **Ladysmith Town as a Regional Hub**

Ladysmith town plays a significant role within the municipal area and UThukela District as a whole. It is an administrative, service and main economic centre with a threshold that covers the full extent of the district municipality area and beyond. It is a link with other towns within the district as well as the major provincial centres and beyond. As such, the town should be planned as a regional hub and be structured and managed in a manner that enable it to perform its functions efficiently and effectively. Ladysmith is the commercial centre for a large farming district and serves as a major shopping centre for towns such as Colenso, Glencoe, Bergville and Dundee.

### **Gateway into the battlefields and Drakensburg**

The ELM is located at the intersection of two major provincial and national tourism regions, that is, the Drakensburg and the battlefields. Ladysmith is the only major town within the Drakensburg and is strategically positioned to serve as a gateway into each of these regions.

### ***Internal Spatial Dynamics and Trends***

#### **Apartheid Spatial Structure**

The past segregationist and apartheid policies have had a profound impact on the spatial structure of Ladysmith-Emnambithi area. Apartheid policies gave rise to fragmented communities, marginalised the poor from the economic activities and undermined their participation in the economy. A review of the structure and form of the municipal area reveals, a low density urban sprawl that is driven mainly by the following factors:

Speculative sprawl involves higher income people seeking to privatize amenity. The majority of this occurs just outside Ladysmith, particularly western suburbs. Urban management approach which promotes anti-city values of suburbia – single storey houses on a large plot of land as a symbol of ‘good’ urban living.

Crisis search for land by the past authorities for segregation purposes hence the location of Ezakheni some 30km outside of Ladysmith.

The illegal occupation of land by those who either cannot find space in designated housing development areas or seek locations closer to urban opportunities but want to maintain their rural base (circular migration).

More recently, the location of low cost housing projects in peripheral areas away from urban opportunities. The majority of these are found either in Ezakheni/St Chads area or just outside Steadville.

In addition, the growth of dislocated settlements (former black spots and land reform settlements) either in peri-urban areas or commercial farmlands.

Ezakheni/St Chads is one of the spatial footprints of the apartheid past that will take long to eliminate. It presents the municipality with a serious challenge to transform the area from being a dormitory suburb into a functional, integrated and generative spatial system.

### **Dislocated Rural Settlement**

One of the key features of the ELM is a relatively large representation of dislocated settlements (former black spots) located mainly to the north of Ladysmith Town. The genesis of these settlements differs markedly with areas such as Nkunzi owing its existence from the erstwhile mining operations in the area. However, the majority have developed on land owned privately by black African as a means to accommodate people who were removed from the commercial farms and compensate for low productive potential of the land. Some of these settlements are small and does not make sufficient thresholds for efficient delivery of services and development of public facilities. More recently, the land reform programme has also contributed to the establishment of isolated rural settlements on agricultural land.

### **Spatial Dynamics within Rural Settlements**

Previous regional spatial plans ignored completely the spatial dynamics of rural settlements. They identified these areas blobs of rural settlements giving an impression that they are all the same and should be treated as such in spatial planning processes. On the contrary, these settlements are dynamic complex spatial systems. As such an understanding of the factors that shapes these settlements is critical in an SDF.

Expansive rural settlements that characterises Emnambithi/Ladysmith Municipality area are spread in space in a manner that follows different logic from the orthodox spatial planning paradigms. Their establishment neither followed legal prescripts nor has land use pattern evolved in line with the dictates of systems and procedures such as Town Planning Schemes. Instead, they have emerged in the context of land need, forced removals and livelihood strategies. In modern days, they are highly influenced by access to basic services and public facilities.

### **Urban Sprawl**

Urban sprawl can be defined as spatially extensive, often uncontrolled urban development into surrounding peri-urban and rural areas. Urban sprawl is a key threat to agricultural resources within the municipality. An example is the Driefontein complex, which is one of the few areas within the municipality with extensive high potential agricultural soils, much of which is now unable to be farmed due to urban sprawl. This is also occurring in areas such as the pecan nut project adjacent to the Klip River, Roosboom, Pieters, and Matawaneskop. Urban sprawl is also a threat to biodiversity, with sensitive grassland

environments unable to be returned to a satisfactory ecological state once they have been impacted by development.

The phenomenon of urban sprawl is common mainly in Ezakheni and Ladysmith. It is driven mainly by the following factors:

The illegal occupation of land by those who either cannot find space in designated housing development areas or seek locations closer to urban opportunities but want to maintain their rural base (circular migration).

More recently, the location of low cost housing projects in peripheral areas away from urban opportunities. The majority of these are found either in Ezakheni/St Chads area or just outside Steadville.

Impact of the early approaches to the land reform programme which made provision for the transfer of land to large groups without any support for land use planning and productive use of the land. Roosboom is a good example in this regard.

### **Urban Decay**

Urban decay (also known as urban rot and urban blight) is one of the main challenges facing the urban centres within the ELM. It refers to a process whereby a previously functioning urban centre or part thereof, falls into disrepair and decrepitude. Urban decay has manifested as follows in the ELM:

Over the past few years, infrastructure in Colenso has crumbled resulting to the outflow of investment, changing population composition, economic restructuring, abandoned buildings, high local unemployment, and a desolate, inhospitable town landscape.

Ezakheni industrial complex has experienced mixed economic fortunes resulting from changes in the national economic policies. A large number of industrial buildings have remained vacant and poorly maintained for a long period of time.

Urban decay in Ladysmith town tends to concentrate mainly along Lylle Street where is a relatively high representation of informal traders, derelict buildings and grime. Informal trading is concentrated near the entrance of the Murchison Mall and Lyell Street taxi rank. A project to provide wooden trading stalls (Wendy houses) to informal traders saw some improvement in their trading conditions, but the results have been mixed and these structures appear in a state of disrepair and damaged under weather conditions.

### **Encroachment of settlement onto high potential agricultural land**

Land capability of the Ladysmith Municipality is significantly limited. Only an estimated 30% of the total land area of the municipality has land with minor limitations to agricultural production. The remaining 70% is either not arable or has severe limitations to agriculture. Unfortunately, the limited land for agriculture is decimated by extensive settlement and the associated uses. Currently, it appears that commercial agriculture is not a viable land use option for a development programme in most parts of the municipal area. Viable agricultural schemes have also proved to be difficult to implement in rural areas due to shortage of land.

### **Spatial Impact of the Land Reform Programme**

The land reform programme is a Constitutional imperative, and forms one of the cornerstones of the rural development programme of the national government. A large portion of the ELM is subject to various elements of the land reform including labour tenant

applications, land tenure upgrade in areas such as Driefontein and Matiwane, land restitution, etc. While this will transfer productive assets to the rural poor, it may also have an effect of reducing commercial agricultural land, and create isolated settlements.

### **Environmental Degradation**

The environment within Ladysmith Municipality provides several opportunities for eco-tourism development provided these would be harnessed appropriately and utilised on a sustainable basis. Although there are numerous benefits provided by the environment, there are also several environmental threats and limitations which if not addressed could contribute to decline in

### **Biodiversity and protected areas**

The relative lack of protected areas within the municipality, and the fact that the only formally protected area does not contain any threatened ecosystems or vegetation types, is viewed as a strategic sustainable development issue. The identification and proclamation of new conservation areas could be used to create opportunities for the upliftment of communities along with the conservation of biodiversity and natural resources, and there is evidence of the successful application of this model throughout South Africa. There is, however, the potential for major conflicts between socio-economic and environmental factors due to possible requirements for the resettlement of people and impacts to potential future agricultural land. Biodiversity conservation is often perceived to conflict with economic and social needs, so it is imperative that this is managed pro-actively to ensure that potential conflicts are minimised.

### **Flooding**

Ladysmith has historically experienced severe flooding due to its location on the banks of the Klip River. Between 1887 and 1997 29 major floods have occurred. The flood of 1996 was a major flood and several hundred families had to be evacuated. Minor flooding occurs almost every year. The Windsor Dam was constructed in the 1950s as a means to control flooding of Ladysmith by the Klip River, but silt buildup has reduced its efficiency. Similarly, Qedusizi flood attenuation dam located approximately 5 kms downstream of the Windsor Dam at the confluence of the Klip River and Sandspruit River is also starting to experience similar problems. This raises a number of issues including the location of urban development and settlements within 1:100year floodline.

#### **ENVIRONMENTAL MANAGEMENT AND PLANNING**

Environmental Management Plan (EMP) is a useful tool to ensure environmental best practice and enforcement of conditions of approval. EMP should be developed, especially for the construction phase of developments and it is strongly recommended that due considerations of the operational phase be taken into account and management principles be recommended where applicable.

### **5.1. The Vision**

The ELM vision of the environment is in the interest of sustainable utilisation of resources, which equates to sustainable development, and prevention of

degradation of the environmental aspects identified, the vision includes preventing or halting:

- Developing on steep slopes and ridges;
- Developing or impacting upon critical biodiversity areas;
- Locating or expanding human settlements to areas of high quality or viable agricultural land;
- Activities that will result in drastic reductions in air quality;
- Any activity that is unsustainable in utilise groundwater sources.
- Pollution of surface water, including acidification as a result of activity pollutants;
- Urban sprawl- limit the footprint of existing human settlements as far as practically possible; and
- Illegal or unsustainable use of biodiversity.

## 5.2. The Objectives

The objectives of Environmental Management & Planning for the Municipality are to:

- Assure a healthy and productive life for present and future generations;
- Minimise and manage the impact of development;
- Efficiently utilise renewable resources so as to protect natural systems;
- Protect and sustainably utilise physical attributes of the district in a manner that assures ecological integrity and biodiversity ;
- Preserve cultural and historical features;
- Explore and expand opportunities for tourism, ecotourism and sustainable land use;
- Encourage emerging technologies requiring open space for implementation;
- Make available adequate infrastructure to all inhabitants with due regards to environmental sustainability;
- Encourage a high degree of environmental awareness amongst all development planning and implementation entities in both public and private sector;
- Ensure that emissions and discharges of pollutants into air, water and soil are kept within the acceptable levels of standards.

## 5.3. Goals

The goals of Environmental Management & Planning are to protect and promote:

- Natural vegetation and ecosystems, including the protection of existing vegetation as an erosion control mechanism;
- Viable agricultural areas;
- Existing game reserves and parks, some of which are facing development pressure;
- Expansion of Protected Area networks, including the Tugela Conservancy;
- Prohibit development or impacts on critically important biodiversity sites;
- Preserve the aesthetic appeal of the ELM landscape, especially in terms of undisrupted horizons;
- Natural veld through the management of overgrazing;

- Sustainable utilization of biodiversity
- Efficient sparing utilisation of Surface water and Groundwater resources.

## 5.4. Legislation guiding the Environment Planning and Management

### 5.4.1. National Environmental Management Act

The National Environmental Management Act (No. 27 of 1998) was drawn up to provide for co-operative, environmental governance by establishing principles for decision-making on matters affecting the environment, institutions that will promote co-operative governance and procedures for co-coordinating environmental functions exercised by organs of state; and to provide for matters connected therewith.

Section 28 of the Act that falls within Chapter 7 – Compliance, Enforcement and Protection can be related to future developments. Part 1 of the Chapter focuses on environmental hazards and Section 28 relates to the duty care and redemption of environmental damage. Section 28 provides that every person who causes, has caused, or may cause, significant pollution or degradation of the environment, must take reasonable measures to prevent such pollution or degradation from occurring, continuing or reoccurring or, insofar as such harm to the environment is authorised by law or cannot reasonably be avoided or stopped, to minimize and rectify such pollution or degradation of the environment.

### 5.4.2. Environmental Conservation Act

The Environmental Conservation Act (No. 73 of 1989) is intended to provide for the effective protection and controlled utilisation of the environment. Section five of the Act refers to the control of activities that may have a detrimental effect on the environment.

## 5.5. ELM State of the Environment- Physical Environment

### 5.5.1. Climate

Ladysmith is characterised by a temperate climate with warm to hot summers and mild to cold winters. The days are usually bright and sunny and the nights clear and cool. Winter sunshine averages almost 7 hours a day, some of the highest in the country.

Ladysmith is situated at an altitude of approximately 1 015m above sea level. The town experiences an average maximum temperature of 25°C and an average minimum temperature of 10°C. The mean annual temperature is 16.5°C. The highest temperatures are experienced during the month of January where temperatures reach 30°C. July is the coldest month of the year with temperatures of 3°C on average during the night. During winter temperatures sometimes drop below freezing point. Frost does occur in the region with an average of 15 frost days per year.

**The map below indicates the climate region within ELM.**



### 5.5.2. Air Quality

Air Quality Management is a shared function between the District Municipality and the Local Municipalities. According to the State of the UThukela District Report (2007) the major air pollutants within the ELM are the Dunlop and Lasher Tools companies.

Below is the emission inventory database for the ELM.

#### **Emission inventory database for the ELM.**

- AJ Charnaud - Protective clothing and coated fabric
- Aders Fashions - Manufacturers of hosiery (stockists)
- BJK Clothing - Ladysmith Clothing
- Blue Disa Trading - Clothing
- Bon Voyage - Stainless steel, aluminum & enamel products
- Chin Ho Industrial - Manufacturers of woven polypropylene materials
- Chisa Welding - Welding rods

#### **Consumables**

- Canvas & Tent - Tent manufacturer
- Samson Ropes - Manufactures of fibrous ropes & twines
- Sterling Footwear - Manufacturers of footwear
- Taxi Star Intercity Caltex Garage – Ezakheni Service Station
- U.F.I. Bag - Manufacturers of woven polypropylene bags
- A&D Manufacturing Group - Engineering
- A B I - Beverages
- Action Engineering & Steel Manufacturing - Engineering
- Boardman Bros - Sundry chemical products
- Cupboard Master - Office furniture/BIC's
- Door & Window Specialist - Doors & windows
- Dunlop - Tyres
- Durban Overall (Pty) Ltd. - Clothing & shoes
- Emnambithi Bakery - Bakery
- Frame Textiles - Textiles
- Furniture & Door Manufacturers - Wooden products
- K R P Clothing Manufacturers - Clothing
- Lasher Tools - Tools
- Leisure Knit - Clothing & shoes
- Lu-Jean Clothing - Clothing
- Magnum Timber Products - Furniture
- Mao Hsiang Furniture - Furniture
- My Jeans Clothing CC - Clothing/Jeans
- Nambiti Sofas - Lounge suites
- Northern Natal Plastics - Plastic Manufacture & printing
- Pine Design - Furniture
- Quatro Clothing - Clothing
- Sasko Mills - Milling & baking

- Smiles Foods - Chips & snacks
- Spargo Structural Steels - Steel
- Steeldale Reinforcing & Trading Company - Re-inforcing & steel
- Transvaal Gate & Wire - Fencing products
- Zorbatex (Pty) Ltd - Towering & allied products
- Chuan Yi Paper Industrial - Corrugated cardboard
- Class A/Trifecta Trading t/a Fu Sheng Textiles - Clothing
- Contractools - Injection molding
- CYP Packaging - Packaging
- Defy Appliances - Manufacturers of electrical appliances
- Derlon Spinning - Manufacturers of yarn
- Drankensburg Logistics Warehouse - Logistics services
- Duro Pressings - Manufacturers of: steel window frames, door frames and stockist of roll-up garage.
- Ezakheni Service Station Caltex - Café and Service Station
- Electronic Assemblies - Manufacturers of: 100 v mini subs. 7 fibre glass metering pillars
- Elephant Clothing - Clothing
- Eza Manufacturers t/a – Clothing

### **Paramount Fashions**

- Footech - Manufacturers and importers of footwear
- Goldenstar Magnetic - Manufacturers of audio cassettes head cleaner tapes
- Goodpac Packaging - Manufacturers of corrugated cardboard boxes
- Impala Stationery - Manufacturers of stationery
- Ithala Development Finance Co-operation- Estate Management 2
- Indusplas Laminating - Manufacturers of polypropolene bags
- Industrial Park Security Systems (IPSS) - Security providers, CCTV electric gates, security officers & fast armed response
- Indiza Infrastructure - Warehousing and distribution
- Isolite Holdings - Polusterine molding
- KZN Security Services (Wing A) - Security providers
- Feltex Automotive Leathers (Formally Kolosus) - Manufacturers of Automotive, furniture, aviation & upholstery leathers.
- Ladysmith Taxi Association - Ladysmith Providers of public transport
- Ladysmith Plastic Weavers - Plastic weavers
- Lih Dah Shoes - Manufacturer of footwear
- Lucky Footwear - Manufacture of footwear
- Lindiwe Industrial Laundry & Dry Cleaning Services - Industrial laundry services
- Mamsy Global Maintenance - Manufacturers of dry walling
- Mobile Telephonic Network (MTN) - Tower/Mast

- Northlake Investments - Warehouse
- Natal Park Waste (Porterfield Trust) - Removal of Waste
- Polyung Bag Manufacturers - Manufacturers of Polypropolene woven cloth & bags
- Plus Pack Packaging - Manufacturers of Polypropolene woven cloth & bags
- Lilanie Clothing - Manufacturers of clothing
- Pro Fortune - Manufacturers of clothing
- Rusmar Packaging - Packaging
- Rhino Clothing - Clothing
- S.A. Greetings - Suppliers of wrapping paper
- Lasher Tools - Manufacturers
- Zorbatex - Towelling-making company
- Transvaal Pressed Nuts & Bolts - Manufacturers of pressed nuts & bolts
- Spotless Laundry & Dry Cleaning Services - Laundry & dry cleaning services
- Midlands Steam Laundry (Pty) Ltd - Laundry & dry cleaning services
- Ladysmith Abattoir - Meat producers
- Alcam Industrial Supplies - Manufacturers of industrial supplies

**Source: Department of Agriculture, Environmental Affairs & Rural Development, Umzinyathi District**

### 5.5.3. Topography

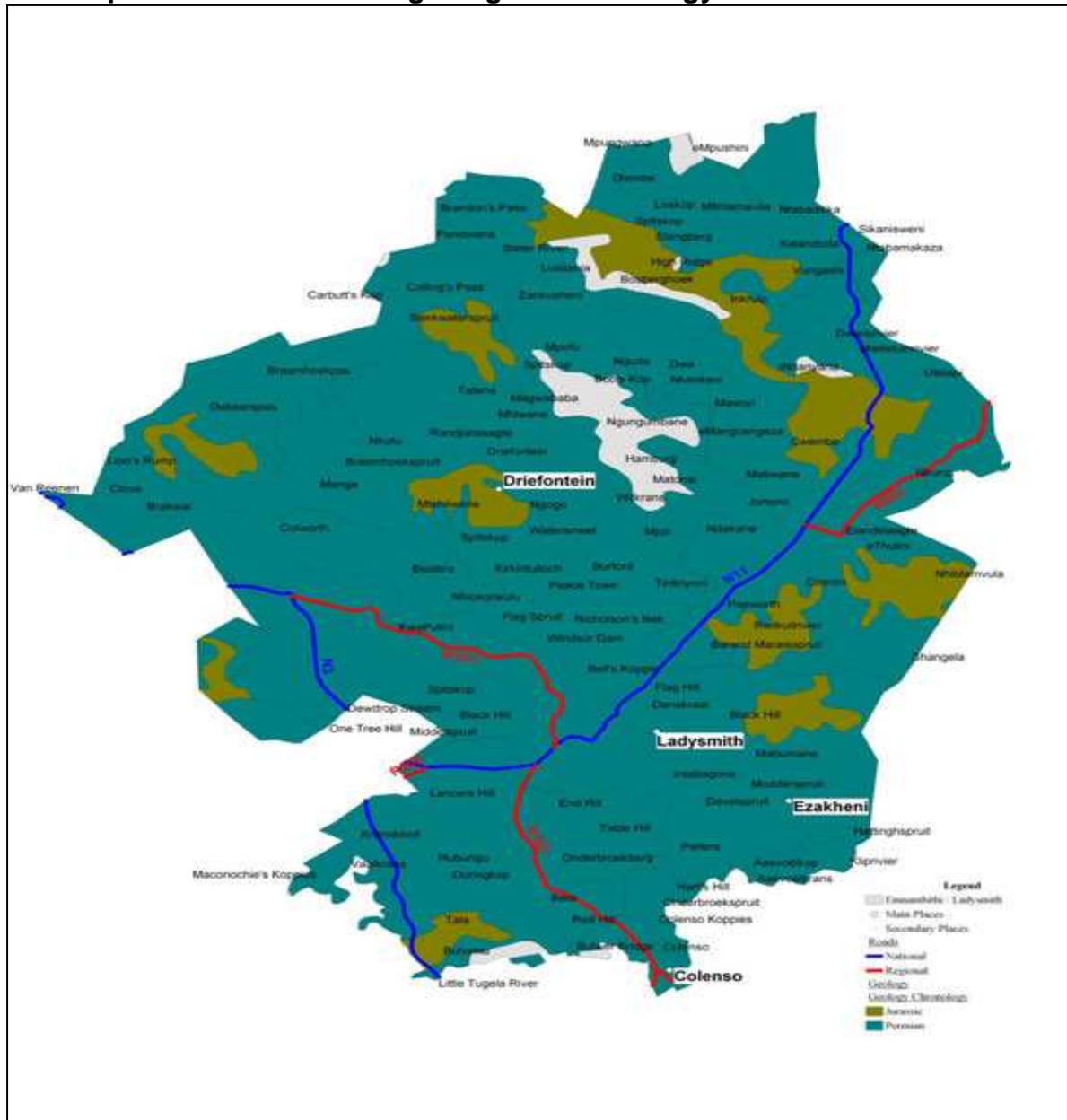
The topography of the region is diverse and is characterised by hilly, undulating landscapes, broad valleys, moderate and steep slopes, rolling hills and flat plains. The dominant landscape features are valley slopes and undulating hills. West of Ladysmith small dolerite koppies and steeper slopes of ridges occur.

Ladysmith is located on the foothills of the Drakensberg Mountains, approximately 26kms from the Van Reenen pass. The Drakensberg Mountain Range features approximately 60kms to the west and southwest. The Drakensberg Mountain Range forms the escarpment.

### 5.5.4. Geology

The terrain within the ELM region is characterised as predominantly rolling terrain and secondary broken terrain. The slope within the ELM region is predominantly moderate however there are also some steep slope areas. The Grassland Biome is characterised by a topography that is mainly flat and rolling, but includes the escarpment itself. The geology in the Ladysmith area is characterised by shales, mudstones and fine grained sandstones of the Ecca and Beaufort Groups and of the Karoo Supergroup. According to the Mucina L. and Rutherford M.C. (2006) the geology of the area is characterised by various Karoo Supergroup rocks such as Dwyka, Ecca and Beaufort Groups and limited Jurassic dolerite intrusions.

The map below indicates the geological chronology within ELM.



The above geological map indicates the chronological geology of the area. The two geological periods featuring in the map include the Jurassic geological period and the Permian geological period.

### 5.5.5. Hydrology

The major rivers traversing the municipal area include the Klip River and Sunday's Rivers and their tributaries. Both the aforementioned watercourses drain into the Tugela River.

The Tugela (also known as uThukela) is the largest river system in KwaZulu-Natal, and the river and its tributaries meander through the central part of this province and drain from the Drakensberg escarpment towards the Indian Ocean. The total area of the uThukela River catchment is approximately 30 000 km<sup>2</sup> in extent (DWAF, 2004). Due to the mountainous nature of the uThukela WMA and its proximity to the Indian Ocean, the rainfall is high by South African standards, ranging from over 1 500 mm per annum in the mountains to about 650 mm per annum in the central parts of the catchment. As a result of the high rainfall, there is substantial runoff from the uThukela catchment, with the Mean Annual Runoff estimated at 3 799 million m<sup>3</sup>/a.

The Klip River drains the western and southern portion of the municipality. This river rises in the Drakensberg below Van Reenen and is joined by the Sandspruit River northwest and upstream of Ladysmith. The confluence of the Klip and Tugela Rivers is approximately 20 km southeast of Ladysmith.

The Qedusizi Dam on the Klip River, a few kilometres upstream of the Ladysmith town attenuates flow in the Klip River as it passes through Ladysmith, and prevents flood damage. The ELLM developed a flood defence system known as the Ladysmith Flood Control Scheme which involves the maintenance of levees and the channel of the Klip River. The Sunday's River, which drains the north-eastern part of the municipal area, flows in a south-easterly direction from the eastern escarpment to its confluence with the uThukela River near the Bushmans River confluence.

There are a few large dams and numerous smaller ones in the uThukela River System, they are mainly located in the upper reaches of the uThukela River itself and in some of its tributaries. For the most part, the uThukela River remains comparatively unregulated. Water resource developments within the catchment are generally small and relate primarily to the needs of individual towns.

The largest components of existing water development infrastructure are those associated with four inter-basin transfer schemes:

- The Tugela-Vaal Project through which water is transferred via the Drakensberg Pumped Storage Scheme to Sterkfontein Dam in the Vaal River Catchment;
- The Zaaihoek Scheme through which water is transferred to Majuba Power Station and the Grootdraai Dam in the Vaal River Catchment;
- The Mooi-Mgeni Scheme through which water will be transferred to Midmar Dam in the Mgeni River; and
- The uThukela-Mhlatuze Scheme through which water is transferred to Goedetrouw Dam near Richards Bay.

The Tugela Vaal Scheme transfers water from KwaZulu Natal to Gauteng. The Tugela catchment basin plays a critical role in the operation of the Tugela Vaal

Scheme. The Tugela Vaal Scheme with a transferring capacity of approximately 30% represents an important resource available in the Upper Vaal Water Management Area. Therefore the region is one of the main water supplier at a provincial and national level and plays a critical role in current and future water supply.

Land uses in the catchment are mainly rural subsistence farming and commercial forestry. According to DWAF (2004), the estimated irrigated area is some 276 km<sup>2</sup> in the WMA. Another important land-use that has an impact on the water resources of the uThukela River catchment is commercial timber. Small to medium-sized industries are also situated in the peripheral industrial zones in and around Ladysmith.

Since its establishment and due to its location on the banks of the Klip River, Ladysmith has experienced severe flooding. During the 110 year period between 1887 and 1997, 29 major floods have occurred. The flood of 1996 was a major flood and several hundred families had to be evacuated. Minor flooding occurs almost every year.

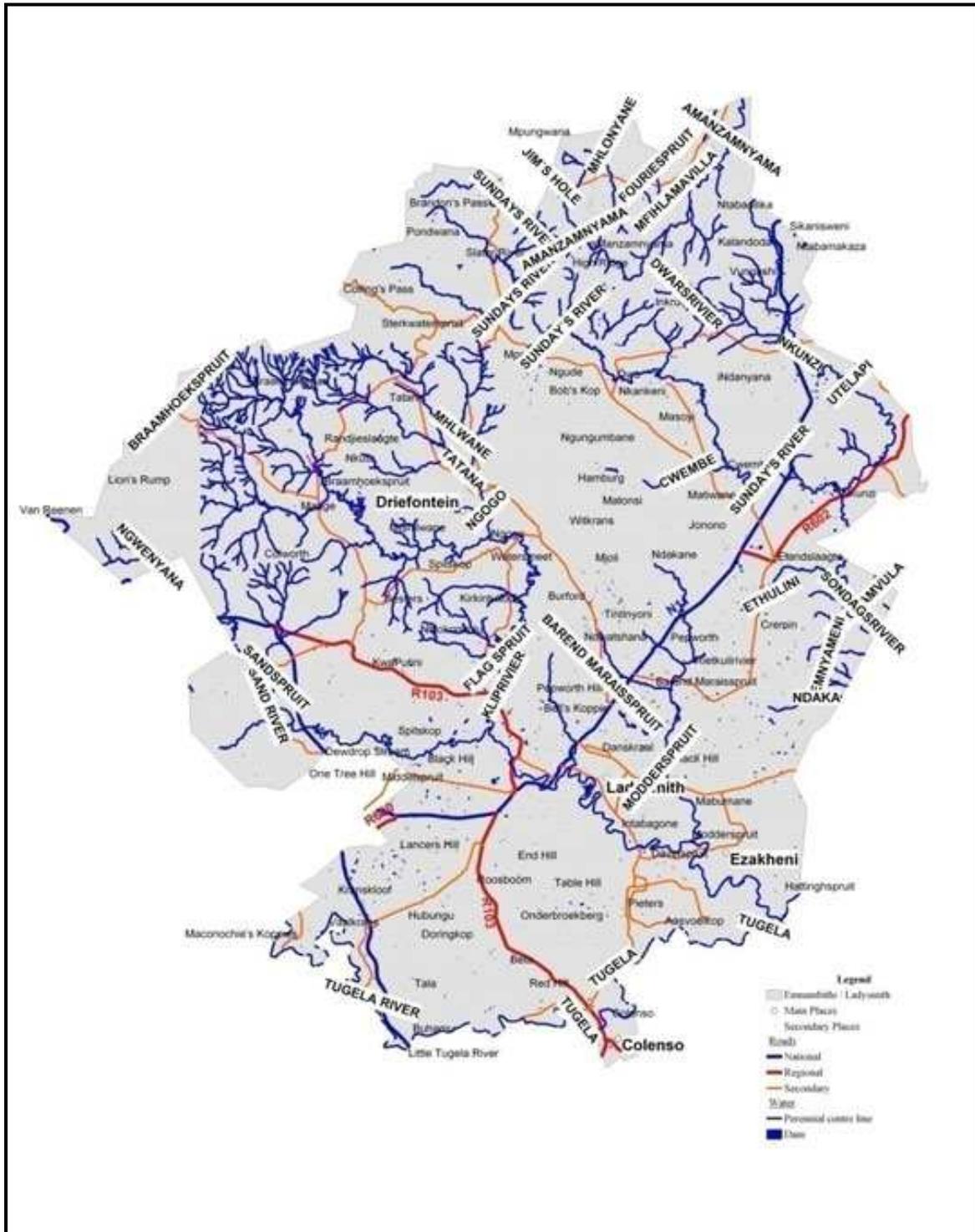
The Windsor Dam, which was constructed in the Klip River in 1950, is above the confluence of the Klip River and Sandspruit River. The Windsor Dam located north of Ladysmith was built to control flooding of Ladysmith by the Klip River, but silt build up reduced its efficiency. The dam was commissioned in 1950 and has a capacity of 27,300 megaliters and a surface area of 826 km<sup>2</sup>. Historically, the Windsor Dam was the main water supply source of Ladysmith but is now largely silted up and consequently has decreased in importance.

Qedusizi flood attenuation dam is located approximately 5 kms downstream of the Windsor Dam downstream of the confluence of the Klip River and Sandspruit River. Quedusizi Dam near Ladysmith was completed in 1998 has a capacity of 133,295 megaliters and a surface area of 19 594km<sup>2</sup>. Slangdraai Dam on the Sundays River near Ladysmith was completed in 1986 has a capacity of 10, 300 megaliters and a surface area of 2 400km<sup>2</sup>.

According to the State of the uThukela District Report (2007) Steadville, Ezakheni and Colenso are characterised by inadequate storm water drainage systems. Furthermore the terrain in these areas is prone to soil erosion and flood damage of houses and infrastructure due to frequent high intensity storms occurring in the area. The residents in these areas do not support open storm water drainage systems but prefer piped storm water drainage.

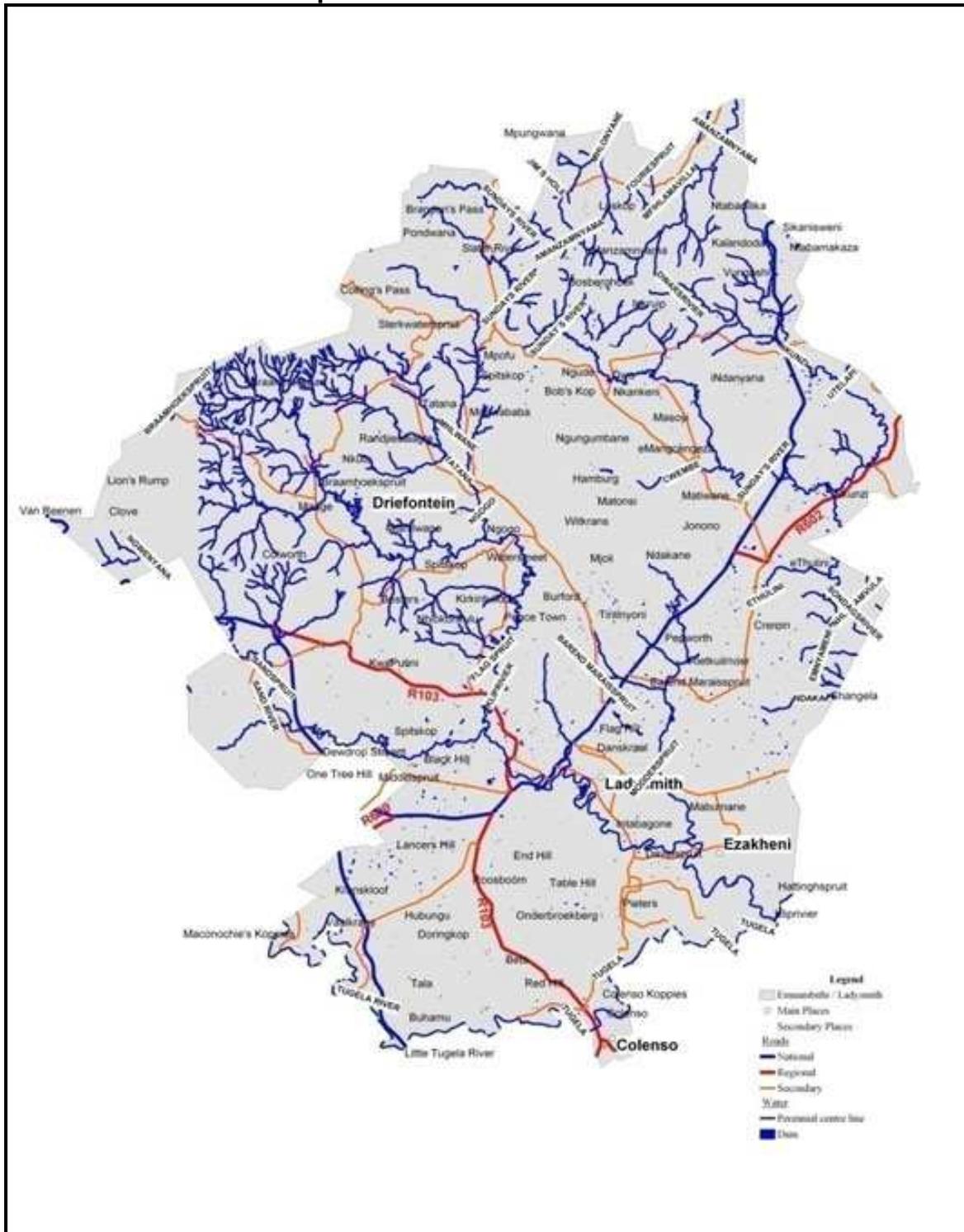
According to the Emnambithi / Ladysmith Agricultural Development Plan, the irrigation water within the region is currently sourced from the Sundays River, the Klip River and partly from a short section of the UThukela River. Additional smaller water resources are found on privately owned farms within the region. A large private irrigation board dam features in the upper regions of the Sundays River Valley.

**Perennial Rivers map of ELM.**



It is evidence from the above map that the Klip River and Sunday's River are the two major perennial rivers that intersect the municipal area. The Tugela River is the major perennial river within the region which proceeds on wards to drain into the Indian Ocean.

**Non Perennial Rivers map of ELM.**



**5.6. ELM Biodiversity**

### 5.6.1. Flora

The dominant vegetation types in the area include: the Northern KwaZulu Natal Shrubland; the uThukela Thornveld, the KwaZulu Natal Highland Thornveld and Tugela Valley Bushveld. Smaller pockets of other vegetation types include: the Northern KwaZulu Natal Shrubland, the Northern Afrotropical Forest, Incombe Sandy Grassland, Eastern Temperate Freshwater Wetlands, Eastern Free State Clay Grassland and Basotho Montane Shrubland (Mucina & Rutherford, 2006). Vegetation has been divided into biomes and their associated vegetation units.

According to Mucina & Rutherford (2006) a biome is defined as a “*broad ecological spatial unit...defined mainly by vegetation structure, climate as well as major large-scale disturbance factors*”. The biomes comprise of vegetation units. These vegetation units are described as units of plant groups that have similar ecological requirements and conservation requirements.

### 5.6.2. Fauna

The fauna that inhabits the ELM area comprises of various mammals; arachnids, various reptile species, insect species, amphibians and various bird species.

The Nambithi Game Reserve which covers approximately 20 000 acres of land is located approximately 25kms east of Ladysmith. This private game reserve is the only reserve in the region with the big five, namely buffalo, elephant, leopard, lion and rhino and has over thirty other species of game including giraffe, hippo, hyena, impala, springbok, and zebra.

The vegetation types include grasslands, savannah, thornveld and *Acacia* trees. The Sundays River and its waterfalls provide the habitat for various birds' species.

The Nambithi Conservancy is located at Elandsplaagte within the ELM region. According to Kanz *et al* (2009) important bird species were identified and their roosting and nesting sites were identified as a critical biodiversity area (CBA). Crane critical biodiversity areas were identified within the ELM north and southwest of the Ladysmith town. Oribi critical biodiversity areas identified within the ELM are located north and northeast of the Ladysmith town. It is important that the vegetation cover in these areas is maintained and protected which will continue to provide habitat and food sources for these critical bird species. The table below indicates species that currently exists and that have the potential to exist.

### Species that have the potential to occur within the ELM area

Family	Species	Conservation Status
Fish	<i>Barbus pallidus</i>	Least Concern
Amphibian	<i>Leptopelis xenodactylus</i>	Endangered
Amphibian	<i>Afrivalus spinifrons</i>	Vulnerable
Annelid	<i>Proandricus babanango</i>	No entries found
Annelid	<i>Proandricus bourquini</i>	No entries found
Arachnid	<i>Hadogenes trichiurus pallidus</i>	No entries found
Bird	<i>Bugeranus carunculatus</i>	Critically Endangered
Bird	<i>Hirundo atrocaerulea</i>	Critically Endangered
Bird	<i>Anthropoides Paradisea</i>	Vulnerable
Bird	<i>Balearica regulorum</i>	Vulnerable
Bird	<i>Bucorvus leadbeateri</i>	Vulnerable
Bird	<i>Gyps africanus</i>	Vulnerable
Bird	<i>Hemimacronyx chloris</i>	Vulnerable
Bird	<i>Neotis denhami</i>	Vulnerable
Bird	<i>Lioptilus nigricapillus</i>	Near Threatened
Bird	<i>Zoothera gurneyi</i>	Near Threatened
Gastropod	<i>Archachatina burnupi</i>	No entries found
Gastropod	<i>Archachatina simplex</i>	No entries found
Gastropod	<i>Natalina reenenensis</i>	No entries found
Insect	<i>Chrysoritis aureus</i>	Rare
Insect	<i>Iolaus diametra natalica</i>	Rare
Insect	<i>Durbania amakosa flavida</i>	Indeterminate
Insect	<i>Bittacus bicornis</i>	No entries found
Insect	<i>Bittacus sobrinis</i>	No entries found
Insect	<i>Bittacus zulu</i>	No entries found
Insect	<i>Charaxes penningtoni xiphares</i>	No entries found
Insect	<i>Damalis femoralis</i>	No entries found

Family	Species	Conservation Status
Insect	<i>Dasophrys androclea</i>	No entries found
Insect	<i>Dasophrys dorattina</i>	No entries found
Insect	<i>Dasophrys umbripennis</i>	No entries found
Insect	<i>Durbania amakosa natalensis</i>	No entries found
Insect	<i>Neolophonotus argyphus</i>	No entries found
Insect	<i>Neolophonotus hirsutus</i>	No entries found
Insect	<i>Neolophonotus io</i>	No entries found
Insect	<i>Neolophonotus leucodiadema</i>	No entries found
Insect	<i>Stagira dracomontanoides</i>	No entries found
Mammal	<i>Chrysospalyx villosus</i>	Critically Endangered
Reptile	<i>Bradypodion thamnobates</i>	Near threatened
Reptile	<i>Bradypodion melanocephalum</i>	No entries found
Reptile	<i>Scelotes bourquini</i>	No entries found

### 5.7. Protected Areas

Currently there is only one formally protected area within the ELM, namely the Tugela Drift Nature Reserve. This nature reserve is located on the banks of the Tugela River, south of Colenso town. The accompanying map indicates that a very small section on the north-western municipal border has an endangered conservation status. From a conservation perspective the central and northern parts of the ELM are characterised as vulnerable.

These areas include the Driefontein town and the settlements in the central and northern parts of the ELM. Areas with least threatened conservation status are dominant in the central and the south parts of the ELM. These areas include the Ladysmith, Ezakheni and Colenso towns and the majority of the settlements areas surrounding them. Areas northwest and northeast of Ladysmith town indicate a least threatened conservation status.

The map below indicates that a very small section on the north-western municipal border has an endangered conservation status.

Map indicating areas of conservation in the ELM.



## 5.8. Strategic Environmental Plan

The Strategic Environmental Plan (SEP) provides a synthesis of the environmental opportunities and constraints to development in the form of a management framework for environmental decision making. The SEP gives the core components and activities (tasks or action plans) that the relevant stakeholders must undertake to ensure sustainable development within the municipality. The SEP is to be followed, at project level, by Environmental Impact Assessments and their associated Environmental Management Plans. The SEP does not replace these documents as the scale of the SEP differs in that it is larger than that used at a project level study. However, the project level study should take its lead from the framework and specifications detailed in the SEP.

Since the SEP considers a larger geographical area than EIAs and project level EMPs, it is in the unique position of being able to identify the cumulative impacts of development projects on the environment. Therefore, the SEP can warn of the increasing negative cumulative impact of such development projects, thus allowing for better management of the environment. In addition, the SEP prescribes mitigation measures for possible impacts through environmental guidelines and monitoring requirements.

## 5.9. The Aims and Objectives of the SEP

The primary purpose of this SEP is to provide guidelines that will facilitate sustainable development in the ELM. The SEP serves to integrate available information relevant to the study area with issues collected through a public participation process to formulate a Vision, Opportunities and Constraints, and Strategies to achieve the Desired State of the Environment. This is achieved through the provision of guidelines and procedures that are to be implemented in managing proposed developments within the study area. It should be noted that the strategic objectives and the action plans of the SEP must be integrated with development applications in order to ensure progress toward the desired state of the environment. Attaining this objective will require that decision makers obtain relevant information during the implementation of the Environmental Impact Assessment process.

## 5.10. Legislation Guiding (SEP)

### 5.10.1. National Environmental Management Amended Act (62 of 2008)

The NEMA is considered the overarching act in terms of environmental legislation. Every act that relates to environmental matters is directly or indirectly linked to the NEMA and provisions are made in acts that followed publication of NEMA 1998 to accommodate conditions specified in various acts. The NEMAA act was promulgated in 2008 and was aimed at substituting certain definitions, further regulating environmental authorisations and to effect certain textual alterations.

NEMA provides for cooperative governance and establishes principles for decision making on matters affecting the environment such as:

- People and their needs must be placed at the forefront of environment management;
- Development must be sustainable and therefore requires avoidances of pollution and degradation of the environment, disturbances of landscapes and sites of cultural heritage
- The integrated nature of the environment and that responsibility for environmental management exists throughout the life cycle of an activity (from cradle to grave);
- Public Participation;
- Transparent decision making; and
- Intergovernmental co-ordination and harmonisation of policies, legislation and actions.

#### 5.10.2. Environmental Conservation Act (73 of 1989)

The objective of the Environmental Conservation Act (ECA) is to provide for the effective protection and controlled utilisation of the environment. This Act was historically the main act that governed environmental management in South Africa. Several sections of ECA have been repealed by various pieces of legislation. ECA should therefore always be read in conjunction with especially NEMA and other legislation applicable to the subject in question.

#### 5.10.3. National Heritage Resources Act (25 of 1999)

The purpose of the NHRA is to protect and promote good management of South Africa's heritage resources, and to encourage and enable communities to nurture and conserve their legacy so it is available to future generations.

The Act makes heritage resources of cultural significance or other special value part of the national State, and therefore places them under the care of the South African Heritage Resources Agency (SAHRA).

Heritage resources may include buildings, historic settlements, landscapes and natural features, burial grounds and certain moveable objects, including objects of decorative art or scientific interest. Provincial and municipal authorities also play a role in managing provincial heritage resources and local-level functions.

#### 5.10.4. Conservation of Agricultural Resources Act (43 of 1983)

CARA seeks to provide for the conservation of natural agricultural resources by maintaining the production potential of land, combating and preventing erosion and weakening or destruction of water resources, protecting vegetation and combating weeds and invader plant species.

CARA generally does not apply to any land situated in an urban area (which is land under the control of a local authority, excluding any commonage or other land used for agricultural purposes; or any land that is subdivided). However, the provisions relating to weeds and invader plants do apply in urban areas

## 5.11. Environmental Constraints and Opportunities

### 5.11.1. Climate

#### Constraints

High temporal climatic variability with distinct seasonal rainfall patterns results in relatively limited development potential in the production of conventional agricultural products.

Climate and altitude are limiting factors in determining suitable crop types for the region.

High evapotranspiration rates (evaporation exceeding rainfall), which limits the effectiveness of water storage reservoirs. Such reservoirs, where proved feasible, would require low surface area to storage volume ratio (i.e. should be narrow and deep) to limit evaporation from the water surfaces.

Atmospheric changes (and the enhancement of the greenhouse effect) caused by human activities emit a variety of gases (including carbon dioxide, methane and nitrous oxide) that are harmful not only to the environment, but also to development and survival in an area. Sulphur dioxide and nitric oxide together are deposited as acids, which are corrosive to buildings and harmful to ecosystems as certain plant and animal species are very sensitive to changes in soil and water acidity.

Acidification of surface water also makes it less suitable for drinking, irrigation, and industrial uses. Certain gases, such as the ozone-depleting chlorofluorocarbons (CFC's), find their way to the upper atmosphere, where they destroy ozone, the chemical which blocks harmful ultra-violet radiation.

Further results of atmospheric changes include climate change (hot and drier), seasonal rainfall pattern shifts and deterioration of ground- and surface water quality.

#### Opportunities

This humid subtropical rainfall region is characterised by high rainfall (700-750 mm per annum). The days are usually bright and sunny, with winter sunshine averages of up to almost 7 hours per day, some of the highest in the country. The high solar radiation and low degree of cloudiness makes the ELM a suitable region for solar energy generation.

The Climate is amenable to inbound international tourists making the ELM area ideal for tourism, including eco-tourism and adventure tourism when the good weather conditions are coupled with the regions landscape of rivers and valleys, the Drankensberg mountain scenery, wildlife and natural vegetation. Despite the relatively limited development potential in the production of conventional agricultural

products, there is opportunity for ongoing exploration of niche markets, particularly in indigenous natural plant products.

### 5.11.2. Hydrology

#### Constraints

Ladysmith has experienced severe flooding in the past and continues to experience flooding on an almost yearly basis since its establishment on the banks of the Klip River. The Windsor dam was built to control flooding of Ladysmith, but subsequent silt build-up has reduced its capacity to do so.

Continued population growth, increased economic activity and changes in land use all lead to increased water demand. Further to this, the increased demand for water (both surface- and ground water) does not necessarily coincide with the spatial distribution of water. Because of the spatial variability of water resources and the scarcity of surface water through parts of the ELM region, in many catchments the need for water exceeds the supply.

Information on the abstraction of water from surface- and ground-waters, coupled with return flows, gives an indication of local water budgets. However, this information is not readily available. Drainage from the provincial main roads mainly comprises side drains that discharge to open veld or watercourses. Numerous open drains within the CBD and residential areas require closing and the pipe infrastructure requires upgrading.

According to the State of the uThukela District Report (2007), Steadville, Ezakheni and Colenso are characterised by inadequate storm water drainage systems. There are houses established in natural watercourses, which should either be relocated or have the foundations raised so that the natural ground levels can be re-adjusted to allow for runoff. Furthermore, the terrain in these areas is prone to soil erosion and flood damage of houses and infrastructure due to frequent high intensity storms occurring in the area. The residents in these areas do not support open storm water drainage systems but prefer piped storm water drainage.

#### Opportunities

The ELM developed a flood defence system known as the Ladysmith Flood Control Scheme, which involves the maintenance of levees and the channel of the Klip River. Implementation of this system is an opportunity to limit flooding events.

The ELM has a Water Management Area. The Tugela Vaal Scheme is one of the main water suppliers at a provincial and national level and plays a critical role in current and future water supply. Land uses in the catchment are mainly rural subsistence farming and commercial forestry, with potential for additional water allocations for use in activities such as irrigation for agriculture.

Water recycling schemes would find fertile scope for growth and development in the ELM region. The development of the necessary technology and the adoption of such schemes could generate a new economic sector in the ELM economy.

### 5.11.3. Groundwater

#### Constraints

There are almost no primary aquifers in the Tugela Water Management Area. As a result, groundwater potential (moderate to high yields) is almost exclusively associated with structural features such as faults, joints, fractures and dykes. People in the rural areas tend to fend for themselves, obtaining untreated water from boreholes or streams, usually located considerable distances from where they live. The ecological statuses of wetlands are not always intact, as they are susceptible to degradation through high agricultural and grazing pressure. High conservation value and biodiversity sensitivity should be attributed to all wetlands featuring in the ELM region.

#### Opportunities

There is very little large-scale use of groundwater although there is good potential for small-scale supply to rural communities within a distance of 500 metres to 3 kilometres. Generally groundwater capacity is under-utilised, which also provides opportunities for the expansion of the irrigated agricultural sector. The implementation of a borehole-monitoring programme would enhance groundwater management, in terms of providing information on yield and pollution.

Wetlands offer an opportunity for groundwater recharge. However, if they are polluted, the pollution will migrate to nearby groundwater, which has vastly negative impacts on numerous environmental elements, as well as health of human and animal populations alike.

Wetlands, considered the most biological diverse of all ecosystems, play a significant role in biodiversity conservation. Therefore, their protection is vital. Not only do wetlands perform important functions, including flood attenuation, retaining sediments and acting as nutrient and pathogen filters, but they are also considered popular tourist attractions that can be promoted to boost the economy of the District.

### 5.11.4. Topography

#### Constraints

The diverse topography of the region, which is characterised by undulating hills, broad valleys, moderate and steep slopes, rolling hills and flat plains (including dolerite koppies and steeper slopes of ridges occurring west of Ladysmith) plays an important role in limiting potential developments, as high elevations and steep gradients limit development activities, especially infrastructure development. Given

the region's topography, increased visual impacts may also accrue, since developments can be viewed from a distance.

Ridges and high lying areas are sensitive environments and development in these areas should be avoided. As a result of steep gradients, development in the area also interferes with soil stability. For example, construction may create the potential for severe erosion within the area, unless proper management plans are put in place during these activities. Steep gradients increase the potential for surface water based soil erosion, particularly where soils are bare during major rainfall months, which is characteristic of the ELM area.

#### Opportunities

The diverse topography of the region increases the aesthetic appeal of the district. The landscape can be used as a tool in promoting tourism related developments, including but not limited to the development of tourism routes and destinations. This opportunity is available in all the landscapes of the ELM. Plains are suitable for agriculture, dependent on soil properties and on the availability of irrigation schemes to replace the need for perennial rainfall.

#### 5.11.5. Flora

##### Constraints

There is currently only one formally conserved area within the ELM, namely the Nambiti Conservancy. The lack of statutory protected areas in the remaining parts of the ELM prevents the conservation of biodiversity in these areas. Urban and rural settlements, in conjunction with current urban sprawl as a result of continued population growth in the ELM, have a large impact on the natural vegetation cover, particularly on species with limited and fragmented distribution ranges.

There are large areas within the ELM that require environmental protection, including the wetlands and grasslands that contain critical vegetation biodiversity areas, as they provide habitats for rare, often endangered plant species – often found in grasslands, especially in the escarpment areas. Most of these species are well conserved within existing Protected Areas, however, four priority species were identified, namely *Barleria greenii*, *Barleria argillicola*, *Hemizigia bulosii* and *Calpurnia woodii*, which are considered very rare and are not within Protected Areas.

The ELM is especially important for the conservation of these priority species as they are almost exclusively found within this District.

From a conservation perspective, the central and northern parts of the ELM are characterised as vulnerable, which limits or eliminates the potential for development, settlement and/or agriculture within these regions. Clearing of alien invasive species in and around the conservation areas require a substantial amount of money.

##### Opportunities

It is important to integrate conservation priority areas into land-use planning and management practices and to promote sustainable practices within the industrial

sectors to promote biodiversity conservation. The potential for tourism, both eco- and adventure tourism (hiking, trails and fishing) is high as the ELM has attractive landscape features and unique fauna and flora.

The Drakensberg Mountain Range, nearby, is a declared World Heritage Site, which should be protected and promoted, both locally and internationally. Opportunities exist to expand the existing protected and conservation areas to include more of the remaining priority conservation areas.

### 5.11.6. Fauna

#### Constraints

Large areas of critical biodiversity, including but not limited to Crane- and Oribicritical biodiversity areas, prevent much needed agricultural and development expansions within the ELM region. Expansion of protected or conservation areas to include other sensitive areas will require financial assistance. Protection of sensitive areas, such as rocky ridges, wetlands and forest is essential.

#### Opportunities

The Nambithi Conservancy contributes to ongoing biodiversity conservation, which assists in meeting the national commitments to international biodiversity agreements. The ELM District, and particularly the Drakensburg is considered a hotspot for amphibian and bird diversity, including many raptor species (two of which are endangered). Many such species require a large area for foraging, which emphasizes the importance of maintaining large areas of natural habitat for ensuring their viability. It is therefore important that the existing habitat in the area is protected in order to ensure the continuous existence of the species living in the area.

There is an opportunity to create *Aloe marlothii* nursery in the ELM (Ross, 2005), which can create job opportunities and prevent illegal harvesting of this medicinal species. Conservation of key vegetation areas (Crane critical biodiversity areas and Oribi critical biodiversity areas) will continue to provide habitat and food sources for the important bird species, including critically endangered species that were identified to occur within these critical biodiversity areas. Eco-tourism activities, including birding, are an opportunity that can be greatly expanded and marketed by the ELM.

5.11.7. EMNAMBITHI/ LADYSMITH MUNICIPALITY: PROJECTS, PLANS, PROGRAMMES AND POLICIES PROMOTING A SUSTAINABLE ENVIRONMENT, ADOPTED WITHIN EMNAMBITHI/LADYSMITH MUNICIPALITY JURISDICTION.

Project, Plan, Policy or Programme	Purpose and objective
Emnambithi/Ladysmith Municipality By- Law on waste management.	<p>Give effect to the right contained in section 24 of the Constitution by regulating waste management within the area of the municipality's jurisdiction.</p> <p>Provide, in conjunction with any other applicable law, an effective legal and administrative framework, within which the Municipality can manage and regulate waste management activities.</p> <p>Ensure that waste is avoided, or where it cannot be altogether avoided minimised, reused, recycled, recovered, and disposed of in an environmental sound manner.</p> <p>Promote and ensure an effective delivery of waste services.</p>
Policy framework and implementation guidelines for Food for waste programme.	<p>The Food for Waste Programme is a special Public Works Programme of the Department of Public Works.</p> <p>Aims at increasing the waste collection capacity of municipalities thereby reducing the amount of un-serviced areas</p> <p>Creating jobs localised opportunities for unemployed people from poor households</p> <p>Reducing poverty and hunger through providing food parcels to compensate for labour.</p> <p>Service caters for rural and part of semi-township areas.</p>
Integrated waste management plan for Emnambithi/Ladysmith Municipality.	<p>Aims at optimising waste management by maximizing efficiency and minimize associated health and environmental impacts and financial costs.</p> <p>Improve waste management within the municipality</p> <p>Institute a process of waste management aimed at pollution prevention and minimization at source.</p> <p>Manage the impact of pollution and waste on the receiving environment.</p>
Policy on Siyazenzela Refuse Removal.	To provide free basic refuse services within the municipality's jurisdiction

	<p>To create employment and alleviate poverty within ELM communities</p> <p>To provide waste management services to the poorest and disadvantaged communities</p>
Emnambithi Ladysmith Municipality: Greenest Municipality Document.	<p>Offers a breakdown of all projects and programmes promoting sustainable environment.</p> <p>Promotes environmental sustainability and sustainable management of natural resources.</p>
Business Plan for the Recycling Programme in Emnambithi/Ladysmith.	<p>Assess the feasibility of a number of possible of recycling projects that can be implemented by the ELM.</p> <p>To save resources as well as reduce the environmental and economic impact of waste by reducing the amount of waste disposed at landfills.</p>
Emnambithi/Ladysmith Municipal Open Space Systems (ELMOSS)	<p>Guides development objectives and their impact on the open space of ELM.</p> <p>To indicate the Municipal's open space corridor.</p> <p>Indicates natural open space's which require conservation and protection.</p>
Strategic Environmental Planning Tool	<p>Serves to incorporate environmental considerations into spatial planning processes which are crucial from a prudent environmental management perspective.</p>
Biodiversity Sector Plan for the uThukela District Municipality, KwaZulu- Natal Technical Report.	<p>To serve an information layer for multi-sectoral planning and decision making processes especially the IDP.</p> <p>Ensure aquatic and terrestrial biodiversity targets are met at a District level.</p> <p>Conserve the ecological and evolutionary processes that allow biodiversity to persist over time.</p>

## DISASTER MANAGEMENT

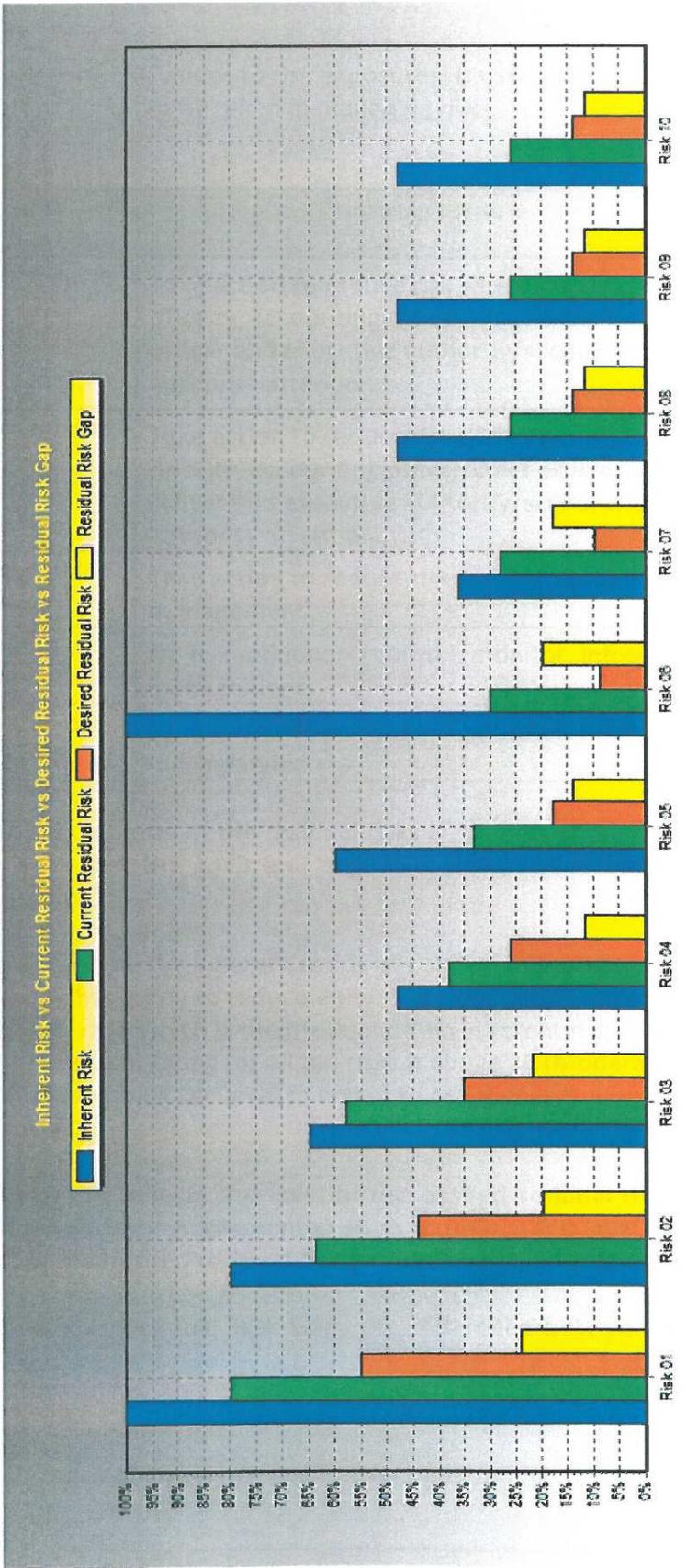
### Risk Assessment

The KwaZulu Natal Provincial Treasury undertook a risk assessment for the Municipality and identified 10 top residual risks for the Municipality that should be given high priority such that the goals and objectives of the Municipality can be met effectively, efficiently and

economically. On the graph the blue bars show the inherent rating of risks i.e. in the absence of any actions management might take or has taken to reduce either the risk's likelihood or impact. The green line is level of current residual risks which is the product of the inherent risk rating and the control effectiveness factor. The residual rating for all ten risks is above the moderate level (>20) which is used as a threshold in terms of understanding the level of action to be taken in managing risks and this is clearly outlined on the table above.

The orange line on the graph reflects the level of the desired residual risk. Action plans identified during risk assessments need to be implemented so as to reduce the level of the current residual risk (green line) to the level of the desired residual risk (orange line). The yellow line indicates the Residual Risk Gap, the difference between the residual and desired residual risk.

Residential risk exposure	Risk acceptability	Proposed actions	Risk Values
Critical	Unacceptable	Take action to reduce risk with highest priority, accounting officer/ chief executive officer and executive authority/ accounting authority attention.	> 60
Major	Unacceptable	Take action to reduce risk with highest priority, accounting officer/ chief executive officer and executive authority/ accounting authority attention.	> 35 ≤ 60
Moderate	Unacceptable	Take action to reduce risk, inform senior management.	> 20 ≤ 35
Minor	Acceptable	No risk reduction- control, monitor, inform management.	> 10 ≤ 20
Insignificant	Acceptable	No risk reduction- control, inform management.	≤ 10



**Risks**

- Risk 01. Human resource: Attraction and Retention
- Risk 02. Political Office Bearers: IGR
- Risk 03. Electricity: Provision
- Risk 04. Building Control: Encroachments
- Risk 05. Business Support: Ward Committees
- Risk 06. Financial Management: Debt Management
- Risk 07. Business Support: Registry/Records Management
- Risk 08. Business Process: Safety and Security
- Risk 09. Community Services: Disaster Management
- Risk 10. Community Development: Housing Provision

These risks are given priority by the municipality such that the objectives and goals of the Municipality can be met effectively, efficiently and economically. The municipality has devised a number of strategies and programmes (outlined in various sections of this document) in an attempt to reduce/ prevent the said risks amongst others.

## DEMOGRAPHIC CHARACTERISTICS

### 2.1. Population Statistics

A quick overview of the Emnambithi/Lady Local Municipality (ELM) socio-economic status indicates high levels of income inequality and resource disparities. These characteristics are also linked to discrepancies between race groups. The ELM socio-economic framework also shows underdevelopment and a backlog in service delivery. The characteristic of under-development is a result of the areas spatial inefficiency and spatial distortion which has resulted in economic inequality.

In 2011, the ELM population was estimated to be 279 288 people with an average population growth rate of 0.84% per year since 2001. This figure falls below the South Africa's annual growth rate of 1.17% from 2001 and UThukela District has a 10% growth rate.

**Table 3: ELM POPULATION DISTRIBUTION**

POPULATION AND HOUSEHOLD SIZE (2011)	STATS
Total Population	279 288
Household total	51 597
Population density (People per Square Km)	81
Household density (Households per Square Km)	17

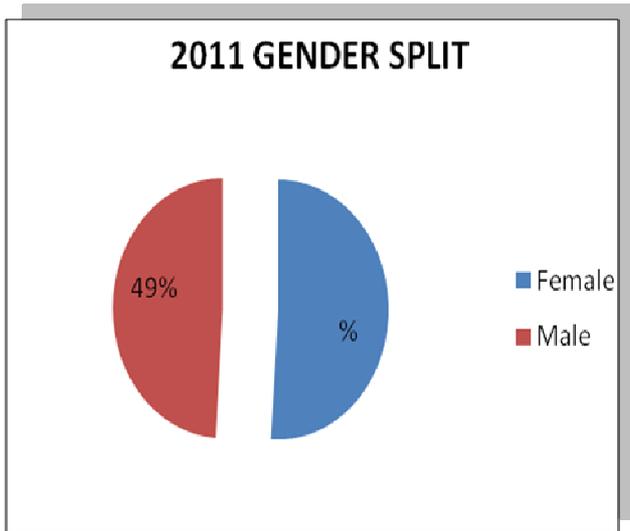
**Source: Global Insight & ELM (2011)**

The table above shows the ELM population distribution and density, and household size.

### 2.2. Gender

In terms of the ELM gender composition and its implication for service delivery, there are more females than males. 53% of the population are females, whilst the remaining 47% are males. This gender breakdown provides an overview of the high levels of female under-development in the municipality. This correlates with the norm in rural households in South Africa, which are headed by females. These females are most likely to be semi-illiterate or illiterate with children whose fathers have either migrated to other places in search of better economic opportunities or have neglected their families due to other sociological reasons. The graph below indicates the gender breakdown.

**Table 4: ELM GENDER BREAKDOWN**

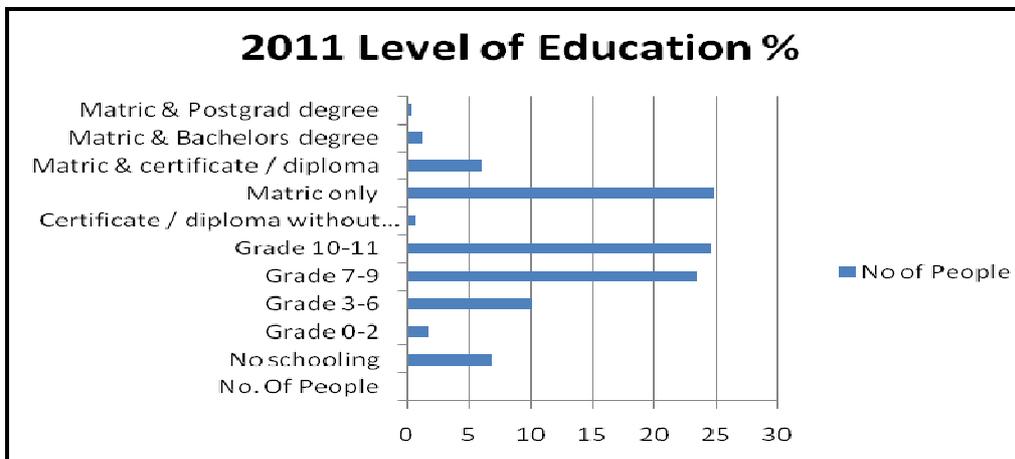


Analyses of age distribution and educational levels have proven to be very important tools for planning and administrative reasons. Through age distribution studies, ELM is guided on the number of facilities to allocate and the type of facilities to allocate. These types of studies pin point where to focus development in order to achieve optimum result and effectiveness. The ELM age distribution indicates that more than half of the municipal population is under the age of 24 years. This statistic is problematic for the municipality as this age category is associated with being economically inactive and requires support from the economically active sector of the population.

### 2.3. Age Distribution

The graph below indicates the ELM educational levels from the normal working age of 15 years and above. As it can be noted, less than 70% of the ELM population is without a matric certificates, although within that category, there's a relatively small portion of the population with certificates from colleges and FETs.

**Table 5: ELM EDUCATIONAL LEVELS**

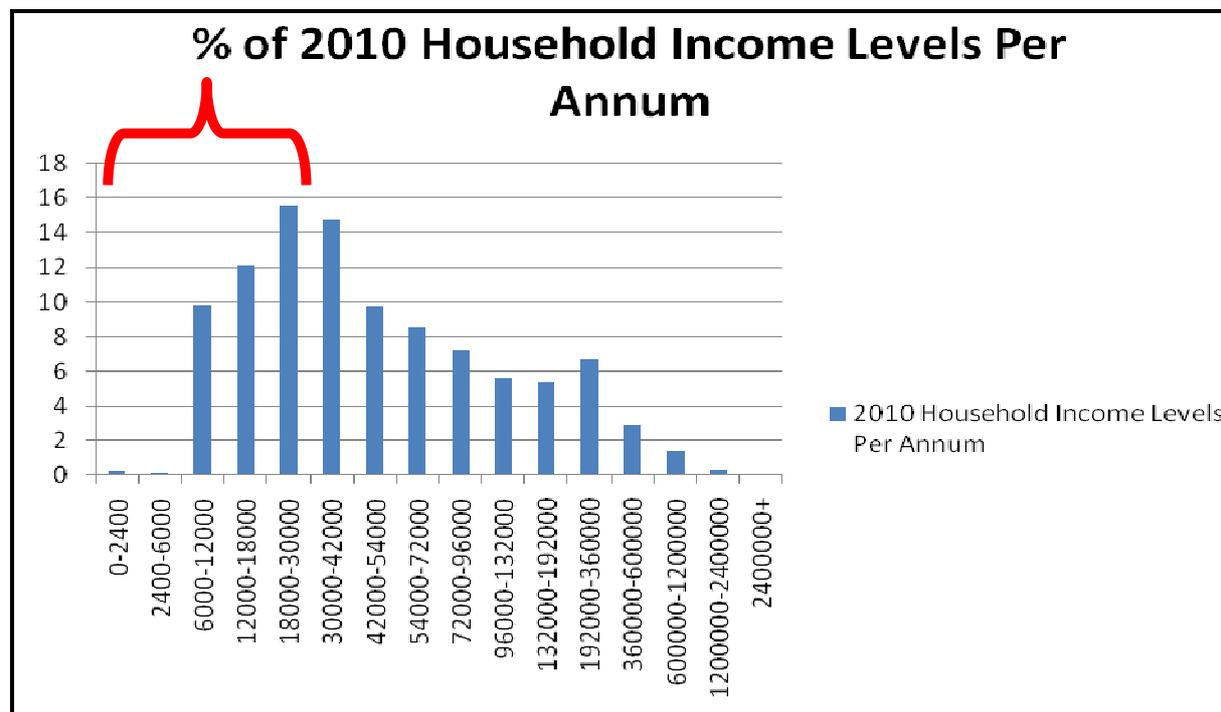


Source: Global Insight & ELM (2011)

### 2.4. Income Levels

Approximately, 23% of the municipality's households earn an income level below R418 per month (if we assume an average household size of 4 people), which is the new income poverty indicator as per the National Planning Development Plan for 2020. This automatically implies that almost half of the municipal population can be regarded as indigent and thus entitled to government's housing subsidy and free basic service delivery. This issue also affect revenue collection and income generation of the municipality.

**Figure 8: ELM HOUSEHOLD INCOME**



**Source: Global Insight & ELM (2011)**

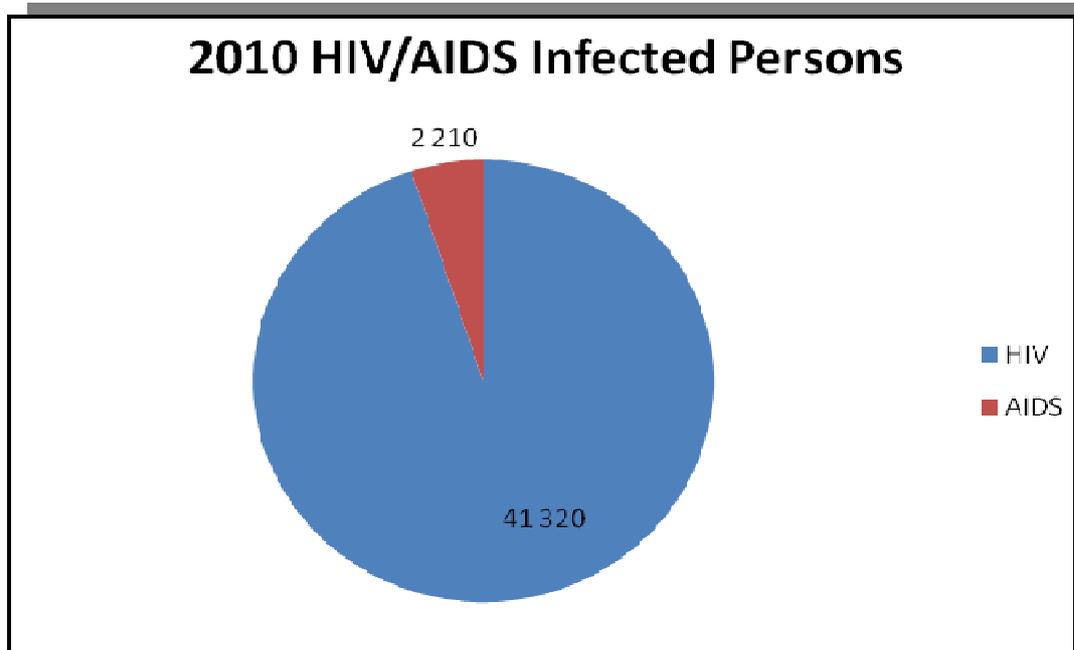
The graph above indicates the annual household income levels. As its stated almost 50% of the municipal residents have income levels below R850 per month.

### 2.5. HIV/ AIDS Prevalence

The HIV/AIDS pandemic in South Africa has become a key development issue, with strong spatial connections. This pandemic has only recently been acknowledged to have links with space and the economy and was previously dealt with separately. Studying the impact of HIV/AIDS, has shown that the issue impacts significantly on housing and the general space economy of an area. The increase spread of the disease will have a profound impact on the demand for housing and more importantly the overall design of housing settlements. These settlements will needs

to be designed in such a manner that health care facilities are sufficient to deal with the increase in HIV/AIDS infected population and that they are sufficiently catered for cemetery space. On a sociological side, the disease increases the demand for social services. In 2010, Emnambithi/Ladysmith Local Municipality had 41 320 people infected with Aids and 2 210 infected with HIV/Aids. This means that the municipality has less than 1% of the population infected with HIV/AIDS virus.

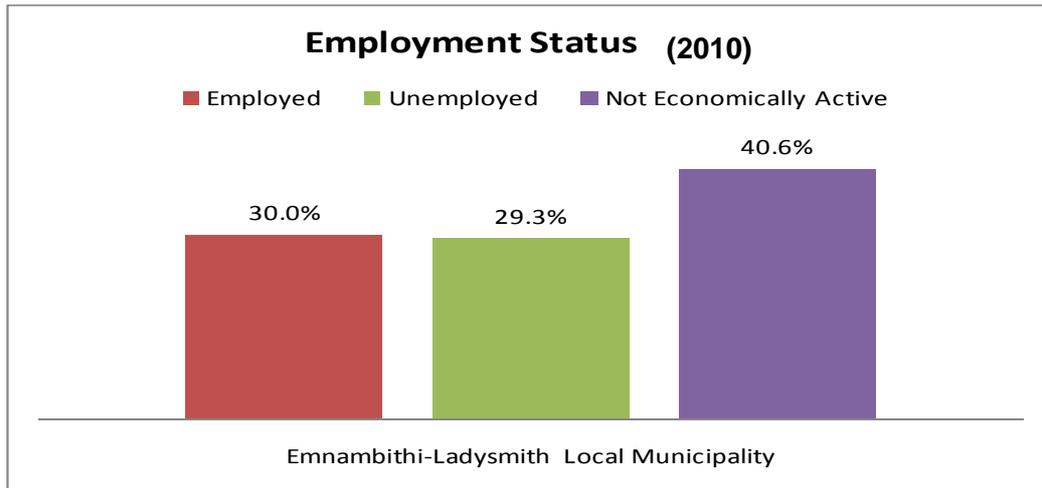
**Figure 9: ELM HIV/AIDS PREVELENCE**



**Source: Global Insight & ELM (2011)**

## 2.6. Employment Profile

In 2010, 146288 people were eligible for employment (15-64 years old). Of these people, 30% were employed, 29.3% were unemployed, and 40.6% were not economically active. Graph below displays the breakdown of employment in Emnambithi/Ladysmith in 2010.

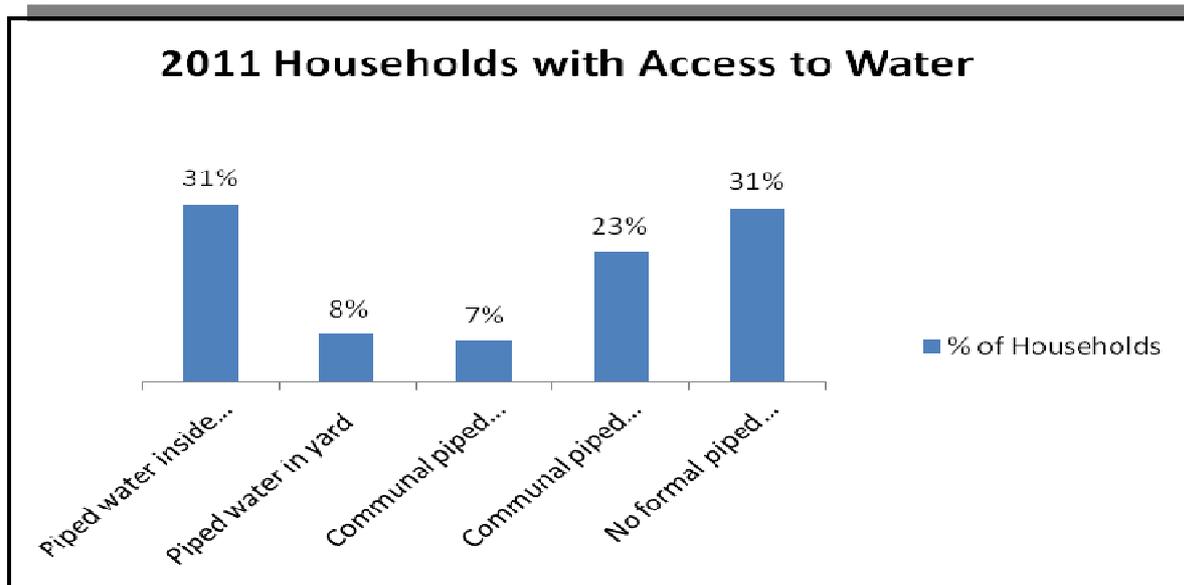


This indicates that there is a large portion of the population that have either been discouraged from seeking work, or who are under or over the working age. Employment in Emnambithi/ Ladysmith is distributed amongst both the formal and informal sectors.

## 2.7. Infrastructure Context

Infrastructural programmes and capital projects are key strategies the municipal uses in improving the socio-economic developments of Emnambithi/Ladysmith Local Municipality's residents. In 2011, it was recorded that approximately 69% of residents within the municipality have access to clean and safe water. This 69% consist of people with pipes within their yards and those who utilize communal pipes. The remaining 31% were indicated to having no proper access to clean water.

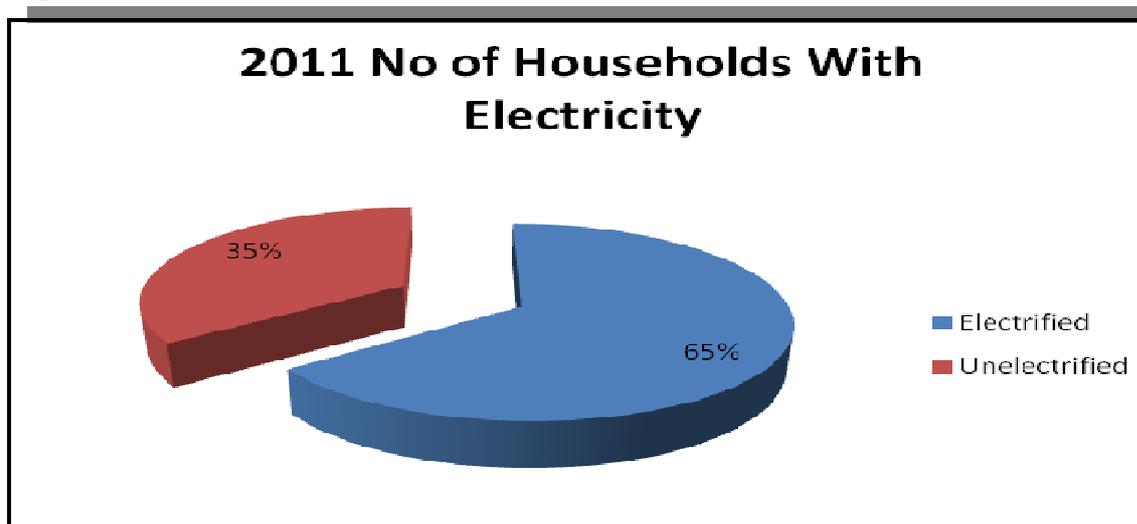
**Figure 10: ELM HOUSEHOLD WITH ACCESS TO WATER**



**Source: Global Insight & ELM (2011)**

In 2011, 65% of households were indicated to have access to electricity homes and the remaining 35% were still using candle and fire stoves as cooking and lighting means.

**Figure 11: ELM HOUSEHOLD WITH ELECTRICITY**



In terms of sanitation services, more 95% of residents within the municipal boundary have access to a proper sanitation structure, either in a form of a VIP or Flush Toilets or Pit Latrine. 3% have no access to any form of toilets at all.

**Figure 12: HOUSEHOLDS WITH TOILET SERVICES**

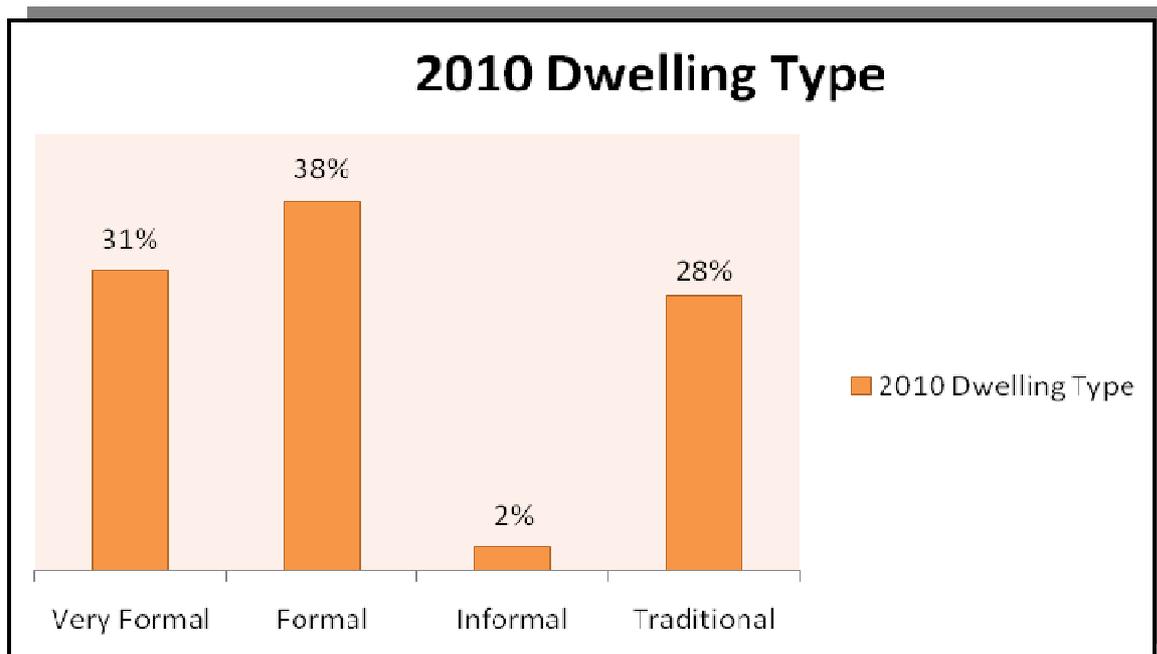
<b>(2011) NO OF HOUSEHOLDS WITH TOILET SERVICES</b>					
	Flush Toilet	Ventilation Improved Pit (VIP)	Pit toilet	Bucket System	No Toilet
No of Households	34 730	3 859	22 055	0	1 741
% of Households	56%	6%	35%	0%	3%

**Source: Global Insight & ELM (2011)**

## 2.8. Settlement Pattern

In 2010, the area of Emnambithi/Ladysmith had about 69% of its population living in brick house or formal houses. This figure was highly higher than the uThukela District which had about 41% of the population residing in brick houses. 28% of the local population resided in traditional structures, and this can be assumed to represent the rural population. The remaining 2% was dedicated to people who lived in informal structures.

**Figure 13: DWELLING TYPE**



**Source: Global Insight & ELM (2011)**

The graphic below indicates the percentage division of dwelling typology. As indicated more than 60% of the ELM population resides in formal structures which is a good indicator for poverty levels.

Environmental Analysis

Approximately 26% of the municipal area's land use is taken up by environmental areas. These consist of sensitive environmental areas (indigenous bush - 35 122.65ha) and high biodiversity areas (41 711.78ha). In addition to the above, the municipal area of ELM is characterised by a hilly, undulating landscapes, broad valleys, moderate and steep slopes, rolling hills and flat plains. The dominant landscape features are valley slopes and undulating hills. West of Ladysmith small dolerite koppies and steeper slopes of ridges occur. The West of the municipality has Koppies slopes of ridges.

ELM is situated at an altitude of approximately 1 015m above sea level with the Ladysmith town experiencing an average maximum temperature of 25°C and an average minimum temperature of 10°C. According to the State of the UThukela District Report (2007) the major air pollutants within the ELM are the Dunlop and Lasher Tools companies, but in general the air quality of the municipality is not in a poor condition.

In terms of the municipal major rivers system, the municipality has the following rivers bisecting it: Klip River and Sunday's Rivers and their tributaries. Both the aforementioned watercourses drain into the Tugela River which is the main water drainage within the region (uThukela Water Management Area). Currently there is only one formally protected area within the ELM, namely the Tugela Drift Nature Reserve.

### **Settlement Pattern**

The settlement pattern in the ELM reflects the spatial imprints of the apartheid past, which continue to undermine efforts towards equitable development. Settlements vary significantly in character and form themselves into a continuum of settlements ranging from highly urban and relatively dense settlements Ladysmith Town through to sparsely populated rural settlements located on predominantly agricultural land.

Settlements represent 4% of the land uses in ELM, which is a small percentage of geographical space. The majority of the urban settlements and population concentration in ELM is in the central and southern portions of the municipality. It includes the main urban complexes of Ladysmith and Ezakheni, as well as Colenso. These settlements are formalised urban areas, with Ladysmith being the main economic and administrative centre in ELM. Land uses within the main urban centres include residential, commercial, industrial and a range of other complementary land uses. These areas also provide a high level of social and infrastructural services. The settlement pattern in the ELM is distorted with the Ladysmith CBD being situated much closer to the more affluent western portions of the ELM, resulting in the poorest residents from the outlying areas having to travel the longest distances, and the wealthier people in the municipality living closest to the most desirable economic and social opportunities.

## **Land Tenure and Land Ownership**

There is no land tenure upgrading projects that have been initiated within Emnambithi/Ladysmith Municipality. However it is evident that the scope of this initiative would need to be explored within some parts of the municipal area. This would probably include the upgrading of land tenure rights into freehold ownership for the households that currently reside informally on state land within Colenso and outside of Ezakheni Township. There are a number of informal settlements that have occurred within some of the privately owned farms around Peacetown and Driefontein. There is a need to upgrade land tenure in these areas.

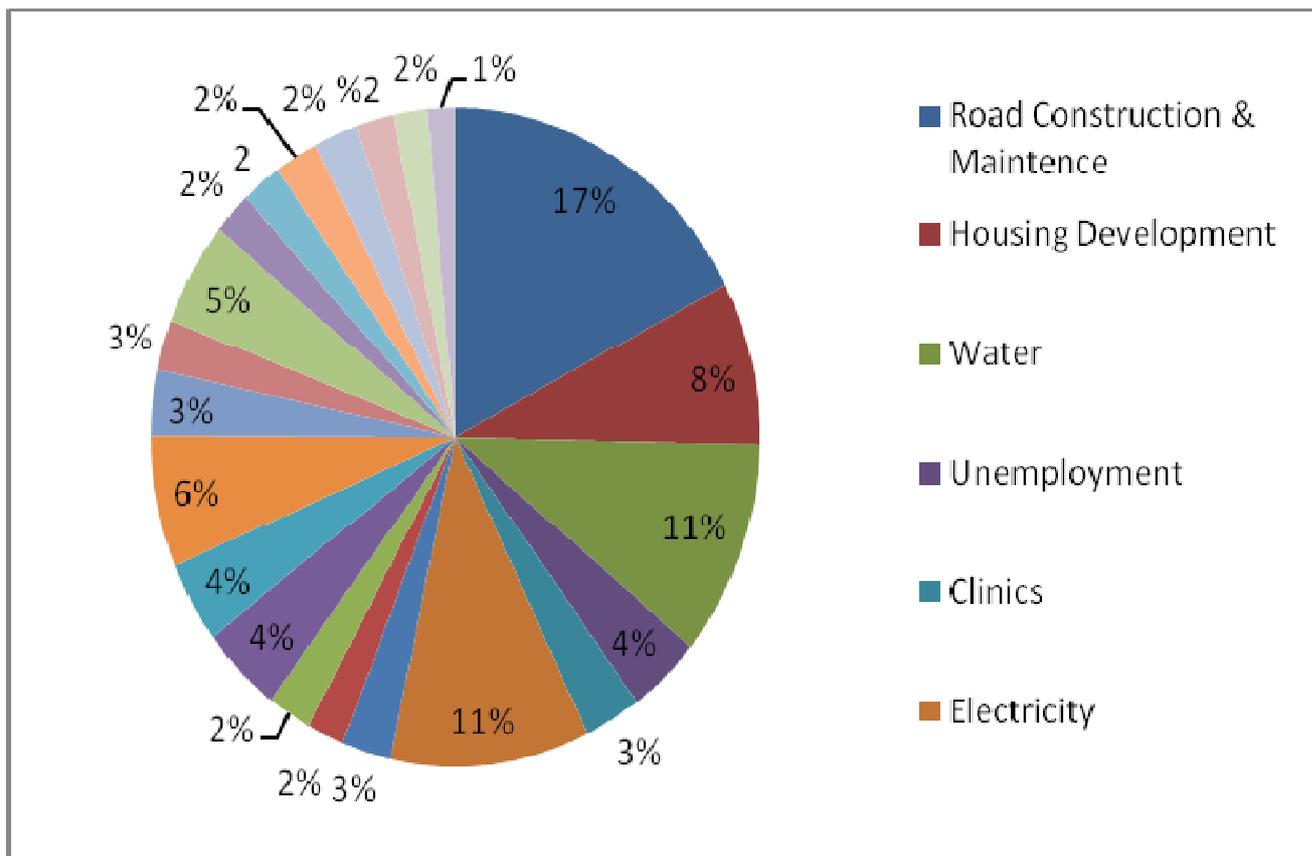
The land ownership pattern within Emnambithi/ Ladysmith Municipality demonstrates a dominance of private ownership especially within economically active areas and regions of the municipality. This is evident from urban areas such as Ladysmith town, Colenso retail hub as well as the commercial farms located along Matiwanoskop and Jonono areas within the northern parts of the municipality.

### **Transport Analysis**

The main road system in the Emnambithi/Ladysmith Municipality consists of two national roads i.e the N3 running in a North South direction (Johannesburg to Durban) through the Western side of the municipal area, the N11 running from the N3 in the west towards Newcastle in the North East through the town of Ladysmith and the municipal area, and Provincial Roads (R 74, R 103, R 600 and R 616) link the various towns, townships and settlements with each other.

There is generally very little or no provision for pedestrian and bicycle travel in the municipal area. Public transport is also limited to bus and minibus-taxi operations providing services between Ladysmith, Colenso, Bergville, Driefontein, Steadville, Watersmeet, Tshakane and Ezakheni. There is a very good Railway system within the municipality.

An aggregation of ELM ward needs analysis revealed that the following key priority services were identified as being needed by most communities members in their order of hierarchy.



As indicated, road construction and maintenance is the most needed service delivery by the community, followed by water and housing. Even though the latter are not a function of the municipality, but that of the District and Provincial Department respectively, ELM still has a fundamental role to play in the facilitation of the provision of these services.

**Concluding Remarks on Situational Overview:**

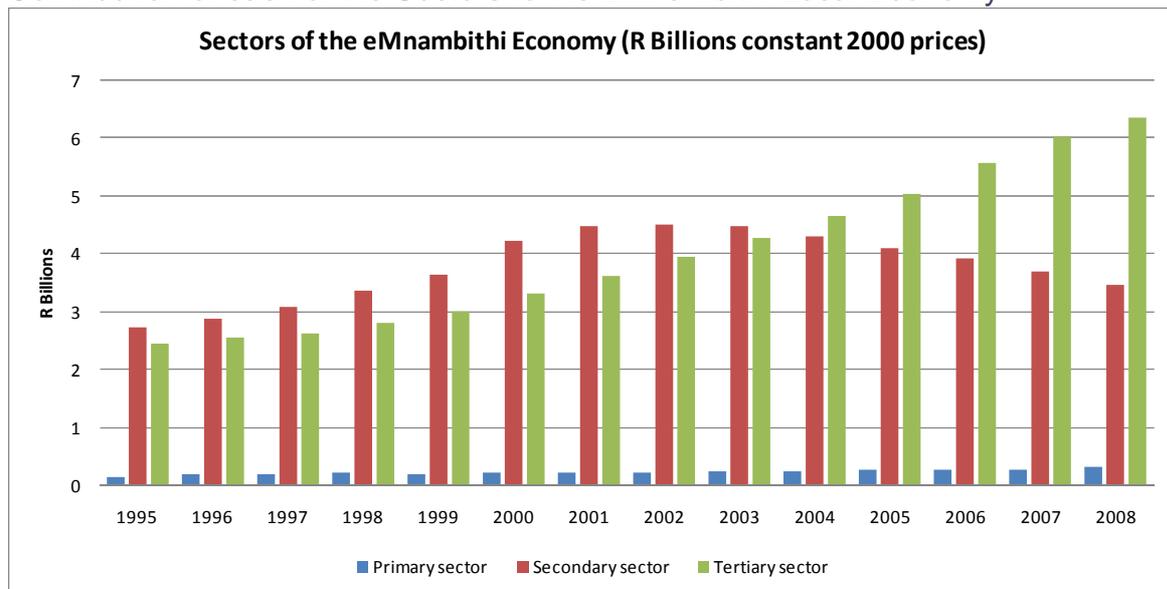
1. In 2013, there were 279 288 in ELM of which 53% of them were females and 47% male.
2. 70% of this population was observed to have educational levels below a matric certificates and the remaining portion were divided between those with university Degree, Diplomas and Certificates.
3. Approximately, 23% of the municipality’s households earn an income level below R418 per month which is the new income poverty indicator as per the National Planning Development Plan for 2020.
4. In 2010, 146288 people were eligible for employment (15-64 years old). Of these people, 30% were employed, 29.3% were unemployed, and 40.6% were not economically active.
5. Approximately 26% of the municipal area’s land use is taken up by environmental sensitive areas
6. 4% of the ELM geographical space is made of Settlements.

## ELM Economic Sector (Statistics)

Currently Emnambithi/Ladysmith through Performance Management evaluates the impact made by the strategy to the receiving area. There are three different sectors that constitute the economic viability of Emnambithi/ Ladysmith.

Graph below displays the contribution of each sector to the total output of the ELM, which is displayed in Rands (Billions in constant 2000 prices):

Contribution of each of the Sectors to the Emnambithi Local Economy



Source: *Quantec Database & Urban-Econ (2011)*

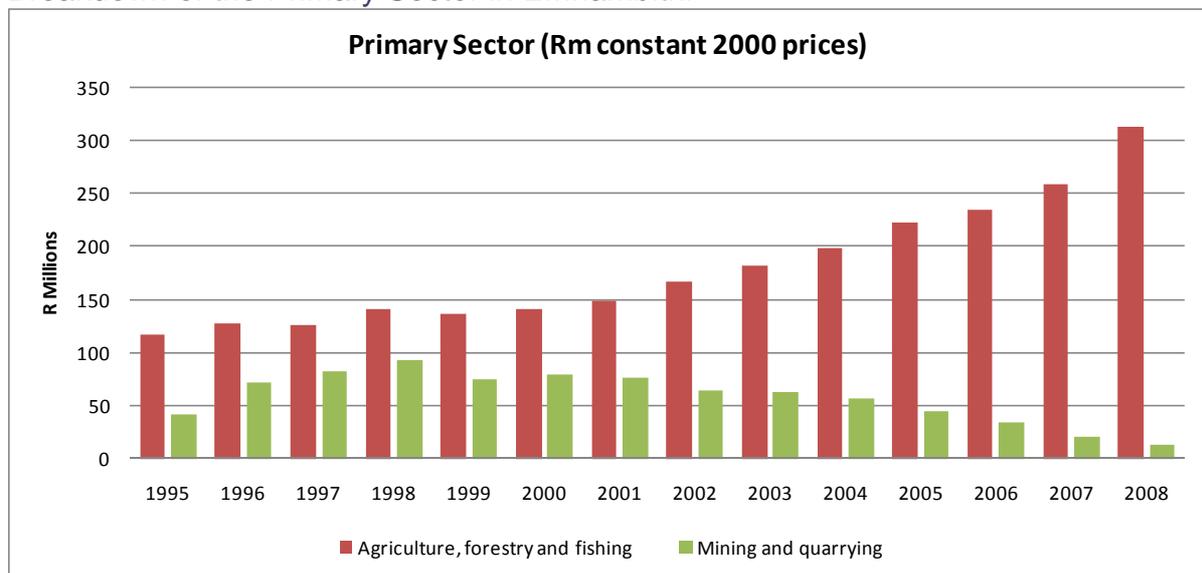
The primary sector which consists of agriculture, fishing & forestry and mining & quarrying, contributes the least to total production output, with a value of approximately R327 million in 2008. The secondary and tertiary sectors contribute much more to total output in the municipality, although since 2001, the secondary sector has declined substantially, with the tertiary sector continuing to increase exponentially since 2001.

The secondary sector contributed approximately R3.4 billion in 2008 in comparison with 2001/2002 when it contributed about R4.5 billion to total output. The tertiary sector more than doubled between 2001 and 2008, contributing approximately R6.3 billion to total output in 2008, up from R3.6 billion in 2001.

This indicates that municipal policy should provide support for the further development of the rapidly increasing tertiary sector, while placing emphasis on strengthening and growing the declining secondary sector. The primary sector will continue to contribute only a small portion of total output, but should be enhanced and strengthened to ensure that its contribution too can grow in the medium term.

Graph on the following page displays a breakdown of the primary sector into its components, namely, agriculture, forestry and fishing; and mining and quarrying:

### Breakdown of the Primary Sector in Emnambithi



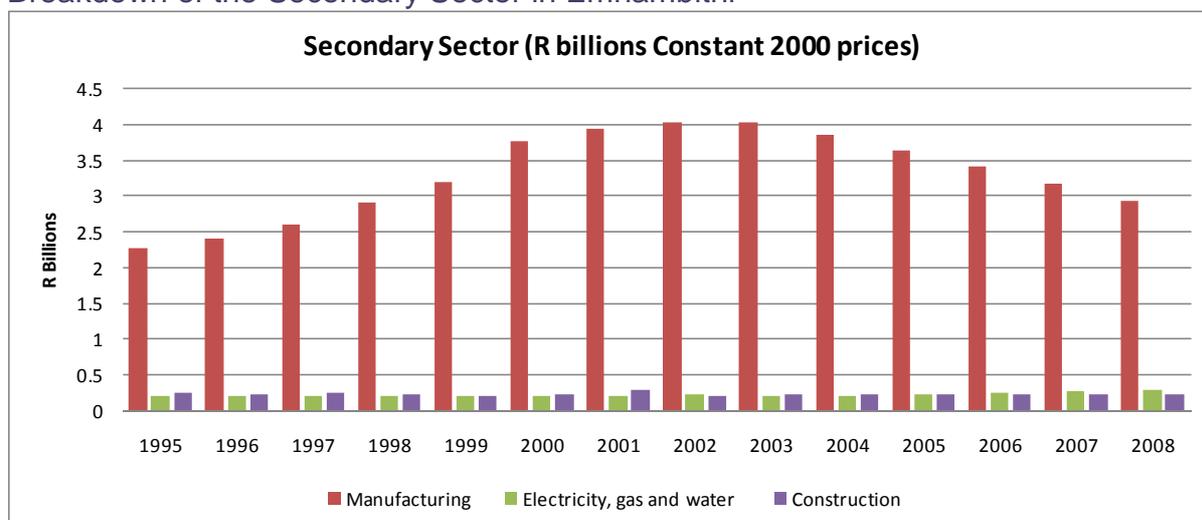
Source: Quantec Database & Urban-Econ (2011)

Agriculture, forestry and fishing (although fishing would not be included) has grown substantially since 2001, contributing 96% to total primary sector output in 2008, with a value of approximately R314 million. This sector has experienced an average annual growth rate of 11% between 2001 and 2008, which indicates the potential to enhance this sector.

Mining and Quarrying has declined considerably since 1998 due to the decline in the coal mining industry in that region, down from a contribution of R93 million in 1998, to approximately R13 million in 2008.

Graph below displays the contribution of each of the sectors within the secondary sector:

### Breakdown of the Secondary Sector in Emnambithi

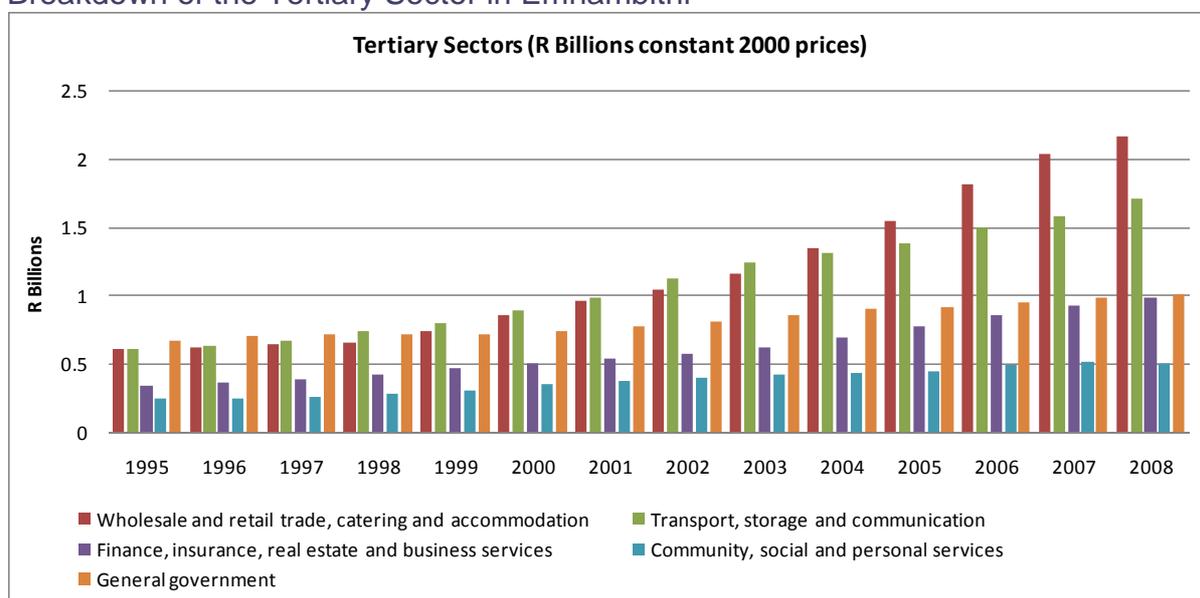


Source: Quantec Database & Urban-Econ (2011)

Most notable is the decline in the manufacturing industry since 2001/2002, with an average annual growth rate of -4% since 2001. Due to the large contribution of manufacturing to the total secondary sector production output values, this confirms why there has been a decline in the entire secondary sector since 2001. Manufacturing has decreased from approximately R4 billion in 2002 to approximately R2.9 billion in 2008, and is a sign of concern given that it is the single largest contributor to the entire Emnambithi local economy.

In terms of electricity, gas and water, production output has increased from approximately R200 million in 1998, to about R300 million in 2008. The construction industry has declined from its high of R306 million in 2001 to about R234 million in 2008.

Graph; below displays the breakdown of the tertiary sector into its main sectors:  
[Breakdown of the Tertiary Sector in Emnambithi](#)



Source: Quantec Database & Urban-Econ (2011)

The dramatic increase in the total tertiary sector's production output which was discussed previously can be attributed to high growth in the wholesale, retail, catering and accommodation sector, as well as the transport, storage and communications sector. These sectors grew at an annual growth rate of 12% and 8% respectively since 2001, to an output of approximately R2.1 billion and R1.7 billion in 2008 respectively, with wholesale, retail, catering and accommodation almost overtaking manufacturing as the largest contributor to the Emnambithi local economy.

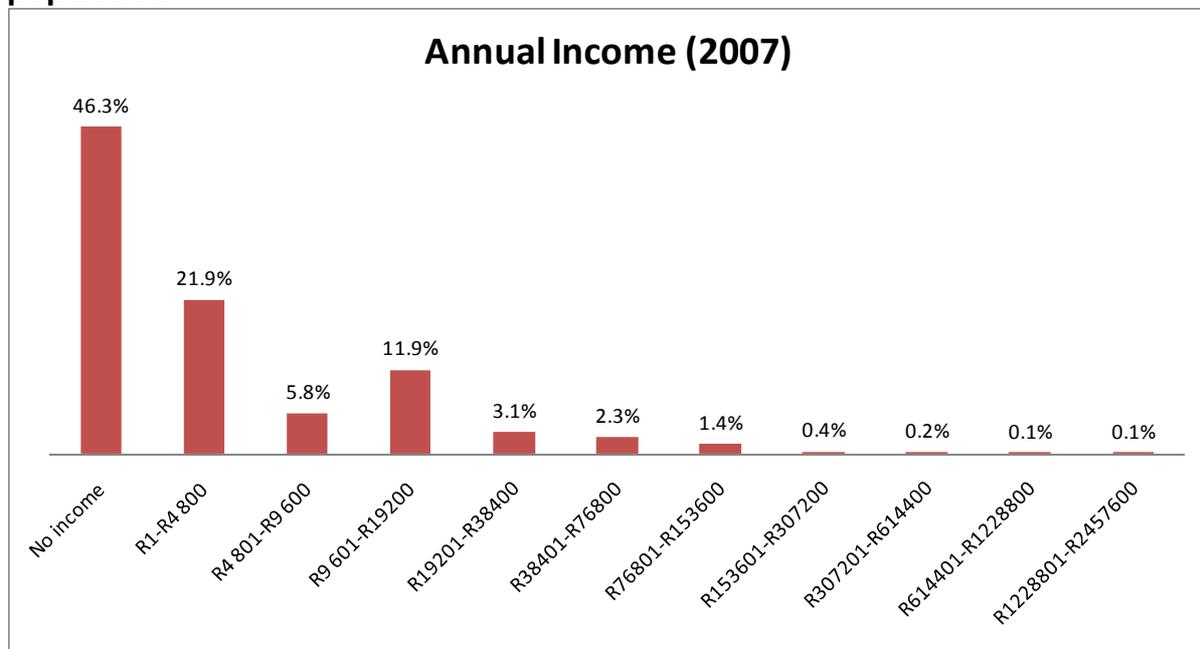
There has also been substantial growth in the finance, insurance, real estate and business services sector, reaching an output contribution of approximately R980 million in 2008. This indicates an average annual growth rate of 9% since 2001. Community, social and personal services, as well as general government services has both experienced average growth of between 4 and 5% since 2001, contributing R500 million and R1 billion to total output in 2008 respectively.

In conclusion, the above sector analysis identifies the sectors that have experienced substantial growth in the past few years, as well as those sectors that have declined but have the potential to grow in the medium to long-run.

Wholesale, retail, catering & accommodation; agriculture, fishing & forestry; finance, insurance, real estate and business services; and transport, storage & communications and are sectors which have shown the most positive grow, while sectors such as manufacturing have declined substantially, and need to be supported to enhance its grow prospects, as it is currently the largest contributing sector in the local economy.

### **7.5. Income Profile**

The graph on the following page displays the annual income profile of the Emnambithi population in 2007:**Annual income distribution of the Emnambithi population**



Source: Quantec Database & Urban-Econ (2011)

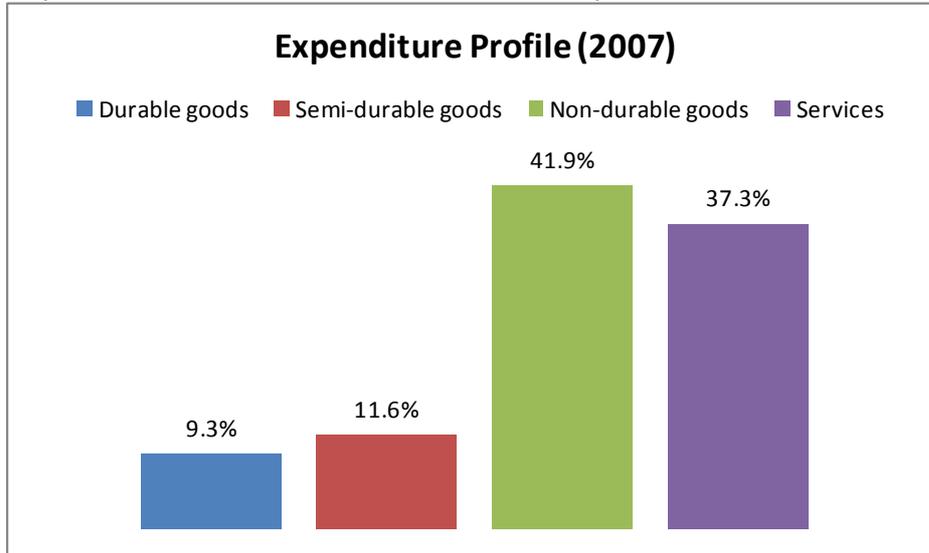
46.3% of the population do not earn an income. This is consistent with the age distribution presented earlier which indicates that a large portion of the population of over or under the working age (39.7% of the population is under the age of 14 or over the age of 65).

Almost 22% of the population earns between R1-R4800 per year, which is less than R400 per month. Almost 6% of the population earn between R4800-R9600 per year while 11.9% earn between R9600-R19200 per year. This indicates that 39.6% of the income earning population earn below R1600 per month. Only 7.5% of the population earn over R1600 per month, which indicates that a large percentage of the Emnambithi/Ladysmith population is living in poverty.

## **7.6. Expenditure Profile**

Graph on the following page displays the expenditure profile of the population broken down into the four main expenditure categories, namely, durable goods, semi-durable goods, non-durable goods, and services:

Expenditure Profile of the Emnambithi Population



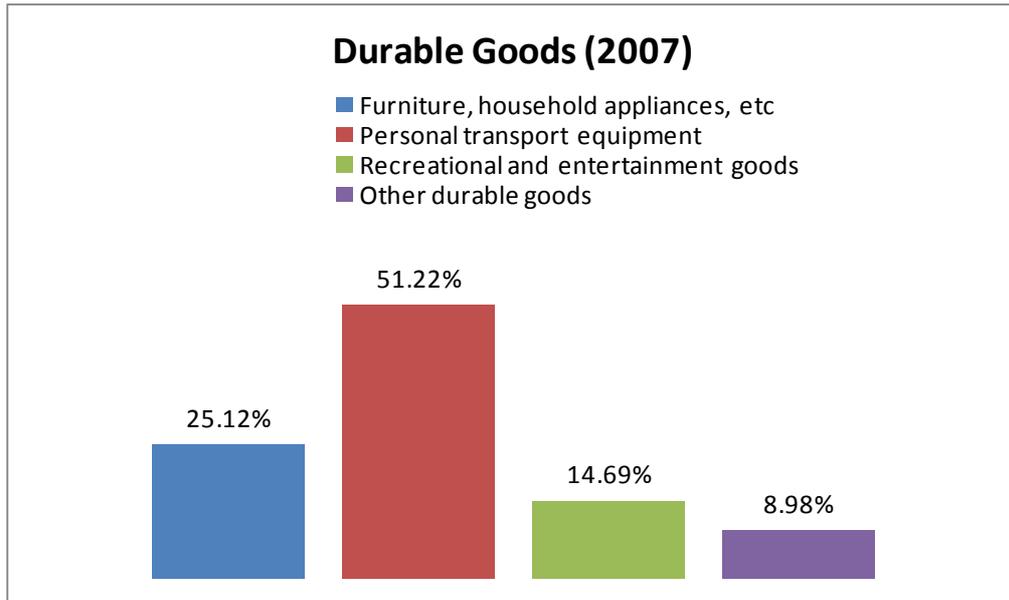
Source: *Quantec Database & Urban-Econ (2011)*

Non-durable goods (i.e: food, beverages) contribute 41.9% to total expenditure, with services (i.e: rent, transport) contributing 37.3%. Durable goods (i.e: vehicles/furniture) only contribute 9.3% to total expenditure while semi-durable goods (i.e: clothing, household accessories) contribute 11.6%.

This indicates that the majority of expenditure is being channelled towards the necessity items such as food, and necessity services such as rent and transport. The above categories are broken down into greater detail below.

Graph 10 below displays the breakdown of durable good purchases. Personal transport equipment (i.e: vehicles, motorbikes) contributes 51.22%, while furniture & household appliances contribute 25.12%. Recreational, entertainment and other durable goods contribute to the remainder of durable expenditure.

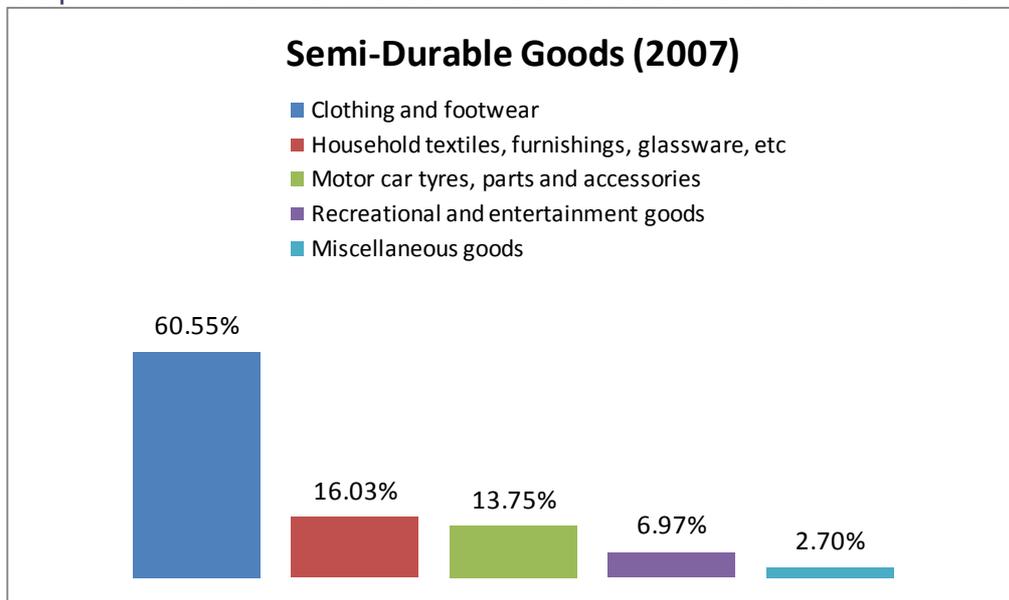
### Breakdown of Durable-Goods Purchases in Emnambithi



Source: Quantec Database & Urban-Econ (2010)

Graph 11 below displays the semi-durable expenditure category. 60.55% of purchases are clothing and footwear, while only 16% is on household textiles, furnishings and glassware, and 13.75% is on motor car tyres, parts and accessories. The remaining 9.67% of semi-durable expenditure is on recreational and entertainment goods and miscellaneous goods.

### Graph 1: Breakdown of the Semi-Durable Good Purchases in Emnambithi

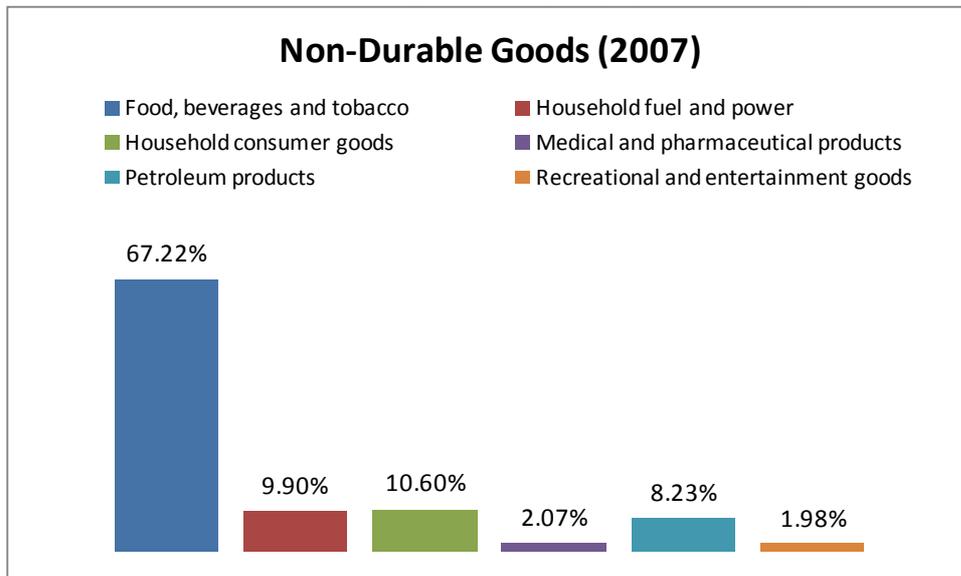


Source: Quantec Database & Urban-Econ (2011)

Graph 12 below displays the breakdown of non-durable goods. Over 67% of expenditure in this category is on food, beverages and tobacco. Household fuel and power, and household consumer goods contribute just over 20%, while petroleum

products contribute 8.23%, medical and pharmaceuticals products contribute 2% and recreational and entertainment goods contribute almost 2%.

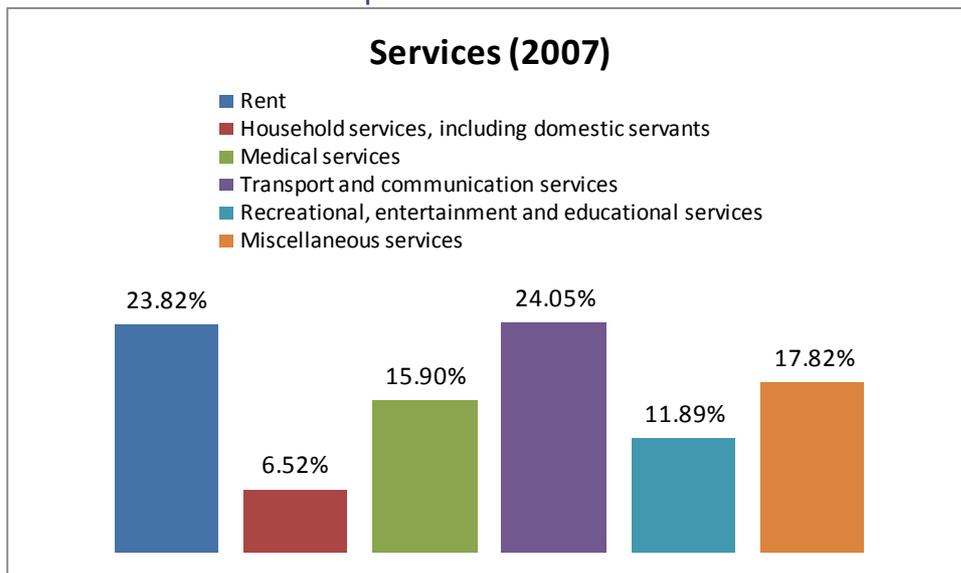
#### Breakdown of Non-Durable Good Purchases in Emnambithi



Source: Quantec Database & Urban-Econ (2011)

The final expenditure category is services. Graph below displays the breakdown of the services category into its major components.

#### Breakdown of Service Expenditure in Emnambithi



Source: Quantec Database & Urban-Econ (2011)

Rent and transport & communication services contribute a similar amount to service expenditure with 23.8% and 24% respectively. Medical services (i.e: doctors, clinics) contribute 15.9%, while household services only contribute 6.5%. Recreational, entertainment and educational services contribute 11.8% while miscellaneous services contribute 17.8%.

In conclusion, non-durable goods and services contribute to almost 80% of total expenditure, with the main components consisting of food, beverages and tobacco (28% of total expenditure), rent (8.9%), and transport & communications services (9%).

## **IN-DEPTH ANALYSIS OF SECTORS**

### **The Agricultural Development Sector**

Within this sector Emnambithi/Ladysmith Municipality produces goods approximately 4100kg of butternuts, potatoes, tomatoes, brinjal and cabbages. All the produce are sold to smaller markets and some distributed to Sukuma Sakhe project, these produce are not enough for bigger markets. Predominantly these produce are obtained from Engunini (Ubumbano Trust), Mathews Farm and Colenso (Egugwini Trust). At the moment our co-operatives are preparing their grounds for cultivation that will start in August in the year 2012.

There exists a platform for opportunities within the Emnambithi/Ladysmith Agricultural sector. **These opportunities include;**

- Bulk fresh production which will provide a sustainable market
- Most of our farmers are situated on busy national routes – they can create their own market for people driving past

This sector in ELM serves for different reasons (**Objectives**)

- Bulk vegetable production – increase production to cater for larger markets
- Empowering women in rural communities – encouraging women to participate in crop and livestock farming
- Proper use of arable land – cultivation and planting for our new co-operatives
- Develop a community outreach programme for food security – roads shows where we encourage communities to get involved in producing vegetables and broiler farming, communicate with ward councilors to obtain a list of individuals that require assistance with starting or maintenance of their food security projects, conducting workshop where different departments / stakeholders will be involved.
- Sustainability of livestock farmers - provide grazing camps, assist with bales and constructing dip tanks in their areas

### **Goals**

- Sustainable markets
- Commercialization of farms ( from primary sector to the secondary sector) hence increasing economy of Ladysmith and to attract national, provincial and regional markets
- Ensuring good nutrition for families around the Ladysmith area through farming

## **Challenges**

- Funding – most of our agricultural co-operatives are funded by the Municipality and usually the funds are not enough to develop them into sustainable farmers.
- Infrastructure – access roads, irrigation, electricity – most of the emerging are from rural areas and the above are not accessible
- Warehouses for storage of produce – this will assist farmers to keep their produce fresh before being transported to markets and will reduce pressure of having to harvest on the day they are supposed to deliver to markets
- Security - equipment for our farmers is being stolen or vandalised
- Cultivable land – it owned by the private sector, the land owned by emerging farmers is too small in scale, only allows growth of one crop, cannot afford fertilizers for other crops
- Grazing camps – not enough, the camps owned by the Municipality have less grass and too many rocks, the Department of Land Affairs is not doing enough
- Labour – our farmers have poor financial and business management skills hence they cannot have sustainable jobs being created
- Communication between ward councilors and officials – the ward councilor and committee hold the information for all the food security gardens in their wards whether in schools, clinics or homes

## **Remedial Actions**

- Registration of our projects with CIPC and SARS, provide working space for them, referral to institution like SEDA where they will have their business plans done so they will be able to apply for their own funding. When the projects receive the funding from funding institutes they can be able to afford to put their infrastructure in place.
- Reservoir tanks for irrigation, our Engineering needs to get more equipment for constructing access roads.
- Liaising with the Department of Agriculture and Land Affairs will assist to identify arable land and suitable grazing camps.
- Business and financial management skills training for our farmers.
- Ward councilors must release the information to the relevant people (officials) so that assistance will be given to those individuals.

## **Action Plans**

- Registration of co-operatives with CIPC and SARS, in-order to be provided with working space and referral to institutes where they will get their business plans and referrals to business institutes so that they can apply for their own funding. With funding the co-operatives can develop their own infrastructure (irrigation, electricity, access roads etc.)
- Empowering women in the rural areas to acquire entrepreneurial skills in agriculture. The women can be trained with broiler farming, egg-laying farming, pig farming, goat farming and crop farming skills.
- Mentorship for all our co-operatives while training them in business, financial and marketing skills.

- Cultivation and planting of agricultural co-operatives for the bulk production of non -sensitive vegetables. Our co-operatives are producing less than the amount of land they have, which is why their market is not sustainable. Most markets prefer to stick with reliable producers which are why we want to produce more than enough for those big markets.
- Construction of a hydroponic greenhouse for the bulk production of sensitive crops (tomatoes etc.) with co-op driven management. The greenhouse will attract local markets therefore increasing the economy of Ladysmith.
- Preventing cattle loses and increasing market value of cattle – most of our farmers rely on cattle farming for food security but each year their cattle die due to diseases and shortage of food. Construction of dip tanks and making of grass bales around the areas where there is a concentration of cattle farmers. The Municipality can liaise with the Department of Land Affairs with securing grazing camps for those livestock farmers.
- Development of a food security programme – roadshows to be held at rural communities to encourage them to venture into crop / broiler farming for food.

MUNICIPAL CLUSTERS/5 YEAR PERIOD	CLUSTER 1 ROOSBOOM/COLENZO/BLUE BANK	CLUSTER 2 ST CHAD'S/EZAKHENI/M CITSHENI	CLUSTER 3 MATIWANE/JONONO /NKUNZI	CLUSTER 4 WATERSMEET/PIECE TOWN/BURFORD	CLUSTER 5 DRIEFONTEIN/KLEINFONT EIN/	CLUSTER 6 ACACIAVILLE,CB D& STEADVILLE & MTHANDI	REQUIRED FUNDS FROM ELM (CAPITAL)	FUNDERS
YEAR 1 2013/ 2014	<p>SMME Centres (Colenso) – alteration and completion of SMME Centres</p> <p>Infrastructure – provision of business units in the existing SMME Centres for emerging businesses</p> <p>Waste Recycling Plant (Acaciaville) – establishment of waste recycling plant</p> <p>Regeneration of Colenso, application of funding to provide infrastructure</p> <p>Registration of Co-operatives through CIPC (all wards)</p> <p>Development of rural and agricultural land through Amakhosi and Commercial farmers</p> <ul style="list-style-type: none"> <li>To assist in the development of land for livestock farmers</li> <li>Greening of reclaimed land and land fill sites</li> </ul>	<p>SMME Centres (Ezakhani Beehive) – alteration and completion of SMME Centres</p> <p>Infrastructure – provision of business units in the existing SMME Centres for emerging businesses</p> <p>Registration of Co-operatives through CIPC (all wards)</p> <ul style="list-style-type: none"> <li>Development of rural and</li> </ul>	<p>Registration of Co-operatives through CIPC (all wards)</p> <p>Development of rural and agricultural land through Amakhosi and Commercial farmers</p> <ul style="list-style-type: none"> <li>To assist in</li> </ul>	<p>Registration of Co-operatives through CIPC (all wards)</p> <p>Development of rural and agricultural land through Amakhosi and Commercial farmers</p>	<p>Registration of Co-operatives through CIPC (all wards)</p> <p>Development of rural and agricultural land through Amakhosi and Commercial farmers</p> <ul style="list-style-type: none"> <li>To assist in the</li> </ul>	<p>SMME Centres (Steadville SMME Centres) – alteration and completion of SMME Centres</p> <p>Infrastructure – provision of business units in the existing SMME Centres for emerging businesses</p> <p>Registration of Co-operatives through CIPC (all wards)</p>	<p>R 100 000.00</p> <p>R 5.2 million</p> <p>R 3,000.00</p> <p>R 2 million</p>	<p>ELM</p> <p>COGTA</p> <p>ELM</p> <p>ELM / DED&amp;T /</p>

		<p>agricultural land through Amakhosi and Commercial farmers</p> <ul style="list-style-type: none"> <li>To assist in the development of land for livestock farmers</li> <li>Greening of reclaimed land and land fill sites</li> </ul>	<p>the development of land for livestock farmers</p> <ul style="list-style-type: none"> <li>Greening of reclaimed land and land fill sites</li> </ul>	<ul style="list-style-type: none"> <li>To assist in the development of land for livestock farmers</li> <li>Greening of reclaimed land and land fill sites</li> </ul>	<p>development of land for livestock farmers</p> <ul style="list-style-type: none"> <li>Greening of reclaimed land and land fill sites</li> </ul>	<ul style="list-style-type: none"> <li>To provide working space for coffin and aluminium doors and frames co-operatives at Mathews Farm SMME Units</li> <li>Establishment of Logistic Hub at Danskraal Goodshed</li> <li>Acquisition of Transnet properties within the CBD for Commercial Development</li> <li>Establishment of Poultry Abattoir at Mathews Farm</li> <li>Extension of Wimpy Park up to Blackrock and Pedestrian Bridge over Klipriver</li> <li>Development of Forbes Street Properties as Commercial mixed use</li> <li>Development of aerodrome in Ladysmith</li> <li>Development of area around the Indoor Sports Complex</li> <li>Establishment of car wash(Tsakane and Steadville)</li> <li>Assist in skills development for the Sewing Hub</li> </ul>	<p>R 5 million</p> <p>R 10 million</p> <p>R 8.8 million</p> <p>R 5 million</p> <p>R 3 million</p> <p>R 20 million</p>	<p>DOA / COGTA</p> <p>ELM / COGTA</p> <p>COGTA</p> <p>COGTA</p> <p>COGTA</p> <p>COGTA</p> <p>COGTA</p> <p>COGTA</p>
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				<ul style="list-style-type: none"> <li>• Establishmen t of Hub in Watersmeet</li> <li>• Assisting Aloe and Berg Tea Project with raw material for manufacturin g of aloe products e.g. soap, cream, tonic etc.</li> </ul>			R 50 000.00  R 100 000.00  R 100 000.00  R 200 000.00  R 10 000.00  R 198 000.00  R 40 000.00	ELM / COGTA  ELM / COGTA  ELM / COGTA  ELM  ELM / DED&T  ELM  ELM
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PROJECT NAME	DESCRIPTION	AREA	ESTIMATED MONETARY
Marketing	Advertising in 4 newspaper	N/A	R75 000
Branding	Branding Material for our Municipality	N/A	
Investors	Entertain at least 15 interested investors	N/A	R10 000
Investments	Assist at least 3 new industries to be established in Ladysmith	N/A	R10 000

BR+E Visits	To visit 24 existing businesses through business retention and expansion programme	N/A	R10 000
Trade Mission	To visit countries abroad to advertise our Municipal area for investments	N/A	R130 000
Ladysmith Show	To assist Ladysmith show as a LED Initiative	N/A	R45 000
Other Events	To take part in various exhibitions to market our Municipal area	N/A	R45 000
Incentives	To provide incentives to: <ul style="list-style-type: none"> <li>• Informal Traders</li> <li>• CBD, Colenso and Ladysmith Businesses</li> <li>• Retail</li> <li>• Wholesale</li> <li>• SMMEs</li> </ul>	N/A	R500 000
Development Strategy	Reviewing of LED Strategies	N/A	R300 000

YEAR 2 2014 / 2015	<ul style="list-style-type: none"> <li>▶ Car Wash Project</li> <li>▶ Registration of Co-operatives.</li> <li>▶ Digital Hub</li> <li>▶ SMME Centres Infrastructure</li> <li>▶ Rural Agricultural Development</li> </ul>	<ul style="list-style-type: none"> <li>▶ Car wash Project</li> <li>▶ Registration of Co-operatives</li> <li>▶ Digital Hub</li> <li>▶ SMME Centre Infrastructure</li> <li>▶ Rural Agricultural Development</li> <li>▶ Development of land for</li> </ul>	<ul style="list-style-type: none"> <li>▶ Registration of Co-operatives</li> <li>▶ Rural Agricultural Development</li> <li>▶ Development of land for livestock farmers</li> <li>▶ Piggery Projects</li> <li>▶ Recycling</li> </ul>	<ul style="list-style-type: none"> <li>▶ Car wash Project</li> <li>▶ Registration of Co-operatives</li> <li>▶ Rural Agricultural Development</li> <li>▶ Development of land for livestock farmers</li> <li>▶ Piggery Projects</li> </ul>	<ul style="list-style-type: none"> <li>▶ Registration of Co-operatives</li> <li>▶ Rural Agricultural Development</li> <li>▶ Development of land for livestock farmers</li> <li>▶ Van Reenen – Wind Turbines, Information Centre, Boreholes , roads and electricity</li> <li>▶ Commercial Centre</li> </ul>	<ul style="list-style-type: none"> <li>▶ Car wash Project</li> <li>▶ Registration of Co-operatives</li> <li>▶ Sewing Hub Project</li> <li>▶ Aloe and Berg Tea Project</li> <li>▶ SMME Centre Infrastructure</li> <li>▶ Aluminium Doors and Frames Projects</li> <li>▶ Ladies Coffin Makers</li> <li>▶ Forbes Street</li> </ul>	Municipality R 2 million DED+T R 3 million C OGTA R 10 million • R ural Development Department of Agriculture R 5 million
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	<ul style="list-style-type: none"> <li>▶ Colenso Regeneration: Infrastructure</li> <li>▶ Development of land for livestock farmers</li> <li>▶ Renewable Energy Project</li> <li>▶ Large scale land reform</li> <li>▶ Piggery Projects</li> <li>▶ Recycling Projects</li> <li>▶ Egg Layers Projects</li> <li>▶ Community Gardens Projects</li> <li>▶ Piggery Projects</li> <li>▶ Recycling Projects</li> <li>▶ Egg Layers Projects</li> <li>▶ Community Gardens Projects</li> </ul>	<p>livestock farmers</p> <ul style="list-style-type: none"> <li>▶ Commercial Development Erf A3.</li> <li>▶ Athletic Track – Section D</li> <li>▶ Ithala Regeneration – to obtain 100% occupancy.</li> <li>▶ Informal Trading Stalls</li> <li>▶ Piggery Projects</li> <li>▶ Recycling Projects</li> <li>▶ Egg Layers Projects</li> <li>▶ Community Gardens Projects</li> </ul>	<p>Projects</p> <ul style="list-style-type: none"> <li>▶ Egg Layers Projects</li> <li>▶ Community Gardens Projects</li> </ul>	<ul style="list-style-type: none"> <li>▶ Recycling Projects</li> <li>▶ Egg Layers Projects</li> <li>▶ Community Gardens Projects</li> </ul>	<ul style="list-style-type: none"> <li>▶ Piggery Projects</li> <li>▶ Recycling Projects</li> <li>▶ Egg Layers Projects</li> <li>▶ Community Gardens Projects</li> </ul>	<p>Development</p> <ul style="list-style-type: none"> <li>▶ Transnet Properties</li> <li>▶ Waste Recycling Plant</li> <li>▶ Poultry Abattoire</li> <li>▶ Wimpy Park</li> <li>▶ Rural Agricultural Development</li> <li>▶ Development of land for livestock farmers</li> <li>▶ Conversion of Qedusizi Dam into a storage dam.</li> <li>▶ Piggery Projects</li> <li>▶ Recycling Projects</li> <li>▶ Egg Layers Projects</li> <li>▶ Community Gardens Projects</li> </ul>	<p>TOTAL Required</p>	
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							R 20 Million	
YEAR 3 2015 / 2016	<ul style="list-style-type: none"> <li>▪ Car Wash Project</li> <li>▪ Registration of Co-operatives.</li> <li>▪ Digital Hub</li> <li>▪ SMME Centres Infrastructure</li> <li>▪ Aerodrome Development</li> <li>▪ Colenso Regeneration: Infrastructure</li> <li>▪ Waste to Energy Projects</li> <li>▪ Large scale land reform projects</li> <li>▪ Piggery Projects</li> <li>▪ Recycling Projects</li> <li>▪ Egg Layers Projects</li> <li>▪ Community Gardens Projects</li> </ul>	<ul style="list-style-type: none"> <li>▪ Car wash Project</li> <li>▪ Registration of Co-operatives</li> <li>▪ Digital Hub</li> <li>▪ SMME Centre Infrastructure</li> <li>▪ Informal Trading Stalls</li> <li>▪ Piggery Projects</li> <li>▪ Recycling Projects</li> <li>▪ Egg Layers Projects</li> <li>▪ Community Gardens Projects</li> </ul>	<ul style="list-style-type: none"> <li>▪ Registration of Co-operatives</li> <li>▪ Renewable Energy Projects – Solar</li> <li>▪ Piggery Projects</li> <li>▪ Recycling Projects</li> <li>▪ Egg Layers Projects</li> <li>▪ Community Gardens Projects</li> </ul>	<ul style="list-style-type: none"> <li>▪ Registration of Co-operatives</li> <li>▪ Commercial Centre</li> <li>▪ Sand Mining Projects</li> <li>▪ Piggery Projects</li> <li>▪ Recycling Projects</li> <li>▪ Egg Layers Projects</li> <li>▪ Community Gardens Projects</li> </ul>	<ul style="list-style-type: none"> <li>▪ Registration of Co-operatives</li> <li>▪ Large scale land reform projects</li> <li>▪ Piggery Projects</li> <li>▪ Recycling Projects</li> <li>▪ Egg Layers Projects</li> <li>▪ Community Gardens Projects</li> </ul>	<ul style="list-style-type: none"> <li>▪ Registration of Co-operatives</li> <li>▪ Landfill site – reclaimed land – 10 ha: fruit trees</li> <li>▪ Large Scale land reform Projects</li> <li>▪ Tembelihle – Dry land production of mealies and beans.</li> <li>▪ Incubator Centre – SMME's and Co-ops</li> <li>▪ Piggery Projects</li> <li>▪ Recycling Projects</li> <li>▪ Egg Layers Projects</li> <li>▪ Community Gardens Projects</li> </ul>	TOTAL Required:	Municipality •DED+T •CPOGTA •Rural Development •Department of Agriculture

PROJECT NAME	DESCRIPTION	AREA	ESTIMATED MONETARY
Marketing	Advertising in 4 newspaper	N/A	R75 000
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Development Strategy	Reviewing of LED Strategies	N/A	R300 000

## **PLANNED/PRIORITIZED PROJECTS**

Name of Project (Preparation Funding Stage)	Subsidy Instrument	No. of Subsidies	Status of Bulk Infrastructure	Land Owner
SADERS FARM	PLS Greenfield	1000	Boreholes in place	Private. In process of purchasing
<b>THEMBALIHLE</b>	<b>PLS Slums</b>	<b>1,000</b>	<ul style="list-style-type: none"> <li>• No commitment from D.M</li> <li>• R2.5 required to install the rising sewer main</li> </ul>	<b>Council</b>
COLENZO/EZAKHENI C	PLS Greenfield	250	<ul style="list-style-type: none"> <li>• No commitment from D.M</li> </ul>	Council
<b>MNTHANDI (Pieters)</b>	PLS Slums	500	<ul style="list-style-type: none"> <li>• Water works to be upgraded in 2009/10 FY</li> </ul>	Ingonyama Trust
ZWELISHA	Insitu-upgrade	1000	No commitment from D.M. Discussion underway with District Municipality	Private sale. In process of purchasing.
BESTERS	PLS Greenfield	800	<ul style="list-style-type: none"> <li>• No commitment from D.M</li> </ul>	Land restitution
LOMBARDSKOP	Insitu-Upgrade	1000	<ul style="list-style-type: none"> <li>• No commitment from D.M</li> </ul>	Private sale. In process of purchasing.
KIRKINTULLOCH	Insitu-Upgrade	1000	Boreholes in Place	Private sale. In process of purchasing.
CRIMIN	Insitu-Upgrade	600	Boreholes in Place	Land restitution
STEADVILLE AREA K	Insitu-	1000	Negotiating with Uthukela District	Private-sale. In process of

	Upgrade			negotiating.
ROOSBOOM	Infill housing project	1000	Boreholes In place	Private owned/trust
EZAKHENI D	PLS reenfield	400	Serviced sites discuss capacity with uthukela	Council

## **ELM SUMMARY OF 2011 AUDITOR GENERAL REPORT**

During the 2011 Audit, the AG found the following queries regarding the ELM functioning, however the municipality received an **unqualified audit** and this has been the track record of the municipality since the last three year:

### **Issue 1- Performance Management**

Findings:

- Non alignment between the IDP, Organisational Scorecard and SDBIP. AG raised a query where what was on the predetermined objectives of the IDP were not on the organisational scorecard/SDBIP, and vice versa, what was on the scorecard/SDBIP was not on the IDP
- Non-compliance with any PMS regulations or legislation. Example: key submission dates not met, performance of service providers, targets not smart, not specific, measurable, accurate, reliable and time bound
- Lack of supporting documents. Where information reported on the SDBIP's, could not be supported with adequate proof

### **Way Forward/Action Plan:**

- The Predetermined Objectives of the IDP must be aligned to the Organisational Scorecard and SDBIP. After visiting municipalities like Umshezi etc, it was recommended that this should be a (copy and paste exercise), PDO of the IDP must be the same as the OS and SDBIP.
- There should be 100% compliance with Performance Management Regulations and legislation. Basically this means that there should be a PMS compliance checklist to ensure key timeframes are met, and PMS regulations and legislation are strictly adhered to
- Performance Information must be realistic, accurate, useful and reliable. Performance information reported on, must be relevant and relate to the target and indicator being measured. Most importantly, a portfolio of evidence file must be maintained with appropriate and adequate supporting documentation – information must be verifiable

## ISSUE 2: INFORMATION TECHNOLOGY

### **Findings**

- Information Technology Governance which deals with SLA's and monitoring of service provider performance.
- There should be restricted access of unauthorised users
- There were certain it policies that were not in place or inadequate
- The municipal backup and disaster recovery plans are not adequate
- The different system softwares are not properly interfaced

### **Way Forward**

- SLA'S with software service providers should be signed and reviewed annually
- All password settings and user accounts to be reviewed to restrict unauthorised access of users
- All IT policies to be developed and implemented
- A Business Continuity Plan should be developed and implemented to ensure that there will be regular disaster recovery and backup testing

## ISSUE 3: EMPLOYEE RELATED MATTERS

### **Findings:**

- Excessive Overtime - no monitoring mechanism by HOD's. There's the risk that the overtime issue if not managed properly could lead to non compliance with basic conditions of service
- Staff and councillor termination policy which will ensure that before officials or councillors exit the municipality, all municipal assets like laptops and cellular phones would be returned, and no other debt is owing by them.
- There has been a large increase in staff turnover. This creates instability within the organisation.
- MFMA minimum competency levels not adequately assessed

### **Way forward**

- There should be strict monitoring mechanisms to reduce overtime
- The staff and councillor termination policy should be urgently developed and implemented.
- All critical posts should be filled urgently to ensure organisational stability
- In terms of the circular on minimum competency assessment, staff should undergo the minimum competency assessment. thereafter a plan of action

should be developed on how the municipality aims to train all staff to meet the requirements.

#### **ISSUE 4: FINANCIAL MANAGEMENT**

##### Supply Chain Management (SCM)

##### **Findings:**

- In terms of SCM one of the main issues are non compliance with SCM legislation or regulations which results in irregular expenditure.
- Other issues are application of the 80/20 and 90/10 point system during the tender process and suppliers in the service of the state

##### **Way Forward**

- The only way forward is 100% compliance with THE SCM Policy, regulations and legislation

##### Material Misstatements in the Annual Financial Statements (AFS)

##### **Findings**

- The findings there were Material Adjustments made to the AFS
- Furthermore some Figures in the AFS did not reconcile to the Trial Balance and General Ledger

##### **Way Forward**

- All reconciliation should be prepared on a monthly basis
- Furthermore compliance checklist should be implemented and reviewed on a monthly basis
- Last year we produced biannual financial statements, another way forward would be to move towards quarterly and then the perfect scenario would be to produce monthly financial statements

##### **Fixed Asset Management**

##### **Finding**

- This is a major issue where the fixed asset register and reconciliation did not agree to the AFS – this could lead to a qualified audit opinion

## Way Forward

- There should be monthly asset reconciliation conducted
- and at all times there should be an up to date fixed asset register

### Other issues

Electricity losses – this query has been raised in the last two years AG report – as much as the loss percentage is below the norm of 8% - the rand value if material would result in an auditor general query

### Way Forward

- The percentage and rand value of electricity losses should be monitored
- There should be a plan of action in place to reduce electricity losses

Below is an action plan for audit queries which is a mechanism for the municipality to respond to all queries from the Auditor General.

<b>Findings</b>	<b>Action plan</b>	<b>Implementation Date</b>	<b>Accountable Executive</b>	<b>Status / Progress</b>
<p><u>MATTERS AFFECTING THE AUDIT REPORT</u></p> <p>1. No Evidence of application of the 80/20 points system.</p> <p>AG RECOMMENDATION Management must monitor compliance with laws &amp; regulations relating to procurement management. Eg compliance checklists.</p>	<p>The regulations/legislation with regard to SCM and contract management will be reviewed and complied with.</p>	01/11/2012	Acting Executive Manager Finance (CFO)	<p>Progress has been made. Invitation to quote for procurements between R30 000 and R200 000 was updated to cater for 80/20 points system and B-BBEE as per the PPPFA regulation. This has now been fully implemented.</p>
<p>2. Performance of external providers not reflected on annual performance report.</p> <p>AG RECOMMENDATION Management should ensure that the annual report includes performance of external providers as required by the MSA.</p>	<p>The Annual Performance Report for 2012/2013 will include performance of external service providers.</p>	31/08/2013	Manager: Performance Management	<p>The Annual Performance Report for 2012/2013 will include performance of external service providers.</p>
<p>3. Public Safety Objective – emergency relief – Targets not verifiable.</p> <p>AG RECOMMENDATION Management must ensure that adequate reviews of the annual performance report take place before submission for auditing.</p>	<p>All targets on the performance report should be verifiable and should comply with the SMART principles.</p>	31/01/2013	Executive Manager: Community Services / Manager Performance Management	<p>PMS will engage with COGTA and AG to ensure all targets are verifiable and should comply with the SMART principles.</p> <p>Furthermore onsite training will be attended at Ethekweni and Umshezi Municipality.</p>
<p>4. Discrepancies in annual financial statements – Property, Plant and Equipment</p>	<p>All postings of journals will be checked, reviewed and approved by the FM to prevent incorrect postings in future.</p>	31/01/2013	Acting Executive Manager Finance (CFO)	<p>All journals pertaining to PPE are prepared in the Assets Management Unit, checked and then reviewed and approved by the Finance Manager.</p>

<b>Findings</b>	<b>Action plan</b>	<b>Implementation Date</b>	<b>Accountable Executive</b>	<b>Status / Progress</b>
<p>AG RECOMMENDATION</p> <p>Management should ensure that in future accounts are reconciled to the trial balance and the AFS are adequately reviewed for completeness &amp; accuracy.</p>	<p>To ensure all final accounts are reconciled to the trial balance and the annual financial statements are adequately reviewed for completeness and accuracy prior to submission for audit.</p>			
<p>5. Property, Plant and Equipment fixed asset registers do not agree to Annual Financial Statements.</p> <p>AG RECOMMENDATION</p> <p>Management should ensure that in future accounts are reconciled to the fixed asset registers and that the AFS are adequately reviewed for completeness &amp; accuracy.</p>	<p>Monthly Assets reconciliation's will be compiled.</p> <p>The assets register will be updated regularly and reconciled to the General Ledger to ensure that all assets are accounted for.</p>	31/01/2013	Acting Executive Manager Finance (CFO)	The monthly reconciliations are in the process of being compiled. The fixed assets register has been updated on a monthly basis and all assets are bar – coded.
<p><u>COMPLIANCE</u></p> <p>6. Minimum Competency levels not adequately assessed.</p> <p>AG RECOMMENDATION</p> <p>Management must ensure that adequate progress towards finance and SCM officials achieving the minimum competency levels as required.</p>	<p>An assessment of the competence of all officials in the SCM process will be formally conducted.</p> <p>To clarify this matter with National Treasury before the next reporting period.</p>	31/01/2013	Acting Manager: Corporate Services	Training has been provided to 26 employees on Bid Committee Course
<p>7. Non Compliance with MFMA section 32(4)</p> <p>AG RECOMMENDATION</p> <p>The accounting officer must inform the Mayor, Mec for Local government &amp; the</p>	<p>A report on all irregular, fruitless, and wasteful expenditure and unauthorized expenditure will be submitted to the Mayor, MEC for local Government and the Auditor General on a monthly basis.</p>	31/01/2013	Acting Executive Manager Finance (CFO)	The register for all irregular, fruitless and wasteful expenditure will be submitted to the Office of the CFO on a monthly basis and will be reported to the Municipal Manager, Mayor, MEC for Local Government and the

<b>Findings</b>	<b>Action plan</b>	<b>Implementation Date</b>	<b>Accountable Executive</b>	<b>Status / Progress</b>
AG for irregular, fruitless & wasteful expenditure and ensure that staff are aware of this reporting requirement.				Auditor General.
8. No evidence of steps taken for the recovery of fruitless and wasteful expenditure.  AG RECOMMENDATION The accounting officer must ensure that there are formal processes in place to investigate F & W expenditure.	Management will ensure that a formal process to recover fruitless and wasteful expenditure is in place.	31/01/2013	Acting Executive Manager Finance (CFO)	The Fruitless and Wasteful Expenditure Register is maintained and updated on a monthly basis.  A formal process will be implemented to recover fruitless and wasteful expenditure.
9. Non compliance with regulation 2(1)(a) of GNR796  AG RECOMMENDATION Management should ensure the IDP is adequately reviewed to ensure compliance with MSA (26)	To ensure that the 2012/2013 IDP has the current, approved organogram attached to it.	31/01/2013	Acting Executive Manager: Development, Planning and Human Settlement	The 2012/2013 IDP has the current, approved organogram attached to it.
10. Auditees to render assistance  AG RECOMMENDATION The CFO should ensure that information is submitted to the auditors in a timely manner.	To ensure that all information requested from the AG staff in future is given within the agreed upon timeframes.	On going	Acting Executive Manager Finance (CFO)	Section Heads will ensure that the two day time frame is met.
11. Payments made to supplier not in	To ensure that all payments to service providers must be evaluated	31/01/2013	Acting Executive Manager	The payment of contractors are made

<b>Findings</b>	<b>Action plan</b>	<b>Implementation Date</b>	<b>Accountable Executive</b>	<b>Status / Progress</b>
<p>accordance with contract conditions.</p> <p><b>AG RECOMMENDATION</b> Management should ensure that payments made to suppliers in terms of a contract must be evaluated to the T&amp;C's before payment is made.</p>	<p>to the terms and conditions of the contract before payment is made.</p>		Finance (CFO)	<p>according to the appointment letter.</p> <p>Appointment letter is always attached to payment vouchers before payment is effected to ensure the terms and conditions of the contract are met.</p>
<p>12. Suppliers in service of the state</p> <p><b>AG RECOMMENDATION</b> Management should implement controls to ensure that declarations of interest are obtained for all suppliers in respect of written quotations or bids.</p>	<p>To ensure that all suppliers and prospective suppliers complete the declaration of interest form before accepting their quotations.</p> <p>Management to consider if any fraud implications due to suppliers not honestly completing declarations.</p>	01/11/2012	Acting Executive Manager Finance (CFO)	The Declaration of Interest Form is one of the documents that is a requirement for all suppliers that want to be registered on our database. If the supplier is not on our database, a declaration of interest form is still required to be completed before an order can be generated for the supplier.
<p>13. Awards to persons in service of the state – employees of municipality</p> <p><b>AG RECOMMENDATION</b> Management should consider following up with suppliers the reasons as to why declarations have not been completed.</p>	<p>To ensure that all suppliers and prospective suppliers complete the declaration of interest form before accepting their quotations.</p> <p>Management to consider if any fraud implications due to suppliers not honestly completing declarations</p>	01/11/2012	Acting Executive Manager Finance (CFO)	The Declaration of Interest Form is one of the documents that is a requirement for all suppliers that want to be registered on our database. If the supplier is not on our database, a declaration of interest form is still required to be completed before an order can be generated for the supplier.
<p>14. Non compliance relating to awards greater than R10 million.</p>	<p>To ensure that all successful bidders submit their audited financial statements for the past 3</p>	31/01/2013	Acting Executive Manager Finance (CFO)	This is information is now requested from all successful bidders and if this information is not submitted no bid is

<b>Findings</b>	<b>Action plan</b>	<b>Implementation Date</b>	<b>Accountable Executive</b>	<b>Status / Progress</b>
AG RECOMMENDATION Management should ensure full compliance with SCM regulations & consider the use of comprehensive checklists & enforce compliance with laws & regulations. Bid documents should request such info.	years to establish if they are financially stable and able to meet the requirements of the tender.			to be awarded to that particular bidder who fails to submit. All bids that are more than R10 million and long term contracts are now advertised for 30 days.
15. Overstatement of Financial lease liability.  AG RECOMMENDATION Management should review the finance lease calc's prior to submission for audit.	Finance lease calculations to be reviewed prior to submission of the AFS for audit.  Staff members to understand the applicable framework.	30/06/2013	Acting Executive Manager Finance (CFO)	The lease calculations will be prepared and reviewed on a monthly basis.
16. Excessive overtime  AG RECOMMENDATION Steps should be taken to ensure that the BCEA are complied with & overtime is monitored, controlled and approved to limit abuse thereof.	Management to monitor excessive overtime claims that exceed 40 hours as per the BCEA.  Management to ensure overtime over 40 hours relates to disaster/emergency situations only.	Ongoing	Acting Executive Manager: Corporate Services	Overtime is being monitored by all HOD's and the Municipal Manager.
17. Overtime Schedule not monitored by Heads of department  AG RECOMMENDATION The accounting officer should ensure that monthly overtime schedules are being monitored by each HOD and should be signed as evidence of review.	All HOD's to monitor and sign off overtime worked by their respective departments on a monthly basis.  All overtime to be prior approved by the municipal manager.	ongoing	All Heads of departments.	Overtime is being monitored by all HOD's and the Municipal Manager.

<b>Findings</b>	<b>Action plan</b>	<b>Implementation Date</b>	<b>Accountable Executive</b>	<b>Status / Progress</b>
18. Deceased employee paid  AG RECOMMENDATION Management must ensure that payroll certification is reviewed for employees whose services have been terminated & ensure they have been taken off the system. Any F & w expenditure should be followed up & recovered.	Termination Policy to be approved by council.  Managers to timeously inform CS dept when employees are deceased to prevent incorrect payments.	31/01/2013	Acting Executive Manager: Corporate Services	Policy was submitted for discussion at <ul style="list-style-type: none"> <li>• Support Services – 17 January 2013</li> <li>• EXCO – 24 January 2013</li> <li>• Council - 31 January 2013</li> </ul> Policy was referred back at council meeting.
19. Appointments  AG RECOMMENDATION Management should ensure that a policy is developed which addresses the job creation & temporary appointments to ensure that such appointments are made via approved processes.	To formulate a Job Creation Policy to address Job Creation and Temporary appointments.	31/01/2013	Acting Executive Manager: Corporate Services	Revised Policy was submitted for discussion at  Support Services – 17 January 2013  Policy was referred back by Support Services
20. Vacancy Rate increased  AG RECOMMENDATION Management must ensure that the municipality has implemented HR management practices to ensure adequate and sufficiently skilled resources for proper service delivery.	Critical positions will be budgeted for during the approval of the budget.  The Recruitment and Selection Policy is in place which will address this matter.	On going	Acting Executive Manager: Corporate Services	Policy was submitted for discussion at <ul style="list-style-type: none"> <li>• Support Services – 17 January 2013</li> <li>• EXCO – 24 January 2013</li> <li>• Council - 31 January 2013</li> </ul> Policy has been approved by council
21. Laptops not returned	A Termination policy will be developed to address all issues with regards to staff leaving the employ	31/01/2013	Acting Executive Manager: Corporate Services	Policy was submitted for discussion at <ul style="list-style-type: none"> <li>• Support Services – 17 January</li> </ul>

<b>Findings</b>	<b>Action plan</b>	<b>Implementation Date</b>	<b>Accountable Executive</b>	<b>Status / Progress</b>
<p>AG RECOMMENDATION</p> <p>Management to take reasonable steps to ensure laptops are recovered and the MFMA &amp; Electronic communications Policy is adhered to</p>	<p>of council.</p> <p>A register to be maintained with the dates taken and returned with signatures.</p>			<p>2013</p> <ul style="list-style-type: none"> <li>EXCO – 24 January 2013</li> <li>Council - 31 January 2013</li> </ul> <p>Policy was referred back at council meeting.</p>
<p>22. Cellular Phones not returned.</p> <p>AG RECOMMENDATION</p> <p>The accounting officer should ensure that all cellphones are recovered when officials leave the municipality.</p>	<p>A Termination policy will be developed to address all issues with regards to staff leaving the employ of council.</p> <p>A register to be maintained with the dates taken and returned with signatures.</p>	31/01/2013	Acting Executive Manager: Corporate Services	<p>Policy was submitted for discussion at</p> <ul style="list-style-type: none"> <li>Support Services – 17 January 2013</li> <li>EXCO – 24 January 2013</li> <li>Council - 31 January 2013</li> </ul> <p>Policy was referred back at council meeting.</p>
<p>23. Incorrect appropriation of Funds for expenditure</p> <p>AG RECOMMENDATION</p> <p>Management should ensure that expenditure is properly classified in the correct votes in order to ensure expenditure incurred in terms of the approved budget.</p>	<p>A monthly review on the processing of transactions in the different vote numbers will be carried out to ensure all transactions have been correctly posted.</p>	31/01/2013	Acting Executive Manager Finance (CFO)	<p>Orders are sent by the different departments/sections to SCM, the Senior Accountant then verifies if the correct line item is being utilised. If there is any uncertainty the budget office intervenes and ensures that the correct line item is used.</p> <p>Processes are now in place to ensure the correct usage of line items</p>
<p>24. Cell phone debts incurred for individuals who are no longer officials of the municipality.</p> <p>AG RECOMMENDATION</p>	<p>A Termination policy will be developed to address all issues with regards to staff leaving the employ of council.</p> <p>A process to recover these</p>	31/01/2013	Acting Executive Manager: Corporate Services	<p>Policy was submitted for discussion at</p> <ul style="list-style-type: none"> <li>Support Services – 17 January 2013</li> <li>EXCO – 24 January 2013</li> <li>Council - 31 January 2013</li> </ul>

<b>Findings</b>	<b>Action plan</b>	<b>Implementation Date</b>	<b>Accountable Executive</b>	<b>Status / Progress</b>
The accounting officer must ensure that the resources of council are used effectively, efficiently and economically; unauthorized, irregular or fruitless & wasteful expenditure to be prevented & recovered.	debts will be implemented from the identified officials.			Policy was referred back at council meeting.  MCM on the 15/01/2013 resolved that all outstanding monies will be dealt with through the Credit Control Policy and legal processes will be followed.
25. Property register not displayed on website.  AG RECOMMENDATION Management should ensure that the property register is maintained on the website.	The property register will be uploaded onto the municipal website immediately.	31/01/2013	Acting Executive Manager:  Corporate Services / Economic Development and Human Settlement	The property register has been uploaded onto the municipal website immediately.
26. Investment register inadequate  AG RECOMMENDATION A staff member should maintain a detailed register of all investments held as well reconciling the register to the general ledger accounts on a monthly basis.	A senior official will ensure that the investment register is maintained accordingly.	31/01/2013	Acting Executive Manager Finance (CFO)	The Investment Register is updated and maintained on a monthly basis. Request for bank confirmations will be requested on a monthly basis.
27. Stores control account not reconciled to SAMRAS and unsupported journal entries posted.  AG RECOMMENDATION Management to investigate	Management to investigate all discrepancies.  Management to ensure proper processing and classification of	31/01/2013	Acting Executive Manager Finance (CFO)	The stores reconciliation has been done for the period July 2012 to November 2012. However there are adjustments that still need to be identified and corrected. No adjustments will be made without supporting documentation and

<b>Findings</b>	<b>Action plan</b>	<b>Implementation Date</b>	<b>Accountable Executive</b>	<b>Status / Progress</b>
<p>discrepancies.</p> <p>-Proper reconciliation of stock listing.</p> <p>-Supporting documents for journal entries.</p> <p>-Adequate Internal Control over inventory.</p>	<p>journals before processing.</p> <p>Management to ensure that all supporting documentation are maintained for journal entries.</p>			approval by the Manager Finance
<p>28. Material under spending of grants thereby impacting on service delivery.</p> <p><b>AG RECOMMENDATION</b> Management should ensure that all conditional grants are adequately monitored to ensure that conditions are met.</p>	<p>Management to monitor conditional grant spending on a monthly basis to prepare progress reports with challenges and reasons to be submitted to the various oversight committees.</p>	On going	All HOD's	On a monthly basis. all HOD's will receive a grant reconciliation which will indicate the status of their respective grants in order to monitor the spending of grants.
<p>29. Information technology governance</p> <p><b>AG RECOMMENDATION</b></p> <p>Management should review the GEO-REALITY SLA to ensure that it adequately reflects the responsibilities of the services provider and negotiate with GEO-REALITY to ensure that the SLA is adequately signed off by the appropriated individuals</p> <p>-Coordinate performance review meetings to discuss performance against agreed services levels</p> <p>-Obtain and review performance reports from services provider on a regular basis.</p>	<p>The SLA with Geo-Reality will be reviewed to ensure that responsibilities of the service provider are clearly indicated and the SLA will be duly signed by appropriate individuals.</p> <p>Furthermore for all SLA's in place there will be regular performance review meetings.</p>	31/01/2013	<p>Acting Executive Manager: Corporate Services</p> <p>All HOD's</p>	<p>The SLA has been signed and reviewed till the end of June 2013.</p> <p>IT steering committee members have been identified and will meet on the 08/02/2013.</p>

<b>Findings</b>	<b>Action plan</b>	<b>Implementation Date</b>	<b>Accountable Executive</b>	<b>Status / Progress</b>
<p>30.Security Management</p> <p><u>AG RECOMMENDATION</u></p> <p>Management should configure passwords as follows:</p> <ul style="list-style-type: none"> <li>- Password length should be set to 8 characters.</li> <li>-Password should be set to expire every 30 days.</li> <li>-account lockout should be set to 3.- Password history set to 12.</li> <li>-Password should be alpha-numeric and include special characters.</li> </ul>	<p>All password settings will be reviewed to ensure that there in strict security measures in place, and restricted unauthorised access of users.</p>	<p>31/01/2013</p>	<p>Acting Executive Manager: Corporate Services</p>	<p>Password controls have been implemented:</p> <ul style="list-style-type: none"> <li>• Password length set to 10 characters</li> <li>• Password expiry set to 30 days both on Linux and Samras</li> <li>• Account lockout facility has been configured to 3 unsuccessful attempts.</li> <li>• Password history has been set to 12</li> </ul> <p>Password have been configured and consist of both alpha-numeric and special characters to enhance the security.</p> <p>The service provider to resolve the system challenges before the 28/02/2013</p>
<p>31. User access control</p> <p><u>AG RECOMMENDATION</u></p> <p>The following measures should be introduced to address these weaknesses:</p> <ul style="list-style-type: none"> <li>-Define a policy for granting and use of power user accounts.</li> <li>-Ensure that IT is timeously notified of terminations to allow for the revocation of access for employees that are no longer</li> </ul>	<p>A policy/procedure will be developed with regards to power user accounts and termination of employee user accounts</p> <p>On a monthly basis there will be a review of the contour users.</p>	<p>28/02/2013</p>	<p>Acting Executive Manager: Corporate Services</p>	<p>In the process of drafting the policy to address power user access which will be submitted to MCM before the end of February.</p>

<b>Findings</b>	<b>Action plan</b>	<b>Implementation Date</b>	<b>Accountable Executive</b>	<b>Status / Progress</b>
<p>employed by the municipality.</p> <p>-Perform a review of user with access to Contour. Evidence should be maintained for audit trail purpose.</p>				
<p>32. Program change management</p> <p><u>AG RECOMMENDATION</u></p> <p>-The Change Management policy should be approved by senior management and implement for all system changes.</p> <p>-Ensure that all changes are tested and approved by business prior to being migrated into the production environment.</p> <p>-Management should ensure that activities performed by services provider are monitored and reviewed by the Municipality to ensure that only valid and approved changes have been made to the systems. Evidence of such reviews should be maintained.</p> <p>-User manuals for all system should be updated or created where none exists. These manuals should be distributed to all system users.</p>	<p>A Program Change Management Policy will be developed and implemented.</p>	31/01/2013	Acting Executive Manager: Corporate Services	Policy has been approved and adopted by the Council
<p>33. Data center management</p> <p><u>AG RECOMMENDATION</u></p> <p>Management should develop an IT Helpdesk policy to define the process for</p>	<p>An IT Help desk Policy will be developed and implemented.</p>	31/01/2013	Acting Executive Manager: Corporate Services	Draft policy has been submitted to MCM on the 29/01/2013. Policy to be submitted to exco and council during February 2013.

<b>Findings</b>	<b>Action plan</b>	<b>Implementation Date</b>	<b>Accountable Executive</b>	<b>Status / Progress</b>
reporting, escalating, prioritizing and resolving reported issues. The Acting Manager: Corporate Services should review all calls logged on an ad hoc basis to identify long outstanding calls. These calls should be escalated and resolved according to the priority assigned.				
34. Facilities and environmental controls  <u>AG RECOMMENDATION</u>  Management should ensure that the visitor's register is signed off by the IT official who accompanies a visitor into the data center. In addition the visitor's register should be reviewed by the Acting Manager: Corporate Services on an ad hoc basis to ensure that the IT official complies with the rules for gaining access to the data center.		31/01/2012	Acting Executive Manager: Corporate Services	A Visitors Register is now in place
35. IT services continuity  <u>AG RECOMMENDATION</u>  Management should ensure that:  -Complete a BIA and incorporate key element of the analysis into the BCP and IT DRP.  -Adequate documents is maintained to confirm the results of the next DR test.  -Update the BCP to include all key system as well as the contact details for all key	A Business Impact Analysis will be done in the development of the Business Continuity Plan.  There will be regular disaster recovery and back-up testing.  The back up policy will be reviewed.	31/01/2012	Acting Executive Manager: Corporate Services	SCM is in the process of appointing a service provider with expertise to assist in this regard

<b>Findings</b>	<b>Action plan</b>	<b>Implementation Date</b>	<b>Accountable Executive</b>	<b>Status / Progress</b>
<p>individuals.</p> <p>-Update the backup policy to include:</p> <ul style="list-style-type: none"> <li>o Step by step restoration procedure</li> <li>o Standard tape labelling</li> <li>o Requirement for periodic restoration tests</li> <li>o Replacement of backup media</li> <li>o Process for tape movement (secure transportation from onsite to offsite) is not included on the document.</li> </ul>				
<p>36. System acquisition</p> <p><u>AG RECOMMENDATION</u></p> <p>Management should ensure that the procurement policy for IT system should be updated to include specific requirements for the procurements of IT systems. Systems must also be tested by the Municipality and formally signed off prior to going live.</p>	<p>The Procurement Policy for the IT System will be reviewed.</p>	<p>31/01/2013</p>	<p>Acting Executive Manager: Corporate Services</p>	<p>Council has a contract with SAMRAS as financial administrator for Emnambithi/ Ladysmith/ Municipality. Any changes to the system are first verified and approved by the administrator before being approved. IT Section does research and test new technology before it is being implemented within the organization. The specification of any IT equipment is drawn up by the IT section</p> <p style="text-align: center;">and submitted to SCM unit for procurement processes.</p>
<p>37. Samras – geo- reality interface</p> <p><u>AG RECOMMENDATION</u></p> <p>Management should ensure that:</p>	<p>The Samras – Geo Reality Interface will be reviewed to ensure that there is complete and accurate upload of data into Samras.</p>	<p>31/01/2013</p>	<p>Acting Executive Manager: Corporate Services</p>	<p>Council has approved change management policy which addresses the modification of any data on the system that the Municipality has, before changes are implemented on</p>

<b>Findings</b>	<b>Action plan</b>	<b>Implementation Date</b>	<b>Accountable Executive</b>	<b>Status / Progress</b>
<p>-Controls should be implemented to prevent the modification of data prior to the upload</p> <p>-Verification controls should be implemented to confirm the complete and accurate upload of data onto SAMRAS</p>				<p>live data as well as test data the authorization of the system administrator is obtained. The same applies to all other service providers that provides IT services to Emnambithi/ Ladysmith Municipality</p> <p>The service provider to resolve the system challenges before the 28/02/2013</p>
<p>38.Samras automated controls</p> <p><u>AG RECOMMENDATION</u></p> <p>Management should ensure that:</p> <p>-Segregation of duties is implemented to prevent users from being able to capture and post general journals.</p> <p>-Access is revoked for users who do not require access to modify the Rates Tariff Calculation table, Billing Menu and Billing Parameters menu options on the system</p>	<p>Samras Automated controls will be reviewed to ensure that there is adequate segregation of duties, and strict access control.</p>	31/01/2013	Acting Executive Manager: Corporate Services	<p>This has been completed.</p> <p>The IT Menu's have been changed and limited to the functions they require.</p>
<p>39. Inadequate filing in supply chain management department</p> <p><u>AG RECOMMENDATION</u></p> <p>Signed contracts and advertisements should be filed in such a manner to ensure that these are readily accessible</p>	<p>A proper filing system will be implemented for all SCM documentation.</p>	31/01/2013	Acting Executive Manager Finance (CFO)	<p>Advertisements and all documents pertaining to a particular awarded bid are now filed in one file, and all filing is up to date.</p>

<b>Findings</b>	<b>Action plan</b>	<b>Implementation Date</b>	<b>Accountable Executive</b>	<b>Status / Progress</b>
and can be easily retrieved.				
<p>40. Organogram- Post affecting independence of internal audit unit</p> <p><u>AG RECOMMENDATION</u></p> <p>The accounting officer should ensure that the Internal Audit unit remains independent of any management functions and reports directly to the audit committee.</p>	<p>The Accounting Officer will ensure that the independence of Internal Audit will not be compromised in any way.</p>	<p>On going</p>	<p>Acting Executive Manager: Corporate Services</p>	<p>Council approved the amendment of the organogram to ensure that Post is now split into Manager Internal Audit and Manager Monitoring, Evaluation and Performance. Thus Internal Audit is solely independent.</p>

## **MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT ANALYSIS**

### **Introduction**

Local government is the sphere of government closest to the people. Many basic services are delivered by local municipalities and local ward councilors are the politicians closest to communities. The White Paper states that local government must play a "developmental role". The Constitution states that government must take reasonable steps, within available resources, to ensure that all South Africans have access to adequate housing, health care, education, food, water and social security.

Developmental local government means a local government committed to "work with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives". It should target especially those members and groups within communities that are most often marginalised or excluded, such as women, disabled people and very poor people. (White Paper, 1998).

### **ELM Institutional Arrangement**

In terms of the newly enacted organogramme ELM municipality consist of the following Departments and Portfolio Committees which ensure the delivery of services and oversight of municipal affairs:

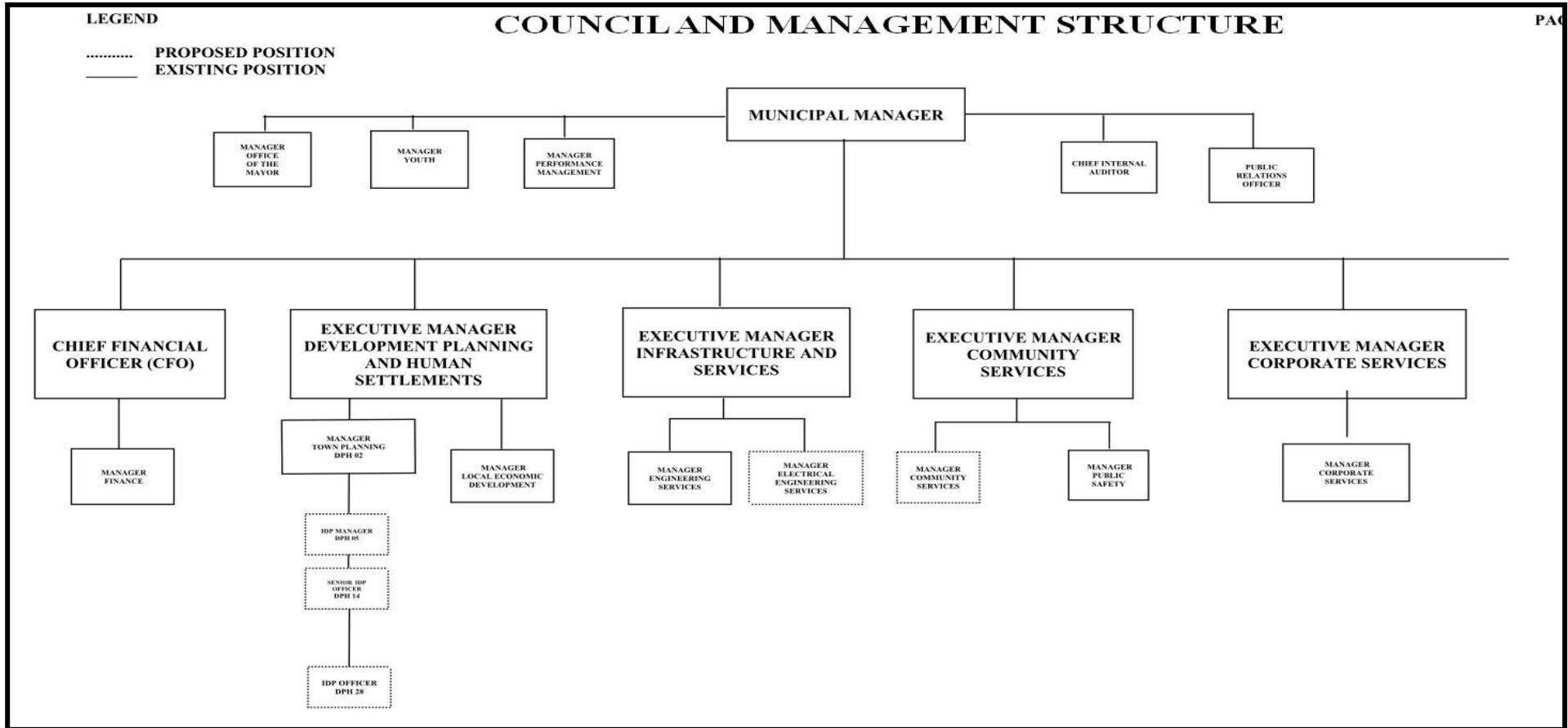
- The Office of the Municipal Manager which consists of Performance Section, Office , internal audit, youth office and public relations.
- Department of Finance, Department Human Settlement and Development and Planning, Department Community Services, Department Corporate Services, Department Engineering Services, Department of Electrical Engineering.

In terms of reporting structures within the ELM, all heads of Departments report to the Municipal Manager who is the accounting officer, who then reports to the 7 Portfolio Committees which are headed by the Executive Committee members of Council. These committees alternatively report to the Executive Committee which reports to Council. In addition to that, they are three committees/structures who report directly to Council: the Audit Committee, Performance Audit and Municipal Account Committee.

With respect to political leadership and oversights of the municipality they are 53 ward councillors leading the municipality. This leadership consist of the Mayor who is at the top level of political leadership; he is followed by the Deputy Mayor, then the Speaker and the 7 Executive Councillors who head up Portfolio Committees.

The diagram below seeks to show the institutional arrangement of ELM.

# INSTITUTIONAL STRUCTURE OF EMNAMBITHI/LADYSMITH LOCAL MUNICIPALITY



## **9.2. Emnambithi/Ladysmith Local Municipality Powers and Function**

In terms of the Municipal Structures Act No 117 of 1998, Emnambithi/Ladysmith is a category B Local Municipality which has the following powers and functions through which the performance of the municipality can be assessed in terms of the impact it has to its constituencies and service delivery;

- Billboards & Display of Advertisements in Public Places
- Building, Trading Regulations, Liquor & Public, Nuisance Control
- Cemeteries & Funeral Parlours
- Cleansing & Trade Areas
- Electricity Reticulation
- Fire Fighting Services Licensing, Facilities for Accommodation, Care & Burial of Animals
- Local Tourism
- Local Amenities
- Local Sport Facilities
- Markets Stalls / Trade Areas
- Municipal Town Planning & Planning in General
- Municipal Parks and Recreation
- Municipal Roads
- Storm Water Management
- Pounds
- Public, Nuisance Control Fire Fighting Services
- Public Places Booking and Reservation, i.e.; Halls and Parks
- Refuse Removal, Refuse Dumps & Solid Waste
- Street Trading and Informal Sector
- Traffic and Parking
- Storm Water Management

### **Challenges of Emnambithi/Ladysmith Local Municipality**

Notwithstanding the constitutional mandated of our municipality and the organizational structure, there are a number of key issues ELM faces in terms of its institutional management and development. These include but not limited to the following:

- Huge service delivery backlog challenges, e.g. housing, water and Sanitation, especially in rural areas is persistent challenge and this in turn results in social unrest and political pressure.
- Poor communication and accountability relationships with communities, many communities believe that the IDP is a wish-list with minimal result.
- Problems with the political administrative interface; in some instances councillors and officials are at log-head with each other against administrative decisions and proceedings. This issue is mainly caused by the political pressure of councillors to deliver to their constituencies at whatever cost in order to secure the next re-election into council-ship.
- Corruption and fraud
- Number of (violent) service delivery protests;
- Weak civil society formations;

- Intra - and inter-political party issues negatively affecting governance and delivery; and
- Insufficient municipal capacity due to lack of scarce skills.
- High levels of staff turn-over which creates instability within the institution
- Poor spending patterns on grants and funds
- Limited resources

#### **INSTITUTIONAL CAPACITATING: HUMAN RESOURCE DEVELOPMENT**

Despite the aforementioned problems and issues faced by ELM, Council has developed a skills **Development Plan** as per SETA requirements and fully complies with such plan. So much so that Skills Development Facilitator was appointed and is currently executing all the responsibilities entrusted to such employee. Over and above that, Council has set-up a training committee which seats on a monthly basis to discuss matters pertaining to staff training. In line with this plan Council has compiled a Workplace Skills Plan which is being continuously implemented as well. The same plan is also submitted to SETA for information. It is within the ambit of SDP that Senior Managers from various departments identify lacking skills within the area of performance and submit the same to Corporate Services for all staff who require training on particular training fields. One of the issues under consideration is the scarce skill allowance that needs to be paid towards all skills identified as scarce. This technical skill is very necessary to ensure that the quality service that distinguishes the image of the municipality is preserved.

Council is currently sending Senior Managers including Councillors of this municipality for training on courses such as **CPMD** which is the national requirement for all senior manager to comply with by 2014. There are a lot of other courses that are also explored by officials of this municipality. Municipal Bursary Policy encourages whilst at the same time regulates employees desiring to advance in their studies. Within skills development, Council initiated appointment of unemployed graduates from different fields to serve in the employ of ELM, so that they can be acquainted with practical experience in their field of training. All the resources which will help execute tasks are allocated to these graduates. Furthermore, under the Internship Programme, in-service training students in different field are appointed. In this municipality skill is also built within job-creation programme which employs people for a maximum period of six months, unless if extended or people reabsorbed back into the municipal system.

The (2010) Job Evaluation was implemented during the course of 2011. As a result of this it became apparent that to a certain degree the workforce some how is dissatisfied since the outcome process was not what was anticipated. This leaves staff with difficulty to compare the same salaries with other municipalities.

▪ Skills Training	-	19
▪ Computer Skills Basic	-	29
▪ Advanced Computer Training	-	72
▪ Receptionist Etiquette Course	-	20
▪ Sign Language	-	58
▪ Basic Isizulu Course	-	14
▪ Council also trained Protection Officers	-	7

Currently the Mayor has come up with **Mass Youth Skilling** that will address the following

- Unemployed Graduates: 10 Learners
- IT Learning - 60 Learners
- Matric to be exposed to work environment - 8 Learners

In an attempt to develop the institution of the municipality, the following policies were adopted and instituted:

### **ELECTRONICS COMMUNICATIONS POLICY**

APPROVED 02 OCTOBER 2008 BY COUNCIL AND IMPLEMENTED

This ensures utilization of modernized electronic processing techniques.

Council allocated councillors with laptops with the aim of saving on printing stationery and transport for delivering agendas and minutes.

REMARKS: The policy addresses usage of software, confidentiality of information and Internet access as well as record keeping.

#### **GENERAL POLICY STATEMENT**

The provision of Municipal electronic communication equipment, software and access to the Internet and e-mail facilities are intended to increase productivity in the conduct of official duties within the Municipality. All users of electronic communication equipment shall comply with the Electronic Communications and Transactions Act 2002 and Electronic Communications Act 2005 as it relates to electronic communications. Inappropriate use of information systems or electronic communication equipment, as defined in this policy, is prohibited.

#### **EMPLOYEE WELLNESS PROGRAMME**

##### **STATEMENT OF THE POLICY**

The Council recognizes that any personal problem can and do affect workers job performance/behavior.

As a result of the above, the Council provides an Employee Wellness Programme, which is a confidential assistance/advisory service, designed to assist employees in dealing with their problems.

Such problems may include personal, psychological, marital, substance dependency or work related problems, which definitely and repeatedly interfere with the employees' health and or productivity.

The Employee Wellness Programme is available to all employees of the Council and persons experiencing problems are encouraged to seek advice from their Employee Wellness Programme coordinator. The programme is further aimed at assisting Management to improve or restore impaired job performance.

CONFIDENTIALITY of all records will be strictly preserved.

Participation in this programme is voluntary and utilization of the programme will not jeopardize the employee's promotional opportunities, job security or disciplinary process.

Diagnosis of an employee's personal problem (s) is not part of the Supervisor's or Manager's job function. Therefore referral for diagnosis and treatment will be based only on job performance/behavior.

The employee has a right to refuse referral to the EAP. However, such cases can be referred to Manager Corporate Services to arrange a focus discussion.

The purpose of this HIV/AIDS Workplace Policy is to:

Ensure a uniform and fair approach to the effective prevention of HIV/AIDS amongst employees and the comprehensive management of employees infected with or affected by HIV/AIDS.

Provide guidelines on how to determine, reduce and manage the impact of HIV/AIDS on the employees and business of the Emnambithi/Ladysmith Municipality.

Create an environment that is conducive to protected disclosure, acceptance and access to care and support benefits for HIV infected and affected employees.

## **LANGUAGE POLICY**

APPROVED BY COUNCIL ON TH E05 MAY 2008 AND IMPLEMENTED  
THIS POLICY IS ACHIEVING THE DESIRED OUTCOME

To establish the language use of the residents of the municipality and to take into account such preferences;

To support service delivery by promoting equal access to municipal services and programmes by removing communication/language barriers;

To promote multilingualism within the municipal staff and communities within the municipal jurisdiction;

In the interim, promote the use of the three official languages in the affairs of the municipality;

Upon request, from people with disabilities, Council, where practical, will make provisions to address their special needs.

## **OVERTIME POLICY**

APPROVED 10/06/2006 BY COUNCIL AND IMPLEMENTED  
THIS IS TO ASSIST MANAGERS IN TERMS OF COMPLYING WITH BASIC  
CONDITIONS OF EMPLOYMENT ACT

THIS ASSISTS COUNCIL TO MINIMISE WORKING OF OVERTIME AND ENSURE  
COMPLIANCE, ADMINISTRATIVE MEASURES FOR MANAGING AND CONTROL  
OF OVERTIME

Each Manager is responsible and accountable to constantly monitor and review the provisions for overtime on his / her budget and to ensure that trends are noted early; funds are adequate; over expenditure does not occur, it is justified and provided for timeously:

Each Manager is responsible and accountable to provide the pay office with a list of officials or representatives (name, signature, and department) who are authorized in terms of the delegated powers to approve overtime work and overtime payment. It is the responsibility of each Manager (or nominee) to update and maintain the information on the list. The authorizing bodies must determine whether the information on the overtime form is accurate before they authorize the form for payment.

The Pay Office or any other body or person executing overtime payment is responsible to ensure that all payments for overtime are duly authorized by a competent authority. The Pay Office is specifically responsible to compare the overtime signatures with the authorization list provided.

Attendance register / time sheets, which should indicate starting and ending times, must be kept for all employees who qualify for overtime payment or time off in terms of this policy. Attendance registers / time sheets serve as source documents to complete overtime sheets.

Overtime worked must be reflected on the employee's attendance register / time sheet. Line' Managers and supervisors are responsible to monitor and sign attendance register / time sheets on a monthly / weekly basis.

Employees who work overtime need to be allocated with the appropriate resources required to perform overtime work.

## **PRACTICAL AND EXPERIENTIAL TRAINING**

APPROVED AND IMPLEMENTED 08/02/2007

COUNCIL IS ASSISTING NEWLY QUALIFIED LEARNERS TO BE EXPOSED TO A WORKS ENVIRONMENT IN ACCORDANCE WITH THEIR QUALIFICATION REQUIREMENTS AND IS PAYING LEARNERS R50.00 PER DAY TO COMPENSATE TRANSPORT AND FOOD.

EMNAMBITHI/LADYSMITH MUNICIPALITY PRACTICAL EXPERIENTIAL TRAINING SYSTEM (PETS) POLICY

This policy is to enhance capacity building to students who want to do their practical experiential training at the Emnambithi/Ladysmith Municipality. To fulfill the under mentioned objectives:-

Provide students with the opportunity to apply theoretical knowledge in practice;  
Increase the levels of investment in education and training in the labour market and to improve the return on that investment (Section 2(1)(b) of the Act).

Use the workplace as an active learning environment (Section (2)(c)(i) of the Act).

Provide opportunity for new entrants to the market to gain work experience (Section (i)(c)(iii) of the Act).

## **SEXUAL HARRASMENT POLICY**

POLICY ON THE HANDLING OF SEXUAL HARASSMENT CASES APPROVED 01/ 06/ 2007 AND IMPLEMENTED

The objective of this policy is to eliminate sexual harassment in the workplace. This policy provides appropriate procedures to deal with the problem and prevent its recurrence. This policy encourages and promotes the development and implementation of policies and

procedures that will lead to the creation of workplaces that are free of sexual harassment, where employers and employees respect one another's integrity and dignity, their privacy, and their right to equity in the workplace.

THIS ADDRESSES THE CODE OF CONDUCT BY ALL EMPLOYEES OF THE COUNCIL.

The policy is achieving the desired outcomes

SCOPA POLICY

APPROVED ON THE 01/10/2008 AND IMPLEMENTED

This is compliance with Legal requirement

The lack of effective oversight can be attributed in some measure to the absence of an oversight body like the Standing Committee on Public Accounts (SCOPA) operating at Provincial and National Government level, in Local Government. Weaknesses in accountability may have lead, at least partly, to a perpetual situation of qualified and adverse audit reports, without clear and concrete interventions by Municipalities to correct the situation.

There is a clear need for the creation of enhanced financial management oversight capacity, and the creation of a Municipal SCOPA will ensure that the oversight role of Council is secured and enable it to evaluate whether the Municipal Administration use public funds in a lawful, efficient and effective manner.

The following table displays the policies, sectors plans and by-laws that the municipality has.

SECTOR PLANS					
	Sector Plan	Completed? (Y/N)	Adopted (Y/N)	Adoption date (if adopted)	Date of Next Review
1.	Housing Sector Plan	Yes	Yes	28/03/2013	2014
2.	LED Strategy	Yes	Yes	2010	Still to be confirmed
3.	Integrated Transport Plan	Yes	Yes	2010	06/2013
4.	Human Resource Development Plan	Yes	Yes	11/06/2008	2014/2015
5.	Disaster Management Plan				
POLICIES					
	Sector Plan	Completed? (Y/N)	Adopted (Y/N)	Adoption date (if adopted)	Date of Next Review
6.	Draft Records Management Policy <i>(New Policy)</i>	Yes	No - Draft	N/A	
7.	Performance Management Policy Framework	Yes	Yes	25/06/2012	To be reviewed late 2013 & early 2014
8.	Emnambithi/Ladysmith Municipality Information Technology	Yes	Yes	25/06/2012	

	(IT)Business Continuity Back up Procedures				
9.	IT Security Policy	Yes	Yes	30/06/2011	
10.	IT Strategy & five year IT plan	Yes	Yes	25/06/2012	
11.	Change Management Policy	Yes	Yes	13/12/2012	
12.	Standing Committee on Public Awards Policy	Yes	Yes	01/10/2008	To be reviewed in 2014/2015
13.	Fraud Prevention Policy	Yes	Yes	03/06/2008	
14.	Helpdesk Policy	Yes	Yes	02/02/2013	
15.	HIV/AIDS Workplace Policy	Yes	Yes	02/12/2007	
16.	Fleet Management Policy	Yes	Yes		
17.	Policy on handling of sexual harassment cases	Yes	Yes	01/06/2007	
18.	Practical Experiential Training System(PETS) Policy	Yes	Yes	02/02/2007	
19.	Policy on Portfolio Committees	Yes	Yes	27/02/2007	To be reviewed in 2014/2015
20.	Language Policy	Yes	Yes	06/05/2008	
21.	Promotion Recruitment & Selection Policy	Yes	Yes	13/02/2013	
22.	Skills Retention Policy	Yes	Yes	12/06/2008	
23.	Training & Development Policy	Yes	Yes	01/06/2008	
24.	Budget Policy				
25.	Petty Cash Policy	Yes	Yes	2012	28/03/2013
26.	Virement Policy	Yes	Yes	2012	28/03/2013
27.	Tariff Policy	Yes	Yes	2012	28/03/2013
28.	Property Rates Policy	Yes	Yes	2012	28/03/2013
29.	Cash Management and Investment Policy	Yes	Yes	2012	28/03/2013
30.	Customer Care, Credit Control and Debt Collection Policy	Yes	Yes	2012	28/03/2013
31.	Supply Chain Management Policy	Yes	Yes	2012	28/03/2013
32.	Inventory Management Policy ( <i>New Policy</i> )	Yes	No	N/A	2014/2015
BYLAWS					

33.	Electricity Supply Bylaws				
34.	Waste Management Bylaws	Yes	Yes	29/08/2012	201 7
35.	Cemetery Bylaws				
36.	Nuisance Bylaws				

## **GOOD GOVERNANCE AND TRANSFORMATION**

### **4.1. Introduction**

Good Governance and Institutional transformation are key elements for improving service delivery within local government. This section serves to provide key principles that form part of Good Governance in our Municipality. These principles are regarded as necessary to enable local Government to move in a direction that is participatory and will further improve the levels of economic growth, social standards of communities and thus ensure access to information and services to all.

The White Paper on Local Government indicates that transformation requires an understanding of the historical role of local government in creating and perpetuating local separation and inequity, and the impact of apartheid on municipal institutions. Equally important is the history of resistance to apartheid at the local level, and struggles against apartheid local government.

The Municipality is mandated to encourage and create an environment that will allow local communities to participate in Municipal affairs. Emnambithi/Ladysmith Municipality believes in Good Governance and community participation in order to create an environment that is transparent and enabling for communities. The Municipality has formed structures that will ensure communities are involved and constantly informed of developments within respective local areas.

### **4.2. Vision**

“To promote the rule of law in order to ensures that political, social and economic priorities are based on broad consensus in society and that the voices of the poorest and the most vulnerable are heard in decision-making over the allocation of development resources.”

### **4.3. Goals and Objectives**

- To contextualise the meaning of 'DEVELOPMENTAL LOCAL GOVERNMENT';
- To take local government to the people on the ground including the poorest of the poor;
- To reaffirm the standards of good public management and run the municipality with integrity;
- To implement national political directives;
- To account for all decision making processes undertaken within the municipality;
- To move all frontiers that serve to divide society with a view to bring social equity;
- To ensure that the voice of the marginalised within the society is heard;
- To foster cooperative governance across all sectors of government;
- To run a clean government that is responsive to people's need;
- To respect the rule of Law;
- Legitimacy and Voice

#### 4.4. Principles of Good Governance

- Participation – all men and women should have a voice in decision-making, either directly or through legitimate intermediate institutions that represent their intention. Such broad participation is built on freedom of association and speech, as well as capacities to participate constructively.
- Consensus orientation – good governance mediates differing interests to reach a broad consensus on what is in the best interest of the group and, where possible, on policies and procedures.
- Direction Strategic vision – leaders and the public have a broad and long-term perspective on good governance and human development, along with a sense of what is needed for such development. There is also an understanding of the historical, cultural and social complexities in which that perspective is grounded.
- Performance Responsiveness – institutions and processes try to serve all stakeholders.
- Effectiveness and efficiency – processes and institutions produce results that meet the needs while making the best use of resources.

- Accountability – decision-makers in government, the private sector and civil society organizations are accountable to the public, as well as to institutional stakeholders. This accountability differs depending on the organizations and whether the decision is internal or external.
- Transparency – transparency is built on the free flow of information. Processes, institutions and information are directly accessible to those concerned with them, and enough information is provided to understand and monitor them.
- Fairness Equity – all men and women have opportunities to improve or maintain their wellbeing.
- Rule of Law – legal frameworks should be fair and enforced impartially, particularly the laws on human rights.

#### **4.5. ELM adopted principles of Good Governance**

##### **BATHO PELE PRINCIPLES**

- Consult;
- Service Standards;
- Access;
- Courtesy;
- Information;
- Openness and Transparency;
- Redress;
- Value for money;
- Encouraging Innovation and rewarding excellence;
- Customer Impact

#### **4.6. Strategies employed to ensure Good Governance in ELM**

##### **4.6.1. Public Participation and Consultation**

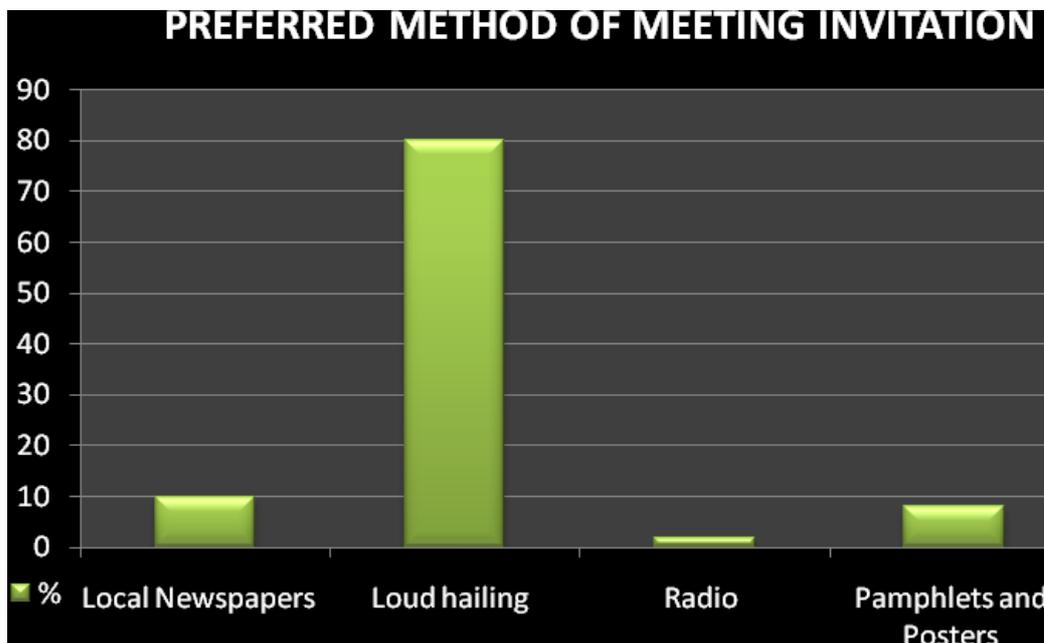
Community participation within local government is a mandatory requirement and is legislated by Chapter 4 of the Municipal Systems Act 32 of 2000. Community participation is central to municipal state of affairs and is compulsory to be undertaken in all development process, for instance the IDP, Budget and Annual Report. During the development of this IDP, community participation in different levels was embarked on especially during the Process Plan as well as compilation of

the IDP document. Over and above that, community meetings were held for two consecutive months. During this process criticism from the community emerged regarding the lack of implementation of the projects they had expected in their respective wards. It further emerged that unemployment was the most concerning issues amongst communities and the level of service delivery from various sector departments i.e. water and waste management. In 2010, Council adopted Public Participation Policy, which is used as a guide for all community engagements.

#### 4.6.2. Public Notification Mechanisms

The Municipality has different means of notifying the community of community meetings namely loud hailing, distribution of pamphlets, newspaper advertising and posters. From the community satisfaction survey, it became apparent that most people seem to favour loud hailing as the most effective approach of advertising over other advertising. In actual fact 80% of the people prefer loud hailing whilst 10% prefer pamphlets and posters. Input on the IDP is not only restricted to the community at large but an equal opportunity is also given to sector departments, namely Department of Public Works, Labour, Education, Arts and culture just to name a few, Traditional leaders, NGOs etc.

The graph below seeks to indicate the preferred method of communication by the community. As indicated most people prefer load hailing as a means of delivering communication by the municipality.



### STRUCTURES THAT ENSURE GOOD GOVERNANCE IN ELM IN TERMS OF THE COMMUNITY

#### 4.6.2. Ward Committees

In order to effect the spirit of RSA constitution, ELM uses the functioning of ward committees to communicate with communities on development issues and challenges, and decisions. The functioning of these committees has been satisfactory thus far. They are elected in each ward by members of the community and each ward committee has a certain portfolio there are in charge of in line with the National KAP and ELM Strategic Objectives. These ward committees are continuously given necessary tools to perform their duties. Over the last year all 270 ward committee members have been given cell phones with airtime. Ward Committee members also submit weekly reports to the Office of the Speaker who closely manages the committee. In addition to that the municipality has a plan to train these ward committees on local government in order to enable them to effectively contribute to the municipality.

Below is a year plan of ward committee meetings within the municipality and its respective officials. Linked to this are budget allocations for ward committee systems in general.

WARD COMMITTEES/COMMUNITY SCHEDULE FOR 2012				
DATE	WARD	VENUE	TIME	LOGISTICS
<b>WARD COMMITTEE</b>				
19-Feb	1	WARD COMMITTEE FALETHU L.P SCHOOL	ALL WARD COMMITTEE MEETINGS WILL BE HELD AT 14H00	ADMINISTRATION SUPPORT
22-Apr				
17-Jun				
19-Aug				
14-Oct				
02-Dec				
<b>COMMUNITY</b>				
22-Apr		COMMUNITY ENYOKENI SPORTS GROUND	ALL WARD COMMUNITY MEETINGS WILL BE HELD AT 14H00	200 SEATER TENT, CHAIRS AND 2 TABLES
22-Jul				
21-Oct				
28-Jan				
<b>WARD COMMITTEE AND COMMUNITY</b>				
	2	EZAKHENI HIGH SPORTS	WARD COMMITTEE MEETING 10H00 FOR COMMUNITY	ADMINISTRATION SUPPORT FOR COMMITTEE MEETING

		FIELD	MEETING 14H00	
15-Jan		IDAMU PRIMARY		200 SEATER TENT, CHAIRS AND 2 TABLES FOR COMMUNITY MEETINGS
04-Mar		IGQAMA PRIMARY		
06-May		EZAKHENI HIGH SPORTS FIELD		
08-Jul		IDAMU PRIMARY		
09-Sep		IGQAMA PRIMARY		
04-Nov				
<b>WARD COMMITTEE MEETING</b>	3	EKUKHULENI HIGH SCHOOL		ADMINISTRATION SUPPORT
18-Feb			10H00	
17-Mar			10H00	
21-Apr			10H00	
19-May			10H00	
23-Jun			10H00	
21-Jul			10H00	
18-Aug			10H00	
12-Sep			10H00	
20-Aug			10H00	
17-Nov			10H00	
15-Dec			10H00	
<b>WARD COMMITTEE</b>				
19-Feb	4	GOOD HOPE PRIMARY	- 14H00	ADMINISTRATION SUPPORT
24-Jun				
30-Sep				
09-Dec				
<b>COMMUNITY MEETING</b>				
26-Feb		GOOD HOPE	- 14H00	200 SEATER TENT, CHAIRS AND 2 TABLES

		PRIMARY		
01-Jul		PHOWENI HIGH	09H00	
01-Jul		GOOD-HOPE PRIMARY	14H00	
07-Oct		PHOWENI HIGH	09H00	
07-Oct		GOOD-HOPE PRIMARY	14H00	
16-Dec		PHOWENI HIGH	09H00	
16-Dec		GOOD-HOPE PRIMARY	14H00	
<b>WARD COMMITTEE</b>				
18-Mar	5	ENDAKANE HIGH SCHOOL	ALL WARD COMMITTEES WILL START AT 10H00	ADMINISTRATION SUPPORT
17-Jun				
23-Sep				
02-Dec				
<b>COMMUNITY MEETING</b>				
11-Mar			ALL COMMUNITY WILL START AT 14H00	200 SEATER TENT, CHAIRS AND 2 TABLES
24-Jun				
30-Sep				
09-Dec				
<b>WARD COMMITTEE</b>				
17-Mar	6	ALL WARD COMMITTEE MEETINGS WILL BE HELD AT SAKHELWE HIGH SCHOOL	ALL WARD COMMITTEE MEETINGS WILL START AT 10H00	ADMINISTRATION SUPPORT
19-May				
21-Jul				
22-Sep				
<b>COMMUNITY MEETING</b>				

18-Mar		ALL COMMUNITY MEETINGS WILL BE HELD AT COMMUNITY HALL	ALL COMMUNITY MEETINGS WILL START AT 14H00	ADMINISTRATION SUPPORT
20-May				
22-Jul				
23-Sep				
<b>WARD COMMITTEE</b>				
22-Jan	7	MABHUMANE P SCHOOL	ALL THESE MEETING START AT 10H00	ADMINISTRATION SUPPORT
18-Mar		BHEKINTUTH UKO HIGH SCHOOL		
20-May		MABHUMANE P SCHOOL		
15-Jul		BHEKINTUTH UKO HIGH SCHOOL		
16-Sep		MABHUMANE P SCHOOL		
18-Nov		BHEKINTUTH UKO HIGH SCHOOL		
<b>WARD COMMITTEE</b>				
22-Apr	8	SAKHELWE HIGH	10H00	ADMINISTRATION SUPPORT
10-Jun				
12-Aug				
07-Oct				
09-Dec				
<b>WARD COMMITTEE AND COMMUNITY</b>				
25-Mar	9	TSAKANE COMMUNITY	COMMITTEE MEETING AT 10H00 AND COMMUNITY MEETING AT 13H00	ADMINISTRATION SUPPORT
20-May				
29-Jul				
23-Sep				

11-Nov				
09-Dec				
<b>WARD COMMITTEE</b>				
09-Apr	10	TOWN HALL	15H00	ADMINISTRATION SUPPORT
10-Jun		STEADVILLE HALL		
12-Aug		TOWN HALL		
14-Oct		STEADVILLE HALL		
02-Dec		TOWN HALL		
10-Feb-13		STEADVILLE HALL		
14-Apr		TOWN HALL		
<b>COMMUNITY MEETING</b>				
13-May		STEADVILLE HALL		
08-Jul		AGRA HALL		
16-Sep		STEADVILLE HALL		
18-Nov		AGRA HALL		
13-Jan-13		STEADVILLE HALL		
10-Mar		AGRA HALL		
<b>WARD COMMITTEE</b>	11	AGRA CRESCENT LIBRARY	10H00	ADMINISTRATION SUPPORT
11-Feb				
14-Apr				
16-Jun				
19-Aug				
	12			
<b>WARD COMMITTEE</b>				
28-Jan	13	NSIMBINI	10H00	ADMINISTRATION SUPPORT

		HALL		
12-Feb		ELLIOT MNGADI CENTRE		
04-Mar		NSIMBINI HALL		
01-Apr		BHEVU HIGH		
06-May		ELLIOT MNGADI CENTRE		
03-Jun		ELLIOT MNGADI CENTRE		
01-Jul		NSIMBINI HALL		
05-Aug		NSIMBINI HALL		
07-Oct		BHEVU HIGH		
04-Nov		ELLIOT MNGADI CENTRE		
02-Dec		ELLIOT MNGADI CENTRE		
<b>COMMUNITY MEETING</b>				
28-Jan		NSIMBINI HALL, ELLIOT MNGADI CENTRE, BHEVU HIGH	10H00,13H00, 15H00	
01-Apr		BHEVU HIGH, NSIMBINI HALL, ELLIOT MNGADI HALL	10H00, 13H00, 15H00	
03-Jun		ELLIOT MNGADI CENTRE, BHEVU HIGH, NSIMBINI HALL	10H00, 13H00, 15H00	
05-Aug		NSIMBINI HALL, ELLIOT MNGADI CENTRE, BHEVU HIGH	10H00, 13H00, 15H00	
07-Oct		BHEVU HIGH, NSIMBINI HALL, ELLIOT MNGADI HALL	10H00, 13H00, 15H00	

02-Dec		ELLIOT MNGADI CENTRE, BHEVU HIGH, NSIMBINI HALL	10H00, 13H00, 15H00	
<b>WARD COMMITTEES</b>				
05-May	14	BURFORD HALL	10H00	ADMINISTRATION SUPPORT
10-Jun				
08-Jul				
26-Aug				
09-Sep				
07-Oct				
11-Nov				
09-Dec				
<b>COMMUNITY MEETING</b>				
15-Apr		BURFORD HALL	14H00	ADMINISTRATION SUPPORT
<b>AREA MEETINGS</b>				
06-May		KWAGODI TAXI RANK	10H00	ADMINISTRATION SUPPORT AND 200 SEATER TENT, 2 TABLES AND CHAIRS EXCEPT BURFORD
		HOPELAND	12H00	
		KWAMANZINI	14H00	
13-May		NHLALAKAHL E	10H00	
		PEPWORTH (EMATAFUL ENI)	12H00	
		BURFORD HALL	14H00	
15-Jul		KWAGODI TAXI RANK	10H00	
		HOPELAND	12H00	
		KWAMANZINI	14H00	
22-Jul		NHLALAKAHL	10H00	

		E		
		PEPWORDH (EMATAFULE NI)	12H00	
		BURFORD HALL	14H00	
16-Sep		KWAGODI TAXI RANK	10H00	
		HOPESLAND	12H00	
		KWAMANZINI	14H00	
23-Sep		NHLALAKAHL E	10H00	
		PEPWORDH (EMATAFULE NI)	12H00	
		BURFORD HALL	14H00	
18-Nov		KWAGODI TAXI RANK	10H00	
		HOPESLAND	12H00	
		KWAMANZINI	14H00	
25-Nov		NHLALAKAHL E	10H00	
		PEPWORDH (EMATAFULE NI)	12H00	
		BURFORD HALL	14H00	
<b>WARD COMMITTEES</b>	15	EMBUZWENI HALL	10H00	ADMINISTRATION SUPPORT
11-Mar		SICELOKUHL E HIGH		
01-Apr		PEACETOWN HALL		
06-May		SICELOKUHL E HIGH		
15-Jul		PEACETOWN HALL		

14-Sep		SICELOKUHL E HIGH		
04-Nov				
<b>AIDS COMMITTEES</b>				
29-Apr		PEACETOWN HALL	10H00	ADMINISTRATION SUPPORT
26-Aug		EMBUZWENI HALL		
<b>AREA MEETINGS</b>				
16-Mar		KANSAS GROUND/KW AXULU AREA	10H00	ADMINISTRATION SUPPORT AND ALL AREA MEETING NEEDS 200 SEATER TENT, CHAIRS AND 2 TABLES
14-Apr		KEY-YOUNG GROUND		
23-Apr		PUBS GROUND		
29-Jul		PUBS GROUND		
19-Aug		KANSAS GROUND/KW AXULU AREA		
09-Sep		KEY-YOUNG GROUND		
<b>COMMUNITY MEETINGS</b>				
03-Jun		PEACETOWN HALL	14H00	ADMINISTRATION SUPPORT
25-Nov		EMBUZWENI HALL	14H00	
<b>WARD COMMITTEE</b>	16			
22-Apr		ALL WARD COMMITTEE MEETINGS WILL BE HELD AT GCIZELA PRIMARY	ALL WARD COMMITTEE WILL SEAT AT 14H00	ADMINISTRATION SUPPORT
10-Jun				
12-Aug				
14-Oct				
02-Dec				
<b>AREA MEETINGS</b>				
07-May		GCABHANE	10H00	ALL AREA MEETING NEEDS 200 SEATER TENT, CHAIRS AND 2 TABLES

14-May		ESIKHALENI	10H00	
21-May		GCIZELA	14H00	
28-May		EZIMBUZINI	10H00	
02-Sep		EMASHISEL WENI	10H00	
09-Sep		THOLULWAZI	14H00	
16-Sep		GCABHANE	10H00	
23-Sep		GCIZELA	14H00	
<b>WARD COMMITTEE</b>				
01-Mar	17	MATHONDWANE HALL	10H00	ADMINISTRATION SUPPORT
05-Apr		MTATENI HALL		
03-May		MGAZINI PAYPOINT		
07-Jun		AMAHUKU HALL		
05-Jul		MTATENI HALL		
02-Aug		MATHONDWANE HALL		
06-Sep		MGAZINI PAYPOINT		
04-Oct		AMAHUKU HALL		
01-Nov		MGAZINI PAYPOINT		
06-Dec		AMAHUKU HALL		
<b>WARD COMMITTEE</b>				
10-Mar	18	WATERSMEET THUSONG CENTRE	10H00	ADMINISTRATION SUPPORT
19-May		DRIEFONTEIN THUSONG CENTRE		
17-Jul		WATERSMEET THUSONG CENTRE		
15-Aug		DRIEFONTEIN THUSONG CENTRE		

24-Nov		DRIEFONTEI N THUSONG CENTRE		
<b>WARD COMMITTEE AND COMMUNITY</b>				
15-Apr	19	BALDASKRA AL C.P SCHOOL	10H00	ADMINISTRATION SUPPORT
03-Jun		KLEINFONTEI N HALL		
05-Aug		WATERSHED C.P SCHOOL		
07-Oct		ROODERPOO RT CRECHE		
02 DECEMBER		RANTJIEVAK TE C.P SCHOOL		
<b>WARD COMMITTEE AND COMMUNITY</b>				
11-Mar	20	MANZABILAY O WARD ROOM	ALL WARD COMMITTEES WILL BE AT 10H00 AND COMMUNITY WILL BE AT 13H00	ADMINISTRATION SUPPORT
27-May		ACACIAVALE SPORTS GROUND		200 SEATER TENT, CHAIRS AND 2 TABLES FOR ALL COMMUNITY MEETINGS
15-Jun		MTHANDI SPORTS GROUND		
02-Sep		AMANZABILA YO SPORTS GROUND		
28-Oct		ACACIAVALE SPORTS GROUND		
02-Dec		MTHANDI SPORTS GROUND		
<b>WARD COMMITTEE</b>				
28-Jan	21	STEADVILLE COMMUNITY HALL		ADMINISTRATION SUPPORT
29-Feb				
28-Apr				

27-May				
30-Jun				
29-Jul				
07-Nov				
<b>WARD COMMITTEE</b>				
14-Apr	22	LIMIT HILL HALL	15H00	ADMINISTRATION SUPPORT
03-Jun				
05-Aug				
07-Oct				
09-Dec				
<b>WARD COMMITTEE AND COMMUNITY MEETING</b>				
29-Apr	23	CWEMBE PRIMARY SCHOOL	ALL WARD COMMITTEE WILL START AT 10H00 AND COMMUNITY WILL START AT 14H00	ADMINISTRATION SUPPORT
17-Jun		THEMBELA HIGH SCHOOL		
19-Aug		MATIWANE PRIMARY SCHOOL		
14-Oct		JONONO COMMUNITY HALL		
16-Dec				
<b>WARD COMMITTEE</b>	24			
28-Apr		TOWN HALL	10H00	ADMINISTRATION SUPPORT
24-Jun				
26-Aug				
28-Oct				
02-Dec				
<b>WARD COMMITTEE &amp; COMMUNITY MEETING</b>				

ALL WARD COMMITTEE MEETING WILL BE ON THE 30th OF EVERY MONTH	25	MANCENGEZ A HIGH SCHOOL	17H00	ADMINISTRATION SUPPORT
<b>WARD COMMITTEE</b>				
	26	TOWN HALL	10H00	ADMINISTRATION SUPPORT
23-Apr				
03-Jun				
05-Aug				
07-Oct				
02-Dec				
<b>COMMUNITY MEETING</b>		COLENZO CONSTITUENCY OFFICE	14H00	ADMINISTRATION SUPPORT
23-Apr		ST JOSEPH MISSION		
03-Jun		BLUEBANK COMMUNITY HALL		
05-Aug		ZAAIFONTEIN PRIMARY SCHOOL		
07 OCTOBER		BESTERS PRIMARY SCHOOL		
02-Dec		VAN REENEN COMMUNITY HALL		
<b>WARD COMMITTEE MEETING</b>				
	27	NCINJANE SEC. SCHOOL	14H00	ADMINISTRATION SUPPORT
22-Jan		ST CHADS THUSONG CENTRE		
25-Mar		AMANCAMAK AZANE SCHOOL		
06-May		ST CHADS THUSONG CENTRE		
01-Jul		NCINJANE SEC.		

		SCHOOL		
02-Sep		ST CHADS THUSONG CENTRE		
04-Nov		ST CHADS THUSONG CENTRE		
<b>COMMUNITY MEETING</b>				
22-Jan		ST CHADS THUSONG CENTRE	12H00	200 SEATER TENT, CHAIRS AND 2 TABLES FOR ALL COMMUNITY MEETINGS EXCEPT THUSONG CENTRE
18-Feb		AMANCAMAK AZANE SCHOOL	14H00	
19-Feb		SHAYAMOYA PHASE 2	10H00	
		NCINJANE SEC. SCHOOL	14H00	
01-Apr		AMANCAMAK AZANE SCHOOL	10H00	
		ST CHADS THUSONG CENTRE	14H00	
03-Jun		NCINJANE SEC. SCHOOL	14H00	
05-Aug		AMANCAMAK AZANE SCHOOL	13H00	
12-Aug		ST CHADS THUSONG CENTRE	13H00	
07-Oct		SHAYAMOYA PHASE 2	13H00	
14-Oct		NCINJANE SEC. SCHOOL	13H00	
		AMANCAMAK AZANE SCHOOL	10H00	
02-Dec		ST CHADS THUSONG CENTRE	14H00	

**THE COST IMPLICATIONS OF THESE MEETINGS ARE AS FOLLOWS:**

For performance meetings, it's roughly estimated that the municipality spends about R 81 000.00 on 270 ward committee members and R75 is spent on each member and 4 performance meetings are held in a year.

In terms of the annual ward committee meetings, there about 6 meetings held annually and it costs R100 for each committee member and this totals to R 162 000.00. On top of these cost, the municipality bears induction cost for training ward committee members as they approach their term of office.

#### **4.6.3. TRADITIONAL LEADERSHIP**

In line with the Traditional Leadership and Governance Framework Act, ELM consults and involves traditional leaders in its municipal affairs. They are five traditional leaders known to exist within the area of ELM; Nkosi Khumalo who leads within the Driefontein sub-area, Nkosi Shabala leading the Matiwane sub-area, Nkosi Nkosi who leads within the Roosboom area and Nkosi Zondi who leads within the Mathanti area. These leaders are consulted on crucial municipal affairs such the drafting and approval of the IDP and Budget, Mayoral Imbizo. However cognisance is taken of the fact that there is no formal structure or mechanism of consultation between the municipality and traditional leaders. Consultation is mainly done through Cogta and it's on an ad-hoc basis. Improvement is needed in this regard.

#### **4.6.4. COMMUNITY BASE ORGANIZATION, NON-PROFIT ORGANIZATION AND NON GOVERNMENTAL ENTITIES**

The municipality further engages the civil society, non-profit organizations and non-governmental people in municipal affairs. These include church societies from different dominations, Ladysmith business chamber and schools, sector policing.

#### **STRUCTURES THAT ENSURE GOOD GOVERNANCE IN ELM IN TERMS OF THE INSTITUTION**

In terms of the legislated conduct of good governance, ELM has established the following committees which play an oversight role in municipal finances, performance management system and municipal audits:

1. **Performance Audit Committee**-which is established in terms of the provisions of the Local Government Municipal Structures Act, Act 117 of 1998 and the Municipal

Finance Management Act, Act 56 of 2003. The purpose of this committee is to ensure an oversight role over the executive obligations of council. The PAC assists council to hold the executive and municipal entities to account, and to ensure the efficient and effective use of municipal resources. And by so doing, the

PAC helps to increase council and public awareness of the financial and performance issues of the municipality and its entities. ELM PAC meets four times in year where quarterly audit committee reports are compiled and presented to council for discussion

**2. Municipal Account Committee-** this committees is established in terms of the provisions of the Local Government Municipal Structures Act, Act 117 of 1998 and MFMA 56 of 2003 to serve as an oversight committee to exercises oversight over executive and municipal entities to account, and to ensure the efficient and effective use of municipal resources. By doing so the MAC will help to increase Council and public awareness of the financial and performance issues of the municipality and its entities.

The table below shows the result of a community survey conducted in respect of rating good governance and public participation within the municipal communities.

DRIVERS	ASSESSMENT		
	Financial	Performance	Compliance
Good  In progress  Intervention required 			
<b>LEADERSHIP</b>			
Provide effective leadership based on a culture of honesty, ethical business practices and good governance, protecting and enhancing the best interests of the entity			
Exercise oversight responsibility regarding financial and performance reporting and compliance and related internal controls			
Implement effective HR management to ensure that adequate and sufficiently skilled resources are in place and that performance is monitored			
Establish and communicate policies and procedures to enable and support understanding and execution of internal control objectives, processes, and responsibilities			
Develop and monitor the implementation of action plans to address internal control deficiencies			
Establish an IT governance framework that supports and enables the business, delivers value and improves performance			
<b>FINANCIAL AND PERFORMANCE MANAGEMENT</b>			
Implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting			

DRIVERS	ASSESSMENT		
	Financial	Performance	Compliance
Good  In progress  Intervention required 			
Implement controls over daily and monthly processing and reconciling of transactions			
Prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information			
Review and monitor compliance with applicable laws and regulations			
Design and implement formal controls over IT systems to ensure the reliability of the systems and the availability, accuracy and protection of information			
<b>GOVERNANCE</b>			
Implement appropriate risk management activities to ensure that regular risk assessments, including consideration of IT risks and fraud prevention, are conducted and that a risk strategy to address the risks is developed and monitored			
Ensure that there is an adequately resourced and functioning internal audit unit that identifies internal control deficiencies and recommends corrective action effectively			
Ensure that the audit committee promotes accountability and service delivery through evaluating and monitoring responses to risks and providing oversight over the effectiveness of the internal control environment including financial and performance reporting and compliance with laws and regulations			

Good Governance and Transformation

#### 4.1. Introduction

Good Governance and Institutional transformation are key elements for improving service delivery within local government. This section serves to provide key principles that form part of Good Governance in our Municipality. These principles are regarded as necessary to enable local Government to move in a direction that is participatory and will further improve the levels of economic growth, social standards of communities and thus ensure access to information and services to all.

The White Paper on Local Government indicates that transformation requires an understanding of the historical role of local government in creating and perpetuating local separation and inequity, and the impact of apartheid on municipal institutions. Equally important is the history of resistance to apartheid at the local level, and struggles against apartheid local government.

The Municipality is mandated to encourage and create an environment that will allow local communities to participate in Municipal affairs. Emnambithi/Ladysmith Municipality believes in Good Governance and community participation in order to create an

environment that is transparent and enabling for communities. The Municipality has formed structures that will ensure communities are involved and constantly informed of developments within respective local areas.

#### 4.2. Vision

“To promote the rule of law in order to ensures that political, social and economic priorities are based on broad consensus in society and that the voices of the poorest and the most vulnerable are heard in decision-making over the allocation of development resources.”

#### 4.3. Goals and Objectives

- To contextualise the meaning of ‘DEVELOPMENTAL LOCAL GOVERNMENT’;
- To take local government to the people on the ground including the poorest of the poor;
- To reaffirm the standards of good public management and run the municipality with integrity;
- To implement national political directives;
- To account for all decision making processes undertaken within the municipality;
- To move all frontiers that serve to divide society with a view to bring social equity;
- To ensure that the voice of the marginalised within the society is heard;
- To foster cooperative governance across all sectors of government;
- To run a clean government that is responsive to people’s need;
- To respect the rule of Law;
- Legitimacy and Voice

#### 4.4. Principles of Good Governance

- Participation – all men and women should have a voice in decision-making, either directly or through legitimate intermediate institutions that represent their intention. Such broad participation is built on freedom of association and speech, as well as capacities to participate constructively.
- Consensus orientation – good governance mediates differing interests to reach a broad consensus on what is in the best interest of the group and, where possible, on policies and procedures.
- Direction Strategic vision – leaders and the public have a broad and long-term perspective on good governance and human development, along with a sense of what is needed for such development. There is also an understanding of the historical, cultural and social complexities in which that perspective is grounded.

- Performance Responsiveness – institutions and processes try to serve all stakeholders.
- Effectiveness and efficiency – processes and institutions produce results that meet the needs while making the best use of resources.
- Accountability – decision-makers in government, the private sector and civil society organizations are accountable to the public, as well as to institutional stakeholders. This accountability differs depending on the organizations and whether the decision is internal or external.
- Transparency – transparency is built on the free flow of information. Processes, institutions and information are directly accessible to those concerned with them, and enough information is provided to understand and monitor them.
- Fairness Equity – all men and women have opportunities to improve or maintain their wellbeing.
- Rule of Law – legal frameworks should be fair and enforced impartially, particularly the laws on human rights.

#### 4.5. ELM adopted principles of Good Governance

##### **BATHO PELE PRINCIPLES**

- Consult;
- Service Standards;
- Access;
- Courtesy;
- Information;
- Openness and Transparency;
- Redress;
- Value for money;
- Encouraging Innovation and rewarding excellence;
- Customer Impact

## 4.6. Strategies employed to ensure Good Governance in ELM

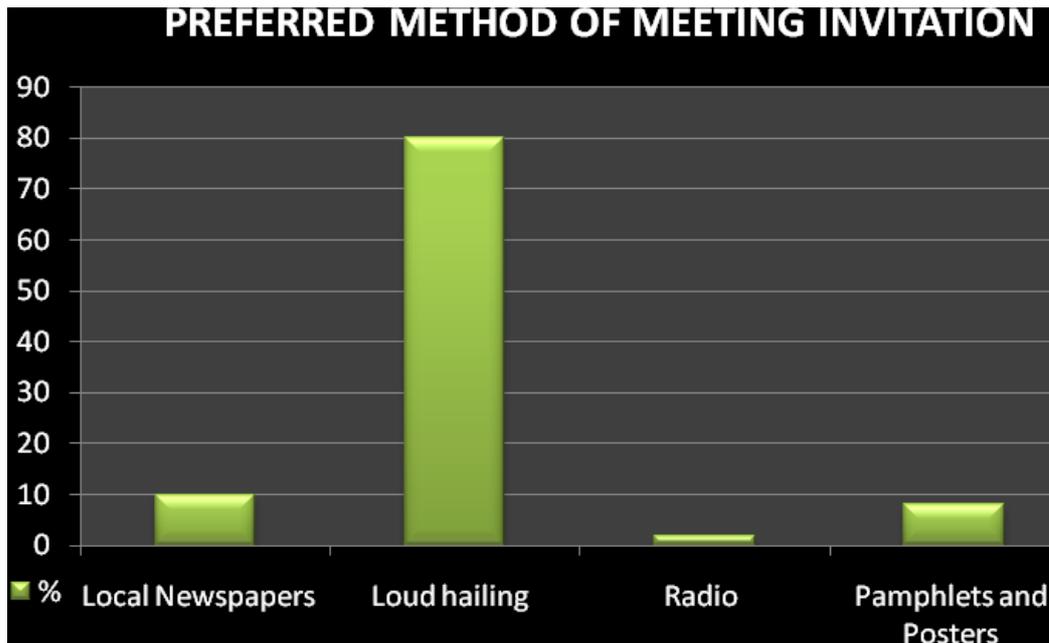
### 4.6.1. Public Participation and Consultation

Community participation within local government is a mandatory requirement and is legislated by Chapter 4 of the Municipal Systems Act 32 of 2000. Community participation is central to municipal state of affairs and is compulsory to be undertaken in all development process, for instance the IDP, Budget and Annual Report. During the development of this IDP, community participation in different levels was embarked on especially during the Process Plan as well as compilation of the IDP document. Over and above that, community meetings were held for two consecutive months. During this process criticism from the community emerged regarding the lack of implementation of the projects they had expected in their respective wards. It further emerged that unemployment was the most concerning issues amongst communities and the level of service delivery from various sector departments i.e. water and waste management. In 2010, Council adopted Public Participation Policy, which is used as a guide for all community engagements.

### **4.6.2. Public Notification Mechanisms**

The Municipality has different means of notifying the community of community meetings namely loud hailing, distribution of pamphlets, newspaper advertising and posters. From the community satisfaction survey, it became apparent that most people seem to favour loud hailing as the most effective approach of advertising over other advertising. In actual fact 80% of the people prefer loud hailing whilst 10% prefer pamphlets and posters. Input on the IDP is not only restricted to the community at large but an equal opportunity is also given to sector departments, namely Department of Public Works, Labour, Education, Arts and culture just to name a few, Traditional leaders, NGOs etc.

The graph below seeks to indicate the preferred method of communication by the community. As indicated most people prefer load hailing as a means of delivering communication by the municipality.



**STRUCTURES THAT ENSURE GOOD GOVERNANCE IN ELM IN TERMS OF THE COMMUNITY**

**4.6.2. Ward Committees**

In order to effect the spirit of RSA constitution, ELM uses the functioning of ward committees to communicate with communities on development issues and challenges, and decisions. The functioning of these committees has been satisfactory thus far. They are elected in each ward by members of the community and each ward committee has a certain portfolio there are in charge of in line with the National KAP and ELM Strategic Objectives. These ward committees are continuously given necessary tools to perform their duties. Over the last year all 270 ward committee members have been given cell phones with airtime. Ward Committee members also submit weekly reports to the Office of the Speaker who closely manages the committee. In addition to that the municipality has a plan to train these ward committees on local government in order to enable them to effectively contribute to the municipality.

Below is a year plan of ward committee meetings within the municipality and its respective officials. Linked to this are budget allocations for ward committee systems in general.

WARD COMMITTEES/COMMUNITY SCHEDULE FOR 2012				
DATE	WARD	VENUE	TIME	LOGISTICS
WARD COMMITTEE				
19-Feb	1	WARD COMMITTEE FALETHU L.P SCHOOL	ALL WARD COMMITTEE MEETINGS WILL BE HELD AT 14H00	ADMINISTRATION SUPPORT
22-Apr				
17-Jun				

19-Aug				
14-Oct				
02-Dec				
<b>COMMUNITY</b>				
22-Apr		COMMUNITY ENYOKENI SPORTS GROUND	ALL WARD COMMUNITY MEETINGS WILL BE HELD AT 14H00	200 SEATER TENT, CHAIRS AND 2 TABLES
22-Jul				
21-Oct				
28-Jan				
	2			
<b>WARD COMMITTEE AND COMMUNITY</b>		EZAKHENI HIGH SPORTS FIELD	WARD COMMITTEE MEETING 10H00 FOR COMMUNITY MEETING 14H00	ADMINISTRATION SUPPORT FOR COMMITTEE MEETING
15-Jan		IDAMU PRIMARY		200 SEATER TENT, CHAIRS AND 2 TABLES FOR COMMUNITY MEETINGS
04-Mar		IGQAMA PRIMARY		
06-May		EZAKHENI HIGH SPORTS FIELD		
08-Jul		IDAMU PRIMARY		
09-Sep		IGQAMA PRIMARY		
04-Nov				
<b>WARD COMMITTEE MEETING</b>	3	EKUKHULENI HIGH SCHOOL		ADMINISTRATION SUPPORT
18-Feb			10H00	
17-Mar			10H00	
21-Apr			10H00	
19-May			10H00	
23-Jun			10H00	
21-Jul			10H00	
18-Aug			10H00	
12-Sep			10H00	
20-Aug			10H00	
17-Nov			10H00	
15-Dec			10H00	
<b>WARD COMMITTEE</b>				
19-Feb	4	GOOD – HOPE PRIMARY	14H00	ADMINISTRATION SUPPORT
24-Jun				
30-Sep				
09-Dec				
<b>COMMUNITY MEETING</b>				
26-Feb		GOOD – HOPE PRIMARY	14H00	200 SEATER TENT, CHAIRS AND 2 TABLES
01-Jul		PHOWENI HIGH	09H00	
01-Jul		GOOD-HOPE PRIMARY	14H00	
07-Oct		PHOWENI HIGH	09H00	
07-Oct		GOOD-HOPE PRIMARY	14H00	
16-Dec		PHOWENI HIGH	09H00	

16-Dec		GOOD-HOPE PRIMARY	14H00	
<b>WARD COMMITTEE</b>				
18-Mar	5	ENDAKANE HIGH SCHOOL	ALL WARD COMMITTEES WILL START AT 10H00	ADMINISTRATION SUPPORT
17-Jun				
23-Sep				
02-Dec				
<b>COMMUNITY MEETING</b>				
11-Mar			ALL COMMUNITY WILL START AT 14H00	200 SEATER TENT, CHAIRS AND 2 TABLES
24-Jun				
30-Sep				
09-Dec				
<b>WARD COMMITTEE</b>				
17-Mar	6	ALL WARD COMMITTEE MEETINGS WILL BE HELD AT SAKHELWE HIGH SCHOOL	ALL WARD COMMITTEE MEETINGS WILL START AT 10H00	ADMINISTRATION SUPPORT
19-May				
21-Jul				
22-Sep				
<b>COMMUNITY MEETING</b>				
18-Mar		ALL COMMUNITY MEETINGS WILL BE HELD AT COMMUNITY HALL	ALL COMMUNITY MEETINGS WILL START AT 14H00	ADMINISTRATION SUPPORT
20-May				
22-Jul				
23-Sep				
<b>WARD COMMITTEE</b>				
22-Jan	7	MABHUMANE P SCHOOL	ALL THESE MEETING START AT 10H00	ADMINISTRATION SUPPORT
18-Mar		BHEKINTUTHUKO HIGH SCHOOL		
20-May		MABHUMANE P SCHOOL		
15-Jul		BHEKINTUTHUKO HIGH SCHOOL		
16-Sep		MABHUMANE P SCHOOL		
18-Nov		BHEKINTUTHUKO HIGH SCHOOL		
<b>WARD COMMITTEE</b>				
22-Apr	8	SAKHELWE HIGH	10H00	ADMINISTRATION SUPPORT
10-Jun				
12-Aug				
07-Oct				
09-Dec				
<b>WARD COMMITTEE AND COMMUNITY</b>				

25-Mar	9	TSAKANE COMMUNITY	COMMITTEE MEETING AT 10H00 AND COMMUNITY MEETING AT 13H00	ADMINISTRATION SUPPORT
20-May				
29-Jul				
23-Sep				
11-Nov				
09-Dec				
<b>WARD COMMITTEE</b>				
09-Apr	10	TOWN HALL	15H00	ADMINISTRATION SUPPORT
10-Jun		STEADVILLE HALL		
12-Aug		TOWN HALL		
14-Oct		STEADVILLE HALL		
02-Dec		TOWN HALL		
10-Feb-13		STEADVILLE HALL		
14-Apr		TOWN HALL		
<b>COMMUNITY MEETING</b>				
13-May		STEADVILLE HALL		
08-Jul		AGRA HALL		
16-Sep		STEADVILLE HALL		
18-Nov		AGRA HALL		
13-Jan-13		STEADVILLE HALL		
10-Mar		AGRA HALL		
<b>WARD COMMITTEE</b>				
11-Feb	11	AGRA CRESCENT LIBRARY	10H00	ADMINISTRATION SUPPORT
14-Apr				
16-Jun				
19-Aug				
<b>WARD COMMITTEE</b>				
	12			
<b>WARD COMMITTEE</b>				
28-Jan	13	NSIMBINI HALL	10H00	ADMINISTRATION SUPPORT
12-Feb		ELLIOT MNGADI CENTRE		
04-Mar		NSIMBINI HALL		
01-Apr		BHEVU HIGH		
06-May		ELLIOT MNGADI CENTRE		
03-Jun		ELLIOT MNGADI CENTRE		
01-Jul		NSIMBINI HALL		
05-Aug		NSIMBINI HALL		
07-Oct		BHEVU HIGH		
04-Nov		ELLIOT MNGADI CENTRE		
02-Dec		ELLIOT MNGADI CENTRE		
<b>COMMUNITY MEETING</b>				
28-Jan		NSIMBINI HALL, ELLIOT MNGADI CENTRE, BHEVU HIGH	10H00,13H00, 15H00	

01-Apr		BHEVU HIGH, NSIMBINI HALL, ELLIOT MNGADI HALL	10H00, 13H00, 15H00	
03-Jun		ELLIOT MNGADI CENTRE, BHEVU HIGH, NSIMBINI HALL	10H00, 13H00, 15H00	
05-Aug		NSIMBINI HALL, ELLIOT MNGADI CENTRE, BHEVU HIGH	10H00, 13H00, 15H00	
07-Oct		BHEVU HIGH, NSIMBINI HALL, ELLIOT MNGADI HALL	10H00, 13H00, 15H00	
02-Dec		ELLIOT MNGADI CENTRE, BHEVU HIGH, NSIMBINI HALL	10H00, 13H00, 15H00	
<b>WARD COMMITTEES</b>				
05-May	14	BURFORD HALL	10H00	ADMINISTRATION SUPPORT
10-Jun				
08-Jul				
26-Aug				
09-Sep				
07-Oct				
11-Nov				
09-Dec				
<b>COMMUNITY MEETING</b>				
15-Apr		BURFORD HALL	14H00	ADMINISTRATION SUPPORT
<b>AREA MEETINGS</b>				
06-May		KWAGODI TAXI RANK	10H00	ADMINISTRATION SUPPORT AND 200 SEATER TENT, 2 TABLES AND CHAIRS EXCEPT BURFORD
		HOPESLAND	12H00	
		KWAMANZINI	14H00	
13-May		NHLALAKAHLE	10H00	
		PEPWORTH ( EMATAFULENI)	12H00	
		BURFORD HALL	14H00	
15-Jul		KWAGODI TAXI RANK	10H00	
		HOPESLAND	12H00	
		KWAMANZINI	14H00	
22-Jul		NHLALAKAHLE	10H00	
		PEPWORTH ( EMATAFULENI)	12H00	
		BURFORD HALL	14H00	
16-Sep		KWAGODI TAXI RANK	10H00	
		HOPESLAND	12H00	
		KWAMANZINI	14H00	
23-Sep		NHLALAKAHLE	10H00	
		PEPWORTH ( EMATAFULENI)	12H00	
		BURFORD HALL	14H00	

18-Nov		KWAGODI TAXI RANK	10H00	
		HOPESLAND	12H00	
		KWAMANZINI	14H00	
25-Nov		NHLALAKAHLE	10H00	
		PEPWORTH (EMATAFULENI)	12H00	
		BURFORD HALL	14H00	
<b>WARD COMMITTEES</b>	15	EMBUZWENI HALL	10H00	ADMINISTRATION SUPPORT
11-Mar		SICELOKUHLE HIGH		
01-Apr		PEACETOWN HALL		
06-May		SICELOKUHLE HIGH		
15-Jul		PEACETOWN HALL		
14-Sep		SICELOKUHLE HIGH		
04-Nov				
<b>AIDS COMMITTEES</b>				
29-Apr		PEACETOWN HALL	10H00	ADMINISTRATION SUPPORT
26-Aug		EMBUZWENI HALL		
<b>AREA MEETINGS</b>				
16-Mar		KANSAS GROUND/KWAXULU AREA	10H00	ADMINISTRATION SUPPORT AND ALL AREA MEETING NEEDS 200 SEATER TENT, CHAIRS AND 2 TABLES
14-Apr		KEY-YOUNG GROUND		
23-Apr		PUBS GROUND		
29-Jul		PUBS GROUND		
19-Aug		KANSAS GROUND/KWAXULU AREA		
09-Sep		KEY-YOUNG GROUND		
<b>COMMUNITY MEETINGS</b>				
03-Jun		PEACETOWN HALL	14H00	ADMINISTRATION SUPPORT
25-Nov		EMBUZWENI HALL	14H00	
<b>WARD COMMITTEE</b>	16			
22-Apr		ALL WARD COMMITTEE MEETINGS WILL BE HELD AT GCIZELA PRIMARY	ALL WARD COMMITTEE WILL SEAT AT 14H00	ADMINISTRATION SUPPORT
10-Jun				
12-Aug				
14-Oct				
02-Dec				
<b>AREA MEETINGS</b>				
07-May		GCABHANE	10H00	ALL AREA MEETING NEEDS 200 SEATER TENT, CHAIRS AND 2 TABLES
14-May		ESIKHALENI	10H00	
21-May		GCIZELA	14H00	
28-May		EZIMBUZINI	10H00	
02-Sep		EMASHISELWENI	10H00	

09-Sep		THOLULWAZI	14H00	
16-Sep		GCABHANE	10H00	
23-Sep		GCIZELA	14H00	
<b>WARD COMMITTEE</b>				
01-Mar	17	MATHONDWANE HALL	10H00	ADMINISTRATION SUPPORT
05-Apr		MTATENI HALL		
03-May		MGAZINI PAYPOINT		
07-Jun		AMAHUKU HALL		
05-Jul		MTATENI HALL		
02-Aug		MATHONDWANE HALL		
06-Sep		MGAZINI PAYPOINT		
04-Oct		AMAHUKU HALL		
01-Nov		MGAZINI PAYPOINT		
06-Dec		AMAHUKU HALL		
<b>WARD COMMITTEE</b>				
10-Mar	18	WATERSMEET THUSONG CENTRE	10H00	ADMINISTRATION SUPPORT
19-May		DRIEFONTEIN THUSONG CENTRE		
17-Jul		WATERSMEET THUSONG CENTRE		
15-Aug		DRIEFONTEIN THUSONG CENTRE		
24-Nov		DRIEFONTEIN THUSONG CENTRE		
<b>WARD COMMITTEE AND COMMUNITY</b>				
15-Apr	19	BALDASKRAAL C.P SCHOOL	10H00	ADMINISTRATION SUPPORT
03-Jun		KLEINFONTEIN HALL		
05-Aug		WATERSHED C.P SCHOOL		
07-Oct		ROODERPOORT CRECHE		
02 DECEMBER		RANTJIEVAKTE C.P SCHOOL		
<b>WARD COMMITTEE AND COMMUNITY</b>				
11-Mar	20	MANZABILAYO WARD ROOM	ALL WARD COMMITTEES WILL BE AT 10H00 AND COMMUNITY WILL BE AT 13H00	ADMINISTRATION SUPPORT
27-May		ACACIAVALE SPORTS GROUND		200 SEATER TENT, CHAIRS AND 2 TABLES FOR ALL COMMUNITY MEETINGS
15-Jun		MTHANDI SPORTS GROUND		
02-Sep		AMANZABILAYO SPORTS GROUND		
28-Oct		ACACIAVALE SPORTS GROUND		
02-Dec		MTHANDI SPORTS GROUND		
<b>WARD COMMITTEE</b>				

28-Jan	21	STEADVILLE COMMUNITY HALL		ADMINISTRATION SUPPORT
29-Feb				
28-Apr				
27-May				
30-Jun				
29-Jul				
07-Nov				
<b>WARD COMMITTEE</b>				
14-Apr	22	LIMIT HILL HALL	15H00	ADMINISTRATION SUPPORT
03-Jun				
05-Aug				
07-Oct				
09-Dec				
<b>WARD COMMITTEE AND COMMUNITY MEETING</b>				
29-Apr	23	CWEMBE PRIMARY SCHOOL	ALL WARD COMMITTEE WILL START AT 10H00 AND COMMUNITY WILL START AT 14H00	ADMINISTRATION SUPPORT
17-Jun		THEMBELA HIGH SCHOOL		
19-Aug		MATIWANE PRIMARY SCHOOL		
14-Oct		JONONO COMMUNITY HALL		
16-Dec				
<b>WARD COMMITTEE</b>				
28-Apr	24	TOWN HALL	10H00	ADMINISTRATION SUPPORT
24-Jun				
26-Aug				
28-Oct				
02-Dec				
<b>WARD COMMITTEE &amp; COMMUNITY MEETING</b>				
ALL WARD COMMITTEE MEETING WILL BE ON THE 30th OF EVERY MONTH	25	MANCENGEZA HIGH SCHOOL	17H00	ADMINISTRATION SUPPORT
<b>WARD COMMITTEE</b>				
	26	TOWN HALL	10H00	ADMINISTRATION SUPPORT
23-Apr				
03-Jun				
05-Aug				
07-Oct				
02-Dec				

<b>COMMUNITY MEETING</b>		COLENZO CONSTITUENCY OFFICE	14H00	ADMINISTRATION SUPPORT
23-Apr		ST JOSEPH MISSION		
03-Jun		BLUEBANK COMMUNITY HALL		
05-Aug		ZAAIFONTEIN PRIMARY SCHOOL		
07 OCTOBER		BESTERS PRIMARY SCHOOL		
02-Dec		VAN REENEN COMMUNITY HALL		
<b>WARD COMMITTEE MEETING</b>				
	27	NCINJANE SEC. SCHOOL	14H00	ADMINISTRATION SUPPORT
22-Jan		ST CHADS THUSONG CENTRE		
25-Mar		AMANCAMAKAZANE SCHOOL		
06-May		ST CHADS THUSONG CENTRE		
01-Jul		NCINJANE SEC. SCHOOL		
02-Sep		ST CHADS THUSONG CENTRE		
04-Nov		ST CHADS THUSONG CENTRE		
<b>COMMUNITY MEETING</b>				
22-Jan		ST CHADS THUSONG CENTRE	12H00	200 SEATER TENT, CHAIRS AND 2 TABLES FOR ALL COMMUNITY MEETINGS EXCEPT THUSONG CENTRE
18-Feb		AMANCAMAKAZANE SCHOOL	14H00	
19-Feb		SHAYAMOYA PHASE 2	10H00	
		NCINJANE SEC. SCHOOL	14H00	
01-Apr		AMANCAMAKAZANE SCHOOL	10H00	
		ST CHADS THUSONG CENTRE	14H00	
03-Jun		NCINJANE SEC. SCHOOL	14H00	
05-Aug		AMANCAMAKAZANE SCHOOL	13H00	
12-Aug		ST CHADS THUSONG CENTRE	13H00	
07-Oct		SHAYAMOYA PHASE 2	13H00	
14-Oct		NCINJANE SEC. SCHOOL	13H00	
		AMANCAMAKAZANE SCHOOL	10H00	
02-Dec		ST CHADS THUSONG CENTRE	14H00	

### **THE COST IMPLICATIONS OF THESE MEETINGS ARE AS FOLLOWS:**

For performance meetings, it's roughly estimated that the municipality spends about R 81 000.00 on 270 ward committee members and R75 is spent on each member and 4 performance meetings are held in a year.

In terms of the annual ward committee meetings, there about 6 meetings held annually and it costs R100 for each committee member and this totals to R 162 000.

00. On top of these cost, the municipality bears induction cost for training ward committee members as they approach their term of office.

#### **4.6.3. TRADITIONAL LEADERSHIP**

In line with the Traditional Leadership and Governance Framework Act, ELM consults and involves traditional leaders in its municipal affairs. There are five traditional leaders known to exist within the area of ELM; Nkosi Khumalo who leads within the Driefontein sub-area, Nkosi Shabala leading the Matiwane sub-area, Nkosi Nkosi who leads within the Roosboom area and Nkosi Zondi who leads within the Mathanti area. These leaders are consulted on crucial municipal affairs such the drafting and approval of the IDP and Budget, Mayoral Imbizo. However cognisance is taken of the fact that there is no formal structure or mechanism of consultation between the municipality and traditional leaders. Consultation is mainly done through Cogta and it's on an ad-hoc basis. Improvement is needed in this regard.

#### **4.6.4. COMMUNITY BASE ORGANIZATION, NON-PROFIT ORGANIZATION AND NON GOVERNMENTAL ENTITIES**

The municipality further engages the civil society, non-profit organizations and non-governmental people in municipal affairs. These include church societies from different dominations, Ladysmith business chamber and schools, sector policing.

#### **STRUCTURES THAT ENSURE GOOD GOVERNANCE IN ELM IN TERMS OF THE INSTITUTION**

In terms of the legislated conduct of good governance, ELM has established the following committees which play an oversight role in municipal finances, performance management system and municipal audits:

1. **Performance Audit Committee**-which is established in terms of the provisions of the Local Government Municipal Structures Act, Act 117 of 1998 and the Municipal Finance Management Act, Act 56 of 2003. The purpose of this committee is to ensure an oversight role over the executive obligations of council. The PAC assists council to hold the executive and municipal entities to account, and to ensure the efficient and effective use of municipal resources. And by so doing, the PAC helps to increase council and public awareness of the financial and performance issues of the municipality and its entities. ELM PAC meets four times in year where quarterly audit committee reports are compiled and presented to council for discussion

2. **Municipal Account Committee**- this committees is established in terms of the provisions of the Local Government Municipal Structures Act, Act 117 of 1998 and MFMA 56 of 2003 to serve as an oversight committee to exercises oversight over executive and municipal entities to account, and to ensure the efficient and effective use of municipal resources. By doing so the MAC will help to increase Council and public awareness of the financial and performance issues of the municipality and its entities.

The table below shows the result of a community survey conducted in respect of rating good governance and public participation within the municipal communities.

DRIVERS	ASSESSMENT		
	Financial	Performance	Compliance
Good  In progress  Intervention required 			
<b>LEADERSHIP</b>			
Provide effective leadership based on a culture of honesty, ethical business practices and good governance, protecting and enhancing the best interests of the entity			
Exercise oversight responsibility regarding financial and performance reporting and compliance and related internal controls			
Implement effective HR management to ensure that adequate and sufficiently skilled resources are in place and that performance is monitored			
Establish and communicate policies and procedures to enable and support understanding and execution of internal control objectives, processes, and responsibilities			
Develop and monitor the implementation of action plans to address internal control deficiencies			
Establish an IT governance framework that supports and enables the business, delivers value and improves performance			
<b>FINANCIAL AND PERFORMANCE MANAGEMENT</b>			
Implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting			
Implement controls over daily and monthly processing and reconciling of transactions			
Prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information			
Review and monitor compliance with applicable laws and regulations			
Design and implement formal controls over IT systems to ensure the reliability of the systems and the availability, accuracy and protection of information			
<b>GOVERNANCE</b>			
Implement appropriate risk management activities to ensure that regular risk assessments, including consideration of IT risks and fraud prevention, are conducted and that a risk strategy to address the risks is developed and monitored			
Ensure that there is an adequately resourced and functioning internal audit unit that identifies internal control deficiencies and recommends corrective action effectively			
Ensure that the audit committee promotes accountability and service delivery through evaluating and monitoring responses to risks and providing oversight over the effectiveness of the internal control environment including financial and performance reporting and compliance with laws and regulations			



## **INFORMATION TECHNOLOGY SYSTEMS**

Emnambithi/Ladysmith Municipality relies heavily on Information Technology (IT) systems in the performance of its statutory financial management, reporting and administrative functions. Ineffective information systems controls may contribute to financial management weaknesses, inaccurate financial and predetermined objectives, and subsequently poor performance.

A significant percentage of the weakness reported in the previous year had not been completely addressed and the risk of fraud and loss therefore remains. Weaknesses were identified in the following areas of the management of these information systems.

### **Information technology governance**

An IT governance and controls framework that make provision for the structures, policies and processes that would ensure that IT supports the organisation's strategies and objectives, had been adequately designed, effectively implemented with minor deficiencies identified and is operating effectively with few overall control exceptions.

### **Security management**

Security management controls, which should prevent unauthorised access to the application system that generates the information used to prepare the financial statements, had been adequately designed, implemented and is operating effectively with control exceptions.

### **User account control management**

User access controls, which should ensure that only valid and authorised users are allowed access to initiate and approve transactions on the system and that user access is adequately segregated when transactions are captured and approved, have been adequately designed, implemented with minor deficiencies and is operating effectively with few overall control exceptions.

### **Program change management**

Change management controls, which should ensure that any proposed changes to the existing information systems environment are coordinated, scheduled, authorised and tested to prevent unnecessary disruptions, erroneous changes and unauthorised and inappropriate access, have been inadequately designed, implemented and is operating ineffectively.

### **Facilities and environmental controls**

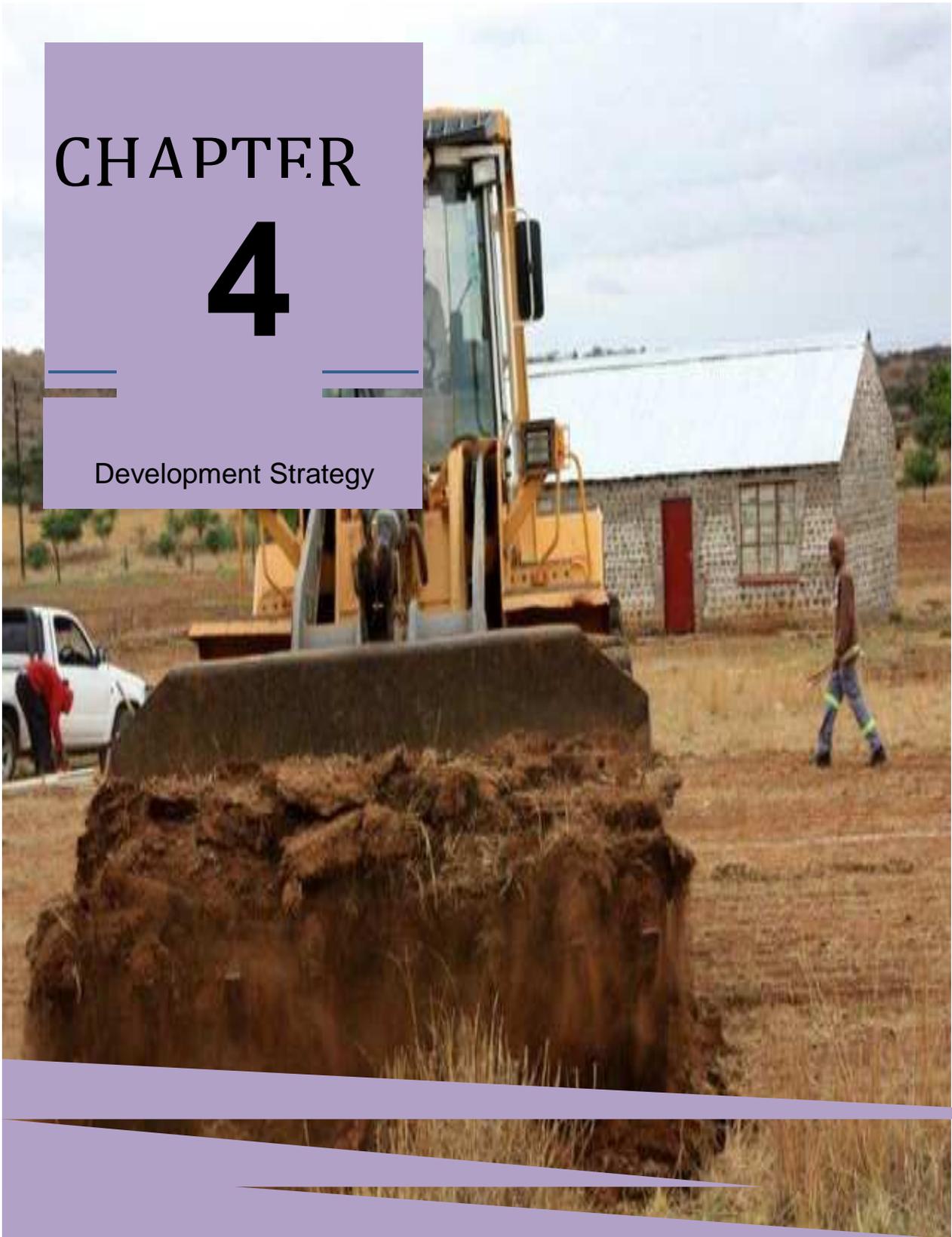
Physical and environmental controls, which should be implemented to ensure the security, integrity, performance and accessibility of the systems and information, have been adequately designed, implemented and is operating ineffectively.



# CHAPTER

# 4

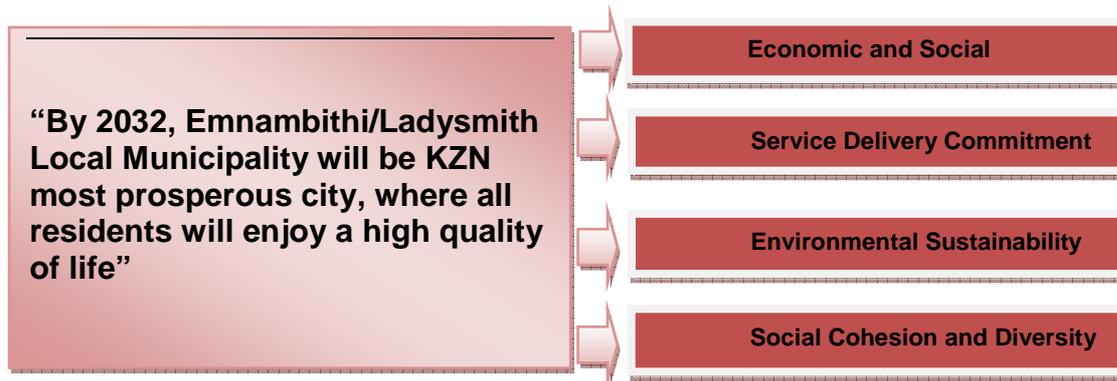
## Development Strategy



## Development Strategy

Through a vigorous process of analysing the internal and external macro and micro environment, the strengths, the weaknesses, the opportunities and the threats of Emnambithi/Ladysmith Local Municipality, together with the statutory mandate, framework of municipalities which was ushered in through the constitution and MSA and many other legal policies. The Municipality affirms itself to the following ten year strategic but practical and achievable vision of stating that:

### 3.1. The Vision



The vision commits the municipality to championing economic development within the key sectors that characterises Emnambithi/ Ladysmith. It also entrust the municipality with the responsibility of delivering services and creation of a safe and healthy environment. This vision is also embedded with economic, social, service delivery and social cohesion elements.

### 3.2. Elements of the Vision

The ELM vision encompasses the following five dimensions of development in which we strives for:

6. **Economic:** a broad, diverse and inclusive economy that grows atleast at a 7% growth rate per annum in order to create conducive conditions for employment opportunities.
7. **Social:** social harmony and inclusiveness, poverty alleviation.
8. **Service Delivery:** a service excellence to all our members of society.
9. **Social Cohesion:** unity and strength.
10. **Environmental Sustainability and Diversity:** development that meets the needs of today without compromising the ability of the future generations to meet their own needs. We strive for tolerance of diversity.

### 3.3. Mission

The core mission of Emnambithi/Ladysmith Local Municipality emanates from the 1998 White Paper on Local Government. The municipality sets itself to being:



#### The Core Mission ELM

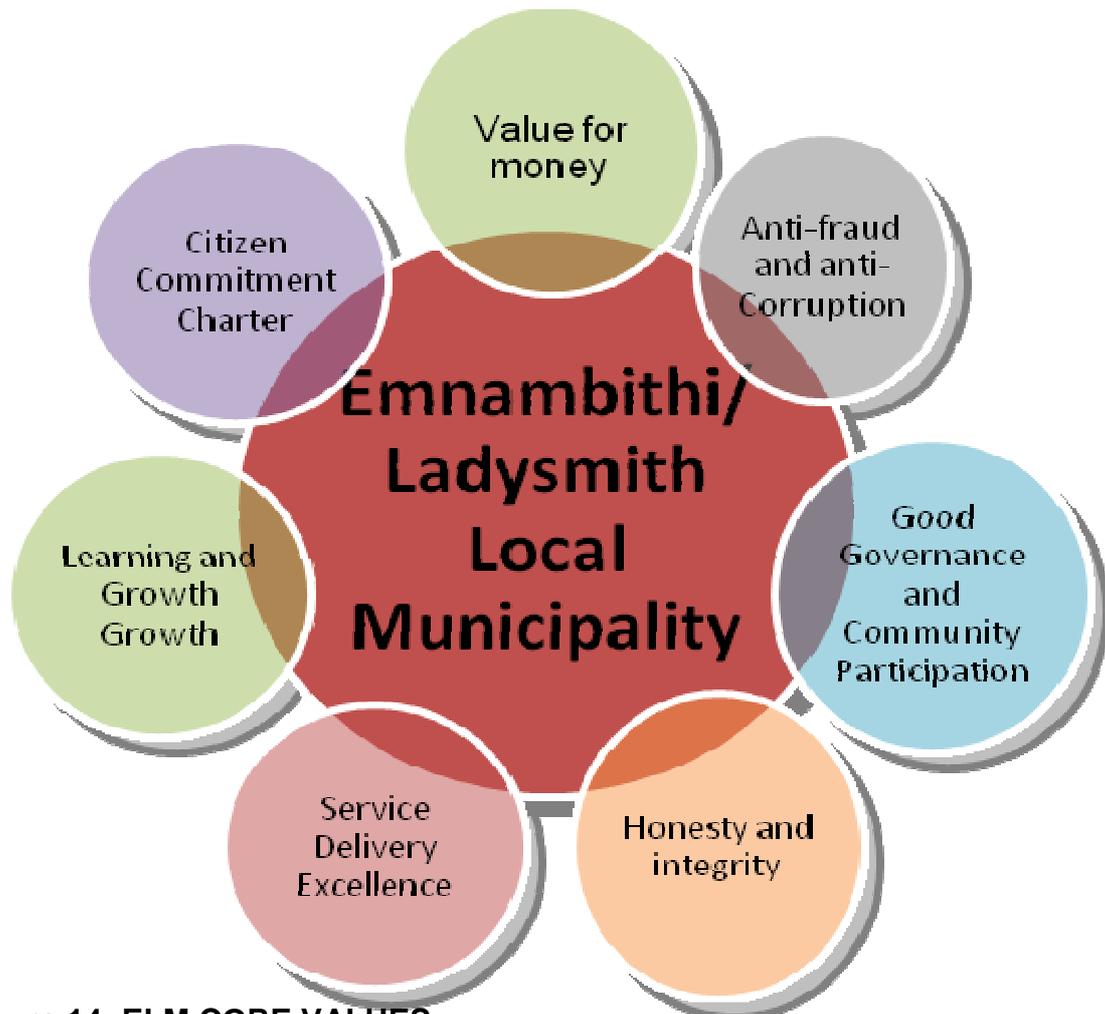
1. A **developmental** local government that works together with local communities in order to find sustainable ways to meet the local communities' needs and improve the quality of local communities lives.
5. An **enabling** sphere of government that facilitates the provision of basic services and economic opportunities.
6. We ensure **good governance**, transparency and accountability in all sectors of the organization.
7. We maximize the effective utilisation of the municipality's **financial resources** so as to ensure the long term viability and sustainability of the municipality.
8. We ensure that natural **resources** (renewable and non-renewable) are utilised in a sustainable manner; that their distribution should benefit every individual member of the civil society.

Further to the above, it is a legal requirement of the Municipal Systems Act that Municipalities should set and implement strategic priorities, objectives, indicators and targets aligned to the local government strategic agenda. Moreover to this, the framework should be in line with the Performance Management System of the municipality so as to enable the assessment of developmental progress and shortfalls of each area and enhance where applicable and necessary. Therefore, Emnambithi/Ladysmith has set the following strategic priority areas and strategic objectives:

### **3.4. Strategic Priority Areas**

- ❑ Good governance/ Institutional Development
- ❑ Urban development/renewal
- ❑ Rural development
- ❑ Poverty alleviation
- ❑ LED and job creation
- ❑ Prevention of HIV/Aids
- ❑ Community Safety and security
- ❑ Community participation
- ❑ Skills Development (project)
- ❑ Revenue Enhancement (project)
- ❑ Customer Care

### 3.5. Core values and principles governing ELM



**Figure 14: ELM CORE VALUES**

Since Emnambithi/Ladysmith Local Municipality fully understand its constitutional mandate of service delivery and transformation of the lives of the poor and the rendering of basic services to all its citizens, it holds the following 8 Batho Pele Principles of service delivery:

1. **CONSULTATION:** This is about asking our customers what they want and finding out how we can best meet their needs. This may be done by questionnaires, or by talking to customers. It's important to consult as many of our customers as we can and to use the information we receive to help improve our service to them. It's important to report back to customers so they know what to expect, and to our staff so they know what is expected from us.
2. **SERVICE STANDARDS:** While we should continually try to improve the service we give, it's also about how well we promise to deliver our services at any time. If we already know what is important to our customers then we can set service standards which must be realistic depending on the resources we have. We should

also be able to measure these standards so that everyone can see if they are being met.

3. **ACCESS:** Access applies especially to the previously disadvantaged sector of the community and to the people with special needs. These may include access to our department for the physically disabled, or having services which are too far away from people to visit. Good staff attitudes and addressing customers in their own language makes access easier.

4. **COURTESY:** Courtesy is not only being polite to customers, but being friendly, helpful and treating everyone with dignity and respect. We should write down a code of conduct and we should train and assess our staff in customer care. Our managers should monitor the relationship between front line staff and customers and help staff to give a warm and friendly service to everyone

5. **INFORMATION:** Information is about reaching all our customers to make sure they are well informed about the services our department provides. This may be done in a number of ways-for example through newspapers, radio, posters and leaflets. It's important to remember that different customers have different needs and they do not all speak the same language. We should disseminate a Service Commitment Charter to inform customers about the services we offer.

6. **OPENNESS AND TRANSPARENCY:** This Batho Pele principle encourages our departments to be open and honest about every aspect of our work. We should publish an annual report to tell citizens how our resources were used, how much everything cost, including costs for staff, equipment delivery, services and so on. It should also include how well our department performed-did we keep our promises-deliver on time and so on. If we did not meet our standards, we should list the reasons and find ways to improve our service. We should hold "open days," and invite members of the public to show them how we run our business.

7. **REDRESS:** Redress is making it easy for people to tell us they are unhappy with our service. We should train staff to deal with complaints in a friendly, helpful manner. We should apologise and put the problem right as quickly as possible. We should tell Customers how and where to complain and we should keep a record of all complaints and how we dealt with them. We should understand that complaints can help us to improve our service as they tell us what our customers want.

8. **GIVING BEST VALUE:** This principle includes giving our customers the best service we can using all our resources. It also means eliminating waste, fraud and corruption and finding new ways of improving services at little or no cost. This might include us forming partnerships with other service providers and the community. If we work efficiently and maximise our skills we will add value and produce service excellence to give our customers the best value for their money.

In addition to the above, the municipality further adheres to the following principles of **accountability, democracy and developmentalism:**

- ✓ We remain accountable to the people we serve
- ✓ We hold high principles of public management
- ✓ We are guided by good objectives to see the lives of our citizens improved for the better
- ✓ We instil the notion of equal society
- ✓ We respect the rule of law
- ✓ We are sensitive towards the needs of the community
- ✓ We maintain good integrity
- ✓ We conduct our financials in a sound manner with prudence and discipline.

### **3.9. Core Values**

- Value for money
- Promotion of Anti-Fraud and Anti-Corruption
- Good Governance and Community Participation
- Citizen Commitment Charter
- Honesty and integrity
- Learning and Growth
- Service Delivery Excellency

### **3.10. Emnambithi/ Ladysmith Principles**

- ✓ We remain accountable to the people we serve
- ✓ We hold high principles of public management
- ✓ We are guided by good objectives to see the lives of our citizens improved for the better
- ✓ We instil the notion of equal society
- ✓ We respect the rule of law
- ✓ We are sensitive towards the needs of the community
- ✓ We maintain good integrity
- ✓ We conduct our financials in a sound manner with prudence and discipline

**DEPARTMENT OF INFRASTRUCTURE AND SERVICES: CIVIL ENGINEERING AND ELECTRICITY**

<b>Key challenge</b>	<b>GOAL</b>	<b>OBJECTIVES</b>	<b>STRATEGIES</b>
High staff turn-over due to low salary scales	Retention of all skilled staff	<p>Improve staff remuneration &amp; benefits</p> <p>Improve employee-employer working relations through team buildings and other management technique</p>	<p>Implementtion Scarce Skills Programme which will assist in retaining skilled staff; noting that most of the bigger municipalities have implemented such programmes</p> <p>Development of a success plan or mobility plan to deal with high staff turn over</p>
Shrinking Rates Base and increasing indigence	Increase rate base	Enforcement of municipal by-laws that relate to buildings	<p>Creation of employment through LED initiatives</p> <p>More labour intensive industries must be targeted to combat the high unemployment rate, thereby increasing the rates base of Council.</p> <p>Encouragement of strategic new developments which will increase rates based and result in more money for service delivery: Aedrome and Ladysmith Mall</p> <p>Effective implementation of EPWP</p> <p>Adoption of a revised indigence policy which factors SARS information closely</p>
Inability to spend grant funding due to time constraints and red tap	Implementation all municipal grants	<p>Adherence to the municipal five year plan</p> <p>Minimize the changing of priorities</p>	Proper project preparation will be undertaken before grant application
Poor Infrastructure maintenance; roads, halls and facilities	Enhance Operations and Maintenance	Development of a maintenance plan of every asset acquired by the municipality	More funding should be directed to maintaininace of infrastructure in line with the Pavement Management System (PMS).

Shortage of plant and equipment material	Fully functioning plant and equipment	Every financial year money should be allocated for plant and equipment acquisition	Acquisition of additional plants. Strategy of Phasing in and out of equipment and material
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**DEPARTMENT OF FINANCE**

<b>Key challenge</b>	<b>GOAL</b>	<b>OBJECTIVES</b>	<b>STRATEGIES</b>
The time frames in terms of credit control and debt collection is not complied with by all role players.	Increase collection rates	96% of collection rates	Increasing of the indigency threshold to R80 000 to accommodate a larger number of residents who are unable to pay their rates debt. Extension of the Incentive Drive - debt equal to the amount of any payment may be written off. Implementation of a "prescription alert" on the system to ensure debt does not prescribe.
The rates debt is increasing on a monthly basis. Deceased estates make up 40% of the total debt	Decrease in debts rates	96% decrease in debts rates	More regular meetings with Ward Councillors to improve debt collection.
Disconnection of municipal accounts in Eskom areas means the long debt collection process must now be pursued	Eradication of all debts related to electricity	Installation of prepaid meters	The blocking of pre-paid meters due to non-payment will improve in debt collection. It is also cheaper than the disconnection process.
Pre- meters are not installed on time-loss of income to Council	Installation of prepaid meters		Exploring the option of making the pre-paid electricity tariff cheaper than the conventional tariff so it is an incentive for consumers to move towards installing pre-paid meters.
Non-compliance with SCM procedures leads to suppliers rendering services without official order numbers	Full compliance with SCM procedures and process		Updating of the SCM vendor registration database has resulted in improving the credibility of suppliers who are doing business with the municipality Taking over of Eskom areas in terms of the provision of electricity will assist in debt collection and reducing the debtor's book.
Legal challenges are escalating in terms of the awarding of tenders.			Training of all staff involved in SCM processes and procedures
Financial reporting is not aligned between the departments. This results in different information being submitted to Provincial and National departments.			The municipality must ensure that all legislation is complied with, and we function within the ambit of the law

Departments do not have proper long term asset and maintenance plans to safeguard Council's assets.			The link between the IDP, Budget, PMS and the SDBIP must be tangible in meeting the objectives of Council.
Management of the budget by departments needs to improve to give credibility to the budget (e.g. using correct line items).			All departments have multiyear budgets in place to ensure that the long term goals of the municipality are attained.
Not achieving collection targets has a negative impact on the budget, and on service delivery.	Full achievement of collection		More staff has gone on training to improve performance.

CORPORATE SERVICES			
Key challenge	GOAL	OBJECTIVES	STRATEGIES
Inability to attract / retain critical skills	Retaining of staff	<b>80%</b> retain staff with critical skills	To have the Skills Retention policy and implementation plan thereof, this will allow the MM to negotiate or facilitate the counter offer as part of the retention process
Retention or recruitment of key IT staff members	Development of existing IT staff	To develop internal staff for upward mobility	Capacity Building
Employment Equity	To have accessible Municipal facilities	Building of accessible Municipal Offices for persons with physical disabilities	Develop policy and a 5 year plan to address this issue , this must specify targets that needs to be met
Failure to collect outstanding debt within the required time	To collect all outstanding area amount owing to the	To collect R6 million per annum of arrear debts	<ul style="list-style-type: none"> <li>Review of Indigence policy to eliminate having entire areas declared automatically indigent</li> </ul>

	Municipality	that is 60 days and above	<ul style="list-style-type: none"> <li>Reviewing of the credit control policy to deal with these issues</li> </ul>
Contract management	Updating of illegal contracts	All contracts within the municipality be reviewed	<p>To develop an electronic register of all contract in the Municipality</p> <p>System must be checked if contracts are expiring, due for renewal</p>
Lack of fully functional GIS system for the valuation section	To have the GIS system in place	To procure the necessary software/ license to improve service delivery standards	Procurement of the necessary software/ license for the valuation section to access the current GIS system
Compliance with auditor general queries and recommendations moving forward towards a clean audit	Ensure clean audit	Implementation of new technology to improve service delivery standards and productivity of staff	<p>Develop IT framework</p> <p>Capacitate staff</p> <p>Filling of vacant position in IT</p> <p>Procure the backup generator and fire suppression system</p>
Inadequate Records Management System and lack of storage space	Developing records Management policy and facilitate the disposal process	To develop the records management policy and filing system and to facilitate the disposal system	<p>Formulation and implementation of filing system and records management policy</p> <p>Facilitate the disposal process and centralization of the storage facility</p>

DEPARTMENT : DEVELOPMENT, PLANNING AND HUMAN SETTLEMENT

Key challenge	GOAL	OBJECTIVES	STRATEGIES
Development and implementation of a Local Tourism Strategy aligned with the District, Provincial and National Tourism Strategy		To utilise tourism as an effective local economic development tool to provide sustainable job opportunities	Implementation of township and rural tourism strategic objectives as indicated by the local tourism strategy
Development of Township and Rural Tourism		Provide support and guidance to community organisation to facilitate market, coordinate and administer tourism, arts, culture and heritage initiative.	Aggressive marketing of tourism attractions – inclusive of township and rural tourism
Emnambithi Arts Centre – Development and promotion of Arts and Culture		Provision and maintenance of tourist services, sites and attractions.	Appointment of services provider in terms of Supply Chain Management policy to develop local Tourism Strategy and Marketing Strategy.
Expansion and upgrade of the Siege Museum			

<p>Challenge to access funding for the development of tourism, arts, culture and heritage initiatives and existing programmes</p>		<p>Promote and financially support the establishment community tourism and arts and culture organisations.</p>	<p>Submission of funding proposals for the development of township and rural tourism route</p> <p>Hosting of events to enhance the promotion of arts, culture, heritage and tourism development in our area, for example: Annual Battlefields Festival (awarding of Freedom of the Town to MKMVA and erection of Peace Monument).</p> <p>Introduction of modern interactive exhibitions in the Siege Museum and Cultural Centre</p> <p>Aggressive research to enhance to existing collection on the historical heritage of our area, for example "Know your Area" project.</p> <p>Coordination of arts and culture programmes within the area through collaboration with relevant stakeholders</p>
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<p>Outdate Land Use Management</p> <p>Poor investment attraction</p>	<p>Development of an effective LUM and law enforcement</p> <p>Increased investment attraction</p>	<p>Development of a Wall-Wall Town Planning Scheme by 2014</p> <p>Development of a Aerodrome and Ladysmith Mall</p>	<p>Appointment of consultant to develop the two phases of the Town Planning Scheme</p> <p>Implement Council incentive scheme</p>
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CHALLENGES	GOALS	OBJECTIVES	STRATEGIES
Filling up of the post e.g. Risk/compliance officer	Excellent delivery of all PMS services to Municipality	Re structuring of PMS to include posts e.g. Monitoring and evaluation, Organisational and individual performance evaluators and compliance	To advertise and appoint all critical posts.
Compliance legislation dates are not followed.	Compliance culture within the Municipality.	To introduce compliance departmental officials.	To empower performance facilitators.
Performance standards / targets / indicators not clearly defined.	Performance culture within the Municipality.	Intensive and accurate setting of smart principle in all monitoring indicators.	Weekly <b>Work logs</b> monthly variance report to be improved.
Non-compliance to reporting standards and dates.	Improved reporting systems within PMS policy framework.	SAMRAS Automated system/project to be introduced.	To introduce a new software system.
Non- alignment of the new structure – organogram with SDBIP reporting.	Alignment of all performance assessment tools.	Item of alignment to be sent to council after diagnostic assessment project.	Alignment of all assessment components with the organogram.
Strikes ,marches and complaints	A transformed Municipality responsive to community needs	The outreach programme to communities to forward complaints and customer satisfaction survey	To revitalise the Help Desk services and Complaints
Councillors and Executive not fully conceptualised their responsibilities	Proper Oversight role of all involved	Trainings with Cogta, service provider and appointment of credible Audit Committee Members	Intensive trainings of all involved in the Municipality and Structures
Different Templates are recommended and also different indicators.	Accurate Template in line with A.G. requirements	The pre Audit exercise to be undertaken by a credible service provider	The Meeting with Cogta and A.G. prior the actual Auditing
The Departments are still working in a vertical traditional structured manner	The Horizontal Cross functional team work of the Departments	Various Cross functional functional Teams throughout Municipality are projected to be established	To form cross functional Teams and High Performance team in the Municipality
Nonexistence of Monitoring Registers	Attainment of the Clean Audit.	The Deviation Register of all Department is to be evaluated and monitored timeously	Introduce Deviation Registers in all Departments
Risk components such as skill fight and Disaster, water and climate change	Eradicate all Risk Components within the Municipality	Revitalisation of Structures i.e. IGR, Rapid Response, and application of all laws relating good governance . Batho Pele principles project and campaign as well as <b>Ethics Committee to be</b>	The risk plan is established to mitigate certain risk factors and safety officials are appointed

		<b>formed</b>	
Performance standards are affected by Skills ,Qualifications and experience	Capacity Building of the Personnel	The funding is afforded to employees and the online study by Regenesys is to be introduced while also utilising LGSeta funding	The bursaries ,cpmd as well as Regenesys on line studies are strategicly utilised

DEPARTMENT : DEVELOPMENT, PLANNING AND HUMAN SETTLEMENT

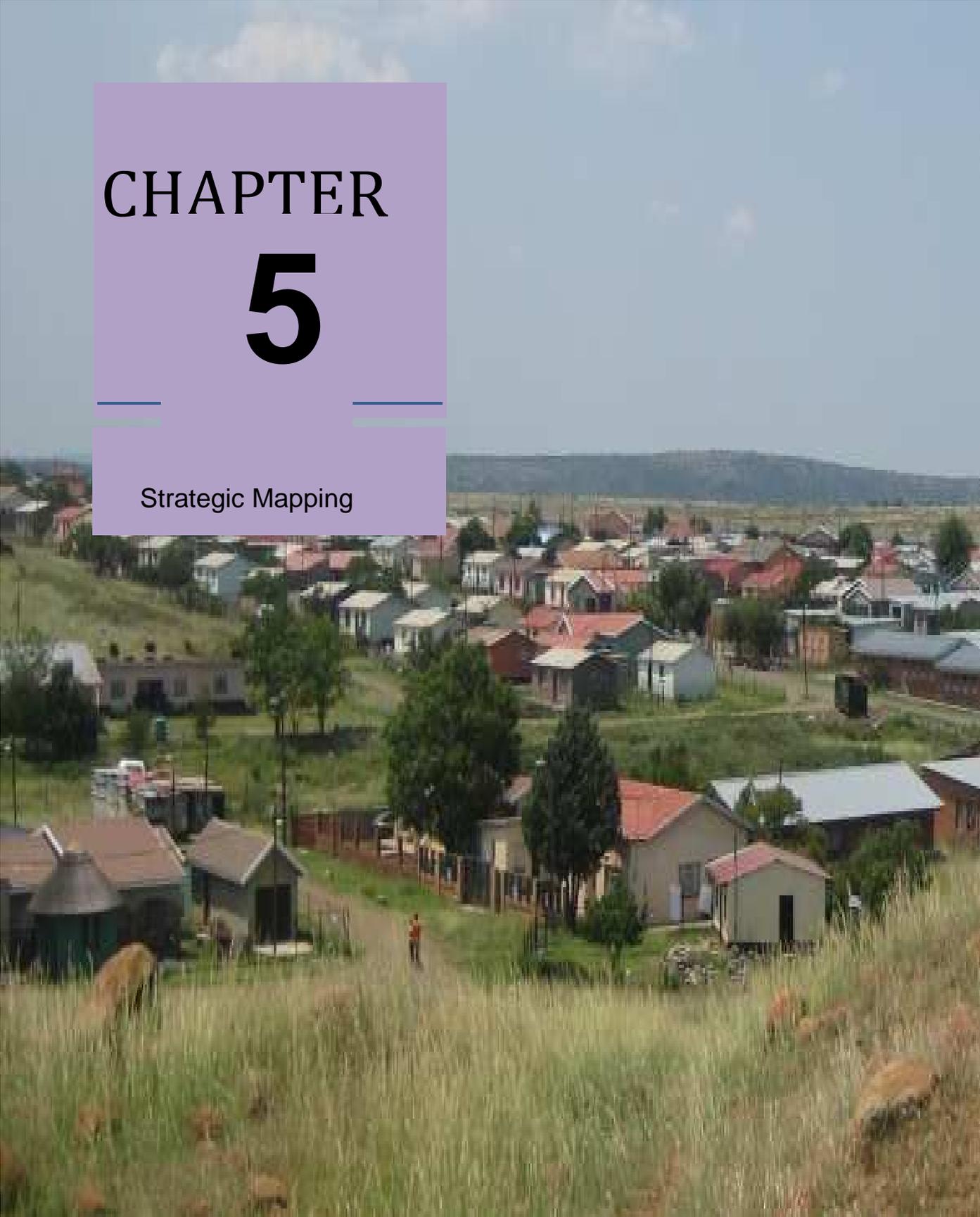
Key challenge	GOAL	OBJECTIVES	STRATEGIES
Poor alignment of Local Tourism Strategy aligned with the District, Provincial and National Tourism Strategy		To utilise tourism as an effective local economic development tool to provide sustainable job opportunities	Implementation of township and rural tourism strategic objectives as indicated by the local tourism strategy
Poor development of Township and Rural Tourism	Development of rural and township tourism	Provide support and guidance to community organisation to facilitate market, coordinate and administer tourism, arts, culture and heritage initiative.	Aggressive marketing of tourism attractions – inclusive of township and rural tourism
Emnambithi Arts Centre – Development and promotion of Arts and Culture		Provision and maintenance of tourist services, sites and attractions.	Appointment of services provider in terms of Supply Chain Management policy to develop local Tourism Strategy and Marking Strategy.

<p>Poor image of Siege Museum site</p>			
<p>Challenge to access funding for the development of tourism, arts, culture and heritage initiatives and existing programmes</p>		<p>Promote and financially support the establishment community tourism and arts and culture organisations.</p>	<p>Submission of funding proposals for the development of township and rural tourism route</p> <p>Hosting of events to enhance the promotion of arts, culture, heritage and tourism development in our area, for example: Annual Battlefields Festival (awarding of Freedom of the Town to MKMVA and erection of Peace Monument).</p> <p>Introduction of modern interactive exhibitions in the Siege Museum and Cultural Centre</p> <p>Aggressive research to enhance to existing collection on the historical heritage of our area, for example "Know your Area" project.</p> <p>Coordination of arts and culture programmes within the area through collaboration with relevant stakeholders</p>



# CHAPTER 5

Strategic Mapping



## ▪ POLICY CONTEXT

The ELM SDF is formulated within the context of various national and provincial spatial planning directives, and is based on the local spatial planning issues as articulated in various sector plans. In part, the SDF contributes to the attainment of the spatial development targets and objectives outlined in these policies, and deals directly with the spatial issues facing the municipal area. It gives effect to the spatial planning mandate of the municipality.

### Spatial planning mandate

Since the mid 1990s, the notion of spatial planning has become an integral part of the development planning discourse and practice in South Africa. The Constitution (Schedule 4 Part B) bestows this responsibility to local government, particularly local municipalities. The ELM gives effect to this mandate through a range of empowering legislation and policies including but not limited to the following:

Development Facilitation Act, Act No. 67 of 1995 which introduces norms and standards for spatial planning, influence the substantive outcomes of planning decisions relating to spatial planning, use change management and sustainable use of the land resources.

The Municipal Systems Act, Act No. 32 of 2000 and is the principal legislation regulating the content and scope of SDFs, and requires that an SDF should be prepared as a component of the IDP.

The KwaZulu-Natal Planning and Development Act, Act No. 6 of 2008. The PDA regulates, *inter alia*, the preparation of Land Use Schemes and requires a municipality to develop and adopt a wall-to-wall land use scheme within 5 years from the inception of the Act.

The national government has initiated a process to consolidate spatial planning mandate under a single piece of legislation and has accordingly introduced the Spatial Planning and Land Use Management Bill (SPLUMB). Once passed into law, the SPLUMB will become the overarching spatial planning legislation, and will introduce a uniform spatial planning approach and agenda throughout the country. One of the key innovations of this proposed legislation is the recognition that spatial planning should occur not only at a local level, but provincial and national as well. This will facilitate vertical and horizontal cross-border alignment and land use integration.

### National spatial planning policy

#### The National Development Plan

The National Development Plan (NDP) introduces the long term vision for the future development of South Africa. It acknowledges the spatial inefficiencies that characterises existing settlements and commits the national government to

developing a national Spatial Framework as a policy framework to address these anomalies. The NDP requires plans such as the ELM SDF to respond directly to the area specific issues, including the following:

Population movement patterns including migratory patterns between rural and urban areas.

Impact of external factors such as globalisation and climate change on spatial planning and development within the ELM.

Public sector investment in economic infrastructure as a means to create a climate conducive to economic growth and development.

Creating opportunities for rural communities to participate actively in the economy. This has serious implications for access to productive assets, particularly high potential agricultural land, skills development, etc.

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### **Land Use Management Bill**

National policy on spatial planning currently focuses on the rationalization of a fragmented system of land use and related laws. The current fragmented spatial pattern of human settlement and the associated urban sprawl is a direct consequence of the skewed and inappropriate planning legislation of the past. The national government introduced the White Paper on Spatial Planning and Land Use Management, and is currently formulating an enabling law on spatial planning, land use management and land development (The Spatial Planning and Land Use Management Bill). The new law will prevail over provincially applicable planning laws, such as the Planning and Development Act (PDA). It will lay down national policy, norms and standards as well as frameworks on land use, and therefore fall within the ambit of section 146 of the Constitution. At a local level, it provides a framework for the preparation of area specific SDFs and Land Use Management System (LUMS).

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### **Comprehensive Rural and Development Programme**

The recently introduced Comprehensive Rural Development Programme (CRDP) seeks to create vibrant, equitable and sustainable rural communities through a three-pronged strategy based on:

a coordinated and integrated agrarian transformation;

strategically increasing rural development; and

an improved land reform programme.

Ladysmith/Emnambithi being a rural municipality and characterised by a relatively high number of land restitution cases, embraces the principles of the CRDP and strive towards the attainment of its vision as part of its spatial and development planning program. This includes identification of target areas for rural development, agrarian reform and ensuring developmental outcomes of the land reform programme.

## **The Comprehensive Plan for the Development of Sustainable Human Settlements**

The Comprehensive Plan for the Development of Sustainable Human Settlements (August 2004) provides detailed information on the programmes identified by the National Department of Human Settlements. The new “Human Settlements Plan” promotes the achievement of a non-racial, integrated society through the development of sustainable human settlements and quality housing. This program seeks to use housing delivery as a means for the development of sustainable human settlements in support of spatial restructuring. It moves beyond the provision of basic shelter towards achieving the broader vision of integrated, sustainable and economically generative human settlement systems at both local and regional scales. The following are fundamental tenets and underlying principles of this new approach:

- progressive informal settlement eradication;
- promoting densification and integration in urban centres;
- enhancing spatial planning in both urban and rural contexts;
- enhancing the quality and location of new housing projects;
- supporting urban renewal programmes; and
- developing social and economic infrastructure.

## **Provincial Spatial Development Vision**

### **Provincial Growth and Development Strategy**

The KwaZulu-Natal Province development vision is outlined in the recently introduced Provincial Growth and Development Strategy (PGDS). The PGDS is a primary strategy for KwaZulu-Natal that drives growth and development in the Province to 2030. It provides the province with a rational strategic framework for accelerated and shared economic growth through catalytic and developmental interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments (PGDS, 2011).

The PGDS identifies Ladysmith as a tertiary node that falls outside of the priority intervention areas. Tertiary nodes are centres which should provide service to the sub-regional economy and it is envisaged that the nodes would serve as centres where the highest synergies between public and private investment would occur.

### **Planning and Development Act**

The Planning and Development Act, (Act No. 6 of 2008) is a provincial planning legislation that regulates statutory planning. It requires the municipality to prepare and adopt a wall-to-wall land use scheme within five years from the inception date of the Act. Ladysmith and Colenso are the only two areas that are covered by a town planning scheme in the ELM. It is thus critical for the SDF to indicate the level of detail and complexity of land use schemes for different parts of the ELM.

## **District Context**

### **Uthukela District SDF**

Spatial Planning is a shared function between the ELM and UThukela District. The latter has developed a SDF as part of their IDP. Ideally, the district SDF should provide a framework for the formulation of local municipality, deal with cross-boundary issues and spatial implications of the exclusive powers and functions of the district municipality. As such, any inconsistencies in the spatial planning process between the two entities should be eliminated and a greater coordination promoted. This is even more important given the regional role of Ladysmith Town and thus that of the ELM as a whole. In fact, the district SDF identifies Ladysmith as a primary node and a regional economic hub. This recognises the central location and strategic role of the town.

### **Uthukela District Sector Plans**

UThukela district Municipality has developed a number of sector plans to guide the implementation of its development programmes. These include but are not limited to the following:

Local Economic Development (LED) Plan.

Tourism Development Plan.

Water Services Development Plan (WSDP)

Public Transport Plan (PTP)

An Environmental Management Framework (EMF) is being developed. Each of these should be considered and integrated into the ELM SDF.

### **ELM Sector Plans**

The ELM has developed and adopted an IDP as a strategic guide for development and governance within its area of jurisdiction. The IDP articulates the long term vision and strategic programmes for the ELM. The latter are elucidated in various sector plans that deal with sector specific issues and identify development opportunity and development need areas. These sector plans include the following:

A Strategic Environmental Assessment (SEA) which sets parameters for development and provides a framework for a sustainable utilisation of natural resources.

A Local Economic Development Plan which establishes an economic development agenda and identifies economic development opportunity areas.

A Public Transport Plan which articulates public transport needs and guide investment in this regard.

Local Area Plans and Development Frameworks for different areas.

### **Implications for ELM SDF**

National, provincial, district and local spatial planning policies introduce a set of principles that are intended to influence the substantive outcomes of planning decisions, whether they relate to spatial development frameworks or decisions on land use change or development applications. The overall aim of these principles is to achieve planning outcomes that:

restructure spatially inefficient settlements;

promote sustainable development and use of natural resources;

channel resources to areas of greatest need and development potential;

redress inequitable historical treatment of marginalized areas; and

stimulate economic development opportunities in rural and urban areas; and support an equitable protection of rights to and in land.

Although Emnambithi/Ladysmith Municipality is responsible for spatial planning within its area of jurisdiction, the desired or ideal spatial and economic system can only be achieved if the municipality works in tandem with the relevant organs of state and civil society. This emphasises the importance of public participation and cooperative governance. To this end, land development should address the local interests. It should generate a wide range of economic development opportunities and provide a choice of living environments along a continuum from conditions of intense public environments to conditions of great privacy. It enables members of the public to conduct their daily activities quickly, easily and cost effectively while also promoting equitable access to opportunities.

- SPATIAL DEVELOPMENT CONCEPT
-

Emnambithi/Ladysmith Municipality SDF is compiled in support of the long-term strategic intent and short to medium development program as outlined in the IDP. It is a legal requirement in terms of the Municipal System Act, and one of the key sector plans of the IDP. It will guide and inform land development and management, and as such it:

- gives effect to principles contained in the Development Facilitation Act, Act No. 67 of 1995, NEMA and other relevant policies;
- sets out spatial objectives and provides spatial strategies that indicate desired patterns of land use, address spatial transformation, and provide decision making processes relating to the nature and location of development;
- provide basic guidelines for a Land Use Management System and development of a spatial Capital Investment Framework,
- align with neighbouring SDFs and the UTDM SDF;
- introduces guidelines for decision making and alignment of development programs that impacts on the spatial structure and land use pattern in the area;
- provides a spatial representation of the location of the strategic development projects in line with the spatial transformation agenda; and
- provide visual representation of desired spatial form and land use pattern.

### ***Municipal Development vision***

FIGURE 2: MUNICIPAL DEVELOPMENT VISION



core element of the development strategy as outlined in the IDP and fulfills the requirements of the Municipal Systems Act. The vision commits the municipality to promoting development that is generative (unlocks opportunities for economic development), sustainable development and the creation of a safe environment. This is interpreted to include social, economic, physical, financial and institutional sustainability, and is in line with Local Agenda 21 interpretation of sustainability-commitment to future generations.

The attainment of this vision requires the municipality to facilitate the development of a spatial system that:

- provides for an efficient movement system, use of scarce resources and decision making processes;
- is sustainable from a social, economic, financial, physical and institutional perspective;
- promotes integrated development; and
- provides for an equitable access to development opportunities.

### ***Aim and Objectives***

The primary aim of the SDF is to facilitate the spatial transformation and the creation of new spatial systems that reflects for sustainable and integrated development.

Its objectives are as follows:

giving a spatial expression of the development vision and strategy as outlined in the IDP;

Identifying areas where development should or should not occur;

guiding the municipality in the coordination of development within its area of jurisdiction;

giving spatial effect to multi-sectoral projects identified in the IDP;

promoting sustainable utilisation of natural resources; and

provide a framework for the formulation of area specific development plans.

More specifically, the SDF seeks to influence directly the substantive outcomes of planning decisions, whether they relate to the refinement of the SDF through framework and precinct plans or decisions on land use change or development applications and to achieve planning outcomes that:

facilitates restructuring of the currently spatially inefficient settlement patterns;

promote the sustainable use of the land and natural resources;

channel private and public sector resources to areas of greatest need and development potential;

redress the inequitable historical treatment of marginalized areas;

stimulate economic development opportunities in rural and urban areas; and

support an equitable protection of rights to and in land.

In addition, Emnambithi/Ladysmith Municipality SDF promotes:

accountable spatial planning, land use management and land development decision-making by organs of state;

cooperative governance and wider information sharing in plan-making and implementation; and

maximum openness and transparency in decision-making.

### ***Spatial Planning Principles***

Emnambithi/Ladysmith Municipality SDF is underpinned by normative principles reflected in various policy documents and pieces of legislation including the Development Facilitation Act (DFA) and the National Environmental Management Act (NEMA). The following principles have been extracted from these sources and are considered appropriate to guide the preparation, review and implementation of Emnambithi/Ladysmith Municipality SDF.

The normative principles are focused on and correlated to the field of spatial planning, land use management and land development, but, as is the case with all principles and norms, need further actualization in specific, concrete contexts. Thus, in the practical implementation of the principles spatial planning, land use management and land development in Emnambithi/Ladysmith will be guided by the following overarching concerns:

Equitable distribution of development, resources and opportunities. This principle featured prominently in the Redistribution and Development Program (RDP), Growth, Employment and Redistribution (GEAR) and is the central concern in the National Development Plan.

Good governance requires robust systems and procedures for spatial transformation and land use management to inform decisions on land development. Integrated development, which is a key concern in legislation and policies dealing with Integrated Development Plans (Municipal Systems Act) and Land Development (Development Facilitation Act).

Order and amenity, which focuses mainly on the creation of safe and healthy environments suitable for human habitation.

Sustainability emanates from Local Agenda 21 and in South African. The National Environmental Management Act (NEMA) provides a legislative framework in this regard.

Redress, addressed in the Land Reform Program and various, associated pieces of legislation. The focus in this regard is to correct the wrongs of the past.

Efficiency, dealing mainly with, the creation of efficiently functioning environments scaled to the needs of the local people and role-players.

The principles and norms collectively form a vision for land use and planning in Emnambithi/Ladysmith. They constitute a single point of reference, and an overarching coherent set of policy guides to direct and steer land development, planning and decision-making in land use so that outcomes thereof are consistent with the development objectives as outlined in the IDP.

### ***Spatial Planning Approach***

Although the boundary of Emnambithi/Ladysmith Municipality is mainly for local governance and service delivery purposes, its delineation was based on a number of factors including population movement patterns, lines of investment and sphere of influence of the existing regional or sub-regional centres. As such, the area could be regarded as a system of interests with a number of sub-systems operating within it.

The emphasis of the SDF is not so much on defining and interpreting the manner of operation of the entire system, but to re-enforce linkages and interdependence between the constituent parts, clearly articulating the role of each part and providing for feedback loops. An efficiently functioning spatial system would perform in line with the spatial development norms and standards, and would generate predictable. Emnambithi/Ladysmith SDF adopts a service centre approach and accordingly identifies the following as key restructuring elements:

Development nodes with varying levels of impact and spheres of influence.

Development corridors defined in terms of the associated economic development sectors, land use pattern and role in the sub-regional economy.

Typology of settlements located in different environments and forming a continuum from urban to rural, high density to low density, formal to informal, etc.

Agricultural land which differs markedly in production potential based on the quality of soils, location and condition of the environment.

Environmentally sensitive areas.

Each of these plays an important role in the functioning of the spatial system.

### ***Spatial Planning Strategies***

Further to the above outlined objectives and the associated approach, the municipality will give effect to the intentions of the SDF through a set of spatial

planning strategies that indicates the desired future spatial situation, and broad policy positions to guide decision-making.

### **Enhancing the Quality of the Environment**

Land development within the municipality will be undertaken in an economically, socially and environmentally sustainable manner, and with the following being acknowledged as key interventions for spatial transformation:

protection and enhancement of the environmentally sensitive areas;  
protection and optimal utilization of high potential agricultural land;  
creation of an integrated open space system in an urban context; and  
enhancement of the aesthetic quality of the environment.

Ezemvelo KZN Wildlife has made substantial progress in mapping the environmentally sensitive areas. However, this information needs to be refined and complemented by localised investigations and strategic assessments. Environmentally sensitive areas provide opportunities for eco-tourism, agriculture and sports and recreation. Similarly, ecological zones such as wetlands, areas where there are endemic species, scenic areas, etc, provides opportunities for environmental conservation and tourism development, and should not be subjected to development pressure.

### **Protection of High Value Agricultural Land**

A sizeable amount of land in Emnambithi/Ladysmith is generally classified as having high and good potential for agriculture. It is important to note that high potential agricultural land has become a scarce and an ever-dwindling resource. Its protection is high on the agenda for the Department of Agriculture, Environmental Affairs and Rural Development. Encroachment of development onto agricultural land poses a number of challenges, namely:

low density urban sprawl which encourages development of inefficient urban spatial systems;  
declining performance and contribution of agriculture into the district and provincial economy;  
reduction of land available for food production and against the increasing problem of food shortages and increase in food prices; and  
need to target high production potential land for the settlement of small and emerging framers in terms of the land redistribution program.

Sub-division and change of land use on agricultural land is governed in terms of the Sub-division of agricultural Land Act (SALA), Act No. 70 of 1970, and is administered nationally. At present, there is no coherent provincial policy that guides assessment of Act 70 of 70 applications. As such, it is critically important for Emnambithi/Ladysmith Municipality to develop its own guidelines (as part of the SDF) for managing development on agricultural land.

### **Supporting an Efficient Movement System**

The Movement strategy is premised on the provision and maintenance of a highly accessible movement system and network that supports a range of modes of transport (road and rail, public and private) and activities at various levels, intensity and scale. It specifically endorses the promotion of the public transport as the means to increase accessibility of opportunities to all parts of the area.

The efficiency of the sub-region relates directly to the efficiency of its movement system i.e. the ability to move goods and people within and beyond the municipal boundary. By providing an affordable, area wide network of transport routes that facilitates linkages between places of residence and economic opportunities (nodes) this development strategy will actively support the following development paradigms:

proactive absorption of the poor;  
balanced and shared growth;  
facilitated social mobility; and  
settlement restructuring

The Movement Strategy for Emnambithi/Ladysmith Municipality is based on the recognition of the role of different movement routes, and a need for the provision and maintenance of a highly accessible movement system and network. It specifically endorses the promotion of the improved accessibility to areas of opportunity as a key to economic development and growth. While this involves reinforcing the role of the existing road networks, it also seeks to open new movement routes and refine the role of some of the existing roads.

### **Development Corridors as Investment Routes**

Regional transport routes, which link a number of areas, should be viewed as the logical focus areas of an ordered strategy for rural development. These routes should be seen as activity and investment lines. The structure they give to the area is articulated in the form of movement patterns and systematic distribution of land uses in space.

However, not all regional routes are the same in terms of the intensity of use and ability to attract investment, services, economic activities and settlement. Generally, larger routes linking generators of movement and investment have a greater generative capacity than smaller routes. It thus follows that regional facilities and services should gravitate towards these areas. Smaller facilities requiring smaller thresholds should be located along smaller routes.

Viewed in this way, the issue of regional and rural spatial organization becomes one of creating a systemic framework of interlocking activity routes over time. This has an impact of:

reducing spatial marginalization;  
increasing equitable access to all level of services; and  
promoting investment.

Location of facilities along major routes recognizes the importance of choice to the rural communities with respect to services such as education, health and welfare facilities.

### **Focusing Development in Strategic Nodal Points**

The clustering of various activities at appropriate and accessible nodal locations provides the ELM with a network of opportunity centres. Some of these nodes have benefited from significant public and private sector investment in services and infrastructure, which needs to be managed, maintained and protected. Others are located in previously disadvantaged areas, which have suffered from institutionalised neglect. Although the nodes have contrasting characters, profiles and management issues cumulatively, they accommodate the majority of economic

activities, employment prospects, an existing/growing residential stock, and access to community facilities. As such, the strength and feasibility of the nodal points is directly linked to the functioning and health of the sub-region as a whole.

The equitable distribution of services and facilities is one of many issues, that the ELM IDP seek to address. The ordering and location of services and facilities, in a manner that promotes accessibility and efficiency in service delivery, is required. This is critical for the performance of the municipal area as a whole and land use integration. The following planning areas have been identified:

Primary node provides higher order services and facilities. This is a centre of municipal wide significance and attracts movement from all over Emnambithi/Ladysmith and beyond.

Secondary nodes serve the hinterland population in terms of social facilities, and basic retail facilities.

Tertiary nodes provide access to services and facilities at a local scale.

Settlement webs and complexes located in both rural and urban areas serves as the basis for the coordination of the delivery of services.

These nodes will form the focal points for the clustering of development and service provision, and will ensure access to social and economic opportunities for the entire municipal region. The concentration of activities in and around these areas will stimulate further development of higher order activities.

### **Integration of Different Landscapes and Land Use Zones**

The intention with the built environment should be the creation of large continuous precincts of built form, rather than it occurring in spatially discreet pockets or cells, as is commonly the case in the rural parts of Emnambithi/Ladysmith. This is necessary in order to generate economies of scale. The benefits of mixed development are as follows:

More convenient access to facilities.

Travel-to-work congestion is minimised.

Greater opportunities for social interaction.

Socially diverse communities.

Greater energy efficiency and more efficient use of space and buildings.

More consumer choice of lifestyle and location.

Increased viability of urban and public facilities and support for small business (such as corner shops).

A more vibrant and sustainable spatial structure and form results from blurring the distinction between uses and designing places that make walking to the local centre, and bus stop or taxi rank, as convenient and comfortable as possible.

### **Developing Sustainable Human Settlements**

Settlement pattern in the ELM occurs in the form of low-density urban and rural sprawl reflecting the texture of the existing urban centres and rural villages. This pattern is not sustainable and renders service delivery and development ineffective. While this is critical in defining the structure and behaviour of settlements, it has given rise to a continuum of rural settlement that range from low density remotely located agrarian communities to centrally located relatively high-density urban settlements.

A detailed consideration of the settlement pattern reveals a high level of disintegration and fragmentation. Higher density settlements should be located along the main transportation routes and held together by a web of local access roads and public facilities. At a regional level, they should be knit together by a system of regional access routes. However, settlements are also not static. They respond to change and are continuously in the process of transformation. The key challenge is to turn them from being creations and remnants of the apartheid regime into sustainable human settlements. This has serious implications for detailed planning and development of these settlements:

Centrally located settlement should provide improved access to higher order public facilities, intensive agriculture and other urban services.

They should generate a wide range of opportunities. Sparsely populated settlements are opportunity areas for agricultural development such as crop production and livestock farming.

A convenient settlement improves the level of choice, encourages creativity and investment while a less convenient settlement imposes a lifestyle on people and results in unnecessary expenses.

Settlements should be equitable in the sense that they should provide a reasonable access to opportunities and facilities to all. It is neither possible nor desirable for settlements to be homogenous hence an emphasis on choice.

### **Establishing Framework for Growth and Development**

Development within the ELM raises an issue of the traditional dichotomy between urban and rural, town and countryside. While areas such as Ladysmith Town are considered urban, they are located in a generally rural region and form part of a rural economy. The structure of the local economy blurs the distinction between urban and rural. These realities underscore the necessity of putting together a spatial strategy within the broader development context. It should thus focus on managing the form and texture of development, in a manner that contributes to the following performance criteria:

Creating a more efficient and productive sub-region through the development adoption of policies that seeks to built of the competitive advantages while also unlocking new opportunities.

Improving the overall quality of the urban environment by better integrating environmental concerns within development planning and urban management practices.

Developing an inclusive spatial system that promotes integration of the previously disparate areas and eliminates the mismatch between where people live and where they work.

Creating the base for efficiency in the delivery of services (water, electricity, sanitation, etc), movement, investment and decision-making.

Promoting integrated and coordinated development with all stakeholders working towards a common development vision and agenda.

## SPATIAL DEVELOPMENT FRAMEWORK

Emnambithi/Ladysmith Municipality Spatial Development Framework outlines land development guidelines, directives and programs in respect of the following key focus areas:

- Spatial transformation
- Environmental management
- Development of sustainable human settlements.
- Rural development and agrarian reform
- Local and regional economic development.
- Urban development and management framework.
- Land use management.

### ***Spatial Transformation***

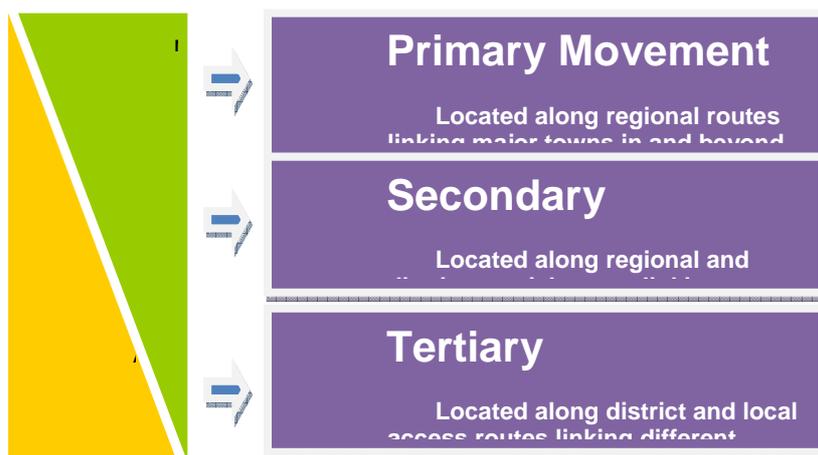
The following are the key elements of a spatial restructuring program for Emnambithi/Ladysmith Municipality:

- Hierarchy of corridors.
- Hierarchy of nodes
- Settlement clusters.

### **Hierarchy of Development Corridors**

Development corridors in Emnambithi/Ladysmith Municipality occur at different scales depending on function and categorization of the transportation route that forms the basis of the corridor. They carry the flows of people and trade between two points (origin and destination) and encourages nodal development at strategic point.

FIGURE 3: CLASSIFICATION OF CORRIDORS



System of development corridors in Emnambithi/Ladysmith has been developed on the basis of the levels of mobility and access routes, intensity of use and role in the regional spatial economy. Figure above summarizes the relationship between

these two concepts and provides a framework for the three levels of corridors in the Emnambithi/Ladysmith Municipality.

Upgrade and road maintenance projects on corridors that leads to development opportunity areas such as rural service centres, high potential agricultural land and tourism nodes should be prioritized as this will encourage investment, improve accessibility and enhance mobility. This principle supports the phased approach to development, targeting areas of greatest potential first. Development corridors are effective in linking infrastructure and economic development as towns and structures connect to each other in a functionally effective manner.

### **The N3 National Corridor**

The N3 National Corridor runs along the south western part of the ELM. It is identified in the NDP and the PGDS as a development corridor linking the national economic hubs of Johannesburg and Durban. At a local level, it is however a limited access movement corridor with limited bearing on the local spatial system except at key road intersections. The intersection, which is the closest to the urban core of the municipality, namely the N11 and N3 interchange, is not located in the municipality and falls in the Okhahlamba municipality. It also serves as a provincial access route to tourism destinations such as the Battlefields and the Drakensburg.

### **The N11 National and Provincial Corridor**

Although the N11 is also a limited access national corridor, it serves a dual function. On the one hand, it is a major link and trade route between KwaZulu-Natal and Mpumalanga Province through Ladysmith. On the other hand, it is one of the major regional arterials connecting the northern parts of KwaZulu-Natal with towns such as Ladysmith, Dannhauser (to a limited extent) and Newcastle all located along this route. It is the primary access route to the Battlefields and the northern KwaZulu-Natal Coal Rim which includes all the above-mentioned towns. It provides access to the Klip River and connects it to a number of agricultural district to the north of Ladysmith. Major settlements such as Matiwane, Driefontein and Nkunzi also gain access off the N11.

Development along the N11 Development Corridor should follow the following guidelines:

The N11 is a national limited access and high speed public transport route, as such direct access onto this road is subject to the national road transport regulations.

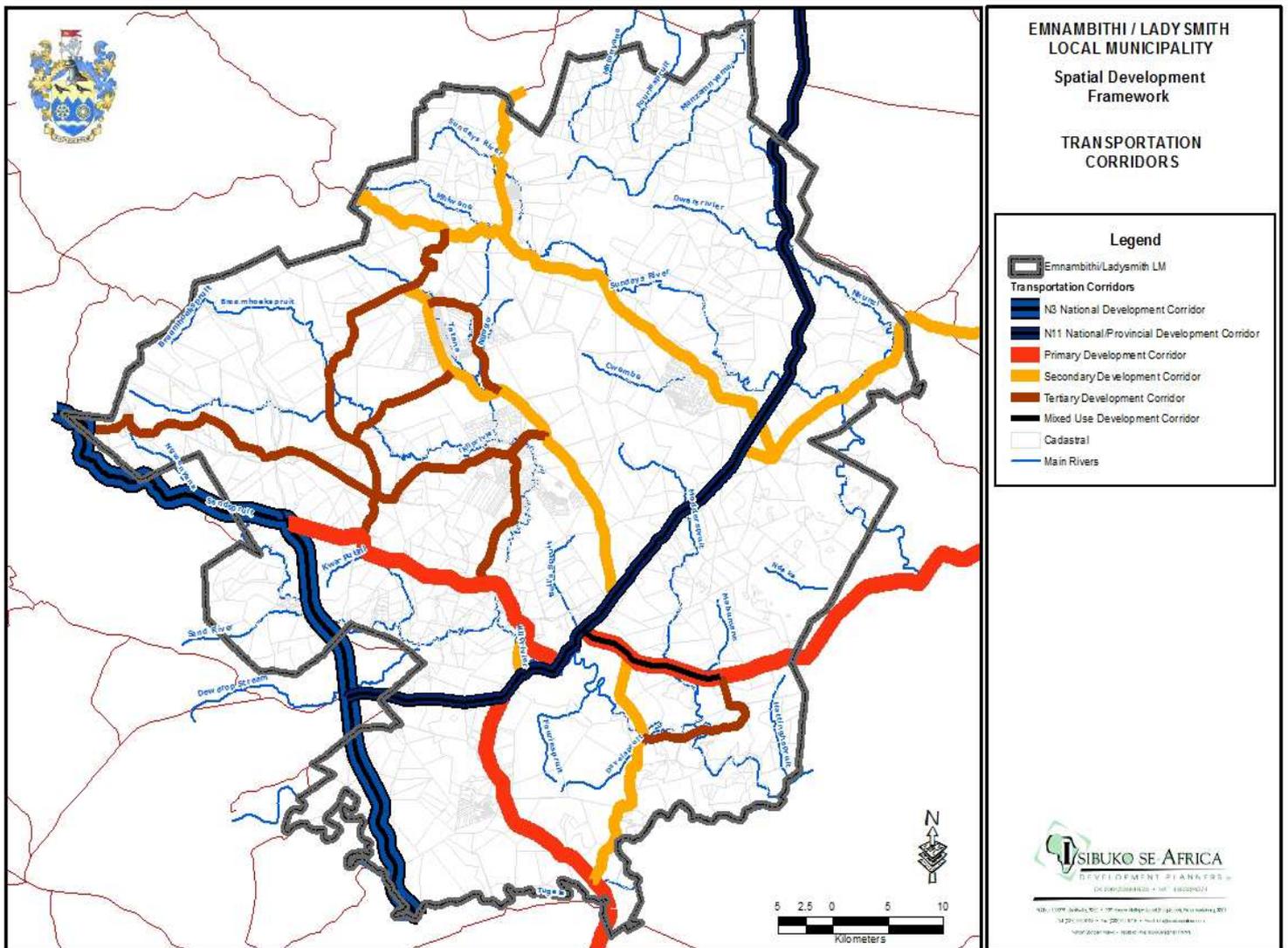
Higher order land uses should be accommodated in the nodes, but lower order land uses could develop in a linear fashion subject to alternative access opportunities; and

A 15m buffer should be observed from the boundary of the road reserve. This has implications for settlements that have encroached onto the buffer areas.

This road provides an alternative route to Gauteng and Mpumalanga with views of scenic beauty, which can attract both domestic and international tourist thereby promoting LED projects at some locations.

### **Primary Development Corridors**

At least two existing roads have potential to develop as primary or sub-regional development corridors, These creates opportunities to unlock new development



areas through the use of a network of secondary corridors and provides direct access to Ladysmith. The key existing primary corridors are the following:

P32 which runs in an east-west direction from Ladysmith through St Chads and the northern border to Ezakheni Township to Indaka Municipality in the east. This is the busiest corridor in the ELM. It is one of the roads that carry huge volumes of vehicular and trade related traffic. It also provides access to a large number of peri-urban and rural settlements located just outside of Ezakheni Township.

R103 runs parallel to the N3 in an east west direction. It is a regional arterial which carries trade and passenger traffic, and runs through Colenso, Roosboom and Ladysmith. Development along this route is subject to the rules and regulations of the provincial Department of Transport.

#### Secondary Corridors

A number of roads serve as secondary access routes within the ELM. These provides access to major settlements and serve as a link with Ladysmith town. Secondary corridors include the following:

P189 which runs through Driefontein and serves as the main access route to settlements such as Driefontein, Burford, Peace Town, Watersmeet, etc. It is also the main access route to the Driefontein node.

P33 which branches off the N11 approximately 25km north of Ladysmith Town. It is the primary access route to settlements such as Nkunzi, Cremin, and Steincoal Spruit, and also serves to connect Ladysmith and Dundee and Vryheid. It also runs through the coals rim and serves as a regional arterial carrying trade and passenger traffic. This is an agricultural corridor.



P326 which runs between Colenso and Ladysmith through Pieters and Ezakheni Industrial Estate. This road serves as the main access to Ezakheni Industrial and Ezakheni Township. It also runs through commercial farms and has potential for both agriculture and eco-tourism.

P263 which runs in an east-west direction linking settlements such as Elandslaagte and Cremin east of the N11 with Matiwane and Licitania west of the N11 and beyond. It is one of the major links with the Free State Province through Collins Pass and has potential to serve as a by-pass onto the N3. This is generally an agricultural and settlement corridor.

#### Tertiary Corridors

Tertiary corridors links service satellites in the sub-district and provides access to public and commercial facilities at a community level. Tertiary corridors are as follows:

Road running through Ezakheni Township linking the Ezakheni Colenso Corridor with the Limehill/Ekuvukeni (Indaka) Ladysmith Corridor. This is the main collector distributor road for the Ezakheni Township and the surrounding settlements.

P237 linking Driefontein Complex with R103 through Besters. This road requires substantial upgrading where it becomes D44.

The road from Elandslaagte through Cremin linking Ekuvukeni Ladysmith Corridor with P33 (Ladysmith/Dundee) Corridor. Development of this corridor will open up the area between Cremin and St Chads for future residential development.

#### Mixed Use Development Corridor

Spatial integration between Ezakheni and Ladysmith is one of the main spatial development challenges facing Emnambithi/Ladysmith Municipality. It is thus recommended that the portion of the main road between the two areas be developed as a low impact mixed land use corridor in the short to medium term. This will ensure protection of the existing agricultural land while also opening opportunities for commercial, housing and industrial development. The proposed shopping complex and housing development gives further impetus to the development of a mixed land use node which accords well with the proposed corridor.

#### System of Development Nodes

One of the key issues facing Emnambithi/Ladysmith Municipality is a poor settlement pattern, which manifests in the form of the dominance of Ladysmith Town as a regional service centre and an economic hub, as well as the general rural character of the area. The net effect of this is the inability to decentralise and coordinate service delivery at a localised level. As a means to address this, the municipality will facilitate the evolution of a system of nodes incorporating regional, secondary and tertiary/incipient nodes.

An activity node offers the opportunity to locate a range of activities, from small to large enterprises, often associated with mixed-use development. They are generally located along or at the cross-section of development corridors.

Activity nodes serve as points in the spatial system where potential access to a range of opportunities is greatest, where networks of association create diversity and where people are able to satisfy the broadest range of their day-to-day needs.

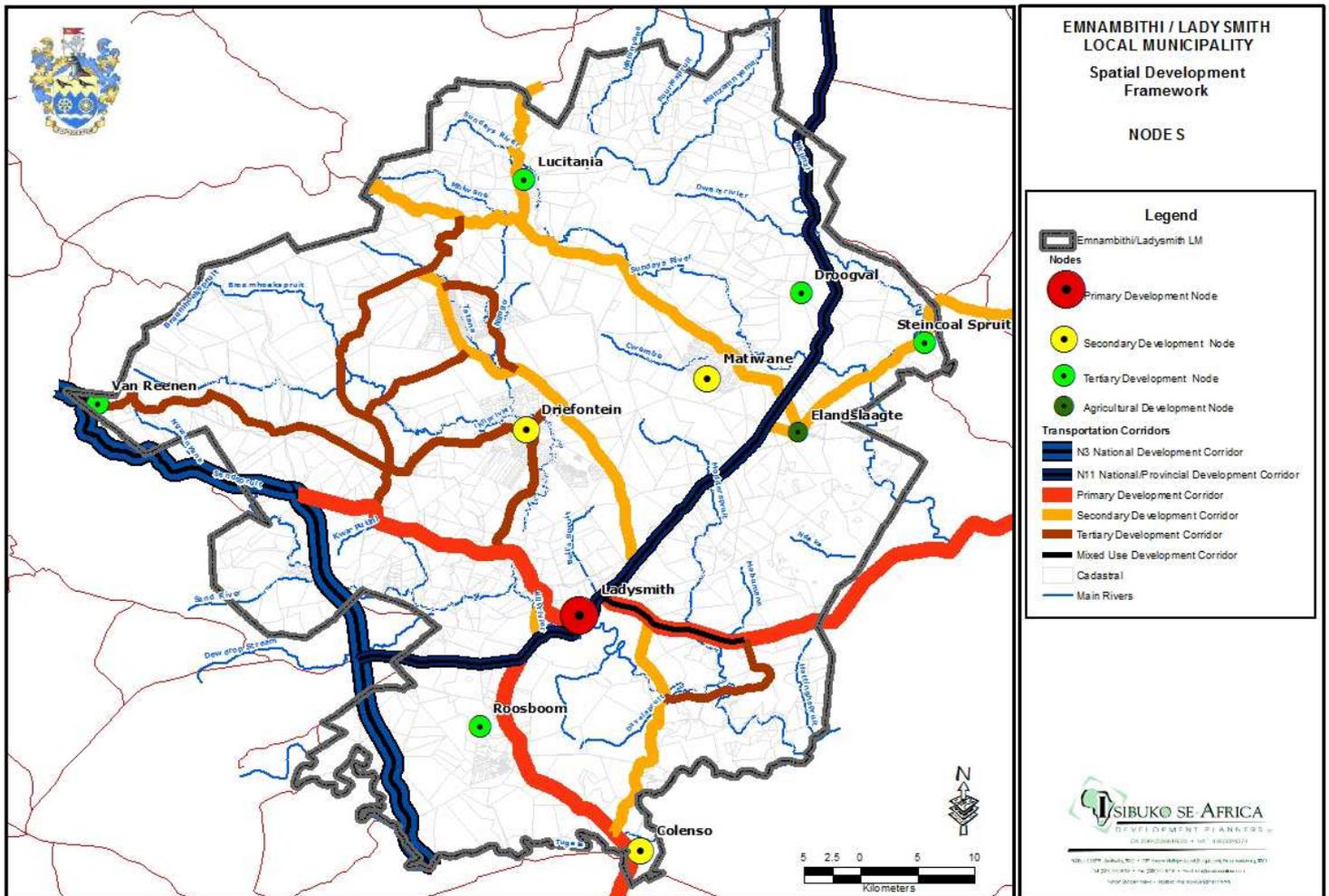
Being points of maximum economic, social and infrastructure investment, as well as representing established patterns of settlement and accessibility, these nodes must be regarded as primary devices on which to anchor the structure of the sub-regional spatial system.

TABLE 5: NODES, FUNCTIONS AND TYPES OF SERVICES

Type of Planning Areas	Functions	Type of Service
Primary (Sub-regional Centre)	Distribution and coordination point Higher order level of goods and services	Police Station, Hospital, Welfare Office, Schools, Community Hall, Post Office, Bank, Court, Comprehensive sport facility, Developed Economic Centre, Information Service Centre, Emergency Service Centre,
Secondary (Community Centre)	Lower order level of goods and services as compared to primary node	Police Satellite Station, 24hr clinic, Weekly Welfare Mobile Services, Schools, MPCC, Weekly Information Mobile Services, Post Net, Mobile Bank Services, Tribal Court, Basic Sport Facility
Tertiary (Neighbourhood Centre)	Serve to provide a convenient service to the village community	Mobile Clinic, Schools determined by population density, Community Halls determined by population density, Postal Services determined by population density, Basic Sport Facility

### Primary Node

The Ladysmith Town is a sub-regional centre servicing the entire Emnambithi/Ladysmith Municipality and beyond. Therefore this is a primary node for investment promotion and centre of supply of services in the Emnambithi/Ladysmith Municipality. It forms part of the district spatial systems and is identified in the district SDF as a primary node or main economic hub. This is despite Emnambithi/Ladysmith being recognized as a third order centre at a provincial level. This node has administrative, social, and economic potential and there is provision of concentration of different activities of services. As a sub-regional node, the following activities should be strengthened in Emnambithi/Ladysmith Town:



Development of commercial activities serving the entire municipal area and the surrounding areas (sub-region).

Location of district and sub-district offices of various government departments and serve delivery agencies.

Location of facilities and services for an effective administration and local governance of Emnambithi/Ladysmith Municipality.

Industrial development, focusing mainly on the processing of raw materials produced within the sub-region.

Location of public facilities serving the whole sub-region and beyond. These may include district hospital, sports facilities and transportation facilities.

**Secondary Node**

While Emnambithi/Ladysmith serves as a regional centre, at least two other areas present an opportunity for the development of secondary nodes with much less threshold/sphere of influence, namely:

- Colenso.
- Ezakheni
- Driefontein
- Matiwane.

Three main factors have influenced the selection of these areas, that is:

Location in relation to major access routes. Secondary nodes are located either along a primary or secondary corridor, or at the intersection of the primary and secondary corridors.

Location in relation to large rural or urban settlements, which provides a threshold for services, rendered from these areas.

Development potential based on the above two factors, and broad overview of the historical development of the areas as well as the current level of development.

Ezakheni has potential to serve the whole of Ezakheni Township and the surrounding rural settlement. Spatial development in Ezakheni should focus on transforming the area into a mixed land use area, and a viable service centre developed with social, economic and other facilities.

Colenso was previously a thriving rural service centre for the surrounding farming community has experienced decline in both character and function. It is characterized by derelict and poorly maintained buildings, deteriorating quality of infrastructure and the associated services, and lack of investment. With the majority of the land around this town being subject to land restitution and claims, it is critically important to repackage Colenso as a centre of activity and an anchor point for the integration and coordination of support services to the various land reform projects. It also has potential for the following activities:

Low-key commercial activities and service industry targeting local communities and vehicular traffic passing through R103.

Low-density residential development for people who want to be close to urban opportunities, but live a rural lifestyle.

Public facilities serving different at least two or more settlement clusters.

### **Tertiary Centres**

In addition to the secondary centres, the vision for the future spatial development of Emnambithi/Ladysmith Municipality makes provision for the development of community centres within a cluster of settlements. These small centres will serve as location points for community facilities serving the local community such as:

Primary and secondary schools.

Clinics including mobile clinics.

Pension pay points.

Community halls and other community facilities.

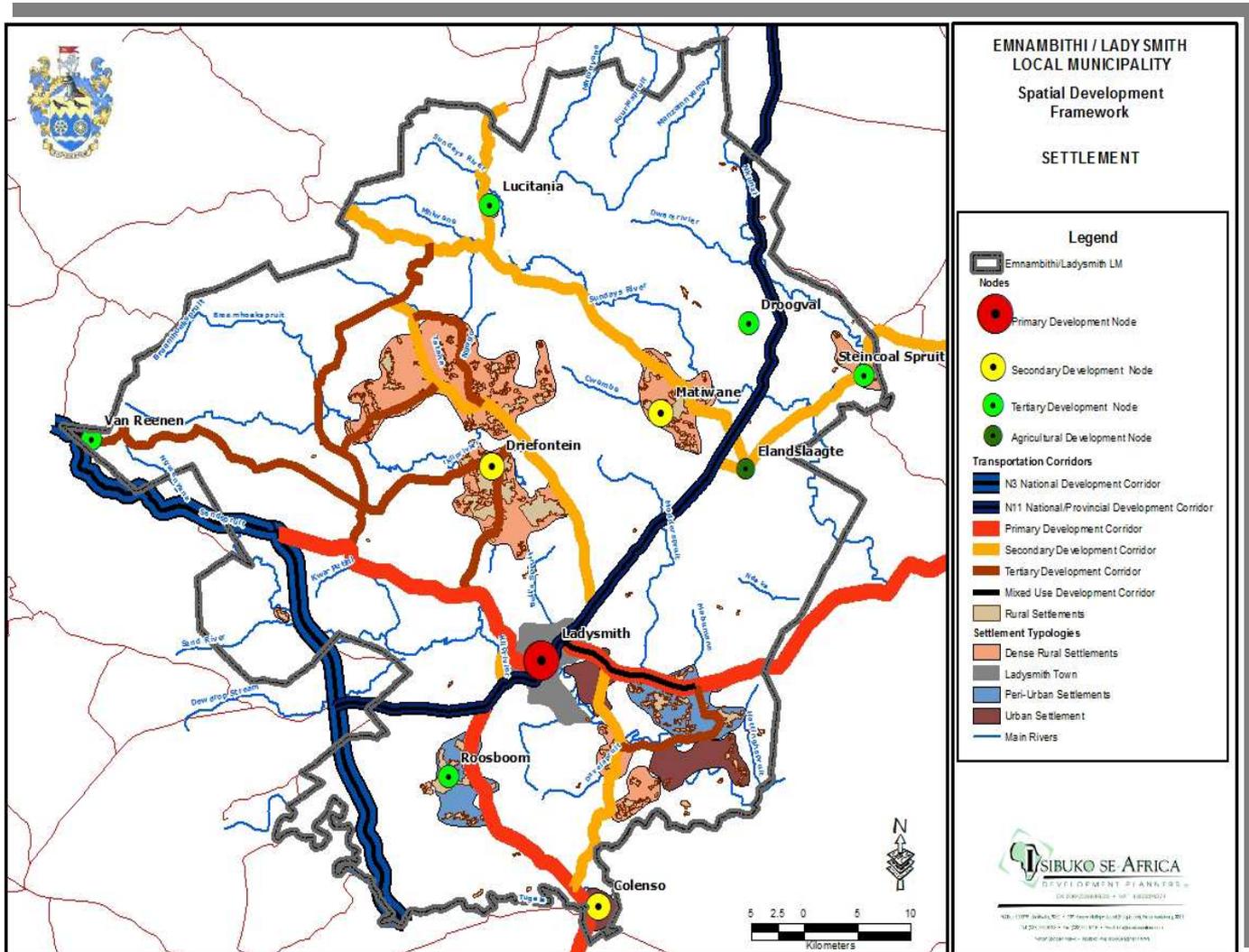
The identification of tertiary nodes will be undertaken with the participation of the affected communities.

### **Continuum of Settlement Clusters**

Although it has become a trend in planning practice to identify nodes and order them in a hierarchical format, it is noted that Emnambithi/Ladysmith is predominantly rural in character. As such, exclusive use of development nodes as key spatial structuring elements has potential to undermine the significance of rural parts of the municipal area and relegate rural settlements into sub-sets of mostly urban nodes. One of the key focus areas of the SDF is to facilitate the evolution of a settlement pattern that reflects strong functional linkages between rural and urban, and the continuum of settlements ranging from deep rural to formal urban settlements. This pattern has a number of benefits, including:

Maximizing choice of lifestyle and where people want to live.

Providing a good framework for the delivery of services and application of service standards based on character of the area.  
 Unlocking economic development potential at different scales thus providing remote rural areas to realize their agricultural economic development potential.  
 Improving economic performance of the region.



**Urban Settlements**

There are three urban settlements within Ennambithi/Ladysmith Municipality, namely:

- Ladysmith Town including the surrounding suburbs.
- Ezakheni Township
- Colenso

An agenda for the management of these areas is set in the sections below, and need not be repeated in this section save to emphasize the need to contain low

density urban sprawl and transformation of these areas into efficient and integrated urban systems.

### **Peri-urban Settlements**

Urbanization processes in areas such as Ezakheni has resulted in the blurring of boundaries between rural and urban thus creating clusters of peri-urban settlements. Large and expansive settlements have developed around Ezakheni. These include the following:

St Chads

Roosboom

Mthandi

Efficient land management in peri-urban areas is critical to deal with challenges of socio-economic change. These areas act as an interface between rural, often informal tenure rights and institutions of enforcement on the one hand, and formal urban-based and mostly statutory law processes. They provide a unique opportunity for rural people to lead a generally rural liestyle in an urban context.

Spatial planning interventions in these areas should focus on the formalization of these settlements through land tenure upgrading, provision of services, development of a range of housing products and improving access to public facilities.

### **Dense Rural Settlements**

Dense rural settlements are an old phenomenon in the rural landscape of Emnambithi/Ladysmith Municipality and the Uthukela District generally. These settlements have emerged as a result of forced removals in the commercial farmlands, apartheid based landownerships patterns and shack farming that became an alternative to farming given the low production potential of the land. These areas should be prioritized for settlement planning as a means to prevent them from degenerating into rural slums. This should entail the following:

Mobilization of land owners and traditional councils (where applicable) in support of settlement planning initiative.

Formalization of institutional arrangements and clarification of roles and responsibilities and cooperation between the municipality and land owners in respect of land allocation and land use management.

Preparation of settlements plans indicating spaces where different land uses may be located and areas where settlement should be discouraged.

Delineation of settlement edge indicating the land required to accommodate further expansion and social development needs over a defined period of time (five to ten years). The urban edge also promotes compaction.

Introduction and application of planning standards including average site size.

### **Scattered Rural SETTLEMENTS**

Further expansion of small scattered rural settlements should be discouraged in the short to medium term with an intention to enable them to develop into settlements with a strong agricultural character. Spatial planning interventions in respect of these settlements should focus on the following:

Agricultural development particularly protection of agricultural land from settlement.

Management of grazing land including introduction of strategies such as rotational grazing.

Consolidation of settlements as a means to create service thresholds.

### **Settlement Clusters (Complexes)**

Rural housing delivery provides an opportunity for the preparation of settlements plans at a local spatial planning unit (settlement or cluster of settlements). The plans should serve as a guide for the development and future allocation of land for different land uses. As such, it is recommended that future settlement plans should be prepared for each settlement and provides for the following:

Areas where settlement may or may not occur. This will be derived from an overlay of a series of environmental information such as flood lines, slope, wetlands, etc.

Land reserved for the future location of public facilities such as schools, clinics, etc.

Vacant sites land within the settlement area where residential sites may still be allocated. This is critically important as it provides for the consolidation of settlements.

Establishment and application of standards such as minimum lot size so as to promote equity and facilitate effective use of land.

Roads with a particular focus on bus routes and local access roads. However, not all households enjoy road access.

### **Agricultural land, which includes both arable and grazing land.**

Settlement plans should be prepared with full involvement of local communities and the affected and interested parties. They should be simple and easy to follow, and should provide guidance to traditional councils for the allocation of land for different uses.

### ***Sustainable Human Settlement***

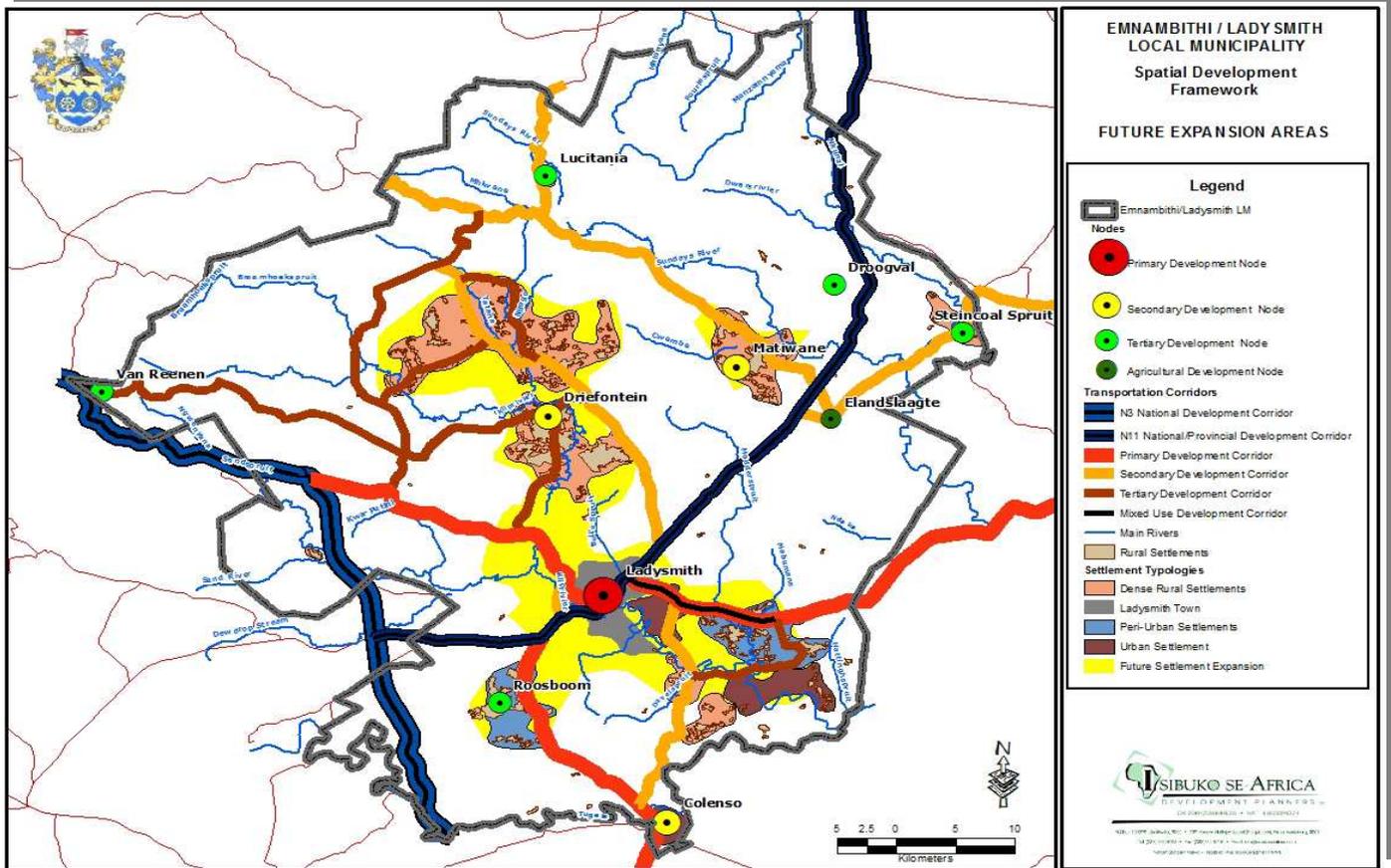
The 1976 Vancouver Declaration defined human settlement as: the totality of the human community - whether city, town or village - with all the social, material, organizational, spiritual and cultural elements that sustain it. The fabric of human settlements consists of physical elements and services to which these elements provide the material support.

Over the years, the concept of human settlements has been developed further into a strategic framework for overall socio-economic development. Human settlements are the spatial dimension as well as the physical expression of economic and social activity. The creation of sustainable human settlements is inevitably an objective for social development as it defines and determines the relationship between where people live, play and work on the one hand and how this occurs within the confines of the natural environment. It is one of the most visible and quantifiable indicators of the society's ability to meet one of its basic needs - shelter, and a pre-requisite for sustainable human development and economic growth.

### **Land Release**

Land identification exercise should be undertaken to identify, map and assess all strategically located land that is suitable for housing development. This is in addition to the land that is subject of the current and planned housing projects. The exercise should be based on the following criteria:

- Ownership of land.
- Restrictive conditions of title and other encumbrances.
- Current land use.
- Existing zoning.
- Size and potential yield for different housing products.
- Availability of services.



Location in relation to employment and other urban opportunities.

Market value of the land as determined by the municipality for rating purposes.

Geotechnical, topographical and other environmental conditions.

The use of the land for housing purposes should be in accordance with IDP and the associated sector plans.

The primary aim of this program is to facilitate the release of strategically and suitably located land as rapidly and cost effectively as possible so as to provide a range of housing products. Particular focus should be paid to state owned land and land located within development nodes and along development corridors and spines as identified in the SDF. This includes land registered in the name of the Emnambithi/Ladysmith Municipality, land held by the Provincial Department of Human Settlements in terms of the power of attorney and land administered by the national Department of Rural Development and Land Affairs (where applicable).

### **Housing Delivery**

A differential strategy should be followed in the development of human settlements. Particular focus in the urban areas should be paid to the eradication of informal settlements and release of land for the establishment of new settlements and delivery of a range of housing products within the urban edge. Dense peri-urban and rural settlements will be prioritised for the development of human settlements through the rural housing subsidy scheme.

### **Slums Clearance**

The following spatial planning directives will be applied in the implementation of slums clearance projects:

Identify all informal settlements and quantify housing need.

Mapping and assessment of informal settlements to establish whether they can be upgraded *insitu* or requires relocation.

Develop and introduce a land invasion policy as a means to prevent development of new and expansion of the existing informal settlements.

### **Rural Housing**

The Government's rural housing assistance programme has been designed to complement the realisation of the objectives of the Integrated and Sustainable Human Settlements. It focuses on areas outside formalised townships where tenure options are not registered in the Deeds Office but rather protected in terms of land rights legislation - Interim Protection of Informal Land Rights Act, 1996 (Act No. 31 of 1996). As opposed to registered individual ownership in formal towns, rural households enjoy protected informal tenure rights and/or rental or permission to occupy. The rural housing assistance programme is needs or demand based and designed to provide housing and infrastructure assistance within the specific circumstances. Dense rural settlements will be for prioritized rural housing.

### **Breaking New Ground Projects**

Emnambithi/Ladysmith Municipality has developed a Housing Sector Plan. The Housing Sector Plan estimates the current housing backlog to 5000 units calculated on the basis of census data, informal settlements and backyard shacks. Naturally,

since the municipality is mainly rural and has a high percentage of unemployment, the greater percentage of the housing need is for affordable housing units. Assuming an average density of 25 dwelling units per hectare (including roads), it follows that nearly 200ha of land is required in order to address the housing backlog. This should be spread between Ezakheni and Ladysmith.

### **Middle Income and Upmarket Housing**

Middle income and up market housing is undertaken by the private sector in response to an expressed need. However, the municipality can facilitate the delivery of this form of housing through the incorporation of appropriately located land into the town planning scheme area and introduction of appropriate zoning. The area between Steadville and Ezakheni has been earmarked for the development of a range of middle income housing products. Development of this land will reinforce the development of P....as a mixed use development corridor and facilitate spatial integration of Ezakheni, St Chads and Ladysmith.

### ***Bulk Infrastructure Development***

Provision of bulk services is the responsibility of Uthukela District Municipality. Sector plans have been prepared for some of the services. The recommendations thereof that have implications for Emnambithi/Ladysmith Municipality have been integrated into the SDF for alignment and integration purposes.

### **Sanitation**

The IDP indicates that Emnambithi/Ladysmith Municipality has a huge sanitation backlog, particularly the rural villages. Packaging of sanitation programs should be based on settlement clusters and be integrated with the drive towards the transformation of rural villages into sustainable human settlements. The following spatial planning standards should be applied in all sanitation projects:

Giving priority to settlements located within priority environmental areas.

Providing settlements located within a 100m of wetlands with lined ventilated pit latrines at the minimum.

Providing urban and peri-urban settlements with water borne sewer.

### **Water**

Like many areas in South Africa, the Emnambithi/Ladysmith Municipality area has inherited the historical legacy of a large backlog of water and sanitation service infrastructure. This situation is clearly intolerable and therefore the efficient and adequate supply of water services for domestic consumption and for economic development is one of the most important challenges facing Uthukela District Municipality, in its capacity as the Water Services Authority for both Emnambithi/Ladysmith and the other local municipalities located within its boundaries. UTDM has identified the following as critical and strategic water supply areas:

Additional sustainable water source for Ladysmith and Ezakheni townships.

Bulk water supply system where rural schemes can just be "plugged in".

Bulk water supply to the settlement clusters.

Raw water supply for Agricultural irrigation (Emnambithi/Ladysmith, Colenso, and some other areas).

Identification of supply zones should be based on the cluster of settlements defined in terms of quaternary catchments. The following spatial planning standards should be implemented in all water supply schemes:

Urban settlements should be supplied with water within the house.

Peri-urban settlements should ideally be supplied with water on site or at least within a 200m from each household.

Dense rural settlements should be provided with water at least within 200m from each household.

Scattered rural settlements should be prioritized for spring protection, source water from the rivers and where possible boreholes.

### ***Improving Access to Social Facilities***

Different communities have different priorities in terms of social facilities, and different types of facilities will work efficiently in certain communities. Large facilities with a municipal wide threshold such as a district hospital may not be located in a small poorly accessible settlement. The important issue is not to predetermine the form of all facilities, but rather the positioning of social institutions valued by the community. The precise nature and form of many of these facilities can be determined over time by the community itself.

Community facilities are important place-making elements and they should be used, in combination with public space, to make memorable places. They are dependent upon public support and play an important integrating function in and between communities/settlements. They should therefore be located in places of high accessibility, for the local and surrounding communities. In this way, they bring together people from a number of local areas and are not tied to the dynamics of any one community.

### **Health**

Equitable access to health facilities and services is one of a sustainable human settlements. While the area is generally well provided with hospitals, spatial distribution of clinics could be improved to achieve a target of a clinic for every 6000 households or a clinic within a 6km radius. This could be achieved through the location of clinics in secondary and tertiary nodes where the concentration of public facilities is recommended.

### **Meeting spaces**

Both open-air public spaces and enclosed spaces such as community halls are important parts of social infrastructure. Halls should be located in association with public spaces as this will allow for events in one to spill over into the other, or provide alternatives in case of weather changes.

Halls should also be associated with other public facilities, such as schools and markets. Given the limited number of public facilities which can be provided in any one settlement, it makes sense to concentrate these to create a limited number of special places, which become the symbolic parts of the settlement. The number and location of meeting places cannot simply be numerically derived. Rather, it is necessary to create "forum" places, which over time assume a symbolic significance outstripping their purely functional role.

**Education Facilities**

The creation of environments which promote learning forms an integral part of the settlement-making process. Learning has both formal and informal dimensions. Schooling relates to the formal dimension of education. Informal learning stems from exposing people to experiences outside the formal learning environment, such as experiencing nature, urban activities and social events. In this respect, the informal part of the learning experience can be enhanced by integrating educational facilities with the broader settlement structure. This can be achieved by locating schools, colleges, technikons and adult education centres close to places of intensive urban activities.

The concept of the specialised self-contained school, accommodated on a spatially discrete site and serving only its pupil population, needs a rethink. Schools should be seen as resources serving both pupils and the broader community. In this regard schools can accommodate the school population during the day and, where possible, adult education during the evenings. Similarly, halls and libraries can serve the school population during the day and the broader community during the evening, ensuring 18-hour usage of facilities.

The need for informal school play space can be supplemented by public space adjacent to which the school is located. Formal sports fields can serve both the school and the broader community. In terms of their location, schools should be part of an accessible, settlement-wide system of education facilities. Accordingly, they should be located close to continuous public transport routes. This will make schools sustainable over a longer period, since they will draw pupils from a larger area, thus becoming less susceptible to fluctuations in the local population. Provision of education facilities should be based on established planning standards of a primary school for every 600 households and a secondary school for every 1200 households. Future school sites should be located and be integrated into the existing spatial fabric and logic. Secondary facilities could be located in areas where they can be shared between or among settlements thus forming the basis of emerging nodes

**The movement network and public transport**

Movement should not be seen as a separate element but as an activity which occurs within social space. The degree to which it dominates space varies significantly depending on the type of settlement. In Ladysmith and Ezakheni, equal emphasis should be placed on both spaces which are entirely pedestrian dominated and those which are entirely vehicle dominated. The situation is completely different in rural villages where pedestrian and public are the dominant modes of transport. Public transport is essential in areas that are characterised by low levels of car ownership. As far as possible, transformation of rural settlement into sustainable human settlements should support public transport. Well located and highly accessible settlements should be allowed to expand and increase in density in order to create sufficient thresholds to support public transport and public facilities.

Higher densities in areas such as Ladysmith Town and Ezakheni will increase the viability of public transport and should be encouraged along public transport routes. This is critically important as it promotes concentration of activities and gives effect to the notion of nodal development. There is a strong ordering dimension to movement. At all scales, it is necessary to maximise continuities of movement, as

this promotes choice and integration. Land uses should be able to respond freely to movement patterns as this encourages diversity and a mix of activities.

The proposed system of corridors and nodes supports the concept of an integrated public transport system, with most of the corridors serving as public transport routes.

### ***Rural Development and Agrarian Reform***

Rural development is intended to create vibrant, equitable and sustainable rural communities. The national government seeks to achieve this through a three-pronged strategy based on:

a coordinated and integrated broad-based agrarian transformation;  
strategically increasing rural development; and  
an improved land reform programme.

### **Emerging Farmer Settlement**

The role of local government in supporting the land reform program remains one of the poorly defined and uncoordinated activities in the integrated development planning process. The land reform impacts on the local communities, yet it is implemented by a national government department with limited, if any, consideration of the IDPs and the SDFs. Similarly, these documents do not provide an adequate strategic framework for dealing with the land question. Land issues are complex and intricate with some of them (labour tenants and land restitution) being rights driven. Nevertheless, the land reform is one of the significant programs that promise to make a major contribution to economic growth, poverty alleviation and nation building. As such, its implementation should be embedded in the notion of sustainable and integrated development. Emnambithi/Ladysmith Municipality recognizes the importance of the land reform; particularly the role it can play in addressing historical land related conflicts in the area, overcrowding and congestion, as well as promoting agricultural development. As such, the following should guide future implementation of the land reform program within the ELM.

Clustering of projects in a geographic area (across products) so as to optimise development potential, rationalise support services and promote efficient use of scarce resources. Identification of clusters should be based on access, social identity, development opportunities, land use pattern and social relationships. This will provide a framework for a comprehensive approach to the resolution of labour tenant and land restitution claims.

Settlement of the emerging farmers in terms of the Land Redistribution for Agricultural Development (LRAD) or Proactive land Acquisition Strategy should be located close to transport axes on good agricultural land in situations where they have access to ongoing support and mentorship – this by definition would exclude isolated areas of the municipal area.

There is a need to promote off-farm settlement as a land delivery approach where the main need for land is settlement. Such land should be located in accessible areas which can be provided with social facilities and basic services in an efficient and effective manner. It may also form part of a cluster of projects. This will also facilitate housing delivery and development of such settlements as sustainable human settlements.

Identification of high impact projects and integration into the local value chain or development proposals. These projects should also be integrated into the LED program of the Municipality. Opportunities in Umtshezi include game farming, livestock farming, citrus, irrigated pastures, and dryland and irrigated crop production.

It must however, be noted that the land reform is a need and a rights based program. Its primary focus is to transform the land ownership pattern in line with the national government targets.

### **Land Tenure Upgrading Areas**

Land tenure upgrading should be undertaken for both urban and rural informal settlements as part of a process towards the development of human settlements. Particular focus should be paid to the following areas:

**Roosboom.**

**Driefontein Complex.**

**Matiwanoskop Complex.**

**Nkunzi.**

**Steincoal spruit.**

### **Local Economic Development**

Emnambithi/Ladysmith Municipality IDP identifies local economic development (LED) as one of the key performance areas (KPAs), and a strategic area of intervention. Investigations undertaken towards a comprehensive LED strategy and implementation plan suggests that the area has potential in commerce and industry, tourism, agriculture and mining sectors.

#### **Tourism**

According to Emnambithi/Ladysmith LED Strategy, ELM's potential for tourism development is derived from a range of attractive features such as mountainous terrain, scenic features, and rich bio-diversity. Tourism development should be promoted in the following areas:

Nature based tourism in areas along the Drakensburg, lowveld areas, between Colenso and Ezakheni.

Rural villages where there is an opportunity to celebrate the culture of the local communities.

The area between Colenso and Ladysmith where there are various sites of historical significance.

Ladysmith Town where focus should be paid on conferencing facilities, tourism accommodation and visitor orientation centres.

Eco and adventure tourism in the mountain passes such as Collin's Pass.

Agro-tourism on commercial farms subject to impact on agricultural land.

**Agriculture**

Agricultural development should be promoted based on potential with high production land being reserved mainly for agricultural purposes. The following agricultural activities are prevalent in the area:

Extensive livestock farming should be promoted, particularly in commercial agricultural areas, but grazing land management programmes should also be introduced to address the increasing problem of soil erosion.

Crop production (irrigated and dryland) should be promoted in low lying areas and irrigation along the main rivers particularly Colenso.

Irrigation estates along the major rivers such as uThukela River and Klip River.

Pastures and dairy in and around Colenso.

Farms say within a five to ten kilometre radius from Ladysmith Town and Colenso should be considered for the establishment of smallholdings where limited processing of agricultural products and tourism facilities should be allowed. The same applies to farms located immediately along development corridors.

**Commerce and Industry**

The nodal areas should be prioritised for commercial and industrial developments, depending on the size of the threshold, role of the node in the local and regional space economy, and availability of suitable land parcels. Ladysmith Town is the main regional economic hub with huge untapped potential given its sphere of influence and strategic location in relation to the regional and provincial movement and trade routes. It has a well-developed physical infrastructure and is endowed with strategically located vacant and/or underutilised land for further expansion.

Availability of properly zoned and serviced industrial land suggests a need to strengthen functional linkages with the rural hinterland. This will establish Ladysmith as the agro-processing centre for raw materials produced on local commercial farmlands and the surrounding agricultural regions.

Commercial and industrial developments in areas such as Ezakheni and Colenso should resonate with the role of these areas as secondary centres supporting clusters of settlements in their vicinity. Neighbourhood and community centres should be located in nodes that serve a cluster of settlements.

**Environmental Management**

The human-centred approach emphasises that a central purpose of planning is to ensure that the developmental needs and activities of people living in settlements are catered for and, in particular, that opportunities for people to achieve their full potential through their own efforts are maximised. This approach, rather than being purely cost or technologically-driven, is people-driven and democratic. The nature-centred approach recognises that natural systems interact in highly synergistic ways, which must be respected if breakdowns in them are to be prevented. Human actions on the landscape, such as settlement-making, must thus be sensitive to ecological processes. Therefore, rather than imposing settlement development on the environment, this approach emphasises co-existence, thereby creating synergy between man-made and ecological systems. The presently unmanaged growth of both the towns and rural areas has potential to:

contribute to the degradation of environmental resources such as the water and plants,

contribute to malfunction of waste management systems, overload the transport system, and negatively affect the overall deterioration in the living conditions of ELM residents. The growth in the local economy of Emnambithi/Ladysmith and surrounds, invariably contributes to an exponential increase in water use, waste generation and energy use in the residential and commercial sectors. If not properly managed, the growth can lead to degradation, some of which is not reversible.

ELM Environmental Management Framework (EMF) identifies, among others, the following as critical interventions to address the current accelerated rate of resource degradation:

Catchment management

Conservation through production (include traditional/indigenous agricultural production systems mainly targeting homestead owners and subsistence farmers).

Protected areas

Climate change vulnerability mapping

Waste management

### **Catchment Management**

Emnambithi/Ladysmith is located at the head of the Klip River catchment. As such, good resource management is critical for the integrity and functioning of the upper catchments throughout its length. The catchment is currently under threat, from over-grazing, inappropriate fire regimes, alien plant infestations, inappropriate arable and plantation development and unsustainable harvesting, which in turn leads to groundcover and biodiversity loss and soil erosion. Well managed catchments can perform their important ecological services in a far more effective and resilient manner than those which are under stress from development pressures. ELM EMF suggests the following as interventions to address this phenomenon:

Range management.

Alien plant management.

Conservation through production (community based natural resource management).

### **Range management**

The ELM should work with the Department of Agriculture to determine the appropriate grazing capacity of the area. There are standard methods for doing this, and they are essential for range management. Importantly, this process must involve participation by the communities in question to ensure that local dynamics are accounted for. A rotational grazing system must be designed and implemented for these areas to ensure that sufficient rest is granted to the rangelands. Each targeted community should have the equivalent of a farm management plan that guides all agricultural development and management for a five year period.

### **ALIEN PLANT MANAGEMENT**

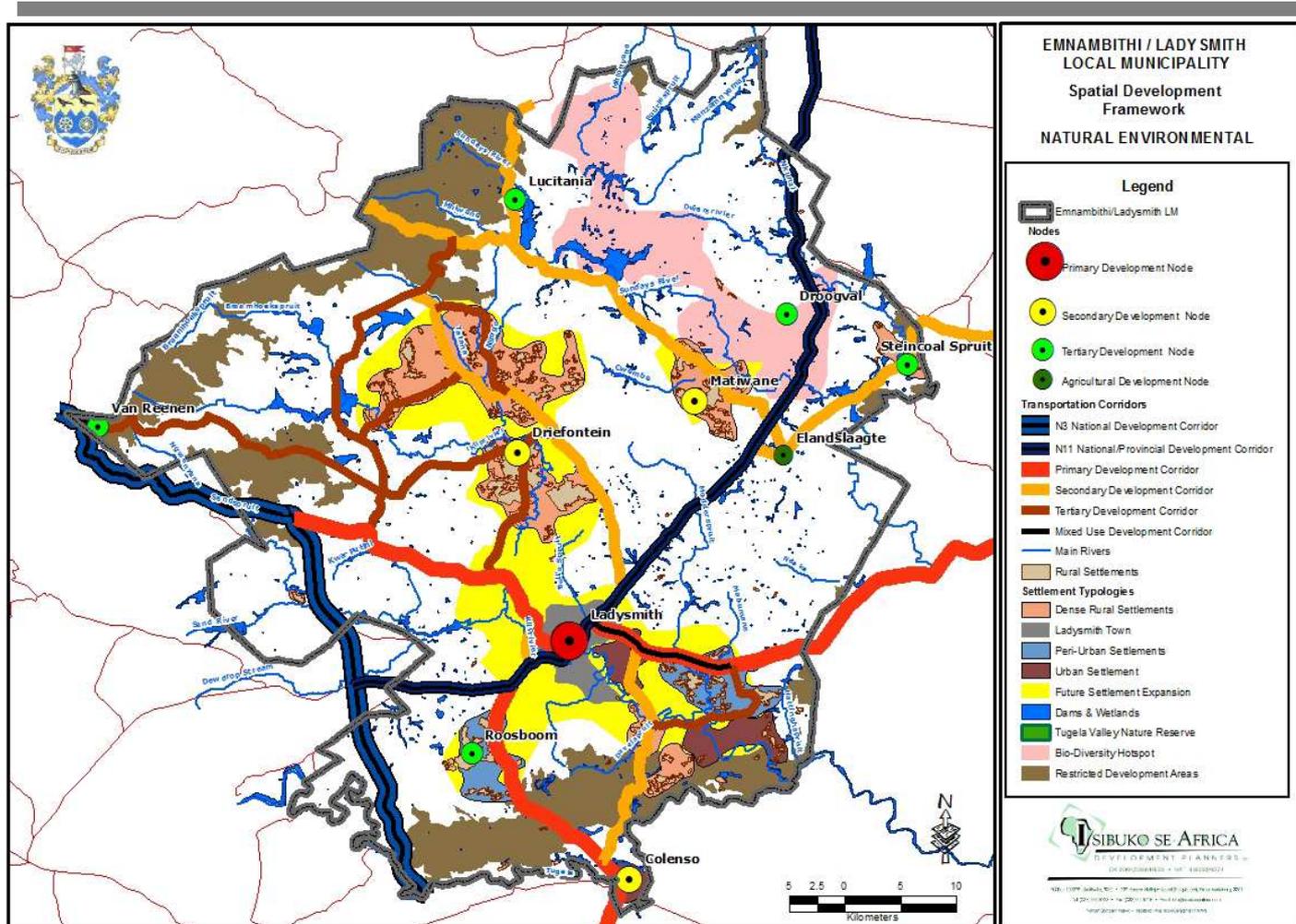
This intervention has two primary aims, firstly, the conversion of certain alien plant infestations (which are a liability) into an economic opportunity (charcoal, bio fuel, poles, firewood, etc), and in so doing provide an economic vehicle for SMMEs / local micro enterprises to generate income through value adding activities. This is an ambitious but possible intervention, requiring excellent technical and management skills, and well structured partnerships between role players, including

the private sector, the District, and relevant government departments. There are other such projects elsewhere in South Africa and KwaZulu-Natal which have been successful. Secondly, the control of existing alien tree infestations where they do not present an economic opportunity.

### **Conservation Through Production**

There is no fundamental physical difference between the rural settlements and commercial farmlands. They are both located in the same biophysical area, with the same rainfall, similar soils, and can support similar plant and animal species. However, the major different is the management style and land tenure system. Breakdown of co-operative communal land management has led to extensive overgrazing by wandering livestock, which has bared much of the soil in the surrounding area. Biodiversity loss is severe, livestock are often starving during winter and early spring due to insufficient biomass and nutrition, and most wildlife has disappeared as a result of poaching.

The EMF advocates for the adoption of the 'conservation through production' concept with its central tenet being increasing agricultural production while reducing the vulnerability of rural livelihoods to drought and soil erosion. This requires the application of Community Based Natural Resource Management (CBNRM) approach to involve target communities in designing and driving their production. This will strengthen the chances of success, for both productivity and resource conservation and management.



Erosion prevention and rehabilitation driven from a point of soil, soil nutrient and water management for improved production  
Indigenous and plantation forest development strategy that takes into account impacts of different species on the environmental resources.  
Proper demarcation of land uses based on land quality, potential and available resources.

### **PROTECTED AREA DEVELOPMENT**

The Priority Environmental Areas can be used as the basis for identifying new protected areas. Large portions of untransformed land within these areas have potential for protection, assuming there is a willing community or owner. The EMF identifies some potential areas for exploration and proclamation under the Protected Areas Act. All have high aesthetic appeal and considerable potential for tourism, and are located in the upper Klip River catchment which is important for water security. Some are located on settled land, while the rest is on privately owned commercial farmlands.

### **Wetland Management**

Wetlands play a critical role in the ecosystem water management and biodiversity conservation. As such, they deemed to be no-go areas in terms of development on site. In the interim the following will serve as guidelines for an effective management of wetlands:

No activity that will result in the transformation of wetlands is recommended. Wetlands should be retained for the ecosystem goods and services they supply, therefore only rehabilitation and conservation activities are proposed within the zone.

In cases where wetland impacts cannot altogether be avoided or acceptably mitigated on-site, consideration must be given to establishing off-site wetland offsets that would result in positive impacts for wetland management in the region. 32m confidence buffer will be established around each wetland area as on-site delineation of wetlands has not been undertaken.

### **Biodiversity Management Zones**

#### **Protected Areas**

Areas of high biodiversity are important for their intrinsic value in the ecosystem. These areas have very high development constraint and care should be taken to ensure that large scale transformation does not occur and that the ecological functioning of these sites is not lost. These areas are afforded legal protection in terms of environmental management legislation. Any development within protected areas is subject to an EIA and will require extensive consultation with all interested and affected parties.

#### **Biodiversity Constraint Areas**

Any development proposed within this zone must be subject to a pre-feasibility assessment which must include all necessary specialist biodiversity investigations

and the consideration of alternatives and mitigation. If the site is confirmed to be highly sensitive and the proposed activity is expected to result in the potential net loss of critical biodiversity elements, then the development should be considered fatally flawed from a biodiversity perspective and should not proceed.

Activities that are compatible with biodiversity management objectives and that would result in a net increase in biodiversity should be supported. In cases where biodiversity impacts cannot altogether be avoided or acceptably mitigated on-site, consideration must be given to establishing suitable off-site biodiversity offsets that would result in positive impacts for biodiversity in the region.

## **Management of Agricultural Land**

### **High Potential Agricultural Land**

High potential agricultural areas offer unique opportunities for cultivation and food security. Areas of high agricultural potential are identified as areas with inherent potential for cultivation based on the soil, slopes and climate of the area. It is recommended that activities that will result in the loss of agricultural potential such as the subdivision of land, settlement and extensive infrastructure development should not be undertaken in this zone. Ultimately these areas should not be developed for purposes other than agriculture, and should retain the opportunity for future agricultural production. As such, they should be maintained either for cultivation or grazing.

In areas of high agricultural potential that also have high biodiversity value it will be important to attempt to identify land uses that may achieve both objectives such as grazing or less intensive cultivation that include areas to be set aside for biodiversity management. High potential agricultural land located within existing settlements but is too small or lack the appropriate infrastructure to become viable agricultural areas could be considered for small scale or intensive food production and urban agriculture.



**Agricultural Potential lost due to transformation**

Areas within this zone may have previously exhibited high agricultural potential. Due to land use changes in the past, the potential for agricultural production has been lost. Activities within this zone are not constrained by the agricultural potential. Opportunities for urban agriculture and vegetable gardening should be encouraged.

***Urban Management Framework***

Urban development program focuses mainly in the three urban nodes within Emnambithi/Ladysmith Municipality, namely:

Ezakheni where the main focus should be on township regeneration programme and transformation of the area from being an apartheid township into a post-apartheid sustainable human settlement.

Colenso where the main focus also on urban renewal and intensive urban agriculture.

Ladysmith where the main focus is on land use integration and developing the town into an efficient sub-regional centre. Urban renewal and township regeneration are also critical in Ladysmith.

**EZAKHENI TOWNSHIP**

Ezakheni Urban Renewal Program (EURP) is intended to transform the social and spatial fabric of the area from an apartheid township into a post-apartheid sustainable urban human settlement. Its objectives are as follows:

To address poverty alleviation, underdevelopment and improve the quality of life for the local residents.

To promote investment, employment and provide support to the SMMEs.

To improve the quality of the environment and facilitate development of an amenable environment.

To facilitate the development of a range of housing products, thus providing choice in terms of lifestyle and where people want to live.

A detailed programme towards the attainment of these goals is outlined in the Ezakheni Township Regeneration Strategy (Isibani Planning Consultants, 2009). In additions to the interventions identified in the regeneration strategy, spatial planning and development should focus mainly on the following:

Developing a joint initiative with Ithala Bank and other key stakeholders to regenerate Ezakheni Industrial Park. This may include infrastructure development, marketing and investment promotion packages, redesign and redevelopment of the environment outside of the park, etc.

Developing the along the Klip River for intensive irrigation focusing on the production of niche products and fresh vegetables.

Eradication of informal settlements through insitu-upgrading and/or relocation of poorly located settlements into planned mass housing projects.

Identification of land and development of community residential units as a means to address need for rental housing stock.

Redesign and redevelopment of Ezakheni Town Centre into a functional and efficient spatial system. Ezakheni secondary refers to the area in the vicinity of Ezakheni FET College.

Upgrading and maintenance of road infrastructure. This includes the development of sidewalks, pavements and street lighting.

Development and/or upgrading of active public open spaces including playlots, parks and sport fields.

Introduction of a land use scheme.

## LADYSMITH TOWN

In 2010 the Emnambithi/ Ladysmith Municipality commissioned a study of the Ladysmith town which specifically defined actions which are required to assist the Municipality in initiating the development process in the CBD. These actions take the form of Catalytic Projects, so named because they are designed to stimulate further public and private sector investment thereby building a self-sustaining regeneration momentum. This is done by the projects demonstrating the commitment of the Municipality to the CBD and boosting public confidence in it.

The objectives of implementing the Catalytic Projects are ultimately the economic and social upliftment of the people of Ladysmith and its hinterland. The physical improvements brought about from the Catalytic Projects however are intended to create an environment that is more conducive to doing business, attracting investment and visitors. The catalytic projects include the relocation of informal traders in a sensible manner that promotes safety, convenience and whilst keeping the town aesthetically pleasing and conducive for investment. The construction of a pedestrian bridge along Lyll Street will ensure the safe and convenient use on the road by both pedestrian and motorists. Commercial development projects to attract investment and grow the town include the Aerodrome development, Indoor Sports Complex, Limit Hill mall and the development of social housing.

## DRIEFONTEIN COMPLEX

Located on the northern part of the municipality is the Drifontein complex. In order to effect spatial integration, development should be focused in selected nodal areas. Some areas in Driefontein have already benefited from public and private investment in services and infrastructure which needs to be managed and maintained. There are two nodes that have been proposed in the context of Driefontein. These are a node in a Driefontein settlement is identified as a core economic node and a node in Watersmeet settlement is identified as a social and administrative node In the context of the study area, these nodes will form the focal points for the clustering of development and service provision and will ensure

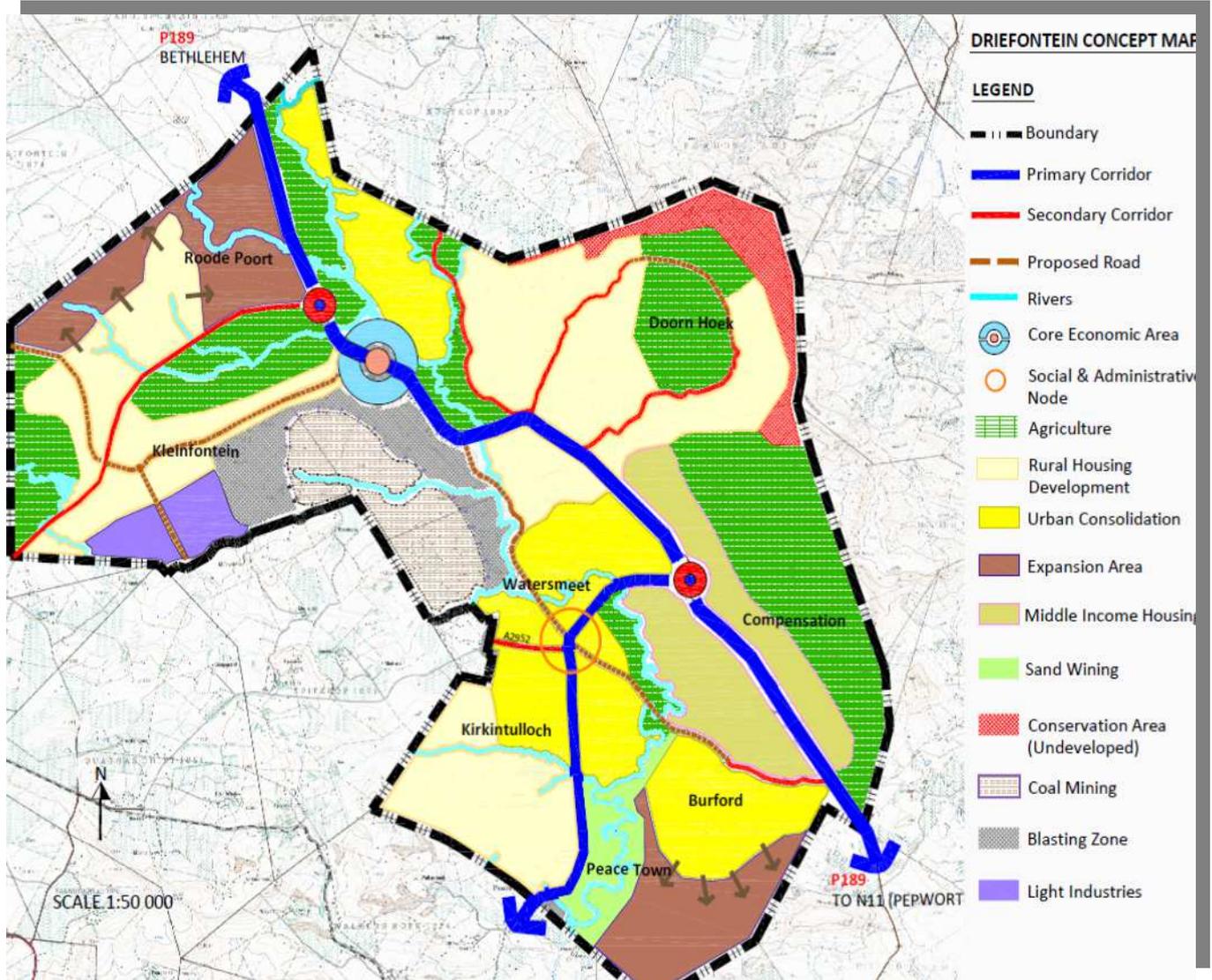
access to social and economic opportunities. Nodes in the study area have to be aligned to wider municipal SDF and will be less intense nature, due to its location on the outskirts of Ladysmith.

Future economic development within Driefontein will occur in a coordinated fashion with the following as major land uses commercial, light industrial, sand winning/ mining and coal mining.

The land parcels along P189, between Watersmeet and Burford settlements provides an opportunity for middle income housing. The municipality in partnership with the Department of Human Settlements can consider packaging the housing projects that are primarily targeting the gap housing and rental housing needs within this area.

Existing formal townships should be consolidated through the provision of services such as sewer system, development of public facilities and improved quality of the environment. This will transform the areas from being dormitory suburbs into quality living spaces/environments. These existing townships include Watersmeet, Burford and Kirkintulloch. It is envisaged that in the medium to long term, these settlements will be integrated into the urban fabric and be urbanised accordingly.

Over a long terms this will enable Driefontein to be a mixed integrated residential area. The existing rural settlements may also appropriately expanded to address further housing demand over a long term. Over the long term this expansion will enable the area to be fully integrated with the Ladysmith



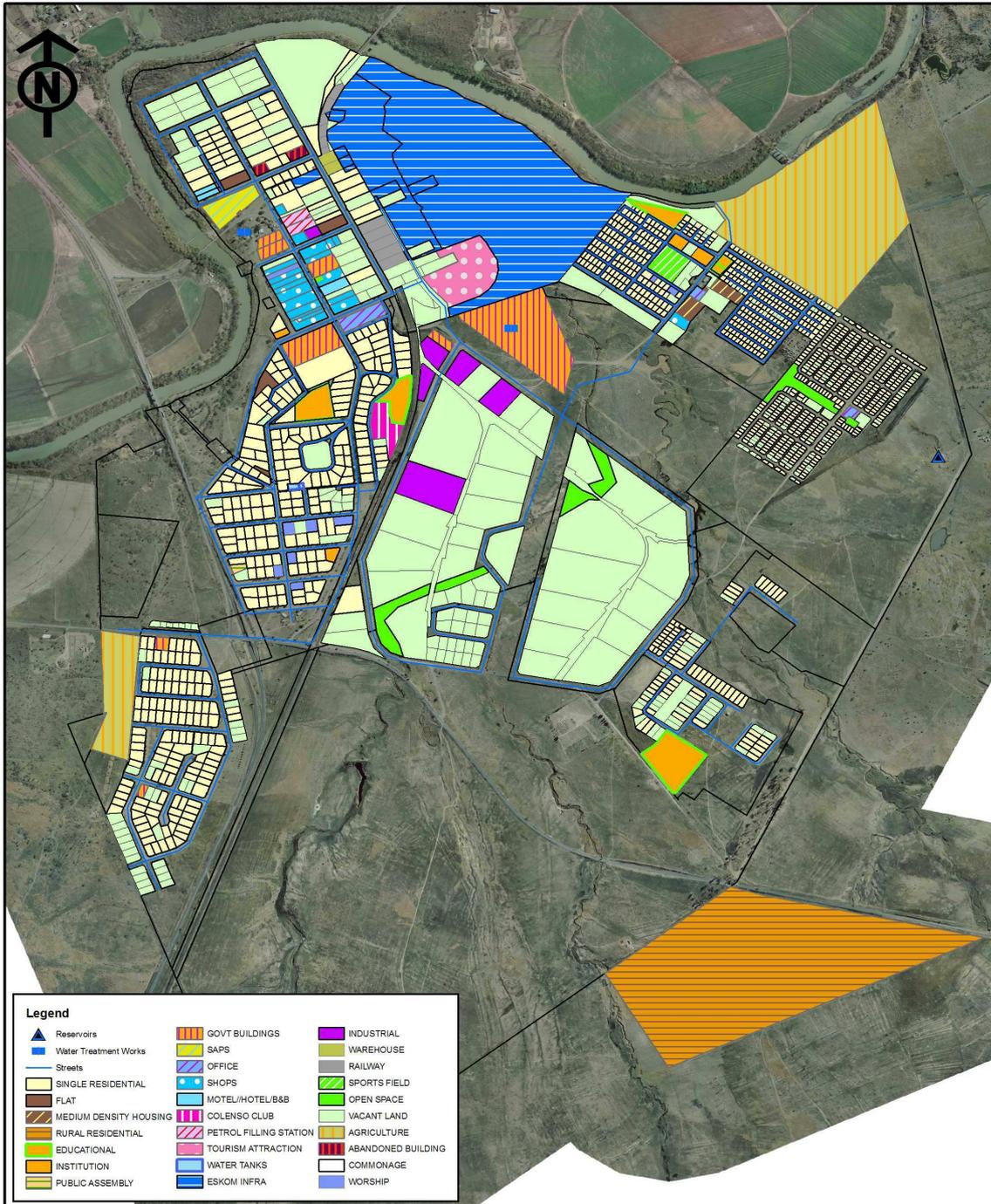
## COLENZO

Colenso is a small town on the southern boundary of Emnambithi/ Ladysmith Municipality. The Council identifies regeneration as one of key policy priorities, and recognises its strategic significance as a function to not only the Council but also to other service providers and agencies in the Municipality. The Regeneration Strategy has therefore been prepared to place regeneration at the forefront of the Council's thinking and actions across all departments and in its interactions with its partners.

It became apparent from as early as the baseline research and stakeholder consultation that if the Strategy was to succeed in this respect, and begin laying the foundations from which a strong Colenso would emerge, a holistic approach to regeneration would be required. This necessity is manifested in the Strategy's vision for the Town, which seeks to nurture a robust and sustainable economy that promotes the Town's strengths and is fuelled by a vibrant environment and successful communities.

From the study the following is suggested:

1. An appraisal of surplus Council owned land is required to determine opportunities for affordable housing development. This will mitigate against the anticipated shortfall and create broader regeneration benefits. Technical studies and in some cases public engagement events will be required.
2. The Council and its partners should work with the local SMME's to ensure that Colenso benefits from the proposed increases to apprenticeships. The renewable energy sector, in particular, should be targeted as an area for increase.
3. The ICT infrastructure, including suitable broadband speed, within the County Council will require improvement. This will allow Council staff to work more efficiently by minimising the need to travel.
4. Given the critical role that effective broadband coverage will have on the realisation of the Strategy, the Council will need to lobby for high speed broadband access. Relevant funding opportunities can be sought via the DTI and organisations like the Rural Broadband Partnership have considerable experience of working with rural communities interested in increasing their connectivity.
5. The Council and its partners need to enable micro-business and social enterprises to succeed. In particular, support should be given to those working in the fields of renewable energy generation; agriculture; tourism and manufacturing. Reducing unnecessary regulation and developing a network of mentors within the Colenso Regeneration Strategy community should provide a solid basis for micro-businesses and social enterprises to succeed.



**COLENSO URBAN REGENERATION PLAN  
AND URBAN DESIGN FRAMEWORK:**

**LAND USE PLAN**

Date: June 2010 Ref: 10513/05  
Data Source: ELM,  
Scale: 1:14 000

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**MATIWANE, JONONO AND NKUNZI**

Located On the eastern part of the municipality is the Matiwane, Jonono and Nkunzi Cluster. The key routes that constitute the entrance points to the study area is considered vital for ensuring that the area is highly accessible and connected to various part with Emnambithi/ Ladysmith and beyond. These routes are considered critically important for supporting economic development and trading within the area.

The development corridors are considered to be regional transport routes, which link a number of areas. These should be viewed as the logical focus areas of an orderly strategy for rural development and spatial integration. These routes should be seen as activity and investment lines. The structure they give to the area is articulated in the form of movement pattern and systematic distribution of land uses in space.

- N11 – has been identified as a primary corridor due to its overall influence economic influence within the area.
- P263 – has been identified as a secondary corridor due to its role in terms of movement and potential to support economic development that can take place within the area
- P33 – is the tertiary corridor due to its high level of connectivity that it provides for some of the settlement areas.
- P39, P216, D264, D90, D386 – these routes serves as the local corridors that only provide access to farms within the area.

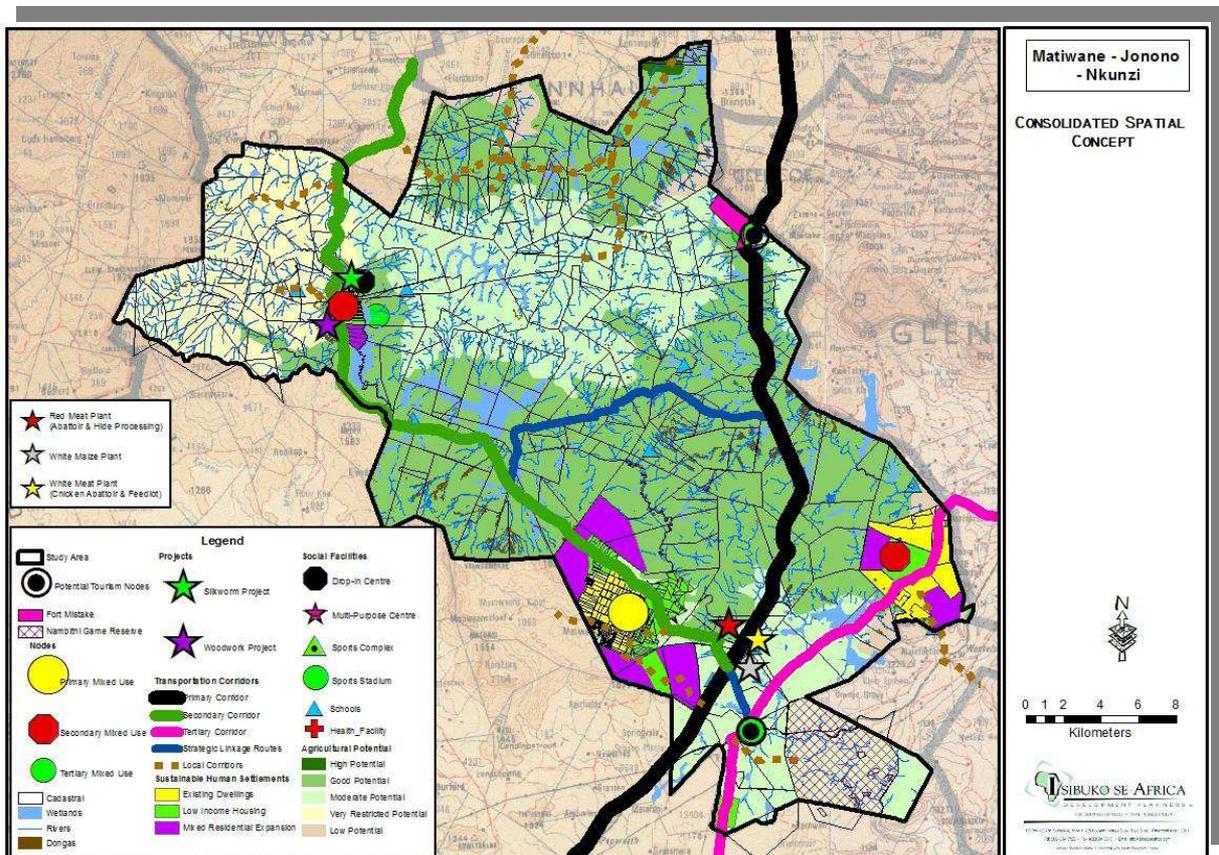
Strategic link routes have been identified as P314 and a portion of P263. These routes act a very important role in terms of linking the corridors. In order to effect spatial integration, development should be focused in selected nodal areas. A node is a place of high accessibility onto which both high and private investments tend to concentrate and offers the opportunity to locate a range of activities. They are generally located along or at a cross-section of development corridors. Some areas have already benefited from public and private investment in services and infrastructure which needs to be managed and maintained. There are five no nodes that have been proposed in the study area. These are:

- Matiwaneskop/ Jononoskop Primary node – the area identified as a core economic mixed use node
- Lucitania and Nkunzi Secondary
- nodes – which would mainly serve the social and small scale commercial role.
- Cremin and Fort Mistake Tertiary/ tourism nodes – these would support the tourism assets that exists within its close proximity and be developed in a manner that includes the SMMEs.

A number of low-income housing projects have been proposed inline with the Breaking New Ground Housing Policy. The focus is mainly on the delivery of low-income housing and the municipality in partnership with the Department of Human

Settlements are in the process to package these projects. However a need exists to approach housing development in a manner that accommodates all income groups within the area by also targeting the gap housing opportunities. This would ensure that over a long term the area become a mixed integrated residential settlement which is sustainable.

The area presents itself with a number of economic opportunities that are worth exploring and initiating. There are a number of productive farming activities taking place at primary level. The opportunity for expanding the agricultural value chain exists by agri-processing exists. The natural resource base of the area presents opportunities for small scale light industrial activities which can be piloted as LED projects. The catchment population and non-availability of commercial activities at close proximity to the area present opportunities for commercial investments within nodes. Existing natural and heritage tourism assets presents opportunities for expanding the tourism scope within tourism nodes



## MCITSHENI, MTHANDI AND ST CHADS

The areas Mcitsheni, Mthandi and St Chads are located within the Ezakheni Township, part of Emnambithi-Ladysmith Local Municipality and all are surrounding the Ezakheni township.

Some of the key implications for St Chads, Mcitsheni and Mthandi will require the improvement of linkages within the Ezakheni/Acaciavale area in line with the municipal concept. This will be achieved through:

- Facilitating alternative employment opportunities to aid the reversal of population decline in villages/rural areas;
- Promoting balanced sustainable development, to strengthen the identity of the villages;
- Promoting the distinct and unique image and identity of the Ezakheni and surroundings, that will attract greater investment and economic activity to the sub-region;
- Co-ordinated road network improvements;
- Co-operation with the other areas in the municipal areas, in promoting the tourism potential of the natural environment; and
- Using the potential of the ICT network to promote linkages between the villages and nodes in the municipal area

To build upon the strengths of Mcitsheni, Mthandi and St Chads by promoting:

- Sustainable development
- A vibrant and unique community
- Mixed tenure for both housing and employment uses;
- Encourage Skills Development;
- Promote entrepreneurship;
- Provision of adequate basic services; and
- Provision of shopping, health and educational needs

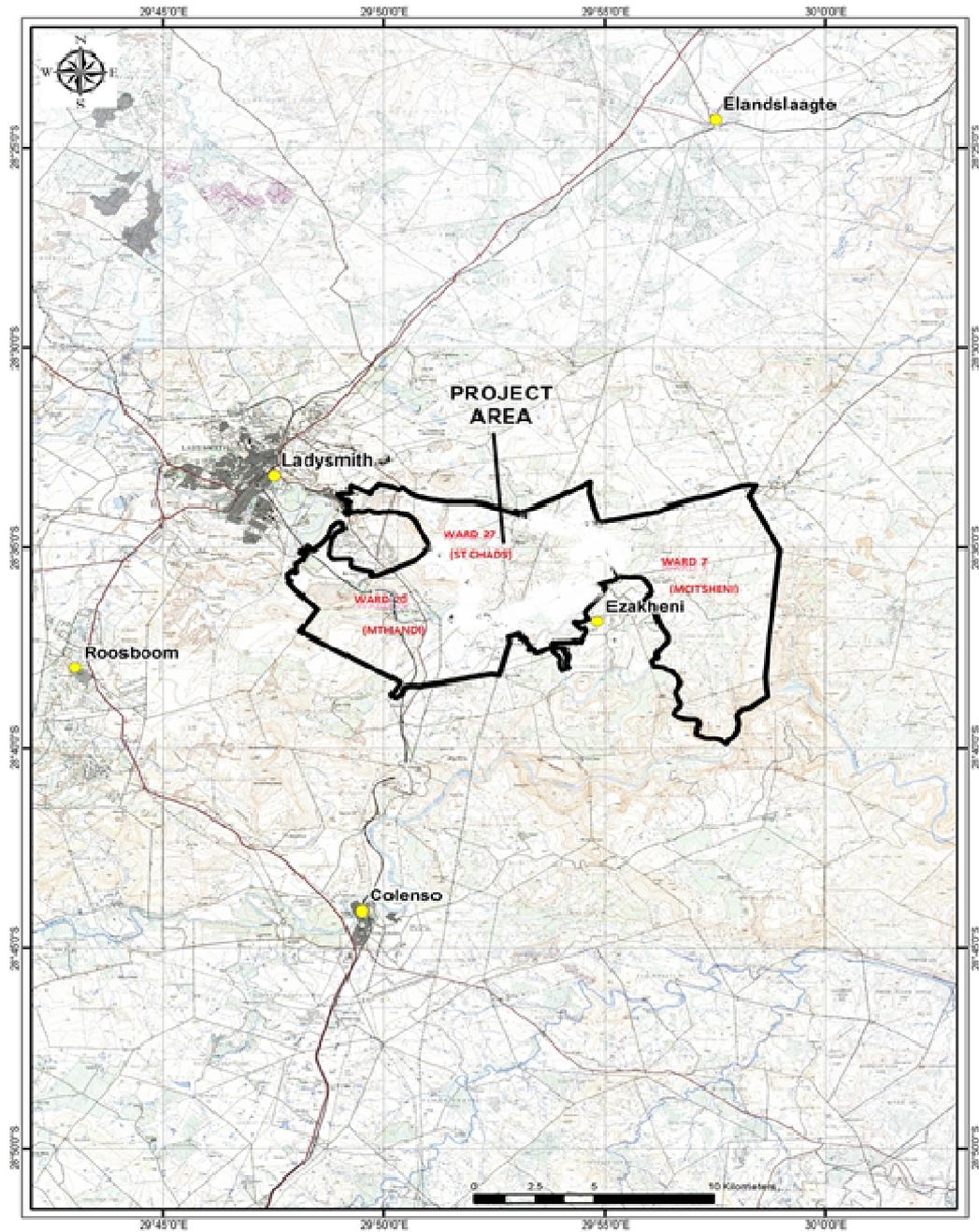


Figure 1. Locality Plan

## **MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT**

### **ELM CURRENT STATUS OF MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT**

In terms of this KAP, ELM exhibits good elements of institutional development in terms of policies and plans in place. We have a recently approved organogram in place that is awaiting implementation once financial ramifications have been assessed and made known to Council. We have a functional PMS, skills plan, service charter and assets register in place- to cite but some few plan/policies we have. But departmental weaknesses are still experienced at a level of resources and task execution; however measures are in place to deal and eventually eradicated these issues in our action places and MTAS. During the 2010/2011 Audit exercise the municipality also received an unqualified audit statement from the AG and has since then established an action plan towards a clean audit in the 2011/2012 financial year.

### **ELM INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION STRATEGY**

Foster Institutional Matters whilst ensuring proper asset management of the entire municipality through various initiatives and according to standards approved by the Auditor General

### **ELM MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT GOALS**

- To register all assets of the municipality in the asset register
- To ensure that asset register is compliant with GRAP standards;
- To update the asset register when and if required;
- To protect and develop our municipal resources be if physical or, financial, human, information;
- To conserve and take pleasure in our natural resources so that generations in future can benefit;
- To intensify internal operating measures and level of standard;
- To enhance municipal operating system through Information Technology;
- To bridge the digital divide between communities;
- To render services according to the municipal service charter

### **ELM CATALYTIC PROGRAMMES AND PROJECTS LINKED TO STRATEGY**

In order for the municipality to reach its municipal transformation goals and institutional development, the following programmes/project and action plans have been instituted.

## **ACTION PLANS/PROJECTS/PROGRAMME**

### **1. ASSET REGISTRATION OF MUNICIPAL ASSETS**

**Objectives of the projects; to register all assets of the municipality in the asset register**

#### **Project Description and Details**

The AG Office has become very strict when it comes to assets of the municipality, with the intention to provide accountability and acknowledgment of assets that may depreciate whilst others gain value in time on the other hand. This helps ELM to manage its assets appropriately. As such Council developed an Asset register which is updated often. This register consists of movable and immovable property. On an annual basis budget is set aside to further improve on areas that had been identified by the AG on the previous assessment. To this end, Council has managed to identify all the gaps that exist in the Asset Register. In respect of the fixed Asset Register, future development of Council is guided by Spatial Development Framework, which is a legal and binding document that translates the objectives of the IDP and other national and provincial policies into spatial implementable tangibles.

Similar to most municipalities ELM has very old fleet which results into high financing of maintenance. Recently, Council has bought new fleet with a view to reduce maintenance costs as well as the percentage of depreciation. Moreover, meaningful progress has been made to ensure that the asset register is GRAP compliant. This register will go beyond being a compliant document but in future will also focus on all the resources of Council, namely information, financial, physical as well as human. It is this same register that will also recognise and advocate conservation of natural resources over and environmental policies.

The register is widely spread out and all encompassing. Furthermore, it will focus on registering all servitudes of the municipality. This could be a challenge as council may not have all the layout plans showing all the underground services, such as electrical cables. However, Council in the near future will budget with an intension to purchase software that will digitally capture all the underground services. This is very important when considering financial implications for replacement and maintenance of underground services. Council still need to progress regarding the fixed asset register and how the income derived from investment property is utilised.

## **ACTION PLANS/PROJECTS/PROGRAMME**

### **2. ORGANAZATIONAL ORGANOGRAM**

Objectives of the projects; to provide organisational organogram & skills retention that is informative to execution of powers and functions

#### Project Description and Details

Recently Council has approved an organogram and awaiting it's implemented soon after the assessment of budget implications with the current budget formulation. There are scarce skills which involve those in the engineering services, which Council need to look at closely with a view of attracting skills in to the town; this is with noting that ELM is one of the municipalities that have experienced engineers, employed on a permanent basis. Applicants may be concerned about salary packages that ELM pays towards these skills. A Skills Retention Strategy was recently adopted by Council and Implementation thereof is underway.

During the review phase there were critical issues which were discussed and considered such as the development of a succession plan which is not yet in place. With the implementation of this organogram, Council will soon develop a Succession Plan. Promotion, Recruitment & Selection Policy which is in place regulates the recruitment and promotion processes of staff. This plan has been recently reviewed to ensure that it responds to the evolving circumstances. What is of importance to note is that Council does not deal with these issues in isolation, but rather these plans are implemented as part of the IDP Implementation Plan. It is at this level of alignment that the municipal administration is able to allocate staff and coordinate all necessary resources to execute projects identified by the IDP. This means that the Powers and Functions of Council are linked to the Human Resources. Evident to this statement proven lately, where i.e. additional building inspectors have been appointed and assigned specifically to deal with the quality of built RDP houses . Although ELM strives to appoint suitably qualified staff it also recognises the need to capacitate and improve on the skills of the current staff. When posts are vacated depending on the complexity of the job description, work is unbundled and distributed to various competent staff members to ensure efficiency and progression. Surely the skill and capacity building becomes central to such unbundling of duties.

### **ACTION PLANS/PROJECTS/PROGRAMME**

#### **3. SKILLS DEVELOPMENT**

**Objectives of the projects; to provide skills development and capacity building for municipal workforce.**

#### **Project Description and Details**

As previously mentioned in the municipal institutional development chapter, Council developed skills Development Plan as per SETA requirements and fully complies with such plan. So much so that Skills Development Facilitator was appointed and is currently executing all the responsibilities entrusted to such employee. Over and above that, Council has set-up a training committee which sit on a monthly basis to discuss matters pertaining to staff training. In line with this plan Council has compiled a Workplace Skills Plan which is being continuously implemented as well. The same plan is also submitted to SETA for information. It is within the ambit of SDP that Senior Mangers from various departments identify lacking skills within the area of

performance and submit the same to Corporate Services for all staff who require training on particular training fields. One of the issues under consideration is the scarce skill allowance that needs to be paid towards all skills identified as scarce. This technical skill is very necessary to ensure that the quality of service that distinguishes the image of the municipality is preserved.

Council is currently sending Senior Managers including Councillors of this municipality for training on courses such as CPMD which is the national requirement. There are a lot of other courses that are also explored by officials of this municipality. Municipal Bursary Policy encourages that whilst at the same time regulates employees desiring to advance in their studies. Within skills development, Council initiated appointment of unemployed graduates from different fields to serve in the employ of ELM, so that they can be acquainted with practical experience in their field of training. All the resources which will help execute tasks are allocated to these graduates. Furthermore, under the Internship Programme, in-service training students in different field are appointed. In this municipality skill is also built within job-creation programme which employs people for a maximum period of six months, unless if extended or people reabsorbed back into the municipal system.

The newly recent (2010) Job Evaluation was implemented during in 2010. As a result of this it became apparent that to a certain degree the workforce some how is dissatisfied since the outcome process was not what was anticipated. This leaves staff with difficulty to compare the same salaries with other municipalities.

- Skills Training - 19
- Computer Skills Basic - 29
- Advanced Computer Training - 72
- Receptionist Etiquette Course - 20
- Sign Language - 58
- Basic Isizulu Course - 14
- Council also trained Protection Officers - 7

Currently the Mayor has come up with Mass Youth Skilling that will address the following

- Unemployed Graduates: 10 Learners
- IT Learning - 60 Learners
- Matric to be exposed to work environment - 8 Learners

## **ACTION PLANS/PROJECTS/PROGRAMME**

### **4. INTERNAL AUDITING**

**Objectives of the projects; to provide internal auditing**

**Project Description and Details**

All managers have acknowledged the role and responsibilities of a good functioning audit committee. The directive from the office of the municipal manager is that, audit section should be very pro-active in all affairs of Council and be able to forecast queries that may be identified by the AG and propose mitigation measures even before the office of the AG. Moreover, the Internal Audit Charter has been reviewed lately and approved by Council. The internal Audit Committee meets every month to discuss affairs of the municipality. Auditors also form part of the oversight committee which looks on annual report. Immediately after the AG report this committee draws up an action to facilitate with managers to address the queries of the AG. On a monthly basis the committee looks at the progress made on addressing the queries raised either by the AG or internal Audit Committee. This team also takes into account the concerns that the MEC for COGTA raises on each year's IDP assessment. Consensus was reached amongst officials and politicians that MEC'S report will amongst, other be the foundation of next IDP review.

## **ACTION PLANS/PROJECTS/PROGRAMME**

### **5. INTER-GOVERNMENTAL RELATIONS**

**Objectives of the projects; to provide an effective inter-governmental**

#### **Project Description and Details**

ELM has identified through the SWOT analysis exercise the poor communication between sector departments to be a challenge. Currently ELM and Sector Departments will only meet to discuss Review and the extent of implementation of IDP. The ward committees also do the same to cascade the information from the public to sector departments on implementation of the IDP. However, there has been an attempt to by ELM to formulate an IGR Structure WITH THE District Municipality and unfortunately due certain reasons this attempt was in vein. It however, needs to be appreciated that the level of participation on IDP related matters with sector departments has been improved.

## **ACTION PLANS/PROJECTS/PROGRAMME**

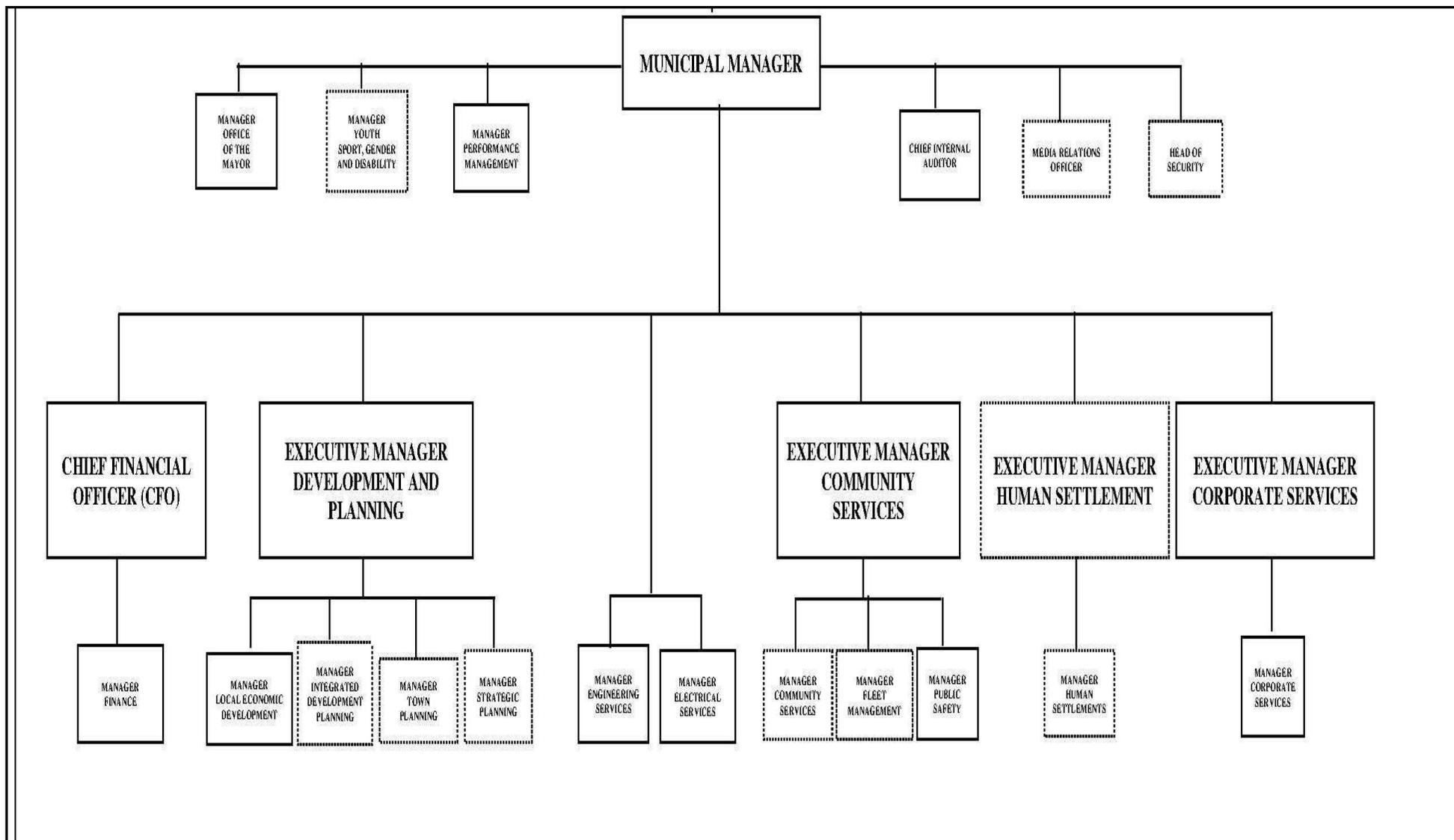
### **6. INTER-MUNICIPAL PLANNING**

**Objectives of the projects; to provide for an effective inter-municipal planning**

#### **Project Description and Details**

Execution of duties in this Council is guided by Delegation of Power Register, which varies for instance there are powers delegated to the Municipal Manager by legislation and as such all these powers are entrenched in the municipal delegation manual and register. This register is reviewed when and if the need arise. Implementation of the KwaZulu-Natal Planning and Development Act, which introduced a paradigm shift in municipal planning and enforcing Section 156 of the Constitution, has prompted for the review of delegation of power. In this case Power is delegated from the COGTA to municipalities who further sub-delegate to a lower level of management. However, in all these instances it is important that Council

follows and integrated approach in that matters which may require an EXCO resolution are discussed by a group middle manager who will provide the technical expertise into matters of Council.



The diagram above represents a hierarchy of structure, where matters of Council are discussed, issues depending on the delegation of power will first be discussed at the departmental level and if it cannot be resolved it is taken further to relevant portfolio committees who will put forward certain recommendations to EXCO. The matter can be taken as far as Council, in this instance IDP goes through the same string of relevant committees.

## **ACTION PLANS/PROJECTS/PROGRAMME**

### **7. INTERNAL AUDITING**

**Objectives of the projects; to provide for electronic communication system**

#### **Project Description and Details**

ELECTRONICS COMMUNICATIONS POLICY

APPROVED 02 OCTOBER 2008 BY COUNCIL AND IMPLEMENTED

This ensures utilization of modernized electronic processing techniques.

Councils have been allocated with laptops with the aim of saving on printing stationery and transport for delivering agendas and minutes.

REMARKS: The policy addresses usage of software, confidentiality of information and Internet access as well as record keeping.

#### **GENERAL POLICY STATEMENT**

The provision of Municipal electronic communication equipment, software and access to the Internet and e-mail facilities are intended to increase productivity in the conduct of official duties within the Municipality. All users of electronic communication equipment shall comply with the Electronic Communications and Transactions Act 2002 and Electronic Communications Act 2005 as it relates to electronic communications. Inappropriate use of information systems or electronic communication equipment, as defined in this policy, is prohibited.

## **ACTION PLANS/PROJECTS/PROGRAMME**

### **8. EMPLOYEES WELLNESS**

**Objectives of the projects; to provide for an employment wellness**

#### **Project Description and Details**

#### **STATEMENT OF THE POLICY**

The Council recognizes that any personal problem can and do affect workers job performance/behavior.

As a result of the above, the Council provides an Employee Wellness Programme,

which is a confidential assistance/advisory service, designed to assist employees in dealing with their problems.

Such problems may include personal, psychological, marital, substance dependency or work related problems, which definitely and repeatedly interfere with the employees' health and or productivity.

The Employee Wellness Programme is available to all employees of the Council and persons experiencing problems are encouraged to seek advice from their Employee Wellness Programme coordinator. The programme is further aimed at assisting Management to improve or restore impaired job performance.

CONFIDENTIALITY of all records will be strictly preserved.

Participation in this programme is voluntary and utilization of the programme will not jeopardize the employee's promotional opportunities, job security or disciplinary process.

Diagnosis of an employee's personal problem (s) is not part of the Supervisor's or Manager's job function. Therefore referral for diagnosis and treatment will be based only on job performance/behavior.

The employee has a right to refuse referral to the EAP. However, such cases can be referred to Manager Corporate Services to arrange a focus discussion.

The purpose of this HIV/AIDS Workplace Policy is to:

- Ensure a uniform and fair approach to the effective prevention of HIV/AIDS amongst employees and the comprehensive management of employees infected with or affected by HIV/AIDS.
- Provide guidelines on how to determine, reduce and manage the impact of HIV/AIDS on the employees and business of the Emnambithi/Ladysmith Municipality.
- Create an environment that is conducive to protected disclosure, acceptance and access to care and support benefits for HIV infected and affected

employees.

## **ACTION PLANS/PROJECTS/PROGRAMME**

### **9. LANGUAGE POLICY**

**Objectives of the projects; to effective language policy**

**Project Description and Details**

LANGUAGE POLICY

APPROVED BY COUNCIL ON TH E05 MAY 2008 AND IMPLEMENTED

THIS POLICY IS ACHIEVING THE DESIRED OUTCOME

To establish the language use of the residents of the municipality and to take into account such preferences;

To support service delivery by promoting equal access to municipal services and programmes by removing communication/language barriers;

To promote multilingualism within the municipal staff and communities within the municipal jurisdiction;

In the interim, promote the use of the three official languages in the affairs of the municipality;

Upon request, from people with disabilities, Council, where practical, will make provisions to address their special needs.

## **ACTION PLANS/PROJECTS/PROGRAMME**

### **10. OVERTIME POLICY**

**Objectives of the projects; to provide for an overtime policy**

**Project Description and Details**

APPROVED 10/06/2006 BY COUNCIL AND IMPLEMENTED

THIS IS TO ASSIST MANAGERS IN TERMS OF COMPLYING WITH BASIC CONDITIONS OF EMPLOYMENT ACT

THIS ASSISTS COUNCIL TO MINIMISE WORKING OF OVERTIME AND ENSURE COMPLIANCE, ADMINISTRAVIE MEASURES FOR MANAGING AND CONTRFOL

## OF OVERTIME

Each Manager is responsible and accountable to constantly monitor and review the provisions for overtime on his / her budget and to ensure that trends are noted early; funds are adequate; over expenditure does not occur, it is justified and provided for timeously:

Each Manager is responsible and accountable to provide the pay office with a list of officials or representatives (name, signature, and department) who are authorized in terms of the delegated powers to approve overtime work and overtime payment. It is the responsibility of each Manager (or nominee) to update and maintain the information on the list. The authorizing bodies must determine whether the information on the overtime form is accurate before they authorize the form for payment.

The Pay Office or any other body or person executing overtime payment is responsible to ensure that all payments for overtime are duly authorized by a competent authority. The Pay Office is specifically responsible to compare the overtime signatures with the authorization list provided.

Attendance register / time sheets, which should indicate starting and ending times, must be kept for all employees who qualify for overtime payment or time off in terms of this policy. Attendance registers / time sheets serve as source documents to complete overtime sheets.

Overtime worked must be reflected on the employee's attendance register / time sheet. Line' Managers and supervisors are responsible to monitor and sign attendance register / time sheets on a monthly / weekly basis.

Employees who work overtime need to be allocated with the appropriate resources required to perform overtime work.

## **ACTION PLANS/PROJECTS/PROGRAMME**

### **11. PRACTICAL TRAINING AND LEARNING**

**Objectives of the projects; to provide an efficiency practical training and learning**

#### **Project Description and Details**

APPROVED AND IMPLEMENTED 08/02/2007

COUNCIL IS ASSISTING NEWLY QUALIFIED LEARNERS TO BE EXPOSED TO A WORKS ENVIRONMENT IN ACCORDANCE WITH THEIR QUALIFICATION REQUIREMENTS AND IS PAYING LEARNERS R50.00 PER DAY TO COMPENSATE TRANSPORT AND FOOD.

EMNAMBITHI/LADYSMITH MUNICIPALITY PRACTICAL EXPERIENTIAL TRAINING SYSTEM (PETS) POLICY

This policy is to enhance capacity building to students who want to do their practical experiential training at the Emnambithi/Ladysmith Municipality. To fulfill the under mentioned objectives:-

Provide students with the opportunity to apply theoretical knowledge in practice;

Increase the levels of investment in education and training in the labour market and to improve the return on that investment (Section 2(1)(b) of the Act).

Use the workplace as an active learning environment (Section (2)(c)(i) of the Act).

Provide opportunity for new entrants to the market to gain work experience (Section (i)(c)(iii) of the Act).

## **ACTION PLANS/PROJECTS/PROGRAMME**

### **12. SEXUAL HARRASSMENT POLICY**

**Objectives of the projects; to provide a sexual harassment free environment**

#### **Project Description and Details**

POLICY ON THE HANDLING OF SEXUAL HARASSMENT CASES

APPROVED 01/ 06/ 2007 AND IMPLEMENTED

The objective of this policy is to eliminate sexual harassment in the workplace. This policy provides appropriate procedures to deal with the problem and prevent its recurrence. This policy encourages and promotes the development and implementation of policies and procedures that will lead to the creation of workplaces that are free of sexual harassment, where employers and employees respect one another's integrity and dignity, their privacy, and their right to equity in the workplace.

THIS ADDRESSES THE CODE OF CONDUCT BY ALL EMPLOYEES OF THE COUNCIL.

The policy is achieving the desired outcomes

## **ACTION PLANS/PROJECTS/PROGRAMME**

### **13. SCOPA POLICY**

**Objectives of the projects; to provide TORS/Guiding framework for SCOPA**

#### **Project Description and Details**

APPROVED ON THE 01/10/2008 AND IMPLEMENTED

This is compliance with Legal requirement

The lack of effective oversight can be attributed in some measure to the absence of an oversight body like the Standing Committee on Public Accounts (SCOPA) operating at Provincial and National Government level, in Local Government. Weaknesses in accountability may have lead, at least partly, to a perpetual situation of qualified and adverse audit reports, without clear and concrete interventions by Municipalities to correct the situation.

There is a clear need for the creation of enhanced financial management oversight capacity, and the creation of a Municipal SCOPA will ensure that the oversight role of Council is secured and enable it to evaluate whether the Municipal Administration use public funds in a lawful, efficient and effective manner

## **ACTION PLANS/PROJECTS/PROGRAMME**

### **14. MUNICIPAL TURN AROUND STRATEGY**

#### **Objectives of the projects; to implement the ELM MTAS**

##### **Project Description and Details**

TO PROVIDE A TURN-AROUND STRATEGY AS A MECHASIM OF RENDERING EFFECTIVE SERVICES

Substantial amount of work has been done in preparing ELM to implement TAS which is aimed at making this council more efficient and responsive to civil society's concerns using the available limited resources. The work involves SWOT analysis exercise with an intention to consider 'quick wins' that can be implemented. All the projects identified to be implemented prior 2013 have been implemented and Council is busy with the second round of LGTAS. Although this Council has always been geared to running a clean government informed by principles of good public management and respecting peoples rights whilst delivering services that will improve the quality of life, it has identified certain flaws, which some of them are outside powers and functions, but yet at the core of IDP implementation.

No.	Priority Turn Around Focal Area	Capacity Assessment Findings	March 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
Basic Service Delivery (Expected Outcome)													
1.	Access to electricity, management and maintenance	Electricity supply to Umbulwane, Pieters, Mthandi, Steadville E  Change of lamps in Ezakheni	Urgent need for electrification Community requests	Electrification completed  All lamps changed	Investigations and Community Meetings  In-house	DME  DME	April 2010	12/2010	Physical verification; Reports	Job Creation (70) 3 Electricians	R7,5m  R4m		Report to Council and COGTA
2.	Access roads (new) and maintenance of municipal roads	13 Rural wards Tarring of Ward 3,5 and 9 in Ezakheni	Appointment of Consultant and Contractor	80% Completed	Monitoring of project; Zimbabwe EPWP Pilot Project	Department of Transport	July 2010	12/2010	Reports and Onsite visits	130	R27m R1m		Report to Council and COGTA
3.	Formalisation of informal settlements (What is required i.r.o. township formalization, basic services and housing)	Slum Clearance projects in Ward 25 (2) and Ward 6; Construction of 1770 storm damaged houses in rural areas	Surveys completed	80% completed	Tenders advertised; Service Providers appointed	Department of Human Settlement	May 2010	4/2011	Reports and onsite inspection ; Progress Payments	4 Project Monitors to be appointed	R85,5m R100m		Report to Council and COGTA
POLITICAL MANAGEMENT AND OVERSIGHT													

No.	Priority Turn Around Focal Area	Capacity Assessment Findings	March 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
4.	Inter – Governmental Relations	Poor relations with the uThukela District Municipality	IGR Mayoral Forum, Technical Forum and CFO forum not working	IGR Forums in operation	Review of Inter Governmental relations	COGTA to assist; Non payment by the District; Non compliance in terms of Structures Act; Water problems  Nil	May 2010  April	12/ 2010	Minutes of meetings; Reports  Reports	Nil  Nil	Nil  Nil	Nil	Report to Council and COGTA
5.	Feedback to Council	Resolution Register not in place	Draft document populated	Resolution Register operational	Quarterly Action List and Variance Reports		2010	12/ 2010				Nil	
6.	Delegation of functions between political and administration	Delegation Register not in place	Draft Delegation Register drawn up	Delegation Register adopted by Council, and roles clearly defined	Delegation Register adopted by Council on 19/07/2010	Nil	April 2010	12/ 2010	Council Resolution	Nil	Nil	Nil	Report to Council and COGTA
7.	Submission of Unqualified Annual Financial Statement	Interpretation of GRAP Standards not clear Lack of capacity	Action Plan developed in preparation of 2008/2009 Annual Financial Statements	Unqualified Annual Financial Statement	Training of Staff	COGTA National Treasury (Accounting Standard Board) Auditor General	May 2010	12/ 2010	Progress report	CFO Department of Finance Other departments	R4 million	Nil	Report to Council and COGTA
8.	Councillor Oversight	Inadequate functioning	SCOPA meeting informed by	SCOPA to meet every 3 months	Monitor Credit Control Actions	Nil	Nil	12/2 010	Minutes of SCOPA	Nil	Nil		Report to

No.	Priority Turn Around Focal Area	Capacity Assessment Findings	March 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
	Framework (functioning SCOPA)	of SCOPA	need to investigate financial matters										Council and COGTA
<b>ADMINISTRATION</b>													
9.	Vacancies (S57) Status of filling of vacant positions	CFO EMIS	Vacant; Re-advertisement	Both incumbents appointed	EMIS and CFO appointed by Council on 29/06/2010	Nil	April 2010	12/2010	Letters of appointment	Nil	Nil	Nil	Report to Council and COGTA
<b>LED STRATEGY ADOPTED BY COUNCIL</b>													
10.	LED Plan aligned to the PGDS and adopted by Council	Ward 13, 19 and 23/24 identified as poor wards	5 community gardens in each of the wards	Provision of community gardens	Provision of seeds, ploughing of land	Assistance from Department of Agriculture Extension Officers	May 2010	12/2010	Inspection; reports to committees of Council	Nil	Nil	Nil	Report to Council and COGTA

## **ACTION PLANS/PROJECTS/PROGRAMME**

### **18. PERFORMANCE MANAGEMENT**

**Objectives of the projects; to implement a municipal performance management**

#### **Project Description and Details**

Organisational Performance Management emanates from the IDP and its implementation in ELM has been very successful. To demonstrate that this Council considers the commitment mentioned above, it has built staff capacity in the OPMS Unit, from 1 person to seven employees. Performance evaluation processes are not only restricted to Sec.57 Employees, but now also cover Level 1-6 employees. The clear alignment from IDP-BUDGET-LGTAS-OPMS has been over emphasised by this Council. This alignment is evident when considering the fact that operational plans are formulated on the basis on the programmes and projects stated in the IDP. The same applies for the Key Performance Indicators. Not only is the PMS dealt with as a central function, but over and above that, Heads of Departments receives weekly plans. It has gone to an extent of strictly controlling the movement of staff between offices and the field. All necessary committees such as Performance Audit are in place. SDBIP for each financial year is developed and well managed by the same financial office. SDBIP over the years has been refined from being merely a financial progress report, but now also includes identification of stumbling blocks that are delaying projects from being completed within the specified time lines. The team at the PMS office has recently developed risk management for each section in 7 Departments of the municipality.

## **SERVICE CHATER**

### **DEPARTMENT OF GOVERNANCE AND TRANSFORMATION**

- Key Performance Areas:
- All slum areas (Informal Dwellings) be eradicated by 2015 and the Municipality ensure that programmes to deal with this matter be instituted shortly
- Interim valuations of new sub-divisions, new buildings, alterations and additions to buildings, updating of ownership
- Development and promotion of tourism
- Upgrade of community facilities
- Support constituents
- Promotion of libraries in rural areas

Description	Time Frame
Annual Grants-in-Aid Applications (when cash flow allows)	2 months from closing date
Ad-hoc Grants-in-Aid applications (when cash flow allows)	30 days from receipt of application by responsible official
Grants-in-Aid applications (when cash flow do not allow)	2 days from receipt of application by responsible official
Completion of departmental related questionnaires	3 weeks
Compilation, Printing and Distribution of Agenda	30 days (Minimum)
Period from any meeting to distribution of minutes	5 working days
Execution of EXCO and Council resolutions	2 days after receipt of minutes
By laws & Tariffs of Change- Advertisements in local newspapers & submission to Province for promulgations	6-8 weeks after Council's approval. Objections received will cause delay.
By laws- General queries	1-2 days
Period from receipt of invoices to submission for payment to Department Finance	14 days
General public inquiries received telephonically or in person	Same day
General public enquiries received in writing	Immediately to 1 month depending on council's meetings, if applicable
Contracts – finalization of rental agreements, advertising and general queries i.r.o contracts	6-8 weeks
Answering of switchboard calls from public	3 seconds
Sale of houses in terms of DBS, substitutions, interim valuations	14 days
Signing of contracts, Subdivision applications	21 days
Cancellations	60 days
Requests for pauper burials, issuing of Title Deeds, opening account for land sale & housing, Valuation certificates	Same day
Housing development	Ongoing
Sale of readily not available land	24 months
Settlement figures	4 days
Sale of readily available land	90 days
Request for transfer	30 days
Special requests (books, audio visual material)	2 weeks
Bookings of Activities Room	Immediately
Application for library membership	24 hours

Issue of discharge of library material	Immediately
Written enquiries for bookings	7 days
Period from hire of venue to application for refunds to Department of Finance	14 days
Provision of facilities (if available)	Immediately
Availability – cleaning	1-4 hours
Daily tourism information	Immediately
Telephonic & personal inquiries on museum related issues	Immediately to 7 days
Written inquiries on museum related issues	Acknowledge receipt within 7 days – full reply within 14 days

## DEPARTMENT: ECONOMIC DEVELOPMENT

### Key Performance Areas

- Institutional development
- Integrated development plan
- Establish GIS Section
- Social Development
- Land Tenure / Ownership
- Provide efficient and effective solid waste removal
- Promotion of a clean and healthy environment
- Economic development and Planning
- Local Economic Development
- Agriculture
- Industrial and Commercial Expansion and Retention
- Job Creation and Poverty alleviation
- SMME development
- Spatial Development Framework
- Environmental and Land Use Management

### TURN-AROUND TIME

Description	Time Frame
Neglect in removal of refuse	1 hour
Removal of dead animals	1 hour
Clearance of litter	2 hours
Clearance of conservancy tanks and pit latrines, illegal dumping, pollution (smell, smoke)	2 days

Miscellaneous problems	10 days
Dog, poultry nuisance	15 days
Untidy/dirty premises	5-15 days
Clearance of overgrowth (municipal owned), removal of illegal dumping (garden refuse), cleaning of storm water drains, miscellaneous problems	10 days
Stray animals (cattle, goats, etc.)	1 hour
Written enquiries received	Within 7 days
Personal visits and enquiries	Immediately
Assistance on request from existing industrialists	Within 24 hours
Contravention of town planning scheme	45 days
Special consent	65 days
Rezoning	85 days

## DEPARTMENT: FINANCE

### Key Performance Areas

- To ensure maximum collection of revenue due to the municipality
- Provide an appropriate acceptable standard of services to the consumers at our rate payment areas
- Ensure the timeous and accurate delivery of accounts to consumers
- Ensure the timeous payment of creditors and cash flow management
- Ensure the staff are adequately equipped to perform their functions by providing training;
- Promote the principles of the MFMA and ensure its implementation compliance
- Promote ongoing financial stability
- Proactively manage debtor collection to levels
- To reduce debt owed to the municipality

### TURN AROUND TIME

Description	Time Frame
Telephone	2 weeks
Written	14 days
Counter	Daily
Receipt of cash, cheques, direct deposits	Immediately
Payment of creditors	30 days

Claims	30 days
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## DEPARTMENT: CORPARATE SERVICE

Key performances:

- The finalization and approval of organizational restructuring
- The replacement of staff.
- The completion of the Job Evaluation Exercise and the implementation of the job evaluation results
- The implementation of employment equity in the first level of management
- The training of staff in terms of the Skills Development Plan to improve productivity

### TURN-AROUND TIME

Description	Time frame
Purchase requisitions, subsistence & Travelling claims, Leave files	Daily
Refunds, Cash takings	Weekly
Monitoring of paper used, monitoring and issuing of face value stationery	Monthly
Line item investigations, Service account investigations	Daily
Preparation of: Overtime reports, Leave and sick leave reports, Internal Audit report	Monthly
Attending and monitoring tenders, pound sales	Monthly
Verification of: Electricity Error Report, Monitoring of Interims, Credits, Debits, RD Journals and Tax Invoices, Verification of Creditors Run & Reconciliation, Bulk Diesel, Automatic Indigent Journals, Application Indigent Journals, Electricity Connections/disconnections	Monthly
Deceased/Retired/Resignations of employees	Monthly
Salary run, ACB Salaries & Housing, Trial run for services, Petty cash counts	Monthly
Special Audits	Ongoing
Departmental Audits	6-8 weeks
Stock count, Rates Assessment	Annually
Compile & update employment equity statistics	Monthly
Submit Employment Equity report to the Department of Labour	Annually

## DEPARTMENT: ENGINEERING

LINE OF PERFORMENCE:

- Construction of New Tarred Roads
- Construction of New Gravel Roads
- Rehabilitation of Tarred Roads including base failures, potholes, sealing overlays, etc.
- Rehabilitation of Gravel Roads including re-gravelling, grading etc.
- Urban Storm water rehabilitation
- Rural Storm water Rehabilitation
- Construction of new sidewalks
- Rehabilitation of existing sidewalks
- Job Creation/Skills Development in terms of the expanded Public Works Programme
- Construction of Low Water Crossing, Pedestrian Bridges, Vehicular Bridges
- Approval of building Plans and Inspection
- Construction of Taxi Ranks and Bus Shelters

### **TURN-AROUND TIME**

Description	Time Frame
Potholes	5 days
Base failures	15 days
Sidewalks	15 days
Road construction – urban (New)	IDP/Budget meeting
Road construction - rural	As per approved program/2km per month
Grading of gravel roads	30 days
Miscellaneous problems – town/urban	15 days from date of reporting
Non-maintenance issues	Budget meeting
Stormwater problems, kerb & channel repair, sidewalk repairs, repairs to buildings, repairs to culverts & barriers, construction of new scoops and gutter bridges	30 days
Miscellaneous - urban	30 days
Non-maintenance issues	Budget meeting
Approval of building plans, urban aesthetics	30 days from date of submission
Building inspections for construction/Low Cost Housing	5 days from date of notice
Miscellaneous	15 days

### **DEPARTMENT: ELECTRICAL SERVICES**

#### **LINE FUNCTION:**

- To address the backlogs for electrification projects.

- To target more indigent consumers and increase Free Basic Electricity to these consumers.

### **TURN-AROUND TIME**

<b>Description</b>	<b>Time Frame</b>
Processing of service applications where already infrastructure exists – New supplies, upgrading of existing supplies	5 days
Processing of service applications where no infrastructure exists – New supplies	1 month or period agreed upon by applicant and license
Reading of credit meters	Monthly
Disconnections for non-payment	At least 14 days after due date for payment of account
Notice period of impending disconnection – commercial and industrial customers	24 hours
Reconnections	No later than first working day after account has been settled
Account queries in person or telephonically	3 working days
Account queries in writing	5 working days
Meter Accuracy Queries	15 working days from receipt of prescribed fee
Restoration time after forced interruptions	Max 1 day
Notification of planned interruptions	At least 48 hours prior to interruption
Telephone answering response	10-15 seconds
Street lighting – restore	Max 5 working days from receipt of complaint

### **MAYOR'S OFFICE**

#### **TURN AROUND TIME**

<b>Description</b>	<b>Time Frame</b>
Request for Mayoral appointments	Immediately to 24 hours
Written Enquiries directed to Mayor	Acknowledge receipt immediately, follow-up letters on receipt of comments from managers
Personal enquiries and visits	Immediately
Mayoral invitations received	Depending on nature of

	invitation, reply within RSVP date
Organizing of sport activities	Annual Program
Youth, Gender and People with disabilities, Development Issues	Ongoing



# CHAPTER

# 6

## Financial Planning and Budget



## FINANCIAL VIABILITY AND MANAGEMENT

### *Vision*

**“Foster institutional matters whilst ensuring proper asset management of the entire municipality through various initiatives and according to standards approved by the auditor-general”**

#### Objectives:

- ✓ To run this municipality with financial integrity;
- ✓ To account for all monies and expenditure of the municipality;
- ✓ To expand the municipal rate base as a source of income;
- ✓ To collect monies due to Council which will increase the budget;
- ✓ To provide budget that is sound, balanced, responding to IDP priorities;
- ✓ To conduct financial matter according to Standard prescribed by the National Treasury;
- ✓ To strengthen all internal operating system to address queries and opinions of Auditor General;
- ✓ To strive to obtain a clean Internal Auditors

### **MODELS USED FOR PRIORITISING RESOURCE ALLOCATION**

Community participation is an effective method of identifying priorities, but it is also critical to develop an IDP Prioritisation/Project Evaluation model for determining budget allocations. This model would take into account community needs, project profiles and assessment, available resources, strategic planning, national, provincial and local policy and good municipal management. Development and approval of Financial Planning and Annual IDP Review Guidelines will also assist this process.

#### Consultation

In accordance with the Municipal Systems Act and the Municipal Financial Management Act, consultation was undertaken with the local community primarily through public meetings in all wards.

Copies of the draft budget were provided to other levels of government for their comment.

### **BUDGETED EXPENDITURE OVERVIEW: R555.1 MILLION**

#### **1. Salaries and Allowances – R181.9 million**

- ✓ The million R151.3 million reflects the cost to Council packages of all existing staff and budgeted staff vacancies.
- ✓ An increase of 7 % has been provided for in terms of the Bargaining Council agreement – R10.6 million for municipal employees.

- ✓ An amount of R6.9 million has been budgeted for Overtime/ Standby.
- ✓ An amount of R20 million has been budgeted for Job Creation workers.
- ✓ R390 thousand has been allocated for the performance bonuses of section 57 employees.
- ✓ Councillor Allowances Existing – R6.3 million. the Central Government Allocation of R7.2 million has also been included in the budgeted.
- ✓ A 7% increase of R950 thousand has been budgeted for Councillor Allowances.
- ✓ Salaries and Allowances, includes Councillor Allowances of R 14.4 million amounts to 33% of the total projected expenditure. It should further be noted that the R21.9 million will be used for direct labour costs charged out to repairs and maintenance and Capital projects.

## **2. General Expenses – R 289 million which include the following:**

- ✓ Free Basic Electricity of R3.2 million and Free Basic Refuse of R6.3 million have been set to fund indigent consumers who receive the 50kWh free electricity and the refuse removal service for free.
- ✓ R14.5million has been budgeted for Rates Indigency by application and automatic indigency to residential properties with a land and building value of R130 thousand and less.
- ✓ The projected increase for Electricity purchases is based on 8%, which is subject to NERSA's approval, which will amount to estimated R168.9 million.
- ✓ Land Use Management System -The allocation of R1 million has been catered for development of the LUMS plan.
- ✓ R2 million has been provided for the Municipal Property Rates Act. This is funded by the revenue generated funds and will be utilised for the compilation of the supplementary valuation roll and to address the appeals.
- ✓ R1.5 million has been provided for emergency relief.
- ✓ R10 million has been set aside for the Electrical Refurbishment.
- ✓ Youth Development - This is a Mayoral project and the programme of Youth awareness is to be intensified during the year. R1 million has been allocated.
- ✓ Staff Training - These funds are used by employees to attend training workshops as well as to enrol at tertiary institutions to further their education; an amount of R2.3m has been allocated.
- ✓ Postage Services - This amount includes the bulk postage of municipal accounts, as well as the individual postage costs incurred by the departments. R1.2 thousand has been allocated for this function.
- ✓ R 418 thousand has been allocated for pauper burials. The funds are used for the burial of people who are not in a position to afford having a funeral.
- ✓ Legal expenses for the Municipality carry a budget of R655 thousand. The funds are used by the legal section in the implementation of the legal process for the collection of arrear debt.
  
- ✓ Asset Management has a budget of R600 thousand. These funds are used by the Finance Department for the implementation of GRAP 17.
- ✓ An amount of R2.1 million has been allocated for the functioning of the ward committees. The funds are used by the Public Participation unit for the payment

of the cell phone accounts and the increased remuneration packages of the ward committee members.

- ✓ R1.1 million has been budgeted for the provision of free basic alternate energy. The funds are used by the Public Participation unit for the procurement of gel, gel stoves and oil lamps for the community who have no access to electricity.
- ✓ SARS Skills Development Levy - The amount of R1.3 million is budgeted to be paid to SARS for the development of skills. These funds can be claimed from the SETA when the municipality incurs training costs.
- ✓ R10.7m has been budgeted for the transport costs to run the vehicles in the departments.
- ✓ Conference and Delegations- These funds are used by the municipality for the attendance of conferences, workshops and seminars. The accommodation and travelling costs are paid from these funds. An amount of R1.8million has been allocated.
- ✓ Telephone and Fax - The Telkom and cellular phone accounts are paid from these funds. An amount of R2.9million has been allocated.
- ✓ Electricity - These funds are used for the payment of the municipality's electricity accounts. An amount of R3.8million has been allocated.
- ✓ R3.7m has been allocated for the reconnections and disconnections to be carried out by the Department: Infrastructure and Services.
- ✓ Siyazenzela Project- The amount of R2.8m has been budgeted. All twenty seven (27) wards are now included in this project.
- ✓ Insurance – An amount of R1.7m has been budgeted due to the increase in assets that were identified.
- ✓ Zibambele EPWP Pilot Project - The amount of R1 million has been allocated and will be used by the community to fix the potholes in the identified areas.
- ✓ Printing and Stationery – The amount of R1.7 million has been allocated and is used for the photocopy machines rental and printing costs.
- ✓ Audit Fees – There is an amount of R2.5 million allocated. These funds are used for the payment of audit fees charged by the Auditor General.
- ✓ Events – An amount of R 1.9 million has been allocated for this item. It is used to fund the costs of catering and entertainment for the functions that are arranged by the Office of the Mayor.
- ✓ Self-Insurance Fund – An allocation of R1.7 million is made. These funds are used for the payment of repairs to municipal assets. The purpose of the fund is to reduce the insurance premium that is paid by the municipality.
- ✓ An amount of R1 million has been allocated for the payment of Workman's Compensation, which is a legislative requirement.
- ✓ Grant Expenditure

The following grants are included in the draft Budget:

Museum Subsidy	R143 000
Recapitalisation of the Libraries	R259 000
Provincialisation of Libraries	R3 192 000
MSIG	R 890 000
Financial Management Grant	R1 550 000

## Expanded Public Works Programme

R2 729 000

- ✓ Development Plans - An amount of R200 thousand has been allocated. The bid to draft the Spatial Development plan and framework has been awarded.
- ✓ Water - An amount of R5.8 million is allocated for the payment of the water bills to UThukela District Municipality. The delivery of water has also been included in this amount.
  
- ✓ Streetlights – An amount of R244 thousand has been allocated for the payment of the electricity accounts for streetlights in the municipal area.
  
- ✓ Security Services – An amount of R533 thousand has been allocated for this function.
  
- ✓ Protective Clothing - There is an amount of R958 thousand allocated. This is due to the increased purchases of protective clothing for the job creation staff, as well as for permanent staff.
  
- ✓ Capital ex Revenue – An amount of R2.4 million has been allocated. These funds are used for the purchase of capital items e.g. furniture and small plant that is not included in the capital budget.
  
- ✓ Other General Expenses – Comprises of the amount R18 million. Included in this category of expenditure are the ad-hoc items e.g. Port and line costs, alarm systems, AIDS awareness programmes, material and sundries, etc.
  
- ✓ Consultants – An amount of R5 million has been allocated should there be a need for the use of consultants for any urgent issues that the municipality needs to address.

**3. Repairs and Maintenance – R47.2 million which includes the following:**

- a) R1.1 million has been allocated for the payment of the license fee and modifications to the Samras financial system as well as the purchase of the operating systems e.g. The Windows programme for new computers.
  
- b) R20 million has been allocated for the roads and R 10 million for the storm water maintenance.

- c) R530 thousand has been allocated for the levelling of the landfill site.
- d) R245 thousand has been allocated for the surveillance cameras.
- e) R2.3 million has been allocated for the maintenance of electricity network. The electrical reticulation system is old and failing and much maintenance is required to keep the system operational.
- f) R1.3 million has been allocated for the substation equipment and building maintenance.
- g) R1.9 million has been allocated for the maintenance of the streetlights. Many of the streetlights are old and the parts are obsolete. Therefore, a full replacement of the heads is required in these instances.
- h) R2 million has been allocated for the purchase of new electricity meters. These funds are used for the purchase of new meters as well as the costing of the meter readers. The check readings and purchase of equipment for the installation of the meters are purchased from these funds.
- i) House Service Overhead Mains – An amount of R1.6 million has been allocated. These funds are used for the maintenance of lines to households.
- j) Buildings – An amount of R 976 thousand has been allocated. These funds are used for the maintenance to municipal buildings.
- k) Hardware – An amount of R636 thousand has been allocated. These funds are used for the maintenance of computer hardware.
- l) Klipriver Maintenance - There is an allocation of R424 thousand. These funds are used for the maintenance of the foliage along the river, as well as to dredge the riverbed.
- m) Other repairs and maintenance - The balance of R3.5 million constitutes for repairs to furniture, office equipment, cell phones, and buildings, levelling of dumps, plant, grounds, street marking, hydrants and metering.
- n) Low Water Crossings- An amount of R500 thousand has been allocated.

**4. Departmental Charges – R44.3 million:**

These are internal charges and are recovered via the charge out rate.

Departmental Charges	R44.3 million
Total Charge outs	(R44.3 million)

**5. Capital Charges – R13.2million which includes the following:**

Depreciation	R12.5 million
Existing External Loans	R692 thousand

Depreciation charges are a GRAP 17 requirement. In terms of the Fixed Asset Register, the depreciation charges should be R66.5m.

The depreciation on all assets that existed until November 2012 have been accounted for in the amount of R 66 504 883. The remaining seven (7) months for depreciation has been projected and the new additions have been depreciated by ten (10) percent. In terms of Generally Recognised Accounting Practice, the full depreciation requirement for all the municipality's assets must be provided for in the operational budget. Should the municipality fund the total depreciation amount of R 66 504 883, tariffs will be very high and unaffordable to the consumers. National Treasury recognises this in MFMA Circular 42 – funding a municipal budget. A phased increase or re-alignment in tariffs may need to be considered to compensate the deficit to a surplus by a progressive move through gradual tariff increases or the re-alignment of municipal revenue.

The community needs to make a sufficient contribution towards the economic benefit that is generated from the assets over the medium term budget period.

Currently, the municipality has opted to fund R12.5 million of the total depreciation expense.

**6. Contributions – R 23.7 million which includes the following:**

Bad Debt Reserve	R 9.2 million
Leave Reserve	R 4 million
Pensioner's Medical Aid	R 1.3 million

Rates Reduction: Pensioners/ Disabled/ Medically

Boarded Persons and Child Headed Households R 9.2 million

The pensioner's medical aid is a post retirement benefit for ex-employees of the municipality.

A twenty (20%) rates reduction for pensioners will be granted to any pensioner aged sixty (60) years and older on application if the pensioner's gross household income is R8 500 and less.

A medically boarded person with a gross household income of R8 500 and less will receive a discount of ten (10%) on their rates assessment. This reduction must be applied for in the 2013/14 financial year.

Disabled persons with a gross household income of R8 500 and less will receive a discount of twenty (20%) on their rates assessment. This reduction must be applied for in the 2013/14 financial year.

Child headed households with a gross household income of R8 500 and less will receive a discount of one hundred (100%) on their rates assessment. This reduction must be applied for in the 2013/14 financial year.

A discount of 5% will be granted to all owners of property except for State and PSI, who will pay their rates in advance in full by 31 August 2013.

## **7. Charge Out Rates – R44.3 million**

This refers to departmental charges of R44.3 million. R21.9 million of the charge out has been allocated to the salaries component in respect of labour, which needs to be charged out to Repairs and Maintenance and Capital and Grant funded projects.

## **BUDGETED REVENUE – R608 MILLION**

- a) In the 2013/14 financial year, the Municipality will implement the new Property Valuation Roll in terms of the Municipal Property Rates Act No. 6 of 2004 (MPRA). The Rates is based on the market value of the property. The income is derived only from the rate in the rand; and no rebates have been allocated in this year. All properties except vacant land and the public service infrastructure will benefit from the first R15 000 of the valuation being exempt from rates.

- b) A tariff increase of 7.5 % on Refuse has been applied in the 2013/14 financial year.
- c) The Rates and Refuse accounts will be combined and paid for by the owner of the property.
- d) The Local Government Equitable Share, received from Central Government, in the amount of R103.9 million has been budgeted for. This amount excludes the amount of R7.3 million for the Councillor Allowance Subsidy.
- e) Traffic and Licensing amounts to R12 million.
- f) Electricity tariff has been restructured. The tariffs are subject to approval by NERSA. This amounts to R250.4million.
- g) An Electricity Availability charge tariff increase of 103% will be applied to vacant properties (excluding Ezakheni properties). This amounts to R2.2million.
- h) Grant Income
- The following grants are included in the Budget:
- |                                   |            |
|-----------------------------------|------------|
| Museum Subsidy                    | R143 000   |
| Recapitalisation of the Libraries | R259 000   |
| Provincialisation of Libraries    | R3 192 000 |
| MSIG                              | R 890 000  |
| Financial Management Grant        | R1 550 000 |
| Expanded Public Works Programme   | R2 729 000 |
- i) Other revenue includes the income generated from the minor tariffs e.g. hall hire, sundries, fire brigade services, photocopies, burial fees etc.
- j) Interest income – An amount of R8.9 million has been allocated. These funds are derived from raising of interest on the rates and service accounts and the interest to be derived from investments

- k) Royalty on Stone - This is the income derived from Afrisam for the use of the quarry. A monthly fee is payable by Afrisam. There is therefore an amount of R1.1 million allocated.
- l) Sundries - These are fees that are payable for the purchase of bid documents, rates clearance certificates, ploughing fees, licence and learners fees and lost book fees. An amount of R758 thousand is allocated.
- m) Credit Control Income – These funds are derived from the collection of arrears by the Credit Control and Legal sections. An amount of R8.7 million is expected to be collected.
- n) Refund Skills Development Levy - This is the refund that is claimed from SETA for the training that is carried out to the municipal staff. An amount of R700 thousand is expected to be claimed.
- o) Third Party Vending - There is an amount of R425 thousand estimated. The cost is charged to all consumers using any of the third party vendors to pay their respective municipal accounts.
- p) Land sales in the amount of R 1 million have been budgeted for in the 2013/14 financial year. This income is unsustainable for the following years.
- q) Capital Grants - This includes the following:

MIG	R36.0m
Small Town Rehabilitation	R 7 m
INEP	R 10 m

## Identified priority projects:

● Sports Field Roosboom	R 3m
● Colenso Electricity Strengthening	R 7 m
● Swimming pool St. Chads	R3 m
● Sports Field Matiwane	R3 m
● Mini Facility Drogval	R750 thousand
● Streetlights	R1.5m
● Upgrading of Sports fields	R1.5m
● Community Hall ward 19	R 4m
● Mini Multipurpose Facility Mgazini	R750 thousand
● Bulk Infrastructure Mgazini	R1 m
● Tarred Roads Area J	R5 m
● Community Hall Area J	R5 m
● Thembalihle Bulk Infrastructure Housing	R1 m
● CBD Regeneration projects Planning and Implementation	R2 m
● Steadville Area H Intersection	R2.5m
● Electrification of 1010 sites	R10 m
● Ezakheni 642 schedule 6 electricity	R3.2 m
● Corporate Services	R950 thousand
● Public Safety	R3.5m
● Engineering	R1m
● Municipal Manager	R5m
● Plant and Equipment	R10 m

The projects that could not be completed in the 2012/13 year will be rolled / carried over to the following year and that year's allocation will be utilised.

**CARRY OVER PROJECTS FROM 2012/13:**

● Bridge Ezakheni E to C	R7.6m
● Streetlights Mcitscheni and Zwelisha	R500 thousand
● Streetlights Roosboom Phase 1 and 11	R500 thousand
● Streetlights Watersmeet	R500 thousand
● Streetlights Mthandi	R500 thousand
● Swimming pool Colenso	R1 m
● Overhead bridge Lyell Street (CBD)	R4m
● Extension Lister Clarence Building	R1m
● Ezakheni Emergency Centre	R500 thousand
● Parks Steadville / E Section	R1 m
● Constituency Offices	R950 thousand

## **Alignment of Budget with Integrated Development Plan**

There is now convergence and understanding from all role-players that the IDP should inform the budget process. The needs appearing on the IDP have been manipulated into programs that influence the division of the Capital Budget.

The budget will translate community inputs into a programme of action for the next three years. Therefore this budget should in essence address the following key priority issues as determined by the Community in the IDP:

- Roads
- Community Facilities
- Bridges
- Poverty Alleviation
- Storm Water
- Aesthetics
- Soil Erosion
- Electricity
- Unemployment
- Refuse Removal
- Community Safety
- Skills Development
- Information Signage

## **Financial Planning and Budget**

### **Municipal challenges and strategic responses**

The object of the MFMA is to secure sound and sustainable management of the financial affairs of the Municipality through transparency, accountability, planning and appropriate allocation of responsibility. In accordance with the Act, the Municipality has placed considerable emphasis on improving reporting systems to management and elected members. This is to ensure key stakeholders are adequately informed to be able to make the right decisions about the financial management of the Municipality.

The 2011/2012 Financial Statements have been complete and audited. The Municipality received an unqualified Audit Report from the Audit-General.

One of the key challenges for the future that the municipality faces is increasing its payment levels. Almost 73% of the Municipality's budgeted revenue is from local rates and payments for services. Non-payment directly threatens the municipality's ability to deliver services to its residents in the future. With extensive indigence measures in place, service delivery is dependent on Council implementing the Credit Control Policy on those residents that can afford to pay. With the implementation of the Municipal Property Rates Act there is a change in the rates tariff structure in that only a bandage will be levied against the market value of property and no rebates will be granted.

Another critical challenge is providing adequate infrastructure and assets. As a Municipality we are exceedingly aware of the community's needs for new infrastructure such as roads, footbridges, street lighting, community sport grounds, halls and other facilities.

However with limited funds, and infrastructure growing each year, there is less money to spend on maintaining the roads, storm water, streetlights, community facilities and assets such as Council's trucks, road plant and other vehicles. Sometimes grant funds are provided to build the initial asset, but there are no ongoing grants to maintain assets. Where assets are inadequately maintained, they quickly deteriorate, and either becomes irreparable or very expensive to repair. Regular maintenance on the huge amount of infrastructure and assets that it controls.

Expanding service delivery infrastructure and maintaining existing assets remains one of our greatest challenges.

In recent past, the Municipality experienced a period of extremely tight financial constraint. This was initially brought about by demarcation and incorporation, which increased municipal boundaries and responsibility. Although the Municipality was on the brink of serious financial difficulty, the finances were carefully managed with close security on spending, minimal capital programmes and borrowing, and careful monitoring of cash flow.

This prudent management turned the precarious situation around, and in the 2005/06 Budget, the Municipality was able to embark on a capital programme accelerating service delivery using long term borrowing. Cash reserves have been to fund the 2012/1013 capital programme and cash flow requires on-going careful monitoring. In 2005/2006, a loan of 6million was accessed to fund the refurbishment of the Tsakane Substation. Cash resources are minimal due to the decline in the payment rates.

Financial Statements for 2011/2012 were prepared in terms of Generally Recognized Accounting Practice and an unqualified audit report has been received from the Auditor-General.

Financial Services has developed a 3 year financial model, which is submitted with the budget. This financial planning tool is used to model the impact of different tariff increases, the impact of varying salary increases, the impact of different levels of loan funding and other major budget variances. By using a 3-year timeframe, it is possible to assess the impact of decisions over time and assist decision makers to make budget decision that are sustainable.

The municipality is in a strong position in terms of generating its own revenue through rates and taxes and in year one of the tabled budget, 19% of income is received from external sources as detailed in the graph below 'Sources of Revenue'.

One of the challenges the Municipality faces is improving debt collection for those ratepayers who can afford to pay. The average collection rates are around 96% and have slightly improved over the past 7 months. However, outstanding debt amounts to over R110 million and it is crucial that the credit control focus on the collectable debt and any uncollectable debt is written off. R5 million was written off in the 2011/2012 year.

It is important the Credit Control policy with regard to indigence is monitored and reviewed to ensure that the policy is fair, addresses the needs of the poor, and is efficient and cost effective to administer. It is also an important responsibility of the Council to ensure that the policy with regard to debt collection is applied fairly but rigorously so that those who can afford to pay do so.

Another major challenge the municipality faces is in terms of funding assets and equipment. There is insufficient funding allocated to maintenance and replacement of existing assets and plant. As a developmental municipality, we have a duty to provide new assets to those communities who are asset poor. However, financially we are struggling to maintain existing assets. Adding to the asset base further exacerbates the maintenance issue and it is not sustainable within current budgeting techniques.

In terms of the MFMA and GRAP, for a credit budget, all depreciation should be included as an expense to build funds for maintenance and replacement of assets. Although the R11.4 million provided for depreciation in the budget is a substantial increase over last year it is vital that we continue to progressively increase depreciation funding in the budget so that in the medium to long term, we are in compliance with legislation and have provided for the maintenance and replacement of existing assets. A total of R184 million is the total amount that is included in the schedules to National Treasury. This is a non-cash item, and therefore does not need to be funded.

Another aspect of capital planning which needs to be improved is providing the full cost implications projects including operating, staff, and maintenance and asset replacement costs. It is important that the Council know the full life cycle cost of an asset when budgeting for it, as it will have future budget implications and the project will impact on current and future tariffs.

Much of the Municipality's plant fleet is old and spends more time in the workshop than in providing service delivery. Hire of heavy plant and maintenance and downtime of plant is a major cost. In recognition of this dilemma, significant funds have been directed towards plant and equipment purchases for the past two financial years. A medium to long-term plan for the replacement of plant and equipment needs to be developed and continued Council commitment to funding this plan is important to ensure wider and more efficient service delivery.

These issues can be addressed by moving toward a longer-term outlook for all planning including capital and asset planning. Deciding on capital projects just before the beginning of the financial year puts great risk on the ability of the service departments to complete all the necessary processes and finalize the project within any financial year. By committing to 3-5 year capital plans, the Council improves the

ability to deliver as lead times enable proper planning. Longer term planning also enables the Council to demonstrate to the community that while there are competing priorities with insufficient funds, their needs are being catered for in the medium term.

To expand and sustain services is also essential to limit staff costs and contain them within a reasonable percentage of the budget. New staffing must be assessed in the light of providing on the ground service delivery and current staff assessed as to how efficiencies can be gained. Developing and recruiting the right level of skills continues to be a challenging issue.

### **Financial Strategies**

In ensuring that Council is MSA and MFA compliant, it has a financial plan in place which includes a reflection of a short term period by representing budget for the next 3 years. Over and above this, Council has additional policies that regulate Council finance which include but are limited to; **Supply Chain Management, Cash Management, Investment Policy, Credit Control, Tariffs as well as Rates policy.** And at this point and time, the municipality is satisfied that all pertinent policies governing finance are in place and are reviewed from time to time. Further to that, in terms of the municipal internal administrative procedures-a strict policy that regulates expenditure was adopted and this proves to be very important on management of rates payers' debt.

Besides funding that the Division of Revenue Act (DORA), the ELM over the next three years will source funding through rates, refuse, traffic and licensing, electricity, electricity availability, charges, interest income, liability on stone, sunrise credit control income, refund from skills developer revenue, 3<sup>rd</sup> party vending, land sale, way bridge income and sales of staff houses & flats. The table below illustrates the 3 year breakdown of the municipality's source of income.

REVENUE			2011/2012	2011/2012	2012/2013	2013/2014	2014/2015			
Other Rates		.00%	(25,731,881)	(25,731,881)		-29,410,454	.00%	-31,763,290	.00%	-34,304,354
Agricultural Rates		.00%	(1,002,265)	(1,002,265)		-1,615,017	.00%	-1,744,218	.00%	-1,883,756
Commercial Rates		.00%	(25,274,256)	(25,274,256)		-8,253,148	.00%	-0,513,400	.00%	-2,954,472
Residential Rates		.00%	(49,012,273)	(50,875,299)		-54,267,114	.00%	-58,608,483	.00%	-63,297,162
Total Rates	9001		(101,020,675)	(102,883,701)	10.00%	13,545,733		-122,629,392		-132,439,743
Refuse	9301	0.00%	(11,930,602)	(11,930,602)	10.00%	-3,123,662	.00%	-14,173,555	.00%	-15,307,440
Equitable Share	9704/ 9709		(90,180,000)	(90,180,000)		-99,908,000	.00%	-107,054,000	.00%	-115,075,000
Councillor Allowances Subsidy	9009		(3,188,000)	(3,188,000)		-6,485,000	.00%	-7,334,000	.00%	-9,355,000
Traffic & Licencing	9170/ 9162/ 9175	.00%	(11,469,252)	(11,883,217)	10.00%	-13,071,539	.00%	-13,725,116	.00%	-14,411,371
Electricity	9401- 9407	2.38%	(199,083,447)	(199,083,447)	1.03%	221,042,351	0.00%	146,586	0.00%	-267,461,245
Electricity Availability charge Vacant Land	9274	2.38%	(842,354)	(842,354)	1.03%	-935,266	0.00%	-1,028,792	0.00%	-1,131,671
Grants			(15,042,496)	(6,051,533)		-18,832,000	.00%	-18,832,000	.00%	-18,832,000
Other			(2,998,411)	(11,114,104)	0.00%	-12,168,518	.00%	-12,411,889	00%	-12,660,127
Interest income	9131		(8,897,758)	(9,642,813)		-7,000,000		-7,000,000		-7,000,000
Royalty on Stone	9159		(70,020)	(1,035,933)	0.00%	-1,139,526	.00%	-1,196,503	.00%	-1,256,328
Sundries	9168		(601,020)	(617,038)	0.00%	-678,742	.00%	-712,679	.00%	-748,313
Credit Control income	9200/ 9265/ 9267		(8,673,180)	(8,722,860)	0.00%	-8,722,860	.00%	-9,159,003	00%	-9,616,953
Refund Skills Development levy	9270		(438,540)	(438,540)	0.00%	-650,000		-650,000		-650,000
arty vending	9716		(378,780)	(378,780)	0.00%	-416,658	.00%	-437,491	.00%	-459,365
Land Sales	9011		(3,000,000)	(3,000,000)		-1,000,000		-1,000,000		-1,000,000
Weigh bridge income	9023		(200,000)	(50,000)		-		-		-
Capital grants			(61,348,000)	(69,042,000)		-57,049,000		-57,049,000		-57,049,000
Vehicle Income	9189		(32,802,210)	(48,364,380)		-51,266,270	.00%	-53,829,584	.00%	-56,521,063
Sales of Staff Houses and Flats	9715		(1,500,000)	(1,500,000)		-		-		-
TOTAL REVENUE			(553,664,745)	(579,949,302)		-627,035,125		-793,998,980		-853,414,362

**Source: Municipal Financial Model****Interest rates for borrowing and investment of funds**

When the Municipality last accessed loan funds in March 2008, it was able to access at an interest rate of 12.01%. It is not expected that there will be a major variation on these rates if loan proposals are sought from the market. No loans will be taken in 2013/14 financial year.

The 2011/2012 Financial Statements have been complete and audited. The Municipality received an unqualified Audit Report from the Audit-General. As part of ELM basis interventions to address the audit report the municipality has a range of action plans

**Return on investments**

The Municipality's own funds currently are in the primary account of the Municipality and have not been invested as detailed in Supporting Tables SA 16 and SA 17. The municipality has numerous call accounts for its grant funds and funds for specific projects such a Valuation exercise and the cash backing of the depreciation to purchase new equipment or rehabilitate existing equipment.

The Municipality currently has 90 million in reserves backed by investments, but in accordance with Generally Recognized Accounting Practice, and in an effort to address asset and equipment issues, the Capital Replacement Reserve has been opened in the 2008/2009 financial year.

Interest and the principal on all municipal borrowings are repaid at intervals determined in the loan agreement and includes in the budget. Therefore sinking funds to repay the principal debt at the end of the loan period required. Housing funds are held in trust on behalf of the Department of Housing and are separately invested.

**EXPENDITURE STRATEGY**

In terms of Council expenditure capability, previously the municipality used to suffer tremendously in expenditure capacity, but progress has been made thus far regarding this matter. For an example each Head of Department is obliged to submit monthly progress report in respect of expenditure on grants to MANCO. This tool has proved to very effective in monitoring financial expenditure and further to that, it enables the reconciling of information by the finance department and the submission of this information to Exco.

Thus far Council is at 50% expenditure both on revenue financed projects as well as grant funding. 90% of own revenue and grant funding has been spent on infrastructure projects. MIG funding was all exhausted during the last year's (2009/10) allocation.

The SDBIP as financial tool is greatly assisting Council in terms of execution of projects approved in the budget for 2012/13. All these projects are extracted from

this IDP. However, it has emerged that management of this Council is experiencing some challenges regarding Civil Engineering Consultants and Contractor who tend to under-perform or produce work that is of a low standard. Mechanisms have been put in place to ensure that all projects that have been delayed such as tarring of roads in townships and extension of municipal offices accelerated and finalised within a short space of time.

Furthermore, a benchmark of R100 thousand per department was agreed by MANCO that each department should not exceed, with exception to Engineering Departments, which largely deals with infrastructure and vehicle maintenance matters.

In terms of the budgeted expenditure 2012/2013 financial year, the municipality has a budget expenditure of R652, 628893, including in this is the unfunded depreciation of R82,6 million. Where the majority of expenditure is made up of general expenses at R346,4 million and salaries at R170,2 million. This is further illustrated in the table below.

## **REVENUE MANAGEMENT**

### **a) Billing system**

The Municipality's billing system allows for georeality billing. All consumers in arrears are disconnected if prompt payment is not received; arrangements are also made available to consumers who cannot pay their account due to financial crisis over a period of three (3) months provided that they have not already been disconnected.

### **b) Payment for Services**

There are electricity losses in terms of illegal connections and tampered meters, the arrears of concern are mostly the rural communities. Consumption trends are usually steady however they fluctuate and increase during the winter months and decrease during the summer months. Public and government departments are treated equally, should there be any unpaid accounts an sms goes out notifying the individuals that payment is due, once this has not been received before the 7<sup>th</sup> of the month a disconnection notice goes out and services are terminated and re-instated once the arrear amount has been paid including a reconnection fee.

### **c) Collection of Debt Strategy**

Our financial matters are based from a variety of National and Provincial legislations, such as Municipal Finance Management Act and Systems Act, as well as the host of others. These legislations require Council to come up with several policies which inter alia Supply Chain Management. As result of this policy, Council has a functional Supply Chain Units, based in the finance department. The core function of this unit is to facilitate and coordinate all matter pertaining to Procurement of Goods and Services, and no other department, other than in case of extreme emergencies are responsible entertain

procurement matters. Supply Chain has been used as a tool to bring SMME's to the market of providing goods and services to the municipality. This policy has been reviewed to accommodate Co-ops and SMME's following an initiative from the LED office. The small scale items such as provision of toilet papers for public toilets are sought from the Co-ops or SMME's.

The rates policy for the next financial year has guided Council throughout the budgeting process. It was within such policy that Council decided increase rates by 100% for the next financial year. This policy further made the environment to be investment friendly, in that depending on the scale of investment, developers and investors have been given a relief/exemption from payment of rates over a certain period of time.

Asset Management policy has assisted the municipality to develop an Assets Register through grant funding by National Treasury. All assets are captured on the assets register and allocated with bar codes. When assets are sold or other ways disposed of, they are also removed from the asset register.

As part of the MFMA requirements, Council developed a Policy on Disposal of Council Assets, which guides Council in all disposal of land for various purposes.

There are a number of incentive drives that the municipality has e.g. If you have been in arrears you can pay 50 % of your outstanding debt long as the consumers account is up to date and the other 50% will be written off.

For new connections there is a shift from conventional to pre-paid meters, this ensures that payment for services is done up front. Consumers that have previously defaulted and have been disconnected for more than 3 times will automatically get a pre-paid meter at their cost. to ensure an accurate debtors book ELM use the Samras system, which already has all the information for the debtors of the Municipality, this information on the system provides the means for accurate debtors figures.

Item	Fin Year 2007/2008	Fin Year 2008/2009	Fin Year 2009/2010	Fin Year 2010/2011
<b>Billing</b>	197 486 701.77	204 687 092.52	196 000 293.53	267 583 174.94
<b>Receipts</b>	153 832 754.40	187 590 448.86	222 305 197.40	269 747 086.78
<b>Payment Ratio</b>	<b>77.90%</b>	<b>91.65%</b>	<b>113.42%</b>	<b>100.81%</b>

**Table 1: Debtors Payment Ratio**

ITEM CATEGORY	FIN YEAR 2007/2008	FIN YEAR 2008/2009	FIN YEAR 2009/2010	FIN YEAR 2010/2011
<b>Value of current Outstanding Debtors</b>	R9 774 467	R13 953 161	R14 699 357	R17 394 93
<b>Value of</b>	R3861 765	R6078 795	R5 269 127	R4797 907

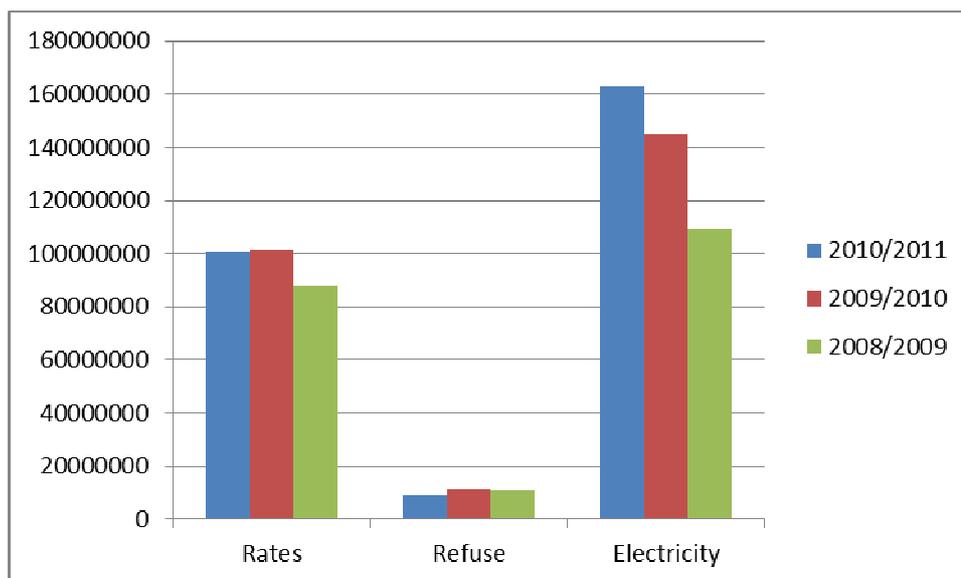
<b>Debtors aged &lt;30 days</b>				
<b>Value of Debtors aged 30-60 days</b>	R1732 480	R2861 728	R2 563 360	R2529 044
<b>Value of Debtors aged 60-90 days</b>	R1 701 580	R1874 673	R239 5642	R2528 124
<b>Value of Debtors aged 90-120 days</b>	R100 993 709	R107 878 645	R83 426 122	R81 049 810
<b>Value of Debtors aged &gt;120 days</b>	n/a	n/a	n/a	n/a

**Table: Summary of Debtors by Age and Value**

Item	Fin Year 2006/2007	Fin Year 2007/2008	Fin Year 2008/2009	Fin Year 2009/2010
Electricity				
Cost Price of Electricity Per Kilowatt	0.186 c/ KW	0.2588 c/ KW	0.3369 c/KW	0.4242 c/KW
Selling Price of Electricity P/KW	0.4097 c/KW	0.5247 c/KW	0.5882 c/KW	06894 c/KW
Volume of Total Bulk Purchases for Electricity KW	275 796 704	25 135 899	261 901 152	267 632 593
Value of Total Bulk Purchases for Electricity KW	R51 565 958	R66 565 682	R88 247 288	R113 539 611,11
Volume of Total Sales for Electricity KW	234 199 467	223 055 423	245 983 086	244 956 000
Value of Total Sales for Electricity KW	R95 955 546	R117 043 736	R144 688 376	R168 884 317
Volume of Free Basic electricity KW	2 498 305 KW	3 263 400 KW	2 770 800KW	3 220 800 KW
Value of Free Basic Electricity	R2 million	R1 251 939	R1 523 549	R1 197 674
Total Non-Revenue	41 597 237 KW	34080 471	15 918 066 KW	22 667 593 KW

**Table 3: Losses/ Non – Revenue**

**Listed below are collection rates for major revenue sources for the current and previous financial years.**



**Table 4: Rates Collection trend**

As the graph indicates, there has been a slight improvement in the collection rates of the electricity and refuse services. The dedicated legal team and credit control section of the municipality has managed to increase the collection rate of the Rates service. However, diligent application of the Credit Control Policy in 2012/2013 is needed to improve this trend as well as collect the historical debt.

Price movements on specifics e.g. bulk purchases of electricity, fuel etc.

Eskom has announced a 13.5% increase, and this will be applied to the bulk purchase of electricity.

#### OPERATING REVENUE AND EXPENDITURE FRAMEWORK

The table below indicates the expected operating revenue and expenditure for the EL Municipality. It includes revenue that would actually flow into the Municipality as well as allowances for billed, but not collected income. The "bottom line" is the disposable operating revenue, i.e the amount that the Municipality would have to allocate in terms of this financial Plan

	Operating Budget (R)	Capital Budget (R)
Original 2011/2012 Budget	Expenses- 563 746 935	74 119 330
	Revenue- 553 664 745	
Adjusted Budget 2011/2012	Expenses- 579 949 302	94 941 868
	Revenue- 579 949 302	

**Table 5: A Summary of the 2011/2012 Budget**

Below is the Municipal 2012/2013 Financial Modeling Plan/Budget

#### d) Revenue Enhancement Measures

Owing to the 13.5% increase in the Eskom bulk tariff and the latest NERSA determinations, the electricity tariff increase for consumers will be 11.03%. The inclining block tariff will be implemented in this financial year for the domestic consumers.

Refuse will be increased by 10%.  
Property rates will be increased by 10%.

**The increase on municipal accounts varies between 9.72% and 11.03%.**

Item	2009/10	2010/1 1	2011/ 12	2012/1 3
<b>Rates</b>	<b>0%</b>	<b>8%</b>	<b>0%</b>	<b>10%</b>
<b>Electricity Tariff</b>	<b>25%</b>	<b>18.03 %</b>	<b>22.38</b>	<b>11.03%</b>
<b>Refuse Tariff</b>	<b>8%</b>	<b>8%</b>	<b>10%</b>	<b>10%</b>

**Table 5: Revenue Increases**

#### Risk Assessment and Management

Within the 2012/2013 Financial Modeling Plan the ELM has allocated emergency relief has been allocated R1.7m to assist our most needy in times of natural disaster, which often occurs, with the damage of houses in the stormy season.

#### **FINANCIAL MANAGMENT COMPLIANCE: CLEAN REPORT**

In the last financial year (2011/12) Council obtained an unqualified audit opinion from the AG, although it was with minor matters that needed attention. Council endeavours to move towards a clean audit report by 2013, and as such, has proposed various mechanisms to ensure that we comply and improve on the concerns raised by the AG. The internal audit section is seeing to this compliance through progress reporting on matters raised by the AG. One of concerns raised was on inadequacy of budget to fund the depreciation; however, in the adjustment budget for 2011/12 this has been rectified.

Going forward managers are still discussing a sound approach on funding depreciation, even though such depreciation appears to be quite high and may be difficult to finance from municipal own revenue. Performance is said to be one of the areas that will be audited in the next round of auditing, therefore this means that all our processes dealing with performance management are being revisited and improved to ensure that we are compliant. In the last three years Council obtained one audit qualification in 2008/09 financial year. ELM is regarded by the AG as high capacity municipality with the District, which therefore means a lot is expected from our municipality as trendsetter in the region. Internal measures on a monthly inventory counts are undertaken.

#### Turn-Around Strategy: Provision of Rate Incentive

Having observed that some businesses, particularly the in the industrial sector are relocating to other towns or cities due numerous reasons including high costs of

rates and electricity, Management endeavours that such situation should not occur in future, which is why an initiative to relax rates starting from the next financial year has been widely supported. The rates policy makes the provision as follows going forward:

### **ACTION PLANS:**

Action Plan One: Indigency and free basic services

Currently around 8 000 poor households received a 100% relief on their rate accounts. In total, indigent households will receive an estimated R 18.9 million in financial relief. Indigency is available by application as well as to those properties that have a land and building value of R80 000 or less.

All indigent consumers receive free basic electricity in the amount of 50kWh per month and R 2.9 million has been budgeted for this in the 2012/2013 budget year. R 1.1million has been budgeted for free alternate energy which will be distributed to the communities that do not have access to the electricity network.

All indigent households currently receive a free refuse service, which is valued at around R7 million in the 2012/2013 financial year.

Action Plan 2: Ability of the municipality to spend and deliver on its programmes

A number of factors impact on the ability of service delivery departments to deliver on programmes. These issues and risks are mainly focused on the lack of adequate resources and planning and include:

#### **Staffing- Skill Shortages**

There is a shortage of skilled and experienced Technical Staff, as well as Artisans/Operators. When vacant posts are advertised, the experienced and skilled incumbents do not apply, as the salary scales in smaller towns are not attractive.

#### **Staffing- staff shortages**

Although the boundaries were increased with demarcation in 2000, no additional staff was appointed. However, the are/boundaries have increased considerably and provision is needed in the budget to appoint appropriate incumbents.

Competing priorities within the organization with skill and staff shortages can also severely affect the ability of the municipality to deliver, as is the case with too few electricians being available and required for both electrical functions, as well as providing credit control through disconnections.

To alleviate these problems, Council needs to consider implementing Learn ships as well as Contractor Development Programmes to enable and implement Capital and Maintenance Programmes, as skills levels in the community are limited.

### **Plant and Equipment**

The average age of the vehicles can be well over 10 years and the average age of heavy plant can be 20 years. There are constant breakdowns, which are affecting service delivery. Small equipment is old and needs to be replaced as the

breakdowns also affect service delivery.

### **Planning and Direction**

Development of a fair and appropriate model for resource allocation and commitment to long term planning will improve the ability of the Municipality to delivery and sustain services and infrastructure. Clear and consistent policy from Council assists in speedy service delivery for the entire community.

### **Legislation and Organizational Change**

New Legislation has resulted in change of operational procedures and new processes have to be put in place. Due to vacuums that have been created as a result of new Legislation, staff morale is low, i.e. Job Evaluations, restricting etc. The Municipal Property Rates Act has changed the structure of the rates tariff in that no rebates are allowed and the rates are now calculated on the market value of the property.

### **Action Plan 3: General inflation outlook and its impact on municipal activities**

The 2012 medium term outlook for the South African economy remains positive with the general inflation forecast advised by National Treasury projected at 5.4% for the three year forecast period.

In the 2011/2012 year the CPI in the February 2011 was at 5.0% from the Reserve Bank of South Africa. Therefore the Municipal 2011/2012 tariff increases of 10% for refuse and rates. The increase for electricity tariff is 11.03%, which is controlled by NERSA. This increase guideline has been released by National Treasury.

### **Action Plan 4: Credit rating outlook**

In September 2006, Emnambithi/Ladysmith Municipality was pleased to receive a long-term credit rating of BB+. Some of the findings of the credit rating included:

- A stable outlook rating and a short term rating of B;
- The municipality's debt burden is low at 2.5%.
- The debtor's collection rate for the 2011/2012 financial years is at 96%
- Our rating of BB+ was the highest achieved in a comparison done in the report with five municipalities.

### **Action Plan 5: Interest rates for borrowing and investment of funds**

When the Municipality last accessed loan funds in March 2008, it was able to access at an interest rate of 12.01%. It is not expected that there will be a major variation on these rates if loan proposals are sought from the market. No loans will be taken in 2012/13 financial year.

As the graph indicates, there has been a slight improvement in the collection rates of the electricity and refuse services. The dedicated legal team and credit control section of the municipality has managed to increase the collection rate of the Rates service. However, diligent application of the Credit Control Policy in 2012/2013 is needed to improve this tend as well as collect the historical debt.



# CHAPTER 07

## Performance Management System



## Chapter 10 Performance Management System

### Background

Performance Management Systems is considered as an important communication tool and process that assists managers to provide an encouraging working environment to help employees in developing and achieving their potential of high standards of performance. The Municipal Systems Act (2000) requires all municipalities to:

- Develop a performance management system;
- Set targets, monitor and review performance based on indicators linked to the IDP;
- Publish an Annual Report on performance for the councillors, staff, the public and other spheres of government;
- Incorporate and report on set of general indicators prescribed nationally by the minister responsible for local government;
- Conduct an internal audit on performance before tabling the report;
- Have the Annual Performance Report audited by the Auditor-General;
- Involve the community in setting indicators and targets and reviewing municipal performance;

National guidelines on performance management systems are developed and Emnambithi/Ladysmith Municipality participated in a pilot project to establish this system. A Performance Management Framework has therefore been created to assist Service Delivery and Budget Implementation Plans as part of the improved service delivery for the citizens.

Emnambithi/Ladysmith Municipality has taken public participation very seriously, notably in its use of community-based planning. The municipality notes that the White Paper on Local Government (1998) has suggested that:

‘Involving communities in developing some municipal key performance indicators increases the accountability of the municipality’. Some communities may prioritise the amount of time it take a municipality to answer a query, other will prioritise the cleanliness of an area or the provision of water to a certain number of households. Whatever the priorities, by involving communities in setting key performance indicators and reporting back to communities on performance, accountability is increased, and public trust in the local government system enhanced ‘ (The White Paper on Local Government, 1998).

On these bases the Emnambithi/Ladysmith Municipality is intending to take very seriously the accountability to communities as regards the performance of the municipality thereby promoting a culture of performance management amongst its councillors, political office bearers and administration.

### 10.1. The Performance Management Perspectives

Emnambithi/Ladysmith Municipality's Performance Management Framework is based on the following key perspectives:

- Key Performance Management Perspective
- Resource Management Perspective
- Service Delivery Perspective
- Development Goals Perspective
- Governance Process Perspective

### 10.2. The Development Goals Perspective

This records the overall development goals for the Municipal area. We need to know what development outcomes/objectives we are aiming to achieve and whether we are getting there. These are derived from the Development Objectives of the IDP and IDP development programmes to address these. These often require actions by others as well as the Municipality to be achieved, but they indicate the state of development of the municipal area to which we aspire.

### 10.3. The Resource Management Perspective (Inputs)

This records the inputs required to enable our development programmes and services, notably financial resources. In addition there are two programmes addressing this aspect, one on Financial Sustainability, and one on Employment Equity and Skills Development.

### 10.4. Governance Process Perspective

This records objectives relating to the type of development process that we wish to see, e.g. involvement of stakeholders, public participation, common vision etc, and a number of objectives have been set for these. The Emnambithi/Ladysmith Municipality has programme addressing this perspective, one on Public Participation.

### 10.5. Service Delivery Perspective

This looks at the services which need to be delivered in order to achieve our development goals, as well as to provide ongoing services needed in the municipal area. Each of our municipal department has to produce service plan for each section.

The two vehicles for Emnambithi/Ladysmith Municipality planning are the IDP and SDBIP's. In all cases the planning involves a similar process:

- Definition of medium to long term objectives or goals, with baselines and targets;
- Definition of the strategies to achieve these, with baselines and targets;
- Definition of the projects/activities and services to achieve these strategies and for each of the last of these;
- Definition of the capital and operational budgets needed.

The Emnambithi/Ladysmith Municipality is using SDBIP formats to integrate its development and service planning with budgets, and against which all departments have to account. The implementation of SDBIP system has been in use targeting improved performance and enhanced service delivery.

### 10.6. Importance Of Performance Management System (PMS)

PMS is a vital activity in building and maintaining an effective council. It can be broadly defined as the process of assessing the performance of an individual(s) against agreed criteria and standards to recognise achievements and identify opportunities for improvement.

In Emnambithi/Ladysmith Municipality performance management is an ongoing process and clearly link strategic objectives to specific actions. It also ensures that people are accountable for their performance and clearly understand the expectations.

Performance management contributes greatly in developing and retaining people – the most valuable resource.

Relevant and structured feedback provides the opportunity to recognise and reward good performance and identify performance shortfalls to assist in a development and improvement process. Hence the Emnambithi/Ladysmith Municipality's in the next five (5) years performance management system will be based on:

- Strategic IDP addressing the developmental, service delivery, resource management and governance dimensions. These involve external stakeholders and also may involve several municipal development goals to be achieved, although the Office of the Municipal Manager is the internal champion;
- An overall Organisational Scorecard, comprising developmental, service delivery, resource management and governance aspects;
- SDBIPs for each department and section, which integrate their specific responsibilities in terms of the two above, and which have quarterly targets. These are the critical plans as they bring together achieving the development objectives, as well as routine services which the departments are achieved to deliver.
- KPIs for municipal departments and staff derived from the SDBIPs- so aligning developmental, organisational, departmental, sectional and individual targets regular reporting to a variety of stakeholders, internal and external:
  - Annual Reports on overall performance, including development impacts against high level objectives
  - Mid-term reports on overall performance, mainly at strategy, project/activity/service levels as well as resources
  - Quarterly and monthly reports, focusing more on project/activity/service levels as well as resources

### 10.7. Performance Measurement

Emnambithi/Ladysmith Municipality is not just only using performance management as an organizational tool for measuring performance and delivery of services of the municipality but also using it for individual component.

### 10.8. Individual Performance

Implementation involves the process whereby the Municipal Manager and section 57 Manager actually implement the IDP/Budget/SDBIP. At Emnambithi/Ladysmith Municipality, Municipal Manager and section 57 Managers are able to demonstrate progress toward achieving sets of goals through the following reports which must be supported with evidence:

- Monthly Reports (s71 of MFMA);
- Quarterly Reports (s72 of MFMA);
- Mid-Year Reports; and
- Annual Reports (MSA s46 and s47)

All section 57 Managers, in terms of section 57 of the Municipal Systems Act, 32 of 2000, must sign Performance Agreements. In the case of our Municipal Manager, the contract must be between the Municipal Manager and the Mayor, who represents the council of the municipality, while for the rest of other managers reporting directly to the Municipal Manager, signed contracts must be between the incumbent and the Municipal Manager.

### 10.9. Performance Appraisals

All performance appraisals are driven by the same objective: to establish a systematic way of evaluating performance, providing constructive feedback, and enabling employees to continually improve their performance.

### 10.10. Monitoring And Evaluation

The key component of our municipal framework is the ability to monitor performance over time and evaluate the impact of programmes. In Emnambithi/Ladysmith Municipality, performance monitoring is an ongoing process that runs parallel to the implementation of the agreed IDP.

Monitoring, evaluation and reporting is currently a highly fragmented approach in Emnambithi/Ladysmith Municipality. The reason for these standard formats is to reduce duplication and allow for a structured and co-ordinated approach.

### 10.11. Performance Auditing

Performance Auditing in Emnambithi/Ladysmith Municipality is a necessary process to ensure credibility and legitimacy for the public and other stakeholders. Performance Auditing involves an independent assessment of the degree of

'economy, efficiency and effectiveness' which have or have not been achieved by the municipality. Council had already established Municipal Public Accounts Committee (MPAC) which is commonly known as SCOPA.

## 10.12. Annual Report

The Municipal Systems Act (as amended) requires municipalities to prepare Annual Performance Reports, based on the approved Integrated Development Plan. The MFMA and MSysA, read together, seek to promote financial and performance reporting by municipalities in a single and integrated annual report. The annual report is also an instrument for financial and performance corrective action in subsequent years.

The Emnambithi/Ladysmith Municipality use preparation and adoption of financial statements, performance reports and the annual report as a whole to enhance transparency, accountability and good governance. In terms of section 121 (1) of the MFMA, every municipality and municipal entity must prepare an annual report for each financial year. The purpose of an annual report, pursuant to section 121 (2), is to provide a record of activities, report on performance against the budget and promote accountability to the local community for the decisions made thorough the year.

The Annual Performance Report of the Emnambithi/Ladysmith Municipality is tabled in terms of section 121 of the Municipal Finance Management Act, 55 of 2003 and section 46 of the Municipal Systems Act, 2000 as amended.

The purpose of an Annual Performance Report is to provide a record of the activities of the municipality, report on performance against the budget and promote accountability to the local community for the decisions made throughout the year.

## 10.13. National Key Performance Indicators

The Municipal Performance Report mainly reflects on the performance of each department against set Key Objectives, Key Performance Areas and Annual Targets. The Municipal Performance Management Systems of the Emnambithi/Ladysmith Municipality mainly consist of different tools assessment and reporting.

The assessment and reporting of evaluation is based on the following areas:

- Municipal Performance Management Policy which was adopted by council.
- The Service Delivery and Budget Implementation Plan (SDBIP) which provides quarterly reports and is submitted to EXCO and council.
- Mid – Year Performance Report, informed by the evaluation of the section 57 employees and the heads of departments.
- Performance Report is developed to give credence against set performance targets and measures to improve performance.
- Lastly, the annual report is developed as means to provide a holistic picture on the administrative, human resources and financial position of the municipality.

#### 10.14. Oversight Report

The Oversight Report is tabled in terms of the Municipal Finance Systems Act, 55 of 2003 as amended. The Oversight Report is the final and major step in the Annual Reporting process of a municipality. Section 129 of the MFMA requires the council to consider the Annual Report of its municipality and municipal entities and to adopt an Oversight Report containing the council's comments on Annual Report, which must include a statement whether the council:

- a) Has approved the annual report with or without reservations;
- b) Has rejected the annual report; or
- c) Has referred the annual report back for revision of those components that can be revised.

#### 10.15. Terms Of Reference: Oversight Committee

In Emnambithi/Ladysmith Municipality, all political parties are represented on the Oversight Committee, and the Performance Audit and Audit Committees members act as advisory members of the committee.

At the Ordinary Council meeting held on the specific as scheduled in terms of the Municipal Dashboard, seven non-executive members councillors were elected to serve on the Municipal Oversight Committee to deliberate the on Annual Report.

The elected Municipal Oversight Committee is responsible for submission of a report addressing all issues raised by Auditor-General to council for deliberations prior to submission to SCOPA. The Emnambithi/Ladysmith Municipality tabled the Oversight Report based on the draft programme of action.

#### 10.16. Functions Of The Oversight Committee

The functions of the Oversight Committee are to:

- Undertake a review and analysis of the Annual Report going forward.
- Invite, receive and consider inputs from councillors and Portfolio Committees, on the Annual Report.
- Conduct Public Hearing(s) to allow the local community or any organs of state to make representations on the Annual Report.
- Prepare the Oversight Report taking into considerations the views and inputs of the public, representative(s) of the Auditor-General, organs of state, councils' Performance Audit & Audit Committees and councillors.

# CHAPTER 08

## Community Satisfaction Survey

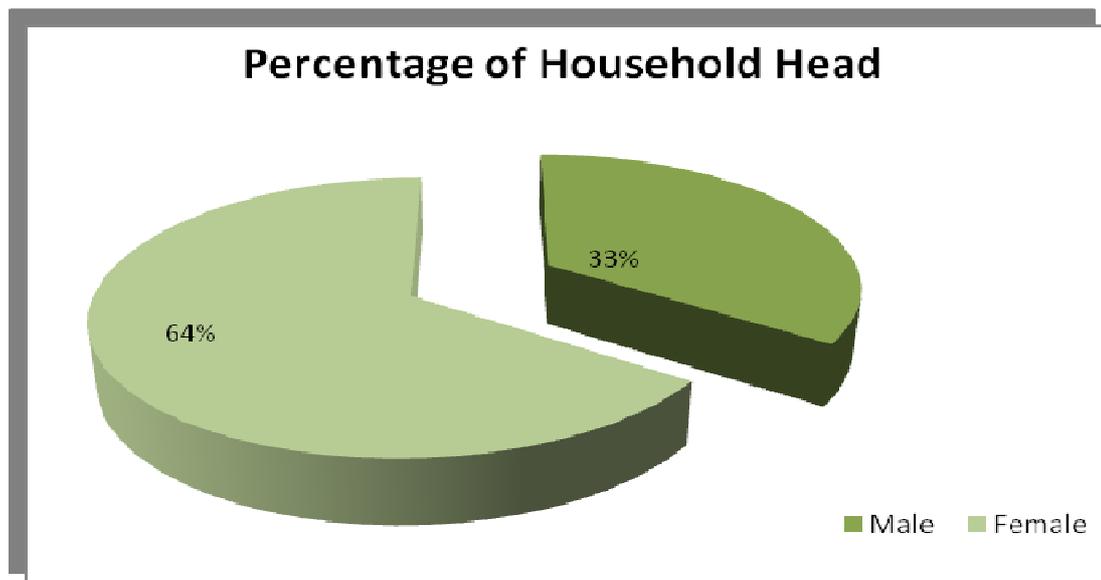


## Chapter 11 Community Satisfaction Survey

The Emnambithi/ Ladysmith Community Satisfaction Survey is another measure of tracking the IDP process. The objective of the Community Satisfaction Survey is to assess the performance of the municipality in terms of service delivery and gauge the level of household individual satisfaction. The survey also aims to ensure that the IDP programmes and projects have an impact on the living conditions of the people of the local Municipality.

### 11.1 Client Satisfaction

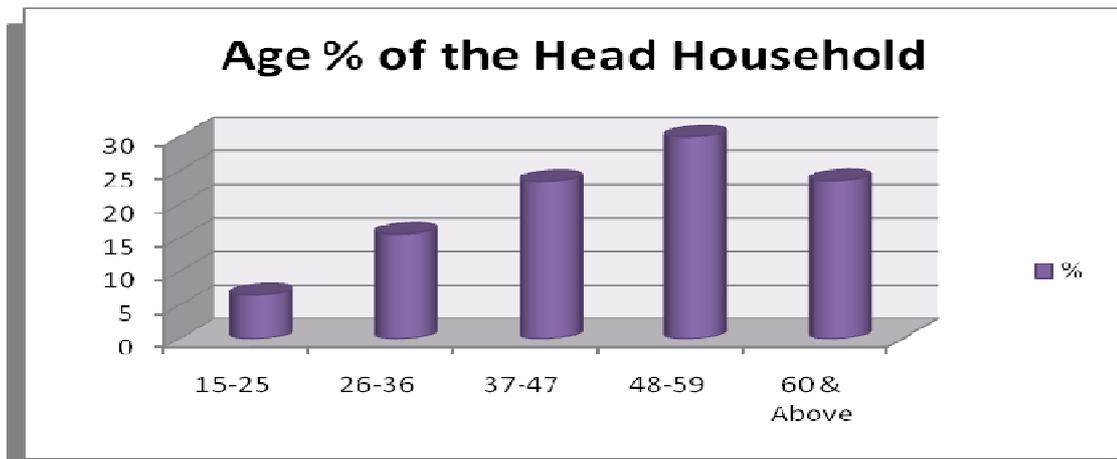
As mentioned in this report that one of the objectives of PMS is to ensure that the municipality is democratic in all aspects and also account for its decisions and how they get implemented. As can be seen from the graph below, the sample had 244 (33%) males as heads of households and 472 (64%) females as households. An observation made here quite clearly is that the majority of the households are run by females, most of whom might fall on the categories of single mother or widows, which still gives us a picture that women still continue to play a dominant role in the running of the households.



Source: Municipal Survey Report 2010/11

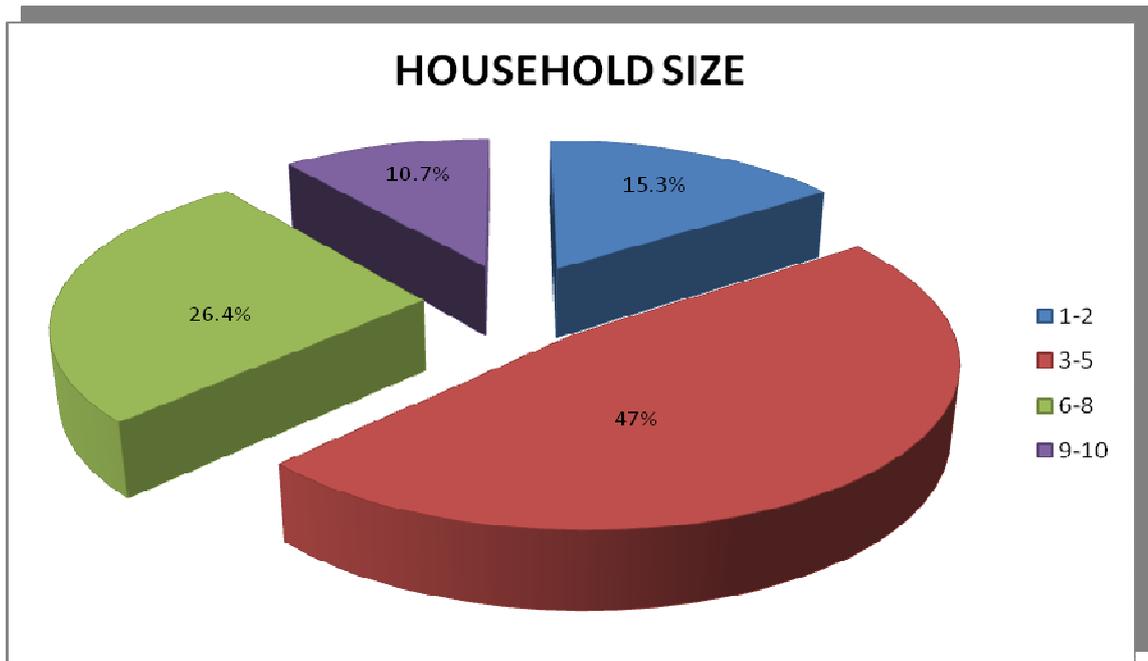
The age groups, clearly the majority of the sample was people in the category above 37 (80%). The following category (15.6%) was people in the 26 to 36 category, and then followed by the 37 to 47 group (23.4%), then the 60 and above group (23.5%) and then lastly the smallest was in the 15 to 25 category (6.5%). Taking the sample as though it were the actual population, one would say the municipality is serving 23.5 population that is about to reach retirement if not

in the retirement stage of life. There is a probability that there is a 6.5% population which also includes house-headed children.



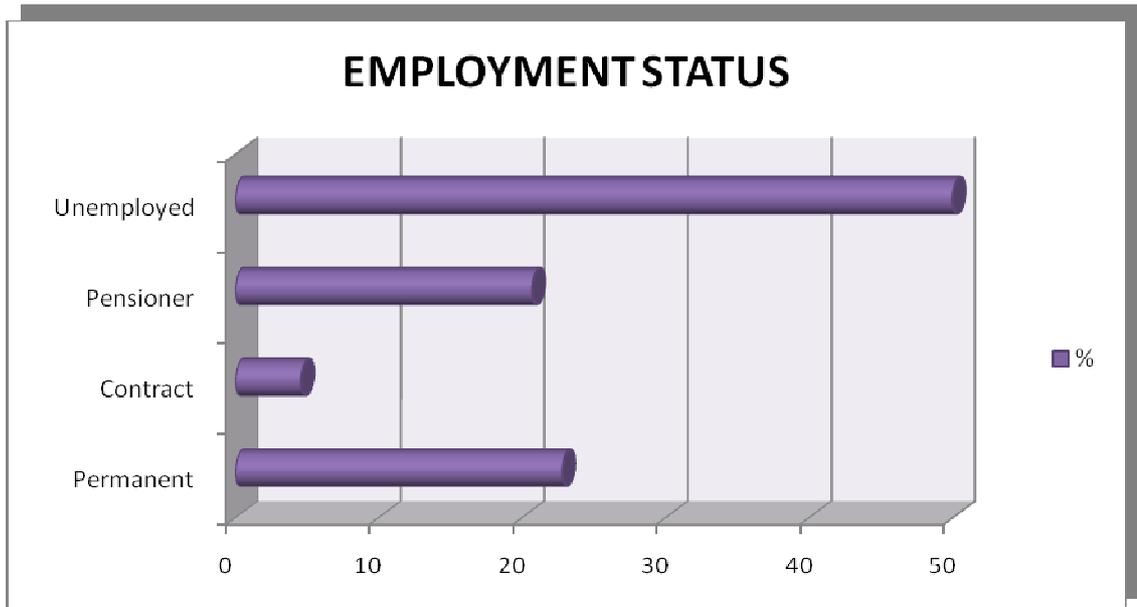
Source: Municipal Survey Report 2010/11

Family size per household varies, clearly the majority of the households in the sample had comprised of family members that were in the 3-5 members category (47%) which is the majority in the category, followed by the 6-8 members category (26.4%), then the 9-10 category (10.7%) and then lastly the smallest being the 1-2 membership (15.3%). The majority of households in the ward which consists of family members above 5 are mainly in the poor areas, especially wards in the township areas.



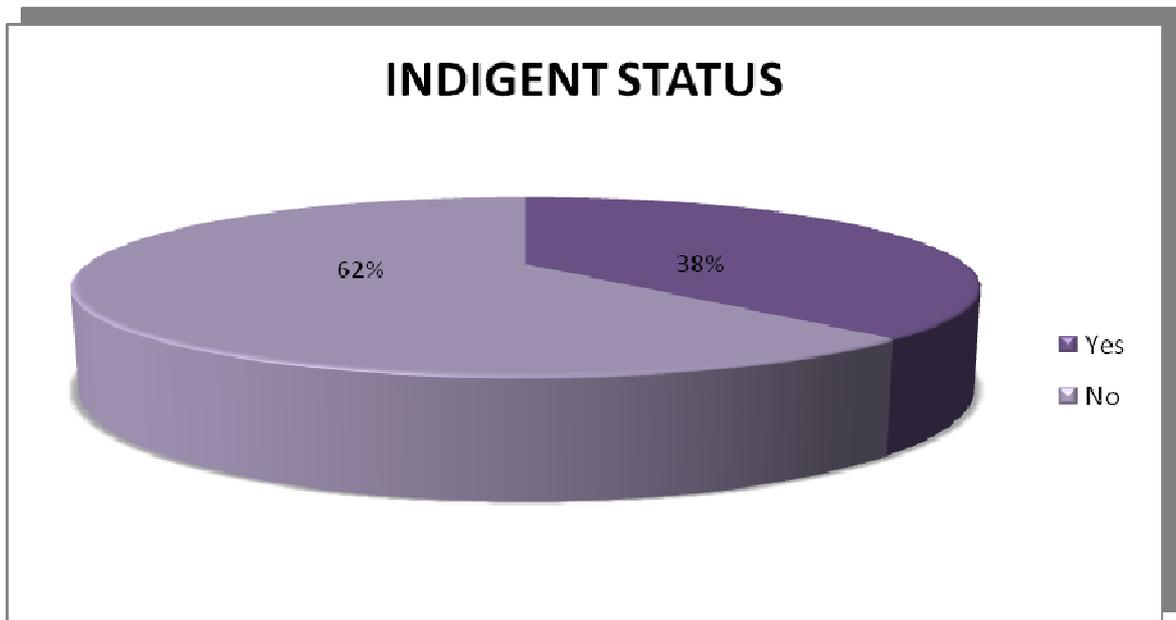
Source: Municipal Survey Report 2010/11

The majority of the sampled households represent a whopping high rate of unemployment in the ward (70% represent both the unemployed as well as pensioners). Less than 30% were income generating families. However the income source would give clear indication of what is happening as far as income generation is concerned. However, the variable income below, reflect that more than 80% of households are earning an income below R3500 per month.



Source: Municipal Survey Report 2010/11

This is an ever escalating and worrying variable, as can be seen on the graph as well as table, 62% of the sample had answered no when asked whether they were indigent or not. Only 38% had answered yes, but what is peculiar about this, when asked if they paid rates, most would indicate that they had filled in a form which precludes them from paying. Perhaps confusion may have stemmed from the actual meaning of the word, and how the research members themselves understood the question.



Source: Municipal Survey Report 2010/11

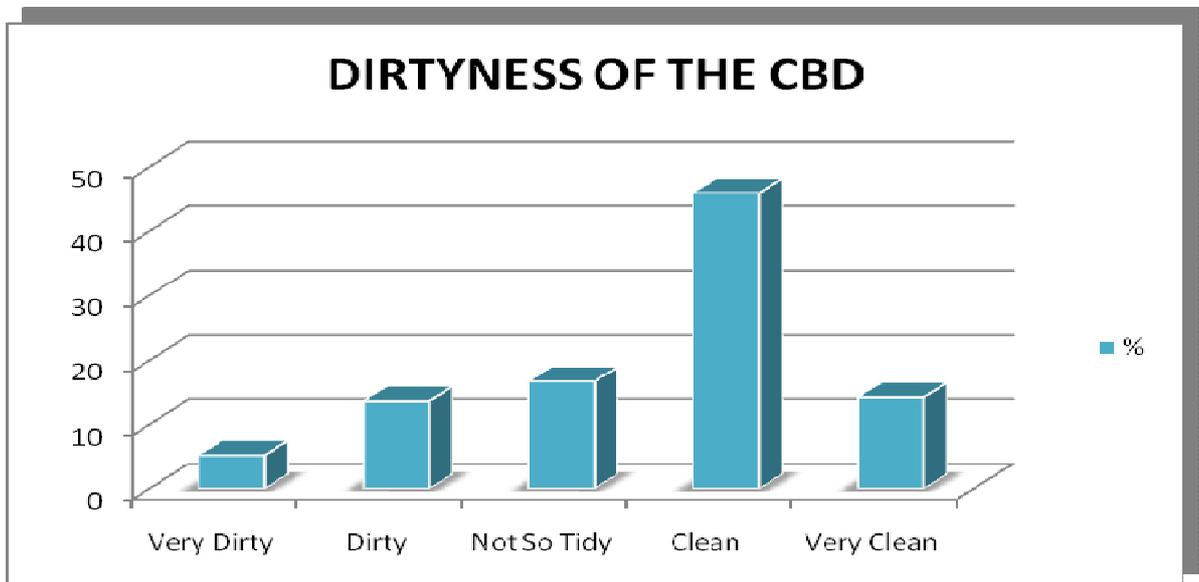
As can be seen in these figures, when asked if the municipality collected refuse in the area 94% of the sample said yes, in one's view the 6% that had responded no was a reactionary response, perhaps indicating a particular attitude towards the municipality as well as the municipal staff that collects refuse, numerous complaints

were reported about the staff's refusal to take rubbish that is dispersed on the road or if the waste bins are located within the yard

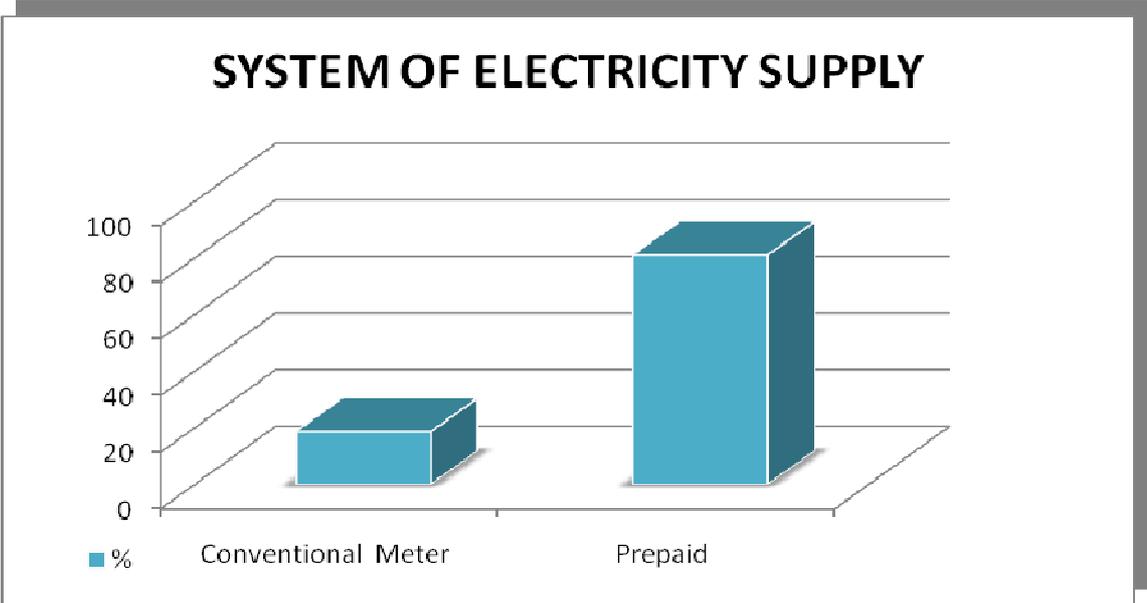


Source: Municipal Survey Report 2010/11

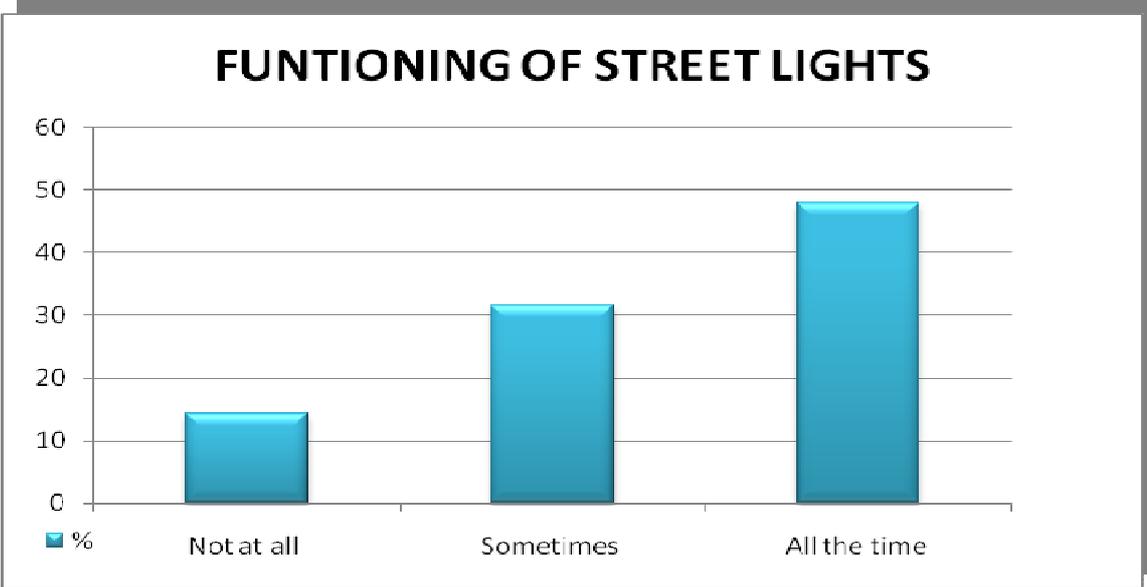
Here the majority of the respondents (60%) had said that the central business district is clean, while less than 20% felt it is tidy. Perhaps these figures are in recognition of the municipality's efforts to collect waste and clean up on the busiest parts of the town. The general feeling, however, was that, depending on where you are focusing in the CBD, some parts were cleaner than the others, while others suffered total neglect, with individuals left to their own discretions in as far as the actual clean up is concerned.



The majority (81%) of the sample said they used prepaid electricity, while only 81.1% use conventional meters.

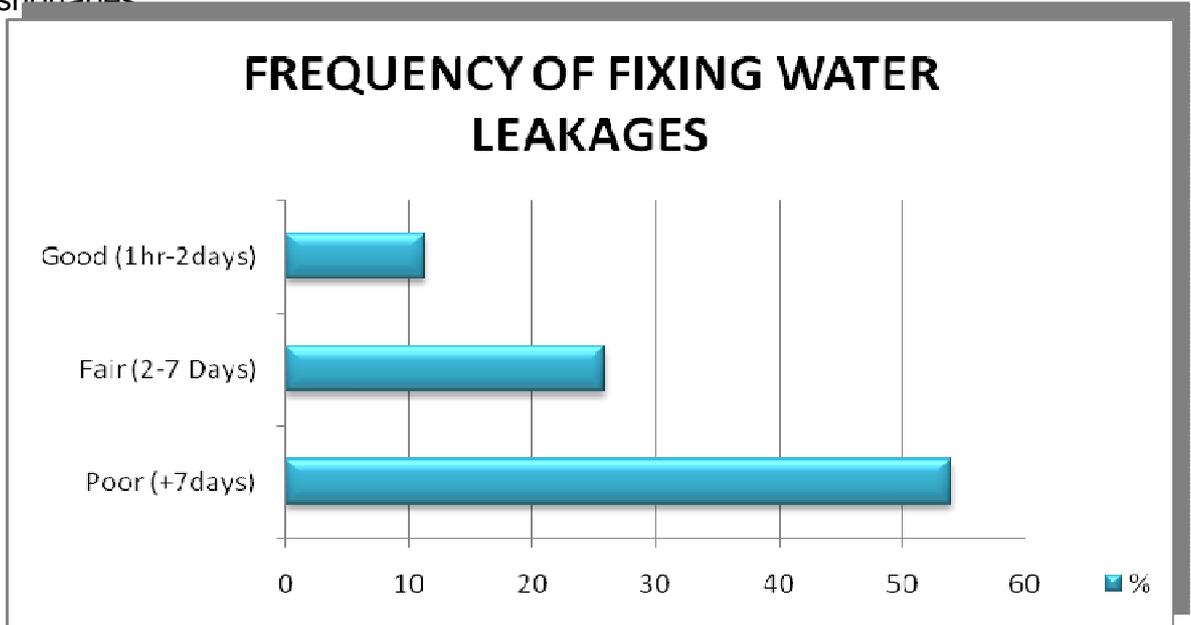


In as far as street lights are concerned, 80% of the sample reported functionality, it must also be noted that on those who may have reported non-functionality (15%) may have been speaking in relation to the street lights next to their homes, rather than the entire community. Perhaps attending to those cases reported as non-functional may reflect a different opinion altogether in future.

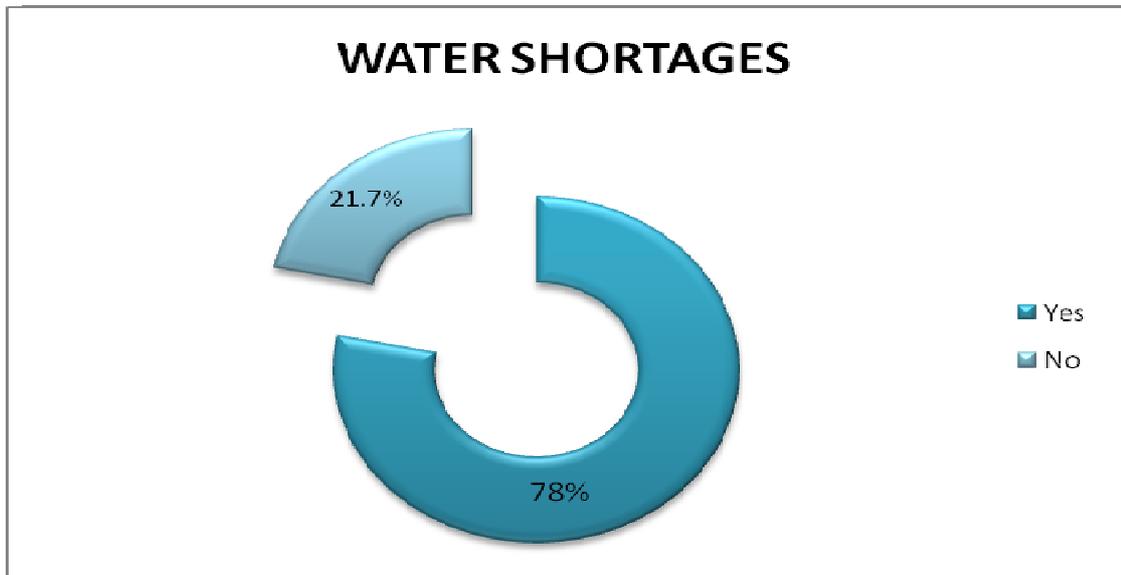


In terms of water pipe leaks, the majority of the households (54%) felt that the services provider was not doing a good job attending to leaks. Some went to the extent of saying that water has been running for months. One would feel that this is a total insult to efforts and messages that encourage people to save water. Leaks say that leaks are reported in time, but it often takes a long period at times before any attention is given to those leaks, at times the services provider comes and acknowledges the problem, but nothing is done to curb the waste of this scarce

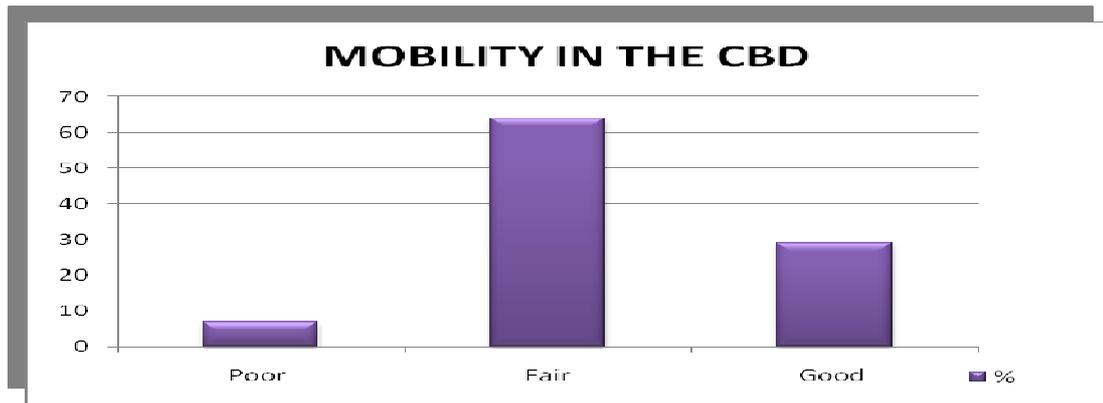
precious resource. 78% of the households said they experience water shortages in the areas on a regular bases, leaks etc., and 18% said they do not experience any water shortages.



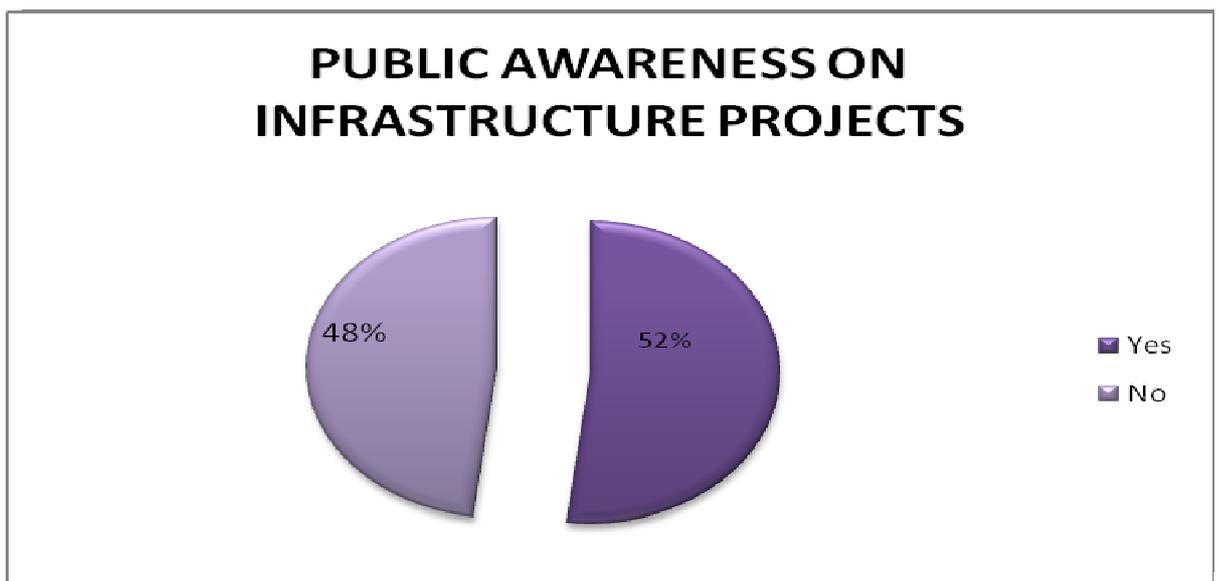
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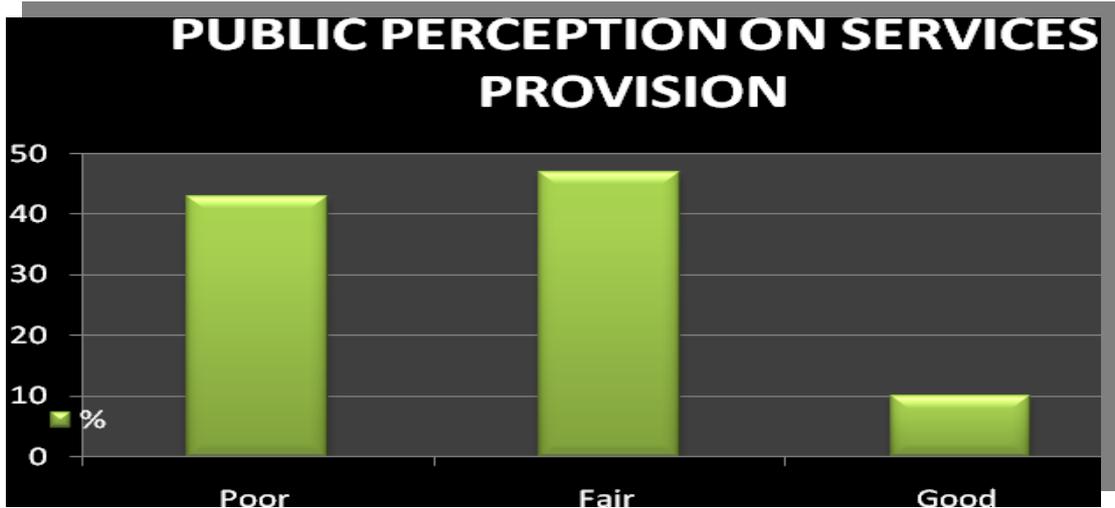


64% of the respondent fair with the CBD road network system, whilst 29% indicated that the CBD road network as good. Whilst and extreme 7% of the population indicated that the CBD road network as poor. The sample was taken prior the implementation of the new traffic road act, which proclaimed the removal of Green Arrows in some parts of our intersections. Below is a graphical representation of the CBD respondents to CBD road networks.

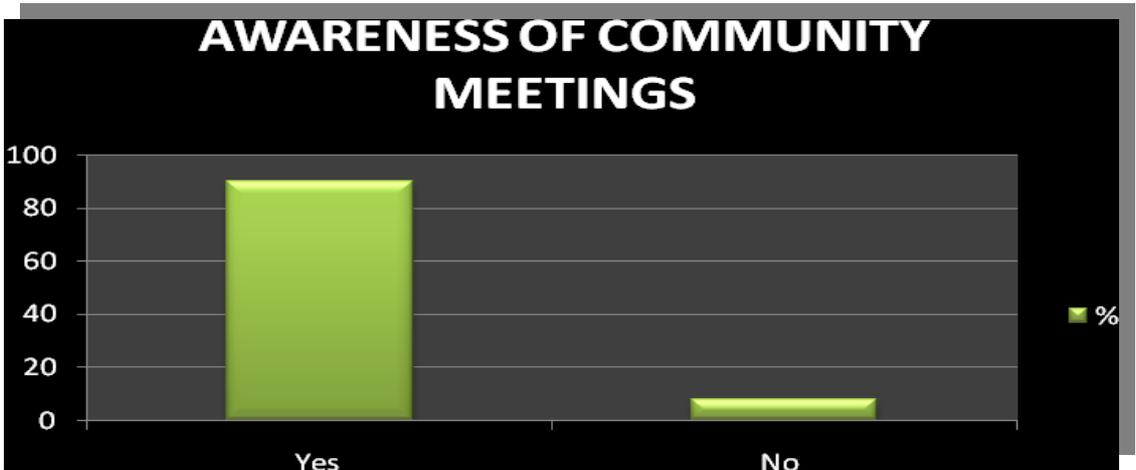


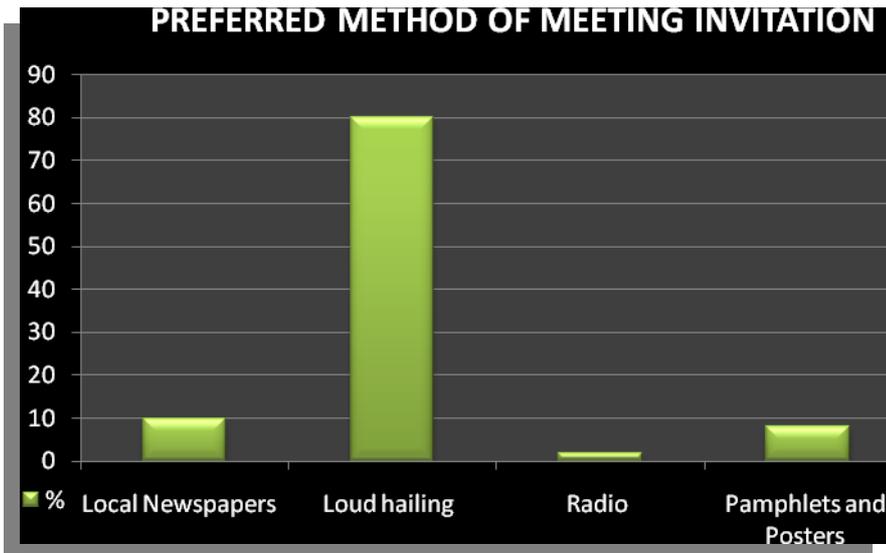
In case of infrastructure development, respondents were requested if are aware of any developments that may have taken place since 2006 in their areas, in the form of roads, bridges, community facilities etc. 52% of the respondents reported having seen developments in the particular area of residents; these were in the form of tar roads 53%, Gravel Roads 29%, Recreational Facilities 8%, Bridges 3%, Community Facilities 6% and electrification 1%. Most of the respondents had positive feelings (66%) towards these developments sighting, amongst others, the convenience travel (roads and bridges), and safe places of play for children (recreational facilities).



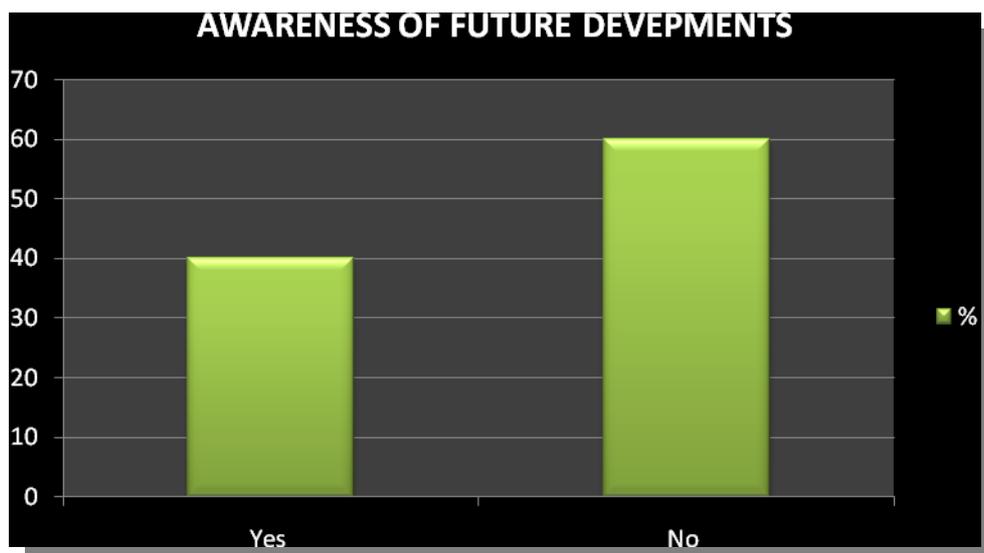


Public participation, 88% of the sample said they had access to information about municipal or community events. Often the information was obtained through loud hailing 80%; while 2% said they learned about events on the radio. In terms of preferred alternatives 65% said they would still prefer loud hailing, 5% said they preferred radio, 6% said they preferred Local Newspapers, posters and Pamphlets. In terms of community meetings, 24% of the sample indicated that the councillor does call community meetings.

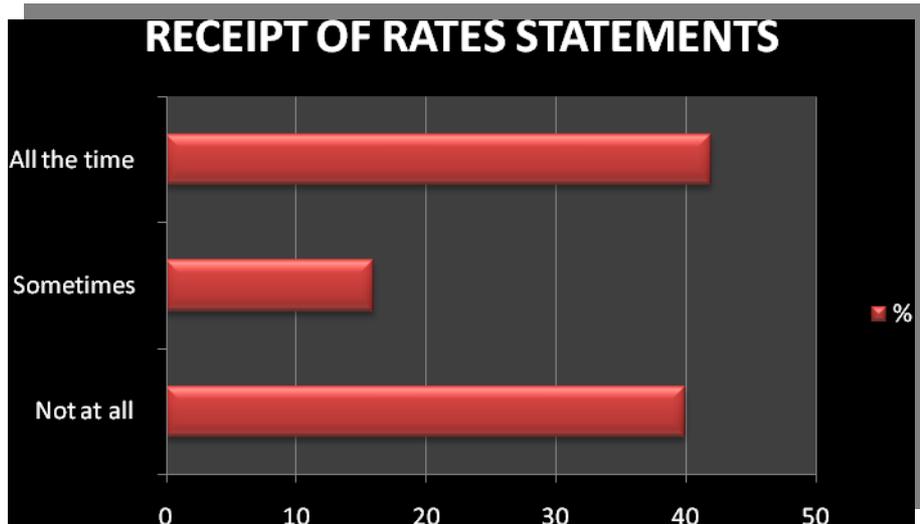




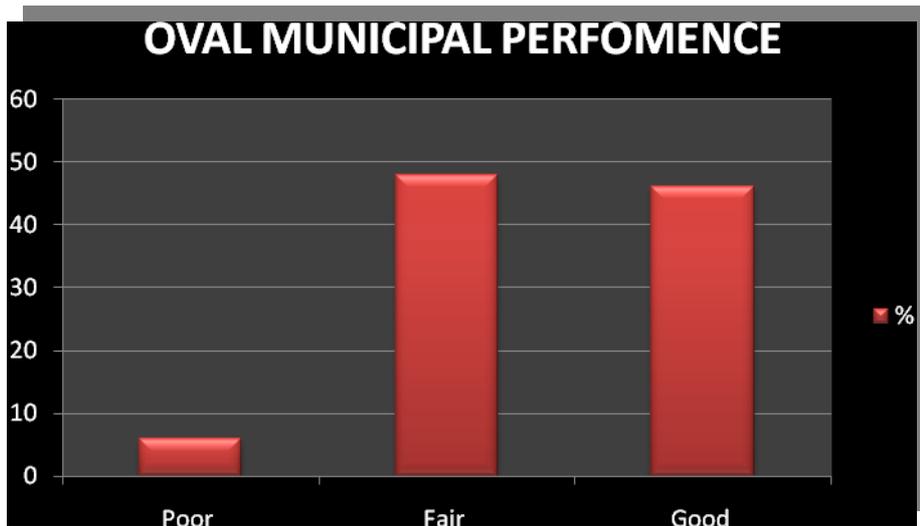
80% of the respondents preferred loud hailing as the communication method informing them about events, whilst the print media came second. The majority of the respondents who prefer loud hailing are urban residents.



60% of the respondents indicated not to be aware of any future development within the Municipality. Whilst 40% indicated knowledge of future development within the Municipality.



58% of households receive their rates accounts in time and regularly, for which 42% receive account all the time and 16% sometimes, whilst 40% do not receive rates accounts at all. The reasons for not receiving rates accounts varies and need further investigation



The Municipal Overall performance is rated at 54%, with 32% of the respondents rating it fair. The rating of 54% is a critical one in the light of the sporadic municipal uprisings currently taking place in the country against service delivery. the indication that at least 2% rate the Municipality excellent is a clear indication that the Municipality is doing well under the circumstances.