

**uMGUNGUNDLOVU**  
UMASIPALA WESIFUNDA  
DISTRICT MUNICIPALITY  
D STRIK MUNISIPALITEIT



# UMGUNGUNDLOVU DISTRICT MUNICIPALITY FIRST REVIEW OF THE FIFTH GENERATION INTEGRATED DEVELOPMENT PLAN

**2023/2024**

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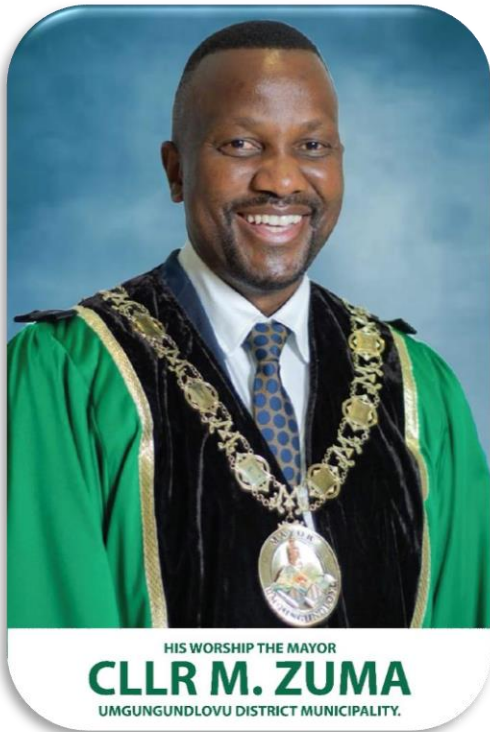
## LIST OF ABBREVIATIONS

|       |   |   |
|-------|---|---|
| BEE   | - | Black Economic Empowerment  |
| B2B   | - | Back to Basics Approach   |
| CBD   | - | Central Business District   |
| CIF   | - | Capital Investment Framework  |
| CoGTA | - | Co-operative Governance and Traditional Affairs                       |
| DAFF  | - | Department of Agriculture, Forestry and Fisheries                     |
| DBSA  | - | Development Bank of South Africa                                      |
| DEA   | - | Department of Environmental Affairs                                   |
| DGDP  | - | District Growth and Development Plan                                  |
| DGDS  | - | District Growth and Development Summit                                |
| DMR   | - | Department of Mineral Resources                                       |
| DOE   | - | Department of Education   |
| DOHS  | - | Department of Human Settlements                                       |
| DOT   | - | Department of Transport   |
| DWS   | - | Department of Water and Sanitation                                    |
| ECD   | - | Early Childhood Development   |
| EDTEA | - | Department of Economic Development, Tourism and Environmental Affairs |
| EIA   | - | Environmental Impact Assessment                                       |
| EMF   | - | Environmental Management Framework                                    |
| EPWP  | - | Expanded Public Works Programme                                       |
| EXCO  | - | Executive Committee   |
| GIS   | - | Geographical Information Systems                                      |
| ICT   | - | Information Communication Technology                                  |
| IDP   | - | Integrated Development Plan   |
| IWMP  | - | Integrated Waste Management Plan                                      |
| KPA   | - | Key Performance Area  |
| KPI   | - | Key Performance Indicator   |

|        |   |  |
|--------|---|--|
| LED    | - | Local Economic Development                         |
| MANCO  | - | Management Committee                               |
| MEC    | - | Member of the Executive Council (CoGTA)            |
| MFMA   | - | Municipal Finance Management Act No 56 of 2003     |
| MIG    | - | Municipal Infrastructure Grant                     |
| MSA    | - | Municipal Systems Act No 32 of 2000                |
| MSA    | - | Municipal Structures Act No.                       |
| MTEF   | - | Medium-Term Expenditure Framework                  |
| MTSF   | - | Medium- Term Strategic Framework                   |
| MWIG   | - | Municipal Water Infrastructure Grant               |
| NDP    | - | National Development Plan                          |
| NSDP   | - | National Spatial Development Perspective           |
| OVC    | - | Orphaned and Vulnerable Children                   |
| PGDS   | - | Provincial Growth and Development Strategy         |
| PMS    | - | Performance Management Systems                     |
| PMU    | - | Project Management Unit                            |
| PPP    | - | Public-Private Partnership                         |
| PSEDS  | - | Provincial Spatial Economic Development Strategy   |
| SDF    | - | Spatial Development Framework                      |
| SDG    | - | Sustainable Development Goals                      |
| SDBIP  | - | Service Delivery and Budget Implementation Plan    |
| SMME   | - | Small, Medium and Micro Enterprise                 |
| SONA   | - | State of the Nation Address                        |
| SPLUMA | - | Spatial Planning and Land-Use Management Act, 2016 |
| TA     | - | Tribal Authority                                   |
| TBC    | - | To Be Confirmed                                    |
| VTC    | - | Voluntary Testing and Counselling                  |
| WSB    | - | Water Services Backlog                             |
| WSDP   | - | Water Services Development Plan                    |



## MAYOR'S FOREWORD



We as the newly elected leadership of uMgungundlovu District Municipality, have made commitments to ensure that services are provided consistently without fail. Amongst these commitments are the issues that relate to powers and functions of the District Municipality. The very first commitment relates to our core function which is provision of water and sanitation services to our people.

The biggest challenge we face regarding this responsibility, is the amount of water that is unaccounted, for which gets lost due to ageing infrastructure as well as illegal connections. Our focus as this Council is to get to a point where we can quantify where the ageing infrastructure is profound, for us to be able to cost the replacement and refurbishment of such infrastructure. It will also tell us how much it will cost to do the remainder of the work in asbestos pipe replacement. The objective is that all households should at least have elementary access to water through standpipes that are within 200m to 500m radius.

We have a backlog of 26 000 households on elementary access to sanitation, and we are working towards eliminating that. We plan to eliminate all self-made pit toilets with unreliable infrastructure. All households who cannot afford water-borne sanitation, should have access

to VIP toilets as standardised by the Department of Water and Sanitation. It is our intention to ensure that Wastewater Treatment Plants in all economic nodes in each Local Municipality, are built in order to attract investors and businesses.

The Disaster Management Centre is an urgent matter. This administration needs to capture that as an urgent task that needs to be done within the next five years. Decentralised fire services also need to be adequately resourced in order to be effective and efficient in undertaking their responsibilities.

We are making sure that part of our budgeting does consider social and economic development. Our thinking is driven by our understanding that socio-economic development is our responsibility as a district. uMgungundlovu Economic Development Agency (UMEDA) has to be accountable to drive economic development and create jobs. Attracting more businesses will counter having to worry about indigent because when more people have jobs, more people will pay for services received.

One of our major tasks is revenue enhancement. If we are not doing enough to collect, that will affect our financial viability, and subsequently our ability to deliver services. It is on that basis that we encourage people who receive our services and are able to pay, to come forward and do so. We should also be realistic when it comes to tariffs. We should be able to present a cost reflective tariff in order to at least recoup costs of providing services, not only the cost of buying water, but all other related costs that are accrued, for us to be able to further provide services and maintain infrastructure.

## MUNICIPAL MANAGERS MESSAGE



**ACTING MM: DR EX MUTHWA**

The South African Constitution is underpinned by principles of good governance, also highlighting the importance of public participation as an essential element of successful good local governance. Section 152 of the Constitution of the Republic of South Africa, 1996 confirms a number of citizen rights and more specifically, the rights of communities to be involved in local governance. The principle behind public participation is that all the stakeholders affected by the Council decision or actions have a right to be consulted and contribute to such a decision.

Since its inception, the Integrated Development Plan [IDP] has been a dynamic document that redressed and addressed our diversity and socio-economic impurities and inequalities. This document acts as a tool to mobilize our communities to actively engage in planning what the local government needs to do for a specific year, emphasize their needs according to a priority list and to ensure that the budget of that financial year is geared to achieving their goals. This entails that the IDP should be reviewed every year to give effect to the ever-changing challenges that faces our people. The IDP, being the principal planning document of our municipality, ensures that officials are committed to act on behalf of the

communities they serve and uphold service delivery levels.

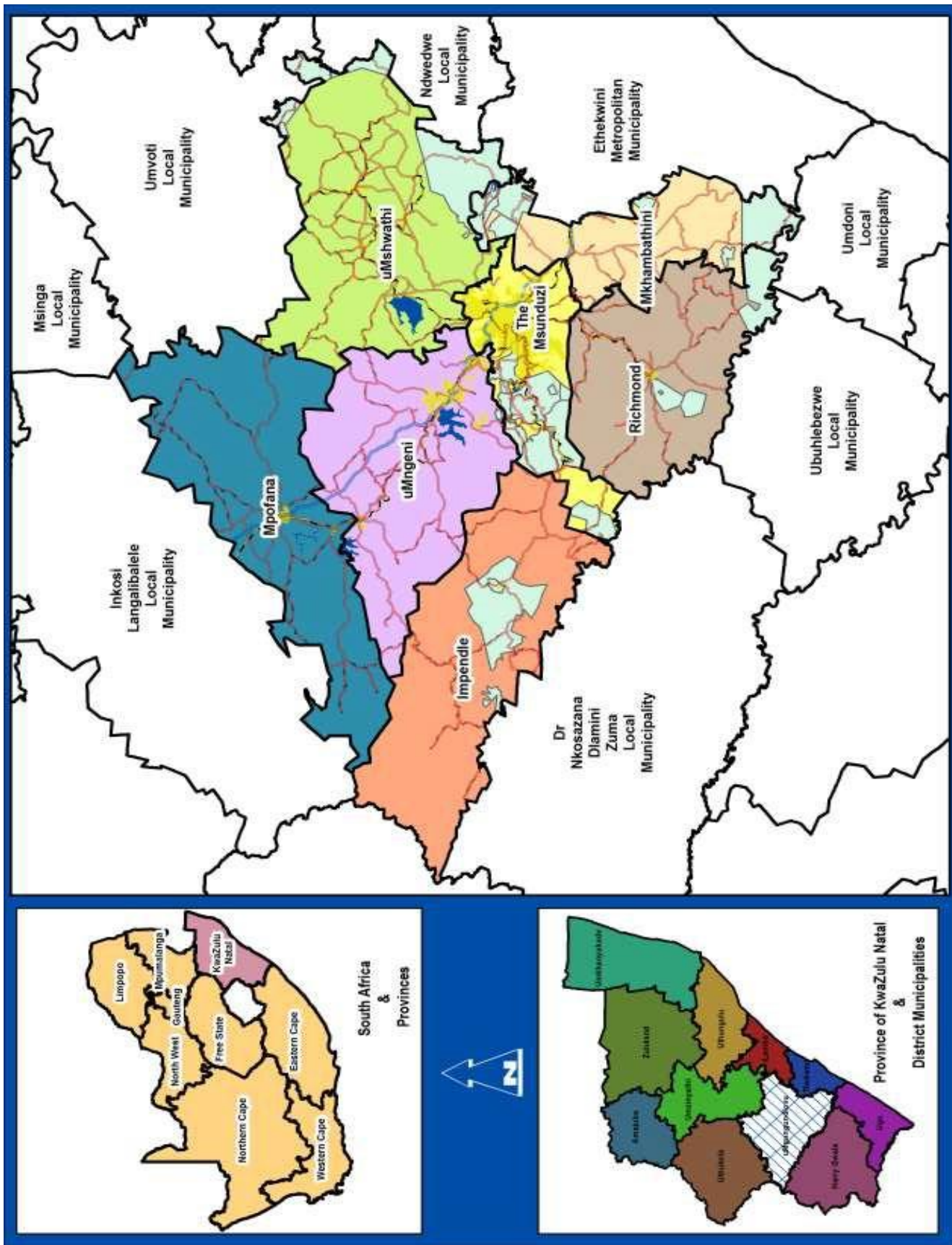
The Municipal Systems Act (MSA) states that “municipality must collect all money that is due and payable to it, subject to this Act and any other applicable legislation; and for this purpose, must adopt, maintain and implement a credit control and debt collection policy which is consistent with its rates and tariff policies and complies with the provisions of this Act”. The municipality has reviewed the Revenue Standard Operating Manual for the purpose of successfully implementation of the Revenue Division legislated functions (Municipal Finance Management Act, Municipal Systems Act, Related regulations, and By-laws), policies, and relevant strategies. This is also aimed at maximisation of financial recovery and revenue enhancement strategy the municipality is currently embarking on.

To strengthen and streamline the municipality and its operations to enable the institution to expand service delivery to the residents the following interventions and actions will be prioritized in the year ahead:

- Addressing irregular, fruitless and wasteful expenditure and improving the audit opinion by the Audit-General and introducing corrective measures towards obtaining a clean audit.
- Promoting financial discipline and management.
- Vigorously instilling a culture of performance within the institution.
- Making the vision and mission of the municipality our motto to provide a strategic thrust for the Municipality’s long term development planning.
- Sourcing available national and international funding to augment key service delivery projects and replace aging and poor infrastructure

Management of uMgungundlovu District Municipality in its entirety, re-affirms Council’s commitment in delivering services and creating an enabling environment towards prosperity and a better quality of life for all the residents of our District.

## uMgungundlovu District Municipality Locality Map



## CHAPTER A: EXECUTIVE SUMMARY

A concise overview of the municipality, its current situation, key challenges and opportunities, as well as the priority strategies of the municipality to improve its situation over the five-year term of the IDP, indicating the most critical targets to be achieved.

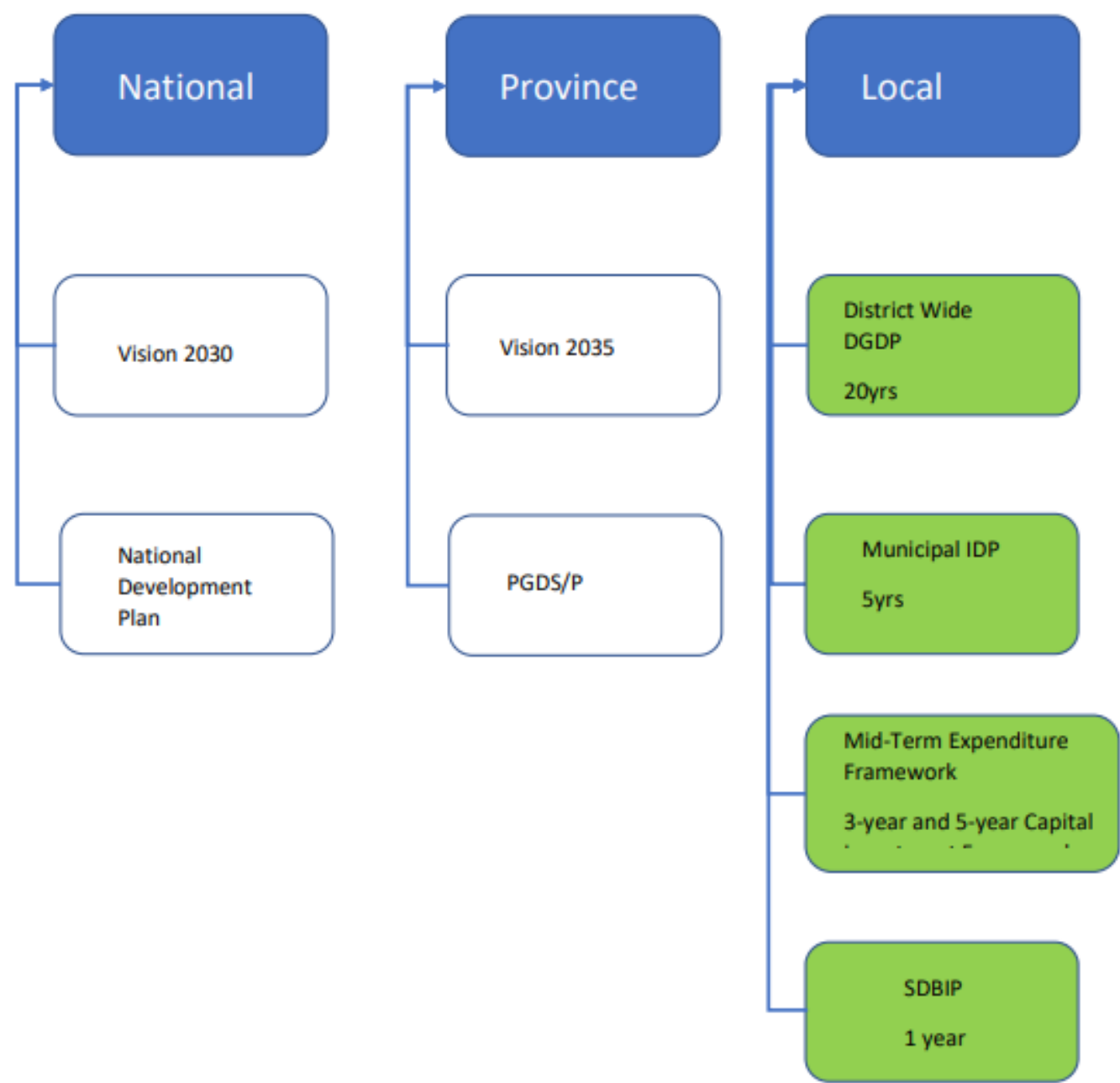
The 2022/2023- 2026/2027 IDP takes the form of looking at the “**changing circumstances**”, the “**strategic thrust**” of the IDP and improves on the **implementable\_IDP**. There is an emphasis on the **alignment between the MDGs-NDP-PGDS/P-DGDP-IDP-WBP/CBP**. As it is known that the IDP’s lifespan is linked to that of the term of Council, which is five years. Therefore, this IDP takes a look at the following parameters as the “changing circumstances” and a “strategic thrust” of the IDP:

- Outcomes-based and alignment: where the IDP aligns with the 14 Outcomes as coming from the National Development Plan and the New Medium Term Strategic Framework (s) of Government.
- National priorities-SoNA and SoPA and SoDA: where the IDP aligns with the National and Provincial priorities.
- Public participation as a citizen centric municipality
- A strong focus on service delivery-hence the Service Delivery Plan-containing the catalytic projects that can impact change significant to the entire District
- 7 Goals of the PGDP now localized in the DGDP-
- The Provincial Spatial Development Framework
- SIPs

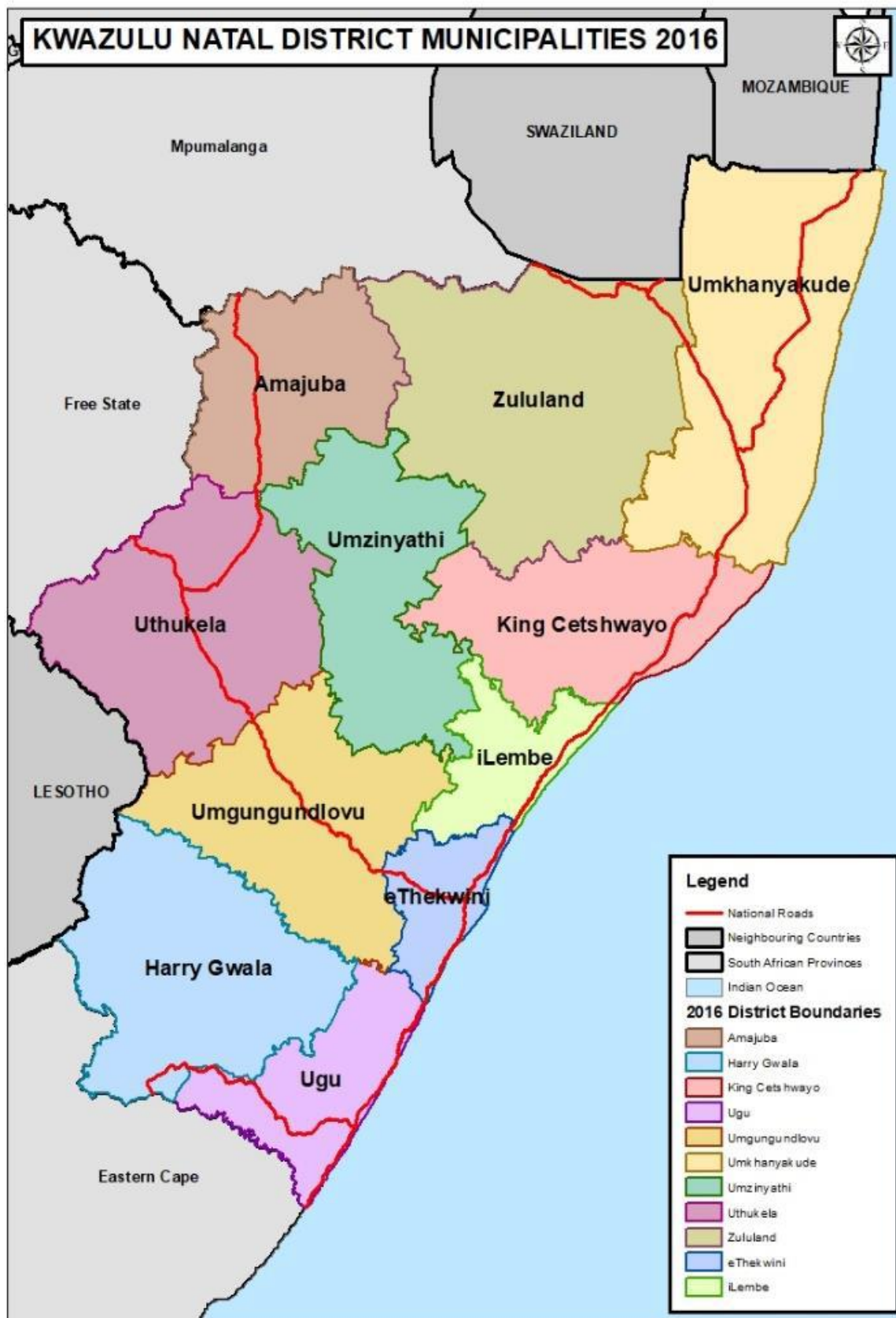
Also, the IDP observes and responds to the international imperatives being the:

- Sustainable Development Goals (SDGs)
- CoPs on Climate Change and
- other Environmental Treaties like Local Agenda 21, Brundtland Report of Sustainable Development, World Summit on Sustainable Development-however, these are integrated and localized in the District’s Programmes and sector plans like the Strategic Environmental Assessment Report
- Good Governance like King Reports, Mo Ibrahim’s principles and others
- Continentally: NEPAD, SADC-where the Province of KwaZulu-Natal has positioned itself as the ‘gateway’ to Africa

The diagram below depicts the alignment across the spheres of Government











## WHO ARE WE?

uMgungundlovu District Municipality is bordered by: The Ilembe District Municipality to the east; the Umzinyathi District Municipality to the north-east; the eThekweni Metropolitan Municipality to the south-east; the Harry Gwala District Municipality to the south-west; and both the Okhahlamba-Drakensberg World Heritage Site and the Uthukela District to the north.

The District consists of seven Local Municipalities, namely: Msunduzi; Impendle; Umshwathi; Mkhambathini; Mpofana; Umngeni; and the Richmond Local Municipality.

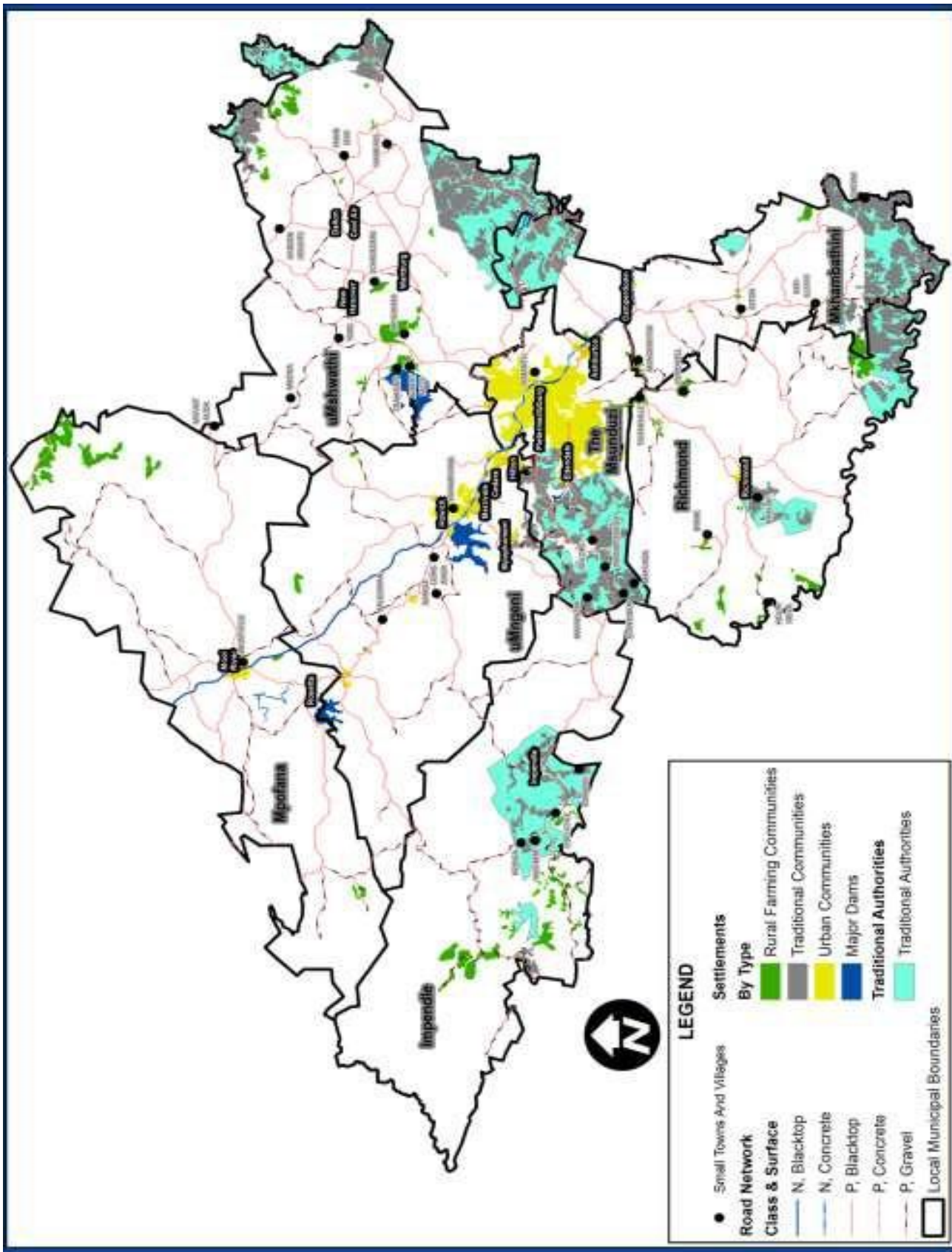
UMgungundlovu District Municipality is a Category C Municipality, with its seat in Pietermaritzburg. Its area of jurisdiction covers seven local municipalities.

The District covers about 9514.594 square kilometers, it has a population of 1,017,763 (one million, 17 thousand, seven hundred and sixty-three) according to Census 2011. The District constitutes about 10% of the Province of KwaZulu-Natal and it is number two in size after eThekweni Metro. UMgungundlovu is surrounded by these municipalities: eThekweni to the southeast (Durban), iLembe to the east (DC29), Harry Gwala to the southwest (DC43), UGu to the south (DC21), UMzinyathi to the north (DC24) and UThukela to the northwest (DC23). Languages spoken: isiZulu, English, Afrikaans and other.

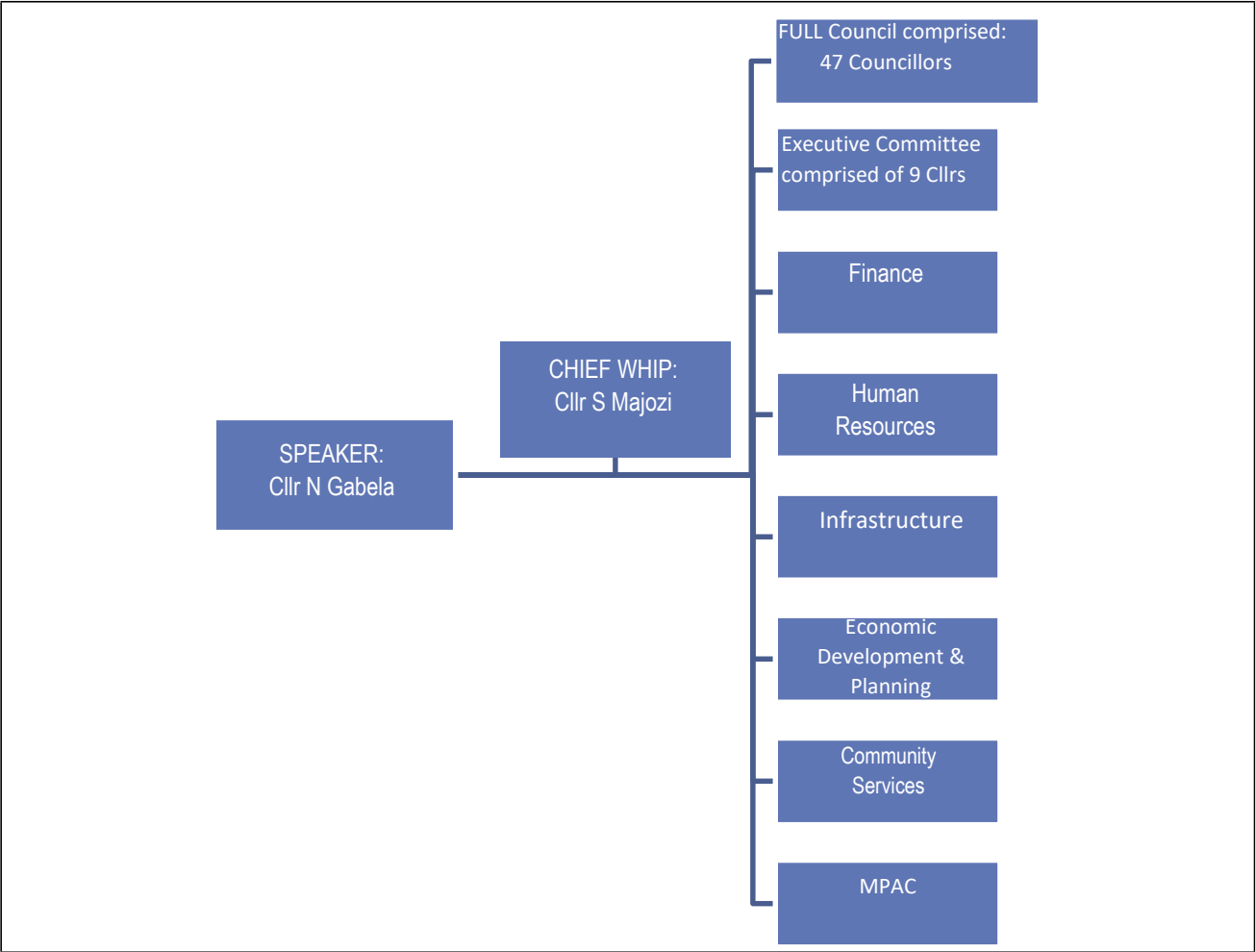
|   |   |   |
|---|---|---|
|  | <p><b>KZ221 UMSHWATHI MUNICIPALITY:</b> in square kilometres uMshwathi Municipality is the largest of the six Local Municipalities in the District with major urban centres in New Hanover, Wartburg, Dalton and Cool Air. Substantial rural residential settlements are to be found at Swayimane, Mpolweni, Thokozani and Ozwathini.</p> |  |
|  | <p><b>KZ222 UMNGENI MUNICIPALITY:</b> incorporates Howick and Hilton and is ideally situated on the N3 development corridor. Significant manufacturing and industry is already established in the municipal area, with further developments in the pipeline.</p>  |  |

|   |   |   |
|---|---|---|
|    | <p><b>KZ223 MPOFANA MUNICIPALITY:</b> Agriculture and textiles form the backbone of economic development in the Mpozana municipal area. Dairy farming is one of the drivers in the agricultural sectors followed by crops such as maize, potatoes, beans and peas. Some of the most well know stud farms are located</p>  |    |
|    | <p><b>KZ224 IMPENDLE MUNICIPALITY:</b> In Impendle, the World Heritage Site and the Drakensberg-Ukhahlamba Mountain Park accentuates the immense potential in the area for tourism, community based craft endeavours and micro enterprises. An abundance of water allows for a mixed agricultural economy, while the cold winters indicate opportunities for a deciduous fruit industry</p> |    |
|   | <p><b>KZ225 MSUNDUZI MUNICIPALITY:</b> Situated in Msunduzi, Pietermaritzburg, is not only the District's primary urban centre and seat of the uMgungundlovu District Municipality's administration, but is the thriving, modern capital of KwaZulu-Natal. The city is a dynamic commercial and industrial centre and is also recognized as a seat of academic excellence.</p>              |   |
|  | <p><b>KZ226 MKHAMBATHINI MUNICIPALITY:</b> Significantly located on the N3 corridor. The municipality has a potential to grow through a diversified economy and on bridging the rural-urban divide.</p>   |  |
|  | <p><b>KZ227 RICHMOND MUNICIPALITY:</b> Has potential with a diversified economy in agriculture, tourism as it's endowed with rich natural resources. Opportunities in manufacturing; timber and agro-processing.</p>  |  |





POLITICAL STRUCTURE



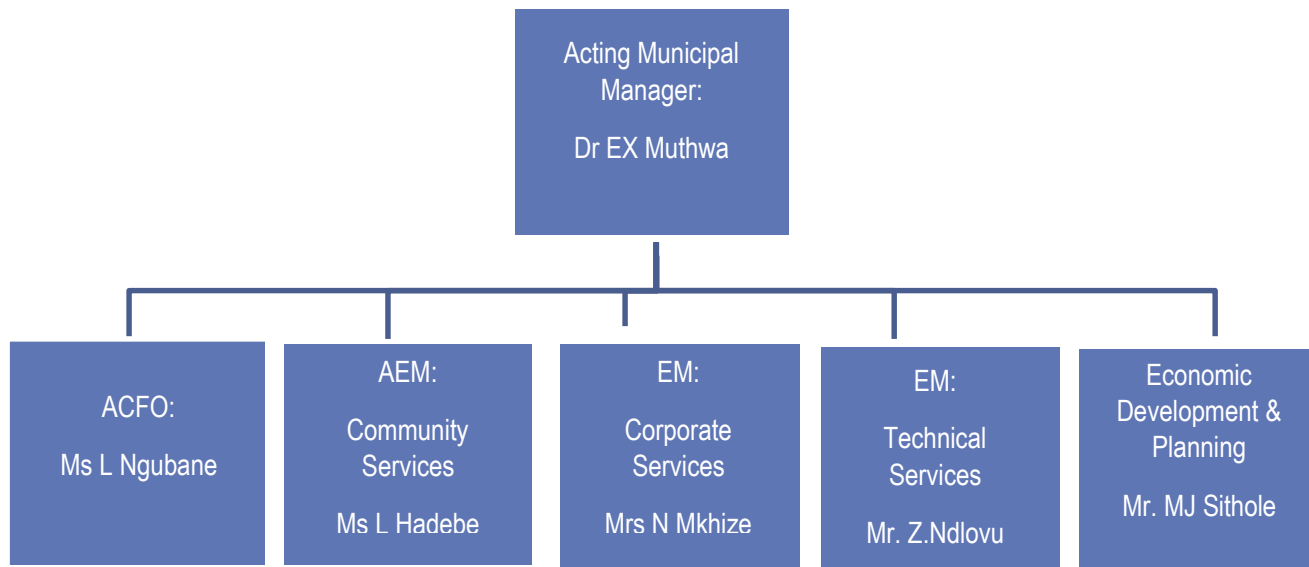
The Full Council was established in terms of the Municipal Structures Act, the Honourable Speaker, supported by the Executive Committee chaired by the Honourable Mayor, leads 117 of 1998. There are five Portfolio Committees, chaired by an EXCO member and they have their terms of reference and are responsible for a Municipal Key Performance Area (KPA).



## PORTFOLIO COMMITTEES WITH AMAKHOSI

| Finance                         | Human Resources & Sound Governance    | Community Services                | Infrastructure                     | Economic Development and Planning  | Municipal Public Accounts Committee | Executive Committee             |
|---------------------------------|---------------------------------------|-----------------------------------|------------------------------------|------------------------------------|-------------------------------------|---------------------------------|
| <b>Cllr M Zuma: Chairperson</b> | <b>Cllr MS Mthethwa : Chairperson</b> | <b>Cllr SP Zungu: Chairperson</b> | <b>Cllr AS Mabaso: Chairperson</b> | <b>Cllr DS Mkhize: Chairperson</b> | <b>Cllr EM Dladla: Chairperson</b>  | <b>Cllr M Zuma: Chairperson</b> |
| RS Sokhela                      | Cllr T Dlamini                        | Cllr S Ngidi                      | Cllr V Maphumulo                   | Cllr B Zuma                        | Cllr G Dladla                       | Cllr AS Mabaso (Deputy Mayor)   |
| Cllr K Msomi                    | Cllr NB Ahmed                         | Cllr VM Phungula                  | Cllr T Dlamini                     | Cllr M Mshengu                     | Cllr LW Wynne Mkhize                | Cllr SP Zungu                   |
| Cllr NJ Zungu                   | Cllr SA Mkhize                        | Cllr ZW Dlamini                   | Cllr RS Sokhela                    | Cllr NB Ahmed                      | Cllr M Ngcongo                      | Cllr MS Mthethwa                |
| Cllr VM Phungula                | Cllr N Zungu                          | Cllr GN Dlamini                   | Cllr N Khanyile                    | Cllr N Cebekhulu                   | Cllr GS Mncwango                    | Cllr TC Madondo                 |
| Cllr HM Lake                    | Cllr NE Ndlovu                        | Cllr Z Ngubo                      | Cllr TA Hlatshwayo                 | Cllr N Ndlovu                      | Cllr C Van der Byl                  | Cllr LE Pienaar                 |
| Cllr TC Madondo                 | Cllr N Phungula                       | Cllr SD Chonco                    | Cllr S Zondi                       | Cllr S Zondi                       | Cllr B Mkhize                       | Cllr DM Msomi                   |
| Cllr LE Pienaar                 | Cllr N Maphanga                       | Cllr N Zondi                      | Cllr MA Ngubane                    | Cllr N Zondi                       | Cllr N Mncwabe                      | Cllr DS Mkhize                  |
| Cllr DM Msomi                   | Cllr MS Branches                      | Cllr N Mtshwara                   | Cllr S Mbutho                      | Cllr N Mtshwara                    | Cllr                                | Cllr HM Lake                    |
| Inkosi BG Gwamanda              |                                       | ibambabukkosi MZ Zondi            | Inkosi BG Gwamanda                 | Inkosi P.Majozi                    |                                     | Cllr SR Majozi (Chief Whip)     |
|                                 |                                       |                                   |                                    |                                    |                                     | Inkosi P Majozi                 |

## ADMINISTRATIVE STRUCTURE



## LEGISLATIVE MANDATES

1. Constitution of the Republic of South Africa (Act No. 108 of 1996)
2. Municipal Structures Act (Act No. 117 of 1998)
3. Municipal Systems Act (Act No. 32 of 2000)
4. Municipal Finance Management Act (Act No. 56 of 2004)
5. Water Services Act (Act No. 108 of 1997)
6. National Water Act (Act No. 39 of 1998)
7. Basic Conditions of Employment Act (Act No 137 of 1993)
8. Intergovernmental Framework Act (Act No. 13 of 2005)
9. Local Government: Municipal Planning and Performance Management Regulations
10. Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to the Municipal Manager
11. Municipal Supply Chain Management Regulations
12. Municipal Budgeting and Reporting Regulations

## **PORTFOLIO OF SERVICES**

### **1. Community Services**

- Sports and culture promotion
- Firefighting services
- Disaster management
- Environmental health and management
- Housing support
- Building regulations
- Poverty alleviation
- Crime prevention (prevention of abuse against women and children)

### **2. Technical Services**

- Municipal Roads
- Water services
- Solid waste disposal
- Cemeteries and Crematoria
- Electricity Supply
- Stormwater Management
- Passenger Transport Services
- Markets
- Air Transport

### **3. Corporate Services**

- Responsible for the development of appropriate policy systems and procedures relating to:
  - a. the recruitment, selection and appointment of persons as staff members;
  - b. service conditions of staff;
  - c. the supervision and management of staff;
  - d. the monitoring, measuring and evaluating of performance of staff;
  - e. the promotion and demotion of staff;
  - f. the transfer of staff;
  - g. grievance procedures;
  - h. disciplinary procedures;
  - i. the investigation of allegations of misconduct and complaints against staff;
  - j. the dismissal and retrenchment of staff; and
  - k. any other matter prescribed by regulation in terms of section 72 of the Local Government: Municipal Systems Act;
  - l. Job Evaluation and grading system;
- on the development and improvement of the organisation of the Municipality and its human resource capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way in line with the provisions of the Skills Development Act, The South African Qualifications Act and the Adult Basic Education and Training Act;
- Consider all matters relating to annual pay review and related matters requiring a mandate for negotiation purposes.

#### **4. Financial Services**

- To consider any matters relating to the financial affairs of the Council and in addition shall examine any other financial matters referred to it by EXCO.
- Provide assistance to the Executive Committee in fulfilling its responsibilities relating to corporate accounting reporting practices of uMgungundlovu District Municipality as well as including the quality and integrity of the financial report of uMgungundlovu District Municipality
- To review the Annual Financial Statements as well as their compliance with Generally Recognised Municipal Accounting Practice (GRAP) for Local Government.
- Consider applicable National and Provincial Legislation as well as Proclamations relating to the affairs of District Municipality.

#### **5. Economic Development Planning**

Promotion of Local Tourism  
Municipal airports and abattoirs  
Fresh Produce Markets  
Town and Rural planning  
Economic Development

The district has established its entity on Economic Development / the Economic Development Agency known as the uMgungundlovu Development Agency (UMEDA). As a growing institution the District Municipality will gradually develop towards the rendering of the above- mentioned services not yet rendered. In this way, the Economic Development Agency will also be one of the “special purpose vehicles” towards the implementation of the services not yet rendered. The following information presents the allocation of the above-mentioned services to internal Departments as contained in the Organizational Structure. Since the New Council, the Organizational Structure has been reviewed and its top structure is presented in the IDP.

## FUNCTIONS ASSIGNED TO INTERNAL DEPARTMENTS

| NO.  | FUNCTIONS  |
|--|--|
| <b>1. OFFICE OF THE MUNICIPAL MANAGER</b>  |  |
| 1.1  | Water Service Authority  |
| 1.2  | Internal Audit   |
| 1.3  | Mayoral support via the Mayor's Parlour (incl. OSS and Special Programmes) |
| 1.4  | Integrated Development Planning  |
| 1.5  | Performance management & Strategic Planning                                |
| 1.6  | Inter-Governmental Relations (IGR) and Public Participation                |
| 1.7  | Communications   |
| 1.8  | Information and Communications Technology                                  |
| 1.9  | Research and Development   |
| 1.10                                       | Risk Management and Compliance   |
| 1.11                                       | Legal Services   |
| <b>2. DEPARTMENT OF TECHNICAL SERVICES</b> |  |
| 2.1  | Infrastructure Planning and Development                                    |
| 2.2  | Water and Sanitation Provision   |
| 2.3  | Solid Waste Management and Cemeteries and Crematoria                       |
| 2.4  | Municipal Infrastructure Grant (MIG) Funding                               |
| 2.5  | Technical Support  |
| 2.6  | Infrastructure Operations and Maintenance                                  |
| 2.7  | Mkhambathini Water and Sanitation  |
| 2.8  | Richmond Water and Sanitation  |
| 2.9  | Mpofana Water and Sanitation   |
| 2.10                                       | uMshwathi Water and Sanitation   |
| 2.11                                       | uMngeni Water and Sanitation   |
| 2.12                                       | Impendle Water and Sanitation  |



|  |   |
|--|---|
| <b>3. DEPARTMENT OF COMMUNITY SERVICES</b> |   |
| 3.1  | <p>Economic Development and Tourism</p> <ul style="list-style-type: none"> <li>I. Local Economic Development</li> <li>II. Tourism Development</li> <li>III. Rural Development and Heritage</li> </ul>       |
| 3.2  | <p>Emergency Services</p> <ul style="list-style-type: none"> <li>I. Disaster Management Services</li> <li>II. Fire and Emergency Services</li> </ul>  |
| 3.3  | <p>Social Development Services</p> <ul style="list-style-type: none"> <li>I. Environmental Services</li> <li>II. Youth Development</li> <li>III. Project Coordination</li> <li>IV. Call Centre</li> </ul>   |
| 3.4  | <p>Development Planning</p> <ul style="list-style-type: none"> <li>I. Development Planning</li> <li>II. Environmental Management</li> <li>III. Geographic Information System (GIS) Services</li> </ul>      |
| <b>4. DEPARTMENT OF FINANCIAL SERVICES</b> |   |
| 4.1  | Budgeting and Reporting   |
| 4.2  | Expenditure Control   |
| 4.3  | Income Control  |
| 4.4  | Supply Chain Management   |
| <b>5. DEPARTMENT OF CORPORATE SERVICES</b> |   |
| 5.1  | Human Resource Management (Employee Assistance / EAP, Skills Development, Staff Recruitment & Selection)  |
| 5.2  | <p>Administration and Sound Governance</p> <ul style="list-style-type: none"> <li>I. Secretariat</li> <li>II. Records Management</li> <li>III. Fleet Management</li> <li>IV. Facility Management</li> </ul> |
| 5.3  | Information Communication Technology  |

## How is this plan (IDP) developed?



Figure 4: Summary of Key Steps in the IDP Formulation process (Revised IDP Guidelines: National DCoG: 2020)

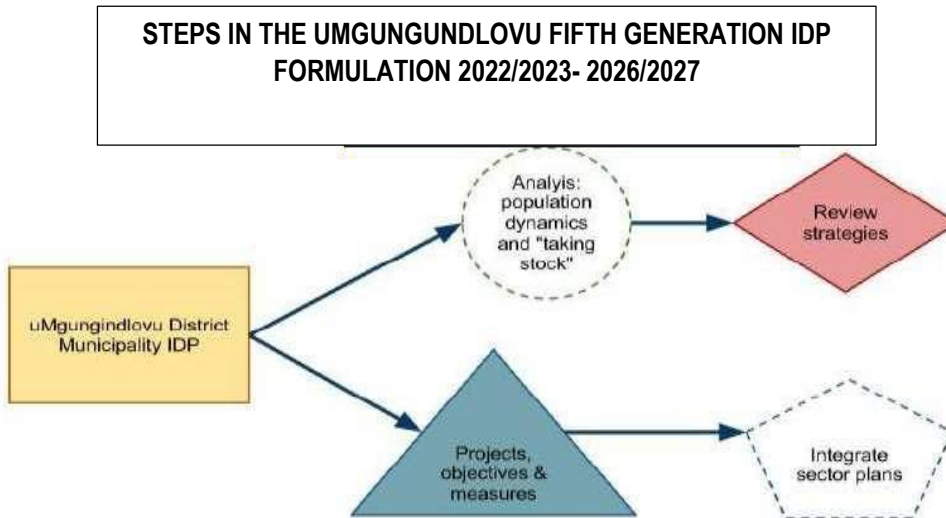
The Municipal Systems Act and the Municipal Planning and Performance Regulations (2001) elaborate on the process requirements for the development and review of an IDP. While the development of an IDP generally requires phases outlined below, it is also important to recognize that new municipal councils can adopt the IDP, in part or in whole, of the preceding council. This, however, still requires the municipality to follow the required process outlined above. The 5-year IDP development process involves the following key steps:

1. The development of the District IDP Framework plan and Process plan,
2. Drafting the IDP Document,
3. Adoption of the draft document for public consultation,
4. Adoption of the final IDP document,
5. Submission of the IDP to the MEC for local government,
6. Implementation of the IDP,
7. And Review of the IDP.

There is an emphasis on an implementable IDP that responds to changing circumstances and has a strategic thrust. It is aligned to the National Development Plan and the Provincial Growth and Development Plan. It is informed by community needs. It contributes to the country's commitments to universal access as per the Sustainable Development Goals. The uMDM IDP is aligned to the Budget and the Performance Management System for its implementation, monitoring and evaluation. Hence, the subsequent plan would be the Service Delivery and Budget Implementation Plan (SDBIP), a one-year plan. The predetermined strategic objectives on the IDP and translated into an SDBIP-performance management induced tool. Council plays the oversight role, and the administration plays the implementation and reporting role.

**Figure 3 Steps in the uMgungundlovu IDP Compilation for 2022/2023-2026/2027**

Key elements covered during the IDP Compilation process are as follows:



- Sustainable Development Goals, NDP, PDGS/P, DGDP, IDP Alignment
- Back to Basics Programme
- Review of the Spatial Development Framework
- MEC Letter
- Self -Assessment
- New National Priorities
- New Council priorities-including the long-term i.e. 20-30 years
- New policies (e.g. Medium Term Strategic Framework) and legislation (e.g. Spatial Planning and Land-use Management Act); and
- Inclusion of new information (e.g. War on poverty, mainstreaming HIV/ AIDS etc.)
- Outcomes based approach (Cabinet Lekgotla Resolutions, District Lekgotla Resolutions, OPMS, State of the Nation Address, State of the Province Address, PGDS and PGDP, Outcome 9, MTAS, COP17); and
- The Sukumasakhe Programme and activities of OSS War Rooms
- The review/updating of the SDF to ensure that the IDP and SDF preparation processes are adequately aligned.

In accordance with the provisions of the Municipal Systems Act (2000) uMgungundlovu District Municipal council in the beginning of its elected term, has adopted a single, inclusive and strategic plan for the development of the municipality. This strategic plan will be reviewed annually as depicted in the diagram below.

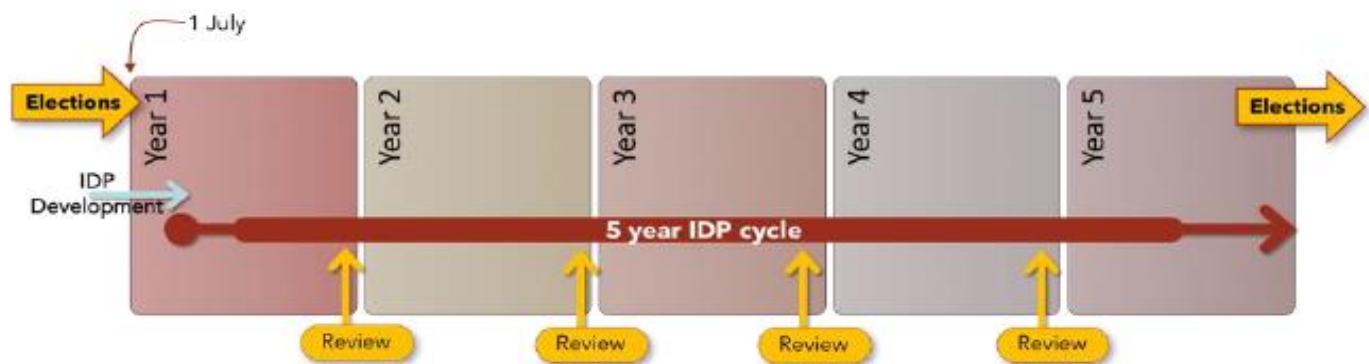


Figure 3 : 5- year IDP Cycle (Revised IDP Guidelines: National DCoG: 2020)

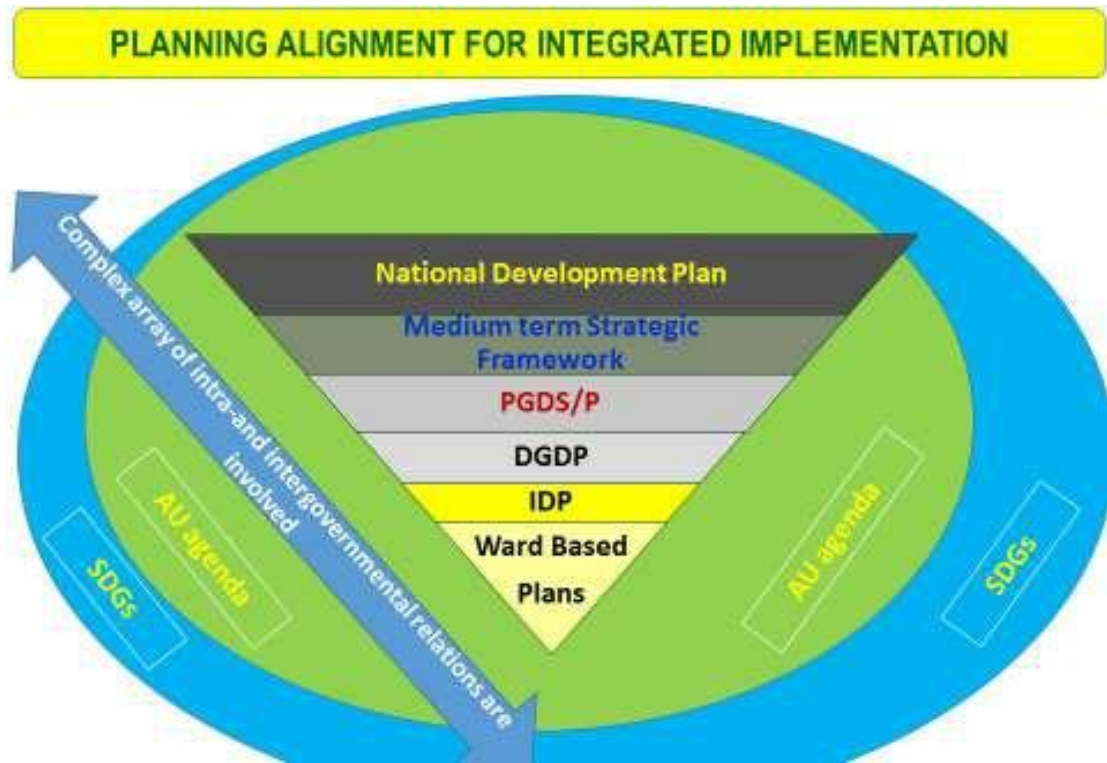


Figure 4: Alignment levels, Source: PGDS 2016

## PUBLIC PARTICIPATION

The Municipality utilizes mechanisms to ensure effective public participation during the preparation of the uMgungundlovu District Municipality IDP. Mechanisms that were used include:

- The IDP Representative Forum where the notice to convene the meeting was advertised for public to partake and contribute towards the IDP.
- The Mayoral Imbizo where concerns of the public were addressed, noted and the mayor presents the plans of the Municipality. The District leadership and management attend the public participation meetings held by local municipalities to ensure alignment.
- Public Notices, which appear on the municipal website, local newspaper and social platforms.
- The Municipality aims to improve engagements with the community through the local municipalities and subsequently the ward committees.

Based on the continuous engagements with the public, eminent issues include, but not limited to:

1. Request for graduates to be considered when the municipality is implementing projects, job creation within wards.
2. Request to rather build a plant instead of boreholes.
3. Request for the municipality to attend to the sewerage plant that spills into the river in Tornview Ward 5.
4. Request for the municipality to attend to the water and electricity challenge in Mkhambathini Local Municipality Ward 2.
5. Request for meters in Impendle Local Municipality.
6. Request for more control of standpipes that are being abused by community members in Impendle Local Municipality.
7. Request for the municipality to consider farm dwellers and those in informal settlements when planning for projects.

UMgungundlovu District Municipality held a public engagement meeting on 21 May 2023 in Emakholweni sportfield, Mkhambathini Municipality. The municipality also transported ward committees and the general public to the same date to ensure that the entire District is well represented. Below are the pictures from this engagement.



*Picture showing The Speaker Cllr Gabela addressing the people at the UMDM Imbizo held on 21 May 2023.*





**Picture** showing the Mayor Cllr Zuma presenting the Draft IDP and Draft Budget at the Imbizo held on 21 May 2023



Picture showing the public engaging UMDM leadership and UMDM Management, and picture showing the community visiting other government departments (such as social development and dpt. Of Health) that were invited to the Imbizo held on 21 May 2023.

The pictures below will show the different mechanisms used by uMgungundlovu District Municipality to engage the public.



**Picture: 1.** UMDM together with the Human Rights Commission and other relevant stakeholders investigating challenges faced by community to access water within Municipality's in the District at a systematic level and the rights relating to access to clean drinking water.



**Picture 2:** Hope for small businesses as UMDM in partnership with the department of small Business Development attends to assisting small businesses that were affected by the Covid-19 pandemic



**Picture 3:** uMgungundlovu District Municipality Mayor, Councilor Mzi Zuma went to do bridge inspection that is located between Sobantu and Scottsville area to alert residents on using it as heavy rains are continuing.





**Picture 4,5 and 6:** Radio Interviews as Mayor Cllr M Zuma reached out to the public.



**UMgungundlovu District Municipality**

6 minutes ago · 🌐

Tune in this evening on GagasiFM @18:30.

Date : 18 May 2022.



## MEANINGFUL ENGAGEMENT WITH AMAKHOSI

Section 29(1) of the Municipal Systems Act, No 32 of 2000 and Regulations stipulate that the process followed by a municipality to draft its Integrated Development Plan, including its consideration and adoption of the draft plan, should, “(b) through appropriate mechanisms, process and procedures established in terms of Chapter 4, allow for (iii) organs of state, including traditional authorities and other role players to be identified and consulted on the drafting of the Integrated Development Plan”

It is against this background that uMgungundlovu District Municipality held an engagement session with the Local House of Traditional Leaders for uMgungundlovu District to present the IDP, the Budget and the DDM and to solicit input into these documents. This session was held on 22 May 2023 (Annexure 28) at the municipal council chamber and is an addition to having amakhosi sitting in the municipality’s Representative Forum and Council.



# FARM DWELLERS COURT CASE

On 29 July 2019, the court declared that the Municipality's failure to provide farm occupiers and labour tenants who are **FARM DWELLERS COURT CASE**

On 29 July 2019, the court declared that the Municipality's failure to provide farm occupiers and labour tenants who are residing within its area of jurisdiction with access to basic sanitation, sufficient water and refuse collection services is inconsistent with the Constitution.

The court also directed the Municipality to comply with Regulation 3 of the Regulations relating to Compulsory National Standards and Measures to Conserve Water by:

Installing a sufficient number of water use connections to supply a minimum amount of portable water of 25 litres per person per day, or 6 kilolitres per household per month to farm occupiers and labour tenants residing within their areas of jurisdiction.

- The first report and implementation plan was due on 19 February 2021 and was duly submitted to the Honourable High Court and is due every month thereafter.
- The Report informed the High Court of UMDM's implementation plan and how the plan was divided into three (3) Legs.

## First Leg:

- The respondent managed to compile and complete a database of farm dwellers who reside within its jurisdiction on privately owned farms.
- The data in question was compiled using the information available on the so-called municipal Geographical Information Systems (GIS). This system enabled a desktop review of the estimated number of households on the various farms and their proximity to existing or potential services already supplied by the third respondent in the area.
- The aforesaid information does not however indicate any basic service already supplied by the landowner. Nor does the aforesaid information assist in establishing the quality and quantity of such service. This will have to be verified through physical visits to those households.

## Second Leg:

- The visitation of the identified households is however a time-consuming process that requires arrangements to be made with the various private landowners. Thereafter the physical visits will commence.

## Third leg

- Once the aforesaid data is collected, the third respondent was then in a position to quantify the budget required to provide the services where needed. Thereafter and upon approval of the required budget, the appointment of the service provider ensued, and this was completed, and the process commenced. (Fourth leg).

To date the municipality has installed approximately 500 VIP toilets across the district, we anticipate the project to be completed by the end of Quarter 4 (June 2023). To curb the water supply challenges, the municipality approached KZN COGTA to assist with funding in order to install boreholes in the municipalities describes below. Funding requests were approved, and as at end of March 2023 COGTA had provided the municipality with a further grant of R10 million.

### Progress to date – Water Supply

| NO.   | LOCAL MUNICIPALITY | NUMBER OF BOREHOLES DRILLED |
|-------|--------------------|-----------------------------|
| 1     | uMshwathi          | 4                           |
| 2     | Mpofana            | 14                          |
| 3     | Impendle           | 19                          |
| 4     | Richmond           | 7                           |
| 5     | Mkhambathini       | 6                           |
| Total |                    | 50                          |

| Borehole Ref Number | Local Municipality | Village/town/Locality | Co-ordinates Latitude (dd) | Co-ordinates Longitude (dd) | Date Drilled | Depth (m) | Water Strikes (m) | Water level(m) | Blow Yield (l/hr) |
|---------------------|--------------------|-----------------------|----------------------------|-----------------------------|--------------|-----------|-------------------|----------------|-------------------|
| 1                   | IMPENDLE           | Lotheni 1             | S29° 29' 18.6"             | E29° 33' 42.2"              | 20/07/2019   | 70M       | 45M/54M           | 24M            | 1 200L/HR         |
| 2                   | IMPENDLE           | Lotheni 2             | S29° 29' 36.9"             | E29° 34' 26.9"              | 22/05/2019   | 150M      | 50M               | 11M            | 600L/HR           |
| 3                   | IMPENDLE           | Lotheni 3             | S29° 29' 25.9"             | E29° 34' 17.9"              | 23/05/2019   | 120M      | 45M/54M           | 20M            | 22 500L/HR        |
| 4                   | IMPENDLE           | Lotheni 4             | S29° 29' 20.4"             | E29° 33' 49.4"              | 23/05/2019   | 120M      | 68M/92M           | 3M             | 1200L/HR          |
| 5                   | IMPENDLE           | Lotheni 5             | S29° 29' 37.0"             | E29° 34' 26.8"              | 18/07/2019   | 72M       | 49M               | 39M            | 700 L/HR          |
| 6                   | IMPENDLE           | Lotheni 6             | S29° 29' 34.5"             | E29° 34' 37.1"              | 08/06/2019   | 140M      | 90M/125M          | 14M            | 45 000L/HR        |
| 7                   | IMPENDLE           | Lotheni 7             | S29° 29' 21.1"             | E29° 33' 46.1"              | 10/06/2019   | 120M      | 44M/89M           | 20M            | 1 300L/HR         |
| 8                   | IMPENDLE           | Lotheni 8             | S29° 30' 34.0"             | E 29° 35' 53.0"             | 19/06/2019   | 120M      | 78M               | 22M            | 1 000 L/HR        |
| 9                   | IMPENDLE           | Khathikathi 1         | S29° 30' 50.9"             | E29° 36' 01.9"              | 17/05/2019   | 120M      | 36M/102M          | 3M             | 1 636L/HR         |
| 10                  | IMPENDLE           | Khathikathi 2         | S29° 30' 34.8"             | E29° 36' 00.9"              | 19/05/2019   | 150M      | 132M              | 30M            | 600L/HR           |
| 11                  | IMPENDLE           | Nhlambamasoka         | S29° 29' 08.1"             | E29° 35' 47.8"              | 11/06/2019   | 120M      | 46M/80M           | 14M            | 22 500L/HR        |
| 12                  | IMPENDLE           | Loteni Hall           | S29° 30' 47.9"             | E29° 35' 48.0"              | 17/05/2019   | 120M      | 58M/91M           | 36M            | 2727 L/HR         |
| 13                  | IMPENDLE           | Nkangala 1            | S29° 30' 47.9"             | E29° 35' 48.0"              | 16/07/2019   | 60M       | 39M               | 11M            | 2 800L/HR         |
| 14                  | IMPENDLE           | Nkangala 2            | S29° 33' 58.0"             | E29° 39' 18.0"              | 08/06/2019   | 120M      | 54M/84M           | 20M            | 4 500L/HR         |
| 15                  | IMPENDLE           | Nkangala 3            | S29° 34' 33.5"             | E29° 38' 15.2"              | 19/07/2019   | 78M       | 56M               | 13M            | 300 L/HR          |
| 16                  | IMPENDLE           | Nkangala 4            | S29° 34' 33.2"             | E29° 37' 57.5"              | 17/07/2019   | 60M       | 14M               | 3M             | 1 300L/HR         |
| 17                  | IMPENDLE           | Nkangala 5            | S29° 34' 33.1"             | E29° 37' 57.6"              | 04/06/2019   | 120M      | 36M/65M           | 7M             | 2 400L/HR         |
| 18                  | IMPENDLE           | Nhlathimbe 2          | S29° 30' 43.1"             | S29° 34' 49.3"              | 25/05/2019   | 120M      | 40M/89M           | Artesian       | 1 800L/HR         |
| 19                  | IMPENDLE           | Nhlathimbe 3          | S29° 31' 05.8"             | E29° 35' 03.0"              | 28/05/2019   | 150M      | 80M/125M          | 22M            | 3 600L/HR         |

| Borehole Ref Number | Local Municipality | Village/town/Locality | Co-ordinates Latitude (dd) | Co-ordinates Longitude (dd) | Date Drilled | Depth (m) | Water Strikes (m) | Water level(m) | Blow Yield (l/hr) |
|---------------------|--------------------|-----------------------|----------------------------|-----------------------------|--------------|-----------|-------------------|----------------|-------------------|
| 1                   | MPOFANA            | Nyamvubu 2            | S29° 11' 53.8"             | E30° 15' 50.4"              | 18/05/2019   | 86M       | 45M/54M           | 40M            | 300L/HR           |
| 2                   | MPOFANA            | Bergspruit 1          | S29° 02' 04.4"             | E30° 14' 24.5"              | 28/07/2019   | 150M      | 75M               | 12M            | 4 000L/HR         |
| 3                   | MPOFANA            | Bergspruit 2          | S29° 01' 40.2"             | E30° 13' 39.7"              | 26/05/2019   | 60M       | 46M/80M           | 16.6M          | 5 000L/HR         |
| 4                   | MPOFANA            | Nyamvubu 6            | S29° 08' 47.5"             | E30° 17' 04.8"              | 18/05/2019   | 150M      | 126M              | 21M            | 500L/HR           |
| 5                   | MPOFANA            | Nyamvubu 12           | S29° 10' 19.5"             | E30° 19' 29.2"              | 24/05/2019   | 100M      | 65M               | 5M             | 11 000L/HR        |
| 6                   | MPOFANA            | Nyamvubu 12           | S29° 10' 45.9"             | E30° 19' 26.3"              | 24/05/2019   | 120M      | 80M               | 44M            | 400L/HR           |
| 7                   | MPOFANA            | Nyamvubu 14-1         | S29° 11' 43.5"             | E30° 19' 01.1"              | 19/05/2019   | 120M      | 104M              | 23M            | 500L/HR           |
| 8                   | MPOFANA            | Manaka Farm           | S29° 10' 10.1"             | E30° 09' 35.6"              | 01/05/2019   | 96M       | 64M               | 10.7M          | 2 300L/HR         |
| 9                   | MPOFANA            | Manana Farm           | S29° 08' 58.3"             | E30° 14' 27.9"              | 15/06/2019   | 150M      | 119M              | 24M            | 300 L/HR          |
| 10                  | MPOFANA            | Nyamvubu 3            | S29° 08' 14.6"             | E30° 16' 56.6"              | 27/05/2019   | 150M      | 132M              | 33.49M         | 1 000 LHR         |
| 11                  | MPOFANA            | Mqenula 3             | S29° 12' 19.1"             | E30° 12' 13.8"              | 11/06/2019   | 120M      | 24M/65M           | 8.8M           | 4 000L/HR         |
| 12                  | MPOFANA            | Mqenula 5             | S29° 11' 52.1"             | E30° 12' 22.5"              | 11/06/2019   | 150M      | 130M              | 33.6M          | 300 L/HR          |
| 13                  | MPOFANA            | Rockys Drift          | S29° 00' 54.6"             | E30° 17' 57.9"              | 13/06/2019   | 150M      | 42M/118M          | 71M            | 42 000L/HR        |
| 14                  | MPOFANA            | Mqenula 8             | S29° 12' 34.1"             | E30° 13' 25.2"              | 04/05/2019   | 66M       | 13M/63M           | 5.8M           | 36 000L/HR        |

| Borehole Ref Number | Local Municipality | Village/town/Locality | Co-ordinates Latitude (dd) | Co-ordinates Longitude (dd) | Date Drilled | Depth (m) | Water Strikes (m) | Water level(m) | Blow Yield (l/hr) |
|---------------------|--------------------|-----------------------|----------------------------|-----------------------------|--------------|-----------|-------------------|----------------|-------------------|
| 1                   | RICHMOND           | Mkuzane               | S29° 50' 50.6"             | E30° 17' 56.1"              | 13/05/2019   | 108M      | 63M               | 18M            | 2 300L/HR         |
| 2                   | RICHMOND           | Mgxobeleni Sports G   | S29° 53' 47.5"             | E30° 07' 47.3"              | 25/06/2019   | 120M      | 80M               | 40M            | 500 L/HR          |
| 3                   | RICHMOND           | Roseland/Mgxobeleni   | S29° 53' 38.6"             | E30° 08' 01.7"              | 20/05/2019   | 120M      | 78M               | 59M            | 2 000L/HR         |
| 4                   | RICHMOND           | Mthunzini 1           | S29° 45' 20.7"             | E30° 15' 14.3"              | 11/05/2019   | 120M      | 78M               | 25.2M          | 2 300L/HR         |
| 5                   | RICHMOND           | Mthunzini 2           | S29° 45' 32.2"             | E30° 14' 52.9"              | 09/05/2019   | 72M       | 24M               | 1.84M          | 1 300L/HR         |
| 6                   | RICHMOND           | Bhontshisi            | S29° 59' 12.4"             | E30° 21' 15.5"              | 14/05/2019   | 150M      | 134M              | 71M            | 1000L/HR          |
| 7                   | RICHMOND           | Duma Manzi            | S29° 59' 47.9"             | E30° 19' 25.4"              | 28/05/2019   | 60M       | 42M               | 58M            | 2 000L/HR         |
| 1                   | UMSHWATHI          | Mashobane             | S29° 25' 33.9"             | S30° 31' 42.2"              | 25/06/2019   | 100M      | 96M               | 51.3M          | 400L/HR           |
| 2                   | UMSHWATHI          | Kamelhoek             | S29° 24' 50.1"             | E30° 30' 04.3"              | 16/06/2019   | 120M      | 6M                | 21.1M          | 3 600L/HR         |
| 3                   | UMSHWATHI          | Ematsheni             | S29° 23' 24.0"             | E30° 32' 40.1"              | 08/06/2019   | 60M       | 24M               | 3M             | 4 500L/HR         |
| 4                   | UMSHWATHI          | Gonowakhe             | S29° 27' 19.2"             | E30° 26' 32.6"              | 06/06/2019   | 120M      | 18M               | 12M            | 3 600L/HR         |
| 1                   | MKHAMBATHINI       | Ithala Valley 1       | S29° 48' 25.7"             | E30° 30' 27.2"              | 02/06/2019   | 114M      | 96M               | 46.5M          | 300L/HR           |
| 2                   | MKHAMBATHINI       | Ithala Valley 2       | S29° 48' 20.6"             | E30° 30' 34.7"              | 29/05/2019   | 114M      | 72M               | 29M            | 461 L/HR          |
| 3                   | MKHAMBATHINI       | Ithala Valley 3       | S29° 48' 10.8"             | E30° 30' 34.2"              | 03/06/2019   | 114M      | 34M               | 2.8M           | 486 L/HR          |
| 4                   | MKHAMBATHINI       | Ithala Valley 4       | S29° 53' 47.5"             | E30° 07' 47.3"              | 05/06/2019   | 114M      | 20M               | 3.07M          | 1 500 L/HR        |
| 5                   | MKHAMBATHINI       | Ndwengu 1             | S29° 36' 50.3"             | E30° 37' 35.3"              | 08/06/2019   | 102M      | 27M               | 23M            | 1 500L/HR         |
| 6                   | MKHAMBATHINI       | Ndwengu 2             | S29° 36' 50.3"             | E30° 37' 55.3"              | 11/06/2019   | 102M      | 36M               | 29M            | 2 500L/HR         |

#### Installation of VIP with Farm Dwellers

VIP Installed to date within uMshwathi LM as affected by the Case.

| Site Name | UMSHWATHI LOCAL MUNICIPALITY |  |                  |               |
|-----------|------------------------------|--|------------------|---------------|
| KEY:      | YELLOW:WARD 2                |  | BROWN:WARD 12    |               |
| DATE      | ALLOTMENT NO                 |  | GPS CO-ORDINATES |               |
| 2/23/2022 | MS -M686                     |  | S 29°29'47.5"    | E 30°38'04.5" |
| 2/23/2022 | MS -M687                     |  | S 29°29'44.4"    | E 30°38'04.9" |

| Site Name | UMSHWATHI LOCAL MUNICIPALITY |  |                  |               |
|-----------|------------------------------|--|------------------|---------------|
| KEY:      | YELLOW:WARD 2                |  | BROWN:WARD 12    |               |
| DATE      | ALLOTMENT NO                 |  | GPS CO-ORDINATES |               |
| 2/23/2022 | MS -M688                     |  | S 29°29'44.9"    | E 30°38'08.5" |
| 2/23/2022 | MS -M689                     |  | S 29°29'44.8"    | E 30°38'03.6" |
| 2/23/2022 | MS -M690                     |  | S 29°29'43.8"    | E 30°38'02.9" |
| 2/23/2022 | MS -M691                     |  | S 29°29'41.5"    | E 30°38'01.4" |
| 2/23/2022 | MS -M692                     |  | S 29°29'42.7"    | E 30°38'04.1" |
| 2/23/2022 | MS -M693                     |  | S 29°29'43.5"    | E 30°38'06.1" |
| 2/23/2022 | MS -M694                     |  | S 29°29'40.3"    | E 30°38'04.6" |
| 2/23/2022 | MS -M695                     |  | S 29°29'40.0"    | E 30°38'02.8" |
| 2/23/2022 | MS -M696                     |  | S 29°29'37.2"    | E 30°38'01.6" |
| 2/23/2022 | MS -M697                     |  | S 29°29'38.1"    | E 30°38'00.5" |
| 2/23/2022 | MS -M698                     |  | S 29°29'39.8"    | E 30°37'53.6" |
| 2/23/2022 | MS -M699                     |  | S 29°29'40.7"    | E 30°37'51.0" |
| 2/23/2022 | MS -M700                     |  | S 29°29'39.9"    | E 30°37'50.1" |
| 2/23/2022 | MS -M701                     |  | S 29°29'39.1"    | E 30°37'50.4" |
| 2/23/2022 | MS -M702                     |  | S 29°29'38.6"    | E 30°37'48.6" |
| 2/23/2022 | MS -M703                     |  | S 29°29'37.4"    | E 30°37'48.3" |
| 2/23/2022 | MS -M704                     |  | S 29°29'35.2"    | E 30°37'48.4" |
| 2/23/2022 | MS -M705                     |  | S 29°29'34.1"    | E 30°37'54.5" |
| 2/23/2022 | MS -M706                     |  | S 29°29'34.9"    | E 30°37'53.1" |
| 2/23/2022 | MS -M707                     |  | S 29°29'33.4"    | E 30°37'45.6" |
| 2/23/2022 | MS -M708                     |  | S 29°29'34.4"    | E 30°37'46.2" |
| 2/23/2022 | MS -M709                     |  | S 29°29'35.7"    | E 30°37'44.7" |
| 2/23/2022 | MS -M710                     |  | S 29°29'36.8"    | E 30°37'44.1" |
| 2/23/2022 | MS -M711                     |  | S 29°29'37.7"    | E 30°37'43.6" |
| 2/23/2022 | MS -M712                     |  | S 29°29'30.9"    | E 30°37'55.7" |
| 2/23/2022 | MS -M713                     |  | S 29°29'31.9"    | E 30°37'53.3" |
| 2/23/2022 | MS -M714                     |  | S 29°29'32.8"    | E 30°37'50.5" |
| 2/23/2022 | MS -M715                     |  | S 29°17'41.2"    | E 30°38'04.5" |
| 2/23/2022 | MS -M716                     |  | S 29°17'41.3"    | E 30°33'55.7" |
| 2/23/2022 | MS -M717                     |  | S 29°17'41.2"    | E 30°33'55.5" |
| 2/23/2022 | MS -M718                     |  | S 29°17'41.2"    | E 30°33'55.2" |
| 2/23/2022 | MS -M719                     |  | S 29°17'40.9"    | E 30°33'55.2" |
| 2/23/2022 | MS -M720                     |  | S 29°17'40.9"    | E 30°33'54.9" |
| 2/23/2022 | MS -M721                     |  | S 29°17'41.0"    | E 30°33'54.6" |
| 2/23/2022 | MS -M722                     |  | S 29°17'41.2"    | E 30°33'54.1" |
| 2/23/2022 | MS -M723                     |  | S 29°17'41.6"    | E 30°33'53.2" |
| 2/23/2022 | MS -M724                     |  | S 29°17'42.7"    | E 30°33'53.7" |
| 2/23/2022 | MS -M725                     |  | S 29°17'43.1"    | E 30°33'53.9" |
| 2/23/2022 | MS -M726                     |  | S 29°17'43.2"    | E 30°33'54.0" |
| 2/23/2022 | MS -M727                     |  | S 29°17'42.2"    | E 30°33'53.3" |
| 2/23/2022 | MS -M728                     |  | S 29°17'43.8"    | E 30°33'54.6" |

| Site Name | UMSHWATHI LOCAL MUNICIPALITY |  |                  |               |
|-----------|------------------------------|--|------------------|---------------|
| KEY:      | YELLOW:WARD 2                |  | BROWN:WARD 12    |               |
| DATE      | ALLOTMENT NO                 |  | GPS CO-ORDINATES |               |
| 2/23/2022 | MS -M729                     |  | S 29°17'43.8"    | E 30°33'55.0" |
| 2/23/2022 | MS -M730                     |  | S 29°17'43.8"    | E 30°33'55.3" |
| 2/23/2022 | MS -M731                     |  | S 29°17'43.7"    | E 30°33'55.6" |
| 2/23/2022 | MS -M732                     |  | S 29°17'50.1"    | E 30°33'55.4" |
| 2/23/2022 | MS -M733                     |  | S 29°17'50.7"    | E 30°33'55.9" |
| 2/23/2022 | MS -M734                     |  | S 29°17'51.5"    | E 30°33'56.8" |
| 2/23/2022 | MS -M735                     |  | S 29°17'52.6"    | E 30°33'56.5" |
| 2/23/2022 | MS -M736                     |  | S 29°17'52.3"    | E 30°33'56.5" |
| 2/23/2022 | MS -M737                     |  | S 29°17'52.1"    | E 30°33'56.6" |
| 2/23/2022 | MS -M738                     |  | S 29°17'52.1"    | E 30°33'56.4" |
| 2/23/2022 | MS -M739                     |  | S 29°17'50.9"    | E 30°33'54.5" |
| 2/23/2022 | MS -M740                     |  | S 29°17'51.5"    | E 30°33'54.9" |
| 2/23/2022 | MS -M741                     |  | S 29°17'51.6"    | E 30°33'54.7" |
| 2/23/2022 | MS -M742                     |  | S 29°17'52.6"    | E 30°33'54.5" |
| 2/23/2022 | MS -M743                     |  | S 29°17'52.6"    | E 30°33'54.8" |
| 2/23/2022 | MS -M744                     |  | S 29°29'34.7"    | E 30°33'22.7" |
| 2/23/2022 | MS -M745                     |  | S 29°29'32.3"    | E 30°33'25.6" |
| 2/23/2022 | MS -M746                     |  | S 29°29'31.9"    | E 30°33'25.4" |
| 2/23/2022 | MS -M747                     |  | S 29°29'30.8"    | E 30°33'25.9" |
| 2/23/2022 | MS -M748                     |  | S 29°29'30.6"    | E 30°33'22.8" |
| 2/23/2022 | MS -M749                     |  | S 29°29'29.4"    | E 30°33'25.5" |
| 2/23/2022 | MS -M750                     |  | S 29°29'29.0"    | E 30°33'25.4" |
| 2/23/2022 | MS -M751                     |  | S 29°29'30.6"    | E 30°33'27.5" |
| 2/23/2022 | MS -M752                     |  | S 29°29'32.5"    | E 30°33'28.1" |
| 2/23/2022 | MS -M753                     |  | S 29°29'33.8"    | E 30°33'27.7" |
| 2/23/2022 | MS -M754                     |  | S 29°29'34.5"    | E 30°33'27.1" |
| 2/23/2022 | MS -M755                     |  | S 29°29'27.7"    | E 30°33'27.5" |
| 2/23/2022 | MS -M756                     |  | S 29°29'28.2"    | E 30°33'29.3" |
| 2/23/2022 | MS -M757                     |  | S 29°29'28.5"    | E 30°33'29.4" |
| 2/23/2022 | MS -M758                     |  | S 29°29'31.9"    | E 30°33'29.1" |
| 2/23/2022 | MS -M759                     |  | S 29°29'24.9"    | E 30°33'32.3" |
| 2/23/2022 | MS -M760                     |  | S 29°29'25.4"    | E 30°33'34.8" |
| 2/23/2022 | MS -M761                     |  | S 29°29'28.6"    | E 30°33'32.7" |
| 2/23/2022 | MS -M762                     |  | S 29°29'32.7"    | E 30°33'32.0" |
| 2/23/2022 | MS -M763                     |  | S 29°29'35.7"    | E 30°33'31.1" |
| 2/23/2022 | MS -M764                     |  | S 29°29'36.8"    | E 30°33'29.1" |
| 2/23/2022 | MS -M765                     |  | S 29°29'37.5"    | E 30°33'25.3" |

The next batch of 64 units of VIP toilets will be implemented on the current project under MIG funding for 22/23 FY.

## A.1.2. CHALLENGES WE FACE

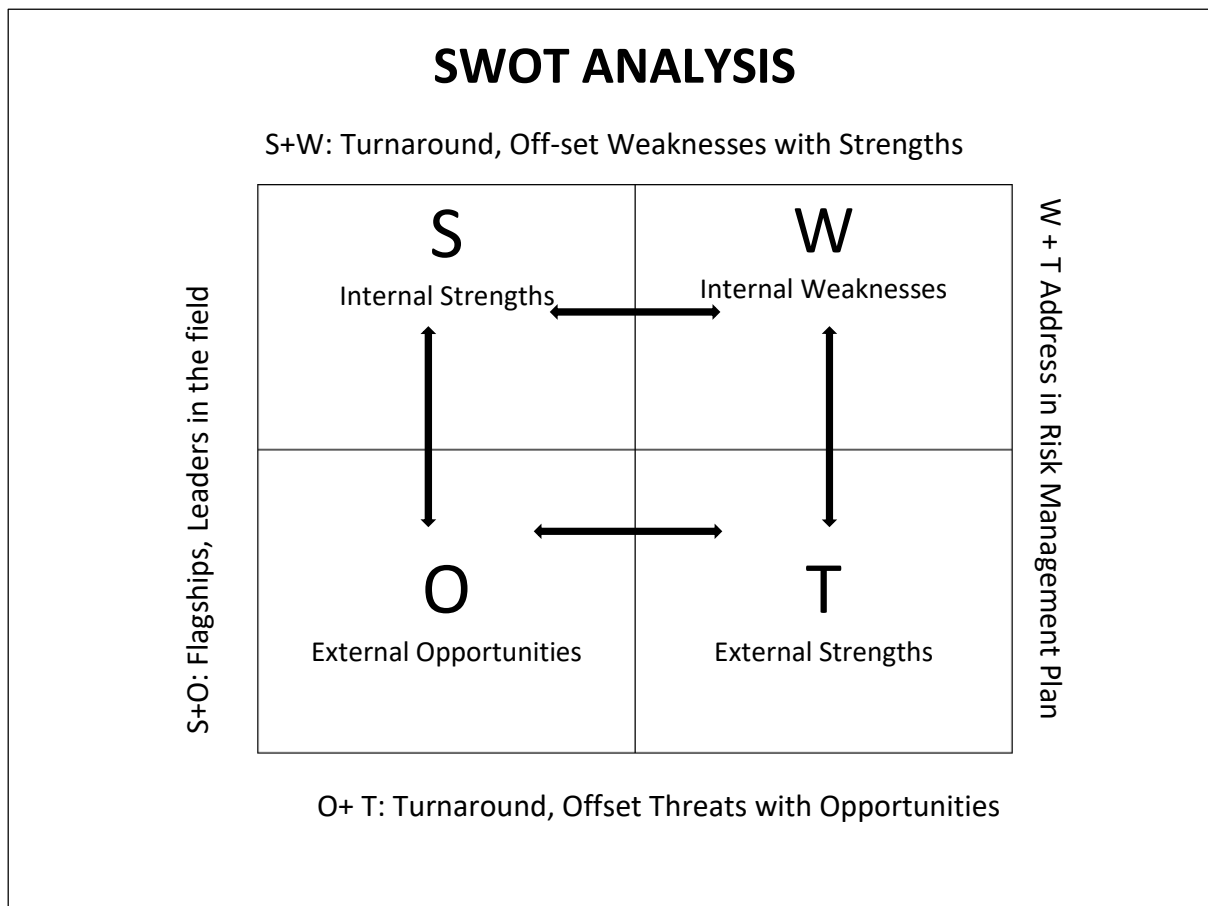
The main challenges that the municipality faces relate to poor or lack of access to infrastructure which include roads, water and sanitation and socio-economic facilities and services. UMgungundlovu District Municipality is aware of such challenges and projects being implemented are aimed at addressing these challenges. The Key Challenges that exist may be summarised as follows:

- Water and Sanitation Backlogs due to population growth and migration
- Some households don't have rubbish disposal methods and dump wherever possible.
- The condition of provincial roads in the District is sometimes poor and some routes require upgrading. Freight transport and a lack of maintenance are contributing to the deterioration of provincial road infrastructure.
- High water losses resulting from water leaks, pipe burst and illegal connections (loss in water revenue).
- Whilst the use of water tankers must be phased out, they need to be vastly improved and made more reliable as an interim measure.
- Landfill sites are fast reaching their full capacity. Msunduzi landfill has 2-3 years' life expectancy. Hazardous conditions on site and massive fires have meant that it is now classified as a national interest especially by EDTEA – to be brought before Cabinet.
- Drought periods and limited contingency plans.
- Aging water infrastructure needs to be replaced at great expense for which funds must be sourced.
- Poor coordination on human settlement projects to ensure that services are planned and secured prior to development.
- In some cases, the standard of construction of structures is poor requiring regular maintenance and even replacement.
- Community facilities are being vandalised.
- There are concerns with the pace and process on housing/human settlements delivery.
- Informal settlements are increasing in urban areas.

As derived from the Status Quo and SWOT analysis discussed in Section C and based on the six KPAs

1. **GOOD GOVERNANCE:** under Office of the Municipal Manager
2. **LOCAL ECONOMIC DEVELOPMENT AND SOCIAL DEVELOPMENT:** under Economic Development and Planning
3. **MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT KPA:** under Corporate Services
4. **CROSS-CUTTING INTERVENTIONS: SPATIAL AND ENVIRONMENT KPA (include Disaster Management and Environmental Health):** under Economic Development and Planning and Community Services
5. **BASIC SERVICE DELIVERY:** under Technical Services
6. **FINANCIAL VIABILITY AND MANAGEMENT:** under Financial Services

The detailed SWOT analysis under each KPA above is found in Section C: Situational Analysis. However, in this Section the entire Municipality's SWOT is included to highlight the key challenges, weaknesses, strengths, and opportunities.



|  |   |   |
|--|---|---|
| <p><b><u>Strengths</u></b></p> <ol style="list-style-type: none"> <li>1. Good tourism potential</li> <li>2. Natural resources</li> <li>3. Good transport infrastructure</li> <li>4. Population diversity with a large pool of labour</li> <li>5. Capital city status in one of our municipalities</li> <li>6. Financial stability of the uMgungundlovu District Municipality (uMDM)</li> <li>7. High agricultural potential</li> <li>8. National and Provincial Government Departments located in the City</li> <li>9. High concentration of skilled artisans resides in the District</li> </ol> | <p><b><u>Weaknesses</u></b></p> <ol style="list-style-type: none"> <li>1. Poor education infrastructure in rural areas</li> <li>2. Less developed sports facilities in rural areas</li> <li>3. Poor implementation of policies</li> <li>4. Individual Performance Management System</li> <li>5. Insufficient consumer education initiatives</li> <li>6. Inadequate revenue collection`Challenges in the capacity for Operations and Maintenance of infrastructure</li> <li>7. Insufficient monitoring and evaluation</li> </ol> | <p><b><u>Progress report on changing weaknesses to strengths and threats into opportunities</u></b></p> <ol style="list-style-type: none"> <li>1. Full Council have played a critical oversight process on the review and implementation of Council Policies. Furthermore, on monitoring and evaluation of implementation of these Policies.</li> <li>2. On Poor Communication: now the uMDM has a dedicated Communications Unit-on addressing internal and external communication</li> <li>3. Technical Services have employed more Technicians and Artisans.</li> <li>4. The uMDM is implementing the meter revamping projects and have conducted a meter audit.</li> </ol> |
| <p><b><u>Opportunities</u></b></p> <ol style="list-style-type: none"> <li>1. Businesses promotion opportunities like in tourism and the airport</li> <li>2. uMDM area can become a Metro</li> <li>3. Spatially well located on the N3 –Durban-Free State-Gauteng Corridor</li> <li>4. Favourable destination for foreign investment</li> <li>5. Job creation from the provision of basic services</li> <li>6. Existence of diverse and highly regarded educational facilities</li> <li>7. Rich heritage incorporating the Liberation Heritage Route</li> </ol>                                   | <p><b><u>Threats</u></b></p> <ol style="list-style-type: none"> <li>1. Non-payment for services</li> <li>2. Corruption</li> <li>3. Illegal connections to services and a threat to revenue collection</li> <li>4. Poor accountability of external service providers</li> <li>5. Lack of community education and outreach programmes on awareness</li> <li>6. Climate Change / especially drought effect</li> </ol>  |   |



### A.1.3 Municipal Vision

**UMgungundlovu District Municipality Vision:** “UMDM is geared towards creating an economically vibrant, socially inclusive, environmentally resilient district with thriving communities and universal infrastructure for all by 2027 and beyond”

**Mission:** The uMgungundlovu District Municipality will through sound governance and community participation, ensure the provision of equitable and sustainable services and economic growth.

**Corporate Values:** Driven by the aspirations of the people, we strive to achieve our vision and mission through:

- Providing services according to the Principles of Batho Pele (People First)
- Practicing Ubuntu
- Accepted codes of practices and standards of professionalism
- Teamwork and commitment,
- A high standard of work ethic, and
- Constant engagement with stakeholders.

#### **UMGUNGUNDLOVU DISTRICT MUNICIPAL GOALS (TEN POINT PLAN):**

- Metro (step by step roadmap to our common vision)
- Universal access to services (100%access)
- Maintenance plan (reliable provision of services)
- Radical Economic Transformation (setting up of a functional Developmental Agency)
- Community Partnerships (EPWP and Co-operatives)
- Good governance (sustaining the clean audit)
- Sustainable IGR (a structured Mayors Forum)
- Monitoring and Evaluation (through the SDBIP's)
- Special Programmes (for the vulnerable communities)
- Achieving sustainable development and climate change mitigation

#### **What are we going to do to address our key Challenges i.e. What are we doing to Improve ourselves?**

The District has adopted the 7 Strategic Goals of the PGDP and has set its own strategic objects under each KPA in order to respond to the key challenges. Further details on the strategic objectives are detailed under Section D of this IDP.

## **PGDP GOALS**

**GOAL 1: INCLUSIVE ECONOMIC GROWTH; GOAL 2: HUMAN RESOURCE DEVELOPMENT; GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT; GOAL 4: STRATEGIC INFRASTRUCTURE; GOAL 5: ENVIRONMENTAL SUSTAINABILITY; GOAL 6: GOVERNANCE AND POLICY AND GOAL 7: SPATIAL EQUITY.**

The focus would be on Strategic Infrastructure in the form of implementing strategic and catalytic projects, beyond water and sanitation but to including iconic tourism products-e.g. Mandela capture site, a conference facility, economic development zones, IDZ, ICT, Corridor Rail Network, etc. On job creation-the District's contribution that is quantified in the Annual Reports comes through co-implementing National, Provincial and Local Programmes such as Expanded Public Works Programme, Community Work Programme, the water and sanitation programme. The District also has initiatives on "Wastepreneurs" where the unemployed are able to convert waste into cash.

## ***The Five Pillars***

The Pillars of the District Growth and Development Plan are:

**1<sup>st</sup> Pillar:** Good Governance-for investor confidence

**2<sup>nd</sup> Pillar:** Capacity of the State as Government as a collective capacity in responding to the needs and through research and development. There will be a need for appropriate skills and the District to coordinate.

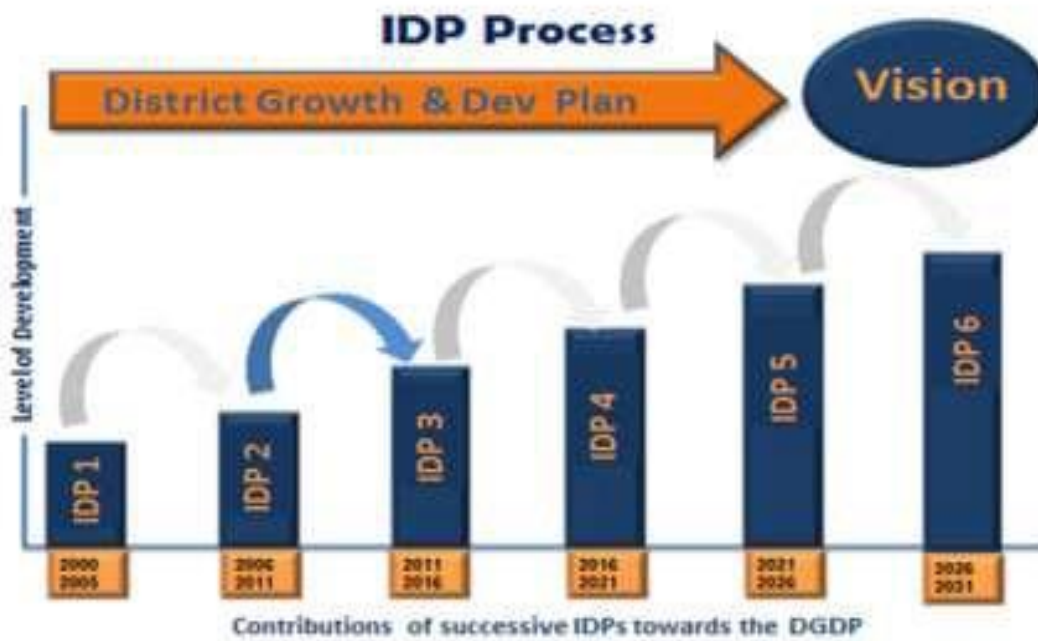
- SMMEs- there must be a one stop / development facilitation centre.
- Specialized advisory teams-on capacity building to respond.

**3<sup>rd</sup> Pillar:** Balanced and sustainable development, green economy and a garden-city model that is in harmony with nature

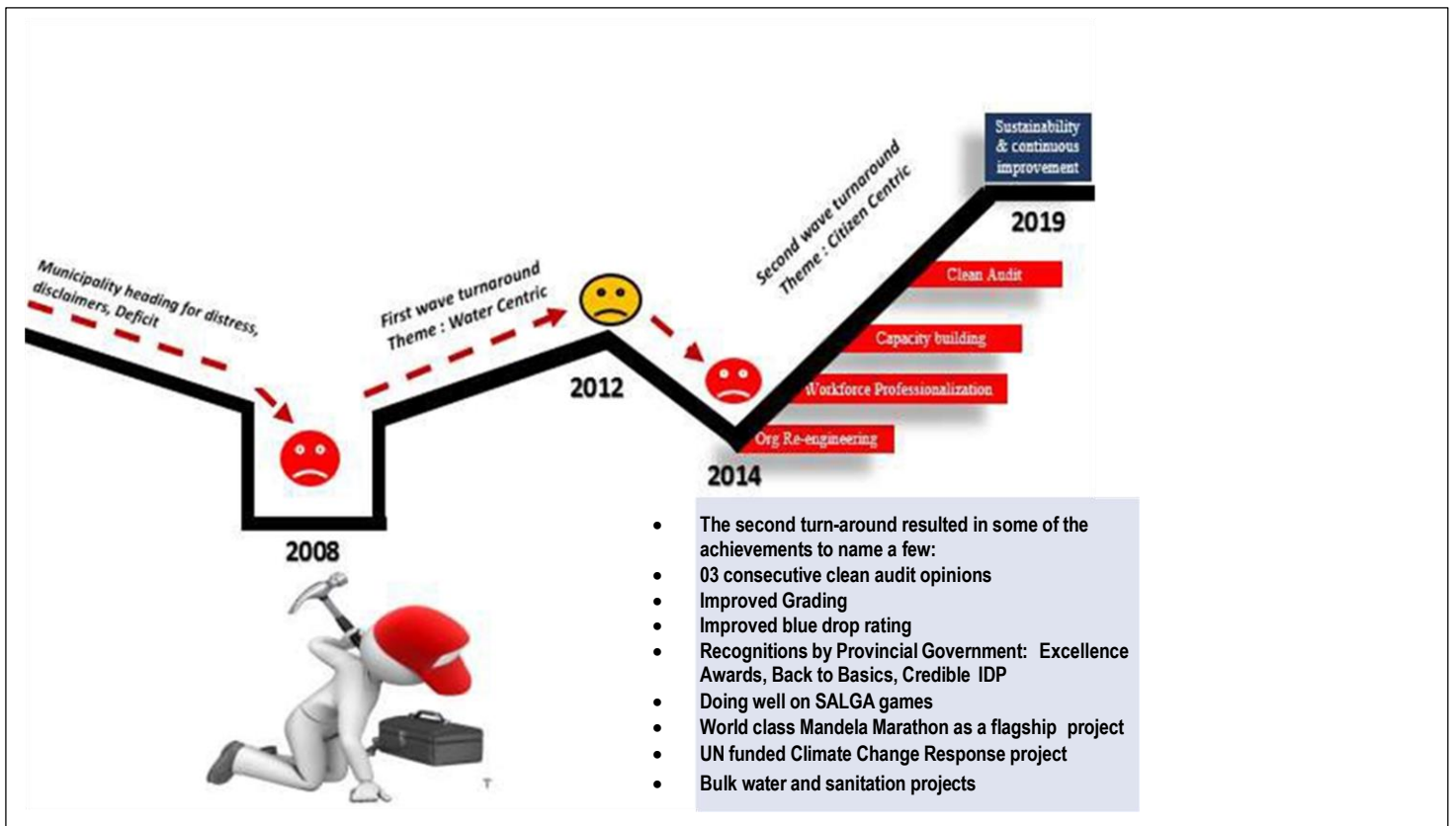
**4<sup>th</sup> Pillar:** Partnerships –e.g. expound from the Midlands Meander, appropriate MOUs- a strategic forum / District-wide Think Tank / Economic Development Council-to meet at least quarterly up to 2030.

**5<sup>th</sup> Pillar:** Monitoring and Evaluation

Cross-cutting Issues from the Summit: development of SMMEs, the informal economy, land reform, working with Ingonyama Trust Board (ITB) on land under Traditional Authorities, assistance to Sectors under stress and packaging of incentives.



## BUILDING CAPABLE LOCAL GOVERNMENT



The above illustration summarizes the “Building of a Capable” Local Government by uMgungundlovu District Municipality where the “Second Turn Around” Strategy looked at transforming the Governance issues towards effective service delivery. The Back to Basics and implementation of Batho Pele remain the backbone of the turn-around strategy.

#### A.1.3.1. IMPLEMENTATION PLAN FOR THE SPECIAL BACK TO BASICS “B2B” PROJECTS BY UMGUNGUNDLOVU DISTRICT MUNICIPALITY

**Back to Basics Pillar:** Delivery of Service and Maintenance, **National KPA:** Basic Services, **Project:** Blue and Green Drop Status

| Outcomes                                 | Measurable outputs   | Inputs                                      | Responsibility            |
|--|--|---|---------------------------|
| 1. Blue and Green Drop Status maintained | All uMDM Water Purification Plants and Waste Water Treatment Plants score 100% during annual assessments | Conduct status quo analysis                 | EM:<br>Technical Services |
|  |  | Develop Action Plan to address shortcomings |                           |
|  |  | Appoint Community Members in vacant posts   |                           |
|  |  | Provide training as required                |                           |
|  |  | Address all identified shortcomings         |                           |
|  |  | Ensure standards are maintained             |                           |

**Back to Basics Pillar:** Good Governance and Administration, **National KPA:** Social Development Services, **Project:** Disaster Management

| Outcomes   | Measurable outputs   | Inputs                                  | Responsibility            |
|--|--|---|---------------------------|
| 2. Community involved in attending to and preventing disasters | Full complement of Disaster Management Volunteers appointed and trained by 31 March 2020 | Conduct a job analysis                  | EM:<br>Community Services |
|  |  | Develop a job description               |                           |
|  |  | Recruited Volunteers                    |                           |
|  |  | Train Volunteers                        |                           |
|  |  | Utilise Volunteers as and when required |                           |
|  |  |   |                           |

**Back to Basics Pillar:** Institutional Capacity, **National KPA:** Institutional Development and Transformation, **Project:** Skills Development within Communities

| Outcomes  | Measurable outputs  | Inputs   | Responsibility            |
|---|---|--|---------------------------|
| 3. Technical skills capacity within Communities increased | One skills development session conducted in each Local Municipality by 30 June 2020 | Identify the most useful technical skills needed                 | EM:<br>Corporate Services |
|   |   | Appoint Service Providers to conduct skills development training |                           |
|   |   | Identify beneficiaries   |                           |
|   |   | Conduct technical skills capacity building sessions              |                           |

| Outcomes | Measurable outputs | Inputs                   | Responsibility |
|----------|--------------------|--------------------------|----------------|
|          |                    | Monitor results          |                |
|          |                    | Repeat a refined process |                |

**Back to Basics Pillar:** Delivery of Services and Maintenance, **National KPA:** Basic Services, **Project:** Water Pipe Maintenance

| Outcomes                | Measurable outputs  | Inputs   | Responsibility            |
|-------------------------|---|--|---------------------------|
| 4. Reduced water losses | Two Volunteers in each Ward appointed, trained and capacitated in repairing pipes by 30 June 2020 | Appoint Water Committees for all water schemes operating in the District | EM:<br>Technical Services |
|                         |   | Water Committees to nominate Pipe Fixing Volunteers                      |                           |
|                         |   | Train and capacitate Pipe Fixing Volunteers                              |                           |
|                         |   | Assign Pipe Fixing Volunteers to Technicians / Plumbers                  |                           |
|                         |   | Develop an Operations and Maintenance Programme for each water scheme    |                           |
|                         |   | Implement Operations and Maintenance Programme                           |                           |

**Back to Basics Pillar** : Delivery of Services and Maintenance, **National KPA:** Basic Services, **Project:** Solid Waste Recycling

| Outcomes  | Measurable outputs  | Inputs  | Responsibility            |
|---|---|---|---------------------------|
| 5. Solid Waste Recycled throughout the District | Waste Transfer and Recycling Facility established and operating by 30 June 2020 | Appoint a Contractor to construct the Waste Transfer and Recycling Facility | EM:<br>Technical Services |
|   |   | Source separation systems established across all LM's                       |                           |
|   |   | Small Recyclers market share Improved                                       |                           |
|   |   | Community education and awareness programme implemented                     |                           |
|   |   |   |                           |

**Back to Basics Pillar** : Delivery of Services and Maintenance, **National KPA:** Basic Services, **Project:** Sports Development

| Outcomes  | Measurable outputs  | Inputs  | Responsibility            |
|---|---|---|---------------------------|
| 6. Increased participation in sport throughout the District | Two Sports Volunteers (One male, one female) appointed for each of the fifteen sport disciplines that take place in the KZN SALGA Games by the LMs Sports Associations by 31 March 2020 | Consult with the LM's Sports Associations   | EM:<br>Community Services |
|   |   | LM's Sports Associations consult with the Sports Federations within the LM and appoint the two Sports Volunteers per discipline |                           |
|   |   | Develop a job description   |                           |
|   |   | Capacitate the Sports Development Volunteers, Monitor progress  |                           |

**Back to Basics Pillar:** Sound Financial Management and Accounting, **National KPA:** Financial Viability and Management, **Project:** Indigent Register

| Outcomes                               | Measurable outputs   | Inputs  | Responsibility            |
|--|--|---|---------------------------|
| 7. Support provided to indigent people | Comprehensive Indigent Register implemented by 31 March 2020 | Review the Indigent Policy                          | EM:<br>Financial Services |
|  |  | Publish for public comment                          |                           |
|  |  | Conduct public engagement sessions                  |                           |
|  |  | Refine Indigent Policy in view of comments received |                           |
|  |  | Invite beneficiaries to apply for indigent status   |                           |
|  |  | Appoint Community Members as Data Capturers         |                           |
|  |  | Implement the Indigent Register                     |                           |

**Back to Basics Pillar** : Sound Financial Management and Accounting

**National KPA** : Financial Viability and Management

**Project** : Consumer Education

| Outcomes                                      | Measurable outputs                         | Inputs  | Responsibility  |
|---|--|---|---|
| 8. Water and sanitation<br>Consumers educated | Revenue enhanced by 20%<br>by 30 June 2020 | Develop training material   | Municipal<br>Manager delegated to :<br>Water Services Authority |
|   |  | Develop training programme  |   |
|   |  | Appoint Trainers from<br>Communities                                |   |
|   |  | Conduct training sessions   |   |
|   |  | Evaluate effectiveness  |   |
|   |  | Review training Programme<br>and repeat training where<br>necessary |   |

Progress on the above is reported through reporting channels.



### Our District is strategically located in the following manner:

- It is on the important Durban-Free State-Gauteng Corridor (N3)
- Msunduzi, which has the largest population and the primary node, is also the Capital city of the KwaZulu-Natal Province.
- Most settlements and open land falls within the mist belt, which is highly conducive for agriculture.
- There are tourism routes and nodes, there is a rural-urban continuum.

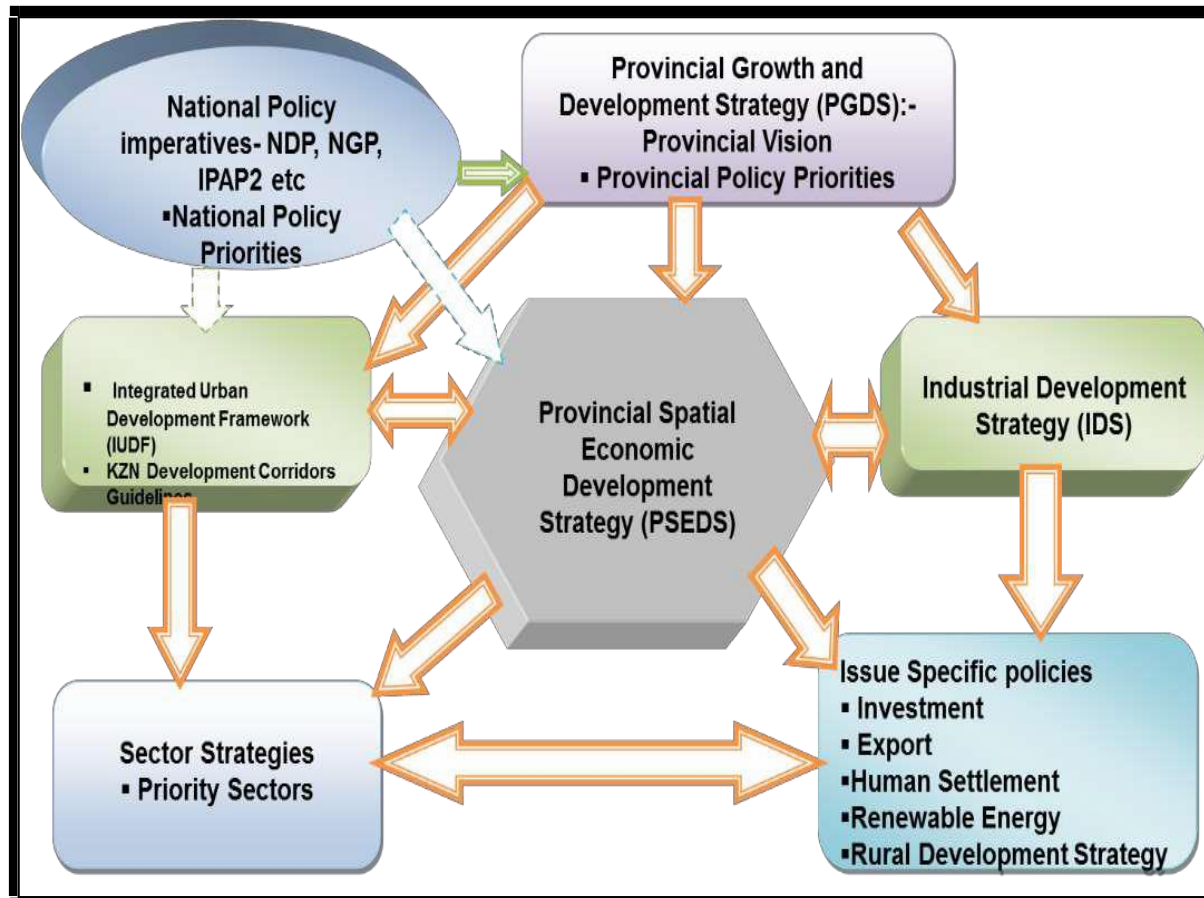


Figure 8 Alignment PSEDS, Source: DEDTEA 2016

The above Diagram illustrates the necessary alignment between the National and Provincial macro-policy planning initiatives that shapes the spatial distribution of economic development programmes and projects at a local scale. The strategy has been localized in partnership with DEDTEA in order to zoom-in to the comparative advantages of the uMgungundlovu District and its Local Municipalities.

WHAT CAN YOU EXPECT FROM US INTERMS OF OUTPUTS, OUTCOMES AND DELIVERABLES OVER THE NEXT FIVE YEARS?

(Also SEE SECTION D on strategic objectives on current year)

Our functions are grouped according to the following key performance areas (KPA's):

- Basic Service Delivery and Infrastructure Development
- Local Economic Development and Social Development
- Financial Viability and Management
- Cross-cutting Interventions: Spatial and Environmental management and including Disaster Management
- Municipal Transformation and Institutional Development
- Good Governance

Our core business is water, sanitation and environmental health services. There are plans on

- Bulk water supply
- Improvements in sanitation provision

Our Development Outcomes are summarized as follows:

Table 4 STRATEGIC OUTCOMES -

Table 4 below shows the strategic outcomes the diagram in Figure 1 above illustrates the change from the strategic goals of the PGDS, whereas the change is not in quantity as they are still seven but in quality where job creation is now “inclusive economic growth” where the letter responds to the current changing circumstances where the Country as a whole needs a growing and diversified economy that is able to create and sustain jobs as a direct outcome. Climate change has also changed to a more encompassing “environmental sustainability” strategic goal in order to balance between the physical/natural, social, economic and institutional aspects of the total environment. All the other five original goals remain unchanged. The strategic goals are then underpinned by the strategic objectives. The Table below presents the alignment of the PGDS/PGDP, DGDP and IDP Goals and Strategic Objectives at a much broader Policy-level. The finer details are contained in the respective documents; however, this Section is followed by a list of current Catalytic Projects that seek to effect the desired change on the Vision.



Figure 9 Depicting Change from old to new PGDS Goals, Source: PGDS: 2016

**Table 4**

| Department                      | Division / Programme                        | Planned Strategic Outcomes   |
|---------------------------------|---|--|
| Office of the Municipal Manager | Integrated Development Planning             | A dynamic Integrated Development Plan that informs development in the District                         |
|                                 | Water Services Authority                    | Water and Sanitation backlogs eradicated in the uMgungundlovu District                                 |
|                                 | Internal Audit                              | Adequate and effective internal controls in place within the District Municipality (DM)                |
|                                 | Performance Management & Strategic Planning | The DM is transformed into a performance driven organization   |
|                                 | Intergovernmental Relations                 | Effective intergovernmental relations practiced by all spheres of government through the Cluster Model |
|                                 | Communications                              | The DM communicates effectively with all its Stakeholders and  |
|                                 | Legal Services                              | The DM is legally compliant in all its activities  |
|                                 | Information and Communications Technology   | Optimal utilization of the ICT Systems by all users in the DM  |
|                                 | Research and Development                    | Informed decision-making based on latest scientific information  |
| Technical Services              | Water Provision                             | Potable water enjoyed by all within the DM   |
|                                 | Sanitation Provision                        | Basic and higher levels of sanitation enjoyed by all within the DM                                     |
|                                 | Roads and Storm Water                       | Effective road network and storm water controls in place   |
| Community Services              | Emergency Services – Fire                   | Humanitarian aid rendered and property and lives saved from fire and other threatening hazards         |
|                                 | Emergency Services – Disaster Management    | The probability of disaster occurrences reduced and effective action taken during disasters            |
|                                 | Environmental Health                        | Sustainable environmental health practiced throughout the District                                     |
|                                 | HIV and Aids                                | Coordination and Management of HIV/AIDS strengthened   |
|                                 | Women and Children                          | Human rights of Women and Children protected and promoted  |

| Department         | Division / Programme                                 | Planned Strategic Outcomes   |
|--------------------|--|--|
| Community Services | Gender, Senior Citizens and People with Disabilities | Gender equality achieved and human rights of Senior Citizens and People with Disabilities protected and promoted         |
|                    | Sports and Recreation                                | Sports and recreation promoted throughout the District   |
|                    | Arts and Culture                                     | Arts and culture promoted throughout the District  |
|                    | Youth Development                                    | Youth development promoted throughout the District   |
|                    | Economic Development                                 | A conducive environment for rural development and local economic development created                                     |
|                    | Tourism Development                                  | An economically viable and tourist friendly District that increases tourism and job opportunities created                |
|                    | Development Planning                                 | Sustainable environmental management and coordinated development promoted throughout the District                        |
|                    | Geographic Information Services                      | Stakeholders within the District make use of accurate geographic information for decision making                         |
|                    | Environmental Management                             | The natural capital of the District is restored and managed so as to optimally contribute to the wellbeing of its people |
|                    | Climate Change Mitigation and Adaptation             | Vulnerability to climate change reduced through mitigation and adaptation programmes                                     |
| Financial Services | Budgeting and Reporting                              | Budgeting and reporting processes constantly improved  |
|                    | Expenditure Control                                  | Expenditure control measures constantly improved   |
|                    | Income Control                                       | Income control measures constantly improved  |
|                    | Supply Chain Management                              | Procurement procedures constantly speeded-up and improved  |
| Corporate Services | Human Resource Management                            | The UMDM is recognized as an employer of choice  |
|                    | Employee Wellness                                    | A healthy, happy and motivated work force working in the UMDM  |
|                    | Administration and Sound Governance                  | The standard of administrative and auxiliary support is constantly improved  |

A.1.4 HOW WILL OUR PROGRESS BE MEASURED?

The following strategic /political mandate information emanates from the Strategic Planning of Full Council giving direction for the next five years. It contains the Mayoral Ten Point Plan, the Resolutions of the Strategic Workshop and the Five-Year Goals.

ALLOCATION OF RESPONSIBILITIES TO THE 10 POINT PLAN-FOR EXECUTION-ANNUALLY IN THE NEXT FIVE-YEARS

| NO . | POINTS  | LEAD  | RESPONSIBILITY   | TIME-FRAME         | STATUS  |
|------|---|---|--|--------------------|---|
| 1.   | (1)Metro (step by step roadmap to our common vision)                                      | OMM   | Municipal Manager  | 30 June            | Preparatory   |
| 2    | (2)Universal access to services (100% access)-water and sanitation                        | Technical Services                              | HOD: Technical Services                                      | 30 June            | 86% water in 2016 (awaiting sanitation &                                |
| 3    | (3) Maintenance policy and plan (reliable provision of services)                          | Technical Services                              | HOD: Technical Services                                      | 30 June            | In progress   |
| 4    | (4) Radical Economic Transformation ( setting up of a functional Development Agency)      | Community Services                              | HOD: Community Services                                      | 30 June            | Board appointed   |
| 5    | (5) Community Partnerships ( EPWP and Co-operatives)                                      | Community Services                              | HODs: Community Services                                     | Annually (SDBIPs)  | Policy Framework to be developed for community                          |
| 6    | (6)Good Governance (sustaining the clean audit)   | OMM- Internal Audit and Finance                 | Municipal Manager, Internal Audit and CFO, ALL HODs          | Annually           | Clean Audit opinion by the AG   |
| 7    | (7) Sustainable IGR ( a structured Mayors Forum)  | OMM, Corporate Services                         | Municipal Manager and Divisional Manager: Operations         | Annually           | TBA   |
| 8    | (8) Monitoring and evaluation ( through the SDBIP's)                                      | OMM   | Municipal Manager through OPMS Manager, ALL HODs             | Quarterly-Annually | First Quarter of 2016/2017 report is in the pipeline                    |
| 9    | (9) Special Programmes (for the poor)   | Community Services and Office of the Mayor, OMM | HOD: Community Services and Municipal Manager                | Annually           | Lead by Community Services but implemented in collaboration with Office |
| 10   | (10) Achieving sustainable development and climate change mitigation (especially drought) | Community Services,                             | HODs: Community and Technical Services and Municipal Manager | Annually           | Implementation  |

| A.1.5 PRIORITIES / STRATEGIC GOALS OVER THE NEXT FIVE YEARS |   |   |   |   |   |   |
|---|---|---|---|---|---|---|
|   | Good Governance<br><i>(under the office of the Municipal Manager)</i> | Basic Service Delivery<br><i>(under Technical Services)</i>   | Local Economic Development and Social Development<br><i>(under Economic Development and Planning)</i> | Financial Viability and Management<br><i>(under Financial Services)</i> | Municipal Transformation and Institutional Development<br><i>(under Corporate Services)</i>                           | Cross-cutting Issues (Including Spatial, Environmental and Disaster Management)<br><i>(under Economic Development and Planning)</i> |
| IDP YR 1:<br>2022/2023                                      | Partnering with relevant Departments and stakeholders / Cluster.      | Provide <b>quality basic services</b> . Improve access to <b>Water</b> and access to <b>sanitation</b> including operation and maintenance. | <b>Address poverty</b> and its impacts by broadening access to employment.                            | Improve <b>revenue collection</b> .                                     | <b>Professionalise the public service</b> , strengthen accountability, improve coordination and prosecute corruption. | Spatial integration, human settlements, and local government.   |
| IDP YR 2:<br>2023/2024                                      | Social Cohesion and Safe Communities                                  | Work towards elimination of backlogs on basic access to achieve universal access.   | Achieve <b>economic transformation</b> and job creation.  | Achieve <b>clean audit opinion</b> .                                    | Education, skills and health.   | Interventions to ensure <b>environmental sustainability and resilience</b> to future shocks.  |
| IDP YR 3:<br>2024/2025                                      | Beyond sustenance of Clean Audit/ Risk Management                     | Working towards quality services  | Implementation of catalytic projects  | <b>Boost private investment</b> into the District.                      | Systems: Registry Fleet management, leave management  | Respond to Climate Change.  |
| IDP YR 4:<br>2025/2026                                      | Strengthening OPMS towards Clean Audit on AFS                         | Satisfied citizens  | Wall to wall land-use schemes and Integrated Spatial Development Framework (SDF's)                    | Systems Drive   | Systems in place for transformation   | Build a Disaster Management Centre. Strengthen Disaster Management Response.  |
| IDP YR 5<br>2026/2027                                       | Strengthened IGR  | Improving access to water for all.  | Increase densities, diversified and growing economy that creates jobs                                 | Increased revenue base  | Transformation readiness for new category   | Spatial Integration.  |

#### A.1.6 DEVELOPING THE UMDM 2023/2024 IDP AND BUDGET PLAN

In accordance with Chapter 5 of the Municipal Systems Act (Act No.32 of 2000). Although uMgungundlovu District Municipality has a five-year time horizon, it adopts a medium to long-term development perspective with the five-year plans, with the annual reviews being a mechanism for progressive and incremental progress towards the ideal situation. The IDP provides for the local implementation of the National and Provincial development initiatives outlined in the National Development Plan and the Provincial Growth and Development Strategy and District Growth and Development Plan.

### **A.1.7 LOGICAL FRAMEWORK APPROACH**

The IDP is prepared in accordance with the requirements of the Municipal Systems Act and associated regulations and is intended to serve as a strategic guide for the future development of the uMgungundlovu District Municipality's area of jurisdiction.

This includes both public and private sector development initiatives. It is based on issues articulated by all stakeholders and is informed by national and provincial development imperatives. Its objectives are to:

- Guide decision-making in respect of service delivery and public sector investment.
- Inform the budgets and service delivery program of various government departments and service agencies.
- Coordinate the activities of various service delivery agencies within uMgungundlovu District Municipality's jurisdiction.
- Engage communities and other key interested and affected parties in municipal affairs, especially the continuous integrated development process; and
- Position the municipality to make a meaningful contribution to meeting district, provincial and national development targets, and priorities.

Although the IDP informs the annual budget and determines the organisational structure, it takes into account resource availability and asserts that if resources (inputs) are provided, activities will be undertaken, and the requisite outputs will be produced, leading to the attainment of the intended outcomes and thus making a significant impact in developing uMgungundlovu as an area.

### **A.1.8 THE LEGISLATIVE FRAMEWORK**

According to Section 25(1) of the Municipal Systems Act (2000) each municipal council must, within a prescribed period after the start of its elected term, adopt a single, all-inclusive and strategic plan for the development of the municipality. The IDP is a legislative requirement, it has a legal status, and it supersedes all other plans that guide development at a local government level

### **A.1.9 THE UMDM 2023/2024 IDP/BUDGET/ PMS PROCESS PLAN**

As part of the preparations for the 2023/2024 UMDM Draft IDP review, the municipality formulated and adopted the IDP Framework Plan along with the IDP Process Plan. These documents are to ensure and promote coordination between the family of municipalities in uMgungundlovu District Municipality and also within the spheres of government in the IDP/Budget Processes. Components of the IDP Process Plan include:

1. Organizational Arrangements for IDP Review Process
2. Allocation of Roles and Responsibilities
3. Mechanisms for Public Participation
4. Alignment of IDP, Budget and PMS.
5. Binding Legislation and Planning Requirements
6. Action Programme and Time frames



| ALIGNED PROCESS  | ACTIVITIES AND MILESTONES   | TARGET DATES                  | RESPONSIBILITY  | OUTPUTS                                      |
|--|---|-------------------------------|---|--|
| <b>Critical milestone (below is working forward to achieve it)</b> | <b>Milestone 1 (IDP Preparation phase): Submission of 2023 /2024 IDP Framework and Process Plans to CoGTA and Treasury</b>                        | <b>31 August 2022</b>         | <b>All Municipalities to CoGTA and Treasury</b>       | <b>Submitted Framework and Process plans</b> |
| IDP  | Meeting with Local Municipalities/ Extended Planning sub cluster on IDP- Budget-OPMS  | 20 July 2022                  | All municipality                                      | Attendance register                          |
| IDP-BUDGET-OPMS  | Prepare 2023//2024 IDP / Budget /OPMS Process Plans   | 18 July 2022 – 23 August 2022 | All municipalities                                    | Drafts FP-PPs completed                      |
| IDP  | Circulate the draft Process Plan and framework plan internally for preliminary  | July 2022                     | District municipality- IDP office, All municipalities | Circulated draft                             |
| DDM  | Send questionnaire to local municipalities to provide updated vision as per IDP and Strategies. Include a copy of existing One Plan and allow for | 11 July 2022                  | District Municipality                                 | Questionnaire                                |
| DDM  | Planning meeting with LMs to ensure required information has been obtained for input into the One Plan document                                   | 29 July 2022                  | All municipalities                                    | Attendance register                          |
| IDP  | Submit Draft Framework/Process Plans to COGTA   | 29 July 2022                  | All municipalities                                    | Letter of acknowledgement                    |
| DDM  | Consolidate all inputs from LMs   | 01 August – 05 August 2022    | District Municipality                                 |  |
| DDM  | Strategic Workshop to finalize Vision, Strategies and Projects  | 16 August 2022                | COGTA – attended by all LMs and sector departments    |  |
| IDP  | Tabling the Framework Plan and Process Plan at Council  | 30 August 2022                | All municipalities                                    | Council Resolution                           |
| IDP-WSDP   | Incorporate WSDP review processes with those of the IDP, and reporting to the Department of Water and Sanitation (DWS).                           | 31 August 2022                | District Municipality- WSA Division                   | Submission of the report to DWS.             |
| LED Strategy   | Submission of the LED Strategy to EDP, EXCO and Full Council for approval   | 30 June 2022                  | District Municipality; Manager LED.                   | Council Resolution                           |

| ALIGNED PROCESS  | ACTIVITIES AND MILESTONES   | TARGET DATES                                      | RESPONSIBILITY  | OUTPUTS   |
|--|---|---|---|---|
| DDM  | Political Hub Meetings  | Quarterly   | uMDM, Political Champion, LMs within DC22, COGTA  | Minutes & updated DDM documents                                   |
| DDM  | Technical Hub Meetings  | Bi-Monthly  | uMDM, Technical Champion, LMs within DC22, COGTA  | Minutes & updated DDM documents                                   |
| DDM  | Cluster Meetings  | Bi-Monthly  | uMDM Executive Managers/Conveners & stakeholders  | Cluster Reports   |
| IDP  | Final Process Plans submitted to COGTA with council resolution                            | 29 October 2022 or per CoGTA                      | All Municipalities  | Letter of acknowledgement   |
| OPMS   | Signed s56/57 Performance Agreements for 2022/2023– financial year (S53 MFMA and S57 MSA) | 29 July 2022                                      | All Municipalities  | Signed performance agreements and place on website within 14 days |
| <b>Critical milestone (below is working backwards to achieve it)</b> | <b>Milestone 2 : IDP Phase 1 Analysis /Status Quo analysis</b>                            | <b>25 September – end October 2022</b>            | <b>All municipalities</b>   | <b>Status quo analysis reports</b>                                |
| IDP  | ➤ MEC Panel assesses submitted 2022/2023 IDPs<br>Draft Process Plan comments              | 22 July 2022–<br>03 August 2022<br>21 August 2022 | MEC Panel   | Results of the assessment and response                            |
| IDP  | Sustainable Living Exhibition   | TBA   | MEC COGTA, Sector Departments, Municipal representative   |   |
| DDM  | Presentation of the One Plan to the Technical Hub for adoption                            | 19-23 September 2022                              | DDM Adoption  | DDM One Plan/ Resolution  |
| IDP  | IDP Indaba  | 16 September 2022                                 | COGTA, Sector Departments, Municipal representative   | Final IDP assessment results                                      |
| IDP  | Meeting with Local Municipalities/Planning sub cluster on IDP: Cross-border alignment     | 14 September 2022                                 | All municipalities and Department of Social Development- Population Unit, KZN Treasury and StatsSA. | Draft status quo reports and data alignment                       |

| ALIGNED PROCESS                    | ACTIVITIES AND MILESTONES   | TARGET DATES            | RESPONSIBILITY                           | OUTPUTS   |
|------------------------------------|---|-------------------------|--|---|
| IDP                                | Collect data to review Status Quo of the Municipality   | 03 August 2022          | All municipalities                       | Verified data   |
| IDP- INCORPORATING BUDGET AND OPMS | Assess the status of sector plans and policies  | 1 – 13 August 2022      | All municipalities                       | Updated table indicating status of reviewed strategies, sector plans and policies |
| OPMS                               | Draft Annual Performance Report for 2021/2022 Financial year (S46 MSA)  | 31 August 2022          | Accounting Officer / PMS Manager         | Draft 2021/ 2022 Annual Performance Report submitted to AG – S46 MSA              |
| IDP- INCORPORATING BUDGET AND OPMS | Submission and adoption of final Draft Process Plan /FP to all relevant Council Committees  | 1-23 August 2022        | All municipalities                       | Final drafts submitted and adopted  |
| BUDGET AND REPORTING               | 2022/ 2023 First Quarter Budget Review<br><br>MFMA SECTION 52D REPORT   | 28 October 2022-        | Mayor/ MM /CFO                           | MFMA section 52(d) report and Council resolution                                  |
| OPMS                               | Internal Audit Reports on performance information must be submitted to the MM and Performance Audit Committee – S45 MSA and Reg 14 PPMR | Quarterly               | MM / Internal Audit / PAC                | Quarterly performance reports   |
| IDP                                | Advertise Process Plans   | 01-23 August 2022       | District municipality/all municipalities | Copies of adverts   |
| IDP                                | Consult Private Sector, Sector Departments, Parastatals, NGOs etc. on status quo of the district-one-on-one and Ward-based engagements  | August – September 2022 | All municipalities                       | Schedule of consultations   |
| IDP                                | Update Report on alignment for this Phase to MMs Forum  | Per District Calendar   | District Municipality                    | Phase Update reports  |
| IDP                                | Update Report on alignment for this Phase to Mayors Forum   | Per District Calendar   | District Municipality                    | Phase Update reports  |

| ALIGNED PROCESS  | ACTIVITIES AND MILESTONES   | TARGET DATES            | RESPONSIBILITY  | OUTPUTS  |
|--|---|-------------------------|---|--|
| IDP  | IDP Representative Forum  | 26 September 2022       | District Municipality / LMs                             | Phase Update reports   |
| IDP  | Status Quo Report to Exco – to Full Council as from next month  | 27 September 2022       | District Municipality/all municipalities                | Status Quo Report to Exco /Council                             |
| DDM  | Presentation of the One plan to the Political Hub for adoption  | 26-30 September 2022    | District Municipality / LMs                             | Resolution/ The DDM One Plan                                   |
| <b>Critical milestone (below is working backwards to achieve it)</b> | <b>Milestone 3 Phase 2 &amp;3 of the IDP: Review Strategies &amp; projects</b>  | <b>29 November 2022</b> | <b>All municipalities</b>                               | <b>Reviewed strategies report</b>                              |
| IDP  | Review municipal strategies   | 1– 15 November 2022     | All municipalities                                      | Report on reviewed strategies                                  |
| IDP  | IDP Alignment session for UMgungundlovu and Harry Gwala District  | 8 November 2022         | CoGTA   | Attendance   |
| World Planning Day Event   | Attend the event  | 08 November 2022        | SAPI, CoGTA, stakeholders and municipalities            | Attendance   |
| IDP Alignment Session for DC22 Family and stakeholders               | Participation and presentation of progress  | TBC                     | OTP, CoGTA, stakeholders and all municipalities in DC22 | Attendance and progress report /draft plan of the DGDP review  |
| IDP- OPMS- BUDGET  | Develop/Review the measurable objectives for the next financial year and include the required budget for achieving those objectives     | 18 November 2022        | Internal Departments                                    | Reports /inputs in required format (mSCOA key dates indicated) |
| OPMS   | Internal Audit Reports on performance information must be submitted to the MM and Performance Audit Committee – S45 MSA and Reg 14 PPMR | Quarterly               | MM / Internal Audit / PAC                               | Quarterly performance reports                                  |

| ALIGNED PROCESS | ACTIVITIES AND MILESTONES   | TARGET DATES     | RESPONSIBILITY  | OUTPUTS   |
|-----------------|---|------------------|---|---|
| IDP             | Meeting with local municipalities to discuss strategies reports /sub cluster  | 17 November 2022 | All municipalities  | Alignment of strategies report (progress on mSCOA requirements) |
| IDP             | Consult Private Sector, Sector Departments, Parastatals, NGOs etc. on strategies and priorities of the district- IDP Representative Forum | 23 November 2022 | District municipality (joint engagement of all municipalities, registered stakeholders and service providers) | Aligned Programmes reports                                      |
| IDP             | Provincial IDP Best Practice Conference   | 25 November 2022 | CoGTA   | Attendance  |
| IDP             | Update Report on alignment for this Phase to MMs Forum  | 12 October 2022  | District Municipality   | Phase Update reports  |
| IDP             | Submit adopted IDP Framework and Process Plan to COGTA  | 31 October 2022  | All Municipalities  | Letter of acknowledgement                                       |
| IDP             | Update Report on alignment for this Phase to Mayors Forum   | 23 October 2022  | District Municipality   | Phase Update reports  |
| IDP- WSDP       | Review strategies and projects impacting on the WSDP  | 29 November 2022 | District Municipality- WSA Division   | Reviewed strategies report                                      |
| IDP             | Strategies Report to Exco   | 11 December      | District / All Municipalities   | Item: reviewed  |
| IDP- WSDP       |   | 2022             | per Council calendars   | strategies report for   |
| IDP             | Full Council  | 02 December 2022 | District / All Municipalities   | approval  |
| IDP             | Feedback and Sector – Municipal Alignment sessions coordinated with COGTA- uMgungundlovu District   | 08 November 2022 | COGTA, Municipal Representatives-all managers, Sector Departments and State- Owned Enterprises (SOEs)         | Alignment of MTSFs, MTEFs, programmes and budgets               |

| ALIGNED PROCESS        | ACTIVITIES AND MILESTONES  | TARGET DATES                                   | RESPONSIBILITY  | OUTPUTS  |
|------------------------|--|--|---|--|
| IDP                    | Prioritization of IDP projects drafts  | 01– 11 December 2022                           | All municipalities  | Projects prioritization lists integrated into the IDP    |
| BUDGET-IDP OPMS        | Consider proposed budget from the board of Directors from the Development Agency                             | January 2023                                   | Mayor / MM/ CFO   | Development Agency Draft Budget Submitted                |
| OPMS-BUDGET            | 2022/2023 Mid-year Budget Performance Assessment- S72 MFMAI  | 25 January 2023                                | Mayor/MM/CFO  | Midyear Performance Assessment Report                    |
| MAIN BUDGET ASSESSMENT | 2022/2023 Main Adjustment Budget to Council  | 10February-21 February 2023                    | Budget Steering Committee<br>Finance Committee<br>Mayor/ MM / CFO | Adjustment Budget and Council resolution                 |
|                        |  | 28 February 2023                               | Full Council  |  |
| IDP                    | IDP Stakeholders meeting to agree on 2023/2024 reviewed IDP process  | TBC  | COGTA   | Attendance   |
| BUDGET-IDP OPMS        | 2022/23 Internal departments Budget Inputs for draft budget  | 01-28 February 2023                            | Council Internal Departments                                      | Completed budget templates aligned to IDP format (mSCOA) |
| IDP                    | Meeting of COGTA, Sector Departments and Municipalities on IDP drafting and assessment process for 2023/2024 | 03 February 2023                               | COGTA, Sector Departments and Municipalities                      | Attendance   |
| BUDGET                 | Commence with the Review of 2022/2023 Budget Related Policies and tariff calculation and National policies   | 03 March 2023                                  | All Departments / Management Committee                            | List of Budget Policies reviewed tariff                  |
| IDP-BUDGET-SDBIP       | Alignment of IDP and Budget towards SDBIP  | 11 March 2023                                  | All Municipalities / Departments                                  | Completed templates aligned to IDP format                |
| OPMS                   | Schedule Performance Audit Committee meetings at least twice a year – Reg 14 PPMR                            | 30 January and July 2022                       | MM / Internal Audit / PAC   | Minutes of Committee meetings                            |
| OPMS-BUDGET            | Presentation of Treasury assessment of Mid-year Budget and performance management assessment                 | February-March 2023 (as per treasury calendar) | Treasury/ Municipality  | Agenda and resolution                                    |

| ALIGNED PROCESS  | ACTIVITIES AND MILESTONES   | TARGET DATES               | RESPONSIBILITY  | OUTPUTS  |
|--|---|----------------------------|---|--|
| <b>Critical milestone (below is working backwards to achieve it)</b> | <b>Milestone 4 Phase 4 &amp;5 of the IDP: Integration and approval/ Adoption and submission of Draft 2023/2024 IDPs to COGTA and Budget to Treasury</b> | <b>31 March 2023</b>       | <b>All municipalities<br/>DCOGTA AND<br/>TREASURY</b>                 |  |
| BUDGET   | Mayor tables municipality draft budget as well as consolidated budget, aligned to reviewed IDP  | 31 March 2023              | Mayor/MM/CFO<br><br>Finance Committee<br><br>Exco<br><br>Full Council | Draft Budget report and Council resolution           |
| IDP  | Municipalities submit draft 2023/2024 IDPs to CoGTA   | 01-31 March 2023           | COGTA and all municipalities  | Proof of submission of draft reviewed IDP            |
| SDBIP  | Municipalities submit draft 2022/2023 SDBIP to Treasury and CoGTA   | 20-27 March 2023           | Treasury and all municipalities                                       | Proof of submission of draft reviewed SDBIP          |
| IDP  | Update Report on alignment for this Phase to MMs Forum  | March 2023--(per Calendar) | District Municipality   | Phase Update reports                                 |
| IDP  | Update Report on alignment for this Phase to Mayors Forum   | March 2023 (per Calendar)  | District Municipality   | Phase Update reports                                 |
| BUDGET   | Grants Notification to Local Municipalities   | 12 March 2022              | District Municipality   | Grants Notification report circulated                |
| IDP  | Adoption of Draft IDP by Council  | Before 31 March 2023       | All Municipalities  | Council Resolution                                   |
| IDP-WSDP   | Preparing a draft WSDP and submission to stakeholders for 2023/2024 WSDP  | 30 March 2022              | District Municipality- WSA Division                                   | Advert requesting public comments on the draft WSDP. |
| IDP & BUDGET   | Advertise draft /reviewed IDPs and draft Budget related documents for Public Comments   | 03 April 2023              | All Municipalities  | Copies of adverts                                    |
| OPMS   | Draft SDBIP for 2023/2024 Financial year  | 30 March 2023              | Accounting Officer/ PMS Manager                                       | Draft SDBIP for 2023/2024 financial year             |
| OPMS   | Review OPMS Policy and prepare draft OPMS scorecard for inclusion into draft IDP (Ensure draft scorecard indicators are aligned to IDP objectives)      | Before end of June 2023    | S56 Managers / IDP Manager / PMS Manager                              | Aligned process                                      |

| ALIGNED PROCESS  | ACTIVITIES AND MILESTONES   | TARGET DATES            | RESPONSIBILITY   | OUTPUTS  |
|--|---|-------------------------|--|--|
| BUDGET-IDP OPMS  | Finalization of budget related Policies 2022 /2023  | 05 May 2023             | MM/CFO/HOD's   | Reviewed Budget related Policies   |
| BUDGET-IDP OPMS  | Finalization of proposed 2022/2023 service tariffs  | 05 May 2023             | MM/CFO   | Reviewed Tariffs   |
| OPMS   | Review OPMS Policy and prepare draft OPMS scorecard for inclusion into draft IDP (Ensure draft scorecard indicators are aligned to IDP objectives)            | Before end of June 2023 | S56 Managers / IDP Manager / PMS Manager   | Aligned process  |
| <b>Critical milestone (below is working backwards to achieve it)</b> | <b>Milestone 5: Assessment of Draft 2023/2024 IDPs and self-assessment</b>  | <b>31 May 2023</b>      | <b>All Municipalities<br/>DCOGTA<br/>Sector Depts.</b>                                   |  |
| BUDGET-OPMS  | Presentation of Draft Budget Assessment by Treasury   | April-May 2023          | MM/CFO   | Agenda   |
| IDP  | Meeting with local municipalities –planning sub-cluster to reflect on draft IDPs and planning for joint izimbizo. And also prepare for the alignment session. | 03 April 2023           | All Municipalities   | Draft izimbizo contents. Finalize allocated roles for alignment presentations. |
| IDP  | Convening of decentralized IDP Assessment Forums  | 12 April 2023           | COGTA, Municipal Representatives, Sector Departments and State- Owned Enterprises (SOEs) | Attendance and reports   |
| IDP  | IDP Forum-on draft IDP  | 24 April 2023           | District   | Meeting  |
| IDP-WSDP   | Stakeholder engagements and public participation on the draft WSDP  | 30 April 2023           | District Municipality- WSA Division  | Comments received during stakeholder engagements.                              |



| ALIGNED PROCESS  | ACTIVITIES AND MILESTONES   | TARGET DATES              | RESPONSIBILITY   | OUTPUTS   |
|--|---|---------------------------|--|---|
| IDP  | IDP Alignment Feedback Session based on IDP Assessment Frameworks                             | 9 May 2023 (TBC)          | COGTA: IDP Coordination Business Unit, COGTA.<br>Sector Departments<br>Municipal representatives and SOEs. | Attendance and reports                                |
| IDP & BUDGET   | Present Draft IDP and Budget to the community (Izimbizo) and all stakeholders                 | April -May 2023           | All Municipalities jointly- (Speakers Forum)   | Approved and published schedule of dates for Izimbizo |
| <b>Critical milestone (below is working backwards to achieve it)</b> | <b>Milestone 6: Adoption by Councils and Submission of final 2023/2024 IDPs to CoGTA</b>      | <b>28 June 2023</b>       | <b>All Municipalities CoGTA AND ALL</b>  |   |
| IDP & BUDGET   | Incorporate public comments on Draft IDP and Budget   | April 2023                | All Municipalities   | Incorporated comments                                 |
| IDP  | Incorporate comments from the Assessment panel from COGTA                                     | 12 May 2023               | All Municipalities   | Response-table  |
| BUDGET   | Table 2023/2024 Final Budget to the Council for adoption                                      | 31 May 2023               | MM/CFO   | Minutes Final budget and Council Resolution           |
| IDP-<br>BUDGET-<br>OPMS  | Address comments from the Auditor General on the Annual Report of the previous Financial Year | 30 March 2023             | All Municipalities   | Response-table  |
| IDP  | Update Report on alignment for this Phase to MMs Forum  | March 2023 (per Calendar) | District Municipality  | Phase Update reports                                  |
| IDP  | Update Report on alignment for this Phase to Mayors Forum                                     | March 2023 (per Calendar) | District Municipality  | Phase Update reports                                  |
| IDP  | Present Final Draft IDP to Exco   | May/June 2023             | District Municipality  | Item: final draft IDP                                 |

| ALIGNED PROCESS | ACTIVITIES AND MILESTONES   | TARGET DATES   | RESPONSIBILITY                      | OUTPUTS   |
|-----------------|---|--|-------------------------------------|---|
| OPMS            | Approved Departmental SDBIPs / Scorecards 2022/2023 – S53 MFMA                            | 27 June 2023   | Mayor /MM (PMS Manager)             | Approved Municipal Report                             |
| PMS-IDP         | Approved Municipal / Organizational Scorecard 2023/2024 – S44 MSA                         | 27 June 2023   | Accounting Officer/ PMS Manager     | Approved Municipal SDBIP for 2023/2024 financial year |
| OPMS            | Performance Reports twice a year – Reg 13 PPMR- Council, PAC mid-year                     | Council:<br>22 January PAC<br>February 2022 and<br>for APR 25 August | Mayor / MM / PMS Manager / S56      | Reports   |
| IDP- BUDGET     | Submit and publish adopted IDP/Budget to CoGTA and Public                                 | 10 days after adoption date or latest 10 July 2023                   | All Municipalities COGTA-           | Copies of adverts and directions                      |
| IDP- WSDP       | Table final draft of the WSDP together with IDP to council                                | 30 June 2023   | District Municipality- WSA Division | Council resolution on the final WSDP                  |
| OPMS            | Draft 2022/2023 Annual Performance Report – S46 MSA                                       | 25 August 2023   | MM / PMS Manager                    | Report  |
| OPMS            | Prepare 2022/23 Performance Working Paper File and submit to AG after necessary approvals | 30 August 2023   | MM / PMS Manager / Internal Audit   | Audit working apher file and Report                   |
| IDP             | MEC Panel assesses New 5 year IDPs  | 19 July 2023 (TBC)   | COGTA-led panel                     | M.E.C. Letters  |

CHAPTER B: PLANNING AND DEVELOPMENT PRINCIPLES & GOVERNMENT POLICIES AND IMPERATIVES

Some key useful definitions

i) Development

Development is the process of improving the well-being of an individual, community or society. Development should not be defined simply in terms of increases in income levels, or Gross Domestic Product (GDP), but, rather, it should be considered as a process of interrelated economic, social and political changes; the ultimate aim of which should be an improvement in the well-being of the entire population.

ii) Development Planning

This is the process of identifying problems, needs, priorities, resources as well as designing action plans with a view of improving the welfare of the people.

DEVELOPMENT PRINCIPLES

| Principle   | Source   |
|---|--|
| The Constitution (108 of 1996, section 152 (1) (e)) places an obligation on local government to encourage the involvement of communities and community  | The Constitution (Act 108 of 1996)   |
| In terms of Sections 12-18 of the Water Services Act, every Water Services Authority (WSA) must draft a WSDP for its area of jurisdiction as part of the Integrated Development Plan (IDP) preparation process, supply copies of the WSDP to the Department of Water and Sanitation (DWS), Cooperative Governance and Traditional Affairs (COGTA) and neighboring WSAs and further report on the implementation of the WSDP every financial year.   | Water Services Act   |
| The Strategic Framework for Water Services (2003) states that planning, as a function of WSAs and thus WSAs must prepare WSDPs to ensure effective, efficient, affordable, economical and sustainable access to water services that promote sustainable livelihoods and economic development.   | Strategic Framework for Water Services (2003)                                    |
| In line with this Constitutional directive, Section 84(1) of the Municipal Structures Act (117 of 1998) provides for the division of functions and powers between district and local municipalities. Section 84(1) (a) maintains that a district municipality is responsible for integrated development planning for the district as a whole. Exercising this function includes the development of a framework for integrated development plans of all municipalities in the area of the district municipality. | Municipal Structures Act (117 of 1998)   |
| Section 12(1) of the Act indicates that national and provincial spheres of government and each municipality must prepare spatial development frameworks that—   | Spatial Planning and Land Use Management Act (SPLUMA),<br><br>Act No 16 of 2013, |

| Principle  | Source  |
|--|---|
| <p>Development / investment must only happen in locations that are sustainable</p> <p>Basic services (water, sanitation, access and energy) must be provided to all households (NSDP)</p> <ul style="list-style-type: none"> <li>Development / investment should be focused on localities of economic growth and/or economic potential (NSDP)</li> <li>In localities with low demonstrated economic potential, development / investment must concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes (NSDP)</li> </ul>   | National Spatial Development Plan (NSDP)                                  |
| <p>Environmentally responsible behaviour must be promoted through incentives and disincentives</p> <p>•The principle of self-sufficiency must be promoted. Development must be located in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally. Furthermore, the principle is underpinned by an assessment of each areas unique competencies 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 (KZN PGDS)</p> <ul style="list-style-type: none"> <li>Planning and subsequent development must strive to provide the highest level of accessibility to resources, services and opportunities</li> <li>During planning processes and subsequent development, the reduction of resource use, as well as the carbon intensity of the economy, must be promoted (National Strategy on Sustainable Development)</li> </ul> | (National Strategy on Sustainable Development, KZN PGDS).                 |
| <p>Section 12(1) of the Act indicates that national and provincial spheres of government and each municipality must prepare spatial development frameworks that—</p> <p><i>c) interpret and represent the spatial</i></p>  | Spatial Planning and Land Use Management Act (SPLUMA), Act No 16 of 2013, |
| <p>1. Everyone is born free and equal in dignity and rights. 2. The right to development is a fundamental human right. 3. Population, sustained economic growth and sustainable development are Interrelated. 4. Population policy is much more than a fertility policy [migration, mortality, fertility and their economic, social and cultural determinants]. 5. Timely and reliable data is important to the design and implementation of</p> <p>Appropriate policy. 6. Gender equality and empowerment is fundamental to sustainable human development. 7. People are free to decide when and how many children to have. 8. Free movement within the country and the right to seek asylum. 9. Poverty eradication is a fundamental element of population policy. 10. Access to information that helps in decision-making on population and</p> <p>development.1 1. Well-being of women and children should be given priority.</p>  | Population Policy of South Africa   |
| <p>Land development procedures must include provisions that accommodate access to secure tenure</p> <ul style="list-style-type: none"> <li>Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilized</li> </ul>   | Comprehensive Rural Development Programme (CRDP)                          |
| <ul style="list-style-type: none"> <li>If there is a need to low-income housing, it must be provided in close proximity to areas of opportunity</li> </ul>   | “Breaking New Ground”: from Housing to Sustainable Human Settlements)     |

## **State Of The Nation Address**

The state of the nation address was presented by President Cyril Ramaphosa. The president highlighted that the focus remains on the priorities that were identified in the SONA:

- Overcoming the COVID-19 pandemic
- A massive rollout of infrastructure
- A substantial increase in local production,
- An employment stimulus to create jobs and support livelihoods,
- The rapid expansion of our energy generation capacity

The past two years have taken unprecedented actions to strengthen the health system, build laboratory capacity and prevent infections. During the past year, the country has focused on accelerating the vaccine rollout. So far, we have administered 30 million doses of COVID-19 vaccines. Consequently, nearly 42% of all adults and 60% of everyone over 50 is fully vaccinated. Vaccines have proven to be the best defence we have against illness and death from COVID-19.

Last year, the unemployment rate reached its highest recorded level. Unemployment has been caused by low growth, which has in turn resulted from a long-term decline investment. Around 80% of all the people employed in South Africa are employed in the private sector. The key task of the government is to create the conditions that will enable the private sector-both big and small- to emerge, to grow, to access new markets, to create new products, and to hire more employees.

Due to the aging power stations, poor maintenance, policy missteps and the ruinous effects of state capture, our country has a shortfall of around 4000MW of electricity. During the past year, we have taken firm steps to bring additional generation capacity online as quickly as possible to close the shortfall. As a result, several new energy generation projects will be coming online over the next few years. In addition to losing the energy supply shortfall, we are implementing fundamental changes to the structure of the electricity sector.

We now have two South African – Aspen and Biovac – with contracts to produce COVID-19 vaccines. Two additional vaccine projects have also been announced. In addition, we have full local production capability for ventilators, hand sanitisers, medical-grade face masks and gloves and therapeutic drugs and anaesthetics.

We live in one of the regions of the world that is most affected by climate change. In the last year, we have made important strides in the fight against climate change, and, at the same time, securing our economic competitiveness. For the first time, our climate targets are compatible with limiting warming to 1.5 degrees Celsius. This is the goal that all countries agreed to as part of the Paris Climate Agreement and is essential to prevent the worst effects of climate change. This year, we will continue with the implementation of the DDM. The model brings all three spheres of government together with other social partners in every district to grow inclusive local economies and improve the lives of citizens.

## **State Of The Province Address**

The SOPA 2023 was presented by the Honourable MEC in Pietermaritzburg.

Our province has undergone experiences we could not have imagined at the start of this term. Among these has been the deadly and devastating impact of the Coronavirus which has laid bare the structural challenges of inequality, poverty and unemployment which also has a race and gender bias.

At the beginning of the 6<sup>th</sup> Provincial Administration after the 2019 General Elections, we identified the following 8 priorities for the province. These are:

- Provision of Basic Services – immediate challenge being water
- Job creation
- Growing the economy
- Growing SMMEs and Cooperatives
- Education and skills Development
- Human settlements and sustainable livelihoods
- Build a peaceful Province
- Build a caring and incorruptible government

There is an urgency to decisively address the unemployment rate, particularly among the youth, women, and vulnerable groups. We must turn the corner to narrow the gap of race and gender-based inequality and poverty.

We call all municipalities to complete their One Budget, One Plan by the end of March 2022 to effect better service delivery as part of the District Development Model. This administration wants to be more performance-driven, measurable, and impactful in changing the lives of the people in KwaZulu-Natal.

It is against this background that our focal areas for 2022 will be working better and faster by prioritizing:

- Economic recovery and creating jobs
- Improving access to water and sanitation
- Fighting crime and building safe communities
- Social protection and human development
- Building the capacity of the state
- Building a better Africa and a better world

This year the military veterans will continue being prioritised through housing developments in Alfred Duma, Lovu, Copesville, uMshwathu and Bergville.



2- GOVERNMENT PRIORITIES ALIGNMENT AND APPLICATION BY THE MUNICIPALITY

SUSTAINABLE DEVELOPMENT GOALS

The Sustainable Development Goals



The Table below presents the alignment of Government priorities at all levels: National, Provincial and uMDM KPAs. A new column has been added that depicts the alignment with the Sustainable Development Goals (SDGs) by the UN.

| Sustainable Development Goals (SDG's)   | National Priorities                   | NDP (Vision 2030) pillars  | Provincial Priorities                                | uMgungundlovu DM's KPAs   |
|---|---------------------------------------|--|--|---|
| Education (#4)<br><br>Infrastructure, Industrialization (#9)<br><br>Water and Sanitation (#6)<br><br>Climate Change (#13)<br><br>Inequality (#10)<br><br>Poverty (#1) | Education                             | Uniting South Africans of all races and classes around a common programme to eliminate poverty and reduce inequality | Education  | <b>Service Delivery and Infrastructure Planning &amp; Implementation</b><br><br>-Water provision, including operation and maintenance<br><br>-Sanitation provision, including operation and maintenance<br><br>-Environmental Compliance and Climate Change Response<br><br>-Coordination of sector service provisions such as electricity, roads |
| Health (#3)<br><br>Infrastructure, Industrialisation (#9)<br><br>Partnership (#17)  | Health                                | Provide basic services to all citizens wherever they reside  | Health   | <b>Service Delivery and Infrastructure Planning.</b><br><br>Partnering with relevant Department or Cluster  |
| Infrastructure, Industrialization (#9)<br><br>Partnership (#17)<br><br>Economic growth Reform (#8)  | Rural development and agrarian reform | Government spending on fixed investment should be focused on localities of economic growth.                          | Rural Development/ agrarian reform and food security | <b>Local Economic Development</b><br><br>Collaborating with relevant Departments and stakeholders/ Cluster<br><br>Agrarian Revolution and sustainable land support<br><br>SMME promotion<br>Partnering with private business, community and state-owned enterprises<br><br>Development of the Districts Growth Development Plan                   |



| Sustainable Development Goals (SDG's)   | National Priorities                    | NDP (Vision 2030) pillars  | Provincial Priorities                          | uMgungundlovu DM's KPAs  |
|---|--|--|--|--|
| Peace and Justice (#16)<br><br>Energy (#7)<br><br>Partnership (#17)<br><br>Economic growth (#8) | Taking forward the fight against crime | Encourage citizens to be active in their own development, in strengthening democracy and in holding their government accountable   | <b>Fighting crime</b>                          | <b>Good governance and Public Participation.</b><br><br>Partnering with relevant Departments and stakeholders/ Cluster.<br><br><b>Financial Viability and Management:</b><br>Commitment to clean administration  |
| Economic growth (#8)<br><br>Partnership (#17)   | Creating decent work                   | Raising economic growth, exports and making the economy more labour absorbing  | <b>Crating decent work and economic growth</b> | <b>Infrastructure/ Basic Service Delivery: water and sanitation projects implementation</b><br><br><b>Local Economic Development.</b><br>Partnering with relevant Departments and stakeholders / Cluster<br><br>Implement resolutions of the District Growth and Development Summit<br><br>Review L.E.D. Sector Plan and implement |
| Infrastructure, Industrialization (#9)<br><br>Partnership (#17)                                 |  | Focusing on key capabilities of both people and the country.<br><br>Capabilities include skills, infrastructure, social security, strong institutions and partnerships both within the country and with key international partners | Nation building and good governance            | <b>Good Governance and Public Participation.</b><br><br>Partnering with relevant Departments and stakeholders / Cluster.<br><br>-implement EPWP and CWP  |
| <b>Outcome 9: Responsive, Accountable, Effective and Efficient Local Government System</b>      |  |  |  |  |



CHAPTER C: SITUATIONAL ANALYSIS

C1: DEMOGRAPHIC CHARACTERISTICS

Notes:  
The Statistical information contained in this report come from Statistics South Africa (StatsSA) based on the recent Census 2011 and 2016 Community Survey results. Some of the economic information is from KZN Treasury based on Global Insight 2010.

| Facts   | Issues  | Strategic response and pointers   | Other comments  |
|---|---|---|---|
| For general statistics in the District- refer to the following Tables on the following pages.   |   |   |   |
| <p>Increase per annum in the District population of 0.88% between 2001-2011. Now we are 1,017,763 (one million, 17 thousand, seven hundred and sixty-three) in uMgungundlovu District Municipality. The District constitutes about 10% of the Province of KwaZulu-Natal. The District is now number two in size after Ethekwini Metro.</p> <p><b>From Community Survey 2016:</b></p> <p><b>Between 2011 and 2016, the uMDM population grew by 0.020% where in 2011 the total population was 1017763 and in 2016 it is now 1111872</b></p> | <p>What will this mean for equitable share?</p> <p>What age group is affected by population increase?</p> <p>The statistics shows that there is slight decrease of fertility rate in 2011 census as compared to 2001; this is proved by age structure &lt;15 presentation</p> <p>The municipality must have a plan in place for the age group 0-4</p> <p>The age structure/category from 15 to 65 has increased from 2001 to 2011. This means most children from 2001 have graduated to economic active group or youth. 2007 community survey indicate that the DM is youthful, this is still proven by 2011 census</p> | <p>On Equitable Share: depending on the accepted formula but it expected to improve, looking at the increase population and the ward ratings as per the multiple deprivation index coordinated by the Office of the Premier.</p> <p>A link to Early Childhood Development as this will address goal 2 of MDG and address goal 1. The municipality need to develop strong partnership with Social Development to ensure that children enrolled to address illiteracy and poverty.</p> <p>What does this mean in terms of our planning for this particular group? i.e. skills development, education, employment opportunities and also incorporate gender issues into our planning</p> | <p>Questions have been asked already on what type of questions were asked by enumerators especially on permanent residents of respondents.</p> <p>Planning for programmes should be informed by the following: Unemployment rate, Gender-how many women, widows, OVC, disabled. Must also look at education level and pass rate. Include health issues e.g. HIV/AIDS, maternal mortality, and social ills: teenage pregnancy, substance abuse and environment. municipality must also look at available government services within LM's and their accessibility</p> |

| Facts   | Issues   | Strategic response and pointers   | Other comments |
|---|--|---|----------------|
| <p><b>Youth:</b></p> <p>Population by sex:</p> <p>Education: only 24.6% of the youth in 2011 completed Grade 12. since 38% of the total population is young people aged 15-35 years, this is a cause for concern and a need</p> <p>Poverty:</p> <p>Flush/chemical toilets: in 2011 54% of the households (272666) had flush toilets, in 2016 58% (300953) have flush toilets. The figures show an increase, however it should be noted that the number of households have also increased.</p> | <p>The District is also experiencing population aging; there is an increase and stable life expectancy in most local municipalities except Richmond 5.1 in 2001 and 4.7 in 2011 census. The average life expectancy age in South Africa is 57 years.</p> | <p>What plans are in place for older person as the District seem to have aging population, furthermore what programmes are in place for municipalities like Richmond where the LM seem to have low expectancy. Overall, what programmes are in place to combat diseases like HIV/AIDS, TB which mostly affects population growth and life expectancy.</p> |                |
| <p>uMshwathi and Impendle being the rural municipalities experienced a decline -0.19% and -1.34% respectively between 2001-2011.</p>  | <p>What caused this decline? and where did the people migrate to?</p> <p>Need to compare with other variables such as mortality rates in these municipalities and inter-municipal migration.</p>   | <p>Implementation the Comprehensive Rural development Programme</p>   |                |
| <p>uMngeni Municipality experienced the highest population growth in the District, with 2.27% between 2001 and 2011.</p>  | <p>What caused this growth at uMngeni Municipality?</p> <p>What does this mean for uMngeni Municipality when compared with</p>   | <p>Will it be the new housing projects?</p> <p>uMngeni is strategically located on the N3 movement corridor between Durban and Gauteng.</p>   |                |

| Facts   | Issues  | Strategic response and pointers  | Other comments |
|---|---|--|----------------|
| Msunduzi Municipality experienced 1.12 growth between the same period than it was expected.   | A comparative analysis between mortalities – especially due to HIV/AIDS and other causes will assist to see what caused this growth in a growing urban area.  | District to participate in the process of formulating the Citywide Development Plan. In addition, on catalytic projects.   |                |
| <b>Economically (further analysis to be done on economic and employing sectors with absorption capacity)</b>  |   |  |                |
| There are 65% who are economically active and 29.1% unemployment rate as calculated as an average of the Local Municipalities.  | Further calculations need to be done to compare the jobs that have been created through the capital works programmes including the EPWP and others.   | Planning and implementation of labour intensive programmes and report accordingly. Boost investor confidence.  |                |
| <b>Service delivery findings-please see relevant charts</b>   |   |  |                |
| 80.4% of the District's population have their water source as that of "Regional/local water scheme (operated by municipality or other water services provider". The remaining 19.6% have their water source as Borehole, Spring | The District need to concentrate on the 19.6% especially the 5.3% still obtaining water directly from rivers, 1% rain harvesting, 2.5% from springs and 1.4% from water vendors. The Table is also useful as it allows a comparative analysis between the District Municipalities in KwaZulu-Natal. | Water Services Development Plan (WSDP) review must respond. Also in terms of a comparative review of information to give an accurate picture on the reduction of backlogs. |                |
| Rain water tank, Dam/pool/stagnant water, River/stream & Water vendor   |   |  |                |

| Facts  | Issues   | Strategic response and pointers   | Other comments |
|--|--|---|----------------|
| uMngeni is leading in flush toilets: 54.8%, followed by Mpofana: 51.6% and these are supported by the District. Msunduzi is at 51.6%. on flush toilets. Rural municipalities have lowest flush toilets but highest percentage of VIPs. | A need for a further comparative analysis using existing documents that have quantification of backlog reduction.  | Reviewed WSDP to respond.   |                |
| Refuse removal   | A need to implement the plans  | Environmental Health and Technical Department to respond.   |                |
| 86.1% of uMgungundlovu District uses electricity and 14% use other means as explained on the Table for lighting purposes.  | The District needs to collaborate with Department of Energy, Eskom and other energy service providers including renewable energy in addressing the 14% segment of the population. This picture can also be translated to the energy types that are used for cooking, warming and other energy needs in the District. | Integrated Energy sector plan...  |                |
| <b>HIV/ AIDS</b><br>Prevalence<br>uMgungundlovu<br>District 2007 – 40.8%<br>2008 – 45.7%<br>2009 – 40.9% 2010 – 42.3% 2012-39.8%<br>2013:42% / current<br>Source : KZN<br>Department of Health   | A reported is required indicating progress on the fight against HIV/AIDS.  | A need for HIV/AIDS mainstreaming in all programmes of Council. Through the District Aids Council, there must be collaboration with stakeholders and municipalities in benchmarking best practices on HIV/AIDS, TB & STI's programmes/ projects. A need to implement the Memorandum of Understanding on Benchmarking Municipal HIV/ AIDS Responses with the Centre for Municipal Research and Advice (CMRA) |                |

Introduction

The IDP responds to the triple challenges of poverty, inequality and unemployment. This is in line with the National and Provincial spheres of Government’s priorities in addressing this triple challenge. The focus is also that of being citizen-centric while carrying out the core mandates in the area of water and sanitation provision. This particular section of the IDP presents an analysis of data from primary sources such as Census 2011 (by Stats SA) and from secondary sources such as KZN Treasury, Umgeni Water, Eskom and others. The analysis is going to be in the following areas:

- 1) Demographic profile (population size, age, gender, etc. Also this will incorporate some Economic analysis and other indicators such as Health and Education)
- 2) Spatial and Settlement analysis-higher-level (detailed in a relevant sector plans)
- 3) Environmental analysis-higher-level (detailed in relevant sector plans)
- 4) Institutional analysis.

The above will inform the next Phase, which is the review of development objectives and strategies. It is worth mentioning that Council adopted its Vision with associated objectives in 2016 and again as part of this draft IDP in March 2019. This phase will be followed by the identification of projects, budget allocations and development of performance measures. Thereafter, it will be the integration of sector plans and approval.

Furthermore, the IDP is aligned with the International: SDGs, Regional: AU Agenda, Nationally: NDP, Provincially: PGDS/PGDP and DGDP.

| PROVINCE      | POPULATION 1996 | POPULATION 2001 | POPULATION 2011 |
|---------------|-----------------|-----------------|-----------------|
| Eastern Cape  | 6147240         | 6278650         | 6562050         |
| Free State    | 2633500         | 2706780         | 2745590         |
| Gauteng       | 7834120         | 9388850         | 12272300        |
| KwaZulu-Natal | 8572300         | 9584130         | 10267300        |
| Limpopo       | 4576570         | 4995460         | 5404870         |
| Mpumalanga    | 3123870         | 3365550         | 4039940         |
| North West    | 2727220         | 2984100         | 3509950         |
| Northern Cape | 1011860         | 991919          | 1145860         |
| Western Cape  | 3956880         | 4524340         | 5822730         |
|               |                 |                 |                 |

|              | POPULATION 1996 | POPULATION 2001 | POPULATION 2011 |
|--------------|-----------------|-----------------|-----------------|
| SOUTH AFRICA | 40583560        | 44819779        | 51770590        |

GENERAL STATISTICS OF THE DISTRICT

The District is now second in population size with 1017763 (one million, 17 thousand, seven hundred and sixty-three) in the Province after eThekweni Metro Table 12 Population of the District and its municipalities.

| Municipality         | Population  |             |             |             |                    |                    |                    |
|----------------------|-------------|-------------|-------------|-------------|--------------------|--------------------|--------------------|
|                      | Census 1996 | Census 2001 | Census 2007 | Census 2011 | % change 1996/2001 | % change 2001/2011 | % change 2007/2011 |
| DC22: uMgungundlovu  | 881,674     | 932,121     | 992,524     | 1,017,763   | 5.7                | 9.2                | 2.5                |
| KZN221: uMshwathi    | 114,924     | 108,422     | 113,054     | 106,374     | -5.7               | -1.9               | -5.9               |
| KZN222: uMngeni      | 69,742      | 73,896      | 84,781      | 92,710      | 6.0                | 25.5               | 9.4                |
| KZN223: Mpofana      | 25,512      | 36,832      | 31,530      | 38,103      | 44.4               | 3.5                | 20.8               |
| KZN224: Impendle     | 39,957      | 37,844      | 43,087      | 33,105      | -5.3               | -12.5              | -23.2              |
| KZN225: The Msunduzi | 524,266     | 552,837     | 616,730     | 618,536     | 5.4                | 11.9               | 0.3                |
| KZN226: Mkhambathini | 45,174      | 59,067      | 46,570      | 63,142      | 30.8               | 6.9                | 35.6               |
| KZN227: Richmond     | 62,099      | 63,223      | 56,772      | 65,793      | 1.8                | 4.1                | 15.9               |

The table above shows 5.7 growth change between 1996 and 2001; 9.2% change between 2001 and 2011 and 2.5% change between 2007 and 2011. The declaration of Pietermaritzburg as the Capital of KwaZulu-Natal has a direct impact in the 9.2% population growth between 2001 and 2011. The other growths and declines inter- municipalities is due to the dynamic pull and push factors such as communities migrating to seek better work or facilities opportunities. Rural to urban areas trend is dominant.

| Indicator              | Sub-indicator | KwaZulu-Natal | DC22: uMgungundlovu | KZN221: uMshwathi | KZN222: uMngeni | KZN224: Impendle | KZN225: The Msunduzi | KZN226: Mkhambathini | KZN227: Richmond | KZN223: Mpofana |
|------------------------|---------------|---------------|---------------------|-------------------|-----------------|------------------|----------------------|----------------------|------------------|-----------------|
| Population             |               | 11065240      | 1095865             | 111645            | 109867          | 29526            | 679039               | 57075                | 71322            | 37391           |
| Population Composition | 0 – 14        | 3848948       | 362985              | 42639             | 32570           | 12933            | 213706               | 19666                | 28449            | 13022           |
|                        | 15 – 34       | 4049185       | 406577              | 38902             | 39788           | 8993             | 259466               | 21284                | 24314            | 13830           |
|                        | 35 – 59       | 2361135       | 250460              | 22198             | 26939           | 5060             | 161071               | 12265                | 14367            | 8561            |
|                        | 60+           | 805972        | 75843               | 7906              | 10570           | 2540             | 44796                | 3861                 | 4191             | 1978            |
| Gender                 | Male          | 5306295       | 528727              | 53665             | 53071           | 14367            | 326997               | 27736                | 35254            | 17636           |
|                        | Female        | 5758945       | 567138              | 57980             | 56796           | 15159            | 352042               | 29339                | 36068            | 19755           |
|                        |               |               |                     |                   |                 |                  |                      |                      |                  |                 |
|                        |               |               |                     |                   |                 |                  |                      |                      |                  |                 |

| Indicator        | Sub-indicator | KwaZulu-Natal | DC22: uMgungundlovu | KZN221: uMshwathi | KZN222: uMngeni | KZN224: Impendle | KZN225: The Msunduzi | KZN226: Mkhambathini | KZN227: Richmond | KZN223: Mpofana |
|------------------|---------------|---------------|---------------------|-------------------|-----------------|------------------|----------------------|----------------------|------------------|-----------------|
| Population group | Black African | 9625934       | 925270              | 105201            | 83343           | 29205            | 551244               | 54207                | 68656            | 33414           |
|                  | Coloured      | 134089        | 20887               | 538               | 1540            | 15               | 18114                | 79                   | 470              | 131             |
|                  | Indian/Asian  | 873161        | 84941               | 3323              | 4190            | 0                | 75126                | 991                  | 578              | 733             |
|                  | White         | 432056        | 64767               | 2583              | 20795           | 305              | 34554                | 1799                 | 1617             | 3114            |
|                  |               |               |                     |                   |                 |                  |                      |                      |                  |                 |
|                  | Yes           | 4312754       | 410747              | 54356             | 37482           | 13264            | 244744               | 19566                | 28222            | 13114           |

| Indicator                             | Sub-indicator               | KwaZulu-Natal | DC22: uMgungundlovu | KZN221: uMshwathi | KZN222: uMngeni | KZN224: Impendle | KZN225: The Msunduzi | KZN226: Mkhambathini | KZN227: Richmond | KZN223: Mpofana |
|---------------------------------------|-----------------------------|---------------|---------------------|-------------------|-----------------|------------------|----------------------|----------------------|------------------|-----------------|
| Current school attendance             | No                          | 6744606       | 684295              | 57252             | 72326           | 16252            | 433659               | 37509                | 43100            | 24197           |
|                                       | Do not know                 | 7275          | 714                 | 37                | 59              | 10               | 528                  | 0                    | 0                | 80              |
|                                       |                             |               |                     |                   |                 |                  |                      |                      |                  |                 |
| Current school attendance (by gender) | Yes (Male)                  | 2136526       | 200616              | 26959             | 18614           | 6866             | 118038               | 9659                 | 14183            | 6297            |
|                                       | No (Male)                   | 3165609       | 327553              | 26687             | 34397           | 7501             | 208544               | 18078                | 21071            | 11276           |
|                                       | Do not know (Male)          | 3899          | 482                 | 19                | 59              | 0                | 341                  | 0                    | 0                | 63              |
|                                       | Yes (Female)                | 2176228       | 210131              | 27397             | 18867           | 6398             | 126705               | 9907                 | 14039            | 6817            |
|                                       | No (Female)                 | 3578997       | 356742              | 30566             | 37929           | 8750             | 225115               | 19431                | 22029            | 12921           |
|                                       | Do not know                 | 3376          | 232                 | 17                | 0               | 10               | 187                  | 0                    | 0                | 17              |
| Current school attendance (by race)   | Yes (Black African)         | 3962162       | 363101              | 52539             | 30357           | 13160            | 208445               | 18729                | 27598            | 12273           |
|                                       | No (Black African)          | 5657151       | 561526              | 52626             | 52953           | 16035            | 342315               | 35478                | 41058            | 21061           |
|                                       | Do not know (Black African) | 6217          | 584                 | 37                | 32              | 10               | 425                  | 0                    | 0                | 80              |
|                                       | Yes (Coloured)              | 39984         | 6516                | 129               | 700             | 13               | 5514                 | 24                   | 96               | 39              |
|                                       | No (Coloured)               | 94065         | 14346               | 408               | 840             | 2                | 12576                | 54                   | 374              | 92              |
|                                       | Do not know (Coloured)      | 23            | 7                   | 0                 | 0               | 0                | 7                    | 0                    | 0                | 0               |
|                                       | Yes (Indian/Asian)          | 207050        | 23228               | 923               | 1194            | 0                | 20578                | 335                  | 62               | 136             |
|                                       | No (Indian/Asian)           | 665458        | 61605               | 2400              | 2969            | 0                | 54467                | 656                  | 516              | 596             |
|                                       | Do not know (Indian/Asian)  | 558           | 107                 | 0                 | 27              | 0                | 81                   | 0                    | 0                | 0               |
|                                       | Yes (White)                 | 103557        | 17902               | 764               | 5231            | 90               | 10207                | 479                  | 466              | 666             |
|                                       | No (White)                  | 327932        | 46818               | 1819              | 15564           | 215              | 24300                | 1320                 | 1152             | 2448            |
|                                       | Do not know (White)         | 477           | 16                  | 0                 | 0               | 0                | 16                   | 0                    | 0                | 0               |



| Indicator                              | Sub-indicator               | KwaZulu-Natal | DC22: uMgungu ndlovu | KZN221: uMshwathi | KZN222: uMngeni | KZN224: Impendle | KZN225: The Msunduzi | KZN226: Mkhambathini | KZN227: Richmond | KZN223: Mpofana |
|--|-----------------------------|---------------|----------------------|-------------------|-----------------|------------------|----------------------|----------------------|------------------|-----------------|
| Highest level of education             | No schooling                | 1816661       | 158656               | 19323             | 13544           | 5115             | 89652                | 10860                | 14587            | 5576            |
|  | Primary schooling           | 3239750       | 302649               | 38292             | 28135           | 11551            | 171771               | 17082                | 23965            | 11853           |
|  | Some secondary              | 2968939       | 293921               | 32316             | 29677           | 8154             | 177974               | 16202                | 19378            | 10222           |
|  | Matric                      | 2383019       | 249361               | 15461             | 25630           | 4049             | 175697               | 10964                | 10370            | 7191            |
|  | Tertiary                    | 576403        | 81791                | 4877              | 10896           | 360              | 59198                | 1870                 | 2503             | 2087            |
| Highest level of education (by gender) | No schooling                | 846417        | 75165                | 8832              | 6588            | 2397             | 43390                | 4819                 | 6717             | 2422            |
|  | No schooling                | 970243        | 83491                | 10491             | 6956            | 2719             | 46262                | 6041                 | 7870             | 3154            |
|  | Primary Schooling           | 1592954       | 148562               | 19022             | 13967           | 5712             | 83855                | 8139                 | 12424            | 5444            |
|  | Primary Schooling (Females) | 1646796       | 154087               | 19270             | 14169           | 5838             | 87916                | 8943                 | 11542            | 6409            |
|  | Some Secondary              | 1432021       | 145075               | 15775             | 14585           | 4026             | 87544                | 8439                 | 9710             | 4995            |
|  | Some Secondary (Females)    | 1536918       | 148846               | 16540             | 15092           | 4127             | 90430                | 7762                 | 9667             | 5227            |
|  | Matric (Males)              | 1134929       | 118213               | 7172              | 11835           | 1898             | 83342                | 5461                 | 4857             | 3648            |
|  | Matric (Females)            | 1248089       | 131148               | 8288              | 13795<br>5146   | 2151             | 92355                | 5503                 | 5513             | 3543            |
|  | Tertiary (Males)            | 259530        | 36649                | 2287              |                 | 122              | 26089                | 840                  | 1281             | 884             |
|  | Tertiary (Females)          | 316873        | 45142                | 2590              | 5750            | 238              | 33109                | 1031                 | 1222             | 1203            |
| Highest level of education (by race)   | No schooling (Black)        | 1695388       | 144916               | 18785             | 11688           | 5115             | 78690                | 10823                | 14453            | 5362            |
|  | No schooling                | 13771         | 1844                 | 69                | 146             | 0                | 1543                 | 0                    | 43               | 42              |
|  | No schooling                | 77717         | 8181                 | 327               | 196             | 0                | 7517                 | 0                    | 48               | 94              |
|  | No schooling (White)        | 29785         | 3715                 | 142               | 1514            | 0                | 1902                 | 37                   | 43               | 78              |

| Indicator | Sub-indicator                     | KwaZulu-Natal | DC22: uMgungundlovu | KZN221: uMshwathi | KZN222: uMngeni | KZN224: Impendle | KZN225: The Msunduzi | KZN226: Mkhambathini | KZN227: Richmond | KZN223: Mpofana |
|-----------|-----------------------------------|---------------|---------------------|-------------------|-----------------|------------------|----------------------|----------------------|------------------|-----------------|
|           | Primary Schooling (Black African) | 2993984       | 274651              | 37272             | 24529           | 11522            | 149789               | 16579                | 23630            | 11329           |
|           | Primary Schooling (Coloured)      | 27964         | 4015                | 109               | 400             | 0                | 3424                 | 0                    | 63               | 19              |
|           | Primary Schooling (Indian/Asian)  | 164100        | 14833               | 566               | 664             | 0                | 13341                | 150                  | 58               | 54              |
|           | Primary Schooling (White)         | 53702         | 9151                | 345               | 2542            | 28               | 5218                 | 352                  | 215              | 450             |
|           | Some Secondary (Black African)    | 2643775       | 259574              | 30755             | 24733           | 8070             | 152137               | 15262                | 18682            | 9933            |
|           | Some Secondary (Coloured)         | 36154         | 5130                | 173               | 527             | 15               | 4156                 | 79                   | 165              | 14              |
|           | Some Secondary (Indian/Asian)     | 211239        | 18893               | 1159              | 1083            | 0                | 15956                | 435                  | 127              | 134             |
|           | Some Secondary (White)            | 77770         | 10324               | 228               | 3333            | 68               | 5724                 | 426                  | 403              | 141             |
|           | Matric (Black African)            | 1866905       | 194472              | 13759             | 17914           | 3991             | 133639               | 10074                | 9499             | 5596            |

| Indicator              | Sub-indicator            | KwaZulu-Natal | DC22: uMgungundlovu | KZN221: uMshwathi | KZN222: uMngeni | KZN224: Impendle | KZN225: The Msunduzi | KZN226: Mkhambathini | KZN227: Richmond | KZN223: Mpofana |
|------------------------|--------------------------|---------------|---------------------|-------------------|-----------------|------------------|----------------------|----------------------|------------------|-----------------|
|                        | Matric (Coloured)        | 40433         | 6549                | 169               | 352             | 0                | 5841                 | 0                    | 152              | 34              |
|                        | Matric (Indian/Asian)    | 321709        | 29557               | 955               | 1618            | 0                | 26060                | 275                  | 199              | 451             |
|                        | Matric (White)           | 153973        | 18783               | 577               | 5746            | 58               | 10157                | 616                  | 520              | 1110            |
|                        | Tertiary (Black African) | 360691        | 44058               | 3342              | 3298            | 240              | 33187                | 1377                 | 1884             | 731             |
|                        | Tertiary (Coloured)      | 14613         | 3170                | 16                | 84              | 0                | 3001                 | 0                    | 47               | 22              |
|                        | Tertiary (Indian/Asian)  | 90139         | 12759               | 294               | 449             | 0                | 11744                | 126                  | 147              | 0               |
|                        | Tertiary (White)         | 110961        | 21803               | 1225              | 7065            | 120              | 11267                | 368                  | 425              | 1334            |
|                        |                          |               |                     |                   |                 |                  |                      |                      |                  |                 |
| Matric (20+ age group) |                          | 2243251       | 231902              | 14704             | 23900           | 3745             | 162773               | 10463                | 9583             | 6735            |
|                        | Male                     | 1076892       | 110535              | 6770              | 11066           | 1779             | 77757                | 5317                 | 4469             | 3378            |

| Indicator                                      | Sub-indicator        | KwaZulu-Natal | DC22: uMgungundlovu | KZN221: uMshwathi | KZN222: uMngeni | KZN224: Impendle | KZN225: The Msunduzi | KZN226: Mkhambathini | KZN227: Richmond | KZN223: Mpofana |
|--|----------------------|---------------|---------------------|-------------------|-----------------|------------------|----------------------|----------------------|------------------|-----------------|
| Matric (20+ age group by gender)               | Female               | 1166359       | 121367              | 7934              | 12834           | 1966             | 85016                | 5146                 | 5114             | 3357            |
| Matric (20+ age group by population group)     | Black African        | 1755883       | 181345              | 13106             | 16807           | 3687             | 124076               | 9605                 | 8766             | 5299            |
|  | Coloured             | 37784         | 6060                | 169               | 352             | 0                | 5352                 | 0                    | 152              | 34              |
|  | Indian/Asian         | 301653        | 26904               | 851               | 1466            | 0                | 23791                | 243                  | 174              | 379             |
|  | White                | 147930        | 17593               | 577               | 5275            | 58               | 9554                 | 616                  | 490              | 1023            |
|  |                      |               |                     |                   |                 |                  |                      |                      |                  |                 |
|  |                      |               |                     |                   |                 |                  |                      |                      |                  |                 |
| Number of households                           | Number of households | 2875843       | 298463              | 29082             | 37943           | 7011             | 180469               | 15460                | 17570            | 10927           |
| Household percentage share by population group | Black/African        | 2443359       | 250388              | 27336             | 28673           | 6910             | 146195               | 14694                | 16840            | 9739            |
|  | Coloured             | 50955         | 7262                | 272               | 545             | 15               | 6089                 | 76                   | 210              | 55              |
|  | Indian/Asian         | 246441        | 21977               | 843               | 1042            | 0                | 19473                | 225                  | 207              | 188             |
|  | White                | 168005        | 23081               | 896               | 8186            | 135              | 11681                | 682                  | 481              | 1019            |
| Head of household (gender)                     | Male                 | 2414213       | 248387              | 23898             | 31547           | 5945             | 150654               | 13028                | 14515            | 8801            |
|  | Female               | 2249740       | 235369              | 22441             | 29149           | 5635             | 145469               | 11467                | 12586            | 8622            |
| Main dwelling                                  | Formal               | 2090067       | 228768              | 16369             | 32904           | 4082             | 144432               | 9648                 | 12182            | 9150            |
|  | Informal             | 246272        | 22387               | 1797              | 3052            | 325              | 15138                | 669                  | 1286             | 120             |
|  | Traditional          | 520244        | 45826               | 10900             | 1563            | 2570             | 19956                | 5143                 | 4092             | 1603            |
|  | Other                | 19062         | 1424                | 16                | 374             | 35               | 935                  | 0                    | 10               | 55              |
|  |                      |               |                     |                   |                 |                  |                      |                      |                  |                 |

| Indicator                         | Sub-indicator  | KwaZulu-Natal | DC22: uMgungundlovu | KZN221: uMshwathi | KZN222: uMngeni | KZN224: Impendle | KZN225: The Msunduzi | KZN226: Mkhambathini | KZN227: Richmond | KZN223: Mpofana |
|-----------------------------------|--|---------------|---------------------|-------------------|-----------------|------------------|----------------------|----------------------|------------------|-----------------|
| Main source of drinking water     | Piped (tap) water inside dwelling                    | 1076667       | 112615              | 3205              | 23333           | 241              | 75218                | 1428                 | 3328             | 5861            |
|                                   | Piped (tap) water inside yard                        | 828016        | 123356              | 10368             | 7534            | 2711             | 89428                | 5730                 | 4956             | 2629            |
|                                   | Piped water on communal stand                        | 371943        | 22292               | 3357              | 647             | 2661             | 7869                 | 2194                 | 5254             | 311             |
|                                   | Borehole in yard                                     | 22159         | 1783                | 157               | 428             | 15               | 260                  | 213                  | 710              | 0               |
|                                   | Rain-water tank in                                   | 28880         | 1398                | 778               | 131             | 17               | 235                  | 212                  | 10               | 14              |
|                                   | Neighbours tap                                       | 51864         | 5499                | 1464              | 400             | 94               | 2898                 | 545                  | 97               | 0               |
|                                   | Public/communal                                      | 128860        | 9365                | 658               | 1517            | 41               | 2661                 | 2592                 | 1880             | 17              |
|                                   | Water-carrier/tanker                                 | 86012         | 8018                | 2209              | 2152            | 176              | 951                  | 858                  | 491              | 1181            |
|                                   | Borehole outside yard                                | 63632         | 1532                | 493               | 249             | 292              | 114                  | 162                  | 175              | 46              |
|                                   | Flowing water/stream/river                           | 182727        | 9858                | 5404              | 994             | 448              | 319                  | 1439                 | 613              | 641             |
|                                   | Well   | 4617          | 104                 | 0                 | 0               | 0                | 80                   | 11                   | 13               | 0               |
|                                   | Spring   | 18431         | 1271                | 857               | 42              | 247              | 50                   | 0                    | 11               | 65              |
|                                   | Other  | 12036         | 1372                | 132               | 515             | 68               | 386                  | 75                   | 33               | 162             |
|                                   |  |               |                     |                   |                 |                  |                      |                      |                  |                 |
| Main type of toilet facility used | Flush toilet (Sewage system/sceptic tank             | 1345349       | 142369              | 4784              | 27305           | 287              | 96984                | 1784                 | 3793             | 7433            |
|                                   | Chemical toilet                                      | 421037        | 33267               | 6812              | 3727            | 441              | 20738                | 97                   | 1451             | 0               |
|                                   | Pit latrine (with/without ventilation                | 876969        | 97032               | 12189             | 4109            | 5459             | 49975                | 10577                | 11877            | 2846            |
|                                   | Ecological toilet (e.g. urine diversion, composting) | 20299         | 2740                | 23                | 66              | 0                | 496                  | 2118                 | 37               | 0               |

| Indicator                       | Sub-indicator   | KwaZulu-Natal | DC22: uMgungundlovu | KZN221: uMshwathi | KZN222: uMngeni | KZN224: Impendle | KZN225: The Msunduzi | KZN226: Mkhambathini | KZN227: Richmond | KZN223: Mpofana |
|---------------------------------|---|---------------|---------------------|-------------------|-----------------|------------------|----------------------|----------------------|------------------|-----------------|
|                                 |   |               |                     |                   |                 |                  |                      |                      |                  |                 |
| Household access to electricity | In-house conventional meter   | 626985        | 75847               | 4128              | 9517            | 447              | 56740                | 1344                 | 2048             | 1622            |
|                                 | In-house prepaid meter  | 1835019       | 192736              | 18811             | 23207           | 6175             | 111130               | 12147                | 13521            | 7745            |
|                                 | Connected to other source which household pays for                    | 45025         | 5088                | 391               | 436             | 82               | 3712                 | 223                  | 245              | 0               |
|                                 | Connected to other source which household is not paying for           | 44654         | 3266                | 79                | 497             | 43               | 2181                 | 314                  | 152              | 0               |
|                                 | Solar home system   | 10412         | 611                 | 517               | 40              | 17               | 25                   | 2                    | 11               | 0               |
|                                 | Other   | 27523         | 2241                | 430               | 450             | 0                | 1028                 | 45                   | 116              | 172             |
|                                 | No electricity  | 286224        | 18673               | 4727              | 3796            | 246              | 5653                 | 1385                 | 1477             | 1388            |
|                                 |   |               |                     |                   |                 |                  |                      |                      |                  |                 |
| Refuse removal                  | Local authority/Private/community members at least once a week        | 1372467       | 123619              | 2391              | 25269           | 73               | 85517                | 1302                 | 2559             | 6507            |
|                                 | Local authority/Private/community members less often than once a week | 92244         | 10867               | 926               | 1378            | 16               | 7803                 | 407                  | 79               | 259             |
|                                 | Communal refuse   | 141927        | 8201                | 1735              | 719             | 116              | 3938                 | 555                  | 1001             | 136             |
|                                 | Own refuse dump   | 1114605       | 141241              | 22561             | 9514            | 6762             | 73299                | 12398                | 12761            | 3945            |
|                                 | Dump or leave rubbish anywhere (no rubbish disposal)                  | 117702        | 10387               | 837               | 358             | 32               | 7159                 | 768                  | 1153             | 80              |
|                                 | Other   | 36898         | 4148                | 632               | 705             | 13               | 2753                 | 29                   | 16               | 0               |

| Indicator                               | Sub-indicator                                     | KwaZulu-Natal | DC22: uMgungundlovu | KZN221: uMshwathi | KZN222: uMngeni | KZN224: Impendle | KZN225: The Msunduzi | KZN226: Mkhambathini | KZN227: Richmond | KZN223: Mpofana |
|---|---|---------------|---------------------|-------------------|-----------------|------------------|----------------------|----------------------|------------------|-----------------|
|   |   |               |                     |                   |                 |                  |                      |                      |                  |                 |
| Main source of energy for cooking       | Electricity from                                  | 2346563       | 261312              | 20727             | 30674           | 4901             | 170189               | 12693                | 15009            | 7120            |
|   | Other source of electricity (e.g.                 | 13504         | 810                 | 56                | 181             | 0                | 506                  | 0                    | 21               | 45              |
|   | Gas   | 67133         | 7979                | 749               | 3063            | 88               | 3011                 | 318                  | 111              | 638             |
|   | Paraffin  | 84643         | 9045                | 929               | 2387            | 54               | 4642                 | 651                  | 249              | 134             |
|   | Wood  | 347804        | 18552               | 6481              | 1600            | 1955             | 1664                 | 1798                 | 2114             | 2941            |
|   | Coal  | 6332          | 102                 | 35                | 0               | 0                | 66                   | 0                    | 0                | 0               |
|   | None  | 9277          | 523                 | 104               | 38              | 15               | 252                  | 0                    | 65               | 50              |
| Main source of energy for water heating | Electricity from                                  | 2308619       | 259013              | 19396             | 32188           | 4505             | 169535               | 12607                | 13690            | 7091            |
|   | Other source of electricity (e.g. generator etc.) | 21094         | 1534                | 292               | 383             | 52               | 513                  | 142                  | 92               | 61              |
|   | Gas   | 31732         | 2885                | 394               | 734             | 12               | 1337                 | 119                  | 31               | 257             |
|   | Paraffin  | 70593         | 6887                | 535               | 1289            | 40               | 4384                 | 289                  | 199              | 151             |
|   | Wood  | 365252        | 23893               | 7678              | 2416            | 2322             | 3162                 | 2119                 | 3340             | 2856            |
|   | Coal  | 6836          | 284                 | 163               | 90              | 0                | 20                   | 12                   | 0                | 0               |
|   | Solar   | 13807         | 786                 | 66                | 218             | 0                | 289                  | 29                   | 9                | 175             |
|   | None  | 55229         | 2884                | 535               | 579             | 79               | 1051                 | 144                  | 159              | 336             |
| Main source of energy for space heating | Electricity from                                  | 1841798       | 220145              | 15327             | 23777           | 2229             | 152026               | 12188                | 11871            | 2728            |
|   | Gas   | 16388         | 2147                | 142               | 731             | 25               | 937                  | 71                   | 24               | 218             |
|   | Paraffin  | 42507         | 3066                | 163               | 412             | 1                | 2274                 | 22                   | 60               | 134             |
|   | Wood  | 383222        | 35280               | 8622              | 5343            | 4059             | 5496                 | 2443                 | 3831             | 5486            |
|   | Coal  | 12041         | 847                 | 378               | 204             | 0                | 137                  | 69                   | 22               | 37              |

| Indicator                          | Sub-indicator                                     | KwaZulu-Natal | DC22: uMgungundlovu | KZN221: uMshwathi | KZN222: uMngeni | KZN224: Impendle | KZN225: The Msunduzi | KZN226: Mkhambathini | KZN227: Richmond | KZN223: Mpofana |
|------------------------------------|---|---------------|---------------------|-------------------|-----------------|------------------|----------------------|----------------------|------------------|-----------------|
|                                    | Other   | 83592         | 4991                | 1489              | 1332            | 213              | 1523                 | 193                  | 209              | 33              |
|                                    | None  | 494034        | 31636               | 2961              | 6129            | 486              | 17825                | 471                  | 1472             | 2292            |
| Main source of energy for lighting | Electricity from                                  | 2535270       | 275910              | 23256             | 33550           | 6689             | 173463               | 13856                | 15759            | 9338            |
|                                    | Other source of electricity (e.g. generator etc.) | 9678          | 908                 | 147               | 196             | 5                | 405                  | 36                   | 11               | 108             |
|                                    | Gas   | 4618          | 314                 | 14                | 59              | 0                | 219                  | 2                    | 0                | 19              |
|                                    | Paraffin  | 20266         | 2919                | 144               | 410             | 3                | 2067                 | 285                  | 9                | 0               |
|                                    | Candles   | 283043        | 17204               | 5379              | 3375            | 283              | 3797                 | 1240                 | 1687             | 1443            |
|                                    | Solar   | 13140         | 204                 | 44                | 115             | 17               | 15                   | 0                    | 12               | 0               |
|                                    | None  | 5856          | 489                 | 67                | 146             | 15               | 223                  | 8                    | 19               | 11              |
|                                    |   |               |                     |                   |                 |                  |                      |                      |                  |                 |
| Household goods                    | Air conditioner                                   | 252353        | 24515               | 1225              | 3107            | 87               | 17639                | 1094                 | 774              | 589             |
|                                    | Cellphone   | 2651310       | 271343              | 26551             | 35405           | 6325             | 163450               | 13665                | 15955            | 9991            |
|                                    | Computer/Laptop                                   | 521013        | 61757               | 2364              | 10996           | 424              | 42775                | 1694                 | 1693             | 1811            |
|                                    | DVD   | 1383755       | 165742              | 11481             | 20397           | 3719             | 110801               | 7219                 | 6801             | 5324            |
|                                    | Geyser  | 656229        | 81238               | 2532              | 12079           | 263              | 59784                | 1685                 | 2307             | 2588            |
|                                    | Home Theatre System                               | 627508        | 67445               | 3700              | 6782            | 503              | 48928                | 3147                 | 3113             | 1271            |
|                                    | Landline  | 359298        | 40650               | 1236              | 7896            | 164              | 29214                | 728                  | 566              | 847             |
|                                    | Microwave oven                                    | 1384214       | 161667              | 8544              | 21859           | 2155             | 112466               | 5814                 | 6225             | 4604            |
|                                    | Motor Vehicle                                     | 765298        | 91394               | 5304              | 14891           | 1259             | 61057                | 3231                 | 3273             | 2379            |
|                                    | Radio   | 2037409       | 220517              | 20500             | 27211           | 5135             | 136957               | 11655                | 11921            | 7139            |
|                                    | Refrigerator                                      | 2170598       | 238947              | 18575             | 29477           | 5466             | 154062               | 11558                | 12656            | 7154            |
|                                    |   |               |                     |                   |                 |                  |                      |                      |                  |                 |



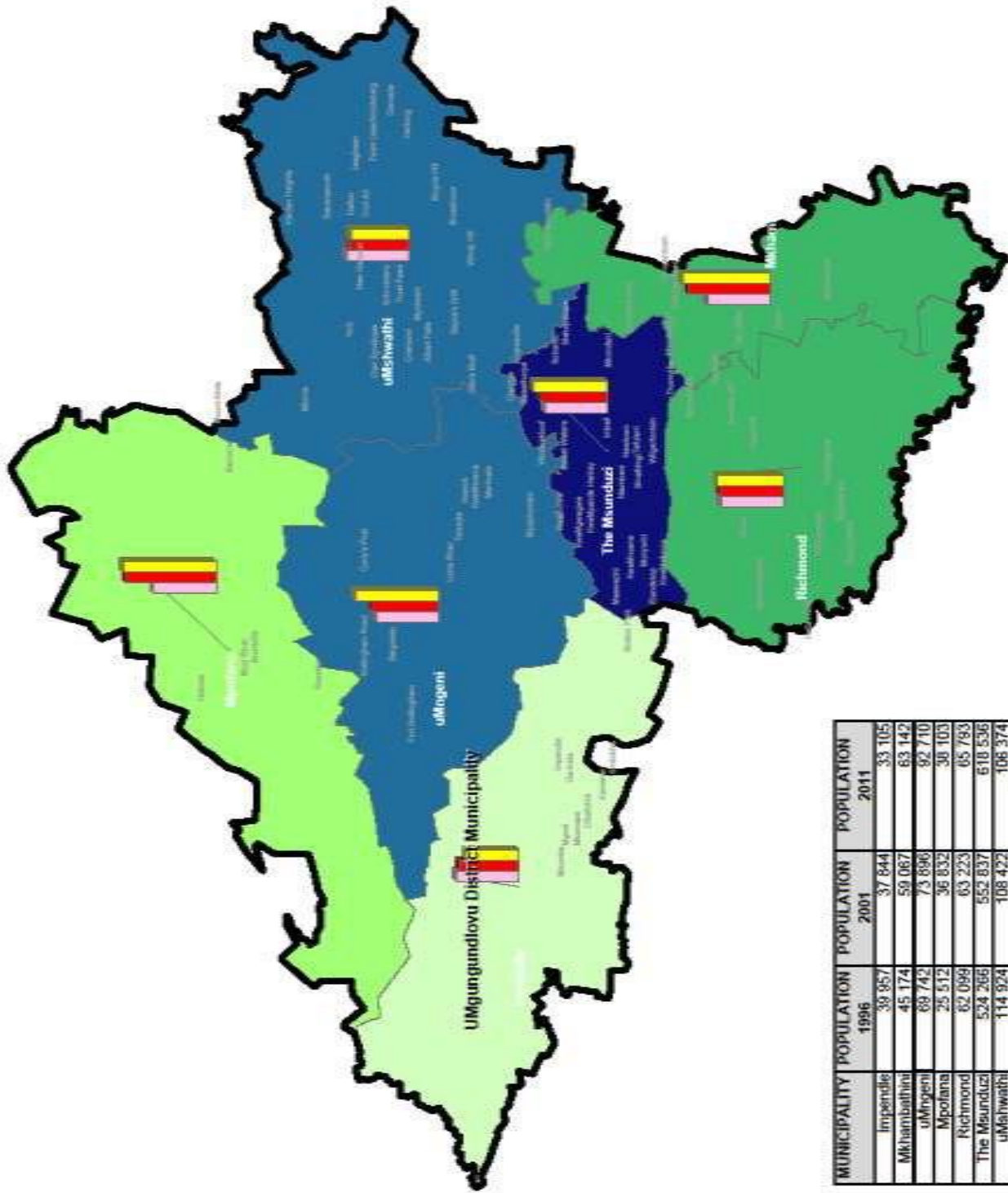
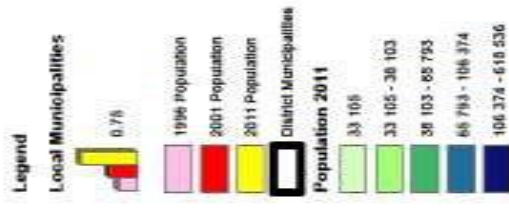
| Indicator   | Sub-indicator                        | KwaZulu-Natal | DC22: uMgungundlovu | KZN221: uMshwathi | KZN222: uMngeni | KZN224: Impendle | KZN225: The Msunduzi | KZN226: Mkhambathini | KZN227: Richmond | KZN223: Mpofana |
|---|--------------------------------------|---------------|---------------------|-------------------|-----------------|------------------|----------------------|----------------------|------------------|-----------------|
|   | Satellite decoder                    | 1019427       | 120313              | 5641              | 18640           | 2398             | 81618                | 4063                 | 5098             | 2854            |
|   | Stove (Electric/Gas)                 | 2223584       | 240138              | 18918             | 31913           | 4990             | 151392               | 11420                | 13268            | 8237            |
|   | Tablet of Phablet                    | 48813         | 57097               | 2233              | 9270            | 280              | 40109                | 2109                 | 1612             | 1484            |
|   | Television                           | 2262638       | 249246              | 20033             | 30705           | 5333             | 159317               | 12279                | 13316            | 8262            |
|   | Vacuum cleaner                       | 347619        | 43471               | 2174              | 8184            | 298              | 29593                | 909                  | 1161             | 1152            |
|   | Washing machine                      | 584699        | 71714               | 2027              | 14270           | 399              | 49253                | 1282                 | 2098             | 2386            |
|   | Internet Services - Connected in the | 254100        | 27830               | 1718              | 5781            | 156              | 16570                | 2258                 | 506              | 841             |
|   |                                      |               |                     |                   |                 |                  |                      |                      |                  |                 |
| Run out of money to buy food in past 12 months                      | Yes                                  | 667625        | 59164               | 6117              | 11505           | 3223             | 26601                | 1393                 | 4439             | 5886            |
|   | No                                   | 2202001       | 238388              | 22959             | 26332           | 3764             | 153198               | 14048                | 13075            | 5010            |
|   | Do not know                          | 5227          | 689                 | 5                 | 97              | 24               | 482                  | 19                   | 31               | 31              |
| Skipped meal in the past 12 months                                  | Yes                                  | 425660        | 36577               | 4871              | 7178            | 2027             | 15818                | 881                  | 2585             | 3216            |
|   | No                                   | 2444362       | 261129              | 24179             | 30695           | 4961             | 164131               | 14574                | 14909            | 7680            |
|   | Do not know                          | 5468          | 694                 | 32                | 70              | 24               | 469                  | 5                    | 64               | 31              |
| Run out of money to buy food for 5 or more days in the past 30 days | Yes                                  | 250441        | 23273               | 3570              | 5431            | 901              | 9603                 | 578                  | 736              | 2455            |
|   | No                                   | 173285        | 13054               | 1282              | 1655            | 1126             | 6101                 | 304                  | 1849             | 738             |
|   | Do not know                          | 1771          | 228                 | 19                | 92              | 0                | 93                   | 0                    | 0                | 24              |
| Household involved in agricultural activity                         | Yes                                  | 536225        | 54670               | 9527              | 8304            | 4303             | 21738                | 2915                 | 3639             | 4243            |
|   | No                                   | 2339618       | 243793              | 19555             | 29638           | 2709             | 158731               | 12545                | 13931            | 6684            |
|   | Livestock production                 | 256045        | 19071               | 3202              | 2109            | 3118             | 5831                 | 1672                 | 1054             | 2085            |

| Indicator                     | Sub-indicator         | KwaZulu-Natal | DC22: uMgungundlovu | KZN221: uMshwathi | KZN222: uMngeni | KZN224: Impendle | KZN225: The Msunduzi | KZN226: Mkhambathini | KZN227: Richmond | KZN223: Mpofana |
|-------------------------------|-----------------------|---------------|---------------------|-------------------|-----------------|------------------|----------------------|----------------------|------------------|-----------------|
| Type of agricultural activity | Poultry production    | 310458        | 23248               | 4393              | 2676            | 2836             | 8653                 | 1807                 | 1330             | 1553            |
|                               | Grains and food crops | 143477        | 15498               | 3862              | 1869            | 873              | 5568                 | 397                  | 2103             | 826             |
|                               | Industrial crops      | 2358          | 628                 | 156               | 34              | 0                | 155                  | 70                   | 32               | 182             |
|                               | Fruit production      | 55920         | 6240                | 600               | 531             | 59               | 2796                 | 161                  | 1492             | 601             |
|                               | Vegetable production  | 188442        | 28650               | 3522              | 5229            | 2340             | 12763                | 1176                 | 1511             | 2109            |
|                               | Other                 | 8449          | 1191                | 256               | 177             | 38               | 500                  | 23                   | 10               | 186             |
|                               |                       |               |                     |                   |                 |                  |                      |                      |                  |                 |
| Death in household            | Yes                   | 87778         | 10678               | 1587              | 2287            | 595              | 4887                 | 475                  | 416              | 431             |
|                               | No                    | 2788065       | 287785              | 27495             | 35655           | 6417             | 175582               | 14985                | 17154            | 10496           |
|                               |                       |               |                     |                   |                 |                  |                      |                      |                  |                 |
|                               |                       |               |                     |                   |                 |                  |                      |                      |                  |                 |
| Ever given birth              | Yes                   | 1288873       | 134128              | 12953             | 17698           | 3534             | 80680                | 6509                 | 6515             | 6237            |
|                               | No                    | 1065757       | 111739              | 10332             | 10568           | 2467             | 73771                | 5707                 | 6019             | 2875            |
|                               | Do not know           | 5993          | 347                 | 0                 | 23              | 0                | 291                  | 0                    | 34               | 0               |



CENSUS 2011  
MUNICIPAL RESULTS  
uMgungundlovu District

PROVINCE: KwaZulu-Natal  
District: uMgungundlovu



| MUNICIPALITY  | POPULATION 1996 | POPULATION 2001 | POPULATION 2011  |
|---------------|-----------------|-----------------|------------------|
| Impendle      | 39 857          | 37 844          | 33 105           |
| Mkhambathini  | 45 174          | 59 067          | 63 142           |
| uMgeni        | 69 742          | 73 896          | 92 710           |
| Mpolana       | 25 512          | 36 832          | 38 103           |
| Richmond      | 62 098          | 63 223          | 65 783           |
| The Mpondweni | 524 266         | 552 837         | 618 536          |
| uMshwathi     | 114 924         | 108 422         | 106 374          |
| <b>TOTAL</b>  | <b>881 674</b>  | <b>932 121</b>  | <b>1 017 763</b> |



Table 14: Demographics of the district

|                      | DEMOGRAPHICS |          |               |      |       |      |      |      |                  |      |                       |      |                            |           |
|----------------------|--------------|----------|---------------|------|-------|------|------|------|------------------|------|-----------------------|------|----------------------------|-----------|
|                      | Population   |          | Age Structure |      |       |      |      |      | Dependency Ratio |      | Sex Ratio             |      | Population Growth (% p.a.) |           |
|                      |              |          | <15           |      | 15-64 |      | 65+  |      | per 100 (15-64)  |      | Males per 100 females |      |                            |           |
|                      | 2001         | 2011     | 2001          | 2011 | 2001  | 2011 | 2001 | 2011 | 2001             | 2011 | 2001                  | 2011 | 1996-2001                  | 2001-2011 |
| SOUTH AFRICA         | 44819777     | 51770561 | 32.1          | 29.2 | 63.0  | 65.5 | 4.9  | 5.3  | 58.7             | 52.7 | 91.7                  | 94.8 | 1.99                       | 1.44      |
| DC22: uMgungundlovu  | 932121       | 1017763  | 31.2          | 28.3 | 63.8  | 66.4 | 5.0  | 5.3  | 56.8             | 50.7 | 89.5                  | 91.4 | 1.11                       | 0.88      |
| KZN221: uMshwathi    | 108422       | 106374   | 36.2          | 32.8 | 58.8  | 62.0 | 5.0  | 5.2  | 70.1             | 61.2 | 88.2                  | 90.3 | -1.16                      | -0.19     |
| KZN222: uMngeni      | 73896        | 92710    | 26.6          | 24.3 | 66.6  | 67.4 | 6.8  | 8.3  | 50.2             | 48.4 | 97.6                  | 93.7 | 1.16                       | 2.27      |
| KZN223: Mpofana      | 36832        | 38103    | 31.2          | 30.2 | 64.6  | 65.7 | 4.2  | 4.2  | 54.8             | 52.3 | 107.0                 | 94.2 | 7.34                       | 0.34      |
| KZN224: Impendle     | 37844        | 33105    | 41.3          | 37.7 | 52.1  | 55.8 | 6.6  | 6.5  | 92.1             | 79.1 | 81.4                  | 88.0 | -1.09                      | -1.34     |
| KZN225: The Msunduzi | 552837       | 618536   | 29.2          | 26.6 | 66.0  | 68.4 | 4.8  | 5.0  | 51.5             | 46.2 | 88.2                  | 90.9 | 1.06                       | 1.12      |
| KZN226: Mkhambathini | 59067        | 63142    | 36.2          | 31.7 | 59.1  | 63.5 | 4.8  | 4.8  | 69.3             | 57.6 | 90.9                  | 92.1 | 5.36                       | 0.67      |
| KZN227: Richmond     | 63223        | 65793    | 34.6          | 33.5 | 60.3  | 61.7 | 5.1  | 4.7  | 65.9             | 62.0 | 88.9                  | 94.0 | 0.36                       | 0.40      |

Notes: 0.88% growth per annum between 2001 and 2011. uMshwathi and Impendle municipalities experienced and decline or negative growth. uMngeni has highest population growth in the District. Economically 65.5% are economically active in 2011

Dwellings

Counting: Household weighted

Layer:

Household size by Geography

Filters:

| # of people in household | KZN221: uMshwathi | KZN222: uMngeni | KZN223: Mpofana | KZN224: Impendle | KZN225: The Msunduzi | KZN226: Mkhambathini | KZN227: Richmond | DC 22   |
|--------------------------|-------------------|-----------------|-----------------|------------------|----------------------|----------------------|------------------|---------|
| 1                        | 9,674             | 12,021          | 3,904           | 2,174            | 45,196               | 4667                 | 5,273            | 82,909  |
| 2                        | 4,296             | 6,683           | 1,689           | 1,232            | 29,455               | 2,366                | 2,577            | 48,297  |
| 3                        | 3,104             | 3,484           | 1,186           | 976              | 23,226               | 1,557                | 1,852            | 35,384  |
| 4                        | 2,873             | 3,298           | 1,226           | 1,015            | 22,662               | 1,534                | 1,770            | 34,378  |
| 5                        | 2,294             | 1,890           | 783             | 909              | 15,442               | 1,347                | 1,392            | 24,058  |
| 6                        | 1,841             | 1,160           | 506             | 621              | 10,355               | 1,056                | 1,073            | 16,611  |
| 7                        | 1,245             | 723             | 412             | 426              | 6,370                | 702                  | 803              | 10,681  |
| 8                        | 915               | 443             | 289             | 305              | 4,063                | 527                  | 563              | 7,106   |
| 9                        | 612               | 303             | 162             | 194              | 2,689                | 422                  | 405              | 4,787   |
| 10+                      | 1,270             | 485             | 295             | 350              | 4,536                | 786                  | 732              | 8,456   |
| Total                    | 28,124            | 30,490          | 10,452          | 8,203            | 163,993              | 14,964               | 16,440           | 272,666 |

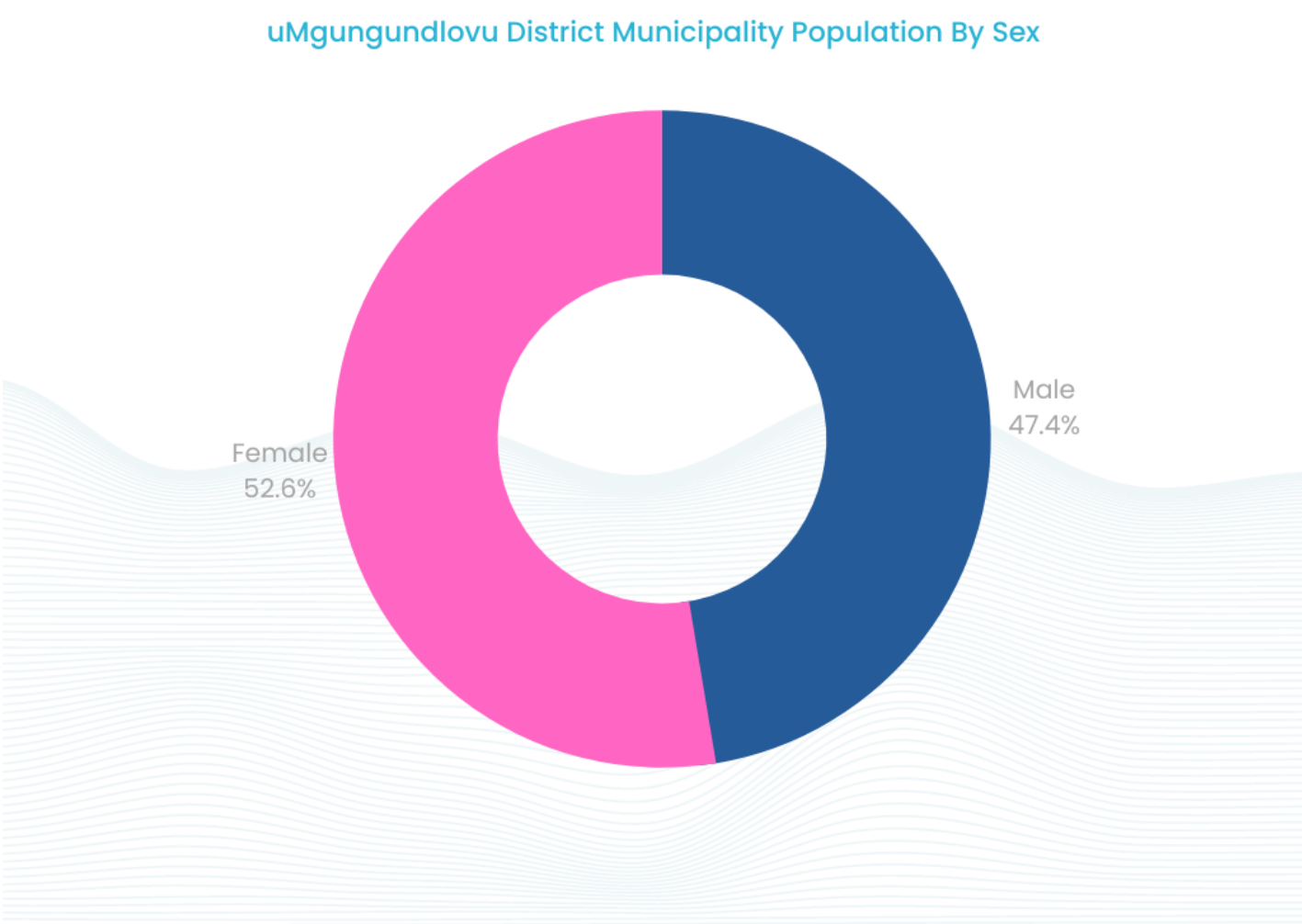
| MUNICIPALITY          | TOTAL POPULATION (CS 2016) |
|-----------------------|----------------------------|
| DC22: UMgungundlovu   | 1 095 865                  |
| KZN221 : uMshwathi    | 111 645                    |
| KZN222 : uMngeni      | 109 867                    |
| KZN224 : Impendle     | 29 526                     |
| KZN225 : The Msunduzi | 679 039                    |
| KZN226 : Mkhambathini | 57 075                     |
| KZN227 : Richmond     | 71 322                     |
| KZN223 : Mpofana      | 37 391                     |

POPULATION BY SEX

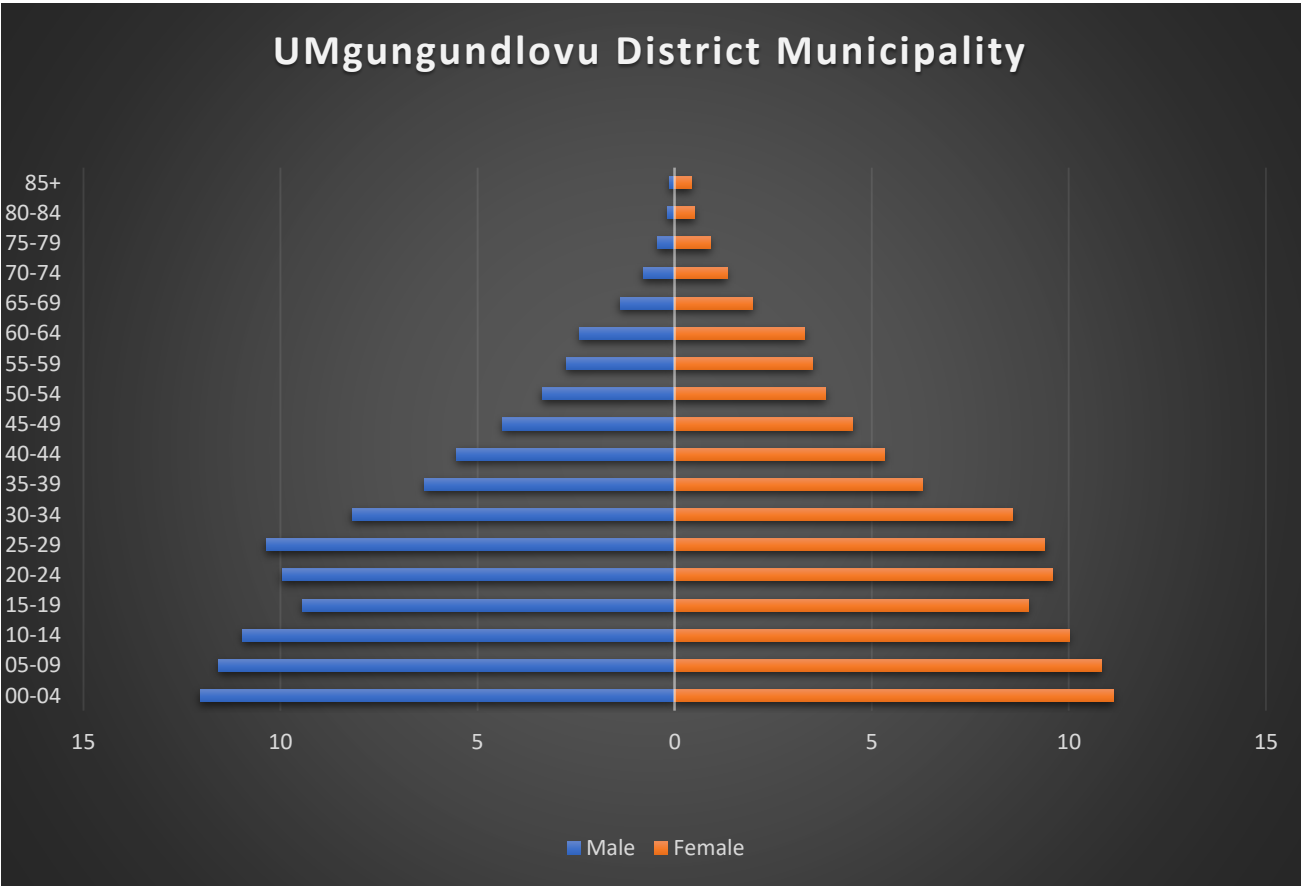
| Location              | Male      | Female    | Total      |
|-----------------------|-----------|-----------|------------|
| KwaZulu-Natal         | 5 306 295 | 5 758 945 | 11 065 240 |
| DC22: Umgungundlovu   | 528 727   | 567 138   | 1 095 865  |
| KZN221 : uMshwathi    | 53 665    | 57 980    | 111 645    |
| KZN222 : uMngeni      | 53 071    | 56 796    | 109 867    |
| KZN224 : Impendle     | 14 367    | 15 159    | 29 526     |
| KZN225 : The Msunduzi | 326 997   | 352 042   | 679 039    |
| KZN226 : Mkhambathini | 27 736    | 29 339    | 57 075     |
| KZN227 : Richmond     | 35 254    | 36 068    | 71 322     |
| KZN223 : Mpofana      | 17 636    | 19 755    | 37 391     |

Figure 12 Population by Sex

There are 53 % females and 47% males.



POPULATION BY AGE GROUP



The Data is obtained from StatsSA. UMDM's population in 2016 was 1 095 865 and is estimated to grow to 1 187 861 in the year 2024.

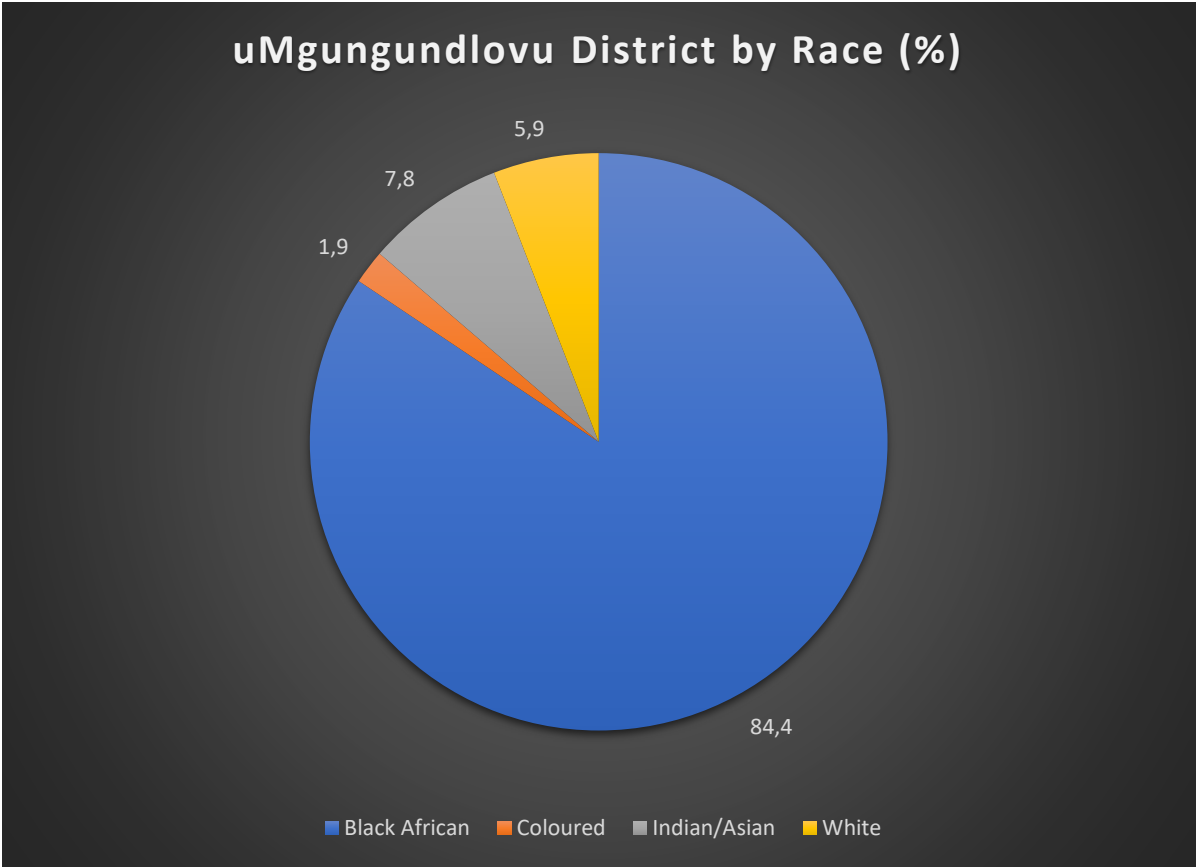
POPULATION DIVIDEND

As the leading international agency on population and development issues, the United Nations Population Fund (UNFPA) developed the Demographic Dividend (DD) Programme Guide, which provide guidance on measures that countries need to implement to draw benefits from its demographic trends. There are two types of dividends the demographers have identified, both initially emanating from a sustained reduction in fertility. The first dividend is when the share of the population 15-64 years starts to rise, resulting in a ‘youth bulge’. The second occurs when this bulge moves to older ages, where the share of the aging population become large.

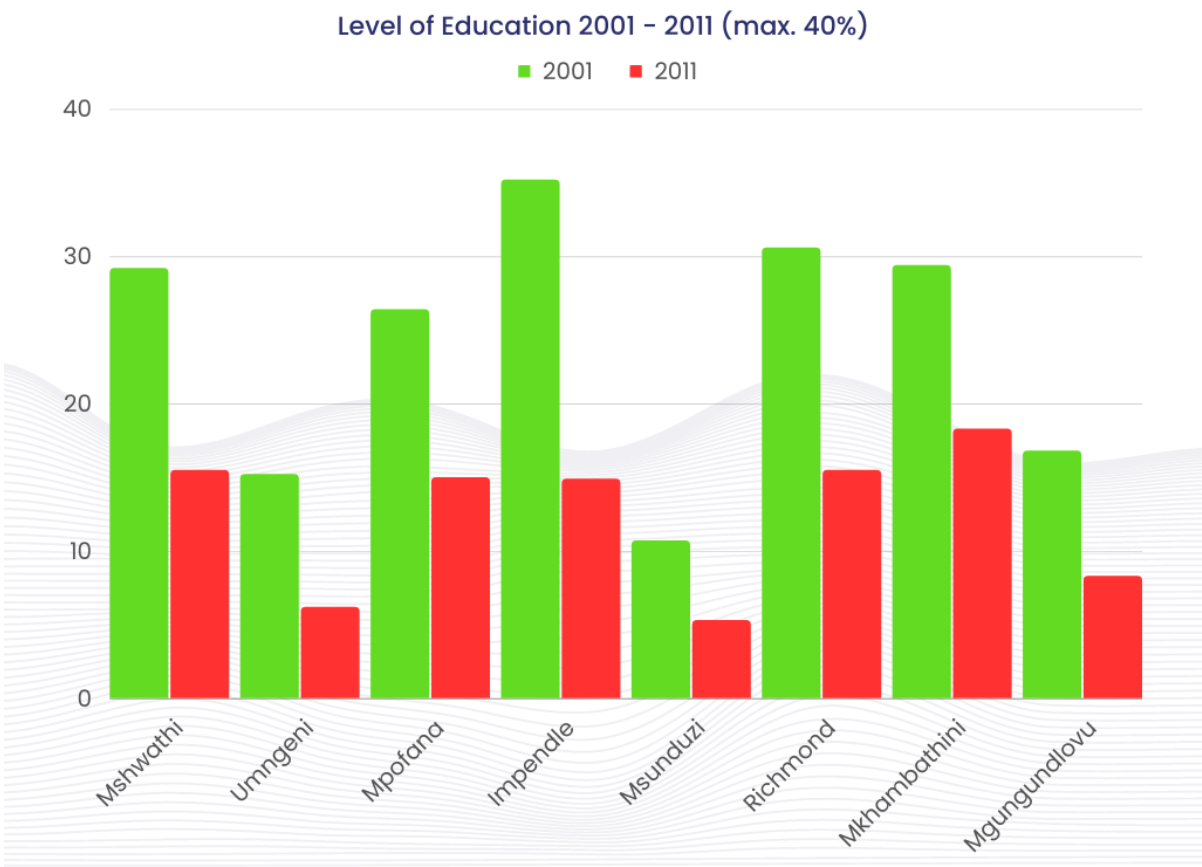
The Graph above depicts how the uMgungundlovu District Municipality population dividend in bulging in the young population. Where we see a bulge between the 10-14 up until 30-34 years. This therefore impacts the municipality in terms of catering for the young community and ensuring that planning is influenced by the needs of this growing population.

POPULATION BY RACE

| Municipality          | Black African | Coloured | Indian/Asian | White  | Total     |
|-----------------------|---------------|----------|--------------|--------|-----------|
| DC22: Umgungundlovu   | 925 270       | 20 887   | 84 941       | 64 767 | 1 095 865 |
| KZN221 : uMshwathi    | 105 201       | 538      | 3 323        | 2 583  | 111 645   |
| KZN222 : uMngeni      | 83 343        | 1 540    | 4 190        | 20 795 | 109 867   |
| KZN224 : Impendle     | 29 205        | 15       | -            | 305    | 29 526    |
| KZN225 : The Msunduzi | 551 244       | 18 114   | 75 126       | 34 554 | 679 039   |
| KZN226 : Mkhambathini | 54 207        | 79       | 991          | 1 799  | 57 075    |
| KZN227 : Richmond     | 68 656        | 470      | 578          | 1 617  | 71 322    |
| KZN223 : Mpofana      | 33 414        | 131      | 733          | 3 114  | 37 391    |



LEVELS OF EDUCATION



|      |          |         |         |          |          |          |              |               |
|------|----------|---------|---------|----------|----------|----------|--------------|---------------|
|      | Mshwathi | Umngeni | Mpofana | Impendle | Msunduzi | Richmond | Mkhambathini | uMgungundlovu |
| 2001 | 29.2     | 15.2    | 26.4    | 35.2     | 10.7     | 30.6     | 29.4         | 16.8          |
| 2011 | 15.5     | 6.2     | 15      | 14.9     | 5.3      | 15.5     | 18.3         | 8.3           |

UMGUNGUNDLOVU LABOUR FORCE

Table on unemployment

|                                     |                      |                    |                    |                     |                            |                         |                     |               |
|-------------------------------------|----------------------|--------------------|--------------------|---------------------|----------------------------|-------------------------|---------------------|---------------|
|                                     | KZN221:<br>uMshwathi | KZN222:<br>uMngeni | KZN223:<br>Mpofana | KZN224:<br>Impendle | KZN225:<br>The<br>Msunduzi | KZN226:<br>Mkhambathini | KZN227:<br>Richmond | uMgungundlovu |
| Employed                            | 32.3                 | 49.4               | 40.7               | 12.7                | 36.4                       | 33.5                    | 32.8                | 36.3          |
| Unemployed                          | 10.7                 | 15.5               | 12.8               | 10.4                | 17.9                       | 12.3                    | 11.7                | 15.9          |
| Discouraged<br>work-seeker          | 6.7                  | 4.7                | 8.7                | 12.4                | 6.0                        | 7.9                     | 9.9                 | 6.5           |
| Other not<br>economically<br>active | 50.3                 | 30.4               | 37.8               | 64.5                | 39.7                       | 46.3                    | 45.6                | 41.2          |
| Total                               | 100.0                | 100.0              | 100.0              | 100.0               | 100.0                      | 100.0                   | 100.0               | 100.0         |

The above Table simply breaks down the Labour Force, which is explained as the number or percentage of the population between age 16-64 or the economically active irrespective of whether they are employed or not. The Table delineates between the categories



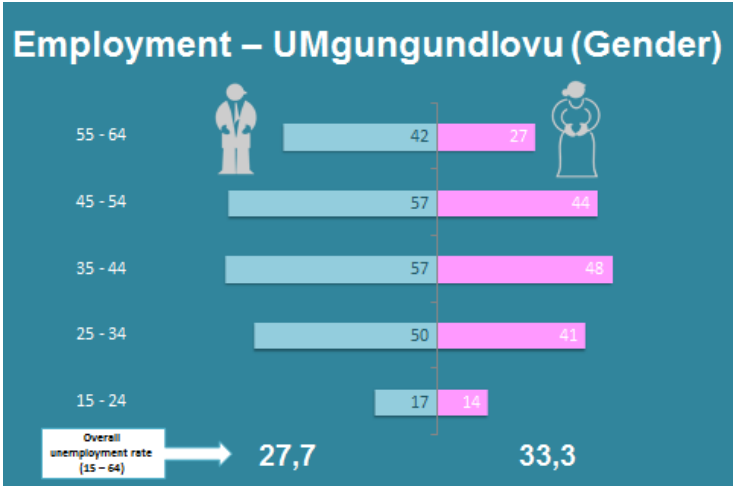


Figure 16 Unemployment by Gender,



Figure 15 Labour Stats and Unemployment

33.3% are females and 27.7% are males of the total unemployed.

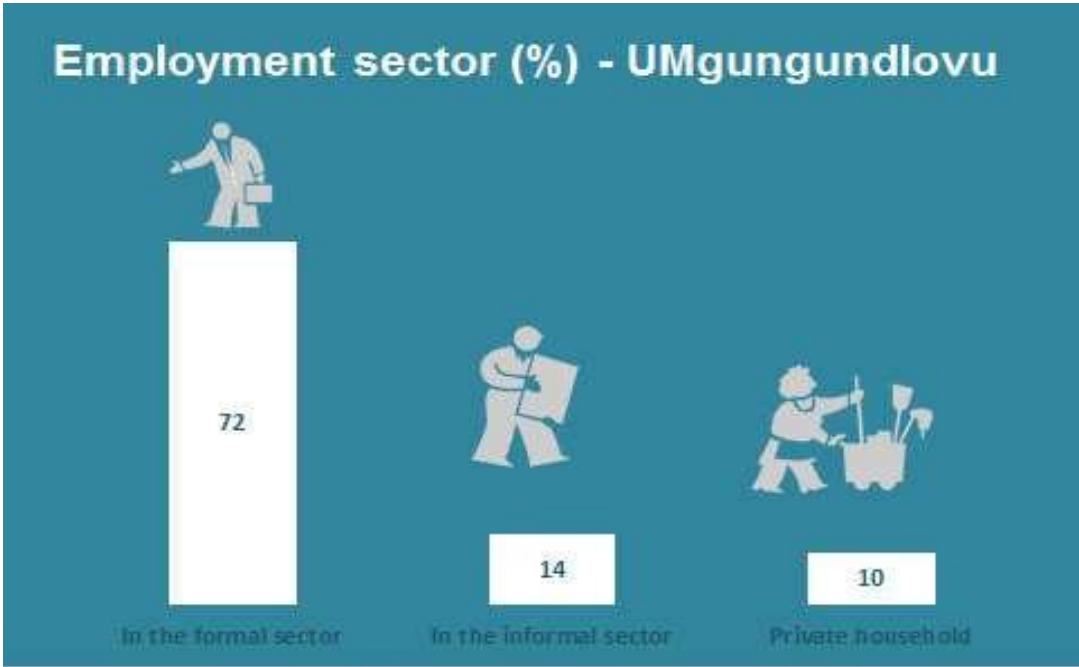


Figure 17 Employment by Sector (%), Source: StatsSA (2014)



There is still a need to focus on the informal sector in order to develop it as it employs 14% of the working age population.

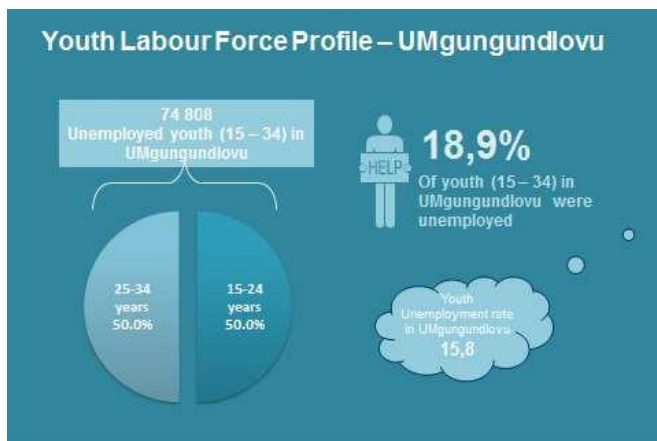


Figure 18 Youth Labour Force Profile, Source: StatsSA (2014)

Youth unemployment is a challenge and calls for a need for partnerships with the Office of the Premier, other State Organs and the Private Sector on consolidating efforts that are directly aimed at youth economic empowerment.

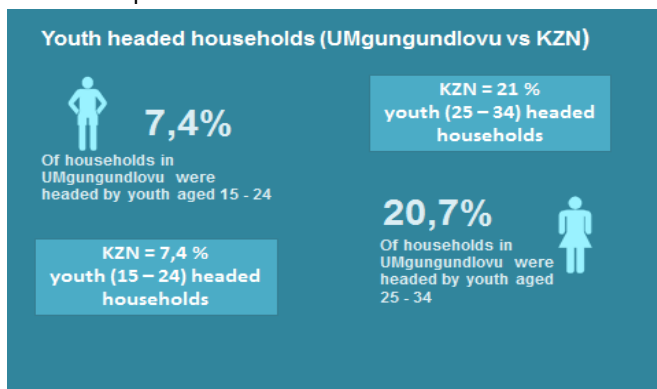


Figure 19 Youth Headed households, Source: StatsSA (2012)

## POVERTY

There is a need to deal with the dimensions of poverty as depicted on the diagram show below:



Figure 20 Poverty dimensions

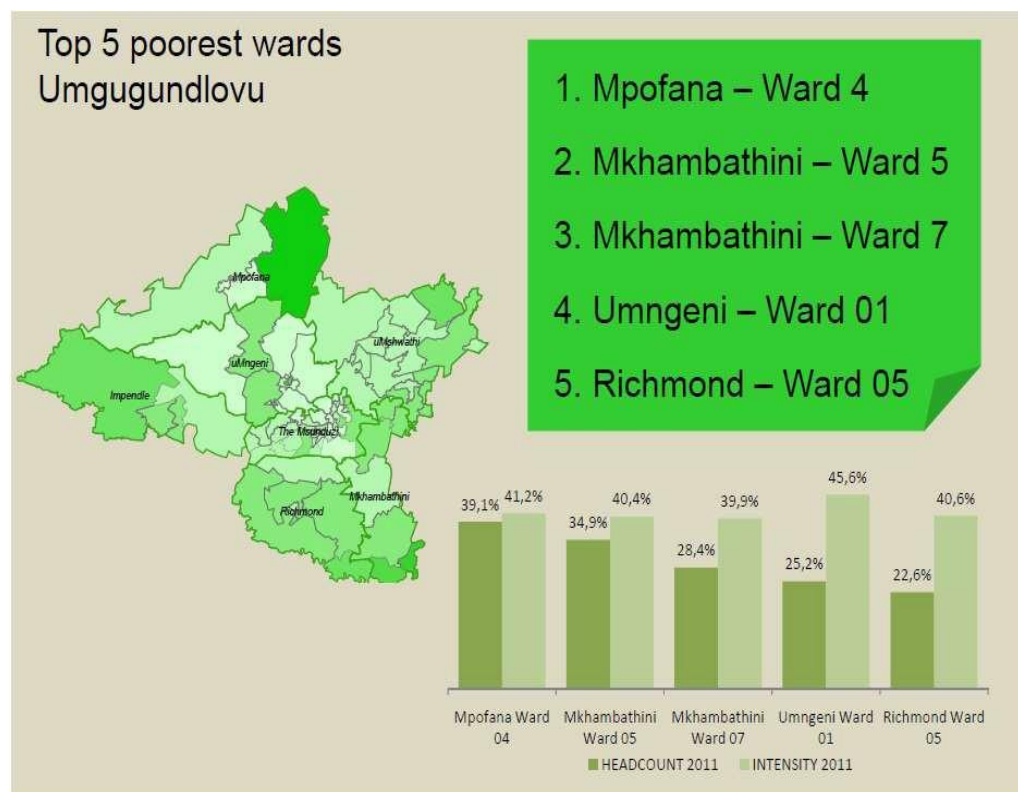
## POOREST WARDS IN THE DISTRICT

### LABOR INDICATORS AND STATISTICS

| Unemployment Rate 2011 |      |
|------------------------|------|
| KZN221: uMshwathi      | 24.9 |
| KZN222: uMngeni        | 23.9 |
| KZN223: Mpofana        | 23.9 |
| KZN224: Impendle       | 45.1 |
| KZN225: The Msunduzi   | 33.0 |
| KZN226: Mkhambathini   | 26.8 |
| KZN227: Richmond       | 26.3 |
| uMgungundlovu          | 30.4 |

UMDM in 2001 it was 46.3%, in 2011 its 30.4%. In South Africa: 2001 it was 41.6%, in 2011 it was: 29.8%; In KZN in 2001 it was 49%, in 2011 it was: 33%. According to Census 2011 official results, the unemployment rate of the District is at 30.4 %, which makes it to be lower than the KZN Province by 2.6% but slightly higher than RSA's by 0.6% in 2011. The positive thing is that unemployment is reducing however the District economy would need to work even harder to reduce unemployment further. The targeted economic sectors among others that need more attention are manufacturing and agriculture and also the informal sector.

According to the South African multidimensional poverty index (SAMPI: 2014) conducted by StatsSA, unemployment remains the major driver of poverty.



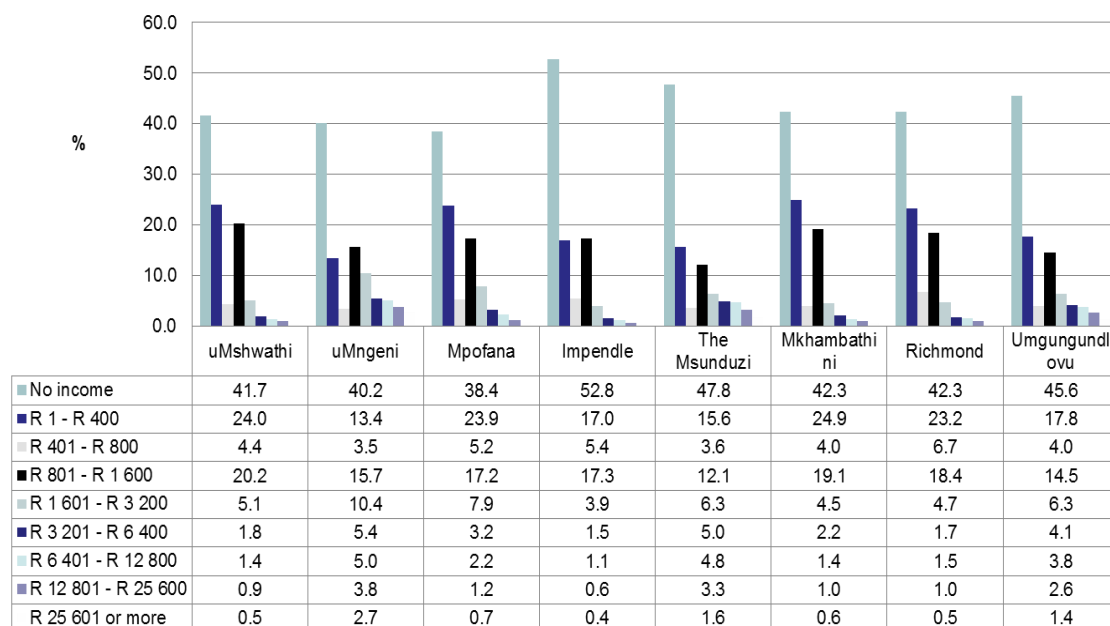


Figure 22 Monthly income levels amongst the population (age 15-65) uMgungundlovu District in 2011

45.6% are within the below the poverty line (food poverty line) as they get between R1-R400 per month income. Also 17.8% are in lower bound and upper bound poverty lines with R401-R800 per month. The StatsSA'SAMPI definitions and thresholds are that R321 means lower bound- based on food where some people go to bed hungry, R620 means upper bound poverty line where people choose between food and other important non-food items). The rest above R620 means they cannot afford the lifestyle they want.

## DISTRICT ECONOMIC OUTLOOK

### Economic Sectors

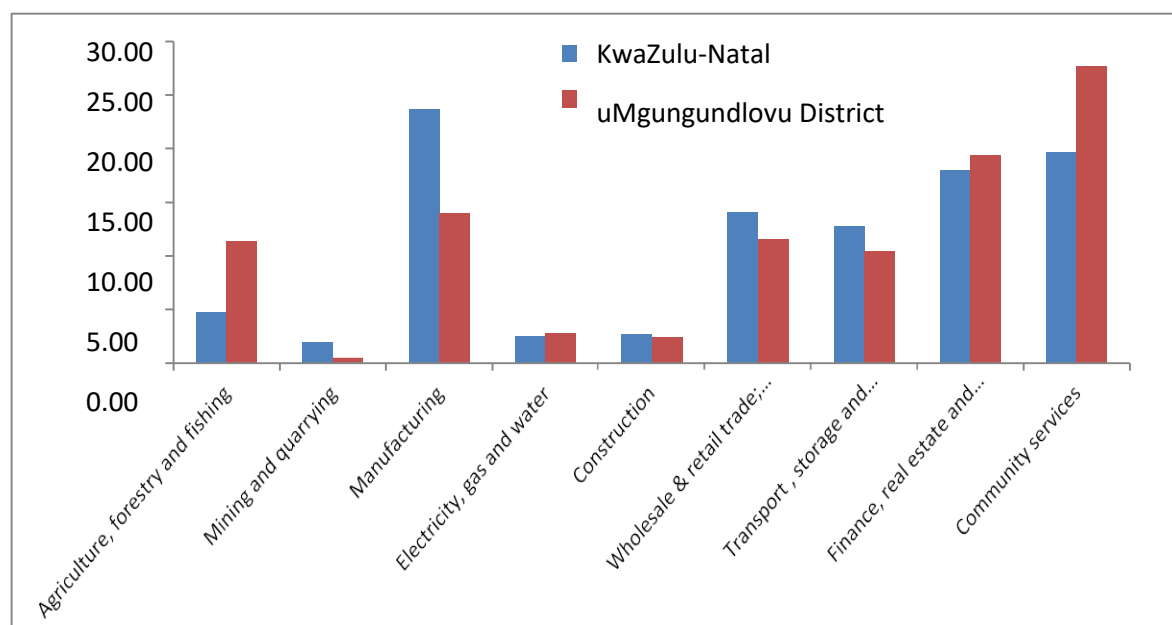


Figure 23 Average Annual Economic Sector GDP Contributions, 1996-2012  
Global Insight, 2013, Coetzee 2013, Own calculations

The above Chart on the other had suggests that the district economy is relative well-endowed in the agriculture, finance and community sectors, but very poorly endowed in the manufacturing sector.

Community Services have been leading in the GDP of the District in 2010 measured to have contributed 30%. In addition, this has been the trend since 2006 to 2010. Why? And where? When? And how?

Why? =it resembles the rest of the country where the Public sector has shown resilience in labor absorption capacity.

Where? when? and how? = This trend and phenomenon can be observed throughout the District Municipality. However, largely at Msunduzi Municipality since there is a higher concentration of Government services. Msunduzi is the Capital city of the Province of KwaZulu-Natal

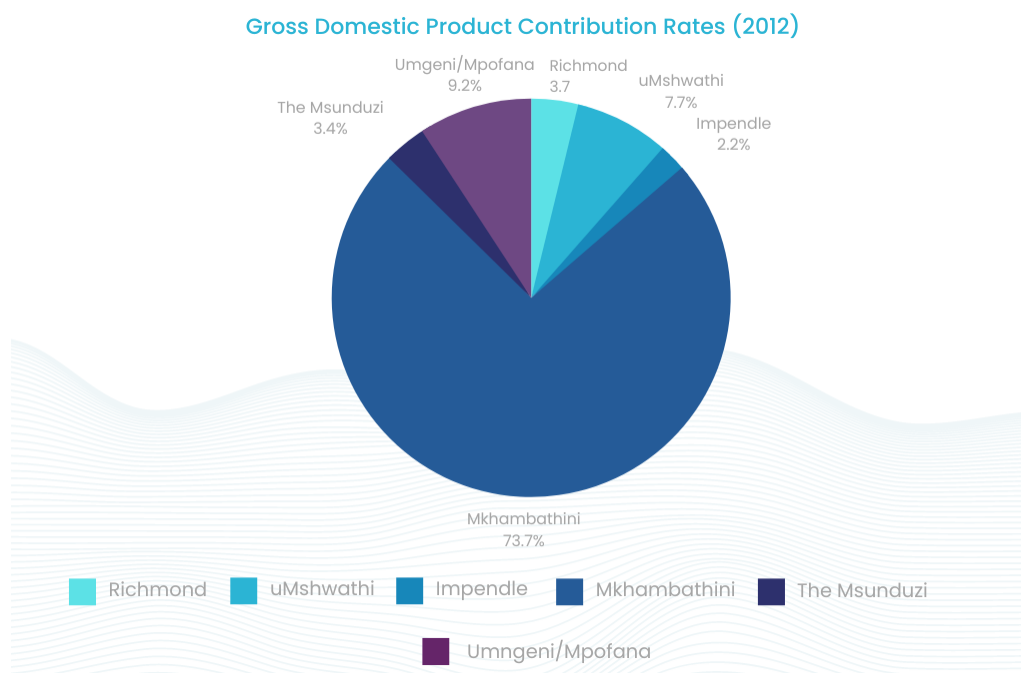


Figure 24 uMgungundlovu District Municipality's Gross Domestic Product Contribution Rates (% point, 2012)  
Global Insight, 2013, Coetzee 2013, Own calculations

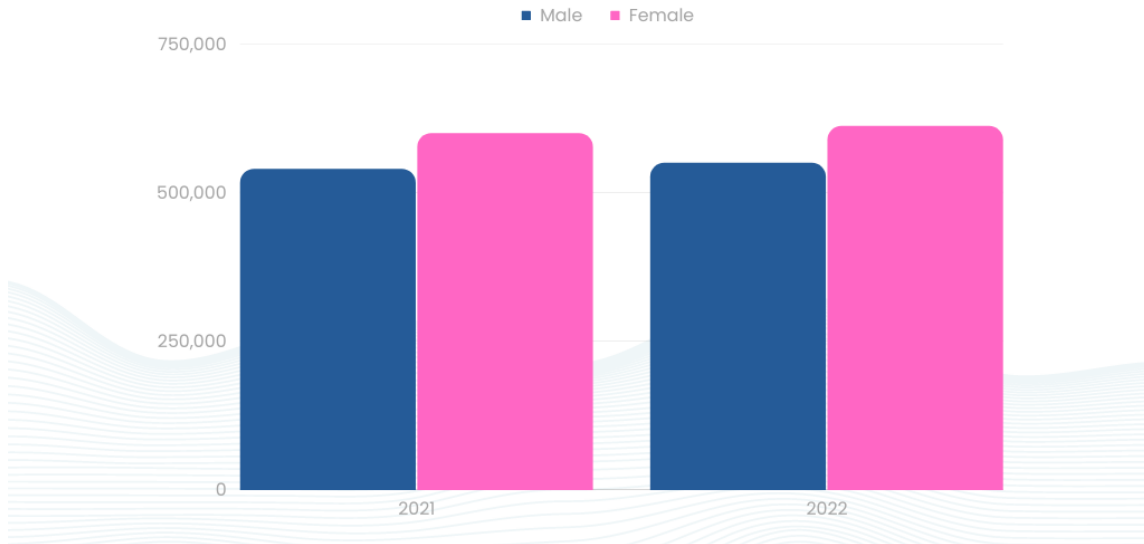
Msunduzi is the largest municipality within the district contributing about 73 per cent to the districts' GDP. This is followed by uMngeni (9 per cent) and thereafter uMshwathi (7 per cent). The economic contributions of the various local municipalities towards the district economy have stayed fairly constant from 1996 to 2012.

## POPULATION ESTIMATES

The table below depicts population estimates (StatsSA) in KZN and Population estimates in uMgungundlovu.

|                                | 2020      |           | 2021      |           | 2022      |           | 2023      |           | 2024      |           |
|--------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|                                | Male      | Female    | Male      | Female    | Male      | Female    | Male      | Female    | Male      | Female    |
| <b>KwaZulu-Natal</b>           | 5 445 771 | 5 965 866 | 5 508 347 | 6 024 757 | 5 569 465 | 6 084 248 | 5 629 556 | 6 142 550 | 5 689 950 | 6 200 230 |
| <b>DC22:<br/>Umgungundlovu</b> | 537 436   | 596 277   | 543 638   | 603 402   | 549 666   | 610 319   | 555 969   | 617 561   | 562 675   | 625 186   |

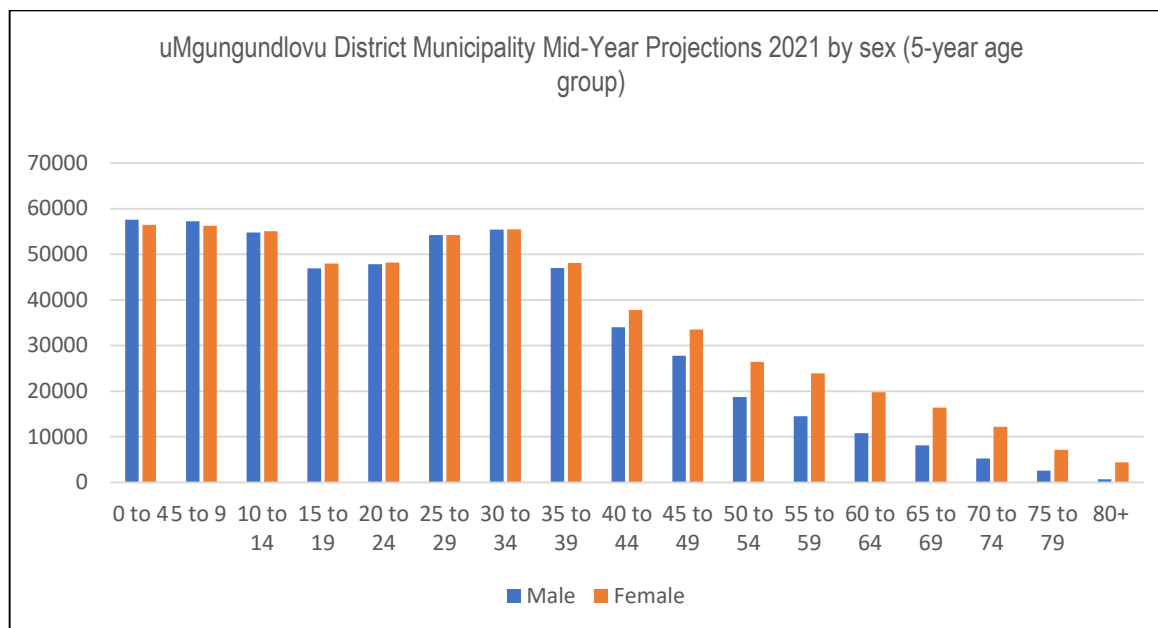
## Population Estimates in UMDM 2021–2022



### uMgungundlovu District Municipality Mid-Year Projections 20-24 by sex (5-year age)

| 5 y age group | 2020   |        | 2021   |        | 2022   |        | 2023   |        | 2024   |        |
|---------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
|               | Male   | Female | Male   | Female | Male   | Female | Male   | Female | Male   | Female |
| 0-4           | 57,784 | 56,616 | 57,594 | 56,448 | 57,567 | 56,491 | 57,729 | 56,689 | 58,186 | 57,107 |
| 5-9           | 56,855 | 55,927 | 57,264 | 56,279 | 57,621 | 56,701 | 57,863 | 56,987 | 57,962 | 57,180 |
| 10-14         | 53,580 | 53,937 | 54,785 | 55,047 | 55,626 | 55,751 | 56,344 | 56,337 | 56,913 | 56,757 |
| 15-19         | 45,797 | 46,772 | 46,895 | 47,989 | 48,473 | 49,616 | 50,428 | 51,625 | 52,155 | 53,410 |
| 20-24         | 48,666 | 49,047 | 47,860 | 48,187 | 46,648 | 47,314 | 45,896 | 46,839 | 45,918 | 47,039 |
| 25-29         | 55,047 | 54,802 | 54,236 | 54,212 | 53,186 | 53,505 | 51,749 | 52,385 | 50,389 | 51,310 |
| 30-34         | 55,133 | 54,911 | 55,415 | 55,494 | 55,700 | 55,972 | 55,709 | 56,270 | 55,323 | 56,278 |
| 35-39         | 44,881 | 46,134 | 47,012 | 48,122 | 48,868 | 49,861 | 50,475 | 51,597 | 52,063 | 53,302 |
| 40-44         | 32,656 | 36,809 | 34,011 | 37,800 | 35,662 | 39,145 | 37,736 | 40,810 | 39,918 | 42,652 |
| 45-49         | 26,936 | 32,655 | 27,739 | 33,522 | 28,238 | 34,024 | 28,547 | 34,101 | 28,875 | 34,169 |
| 50-54         | 17,978 | 26,126 | 18,697 | 26,431 | 19,759 | 27,022 | 21,038 | 28,031 | 22,318 | 29,119 |
| 55-59         | 14,402 | 23,637 | 14,549 | 23,904 | 14,615 | 23,923 | 14,629 | 23,851 | 14,729 | 23,798 |
| 60-64         | 10,809 | 19,598 | 10,817 | 19,798 | 10,853 | 20,081 | 10,962 | 20,388 | 11,093 | 20,729 |
| 65-69         | 8,239  | 16,253 | 8,128  | 16,419 | 7,993  | 16,491 | 7,840  | 16,576 | 7,695  | 16,589 |
| 70-74         | 5,293  | 11,847 | 5,286  | 12,182 | 5,330  | 12,491 | 5,316  | 12,729 | 5,251  | 12,964 |
| 75-79         | 2,604  | 6,721  | 2,624  | 7,161  | 2,641  | 7,547  | 2,676  | 7,953  | 2,716  | 8,352  |
| 80+           | 775    | 4,485  | 727    | 4,408  | 886    | 4,385  | 1,032  | 4,393  | 1,172  | 4,431  |

## For the year 2021



## HIV/ AIDS IN THE DISTRICT

### *Profile of the District*

2007 – 40.8%

2008 – 45.7%

2009 – 40.9%

2010 – 42.3%

2011/2012- 39.8%;

2013-current: 42% - Source: KZN Department of Health (new stats have been requested from the Department of Health)

UMgungundlovu District has the highest prevalence in the province as well as in the whole country. As a result, the District has taken a stance to engage with other stakeholders and municipalities in benchmarking best practices on HIV/AIDS, TB & STI's programmes/ projects, hence entered into a memorandum of understanding on **Benchmarking Municipal HIV/ AIDS Responses** with the Centre for Municipal Research and Advice (CMRA).

### Consolidated District Operational Plan

The uMgungundlovu Consolidated District Operational Plan aims to seek cohesion, linkages and sharing of resources. It is an aim beyond the call from South African National Aids Council (SANAC), which mandates for consolidated District Operational Plans. UMgungundlovu District Municipality sees this as an opportunity to integrate actions with different government departments and to share our interventions where there is a common vision and mission. This plan therefore thrives to achieve synergy and eliminates any elements of a silo approach into tackling strategic issues presented by HIV/AIDS, STI and TB. It is particularly critical that

departments and municipalities work together in attaining the 20-year vision with zero new infections, zero deaths associated with HIV and TB & zero discrimination. This document is totally in-line with the reviewed uMgungundlovu District-Wide Strategic Plan on HIV/AIDS, STI and TB. The implementation of projects within this plan will result in projects achieving greater success and impact.

In light of the situational analysis and state of the current response, the following four priority areas have been identified:

- 1) Overall Co-ordination
- 2) Education and Awareness – Openness and Prevention
- 3) Treatment, Care and Support for People Living with HIV and AIDS
- 4) Care for Orphans and Vulnerable Children

## THE PROVISION OF BASIC SERVICES INDICATORS

| Key   |            |            |           |            |         |            |
|---|------------|------------|-----------|------------|---------|------------|
| census 1996                                       |            |            |           |            |         |            |
| Census 2011                                       |            |            |           |            |         |            |
| PART I: From Census 1996                          |            |            |           |            |         |            |
| Services  | SA         | SA         | KZN       | KZN        | uMDM    | uMDM       |
|   | Figures    | Percentage | Figures   | Percentage | Figures | Percentage |
| Water   | 7 358 226  | 81.6%      | 1 125 654 | 66.4%      | 149 940 | 79.3%      |
| Sanitation  | 7 485 625  | 82.5%      | 1 413 374 | 83.4%      | 178 010 | 94.2%      |
| Electricity                                       | 3 912 054  | 43.1%      | 707 684   | 41.8%      | 83 036  | 43.9%      |
| Refuse removal                                    | 8 047 367  | 88.7%      | 1 463 021 | 86.3%      | 175 422 | 92.8%      |
|   |            |            |           |            |         |            |
| PART II :The Following Stats are from Census 2011 |            |            |           |            |         |            |
| Services  | SA         | SA         | KZN       | KZN        | uMDM    | uMDM       |
|   | Figures    | Percentage | Figures   | Percentage | Figures | Percentage |
| Water   | 13 184 247 | 91.2%      | 2 182 032 | 85.9%      | 248 376 | 91.1%      |
| Sanitation  | 13 098 279 | 90.6%      | 2 242 998 | 88.3%      | 253 266 | 96%        |
| Electricity                                       | 8 083 140  | 55.9%      | 1 387 848 | 54.7%      | 176 112 | 64.6%      |
| Refuse removal                                    | 13 538 961 | 93.7%      | 2 358 936 | 92.9%      | 255 270 | 93.6%      |

## ACCESS TO PIPED WATER

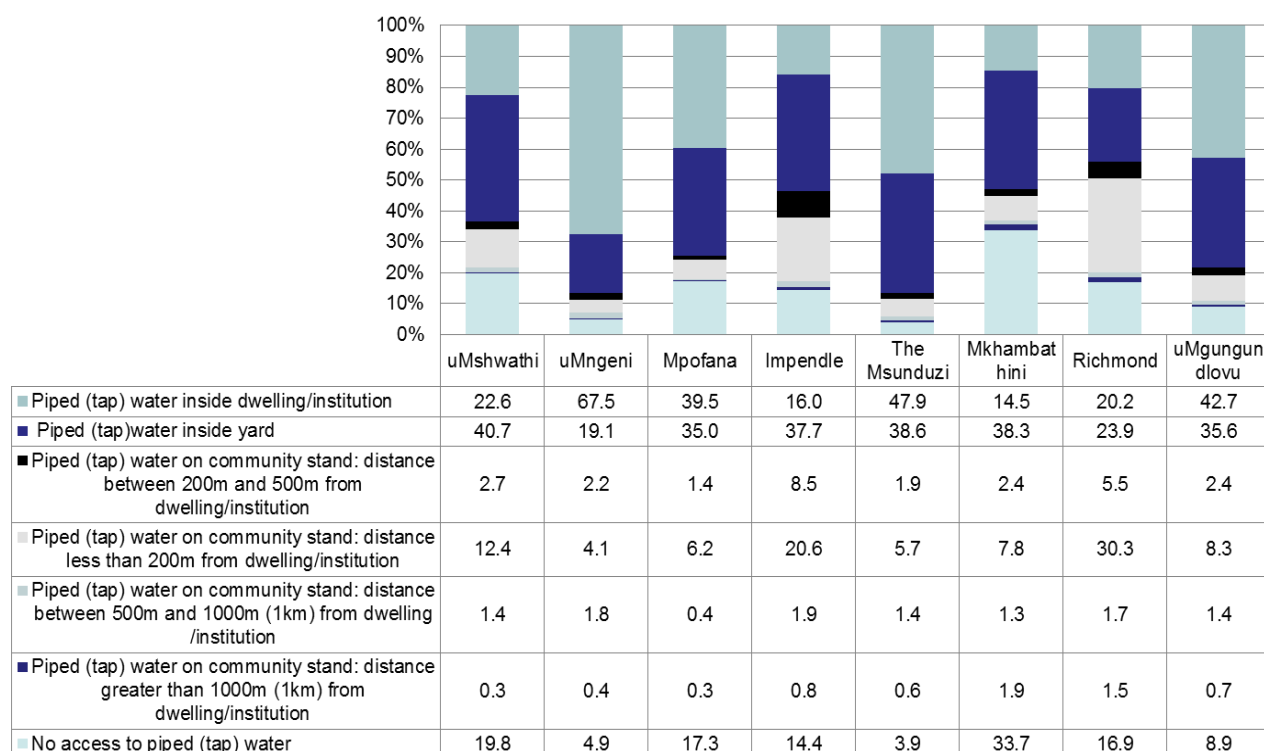
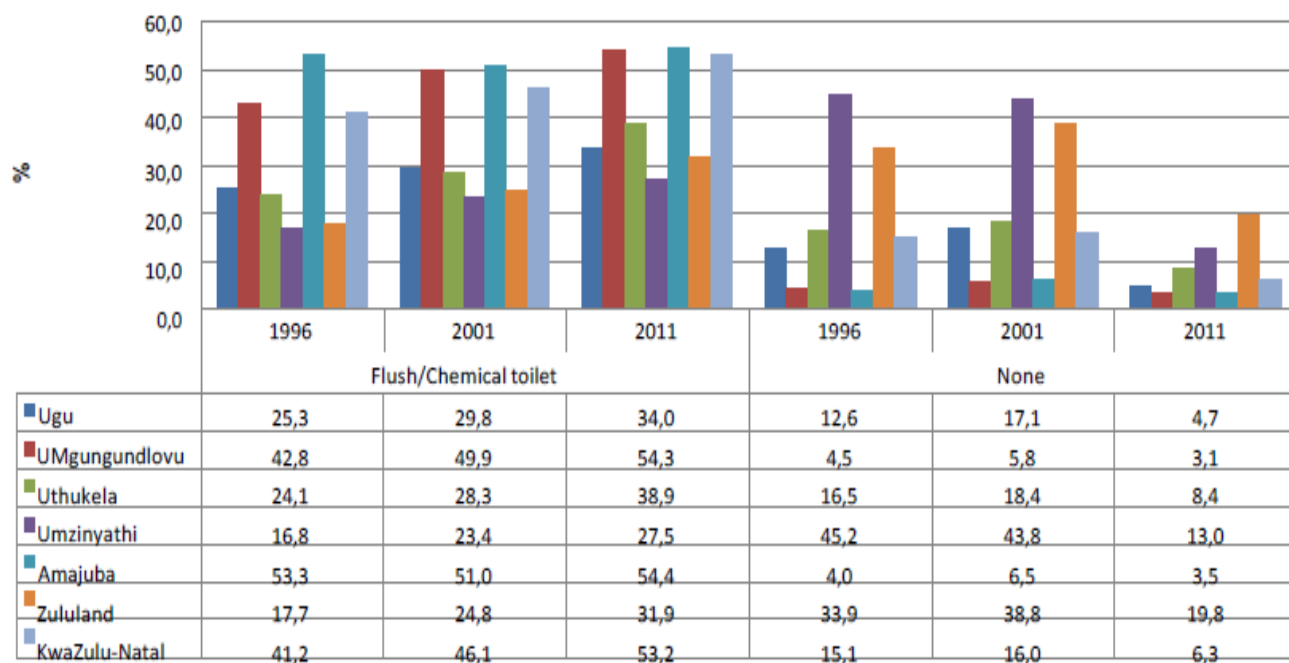


Figure 25 Percentage of households with access to piped water, uMgungundlovu District, Source: StatsSA (2012)

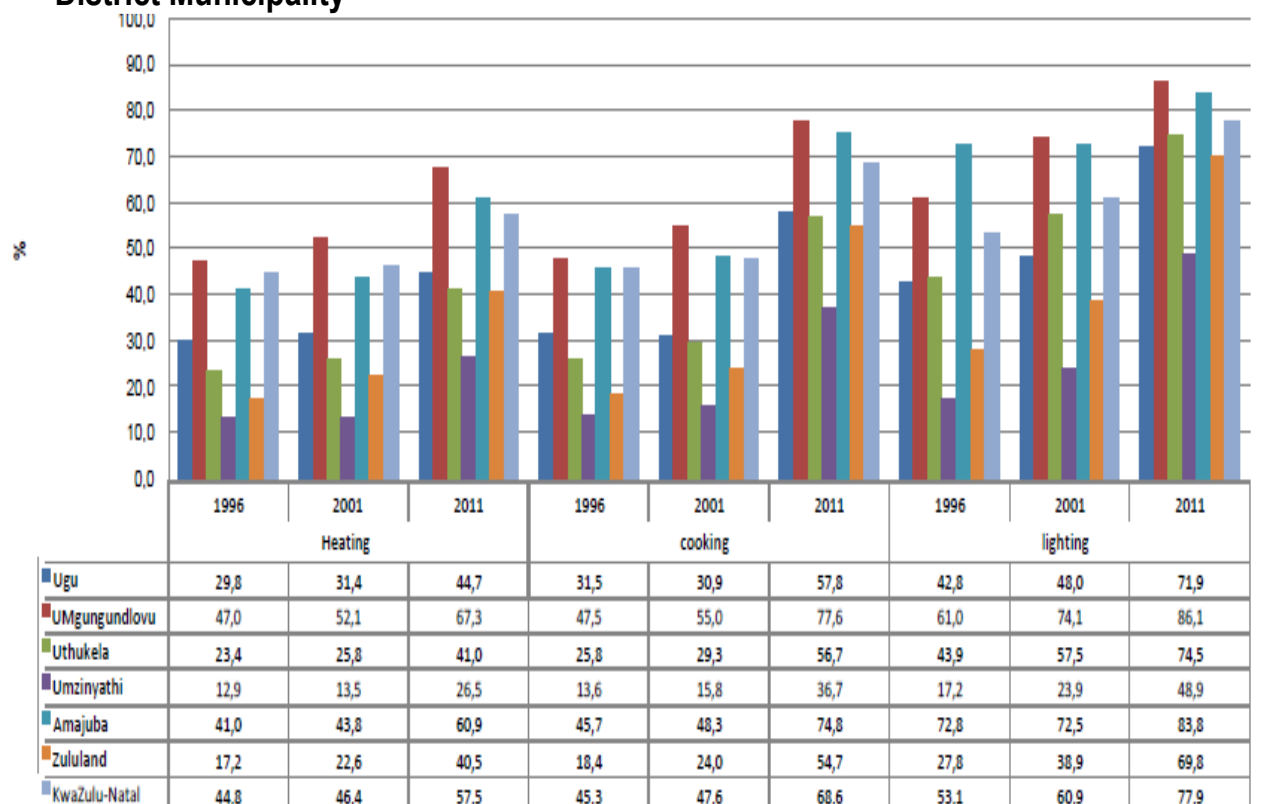
As at Census 2011, the overall access to piped water was at 91.1% at uMDM.

## Distribution of households by toilet facility per District Municipality-1996, 2001 and 2011





## Distribution of Households using electricity or heating, cooking and lighting by District Municipality



The above chart shows a proportion of households using electricity as the main source of energy for lighting; heating and cooking has significantly increased across the province.

## REFUSE REMOVAL

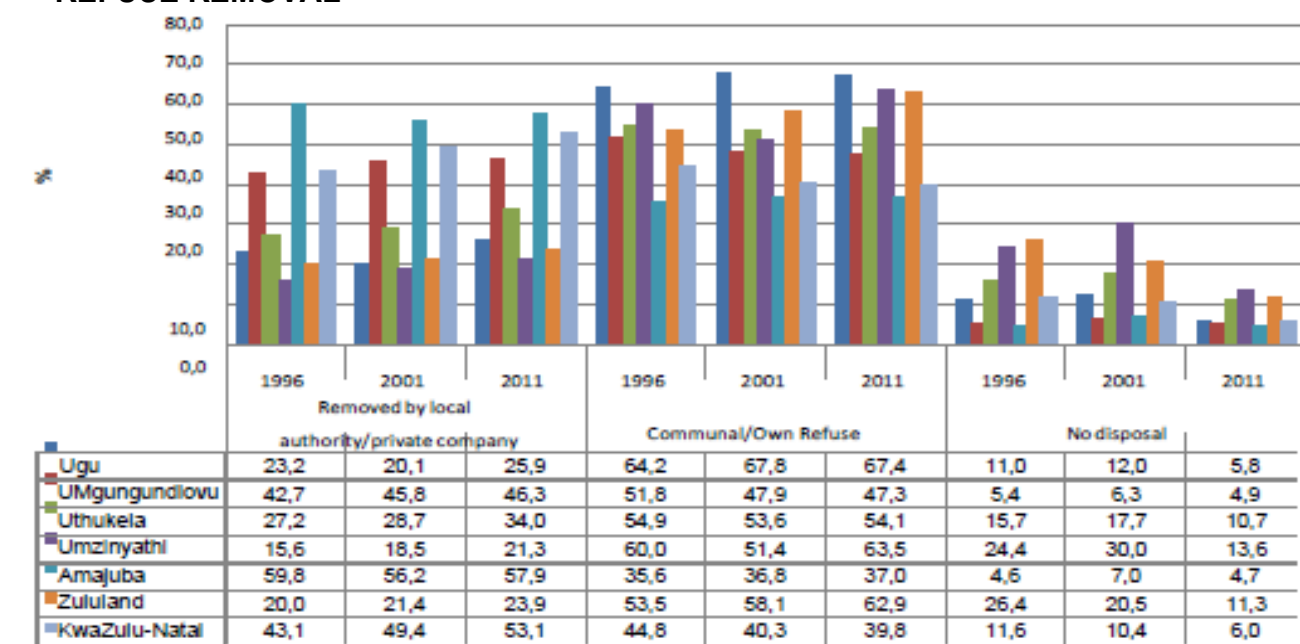


Figure 27 Distribution of hh by refuse disposal and District Mun. -1996, 2001 and 2011

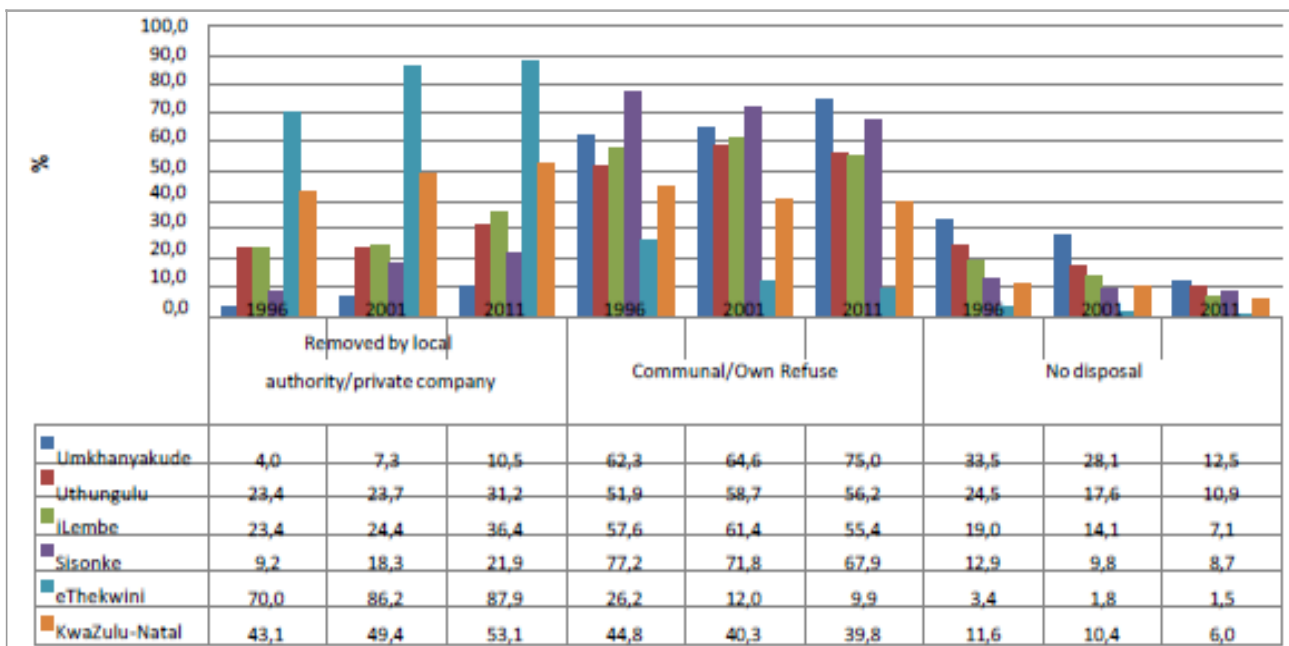


Figure 28 Distribution of households by refuse disposal and District Municipality- 1996, 2001 and 2011.

The above chart shows that the proportion of households whose refuse is removed by the local authority or private company increased in all Districts; although the majority of the households still used communal/own refuse dump (except for eThekwini). UMGUNGUNDLOVU DISTRICT MUNICIPALITY BROADBAND

## WATER SOURCES IN UMGUNGUNDLOVU DISTRICT MUNICIPALITY

The purpose of this section is to briefly describe the key water resources occurring within uMgungundlovu District Municipality and the importance of these resources to the region.

### Key Water Resources:

It is popularly thought that the only catchment occurring within uMgungundlovu is the Mngeni Catchment, this is partially correct. The Mngeni Catchment is the predominant catchment within uMgungundlovu but there are actually eight catchments (including the Mngeni) that occur within the District. These catchments with the key water resources and the importance of these resources to the region are listed in table 1.1 and shown in Figure 1

| ID | Water Resource  | Type  | Catchment | Importance   |
|----|-----------------|-------|-----------|--|
| 1  | Mearns Weir     | Dam   | Mooi      | Provides water for the Durban - Pietermaritzburg economy.  |
| 2  | Little Mooi     | River | Mooi      | Provides water for the Mpofana Municipality and the Durban-Pietermaritzburg economy. The headwaters of this river are in Mpofana Local Municipality. |
| 3  | Mooi            | River | Mooi      | Provides water for the Mpofana Municipality and the Durban-Pietermaritzburg economy. The headwaters of this river are in Mpofana Local Municipality. |
| 4  | Craigieburn Dam | Dam   | Mooi      | Located on the Myamvubu River, a tributary of the Mooi River, this dam provides water for agricultural use. Domestic use is proposed for this dam.   |

| ID | Water Resource   | Type  | Catchment | Importance  |
|----|------------------|-------|-----------|---|
| 5  | Spring Grove Dam | Dam   | Mooi      | Provides water for the Mpofana Municipality, the uMngeni Municipality and the Durban-Pietermaritzburg economy.  |
| 6  | Mpofana          | River | Mngeni    | This is the river that transfers the water from the existing Mearns Weir and will transfer from the proposed Spring Grove Dam to Midmar Dam (via the Lions and Mngeni Rivers) for treatment for distribution to the Durban-Pietermaritzburg economy. The headwaters of this river are in the uMngeni Local Municipality.  |
| 7  | Lions            | River | Mngeni    | This is the river through which water is transferred from the Mooi Catchment to Midmar Dam for treatment and distribution to the Durban-Pietermaritzburg economy. The headwaters of this river are in the uMngeni Local Municipality.   |
| 8  | uMngeni          | River | Mngeni    | This is the river which provides water for the Durban-Pietermaritzburg economy. The headwaters of this major river are the Mngeni Vlei which is located in Impendle Local Municipality.   |
| 9  | Midmar Dam       | Dam   | Mngeni    | This is the critical storage dam for the entire Durban-Pietermaritzburg economy (the entire Msunduzi Municipality) as well as for the uMngeni, uMshwathi, Richmond and Mkhambathini Local Municipalities. Current treatment costs are low due to the close proximity of the water treatment plant (WTP) to the dam and the good water quality within the dam. However, if water quality deteriorates within the dam, treatment costs will increase drastically as there is insufficient distance between the dam and the WTP for in-stream purification to occur. The implication of this is that the water tariff will increase thereby increasing the cost of water to everyone within the region. This will impact negatively on the alleviation of backlogs and the development of the economy. |
| 10 | Albert Falls Dam | Dam   | Mngeni    | This is a storage dam on the uMngeni River that is used in the transfer of raw water to Durban Heights WTP for distribution within eThekweni's Central and Southern regions. If water quality deteriorates within this Dam, there is sufficient distance between Albert Falls Dam and Durban Heights WTP for in-  |

| ID | Water Resource | Type  | Catchment | Importance   |
|----|----------------|-------|-----------|--|
|    |                |       |           | stream purification to occur to a certain degree. However, treatment costs will again increase if the water quality is of an extremely poor standard.  |
| 11 | Midmar Dam     | Dam   | Mngeni    | This is a storage dam on the uMngeni River that is used in the transfer of raw water to Durban Heights WTP for distribution within eThekweni's Central and Southern regions. If water quality deteriorates within this Dam, there is insufficient distance between Nagle Dam and the Nagle Aqueducts, which transfer water to Durban Heights WTP for in-stream purification to occur. This means that treatment costs will rise thereby increasing the water tariff. |
| 12 | Msunduzi       | River | Mngeni    | This is a third-order tributary of the uMngeni River which flows through Edendale and Pietermaritzburg. The headwaters of this river occur in the Richmond Local Municipality.   |
| 13 | Mlazi          | River | Mlazi     | This river has its source in the Richmond Municipality, flowing through it and the Mkhambathini Municipality providing good quality water for agriculture, forestry and domestic purposes.   |
| 14 | Lovu           | River | Lovu      | This river also originates in the Richmond Municipality, flowing through it and the Mkhambathini Municipality, providing water for agriculture, forestry and domestic purposes.  |
| 15 | Mkomazi        | River | Mkomazi   | The lower portions of this major river form the boundary between Richmond Municipality and the Harry Gwala and Ugu District Municipalities. A small portion on the upper part of the river is situated within the Impendle Local Municipality.   |
| 16 | Mdloti         | River | Mdloti    | The headwaters of this river are located in uMshwathi Municipality. Hazelmere Dam, which is located on the uMdloti River, is the primary source of water for the North Coast. Hence ensuring the good quality of the headwaters of this river is important in the prevention of serious water supply problems which would have a negative impact on the region's economy.  |
| 17 |                | River | Mvoti     | The headwaters of this major river are located in uMshwathi Local Municipality.  |
| 18 |                |       | Sundays   | Portions of this catchment occur within the Mpofana Local Municipality.  |

# Water and wastewater quality

## Water and Wastewater Quality Performance at uMgungundlovu District Municipality in 2022

The uMgungundlovu District Municipality is responsible to supply potable water to six local municipalities (LMs) in its designated operational areas. Potable water supplied to these LMs is monitored as per monitoring programme which is reviewed annually and in line with water safety plan. The municipality has also six wastewater treatment works which are maintained by Umgeni Water on behalf of the District Municipality.

The final effluent from these wastewater treatment works is also monitored as per the monitoring programme. Together with Umgeni Water, the District Municipality developed wastewater risk abatement plans so as to minimise the risk associated with poor performance of the wastewater treatment works. Both water and wastewater quality results are uploaded on monthly basis on Department of Water and Sanitation websites, which is <https://ws.dws.gov.za/IRIS/mywater.aspx> for community, regulatory authorities and stakeholders to access.

### Blue Drop certification

Since the inception of the Blue Drop certification programme, the municipality has been showing an improvement in the management of drinking water quality (Figure 1). In 2012, the municipality was successful to achieve Blue Drop status. Again in 2014, the municipality was able to retain its Blue Drop status through bulk water supply systems and this is an indication of commitment shown by the municipality towards better service delivery.

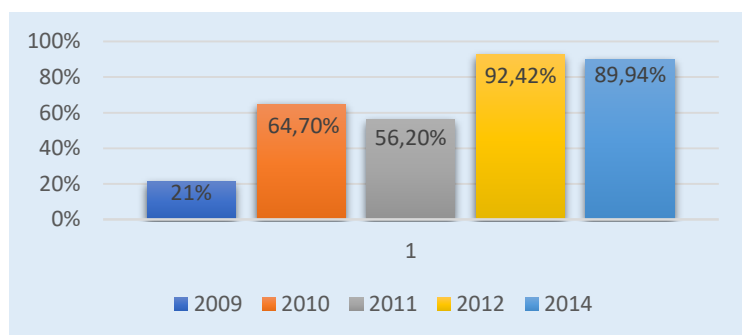


Figure1: Municipal Blue Drop scores

**Note: The last Blue Drop assessments were conducted in 2014.**

### Green Drop certification

There have been four Green Drop assessments since it was introduced in 2008. Figure 2 below shows that after receiving the unfavourable score of 27% in 2009, best practices for wastewater quality management were put in place which resulted to an improved score in the subsequent assessments. In 2021, the District Municipality was able to achieve Green Drop status for Cool Air Wastewater Treatment Works. The overall Municipality Green Drop Score also increased from 76.10% to 86%.

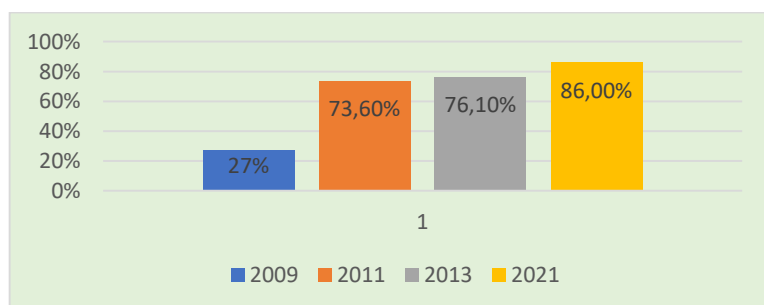


Figure 2: Municipal Green Drop scores

**Note: The last Green Drop assessments was conducted in 2021**

## Water Quality Performance

Potable water quality is required to comply with SANS 241:2015 that requires quality to be evaluated and reported against five categories which are Acute health microbiological, Acute health chemical, Chronic health chemical, Aesthetic and Operational. SANS 241:2015 classify drinking water quality supplied to the population of up to 100 000 as follows:

- Acute health microbiological -: Excellent ( $\geq 97\%$ ), Good ( $\geq 95\%$ ), Unacceptable ( $< 95\%$ ).
- Acute health chemical -: Excellent ( $\geq 97\%$ ), Good ( $\geq 95\%$ ), Unacceptable ( $< 95\%$ ).
- Chronic health chemical -: Excellent ( $\geq 95\%$ ), Good ( $\geq 93\%$ ), Unacceptable ( $< 93\%$ ).
- Aesthetic -: Excellent ( $\geq 93\%$ ), Good ( $\geq 90\%$ ), Unacceptable ( $< 90\%$ ).
- Operational -: Excellent ( $\geq 93\%$ ), Good ( $\geq 90\%$ ), Unacceptable ( $< 90\%$ ).

**Table1: Potable water quality compliance for water supply systems (%).**

| Water Supply System | Acute Health Microbiological | Acute Health Chemical | Chronic Health Chemical | Aesthetic | Operational |
|---------------------|------------------------------|-----------------------|-------------------------|-----------|-------------|
| Boreholes           | 98.4                         | 100                   | 97.9                    | 98.2      | 96.7        |
| Gomane              | 94.1                         | 100                   | 96.9                    | 98.2      | 97.2        |
| Impendle            | 87.1                         | -                     | 99.3                    | 99.5      | 87.8        |
| Lidgetton           | 100                          | 100                   | 100                     | 98.0      | 97.2        |
| Mpofana             | 98.9                         | 100                   | 100                     | 99.1      | 92.5        |
| Nzinga              | 98.7                         | -                     | 100                     | 87.7      | 72.1        |
| Rosetta             | 97.1                         | 100                   | 100                     | 99.5      | 98.0        |
| Umgeni              | 99.2                         | 100                   | 99.6                    | 99.6      | 99.0        |

**Acute health microbiological:** - Out of eight water supply systems, six of them achieved more than 95% except Impendle spring and Gomane plant. Microbiological quality at Impendle spring is affected when there is heavy rain since the reservoir would normally receive high volumes of water resulting to inadequate chlorine contact time as chlorination process takes place in the reservoir. The municipality is currently installing alternative disinfection system which should improve the results. The disinfection process at Gomane boreholes was affected by load shedding which affected performance of the plant and the process is monitored closely.

In line with incident management protocol, when failures were detected, corrective majors were put in place to ensure that the problem is resolved. There are also plans for constructing Impendle bulk water supply scheme to improve water supply for Impendle area.

**Acute health chemical:** - All water supply systems within this category were able to meet good standards for drinking water quality.

**Chronic health chemical:** - All water supply systems within this category were able to meet good standards for drinking water quality.

**Aesthetic compliance:** - All water supply systems within this category were able to meet good standards for drinking water quality.

**Operational:** - Impendle spring and Nzinga were unable to meet good standards for drinking water quality under this category. This was mainly due to turbidity as a result of high rain falls, burst pipes and poor performance of the plant. When water quality was found not to meet operational drinking water quality standards, it was not distributed and process was optimised to meet the required standards.

The overall drinking water quality within uMgungundlovu District Municipality meet good drinking water quality.

## Wastewater Quality Performance

In terms of Green Drop System, wastewater quality compliance for the final effluent is classified as follows:

Bad -> <50%  
 Poor -> 50% - 69%  
 Good -> 70% - 89%  
 Excellent -> ≥90%

**Table2: Wastewater quality compliance against applicable discharge limits (%).**

| Wastewater Treatment Systems | Microbiological | Chemical | Physical |
|------------------------------|-----------------|----------|----------|
| Appelsbosch                  | 100             | 95.7     | 100      |
| Camperdown                   | 100             | 100      | 100      |
| Cool Air                     | 100             | 100      | 100      |
| Howick                       | 90.1            | 96.8     | 100      |
| Mooi River                   | 88.0            | 98.9     | 100      |
| Richmond                     | 86.7            | 100      | 100      |

**Appelsbosch:** - The plant was able to meet the standards for excellent final effluent with regards to all categories for compliance. At this stage the plant has challenges for wasting sludge as there are no drying beds and alternative sludge disposal system. There is a proposal to refurbish the old makeshift drying beds to ensure sludge is wasted sufficiently.

**Camperdown:** - The plant was able to achieve 100% under all categories for compliance. Upgrading of the chlorine contact tank has improved the performance of the treatment plant.

**Cool Air:** - The plant is performing well and has complied with all categories for excellent final effluent.

**Howick:** - The plant was able to meet the standards for excellent final effluent with regards to all categories for compliance. However, the treatment plant has a problem of excessive scum from the chlorine contact and settling of solids in the clarifiers is poor resulting in the carry over. Mpophomeni wastewater treatment works is currently being upgraded and the completion of this wastewater treatment works will reduce the flows going to Howick wastewater treatment works and as a result, quality of final effluent will also improve.

**Mooi River:** - It is only microbiological compliance which was good and all other categories were excellent, The load shedding affect disinfection process. The process is monitored closely and alternative disinfection is used when there is no power supply.

**Richmond:** - It is only microbiological compliance which was good and all other categories were excellent, The load shedding affect disinfection process. The process is monitored closely and alternative disinfection is used when there is no power supply.

### SITUATIONAL ANALYSIS CHALLENGES INCLUDE:

- The use of 2011 and 2016 data from StatsSA which is old data considering that the IDP is planning for 2023-2027. Statistics South Africa embarked on Census 2022 which will assist the municipality with updated figures and therefore inform planning and service delivery.

## **C2: CROSS CUTTING ISSUES (INCLUDING SPATIAL, ENVIRONMENTAL AND DISASTER MANAGEMENT)**

The uMgungundlovu District is one of the nine (9) district municipalities that make up the KwaZulu-Natal Province. It is located approximately 80 kilometres south of the eThekweni Metropolitan Municipality along the N3 national and provincial corridor. The district shares a boundary with eThekweni Metropolitan Municipality to the east; iLembe District to the north-east; uMzinyathi District to the north; Harry Gwala District to the south; and the uKhahlamba-Drakensberg World Heritage Site and uThukela District to the west, respectively.

The uMDM Municipality consists of seven local municipalities, namely, Msunduzi, Impendle, uMshwathi, Mkhambathini, Mpofana, uMngeni and Richmond Local Municipalities.

The district occupies a strategic position and plays a critical role in the provincial economy. In addition to being the seat of the Provincial Cabinet and Parliament and the second contributor to the provincial economy after eThekweni, the uMngeni River which supplies water to the industrial and logistics hub of eThekweni rises from and runs through the district in an east-west direction. A significant portion of the N3 industrial and logistics national corridor also runs through the district.

### **OVERVIEW OF DISTRICT SPATIAL DEVELOPMENT FRAMEWORK**

The District SDF was reviewed in 2022 and adopted in October 2022, the detailed analysis together with Maps is provided as part of the IDP submission.

#### **1.1 HIERARCHY OF DEVELOPMENT NODES**

The proposed SDF identifies the following hierarchy of nodes within uMgungundlovu District municipality;

##### **a) Regional Development Node**

In the context of the uMDM, the regional development node is the Msunduzi core (Pietermaritzburg) and its surrounding areas of economic potential (Edendale /Imbali and Northern Areas). These are a key anchor or “engine” of the regional economy and represents an area where future population growth is anticipated based on historical trends as well as the impacts of future targeted interventions in those areas. It serves as an economic hub and administrative center, but also perform some service center functions.

##### **b) Municipal Development Nodes**

Municipal development nodes play a secondary role to the regional development node. It is usually formal towns where a formal and established structure and commercial component is already present,



together with associated social facilities. They do not provide services or economic advantages significant on provincial level but fulfil very important service delivery functions within the local economies of the municipalities and are the only areas providing commercial choice to the residents of the respective municipalities. These nodes include Camperdown, Howick, Impendle, Mooi River, New Hanover, and Richmond

c) **Community Development Nodes**

Community development nodes are developed with some commercial and community facilities which may include a clinic, schools, taxi rank, community hall, etc.

Edendale, iMbali, and Northdale are community development nodes within The Msunduzi core /complex. In the uMngeni Municipality, Hilton and Mphophomeni should fulfil the function of community development nodes, together with Nottingham Road, which also fulfils the role of a tourism node. In uMshwathi Municipality, the area of Wartburg, Cool Air and Dalton, Appelsbosch/Bamshela and KwaSwayimane fulfil the role of a community development node. Boston in Impendle municipality; Eston and the Opokweni/KwaXimba area in Mkhambathini and Thornville in the Richmond municipality are also identified as community development nodes.

**Tourism Development Nodes**

The importance of tourism in the district urges the necessity to identify certain strategic points as tourism development nodes, where the focus should be on facilitating and promoting tourism activities. These include Albert Falls in uMshwathi, Baynesfield in Richmond municipality, the Mayibuye and Tala Game Reserve in Mkhambathini, Midmar Dam in uMngeni and the Mount Shannon area in Impendle. Although Lower Lotheni is underdeveloped, it is a potential node for tourism.

d) **Satellite Development Nodes**

Satellite municipal development nodes serve as location points for community facilities serving the local community. These nodes are usually located within a cluster of settlements and must provide access to primary and secondary schools, clinics including mobile clinics, and pension pay points. Satellite nodes includes Compensation, Crammond, Curry's Post, Gomane, Greater Ndaleni, Hopewell, Inadi, Lidgetton, Lower Loteni, Masihambisane, Mpolweni, Ngilanyoni, Nhlazuka, Ntanzi, Nzinga, Rosetta, Simolobha, Taylor's Halt, Tilongo, Trust Feed.

## **1.2. NETWORK OF CORRIDORS**

The proposed hierarchy of corridors in the district becomes the focus areas for coordinated investment, although not all corridors and routes are the same in terms of the intensity of use and ability to attract investment. The role and function of each corridor within its development context guides the future development thereof. Some corridors need to fulfil a pure mobility and accessibility function, while other require investment in strategic points to ensure economic development. The SDF Identifies the following

**a) National Corridor – N3**

The N3 is identified as a national development corridor, and is of district, provincial and national significance. It was identified by the Presidential Infrastructure Coordinating Commission (PICC) as a Strategic Infrastructure Project (SIP2: Durban-Free State-Gauteng logistics and industrial corridor). In addition, it is an important link that connects Durban and Gauteng through the town of Harrismith in the Free State. Responding to the significance of this corridor, the N3 Strategic Corridor Plan was prepared to guide investment into the various sections and nodes along the corridor.

**b) Regional development Corridors**

Regional development corridors provide a strategic framework upon which the regional space economy develops and plays an important role in integrated and coordinated regional development. The following important regional development corridors are located within the district.

- R103 from Mooi River to the north provides regional connectivity to Estcourt
- R603 from Camperdown to the south-eastern parts of the district, eventually linking to eThekweni's South Coast at Kingsburgh
- R56 – Eastern Cape to Richmond
- R33 to Greytown
- R622 – Mooi River to Greytown
- R614 – Albert Fall to Wartburg to eThekweni North Coast
- R617 – Howick to Boston to Underberg
- M70 extending from Pietermaritzburg to the western parts of the Msunduzi through Vulindlela

**c) Local collector /distributor development corridor**

Local collector/distributor development corridors are the major link roads connecting various parts of the district. They provide important connections between certain nodal points and settlements in the outer areas of the district. The following local collector/distributor development corridors are located in the district.

- **The P117 (R624) to Hopewell, connecting to Eston and the P24 to Richmond.**
- R33 and R614 provide access and linkages from Pietermaritzburg to the north-east through Wartburg to the settlements of Inadi, Ntanzi etc
- The P25-2 from Wartburg to the eastern areas of Appelsbosch and the KwaSwayimane, Opokwenini and KwaXimba areas along the border with eThekweni

**d) Tourism Routes**

There are several routes that promotes tourism and related economic activity in the district. Although these routes have been indicated as tourism routes, they do also perform an important collector / distribution function.

The Midlands and the Drakensberg are renowned tourism areas within the province. The Midlands Meander links several tourism areas and initiatives. Other supporting, but less significant routes include the Boston-Bulwer Beat and the Albert Falls Amble. Some of these routes do require upgrading and maintenance that will induce and attract additional tourism opportunities. The route along the Drakensberg is of importance and facilitate access into the Drakensberg.

### **4.3 ENVIRONMENTAL RESOURCE MANAGEMENT**

#### **a) Statutory Protected Areas**

The SDF proposes that development and land use around the Protected Areas are compatible with the values of the protected areas and be assigned a buffer. The uMDM contains several formally protected areas, with the largest being the uKhahlamba Drakensberg Park World Heritage Site (UDP WHS) (approximately 67 000ha). These Statutory Protected Areas are designated under the National Environmental Management Protected Area Act No 57 of 2003

#### **b) Critical Areas of Biodiversity**

The spatial framework for future development planning is influenced by the spatial distribution of threatened biodiversity features such as species and ecosystems. These have been identified and the most efficient configuration of areas that will achieve the conservation of these features has been captured into the critical biodiversity areas (CBA) database. It is in these areas where development needs to be carefully managed or ideally, avoided.

#### **c) Environmental Corridors and Links**

Environmental corridors and ecological links perform an important environmental role and support a range of ecosystem goods and services and biodiversity. They are also important vehicles for climate change adaptation as they allow altitudinal migration of species in response to changing climates. These have been identified and delineated as Ecosystem Support Areas.

#### **d) Agro-biodiversity and Environmental Management Zones**

Agro-biodiversity zones are areas where both agricultural and biodiversity priorities are considered important. Importantly, the agricultural use for which the area is prioritised (e.g., priority agricultural grazing lands) and biodiversity management objectives should be considered compatible as land-uses.

#### e) Water Resource Management

The proposed SDF suggests that water resource management and land use planning must aim to ensure the protection of water resource assets to secure a sustained supply of water (and the associated ecosystem goods and services) through maintaining catchments and other water linked ecological infrastructure in good condition. This includes high yielding catchments, rivers, riparian functional zones, wetlands, and recharge areas.

#### f) Protection of high value agricultural land

The district is endowed with vast tracts of high potential agricultural land and for dryland agriculture and extensive water sources used for irrigation associated with high value agricultural enterprises, including important dairy and vegetable producing areas. An Agricultural Framework map was produced which depicts these agricultural areas of concern spatially. Development, particularly within the high potential agricultural land areas should be undertaken with caution. Spatial planning should therefore avoid development in such areas within the district.

#### g) Human Vulnerability and Climate Change Adaptation

The district and local municipalities play a crucial role in building climate resilience through the provision of municipal infrastructure and services; appropriate planning of human settlements and urban development; water and energy demand management; and local disaster response, amongst others. The incorporation of disaster risk reduction and climate change adaptation responses, as well as reducing human vulnerability within all spatial planning and land use management are important. The SDF, proposes a number of interventions to be implemented by the district;

- Delineation of flood risk areas and developing appropriate response for settlements located in these areas.
- Improve the environmental management capacity of Traditional Leaders and develop environmental planning standards that are aimed at creating ecological resilience.
- Promote sustainable development and ensure that communities are resilient and adaptable to climate change.
- The District Air Quality Management Plan, including comprehensive ambient air quality standards, and air quality monitoring, evaluation and reporting protocols, must be reviewed and updated.
- Establish the financial and human resources to manage and monitor air quality in the district.
- Promote efficient and clean public transport systems.

- The implementation of the climate change response and adaptation strategy must be reviewed and updated.
- Update disaster management plans to include pro-active response to climate change.
- Restore and maintain indigenous woodlands, forests, and other areas suitable for the sequestration of carbon.
- Promote urban greening initiatives for the role it plays in mitigating air pollution and in carbon sequestration.

## MAPS

### MAP1 SPATIAL DEVELOPMENT FRAMEWORK (SDF)

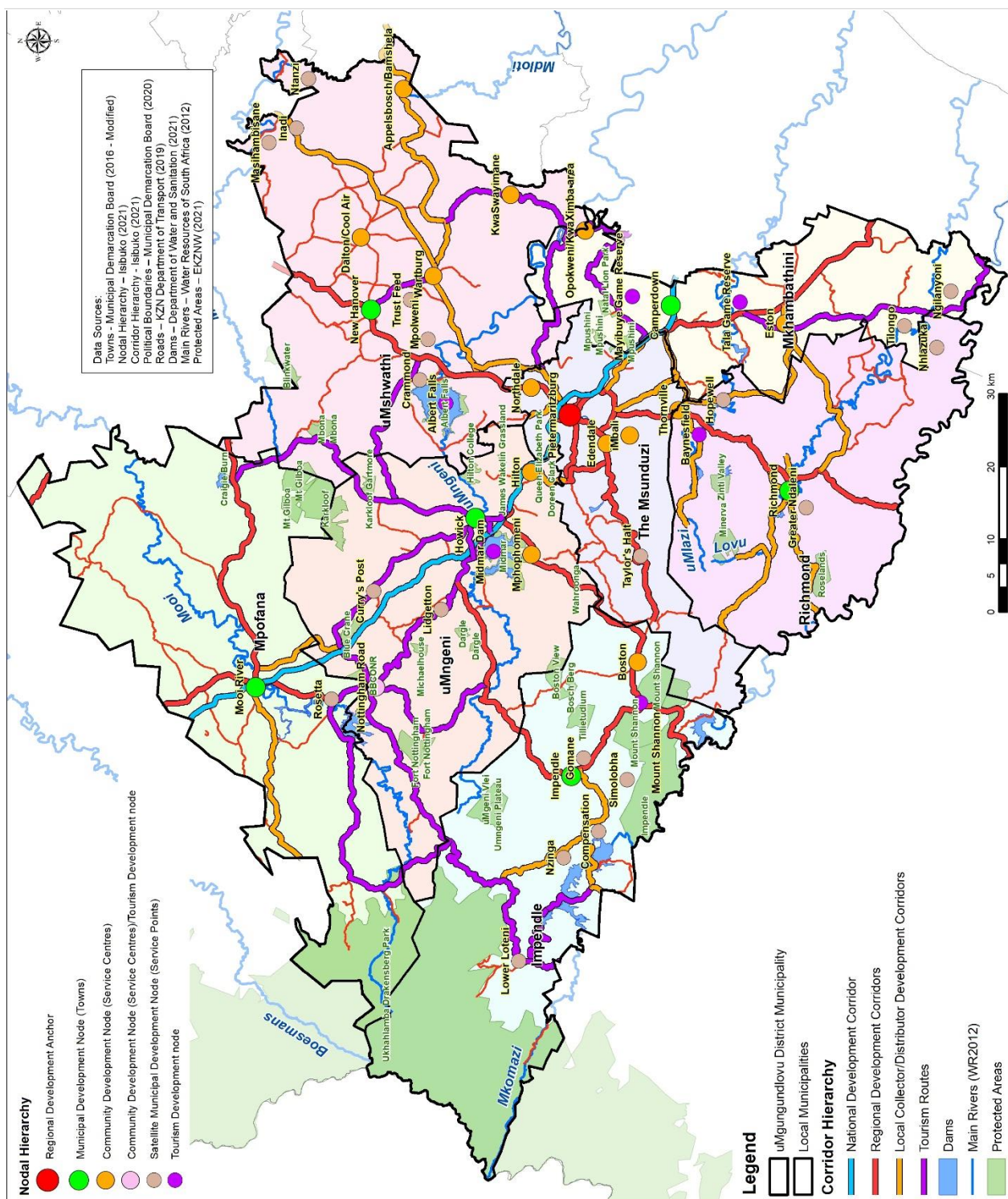


Figure: Spatial development framework, Source: UMDM SDF: 2022



[illegible]

uMgungundlovu District Municipality Final IDP 2022/2023- 2026/2027



### MAP 3: LAND COVER

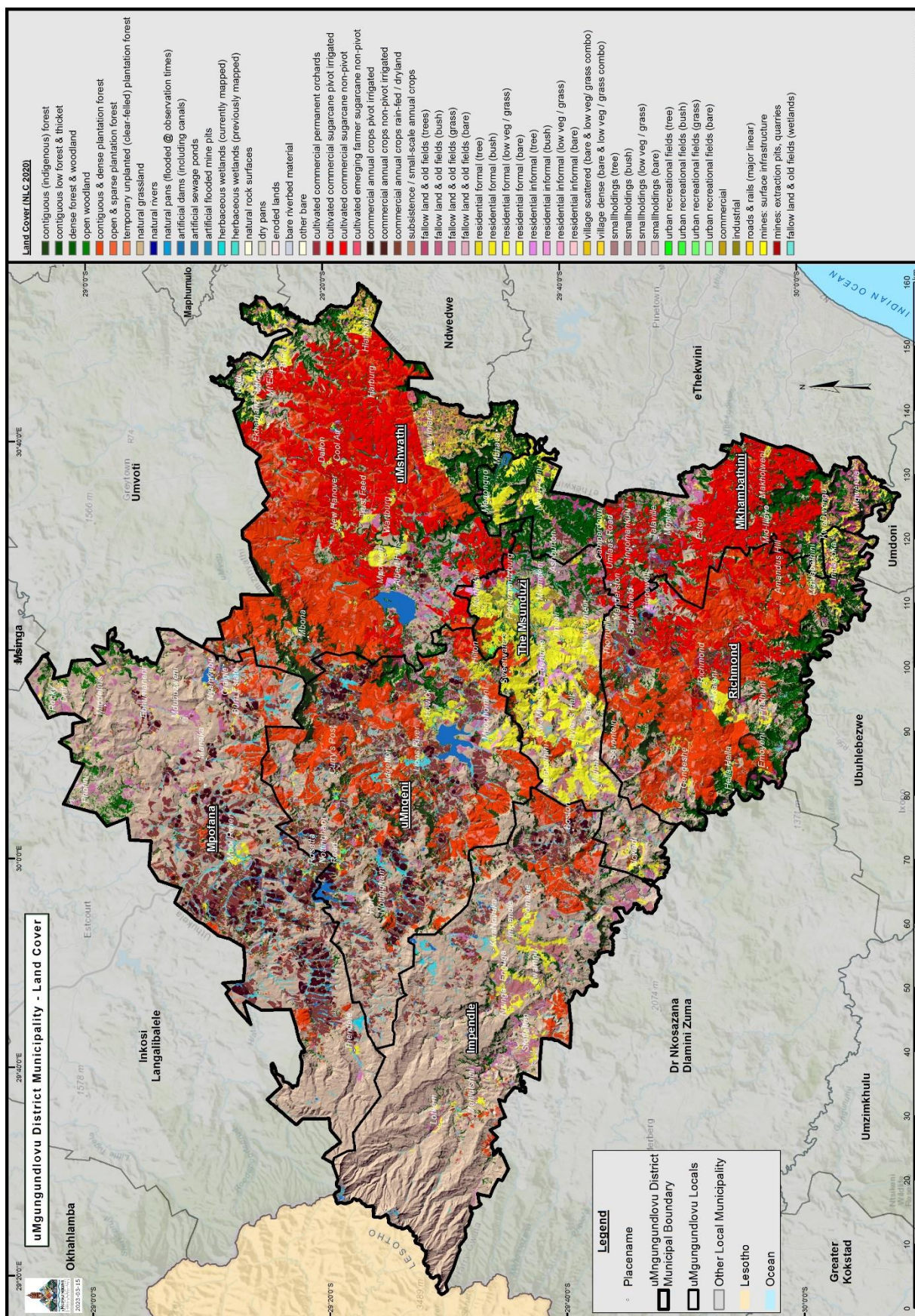


Figure. Source: Land Coverage, Source: UMDM SDF:2022



## SPATIAL AND ENVIRONMENT KPA SWOT ANALYSIS

|  |  |
|--|--|
| <p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Planning and Development Cluster is fully functional-with sub-clusters: strategic, spatial, GIS and economic planning.</li> <li>• SPLUMA is implemented like the ad-hoc is in place</li> <li>• District Planners Forum in place.</li> <li>• Strategic SDF planning.</li> <li>• SDFs are in place</li> <li>• Guidelines for scheme development.</li> <li>• Progress made in developing wall-to-wall schemes.</li> <li>• Environment key interventions in place:             <ul style="list-style-type: none"> <li>o District Environmental Forum is fully functional.</li> </ul> </li> <li>• Strategic Environmental Assessment Report (SEAR) and SEMP completed</li> </ul> | <p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Environmental challenges:             <ul style="list-style-type: none"> <li>o Environmental Management units not established in some Local municipalities.</li> <li>o Poor implementation of Policies and by-laws</li> </ul> </li> </ul>  |
| <p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• PGDS/P strategic goals.</li> <li>• Alignment to National and Provincial policies and plans.</li> <li>• Composite of SDFs of the District.</li> <li>• Environmental analysis.</li> <li>• Projected and mitigation strategy on climate change.</li> <li>• There is a need to optimise strategic location on priority growth corridor (N3) through SIP 2.</li> <li>• There is a need to preserve high quality agricultural land and provide support to the agricultural sector to ensure long-term viability. There is a need to protect water resources.</li> </ul>   | <p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Climate change</li> <li>• District population growth outnumbering available services and infrastructure.</li> <li>• Most people will move to urban centres</li> <li>• Rural to urban imbalances</li> <li>• Backlog to basic services in peripheral areas to be balanced with need for sustainable economic growth in close proximity to high concentrations of unemployment and poverty.</li> </ul> |

## **ENVIRONMENTAL ANALYSIS**

The need for environmental tools and plans is provided in the South Africa's legislation, in particular the Constitution, the National Environmental Management Act (NEMA) and its subordinate legislation and the Municipal Systems Act. The environmental analysis for the District is derived from the following plans and tools which have been developed and adopted by the District to manage the state of environment.

- Environmental Management Framework (EMF)
- Air Quality Management Plan (AQMP)
- Strategic Environmental Assessment (SEA)
- Strategic Environmental Management Plan (SEMP)
- Integrated Waste Management Plan (IWMP)
- Climate Change Response Strategy
- Climate Change Adaptation Toolkit
- uMgungundlovu Biodiversity Sector Plan (BSP)

## **ENVIRONMENTAL ISSUES WITHIN UMDM**

### **1.WATER QUALITY**

UMgungundlovu District Municipality has various sources of water which is mainly rivers and dams. uMDM is centered on catchments that supply water to the economic hubs of Durban and Pietermaritzburg. These include Midmar Dam, Springgrove dam, Albert Falls Dam, Nagle Dam, uMsunduzi River, Mooi River, Mngeni River, and Mkomazi River. According to uMDM Environmental Management Framework (2017) the quality of water from these rivers and dams is compromised due to nutrient loading, bacteria and pathogens from sewage and animal waste contamination. Poor management of wastewater pose a threat to water resources. This is due to the treatment works and the storm water which is poorly managed. The deterioration of water quality results in the increment of water tariffs. Wetlands are an important source of water filtration and serve as an important habitat for aquatic and terrestrial species. Wetlands are the most threatened ecosystems due to some of the following factors:

- Conversion of wetland habitat through draining and planting of crops such as sugar cane and timber.
- Infestation of alien species due to disturbance associated with land transformation
- Increased toxic and nutrients inputs associated with fertilizers and insecticide application

## **2. LOSS OF BIODIVERSITY**

Biodiversity is the variability among living organisms, including diversity within species, between species and of ecosystems. Society interacts with biodiversity and ecosystems through the provision of ecological infrastructure (i.e. water, air, plants). The continued supply of ecosystem services relies on the maintenance and protection of ecological processes and functions of natural ecosystems. According to the National Biodiversity Assessment (2011), the rate of loss in natural habitat is very high in KZN. If current rates of loss were to continue, there would be almost no natural habitat left outside protected areas by 2050. This District Municipality is located within the Maputaland-Pondoland-Albany hotspot. It forms a significant part of the KZN Midlands, one of the most diverse corridors in the Maputaland region, forming an important component of the Maputaland-Pondoland- Albany hotspot. A large percentage of this District comprises high yield water catchment areas containing numerous FEPAs which are important for ecosystem functioning. A Ramsar Site, The uKhahlamba Drakensberg Park World Heritage is partly located in the District. The major causes of biodiversity loss within uMDM include, but not limited to:

- Habitat transformation due to land use, there is a huge demand of expanding residential and commercial facilities hence put pressure on the surrounding areas with high biodiversity.
- Approximately 45%, of uMDM is transformed due to agriculture and forestry. Approximately 13% of the remaining natural vegetation is in formally protected areas constituting 8% of the District.
- Overexploitation of species results to approximately 75% of threatened ecosystems within uMDM. Ecosystems are either Critically Endangered, Endangered or Vulnerable. Endangered ecosystems in this District include Midlands Mistbelt Grassland, KwaZulu Natal Sandstone Sourveld, Loskop Grasslands, uMngeni Valley Bushveld, Impendle Highlands, Cumberland Crest ecosystems, as well as the Critically Endangered New Hanover Plateau; an additional 16 Vulnerable ecosystems including Mooi River Highland Grassland.
- The spread of invasive alien species. Invasive alien species threaten indigenous biodiversity as well as socio-economic aspects such as water security, productivity of rangelands and agricultural land productivity. Within uMDM there is large infestation of Wattle and American Bramble trees, other species that dominate include Lantana and Triffid Weed.
- Degraded land and unimproved grasslands which is a result of communal grazing which is more common in rural areas.

## **INTERVENTIONS**

The District implemented the Biodiversity Land Use Management (BLU) project with SANBI. The aim of the project was to strengthen capacity of the municipality and other authorities that regulate land use decisions to minimise impacts on biodiversity and improve compliance monitoring and enforcement. Through this project tools were developed to assist municipalities on how to incorporate the biodiversity information into the SDFs and LUMS and for that biodiversity information to be overlaid with other spatial planning categories to determine land use compatibility, land use conflicts and conservation opportunities. The tools were derived using the Map of Critical Biodiversity Area (CBA Map) as the primary source of biodiversity information, which is also referred to as a District Conservation Plan (Ezemvelo KZN Wildlife). The CBA Map is also incorporated into the District Environmental Management Framework (EMF) for the District which is available on [www.umdmemf.org.za](http://www.umdmemf.org.za).

### **3.AGRICULTURAL RESOURCE**

The indications are that agricultural resources are under threat in the District; in around the nodal areas and major transportation corridors. In this context agricultural resources include areas suited to cultivation and natural grasslands which is mainly used for livestock production. Based on the KZNDARD agricultural land use report, the resource is under threat. Some of the threats to agricultural resources in the District are derived from urbanization, poor land use management by municipalities, economic recession, and land reform. The uMgungundlovu EMF has derived that agriculture and natural resources have not been assigned a realistic value by society. The costs associated with loss of both natural and agricultural resources in the district have not been quantified. For the agricultural resources to survive, it is imperative that the state, provincial, local government agencies, private sector and traditional institutions recognize the importance of this resource.

### **INTERVENTIONS**

The UMDM EMF has a set of Environmental guidelines for Development planning. These guidelines aim to assist both developers and municipalities by providing guidance on the full range of land use types that exist or are likely to be developed within a specific area. The guideline provides for each land use type the (a) Definition of the land use with examples; (b) A map indicating the most appropriate area for land use and (c) Development constraints with a definition of the impacts pose by that land use with guidelines on how the impacts can be addressed, either during planning or during authorisation of that land use in question.

### **4.SOLID WASTE MANAGEMENT**

Solid waste management is a major issue of concern within the District. The unmanaged disposal of solid waste causes pollution and degradation of the natural environment, as also poses a health risk to humans. According to the Department of Water Affairs and Forestry (1998) waste is classified as general or hazardous. General waste includes household waste, garden refuse, general industrial waste and wooden by-products. This type of waste is collected in a formal waste stream and disposed of in a general landfill. uMDM has New England Rd, Mpofana, Curry's Post and Richmond landfills that are poorly managed.

There is also quite a number of the sewage treatment works within the UDM. There is Howick sewer works, Darvill, Lynifield Park; Camperdown; Mooi River sewer, Uppers Bosch; Richmond and Albert Falls which are in a poor state. The plans to upgrade some of the sewer treatment works are underway.

The key challenges in terms of waste management in uMDM include, but not limited to;

- No landfill sites in some municipalities;
- Fragmented legislation and ineffective enforcement, and no by-laws relating to refuse removal;
- Lack of waste management in rural areas (i.e. waste collection services) results in illegal dumping and uncontrolled burning;
- Institutional challenges relating to waste management;
- Under-resourced operational resources and
- Dysfunctional financial planning and budgeting for waste management.

## **5. POOR AMBIENT AIR QUALITY**

Air pollution is the emission of chemical compounds into the air as a result of anthropogenic and natural activities. These emissions may negatively impact on air quality and the environment. Pollutants form part of the complex mixture of gases in the atmosphere and are used as a measure of air quality. Air quality is essentially the inverse of air pollution. The sources of air pollution in the UMDM are industrial production and transportation, agricultural burning, vehicle carbon emissions and the burning of domestic waste.

According to the uMDM Air Quality Management Plan (AQMP) (2016), the existing ambient air quality situation in the district is poorly understood at present due to the lack of representative ambient air quality monitoring data and quantified emissions in the form of a comprehensive emissions inventory. Emission concentrations for pollutants of concern have been quantified where possible for emission sources identified as significant in the region, namely industrial operations, domestic fuel burning, vehicle tailpipe and entrainment, and biomass burning:

- Biomass burning was identified to be the main source of emissions for the District as a whole, predominantly due to the extreme fire risk associated with grassland biomes as well as controlled burning land use management practices within the agricultural sector.
- Vehicle emissions were estimated to also contribute significantly to atmospheric pollution particularly within the Msunduzi LM. Vehicle emissions are a common concern within urban areas due to higher population density and subsequently higher traffic volumes.
- Emissions quantified for industrial operations are limited to those in possession of an Atmospheric Emissions Licence (AEL) and therefore the actual contribution of this sector to the air quality status of the UMDM is not fully realised. Although the majority of licensed listed activities are located within the Msunduzi LM, those operating within the uMshwathi LM were found to dominate the industrial sector's emissions profile.
- Electricity is generally the preferred domestic energy source throughout the UMDM, however the combustion of alternative fuel types such as wood and paraffin are widely used and contribute to poor air quality particularly in low-income areas with high population densities. For this reason, the densely populated Msunduzi LM was found to be the area impacted most from domestic fuel burning emissions.
- Other sources of atmospheric emissions in the District include agricultural activities as well as waste treatment and disposal facilities, however these sources were not quantified due to methodological constraints and a lack of suitable activity data.
- Air quality management and control in the District is currently a function of the UMDM, however the fulfilment of air quality management functions throughout the District is varied with some local municipalities being better capacitated and assuming more responsibility than others. The air quality management role of the district municipality and the local municipalities for effective and efficient cooperative governance is not clearly defined. The subsequent confusion and assumptions regarding responsible parties is resulting in air quality functions not being met, specifically with regards to the permitting of controlled emitters and the enforcement of municipal air pollution by-laws. Air Quality Officers (AQO) have not been designated for all the LMs within the UMDM. AQO's should be trained compliance and enforcement officers with the competence to perform air quality functions. Capacity building assistance and guidance needs to be provided by the KZN Department of Economic Development, Tourism and Environmental Affairs (KZN DEDTEA).

- Ambient air quality monitoring is not currently undertaken by the District Municipality. The extent of the existing monitoring network is limited to the Msunduzi LM, partly managed by the LM and partly by KZNDEDEA. The functionality of the current monitoring network needs improvement, specifically in terms of data reporting, maintenance and calibration routines. Co-operative governance between the Msunduzi LM, the District Municipality and KZN DEDTEA is required to optimize the financial resources available for developing an effective ambient air quality monitoring network that extends beyond the boundary of the Msunduzi LM.

## **6. CLIMATE CHANGE**

Responding to climate change has been identified as a key issue for the uMgungundlovu District Municipality (uMgungundlovu District Municipality 2016). It is predicted that climate change will result in the uMgungundlovu District Municipality becoming warmer and wetter (uMgungundlovu District Municipality 2016, 2017a). This is expected to exacerbate the risk of severe weather events, flooding and droughts in the uMgungundlovu District Municipal Area (uMgungundlovu District Municipality 2016). The uMgungundlovu District Municipality also secured funding, from the United Nations, for the uMngeni Resilience Project, the purpose of which is to build resilience in the uMngeni Catchment. Through four pilot projects, the uMngeni Resilience Project aims to show communities how they can adapt to changing weather patterns that are expected due to climate change (South African National Biodiversity Institute 2016; uMgungundlovu District Municipality 2017b).

## **INTERVENTIONS**

In response to these challenges, the uMgungundlovu District Municipality is implementing the project titled “Building Resilience in the Greater uMngeni Catchment,” (commonly known as the uMngeni Resilience Project) which is funded by the Adaptation Fund. The project is being implemented over five years with uMDM as the lead project partner and executing agency. Project implementation officially started at the end of 2015 and will continue for a 5-year period, until September 2020. The funding that has been allocated to the project is \$7 500 000. The uMDM is the Executing Entity responsible for overall project implementation, working with the University of KwaZulu-Natal’s School for Agriculture, Earth and Environmental Sciences (UKZN SAEES) who are the Sub Executing Entity. The South African National Biodiversity Institute (SANBI) is the National Implementing Entity responsible for project oversight and strategic direction in partnership with the Department of Environmental Affairs (DEA)

### **Project Components and Implementation Areas**

There are four components to the uMngeni Resilience Project:

#### **Component 1: Early warning systems**

Early warning and response systems improve preparedness and adaptive capacity of local communities and small-scale farmers, drawing on and integrating scientific and local knowledge. The Early Warning System that is developed it ensures that warnings are developed and disseminated to communities and officials to allow them to respond appropriately to hazards and improve ability of farmers to forecast and plan for coming growing seasons through the following ways:

- Configuring priority rivers (flooding)
- Partnership for fire warnings,
- Ward-based early warning system,

- Community-based agromet.

## **Component 2: Climate-proof settlements**

In this component UMDM is climate-proofing and climate strengthening of 300 households, construction of 10km storm water drainage and 5 pedestrian bridges (Engineering solutions). Also, restoration of ecological infrastructure is rehabilitated through grassland restoration, rehabilitation of riparian zones, alien vegetation removal to prevent bush encroachment, firebreaks and rangeland management plan (Ecological solutions).

## **Component 3: Climate-resilient agriculture**

The project is helping to build climate resilient farming methodologies into farming practises for small-scale farmers, combining scientific methods and local knowledge, increase yields and access to markets. Working with LED departments to support and formalise co-ops, provides training to DARD extension officers.

## **Component 4: Capacity building and learning**

In the component URP is conducting reflection workshop is to process what we have learnt and achieved as URP and to draw lessons learned from our experiences to improve implementation of the project. These are designed to reflect on what went well, what did not go well and creating the room of improvement. Reflection workshops will also help to discuss the capacity needs raised by URP community beneficiaries, stakeholders and project partners that were involved in the implementation of the project. These workshops will also provide the good opportunity to exchange ideas, experiences and to learn from each other. The project also conducts climate change awareness campaigns.

## **Climate Change Response Strategy**

In response to the identified need to respond to climate change, the uMgungundlovu District Municipality secured funding for a draft a District-level Climate Change Response Strategy (uMgungundlovu District Municipality 2016). The uMgungundlovu Climate Change Response Strategy and Plan. highlights the following strategic priorities for the district in terms of climate change response.

- Develop early warning systems, particularly for fires and flooding
- Monitor and assess risks through disaster tracking and consistently update vulnerability mapping;
- Seek and develop partnerships with existing organisations to augment the UMDM Disaster Management Department's capacity
- Continue in the process of phasing out the disposal of organic waste within landfills and investigating the potential for treatment of organic waste through composting, and the derivation of biodiesel or biogas from this process, which could potentially allow for generation of renewable fuels
- Work with UKZN to undertake an integrated hydrological study into the current and future demand for irrigation in the UMDM using real world case studies
- Commission study/workshop with climate change research teams (e.g. UKZN/ CSAG/CSIR) and hydrologists/water engineers (e.g. UKZN/Umgenei Water/WRC) to interrogate extreme event data and develop criteria for stormwater systems (e.g. conduit pipe diameter, changes in design rainfall criteria), required to cope with the anticipated runoff. It is imperative that information generated in these and other studies is filtered down to the engineering and technical departments, so they can consider the results in their day to day functions. The results should be tabulated as a concise summary of the

information Undertake ecological infrastructure awareness campaigns for planners and decision makers

- Audit the UMDM contracts for clearing stormwater drains
- Support farmers in the responsible and sustainable maintenance of dams and reservoirs so as to secure access to sufficient water during the winter periods
- Implement advanced warning systems for fire, severe storms etc. and ensure that this information is disseminated to farmers and farm workers using radio and social media (e.g. text messaging, Twitter)
- Promote the use of the EET within municipal buildings to create awareness and ensure municipalities have a common goal towards carbon reduction
- Investigate the possibility of industries operating safely during the night (off-peak electricity usage) to reduce the load on electricity supply. Lower tariffs could be used to incentivise the shift
- Establish a formal relationship with Working for Water and develop a programme aimed at the control of alien invasive plant species within the UMDM
- Consult with UKZN or Working for Water to assist in optimising bush clearing schedules and revise burning regimes to manage bush encroachment and fire breaks
- Create a database for spatial information generated by specialists during the EIA process
- Hold a summit in partnership with Ezemvelo KZN Wildlife and the Department of Tourism for tourist facility owners around the changing weather in the UMDM to seek opportunities for alternative facilities/activities/marketing. Use this opportunity to encourage recycling, renewable power and green initiatives within the tourism industry to attract green-conscious tourists

## **SUMMARY OF CLIMATE CHANGE PROJECTIONS**

### **Average Annual Mean Temperatures**

It is projected that between 2045 and 2060 the average annual mean daily temperature will increase by more than 2 degrees Celsius across the entire UMDM area with some parts of Impendle, uMngeni and Impendle municipalities increasing by up to 2.5 degrees Celsius. Such an increase in the average annual mean temperature will result in impacts to food security, vector borne diseases, heat stress, distribution of plants and animals and irrigation.

### **Mean Annual Temperature for January**

January is assumed to be the warmest month of the year, the modelled present mean daily temperatures for January 1970 – 1991 is presented in Figure 1. Figure 2 shows climate change projections for the intermediate future 2045 -2060 that projects that a general warming trend will occur over the entire district especially within the uMshwathi and Msunduzi municipalities in the eastern parts of district where temperatures will increase by almost 2.5 degrees Celsius



## **Mean Annual Rainfall**

The intermediate future projection is that there will be an overall increase in rainfall across the district, particularly in the uMngeni and Impendle municipalities.

## **Patterns in the Month of Highest Rainfall**

The UMDM is situated in the summer rainfall region of South Africa and over the long term it is generally accepted that the maximum monthly rainfall falls in January. The intermediate future projection for daily maximum rainfall in January is expected to increase in the central areas of the district whilst the eastern regions which contain portions of uMshwathi, Msunduzi, Mkhambathini and Richmond are projected to remain the same to a large extent – see Figure 4. The most significant increases are expected in the Lower Loteni region of Impendle Municipality. This will create potential opportunities to alleviate the projected water supply shortages in the uMngeni catchment.

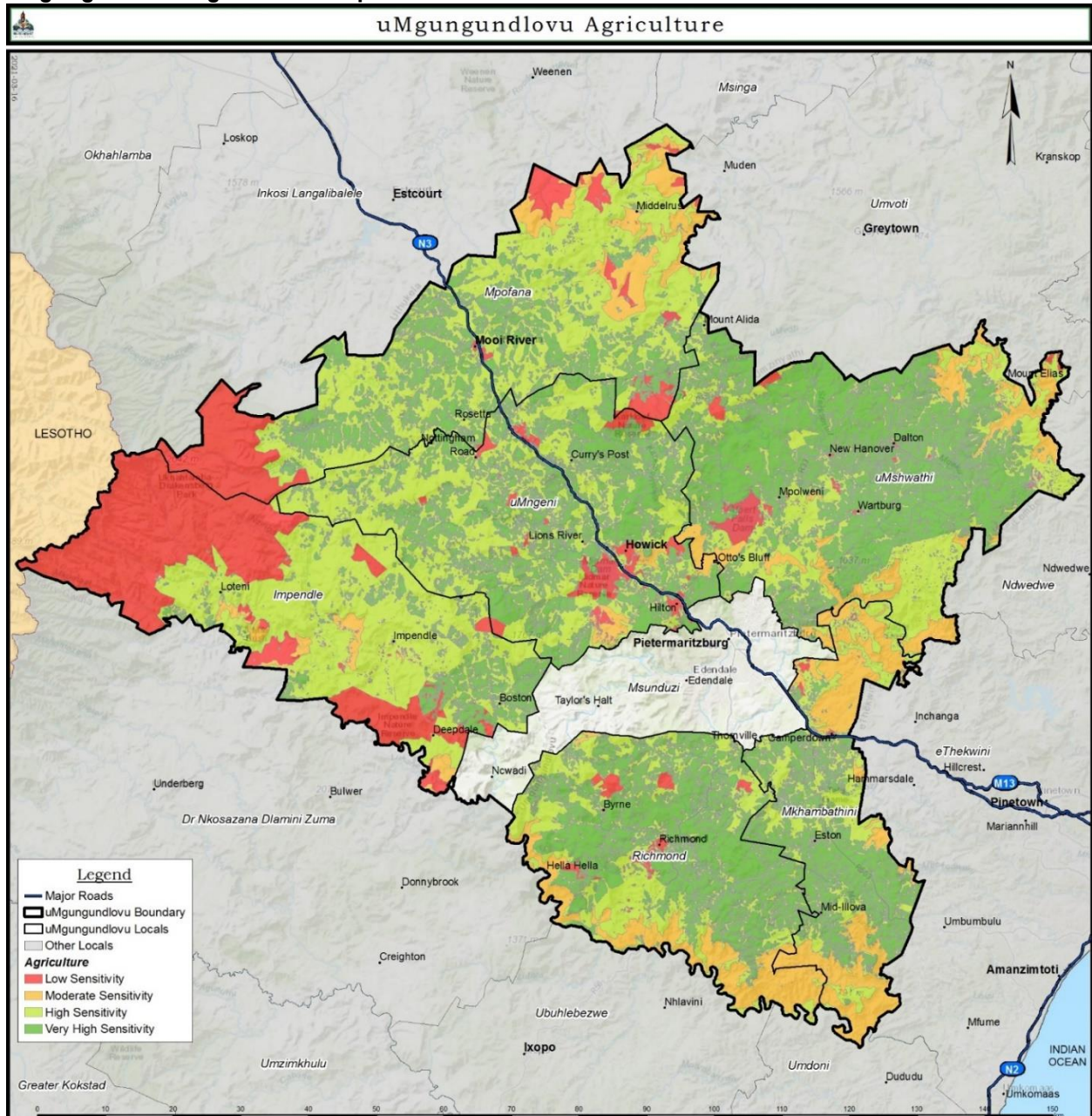
## **Extreme Short-Term rainfall events**

It is projected that storms and rainfall intensities will increase as a result of climate change. Historically the district receives an annual of between 22-24 mm during these events. The intermediate projection is that short duration rainfall events will increase across the entire district with the exception of northern parts of Mpofana, western Impendle and Southern Richmond. This increase in short term rainfall events will result in increased disaster management risks due to severe storms and flooding.

## **Facts**

The uMgungundlovu District Municipality will face a warmer and wetter future according to the climate change projections undertaken. These are likely to have both negative and positive impacts. The next stage of the planning process will be to identify these impacts and to develop mitigation measures to reduce the vulnerability of the district to these threats and to take advantage of any opportunities created by a changing climate.

## uMgungundlovu Agricultural Map



Source: UMDM SDF:2022

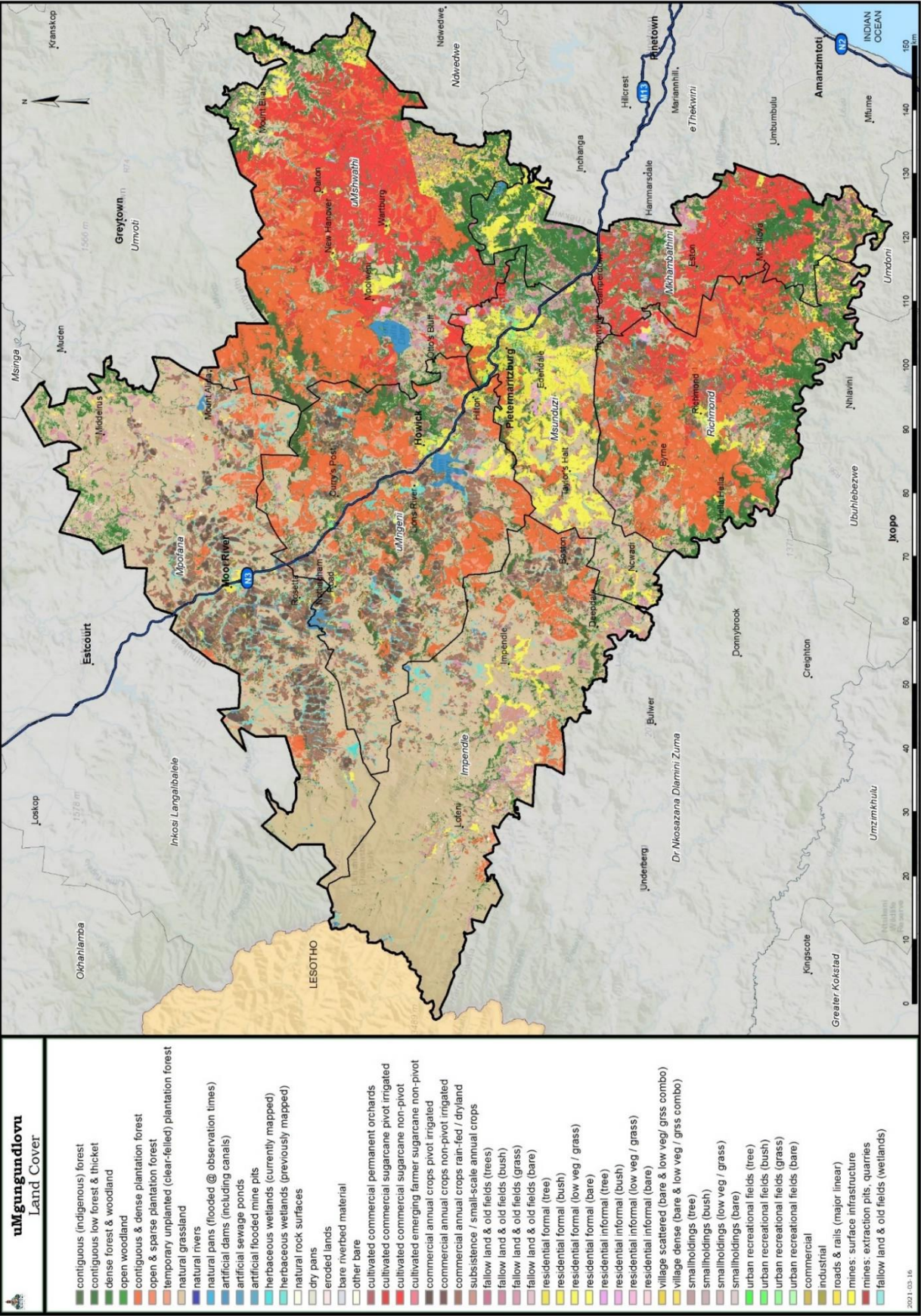


This map illustrates the biodiversity sensitivity of the uMgungundlovu region. The map is color-coded to show different levels of sensitivity: Very High Sensitivity (dark orange), High Sensitivity (light orange), Moderate Sensitivity (yellow), Low Sensitivity (light green), and Transformed (dark green). The map includes major roads (N3, N2, M13), localities (Pietermaritzburg, Howick, Middelburg, etc.), and geographical features (Mooi River, Inkosi Langelibalele). A legend in the bottom left corner defines the symbols and color coding. A scale bar at the bottom indicates distances from 0 to 150 km. A north arrow is located in the top right corner.

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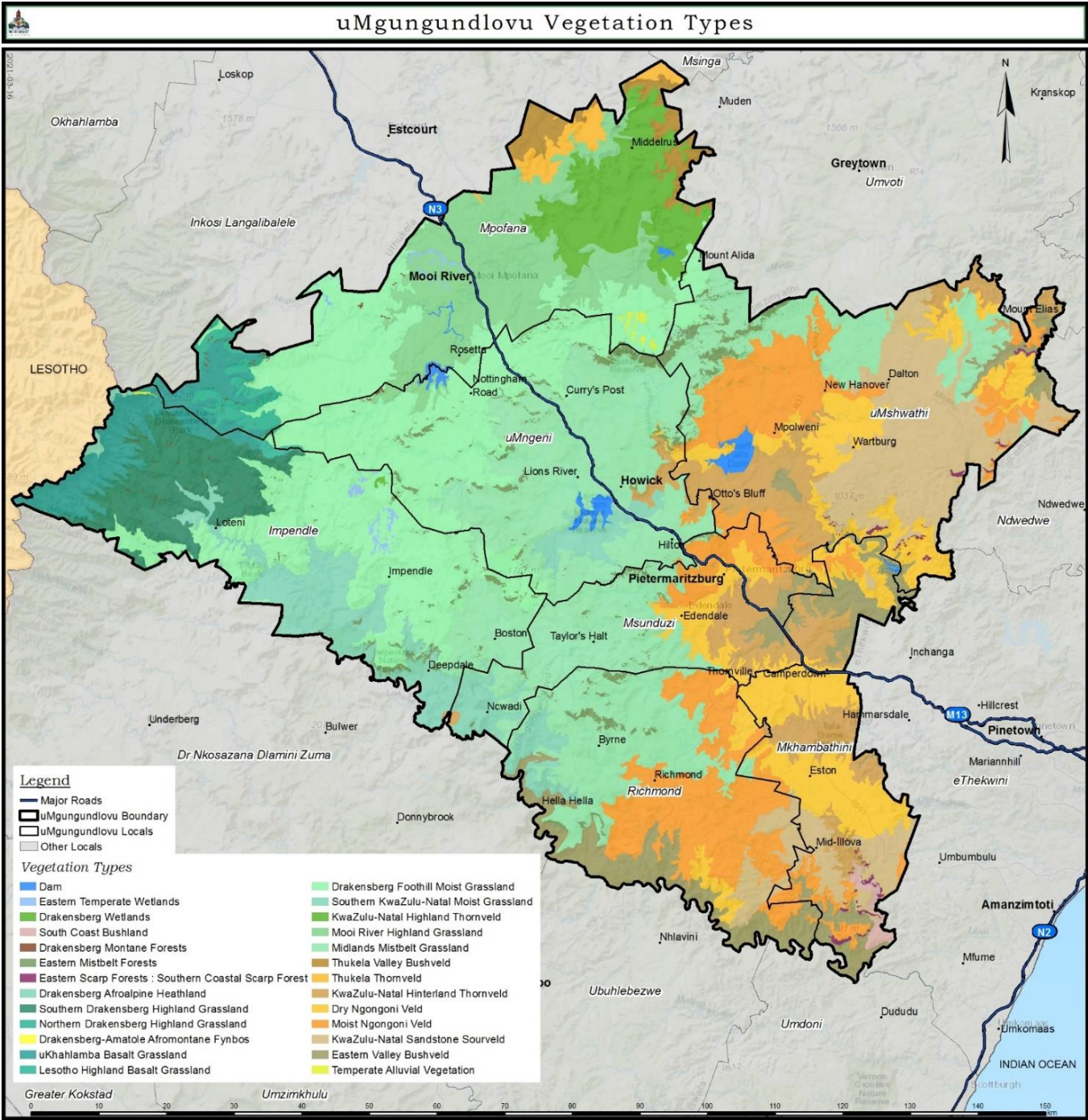


uMgungundlovu Land Cover Map





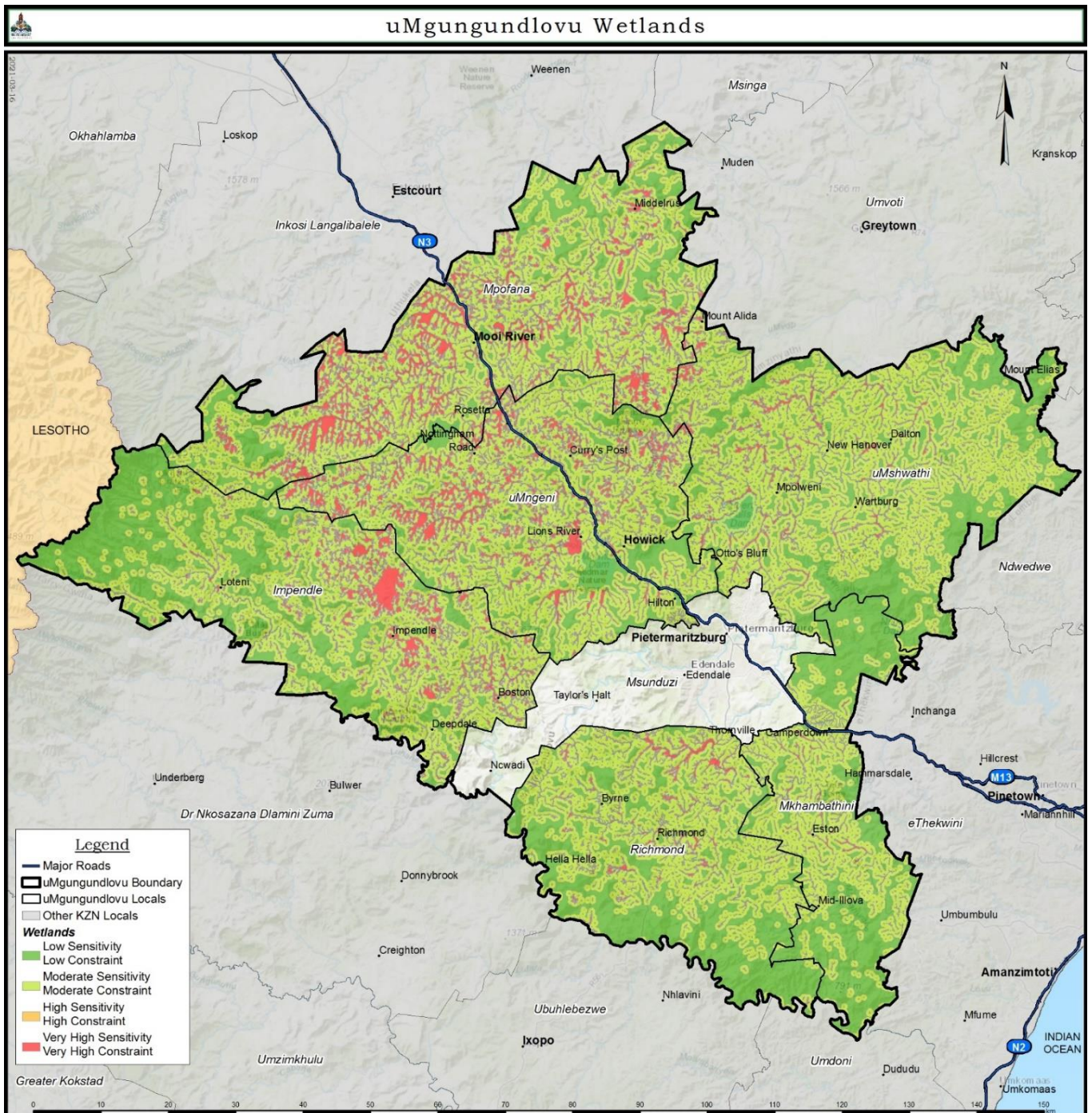
uMgungundlovu Vegetation Types Map



Source: UMDM SDF:2022



## uMgungundlovu Wetlands Map



Source: UMDM SDF:2022

Figure - Projected Changes for Maximum Rainfall in January 2045 – 2065

Mema (2010) quotes numerous studies, which found that the following key factors contributed to high faecal pollution in KwaZulu-Natal Rivers:

Development and population growth; Ineffective treatment works with limited capacity for require treatment Volumes.

Burst sewer flowing into adjacent rivers Catchment management factors contributing to river health problems within the upper uMngeni River A study of the water quality contributions to Midmar Dam (GroundTruth, 2010a) found that over 50% of the E. coli loads entering the dam came from the Mpophomeni low cost housing settlement which comprises only 2.4% of the catchment area. Factors contributing to the high faecal contamination included:

- Poor management of municipal sewer systems
- Poor solid waste management within the settlement
- Inadequate storm water infrastructure

Wetlands and aquatic habitats in poor condition and in need of rehabilitation and correct management

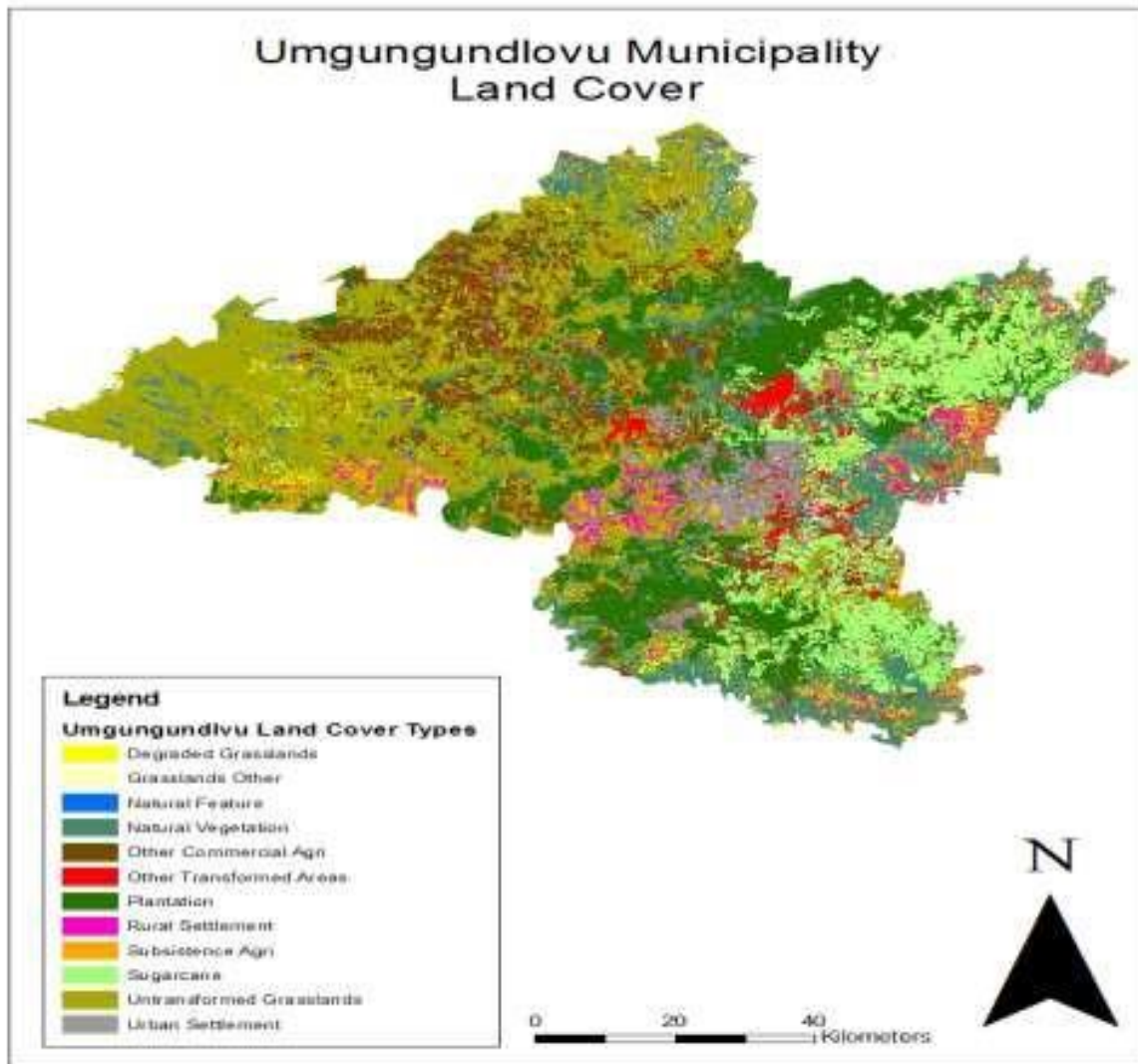


Figure Source: SEAR 2012 and BSP 2011 LAND COVER MAP

NB. 2014 information to be sourced and updated in the SDF.



## **C.2.2 DISASTER MANAGEMENT AND ENVIRONMENTAL HEALTH**

### **ENVIRONMENTAL HEALTH (MUNICIPAL HEALTH SERVICES)**

Environmental Health refers to the theory and practice of assessing, correcting, controlling and preventing those factors in the environment that can potentially adversely affect the health of present and future generations.

Municipal Health Services therefore as defined in the National Health Act, Act 61 of 2003 seeks to ensure that the nine core functional areas of Environmental Health are rendered throughout the district in line with national legislation governing environmental health, the Environmental Health norms and standards and UMDM's Environmental Health Bylaws which were adopted on the 23 November 2017.

The Environmental Health (Municipal Health) Unit undertakes all core functions of Municipal Health. These functions include:

#### **Health surveillance of premises**

Residential, Business and Public premises are regularly monitored to identify, monitor and evaluate health risks and hazards and institute remedial and preventative measures. Amongst other this includes: -

- Building Plan scrutiny for compliance in terms of specific use of premise (Assessing aspects such as ventilation and indoor air quality, lighting, moisture –proofing, thermal quality, structural safety, floor space and sewage disposal).
- Commenting and participating on Environmental Impact assessments.
- Ensuring the abatement and prevention of any condition on any premises which is likely to constitute a nuisance or health hazard.
- Conduct license related inspections for making recommendation on suitability of premises to conduct specific businesses and issuance of relevant license.
- Inspection of public facilities for compliance with environmental health norms and standards including issuance of health certificates for amongst other, schools, pre-schools and accommodation facilities.

#### **Water quality monitoring**

Environmental Health monitors the quality and availability of water intended for human consumption, recreational, commercial and industrial use.

The Unit monitors surface water for waterborne diseases such as cholera, typhoid, dysentery by taking samples from rivers, streams and sewerage purification plants. Sources of potable drinking water are also frequently monitored to ensure compliance with standards (Sampling and water testing). The Unit also ensures the monitoring of effective wastewater treatment and water pollution control, including collection, treatment and safe disposal of sewage and other water-borne waste.

#### **Surveillance and prevention of communicable diseases (excluding immunisations)**

Environmental Health undertakes the investigating and monitoring environmental factors relating to the spread of notifiable infectious diseases and putting measures in place to prevent the spread thereof. Education, health, and hygiene promotion programmes are the main tool for equipping communities. This further includes collecting, analysing and disseminating epidemiological data on said diseases.

## **Environmental pollution control**

Environmental pollution control involves identifying, investigating, and monitoring sources of pollution. Pollution

- **Air quality management**

The Unit strives to: -

- Improve air quality and promote clean air through principles that take cognisance of the UMDM's sustainable development needs
- Work together with communities and stakeholders to minimise the impact of all air pollution sources on the health and well-being of persons within the UMDM
- Facilitate co-operative governance and communication between the different spheres of government to ensure efficient air quality management and control in the UMDM
- Investigate pollution sources and monitor air quality to ensure a comprehensive database is maintained to achieve effective air quality management in the UMDM
- Ensuring the licencing, permitting, monitoring and auditing of all industries that conduct listed activities in terms of section 21 of NEMA AQA 39 OF 2004
- Continually review the Air Quality Management Plan that gives direction in terms short- and long-term strategic goals.
- Ensure sources of noise are identified, monitored, and subjected to remedial or preventative measures if necessary. In the case of new developments, the section provides inputs to environmental impact assessments (EIAs).

## **Noise management**

Sources of noise are identified, monitored, and subjected to remedial or preventative measures if necessary. In the case of new developments, the section provides inputs to environmental impact assessments (EIAs).

In the case of a noise nuisance complaint (i.e. any sound which disturbs or impairs the peace of any reasonable person), an EHP will obtain an affidavit from the complainant. A notice will be served if necessary, and legal action may follow in case of non-compliance.

In the case of a noise disturbance (i.e. a noise that causes the ambient noise level to rise above the designated zone level), the EHP will take a noise measurement and, if the prescribed noise level is exceeded, serve a notice on the transgressor. Non-compliance may result in legal action.

## **Food safety management**

The Environmental Health Section ensures that food is handled in a hygienic manner during production, storage, processing, distribution and sales. All food should be safe, wholesome and fit for human consumption and should conform to safety, nutritional and quality requirements; and be accurately labelled as required by law.

Food safety management also constitutes the following responsibilities:

- Evaluating food premises and food transportation vehicles and issuing certificates of acceptability to compliant premises.
- Monitoring compliance with legal requirements and instituting remedial and preventative measures where applicable.
- Examining, sampling and analysing foodstuffs and examining food labels.
- Presenting workshops and educating people in both the formal and informal food sectors on food safety.
- Licensing of food premises, condemnation of unsafe foods and ensuring the sale and supply of safe perishables (meat and milk) into the district.

### **Vector control**

Outbreaks and spread of communicable diseases by vectors and pests are prevented through vector control programmes. This is done mainly by controlling their habitats and breeding places. Conducting vector control is done in the interest of public health, including control of rodents and other alternative hosts of diseases by ensuring residual spraying of premises and precincts. Investigating zoonotic diseases and vector-borne diseases in the working and living environment **forms part of this functional area.**

### **Disposal of the dead**

**Through this functional area, Environmental Health Practitioners ensure safe handling and disposal of human remains through: -**

- Controlling, monitoring, restricting or prohibiting the business of an undertaker or embalmer, mortuaries and other places or facilities for the storage of dead bodies.
- Monitoring practices at cemeteries, crematoria and other facilities used for the disposal of dead bodies.
- Managing, controlling and monitoring exhumations and reburials or the disposal of remains.
- Issuing certificates of Competency to Funeral Undertakers premises complying with legislation

### **Chemical safety**

Chemical safety is ensured through permitting, licensing and auditing the premises that deal with chemicals e.g., by issuing of Schedule Trade Permits, facilitating advice, education and training on pesticides and or chemical safety.

### **Waste Management**

The Unit monitors the storage, collection, transportation, transfer and processing, materials recovery and final disposal of general, hazardous and health care risk waste.

## **THE ROLE OF ENVIRONMENTAL HEALTH IN THE EVENT OF DISASTER**

### **Purpose**

The purpose of this document is to clarify the role of environmental health practitioners in emergency situations

### **Essential Services**

- Monitoring of provision of temporary shelter
- Water Quality Monitoring
- Sanitation
- Waste management
- Surveillance and prevention of communicable diseases
- Food Hygiene
- Management of Human Remains
- Health Services at health Facilities
- Malaria Control
- Port Health Services

## **Role Players**

- Outbreak Response Teams
- Non-Governmental Organisations
- House of Traditional Leaders
- All relevant Government Departments

## **Activities**

- Coordination for the establishment of outbreak response task team in affected areas.
- Allocation and clarification of roles
- Identification and getting approval for relocation land/ erf.
- Rendering of Environmental Health Services to identified areas.
- Report back to District JOC

## **Environmental Health Intervention**

- All Environmental Health interventions will include health promotion to ensure that preventable conditions are eliminated and or minimised.
- One (1) official has been deployed at the Disaster Management JOC and the District Wide JOC to represent the unit and serve as the communication link.
- Additional deployment of officials will follow should the need arise.
- Provide health awareness in all identified environmental health intervention areas.
- Coordination of samples where required.
- Management of health data collected during the process.

## **Provision of temporary shelter**

- Environmental Health Services should ensure that structures provided for shelter complies with minimum standards and are safe.
- Dust suspension systems to be employed on roads around the shelters.
- Lighting and Ventilation to be promoted.
- Privacy to be promoted.

## **Water Quality Monitoring**

- Ensure that potable water is provided that meets SANS standards, for drinking, cooking and other household uses.
- Ensure water supplies are sourced from treated plants and transportation and storage does not encourage contamination.
- If temporary water tankers are utilized, the PH and Turbidity of the water is monitored constantly.
- Monitor safety of water supplies.
- Facilitate small scale treatment where possible.

## **Sanitation and Hygiene**

- Temporary acceptable and practical sanitation systems to be provided.
- Temporary handwashing facilities and hygiene products to be provided to enable safer hygiene practices.
- Hygiene promotion is promoted to encourage safe disposal of excreta, washing hands with soap in order to prevent the spread of related infections.
- Advice on placement and maintenance of sanitation systems.
- If systems require removal, ensure safe and spillage free handling.
- Smells and fly control should be ensured.

## **Waste Management**

- Ensure provision is made for waste removal and disposal at approved landfill sites
- Facilitate the provision of refuse receptacles should be ensured.
- Fly breeding should be prevented.
- Recycling, Minimisation and reuse where possible should be encouraged.

## **Surveillance and prevention of communicable diseases**

### **Participation in the internal Disaster management JOC and the District wide JOC**

- Work with CDC and other stakeholders to investigate and contain the spread of communicable diseases.
- Reporting of case investigation, sources of infection, control measures implemented, status of the cases, etc

## **Food Hygiene**

- Sourcing of food should be from approved facilities.

- Food storage should comply with minimum standards to prolong the shelf life of food products.
- The use of perishable foodstuffs should be discouraged.
- Monitoring of mass food handling/ preparation should be undertaken.
- Keeping of leftovers to be discouraged.
- Prompt response to reports of food borne illness outbreaks.
- Working with humanitarian organisation to ensure that food supplies are safe for human consumption. (Food banks)

### **Management of Human Remains**

- Identification of approved funeral undertakers to be done.
- Ensure premises are certified and comply with the requirements.
- Transportation to be certified.
- Ensure that final disposal is done at approved facilities with necessary approval: (Cemetery/ Crematoria or Sea)

### **Health Services at Health Facilities**

- Health facilities should be identified and notified of possible influx of people.
- Rehydration solutions to be made available or arrangements made in case of need.
- **Conclusion**

The environmental health unit will strive to work with all relevant stakeholders to ensure that its legislative mandate is executed and that the review of the emergency preparedness plans is efficient in terms of an environmental health response in event of a Disaster.

## **DISASTER MANAGEMENT**

The Disaster Management function within the District is coordinated in partnership with the six local municipalities, namely: uMngeni, uMshwathi, Mpofana, Impendle, Richmond and Mkhambathini. The



municipality promotes an integrated and coordinated approach to disaster management, with special emphasis on prevention and mitigation, by the department and other internal units within the administration of the district and local municipalities. UMDM Disaster Management unit installs lightning conductors for the community.

## **1. Status of Municipal Institutional Capacity (Disaster and Fire & Rescue)**

### **1.1 Purpose of the Municipal Disaster Management Centre**

To specialise on issues concerning disasters and disaster management in the municipal area and promote an integrated and co-ordinated approach to disaster management with special emphasis on prevention and mitigation.

### **1.2 Strategic Objectives**

To reduce the probability of disaster occurrences and take effective action during disasters.

### **1.3 Vision**

To ensure timely, appropriate and efficient coordination and delivery of emergency response

### **1.4 Mission**

Our mission is to to reduce vulnerabilities and build resilient communities through integrated disaster risk management planning and practices.

### **1.4 Status of the Disaster Management Centre**

uMgungundlovu District Municipality has a semi-functional District Disaster Management Centre (DDMC) established in terms of Disaster Management Act No. 57 of 2002. The Disaster Management Centre is currently situated at no. 5 Quarry Road, Leonard, Hilton. There are various institutional measures that have been established to ensure compliance with disaster management legislation and policies.

| INSTITUTIONAL MEASURES      | REMARKS        |                      |                     |
|-----------------------------|----------------|----------------------|---------------------|
| Human Resources (Personnel) | Existing posts | Post filled (Yes/No) |                     |
|                             |                | Yes                  | No Partially filled |

|   |  |     |    |                                    |
|---|--|-----|----|------------------------------------|
|   | Head: Disaster Management Centre   |     | No |                                    |
|   | Manager: Disaster Management Operations  |     | No |                                    |
|   | Principal Clerk  |     | No |                                    |
|   | Call Centre Supervisor x 4   |     |    | 1 post filled and 3 posts vacant   |
|   | Call Centre Agents x 16  |     |    | 12 posts filled and 4 posts vacant |
|   | Disaster Management Field Officers x 7   | Yes |    |                                    |
| Disaster Management Centre              | Semi- functional   |     |    |                                    |
| Physical Resources (vehicles)           | 7 x vehicles available   |     |    |                                    |
| Disaster Management Framework Policy    | It is available and aligned to both Provincial and National Disaster Management Policy Frameworks.   |     |    |                                    |
| Disaster Management Plan                | Reviewed and adopted by Council on 2 December 2022   |     |    |                                    |
| Disaster Management Portfolio Committee | The Disaster Management Centre reports directly to the Community Services Committee. The Community Services Portfolio Committee is fully functional and meets monthly. |     |    |                                    |
| Disaster Management Practitioners Forum | Fully functional and meets monthly.  |     |    |                                    |
| Disaster Management Advisory Forum      | Fully functional and meets on a basis quarterly.   |     |    |                                    |

Table 1: Disaster Management Institutional Capacity

## 1.5 Status of Fire & Rescue Services

### 1.5.1 Strategic objective

To save lives and property and rendering humanitarian services. The purpose of the Fire & Rescue unit

### 1.5.2 The purpose of Fire and Rescue Sub-division / Unit

The purpose of the Fire & Rescue unit is to:

- Fight or extinguish a fire;
- Rescue of life or property from a fire or other danger;
- Prevent the outbreak or spread of a fire;
- Protect life or property against a fire or other threatening danger;
- Performance of any other function connected with any of the above matters.

By

- Ensuring emergency preparedness
- Rapid and effective response of fire rescue resources

The Fire Brigade Services Act No 99 of 1987 provides for the establishment, maintenance, employment, co-ordination and standardisation of fire brigade services, and the SANS 10090:2003 provides advice on the measures that should be taken in order to ensure fire services are efficient.

### 1.5.3 Critical firefighting resources and capacity

Table 2 below shows critical firefighting capacity available within uMgungundlovu District Municipality

| uMGUNGUNDLOVU DISTRICT MUNICIPALITY        |                        |                     |                     |                     |
|--|------------------------|---------------------|---------------------|---------------------|
| STATION OFFICE                             | POSITIONS PER STATION  | MANNING LEVELS      | APPROVED ORGANOGRAM | VARIANCE            |
| ASHBURTON FIRE STATION                     | Station Officer        | 01                  | 01                  | 01                  |
|  | Watch Commanders       | 03                  | 04                  | 01                  |
|  | Pump Operators/Drivers | 04                  | 04                  | 00                  |
|  | Fire Fighters          | 07                  | 08                  | 01                  |
| IMPENDLE FIRE STATION                      | Station Officer        | 01                  | 01                  | 00                  |
|  | Watch Commanders       | 03                  | 04                  | 01                  |
|  | Pump Operators/Drivers | 03                  | 04                  | 01                  |
|  | Fire Fighters          | 08                  | 07                  | 01                  |
| RICHMOND FIRE STATION                      | Station Officer        | 01                  | 01                  | 00                  |
|  | Watch Commanders       | 03                  | 04                  | 01                  |
|  | Pump Operators/Drivers | 02                  | 04                  | 02                  |
|  | Fire Fighters          | 06                  | 09                  | 03                  |
| HOWICK FIRE STATION                        | Station Officer        | 01                  | 01                  | 00                  |
|  | Watch Commanders       | 02                  | 04                  | 02                  |
|  | Pump Operators/Drivers | 05                  | 04                  | 01                  |
|  | Fire Fighters          | 12                  | 05                  | 07                  |
| MOOI RIVER FIRE STATION                    | Station Officer        | 01                  | 01                  | 00                  |
|  | Watch Commanders       | 01                  | 04                  | 01                  |
|  | Pump Operators/Drivers | 01                  | 04                  | 03                  |
|  | Fire Fighters          | 12                  | 08                  | 04                  |
| NEW HANOVER FIRE STATION                   | Station Officer        | 01                  | 01                  | 00                  |
|  | Watch Commanders       | 00                  | 04                  | 04                  |
|  | Pump Operators/Drivers | 01                  | 04                  | 03                  |
|  | Fire Fighters          | 06                  | 08                  | 02                  |
| Total                                      |                        |                     |                     |                     |
| Other posts provided for in the Organogram | Position               | Post filled yes /no |                     | Approved Organogram |
|  |                        | Yes                 | No                  |                     |

|    |   |     |  |   |    |
|----|---|-----|--|---|----|
| 1. | Executive Manager: Emergency Services / CFO | Yes |  | 1 | 00 |
| 2. | District Commander                          | Yes |  | 1 | 00 |
| 3. | Training Officer                            | Yes |  | 1 | 00 |
| 4. | Fire Prevention Officer                     | Yes |  | 1 | 00 |
| 5. | Principal Clerk / Departmental PA           | Yes |  | 1 | 00 |

**Table 3: Critical fire- fighting resources**

| uMGUNGUNDLOVU DISTRICT MUNICIPALITY |                  |                 |              |                 |      |                        |
|-------------------------------------|------------------|-----------------|--------------|-----------------|------|------------------------|
| STATION                             | TYPE OF VEHICLE  | MODEL           | REGISTRATION | PUMPER/CAPACITY | YEAR | COMMENT                |
| ASHBURTON                           | MEDUIM PUMPER    | ISUZU NP 750    | MNR 1151     | 3000-LITRES     | NO   | New                    |
|                                     | BAKKIE SAKKIE    | LANDCRUISER     | NP 153039    | 500- LITRES     | NO   | Old                    |
|                                     | ISUZU SINGLE CAB |                 | NP 169014    | N/A             |      | Rapid Response Vehicle |
| IMPENDLE                            | BAKKIE SAKKIE    | LANDCRUISER     | NP22626      | 700-LITRES      | NO   | Old                    |
|                                     | LIGHT PUMPER     | ISUZU NP 400    | NMR 11482    | 2000-LITRES     | NO   | New                    |
|                                     | CHEVROLET        | UTILITY         | NR 38469     | N/A             |      | Rapid Response Vehicle |
| RICHMOND                            | BAKKIE SAKKIE    | LANDCRUISER     | NP153038     | 700-LITRES      | NO   | Old                    |
|                                     | LIGHT PUMPER     | ISUZU NP 400    | NMR 11483    | 2000-LITRES     | NO   | New                    |
|                                     | ISUZU SINGLE CAB |                 | NP 86113     | N/A             |      | Rapid Response Vehicle |
| HOWICK                              | MEDUIM PUMPER    | MERCEDES-ARTEGO | UMDM 22 ZN   | 3000-LITRES     | NO   | Old                    |
|                                     | MEDUIM PUMPER    | ISUZU NP 750    | NMR 10950    | 3000-LITRES     | NO   | New                    |
|                                     | ISUZU SINGLE CAB |                 | NP 68544     | N/A             |      | Rapid Response Vehicle |
| MOOI RIVER                          | MEDUIM PUMPER    | MERCEDES-ARTEGO | UMDM 20 ZN   | 3000-LITRES     | NO   | Old                    |
|                                     | LIGHT PUMPER     | ISUZU NP 400    | NP 56436     | 2000-LITRES     | NO   | Fairly new             |
|                                     | GWM / 4 X 4      | P-SERIES        | MNR 8407     | N/A             | 2021 | Rapid Response Vehicle |
| NEW HANOVER                         | LIGHT PUMPER     | ISUZU NP 400    | NP 55150     | 2000-LITRES     | NO   | Fairly new             |
|                                     | MEDUIM PUMPER    | MERCEDES-ARTEGO | UNDM 19 ZN   | 3000-LITRES     | NO   | Old being refurbished  |

|   |                  |        |            |     |  |                        |
|---|------------------|--------|------------|-----|--|------------------------|
|   | ISUZU SINGLE CAB |        | NP 63812   | N/A |  | Rapid Response Vehicle |
| 176 Langalibalele<br>(Training Officer)           | MAZDA            | CX30   | NP 226 354 | N/A |  | Rapid Response Vehicle |
| 176 Langalibalele<br>(Fire Prevention<br>Officer) | NISSAN           | NP 200 | NP 211 500 | N/A |  | Rapid Response Vehicle |



## UMGUNGUNDLOVU DISTRICT MUNICIPALITY FIRE SERVICES



The Fire Prevention Officers undertake regular scheduled training with hospitals, commerce and industry in order to impart basic fire safety training in the use of first aid firefighting equipment. The Public Education Section engages schools and communities in a drive to ensure basic fire and life safety awareness and skills are imparted at a rudimentary scale, mostly by meetings, attendance to community structures and visitations to schools, and of schools to fire stations. Whilst this basic intervention is still not enough it is imperative that communities are aware of the fire service and services it offers, how to access these services, and what it is that they can do to provide basic first aid fire safety protection to themselves.



The frequency and intensity of floods is high in the District. This could be attributed to increased encroachment of flood plains. This trend demand better preparedness to make sure that appropriate and effective response measures are taken during flood emergency to minimize the loss of lives and properties.

The district needs a better and effective flood mitigation system to ensure the safety of its people and economy.



Flood mitigation strategies can be undertaken.

## **Natural Disasters**

Our District Fire Service firefighters are expected to be of great assistance as and when they are required to render their expertise in or at such disastrous eventualities.

Incidents like the falling over of trees on the major highways are a serious hazard to the motorists and the general public alike. Firefighters are expected to use chainsaws and specialized equipment in executing this task.

Below are some of the class of 2023 firefighter recruits



## **Man-made disasters**

Man-made disasters are mainly caused by some communities deliberately erecting structures along the riverbanks and flood plains, thereby if flash floods occur, they get swept away in an instant. Firefighters are therefore called upon to render in rescuing and sometimes recovering of bodies.

## **Motor Vehicle Accidents**

As alluded to the earlier presentation that our District is a host to the one of the busiest highway corridor, this in itself presents a huge possibility of a road related disaster, therefore that keeps our fire personnel on toes at all times. Specialised equipment like jaws of life is used when in such incidents.

uMgungundlovu District Municipality's Fire service unit renders a service to an environment susceptible to veld fires, motor vehicle accidents with disastrous consequences due to high volumes of automobiles and heavy motor vehicles on the N3 which passes through the municipality's jurisdiction.

Quite a sizeable number of special services attended to, involved extricating and treating victims of road carnage. All these disasters or unfortunate occurrences have a direct and an indirect effect on economic prospects of the municipality.

During the recent reporting quarter, which is October to December 2022, fire services responded to (10) ten veld fires, twenty-four (24) structural fires, thirty-one (31) motor vehicle accidents and (15) vehicle fires. Emergency services are rendered from

(6) operational fire stations with dedicated firefighters. Plans are afoot in upgrading iMpendle fire station from being using park home to properly built formal structure, also a proposal has been tabled before the relevant stakeholders, like Cogta to assist in building proper formal structure for the Mkhambathini fire station.

## **DISASTER MANAGEMENT CENTRE**

### **1. Purpose of the Municipal Disaster Management Centre**

To specialise on issues concerning disasters and disaster management in the municipal area and promote an integrated and co-ordinated approach to disaster management with special emphasis on prevention and mitigation.

### **2. Strategic Objectives**

To reduce the probability of disaster occurrences and take effective action during disasters.

### **3. Strategic overview**

#### **3.1 Vision**

To ensure timely, appropriate and efficient coordination and delivery of emergency response

#### **3.2 Mission**

Our mission is to to reduce vulnerabilities and build resilient communities through integrated disaster risk management planning and practices.

#### **3.3 Shared Values:**

- Professionalism: Self-control and behavior that display high standard of excellence in the job
- Integrity: A sense of honesty and trust in one's own actions while placing value in other people's opinions and beliefs.
- Caring: A commitment to create a supportive environment.
- Accountability: A commitment to take responsibility for things expected from the position.
- Teamwork: A willingness to work together towards achieving a common goal by making use and appreciating diverse strengths and abilities.

## 4.6 Municipal Legislative Mandate (Disaster Management, Fire & Rescue Services)

- ❑ The Constitution of the Republic of South Africa (Act No. 108 of 1996)

The Constitution of the Republic of SA places legal obligation on the government to ensure health and safety of its citizens. Section 41(1)(b) of the Constitution provides that all spheres of government are required to secure the well-being of its citizens. Section 152(1)(d) also requires that local government must ensure a safe and healthy environment. Schedule 4(a) of the Constitution lists disaster management as a functional area of concurrent national and provincial legislative competence.

- ❑ Disaster Management Act (Act 57 of 2002) as amended

Act to provide for an integrated and coordinated disaster management policy that focuses on:

- preventing or reducing the risk of disasters,
- mitigating the severity of disasters,
- emergency preparedness,
- rapid and effective response to disasters; and
- post-disaster recovery;

- ❑ National Disaster Management Framework (Notice 654 of 2005)

The framework provides guidelines for the development of the provincial and municipal disaster management frameworks.

- ❑ Fire Brigade Service Act 1987 (Act 99 of 1987)

The Fire Brigade Services Act, Act 99 of 1987 (FBSA) is the primary piece of legislation regulating fire services and seeks to provide for the establishment, maintenance, employment, co-ordination and standardization of fire brigade services.

- ❑ Fire services bill

The fire services bill seeks to repeal the Fire Brigade Services Act, 1987 (Act No. 99) of 1987. Section 25 of the Fire Services Bill specify the establishment of a municipal fire service

- (1) A municipality must establish a fire service in its administration for its municipal area.  
Section 26 provides for powers and duties of a municipal fire service

- ❑ National Veld and Forest Act 101 of 1998

The National Veld and Forest Fires Act, 1998 confers on land owners a responsibility to prevent veld fires through the provision of fire breaks and other means as well as the responsibility to fight fires. To achieve this, mandate the Act provides for the creation of fire protection associations, local authority is required to register and become a member of the

association, which is led by the Chief Fire Officer of a municipal fire service. However, should a Chief Fire Officer decline to be appointed as Fire Protection Officer, a member of the fire protection association must be appointed to perform the function.

☐ The Sendai Framework for Disaster Risk Reduction (SFDRR) for 2015-2030

The Sendai Framework for Disaster Risk Reduction (SFDRR) for 2015-2030 is a successor instrument to the Hyogo Framework for Action (HFA) 2005-2015. The Sendai Framework for Disaster Risk Reduction (SFDRR: 2015-2030) outlines seven

(7) clear targets and four (4) priorities for action to prevent new and reduce existing disaster risks. The framework classifies the substantial reduction of disaster risk and losses in lives, livelihoods, health, economic, physical, social, cultural, and environmental assets of persons, businesses, communities, and countries.

☐ Municipal Systems Act No. 32 of 2000

The fundamental process that informs and underpins both the Integrated Development Planning (IDP) and the Disaster Management Planning processes of Council is a thorough risk and vulnerability analysis. The result of the analysis leads to the development of risk profiles, which in turn, enable the identification of priorities for key output goals aimed at risk elimination and risk reduction. The Disaster Management Plan is a core component of the IDP hence Section 26 (g) of Municipal Systems Act No. 32 of 2000, requires the IDP to reflect an applicable Disaster Management Plan.

☐ Municipal Structures Act No. 117 of 1998 as amended in 1999 and 2000

The Act defined new institutional arrangements and systems for local government. Importantly, the Act laid a foundation for local government performance management and ward committee systems.

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

The MFMA aims to secure sound and sustainable management of financial affairs of municipalities. Since firefighting services are provided by municipalities, provisions of this legislation must be complied with in the provision of services.

## **1.7 Disaster Management Sector Plan**

The uMgungundlovu District Disaster Management Sector Plan is designed to establish the framework for implementation of the provisions of the Disaster Management Act No. 57 of 2002 and National Disaster Risk Management Policy Framework of 2005, as well as the related provisions of the Municipal Systems Act No. 32 of 2000. The uMgungundlovu District Municipality Disaster Management Sector Plan:

- Forms an integral part of the Municipal's IDP so that disaster risk reduction activities can be incorporated into its developmental initiatives

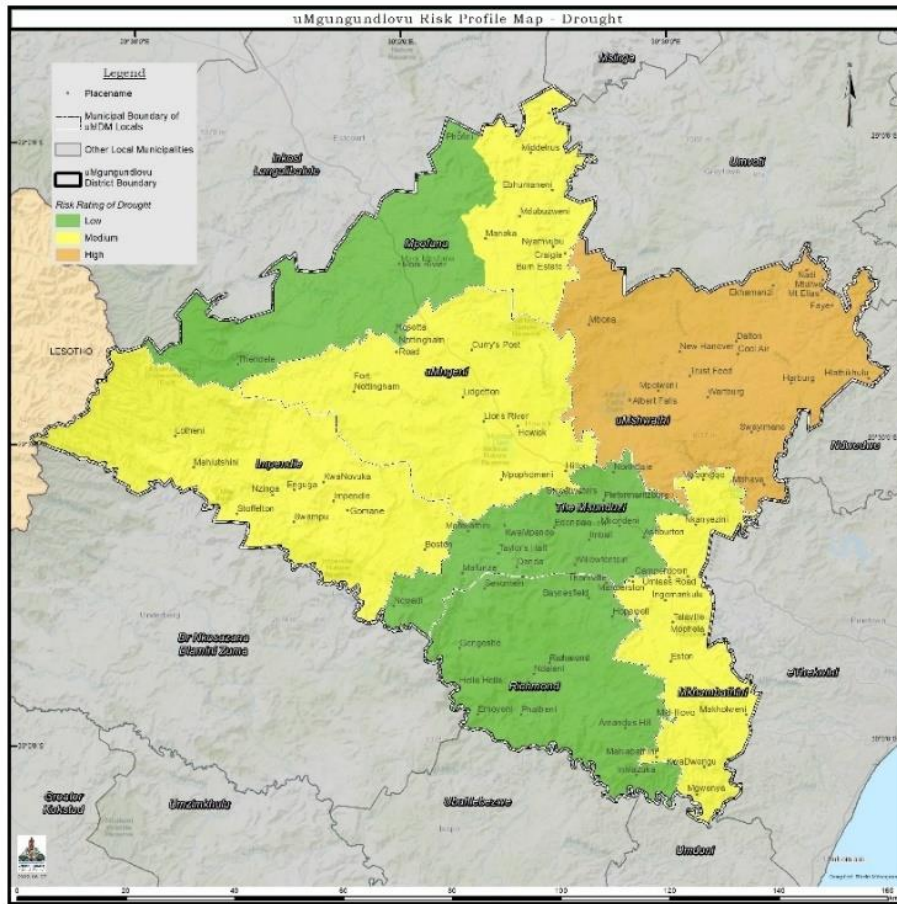
- Anticipates the likely types of disasters that might occur in the Municipal's area and their possible effects
- Identify the communities at risk
- Provides for appropriate prevention, risk reduction and mitigation strategies
- Identify and address weaknesses in capacity to deal with possible disasters
- Facilitate maximum emergency preparedness.

## List of Priority Risks (Hazards)

*The table 4 shows a list of priority hazards:*

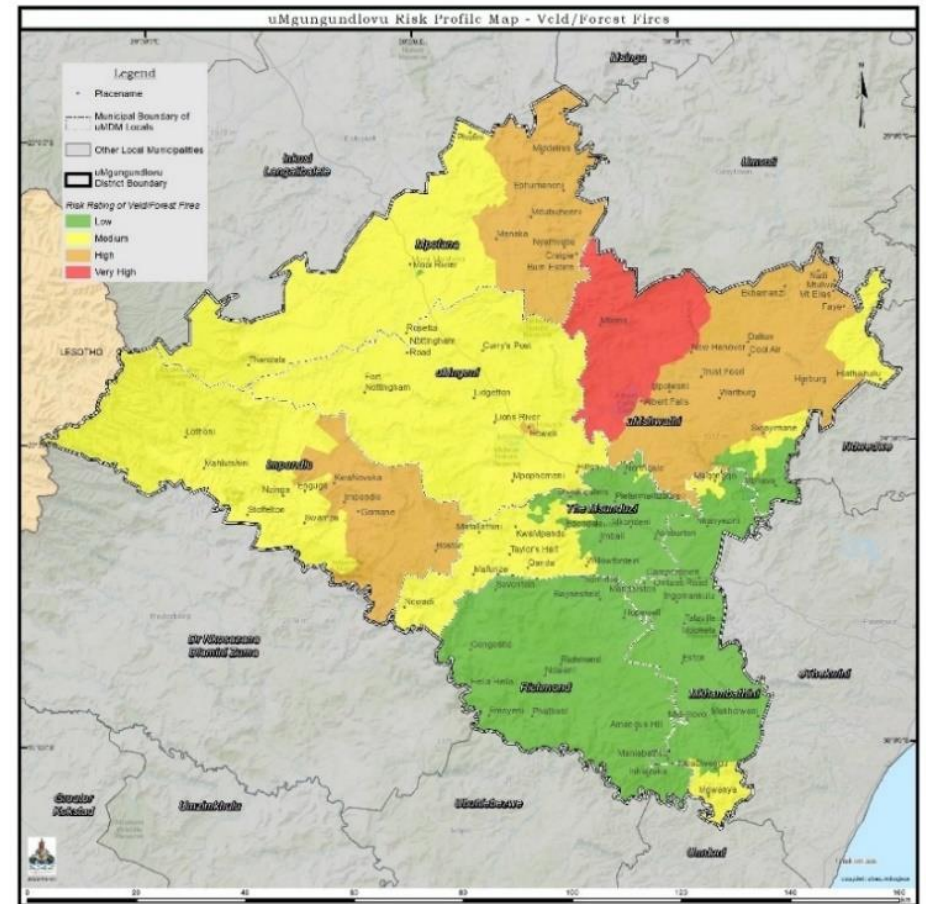
| Hazard                                      | Consequences  |
|---|---|
| <b>Flooding (Riverine and flash floods)</b> | Flooding often results in stagnant water and increases the risk of water borne diseases such as Cholera. Floods cause severe damages to roads and wash away bridges.  |
| <b>Structural fires</b>                     | Structural fires burn and cause serious damages mainly to household structures.   |
| <b>Veld/forest fires</b>                    | Wildfires are frequent occurrences within uMshwathi Municipality. They destroy pastures and burn plantation forest.   |
| <b>Drought</b>                              | Drought result in crops failing. Crop failure results in farm labour lay-offs, increased farm debt and farm closures and causes knock on effects for households that depend on the agricultural sector.   |
| <b>Heavy rainfall</b>                       | Extreme rainfall can result in soil erosion, land degradation, loss of ecosystem services. Heavy rainfall also results in the destruction of households and community structures and cause damages to livelihood and economic activities such as crops. |
| <b>Tornado</b>                              | Extreme weather events such as hail, lightning, tornado and strong winds causes damages to household and community structures resulting in costly repairs. Lightning has resulted in several injuries and deaths in the area of uMshwathi Municipality. |
| <b>Hail</b>                                 |   |
| <b>Lightning</b>                            |   |
| <b>Strong winds</b>                         |   |
| <b>Snow</b>                                 | Heavy snow can immobilize a region and paralyze a city, strand commuters, stop the flow of supplies and disrupt emergency and medical services. Accumulations of snow can cause roofs to collapse and knock down trees and power lines.                 |

## 1.7.2 Disaster Risk Rating Maps (Disaster Risk Profile)



Source: UMDM SDF:2022

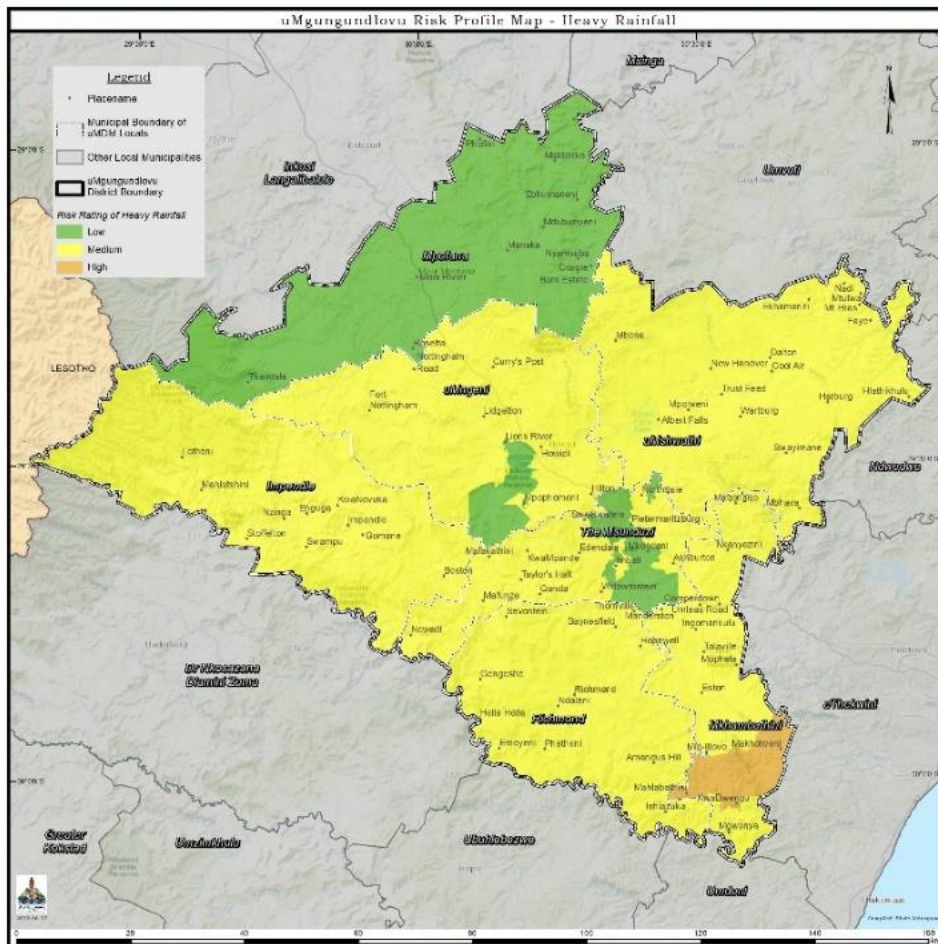
Figure 1: Drought



Source: UMDM SDF:2022

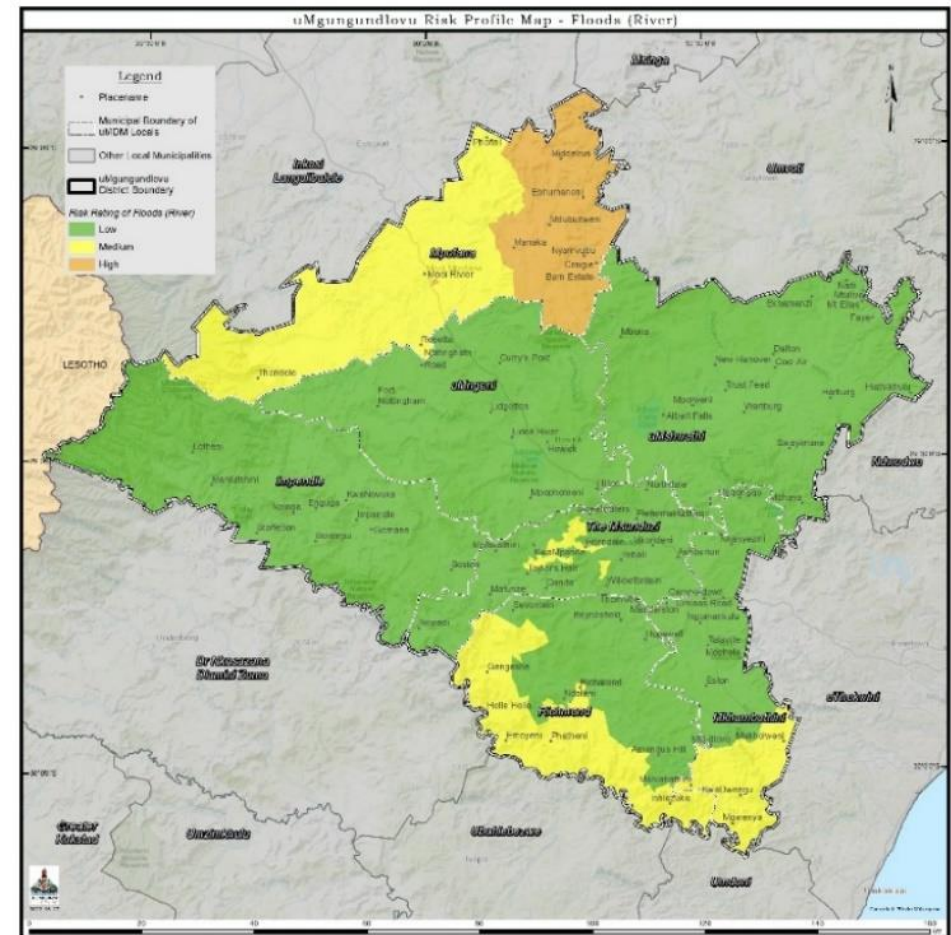
Figure 2: Veld / Forest fires





Source: UMDM SDF:2022

Figure 3: Heavy rainfall



Source: UMDM SDF:2022

Figure 4: River floods



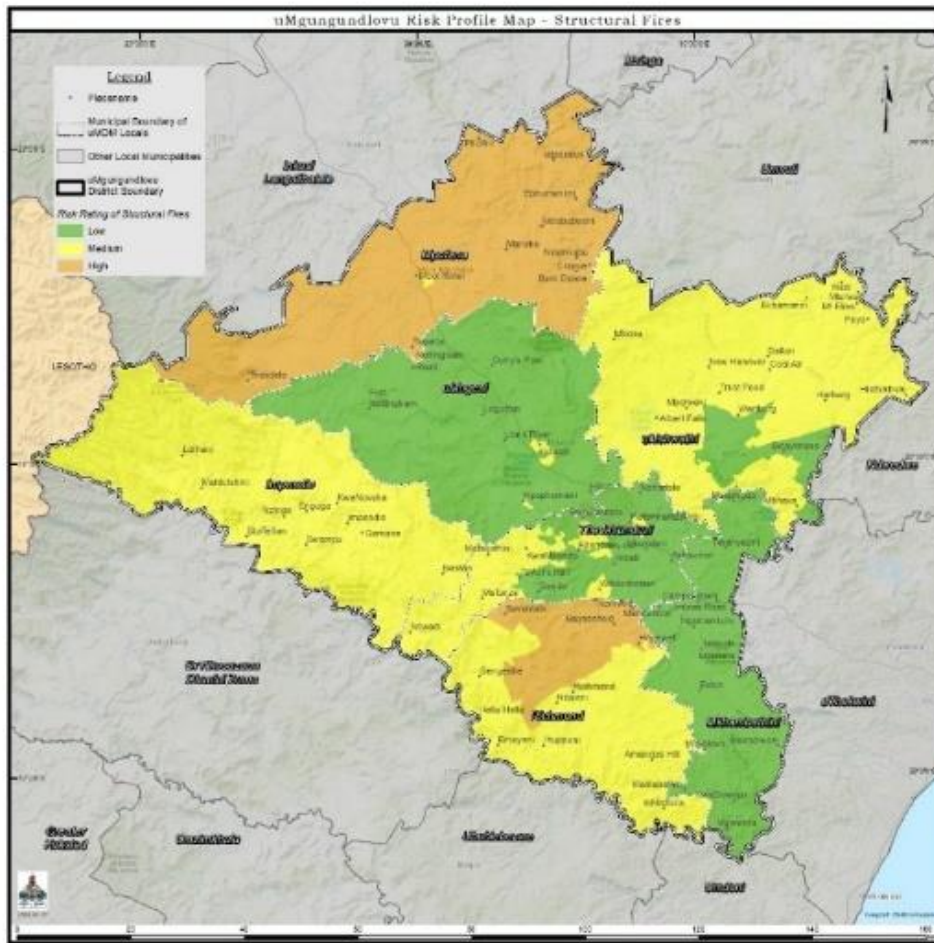


Figure 5: structural fires

Source: UMDM SDF:2022

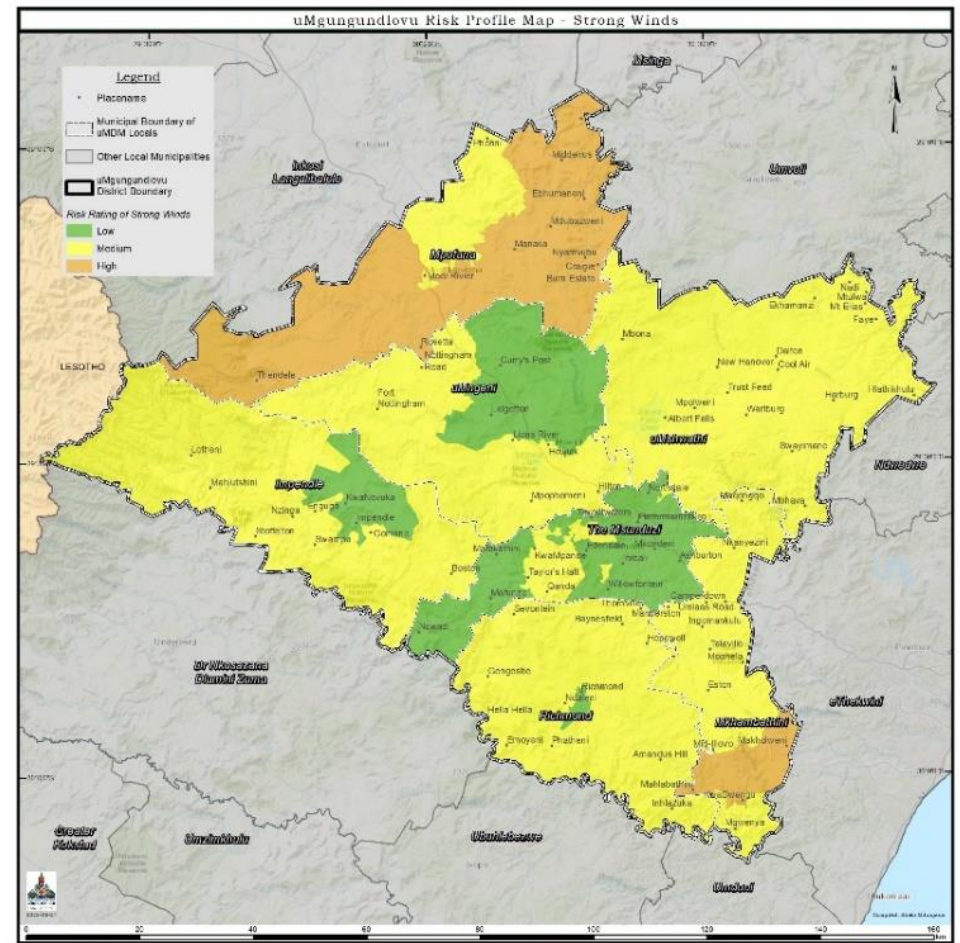


Figure 6: strong winds

Source: UMDM SDF:2022

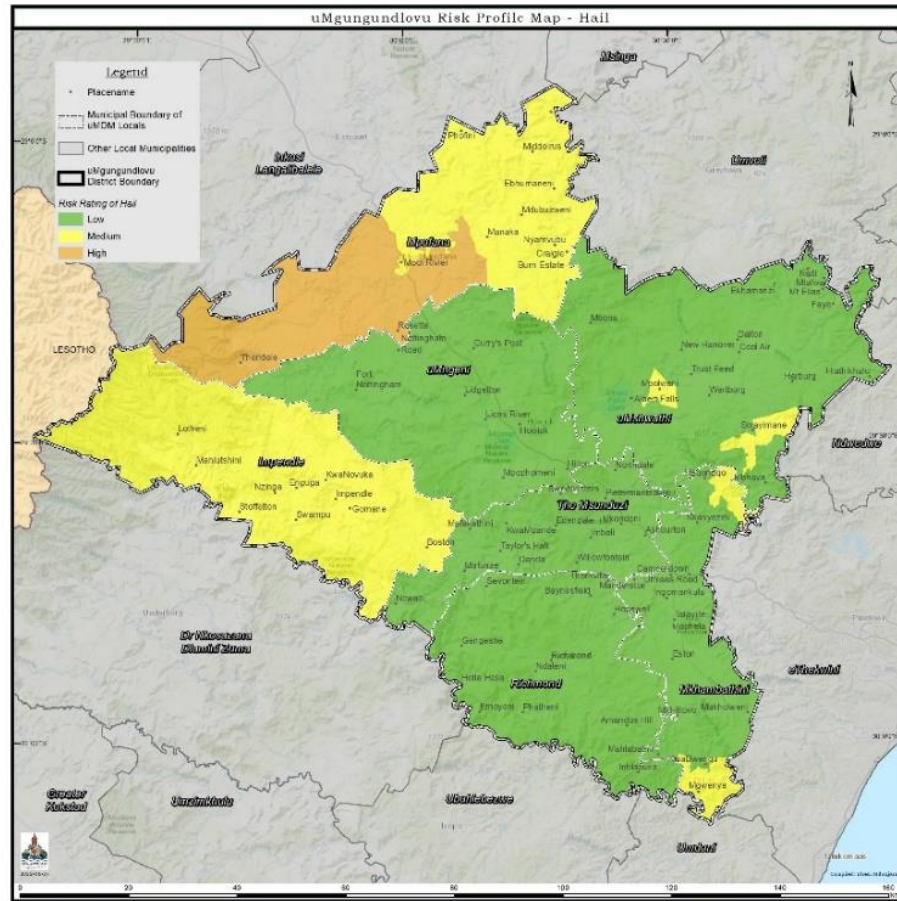


Figure 7: hail

Source: UMDM SDF:2022

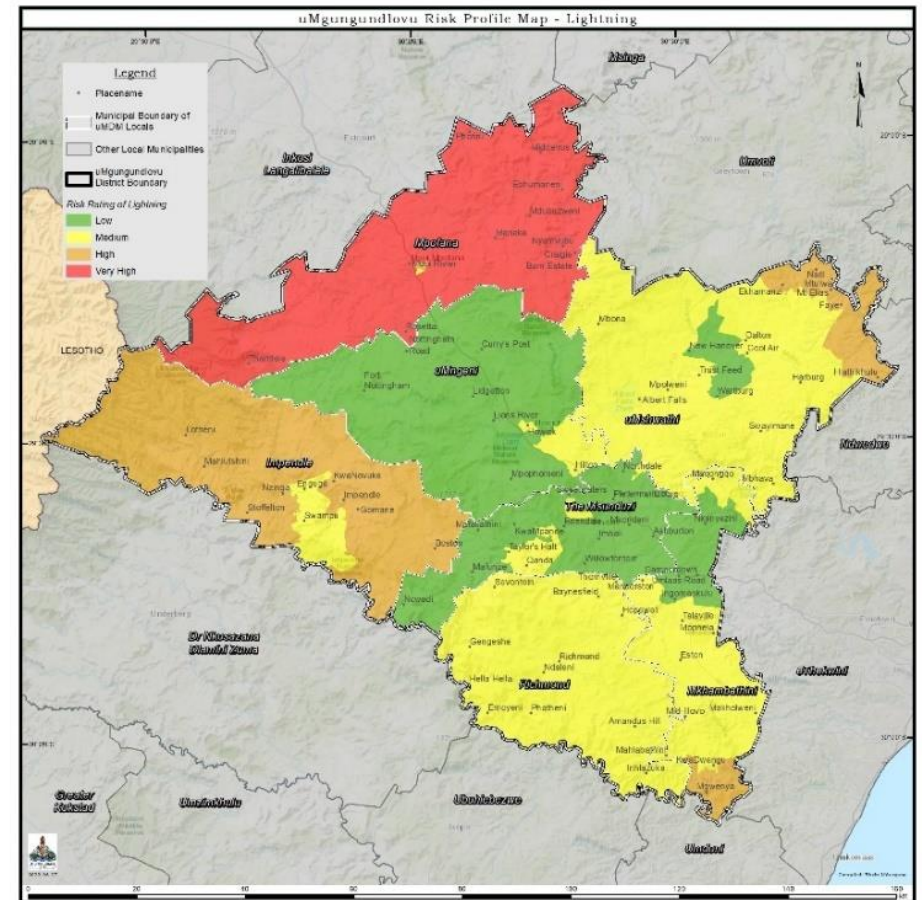


Figure 8: lightning

Source: UMDM SDF:2022



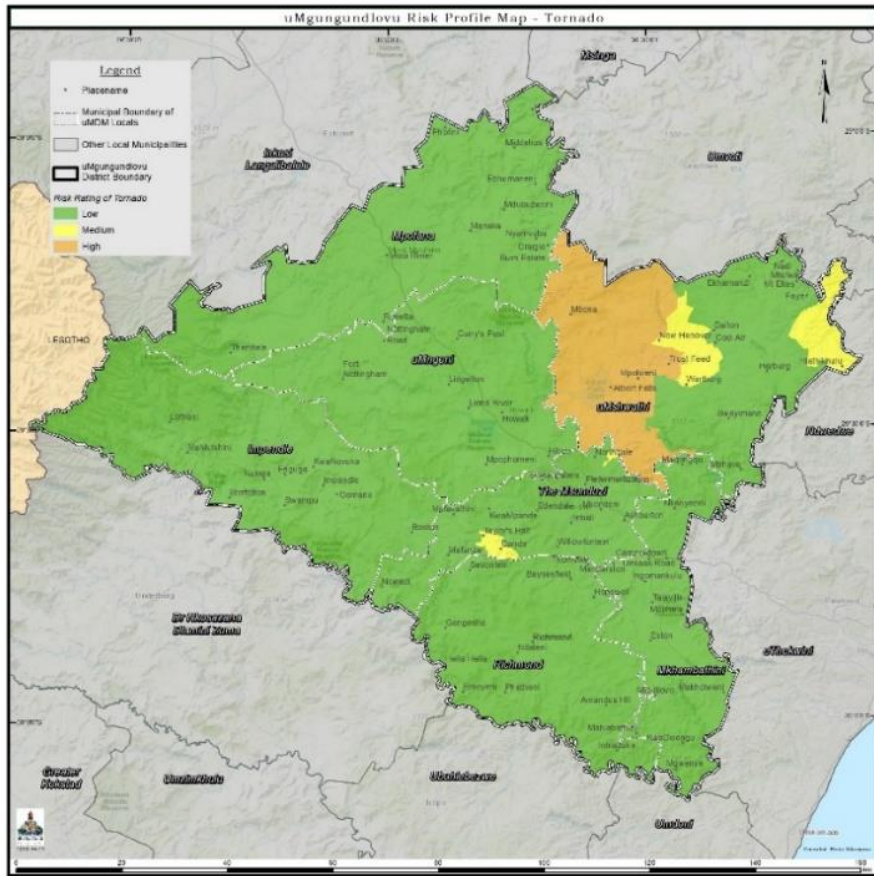


Figure 9: Tornado

Source: UMDM SDF:2022

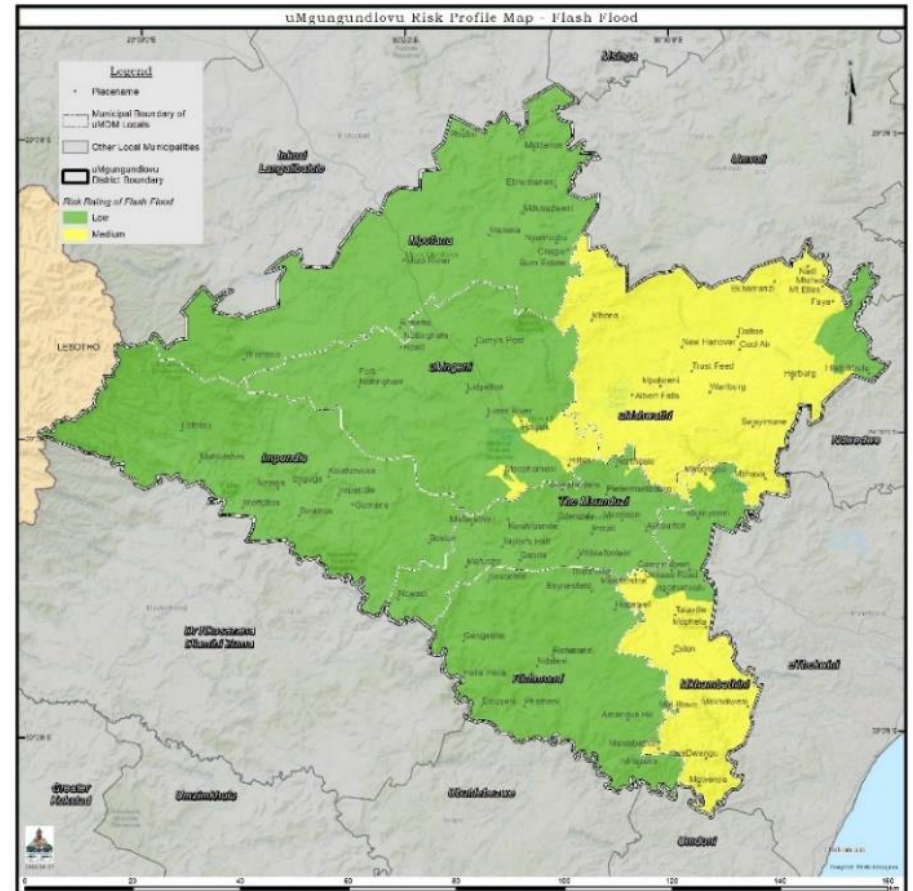
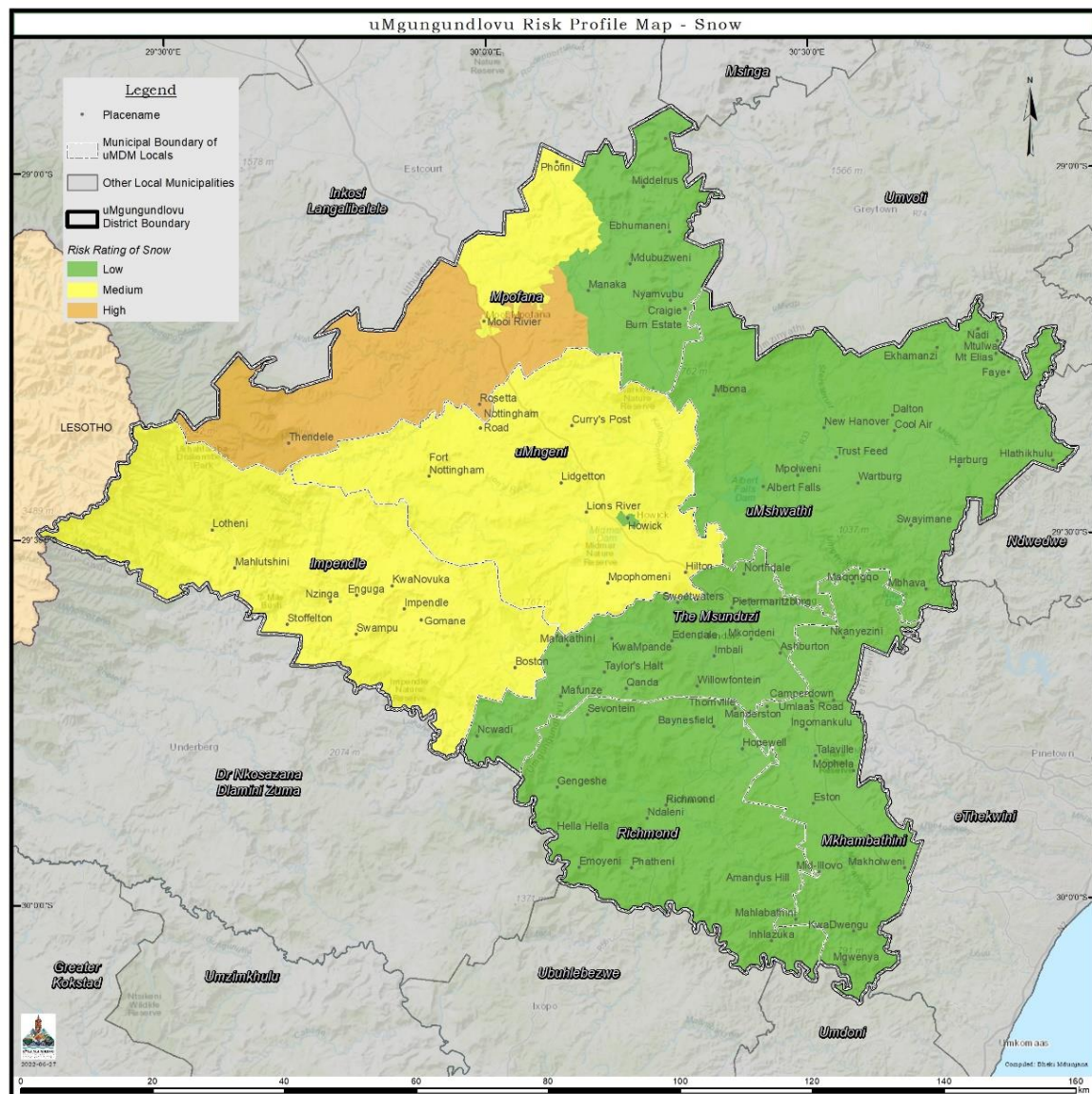


Figure 10: flash floods

Source: UMDM SDF:2022



**Figure 11: snow**

Source: UMDM SDF:2022

## **5. Disaster Risk Reduction (DRR) Programmes**

The vulnerability of the poor is predicted to increase in the future under pressure from increasing human population, environmental degradation, unsustainable socio-economic practices and the adverse impacts of climate change.

Local governments are obliged to make plans and provide resources to protect their citizens from the hazards that threaten their communities. Mitigation activities such as the burning of fire breaks and installation of lightning rods have played an important role in terms of eliminating or reducing the probability of disaster occurrence and reducing the effects of disasters. The following activities and measures implemented in the 2022/23 Financial Year to reduce the impact of disasters.

- i) Preparation of seasonal contingency plans and event safety plans
- ii) Through the funding that has been secured from the Adaptation Fund, the UMDM is implementing Flood Early Warning Systems.
- iii) Non-structural mitigation efforts targeting people at risk are undertaken through awareness campaigns with an aim of reducing vulnerability to hazards such as structural fires.
- iv) Installation of lightning conductors
- v) Burning of fire breaks

### **5.1 Public Advocacy and Awareness Campaigns conducted**

Public advocacy and awareness campaigns have been very key in reducing loss of life, personal injuries, and damage from natural disasters.

Public awareness raising is the process through which people living in areas prone to hazards such as lightning, fires and floods are sensitized regarding specific dangers of such hazards. It includes educating, informing and warning the community about these hazards to better prepare for responding to emergency situations, with less dependence on outside assistance or external intervention. Through appropriate actions, this increased resilience can help prevent loss of human life and property. The objectives of public awareness raising are to:

- ☐ Increase public knowledge on hazards such as lightning, fire and floods, their nature and possible consequences and impacts.
- ☐ Improve public knowledge on practical preparedness measures at the household level that the communities can implement on their own.





Picture 1 above: The installation of lightning conductors by Service Provider appointed by the Provincial Disaster Management Centre on 27 and 28 November 2021 in Ward 1 and 2 of Impendle Local Municipality.

Picture 2 & 3 above: The starting of fire

## 5.2 Disaster Management SWOT Analysis

***The Disaster Management Swot Analysis is shown in table xx below:***

| Strengths   | Weaknesses  |
|---|---|
| <ul style="list-style-type: none"> <li>✓ Well-functioning DM Advisory Form</li> <li>✓ Disaster Management Sector Plan aligned with IDP</li> <li>✓ Disaster Management Field Workers – each attached to a particular Local Municipality</li> <li>✓ Partnerships with various stakeholders and cooperative relationships</li> <li>✓ Consultative decision making to ensure ownership of decisions</li> <li>✓ Funding mechanism through IDP</li> <li>✓ Provincial support</li> <li>✓ Co-operation with LMs and other stakeholders</li> <li>✓ Ongoing staff training</li> </ul> | <ul style="list-style-type: none"> <li>✓ Lack of the Disaster Management Centre</li> <li>✓ Semi functional Call Centre, characterized by lack of professionalism</li> <li>✓ Lack of Communication and Information Management System</li> <li>✓ Lack of technical resources or tools of trade (GPS devices and laptops)</li> </ul>   |
| Opportunities   | Threats   |
| <ul style="list-style-type: none"> <li>✓ Political buy-in</li> <li>✓ Training and development</li> <li>✓ Presence of NGO's provides</li> </ul>  | <ul style="list-style-type: none"> <li>✓ Insufficient financial resources to undertake disaster risk reduction projects.</li> <li>✓ Disaster Management regarded as low priority.</li> <li>✓ High vacancy rate</li> <li>✓ Insufficient investment for the establishment of the District Disaster Management Centre</li> <li>✓ Insufficient investment on technical resources, response and recovery initiatives</li> <li>✓ Placement of unskilled workforce in the Disaster Management Centre.</li> <li>✓ Lack of comprehensive understanding of disaster risk management amongst other stakeholders.</li> <li>✓ Vacant posts awarded to unsuitable individuals.</li> </ul> |

### 1.7.4 Key Challenges derived from SWOT analysis.

- The District Municipality is currently leasing premises from uMngeni Local Municipality which are occupied by the Disaster Management Practitioners. The District Municipality has not been able to build the stand-alone Disaster Management Centre that meets the prescribed minimum infrastructure requirements as per the requirements of the Disaster Management Act.
- Lack of Communication and Information Management System
- Insufficient technical resources and/or tools of trade (GPS devices and laptops)
- The relatively high vacancy rate in the call centre leads to disadvantages such as losing customer satisfaction which may lead to poor revenue collection in the end.
- Shortage of emergency relief material result in heavy reliance on aid from external stakeholders.
- The awarding of vacant positions and placement of unskilled workforce within the Disaster Management Centre / Call Centre leads to disadvantages such as i) lack of basic skills necessary for satisfactory workplace performance, low productivity and ii) poor work ethics (bad work habits, lack of productivity, lack of concern for deadlines, and poor quality of work)
- The practice of awarding vacant positions within the Disaster Management Centre / Call Centre to unsuitable individuals is associated with



## **DISASTER MANAGEMENT SWOT ANALYSIS**

### **STRENGTHS**

- Well-functioning DM Advisory Form
- Disaster Management Sector Plan aligned with IDP
- Disaster Management Field Workers – each attached to a particular Local Municipality
- Partnerships with various stakeholders and cooperative relationships
- Consultative decision making to ensure ownership of decisions
- Funding mechanism through IDP
- Provincial support
- Co-operation with LMs
- Ongoing staff training
- Strengths of our district fire service its commitment to bolster the employment of more firefighters over and above the ones that are currently in training, this is so due to the fact that fire unit is a labour intense environment in its nature.

### **WEAKNESSES**

- Lack of the Disaster Management Centre
- Semi functional Call Centre, characterized by lack of professionalism
- Lack of Communication and Information Management System
- Lack of technical resources or tools of trade (GPS devices and laptops)
- Lack of a Unit of Volunteers to augment existing capacity
- Weaknesses that are plaguing the service is the lack of many resources including the absence of a properly built fire station at iMpendle and Mkhambathini LMs.

### **OPPORTUNITIES**

- Opportunities are gradually presenting themselves to the UMDM Fire Services, private sector organisations like Santam and Fire Protection Association are willing to join hands with the District. Santam has donated a set of jaws of life to the fire services unit, the official handover of this and the other equipments is being planned.
- Political buy-in
- Training and development
- Presence of NGO's provides

### **THREATS**

- Insufficient financial resources to undertake disaster risk reduction projects.
- Disaster Management regarded as low priority.
- High vacancy rate
- Insufficient investment for the establishment of the District Disaster Management Centre
- Insufficient investment on technical resources, response and recovery initiatives

- Lack of right attitude, mindset, skills, competencies, expertise and knowledge to perform the tasks effectively and efficiently
- Lack of consequence management
- Politicization of the DM function
- Poor work ethics (bad work habits, lack of productivity, lack of concern for deadlines, and poor quality of work)

### **CROSS CUTTING KPA: ISSUES /challenges**

- Climate change which in turn leads to natural disasters.
- The lack of a Disaster Management Centre, however the municipality is working towards the development of this center.
- Poor implementation of Environmental Policies and by-laws.
- uMgungudlovu Municipality is an inland municipality, it is at the risk of being involved in a wide ranging vulnerabilities, such as natural disasters, man-made disasters, motor vehicle disasters due to its close proximity to the national highway. To mitigate the serious effects which might be caused by the impending calamity, the municipality has recently undergone a process of recruiting plus minus twenty new recruit firefighters who will after the completion of an intense training at the Msunduzi Municipality's training center, will be deployed at our various fire stations evenly.

### **C3. KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT**

#### **C3.1 Human Resources Strategy**

The Full Council adopted the Human Resources Strategy in June 2022,

The purpose of this HRM&D Strategy and Implementation Plan is to outline key interventions to be undertaken by the municipality in ensuring that it has the right number of people, with the right composition and with the right competencies, in the right places to enable it to deliver on the mandates and achieve its strategic goals and objectives.

The Municipality will review the Strategy in place with an aim of identifying gaps and alignment with the set legislations and regulations.

When developing the strategy, the HR roles are outlined and are catered for in the strategy through goals and objectives.

HR unit is responsible for ensuring that the municipality:

- has the right number and composition of employees with the right competencies, in the right places, to deliver on the Municipality's mandate and achieve its strategic goals and objectives;
- makes optimum use of human resources and anticipates and manages surpluses and shortages of staff; has a suitably skilled and competent workforce to add value to municipality in delivering sustainable solutions, advice and capacity building to the municipality in the following areas:
  - Human resource planning
  - Equal employment opportunity
  - Staffing (recruitment and selection)
  - Compensation and benefits
  - Labor relations
  - Health, safety, and security
  - Human resource development
  - Organization and job design
  - Research and information systems
  - Training and development (T&D)
  - Organisational and Career development

The review will take effect by no later than 31 March and should be adopted in May 2023.

The following are Strategic Goals / Objectives that are aligned to IDP:

| Strategic Goal                           | Strategic HR Objectives  | Measure  |
|--|--|--|
| <b>Strategic Alignment</b>               | <ul style="list-style-type: none"> <li>• Expand human resources efforts into a comprehensive programme that includes human resources planning, collaboration with line management and accountability for human resources operations.</li> <li>• Regular review of the organisational structure to ensure that it enables the municipality to meet the needs of the community as contained in the IDP.</li> <li>• Implement workforce planning processes, techniques and tools to proactively identify the human resources required to meet IDP objectives</li> <li>• Revamp the HR service delivery model for the municipality and introduce the Strategic Partnership Service Model</li> <li>• Proactively engage customers in the analysis of their workforce management issues and identify strategies to address concerns</li> </ul> | <ul style="list-style-type: none"> <li>• Documented evidence of a HRM&amp;D Strategy and Implementation Plan that includes goals and strategies</li> <li>• Approved Organisational Structure aligned to the IDP</li> <li>• Documented evidence of a workforce plan</li> <li>• Key human resources services managed through Service Level Agreements (SLA's)</li> </ul> |
| <b>Effective Human Resource Planning</b> | <ul style="list-style-type: none"> <li>• Effectively identify and attract the best talent to help the municipality meets its IDP objectives</li> <li>• Develop and deploy an integrated workforce plan which will enable the municipality to hire and retain the right talent, at the right time, in the right place</li> <li>• Identify scarce and critical skills</li> <li>• Partner with Institutes of Higher Learning to provide customised learning programmes to develop skills requirements specific and critical to the municipality</li> <li>• Develop standardised job profiles for all positions to be used as a basis for recruitment and career pathing</li> </ul>  | <ul style="list-style-type: none"> <li>• Documented Recruitment Strategy</li> <li>• Documented evidence of a workforce plan</li> <li>• Register of scarce and critical skills</li> <li>• Documented Job Descriptions</li> </ul>  |
| <b>Organisational Development</b>        | <ul style="list-style-type: none"> <li>• Conduct climate survey to understand current challenges around organisational culture, and use results to design the future/ ideal organisational culture</li> <li>• Prepare and implement transition process that provide for continuity in the municipality's operations</li> <li>• Establish a sound knowledge management and knowledge transfer programme for all key positions</li> </ul>  | <ul style="list-style-type: none"> <li>• Documented evidence of conducted surveys</li> <li>• Documented Succession Plan</li> <li>• Documented Change Management and Communication Strategy</li> <li>• Increase in percentage of standardized/streamlined orientation and on-boarding activity</li> </ul>   |

| Strategic Goal | Strategic HR Objectives  | Measure |
|----------------|--|---------|
|                | <ul style="list-style-type: none"> <li>• Develop a Change Management and Communication Strategy to address culture challenges and ensure effective transition of the municipality</li> <li>• Conduct a formal review of municipality's orientation process and develop and implement a plan to streamline and improve employee orientation and on-boarding.</li> </ul> |         |

### C.3.2 Organizational Structure

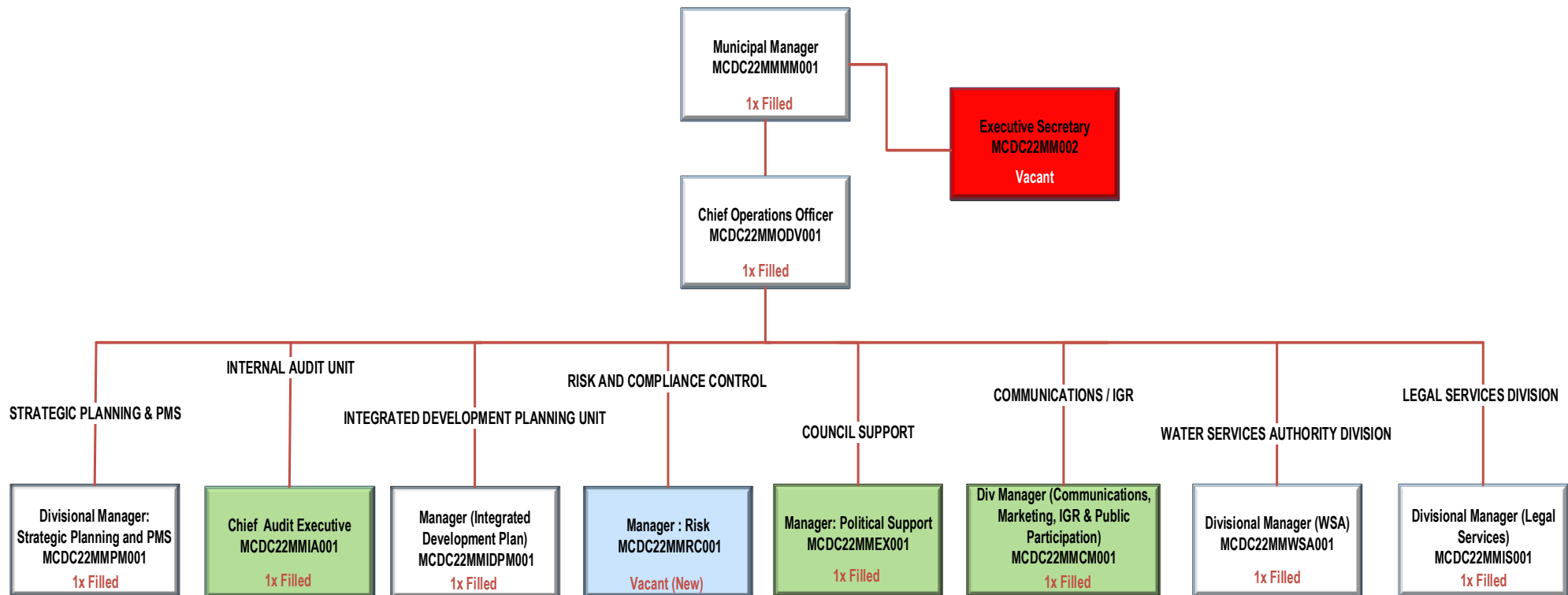
The top functional structure is presented below as showing the Council Departments, which perform the functions under table below. The organogram was reviewed and adopted in 2021 a draft / proposed copy is in place. The vacancy rate is currently 42% and UMDM remuneration ratio is at 37% which is within the norm as prescribed in the MFMA.

Some of the critical positions have been filled except for Municipal Manager, Community Services and Chief Financial Officer to ensure that service delivery is not compromised, the Full Council resolved to appoint acting incumbents while recruitment processes are underway.

The Municipality is working towards filling all the Senior Management positions. The recruitment and selection committee were appointed by Council. To fast tract the process screening and vetting was conducted for all qualifying candidates prior to shortlisting using an external service provider, all screening reports have been received and the panel will reconvene with shortlisting.

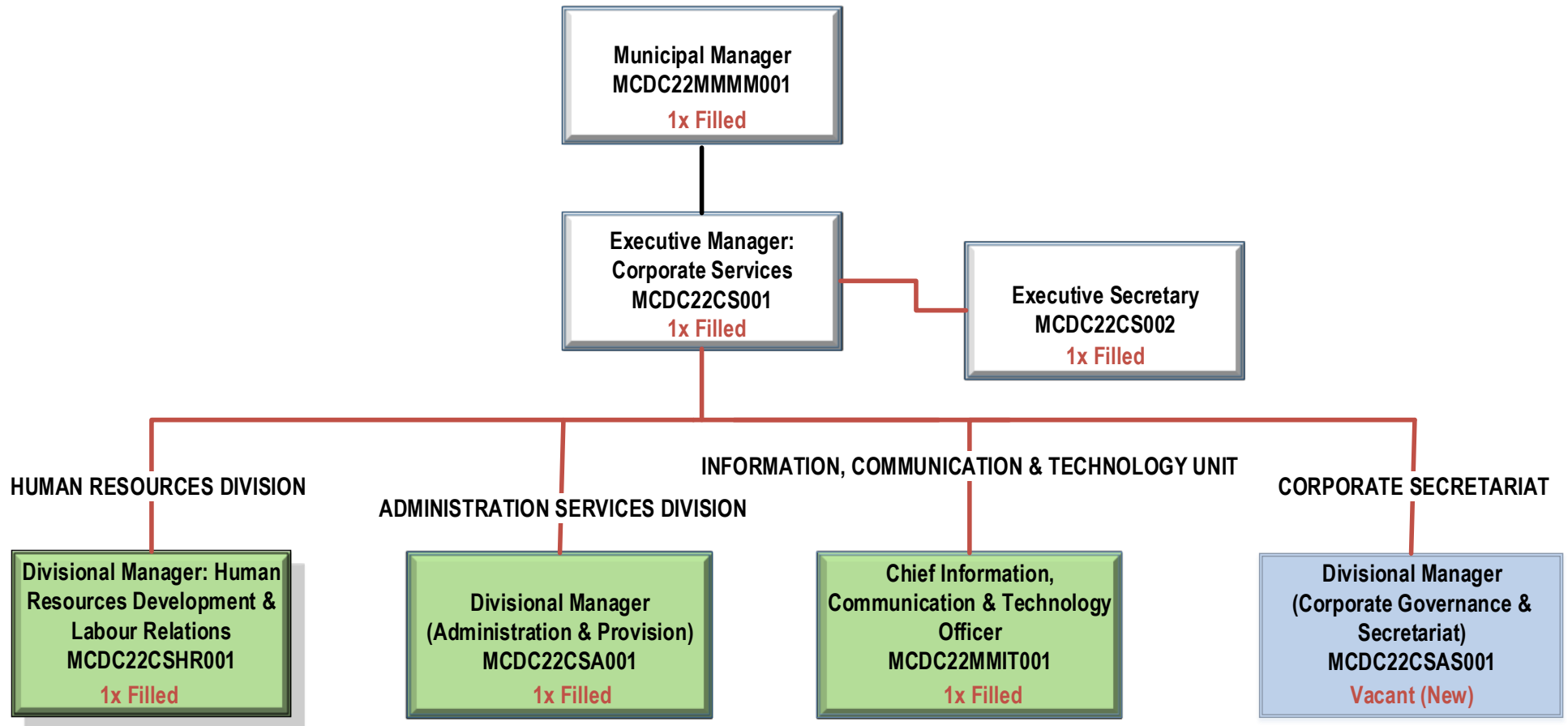
The recruitment process of the critical posts will be finalised by Quarter 4 (30 June 2023).

## OFFICE OF THE MUNICIPAL MANAGER MANAGEMENT ORGANOGRAM

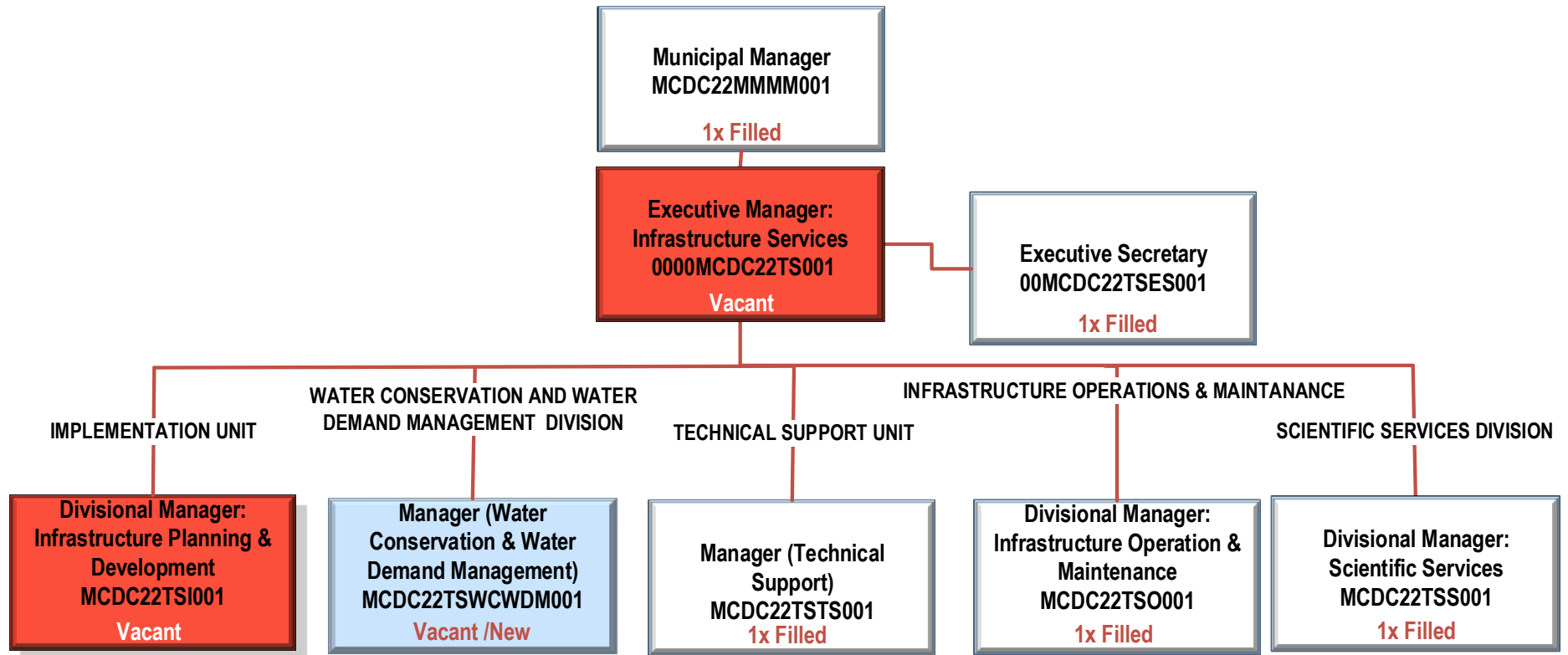




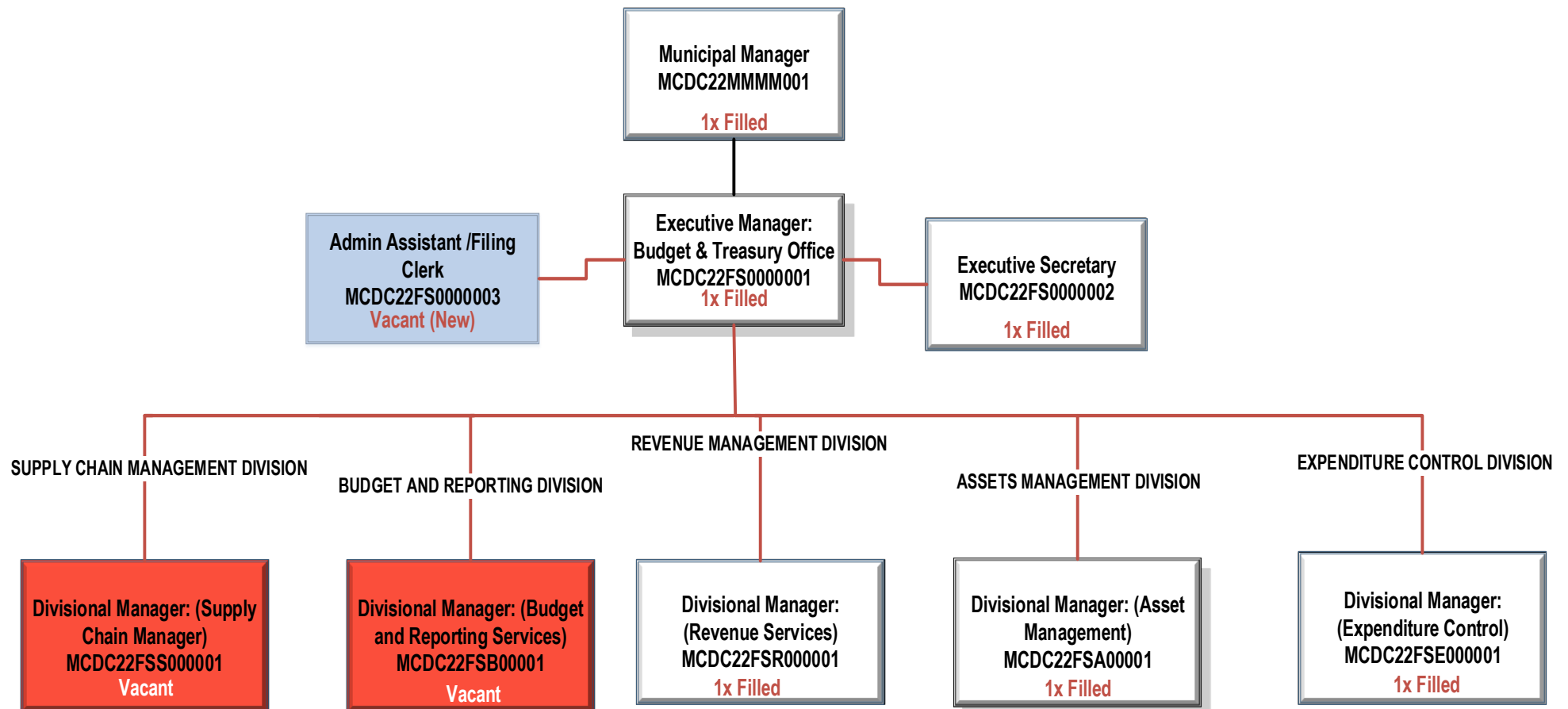
## CORPORATE SERVICES DEPARTMENT MANAGEMENT STRUCTURE



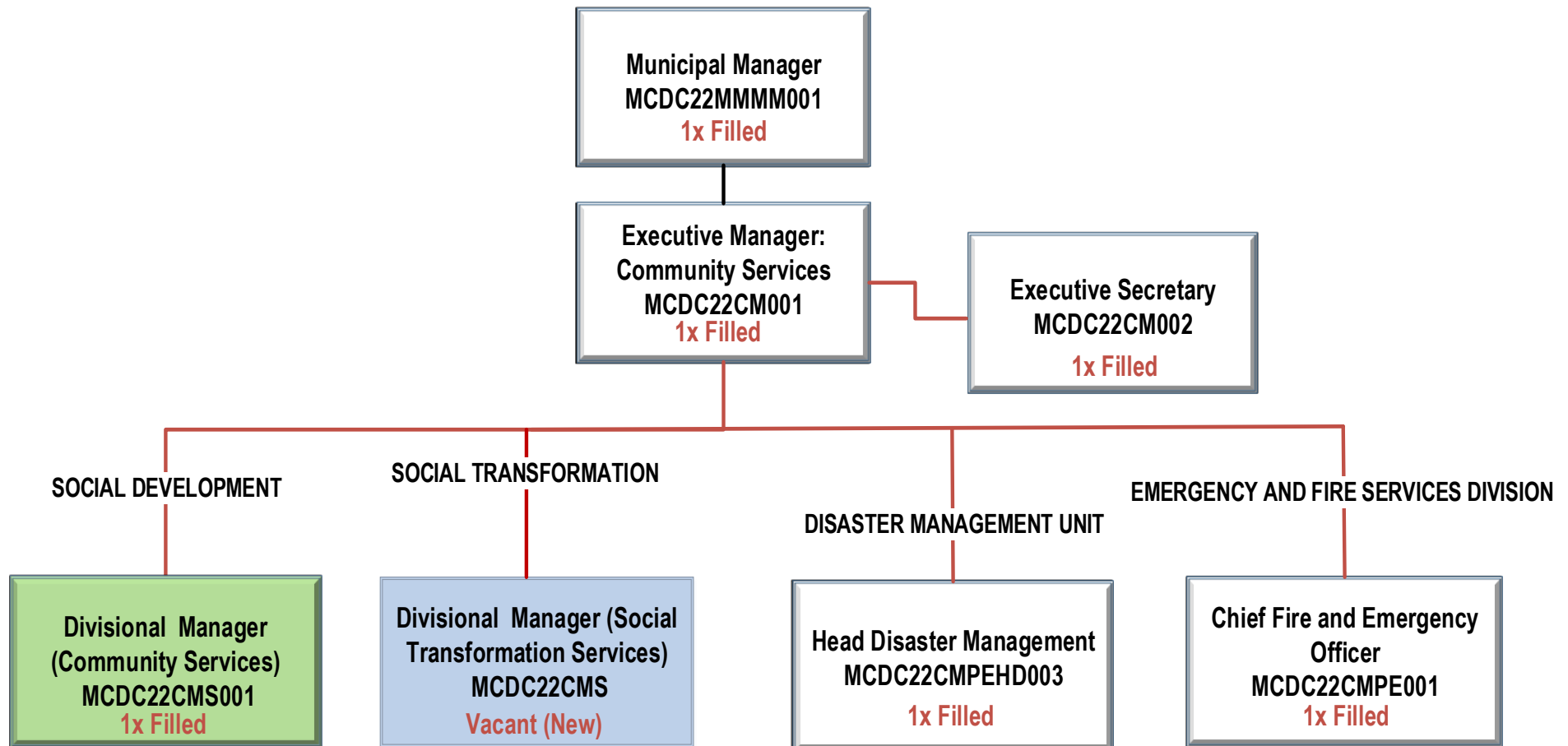
## TECHNICAL SERVICES MANAGEMENT STRUCTURE



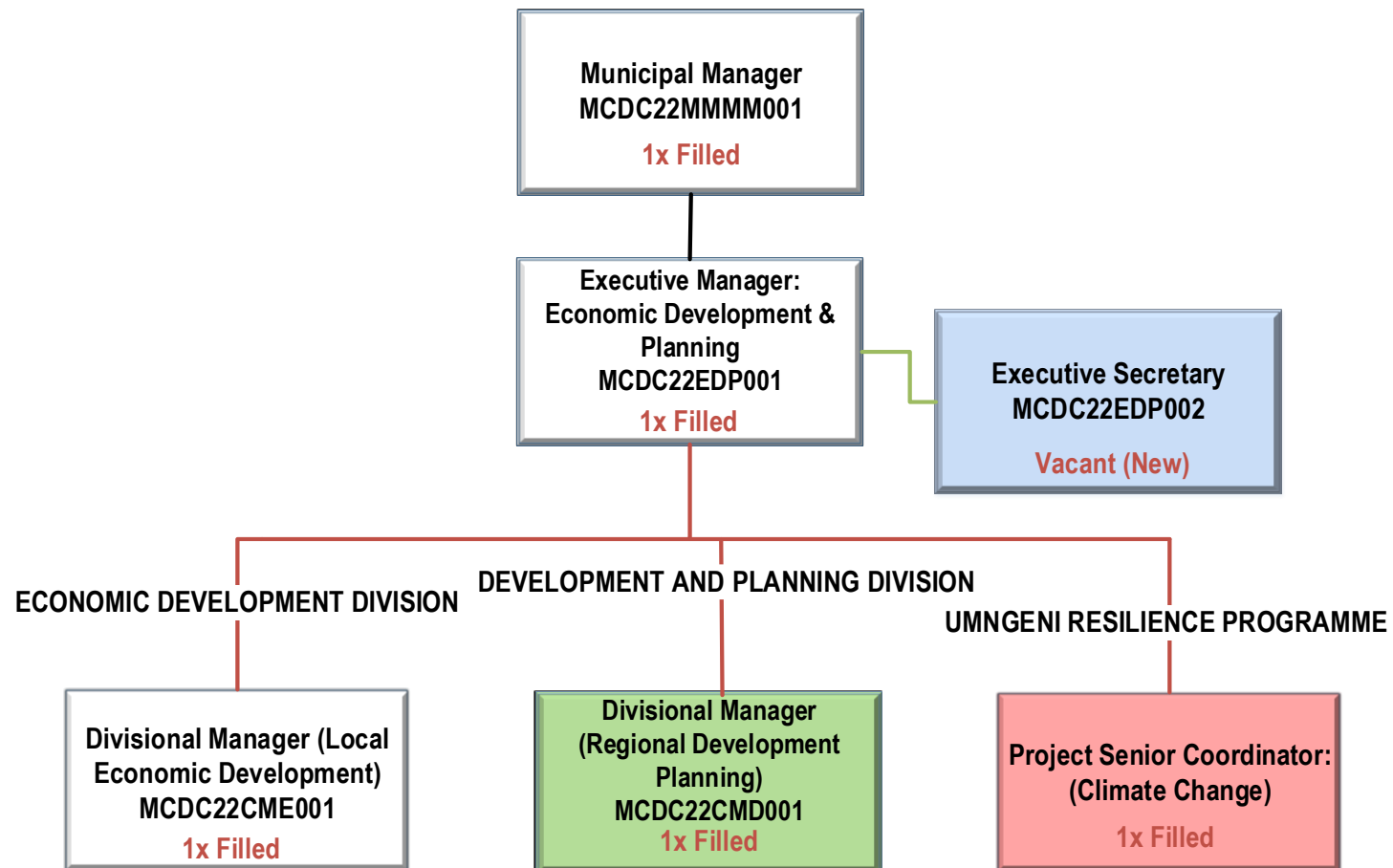
## BUDGET AND TREASURY MANAGEMENT STRUCTURE



## COMMUNITY SERVICES MANAGEMENT STRUCTURE



## ECONOMIC DEVELOPMENT AND PLANNING MANAGEMENT STRUCTURE



## POWERS AND FUNCTIONS ASSIGNED TO INTERNAL DEPARTMENTS

| NO.                                       | FUNCTIONS   |
|---|---|
| <b>1. OFFICE OF THE MUNICIPAL MANAGER</b> |   |
| 1.1                                       | Water Service Authority   |
| 1.2                                       | Internal Audit  |
| 1.3                                       | Mayoral Support via the Mayor's Parlour   |
| 1.4                                       | Integrated Development Planning   |
| 1.5                                       | Performance management & Strategic Planning   |
| 1.6                                       | Inter-Governmental Relations (IGR) and Public Participation   |
| 1.7                                       | Communications  |
| 1.10                                      | Risk Management and Compliance  |
| 1.11                                      | Legal Services  |
| <b>2. TECHNICAL SERVICES DEPARTMENT</b>   |   |
| 2.1                                       | Infrastructure Planning and Development   |
| 2.2                                       | Water and Sanitation Provision  |
| 2.3                                       | Water Conservation and Water Demand   |
| 2.4                                       | Municipal Infrastructure Grant (MIG) Funding  |
| 2.5                                       | Technical Support   |
| 2.6                                       | Scientific Services   |
| 2.7                                       | Infrastructure Operations and Maintenance   |
| 2.8                                       | Mkhambathini Water and Sanitation   |
| 2.9                                       | Richmond Water and Sanitation   |
| 2.10                                      | Mpofana Water and Sanitation  |
| 2.11                                      | uMshwathi Water and Sanitation  |
| 2.12                                      | uMngeni Water and Sanitation  |
| 2.13                                      | Impendle Water and Sanitation   |
| <b>3. COMMUNITY SERVICES DEPARTMENT</b>   |   |
| 3.1                                       | Emergency Services <ul style="list-style-type: none"> <li>Disaster Management Services</li> <li>Fire and Emergency Services</li> </ul>  |
| 3.2                                       | Social Development Services <ul style="list-style-type: none"> <li>Environmental Health Services</li> <li>Air Quality</li> <li>Solid Waste, Cemeteries and Crematoria</li> </ul>                                      |
| 3.3                                       | Social Transformation <ul style="list-style-type: none"> <li>Social Development</li> <li>Youth Development</li> <li>Sports, Arts and Culture</li> <li>HIV/Aids</li> <li>OSS</li> <li>Disability and Gender</li> </ul> |
| <b>4. FINANCIAL SERVICES DEPARTMENT</b>   |   |
| 4.1                                       | Budgeting and Reporting   |
| 4.2                                       | Expenditure Control   |
| 4.3                                       | Income Control  |



|  |  |
|--|--|
| 4.4  | Supply Chain Management  |
| 4.5  | Assets Management  |
| <b>5. CORPORATE SERVICES DEPARTMENT</b>                |  |
| 5.1  | Human Resource Management and Development <ul style="list-style-type: none"> <li>• Employee Assistance / EAP</li> <li>• Skills Development,</li> <li>• Staff Recruitment &amp; Selection</li> <li>• Leave and benefits Administration</li> <li>• Labour Relations</li> <li>• Occupational Health and Safety</li> </ul> |
| 5.2  | Administration and Sound Governance <ul style="list-style-type: none"> <li>• Fleet Management</li> <li>• Records Management</li> <li>• Property Management</li> <li>• Reception Services</li> <li>• Security Services</li> </ul>   |
| 5.3  | Secretariat Services <ul style="list-style-type: none"> <li>• Committee Administration</li> <li>• DDM</li> </ul>   |
| 5.4  | Information and Communications Technology  |
| <b>6. ECONOMIC DEVELOPMENT AND PLANNING DEPARTMENT</b> |  |
| 6.1  | Economic Development and Tourism <ul style="list-style-type: none"> <li>• Local Economic Development</li> <li>• Tourism Development</li> <li>• Rural Development and Heritage</li> </ul>   |
| 6.2  | Development Planning <ul style="list-style-type: none"> <li>• Development Planning</li> <li>• Environmental Management</li> <li>• Geographic Information System (GIS) Services</li> </ul>  |

## STAFF DEMOGRAPHICS

| Gender  | African      | Whites    | Indians    | Colored    | Total        |
|---------|--------------|-----------|------------|------------|--------------|
| Males   | 286(53.96%)  | 1(0.18%)  | 17 (3.20%) | 6 (1.13%)  | 310 (58.50%) |
| Females | 206 (38.86%) | 1 (0.18%) | 9 (1.69%)  | 4 (0.57%)  | 220 (41.50%) |
| Total   | 492 (92.83%) | 2(0.38%)  | 26 (4.90%) | 10 (1.89%) | 530 (100%)   |
| Target  | 83%          | 7%        | 8%         | 2%         | 100%         |

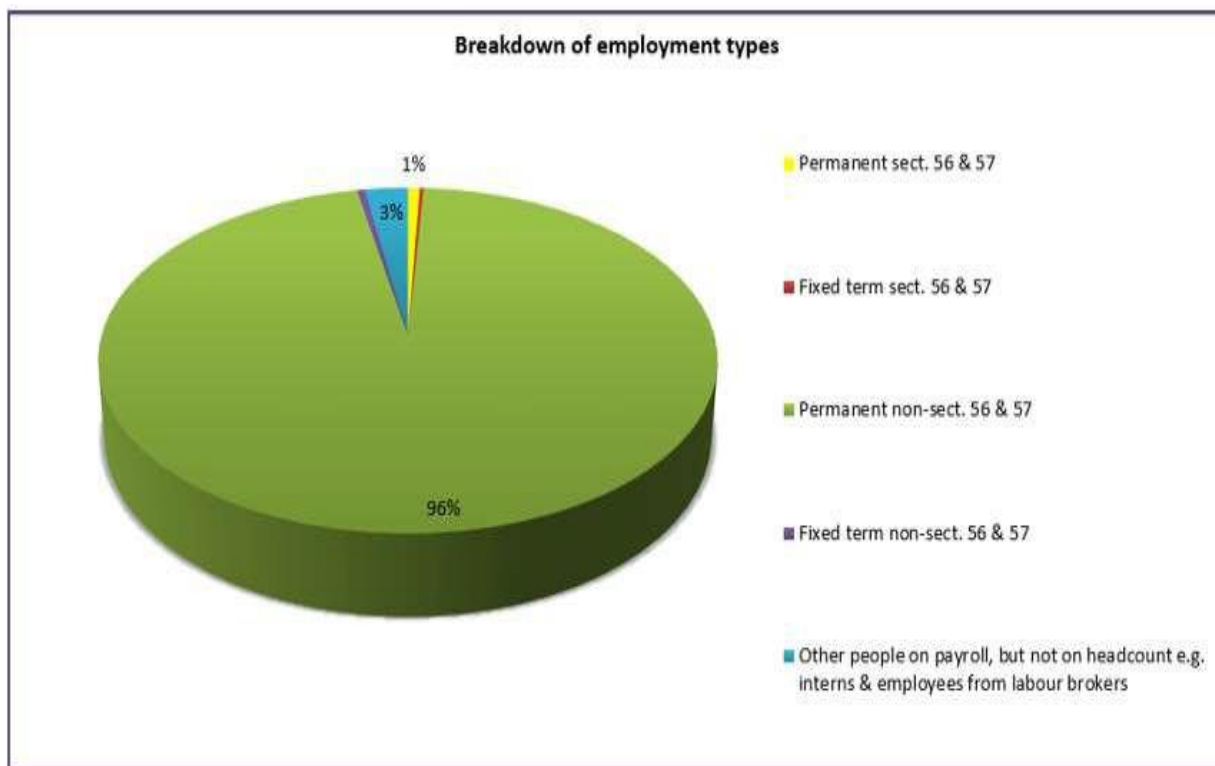
### C.3.3 Critical Posts

Some of the critical positions have been filled except for Municipal Manager, Community Services and Chief Financial Officer to ensure that service delivery is not compromised, the Full Council resolved to appoint acting incumbents while recruitment processes are underway.

The Municipality is working towards filling all the Senior Management positions. The recruitment and selection committee were appointed by Council. To fast track the process screening and vetting was conducted for all qualifying candidates prior to shortlisting using an external service provider, all screening reports have been received and the panel will reconvene with shortlisting.

The recruitment process of the critical posts will be finalised by Quarter 4 (30 June 2023).

**THE TOTAL NUMBER OF PEOPLE LIVING WITH DISABILITIES EMPLOYED BY THE MUNICIPALITY IS THREE (3) AND therefore 0.37%.**



### C.3.4 uMgungundlovu District Municipality Vacancy Rate

| 2022/2023 Vacancy Rate             |                      |           |
|------------------------------------|----------------------|-----------|
| Designation                        | Total approved posts | Vacancies |
| Municipal Manager (MM)             | 1                    | 0         |
| Chief Financial Officer (CFO)      | 1                    | 0         |
| Other Heads of Departments (HOD's) | 5                    | 1         |
| Fire Fighters                      | 115                  | 28        |

|  |    |    |
|--|----|----|
| Senior Management Levels (Excluding Finance officials) | 43 | 12 |
| Senior Management Levels (Finance Officials)           | 5  | 0  |
| Highly Skilled supervisors                             | 68 | 25 |

| Turnover Rate  |  |                                       |
|----------------|--|---------------------------------------|
| Financial Year | Appointments during the financial year | Termination during the financial year |
| 2022/2023      | 28                                     | 8                                     |

### **C.3.5 uMgungundlovu District Employment Plan/ Workplace Skills Plan/ Recruitment and Selection Policy/ Retention Policy Employment Equity Plan**

#### **EMPLOYMENT EQUITY**

The Municipality currently has a total of 568 employees,

The Employment Equity Plan (EEP) is in place, and it was adopted by Full Council on 06 October 2022. The plan is for a period of 4 years and is reviewed annually.

The current employee breakdown is as follows:

Females: 227

Males: 341

There are currently three (3) people living with disability in the Municipality, while there are ongoing plans to increase the number provision to have the infrastructure compliant to accommodate the said employees are underway.

To date UMDM has the wheelchair ramp, lifts and parking for people living with disabilities however the rest rooms are not available. The processes to have the current ground floor rest rooms converted in both 176 and 242 buildings have commenced.

Through the years, the Municipality have been complying with submission of EEA2 and EEA 4 reports to the Department of Labour annually as legislated.

The Implementation of the EEP is dependent on the diversity of people responding to advertised positions. The Municipality is striving to ensure that EEP targets are considered when appointing new employees. This will be visible when several vacant positions are filled within the municipality.

The below table is the current UMDM workforce.

| Occupational Levels   | Male |   |    |   | Female |   |    |   | Disabled | TOTAL |
|---|------|---|----|---|--------|---|----|---|----------|-------|
|   | A    | C | I  | W | A      | C | I  | W |          |       |
| Top Management  | 0    | 0 | 0  | 0 | 0      | 0 | 0  | 0 |          | 0     |
| Senior Management   | 3    | 0 | 0  | 0 | 1      | 0 | 0  | 0 |          | 4     |
| Professionally qualified and experienced specialist and mid-management  | 9    | 0 | 1  | 0 | 12     | 0 | 2  | 0 |          | 24    |
| Skilled technical and academically qualified workers, junior management supervisors, foreman, and superintendents | 90   | 3 | 9  | 1 | 43     | 1 | 6  | 1 |          | 154   |
| Semi-skilled and discretionary decision making  | 123  | 3 | 7  | 0 | 102    | 3 | 2  | 0 |          | 240   |
| Unskilled and defined decision making   | 90   | 0 | 0  | 0 | 51     | 0 | 0  | 0 | 0        | 141   |
| <b>TEMPORARY EMPLOYEES</b>  | 2    | 0 | 0  | 0 | 3      | 0 | 0  | 0 | 0        | 5     |
| <b>TOTAL PERMANENT</b>  | 317  | 6 | 17 | 1 | 212    | 4 | 10 | 1 | 0        | 568   |

## **WORKPLACE SKILL PLAN**

A Workplace Skills Plan (WSP) is developed and submitted each year by 30 April to Local Government Sector Education Training Authority (LGSETA). This is in line with Skills Development Act. The data used towards compilation of the WSP is collected through a skills audit.

The Municipality develops and implements a Workplace Skills Plan on an annual basis. uMgungundlovu District Municipality Workplace Skills Plan was submitted to Local Government Sector Education and Training Authority (LGSETA) in April 2022 and is an Annexure. This is based on the capacity-building and development needs identified by employees and managers and is then affected through a training plan. The unit is also responsible for the training of unemployed youth.

The Municipality has since implemented the Local Government Municipal Staff Regulations, Chapter 5 of the regulations regulate the processes of skills development within the Municipality.

The emphasis on Chapter 5 outlines the importance of developing employees through set objectives. Furthermore, it explains the importance of budgeting and skills development which is regulation 52 which is as follows:

### Budgeting and Skills Development

- A municipality must establish a skills development budget that provides funding for training and development identified in the workplace skills plan.
- Funding for training and development of staff will derive from—
  - a municipality's own training budget;
  - the skills development levies as prescribed in terms of Skills Development Levies Act, 9 (Act No 9 of 1999);
  - discretionary and mandatory grants received from LGSETA; and
  - provincial and national government capacity building grants.

In support of the above the Municipality has planned and implemented the following trainings:

## TRAININGS CONDUCTED FROM THE MONTH OF JULY TO THIRD QUARTER

### Trainings Completed

| Name of Training Intervention       | No. of Beneficiaries<br><i>18.1<br/>Employed,</i> | No. of Beneficiaries<br><i>18.2<br/>Unemployed</i> | Location   | Duration                             | Funding for training     | Monthly stipend |
|-------------------------------------|---|--|--|--------------------------------------|--------------------------|-----------------|
| Plumbing NQF LEVEL 4                | 15  |  | UMngeni  | 3 Weeks                              | Internal Budget          | 0               |
| Beef Production<br>Sheep production |   | 92   | uMshwathi 18,<br>Richmond 21 Mpofana 20<br>Impendle 20,<br>Mkhambathini 13 | 5 Days<br>Training for<br>each local | ADA                      | 0               |
| Job Preparedness<br>Programme (JPP) |   | 24   | Bessie Library Auditorium  | 1 day                                | Office of the<br>Premier | 0               |
| Upholstery                          |   | 20   | Howick<br>(Mpophomeni)   | 10 Months                            | FP&M Seta                | R910            |
| Local Labour Forum                  | 7   |  | 242 Langalibalele Street<br>(UMDM Council<br>Chamber)                      | 3 Days                               | SALGA                    | 0               |
| SHE REP                             | 17  |  | Virtual Platform   | 1 Weeks                              | Internal Budget          | 0               |

| Name of Training Intervention | No. of Beneficiaries | Location | Graduation       |
|-------------------------------|----------------------|----------|------------------|
| New Venture Creation          | 18.2<br>30           | Msunduzi | 17 February 2023 |



### Current Trainings Conducted in the Month of February

| Name of Training Intervention       | No. of Beneficiaries | Duration | Funding for training | Monthly stipend |
|-------------------------------------|----------------------|----------|----------------------|-----------------|
| Asset Management                    | 18.1<br>6            | 2 Days   | SALGA                | 0               |
| Refresher Course Paia and Popia Act | 18.1<br>6            | 2 Days   | SALGA                | 0               |
| Arbitration and Conciliation        | 18.1<br>3            | 2 Days   | SALGA                | 0               |
|                                     |                      |          |                      |                 |

### Planned Training for Q3/Q4:

| Name of Training Intervention         | No. of Beneficiaries | Location         | Commencement Date  |
|---------------------------------------|----------------------|------------------|--------------------|
| Cogta Municipal System Amendments Act | 18.1                 | Virtual Training | 23 February 2023   |
| Management PMS                        | 18.1<br>8            | SALGA Offices    | To be communicated |
| Political Stream PMS                  | 18.1<br>12           | SALGA Offices    | To be Communicated |
| Cotga Municipal Staff Regulations     | 18.1<br>5            | Durban           | 19-23 June 2023    |

### Internship – FUNDED Through SETAs

| FIELD OF STUDY   | WORKPLACE   | GENDER     | RACE    | STIPEND |
|--|---|------------|---------|---------|
| <b>NSELE &amp; ASSOCIATES CONSULTING</b>   |   |            |         |         |
| BCom Accounting & National Diploma In Financial Management   | UMDM, Economic Development,                                     | F=02 M=1   | African | R5000   |
| Maths and Accounting   | Department of Health, Education and Msunduzi Local Municipality | F= 5 M= 1  | African | R3500   |
| <b>FULCRUM</b>   |   |            |         |         |
| Commerce subjects In Matric  | UMDM, Education and Health, Community Safety and Liaison        | F= 2 M= 2  | African | R3500   |
| <b>RETLOBESETSA PTY(LTD)</b>   |   |            |         |         |
| Higher Education and Training (HET) interns with National Diploma in Accounting and Financial Management | Mpophomeni Clinic Richmond Municipality, UMDM                   | F= 3 M= 3  | African | R5000   |
| National Senior Certificate (NSC) with Commerce subjects   | Department of Agriculture                                       | F= 2 M= 2  | African | R3500   |
| National Certificate Vocational (NCV) Office Administration  | Department of Education and Health                              | F= 16 M= 2 | African | R3500   |
| <b>EGISIBIT</b>  |   |            |         |         |
| National Certificate Vocational (NCV) Office Administration  | SAPS, Education   | F= 4 M= 0  | African | R2500   |
| <b>OCULE IT</b>  |   |            |         |         |
| IT, Marketing, HRM Accounting or Financial Management  | Umeda, UMDM and   | F= 2 M= 8  | African | R 3800  |

| DURBAN UNIVERSITY OF TECHNOLOGY WIL                            |  |                                  |         |       |  |
|--|--|----------------------------------|---------|-------|--|
| Disaster Risk Management<br>Public Relation and Communication  | UMDM Disaster Hilton<br>UMDM<br>Communications | F= 3    M= 6<br><br>F= 0    M= 2 | African | 0     |  |
| COGTA  |  |                                  |         |       |  |
| Public Administration<br><br>Public Relation and Communication | uMgungundlovu District<br>Municipality         | F= 2    M= 0                     | African | R5000 |  |

### Human Resources Statistics

#### Pension and Medical Aid Scheme Membership

#### Employee Membership of Medical Aid Schemes

| Key Health | SAMWUMED | LA Health | FED Health | Bonitas | Hosmed | Total |
|------------|----------|-----------|------------|---------|--------|-------|
| 6          | 17       | 278       | 0          | 38      | 4      | 343   |

#### Employee Membership of Pension Schemes

| SALA | Natal Joint<br>Municipal<br>Pension Fund | Natal Joint<br>Municipal<br>Provident Fund | Natal Joint Municipal<br>retirement Fund | Government<br>Employees<br>Pension Fund | Total |
|------|--|--|--|---|-------|
| 2    | 139                                      | 314  | 7  | 2                                       | 464   |

## **C.3.7 UMGUNGUNDLOVU DISTRICT MUNICIPAL ICT POLICY FRAMEWORK**

### **3.7.1. LEGISLATIVE FRAMEWORK**

The policy framework which governs uMgungundlovu District Municipality's Information and Communication Technologies includes national and internal standards and legislative provisions as follows.

- Public Service Act 30 of 2007
- Public Service Regulations of 2001 as amended 16 July 2004
- Public Administration Management Act of 2014
- Promotion of Access to Information Act, No 2 of 2000
- State Information Technology Agency Act no 88 of 1998
- Intelligence Services Act 65 of 2002 – SSA
- National Archives of South Africa Act 43 of 1996
- The Protection of Personal Information Act no 4 of 2013(POPI)
- Government-Wide Enterprise Architecture Framework v12 (Government IT Officers Council (GITOC) of South Africa) July 2019
- GWEA Implementation Guide v12 (Government IT Officers Council (GITOC) of South Africa) Jun 2010
- The Open Group Architecture Framework (TOGAF 9; The Open Group; USA) Jan 2009
- The Open Group Architecture Framework (TOGAF 9.2; The Open Group; USA) April 2018
- Corporate Governance and Governance of ICT Policy Framework (DPSA) Dec 2012
- Corporate Governance of ICT Assessment Standard (DPSA) Nov 2012
- Implementation Guideline for Corporate Governance and Governance of ICT Policy Framework Version 2 (DPSA) Feb 2014
- Corporate Governance of ICT Assessment Standard for MPAT 15 Draft for GITOC
- COBIT 5 - Business Framework for Governance and Management of Enterprise IT (ISACA) 2012
- KZN Provincial Growth and Development Plan 2035 v4 2019
- DPSA Cloud-First Policy (current version awaiting ratification) 2019.
- Nation e-Strategy 2017
- National e-Gov Strategy 2017

### **3.7.2. DIGITAL TRANSFORMATION**

As a local sphere of Government, uMgungundlovu District Municipality's digital transformation agenda follows the KwaZulu Natal Provincial Digital Transformation Strategy which envisages that Government would leverage digital technologies and innovation in transforming the KwaZulu-Natal economy and society.

As such, the district's digital transformation priority focus areas include connectivity, digital skilling, information management and security, process automation, systems integration, Council's digitisation and knowledge management.

#### **Priority 1: Connectivity**

This strategic priority responds to the challenge of lack of connectivity in some areas within the UMDM which hinders efficient connectivity to local offices across the Municipality, citizens, and business. Connectivity refers to the means of connecting devices to each other to transfer data across multiple platforms, and this involves network connections, which embrace bridges, routers, switches, gateways, and backbone to networks.

Copper cable connectivity is susceptible to cable theft, is costly to maintain, and is since become an outdated method of connectivity. It is with this in mind the district is phasing out all Copper cable connectivity and installing connectivity methods such as fibre, radio microwave, and spectrum.

#### **Priority 2: Digital Skills**

South Africa is experiencing the metamorphosis of digital skills from being optional to being critical, hence the soaring demand for digital skills. This demand is characteristic of the Fourth Industrial Revolution (4IR) era.

The World Economic Forum (2020) emphatically notes that 4IR is "more than just technology driven change". It "represents a fundamental change in the way we live, work, and relate to one another. It is a new chapter in human development, enabled by extraordinary

technological advances. These advances are merging the physical, digital, and biological worlds in ways that create both massive promise and potential peril".

The pace of digital skilling within Council has not been on par with the rapid pace of technological advancements partly due to budgetary constraints and conflicting organisational priorities. Taking cognisance that digital upskilling is instrumental to promoting employee efficiency and proficiency in the use of technological tools assigned to them and ensuring Council employs the most suitable technologies towards accelerated service delivery Digital Skilling is the 2<sup>nd</sup> strategic priority towards uMgungundlovu District Municipality's digital transformation agenda.

### **Priority 3: Information and Knowledge Management & Information Security**

It is imperative that uMgungundlovu District Municipality treats information as an invaluable asset, protects the rights, privacy, safety, and security of its citizens and employees in the digital environment. This strategic objective responds to the challenge of disintegrated information, lack of centralised data repository, information vulnerability to cyber threats, and attacks.

Information management is generally an enterprise information system concept, where an organisation produces, owns, and manages a suite of information. The information can be in the form of physical data (such as papers, documents, and books), or digital data assets. Information management deals with the level and control of an organisation's governance over its information assets. Information management is typically achieved through purpose-built information management systems and by supporting business processes and guidelines.

Knowledge management is the systematic management of knowledge assets for the purpose of creating value and meeting tactical and strategic requirements; it consists of the initiatives, processes, strategies, and systems that sustain and enhance the storage, assessment, sharing, refinement, and creation of knowledge.

Knowledge management involves the understanding of:

- Where and in what forms knowledge exists.
- what the organization needs to know.
- how to promote a culture conducive to learning, sharing, and knowledge creation.
- how to make the right knowledge available to the right people at the right time.
- how to best generate or acquire new relevant knowledge.
- how to manage all these factors to enhance performance in light of Councils strategic goals and short-term opportunities and threats.

The Information Systems Security management of Council is centred around the Municipality enhancing its efforts towards identifying, protecting, detecting, responding, and recovering from cybercrimes in line with the NIST Cybersecurity Framework.

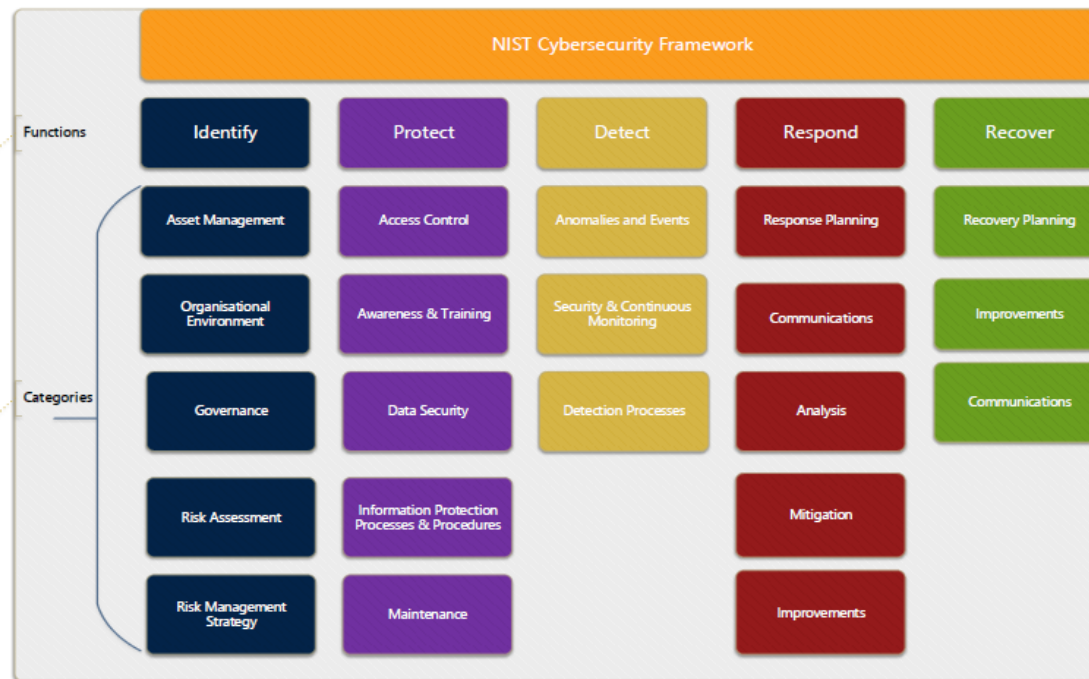


Figure 1: NIST Security Framework

#### Priority 4: Process Automation

Like many Government institutions, the journey to digital transformation and process automation in uMgungundlovu District Municipality has been slow, predominantly due to limited IT infrastructure, budgetary constraints, and the digital divide.

Process automation refers to the use of digital technology to perform a process to accomplish a workflow or function. The key benefits Council envisages from automating its key Business processes includes.

- Improved the efficiency, quality, and coverage of service delivery.
- Improving staff performance, monitoring, and recruitment
- Decreased cycle times and improved throughput.

The key business processes prioritised for automation by the district are detailed below;

| Business Department                      | Process to be automated   | Application System  |
|--|---|---|
| Financial Services<br>Community Services | Payment for services<br>Query logging and reporting<br>Customer Care          | Customer Relationship Management (CRM)<br>Solution                      |
| Technical Services                       | Water Operations Management<br>Water Volume control and monitoring            | SCADA Supervisory control and Data acquisition)<br>Application Software |
| Corporate Services                       | Leave Management<br>Recruitment and Selection<br>Cloud based Telephone System | Online Recruitment and Selection<br>Voice over IP                       |
| OMM                                      | Performance Management  | Automated SCORECARDS performance<br>Management System                   |

| BUSINESS PROCESS AUTOMATION: MODERNISATION |   |   |
|--|---|---|
| Business Department                        | Services to be Digitised                          | Technology  |
| Financial Services and Technical Services  | Water Service Operations<br>Customer interactions | SMART Meters<br>District Wide Self-Service Stations |
| Corporate Services                         | Integrated Telecommunication Infrastructure       | VOIP  |
| Corporate Services OMM                     | Inter-District Communication, (Collaboration)     | Unified Communication Platform (App)                |

The range of Municipal services and Information available online will continue to expand and will be more easily discovered and accessed by customers and the community at large. Greater service integration, increased use of the private sector to design and deliver services and shared technology and process 'building blocks will enable digital services to be established more readily and securely.

#### Priority 5: SYTEMS INTERGRATION

This strategic priority responds to the challenge of disintegrated Council systems and information. The purpose of integration is to speed up information flow and reduce operational costs. Integration allows for the creation of central architecture that can seamlessly connect and pass data between systems and software.

Council recognises that for the successful implementation of an Integrated Information System, Enterprise Architecture that interrelates with other ICT Disciplines and capabilities. In the context of the "V" model for system engineering, Enterprise Architecture is positioned as the initial phase, Architecture/Planning, which is focused on two important processes:

- The development of Business Architecture and IS/ICT Architecture Plans
- Monitor and evaluate those systems that are acquired, integrated, and implemented according to the architectural plan.

Architecture planning is governed by GWEA Framework and MOIS and relevant IT Governance standards and best practices such as COBIT (Plan & Organise, Monitor & Evaluate) and ISO 38500 (Direct and Monitor).

#### Priority 6: Digitization

uMgungundlovu District Municipality's approach to embracing digitization with the Municipal Systems Improvement Grant, is to create an enabling environment by upgrading its obsolete ICT Infrastructure, automating business processes for operational efficiencies, and modernizing services by making it easier for the community to interact with the Municipality.

An overview of services identified for digitisation is provided in the table below.

| DIGITISATION MAP OVERVIEW                 |   |   |
|---|---|---|
| Business Department                       | Services to be Digitised                          | Technology  |
| Financial Services and Technical Services | Water Service Operations<br>Customer interactions | SMART Meters<br>District Wide Self-Service Stations |
| Corporate Services                        | Integrated Telecommunication Infrastructure       | VOIP  |
| Corporate Services OMM                    | Inter-District Communication, (Collaboration)     | Unified Communication Platform (App)                |



## SWOT

|          | HELPFUL  | HARMFULL  |
|----------|--|---|
| INTERNAL | <u>STRENGTHS</u> <ul style="list-style-type: none"> <li>80 % of Vacant Posts Filled</li> <li>Functional ICT Service Desk</li> <li>90% uptime on ICT Services</li> <li>Increased and stable Internet Speed</li> <li>Full Management Support on ICT</li> <li>Core ICT Systems fully supported.</li> <li>Improved turnaround time on logged calls</li> <li>ICT Governance</li> </ul>  | <u>WEAKNESSES</u> <ul style="list-style-type: none"> <li>Insufficient organizational Structure for ICT to efficiently operate, support, maintain Council Information Systems</li> <li>Slow and no Connectivity to remote Sites</li> <li>Poor integration and alignment of ICT services and infrastructure between the District and its Locals</li> <li>Legacy Server and Desktop infrastructure</li> <li>Budget Constraints</li> <li>Poor Cyber security awareness</li> </ul> |
| EXTERNAL | <u>OPPORTUNITIES</u> <ul style="list-style-type: none"> <li>Improved Revenue Collection and Customer Relations through CRM</li> <li>Favorable contribution of ICT to Local Economic Development]</li> <li>Enhanced ICT Skills Capacity</li> <li>Improve citizens life by implementing E-governance, Agriculture, Health, tourism initiatives</li> <li>Use of ICT to improve operational efficiencies through process automation.</li> <li>Use ICT to accelerate service delivery</li> <li>Maximize economies of scale through shared services</li> <li>Improved User Productivity</li> </ul> | <u>THREATS</u> <ul style="list-style-type: none"> <li>Increased Cyber Threats</li> <li>High Cost of Telecommunications</li> <li>Poor Service Delivery due to outdated systems</li> <li>Shortage of ICT skills in community</li> <li>The Municipality not benefiting from opportunities, systems, and Technologies in the Information Age.</li> <li>Inadequate information about ICT products and services</li> <li>Poor User Productivity</li> </ul>                          |

## ICT GOVERNANCE

Principle 12 of the King IV report on Technology and Information Governance provides guidelines on the leadership, organizational structure and processes necessary for council to leverage Information and Technology resources and to produce the Information required to drive the alignment, delivery of value, management of Risk, optimize the use of resources, sustainability and management of performance.

The Government Information Technology Officers Council (GITOC), Human Resources Portfolio Committee, ICT Steering Committee are the Districts ICT Governance Structures as detailed below;

### a) GITOC

The Information Communication Technology Officers Council (GITOC) is the Information and Technology Intergovernmental relations structure of uMgungundlovu. It is represented by all the Local Municipalities ICT practitioners, administered by the UMDM ICT head and chaired by the Impendle Municipal Manager.

The primary role of the structure is to lead and coordinate District Wide Information Communication and

technology in and around the District. This forum reports to the Municipal Managers Forum.

**b) Portfolio Committee**

As constituted by the Municipal Structures Act, the ICT Division is positioned under the Human Resources and Sound Governance Municipal Key Performance Area. This is a political committee with clearly defined terms of reference and is chaired by a member of the Council Executive Committee Member.

**c) ICT Steering Committee**

The ICT Steering Committee is a committee of senior executives whose role is to direct, review and approve strategic plans, oversee major initiatives and the allocation of ICT resources. The committee is not involved in the day-to-day management of the ICT Division but rather, is primarily responsible for establishing the ICT Priorities for the organization as a whole.

## District ICT Policy Framework

uMgungundlovu District Municipality adopted the Corporate Governance of ICT Policy framework applicable to public administration in all spheres of Government, organs of state and public enterprises as defined in Section 195 of the Constitution.

The implementation of the policy framework is an ongoing exercise, as Council adopts new technologies and systems existing policies must be revised to mitigate new risks brought about by emerging technologies.

Progress on the Policy Framework and the scheduled of Policy revisions is tabulated in the section below.

| Policy   | Status | Date of review / development |
|--|--------|------------------------------|
| ICT Risk Management Policy   | ✓      | 2022/23                      |
| ICT Management Framework   | ✓      | 2022/23                      |
| Portfolio Management Framework   | ✓      | 2022/23                      |
| ICT Disaster Recovery Plan   | ✓      | 2022/23                      |
| Data Backup and Recovery policy  | ✓      | 2022/23                      |
| ICT User Access Management policy.   | ✓      | 2022/23                      |
| ICT Security Controls policy   | ✓      | 2022/23                      |
| ICT Operating System Security Controls policy  | ✓      | 2022/23                      |
| ICT Performance Indicators as contained in the Municipality's Performance Management System. | ✓      | 2022/23                      |
| Business Continuity Plan   | ✓      | 2022/23                      |

## MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT KEY CHALLENGES

### KEY CHALLENGES

- Delays in obtaining Disposal authority for 1992 files from Provincial Archives
- Some council owned vehicles have reached their life span and no budget to replace them
- Budget constrains to accommodate office furniture for new appointments.
- The municipality is growing and there is now shortage of office space.
- Delays if filling the position for the Maintenance officer and Senior Records officer.
- Reluctant of UMngeni Municipality to assist the District with leasing of office space for its operations.

## MUNICIPAL TRASNFORMATION AND ORGANISATIONAL DEVELOPMENT SWOT ANALYSIS

|  |  |
|--|--|
| <p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Section 56 positions are being filled.</li> <li>• Capacity building through active skills development programmes</li> <li>• Functional forums</li> <li>• Labour stability</li> <li>• OHS Committee in place.</li> <li>• Effective implementation of employee wellness programs</li> <li>• Experienced Workforce that are dedicated to their tasks.</li> <li>• Effective Committee that participates and attend meetings as per calendar.</li> <li>• Policies are in place and are reviewed regularly to identify gaps.</li> <li>• Skills Section 79 and 80 committees are place and functional with clear terms of reference.</li> <li>• Policies in place.</li> <li>• Central registry for records management</li> </ul> | <p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Budget availability, relying mainly on grants from sector departments to roll out trainings.</li> <li>• Scarce skills in certain critical areas</li> <li>• The Municipality has budget constraints.</li> <li>• The municipality is failing to attract people living with disabilities when recruiting.</li> <li>• Poorly maintained / non-availability of human resources software.</li> <li>• Non full utilization of central registry by departments for filling.</li> <li>• </li> </ul> |
| <p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Implementation of the reviewed Organogram</li> <li>• Completion of the Job Evaluation exercise by SALGA</li> <li>• Funders from external donors ie learnerships</li> <li>• Partnerships with local institutions of Higher learning and training providers</li> <li>• Availability of software that must be activated.</li> </ul>  | <p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Lack of common interpretation of SALGA directives like on Job evaluations and Collective Bargaining</li> <li>• Lack of skills on consequence management implementation as a management function and management level</li> <li>• Employees leaving the Municipality for greener pastures / opportunities.</li> <li>• Non implementation of resolutions.</li> <li>• Legally compliant resolutions.????</li> </ul>   |

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Inspection reports and support by Provincial Archives.</li> <li>• Continuous training by Art and Culture on records management</li> </ul> |  |
|--|--|

#### **C4. KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

##### **C.4.1 Batho Pele Policy and Procedure Manual**

The revised District-wide Batho Pele action plan, the Batho Pele Policy and Procedure Manual was last adopted in August 2017. The Municipality is working on adopting in June 2023.

##### **Service Delivery Charter and Standards**

The Service Delivery Charter and Standards of uMgungundlovu District Municipality was adopted by Council on 30 June 2017. The objectives of the charter, mission and vision of the municipality have been outlined. Because the primary goal of the Service Delivery Charter is to improve awareness of the availability and quality of the services offered by the municipality, a list of the services offered by the municipality have been included in the charter. In order to ensure that any and all feedback provided to our customers is addressed appropriately. A complains procedure will be followed which will be dealt with through a four-phase process.

##### **Service Delivery Improvement Plan**

There is a draft SDIP. The main purpose of the Service Delivery Improvement Plan is to address the gap between current state and desired state, improve the level of service delivery, and provide a mechanism for continuous improvement in service levels. Therefore, the municipality will develop and adopt the Service Delivery Improvement Plan (SDIP) during the 2022/2023 financial year. The SDIP is currently in the Draft stage and will be submitted for adoption by June 2023. Thus far, a call center, a suggestion box and complaints management system has been implemented at the municipality as a component of the Service Delivery Improvement Plan.

In order to develop the Service Delivery Improvement Plan (SDIP) the following steps will be undertaken:

- Identify key services and recipients or beneficiaries
- Identify current levels of citizen satisfaction and priorities for improvement
- Develop and agree upon a service vision
- Identify key service priorities
- Establish realistic targets and SMART standards

## C.4.2 OPERATION SUKUMA SAKHE

Operation Sukuma Sakhe (OSS) is a flagship programme spearheaded by the Office of the Premier. At the municipal level is championed by the mayor, while at ward level the ward councilors are the champions. The aim of the programme is to bring together all stakeholders in a fight against HIV/AIDS, poverty, and underdevelopment by speeding up service delivery.

The Table below shows the War Rooms-Ward functionality per Municipality in the District, work is being done to address non- functionality and progress will be reflected at the quarterly reports and at the next IDP review. Listed below are the challenges associated with Operation Sukuma Sakhe:

- Inconsistency in attending meetings at different levels by Departments from war room to LTT and DTT level.
- Submission of Monthly and Quarterly Report by DTT.
- Poor attendance and interventions by departments at War Room levels.

## C.4.3 INTER-GOVERNMENTAL RELATIONS

The DDM is a process by which joint and collaborative planning is undertaken at local, district and metropolitan by all three spheres of governance resulting in a single strategically focussed One Plan for each of the 44 districts and 8 metropolitan geographic spaces in the country.

| Name of municipality | Number of wards | Number of functional wards | % functional wards | Functional wards   | No of non-functional wards | Reasons for non-functionality of wards   |
|----------------------|-----------------|----------------------------|--------------------|--|----------------------------|--|
| uMshwathi            | 14              | 14                         | 100%               | All wards  | 0                          | No comments  |
| Mkhambathini         | 7               | 7                          | 100%               | All wards  | 0                          | No comments  |
| Richmond             | 7               | 7                          | 100%               | All wards  | 0                          | No comments  |
| uMngeni              | 12              | 8                          | 67%                | 1, 4, 5, 7, 8, 10, 11 & 12                                     | 4                          | Lack of evidence on community feedback meetings, Sectoral reports and ward reports |
| Mpofana              | 5               | 5                          | 100%               | All wards  | 0                          | No comments  |
| Impendle             | 4               | 4                          | 100%               | All wards  | 0                          | No comments  |
| uMsunduzi            | 39              | 17                         | 44%                | 2, 3, 7, 8, 9, 11, 13, 14, 15, 17, 18, 20, 29, 34, 35, 38 & 39 | 22                         | Lack of evidence on community feedback meetings, sectoral reports & ward reports   |
| <b>TOTAL</b>         | <b>88</b>       | <b>62</b>                  | <b>70%</b>         |  | <b>26</b>                  |  |

**DDM is a practical Intergovernmental Relations (IGR) mechanism for all three spheres of government & SOE's to work jointly and to plan and act in unison**

The purpose of Inter-Governmental Relations (IGR) is to:

- ❖ encourage coordination,
- ❖ co-operative decision-making.
- ❖ ensure the execution of policies through the effective flow of communication;
- ❖ co-ordinate priorities and budgets across different sectors and;
- ❖ the prevention of disputes and conflicts between all spheres of Government

IGR is to further foster an integrated approach to governance, aimed at improving government planning, decision making and service delivery at national, provincial and local levels.

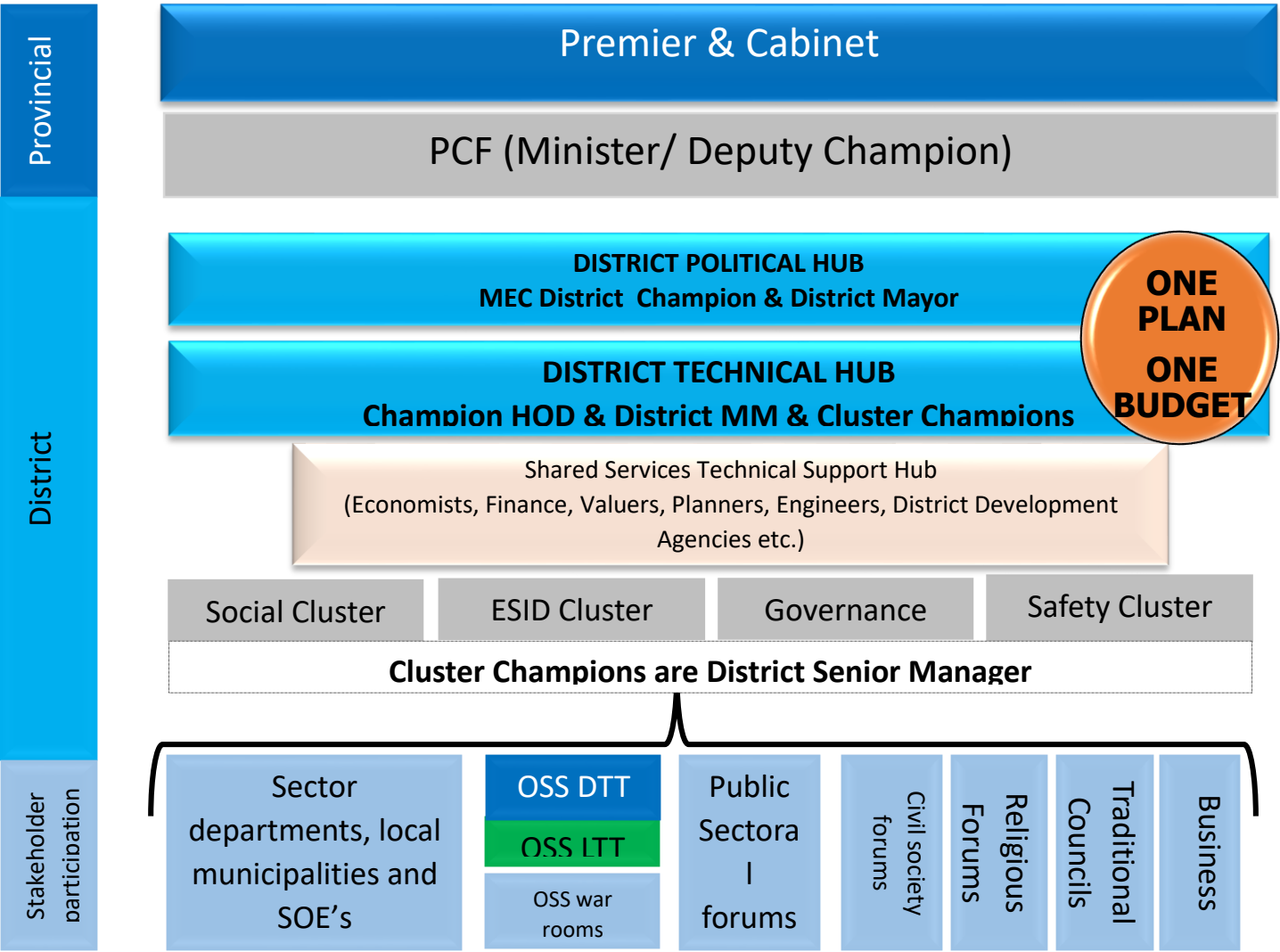
The coordination of all spheres has also incorporated the **Operation Sukuma Sakhe** programme.

## **DDM OBJECTIVES**

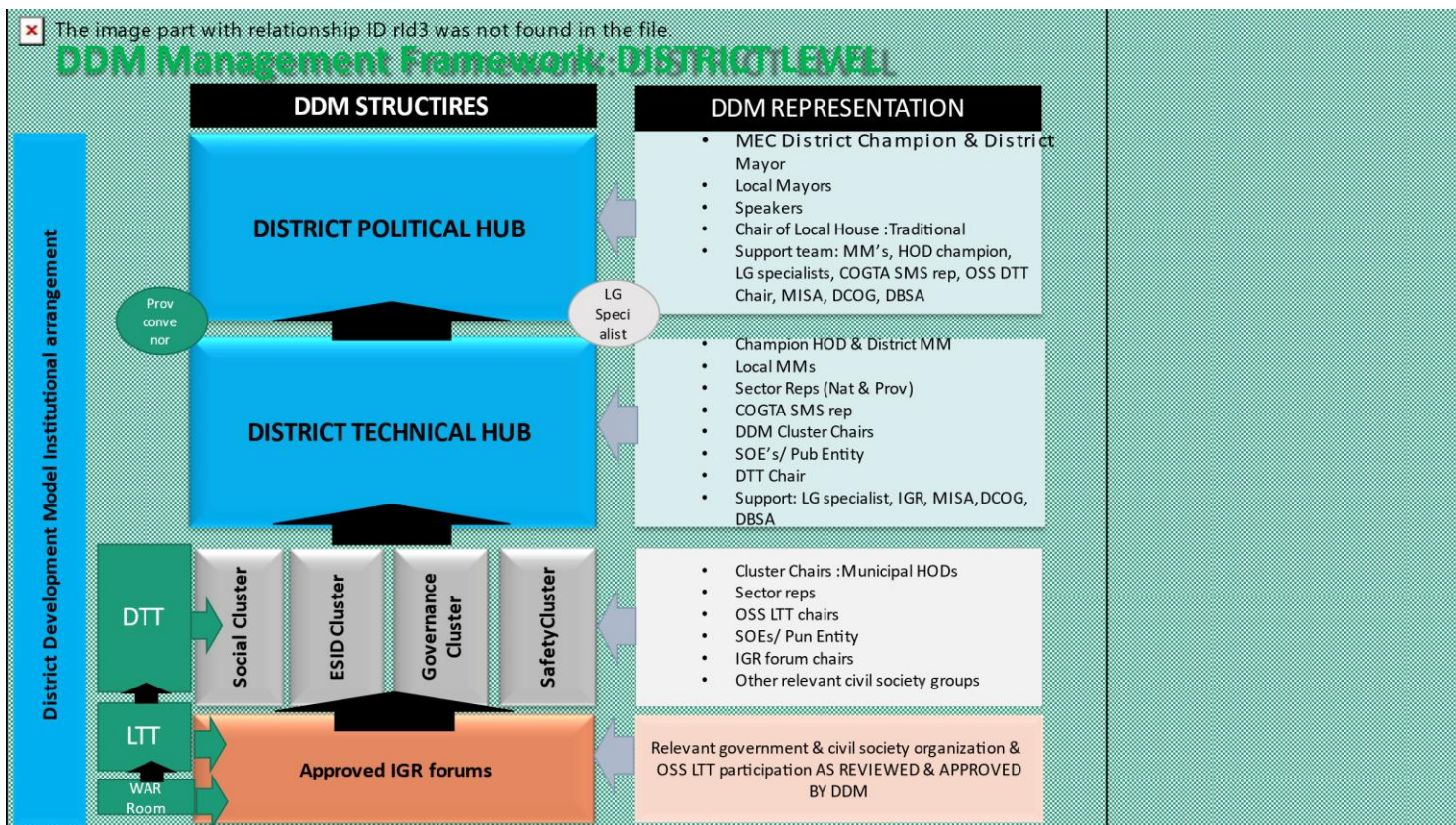
To **achieve coherent governance**, the President announced: -

- **a coordinated District & Metro level approach to business by all 3 spheres-** “we are going to do away with this fragmented approach to development.”
- 44 Districts and 8 Metros will be the high impact zones for the country.
- **Redirect and confirm Co-operative governance & Integrated collaborative planning and implementation** undertaken at a District and Metro level by all 3 spheres.
  - Institutionalized Long term co planning in ONE PLAN per District & Metro towards Sustainable Development and Spatial Transformation & Equity.
  - Integrated Services
  - Strengthened M&E
- **DDM is a practical Intergovernmental Relations (IGR) mechanism for all three spheres of government & SOE's to work jointly and to plan and act in unison**
- Ensure that we **bring to life the aspirations** of The People Shall Govern & **Bring government closer to the people**. Developmental change is shaped and owned at district level in partnership with communities, citizens and social partners.

Illustration of DDM Framework: Provincial Level:







*Illustration of DDM Framework: District Level*

## ROLES & RESPONSIBILITIES:

| Position                | Function   |
|-------------------------|--|
| District Mayor          | <p>Chairs and gives oversight to DDM functionality, implementation &amp; impact</p> <p>Intervenes where Spheres and municipalities are not co-operating</p> <p>Accounts to PCF with Champion MEC</p> <p>Champions the OSS issues in the DDM supported by DTT</p>   |
| MEC Champion            | <p>Co-chairs and gives oversight to DDM functionality, implementation &amp; impact</p> <p>Intervenes where spheres – province &amp; national are not co-operating in DDM</p> <p>Intervenes for province where sectors are not participating in local OSS</p> <p>Accounts to PCF with District Mayor</p> <p>Elevates issues to provincial clusters where required</p> |
| District MM             | <p>Chairs technical Hub</p> <p>Ensures LG management participation &amp; integration of issues</p> <p>Supports Mayor in DDM functionality &amp; oversight</p> <p>Oversees implementation of plan and actions</p>   |
| HOD champion            | <p>Co-chairs technical hub</p> <p>Intervenes where province sectors are not co-operating</p> <p>Supports MM to ensure implementation</p> <p>Supports MEC to report into provincial structures</p>  |
| LG Specialist & IGR rep | <p>Establish a DDM secretariat support team from COGTA and Municipality</p> <p>Support the MEC champion and the District mayor to prepare for and hold meetings</p> <p>Support HOD and MM to prepare for &amp; hold meetings</p> <p>Identify and support interventions in challenges arising</p> <p>Monitor the DDM IGR forums for functionality</p>                 |
| COGTA Rep in DDM        | <p>Support LG specialist in ensuring Co-operative Governance</p> <p>Represent the Departments interests, and actions in the DDM ONE PLAN and structures</p>  |

|   |  |  |
|---|--|--|
|   | Ensure COGTA representation & participation in the DDM IGR structures  |  |
| Nat & Prov Sector, SOE's, Púb Ent, reps | <p>Represent the Departments interests, and actions in the DDM ONE PLAN and structures</p> <p>Ensure Sector representation &amp; participation in the DDM IGR structures</p> |  |
| OSS DTT rep                             | Support the District Mayor to infuse the OSS issues into the DDM plans and actions   |  |

#### **DDM POLITICAL HUB FUNCTION**

- a) Ensure that all three spheres of government are operating in planning, budgeting & implementation unison thus enabling coherent, seamless and sustainable service delivery and development with integrated impact on the quality of life and quality of living spaces at municipal level.
- b) Oversee the development & approval of ONE PLAN & ONE BUDGET
- c) Promote greater accountability.
- d) Ensure inclusion of community needs and closer monitoring of government by community through active engagement with OSS structures – facilitated by Mayor and DTT chair.
- e) Account to province for DDM functionality and impact.

#### **DDM TECHNICAL HUB FUNCTION**

1. Oversee the development and recommendation of the ONE PLAN and ONE BUDGET of the agreed plan, according to district and local strategic objectives, national and provincial priorities and towards district/metro developmental impact.
2. Ensure all 3 spheres of government are accountable & participating in the district sphere,
3. Identify and approve required clusters, sub committees and other IGR forums needed to enable DDM to achieve objectives,
4. Identify areas requiring shared services and oversee the establishment of such,
5. Monitor and prepare reports for DDM Political hub.

## **DISTRICT DEVELOPMENT MODEL**

The District Development Model (DDM) was approved by the national Cabinet in August 2019 as the government's approach to enabling joint planning, implementation, and budgeting across the three spheres of government.

The Province of KZN modelled the DDM along the OSS program whereby MEC's and HODs were assigned as District Champions for the implementation of the DDM. Subsequently, national political champions (Ministers and Deputy Ministers) have also been assigned to districts. uMgungundlovu has the support of our National Champion Minister Chikunga, MEC Champion Mr. Duma and HOD Champion Ms. C Coetzee.

The district was guided by the KZN Provincial COGTA in the establishment of Technical and Political Hubs, as well as 4 DDM Clusters (Economic, Governance, Social and Justice). Moreover, Clusters were strengthened by the deployment of senior managers from different sector departments.

In 2020 the district was also supported in the development of district profiles, which then translated into first generation One Plans and this marked a critical milestone in the institutionalization of the DDM as a government approach to enabling joint planning.

A review process of the One Plan was undertaken, and the district solidified the identified Catalytic projects with input from all sectors. The second generation One Plan was adopted by the Political Hub on 13 December 2022.

After this process and to move the district toward the implementation and monitoring of the DDM, a workshop was held with all stakeholders in April 2022. At this workshop all Clusters were revitalized with amended terms of reference, standard calendar of meetings to improve attendance of Sector Departments and a reporting tool for each Cluster was developed that focuses on the monitoring of catalytic projects and programs.

UMDM has 30 Catalytic projects and programs which directly link to the strategies and goals identified in the One Plan. Some of these projects are privately funded and some are interlinked with the government.

UMDM is firmly on the road to putting DDM into action – Through our Clusters which are attended by both leadership and technocrats and supported by Departments we will be monitoring the progress of implementing our projects and holding departments to account where commitments have been made in our District.

## **CHALLENGES**

Although as a District we feel as if we are leading in terms of DDM – this has not been without challenges.

The participation of Sector Departments and commitment of project and budget information to inform the One Plan continues to be a challenge. We need greater commitment from departments to align their projects and budgets to the One Plan so that the long-term goal of UMDM is achieved. Sharing of information and participation remains one of our biggest challenges.

The other major challenge is funding – we can have as many plans as we like – but without funding – there is no implementation.

### C.4.3.1. INTERGOVERNMENTAL RELATIONS

While most of our local municipalities are grant dependent – we are proud of the fact that 4 out of 7 municipalities are in the top 10 performers in terms of MIG Expenditure and 2 local municipalities (Mkhambathini and UMNGENI and the District) received additional MIG funding due to performance. The best performing municipality in terms of MIG expenditure as at the end of April 2023 in the entire KZN province is UMSHWATHI – however additional funding was not allocated to them by Treasury – the reasons we are not aware of. No grant funding was withheld from any municipality or the district this year.

Significant progress is being made regarding the development of the UMDM DDM One Plan. There is an urgent need for the political and technical Hubs to conduct an audit of all the catalytic projects that have been identified in order to ascertain the level of progress of such projects, and to identify areas of intervention that may be required to ensure successful implementation of the catalytic projects.

uMgungundlovu District Municipality Inter-Governmental Relations structure are established and functional as depicted above. uMGUNGUNDLOVU DDM/OSS STRUCTURES has been assessed on a quarterly basis by CoGTA IGR Unit. All sub-clusters, together with the Technical and Political Hubs are fully functional. Currently all Clusters and Hubs convene on a bi-monthly basis to accommodate various stakeholders and availability.

**C.4.3.2** Strategic pronouncements from National **and** Provincial structures are discussed and progress is monitored.

**C.4.3.3.** IGR Reports are tabled to Council through the Manager IGR who is seated in the Office of the Municipal Manager.

All of the Ward Committees have been established and inducted.

| NAME OF MUNICIPALITY | NUMBER OF WBP DEVELOPED | NUMBER OF WOPS DEVELOPED | NUMBER OF WLIP DEVELOPED | OUTSTANDING WOPS |
|----------------------|-------------------------|--------------------------|--------------------------|------------------|
| uMshwathi            | 14                      | 14                       | 14                       | 0                |
| uMngeni              | 12                      | 12                       | 12                       | 0                |
| Mpofana              | 5                       | 5                        | 5                        | 0                |
| Impendle             | 4                       | 4                        | 4                        | 0                |
| Msunduzi             | 39                      | 39                       | 39                       | 0                |
| Mkhambathini         | 7                       | 7                        | 7                        | 0                |
| Richmond             | 7                       | 7                        | 7                        | 0                |
| <b>TOTAL</b>         | <b>88</b>               | <b>88</b>                | <b>88</b>                | <b>0</b>         |

#### **C.4.4 WARD COMMITTEES**

Section 29(1) of the Municipal Systems Act, No 32 of 2000 and Regulations stipulate that the process followed by a municipality to draft its Integrated Development Plan, including its consideration and adoption of the draft plan, should, “(b) through appropriate mechanisms, process and procedures established in terms of Chapter 4, allow for (iii) organs of state, including traditional authorities and other role players to be identified and consulted on the drafting of the Integrated Development Plan”

#### **C.4.6 MEANINGFUL ENGAGEMENT OF AMAKHOSI**

It is against this background that uMgungundlovu District Municipality held an engagement session with the Local House of Traditional Leaders for uMgungundlovu District to present the IDP, the Budget and the DDM and to solicit input into these documents. This session was held on 22 May 2023 (Annexure 28) at the municipal council chamber and is an addition to having amakhosi sitting in the municipality's Representative Forum and Council.

#### **C.4.7 IDP STEERING COMMITTEE**

The IDP Steering Committee is established and continues performing its functions during the IDP Review process. It is a technical working group made up of senior officials and relevant officials to support the Mayor (and the Representative Forum) and ensure a smooth review process. The IDP Steering Committee consists of all Heads of Departments and sits once a month (or more when required). The Municipal Manager is the chairperson of the IDP Steering Committee.

#### **C.4.8 MANAGEMENT STRUCTURES**

The Management Structures are functional where departments table their reports to the Extended Management Committee (EMC) and the Management Committee (MANCO- which comprised of only Heads of Departments). These structures sit once a month on a Monday or as required by the accounting officer.

#### **C.4.9 UMGUNGUNDLOVU DISTRICT MUNICIPALITY COMMUNICATION PLAN/ STRATEGY**

UMgungundlovu District Municipality Communication Strategy and the Communication Policy of the Municipality were adopted by Council in June 2022 and August 2022 respectively.

The Communication Strategy is Annexure 23 of the IDP.

#### **C.4.10 INTERNAL AUDIT**

The Municipality has an Internal Audit Unit which operates under the Office of the Municipal Manager. This is an independent unit as per S 165 of the MFMA. The objective of the unit is to provide assurance and consulting activities designed to add value and improve on municipal operations and internal control systems through systematic audits as per the approved Audit Plan.

It helps the Municipality to accomplish its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. The Chief Audit Executive administratively reports to the Municipal Manager and functionally to the Audit Committee.

The scope of work of the Internal Audit Unit entails, inter alia, monitoring whether uMgungundlovu District Municipality's risk management, control and governance processes as designed by Management are adequate.

The internal audit activity evaluates and contribute to the improvement of risk management, control and governance systems of the municipality.

Internal Audit Unit evaluates whether controls which management relies on to manage risks to acceptable levels, are appropriate and functioning as intended (i.e., are they effective yet efficient) and propose recommendations for enhancement or improvement. The Internal Audit unit conduct audits in accordance with the “Code of Ethics” and “Standards for the Professional Practice of Internal Auditing- of The Institute of Internal Auditors, as well as other corporate governance regulations.

The Internal Audit unit currently comprises of the following:

1. Chief Audit Executive.
2. 2X Internal Auditors

Furthermore, on a quarterly basis, the internal audit unit reports to the Audit Committee.

#### **C.4.10.1 AUDIT COMMITTEE/ PERFORMANCE AUDIT COMMITTEE**

The Municipality has appointed an independent Audit and Performance Committee consisting of members all of whom are appointed from outside of the political and administrative structure of the Municipality. All members of the Audit and Performance Committee are all suitably qualified and function in accordance with the Audit Committee Charter.

The Audit and Performance committee for the uMgungundlovu District municipality is combined and comprises of the following members:

1. Mr. S Gabela (AC Chairperson)
2. Ms S Kheshav (AC member)
3. Mr A Singh (AC member)
4. Mr S Ngidi (AC Member)
5. Ms N Shabalala (AC Member)

The Audit and Performance Committee reports quarterly to Council.

#### **DISCIPLINARY BOARD**

the Municipal Regulations on Financial Misconduct Procedures and Criminal Proceedings

The purpose of the board is to address matters of financial misconduct by municipal political office bearers and municipal officials and to give effect to the concept of consequence management.

The establishment of a Disciplinary Board is in terms of the Municipal Regulations for Financial Misconduct Procedures and Criminal Offences, No. 37699 promulgated in Government Gazette No. R.430

The objective of the Disciplinary Board is to act as an independent advisory body that assists designated officials/persons with the investigation of allegations of financial misconduct, and provide recommendations on the further steps to be taken regarding disciplinary proceedings, or any other relevant step to be taken in terms of the regulations.



The delegated roles and functions are set out in accordance with the Municipal Regulations on Financial Misconduct Procedures and Criminal Procedures as promulgated in terms of the Municipal Finance Management Act.

The members of the UMDM current disciplinary board are:

Mr Sbani Nzimande(Chairperson)

Adv Veli Sibeko

Mr Bheki Mbili

Ms Thembelihle Hadebe

Mrs Adele Dorasamy

## **C.4.11 RISK MANAGEMENT**

### **C.4.11.1 RISK MANAGEMENT**

Risk Management remains one of management's core responsibilities in terms of section 62 of the Municipal Finance Management Act (MFMA) and is an integral part of the internal processes of a municipality. It is a systematic process to identify, evaluate and address risks on a continuous basis before such risks can impact negatively on the service delivery capacity of a municipality.

When properly executed, risk management provides reasonable assurance that the institution will be successful in achieving its goals and objectives.

The Municipality conducts risk assessments (enterprise wide, IT and fraud risk assessments) annually and develops an enterprise-wide risk register, which is monitored quarterly as legislated.

The Risk Register is compiled to determine the magnitude of risk exposure by assessing the likelihood of the risk materialising and the impact that it would have on the achievement of objectives. The identified risks are prioritised, which enables management to focus more time, effort, and resources on higher risk areas.

### **C.4.11.2 UMDM RISK REGISTER**

The following top 05 strategic risks were identified for the 2022/2023 financial year.

| No. | Risk Type/ Category  | Risk Description   |
|-----|--|--|
| 1   | Institutional Development:<br>Human Capital Management     | Inability to attract and retain critical/scarce/technical and suitable skills to the municipality to fulfil its mandate. |
| 2   | Basic Service Delivery: Water and Sanitation Services      | Inability to meet current water and sanitation services demand / backlog across the district areas.                      |
| 3   | Local Economic Development:<br>Sustainable Economic Growth | Failure to create an enabling environment to develop and grow the local economy.   |

| No. | Risk Type/ Category  | Risk Description  |
|-----|--|---|
| 4   | Fraud Management: Fraud Prevention, Detection and Response | Vulnerability to Fraud and Corruption.  |
| 5   | Community Services: Disaster Management                    | Inability to efficiently respond to disasters incidents and non-compliance with disaster Management Act |

#### **Top Five 05 Fraud Risks identified.**

| No. | Risk Type/ Category   | Risk Description  |
|-----|---|---|
| 1   | Supply Chain Management: Payments of External service providers | Payment to external service providers for services not rendered, poor quality work or substandard work. |
| 2   | Human Resources: Leave Management                               | Abuse of leave: non-adherence to human resources procedures   |
| 3   | Human Resources Management: Overtime Management                 | Abuse of overtime by claiming hours not worked or inflating of overtime hours worked.                   |
| 4   | Human Resources: Time Management                                | Abuse of working hours by performing personal tasks   |
| 5   | Finance: Payroll  | Intentional payment of salaries and any other salary related amounts to fictitious / ghost employees    |

#### **Top five (05) ICT risks**

| No. | Risk Type/ Category                                      | Risk Description   |
|-----|--|--|
| 1   | Information Technology: Information Security             | Exposure of municipal critical data and systems to acts of irregularity.<br>-Hacking and system attacks.<br>-Internet and e-mail misuse.<br>-Manipulation of critical data, etc. |
| 2   | Information Technology - Procurement of IT equipment     | Obsolete or outdated IT infrastructure - Shortage of IT equipment's and server infrastructure,   |
| 3   | Information Technology: User Account Management          | Unauthorised access rights to municipal systems. - Circumvention of logical access rights.   |
| 4   | Information Technology: Continuity and Disaster Recovery | Failure to recover data and in-house systems efficiently and effectively in the event of disruptions/ disasters.   |
| 5   | Information Technology: Asset Management                 | Inadequate management/ Security control over Information Technology (IT) assets.   |

The table below depicts the number of risks identified for each department within the municipality through the risk assessment process.

| No.          | Department                                 | No. of Risks identified |
|--------------|--|-------------------------|
| 1            | Office of the Municipal Manager            | 09                      |
| 2            | Corporate Services                         | 11                      |
| 3            | Technical Services (Infrastructure)        | 06                      |
| 4            | Community Services                         | 08                      |
| 5            | Economic Development and Planning Services | 02                      |
| 6            | Budget and Treasury Services               | 09                      |
| <b>TOTAL</b> |  | <b>52</b>               |

The approved risk register for the period contains proposed actions and deadlines for each action plan. Progress on the implementation on these action plans will be monitored and presented to the oversight committees to enhance culture of risk management, performance management, accountability, informed decision-making and identify early signs of inefficiencies in service delivery.

#### C.4.11.3 ANTI-FRAUD/ANTI-CORRUPTION STRATEGY

Section 83(c) of the MSA refers to the implementation of effective bidding structures to minimize the possibility of fraud and corruption and the MFMA, Section 112(1)(m)(i) identify supply chain measures to be enforced to combat fraud and corruption, favouritism and unfair and irregular practices.

Section 115(1) of the MFMA states that the accounting officer must take steps to ensure mechanisms and separation of duties in a supply chain management system to minimize the likelihood of corruption and fraud.

The following strategies were in place to prevent likelihood of fraud and corruption

| Strategy                                      | Developed (Yes/No)  |
|---|---|
| Anti- Fraud and Corruption Strategy / policy  | Yes   |
| Declaration of Interest forms/ Code of ethics | Yes, Declarations of interest signed annually by councillors and staff. |
| Whistle-blowers Policy                        | In – progress   |

#### C.4.11.4 RISK MANAGEMENT COMMITTEE

The uMgungundlovu district municipality has established the Risk Management Committee, members have been appointed to serve in the committee. Risk Management committee members are as follows:

1. Ms Zama Lugongolo (Committee Chairperson)
2. Municipal Manager and All HOD's
3. Ms Adele Dorasamy – Manager: Internal audit
4. Ms Andile Shezi – Manager: Risk
5. Ms Zamangwe Mazibuko – Risk Management Advisor

#### C.4.12.1 COUNCIL ADOPTED MUNICIPAL POLICIES

| POLICY NAME  | STATUS  | ADOPTION DATE |
|--|---------|---------------|
| Employment of Municipal Manager and Managers directly accountable to the Municipal Manager | Adopted | 28/07/2022    |
| Employment Policy for Employees Below Section 56/57  | Adopted | 28/07/2022    |
| Promotion and Demotion Policy  | Adopted | 28/07/2022    |
| Acting Policy  | Adopted | 28/07/2022    |
| Confidentiality Policy   | Adopted | 28/07/2022    |
| Employing Non-Full-Time Staff Policy   | Adopted | 28/07/2022    |
| Gift Policy  | Adopted | 28/07/2022    |
| Placement Policy   | Adopted | 28/07/2022    |
| Remuneration Policy  | Adopted | 28/07/2022    |
| Transfer Policy  | Adopted | 28/07/2022    |
| Job Evaluation Policy  | Adopted | 28/07/2022    |
| Secondment of Employees to Other Municipalities or Within the Municipality                 | Adopted | 28/07/2022    |
| Leave Policy   | Adopted | 28/07/2022    |
| Attendance and Punctuality   | Adopted | 28/07/2022    |
| Dress Code Policy  | Adopted | 28/07/2022    |
| Private Work Policy  | Adopted | 28/07/2022    |
| Exit Management Policy   | Adopted | 28/07/2022    |
| Overtime Policy  | Adopted | 28/07/2022    |
| Operational Allowance Policy   | Adopted | 28/07/2022    |
| Housing Allowance Policy   | Adopted | 28/07/2022    |
| Experiential Training Policy   | Adopted | 28/07/2022    |
| Bursary Scarce Skills Policy   | Adopted | 28/07/2022    |
| Employee Bursary Policy  | Adopted | 28/07/2022    |
| Sexual Harassment Policy   | Adopted | 28/07/2022    |
| Workplace Gender Based Violence and Femicide Policy  | Adopted | 28/07/2022    |
| HIV/AIDS and Tuberculosis (TB) Policy  | Adopted | 28/07/2022    |
| Bereavement Policy   | Adopted | 28/07/2022    |
| Education, Training and Development Policy   | Adopted | 28/07/2022    |
| Mentoring Policy   | Adopted | 28/07/2022    |
| Succession Planning Policy   | Adopted | 28/07/2022    |
| Employee Assistance Policy   | Adopted | 28/07/2022    |
| Substance Abuse Policy   | Adopted | 28/07/2022    |
| Occupational Health & Safety Policy  | Adopted | 28/07/2022    |

|  |         |            |
|--|---------|------------|
| <b>Municipal Protective Clothing/ Equipment &amp; Uniform Policy</b> | Adopted | 28/07/2022 |
| <b>Smoking Policy</b>  | Adopted | 28/07/2022 |
| <b>Municipal Subsistence and Travel Allowance</b>                    | Adopted | 28/07/2022 |
| <b>Telecommunication Policy</b>                                      | Adopted | 28/07/2022 |
| <b>Security and Access Control Policy</b>                            | Adopted | 28/07/2022 |
| <b>Parking Policy</b>  | Adopted | 01/11/2019 |
| <b>Records Management Policy</b>                                     | Adopted | 01/11/2019 |
| <b>Fleet Management Policy</b>                                       | Adopted | 01/11/2019 |
| <b>Political Office Bearers Vehicle Policy</b>                       | Adopted | 01/11/2019 |
| <b>Car/Travel Allowance Policy</b>                                   | Adopted | 28/07/2022 |
| <b>Information Technology Security Policy</b>                        | Adopted | 01/11/2019 |
| <b>Business Continuity Policy</b>                                    | Adopted | 01/11/2019 |
| <b>Smart Device Policy</b>   | Adopted | 01/11/2019 |
| <b>Access Control Policy</b>   | Adopted | 01/11/2019 |
| <b>Information Technology Security Policy</b>                        | Adopted | 01/11/2019 |
| <b>Business Continuity Policy</b>                                    | Adopted | 01/11/2019 |
| <b>EPWP Recruitment and Selection Policy</b>                         | Adopted | 31/07/2018 |
| <b>Revenue Enhancement Strategy</b>                                  | Adopted | 14/09/2018 |
| <b>Fixed Assets Policy</b>   | Adopted | 27/05/2022 |
| <b>Budget Policy</b>   | Adopted | 27/05/2022 |
| <b>Cash Management, Banking and Investment Policy</b>                | Adopted | 27/05/2022 |
| <b>Debt Management and credit Control Policy</b>                     | Adopted | 27/05/2022 |
| <b>Debt Write-off Policy</b>   | Adopted | 27/05/2022 |
| <b>Fixed Assets Policy</b>   | Adopted | 27/05/2022 |
| <b>Indigent Policy</b>   | Adopted | 27/05/2022 |
| <b>Inventory Management Policy</b>                                   | Adopted | 27/05/2022 |
| <b>Petty Cash Policy</b>   | Adopted | 27/05/2022 |
| <b>Tariff Policy</b>   | Adopted | 27/05/2022 |
| <b>Supply Chain Management Policy</b>                                | Adopted | 27/05/2022 |
| <b>Training and Development Policy for Councillors</b>               | Adopted | 10/11/2017 |
| <b>Credit Control and Debt Collection Policy</b>                     | Adopted | 30/06/2017 |
| <b>Performance Management Policy</b>                                 | Adopted | 26/05/2017 |
| <b>Standard Office Furniture Policy</b>                              | Adopted | 24/02/2017 |

#### **C.4.12.2 UMGUNGUNDLOVU DISTRICT MUNICIPALITY BY-LAWS**

The uMgungundlovu District Municipality bylaws currently under review are the following:

1. Environmental Health Bylaw
2. Water Services Bylaw
3. Air Quality Management Bylaw

The Municipal Public Accounts Committee (MPAC) is established and is functional.

UMgungundlovu Portfolio Committees are properly constituted, represented and are functional.

#### C.4.13 BID-COMMITTEES

There has been improved functionality and compliance within the SCM Unit. The Unit has 3 functional bid committees being the Bid Specification Committee, Bid Evaluation Committee and the Bid Adjudication Committee. The Chairperson for the respective committees are:

|                             |                                |
|-----------------------------|--------------------------------|
| Bid Specification Committee | Manager: GIS                   |
| Bid Evaluation Committee    | Acting HOD: Community Services |
| Bid Adjudication Committee  | Chief Financial Officer        |

The bid committee members are appointed by the Municipal Manager in line with the relevant legislation. The committee members are experienced senior managers who have contributed immensely. Improvements were made to the structure of the bid committee reports to improve compliance.

#### C.4.14 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE

The Municipal Public Accounts Committee (MPAC) is established and is functional

#### C.4.15 UMDM PORTFOLIO COMMITTEES

| Finance                         | Human Resources & Sound Governance    | Community Services                | Infrastructure                     | Economic Development and Planning  | Municipal Public Accounts Committee | Executive Committee             |
|---------------------------------|---------------------------------------|-----------------------------------|------------------------------------|------------------------------------|-------------------------------------|---------------------------------|
| <b>Cllr M Zuma: Chairperson</b> | <b>Cllr MS Mthethwa : Chairperson</b> | <b>Cllr SP Zungu: Chairperson</b> | <b>Cllr AS Mabaso: Chairperson</b> | <b>Cllr DS Mkhize: Chairperson</b> | <b>Cllr EM Dladla: Chairperson</b>  | <b>Cllr M Zuma: Chairperson</b> |
| RS Sokhela                      | Cllr T Dlamini                        | Cllr S Ngidi                      | Cllr V Maphumulo                   | Cllr B Zuma                        | Cllr G Dladla                       | Cllr AS Mabaso (Deputy Mayor)   |
| Cllr K Msomi                    | Cllr NB Ahmed                         | Cllr VM Phungula                  | Cllr T Dlamini                     | Cllr M Mshengu                     | Cllr LW Wynne Mkhize                | Cllr SP Zungu                   |
| Cllr NJ Zungu                   | Cllr SA Mkhize                        | Cllr ZW Dlamini                   | Cllr RS Sokhela                    | Cllr NB Ahmed                      | Cllr M Ngcongco                     | Cllr MS Mthethwa                |
| Cllr VM Phungula                | Cllr N Zungu                          | Cllr GN Dlamini                   | Cllr N Khanyile                    | Cllr N Cebekhulu                   | Cllr GS Mncwango                    | Cllr TC Madondo                 |
| Cllr HM Lake                    | Cllr NE Ndlovu                        | Cllr Z Ngubo                      | Cllr TA Hlatshwayo                 | Cllr N Ndlovu                      | Cllr C Van der Byl                  | Cllr LE Pienaar                 |
| Cllr TC Madondo                 | Cllr N Phungula                       | Cllr SD Chonco                    | Cllr S Zondi                       | Cllr S Zondi                       | Cllr B Mkhize                       | Cllr DM Msomi                   |
| Cllr LE Pienaar                 | Cllr N Maphanga                       | Cllr N Zondi                      | Cllr MA Ngubane                    | Cllr N Zondi                       | Cllr N Mncwabe                      | Cllr DS Mkhize                  |
| Cllr DM Msomi                   | Cllr MS Branches                      | Cllr N Mtshwara                   | Cllr S Mbutho                      | Cllr N Mtshwara                    | Cllr                                | Cllr HM Lake                    |
| Inkosi BG Gwamanda              |                                       | ibambabukkosi MZ Zondi            | Inkosi BG Gwamanda                 | Inkosi P.Majozi                    |                                     | Cllr SR Majozi (Chief Whip)     |
|                                 |                                       |                                   |                                    |                                    |                                     | Inkosi P Majozi                 |

## C.4.15 WARD BASED PLANS

Ward Based Planning is the function of the Local Municipalities within uMgungundlovu District Municipality. Ward Based Planning is the function of the Local Municipalities within uMgungundlovu District Municipality. The Local Municipality's IDP will have adequate information, however the status of the ward-based plans is highlighted in the table below.

| NAME OF MUNICIPALITY | NUMBER OF WBP DEVELOPED | NUMBER OF WOPS DEVELOPED | NUMBER OF WLIP DEVELOPED | OUTSTANDING WOPS |
|----------------------|-------------------------|--------------------------|--------------------------|------------------|
| uMshwathi            | 14                      | 14                       | 14                       | 0                |
| uMngeni              | 12                      | 12                       | 12                       | 0                |
| Mpofana              | 5                       | 5                        | 5                        | 0                |
| Impendle             | 4                       | 4                        | 4                        | 0                |
| Msunduzi             | 39                      | 39                       | 39                       | 0                |
| Mkhambathini         | 7                       | 7                        | 7                        | 0                |
| Richmond             | 7                       | 7                        | 7                        | 0                |



The Spatial Planning and Land Use Management Act was assented to by the President of the Republic in August 2013. The Act provides a framework for spatial planning and land use management. It essentially reinforces the provisions of the Constitution by ensuring The Municipal Planning Tribunal (JMPT) was established in 2016 with the terms ending in 2019. The new term began in 2019. The JMPT is functional where 2-4 meetings sit per month. SPLUMA Regulation 14 applies to the Local Municipal level only and not at the District Level. UMgungundlovu District Municipality has appointed an Authorized Officer through Development Planning Shared Services.

#### **Appeal Authority.**

In terms of Section 51 of SPLUMA, Municipalities are required to decide on the composition of their appeal authority whether it be the Executive Committee or an appointed external body. Accordingly, in uMgungundlovu the Appeals Authority sits with the local municipalities.

#### **KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION CHALLENGES**

- Lack of funding to cater for most vulnerable stakeholders.
- Water and Sanitation
- UMgungundlovu District Municipality is a Water Services Authority, servicing the uMshwathi, Mkhambathini, Mpofana, Impendle, uMngeni and Richmond Municipalities on water and sanitation services. The District Municipality uses grant funding, mainly WSIG and MIG to implement water and sanitation projects. The water projects presented below are funded for implementation within the next three years.

#### **C.4.16 LAND USE MANAGEMENT** • Poor work ethic exists amongst some staff.

- Lack of Councilor feedback to communities

## GOOD GOVERNANCE AND PUBLIC PARTICIPATION SWOT ANALYSIS

|  |  |
|--|--|
| <p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• District Municipal Managers Forum fully functional.</li> <li>• Functional DDM with Clusters &amp; Hubs</li> <li>• Good Governance District Cluster fully functional.</li> <li>• Support from CoGTA IGR &amp; Local Government Specialist</li> <li>• Quarterly reports and update on DDM One Plan to all Clusters</li> <li>• IDP process plans prepared regularly by all Municipalities within the District to articulate the processes for IDP and Budgets.</li> <li>• Audit Committees and Performance Audit Committees in place in all Municipalities within the District, MPAC.</li> <li>• Implementation of Batho Pele and customer care.</li> <li>• Fully effective Public Participation: oversight, izimbizo, stakeholder meetings, forums, websites, newspapers.</li> <li>• Fully functional District Communicators Forum</li> <li>• Support by leadership in respect of Public communication duties through various forms of media.</li> <li>• Fully functional Municipal website</li> <li>• Fully functional social media platforms for the Municipality</li> <li>• Ability to sit in strategic municipal meetings e.g Exco, Full Council</li> <li>• Experienced team within the Unit</li> <li>• Improve good governance, audit outcomes and consequence management</li> </ul> | <p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Lack of budget to do certain projects e.g External Newsletter</li> <li>• Lack of resources especially the media component of the Unit e.g Video camera, cameras, screens</li> <li>• Lack of Human resource. Only two personnel in the Communications Unit. Critical is Graphic designer/Photographer/Videographer</li> <li>• Attendance and committed officials from sector departments and municipalities.</li> <li>• Human resources capacity from sector departments and municipalities.</li> <li>• DDM/ OSS seen as ad-hoc function.</li> <li>• Dedicated IGR staff in local municipalities, and small amount in sector departments</li> </ul> |
| <p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Public protests due to lack of information</li> <li>• Decline in public confidence in the Municipality.</li> <li>• Reluctance to cooperate with the Municipality by the public (negative attitude)</li> <li>• Damage to Municipal infrastructure by the public during protests.</li> <li>• Loss of revenue by unhappy customers to lack of communication.</li> <li>• Political leadership change.</li> </ul>  | <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Raising awareness about Municipal functions.</li> <li>• Raise level of confidence in the Municipality.</li> <li>• Minimize protests by public.</li> <li>• Contribution towards One Plan and One Budget processes</li> <li>• Further collaboration and contribution towards plans/ projects within municipalities.</li> <li>• DDM/ OSS added onto the performance contracts for senior municipal and sector department officials.</li> <li>• Bi-annual workshops for Cluster Secretariats</li> </ul>   |

## **C.5.1 WATER AND SANITATION C.5.1 .1The Water Services Development Plan (WSDP)**

### **C5. KPA: BASIC SERVICE DELIVERY**

The WSDP has been reviewed and adopted by council on 31 May 2019 which included vigorous public participation process in line with the IDP. The current WSDP is under review and is at its Draft stage. The WSDP is currently reviewed for the next 5years. The Service provider to do the review of the WSDP has been appointed and the project has commenced. The project is anticipated to be complete in the next 6months.

**The link to access the WSDP is:**

<http://ws.dwa.gov.za/wsdp/Login.aspx?ReturnUrl=%2fWSDP%2f>. Even though the link above is provided, the WSDP is an annexure of the IDP.

### **C.5.1.2 Water and Sanitation Institutions**

Umgeni Water Board provides uMgungundlovu District Municipality with bulk water and maintain some of the waste water treatment plans in UMDM. UMgungundlovu District Municipality provides portable drinking water to six of the local municipalities (uMshwathi, Richmond, Mkhambathini, Mpofana, uMngeni and Implendle) and the seventh municipality within the District (Msunduzi) is also a Water Service Authority servicing Pietermaritzburg.

#### **Water and Sanitation**

UMgungundlovu District Municipality is a Water Services Authority, servicing the uMshwathi, Mkhambathini, Mpofana, Impendle, uMngeni and Richmond Municipalities on water and sanitation services. The District Municipality uses grant funding, mainly WSIG and MIG to implement water and sanitation projects.

#### **C.5.1.3.1 UMDM's Portable Drinking Water**

The uMgungundlovu District Municipality is responsible to supply potable water to six local municipalities (LMs) in its designated operational areas. Potable water supplied to these LMs is monitored as per monitoring programme which is reviewed annually and in line with water safety plan. The municipality has also six wastewater treatment works which are maintained by Umgeni Water on behalf of the District Municipality. The final effluent from these wastewater treatment works is also monitored as per the monitoring programme. Together with Umgeni Water, the District Municipality developed wastewater risk abatement plans so as to minimise the risk associated with poor performance of the wastewater treatment works. Both water and wastewater quality results are uploaded on monthly basis on Department of Water and Sanitation websites, which is <https://ws.dws.gov.za/IRIS/mywater.aspx> for community, regulatory authorities and stakeholders to access.

## DRINKING WATER QUALITY COMPLIANCE

Overall compliance against drinking water quality standard SANS 241-2015

**Table 1:** Overall water quality compliance for December 2022

| No | Compliance Descriptor  | SANS 241 Requirement | Score % | Compliant (C) / Non-Compliant (NC) |
|----|------------------------|----------------------|---------|------------------------------------|
| 1  | Health Compliance      | 95%                  | 98.6    | C                                  |
| 2  | Aesthetic Compliance   | 90%                  | 95.9    | C                                  |
| 3  | Operational Compliance | 90%                  | 92.6    | C                                  |

### Note on non-compliance:

- Burst pipes due to urging infrastructure contribute to high turbidity and long water retention affects the quality of drinking water.
- High raw water turbidity also affects quality of drinking water.
- Loadshedding affects the process treatment due to equipment failures.

Status for drinking water quality performance per local municipality

**Table 2:** Water quality compliance per Local Municipality per system for December 2022

| No | Local Municipality | Supply System          | Micro (%) |    | Aesthetic (%) |    | Operational (%) |    |
|----|--------------------|------------------------|-----------|----|---------------|----|-----------------|----|
| 1  | uMshwathi          | Masihambisane borehole | 100       | C  | 100           | C  | 100             | C  |
| 2  | uMshwathi          | Windy Hill borehole    | 100       | C  | 100           | C  | 100             | C  |
| 3  | uMshwathi          | Bulk water supply      | 98.5      | C  | 100           | C  | 97.1            | C  |
| 4  | Richmond           | Bulk water supply      | 95.7      | C  | 100           | C  | 100             | C  |
| 5  | uMngeni            | Bulk water supply      | 100       | C  | 100           | C  | 100             | C  |
| 6  | uMngeni            | Lidgetton              | 83.3      | NC | 75            | NC | 100             | C  |
| 7  | uMngeni            | Lions River            | 100       | C  | 100           | C  | 100             | C  |
| 8  | uMkhambathini      | Bulk water supply      | 98.3      | C  | 100           | C  | 100             | C  |
| 9  | Mpofana            | Mpofana supply system  | 91.7      | C  | 100           | C  | 100             | C  |
| 10 | Mpofana            | Rosetta supply system  | 87.5      | NC | 100           | C  | 100             | C  |
| 11 | Impendle           | Nzinga supply system   | 62.5      | NC | 100           | C  | 100             | C  |
| 12 | Impendle           | Gomane supply system   | 100       | C  | 100           | C  | 80              | NC |
| 13 | Impendle           | Novuka supply system   | 100       | C  | 100           | C  | 100             | C  |

|    |          |                           |    |    |     |    |     |    |
|----|----------|---------------------------|----|----|-----|----|-----|----|
| 14 | Impendle | Impendle supply system    | 50 | NC | 100 | C  | 50  | NC |
| 15 | Impendle | KwaKhetha supply system   | 80 | NC | 50  | NC | 100 | C  |
| 16 | Impendle | Mahlutshini supply system | 75 | NC | 50  | NC | 100 | C  |
| 17 | Impendle | Makhuzeni supply system   | 70 | NC | 50  | NC | 100 | C  |

**Notes on non-compliance:**

- (a) There was elevated turbidity at Lidgetton reticulation.
- (b) Low level reservoir in Rosetta elevated turbidity.
- (c) Due to high rainfalls turbidity elevated in Nzinga supply systems.
- (d) There was slight of elevation arsenic in Gomane borehole due to loadshedding.
- (e) There was slight turbidity elevation and E. coli in Impendle spring under Impendle supply system due to high rainfalls.

Table No.3 here below details status and classification of process controllers per water purification plant in comparison to Regulation 17 requirements.

**Table 3:** Minimum class of process controller (PC) required per shift versus the current available PC at purification works.

| No | Name of Works   | Works Class | Current PC Class | Required PC Class per shift | No. of General Workers |
|----|-----------------|-------------|------------------|-----------------------------|------------------------|
| 1  | Nzinga          | C           | 1 x Class IV     | 1x Class III                | 2                      |
| 2  | Nguga           | N/A         |                  | 1 x Class III               |                        |
| 3  | Makhuzeni       | N/A         |                  | 1 x Class II                |                        |
| 4  | Mahlutshini     | N/A         |                  | 1 x Class II                |                        |
| 5  | KwaKhetha       | N/A         | 1 x Class V      | 1 x Class II                | 0                      |
| 6  | Impendle Spring | E           |                  | 1x Class I                  |                        |
| 7  | KwaNovuka       | N/A         |                  | 1 x Class I                 |                        |
| 8  | Gomane          | E           |                  | 1x Class 1                  |                        |
| 9  | Boreholes       | E           | 1 x Class V      | 1 x Class I                 | 3                      |

- a) The uMgungundlovu District Municipality water treatment plants do not meet the requirements of minimum number of process controllers that should be available onsite to monitor and operate the water treatment plants.

- b) The existing process controllers that are available are required to operate more than one treatment plant due to shortage of process controllers.

## **WATER SOURCES IN UMGUNGUNDLOVU DISTRICT MUNICIPALITY**

The purpose of this section is to briefly describe the key water resources occurring within uMgungundlovu District Municipality and the importance of these resources to the region.

### **Key Water Resources:**

It is popularly thought that the only catchment occurring within uMgungundlovu is the Mngeni Catchment, this is partially correct. The Mngeni Catchment is the predominant catchment within uMgungundlovu but there are actually eight catchments (including the Mngeni) that occur within the District. These catchments with the key water resources and the importance of these resources to the region are listed in table 1.1 and shown in Figure 1

| ID | Water Resource   | Type  | Catchment | Importance   |
|----|------------------|-------|-----------|--|
| 1  | Mearns Weir      | Dam   | Mooi      | Provides water for the Durban- Pietermaritzburg economy.   |
| 2  | Little Mooi      | River | Mooi      | Provides water for the Mpofana Municipality and the Durban-Pietermaritzburg economy. The headwaters of this river are in Mpofana Local Municipality.   |
| 3  | Mooi             | River | Mooi      | Provides water for the Mpofana Municipality and the Durban-Pietermaritzburg economy. The headwaters of this river are in Mpofana Local Municipality.   |
| 4  | Craigieburn Dam  | Dam   | Mooi      | Located on the Myamvubu River, a tributary of the Mooi River, this dam provides water for agricultural use. Domestic use is proposed for this dam.   |
| 5  | Spring Grove Dam | Dam   | Mooi      | Provides water for the Mpofana Municipality, the uMngeni Municipality and the Durban-Pietermaritzburg economy.   |
| 6  | Mpofana          | River | Mngeni    | This is the river that transfers the water from the existing Mearns Weir and will transfer from the proposed Spring Grove Dam to Midmar Dam (via the Lions and Mngeni Rivers) for treatment for distribution to the Durban-Pietermaritzburg economy. The headwaters of this river are in the uMngeni Local Municipality. |

| ID | Water Resource   | Type  | Catchment | Importance  |
|----|------------------|-------|-----------|---|
| 7  | Lions            | River | Mngeni    | This is the river through which water is transferred from the Mooi Catchment to Midmar Dam for treatment and distribution to the Durban-Pietermaritzburg economy. The headwaters of this river are in the uMngeni Local Municipality.   |
| 8  | uMngeni          | River | Mngeni    | This is the river which provides water for the Durban-Pietermaritzburg economy. The headwaters of this major river are the Mgeni Vlei which is located in Impendle Local Municipality.  |
| 9  | Midmar Dam       | Dam   | Mngeni    | This is the critical storage dam for the entire Durban-Pietermaritzburg economy (the entire Msunduzi Municipality) as well as for the uMngeni, uMshwathi, Richmond and Mkhambathini Local Municipalities. Current treatment costs are low due to the close proximity of the water treatment plant (WTP) to the dam and the good water quality within the dam. However, if water quality deteriorates within the dam, treatment costs will increase drastically as there is insufficient distance between the dam and the WTP for in-stream purification to occur. The implication of this is that the water tariff will increase thereby increasing the cost of water to everyone within the region. This will impact negatively on the alleviation of backlogs and the development of the economy. |
| 10 | Albert Falls Dam | Dam   | Mngeni    | This is a storage dam on the uMngeni River that is used in the transfer of raw water to Durban Heights WTP for distribution within eThekweni's Central and Southern regions. If water quality deteriorates within this Dam, there is sufficient distance between Albert Falls Dam and Durban Heights WTP for in-stream purification to occur to a certain degree. However, treatment costs will again increase if the water quality is of an extremely poor standard.   |
| 11 | Midmar Dam       | Dam   | Mngeni    | This is a storage dam on the uMngeni River that is used in the transfer of raw water to Durban Heights WTP for distribution within eThekweni's Central and Southern regions. If water quality deteriorates within this Dam, there is insufficient distance between Nagle Dam and the Nagle Aqueducts, which transfer water to Durban Heights WTP for in-stream purification to occur.   |



| ID | Water Resource | Type  | Catchment | Importance  |
|----|----------------|-------|-----------|---|
|    |                |       |           | This means that treatment costs will rise thereby increasing the water tariff.  |
| 12 | Msunduzi       | River | Mngeni    | This is a third-order tributary of the uMngeni River which flows through Edendale and Pietermaritzburg. The headwaters of this river occur in the Richmond Local Municipality.  |
| 13 | Mlazi          | River | Mlazi     | This river has its source in the Richmond Municipality, flowing through it and the Mkhambathini Municipality providing good quality water for agriculture, forestry and domestic purposes.  |
| 14 | Lovu           | River | Lovu      | This river also originates in the Richmond Municipality, flowing through it and the Mkhambathini Municipality, providing water for agriculture, forestry and domestic purposes.   |
| 15 | Mkomazi        | River | Mkomazi   | The lower portions of this major river form the boundary between Richmond Municipality and the Harry Gwala and Ugu District Municipalities. A small portion on the upper part of the river is situated within the Impendle Local Municipality.  |
| 16 | Mdloti         | River | Mdloti    | The headwaters of this river are located in uMshwathi Municipality. Hazelmere Dam, which is located on the uMdloti River, is the primary source of water for the North Coast. Hence ensuring the good quality of the headwaters of this river is important in the prevention of serious water supply problems which would have a negative impact on the region's economy. |
| 17 |                | River | Mvoti     | The headwaters of this major river are located in uMshwathi Local Municipality.   |
| 18 |                |       | Sundays   | Portions of this catchment occur within the Mpofana Local Municipality.   |

**C.5.1.4. Regarding the Operations and Maintenance Plan**-it has been adopted as part of the Capital works Budget and Policy. Please see the Financial Section and Budgets in this IDP. Also, a high-level Capital Investment Framework is included in the Financial Plan.

The uMgungundlovu District Municipality does not have funding to develop the plans required. However, with the assistance of the Department of Cooperative Governance and Traditional Affairs, the municipality has reached out to MISA to enquire about the rollout of Infrastructure Delivery Management Systems (IDMS) in local government for the development of plans expected from the WSA. The District Municipality is in contact with

MISA and have lodged a request to be included in the list of municipalities to be funded for the development on these plans in the next financial year. The plans include:

#### C.5.1.5.1 Summary on the Provision of Sanitation

##### Provision of Sanitation in uMgungundlovu District Municipality

The table below has a different level of provision of sanitation within uMgungundlovu District Municipality.

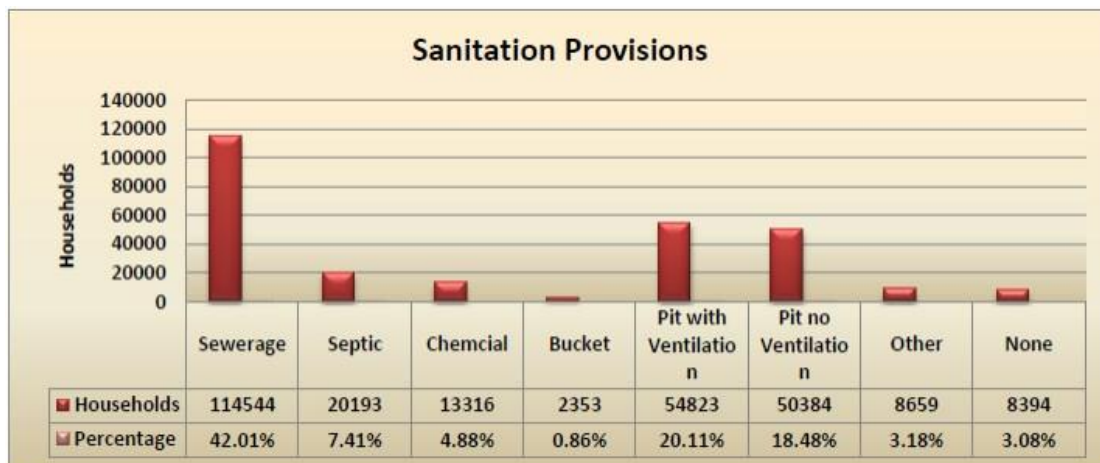


Table: ....

There are six wastewater treatment works for uMgungundlovu District Municipality in the following LMs:

| No.                        | Local Municipality | Treatment Works Name | Design Capacity (Ml/d) |
|----------------------------|--------------------|----------------------|------------------------|
| 1                          | uMshwathi          | Appelsbosch WWTW     | 0.5                    |
| 2                          | uMshwathi          | Cool Air WWTW        | 1.0                    |
| 3                          | Mkhambathini       | Camperdown WWTW      | 0.5                    |
| 4                          | Richmond           | Richmond WWTW        | 1.0                    |
| 5                          | Umngeni            | Howick WWTW          | 6.8                    |
| 6                          | Mpofana            | Mooi River WWTW      | 3.6                    |
| <b>TOTAL WWTW CAPACITY</b> |                    |                      | <b>13.4</b>            |

There are also new wastewater treatment plants that are being constructed within uMgungundlovu District Municipality, that is: Hilton N3 Corridor and Mpophomeni Wastewater Treatment Works. The Trustfeed wastewater treatment works has been completed but is not operational yet.

#### C.5.1.6 Map overlaying the sanitation infrastructure with applications lodged in terms of SPLUMA

**C.5.1.7 Summary of Water Infrastructure that needs to be decommissioned; to be replaced; to be repaired; to be upgraded; to be augmented and new water infrastructure that's needed.**

**C.5.1.8 Summary of Sanitation infrastructure. The Map is below.**

## **WASTEWATER WORKS MONTHLY COMPLIANCE**

uMgungundlovu District Municipality owns six wastewater treatment works as tabled below:

**Table** WWTW loading capacity for the month of November 2022

| <b>No.</b>                 | <b>Local Municipality</b> | <b>Treatment Works Name</b> | <b>Design Capacity (MI/d)</b> | <b>Operating capacity (MI/d)</b> | <b>Hydraulic Loading (%)</b> |
|----------------------------|---------------------------|-----------------------------|-------------------------------|----------------------------------|------------------------------|
| 1                          | uMshwathi                 | Appelsbosch WWTW            | 0.5                           | 0.065                            | 13%                          |
| 2                          | uMshwathi                 | Cool Air WWTW               | 1.0                           | 0.60                             | 60%                          |
| 3                          | Mkhambathini              | Camperdown WWTW             | 0.5                           | 0.1                              | 20%                          |
| 4                          | Richmond                  | Richmond WWTW               | 1.0                           | 0.40                             | 40%                          |
| 5                          | Umngeni                   | Howick WWTW                 | 6.8                           | 5.5                              | 81%                          |
| 6                          | Mpofana                   | Mooi River WWTW             | 3.6                           | 2.06                             | 57%                          |
| <b>TOTAL WWTW CAPACITY</b> |                           |                             | <b>13.4</b>                   | <b>8.725</b>                     | <b>45.1%</b>                 |

**Notes:**

- a) Blockages
- b) Pumpstation breakdowns
- c) Load shedding

**Table 4** Wastewater Treatment works quality compliance for November 2022

| <b>No.</b> | <b>Treatment Works Name</b> | <b>Overall Score%</b> | <b>Comments on performance</b>                                |
|------------|-----------------------------|-----------------------|---|
| 1          | Appelsbosch WWTW            | 83%                   | Suspended solids OOR as a result of algal growth in the ponds |
| 2          | Cool Air WWTW               | 100%                  | N/A   |
| 3          | Camperdown WWTW             | 100%                  | N/A   |
| 4          | Richmond WWTW               | 95%                   | E.coli non-conformance.                                       |
| 5          | Howick WWTW                 | 98.9%                 | E.coli OOR as a result of carry-over due to high flows.       |
| 6          | Mooi River WWTW             | 100%                  | N/A   |

**Notes:**

- a) It be noted that the effluent compliance report for WWTW is two months behind reporting time due to the results being taking longer to be releases.
- b) In terms of Green Drop System, wastewater quality compliance for the final effluent is classified as follows:
  - i) Bad        -: <50%
  - ii) Poor     -: 50% - 69%

- iii) Good - 70% - 89%
- iv) Excellent -  $\geq 90\%$

c) The performance of all six wastewater treatment works was acceptable.

In line with the legal requirements, final effluent results are submitted to Department of Water and Sanitation on monthly basis via Integrated Regulatory Information System (IRIS) and can be viewed from the following website: <http://ws.dwa.gov.za/IRIS>.

Construction of Mpophomeni WWTW will improve performance of Howick WWTW as there will be less inflow going to Howick WWTW after the operational of Mpophomeni WWTW.

### C.5.1.9 Water Projects over the five Planning Horizon

The water projects presented below are funded for implementation within the next three years.

#### Water Projects

| Project Name  | Municipality | Ward       | Project Description   | Status       |
|---|--------------|------------|---|--------------|
| <b>IMPLEMENTATION STAGE</b>   |              |            |   |              |
| uMshwathi Slum - Trustfeed Water (02/2019)                                  | uMshwathi LM | 8          | Construction of approximately:<br>-16.065km of reticulation<br>-381 Connections of new reticulation.<br>-619 Connections of existing reticulation.<br>-Meter/PRV/FC/PSV Chambers and 1*500KL reservoir.   | Construction |
| Mpolweni Water Supply (37/2020)   | uMshwathi LM | 10         | The Mpolweni Water Supply Scheme comprises of approximately +/-167km of HDPE/uPVC/ Steel pipeline ranging from 25mm to 355mm in diameter and includes the construction of 1N $\circ$ 3MI concrete reservoir, refurbishment of the two existing 400kl reservoirs, 1N $\circ$ 200KL elevated steel tank, and associated valves, chambers and fittings.        | Construction |
| uMshwathi Phase 4 – Greater Efaye Reticulation Scheme (35/2020)             | Umshwathi LM | 3 & 4      | Construction of approximately 227km of 50mm – 315mm Ø uPVC, HDPE and GMS Roll Grooved End bulk and reticulation water pipelines, 1no. 50KL reinforced concrete reservoirs, 1no. 400KL reinforced concrete reservoirs, 5 no. pressed steel water storage tanks and, associated chambers and assemblies.  | Construction |
| Mbhava & Mpethu – Swayimane Water Supply Scheme Extension Phase 2 (36/2020) | Umshwathi LM | 6, 12 & 13 | The Scope of Works includes :<br>Construction of 110-250mm diameter uPVC/steel bulk water pipelines.<br>Construction of inlet chambers at reservoir sites and pipe-work into existing reservoirs.<br>Construction of offtake chambers.<br>Upgrading of 2 existing booster pump stations.<br>Upgrading of access roads to pump stations and reservoir sites. | Construction |

| Project Name                                      | Municipality    | Ward  | Project Description  | Status       |
|---|-----------------|-------|--|--------------|
| <b>IMPLEMENTATION STAGE</b>                       |                 |       |  |              |
| Upgrading of Nkanyezini water supply (06/2018)    | Mkhambathini LM | 3 & 5 | The scheme comprises of approximately 10km of uPVC / Steel pipeline ranging from 200mm to 250mm in diameter, the construction of 1Nº 10MI Post- tensioned Reinforced Concrete reservoir and associated valves, chambers and fittings.  | Construction |
| Enguga Phase 5 Pipeline and Civil Works (07/2020) | Impendle        | 1 & 2 | <p>Completion of construction of 150mm Klambon steel rising main.</p> <p>Completion of Air and Scour valve installations.</p> <p>Completion of interlinking reservoir pipework, chambers and level control.</p> <p>Completion of earthworks, breaching existing reservoirs and linking to already constructed reservoirs.</p> <p><b>Completion of all civil works:</b></p> <p>Abstraction Sump Inlet works (pipework and anchor blocks)</p> <p>High lift Pump Station pipework (to tie into already constructed rising and gravity bulk mains).</p> <p>Pre-sedimentation chamber internal pipework, access ways, outlet pipework, valves and bulk earthworks.</p> <p><b>Completion of Electrical and Mechanical Works:</b></p> <p>Electrical and Mechanical works with abstraction sump.</p> <p>Electrical and Mechanical Works with High Lift Pump Station</p> <p>Dosing Equipment.</p> | Construction |
| KwaMathwanya /Craigieburn (05/2020)               | Mpofana         | 4     | <p>Construct 50 kℓ/d pump station.</p> <ul style="list-style-type: none"> <li>Construct 1.15km long of steel rising main.</li> <li>Construct 200kℓ elevated steel tank.</li> <li>Construct approximately 5.5km reticulation pipelines. <ul style="list-style-type: none"> <li>1KL BPT</li> </ul> </li> <li>Install 40 full metered household connections.</li> </ul>   | Planning     |

The following project are in planning phase and require funding

| Project Name                          | Municipality | Project Description  | Status   |
|---------------------------------------|--------------|--|----------|
| Mpofana Bulk - Mpofana Village        | Mpofana      | Supply and lay of pipeline from Umgeni 12 MI reservoir to Bruntville secondary reservoir and Mpofana primary reservoir | Planning |
| Nkanyezeni Reticulation               | Mkhambathini | supply and lay of 250km pipeline   | Planning |
| Thokozani Retic (umshwathi)           | uMshwathi    | supply and lay of 90 km pipeline   | Planning |
| Nadi Ext Retic                        | uMshwathi    | 30km of reticulation and house connections   | Planning |
| CLARIDGE 1MI Reservoir and 250mm bulk | uMshwathi    | Construction of reservoir and bulk   | Planning |
| Claridge Reticulation                 | uMshwathi    | construction of reticulation   | Planning |

| Project Name  | Municipality | Project Description                                   | Status   |
|---|--------------|---|----------|
| Greater Indaleni Bulk (10mgl reservoir + rising main) | Richmond     | Greater Indaleni Bulk (10mgl reservoir + rising main) | Planning |
| Thala Valley Retic and Elevated Tank                  | Mkhambathini | Thala Valley Retic and Elevated Tank                  | Planning |
| Mbuthisweni Bulk Upgrade                              | Richmond     | Upgrade of pumpstation and Rising Main                | Planning |
| Impendle Bulk Main                                    | Impendle     | Secondary bulk pipeline                               | Planning |
| Mahlutshini/Inhlathimbe Reticulation                  | Impendle     | reticulation  | Planning |
| Cedara/Khanya Village (human Settlements)             | Umngeni      | Bulk Pipeline   | Planning |
| Hillside  | Umngeni      | Bulk pipeline   | Planning |
| Lions River   | Umngeni      | Bulk pipeline   | Planning |
| St Josephs  | Umngeni      | Bulk pipeline   | Planning |
| Lutchmans Farm  | Umngeni      | Bulk pipeline   | Planning |
| Khayelisha  | Umngeni      | Bulk pipeline   | Planning |

#### C.5.1.10 Sanitation Projects over the five-planning horizon

**Sanitation Projects.** Projects are discussed at length in the projects section.

##### Precast Concrete VIP Toilets

The Installation of the Pre-Cast Concrete address the backlog of approximately 9885 unserved rural households within uMgungundlovu District Municipality over 3 years, with a comprehensive health and hygiene promotion of VIP toilets construction programme.

In 2020/2021, a service provider appointed to install 1620 Pre-Cast VIP units to households in rural settlement areas within uMgungundlovu District as follows:

|                                 |     |                   |
|---------------------------------|-----|-------------------|
| Mkhambathini local Municipality | 270 | Ward 3 & 4        |
| Mpofana local Municipality      | 270 | Ward 2 & 4        |
| UMshwathi Local Municipality    | 270 | Ward 8, 11 and 12 |
| Impendle Local Municipality     | 270 | Ward 1 & 2        |
| Umngeni Local Municipality      | 270 | Ward 5 & 8        |
| Richmond Local Municipality     | 270 | Ward 1 & 6        |

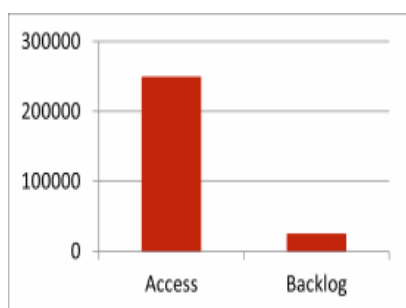
Due to the high backlog in our communities, another 1100 VIP toilets are constructed that is 185 VIP unit per local municipality. In December 2021, the Municipality has received a funding from Cogta of R18M and the additional of 1100 VIP toilets and the allocation for new project 2021/2022 within uMgungundlovu District are as follows:

|                                 |     |            |
|---------------------------------|-----|------------|
| Mkhambathini Local Municipality | 185 | Ward 5 & 6 |
| Mpofana Local Municipality      | 185 | Ward 2 & 4 |

|                              |     |                 |
|------------------------------|-----|-----------------|
| UMshwathi Local Municipality | 185 | Ward 5, 13 & 14 |
| Impendle Local Municipality  | 185 | Ward 1&3        |
| Umngeni Local Municipality   | 185 | Ward 1& 9       |
| Richmond Local Municipality  | 185 | Ward 3, 5 & 7   |

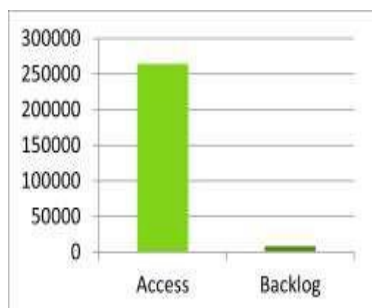
In the next financial years, the District Municipality will be relying on MIG and other sources of funding to continue to decrease the number of backlog within uMgungundlovu District Municipality

### Access to Water and Sanitation in 2011



#### Water

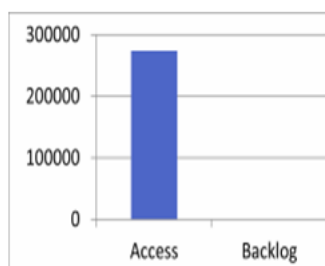
Backlog in 2011 was 24 262 households



#### Sanitation

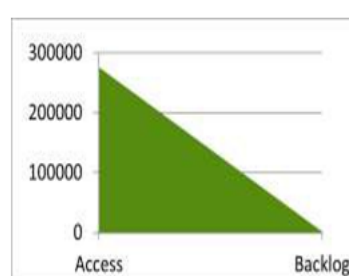
Backlog in 2011 was 2447 households

### Access to Water and Sanitation in June 2016



#### Water

Backlog in June 2016 was eliminated, however due to the no. of increasing households within the district there is still a need to provide access to water.

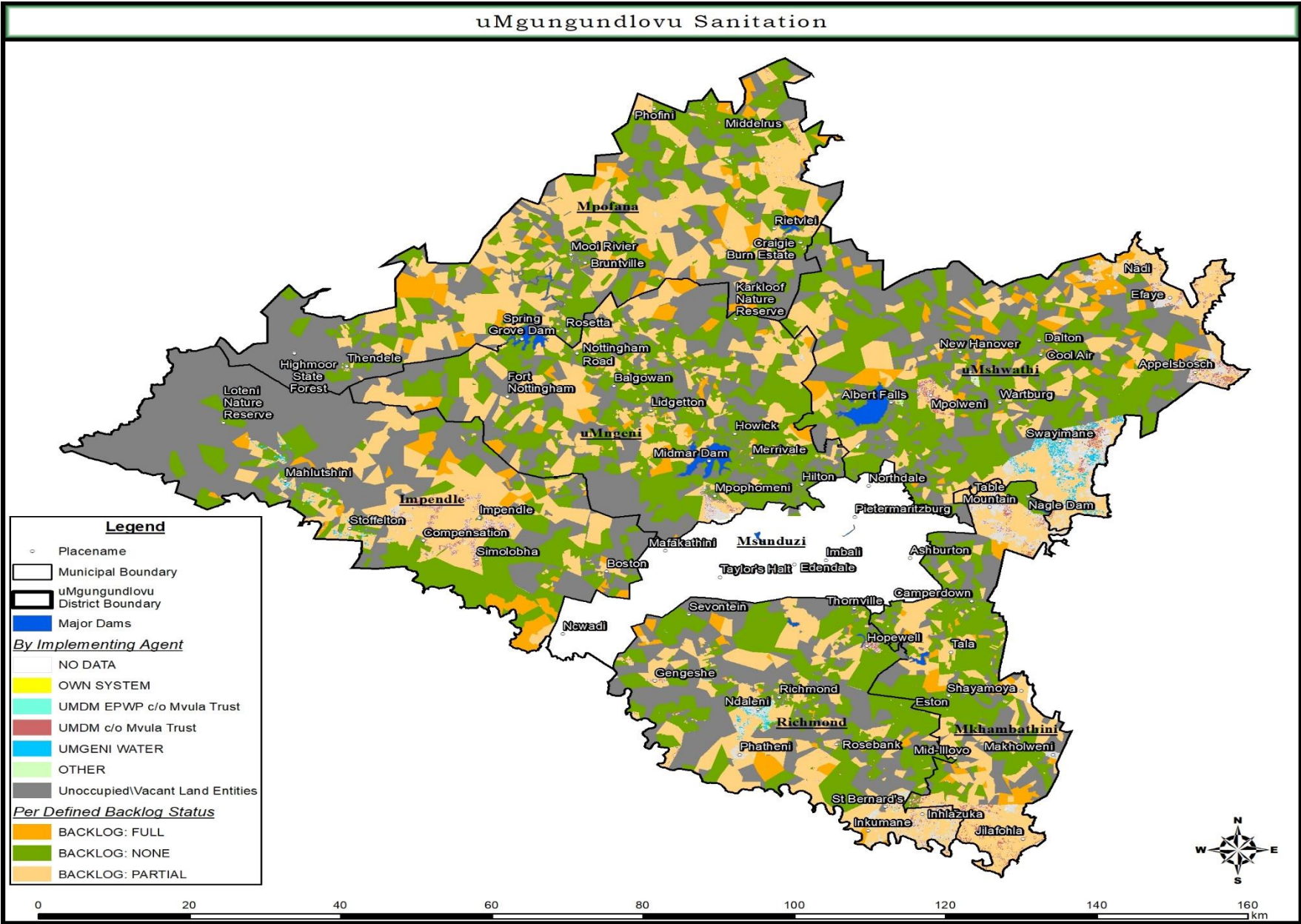


#### Sanitation

Backlog in June 21016- eliminated.







## C.5.2 Solid Waste Management

### Solid Waste Management

The Constitution of the Republic of South Africa (1996) creates a right for its citizens to live in a safe and healthy environment and requires local government to provide cleansing and maintenance services to public roads and public spaces as well as refuse collection from households and businesses. Local governments are also required to operate waste disposal facilities.

Section 84 (e) of The Municipal Structures Act 117 of 1998 provides that a District Municipality has the power and function for:

Solid waste disposal sites serving the area of the district municipality as a whole, in so far as it relates to—

- (i) The determination of a waste disposal strategy;
- (ii) The regulation of waste disposal;
- (iii) The establishment, operation and control of waste disposal sites, bulk waste transfer facilities and waste disposal facilities for more than one local municipality in the district.

The legislative framework regulating solid waste in South Africa requires both local and district municipalities to share responsibility for different parts of the solid waste management system.

Most importantly, the 2020 National Waste Management Strategy has the concept of the “Circular Economy” at its centre. The circular economy is an approach to minimising the environmental impact of economic activity by reusing and recycling processed materials to minimise: (a) the need to extract raw materials from the environment; and (b) the need to dispose of waste. The circular economy is built on innovation and the adoption of new approaches and techniques in product design, production, packaging and use.

In line with the outcome-based planning approach of government, the strategy is premised on three (3) outcomes which will see a future South Africa with zero waste in landfills; cleaner communities, well managed and financially stable waste services, and a culture of zero tolerance of pollution, litter and illegal dumping.

*Excerpts from Speech by Minister of Environmental Affairs, Mrs Barbara Creecy at the launch of the 2020 National Waste Management Strategy.*



## THE CURRENT WASTE MANAGEMENT SITUATION WITHIN THE UMDM DEMOGRAPHICS

The 2011 census estimated the population of the uMgungundlovu District Municipality (uMDM) at just over 1 million people residing in an estimated 272 666 households. Population projections indicate that by 2021 the uMDM population would have grown to almost 1,1 million and households would have grown to almost 300,000. The uMDM surface area exceeds 9000 square kilometers and with the

Msunduzi Municipality

covering less than 7% of the surface area but containing almost 65% of all households.

**“THE REALITY IS THAT MANY IF NOT MOST LOCAL GOVERNMENT AUTHORITIES ARE CURRENTLY STRUGGLING TO SIMPLY MAINTAIN BASIC SERVICE LEVELS AND THAT THERE IS RELATIVELY LITTLE TECHNICAL OR FINANCIAL CAPACITY OUTSIDE THE METROS TO LEVERAGE SERVICE DELIVERY TO SUPPORT BENEFICIATION OF WASTE. FURTHERMORE, ECONOMIES OF SCALE AND DISTANCE MEAN THAT IN THE ABSENCE OF PROVINCIAL AND NATIONAL INTERVENTION, IT IS OFTEN DIFFICULT FOR SMALLER AND MORE RURAL MUNICIPALITIES TO UNLOCK VALUE WITHIN THE WASTE STREAMS FOR WHICH THEY ARE RESPONSIBLE, UNDERSCORING THE NEED FOR A REGIONAL APPROACH TO PLANNING AND ACCOUNTING OF THE FULL COSTS OF WASTE MANAGEMENT LED AT THE DISTRICT AND PROVINCIAL LEVEL. CURRENTLY, MOST MUNICIPALITIES IMPLEMENT THE LEAST COST METHOD OF COLLECTION AND DISPOSAL AS A MINIMUM REQUIREMENT AND FIND IT DIFFICULT TO IMPLEMENT AN INTEGRATED WASTE MANAGEMENT SYSTEM AS PER THE WASTE HIERARCHY”**

**National Waste Management Strategy 2020, DEFF**

have grown to almost 250,000 tonnes per annum (GreenEng, 2010)

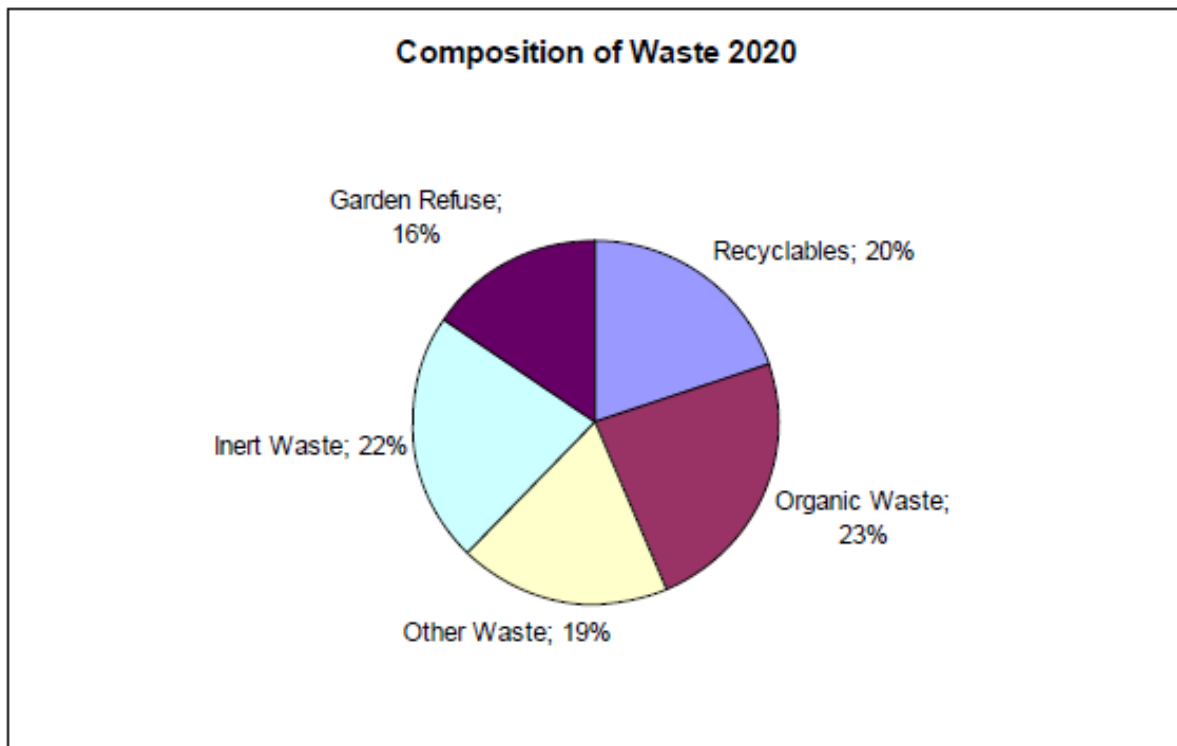
### Waste Characterisation

Data is available from previous studies that enable us to understand the composition of the waste being generated within the uMDM. This helps to inform the cleansing, collection, diversion to recycling, and other treatment infrastructure that needs to be developed in order to give effect to the need to landfill waste as a last resort.

### Waste Generation

To determine the total possible amount of waste that is currently being generated in an area, models have been developed that utilise per capita income, economic and population growth rates to develop estimates. In 2019 using one of these models it was estimated that almost 235,000 tonnes of general waste is most likely to have been generated across the uMDM. By 2025 this would

Figure 1 – Waste Composition Data for uMDM in 2020 (Hydroplan, 2011)



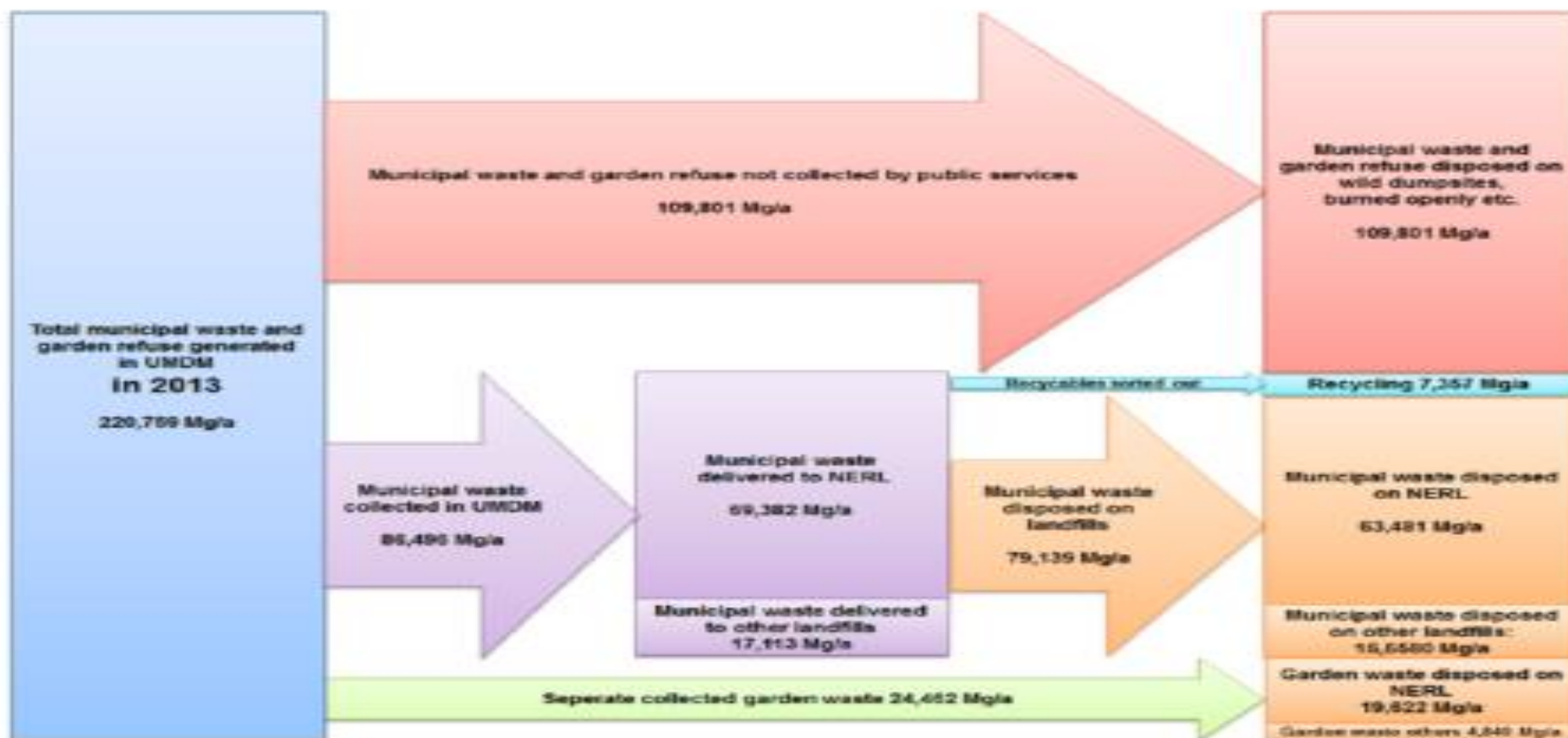


Figure 2 – Flows of General Waste within the uMDM (Dilewski, 2013)

## Waste Collection within the uMDM

The 2011 census indicated that only 47% of households within the uMDM had access to regular weekly refuse collection services. Figure 3 provides a snapshot of the extent of refuse collection services across all the local municipalities within the uMDM.

Figure 3 – 2011 Census on HH Waste Collection Rate

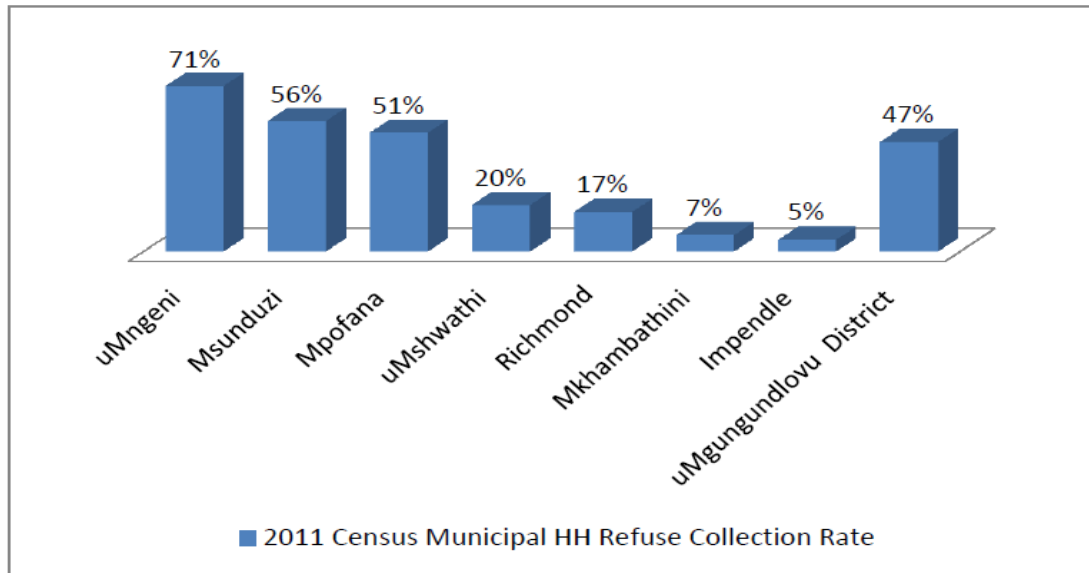
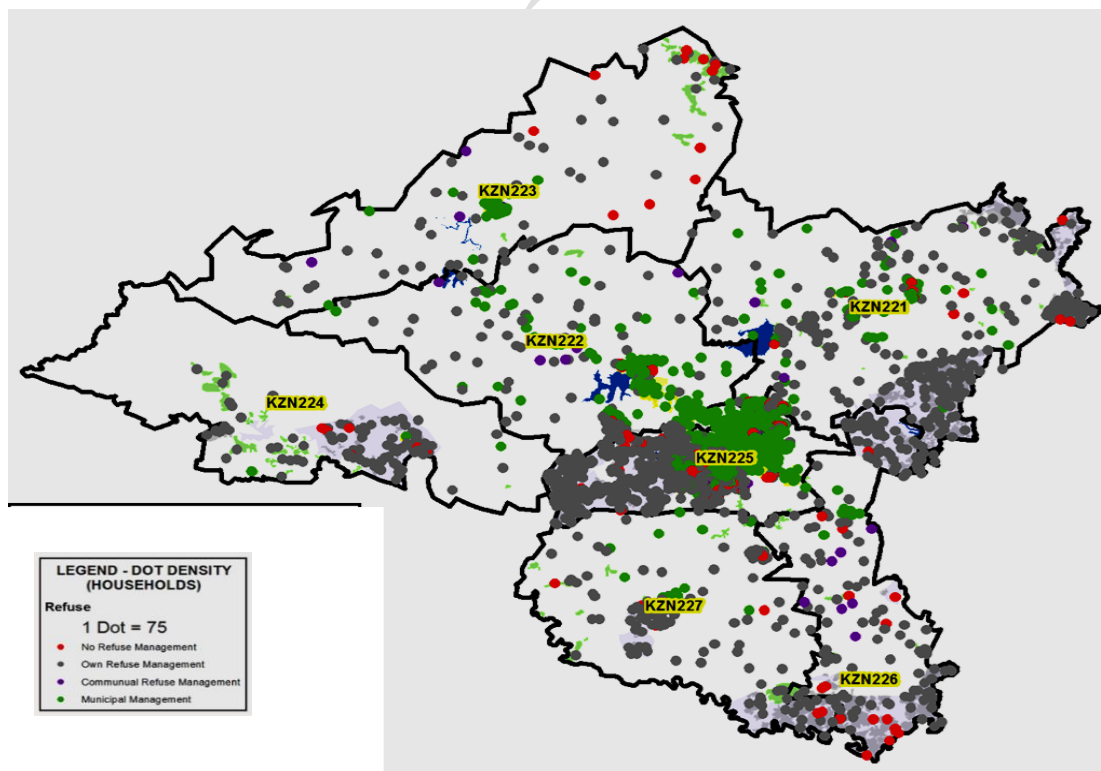


Figure 4 Spatial Representation of Refuse Collection Services within uMgungundlovu (COWI, 2015)





Since 2011 very little progress has been made across the uMDM to provide waste collection services to most low-income households in urban areas and all households in peri urban and rural contexts. It is generally accepted that half of all households in the uMDM have no access to a weekly kerbside or communal waste collection service. The worst performers are municipalities within the uMDM without a commercial and significant middle income household rates base the capacity as well to sell electricity.

### **Waste Disposal and Treatment Infrastructure within the uMDM**

The Waste Act and Waste Management Strategy requires all South Africans and municipalities to operate from the view that wasted materials are resources from which economic, environmental and social value can be extracted through various treatment processes from recycling of mainline packaging to the treatment of organic materials to produce energy and nutrients. The uncontrolled use of natural resources to produce fuel, energy and food for our economies has led us to the point where long-term changes in our climate now pose serious grave risks to human survival. We have passed the point where we can landfill garden materials, food and other organic materials and create greenhouse gases that then fuel climate change. We are also past the stage where we can allow materials that can be recycled to be lost permanently as a resource through landfilling.

### **Landfill**

Landfill Sites within the uMDM have not yet managed to attain the standards of a sanitary landfill site, instead most of our landfills are non-compliant with their license conditions and are at different stages of enforcement and prosecution actions by EDTEA and in the Msunduzi case the SAHRC. To compound our challenges, we have not moved much from reliance on landfilling as our primary means of dealing with wasted materials. All existing licensed landfill sites within the uMDM are very likely to reach the end of their lifespan within the next three to five years. The New England Road Landfill Site is permitted to continue operating until it reaches a maximum height of 652 meters above sea level. The current height of the landfill site is estimated to be within 5% of that limit, whereafter it will have to be closed. The South African Human Rights Commission has also commenced with legal processes to obtain an order from the court for various matters relating to the New England Road Landfill Site as well to compel various spheres of government to address the non-development of a new landfill site within the uMDM and the infrastructure and facilities that promote diversion of valuable wasted materials back into the economy and away from landfill sites.

The Currys Post Road Landfill Site within the uMngeni Municipality is also unlikely to complete the licensing process and undertake the capital works to extend the footprint of the current landfill site prior to the airspace running out. The best case scenario anticipates that by 2024 the Msunduzi, uMshawthi, Mkhambathini and uMngeni municipalities will have no landfill airspace to dispose of waste from 85% of the uMDM population. This crisis presents an opportunity to divert recyclables and organic materials away from landfill sites. Given that these two waste streams compose almost 60% of all waste materials being generated in the uMDM, significantly less materials will be sent for landfilling and the priority should be to support the establishment and operations of material recovery facilities, composting and anaerobic digestors.

## **STRATEGY TO DEVELOP A DISTRICT LANDFILL SITE**

The uMDM is to recommence the process of obtaining a waste management license for a landfill site. The continuation of the contract with the appointed consulting team would need to be reviewed for compliance with current supply chain management regulations and escalations of the contract price given that the contract was awarded in 2008. An independent land valuation process would need to be undertaken and formal negotiations would need to be concluded between the uMDM and the landowners on the sale of the land. If these negotiations fail, the uMDM would need to look at other legal options to secure sites needed for the provision of waste disposal services in the uMDM.

The uMDM would also need to set aside internal funds or secure grant funding of up to R25 million over the 2021 – 2024 period to purchase the site, engage the consulting team to undertake the waste management license process and undertake legal processes to expropriate the land should the negotiations fail.

The uMDM would also need the KZN COGTA to intervene and guide the resolution of the powers and functions for solid waste disposal between the uMDM, the Msunduzi Municipality and other LMs in the uMDM. Given that the South African Human Rights Commission has started formal legal processes wherein the Msunduzi Municipality has to defend itself against charges that the New England Road Landfill Site and its operations have had a severe negative impact on human health and according to the arguments set out, the SAHRC is seeking a remedy that will ensure remedial actions so that no further violations of people's right to clean air and a healthy living environment are allowed to happen in the routine manner that it has for more than a decade or longer at the Msunduzi landfill site

## **Recycling**

Various studies have indicated that wastepickers in South Africa's urban centres are recovering almost 20% to 40% of all recyclable materials. In the uMDM at great risk to themselves and incentivised by the value of recyclable materials wastepickers at the Msunduzi, uMgeni and Mpofana landfill sites are recovering similar amounts of recyclables. Infrastructure and services that enable us to reach levels where 50% or more of recyclable materials are consistently recovered need to be seriously pursued as they reduce our emissions of greenhouse gases and create new economic opportunities. Currently organic waste materials are collected by municipalities or dumped randomly across the uMDM, when these materials are allowed to decompose in landfill sites that are not capturing landfill gases, and therefore allowing these powerful climate changing greenhouse gases like methane and carbon dioxide to drive climate change

## **Planning and Working Together through the DDM**

The District Development Model (DDM) also requires District Municipalities in partnership with LMs and other spheres of government to use District spaces as the appropriate scale and arena for intergovernmental planning and co-ordination. These Joint –Up plans should be used to crowd in public, private and not for profit investments to a district locality in an inclusive manner so that the “burning” and “stabilization” challenges facing municipalities can be contained in One Plan that is looking at the short term burning issues of improving service delivery and institutionalizing long term implementation plans to determine infrastructure investment requirements, governance and efficient financial management.

## STRATEGIC FRAMEWORK FOR THE DISTRICT IWMP

### CREATE POLICY CERTAINTY

The District must have an ambitious vision of the new waste management system that it needs and proceed to develop strategies and policies that clearly guide all social forces towards creating this new system.



### RESOLVE POWERS & FUNCTIONS ISSUE

The roles and responsibilities of municipalities and other spheres of government in the District for solid waste management must be clear and agreed to by all these role-players.



### ONE PLAN – DEAL WITH BURNING ISSUES & TAKE A LONG VIEW

The new IWMP must be “Joined Up” so that all spheres of government work together to plan a new system. This planning and design process should be informed by our collective scientific knowledge, evidence from good practices and taking into account the needs of all stakeholders.

### AFFORDABILITY & PROFITABILITY

The current system will be cheaper than a modern advanced solid waste system. However, the current system does not optimize economic activity nor does it protect our environment. The new system must be built and operated using the most financially efficient options available which include use of economic incentives and disincentives, cost based tariffs and pay as you throw. The polluter must pay principle should continue to guide our financing of a new system.



### **USE SMART TECHNOLOGY OR BECOME A DINOSAUR**

The digital era must be embraced and the benefits that smart technologies have demonstrated globally in improving fleet management, collection services, billing and data collection to understand human behavioral sciences must be replicated.



### **BUILD ADVANCED GREEN INFRASTRUCTURE**

Valuable materials need to be recovered for recycling and treatment. Integrated Waste Management Facilities must be built. The private sector must be incentivized to invest in infrastructure that makes business sense. End result is reduced landfilling and growth of the materials economy.



### **A CAPABLE MUNICIPALITY IS NOT A DREAM**

Municipalities can become centers of excellence. We can learn from our own failures and adopt approaches to waste management that work in other places. We must make strategic investments in our human resources so that we can produce the next generation of waste management leaders.



### **WE SHOULD NOT WALK ALONE**

Municipalities cannot build, operate and finance a new advanced solid waste management system by ourselves. The private sector, entrepreneurs, SMMs and Start Ups must have a financial stake in the new system for it to work effectively.



## **LEARN BY DOING**

We are in a crisis situation with regards to how we manage solid waste in our District. The old approach to learning was based on learning from our past experiences. The complexity and wickedness of the problems we now face cannot be fixed by the thinking that created this mess. Nowadays successful organizations are learning by prototyping innovative solutions in low risk well-regulated testing spaces. As a society we must dare to experiment with solid waste challenges knowing that failure is likely but that learning from such experiences is the only way to develop innovative solutions in a complex system.

## SWOT Analysis for Solid Waste Disposal Services

|  |   |
|--|---|
| <p><b>STRENGTHS</b></p> <p>Clear legislative obligation for the uMDM to plan, regulate, build and operate infrastructure for solid waste disposal.</p> <p>Substantial work has already been undertaken into the feasibility of different options for solid waste disposal within the uMDM.</p> <p>Solid waste management is now an urgent priority at all levels of government as a consequence of the many years of failing to provide proper services.</p>           | <p><b>WEAKNESSES</b></p> <p>Lack of consensus on the strategic approach for the solid waste disposal function at the uMDM.</p> <p>Policy making in the sector is influenced by state capture interests.</p> <p>Lack of capital funding to invest in infrastructure and equipment for solid waste disposal services.</p>   |
| <p><b>OPPORTUNITIES</b></p> <p>National and global policy environment is highly favorable towards sustainable waste disposal solutions.</p> <p>Investors and development agencies are keen to invest in financially viable infrastructure projects in the solid waste management sector.</p> <p>Use of technology to treat solid waste materials have matured globally, evidence of their capabilities is widely available and the investment costs are declining.</p> | <p><b>THREATS</b></p> <p>Local municipalities will take over the solid waste disposal functions of the uMDM when these become financially lucrative.</p> <p>Private sector investors will develop infrastructure and facilities to meet the demands of the market, a public service like waste disposal will then be available only to those who can afford it and municipalities will be forced to pay a price for the service that is profit driven.</p> <p>Increasing risks to human well-being and the ongoing pollution of water, soil and air will increase the burden of disease and citizen's frustration towards municipalities will grow.</p> |

## **STATUS QUO OF THE INTEGRATED WASTE MANAGEMENT PLAN**

The first draft UMDM IWMP was completed at the end of April 2023 and sent to the Portfolio Committee for information with a consultative workshop for the Portfolio Committee Community Services to be planned. The draft was sent to COGTA and EDTEA. COGTA have given feedback. The municipality did however indicate to everyone it was sent to so far that it is a desktop plan that must now shared with all waste management stakeholders for their inputs to consider including into the IWMP. The municipality will undertake this from June to August 2023. Subsequently, ur final IWMP will be tabled before council at the end of September for approval and then we are compelled to send to EDTEA for Endorsement.

I have attached the latest version of the IWMP. Don't hesitate to contact me should you have any queries. We also called our inaugural DDM Technical Working Group Meeting on the 25<sup>th</sup> May 2023. No LMs attended but sector departments like COGTA and EDTEA and DFFE where present.

## **SUMMARY DESCRIPTION OF INTEGRATED WASTE MANAGEMENT PLANNING PROCESS**

1. The development of an Integrated Waste Management Plan (IWMP) is a requirement for all government spheres responsible for waste management in terms of the National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008) (hereinafter referred to as the "Waste Act") for government to properly plan and manage waste.
2. The development of an IWMP includes 3 phases , the first stage is a situation analysis which includes a description of the population and development profiles of an area to which the plan relates, an assessment of the quantities and types of waste types that are generated in that area, a description of the services that are provided or that are available for the collection, minimisation, re-use, recycling, and recovery, treatment and disposal of waste and lastly it must include the number of persons in the area who are not receiving waste collection services. Furthermore, the situation analysis must also be completed in terms of institutional, financial, political, legal and physical conditions which must also be translated into the desired end state.
3. Once the situation analysis has been completed a municipality must then commence with Phase 2 of the IWMP process which includes processes to define the desired end state for the overall management of waste. The desired end state sets out the goals and targets to achieve in the implementation of the IWMP. The desired end state should be completed in terms of institutional, financial, political, legal and physical conditions. All of these should be in relation to the situation analysis and goals and targets should have a target date by which they will be attained which is normally five years from the date the plan has been adopted.
4. The 3<sup>rd</sup> Phase in the IWMP deals with the identification of alternatives to achieve the goals and targets that have been set in the desired end state. The identified alternatives should then be evaluated to assess environmental, technical, social, financial, institutional and organisational



arrangements and impacts. The evaluation of alternatives will inform municipalities on choosing the best alternative to achieve its goals and targets set during the desired end state. It is crucial to develop an implementation plan for the implementation of an IWMP. This section must include a concise and clear description of instruments that will be used for implementing the IWMP. It must describe how institutional and organisational matters; financial matters; education and training and management of assets will be addressed in order to reach the goals and targets. This IWMP must then be open for public comment and review and must be approved by the full sitting of the Municipal Council and sent for endorsement to the KwaZulu Natal Department of Economic Development and Environmental Affairs.

5. Performance assessment is the last step in the IWMP process, although this happens outside the development of the plan. Section 13 (3) of the Waste Act requires that annual performance reports be prepared in terms of section 46 of the Municipal Systems Act (MSA) and must contain information on the implementation of the municipal IWMP, including the information set out in paragraph (a) to (j) of subsection (2) insofar as it relates to the performance of the municipality

### **C.5.3 Transportation Infrastructure**

Please see Transportation Map in this IDP, the projects by the DoT are presented in the Section “alignment with Sector Departments”.

The District has the Integrated Transport Plan that was concluded in 2013, however the District is now in the process of reviewing it in collaboration with the DoT in KZN.

### **C.5.4 Energy**

The District has an Alternative Energy Strategy that is implemented on projects like the hydroelectricity generation, wind farms, however these projects are still at planning stages after detailed studies were concluded and fund-raising.

### **C.5.5 Access to Community Facilities**

The District coordinates the cemeteries function and assist Local Municipalities on compliance matters like sourcing of records of decisions per NEMA 1998 or on EIAs. There is a proposal for a “regional cemetery”, however all municipalities within the District are still discussing it and a site has not been identified as yet.

#### **5.5.1 Cemetery Sites**

The Municipality does not have an authorized cemetery sites. The Municipality through the Community Services Cluster where all municipalities sit will discuss the issue of sourcing land for cemeteries which will accommodate the whole district. At the present moment Local Municipalities perform the cemetery function.

## **DEVELOPMENT OF NEW CEMETERIES**

All municipalities within the uMDM are involved in processes to secure land and regulator permission to establish and operate formal cemeteries. The Msunduzi and Mpofana LMs face the biggest challenges in this area of work given the growing demands for gravesites within Msunduzi and the challenge of allocating scarce land to different development needs of the Capital City whilst the Mpofana Municipality owns little or unsuitable land for its cemetery needs and currently has no permitted gravesites available. The additional challenge that needs to be resolved within the uMDM is that the private sector is also interested in making investments in cemetery and crematoria infrastructure. In most cases however the investment process is being driven solely by a focus on making a return on the investment, which in most cases would require land to be used that has been acquired at a price that still makes the development profitable. If the land price is too high to acquire and develop this will be passed on to the consumer in the form of expensive gravesites. The alternative is also true where the sudden sale of agricultural land at prices below market level is also resulting in the investors wanting to acquire such types of land to develop them into cemeteries regardless of the location of the site, the geohydrological properties of the site nor its impact on existing development plans.

There is currently an application for the development of a private cemetery within the uMDM that confirms the way investors are likely to behave with regards to the development of cemeteries and crematoria in the absence of a clear municipal strategy that supports private sector investment in this sector that aligns with the plans and needs of a municipality in terms of cemetery and crematoria infrastructure. The uncertainty that currently exists will end up promoting this approach, whilst a more participatory approach inclusive of all the stakeholders may lead to the development of strategies and policies to guide the development of cemeteries and crematoria that are sustainable, acceptable to different religions and cultures and most importantly utilized by citizens because of the value that it offers. The capacity to engage in district wide planning processes around cemeteries and crematoria within the uMDM is limited by insufficient internal human resources or funding for external service providers to undertake the required work.

## **CEMETERY APP**

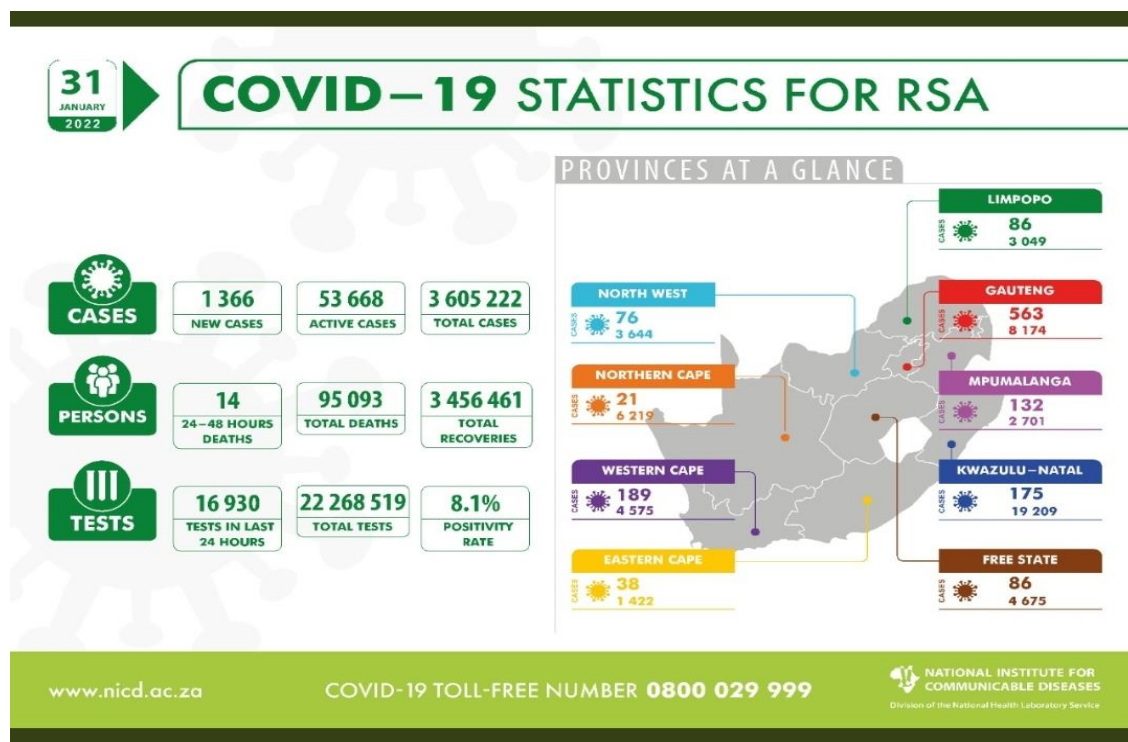
The uMDM has established what the marketplace currently offers municipalities in terms of technology to digitize burial records and improve online transactional capability across the funeral industry value chain. No LM has to date indicated that they have allocated budget for acquiring cemetery apps.

The consultation process with regards to traditional authorities and the funeral industry within the uMDM on a cemetery app has been delayed due to limited human resources within the unit. It is expected that an initial consultation process will be undertaken before the end of the third quarter of the financial year.

## COVID 19 Impact on Mortality uMDM Situation Report



Globally, as of 4:57pm CET, 31 January 2022, there have been 373,229,380 confirmed cases of COVID-19, including 5,658,702 deaths, reported to WHO. As of 30 January 2022, a total of 9,901,135,033 vaccine doses have been administered.



## COVID-19 STATISTICS IN KZN

| POSITIVE CASES IDENTIFIED | ACTIVE CASES | RECOVERIES | DEATHS | NEW CASES |
|---------------------------|--------------|------------|--------|-----------|
| 522 921                   | 7 049        | 500 210    | 14 798 | 635       |

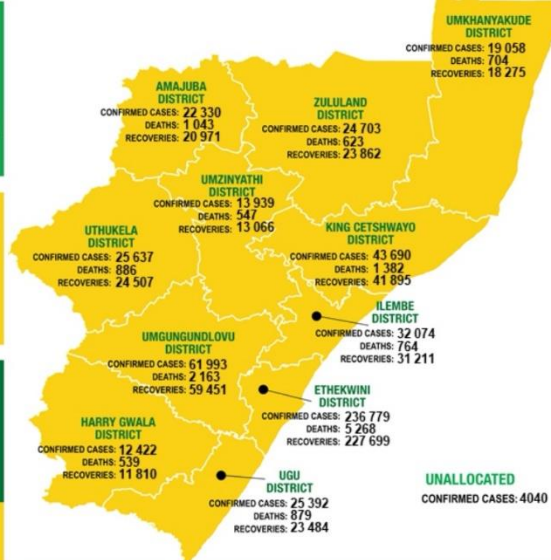
**TUESDAY**  
**07**  
**DECEMBER**  
**2021**

Learn more to  
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[www.sacoronavirus.co.za](http://www.sacoronavirus.co.za)

Covid-19 public hotline:  
**0800 029 999**  
WhatsApp 'Hi' to  
**0600 123 456**

**DOWNLOAD the**  
**COVID Alert SA app**

The COVID Alert SA app can  
notify you if you have been  
exposed to another app user  
with coronavirus.  
Download it now to  
protect yourself and  
others.



**KWAZULU-NATAL PROVINCE**  
HEALTH  
REPUBLIC OF SOUTH AFRICA

Kwazulu-Natal Department of Health  
KZN Department of Health

kmhealth  
@kmhealth

STRAY  
SAFE  
HARD TOGETHER

**GROWING**  
**KWAZULU-NATAL**  
**TOGETHER**

## COVID-19 STATISTICS IN KZN

| POSITIVE CASES IDENTIFIED | ACTIVE CASES | RECOVERIES | DEATHS | NEW CASES |
|---------------------------|--------------|------------|--------|-----------|
| 641 474                   | 18170        | 607643     | 15 797 | 256       |

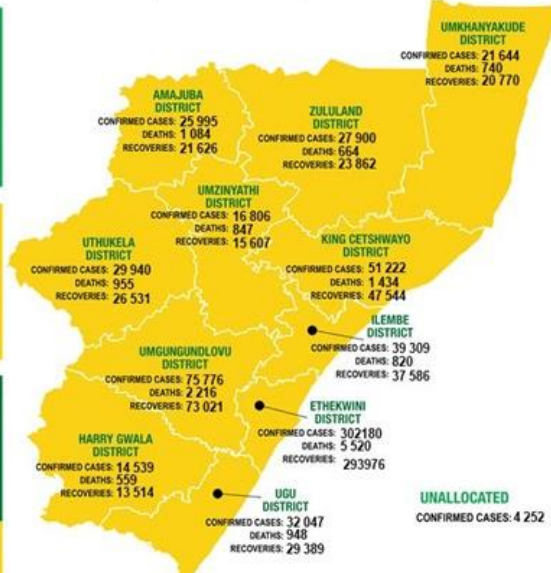
**MONDAY**  
**31**  
**JANUARY**  
**2022**

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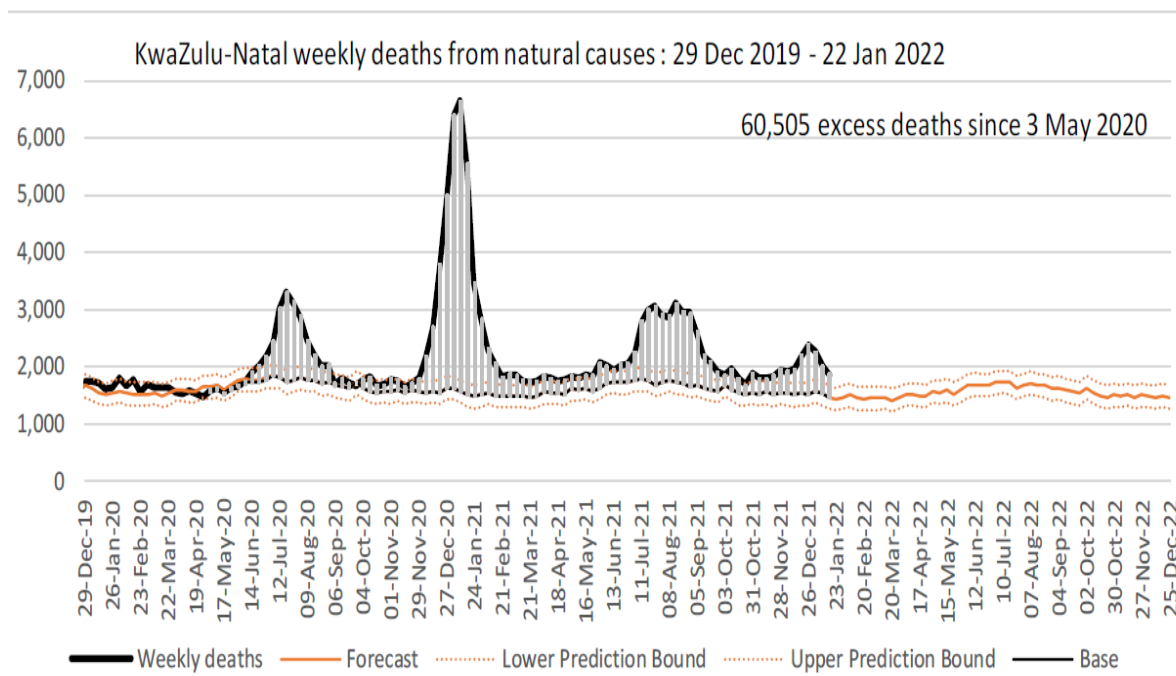
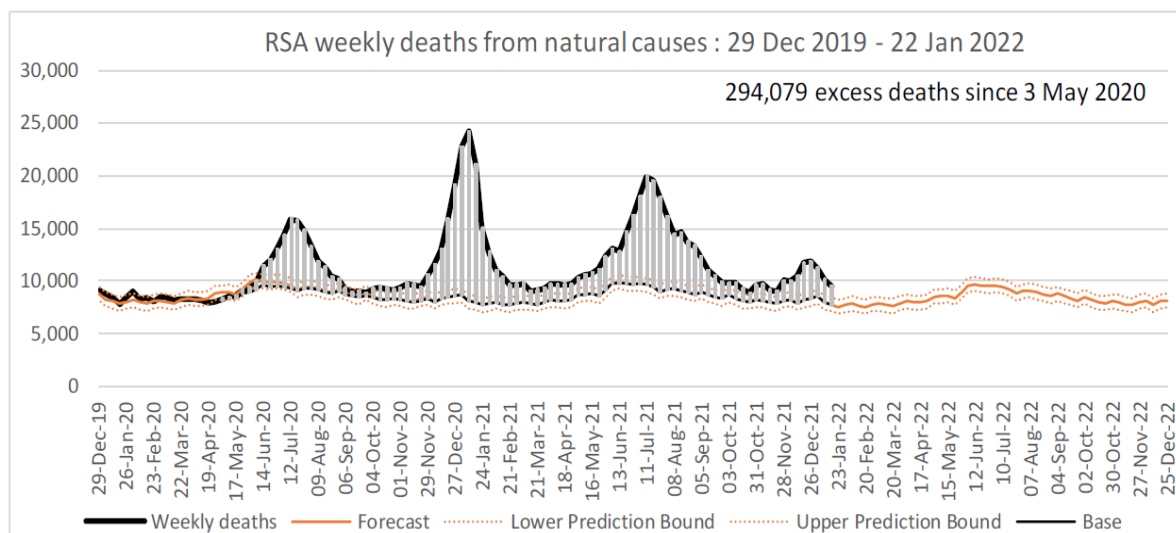
**GROWING**  
**KWAZULU-NATAL**  
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## Trends

- The weekly number of deaths (all ages) from all causes decreased to **10,640** in **Week 3** (16 – 22 Jan 2022), resulting in an excess of **1,940** deaths during the week.
- The number of excess deaths from natural causes (all ages) peaked in **Week 51** of 2021 (19 Dec – 25 Dec 2021) and decreased to **2,657** in **Week 1** of 2022 (2 – 8 Jan 2022), and further decreased to 1,726 in **Week 3** (16 – 22 Jan 2022) with a p-score of 22% (i.e., the excess was 22% of the predicted number).
- Since 3 May 2020, there has been a cumulative total of more than **294,000** excess deaths from natural causes of persons all ages of which **85,000** occurred in 2020, just over **202,000** occurred in 2021 (since 3 Jan 2021) and more than **6,000** occurred in 2022.

| Week | Date                  | Weekly excess deaths from natural causes (all ages) | Cumulative excess since 3 May 2020 (all ages) | Cumulative excess since 3 January 2021 (all ages) | Cumulative excess since 2 January 2022 (all ages) |
|------|-----------------------|---|---|---|---|
| 43   | 24-Oct-21 – 30-Oct-21 | 823   | 268,963                                       | 184,020   |   |
| 44   | 31-Oct-21 – 6-Nov-21  | 1,414   | 270,377                                       | 185,433   |   |
| 45   | 7-Nov-21 – 13-Nov-21  | 1,537   | 271,914                                       | 186,971   |   |
| 46   | 14-Nov-21 – 20-Nov-21 | 1,243   | 273,157                                       | 188,214   |   |
| 47   | 21-Nov-21 – 27-Nov-21 | 1,205   | 274,362                                       | 189,419   |   |
| 48   | 28-Nov-21 – 4-Dec-21  | 1,880   | 276,242                                       | 191,299   |   |
| 49   | 5-Dec-21 – 11-Dec-21  | 1,701   | 277,944                                       | 193,000   |   |
| 50   | 12-Dec-21 – 18-Dec-21 | 2,574   | 280,518                                       | 195,574   |   |
| 51   | 19-Dec-21 – 25-Dec-21 | 3,513   | 284,031                                       | 199,087   |   |
| 52   | 26-Dec-21 – 1-Jan-22  | 3,510   | 287,541                                       | 202,598   |   |
| 1    | 2-Jan-22 – 8-Jan-22   | 2,657   | 290,198                                       |   | 2,657   |
| 2    | 9-Jan-22 – 15-Jan-22  | 2,154   | 292,352                                       |   | 4,798   |
| 3    | 16-Jan-22 – 22-Jan-22 | 1,726   | 294,079                                       |   | 6,126   |

| Region          | Period                | Excess deaths vs revised base | Excess deaths per 100,000 population | Age standardised excess death rate per 100,000 |
|-----------------|-----------------------|-------------------------------|--------------------------------------|--|
| South Africa    | 3 May 20 – 22 Jan 22  | 294,079                       | 494                                  | 494  |
| <b>Province</b> |                       |                               |                                      |  |
| Eastern Cape    | 31 May 20 – 22 Jan 22 | 49,745                        | 756                                  | 609  |
| Free State      | 21 Jun 20 – 22 Jan 22 | 16,559                        | 569                                  | 569  |
| Gauteng         | 7 Jun 20 – 22 Jan 22  | 58,134                        | 373                                  | 410  |
| KwaZulu-Natal   | 7 Jun 20 – 22 Jan 22  | 60,505                        | 529                                  | 608  |
| Limpopo         | 21 Jun 20 – 22 Jan 22 | 31,327                        | 530                                  | 464  |
| Mpumalanga      | 21 Jun 20 – 22 Jan 22 | 22,628                        | 470                                  | 507  |
| Northern Cape   | 28 Jun 20 – 22 Jan 22 | 8,344                         | 713                                  | 667  |
| North West      | 28 Jun 20 – 22 Jan 22 | 16,556                        | 411                                  | 422  |
| Western Cape    | 3 May 20 – 22 Jan 22  | 30,282                        | 429                                  | 378  |









### **C.5.6 Human Settlements**

UMgungundlovu District Municipality as a District is not classified as a housing developer for human settlements. There the IDP will not have a housing chapter, however the projects by the Department of Human Settlements are included in this IDP under alignment section. This is mainly for the purposes of joint planning where the District is expected to provide bulk services. Hence our infrastructure projects list also include human settlement projects.

### **C.5.7 Telecommunications and broadband**

(See the demographic characteristics section above with detailed analysis) the District is a broadband pilot and is implementing the projects-at planning phase. Number C.3.7 also provides more information on UMDM ICT and Broadband.

### **C.5.8 KZN Integrated Infrastructure Master Plan**

The KZN Integrated Infrastructure Master Plan is championed by The Department of Public Works. The Department of Public Works in collaboration with COGTA, sector departments and municipalities are working on drafting a master plan. There is an Infrastructure master plan that has been compiled and is currently in draft format and is progressing through the Clusters. Once approved it will be circulated and workshops held with stakeholders as per the latest presentation from the Department of Public Works.

The KZN Integrated Infrastructure Master Plan (KZN IIMP) is not a document compiled in the conventional format that has been produced by other entities. There are still fundamental technical flaws that technically limit the compilation of such a document. The KZN-IIMP is developed to be a long-term planning document. Unfortunately, certain source data (e.g. Population data) is not available for the 20year horizon. Any plan compiled without this key data is deemed to be flawed.

### **KPA: BASIC SERVICE DELIVERY CHALLENGES**

- There is a need to increase number of process controllers in line with the regulation for the minimum number of staff to operate water works of a certain class. This will improve water quality results to meet drinking water quality standards as per SANS 241.
- Funding is required to upgrade infrastructure at treatment works also to respond to all risks identified in the Water Safety Plan.
- High raw water turbidity affects the operation of water treatment works as they cannot be operated at very high turbidity of raw water. There is a need to consider bulk water supply.

## BASIC SERVICE DELIVERY AND INFRASTRUCTURE SWOT ANALYSIS

|  |  |
|--|--|
| <p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>○ Eradication of water, sanitation backlog</li> <li>○ MIG frontloading through DBSA loan and additional revenues like the ORIO grant for O&amp;M.</li> <li>○ Replacement of aging water infrastructure and operations and maintenance of existing water and sanitation infrastructure.</li> <li>○ Alternate forms of housing e.g. rental and low-cost development.</li> <li>○ Facilitate increase of access to road services.</li> <li>○ Solid waste removal.</li> <li>○ Environmental management – vegetation control in urban and rural areas.</li> <li>○ Maintenance of municipal assets – including buildings, roads, storm water, parks, verges and cemeteries.</li> <li>○ Material recovery and recycling at landfill sites - there is funding and MOAs have been signed.</li> <li>○ New landfill sites e.g. at Mpofana.</li> <li>○ <b>Water and wastewater quality management</b></li> </ul> | <p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>○ Backlogs in the provision of other basic services: Access to refuse removal.</li> <li>○ High water losses resulting from water leaks, pipe burst and illegal connections (loss in water revenue).</li> <li>○ Water tankers must be phased out, but in the interim it needs to be vastly improved and made more reliable.</li> <li>○ Communication and mechanisms between Department of Human Settlements and Municipalities need to improve.</li> <li>○ Landfill sites are fast reaching their full capacity.</li> <li>○ <b>Shortage of financial resources</b></li> </ul>   |
| <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>○ External funding for infrastructure development</li> <li>○ Investigate access to alternative energy.</li> <li>○ Human Settlements Programmes: Slums clearance housing program.</li> <li>○ <b>Skilled staff to ensure service delivery</b></li> </ul>  | <p><b>Threats</b></p> <ul style="list-style-type: none"> <li>○ Wastage of water</li> <li>○ Drought periods</li> <li>○ Aging water infrastructure needs to be replaced at great expense for which funds must be sourced.</li> <li>○ Poor coordination on human settlement projects to ensure services are planned and secured prior development</li> <li>○ In some cases, the standard of construction of structures is poor requiring regular maintenance and even replacement</li> <li>○ Community facilities are being vandalised.</li> <li>○ There are concerns with the pace and process on housing/human settlements delivery.</li> <li>○ Informal settlements are increasing in urban areas.</li> <li>○ Land invasions and new demands for services.</li> <li>○ <b>Load shedding</b></li> <li>○ <b>Illegal connections</b></li> <li>○ <b>Insufficient bulk water supply</b></li> </ul> |

## **C6. KPA: LOCAL ECONOMIC DEVELOPMENT AND SOCIAL DEVELOPMENT ANALYSIS**

### **C6.1 LOCAL ECONOMIC DEVELOPMENT**

Local Economic Development (LED) is the process by which public, business and governmental sector partners work collectively to create better conditions for economic growth and employment generation. The aim is to improve the quality of life for all. Therefore, practicing local economic development means working directly to build up economic capacity of a local area to improve its economic future.

#### **LED FUNCTIONALITY AND CAPACITY**

Principles that underpin Local Economic Development programmes, projects and activities in South Africa are articulated in the framework. The framework is, also a point of reference for stakeholders directly or indirectly involved in LED.

Strategic coordination of international best practice and learnings from previous policies forms part of the framework. There are Six Core Pillars that provide guidelines to the design, development and implementation of LED for the next ten years.

- Building a diverse and innovation driven local economies.
- Developing inclusive economies.
- Developing learning and skilful economies
- Enterprise development and support
- Economic governance and infrastructure • Strengthening local systems of innovation.



*EPWP staff at work on a municipal project*

#### **UMDM LED PROJECTS INCLUDE**

- The development of Mandela Capture site
- The development of Manaye Hall
- The development of Howick Falls
- The development of the Heroes Acre



#### **C.6.1.1 The LED STRATEGY/PLAN**

The Draft LED Strategy was adopted in March 2021 and is an annexure of the IDP. The strategy talks to the District Growth and Development Plan. The process is managed in-house. The document will be reviewed in 2023.

#### **C.6.1.2 POLICY/ REGULATORY ENVIRONMENT AND ALIGNMENT**

The following L.E.D. related Policies and compliance exist:

An adopted Informal Economy Policy and Forum. All local municipalities are implementing and regulating the issuing of permits for street vendors?

There is an Investment Strategy that was developed in 2018 and is subject to review. The municipality has adopted the EPWP Policy as aligned with EPWP phase 3 and currently working on Phase 4. There is no database for land ownership but these would be at Local Municipalities (LMs). There is a database for all active/registered SMMEs and Cooperatives, which is updated annually. The Rural Development Plan developed in 2019 under review. Information Management will be the pillar of our planning process and partnership with other government department, private sector and state agencies will be our key stakeholders moving forward. Economic Development and Planning Portfolio Committee is the oversight committee and monitor progress on the implementation of approved plans and projects. The district has a database of all registered and active SMMEs and Cooperatives, which is updated annually.

There are five implementation pillars that have been identified to assist the implementation of the core pillars.

- Research planning and strategy
- Funding and finance
- Human resource and capacity development
- Monitoring, evaluation and knowledge management
- Organisational and institutional arrangements

### C.6.1.3 STRATEGIC ECONOMIC ANALYSIS

TABLE 6. GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - UMGUNGUNDLOVU DISTRICT MUNICIPALITY, 2016-2021 [R BILLIONS, CONSTANT 2010 PRICES]

|                         | 2016         | 2017         | 2018         | 2019         | 2020         | 2021         | Average Annual growth |
|-------------------------|--------------|--------------|--------------|--------------|--------------|--------------|-----------------------|
| Agriculture             | 4.04         | 4.21         | 4.29         | 4.37         | 4.45         | 4.53         | 2.32%                 |
| Mining                  | 0.30         | 0.30         | 0.31         | 0.31         | 0.31         | 0.31         | 1.02%                 |
| Manufacturing           | 6.93         | 7.07         | 7.20         | 7.32         | 7.46         | 7.64         | 1.95%                 |
| Electricity             | 1.50         | 1.51         | 1.52         | 1.55         | 1.58         | 1.63         | 1.60%                 |
| Construction            | 2.31         | 2.36         | 2.42         | 2.48         | 2.54         | 2.62         | 2.57%                 |
| Trade                   | 7.66         | 7.80         | 7.91         | 8.05         | 8.24         | 8.49         | 2.08%                 |
| Transport               | 5.55         | 5.64         | 5.79         | 5.94         | 6.13         | 6.35         | 2.72%                 |
| Finance                 | 8.60         | 8.77         | 9.05         | 9.33         | 9.66         | 10.04        | 3.15%                 |
| Community services      | 13.52        | 13.70        | 13.83        | 14.06        | 14.35        | 14.68        | 1.65%                 |
| <b>Total Industries</b> | <b>50.42</b> | <b>51.36</b> | <b>52.32</b> | <b>53.42</b> | <b>54.72</b> | <b>56.28</b> | <b>2.23%</b>          |

#### C.6.1.4 STRATEGIC PROGRAMMES RESPONSIVE TO THE ECONOMIC COMPARATIVE AND COMPETITIVE ADVANTAGE OF THE LOCALITY

##### Agriculture and Land Reform

- Development of agricultural potential in low-income areas on the peri-urban fringe, in particular the Edendale Valley in Msunduzi.
- The protection of high potential agricultural land for commercial production –including the Midlands Meander.
- Support for land reform beneficiaries to increase agricultural production through supply linkages and possible joint ventures with major companies in Agri-Processing.

##### Tourism

- Midlands Meander: increase arts & crafts resources & improve benefit to previously disadvantaged areas and land reform beneficiaries.
- Improve links of Midlands Meander route to Drakensburg.
- Development of cultural tourism potential.

##### Industry Development

- Development of the Howick – Durban Corridor and deliver assistance to Msunduzi & uMngeni municipalities to provide world class infrastructure to support industrial development
- Development of the greater Edendale area – tenure upgrade, residential, commercial, industrial development and transport
- Securing of water resources – improve catchment management on Umgeni.

An important part of the PSEDs overall strategic thrust is a focus on development corridors and nodes. The PSEDs asserts that settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres.

Corridors should act as a facilitative mechanism for increasing growth of existing centres and economic development corridors and to ensure that potential for economic development in poor areas is optimised.

Corridors and nodes are classified according to their potential as follows:

- **Primary Node (PN):** An urban centre with very high existing economic growth and the potential for expansion thereof. Services international, national and/or provincial economies.
- **Secondary Node (SN):** An urban centre with good existing economic development and the potential for growth. Services the regional economy.

The development corridors have been identified for priority intervention and only those corridors which are identified as having the potential for greater economic growth potential. There is also a need to consult extensively with municipalities on the identification of the lower order nodes. Corridors are defined as follows:

- **Primary Corridor (PC):** A corridor with very high economic growth potential within all three sectors which serves areas of high poverty densities.
- **Secondary Corridor (SC):** A corridor serving areas of high poverty levels with good economic development potential within one or two sectors.

#### **C.6.1.5 EASE OF DOING BUSSINES/ RED TAPE REDUCTION**

##### **Red Tape**

Red tape is defined as rules and regulations, administrative and management procedures and systems, which are not, or are no longer, effective in achieving their intended objectives, and which therefore produce sub-optimal and undesired social outcomes. In many cases, a perfectly sensible bureaucratic procedure can become clumsy through poor interfaces between people, or through poor communication on how the process works.

Streamlining procedures and increasing the service orientation of administrative personnel can therefore play an important role in reducing inefficiency and thus reducing costs. Red tape shows up in and between all kinds of organisations, such as the different spheres of government, in the private sector and in civil society. Although much red tape is created elsewhere in the economic and social system, we specifically focus on red tape that occurs at the local governance sphere, or that shows up in the area of sector or value chains.

##### **Three main kinds of red tape**

1. Red tape which is created by rules and regulations that are designed to achieve a specific policy objective and that are thus policy related.
2. Red tape which is created by procedures and systems that do not function in an efficient and effective way due to administrative and management issues
3. Red tape which is created when stakeholders from different sub-systems exchange information or interact.

## **Different causes of red tapes**

Red tape caused by rules and regulations

Red tape caused by inefficient procedures and administrative systems

Red tape caused by poor communication and information exchange

## **The rationale for reducing red tape**

Not every rule, regulation, procedure or system is necessarily red tape. The purpose of reducing red tape is not to take away all the policies and administrative and management processes. Rather, the aim of cutting red tape is to focus rules, regulations, procedures and systems on achieving their objectives efficiently and effectively. Where this is not possible, it becomes necessary to make sure that people can interact with the policies and procedures in a more efficient and transparent way.

The LED perspective: reduce compliance costs for business and thereby improve the business environment, leading to economic growth. The service delivery perspective: reduce costs for service provision and increase the use of services.

## **Addressing red tape to improve the use of services and service delivery**

Many symptoms of red tape in an organisation relate to the consumption of the services offered by the organisation. Red tape in the municipal context reduces the consumption of services in many cases, which in the end defeats the objective of government. In the worst case, inefficient service provision has a marginalisation effect.

## **Addressing red tape to save costs**

The cost of red tape first of all affects the budget and resources within the organisation where the red tape originates. In the municipal context, for instance, rules and regulations which are unnecessary or do not help to achieve their policy goals make it more difficult for officials to do their jobs, even when there is no enforcement. Unnecessary or complicated procedures and systems also create costs. There might be increased training costs, compliance enforcement costs and performance monitoring costs for management and staff to use the procedures and systems. Furthermore, there is also ever-increasing pressure on local municipalities to better utilise their financial, human and physical resources.

Reducing red tape must therefore be seen as a complex, diverse and pluralistic process, which cannot be simply implemented and controlled through one-dimensional hierarchical planning and management. Bringing a multitude of actors to work together and complement each other requires systemic and facilitative interventions towards change.

There is no 'one size fits all' approach in red tape reduction. Bringing about change requires an approach that sufficiently takes into account the specific dynamics, the complexity and interrelatedness of a locality and its actors.



### **A systemic approach is based on seven main assumptions:**

1. Understanding the local context requires knowing the different elements of which it is comprised, and understanding and awareness of the multiple, complex and reciprocal relationships and linkages by which these elements are connected.
2. Each system follows its own logic, which functions as a perfectly rational guiding principle for the system's stakeholders. Being aware of the logic of these different systems is crucial for understanding the local context as a whole.
3. Systemic change can only be made by or with the local stakeholders and the people most affected by the specific issues.
4. To bring about systemic change, the internal actors must be aware of the local characteristics and the issues that might inhibit the performance of the local systems.
5. Systemic change cannot be linearly planned, but can only be achieved in a step-wise and flexible manner. The main triggers to change a local system are likely to be revealed only as the change process unfolds. The interconnectedness of the different factors and stakeholders make it impossible to understand and predict all the reactions of all the elements at any one point.
6. Problems that reduce the performance of a system are likely to be benefiting someone working within the system, otherwise the problems would already have been eliminated by the system itself. This phenomenon can often be observed in the form of invisible vested interests or hidden agendas of certain people, e.g. public service officials benefiting from ineffective rules and regulations.
7. Every local context is unique. A systemic approach aims at exploring the specific triggers or leverage factors of this uniqueness.

### **Diagnosing and addressing a specific Red Tape issue**

Step 1: Identify the red tape issue and describe it in detail by developing a problem statement. Explore the boundaries or scope of the problem by identifying the various symptoms.

Step 2: Diagnose the red tape issue using a variety of facilitation and analytical tools. This often involves looking at alternative solutions.

Step 3: Intervention selection and project design.

Step 4: Implementation of interventions or solutions.

### C.6.1.6 FUNDING AND IMPLEMENTATION

### C.6.1.7 POTENTIAL EMPLOYMENT AND JOB CREATION

### C.6.1.8 EPWP INDICATORS

All sectors are functional and contributing to job creation. There is consistent reporting with regards to work opportunities created across all sectors on the EPWP. The following format is used to report (below is an old report for illustration purposes):

| Name             | Work opportunities |          | FTE    |          | Protocol | Policies | Grant Expenditure |
|------------------|--------------------|----------|--------|----------|----------|----------|-------------------|
|                  | Target             | Achieved | Target | Achieved |          |          |                   |
| Umgungundlovu DM | 7659               | 3464     | 2755   | 779      | Yes      | Yes      | Yes               |

The Financial Sections also reflects on grants performance including the EPWP's incentive grant.

To all intents and purposes all projects that have job creation are reported as part of the business plan submitted to NDPW.

Green Economy Initiatives- the District implements the waste recycling project in partnership with Local Municipalities.

## LOCAL ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

There is no institutionalised capacity to implement LED in UMDM at its current state. Even in local municipalities including Msunduzi, capacity within the Municipality and the Pietermaritzburg Midlands Chamber is limited. There is a lack of human and financial resources required to implement LED. Unless necessary resources are found, LED strategies remain a pipe dream that will gather dust. The following mechanism are recommended for implementation:

### Area targeting / Regeneration strategy

In UMDM, key area targeting strategies are required to address specific area-based problems and issues as well as specific opportunities. Possible projects include:

- Renewal of the Mpofana town centre.
- Specific development of Edendale.
- Completion and upgrading of Impendle maize mill.
- Renewal and upgrade of Pietermaritzburg town centre with particular reference to architecture

Feasibility studies will be required for Mpofana and Impendle and the roll out renewal plans for the rejuvenation of PMB will be required. The regeneration of these areas will support the tourism strategies

developed as well as improve the image of the areas and Msunduzi in particular. The development of the parliamentary precinct within the City in a PPP with a developer could be explored.

UMDM also needs to identify specific areas within each LM where certain types of businesses will be encouraged to locate. District growth nodes may act as the centre for planned growth and employment. Where possible, this should be built upon an existing agglomeration of firms showing high potential. Specific areas are (the list is not exhaustive):

- Agri-processing
- Biofuel
- Health and Medical Services
- Logistics and supply chain services
- Property development
- Telecommunication
- Tourism
- Wood and wood product

UMDM will need to additionally encourage investment into the designated corridors. Growth can be encouraged to strengthen linkages between LMs but also expansion from an area of promising economic activity out towards a more challenging areas in uMngeni, Impendle, Msunduzi and Mpofana. By encouraging incremental investment UMDM will consolidate an active growth corridor linking richer and poorer areas thus reducing social and economic exclusion.

UMDM should consider the development and support of some informal markets. Impendle and Mpofana are good examples of locations where such markets would support the poor. In Mngeni, two such markets exist in Lion's River and are working well. In Msunduzi, Edendale will be an additional candidate for such a market.

UMDM should consider the following for the deep rural areas in particular.

- Retraining of clothing and textile workers in Mpofana
- Development of a mentoring programme for small businesses (informal and formal)
- Entrepreneurship training and SME support programs
- Community programmes, arts and crafts initiatives

### **Local business growth**

Most local economic growth is generated by small and medium-sized businesses that are already established in the community. Encouraging local business growth involves providing advice, support and resources to enable these existing local businesses to grow. These strategies are sometimes called business retention and expansion strategies. Some projects for UMDM to consider include:

#### **Business retention**

Particularly in Msunduzi and should be implemented annually. Surveys of existing firms can be used to help identify problems and determine how the business is performing, from where it sources its inputs, whether it is expanding, etc. The survey can be used to encourage local businesses to source more inputs locally, identify and finance training and skills needs, and contribute to LED strategy development. Additionally, action working groups on a focused sector basis should be gathered together

to brief the Chamber and Municipality on the type and nature of incentives needed to expand their businesses.

### **Technical support to businesses**

Someone establishing a business for the first time needs to know how to produce his or her product. They must also understand finance, business planning, marketing, some aspects of the law including employment, taxation, safety at work, environmental legislation and so on. The provision of access to training and support in these areas meets a basic need and can be provided through 'one stop shops' or independent advisers. Establishing A 'one stop shops' with access to market information will be extremely useful.

This can include broad-based management and marketing programs, quality standards training and advice and possibly some support in terms of the provision of market information and access facilitation. UMDM should implement at least one-stop business service centre in each LM linked to a community-based business services outlet with internet access.

### **Financial advice and support**

Business support centres in each LM can facilitate meetings for interested businesses. An appropriate financial support program can give advice and training on financial planning, access to capital and credit.

### **Public procurement policy**

UMDM and especially Msunduzi procurement policy must be local business friendly. Public sector organizations should make their procurement policy accessible to local companies. An initiative is suggested which require UMDM and Msunduzi to host a quarterly procurement event for local businesses where procurement for the next quarter is tabled and announced.

### **Provision of land and premises**

A list of industrial and commercial land and buildings owned by the LMs and DM should be developed and circulated to be used to encourage business investment and expansion. A study of the local property market could be commissioned to begin to plan for residential expansion and requirements.

### **Encouraging new enterprises**

#### **Facilitate the provision of finance for new businesses**

Business advisory and financial support of micro-enterprises is key to enable business start-up as they usually cannot access traditional lending and investment institutions. Micro-enterprise financing is a specialist area that is well documented. UMDM should become involved in these schemes by meeting with micro-enterprise institutions to assess the nature of support available and to initiate collaboration with institutions like Ithala, SEFSA, SEDA, Pietermaritzburg-Midlands Chamber of Business and many others. UMDM's role will be to identify needs and encourage institutions and private sector players to intervene.

## **Conducting business mentoring programs**

Good practice suggests linking new and small business owners with established businesses, significant benefits can result for both businesses. These need not be formal networks. In addition, informal networks of mentors and new businesses can create further benefits by developing supplier linkages, establishing critical mass for specialist training. This can be linked to procurement process.

## **Integrating low income workers into the economy**

Integrating disadvantaged groups is important in particular rural women and young people. Specific projects should be implemented to ensure an increase in access to the economy for both groups, as many households in UMDM are headed by women.

## **Invest in hard strategic infrastructure**

Investment in hard infrastructure involves investing in improving the physical environment for businesses thereby making it more attractive for business retention and expansion. Infrastructure is urgently required to facilitate development along the N3 corridor.

The development of UMDM Infrastructure Plan cannot be emphasized. The plan that will be in line with available pieces of land for development and the nature of development required, otherwise development will be determined by investors and their interests. Infrastructure plan that will include rural development to reduce unstructured development taking place in areas like Nkanyezini in Mkhambathini and along the Richmond road. Such developments are a source of service delivery protest for there is no infrastructure. Infrastructure that will provide the following is necessary;

- Significant improvement of the public transport facilities within Msunduzi, between Msunduzi and outlying areas.
- The improvement or expansion of the Pietermaritzburg Airport need to be finalized.
- Identification and development of Industrial Parks
- Significant improvement in the telecommunications infrastructure and the recommended wireless broadband.
- Installation of CCTV in high-risk areas.
- Water treatment plants that is stalling development in areas like uMngeni and Mkhambathini is urgently required.
- The upgrade of electricity infrastructure particularly in Pietermaritzburg is also critical and the involvement of ESKOM.

These projects involve considerable expense and collaboration with outside agencies, national and provincial government including the private sector.

Developing industrial estates, business parks is normally undertaken by the private sector, however, UMDM can pave the way for the establishment of industrial estates and business parks by facilitating and encouraging enabling environment within the local authority. A partnering programme with developers is recommended to get this initiative off the ground.

## **Investment in soft infrastructure**

Investment in soft infrastructure involves investing in improving the commercial environment for businesses. In UMDM this will largely mean the fast track development of essential skills for business.

### **Provide enabling environment and skills training**

In all Local Municipalities enterprise training should be targeted wherever possible. Training should be provided in response to employer skills needs as well as the sectors targeted for growth in UMDM.

### **Promoting inward investment**

The promotion of inward investment means to attract businesses to an area from elsewhere. However, attracting large manufacturing and service sector employers into communities is one of the most difficult, frustrating and riskiest of all LED strategies. This is partly because there are far fewer investors than there are communities seeking to attract them and many communities are prepared to offer massive incentives to inward investors. But careful consideration should be given to the costs and benefits of attracting inward investors and the challenge of over-riding planning policies to attract investment. Promoting inward investors requires:

- A stable macro-economic climate
- A stable political and regulatory environment
- A welcoming environment
- Available sites and/or premises
- Appropriate, available and reliable infrastructure and services
- Available skilled workforce
- Available local suppliers and resources
- Incentive schemes

UMDM should develop specific and competitive packages for the target sectors to stimulate investment in the required areas, regions, sites, corridors and nodes. Professional assistance should be sought in the development of these packages. We recommend beginning with existing successful clusters in health, manufacturing and tourism via a structured marketing campaign combined with the appropriate incentive package. We also recommend that professional feasibility studies on what to package in order to attract new sectors be implemented prior to engaging in any marketing activity. There is insufficient information on the markets for special crops and these studies are also required. The benefits of getting this right is direct employment, increase in the tax base, indirect employment, up-skilling of the workforce and opportunities for local SMMEs .

### **Promote Sector and Cluster development**

Cluster development means that LED initiatives are concentrated on encouraging and supporting inter-firm collaboration, institutional development and support in targeted industrial sectors. These are quite sophisticated LED strategies and may only be undertaken following in-depth research. The development is targeted at those sectors that offer the most local economic development potential for UMDM.

### **Developing cluster-focused public procurement and local purchasing agreements**

The public sector is often the largest buyer in a city and as such there are opportunities to enable local businesses to access tender processes more easily. It is often difficult for small businesses, in a cluster or not, to bid for large government contracts. A cluster initiative could include developing a food supplier network to supply government catering needs. A logical cluster development initiative to encourage suppliers of basic food products to enter into some form of food processing. Cluster development activities could then move on to transportation, storage and packaging of food products. From there it is likely businesses could start retailing and producing processed foods for the private sector.

### **Providing cluster specific information**

One of the most effective ways of developing a cluster is to gather information about businesses and institutional support systems in the cluster and then produce it so that it can be shared. Thereafter, with a small amount of effort, supplier linkages can be developed. These do not need to be sophisticated.

### **Developing cluster related marketing efforts:**

Once a cluster has been identified and it starts developing, there are opportunities to promote it and attract supporting investment as well as promoting business opportunities externally for cluster members.

### **ENVIRONMENTAL HEALTH BYLAWS**

The municipality, aware of the constitutional right of every person to an environment that is not harmful to his or her health or well-being, and the principles that underlie the National Health Act, 2003 (Act 61 of 2003) and the National Environmental Management Act, 1998 (Act 107 of 1998), adopts this by-law with the aim of protecting and promoting the health and well-being of all people in uMgungundlovu District area by providing, in conjunction with applicable laws, a legal and administrative framework within which the municipality can develop and manage its municipal health obligations. The Environmental Health Bylaws is an annexure of the IDP.



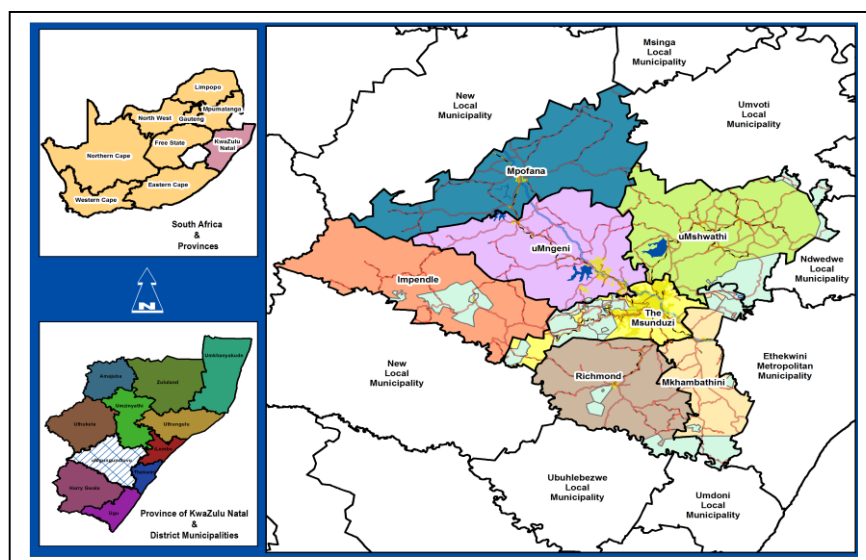
## HIV/AIDS

### HIV PREVALENCE

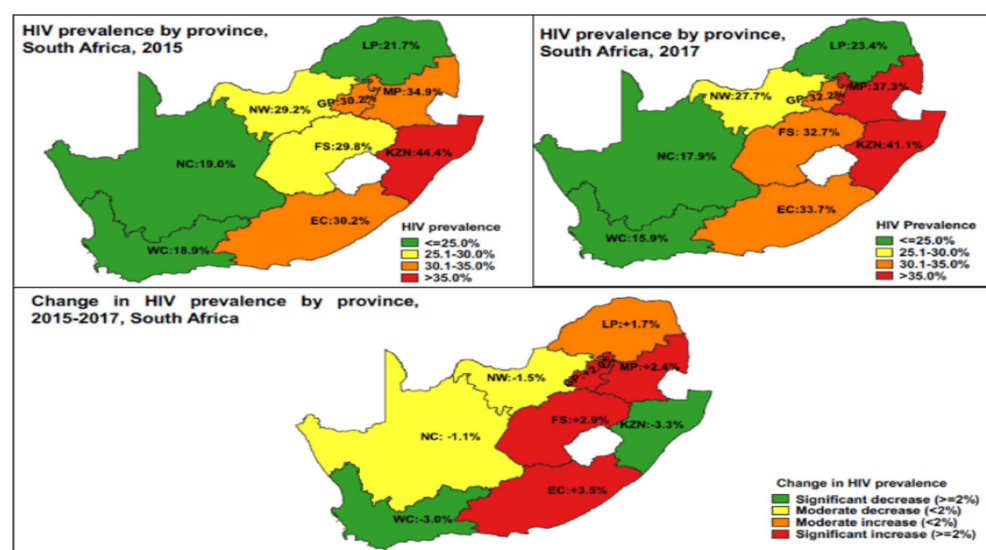
In KwaZulu-Natal, HIV prevalence had increasing trend between 2012 and 2015. For instance, in uMgungundlovu District the trend was in:

|      |      |
|------|------|
| 2012 | 40.7 |
| 2013 | 42.4 |
| 2014 | 47.6 |
| 2015 | 46.2 |
| 2017 | 46.6 |

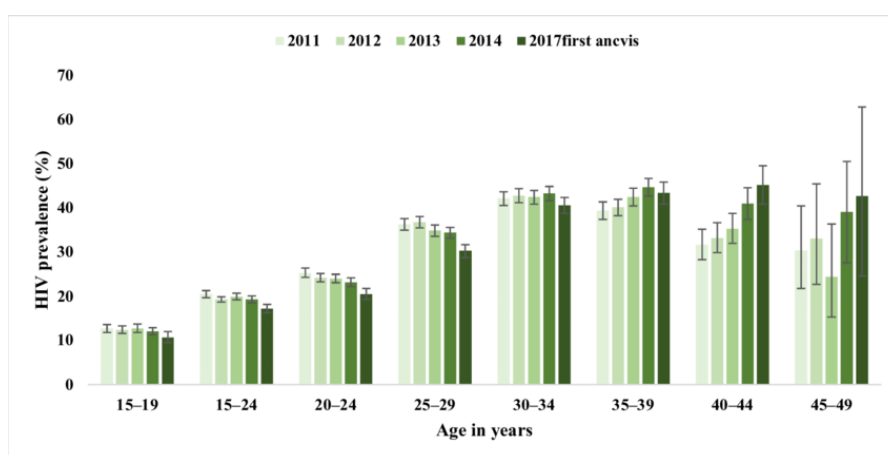
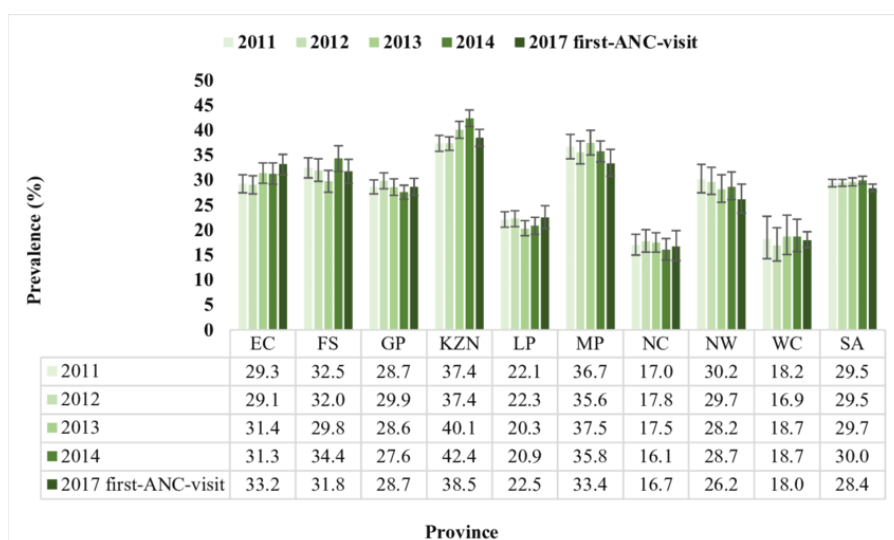
In the 2017 survey, HIV prevalence dropped from 44.4% in 2015 to 41.1% in 2017. Overall, HIV prevalence in KwaZulu-Natal was higher by more than 10% from the national average.



The highest prevalence declines were in uMkhanyakude (11.3%) and Zululand (10.8%) districts. In 2015, these two districts had the highest HIV prevalence nationally. In the 2017 survey, the lowest prevalence in KwaZulu-Natal was in uMkhanyakude (35.0%), Amajuba (36.4%) and Zululand districts (37.6%). In Six other districts in KwaZulu-Natal, HIV prevalence declined by 0.3%-6.8percentage between 2015 and 2017.



The 2017 Antenatal Survey conducted makes the following observations about the extent of the disease per Province in South Africa:



The results show HIV prevalence decline across all age groups in the KwaZulu-Natal province. The decline in the age groups 15-24 years and 25-29 years was statistically significant.

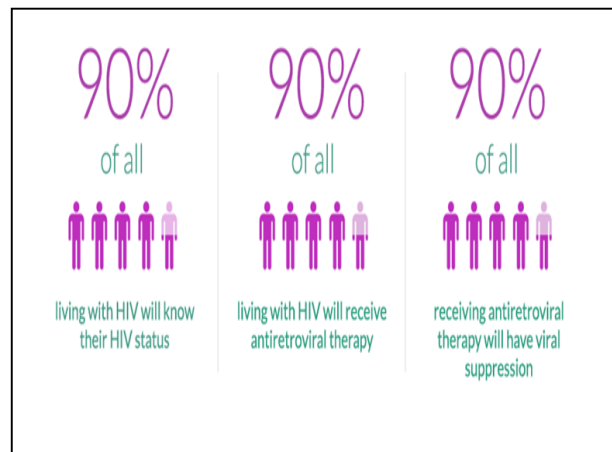
Although HIV prevalence has declined in most districts in KwaZulu-Natal, in two districts prevalence has continued to sharply increase. These two districts are uThukela district, where prevalence increased by 5.2% in 2017 and uMzinyathi district where prevalence increased by 5.0%

The Joint United Nations Programme on HIV/AIDS (UNAIDS) has set ambitious treatment targets to be implemented to help achieve HIV epidemic control by the year 2020 and to end the AIDS epidemic by the year 2030. These targets consider the elements in the HIV linkage to care treatment cascade. They are important tools to determine what proportion of the PLHIV who know their HIV-positive status and therefore benefit from care, support and ART, leading to successful viral suppression to a point where HIV transmission is unlikely to occur.

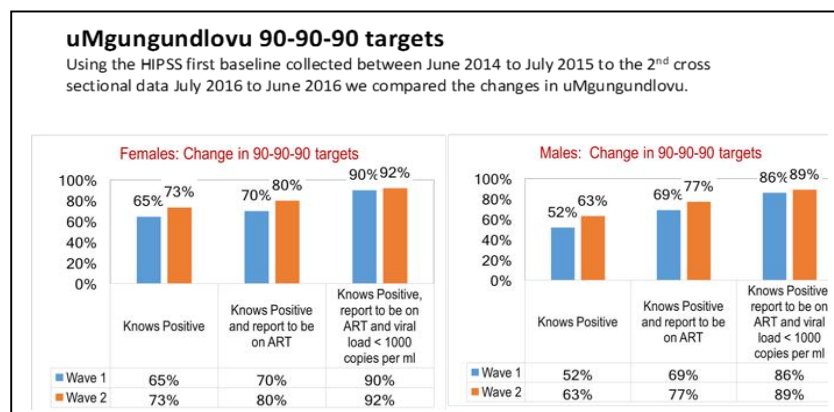
The 90-90-90 targets are ambitious, but achievable. Rigorous implementation and achievement of the UNAIDS 90-90-90 targets should result in at least 90% of all PLHIV knowing their HIV-positive status, 90% of all people with diagnosed HIV infection receiving sustained ART, and 90% of all people receiving ART achieving HIV viral suppression. These targets translate mathematically to the requirement that the uMgungundlovu District response ensures that 73% of all people living with HIV are virally suppressed by the year 2020 at the latest.

In the 2017 Antenatal Survey, the knowledge of HIV status (1st 90) was high (98.6%) among HIV-positive pregnant women attending follow-up visit in KwaZulu-Natal. Of those who were aware of their HIV-positive status, 98.9% were on ART, and 98.8% of those on ART reported taking ART in the 3 days preceding the survey.

If compared to 2012 Antenatal Survey, there were an estimated 370,000 new infections in KwaZulu-Natal. New incidence among adults aged 15 - 49 years was 1.37% persons per year in 2012 while the number among children under 15 years declined substantially to an estimated 21,000 in 2012 mainly due to improved Prevention of Mother to Child Transmission Treatment (PMTCT).



HIV viral load is the single most important predictor for onward transmission. The lower the viral load, the lower the probability of viral transmission. Furthermore, mathematical modelling shows that achieving these targets by 2020 will enable the world to end the AIDS epidemic by 2030, which in turn will generate profound health and economic benefits.



December 2014 to align its HIV management policies to maximize and improve knowledge of HIV-positive status, to facilitate access to ART, and achieve viral suppression leading to improvements in morbidity, mortality, and reducing new infections. To fast track the response to HIV and AIDS, all districts, sub districts. In addition, facilities are required to develop, implement and strategically increase and improve HTS and ART initiation targets. This scale-up has resulted in South Africa having the largest ART programme in the world, in response to the high HIV burden in South Africa.

The HIPSS study was undertaken in the Vulindlela and Greater Edendale areas of uMgungundlovu district in KwaZulu-Natal, South Africa. It depicted that the HIV treatment cascade, especially the goal towards achieving the UNAIDS 90-90-90 targets, knowledge of HIV-positive status is a critical entry point to HIV care. Across both surveys (2014/15), females were more likely to know their HIV-positive status compared to males, which is partly related to females being provided with HIV testing services within the public sector PMTCT of HIV programme. More importantly, self-testing and other innovative methods of universal access of HIV testing services through facility-based provider-initiated testing, home based testing, self-testing and possibly incentivizing testing should improve knowledge of HIV status. Knowledge of HIV status is the largest hurdle as a point of entry for pathways to HIV prevention in the cascade of linkage to care and HIV treatment. It is important that programmes are designed to enhance knowledge of HIV-positive status with linkage to care and that they are sustainable.

The uMgungundlovu District Health has a highly effective ART programme in the face of the pandemic but is struggling with prevention of the spread of new HIV infections in the District. The District is supported by a number of partners in the HAST programme. The District together with the local municipality stakeholders as well as its partners have developed a District Integrated HAST Framework which outlines detailed strategies to improve

HAST programme indicators, and this is also informed by the Multi-sectoral District Implementation Plan which the uMgungundlovu District AIDS Council has developed in partnership and through consultation with its seven family of Local AIDS Councils.

The derived achievements from this collaborative engagement and working together have been seen through:

- An increase in male condom distribution at HTA sites, target 75000, actual performance 192 206
- Total clients remaining on ART: 1 060 065
- TB cure rate improved from 83.2% to 85.9%
- Implemented community based management of MDR TB (13 Injection Teams)
- Integration of TB and HIV, testing rate is 96.8%



Strategic partnerships have been a tremendous and effective driver of the District HIV Response in collaboration with District/Local AIDS Councils.

It can be safely inferred that approximately 1 in 4.5 people (worst-case scenario) or 1 in 7 people (best-case scenario) are HIV positive in our district. There are a number of existing and potential long terms risks associated with the current prevalence rate in the district. If not sufficiently addressed, existing impacts will become more firmly established whilst new ones will take root in our communities.

The economic costs of HIV and AIDS, the stigma surrounding the disease that leads to discrimination and withdrawal, and the inability to access social services combine to expand socio-economic inequalities in society. HIV and AIDS is not only killing people, it further divides communities and the society in general. The HIV and AIDS pandemic has caused a great deal of suffering in our communities. The most visible impact of this pandemic



has been an increase in the number of people who are getting sick and those who are dying due to sicknesses related to the pandemic.

In light of the above, the uMgungundlovu District AIDS Council ensures that there is greater involvement of different stakeholders through its AIDS Council meetings and interventions.

In essence, there has been greater:

- ☐ Greater involvement of Youth on HIV response.
- ☐ Introduction & Launch of Teenage Health Mentors (THMs) in Schools. (Incorporated into DREAMS' Initiatives & programmes targeting Girls & Young Women in and out of school)
- ☐ THMs working in collaboration with DREAMS implementing partners.



**Global Fund Programmes: (2019-2022)**

1. Human Rights (Stigma & Discrimination)
2. Human Rights (Legal support)
3. Advocacy (TB Program, Youth and PLHIV)
4. PWID – People Who Inject Drugs Programme

- ☐ CMT / UMDM Partnership on Teenage Health Mentors.
- ☐ People who are positively living with HIV.
- ☐ Traditional Healers / Leaders in partnership with KZNWildlife.

The inclusion of all government departments in the HIV District response extends to the needed interventions by all relevant government departments. In instance, the education sector, sickness and death of teachers and learners who have been orphaned or have a parent that is sick contributes to poorer results. The private sector is also affected through higher costs associated with absenteeism of sick workers, training of new staff to replace workers who have died and the loss of productivity. Therefore, the impact of HIV and AIDS in families can be very severe especially in poverty-stricken households. The poor households are highly affected and vulnerable to HIV and AIDS compared to well-to-do households. The impact on the households starts as soon as the family member, especially the breadwinner, is infected. The household loses income that used to sustain it, and from that point on it could barely survive. As a result, the HIV response in uMgungundlovu District is multi-sectoral in all forms.

The involvement of leaders (Mayors as Champions/Chairperson of District and Locals AIDS Councils) becomes critical within the context of HIV/AIDS mitigation and prevention in communities.

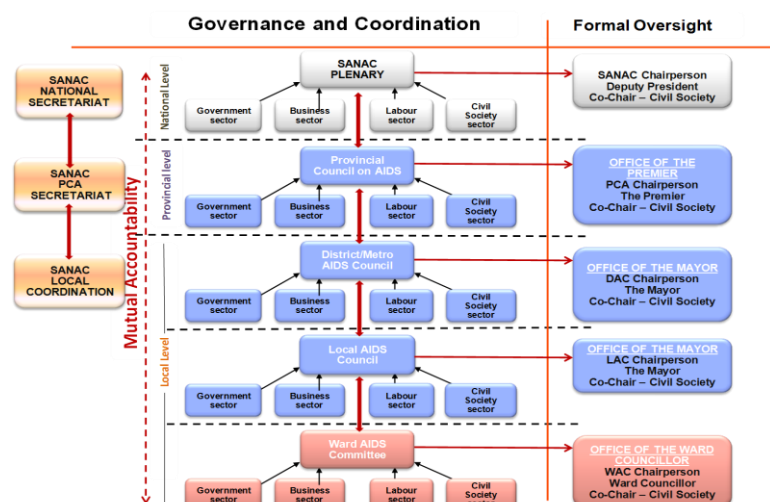


The involvement of leaders speaks to the governance and coordination of the HIV response throughout the uMgungundlovu District.

Mayors chairs the District / Local AIDS Councils and assisted by Civil Society Chairpersons. Traditional Leaders are often part of the response strategy.



## Governance and Coordination of the HIV/AIDS Response



### Governance & Coordination of HIV Programmes

(Amongst many others)

- ☐ uMgungundlovu Multi-sectoral District Implementation Plan document. (MDIP)
- ☐ Behavior Change Campaigns
- ☐ Voluntary Male Medical Circumcision
- ☐ Behavior Change Campaigns
- ☐ Voluntary Medical Male Circumcision
- ☐ District / Local AIDS Councils

## CHILD CARE

### Early Child Development Centres

The uMgungundlovu District Municipality (UMDM), in partnership with The Divine Life Society of South Africa is assisting the District Municipality in building ECDs in all the local municipalities. There is currently a plan to build 8 ECDs where Msunduzi has two to be built based on the outstanding ECD which was not built in the 2016/2017 financial year and the 6 ECDs to be built in each of the Local Municipalities.

The project aimed aims to build these 8 ECDs to continue the legacy of Nelson Mandela who wanted to see learners being natured for their development. They are referred to as Early Childhood Development Centres of Excellence (crèches).

Once all the centres of excellence are finished, they will be handed over to the Local Municipalities for monitoring and management hence their involvement in the earlier stages of the projects. The Mandela Day Marathon Legacy Programme seeks to highlight the plight of the vulnerable in our society, especially the children of our disadvantaged communities. The developments of Early Childhood Development Centres of excellence are to care for these toddlers and to create excellence in early education from the earliest possible time. These would be Centres of Excellence in ECD so as other ECDs can learn and train on a best model

### School Uniform

One of the programs in this key performance areas is to assist at least 20 needy children with school uniform to access to education in all seven Local Municipalities in 2023 during the 3<sup>rd</sup> quarter of 2022/2023. This will assist needy learners to develop their growth to a level of economic independence. The plan is to follow up those learners to completion of their studies through supply of necessary needs for schooling.

## SENIOR CITIZENS

### Senior Citizens Parliament

The Constitution of Republic of South Africa says that every South African has a right to dignity and the right to have that dignity and protected. The older persons Act No. 13 of 2006 therefore aims to activate the right of older citizens in South Africa.

Every year in October, South Africa and KwaZulu Natal Province commemorate Senior Citizens Month and International Day for Senior Citizens to acknowledge the crucial role that Senior Citizens plays in communities.

The District Municipality has established a Senior Citizens Forum which is coordinated through by the Locals in its formation. It is through this structure that Senior Citizens issues are coordinated.

### Senior Citizens Golden Games

Every year the Local and District Municipalities are hosting the Golden Games for Senior Citizens to prepare a team to participate in Province and to the National level.

Districts Municipalities are responsible for Team's attires as per district colours and transport and Department of Sports and Recreation is responsible for accommodation at the Provincial level and National level, meals and playing kits and equipment's as well as team preparations. It is expected of all districts to partake in this process by coordinating the Senior Citizens.

### Sports Codes for Senior Citizens are as follows:

| NO. | Codes   |
|-----|---|
| 01. | Football (M&F)  |
| 02. | Ball relay  |
| 03. | Dress up  |
| 04. | Goal shooting   |
| 05. | Pegging washing pegs                                      |
| 06. | Juskei  |
| 07. | Rugby ball throw  |
| 08. | Ring the stick  |
| 09. | Duck walk   |
| 10. | Passing the ball  |
| 11. | 100 m run, 200 m run, 400 m run, 800 m run walk and relay |

## WOMEN

One of the key performance areas in Social Development is the development of women in the District area. Legislative right enhancements for women and young women headed household by skilling on their rights and economic development. Assist seven groups of women in economic empowerment in Local Municipalities

Women must be allocated empowerment funds and planning meetings for projects according to the needs of women per local municipality so that projects can be localised. It is the role of the District Municipalities to assist in coordination of the sessions for women empowerment



## **DISABILITY**

### **Disability Games**

Disabled Sports was established in 1967 by disabled military veterans to help rehabilitate the aftermaths of the war which injured many soldiers returning from Vietnam and originally named the National Amputee Skiers Association. The Disabled Sports has become one of the largest national multi-disability organizations serving more than 60 000 wounded warriors, youth, and adults annually. It started as a rehabilitation sport for war affected people but has since been joined by disabled born persons who were not part of the wars.

In 2005, with the formation of the South African Sports Confederation and Olympic Committee (SASCOC), the 3 affiliates of DISSA became members of SASCOC and SASCOC is now the recognized National Paralympic Committee which is responsible for the delivery of Team South Africa to all multi-sport coded events including Olympics, Paralympic, Deaflympics, Global Games, All Africa Games, Zone VI Games and Commonwealth Games

SASAPD returns its responsibility to provide sport at a mass participation and development level to all disabled athletes and to assist high performance athletes to represent SA at the highest level. SASAPD hold their national championships on an annual basis for the various sports codes

SASAPD currently caters for the following sports – athlete's football, 7 – aside boccia, goalball, wheelchair dance, and power lifting – throughout the country and for 5 disability groups including spinal cord injuries, amputees, cerebral palsied, visually impaired and blind persons

#### **Objectives of The Games:**

- To transformation and sustainability of disability sport in preparation for the bigger competitions
- To develop and maximize participation of disability sport
- To promote healthy lifestyle amongst disability community and relevant stakeholders
- To promote Local Economic Development
- To formalize local disability structures that cares for sport and management
- To identify talent for advancement of disability sport
- To create the need for the games to be seen as the back rock of Paralympic
- To promote awareness and acceptance in the community
- Eradicate disability social ills within communities
- To capacitate disability structures in sport management
- The inclusion of all sport disability structures in the implementation of infrastructure plan

## **ORGANISATION OF THE GAMES**

### **KZN DEPARTMENT OF SPORT AND RECREATION, HOSTING DISTRICT**

- KZN DSR and KZN DISSA / FORUMS and Districts Municipalities are the custodians of the games,
- KZN DSR shall take full responsibility of accommodation, playing equipment, meals and refreshment for all participants, LOC and Technical Officials on the day of disability Games,
- The LOC for the Games shall be constituted by the Hosting District Municipality, Sport Codes, Reps appointed by KZN DISSA/FORUMS
- The LOC shall take full responsibility for the provision and preparation of the playing facilities and venues.

## **DISTRICT DEPARTMENT OF SPORT AND RECREATION**

- The participating District DSR shall take full responsible for the composition and selection of their respective teams in consultation with Local Municipalities, District Municipality, and DISSA/FORUMS.
- The participating District DSR shall be responsible for the transportation, road meals, of their Athletes, Coaches, Managers, Helpers and Officials

## **DISTRICT AND LOCAL MUNICIPALITIES**

- The participating District Municipality shall take full responsible for the composition and selection of their respective teams in consultation with Local Municipalities, District DSR, and DISSA/FORUMS.
- District Municipality shall be responsible for providing the team apparels (clothing) as per District colours
- Local Municipality shall be responsible for providing the transport from their respective local areas to the District and then DSR District take over

## **SPORT CONFEDERATION / SPORT FEDERATION**

- Sport Confederation and Sport Federation shall be responsible for appointing Technical Officials.

## **STAKEHOLDERS**

- KZN Department of Social Development
- KZN Department of Health
- District and Local Municipalities
- KZN DISSA / Forums
- KZN Sport Confederations (Sport Federations)
- Love Life

## **COMPOSITION OF DISTRICT TEAMS**

District team shall include:

- Chef de Mission – 1
- General Manager – 1
- Medical Support – 4 Physiotherapists / Nursed
- Departmental and Municipal Team Support – 2 (for logistics and must have vehicle's
- Sign language interpreter – 1
- DSR Manager – 1
- Bus Drivers – Total number to be determined by the type of team transport used)

## SPORT CODES

**Disability Games sport codes and categories are as follows:**

| CATEGORIES                              |                                |   | Physical disabled, Intellectually Impaired, deaf |          |       |         |         |       |       |
|---|--------------------------------|---|--|----------|-------|---------|---------|-------|-------|
| NO.                                     | Sport Codes                    | Category  | Athletes   | Managers | Coach | Athlete | Manager | Coach | Total |
| 01.                                     | Athletics                      | Cerebral palsy  | 1  | 1        | 0     | 1       | 1       | 0     | 14    |
|   |                                | Amputees  | 1  |          |       | 1       |         |       |       |
|   |                                | Wheelchair  | 1  |          |       | 1       |         |       |       |
|   |                                | Intellectually impaired                                     | 1  |          |       | 1       |         |       |       |
|   |                                | Visually impaired   | 1  |          |       | 1       |         |       |       |
|   |                                | Deaf  | 1  |          |       | 1       |         |       |       |
| 02.                                     | Basketball Wheelchair          | Mixed   | 6  | 2        | 0     | 4       | 0       | 0     | 12    |
| 03.                                     | Chess                          |   | 1  | 0        | 0     | 1       | 0       | 0     | 2     |
| 04.                                     | Football                       | Deaf or Intellectually impaired (II) or cerebral palsy (CP) | 15   | 1        | 1     | 0       | 0       | 0     | 17    |
| 05.                                     | Goalball (mixed or one gender) |   | 5  | 1        | 0     | 5       | 1       | 0     | 12    |
| 06.                                     | Mlabalaba                      |   | 1  | 0        | 0     | 1       | 0       | 0     | 2     |
| 07.                                     | Netball                        |   |  |          |       |         |         |       |       |
| 08.                                     | Table tennis                   | PARA Wheelchair   | 1  | 1        |       | 1       |         |       | 5     |
|   |                                | PARA Stand  | 1  |          |       | 1       |         |       |       |
|   |                                |   | 36   | 6        | 1     | 31      | 2       | 2     | 78    |
| Maximum entry per District Municipality |                                |   |  |          |       |         |         |       | 78    |
| Support Staff                           |                                |   |  |          |       |         |         |       | 5     |

As can be seen above the District will have failed to fulfil its mandate by not providing the apparel for the athletes. In the past this has been done and games were very successful but currently these are games are without budget and this renders the District not being able to assist the disable society of our communities.

### Disability Parliament

The Constitution of Republic of South Africa places a positive duty on the State to respect, promote, protect, and fulfil the rights in Bill of Rights, including the rights of persons with disabilities. It does so through the legal framework which creates primary responsible on key government departments to promote and protect the rights of persons with disabilities says that every South African has a right to dignity and the right to have that dignity and protected. The older persons Act No. 13 of 2006 therefore aims to elevate the right of older citizens in South Africa

Every year in December, South Africa and KwaZulu Natal Province commemorate People with Disability Month and International Day for Disability to acknowledge the crucial role that Disability People plays in communities. The Government values the wisdom of People with Disability such as learning the value of patience, unity, peace and hard work

The District Municipality is tasked to have a Disability Forum which includes all the local municipalities. The forum is established to coordinate the activities of disabled person.

## **SALGA KZN GAMES**

### **BACKGROUND**

The South African Local Government Association and KwaZulu-Natal Department of Sport and Recreation Games are tasked to manage what is referred to as SALGA Games.

UMgungundlovu District Municipality participates in sixteen sport codes. Athletes included Technical Officials and Support Staff that were partake as team uMgungundlovu District Municipality and the necessary preparation required proper planning while there was enough time. Preparations included the securing of accommodation, clothing, playing kits, transport, first aids kits and insurance for Athletes; Technical Officials, Councillors and Support Staff including Medical Teams.

### **5.2 OBJECTIVES**

- Facilitate and promote the development of sustainable sports infrastructure within the municipalities
- Facilitate maximum utilization of facilities with municipalities and identify hidden talent in the outlying areas of all district municipality
- Enhancing cooperation between districts through the games
- Promote cohesion within communities
- Develop sports management capacity at a district municipal and community level
- Promote partnership with all stakeholders
- Create access to different sporting codes for all communities
- Promote positive social economic and health values through the games
- Games seek to promote tolerance and unity amongst communities irrespective of cultural or politic background

### **SPORTS CODE**

| <b>NUMBER</b> | <b>SPORT CODE</b>      | <b>NUMBER OF ATHLETES AND TECHNICAL OFFICIALS</b> |
|---------------|------------------------|---|
| 01.           | Athletics              | 60  |
| 02.           | Basketball (M&F)       | 30  |
| 03.           | Boxing (M&F)           | 24  |
| 04.           | Chess (M&F)            | 10  |
| 05.           | Cricket                | 18  |
| 06.           | Dance                  | 25  |
| 07.           | Football (M&F)         | 52  |
| 08.           | Golf                   | 14  |
| 09            | Indigenous Games (M&F) | 42  |
| 10            | Karate (M&F)           | 18  |
| 11            | Netball (M&F)          | 32  |
| 12            | Rugby (M&F)            | 30  |
| 13            | Swimming (M&F)         | 24  |
| 14            | Table Tennis (M&F)     | 11  |
| 15            | Tennis (M&F)           | 14  |
| 16            | Volleyball (M&F)       | 30  |

## SALGA KZN DSR GAMES PROJECTED BUDGET

Table below depicts items which are cost items for SALGA GAMES that is catered for by the District Municipality when these games happen at the District Level.

| NO.          | DETAILS / ITEM   | RESPONSIBILITY   | AMOUNT           |
|--------------|--|--|------------------|
| 01.          | SALGA KZN Games affiliation fee  |  |                  |
| 02.          | Accommodation for Athletes, Technical Officials and Support Staff including dinner and breakfast |  | 70 000           |
| 03.          | Accommodation for Councilors including dinner and breakfast for four days                        |  | 1 500 000        |
| 04.          | Catering (Pack lunches for four days)  |  | 100 000          |
| 05.          | SALGA Games Tracksuits   | Tracksuits for Athletes, Technical Officials, Councilors & Support Staff | 240 000          |
| 06.          | SALGA Games Clothing   | Bags   | 90 000           |
|              |  | ¾ Clan diggers Bermuda Shorts  |                  |
|              |  | Caps   |                  |
|              |  | T Shirts   |                  |
|              |  | Golf shirts  |                  |
| 07.          | Transport for Athletes, Technical Officials and Councilors                                       |  | 250 000          |
| 08.          | Playing Kits   |  | 30 000           |
| 09.          | First Aids Kits  |  | 30 000           |
| 10.          | Insurance  |  | 10 000           |
| 11.          | Petty cash   |  | 20 000           |
| <b>TOTAL</b> |  |  | <b>2 340 000</b> |

## SUPPORT SPORTS ASSOCIATIONS

### Provincial Indigenous Games

#### LEGISLATIVE PROVISION

White Paper on Sports and Recreation emphasized that Local Authorities should play sports and recreation accessible to all local areas and ensures the existence of programmes that develop human resource potential in sports and recreation

The revival of Indigenous Games in South Africa evolved as a response to the National Call to embrace African Renaissance. The revival is intended to popularize those cultural activities that have a particular appeal to vast sector of South African Society, particularly the traditional rural people

The term “Indigenous” refers to the origin and locality of the knowledge system in that it originated and or developed among the population groups and communities within South Africa. Despite Africa’s rich history of indigenous games, a number of games have become extinct without having been documented in historical and anthropological accounts of the indigenous people of Africa. Like other sports and recreation codes, indigenous games impacted on number of socio-economic issues such as Africa identification, cultural diversity, education and training accessibility of resources, international relations and economic growth

Every year the Local and District Municipalities are hosting the Indigenous Games to prepare a team to participate in Province and to the National in partnership with Department of Sports and Recreation

Districts Municipalities is responsible for Team attire and transport and Department of Sports and Recreation is responsible for accommodation, meals and playing kits and equipment's as well as team preparations

## SPORTS CODES

| NUMBER | SPORTS CODES | NUMBER OF ATHLETES AND TECHNICAL OFFICIALS |
|--------|--------------|--|
| 01     | Umlabalaba   | 08   |
| 02     | Induku       | 08   |
| 03     | Khokho       | 32   |
| 04     | Juskei       | 16   |
| 05     | Inggathu     | 09   |
| 06     | Arigogo      | 08   |
| 07     | Amagenda     | 05   |
| 08     | Incuva       | 07   |
| 09     | Dibeke       | 18   |
| 10.    | Drie stokies | 08   |

### Support sports association and district

Assist in development of sports associations in all local municipalities in partnership with District sports federations and sports confederations. This involves development of local sports association towards SALGA Games. The further task for the District is to support the sports confederations.

## UMKHOSI WOMHLANGA (REED DANCE)

### BACKGROUND

Umkhosi Womhlanga is an Annual Reed Dance taking place in September, Kwa Nongoma in Zululand District Municipality. The host is His Majesty King of Zulu Nation. Every year uMgungundlovu District Municipality used to assist in provision of busses to the Maidens and Matrons as part of promoting culture

### ROLES AND RESPONSIBILITIES:

#### District Municipalities (expected)

- uMgungundlovu District Municipality shall take full responsible for coordination and provision of busses, refreshments and sanitary towels for Maidens and Matrons to Local Municipalities
- uMgungundlovu District Municipality shall be in partnership with Department of Arts and Culture, COGTA responsible for organising Annual Operation Siyaya Emhlangeni

#### Local Municipalities

- Local Municipalities shall take full responsible for provision busses for Maidens and Matrons

#### Department of Art and Culture

- Department of Art and Culture shall responsible for organizing Annual Operation Siyaya Emhlangeni
- Department of Art and Culture shall responsible for provision of busses in each Local Municipality
- Department of Art and Culture shall responsible for provision of meals to Maidens and Matrons at KwaNongoma
- Department of Art and Culture shall be responsible for provision of marquee as an accommodation at kwa Nongoma for Maidens and Matrons

## UMgungundlovu District Matrons (Onomehlo)

- Matrons are responsible for looking after the Maidens working with Department of Art and Culture and Amakhosi
- Lack of resources to support local municipalities particularly rural municipalities.
- Silo mentality

|  |   |
|--|---|
| <p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• One district one plan under development</li> <li>• The L.E.D. Sector Plans under review</li> <li>• District LED office has a component focusing on rural development and the Rural Development Plan has been reviewed.</li> </ul> <p>Entrepreneurial development and SMME Development is prioritized.</p> <p>MIG program take into cognizance of skills development and job creation.</p> <p>FET colleges, UKZN, DUT.</p> <p>Informal economy institutional structures (Chambers) are in place and functional.</p>  | <p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Lack of resources to support rural development initiatives–informed by strategy and plan</li> <li>• Poor implementation of plans</li> <li>• Limited capacity</li> </ul>   |
| <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Support from other government departments such as Cogta, Agriculture, and Edtea.</li> <li>• Partnerships with DFIs and training institutions</li> <li>• Expanded Public Works Programme report on jobs created.</li> <li>• COGTA - Small Towns Rehabilitation Program.</li> <li>• Edtea - Special Development</li> </ul> <p>Initiatives in key sectors:</p> <ul style="list-style-type: none"> <li>▪ Forestry and logging.</li> <li>▪ Leather and footwear production.</li> <li>▪ Textile industry.</li> <li>▪ Collection and purification of water.</li> </ul> | <p><b>Threats</b></p> <p>The global economic and South African economic crisis.</p> <p>Poor economic growth. High unemployment</p> <p>Shortage of skills. High level of poverty. in equality. High crime rate. Lack of entrepreneurial development opportunities.</p> <p>Impact of climate change. Lack of investment from both private sector and government. Poor management of the informal sector. Ageing infrastructure. Poor maintenance.</p> |



## KPA: LOCAL ECONOMIC DEVELOPMENT AND SOCIAL DEVELOPMENT ANALYSIS

### C.7 KPA: FINANCIAL VIABILITY AND MANAGEMENT

#### C.7.1 CAPITAL FUNDING AND EXPENDITURE TO ADDRESS SERVICE DELIVERY

uMgungundlovu District Municipality, as a Water Services Authority, has a core mandate of providing sustainable water and sanitation services to 6 out of 7 local municipalities in the district. The municipality has and continues to benefit from monetary allocations from National and Provincial spheres of government to assist in addressing service delivery backlogs as well as improve access to water and sanitation of the communities within the district.

In the last three financial years, the funding received by the municipality includes the Municipal Infrastructure Grant (MIG), the Accelerated Water Intervention Grant (AWIP), the Covid-19 Response Grant and the Disaster Relief Grant (DRG) - all funded by the Department of Co-operative Governance and Traditional Affairs; and the Water Services Infrastructure Grant (WSIG) funded by the Department of Water and Sanitation.

The capital funding and expenditure over the past medium-term (2019/20 to 2021/22) is summarized as follows:

| Year                   | Description | Municipal Infrastructure Grant | Water Services Infrastructure Grant | Covid-19 Capital Grant | Accelerated Water Intervention Project Grant | Disaster Relief Grant | Total Capital Programme |
|------------------------|-------------|--------------------------------|-------------------------------------|------------------------|--|-----------------------|-------------------------|
| 2019/20<br>(full year) | Funding     | 101 944 000                    | 80 000 000                          | -                      | -  |                       | 181 944 000             |
|                        | Spent       | 95 903 567                     | 80 000 000                          | -                      | -  |                       | 175 903 567             |
|                        | % Spend     | 94%                            | 100%                                | -                      | -  |                       |                         |
| 2020/21<br>(full year) | Funding     | 100 003 000                    | 80 000 000                          | 41 235 000             | -  |                       | 180 003 000             |
|                        | Spent       | 100 003 000                    | 80 000 000                          | 41 235 000             | -  |                       | 180 003 000             |
|                        | % Spend     | 100%                           | 100%                                | 100%                   | -  |                       |                         |
| 2021/22<br>(full year) | Funding     | 132 893 000                    | 125 000 000                         | -                      | 18 000 000                                   |                       | 275 893 000             |
|                        | Spent       | 132 893 000                    | 125 000 000                         | -                      | 18 000 000                                   |                       | 275 893 000             |
|                        | % Spend     | 100%                           | 100%                                | -                      | 100%   |                       |                         |
| 2022/23                | Funding     | 179 274 224                    | 112 600 000                         | -                      | 10 000 000                                   | 10 100 000            | 321 974 224             |
| 2023/24                | Funding     | 106 719 252                    | 90 650 000                          | -                      | -  | -                     | 197 369 252             |

The 2022/23 original capital funding relating to service delivery was a total of R 201.900 million as per the adopted budget in May 2022 and was subsequently revised to R 321.974 million as per the special adjustment budget adopted due to additional allocations of AWIP of R 10 million; MIG at R69 million, WSIG of R37 million and DRG of R 10.1 million.

The Covid-19 Relief Grant capital expenditure against the capital funding allocation was 100% in 2020/21. No further allocations were received in prior years or allocated in subsequent years.

The Municipal Infrastructure Grant capital expenditure against the capital funding allocation was at 100% in the 2021/2022 (2021:100%; 2020: 96%).

The Water Services Infrastructure Grant capital expenditure against the capital funding allocation was at 100% in 2021/22 (2021: 100%; 2020:100%).

The Accelerated Water Intervention Project Grant capital expenditure against the capital funding allocation was 100% in 2021/22. No further allocations were received in prior years, however funds were allocated in the 2022/23 financial year.

There were no roll-overs of capital grants from the 2021/22 financial year.

The municipality is committed in ensuring the optimal use of grant funding with an uninterrupted period of 100% spend on all capital grants in the years 2020/21 and 2021/22.

The capital revenue framework for the 2023/24 financial year is at an amount of R197.369 million and projected to increase to R209.933 million over the MTREF period ending 2025/2026. This reflects a decrease of 39% when compared to the 2022/23 financial year. This is due to the municipality having benefitted from additional funding in the latter part of the 2022/23 financial year.

The municipality continuously appeals to potential funders for monetary allocations in the attempt to further contribute to addressing the infrastructure backlogs within the district.

The three-year capital budget funding for the medium-term commencing in 2023/24 will amount to R 634.918 million, where R607.248 million will be funded by grants and R27.670 million will be internally funded.

The 2023/24 capital expenditure budget is at a total of R 184.314 million (excluding VAT) of which 93% (R171.625 million) of the capital expenditure relates to expenditure funded by capital grants and 7% (R 12.689 million) will be funded internally.

The capital expenditure budget has decreased by 36% when compared to the previous financial year and constitutes 15% of the total 2023/24 budget which falls within the norm of 10 – 20% as recommended by National Treasury.

The capital programme constitutes the following:

- a. *Water projects*
  - i. R 171.625 million in 2023/24 which constitutes 93% of the total annual capital budget.
  - ii. R 528.042 million over the medium-term which constitutes 95% of the medium-term capital budget.
- b. *Infrastructure – Housing Developments*
  - i. R2 million in 2023/24 which constitutes 1% of the total annual capital budget.
  - ii. R 6 million over the medium-term which constitutes 1% of the medium-term capital budget.
- c. *Buildings*
  - i. R 2.5 million for the Disaster Management Centre and R3 million towards the Howick Customer Care Centre which constitutes 1% and 2% of the 2023/24 capital budget, respectively.
  - ii. A total of R11.5 million over the medium-term which constitutes 2% of the medium-term capital budget.
- d. *IT Equipment*
  - i. R 3.2 million in 2023/24 which constitutes 2% of the total annual capital budget.
  - ii. R 6.7 million over the medium-term which constitutes 1% of the medium-term capital budget.
- e. *Furniture and fittings*
  - i. R 0.750 million which constitutes 0.4% of the annual capital budget.
  - ii. R 1.823 million over the medium-term which constitutes 0.27% of the medium-term capital budget.
- f. *Machinery and Equipment*

- i. R 1.239 million in 2023/24 which constitutes 1% of the annual capital budget.
- ii. R 1.646 million over the medium-term which constitutes 0.28% of the medium-term capital budget.

Of the 2023/24 MIG allocation, R 15.489 million (2023; R 6.566 million) has been allocated to sanitation projects (operational budget), more specifically the construction of VIP toilets for beneficiaries within the district as a temporary measure while bulk infrastructure projects roll-out throughout the district to improve access to water and sanitation services for all communities.

The breakdown of the sanitation is as follows:

| Project Name                    | Funding Source |                  |                  |                |                  |
|---------------------------------|----------------|------------------|------------------|----------------|------------------|
|                                 |                | Budget 2023/2024 | Budget 2024/2025 | Budget 2025/26 | Total Allocation |
|                                 |                |                  |                  |                |                  |
| Sanitation Provision            |                |                  |                  |                |                  |
| Mkhambathini VIP Backlog Toilet | MIG            | 4 121 045.00     | 3 000 000.00     | 3 000 000.00   | 10 121 045.00    |
| uMngeni VIP Backlog Toilets     | MIG            | 1 000 000.00     | 3 000 000.00     | 3 000 000.00   | 7 000 000.00     |
| Richmond VIP Backlog Toilets    | MIG            | 3 724 209.00     | 3 000 000.00     | 3 000 000.00   | 9 724 209.00     |
| Mpofana VIP Backlog Toilet      | MIG            | 1 000 000.00     | 3 000 000.00     | 3 000 000.00   | 7 000 000.00     |
| uMshwathi VIP Backlog Toilets   | MIG            | 1 419 285.00     | 3 000 000.00     | 3 000 000.00   | 7 419 285.00     |
| Impendle VIPBacklog Toilets     | MIG            | 4 224 209.00     | 3 000 000.00     | 3 000 000.00   | 10 224 209.00    |
|                                 |                | 15 488 748.00    | 18 000 000.00    | 18 000 000.00  | 33 845 254.00    |

Grant funding is ring-fenced by the municipality until such a time that the conditions of the grant are met. This is achieved through the transfer of all receipts of capital funding to a Projects Bank Account. This enables the distinction, control the management of such funds. Furthermore, given that such grants are to be spent within the relevant fiscal year any identified surplus funds (after taking into account projected cashflows) are invested for short periods at a time (usually three months).

The below investments were made and/or matured in the 2022/23 financial year:

| <b>Investments Register 2022/23</b> |                      |                    |             |               |                 |               |                            |                    |                  |                     |                            |
|-------------------------------------|----------------------|--------------------|-------------|---------------|-----------------|---------------|----------------------------|--------------------|------------------|---------------------|----------------------------|
| Institution                         | Period of Investment | Type of Investment | Deposit     | Interest Rate | Investment date | Maturity date | Opening Balance 01/07/2023 | Capital Investment | Interest earned  | Withdrawal          | Closing Balance 30/05/2023 |
| FNB                                 | 12 months            | Fixed deposit      | 3 750 000   | 5.25%         | 07/09/2021      | 07/09/2022    | 3 910 196.92               | -                  | 36 678           | -3 946 875          | -                          |
| Standard Bank                       | 3 months             | Fixed deposit      | 70 000 000  | 6.60%         | 27/07/2022      | 26/10/2022    | -                          | 70 000 000         | 1 164 493        | -71 164 493         | -                          |
| ABSA                                | 3 months             | Fixed deposit      | 110 000 000 | 8.54%         | 09/02/2023      | 08/05/2023    | -                          | 110 000 000        | 2 316 329        | -112 316 329        | -                          |
| ABSA                                | 8 days               | Fixed deposit      | 112 316 329 | 6.00%         | 09/05/2023      | 16/05/2023    | -                          | 112 316 329        | 147 704          | -112 464 032        | -                          |
| <b>Total</b>                        |                      |                    |             |               |                 |               | <b>3 910 196.92</b>        | <b>292 316 329</b> | <b>3 665 204</b> | <b>-299 891 729</b> | <b>-</b>                   |

The break-down of the capital expenditure programme per region is detailed below.

| Project Name   | Funding Source | Budget 2022/2023   | Budget 2023/2024   | Budget 2024/2025   | Budget 2025/26     | Total Allocation   | Municipality      |
|--|----------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------|
| <b>Water Provision</b>   |                |                    |                    |                    |                    |                    |                   |
| Nkanyezini Water   | MIG            | 33 636 878         | 43 751 806         | 33 308 741         | 6 086 957          | 83 147 503         | Mkhambathini      |
| Mpolweni   | MIG            | 43 972 186         | 41 375 359         | 19 896 796         | 4 347 826          | 65 619 981         | uMshwathi         |
| Trust Feeds Phase 1  | MIG            | 1 870 914          | 7 686 123          | -                  | -                  | 7 686 123          | uMshwathi         |
| Maqonqo Water  | MIG            | 149 687            | -                  | -                  | -                  | -                  | Mkhambathini      |
| Enguga Entshayabantu & Macksam CWSS Phase 5                                    | MIG            | 1 310 883          | -                  | -                  | -                  | -                  | Impendle          |
| Mbhava & Mpethu Swayimane Water Supply Phase 2                                 | MIG            | 14 681 553         | -                  | -                  | -                  | -                  | uMshwathi         |
| KwaMathwanya Water Reticulation  | MIG            | 5 508 529          | -                  | -                  | -                  | -                  | Mpofana           |
| Cedara Water -bulk main link   | MIG            | -                  | -                  | 17 391 304         | 57 391 304         | 74 782 609         | uMngeni           |
| Swayimane Water Supply Phase 3   | MIG            | -                  | 4 333 913          | 40 613 594         | 48 536 522         | 93 484 029         | uMshwathi         |
|  |                | <b>101 130 630</b> | <b>97 147 201</b>  | <b>111 210 435</b> | <b>116 362 609</b> | <b>324 720 244</b> |                   |
|  |                |                    |                    |                    |                    |                    |                   |
| Enguga Entshayabantu & Macksam CWSS Phase5                                     | NDCM           | 8 782 609          | -                  | -                  | -                  | -                  | Impendle          |
|  |                | <b>8 782 609</b>   | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>           |                   |
|  |                |                    |                    |                    |                    |                    |                   |
| Nadi to Ekhamanzi Phase 3B   | WSIG           | 3 040 365          | -                  | -                  | -                  | -                  | uMshwathi         |
| Greater Efaye  | WSIG           | 71 394 417         | 16 652 743         | 4 404 650          | -                  | 21 057 393         | uMshwathi         |
| Underground Water Source Project - Nhazuka, Moyeni, KwaShoba and Ndoleni-Congo | WSIG           | -                  | 1 739 130          | 434 783            | -                  | 2 173 913          | Richmond          |
| Underground Water Source Project - Lidgeton                                    | WSIG           | -                  | 743 478            | -                  | -                  | 743 478            | Umgweni           |
| Underground Water Source Project - Weston College 1                            | WSIG           | -                  | 743 478            | -                  | -                  | 743 478            | Mpofana           |
| Underground Water Source Project - Mboyi, Makholweni, KwaGcina                 | WSIG           | -                  | 2 734 783          | -                  | -                  | 2 734 783          | Mkhambathini      |
| Underground Water Source Project - Ekupholeni                                  | WSIG           | -                  | 743 478            | -                  | -                  | 743 478            | uMshwathi         |
| Underground Water Source Project - Impendle Village and Nhlabamakhosi          | WSIG           | -                  | 1 556 522          | -                  | -                  | 1 556 522          | Impendle          |
| Extension of Mt Elias & Efaye Reticulation                                     | WSIG           | -                  | 12 843 686         | 16 928 145         | 1 425 656          | 31 197 487         | uMshwathi         |
| Extension of KwaZibusele and Mbulwane Retic                                    | WSIG           | -                  | 14 682 407         | 23 195 823         | 2 979 227          | 40 857 457         |                   |
| Nadi Reticulation Phase 1  | WSIG           | -                  | 3 178 718          | 29 966 398         | 8 293 718          | 41 438 833         | uMshwathi         |
| Nadi Reticulation Phase 2  | WSIG           | -                  | -                  | 2 347 826          | 41 438 833         | 43 786 659         |                   |
| Mpofana Bulk- Mpofana village  | WSIG           | -                  | 23 207 663         | 1 030 201          | -                  | 24 237 865         | Mpofana           |
| AC Replacement   | WSIG           | -                  | -                  | -                  | 27 702 566         | 27 702 566         | Umgweni           |
| Underground Water Source Project - Impendle Village and Nhlabamakhosi          |                | <b>74 434 783</b>  | <b>78 826 087</b>  | <b>78 307 826</b>  | <b>81 840 000</b>  | <b>238 973 913</b> |                   |
|  |                |                    |                    |                    |                    |                    |                   |
| <b>Water Provision - Boreholes</b>   |                |                    |                    |                    |                    |                    |                   |
| Impendle Boreholes   | AWIP           | 2 718 427          | -                  | -                  | -                  | -                  | Impendle          |
| Mpofana Boreholes  | AWIP           | 2 718 427          | -                  | -                  | -                  | -                  | Mpofana           |
| uMshwathi Boreholes  | AWIP           | 3 258 799          | -                  | -                  | -                  | -                  | uMshwathi         |
|  |                | <b>8 695 652</b>   | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>           |                   |
|  |                |                    |                    |                    |                    |                    |                   |
| Infrastructure - Housing developments  | ernal fundi    | -                  | 2 000 000          | 2 000 000          | 2 000 000          | 6 000 000          | Whole of district |
| Disaster Management Centre   | ernal fundi    | 1 000 000          | 2 500 000          | 3 000 000          | 3 000 000          | 8 500 000          | Mkhambathini      |
| Buildings/structures   | ernal fundi    | 186 000            | 3 000 000          | -                  | -                  | 3 000 000          | Head Office       |
| Machinery and Equipment  | ernal fundi    | 980 000            | 1 239 540          | 198 827            | 208 172            | 1 646 540          | Head Office       |
| Furniture and Fittings   | ernal fundi    | 214 000            | 750 000            | 524 500            | 549 152            | 1 823 652          | Head Office       |
| IT Infrastructure  | ernal fundi    | 1 156 700          | 3 200 000          | 2 200 000          | 1 300 000          | 6 700 000          | Head Office       |
| IT Infrastructure  | EPWP           | 17 391             | -                  | -                  | -                  | -                  | Head Office       |
| Intangible Assets  | FMG            | 426 087            | -                  | -                  | -                  | -                  | Head Office       |
|  |                | <b>3 980 178</b>   | <b>12 689 540</b>  | <b>7 923 327</b>   | <b>7 057 324</b>   | <b>27 670 191</b>  |                   |
|  |                |                    |                    |                    |                    |                    |                   |
| <b>Grand Total</b>   |                | <b>197 023 851</b> | <b>188 662 828</b> | <b>197 441 588</b> | <b>205 259 933</b> | <b>591 364 349</b> |                   |
|  |                |                    |                    |                    |                    |                    |                   |

## C7.2. REPAIRS AND MAINTENANCE OF ASSETS

The municipality has set aside funds to attend to all repairs and maintenance required for municipal assets. The breakdown is as follows:

|   | 2023/24              | 2022/23              | 2021/22              |
|---|----------------------|----------------------|----------------------|
| Repairs and Maintenance of Infrastructure           | 16 492 671           | 15 662 555           | 14 839 447           |
| Purchase of Materials                               | 2 500 000            | 1 823 000            | 500 000              |
| Purchase of Tools                                   | 368 550              | 350 000              | 304 419              |
| Repairs and Maintenance of Buildings and Facilities | 2 500 000            | 1 800 000            | 931 758              |
| Electrical Costs - Infrastructure                   | 12 279 933           | 10 233 278           | 10 132 962           |
|   | <b>34 141 154</b>    | <b>29 868 833</b>    | <b>26 708 586</b>    |
| Salary Costs (Repairs & Maintenance staff)          | 92 632 769           | 70 981 336           | 75 203 902           |
|   | <b>126 773 923</b>   | <b>100 850 169</b>   | <b>101 912 488</b>   |
|   |                      |                      |                      |
| <b>PPE Carrying Value</b>                           | <b>1 717 636 281</b> | <b>1 750 255 763</b> | <b>1 529 850 442</b> |
|   |                      |                      |                      |
| <b>Percentage</b>                                   | <b>7%</b>            | <b>6%</b>            | <b>5%</b>            |

The Municipality currently has an Infrastructure Master Plan based on business plans submitted to the relevant funders. A service provider has been appointed to conduct planned and interval-based maintenance with the Infrastructure Operations and Maintenance Plan in place.

The municipality's Master Plan includes new infrastructure as well as the upgrading of existing infrastructure to improve access to water and sanitation services.

The municipality remains grant dependent with the 2023/24 total revenue budget being funded 59% of grant funding and 41% of internal funding (2022/23: 60% grant funding; 40% internal funding). As part of the review of the Revenue Enhancement Strategy, the municipality will further explore potential additional revenue streams as well as strategies relating to economic development within the district as a means to increase the revenue base and improve affordability of customers, while positively contributing to the living conditions of communities within the district.

Although the collection rate of debtors improved as per the National Treasury computation at 59% for the 2022/23 from 37% in 2021/22, the ratio remains well below the norm of 95%. The municipality continues to drive efforts to further improve the collection rate through the use of debt collectors, the indigent registration drive and strict implementation of the Credit Control and Debt Collection Policy.

The municipality has allocated a budget of 7% against the carrying value of Property, Plant and Equipment for the 2023/24 financial year, citing the limited resources available when compared to the demand for services. Furthermore, infrastructure to the value of R 188 million was commissioned in the previous financial year which is assumed to not demand high levels of repairs.

## CONDITIONAL GRANTS

As at the 31 May 2023, a total of **R 344.7 million** of conditional grant allocations were received since 01 July 2022 whilst an additional **R 16.8 million**, which was received in the previous financial years, was available at the beginning of the period. The operating and capital grant utilisation of allocations received to date was at 72% and 62%, respectively. The overall conditional grant utilisation is at 63% of available funds with an unspent value of **R 131.582 million**.

| uMgungundlovu District Municipality Conditional Grants Register as at 31 May 2023 |                   |                    |                    |                    |                    |              |
|---|-------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| Description   | Opening Balance   | Receipts           | Total Available    | Expenditure        | Balance            | Percentage   |
| <b>Operating Grants</b>   |                   |                    |                    |                    |                    |              |
| Accelerated Water Intervention Grant  | 3                 | 10 000 000         | 10 000 003         | 9 987 664          | 12 339             | 99.88        |
| Camperdown WWW  | 4 000 095         | 0                  | 4 000 095          | 0                  | 4 000 095          | 0.00         |
| Expanded Public Works Programme Grant   | 0                 | 2 287 000          | 2 287 000          | 2 201 672          | 85 328             | 96.27        |
| Finance Management Grant  | 0                 | 1 200 000          | 1 200 000          | 934 975            | 265 025            | 77.91        |
| Geospatial Grant  | 35                | 0                  | 35                 | 0                  | 35                 | 0.00         |
| IDP Spatial Development Grant   | 622 775           | 0                  | 622 775            | 287 500            | 335 275            | 46.16        |
| Municipal Infrastructure Grant  | 0                 | 6 566 776          | 6 566 776          | 4 267 718          | 2 299 058          | 64.99        |
| Public Transport Plan Grant   | 308 817           | 0                  | 308 817            | 0                  | 308 817            | 0.00         |
| Rasset & DGDS Grant   | 126 989           | 0                  | 126 989            | 0                  | 126 989            | 0.00         |
| Rural Roads Asset Management Grant  | 29                | 2 707 000          | 2 707 029          | 2 339 582          | 367 447            | 86.43        |
| Spatial Development Framework Grant   | 212 825           | 0                  | 212 825            | 197 570            | 15 255             | 92.83        |
| <b>Total Operating Grants</b>   | <b>5 271 567</b>  | <b>22 760 776</b>  | <b>28 032 343</b>  | <b>20 216 680</b>  | <b>7 815 663</b>   | <b>72.12</b> |
| <b>Capital Grants</b>   |                   |                    |                    |                    |                    |              |
| Accelerated Sanitation Intervention Grant   | 0                 | 10 000 000         | 10 000 000         | 1 587 173          | 8 412 828          | 15.87        |
| Municipal Infrastructure Grant  | 0                 | 179 274 224        | 179 274 224        | 118 861 254        | 60 412 970         | 66.30        |
| ORIO Grant  | 11 550 860        | 0                  | 11 550 860         | 0                  | 11 550 860         | 0.00         |
| Water Services Infrastructure Grant   | 0                 | 122 600 000        | 122 600 000        | 79 209 675         | 43 390 325         | 64.61        |
| Disaster Relief Grant   | 0                 | 10 100 000         | 10 100 000         | 1 873 862          | 8 226 138          | 18.55        |
| <b>Total Capital Grants</b>   | <b>11 550 860</b> | <b>311 874 224</b> | <b>323 425 084</b> | <b>199 658 102</b> | <b>123 766 982</b> | <b>61.73</b> |
| <b>Total Grants</b>   | <b>16 822 427</b> | <b>334 635 000</b> | <b>351 457 427</b> | <b>219 874 782</b> | <b>131 582 645</b> | <b>62.56</b> |

Capital grants are anticipated to be spent in full by the end of the financial year and are fully committed as the projects are underway.

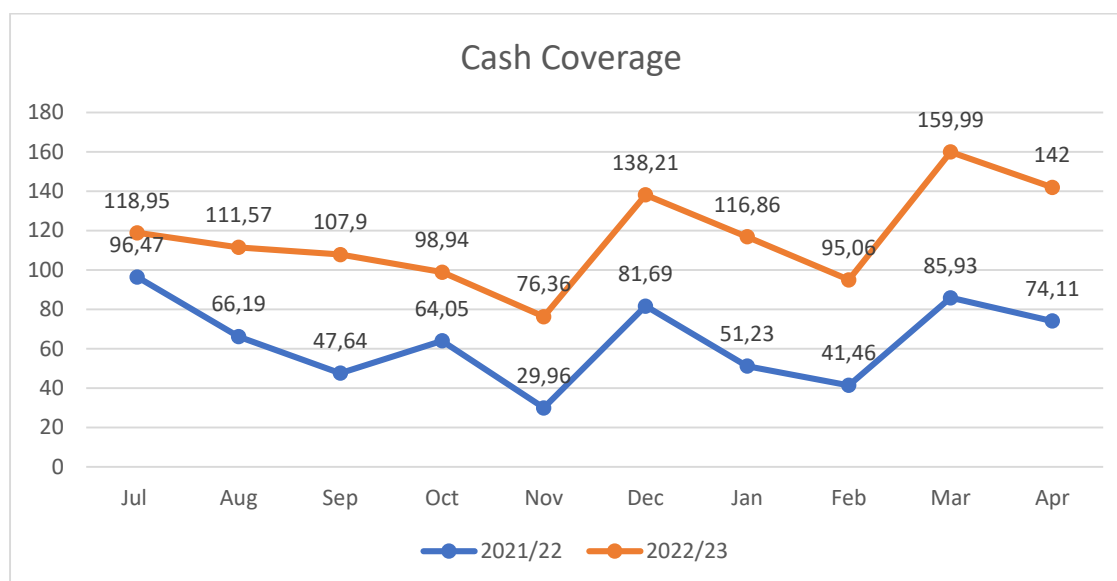
The municipality is confident that it will fully spend the conditional operating grants received in the current financial year. The municipality has requested assistance from Provincial Government in establishing the funding, conditions and expenditures of the grants that have historically been reflected on the Grant Register with no movements in such balances.

The municipality ensures that all grant funding received is cash-backed until the conditions of such grants are met.

## CASH COVERAGE

The total bank balances as at 30 April 2023 amounted to R 392.7 million and investments amounted to R 112.2 million resulting in a total cash and cash equivalents balance of R 504.9 million. The average interest rate on the investment is 8.54%. The cash coverage ratio as at 30 April 2023 is 4.73 based on average of R 72 million per month fixed operating expenditure. This indicates that the municipality as at 30 April 2023 has enough cash to run its operation for 142 days based on a 30-day calendar month. The norm as set out in the uniform financial ratios and norms circular 71 is 1 to 3 months.

The graph below illustrates the improved cash coverage ratio maintained in the 2022/23 financial year when compared to 2021/22 as well as the National Treasury norm.



The average debtors' collection rate for the 2022/23 financial year taking into account gross debtors at the beginning of the financial year is 46%, with the highest value of debtors' payments received in January 2023. Positive cash coverage has been maintained in the 2022/23 financial year despite the slow recovery of the economic climate further depressed by the impact of load shedding. The municipality has realised an improved cash coverage as anticipated in the previous year. This can be attributed to the improved enforcement of the Credit Control Policy and the intensified implementation of the financial recovery strategy.

## C.7.2 SOCIAL AND ECONOMIC REDRESS THROUGH INDIGENT SUPPORT AND INDIGENT MANAGEMENT

### Indigent Policy

The Municipality is a Water Services Authority and provides free basic services, that are part of the municipality's mandate, to its registered Indigents. The Indigent register is continually updated, and the municipality receives applications on an ongoing basis. Currently, the Indigent register has 6001 registered and verified indigent households (2022: 900).

The Indigent policy was reviewed and adopted in 2022/23 financial year and is being implemented. Through the District Wide Financial Model, a proposal to standardise indigent support is encouraged throughout all local municipalities within the district.

A communication strategy has been developed in line with the Financial Recovery Strategy which includes effective indigent registration and management.

A door-to-door indigent registration programme is currently being implemented. Customer update forms are captured by the WSA unit and the information is then processed to identify customers that have no accounts and those which customers have not yet applied for the indigent status.



The information is then sent to the team on site to do indigent registration for those customers who have not applied.

All lists are sent to SASSA to run all processes concurrently.

Whilst the office team is working as efficiently as possible, there is a bulk of information to capture and process daily with limited resources.

### Challenges

1. Communities refusing the on-site team access to their households or refusing to give information for security reasons.
2. There was a delay due to the delivery of printing paper.
3. There are several damages, stolen and /or broken water meters on the ground.

### Strengths

1. Setting of daily targets has given positive results.
2. There is now a good understanding of the status of the Municipalities Water infrastructure.
3. There is number of customers who have been identified as to not have accounts or require customer update thus given a positive result in the data cleansing process.

In terms of the 2023/24 budget estimates, a provision has been made for Free Basic Services has been made to cater for a total of 6001 indigent customers as verified at the date of adoption. The detail of the geographical spread of the indigent customers is broken down as follows:

| Local Municipality | Registered Indigent HH | No. of HH with Yard Connections | %         |
|--------------------|------------------------|---------------------------------|-----------|
| uMngeni            | 1 877                  | 34 587                          | 5%        |
| uMkhambathini      | 1 514                  | 10 949                          | 14%       |
| uMshwathi          | 1 302                  | 17 813                          | 7%        |
| Richmond           | 647                    | 6 509                           | 10%       |
| Mpofana            | 378                    | 8 311                           | 5%        |
| Impendle           | 283                    | 3 403                           | 8%        |
| <b>Total</b>       | <b>6 001</b>           | <b>81 572</b>                   | <b>7%</b> |

The 2023/24 budget provision for Free Basic Services will be reviewed during the adjustment budget process as the efforts towards the indigent registration drive continue throughout the district.

### C.7.3 REVENUE RAISING STRATEGIES

The Revenue Enhancement Strategy has been rolled out to the entire District as part of the Financial Recovery Plan to address the long-term financial viability of the municipality.

The focus areas and key deliverables for the strategy include:

**a. Effective communication and Customer Care**

- Creating a sound and effective communication strategy for our customers
- Enhancing levels of customer care and increasing responsiveness in addressing billing and other service delivery queries
- Improving efficiency at our customer contact points
- Improving accessibility of customer access points
- Improving and intensifying the indigent customer registration drive

**b. Regular and accurate Meter reading**

- Allocating additional human capital to improve efficiency and accuracy
- Effective management of meter readers
- Improving data collection and data integrity
- Identifying and verifying meters
- Locating and verifying meters
- Replacing faulty meters
- Integrating GIS with the billing system

**c. Billing**

- Ensuring correct customer information / details
- Ensuring accuracy of billing
- Distributing statements and correspondence timeously

The consumption patterns observed during the 2022/23 adjustment budget per consumption category are expected to remain the same if not reduce, due to the ongoing debtors' database cleansing exercise as part of the Revenue Enhancement Strategy. However, the reduction is likely to be netted off by the increased consumption due to identification of meters not included in the debtors' book.

The municipality, in the 2022/23 financial year has implemented the environmental health services through the issuance of licences to customers (businesses) which has raised revenue of R 119 634 in the current year-to-date.

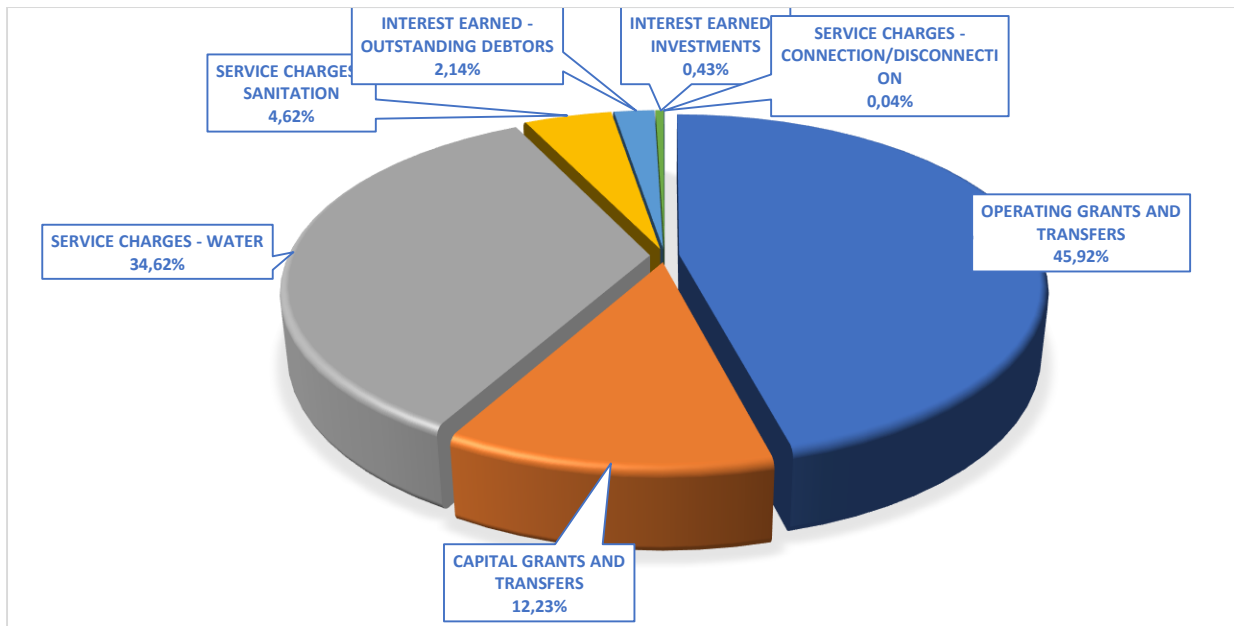
Furthermore, the municipality is in the process of finalising its Emergency Service bylaws to allow for effective generation of the related income.

| REVENUE FRAMEWORK                   |                      |                    |                    |                      |
|-------------------------------------|----------------------|--------------------|--------------------|----------------------|
| OPERATING GRANTS AND TRANSFERS      | 693 903 698          | 740 885 748        | 785 839 000        | 826 191 000          |
| <b>NATIONAL</b>                     | <b>682 615 776</b>   | <b>740 885 748</b> | <b>785 839 000</b> | <b>826 191 000</b>   |
| EQUITABLE SHARE                     | 335 614 000          | 364 715 000        | 394 088 000        | 422 906 000          |
| FINANCE MANAGEMENT GRANT            | 1 200 000            | 1 200 000          | 1 200 000          | 1 338 000            |
| EPWP INCENTIVE GRANT                | 2 287 000            | 2 959 000          | -                  | -                    |
| RURAL ROADS ASSET MANAGEMENT        | 2 707 000            | 2 718 000          | 2 840 000          | 2 967 000            |
| MUNICIPAL INFRASTRUCTURE GRANT      | 6 566 776            | 15 488 748         | 18 000 000         | 18 000 000           |
| <b>PROVINCIAL</b>                   | <b>11 287 922</b>    | <b>-</b>           | <b>-</b>           | <b>-</b>             |
| UMNGENI RESILIENCE PROJECT (SAP)    | 1 287 922            | -                  | -                  | -                    |
| ACCELERATED WATER INTERVENTIONS     | 10 000 000           | -                  | -                  | -                    |
| CAPITAL GRANTS AND TRANSFERS        | 321 974 224          | 197 369 252        | 199 946 000        | 209 933 000          |
| <b>NATIONAL</b>                     | <b>301 874 224</b>   | <b>197 369 252</b> | <b>199 946 000</b> | <b>209 933 000</b>   |
| MUNICIPAL INFRASTRUCTURE GRANT      | 179 274 224          | 106 719 252        | 109 892 000        | 115 817 000          |
| WATER SERVICES INFRASTRUCTURE       | 122 600 000          | 90 650 000         | 90 054 000         | 94 116 000           |
| <b>PROVINCIAL</b>                   | <b>20 100 000</b>    | <b>-</b>           | <b>-</b>           | <b>-</b>             |
| ACCELERATED WATER INTERVENTIONS     | 10 000 000           | -                  | -                  | -                    |
| DISASTER RELIEF GRANT               | 10 100 000           |                    |                    |                      |
| <b>TOTAL GRANTS &amp; TRANSFERS</b> | <b>1 015 877 922</b> | <b>938 255 000</b> | <b>985 785 000</b> | <b>1 036 124 000</b> |
| INTERNALLY GENERATED REVENUE        | 666 776 305          | 664 917 798        | 697 498 770        | 730 281 212          |
| SERVICE CHARGES - WATER             | 547 725 208          | 558 602 838        | 585 974 377        | 613 515 173          |
| COST OF FREE BASIC SERVICES         | - 2 959 002          | - 10 314 099       | - 10 819 490       | - 11 328 006         |
| SERVICE CHARGES - SANITATION        | 79 155 610           | 74 519 567         | 78 171 026         | 81 845 064           |
| SERVICE CHARGES - OTHER             | 550 000              | 579 150            | 607 528            | 636 082              |
| INTEREST EARNED - OUTSTANDING       | 32 792 347           | 34 530 342         | 36 222 329         | 37 924 778           |
| INTEREST EARNED - INVESTMENTS       | 9 512 141            | 7 000 000          | 7 343 000          | 7 688 121            |

The total revenue framework is estimated at R1.603 billion for the 2023/24 financial year.

The overall decrease is 5% when compared to the 2022/23 financial year.

Of the total revenue framework, 46% relates to operating transfers and subsidies, 35% relates to water revenue, 13% relates to capital transfers and subsidies, 4.65% relates to sanitation revenue, 2% relates to interest on outstanding debtors, 0.43% relates to interest from investments and 0.04% relates to connection and disconnection fees.



Of the operating revenue, 47% will be funded from internal funding which is in line with the 2022/23 contribution, with the grant income contributing 53%.

#### C.7.4 REVENUE COLLECTION STRATEGIES – DEBT MANAGEMENT

One of the challenges the municipality is faced with is the accuracy and relevance of the information contained in the debtors' database resulting from the inheritance of legacy information from local municipalities when the services of water and sanitation were transferred to the municipality. As a result, the municipality has committed to expediting the data cleansing exercise as part of the Revenue Enhancement Strategy for purposes of ensuring that the debtors balance is fairly presented.

The debtors' balances per category for the previous medium-term ending in 30 June 2022 is as follows:

| Debtors Per Category |                    | Household            | Business             | Government           | Total                |
|----------------------|--------------------|----------------------|----------------------|----------------------|----------------------|
| 2019/20              | Gross Balance      | 769 655 614.00       | 57 191 975.00        | 29 333 611.00        | 856 181 200.00       |
|                      | Impairment         | - 740 643 444.00     | - 33 520 326.00      | -                    | - 774 163 770.00     |
|                      | <b>Net Balance</b> | <b>29 012 170.00</b> | <b>23 671 649.00</b> | <b>29 333 611.00</b> | <b>82 017 430.00</b> |
| 2020/21              | Gross Balance      | 917 940 195.00       | 84 599 337.00        | 33 167 797.00        | 1 035 707 329.00     |
|                      | Impairment         | - 909 799 474.00     | - 40 327 079.00      | -                    | - 950 126 553.00     |
|                      | <b>Net Balance</b> | <b>8 140 721.00</b>  | <b>44 272 258.00</b> | <b>33 167 797.00</b> | <b>85 580 776.00</b> |
| 2021/22              | Gross Balance      | 579 823 191.00       | 104 751 504.00       | 43 819 709.00        | 728 394 404.00       |
|                      | Impairment         | - 577 945 522.00     | - 61 466 551.00      | -                    | - 639 412 073.00     |
|                      | <b>Net Balance</b> | <b>1 877 669.00</b>  | <b>43 284 953.00</b> | <b>43 819 709.00</b> | <b>88 982 331.00</b> |

# UMGUNGUNDLOVU DISTRICT MUNICIPALITY

Annual Financial Statements for the year ended 30 June 2022

## Notes to the Annual Financial Statements

| Figures in Rand                                      | 2022              | 2021              | 2020              |
|--|-------------------|-------------------|-------------------|
| <b>4. Consumer debtors (continued)</b>               |                   |                   |                   |
| <b>Summary of debtors by customer classification</b> |                   |                   |                   |
| <b>Consumers</b>                                     |                   |                   |                   |
| Current (0 -30 days)                                 | 10 578 816        | 23 011 239        | 15 756 833        |
| 31 - 60 days   | 11 326 661        | 16 699 065        | 17 527 126        |
| 61 - 90 days   | 11 518 252        | 21 449 658        | 16 958 829        |
| 91 - 120 days  | 8 226 416         | 16 520 394        | 11 900 054        |
| 121 - 150 days                                       | 14 284 754        | 15 866 845        | 15 136 089        |
| > 150 days   | 523 888 292       | 824 392 964       | 690 414 741       |
|  | 579 823 191       | 917 940 195       | 757 692 774       |
| Less: Allowance for impairment                       | (577 945 522)     | (909 799 474)     | (740 643 444)     |
|  | <b>1 877 669</b>  | <b>8 140 721</b>  | <b>27 049 330</b> |
| <b>Industrial/ commercial</b>                        |                   |                   |                   |
| Current (0 -30 days)                                 | 14 277 294        | 12 764 554        | 7 773 375         |
| 31 - 60 days   | 2 811 397         | 2 405 220         | 5 866 081         |
| 61 - 90 days   | 4 477 324         | 3 249 597         | 2 940 521         |
| 91 - 120 days  | 3 459 447         | 1 852 669         | 2 576 051         |
| 121 - 150 days                                       | 1 887 824         | 1 875 865         | 1 847 906         |
| > 150 days   | 77 838 218        | 62 451 432        | 36 188 041        |
|  | 104 751 504       | 84 599 337        | 57 191 975        |
| Less: Allowance for impairment                       | (61 466 551)      | (40 327 079)      | (33 520 326)      |
|  | <b>43 284 953</b> | <b>44 272 258</b> | <b>23 671 649</b> |
| <b>National and Provincial government</b>            |                   |                   |                   |
| Current (0 -30 days)                                 | 3 469 462         | 2 961 869         | 2 076 434         |
| 31 - 60 days   | 1 857 858         | 849 537           | 1 885 321         |
| 61 - 90 days   | 1 234 459         | 1 370 512         | 902 925           |
| 91 - 120 days  | 1 122 812         | 711 326           | 1 177 022         |
| 121 - 150 days                                       | 1 404 379         | 448 124           | 1 288 756         |
| > 150 days   | 34 730 739        | 26 826 429        | 22 003 153        |
|  | 43 819 709        | 33 167 797        | 29 333 611        |
| <b>Total</b>   |                   |                   |                   |
| Current (0 -30 days)                                 | 28 325 571        | 38 737 662        | 25 605 743        |
| 31 - 60 days   | 15 995 915        | 19 953 822        | 25 278 530        |
| 61 - 90 days   | 17 230 035        | 26 069 767        | 20 802 276        |
| 91 - 120 days  | 12 808 676        | 19 084 389        | 15 653 127        |
| 121 - 150 days                                       | 17 576 957        | 18 190 835        | 18 272 750        |
| > 150 days   | 636 457 250       | 913 670 855       | 754 103 479       |
|  | 728 394 404       | 1 035 707 330     | 859 715 905       |
| Less: Allowance for impairment                       | (639 412 073)     | (950 884 322)     | (774 163 770)     |
|  | <b>88 982 331</b> | <b>84 823 008</b> | <b>82 017 430</b> |

The gross debtors' balance has reduced from R1.035 billion in the 2020/21 financial year to R 728 million in the 2022/23 financial year.

This is mainly due to the write-offs processed in the 2021/22 to the value of R 436 million as provided for by the municipality's Debt Write-off Policy, where the Chief Financial Officer and Accounting Officer authorised write offs on various categories of debtors. The CFO and Accounting Officer have delegated authority to write-off debt that has a balance of R100 000 and below. The policy provides that all debt write offs shall be reported to the Municipal Council.

In 2022/23, further debt write-offs to the value of R 77 million have been processed. These relate to debts in excess of R 100 000 which were submitted to Council for approval as per the municipal Debt Write-off Policy.

The debts written off are within the categories of untraceable, prescribed and indigent customer debts.

The provision for impairment was at 92% of gross debtors in the 2021/22 financial year (2021:88%; 2020: 90%) based on the municipality's impairment methodology. The movements in the debt impairment balance included a debt impairment reversal of R 472 million for the 2021/22 financial year (2021: R nil) specifically related to the debtor accounts written off; and debt impairment recognition of R 160.9 million (2021: R 185 million) resulting in a closing balance of R 639.4 million (2021: R 950.9 million).

In terms of the audited financial statements the collection rate improved in 2021/22 financial year at a rate of 63% (2021:49%; 2020: 46%). The 2021/22 original budget collection rate was capped at 37% of raised bills as per National Treasury computation where the collection rate was revised to 59% for purposes of the 2022/23 Adjustment Budget and the 2023/24 Original Budget.

The implementation of the Revenue Enhancement Strategy, which inter alia, involves restrictions and disconnections, is expected to yield a much-improved collection rate in the in years to come.

With the implementation of the revenue raising strategies, the municipality anticipates increasing the quantity and quality of bills in the medium to long term. The approved water and sanitation revenue budget translates to internal revenue with the municipality is continuously reviewing its revenue raising strategies to realise improved cash inflows.

The municipality is aggressively implementing meter restrictions, disconnections, and meter verifications in the 2022/23 financial year to improve collection, with debt collectors appointed to further assist in the implementation of the Credit Control and Debt Collection Strategy.

## **REVENUE COLLECTION PLANNED APPROACH**

The municipality's Revenue Enhancement Strategy also requires the assessment of the financial and institutional challenges faced by the municipality contributing to reduced collection rate.

The strategies identified to address challenges contributing to the reduced revenue collection have been broken down into three (3) phases which are:

- Short term phase which concentrates on collection from Government, Organs of State and Businesses.
- Medium term which concentrates on stabilizing and improving the billing system, improving the quality of billing data and customer care and indigent support.
- Long term phase which involves data cleansing, meter replacements and policy changes. This phase involves re verification of customers, changes to policies such as the account holder will be in the name of the property owner, flats to have bulk meters and body corporate responsible for individualized collections and the revitalization of the indigent support applications process etc.

Significant progress has been made in terms of the activities set out in the Revenue Enhancement Strategy. The strategy will be reviewed in due course to further enhance the revenue initiatives.

## **C.7.5 FINANCIAL MANAGEMENT**

### **C.7.5.1 Supply Chain Management**

The SCM sphere has undergone a turbulent 12 months stemming from the decision of the Constitutional Court to declare the preferential procurement regulations (2017) invalid.

The SCM policy is reviewed annually as part of the budget review process. The review process assists in identifying and/or assessing the strategic objectives of the municipality and how the SCM Policy can help achieve those objectives.

The municipality has made provision for the disabled and youth, amongst other goals in the SCM Policy. This is aligned to the newly introduced PPPFA 2022 Regulations which allows the municipality to set specific goals which are aligned to the B-BBEE Act and the RDP goals as promulgated.

The coordination of the procurement of goods and services, management of supplier database, inventory management and contract management are performed within the Supply Chain Management Unit. The Supply Chain Management Policy and Standard Operating Procedures are in place and have been reviewed for the 2023/2024 financial year.

The SCM Bid Committees are functional and are comprised of senior managers to ensure that the procurement of goods and services are done in accordance to the five pillars of SCM, i.e., Competitive, Fair, Accountable, Equity and Value for Money.

The Bid Specification Committee is chaired by the Manager: Geoinformatics Services; the Bid Evaluation Committee is chaired by the Acting HOD: Community Services and the Bid Adjudication Committee is chaired by the Acting Chief Financial Officer.

SCM displays cohesiveness by submitting monthly reports to the CFO, Accounting Officer and to Council, detailing the performance of the bid committees.

The procurement plan is developed annually and informed by the adopted IDP and budget with inputs from user departments to ensure it is aligned to their planned targets and activities.

The procurement plan will be tabled to Council by 30 June 2023, in time for the commencement of the new financial year.

Procurement plan reporting is done on a monthly basis and is signed by the Accounting Officer in the format stipulated by Provincial Treasury.

Quarterly Progress Reports on Implementation of the Annual Procurement Plan are submitted to Council for purposes of oversight over the procurement activities of the municipality.

Monthly SCM reports submitted to Council within 10 working days after end of each reporting period.

In the 2022/23 financial year, all requisitions below R30 000 have been converted to orders within seven (07) days; all requisitions above R30 000 have been converted to orders within 30 days; and tenders are awarded at an average of 30 days from date of advert.

The municipality has an updated contract register that reflects all contracts of the municipality. All contracts were procured through the SCM process and are all valid written contracts with the terms and conditions stipulated in the contract. The period of the contract is recorded on the contract register.

Contract assessments are conducted monthly by the relevant user departments.



The vacancy for the Contract Administrator position has been identified as critical to the organisation and has been targeted to be filled by June 2023.

The Supply Chain Module is fully compliant with mSCOA requirements within the Enterprise Management System of the municipality.

### **Supply Chain Management Challenges**

Due to the large volume of tenders, challenges are experienced in finalizing the SCM processes timeously. The position of Contracts Administrator remains vacant which is a key function within the SCM division. Human Resource Management is currently conducting the recruitment process.

The appointment of a Contracts Administrator will allow for better management and oversight of contracts, which will allow for better planning and reduce the likelihood for irregular expenditure on expired contracts.

Other challenges experienced by the SCM division include:

- Inadequate office space
- Introduction of new SCM Regulations
- Payments of suppliers not made within 30 days resulting in poor responses to procurement adverts due to reputational damage
- Slow decision making
- Inadequate planning
- The user departments bias in the evaluation of the performance of service providers.

### **C.7.5.2 Financial Viability / Sustainability**

The table below reflects the municipality's financial ratios. The major areas of concern are the following:

| Year Ended   | 2021/22       | 2020/21          | 2019/20          | Treasury Norms       |
|--|---------------|------------------|------------------|----------------------|
| <b>Cash coverage ratio</b>                                   | <b>30.25</b>  | <b>30.70</b>     | <b>28.09</b>     | <b>1 to 3 months</b> |
| Cash and Cash Equivalents                                    | 84 539 693    | 88 664 072       | 89 310 665       |                      |
| Less: Unspent Conditional Grants                             | 23 638 973    | 25 286 492       | 28 918 532       |                      |
| Monthly Fixed Operational Expenditure (excl. non-cash items) | 60 403 073    | 61 923 977       | 64 502 992.67    |                      |
| <b>Current Ratio (Current assets to current liabilities)</b> | <b>0.80</b>   | <b>0.58</b>      | <b>0.55</b>      | <b>1.5 to 2: 1</b>   |
| Current Assets   | 214 615 920   | 201 101 104      | 181 106 283.00   |                      |
| Current Liabilities  | 267 763 583   | 344 452 666      | 329 976 095.00   |                      |
| <b>Capital expenditure to total expenditure</b>              | <b>28%</b>    | <b>21%</b>       | <b>15%</b>       | <b>10% to 20%</b>    |
| Total Capital Expenditure                                    | 281 495 696   | 223 790 433.00   | 178 627 822.00   |                      |
| Total Expenditure  | 994 375 267   | 1 053 568 594    | 1 173 490 471.00 |                      |
| <b>Collection Rate</b>                                       | <b>63%</b>    | <b>49%</b>       | <b>46%</b>       | <b>95%</b>           |
| Gross Debtors Opening Balance                                | 1 035 707 331 | 859 715 905.00   | 679 478 229.00   |                      |
| Add: Billed Revenue  | 349 104 905   | 341 819 759.00   | 332 262 632.00   |                      |
| Less: Gross Debtors Closing Balance                          | 728 394 404   | 1 035 707 331.00 | 859 715 905.00   |                      |
| Less: Bad Debts Written Off                                  | 436 415 404   | -                | -                |                      |
| Billed Revenue   | 349 104 905   | 341 819 759.00   | 332 262 632.00   |                      |

| Year Ended  | 2021/22        | 2020/21        | 2019/20        | Treasury Norms    |
|---|----------------|----------------|----------------|-------------------|
| <b>Remuneration (Employee and Councillors) to total expenditure</b> | <b>30%</b>     | <b>27%</b>     | <b>28%</b>     | <b>22% to 40%</b> |
| Employee Related Cost and Councillors' Remuneration                 | 298 751 595.00 | 284 411 309.00 | 280 436 064.00 |                   |
| Total Operating Expenditure   | 994 375 267    | 1 053 568 594  | 994 862 649.00 |                   |
| <b>Solvency</b>   | <b>49%</b>     | <b>34%</b>     | <b>19%</b>     | <b>20%</b>        |
| Net Income  | 261 035 277    | 117 733 621    | 77 549 865.00  |                   |
| Less: Capital grants  | 278 478 968    | 223 790 433    | 178 627 822.00 |                   |
| Less: Conditional operating grants                                  | 14 660 612     | 14 814 810     | 14 971 683.00  |                   |
| Add: Depreciation   | 52 336 805     | 49 247 771     | 46 959 437.00  |                   |
| Add: Debt Impairment  | 160 857 851    | 184 992 708    | 169 656 436.00 |                   |
| Add: Debt write-off   | 436 415 404    | -              | -              |                   |
| Less: Debt impairment reversal                                      | - 472 330 101  | -              | -              |                   |
| Add: Asset impairment   | -              | -              | 4 210 864.00   |                   |
| Add: Loss on asset disposal   | 8 580 309      | 4 702 557      | -              |                   |
| Add: Actuarial (gains) / losses                                     | 1 883 920      | 618 000        | -              |                   |
| Add: Water losses   | 81 794 209     | 70 919 831     | -              |                   |
| Short-term Liabilities  | 267 763 583    | 344 452 666    | 321 041 442.00 |                   |
| Long-term Liabilities   | 215 700 540    | 221 189 037    | 228 120 188.00 |                   |
| <b>Creditors Payment Period (Trade Creditors)</b>                   | <b>87.00</b>   | <b>151.32</b>  | <b>90.18</b>   | <b>30 days</b>    |
| Trade Creditors Outstanding   | 121 051 547    | 219 558 340    | 235 385 512.00 |                   |
| Credit Purchases (Operating and Capital)                            | 507 879 484    | 529 596 249    | 952 663 734.00 |                   |
| <b>Net Debtors Days</b>   | <b>93.03</b>   | <b>90.58</b>   | <b>96.33</b>   | <b>30 days</b>    |
| Gross Debtors   | 728 394 404    | 1 035 707 331  | 876 267 640.00 |                   |
| Bad Debt Provision  | 639 412 073    | 950 884 323    | 788 574 322.00 |                   |
| Billed Revenue  | 349 104 905    | 341 819 759    | 332 262 632.00 |                   |

Although there was an increase in revenue generated from exchange transactions, the collection rate of the economic entity remained below the National Treasury norm of 95% with a result of 63% in 2022 compared to 49% in the 2021 financial year, following the write-offs of debt deemed to be irrecoverable. The debt collection period slightly regressed from 90 days in 2021 to 93 days in 2022. This indicates that consumers are experiencing challenges in adhering to the payment period of 30 days which negatively impacts the timeous collection of the entity's cash inflows.

Debt impairment reduced to 88% of the debtors' balance (consumer and sundry) as at 30 June 2022 compared to 91% in the prior year. The entity continues to explore and implement various strategies including revenue enhancement initiatives and legal processes.

The creditors' payment period has improved in 2021/2022 when compared to the 151 days in the prior period. The creditors payment period of 87 days for the 2021/2022 financial year remains above the prescribed 30 days. This is mainly attributed to the impact of the slow debt collection with the net debtors' days at 93 days which puts pressure on the cash flows of the municipality.

The salary costs of the economic entity were within the norm of 22% to 40% for 2021/2022 at 30%.

### C.7.6 LOANS/BORROWINGS AND GRANT DEPENDENCY

The economic entity had adequate investment activities in the form of capital expenditure at 28% in the 2021/2022 financial year compared to the 21% achieved in the prior year.

The economic entity's operations resulted in with a surplus of R 261 035 276 in the 2021/2022 financial year, an increase from a surplus of R 117 733 621 in the prior year.

The current ratio of 0.80:1 shows an improvement from 0.58:1 in the prior year. It is however still below the norm of 1.5 -2: 1. This means that the economic entity had inadequate liquid assets (easily convertible into cash) available to cover short-term obligations as at 30 June 2022.

The economic entity had sufficient operating revenue to meet the current payment obligations at 18% and 20% in 2021/2022 and 2020/2021, respectively. This falls within the norm of below 45%.

The economic entity's solvency was calculated on the net income after adding back non-cash items as a means to assess the entity's capacity to stay afloat. The economic entity's ability to meet its long-term financial obligations (solvency) improved in the 2021/2022 financial year when compared to the 2020/2021 financial year at 49% and 34%, respectively.

The cash coverage ratio fell within the norm of 1 to 3 months, indicating that the economic entity has adequate capacity to fund monthly fixed operational expenditure. This ratio slightly regressed in the 2021/2022 financial year at 30.25 days when compared to 30.7 days in the prior year.

The table below reflects the economic entity's financial ratios.

| Year Ended                               | 2021/22       | 2020/21          | 2019/20          | Treasury Norm |
|--|---------------|------------------|------------------|---------------|
| <b>Debt to Revenue</b>                   | <b>18%</b>    | <b>20%</b>       | <b>23%</b>       | <b>45%</b>    |
| Total Borrowings                         | 175 530 249   | 186 492 368.00   | 205 428 996.00   |               |
| Total Operating Revenue                  | 1 255 410 544 | 1 171 302 215    | 1 072 412 514.00 |               |
| Less: Capital grants                     | 278 478 968   | 223 790 433.00   | 178 627 822.00   |               |
| Less: Conditional operating grants       | 14 660 612    | 14 814 810.00    | 14 971 683.00    |               |
| <b>Grant Dependency</b>                  | <b>72%</b>    | <b>69%</b>       | <b>67%</b>       | <b>N/A</b>    |
| Total Revenue                            | 1 255 410 544 | 1 171 302 214.00 | 1 072 412 514.00 |               |
| Less: Government Grants and Subsidies    | 901 691 254   | 810 645 243      | 721 585 607.00   |               |
| Less: Public Contributions and Donations | 525 000       | -                | -                |               |
| Total Operating Revenue                  | 1 255 410 544 | 1 171 302 215    | 1 072 412 514.00 |               |

The municipality has one loan from the Development Bank of Southern Africa. The principal capital amount is R230 million borrowed over a 15-year term and subject to a fixed 15-year SWAP rate plus 230 basis points (average 10.899%) over the loan term.

Based on the Debt to Revenue Ratio of 18%, the municipality is capable of repaying this loan.

The municipality had sufficient operating revenue to meet the current payments it is liable for in terms of the debts owed by the entity falling within the norm of 45% for the period 2019/20 to 2021/22 financial years.

### C.7.7 AUDITOR GENERAL'S OPINION

The municipality remains grant reliant. Grant revenue contributed 72% of the total operating revenue in 2021/22 and 69% in 2020/2021. Own revenue is made up of service charges (water and sanitation); interest from debtors; interest from investments and licencing fees.

#### Audit Outcome

The municipality's audit opinion has maintained an unqualified audit opinion on the Annual Financial Statements for three consecutive years (2019/20 to 2021/2022 financial years).

The municipality's audit opinion on the Annual Performance Report regressed to a qualified audit opinion in the 2021/22 financial year.

The municipality seeks to improve the audit opinion on both the Annual Financial Statements and the Annual Performance Report in the current financial year.

#### 2021/22 Matters Affecting the Audit Report

The following finding affected the audit report for the 2021/2022 audit:

| No. | Nature of finding: Annual Financial Statements   |
|-----|--|
| 1   | Material amendment noted between original submission and second submission of AFS        |
| 2   | TEC 27 - Material control deficiencies noted with system to collate reported performance |
| 3   | Reasonable steps not taken to prevent unauthorized expenditure                           |

The 2022/23 Audit by AG has not yet commenced.

## FINANCIAL VIABILITY AND MANAGEMENT SWOT ANALYSIS

|  |  |
|--|--|
| <p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Low turnover in finance staff</li> <li>• Co-operation and communication within the finance department</li> <li>• Strong internal controls implemented</li> <li>• Established policies and processes</li> <li>• Standard Operating Procedures in place</li> <li>• The municipality's annual financial statements received an unqualified audit opinion</li> <li>• Municipal Manager Forum ensures planning and integration - CFO Forum.</li> <li>• There are various revenue enhancement strategies being implemented.</li> <li>• District Area Finance Forum sees to Financial Viability, Policy and Tariff Standardisation and GRAP compliance.</li> <li>• Internal Audit Committee - Compliance and Auditor-General's audit opinion follow.</li> <li>• Audit Committee - Meets at least four times a year.</li> <li>• Performance Audit Committee - Meets at least 2 times a year.</li> <li>• Oversight Committee - Meets at least 4 times a year.</li> <li>• Integrated Financial Management System in place.</li> <li>• Improvement of Financial Management and allocation and sharing of resources - capacity building.</li> </ul> | <p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• There are limited resources for meeting unlimited service delivery needs.</li> <li>• Limited revenue streams.</li> <li>• Low debt collection rate.</li> <li>• High water losses.</li> <li>• Inadequate planning</li> <li>• Inadequate office space</li> <li>• Introduction of new regulations</li> <li>• Limited training programmes</li> <li>• Shortage of vehicles for meter reading and restrictions</li> <li>• Delays in filling of vacancies</li> <li>• Payment of invoices in excess of 30 days</li> <li>• Inadequate invoice tracking mechanisms.</li> </ul>  |
| <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Grant funding</li> <li>• Automated financial modules.</li> <li>• Improvement of Standard Operating Procedures through Benchmarking</li> </ul>   | <p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Illegal connections leading to unauthorised and unbilled consumption of services.</li> <li>• Non-payment of services or low debt collection rate resulting in strained cash flows</li> <li>• Rising cost of living resulting if limited affordability of customers</li> <li>• Community protests due to implementation of Credit Control Policy</li> <li>• High unemployment rate in the district</li> <li>• Poor responses to procurement adverts</li> <li>• Litigations and UIFW due to delayed payment of invoices</li> <li>• Competing demands and interests of external stakeholders</li> <li>• Vandalisation of infrastructure</li> <li>• Impact of loadshedding on infrastructure and businesses</li> <li>• Severe weather conditions</li> </ul> |

**Unfunded budget**  
**Limited revenue streams.**  
**Ageing infrastructure.**  
**Indigent customers registers need improvement and consistency.**  
**Low debt collection rate**

#### KPA: FINANCIAL VIABILITY AND MANAGEMENT CHALLENGES

- Due to the huge volume of tenders, there has been a backlog in terms of finalizing the evaluation process.
- There are limited resources for meeting unlimited service delivery needs.

### **C.8 KEY CHALLENGES**

The key challenges contained in this section are derived from the status quo and the various KPA SWOT analysis.

#### **Educational**

1. Inadequate education facilities in rural areas
2. Insufficient consumer education initiatives
3. Insufficient community awareness programmes
4. High level of school dropouts.

#### **Environmental**

1. Severe weather conditions - impact of droughts and flooding
2. Environmental Management units are not established in some local municipalities
3. Landfill sites are fast reaching their full capacity
4. Cemeteries are fast reaching their full capacity.

#### **Social and Economic**

1. Underdeveloped sports facilities in rural areas
2. Increasing population in urban areas
3. Imbalances between rural and urban areas
4. Backlog of basic services in rural areas
5. High unemployment rate and number of households living below the poverty line
6. Mismatch with the project plans of housing/human settlements delivery and access to water and sanitation
7. Informal settlements are increasing in urban areas.
8. Land invasions and new demands for services
9. Lack of impactful rural development initiatives – informed by strategy and plan
10. Inadequate local economic development opportunities
11. Lack of investment from both private sector and government
12. Management of informal sector (also to be addressed in the DGDP)
13. The global economic situation and its impact
14. Increasing number of homeless youth
15. Increasing levels of drug use
16. High HIV infection rate in the district
17. High rate of teenage pregnancy in the district
18. Gender-based violence.

## **Infrastructure**

1. Non-payment for services
2. Illegal connections to services and a threat to revenue generation and collection.
3. District population growth at higher rate than infrastructure development.
4. Unavailability of fire hydrants in rural areas.
5. Inaccessible informal settlements by emergency vehicles due to no access roads
6. Houses not built in accordance with national building standards and regulations (rural and informal settlements)
7. Rapid growth of informal settlements around urban areas.
8. Ageing IT Infrastructure
9. Inadequate Cyber Security Awareness
10. Limited ability to embrace new Technology Developments and innovations to Enhance Customer Relationships and Service Delivery
11. Inadequate controls for Cyber Attacks (Global and Local)
12. Shortage of ICT Skills necessary for the Fourth Industrial Evolution
13. Digital Colonialism
14. Some key units are under resourced:
  - a. Operations and Maintenance
  - b. Economic Development and Planning
  - c. Integrated Development and Planning
  - d. Finance
  - e. Performance Management
15. Limited capital funding to invest in infrastructure and equipment for solid waste disposal services.
16. Private sector investors will develop infrastructure and facilities to meet the demands of the market - a public service like waste disposal will then be available only to those who can afford it and municipalities will be forced to pay a price for the service.
17. High water losses resulting from water leaks, pipe burst and illegal connections (loss in water revenue).
18. Water tankers must be phased out, but in the interim it needs to be vastly improved and made more reliable.
19. In some cases, the standard of construction of structures is poor requiring regular maintenance and/or replacement
20. Community facilities are being vandalized.

## **MUNICIPAL**

1. Inadequate implementation of policies and by-laws
2. Lack of Individual Performance Management System
3. Inadequate revenue collection mechanisms and billing system challenges
4. Poor accountability of external service providers
5. Insufficient Organizational structure to support efficient provision of ICT Services
6. Capacity at the Call Centre and CCCs need to be improved
7. Communication and mechanisms between Department of Human Settlements and Municipalities need to improve
8. Poor coordination on human settlement projects to ensure services are planned and secured prior development
9. Limited capacity and resources
10. Low in economic growth 30.4% unemployment rate (2011 Census)
11. Shortage of skills
12. There are limited finances for meeting unlimited service delivery needs
13. The municipality as a whole needs to increase and enhance its revenue base.



## CHAPTER D: MUNICIPAL VISION, GOALS AND OBJECTIVES

### D.1 MUNICIPAL VISION, GOALS AND OBJECTIVES

#### Long-Term Development Vision

Towards creating an economically vibrant, socially inclusive, environmentally resilient district with thriving communities and universal infrastructure for all by 2027 and beyond.

#### Mission Statement

The uMgungundlovu District Municipality will, through sound governance and community participation, ensure the provision of equitable and sustainable services and economic growth.

#### Core Values

Driven by the aspirations of the people, we strive to achieve our Vision and Mission through:

- Providing services according to the principles of Batho Pele (People First);
- Practicing Ubuntu;
- Accepted codes of practices and standards of professionalism;
- Teamwork and commitment;
- A high stand of work ethic; and
- Constant engagement with stakeholders.

**Long term Goals-** based on the council 10-point plan.

1. **Metro** (step by step roadmap to our common vision)
2. **Universal access to services** (100% access)
3. **Maintenance plan** (reliable provision of services)
4. **Radical Economic Transforming** (setting up a functional Development Agency)
5. **Community Partnerships** (EPWP and Co-operatives)
6. **Good Governance** (sustaining the clean audit)
7. **Sustainable IGR** (a structured Mayors Forum)
8. **Monitoring and evaluation** (through the SDBIP's)
9. **Special Programmes** (for the vulnerable communities)
10. **Achieving sustainable development and climate change mitigation**

## UMDM DISTRICT DEVELOPMENT MODEL ONE PLAN VISION 2052

**“BY 2052 UMGUNGUNDLOVU DISTRICT WILL BE A VIABLE, INNOVATIVE AND RESILIENT REGION THAT IS BUILT ON SUSTAINABLE ECONOMIC GROWTH AND ACCOUNTABILITY”**

### **MDM DISTRICT DEVELOPMENT MODEL ONE PLAN VISION 2052 - UNPACKED**

#### **Economic Growth**

- New Investment Attraction and Facilitation
- Special Rural and Urban Economic Zones (Innovative Enterprises)
- ICT, Broadband & Optic Fibre Infrastructure Roll-Out

#### **Viability**

- Commitment from UMDM on Bulk Water and Sanitation Infrastructure (WSDP)
- Explore Cost-Effective Alternative Energy Sources

#### **Economic Growth**

- Agro-Processing Industries [Mpofana, Umngeni & UMshwathi]

#### **Resilience**

- District Landfill Site, Waste Transfer Stations and Recycling Plant

#### **Sustainability**

- Post-Land Reform Support & Emerging Farmers Programmes
- Climate Change Resilience Strategies

#### **Economic Growth & Innovation**

- Creation of Niche Enterprises [New Job Opportunities]
- ICT Technology Centres
- Resourcing UMDM with Multi-Modal Transport System
- Skills Audit & Assisting youth with Bursaries and entry to Tertiary Institutions

#### **Sustainability**

- Building the proper houses in proper locations

#### **Innovation**

- Enhance Knowledge Economy and Value Adding Industries

#### **Accountability**

- Zero tolerance towards corrupt practices

The alignment of the IDP municipal vision goals, objectives, strategies are aligned to the Back-to-Basics principles, Provincial Growth and Development Strategy (PGDS), District Growth and Development Plan (DGDP), UMDM One plan and the KZN Six KPAs and key challenges.

The alignment of the above is demonstrated in the table below:

## ALIGNMENT TABLE

| Key Performance Area                | Function  | IDP Strategic Goals                        | Objectives   | Strategies   | Key Challenge   | B2B   | PGDS   | DC22 One Plan                            | DGDP Goals                             |
|-------------------------------------|---|--|--|--|---|---|--|--|--|
| KPA 1<br><br>Basic Service Delivery | Technical Services<br><br>Water provision       | Universal access to services (100% access) | To ensure the provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | Slow progress due to limitation of grants                           | Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance and reduced losses wrt Water and Sanitation | Strategic Goal 4<br><br>Strategic infrastructure | Reliable water and electricity supply    | Goal 4<br><br>Strategic infrastructure |
|                                     | Technical Services<br><br>Sanitation            | Universal access to services (100% access) | To ensure the provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | Slow progress due to limitation of grants                           | Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance and reduced losses wrt Water and Sanitation | Strategic Goal 4<br><br>Strategic infrastructure | Reliable water and electricity supply    | Goal 4<br><br>Strategic infrastructure |
|                                     | Technical Services<br><br>Rural road management | Universal access to services (100% access) | Rural roads study to inform road maintenance               | Assessment of road conditions using conditional grants               | Uncoordinated implementation of rural roads maintenance and upgrade | Pillar 2: Delivering Basic Services - Infrastructure Delivery and maintenance wrt Roads                                   | Strategic Goal 4<br><br>Strategic infrastructure | Multi modal transport system and network | Goal 4<br><br>Strategic infrastructure |
|                                     |   | Universal access to services               | To manage and facilitate integrated                        | Co-ordinate the development and                                      | Uncoordinated implementation of road                                | Pillar 2: Delivering Basic Services   | Strategic Goal 4                                 | Multi modal transport                    | Goal 4                                 |

| Key Performance Area | Function  | IDP Strategic Goals                               | Objectives   | Strategies   | Key Challenge   | B2B   | PGDS   | DC22 One Plan                         | DGDP Goals                         |
|----------------------|---|---|--|--|---|---|--|---------------------------------------|------------------------------------|
|                      |   | (100% access)                                     | transport planning and strategy                            | implementation of regional transport strategy to facilitate regional integration | infrastructure projects                                       | - Infrastructure Delivery and maintenance wrt Roads   | Strategic infrastructure                     | system and network                    | Strategic infrastructure           |
|                      | Technical Services<br>Water distribution (water tankers)        | Maintenance plan (reliable provision of services) | To provide access to sustainable quality drinking water    | Ensure availability of water tankers and static tanks                            | Limited budget  | Pillar 2: Delivering Basic Services – Free Basic Services and Indigent Register   | Strategic Goal 4<br>Strategic infrastructure | Reliable water and electricity supply | Goal 4<br>Strategic infrastructure |
|                      | Technical Services<br>Water distribution (bulk water purchase)  | Universal access to services (100% access)        | To ensure the provision of services in sustainable manner. | To ensure that Umgeni Water board provides adequate bulk water supply            | There is not enough bulk water supply from Umgeni Water board | Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance and reduced losses wrt Water and Sanitation | Strategic Goal 4<br>Strategic infrastructure | Reliable water and electricity supply | Goal 4<br>Strategic infrastructure |
|                      | Technical Services<br>Water distribution (Maintenance of pumps) | Maintenance plan (reliable provision of services) | To ensure the provision of services in sustainable manner. | Ensure that all pump stations are maintained on a regular basis                  | Ageing infrastructure   | Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance and reduced losses wrt                      | Strategic Goal 4<br>Strategic infrastructure | Reliable water and electricity supply | Goal 4<br>Strategic infrastructure |

| Key Performance Area | Function   | IDP Strategic Goals                               | Objectives  | Strategies  | Key Challenge                       | B2B   | PGDS   | DC22 One Plan                         | DGDP Goals                             |
|----------------------|--|---|---|---|-------------------------------------|---|--|---------------------------------------|--|
|                      |  |   |   |   |                                     | Water and Sanitation  |  |                                       |  |
|                      | Technical Services<br><br>Scientific sciences (Operations and maintenance of water treatment plants)       | Maintenance plan (reliable provision of services) | To provide access to sustainable quality drinking water   | Ensure water quality monitoring regularly               | Water quality non compliances       | Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance and reduced losses wrt Water and Sanitation | Strategic Goal 4<br><br>Strategic infrastructure | Reliable water and electricity supply | Goal 4<br><br>Strategic infrastructure |
|                      | Technical Services<br><br>Scientific services (operations and maintenance of waste-water treatment plants) | Maintenance plan (reliable provision of services) | To ensure the final effluent meet the discharge limits    | Ensure monitoring of wastewater quality regularly       | Waste water quality non compliances | Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance and reduced losses wrt Water and Sanitation | Strategic Goal 4<br><br>Strategic infrastructure | Reliable water and electricity supply | Goal 4<br><br>Strategic infrastructure |
|                      | Technical Services<br><br>Water Conservation and water demand management                                   | Maintenance plan (reliable provision of services) | Ensure that water losses is reduced to a minimum standard | Monitoring of bulk water meters and pressure management | Ageing infrastructure               | Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance and reduced losses wrt                      | Strategic Goal 4<br><br>Strategic infrastructure | Reliable water and electricity supply | Goal 4<br><br>Strategic infrastructure |

| Key Performance Area | Function | IDP Strategic Goals | Objectives | Strategies | Key Challenge | B2B                  | PGDS | DC22 One Plan | DGDP Goals |
|----------------------|----------|---------------------|------------|------------|---------------|----------------------|------|---------------|------------|
|                      |          |                     |            |            |               | Water and Sanitation |      |               |            |

| Key Performance Area            | Function                                   | IDP Strategic Goals                             | Objectives  | Strategies  | Key Challenge   | B2B   | PGDS  | DC22 One Plan                                    | DGDP Goals                                 |
|---------------------------------|--|---|---|---|---|---|---|--|--|
| KPA 1<br>Basic Service Delivery | Community Services<br>Environmental Health | Monitoring and evaluation (through the SDBIP's) | Ensure that factors in the environment that could adversely affect human health are assessed, corrected, prevented, and controlled to create health supportive environments and safeguard the health of the district citizens | To implement annual operational plan to guide delivery of municipal health services | Inadequate resources and lack of service level agreement between UMDM and uMsunduzi LM on the delivery of environmental health services | Pillar 3: Good Governance – Compliance with legislation and by-laws | Strategic Goal 3<br><br>Human and Community Development | Habitable settlement and environmental endowment | Goal 5<br><br>Environmental Sustainability |
|                                 | Community Services                         | Universal access to                             | To implement  | To implement  | • Limited financial and human   | • Pillar 2: Delivering  | Strategic Goal 5  | Robust waste management                          | Goal 4                                     |

| Key Performance Area | Function  | IDP Strategic Goals                        | Objectives   | Strategies   | Key Challenge   | B2B   | PGDS                                   | DC22 One Plan   | DGDP Goals                      |
|----------------------|---|--|--|--|---|---|--|---|---------------------------------|
|                      | Solid Waste Management                            | services (100% access)                     | integrated waste management plan of the municipality     | the annual targets of the IWMP                     | resources <ul style="list-style-type: none"> <li>• Resolving the powers and functions for solid waste management between the LMs and UMDM</li> <li>• Roles and responsibilities between LMs and District not clarified</li> </ul>   | Basic Services -Fundable consolidated infrastructure plans <ul style="list-style-type: none"> <li>• Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance wrt Waste Management</li> </ul>   | Environmental Sustainability           | and recycling program   | Strategic infrastructure        |
|                      | Community Services<br><br>Cemetery and Crematoria | Universal access to services (100% access) | To implement the integrated cemetery and crematoria plan | To develop integrated cemetery and crematoria Plan | <ul style="list-style-type: none"> <li>• Limited financial and human resources</li> <li>• Resolving the powers and functions for cemetery and crematoria management between the LMs, UMDM and traditional authorities</li> <li>• Roles and responsibilities between LMs and District not clarified</li> </ul> | <ul style="list-style-type: none"> <li>• Pillar 2: Delivering Basic Services - Fundable consolidated infrastructure plans</li> <li>• Pillar 3: Good Governance – Compliance with legislation and by-laws</li> </ul> | Strategic Goal 7<br><br>Spatial Equity | Universal access to facilities of healthcare education and public amenities | Goal 4 Strategic infrastructure |



| Key Performance Area   | Function  | IDP Strategic Goals                        | Objectives                                    | Strategies                               | Key Challenge                            | B2B  | PGDS                                 | DC22 One Plan                         | DGDP Goals                              |
|--|---|--|---|--|--|--|--------------------------------------|---------------------------------------|---|
| KPA 2<br><br>Local Economic development and Social Development | Economic Development and Planning<br><br>Local Economic Development | Universal access to services (100% access) | Develop and diversify the agricultural sector | Direct support to emerging black farmers | Insufficient human and financial capital | Providing services according to the principles of Batho Pele | Strategic Goal 1<br><br>Job creation | Growth in job creation and population | Goal 1<br><br>Inclusive economic growth |

| Key Performance Area | Function | IDP Strategic Goals | Objectives  | Strategies   | Key Challenge                            | B2B  | PGDS                                 | DC22 One Plan                         | DGDP Goals                              |
|----------------------|----------|---------------------|---|--|--|--|--------------------------------------|---------------------------------------|---|
|                      |          |                     | Enhance sectoral development through trade and investment | Develop, diversify and market tourism to increase domestic and foreign visitors. | Insufficient human and financial capital | Providing services according to the principles of Batho Pele | Strategic Goal 1<br><br>Job creation | Growth in job creation and population | Goal 1<br><br>Inclusive economic growth |
|                      |          |                     | Expand government-led job creation programmes             | Identify and develop labour intensive job creation programmes and projects       | Insufficient human and financial capital | Providing services according to the principles of Batho Pele | Strategic Goal 1<br><br>Job creation | Growth in job creation and population | Goal 1<br><br>Inclusive economic growth |
|                      |          |                     | Promote SMME Entrepreneurship development                 | Increase support to Co-operatives and SMMEs                                      | Insufficient human and financial capital | Providing services according to the principles of Batho Pele | Strategic Goal 1<br><br>Job creation | Growth in job creation and population | Goal 1<br><br>Inclusive economic growth |
|                      |          |                     | Develop knowledge base to enhance the knowledge economy   | Establish mechanism for strengthening partnerships with stakeholders.            | Insufficient human and financial capital | Providing services according to the principles of Batho Pele | Strategic Goal 1<br><br>Job creation | Growth in job creation and population | Goal 1<br><br>Inclusive economic growth |

| Key Performance Area | Function  | IDP Strategic Goals                                 | Objectives  | Strategies   | Key Challenge  | B2B  | PGDS  | DC22 One Plan   | DGDP Goals                                  |
|----------------------|---|---|---|--|--|--|---|---|---|
|                      | Community Services<br><br>HIV/AIDS              | Universal access to services (100% access)          | To align to the Provincial / District HIV/AIDS, STIs & TB Plan for 2023 -2027 and implement programmes and projects aimed at reducing the burden of diseases in the district. | To implement and foster an enabling environment in the implementation of strategies, projects and programmes contained in the multi-stakeholder district implementation plan on HIV/AIDS, STIs & TB for 2023 – 2027. | <ul style="list-style-type: none"> <li>Lack of adequate funding.</li> </ul> <p>Need for more human resources.</p>  | <ul style="list-style-type: none"> <li>Pillar 3: Good Governance – Interventions</li> </ul> <p>Pillar 3: Good Governance – Regular Engagement with Communities</p> | Strategic Goal 3<br><br>Human & Community Development | Universal access to facilities of healthcare education and public amenities | Goal 3<br><br>Human & Community Development |
|                      | Community Services<br><br>Sports and Recreation | Special Programmes (for the vulnerable communities) | Ensure that sports and recreation are supported and developed throughout the district   | To work with district sport confederation and sport federations in the delivery of sports and recreation in the district as per approved annual Plan   | <ul style="list-style-type: none"> <li>Limited financial and human resources</li> <li>Unavailability and no maintenance of sport facilities in some of local municipalities</li> </ul> | <ul style="list-style-type: none"> <li>Pillar 1 : Public participation programs</li> </ul>   | Strategic Goal 3<br><br>Human & Community Development | Universal access to facilities of healthcare education and public amenities | Goal 3<br><br>Human & Community Development |

| Key Performance Area | Function  | IDP Strategic Goals                                 | Objectives   | Strategies  | Key Challenge  | B2B  | PGDS  | DC22 One Plan   | DGDP Goals                                  |
|----------------------|---|---|--|---|--|--|---|---|---|
|                      |   |   |  | To implement the district sport plan which is still a final draft   | Unstructured sport federations   |  |   |   |   |
|                      | Community Services<br><br>Youth                                     | Special Programmes (for the vulnerable communities) | To harness the potential of young people to enable them to play a meaningful role in the society   | Capacitate young entrepreneur through innovative workshops.<br><br>Development of funding agency for youth businesses | <ul style="list-style-type: none"> <li>Lack of funding, mentorship, and incubation</li> <li>Shortage of skills. Poor performance of youth council on coordinating youth programs.</li> </ul> | <ul style="list-style-type: none"> <li>Pillar 1 : Public participation programs</li> </ul> | Strategic Goal 3<br><br>Human & Community Development | Universal access to facilities of healthcare education and public amenities | Goal 3<br><br>Human & Community Development |
|                      | Community Services<br><br>Social Services (NGO's, FBOs and Amakhosi | Special Programmes (for the vulnerable communities) | To enhance participation of community structures in governance for strengthening social programmes | Collaboration with community structures on matters of moral regeneration  | <ul style="list-style-type: none"> <li>Limited resources</li> </ul>  | <ul style="list-style-type: none"> <li>Pillar 1: Public participation programs</li> </ul>  | Strategic Goal 3<br><br>Human & Community Development | Universal access to facilities of healthcare education and public amenities | Goal 3<br><br>Human & Community Development |

| Key Performance Area | Function   | IDP Strategic Goals                                 | Objectives  | Strategies   | Key Challenge  | B2B  | PGDS  | DC22 One Plan   | DGDP Goals                                  |
|----------------------|--|---|---|--|--|--|---|---|---|
|                      | Community Services<br><br>Arts and Culture                     | Special Programmes (for the vulnerable communities) | To promote Arts and Culture for advancement of social cohesion and moral regeneration       | Partner with sector departments and other stakeholders on Arts and Culture programmes<br><br>Support and promote arts and cultural activities for moral regeneration of the district community | Limited Resources  | <ul style="list-style-type: none"> <li>Pillar 1: Public participation programs</li> </ul>  | Strategic Goal 3<br><br>Human & Community Development | Universal access to facilities of healthcare education and public amenities | Goal 3<br><br>Human & Community Development |
|                      | Community Services<br><br>Senior Citizens and disabled persons | Special programme (for vulnerable communities)      | Ensure that elderly persons and the disabled are active in sport and live healthy lifestyle | Implement the golden games for older persons revised rule book 2020/2025<br><br>Implement games for disabled persons in line with the disability plan.   | <ul style="list-style-type: none"> <li>Limited financial and human resources</li> <li>Unavailability and no maintenance of sport facilities in some of local municipalities</li> <li>Non - registered of luncheon club in some local municipalities</li> </ul> | <ul style="list-style-type: none"> <li>Pillar 1 : Public participation programs</li> </ul> | Strategic Goal 3<br><br>Human & Community Development | Universal access to facilities of healthcare education and public amenities | Goal 3<br><br>Human & Community Development |

| Key Performance Area                                      | Function                     | IDP Strategic Goals | Objectives  | Strategies   | Key Challenge      | B2B  | PGDS   | DC22 One Plan                               | DGDP Goals   |
|---|------------------------------|---------------------|---|--|--------------------|--|--|---|--|
| KPA 3<br><br>Institutional Transformation and Development | Corporate Services<br><br>HR | Good Governance     | To create a conducive organizational environment that attracts, retains and develops best talent to enhance organizational performance. | To develop and implement plans and procedures within laid down HR legislations with an aim of achieving Municipal objectives | Budget Constraints | Pillar 5: Building Capacity – Filling of Senior Management Posts<br>Pillar 5: Building Capacity – Municipal Organograms<br>Pillar 5: Building Capacity – HR Development and Management<br>Pillar 5: Building Capacity – Organised Labour engagements | Strategic Goal 2<br><br>Human Resource Development | Skilled competent and employable population | Strategic Goal 2<br><br>Human Resource Development |

| Key Performance Area | Function  | IDP Strategic Goals | Objectives  | Strategies  | Key Challenge  | B2B   | PGDS  | DC22 One Plan                                  | DGDP Goals                                    |
|----------------------|---|---------------------|---|---|--|---|---|--|---|
|                      | Corporate Services<br><br>Administration and Sound Governance | Good Governance     | <ul style="list-style-type: none"> <li>To ensure auxiliary support to department and improved sound governance</li> <li>Cost and effective fleet Management and provision to all user departments</li> <li>Effective maintenance of municipal buildings in line with the Occupational Health and Safety Act</li> <li>Effective Records Management in line with National Archives Act</li> </ul> | <ul style="list-style-type: none"> <li>Development and ensuring compliance with calendar of meetings.</li> <li>Provision of fleet to user departments and ensuring compliance with fleet management policy</li> <li>Development and implementation of building maintenance policy and building maintenance plan.</li> <li>Compliance and implementation of records management policy</li> </ul> | <ul style="list-style-type: none"> <li>Clashes with local municipalities calendar of meetings and events of external stakeholders</li> <li>Shortage of vehicles and abuse of vehicles by user departments</li> <li>Old buildings and shortage of budget allocation for maintenance</li> <li>Lack of awareness of record management procedures and processes</li> </ul> | Pillar 3: Good Governance – Council meetings<br>Pillar 3: Good Governance – Compliance with legislation and by-laws | Strategic Goal 6<br><br>Governance and Policy | Sound Public administration and accountability | Strategic Goal 6<br><br>Governance and Policy |



| Key Performance Area | Function                      | IDP Strategic Goals | Objectives  | Strategies                                  | Key Challenge  | B2B   | PGDS   | DC22 One Plan                               | DGDP Goals                             |
|----------------------|-------------------------------|---------------------|---|---|--|---|--|---|--|
|                      | Corporate Services<br><br>ICT | Good Governance     | Ensure Stable, Secure and Reliable Provision of Information & Communication Technology Services | Implement Master Systems Plan (IT Strategy) | Limited resources (Budget) to Implement ICT Projects | Pillar 5: Building Capacity – Establish, Resilient systems, ie. Billing | Strategic Goal 4<br><br>Strategic Infrastructure | Technological advancement ICT and broadband | Goal 4<br><br>Strategic Infrastructure |

| Key Performance Area                                      | Function   | IDP Strategic Goals | Objectives   | Strategies  | Key Challenge              | B2B  | PGDS  | DC22 One Plan                                  | DGDP Goals                        |
|---|--|---------------------|--|---|----------------------------|--|---|--|-----------------------------------|
| KPA 4<br><br>Municipal Financial Viability and Management | Budget and Treasury<br><br>Financial Management/Budget | Good Governance     | To ensure effective financial reporting by providing direction and leadership within the Financial Services Department | To ensure that the finance function is capacitated with all key positions filled and ensure the development and implementation of Standard Operating Procedures | Limited Capacity personnel | Pillar 4: Sound Financial Management – Realistic and cash backed budget. | Strategic Goal 6<br><br>Governance & Policy | Sound Public administration and accountability | Goal 6<br><br>Governance & Policy |

| Key Performance Area | Function                                      | IDP Strategic Goals | Objectives  | Strategies  | Key Challenge  | B2B   | PGDS  | DC22 One Plan                                  | DGDP Goals                 |
|----------------------|---|---------------------|---|---|--|---|---|--|----------------------------|
|                      |   | Good Governance     | To ensure effective financial reporting   | To ensure that the reporting function is well resourced and provided with ongoing training to remain abreast with all the compliance reporting requirements   | Limited Training Programs  | Pillar 4: Sound Financial Management – Address Post Audit Action Plan                               |   | Sound Public administration and accountability | Goal 6 Governance & Policy |
|                      |   | Good Governance     | Compliance with the Municipal Finance Management Act and Municipal Budget and Reporting Regulations | To ensure that the finance function is well resourced and provided with ongoing training to remain abreast with all the compliance reporting requirements   | Limited financial resources  | Pillar 4: Sound Financial Management – Functional Financial Management System and Rigorous Controls |   | Sound Public administration and accountability | Goal 6 Governance & Policy |
|                      | Budget and Treasury<br>Expenditure Management | Good Governance     | Payment of creditors considering all related legislation including compliance with the VAT Act.     | Perform weekly monitoring of invoice tracking report and follow up by sending the reminders to the responsible officials.<br><br>Perform monthly supplier reconciliation.<br><br>Perform the refresher training on standard | Invoice Tracking mechanism inadequate<br><br>Invoice Tracking mechanism inadequate | Pillar 4: Sound Financial Management – Culture of Payment for Services Campaigns                    | Strategic Goal 6<br><br>Governance & Policy | Sound Public administration and accountability | Goal 6 Governance & Policy |

| Key Performance Area | Function | IDP Strategic Goals | Objectives   | Strategies  | Key Challenge                    | B2B   | PGDS | DC22 One Plan                                  | DGDP Goals                 |
|----------------------|----------|---------------------|--|---|----------------------------------|---|------|--|----------------------------|
|                      |          |                     |  | operating procedures as well as financial management system (Pastel)  | Invoices paid more than 30 days. |   |      |  |                            |
|                      |          | Good Governance     | Employee related costs payable within the legislative prescripts | <p>Bi-annual training of payroll employees on payroll legislation prescripts as well as VIP system</p> <p>Develop a circular stating the cut off time for all the salary amendment transactions.</p> <p>Perform monthly reconciliation of statutory payments.</p> | Limited Capacity                 | Pillar 4: Sound Financial Management – Address Post Audit Action Plan |      | Sound Public administration and accountability | Goal 6 Governance & Policy |

| Key Performance Area | Function                                      | IDP Strategic Goals | Objectives   | Strategies   | Key Challenge    | B2B   | PGDS  | DC22 One Plan                                  | DGDP Goals                        |
|----------------------|---|---------------------|--|--|------------------|---|---|--|-----------------------------------|
|                      | Budget and Treasury<br><br>Revenue Management | Good Governance     | Maximize revenue generation to facilitate financial sustainability through a cost reflective tariffs and strong revenue raising strategies | To ensure that all metered properties are registered on the system as soon as possible to enable them to be billed.          | Limited Capacity | Pillar 4: Sound Financial Management – Extent to which Debt is Serviced                           | Strategic Goal 6<br><br>Governance & Policy | Sound Public administration and accountability | Goal 6<br><br>Governance & Policy |
|                      |   | Good Governance     | Maximise revenue collection and reduce number of days for revenue collection.  | To implement the credit control and debt collection policy effectively in the entire District.                               | Limited Capacity | Pillar 4: Sound Financial Management – Percentage Revenue Collected                               |   | Sound Public administration and accountability | Goal 6<br><br>Governance & Policy |
|                      |   | Good Governance     | Reduce customer query turnaround time and improve customer satisfaction  | To ensure that normal customer queries are addressed within 10 working day and complex queries are addressed within 3 months | Limited Capacity | Pillar 4: Sound Financial Management – Illegal Connections, Cable Theft, Manhole Covers Campaigns |   | Sound Public administration and accountability | Goal 6<br><br>Governance & Policy |

| Key Performance Area | Function   | IDP Strategic Goals | Objectives  | Strategies   | Key Challenge  | B2B  | PGDS  | DC22 One Plan                                  | DGDP Goals                 |
|----------------------|--|---------------------|---|--|--|--|---|--|----------------------------|
|                      |  |                     |   |  |  |  |   |  |                            |
|                      |  | Good Governance     | To ensure effective financial reporting   | To ensure that all reconciliations are done timeously.   | Limited Capacity   | Pillar 4: Sound Financial Management – Address Post Audit Action Plan                          |   | Sound Public administration and accountability | Goal 6 Governance & Policy |
|                      | Budget and Treasury<br><br>Supply Chain Management | Good Governance     | To ensure that the resources to fulfil the need identified in the procurement plan are delivered at the correct price, time, place, quantity and quality to | Capacitate existing staff compliment.<br><br>Revise the SCM structure to better align to its objectives.<br><br>Rental of archival facilities as a repository for documentation. | Limited Capacity<br><br>Poor planning<br><br>Inadequate office space | Pillar 4: Sound Financial Management – Efficiency and Functionality of Supply Chain Management | Strategic Goal 6<br><br>Governance & Policy | Investor friendly destination                  | Goal 6 Governance & Policy |

| Key Performance Area | Function | IDP Strategic Goals | Objectives  | Strategies  | Key Challenge  | B2B  | PGDS | DC22 One Plan                 | DGDP Goals                        |
|----------------------|----------|---------------------|---|---|--|--|------|-------------------------------|-----------------------------------|
|                      |          |                     | satisfy the need(s).  |   |  |  |      |                               |                                   |
|                      |          | Good Governance     | To ensure effective financial reporting   | Engage with the KZNPT on training programs for: <ul style="list-style-type: none"> <li>Contracts Management</li> <li>Bid Committees</li> </ul> New SCM Regulations                              | Limited Training Programs<br><br>Introduction of new regulations                   | Pillar 4: Sound Financial Management – Efficiency and Functionality of Supply Chain Management |      | Investor friendly destination | Goal 6<br><br>Governance & Policy |
|                      |          | Good Governance     | To ensure acquisition delegations are in place for the organisation. Ensure the market assessed and a sourcing (procurement | Streamlining of payments processes.<br><br>Monitoring and reporting on the incident management system for invoices captured.<br><br>Consequence management processes for officials found guilty | Service provider reluctance to submit bids/quotes due reputation delayed payments. | Pillar 4: Sound Financial Management – Efficiency and Functionality of Supply Chain Management |      | Investor friendly destination | Goal 6<br><br>Governance & Policy |

| Key Performance Area | Function                                    | IDP Strategic Goals | Objectives  | Strategies   | Key Challenge  | B2B  | PGDS  | DC22 One Plan                 | DGDP Goals                        |
|----------------------|---|---------------------|---|--|--|--|---|-------------------------------|-----------------------------------|
|                      |   |                     | ) strategy is determined  | of delaying processes.   |  |  |   |                               |                                   |
|                      |   | Good Governance     | To ensure that best practice procurement and contract management practice is applied consistently throughout the Council. | Prioritizing critical posts to fill<br><br>Development of SCM procedure manuals.   | Vacancies in critical positions.<br><br>Lack of policy documentation . | Pillar 4: Sound Financial Management – Efficiency and Functionality of Supply Chain Management . |   | Investor friendly destination | Goal 6<br><br>Governance & Policy |
|                      | Budget and Treasury<br><br>Asset Management | Good Governance     | To develop a strategic approach to assets management by developing a GRAP Complaint Assets Register and Assets            | To ensure that the asset management function is adequately capacitated and provided with ongoing training to remain abreast with all the compliance reporting requirements | Limited Capacity   | Pillar 4: Sound Financial Management – Address Post Audit Action Plan                            | Strategic Goal 6<br><br>Governance & Policy | Investor friendly destination | Goal 6<br><br>Governance & Policy |



| Key Performance Area | Function | IDP Strategic Goals | Objectives                          | Strategies  | Key Challenge             | B2B   | PGDS | DC22 One Plan                 | DGDP Goals                    |
|----------------------|----------|---------------------|-------------------------------------|---|---------------------------|---|------|-------------------------------|-------------------------------|
|                      |          |                     | Management Processes                |   |                           |   |      |                               |                               |
|                      |          | Good Governance     | To ensure effective risk management | To ensure that the asset management Standard Operating Procedures are developed and implemented | Limited Training Programs | Pillar 4: Sound Financial Management – Address Post Audit Action Plan |      | Investor friendly destination | Goal 6<br>Governance & Policy |

| Key Performance Area                              | Function                         | IDP Strategic Goals | Objectives   | Strategies   | Key Challenge  | B2B  | PGDS                                    | DC22 One Plan                                  | DGDP Goals                    |
|---|----------------------------------|---------------------|--|--|--|--|---|--|-------------------------------|
| KPA 5<br>Good Governance and Public Participation | Municipal Managers Office<br>IDP | Good Governance     | To develop a credible Integrated Development Plan as the basis and the roadmap for sustainable development | To develop annual operational plans to guide the IDP development and reviews | Limited resources (budget) to respond to community needs | Pillar 3: Good Governance – Compliance with legislation and by-laws<br>Pillar 3: Good Governance – Regular Engagement with Communities<br>Pillar 1: Putting people first – Public Participation programmes | Strategic Goal 6<br>Governance & Policy | Sound Public administration and accountability | Goal 6<br>Governance & Policy |

| Key Performance Area | Function  | IDP Strategic Goals                        | Objectives   | Strategies   | Key Challenge  | B2B  | PGDS   | DC22 One Plan                                  | DGDP Goals                             |
|----------------------|---|--|--|--|--|--|--|--|--|
|                      | Municipal Managers Office<br>PMS                      | Good Governance                            | To maintain an organizational performance management system as a tool to monitor performance, evaluate and report on service delivery programs | Implementation of the performance management system policy | Non achievement of organizational goals/strategic objectives   | Pillar 5: Building Capacity – Implementation of Performance Management Systems   | Strategic Goal 6<br><br>Governance & Policy      | Sound Public administration and accountability | Goal 6<br><br>Governance & Policy      |
|                      | Municipal Managers Office<br>Water Services Authority | Universal access to services (100% access) | To provide access to sustainable quality drinking water  | Implementation of the Water Services Development Plan      | Non-compliance with the legislative standards of the blue drop assessment and shortage of funding for the implementation of new water and sanitation infrastructure projects | Pillar 2: Delivering Basic Services – Free Basic Services and Indigent Register<br><br>Pillar 3: Good Governance – Compliance with legislation and by-laws | Strategic Goal 4<br><br>Strategic infrastructure | Reliable water and electricity supply          | Goal 4<br><br>Strategic infrastructure |
|                      | Municipal Managers Office                             | Good Governance                            | To ensure effective risk management  | Implementation of the risk management,                     | Compromised achievement of municipal   | Pillar 3: Good Governance –  | Strategic Goal 6                                 | Sound Public administr                         | Goal 6                                 |

| Key Performance Area | Function  | IDP Strategic Goals | Objectives   | Strategies   | Key Challenge  | B2B   | PGDS  | DC22 One Plan                                  | DGDP Goals                        |
|----------------------|---|---------------------|--|--|--|---|---|--|-----------------------------------|
|                      | Risk Management and Compliance                  |                     | and compliance within the municipality   | fraud and corruption strategies  | strategic objectives and planned performance targets.  | Compliance with legislation and by-laws<br><br>Pillar 3: Good Governance – Anti-corruption measures | Governance & Policy                         | ation and accountability                       | Governance & Policy               |
|                      | Municipal Managers Office<br><br>Internal Audit | Good Governance     | To provide reasonable assurance on the adequacy & effectiveness of the systems of internal controls, risk and performance management | To develop an annual approved audit plan   | Slow implementation of the internal audit recommendations by management.   | Pillar 3: Good Governance – Compliance with legislation and by-laws                                 | Strategic Goal 6<br><br>Governance & Policy | Sound Public administration and accountability | Goal 6<br><br>Governance & Policy |
|                      | Municipal Managers Office<br><br>Legal Services | Good Governance     | To provide legal support services to the organization  | Provision of proactive legal and administrative solution-driven services to both the Council and the Administrative arm of the municipality. | Lack of understanding of the role of Legal Services within the municipality and technology and data accessibility. | Pillar 3: Good Governance – Compliance with legislation and by-laws                                 | Strategic Goal 6<br><br>Governance & Policy | Sound Public administration and accountability | Goal 6<br><br>Governance & Policy |

| Key Performance Area | Function   | IDP Strategic Goals                         | Objectives  | Strategies  | Key Challenge   | B2B  | PGDS  | DC22 One Plan                                  | DGDP Goals                        |
|----------------------|--|---|---|---|---|--|---|--|-----------------------------------|
|                      | Municipal Managers Office<br>Communications              | Good Governance                             | Ensure effective and focused communication, both within and outside the Municipality. Strategically profile the Municipality in line with the Mission and Vision. | To implement the communications strategy                  | Inadequate and uncoordinated communication with internal and external municipal stakeholders. | Pillar 3: Good Governance – Regular Engagement with Communities  | Strategic Goal 6<br><br>Governance & Policy | Sound Public administration and accountability | Goal 6<br><br>Governance & Policy |
|                      | Municipal Managers Office<br>Council Support             | Good Governance                             | To strengthen public participation within the Municipality  | Implementation of the public participation strategy       | Lack of understanding by the community of the roles and responsibilities of the municipality  | Pillar 1: Putting people first – Public Participation programmes | Strategic Goal 6<br><br>Governance & Policy | Sound Public administration and accountability | Goal 6<br><br>Governance & Policy |
|                      | Municipal Managers Office<br>Intergovernmental Relations | Sustainable IGR (a structured Mayors Forum) | Integrated growth and development coordinated at administration and political level   | Implementation of the District Development Model One Plan | Failure to develop and approve an annual calendar for the                                     | Pillar 3: Good Governance – Regular Engagement with Communities  | Strategic Goal 6<br><br>Governance & Policy | Sound Public administration and accountability | Goal 6<br><br>Governance & Policy |

| Key Performance Area | Function   | IDP Strategic Goals  | Objectives  | Strategies   | Key Challenge   | B2B  | PGDS  | DC22 One Plan                         | DGDP Goals                                    |
|----------------------|--|--|---|--|---|--|---|---------------------------------------|---|
|                      | Municipal Managers Office<br>EPWP                | Community Partnerships (EPWP and Co-operatives)                                | Integration of service delivery and job creation, eradicate poverty and improve quality of life for all people within uMgungundlovu District. | Adopting the EPWP as an approved delivery strategy for project implementation through EPWP guidelines and principles | -Capacity in terms of project design and scoping to increase labour-intensity, Institutionalization of EPWP within the District and Achievement of longer duration of work opportunities. | Pillar 2: Delivering Basic Services – Community Works Program (& EPWP) | Strategic Goal 1<br><br>Job Creation                    | Growth in job creation and population | Goal 1<br><br>Inclusive economic growth       |
|                      | Municipal Managers Office<br>Security Management | Ensuring safe property and working environment for workers of the municipality | To ensure a safe environment for all municipal employees, councilors and assets   | Implementation of the security policy  | Lack of budget to upgrade the security system   | Pillar 3: Good Governance - Interventions                              | Strategic Goal 3<br><br>Human and Community Development | Functional city and towns             | Goal 3<br><br>Human and Community Development |

| Key Performance Area                     | Function  | IDP Strategic Goals   | Objectives   | Strategies   | Key Challenge   | B2B                       | PGDS                                   | DC22 One Plan                                  | DGDP Goals                             |
|--|---|---|--|--|---|---------------------------|--|--|--|
| KPA 6<br><br>Cross Cutting Interventions | Economic Development and Planning<br><br>Geographical Information Systems | Achieving sustainable development and climate change mitigation | Spatial Information Maintenance, Integration & Business Units User Support | To respond to effective and efficient decision support (Facilitate Integrated Land Management & Spatial Planning) across all Business Units of the District and Local Municipalities (Shared Services) with respect to planning and development. | Limited resources (Human & Budget)                      | Pillar 3: Good Governance | Strategic Goal 7<br><br>Spatial Equity | Technological advancement (ICT and broadband ) | Goal 4<br><br>Strategic infrastructure |
|  | Economic Development and Planning<br><br>Development Planning             | Achieving sustainable development and climate change mitigation | To ensure sustainable and coordinated development throughout the UMDM      | To support municipalities in the implementation of SPLUMA Facilitate integrated spatial planning and land use management   | Limited resources (budget) to respond to planning needs | Pillar 3: Good Governance | Strategic Goal 7<br><br>Spatial Equity | Functional city and towns                      | Goal 7<br><br>Spatial Equity           |
|  | Economic Development and Planning   | Achieving sustainable development and                           | To ensure that natural capital of the District is                          | Manage and protect the natural   | Limited resources(human) to                             | Pillar 3: Good Governance | Strategic Goal 5                       | Habitable settlement and                       | Goal 5                                 |

| Key Performance Area | Function                                  | IDP Strategic Goals                                 | Objectives  | Strategies  | Key Challenge  | B2B   | PGDS   | DC22 One Plan                                    | DGDP Goals                                |
|----------------------|---|---|---|---|--|---|--|--|---|
|                      | Environmental management                  | climate change mitigation                           | restored and managed so as to optimally contribute to the wellbeing of its people                                     | environmental resources of the District.  | respond to environmental issues in the District  |   | Environmental Sustainability                   | environmental endowment                          | Environmental sustainability              |
|                      | Community Services<br>Disaster Management | Special Programmes (for the vulnerable communities) | To reduce the probability of disaster occurrences and ensure effective and appropriate disaster response and recovery | Establish the disaster management center, promote disaster awareness and take effective action during disasters | <ul style="list-style-type: none"> <li>• Lack of Communication and Information Management System</li> <li>• Insufficient technical resources and/or tools of trade (GPS devices and laptops)</li> <li>• Insufficient budget allocation (opex and capex)</li> </ul> | Pillar 3: Good Governance – Compliance with legislation and by-laws | Strategic goal: 3 Environmental sustainability | Habitable settlement and environmental endowment | Goal 5<br>Environmental Sustainability    |
|                      | Community Services<br>Fire Services       | Maintenance plan (reliable provision of services)   | Provide sufficient Emergency Response Equipment to communities  | To implement outcomes of Standard Operating Procedures  | Lack of resources i.e. not enough fire engines, lack of vehicles to shuttle staff around / conveyance and staff shortage   | Pillar 3: Good Governance – Compliance with legislation and by-laws | Strategic Goal 4<br>Strategic Infrastructure   | Habitable settlement and environmental endowment | Goal 3<br>Human and Community Development |



## CHAPTER E: IMPLEMENTATION PLAN

### KPA 1 BASIC SERVICE DELIVERY (Technical Services)

| Objective  | Strategies   | Performance Indicator   | Backlog  | Baseline   | 5 Yr. Targets (progress to date)   |   |  |   |        |                  | Budget ® ('000) | Expenditure to date (%) | Funding Source   | Challenges | Remedial actions | Responsibility |                        |
|--|--|---|--|--|--|---|--|---|--------|------------------|-----------------|-------------------------|------------------|------------|------------------|----------------|------------------------|
|  |  |   |  |  | Yr. 1<br>2021<br>/22   | Yr. 2<br>2022/23  |  | Yr. 3<br>2023/24  |        | Yr. 4<br>2024/25 |                 |                         |                  |            |                  |                | Yr. 5<br>2025/26       |
|  |  |   |  |  |  | Target  | Actual   | Target  | Actual |                  |                 |                         |                  |            |                  |                |                        |
|  |  |   |  |  |  |   |  |   |        |                  |                 |                         |                  |            |                  |                |                        |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | <b>Nkanyezini Water Supply</b><br>Constnuction of the 10ML reservoir - 60%<br>Construction of 9,2km of pipelines - 100% by 30 June 2023                     | Construction of a 10ML reservoir and 8.5km of pipelines.   | Site establishment.  | Appointment of contractor, site establishment and construction of reservoir earthworks and 2.5km pipeline by 30 June 2022  | Completion of construction of the 10ML reservoir - 60%<br>construction of 9,2km of pipelines - 100% by 30 June 2023 | <b>Reservoir:</b> 45.4%.<br><b>Pipelines:</b> 9.13km.  | Completion of construction of the 10ML reservoir - 100%.<br>Completion of construction of Valves and Chambers - 100%.<br>Completion of 49km of reticulation pipelines - 100%. By 30 June 2024 | N/A    | None             | None            | R 38 682 409,00         | R 44 223 515,41  | MIG        | N/A              | N/A            | HOD Technical Services |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | <b>Mpolweni, Thokozani and Claridge extension water supply scheme</b><br>Construction of 68km of pipeline - 100%. Completion of 1 reservoir by 30 June 2023 | <b>Pipelines- 98km. Reservoir -</b> chamber works, water tightness testing and rehabilitation n. | 69km of pipelines laid. Reservoir has progressed to roof slab level with works on the inlet and outlet chambers. | Construction of 30km of pipeline, 100 domestic meters and 60% of inlet and outlet chamber on the reservoir by 30 June 2022 | Construction of 68km of pipeline - 100%. Completion of 1 reservoir by 30 June 2023                                  | <b>Reservoir:</b> 75.45%.<br><b>Pipelines:</b> 67.35%. | Completion of construction of pipeline - 100%.<br>Completion of reservoir- 100% by June 2024  | N/A    | None             | None            | R 50 568 014,00         | R 125 478 716,15 | MIG        | N/A              | N/A            | HOD Technical Services |

| Objective  | Strategies   | Performance Indicator  | Backlog  | Baseline  |  | 5 Yr. Targets (progress to date)  |  |   |        |                  |                  | Budget ® ('000) | Expenditure to date (%) | Funding Source | Challenges                      | Remedial actions                  | Responsibility         |
|--|--|--|--|---|--|---|--|---|--------|------------------|------------------|-----------------|-------------------------|----------------|---------------------------------|-----------------------------------|------------------------|
|  |  |  |  |   | Yr. 1<br>2021 /22  | Yr. 2<br>2022/23  |  | Yr. 3<br>2023/24  |        | Yr. 4<br>2024/25 | Yr. 5<br>2025/26 |                 |                         |                |                                 |                                   |                        |
|  |  |  |  |   |  | Target  | Actual   | Target  | Actual | Target           | Target           |                 |                         |                |                                 |                                   |                        |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | <b>uMshwathi Slum - Trusteed Water Supply Scheme Phase 1</b><br>Construction of 460 connections. Reservoir- backfill and platform, rehabilitation and finishing. Chambers - brickwork, roof slabs, pipeworks and rehabilitation by 30 September 2023 | 460 connections .<br><b>Reservoir-</b> backfill and platform, rehabilitation and finishing outstanding .<br><b>Chambers</b> - brickwork, roof slabs, pipework and rehabilitation outstanding . | Pipelines completed - 16km. 540 connections complete. Reservoir up till roof slab level. Chambers- setting out, excavations and floor slabs complete.   | Completion of reservoir works. Construction of 4km of pipelines and associated fittings and valves. Installation of 945 erf connections done by 30 June 2022 | Construction of 460 connections. Reservoir - backfill and platform, rehabilitation and finishing. Chambers - brickwork , roof slabs, pipework and rehabilitation by 30 September 2022 | <b>Connections:</b> 600.<br><b>Reservoir:</b> up to roof slab level.<br><b>Chambers:</b> setting out, excavation and floor slabs 100% complete. Brickwork - 93%. Roof slabs -33%. Pipework and rehabilitation - 15%. | Completion of construction of connections -100%. Completion of construction of reservoir-100%. Completion of construction of chambers-100% by June 2024 | N/A    | None             | None             | R 551,00 2 151  | R 23 986 734,67         | MIG            | Contractor has been terminated. | To re-appoint in the 23/24 F/Y    | HOD Technical Services |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | <b>Enguga, Enshayabantu, Macksam</b><br>90% of completion of civil, mechanical and civils works by 30 June 2023  | Completion of all civil works and Mechanical and electrical works  | Site Establishment complete. Fencing to the Abstraction Works and the Site Camp complete. Electrical and Mechanical Works - Materials have been ordered | 80% completion of abstraction works, Mechanical and electrical works and reservoir by 30 June 2022   | 90% of completion of civil, mechanical and civils works by 30 June 2023   | 74% complete   | 100% of completion of civil, mechanical and civils works by 30 June 2024  | N/A    | None             | None             | R 516,00 1 507  | R 7 382 613,73          | MIG            | Flood damages                   | Rehabilitation of disaster damage | HOD Technical Services |

| Objective  | Strategies   | Performance Indicator   | Backlog  | Baseline              |   | 5 Yr. Targets (progress to date)   |  |   |        |               |               | Budget ® ('000) | Expenditure to date (%) | Funding Source | Challenges                     | Remedial actions             | Responsibility         |
|--|--|---|--|-----------------------|---|--|--|---|--------|---------------|---------------|-----------------|-------------------------|----------------|--------------------------------|------------------------------|------------------------|
|  |  |   |  |                       | Yr. 1 2021 /22  | Yr. 2 2022/23  |  | Yr. 3 2023/24   |        | Yr. 4 2024/25 | Yr. 5 2025/26 |                 |                         |                |                                |                              |                        |
|  |  |   |  |                       |   | Target   | Actual   | Target  | Actual | Target        | Target        |                 |                         |                |                                |                              |                        |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | <b>KwaMathwanya Water</b><br>100% Completion of all works, commissioning and testing by the 31 March 2023 | Project implementation and completion of all works | Contractor appointed. | 100% completion of all works, commissioning and testing by 30 June 2022 | 100% Completion of all works, commissioning and testing by the 31 March 2023 | Pipeline 92% complete, connections is 100% complete Borehole chamber 50% 200KL elevator steel tank 95% | 100% Completion of all works, commissioning and testing by the 31 December 2024 | N/A    | None          | None          | R 808,00 6 334  | R 10 107 611,15         | MIG            | Poor performance of contractor | To terminate the contract or | HOD Technical Services |

| Objecti<br>ve  | Strategi<br>es  | Performance<br>Indicator   | Backlog  | Baseline  |  | 5 Yr. Targets (progress to date)  |  |                  |        |                      |                      | Budget ®<br>('000) | Expendi<br>ture to<br>date (%) | Fundin<br>g<br>Source | Challen<br>ges | Remedia<br>actions | Respons<br>ibility     |
|--|---|--|--|---|--|---|--|------------------|--------|----------------------|----------------------|--------------------|--------------------------------|-----------------------|----------------|--------------------|------------------------|
|  |   |  |  |   | Yr. 1<br>2021<br>/22   | Yr. 2<br>2022/23  |  | Yr. 3<br>2023/24 |        | Yr. 4<br>2024/2<br>5 | Yr. 5<br>2025/2<br>6 |                    |                                |                       |                |                    |                        |
|  |   |  |  |   |  | Target  | Actual   | Target           | Actual | Target               | Target               |                    |                                |                       |                |                    |                        |
| To ensure provision of services in sustainable manner. | Implementa<br>tion of infrastru<br>cture projects through<br>conditional grants | <b>Mbhava/ Mpethu Community Water Supply Scheme Phase 2</b><br>Completion of all works on the following items:<br><b>Booster PS:</b> 50% of demolish and removal of existing element.<br>50% of Concrete bases of pump and MCC.<br>50% of installation of pumps, piping, fittings.<br>25% installation of MCC and ancillaries.<br><b>Inlet chambers N,M, L, and P:</b><br>50% of backfilling around chamber.<br><b>Non return valves chambers:</b><br>50% of backfilling around chamber by 30 September 2022 | <b>Booster PS:</b> 50% of demolish and removal of existing element outstanding .<br>50% of Concrete bases of pump and MCC outstanding .<br>50% of installation of pumps, piping, fittings outstanding .<br>25% installation of MCC and ancillaries outstanding .<br><b>Inlet chambers N,M, L, and P:</b><br>50% of backfilling around chamber outstanding .<br><b>Non return valves chambers</b> | <b>Pipelines</b> completed - 12km.<br><b>Booster PS:</b> 55% complete.<br><b>Inlet chambers N,M, L, and P:</b><br>100% on all activities, except 50% of backfilling around chamber.<br><b>Non return valves chambers:</b><br>100% on all activities, except 50% of backfilling around chamber.<br><b>Off-take chambers: B1, B2, B4</b><br>100% on all activities. | 100% Completi<br>on of all works, commissi<br>oning and testing by the 30 June 2022. | Completi<br>on<br>Mbhava/ Mpethu Communi<br>ty Water Supply Scheme Phase 2 by 30 Septemb<br>er 2022 | Completed Mbhava/ Mpethu Community Water Supply Scheme Phase 2 | N/A              | N/A    | None                 | None                 | R 16 883<br>786,00 | R 49<br>102 515,90             | MIG                   | None           | None               | HOD Technical Services |

| Objective  | Strategies   | Performance Indicator   | Backlog  | Baseline  |  | 5 Yr. Targets (progress to date)   |  |  |        |  |  | Budget ® ('000) | Expenditure to date (%) | Funding Source                            | Challenges | Remedial actions | Responsibility         |
|--|--|---|--|---|--|--|--|--|--------|--|--|-----------------|-------------------------|---|------------|------------------|------------------------|
|  |  |   |  |   | Yr. 1<br>2021 /22  | Yr. 2<br>2022/23   |  | Yr. 3<br>2023/24   |        | Yr. 4<br>2024/25   | Yr. 5<br>2025/26   |                 |                         |   |            |                  |                        |
|  |  |   |  |   |  | Target   | Actual   | Target   | Actual | Target   | Target   |                 |                         |   |            |                  |                        |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | <b>Greater Efaye Water Supply</b><br>Construction of 31% (70 KM Pipeline) of 227km of pipelines and 100% construction of 4 x resevoir by 30 June 2023 | Pipelines: 94km<br><b>Reservoirs /Tanks:</b> 400KL Reservoir- 25%.<br>2 X 22KL steel tank.- 25%. | Pipelines: 133 km complete.<br><b>Reservoirs /Tanks:</b> 400KL Reservoir- 75%.<br>50KL BPT - 100% .<br>2 X 22KL steel tank.- 75%. | Construction of 40 km pipelines by 30 June 2022  | 100% completion of 4 x resevoirs and Construction of 70 KM Pipeline by 30 June 2023                                      | Pipeline 99.7% Reservoir 100%  | Construction and completion of 100% of pipeline, chambers and yard taps 2 103 by 30 June 2024  | N/A    | None   | None   | R 82 103 580,00 | R225 706 126,67         | WSIG                                      | None       | None             | HOD Technical Services |
| Rural roads study to inform road maintenance           | Assessment of road conditions using conditional grants               | RRAMS Road condition survey and Road asset inventory conducted in UMshwathi, Richmond, and Mkhambathini LMs by 30 June 2023                           | Collection of road condition data  | Traffic counts and Bridge (structures) to be conducted in uMngeni, Richmond and Msunduzi  | Conducti on of Traffic Counts and Assessm ent of Bridge (Structure s) in Umgeni, Richmon d, Mpofana and uMshwat hi by 30 June 2022 | Road condition survey and Road asset inventory conducted in UMshwat hi, Richmon d, and Mkhamba thini LMs by 30 June 2023 | Road condition survey and Road asset inventory has been conducted in Richmond, and Mkhambathi ni | Road condition survey, Barrow pits, Structures assessem ent, and Road asset inventory conducted in uMngeni, Msunduzi, Impendle and Mpofana LMs by 30 June 2024 | N/A    | Road asset inventory, Barrow pits and Structures in uMngeni, Impendle, Mpofana, uMshwathi, Richmond, and Mkhambathi ni by 30 June 2025 | Visual assessment s in Impendle, Mpofana, Umngeni, uMshwathi, Rickmond, Mkhambathi ni and Msunduzi by 30 June 2026 | R 2 707 000,00  | R 2 022 501,00          | Rural roads asset management grant (RAMS) | N/A        | N/A              | HOD Technical Services |

| Objective  | Strategies  | Performance Indicator   | Backlog                           | Baseline                          |  | 5 Yr. Targets (progress to date)   |  |   |        |   |   | Budget ® ('000) | Expenditure to date (%) | Funding Source | Challenges | Remedial actions | Responsibility         |
|--|---|---|-----------------------------------|-----------------------------------|--|--|--|---|--------|---|---|-----------------|-------------------------|----------------|------------|------------------|------------------------|
|  |   |   |                                   |                                   | Yr. 1<br>2021 /22  | Yr. 2<br>2022/23   |  | Yr. 3<br>2023/24  |        | Yr. 4<br>2024/25  | Yr. 5<br>2025/26  |                 |                         |                |            |                  |                        |
|  |   |   |                                   |                                   |  | Target   | Actual   | Target  | Actual | Target  | Target  |                 |                         |                |            |                  |                        |
| To ensure provision of services in sustainable manner.     | Implementation of infrastructure projects through conditional grants  | SANITATION<br>Completion of 526 VIP Toilets with uMgungundlovu District Municipality by 31 March 2023 | VIP toilets completed within uMDM | VIP toilets completed within uMDM | 1110 VIP Toilets installed at Mkhambathini, Umgeni, Richmond, uMshwathi and Mpofana by 31 March 2023 | Completion of 29 VIP Toilets with uMgungundlovu District Municipality by 31 March 2023 | 64 VIP toilets installed and completed                             | 746 VIP toilets installed and completed by June 2024        | None   | N/A   | N/A   | R 776,00 566    | R 308 776,00            | MIG            | None       | None             | HOD Technical Services |
| To ensure provision of services in sustainable manner.     | Implementation of infrastructure projects through conditional grants  | SANITATION<br>Installed 590 VIP Toilets with uMgungundlovu District Municipality by 31 March 2023     | 590                               | None                              | N/A  | 590 VIP Toilets installed at uMgungundlovu District Municipal Area by 31 March 2023    | 590 VIP Toilets installed at uMgungundlovu District Municipal Area | N/A   | N/A    | N/A   | N/A   | R 10 000 000,00 | R 9 987 663,64          | AWIP           | None       | None             | HOD Technical Services |
| To ensure the provision of services in sustainable manner. | To ensure that Umgeni Water board provides adequate bulk water supply | Bulk Water Purchases 27 549 924 Kl of bulk water to be purchased by 30 June 2023                      | None                              | OKL                               | 27 548 928 Kl of bulk water to be purchased by 30 June 2022  | 27 549 924 Kl of bulk water to be purchased by 30 June 2023                            | 26 080 827 Kl of bulk water purchased                              | 30 000 000 Kl of bulk water to be purchased by 30 June 2024 | N/A    | 30 000 000 Kl of bulk water to be purchased by 30 June 2025 | 30 000 000 Kl of bulk water to be purchased by 30 June 2026 | R222,669,480.00 | R 181 657 441,78        | UMDM           | None       | None             | HOD Technical Services |

| Objective  | Strategies  | Performance Indicator   | Backlog | Baseline                  |   | 5 Yr. Targets (progress to date)  |  |  |        |   |   | Budget ® ('000) | Expenditure to date (%) | Funding Source | Challenges | Remedial actions | Responsibility         |
|--|---|---|---------|---------------------------|---|---|--|--|--------|---|---|-----------------|-------------------------|----------------|------------|------------------|------------------------|
|  |   |   |         |                           | Yr. 1 2021 /22  | Yr. 2 2022/23   |  | Yr. 3 2023/24  |        | Yr. 4 2024/25   | Yr. 5 2025/26   |                 |                         |                |            |                  |                        |
|  |   |   |         |                           |   | Target  | Actual   | Target   | Actual | Target  | Target  |                 |                         |                |            |                  |                        |
| To ensure the provision of services in sustainable manner. | Ensure availability of water tankers and static tanks | Water Tankering Services<br>Delivery of 356 400kl to 6 LM'S through water tanker trucks hired and deployed for water delivery by 30 June 2023 | None    | 0 KL of water distributed | Delivery of 388 712kl to various LM'S through water tanker trucks hired and deployed for water delivery by 30 June 2022 | Delivery of 356 400kl to 6 LM'S through water tanker trucks by 30 June 2023 | 228 585 kl of water delivered through tanker trucks at 6 LMs | Delivery of 345600kl to 6 LM'S through water tanker trucks by 30 June 2024 | N/A    | Delivery of 338 688kl to 6 LM'S through water tanker trucks by 30 June 2025 | Delivery of 331 914kl to 6 LM'S through water tanker trucks by 30 June 2026 | R 54 000 000,00 |                         | UMDM           | None       | None             | HOD Technical Services |

| Objective  | Strategies  | Performance Indicator  | Backlog | Baseline | 5 Yr. Targets (progress to date)  |   |   |  |        |  | Budget ® ('000)  | Expenditure to date (%) | Funding Source | Challenges | Remedial actions | Responsibility         |
|--|---|--|---------|----------|---|---|---|--|--------|--|--|-------------------------|----------------|------------|------------------|------------------------|
|  |   |  |         |          | Yr. 1 2021 /22  | Yr. 2 2022/23   |   | Yr. 3 2023/24  |        | Yr. 4 2024/25  | Yr. 5 2025/26  |                         |                |            |                  |                        |
|  |   |  |         |          |   | Target  | Actual  | Target   | Actual | Target   | Target   |                         |                |            |                  |                        |
| To ensure the provision of services in sustainable manner. | Ensure that all pump stations are maintained on a regular basis | <b>O&amp;M</b><br>Routine and preventative maintenance of equipment and plant according to the Maintenance programme for the year (Mkhambathini= 48 days, uUMngeni =144 days, Richmond =240 days, Mpofana=156 days, Impendle=240 days, uMshwathi=144 days) by 30 June 2023 | None    | 0        | Routine and preventative maintenance of equipment and plant according to the Maintenance programme for the year (Mkhambathini= 48 days, uUMngeni =144 days, Richmond =240 days, Mpofana =156 days, Impendle =240 days, uMshwathi= 144 days) by 30 June 2022 | Routine and preventative maintenance of equipment and plant according to the Maintenance programme for the year (Mkhambathini= 48 days, uUMngeni =144 days, Richmond =240 days, Mpofana =156 days, Impendle =240 days, uMshwathi= 144 days) by 30 June 2023 | Routine and preventative maintenance of equipment and plant according to the Maintenance programme for the year done as follows: (Mkhambathini= 38 days, uUMngeni =114 days, Richmond =192 days, Mpofana=147 days, Impendle=206 days, uMshwathi=113 days) | Routine and preventative maintenance of equipment and plant according to the Maintenance programme for the year (Mkhambathini= 48 days, uUMngeni =144 days, Richmond =240 days, Mpofana=156 days, Impendle=240 days, uMshwathi = 144 days) by 30 June 2024 | N/A    | Routine and preventative maintenance of equipment and plant according to the Maintenance programme for the year (Mkhambathini= 48 days, uUMngeni =144 days, Richmond =240 days, Mpofana=156 days, Impendle=240 days, uMshwathi=144 days) by 30 June 2025 | Routine and preventative maintenance of equipment and plant according to the Maintenance programme for the year (Mkhambathini= 48 days, uUMngeni =144 days, Richmond =240 days, Mpofana=156 days, Impendle=240 days, uMshwathi=144 days) by 30 June 2026 | R 15,662,555            | UMDM           | None       | None             | HOD Technical Services |



| Objective  | Strategies                                | Performance Indicator   | Backlog | Baseline  |  | 5 Yr. Targets (progress to date)  |   |   |        |   |   | Budget ® ('000) | Expenditure to date (%) | Funding Source | Challenges  | Remedial actions | Responsibility         |
|--|---|---|---------|---|--|---|---|---|--------|---|---|-----------------|-------------------------|----------------|---|------------------|------------------------|
|  |   |   |         |   | Yr. 1 2021 /22   | Yr. 2 2022/23   |   | Yr. 3 2023/24   |        | Yr. 4 2024/25   | Yr. 5 2025/26   |                 |                         |                |   |                  |                        |
|  |   |   |         |   |  | Target  | Actual  | Target  | Actual | Target  | Target  |                 |                         |                |   |                  |                        |
| To ensure the provision of services in sustainable manner. | Ensure water quality monitoring regularly | Water quality compliance to ensure 95% micro biological compliance, 90% eastethic compliance and 90% operational compliance by 30 June 2023 | None    | Water quality compliance to ensure 95% micro biological compliance, 90% eastethic compliance and 90% operational compliance | 12 reports for Monitoring of Water Quality by 30 June 2022       | Water quality compliance to ensure 95% micro biological compliance, 90% eastethic compliance and 90% operational compliance by 30 June 2023 | Water quality compliance: Microbiological compliance= 97.6%; Aesthetic compliance= 98.75% and Operational compliance is 95.1% | Water quality compliance to ensure 95% micro biological compliance, 90% eastethic compliance and 90% operational compliance by 30 June 2024 | N/A    | Water quality compliance to ensure 95% micro biological compliance, 90% eastethic compliance and 90% operational compliance by 30 June 2025 | Water quality compliance to ensure 95% micro biological compliance, 90% eastethic compliance and 90% operational compliance by 30 June 2026 | R 1,800,000     | R670,937.00             | UMDM           | None  | None             | HOD Technical Services |
| To ensure the provision of services in sustainable manner. | Ensure water quality monitoring regularly | Purchase of Chemicals 46 000 kg of Water Treatment Chemicals purchased by 30 June 2023  | 0 Kg    | None  | 46 000 kg of Water Treatment Chemicals purchased by 30 June 2022 | 46 000 kg of Water Treatment Chemicals purchased by 30 June 2023  | 32 000kg water treatment chemicals purchased as of 30 April 2023  | 36 000 kg of Water Treatment Chemicals purchased by 30 June 2024  | N/A    | 36 000 kg of Water Treatment Chemicals purchased by 30 June 2025  | 36 000 kg of Water Treatment Chemicals purchased by 30 June 2026  | R 800,000,00    | R419,892.72             | UMDM           | Purchasing of chemicals depends on water demand at the treatment plant. During loadshedding treatment plants are offline and chemicals are not used | N/A              | HOD Technical Services |

| Objective   | Strategies  | Performance Indicator  | Backlog | Baseline |   | 5 Yr. Targets (progress to date)  |   |   |        |   |   | Budget ® ('000) | Expenditure to date (%) | Funding Source | Challenges   | Remedial actions                      | Responsibility         |
|---|---|--|---------|----------|---|---|---|---|--------|---|---|-----------------|-------------------------|----------------|--|---------------------------------------|------------------------|
|   |   |  |         |          | Yr. 1<br>2021 /22   | Yr. 2<br>2022/23  |   | Yr. 3<br>2023/24  |        | Yr. 4<br>2024/25  | Yr. 5<br>2025/26  |                 |                         |                |  |                                       |                        |
|   |   |  |         |          |   | Target  | Actual  | Target  | Actual | Target  | Target  |                 |                         |                |  |                                       |                        |
| To ensure the provision of services in sustainable manner                 | Ensure monitoring of wastewater quality regularly       | <b>Operations &amp; maintenance of Wastewater Works</b> with overall waste water quality compliance of 80% by 30 June 2023 | None    | 80%      | 12 x Monthly reports on operations & maintenance of Waste Water Works by 30 June 2022 | Operations & maintenance of Wastewater Works with overall waste water quality compliance of 80% by 30 June 2023 | Operations & maintenance of wastewater works with overall compliance of 95.9% | Operations & maintenance of Wastewater Works with overall waste water quality compliance of 80% by 30 June 2024 | N/A    | Operations & maintenance of Wastewater Works with overall waste water quality compliance of 80% by 30 June 2025 | Operations & maintenance of Wastewater Works with overall waste water quality compliance of 80% by 30 June 2026 | R 60,000,000    | R 69 259 849,71         | UMDM           | N/A  | N/A                                   | HOD Technical Services |
| To ensure that all the water supplied to our communities is accounted for | Monitoring of bulk water meters and pressure management | WCWDM 12 x monthly Water Balances reports 30 June 2023   | 12      | 0        | N/A   | 12 x monthly Water Balances reports. by 30 June 2023  | 9 x monthly Water Balances reports. by 30 April 2023                          | 12 x monthly Water Balances reports. by 30 June 2024  | N/A    | 12 x monthly Water Balances reports. by 30 June 2025  | 12 x monthly Water Balances reports. by 30 June 2026  | None            | None                    | UMDM           | N/A  | N/A                                   | HOD Technical Services |
| To ensure that all the water supplied to our communities is accounted for | Monitoring of bulk water meters and pressure management | WCWDM KZN forum meetings attended by 30 June 2023  | 4       | 0        | N/A   | 4x KZN Water Forum Meetings attended by 30 June 2023  | 2x KZN Water Forum Meetings attended by 30 April 2023                         | N/A   | N/A    | N/A   | N/A   | None            | None                    | UMDM           | Water balance sheet went for auditing, the meetings seat based on the water balances | Meetings will continue 23/24 Fin Year | HOD Technical Services |
| To ensure that all the water supplied to our communities is               | Monitoring of bulk water meters and pressure management | <b>Non-Revenue Water Reduction</b><br>Reduction of non-revenue water through the implementation of WCWDM                   | None.   | 55%      |   | N/A   | N/A   | Reduction of non-revenue water by 4%.   | N/A    | Reduction of non-revenue water by 2%.   | Reduction of non-revenue water by 2%.   | None            | None                    | UMDM           | N/A  | N/A                                   | HOD Technical Services |

| Objecti<br>ve  | Strategi<br>es  | Performance<br>Indicator  | Backlog   | Baseline                |                      | 5 Yr. Targets (progress to date) |        |  |        |  |  | Budget ®<br>('000) | Expendi<br>ture to<br>date (%) | Fundin<br>g<br>Source | Challen<br>ges | Remedia<br>tions | Respons<br>ibility           |
|--|---|---|---|-------------------------|----------------------|----------------------------------|--------|--|--------|--|--|--------------------|--------------------------------|-----------------------|----------------|------------------|------------------------------|
|  |   |   |   |                         | Yr. 1<br>2021<br>/22 | Yr. 2<br>2022/23                 |        | Yr. 3<br>2023/24   |        | Yr. 4<br>2024/2<br>5   | Yr. 5<br>2025/2<br>6   |                    |                                |                       |                |                  |                              |
|  |   |   |   |                         |                      | Target                           | Actual | Target   | Actual | Target   | Target   |                    |                                |                       |                |                  |                              |
| accounte<br>d for                                      |   |   |   |                         |                      |                                  |        |  |        |  |  |                    |                                |                       |                |                  |                              |
| To ensure provision of services in sustainable manner. | Implemen<br>tation of<br>infrastruct<br>ure projects<br>through<br>condition<br>al grants | Nkanyezini Water supply   | Constructio<br>n of<br>reticulation<br>network<br>and house<br>connections<br>with<br>Standpipes. | Business<br>plan/Design |                      | None                             | N/A    | None   | N/A    | N/A  | Final Design<br>and Tender<br>stage  | R 60 000<br>000,00 | None                           | UMDM                  | N/A            | N/A              | HOD<br>Technical<br>Services |
| To ensure provision of services in sustainable manner. | Implemen<br>tation of<br>infrastruct<br>ure projects<br>through<br>condition<br>al grants | Upgrade of Table Mountain Bulk water supply and Phase 5 extension of Maqonqo water supply | Constructio<br>n of<br>reticulation<br>network<br>and house<br>connections<br>with<br>Standpipes. | Business<br>plan/Design |                      | None                             | N/A    | None   | N/A    | Final Design<br>and Tender<br>stage  | Appointment<br>of contractor<br>and<br>construction<br>commencem<br>ent                        | R 60 000<br>000,00 | None                           | UMDM                  | N/A            | N/A              | HOD<br>Technical<br>Services |
| To ensure provision of services in sustainable manner. | Monitorin<br>g of bulk<br>water<br>meters<br>and<br>pressure<br>manage<br>ment            | Implementation of water conservation and water demand management programme                | 55% water losses  | Initiation              |                      | None                             | N/A    | Complete and submit None-revenue Reduction Strategy and business plan for funding approval | N/A    | Ongoing implementation of prioritized water conservation and water demand management programme | Ongoing implementation of prioritized water conservation and water demand management programme | R -                | None                           | UMDM                  | N/A            | N/A              | HOD<br>Technical<br>Services |
| To ensure provision of services in sustainable manner. | Assessm<br>ent of<br>road<br>condition<br>s using<br>condition<br>al grants               | Implementation of comprehensive intergrated transport plan for the District               | None  | Initiation              |                      | None                             | N/A    | Develop and submit business plan for funding approval                                      | N/A    | 100% project completion  | N/A  | R -                | None                           | UMDM                  | N/A            | N/A              | HOD<br>Technical<br>Services |

| Objecti<br>ve   | Strategi<br>es   | Performance<br>Indicator   | Backlog   | Baseline                     |                      | 5 Yr. Targets (progress to date) |        |  |        |   |                           | Budget ®<br>('000) | Expendi<br>ture to<br>date (%) | Fundin<br>g<br>Source | Challen<br>ges | Remedia<br>actions           | Respons<br>ibility           |
|---|--|--|---|------------------------------|----------------------|----------------------------------|--------|--|--------|---|---------------------------|--------------------|--------------------------------|-----------------------|----------------|------------------------------|------------------------------|
|   |  |  |   |                              | Yr. 1<br>2021<br>/22 | Yr. 2<br>2022/23                 |        | Yr. 3<br>2023/24   |        | Yr. 4<br>2024/2<br>5                                      | Yr. 5<br>2025/2<br>6      |                    |                                |                       |                |                              |                              |
|   |  |  |   |                              |                      | Target                           | Actual | Target   | Actual | Target  | Target                    |                    |                                |                       |                |                              |                              |
| ble<br>manner.  |  |  |   |                              |                      |                                  |        |  |        |   |                           |                    |                                |                       |                |                              |                              |
| To<br>ensure<br>provision<br>of<br>services<br>in<br>sustaina<br>ble<br>manner. | Implemen<br>tation of<br>infrastruct<br>ure<br>projects<br>through<br>condition<br>al grants | Refurbishment/U<br>pgrading of<br>pump stations<br>and water<br>treatment plants,<br>and installation<br>of back-up power<br>supply in the<br>water and<br>sanitation plants | Refurbish<br>and/or<br>upgrade of<br>the existing<br>37 water<br>and<br>wastewater<br>plants(PS &<br>treatment)   | Initiation                   |                      | None                             | N/A    | Complete<br>and submit<br>business<br>plan for<br>funding<br>approval  | N/A    | 33% project<br>completion                                 | 33% project<br>completion | R 75 000<br>000,00 | None                           | UMDM                  | N/A            | N/A                          | HOD<br>Technical<br>Services |
| To<br>ensure<br>provision<br>of<br>services<br>in<br>sustaina<br>ble<br>manner. | Implemen<br>tation of<br>infrastruct<br>ure<br>projects<br>through<br>condition<br>al grants | Mpofana bulk<br>connection and<br>Bruntville/Phuml<br>as upgrade   | Upgrading<br>of the bulk<br>water<br>infrastructur<br>e serving<br>the town of<br>Mooi River<br>and<br>townships<br>of Bruntville<br>and<br>Phumlas.<br>-Upgrade<br>the high lift<br>pump<br>station for<br>the<br>Phumlas<br>elevated<br>tank.<br>-<br>Decommiss<br>ioning the<br>existing<br>Bruntville<br>PS and | Business<br>Plan<br>approved |                      | None                             | N/A    | Upgrading<br>of the bulk<br>water<br>infrastructur<br>e serving<br>the town of<br>Mooi River<br>and<br>townships<br>of<br>Bruntville<br>and<br>Phumlas.<br>-Upgrade<br>the high lift<br>pump<br>station for<br>the<br>Phumlas<br>elevated<br>tank.<br>-<br>Decommiss<br>ioning the<br>existing | N/A    | Completion<br>and<br>commissi<br>oning of the<br>project. | N/A                       | R 29 000<br>000,00 |                                | WSIG                  |                | HOD<br>Technical<br>Services |                              |

| Objective  | Strategies   | Performance Indicator     | Backlog  | Baseline               | 5 Yr. Targets (progress to date) |                  |        |  |        |  | Budget ® ('000)  | Expenditure to date (%) | Funding Source | Challenges | Remedial actions | Responsibility         |
|--|--|---------------------------|--|------------------------|----------------------------------|------------------|--------|--|--------|--|------------------|-------------------------|----------------|------------|------------------|------------------------|
|  |  |                           |  |                        | Yr. 1<br>2021<br>/22             | Yr. 2<br>2022/23 |        | Yr. 3<br>2023/24   |        | Yr. 4<br>2024/25                             | Yr. 5<br>2025/26 |                         |                |            |                  |                        |
|  |  |                           |  |                        |                                  | Target           | Actual | Target   | Actual | Target                                       | Target           |                         |                |            |                  |                        |
|  |  |                           | existing BPS1.<br>-Supply and install a new 120KL elevated tank for the phumlas high lying zone.   |                        |                                  |                  |        | Bruntville PS and existing BPS1.<br>-Supply and install a new 120KL elevated tank for the phumlas high lying zone.   |        |  |                  |                         |                |            |                  |                        |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | Nadi Reticulation Phase 1 | Supply and lay 23.4km of pipelines.<br>- Construction of 1no. 50KL RC BPT and supply and installation of perimeter fencing around it.<br>- Tie in to existing reservoir outlet chamber.<br>-Supply and installation of 75 valves | Business Plan approved |                                  | None             | N/A    | Supply and lay 23.4km of pipelines.<br>- Construction of 1no. 50KL RC BPT and supply and installation of perimeter fencing around it.<br>- Tie in to existing reservoir outlet chamber.<br>-Supply | N/A    | Completion and commissioning of the project. | N/A              | R 50 000<br>000,00      | WSIG           |            |                  | HOD Technical Services |

| Objective  | Strategies   | Performance Indicator     | Backlog  | Baseline               | 5 Yr. Targets (progress to date) |               |        |  |        |   | Budget ® ('000)  | Expenditure to date (%) | Funding Source | Challenges | Remedial actions | Responsibility         |
|--|--|---------------------------|--|------------------------|----------------------------------|---------------|--------|--|--------|---|--|-------------------------|----------------|------------|------------------|------------------------|
|  |  |                           |  |                        | Yr. 1 2021 /22                   | Yr. 2 2022/23 |        | Yr. 3 2023/24  |        | Yr. 4 2024/25   | Yr. 5 2025/26  |                         |                |            |                  |                        |
|  |  |                           |  |                        |                                  | Target        | Actual | Target   | Actual | Target  | Target   |                         |                |            |                  |                        |
|  |  |                           |  |                        |                                  |               |        |  |        |   |  |                         |                |            |                  |                        |
|  |  |                           | and chambers. - Provision of 105 yard taps.  |                        |                                  |               |        | and installation of 75 valves and chambers. -Provision of 105 yard taps. |        |   |  |                         |                |            |                  |                        |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | Nadi Reticulation Phase 2 | Supply and lay 31.8km of pipelines. - Tie in to existing reservoir outlet chamber. -Supply and installation of 94 valves and chambers. | Business Plan approved |                                  | None          | N/A    | N/A  | N/A    | Final Design and Tender Award, Commencement of Construction | Supply and lay 31.8km of pipelines. - Tie in to existing reservoir outlet chamber. -Supply and installation of 94 valves and chambers. | R 40 000 000,00         | WSIG           |            |                  | HOD Technical Services |

| Objective  | Strategies   | Performance Indicator  | Backlog   | Baseline               | 5 Yr. Targets (progress to date) |               |        |   |        |  | Budget ® ('000) | Expenditure to date (%) | Funding Source | Challenges | Remedial actions | Responsibility         |
|--|--|--|---|------------------------|----------------------------------|---------------|--------|---|--------|--|-----------------|-------------------------|----------------|------------|------------------|------------------------|
|  |  |  |   |                        | Yr. 1 2021 /22                   | Yr. 2 2022/23 |        | Yr. 3 2023/24   |        | Yr. 4 2024/25  | Yr. 5 2025/26   |                         |                |            |                  |                        |
|  |  |  |   |                        |                                  | Target        | Actual | Target  | Actual | Target   | Target          |                         |                |            |                  |                        |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | Extension of Kwazibusele and Mbulwane reticulation within Ward 4 | Supply and lay 39km of pipelines.<br>- Tie in to existing meter chamber.<br>-Supply and installation of 55 valves and chambers. - Provision of 204 yard taps. | Business Plan approved |                                  | None          | N/A    | Supply and lay 39km of pipelines.<br>- Tie in to existing meter chamber. -Supply and installation of 55 valves and chambers. -Provision of 204 yard taps.   | N/A    | N/A  | N/A             | R 49 000,00             | WSIG           |            |                  | HOD Technical Services |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | Extension of Efaye and Mt Ellies reticulation                    | Supply and lay 30.6km of pipelines.<br>- Tie in to existing meter chamber. -Supply and installation of 60 valves and chambers. - Provision of 177 yard taps.  | Business Plan approved |                                  | None          | N/A    | Supply and lay 30.6km of pipelines.<br>- Tie in to existing meter chamber. -Supply and installation of 60 valves and chambers. -Provision of 177 yard taps. | N/A    | N/A  | N/A             | R 49 000,00             | WSIG           |            |                  | HOD Technical Services |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | Greater Swayimane /Mbhava Phase 3-6                              | Upgrade of existing secondary bulk mains and reticulation   | Business plan/Design   |                                  | None          | N/A    | Final Design and Tender Award for Phase 3, Commencement of Construction Secondary   | N/A    | Bulk Infrastructure Upgrade for Secondary Bulk and Reservoirs. | N/A             | R 140 000,00            | MIG            |            |                  | HOD Technical Services |

| Objecti<br>ve   | Strategi<br>es   | Performance<br>Indicator                                      | Backlog  | Baseline                | 5 Yr. Targets (progress to date) |                  |        |   |        |  | Budget ®<br>('000)   | Expendi<br>ture to<br>date (%) | Fundin<br>g<br>Source | Challen<br>ges | Remedia<br>tions | Respons<br>ibility           |
|---|--|---|--|-------------------------|----------------------------------|------------------|--------|---|--------|--|--|--------------------------------|-----------------------|----------------|------------------|------------------------------|
|   |  |   |  |                         | Yr. 1<br>2021<br>/22             | Yr. 2<br>2022/23 |        | Yr. 3<br>2023/24  |        | Yr. 4<br>2024/2<br>5   | Yr. 5<br>2025/2<br>6   |                                |                       |                |                  |                              |
|   |  |   |  |                         |                                  | Target           | Actual | Target  | Actual | Target   | Target   |                                |                       |                |                  |                              |
|   |  |   |  |                         |                                  |                  |        | Bulk and<br>Reservoirs<br>Upgrade<br>for<br>Swayiman<br>e |        |  |  |                                |                       |                |                  |                              |
| To<br>ensure<br>provision<br>of<br>services<br>in<br>sustaina<br>ble<br>manner. | Implemen<br>tation of<br>infrastruct<br>ure<br>projects<br>through<br>condition<br>al grants | District AC<br>replacement                                    | Replaceme<br>nt of<br>existing AC<br>reticulation<br>pipelines                                       | Business<br>plan/Design |                                  | None             | N/A    | Final<br>Design<br>and<br>Tender<br>stage                 | N/A    | AC<br>Replacemen<br>t within<br>Howick and<br>replacement<br>of meter<br>connections | AC<br>Replacemen<br>t within<br>Mpofana<br>and<br>replacement<br>of meter<br>connections | R 170 000<br>000,00            | WSIG                  |                |                  | HOD<br>Technical<br>Services |
| To<br>ensure<br>provision<br>of<br>services<br>in<br>sustaina<br>ble<br>manner. | Implemen<br>tation of<br>infrastruct<br>ure<br>projects<br>through<br>condition<br>al grants | Embuthweni<br>Phase 4   | Upgrade of<br>existing<br>Bulk mains<br>and Pump<br>stations<br>with<br>extension of<br>reticulation | Business<br>plan/Design |                                  | None             | N/A    | None  | N/A    | Final Design<br>and Tender<br>stage  | Bulk Main<br>and Pump<br>Stations<br>Upgrade<br>within<br>Mbuthisweni                    | R 120 000<br>000,00            | MIG                   |                |                  | HOD<br>Technical<br>Services |
| To<br>ensure<br>provision<br>of<br>services<br>in<br>order                      | Implemen<br>tation of<br>infrastruct<br>ure<br>projects<br>through                           | Qgulo/Mpofana<br>Bulk Main &<br>Reservoir Upgrade             | Bulk water<br>supply<br>upgrade<br>and<br>Reservoir<br>work  | Business<br>plan/Design |                                  | None             | N/A    | None  | N/A    | Final Design<br>and Tender<br>stage  | Bulk line and<br>Reservoir<br>Upgrade  | R 23 000<br>000,00             | MIG                   |                |                  | HOD<br>Technical<br>Services |
| To<br>ensure<br>provision<br>of<br>services<br>in<br>sustaina<br>ble<br>manner. | Implemen<br>tation of<br>infrastruct<br>ure<br>projects<br>through<br>condition<br>al grants | Greater Indaleni<br>Bulk (10ML)<br>reservoir + rising<br>main | Constructio<br>n og 10ML<br>Reservoir,<br>Pump<br>Stantion<br>and Rising<br>Main.                    | Business<br>plan/Design |                                  | None             | N/A    | None  | N/A    | Final Design<br>and Tender<br>stage  | Appointment<br>of contractor<br>and<br>construction<br>commencem<br>ent                  | R 13 000<br>000,00             | MIG                   |                |                  | HOD<br>Technical<br>Services |



| Objective  | Strategies   | Performance Indicator  | Backlog   | Baseline             | 5 Yr. Targets (progress to date) |               |        |                               |        |   | Budget ® ('000)               | Expenditure to date (%) | Funding Source | Challenges | Remedial actions | Responsibility         |
|--|--|--|---|----------------------|----------------------------------|---------------|--------|-------------------------------|--------|---|-------------------------------|-------------------------|----------------|------------|------------------|------------------------|
|  |  |  |   |                      | Yr. 1 2021 /22                   | Yr. 2 2022/23 |        | Yr. 3 2023/24                 |        | Yr. 4 2024/25   | Yr. 5 2025/26                 |                         |                |            |                  |                        |
|  |  |  |   |                      |                                  | Target        | Actual | Target                        | Actual | Target  | Target                        |                         |                |            |                  |                        |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | Indaleni Retic Ph 1  | Construction of reticulation network and house connections with Standpipes. | Business plan/Design |                                  | None          | N/A    | None                          | N/A    | N/A   | Final Design and Tender stage | R 145 000,00            |                | RBIG       |                  | HOD Technical Services |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | Indaleni Retic Phase 2                                       | Construction of reticulation network and house connections with Standpipes. | Business plan/Design |                                  | None          | N/A    | None                          | N/A    | N/A   | Final Design and Tender stage | R 90 000,00             |                | MIG        |                  | HOD Technical Services |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | Indaleni Retic Phase 3                                       | Construction of reticulation network and house connections with Standpipes. | Business plan/Design |                                  | None          | N/A    | None                          | N/A    | N/A   | Final Design and Tender stage | R 86 000,00             |                | MIG        |                  | HOD Technical Services |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | Impendle Secondary Bulk Main Phase 1 from Stepmore to Loteni | Secondary Bulk Mains and Storage reservoirs to Loteni                       | Business plan/Design |                                  | None          | N/A    | Final Design and Tender stage | N/A    | Appointment of contractor and construction commencement   | 40% project complet           | R 80 000,00             |                | MIG        |                  | HOD Technical Services |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | Stepmore Reticulation  | Stepmore reticulation and house connections with yard Tap.                  | Business plan/Design |                                  | None          | N/A    | None                          | N/A    | Initiation and concept completion, Business Plan approval | Final Design and Tender stage | R 170 000,00            |                | MIG        |                  | HOD Technical Services |

| Objective  | Strategies   | Performance Indicator  | Backlog  | Baseline             |  | 5 Yr. Targets (progress to date) |               |        |               |        |   | Budget ® ('000)   | Expenditure to date (%) | Funding Source | Challenges | Remedial actions | Responsibility         |
|--|--|--|--|----------------------|--|----------------------------------|---------------|--------|---------------|--------|---|---|-------------------------|----------------|------------|------------------|------------------------|
|  |  |  |  |                      |  | Yr. 1 2021 /22                   | Yr. 2 2022/23 |        | Yr. 3 2023/24 |        | Yr. 4 2024/25   | Yr. 5 2025/26   |                         |                |            |                  |                        |
|  |  |  |  |                      |  |                                  | Target        | Actual | Target        | Actual | Target  | Target  |                         |                |            |                  |                        |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | Lotani Reticulation  | Stepmore reticulation and house connections with yard Tap. | Business plan/Design |  |                                  | None          | N/A    | None          | N/A    | Initiation and concept completion, Bsuiness Plan approval | Final Design and Tender stage                             | R 76 000 000,00         |                |            |                  | HOD Technical Services |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | Impendle Secondary Bulk Main Phase2 from Inzinga to Gomané     | Secondary Bulk and Storage Reservoirs                      | Business plan/Design |  |                                  | None          | N/A    | None          | N/A    | Initiation and concept completion, Bsuiness Plan approval | Final Design and Tender stage                             | R 60 000 000,00         |                |            |                  | HOD Technical Services |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | Nkangala Reticulation  | KM of reticulations with house connections and yard Tap.   | Business plan/Design |  |                                  | None          | N/A    | None          | N/A    | Initiation and concept completion, Bsuiness Plan approval | Initiation and concept completion, Bsuiness Plan approval | R 178 000 000,00        |                | RBIG       |                  | HOD Technical Services |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | Mahlutshini Reticulation                                       | KM of reticulations with house connections and yard Tap.   | Business plan/Design |  |                                  | None          | N/A    | None          | N/A    | N/A   | Initiation and concept completion, Bsuiness Plan approval | R 55 000 000,00         |                | MIG        |                  | HOD Technical Services |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | Nhlathimbe/loteni/ Khathikhathi and Nhlambamasoka Water Scheme | KM of reticulations with house connections and yard Tap.   | Business plan/Design |  |                                  | None          | N/A    | None          | N/A    | N/A   | Initiation and concept completion, Bsuiness Plan approval | R 60 000 000,00         |                | MIG        |                  | HOD Technical Services |

| Objective  | Strategies   | Performance Indicator   | Backlog   | Baseline             |  | 5 Yr. Targets (progress to date) |                  |        |                  |        |   | Budget ® ('000)  | Expenditure to date (%) | Funding Source | Challenges | Remedial actions | Responsibility         |
|--|--|---|---|----------------------|--|----------------------------------|------------------|--------|------------------|--------|---|------------------|-------------------------|----------------|------------|------------------|------------------------|
|  |  |   |   |                      |  | Yr. 1<br>2021<br>/22             | Yr. 2<br>2022/23 |        | Yr. 3<br>2023/24 |        | Yr. 4<br>2024/25  | Yr. 5<br>2025/26 |                         |                |            |                  |                        |
|  |  |   |   |                      |  |                                  | Target           | Actual | Target           | Actual | Target  | Target           |                         |                |            |                  |                        |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | Impendle Village Water Supply                                       | Bulk water supply and reticulation with house connections                     | Business plan/Design |  | None                             | N/A              | None   | N/A              | N/A    | Initiation and concept completion, Business Plan approval | R 75 000 000,00  |                         | MIG            |            |                  | HOD Technical Services |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | Impendle Village Waste Water Treatment Works and Bulk Sewage System | Provision of Bulk Sewage with Reticulation with house connects                | Business plan/Design |  | None                             | N/A              | None   | N/A              | N/A    | Final Design and Tender stage                             | R 110 000 000,00 |                         | MIG            |            |                  | HOD Technical Services |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | Greater Nyamvubu Bulk Water Supply Scheme Phase 1                   | Detailed design for construction of Bulk Mains, Reservoirs and Pump Stations. | Business plan/Design |  | None                             | N/A              | None   | N/A              | N/A    | Final Design and Tender stage                             | R 169 000 000,00 |                         | RBIG           |            |                  | HOD Technical Services |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | Greater Nyamvubu Bulk Water Supply Scheme Phase 2                   | Detailed design for construction of Bulk Mains, Reservoirs and Pump Stations. | Business plan/Design |  | None                             | N/A              | None   | N/A              | N/A    | Final Design and Tender stage                             | R 245 000 000,00 |                         | RBIG           |            |                  | HOD Technical Services |

| Objective  | Strategies   | Performance Indicator  | Backlog  | Baseline             | 5 Yr. Targets (progress to date) |                  |        |                  |        |  | Budget ® ('000)               | Expenditure to date (%) | Funding Source | Challenges | Remedial actions | Responsibility         |
|--|--|--|--|----------------------|----------------------------------|------------------|--------|------------------|--------|--|-------------------------------|-------------------------|----------------|------------|------------------|------------------------|
|  |  |  |  |                      | Yr. 1<br>2021<br>/22             | Yr. 2<br>2022/23 |        | Yr. 3<br>2023/24 |        | Yr. 4<br>2024/25   | Yr. 5<br>2025/26              |                         |                |            |                  |                        |
|  |  |  |  |                      |                                  | Target           | Actual | Target           | Actual | Target   | Target                        |                         |                |            |                  |                        |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | Nyamvubu 1 Secondary Bulk and Reticulation Water Supply Scheme | Detailed design for construction of Secondary Mains, Reservoirs and reticulation.  | Business plan/Design |                                  | None             | N/A    | None             | N/A    | N/A  | Final Design and Tender stage | R 255 000,00            |                | RBIG       |                  | HOD Technical Services |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | Nyamvubu 2 Secondary Bulk and Reticulation Water Supply Scheme | Detailed design for construction of Secondary Mains, Reservoirs and reticulation.  | Business plan/Design |                                  | None             | N/A    | None             | N/A    | N/A  | Final Design and Tender stage | R 250 000,00            |                | MIG        |                  | HOD Technical Services |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | Mqenula Secondary Bulk and Reticulation Water Supply Scheme    | Detailed design for construction of Secondary Mains, Reservoirs and reticulation.  | Business plan/Design |                                  | None             | N/A    | None             | N/A    | N/A  | Final Design and Tender stage | R 275 000,00            |                | MIG        |                  | HOD Technical Services |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | Cedara/khanya village bulk water services provision            | Construction of bulk water to supply Cedara/Khanya Village Housing Development Project. Refurbishment of existing WWTW, expand | Business plan/Design |                                  | None             | N/A    | None             | N/A    | Final Design and Tender. Commencement of construction for Bulk water | Final Design and Tender stage | R 250 000,00            |                | MIG        |                  | HOD Technical Services |

| Objecti<br>ve  | Strategi<br>es  | Performance<br>Indicator               | Backlog  | Baseline             | 5 Yr. Targets (progress to date) |                  |        |                  |        |   | Budget ®<br>('000)            | Expendi<br>ture to<br>date (%) | Fundin<br>g<br>Source | Challen<br>ges | Remedia<br>actions | Respons<br>ibility     |
|--|---|--|--|----------------------|----------------------------------|------------------|--------|------------------|--------|---|-------------------------------|--------------------------------|-----------------------|----------------|--------------------|------------------------|
|  |   |  |  |                      | Yr. 1<br>2021<br>/22             | Yr. 2<br>2022/23 |        | Yr. 3<br>2023/24 |        | Yr. 4<br>2024/2<br>5                                      | Yr. 5<br>2025/2<br>6          |                                |                       |                |                    |                        |
|  |   |  |  |                      |                                  | Target           | Actual | Target           | Actual | Target  | Target                        |                                |                       |                |                    |                        |
|  |   |  | WWTW to 2Ml, new outfall sewer, refurbishment of existing water reservoir and new bulk water main. |                      |                                  |                  |        |                  |        |   |                               |                                |                       |                |                    |                        |
| To ensure provision of services in sustainable manner. | Implementa<br>tion of infrastru<br>cture projects through<br>conditional grants | Hillside bulk water services provision | Provision of Bulk and sewage package plant   | Business plan/Design |                                  | None             | N/A    | None             | N/A    | Initiation and concept completion, Business Plan approval | Final Design and Tender stage | R 90 000<br>000,00             | MIG                   |                |                    | HOD Technical Services |
| To ensure provision of services in sustainable manner. | Implementa<br>tion of infrastru<br>cture projects through<br>conditional grants | Khayalisha water services provision    | Upgrade of existing Pump Station and construction of reticulation sewage and water provision.      | Business plan/Design |                                  | None             | N/A    | None             | N/A    | Initiation and concept completion, Business Plan approval | Final Design and Tender stage | R 90 000<br>000,00             | MIG                   |                |                    | HOD Technical Services |

| Objective  | Strategies   | Performance Indicator                                  | Backlog  | Baseline             |                      | 5 Yr. Targets (progress to date) |        |                  |        |   |                               | Budget ® ('000) | Expenditure to date (%) | Funding Source | Challenges | Remedial actions | Responsibility         |
|--|--|--|--|----------------------|----------------------|----------------------------------|--------|------------------|--------|---|-------------------------------|-----------------|-------------------------|----------------|------------|------------------|------------------------|
|  |  |  |  |                      | Yr. 1<br>2021<br>/22 | Yr. 2<br>2022/23                 |        | Yr. 3<br>2023/24 |        | Yr. 4<br>2024/25  | Yr. 5<br>2025/26              |                 |                         |                |            |                  |                        |
|  |  |  |  |                      |                      | Target                           | Actual | Target           | Actual | Target  | Target                        |                 |                         |                |            |                  |                        |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | Lutchmans Farm Housing bulk water services provision   | Construction of Bulk Mains supply infrastructure for water provision                                   | Business plan/Design |                      | None                             | N/A    | None             | N/A    | Initiation and concept completion, Business Plan approval | Final Design and Tender stage | R 78 000 000,00 |                         | MIG            |            |                  | HOD Technical Services |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | Lions River bulk water services provision              | Provision of Bulk water and sewer.   | Business plan/Design |                      | None                             | N/A    | None             | N/A    | Initiation and concept completion, Business Plan approval | Final Design and Tender stage |                 |                         |                |            |                  | HOD Technical Services |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | Ekujabuleni Sierra Ranch bulk water services provision | Provision of Bulk water and sewer. Water (pump, pipe from extraction point, storage and package plant) | Business plan/Design |                      | None                             | N/A    | None             | N/A    | Initiation and concept completion, Business Plan approval | Final Design and Tender stage |                 |                         |                |            |                  | HOD Technical Services |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | Craigieburn housing bulk water services provision      | Provision of Bulk water and sewer. Water (extraction from dam, package plant, storage)                 | Business plan/Design |                      | None                             | N/A    | None             | N/A    | Initiation and concept completion, Business Plan approval | Final Design and Tender stage |                 |                         |                |            |                  | HOD Technical Services |

| Objective  | Strategies   | Performance Indicator                                     | Backlog   | Baseline             |  | 5 Yr. Targets (progress to date) |               |        |               |   |                               | Budget ® ('000) | Expenditure to date (%) | Funding Source | Challenges | Remedial actions | Responsibility         |
|--|--|---|---|----------------------|--|----------------------------------|---------------|--------|---------------|---|-------------------------------|-----------------|-------------------------|----------------|------------|------------------|------------------------|
|  |  |   |   |                      |  | Yr. 1 2021 /22                   | Yr. 2 2022/23 |        | Yr. 3 2023/24 |   | Yr. 4 2024/25                 | Yr. 5 2025/26   |                         |                |            |                  |                        |
|  |  |   |   |                      |  |                                  | Target        | Actual | Target        | Actual  | Target                        | Target          |                         |                |            |                  |                        |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | Tendele bulk water services provision                     | Provision of Bulk water and sewer. Water provision, storage, package plant. | Business plan/Design |  | None                             | N/A           | None   | N/A           | Initiation and concept completion, Business Plan approval | Final Design and Tender stage |                 |                         |                |            |                  | HOD Technical Services |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | Ebuhleni/Vrystaat Farm bulk water services provision      | Water (borehole pump and storage)   | Business plan/Design |  | None                             | N/A           | None   | N/A           | Initiation and concept completion, Business Plan approval | Final Design and Tender stage |                 |                         |                |            |                  | HOD Technical Services |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | Clearance Makhuzeni Housing bulk water services provision | Provision of bulk water.  | Business plan/Design |  | None                             | N/A           | None   | N/A           | Initiation and concept completion, Business Plan approval | Final Design and Tender stage |                 |                         |                |            |                  | HOD Technical Services |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | Stockdale housing bulk water services provision           | Water provision / storage   | Business plan/Design |  | None                             | N/A           | None   | N/A           | Initiation and concept completion, Business Plan approval | Final Design and Tender stage |                 |                         |                |            |                  | HOD Technical Services |
| To ensure provision of services in sustainable manner. | Implementation of infrastructure projects through conditional grants | Camperdown Development Node bulk water services provision | Provision of Bulk water and sewer. Water provision, storage, package plant. | Business plan/Design |  | None                             | N/A           | None   | N/A           | Initiation and concept completion, Business Plan approval | Final Design and Tender stage |                 |                         |                |            |                  | HOD Technical Services |

| Objecti<br>ve  | Strategi<br>es  | Performance<br>Indicator                                      | Backlog  | Baseline             |                      | 5 Yr. Targets (progress to date)      |                                       |  |        |   |                               | Budget ®<br>('000) | Expendi<br>ture to<br>date (%) | Fundin<br>g<br>Source | Challen<br>ges | Remedia<br>actions | Respons<br>ibility     |
|--|---|---|--|----------------------|----------------------|---------------------------------------|---------------------------------------|--|--------|---|-------------------------------|--------------------|--------------------------------|-----------------------|----------------|--------------------|------------------------|
|  |   |   |  |                      | Yr. 1<br>2021<br>/22 | Yr. 2<br>2022/23                      |                                       | Yr. 3<br>2023/24   |        | Yr. 4<br>2024/2<br>5                                      | Yr. 5<br>2025/2<br>6          |                    |                                |                       |                |                    |                        |
|  |   |   |  |                      |                      | Target                                | Actual                                | Target   | Actual | Target  | Target                        |                    |                                |                       |                |                    |                        |
| To ensure provision of services in sustainable manner. | Implementa<br>tion of infrastru<br>cture projects through<br>conditional grants | Commonage bulk water services provision                       | Provision of Bulk water and sewer. Water provision, storage, package plant.  | Business plan/Design |                      | None                                  | N/A                                   | None   | N/A    | Initiation and concept completion, Business Plan approval | Final Design and Tender stage |                    |                                |                       |                |                    | HOD Technical Services |
| To ensure provision of services in sustainable manner. | Implementa<br>tion of infrastru<br>cture projects through<br>conditional grants | uMngungundlovu District Municipality Sanitation VIP Provision | Installation of 40 000 VIP Toilets with DC 22  | Business plan/Design |                      | None                                  | N/A                                   | 750  | N/A    | 750   | 750                           |                    |                                |                       |                |                    | HOD Technical Services |
| To ensure provision of services in sustainable manner. | Implementa<br>tion of infrastru<br>cture projects through<br>conditional grants | Rudimentary Schemes Phase 1                                   | 5 spring protections in Richmond.<br>- Construction of Lidgeton, standalone water supply scheme and development of borehole in Umgeni LM.<br>- Construction of Weston College 1 standalone water supply scheme and development of borehole in Umgeni LM. | Business plan/Design |                      | Initiation and concept stage complete | Initiation and concept stage complete | 35 new boreholes, 5 spring protections, 2 elevated steel tanks and 3 X Borehole Package Scheme | N/A    | 27 new boreholes schemes with standpipes.                 | N/A                           | R 150 000 000,00   | MIG                            | None                  | N/A            |                    | HOD Technical Services |



| Objective | Strategies | Performance Indicator | Backlog   | Baseline | 5 Yr. Targets (progress to date) |               |        |               |        |               | Budget ® ('000) | Expenditure to date (%) | Funding Source | Challenges | Remedial actions | Responsibility |
|-----------|------------|-----------------------|---|----------|----------------------------------|---------------|--------|---------------|--------|---------------|-----------------|-------------------------|----------------|------------|------------------|----------------|
|           |            |                       |   |          | Yr. 1 2021 /22                   | Yr. 2 2022/23 |        | Yr. 3 2023/24 |        | Yr. 4 2024/25 | Yr. 5 2025/26   |                         |                |            |                  |                |
|           |            |                       |   |          |                                  | Target        | Actual | Target        | Actual | Target        | Target          |                         |                |            |                  |                |
|           |            |                       | nt of borehole in Mpofana LM.<br>- Construction of Mboyi standalone water supply scheme and development of borehole in Mkhambathini LM.<br>Replacement of Makholweni tanks in Mkhambathini LM.<br>KwaGcina pump station in Mkhambathini LM. |          |                                  |               |        |               |        |               |                 |                         |                |            |                  |                |

| Objecti<br>ve  | Strategi<br>es  | Performance<br>Indicator    | Backlog   | Baseline             | 5 Yr. Targets (progress to date) |                  |        |                                       |        |                               | Budget ®<br>('000)  | Expendi<br>ture to<br>date (%) | Fundin<br>g<br>Source | Challen<br>ges | Remedia<br>actions | Respons<br>ibility     |
|--|---|-----------------------------|---|----------------------|----------------------------------|------------------|--------|---------------------------------------|--------|-------------------------------|---|--------------------------------|-----------------------|----------------|--------------------|------------------------|
|  |   |                             |   |                      | Yr. 1<br>2021<br>/22             | Yr. 2<br>2022/23 |        | Yr. 3<br>2023/24                      |        | Yr. 4<br>2024/2<br>5          | Yr. 5<br>2025/2<br>6  |                                |                       |                |                    |                        |
|  |   |                             |   |                      |                                  | Target           | Actual | Target                                | Actual | Target                        | Target  |                                |                       |                |                    |                        |
| To ensure provision of services in sustainable manner. | Implementa-<br>tion of infrastructure projects through conditional grants | Rudimentary Schemes Phase 2 | Constructio<br>n of Borehole and Spring Protection Stand alone Schemes with the District Municipal area to ensure faster services delivery through use of ground water for easy access to drinking water. | Business plan/Design |                                  | None             | N/A    | Initiation and concept stage complete | N/A    | Final Design and Tender stage | Construction of Borehole and Spring Protection Stand alone Schemes with the District Municipal area to ensure faster services delivery through use of ground water for easy access to drinking water. | R49 000 000,00                 | WSIG                  | None           | N/A                | HOD Technical Services |

| Objective | Strategies | Performance Indicator       | Backlog   | Baseline             |                   | 5 Yr. Targets (progress to date) |        |                                       |        |                               |   | Budget ® ('000) | Expenditure to date (%) | Funding Source | Challenges | Remedial actions | Responsibility         |
|-----------|------------|-----------------------------|---|----------------------|-------------------|----------------------------------|--------|---------------------------------------|--------|-------------------------------|---|-----------------|-------------------------|----------------|------------|------------------|------------------------|
|           |            |                             |   |                      | Yr. 1<br>2021 /22 | Yr. 2<br>2022/23                 |        | Yr. 3<br>2023/24                      |        | Yr. 4<br>2024/25              | Yr. 5<br>2025/26  |                 |                         |                |            |                  |                        |
|           |            |                             |   |                      |                   | Target                           | Actual | Target                                | Actual | Target                        | Target  |                 |                         |                |            |                  |                        |
|           |            | Rudimentary Schemes Phase 3 | Construction of Borehole and Spring Protection Stand alone Schemes with the District Municipal area to ensure faster services delivery through use of ground water for easy access to drinking water. | Business plan/Design |                   | None                             | N/A    | Initiation and concept stage complete | N/A    | Final Design and Tender stage | Construction of Borehole and Spring Protection Stand alone Schemes with the District Municipal area to ensure faster services delivery through use of ground water for easy access to drinking water. | R50 000 000,00  |                         | WSIG           | None       | N/A              | HOD Technical Services |

**KPA 1 BASIC SERVICE DELIVERY (Community Services)**

| Objective   | Strategies  | Performan<br>ce<br>Indicator   | Backlog | Baseline |   | 5 Yr. Targets (progress to date)   |  |   |        |   |   | Budget<br>® ('000) | Expenditur<br>e to date<br>(%) | Funding<br>Source | Challeng<br>es  | Remedi<br>al<br>actions   | Responsibil<br>ity        |
|---|---|--|---------|----------|---|--|--|---|--------|---|---|--------------------|--------------------------------|-------------------|---|---|---------------------------|
|   |   |  |         |          | Yr. 1<br>2021/2<br>2  | Yr. 2<br>2022/23   |  | Yr. 3<br>2023/24  |        | Yr. 4<br>2024/<br>25  | Yr. 5<br>2025/<br>26  |                    |                                |                   |   |   |                           |
|   |   |  |         |          |   | Target   | Actual   | Target  | Actual | Target  | Target  |                    |                                |                   |   |   |                           |
| Ensure sustainabl<br>e waste<br>disposal<br>systems,<br>services<br>and<br>facilities<br>are<br>developed<br>and<br>operational<br>in the<br>District | To<br>implement<br>the annual<br>targets of the<br>IWMP           | Integrated<br>Waste<br>Management<br>Plan developed<br>by the 30 June<br>2023  | N/A     | N/A      | Integrated<br>Waste<br>Managemen<br>t Plan in<br>place for<br>Current<br>financial<br>year<br>2021/2022<br>by 30 June<br>2022.<br>Implementati<br>on and<br>monitoring<br>of the IWVP<br>by 30 June<br>2022 | Integrated<br>Waste<br>Managem<br>ent Plan<br>developed<br>and<br>endorsed<br>by KZN<br>EDTEA by<br>30 June<br>2023                            | First Draft<br>of the<br>IWMP is<br>complete,<br>consultati<br>on and<br>review<br>process<br>underway | The IWMP<br>is<br>approved<br>by the<br>uMDM and<br>endorsed<br>by EDTEA.<br>Year 1<br>activities of<br>the IWMP<br>are<br>implement<br>ed. | N/A    | Year 2<br>activities of<br>the IWMP<br>are<br>implement<br>ed   | Year 3<br>activities of<br>the IWMP<br>are<br>implement<br>ed                               | Salaries           | Salaries                       | UMDM              | None  | None  | HOD Community<br>Services |
| Develop sustainabl<br>e cemetery<br>and<br>crematoria<br>services<br>across the<br>District   | To develop<br>integrated<br>cemetery<br>and<br>crematoria<br>Plan | Cemetery and<br>Crematoria<br>Management<br>App is acquired<br>and operational<br>in 50% of LMs<br>in the uMDM<br>by 30 June<br>2023 | 1       | 0        | Draft<br>Proposal for<br>Digital<br>Application,<br>implementati<br>on and<br>monitoring<br>by 30 June<br>2022  | Cemetery<br>and<br>Crematori<br>a<br>Managem<br>ent App<br>acquired<br>and<br>operationa<br>l in 3 LMs<br>within<br>uMDM by<br>30 June<br>2023 | No<br>budget to<br>purchase<br>the App   | Cemetery&<br>Crematoria<br>Manageme<br>nt App is<br>acquired<br>and<br>operational<br>in 3 LMs  |        | Cemetery<br>and<br>Crematoria<br>Manageme<br>nt App is<br>operational<br>across all 7<br>LMs in the<br>uMDM | Historical<br>paper<br>based<br>municipal<br>grave<br>records of<br>2 LMs are<br>digitised. | Salaries           | Salaries                       | UMDM              | Lack of<br>funding<br>prevented to<br>aquire the<br>App | The App<br>has been<br>budgeted<br>for in the<br>23/24<br>Financial<br>Year | HOD Community<br>Services |

| Objective   | Strategies   | Performan<br>ce<br>Indicator  | Backlog | Baseline |   | 5 Yr. Targets (progress to date)   |   |  |        |  |  | Budget<br>® ('000) | Expenditur<br>e to date<br>(%) | Funding<br>Source | Challeng<br>es                               | Remedi<br>al<br>actions  | Responsibil<br>ity        |
|---|--|---|---------|----------|---|--|---|--|--------|--|--|--------------------|--------------------------------|-------------------|--|--|---------------------------|
|   |  |   |         |          | Yr. 1<br>2021/2<br>2  | Yr. 2<br>2022/23   |   | Yr. 3<br>2023/24   |        | Yr. 4<br>2024/<br>25   | Yr. 5<br>2025/<br>26   |                    |                                |                   |  |  |                           |
|   |  |   |         |          |   | Target   | Actual  | Target   | Actual | Target   | Target   |                    |                                |                   |  |  |                           |
| Develop sustainabl<br>e cemetery and<br>crematoria<br>services across the<br>District | To develop<br>integrated<br>cemetery and<br>crematoria<br>Plan | uMDM<br>Integrated<br>Cemetery and<br>Crematoria<br>plan is<br>completed by<br>30 June 2023 | 1       | 0        | Approval of<br>a district<br>cemetery<br>and<br>crematoria<br>plan by<br>council by 30<br>June 2022 | uMDM<br>Integrated<br>Cemetery<br>and<br>Crematori<br>a plan is<br>completed<br>by 30 June<br>2023 | uMDM<br>Integrate<br>d Cemetery<br>and<br>Crematori<br>a plan not<br>done | uMDM<br>Cemetery<br>and<br>Crematoria<br>Masterplan<br>(20 year<br>period) is<br>completed<br>and<br>approved. |        | Year 1<br>activities of<br>the uMDM<br>Cemetery<br>and<br>Crematoria<br>Masterplan<br>is<br>implement<br>ed. | Year 2<br>activities of<br>the uMDM<br>Cemetery<br>and<br>Crematoria<br>Masterplan<br>is<br>implement<br>ed. | Salaries           | Salaries                       | UMDM              | Lack of<br>human<br>resources<br>and funding | A draft<br>uMDM<br>Integrated<br>Cemetery<br>and<br>Crematoria<br>plan will be<br>completed<br>in the 1st<br>quarter of<br>23/24 | HOD Community<br>Services |

**KPA 2 Local Economic development and Social Development (Economic Development and Planning)**

| Objective  | Strategies  | Performance Indicator   | Backlog | Baseline | Overall target (5 Yr. timeframe) |                   | 5 Yr. Targets (progress to date)                                     |  |   |        |   |   | Budget<br>®<br>('000) | Expenditure to date (%) | Funding Source | Challenges  | Remedial actions                                  | Responsibility                        |
|--|---|---|---------|----------|----------------------------------|-------------------|--|--|---|--------|---|---|-----------------------|-------------------------|----------------|---|---|---------------------------------------|
|  |   |   |         |          |                                  | Yr. 1<br>2021 /22 | Yr. 1<br>2022/23   |  | Yr. 2<br>2023/24                                |        | Yr. 3<br>2024/25                                | Yr. 4<br>2025/26                                |                       |                         |                |   |   |                                       |
|  |   |   |         |          |                                  |                   | Target   | Actual   | Target  | Actual | Target  | Target  |                       |                         |                |   |   |                                       |
| To develop an economically viable district that creates employment opportunities | Establish mechanism for strengthening partnerships with stakeholders. | Development of the Inception Report of the LED Strategy by 30 June 2023 | 0       | 1        |                                  | N/A               | Development of the Inception Report of the LED Strategy by June 2023 | Appointment has not been made                              | Approved LED Strategy by June 2024              |        | Implementation of the LED strategy by June 2025 | Implementation of the LED strategy by June 2026 | R400 000              | 0                       | UMDM           | Delays of the appointment of the service provider | This will be achieved in the 23/24 Financial Year | HOD Economic Development and Planning |
| to develop an economically viable district that creates employment opportunities | Establish mechanism for strengthening partnerships with stakeholders. | 20 SMME/Cooperatives Supported by 30 June 2023                          | 0       | 0        |                                  | N/A               | 20 SMME/Cooperatives Supported by 30 June 2023                       | Advertisement for calling application is still in progress | 200 SMME/Cooperatives Supported by 30 June 2024 |        | 200 SMME/Cooperatives Supported by 30 June 2025 | 200 SMME/Cooperatives Supported by 30 June 2026 | R1 000 000            | 0                       | UMDM           | N/A   | N/A   | HOD Economic Development and Planning |

|  |   |                                  |   |   |  |     |                                  |  |     |  |                                  |     |          |   |      |     |     |                                       |
|--|---|----------------------------------|---|---|--|-----|----------------------------------|--|-----|--|----------------------------------|-----|----------|---|------|-----|-----|---------------------------------------|
| to develop an economically viable district that creates employment opportunities | Establish mechanism for strengthening partnerships with stakeholders. | 1 LED summit hosted by June 2023 | 0 | 0 |  | N/A | 1 LED summit hosted by June 2023 | Concept document and program is developed. Date set for the summit is the 22 June 2023 | N/A |  | 1 LED summit hosted by June 2026 | N/A | R500 000 | 0 | UMDM | N/A | N/A | HOD Economic Development and Planning |
|--|---|----------------------------------|---|---|--|-----|----------------------------------|--|-----|--|----------------------------------|-----|----------|---|------|-----|-----|---------------------------------------|

**KPA 3 Institutional Transformation and Development (Corporate Services)**

| Objective   | Strategie<br>s   | Performa<br>nce<br>Indicator  | Backlog | Baseline |  | 5 Yr. Targets (progress to date)   |   |  |        |  |  | Budg<br>et ®<br>( '000<br>) | Expendit<br>ure to<br>date (%) | Fundi<br>ng<br>Sourc<br>e | Challen<br>ges | Remed<br>ial<br>actions | Responsibi<br>lity     |
|---|--|---|---------|----------|--|--|---|--|--------|--|--|-----------------------------|--------------------------------|---------------------------|----------------|-------------------------|------------------------|
|   |  |   |         |          | Yr. 1<br>2021/<br>22   | Yr. 1<br>2022/23   |   | Yr. 2<br>2023/24   |        | Yr. 3<br>2024/<br>25   | Yr. 4<br>2025/<br>26   |                             |                                |                           |                |                         |                        |
|   |  |   |         |          |  | Target   | Actual  | Target   | Actual | Target   | Target   |                             |                                |                           |                |                         |                        |
| Ensure provision of Human Capital in line with the Strategic Objectives | To develop and implement plans and procedures within laid down HR legislations with an aim of achieving Municipal objectives | Review and adoption of the organogram by Full Council by 30 June 2023   | N/A     | N/A      | Review and Consultation of the organogram by 30 June 2022  | Approval and Adoption of Municipal Organogram by 30 June 2023                          | Consultation with Departments have been completed and a Reviewed Draft Organogram is in place | Approval and Adoption of Municipal Organogram by 30 June 2024                          | N/A    | Approval and Adoption of Municipal Organogram by 30 June 2025                          | Approval and Adoption of Municipal Organogram by 30 June 2026                          | Nil                         | Nil                            | UMDM                      | None           | None                    | HOD Corporate Services |
| Effective and Efficient HR practices and systems                        | To develop and implement plans and procedures within laid down HR legislations with an aim of achieving Municipal objectives | Reviewing, adoption and approval of gaps identified in HR policies in line with legislation and other relevant changes by council by 30 June 2023 | N/A     | N/A      | Reviewing and adoption of gap identified policies in line with Legislation and other relevant changes as and when needed by 30 June 2022 | Approval and Adoption of gap identified in HR policies by Full council by 30 June 2023 | Gaps have been identified and review is underway .  | Approval and Adoption of gap identified in HR policies by Full council by 30 June 2024 | N/A    | Approval and Adoption of gap identified in HR policies by Full council by 30 June 2025 | Approval and Adoption of gap identified in HR policies by Full council by 30 June 2026 | Nil                         | Nil                            | UMDM                      | None           | None                    | HOD Corporate Services |



| Objective  | Strategies   | Performance Indicator   | Backlog | Baseline | 5 Yr. Targets (progress to date)  |   |   |   |        |   | Budget <sup>®</sup> ('000 )   | Expenditure to date (%) | Funding Source | Challenges | Remedial actions | Responsibility |                        |
|--|--|---|---------|----------|---|---|---|---|--------|---|---|-------------------------|----------------|------------|------------------|----------------|------------------------|
|  |  |   |         |          | Yr. 1 2021/22   | Yr. 1 2022/23   |   | Yr. 2 2023/24   |        | Yr. 3 2024/25   |   |                         |                |            |                  |                | Yr. 4 2025/26          |
|  |  |   |         |          |   | Target  | Actual  | Target  | Actual | Target  |   |                         |                |            |                  |                | Target                 |
| Effective and Efficient HR practices and systems   | To develop and implement plans and procedures within laid down HR legislations with an aim of achieving Municipal objectives | Filling of Prioritized Vacant Positions as per requisition received by 30 June 2023 | N/A     | N/A      | Filling of Prioritised Vacant Positions as per requisition received by 30 June 2022 | Filling of Prioritized Vacant Positions as per requisition received by 30 June 2023 | 65x vacant Positions filled as per requisition received | Filling of Prioritized Vacant Positions as per requisition received by 30 June 2024 | N/A    | Filling of Prioritized Vacant Positions as per requisition received by 30 June 2025 | Filling of Prioritized Vacant Positions as per requisition received by 30 June 2026 | R400 000,00             | R 284 319,84   | UMDM       | None             | None           | HOD Corporate Services |
| Create a conducive organizational environment that attracts, retains, and develops best talent to enhance organizational performance | To develop and implement plans and procedures within laid down HR legislations with an aim of achieving Municipal objectives | Review and adoption of HR Strategy by 30 June 2023                                  | N/A     | N/A      | The review of the HR Strategy by 30 June 2022                                       | Adoption of Approved HR Strategy by 30 June 2023                                    | Consolidations with SALGA are underway                  | Adoption of Approved HR Strategy by 30 June 2024                                    | N/A    | Adoption of Approved HR Strategy by 30 June 2025                                    | Adoption of Approved HR Strategy by 30 June 2026                                    | Nil                     | Nil            | UMDM       | None             | None           | HOD Corporate Services |

| Objective   | Strategies                                  | Performance Indicator                         | Backlog | Baseline | 5 Yr. Targets (progress to date)                      |   |                            |  |        |  | Budget <sup>®</sup><br>( '000 )                                 | Expenditure to date (%)     | Funding Source   | Challenges | Remedial actions | Responsibility         |
|---|---|---|---------|----------|---|---|----------------------------|--|--------|--|---|-----------------------------|------------------|------------|------------------|------------------------|
|   |   |   |         |          | Yr. 1<br>2021/<br>22                                  | Yr. 1<br>2022/23                              |                            | Yr. 2<br>2023/24   |        | Yr. 3<br>2024/<br>25   | Yr. 4<br>2025/<br>26  |                             |                  |            |                  |                        |
|   |   |   |         |          |   | Target  | Actual                     | Target   | Actual | Target   | Target  |                             |                  |            |                  |                        |
| Ensure Stable, Secure and Reliable Provision of Information & Communication Technology Services | Implement Master Systems Plan (IT Strategy) | 99% Uptime of Services by 30 June 2023        | 0       | 99%      | None  | 99% Uptime of Services by 30 June 2023        | 99% Uptime of ICT Services | 100% IT Infrastructure Upgrade by 30 June 2024   | N/A    | Deploy Automated Performance Management System by 30 June 2025                           | Develop Automated Indigent Management System by 30 June 2026    | R 28000<br>R 1500<br>000.00 | R3 983<br>168,15 |            |                  | HOD Corporate Services |
| Enhance Interdepartmental Collaboration through Information and Communication Technologies      | Implement Master Systems Plan (IT Strategy) | Implement an Intranet Portal by 30 June 2023  | 0%      | 0        | Adopted Network Architecture Plan by 31 December 2021 | Implement an Intranet Portal by 30 June 2023  | N/A                        | Fully Automated Incident Management System Disaster and Water Services by 30 June 2024 | N/A    | Implement Information System Security Strategy by 30 June 2025                           | Implement Smart meter reading system by 30 June 2026            | R 600<br>R 5000<br>000.00   | R175<br>250,00   |            |                  | HOD Corporate Services |
| Foster Business Continuity through Disaster Recovery Planning                                   | Implement Master Systems Plan (IT Strategy) | Revise Disaster Recovery Plan by 30 June 2023 | 0       | 0        | Adoption of ICT Governance Framework by 30 June 2022  | Revise Disaster Recovery Plan by 30 June 2023 | Not Achieved               | Fully Upgraded LAN by 30 June 2024   | N/A    | Implement Water Monitoring Telemetry System (Incl System infrastructure by 30 June 2025) | Install Self Service Kiosks around the District by 30 June 2026 | R 1500<br>R 3500<br>000.00  | R-               |            |                  | HOD Corporate Services |

**KPA 4 Municipal Financial Viability and Management (Budget and Treasury)**

| Objecti<br>ve                           | Strategie<br>s  | Performa<br>nce<br>Indicator   | Backl<br>og | Baseli<br>ne |   | 5 Yr. Targets (progress to date)                             |            |  |            |  |  | Budg<br>et ®<br>('000<br>) | Expendit<br>ure to<br>date (%) | Fundi<br>ng<br>Sourc<br>e | Challen<br>ges | Remedi<br>al<br>actions | Responsib<br>ility         |
|---|---|--|-------------|--------------|---|--|------------|--|------------|--|--|----------------------------|--------------------------------|---------------------------|----------------|-------------------------|----------------------------|
|   |   |  |             |              | Yr. 1<br>2021/2<br>2                      | Yr. 1<br>2022/23   |            | Yr. 2<br>2023/24   |            | Yr. 3<br>2024/2<br>5   | Yr. 4<br>2025/2<br>6   |                            |                                |                           |                |                         |                            |
|   |   |  |             |              |   | Target   | Actu<br>al | Target   | Actu<br>al | Target   | Target   |                            |                                |                           |                |                         |                            |
| To ensure effective financial reporting | To ensure that the reporting function is well resourced and provided with ongoing training to remain abreast with all the compliance reporting requirements | Annual Financial Statements submitted to AG by 31 Aug 2022                 | NIL         | 1            | Annual AFS submitted to AG by 31 Aug 2021 | Annual AFS submitted to AG by 31 August 2022                 | Achieved   | Annual AFS submitted to AG by 31 August 2023                 | N/A        | Annual AFS submitted to AG by 31 August 2024                 | Annual AFS submitted to AG by 31 August 2025                 | Salaries Budget            | Salaries Budget                | UMDM                      | None           | None                    | CFO<br>Budget and Treasury |
| To ensure effective financial reporting | To ensure that the reporting function is well resourced and provided with ongoing training to remain abreast with all the compliance                        | Submission of the consolidated AFS to Auditor General by 30 September 2022 | NIL         | 1            | None                                      | Annual Consolidated AFS submitted to AG by 30 September 2022 | Achieved   | Annual Consolidated AFS submitted to AG by 30 September 2023 | N/A        | Annual Consolidated AFS submitted to AG by 30 September 2024 | Annual Consolidated AFS submitted to AG by 30 September 2025 | Salaries Budget            | Salaries Budget                | UMDM                      | None           | None                    | CFO<br>Budget and Treasury |

| Objecti<br>ve   | Strategie<br>s  | Performa<br>nce<br>Indicator   | Backl<br>og | Baseli<br>ne |   | 5 Yr. Targets (progress to date)   |              |  |            |  |  | Budg<br>et ®<br>('000<br>) | Expendit<br>ure to<br>date (%) | Fundi<br>ng<br>Sourc<br>e | Challen<br>ges | Remedi<br>al<br>actions | Responsib<br>ility                |
|---|---|--|-------------|--------------|---|--|--------------|--|------------|--|--|----------------------------|--------------------------------|---------------------------|----------------|-------------------------|-----------------------------------|
|   |   |  |             |              | Yr. 1<br>2021/2<br>2  | Yr. 1<br>2022/23   |              | Yr. 2<br>2023/24   |            | Yr. 3<br>2024/2<br>5   | Yr. 4<br>2025/2<br>6   |                            |                                |                           |                |                         |                                   |
|   |   |  |             |              |   | Target   | Actu<br>al   | Target   | Actu<br>al | Target   | Target   |                            |                                |                           |                |                         |                                   |
| Complian<br>ce with<br>the<br>Municipal<br>Finance<br>Managem<br>ent Act<br>and<br>Municipal<br>Budget<br>and<br>Reporting<br>Regulatio<br>ns | To ensure<br>that the<br>reporting<br>function is<br>well<br>resourced<br>and<br>provided<br>with<br>ongoing<br>training to<br>remain<br>abreast<br>with all the<br>compliance<br>reporting<br>requirement<br>s | Annual<br>Budget<br>adopted by<br>the 31 May<br>2023   | NIL         | 1            | Annual<br>Budget<br>adopted by<br>the 31st of<br>May 2021   | Annual<br>Budget<br>adopted by<br>the 31 May<br>2023   | Achiev<br>ed | Annual<br>Budget<br>adopted by<br>the 31 May<br>2024   | N/A        | Annual<br>Budget<br>adopted by<br>the 31 May<br>2025   | Annual<br>Budget<br>adopted by<br>the 31 May<br>2026   | Salarie<br>s<br>Budget     | Salaries<br>Budget             | UMDM                      | None           | None                    | CFO<br><br>Budget and<br>Treasury |
| Complian<br>ce with<br>the<br>Municipal<br>Finance<br>Managem<br>ent Act<br>and<br>Municipal<br>Budget<br>and<br>Reporting<br>Regulatio<br>ns | To ensure<br>that the<br>reporting<br>function is<br>well<br>resourced<br>and<br>provided<br>with<br>ongoing<br>training to<br>remain<br>abreast<br>with all the<br>compliance<br>reporting<br>requirement<br>s | Approved<br>Mid-year<br>Budget<br>Implementati<br>on<br>Assessment<br>Report by 25<br>Jan 2023 | NIL         | 1            | 1 x<br>Approved<br>Mid Year<br>Budget<br>Implementa<br>tion<br>Assessmen<br>t Report by<br>the 25 Jan<br>2022 | Mid-Year<br>Budget<br>Implementa<br>tion<br>Assessmen<br>t (section<br>72) Report<br>approved<br>by 25 Jan<br>2023 | Achiev<br>ed | Mid-Year<br>Budget<br>Implementa<br>tion<br>Assessmen<br>t (section<br>72) Report<br>approved<br>by 25 Jan<br>2024 | N/A        | Mid-Year<br>Budget<br>Implementa<br>tion<br>Assessmen<br>t (section<br>72) Report<br>approved<br>by 25 Jan<br>2025 | Mid-Year<br>Budget<br>Implementa<br>tion<br>Assessmen<br>t (section<br>72) Report<br>approved<br>by 25 Jan<br>2026 | Salarie<br>s<br>Budget     | Salaries<br>Budget             | UMDM                      | None           | None                    | CFO<br><br>Budget and<br>Treasury |

| Objecti<br>ve   | Strategie<br>s  | Performa<br>nce<br>Indicator   | Backl<br>og | Baseli<br>ne |   | 5 Yr. Targets (progress to date)   |              |  |            |  |  | Budg<br>et ®<br>('000<br>) | Expendit<br>ure to<br>date (%) | Fundi<br>ng<br>Sourc<br>e | Challen<br>ges | Remedi<br>al<br>actions | Responsib<br>ility            |
|---|---|--|-------------|--------------|---|--|--------------|--|------------|--|--|----------------------------|--------------------------------|---------------------------|----------------|-------------------------|-------------------------------|
|   |   |  |             |              | Yr. 1<br>2021/2<br>2  | Yr. 1<br>2022/23   |              | Yr. 2<br>2023/24   |            | Yr. 3<br>2024/2<br>5   | Yr. 4<br>2025/2<br>6   |                            |                                |                           |                |                         |                               |
|   |   |  |             |              |   | Target   | Actu<br>al   | Target   | Actu<br>al | Target   | Target   |                            |                                |                           |                |                         |                               |
| Complian<br>ce with<br>the<br>Municipal<br>Finance<br>Managem<br>ent Act<br>and<br>Municipal<br>Budget<br>and<br>Reporting<br>Regulatio<br>ns | To ensure<br>that the<br>reporting<br>function is<br>well<br>resourced<br>and<br>provided<br>with<br>ongoing<br>training to<br>remain<br>abreast<br>with all the<br>compliance<br>reporting<br>requirement<br>s | Approved<br>Budget<br>Adjustment<br>by 28 Feb<br>2023  | NIL         | 1            | 1 x<br>Approved<br>Budget<br>Adjustment<br>by Feb<br>2022                                       | Adjustment<br>Budget<br>approved<br>by 28<br>February<br>2023  | Achiev<br>ed | Adjustment<br>Budget<br>approved<br>by 28<br>February<br>2024  | N/A        | Adjustment<br>Budget<br>approved<br>by 28<br>February<br>2025  | Adjustment<br>Budget<br>approved<br>by 28<br>February<br>2026  | Salarie<br>s<br>Budget     | Salaries<br>Budget             | UMDM                      | None           | None                    | CFO<br>Budget and<br>Treasury |
| Complian<br>ce with<br>the<br>Municipal<br>Finance<br>Managem<br>ent Act<br>and<br>Municipal<br>Budget<br>and<br>Reporting<br>Regulatio<br>ns | To ensure<br>that the<br>reporting<br>function is<br>well<br>resourced<br>and<br>provided<br>with<br>ongoing<br>training to<br>remain<br>abreast<br>with all the<br>compliance<br>reporting<br>requirement<br>s | 12 x In-year<br>monitoring<br>(section 71)<br>monthly<br>reports<br>submitted to<br>Council and<br>Provincial<br>Treasury<br>within 10<br>working<br>days after<br>end of<br>period by<br>the 30 of<br>June 2023 | NIL         | 12           | 12 x In-year<br>monitoring<br>monthly<br>reports<br>submitted<br>by the 30th<br>of June<br>2022 | 12 x In-year<br>monitoring<br>monthly<br>reports<br>submitted<br>to Council<br>and<br>Provincial<br>Treasury by<br>the 30th<br>June 2023 | Achiev<br>ed | 12 x In-year<br>monitoring<br>monthly<br>reports<br>submitted<br>to Council<br>and<br>Provincial<br>Treasury by<br>the 30th<br>June 2024 | N/A        | 12 x In-year<br>monitoring<br>monthly<br>reports<br>submitted<br>to Council<br>and<br>Provincial<br>Treasury by<br>the 30th<br>June 2025 | 12 x In-year<br>monitoring<br>monthly<br>reports<br>submitted<br>to Council<br>and<br>Provincial<br>Treasury by<br>the 30th<br>June 2026 | Salarie<br>s<br>Budget     | Salaries<br>Budget             | UMDM                      | None           | None                    | CFO<br>Budget and<br>Treasury |

| Objecti<br>ve   | Strategie<br>s  | Performa<br>nce<br>Indicator  | Backl<br>og | Baseli<br>ne |  | 5 Yr. Targets (progress to date)   |            |  |            |  |  | Budg<br>et ®<br>('000<br>) | Expendit<br>ure to<br>date (%) | Fundi<br>ng<br>Sourc<br>e | Challen<br>ges   | Remedi<br>al<br>actions            | Responsib<br>ility         |
|---|---|---|-------------|--------------|--|--|------------|--|------------|--|--|----------------------------|--------------------------------|---------------------------|------------------|------------------------------------|----------------------------|
|   |   |   |             |              | Yr. 1<br>2021/2<br>2                                     | Yr. 1<br>2022/23   |            | Yr. 2<br>2023/24   |            | Yr. 3<br>2024/2<br>5   | Yr. 4<br>2025/2<br>6   |                            |                                |                           |                  |                                    |                            |
|   |   |   |             |              |  | Target   | Actu<br>al | Target   | Actu<br>al | Target   | Target   |                            |                                |                           |                  |                                    |                            |
| To ensure effective financial reporting   | To ensure that the reporting function is well resourced and provided with ongoing training to remain abreast with all the compliance reporting requirements | 1 x Interim Financial Statements prepared by 30 June 2023   | 0           | 0            | 3 x Quarterly Reporting Returns by the 30th of June 2022 | 1 x Interim Financial Statements prepared by 30 June 2023  | Achieved   | 1 x Interim Financial Statements prepared by 30 June 2024  | N/A        | 1 x Interim Financial Statements prepared by 30 June 2025  | 1 x Interim Financial Statements prepared by 30 June 2026  | Salaries Budget            | Salaries Budget                | UMDM                      | Limited capacity | Key positions have been advertised | CFO<br>Budget and Treasury |
| Compliance with the Municipal Finance Management Act and Municipal Budget and Reporting Regulations | To ensure that the reporting function is well resourced and provided with ongoing training to remain abreast with all the compliance reporting requirements | 4 x Quarterly MFMA Section 52(d) reports prepared and submitted to Council within 30 days after the end of the quarter by the 30th of June 2023 |             | 0            | 3 x Quarterly Reporting Returns by the 30th of June 2022 | 4X Quarterly MFMA section 52 (d) Reports prepared and submitted to Council to Council within 30 days by 30 June 2023 | Achieved   | 4X Quarterly MFMA section 52 (d) Reports prepared and submitted to Council to Council within 30 days by 30 June 2024 | N/A        | 4X Quarterly MFMA section 52 (d) Reports prepared and submitted to Council to Council within 30 days by 30 June 2025 | 4X Quarterly MFMA section 52 (d) Reports prepared and submitted to Council to Council within 30 days by 30 June 2026 | Salaries Budget            | Salaries Budget                | UMDM                      | None             | None                               | CFO<br>Budget and Treasury |

| Objecti<br>ve  | Strategie<br>s   | Performa<br>nce<br>Indicator   | Backl<br>og | Baseli<br>ne |   | 5 Yr. Targets (progress to date)   |            |  |            |  |  | Budg<br>et ®<br>('000<br>) | Expendit<br>ure to<br>date (%) | Fundi<br>ng<br>Sourc<br>e | Challen<br>ges | Remedi<br>al<br>actions | Responsib<br>ility         |
|--|--|--|-------------|--------------|---|--|------------|--|------------|--|--|----------------------------|--------------------------------|---------------------------|----------------|-------------------------|----------------------------|
|  |  |  |             |              | Yr. 1<br>2021/2<br>2  | Yr. 1<br>2022/23   |            | Yr. 2<br>2023/24   |            | Yr. 3<br>2024/2<br>5   | Yr. 4<br>2025/2<br>6   |                            |                                |                           |                |                         |                            |
|  |  |  |             |              |   | Target   | Actu<br>al | Target   | Actu<br>al | Target   | Target   |                            |                                |                           |                |                         |                            |
| To ensure that the resources to fulfil the need identified in the procurement plan are delivered at the correct price, time, place, quantity and quality to satisfy the need(s). | Capacitate existing staff compliment , Revise the SCM structure to better align to its objectives, Rental of archival facilities as a repository for documentat ion. | 1 x Annual Procurement plan approved by Full Council by the 30 June 2023   | N/A         | 1            | 1 x Annual Procurement plan prepared for approved by Full Council by the 30th of September 2021 | 1 x Annual Procurement plan approved by Full Council by the 30th of June 2023                                    | Achieved   | 1 x Annual Procurement plan approved by Full Council by the 30th of June 2024                                    | N/A        | 1 x Annual Procurement plan approved by Full Council by the 30th of June 2025                                    | 1 x Annual Procurement plan approved by Full Council by the 30th of June 2026                                    | Salaries Budget            | Salaries Budget                | UMDM                      | None           | None                    | CFO<br>Budget and Treasury |
| To ensure that the resources to fulfil the need identified in the procurement plan are delivered at the correct price, time, place, quantity and quality to                      | Capacitate existing staff compliment , Revise the SCM structure to better align to its objectives, Rental of archival facilities as a repository for documentat ion. | 4 x Quarterly Progress Reports on Implementation of Annual Procurement Plan submitted to Council by 30 June 2023 | N/A         | 0            | None  | 4 x Quarterly Progress Reports on Implementation of Annual Procurement Plan submitted to Council by 30 June 2023 | Achieved   | 4 x Quarterly Progress Reports on Implementation of Annual Procurement Plan submitted to Council by 30 June 2024 | N/A        | 4 x Quarterly Progress Reports on Implementation of Annual Procurement Plan submitted to Council by 30 June 2025 | 4 x Quarterly Progress Reports on Implementation of Annual Procurement Plan submitted to Council by 30 June 2026 | Salaries Budget            | Salaries Budget                | UMDM                      | None           | None                    | CFO<br>Budget and Treasury |

| Objecti<br>ve                                    | Strategie<br>s   | Performa<br>nce<br>Indicator   | Backl<br>og | Baseli<br>ne |                      | 5 Yr. Targets (progress to date)   |              |  |            |  |  | Budg<br>et ®<br>('000<br>) | Expendit<br>ure to<br>date (%) | Fundi<br>ng<br>Sourc<br>e | Challen<br>ges | Remedi<br>al<br>actions | Responsib<br>ility                |
|--|--|--|-------------|--------------|----------------------|--|--------------|--|------------|--|--|----------------------------|--------------------------------|---------------------------|----------------|-------------------------|-----------------------------------|
|  |  |  |             |              | Yr. 1<br>2021/2<br>2 | Yr. 1<br>2022/23   |              | Yr. 2<br>2023/24   |            | Yr. 3<br>2024/2<br>5   | Yr. 4<br>2025/2<br>6   |                            |                                |                           |                |                         |                                   |
|  |  |  |             |              |                      | Target   | Actu<br>al   | Target   | Actu<br>al | Target   | Target   |                            |                                |                           |                |                         |                                   |
| satisfy the<br>need(s).                          |  |  |             |              |                      |  |              |  |            |  |  |                            |                                |                           |                |                         |                                   |
| To ensure<br>effective<br>financial<br>reporting | Engage<br>with the<br>KZNPT on<br>training<br>programs<br>for<br>Contracts<br>Manageme<br>nt, Bid<br>Committees<br>and New<br>SCM<br>Regulations | 12 x SCM<br>monthly<br>reports<br>submitted to<br>Council<br>within 10<br>working<br>days after<br>end of<br>period by<br>the 30 of<br>June 2023 | 0           | 12           | None                 | 12 x SCM<br>monthly<br>reports<br>submitted<br>to Council<br>within 10<br>working<br>days after<br>end of<br>period by<br>30 of June<br>2023 | Achiev<br>ed | 12 x SCM<br>monthly<br>reports<br>submitted<br>to Council<br>within 10<br>working<br>days after<br>end of<br>period by<br>30 of June<br>2024 | N/A        | 12 x SCM<br>monthly<br>reports<br>submitted<br>to Council<br>within 10<br>working<br>days after<br>end of<br>period by<br>30 of June<br>2025 | 12 x SCM<br>monthly<br>reports<br>submitted<br>to Council<br>within 10<br>working<br>days after<br>end of<br>period by<br>30 of June<br>2026 | Salarie<br>s<br>Budget     | Salaries<br>Budget             | UMDM                      | None           | None                    | CFO<br><br>Budget and<br>Treasury |



| Objecti<br>ve   | Strategie<br>s   | Performa<br>nce<br>Indicator   | Backl<br>og | Baseli<br>ne |   | 5 Yr. Targets (progress to date)   |                    |  |            |  |  | Budg<br>et ®<br>('000<br>) | Expendit<br>ure to<br>date (%) | Fundi<br>ng<br>Sourc<br>e | Challen<br>ges   | Remedi<br>al<br>actions            | Responsib<br>ility         |
|---|--|--|-------------|--------------|---|--|--------------------|--|------------|--|--|----------------------------|--------------------------------|---------------------------|------------------|------------------------------------|----------------------------|
|   |  |  |             |              | Yr. 1<br>2021/2<br>2  | Yr. 1<br>2022/23   |                    | Yr. 2<br>2023/24   |            | Yr. 3<br>2024/2<br>5   | Yr. 4<br>2025/2<br>6   |                            |                                |                           |                  |                                    |                            |
|   |  |  |             |              |   | Target   | Actu<br>al         | Target   | Actu<br>al | Target   | Target   |                            |                                |                           |                  |                                    |                            |
| To ensure that best practice procurement and contract management practice is applied consistently throughout the Council.           | Prioritizing critical posts to fill and Development of SCM procedure manuals   | 100% Assessment of Contracts by the 30th of June 2023                                    | N/A         | N/A          | 100% Review and management of Contracts by the 30th of June 2022                        | 100% Assessment of Contracts by 30 June 2023                                   | Achieved           | 100% Assessment of Contracts by 30 June 2024                                   | N/A        | 100% Assessment of Contracts by 30 June 2025                                   | 100% Assessment of Contracts by 30 June 2026                                   | Salaries Budget            | Salaries Budget                | UMDM                      | None             | None                               | CFO<br>Budget and Treasury |
| To develop a strategic approach to assets management by developing a GRAP Complaint Assets Register and Assets Management Processes | To ensure that the asset management function is adequately capacitated and provided with ongoing training to remain abreast with all the compliance reporting requirements | 4 x Quarterly Assets Verifications of Moveable Assets conducted by the 30th of June 2023 | NIL         | 4            | 4 x Quarterly Assets Verification of Moveable Assets conducted by the 30th of June 2022 | 4 x Quarterly Assets Verification of Moveable Assets conducted by 30 June 2023 | Partially achieved | 4 x Quarterly Assets Verification of Moveable Assets conducted by 30 June 2024 | N/A        | 4 x Quarterly Assets Verification of Moveable Assets conducted by 30 June 2025 | 4 x Quarterly Assets Verification of Moveable Assets conducted by 30 June 2026 | Salaries Budget            | Salaries Budget                | UMDM                      | Limited capacity | Key positions have been advertised | CFO<br>Budget and Treasury |

| Objecti<br>ve  | Strategie<br>s   | Performa<br>nce<br>Indicator   | Backl<br>og | Baseli<br>ne |   | 5 Yr. Targets (progress to date)                                     |            |  |            |  |  | Budg<br>et ®<br>('000<br>) | Expendit<br>ure to<br>date (%) | Fundi<br>ng<br>Sourc<br>e | Challen<br>ges | Remedi<br>al<br>actions | Responsib<br>ility             |
|--|--|--|-------------|--------------|---|--|------------|--|------------|--|--|----------------------------|--------------------------------|---------------------------|----------------|-------------------------|--------------------------------|
|  |  |  |             |              | Yr. 1<br>2021/2<br>2  | Yr. 1<br>2022/23   |            | Yr. 2<br>2023/24   |            | Yr. 3<br>2024/2<br>5   | Yr. 4<br>2025/2<br>6   |                            |                                |                           |                |                         |                                |
|  |  |  |             |              |   | Target   | Actu<br>al | Target   | Actu<br>al | Target   | Target   |                            |                                |                           |                |                         |                                |
| To develop a strategic approach to assets management by developin g a GRAP Complaint Assets Register and Assets Managem ent Processe s | To ensure that the asset managem ent function is adequately capacitated and provided with ongoing training to remain abreast with all the compliance reporting requirement s | 1 x Annual Assets Verification of Immoveable Assets by the 30th of June 2023 | NIL         | 1            | 1 x Annual Assets Verification of Immoveabl e Assets by the 30th of June 2022 | 1 x Annual Assets Verification of Immoveabl e Assets by 30 June 2023 | Achiev ed  | 1 x Annual Assets Verification of Immoveabl e Assets by 30 June 2024 | N/A        | 1 x Annual Assets Verification of Immoveabl e Assets by 30 June 2025 | 1 x Annual Assets Verification of Immoveabl e Assets by 30 June 2026 | Salarie s Budget           | Salaries Budget                | UMDM                      | None           | None                    | CFO<br><br>Budget and Treasury |

**KPA 5 Good Governance and Public Participation (Municipal Managers Office)**

| Objective   | Strategi<br>es  | Performa<br>nce<br>Indicator  | Back<br>log | Basel<br>ine |   | 5 Yr. Targets (progress to date)  |  |   |            |   |   | Budget<br>® ('000) | Expendi<br>ture to<br>date<br>(%) | Fund<br>ing<br>Sour<br>ce | Challe<br>nges                            | Reme<br>dial<br>action<br>s  | Responsi<br>bility                                 |
|---|---|---|-------------|--------------|---|---|--|---|------------|---|---|--------------------|-----------------------------------|---------------------------|---|--|--|
|   |   |   |             |              | Yr. 1<br>2021/<br>22  | Yr. 2<br>2022/23  |  | Yr. 3<br>2023/24  |            | Yr. 4<br>2024/2<br>5  | Yr. 5<br>2025/2<br>6  |                    |                                   |                           |   |  |  |
|   |   |   |             |              |   | Target  | Actual   | Target  | Act<br>ual | Target  | Target  |                    |                                   |                           |   |  |  |
| To develop a New credible 5 year (5th Generation) Integrated Development Plan as strategic plan to guide development in the District for the new term of council.                             | To develop annual operational plans to guide the IDP developm ent and reviews | Adoption of the Final IDP for 2023/24 by 31 May 2023                      | 1           | 0            | Adopted Final IDP 2022/23 by 31st May 2022  | Adopted Final IDP 2023/24 by 31st May 2023                                | Final IDP 2023/24 by 30th May 2023   | Adopted Final IDP 2024/25 by 31st May 2024  | N/A        | Adopted Final IDP 2025/26 by 31st May 2025                      | Adopted Final IDP 2026/27 by 31st May 2026                      | R270 000,00        | Salaries budget                   | UMD M                     |   |  | Municipal Manager<br><br>Municipal Managers Office |
| Development of a Water Services Development Plan to guarantee water security and implementation of strategies to promote access to basic water services to uMgungundlovu District Communities | Implemen tation of the Water Services Developm ent Plan                       | Review of Water Services Development Plan (WSDP) by the 30th of June 2023 | N/A         | N/A          | Review and adoption of Water Services Developm ent Plan (WSDP) by the 30th of June 2022 | Review of Water Services Development Plan (WSDP) by the 30th of June 2023 | Appointme nt of the service provider to review the WSDP has been done and review has not been done | Review of Water Services Developm ent Plan (WSDP) and submit to Council for approval by the 30th of June 2024 | N/A        | Annual update of the WSDP and submit it to Council for approval | Annual update of the WSDP and submit it to Council for approval | R1 150 000,00      | Salaries budget                   | UMD M                     | Late appoint ment of the service provider | Final complet ion of review will be during the 23/24 financia l year | Municipal Manager<br><br>Municipal Managers Office |

| Objective   | Strategies  | Performance Indicator  | Backlog | Baseline | 5 Yr. Targets (progress to date)   |   |                                  |   |        |   | Budget<br>® ('000)                              | Expenditure to date (%) | Funding Source  | Challenges | Remedial actions | Responsibility   |
|---|---|--|---------|----------|--|---|----------------------------------|---|--------|---|---|-------------------------|-----------------|------------|------------------|--|
|   |   |  |         |          | Yr. 1<br>2021/<br>22   | Yr. 2<br>2022/23  |                                  | Yr. 3<br>2023/24  |        | Yr. 4<br>2024/25                                | Yr. 5<br>2025/26                                |                         |                 |            |                  |  |
|   |   |  |         |          |  | Target  | Actual                           | Target  | Actual | Target  | Target  |                         |                 |            |                  |  |
| To provide access to sustainable quality drinking water | Implementation of the Water Services Development Plan   | 2000 indigent households provided with access to free basic water services by 30 June 2023 | 8452    | 1548     | 900 indigent households provided with access to basic water services by 30 June 2022 | 2000 x indigent households with access to free basic water services by 30 June 2023 |                                  | 2000 x indigent households with access to free basic water services by 30 June 2023 | N/A    | Verification of indigent register               | Verification of indigent register               | Salaries budget         | Salaries budget | UMDM       |                  | Municipal Manager<br><br>Municipal Managers Office             |
| To provide legal support services to the organization   | Provision of pro-active legal and administrative solution-driven services to both the Council and the Administrative arm of the municipality. | 4X Disciplinary Boards by the 30th of June 2023  | 4       | 0        | 3X Disciplinary Boards by the 30th of June 2022                                      | 4X Disciplinary Boards by the 30th of June 2023                                     | 4X Disciplinary Boards conducted | 4X Disciplinary Boards by the 30th of June 2024                                     | N/A    | 4X Disciplinary Boards by the 30th of June 2025 | 4X Disciplinary Boards by the 30th of June 2026 | R7 500 000,00           | #####<br>###    | UMDM       | None             | None<br><br>Municipal Manager<br><br>Municipal Managers Office |

| Objective   | Strategies   | Performance Indicator  | Back log | Baseline | 5 Yr. Targets (progress to date)  |  |  |  |        |  | Budget<br>® ('000)   | Expenditure to date (%) | Funding Source | Challenges | Remedial actions | Responsibility  |
|---|--|--|----------|----------|---|--|--|--|--------|--|--|-------------------------|----------------|------------|------------------|---|
|   |  |  |          |          | Yr. 1<br>2021/<br>22  | Yr. 2<br>2022/23   |  | Yr. 3<br>2023/24   |        | Yr. 4<br>2024/25   | Yr. 5<br>2025/26   |                         |                |            |                  |   |
|   |  |  |          |          |   | Target   | Actual   | Target   | Actual | Target   | Target   |                         |                |            |                  |   |
| To provide legal support services to the organization                           | Provision of proactive legal and administrative services to both the Council and the Administrative arm of the municipality. | 4x Quarterly reports on legal services submitted to Council by 30 June 2023  | 4        | 0        | 4x Quarterly reports on legal services submitted to Council by 30 June 2022                             | 4x Quarterly reports on legal services submitted to Council by 30 June 2023  | 4x Quarterly reports on legal services submitted to Council  | 4x Quarterly reports on legal services submitted to Council by 30 June 2023  | N/A    | 4x Quarterly reports on legal services submitted to Council by 30 June 2025  | 4x Quarterly reports on legal services submitted to Council by 30 June 2026  |                         |                |            |                  | Municipal Manager<br><br>Municipal Managers Office            |
| To ensure a safe environment for all municipal employees, councilors and assets | Implementation of the security policy  | 100% Provision of a safe environment for all municipal employees, councilors, and assets as per user Department request/assessment by 30 June 2023 | N/A      | N/A      | 100% Provision of a safe environment for all municipal employees, councilors and assets by 30 June 2022 | 100% Provision of a safe environment for all municipal employees, councilors, and assets as per user Department request/assessment by 30 June 2023 | 100% Provision of a safe environment for all municipal employees, councilors, and assets as per user Department request/assessment | 100% Provision of a safe environment for all municipal employees, councilors, and assets as per user Department request/assessment by 30 June 2024 | N/A    | 100% Provision of a safe environment for all municipal employees, councilors, and assets as per user Department request/assessment by 30 June 2025 | 100% Provision of a safe environment for all municipal employees, councilors, and assets as per user Department request/assessment by 30 June 2026 | R7 814 000,00           | 12 077 362.30  | UMDM       | N/A              | N/A<br><br>Municipal Manager<br><br>Municipal Managers Office |

| Objective  | Strategi<br>es   | Performa<br>nce<br>Indicator   | Back<br>log | Basel<br>ine        | 5 Yr. Targets (progress to date)  |   |  |   |            |   |   | Budget<br>® ('000) | Expendi<br>ture to<br>date<br>(%) | Fund<br>ing<br>Sour<br>ce | Challe<br>nges | Reme<br>dial<br>action<br>s | Responsi<br>bility                                 |
|--|--|--|-------------|---------------------|---|---|--|---|------------|---|---|--------------------|-----------------------------------|---------------------------|----------------|-----------------------------|--|
|  |  |  |             |                     | Yr. 1<br>2021/<br>22  | Yr. 2<br>2022/23  |  | Yr. 3<br>2023/24  |            | Yr. 4<br>2024/2<br>5  | Yr. 5<br>2025/2<br>6  |                    |                                   |                           |                |                             |  |
|  |  |  |             |                     |   | Target  | Actual   | Target  | Act<br>ual | Target  | Target  |                    |                                   |                           |                |                             |  |
| To maintain an organizational performance management system as a tool to monitor performance, evaluate and report on service delivery programs | Implemen<br>tation of<br>the perform<br>ance manage<br>ment system<br>policy | Approval of the Organisation al Service Delivery and Budget Implementati on Plan 23/24 by the Mayor on or before 30 June 2023          | N/A         | SDBIP 22/23         | Approval of the organisati onal service delivery and budget implemen tation plan 22/23 by the mayor by 30 June 2022 | Approval of the Organisation al service delivery and budget implementation on plan 23/24 by the mayor on or before 28 June 2023 | Draft SDBIP 2023/24 has been approved by the Mayor on the 31 <sup>st</sup> March 2023  | Approval of the Organisati onal service delivery and budget implement ation plan 24/25 by the mayor on or before 28 June 2024     | N/A        | Approval of the Organisati onal service delivery and budget implement ation plan 25/26 by the mayor on or before 28 June 2025     | Approval of the Organisati onal service delivery and budget implement ation plan 26/27 by the mayor on or before 28 June 2026     | Salaries           | Nil                               | UMD M                     | None           | None                        | Municipal Manager<br><br>Municipal Managers Office |
| To maintain an organizational performance management system as a tool to monitor performance, evaluate and report on service delivery programs | Implemen<br>tation of the perform<br>ance manage<br>ment system<br>policy    | Tabling of the Annual report to Council by 30 January 2023, And Adoption of the Municipal oversight report by council by 31 March 2023 | N/A         | Annual Report 20/21 | Adoption of the oversight report by council by the 31st March 2022  | 1x Annual report tabled to council by 30 Jan 2023 And Adoption of the oversight report by council by the 31st of March 2023     | Draft Annual Report 21/22 was tabled and noted by Council on 31 January 2023<br><br>Oversight report on Annual Report 21/22 was adopted by Council | 1x Annual report 22/23 tabled to council by 31 Jan 2024 and Adoption of the oversight report by council by the 31st of March 2024 | N/A        | 1x Annual report 23/24 tabled to council by 31 Jan 2025 and Adoption of the oversight report by council by the 31st of March 2025 | 1x Annual report 24/25 tabled to council by 31 Jan 2026 and Adoption of the oversight report by council by the 31st of March 2026 | Salaries           | Nil                               | UMD M                     | None           | None                        | Municipal Manager<br><br>Municipal Managers Office |

| Objective   | Strategi<br>es   | Performa<br>nce<br>Indicator  | Back<br>log | Basel<br>ine |                      | 5 Yr. Targets (progress to date) |        |   |            |   |   | Budget<br>® ('000) | Expendi<br>ture to<br>date<br>(%) | Fund<br>ing<br>Sour<br>ce | Challe<br>nges | Reme<br>dial<br>action<br>s | Responsi<br>bility  |
|---|--|---|-------------|--------------|----------------------|----------------------------------|--------|---|------------|---|---|--------------------|-----------------------------------|---------------------------|----------------|-----------------------------|---|
|   |  |   |             |              | Yr. 1<br>2021/<br>22 | Yr. 2<br>2022/23                 |        | Yr. 3<br>2023/24  |            | Yr. 4<br>2024/2<br>5  | Yr. 5<br>2025/2<br>6  |                    |                                   |                           |                |                             |   |
|   |  |   |             |              |                      | Target                           | Actual | Target  | Act<br>ual | Target  | Target  |                    |                                   |                           |                |                             |   |
| To maintain an organizational performancemanagement system as a tool to monitor performance, evaluate and report on service delivery programs | Implemen<br>tation of<br>the perform<br>ance managem<br>ent system<br>policy | 4 Quarterly Performance Reports tabled to Council for the 2023/24 Financial Year by June 2024 | N/A         | 3            | N/A                  | N/A                              | N/A    | 4 Quarterly Performan<br>ce Reports tabled to Council for the 2023/24 Financial Year by June 2024 | N/A        | 4 Quarterly Performan<br>ce Reports tabled to Council for the 2023/24 Financial Year by June 2025 | 4 Quarterly Performan<br>ce Reports tabled to Council for the 2023/24 Financial Year by June 2026 | Salaries budget    | N/A                               | UMD<br>M                  | N/A            | N/A                         | Municipal<br>Manager<br><br>Municipal<br>Managers<br>Office |

### KPA 6 Cross Cutting Interventions

| Objectiv<br>e   | Strategi<br>es | Performa<br>nce<br>Indicator  | Backlog | Baseli<br>ne | 5 Yr. Targets (progress to date)  |   |   |                  |            |                      | Budget<br>® ('000) | Expendit<br>ure to<br>date (%) | Fund<br>ing<br>Sourc<br>e | Challen<br>ges | Remed<br>ial<br>actions   | Responsib<br>ility  |  |
|---|----------------|---|---------|--------------|---|---|---|------------------|------------|----------------------|--------------------|--------------------------------|---------------------------|----------------|---|---|--|
|   |                |   |         |              | Yr. 1<br>2021/<br>22  | Yr. 1<br>2022/23  |   | Yr. 2<br>2023/24 |            | Yr. 3<br>2024/<br>25 |                    |                                |                           |                |   |   | Yr. 4<br>2025/<br>26                           |
|   |                |   |         |              |   | Target  | Actual  | Target           | Actu<br>al | Target               |                    |                                |                           |                |   |   | Target   |
| To<br>effectively<br>adapt and<br>manage<br>unavoidab<br>le and<br>potential<br>damaging<br>climate<br>change<br>impacts,<br>through<br>interventio<br>ns that<br>build and<br>sustain<br>South<br>Africa,<br>economic<br>and<br>environme<br>ntal<br>resilience<br>and<br>emergenc<br>y<br>response<br>capacity. | None           | A tested<br>and<br>Functional<br>early<br>warning<br>System by<br>30 June<br>2023   | 3       | 0            | 4 x<br>Functiona<br>l early<br>warning<br>systems<br>for fire,<br>flooding<br>and<br>lightening | 4x<br>Functiona<br>l early<br>warning<br>systems<br>for fire,<br>flooding<br>and<br>lightening<br>by 30<br>June<br>2023   | 2 Report<br>submitted   | N/A              |            | N/A                  | N/A                | R7,000,00<br>0.00              | 0                         | UKZN           | Delays of<br>the<br>service<br>providers<br>in<br>submitting<br>the<br>reports  | A<br>meeting<br>has been<br>held with<br>the<br>service<br>providers<br>to submit<br>reports<br>timeuosly | HOD<br>Economic<br>Development<br>and Planning |
|   | None           | 2x<br>Conceptual<br>Design<br>Report on<br>Climate<br>Proof<br>Project<br>"submitted<br>to UMDM<br>by UKZN<br>and<br>construction<br>of 300<br>climate<br>proof<br>settlements<br>by 31 March<br>2022 | 4       | 0            | Appointm<br>ent of a<br>Service<br>Provider<br>to UMDM<br>by UKZN<br>by 30<br>June<br>2022      | 2x<br>Conceptu<br>al Design<br>Report on<br>Climate<br>Proof<br>Project<br>"submitt<br>ed to<br>UMDM<br>by UKZN<br>and<br>constructi<br>on of 300<br>climate<br>proof<br>settlemen<br>ts by 31<br>March<br>2022 | No reports<br>has been<br>received<br>from the<br>project<br>partners<br>(UKZN) as<br>the<br>contractors<br>were<br>appointed<br>through<br>them. | N/A              |            | N/A                  | N/A                |                                |                           | UKZN           | Contractor<br>s don't<br>submit<br>reports<br>with their<br>consultant<br>s.<br>UKZN<br>hasn't<br>received<br>from<br>contractor<br>s | Appointm<br>ent of<br>new<br>contractor<br>s will be<br>made  | HOD<br>Economic<br>Development<br>and Planning |



| Objectiv<br>e   | Strategi<br>es  | Performa<br>nce<br>Indicator  | Backlog  | Baseli<br>ne |   | 5 Yr. Targets (progress to date)  |  |  |            |   |  | Budget<br>® ('000) | Expendit<br>ure to<br>date (%) | Fundi<br>ng<br>Sourc<br>e | Challen<br>ges   | Remed<br>ial<br>actions   | Responsib<br>ility           |
|---|---|---|--|--------------|---|---|--|--|------------|---|--|--------------------|--------------------------------|---------------------------|--|---|------------------------------|
|   |   |   |  |              | Yr. 1<br>2021/<br>22  | Yr. 1<br>2022/23  |  | Yr. 2<br>2023/24   |            | Yr. 3<br>2024/<br>25  | Yr. 4<br>2025/<br>26   |                    |                                |                           |  |   |                              |
|   |   |   |  |              |   | Target  | Actual   | Target   | Actu<br>al | Target  | Target   |                    |                                |                           |  |   |                              |
|   | None  | 250x<br>Community<br>members<br>capitated in<br>climate<br>change<br>within<br>project sites<br>by 30 June<br>2023  | 0  | 0            | 250<br>communit<br>y<br>members<br>capitated<br>ed in<br>climate<br>change<br>awarenes<br>s by 30<br>June<br>2022   | 250<br>communit<br>y<br>members<br>capacitat<br>ed in<br>climate<br>change<br>awarenes<br>s by 30<br>June<br>2023   | 1703<br>people<br>capacitated  | N/A  |            | N/A   | N/A  |                    | UKZN                           | N/A                       | N/A  | HOD<br>Economic<br>Development<br>and Planning  |                              |
| To provide<br>a secured<br>and<br>functional<br>disaster<br>managem<br>ent centre | Establish<br>the<br>disaster<br>manage<br>ment<br>center,<br>promote<br>disaster<br>awarenes<br>s and<br>take<br>effective<br>action<br>during<br>disasters | Secure<br>land, 100%<br>of feasibility<br>study<br>conducted,<br>prelim +<br>detailed<br>design<br>completed<br>and<br>approval,<br>design<br>report, BP<br>preparation<br>and<br>approval<br>and draft<br>tender<br>documents<br>completed<br>by 30 June<br>2023 | District<br>Disaster<br>Manage<br>ment<br>Centre | 0            | 2x<br>progress<br>Report on<br>the<br>constructi<br>on of the<br>Disaster<br>Manage<br>ment<br>Centre by<br>30th June<br>2022 to<br>1x<br>progress<br>Report on<br>the<br>constructi<br>on of the<br>Disaster<br>Manage<br>ment<br>Centre by<br>30th June<br>2022 | Land<br>secured,1<br>00 % of<br>feasibility<br>study<br>conducte<br>d,<br>prelim +<br>detailed<br>design<br>complete<br>d and<br>approval,<br>design<br>report,<br>Business<br>Plan<br>preparati<br>on and<br>approval<br>complete<br>d by 30<br>June<br>2023 | Service<br>Provider(s)<br>appointed<br>to attend<br>to the<br>SPLUMA<br>application<br>to the<br>Mkhambath<br>ini<br>Municipality<br>for the<br>consolidatio<br>n of Erven<br>29 and 125<br>Camperdow<br>n and the<br>re-zoning of<br>Erf 125 to<br>allow<br>consolidate<br>d Erf to be<br>transferred<br>to the<br>uMgungund<br>lovu District | Pre-<br>constructio<br>n phase<br>(land<br>acquisition<br>, land<br>survey,<br>conveyanc<br>ing,<br>feasibility<br>study,<br>geotechnic<br>al survey,<br>drawings /<br>designs<br>and<br>obtaining<br>building<br>permits)<br>completed<br>by June<br>2024 |            | Internal<br>funding to<br>co-fund<br>the<br>constructi<br>on of the<br>Disaster<br>Centre<br>ringfence<br>d,<br>External<br>fundiing<br>to co-<br>fund the<br>constructi<br>on of the<br>Disaster<br>Manage<br>ment<br>Centre<br>secured<br>by 30<br>June<br>2025 | Construct<br>ion site<br>cleared /<br>prepared,<br>project<br>scope<br>laid out,<br>Building<br>Contracto<br>r<br>appointed<br>by 30<br>June<br>2026 | R1 000<br>000,00   | None                           | UMDM                      | Feasibility<br>study and<br>designs<br>will<br>commenc<br>e once the<br>registratio<br>n process<br>of land<br>transfer<br>and<br>registratio<br>n is<br>completed | To do<br>feasibility<br>study<br>and<br>designs<br>during<br>the 23/24<br>financial<br>year | HOD<br>Community<br>Services |

| Objective   | Strategies  | Performance Indicator   | Backlog | Baseline | 5 Yr. Targets (progress to date)  |  |   |                  |        |                      |                      | Budget<br>® ('000) | Expenditure to date (%) | Funding Source | Challenges | Remedial actions | Responsibility         |
|---|---|---|---------|----------|---|--|---|------------------|--------|----------------------|----------------------|--------------------|-------------------------|----------------|------------|------------------|------------------------|
|   |   |   |         |          | Yr. 1<br>2021/<br>22  | Yr. 1<br>2022/23   |   | Yr. 2<br>2023/24 |        | Yr. 3<br>2024/<br>25 | Yr. 4<br>2025/<br>26 |                    |                         |                |            |                  |                        |
|   |   |   |         |          |   | Target   | Actual  | Target           | Actual | Target               | Target               |                    |                         |                |            |                  |                        |
| To prepare the Disaster Management Policy Framework | Establish the disaster management center, promote disaster awareness and take effective action during disasters | Prepare and submit the Disaster Management Policy Framework for Council approval by 31 March 2023 | 1       | 0        | N/A   | 1 x Disaster Management Policy Framework submitted for Council Approval by 31 March 2023 | 1 x Disaster Management Policy Framework submitted for Council Approval on the 06 October 2022              | N/A              |        | N/A                  | N/A                  | 0                  | None                    | UMDM           | None       | None             | HOD Community Services |
| To update the Disaster Management Plan              | Establish the disaster management center, promote disaster awareness and take effective action during disasters | Update and submit the Disaster Management Plan for Council approval by 30 September 2022          | 1       | 0        | 1st draft disaster management plan submitted to portfolio committee by 30 June 2022 | Update and submit 1 x Disaster Management Plan for Council approval by 30 September 2022 | Disaster Management Plan has been updated and submitted to Council for approval on the 2nd of December 2022 | N/A              |        | N/A                  | N/A                  | 0                  | None                    | UMDM           | None       | None             | HOD Community Services |

## CHAPTER F: FINANCIAL PLAN

Municipal Councils and the Mayor specifically, are the custodians of public money and legislation places a huge responsibility on our shoulders to accrue and expend public money.

The MFMA S52, inter alia, states: The Mayor of a Municipality:

(a) MUST provide general political guidance over the fiscal and financial affairs of the municipality – no choices, MUST

(b) In providing such general political guidance, may monitor and, to the extent provided in this Act, OVERSEE the exercise of responsibilities assigned to the Accounting Officer, but MAY NOT interfere in the exercise of those responsibilities

(c) MUST take all reasonable steps to ensure that the Municipality performs its constitutional and statutory functions within the limits of the Municipality's approved budget

statutory functions within the limits of the Municipality's approved budget

Over the years many mechanisms have been put in place to ensure compliance, checks and balances to monitor and evaluate how Councils expend the public finances.

Ethical business processes are the cornerstone of a corruption free government.

The revenue framework for the 2023/24 financial year is estimated at R1.603 billion and projected to increase to R1.766 billion over the MTREF period ending 2025/2026.

The expenditure framework is proposed at R1.275 billion for the 2023/24 financial year where a significant portion of the budget relates to allocations for the enhancement and delivery of basic services. The expenditure framework is anticipated to increase to R1.368 billion in the medium-term ending 2025/26 with basic service delivery at the forefront, demonstrating the municipality's commitment to improve the lives of communities within the district.

Local Government is a legally regulated environment but most importantly it derives its mandate from the Constitution itself hence one would like to remind fellow Councillors and Senior Management of our Municipality about the legislative framework which should guide our planning and budgeting priorities throughout our term of Office. Section 152 of the Constitution, states that the objectives of local government are:

1. To provide democratic of services and accountable government for local communities
2. To ensure the provision of services to communities in a sustainable manner
3. To promote social and economic development
4. To promote a safe and healthy environment and
5. To encourage the involvement of communities and community organisations in the matters of local government.

Fellow Councillors, the above is important as these have to reflect in the IDP, which in turn informs the Budget and translates into the high-level Service Delivery Budget Implementation Plan (SDBIP). We wish

to assure our communities that a close scrutiny of our IDP and Budget will demonstrate that our priorities are anchored on our constitutional mandate. Section 27 (1) of the Municipal Systems Act 2000 (Act 32 of 2000) states that, “Each district municipality, within a prescribed period after the start of its elected term and after following a consultative process with the local municipalities within its area, must adopt a framework for integrated development planning in the area as a whole”.

Madam Speaker, this Council adopted a draft IDP and Budget on 31 March 2022 and those became the basis of consultation with our community structures across our local municipalities. We have produced a well consulted IDP and Budget which reflect the wishes and aspirations of our people in uMgungundlovu District. We can confidently indicate that Our IDP and Budget are in line with the national and provincial legislation, policies, programmes and strategies.

Fellow Councillors, in terms of Section 84 of the Municipal Systems Act, the District Municipality is assigned with the following tasks:

- Integrated Development Planning;
- Water and Sanitation;
- Municipal Health Services;
- Solid waste disposal
- Regulation of passenger transport services;
- Fire Fighting Services;
- Promotion of local tourism;
- Fresh produce markets and abattoirs;
- Control of cemeteries and crematoria servicing a major proportion of the district area;
- Municipal public works relating to the above functions.

It is against this background that our IDP, the Budget and Organisational Structure by and large are aligned to this legislative framework, and this should be the case for the duration of our term of Office.

We remain steadfastly committed to Building better communities together, we cannot veer away from the commitments we made to our people before the 1 November 2021 Local Government Elections, and we remain resolute on those commitments.

Che Guevara educates us as public representatives and leaders when he says, “The true revolutionary is guided by a great feeling of love. It is impossible to think of a genuine revolutionary lacking this quality.” I would like to paraphrase this by saying it is impossible to think of a genuine public representative who lacks love for her or his communities particularly the poor and the downtrodden. It is that deep feeling of love for our communities that has only caused us to agree on a minimal increase of our tariffs, in relation to water and sanitation, there is going to be only 8% increase and only 7% increase in relation to environmental and emergency services tariffs. This is in spite of the 9% increase in relation to Umngeni Water Tariffs and 18.7 % hike in relation to Eskom Tariffs.

We have also increased the number of our people who will receive Free Basic Water Services, which is 6 kilolitres, when this Admission got into office in November 2021, our indigent register was just under 1000

but we have since increased the numbers to 6001. Just over R10 million is set aside to subsidise the most vulnerable in our communities. We would ultimately like to have a minimum of 10 000 in our indigent register, the levels of unemployment and poverty in our District suggest that we can achieve this target.

We must hasten to mention that our LED Unit must work closely with them with the view to link them to economic opportunities so that they will be able to exit this intervention moving forward. We do not want to create dependency on government, but we must respond to harsh economic realities.

Our manifesto committed us to developing accessible participatory budgeting systems in which communities and all social partners can actively participate in.

Madam Speaker, we wish to assure the communities of uMgungundlovu that our commitment to the Freedom Charter remain unshaken particularly as it directs that 'The People Shall Govern ' ,

People can only feel that they are part of governing only when they can meaningfully participate in the planning and budgeting processes.

We can confidently indicate that we interacted with our communities across the length and breadth of this District. In that process we interacted with Farm Dwellers, Business Leaders, the disabled people, civil society organisations, ward communities and our Amakhosi.

We embarked on this extensive consultative process primarily because we had to solicit the views of our people on the draft IDP and the draft budget for 2023/2024.

Singasho ukuthi lesisabelo zimali siwumphumela wemibono yabantu Bonke base Mgungundlovu. Uma bebona lesisabelo mali abantu base Nkanyezini , Manzanymama , Kwanyavu , Makholweni, Ngilanyoni , Nhlazuka , Moyeni , Kwashoba , Hopewell , grater Indaleni, Nadi , Efaye ,Ozwathini , Mpolweni , Trusteed, Mpolweni , Ekupholeni kwa Swayimane, Lidgeton, Mpophomeni , Nottingham, Rosetta, Ntuli Farm, kwa Mathwanya , Bruntville , Nhlabamkhosi ,Loteni ,Nguga,, Brington, Gomane , babona Isabelo mali sabo ngenxa yokuthi ngaphakathi kuka April and May 2023 sihambele izimbizo zomasipala abskhele lesifunda saseMgungundlovu sibika ngohlahlo mail siphunde sithathe imibono yemi Mphakathi yethu.

We can once more confidently indicate that we widely consulted on this budget, it represents the views and aspirations of our people.

In light of the fact that our manifesto makes a commitment that our municipalities will be financially viable, our efforts to generate revenue and improve revenue collection are not relenting. It is certainly on the strength of this commitment that revenue enhancement programme is in place and reported on monthly. The current economic conditions in our country which are impacted upon by the dynamics at play in the global economy in most instances militates against our efforts. The norm of 95% remains our evasive target but the under current circumstances 50% can be practically achieved.

We must indicate that in the current financial year (2022/2023) our cash coverage ratio has consistently been above 90 days. We have also been able make short term investments where interest earned is directed to service delivery interventions.

We committed to improving the provision of Water, Sanitation and Sewerage infrastructure and significantly reduce water leaks to our communities through working with national and provincial governments, to give effect to this commitment in relation to water and sanitation, our undivided attention is focused on uMshwathi, Umngeni, Mpofana, Impendle, Mkhambathini and Richmond local municipalities where we are a Water Services Authority. Across these six municipalities we are going to spend just over R215 million on water and sanitation projects from our MIG and WSIG allocation.

Through this allocation we will be able to complete the multi-year projects and embark on new projects. Infrastructure grant allocation of R212.8m through DoRA, consisting of MIG (R122.m) and WSIG (R90.6m) funding, R197.8m allocated to water projects and R15m allocated to sanitation projects. In responding to the communities' inputs acquired through the IDP Izimbizo's, there has been some adjustments on our capital programme.

Quick-win initiatives received an increase of more than R10 million and sanitation project was over R15 million. This budget will see the final completion of the Greater Efaye Reticulation Scheme Phase 4, which is 88% complete, Mpolweni Water Supply, which is 68% complete, and Nkanyezini Water Supply, which is 65% complete, are the three main projects that will continue into FY2023/2024, and they are all making excellent progress on site. The implementation on the ground followed a phased strategy, enabling each completed phase to be commissioned and for people to receive water. New projects in the district include the Mpofana secondary bulk water pipeline, the Impendle water supply pipeline, and approximately thirty-five separate schemes with production boreholes and five spring developments. In order to dispel the myth that the district does not allocate funds within uMngeni LM, funds have been allocated and implemented by Umngeni Water for bulk services to benefit the district. R510 million has been allocated for the district's bulk water and wastewater treatment works project. These funds will be used to implement projects that will benefit Umngeni LM (R406m, or 79%), Impendle LM (R104m, or 20%), and Mpofana LM (R6m, or 1%). We committed increase the number of boreholes and water static tanks in communities where bulk water infrastructure is yet to be delivered and rehabilitate water pump stations and waste water treatment plants and improve water reticulation with the view to ensure that we increase the number of people who access water in the comfort of their own homes. To give effect to this commitment we have set aside just over R25.4 million for the Boreholes and Spring Protection Programme in 2023/2024 financial year. Umngeni Water is currently implementing some water and sanitation projects in our District. They have just completed a thirteen kilometres pipeline from Spring-grove Dam to Bruntville as well as a twelve mega litre Reservoir in Bruntville. This is beneficial to parts of ward 2, 3 and 5, this was commissioned a month ago in the presence of Minister Senzo Mchunu. Mpophomeni Waste Water Treatment Works is about to be completed, it's over 80% complete , 6 wards will benefit from the completion and commissioning of this project There Hilton Waste Water Works are also implemented by Umngeni Water on our instructions and the combined project values are: Umngeni Water will in the near future implement the Vulindlela Bulk Water Scheme which will benefit 6 wards of Umngeni Municipality , the areas like Haza , kwa Chief , Dulela , Mpophomeni , Nguga will be relieved from intermittent water supply . The project

value in the current phase is just over R200 million, the appointed contractor will be introduced to communities in the near future. There are two Regional Bulk water projects which are at planning and designing stages in Impendle that Umngeni Water is currently handling for us, one will benefit ward 1 that is all the areas between Inzinga and Loteni and the other one will benefit 4 wards (2, 3, 4 & 5) and will cost around R450 million. We have set aside R10 million as UMDM for planning and designing the reticulation programme for ward one project which is currently at an advance stage of planning and designing by Umngeni Water. Our discussions with Umngeni and the Department of Water and Sanitation are progressing with regards to Upgrading Greater Indaleni Bulk Water Scheme, it should have ten mega litre reservoir and benefit wards 1, 2, 6 & 7. Upgrading Mbuthisweni Pump station occupies our utmost attention as well so that Nhlazuka communities should not continue to suffer intermittent water supply. Rural Sanitation programme: We have set aside R15 million for 2023/2024 financial year. We must however indicate that that we need R5.6 billion to completely roll back our water and sanitation backlogs in this District. This will ensure that we roll out bulk water and sanitation Infrastructure across the District particularly in areas where there are no yard connections and where we are currently servicing our people through water tankers. Water

security for households and businesses is key in our District. The District Development Model which comprises collaborative work of all spheres of government should play a catalytic role in this regard., in particular we need support from the Department of Water and Sanitation as well as COGTA. Our Technical Services Department has been directed to put together detailed business plans for all the areas with no bulk water and sanitation infrastructure and submit those to the Department of Water and Sanitation for registration and approval. Madam Speaker, we have made very good strides in terms of our financial management. We have been able to produce a funded budget, and we have increased our collection rate to over 60%. Operation “Clean Bill” and the “Revenue Enhancement Drive” are yielding results, and helping us to achieve three very important goals, which are: • To clean database of our customers. • Reduce our debtors’ book by removing customers who earn less than R5000, and register them as indigent, which will significantly increase our indigent register, and therefore: • Receive a bigger slice of the equitable share from National Government. One of the most important aspects of this achievement, which is still work in progress, is the culmination of provision of leadership by governance structures within the municipality, which were established to oversee, monitor and influence compliance, and those include: • Various Portfolio Committees • The Municipal Public Accounts Committee (MPAC) • The Audit Committee • The Audit Steering Committee and, • Well-structured Bid Committees

The work continues between us and the Office of the Auditor General to ensure that we produce a positive audit outcome as we wish not to regress to any lower bar than we last achieved, which was that of an unqualified outcome. The budget that we are presenting here is informed by the inputs solicited from various stakeholders during the consultation processes, guided by practical prioritisation, and determined by the realities of our resource capacity. We are presenting a budget that took all factors into consideration. We also need to be honest to ourselves that the state of the economy made it very difficult to put this budget together. The municipality has also under these trying circumstances strived to put together a realistic, credible and funded budget. It is a budget that is carefully crafted to ensure we respond to the immediate needs given our financial realities.

As the District, in consultation with local municipalities, we strived to ensure that the budget we present today is “the people’s budget” which is pro-poor and seeks to achieve the objectives of the municipality. It was prepared in terms of the National Treasury Guidelines, MFMA and the Municipal Budgeting and Reporting Regulations.

Madam Speaker, a good education and development through skills training is a foundation for a better future. The budget for the new financial year for skills and development is R 3.4 million. The UMDM corporate services department allocation for the 2023/24 financial year is 7% (R 85.6 million) of the total municipal budget where a portion of such allocation is for purposes of providing education, skills development and training programmes to learners and unemployed youth throughout the district.

One of the primary focus areas of the department is on improved education outcomes and providing learning and skill opportunities to develop the child and disadvantaged youth holistically.

The main cost driver for this department is compensation of employees where 36% of the total departmental budget is allocated to this category. The budget also provides for the upgrade of ICT infrastructure and acquisition of IT equipment such as hardware and will also upgrade servers and data lines to ensure that the Municipality is functioning at full capacity at all times, more so with the load shedding causing major disruptions in our information communication technology and the functioning of our call centres and customer centres respectively.

The Corporate services department is also finalizing the Municipalities new Workplace Skills Plan. It will be submitted to LGSETA at the end of April 2023.

As for targeted Local Municipalities, we always strive to equally rotate training programmes and or internships.

The only time when we are specific to a certain Council is when we have an external funder who specifically requests that the funding be allocated to that specific said Council.

With specific reference to learnerships, the Municipality would channel the funds according to the specific focus area in that Municipality e.g., crop plantation, the resources would be channelled towards municipal areas with an interest and focus on agriculture need to get to the people that are interested in planting.

### **PLANNED TRAINING AND SKILLS DEVELOPMENT FOR 2023**

- Peace Officer (Environmental Health)
- VIP
- Excel Training
- First AID
- Municipal Finance Management Programme
- Computer Networking
- Fire Fighters Advanced Coursed
- Contact Centre
- Local Government Accounting
- Advanced Local Government Accounting
- Wastewater treatment
- Leadership Development



➤ Project Management

➤ OTDP

Following the improvement in the funding status of the municipal budget in the 2022/23 financial year, a number of programmes that had been shelved for several years have been incorporated into the 2023/24 budget as to benefit the communities within the district as follows:

a) Financial relief programmes

- Subsidising the poor through the continued indigent registration drive
- The allocation is based on the verified indigent applicants.

b) Social programmes at a total allocation of R7.3 million

- Community programmes to address the high HIV/AIDS rate in the District;
- Community programmes to address gender-based violence;
- Contributing to cultural, sports and recreational programmes within the District
- Population development; and
- Driving youth empowerment.

c) Economic development programmes at a total allocation of R 5 million

- Small and Medium Sized Enterprises and Co-operatives support programmes.

The global economy faces numerous challenges which are amplified by global warming. The war in Ukraine and its effect on the world supply of petroleum, the insufficient supply of grain that is desperately needed in Africa to fight poverty, has put Africa in the worse situation.

This is over and above the fact that Africa's economy was beginning to grow after the devastating effect of COVID 19. The current budget deficit and an increase in borrowing, reflect an economy that is on a downward spiral substantiated by an increase in unemployment level especially among the youth.

It is therefore prudent for all levels of government to produce practical solutions to turn our economy around and create the most needed job opportunities for our region. As a level of government that is mandated with the facilitation of economic activities. The district will ensure that all stakeholders are brought together through social compact to fight the scourge. Social compact encompasses an elaborate but dynamic cooperation between the society and the government. It involves collective reasoning on how to foster unity through issues such as power and resources. Due to the socioeconomic crisis that has resulted in incessant increase in the unemployment rate, poverty and criminal activities, it is expedient that fruitful partnership exists between stakeholders to ensure all citizens are carried along in the scheme of things. Social compact involves collaboration between the government, civil society organizations, communities, business and

labour. There is usually a driving force towards the actualization of social compact in every society which is to promote and ensure a very viable society that ensures job creation, sustainability of businesses, accountability and welfarism of workers among others. This was well emphasized by the South African President when he was delivering the State of the Nation Address in parliament few years ago.

I have mentioned before that the District Municipality is strongly focused on prioritizing economic development within the region so that we are able to stimulate and grow job opportunities based on our high unemployment levels and number of youth who have not been able to enjoy entry into the economic market within the region.

Our Economic Development Unit has been busy laying a platform for local economic projects by way of workshops and including sector plans into the Integrated Development Plan (IDP) of the district, whilst our economic development agency, namely UMEDA, has been busy with the economic recovery of the region following the devastating floods and rioting that have taken place within the region, as well as the introduction of a macroeconomic project pipeline and of course our Social Compact, which was the first in the Province of KwaZulu-Natal to be completed.

The Social Compact has brought together a vast variety of significant role players who now act as a consolidated unit, which will allow for a much more coordinated and inclusive approach to economic development in the region. Talk shops are now a thing of the past, and we are finally seeing action on our economic front. The district is picking up its feet and starting to move forward with projects such as the Oribi Airport Regeneration, Midlands Film Studio, Mpofana Agri Park, Camperdown Smart City begin their journey to establishment under the watch of UMEDA. The roll out of Howick Falls nodal upgrade will bolster tourism, and we are happy to finally see progress in this regard. UMEDA have also answered the call on renewable energy and are facilitating a process whereby international and local Independent Power Producers are being formalized into a grouping to provide additional electricity to the identified industrial nodes within the district. This again is a first in the province, and Provincial Treasury have teamed up with UMEDA to assist in the roll out of this initiative.

On the international front, UMEDA have facilitated the twinning of Msunduzi, our provincial capital, with the City of Stuttgart, the Capital City of Baden Württemberg District in the Federal Republic of Germany. This will benefit Msunduzi and surrounding municipalities with the introduction of technical skills and possible foreign direct income to be derived from such an arrangement. There will be additional opportunities to explore surrounding training and sector alignment which can occur over such an agreement once formal negotiations ensue.

So, from an economic front, I predict massive growth going forward into the new financial year.

Government will ensure that the environment is conducive, with the private sector playing a critical role in job creation. More government resources will be allocated to support emerging and small business within the region of uMgungundlovu to address the problem of unemployment. Repairs and maintenance have become critical to financial viability. All revenue-generating assets must be correctly maintained at all times in order to continue providing the necessary services and earning the revenue required to continue as an ongoing concern. To that end, the municipality has continued to set aside increasing amounts of operational and capital resources to guarantee that the assets are in good condition.

Madam Speaker, Economic viability is contingent upon infrastructure development and maintenance. To maintain services and revenue, all income-generating assets must be well-maintained. To preserve its

assets, the district is gradually increasing the operational and capital resources. Disasters cause damage to both natural and physical resources on which people's livelihoods depend.

The vulnerability of the poor is predicted to increase in the future as a result of increasing human population, environmental degradation, unsustainable socio-economic practices and the adverse impacts of climate change.

UMDM has set aside 2.5 million for Disaster Management Centre and over above there is more 2,1 million that is going to be utilized for Disaster Emergency Relief i.e., Blankets, Food parcels, Emergency Tents and so on.

Rather than waiting to respond, disaster management should have both pro-active and re-active measures.

The proactive measures to be implemented by uMgungundlovu District Disaster Management Centre during the 2023/2024 Financial Year will include a range of activities such as hazard, exposure and sensitivity reduction strategies such as the installation of lightning conductors as well as impact reduction strategies, and capacity building for resilience such as the rollout of education and awareness campaigns.

Education and raising public awareness, is the process through which people living in areas prone to hazards such as lightning, fires and floods are sensitized regarding such hazards. It includes educating, informing and warning the community about these hazards to better prepare for response to emergency situations, with less dependence on outside assistance or external intervention. Education and public awareness campaigns increase community resilience which in turn help prevent loss of human life and property.

The uMgungundlovu District Municipality is obliged to make plans and provide resources to protect the communities from the hazards they are faced with, hence, the uMgungundlovu District Municipality will set aside the budget for relief items such as food parcels, blankets, sponges, plastic sheets as part of its disaster preparedness and response plans.

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The former Secretary General of the United Nations, Kofi Annan, once said, and I quote "Building a culture of prevention is not easy. While the costs of prevention have to be paid in the present, its benefits lie in a distant future. Moreover, the benefits are not tangible; they are the disasters that did NOT happen", close quote. Our disaster preparedness as a District, has received a major boost with the signing of a Memorandum of Agreement with Santam. They will provide disaster risk management support, capacity building and advisory services to enhance the district's ability to prevent and handle future catastrophes such as floods, fires and droughts. The signing of the MoA signifies a launch of a three-year partnership between Santam and the District. It is very important to mention that, whilst the agreement is between the District and Santam, it is to the benefit of all seven local municipalities under the district. To kick-start support for the partnership, Santam has donated full structural firefighting equipment. The agreement forms part of Santam's Partnership for Risk and Resilience (P4RR) programme, which aims to assist South African communities with becoming more resilient to disasters. The MoA will also allow the District to access an online planning support tool that provides quantitative scientific evidence on the likely impacts that climate change and urbanisation will have on South Africa's cities and towns, as well as presenting several

adaptation actions that can be implemented by local government to best mitigate against the impact of current and future climate change.

This partnership will also benefit the district with the setting up of a fully functional radio control centre for the seamless and improved communication across the area of jurisdiction that the fire department is servicing. It should be noted that the district has set more than R7,5 million for Emergency response vehicles and Rescue equipment that is critical in dealing with different incidents.

UMDM Fire Service has deployed new recruits who have recently completed their rigorous fire training course. This will certainly mitigate the negative effects of personnel shortage that has been plaguing the fire unit, which is a labour-intensive environment. We still need more recruits for our fire stations.

Serious engagements are at an advanced stage between stakeholders regarding the construction of a Disaster Management Centre which will incorporate fire services. Plans are also afoot to construct iMpendle Fire Station. Currently, park homes are being used as a temporary fire station.

Madam Speaker, a budget of R7.3 million has been allocated to Social Services. This will take care of activities and programmes relating to HIV/AIDS, Youth, Sports, Arts and Culture. We are going to be able to improve on getting more men tested for HIV and get more of them circumcised. 12 NGO's and five entities which are directly supported by the district in running HIV/AIDS programmes in school, will benefit. We are going to see Ward Aids Forums as well as OSS getting more support from the district for them to have an impact in undertaking their work.

As for the Youth, we are going to see the following:

- Proper youth strategy based on consultations will be developed.
- Establishment of functional Youth Councils in all LM's
- Support to youth business initiatives and co-operatives to grow their businesses
- Aggressively revive youth activities across the district
- Assist learners who are in dire need to register at tertiary institutions.

We are going to see a revival in sporting activities, which were stifled due to lack of budget. We will be able to organise SALDA games within the district, and support athletes from all LM's who will represent the district. Indigenous games and sport for the physically challenged, will be organised to make sure that all sections of society are exposed to some form of games.

There is a new Netball League that has just been established, we will ensure that it is a successful league. Other cultural activities, such as uMkhosi wom'hlanga, Nomkhulwane, and artists of various forms will get support from the district.

Madam Speaker, for the first time in many years, the district will be able to Start the process of securing the land for the regional cemetery as well as securing the land for Regional Waste site as per the mandate of national legislation.

From the Environmental Health Budget, nine key competency areas will be done better than before, and the Air quality plan will be reviewed as per legislation which requires a review after five years. In order to improve on Environmental Health efficiencies, we will be able to send our Peace Officers for training and send them for Continuous professional development (CPD) courses.

Madam Speaker, I therefore table the budget as detailed in the document for final adoption by Council.

## 1.2 COUNCIL'S RESOLUTIONS

Council approved the proposed budget estimates for the 2023/24 MTREF period as follows:

- a) The proposed budget funding of R 1 603 172 798 be approved to be funded from the following:

|                              |               |
|------------------------------|---------------|
| Internally Generated Revenue | R 664 917 798 |
| Grant Funding – Operational  | R 740 885 748 |
| Grant Funding – Capital      | R 197 369 252 |

- b) The proposed expenditure appropriations of R 1 275 020 715 be approved and be allocated as follows:

|                       |                 |
|-----------------------|-----------------|
| Operating Expenditure | R 1 090 705 738 |
| Capital Programme     | R 184 314 977   |

- c) The capital expenditure programme of R 184 314 977 (excluding VAT) be approved and funded from the following sources:

|                  |              |
|------------------|--------------|
| MIG              | R 92 799 350 |
| WSIG             | R 78 826 087 |
| Internal Funding | R 12 689 540 |

- d) The funding allocation for UMEDA be approved at R 11 500 000 for the 2023/24 financial year.

- e) The 2023/24 tariff of charges for water and sanitation be adopted by Council at an increase of 8%; and 7% for Environmental Health and Emergency Services.
- f) The approved 2023/24 original budget estimates be made public in the manner envisaged by Chapter 4 of the Local Government: Municipal Systems Act.
- g) The Accounting Officer submit the original budget as well as all supporting schedules and documentation as required by Sec 17(3) of the MFMA to both the Provincial and National Treasuries.
- h) That the budget related policies be considered and adopted.

### 1.3 EXECUTIVE SUMMARY

| ORIGINAL BUDGET ESTIMATES FOR 2023/24 MTREF TO 2025/26 MTREF |                      |                      |                      |                      |
|--|----------------------|----------------------|----------------------|----------------------|
|  | 2022/23              | 2023/24              | 2024/25              | 2025/26              |
| Operating Grants and Transfers                               | 693 903 698          | 740 885 748          | 785 839 000          | 826 191 000          |
| Internally Generated Revenue                                 | 666 776 305          | 664 917 798          | 697 498 770          | 730 281 212          |
| <b>Total Operating Revenue</b>                               | <b>1 360 680 003</b> | <b>1 405 803 546</b> | <b>1 483 337 770</b> | <b>1 556 472 212</b> |
| Operating Expenditure  | 969 302 333          | 1 090 705 738        | 1 133 715 493        | 1 178 115 960        |
| <b>Operating Surplus / (Deficit)</b>                         | <b>391 377 670</b>   | <b>315 097 808</b>   | <b>349 622 277</b>   | <b>378 356 252</b>   |
| Capital Grants and Transfers                                 | 321 974 224          | 197 369 252          | 199 946 000          | 209 933 000          |
| <b>Surplus/ (Deficit) for the year</b>                       | <b>713 351 894</b>   | <b>512 467 060</b>   | <b>549 568 277</b>   | <b>588 289 252</b>   |
| Capital expenditure  | 284 677 764          | 184 314 977          | 181 789 414          | 189 607 759          |
| <b>Budget Cash Surplus</b>                                   | <b>428 674 131</b>   | <b>328 152 083</b>   | <b>367 778 862</b>   | <b>398 681 494</b>   |
| Non-Cash Items   | 184 554 784          | 200 654 188          | 210 486 243          | 220 379 096          |
| <b>Net Budget Cash Position</b>                              | <b>613 228 915</b>   | <b>528 806 271</b>   | <b>578 265 105</b>   | <b>619 060 590</b>   |

*Table 1: 2023/24 Draft Budget MTREF Summary*

The operating revenue framework for the 2023/24 financial year is estimated at R1.406 billion and projected to increase to R1.556 billion over the MTREF period ending 2025/2026. This reflects an increase of 3% when compared to the 2022/23 financial year. Of the operating revenue, 47% will be funded from internal funding which is in line with the 2022/23 contribution, with the grant income contributing 53%.

The minimum tariff is set to be R23.87 per KL based on the phased approach of the cost reflective tariff. This represents an 8% increase from the 2022/23 financial year.

The capital revenue framework for the 2023/24 financial year is at an amount of R197.369 million and projected to increase to R209.933 million over the MTREF period ending 2025/2026. This reflects a decrease of 39% when compared to the 2022/23 financial year. The municipality benefitted from additional funding allocated from the Municipal Infrastructure Grant, the Water Services Infrastructure Grant and the Disaster Relief Grant in the latter part of the 2022/23 financial year. The municipality continuously appeals to potential funders for monetary allocations in the attempt to further contribute to addressing the infrastructure backlogs within the district.

The call by National Government to control government spending remains relevant in the foreseeable future to ensure that the municipality remains sustainable and financially viable. The operating expenditure framework is proposed at R1.091 billion for the 2023/24 financial year and is anticipated to increase to R1.178 billion in the medium-term ending 2025/26. This reflects an increase of 13% resulting from the increased demand for services as well as the need to respond to operating backlogs.

Of the operating expenditure items, R 890.052 million (82%) relates to cash items and R200.654 (18%) relates to non-cash items where R 317.206 million (29%) has been allocated to Employee Related Costs; R 269.935 million (25%) to inventory consumed; R 183.943 million (17%) to contracted services; R 137.943 (13%) to debt impairment provisions; R80.795 (7%) to operational expenses including operating leases; R56.393 million (5%) to depreciation; R 17.404 million (2%) to finance charges;

R 15.586 million (1%) to the Remuneration of Councillors; and R 11.5 million (1%) to transfers and subsidies.

The capital expenditure framework is proposed at R184.315 million (excluding VAT) for the 2023/24 financial year and is anticipated to increase to R189.608 million (excluding VAT) in the medium-term ending 2025/26. R171.625 million (93%) of the capital expenditure relates to spend on capital grants and R 12.689 million (7%) will be funded internally. The capital expenditure budget has reduced by 36% when compared to the 2022/23 financial year. The capital programme is constituted of water projects; infrastructure planning for Housing Projects; construction of the Disaster Management Centre and Howick Customer Care Centre; IT equipment; office furniture and fittings, and machinery and equipment.

The budget surplus for the 2023/24 MTREF is projected at R 315.098 million.

## **PART 2**

### **2.1 OVERVIEW OF ANNUAL BUDGET PROCESS**

In terms of section 21 of the MFMA the Mayor is required to table in Council ten months before the start of the new financial year (i.e., in August 2022) a time schedule that sets out the process to revise the IDP and prepare the budget.

The Mayor tabled in Council the required IDP and budget time schedule in August 2022.

The Key dates applicable to the process were:

- **11 January 2023** – Joint strategic planning session of the Mayoral Committee and Executive Management. Aim: to review past performance trends of the capital and operating budgets, the

economic realities and to set the prioritization criteria for the compilation of the 2023/24 MTREF.

- **25 January 2023** - Council considers the 2022/23 Mid-year Review and Budget Implementation.

- **February 2023** – Detail departmental budget proposals (capital and operating) submitted to the Budget and Treasury Office for consolidation and assessment against the financial planning guidelines.

- **February 2023** – Multi-year budget proposals are submitted to the Management Committee for endorsement.

- **28 February 2023** - Council considers the 2022/23 Mid-year Adjustments Budget.

- **March 2022**- Review of the financial strategy and key economic and financial planning assumptions by the Budget Steering Committee. This included financial forecasting and scenario considerations.

- **March 2023** - Recommendations of the proposed budget estimates are communicated to the Budget Steering Committee, the Executive Committee and to the respective departments.

- **17 March 2023** – IDP Rep Forum

- **31 March 2023** - Tabling in Council of the draft 2023/24 IDP and budget estimates for public consultation.

- **April - May 2023** – Public consultation and roll out of indigent registration and indigent status review.

- **21 April 2023** - Closing date for written comments.



- **05 May 2023** - Finalisation of budget-related policies

- **21 May 2023** – UMDM Budget Izimbizo

- **25 May 2023** – IDP Forum

- **22 to 25 May 2023**– finalization of the 2023/24 IDP and MTREF, taking into consideration comments received from the public, comments from National and Provincial Treasuries, and updated information from the most recent Division of Revenue Bill and financial framework.

- **30 May 2023** - Tabling of the 2023/24 MTREF before Council for consideration and approval.

## **2.1 OVERVIEW OF ANNUAL BUDGET PROCESS**

In terms of section 21 of the MFMA the Mayor is required to table in Council ten months before the start of the new financial year (i.e., in August 2022) a time schedule that sets out the process to revise the IDP and prepare the budget.

The Mayor tabled in Council the required IDP and budget time schedule in August 2022.

## **2.2 OVERVIEW OF ALIGNMENT OF ANNUAL BUDGET WITH IDP**

The following key factors and planning strategies have informed the compilation of the 2023/24 MTREF:

- Growth of the District;
- Policy priorities and strategic objectives;
- Asset maintenance;
- Infrastructure backlogs;
- Operational backlogs;
- Economic climate and trends (i.e., inflation, Eskom increases, household debt, migration patterns);
- Performance trends;
- The approved 2022/2023 adjustments budget and performance against the SDBIP;
- Financial Recovery Strategy;
- Debtor payment levels;

- Loan servicing and investment possibilities;
- The need for tariff increases to achieve cost reflection versus the ability of the community to pay for services; and
- Improved and sustainable service delivery.

In order to ensure integrated and focused service delivery between all spheres of government it was important for the municipality to align its budget priorities with that of national and provincial government. All spheres of government place a high priority on infrastructure development, economic development and job creation, efficient service delivery, poverty alleviation and building sound institutional arrangements, and provision of free basic service to the poor.

### ***Alignment at National Level***

The National sphere has provided a national framework and guidelines for sectoral, provincial and municipal planning. This contributes to the creation of a normative framework consisting of common policy guidelines and principles, general strategic guidelines regarding sectoral strategies and spatial macro-strategies.

The national spheres should also co-ordinate and prioritise programmes and budgets between sectors and the national sphere in line with the national framework and in particular the National Spatial Development Perspective (NSDP)-National Development Plan (NDP), the State of the Nation Address as well as the 2018 targets and beyond.

### ***Provincial Level***

At this level, there are specific frameworks with mid-term objectives and targets for public investment and services as well as a spatial macro-framework for all sectors and municipalities. Sectoral programmes and District programmes also need to be coordinated and aligned. Provincial level is best positioned to facilitate this. Municipalities are urged to be pro-active in soliciting this assistance. Important among policy directives are the following:

Priorities set by the Premiers State of the Province Address

Priorities set out in the Provincial Growth and Development Strategy (PGDS) and PGDP. Provincial Spatial Economic Development Perspective.

## **Local Level**

Municipalities have to prepare a 5-year IDP. Interaction between the District and Local Municipalities is essential. The Framework Plan for the District must address the alignment.

The Municipal Manager must, with the support of the IDP Manager / Coordinator and the IDP Steering Committee, ensure that all role players are performing their duties. Performance will be monitored at all the meetings. Organizational restructuring should be provided for inter- disciplinary teams around each Key Performance Area.

### **Alignment between District Council and Local Councils**

Alignment between the Local Municipality and the District Municipality will be managed by a District Technical Coordinating Committee (MM's Forum) comprising the Municipal Managers from the locals and the District to ensure that deadlines are met. This committee will then report to the District Political Hub (Mayor's Forum).

District Economic Sectors and Infrastructure Development Cluster comprise of all planners and economic development practitioners led by one of the Municipal Managers. This cluster will report to the District Technical Hub Committee (Municipal Managers Forum).

IDP Managers/Coordinators from Local Municipalities and the District are responsible for the formulation of IDPs as well as to support each other during the process. These Managers/Coordinators will meet on a regular basis.

Any deviation from the Framework Plan can only be adopted by the meeting and the following procedures for amendment to the Framework will apply:

In terms of the MSA, the District and Local Councils must all agree on the amendment procedures to be followed where a Framework Plan needs to be amended.

Cross border alignment (other Districts and Provinces)

Cross-border alignment will be attained through the Provincial Planners Forum and the alignment sessions. Furthermore, the IGR structures will also be utilized.

## **2.3 MEASURABLE PERFORMANCE OBJECTIVES AND INDICATORS**

*Refer to Annexure A.*

## **2.4 OVERVIEW OF BUDGET RELATED POLICIES**

The following budget related policies are under review:

The budget related policies are under review to ensure that are aligned with the relevant legislation and regulations. These policies were to guide the budget process and include the following:

- Budget Policy
- Cash Management, Banking and Investment Policy
- Cost Containment Policy

- Debt Management and Credit Control Policy
- Debt Write-off Policy
- Fixed Assets Policy
- HR Related Policies
- Indigent Policy
- Inventory Management Policy
- Petty Cash Policy
- Supply Chain Management Policy
- Tariff Policy

**Budget Policy:** The Budget and Virement Policy aims to empower senior managers with an efficient financial and budgetary amendment and control system to ensure optimum service delivery within the legislative framework of the MFMA and the Municipality's system of delegations.

**Cash Management, Banking and Investment Policy:** This policy establishes a cash management and investment framework for the Municipality and to set out the objectives, policies, statutory requirements, and guidelines including defining levels of risk considered prudent for investing surplus funds.

**Cost containment policy:** The policy aims to regulate municipal spending by implementing cost containment measures to ensure compliance with the Cost Containment Regulations as promulgated by National Treasury from time to time.

**Debt Management and Credit Control Policy:** The policy is updated, credible, sustainable, manageable and informed by affordability and value for money. There has been a need to review certain components to achieve a higher collection rate. Some of the possible revisions will include the lowering of the credit periods for the down payment of debt. In addition, emphasis will be placed on speeding up the indigent registration process to ensure that credit control and debt collection efforts are not fruitlessly wasted on these debtors.

**Debt Write-off Policy:** This policy provides a framework for regulating the writing off of irrecoverable debt and further enhances of the municipality's debt management strategy.

**Fixed Assets Policy:** The Asset Management, Infrastructure and Funding Policy a strategic guide in ensuring a sustainable approach to asset renewal, repairs and maintenance and is utilized as a guide to the selection and prioritization of individual capital projects. In addition, the policy prescribes the accounting and administrative policies and procedures relating to property, plant.

**Indigent policy:** The social package assists residents that have difficulty paying for services and are registered as indigent households in terms of the Indigent Policy of the Municipality. Only registered indigents qualify for the free basic services.

**Inventory Policy:** This policy outlines the procedures and processes for procurement management and control over inventory or stock items in accordance with the relevant regulations and legislations and other municipal policies and directives. The envisaged outcome is an efficient and effective control and inventory management tool for the municipality.

**Petty Cash:** The policy provides a convenient way to pay for small expenses but keeping cash in any office entails risk of misuse or theft. This policy provides procedures designed to mitigate these risks

**Tariff Policy:** The Municipality's tariff policies provide a broad framework within which the Council can determine fair, transparent and affordable charges that also promote sustainable service delivery.

**Supply Chain Management Policy:** The supply chain management policy aims to ensure the efficient and uniform acquisition as well as contractual agreements of works, goods and services. The policy requires the Municipality to contract for goods or services in accordance with a system that is Fair, Equitable, Transparent, Competitive, and Cost effective.

Below are other budgeted related policies as per Municipal Budget and Reporting Regulations

- Employee Benefits Policy
- Budget Related policy - Human Resources

The above policies are under review, and the draft policies will be submitted for comments during the final budget preparation process.

## 2.5 OVERVIEW OF BUDGET ASSUMPTIONS

When preparing the 2023/2024 budget estimates, the following were considered:

- The average CPI is 5.3 for the period 01 July 2023 to 30 June 2024.
- Umngeni Water tariff increase of 9% for the 2023/24 financial year.
- An increase of 18.7% on Eskom tariffs.
- An 8% increase in tariffs based on the phased approach of the cost reflective tariff.
- The employee related costs will be allowed a maximum 5.5% increase.
- Critical positions will be filled, and the strategic positions of Municipal Manager, Executive Manager: Budget and Treasury Office Executive Manager; Executive Manager: Community Services will be filled.
- Interest rates will remain the same – Interest to service the long-term loan will not increase.
- Average collection rate will be at 50% initially, gradually increasing with the continued implementation of revenue and debt collection strategies.

## 2.6 OVERVIEW OF BUDGET FUNDING

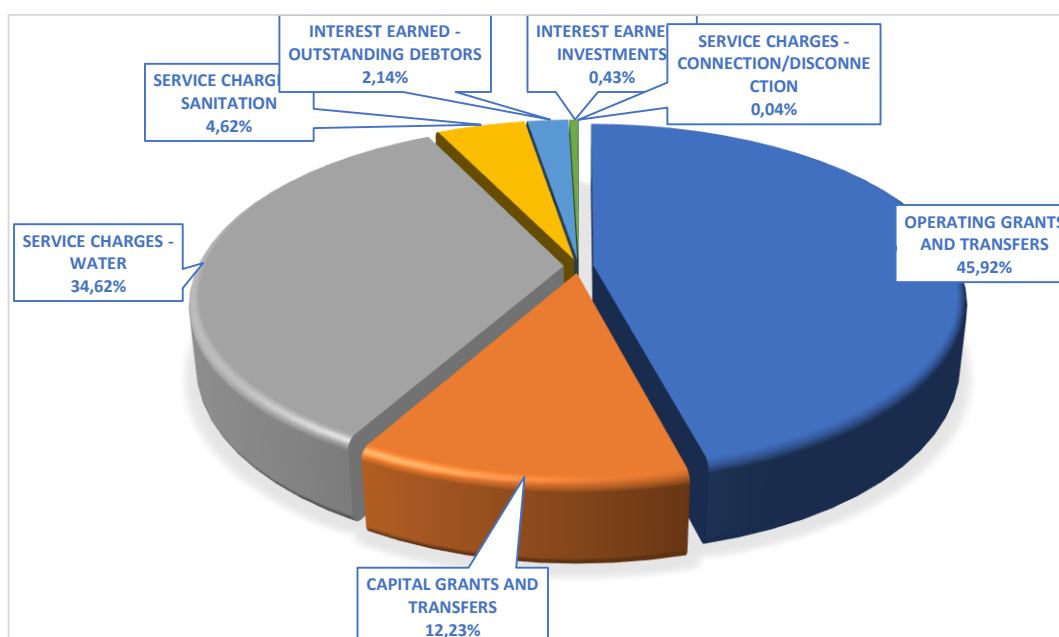
| REVENUE FRAMEWORK                      | 2022/23              | 2023/24              | 2024/25              | 2025/26              | % CHANGE   |
|--|----------------------|----------------------|----------------------|----------------------|------------|
| OPERATING GRANTS AND TRANSFERS         | 693 903 698          | 740 885 748          | 785 839 000          | 826 191 000          | 7%         |
| INTERNALLY GENERATED REVENUE           | 666 776 305          | 664 917 798          | 697 498 770          | 730 281 212          | 0%         |
| <b>OPERATING EXPENDITURE FRAMEWORK</b> | <b>1 360 680 003</b> | <b>1 405 803 546</b> | <b>1 483 337 770</b> | <b>1 556 472 212</b> | <b>3%</b>  |
| CAPITAL GRANTS AND TRANSFERS           | 321 974 224          | 197 369 252          | 199 946 000          | 209 933 000          | -39%       |
| <b>TOTAL</b>                           | <b>1 682 654 227</b> | <b>1 603 172 798</b> | <b>1 683 283 770</b> | <b>1 766 405 212</b> | <b>-5%</b> |

*Table 2: Revenue Framework Summary*

The total revenue framework is estimated at R1.603 billion for the 2023/24 financial year.

The overall decrease is 5% when compared to the 2022/23 financial year.

Of the total revenue framework, 46% relates to operating transfers and subsidies, 35% relates to water revenue, 13% relates to capital transfers and subsidies, 4.65% relates to sanitation revenue, 2% relates to interest on outstanding debtors, 0.43% relates to interest from investments and 0.04% relates to connection and disconnection fees.



*Graph 1: 2023/24 Revenue contributions*

Of the operating revenue, 47% will be funded from internal funding which is in line with the 2022/23 contribution, with the grant income contributing 53%.

The breakdown is as follows:

|  |                      |                      |                      |                      |
|--|----------------------|----------------------|----------------------|----------------------|
| <b>OPERATING GRANTS AND TRANSFERS</b>  | <b>693 903 698</b>   | <b>740 885 748</b>   | <b>785 839 000</b>   | <b>826 191 000</b>   |
| <b>NATIONAL</b>                        | <b>682 615 776</b>   | <b>740 885 748</b>   | <b>785 839 000</b>   | <b>826 191 000</b>   |
| EQUITABLE SHARE                        | 335 614 000          | 364 715 000          | 394 088 000          | 422 906 000          |
| LEVY REPLACEMENT GRANT                 | 334 241 000          | 353 805 000          | 369 711 000          | 380 980 000          |
| FINANCE MANAGEMENT GRANT               | 1 200 000            | 1 200 000            | 1 200 000            | 1 338 000            |
| EPWP INCENTIVE GRANT                   | 2 287 000            | 2 959 000            | -                    | -                    |
| RURAL ROADS ASSET MANAGEMENT GRANT     | 2 707 000            | 2 718 000            | 2 840 000            | 2 967 000            |
| MUNICIPAL INFRASTRUCTURE GRANT         | 6 566 776            | 15 488 748           | 18 000 000           | 18 000 000           |
| <b>PROVINCIAL</b>                      | <b>11 287 922</b>    | <b>-</b>             | <b>-</b>             | <b>-</b>             |
| UMNGENI RESILIENCE PROJECT             | 1 287 922            | -                    | -                    | -                    |
| ACCELERATED WATER INTERVENTION PROJECT | 10 000 000           | -                    | -                    | -                    |
| <b>CAPITAL GRANTS AND TRANSFERS</b>    | <b>321 974 224</b>   | <b>197 369 252</b>   | <b>199 946 000</b>   | <b>209 933 000</b>   |
| <b>NATIONAL</b>                        | <b>301 874 224</b>   | <b>197 369 252</b>   | <b>199 946 000</b>   | <b>209 933 000</b>   |
| MUNICIPAL INFRASTRUCTURE GRANT         | 179 274 224          | 106 719 252          | 109 892 000          | 115 817 000          |
| WATER SERVICES INFRASTRUCTURE GRANT    | 122 600 000          | 90 650 000           | 90 054 000           | 94 116 000           |
| <b>PROVINCIAL</b>                      | <b>20 100 000</b>    | <b>-</b>             | <b>-</b>             | <b>-</b>             |
| ACCELERATED WATER INTERVENTION PROJECT | 10 000 000           | -                    | -                    | -                    |
| DISASTER RELIEF GRANT                  | 10 100 000           | -                    | -                    | -                    |
| <b>TOTAL GRANTS &amp; TRANSFERS</b>    | <b>1 015 877 922</b> | <b>938 255 000</b>   | <b>985 785 000</b>   | <b>1 036 124 000</b> |
| <b>INTERNALLY GENERATED REVENUE</b>    | <b>666 776 305</b>   | <b>664 917 798</b>   | <b>697 498 770</b>   | <b>730 281 212</b>   |
| SERVICE CHARGES - WATER                | 547 725 208          | 558 602 838          | 585 974 377          | 613 515 173          |
| COST OF FREE BASIC SERVICES            | - 2 959 002          | - 10 314 099         | - 10 819 490         | - 11 328 006         |
| SERVICE CHARGES - SANITATION           | 79 155 610           | 74 519 567           | 78 171 026           | 81 845 064           |
| SERVICE CHARGES - OTHER                | 550 000              | 579 150              | 607 528              | 636 082              |
| INTEREST EARNED - OUTSTANDING DEBTORS  | 32 792 347           | 34 530 342           | 36 222 329           | 37 924 778           |
| INTEREST EARNED - INVESTMENTS          | 9 512 141            | 7 000 000            | 7 343 000            | 7 688 121            |
| <b>TOTAL REVENUE</b>                   | <b>1 682 654 227</b> | <b>1 603 172 798</b> | <b>1 683 283 770</b> | <b>1 766 405 212</b> |

*Table 3: 2023/24 Operating Revenue Framework*

## 2.6.2 Tariffs

### 2.6.2.1 Service Charges – Water and Sanitation

While everything possible is done to reduce the costs of operating for services and to avoid tariff increases, it is inevitable to increase tariff charges to ensure the recovery of the costs of providing the service and to achieve sustainable delivery of services.

The minimum tariff is set to be R23.87 per KL based on the phased approach of the cost reflective tariff. This represents an 8% increase from the 2022/23 financial year.

The proposed tariff structure is as follows:

|                            | 2022/2023 | 2023/2024 | % Increase |
|----------------------------|-----------|-----------|------------|
| <b>Water</b>               |           |           |            |
| 0 - 6                      | 22.04     | 23.87     | 8%         |
|                            |           |           |            |
| 7 - 15                     | 42.57     | 46.12     | 8%         |
|                            |           |           |            |
| 16 - 25                    | 50.88     | 55.12     | 8%         |
|                            |           |           |            |
| 26 - 35                    | 70.65     | 76.54     | 8%         |
|                            |           |           |            |
| 36 - 60                    | 99.11     | 107.36    | 8%         |
|                            |           |           |            |
| 60 +                       | 121.80    | 131.95    | 8%         |
|                            |           |           |            |
| Basic charge               | 68.18     | 73.86     | 8%         |
|                            |           |           |            |
| Business /Commercial       |           |           |            |
| 0 - 999999                 | 60.98     | 66.06     | 8%         |
|                            |           |           |            |
| Builder/Construction Sites | 170.41    | 184.04    | 8%         |
|                            |           |           |            |
| NGO's (Public benefit)     | 27.57     | 29.87     | 8%         |

|                      | 2022/2023 | 2023/24 | % Increase |
|----------------------|-----------|---------|------------|
| <b>Sewerage</b>      |           |         |            |
| 0 - 6                | 16.52625  | 17.90   | 8%         |
|                      |           |         |            |
| 7 - 15               | 31.9275   | 34.59   | 8%         |
|                      |           |         |            |
| 16 - 25              | 38.16     | 41.34   | 8%         |
|                      |           |         |            |
| 26 +                 | 52.9875   | 57.40   | 8%         |
|                      |           |         |            |
| Business /Commercial |           |         |            |
| 0 - 999999           | 45.73125  | 49.39   | 8%         |

*Table 4: Proposed Tariff Structure for Water and Sanitation*

### 2.6.2.2 Environmental Health Services

The municipality is also responsible for environmental health matters as designated in the Municipal Structures Act.

The following aspects were considered when the tariffs for environmental health were decided upon:

- i. Users and consumers of municipal services should be treated equitable in the application of the tariffs.



- ii. The amount individual users or consumers pay for services should generally be in proportion to their use of that service.
- iii. Tariffs of charges must reflect the costs reasonably associated with rendering the service.
- iv. Tariffs of charges must be set at levels that facilitate financial sustainability of the service.

The proposed tariff structure is as follows:

| <b>ENVIRONMENTAL HEALTH TARRIFFS</b>   | <b>2022/2023</b> | <b>2023/2024</b> |
|--|------------------|------------------|
| 1. Issuing of health certificate for accommodation establishments  | 403              | <b>427</b>       |
| 2. Issuing of health certificate for hairdressing/beauty/cosmetology   | 403              | <b>427</b>       |
| 3. Issuing of health certificate for childcare facility  | 403              | <b>427</b>       |
| 4. Offensive trade permit  | 1268             | <b>1344</b>      |
| 5. Issuing of certificate for the introduction of milk and/or milk products into the municipal area for human consumption        | 314              | <b>333</b>       |
| 6. Annual renewal of certificate for the introduction of milk and/or milk products into the municipal area for human consumption | 210              | <b>223</b>       |
| 7. Re-inspection of food premises for the removal of a prohibition   | 634              | <b>672</b>       |
| 8. Issuing of a destruction of food certificate  | 288              | <b>306</b>       |
| 9. Processing of certificate of acceptability for food premises  | 403              | <b>427</b>       |
| 10. Processing of certificate of competence  | 1268             | <b>1344</b>      |
| 11. Renewal of certificate of competence   | 576              | <b>611</b>       |
| 12. Processing of provisional certificate of competence  | 576              | <b>611</b>       |
| 13. Issuing of an export certificate   | 605              | <b>641</b>       |

### **2.6.2.3 Fire and Emergency Services**

The municipality is also responsible for fire and emergency services matters as designated by the Municipal Structures Act.

Except where specifically provided for, these tariffs determine the fees payable by a Controlling Authority, Governing Body or any other person in terms of Section 10 (1) of the Fire Brigade Services Act 99 of 1987 on whose behalf the Fire and Rescue Services of the uMgungundlovu District Council is applied outside or inside the area of jurisdiction of the Council:

- (a) For the attendance of services
- (b) For the use of the services and any equipment, or
- (c) For any material consumed

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General Comments:

- i. Any Fire, Rescue or other emergency incident involving property or activities of the uMgungundlovu District Municipality shall not attract charges.
- ii. Any incident of a humanitarian nature or request for assistance of a humanitarian nature shall not attract charges.
- iii. Services performed in the assistance of Community projects or departmental public relations exercises and displays shall not attract charges.
- iv. The applicable attendance rate charge shall be calculated from the time that the first arriving appliance is in attendance at an incident until the last departing appliance leaves the scene at the conclusion of the incident, due allowances being made for breakdown or mishap, or time occupied by relief personnel.
- v. When the time used to calculate the applicable attendance rate charge is less than 30 minutes no charge shall be raised.

| EMERGENCY SERVICES UNIT   |  |  |  |  |  |  |  |  |           |           |
|---|--|--|--|--|--|--|--|--|-----------|-----------|
|   |  |  |  |  |  |  |  |  | 2022/2023 | 2023/2024 |
|   |  |  |  |  |  |  |  |  | Incl. Vat | Incl. Vat |
| Except as is specifically otherwise provided, these tariffs determine the fees payable by a Controlling Authority, Governing Body or any other person in terms of Section 10 (1) of the Fire Brigade Services Act 99 of 1987 on whose behalf the Fire and Rescue Services of the Msunduzi Council is applied outside or inside the area of jurisdiction of the Council: |  |  |  |  |  |  |  |  |           |           |
| (a) For the attendance of services  |  |  |  |  |  |  |  |  |           |           |
| (b) For the use of the services and any equipment, or   |  |  |  |  |  |  |  |  |           |           |
| (c) For any material consumed   |  |  |  |  |  |  |  |  |           |           |
| Any person who feels aggrieved by an assessment of the charges raised may within 14 days after receipt of that assessment object in writing against that assessment as such, or the amount thereof, to the Municipal Manager of the Msunduzi Council, whereby the Council may confirm, alter or revoke the assessment.  |  |  |  |  |  |  |  |  |           |           |
| Tariff of Charges for Services Rendered at Fire and Special Service Incidents   |  |  |  |  |  |  |  |  |           |           |
| For Services Rendered at Incidents Classified as Fire and Rescue:   |  |  |  |  |  |  |  |  |           |           |
| per hour or part thereof  |  |  |  |  |  |  |  |  |           |           |
| Structural  |  |  |  |  |  |  |  |  | 2 035.81  | 2 178.31  |
| Transport   |  |  |  |  |  |  |  |  | 1 621.58  | 1 735.09  |
| Fire – Vegetation, Grass, Bush, Rubbish or Plantation   |  |  |  |  |  |  |  |  | 1 323.36  | 1 416.00  |
| Fire – Hazmat   |  |  |  |  |  |  |  |  | 2 035.81  | 2 178.31  |
| Fire – Other  |  |  |  |  |  |  |  |  | 1 266.37  | 1 355.01  |
| Special Service – Transport   |  |  |  |  |  |  |  |  | 1 015.23  | 1 086.30  |
| Special Service – Structural  |  |  |  |  |  |  |  |  | 1 015.23  | 1 086.30  |
| Special Service – Hazmat  |  |  |  |  |  |  |  |  | 2 035.81  | 2 178.31  |
| Special Service – Water   |  |  |  |  |  |  |  |  | 1 015.23  | 1 086.30  |
| Special Service – Other   |  |  |  |  |  |  |  |  | 1 015.23  | 1 086.30  |
| Out of Area   |  |  |  |  |  |  |  |  |           |           |
| Applicable rate as per incident plus 50% of applicable category plus charge   |  |  |  |  |  |  |  |  |           |           |
| For consumables used at any incident  |  |  |  |  |  |  |  |  |           |           |
| Cost of consumables used plus 15%   |  |  |  |  |  |  |  |  |           |           |
| Tariff of Charges in respect of the attendance & employment of Special Appliances and Plant to Fire & Rescue incidents  |  |  |  |  |  |  |  |  |           |           |
| For the attendance and employment (per hour or part thereof) of a:  |  |  |  |  |  |  |  |  |           |           |
| High Rise Fire fighting Appliance   |  |  |  |  |  |  |  |  | 1 015.23  | 1 086.30  |
| Water Foam Carrier  |  |  |  |  |  |  |  |  | 1 015.23  | 1 086.30  |
| Foam Tanker and / or Foam Service Vehicle   |  |  |  |  |  |  |  |  | 1 015.23  | 1 086.30  |
| Mobile Lighting Unit  |  |  |  |  |  |  |  |  | 1 015.23  | 1 086.30  |
|   |  |  |  |  |  |  |  |  | 1 015.23  | 1 086.30  |
| Tariff of Charges in respect of the employment of Outside Agencies at any incident  |  |  |  |  |  |  |  |  |           |           |
| For costs incurred as a result of the employment of an outside agency in:   |  |  |  |  |  |  |  |  |           |           |
| the mitigation of any incident  |  |  |  |  |  |  |  |  |           |           |
| Cost incurred plus 15% of applicable charge   |  |  |  |  |  |  |  |  |           |           |
| Tariff of Charges in respect of Fire Prevention Services  |  |  |  |  |  |  |  |  |           |           |
| For the attendance of staff at stage/theatre performances standby duty and the like, per staff memeber  |  |  |  |  |  |  |  |  |           |           |
| First Hour  |  |  |  |  |  |  |  |  | 203.05    | 217.26    |
| Per Hour thereafter   |  |  |  |  |  |  |  |  | 108.65    | 116.25    |
| For scheduled inspections, consultations, inspections of safety exits & appliances in public buildings  |  |  |  |  |  |  |  |  |           |           |
| First Hour  |  |  |  |  |  |  |  |  | 203.05    | 217.26    |
| Per Hour thereafter   |  |  |  |  |  |  |  |  | 99.74     | 106.72    |
| For the monitoring of direct alarm links – per alarm p.m.   |  |  |  |  |  |  |  |  | 153.18    | 163.90    |
| For a certified copy of a fire report - per copy  |  |  |  |  |  |  |  |  | 203.05    | 217.26    |
| For issuing a certificate of Registration - per certificate   |  |  |  |  |  |  |  |  | 48.09     | 51.46     |
| For issuing a certificate of Competence – per certificate   |  |  |  |  |  |  |  |  | 507.62    | 543.15    |
| For a copy of a Fire Investigatio - per copy  |  |  |  |  |  |  |  |  | 755.19    | 808.05    |
| For the monitoring of non-emergency telephone lines (after hours complaints etc)  |  |  |  |  |  |  |  |  |           |           |
| – per line per annum  |  |  |  |  |  |  |  |  | 31 767.85 | 33 991.60 |

| EMERGENCY SERVICES UNIT   |  |                        |                        |
|---|--|------------------------|------------------------|
|   |  | 2022/2023<br>Incl. Vat | 2023/2024<br>Incl. Vat |
| Tariff of Charges in respect of Professional Fire Fighting and Rescue Training Course   |  |                        |                        |
| (Per Candidate excluding course materials, accommodation etc.)  |  |                        |                        |
| Fire Fighter One  |  | 10 789.96              | 11 545.25              |
| Fire Fighter Two  |  | 3 588.93               | 3 840.16               |
| Hazmat 1st Responder (Awareness)  |  | 1 672.46               | 1 789.53               |
| Hazmat 2nd Responder (Operations)   |  | 4 794.74               | 5 130.38               |
| Fire Officer One  |  | 4 481.27               | 4 794.96               |
| Handling of Chlorine Emergencies  |  | 712.44                 | 762.31                 |
| Elementary Breathing Apparatus  |  | 712.44                 | 762.31                 |
| Aerial Appliance (HPP)  |  | 1 437.35               | 1 537.97               |
| Vehicle Rescue & Extrication  |  | 2 397.37               | 2 565.19               |
| Elementary Fire fighting, Fire prevention<br>(Disaster Management)  |  | -                      |                        |
|   |  | 235.11                 | 251.56                 |
| Pump Operator/Driver – Basic Course   |  |                        |                        |
| Pump Operator/Driver – IFSAC Course   |  |                        |                        |
| Re-Issue of Certificates - per certificate  |  |                        |                        |
| Re-Issue of Certificates  |  |                        |                        |
| Cost plus 15% of applicable IFSAC tariff  |  |                        |                        |
| Testing, scrubbing and drying of hose per length  |  | 197.70                 | 211.54                 |
| Testing, scrubbing and drying of Hazmat contaminated<br>hose - per length   |  | 397.19                 | 424.99                 |
| plus cost of any consumables used in decontamination<br>plus 15% of cost of consumables   |  |                        |                        |
| Seizing of Couplings to hose – per coupling   |  | 197.70                 | 211.54                 |
| Repairing of Hose – per length<br>plus materials at cost plus 15%   |  | 197.70                 | 211.54                 |
| Tariff of Charges in respect of the attendance & employment of Special Appliances<br>and Plant to standby at sports & special events  |  |                        |                        |
| For attendance and employment (per hour or part thereof)  |  |                        |                        |
| High Rise fire fighting appliance   |  | 524.74                 | 561.47                 |
| Water Carrier   |  | 262.37                 | 280.73                 |
| Mobile lighting unit  |  | 262.37                 | 280.73                 |
| Major pumper  |  | 524.74                 | 561.47                 |
| Light pumper  |  | 262.37                 | 280.73                 |
| Tariff of Charges in respect of Various Miscellaneous Services and Hire Charges<br>per hour or part thereof in respect of 10.1 – 10.4   |  |                        |                        |
| Hire of Portable Pump and related equipment   |  | 377.59                 | 404.03                 |
| Hire of Extension Ladder  |  | 377.59                 | 404.03                 |
| Gaining Access/Lock-Outs  |  | 377.59                 | 404.03                 |
| Miscellaneous Service – per service   |  | 377.59                 | 404.03                 |
| In addition to the above applicable charge, mileages for out of area<br>call- outs are as follows - per km  |  |                        |                        |
| Heavy duty vehicles   |  | 9.44                   | 10.10                  |
| Light duty vehicles   |  | 5.67                   | 6.06                   |
| All tariffs reflected above are inclusive of VAT  |  |                        |                        |
| General Comments:   |  |                        |                        |
| Any Fire, Rescue or other emergency incident involving property or activities of the Msunduzi Municipality shall not attract charges.   |  |                        |                        |
| Any incident of a humanitarian nature or request for assistance of a humanitarian nature shall not attract charges.   |  |                        |                        |
| Services performed in the assistance of Community projects or departmental public relations exercises and displays shall not attract charges.   |  |                        |                        |
| The applicable attendance rate charge shall be calculated from the time that the first arriving appliance is in attendance at an incident until the last departing appliance leaves the scene at the conclusion of the incident, due allowances being made for breakdown or mishap or time occupied by relief personnel.                |  |                        |                        |
| When the time used to calculate the applicable attendance rate charge is less than 30 minutes no charge shall be raised.  |  |                        |                        |
| Explanation of Terminology:   |  |                        |                        |
| Hazmat stands for Hazardous Material and refers to incidents that involve materials and chemicals that require an extraordinary response and the use of specialist equipment in order to resolve the incident.  |  |                        |                        |
| Out of Area means a response to any physical location that is outside of the recognised area of jurisdiction of the Msunduzi Municipality.  |  |                        |                        |
| Structural means any building regardless of construction type or occupancy.   |  |                        |                        |
| Transport means mechanical transportation of any means.   |  |                        |                        |
| Whenever the Chief Fire Officer deems it necessary in the interests of public safety and in order to preserve life and property and as often as he thinks fit, arrangements shall be made for an inspection and/or attendance service to be provided in respect of premises used as public buildings or sports and recreational events. |  |                        |                        |
| The following pertain to this section:  |  |                        |                        |
| The owner/s of all property damaged or destroyed or under threat of damage or destruction by fire, accident or other mishap in respect of which the service is rendered or the materials are supplied.  |  |                        |                        |
| The person or owner or the owner's spouse, child, employee or agent whose wrongful act or omission was the direct cause of the circumstances which make the rendering of the service necessary in the opinion of the Chief Fire Officer or any other officer acting with his authority.   |  |                        |                        |
| The person responsible or whose alarm system was responsible for the summoning of the service where, in the opinion of the Chief Fire Officer, such summoning was unwarranted, or was no reasonable justification thereof.  |  |                        |                        |

**Table 5: Proposed Tariff Structure: Emergency Services**

### 2.6.3 REVENUE MANAGEMENT

The Revenue Enhancement Strategy has been rolled out to the entire District as part of the Financial Recovery Plan to address the long-term financial viability of the municipality.

The focus areas and key deliverables for the strategy include:

**d. Effective communication and Customer Care**

- Creating a sound and effective communication strategy for our customers
- Enhancing levels of customer care and increasing responsiveness in addressing billing and other service delivery queries
- Improving efficiency at our customer contact points
- Improving accessibility of customer access points
- Improving and intensifying the indigent customer registration drive

**e. Regular and accurate Meter reading**

- Allocating additional human capital to improve efficiency and accuracy
- Effective management of meter readers
- Improving data collection and data integrity
- Identifying and verifying meters
- Locating and verifying meters
- Replacing faulty meters
- Integrating GIS with the billing system

**f. Billing**

- Ensuring correct customer information / details
- Ensuring accuracy of billing
- Distributing statements and correspondence timeously

The consumption patterns observed during the 2022/23 adjustment budget per consumption category are expected to remain the same if not reduce, due to the ongoing debtors' database cleansing exercise as part of the Revenue Enhancement Strategy. However, the reduction is likely to be netted off by the increased consumption due to identification of meters not included in the debtors' book.

The municipality, in the 2022/23 financial year has implemented the environmental health services through the issuance of licences to customers (businesses) which has raised revenue of R 119 634 in the current year-to-date.

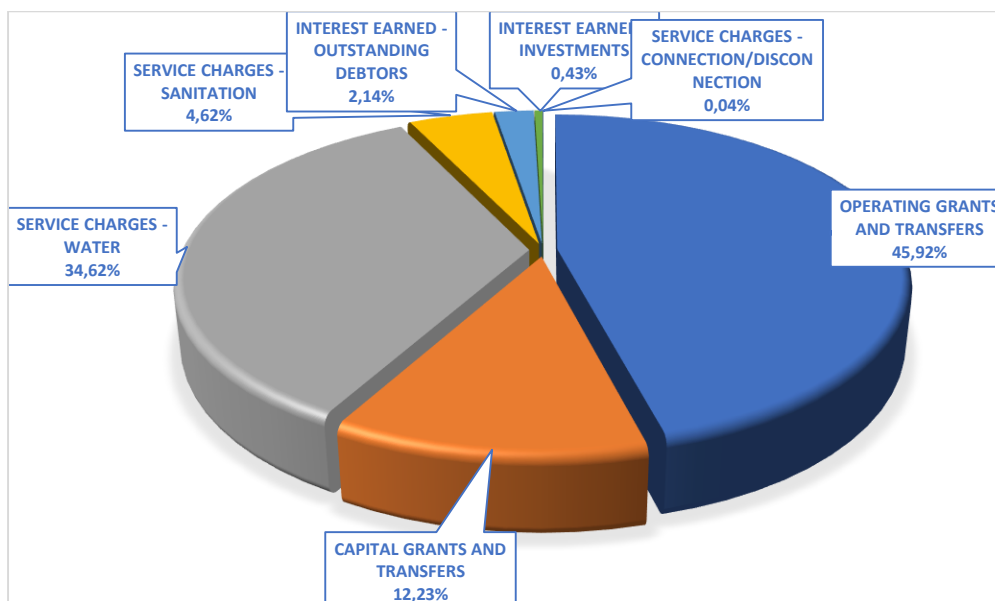
Furthermore, the municipality is in the process of finalising its Emergency Service bylaws to allow for effective generation of the related income.

| REVENUE FRAMEWORK                   |                      |                    |                    |                      |
|-------------------------------------|----------------------|--------------------|--------------------|----------------------|
| OPERATING GRANTS AND TRANSFERS      | 693 903 698          | 740 885 748        | 785 839 000        | 826 191 000          |
| <b>NATIONAL</b>                     | <b>682 615 776</b>   | <b>740 885 748</b> | <b>785 839 000</b> | <b>826 191 000</b>   |
| EQUITABLE SHARE                     | 335 614 000          | 364 715 000        | 394 088 000        | 422 906 000          |
|                                     |                      |                    |                    |                      |
| FINANCE MANAGEMENT GRANT            | 1 200 000            | 1 200 000          | 1 200 000          | 1 338 000            |
| EPWP INCENTIVE GRANT                | 2 287 000            | 2 959 000          | -                  | -                    |
| RURAL ROADS ASSET MANAGEMENT        | 2 707 000            | 2 718 000          | 2 840 000          | 2 967 000            |
| MUNICIPAL INFRASTRUCTURE GRANT      | 6 566 776            | 15 488 748         | 18 000 000         | 18 000 000           |
| <b>PROVINCIAL</b>                   | <b>11 287 922</b>    | <b>-</b>           | <b>-</b>           | <b>-</b>             |
| UMNGENI RESILIENCE PROJECT (SAP)    | 1 287 922            | -                  | -                  | -                    |
| ACCELERATED WATER INTERVENTIONS     | 10 000 000           | -                  | -                  | -                    |
| CAPITAL GRANTS AND TRANSFERS        | 321 974 224          | 197 369 252        | 199 946 000        | 209 933 000          |
| <b>NATIONAL</b>                     | <b>301 874 224</b>   | <b>197 369 252</b> | <b>199 946 000</b> | <b>209 933 000</b>   |
| MUNICIPAL INFRASTRUCTURE GRANT      | 179 274 224          | 106 719 252        | 109 892 000        | 115 817 000          |
| WATER SERVICES INFRASTRUCTURE       | 122 600 000          | 90 650 000         | 90 054 000         | 94 116 000           |
| <b>PROVINCIAL</b>                   | <b>20 100 000</b>    | <b>-</b>           | <b>-</b>           | <b>-</b>             |
| ACCELERATED WATER INTERVENTIONS     | 10 000 000           | -                  | -                  | -                    |
| DISASTER RELIEF GRANT               | 10 100 000           |                    |                    |                      |
| <b>TOTAL GRANTS &amp; TRANSFERS</b> | <b>1 015 877 922</b> | <b>938 255 000</b> | <b>985 785 000</b> | <b>1 036 124 000</b> |
|                                     |                      |                    |                    |                      |
| INTERNALLY GENERATED REVENUE        | 666 776 305          | 664 917 798        | 697 498 770        | 730 281 212          |
| SERVICE CHARGES - WATER             | 547 725 208          | 558 602 838        | 585 974 377        | 613 515 173          |
| COST OF FREE BASIC SERVICES         | - 2 959 002          | - 10 314 099       | - 10 819 490       | - 11 328 006         |
| SERVICE CHARGES - SANITATION        | 79 155 610           | 74 519 567         | 78 171 026         | 81 845 064           |
| SERVICE CHARGES - OTHER             | 550 000              | 579 150            | 607 528            | 636 082              |
| INTEREST EARNED - OUTSTANDING       | 32 792 347           | 34 530 342         | 36 222 329         | 37 924 778           |
| INTEREST EARNED - INVESTMENTS       | 9 512 141            | 7 000 000          | 7 343 000          | 7 688 121            |

The total revenue framework is estimated at R1.603 billion for the 2023/24 financial year.

The overall decrease is 5% when compared to the 2022/23 financial year.

Of the total revenue framework, 46% relates to operating transfers and subsidies, 35% relates to water revenue, 13% relates to capital transfers and subsidies, 4.65% relates to sanitation revenue, 2% relates to interest on outstanding debtors, 0.43% relates to interest from investments and 0.04% relates to connection and disconnection fees.



Of the operating revenue, 47% will be funded from internal funding which is in line with the 2022/23 contribution, with the grant income contributing 53%.

### Revenue Collection Strategies – Debt Management

One of the challenges the municipality is faced with is the accuracy and relevance of the information contained in the debtors' database resulting from the inheritance of legacy information from local municipalities when the services of water and sanitation were transferred to the municipality. As a result, the municipality has committed to expediting the data cleansing exercise as part of the Revenue Enhancement Strategy for purposes of ensuring that the debtors balance is fairly presented.

The debtors' balances per category for the previous medium-term ending in 30 June 2022 is as follows:

| Debtors Per Category |                    | Household            | Business             | Government           | Total                |
|----------------------|--------------------|----------------------|----------------------|----------------------|----------------------|
| 2019/20              | Gross Balance      | 769 655 614.00       | 57 191 975.00        | 29 333 611.00        | 856 181 200.00       |
|                      | Impairment         | - 740 643 444.00     | - 33 520 326.00      | -                    | - 774 163 770.00     |
|                      | <b>Net Balance</b> | <b>29 012 170.00</b> | <b>23 671 649.00</b> | <b>29 333 611.00</b> | <b>82 017 430.00</b> |
| 2020/21              | Gross Balance      | 917 940 195.00       | 84 599 337.00        | 33 167 797.00        | 1 035 707 329.00     |
|                      | Impairment         | - 909 799 474.00     | - 40 327 079.00      | -                    | - 950 126 553.00     |
|                      | <b>Net Balance</b> | <b>8 140 721.00</b>  | <b>44 272 258.00</b> | <b>33 167 797.00</b> | <b>85 580 776.00</b> |
| 2021/22              | Gross Balance      | 579 823 191.00       | 104 751 504.00       | 43 819 709.00        | 728 394 404.00       |
|                      | Impairment         | - 577 945 522.00     | - 61 466 551.00      | -                    | - 639 412 073.00     |
|                      | <b>Net Balance</b> | <b>1 877 669.00</b>  | <b>43 284 953.00</b> | <b>43 819 709.00</b> | <b>88 982 331.00</b> |

The gross debtors' balance has reduced from R1.035 billion in the 2020/21 financial year to R 728 million in the 2022/23 financial year.

This is mainly due to the write-offs processed in the 2021/22 to the value of R 436 million as provided for by the municipality's Debt Write-off Policy, where the Chief Financial Officer and Accounting Officer authorised write offs on various categories of debtors. The CFO and Accounting Officer have delegated authority to write-off debt that has a balance of R100 000 and below. The policy provides that all debt write offs shall be reported to the Municipal Council.

In 2022/23, further debt write-offs to the value of R 77 million have been processed. These relate to debts in excess of R 100 000 which were submitted to Council for approval as per the municipal Debt Write-off Policy.

The debts written off are within the categories of untraceable, prescribed and indigent customer debts.

The provision for impairment was at 92% of gross debtors in the 2021/22 financial year (2021:88%; 2020: 90%) based on the municipality's impairment methodology. The movements in the debt impairment balance included a debt impairment reversal of R 472 million for the 2021/22 financial year (2021: R nil) specifically related to the debtor accounts written off; and debt impairment recognition of R 160.9 million (2021: R 185 million) resulting in a closing balance of R 639.4 million (2021: R 950.9 million).

In terms of the audited financial statements the collection rate improved in 2021/22 financial year at a rate of 63% (2021:49%; 2020: 46%). The 2021/22 original budget collection rate was capped at 37% of raised bills as per National Treasury computation where the collection rate was revised to 59% for purposes of the 2022/23 Adjustment Budget and the 2023/24 Original Budget.

The implementation of the Revenue Enhancement Strategy, which inter alia, involves restrictions and disconnections, is expected to yield a much-improved collection rate in the in years to come.

With the implementation of the revenue raising strategies, the municipality anticipates increasing the quantity and quality of bills in the medium to long term. The approved water and sanitation revenue budget translates to internal revenue with the municipality is continuously reviewing its revenue raising strategies to realise improved cash inflows.

The municipality is aggressively implementing meter restrictions, disconnections, and meter verifications in the 2022/23 financial year to improve collection, with debt collectors appointed to further assist in the implementation of the Credit Control and Debt Collection Strategy.



## Revenue Collection Planned Approach

The municipality's Revenue Enhancement Strategy also requires the assessment of the financial and institutional challenges faced by the municipality contributing to reduced collection rate.

The strategies identified to address challenges contributing to the reduced revenue collection have been broken down into three (3) phases which are:

- Short term phase which concentrates on collection from Government, Organs of State and Businesses.
- Medium term which concentrates on stabilizing and improving the billing system, improving the quality of billing data and customer care and indigent support.
- Long term phase which involves data cleansing, meter replacements and policy changes. This phase involves re verification of customers, changes to policies such as the account holder will be in the name of the property owner, flats to have bulk meters and body corporate responsible for individualized collections and the revitalization of the indigent support applications process etc.

Significant progress has been made in terms of the activities set out in the Revenue Enhancement Strategy. The strategy will be reviewed in due course to further enhance the revenue initiatives

| Debtors Age Analysis by Customer Group |                    |                 |             |
|--|--------------------|-----------------|-------------|
| Category                               | Total              | Total > 90 days | % > 90 days |
| Organs of State                        | 38<br>196          | 22 324          | 58%         |
| Commercial                             | 39<br>771          | 21 501          | 54%         |
| Households                             | 720<br>894         | 586 250         | 81%         |
| Other                                  | 95<br>430          | 78 560          | 82%         |
| <b>Total</b>                           | <b>894<br/>291</b> | <b>708 635</b>  | <b>79%</b>  |

The debt impairment assessment was conducted as at 30 June 2022 where the entire debtors' database was tested for impairment in line with GRAP 104. The results of the assessment were used as the basis for the analysis of qualifying debt write offs.

As at 30 April 2023 amounted to R 894.8 million. A total of R 708 million or 79% relates to amounts owing for more than 90 days.

As at 30 April 2023, an average collection rate of 46% was achieved.

## 2.7 OPERATING EXPENDITURE FRAMEWORK

The operating expenditure framework is estimated at R1.091 billion for the 2023/24 financial year.

The overall increase is 13% when compared to the 2022/23 financial year.

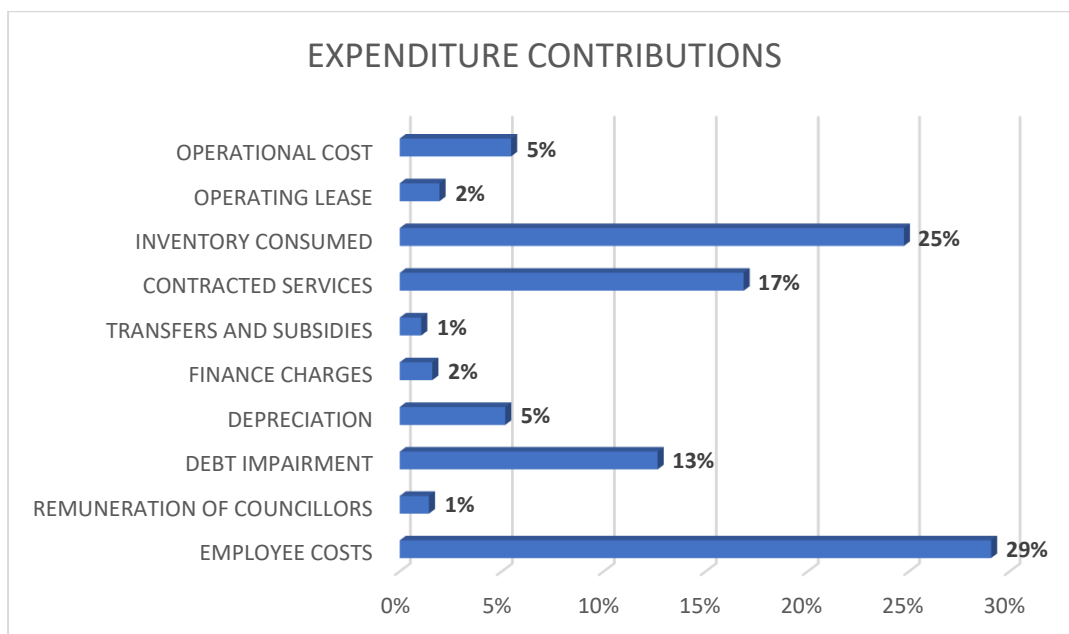
The call by National Government to control government spending remains relevant in the foreseeable future to ensure that the municipality remains sustainable and financially viable.

The breakdown of the operating expenditure budget is as follows:

| DESCRIPTION                        | 2022/23            | 2023/24              | 2024/25              | 2025/26              | % CHANGE   |
|------------------------------------|--------------------|----------------------|----------------------|----------------------|------------|
| EMPLOYEE COSTS                     | 268 062 103        | 317 205 572          | 332 748 645          | 348 387 831          | 18%        |
| REMUNERATION OF COUNCILLORS        | 14 696 002         | 15 585 659           | 16 484 148           | 17 258 903           | 6%         |
| DEBT IMPAIRMENT                    | 131 000 000        | 137 943 000          | 144 702 207          | 151 503 211          | 5%         |
| DEPRECIATION                       | 53 554 784         | 56 393 188           | 59 156 454           | 61 936 807           | 5%         |
| FINANCE CHARGES                    | 18 771 274         | 17 403 733           | 15 920 860           | 14 140 379           | -7%        |
| TRANSFERS AND SUBSIDIES            | 9 000 000          | 11 500 000           | 6 500 000            | 6 000 000            | 28%        |
| CONTRACTED SERVICES                | 159 218 395        | 183 943 663          | 190 733 821          | 199 146 132          | 16%        |
| INVENTORY CONSUMED                 | 245 741 761        | 269 935 618          | 284 427 523          | 296 791 395          | 10%        |
| OPERATING LEASE                    | 20 519 600         | 21 241 178           | 21 623 378           | 22 639 677           | 4%         |
| OPERATIONAL COST                   | 48 738 413         | 59 554 128           | 61 418 457           | 60 311 625           | 22%        |
| <b>TOTAL OPERATING EXPENDITURE</b> | <b>969 302 333</b> | <b>1 090 705 738</b> | <b>1 133 715 493</b> | <b>1 178 115 960</b> | <b>13%</b> |

*Table 6: Operating Expenditure per Type*

Of the operating expenditure items, R 890.052 million (82%) relates to cash items and R200.654 (18%) relates to non-cash items.



Graph 2: Expenditure contributions

Of the total operating expenditure budget, R317.206 million (29%) has been allocated to Employee Related Costs and R 15.586 million (1%) to Remuneration of Councillors. The total costs of Salaries and Wages is R 332.791 (30.5%) which is within the National Treasury norm of 22–40%.

The budget for operational costs is at a total of R59.554 million and contributes 6% to the total operating expenditure framework where R 41.144 million (69%) relates to municipal running costs; R13.374 million (23%) relates to basic service delivery and R5.036 million (8%) relates to special programs.

The operating leases budget is at a total of R 21.241 million and constitutes 2% of the total operating budget where R 15.2 million (72%) relates to municipal running costs for customer care centres, fleet and equipment; and R6 million (28%) relates to emergency response vehicles (fire engines).

Inventory consumed is budgeted at a total of R 269.935 million which constitutes 25% of the operating expenditure framework where R266.650 million (98%) relates to service delivery; R2.150 million (0.8%) relates to disaster materials and consumables; R5 million (1.9%) relates to SMME support; R0.830 million (0.3%) relates to municipal running costs; and R0.300 (0.1%) million relates to special programmes.

Within inventory consumed expenditure budget for basic services is an allocation for the construction of VIP toilets at a total amount of R 9.121 (excluding VAT) where the breakdown is as follows:

| Project Name                    | Funding Source | VAT Exclusive     |                   |                   |
|---------------------------------|----------------|-------------------|-------------------|-------------------|
|                                 |                | Budget 2023/2024  | Budget 2024/2025  | Budget 2025/26    |
|                                 |                |                   |                   |                   |
| <b>Sanitation Provision</b>     |                |                   |                   |                   |
| Mkhambathini VIP Backlog Toilet | MIG            | 3 583 517         | 2 608 696         | 2 608 696         |
| uMngeni VIP Backlog Toilets     | MIG            | 869 565           | 2 608 696         | 2 608 696         |
| Richmond VIP Backlog Toilets    | MIG            | 3 238 443         | 2 608 696         | 2 608 696         |
| Mpofana VIP Backlog Toilet      | MIG            | 869 565           | 2 608 696         | 2 608 696         |
| uMshwath VIP Backlog Toilets    | MIG            | 1 234 161         | 2 608 696         | 2 608 696         |
| Impendle VIP Backlog Toilets    | MIG            | 3 673 225         | 2 608 696         | 2 608 696         |
|                                 |                | <b>13 468 477</b> | <b>15 652 174</b> | <b>15 652 174</b> |

*Table 7: VIP Toilets Budget per region*

Contracted services are budgeted at a total of R183.944 million and contribute 17% to the total operating expenditure framework where:

- R137.377 million (75%) relates to basic service delivery;
- R38.142 million (20%) relates to municipal running costs;
- R6.433 million (4%) relates to other municipal functions such as economic development and planning, environmental health, environmental management; and rural road asset management;
- R1.992 million (1%) relates to Special Programmes.

Transfers and subsidies relate to amounts allocated to the uMgungundlovu Economic Development Agency, with the 2023/24 budget at a total of R11.5 million which constitutes 1% of the operating expenditure framework. This is to support the agency in the performance of its functions and activities.

Finance charges budgeted for the 2023/24 financial year related to the interest to be incurred on the outstanding balance for the Loan with the Development Bank of South Africa. The amount of R 17.404 million is aligned to the loan amortisation schedule and constitutes 2% of the operating expenditure framework.

The depreciation and debt impairment budget items are non-cash items and constitute 5% (R56.393 million) and 13% (R 137.943 million) of the operating budget framework, respectively.

The user departments continuously monitor and review the contracts and service level agreements with service providers in an effort to ensure that value for money is realised.

## **Cost Containment Measures**

The municipality has committed to monitoring and controlling operational expenditure by implementing its Cost Containment policy.

The user departments continuously monitor and review the contracts and service level agreements with service providers in an effort to ensure that value for money is realised.

As part of cost containment measures, and considering that water and sanitation are the core business of the municipality, where minor repairs to the meter and or reticulation are identified, they are fixed on the spot to reduce unaccounted for water and eventually reduce the cost of bulk water purchase.

**Water Tanker Hire:** This contract will continue to be closely monitored and reviewed to ensure that the municipality is able to recover the costs incurred in the form of service charges. Demand Analysis needs to continuously be performed by the user department which has to demonstrate the reduced need for the service delivery through water tankers in line with the commissioned and completed projects. The need for the water tanker hire should reflect a stagger down need in line with implemented projects and service interruptions.

**Reticulation Repairs and Maintenance:** Electric and Mechanical Contract: This contract will continue to be closely monitored to provide and supply services as per contract conditions and preapprovals are required for works to be done.

**Wastewater Treatment Works Maintenance Contract:** A revised cost tariff charge has been negotiated with the service provider. The reasonability of the fixed tariff is being verified and the contract addendum is to be concluded.

**Vehicle Hire and VIP Vehicle Hire:** Vehicle Hire for VIP's to be limited to upper limit as per Government gazette. Vehicle hire for staff for operational purposes to be controlled by line managers.

**Employee Related Costs:** All allowances, overtime and standby to be pre-approved and controlled by line managers. A limit of standby allowance and overtime has been set.

## 2.8 ALLOCATION AND GRANTS MADE BY THE MUNICIPALITY

Council resolved to transfer a total sum of R 11.5 million to the uMgungundlovu Development Agency for the 2023/2024 financial period.

- Table D1 Budget Summary

| Description  | 2019/20         | 2020/21         | 2021/22         | Current Year 2022/23 |                 |                    | Medium Term Revenue and Expenditure Framework |                        |                        |
|--|-----------------|-----------------|-----------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
|  | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget      | Adjusted Budget | Full Year Forecast | Budget Year 2023/24                           | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| <b>R thousands</b>   |                 |                 |                 |                      |                 |                    |   |                        |                        |
| <b>Financial Performance</b>   |                 |                 |                 |                      |                 |                    |   |                        |                        |
| Property rates   | -               | -               | -               | -                    | -               | -                  | -   | -                      | -                      |
| Service charges  | -               | -               | -               | -                    | -               | -                  | -   | -                      | -                      |
| Investment revenue   | (33)            | (89)            | (184)           | 70                   | 310             | 310                | 1 169   | 1 223                  | 1 279                  |
| Transfer and subsidies - Operational                                 | (7 134)         | (6 784)         | (9 271)         | 7 500                | 9 330           | 9 330              | 11 500  | 12 029                 | 12 582                 |
| Other own revenue  | (562)           | (61)            | (11)            | -                    | 196             | 196                | -   | -                      | -                      |
| <b>Total Revenue (excluding capital transfers and contributions)</b> | <b>(7 729)</b>  | <b>(6 933)</b>  | <b>(9 467)</b>  | <b>7 570</b>         | <b>9 836</b>    | <b>9 836</b>       | <b>12 669</b>                                 | <b>13 252</b>          | <b>13 861</b>          |
| Employee costs   | 3 581           | 3 966           | 5 338           | 5 244                | 6 170           | 6 170              | 8 359   | 8 743                  | 9 145                  |
| Remuneration of councillors  | -               | -               | -               | -                    | -               | -                  | -   | -                      | -                      |
| Depreciation and Debt impairment                                     | 715             | 834             | 236             | 150                  | 150             | 150                | 180   | 188                    | 197                    |
| Interest   | -               | 0               | 77              | -                    | -               | -                  | -   | -                      | -                      |
| Inventory consumed and bulk purchases                                | 81              | 159             | 29              | 50                   | 32              | 32                 | 80  | 84                     | 88                     |
| Transfers and subsidies  | -               | -               | -               | -                    | -               | -                  | -   | -                      | -                      |
| Other expenditure  | 5 297           | 2 589           | 2 114           | 2 126                | 3 483           | 3 483              | 4 050   | 4 236                  | 4 430                  |
| <b>Total Expenditure</b>   | <b>9 674</b>    | <b>7 548</b>    | <b>7 794</b>    | <b>7 570</b>         | <b>9 836</b>    | <b>9 836</b>       | <b>12 669</b>                                 | <b>13 251</b>          | <b>13 860</b>          |
| <b>Surplus/(Deficit)</b>   | <b>(17 403)</b> | <b>(14 481)</b> | <b>(17 260)</b> | <b>-</b>             | <b>-</b>        | <b>-</b>           | <b>0</b>                                      | <b>1</b>               | <b>1</b>               |

## 2.9 COUNCILLOR ALLOWANCES AND EMPLOYEE BENEFITS

|  |                   |                   |                   |                   |
|--|-------------------|-------------------|-------------------|-------------------|
| <b>REMUNERATION OF COUNCILLORS</b>     | <b>14 696 002</b> | <b>15 585 659</b> | <b>16 349 356</b> | <b>17 117 776</b> |
| <b>OFFICE OF THE MUNICIPAL MANAGER</b> | <b>14 696 002</b> | <b>15 585 659</b> | <b>16 349 356</b> | <b>17 117 776</b> |
| CHIEF WHIP: BASIC SALARY               | 757 313           | 851 395           | 893 113           | 935 089           |
| CHIEF WHIP: CELLPHONE ALLOWANCE        | 44 400            | 44 400            | 46 576            | 48 765            |
| CHIEF WHIP: TRAVEL ALLOWANCE           | 67 422            | 103 262           | 108 322           | 113 413           |
| DEPUTY MAYOR: BASIC SALARY             | 565 641           | 578 721           | 607 079           | 635 611           |
| DEPUTY MAYOR: MEDICAL AID              | 30 236            | 29 434            | 30 876            | 32 327            |
| DEPUTY MAYOR: PENSION                  | 88 205            | 79 997            | 83 917            | 87 861            |
| DEPUTY MAYOR: TRAVEL ALLOWANCE         | 218 691           | 214 247           | 224 745           | 235 308           |
| DEPUTY MAYOR: CELLPHONE ALLOWANCE      | 44 400            | 44 400            | 46 576            | 48 765            |
| EXCO: BASIC SALARY                     | 4 439 560         | 4 689 581         | 4 919 370         | 5 150 581         |
| EXCO: CELLPHONE ALLOWANCE              | 273 900           | 266 400           | 279 454           | 292 588           |
| EXCO: MEDICAL AID                      | 87 295            | 82 577            | 86 623            | 90 694            |
| EXCO: PENSION                          | 200 647           | 187 639           | 196 833           | 206 085           |
| EXCO: TRAVEL ALLOWANCE                 | 234 662           | 117 400           | 123 153           | 128 941           |
| MAYOR: BASIC SALARY                    | 832 420           | 867 702           | 910 219           | 952 999           |
| MAYOR: CELLPHONE ALLOWANCE             | 44 400            | 44 400            | 46 576            | 48 765            |
| MAYOR: TRAVEL ALLOWANCE                | 319 127           | 427 233           | 448 167           | 469 231           |
| OTHER COUNCILLORS: BASIC SALARY        | 3 626 463         | 4 050 996         | 4 249 495         | 4 449 221         |
| OTHER COUNCILLORS: CELLPHONE ALLOWANCE | 452 058           | 463 800           | 486 526           | 509 393           |
| OTHER COUNCILLORS: MEDICAL AID         | 109 534           | 95 990            | 100 694           | 105 427           |
| OTHER COUNCILLORS: OTHER ALLOWANCES    | 476 411           | 501 600           | 526 178           | 550 909           |
| OTHER COUNCILLORS: PENSION             | 155 488           | 109 383           | 114 743           | 120 136           |
| OTHER COUNCILLORS: TRAVEL ALLOWANCE    | 716 359           | 788 227           | 826 850           | 865 712           |
| SPEAKER: BASIC SALARY                  | 650 228           | 688 229           | 721 952           | 755 883           |
| SPEAKER: CELLPHONE ALLOWANCE           | 44 400            | 44 400            | 46 576            | 48 765            |
| SPEAKER: TRAVEL ALLOWANCE              | 216 743           | 214 247           | 224 745           | 235 308           |

## Employee Related Costs

| STAFF SALARIES                  |                    |
|---------------------------------|--------------------|
| Department                      | Test Total         |
|                                 |                    |
| OFFICE OF THE MUNICIPAL MANAGER | 24 878 433         |
| FINANCIAL SERVICES              | 38 215 131         |
| CORPORATE SERVICES              | 30 992 530         |
| TECHNICAL SERVICES              | 91 862 846         |
| COMMUNITY SERVICES              | 100 314 112        |
| EDP                             | 12 427 215         |
|                                 | <b>298 690 267</b> |
| GROUP LIFE                      | 3 303 542          |
| TERMINATION BENEFITS            | 6 318 000          |
| <b>TOTAL</b>                    | <b>308 311 808</b> |

*\*\*Totals above exclude costs for Executive Management.*

## Executive Management Costs

| EXECUTIVE MANAGEMENT   |                     |                     |                 |                           |               |               |            |                  |
|------------------------|---------------------|---------------------|-----------------|---------------------------|---------------|---------------|------------|------------------|
| Designation            | Basic for 2023/2024 | Cellphone allowance | Housing Subsidy | Travel Allowance/ Subsidy | UIF           | Skills Levy   | SALGBCL    | Annual           |
| Municipal Manager      | 1 928 694           | 21 600              | -               | -                         | 2 125         | 19 503        | 130        | 1 972 052        |
| EM: Financial Services | 1 087 460           | 21 600              | 214 203         | 237 723                   | 2 125         | 13 233        | 130        | 1 576 473        |
| EM: Corporate Services | 1 087 460           | 21 600              | -               | 192 748                   | 2 125         | 10 875        | 130        | 1 314 938        |
| EM: Technical Services | 903 845             | 21 600              | -               | 177 333                   | 2 125         | 10 070        | 130        | 1 115 102        |
| EM: Community Services | 1 087 460           | 21 600              | -               | 192 748                   | 2 125         | 10 875        | 130        | 1 314 938        |
| EM: EDP                | 924 208             | 21 600              | -               | 194 880                   | 2 125         | 9 242         | 130        | 1 152 185        |
| <b>Grand Total</b>     | <b>7 019 127</b>    | <b>129 600</b>      | <b>214 203</b>  | <b>995 433</b>            | <b>12 753</b> | <b>73 797</b> | <b>778</b> | <b>8 445 689</b> |

## 2.11 ANNUAL BUDGETS AND SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLANS INTERNAL – DEPARTMENTS

The attached Service Delivery and Budget Implementation Plan is at Draft stage has been approved by the Mayor as per the Municipal Finance Management Act. **Refer to Annexure A.**

## 2.12 ANNUAL BUDGETS AND SERVICE DELIVERY AGREEMENTS – MUNICIPAL ENTITIES AND OTHER EXTERNAL MECHANISMS

Not applicable.

## 2.13 CONTRACTS HAVING FUTURE BUDGETARY IMPLICATIONS

The below contracts have budgetary implications beyond the 2022/23 financial year

- Leasing of photocopying machines from Yurutek Business Solutions where the contract period ends on 30 April 2025.
- Leasing of Emergency Response Vehicles from Scelo Business Consulting where the contract period ends on 13 November 2023.

## 2.14 CAPITAL EXPENDITURE FRAMEWORK

The three-year capital expenditure budget for the medium-term commencing in 2023/24 will amount to R 555.712 million where R528.042 million will be funded by grants and R27.670 million will be internally funded.

The 2023/24 capital expenditure budget is at a total of R 184.314 million excluding VAT of which 93% (R171.625 million) of the capital expenditure relates to expenditure funded by capital grants and 7% (R 12.689 million) will be funded internally.

The capital expenditure budget has decreased by 36% when compared to the previous financial year and constitutes 15% of the total 2023/24 budget which falls within the norm of 10 – 20% as recommended by National Treasury.

The capital programme constitutes the following:

### ***Water projects***

R 171.625 million in 2023/24 which constitutes 93% of the total annual capital budget.

R 528.042 million over the medium-term which constitutes 95% of the medium-term capital budget.

### ***Infrastructure – Housing Developments***

R2 million in 2023/24 which constitutes 1% of the total annual capital budget.

R 6 million over the medium-term which constitutes 1% of the medium-term capital budget.

### ***Buildings***

R 2.5 million for the Disaster Management Centre and R3 million towards the Howick Customer Care Centre which constitutes 1% and 2% of the 2023/24 capital budget, respectively.

A total of R11.5 million over the medium-term which constitutes 2% of the medium-term capital budget.



## IT Equipment

R 3.2 million in 2023/24 which constitutes 2% of the total annual capital budget.

R 6.7 million over the medium-term which constitutes 1% of the medium-term capital budget.

## Furniture and fittings

R 0.750 million which constitute 0.4% of the annual capital budget.

R 1.823 million over the medium-term which constitutes 0.27% of the medium-term capital budget.

## Machinery and Equipment

R 1.239 million in 2023/24 which constitutes 1% of the annual capital budget.

R 1.646 million over the medium-term which constitutes 0.28% of the medium-term capital budget.

A break-down of the capital expenditure programme per project is detailed below.

| Project Name                               | Funding Source   | Budget 2022/2023   | Budget 2023/2024   | Budget 2024/2025   | Budget 2025/26     | Total Allocation   | Municipality |
|--|------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| <b>Water Provision</b>                     |                  |                    |                    |                    |                    |                    |              |
| Nkanyezini Water                           | MIG              | 60 423 464         | 33 180 205         | -                  | -                  | 33 180 205         | Mkhambathini |
| Mpolweni                                   | MIG              | 74 606 801         | 40 075 173         | 4 347 826          | -                  | 44 422 999         | uMshwathi    |
| Trust Feeds Phase 1                        | MIG              | 2 040 982          | 7 686 123          | -                  | -                  | 7 686 123          | uMshwathi    |
| Manyavu Water                              | MIG              | -                  | 434 783            | -                  | -                  | 434 783            | Mkhambathini |
| Enguga Entshayabantu & Macksam CWSS        | MIG              | 309 201            | -                  | -                  | -                  | -                  | Impendle     |
| Mbhava & Mpethu Swayimane Water Supply     | MIG              | 13 369 555         | -                  | -                  | -                  | -                  | uMshwathi    |
| KwaMathwanya Water Reticulation            | MIG              | 5 150 175          | -                  | -                  | -                  | -                  | Mpofana      |
| Cedara Water -bulk main link               | MIG              | -                  | -                  | 17 391 304         | 21 739 130         | 39 130 435         | uMngeni      |
| Swayimane Water Supply Phase 3             | MIG              | -                  | 4 333 913          | 23 222 290         | 17 391 304         | 44 947 507         | uMshwathi    |
| Impendle Bulk Water Supply                 | MIG              | -                  | 7 089 153          | 45 379 449         | 27 826 087         | 80 294 689         | Impendle     |
| Richmond Bulk Water Supply                 | MIG              | -                  | -                  | 5 217 391          | 33 753 913         | 38 971 304         | Richmond     |
|  |                  | <b>155 900 177</b> | <b>92 799 350</b>  | <b>95 558 261</b>  | <b>100 710 435</b> | <b>289 068 045</b> |              |
| Enguga Entshayabantu & Macksam CWSS Phase5 | NDCM             | 8 782 609          | -                  | -                  | -                  | -                  | Impendle     |
|  |                  | <b>8 782 609</b>   | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>           |              |
| Nadi to Ekhamanzi Phase 3B                 | WSIG             | 3 040 365          | -                  | -                  | -                  | -                  | uMshwathi    |
| Greater Efaye                              | WSIG             | 71 394 417         | 4 404 650          | 4 404 650          | -                  | 8 809 300          | uMshwathi    |
| Efaye/KwaZibusele Reticulation             | WSIG             | -                  | 13 551 972         | 21 384 174         | 2 720 713          | 37 656 859         | uMshwathi    |
| Nadi Reticulation                          | WSIG             | -                  | 3 178 718          | 18 705 528         | 48 960 864         | 70 845 110         | uMshwathi    |
| Mpofana Bulk- Mpofana village              | WSIG             | -                  | 20 338 098         | 3 130 435          | 1 030 201          | 24 498 734         | Mpofana      |
| AC Replacement                             | WSIG             | -                  | -                  | -                  | 27 702 566         | 27 702 566         | Umgengi      |
| UMDM Borehole & Spring Protection Progr    | WSIG             | -                  | 22 146 555         | 12 260 870         | -                  | 34 407 425         |              |
| Mt Elias/Efaye Reticulation Extension      |                  | -                  | 15 206 094         | 18 422 169         | 1 425 656          | 35 053 919         |              |
|  |                  | <b>74 434 783</b>  | <b>78 826 087</b>  | <b>78 307 826</b>  | <b>81 840 000</b>  | <b>238 973 913</b> |              |
| <b>Water Provision - Boreholes</b>         |                  |                    |                    |                    |                    |                    |              |
| Impendle Boreholes                         | AWIP             | 2 718 427          | -                  | -                  | -                  | -                  | Impendle     |
| Mpofana Boreholes                          | AWIP             | 2 718 427          | -                  | -                  | -                  | -                  | Mpofana      |
| uMshwathi Boreholes                        | AWIP             | 3 258 799          | -                  | -                  | -                  | -                  | uMshwathi    |
|  |                  | <b>8 695 652</b>   | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>           |              |
| Disaster Management Centre                 | Internal funding | 1 000 000          | 2 500 000          | -                  | -                  | 2 173 913          | Mkhambathini |
| Housing Developments                       | Internal funding | -                  | 2 000 000          | -                  | -                  | -                  | District     |
| Buildings/structures                       | Internal funding | 186 000            | 3 000 000          | -                  | -                  | -                  | Head Office  |
| Machinery and Equipment                    | Internal funding | 980 000            | 1 239 540          | -                  | -                  | 1 077 861          | Head Office  |
| Furniture and Fittings                     | Internal funding | 214 000            | 750 000            | -                  | -                  | 664 348            | Head Office  |
| IT Infrastructure                          | Internal funding | 1 876 700          | 3 200 000          | -                  | -                  | 2 800 000          | Head Office  |
| IT Infrastructure                          | EPWP             | 17 391             | -                  | -                  | -                  | -                  | Head Office  |
| Intangible Assets                          | FMG              | 426 087            | -                  | -                  | -                  | -                  | Head Office  |
|  |                  | <b>4 700 178</b>   | <b>12 689 540</b>  | <b>-</b>           | <b>-</b>           | <b>6 716 122</b>   |              |
| <b>Grand Total</b>                         |                  | <b>243 730 790</b> | <b>184 314 977</b> | <b>173 866 087</b> | <b>182 550 435</b> | <b>534 758 080</b> |              |

## **2.15 LEGISLATION COMPLIANCE STATUS**

Compliance with the MFMA implementation requirements have been substantially adhered to in terms of the following activities:

### **In year reporting and Statutory returns**

Reporting to National and Provincial Treasuries was complied with on a monthly basis. Section 71 reporting to the Executive Mayor (within 10 working days) has progressively improved and includes monthly published financial performance on the Municipality's website. The municipality has also submitted all statutory returns as per MFMA and mSCOA.

### **Internship programme**

The Municipality is participating in the Municipal Financial Management Internship Programme. The programme is intended to empower graduates with on-the-job training and build capacity for the local government sector. The municipality currently has in its employ a total of five interns.

### **Budget and Treasury Office**

The Budget and Treasury Office has been established in accordance with the MFMA with the Chief Financial Officer recruitment process currently pending. The position is, however, occupied on a short-term basis until such recruitment process is concluded.

### **Service Delivery and Implementation Plan**

The detailed outcome based SDBIP document is at a draft stage and will be finalized in line with the approval of the 2023/24 MTREF in May 2023.

### **Annual Report**

Annual report is compiled in terms of the MFMA and National Treasury requirements.

### **MFMA Training**

Various managers and staff have completed the MFMA training, and the training programme continues in line with the skills development plan. The managers who have not fully met the minimum competency requirements have signed performance agreement which includes milestones for the completion of the outstanding unit standards.

### **Audit Outcome**

The municipality has maintained an unqualified audit opinion on the Annual Financial Statements in the 2022/2022 financial year.

The municipality's audit opinion on the Annual Performance Report regressed to a qualified audit opinion in the 2021/2022 financial year.

The municipality seeks to improve the audit opinion on both the Annual Financial Statements and the Annual Performance Report in the current financial year.

## 2.16 OTHER SUPPORTING DOCUMENTS

### 2.16.1 INVESTMENTS

As a means to increase cash inflows, the municipality analyses cash demands against the bank balances for purposes of identifying surplus funds (after taking into account projected cashflows) to invest for short-term periods (usually three months at a time).

As at 30 April 2023 interest revenue of R11.735 million was earned on investments and positive bank account balances.

The below investments were made and/or matured in the 2022/23 financial year:

| Investments Register 2022/23 |                      |                    |             |               |                 |               |                            |                    |                 |              |                            |
|------------------------------|----------------------|--------------------|-------------|---------------|-----------------|---------------|----------------------------|--------------------|-----------------|--------------|----------------------------|
| Institution                  | Period of Investment | Type of Investment | Deposit     | Interest Rate | Investment date | Maturity date | Opening Balance 01/07/2023 | Capital Investment | Interest earned | Withdrawal   | Closing Balance 30/05/2023 |
| FNB                          | 12 months            | Fixed deposit      | 3 750 000   | 5.25%         | 07/09/2021      | 07/09/2022    | 3 910 196.92               | -                  | 36 678          | -3 946 875   | -                          |
| Standard Bank                | 3 months             | Fixed deposit      | 70 000 000  | 6.60%         | 27/07/2022      | 26/10/2022    | -                          | 70 000 000         | 1 164 493       | -71 164 493  | -                          |
| ABSA                         | 3 months             | Fixed deposit      | 110 000 000 | 8.54%         | 09/02/2023      | 08/05/2023    | -                          | 110 000 000        | 2 316 329       | -112 316 329 | -                          |
| ABSA                         | 8 days               | Fixed deposit      | 112 316 329 | 6.00%         | 09/05/2023      | 16/05/2023    | -                          | 112 316 329        | 147 704         | -112 464 032 | -                          |
| Total                        |                      |                    |             |               |                 |               | 3 910 196.92               | 292 316 329        | 3 665 204       | -299 891 729 | -                          |

### 2.16.2 LONG TERM LOANS

As at 30 April 2023, the loan book was at a total balance of **R 167.6 million**. The interest rate on the loan is **10.889%**. The debt to revenue ratio is **15%** against the YTD operating revenue which is within the National Treasury norm of below 45%. The debt service to income ratio for the year indicates that the costs associated with the debt were funded by **1.36%** of the YTD operating income.

The amortization schedule extract below details the interest accruals and loan repayments for the 2023/24 financial year.

|                         |  |            |            |               |               |               |                |                |                |
|-------------------------|--|------------|------------|---------------|---------------|---------------|----------------|----------------|----------------|
| Interest Accrual        |  | 30.06.2023 | 30.06.2023 | 0,00          | 1,460,795,81  | 0,00          | 1,460,795,81   | 170,523,886,38 | 163,219,907,32 |
| Interest Accrual        |  | 31.07.2023 | 31.07.2023 | 0,00          | 1,509,489,00  | 0,00          | 1,509,489,00   | 172,033,375,38 | 163,219,907,32 |
| Interest Capitalisation |  | 31.07.2023 | 31.07.2023 | 0,00          | -8,813,468,06 | 8,813,468,06  | 0,00           | 172,033,375,38 | 172,033,375,38 |
| Repayment Due           |  | 31.07.2023 | 31.07.2023 | -6,727,377,37 | 0,00          | -8,813,468,06 | -15,540,845,43 | 156,492,529,95 | 156,492,529,95 |
| Interest Accrual        |  | 31.08.2023 | 31.08.2023 | 0,00          | 1,447,272,92  | 0,00          | 1,447,272,92   | 157,939,802,87 | 156,492,529,95 |
| Interest Accrual        |  | 30.09.2023 | 30.09.2023 | 0,00          | 1,400,586,71  | 0,00          | 1,400,586,71   | 159,340,389,58 | 156,492,529,95 |
| Interest Accrual        |  | 31.10.2023 | 31.10.2023 | 0,00          | 1,447,272,93  | 0,00          | 1,447,272,93   | 160,787,662,51 | 156,492,529,95 |
| Interest Accrual        |  | 30.11.2023 | 30.11.2023 | 0,00          | 1,400,586,71  | 0,00          | 1,400,586,71   | 162,188,249,22 | 156,492,529,95 |
| Interest Accrual        |  | 31.12.2023 | 31.12.2023 | 0,00          | 1,447,272,93  | 0,00          | 1,447,272,93   | 163,635,522,15 | 156,492,529,95 |
| Interest Accrual        |  | 31.01.2024 | 31.01.2024 | 0,00          | 1,447,272,93  | 0,00          | 1,447,272,93   | 165,082,795,08 | 156,492,529,95 |
| Interest Capitalisation |  | 31.01.2024 | 31.01.2024 | 0,00          | -8,590,265,13 | 8,590,265,13  | 0,00           | 165,082,795,08 | 165,082,795,08 |
| Repayment Due           |  | 31.01.2024 | 31.01.2024 | -6,950,580,30 | 0,00          | -8,590,265,13 | -15,540,845,43 | 149,541,949,65 | 149,541,949,65 |
| Interest Accrual        |  | 29.02.2024 | 29.02.2024 | 0,00          | 1,293,767,31  | 0,00          | 1,293,767,31   | 150,835,716,96 | 149,541,949,65 |
| Interest Accrual        |  | 31.03.2024 | 31.03.2024 | 0,00          | 1,382,992,63  | 0,00          | 1,382,992,63   | 152,218,709,59 | 149,541,949,65 |
| Interest Accrual        |  | 30.04.2024 | 30.04.2024 | 0,00          | 1,338,379,96  | 0,00          | 1,338,379,96   | 153,557,089,55 | 149,541,949,65 |
| Interest Accrual        |  | 31.05.2024 | 31.05.2024 | 0,00          | 1,382,992,63  | 0,00          | 1,382,992,63   | 154,940,082,18 | 149,541,949,65 |
| Interest Accrual        |  | 30.06.2024 | 30.06.2024 | 0,00          | 1,338,379,96  | 0,00          | 1,338,379,96   | 156,278,462,14 | 149,541,949,65 |

### 2.16.3 CONDITIONAL GRANTS

As at the 30 May 2023, a total of **R 344.7 million** of conditional grant allocations were received since 01 July 2022 whilst an additional **R 16.8 million**, which was received in the previous financial years, was available at the beginning of the period. The operating and capital grant utilisation of allocations received to date was at 72% and 60%, respectively. The overall conditional grant utilisation is at 61% of available funds with an unspent value of **R 105.379 million**.

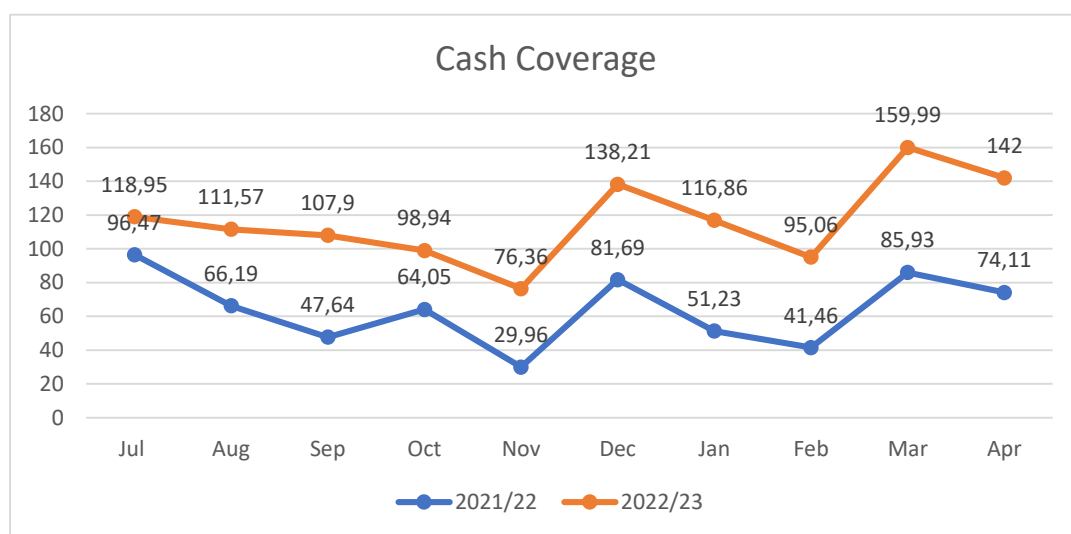
| uMgungundlovu District Municipality Conditional Grants Register as at 31 May 2023 |                   |                    |                    |                    |                    |              |
|---|-------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| Description   | Opening Balance   | Receipts           | Total Available    | Expenditure        | Balance            | Percentage   |
| <b>Operating Grants</b>   |                   |                    |                    |                    |                    |              |
| Accelerated Water Intervention Grant  | 3                 | 10 000 000         | 10 000 003         | 9 987 664          | 12 339             | 99.88        |
| Camperdown WWW  | 4 000 095         | 0                  | 4 000 095          | 0                  | 4 000 095          | 0.00         |
| Expanded Public Works Programme Grant   | 0                 | 2 287 000          | 2 287 000          | 2 215 592          | 71 408             | 96.88        |
| Finance Management Grant  | 0                 | 1 200 000          | 1 200 000          | 934 975            | 265 025            | 77.91        |
| Geospatial Grant  | 35                | 0                  | 35                 | 0                  | 35                 | 0.00         |
| IDP Spatial Development Grant   | 622 775           | 0                  | 622 775            | 287 500            | 335 275            | 46.16        |
| Municipal Infrastructure Grant  | 0                 | 566 776            | 566 776            | 566 776            | 0                  | 100.00       |
| Municipal Infrastructure Grant - Additional Funding                               | 0                 | 6 000 000          | 6 000 000          | 3 700 942          | 2 299 058          | 61.68        |
| Public Transport Plan Grant   | 308 817           | 0                  | 308 817            | 0                  | 308 817            | 0.00         |
| Rasset & DGDS Grant   | 126 989           | 0                  | 126 989            | 0                  | 126 989            | 0.00         |
| Rural Roads Asset Management Grant  | 29                | 2 707 000          | 2 707 029          | 2 339 582          | 367 447            | 86.43        |
| Spatial Development Framework Grant   | 212 825           | 0                  | 212 825            | 197 570            | 15 255             | 92.83        |
| <b>Total Operating Grants</b>   | <b>5 271 567</b>  | <b>22 760 776</b>  | <b>28 032 343</b>  | <b>20 230 600</b>  | <b>7 801 743</b>   | <b>72.17</b> |
| <b>Capital Grants</b>   |                   |                    |                    |                    |                    |              |
| Accelerated Sanitation Intervention Grant   | 0                 | 10 000 000         | 10 000 000         | 1 587 173          | 8 412 828          | 15.87        |
| Municipal Infrastructure Grant  | 0                 | 116 300 224        | 116 300 224        | 116 277 560        | 22 664             | 99.98        |
| Municipal Infrastructure Grant - Additional Funding                               | 0                 | 62 974 000         | 62 974 000         | 0                  | 62 974 000         | 0.00         |
| ORIO Grant  | 11 550 860        | 0                  | 11 550 860         | 0                  | 11 550 860         | 0.00         |
| Water Services Infrastructure Grant   | 0                 | 85 600 000         | 85 600 000         | 79 209 675         | 6 390 325          | 92.53        |
| Water Services Infrastructure Grant - Additional Funding                          | 0                 | 37 000 000         | 37 000 000         | 0                  | 0                  | 0.00         |
| Disaster Relief Grant   | 0                 | 10 100 000         | 10 100 000         | 1 873 862          | 8 226 138          | 18.55        |
| <b>Total Capital Grants</b>   | <b>11 550 860</b> | <b>321 974 224</b> | <b>333 525 084</b> | <b>198 948 270</b> | <b>97 576 814</b>  | <b>59.65</b> |
| <b>Total Grants</b>   | <b>16 822 427</b> | <b>344 735 000</b> | <b>361 557 427</b> | <b>219 178 870</b> | <b>105 378 557</b> | <b>60.62</b> |

Capital grants are anticipated to be spent in full by the end of the financial year and are fully committed as the projects are underway.

The municipality is confident that it will fully spend the conditional operating grants received in the current financial year. The municipality has requested assistance from Provincial Government in establishing the funding, conditions and expenditures of the grants that have historically been reflected on the Grant Register with no movements in such balances.

The municipality ensures that all grant funding received is cash-backed until the conditions of such grants are met.

### 2.16.3 CASH COVERAGE



The total bank balances as at 30 April 2023 amounted to R 392.7 million and investments amounted to R 112.2 million resulting in a total cash and cash equivalents balance of R 504.9 million. The average interest rate on the investment is 8.54%. The cash coverage ratio as at 30 April 2023 is 4.73 based on average of R 72 million per month fixed operating expenditure. This indicates that the municipality as at 30 April 2023 has enough cash to run its operation for 142 days based on a 30-day calendar month. The norm as set out in the uniform financial ratios and norms circular 71 is 1 to 3 months.

| Account Name             | Account Number | Market value at the beginning of the month | Change in market value | Market value at the end of the month |
|--------------------------|----------------|--|------------------------|--------------------------------------|
| Main Account             | 50940026773    | 337 446 605                                | -164 980 599           | 172 466 006                          |
| Salaries Account         | 50940092196    | 69 349 040                                 | -12 025 876            | 57 323 164                           |
| Water Services Account   | 62023616462    | 49 872 555                                 | 107 560 572            | 157 433 127                          |
| NSTD Call Account        | 62215748289    | 616 263                                    | 3 613                  | 619 877                              |
| Mandela Race Account     | 62411577193    | 842 405                                    | 4 011                  | 846 416                              |
| Mandela ABSA             | 4094362410     | 1 229 266                                  | -349                   | 1 228 918                            |
| Corporate Cheque Account | 62597807125    | 2 735 357                                  | 12 191                 | 2 747 548                            |

|                              |             |                    |                    |                    |
|------------------------------|-------------|--------------------|--------------------|--------------------|
| Public Sector Cheque Account | 62243484417 | -                  | -198               | -198               |
| <b>Total Cash Balances</b>   |             | <b>462 091 491</b> | <b>-69 426 634</b> | <b>392 664 857</b> |

| Period of Investment<br>Yrs/Months | Type of Investment | Expiry date of investment | Accrued interest for the month | Yield for the month 1 (%) | Market value at beginning of the month | Change in market value | Market value at end of the month |
|------------------------------------|--------------------|---------------------------|--------------------------------|---------------------------|--|------------------------|----------------------------------|
| 3 months                           | Fixed deposit      | 08.05.2023                | 746 373                        | 8.54%                     | 111 441 272                            | 746 373                | 112 187 645                      |
| <b>Total</b>                       |                    |                           | <b>746 373</b>                 |                           | <b>111 441 272</b>                     | <b>746 373</b>         | <b>112 187 645</b>               |

The average debtors' collection rate for the 2022/23 financial year is 50% with the highest value of debtors' payments received in January 2023. Positive cash coverage has been maintained in the 2022/23 financial year despite the slow recovery of the economic climate further depressed by the impact of load shedding. The municipality has realised an improved cash coverage as anticipated in the previous year. This can be attributed to the improved enforcement of the Credit Control Policy and the intensified implementation of the financial recovery strategy.

## 2.17 SOCIAL AND ECONOMIC REDRESS THROUGH INDIGENT SUPPORT AND INDIGENT MANAGEMENT

### Indigent Policy

The Municipality is a Water Services Authority and provides free basic services, that are part of the municipality's mandate, to its registered Indigents. The Indigent register is continually updated, and the municipality receives applications on an ongoing basis. Currently, the Indigent register has 6001 registered and verified indigent households (2022: 900).

The Indigent policy was reviewed and adopted in 2022/23 financial year and is being implemented. Through the District Wide Financial Model, a proposal to standardise indigent support is encouraged throughout all local municipalities within the district.

A communication strategy has been developed in line with the Financial Recovery Strategy which includes effective indigent registration and management.

A door-to-door indigent registration programme is currently being implemented. Customer update forms are captured by the WSA unit and the information is then processed to identify customers that have no accounts and those which customers have not yet applied for the indigent status.

The information is then sent to the team on site to do indigent registration for those customers who have not applied.

All lists are sent to SASSA to run all processes concurrently.

Whilst the office team is working as efficiently as possible, there is a bulk of information to capture and process daily with limited resources.

## Challenges

4. Communities refusing the on-site team access to their households or refusing to give information for security reasons.
5. There was a delay due to the delivery of printing paper.
6. There are several damages, stolen and /or broken water meters on the ground.

## Strengths

4. Setting of daily targets has given positive results.
5. There is now a good understanding of the status of the Municipalities Water infrastructure.
6. There is number of customers who have been identified as to not have accounts or require customer update thus given a positive result in the data cleansing process.

In terms of the 2023/24 budget estimates, a provision has been made for Free Basic Services has been made to cater for a total of 6001 indigent customers as verified at the date of adoption. The detail of the geographical spread of the indigent customers is broken down as follows:

| Local Municipality | Registered Indigent HH | No. of HH with Yard Connections | %         |
|--------------------|------------------------|---------------------------------|-----------|
| uMngeni            | 1 877                  | 34 587                          | 5%        |
| uMkhambathini      | 1 514                  | 10 949                          | 14%       |
| uMshwathi          | 1 302                  | 17 813                          | 7%        |
| Richmond           | 647                    | 6 509                           | 10%       |
| Mpofana            | 378                    | 8 311                           | 5%        |
| Impendle           | 283                    | 3 403                           | 8%        |
| <b>Total</b>       | <b>6 001</b>           | <b>81 572</b>                   | <b>7%</b> |

The 2023/24 budget provision for Free Basic Services will be reviewed during the adjustment budget process as the efforts towards the indigent registration drive continue throughout the district.

## 2.18 FINANCIAL MANAGEMENT

### 2.18.1 Supply Chain Management

The SCM sphere has undergone a turbulent 12 months stemming from the decision of the Constitutional Court to declare the preferential procurement regulations (2017) invalid.

The SCM policy is reviewed annually as part of the budget review process. The review process assists in identifying and/or assessing the strategic objectives of the municipality and how the SCM Policy can help achieve those objectives.

The municipality has made provision for the disabled and youth, amongst other goals in the SCM Policy. This is aligned to the newly introduced PPPFA 2022 Regulations which allows the municipality to set specific goals which are aligned to the B-BBEE Act and the RDP goals as promulgated.

The coordination of the procurement of goods and services, management of supplier database, inventory management and contract management are performed within the Supply Chain Management Unit. The Supply Chain Management Policy and Standard Operating Procedures are in place and have been reviewed for the 2023/2024 financial year.

The SCM Bid Committees are functional and are comprised of senior managers to ensure that the procurement of goods and services are done in accordance to the five pillars of SCM, i.e., Competitive, Fair, Accountable, Equity and Value for Money.

The Bid Specification Committee is chaired by the Manager: Geoinformatics Services; the Bid Evaluation Committee is chaired by the Acting HOD: Community Services and the Bid Adjudication Committee is chaired by the Acting Chief Financial Officer.

SCM displays cohesiveness by submitting monthly reports to the CFO, Accounting Officer and to Council, detailing the performance of the bid committees.

The procurement plan is developed annually and informed by the adopted IDP and budget with inputs from user departments to ensure it is aligned to their planned targets and activities.

The procurement plan will be tabled to Council by 30 June 2023, in time for the commencement of the new financial year.

Procurement plan reporting is done on a monthly basis and is signed by the Accounting Officer in the format stipulated by Provincial Treasury.

Quarterly Progress Reports on Implementation of the Annual Procurement Plan are submitted to Council for purposes of oversight over the procurement activities of the municipality.

Monthly SCM reports submitted to Council within 10 working days after end of each reporting period.

In the 2022/23 financial year, all requisitions below R30 000 have been converted to orders within seven (07) days; all requisitions above R30 000 have been converted to orders within 30 days; and tenders are awarded at an average of 30 days from date of advert.

The municipality has an updated contract register that reflects all contracts of the municipality. All contracts were procured through the SCM process and are all valid written contracts with the terms and conditions stipulated in the contract. The period of the contract is recorded on the contract register.



Contract assessments are conducted monthly by the relevant user departments.

The vacancy for the Contract Administrator position has been identified as critical to the organisation and has been targeted to be filled by June 2023.

The Supply Chain Module is fully compliant with mSCOA requirements within the Enterprise Management System of the municipality.

### Supply Chain Management Challenges

Due to the large volume of tenders, challenges are experienced in finalizing the SCM processes timeously. The position of Contracts Administrator remains vacant which is a key function within the SCM division. Human Resource Management is currently conducting the recruitment process.

The appointment of a Contracts Administrator will allow for better management and oversight of contracts, which will allow for better planning and reduce the likelihood for irregular expenditure on expired contracts.

Other challenges experienced by the SCM division include:

- Inadequate office space
- Introduction of new SCM Regulations
- Payments of suppliers not made within 30 days resulting in poor responses to procurement adverts due to reputational damage
- Slow decision making
- Inadequate planning
- The user departments bias in the evaluation of the performance of service providers.

## 2.18.2 Assets and Infrastructure and Repairs and Maintenance

The municipality has set aside funds to attend to all repairs and maintenance required for municipal assets. The breakdown is as follows:

|   | 2023/24              | 2022/23              | 2021/22              |
|---|----------------------|----------------------|----------------------|
| Repairs and Maintenance of Infrastructure           | 16 492 671           | 15 662 555           | 14 839 447           |
| Purchase of Materials                               | 2 500 000            | 1 823 000            | 500 000              |
| Purchase of Tools                                   | 368 550              | 350 000              | 304 419              |
| Repairs and Maintenance of Buildings and Facilities | 2 500 000            | 1 800 000            | 931 758              |
| Electrical Costs - Infrastructure                   | 12 279 933           | 10 233 278           | 10 132 962           |
|   | <b>34 141 154</b>    | <b>29 868 833</b>    | <b>26 708 586</b>    |
| Salary Costs (Repairs & Maintenance staff)          | 92 632 769           | 70 981 336           | 75 203 902           |
|   | <b>126 773 923</b>   | <b>100 850 169</b>   | <b>101 912 488</b>   |
|   |                      |                      |                      |
| <b>PPE Carrying Value</b>                           | <b>1 717 636 281</b> | <b>1 750 255 763</b> | <b>1 529 850 442</b> |
|   |                      |                      |                      |
| <b>Percentage</b>                                   | <b>7%</b>            | <b>6%</b>            | <b>5%</b>            |

The Municipality currently has an Infrastructure Master Plan based on business plans submitted to the relevant funders. A service provider has been appointed to conduct planned and interval-based maintenance with the Infrastructure Operations and Maintenance Plan in place.

The municipality's Master Plan includes new infrastructure as well as the upgrading of existing infrastructure to improve access to water and sanitation services.

The municipality remains grant dependent with the 2023/24 total revenue budget being funded 59% of grant funding and 41% of internal funding (2022/23: 60% grant funding; 40% internal funding). As part of the review of the Revenue Enhancement Strategy, the municipality will further explore potential additional revenue streams as well as strategies relating to economic development within the district as a means to increase the revenue base and improve affordability of customers, while positively contributing to the living conditions of communities within the district.

Although the collection rate of debtors improved as per the National Treasury computation at 59% for the 2022/23 from 37% in 2021/22, the ratio remains well below the norm of 95%. The municipality continues to drive efforts to further improve the collection rate through the use of debt collectors, the indigent registration drive and strict implementation of the Credit Control and Debt Collection Policy.

The municipality has allocated a budget of 7% against the carrying value of Property, Plant and Equipment for the 2023/24 financial year, citing the limited resources available when compared to the demand for services. Furthermore, infrastructure to the value of R 188 million was commissioned in the previous financial year which is assumed to not demand high levels of repairs.

### 2.18.3 Financial Viability / Sustainability

The table below reflects the municipality's financial ratios.

| Year Ended   | 2021/22      | 2020/21      | 2019/20        | Treasury Norms       |
|--|--------------|--------------|----------------|----------------------|
| <b>Cash coverage ratio</b>                                   | <b>30.25</b> | <b>30.70</b> | <b>28.09</b>   | <b>1 to 3 months</b> |
| Cash and Cash Equivalents                                    | 84 539 693   | 88 664 072   | 89 310 665     |                      |
| Less: Unspent Conditional Grants                             | 23 638 973   | 25 286 492   | 28 918 532     |                      |
| Monthly Fixed Operational Expenditure (excl. non-cash items) | 60 403 073   | 61 923 977   | 64 502 992.67  |                      |
| <b>Current Ratio (Current assets to current liabilities)</b> | <b>0.80</b>  | <b>0.58</b>  | <b>0.55</b>    | <b>1.5 to 2: 1</b>   |
| Current Assets   | 214 615 920  | 201 101 104  | 181 106 283.00 |                      |
| Current Liabilities  | 267 763 583  | 344 452 666  | 329 976 095.00 |                      |
| <b>Capital expenditure to total expenditure</b>              | <b>28%</b>   | <b>21%</b>   | <b>15%</b>     | <b>10% to 20%</b>    |

| Year Ended  | 2021/22        | 2020/21          | 2019/20          | Treasury Norms    |
|---|----------------|------------------|------------------|-------------------|
| Total Capital Expenditure   | 281 495 696    | 223 790 433.00   | 178 627 822.00   |                   |
| Total Expenditure   | 994 375 267    | 1 053 568 594    | 1 173 490 471.00 |                   |
| <b>Collection Rate</b>  | <b>63%</b>     | <b>49%</b>       | <b>46%</b>       | <b>95%</b>        |
| Gross Debtors Opening Balance                                       | 1 035 707 331  | 859 715 905.00   | 679 478 229.00   |                   |
| Add: Billed Revenue   | 349 104 905    | 341 819 759.00   | 332 262 632.00   |                   |
| Less: Gross Debtors Closing Balance                                 | 728 394 404    | 1 035 707 331.00 | 859 715 905.00   |                   |
| Less: Bad Debts Written Off   | 436 415 404    | -                | -                |                   |
| Billed Revenue  | 349 104 905    | 341 819 759.00   | 332 262 632.00   |                   |
| <b>Remuneration (Employee and Councillors) to total expenditure</b> | <b>30%</b>     | <b>27%</b>       | <b>28%</b>       | <b>22% to 40%</b> |
| Employee Related Cost and Councillors' Remuneration                 | 298 751 595.00 | 284 411 309.00   | 280 436 064.00   |                   |
| Total Operating Expenditure   | 994 375 267    | 1 053 568 594    | 994 862 649.00   |                   |
| <b>Solvency</b>   | <b>49%</b>     | <b>34%</b>       | <b>19%</b>       | <b>20%</b>        |
| Net Income  | 261 035 277    | 117 733 621      | 77 549 865.00    |                   |
| Less: Capital grants  | 278 478 968    | 223 790 433      | 178 627 822.00   |                   |
| Less: Conditional operating grants                                  | 14 660 612     | 14 814 810       | 14 971 683.00    |                   |
| Add: Depreciation   | 52 336 805     | 49 247 771       | 46 959 437.00    |                   |
| Add: Debt Impairment  | 160 857 851    | 184 992 708      | 169 656 436.00   |                   |
| Add: Debt write-off   | 436 415 404    | -                | -                |                   |
| Less: Debt impairment reversal                                      | - 472 330 101  | -                | -                |                   |
| Add: Asset impairment   | -              | -                | 4 210 864.00     |                   |
| Add: Loss on asset disposal   | 8 580 309      | 4 702 557        | -                |                   |
| Add: Actuarial (gains) / losses                                     | 1 883 920      | 618 000          | -                |                   |
| Add: Water losses   | 81 794 209     | 70 919 831       | -                |                   |
| Short-term Liabilities  | 267 763 583    | 344 452 666      | 321 041 442.00   |                   |
| Long-term Liabilities   | 215 700 540    | 221 189 037      | 228 120 188.00   |                   |
| <b>Creditors Payment Period (Trade Creditors)</b>                   | <b>87.00</b>   | <b>151.32</b>    | <b>90.18</b>     | <b>30 days</b>    |
| Trade Creditors Outstanding   | 121 051 547    | 219 558 340      | 235 385 512.00   |                   |

| Year Ended                               | 2021/22      | 2020/21       | 2019/20        | Treasury Norms |
|--|--------------|---------------|----------------|----------------|
| Credit Purchases (Operating and Capital) | 507 879 484  | 529 596 249   | 952 663 734.00 |                |
| <b>Net Debtors Days</b>                  | <b>93.03</b> | <b>90.58</b>  | <b>96.33</b>   | <b>30 days</b> |
| Gross Debtors                            | 728 394 404  | 1 035 707 331 | 876 267 640.00 |                |
| Bad Debt Provision                       | 639 412 073  | 950 884 323   | 788 574 322.00 |                |
| Billed Revenue                           | 349 104 905  | 341 819 759   | 332 262 632.00 |                |

Although there was an increase in revenue generated from exchange transactions, the collection rate of the economic entity remained below the National Treasury norm of 95% with a result of 63% in 2022 compared to 49% in the 2021 financial year, following the write-offs of debt deemed to be irrecoverable. The debt collection period slightly regressed from 90 days in 2021 to 93 days in 2022. This indicates that consumers are experiencing challenges in adhering to the payment period of 30 days which negatively impacts the timeous collection of the entity's cash inflows.

Debt impairment reduced to 88% of the debtors' balance (consumer and sundry) as at 30 June 2022 compared to 91% in the prior year. The entity continues to explore and implement various strategies including revenue enhancement initiatives and legal processes.

The creditors' payment period has improved in 2021/2022 when compared to the 151 days in the prior period. The creditors payment period of 87 days for the 2021/2022 financial year remains above the prescribed 30 days. This is mainly attributed to the impact of the slow debt collection with the net debtors' days at 93 days which puts pressure on the cash flows of the municipality.

The salary costs of the economic entity were within the norm of 22% to 40% for 2021/2022 at 30%.

The economic entity had adequate investment activities in the form of capital expenditure at 28% in the 2021/2022 financial year compared to the 21% achieved in the prior year.

The economic entity's operations resulted in with a surplus of R 261 035 276 in the 2021/2022 financial year, an increase from a surplus of R 117 733 621 in the prior year.

The current ratio of 0.80:1 shows an improvement from 0.58:1 in the prior year. It is however still below the norm of 1.5 -2: 1. This means that the economic entity had inadequate liquid assets (easily convertible into cash) available to cover short-term obligations as at 30 June 2022.

The economic entity had sufficient operating revenue to meet the current payment obligations at 18% and 20% in 2021/2022 and 2020/2021, respectively. This falls within the norm of below 45%.

The economic entity's solvency was calculated on the net income after adding back non-cash items as a means to assess the entity's capacity to stay afloat. The economic entity's ability to meet its long-term financial obligations (solvency) improved in the 2021/2022 financial year when compared to the 2020/2021 financial year at 49% and 34%, respectively.

**2.18.4 LOANS/BORROWINGS AND GRANT DEPENDENCY** The cash coverage ratio fell within the norm of 1 to 3 months, indicating that the economic entity has adequate capacity to fund monthly fixed operational expenditure. This ratio slightly regressed in the 2021/2022 financial year at 30.25 days when compared to 30.7 days in the prior year.

The table below reflects financial ratios.

| Year Ended                               | 2021/22       | 2020/21          | 2019/20          | Treasury Norm |
|--|---------------|------------------|------------------|---------------|
| <b>Debt to Revenue</b>                   | <b>18%</b>    | <b>20%</b>       | <b>23%</b>       | <b>45%</b>    |
| Total Borrowings                         | 175 530 249   | 186 492 368.00   | 205 428 996.00   |               |
| Total Operating Revenue                  | 1 255 410 544 | 1 171 302 215    | 1 072 412 514.00 |               |
| Less: Capital grants                     | 278 478 968   | 223 790 433.00   | 178 627 822.00   |               |
| Less: Conditional operating grants       | 14 660 612    | 14 814 810.00    | 14 971 683.00    |               |
| <b>Grant Dependency</b>                  | <b>72%</b>    | <b>69%</b>       | <b>67%</b>       | <b>N/A</b>    |
| Total Revenue                            | 1 255 410 544 | 1 171 302 214.00 | 1 072 412 514.00 |               |
| Less: Government Grants and Subsidies    | 901 691 254   | 810 645 243      | 721 585 607.00   |               |
| Less: Public Contributions and Donations | 525 000       | -                | -                |               |
| Total Operating Revenue                  | 1 255 410 544 | 1 171 302 215    | 1 072 412 514.00 |               |

The municipality has one loan from the Development Bank of Southern Africa. The principal capital amount is R230 million borrowed over a 15-year term and subject to a fixed 15-year SWAP rate plus 230 basis points (average 10.899%) over the loan term.

Based on the Debt to Revenue Ratio of 18%, the municipality is capable of repaying this loan.

The municipality had sufficient operating revenue to meet the current payments it is liable for in terms of the debts owed by the entity falling within the norm of 45% for the period 2019/20 to 2021/22 financial years.

The municipality remains grant reliant. Grant revenue contributed 72% of the total operating revenue in 2021/22 and 69% in 2020/2021. Own revenue is made up of service charges (water and sanitation); interest from debtors; interest from investments and licensing fees.

## 2.18.5 AUDITOR GENERAL'S OPINION

The municipality has maintained an unqualified audit opinion on the Annual Financial Statements in the 2021/2022 financial year.

The municipality's audit opinion on the Annual Performance Report for 2021/2022 financial year was a qualification, however an Auditor-General Action Plan has been developed to address the Auditor-General findings and prevent recurrence.

The municipality seeks to improve the audit opinion on both the Annual Financial Statements and the Annual Performance Report in the current financial year.

### 2021/22 Matters Affecting the Audit Report

The following finding affected the audit report for the 2021/2022 audit:

| No. | Nature of finding: Annual Financial Statements                                     |
|-----|--|
| 1   | Material amendment noted between original submission and second submission of AFS. |
| 2   | Reasonable steps not taken to prevent unauthorized expenditure.                    |

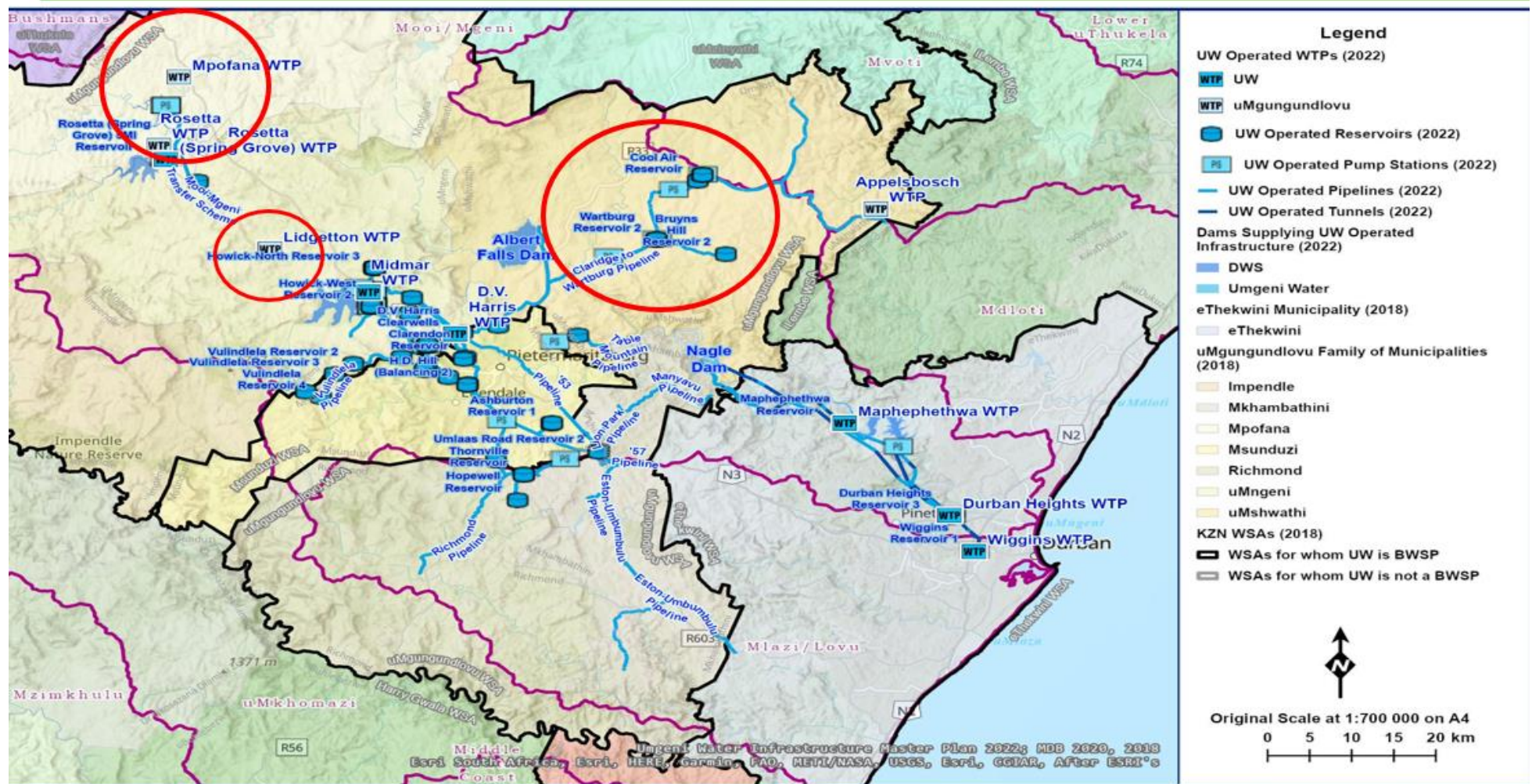
| No. | Nature of finding: Annual Performance Report                                     |
|-----|--|
| 1   | Material control deficiencies noted with system to collate reported Performance. |

## PROJECTS

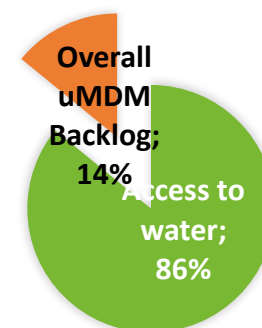
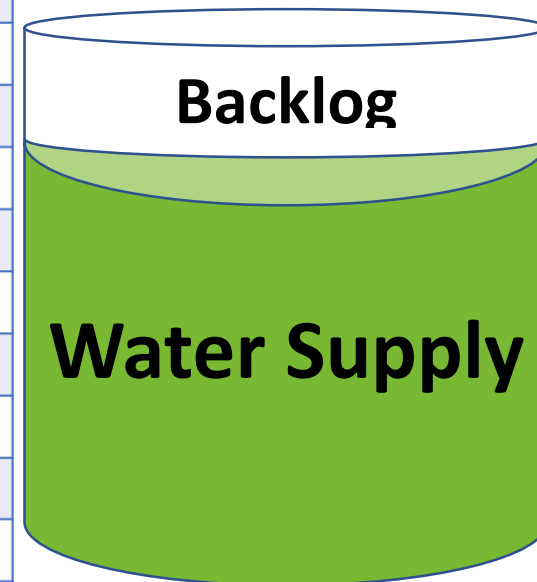
This section contains projects planned for in the District's area of jurisdiction.



# STATUS OF WATER SUPPLY



| Municipality     | Yard<br>Connections                | RDP Water<br>Connections | Dysfunctional<br>Infrastructure | Rudimentary<br>Water  | No Water Access<br>(No Infra.) |
|------------------|------------------------------------|--------------------------|---------------------------------|-----------------------|--------------------------------|
| Overall UMDM     | Infrastructure water access 85.9 % |                          |                                 | No water access 14.1% |                                |
|                  | 37.0%                              | 15.6%                    | 5.9%                            | 33.3%                 | 8.1%                           |
| uMshwathi LM     | Infrastructure water access 72 %   |                          |                                 | No water access 28.0% |                                |
|                  | 47%                                | 13%                      | 12%                             | 25%                   | 3%                             |
| uMngeni LM       | Infrastructure water access 87.0 % |                          |                                 | No water Access 13%   |                                |
|                  | 78%                                | 7 %                      | 2 %                             | 9 %                   | 4%                             |
| Richmond LM      | Infrastructure water access 88%    |                          |                                 | No water 12%          |                                |
|                  | 55 %                               | 34%                      | 0%                              | 2%                    | 10%                            |
| uMkhambathini LM | Infrastructure water access 52%    |                          |                                 | No water access 38%   |                                |
|                  | 21 %                               | 25%                      | 6 %                             | 26%                   | 22%                            |
| iMpofana LM      | Infrastructure water access 58 %   |                          |                                 | No water access 42.0% |                                |
|                  | 41%                                | 17%                      | 0%                              | 42%                   | 0%                             |
| iMpendle LM      | Infrastructure water access 84.0 % |                          |                                 | No water Access 16%   |                                |
|                  | 1 %                                | 81 %                     | 3 %                             | 15 %                  | 1%                             |
| uMsunduzi        | Infrastructure water access 91%    |                          |                                 | No water 09%          |                                |
|                  | 27 %                               | 12 %                     | 52 %                            | 0%                    | 09%                            |





## CAPITAL PROGRAMME – FY022/23 MTREF

| MTREF ALLOCATIONS SUMMARY |            |               |               |               |
|---------------------------|------------|---------------|---------------|---------------|
| DESCRIPTION               |            | 2022/23       | 2023/24       | 2024/25       |
| MIG                       | Allocation | R 116,867,000 | R 122,224,000 | R 127,923,000 |
|                           | Committed  | R 116,867,000 | R 122,224,000 | R 127,923,000 |
| WSIG                      | Allocation | R 85,600,000  | R 90,650,000  | R 90,544,000  |
|                           | Committed  | R 85,600,000  | R 90,650,000  | R 90,544,000  |
| RRAMS                     | Allocation | R 2,707,000   | R 2,718,000   | R 2,817,000   |
|                           | Committed  | R 2,707,000   | R 2,718,000   | R 2,817,000   |
| Total MTREF Grants        |            | R 205,174,000 | R 215,592,000 | R 221,284,000 |

## GRANT EXPENDITURE SUMMARY REPORT

| Grant Description                          | FY2022/2023 Allocation | Total Exp @ Feb 2023 | Balance on Allocation | %Exp          |
|--|------------------------|----------------------|-----------------------|---------------|
| Municipal Infrastructure Grant (MIG)       | R 116,867,000          | R 95,278,000         | R 21,589,000          | 81,53%        |
| Water Service Infrastructure Grant (WSIG)  | R 85,600,000           | R 49,789,539         | R 35,810,461          | 58%           |
| Accelerated Water Intervention Programme   | R 20,000,000           | R 6,241,033          | R 13,758,967          | 31%           |
| Rural Road Asset Management System (RRAMS) | R 2,707,000            | R 1,036,571          | R 1,670,429           | 38%           |
| Municipal Disaster Recovery Grant (MDRG)   | R10,100,000            | 0                    | R10,100,000           | 0%            |
| <b>TOTAL</b>                               | <b>R 235,274,000</b>   | <b>R152,345,143</b>  | <b>R 82,928,857</b>   | <b>67,66%</b> |

| No          | Project Name  | Contract     | Total Approved MIG<br>Budget Construction<br>+Fees (Incl VAT | Expenditure as @ February 2023<br>(Incl VAT& Retention) | Contract Balance | Exp (%) | Physical<br>progress (%) |
|-------------|---|--------------|--|---|------------------|---------|--------------------------|
| 1           | Nkanyezini Water(Ward   | Construction | R149 347 481.00  | R80 017 416.69  | R69 330 064.31   | 53.58 % | 55%                      |
| 2           | Trustfeed Water Phase<br>1(Ward 9)  | Construction | R37 270 578  | R37 270 578   | 0                | 100%    | 93%                      |
| 3           | Trustfeed Water Phase<br>2(AFA)(Ward 9)   | Construction | 13647056.35  | R8 656 457.42   | R4 990 598.93    | 63.43%  | 93%                      |
| 4           | Mpolweni Water<br>Supply(Ward 10)   | Construction | R261 412 335.70  | R106 569 815.99   | R154 842 519.71  | 40.77%  | 61%                      |
| 5           | Mbhava & Mpethu –<br>Swayimane Water<br>Supply Scheme<br>Extension Phase 2<br>(Ward 6,12& 13) | Construction | R69 546 766.52   | R58 776 131.59  | R10 770 634.93   | 84.51%  | 100%                     |
| 6           | Enguga Phase 5<br>Pipeline and Civil Works<br>(Ward 1&2)                                      | Construction | R9 325 681.83  | R9 325 681.83   | R0               | 100%    | 74%                      |
| 7           | KwaMathwanya<br>/Craigieburn  | Construction | R16 801 765.99   | R14 528 923.47  | R2 272 842.52    | 86.47%  | 95%                      |
| GRAND TOTAL |   |              | R557 351 665,39  | R 315 145 004,99  | R242 206 660,40  | 56.54%  | 81,6%                    |

The above table contains **STATUS OF CAPITAL PROGRAM AT IMPLEMENTATION- MIG PROJECTS.**

## WSIG PROJECTS

| No          | Project Name   | Contract     | Total Project Cost<br>(Incl VAT & Cont) | Exp. as @ Feb<br>2023 (Incl VAT) | Contract<br>Balance | Exp | Physical<br>progress (%) |
|-------------|--|--------------|---|----------------------------------|---------------------|-----|--------------------------|
|             |  |              |   |                                  |                     | (%) |                          |
| 1           | uMshwathi Phase 4 – Greater<br>Efaye Reticulation Scheme | Construction | R233 005 985                            | R188 856 715                     | R44 149 269         | 81% | 84%                      |
| GRAND TOTAL |  |              | R233 005 985                            | R188 856 716                     | R44 149 269         | 81% | 84%                      |

## AWIP PROJECTS - VIP

| No          | Project Name                | Units | Contract     | Total Project Cost<br>(Incl VAT & Cont) | Exp. as @ Feb 2023<br>(Incl VAT) | Contract<br>Balance | Exp | Physical        |
|-------------|-----------------------------|-------|--------------|---|----------------------------------|---------------------|-----|-----------------|
|             |                             |       |              |   |                                  |                     | (%) | progress<br>(%) |
| 1           | UMshwathi LM (Ward 12 & 13) | 98    | Construction | R 1,661,017                             | R1,040,172                       | R 620,845           | 63% | 10%             |
| 2           | Mkhambathini L M (Ward 3)   | 98    | Construction | R 1,661,017                             | R1,040,172                       | R 620,845           | 63% | 10%             |
| 3           | Impendle LM (Ward 2)        | 100   | Construction | R 1,694,917                             | R1,040,172                       | R 654,744           | 61% | 10%             |
| 4           | Richmond LM (Ward 6)        | 98    | Construction | R 1,661,017                             | R1,040,172                       | R 620,845           | 63% | 10%             |
| 5           | Mpofana LM (Ward 4)         | 98    | Construction | R 1,661,017                             | R1,040,172                       | R 620,845           | 63% | 10%             |
| 6           | Umngeni LM (Ward 3 & 9)     | 98    | Construction | R 1,661,017                             | R1,040,172                       | R 620,845           | 63% | 10%             |
| GRAND TOTAL |                             |       |              | R 10,000,000                            | R6,241,033                       | R3,758,967          | 62% | 10%             |

## AWIP PROJECTS- BOREHOLES

| No          | Project Name                        | Contract             | Total Project Cost<br>(Incl VAT & Cont) | Exp. as @ Feb 2023<br>(Incl VAT) | Contract Balance | Exp | Physical     |
|-------------|-------------------------------------|----------------------|---|----------------------------------|------------------|-----|--------------|
|             |                                     |                      |   |                                  |                  | (%) | progress (%) |
|             | Mpofana LM : 9<br>( Ward 04)        | Tender<br>Evaluation | R10,000,000                             | 0                                | R10,000,000      | 0%  | 0%           |
|             | IMpendle L M : 9<br>( Ward 1)       | Tender<br>Evaluation |   | 0                                |                  | 0%  | 0%           |
| 1           | uMshwathi LM :7<br>( Ward 4, 6 & 8) | Tender<br>Evaluation |   | 0                                |                  | 0%  | 0%           |
| GRAND TOTAL |                                     |                      | R10,100,000                             | R0                               | R0               | 0%  | 0%           |

## MDRG PROJECTS

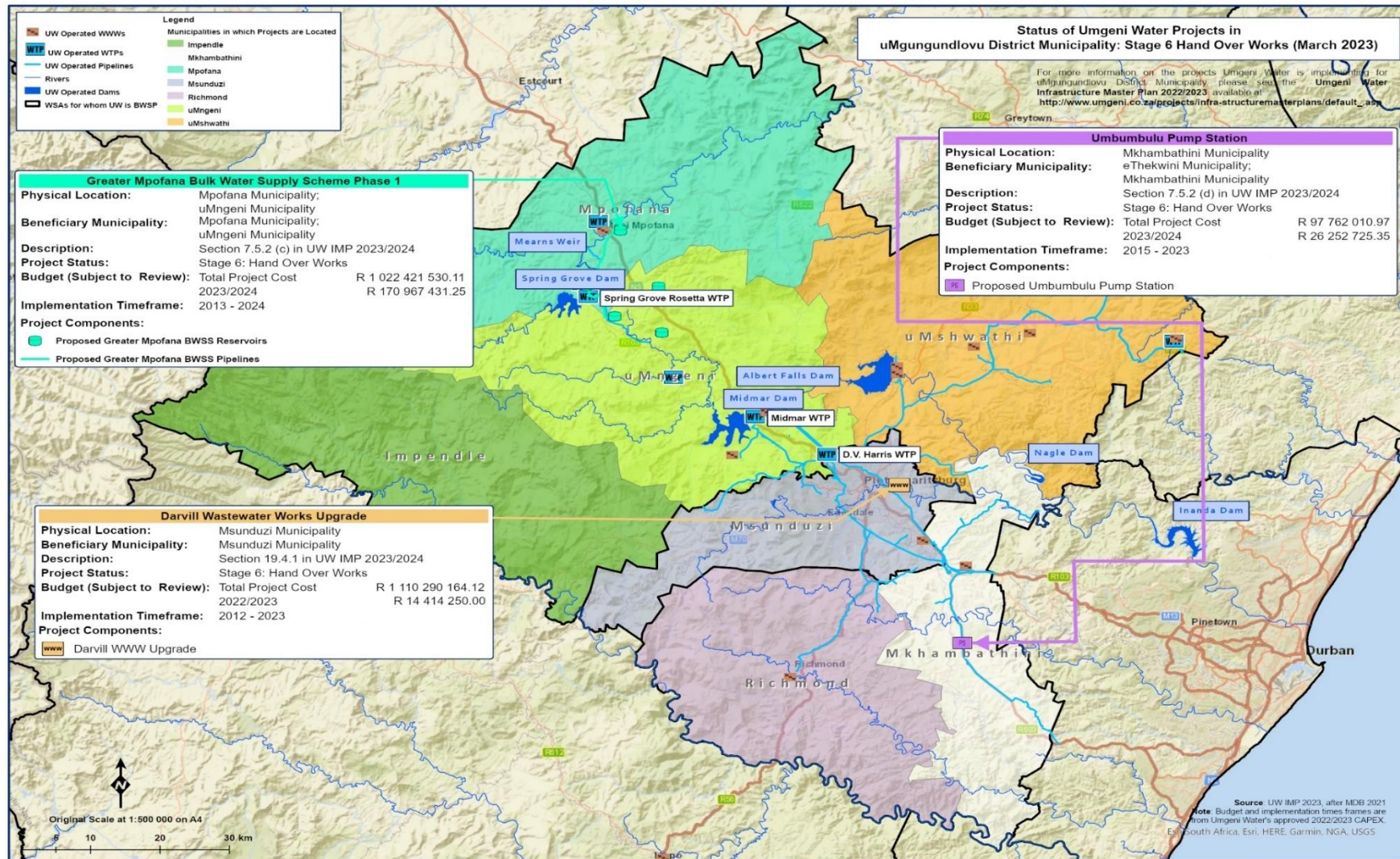
| No          | Project Name   | Contract  | Total Project Cost (Incl VAT & Cont) | Exp. as @ Feb 2023 (Incl VAT) | Contract Balance | Exp | Physical     |
|-------------|--|-----------|--------------------------------------|-------------------------------|------------------|-----|--------------|
|             |  |           |                                      |                               |                  | (%) | progress (%) |
| 1           | ENGUGA, ENTSHAYABANTU AND MACKSAM CWS PHASE 5: COMPLETION OF OUTSTANDING WORKS                       | INCEPTION | R10,100,000                          | 0                             | 0                | 0%  | 0%           |
|             | INGUGA, INZINGA WATER TREATMENT WORKS AND RIVER ABSTRACTION STORM AND FLOODS DAMAGE RECOVERY PROJECT |           |                                      |                               |                  |     |              |
|             | Ward 1&2   |           |                                      |                               |                  |     |              |
| GRAND TOTAL |  |           | R10,100,000                          | R0                            | R0               | 0%  | 0%           |

## FY 2022/2023 MTREF COMMITMENT FOR WSIG

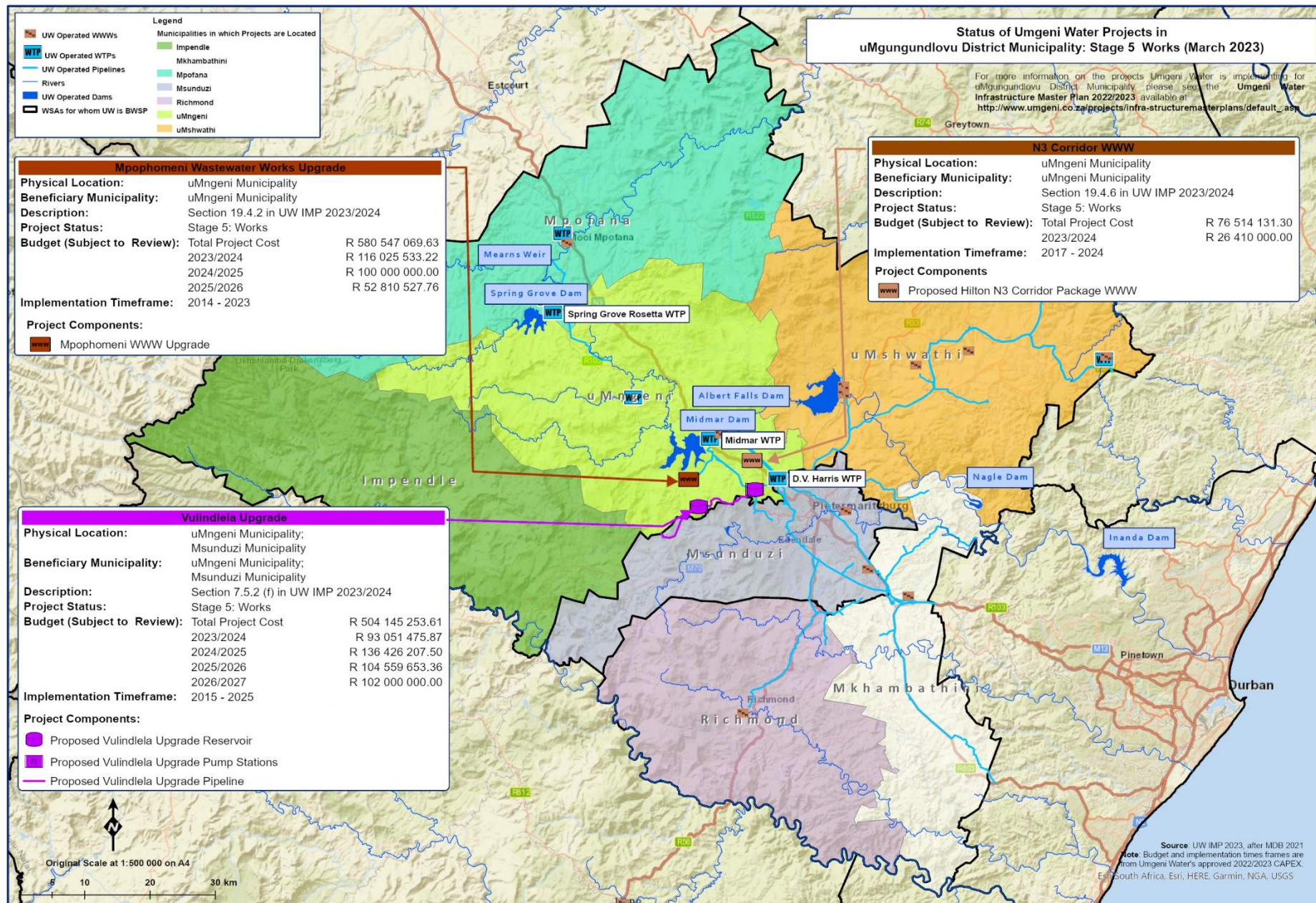
| No.                | Local Municipality | Project Name   | Project Type                            | FY2022/23       | FY2023/24       | FY2024/25       |
|--------------------|--------------------|--|---|-----------------|-----------------|-----------------|
| 1                  | uMshwathi LM       | Phase 4 - Greater Efaye Reticulation                               | Water - reticulation                    | R81 966 067,44  | R19 150 654,52  | R 5 065 347,50  |
| 2                  | uMshwathi LM       | Phase 5 - Nadi Reticulation  | Water - Secondary bulk and reticulation | R -             | R 6 685 525,33  | R37 893 219,85  |
| 3                  | uMshwathi LM       | Phase 3B - Nadi to Ekhamanzi                                       | Water - Secondary bulk and reticulation | R 3 633 932,56  | R -             | R -             |
| 4                  | uMshwathi LM       | Extension of Efaye & Mt Ellies Retic /Kwazibusele & Mbulwane Retic | Water - Secondary bulk and reticulation | R -             | R41 207 694,45  | R -             |
| 5                  | Mpofana LM         | Mooi River Bulk - Mpofana Bulk Connection                          | Water - Secondary bulk                  | R -             | R23 306 125,70  | R 1 165 306,29  |
| 6                  | uMshwathi LM       | Extension of Efaye & Mt Ellies Retic /Kwazibusele & Mbulwane Retic | Water - reticulation                    | R -             | R -             | R45 930 126,36  |
| <b>GRAND TOTAL</b> |                    |  |   | R 85 600 000,00 | R 90 350 000,00 | R 90 054 000,00 |



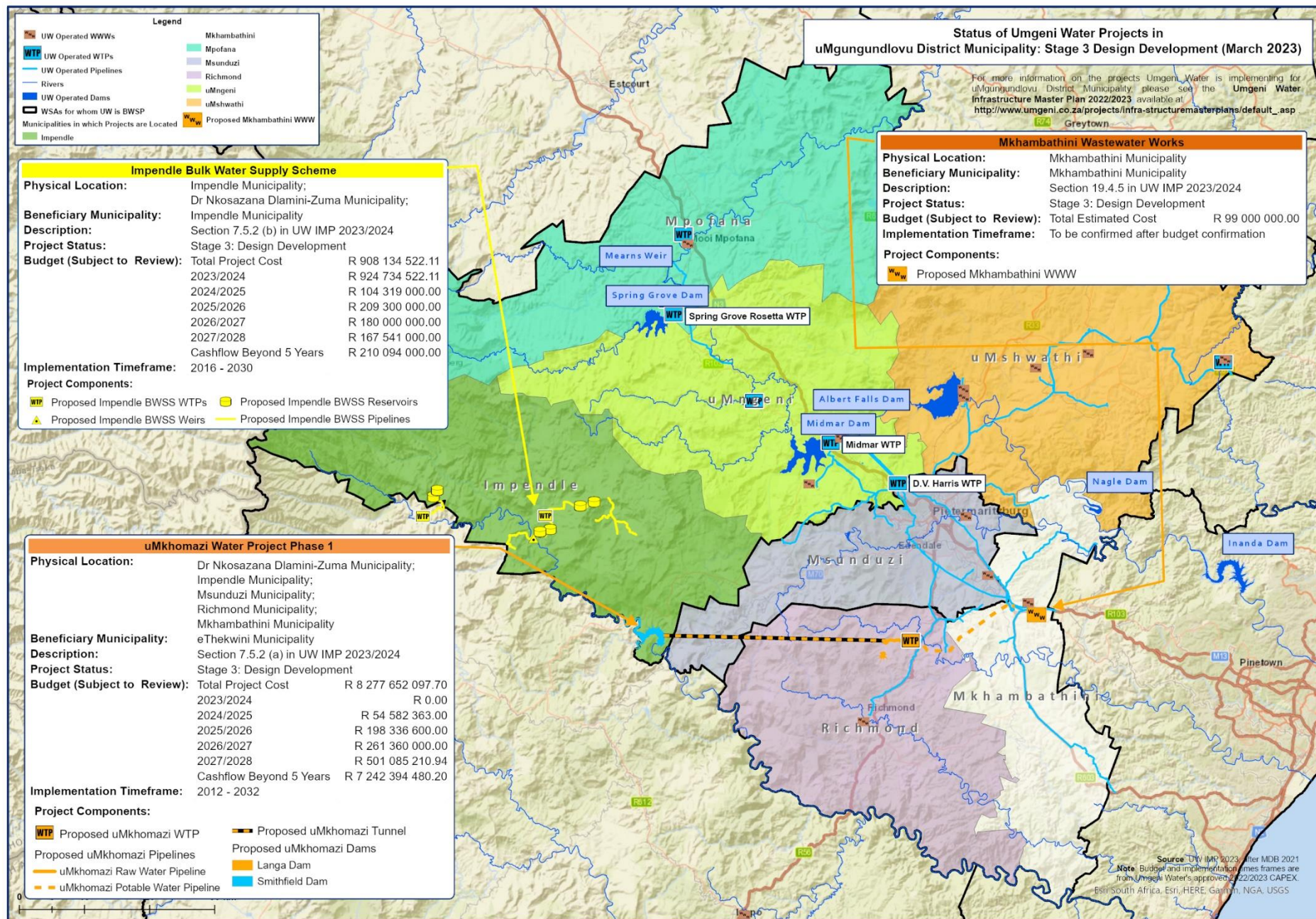
# UMNGENI WATER PROJECTS







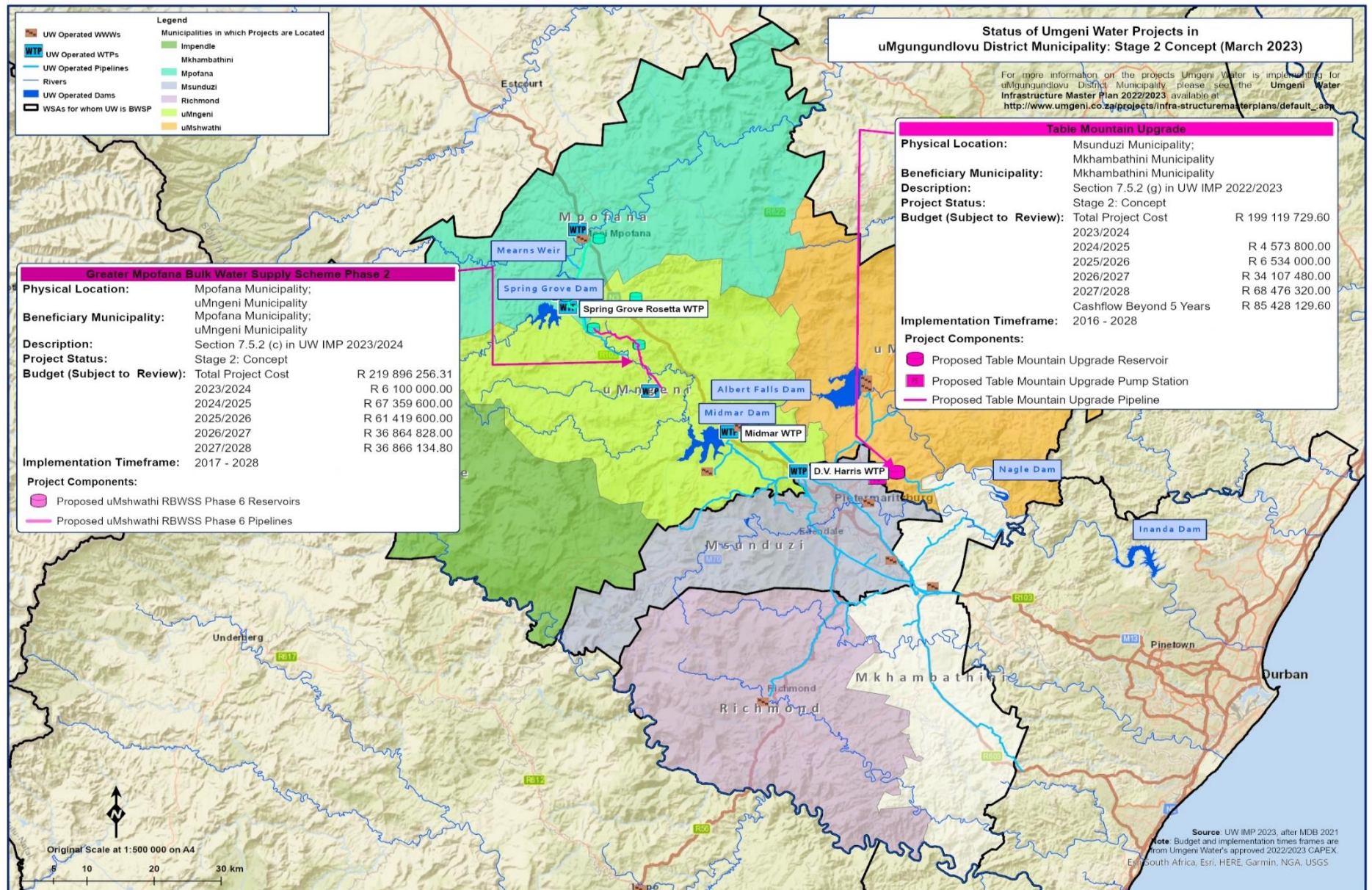












## UMEDA CATALYTIC PROJECTS

| PROJECT NAME                | PROJECT DESCRIPTION   | PROJECT /PROGRESS STATUS QUO   | SOURCE OF FUNDING         | FINANCIAL REQUIREMENT (SOUTH AFRICAN RANDS) | NUMBER OF JOBS CREATED |
|-----------------------------|---|--|---------------------------|---|------------------------|
| Lion Park Airport           | Construction of a feeder airport adjacent to Pietermaritzburg   | MOU entered between Azibuye Emasweni Maqamu Community Trust and German Company IDK for roll out of Airport and Green Energy Hub. Land Invasion stopping the progress on the project- Growth Coalition to intervene. MEC Duma has been engaged on 19 January 2023 to intervene on land invasions for Lion Park Airport. He has undertaken to meet with affected leadership and then attend to this matter. All funding is on hold until this matter is resolved through his office. | Pvt Sector / CAA? DOT     | R2 000 000 000,00                           | 250                    |
| uMgungundlovu Cannabis Park | The establishment of at least 400 Ha of Dry-land hemp with a central processing facility and signed off-take agreements | The first 10 Black commercial farmers have been identified, off-take clients with seed have engaged with UMEDA, MOU to be signed between off-take clients, UKZN, ADA, DUT and outgrowers .MOU signed with Tri Medi Canna for roll out of Ashburton Facility  | ADA / DALRRD / Pvt Sector | R1 000 000,00                               | 400                    |

| PROJECT NAME                            | PROJECT DESCRIPTION  | PROJECT /PROGRESS STATUS QUO  | SOURCE OF FUNDING                         | FINANCIAL REQUIREMENT (SOUTH AFRICAN RANDS) | NUMBER OF JOBS CREATED |
|---|--|---|---|---|------------------------|
| Mpofana Agripark                        | Establishment of a 40ha Agripark   | Landowner has agreed to donate 20 Ha, subject to obtaining additional irrigation. Beneficiary community structure is being established and preliminary designs are underway       | Pvt Sector / DARDLR / TIKZN / Growth Fund | R3 500 000 000,00                           | 175                    |
| KZN RED Hub                             | Establishment of a renewal energy hub at Mkhambathini for clustering of RE roleplayers | German funder found, meetings held with EDTEA, just need offtake agreement with electricity authorities, then can proceed. This project is attached to Lion Park Airport Project. | Dept of Min & Energy                      | R6 000 000 000,00                           | 45                     |
| Tambo Springs Logistics Port Mooi River | 600 Ha Logistics Park in Mpofana alongside N3  | Land identification is underway, letter of commitment has been signed by investor   | Pvt Sector / DOT / Transnet               | R2 000 000 000,00                           | 250                    |

| PROJECT NAME                               | PROJECT DESCRIPTION   | PROJECT /PROGRESS STATUS QUO   | SOURCE OF FUNDING     | FINANCIAL REQUIREMENT (SOUTH AFRICAN RANDS) | NUMBER OF JOBS CREATED |
|--|---|--|-----------------------|---|------------------------|
| Richards Bay Strategic Rail Link Extension | The extension of the Richards Bay Rail line to gauteng via UMDM | Letter of intent has been received UMEDA is now assisting the fund raising and high-level designs  | Pvt Sector / Transnet | R2 000 000 000,00                           | 50                     |
| Howick Falls Upgrade                       | Upgrading of Howick Falls tourism precinct                      | Architectural Designs Completed, phase 1 implementation underway, Phase 2 in the pipeline. Project has had to be broken down into smaller sections based on EDTEA funding availability | EDTEA                 | R5 000 000,00                               | 45                     |



| PROJECT NAME                          | PROJECT DESCRIPTION  | PROJECT /PROGRESS STATUS QUO  | SOURCE OF FUNDING                      | FINANCIAL REQUIREMENT (SOUTH AFRICAN RANDS) | NUMBER OF JOBS CREATED |
|---------------------------------------|--|---|--|---|------------------------|
| Medical Hub/ Medical Tourism Facility | The creation of a world-class Medical Tourism Node within UMDM   | Feasibility completed by TIKZN, engagements with Chamber, Tourism structures and Hospitals are ongoing  | Pvt Sector                             | R15 000 000,00                              | 60                     |
| Cedara Agritropolis                   | The creation of an agricultural Zone extending from the 61 Mpopana land reform farms to the Mkhambathini Smart City with a commercial node at Cedara | Lands have been identified, all previous strategies are being consolidated and the business case is being finalised . Concept approved at national level, awaiting instructions on how best to roll out with provincial departments | DALRRD / AgriSETA /                    | R2 000 000 000,00                           | 1500                   |
| Midlands Capture Site Film Studio     | Construction of a themed film studio at Nelson Mandela Capture Site Development  | MOU signed with KZN Film Commission, role-players. Concept design completed. Funder has been identified, UK Directors coming out to KZN in 1 <sup>st</sup> quarter of 2023 to approve siting of studio.                             | Pvt Sector / KZN Film Commission / DTI | R400 000 000,00                             | 35                     |

| PROJECT NAME   | PROJECT DESCRIPTION                                       | PROJECT /PROGRESS STATUS QUO  | SOURCE OF FUNDING  | FINANCIAL REQUIREMENT (SOUTH AFRICAN RANDS) | NUMBER OF JOBS CREATED |
|--|---|---|--------------------|---|------------------------|
| Mayibuye Game Reserve  | Establish a 5000Ha game reserve in Camperdown             | Community Trust established, land secured, development layout approved, fencing nearing completion, gate house needs to be finished for opening. Lodge designs complete, funding required | Pvt Sector / EDTEA | R100 000 000,00                             | 75                     |
| Umgungundlovu Economic Development Agency<br>TIKZN One Stop Shop | TIKZN One Stop Shop at UMEDA offices to roll out projects | Project completed. MEC EDTEA opened offices. TIKZN held 1 <sup>st</sup> Board meeting in December 2022. Just waiting for CIPRO screens and software training                              | TIKZN              | R160 000,00                                 | 3                      |

## EDTEA PROJECTS

### ENVIRONMENTAL PROJECTS AND BUDGETS

| ALIEN INVASIVE SPECIES PROGRAMME 23/24 |                          |              |
|--|--------------------------|--------------|
| MUNICIPALITY                           | WARDS                    | BUDGET       |
| UMSHWATHI                              | WARDS 1,3,4,5,6, 9,11,12 | R4 500 370   |
| MKHAMBATHINI                           | WARDS 1,2,3,4,5,6,7      | • R3 800 000 |
| MSUNDUZI                               | WARDS 2,3,4,5,7,13,18,19 | • R1 600 000 |
| UMNGENI                                | WARD 8                   | • R440 636   |
| MSUNDUZI                               | WARD 39                  | R695 119     |

- **POLLUTION AND WASTE PROJECT 1000 - ALL MUNICIPALITIES.** LIKELY TO CONTINUE IN 23/24 – BUDGET NOT ALLOCATED AS YET

## DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT

| PROJECT NAME  | PROJECT OBJECTIVE                    | LEAD RESP   | TOTAL BUDGET REQUIRED | BUDGET COMMITTED 2021/22 | BUDGET COMMITTED 2022/23 | BUDGET COMMITTED 2023/24 | DURATION OF PROJECT | LOCAL MUNICIPALITY & WARD |
|---|--------------------------------------|-------------|-----------------------|--------------------------|--------------------------|--------------------------|---------------------|---------------------------|
| <b>Okusha Supply &amp; Projects</b>                         | Economy development and job creation | Ms NP Shoji | R4 150 000,00         | <b>R 4 150 000,00</b>    | <b>R -</b>               | R -                      | 2 years             | Mpofana                   |
| <b>Lisakhanya Israel</b>                                    | Economy development and job creation | Ms NP Shoji | R3 334 221,00         | <b>R 200 000,00</b>      | <b>R 3 134 221,00</b>    | R -                      | 2 years             | Mpofana                   |
| <b>Kwa Malulekoes Herb (PTY) LTD</b>                        | Economy development and job creation | Ms NP Shoji | R2 867 633,00         | <b>R 1 867 633,00</b>    | <b>R 1 000 000,00</b>    | R -                      | 2 years             | Mpofana                   |
| <b>Phambili-Madoda Business Enterprise</b>                  | Economy development and job creation | Ms NP Shoji | R2 994 000,00         | <b>R 1 984 000,00</b>    | <b>R 1 010 000,00</b>    | R -                      | 2 years             | Mkhambathini              |
| <b>Muji Pty Ltd</b>   | Economy development and job creation | Ms NP Shoji | R2 444 640,00         | <b>R 2 444 640,00</b>    | <b>1 685 287,00</b>      | R -                      | 2 years             | Mngeni                    |
| <b>Nathifuthi Agricultural Primary Co-operative Limited</b> | Economy development and job creation | Ms NP Shoji | R3 072 464,00         | <b>R 1 500 000,00</b>    | <b>R 1 572 464,00</b>    | R -                      | 2 years             | Msunduzi                  |

## DEPARTMENT OF TRANSPORT

| Local Municipality  | 2022/3             | 2023/4             | 2024/25            | TOTAL                |
|---------------------|--------------------|--------------------|--------------------|----------------------|
| <b>Umslwathi</b>    | 48 075 100         | 36 369 190         | 156 812 650        | 241 256 940          |
| <b>Umgweni</b>      | 29 020 000         | 17 500 000         | 34 125 299         | 80 645 299           |
| <b>Mpofana</b>      | 59 300 000         | 5 000 000          | 40 000 000         | 104 300 000          |
| <b>Impendle</b>     | 15 000 000         | 10 000 000         | 13 000 000         | 38 000 000           |
| <b>Msunduzi</b>     | 129 258 100        | 180 243 380        | 120 330 000        | 429 831 480          |
| <b>Mkhambathini</b> | 27 500 000         | 18 621 430         | 24 312 650         | 70 434 080           |
| <b>Richmond</b>     | 30 255 500         | 32 000 000         | 27 000 000         | 89 255 500           |
| <b>TOTALS</b>       | <b>338 408 700</b> | <b>299 734 000</b> | <b>415 580 599</b> | <b>1 053 723 299</b> |

## **DOT- Regravelling and Maintenance under construction & Planning**

### UMSHWATHI LM

| <b>Description</b>                                      | <b>2022/3</b>     | <b>2023/4</b>     | <b>2024/25</b>     | <b>LC No</b>       |
|---|-------------------|-------------------|--------------------|--------------------|
| Maintenance contract 2022 Applesbosch                   |                   | 5 000 000         | 35 000 000         | KZN221 - uMshwathi |
| Maintenance contract 2022 Fawnleas                      |                   | 5 000 000         | 35 000 000         | KZN221 - uMshwathi |
| Maintenance contract 2022 New Hanover                   |                   | 5 000 000         | 35 000 000         | KZN221 - uMshwathi |
| Maintenance contract 2022 Swayimani                     |                   | 5 000 000         | 35 000 000         | KZN221 - uMshwathi |
| MAINTENANCE CONTRACT SWAYIMANE ZONE                     | 17 000 000        |                   |                    | KZN221 - uMshwathi |
| MAINTENANCE CONTRACT- APPELSBOSCH ZONE                  | 4 000 000         |                   |                    | KZN221 - uMshwathi |
| MAINTENANCE CONTRACT-FAWNLEAS ZONE                      | 4 300 000         |                   |                    | KZN221 - uMshwathi |
| MAINTENANCE CONTRACT- NEWHANOVER ZONE                   | 3 200 000         |                   |                    | KZN221 - uMshwathi |
| REGRAVELLING OF D2051,L1757                             |                   | 5 000 000         |                    | KZN221 - uMshwathi |
| REGRAVELLING OF D519                                    |                   | 3 869 190         |                    | KZN221 - uMshwathi |
| REGRAVELLING OF D599,L1950                              |                   |                   | 2 312 650          | KZN221 - uMshwathi |
| REGRAVELLING OF L2528,L714                              |                   |                   | 3 800 000          | KZN221 - uMshwathi |
| REGRAVELLING OF L660,L678,L680,L850,L1496               | 5 000 000         |                   |                    | KZN221 - uMshwathi |
| REGRAVELLING OF D40- 0.00-3.00 and D82-km 0.00-7.515km  | 2 200 000         |                   |                    | KZN221 - uMshwathi |
| REGRAVELLING OF D1006(0.00-5.7) and L2331(km0.00-2.420) | 1 000 000         |                   |                    | KZN221 - uMshwathi |
| REGRAVELLING OF P157                                    |                   |                   | 3 200 000          | KZN221 - uMshwathi |
| REGRAVELLING OF P381,P159,L1757                         | 4 000 000         |                   |                    | KZN221 - uMshwathi |
| Zibambele - Contractors                                 | 7 375 100         | 7 500 000         | 7 500 000          | KZN221 - uMshwathi |
| <b>TOTALS</b>   | <b>48 075 100</b> | <b>36 369 190</b> | <b>156 812 650</b> |                    |

## UMNGENI LM

| Description  | 2022/3            | 2023/4            | 2024/25           | DC   | LC No            |
|--|-------------------|-------------------|-------------------|------|------------------|
| Howick Maintenance Contract                          |                   | 7 000 000         | 7 000 000         | DC22 | KZN222 - uMngeni |
| Maintenance contract - Howick zone                   | 26 000 000        |                   |                   | DC22 | KZN222 - uMngeni |
| NOTTINGHAM ROAD MAINTENANCE CONTRACT                 |                   | 5 500 000         | 22 500 000        | DC22 | KZN222 - uMngeni |
| REGRAVELING OF D666 FROM 0+000KM TO 4+300KM          | 1 700 000         |                   |                   | DC22 | KZN222 - uMngeni |
| Regravelling of P141 Km 33 to km43 and Km28 to km 32 |                   | 5 000 000         |                   | DC22 | KZN222 - uMngeni |
| Regravelling of P132 Km (10 - 21.67)                 |                   |                   | 4 625 299         | DC22 | KZN222 - uMngeni |
| Regravelling of P163 Km (10.56 - 13.15)              | 1 320 000         |                   |                   | DC22 | KZN222 - uMngeni |
|  |                   |                   |                   |      |                  |
| <b>TOTALS</b>  | <b>29 020 000</b> | <b>17 500 000</b> | <b>34 125 299</b> |      |                  |

## MPOFANA LM

| Description   | 2022/3            | 2023/4           | 2024/25           | DC   | LC No                 |
|---|-------------------|------------------|-------------------|------|-----------------------|
| Maintenance contract - Mooi river zone                                      | 25 000 000        |                  |                   | DC22 | KZN223 - Mooi Mpofana |
| Maintenance contract- Nottingham road zone                                  | 25 000 000        |                  |                   | DC22 | KZN223 - Mooi Mpofana |
| MOOI RIVER ZONE MAINTENANCE   |                   | 5 000 000        | 34 000 000        | DC22 | KZN223 - Mooi Mpofana |
| Regravelling of D161 - (0 -6.67km)  |                   |                  | 3 000 000         | DC22 | KZN223 - Mooi Mpofana |
| Regravelling Of D290 And D544   | 5 000 000         |                  |                   | DC22 | KZN223 - Mooi Mpofana |
| Regravelling of D314 Km (0 - 4.999) D817 Km(0- 2.804) and D361 Km (0-3.828) | 4 300 000         |                  |                   | DC22 | KZN223 - Mooi Mpofana |
| Regravelling of L2607- (0- 8.645km)   |                   |                  | 3 000 000         | DC22 | KZN223 - Mooi Mpofana |
|   |                   |                  |                   |      |                       |
| <b>TOTALS</b>   | <b>59 300 000</b> | <b>5 000 000</b> | <b>40 000 000</b> |      |                       |

## IMPENDLE LM

| Description  | 2022/3            | 2023/4            | 2024/25           | DC   | LC No             |
|--|-------------------|-------------------|-------------------|------|-------------------|
| Impendle Maintenance Contract  |                   | 5 000 000         | 5 000 000         | DC22 | KZN224 - Impendle |
| Lotheni Maintenance Contract   |                   | 5 000 000         | 5 000 000         | DC22 | KZN224 - Impendle |
| Maintenance contract- Loteni zone  | 5 000 000         |                   |                   | DC22 | KZN224 - Impendle |
| Regravelling of L1411 Km (0 - 2,44), L3001 Km (0 - 2,96) and L3191 Km (0 - 1,42) |                   |                   | 3 000 000         | DC22 | KZN224 - Impendle |
| Impendle Maintenance Contract  | 10 000 000        |                   |                   | DC22 | KZN224 - Impendle |
|  |                   |                   |                   |      |                   |
| <b>TOTALS</b>  | <b>15 000 000</b> | <b>10 000 000</b> | <b>13 000 000</b> |      |                   |

## uMsunduzi LM

| Description  | 2022/3        | 2023/4        | 2024/25        | DC        | LC No                 |
|--|---------------|---------------|----------------|-----------|-----------------------|
| Upgrading of D1126-0-5.52km  | 50 000 000    | 50 000 000    |                | DC22      | KZN225 - The Msunduzi |
| Upgrading of P402 Phase 2 KM 0.000 - 7.560   | 50 000 000    | 100 000 000   | 100 000 000    | DC22      | KZN225 - The Msunduzi |
| Upgrading of D1126 supervision   | 1 300 000     | 1 475 000     |                | DC22      | KZN225 - The Msunduzi |
| Upgrading of P402-phase 2 supervision  | 300 000       | 700 000       |                | DC22      | KZN225 - The Msunduzi |
| Regravelling of D352 (km 0.00-km 5.00)   |               | 2 500 000     |                | DC22      | KZN225 - The Msunduzi |
| Regravelling of L779 km (0 - 1.28), L788 (0 - 0.63), L1488 (0 - 1), L2546 (0- 2.98)                |               |               | 3 000 000      | DC22      | KZN225 - The Msunduzi |
| Regravelling of D1211 km (4 - 8) + L1319 Km (0 - 3,641) and D1208 km (4 -8)                        |               | 6 000 000     |                | DC22      | KZN225 - The Msunduzi |
| Regravelling of D2206 km (0 - 0.38), L761 Km (0 - 0.5), L1660 Km (0 -0.97 ) and Km L1935 (0- 1.64) |               | 2 000 000     |                | DC22      | KZN225 - The Msunduzi |
|  |               |               |                |           |                       |
| <b>Description</b>   | <b>2022/3</b> | <b>2023/4</b> | <b>2024/25</b> | <b>DC</b> | <b>LC No</b>          |
| REGRAVELLING OF DISTRICT ROAD D1206  | 1 600 000     |               |                | DC22      | KZN225 - The Msunduzi |

|  |                    |                    |                    |      |                          |
|--|--------------------|--------------------|--------------------|------|--------------------------|
| FROM KM 4+00<br>TO KM 8+00   |                    |                    |                    |      |                          |
| Regravelling of<br>L2572 Km ( 0 -<br>1,65) + L1755 Km ( 0 - 1,21) + L1754<br>(km 0 -4,75)            |                    | 2 238 380          |                    | DC22 | KZN225 - The<br>Msunduzi |
| Rgravelling of L<br>2309 km (0- 1.02),<br>L2096(0 -2.47),<br>L1521 (0 -<br>0.56),D2215 (0 -<br>1.64) |                    |                    | 2 000 000          | DC22 | KZN225 - The<br>Msunduzi |
| Taylor's Halt<br>Maintenance<br>Contract   | 16 139 000         |                    |                    | DC22 | KZN225 - The<br>Msunduzi |
| TAYLORS HALT<br>MAINTENANCE<br>CONTRACT  |                    | 5 000 000          | 5 000 000          | DC22 | KZN225 - The<br>Msunduzi |
| Zibambe -<br>Contractors   | 9 919 100          | 10 330 000         | 10 330 000         | DC22 | KZN225 - The<br>Msunduzi |
| <b>TOTALS</b>  | <b>129 258 100</b> | <b>180 243 380</b> | <b>120 330 000</b> |      |                          |

#### MKHAMABATHINI LM

| Description   | 2022/3     | 2023/4    | 2024/25   | DC   | LC No                    |
|---|------------|-----------|-----------|------|--------------------------|
| Maintenance -<br>Eston Zone                                 |            | 5 000 000 | 5 000 000 | DC22 | KZN226 -<br>Mkhambathini |
| Maintenance<br>contract -<br>Camperdown<br>Zone             | 13 800 000 |           |           | DC22 | KZN226 -<br>Mkhambathini |
| Maintenance<br>contract - Nagle<br>Dam zone                 |            |           |           | DC22 | KZN226 -<br>Mkhambathini |
| Maintenance<br>contract-<br>Camperdown<br>Zone              |            | 5 000 000 | 5 000 000 | DC22 | KZN226 -<br>Mkhambathini |
| Maintenance<br>contract-Nagle<br>Dam Zone                   | 10 000 000 | 5 000 000 | 5 000 000 | DC22 | KZN226 -<br>Mkhambathini |
| Regravelling<br>L1838 (0-2 Km),<br>L3621 (0-1.53<br>km)     |            |           | 2 400 000 | DC22 | KZN226 -<br>Mkhambathini |
| Regravelling of<br>D1021 (km 0.00-<br>km 5.7)               |            |           | 3 912 650 | DC22 | KZN226 -<br>Mkhambathini |
| Regravelling of<br>L1314 (km 0.00-<br>km 4.563)             |            |           | 3 000 000 | DC22 | KZN226 -<br>Mkhambathini |
| Regravelling of<br>D1000 (km 5.00 -<br>9.275)               | 2 500 000  |           |           | DC22 | KZN226 -<br>Mkhambathini |
| Regravelling of<br>P502(KM7.00-<br>9.00)D354(0.00-<br>4.33) |            | 3 621 430 |           | DC22 | KZN226 -<br>Mkhambathini |



|  |                   |                   |                   |      |                       |
|--|-------------------|-------------------|-------------------|------|-----------------------|
| Regravelling of P728 (km 45.00- km50.00) | 1 200 000         |                   |                   | DC22 | KZN226 - Mkhambathini |
|  |                   |                   |                   |      |                       |
|  | <b>27 500 000</b> | <b>18 621 430</b> | <b>24 312 650</b> |      |                       |

#### RICHMOND LM

| Description                                | 2022/3            | 2023/4            | 2024/25           | DC   | LC No             |
|--|-------------------|-------------------|-------------------|------|-------------------|
| Maintenance Contract - Eston Zone          | 7 000 000         |                   |                   | DC22 | KZN227 - Richmond |
| Maintenance contract - Richmond zone       | 4 000 000         |                   |                   | DC22 | KZN227 - Richmond |
| Maintenance-Richmond Zone                  |                   | 5 000 000         | 5 000 000         | DC22 | KZN227 - Richmond |
| Regravelling of P334 (km 4.172- km 14.172) |                   | 5 000 000         |                   | DC22 | KZN227 - Richmond |
| Upgrade of D59 River Bridge                | 8 000 000         | 10 000 000        | 10 000 000        | DC22 | KZN227 - Richmond |
| Zibambele - Contractors                    | 11 255 500        | 12 000 000        | 12 000 000        | DC22 | KZN227 - Richmond |
|  |                   |                   |                   |      |                   |
| <b>TOTALS</b>                              | <b>30 255 500</b> | <b>32 000 000</b> | <b>27 000 000</b> |      |                   |

#### **CAPITAL HEAD OFFICE PROJECTS UPGRADES and REHABILITATION**

##### uMshwathi LM

| Project / Programme Name                          | Activity       | Implementer/ Responsibility | Municipality / Region        | Estimated budget | Project Status (to be as per IRM) |
|---|----------------|-----------------------------|------------------------------|------------------|-----------------------------------|
| Upgrade of P278 (km0 to km11,0)                   | Upgrade roads  | Construction                | uMshwathi Local Municipality | R 154 000 000    | Stage 4 Design Documentation      |
| Construction of Sterkspruit River Bridge Widening | New bridge     | Construction                | uMshwathi Local Municipality | R 11 078 000     | Stage 6 Complete                  |
| Upgrade of Upgrade of D457 (km5,84 to km12,2)     | Upgrade roads  | Construction                | uMshwathi Local Municipality | R 82 680 000     | Stage 5 Works 0 to 25%            |
| Upgrade of Upgrade of D457 (km5,84 to km2)        | Upgrade roads  | Construction                | uMshwathi Local Municipality | R 97 000 000     | Stage 3 Design Development        |
| Upgrade of Upgrade of D599 (km0 to km5)           | Upgrade roads  | Construction                | uMshwathi Local Municipality | R 40 736 000     | Stage 5 Works 51 to 75%           |
| Upgrade of Upgrade of D599 (km5 to km9,3)         | Upgrade roads  | Construction                | uMshwathi Local Municipality | R 64 500 000     | Stage 2 Concept                   |
| Upgrade of P278 (km11 to km22,5)                  | Upgrade roads  | Construction                | uMshwathi Local Municipality | R 172 500 000    | Stage 3 Design Development        |
| Rehabilitation of P479 (km0,00 to km2,00)         | Rehabilitation | Rehabilitation              | uMshwathi Local Municipality | R 32 505 000     | Stage 4 Design Documentation      |

|   |                |                |                              |              |                            |
|---|----------------|----------------|------------------------------|--------------|----------------------------|
| Rehabilitation of P9 (km24,940 to km30,940)       | Rehabilitation | Rehabilitation | uMshwathi Local Municipality | R 31 566 000 | Stage 6 Handover           |
| Rehabilitation of P158 (km0,00 to km2,00)         | Rehabilitation | Rehabilitation | uMshwathi Local Municipality | R 30 382 000 | Stage 2 Concept            |
| Rehabilitation of P25-1 (km 14,500 to km 29,500 ) | Rehabilitation | Rehabilitation | uMshwathi Local Municipality | R 82 972 000 | Stage 1 Project Initiation |
| Construction of Mpolweni River Bridge D708        | New bridge     | Construction   | Umshwathi Local Municipality | R 55 428 000 | Stage 5 Works 26 to 50%    |

#### uMngeni LM

| <b>Project / Programme Name</b>             | <b>Activity</b> | <b>Implementer/ Responsibility</b> | <b>Municipality / Region</b> | <b>Estimated budget</b> | <b>Project Status (to be as per IRM)</b> |
|---|-----------------|------------------------------------|------------------------------|-------------------------|--|
| Rehabilitation of P135 (km19,00 to km23,00) | Rehabilitation  | Rehabilitation                     | Umngeni Local Municipality   | R 74 707 000            | Stage 1 Project Initiation               |

#### Mpofana LM

| <b>Project / Programme Name</b>                      | <b>Activity</b> | <b>Implementer/ Responsibility</b> | <b>Municipality / Region</b> | <b>Estimated budget</b> | <b>Project Status (to be as per IRM)</b> |
|--|-----------------|------------------------------------|------------------------------|-------------------------|--|
| Upgrade of P28-1 (km62,5 to km57)                    | Upgrade roads   | Construction                       | Mpofana Local Municipality   | R 82 500 000            | Stage 4 Design Documentation             |
| Rehabilitation of P19 (km6,0 to km26,0)              | Rehabilitation  | Rehabilitation                     | Mpofana Local Municipality   | R 273 283 000           | Stage 4 Design Documentation             |
| Rehabilitation of P164 (km10,00 to km26,00)          | Rehabilitation  | Rehabilitation                     | Mpofana Local Municipality   | R 224 056 000           | Stage 3 Design Development               |
| Rehabilitation of P1-8 ( km14,5 - km23,0)            | Rehabilitation  | Rehabilitation                     | Mpofana Local Municipality   | R 181 001 000           | Stage 1 Project Initiation               |
| Rehabilitation of P164 (km26 - km30,0)               | Rehabilitation  | Rehabilitation                     | Mpofana Local Municipality   | R 155 436 000           | Stage 1 Project Initiation               |
| Construction off 3791 Little Mooi River Bridge P28-1 | New bridge      | Construction                       | Mpofana Local Municipality   | R 32 401 000            | Stage 5 Works 51 to 75%                  |

#### Impendle LM

| <b>Project / Programme Name</b>                           | <b>Activity</b> | <b>Implementer/ Responsibility</b> | <b>Municipality / Region</b> | <b>Estimated budget</b> | <b>Project Status (to be as per IRM)</b> |
|---|-----------------|------------------------------------|------------------------------|-------------------------|--|
| Upgrade of D1357 (km0 to km4,5)                           | Upgrade roads   | Construction                       | Impendle Local Municipality  | R 63 000 000            | Stage 1 Project Initiation               |
| Upgrade of P130 (km18,0 to km15,0)                        | Upgrade roads   | Construction                       | Impendle Local Municipality  | R 59 860 000            | Stage 5 Works 51 to 75%                  |
| Construction of D1357 Mkhomazi Bridge                     | New bridge      | Construction                       | Impendle Local Municipality  | R 25 403 000            | Stage 5 Works 26 to 50%                  |
| Construction of Msunduzi River Bridge (Ob_PMB_29) on P423 | New bridge      | Construction                       | Impendle Local Municipality  | R 700 000               | Stage 1 Project Initiation               |
| Upgrade of D1357 (km6,5 to km4,5)                         | Upgrade roads   | Construction                       | Impendle Local Municipality  | R 45 955 000            | Stage 5 Works 26 to 50% / Terminate      |
| Upgrade of P129 (km3 to km6)                              | Upgrade roads   | Construction                       | Impendle Local Municipality  | R 70 000 000            | Stage 4 Design Documentation             |
| Light Rehab of P127-1 (km 0 to km 6)                      | Rehabilitation  | Rehabilitation                     | Impendle Local Municipality  | R 55 525 000            | Stage 2 Concept                          |

#### MSUNDUZI LM

| <b>Project / Programme Name</b>                                    | <b>Activity</b> | <b>Implementer/ Responsibility</b> | <b>Municipality / Region</b> | <b>Estimated budget</b> | <b>Project Status (to be as per IRM)</b> |
|--|-----------------|------------------------------------|------------------------------|-------------------------|--|
| Upgrade of P390 (km0 to km5,8) (RE-TENDER)                         | Upgrade roads   | Construction                       | Msunduzi Local Municipality  | R 81 172 000            | Stage 5 Works 0 to 25%                   |
| Upgrade of Willowfontein Roads: Mkhize Obomvu Road (km0 to km0,33) | Upgrade roads   | Construction                       | Msunduzi Local Municipality  | R 4 423 000             | Stage 2 Concept                          |
| Upgrade of P412 (km0 to km6,62)                                    | Upgrade roads   | Construction                       | Msunduzi Local Municipality  | R 99 300 000            | Stage 5 Works 75 to 99%                  |
| Rehabilitation of P478 (km0 - km1,0)                               | Rehabilitation  | Rehabilitation                     | Msunduzi Local Municipality  | R 43 842 000            | Stage 1 Project Initiation               |

#### MKHAMBATHINI LM

| <b>Project / Programme Name</b>        | <b>Activity</b> | <b>Implementer/ Responsibility</b> | <b>Municipality / Region</b>    | <b>Estimated budget</b> | <b>Project Status (to be as per IRM)</b> |
|--|-----------------|------------------------------------|---------------------------------|-------------------------|--|
| Upgrade of D1001 (km0,00 to km8,50)    | Upgrade roads   | Construction                       | Mkhambathini Local Municipality | R 140 000 000           | Stage 3 Design Development               |
| Upgrade of P728 (km26,8 to km52,0)     | Upgrade roads   | Construction                       | Mkhambathini Local Municipality | R 378 000 000           | Stage 1 Project Initiation               |
| Rehabilitation of P338 (km0 to km11,6) | Rehabilitation  | Rehabilitation                     | Mkhambathini Local Municipality | R 115 058 000           | Stage 5 Works 76 to 100%                 |

|   |                |                |                                 |              |                            |
|---|----------------|----------------|---------------------------------|--------------|----------------------------|
| Construction of Umngeni River Bridge P423 | Upgrade roads  | Construction   | Mkhambathini Local Municipality | R 16 750 000 | Stage 1 Project Initiation |
| Rehabilitation of P477 (km0 - km5,0)      | Rehabilitation | Rehabilitation | Mkhambathini Local Municipality | R 85 100 000 | Stage 1 Project Initiation |

#### RICHMOND LM

| <b>Project / Programme Name</b>   | <b>Activity</b> | <b>Implementer/ Responsibility</b> | <b>Municipality / Region</b> | <b>Estimated budget</b> | <b>Project Status (to be as per IRM)</b> |
|---|-----------------|------------------------------------|------------------------------|-------------------------|--|
| Rehabilitation of P5-4 (km3,5 to km20) & (km27 to km30,1)                 | Rehabilitation  | Rehabilitation                     | Richmond Local Municipality  | R 214 844 000           | Stage 5 Works 76 to 100%                 |
| Rehabilitation of P334 (km0,000 to km4,170)                               | Rehabilitation  | Rehabilitation                     | Richmond Local Municipality  | R 63 865 000            | Stage 3 Design Development               |
| Rehabilitation of P5-3 (km13,500 to km19,00)                              | Rehabilitation  | Rehabilitation                     | Richmond Local Municipality  | R 35 500 000            | Stage 3 Design Development               |
| Rehabilitation of P24 (km5,00 to km17,00)                                 | Rehabilitation  | Rehabilitation                     | Richmond Local Municipality  | R 266 259 000           | Stage 1 Project Initiation               |
| Light Rehabilitation of P8-1 (km0,00 to km14,20)                          | Rehabilitation  | Rehabilitation                     | Richmond Local Municipality  | R 55 188 000            | Stage 3 Design Development               |
| Construction of Illovo River Pedestrian Bridge 3775 D1065 – HO to confirm | New bridge      | Construction                       | Richmond Local Municipality  | R 10 113 000            | Stage 5 Works 75 to 99%                  |

## DEPARTMENT OF AGRICULTURE, LAND REFORM AND RURAL DEVELOPMENT

### ➤ PMB: CED, RID, AND NARYSEC PROJECTS FOR 2022/3

| NO. | PROJECT NAME                 |       | Project Type (Items Description)  | PROJECT STATUS (APPROVED) | Budget amount for 2022/23 | Items to be delivered  | Projected month for delivery |
|-----|------------------------------|-------|---|---------------------------|---------------------------|--|------------------------------|
| 1   | Noodsberg FPSU (Mshwathi LM) | SAFDA | This FPSU supports sugar cane production by 1229 small scale farmers organized as associations from various villages Noordsberg Mill. There are 126 youth farmers under FPSU. The total HA produced is 1358 | APPROVED                  | R17 160 116.00 .          | Tractors and Implements<br>office furniture<br>Personnel<br>Bakkie and Truck   | Q1<br>Q3<br>Q1-4<br>Q4       |
|     |                              | SAFDA | Construction of the FPSU.   |                           | R11 000 000.00.           | Construction of processing, storage shed and tractor depot<br>training centre and provision of ablution facility, access road and parking lot. | Q2<br>Q2                     |
|     |                              |       | The youth (126) will be supported as farmers. 10 youth will undergo training through Narysec programme.   |                           |                           |  |                              |

| NO. | PROJECT NAME                                    |       | Project Type (Items Description)  | PROJECT STATUS (APPROVED) | Budget amount for 2022/23 | Items to be delivered  | Projected month for delivery |
|-----|---|-------|---|---------------------------|---------------------------|--|------------------------------|
| 2   | Hopewell Multipurpose Cooperative (Richmond LM) | CED   | This is a toilet paper manufacturing enterprise formed by 8 youth who are NARYSEC graduates | Approved                  | R6 271 343,00             | Material<br>Forklift<br>Bakkie & Truck<br>Office furniture, protective clothing<br>Mentorship & training | Q1<br>Q2<br>Q2<br>Q1<br>Q1-4 |
|     |   | RID   | N/A   | N/A                       | N/A                       | N/A  | N/A                          |
|     |   | YOUTH | Toilet paper manufacturing youth project.   | Approved                  | R6 271 343,00             | Narysec youth will be running the project  | Q1                           |

| NO. | PROJECT NAME                 |       | Project Type (Items Description)   | PROJECT STATUS (APPROVED) | Budget amount for 2022/23                | Items to be delivered                 | Projected month for delivery |
|-----|------------------------------|-------|--|---------------------------|--|---------------------------------------|------------------------------|
| 3   | Zibuke Projects (Mpofana LM) | CED   | The enterprise is formed by 14 cooperatives operating 316HA producing various crops like Cabbage, Spinach, onions, Carrots Potatoes, Green beans, Dry beans maize and Butternut. | Approved                  | R4 406 180,00<br>2021/2022<br>R2 454 646 | Truck and Bakkie<br>Production inputs | Q3<br>Q2                     |
|     |                              | RID   | N/A  | N/A                       | N/A                                      | N/A                                   | N/A                          |
|     |                              | YOUTH | Provide training to 5 youth coming Zibuke project  |                           |  | Training on managing the project      | Q3                           |

| NO. | PROJECT NAME                            |     | Project Type (Items Description)   | PROJECT STATUS (APPROVED) | Budget amount for 2022/23 | Items to be delivered  | Projected month for delivery | COMMENTS   |
|-----|---|-----|--|---------------------------|---------------------------|--|------------------------------|--|
| 4   | Clarence Red Meat Project<br>Mpendle LM | CED | It is aimed at supporting the livestock farming through development of a feedlot | Not Approved              | R500 000,00               | Facilitation of auctions<br>Feed and medication<br>Personnel (security, Admin and headers) | Q3                           | RSSC to engage property management in order to come up with a plan of action |

|  |  |       |     |     |                |   |     |  |
|--|--|-------|-----|-----|----------------|---|-----|--|
|  |  | RID   |     |     | R11 000 000.00 | Construction of Sales yard, offices, drilling and equipping of boreholes, upgrading access roads and fencing of 1 field of 10ha and Renovation of existing infrastructure | Q3  |  |
|  |  | YOUTH | N/A | N/A | N/A            | N/A   | N/A |  |

#### **STRATEGIC LAND ACQUISITION AT APPROVAL 2021/22/23**

| <b><u>Local Municipality</u></b> | <b><u>Name of Project</u></b> | <b><u>Commodities</u></b> | <b><u>Hectares</u></b> | <b><u>Accepted Offer Amount</u></b> | <b><u>Status</u></b>   |
|----------------------------------|-------------------------------|---------------------------|------------------------|-------------------------------------|--|
| uMshwathi                        | Wagenbeetjies                 | Vegetables                | 50.6012                | R6,729,000.00                       | Lease Handed over  |
| Mpofana                          | Rose Bank                     | Livestock                 | 1651.2668              | R16,933,000.00                      | At Conveyancing.<br>Interviews of potential lessees completed.             |
| Mpofana                          | Stanger's hoek                | Livestock                 | 1640.6627              | R13,640,000.00                      | At Conveyancing.<br>Interviews of potential lessees completed.             |
| uMngeni                          | Misty View                    | Beef production           | 286.2054               | R9, 452, 000.00                     | At Conveyancing stage.<br>Interviews of potential lessees to be conducted. |

**STRATEGIC LAND ACQUISITION AT PLANNING 2022/23**

| <b>Local Municipality</b> | <b>Name of Project</b> | <b>Commodities</b> | <b>Hectares</b> | <b>Amount</b>  | <b>Status</b> |
|---------------------------|------------------------|--------------------|-----------------|----------------|---------------|
| Mpofana                   | Sheepveldt             | Livestock and crop | 378.9227        | R4,500,000.00  | New project.  |
| Mpofana                   | Linton                 | Vegetables         | 22.9231         | R2,800,000.00  | New project.  |
| Richmond                  | Home One Day           | Vegetable          | 24.000          | R900,000.00    | New project.  |
| Msunduzi                  | Mattison               | Sugarcane          | 538.6743        | R30,000,000.00 | New project.  |
| Mpofana                   | Gilesland              | Livestock and crop | 121.4058        | R16,000,000.00 | New project.  |

**LDS PROJECTS AT IMPLEMENTATION 2021/23**

| <b>LDS Projects at Implementation</b> |                      |                              |  |                        |                                  |  |
|---------------------------------------|----------------------|------------------------------|--|------------------------|----------------------------------|--|
| <b>Project Name</b>                   | <b>Lessee/s Name</b> | <b>District Municipality</b> | <b>Property Description</b>  | <b>Approved Budget</b> | <b>Transferred Amount to GHA</b> | <b>Deliveries</b>  |
| Stonehenge/ Brandvlei                 | Mr Dlamini           | Umgungundlovu                | The Farm Stonehenge No. 3173 2.Portion 7 (of 1) of the Farm Riet Vlei No. 3281<br>The Farm Stonehenge No. 3173 2.Portion 7 (of 1) of the Farm Riet Vlei No. 3281 | R6 445 278.00          | R 3 156 500.00                   | Infrastructure, production input, equipment and machinery. |
| Klawervlei                            | Shelembe             | Umgungundlovu                | Portion 3 of the farm Brandvlei No. 1292, Portion 8 of Vaalkranz no. 1193, Portion 22 and 24 of Umvoti Heights No. 1353.   | R8 379 168.00          | R7 677 871.00                    | Infrastructure, production input, equipment and machinery. |
| TOTAL                                 |                      |                              |  | R14 824 446.00         | R10 834 371.00                   |  |



## **LDS PROJECTS AT PLANNING 22/23**

| <b><u>Local Municipality</u></b> | <b><u>Name of Project</u></b> | <b><u>Expenditure (+/-) Items</u></b>   | <b><u>STATUS</u></b> |
|----------------------------------|-------------------------------|---|----------------------|
| Mpofana                          | Manana                        | Production, Infrastructure, Mechanisation, Working Capital,<br>Professional fees, Management fees<br><br>Total R11,161,090.00 | At planning          |
| Mpofana                          | Westwood                      | Production, Infrastructure, Mechanisation, Management fees<br><br>Total R11 573 591.16  | At Planning          |

## **TENURE REFORMS IMPLEMENTATION PROJECTS: Land Acquisitions**

| <b><u>Local Municipality</u></b> | <b><u>Name of Project</u></b> | <b><u>Commodities</u></b> | <b><u>Hectares</u></b> | <b><u>Accepted Offer Amount</u></b> | <b><u>Status</u></b>  |
|----------------------------------|-------------------------------|---------------------------|------------------------|-------------------------------------|---|
| Mpofana LM                       | Bayonne                       | Settlement                | 44                     | R2 400 000.00                       | Price negotiations concluded and currently doing Subdivision. |
| Umngeni                          | Fair fax                      | Settlement                | 1.3292<br>(3,600m²)    | R262 000.00                         | Conveyancing  |
| Msunduzi LM                      | Zabalaza                      | Settlement                | 18                     | R1 500 000.00                       | Conveyancing.   |
| Mpofana LM                       | Orangewood                    | Settlement & grazing      | 174.2288               | R2 600 000.00                       | Transferred   |
| Umngeni LM                       | Fordoun                       | Settlement                | 6.7                    | R500 000.00                         | Approval.   |
| Mpofana LM                       | Kruisfontein                  | Settlement & Dairy        | 2 253.7655             | R65 150 000.00                      | Negotiations with the land owner and Labour tenants.          |
| Mpofana LM                       | Middelburg                    | Settlement & grazing      | 134.9                  | R2 600 000.00                       | Transferred   |
| Mpofana LM                       | Waterval/Mbanjwa              | Settlement & grazing      | 282.2                  | TBC                                 | OVG   |

### **TRI PLANNED LAND ACQUISITIONS**

| <b><u>Local Municipality</u></b> | <b><u>Name of Project</u></b> | <b><u>Commodities</u></b> | <b><u>Hectares</u></b> | <b><u>Asking Price</u></b> | <b><u>Status</u></b>        |
|----------------------------------|-------------------------------|---------------------------|------------------------|----------------------------|-----------------------------|
| Richmond                         | Fielden Citrus                | Settlement                | 16.41                  | TBC                        | OVG                         |
| Mooi Mpofana                     | Oakspring                     | Settlement                | TBC                    | TBC                        | Approved PIR                |
| Mooi Mpofana                     | Gilbralta / Walrley Common    | Settlement                | TBC                    | TBC                        | Awaiting deed of settlement |
| Richmond                         | Zoutpans                      | Settlement                | TBC                    | TBC                        | PIR- Evaluation- OVG        |
| Umngeni                          | Little Farm                   | Settlement                | TBC                    | TBC                        | PIR- Evaluation- OVG        |

### **TRI PLANNED LAND DISPOSALS**

| <b><u>Local Municipality</u></b> | <b><u>Name of Project</u></b>   | <b><u>Commodities</u></b>   | <b><u>Hectares</u></b> | <b><u>Asking Price</u></b> | <b><u>Status</u></b>                    |
|----------------------------------|---------------------------------|-----------------------------|------------------------|----------------------------|---|
| Mooi Mpofana                     | Doornkloof (Zamokuhle)          | Settlement, crops & grazing |                        |                            | Approved Disposal                       |
| Umngeni                          | Pepper Tree (Sagwana)           | Settlement                  |                        |                            | Approved Disposal                       |
| Umngeni                          | Umngeni Sawmill (Siyakhula)     | Settlement                  |                        |                            | Approved Disposal                       |
| Mooi Mpofana                     | Rensburg Sharemill (Embangweni) | Settlement, crops & grazing |                        |                            | Approved Disposal                       |
| Mooi Mpofana                     | Doornkloof (Zondi)              | Settlement, crops & grazing |                        |                            | Approved disposal                       |
| Mooi Mpofana                     | Klawervlei (Siyathuthuka)       | Settlement, crops & grazing |                        |                            | Approved disposal                       |
| Mooi Mpofana                     | Netheni (Nsindeni)              | Settlement, crops & grazing |                        |                            | Approved disposal:                      |
| Mooi Mpofana                     | Manana (Umgqula)                | Settlement, crops & grazing |                        |                            | Approved Diposal:                       |
| Mooi Mpofana                     | Elandsfontein/ Ziqubu           | Settlement, crops & grazing |                        |                            | Approved Disposal- Pending subdivision  |
| Mooi Mpofana                     | Rosemount (Mboma KaMqhele)      | Settlement & grazing        |                        |                            | Approved: To prepare a deed of Donation |

## **PROPERTY MANAGEMENT: LEASES TO BE PROCESSED**

| <b><u>District Municipality</u></b> | <b><u>Project Name</u></b>     | <b><u>No. of Land Parcels</u></b> | <b><u>Status</u></b>   | <b><u>Time Frame</u></b> | <b><u>Actions required</u></b>                | <b><u>Responsibility</u></b> |
|-------------------------------------|--------------------------------|-----------------------------------|--|--------------------------|---|------------------------------|
| Umgungundlovu                       | Election                       | 1                                 | Allocation approved.   | 2022-2023                |   | DALRRD                       |
| Umgungundlovu                       | Elsmore                        | 2                                 | To decide whether the already expired 5 year lease is renewed and converted into a 30 year lease or to embark on a different process altogether. | 2022-2023                | To address issues: Lease expired              | DALRRD                       |
| Umgungundlovu<br>Umgungundlovu      | Karlshaven<br>Ockerskraal farm | 5<br>1                            | Allocation Approved<br><br>Property Management to generate a lease as per the approved memo.   | 2022-2023<br>2022-2023   | To generate a lease as per the approved memo. | DALRRD                       |

## DEPARTMENT OF PUBLIC WORKS

### ➤ INFRASTRUCTURE PROJECTS

| SUMMARY OF PROJECTS IMPLEMENTED BY DOPW AT UMGUNDLOVU DISTRICT |                   |                 |   |           |           |           |
|--|-------------------|-----------------|---|-----------|-----------|-----------|
| No   | Client Department | No. of Projects | Completed projects in 2019/20 - 2020/21 | Planning  | Tender    | On site   |
| 1  | Education         | 16              | 6                                       | 0         | 5         | 4         |
| 2  | Health            | 25              | 13                                      | 9         | 2         | 1         |
| 3  | KZN LEGISLATURE   | 3               | 1                                       | 1         | 0         | 1         |
| 4  | PREMIER           | 3               | 1                                       | 3         | 0         | 0         |
| 5  | COGTA             | 2               | 0                                       | 2         | 0         | 0         |
| 6  | TRANSPORT         | 13              | 1                                       | 9         | 0         | 3         |
| 7  | Public Works      | 2               | 0                                       | 0         | 0         | 2         |
| 8  | Agriculture       | 13              | 1                                       | 11        | 00        | 1         |
|  | <b>TOTAL</b>      | <b>87</b>       | <b>26</b>                               | <b>42</b> | <b>29</b> | <b>13</b> |

| <u>EDUCATION</u><br><u>PROJECTS IMPLEMENTED BY DOPW AT UMGUNGUNDLOVU DISTRICT</u> |        |               |                                |                    |                        |
|---|--------|---------------|--------------------------------|--------------------|------------------------|
| No  | Stage  | Facility Name | Service Description            | Local Municipality | Budget                 |
| 5   | TENDER | LUGAJU JSS    | SANITATION PROGRAMME (PHASE 3) | IMPENDLE           | <u>R 18 750 645.00</u> |
|   |        | EMASWAZINI    | SANITATION PROGRAMME (PHASE 3) | RICHMOND           |                        |
|   |        | NYANDA PS     | SANITATION PROGRAMME (PHASE 3) | MSUNDUZI           |                        |
|   |        | INSIKA        | SANITATION PROGRAMME (PHASE 3) | UMSHWATHI          |                        |
|   |        | SIYANDA SS    | SANITATION PROGRAMME (PHASE 3) | MSUNDUZI           |                        |

| <b><u>EDUCATION</u></b>  |              |                          |                                |                    |             |
|--|--------------|--------------------------|--------------------------------|--------------------|-------------|
| <b><u>PROJECTS IMPLEMENTED BY DOPW AT UMGUNGUNDLOVU DISTRICT</u></b> |              |                          |                                |                    |             |
| No   | Stage        | Facility Name            | Service Description            | Local Municipality | Budget      |
| 4  | CONSTRUCTION | BHEKAMATSHE PS           | SANITATION PROGRAMME (PHASE 3) | MSUNDUZI           | R3,438,275  |
|  |              | MALIZAYO PS              | SANITATION PROGRAMME (PHASE 3) | MKHAMBATHINI       | R4,268,902  |
|  |              | SIDUNGE PS               | SANITATION PROGRAMME (PHASE 3) | RICHMOND           | R3,464,648  |
|  |              | WOODLANDS PRIMARY SCHOOL | UPGRADES AND ADDITIONS         | MSUNDUZI           | R64,914,724 |

| <b><u>EDUCATION</u></b>  |           |                   |                                |                    |            |
|--|-----------|-------------------|--------------------------------|--------------------|------------|
| <b><u>PROJECTS IMPLEMENTED BY DOPW AT UMGUNGUNDLOVU DISTRICT</u></b> |           |                   |                                |                    |            |
| No   | Stage     | Facility Name     | Service Description            | Local Municipality | Budget     |
| 5  | COMPLETED | AMATHULI PS       | SANITATION PROGRAMME (PHASE 3) | UMSHWATHI          | R4,035,877 |
|  |           | EMTULWA PS        | SANITATION PROGRAMME (PHASE 3) | UMSHWATHI          | R3,374,800 |
|  |           | FORTMANNSPRUIT PS | SANITATION PROGRAMME (PHASE 3) | UMSHWATHI          | R4,539,854 |
|  |           | HARBURG PS        | SANITATION PROGRAMME (PHASE 3) | UMSHWATHI          | R4,351,123 |
|  |           | MENZIWA PS        | SANITATION PROGRAMME (PHASE 3) | RICHMOND           | R5,383,213 |

| <b><u>HEALTH</u></b>  |          |                 |   |                    |               |
|---|----------|-----------------|---|--------------------|---------------|
| <b><u>PROJECTS IMPLEMENTED BY DOPW AT UMGUNGUNDLOVU</u></b> |          |                 |   |                    |               |
| No  | Stage    | Facility Name   | Service Description                               | Local Municipality | Budget        |
| 09  | PLANNING | EX OLD BOYS     | NEW STAFF CARPORTS                                | MSUNDUZI           | R625,467,00   |
|   |          | GREY'S HOSPITAL | GREY'S HOSPITAL RESTORATION OF HVAC SYSTEM        | MSUNDUZI           | R32,173,319.0 |
|   |          | NATALIA         | RESTORATION OF HVAC SYSTEM                        | MSUNDUZI           | R43,000,000.0 |
|   |          | FORT NAPIER     | REPLACEMENT OF THE MAIN SUBSTATION MV SWITCHGEAR. | MSUNDUZI           | R3,700,000.00 |

|  |  |                    |  |          |                |
|--|--|--------------------|--|----------|----------------|
|  |  | GREY'S HOSPITAL    | GREYS HOSPITAL : RENOVATIONS AND UPGRADE TO NURSES AND DOCTORS ACCOMMODATION.Y'S HOSPITAL RESTORATION OF HVAC SYSTEM | MSUNDUZI | R50,164,964,53 |
|  |  | MAYORS WALK        | UPGRADES INTO CENTRAL PROVINCIAL RECORDS REPOSITORY AND STORES: PHASE1   | MSUNDUZI | R69,546,650,0  |
|  |  | NORTHDALE HOSPITAL | UPGRADE OF EXISTING SPACE FOR IN-PATIENT MENTAL HEALTH UNIT  | MSUNDUZI | R25,000,000,0  |
|  |  | NORTHDALE HOSPITAL | ASBESTOS   | MSUNDUZI | R2,485,880,00  |
|  |  | EDENDALE HOSPITAL  | ASBESTOS   | MSUNDUZI | R6,403.200.00  |

### HEALTH

#### PROJECTS IMPLEMENTED BY DOPW AT UMGUNDLOVU DISTRICT

| No | Stage  | Facility Name     | Service Description                               | Local Municipality | Budget        |
|----|--------|-------------------|---|--------------------|---------------|
| 2  | TENDER | KWAPATA CLINIC    | KWAPATA CLINIC (EDEN) NEW BOREHOLE.               | MSUNDUZI           | R4 719 408.00 |
|    |        | TOWNHILL HOSPITAL | REPLACEMENT OF THE MAIN SUBSTATION MV SWITCHGEAR. | MSUNDUZI           |               |

### HEALTH

#### PROJECTS IMPLEMENTED BY DOPW AT UMGUNDLOVU DISTRICT

| No | Stage        | Facility Name   | Service Description  | Local Municipality | Budget        |
|----|--------------|-----------------|--|--------------------|---------------|
| 1  | CONSTRUCTION | BRUNTVILLE CHC  | CONSTRUCTION OF A SHELTERED PATHWAYS AND INSTALL RAMPS. NEW DISPENSER DISPATCHING ROOM | MPOFANA            | R 20,100,000  |
| 1  | COMPLETED    | GREY'S HOSPITAL | GREY'S HOSPITAL 1600KVA TRANSFORMER REPLACEMENT WITH LARGER UNIT.                      | MSUNDUZI           | R4,061,815,00 |

| KZN Legislature PROJECTS IMPLEMENTED BY DOPW AT UMGUNGUNDLOVU |           |  |                    |                |
|---|-----------|--|--------------------|----------------|
| No  | STAGE     | FACILITY NAME  | Local Municipality | BUDGET         |
| 1   | PLANNING  | KZN LEGISLATURE ADMINISTRATIVE & MAIN CHAMBER BUILDINGS      | MSUNDUZI           | R2 1000 000.00 |
| 1   | ON SITE   | OFFICES - PROVINCIAL LEGISLATURE – MAIN CHAMBER, WIMS 058016 | MSUNDUZI           | R27 058 000.00 |
| 1   | COMPLETED | OFFICES - PROVINCIAL LEGISLATURE - ADMIN BUILDING,           | MSUNDUZI           | R 8 600 000    |

| OFFICE OF THE PREMIER PROJECTS IMPLEMENTED BY DOPW AT UMGUNDLOVU |              |                        |                                     |                    |                 |
|--|--------------|------------------------|-------------------------------------|--------------------|-----------------|
| No   | DESCRPTION   | FACILITY NAME          | SERVICE DESCRIPTION                 | Local Municipality | Budget          |
| 2  | CONSTRUCTION | MOSES MABHIDA BUILDING | MAJOR REPAIRS TO ROOF LEAKS PHASE 2 | MSUNDUZI           | R19 078 840.75  |
|  | CONSTRUCTION | PARKSIDE RESIDENCE     | SECURITY UPGRADES & OTHER REPAIRS   | MSUNDUZI           | R13 591 950. 00 |

| KZN COGTA |            |   |                                  |                    |            |
|-----------|------------|---|----------------------------------|--------------------|------------|
| No        | DESCRPTION | FACILITY NAME   | SERVICE DESCRIPTION              | Local Municipality | Budget     |
| 02        | PLANNING   | COGTA: UMGUNGUNDLOVU DISTRICT: AMAQADI SUB CLAN TAC-TRADITIONAL ADMINISTRATION CENTRE/COURT | REPAIRS: ALTERATIONS & ADDITIONS | MSUNDUZI           | R2,600,000 |
|           |            | COGTA: UMGUNGUNDLOVU DISTRICT: MASIHAMBISANE TAC-TRADITIONAL ADMINISTRATION CENTRE/COURT    | REPAIRS AND RENOVATIONS          | MSUNDUZI           | R2,717,057 |

| TRANSPORT PROJECTS IMPLEMENTED BY DOPW AT UMGUNGUNDLOVU |             |  |   |                    |                |
|---|-------------|--|---|--------------------|----------------|
| No  | DESCRIPTION | FACILITY NAME  | SERVICE DESCRIPTION   | Local Municipality | Budget         |
| 09  | PLANNING    | OFFICES - TRANSPORT - PMB COST CENTRE - MOUNTAIN RISE  | PHASE 2 (SIGNAGE BUILDING); REPLACEMENT OF ASBESTOS ROOF FOR            | MSUNDUZI           | R1 337 000.00  |
|   |             | 179 BURGER STREET - HEAD OFFICE TRANSPORT  | INSTALLATION OF A BACKUP GENERATOR                                      | MSUNDUZI           | R3 200 000.00  |
|   |             | OFFICES - TRANSPORT - ROAD INFRASTRUCTURE PLANNING, WIMS 058000                                | ENCLOSE ENTIRE 5TH FLOOR TO INCREASE OFFICE SPACE IN THE BUILDING       | MSUNDUZI           | R6 300 000.00  |
|   |             |  |   |                    |                |
|   |             | OFFICES - TRANSPORT - HEAD OFFICE – PIETERMARITZBURG, WIMS 059789                              | REPAIRS TO EXECUTIVE BLOCK AND B BLOCK ROOF; AND ENCLOSING OF BALCONIES | MSUNDUZI           | R19 000 000.00 |
|   |             | OFFICES - TRANSPORT - 206 BURGER STREET - EX TEMBALETHU BUILDING, WIMS 060988                  | REFURBISHMENTS TO THEMBALETHU BUILDING                                  | MSUNDUZI           | R94 293 000.00 |
|   |             | OFFICES & HOUSE 171 GREYTOWN TRANSPORT - PMB COST CENTRE - MOUNTAIN RISE, WIMS 054964 & 068623 | CONVERTING OF EXISTING TYRE STORES TO OFFICES F                         | MSUNDUZI           | R2 1000 000.00 |
|   |             | OFFICES - TRANSPORT - HEAD OFFICE – PIETERMARITZBURG, WIMS 036562                              | CONDITION REPORT ON HEAD OFFICE RETICULATION.                           | MSUNDUZI           | R2 330 000.00  |
|   |             | OFFICES - TRANSPORT - HEAD OFFICE - PIETERMARITZBURG   | REPAIRS TO EXECUTIVE BLOCK AND B BLOCK ROOF; AND ENCLOSING OF BALCONIES | MSUNDUZI           | R19 000 000.00 |
|   |             | 240 BURGER STREET - RTI TRAFFIC TRAINING COLLAGE MAIN BUILDING & CHAPEL                        | REPAIRS TO ROOF LEAKS ON HERITAGE STRUCTURES                            | MSUNDUZI           | R15 000 000.00 |



| TRANSPORT PROJECTS IMPLEMENTED BY DOPW AT UMNGUNGUDLOVU |             |  |   |                    |                |
|---|-------------|--|---|--------------------|----------------|
| No  | DESCRIPTION | FACILITY NAME  | SERVICE DESCRIPTION                                       | Local Municipality | Budget         |
| 03  | ON SITE     | OFFICES - TRANSPORT - REGIONAL OFFICE – PIETERMARITZBURG, WIMS 044973      | CONVERSION OF WORKSHOP FACILITIES TO OFFICE ACCOMMODATION | MSUNDUZI           | R69 428 789.78 |
|   |             | OFFICES - TRANSPORT - RTI TRAINING CENTRE - 240 BURGER STREET, WIMS 058180 | NEW ARMORY AT TRAINING COLLEGE                            | MSUNDUZI           | R17 591 342.55 |
|   |             | OFFICES - TRANSPORT - HEAD OFFICE – PIETERMARITZBURG, WIMS 059789          | BACKUP GENERATOR  | MSUNDUZI           | R5 000 000.00  |

| Public Works PROJECTS IMPLEMENTED BY DOPW AT UMNGUNGUDLOVU |             |                                |   |                    |                |
|--|-------------|--------------------------------|---|--------------------|----------------|
| No   | DESCRIPTION | FACILITY NAME                  | SERVICE DESCRIPTION                                     | Local Municipality | Budget         |
| 02   | ON SITE     | PUBLIC WORKS – 18 PRNCE ALFRED | CONSTRUCTION OF KZN ENTREPRENEURAL CENTRE OF EXCELLENCE | MSUNDUZI           | R1 340 640     |
|  |             | PUBLIC WORKS –10 PRINCE ALFRED | NEW ADMIN WING COMPLETION CONTRACT                      | MSUNDUZI           | R28,213,504.00 |

| AGRICULTURE |             |   |  |                    |              |
|-------------|-------------|---|--|--------------------|--------------|
| No          | DESCRIPTION | FACILITY NAME                                     | SERVICE DESCRIPTION  | Local Municipality | Budget       |
| 08          | PLANNING    | CEDARA COLLEGE                                    | CONSTRUCTION OF NEW POULTRY ABATTOIR                         | UMNGENI            | R 29,818 000 |
|             |             | ALLERTON ADMIN OFFICE                             | REPLACEMENT OF BORDER FENCING                                | MSUNDUZI           | R 4,366 754  |
|             |             | CEDARA ADMINISTRATION                             | UPGRADE OF BOARDACRES HOUSE                                  | UMNGENI            | R 3,124 322  |
|             |             | CEDARA ADMINISTRATION                             | UPGRADE OF CANTEEN AND EATING AREA                           | UMNGENI            | R 8,926000   |
|             |             | CEDARA ADMINISTRATION                             | UPGRADE OF ABLUTION FACILITIES IN MAIN BUILDING AS PER NORMS | UMNGENI            | R12,041 000  |
|             |             | HEAD OFFICE AGRICULTURE AND ENVIRONMENTAL AFFAIRS | UPGRDE OF FET COLLEGE  | UMNGENI            | R 25 497 000 |

| AGRICULTURE |  |   |  |         |             |
|-------------|--|---|--|---------|-------------|
|             |  | HEAD OFFICE AGRICULTURE AND ENVIRONMENTAL AFFAIRS | RENOVATION AND REHABILITAION OF HOUSE NO.40                    | UMNGENI | R 4 143 971 |
|             |  | HEAD OFFICE AGRICULTURE AND ENVIRONMENTAL AFFAIRS | REPLACEMENT OF BORDER FENCE INCLUDING UPGRADE OF MAIN ENTRANCE | UMNGENI | R 4,222 000 |

| AGRICULTURE |              |                         |   |                    |              |
|-------------|--------------|-------------------------|---|--------------------|--------------|
| No          | DESCRPTION   | FACILITY NAME           | SERVICE DESCRPTION                                  | Local Municipality | Budget       |
| 3           | PLANNING     | CEDARA ASSET MANAGEMENT | ASSET WAREHOUSE, VEHICLE BOARDING & RECYCLING DEPOT | UMNGENI            | R 7,366 754  |
|             |              | CEDARA COLLEGE          | CONVERSION OF STORAGE INTO COMPUTER ROOM            | UMNGENI            | R 12,124 322 |
|             |              | CEDARA ADMINISTRATION   | CONVERSION OF HOUSE NO.67 TO OFFICES                | UMNGENI            | R 3,926 000  |
| 1           | CONSTRUCTION |                         |   |                    |              |
|             |              | CEDARA COLLEGE          | REPAIRS AND MAINTENANCE OF COLLEGE FACILITIES       | UMNGENI            | R 38 435 231 |
|             |              |                         |   |                    |              |

## DEPARTMENT OF EDUCATION

| PROJECT NAME                                    | DISTRICT MUNICIPALITY NAME | local Municipality    | Ward Number | INFRASTRUCTURE PROGRAMMES              | IMPLEMENTING AGENT | TOTAL PROJECT COST R'000 | ALLOCATION 2022-23 R'000 | ALLOCATION 2023-24 R'000 | ALLOCATION 2024-25 R'001 |
|---|----------------------------|-----------------------|-------------|--|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 247 BURGER STREET (HEAD OFFICE)                 | UMGUNGUNDLOVU              | #N/A                  |             | REFURBISHMENT AND REHABILITATION       | KZND OE            | R 6,800.000              | R 1,122.000              | R -                      | R -                      |
| A I KAJEE PRIMARY SCHOOL                        | UMGUNGUNDLOVU              | Mpofana (KZN223)      | 1           | UPGRADES AND ADDITIONS                 | COEGA              | R 4,111.373              | R -                      | R 846.900                | R 350.443                |
| A I KAJEE PRIMARY SCHOOL                        | UMGUNGUNDLOVU              | Mpofana (KZN223)      | 1           | UPGRADES AND ADDITIONS                 | DOPW               | R 5,652.000              | R -                      | R 195.000                | R 779.571                |
| AGRICULTURAL SCHOOL OF EXCELLENCE (DABULAMANZI) | UMGUNGUNDLOVU              | #N/A                  | #N/A        | NEW /REPLACEMENT INFRASTRUCTURE ASSETS | DBSA               | R 27,000.000             | R 11,618.000             | R 2,982.000              | R 588.695                |
| ALBERT FALLS AREA SECONDARY SCHOOL NEW          | UMGUNGUNDLOVU              | uMshwathi (KZN221)    | 1           | NEW /REPLACEMENT INFRASTRUCTURE ASSETS | COEGA              | R 28,995.000             | R -                      | R 2,527.672              | R 3,645.893              |
| ALSTON PRIMARY SCHOOL                           | UMGUNGUNDLOVU              | The Msunduzi (KZN225) | 32          | UPGRADES AND ADDITIONS                 | COEGA              | R 7,325.432              | R -                      | R 2,708.100              | R 1,027.414              |
| ALSTON PRIMARY SCHOOL                           | UMGUNGUNDLOVU              | The Msunduzi (KZN225) | 32          | REFURBISHMENT AND REHABILITATION       | DOPW               | R 13,273.157             | R 170.500                | R -                      | R -                      |
| AMAKHOLWA SECONDARY SCHOOL                      | UMGUNGUNDLOVU              | The Msunduzi (KZN225) | 11          | REFURBISHMENT AND REHABILITATION       | IDT                | R 2,900.000              | R 501.300                | R 668.400                | R 318.800                |
| AMANDUS HILL PRIMARY SCHOOL                     | UMGUNGUNDLOVU              | Richmond (KZN227)     | 4           | UPGRADES AND ADDITIONS                 | COEGA              | R 2,049.309              | R -                      | R 846.900                | R 350.443                |
| AMANDUS HILL PRIMARY SCHOOL                     | UMGUNGUNDLOVU              | Richmond (KZN227)     | 4           | UPGRADES AND ADDITIONS                 | DOPW               | R 5,966.523              | R 108.500                | R -                      | R -                      |
| AMATHULI PRIMARY SCHOOL                         | UMGUNGUNDLOVU              | uMshwathi (KZN221)    | 5           | UPGRADES AND ADDITIONS                 | COEGA              | R 4,094.576              | R -                      | R 1,777.500              | R 688.929                |
| AMATHULI PRIMARY SCHOOL                         | UMGUNGUNDLOVU              | uMshwathi (KZN221)    | 5           | UPGRADES AND ADDITIONS                 | DOPW               | R 5,016.488              | R 161.375                | R -                      | R -                      |
| ARTHUR BLAXALL LSEN SCHOOL                      | UMGUNGUNDLOVU              | The Msunduzi (KZN225) | 35          | UPGRADES AND ADDITIONS                 | COEGA              | R 14,004.966             | R -                      | R 2,388.136              | R 1,653.131              |
| ASAMUKELE PRIMARY SCHOOL                        | UMGUNGUNDLOVU              | uMshwathi (KZN221)    | 13          | UPGRADES AND ADDITIONS                 | COEGA              | R 5,534.541              | R -                      | R 2,708.100              | R 1,027.414              |

|                               |               |                          |    |  |        |                 |              |                |                |
|-------------------------------|---------------|--------------------------|----|--|--------|-----------------|--------------|----------------|----------------|
| ASANDE<br>SECONDARY<br>SCHOOL | UMGUNGUNDLOVU | Impendle<br>(KZN224)     | 4  | REFURBISHMENT<br>AND<br>REHABILITATION | DOPW   | R<br>5,574.000  | R<br>-       | R<br>1,399.860 | R<br>596.073   |
| ASANDE<br>SECONDARY<br>SCHOOL | UMGUNGUNDLOVU | Impendle<br>(KZN224)     | 4  | UPGRADES AND<br>ADDITIONS              | DBSA   | R<br>2,609.425  | R<br>597.000 | R<br>299.315   | R<br>-         |
| ASHDOWN<br>PRIMARY<br>SCHOOL  | UMGUNGUNDLOVU | The Msunduzi<br>(KZN225) | 23 | UPGRADES AND<br>ADDITIONS              | IDT    | R<br>18,749.000 | R<br>-       | R<br>4,423.487 | R<br>1,991.968 |
| ASIBEMUNYE<br>HIGH SCHOOL     | UMGUNGUNDLOVU | uMngeni<br>(KZN222)      | 11 | REFURBISHMENT<br>AND<br>REHABILITATION | KZNDoe | R<br>4,022.000  | R<br>-       | R<br>1,019.004 | R<br>428.999   |

| PROJECT<br>NAME                                 | DISTRICT<br>MUNICIPALITY<br>NAME | local<br>Municipali<br>ty    | Ward<br>Numb<br>er | INFRASTRUCT<br>URE<br>PROGRAMME<br>S                 | IMPLEMENT<br>ING AGENT | TOTAL<br>PROJE<br>CT<br>COST<br>R'000 | ALLOCATI<br>ON 2022-<br>23 R'000 | ALLOCATI<br>ON 2023-<br>24 R'000 | ALLOCATI<br>ON 2024-<br>25 R'001 | PROJECT<br>NAME                                 |
|---|----------------------------------|------------------------------|--------------------|--|------------------------|---------------------------------------|----------------------------------|----------------------------------|----------------------------------|---|
| BANIYENA<br>PRIMARY<br>SCHOOL                   | UMGUNGUNDL<br>OVU                | Mkhambat<br>hini<br>(KZN226) | 7                  | UPGRADES<br>AND<br>ADDITIONS                         | DOPW                   | R<br>2,250.0<br>00                    | R<br>-                           | R<br>-                           | R<br>241.580                     | BANIYENA<br>PRIMARY<br>SCHOOL                   |
| BAXOLELE<br>NI PRIMARY<br>SCHOOL                | UMGUNGUNDL<br>OVU                | uMshwathi<br>(KZN221)        | 12                 | UPGRADES<br>AND<br>ADDITIONS                         | COEGA                  | R<br>2,549.6<br>79                    | R<br>-                           | R<br>846.900                     | R<br>350.443                     | BAXOLELE<br>NI PRIMARY<br>SCHOOL                |
| BHEKAMAT<br>SHE<br>PRIMARY<br>SCHOOL            | UMGUNGUNDL<br>OVU                | The<br>Msunduzi<br>(KZN225)  | 5                  | UPGRADES<br>AND<br>ADDITIONS                         | DOPW                   | R<br>3,356.7<br>26                    | R<br>667.000                     | R<br>-                           | R<br>-                           | BHEKAMAT<br>SHE<br>PRIMARY<br>SCHOOL            |
| BISLEY<br>PARK<br>PRIMARY<br>SCHOOL             | UMGUNGUNDL<br>OVU                | The<br>Msunduzi<br>(KZN225)  | 24                 | REFURBISHM<br>ENT AND<br>REHABILITATI<br>ON          | DOPW                   | R<br>2,378.5<br>17                    | R<br>194.875                     | R<br>-                           | R<br>-                           | BISLEY<br>PARK<br>PRIMARY<br>SCHOOL             |
| BONGUDUN<br>GA<br>SECONDAR<br>Y SCHOOL          | UMGUNGUNDL<br>OVU                | The<br>Msunduzi<br>(KZN225)  | 16                 | REFURBISHM<br>ENT AND<br>REHABILITATI<br>ON          | DBSA                   | R<br>7,522.3<br>15                    | R<br>130.500                     | R<br>-                           | R<br>-                           | BONGUDUN<br>GA<br>SECONDAR<br>Y SCHOOL          |
| BOWDEN<br>HOUSE<br>GENERATO<br>R                | UMGUNGUNDL<br>OVU                | #N/A                         | #N/A               | UPGRADES<br>AND<br>ADDITIONS                         | KZNDoe                 | R<br>500.000                          | R<br>1,230.000                   | R<br>2,250.000                   | R<br>3,250.000                   | BOWDEN<br>HOUSE<br>GENERATO<br>R                |
| BRUNTVILL<br>E AREA<br>PRIMARY<br>SCHOOL<br>NEW | UMGUNGUNDL<br>OVU                | Mpofana<br>(KZN223)          | 3                  | NEW<br>/REPLACEMEN<br>T<br>INFRASTRUCT<br>URE ASSETS | KZNDoe                 | R<br>9,080.0<br>00                    | R<br>-                           | R<br>1,073.880                   | R<br>1,143.731                   | BRUNTVILL<br>E AREA<br>PRIMARY<br>SCHOOL<br>NEW |
| BRUYNSHIL<br>L PRIMARY<br>SCHOOL                | UMGUNGUNDL<br>OVU                | uMshwathi<br>(KZN221)        | 7                  | REFURBISHM<br>ENT AND<br>REHABILITATI<br>ON          | DOPW                   | R<br>5,867.3<br>14                    | R<br>194.875                     | R<br>-                           | R<br>-                           | BRUYNSHIL<br>L PRIMARY<br>SCHOOL                |
| BRUYNSHIL<br>L PRIMARY<br>SCHOOL                | UMGUNGUNDL<br>OVU                | uMshwathi<br>(KZN221)        | 7                  | UPGRADES<br>AND<br>ADDITIONS                         | DOPW                   | R<br>1,150.0<br>00                    | R<br>148.250                     | R<br>-                           | R<br>-                           | BRUYNSHIL<br>L PRIMARY<br>SCHOOL                |
| BUCKLAND<br>S PRIMARY<br>SCHOOL                 | UMGUNGUNDL<br>OVU                | uMshwathi<br>(KZN221)        | 1                  | UPGRADES<br>AND<br>ADDITIONS                         | DOPW                   | R<br>2,400.0<br>00                    | R<br>-                           | R<br>405.450                     | R<br>199.221                     | BUCKLAND<br>S PRIMARY<br>SCHOOL                 |
| BUZULWAZI<br>PRIMARY<br>SCHOOL                  | UMGUNGUNDL<br>OVU                | The<br>Msunduzi<br>(KZN225)  | 7                  | UPGRADES<br>AND<br>ADDITIONS                         | DOPW                   | R<br>2,400.0<br>00                    | R<br>-                           | R<br>264.936                     | R<br>285.571                     | BUZULWAZI<br>PRIMARY<br>SCHOOL                  |
| CEBOLESIZ<br>WE<br>INTERMEDI<br>ATE<br>SCHOOL   | UMGUNGUNDL<br>OVU                | Umvoti<br>(KZN245)           | 8                  | UPGRADES<br>AND<br>ADDITIONS                         | DOPW                   | R<br>2,250.0<br>00                    | R<br>-                           | R<br>-                           | R<br>318.556                     | CEBOLESIZ<br>WE<br>INTERMEDI<br>ATE<br>SCHOOL   |
| CELANI<br>PRIMARY<br>SCHOOL                     | UMGUNGUNDL<br>OVU                | Impendle<br>(KZN224)         | 1                  | UPGRADES<br>AND<br>ADDITIONS                         | KZNDoe                 | R<br>3,692.9<br>62                    | R<br>-                           | R<br>165.000                     | R<br>447.857                     | CELANI<br>PRIMARY<br>SCHOOL                     |
| CHIBELIHLE<br>COMBINED<br>SCHOOL                | UMGUNGUNDL<br>OVU                | Impendle<br>(KZN224)         | 2                  | REFURBISHM<br>ENT AND<br>REHABILITATI<br>ON          | KZNDoe                 | R<br>4,024.0<br>00                    | R<br>-                           | R<br>1,019.568                   | R<br>429.205                     | CHIBELIHLE<br>COMBINED<br>SCHOOL                |

| PROJECT NAME                     | DISTRICT MUNICIPALITY NAME | local Municipality    | Ward Number | INFRASTRUCTURE PROGRAMMES              | IMPLEMENTING AGENT | TOTAL PROJECT COST R'000 | ALLOCATION 2022-23 R'000 | ALLOCATION 2023-24 R'000 | ALLOCATION 2024-25 R'000 | PROJECT NAME                     |
|----------------------------------|----------------------------|-----------------------|-------------|--|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|----------------------------------|
| CHIBELIHL E COMBINED SCHOOL      | UMGUNGUNDLOVU              | Impendle (KZN224)     | 2           | UPGRADES AND ADDITIONS                 | KZNDoe             | R 1,780.000              | R -                      | R 441.120                | R 191.269                | CHIBELIHL E COMBINED SCHOOL      |
| CHIBELIHL E SECONDARY SCHOOL NEW | UMGUNGUNDLOVU              | Impendle (KZN224)     | 2           | NEW /REPLACEMENT INFRASTRUCTURE ASSETS | KZNDoe             | R 15,706.030             | R -                      | R -                      | R 3,499.542              | CHIBELIHL E SECONDARY SCHOOL NEW |
| CONGCO HIGH SCHOOL               | UMGUNGUNDLOVU              | Richmond (KZN227)     | 6           | UPGRADES AND ADDITIONS                 | COEGA              | R 7,152.000              | R -                      | R 1,933.164              | R 745.548                | CONGCO HIGH SCHOOL               |
| CONGCO HIGH SCHOOL               | UMGUNGUNDLOVU              | Richmond (KZN227)     | 6           | REFURBISHMENT AND REHABILITATION       | DOPW               | R 6,038.000              | R -                      | R 1,538.000              | R 2,716.484              | CONGCO HIGH SCHOOL               |
| COSMO PRIMARY SCHOOL             | UMGUNGUNDLOVU              | uMngeni (KZN222)      | 12          | NEW /REPLACEMENT INFRASTRUCTURE ASSETS | IDT                | R 52,356.944             | R 1,857.750              | R -                      | R -                      | COSMO PRIMARY SCHOOL             |
| COSMO PRIMARY SCHOOL             | UMGUNGUNDLOVU              | uMngeni (KZN222)      | 12          | UPGRADES AND ADDITIONS                 | IDT                | R 2,276.000              | R 1,349.000              | R 102.000                | R -                      | COSMO PRIMARY SCHOOL             |
| CRANHAM PRIMARY SCHOOL           | UMGUNGUNDLOVU              | Umvoti (KZN245)       | 11          | UPGRADES AND ADDITIONS                 | IDT                | R 1,780.000              | R 1,217.000              | R 102.000                | R -                      | CRANHAM PRIMARY SCHOOL           |
| DALTON PRIMARY SCHOOL            | UMGUNGUNDLOVU              | uMshwathi (KZN221)    | 7           | UPGRADES AND ADDITIONS                 | DOPW               | R 1,150.000              | R 162.573                | R -                      | R -                      | DALTON PRIMARY SCHOOL            |
| DARGLE PRIMARY SCHOOL            | UMGUNGUNDLOVU              | uMngeni (KZN222)      | 3           | UPGRADES AND ADDITIONS                 | DBSA               | R 946.275                | R -                      | R 150.333                | R 109.892                | DARGLE PRIMARY SCHOOL            |
| DINDI PRIMARY SCHOOL             | UMGUNGUNDLOVU              | The Msunduzi (KZN225) | 6           | UPGRADES AND ADDITIONS                 | COEGA              | R 5,244.385              | R -                      | R 2,708.100              | R 1,027.414              | DINDI PRIMARY SCHOOL             |
| DLOKWAK HE PRIMARY SCHOOL        | UMGUNGUNDLOVU              | The Msunduzi (KZN225) | 4           | UPGRADES AND ADDITIONS                 | COEGA              | R 4,282.874              | R -                      | R 1,777.500              | R 688.929                | DLOKWAK HE PRIMARY SCHOOL        |
| DOORNKLOOF COMBINED SCHOOL       | UMGUNGUNDLOVU              | Mpofana (KZN223)      | 4           | UPGRADES AND ADDITIONS                 | DBSA               | R 4,001.604              | R 1,000.000              | R -                      | R -                      | DOORNKLOOF COMBINED SCHOOL       |
| DWENGU HIGH SCHOOL               | UMGUNGUNDLOVU              | Mkhambathini (KZN226) | 6           | UPGRADES AND ADDITIONS                 | DOPW               | R 1,150.000              | R -                      | R 21.150                 | R 161.264                | DWENGU HIGH SCHOOL               |
| EBUNGUNI SECONDARY SCHOOL        | UMGUNGUNDLOVU              | Umvoti (KZN245)       | 11          | REFURBISHMENT AND REHABILITATION       | IDT                | R 15,000.000             | R -                      | R 4,114.800              | R 1,555.029              | EBUNGUNI SECONDARY SCHOOL        |

| PROJECT NAME                   | DISTRICT MUNICIPALITY NAME | local Municipality    | Ward Number | INFRASTRUCTURE PROGRAMMES        | IMPLEMENTING AGENT | TOTAL PROJECT COST R'000 | ALLOCATION 2022-23 R'000 | ALLOCATION 2023-24 R'000 | ALLOCATION 2024-25 R'000 |  |
|--------------------------------|----------------------------|-----------------------|-------------|----------------------------------|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|--|
| ECHAMENI PRIMARY SCHOOL        | UMGUNGUNDLOVU              | uMshwathi (KZN221)    | 4           | UPGRADES AND ADDITIONS           | DBSA               | R 1,032.300              | R 687.000                | R 173.532                | R 118.521                |  |
| EDENDALE TECHNICAL HIGH SCHOOL | UMGUNGUNDLOVU              | The Msunduzi (KZN225) | 12          | REFURBISHMENT AND REHABILITATION | DOPW               | R 5,588.000              | R -                      | R 648.450                | R 265.936                |  |
| EINSIEDELN INTERMEDIATE SCHOOL | UMGUNGUNDLOVU              | Richmond (KZN227)     | 4           | REFURBISHMENT AND REHABILITATION | KZNDoe             | R 4,026.000              | R -                      | R 1,020.132              | R 429.410                |  |

| PROJECT NAME                   | DISTRICT MUNICIPALITY NAME | local Municipality    | Ward Number | INFRASTRUCTURE PROGRAMMES        | IMPLEMENTING AGENT | TOTAL PROJECT COST R'000 | ALLOCATION 2022-23 R'000 | ALLOCATION 2023-24 R'000 | ALLOCATION 2024-25 R'001 |  |
|--------------------------------|----------------------------|-----------------------|-------------|----------------------------------|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|--|
| EKHAMANZI PRIMARY SCHOOL       | UMGUNGUNDLOVU              | uMshwathi (KZN221)    | 3           | UPGRADES AND ADDITIONS           | DOPW               | R 3,356.726              | R 836.000                | R 102.000                | R 2,737.226              |  |
| EKUFUNDENI PRIMARY SCHOOL      | UMGUNGUNDLOVU              | uMshwathi (KZN221)    | 14          | UPGRADES AND ADDITIONS           | DOPW               | R 1,150.000              | R 162.573                | R -                      | R -                      |  |
| ELITS –15 SCOTT ST             | UMGUNGUNDLOVU              | #N/A                  | #N/A        | REFURBISHMENT AND REHABILITATION | DOPW               | R 4,724.000              | R 2,567.000              | R 500.000                | R -                      |  |
| EMAFAKATHI NI PRIMARY SCHOOL   | UMGUNGUNDLOVU              | The Msunduzi (KZN225) | 9           | UPGRADES AND ADDITIONS           | COEGA              | R 5,030.374              | R -                      | R 2,708.100              | R 1,027.414              |  |
| EMAFAKATHI NI PRIMARY SCHOOL   | UMGUNGUNDLOVU              | The Msunduzi (KZN225) | 9           | UPGRADES AND ADDITIONS           | IDT                | R 1,995.997              | R 1,124.000              | R 102.000                | R 1,078.749              |  |
| EMASWAZINI PRIMARY SCHOOL      | UMGUNGUNDLOVU              | The Msunduzi (KZN225) | 8           | UPGRADES AND ADDITIONS           | COEGA              | R 3,825.896              | R -                      | R 1,777.500              | R 688.929                |  |
| EMASWAZINI PRIMARY SCHOOL      | UMGUNGUNDLOVU              | The Msunduzi (KZN225) | 8           | UPGRADES AND ADDITIONS           | DOPW               | R 5,007.075              | R 819.000                | R 102.000                | R 3,446.245              |  |
| EMFENI PRIMARY SCHOOL          | UMGUNGUNDLOVU              | Mkhambathini (KZN226) | 4           | UPGRADES AND ADDITIONS           | COEGA              | R 3,300.000              | R -                      | R 846.900                | R 350.443                |  |
| EMINYEZANE NI SECONDARY SCHOOL | UMGUNGUNDLOVU              | Mpofana (KZN223)      | 3           | REFURBISHMENT AND REHABILITATION | IDT                | R 37,203.000             | R 7,709.000              | R -                      | R -                      |  |
| EMTULWA PRIMARY SCHOOL         | UMGUNGUNDLOVU              | uMshwathi (KZN221)    | 3           | UPGRADES AND ADDITIONS           | DOPW               | R 4,107.062              | R 133.250                | R -                      | R -                      |  |
| EMZAMWENI HIGH SCHOOL          | UMGUNGUNDLOVU              | The Msunduzi (KZN225) | 5           | UPGRADES AND ADDITIONS           | IDT                | R 4,000.000              | R -                      | R 1,128.000              | R 410.286                |  |
| ENGOBHIYE NI PRIMARY SCHOOL    | UMGUNGUNDLOVU              | uMshwathi (KZN221)    | 12          | UPGRADES AND ADDITIONS           | COEGA              | R 2,295.331              | R -                      | R 846.900                | R 342.111                |  |
| ENGOBHIYE NI PRIMARY SCHOOL    | UMGUNGUNDLOVU              | uMshwathi (KZN221)    | 12          | UPGRADES AND ADDITIONS           | DBSA               | R 3,878.521              | R 1,085.000              | R 102.000                | R -                      |  |
| ENGOLELENI PRIMARY SCHOOL      | UMGUNGUNDLOVU              | uMshwathi (KZN221)    | 11          | UPGRADES AND ADDITIONS           | COEGA              | R 9,398.000              | R 221.940                | R -                      | R -                      |  |
| ENTOKOZWE NI LSEN SCHOOL       | UMGUNGUNDLOVU              | The Msunduzi (KZN225) | 1           | UPGRADES AND ADDITIONS           | KZNDOE             | R 14,004.966             | R -                      | R 165.000                | R 1,932.261              |  |
| ESIGODINI PRIMARY SCHOOL       | UMGUNGUNDLOVU              | The Msunduzi (KZN225) | 12          | UPGRADES AND ADDITIONS           | COEGA              | R 6,887.795              | R -                      | R 1,777.500              | R 688.929                |  |

| PROJECT NAME                        | DISTRICT MUNICIPALITY NAME | local Municipality | Ward Number | INFRASTRUCTURE PROGRAMMES        | IMPLEMENTING AGENT | TOTAL PROJECT COST R'000 | ALLOCATION 2022-23 R'000 | ALLOCATION 2023-24 R'000 | ALLOCATION 2024-25 R'001 | PROJECT NAME                        |
|-------------------------------------|----------------------------|--------------------|-------------|----------------------------------|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|-------------------------------------|
| ESIKHOTHO PRIMARY SCHOOL            | UMGUNGUNDLOVU              | uMshwathi (KZN221) | 4           | UPGRADES AND ADDITIONS           | DOPW               | R 4,009.227              | R -                      | R 890.084                | R 386.944                | ESIKHOTHO PRIMARY SCHOOL            |
| ESIMOZOMENI SENIOR PRIMARY SCHOOL   | UMGUNGUNDLOVU              | Richmond (KZN227)  | 6           | UPGRADES AND ADDITIONS           | COEGA              | R 7,152.000              | R -                      | R 1,933.164              | R 745.548                | ESIMOZOMENI SENIOR PRIMARY SCHOOL   |
| ESIMOZOMENI SENIOR PRIMARY SCHOOL   | UMGUNGUNDLOVU              | Richmond (KZN227)  | 6           | UPGRADES AND ADDITIONS           | DOPW               | R 1,150.000              | R 162.573                | R -                      | R -                      | ESIMOZOMENI SENIOR PRIMARY SCHOOL   |
| ESIPHETHWINI SENDIZA PRIMARY SCHOOL | UMGUNGUNDLOVU              | uMngeni (KZN222)   | 3           | REFURBISHMENT AND REHABILITATION | DOPW               | R 1,716.000              | R -                      | R -                      | R 412.000                | ESIPHETHWINI SENDIZA PRIMARY SCHOOL |

|                               |                |                       |      |                                  |        |            |             |             |             |                               |
|-------------------------------|----------------|-----------------------|------|----------------------------------|--------|------------|-------------|-------------|-------------|-------------------------------|
| (HLANGANANI PS)               |                |                       |      |                                  |        |            |             |             |             | (HLANGANANI PS)               |
| ESITEBHISINI PRIMARY SCHOOL   | UMGUNGUN DLOVU | 0                     | #N/A | UPGRADES AND ADDITIONS           | DBSA   | R 2,400.00 | R -         | R 582.750   | R 259.607   | ESITEBHISINI PRIMARY SCHOOL   |
| ESTHER PAYNE SECONDARY SCHOOL | UMGUNGUN DLOVU | The Msunduzi (KZN225) | 32   | REFURBISHMENT AND REHABILITATION | DOPW   | R 3,730.00 | R 368.975   | R -         | R -         | ESTHER PAYNE SECONDARY SCHOOL |
| EXAMINATION CENTRE            | UMGUNGUN DLOVU | #N/A                  | #N/A | UPGRADES AND ADDITIONS           | KZNDoe | R 2,276.00 | R -         | R 500.000   | R 39.429    | EXAMINATION CENTRE            |
| EYETHU PRIMARY SCHOOL         | UMGUNGUN DLOVU | Umvoti (KZN245)       | 11   | UPGRADES AND ADDITIONS           | COEGA  | R 3,646.33 | R -         | R 846.900   | R 350.443   | EYETHU PRIMARY SCHOOL         |
| EYETHU PRIMARY SCHOOL         | UMGUNGUN DLOVU | Umvoti (KZN245)       | 11   | UPGRADES AND ADDITIONS           | DBSA   | R 4,579.20 | R 1,085.000 | R -         | R -         | EYETHU PRIMARY SCHOOL         |
| EZULWINI COMBINED SCHOOL      | UMGUNGUN DLOVU | Richmond (KZN227)     | 5    | UPGRADES AND ADDITIONS           | IDT    | R 12,942.6 | R 2,329.000 | R -         | R -         | EZULWINI COMBINED SCHOOL      |
| EZULWINI COMBINED SCHOOL      | UMGUNGUN DLOVU | Richmond (KZN227)     | 5    | UPGRADES AND ADDITIONS           | DOPW   | R 2,400.00 | R 133.250   | R -         | R -         | EZULWINI COMBINED SCHOOL      |
| FAIRLEIGH PRIMARY SCHOOL      | UMGUNGUN DLOVU | Mkhambathini (KZN226) | 4    | UPGRADES AND ADDITIONS           | DOPW   | R 2,400.00 | R -         | R 444.272   | R 192.390   | FAIRLEIGH PRIMARY SCHOOL      |
| FEZOKUHLE PRIMARY SCHOOL      | UMGUNGUN DLOVU | The Msunduzi (KZN225) | 15   | UPGRADES AND ADDITIONS           | COEGA  | R 9,023.47 | R -         | R 3,638.700 | R 1,365.900 | FEZOKUHLE PRIMARY SCHOOL      |
| FEZOKUHLE PRIMARY SCHOOL      | UMGUNGUN DLOVU | The Msunduzi (KZN225) | 15   | REFURBISHMENT AND REHABILITATION | DBSA   | R 4,025.00 | R 805.000   | R 1,019.850 | R 429.307   | FEZOKUHLE PRIMARY SCHOOL      |
| FEZOKUHLE PRIMARY SCHOOL      | UMGUNGUN DLOVU | The Msunduzi (KZN225) | 15   | REFURBISHMENT AND REHABILITATION | DBSA   | R 4,025.00 | R 805.000   | R 1,019.850 | R 429.307   | FEZOKUHLE PRIMARY SCHOOL      |
| FORBESDALE PRIMARY SCHOOL     | UMGUNGUN DLOVU | uMshwathi (KZN221)    | 14   | UPGRADES AND ADDITIONS           | COEGA  | R 2,296.48 | R -         | R 846.900   | R 350.443   | FORBESDALE PRIMARY SCHOOL     |
| FORTMANNSPRUIT PRIMARY SCHOOL | UMGUNGUN DLOVU | uMshwathi (KZN221)    | 2    | UPGRADES AND ADDITIONS           | DOPW   | R 5,409.51 | R 197.875   | R -         | R -         | FORTMANNSPRUIT PRIMARY SCHOOL |
| FUNDOKUHLE HIGH SCHOOL        | UMGUNGUN DLOVU | The Msunduzi (KZN225) | 15   | UPGRADES AND ADDITIONS           | KZNDoe | R 6,516.00 | R -         | R 420.000   | R 831.725   | FUNDOKUHLE HIGH SCHOOL        |
| GAJU SECONDARY SCHOOL         | UMGUNGUN DLOVU | uMshwathi (KZN221)    | 4    | REFURBISHMENT AND REHABILITATION | DBSA   | R 4,025.00 | R 805.000   | R 1,019.850 | R 429.307   | GAJU SECONDARY SCHOOL         |
| GAJU SECONDARY SCHOOL         | UMGUNGUN DLOVU | uMshwathi (KZN221)    | 4    | UPGRADES AND ADDITIONS           | DBSA   | R 1,032.30 | R -         | R 173.532   | R 461.293   | GAJU SECONDARY SCHOOL         |
| GCINA PRIMARY SCHOOL          | UMGUNGUN DLOVU | Mkhambathini (KZN226) | 1    | UPGRADES AND ADDITIONS           | DOPW   | R 8,192.39 | R -         | R 1,827.944 | R 616.168   | GCINA PRIMARY SCHOOL          |
| GENGESHE PRIMARY SCHOOL       | UMGUNGUN DLOVU | Richmond (KZN227)     | 6    | UPGRADES AND ADDITIONS           | DOPW   | R 1,150.00 | R 197.875   | R -         | R -         | GENGESHE PRIMARY SCHOOL       |
| GOBIZEMBE HIGH SCHOOL         | UMGUNGUN DLOVU | uMshwathi (KZN221)    | 12   | UPGRADES AND ADDITIONS           | DBSA   | R 26,675.8 | R 1,567.000 | R 6,521.269 | R 2,771.718 | GOBIZEMBE HIGH SCHOOL         |
| GQUGQUMA PRIMARY SCHOOL       | UMGUNGUN DLOVU | uMshwathi (KZN221)    | 11   | UPGRADES AND ADDITIONS           | IDT    | R 1,254.04 | R 272.500   | R -         | R -         | GQUGQUMA PRIMARY SCHOOL       |
| GULUBE PRIMARY SCHOOL         | UMGUNGUN DLOVU | Mkhambathini (KZN226) | 7    | UPGRADES AND ADDITIONS           | COEGA  | R 2,584.21 | R -         | R 846.900   | R 350.443   | GULUBE PRIMARY SCHOOL         |
| GULUBE PRIMARY SCHOOL         | UMGUNGUN DLOVU | Mkhambathini (KZN226) | 7    | UPGRADES AND ADDITIONS           | DOPW   | R 1,150.00 | R 162.573   | R -         | R -         | GULUBE PRIMARY SCHOOL         |
| HARBURG INTERMEDIATE SCHOOL   | UMGUNGUN DLOVU | uMshwathi (KZN221)    | 14   | UPGRADES AND ADDITIONS           | DOPW   | R 5,237.50 | R 133.250   | R -         | R -         | HARBURG INTERMEDIATE SCHOOL   |

|  |                    |      |      |   |        |                      |        |                |                |  |
|--|--------------------|------|------|---|--------|----------------------|--------|----------------|----------------|--|
| HEAD OFFICE                              | UMGUNGUND<br>DLOVU | #N/A | #N/A | NEW<br>/REPLACEMENT<br>INFRASTRUCTURE<br>ASSETS | KZNDoe | R<br>120,000.<br>000 | R<br>- | R<br>-         | R<br>2,448.980 | HEAD OFFICE                              |
| HEAD OFFICE/<br>DISTRICT/CIRCUIT/<br>TDC | UMGUNGUND<br>DLOVU | #N/A | #N/A | UPGRADES<br>AND<br>ADDITIONS                    | KZNDoe | R<br>51,000.0<br>00  | R<br>- | R<br>1,000.000 | R<br>3,994.898 | HEAD OFFICE/<br>DISTRICT/CIRCUIT/<br>TDC |

| PROJECT<br>NAME                         | DISTRICT<br>MUNICIPALITY<br>NAME | local<br>Municipality       | Ward<br>Number | INFRASTRUCTURE<br>PROGRAMMES                    | IMPLEMENTING<br>AGENT | TOTAL<br>PROJECT<br>COST<br>R'000 | ALLOCATION 2022-<br>23 R'000 | ALLOCATION 2023-<br>24 R'000 | ALLOCATION 2024-<br>25 R'000 | PROJECT<br>NAME                         |
|---|----------------------------------|-----------------------------|----------------|---|-----------------------|-----------------------------------|------------------------------|------------------------------|------------------------------|---|
| HENLEY<br>PRIMARY<br>SCHOOL             | UMGUNGUND<br>LOVU                | The<br>Msunduzi<br>(KZN225) | 4              | UPGRADES<br>AND<br>ADDITIONS                    | COEGA                 | R<br>4,407.9<br>11                | R<br>-                       | R<br>1,777.500               | R<br>688.929                 | HENLEY<br>PRIMARY<br>SCHOOL             |
| HENRYVILLE<br>PRIMARY<br>SCHOOL         | UMGUNGUND<br>LOVU                | The<br>Msunduzi<br>(KZN225) | 21             | UPGRADES<br>AND<br>ADDITIONS                    | DOPW                  | R<br>30,760.<br>838               | R<br>162.492                 | R<br>-                       | R<br>-                       | HENRYVILLE<br>PRIMARY<br>SCHOOL         |
| HLANZENI<br>PRIMARY<br>SCHOOL           | UMGUNGUND<br>LOVU                | Mpofana<br>(KZN223)         | 4              | UPGRADES<br>AND<br>ADDITIONS                    | DBSA                  | R<br>1,032.3<br>00                | R<br>687.000                 | R<br>173.532                 | R<br>118.521                 | HLANZENI<br>PRIMARY<br>SCHOOL           |
| HLELINGOMU<br>SO PRIMARY<br>SCHOOL      | UMGUNGUND<br>LOVU                | The<br>Msunduzi<br>(KZN225) | 13             | UPGRADES<br>AND<br>ADDITIONS                    | COEGA                 | R<br>7,107.5<br>03                | R<br>-                       | R<br>3,638.700               | R<br>1,365.900               | HLELINGOMU<br>SO PRIMARY<br>SCHOOL      |
| HLELINGOMU<br>SO PRIMARY<br>SCHOOL      | UMGUNGUND<br>LOVU                | The<br>Msunduzi<br>(KZN225) | 13             | UPGRADES<br>AND<br>ADDITIONS                    | IDT                   | R<br>2,000.0<br>00                | R<br>-                       | R<br>-                       | R<br>285.714                 | HLELINGOMU<br>SO PRIMARY<br>SCHOOL      |
| HLELINGOMU<br>SO PRIMARY<br>SCHOOL      | UMGUNGUND<br>LOVU                | The<br>Msunduzi<br>(KZN225) | 13             | REFURBISHMENT<br>AND<br>REHABILITATION          | DBSA                  | R<br>4,025.0<br>00                | R<br>805.000                 | R<br>1,019.850               | R<br>429.307                 | HLELINGOMU<br>SO PRIMARY<br>SCHOOL      |
| HLELOLUSHA<br>PRIMARY<br>SCHOOL         | UMGUNGUND<br>LOVU                | Impendle<br>(KZN224)        | 4              | UPGRADES<br>AND<br>ADDITIONS                    | COEGA                 | R<br>5,487.5<br>18                | R<br>-                       | R<br>846.900                 | R<br>350.443                 | HLELOLUSHA<br>PRIMARY<br>SCHOOL         |
| HLWEMINI<br>PRIMARY<br>SCHOOL           | UMGUNGUND<br>LOVU                | uMshwathi<br>(KZN221)       | 11             | REFURBISHMENT<br>AND<br>REHABILITATION          | DOPW                  | R<br>9,773.9<br>53                | R<br>247.250                 | R<br>1,852.667               | R<br>-                       | HLWEMINI<br>PRIMARY<br>SCHOOL           |
| HLWEMINI<br>PRIMARY<br>SCHOOL           | UMGUNGUND<br>LOVU                | uMshwathi<br>(KZN221)       | 11             | UPGRADES<br>AND<br>ADDITIONS                    | COEGA                 | R<br>1,925.8<br>92                | R<br>-                       | R<br>846.900                 | R<br>350.443                 | HLWEMINI<br>PRIMARY<br>SCHOOL           |
| HOPEWELL<br>PRIMARY<br>SCHOOL           | UMGUNGUND<br>LOVU                | Richmond<br>(KZN227)        | 3              | UPGRADES<br>AND<br>ADDITIONS                    | COEGA                 | R<br>4,469.3<br>12                | R<br>-                       | R<br>846.900                 | R<br>350.443                 | HOPEWELL<br>PRIMARY<br>SCHOOL           |
| HUBA HIGH<br>SCHOOL                     | UMGUNGUND<br>LOVU                | Richmond<br>(KZN227)        | 2              | UPGRADES<br>AND<br>ADDITIONS                    | DBSA/SAFE             | R<br>3,555.7<br>00                | R<br>-                       | R<br>-                       | R<br>-                       | HUBA HIGH<br>SCHOOL                     |
| IMBALI<br>SECONDARY<br>SCHOOL           | UMGUNGUND<br>LOVU                | Impendle<br>(KZN224)        | 2              | UPGRADES<br>AND<br>ADDITIONS                    | COEGA                 | R<br>3,472.0<br>00                | R<br>-                       | R<br>895.404                 | R<br>368.085                 | IMBALI<br>SECONDARY<br>SCHOOL           |
| IMBOYI<br>PRIMARY<br>SCHOOL             | UMGUNGUND<br>LOVU                | Mkhambathini<br>(KZN226)    | 3              | UPGRADES<br>AND<br>ADDITIONS                    | COEGA                 | R<br>2,611.8<br>08                | R<br>-                       | R<br>846.900                 | R<br>350.443                 | IMBOYI<br>PRIMARY<br>SCHOOL             |
| IMBUBU<br>PRIMARY<br>SCHOOL             | UMGUNGUND<br>LOVU                | The<br>Msunduzi<br>(KZN225) | 2              | UPGRADES<br>AND<br>ADDITIONS                    | COEGA                 | R<br>5,259.8<br>88                | R<br>-                       | R<br>1,777.500               | R<br>688.929                 | IMBUBU<br>PRIMARY<br>SCHOOL             |
| IMBUBU<br>PRIMARY<br>SCHOOL             | UMGUNGUND<br>LOVU                | The<br>Msunduzi<br>(KZN225) | 2              | UPGRADES<br>AND<br>ADDITIONS                    | DBSA                  | R<br>5,179.4<br>02                | R<br>1,000.000               | R<br>-                       | R<br>-                       | IMBUBU<br>PRIMARY<br>SCHOOL             |
| IMVUNULO<br>SECONDARY<br>SCHOOL         | UMGUNGUND<br>LOVU                | The<br>Msunduzi<br>(KZN225) | 6              | REFURBISHMENT<br>AND<br>REHABILITATION          | DBSA                  | R<br>4,318.6<br>12                | R<br>238.725                 | R<br>-                       | R<br>-                       | IMVUNULO<br>SECONDARY<br>SCHOOL         |
| INDALENI<br>SENIOR<br>PRIMARY<br>SCHOOL | UMGUNGUND<br>LOVU                | Richmond<br>(KZN227)        | 7              | NEW<br>/REPLACEMENT<br>INFRASTRUCTURE<br>ASSETS | DOPW                  | R<br>46,824.<br>360               | R<br>1,461.125               | R<br>-                       | R<br>-                       | INDALENI<br>SENIOR<br>PRIMARY<br>SCHOOL |
| INDALENI<br>SENIOR                      | UMGUNGUND<br>LOVU                | Richmond<br>(KZN227)        | 7              | REFURBISHMENT<br>AND                            | KZNDoe                | R<br>5,598.0<br>00                | R<br>-                       | R<br>600.988                 | R<br>276.955                 | INDALENI<br>SENIOR                      |

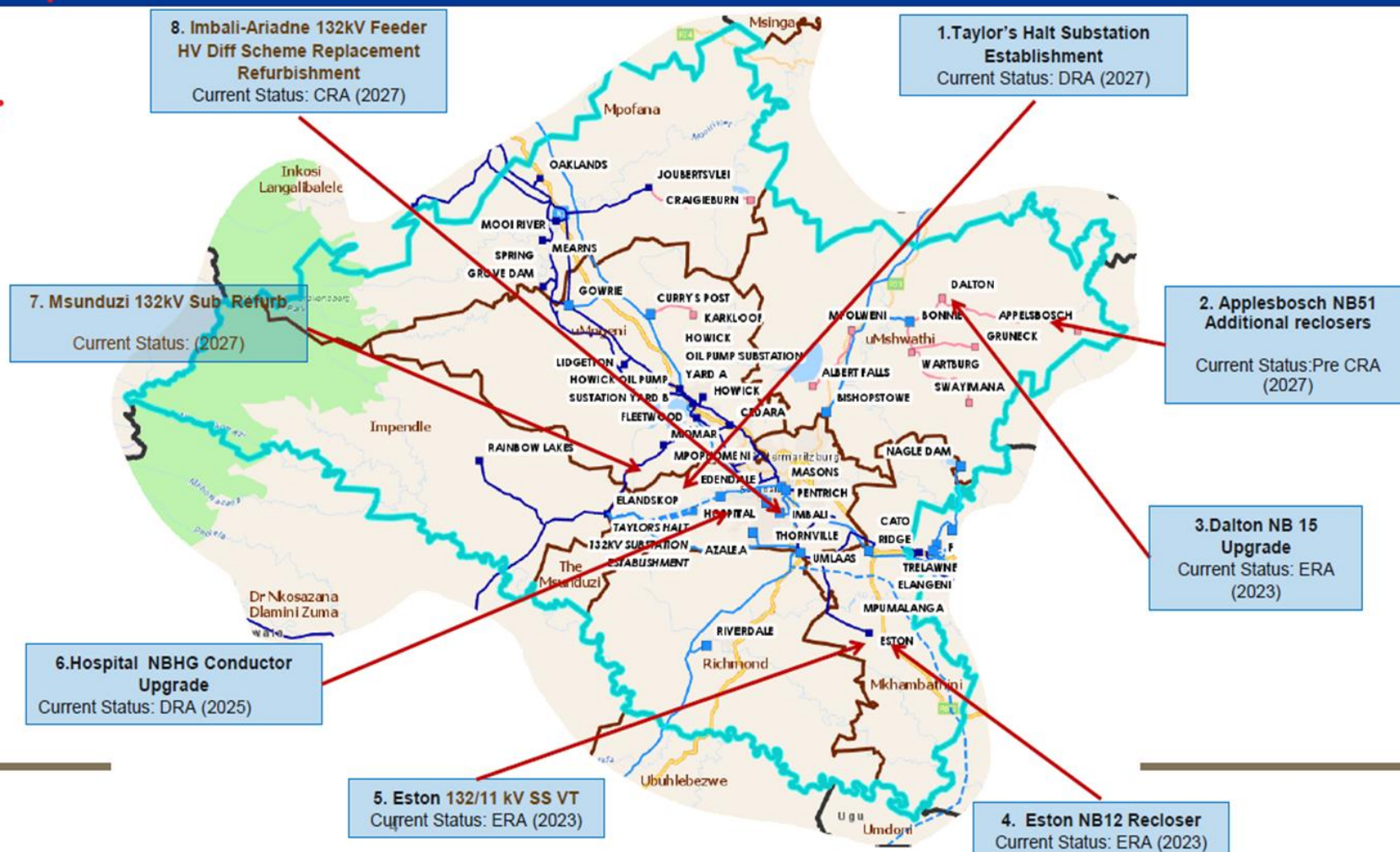


|                                     |                |                       |      |                                  |         |              |             |             |             |                                     |
|-------------------------------------|----------------|-----------------------|------|----------------------------------|---------|--------------|-------------|-------------|-------------|-------------------------------------|
| PRIMARY SCHOOL                      |                |                       |      | REHABILITATION                   |         |              |             |             |             | PRIMARY SCHOOL                      |
| INFRASTRUCTURE SYSTEM EFMS          | UMGUNGUND LOVU | #N/A                  | #N/A | UPGRADES AND ADDITIONS           | KZND OE | R 3,500.000  | R 2,679.000 | R 2,000.000 | R 230.000   | INFRASTRUCTURE SYSTEM EFMS          |
| INHLAZUKA PRIMARY SCHOOL            | UMGUNGUND LOVU | Richmond (KZN227)     | 5    | UPGRADES AND ADDITIONS           | IDT     | R 13,486.060 | R -         | R 3,618.608 | R 1,396.400 | INHLAZUKA PRIMARY SCHOOL            |
| INHLAZUKA PRIMARY SCHOOL            | UMGUNGUND LOVU | Richmond (KZN227)     | 5    | REFURBISHMENT AND REHABILITATION | KZND OE | R 4,038.000  | R -         | R 1,023.516 | R 430.641   | INHLAZUKA PRIMARY SCHOOL            |
| INHLAZUKA PRIMARY SCHOOL            | UMGUNGUND LOVU | Richmond (KZN227)     | 5    | REFURBISHMENT AND REHABILITATION | KZND OE | R 1,600.000  | R -         | R 137.100   | R 208.986   | INHLAZUKA PRIMARY SCHOOL            |
| INKULELEKO PRIMARY SCHOOL           | UMGUNGUND LOVU | uMshwathi (KZN221)    | 12   | UPGRADES AND ADDITIONS           | COEGA   | R 2,146.292  | R -         | R 846.900   | R 350.443   | INKULELEKO PRIMARY SCHOOL           |
| INKUMANE HIGH SCHOOL                | UMGUNGUND LOVU | Richmond (KZN227)     | 5    | REFURBISHMENT AND REHABILITATION | KZND OE | R 1,600.000  | R -         | R 137.100   | R 208.986   | INKUMANE HIGH SCHOOL                |
| INQOLAYOLWAZI SENIOR PRIMARY SCHOOL | UMGUNGUND LOVU | uMshwathi (KZN221)    | 14   | UPGRADES AND ADDITIONS           | DOPW    | R 5,563.938  | R -         | R 1,323.171 | R 549.214   | INQOLAYOLWAZI SENIOR PRIMARY SCHOOL |
| INSIKA SECONDARY SCHOOL             | UMGUNGUND LOVU | The Msunduzi (KZN225) | 2    | UPGRADES AND ADDITIONS           | DOPW    | R 4,390.223  | R 839.000   | R 102.000   | R 2,340.808 | INSIKA SECONDARY SCHOOL             |
| INYANINGA PRIMARY SCHOOL            | UMGUNGUND LOVU | uMshwathi (KZN221)    | 13   | UPGRADES AND ADDITIONS           | COEGA   | R 2,657.886  | R -         | R 846.900   | R 350.443   | INYANINGA PRIMARY SCHOOL            |
| INYANINGA PRIMARY SCHOOL            | UMGUNGUND LOVU | uMshwathi (KZN221)    | 13   | UPGRADES AND ADDITIONS           | DBSA    | R 2,400.000  | R 173.250   | R -         | R -         | INYANINGA PRIMARY SCHOOL            |
| ISIBONGO PRIMARY SCHOOL             | UMGUNGUND LOVU | uMngeni (KZN222)      | 8    | UPGRADES AND ADDITIONS           | COEGA   | R 4,735.087  | R -         | R 3,638.700 | R 1,365.900 | ISIBONGO PRIMARY SCHOOL             |

| PROJECT NAME             | DISTRICT MUNICIPALITY NAME | local Municipality    | Ward Number | INFRASTRUCTURE PROGRAMMES        | IMPLEMENTING AGENT | TOTAL PROJECT COST R'000 | ALLOCATION 2022-23 R'000 | ALLOCATION 2023-24 R'000 | ALLOCATION 2024-25 R'000 | PROJECT NAME             |
|--------------------------|----------------------------|-----------------------|-------------|----------------------------------|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| ISIBONGO PRIMARY SCHOOL  | UMGUNGUND LOVU             | uMngeni (KZN222)      | 8           | REFURBISHMENT AND REHABILITATION | KZND OE            | R 2,900.000              | R -                      | R 702.600                | R 313.914                | ISIBONGO PRIMARY SCHOOL  |
| ISIBONGO PRIMARY SCHOOL  | UMGUNGUND LOVU             | uMngeni (KZN222)      | 8           | REFURBISHMENT AND REHABILITATION | DBSA               | R 1,600.000              | R -                      | R 137.100                | R 207.408                | ISIBONGO PRIMARY SCHOOL  |
| ISMONT HIGH SCHOOL       | UMGUNGUND LOVU             | Mkhambathini (KZN226) | 6           | REFURBISHMENT AND REHABILITATION | DOPW               | R 4,106.940              | R 1,245.692              | R -                      | R 1,967.552              | ISMONT HIGH SCHOOL       |
| ISMONT HIGH SCHOOL       | UMGUNGUND LOVU             | Mkhambathini (KZN226) | 6           | REFURBISHMENT AND REHABILITATION | DOPW               | R 2,900.000              | R -                      | R 612.946                | R 275.445                | ISMONT HIGH SCHOOL       |
| ISMONT HIGH SCHOOL       | UMGUNGUND LOVU             | Mkhambathini (KZN226) | 6           | UPGRADES AND ADDITIONS           | DBSA               | R 1,041.703              | R 567.000                | R 176.068                | R 119.464                | ISMONT HIGH SCHOOL       |
| IVANHOE PRIMARY SCHOOL   | UMGUNGUND LOVU             | Impendle (KZN224)     | 4           | REFURBISHMENT AND REHABILITATION | IDT                | R 2,900.000              | R 501.300                | R 668.400                | R 318.800                | IVANHOE PRIMARY SCHOOL   |
| IVANHOE PRIMARY SCHOOL   | UMGUNGUND LOVU             | Impendle (KZN224)     | 4           | UPGRADES AND ADDITIONS           | COEGA              | R 4,827.463              | R -                      | R 846.900                | R 350.443                | IVANHOE PRIMARY SCHOOL   |
| IWAHLANGA PRIMARY SCHOOL | UMGUNGUND LOVU             | The Msunduzi (KZN225) | 6           | UPGRADES AND ADDITIONS           | COEGA              | R 3,710.518              | R -                      | R 846.900                | R 350.443                | IWAHLANGA PRIMARY SCHOOL |

|                               |                |                       |    |                                  |        |              |             |             |             |                               |
|-------------------------------|----------------|-----------------------|----|----------------------------------|--------|--------------|-------------|-------------|-------------|-------------------------------|
| IWAHLANGA PRIMARY SCHOOL      | UMGUNGUND LOVU | The Msunduzi (KZN225) | 6  | UPGRADES AND ADDITIONS           | DOPW   | R 1,385.520  | R -         | R -         | R 178.394   | IWAHLANGA PRIMARY SCHOOL      |
| IZWI LESIZWE PRIMARY SCHOOL   | UMGUNGUND LOVU | The Msunduzi (KZN225) | 17 | UPGRADES AND ADDITIONS           | DOPW   | R 2,900.000  | R 148.250   | R -         | R -         | IZWI LESIZWE PRIMARY SCHOOL   |
| JABULANI PRIMARY SCHOOL       | UMGUNGUND LOVU | The Msunduzi (KZN225) | 3  | UPGRADES AND ADDITIONS           | COEGA  | R 2,447.918  | R -         | R 846.900   | R 350.443   | JABULANI PRIMARY SCHOOL       |
| JABULANI PRIMARY SCHOOL       | UMGUNGUND LOVU | The Msunduzi (KZN225) | 3  | REFURBISHMENT AND REHABILITATION | DBSA   | R 2,356.895  | R 139.703   | R -         | R -         | JABULANI PRIMARY SCHOOL       |
| JABULANI PRIMARY SCHOOL       | UMGUNGUND LOVU | The Msunduzi (KZN225) | 3  | UPGRADES AND ADDITIONS           | DOPW   | R 5,369.035  | R 811.284   | R 1,370.011 | R 2,637.270 | JABULANI PRIMARY SCHOOL       |
| JULUKANDO DA PRIMARY SCHOOL   | UMGUNGUND LOVU | uMngeni (KZN222)      | 8  | UPGRADES AND ADDITIONS           | COEGA  | R 5,204.154  | R -         | R 2,708.100 | R 1,027.414 | JULUKANDO DA PRIMARY SCHOOL   |
| KAMEELHOEK PRIMARY SCHOOL     | UMGUNGUND LOVU | uMshwathi (KZN221)    | 9  | REFURBISHMENT AND REHABILITATION | KZNDoe | R 1,600.000  | R -         | R 137.100   | R 208.986   | KAMEELHOEK PRIMARY SCHOOL     |
| KHANYISANI PRIMARY SCHOOL     | UMGUNGUND LOVU | uMshwathi (KZN221)    | 10 | UPGRADES AND ADDITIONS           | IDT    | R 30,491.000 | R 225.835   | R -         | R -         | KHANYISANI PRIMARY SCHOOL     |
| KWACUBELA INTERMEDIATE SCHOOL | UMGUNGUND LOVU | Mpfana (KZN223)       | 1  | REFURBISHMENT AND REHABILITATION | DOPW   | R 5,606.000  | R -         | R 1,356.394 | R 598.908   | KWACUBELA INTERMEDIATE SCHOOL |
| KWAGWEGWE PRIMARY SCHOOL      | UMGUNGUND LOVU | eThekwini (ETH)       | 96 | REFURBISHMENT AND REHABILITATION | DOPW   | R 900.000    | R 625.300   | R -         | R 115.000   | KWAGWEGWE PRIMARY SCHOOL      |
| KWAGWEGWE PRIMARY SCHOOL      | UMGUNGUND LOVU | eThekwini (ETH)       | 96 | REFURBISHMENT AND REHABILITATION | IDT    | R 2,900.000  | R 501.300   | R 668.400   | R 318.800   | KWAGWEGWE PRIMARY SCHOOL      |
| KWAGWEGWE PRIMARY SCHOOL      | UMGUNGUND LOVU | eThekwini (ETH)       | 96 | UPGRADES AND ADDITIONS           | DOPW   | R 3,158.084  | R 198.250   | R -         | R -         | KWAGWEGWE PRIMARY SCHOOL      |
| KWAKHETHA PRIMARY SCHOOL      | UMGUNGUND LOVU | Impendle (KZN224)     | 3  | UPGRADES AND ADDITIONS           | COEGA  | R 6,420.051  | R -         | R 1,777.500 | R 688.929   | KWAKHETHA PRIMARY SCHOOL      |
| KWAKHETHA PRIMARY SCHOOL      | UMGUNGUND LOVU | Impendle (KZN224)     | 3  | UPGRADES AND ADDITIONS           | DBSA   | R 4,358.866  | R 1,000.000 | R 102.000   | R -         | KWAKHETHA PRIMARY SCHOOL      |
| KWAMADLALA PRIMARY SCHOOL     | UMGUNGUND LOVU | The Msunduzi (KZN225) | 8  | UPGRADES AND ADDITIONS           | COEGA  | R 7,103.000  | R 233.264   | R -         | R -         | KWAMADLALA PRIMARY SCHOOL     |
| KWAMADLALA PRIMARY SCHOOL     | UMGUNGUND LOVU | The Msunduzi (KZN225) | 8  | UPGRADES AND ADDITIONS           | IDT    | R 2,662.317  | R 184.677   | R -         | R -         | KWAMADLALA PRIMARY SCHOOL     |
| KWAMAPHU MULO PRIMARY SCHOOL  | UMGUNGUND LOVU | uMshwathi (KZN221)    | 6  | UPGRADES AND ADDITIONS           | KZNDoe | R 2,400.000  | R -         | R 618.750   | R 254.464   | KWAMAPHU MULO PRIMARY SCHOOL  |
| KWAMNYANDU PRIMARY SCHOOL     | UMGUNGUND LOVU | The Msunduzi (KZN225) | 5  | UPGRADES AND ADDITIONS           | DBSA   | R 4,025.000  | R -         | R 1,019.850 | R 429.307   | KWAMNYANDU PRIMARY SCHOOL     |
| KWAMSINGA PRIMARY SCHOOL      | UMGUNGUND LOVU | The Msunduzi (KZN225) | 6  | UPGRADES AND ADDITIONS           | DOPW   | R 5,849.388  | R 133.250   | R -         | R -         | KWAMSINGA PRIMARY SCHOOL      |
| KWANGUBENI PRIMARY SCHOOL     | UMGUNGUND LOVU | The Msunduzi (KZN225) | 5  | UPGRADES AND ADDITIONS           | DBSA   | R 3,273.923  | R 559.871   | R 806.668   | R 339.271   | KWANGUBENI PRIMARY SCHOOL     |

# uMgungundlovu DM – Infrastructure Plan Spatially



## UMGUNGUNDLOVU DM INFRASTRUCTURE PLAN AND PROGRESS

|   | Project Name   | Status  | Planned Completion Date |
|---|--|---------|-------------------------|
| 1 | Taylors Halt 132kV Substation Establishment – funded by DMRE         | DRA     | 2027                    |
| 2 | Applesbosch NB51 Additional reclosers                                | Pre CRA | 2027                    |
| 3 | Dalton SS NB15 Upgrade   | ERA     | 2023                    |
| 4 | Eston 132/11 kV SS VT  | ERA     | 2023                    |
| 5 | Eston NB12 22kV Recloser   | ERA     | 2023                    |
| 6 | Hospital NBHG – Conductor Upgrade                                    | DRA     | 2025                    |
| 7 | Msunduzi 132kV Sub Refurb  | DRA     | 2027                    |
| 8 | Imbali-Ariadne 132kV Feeder HV Diff Scheme Replacement Refurbishment | CRA     | 2027                    |

## PROJECTS FOR 2021/22 UMGUNGUNDLOVU



| Municipality Code & Name | Project Name  | Ward Number  | Project Type | Estimated Conns | Actual Conns | Status  |
|--------------------------|---|--------------|--------------|-----------------|--------------|---|
| KZN225_Msunduzi          | Unit BB NB BD - Thornville rural settlement electrification - Western area Shenstone 5 – Msunduzi | 18           | Household    | 379             | 326          | Construction is 100% complete,                                  |
| KZN225_Msunduzi          | Msunduzi extensions   | Various ward | Extensions   | 300             | 465          | Construction is 100% complete                                   |
| KZN225_Msunduzi          | Taylor's Halt #1  | 6/7/8/9      | Household    | 322             | 87           | Construction is 100% complete busy with material reconciliation |
| KZN223_Mooi Mpofana      | Mpofana Phase 2 ward 4  | 4            | Household    | 70              | 105          | Construction is 90% complete, awaiting outages                  |
| <b>Total</b>             |   |              |              | <b>1352</b>     | <b>348</b>   |   |

# PLANNED PROJECTS FOR 2022/23 UMGUNGUNDLOVU



| Municipality Code & Name | Project Name   | Ward Number | Project Type | Estimated Conns | Status  |
|--------------------------|--|-------------|--------------|-----------------|---|
| KZN225_Msunduzi          | Azalea NB AC - Thornville rural settlement electrification - Southern area Shenstone 4 – Msunduzi wa | 18          | Households   | 520             | Construction is 20% complete. Survey is required on site for line deviation. Material delivery in progress. |
| KZN225_Msunduzi          | KwaShange  | 4           | Households   | 652             | Site establishment done and kick off completed – contractor on site – awaiting material delivery            |
| KZN225_Msunduzi          | Azalea NBAD - Soweto rural settlement  | 14          | Households   | 282             | Construction of MV line 98% completed. Contractor to be allocated for household connections                 |
| KZN225_Msunduzi          | Taylors Halt rural settlement normalisation Phase 2  | 6/7/8/9     | Household    | 442             | Package handover done, In process of allocating new contractor  |
| <b>Total</b>             |  |             |              | <b>2662</b>     |   |

## PROPOSED PROJECTS FOR 2023/24 UMGUNGUNDLOVU



| Municipality Code & Name | Project Name   | Ward Number | Project Type | Estimated Conns | Status                     |
|--------------------------|--|-------------|--------------|-----------------|----------------------------|
| KZN225_Msunduzi          | Sinathingi section C ward 11 rural settlement infills  | 11          | Households   | 90              | Project is at design stage |
| KZN225_Msunduzi          | Stage 2 Slangpruit ward 13   | 13          | Households   | 70              | Project is at design stage |
| KZN225_Msunduzi          | Esigodini ward 12  | 12          | Households   | 202             | Project is at design stage |
| KZN225_Msunduzi          | Thornville NB32 -Thornville rural settlement electrification - Eastern area Shenstone 2 – Msunduzi | 18          | Households   | 525             | Project is at design stage |

## PROPOSED PROJECTS FOR 2023/24 UMGUNGUNDLOVU



| Municipality Code & Name | Project Name   | Ward Number   | Project Type | Estimated Conns | Status                     |
|--------------------------|--|---------------|--------------|-----------------|----------------------------|
| KZN225_Msunduzi          | Unit P NB PE - Thornville rural settlement electrification - Northern area Shenstone 1 | 18            | Households   | 966             | Project is at design stage |
| KZN225_Msunduzi          | Songonzima Rural Settlement  | 7             | Households   | 290             | Project is at design stage |
| KZN225_Msunduzi          | Msunduzi bulk infills (type 2 & 3)   | Various wards | Type 2/3     | 500             | Project is at design stage |
| TOATAL                   |  |               |              | 1651            |                            |



## DEPARTMENT OF HUMAN SETTLEMENTS

| Municipality                         | Project Name     | Ward | Status  | Units | 2022/23     | 2023/24       | 2024/25 |
|--------------------------------------|------------------|------|---|-------|-------------|---------------|---------|
| <b><u>uMshwathi Municipality</u></b> |                  |      |   |       |             |               |         |
| uMshwathi                            | Mathulini        | 5&14 | Planning – environmental authorization for the project obtained. SPLUMA application is being prepared for submission to the Municipality. | 971   | R300 000,00 | R1 492 000,00 | R0,00   |
| uMshwathi                            | Swayimane Ward 6 | 6    | Planning – environmental authorization for the project obtained. SPLUMA application is being prepared for submission to the Municipality. | 831   | R600 000,00 | R691 000,00   | R0,00   |

| Municipality | Project Name         | Ward | Status   | Units | 2022/23     | 2023/24       | 2024/25 |
|--------------|----------------------|------|--|-------|-------------|---------------|---------|
| uMshwathi    | Swayimane Ward<br>12 | 12   | <p>Planning – environmental authorization obtained. Approval of the SPLUMA is outstanding. The initial SPLUMA submission was in March 2022, and the amended submission was in September 2022.</p> <p>Development Rights Agreement to be signed with the ITB once SPLUMA approval is received, then the project will proceed to construction.</p> | 864   | R500 000,00 | R1 534 000,00 | R0,00   |
| uMshwathi    | Swayimane Ward<br>13 | 13   | <p>Planning – environmental authorization obtained, Development Rights Agreement signed with the ITB.</p>  | 868   | R500 000,00 | R333 000,00   | R0,00   |

| Municipality | Project Name | Ward | Status  | Units | 2022/23 | 2023/24 | 2024/25 |
|--------------|--------------|------|---|-------|---------|---------|---------|
|              |              |      | <p>The only outstanding item is approval of the SPLUMA, then the project will proceed to construction.</p> <p>The initial SPLUMA submission was in December 2021, and the amended submission was in September 2022.</p> |       |         |         |         |

| Municipality                               | Project Name | Ward | Status   | Units | 2022/23     | 2023/24       | 2024/25 |
|--|--------------|------|--|-------|-------------|---------------|---------|
| <b><u>uMshwathi Municipality cont.</u></b> |              |      |  |       |             |               |         |
| uMshwathi                                  | Efaye        | 3    | Planning – detailed planning studies are currently being undertaken. | 500   | R400 000,00 | R1 000 000,00 | R0,00   |

| Municipality                               | Project Name    | Ward | Status  | Units | 2022/23           | 2023/24           | 2024/25           |
|--|-----------------|------|---|-------|-------------------|-------------------|-------------------|
| <b><u>uMshwathi Municipality cont.</u></b> |                 |      |   |       |                   |                   |                   |
| uMshwathi                                  | Trustfeed       | 9    | Pre-planning (blocked) – land privately owned   | 1000  | R0,00             | R0,00             | R0,00             |
| uMshwathi                                  | Mpolweni        | 10   | Pre-planning (blocked) – land privately owned   | 1081  | R0,00             | R0,00             | R0,00             |
| uMshwathi                                  | Masihambisane   | 3    | Close out   | 241   | R1 552 420,00     | R0,00             | R0,00             |
| uMshwathi                                  | Dalton Cool Air | 7    | Construction – contract with the service provider finalized for the construction phase. | 449   | R13 390<br>480,00 | R15 268<br>230,00 | R14 400<br>000,00 |
| uMshwathi                                  | Umshwathi Ridge | 9    | Construction – contractor currently on site for construction of housing units.          | 2922  | R21 752<br>300,00 | R23 287<br>242,01 | R25 077<br>100,00 |

| Municipality                        | Project Name | Ward | Status                                      | Units | 2022/23        | 2023/24        | 2024/25        |
|-------------------------------------|--------------|------|---|-------|----------------|----------------|----------------|
| <u>uMshwathi Municipality cont.</u> |              |      |   |       |                |                |                |
| uMshwathi                           | Thokozani    | 1    | Rehabilitation project, contractor on site. | 789   | R10 530 000,00 | R10 337 980,49 | R11 700 000,00 |

| Municipality                        | Project Name | Ward | Status   | Units | 2022/23 | 2023/24 | 2024/25 |
|-------------------------------------|--------------|------|--|-------|---------|---------|---------|
| <u>uMshwathi Municipality cont.</u> |              |      |  |       |         |         |         |
| uMshwathi                           | Inadi        | 3    | Pre-Planning: approved for detailed planning work. The Department is | 500   | R0,00   | R0,00   | R0,00   |

| Municipality | Project Name           | Ward | Status   | Units | 2022/23 | 2023/24 | 2024/25 |
|--------------|------------------------|------|--|-------|---------|---------|---------|
|              |                        |      | finalizing the process of appointing a service provider.   |       |         |         |         |
| uMshwathi    | Masihambisane / Mtulwa | 3    | Pre-Planning: approved for detailed planning work. The Department is finalizing the process of appointing a service provider.    | 500   | R0,00   | R0,00   | R0,00   |
| uMshwathi    | Swayimane Ward 8       | 8    | Pre-Planning: a service provider has been appointed by the Department. Work to commence upon signing of Service Level Agreement. | 1300  | R0,00   | R0,00   | R0,00   |

| Municipality | Project Name                   | Ward | Status  | Units | 2022/23 | 2023/24 | 2024/25 |
|--------------|--------------------------------|------|---|-------|---------|---------|---------|
| uMshwathi    | Swayimane<br>Ward 11           | 11   | Pre-Planning: a service provider has been appointed by the Department.<br><br>Work to commence upon signing of Service Level Agreement. | 2300  | R0,00   | R0,00   | R0,00   |
| uMshwathi    | Mhlangandlovu /<br>Appelsbosch | 4    | Pre-Planning: approved for detailed planning work. The Department is finalizing the process of appointing a service provider.           | 2200  | R0,00   | R0,00   | R0,00   |

| Municipality                       | Project Name | Ward | Status | Units | 2022/23 | 2023/24 | 2024/25 |
|------------------------------------|--------------|------|--------|-------|---------|---------|---------|
| <b><u>Mpofana Municipality</u></b> |              |      |        |       |         |         |         |

| Municipality | Project Name                  | Ward | Status  | Units | 2022/23     | 2023/24       | 2024/25       |
|--------------|-------------------------------|------|---|-------|-------------|---------------|---------------|
| Mpofana      | Rosetta                       | 2    | Planning – finalizing<br>detailed planning activities                     | 100   | R376 809,00 | R4 182 056.50 | R4 182 056.50 |
| Mpofana      | Ekujabuleni<br>(Sierra Ranch) | 3    | Planning (blocked) – bulk<br>water not available                          | 120   | R0,00       | R0,00         | R0,00         |
| Mpofana      | Bruntville                    | 3    | Pre-Planning (blocked) –<br>social issues in the<br>beneficiary community | 120   | R0,00       | R0,00         | R0,00         |
| Mpofana      | Thendela                      | 2    | Pre-planning (blocked) –<br>land privately owned                          | 250   | R0,00       | R0,00         | R0,00         |
| Mpofana      | Craigieburn                   | 4    | Planning (blocked) – bulk<br>water not available                          | 850   | R0,00       | R0,00         | R0,00         |



| Municipality | Project Name | Ward | Status                                    | Units | 2022/23       | 2023/24       | 2024/25    |
|--------------|--------------|------|---|-------|---------------|---------------|------------|
| Mpofana      | Phumlas      | 5    | Construction                              | 400   | R6 319 388.04 | R4 182 056.50 | R50 000,00 |
| Mpofana      | Ebuhleni     | 4    | Construction (blocked) –<br>land disputes | 120   | R0,00         | R0,00         | R0,00      |

| Municipality                       | Project Name        | Ward | Status   | Units | 2022/23 | 2023/24 | 2024/25 |
|------------------------------------|---------------------|------|--|-------|---------|---------|---------|
| <b><u>uMngeni Municipality</u></b> |                     |      |  |       |         |         |         |
| uMngeni                            | Lions River<br>Ph 2 | 4    | Detailed planning activities completed. Can't<br>proceed to construction dues to unavailability<br>of bulk services. | 542   | R0,00   | R0,00   | R0,00   |

|         |                     |    |  |     |             |             |       |
|---------|---------------------|----|--|-----|-------------|-------------|-------|
| uMngeni | St Joseph           | 6  | Detailed planning activities completed. Can't proceed to construction dues to unavailability of bulk services. | 77  | R0,00       | R0,00       | R0,00 |
| uMngeni | Lutchmans Farm      | 4  | Detailed planning activities completed. Can't proceed to construction dues to unavailability of bulk services. | 86  | R0,00       | R0,00       | R0,00 |
| uMngeni | Hillside            | 3  | Planning – detailed planning studies are currently being undertaken.   | 152 | R426 542,00 | R246 539,00 | R0,00 |
| uMngeni | Hilton Society Ph 4 |    | Pre-Planning   | 60  | R0,00       | R0,00       | R0,00 |
| uMngeni | Tumbleweed          | 12 | Planning (blocked) – land is in the process of being transferred to the municipality.                          | 44  | R0,00       | R0,00       | R0,00 |

| Municipality                      | Project Name | Ward | Status   | Units | 2022/23       | 2023/24       | 2024/25       |
|-----------------------------------|--------------|------|--|-------|---------------|---------------|---------------|
| <u>uMngeni Municipality cont.</u> |              |      |  |       |               |               |               |
| uMngeni                           | KwaMevana    | 1    | Construction – contractor currently on site for construction of housing units. | 26    | R3,584,999,00 | R0,00         | R0,00         |
| uMngeni                           | Khayelisha   | 7    | Construction (blocked)   | 500   | R0,00         | R0,00         | R0,00         |
| uMngeni                           | Cedara       | 7    | Construction (blocked)   | 632   | R0,00         | R6 230 000,00 | R18 561 00,00 |

| Municipality | Project Name       | Ward | Status   | Units | 2022/23       | 2023/24           | 2024/25           |
|--------------|--------------------|------|--|-------|---------------|-------------------|-------------------|
| uMngeni      | Mpophomeni<br>Hume | 8    | Rehabilitation project, contractor on<br>site. | 861   | R6 219 253,36 | R10 067<br>503,84 | R12 671<br>270,30 |

| Municipality                        | Project Name | Ward | Status   | Units | 2022/23       | 2023/24     | 2024/25 |
|-------------------------------------|--------------|------|--|-------|---------------|-------------|---------|
| <b><u>Msunduzi Municipality</u></b> |              |      |  |       |               |             |         |
| Msunduzi                            | Signal Hill  | 26   | Planning – finalizing<br>detailed planning<br>activities | 3000  | R4 000 000,00 | R0,00       | R0,00   |
| Msunduzi                            | Kwa 30       | 10   | Planning – finalizing<br>detailed planning<br>activities | 400   | R455 291,00   | R726 000,00 | R0,00   |

| Municipality | Project Name          | Ward | Status   | Units | 2022/23        | 2023/24       | 2024/25       |
|--------------|-----------------------|------|--|-------|----------------|---------------|---------------|
| Msunduzi     | Khalanyoni            | 12   | Planning finalized.<br>Project to proceed to construction            | 1000  | R1 138 230,00  | R537 000,00   | R0,00         |
| Msunduzi     | Mkhondeni SACCA       | 37   | Installation of interim services                                     | 2000  | R198 998,00    | R0,00         | R0,00         |
| Msunduzi     | Glenwood 2 SE Sector  | 37   | Planning – detailed planning studies are currently being undertaken. | 3000  | R10 560 870,00 | R8 765 000,00 | R0,00         |
| Msunduzi     | Bhobhonono / Masomini | 20   | Planning – detailed planning studies are currently being undertaken. | 2000  | R3 688 266,00  | R2 360 000,00 | R1 324 194,00 |

| Municipality                              | Project Name        | Ward | Status   | Units | 2022/23       | 2023/24       | 2024/25       |
|---|---------------------|------|--|-------|---------------|---------------|---------------|
| Msunduzi                                  | Smero / Caluza      | 20   | Planning – detailed planning studies are currently being undertaken. | 2000  | R3 688 266,00 | R2 360 000,00 | R1 324 194,00 |
| Municipality                              | Project Name        | Ward | Status   | Units | 2022/23       | 2023/24       | 2024/25       |
| <b><u>Msunduzi Municipality cont.</u></b> |                     |      |  |       |               |               |               |
| Msunduzi                                  | Masson              | 29   | Pre-Planning – process of appointing a service provider underway.    | 570   | R0,00         | R0,00         | R0,00         |
| Msunduzi                                  | Edendale EE Phase 3 | 17   | Pre-Planning – process of appointing a service provider underway.    | 1000  | R0,00         | R0,00         | R0,00         |

| Municipality | Project Name                | Ward | Status  | Units | 2022/23 | 2023/24 | 2024/25 |
|--------------|-----------------------------|------|---|-------|---------|---------|---------|
| Msunduzi     | Copesville Phase 2          | 29   | Pre-Planning – process of appointing a service provider underway. | 3000  | R0,00   | R0,00   | R0,00   |
| Msunduzi     | Edendale Priority 2 Phase 1 | 21   | Pre-Planning – process of appointing a service provider underway. | 300   | R0,00   | R0,00   | R0,00   |
| Msunduzi     | Edendale Unit 18 Extension  | 15   | Pre-Planning – process of appointing a service provider underway. | 500   | R0,00   | R0,00   | R0,00   |

## **CHAPTER G: ANNUAL OPERATIONAL PLAN (SDBIP)**

UMgungundlovu District Municipality utilizes the SDBIP as the model to plan, implement, monitor and evaluate performance. The SDBIP uses the six KPA's to guide effective service delivery. THE DRAFT SDBIP IS ANNEXURE 2

## **CHAPTER H: ORGANISATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM**

### **Legislative Rationale**

Chapter 6 of the Municipal Systems Act (No. 32 of 2000) requires municipalities to:

- Develop a performance management system.
- Set targets, monitor and review performance based on indicators linked to the IDP
- Publish annual reports on performance for the organization, staff, the public and other spheres of government.
- Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government.
- Have the annual performance report audited by the Auditor General
- Involve the community in setting the indicators and targets.

Performance management is a strategic approach which management, equip leaders, managers, employees and stakeholders at different levels with a set of tools and techniques to plan regular, continuous monitoring, periodical measure and review performance of the organization. UMgungundlovu District Municipality has prepared a functional and effective organizational performance management system, for the 2022/23 IDP, that addresses address performance needs of the municipality, that serves to promote a culture of performance management and to administer its affairs in an economical, effective, efficient and accountable manner as required by Section 38 of the Municipal System Act No.32 of 2000.

Section 45 of the Municipal Systems Act No. 32 of 2000 read in conjunction with Section 121(3) (d) of the Municipal Finance Management Act No. 56 of 2003 state that each municipality must have a performance management system, which sets out appropriate key performance indicators. Municipalities are required to also monitor their performance against the key performance indicators and importantly measure and review performance at least once per year. The Act requires that a municipality must prepare for each year a performance report reflecting the performance of the municipality and of each external service provider during that financial year, a comparison with the targets set and measures taken to improve performance. This performance report must be included in the municipality's annual report. The performance of the municipality must be audited as part of the municipality's internal auditing processes.

The performance management Unit managed to craft the Service Delivery and Budget Implementation Plan for the 2022/23 Financial Year that was adopted and signed by the Honourable Mayor just before the start of the financial year. Further to that and as legislated, Performance Agreements of Senior Managers were crafted, signed and submitted to relevant government departments. The Unit also managed to deliver in its objective of mandated reporting as it managed to produce all four projected quarterly reports and their submission to Council.



The Unit further compiled the Annual Performance Report for 2021/22 FY and had it submitted to the Office of the Auditor-General for auditing purposes as legislated. These deliverables were realised through the on-going support from Internal Audit & IDP Unit and their relentless endeavours in ensuring that alignment and compliance are not compromised at all material times. Further co-operation was further solicited from user departments from within the municipality as they went out of their way to ensure that they provide whatever performance information requested by the Unit.

The SDBIP review sessions also assist in Monitoring and Evaluation for 2022-2023 as the progress of the Mid-Year performance is assessed and progress on addressing targets that were not achieved during Mid-Year performance assessment is given to ensure that Performance is monitored on a continuous basis.

### **Individual Performance Management Systems**

The adoption of the 2023/2024 IDP and Budget has informed the preparation of the Service and Budget Implementation Plan (SDBIP). The budget serves as a monitoring tool for the implementation of the IDP. From here performance agreements have been prepared for Section 54 and 56 managers as required by the Performance Regulations. The Municipality undertakes quarterly reviews to monitor performance. An Individual Performance Policy has been developed and workshops have been conducted for employees. Employees below senior management will sign performance agreements and plans at the start of 2023/24 financial year.

### **MFMA Circular 88**

The circular aims to support the alignment of planning and reporting instruments for a prescribed set of municipal performance indicators. The Municipal Systems Act (MSA) and the MFMA require alignment between planning and reporting instruments such as the Integrated Development Plan (IDP), Budget, the Service Delivery and Budget Implementation Plan (SDBIP) and the Annual Report.

All units within uMgungundlovu District Municipality play an integral role in reporting Circular 88 set of indicators. The municipality reports on a quarterly basis to provincial COGTA. The municipality is working with provincial cogta with addressing issues that are challenging the municipality through the support plan.

**Organizational and Individual Performance Management Policy and Framework is attached as Annexure 12**

**The Organizational Scorecard resembles Section D-Objectives-hence it is not repeated here; however, it is an Annexure.**

## **CHAPTER I: ANNEXURES**

- Annexure 1- Full Council Resolution
- Annexure 2- Service Delivery and Budget Implementation Plan
- Annexure 3- District Development Model One Plan
- Annexure 4- Capital Investment Framework (CIF)
- Annexure 5- Water Services and Development Plan (WSDP)
- Annexure 6- Workplace Skills Plan (WSP)
- Annexure 7- Spatial Development Framework (SDF)
- Annexure 8- Employment Equity Plan (EEP)
- Annexure 9- Audit Action Plan
- Annexure 10- District Growth and Development Plan
- Annexure 11- EMF
- Annexure 12-PMS Framework
- Annexure 13- Indigent Register and Policy
- Annexure 14- SCM Policy
- Annexure 15- Procurement Plan
- Annexure 16- Disaster Management Plan
- Annexure 17- Service Level Standard
- Annexure 18- Annual Report
- Annexure 19- Recruitment and selection policy
- Annexure 20- Implementation Plan
- Annexure 21- Integrated Waste Management Plan
- Annexure 22- Communication Strategy
- Annexure 23- LED Strategy
- Annexure 24- Human Resources Plan
- Annexure 25- Environmental Health policy
- Annexure 26- Circular 88
- Annexure 27- Municipal Support and Intervention Plan
- Annexure 28 – Meaningful Participation of Amakhosi
- Annexure 29- Organogram

Annexure 30- IDP Implementation Plan

Annexure 31- Anti Fraud & Prevention Strategy

Annexure 32- Batho Pele Manual

Annexure 33- Operations and Maintenance Program

## STATUS OF SECTOR PLANS

| Sector Plan   | Status   | Responsibility                |
|---|--|-------------------------------|
| 1. LED Strategy   | Adopted in 2022  | EDP                           |
| 2. Tourism Plan   | Under Review   | EDP                           |
| 3. HIV/Aids Strategy                                      | To be reviewed In 2023 for a five year period (2023-2027)            | Community Services            |
| 4. Integrated Waste Management Plan                       | Draft IWMP will be complete for review and approval by 30 March 2023 | Community Services            |
| 5. Water Services Development Plan                        | Under Review   | Water Services Authority/ OMM |
| 6. Communication Strategy                                 | Reviewed and adopted by Council on 28 June 2022                      | MM's Office/ Communications   |
| 7. Workplace Skills Development Plan                      | Last Reviewed in 2019  | Corporate Services            |
| 8. Employment Equity Plan                                 | Submitted To Dept. Labour. Reviewed Annually.                        | Corporate Services            |
| 9. Strategic Environmental Management and Assessment Plan | Adopted In 2014  | EDP                           |
| 10. Environmental Management Framework                    | Completed in 2017  | EDP                           |
| 11. Cemeteries and Crematoria Plan                        | Reviewed 2012/2013-to be reviewed                                    | Community Services            |
| 12. Renewable Energy Plan                                 | Completed 2012/2013 (to be reviewed) and new studies                 | Technical Services            |
| 13. Financial Strategy                                    | Reviewed Annually and Is Part of the current IDP                     | Finance                       |

| Sector Plan                                     | Status  | Responsibility          |
|---|---|-------------------------|
| 14. Disaster Management Plan and Sector Plan    | Last adopted in 2022/23. The Disaster Management Plan is currently Under review. Draft 2023/24  | Community Services      |
| 15. Climate Change Mitigation And Adaption Plan | Completed In 2012, Being Implemented.   | EDP                     |
| 16. Biodiversity Conservation Plan              | Compiled By Ezemvelo Kzn Wildlife. Reviewed in 2014 And is Implemented.   | Community Services      |
| 17. Customer Care Plan                          | Reviewed For 2017   | Finance                 |
| 18. Asset Management/ Maintenance Plan          | Annually  | Finance                 |
| 19. Spatial Development Framework               | Adopted in 2022   | EDP                     |
| 20. Rural Development Plan – District Wide      | 2016  | Community Services      |
| 21. District Integrated Transport Plan          | Preliminary Phase   | Dpt. Of Transport/ Tech |
| 22. Air Quality Plan                            | Adopted by Council in 2017. The plan was valid for a period of 5 years and therefore requires a review. The review of the AQMP was taken to tender last year. Tenders were received but due to budget cuts, the tender was withdrawn. A request has been made for budget provision in the 23/24 financial year. | Community Services      |

Enquiries and comments: to be submitted in writing to Mrs. Phumzile Luswazi (IDP Manager), using [Phumzile.Luswazi@umdm.gov.za](mailto:Phumzile.Luswazi@umdm.gov.za).

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**uMGUNGUNDLOVU**  
 UMASIPALA WESIFUNDA  
 DISTRICT MUNICIPALITY  
 D STRIK MUNISIPALITEIT



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 MANAGER.**